



Tom Sinclair

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cc: Kevin May/Enron Communications@Enron Communications, Leo Paige/Enron Communications@Enron Communications, Carolyn Barrett/Enron Communications@Enron Communications
Subject: Executive Management Summary

Attached is Monday's Summary.



Executive Management Summary 03-12-0

Feel free to contact me should you have any comments or concerns.

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**GOVERNMENT
EXHIBIT**
4511
Crm No H 04-0025

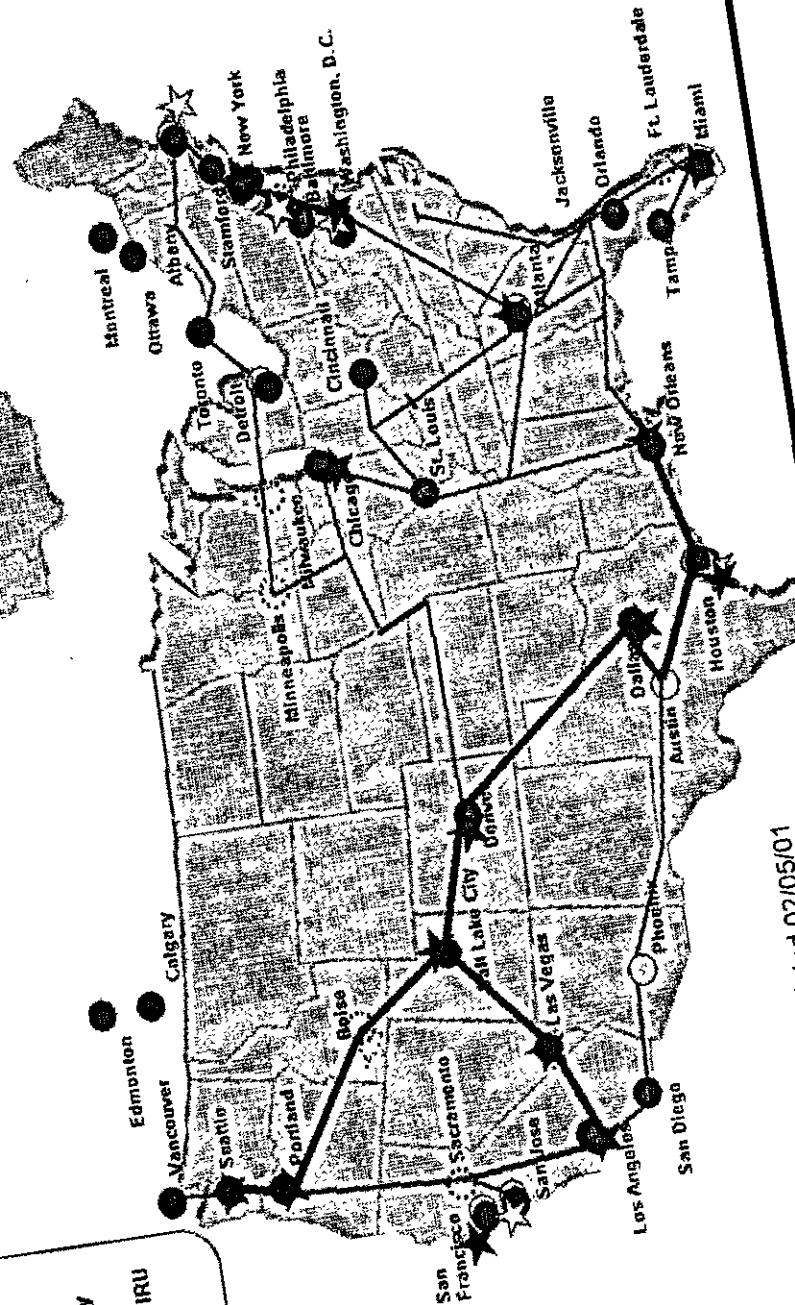
Enron Broadband Services Executive Management Summary March 12, 2001

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- | | | | |
|---|---------------------------|---|-------------------|
| ● | Operational POP | — | Lit Fiber |
| ★ | Operational Pooling Point | — | IRU Ready (Dark) |
| ○ | Installed, Not Complete | — | Planned IRU Ready |
| ☆ | Planned | | |
| ✱ | Proposed | | |



Map Last Updated 02/05/01



Map Last Updated 02/05/01



Enron Network

Business Team		Forecast Components of Earnings Above Tax										Variance from Plan - Fav(Unfav)					
		Estimate	Plan	Variance	Actual Margin	Deals Identified	Other Margin	Total Margin	Direct Expenses	Allocated Expenses*	Capital Charge	Total	Gross Margin	Direct Expenses	Allocated Expenses*	Capital Charge	Total
Wholesale Market Origination		\$ (9.5)	\$ 10.1	\$ (19.6)	\$ 0.3	\$ 2.5	\$ 1.7	\$ 4.5	\$ 3.2	\$ 10.8	\$ -	\$ (9.5)	\$ (16.5)	\$ -	\$ (3.1)	\$ -	\$ (19.6)
Content Origination		(7.1)	1.9	(9.0)	0.1	-	-	0.1	3.1	4.1	-	(7.1)	(10.8)	-	1.8	-	(9.0)
Broadband Investments		(1.7)	6.6	(8.3)	(1.4)	-	1.6	0.2	0.8	1.1	-	(1.7)	(9.8)	-	1.5	-	(8.3)
Semiconductor Services		(2.0)	(1.5)	(0.5)	(0.3)	-	-	(0.3)	1.1	0.6	-	(2.0)	(0.6)	-	0.1	-	(0.5)
Media Services		(2.2)	2.4	(4.6)	0.5	0.4	-	0.9	1.0	2.1	-	(2.2)	(4.1)	-	(0.5)	-	(4.6)
Enterprise Services		(6.8)	2.3	(9.1)	-	1.7	-	1.7	3.2	5.3	-	(6.8)	(8.4)	-	(0.7)	-	(9.1)
Europe		(7.3)	(1.4)	(5.9)	-	2.5	-	2.5	9.1	0.7	-	(7.3)	(5.9)	-	-	-	(5.9)
Asia Origination		(5.2)	(5.2)	-	-	-	-	-	4.2	1.0	-	(5.2)	-	-	-	-	-
Global Trading & Risk Management		(65.6)	(55.9)	(9.7)	(7.3)	-	-	(7.3)	6.7	51.6	-	(65.6)	(10.3)	-	0.6	-	(9.7)
Latin America		(1.5)	0.5	(2.0)	-	-	-	-	0.7	0.8	-	(1.5)	(2.5)	-	0.5	-	(2.0)
Office of the Chairman		(2.4)	(2.4)	-	-	-	-	-	1.3	1.1	-	(2.4)	-	-	-	-	-
Other		(1.0)	(0.1)	(0.9)	(0.7)	-	(0.3)	(1.0)	-	-	-	(1.0)	(0.9)	-	-	-	(0.9)
Total Commercial		(112.3)	(42.5)	(69.8)	(8.8)	7.1	3.0	13.1	34.4	79.2	-	(112.3)	(69.8)	-	(0.0)	-	(69.8)
Group		-	-	-	-	-	-	-	79.2	(79.2)	-	-	-	-	-	-	-
Capital Charge Offset		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overview		9.5	7.5	2.0	-	-	9.5	9.5	-	-	-	9.5	2.0	-	-	-	2.0
EBS - EBIT		\$(102.8)	\$(35.0)	\$(67.8)	\$(8.8)	\$7.1	\$12.5	\$40.8	\$113.6	\$79.2	\$-	\$(102.8)	\$(67.8)	\$(0.0)	\$(0.0)	\$(0.0)	\$(67.8)

*Includes Depreciation & Ad Valorem Taxes

DPR Changes

Wholesale Market Origination	0.1
Broadband Investments	(0.7)
Semiconductor Services	(0.2)
Media Services	0.1
Global Trading & Risk Management	(0.5)
Other	(0.1)

ENRON BROADBAND SERVICES DEAL TRACKER - GREENSHEET

Results based on Activity through 03/12/01

50-100% Deals		Team Leader	Sector	MTM	TCV	NPV	Cash	Probability	Mkt Segment
Global Crossing - OC12/DW 48 Deal		Brian Spector	Wholesale	2.5			(17.9)	95%	BW Int Layer #2, Circuits, TDM
Compaq Computer Corporation		Kim Godfrey	Enterprise	1.7			1.7	90%	Other
BMC Software, Inc.		Brad Nebergall	Enterprise		5.1	1.3		75%	IPN
NETS Group		Brett Vorley	European	2.5				50%	Circuits, Option
Various Counterparties		Edward Ondarza	Media Services	0.4				80%	Media Services
Totals for 50%				7.1	5.1	1.3	(15.2)		

25-49% Deals		Team Leader	Sector	MTM	TCV	NPV	Cash	Probability	Mkt Segment
Into Networks/Electronics Boutique (ELBO) Swaps		Michael Harris	Content	9.5	Approx \$40MM		(1.0)	49%	Other
Cambrian Communications, LLC - Swap		Brian Spector	Wholesale					49%	Dark Fiber
AT&T		Edward Ondarza	Media Services	0.2				30%	Media Services
CNN		Stephen Dowd/ Stewart Seeligson	Content	n/a	n/a			25%	Media Transport
MFN - Chicago-Toronto-New York		Mitch Olson	Wholesale	1.3	8.1			25%	Lambda
Telstra Corporation Ltd. - Deal #2		Brett Vorley	European	0.2	1.8			25%	Circuits
Totals for 25%-49%				11.2	9.9	0.0	(1.0)		

Totals for Quarter				18.3	15.0	1.3	(16.2)		
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	Salary Related	Emp Exp	Outside Svcs	Amt Captlzd	Corporate Charges & Other	Total	Over / (Under) Plan	Allocation							
								Whsl	Cont	EMS	Asia	Trad.	Other		
Network Support Functions:															
Switching Services	\$ 2.3	\$ 0.4	\$ 0.5	\$ (1.6)	\$ 1.2	\$ 2.8	\$ -	\$ -	\$ -	\$ -	\$ 2.8	\$ -			
IT	7.5	0.8	3.2	(5.7)	0.6	6.4	-	-	-	-	6.4	-			
Software Engineering	-	-	-	-	-	-	-	-	-	-	-	-			
Global Network Services	7.1	1.0	1.7	(2.1)	5.3	13.0	-	-	-	-	13.0	-			
Mid-Office Operations	1.3	0.2	0.3	(0.3)	-	1.5	-	0.2	-	-	1.3	-			
Product Engineering	-	-	-	-	-	-	-	-	-	-	-	-			
Structuring	2.6	0.4	0.1	-	0.2	3.3	-	0.4	0.8	0.2	0.6	0.3			
Strategic Development	0.5	0.1	0.5	-	-	1.1	-	-	-	-	-	1.1			

Staff Functions:															
Legal	1.0	0.1	0.8	-	0.1	2.0	-	-	-	1.2	0.0	0.5	-	-	0.3
Accounting & Transaction Support	1.9	0.2	0.5	-	1.2	3.8	-	-	-	2.3	0.1	0.8	-	-	0.6
Purchasing	0.4	0.1	-	-	0.2	0.7	-	-	-	0.4	0.0	0.2	-	-	0.1
Facilities	0.1	-	0.1	-	0.2	0.4	-	-	-	0.2	0.0	-0.1	-	-	0.1
Finance	0.8	0.1	-	-	-	0.9	-	-	-	0.6	0.0	0.2	-	-	0.1
Human Resources	0.9	0.1	0.2	-	0.1	1.3	-	-	-	0.2	0.3	0.1	0.1	0.4	0.2
Marketing, Communications, PR	1.1	0.2	0.7	-	0.7	2.7	-	-	-	1.7	0.0	0.6	-	-	0.4
Business Controls & Security	0.4	-	-	-	-	0.4	-	-	-	0.3	0.0	0.1	-	-	0.1
Corporate Development	0.4	0.1	-	-	-	0.5	-	-	-	0.3	0.0	0.1	-	-	0.1
Corporate Charges and Other	-	-	-	(1.3)	12.5	11.2	-	-	-	2.1	2.2	1.3	0.5	3.1	1.9
Ad Valorem Tax	-	-	-	-	2.5	2.5	-	-	-	0.0	0.1	0.0	-	2.3	0.0

Depreciation/Amortization	-	-	-	-	24.7	24.7	-	-	-	0.5	0.7	0.4	0.3	21.7	1.2
Total Allocated Expenses	\$ 28.3	\$ 3.8	\$ 8.6	\$ (11.0)	\$ 49.5	\$ 79.2	\$ -	\$ -	\$ -	\$ 10.8	\$ 4.1	\$ 5.3	\$ 1.0	\$ 51.6	\$ 6.4

Income Adjustment Items (\$ MM)

Company	Original Investment	Carrying Value	Current Value	Exit Value	Income Adjustment	Description
Fast Forward	\$3.0	\$6.2	\$6.2		\$0.0	Acquired By Inkitemi
Equinix	\$5.0	\$4.1	\$2.8		(\$1.3)	Exposure to current public market price
IAM.com	\$4.0	\$2.0	\$1.0		(\$1.0)	Shutting down operations. Selling assets and distributing cash.
Telseon	\$5.0	\$5.0	\$5.0		\$0.0	Just closed a round composed of \$100 MM equity and \$75 MM vendor financing.
MSHOW.com	\$5.0	\$5.9	\$5.9		\$0.0	MSHOW was acquired by Qwest Digital Media for \$50 MM. The value of the combined entity is \$500 MM.
Amber Networks			\$1.5		\$1.5	Additional shares: 125,000 for services to date and test outline. 62,500 for test commencement and completion.
Vivace Networks			\$1.0		\$1.0	100,000 shares acquired for signing Collaboration Agreement.
Total	\$22.0	\$23.2	\$23.4	\$0.0	\$0.2	

1st Quarter Investments (\$ MM)

Company	Investment Amount	Description
Lynx Photonics	\$3.0	LYNX is an Intelligent Optical Network (ION) Subsystems Company with its own patented optical planar waveguide switching technology. Lynx plans to provide communication system vendors with photonic switching solutions.

02/26 - 03/04

Video Operating Center			
BDP	Movie Latency (sec)	Up-Time	Peak Stream Utilization
SwitchPoint - Salt Lake	4.0	99.86%	1.0%
Reflex - Portland	4.0	99.86%	0.4%
Reflex - Seattle	4.0	99.86%	0.2%
Verizon - New York	4.0	99.86%	0.3%
Customer Service			
Average Wait Time	0 seconds		
Abandonment Rate	0%		
Total Calls:	38		
Non-cust	17		
Resolved:	12		
Escalated:	9		

Video Operating Center			
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Artisan
Blockbuster(DEJ)
Cinema Now (Trimark)
MGM
Enron Movie Content
Sub Total Movies
Baby Einstein
EBS Special Interest
Vast Video
National Geographic
Sub Total Special Interest
Grand Total
Weekly Avg. Pur per Sub
Year-to-Date Weekly Avg Pur per Sub
Top 5 Titles

Purchased	Original	Cumulative Purchased	Return
14	15%		
10	11%		
12	13%		
55	59%		
2	2%		
93	66%	2,680	
6	13%		
13	28%		
19	40%		
9	18%		
47	34%	325	
140		3,005	\$ 3,608.00
0.21			
0.42			

*EBS paid per movie streamed

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Resolved:	12		
Escalated:	9		

SwitchPoint - Salt Lake
Reflex - Portland
Reflex - Seattle
Verizon - New York
Total

Potential	Activated	Potential	Activated
Weekly			
0	(14)	482	482
0	(2)	110	110
0	(1)	33	33
0	(1)	30	30
0	(18)	655	655

Video Operating Center

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10	11%		
12	13%		
55	59%		
2	2%		
93	66%	2,680	
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Autumn in New York (MGM)
Return to Me (MGM)
Care Bears Movie (MGM); 2000 Amazing Moments (NileGeo)
PI (Artisan); Popeye Cartoons 1940's (1) (EBS); The Man in the Iron Mask (MGM); Cooking 1 Love Sushi (VastVideo)
Little Nijas (CinemaNow); Where (CinemaNow); Point Doom (DEJ); Primary Suspect (DEJ); Popeye Cartoons 1940's (2) (EBS); A Family Thing (MGM); Dolphins; The Wild Side (NileGeo)

Video Operating Center			
BDP	Movie Latency (sec)	Up-Time	Peak Stream Utilization
SwitchPoint - Salt Lake	4.0	99.86%	1.0%
Reflex - Portland	4.0	99.86%	0.4%
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Customer Service			
Average Wait Time	0 seconds		
Abandonment Rate	0%		
Total Calls:	38		
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City		City	
Pooling Point Network I		Equipment Installed (subject to NOC connectivity)	
North America - Running/Operating		Europe & Asia - Running/Operating	
EBS	Las Vegas 2.5G	Telecity	London 4608
EBS	Los Angeles 4608	Telecity	Amsterdam 10G
EBS	New York 4608	Interion	Frankfurt 10G
EBS	Atlanta 2.5G	Interion	Dusseldorf 10G
EBS	Chicago 4608	Interion	Brussels 10G
EBS	Dallas 4608	LD Com	Paris 10G
EBS	Denver 2.5G	ComSpace	Tokyo 10G
EBS	New Orleans 2.5G	Cities/POPS	
EBS	Portland 2.5G	Total	
EBS	Salt Lake City 2.5G	7	
EBS	Seattle 4608	25	
EBS	Houston (G/point) 2.5G	7	
MFN	New York 2.5G	28	
Exchange	San Francisco 2.5G		
LayerOne	Miami 2.5G		
AT&T	Houston(1301F) 2.5G		
MFN	Washington DC 2.5G		
EBS	San Jose 4608		

Lit Footprint (currently Lit)		Dark Fiber Miles (in total)		Metro Dark Fiber Miles (in total)		Conduit Miles	
Route	City Pairs	Route	City Pairs	Type	Cities	# Conduits	City Pairs
Western Build	Seattle-Portland-Salt Lake City-Las Vegas-Los Angeles	Complete	Enron Build	Spurs to PoPs	Newark, Philadelphia, Wilmington (DE), Baltimore	1	Salt Lake City-Denver-Amarillo
Wasatch Build	Salt Lake City-Denver	Complete	Swap Received	Metro Fiber Rings	Chicago, New York, San Francisco, Portland, LA, DC	2	Amarillo-Dallas-Austin-San Antonio-Houston
Texas Extension	Denver-Amarillo-Dallas-Austin-San Antonio-Houston	In Progress	Swap Received	New York Other	New York		Houston-New Orleans
Gulf Route	Houston-New Orleans	TOTAL	21,350	TOTAL	5,328		
GST Swap	Los Angeles-Sacramento-San Jose						
MFN Swap	New York-Washington DC						
TOTAL	5,460						
Dark Fiber Footprint (currently in possession)		Dark Fiber Miles (in total)		Metro Dark Fiber Miles (in total)		Conduit Miles	
Route	City Pairs	Route	City Pairs	Type	Cities	# Conduits	City Pairs
Western Build	Seattle-Portland-Salt Lake City-Las Vegas-Los Angeles	Complete	Enron Build	Spurs to PoPs	Newark, Philadelphia, Wilmington (DE), Baltimore	1	Salt Lake City-Denver-Amarillo
Wasatch Build	Salt Lake City-Denver	Complete	Swap Received	Metro Fiber Rings	Chicago, New York, San Francisco, Portland, LA, DC	2	Amarillo-Dallas-Austin-San Antonio-Houston
Texas Extension	Denver-Amarillo-Dallas-Austin-San Antonio-Houston	In Progress	Swap Received	New York Other	New York		Houston-New Orleans
Gulf Route	Houston-New Orleans	TOTAL	21,350	TOTAL	5,328		
MFN Swap	New York-Washington DC						
GST Swap	LA-Sacramento-OAK-SJ spur (Portland-Sac Q1 2001)						
360 Swap	NO-Chicago-Denver (Chicago-Boston Q1 2001)						
FECT Swap	Atlanta-Jacksonville-Florida Ring						
DTI Swap	Denver-Kansas City-Omaha-Des Moines-Chicago						
AT&T Swap	Boston-New York						
Qwest Swap	various routes						
TOTAL	7,557						
Dark Fiber Miles (in total)		Dark Fiber Miles (in total)		Metro Dark Fiber Miles (in total)		Conduit Miles	
Status	City Pairs	Status	City Pairs	Type	Cities	# Conduits	City Pairs
Complete	Enron Build	Complete	Enron Build	Spurs to PoPs	Newark, Philadelphia, Wilmington (DE), Baltimore	1	Salt Lake City-Denver-Amarillo
Complete	Swap Received	Complete	Swap Received	Metro Fiber Rings	Chicago, New York, San Francisco, Portland, LA, DC	2	Amarillo-Dallas-Austin-San Antonio-Houston
In Progress	Swap Received	In Progress	Swap Received	New York Other	New York		Houston-New Orleans
TOTAL	21,350	TOTAL	21,350	TOTAL	5,328		
Metro Dark Fiber Miles (in total)		Dark Fiber Miles (in total)		Metro Dark Fiber Miles (in total)		Conduit Miles	
Type	Cities	Status	City Pairs	Type	Cities	# Conduits	City Pairs
Spurs to PoPs	Newark, Philadelphia, Wilmington (DE), Baltimore	Complete	Enron Build	Spurs to PoPs	Newark, Philadelphia, Wilmington (DE), Baltimore	1	Salt Lake City-Denver-Amarillo
Metro Fiber Rings	Chicago, New York, San Francisco, Portland, LA, DC	Complete	Swap Received	Metro Fiber Rings	Chicago, New York, San Francisco, Portland, LA, DC	2	Amarillo-Dallas-Austin-San Antonio-Houston
New York Other	New York	In Progress	Swap Received	New York Other	New York		Houston-New Orleans
TOTAL	5,328	TOTAL	21,350	TOTAL	5,328		
Conduit Miles		Dark Fiber Miles (in total)		Metro Dark Fiber Miles (in total)		Conduit Miles	
# Conduits	City Pairs	Status	City Pairs	Type	Cities	# Conduits	City Pairs
1	Salt Lake City-Denver-Amarillo	Complete	Enron Build	Spurs to PoPs	Newark, Philadelphia, Wilmington (DE), Baltimore	1	Salt Lake City-Denver-Amarillo
2	Amarillo-Dallas-Austin-San Antonio-Houston	Complete	Swap Received	Metro Fiber Rings	Chicago, New York, San Francisco, Portland, LA, DC	2	Amarillo-Dallas-Austin-San Antonio-Houston
2	Houston-New Orleans	In Progress	Swap Received	New York Other	New York		Houston-New Orleans
TOTAL	2,560	TOTAL	21,350	TOTAL	5,328		

Equipment		In Field Servers		Cost \$000	
Streaming Servers Installed at Site					
G2 Servers		270		\$4,286	
WMP Servers		44		304	
Total		314		\$4,570	
Billable Streaming Servers in UCLJULP					
G2 Servers		229		\$3,618	
WMP Servers		41		283	
Total		270		\$3,901	
Infrastructure Servers Installed at Site					
Sun Netra T1400 (Europe)		5			
NOC MediaCast Monitoring		23			
Total		28			
Dark Fiber Miles Received Contracted					
		7,557			
		21,350			
Lit Fiber Footprint Miles					
		5,460			
Dark Fiber Miles					
		357,736			
DS-3 (months)					
		5,209			
TCV (millions)					
		\$1,155			
Servers (Installed per Network Ops)					
		314			
IP Transit (DS-3 Months)					
		20,500			
Pooling Point Operating Cities					
		28			
		25			
Simultaneous Streams (@300 kbps)					
		150			
		WMP 300			
Simultaneous Streams (@20 kbps)					
		1,000			
		WMP 2,000			
Utilization @20 kbps & 10% Simultaneous Viewing					
		G2 2.56%			
		WMP 0.14%			

MediaCast

Project	Delivery	Status	Actual \$	Frst \$
MC 2.1-Extranet	#####	Released	0.1	TBD
MC 2.2	#####	Released	TBD	0.05
MC 3.0	3/30/2001	On Sched	TBD	0.25
MC 3.0-Extranet	2/15/2001	Released	0.1	TBD

IPNet Connect

Project	Delivery	Status	Actual \$	Frst \$
IPN 1.2	#####	Released	TBD	0.2
IPN 1.2-SWE	3/31/2001	On Sched	TBD	TBD
IPN 1.3	4/1/2001	On Sched	TBD	0.4

BOS

Project	Delivery	Status	Actual \$	Frst \$
Reservations and Scheduling	#####	On Sched		
QOD	1/24/2001	Released	2.8	4.00

Control Systems

Project	Delivery	Status	Actual \$	Frst \$
PPCS 1.1	3/31/2001	On Sched	TBD	TBD

KEY

Operational Team Solution Implemented
Partially Operational Team Solution WIP
Not Operational Team Solution Not Started
Not Operational Team Solution To Be Defined
Global Systems

Global Systems

Counter parties (2000)	Credit (TBO)	Global	Contracts (1000)	Global	Market Risk Mgmt (TBO)
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Front Office

TBO Deal Status Database	TBO Contract Pricing	SAP Procurement	TBO Customer Information Management
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Mid Office

EnFiber Deal Capture (2000)	Excel Forward Curves	OCAE/TAGG Confirms (2000)	TeamPlay Project Management
EnFiber Deal Valuation (2000)	Oracle/Access Risk Books	TBO Contract Compliance	ECOMs Provisioning (2000)
Project Capture Inventory Mgmt (2000)	PPCS 4.0 Scheduling (2000 - On-net)		Various Network Monitoring
TBO Capacity Management	TBO Scheduling (Off-net)		TBO Network Performance Metric

TBO Settlements	IAF/Soled Billing	ULP/UCL Usage	Remedy Contact Center	TBO Tax Compliance
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Customers

Customers

E-Commerce

Messaging

EDI

Imaging

TIBCO Workflow Management

Back Office

Financial (SAP)

Accounts Payable	Accounts Receivable (including intercompany)	General Ledger	Consolidations	Budgeting	Management Reporting	HR/ Payroll
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Enron Broadband Services

March 12, 2001

Q1		Annual	
Forecast	Plan	Forecast	Plan

Q1		Annual	
Forecast	Plan	Forecast	Plan

Funds Flow

\$ (30.6) \$ (30.6)

\$ (100.0) \$ (100.0)

Capital Expenditures:

Fiber	\$ 58.1	\$ 58.1	\$ 230.0	\$ 230.0
Fiber Lighting	29.3	29.3	115.0	115.0
Real Estate & Construction	20.9	20.9	83.0	83.0
Routers	5.3	5.3	21.0	21.0
Switches	21.0	21.0	84.0	84.0
Servers	4.8	4.8	19.0	19.0
Europe	9.2	9.2	41.8	41.8
India	19.2	19.2	74.7	74.7
Non-Network Equipment & Other	8.5	8.5	31.5	31.5
Total	\$ 176.3	\$ 176.3	\$ 700.0	\$ 700.0

	Department Head	March 08 Actual	March Budget	B/(W) Variance
Office of the Chairman	Rice/Hannon	7	7	-
North America Business Units				
Wholesale Market Origination	Seitz	41	44	3
Content Origination	Cox	43	37	(6)
Enterprise Marketplace Services	Crowder	28	30	2
Semiconductor Services	Doshier	8	14	6
Media Services	Ondarza	7	10	3
StreamCo	DiMichele	2	-	(2)
Broadband Investments	Garland	9	9	-
Total North America Business Units		138	144	6
Global Business Units				
Europe	Elliott	112 *	110	(2)
Asia Origination	Duener	16	34	18
Latin America	Waddell	9	10	1
Global Trading & Risk Management	Fallon	128	100	(28)
Chief Commercial Officer		1	-	(1)
Total Global Business Units		266	254	(12)
Global Functions				
Network Engineering	Golden	228	241	13
Structuring	Richter	43	44	1
Broadband Switching	Stavropoulos	47	47	-
Risk Mgmt Ops & Reporting	Echols	102	100	(2)
Product & Information Engineering	Plante	231	201	(30)
Total Global Functions		651	633	(18)
Global Staff Functions				
Strategic Development	Yeager	2	-	(2)
Legal	Mordaunt	16	21	5
Corporate Development	Donahue	4	5	1
Human Resources	Barnard	31	31	-
Marketing/Public Relations	Kimberly	40	30	(10)
Business Controls & Security	Brindle	10	11	1
Finance	Howard	18	18	-
Total Global Staff Functions		121	116	(5)
TOTAL		1,183	1,154	(29)
Analysts/Associates		76	83	7
TOTAL EBS		1,259	1,237	(22)

*Europe Actuals as of 02/28/01.