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COMMUNICATIONS**

02/16/2001 05:05 PM

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cc: Carolyn Barrett/Enron Communications@Enron Communications, Leo Paige/Enron Communications@Enron Communications, Tom Sinclair/Enron Communications@Enron Communications  
Subject: Executive Management Summary

Attached is this week's Executive Management Summary. Any questions, please call.

Thanks

Kevin May  
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Executive Management Summary 02-20-01

**GOVERNMENT  
EXHIBIT**  
4512  
Crim No H 04-0025

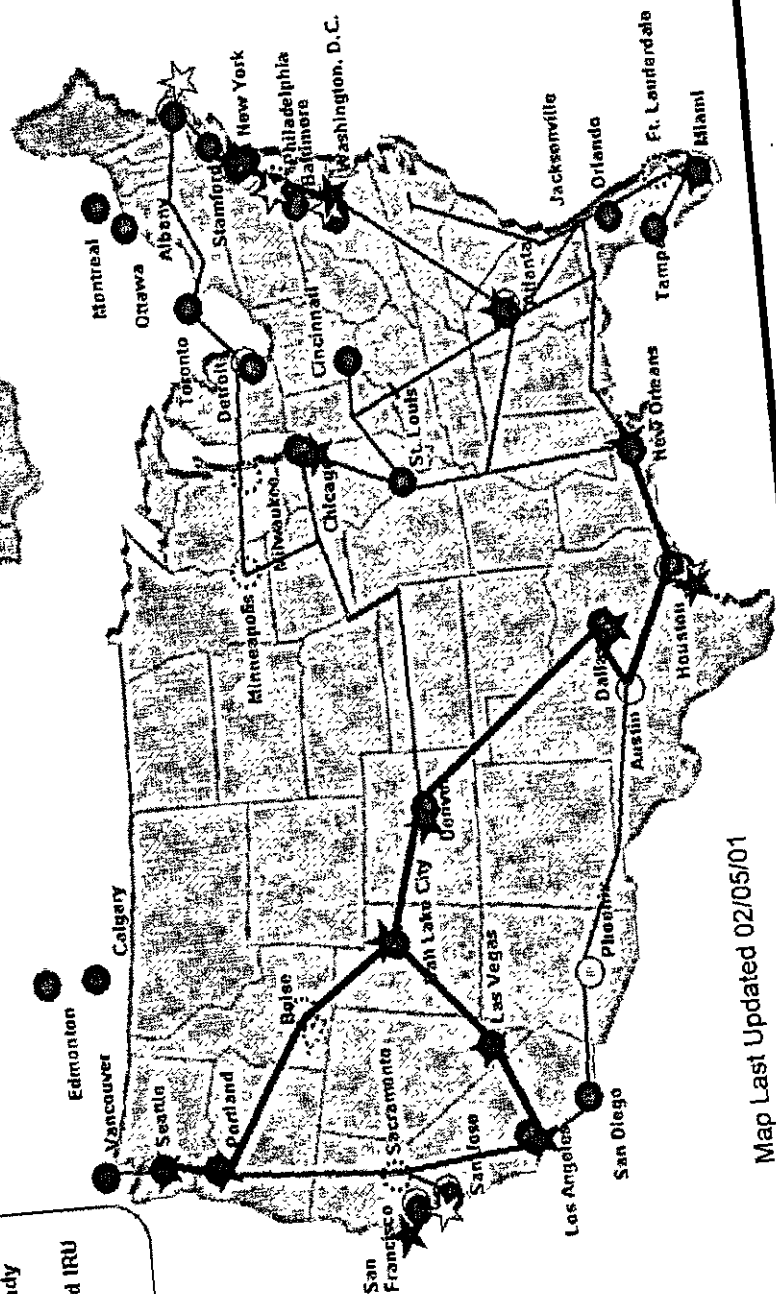
# Enron Broadband Services Executive Management Summary February 20, 2001

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



Map Last Updated 02/05/01



Map Last Updated 02/05/01



Enron Network

Business Team	Estimate			Plan			Variance			Forecast Components of Earnings Before Tax						Variance from Plan - Fav/(Unfav)			
	Estimate	Plan	Variance	Actual Margin	Deals Identified	Overview Margin	Total Margin	Direct Expenses	Allocated Expenses*	Capital Charge	Total	Gross Margin	Direct Expenses	Allocated Expenses*	Capital Charge	Total			
Wholesale Market Origination	\$ (14.3)	\$ 20.0	\$ (34.3)	\$ -	2.5	\$ -	\$ 2.5	\$ 3.7	\$ 13.1	\$ -	\$ (14.3)	\$ (34.3)	\$ -	\$ -	\$ -	\$ (34.3)			
Content Origination	(9.4)	(9.4)	-	-	-	-	-	4.1	5.3	-	(9.4)	-	-	-	-	-			
Broadband Investments	(4.1)	5.9	(10.0)	-	-	-	-	1.2	2.9	-	(4.1)	(10.0)	-	-	-	(10.0)			
Semiconductor Services	(2.2)	(1.9)	(0.3)	-	-	-	-	1.1	1.1	-	(2.2)	(0.3)	-	-	-	(0.3)			
Media Services	(4.1)	0.5	(4.6)	-	0.4	-	0.4	1.9	2.6	-	(4.1)	(4.6)	-	-	-	(4.6)			
Enterprise Services	(10.0)	-	(10.0)	-	-	-	-	3.3	6.7	-	(10.0)	(10.0)	-	-	-	(10.0)			
Europe	(3.1)	(1.9)	(1.2)	-	2.7	4.5	7.2	9.6	0.7	-	(3.1)	(1.2)	-	-	-	(1.2)			
Asia Origination	(18.8)	(13.8)	(5.0)	-	-	-	-	13.8	5.0	-	(18.8)	(5.0)	-	-	-	(5.0)			
Global Trading & Risk Management	(74.6)	(68.6)	(6.0)	-	-	-	-	6.7	67.9	-	(74.6)	(6.0)	-	-	-	(6.0)			
Latin America	(3.0)	1.8	(4.8)	-	-	-	-	1.0	2.0	-	(3.0)	(4.8)	-	-	-	(4.8)			
Office of the Chairman	(2.8)	(2.8)	-	-	-	-	-	1.4	1.4	-	(2.8)	-	-	-	-	-			
<b>Total Commercial</b>	<b>(146.4)</b>	<b>(70.2)</b>	<b>(76.2)</b>	<b>10.1</b>	<b>5.6</b>	<b>4.5</b>	<b>10.1</b>	<b>47.8</b>	<b>108.7</b>	<b>(108.7)</b>	<b>(146.4)</b>	<b>(76.2)</b>	<b>(111.4)</b>	<b>(111.4)</b>	<b>(111.4)</b>	<b>(76.2)</b>			
Group	-	-	-	-	-	-	-	108.7	(108.7)	-	-	-	-	-	-	-			
Capital Charge Offset	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Overview	-	35.2	(35.2)	-	-	-	-	-	-	-	-	(35.2)	-	-	-	(35.2)			
<b>EB5 - EBIT</b>	<b>(146.4)</b>	<b>(35.0)</b>	<b>(111.4)</b>	<b>10.1</b>	<b>5.6</b>	<b>4.5</b>	<b>10.1</b>	<b>156.5</b>	<b>(108.7)</b>	<b>(146.4)</b>	<b>(111.4)</b>	<b>(111.4)</b>	<b>(111.4)</b>	<b>(111.4)</b>	<b>(111.4)</b>	<b>(111.4)</b>			

\*Includes Depreciation & Ad Valorem Taxes

NOTE: Allocation methodology is preliminary and under review

**ENRON BROADBAND SERVICES  
DEAL TRACKER - GREENSHEET**

Results based on Activity through 2/20/01

50-100% Deals  
Global Crossing - OC12/DW 48 Deal  
BMC Software, Inc.  
NETS Group  
Telstra Corporation Ltd. - Deal #2  
MFS/NESM  
Various Counterparties

Deal Name	Team Leader	Sector	MTM	TCV	NPV	Probability	Mkt Segment
Global Crossing - OC12/DW 48 Deal	Brian Spector	Wholesale	2.5			95%	BW Int. Layer #2, Circuits, TDM
BMC Software, Inc.	Brad Nebergall	Enterprise		5.1	1.3	75%	IPN
NETS Group	Brett Vorley	European	2.5			50%	Circuits, Option
Telstra Corporation Ltd. - Deal #2	Brett Vorley	European	0.2	1.8		50%	Circuits
MFS/NESM	Kim Godfrey	Enterprise		5.5		50%	Media Cast - Events
Various Counterparties	Edward Ondarza	Media Services	0.4			50-80%	Media Services

**25-49% Deals**

Into Networks/Electronics Boutique (ELBO) Swaps  
EBS Content Systems, LLC (SPV for Into/Elbo Above)

Deal Name	Team Leader	Sector	MTM	TCV	NPV	Probability	Mkt Segment
Into Networks/Electronics Boutique (ELBO) Swaps	Michael Harris	Content	n/a	16.0	TBD	49%	Other
EBS Content Systems, LLC (SPV for Into/Elbo Above)	Michael Harris	Content	TBD	See Above	n/a	49%	Other
Alltel - Alltel-Memphis to Atlanta	Mitch Olson	Wholesale	0.7	5.6		49%	Dark Fiber
Cambrian Communications, LLC - Swap	Mitch Olson	Wholesale				49%	Dark Fiber
Blockbuster	Edward Ondarza	Media Services	2.0			30%	Media Services
AT&T	Edward Ondarza	Media Services	1.0			30%	Media Services
FLAG - STM1 (2 Year Term)	Brett Vorley	European	0.9	5.5		25%	Circuits
NTS - Amarillo - Denver	Bill Abler	Wholesale	0.5	1.7		25%	Circuits
Electronic Data Systems Corporation - IP Transit	Brad Nebergall	Enterprise				25%	IP Transit
MFN Chicago-Buffalo Lambda's	Scott Pleus		0.5	3.1		25%	Lambda
CNN	Stephen Dowd/Stewart Seeligson	Content	n/a	n/a		25%	Media Transport

50-100% Deals

25-49% Deals

	Salary Related		Emp Exp		Outside Svces		Amt Captlzd		Corporate Charges & Other		Total		Over / (Under) Plan		Allocation						
	\$		\$		\$		\$		\$		\$		\$		Whsl	Cont	EMS	Asia	Trad.	Other	
Switching Services	3.2	0.7	0.7	0.7	0.7	0.7	(2.0)	1.4	4.0	4.0	-	-	-	-	-	-	-	-	4.0	-	-
IT	5.8	1.4	1.5	1.5	(4.8)	0.6	4.5	4.5	-	-	-	-	-	-	-	-	-	-	4.5	-	-
Software Engineering	1.8	0.1	0.1	0.1	(1.6)	-	0.4	0.4	-	-	-	-	-	-	-	-	-	-	0.4	-	-
Global Network Services	9.0	3.3	3.5	3.5	(2.9)	2.9	15.8	15.8	-	-	-	-	-	-	-	-	-	-	15.8	-	-
Mid-Office Operations	1.5	0.3	0.5	0.5	(0.3)	0.1	2.1	2.1	-	-	0.3	-	-	-	-	-	-	-	1.8	-	-
Product Engineering	1.8	0.2	0.9	0.9	(1.3)	0.1	1.7	1.7	-	-	-	-	-	-	-	-	-	-	1.7	-	-
Structuring	3.0	0.6	0.4	0.4	-	0.2	4.2	4.2	-	-	2.0	-	-	-	-	-	1.7	-	-	0.5	-
Strategic Development	0.8	0.1	0.4	0.4	-	0.1	1.4	1.4	-	-	-	-	-	-	-	-	-	-	-	1.4	-

**Network Support Functions:**

	Legal	Accounting & Transaction Support	Purchasing	Facilities	Finance	Human Resources	Marketing, Communications, PR	Business Controls & Security	Corporate Development	Corporate Charges and Other	Whsl	Cont	EMS	Asia	Trad.	Other
Legal	1.0	0.1	0.8	0.1	0.1	0.2	0.2	0.2	0.2	0.1	1.0	-	0.3	0.1	0.2	0.5
Accounting & Transaction Support	1.9	0.2	0.5	0.1	0.1	0.2	1.0	0.2	0.2	0.2	1.8	-	0.5	0.2	0.3	1.0
Purchasing	0.4	0.1	-	-	-	-	-	-	-	-	0.3	-	0.1	0.0	0.1	0.2
Facilities	0.1	-	0.1	-	-	-	-	-	-	-	0.2	-	0.0	0.0	0.0	0.1
Finance	0.8	0.1	0.1	-	-	-	-	-	-	-	0.5	-	0.1	0.1	0.1	0.3
Human Resources	0.9	0.1	0.2	-	-	-	-	-	-	-	0.2	0.3	0.2	0.1	0.4	0.2
Marketing, Communications, PR	1.7	0.3	1.0	-	-	-	-	-	-	-	2.4	-	0.6	0.3	0.4	1.3
Business Controls & Security	0.4	0.1	-	-	-	-	-	-	-	-	0.2	-	0.1	0.0	0.1	0.1
Corporate Development	0.5	0.1	-	-	-	-	-	-	-	-	0.3	-	0.1	0.0	0.2	0.2
Corporate Charges and Other	-	-	-	-	-	20.7	20.7	20.7	20.7	20.7	3.8	3.9	2.7	1.0	5.8	3.6

**Staff Functions:**

	Ad Valorem Tax	Depreciation/Amortization	Total Allocated Expenses
Ad Valorem Tax	-	-	2.5
Depreciation/Amortization	-	36.0	36.0
Total Allocated Expenses	34.6	7.8	10.7
	12.9	68.5	108.7
	0.5	0.7	0.4
	13.1	5.3	6.7
	5.0	30.1	35.1
	2.4	0.0	2.4
	67.9	10.7	78.6

**Ad Valorem Tax**

**Depreciation/Amortization**

	Whsl	Cont	EMS	Asia	Trad.	Other
Ad Valorem Tax	0.0	0.1	0.0	-	2.4	0.0
Depreciation/Amortization	0.5	0.7	0.4	3.1	30.1	1.2
Total Allocated Expenses	13.1	5.3	6.7	5.0	67.9	10.7

Income Adjustment Items (\$ MM)						
Company	Original Investment	Carrying Value	Current Value	Exit Value	Income Adjustment	Description
Fast Forward	\$3.0	\$6.4	\$6.2		(\$0.2)	Acquired By Inktomi
Equinix	\$5.0	\$4.1	\$5.1		\$1.0	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.
<b>Total</b>	<b>\$22.0</b>	<b>\$23.4</b>	<b>\$25.7</b>	<b>\$0.0</b>	<b>\$2.3</b>	

**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.

02/05-02/11

	Weekly	Cumulative
Artisan	0	40
Blockbuster	0	17
Cinema Now (Trimark)	0	24
MGM	0	39
<b>Total</b>	<b>0</b>	<b>120</b>

	Weekly	Cumulative
Baby Einstein	0	6
First Works Series	0	8
Vast Video	0	26
<b>Total</b>	<b>0</b>	<b>40</b>

	Weekly	Potential	Activated	Potential	Activated
SwitchPoint - Salt Lake	0	1	1	503	496
Reflex - Portland	(2)	(2)	(2)	113	113
Reflex - Seattle	(1)	(1)	(1)	34	34
Verizon - New York	0	4	4	38	20
<b>Total</b>	<b>(3)</b>	<b>2</b>	<b>2</b>	<b>688</b>	<b>663</b>

Video Operating Center	Movie	Latency (sec)	Up-Time	Peak Stream Utilization
SwitchPoint - Salt Lake	4.0	99.95%	1.3%	
Reflex - Portland	4.1	99.89%	0.2%	
Reflex - Seattle	4.0	99.93%	0.4%	
Verizon - New York	4.1	99.93%	0.2%	

Customer Service	Avg Call Wait Time(sec)	Abandonment Rate	# of Calls Resolved	# of Calls Escalated	# of non-Customer Calls	# of Total Calls
	0.27	0%	29	6	50	85

	Weekly	Potential	Activated	Potential	Activated
Artisan	21	10%			
Blockbuster(DEJ)	25	12%			
Cinema Now (Trimark)	19	9%			
MGM	118	56%			
Enron Movie Content	29	14%			
<b>Sub Total Movies</b>	<b>212</b>	<b>83%</b>			
Baby Einstein	17				
First Works Series	1				
Vast Video	24				
<b>Sub Total Special Interest</b>	<b>42</b>	<b>17%</b>			
<b>Grand Total</b>	<b>254</b>			<b>2,490</b>	<b>\$ 2,988.00</b>
Weekly Avg Pur. per Sub	0.38				*EBS paid per movie streamed
Year-to-Date Weekly Avg. Pur per Sub	0.47				
Top 5 Titles					
Popeye Cartoons 1940's (2) [EBS]					3%
Return to Me [MGM]					3%
Morgan's Ferry [DEJ]					2%
Little Monsters [MGM]					2%
A Family Thing [MGM]					2%

City	Equipment	Number	Cost \$000
<b>Pooling Point Network I</b>			
Las Vegas	Streaming Servers Installed at Site	270	\$4,266
Los Angeles	G2 Servers	44	304
New York	WMP Servers	314	\$4,570
Atlanta	Total		
Chicago	Billable Streaming Servers in UCLJULP	228	\$3,618
Dallas	G2 Servers	41	283
Denver	WMP Servers	270	\$3,901
New Orleans	Total		
Portland	Infrastructure Servers Installed at Site	5	
Salt Lake City	Sun Netra T1400 (Europe)	23	
Seattle	NOC MediaCast Monitoring	28	
Houston (G/point)	Total		
New York			
San Francisco			
Miami			
Houston(1301F)			
Washington DC			
San Jose			

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New York			
San Francisco			
Miami			
Houston(1301F)			
Washington DC			
San Jose			

### Lit Footprint (currently Lit)

City Pairs	Current Miles
Seattle-Portland-Salt Lake City-Las Vegas-Los Angeles	1,865
Wasatch Build	612
Texas Extension	1,562
Gulf Route	386
GST Swap	786
MFN Swap	249
<b>TOTAL</b>	<b>5,460</b>

### Dark Fiber Footprint (currently in possession)

Route	City Pairs	Current Miles	Q1 2001 Miles
Western Build	Seattle-Portland-Salt Lake City-Las Vegas-Los Angeles	1,865	1,865
Wasatch Build	Salt Lake City-Denver	612	612
Texas Extension	Denver-Amarillo-Dallas-Austin-San Antonio-Houston	1,562	1,562
Gulf Route	Houston-New Orleans	386	386
MFN Swap	New York-Washington DC	249	249
GST Swap	LA-Sacramento-OAK-SJ spur (Portland-Sac Q1 2001)	786	786
360 Swap	NO-Chicago-Denver (Chicago-Boston Q1 2001)	2,097	2,097
FECT Swap	Atlanta-Jacksonville-Florida Ring	0	780
DTI Swap	Denver-Kansas City-Omaha-Des Moines-Chicago	0	682
AT&T Swap	Boston-New York	0	288
Qwest Swap	various routes	0	1,253
<b>TOTAL</b>		<b>7,557</b>	<b>10,560</b>

### Dark Fiber Miles (in total)

Status	City Pairs	Route Miles	Fiber Miles
Complete	Enron Build	3,866	154,510
Complete	Swap Received	3,691	48,318
In Progress	Swap Received	13,793	154,908
<b>TOTAL</b>		<b>21,350</b>	<b>357,736</b>

### Metro Dark Fiber Miles (in total)

Type	Cities	Number Fibers	Fiber Miles
Spurs to PoPs	Newark, Philadelphia, Wilmington (DE), Baltimore	36	691
Metro Fiber Rings	Chicago, New York, San Francisco, Portland, LA, DC	various	4,503
New York Other	New York	6	133
<b>TOTAL</b>			<b>5,328</b>

### Conduit Miles

# Conduits	City Pairs	Route Miles	Conduit Miles
1	Salt Lake City-Denver-Amarillo	1,091	1,091
2	Amarillo-Dallas-Austin-San Antonio-Houston	1,083	2,166
	Houston-New Orleans	386	772
<b>TOTAL</b>		<b>2,560</b>	<b>4,029</b>

### Equipment Installed (subject to NOC connectivity)

City	Equipment	Number	Cost \$000
Philadelphia	Dark Fiber Miles	7,557	
Washington DC	Contracted	21,350	
Boston	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	

### Europe & Asia - Running/Operating

City/POPS	Equipment	Number	Cost \$000
London	Pooling Point Operating Cities	28	
Amsterdam		25	
Frankfurt		150	
Dusseldorf	Simultaneous Streams (@300 kbps)	300	
Brussels		1,000	
Paris	Simultaneous Streams (@20 kbps)	2,000	
Tokyo		2,56%	
	Utilization @20 kbps & 10% Simultaneous Viewing	0.14%	

### Cities/POPS

Cities/POPS	Equipment	Number	Cost \$000
7			
25			
28			



**MediaCast**

Project	Delivery	Status	Actual \$	Frcst \$
MC 2.1-Extranet	#####	On Sched	0.1	TBD
MC 2.2	#####	Released	TBD	0.05
MC 3.0	#####	On Sched	TBD	0.25
MC 3.0-Extranet	#####	On Sched	0.1	TBD

**IPNet Connect**

Project	Delivery	Status	Actual \$	Frcst \$
IPN 1.2	#####	On Sched	TBD	0.22
IPN 1.2-SWE	#####	On Sched	TBD	TBD
IPN 1.3	4/1/2001	On Sched	TBD	0.39

**BOS**

Project	Delivery	Status	Actual \$	Frcst \$
Reservations and Scheduling	#####	On Sched	2.75	4.00
QOD	#####	On Sched	2.75	4.00

**Control Systems**

Project	Delivery	Status	Actual \$	Frcst \$
PPCS 1.1	#####	On Sched	TBD	TBD

KEY

- Operational Team Solution Implemented
- Partly Operational Team Solution WIP
- Not Operational Team Solution to be defined
- Global Systems

**Global Systems**

- Counter parties (12/15/00)
- Credit (TBD)
- Facilities (12/15/00)
- Contracts (12/15/00)
- Market Risk Mgmt (TBD)

**Front Office**

- TBD Deal Status Database
- TBD Contract Pricing
- SAP Procurement
- TBD Customer Information Management

**Mid Office**

- EnFiber Deal Capture (12/15/00)
- Excel Forward Curves
- Oracle/Access Risk Books
- EnFiber Deal Valuation (12/15/00)
- PPCS 1.0 Scheduling (12/15/00 - On-net)
- TBD Scheduling (Off-net)
- Project Capture Inventory Mgmt (12/15/00)
- TBD Capacity Management
- DCAP/TAGG Confirms (12/15/00)
- TBD Contract Compliance
- TeamPlay Project Management
- EOMS Provisioning (12/15/00 - 1.0)
- Various Network Monitoring
- TBD Network Performance Metric
- TBD Settlements
- IAF/Soft Billing
- ULP/ICL Usage
- Remedy Contact Center
- TBD Tax Compliance

Customers

Customers



E-Commerce

Messaging

EDI

Imaging

TIBCO Workflow Management

**Back Office**

**Financial (SAP)**

- Accounts Payable
- Accounts Receivable (including Inter-company)
- General Ledger
- Consolidations
- Budgeting
- Management Reporting
- HR/ Payroll

# Enron Broadband Services

February 20, 2001

Q1 2001		Annual 2001	
Forecast	Plan	Forecast	Plan

Q1 2001		Annual 2001	
Forecast	Plan	Forecast	Plan

**Funds Flow** \$ (59.5) \$ (59.5) \$ (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	Actual	Budget	Variance
<b>Office of the Chairman</b>	Rice/Hannon	7	8	1
<b>North America Business Units</b>				
Wholesale Market Origination	Seitz	36	42	6
Content Origination	Cox	48	60	12
Enterprise Marketplace Services	Crowder	31	38	7
Semiconductor Services	Doshier	8	10	2
Media Services	Ondarza	7	16	9
StreamCo	DiMichele	2	-	(2)
Business Ventures	Garland	7	10	3
<b>Total North America Business Units</b>		<b>139</b>	<b>176</b>	<b>37</b>
<b>Global Business Units</b>				
Europe	Elliott	102	110	8
Asia Origination	Duenner	17	49	32
Latin America	Waddell	8	9	1
Global Trading & Risk Management	Fallon	125	77	(48)
Chief Commercial Officer		3	-	(3)
<b>Total Global Business Units</b>		<b>255</b>	<b>245</b>	<b>(10)</b>
<b>Global Functions</b>				
Network Engineering	Golden	233	291	58
Structuring	Richter	43	54	11
Broadband Switching	Stavropoulos	47	62	15
Risk Mgmt Ops & Reporting	Echols	83	106	23
Product & Information Engineering	Plante	232	253	21
<b>Total Global Functions</b>		<b>638</b>	<b>766</b>	<b>128</b>
<b>Global Staff Functions</b>				
Strategic Development	Yeager	6	11	5
Legal	Mordaunt	16	20	4
Corporate Development	Donahue	4	5	1
Human Resources	Barnard	31	31	-
Marketing/Public Relations	Kimberly	45	48	3
Business Controls & Security	Brindle	10	10	-
Finance	Howard	17	19	2
<b>Total Global Staff Functions</b>		<b>129</b>	<b>144</b>	<b>15</b>
<b>TOTAL</b>		<b>1,168</b>	<b>1,339</b>	<b>171</b>
<b>Analysts/Associates</b>		<b>94</b>	<b>95</b>	<b>1</b>
<b>TOTAL EBS</b>		<b>1,262</b>	<b>1,434</b>	<b>172</b>