

EXECUTIVE COMPENSATION SCOREBOARD

COMPANY	2000 SALES: \$ MILLIONS ROE: %	EXECUTIVE	2000 COMPENSATION			1998-2000 PAY-PERFORMANCE ANALYSIS					
			TOTAL ANNUAL COMP. SALARY & BONUS \$000	% CHANGE FROM 1999	LONG- TERM COMP. \$000	PAY VS. SHAREHOLDER RETURN			PAY VS. CORPORATE PROFIT		
						TOTAL COMP. \$000	\$ VALUE OF \$100 INVESTED	RATING	ROE %	CHANGE IN ROE %	RATING
1 AEROSPACE (INDUSTRIAL: HIGH TECH)											
BOEING	51321.0 19.3	P.M. Condit, chmn. & CEO H.C. Stonecipher, pres. & COO	3424 2542	14 7	16296 13564	27172 20980	140	4 4	16.2	NM	3 3
GOODRICH (B.F.)	4363.8 23.3	D.L. Burner, chmn., pres. & CEO M.O. Larsen, exec. v-p	2451 1674	-2 40	517 195	7451 4166	96	3 3	16.9	193.3	2 1
LITTON INDUSTRIES	5626.1 14.0	M.R. Brown, chmn. & CEO D.M. Steuert, sr. v-p & CFO†	1421 746	39 53	0 189	6674 NA	137	2 NA	12.8	-9.9	2 NA
LOCKHEED MARTIN	25329.0 -5.9	V.D. Coffman, chmn. & CEO R.J. Stevens, pres. & COO†	3910 1509	189 147	1931 0	9640 3477	73	3 3	7.3	NM	3 2
RAYTHEON	16895.0 4.6	D.P. Burnham, chmn. & CEO W.H. Swanson, exec. v-p May include preliminary data.	2800 1452	49 62	5281 2286	34063 7111	66	4 4	5.6	-9.0	5 4
UNITED TECHNOLOGIES	26583.0 23.2	G. David, chmn. & CEO K.J. Krapek, pres. & COO	3688 2152	5 3	15147 2379	47860 34902	225	4 4	20.8	-9.2	4 4
2 AIRLINES (TRANSPORTATION)											
DELTA AIR LINES	16741.0 17.1	L.F. Mullin, chmn. & CEO F.W. Reid, exec. v-p	3064* 1728*	76 63	0 0	7551 NA	85	1 NA	22.1	-39.1	2 NA
*Includes 18 months of compensation due to fiscal year change.											
SOUTHWEST AIRLINES	5649.6 18.1	H.D. Kelleher, chmn., pres. & CEO C.C. Barrett, exec. v-p May include preliminary data.	620 524	9 8	13245 1067	29108 3647	307	2 1	17.6	14.5	2 1
3 APPLIANCES (CONSUMER PRODUCTS)											
BED BATH & BEYOND	2243.8 21.5	W. Eisenberg, co-chmn. & co-CEO L. Feinstein, co-chmn. & co-CEO	750 750	0 0	27 34	2315 2323	232	1 1	22.9	-13.1	1 1
BEST BUY	14179.6 22.8	R.M. Schulze, chmn. & CEO B.H. Anderson, pres. & COO	2551 1409	4 -19	27478 7991	47038 26968	321	3 3	25.1	34.4	3 3
WHIRLPOOL	10325.0 21.8	D.R. Whitwam, chmn. & CEO J.M. Fettig, pres. & COO	1931 1380	-35 -14	869 323	11058 5314	94	3 3	18.6	NM	2 2
4 AUTOMOTIVE (CONSUMER PRODUCTS)											
DANA	12460.0 12.7	J.M. Magliochetti, CEO, pres. & COO W.J. Carroll, group pres.	948 542	-33 -43	0 0	5870 2982	36	3 3	16.1	-41.4	2 2
DELPHI AUTOMOTIVE SYSTEMS	29139.0 28.2	J.T. Battenberg III, chmn., pres. & CEO D.L. Runkle, exec. v-p	4068 2047	19 66	1765 659	21594 7272	NA	NA NA	-323.8	NA	NA NA
EATON	8309.0 15.1	S.R. Hardis, chmn. & CEO* A.M. Cutler, chmn., pres. & CEO** *Became CEO 1/1/00. Left office 8/1/00. **Became CEO 8/1/00.	1046 1434	-54 -11	2595 2148	11300 8401	90	3 3	18.5	-32.8	4 4
PACCAR	7919.4 19.6	M.C. Pigott, chmn. & CEO D.J. Hovind, pres.	1070 934	-39 -23	608 405	5490 6080	109	2 3	23.6	-14.6	2 3
5 BANKS & BANK HOLDING COMPANIES (FINANCIAL SERVICES)											
AMSOUTH BANCORPORATION	3811.5 11.7	C.D. Ritter, chmn., pres. & CEO S.D. Gibson IV, vice-chmn. & COO *Includes \$2,543,543 related to long-term incentive plan.	4406* 714	107 -27	6622 1667	17740 4228	70	4 3	13.9	-28.3	4 2
BANCWEST	1525.9 10.9	W.A. Dods Jr., chmn. & CEO D.J. McGrath, pres. & COO	1611 1185	5 14	432 0	5267 2776	146	1 1	8.3	-5.5	2 1
BANK OF AMERICA	57747.0 15.8	H.L. McColl, Jr., chmn. & CEO† K.D. Lewis, pres. & COO	4000 2500	7 0	0 0	55950 40438	83	5 5	14.9	9.6	4 4
BANK OF NEW YORK	7486.0 23.2	T.A. Renyi, chmn. & CEO G.L. Hassell, pres. May include preliminary data.	13006 7258	98 78	6942 4602	44275 22801	200	4 4	26.3	6.1	3 3
BANK ONE	25168.0 -2.8	J. Dimon, CEO* G.L. Stringer, exec. v-p† May include preliminary data. *Became CEO 3/27/00.	968 875	-61	1000 235	NA 5233	83	NA 3	9.9	-122.5	NA 5
BB&T	5116.7 13.1	J.A. Allison IV, chmn. & CEO H.G. Williamson, Jr., COO	1678 1166	23 31	1555 892	8449 6307	125	2 2	16.8	-18.6	2 3

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			SALARY & BONUS \$000	FROM 1999	COMP. \$000	TOTAL COMP. \$000	\$ VALUE OF \$100 INVESTED	RATING	ROE %	CHANGE IN ROE %	RATING
FIFTH THIRD BANCORP	G.A. Schaefer, Jr., pres. & CEO	4276.1	2439	17	0	14367	171	2	16.3	0.1	3
	S.J. Schrantz, exec. v-p	17.6	871	6	0	5259		1			2
FIRST TENNESSEE NATIONAL	R. Horn, chmn., pres. & CEO	2426.5	826	-34	259	5105	95	2	19.1	-18.8	1
	J.K. Glass, pres.-retail financial services	16.8	482	-31	332	5000		2			2
FIRST UNION	G.K. Thompson, pres. & CEO	24246.0	971	88	4809*	10601	62	4	12.3	-94.3	5
	D.A. McMullen, Jr., vice-chmn.	0.9	2587	409	586	7791		4			5
*Includes \$4 million for cancellation of retirement plan.											
FLEETBOSTON FINANCIAL	T. Murray, chmn. & CEO	21765.0	6115	21	0	38579	109	4	17.4	28.2	3
	C.K. Gifford, pres. & COO	21.7	5492	23	3231	NA		NA			NA
HUNTINGTON BANCSHARES	F.G. Wobst, chmn. & CEO	2602.1	990	-56	1132	7788	66	3	15.8	-3.9	2
	P.E. Geier, pres. & COO*	13.9	475	-50	90	2178		2			1
*Left office 1/17/01.											
J.P. MORGAN CHASE	W.B. Harrison, Jr., pres. & CEO	60065.0	6281	1	4507	34594	133	NA	17.8	-21.7	NA
	D.A. Warner III, chmn.†	13.8	14400	172	18085	45435		NA			NA
KEYCORP	R.W. Gillespie, chmn.	8196.0	2003	0	319	9679	89	NA	16.2	-14.7	NA
	H.L. Meyer III, pres. & CEO*	15.1	1214	4	425	6610		NA			NA
*Became CEO 2/1/01.											
M&T BANK	R.G. Wilmers, chmn., pres. & CEO	2097.5	923	5	1775	16258	151	3	12.8	-38.1	4
	R.E. Sadler, Jr., exec. v-p	10.6	873	6	2658	11676		3			5
MARSHALL & ILSLEY	J.B. Wigdale, chmn. & CEO	2726.9	1166	-20	907	12175	86	3	14.5	11.9	2
	D.J. Kuester, pres.	14.0	970	-18	786	9742		4			3
MBNA	A. Lerner, chmn. & CEO	7868.9	6000	20	10900	33449	209	3	25.1	-36.8	4
	C.M. Cawley, pres.	19.4	6336	21	33225	142643		5			4
MELLON FINANCIAL	M.G. McGuinn, chmn. & CEO	5979.0	2312*	19	8951	25773	173	3	22.6	18.1	3
	C.M. Condron, pres. & COO	24.3	2081*	19	6975	21590		4			3
*Excludes 25% of bonus paid in restricted stock.											
NATIONAL CITY	D.A. Daberko, chmn. & CEO	9050.8	1451	-5	3109	15762	99	3	19.8	2.3	2
	R.G. Siefers, vice-chmn.	19.3	1378	-11	1087	8322		3			2
NATIONAL COMMERCE BANCORPORATION	E.C. Roessler, pres. & CEO*†	1531.1	1383	42	5808*	9376	149	2	17.8	-33.5	3
	T.M. Garrott, chmn.	13.2	1383	29	13739**	25027		4			4
May include preliminary data. *Became CEO 7/1/00. Includes \$3.1 mil. paid in connection with merger. **Includes \$12.1 mil. paid in connection with merger.											
NORTHERN TRUST	W.A. Osborn, chmn. & CEO	3548.1	2690	15	3967	15716	241	2	19.7	8.9	2
	B.G. Hastings, pres. & COO	20.5	1765	16	3984	14132		3			3
PNC FINANCIAL SERVICES GROUP	J.E. Rohr, pres. & CEO*	7623.0	3441	34	6621	17608	141	3	19.0	-6.4	3
	W.E. Gregg, Jr., vice-chmn.	18.0	2248	17	2575	9456		3			3
*Became CEO 5/1/00.											
SOUTHTRUST	W.D. Malone, Jr., CEO	3899.8	2485	-14	2191	14110	104	3	14.3	2.9	3
	J.W. Banton, chmn., pres. & CEO-sub.	14.4	1185	7	1066	6097		3			2
STATE STREET	D.A. Spina, chmn. & CEO*	5921.0	1989	38	8385	30326	218	3	20.1	-4.2	3
	N.A. Lopardo, vice-chmn.	18.2	2746	40	13437	27914		4			4
*Became CEO 5/18/00.											
SUNTRUST BANKS	L.P. Humann, chmn., pres. & CEO	8619.0	818	-34	412	5397	94	2	14.1	22.4	1
	J.M. Wells III, vice-chmn.†	15.7	892	11	0	6479		3			2
SYNOVUS FINANCIAL	J.H. Blanchard, chmn. & CEO	1929.5	689	-40	50	3115	130	1	18.1	1.3	1
	J.D. Yancey, pres. & COO	18.5	519	-36	49	2437		1			1
U.S. BANCORP	J.A. Grundhofer, pres. & CEO	6997.8	1226*	-52	2047	18221	130	3	15.2	-8.5	3
	T.H. Jacobsen, chmn. emeritus	19.7	1199		2256**	NA		NA			NA
*Includes 53 weeks salary. **Includes \$850,403 retirement plan payment.											
UNION PLANTERS	B.W. Rawlins, Jr., chmn. & CEO	3068.5	5945	665	18810*	42062	61	5	12.1	16.7	4
	J.W. Moore, chmn. & CEO**	14.1	1175	46	1945	17241		5			4
*Includes \$4.1 mil. paid upon his death & \$12 mil. under supplement retirement plan. **Became CEO 9/1/00.											
UNIONBANCAL	T. Moriguchi, pres. & CEO†	3148.3	542	10	0	1385	73	1	14.6	-9.1	1
	K. Hayama, chmn.†	13.7	586	7	0	1287		1			1
WACHOVIA	L.M. Baker, Jr., chmn. & CEO	7276.6	1045	-58	2365	11828	78	3	15.8	15.6	2
	G.J. Prendergast, pres. & COO*	13.2	683	-58	1660	8398		3			3
*Left office 1/1/01.											
WELLS FARGO	R.M. Kovacevich, pres. & CEO	27568.0	6751	7	0	39179	153	4	13.9	-21.6	5
	L.S. Biller, vice-chmn. & COO	15.3	4538	6	3594	21353		4			5
ZIONS BANCORPORATION	H.H. Simmons, pres. & CEO	1915.3	801	78	330	4752	143	1	10.1	-51.3	2
	R. Sarver, chmn. & CEO-sub.†	9.1	645	6	0	1453		1			1
6 BEVERAGES (CONSUMER PRODUCTS)											
ANHEUSER-BUSCH	A.A. Busch III, chmn. & pres.	12261.8	4191	23	25006	53475	218	4	34.2	28.8	3
	P.T. Stokes, sr. exec. v-p	37.6	2920	47	11422	22597		3			3
BROWN-FORMAN	O. Brown II, chmn. & CEO	1912.6	1571*	14	416	5207	128	2	21.1	-11.1	2
	W.M. Street, vice-chmn.	20.3	1107*	13	532	4096		2			2
*Excludes 50% of bonus paid in stock options.											
COCA-COLA	D.N. Daft, chmn. & CEO*	20458.0	4400	857	87281	104751	94	5	30.3	-58.6	5
	J.L. Stahl, pres. & COO	23.4	2010	314	8728	30322		5			4
*Became CEO 2/17/00.											

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					TOTAL COMP. \$000	\$ VALUE OF \$100 INVESTED	RATING	ROE %	CHANGE IN ROE %	RATING	
COCA-COLA ENTERPRISES	14750.0	S.K. Johnston, Jr., chmn. & CEO*	427	-50	689	5941	54	3	5.4	-11.9	3
	8.4	J.R. Alm, pres. & COO *Became CEO 1/1/00.	1170	93	322	8669		4			5
PEPSI BOTTLING GROUP	7982.0	C.E. Weatherup, chmn. & CEO†	2414	11	21	6371	NA	NA	NM	NM	NA
	13.9	J.T. Cahill, pres. & COO†	1365	36	0	3974		NA			NA
PEPSICO	20438.0	R.A. Enrico, chmn. & CEO	4201*	74	4404	26039	143	4	30.3	40.1	3
	30.1	S.S. Reinemund, pres. & COO **Includes \$804,600 in relocation expenses.	4059**	84	0	15204		3			3
7 BUILDING (INDUSTRIAL: LOW TECH)											
PPG INDUSTRIES	8629.0	R.W. LeBoeuf, chmn. & CEO	1700	-1	0	8322	88	3	22.0	-29.7	2
	20.0	F.A. Archinaco, exec. v-p	877	9	203	3855		2			2
SHERWIN-WILLIAMS	5211.6	C.M. Connor, chmn. & CEO	1240	27	0	3971	101	1	11.6	-93.3	3
	1.1	J.M. Scaminace, pres. & COO	969	10	0	3070		2			3
8 CHEMICALS (INDUSTRIAL: LOW TECH)											
AIR PRODUCTS & CHEMICALS	5644.0	H.A. Wagner, chmn. & CEO†	2184	59	971	8832	106	2	14.3	-55.6	4
	7.2	J.P. Jones III, pres. & COO* *Became CEO 12/1/00.	1478	62	342	4774		2			3
DOW CHEMICAL	23008.0	W.S. Stavropoulos, chmn., pres. & CEO	2878	13	62	15038	120	3	16.7	-30.3	4
	16.5	M.D. Parker, pres. & CEO* *Became CEO 11/1/00.	1634	27	12	5834		3			3
DUPONT	28268.0	C.O. Holliday, Jr., chmn. & CEO	2740	-2	0	11059	87	3	10.4	-18.7	4
	17.6	R.R. Goodmanson, exec. v-p & COO	1442	57	0	NA		NA			NA
EASTMAN CHEMICAL	5292.0	E.W. Deavenport, Jr., chmn. & CEO	2183	42	1556	7047	91	2	10.8	2.5	3
	16.7	J.P. Rogers, sr. v-p & COO† May include preliminary data.	666	72	521	NA		NA			NA
PRAXAIR	5043.0	D.H. Reilley, chmn., pres. & CEO*	1479	NA	25	NA	103	NA	17.6	-21.4	NA
	15.4	H.W. Lichtenberger, chmn. & CEO† *Joined company and became CEO 3/6/00.	1652	-2	1966	11829		4			4
ROHM & HAAS	6879.0	R.L. Gupta, chmn. & CEO	1111	-38	419	4800	121	1	15.6	-60.2	2
	9.6	J.M. Fitzpatrick, pres. & COO	750	-37	372	3663		1			2
9 CONGLOMERATES (INDUSTRIAL: LOW TECH)											
GENERAL ELECTRIC	128051.0	J.F. Welch, Jr., chmn. & CEO	16754	26	105828	299383	203	5	24.8	5.9	4
	25.2	D.D. Dammerman, vice-chmn.	5233	25	21499	71359		5			4
PALL	1245.1	E. Krasnoff, chmn. & CEO	1164*	85	370	3987	113	1	12.7	132.2	1
	19.0	J. Hayward-Surry, pres. *Excludes \$26,000 of salary paid in restricted stock.	670*	75	198	2808		1			1
TEXTRON	13090.0	L.B. Campbell, chmn. & CEO	3055	27	1518	31220	79	4	12.0	-59.8	5
	7.0	J.A. Janitz, pres. & COO†	2078	59	953	17894		4			5
TRW	17231.0	J.T. Gorman, chmn. & CEO	3342	-23	1343	16505	79	4	19.7	NM	2
	16.5	D.M. Cote, pres. & COO*† *Became CEO 2/1/01.	2130	1896	17663	NA		NA			NA
10 DRUGS (CONSUMER PRODUCTS)											
ABBOTT LABORATORIES	13745.9	M.D. White, chmn. & CEO	3254	52	230	14820	155	3	35.4	-22.4	3
	32.5	R.L. Parkinson, Jr., pres. & COO† *Includes \$4,263,000 paid under non-compete agreement.	2133	36	4305*	16929		3			4
ALLERGAN	1625.5	D.E. Pyott, pres. & CEO	1540	12	6338	10561	597	1	13.8	61.4	3
	24.6	L.J. Kaplan, v-p	596	5	12667	17024		2			3
AMERICAN HOME PRODUCTS	13262.8	J.R. Stafford, chmn. & CEO	3608	60	22607	43969	175	4	-8.7	-227.9	5
	-32.0	R. Essner, pres. & COO* *Will become CEO 5/1/01.	1793	71	6885	13994		3			5
BAXTER INTERNATIONAL	6896.0	H.M. Jansen Kraemer, Jr., chmn. & CEO	2346	12	5093	12199	192	2	20.7	142.3	2
	27.8	J.L. McGinley, group v-p†	861	-7	2119	5065		2			2
BECTON, DICKINSON	3602.4	E.J. Ludwig, pres. & CEO*	988	142	51	2301	143	1	16.4	-14.0	1
	18.7	G.M. Cohen, pres.-sub.† *Became CEO 1/1/00.	596	54	0	2146		1			1
BIOMET	956.8	D.A. Miller, pres. & CEO	389	3	0	1119	235	1	17.5	1.4	1
	19.0	J.R. Pastena, v-p†	393	5	0	1109		1			1
BRISTOL-MYERS SQUIBB	18216.0	C.A. Heimbold, Jr., chmn. & CEO	2665	-31	800	103721	163	5	44.8	0.5	4
	44.6	K.E. Weg, vice-chmn.†	1405	-23	400	23451		4			3
CHIRON	887.9	S.P. Lance, chmn., pres. & CEO	1950	15	59	5132	262	1	4.5	-85.3	4
	0.9	L.T. Williams, chief scientific officer	773	6	2650	9797		2			5
FOREST LABORATORIES	1108.5	H. Solomon, chmn. & CEO	931	21	15908	47921	539	3	12.8	154.7	4
	15.2	K.E. Goodman, pres. & COO	638	23	8149	13286		1			4
GENENTECH	1645.9	A.D. Levinson, chmn., pres. & CEO	1740	0	57321	87829	539	4	-4.7	-104.6	5
	-0.3	S.D. Desmond-Hellmann, exec. v-p	878	13	15203	19599		2			5
GUIDANT	2548.7	R.W. Dollens, pres. & CEO	1066	13	356	9597	173	2	23.7	22.7	2
	31.6	J.M. Cornelius, chmn.	798	-39	27530	58633		5			3

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IDEC PHARMACEUTICALS	154.7	W.H. Rastetter, chmn., pres. & CEO	712	23	28176	39278	1103	2	18.5	NM	3
	8.3	W.R. Rohn, COO May include preliminary data.	485	18	21062	26498		1			3
IMMUNEX	861.8	E.V. Fritzy, pres. & CEO	2125	83	12964	24875	903	2	7.1	NM	4
	8.4	P.V. Phillips, exec. v-p & COO	801	-9	1522	6049		1			3
JOHNSON & JOHNSON	29139.0	R.S. Larsen, chmn., CEO	4639	10	2922	48449	166	4	24.6	-4.5	4
	25.5	R.N. Wilson, sr. vice-chmn.	3450	14	3967	28582		4			4
LILLY (ELI)	10862.2	S. Taurel, chmn., pres. & CEO	2959	3	15752	64638	139	4	49.6	NM	3
	50.6	A.M. Watanabe, exec. v-p	1381	10	982	17711		4			2
MEDTRONIC	5466.2	W.W. George, chmn. & CEO	1569*	39	6440*	64738	233	4	20.0	1.6	4
	22.7	A.D. Collins, Jr., pres. & COO	1408	25	4010**	15328		3			3
			*Excludes \$100,000 bonus paid in stock options and \$1,742,436 of long-term compensation paid in stock options. **Excludes \$1,306,972 of long-term compensation paid in stock options.								
MERCCK	40363.2	R.V. Gilmartin, chmn., pres. & CEO	2983	11	0	11648	185	2	43.8	25.7	2
	46.0	E.M. Scolnick, exec. v-p	1650	4	24801	44646		4			3
MILLENNIUM PHARMACEUTICALS	196.3	M.J. Levin, chmn., pres. & CEO	401	-21	0	1393	1303	1	-32.8	NM	1
	-16.9	J.B. Douglas III, sr. v-p & gen. counsel†	325	68	8063	NA		NA			NA
PFIZER	29574.0	W.C. Steere, Jr., chmn.	4870	13	35143	113936	190	5	27.1	-17.1	5
	23.1	H.A. McKinnell, pres. & CEO* *Became CEO 1/1/01.	2453	23	13563	58140		5			4
SCHERING-PLOUGH	9815.0	R.J. Kogan, chmn. & CEO	3210	-2	17856	86808	189	4	41.4	-22.6	4
	39.6	H.A. D'Andrade, vice-chmn. †	1191	4	10641	50793		5			4
SIGMA-ALDRICH	1096.3	D.R. Harvey, pres. & CEO	647	6	0	2636	102	1	13.8	1.4	1
	15.9	C.T. Cori, chmn. †	450	-52	0	3690		2			2
STRYKER	2289.4	J.W. Brown, chmn., pres. & CEO	1550	11	2861	9016	273	2	12.6	26.4	3
	25.9	E.B. Lipes, v-p, group pres.	815	12	7992	11669		2			4
11 ELECTRICAL & ELECTRONICS (INDUSTRIAL: HIGH TECH)											
ADVANCED MICRO DEVICES	4644.2	W.J. Sanders III, chmn. & CEO	6561	101	85058	96163	156	4	7.3	NM	4
	31.7	H. Ruiz, pres. & COO*	3913	NA	0	NA		NA			NA
ALTERA	1376.8	R. Smith, chmn., pres. & CEO*	2586	75	0	31743	318	3	25.8	41.0	2
	39.8	J.P. Daane, pres. & CEO** *Left office 11/1/00. **Became CEO 8/1/00.	173	NA	7181	NA		NA			NA
ANALOG DEVICES	2859.5	J.G. Fishman, pres. & CEO	3501	94	29189	45533	370	3	16.8	69.4	3
	27.7	B.P. McAloon, v-p	1142	69	13729	17885		3			3
APPLIED MICRO CIRCUITS	371.5	D.M. Rickey, pres. & CEO†	699	64	2898	4535	4851	1	4.9	-125.1	4
	-4.2	T.L. Tullie, v-p†	303	11	542	1391		1			3
ATMEL	2012.7	G. Perlegos, pres. & CEO	525	30	0	1265	251	1	5.8	6029.4	1
	14.0	G. Perlegos, exec. v-p	458	30	0	1103		1			1
COOPER INDUSTRIES	4459.9	H.J. Riley, Jr., chmn., pres. & CEO	1843	16	1258	12853	103	3	19.8	22.6	2
	18.8	R.E. Jackson, Jr., COO	823	9	460	5214		3			2
EMERSON ELECTRIC	15921.0	C.F. Knight, chmn. & CEO*	7442	74	4912	34343	149	4	21.5	7.1	3
	22.2	D.N. Farr, sr. exec. v-p & COO** *Left office 10/11/00. **Became CEO 10/11/00.	1050	50	0	NA		NA			NA
INTEGRATED DEVICE TECHNOLOGY	976.4	L.C. Perham, pres. & CEO	911	171	20591	22710	351	3	-12.0	3118.0	3
	48.6	J. Taylor, pres. & CEO* *Became CEO 12/1/99.	865	214	2350	3798		1			2
JABIL CIRCUIT	3997.5	W.D. Morean, chmn. & CEO	809	8	0	2228	255	1	17.4	-56.3	1
	12.7	T.L. Main, pres. * *Became CEO 9/1/00.	767	70	0	2966		1			2
JDS UNIPHASE	2630.2	K.N. Kalkhoven, co-chmn. & CEO*	738	57	106171	111706	806	4	-17.7	NM	5
	-11.0	J. Straus, co-chmn. & CEO** *Left office 5/17/00. **Became CEO 5/18/00.	604	NA	24916	NA		NA			NA
LINEAR TECHNOLOGY	886.7	R.H. Swanson, Jr., chmn. & CEO	2538	56	12567	31616	324	3	23.5	9.7	3
	25.0	C.B. Davies, pres.	2068	57	20333	33520		4			3
MAXIM INTEGRATED PRODUCTS	1073.3	J.F. Gifford, chmn., pres. & CEO	300*	-86	59212	112968	277	4	26.2	-4.8	3
	28.0	F.G. Beck, v-p *2000 bonus not yet determined.	200*	-65	10048	17755		3			3
MICROCHIP TECHNOLOGY	651.3	S. Sanghi, pres. & CEO	430	9	2049	4889	165	2	16.5	10.2	1
	19.3	T.B. Billington, v-p	296	26	1754	3998		2			2
MICRON TECHNOLOGY	7584.2	S.R. Appleton, chmn., pres. & CEO	3199	53	39570	55011	274	4	3.3	75.4	4
	20.2	W.G. Stover, Jr., v-p & CFO	2175	76	13539	21145		3			4
MOLEX	2437.5	F.A. Krehbiel, co-chmn. & co-CEO	1523	117	87	3584	139	2	13.6	7.2	1
	14.5	J.H. Krehbiel, Jr., co-chmn. & co-CEO* *Became co-CEO 7/1/99.	1457	145	282	3265		2			1
MOTOROLA	37564.0	C.B. Galvin, chmn. & CEO	2531	-20	0	20681	108	NA	1.4	-20.4	NA
	7.1	R.L. Growney, pres. & COO	1854	-15	0	18897		NA			NA
NATIONAL SEMICONDUCTOR	2380.0	B.L. Halla, chmn., pres. & CEO	2370	125	7963	12259	78	4	-11.3	NM	3
	40.1	P.J. Brockett, exec. v-p	974	106	9158	11073		4			3
QUALCOMM	2760.7	I.M. Jacobs, chmn. & CEO	1724	-1	766	5491	1333	1	7.0	-69.9	4
	2.7	R. Sulpizio, pres. & COO	1123	4	27645	48613		2			5

EXECUTIVE COMPENSATION SCOREBOARD

COMPANY	EXECUTIVE	2000 COMPENSATION			1998-2000 PAY-PERFORMANCE ANALYSIS							
		2000 SALES: \$ MILLIONS	2000 ROE: %	TOTAL ANNUAL COMP.	% CHANGE	LONG-TERM	PAY VS. SHAREHOLDER RETURN			PAY VS. CORPORATE PROFIT		
				SALARY & BONUS \$000	FROM 1999	COMP. \$000	TOTAL COMP. \$000	\$ VALUE OF \$100 INVESTED	RATING	ROE %	CHANGE IN ROE %	RATING
ROCKWELL INTERNATIONAL	D.H. Davis, Jr., chmn. & CEO	6598.0		2230	-13	0	8539	116	3	13.0	65.7	2
	W.M. Barnes, sr. v-p	20.2		978	-8	0	4107		2			2
SANMINA	J. Sola, chmn. & CEO	4538.2		1280	34	0	6139	452	1	15.8	-44.6	2
	R.W. Furr, pres. & COO	14.5		970	34	3453	8264		4			4
SOLETRON	K. Nishimura, chmn., pres. & CEO	17060.4		643	-60	0	14359	326	2	12.8	-35.1	4
	D. Kynaston, sr. v-p & pres.-sub.†	11.2		709	20	3844	5550		2			4
TEXAS INSTRUMENTS	T.J. Engibous, chmn., pres. & CEO	11875.0		2096	-29	36071*	51696	425	3	15.3	380.2	3
	R.K. Templeton, exec. v-p & COO	24.5		1397	-29	13954**	26857		3			3
	*Includes \$756,540 profit sharing payment. **Includes \$504,293 profit sharing payment.											
VITESSE SEMICONDUCTOR	L.R. Tomasetta, pres. & CEO	517.5		682	42	15295	34286	586	2	11.0	-74.9	5
	E.F. Hovanec, v-p & COO	3.1		477	29	4992	12555		2			5
XILINX	W.P. Roelandts, pres. & CEO	1558.9		971	67	3295	5399	526	1	28.9	53.4	1
	R. Sevcik, sr. v-p	35.3		636	0	1956	3736		1			1
12 FOOD PROCESSING (CONSUMER PRODUCTS)												
ARCHER DANIELS MIDLAND	G.A. Andreas, chmn. & CEO	13225.9		2443	0	0	7037	84	3	5.6	-0.5	3
	J.D. McNamara, pres.†	6.2		1199	92	0	2087		2			2
CAMPBELL SOUP	D.W. Johnson, pres. & CEO*	6318.0		714**	NA	500	NA	66	NA	NM	NM	NA
	B.L. Anderson, exec. v-p & COO	NM		678	52	0	4672		3			NA
	*Became CEO 3/23/00. **Received restricted stock & bonus in lieu of salary.											
CONAGRA FOODS	B.C. Rohde, chmn., pres. & CEO	26270.8		3391	81	1186	9875	86	3	13.4	-37.8	4
	T.L. Manuel, pres. & COO-sub.	14.1		901	0	395	4864		3			3
GENERAL MILLS	S.W. Sanger, chmn. & CEO	6879.5		1961	13	1549	14352	136	3	NM	NM	
	R.G. Vialut, vice-chmn.	NM		1287	17	0	3775		2			
HEINZ (H.J.)	W.R. Johnson, pres. & CEO	9307.8		2677	-11	0	16849	102	4	42.0	21.2	3
	A.M. Ritchie, exec. v-p	43.8		1238	-5	0	NA		NA			NA
HERSHEY FOODS	K.L. Wolfe, chmn.	4221.0		1416	83	2851	11211	110	3	34.4	-27.8	3
	M.F. Pasquale, exec. v-p & COO*	28.5		771	80	1291	3654		2			2
	*Left office 12/11/00.											
KEEBLER FOODS	S.K. Reed, pres. & CEO	2757.0		2106	1	0	6074	NA	NA	27.4	11.1	2
	D.B. Vermeylen, pres.-Keebler Brands	31.2		902	11	3453	5985		NA			2
KELLOGG	C.M. Gutierrez, chmn., pres. & CEO	6954.7		934	-15	0	3398	58	2	54.5	15.8	1
	M.J. Teale, exec. v-p	65.5		710	43	31	2502		2			1
QUAKER OATS	R.S. Morrison, chmn., pres. & CEO	5041.0		1195	-56	425	7071	195	2	171.4	NM	2
	T.D. Martin, sr. v-p & COO†	100.5		479	-55	123	1821		1			1
RALSTON PURINA	W.P. McGinnis, pres. & CEO	2766.3		1919	28	5009	10392	127	3	47.4	84.2	2
	J.R. Elsesser, v-p & CFO	67.5		767	11	4991	7506		3			2
SARA LEE	J.H. Bryan, CEO	17850.0		2779	2	3881	43553	93	5	41.4	166.5	3
	C.S. McMillan, pres. & COO*	60.6		2055	16	4800	22546		5			3
	*Became CEO 7/1/00.											
STARBUCKS	H.D. Schultz, chmn.	2309.6		2063	165	11051	39774	231	4	9.4	-17.9	5
	O.C. Smith, pres. & CEO*	8.9		2043	228	12848	28623		4			5
	*Became CEO 6/1/00.											
SYSCO	B.M. Lindig, chmn. & CEO†	20645.4		2056*	21	1528	8261	273	2	26.0	33.2	2
	C.H. Cotros, CEO, pres., & COO**	28.8		1993*	50	1539	7237		2			2
	*Excludes portion of bonus paid in restricted stock. **Became CEO 1/1/00.											
WRIGLEY (WM.) JR.	W. Wrigley, Jr., pres. & CEO†	2145.7		717*	-15	63*	2522	127	1	27.5	5.3	1
	P.R. Hempstead, sr. v-p†	29.0		403	266	30	843		1			1
	*Bonus & restricted stock awards for 2000 not yet determined.											
13 FOOD & LODGING (SERVICE)												
MARRIOTT INTERNATIONAL	J.W. Marriott, Jr., chmn. & CEO	10017.0		2167	10	233	16814	147	3	14.5	-36.0	4
	W.J. Shaw, pres. & COO	14.7		1438	16	10639	20770		4			4
14 GENERAL & SPECIAL MACHINERY (INDUSTRIAL: LOW TECH)												
APPLIED MATERIALS	J.C. Morgan, chmn. & CEO	10573.4		3836	87	44350	67337	254	4	18.8	80.1	3
	D. Maydan, pres.	30.5		3725	127	0	24385		4			3
BLACK & DECKER	N.D. Archibald, chmn., pres. & CEO	4560.8		2504	-26	1157	44675	104	5	-17.8	221.1	4
	P.F. McBride, exec. v-p	40.7		901	-37	551	NA		NA			NA
CATERPILLAR	G.A. Barton, chmn. & CEO	20175.0		1748	27	353	6959	106	2	21.9	-47.2	2
	G.S. Flaherty, group pres.	18.8		1076	23	195	5112		3			3
DEERE	R.W. Lane, chmn., pres. & CEO*†	13477.9		1290	248	0	4323	84	2	14.2	-49.6	1
	H.W. Becherer, chmn. & CEO†	11.7		2329	126	0	8724		4			5
	*Became CEO 5/1/00.											
DOVER	T.L. Reece, chmn., pres. & CEO	5400.7		2170	11	1265	11065	116	3	19.6	-8.2	3
	J.E. Pomeroy, v-p & pres.-sub.	21.8		1100	15	1055	5871		3			3
ILLINOIS TOOL WORKS	W.J. Farrell, chmn. & CEO	9983.6		2209	8	663	8267	102	2	18.5	-15.2	2
	J.M. Ringler, vice-chmn.†	17.7		1841	0	16353	30377		5			4
INGERSOLL-RAND	H.L. Henkel, chmn., pres. & CEO	8617.6		1803	3	1194	NA	108	NA	17.4	-3.8	NA
	B.D. Jellison, exec. v-p	15.6		919	27	310	5459		3			3

EXECUTIVE COMPENSATION SCOREBOARD

COMPANY	2000 SALES: \$ MILLIONS ROE: %	EXECUTIVE	2000 COMPENSATION			1998-2000 PAY-PERFORMANCE ANALYSIS					
			TOTAL ANNUAL COMP. SALARY & BONUS \$000	% CHANGE FROM 1999	LONG- TERM COMP. \$000	PAY VS. SHAREHOLDER RETURN			PAY VS. CORPORATE PROFIT		
						TOTAL COMP. \$000	\$ VALUE OF \$100 INVESTED	RATING	ROE %	CHANGE IN ROE %	RATING
ITT INDUSTRIES	4829.4	T. Engen, chmn. & CEO†	2585	2	4978	16770	130	3	11.8	57.9	3
	21.8	L.J. Giuliano, pres. & COO* *Became CEO 3/1/01.	1266	-14	411	6242		3			2
LAM RESEARCH	1626.9	J.W. Bagley, chmn. & CEO	100	-9	20033	20342	149	3	-5.7	NM	3
	38.3	S.G. Newberry, pres. & COO	598	43	3598	5007		2			2
TYCO INTERNATIONAL	30313.4	L.D. Kozlowski, chmn. & CEO	4150	-9	121190	360601	247	5	17.0	NM	3
	23.4	J. Gromer, pres.-sub.	13512	NA	0			NA			NA
15 INSTRUMENTS (INDUSTRIAL: HIGH TECH)											
AGILENT TECHNOLOGIES	11368.0	E.W. Barnholt, pres. & CEO	1660	19	47	NA	NA	NA	12.7	NA	NA
	14.5	J.E. Scruggs, sr. v-p-automated test	714	17	20	NA	NA	NA			NA
APPLIED BIOSYSTEMS GROUP	1534.5	T.L. White, chmn., pres. & CEO	2427	-6	14355*	23301	539	2	19.9	-17.1	3
	21.8	M.W. Hunkapiller, sr. v-p *Includes \$14.4 mil. accelerated payment of vested performance units. **Includes \$7.2 mil. accelerated payment of vested performance units.	986	-8	18280**	20952		3			4
DANAHER	3777.8	G.M. Sherman, pres. & CEO	2366	6	47966	54857	217	4	15.2	-1.1	4
	16.7	H.L. Culp, Jr., exec. v-p & COO* May include preliminary data. *Became CEO 5/1/01.	1310	100	0	3965		2			2
KLA-TENCOR	2002.7	K.L. Schroeder, pres. & CEO*	1243	44	13931	19158	174	3	11.9	104.4	3
	21.2	J.D. Tompkins, director**† *Became CEO 7/1/99. **Retired as chairman of board on 7/1/99.	1188	135	8185	18763		4			3
PERKINELMER	1695.3	G.L. Summe, chmn., pres. & CEO	3057	53	21190	30697	529	2	14.2	26.6	3
	11.8	R.F. Friel, sr. v-p & COO	958	52	558	NA		NA			NA
WATERS	795.1	D.A. Berthiaume, chmn., pres. & CEO	1458	28	40140	59792	876	3	41.7	NM	2
	34.6	J.R. Nelson, sr. v-p May include preliminary data.	608	20	32387	42111		3			2
16 LEISURE TIME INDUSTRIES (CONSUMER PRODUCTS)											
CARNIVAL	3778.5	M.M. Arison, chmn. & CEO	2003	-6	1785	13404	115	3	17.8	-11.0	4
	16.5	A.K. Lanterman, chmn. & CEO-sub.	3812	15	0	10408		3			4
EASTMAN KODAK	13994.0	D.A. Carp, chmn., pres. & CEO*	1599	-13	409	6958	71	3	37.2	NM	1
	41.0	G.M. Fisher, chmn. *Became CEO 1/1/00.	2855	-37	289	13112		4			2
HARLEY-DAVIDSON	2943.5	J.L. Bleustein, chmn. & CEO	2521	26	0	6322	295	1	22.8	17.5	2
	24.7	J.L. Ziemer, v-p & COO	814	35	0	1940		1			1
HARRAH'S ENTERTAINMENT	3471.2	P.G. Satre, chmn. & CEO	1583	-27	0	4988	140	2	9.4	-105.3	4
	-0.8	G.W. Loveman, COO	1246	-7	0	5023		2			5
METRO-GOLDWYN- MAYER	1237.4	A. Yemenidjian, chmn. & CEO	3895	147	0	5679	82	2	-10.4	NM	2
	2.2	C.J. McGurk, vice chmn. & COO	3204	159	0	13455		4			4
17 METALS & MINING (RESOURCES)											
ALCOA	22936.0	A.J. Belda, CEO	2642	11	14481	38644	201	5	14.7	-28.9	4
	13.1	R.B. Kelson, exec. v-p & COO	1069	-1	11336	21050		5			4
18 MISCELLANEOUS MANUFACTURING (INDUSTRIAL: LOW TECH)											
AVERY DENNISON	3893.5	P.M. Neal, chmn. & CEO	1808	8	6364	24299	129	4	29.2	39.9	2
	34.2	D.A. Scarborough, pres. & COO†	990	50	733	5439		2			1
FORTUNE BRANDS	5491.8	N.H. Wesley, chmn. & CEO†	2173	85	488	6736	88	2	-10.7	-745.7	5
	-6.5	C.P. Omtvedt, sr. v-p & COO†	894	28	302	3440		2			5
INTERNATIONAL GAME TECHNOLOGY	1099.6	C.N. Mathewson, chmn. & CEO	1300	NM	0	1300	191	1	51.2	273.4	1
	98.6	G.T. Baker, pres. & COO** **Became CEO 12/6/00.	1799	125	0	3771		1			1
JOHNSON CONTROLS	17290.7	J.H. Keyes, chmn. & CEO	3343	17	972	10631	115	3	18.0	45.4	2
	18.4	J.M. Barth, pres. & COO	1880	24	420	6869		3			2
NEWELL RUBBERMAID	6934.7	J.J. McDonough, vice-chmn. & CEO	1503	8	190*	4703	58	2	13.8	1.6	1
	17.2	T.A. Ferguson, Jr., pres. & COO *Includes \$154,167 severance pay. Left office 10/31/00. **Includes \$170,108 severance pay. Left office 10/20/00.	1094	6	249**	3773		3			2
PARKER HANNIFIN	5811.3	D.E. Collins, chmn. & CEO	1906	12	6039	14892	101	3	17.7	-2.8	3
	17.2	D.W. Sullivan, exec. v-p	1087	9	2945	11494		4			4
19 NATURAL RESOURCES (RESOURCES)											
AMERADA HESS	11993.0	J.B. Hess, chmn. & CEO	2865	33	3013	9328	137	2	7.8	NM	3
	26.4	W.S. Laidlaw, pres. & COO	2405	22	2959	8855		4			3
ANADARKO PETROLEUM	5686.0	R.J. Allison, Jr., chmn. & CEO	3725	24	25257*	45572	238	4	3.4	28.5	4
	12.3	J.N. Seitz, pres. & COO *Excl. \$1.4 mil stock in settlement for deferred comp. plan termination. **Excl. \$5.5 mil. stock in settlement for deferred comp. plan termination.	2080	63	2711**	7995		2			4
ASHLAND	8023.0	P.W. Chellgren, chmn. & CEO	2281	40	580	7137	77	3	12.8	72.6	2
	15.6	J.R. Boyd, sr. v-p	912	5	220	3178		3			1
BURLINGTON RESOURCES	3147.0	B.S. Shackouls, chmn., pres. & CEO	1796	16	3128	8187	118	2	7.0	70.2	3
	18.0	J.E. Hagale, sr. v-p	866	23	1100	3630		2			2
CHEVRON	46532.0	D.J. O'Reilly, chmn. & CEO*	2863	121	195	7541	120	2	15.2	39.6	2
	26.0	R.H. Matzke, vice-chmn. *Became CEO 1/1/00.	1971	49	1098	7215		4			3

EXECUTIVE COMPENSATION SCOREBOARD

COMPANY	2000 SALES: \$ MILLIONS ROE: %	EXECUTIVE	2000 COMPENSATION			1998-2000 PAY-PERFORMANCE ANALYSIS					
			TOTAL ANNUAL COMP. SALARY & BONUS \$000	% CHANGE FROM 1999	LONG- TERM COMP. \$000	PAY VS. SHAREHOLDER RETURN			PAY VS. CORPORATE PROFIT		
						TOTAL COMP. \$000	\$ VALUE OF \$100 INVESTED	RATING	ROE %	CHANGE IN ROE %	RATING
CONOCO	31963.0	A.W. Dunham, chmn., pres. & CEO	4324	-9	3583	18327	NA	NA	20.1	143.3	2
	33.8	G.W. Edwards, sr. exec. v-p	1638	-13	2581	6969	NA	NA			2
EOG RESOURCES	1481.5	M.G. Papa, chmn. & CEO	1023	12	16092	19160	262	2	31.2	228.5	2
	31.3	E.P. Segner III, pres. & chief of staff	987	29	3859	7821		2			2
KERR-McGEE	4121.2	L.R. Corbett, chmn. & CEO	959	-34	1927	5353	117	1	8.2	137.4	1
	32.0	K.W. Crouch, sr. v-p	396	-27	513	1784		1			1
OCCIDENTAL PETROLEUM	13574.0	R.R. Irani, chmn. & CEO	3578	3	765	11930	95	3	19.6	692.6	2
	32.9	D.R. Laurance, pres.	2471	20	729	8057		4			3
PHILLIPS PETROLEUM	20835.0	J.J. Mulva, chmn. & CEO	5563	196	5777	15361	128	3	16.5	53.4	3
	30.6	T.C. Morris, sr. v-p & COO	1419	82	980	4640		2			2
SUNOCO	12426.0	J.G. Drosdick, chmn., pres. & CEO*	1922	179	494	5025	88	2	15.9	-18.5	1
	24.2	R.H. Campbell, chmn. & CEO† *Became CEO 5/1/00.	950	-2	539	4857		4			3
TEXACO	50100.0	P.I. Bijur, chmn. & CEO†	994	-50	4087	18277	126	3	11.3	-10.4	4
	19.2	G.F. Tilton, pres.-sub.** *Left office 2/4/01. **Became CEO 2/4/01.	860	24	745	5575		3			3
ULTRAMAR DIAMOND SHAMROCK	14396.6	J. Gaulin, chmn., pres. & CEO	1840	13	0	4563	110	1	10.1	164.4	1
	24.3	W.R. Klesse, exec. v-p	822	7	105	2176		1			1
USX-MARATHON GROUP	30143.0	T.J. Usher, chmn. & CEO	3833	44	4925	14676	90	4	9.9	-29.3	4
	8.9	C.P. Cazalot, Jr., vice-chmn.	1996	NA	1875	NA		NA			NA
20 NONBANK FINANCIAL (FINANCIAL SERVICES)											
AETNA	NA	W.H. Donaldson, chmn.*	7030	NA	5600	NA	110	NA	NA	NA	NA
	NA	J.W. Rowe, pres. & CEO** *Became CEO 5/30/00. Left office 9/15/00. **Became CEO 9/15/00. Includes \$2,000,000 sign-on bonus.	648	NA	3367**	NA	NA	NA	NA	NA	NA
AFLAC	9720.0	D.P. Amos, pres. & CEO	2795	1	16836	54099	288	4	14.1	-14.2	5
	14.6	P.S. Amos, chmn.	3853	7	0	18687		3			4
ALLSTATE	29134.0	E.M. Liddy, chmn., pres. & CEO	1549	7	10078	18026	102	4	16.1	-36.3	4
	12.7	T.J. Wilson II, pres.-sub.	1125	19	737	4658		2			2
AMBAC FINANCIAL GROUP	622.5	P.B. Lassiter, chmn. & CEO	1550	18	6638	43464	195	4	13.8	18.4	4
	14.1	R.J. Genader, pres. & COO	945	18	3761	11039		3			3
AMERICAN EXPRESS	23675.0	H. Golub, chmn. & CEO	4493	22	24243	80572	188	5	23.5	15.6	3
	24.1	K.I. Chenault, pres. & COO* *Became CEO 1/1/01.	3816	39	13633	36282		4			3
AMERICAN GENERAL	11063.0	R.M. Devlin, chmn., pres. & CEO	5526	11	3267	30184	162	4	13.1	79.4	3
	12.8	R.O. Martin, Jr., sr. vice-chmn.	1885	40	991	7635		2			3
AON	7375.0	P.G. Ryan, chmn. & CEO	1305	-43	0	6839	94	2	14.5	38.6	2
	14.1	M.D. O'Halleran, pres. & COO	1000	-47	0	8365		3			3
BEAR STEARNS	10276.6	J.E. Cayne, CEO & pres.	16167*	46	12759	70292	122	5	16.1	-27.2	5
	15.1	A.C. Greenberg, chmn. *Includes 17 months of compensation due to fiscal year change.	14394*	46	3271	49188		5			5
BERKSHIRE HATHAWAY	33871.0	W.E. Buffett, chmn. & CEO	100	0	256*	970	154	1	4.3	-10.8	1
	5.4	M.D. Hamburg, v-p & COO *Includes \$255,600 in director fees from related companies.	363	9	0	1000		1			1
BLOCK (H&R)	2910.9	F.L. Salizzoni, CEO	807	-29	225	3220	99	1	24.3	129.0	1
	29.7	M.A. Ernst, pres. & COO* *Became CEO 1/1/01.	716	-4	0	NA		NA			NA
CAPITAL ONE FINANCIAL	5424.3	R.D. Fairbank, chmn. & CEO	0	NM	27207	27207	367	2	23.2	12.9	3
	23.9	J.G. Finneran, Jr., exec. v-p & gen. couns.	603	12	6161	12032		2			2
CHARTER ONE FINANCIAL	2640.0	C.J. Koch, CEO	1366	3	356	5799	114	2	15.5	61.0	1
	17.7	J.D. Koch, exec. v-p	880	6	0	3699		2			1
CHUBB	7237.8	D.R. O'Hare, chmn. & CEO	1805	1	3324	10364	121	3	10.9	-24.8	4
	10.2	T.F. Motamed, exec. v-p	790	6	148	3031		1			2
CIGNA	19994.0	H.E. Hanway, chmn. & CEO*	5271	64	4055	28014	241	3	15.1	33.2	3
	18.2	W.H. Taylor, chmn.† *Became CEO 1/26/00.	4714	-9	19732	66481		4			4
CINCINNATI FINANCIAL	2331.0	J.J. Schiff, Jr., chmn., pres. & CEO	487	-4	3449	7379	89	2	3.7	-68.9	5
	2.0	J.G. Miller, sr. v-p	469	3	221	1707		1			1
CITIGROUP	111826.0	S.I. Weill, chmn. & CEO	19934	96	204929	482186	196	5	18.4	36.3	3
	20.8	R.E. Rubin, member-office of chmn.	11510	457	5000	NA		NA			NA
CNA FINANCIAL	15614.0	B.L. Hengesbaugh, chmn. & CEO	1873	-2	0	5267	91	2	5.4	7.0	2
	12.6	T.F. Taylor, exec. v-p*† *Left office 2/28/01.	1228	103	0	4849		2			3
COUNTRYWIDE CREDIT INDUSTRIES	3761.3	A.R. Mozilo, chmn., pres. & CEO	5650	6	0	16116	121	3	13.7	-30.3	4
	11.5	S.L. Kurland, sr. managing dir. & COO	1903	-2	0	10792		3			4
FRANKLIN RESOURCES	2338.5	C.B. Johnson, chmn. & CEO	675	-40	0	2926	89	1	18.9	-20.3	1
	18.7	M.L. Flanagan, pres.	1783	33	0	4479		2			2
GOLDEN WEST FINANCIAL	3957.4	M.O. Sandler, chmn. & CEO	1202	5	2778	33169	211	3	14.7	12.8	4
	14.8	H.M. Sandler, chmn. & CEO	1210	5	1303	31448		4			4

EXECUTIVE COMPENSATION SCOREBOARD

COMPANY	EXECUTIVE	2000 COMPENSATION			1998-2000 PAY-PERFORMANCE ANALYSIS						
		2000 SALES: \$ MILLIONS ROE: %	TOTAL ANNUAL COMP. SALARY & BONUS \$000	% CHANGE FROM 1999	LONG-TERM COMP. \$000	PAY VS. SHAREHOLDER RETURN	PAY VS. CORPORATE PROFIT				
					TOTAL COMP. \$000	\$ VALUE OF \$100 INVESTED	RATING	ROE %	CHANGE IN ROE %	RATING	
GOLDMAN SACHS GROUP	H.M. Paulson, Jr., chmn. & CEO	33000.0	14657	-10	3867	NA	NA	NA	27.8	-55.8	NA
	J.A. Thain, pres. & co-CEO	18.6	12697	-10	3314	NA	NA	NA			NA
GREENPOINT FINANCIAL	T.S. Johnson, chmn. & CEO	1510.7	1271	-20	0	7165	124	2	9.9	-10.6	3
	S.A. Ibrahim, pres. & CEO-sub.	10.4	726	26	583	2730		1			1
HARTFORD FINANCIAL SERVICES GROUP	R. Ayer, chmn., pres. & CEO	14703.0	2748	55	5104	20417	159	3	14.9	-40.4	4
	L.A. Smith, vice chmn.	13.1	2736	23	9330	29164		4			5
HELLER FINANCIAL	R.J. Almeida, chmn. & CEO	1999.0	1490	12	0	8015	NA	NA	12.1	16.9	2
	F.E. Wolfert, pres. & COO	12.0	783	1	0	5181	NA	NA			2
HOUSEHOLD INTERNATIONAL	W.F. Aldinger, chmn. & CEO	11960.9	5154	25	17070	29603	135	4	17.5	42.4	3
	L.N. Bangs, vice-chmn.	21.3	2439*	29	0	6911		2			2
*Includes \$88,232 reimbursed to company for tax equalization settlement.											
JEFFERSON-PILOT	D.A. Stonecipher, chmn., pres. & CEO	3238.0	2312	2	607	8290	153	2	15.7	19.7	2
	K.C. Mlekush, exec. v-p	16.2	1020	4	234	3411		1			1
LEHMAN BROTHERS HOLDINGS	R.S. Fuld, Jr., chmn. & CEO	26447.0	9500	81	56523	95070	270	4	18.9	66.4	3
	J.M. Gregory, chief admin. officer	23.7	8500	113	27912	66087		4			3
LOEWS	J.S. Tisch, CEO & office of the pres.	20669.9	1710*	4	33	4830	102	1	8.9	104.2	1
	A.L. Rebell, sr. v-p†	16.8	1784	21	0	3936		2			1
May include preliminary data. *Includes compensation paid by Diamond Offshore Drilling.											
MARSH & McLENNAN	J.W. Greenberg, chmn. & CEO	10157.0	2700	17	4451	14633	252	2	20.6	68.2	2
	L.J. Lasser, pres.-sub.	22.6	34000	26	11106	101612		5			3
MBIA	J.W. Brown, Jr., chmn. & CEO	1057.5	750	1	1373	NA	116	NA	11.0	2.0	NA
	R.L. Weill, vice pres.	12.5	825	55	4116	7943		3			3
May include preliminary data.											
MERRILL LYNCH	D.H. Komansky, chmn., CEO	44872.0	16250	82	22850	70663	194	4	18.1	-11.3	4
	T.W. Davis, exec. v-p†	21.0	10000	65	19260	40368		4			4
METLIFE	R.H. Benmosche, chmn., pres. & CEO†	31947.0	4400	18	4484	NA	NA	NA	7.0	NA	NA
	S.G. Nagler, vice-chmn. & COO†	5.8	1830	6	2489	NA	NA	NA			NA
MGIC INVESTMENT	C.S. Culver, pres. & CEO*	1110.3	1098	11	2200	6528	102	2	24.0	1.0	1
	J.M. Lauer, exec. v-p & COO	22.0	559	4	7344	10797		3			2
*Became CEO 1/1/00.											
MOODY'S	J. Rutherford, Jr., pres. & CEO†	602.3	1000	5	397	3702	NA	NA	NM	NM	NA
	D.E. Noe, sr. v-p†	NM	597	-21	412	3302		NA			NA
MORGAN STANLEY DEAN WITTER	P.J. Purcell, chmn. & CEO	45413.0	13501	5	60566	159909	277	5	27.5	50.7	3
	P.F. Karches, pres. & COO-sub.†	28.9	23958*	96	26328	NA		NA			NA
*Includes \$23.6 million retirement plan payment.											
NATIONWIDE FINANCIAL SERVICES	D.R. McFerson, chmn. & CEO†	3195.2	1735	18	875	5145	135	1	14.5	16.2	1
	W.G. Jurgensen, chmn. & CEO*	14.5	1182	NA	700	NA		NA			NA
*Joined company 5/1/00; became CEO 8/1/00.											
NEUBERGER BERMAN	J.B. Lane, pres. & CEO†	799.8	2300	279	672	6833	NA	NA	119.5	NA	NA
	M.M. Kassen, exec. v-p†	42.9	2089	316	318	17623		NA			NA
OLD REPUBLIC INTERNATIONAL	A.C. Zucaro, pres. & CEO	2070.6	895	-36	267	5824	139	1	12.4	-7.2	2
	W.A. Simpson, sr. v-p	12.8	1030	20	1787	4704		2			2
PROGRESSIVE	P.B. Lewis, chmn., pres. & CEO	6771.0	958	-49	5977	19879	87	4	10.1	-91.4	5
	C.B. Chokel, CEO-sub.	1.6	1482	23	0	3714		2			4
SAFECO	R.H. Eigsti, chmn. & CEO**†	7118.4	900	0	3703*	7473	77	3	4.9	-69.0	5
	B.A. Dickey, pres. & COO**	2.4	625	0	2782	2782		2			3
*Includes \$3,259,598 per separation payment. Left office 12/31/00. **Left office 1/30/01.											
SCHWAB (CHARLES)	C.R. Schwab, chmn. & co-CEO	7139.4	8901	-1	19123	136036	307	5	22.4	-28.1	4
	D.S. Pottruck, pres. & co-CEO	17.0	8901	-1	63405	207152		5			4
May include preliminary data.											
ST. PAUL	D.W. Leatherdale, chmn., pres. & CEO	8607.6	2756	-15	2988	11850	144	2	9.0	-17.2	4
	P.J. Liska, exec. v-p & COO	13.7	1632	14	3775	7760		3			4
TD WATERHOUSE GROUP	S.D. McDonald, CEO & deputy chmn.†	1541.1	2731	158	2563	7522	NA	NA	6.1	43.8	2
	F.J. Petrilli, pres. & COO†	8.4	1932	25	0	4790		NA			2
TORCHMARK	C.B. Hudson, chmn., pres. & CEO	2515.9	800	0	7665	10065	109	3	13.6	-5.9	3
	M.S. McAndrew, chmn., pres. & CEO-sub.	16.4	860	19	0	5233		2			3
USA EDUCATION	A.L. Lord, CEO & vice-chmn.	4166.3	3650	62	7801	15026	179	3	62.3	-52.1	3
	T.J. Fitzpatrick, pres.	36.3	3000	102	2153	10972		3			3
WASHINGTON MUTUAL	K.K. Killinger, chmn., pres. & CEO	15767.0	3461	36	4454	16644	136	3	18.2	110.6	2
	C.E. Tall, vice-chmn.	18.7	1156	29	322	6217		2			2

21 OFFICE EQUIPMENT & COMPUTERS (INDUSTRIAL: HIGH TECH)

ADOBE SYSTEMS	J.E. Warnock, chmn. & CEO	1266.4	1343	9	42404*	47062	569	3	35.0	46.4	2
	B.R. Chizen, pres.**	38.3	1066	38	11913**	18345		2			2
*Excludes \$10.7 million in Adobe Incentive Partners payouts. **Became CEO 12/1/00. Excludes \$299,265 in Adobe Incentive Partners payouts.											
AFFILIATED COMPUTER SERVICES	J.A. Rich, pres. & CEO	2018.4	1311	3	0	4435	231	2	13.4	37.7	1
	D. Deason, chmn.	15.2	1893	3	0	5468		2			2
AOL TIME WARNER	S.M. Case, chmn.	7703.0	2233*	42	71170	349722	NA	NA	NA	NA	NA
	G.M. Levin, CEO**	17.6	11227	10	152590	191673	NA	NA	NA	NA	NA
*Includes 18 months of compensation because of change to fiscal year. **Became CEO 2/1/01.											
APPLE COMPUTER	S.P. Jobs, CEO	6647.0	90000*	NM	0	90000	227	4	17.2	NM	3
	R.B. Johnson, sr. v-p**	10.7	829**	NA	111	NA		NA			NA
*Includes aircraft valued at \$90 million as special executive bonus. **Joined company 1/1/00. Includes \$500,000 hiring bonus.											

EXECUTIVE COMPENSATION SCOREBOARD

COMPANY	EXECUTIVE		2000 COMPENSATION			1998-2000 PAY-PERFORMANCE ANALYSIS						
			TOTAL ANNUAL COMP. SALARY & BONUS \$000	% CHANGE FROM 1999	LONG-TERM COMP. \$000	PAY VS. SHAREHOLDER RETURN			PAY VS. CORPORATE PROFIT			
	2000 SALES: \$ MILLIONS	ROE: %				TOTAL COMP. \$000	\$ VALUE OF \$100 INVESTED	RATING	ROE %	CHANGE IN ROE %	RATING	
ARIBA	425.8		K.J. Krach, chmn. & CEO†	284	70	0	591	NA	NA	-56.2	NM	2
	-34.7		L.A. Mueller, pres. & COO†	385	NA	0	NA	NA	NA			NA
AUTOMATIC DATA PROCESSING	6714.1		A.F. Weinbach, chmn. & CEO	1248	9	9227	23652	211	3	17.5	-10.5	3
	17.3		G.C. Butler, pres. & COO	979	10	8460	17279		3			3
BMC SOFTWARE	1557.6		M.P. Watson, Jr., chmn., pres. & CEO	1222	-47	11718	50359	43	5	15.8	-71.5	4
	6.6		R.E. Beauchamp, sr. v-p	555	-48	3692	9118		5			4
BROCADE COMMUNICATIONS SYS.	451.3		G.L. Reyes, pres. & CEO†	1976	465	2996	5382	NA	NA	NM	NM	NA
	19.1		M.J. Byrd, v-p & COO†	664	564	0	NA	NA	NA			NA
CISCO SYSTEMS	23920.0		J.T. Chambers, pres. & CEO	1323	40	155980	279894	412	5	15.8	-56.9	5
	10.5		D.J. Listwin, exec. v-p	1358	30	4883	63082		4			5
COMPAQ COMPUTER	42383.0		M.D. Capellas, chmn. & CEO†	5180	180	24444	37062	54	5	-5.1	-75.0	5
	4.9		M.J. Larson, sr. v-p	2030	154	1643			NA			NA
COMPUTER ASSOCIATES INTERNATIONAL	5372.0		C.B. Wang, chmn. & CEO	5783	26	7186	698202	37	5	12.1	-92.8	5
	3.4		S. Kumar, pres. & COO	4056	23	10513	393920		5			5
COMPUTER SCIENCES	10202.1		V.B. Honeycutt, chmn., pres. & CEO	1036*	6	1268	5460	144	2	13.3	-3.7	2
	12.5		R.W. Mackintosh, corp. v-p	1052	18	2640	7637		3			3
*Excludes bonus paid in 32,674 options in 2000.												
COMPUWARE	2077.6		P. Karmanos Jr., chmn. & CEO	935	-58	0	112561	39	5	23.6	-66.9	4
	9.1		J.A. Nathan, pres. & COO	801	-56	28778	61537		5			4
DST SYSTEMS	1362.1		T.A. McDonnell, pres. & CEO	1200	-3	10998	14928	314	2	9.8	95.2	3
	13.8		T.A. McCullough, exec. v-p	800	-2	4539	7177		2			3
ELECTRONIC ARTS	1309.3		L.F. Probst III, chmn. & CEO	1102	1	9289	12632	225	2	8.2	-92.2	5
	1.0		J. Riccitiello, pres. & COO	835	-4	6222	8767		2			5
ELECTRONIC DATA SYSTEMS	19226.8		R.H. Brown, chmn. & CEO	4913	-4	466	NA	136	NA	14.7	61.7	NA
	22.3		J.M. Heller, vice chmn.	2028	-3	200	8952		3			3
EMC	8872.8		M.C. Ruettggers, CEO*	2897	32	67182	105505	970	3	22.0	-3.8	4
	21.8		J.M. Tucci, pres.**	1812	NA	0	NA	NA	NA			NA
*Left office 1/1/01. **Joined company 1/2/00. Became CEO 1/17/01.												
FIRST DATA	5705.2		H.C. Duques, chmn. & CEO	1788	14	16287	25643	181	4	22.7	155.7	2
	24.9		C.T. Fote, pres. & COO	1450	11	1937	8192		3			2
FISERV	1653.6		L.M. Muma, pres. & CEO	1155	23	6595	9537	217	2	13.2	19.8	2
	14.1		D.F. Dillon, chmn.	975	95	0	2000		1			1
HEWLETT-PACKARD	49057.0		C.S. Fiorina, chmn., pres. & CEO	2971	354	749	NA	117	NA	18.7	12.6	NA
	21.7		R.P. Wayman, exec. v-p & COO	1248	-11	19533	37937		5			3
IBM	88396.0		L.V. Gerstner, Jr., chmn. & CEO	10096	9	63473	222154	165	5	36.8	27.6	3
	39.6		S.J. Palmisano, pres. & COO	2067	53	2445	24336		4			3
INTUIT	1136.5		S.M. Bennett, pres. & CEO*	2532*	NA	15199	NA	287	NA	12.3	NM	NA
	13.2		W.V. Campbell, chmn. & CEO**	905	6	21863	39348		4			3
*Joined company and became CEO 1/25/00. Includes \$1,000,000 signing bonus. **Left office 1/24/00.												
JUNIPER NETWORKS	673.5		S.G. Kriens, chmn., pres. & CEO†	364	108	0	710	NA	NA	-54.4	NM	1
	20.3		M. Gani, COO†	248	52	0	561		NA			1
LEXMARK INTERNATIONAL	3807.0		P.J. Curlander, chmn. & CEO	705	-57	0	4127	233	1	42.4	12.8	1
	36.7		A.A. Traversi, exec. v-p	337	-50	383	2872		1			1
MICROSOFT	23845.0		W.H. Gates III, chmn.	639	3	0	1805	134	1	26.1	-38.6	1
	21.5		S.A. Ballmer, pres. & CEO*	628	-5	0	1832		1			1
*Became CEO 1/1/00.												
NCR	5959.0		L. Nyberg, chmn., pres. & CEO	1459	-5	0	10606	177	2	13.2	1857.0	2
	10.1		W. Amelio, exec. v-p*	941	NA	4300*	NA		NA			NA
*Includes \$200,000 sign-on bonus.												
NETWORK APPLIANCE	980.4		D.J. Warmenhoven, CEO	745	30	7841	16654	1446	1	13.3	-48.4	4
	12.5		T.F. Mendoza, pres.	391	18	27010	28944		2			5
ORACLE	10745.1		L.J. Ellison, chmn. & CEO	208	-94	75024	90547	781	3	90.1	401.6	2
	138.0		G.J. Roberts, exec. v-p†	4663	510	0	5650		1			1
PALM	1545.7		E.A. Benhamou, chmn. & CEO†	1025*	37	0	NA	NA	NA	32.3	-13.6	NA
	5.5		C.J. Yankowski, CEO**	712**	NA	664	NA	NA	NA			NA
*Reflects compensation paid by 3Com. **Became CEO 12/12/99. Includes bonus paid by 3Com.												
PARAMETRIC TECHNOLOGY	924.3		C.R. Harrison, pres. & CEO*	750	30	92	1884	57	2	18.3	-101.3	1
	-0.4		T.H. Brown, exec. v-p-international sales†	783	-58	0	2807		3			2
*Became CEO 3/1/00.												
PITNEY BOWES	3880.9		M.J. Critelli, chmn. & CEO	1519	-14	1891	13108	79	4	39.7	56.0	2
	43.9		M.C. Breslawsky, pres. & COO	1345	-12	3467	12959		5			2
RATIONAL SOFTWARE	753.7		M.T. Devlin, CEO*	815	40	10000	17659	685	2	17.8	NM	2
	14.6		P.D. Levy, chmn.	815	40	12425	17840		2			3
*Became CEO 4/1/99.												
SABRE HOLDINGS	2596.5		W.J. Hannigan, chmn., pres. & CEO	1200	3816	2562	NA	169	NA	22.9	-31.0	NA
	18.2		J.M. Jackson, exec. v-p & COO†	496	5	1055	3897		2			2
SUN MICROSYSTEMS	19182.0		S.G. McNealy, chmn. & CEO	4871	30	19969	75383	559	3	21.1	-27.7	4
	20.1		E.J. Zander, pres. & COO	2924	23	33266	54246		4			4
SUNGARD DATA SYSTEMS	1660.7		J.L. Mann, chmn. & CEO	1452	12	2259	16687	153	3	12.1	6.4	3
	14.8		M.K. Muratore, sr. v-p†	1410	-21	2933	8004		3			3
May include preliminary data.												

EXECUTIVE COMPENSATION SCOREBOARD

COMPANY	EXECUTIVE	2000 COMPENSATION			1998-2000 PAY-PERFORMANCE ANALYSIS							
		2000 SALES: \$ MILLIONS	ROE: %	TOTAL ANNUAL COMP. SALARY & BONUS \$000	% CHANGE FROM 1999	LONG-TERM COMP. \$000	PAY VS. SHAREHOLDER RETURN	PAY VS. CORPORATE PROFIT				
						TOTAL COMP. \$000	\$ VALUE OF \$100 INVESTED	RATING	ROE %	CHANGE IN ROE %	RATING	
SYMANTEC	J.W. Thompson, pres. & CEO*	790.2		1053	NA	1412	NA	152	NA	16.5	-71.9	NA
	G.E. Eubanks, Jr., pres. & CEO** *Became CEO 4/1/99. **Left office 4/1/99.	7.5		685	8	16558	18734		4			4
SYNOPSIS	A.J. De Geus, chmn. & CEO	724.1		1031*	-2	0	3049	133	2	13.0	-37.9	2
	C. Chan, pres. & COO *Includes compensation for 13 months due to fiscal year change.	10.9		1031*	-2	2018	8877		3			4
UNISYS	L.A. Weinbach, chmn., pres. & CEO	6885.0		2283	-51	0	11249	105	3	108.4	NM	NA
	G.R. Gazerwitz, exec. v-p	11.2		630	-15	0	4677		3			NA
YAHOO	T. Koogle, chmn. & CEO	1110.2		310	5	11389	32232	347	3	4.5	NM	3
	J. Mallett, pres. & COO	3.7		290	12	19178	138767		5			4
22 OIL SERVICE & SUPPLY (RESOURCES)												
BAKER HUGHES	J.B. Foster, chmn., pres. & CEO*	5233.8		658	NA	14	NA	100	NA	-1.4	-19.8	NA
	M.E. Wiley, chmn., pres., & CEO** *Became CEO 1/28/00. Left office 8/14/00. **Became CEO 8/14/00.	3.4		338	NA	8781	NA		NA			NA
BJ SERVICES	J.W. Stewart, chmn., pres. & CEO	1690.2		1575	158	9058	15056	191	3	7.8	23.4	3
	M. McShane, sr. v-p & COO	13.9		611	124	7981	9981		5			4
COOPER CAMERON	S.R. Erikson, chmn., pres. & CEO	1386.7		1259	43	36971	65606	108	5	8.9	-85.0	5
	T.R. Hix, sr. v-p & COO	3.3		486	74	16163	21932		5			5
ENSCO INTERNATIONAL	C.F. Thorne, pres. & CEO	533.8		795	55	2219	4377	103	1	9.1	-70.5	3
	R.A. Wilson, sr. v-p & COO	6.4		424	42	3910	5202		3			5
NOBLE DRILLING	J.C. Day, chmn. & CEO	882.6		1716	41	15330	26900	142	4	9.9	-54.3	5
	R.D. Campbell, pres.	10.5		752	24	1842	NA		NA			NA
SCHLUMBERGER	D.E. Baird, chmn. & CEO	9611.5		3000	20	0	18884	115	4	8.5	-54.2	4
	A. Gould, exec. v-p	8.9		1075	19	2559	5185		3			4
SMITH INTERNATIONAL	D.L. Rock, pres. & CEO	2761.0		1179	65	10127	14102	121	3	7.4	-59.2	4
	L.K. Carroll, exec. v-p	8.9		718	60	5500	8416		4			5
23 PAPER & FOREST PRODUCTS (RESOURCES)												
INTERNATIONAL PAPER	J.T. Dillon, CEO	28180.0		2064	8	5387	13993	102	3	2.5	NM	3
	C.W. Smith, exec. v-p	3.1		908	10	1287	4706		3			3
KIMBERLY-CLARK	W.R. Sanders, chmn., CEO	13982.0		2092	-27	1254	25327	152	4	30.5	45.7	2
	T.J. Falk, pres., COO	31.2		1220	7	408	6945		3			2
WEYERHAEUSER	S.R. Rogel, chmn., pres. & CEO	15980.0		2900	17	0	7098	113	2	9.1	67.1	3
	R.C. Gozon, exec. v-p	12.3		1235	27	0	3698		2			2
WILLAMETTE INDUSTRIES	D.C. McDougall, pres. & CEO	4651.8		1033	19	0	2851	155	1	10.2	295.9	1
	W.P. Kinnune, exec. v-p	14.5		528	6	0	2712		1			1
24 PERSONAL CARE PRODUCTS (CONSUMER PRODUCTS)												
AVON PRODUCTS	A. Jung, pres. & CEO	5714.6		2037	72	5679	15098	165	3	NM	NM	NA
	F. Lezama, exec. v-p	NM		1081	49	1522	5416		2			NA
CLOROX	G.C. Sullivan, chmn. & CEO	4071.0		1001	-51	198	21426	94	4	22.5	1.2	3
	G.E. Johnston, pres. & COO	24.4		537	-35	43	5912		3			2
COLGATE-PALMOLIVE	R. Mark, chmn. & CEO	9357.9		4481	7	7453	149955	182	5	52.5	100.4	3
	W.S. Shanahan, pres.	66.8		3741	48	14408	54846		5			3
ESTEE LAUDER	L.A. Lauder, chmn.	4507.3		6800	16	0	18262	173	3	27.1	-25.2	4
	F.H. Langhammer, pres. & CEO* *Became CEO 1/1/00.	23.8		4300	25	5504	28186		4			4
GILLETTE	M.C. Hawley, chmn. & CEO*	9295.0		897	-38	659*	4254	75	2	36.3	42.7	1
	E.F. Degraan, pres. & COO** *Includes \$223,611 separation payment. Left office 10/19/00. **Became CEO 10/19/00.	42.6		1357	91	0	4896		3			1
PROCTER & GAMBLE	D.I. Jager, chmn., pres. & CEO*†	39595.0		1318	0	13261*	21947	103	4	29.7	-1.5	3
	A.G. Lafley, pres.-sub.** *Left office 6/8/00. Includes \$9.5 mil. retirement payment. **Became CEO 6/8/00. Excludes portion of bonus paid in options in 2000.	27.6		799	-27	728	6808		4			2
25 PUBLISHING, RADIO & TV BROADCAST (SERVICE)												
CLEAR CHANNEL COMMUNICATIONS	L.L. Mays, chmn. & CEO	5345.3		4000	7	0	63298	122	5	1.0	-77.5	5
	M.P. Mays, pres. & COO	0.8		2158	69	0	6925		3			5
DISNEY (WALT)	M.D. Eisner, chmn. & CEO	25903.0		12313	1541	60531	699093	90	5	6.5	-68.3	5
	R.A. Iger, pres. & COO† *Includes \$2.2 mil. related to prior employment agreement.	3.6		6085	92	9215*	20563		5			4
DOW JONES	P.R. Kann, chmn., CEO	2202.6		1729	20	1382	6887	111	2	-8.0	NM	2
	P.G. Skinner, exec. v-p, general council	-74.9		1051	19	279	3709		2			2
GANNETT	D.H. McCorkindale, chmn., pres. & CEO*	6222.3		2566	-3	4284	20146	106	4	21.3	-7.0	3
	J.J. Curley, chmn. & CEO† *Became CEO 6/1/00.	19.1		3105	3	5815	25967		5			4
HARCOURT GENERAL	B.J. Knez, pres. & co-CEO*	2412.3		1800	38	1592	6669	129	2	19.1	NM	2
	R.A. Smith, pres. & co-CEO* *Became co-CEO 11/1/99.	23.4		1800	38	1765	6965		3			2
KNIGHT-RIDDER	P.A. Ridder, chmn. & CEO	3211.8		1400	-17	1913	10595	115	3	18.8	-23.2	3
	R. Jones, sr. v-p & COO* *Left office 1/1/01.	19.7		806	-13	2348	7443		3			3

EXECUTIVE COMPENSATION SCOREBOARD

COMPANY	2000 SALES: \$ MILLIONS ROE: %	EXECUTIVE	2000 COMPENSATION			1998-2000 PAY-PERFORMANCE ANALYSIS					
			TOTAL ANNUAL COMP. SALARY & BONUS \$000	% CHANGE FROM 1999	LONG- TERM COMP. \$000	PAY VS. SHAREHOLDER RETURN			PAY VS. CORPORATE PROFIT		
						TOTAL COMP. \$000	\$ VALUE OF \$100 INVESTED	RATING	ROE %	CHANGE IN ROE %	RATING
McGraw-Hill	4281.0	H.W. McGraw III, chmn., pres. & CEO	2333	13	1293	16879	167	3	24.7	32.3	3
	26.8	R.J. Bahash, exec. v-p & COO	1396	7	780	17504		4			3
New York Times	3489.5	R.T. Lewis, pres. & CEO	2191	7	1405	9222	125	3	23.7	104.5	2
	31.0	A. Sulzberger, Jr., chmn.	2180	51	1320	7118		3			2
Scripps (E.W.)	1719.4	W.R. Burleigh, chmn. & CEO	1065	-21	1867	7618	134	2	12.6	-14.9	3
	12.8	K.W. Lowe, pres. & CEO* *Became CEO 10/1/00.	1031	NA	2840	NA		NA			NA
Tribune	4910.4	J.W. Madigan, chmn., pres. & CEO	3878*	50	1476	29284	140	4	22.4	-76.3	4
	5.2	D.J. FitzSimons, exec. v-p *Salary reflects 53-week pay period.	1329*	25	594	11881		4			4
26 RAILROADS (TRANSPORTATION)											
Burlington Northern Santa Fe	9205.0	R.D. Krebs, chmn. & CEO	601**	20	1451	14674	96	3	14.0	0.8	3
	13.1	M.K. Rose, pres. & CEO* *Became CEO 12/1/00. **Excludes portion of bonus paid in restricted stock.	616**	19	182	2982		2			3
CSX	8191.0	J.W. Snow, chmn., pres. & CEO	1806	18	1068	15175	53	4	4.4	-77.7	5
	3.1	A.R. Carpenter, vice-chmn.	1489	25	599	7360		4			5
Union Pacific	11878.0	R.K. Davidson, chmn. & CEO	1059	9	3600	10944	85	3	3.6	85.1	4
	9.7	C.W. von Bernuth, sr. v-p, gen. council	730	-27	488	3937		3			4
27 RETAILING (FOOD)											
Safeway	31976.9	S.A. Burd, chmn., pres. & CEO	2527	43	0	6163	198	2	23.4	-30.0	2
	20.3	V.M. Prabhu, exec. v-p & COO *Includes sign-on bonus of \$325,000.	1054*	NA	2000	NA		NA			NA
Winn-Dixie Stores	13156.6	A.R. Rowland, pres. & CEO*	632	NA	0	NA	50	NA	0.6	-268.6	NA
	-25.8	A.D. Davis, chmn. & CEO *Became CEO 11/23/99.	510	2	0	1610		2			4
28 RETAILING (NONFOOD)											
Autozone	4539.8	J.C. Adams, Jr., chmn. & CEO	1084	36	0	2655	98	2	21.9	63.3	1
	29.6	T.D. Vargo, pres. & COO	755	18	0	2013		2			1
Cardinal Health	34059.9	R.D. Walter, chmn. & CEO	2851	9	1980	14132	200	3	15.4	28.0	3
	17.7	J.C. Kane, vice-chmn., pres. & COO	1662	8	0	4184		2			2
Costco Wholesale	32858.1	J.D. Sinegal, pres. & CEO	532	-3	349	1963	179	1	14.9	15.4	1
	14.6	J.H. Brotman, chmn.	532	-3	349	3115		1			1
CVS	20087.5	T.M. Ryan, chmn., pres. & CEO	2575	-8	13532	24789	190	3	16.1	1404.6	3
	17.1	D.B. Rickard, exec. v-p & COO	1182	20	2000						
Family Dollar Stores	3239.3	H.R. Levine, pres. & CEO	764	14	0	1948	151	1	19.8	42.5	1
	21.3	L. Levine, chmn.	1468	-4	0	4485		2			2
Liberty Media Group	1276.0	R.R. Bennett, pres. & CEO†	1000	0	51490	115853	224	4	6.0	5.2	4
	4.5	G.S. Howard, exec. v-p & COO†	786	2	28160	50726		5			4
McKesson HBOC	39937.5	J.H. Hambergren, co-pres. & co-CEO*	801	-28	4261	8662	68	3	3.1	-89.1	5
	1.2	D.L. Mahoney, co-pres. & co-CEO* *Became co-CEO 7/15/99.	726	-20	4249	9095		4			5
Sears, Roebuck	40937.0	A.C. Martinez, chmn., pres. & CEO†	3846	5	9060*	19399	82	4	19.6	-2.1	3
	19.8	A.J. Lacy, chmn., pres. & CEO** *Includes \$9 mil. additional salary & bonus paid in connection with retirement agreement. **Became CEO 10/1/00.	1724	23	0	6752		4			3
Staples	10673.7	T.G. Stemberg, chmn. & CEO	954	-21	1419	80940	96	5	10.6	-75.0	5
	3.4	R.L. Sargent, pres. & COO May include preliminary data.	694	-18	1064	16545		4			5
Walgreen	21997.9	L.D. Jorndt, chmn. & CEO	1580	-1	601	13901	271	2	18.3	-0.9	3
	18.2	D.W. Bernauer, pres. & COO	834	20	1924	5649		2			3
29 SERVICE INDUSTRIES (SERVICE)											
Apollo Group	643.7	J.G. Sperling, chmn. & CEO	473	2	0	12308	156	3	23.3	-20.9	3
	21.3	T.S. Nelson, pres.	613	0	0	2665		1			1
Archstone Communities Trust	710.6	R.S. Sellers, chmn. & CEO	1725	42	1436	8028	129	3	9.6	192.9	2
	12.1	R.A. Banks, managing director	580	28	125	2364		1			1
Cendant	3930.0	H.R. Silverman, chmn., pres. & CEO	7593	5	129147	212617	28	5	4.7	1161.8	4
	21.3	J.W. Chidsey, chmn. & CEO-sub.†	1324	2	2377	5691		4			3
Checkfree	366.7	P.J. Kight, chmn. & CEO†	972	143	0	1897	157	1	-2.3	NM	1
	-10.5	P.F. Sinisgalli, pres. & COO†	621	122	7466	8731		3			3
Cintas	2039.8	R.J. Kohlhepp, CEO	580	-16	635r	4477	208	2	17.6	-3.1	2
	18.2	R.R. Buck, sr. v-p; pres.-sub.	540	9	123r	1851		1			1
Convergys	2162.5	J.F. Orr, chmn., pres. & CEO	1476	16	0	9777	NA	NA	14.5	-12.9	3
	17.5	D.F. Dougherty, chief development officer	665	34	1084	4255		NA			2
Donnelley (R.R.)	5764.3	W.L. Davis, chmn. & CEO	1802	-1	1050	6511	79	3	23.9	66.9	2
	21.7	M.W. Winkel, exec. v-p	622	31	336	NA		NA			NA
Enron	100789.0	K.L. Lay, chmn.	8682	61	132118	211607	417	4	10.0	439.7	4
	8.7	J.K. Skilling, pres. & CEO* May include preliminary data. *Became CEO 2/12/01.	6497	67	65984	130485		5			4

EXECUTIVE COMPENSATION SCOREBOARD

COMPANY	EXECUTIVE	2000 COMPENSATION			1998-2000 PAY-PERFORMANCE ANALYSIS						
		2000 SALES: \$ MILLIONS ROE: %	TOTAL ANNUAL COMP. SALARY & BONUS \$000	% CHANGE FROM 1999	LONG- TERM COMP. \$000	PAY VS. SHAREHOLDER RETURN			PAY VS. CORPORATE PROFIT		
						TOTAL COMP. \$000	\$ VALUE OF \$100 INVESTED	RATING	ROE %	CHANGE IN ROE %	RATING
EQUITY RESIDENTIAL PROPERTIES TRUST	D. Crocker III, pres. & CEO	2048.0	2200	13	1700	10691	133	3	7.0	125.0	3
	G.A. Spector, exec. v-p & COO	10.0	1245	21	1702	7007		3			3
FEDEX	F.W. Smith, chmn., pres. & CEO	19040.5	2273	-5	2000	26304	131	4	14.0	11.3	4
	K.R. Masterson, exec. v-p	14.0	1475	23	1568	7576		3			3
FLUOR	P.J. Carroll, Jr., chmn. & CEO	NA	1070	-45	828	12580	NA	NA	NA	NA	NA
	J.C. Stein, vice-chmn.	NA	900	-2	179	3573		NA			NA
GENUINE PARTS	L.L. Prince, chmn. & CEO	8369.9	1454	-8	0	5923	87	3	17.2	-7.4	2
	T.C. Gallagher, pres. & COO	17.0	1020	-7	0	3828		3			2
GRAINGER (W.W.)	R.L. Keyser, chmn. & CEO	4977.0	1203	32	557	5341	79	3	14.5	-29.9	2
	D.E. Bielinski, group pres.	12.6	710	41	719	4177		3			3
HEALTH MANAGEMENT ASSOCIATES	W.J. Schoen, chmn. & CEO	1641.9	1253	29	10655	31110	123	4	17.0	-16.5	4
	E.P. Holland, vice-chmn. & COO	16.1	785	32	406	6735		3			3
PAYCHEX	B.T. Golisano, chmn., pres. & CEO	1017.5	904	8	0	2435	331	1	33.0	7.6	1
	W. Turek, v-p	33.4	406	5	4157	17365		3			3
PHARMACIA	F. Hassan, pres. & CEO*†	18144.0	3307	10	0	20665	147	3	5.0	16.3	4
	T.G. Rothwell, exec. v-p†	8.3	1680	11	1293	7626		3			4
	*Became CEO 3/1/00.										
PUBLIC STORAGE	B.W. Hughes, chmn. & CEO	757.3	89	-6	0	271	97	1	7.2	54.5	1
	M.M. Lotz, sr. v-p	7.2	480	3	178	1970		1			1
QUEST DIAGNOSTICS	K.W. Freeman, chmn. & CEO	3421.2	2628	29	80	9312	841	1	4.9	NM	2
	S. Mohapatra, pres. & COO	10.2	1157	21	2615	NA		NA			NA
	May include preliminary data.										
RAMBUS	G. Tate, CEO	95.1	331	-1	3307	5777	316	1	-7.1	-794.4	5
	D. Mooring, pres.	-51.6	316	6	0	861		1			4
ROBERT HALF INTERNATIONAL	H.M. Messmer, Jr., chmn. & CEO	2699.3	3555	68	11151	40598	133	4	25.2	15.8	3
	M.K. Waddell, vice-chmn.	25.9	1831	67	3269	17614		4			3
SERVICEMASTER	C.W. Pollard, chmn. & CEO*	5970.6	600	-23	134	2938	63	2	16.7	-48.9	2
	E.J. Mrozek, pres. & COO-sub.	15.9	674	-4	94	2622		2			2
	*Left office 2/1/01.										
SPIEKER PROPERTIES	J.A. Foster, co-CEO	753.8	1200	60	599	3749	140	2	14.0	133.6	2
	C.G. Vought, co-CEO	19.1	1200	60	600	3750		2			2
TENET HEALTHCARE	J.C. Barbakow, chmn. & CEO	11569.0	2992	64	0	7611	134	2	7.9	-16.6	3
	T.B. Mackey, COO	8.9	1828	27	0	NA		NA			NA
TOTAL SYSTEM SERVICES	R.W. Ussery, chmn. & CEO	601.3	958	27	325	2973	137	2	20.6	-2.4	1
	P.W. Tomlinson, pres.	20.9	815	28	650	3317		2			1
UNITEDHEALTH GROUP	W.W. McGuire, CEO	21122.0	4858	5	49049*	79041	247	4	10.0	109.9	4
	S.J. Hemsley, pres. & COO	20.0	2200	14	600**	5308		2			2
	*Includes \$2.6 mil. special bonus. **Includes \$600,000 special bonus.										
30 STEEL (INDUSTRIAL: LOW TECH)											
NUCOR	H.D. Aycok, chmn., pres. & CEO	4586.1	706	9	306	NA	85	NA	12.7	-7.0	NA
	D.R. DiMicco, pres. & CEO*	14.6	703	82	305	2084		1			1
	*Became CEO 9/1/00.										
31 TELECOMMUNICATIONS (TELECOMMUNICATIONS)											
ADC TELECOMMUNICATIONS	W.J. Cadogan, chmn., pres. & CEO	3498.8	2744	150	43108	52078	174	3	18.3	118.8	3
	R.E. Switz, sr. v-p, COO	31.7	871*	77	0	3208		1			1
	*Excludes portion of bonus paid in options.										
ALLTEL	J.T. Ford, chmn. & CEO	7067.0	2063	17	3630	10663	162	2	24.4	67.4	1
	D.E. Foster, vice-chmn.†	38.6	3275	-5	3166	19047		3			2
AT&T	C.M. Armstrong, chmn. & CEO	65981.0	3088	-29	0	13696	45	3	9.2	-85.4	5
	J.D. Zeglis, chmn. & CEO-sub.	2.9	2972	-12	4661	27997		4			5
	May include preliminary data.										
BELLSOUTH	F.D. Ackerman, chmn., pres. & CEO	26151.0	3455	-4	7791	19891	154	3	23.4	15.7	2
	J.A. Drummond, vice-chmn.	25.0	1579	-5	2064	7846		2			2
BROADWING	R.G. Ellenberger, pres. & CEO	2050.1	1310	16	800	9503	158	2	13.0	-160.9	4
	R.S. Pontin, pres. & COO-sub.	-20.3	650	63	400	NA		NA			NA
CIENA	P.H. Nettles, chmn., pres. & CEO	1058.5	1110	56	0	2271	266	1	8.0	-56.2	2
	G.B. Smith, pres. & COO†	13.6	569	15	9944	11256		2			5
CORNING	R.G. Ackerman, chmn. & CEO†	7266.3	2555	9	29611	40299	442	2	15.4	-88.2	4
	J.W. Loose, pres.-sub.*	3.8	1783	26	37122	45761		3			4
	*Became CEO 1/1/01.										
LUCENT TECHNOLOGIES	R.A. McGinn, chmn. & CEO	31589.0	1237	-81	0	35118	74	4	13.0	-124.9	5
	D.C. Hopkins, exec. v-p & COO	-4.0	5165*	NA	4334	NA		NA			NA
	*Includes \$4 mil. hiring bonus & \$650,000 per employment agreement.										
QWEST COMMUNICATIONS INTL.	J.P. Nacchio, chmn. & CEO†	16610.0	2818*	83	94563	102337	177	4	95.8	-100.7	3
	A. Mohebbi, pres.-worldwide operations†	-0.2	1430	53	0	NA		NA			NA
	*Includes one-time bonus of \$750,000 in connection with merger.										
SBC COMMUNICATIONS	E.E. Whitacre, Jr., chmn. & CEO	51476.0	6953	-13	30756*	96539	139	4	27.5	75.5	3
	R.S. Caldwell, pres.-SBC Operations	26.2	1673	-9	5857**	21353		3			2
	*Includes \$5,250,000 special award. **Includes \$2,925,000 special award.										

EXECUTIVE COMPENSATION SCOREBOARD

COMPANY	2000 SALES: \$ MILLIONS ROE: %	EXECUTIVE	2000 COMPENSATION			1998-2000 PAY-PERFORMANCE ANALYSIS					
			TOTAL ANNUAL COMP. SALARY & BONUS \$000	% CHANGE FROM 1999	LONG- TERM COMP. \$000	PAY VS. SHAREHOLDER RETURN			PAY VS. CORPORATE PROFIT		
						TOTAL COMP. \$000	\$ VALUE OF \$100 INVESTED	RATING	ROE %	CHANGE IN ROE %	RATING
SCIENTIFIC-ATLANTA	2222.0	J.F. McDonald, pres. & CEO	1728	23	25944	34052	391	2	16.1	89.6	3
	21.6	C.J. Wredberg, Jr., sr. v-p & COO	945	31	3033	6862		1			1
SPRINT FON GROUP	17688.0	W.T. Esrey, chmn. & CEO	1293*	-47	64069	166913	81	5	14.7	-0.2	4
	10.5	R.T. LeMay, pres. & COO	1033*	-39	127388	157431		5			4
TELLABS	3387.4	M.J. Birck, chmn.*	972	46	0	2379	214	1	28.4	2.3	1
	28.9	R.C. Notebaert, pres. & CEO**	352	NA	0	NA		NA			NA
*Left office 9/18/00. **Became CEO 9/18/00.											
VERIZON COMMUNICATIONS	64707.0	C.R. Lee, chmn. & co-CEO*†	4199*	41	12476*	31225	120	3	26.9	63.0	2
	31.3	I.G. Seidenberg, pres. & co-CEO	4076	15	10388**	29477		4			3
*Became co-CEO 6/30/00. Reflects salary paid by GTE during first 6 months of 2000. Includes \$4.2 mil. merger retention bonus. **Includes \$3.8 mil. merger retention bonus.											
WILLIAMS COMMUNICATIONS GRP.	839.1	H.E. Janzen, pres. & CEO†	946	40	1678	8768	NA	NA	-19.6	NA	NA
	-23.3	F.M. Semple, sr. v-p†	470	36	385	2245		NA			NA
WORLD.COM	39090.0	B.J. Ebbers, pres. & CEO	11042*	30	23494	51128	70	NA	3.2	184.8	NA
	7.5	S.D. Sullivan, CFO	10700*	218	9912	39824		NA			NA
*Includes \$10,000,000 retention bonus.											
32 TEXTILES, APPAREL (CONSUMER PRODUCTS)											
NIKE	9269.8	P.H. Knight, chmn., pres. & CEO	2536	26	300	6489	147	2	16.6	46.4	2
	17.9	I.T. Todd, v-p	1904	-47	150	NA		NA			NA
VF	5747.9	M.J. McDonald, chmn., pres. & CEO	1712	26	231	9997	84	3	15.7	-35.1	4
	12.0	T.L. Lay, v-p	823	48	69	NA		NA			NA
33 TIRE & RUBBER (INDUSTRIAL: LOW TECH)											
GOODYEAR TIRE & RUBBER	14417.1	S.G. Gibara, chmn. & CEO	1285	4	0	5988	40	4	9.0	-92.5	5
	1.2	R.J. Keegan, pres. & COO*	637	NA	864	NA		NA			NA
34 TOBACCO (CONSUMER PRODUCTS)											
PHILIP MORRIS	63276.0	G.C. Bible, chmn. & CEO	5211	-18	11923	60912	115	5	46.7	34.1	3
	56.7	W.H. Webb, COO	3018	9	4742	14825		4			3
R.J. REYNOLDS TOBACCO HOLDINGS	8167.0	A.J. Schindler, chmn., pres. & CEO†	2227	12	7423	17407	NA	NA	0.6	2333.1	5
	4.2	C.A. Blixt, exec. v-p & gen. couns.†	1032	13	1584	6141		NA			3
UST	1512.4	V.A. Gierer, Jr., chmn., pres. & CEO	2635	-4	347	9312	93	3	164.7	62.9	2
	163.3	R.H. Verheij, exec. v-p & gen. couns.	1390	-4	0	4258		3			1
35 TRUCKING (TRANSPORTATION)											
UNITED PARCEL SERVICE	29771.0	J.P. Kelly, chmn. & CEO	1532	2	2261	7124	NA	NA	20.5	101.8	1
	30.1	C.L. Schaffer, sr. v-p & COO†	942	3	1577	4686		NA			2
36 UTILITIES (UTILITIES)											
AES	6691.0	D.W. Bakke, pres. & CEO	12*	-33	12820	16905	238	4	13.3	6.1	4
	13.5	B.J. Sharp, exec. v-p & COO	550	-7	7553	11574		4			4
*Compensation granted exclusively in stock options.											
AMEREN	3855.8	C.W. Mueller, chmn., pres. & CEO	895	14	0	2429	131	1	13.1	11.7	1
	14.3	G.L. Rainwater, pres. & CEO-sub.	515	17	0	1373		1			1
AMERICAN ELECTRIC POWER	13694.0	E.L. Draper, Jr., chmn., pres. & CEO	1336	30	19	3723	108	2	8.4	-71.7	3
	3.8	P.D. Addis, exec. v-p	7000	NA	8	NA		NA			NA
CINERGY	8422.0	J.E. Rogers, chmn., pres. & CEO	2072	12	892	6385	110	4	13.3	0.3	3
	14.3	J.H. Randolph, chmn.	922	0	0	2869		2			2
CONSTELLATION ENERGY GROUP	3878.5	C.H. Poindexter, chmn. & CEO	1749	43	872	5249	154	2	10.7	23.7	2
	11.0	C.W. Shivery, co-pres.	799	27	1501	5153		3			3
DOMINION RESOURCES	9260.0	T.E. Capps, chmn., pres. & CEO	3128	136	960	10380	188	3	9.2	-25.1	4
	5.9	T.F. Farrell, II, exec. v-p	1162	127	389	4080		2			4
DPL	1437.0	A.M. Hill, pres. & CEO	900	-11	2180	6197	199	2	19.9	126.4	1
	31.9	P.H. Forster, chmn.	850	13	3312	8366		4			3
DTE ENERGY	5597.0	A.F. Earley, Jr., chmn., pres. & CEO	1899	58	112	5435	132	2	12.0	-0.6	3
	11.7	R.J. Buckler, pres. & COO-sub.	827	50	50	1936		2			2
DUKE ENERGY	49318.0	R.B. Priority, chmn., pres. & CEO	3163	58	1022	8832	172	3	14.0	46.1	3
	17.5	H.J. Padewer, group pres.-sub.	1341	86	450	NA		NA			NA
EL PASO	21950.0	W.A. Wise, chmn., pres. & CEO	4029*	-4	13790*	67996	229	5	6.3	71.8	5
	16.3	R. Eads, exec. v-p†	1426*	128	4845*	NA		NA			NA
Unspecified portion of bonus paid in restricted stock included under both columns. Also includes \$7 mil. retention bonus. *Includes \$3.9 mil. retention bonus.											
EXELON	7499.0	C.A. McNeill, Jr., chmn. & co-CEO	1937	17	3178	9608	314	1	19.7	-33.1	3
	7.9	J.W. Rowe, pres. & co-CEO*†	2304	11	2144	9504		3			4
*Became co-CEO 10/20/00.											
FIRSTENERGY	7029.0	H.P. Burg, chmn. & CEO	1158	17	3233	6334	129	3	11.7	75.1	2
	12.9	A.J. Alexander, pres.	933	33	1942	4958		4			3
FPL GROUP	7082.0	J.L. Broadhead, chmn. & CEO	2128	15	21053*	32117	136	5	12.8	-1.3	5
	12.6	P.J. Evanson, pres.-FPL	1332	6	10396	16566		5			5
*Excludes \$14 mil. retirement plan distribution w/change in control.											

EXECUTIVE COMPENSATION SCOREBOARD

COMPANY	EXECUTIVE	2000 COMPENSATION			1998-2000 PAY-PERFORMANCE ANALYSIS						
		2000 SALES: \$ MILLIONS ROE: %	TOTAL ANNUAL COMP. SALARY & BONUS \$000	% CHANGE FROM 1999	LONG-TERM COMP. \$000	PAY VS. SHAREHOLDER RETURN			PAY VS. CORPORATE PROFIT		
					TOTAL COMP. \$000	\$ VALUE OF \$100 INVESTED	RATING	ROE %	CHANGE IN ROE %	RATING	
GPU	F.D. Hafer, chmn., pres. & CEO	5196.3	738	-45	102	3305	105	2	10.5	-34.9	1
	I.H. Jolles, sr. v-p	7.0	364	-46	121	1810		2			2
KEYSPAN	R.B. Catell, chmn. & CEO	5121.5	1122	10	2458	6003	137	3	3.9	-15.0	4
	C.G. Matthews, vice-chmn. & COO	10.0	753	26	2187	4819		4			5
NISOURCE	G.L. Neale, chmn., pres. & CEO	6030.7	1870	169	2341	7986	142	3	11.0	-71.5	4
	S.P. Adik, vice-chmn.	4.3	967	179	1342	3735		3			4
PPL	W.F. Hecht, chmn., pres. & CEO	5683.0	1359	19	309	4170	215	1	25.0	129.7	1
	F.A. Long, exec. v-p	24.2	824	16	176	2577		1			1
PUBLIC SERVICE ENTERPRISE GROUP	E.J. Ferland, chmn., pres. & CEO	6848.0	1891	22	419	10938	181	4	16.6	77.9	3
	R.J. Dougherty, Jr., pres. & COO-sub.	19.1	848	25	189	2756		2			2
SEMPRA ENERGY	S.L. Baum, chmn., pres. & CEO*	7037.0	2473	47	182	7677	113	4	13.5	32.7	2
	R.D. Farman, chmn., CEO†	17.2	1450	-28	5	6796		5			3
TECO ENERGY	R.D. Fagan, chmn., pres. & CEO	2295.1	962	21	0	NA	136	NA	14.7	13.8	NA
	J.B. Ramil, pres.-Tampa Electric	16.7	501	30	0	1405		1			1
TXU	E. Nye, chmn. & CEO	22009.0	1330	-4	994	6186	128	3	10.9	22.2	2
	B.N. Dickie, exec. v-p	11.8	1019	-4	420						
XCEL ENERGY	J.J. Howard, chmn.*	11591.8	1897	91	456	5118	119	3	9.8	2.1	2
	W.H. Brunetti, pres. & CEO**†	9.7	1776	117	288	3707		3			3

*Became CEO 6/1/00. †Left company 8/18/00. **Joined company 8/18/00.

ALPHABETICAL LIST OF COMPANIES

The number following each company name identifies the Scoreboard category under which it is listed

Abbott Laboratories 10	BellSouth 31	CVS 28	Goldman Sachs Group 20	Lucent Technologies 31	Pharmacia 29	SunGard Data Systems 21
ADC Telecomm. 31	Berkshire Hathaway 20	Dana 4	Goodrich (B.F.) 1	M&T Bank 5	Philip Morris 34	Sunoco 19
Adobe Systems 21	Best Buy 3	Danaher 15	Goodyear Tire & Rubber 33	Marriott Intl. 13	Phillips Petroleum 19	SunTrust Banks 5
Advanced Micro 11	Biomet 10	Deere 14	GPU 36	Marsh & McLennan 20	Pitney Bowes 21	Symantec 21
AES 36	BJ Services 22	Delphi Automotive 4	Grainger (W.W.) 29	Marshall & Ilsley 5	PNC Financial Svcs. 5	Synopsis 21
Aetna 20	Black & Decker 14	Delta Air Lines 2	GreenPoint Financial 20	Maxim Integrated Prods. 11	PPG Industries 7	Synovus Financial 5
Affiliated Computer Svcs. 21	Block (H&R) 20	Disney (Walt) 25	Guidant 10	MBIA 20	PPL 36	Sysco 12
AFLAC 20	BMC Software 21	Dominion Resources 36	Harcourt General 25	MBNA 5	Praxair 8	TD Waterhouse Group 20
Agilent Technologies 15	Boeing 1	Donnelley (R.R.) 29	Hartford Financial Services 20	McGraw-Hill 25	Procter & Gamble 24	Teco Energy 36
Air Products & Chemicals 8	Bristol-Myers Squibb 10	Dover 14	Health Management Assocs. 29	McKesson HBOC 28	Progressive 20	Tellabs 31
Alcoa 17	Broadwing 31	Dow Chemical 8	Heinz (H.J.) 12	Medtronic 10	Public Service Ent. 36	Tenet Healthcare 29
Allergan 10	Brocade Communications 21	Dow Jones 25	Heller Financial 20	Mellon Financial 5	Public Storage 29	Texaco 19
Allstate 20	Brown-Forman 6	DPL 36	Hershey Foods 12	Merck 10	Quaker Oats 12	Texas Instruments 11
Alltel 31	Burlington Northern Santa Fe 26	DST Systems 21	Hewlett-Packard 21	Merrill Lynch 20	Qualcomm 11	Texton 9
Altera 11	Burlington Resources 19	DTE Energy 36	Household Intl. 20	MetLife 20	Quest Diagnostics 29	Torchmark 20
Ambac Financial 20	Campbell Soup 12	Duke Energy 36	Huntington Bancshares 5	Metro-Goldwyn-Mayer 16	Qwest Communis. 31	Total System Services 29
Amerada Hess 19	Capital One Financial 20	DuPont 8	IBM 21	MGIC Investment 20	R.J. Reynolds Tobacco 34	Tribune 25
Ameren 36	Cardinal Health 28	Eastman Chemical 8	IDEC Pharmaceuticals 10	Microchip Technology 11	Ralston Purina 12	TRW 9
American Electric 36	Carnival 16	Eastman Kodak 16	Illinois Tool Works 14	Micron Technology 11	Rambus 29	TXU 36
American Express 20	Caterpillar 14	Eaton 4	Immunex 10	Microsoft 21	Rational Software 21	Tyco Intl. 14
American General 20	Cendant 29	El Paso 36	Ingersoll-Rand 14	Millennium Pharm. 10	Raytheon 1	U.S. Bancorp 5
American Home 10	Charter One Financial 20	Electronic Arts 21	Integrated Device Tech. 11	Molex 11	Robert Half International 29	Ultramar Diamond Shamrock 19
AmSouth Bancorporation 5	CheckFree 29	Electronic Data Systems 21	International Game Tech. 18	Moody's 20	Rockwell International 11	Union Pacific 26
Anadarko Petroleum 19	Chevron 19	EMC 21	International Paper 23	Morgan Stanley Dean Witter 20	Rohm & Haas 8	Union Planters 5
Analog Computer 21	Chiron 10	Emerson Electric 11	Intuit 21	Motorola 11	Sabre Holdings 21	UnionBanCal 5
Anheuser-Busch 6	Chubb 20	Enron 29	ITT Industries 14	National City 5	Safeco 20	Unisys 21
AOL Time Warner 21	Ciena 31	ENSCO International 22	J.P. Morgan Chase 5	National Commerce 5	Safeway 27	United Parcel Service 35
Aon 20	Cigna 20	EOG Resources 19	Jabil Circuit 11	National Semicond. 11	Sammina 11	United Technologies 1
Apollo Group 29	Cincinnati Financial 20	Equity Residential 29	JDS Uniphase 11	Nationwide Financial Svcs. 20	Sara Lee 12	UnitedHealth Group 29
Apple Computer 21	CINergy 36	Exelon 36	Jefferson-Pilot 20	NCR 21	SBC Communications 31	USA Education 20
Applied Biosystems 15	Cintas 29	Family Dollar Stores 28	Johnson & Johnson 10	Network Appliance 21	Schering-Plough 10	UST 34
Applied Materials 14	Cisco Systems 21	FedEx 29	Johnson Controls 18	Neuberger Berman 20	Schlumberger 22	USX-Marathon 19
Applied Micro Circuits 11	Citigroup 20	Fifth Third Bancorp 5	Juniper Networks 21	New York Times 25	Schwab (Charles) 20	Verizon Communications 31
Archer Daniels 12	Clear Channel Communis. 25	First Data 21	Keebler Foods 12	Newell Rubbermaid 18	Scientific-Atlanta 31	VF 32
Archstone Communities 29	Clorox 24	First Tennessee Natl. 5	Kellogg 12	Nike 32	Scripps (E.W.) 25	Vitesse Semiconductor 11
Ariba 21	CNA Financial 20	First Union 5	Kerr-McGee 19	Noble Drilling 22	Sears, Roebuck 28	Wachovia 5
Ashland 19	Coca-Cola 6	FirstEnergy 36	KeyCorp 5	Northern Trust 5	Sempra Energy 36	Walgreen 28
AT&T 31	Coca-Cola Enterprises 6	Fiserv 21	KeySpan 36	Nucor 30	ServiceMaster 29	Washington Mutual 20
Atmel 11	Colgate-Palmolive 24	FleetBoston Financial 5	Kimberly-Clark 23	Occidental Pet. 19	Sherwin-Williams 7	Waters 15
Automatic Data 21	Compaq Computer 21	Fluor 29	KLA-Tencor 15	Old Republic Intl. 20	Sigma-Aldrich 10	Wells Fargo 5
AutoZone 28	Computer Associates 21	Forest Laboratories 10	Knight-Ridder 25	Oracle 21	Smith International 22	Weyerhaeuser 23
Avery Dennison 18	Compuserve 21	Fortune Brands 18	Lam Research 14	Paccar 4	SouthTrust 5	Whirlpool 3
Avon Products 24	ConAgra Foods 12	FPL Group 36	Lehman Brothers Holdings 20	Pall 9	Southwest Airlines 2	Willamette Industries 23
Baker Hughes 22	Conoco 19	Franklin Resources 20	Lexmark Intl. 21	Palm 21	Spieker Properties 29	Williams Communications 31
BancWest 5	Constellation Energy 36	Gannett 25	Liberty Media 28	Parametric Technology 21	Sprint (FON Group) 31	Winn-Dixie Stores 27
Bank of America 5	Convergys 29	Genentech 10	Lilly (Eli) 10	Parker Hannifin 18	St. Paul 20	WorldCom 31
Bank of New York 5	Cooper Cameron 22	General Electric 9	Linear Technology 11	Paychex 29	Staples 28	Wrigley (Wm.) Jr. 12
Bank One 5	Cooper Industries 11	General Mills 12	Litton Industries 1	Pepsi Bottling Group 6	Starbucks 12	Xcel Energy 36
Baxter International 10	Corning 31	Genuine Parts 29	Lockheed Martin 1	PepsiCo 6	State Street 5	Xilinx 11
BB&T 5	Costco Wholesale 28	Gillette 24	Loews 20	PerkinElmer 15	Stryker 10	Yahoo 21
Bear Stearns 20	Countrywide Credit 20	Golden West 20		Pfizer 10	Sun Microsystems 21	Zions Bancorporation 5
Becton, Dickinson 10	CSX 26					
Bed Bath & Beyond 3						

COMPENSATION SCOREBOARD GLOSSARY

If the system worked perfectly, executive pay would rise when the boss delivered the goods for shareholders. And it would fall when corporate performance declined. But it doesn't always happen that way.

In this Scoreboard, *BusinessWeek*, along with Standard & Poor's Institutional Market Services, attempts to measure how closely pay matches performance. The study uses two approaches: It compares an executive's

total compensation with the company's total return to shareholders in stock appreciation and dividends over three years. A second comparison measures pay against corporate profitability for the same period. Three years of data are examined to minimize the impact of single-year windfalls.

The Scoreboard companies boast market values that are among the 500 largest companies—measured by market value for which 2000 compensation data

are available. Each company is assigned to one of nine industry groups. Then, each executive's pay, the company's total return to shareholders, and the company's profit record are measured against the others in the group.

Performance ratings are given only when three years of data are available. On a scale of 5, 1 indicates the best performance; 5 is the worst. The top 15% of the sample receives a 1, 25% a 2, 30% a 3, 20% a 4, and 10% a 5.

1998-2000 PAY-PERFORMANCE ANALYSIS

PAY VS. SHAREHOLDER RETURN

TOTAL COMPENSATION is the sum of an executive's salary, bonus, and long-term compensation for the three years.

VALUE OF \$100 INVESTED is the yearend 2000 value of a \$100 investment in the company made three years earlier, including both share-price appreciation and dividends (reinvested).

RATING shows how an executive stacks up against industry peers, measured in terms of pay relative to total return to shareholders. The rating is based on an index in which the value of the investment at the end of the three-year period is divided by an executive's total pay and then compared with other executives in the same industry group.

PAY VS. CORPORATE PROFIT

ROE is the company's average return on common equity over the three-year period.

CHANGE IN ROE is the improvement or decline in the company's profitability over the 1998-2000 period, expressed in terms of a percentage.

RATING shows how an executive compares with industry peers in pay for company profitability. The rating is based on an index that provides equal weight to the company's overall ROE as well as its improvement or decline during the past three years. Both of these measurements are adjusted for the executive's total pay and then compared with others in the same industry grouping.