THE PRESIDENT HAS SEEN
4-24-00

STATE OF FLORIDA

Office of the Governor

THE CAPITOL

TALLAHASSEE, FLORIDA 32399-0001

JEB BUSH
GOVERNOR

Elian

Podesta

April 21, 2000

copied Podesta

The Honorable William J. Clinton
President of the United States
1600 Pennsylvania Avenue
Washington, D.C. 20500

The Honorable Janet Reno
United States Attorney General
10th Street & Constitution Avenue, N.W.
Washington, D.C. 20530

Dear President Clinton and General Reno:

Several weeks ago, we wrote to ask you to take action to defuse rising tensions in the controversy over Elian Gonzalez's custody during the pendency of his federal appeals. Today we renew our request with an even greater sense of urgency.

News reports today indicate that federal officials may soon attempt to remove young Elian from the care of his Miami relatives in order to transfer custody to Elian's father at the home of a Cuban diplomat. The reports also indicate that federal officials are mobilizing to remove Elian by force.

We believe that the forcible separation of Elian and his current caregivers is unwise and unwarranted. Elian's Miami relatives have requested court-supervised mediation of the current controversy, and the U.S. Court of Appeals for the Eleventh Circuit has now offered its mediation services to all interested parties. We urge the Department of Justice and INS to accept the Eleventh Circuit court's offer and encourage Juan Miguel Gonzalez to participate as well. Mediation, not confrontation, is what is in young Elian's best interest at this critical point in time.

Mediation could lead to a meeting on neutral territory between all of Elian's family members without the interference of government officials or lawyers. Such a meeting, free of governmental pressure and away from the glare of media attention, would present the best chance for a family-inspired solution to this controversy. If such a meeting could be arranged in Florida where Elian currently resides, we would be happy to provide any appropriate law enforcement support.

In offering our thoughts to you today, we realize that mediation offers no absolute guarantee of success. However, before more drastic measures are considered, it is appropriate to pursue all reasonable options, including the mediation option proposed by the federal courts.

Thank you for your consideration of this request.

Sincerely,

Jeb Bush
Governor

Bob Butterworth
Attorney General

cc: Senator Bob Graham
Senator Connie Mack

STATE OF FLORIDA
Office of the Governor
THE CAPITOL
TALLAHASSEE, FLORIDA 32399-0001

JEB BUSH
GOVERNOR

21 de Abril, 2000

Honorable William J. Clinton
Presidente de los Estados Unidos
1600 Pennsylvania Avenue
Washington, D.C. 20500

Honorable Janet Reno
Fiscal General de los Estados Unidos
10th Street & Constitution Avenue, N.W.
Washington, D.C. 20530

Estimados Presidente Clinton y Fiscal General Reno:

Semanas atrás, les escribimos pidiendo su liderazgo y cooperación en calmar las tensiones causadas por la controversia sobre el caso de custodia de Elian Gonzàlez durante el proceso de apelación en la corte federal. Hoy repetimos nuestro pedido con gran urgencia.

Reportes noticiosos indican que pronto oficiales del gobierno federal tratarán de remover a Elian del cuidado de sus familiares en Miami para asi transferir la custodia del niño a su padre, actualmente residiendo en la casa de un funcionario diplomático de Cuba. Los reportes indican que los oficiales federales están mobilizando sus fuerzas para remover a Elian por la fuerza.

Creémos que la forzada separación de Elian de sus familiares no es aconsejable ni inteligente. Sus familiares han pedido mediación de las cortes en esta controversia, y la Corte de Apelación del Circuito Once ha ofrecido sus servicios de mediación a todos los participantes en el caso. Le pedimos al Departamento de Justicia y al Servicio de Immigración y Naturalizacion que acepten la oferta de la Corte y que persuaden a Juan Miguel Gonzalez a que también participe en esta mediación. Mediación no confrontación, es lo mas aconsejable para el bienestar de Elian en este momento critico.

Mediación puede llevar a una reunión entre los familiares y el padre de Elian en territorio neutral, libre de intervención gubernamental y de abogados. Tal reunión, libre de intervención por parte del gobierno y de la prensa, presentaría la mejor solución familiar al caso. De occurir tal reunión aquí en la Florida, estamos dispuestos a ofrecer protección por parte de nuestras autoridades estatales.

Estamos concientes que mediación no ofrece ninguna garantía absoluta de éxito. Antes que medidas drásticas sean consideradas, pensamos que es apropriado considerar todas la opciones disponibles, incluyendo la mediación propuesta por la corte federal.

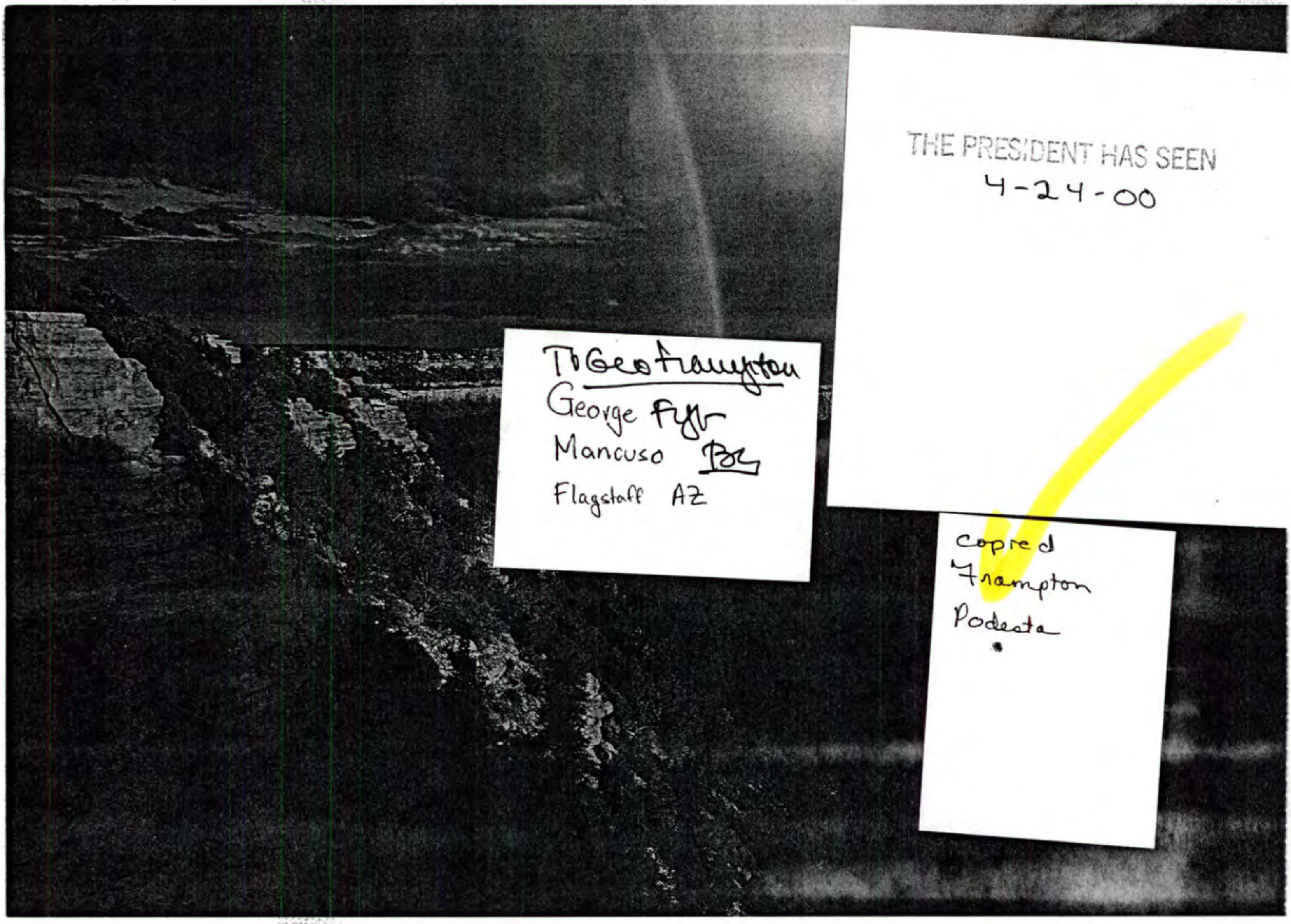
Le damos las gracias por considerar nuestros deseos.

Atentamente,

Jeb Bush
Gobernador

Bob Butterworth
Fiscal General del Estado

Cc: Senador Bob Graham
Senador Connie Mack



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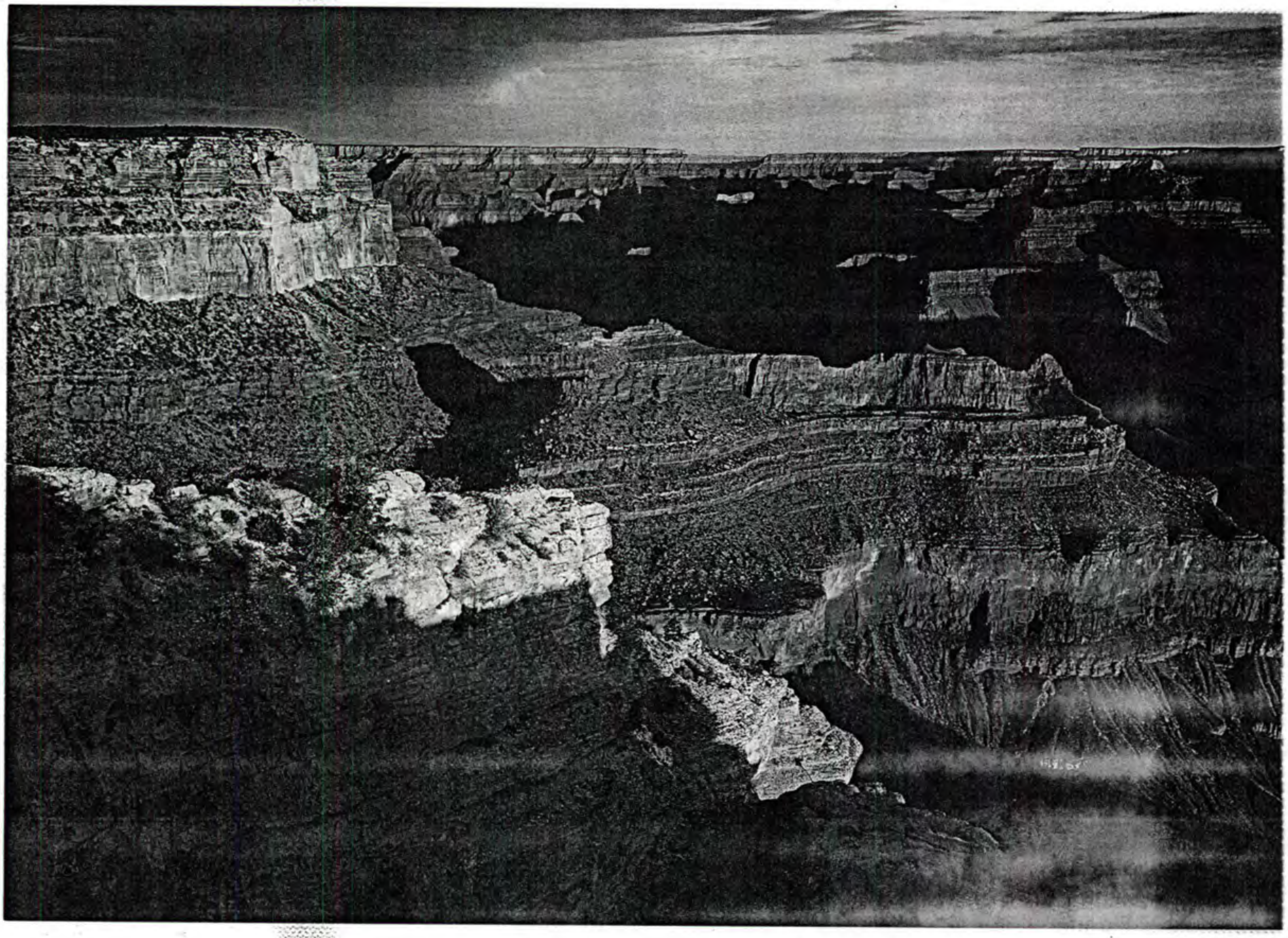

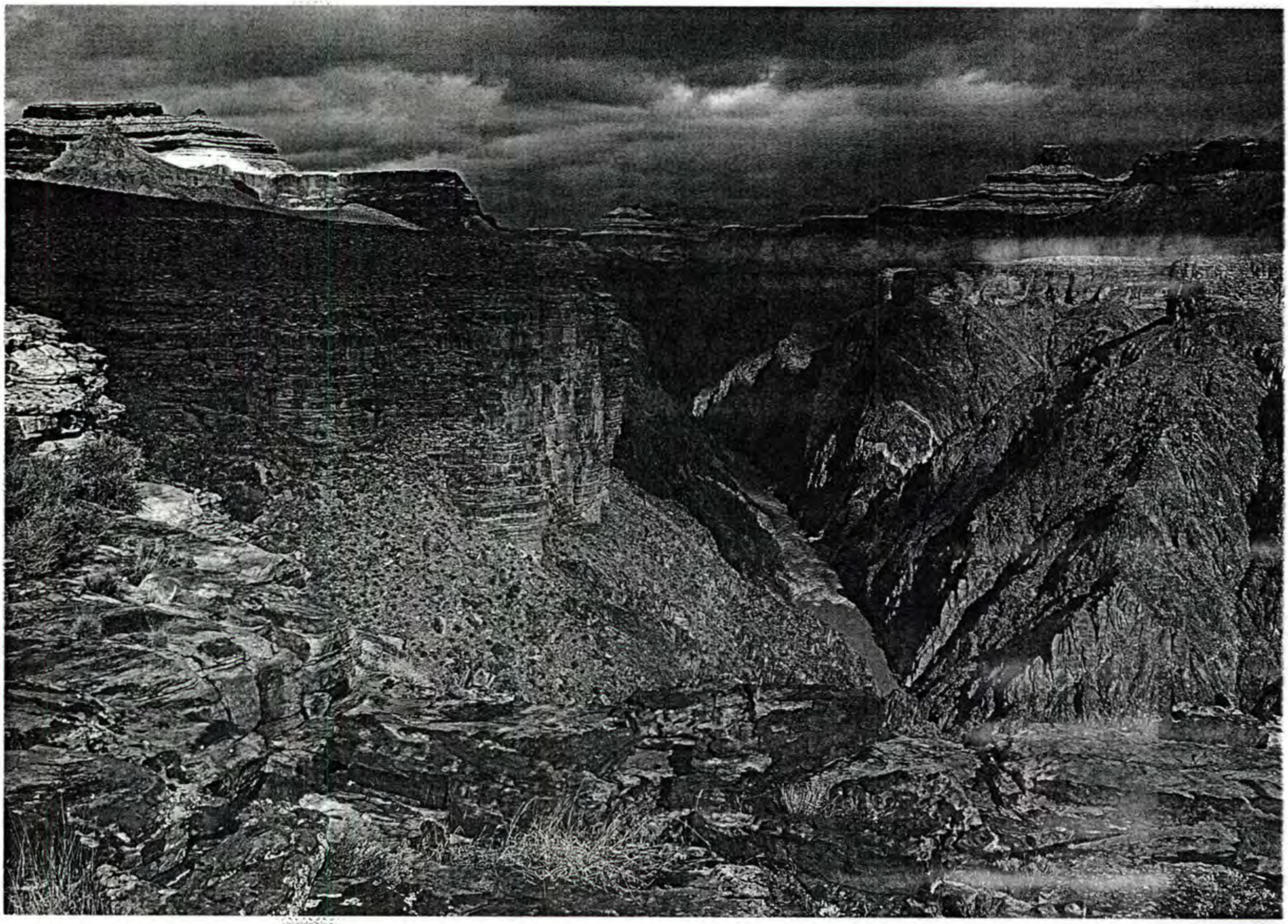

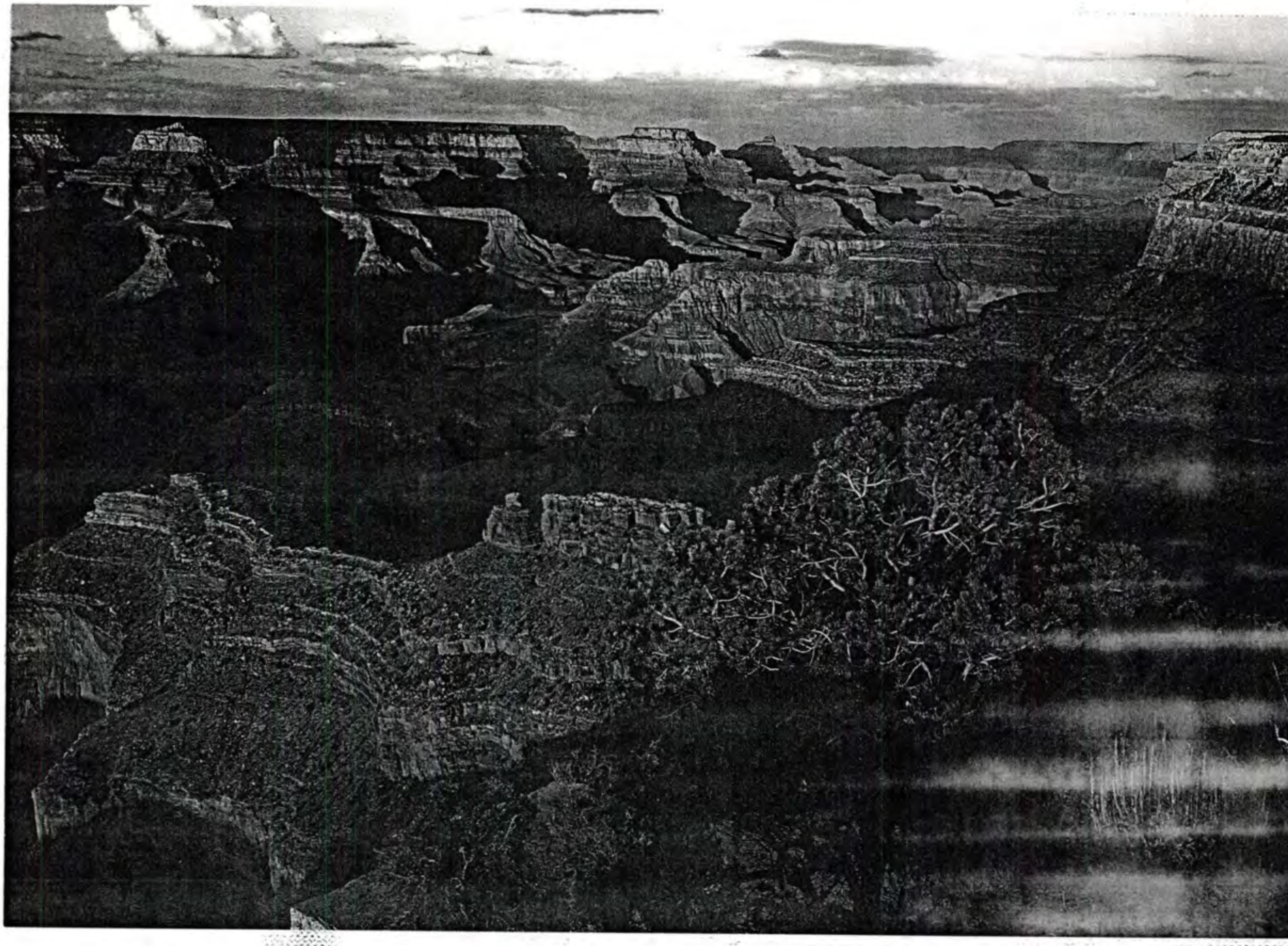

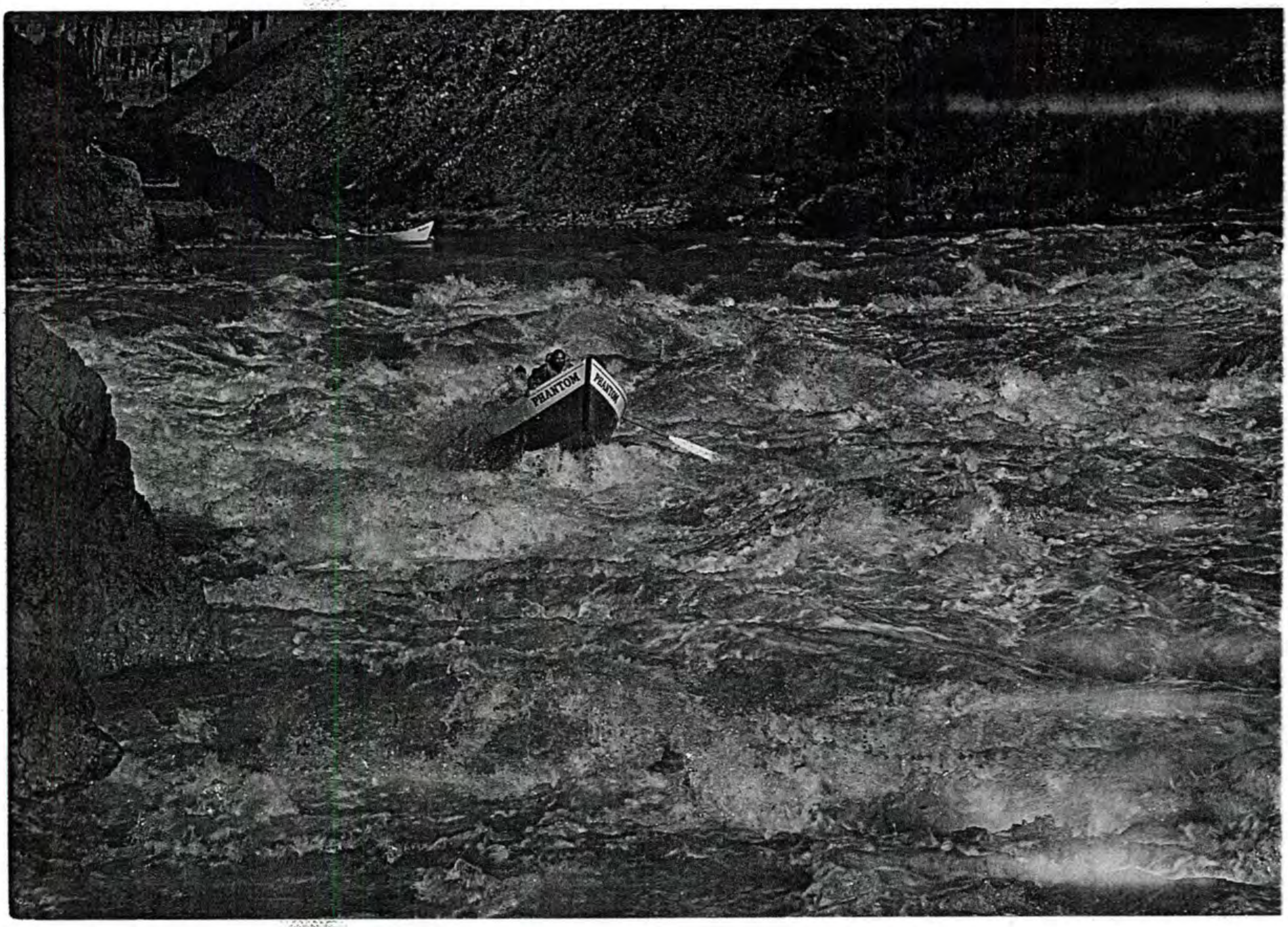
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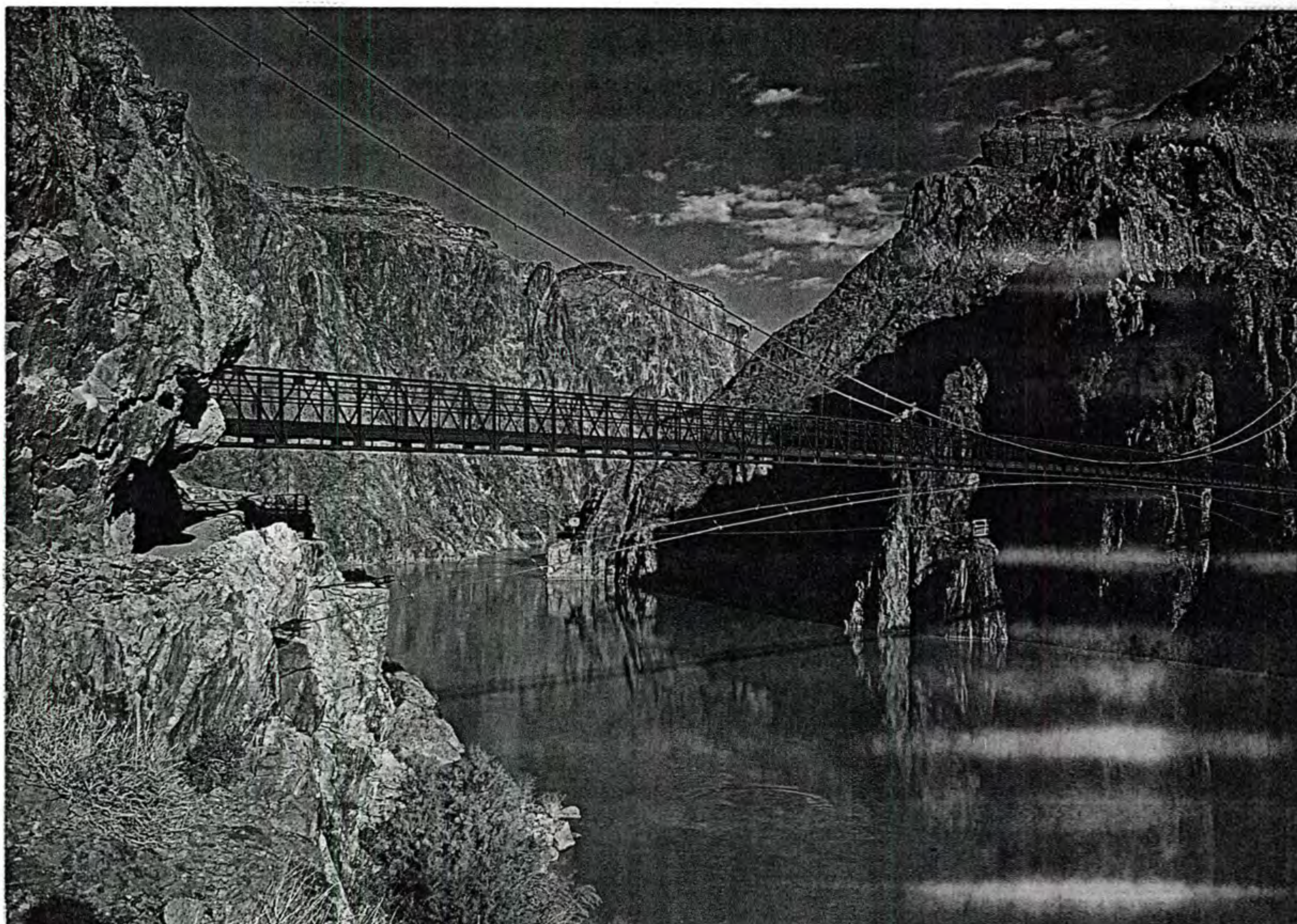

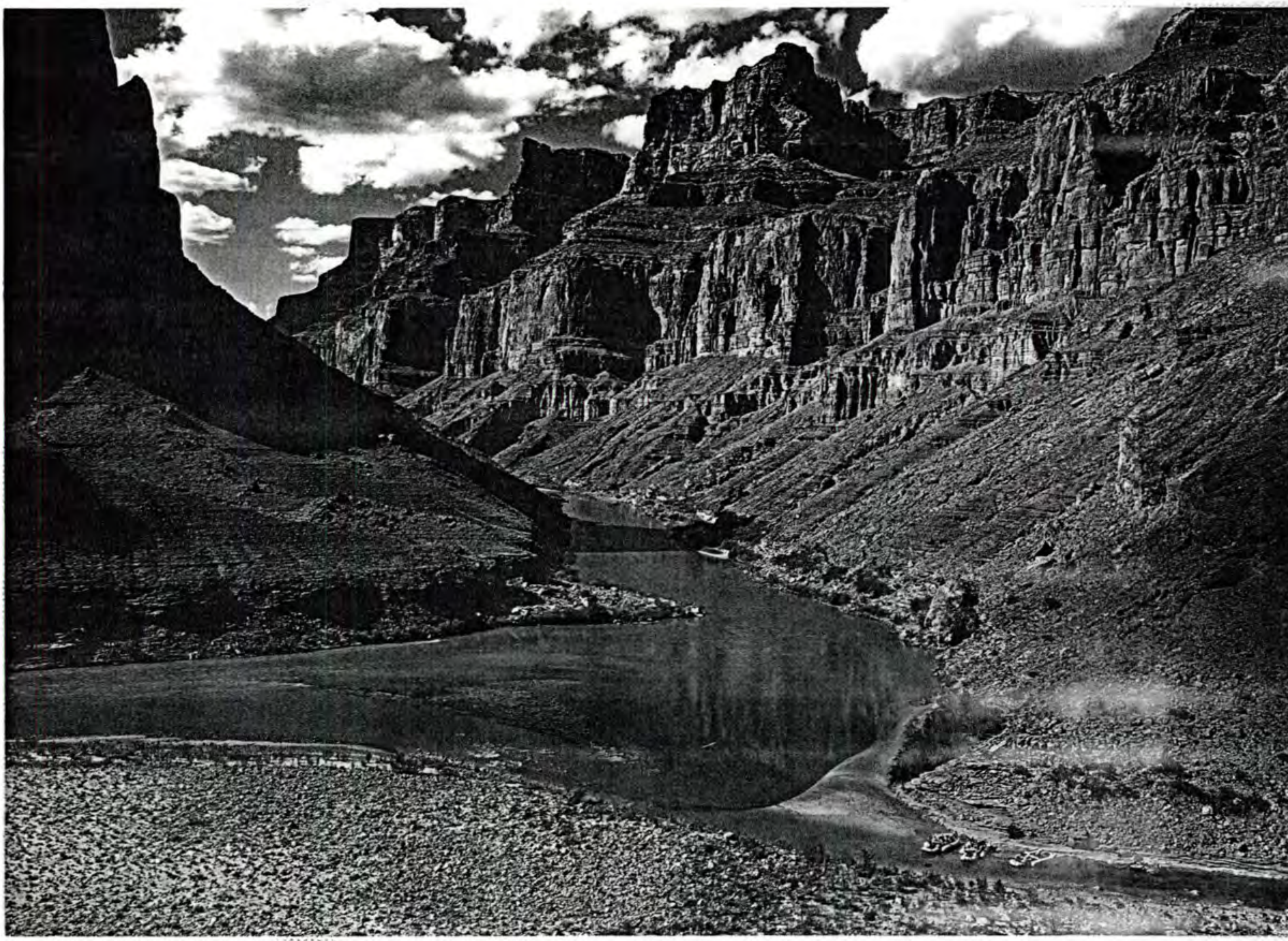

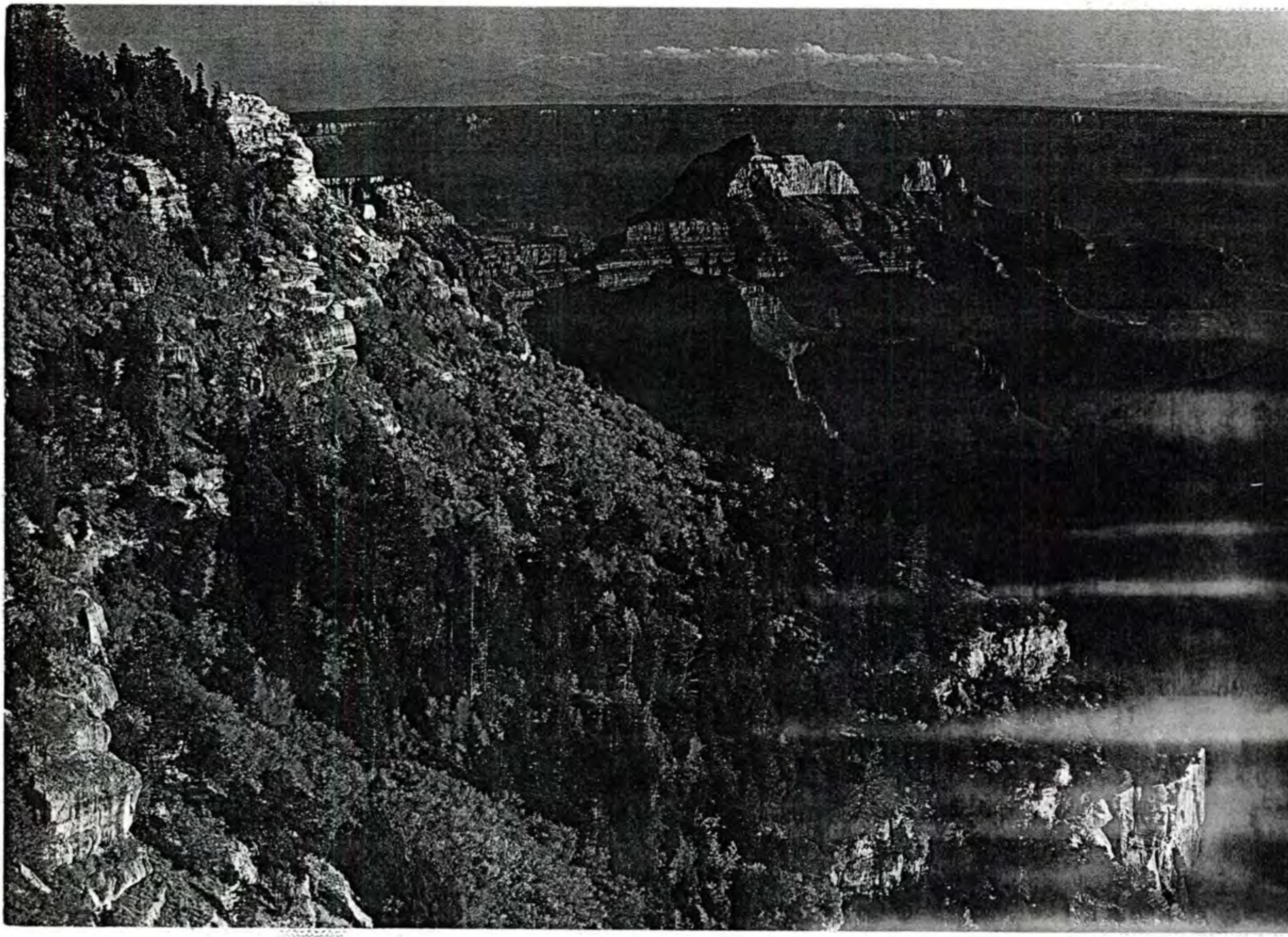

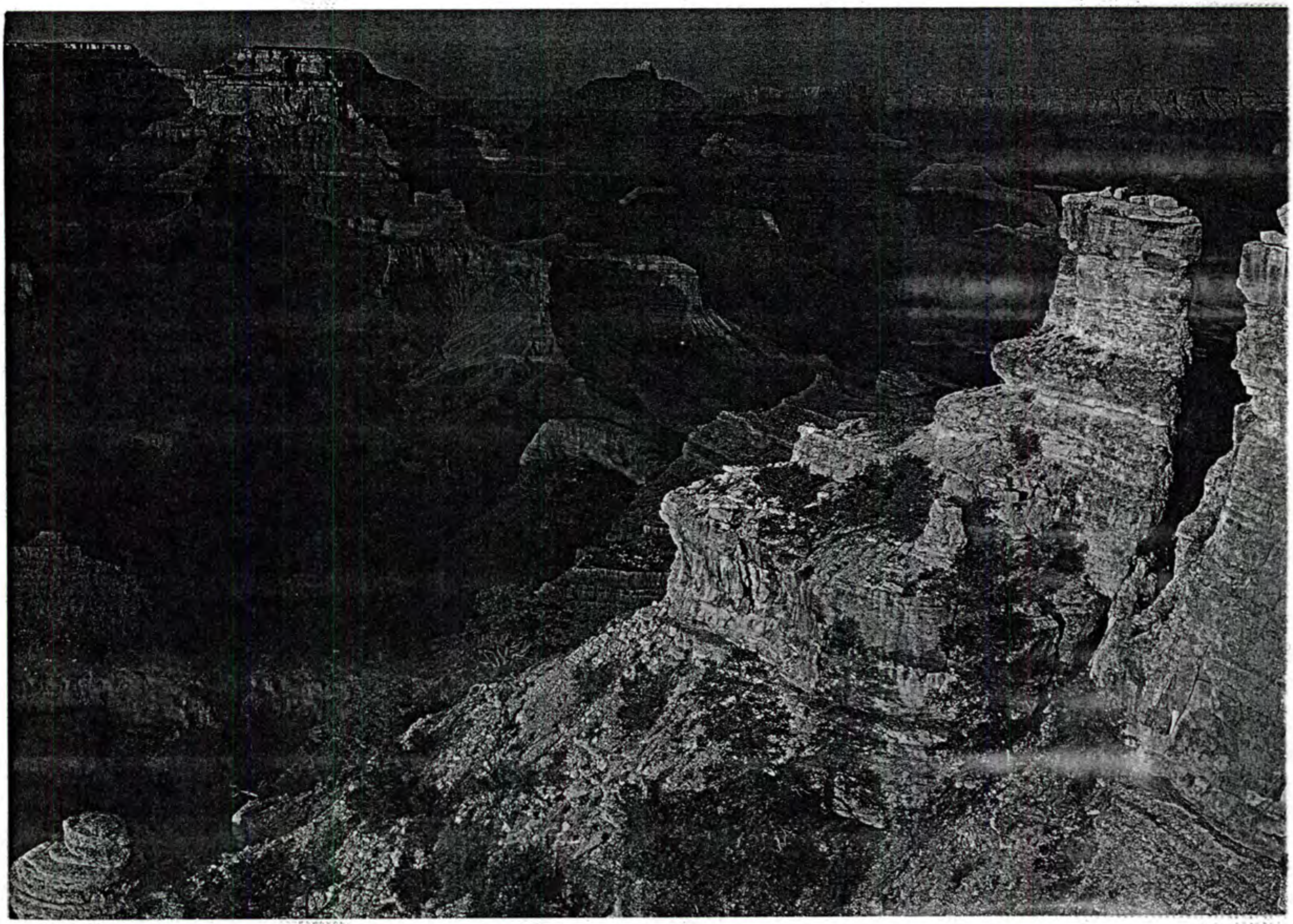

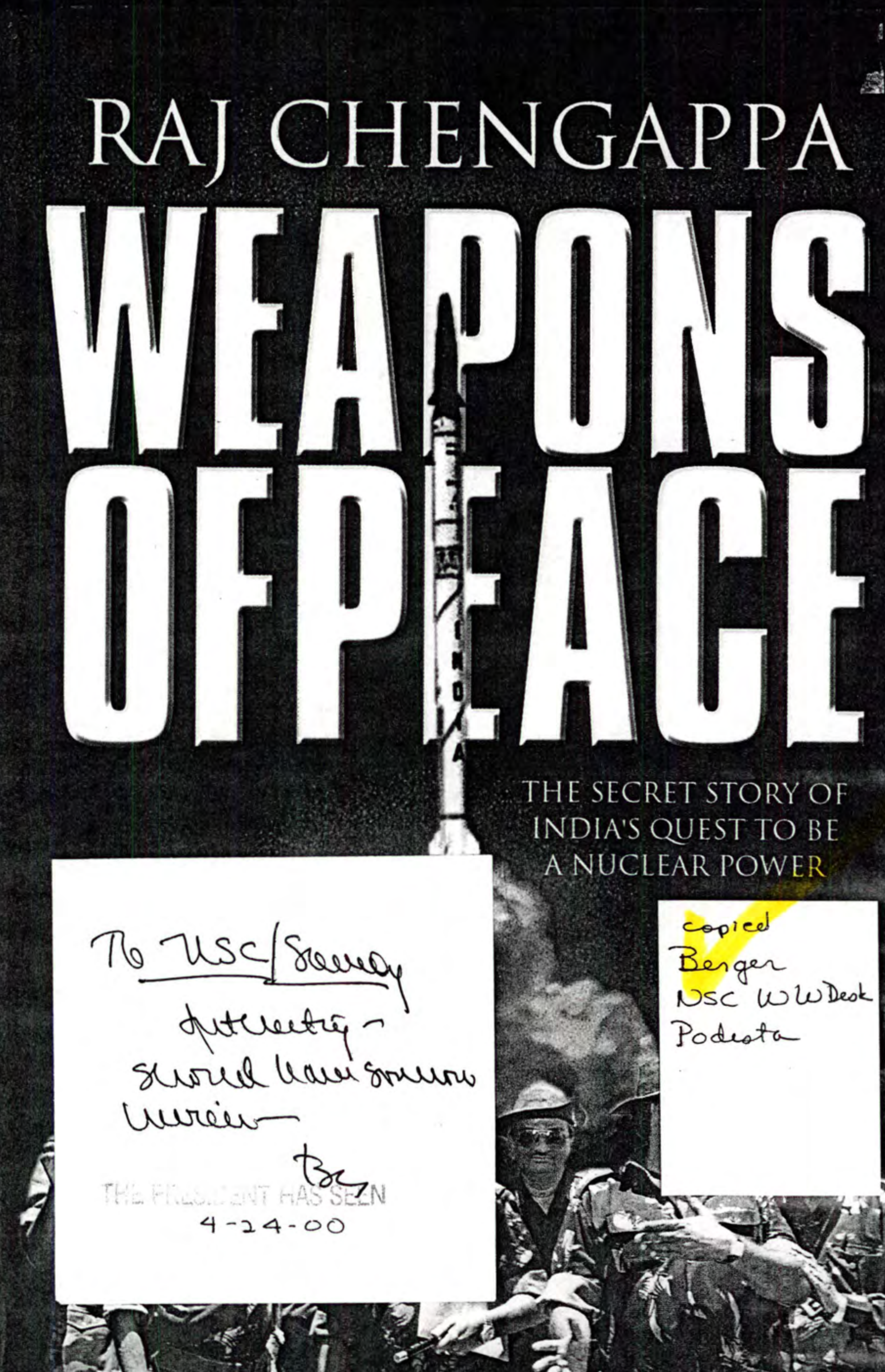

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should have someone
review –
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WEAPONS OF PEACE

To President Clinton

With compliments
and hope

RAJ CHENGAPPA
(21 March 2000)

Contents

FIVE DAYS TO EXECUTION, AND OTHER DISPATCHES FROM THE WRONGLY CONVICT

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Nolan
Podesta

ACTUAL INNOCENCE

BARRY SCHECK
PETER NEUFELD
JIM DWYER

To Bruce / Counsel's
should have someone
review →
BC

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4-24-00

Auckland

For President
Clinton, your attention to
these fundamental justice
issues can make a
huge difference! Please,
champion the cause of the
innocents imprisoned!
All my best
B. Scheck

Actual Innocence

For President Clinton
With thanks for your
service hard in Ireland
+ best wishes.
Disturb the peace!
Jim Dwyer

Five Days to Execution
and Other Dispatches
from the Wrongly Convicted

To President
Clinton:
Please support the Leahy bill
– Innocence Protection Act.
You can stop the execution and
imprisonment of the innocent.
Now more than ever!
Peace & Justice
Peter Neufeld

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ANNUAL SPECIAL ISSUE

BusinessWee

SPECIAL REPORT FOR ENTREPRENEURS
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MARCH 27, 2000

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THE PRESIDENT HAS SEEN
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FIFTY

The Top Companies of the S&P 500

Plus A Report Card on All 500 Companies

William J. Clinton
President of the United States
1600 Pennsylvania Ave., NW
Washington, DC 20500

Introducing:
The Business Week 50 Index

www.businessweek.com AOL Keyword: BW

THE BUSINESS WEEK

THE BEST PERFORMERS

What sets Corporate America's superstars apart? Lightning instincts—seizing new opportunities and knowing how to leverage their strengths

THE BUSINESS WEEK 50

The top-performing companies of the Standard & Poor's 500

INTRODUCING THE BUSINESS WEEK 50 INDEX

The BW 50 stock index debuts with this issue. Now you can track the performance of our all-star roster weekly in the pages of BUSINESS WEEK or throughout the day by clicking on businessweek.com. For more details, see Follow the Leaders on page 126.

BusinessWeek ONLINE For more, including historical data and in-depth financial info on each company in the index, go to **www.businessweek.com/investor/**

IF SUCCESS TODAY REQUIRES moving at Internet speed, no one knows how to kick it into gear like Oracle Corp. Chairman Lawrence J. Ellison. Over the past five years, Ellison has rebuilt Oracle's portfolio of software products almost from the ground up to make them work on the Web. Last May, for instance, Oracle was the first major software company to begin delivering to customers over the Net its software for such management tasks as financial reporting and human resources. And now corporate customers can order Oracle products off its Web site, cutting down on the need for highly paid salespeople to handle such routine tasks. The goal is to slash $1 billion in costs in two years.

As he moves to lock up big customers, Ellison is a blur of activity. Oracle signed on as a partner with Ford, General Motors, and DaimlerChrysler in the new Internet exchange the auto makers are developing to link with their suppliers via the Web. And Ellison's plans to integrate the exchange software with other Oracle products such as database management programs could ensure he's tied into even more megadeals in the future. "I don't believe that companies want to have ten different software suppliers," Ellison insists. "You can't put all those products together. They don't fit." He figures Oracle's ability to offer one seamless package will be a critical advantage. "No one else is trying. No one else is big enough."

GORILLAS. Don't think shareholders haven't noticed Oracle's combination of muscle and speed. In the past year, the company's stock returned nearly 300% while earnings have jumped 33%, to $1.4 billion, on sales of $9.3 billion. Along with a rise in its profit margins and return on equity, that showing landed it the No. 4 spot on BUSINESS WEEK's fourth annual Performance Ranking of the 500 companies in the Standard & Poor's 500-stock index.

Four years into our ranking of Corporate America's best and brightest, it is clear that what sets these hot performers apart is a knack for leveraging their strengths to seize new opportunities. Not surprisingly, the list is heavy with the likes of Microsoft, Pfizer, and Home Depot—the gorillas of their respective industries. These players use their

1 Microsoft
2 Time Warner
3 Cisco Systems
4 Oracle
5 EMC
6 Citrix Systems
7 Morgan Stanley Dean Witter
8 Gap
9 Warner-Lambert
10 Lucent Technologies
11 Comverse Technology
12 Sun Microsystems
13 Biogen
14 Charles Schwab
15 Home Depot
16 Dell Computer
17 Tellabs
18 Network Appliance
19 Medtronic
20 Amgen
21 Compuware
22 Applied Materials
23 Tyco International
24 Computer Associates
25 Best Buy
26 Qualcomm
27 Intel
28 Tribune
29 Xilinx
30 Enron
31 Lexmark International
32 Omnicom Group
33 America Online
34 Guidant
35 MBNA
36 Pfizer
37 Solectron
38 Gateway
39 Wells Fargo
40 General Dynamics
41 Texas Instruments
42 Capital One Financial
43 General Electric
44 Kansas City Southern Industries
45 Wal-Mart Stores
46 Paccar
47 PE Biosystems Group
48 Merck
49 Adobe Systems
50 Reliant Energy

DATA: COMPUSTAT, PROVIDED BY STANDARD & POOR'S INSTITUTIONAL MARKET SERVICES

TOTAL RETURN *The best and worst in shareholder returns*

TOP TEN (ONE-YEAR)

	PERCENT INCREASE
QUALCOMM	1461.0%
CONEXANT SYSTEMS	1055.9
NETWORK APPLIANCE	798.8
NATIONAL SEMICOND.	615.5
ANALOG DEVICES	527.4
CABLETRON SYSTEMS	503.1
CITRIX SYSTEMS	446.8
ADOBE SYSTEMS	408.0
LSI LOGIC	394.7
XILINX	357.3

BOTTOM TEN (ONE-YEAR)

	PERCENT DECREASE
RITE AID	–83.0%
SERVICE CORP. INTL.	–75.5
McKESSON HBOC	–71.3
ALLIED WASTE INDS.	–71.2
UNUMPROVIDENT	–69.6
WASTE MANAGEMENT	–69.3
PEP BOYS-MANNY, MOE & JACK	–65.4
RAYTHEON	–64.7
MATTEL	–62.9
MANOR CARE	–62.0

TOP TEN (THREE-YEAR)

	PERCENT INCREASE
YAHOO!	6234.7%
CITRIX SYSTEMS	4910.9
NETWORK APPLIANCE	3675.0
AMERICA ONLINE	2417.4
BEST BUY	2262.2
QUALCOMM	1994.0
EMC	1222.2
SUN MICROSYSTEMS	1134.0
CISCO SYSTEMS	969.4
NEXTEL COMMUNS.	859.6

BOTTOM TEN (THREE-YEAR)

	PERCENT DECREASE
SERVICE CORP. INTL.	–86.8%
REEBOK INTERNATIONAL	–82.9
IKON OFFICE SOLUTIONS	–82.4
PEP BOYS-MANNY, MOE & JACK	–80.2
HEALTHSOUTH	–75.9
CROWN CORK & SEAL	–72.5
ARMSTRONG WORLD INDUSTRIES	–69.3
MANOR CARE	–68.7
RITE AID	–65.7
HUMANA	–65.3

DATA: COMPUSTAT, PROVIDED BY STANDARD & POOR'S INSTITUTIONAL MARKET SERVICES

sheer size and market clout to stay ahead of the pack.

Microsoft Corp., which ranked No. 1 for the third straight year and is one of only 11 companies to make the BW 50 all four times, is a perfect example. Chairman William Gates III and company have pumped up net income an astounding average annual 53% over those three years, to $8.7 billion in 1999, thanks to the company's dominance in personal computer software. One cloud: the antitrust mess, which so far has proven to be only a big distraction. Still, the courts could rule that Microsoft violated antitrust laws and break it into pieces, scattering sales and profits into baby-Bill offshoots. For now, though, Microsoft steams onward, having plowed $2 billion into developing its new Windows 2000 software. That program will generate profits to help fuel future forays into products for the Internet, personal digital assistants, and interactive TV. Those new ventures could be huge in future years, as PC sales growth falls off. Says Chairman Gates: "In terms of absolute profitability relative to other companies, our track record is quite clear there. That's not going to go away."

But as our list shows, size isn't always the most important edge. While Oracle is hardly the biggest player in its key markets—IBM has slightly more market share in database

Follow the Leaders

The BW 50 is proving to be a reliable winner. For the third straight year, our list of the 50 hottest companies in the S&P 500 has outperformed the broad indexes of blue-chip stocks. From Mar. 1, 1999, through Mar. 1, 2000, the BW 50 class of 1999 racked up a 29.2% gain. Compare that with the S&P 500's 11.5% increase and the Dow Jones industrial average's 8.7%. Of course, no broad market index could touch the tech-laden Nasdaq composite over the past year. It skyrocketed 108.4%.

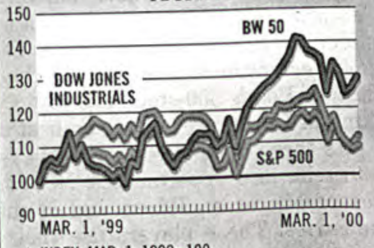
With that record, we've decided to give our readers a useful new investing tool: the BW 50 index. The index will run each week on the Investment Figures of the Week page. There, readers will be able to track the stock performance of the current year's all stars, so you can watch with us to see how they fare through the next 12 months. There's even more information on our Web site. Go to www.businessweek.com/investor for charts that show how the index is faring throughout the day. We'll also have links to S&P's reports on each company, as well as news stories. The BW 50 lists from past years will also be online, as well as a historical analysis of how our index would have performed under different market conditions.

That analysis can be instructive. For instance, it show that the BW 50, if calculated on a calendar-year basis, would have consistently outperformed the broader S&P in all but two years since 1988, as the roaring bull marl focused on growth strategies. But that could shift sudd ly. By our calculation, the BW 50 would have trailed the S&P 500 in all but three of the 13 years from 1973 throu 1985, when overall stock gains were far more erratic.

WEIGHTY ISSUES. Worth noting is that we're also chang how we calculate stock return. In past years, we simply put one share of each company on the list into a basket and tracked the performance of that group. Starting wi this year's figures—and in the data t will appear weekly in the magazine—we're weighting the index by marke capitalization, so the performances of the biggest players will have a great impact than those of the upstarts.

So what accounted for the strong showing of last year's stars? Not sur prisingly, it was driven by red-hot te nology stocks. Tech stocks, after all, have dominated the market, account for nearly 80% of the S&P 500's gain last year. Oracle Corp., which held t

BEATING THE INDEXES —AGAIN



▲ INDEX: MAR. 1, 1999=100

DATA: BRIDGE INFORMATION SYSTEMS INC.

PHOTOGRAPH BY JAMIE TANAKA

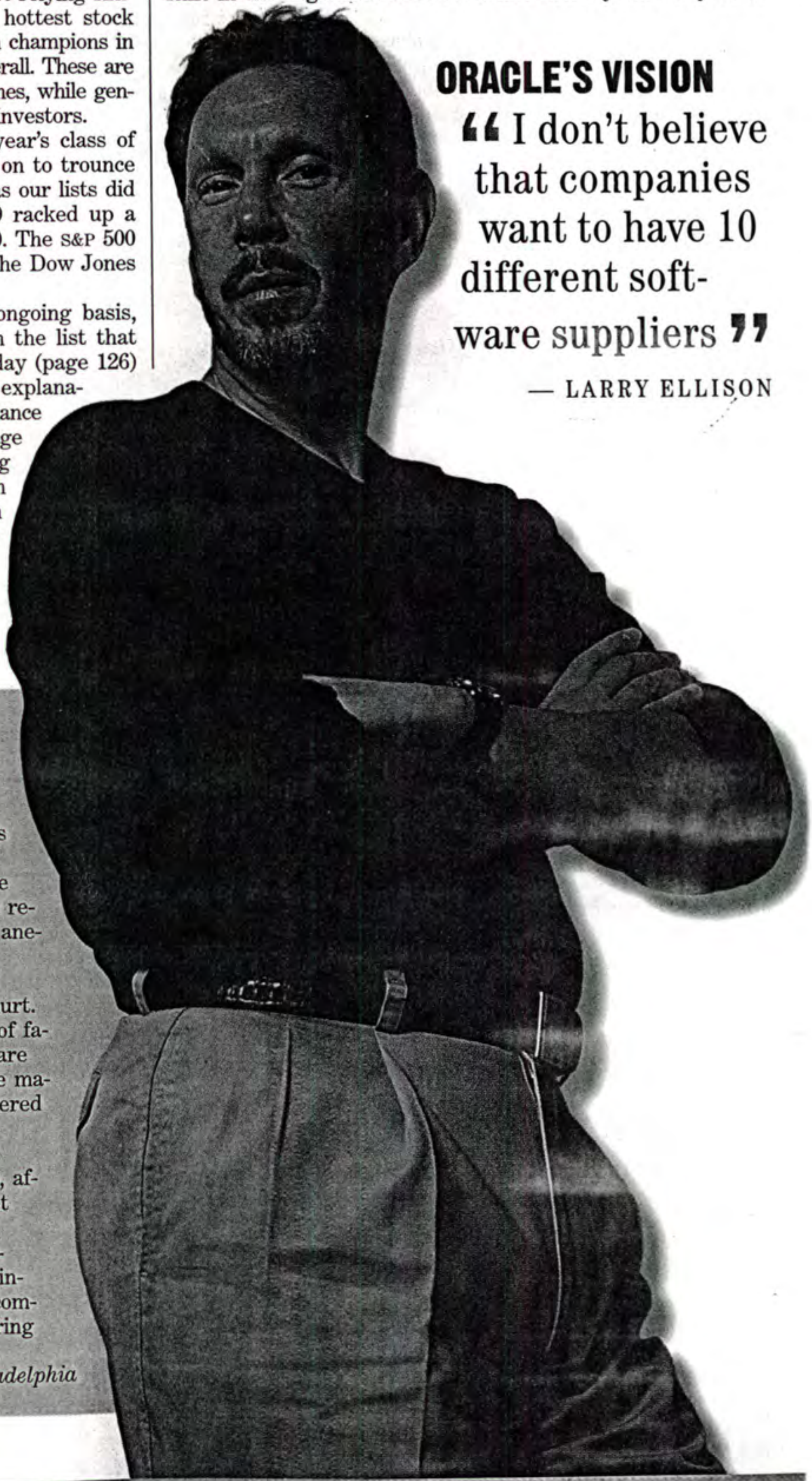
management software, while SAP is bigger in corporate applications such as accounting—the company has leveraged a key strength, its broad portfolio, to offer the integrated packages customers want. And then there are the true upstarts on our list, such as No. 6 Citrix Systems Inc., which generated '99 sales of $403 million by helping companies manage myriad software packages. Players such as Citrix have figured out how to identify niches and use a laserlike focus and agility to serve them better and faster than their bigger brethren.

That's the strength of the BW 50 methodology. Our ranking factors in a variety of performance measures, not relying simply on who has the biggest revenue base or hottest stock price. The result is a list that shows the growth champions in each industry as well as the top 50 companies overall. These are players that drove up both the top and bottom lines, while generating healthy margins and a big payback for investors.

Consider the shareholder returns for last year's class of stars. The companies on the 1999 BW 50 went on to trounce other indexes that track blue-chip stocks, just as our lists did in the two previous years. The Class of 1999 racked up a 29.2% return from Mar. 1, 1999, to Mar. 1, 2000. The S&P 500 index was up 11.5% during that period, while the Dow Jones industrials climbed just 8.7%.

"SEISMIC SHIFT." To track the BW 50 on an ongoing basis, we're launching an index of the companies on the list that you'll be able to check online throughout the day (page 126) as well as each week in the magazine. For an explanation of how we crunch the mountain of performance data to come up with our rankings, turn to page 130. The overall Performance Rankings, starting on page 141, give a quick sense of how each company stacked up under eight key growth measures, with a letter grade assigned for each. For more detail and to see how companies compared with their peers, flip to the Industry Rankings starting on page 167. Those tables include the numbers behind the letter grades plus data such as earnings per share and recent share price. Our alphabetical listing of the companies in the S&P 500 starts on page 195, with each company ranked by market value, sales, and profits. Finally, for an investor's guide to reading the tables, see page 138.

The evolution of the BW 50 roster over the past four years mirrors the unprecedented technological changes sweeping through the global economy. Says Jeffrey M. Applegate, U. S. chief investment strategist for Lehman Brothers Holdings Inc.: "It is the most seismic shift in the organization of economic activity that any of us



ORACLE'S VISION

"I don't believe that companies want to have 10 different software suppliers"

— LARRY ELLISON

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Tech stocks, after a
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acle Corp., which held

.4 spot on the BW 50 both this year and last,
s the performance champion, with its stock
ring nearly 300%, thanks to its popular soft-
re for Net applications. Close on Oracle's
ls was Sun Microsystems Inc., up 292%. Sun's
ers are among the hottest tools for making
b traffic fast and reliable. Biotech shares have
sizzled recently. Amgen Inc. delivered stock re-
s of 118% over the past year, as sales of its ane-
drug Epogen hit $1.8 billion.
he BW 50 certainly benefited from its heavy
hting in technology, but other big sectors hurt.
g companies, for example, were clearly out of fa-
as investors worried about proposed Medicare
ges and looming patent expirations on some ma-
rugs. Woe, as well, to companies that delivered
easant surprises. Appliance maker Maytag
. was the biggest loser of all. Its stock re-
d a negative 52% over the past 12 months, af-
wo company warnings that it wouldn't meet
ngs expectations.
estors are in an unforgiving mood. But be-
of the great diversity of the BW 50, our win-
treak will continue as long as innovative com-
keep stepping up to the plate and delivering
mance home runs.

By Amy Barrett in Philadelphia

has seen in our lifetimes." Since the BW 50 measures change and not just size, it has proven highly dynamic. Each year, some 50% to 60% of the rankings list turns over. Where those changes occur tells the story of the U.S. economy.

When the BW 50 premiered in 1997, it was dominated by financial and health-care companies; 27 of the 50 winners came from those two industry categories. Just 12 technology and telecommunications companies made that 1997 BW 50. This year, the tables have turned. A full 24 of the BW 50 are technology and telecom players—while the number of financial and health-care companies has shrunk to 13. Our list includes companies from almost every front in the Internet revolution, from software players such as Microsoft and Computer Associates International Inc., No. 24, to storage company EMC Corp. at No. 5, to the companies that control the pipes of the Internet, such as No. 3 Cisco Systems Inc., and access provider America Online Inc. at No. 33.

SHEER INGENUITY. Just as interesting, however, are the outliers, the companies that have managed to claw their way onto the BW 50 while their industries were out of favor. That includes Morgan Stanley Dean Witter & Co., No. 7, one of only six financial-services companies that made the BW 50 this year, compared with 14 in 1997. You can blame that falloff in part on Wall Street's fears of rising interest rates—and credit Morgan's ability to tap into fast-growing global markets. Another example: pharmaceutical house Warner-Lambert Co., No. 9, which used a strong marketing campaign to boost sales of its blockbuster Lipitor cholesterol-reducing drug. It was one of only seven health-care companies to make the list, down from 13 in '97.

Clearly, industry forces alone don't fully explain the rise and fall of companies on the BW 50. Each year, at least some companies spring onto the list through sheer ingenuity rather than through some shift in their market. Kansas City Southern Industries Inc. made its debut at No. 44 this year—payoff for management's decision 16 years ago to bust out of the slow-growing railroad industry and purchase the increasingly popular Janus Capital Corp. After years of struggling, retailer Best Buy Co. landed the No. 25 spot by improving inventory controls and enhancing its shopping experience with services such as kiosks where customers can get information on merchandise. And who would think of the less-than-sexy defense industry as a cauldron of growth? Nonetheless, defense contractor General Dynamics Corp., No. 40, has posted torrid sales and net income growth by making smart acquisitions and then managing them adroitly.

BEST BUY'S BET "We're going to be in the sweet spot, taking advantage of the new digital cycle"

— RICHARD SCHULZE

Of course, these new stars had to take some other outfit's place. In several cases, companies fell off after a growth streak put stress on other parts of the operation. Maytag Corp. rose to No. 38 last year on the strength of its innovative new high-margin washing machines. But it fell to No. 197 this year as sales and net income growth—and Maytag's stock price—slipped when its lower-end appliances started underperforming. The wobbly stock market also took a toll on several phone companies, including BellSouth, Bell Atlantic, and SBC Communications. All fell off

SALES *The best and worst in sales performance*

TOP TEN (ONE-YEAR)	PERCENT INCREASE
GLOBAL CROSSING	297%
SPRINT PCS GROUP	160
YAHOO!	140
MCI WORLDCOM	104
CLEAR CHANNEL COMMUNICATIONS	98
PROVIDIAN FINANCIAL	91
NETWORK APPLIANCE	89
TIME WARNER	87
NEXTEL COMMUNICATIONS	80
APPLIED MATERIALS	66

BOTTOM TEN (ONE-YEAR)	PERCENT DECREASE
TRANSOCEAN SEDCO FOREX	–41%
ROWAN	–35
ENTERGY	–24
BAKER HUGHES	–22
SCHLUMBERGER	–22
McDERMOTT INT'L.	–21
REYNOLDS METALS	–18
ARCHER DANIELS MIDLAND	–18
USX-U.S. STEEL	–15
DELUXE	–15

TOP TEN (THREE-YEAR)	AVERAGE ANNUAL INCREASE
YAHOO!	218.3%
NEXTEL COMMUNS.	118.6
FIRSTAR	113.9
CITRIX SYSTEMS	107.7
MCI WORLDCOM	106.8
CLEAR CHANNEL COMMUNICATIONS	96.4
NETWORK APPLIANCE	79.3
COMVERSE TECHNOLOGY	68.3
AMERICA ONLINE	60.2
PROVIDIAN FINANCIAL	60.2

BOTTOM TEN (THREE-YEAR)	AVERAGE ANNUAL DECREASE
NABISCO GROUP HOLDINGS	–25.0%
ITT INDUSTRIES	–20.5
ASHLAND	–18.9
ALLEGHENY TECHNOLOGIES	–18.6
HARCOURT GENERAL	–17.4
ATLANTIC RICHFIELD	–14.1
DUPONT	–13.4
COASTAL	–13.0
TANDY	–12.9
REYNOLDS METALS	–12.0

DATA: COMPUSTAT, PROVIDED BY STANDARD & POOR'S INSTITUTIONAL MARKET SERVICES

the list. A big reason for their sliding shares was concern about how those Baby Bells will fare as local phone competition heats up.

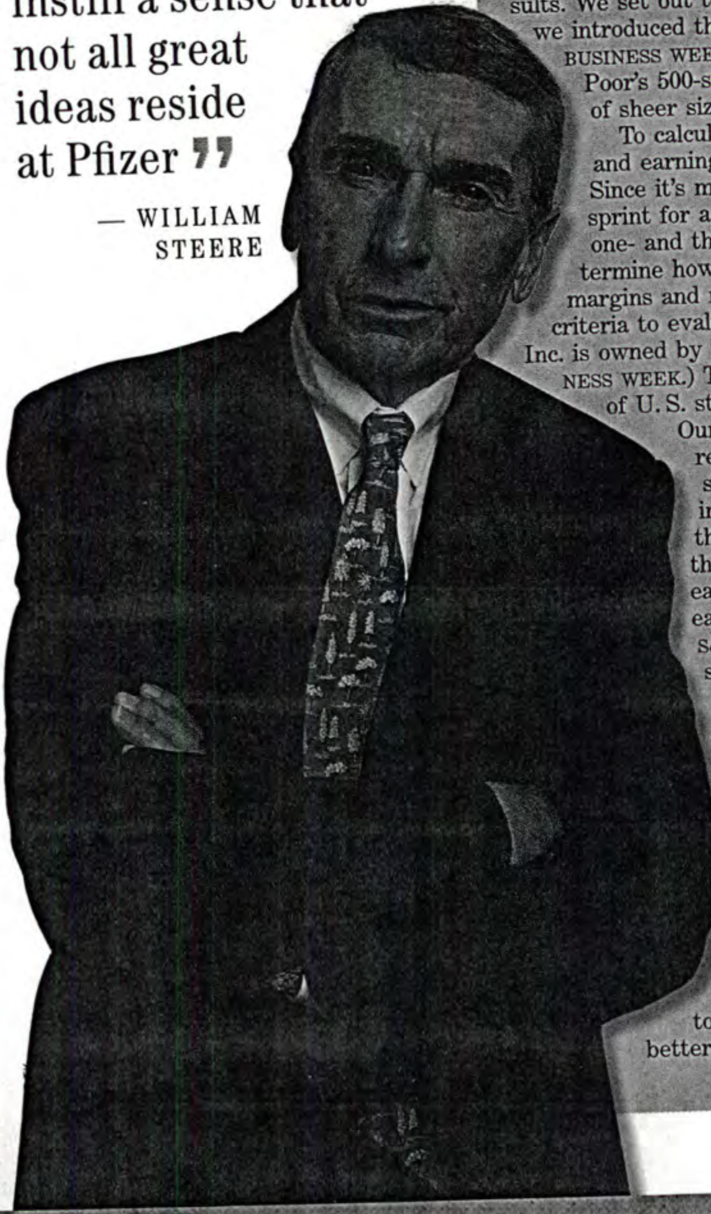
Other shifts in the BW 50 occur because of substitutions in the S&P 500. Companies such as Bristol-Myers Squibb and Navistar International just missed making this year's cut because new, faster-growing companies were added to the S&P 500. In fact, nine of the 42 new names added to the index in the past year earned a spot on the BW 50. Among the more notable examples: Qualcomm, No. 26, which licenses cell-phone technology and sells chips to phone makers, had the top-performing stock of any S&P 500 company, up 1,461%. Six of the S&P 500 newcomers are tech or telecom outfits, including wireless systems supplier Comverse Technology Inc., at No. 11.

Change is nothing new for the S&P 500, which is updated throughout the year. In the latest turnover, S&P announced it would add Sabre Holdings Corp., the airline reservations systems company, to the index after the close of business on March 15. It replaces Service Corp. International. No wonder: SCI, the big funeral-home operator, buried shareholders under returns of minus 86.8% the past three years, the worst of the 500 companies. Given that our rankings rely heavily on growth measures, it's not surprising to find a few anomalies. One-time events can skew results. And companies on the rebound from a period of poor performance have an easier time posting big gains, helping them to rise in our rankings. Time Warner Inc. is the most notable example. It vaulted into the No. 2 spot from a lowly 231 the year before, in good part because of an unusual development. The company's revenues leaped 87% in 1999, to $27.3 billion, largely because of a change in the structure of Time

WILLING PARTNER

" We manage to instill a sense that not all great ideas reside at Pfizer "

— WILLIAM STEERE



Great Performances, And How to Spot Them

In a dot-com world of turbocharged stocks and pint-size profits, it's hard to determine what makes for top-flight performance. Today, even as the stocks of some Web wonders float back to earth, plenty of companies from all sectors of the economy continue to post stellar results. We set out to find those superperformers three years ago when we introduced the Performance Rankings and its centerpiece, the BUSINESS WEEK 50 list of the best companies on the Standard & Poor's 500-stock index. We wanted to go beyond a static ranking of sheer size or market capitalization to find the true stars.

To calculate the Performance Rankings, we begin with sales and earnings growth. To that we add total shareholder returns. Since it's more difficult to maintain a scorching pace than it is to sprint for a few quarters, we tally those three rates over both one- and three-year periods. Finally, we look at two ways to determine how well management is using corporation's assets: net margins and return on equity, both for one year. We use these eight criteria to evaluate each company in the S&P 500. (Standard & Poor's Inc. is owned by The McGraw-Hill Companies, which also owns BUSINESS WEEK.) The S&P 500 represents about 70% of the market value of U. S. stocks.

Our rankings offer a close look at how these companies really stack up. Who had the best—or worst—three-year shareholder returns among the 500? Who was the earnings champ? You'll find answers in the tables throughout the package. But the rankings don't stop there. We grade the 500 companies on how well they performed against each other. For each measure, the top 20% of companies earned an A, the next 20% got B's, and so on. The few S&P companies for which data were not available were scored as incomplete.

To get the overall Performance Rankings of the 500—and to select this year's BW 50—we averaged the results of eight criteria for each company. To account for the fact that it is easier for small companies to score big percentage gains than it is for big companies, we weighted the results by sales volume. Then, to see which companies are outperforming their peers, we broke the overall rankings down by industry. The Industry Rankings provide the numbers behind the grades in the Performance Rankings.

Put the whole package together, and you have a detailed management report card. The companies at the top deserve gold stars. The loafers at the bottom? They'd better start hitting the books.

By Dan Beucke in New Yor

Warner's joint venture with MediaOne Group. Last year, Time Warner began booking revenues from its 75%-owned Time Warner Entertainment, which includes assets such as cable systems and HBO, directly on its income statement. In addition, Time Warner booked $2.24 billion in pretax gains on the sale or exchange of cable systems and other investments—a big reason its net income rocketed up 1,067% in 1999.

Still, Time Warner's high position also reflects some real improvements in operations. Its strong return to shareholders—321% over three years—is partly due to Wall Street's love affair with cable systems. But it also shows that CEO Gerald M. Levin finally got his arms around the many fiefdoms that resulted from the 1989 Time and Warner merger, and the purchase of Turner Broadcasting System in 1996.

NET MARGIN *The best and worst margins*

TOP TEN (1999)	PERCENT	BOTTOM TEN (1999)	PERCENT
MEDIAONE GROUP	130.4%	SPRINT PCS GROUP	–78.0%
MGIC INVESTMENT	47.0	NEXTEL COMMUNS.	–38.2
TRIBUNE	46.0	NATIONAL SEMICONDUCTOR	–33.7
MICROSOFT	40.0	FORTUNE BRANDS	–17.4
MBIA	33.2	PEOPLESOFT	–12.4
AMGEN	32.8	AMERICAN HOME PRODUCTS	–9.1
BANK OF NEW YORK	31.2	PHELPS DODGE	–8.2
UST	31.0	ALLIED WASTE INDUSTRIES	–6.6
CARNIVAL	29.4	BETHLEHEM STEEL	–4.7
CITRIX SYSTEMS	29.0	CENDANT	–4.2

DATA: COMPUSTAT, PROVIDED BY STANDARD & POOR'S INSTITUTIONAL MARKET SERVICES

Then there's the evolving case of Tyco International Inc., which has come under fire for the way it generates the sort of performance numbers that placed it 23rd on our list this year. A dealmaking machine, Tyco has averaged nearly 300% net income growth each year over the past three years. But critics last year questioned whether these gains had been inflated through creative and aggressive merger accounting. The company vehemently denies the charges, but the Securities & Exchange Commission has launched what Tyco calls an informal inquiry into the matter. Meanwhile, investors punished Tyco's stock, dropping its year-to-year returns to a negligible 1.9%, although it is still up 159% for the past three years.

"COSMIC DUST." Those special cases aside, typically the companies that make the BW 50 roster again and again are giants that know how to exploit their size. Nowhere is that more apparent than in the information revolution. These are companies that dominate their markets with a combination of internal innovation, dealmaking, and high-impact marketing. "Most of the segments [in these high-tech industries] are terribly capital intensive," says Edward M. Kerschner, chairman of the investment policy committee at PaineWebber Group Inc. "In the information age, size truly matters."

Consider telecommunications giant Lucent Technologies Inc., a master innovator. Few companies can match the research capabilities of Lucent's Bell Laboratories division. Already famous for inventing the transistor and the laser, Bell Labs last summer came through with a new, highly efficient device called SoftSwitch that allows phone carriers to handle both Internet-based calls and traditional circuit-switched calls. That switch, along with other innovative products, sent Lucent's net income up 149%, to $3.5 billion last year. That was enough to move the company from No. 69 on our 1999 list to No. 10 this year. Here's the scary part for rivals: Whereas Bell Labs used to file just one patent per day in 1996, it now files four. Says Lucent CEO Richard McGinn: "Bell Labs is accelerating its pace of innovation."

Still, having an innovative product is only half of the game. Increasingly critical is the need to market the heck ou[t] of those products. Companies such as Intel Corp., No. 27 and AOL have poured millions of dollars into making themselves household names. That trend has helped Omnicom Group Inc., an advertising and marketing holding company keep its berth on the BW 50. At No. 32, Omnicom has positioned itself for technology clients who feel they need t[o] move quickly to establish a name. It bought up some smar[t] dot-com firms, and last year Omnicom boasted a 34% retur[n] on equity. "We're the people who take cosmic dust and turn i[t] into a brand," says CEO John D. Wren.

Sun Microsystems Inc., at No. 12, serves as a goo[d] example of Silicon Valley success that's as muc[h] about savvy sales and marketing as technolog[y]. The first major computer maker to latch on to th[e] Internet, it is the favorite of most Internet ser[-] vice providers and the dot-com set. And no[w] it's once again in stride with an emerging tren[d:] companies outsourcing many of their technolog[y] jobs to companies that will run the[m] over the Net. Sun is focusing o[n] these Net-based service pro[-] viders. Already, it's Sun['s] fastest-growing business, wit[h] more than $1 billion in sales.

But with the technolog[y] revolution moving at blin[d-] ing speed, even the best pe[r-] formers know they can't st[ay] ahead on their own. That['s] why the top-performing te[ch] players rely so heavily o[n] dealmaking. Cisco System[s]

TRACY POWELL

NIMBLE BIOGEN

"We need to have a higher flow rate of new products [at] this stage"

— JIM VINCE[NT]

Inc., No. 3, is a master acquirer that inked more than 50 deals in the past seven years to build its technical expertise in unfamiliar markets such as optical networking. Cisco's sales jumped by an annual average of 40% over the past three years. Similarly, Computer Associates has relied on about 100 acquisitions to grow into a software giant that's focused today on the fast-growing client-server market—key to Internet operations. Chairman and CEO Charles B. Wang has proven to be a pro at integrating those deals, weeding out weak product lines and integrating the rest into CA's package of offerings. Investors were rewarded with a 53% return during the past year.

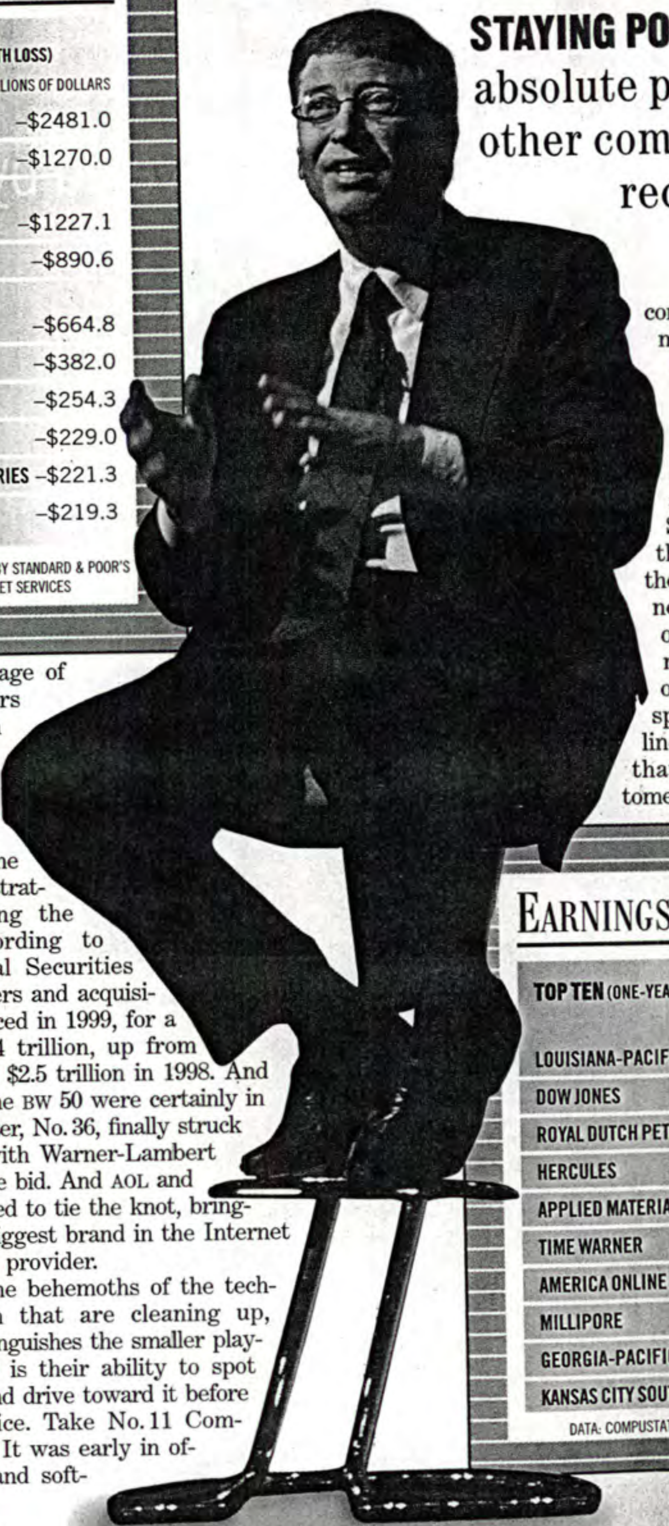
EARNINGS DECLINE

BOTTOM TEN (12-MONTH LOSS)	MILLIONS OF DOLLARS
SPRINT PCS GROUP	-$2481.0
NEXTEL COMMUNS.	-$1270.0
AMERICAN HOME PRODUCTS	-$1227.1
FORTUNE BRANDS	-$890.6
NATIONAL SEMICONDUCTOR	-$664.8
HUMANA	-$382.0
PHELPS DODGE	-$254.3
CENDANT	-$229.0
ALLIED WASTE INDUSTRIES	-$221.3
WASTE MANAGEMENT	-$219.3

DATA: COMPUSTAT, PROVIDED BY STANDARD & POOR'S INSTITUTIONAL MARKET SERVICES

HARD SELL. If anything, dealmaking last year became a more prominent strategy for outflanking the competition. According to Thomson Financial Securities Data, 32,700 mergers and acquisitions were announced in 1999, for a total value of $3.4 trillion, up from 29,600 deals worth $2.5 trillion in 1998. And the companies of the BW 50 were certainly in the M&A game. Pfizer, No. 36, finally struck a deal to merge with Warner-Lambert after a nasty hostile bid. And AOL and Time Warner agreed to tie the knot, bringing together the biggest brand in the Internet with a top content provider.

It is not just the behemoths of the technology revolution that are cleaning up, though. What distinguishes the smaller players on the BW 50 is their ability to spot an opportunity—and drive toward it before the big guys notice. Take No. 11 Comverse Technology. It was early in offering hardware and software that help wireless companies manage services such as voice mail. Today, it dominates that field with 30% market share. At Citrix Systems, CEO Mark B. Templeton spent the past 10 years trying to persuade big corporations to use his software to centralize such functions as word-processing software on a server. It was a hard sell at first. But now such companies as Arthur Andersen Consulting are using those tools to save time and money when it comes to upgrading software for hundreds of users. Citrix had the second-best three-year return on the S&P 500, up 4,911%. Only Yahoo! Inc. did better, with a startling 6,235% return. But as sexy as some dot-com companies like Yahoo are to the stock market, they don't make the BW 50. That's because we require stable earnings growth.



JEFF CHRISTIANSSEN/LIAISON AGENCY

STAYING POWER "In terms of absolute profitability relative to other companies, our track record is quite clear"

— BILL GATES

Even more impressive, though, are the companies that are gaining ground while the rest of their industry wobbles. Take financial-services firms. Rising interest rates are just one of the challenges they face. Some big firms are also struggling to digest their own mergers. And many players in the sector, particularly in the brokerage business, are scrambling to catch up with new online competitors. The financial outfits that made our list tackled those challenges head-on. Charles Schwab Corp. nabbed the No. 14 spot thanks to its aggressive move into online stock trading. Schwab has raced to grab that business ahead of others, letting customers download computer programs to manage

EARNINGS GROWTH *The best in profits growth*

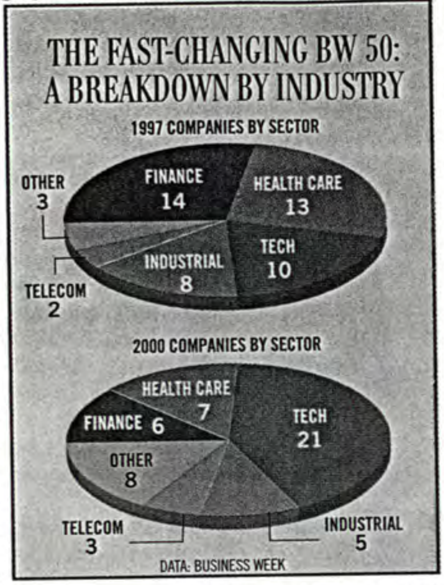
TOP TEN (ONE-YEAR)	PERCENT INCREASE	TOP TEN (THREE-YEAR)	AVERAGE ANNUAL INCREASE
LOUISIANA-PACIFIC	10740%	NCR	593.9%
DOW JONES	3158	TYCO INTERNATIONAL	297.4
ROYAL DUTCH PETROLEUM	2353	McKESSON HBOC	235.4
HERCULES	1767	BEST BUY	195.1
APPLIED MATERIALS	1157	TIME WARNER	155.2
TIME WARNER	1067	QUALCOMM	131.8
AMERICA ONLINE	762	TEXAS INSTRUMENTS	115.8
MILLIPORE	552	UNISYS	115.3
GEORGIA-PACIFIC GROUP	545	NAVISTAR INTERNATIONAL	109.3
KANSAS CITY SOUTHERN INDS.	497	OWENS CORNING	108.7

DATA: COMPUSTAT, PROVIDED BY STANDARD & POOR'S INSTITUTIONAL MARKET SERVICES

retirement or quiz financial planners and advisers online. The result: During the final quarter of 1999, 73% of Schwab's trades were done online, vs. 61% just a year earlier. And its net income rose 69%, to $589 million.

BANG-UP MARKETING. Success in global markets helped some of the other financial-service companies that made our list—just as woes in overseas markets pushed several off in previous years. Morgan Stanley continued to expand its European business in the late 1990s, despite some rough going. Now that mergers and acquisitions are booming in Europe, though, Morgan is cleaning up. Credit-card issuer MBNA Corp., No. 35, saw profit grow at an annualized rate of 29% over the past three years, largely because of its fast-growing program in Britain that offers credit cards tied to sports teams and professional organizations. And General Electric, No. 43, has seen results of its General Electric Capital Services group boosted by returns from equity investments in Asia in the wake of the financial crisis there.

For the few big drugmakers still on our list, the key to overcoming Wall Street's dire view of the industry was deft product innovation backed by bang-up marketing. While Warner's Lipitor has a slight potency edge over rival products, the combined marketing power of Warner and Pfizer Inc., which co-promotes the drug, turned Lipitor into a $3.7 billion phenomenon. Pfizer has goosed its results with a series of such partnerships. Says CEO William C. Steere, Jr.: "We manage to instill a sense that not all great ideas reside at Pfizer. There's a lot of intellectual property [outside] that we should have access to."



Smaller health-care players such as No. 13 Biogen Inc. can't compete with the marketing muscle of a Pfizer. So they have to develop one-of-a-kind products. Biogen pumps some 30% of its sales back into biotech research, double the rate of competitors. That has paid off handsomely with the multiple sclerosis drug Avonex, which ignited 59% profit growth at Biogen last year, on a 42% increase in sales, to $794.4 million. "We are a smaller company that needs to have a higher flow rate of new products in this stage of our development," notes Biogen Chairman and CEO Jim Vincent.

Great innovation wasn't confined to tech companies, though. Best Buy Co. was struggling in the mid-'90s after expanding too quickly and pricing too aggressively. To dig out, it invested in systems that saved money by cutting inventory levels. It also created a more friendly shopping experience. With products such as digital video disk players and satellite TV sending consumer electronics sales soaring, Best Buy has been cleaning up, lifting net income an average 195% the past three years. And the hot streak should continue, says CEO Richard M. Schulze: "We're going to be in the sweet spot, taking advantage of the new digital cycle and customers' preference to stay closer to home."

Likewise, Home Depot, No. 15, boosted net income 44% last year, to $2.3 billion, and increased margins from 5.3% to 6%, with a relentless drive to lower costs via steps such as importing more goods directly instead of buying through distributors. But CEO Arthur M. Blank also continues experimenting to keep the top line humming, starting design centers called Expo, centered on home decorating, and testing a competitor to the local hardware store that it calls Villager. Blank's edge: being able to use Home Depot's buying power to undercut the competition on price.

Of course, if Home Depot's spin-off brands become stars, they could create the same problem faced by No. 8 Gap Inc. Gap slipped from its No. 3 perch last year, in part because same-store sales at its core Gap chain were flat or down for several months. Its newer chains—particularly its Old Navy stores—grew like gangbusters, but part of that strength came from cannibalizing its own Gap stores. CEO Millard S. Drexler took control of the Gap chain himself late last year, and sales are perking up again. Despite it all, Gap last year still managed to drive net income up 37%, and posted a 59% return on equity.

In the end, that's really the most important lesson to be drawn from four years of tracking the best corporate performers. Being in the right place at the right time helps. But over time, great management counts more. How else can you explain an energy company leaping 44 places this year to the No. 30 spot? Kenneth L. Lay, CEO of Enron Corp., saw a chance for fast growth in the deregulation of energy. He transformed his company from a boring natural gas pipeline outfit into an energy entrepreneur. And now Lay is jumping on the Internet boom: Enron will have laid 18,000 miles of fiber-optic network by the end of next year and is creating a market for trading capacity on fiber-optic lines. "I've never seen another business that has the potential that communications has," Lay says. Spotting the potential and breaking down walls to get to it—that's what sets the true champions apart.

By Amy Barrett, with Steve Hamm, Steve Rosenbush, Susann Rutledge, and Robert Roeker in New York, Ann Therese Palmer in Chicago, Louise Lee and Peter Burrows in San Mateo, Calif., Charles Haddad in Atlanta, and bureau reports

RETURN ON EQUITY *The best and worst ROE*

TOP 10 (1999)	PERCENT	BOTTOM 10 (1999)	PERCENT
AVON PRODUCTS	494.1%	SPRINT PCS GROUP	–75.2%
CAMPBELL SOUP	285.7	NEXTEL COMMUNICATIONS	–56.8
US AIRWAYS GROUP	285.5	NATIONAL SEMICONDUCTOR	–51.6
UST	233.7	FORTUNE BRANDS	–32.6
GENERAL MILLS	233.0	HUMANA	–30.1
QUAKER OATS	166.9	PEOPLESOFT	–23.2
JOSTENS	118.3	AMERICAN HOME PRODUCTS	–21.8
EQUIFAX	109.0	BETHLEHEM STEEL	–17.0
W.R. GRACE	92.2	ALLIED WASTE INDUSTRIES	–15.6
US WEST	87.8	CENDANT	–10.4

DATA: COMPUSTAT, PROVIDED BY STANDARD & POOR'S INSTITUTIONAL MARKET SERVICES

BusinessWeek ONLINE

For interviews with several BW 50 CEOs, see the Mar. 27 issue online at www.businessweek.com.

Powerful Partnerships

copied
Ballentine
(sent book)
Podesta

R. Ballentine

Let's do as many
good specific things
as possible before we go

THE PRESIDENT HAS SEEN
4-24-00

The Federal Role in International Cooperation on Energy Innovation

A report from the Panel on International Cooperation in Energy Research, Development, Demonstration, and Deployment
The President's Committee of Advisors on Science and Technology

EXECUTIVE OFFICE OF THE PRESIDENT OF THE UNITED STATES

For President Bill Clinton with great gratitude for your leadership and commitment on energy and environmental issues.

John Holdren
February 18, 2000

POWERFUL PARTNERSHIPS:

THE FEDERAL ROLE IN INTERNATIONAL COOPERATION ON ENERGY INNOVATION

A REPORT FROM THE

PRESIDENT'S COMMITTEE OF ADVISORS ON SCIENCE AND TECHNOLOGY

PANEL ON INTERNATIONAL COOPERATION IN ENERGY RESEARCH, DEVELOPMENT, DEMONSTRATION, AND DEPLOYMENT

JUNE 1999

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give letter
from the
[illegible]

copied
WH Military Ofc
Currie

WHITE HOUSE

WASHINGTON

April 24, 2000

Jennifer Pierce
6604 Hawthorne Road
Little Rock, Arkansas 72207-3518

Dear Jennifer:

Nancy told me about your engagement, and I wanted to offer my heartfelt congratulations. I know you must be very excited, and I look forward to meeting your fiancé at some point in the future.

Please keep in touch.

Sincerely,

Bill Clinton

4/19 [illegible]
1. cc: Send Julie Eddy (Arts Com) [illegible]
2. EB letter on engagement

MEMORANDUM

TO: Nancy Hernreich/First Floor, West Wing
FROM: Jennifer Pierce/Arkansas Repertory Theatre
DATE: April 18, 2000
RE: Arkansas Visit

I understand that The President's Commission on the Arts and Humanities will be traveling to Little Rock next week, in conjunction with a Presidential visit to tour the new Arts Center. Will you be traveling with the President? I would love to see you! I do have some exciting news to share—I am engaged to be married on September 22!

Nancy, I would greatly appreciate your consideration should there be any opportunities to attend the arrival, departure or a tour of Air Force One during next week's visit. Unfortunately, while working in the Little Rock office, I never had the chance to tour Air Force One (even though you were kind enough to include me on the invitation list).

Please feel free to contact me at the following numbers regarding these possibilities:

Home # 501/661-9775
Work # 501/378-0445, X203

Thank you so much for your help—I do hope to see you or hear from you soon!

Hope you are well!

[illegible] Hawthorne Road
Little Rock, AR 72207-3518

the rep

Cliff Fannin Baker, Founder
601 Main Street * PO Box 110 * Little Rock, AR 72203-0110

Fax Cover Sheet

To: NANCY HERNREICH
Company:
Department: WHO
Voice: 202/456-6610
FAX: 202/456-6703

From: JENNIFER PIERCE
FAX: (501) 378-0012
Voice: (501) 378-0445 (Admin/Production)
(501) 378-0405 (BOX OFFICE)
Date: 4/18/2000
# of Pages (incl. cover page) 2

Comments: PLEASE DELIVER TO NANCY A.S.A.P. — THANK YOU!

RIGGS, ABNEY, NEAL, TURPEN, ORBISON & LEWIS

A PROFESSIONAL CORPORATION

ATTORNEYS AND COUNSELORS AT LAW

THE PARAGON BUILDING, SUITE 101
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OKLAHOMA CITY, OKLAHOMA 73118-7489
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FAX (405) 842-2913

FACSIMILE TRANSMITTAL PAGE

DATE: April 24, 2000 TOTAL PAGES: 2 (Including cover page)

TO: Nancy Hernreich
Deputy Assistant to the President and Director of Oval Office Operations

FAX: 202-456-2883

FROM: Michael C. Turpen
Riggs, Abney, Neal, Turpen, Orbison & Lewis
5801 N. Broadway, Suite #101
Oklahoma City, OK 73118

MESSAGE: For your information.

Thank you Nancy

Should you have problems receiving this FAX, please call (405) 843-9909 and ask for Cindy.

Need reply
Sawyer [illegible] from
[illegible]

4-26-00

RIGGS, ABNEY, NEAL, TURPEN, ORBISON & LE[illegible]
A PROFESSIONAL CORPORATION
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OKLAHOMA CITY, OKLAHOMA 73118-7489
(405) 843-9909
FAX (405) 842-2913

4/24/2000

Mr. President –

I enjoyed visiting with you at Air Force One last Wednesday. Please help us with the Victim Rights Amendment that is now pending in the Senate. I am told that your staff is meeting this morning with members of NOVA, the National Organization for Victim Assistance (of which I'm Vice President). Thank you Mr. President for coming to Oklahoma City & thank you for your help on this issue.

Your Friend, [illegible]

Embassy of the United States of America

Port Louis, Mauritius

THE AMBASSADOR

April 24, 2000

Mrs. Nancy Hernreich
Personal Assistant to the President
White House
Washington, D.C. 20500

Dear Nancy:

I hope all is well with you. Enclosed please find a copy of some information that was sent to the President by a local doctor here in Mauritius, pointing out to the President that during the potato famine in Ireland, Mauritius gave the largest amount of money to Ireland for relief.

I would greatly appreciate it if you would have the correspondence department send a letter to Dr. I. M. Gaya, 9 Alfred Brown Avenue, Quatre Bournes, Mauritius, as Dr. Gaya has been hoping for a response.

Please give my best regards to everyone there. Joan and I will be in the U.S. during the month of May so perhaps I will see you during my stay.

Wish best personal regards, I am

Sincerely,

Mark W. Erwin

Enclosure:As Stated

To NSC for reply

10 May 1999

Mr. William Jefferson Clinton
President of the U.S.A.
The White House
Washington D.C.
U.S.A.

Dear President Clinton,

I heard your speech in the voice of America addressing to the US army in Germany and you mentioned with great emotions that your forefathers came from Ireland. As I am interested and have read a lot about famine in the world, the **POTATO FAMINE IN IRELAND** has always been a great interest to me while I was studying medicine in Dublin University.

In 1969, I vaguely heard that Mauritius helped the Irish people during the Potato Famine but I did not believe that in 1845/1846, Mauritius, a tiny drop in the Indian 0cean (**near Diego Garcia**), could possibly have done so.

My efforts continued after I qualified in 1970 and contacted many archives departments and no-one could furnish me with any information and I gave up.

When Ireland was commemorating the 150th anniversary of the Potato Famine in 1995, I started my research again and finally my. efforts were crowned with success and I have got all the documents and correspondences which show the list of subscribers including Kings and Queens and the small island of Mauritius contributed over £3000 from public collections and topped the list. I am enclosing the report and an article in the Irish Times for your information.

It could be that your forefathers left Ireland during that difficult period. It's with great emotions that I am writing you this letter as I feel like the Irish people that emigrated to the USA during the Potato Famine.

I recently met Mrs. Mary Robinson, (former President of Ireland) in Mauritius. She is now the Commissioner for Human Rights in the United Nations. She was extremely pleased to know that Mauritius helped Ireland so much during the Potato Famine. I did not know her personally though she was at the University in Dublin at the same time as I was but I knew her late brother Aubrey Burke and her sister-in-law, Pamela very well.

MAURITIUS and the **UNITED STATES** are also closely linked by two eminent persons:-

1. The world famous Mauritian Physiologist and Neurologist Brown Sequard also known for the Brown Sequard Syndrome in the Medical Field, was ***half American.*** His father was an ***American sailor.*** Brown Sequard did a lot of research work on how to rejuvenate people by injecting testicular juices.

2. The famous American writer ***MARK TWAIN*** lived in Mauritius for a long time and he said that "**God created Mauritius first and then the paradise.**"

Mr. President, I do appreciate of your actions in this world for peace and justice so that there will be more happiness and fairness among the people of this planet.

Mauritius is a very insignificant country and you may not think of visiting this country but this letter may change your mind to visit this tiny touristic Island made up of people from different parts of the World including Ireland. **It is a melting pot like the United States of America.**

I have a feeling that with so many commitments you have, your secretary may not even inform you of such a letter having come from a simple citizen like me.

May God bless you.

Yours sincerely,

DR. I. M. GAYA, M.D.; FRCS (Ireland); FRCOphth (U.K.); D.O. (Lond.)
Consultant & Head of Department (0phthalmology)
Moka Eye Hospital
Mauritius.