

Enron Documents

1995

U.S. DEPARTMENT OF ENERGY
OFFICE OF THE EXECUTIVE SECRETARIAT
CORRESPONDENCE CONTROL TICKET

IMPORTANT
ES NUMBER: ES95-000672
EXTERNAL

DATE OF DOC: 01/10/95 REC'D: 01/13/95 CONTROLLED: 01/13/95 DUE:

FROM: HILLINGS, E JOSEPH DC 0 NOTES AREA:
ENRON WASHINGTON, INC.

SUBJECT: ENCLOSURES MOST RECENT ISSUE OF
SUMMARY: "ENRON BUSINESS"

SOURCE: PUBLIC MAIL

DOCUMENT TYPE: LETTER

ADDRESSED TO: SECRETARY
FOR SIGNATURE OF:

ACTION TO: POLICY
ACTION TYPE: For your information
ACTION OFFICER:

1995 JAN 13 P 1:41

CURRENT COPIES TO:
FORMATION COPIES TO: ES1 TM2

CURRENCES COMPLETED:

REMARKS:

EXECUTIVE SECRETARIAT CONTACT: Joyce Harrod 6-5131

----- EXEC SEC INTERNAL USE -----

SUBJECT CROSS REF:
RELATED CODE/NUMBER:
ACCRTS NUMBER:

SPECIAL INT. CODE:
SPECIAL INT. DATE:

FILE CODE: PMHILLINGS-ES95000672

COMPLETION DATE: 01/13/95

INFORMATION GENERATED ON 01/13/95 AT 12:40

ENRON
Washington, Inc.

E. Joseph Hillings
President

750 17th Street, N. W., 4th Fl.
Washington, D.C. 20006-4607
(202) 828-3366
Fax (202) 828-3372

January 10, 1995

The Honorable Hazel O'Leary
Department of Energy
14th St. & Constitution Ave., NW
Rm. 7A-257
Washington, DC 20585

Dear Secretary O'Leary:

I believe the most recent issue of Enron Business will be of interest to you since it features several of our international projects.

Please let me know if you need further information.

Sincerely,

1A

Testimony by Rebecca P. Mark
Chairman and CEO, Enron Development Corp.
Before the Senate Committee on Foreign Relations

March 7, 1995

I am pleased to have the opportunity of addressing the Senate Foreign Relations Committee, Subcommittee on South Asia. Enron, as one of the world's largest natural gas companies, is heavily involved in developing new investment opportunities in South Asia. I am Chairman and CEO of Enron Development Corp., the infrastructure development arm of Enron Corp. I would like to share with you my views and experiences.

The privatization of infrastructure going on today throughout the world is creating unprecedented opportunities to transfer capital and new efficiencies from the industrialized world to developing countries, where both of these assets are greatly needed. But while in theory this is the kind of business partnership in which both sides win, execution to date has been difficult. Many political and cultural barriers have made the first few efforts at privatization a challenge for all involved. So it is up to the pioneers of privatization, both private companies and government, to find ways to break down the intangible barriers and build bridges in their place.

For example, when private companies and government sit down to negotiate privatization deals, they often end up discussing values and political beliefs as well as a project's merit. Privatization can in fact be politically unpopular in countries where the government uses the infrastructure bureaucracy to create thousands of jobs. By contrast, private companies believe the number of jobs created cannot outweigh the need for efficiency. And the citizens may believe that only a government-run utility, for example, can deliver affordable service.

Foreign investors, too, have their anxieties. The first is that a developing nation's interest in privatization may be fleeting. During privatization's first wave in the mid-'80s, for example, most of the participating governments - like England - were strongly committed to a free economy and the pursuit of private enterprise. And in the last three years, new players in privatization, like China and India, have come to embrace these principles. But the see-saw politics of countries like Mexico show how tenuous these mandates can be. Foreign investors need assurances that their contracts will be honored and that they will be paid, no matter what government is in power. And they need assurance that a suitable legal system will exist down the road to uphold contracts.

Other concerns of foreign direct investors are foreign exchange, repatriation of earnings and convertibility of the local currency. As developing countries emerge from statism, their currencies are vulnerable to wide fluctuations in value. The sovereign government,

We saw a different vision of the future than most investors and began work in early 1992 on one of the largest private energy projects conceived in the country. India is desperately short of power and reliable fuel supplies. We saw a way to address both by creating a 2015 MW power project at a site south of Bombay and importing clean fuels together with the newest gas turbine technology for the plant.

Our vision began with a 3-day car trip up and down the west coast of India evaluating sites. Because the site we chose at Dabhol in the Ratnagiri district of Maharashtra State is completely undeveloped, we included in our plans the development of a new private harbor, fuel unloading and storage facilities, a school, hospital, housing and airstrip to support our activities. We planned for construction of roads and fresh water lines plus a sewage system for the power plant site. Our customer for power and other services at the site is Maharashtra State Electricity Board (MSEB), a state-owned company serving Maharashtra State, the most industrialized and financially stable state in India. We signed a letter of intent (LOI) in July 1992 and presented our plan to develop a project to the Foreign Investment Promotion Board (FIPB) in Delhi. What followed was an incredible journey of learning, endurance, and adaptation on both sides. This was the first private project to be negotiated by the government under new privatization rules initiated by Prime Minister Rao's Congress party.

We were the guinea pigs for everything. The electricity boards had never negotiated complex commercial contracts. Return on equity and net present value were explained to some for the first time. International advisors were hired to help the state of Maharashtra evaluate our terms. A new tariff structure was devised. Scores of permits, approvals and consents were painstakingly obtained. We worked with hundreds of people involved in the decision process at all levels of government. We negotiated through the riots and bombings in Bombay after the mosque incident in December 1992. We were unlucky enough to be residing in one of the hotels that was bombed. We negotiated through floods and a major earthquake. We negotiated under severe scrutiny and often criticism by the Indian press. We stayed at it day and night, non-stop for 2-1/2 years.

On the other side of the table were a dedicated group of professionals in Maharashtra and Delhi who solved every problem and made every decision in as fair and informed manner as possible. The politicians at all levels put politics aside and helped us push along tough decisions to buy the power, import the fuel, lower applicable taxes, give government support agreements and guarantees where necessary. Together we created the first private project and the largest single foreign investment in India when last week we completed all documents and drew down funding on \$920 million for Phase I of our project (695 MW). Financing for Phase II, another 1320 MW plus regasification terminal for LNG will begin later this year.

Our faith in India's future has paid off. Since the start of the economic reform process in 1991, India has come a long way in opening up key industries like electricity generation, portions of the oil industry, heavy industry air transport, roads and some telecom to the private sector. The country's foreign reserves which reached \$23 billion as of last month



The Secretary of Energy
Washington, DC 20585

March 8, 1995

Mr. Terry Thorn
Senior Vice President, Government Affairs
Enron Corp.
1400 Smith Street
Houston, TX 77023-7269

Dear Mr. Thorn:

Although the Presidential Mission on Sustainable Energy and Trade to the People's Republic of China concluded ten days ago, the impact of our actions will be felt for decades. The partnerships forged, projects initiated and policy outcomes determined are the beginning of a long and prosperous relationship for the Chinese and American people.

Because of you we met our primary goals: promoting trade and investment partnerships, facilitating cooperation on sustainable development policies, and establishing a structure for bilateral problem-solving. We returned with over \$6 billion of investment identified. We coordinated some of the first comprehensive discussions at senior levels on sustainable development and identified a clear path for future policy collaboration between our governments and the private sector to enable deals to be financed.

I appreciate your commitment and willingness to work beyond your individual commercial interests to further our nation's strategic goals.

As part of our continuing partnership, we have enclosed the following materials:

- trip report, which includes the final itinerary and delegation list;
- Mission deals summary;
- set of selected news clips;
- presentation overheads, which were requested;
- summaries of the government agreements signed; and
- trip photo.

It was my honor to work with you to make our Presidential Mission an outstanding success. I look forward to a continued partnership as we meet our commitments to the President and the people of China and the United States. Thank you for serving.

Sincerely,

A handwritten signature in cursive script that reads "Hazel R. O'Leary".

Hazel R. O'Leary



U.S. DEPARTMENT OF ENERGY
OFFICE OF THE EXECUTIVE SECRETARIAT
CORRESPONDENCE CONTROL TICKET

IMPORTANT
ES NUMBER: ES95-004481
EXTERNAL

DATE OF DOC: 03/10/95 REC'D: 03/13/95 CONTROLLED: 03/13/95 DUE:

FROM: HILLINGS, E JOSEPH DC O
VICE PRESIDENT, ENRON CORP
MARK, REBECCA P DC C
CHAIRMAN AND CEO
ENRON DEVELOPMENT CORPORATION

NOTES AREA:

SUBJECT: TRANSMITS COPY OF REBECCA P.
SUMMARY: MARK, CHAIRMAN/CEO, ENRON
DEVELOPMENT CORP., TESTIMONY
BEFORE SENATE COMMITTEE 3/7/95

SOURCE: PUBLIC MAIL

DOCUMENT TYPE: LETTER

ADDRESSED TO: SECRETARY
FOR SIGNATURE OF:

ACTION TO: CONGRESSIONAL
ACTION TYPE: Appropriate action
ACTION OFFICER:

CONCURRENCE COPIES TO:
INFORMATION COPIES TO: PO ES1 TEAM
CONCURRENCES COMPLETED:

REC'D MAR 13 11:31

REMARKS:

EXECUTIVE SECRETARIAT CONTACT: C Carpenter

----- EXEC SEC INTERNAL USE -----

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SPECIAL INT. CODE: TT
SPECIAL INT. DATE: 03/07/95

FILE CODE: PMHILLINGS-ES95004481

COMPLETION DATE: 03/13/95

INFORMATION GENERATED ON 03/13/95 AT 10:46

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The Secretary of Energy
Washington, DC 20585

March 14, 1995

Mr. Kenneth L. Lay
Chairman & CEO, Enron Corp
1400 Smith Street, Suite 5005
Houston, TX 77002

Dear Mr. Lay:

As we enter the final phase of our Task Force deliberations, I want to thank you for your efforts to make our project a success. While the task has not been easy, we can view our collaboration with a sense of accomplishment and satisfaction.

The goals setting exercise has been extremely successful from the standpoints of both our Task Force and the Council. By condensing several major objectives into three goals and a handful of indicators, we set an example for other task forces to focus on salient items. It is no coincidence that all three of our goals -- economic growth, sustainable energy, and improved transportation -- are likely to be accepted by the full Council. Although we may have some lingering reservations about the indicators, they represent strong starting points for Council deliberation.

Our current challenge is to forward our policy recommendations to the Council by the end of this month. This is a tight deadline, but we have demonstrated our ability to meet expectations in the past and this milestone gives us another opportunity to deliver exemplary work to the Council. However, our personal expectations probably differ significantly in terms of what we need to accomplish at this stage. Here are some thoughts on our March meeting:

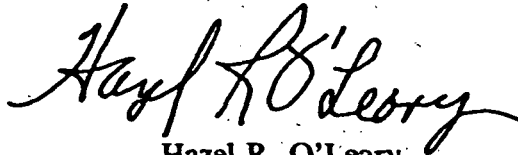
- The Council is our customer and the needs of the Council should guide our discussion. The Council needs Task Force recommendations to use as the point of departure for their deliberations.
- We should avoid spending an inordinate amount of time negotiating the specific terms of policy proposals. Instead, we should consider the larger issues, such as "will it make a difference?" or "will it help reaching the goal?" or "is this the *single best* approach to meeting the goal?"

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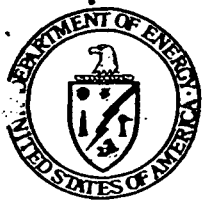
- We should move the debate forward without obsessing on details. If we stand on our goals, help the Council refine our indicators, and recommend some key policy approaches that could form the basis for designing specific programs, then we will have delivered what the Council and the Nation needs.
 - We can also work in tandem with other Task Forces. For example, the Eco-efficiency Task Force is considering adopting a performance-based regulatory flexibility approach that could have wide support. Our Task Force has examined a related proposal, and since such an approach could have a significant bearing on energy efficiency and development, I recommend that we reconsider a refined proposal in our March 20 meeting.
-
- All of the policies are worthy of serious consideration, and all have attributes that merit support. If we can "get to yes" on these approaches, our time will have been well spent.

You have my gratitude for the support that the Task Force has given to many of the policies that this Administration has already undertaken in efficiency, renewables, and clean energy technologies. If the Council strongly endorses some of the directions that we have already established, moving toward a more sustainable energy future becomes an achievable goal.

Sincerely,



Hazel R. O'Leary



The Deputy Secretary of Energy

1000 Independence Avenue, S.W.
Washington, D.C. 20585
(202) 586-5500 • FAX (202) 586-0148

March 30, 1995

Terry Thron
Enron
1400 Smith Street
Houston, TX 77002

Dear Terry:

I have directed my staff to begin preparations for a trade development mission I will be leading to Mexico from June 19-23, 1995. During the mission, we will be promoting U.S. energy, environmental, and technological interests in Mexico's expanding and emerging markets.

We are in the process of selecting a business delegation for the mission. The Department understands that your company may be interested in participating. To evaluate potential delegation members, we are asking each organization to provide us with information detailing your interest in Mexico. Please provide this information to Rob Task, of my office, by Friday, April 7th. Mr. Task may be reached at 202-586-5500.

Following the receipt of information from all organizations that are interested, we will be considering each submission while determining the optimal make-up of the delegation. Invitations to those selected to participate will be sent via facsimile Wednesday, April 19th. Additionally, if you have any questions regarding the mission please contact Mr. Task.

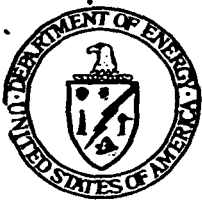
I look forward to hearing from you by April 7.

Sincerely,

A handwritten signature in black ink that reads "Bill White".

Bill White





The Deputy Secretary of Energy

1000 Independence Avenue, S.W.
Washington, D.C. 20585
(202) 586-5500 • FAX (202) 586-0148

March 30, 1995

Ronald Burns
Enron Capital & Trade Resources
P.O. Box 4428
Houston, TX 77210-4428

Dear Ronald:

I have directed my staff to begin preparations for a trade development mission I will be leading to Mexico from June 19-23, 1995. During the mission, we will be promoting U.S. energy, environmental, and technological interests in Mexico's expanding and emerging markets.

We are in the process of selecting a business delegation for the mission. The Department understands that your company may be interested in participating. To evaluate potential delegation members, we are asking each organization to provide us with information detailing your interest in Mexico. Please provide this information to Rob Task, of my office, by Friday, April 7th. Mr. Task may be reached at 202-586-5500.

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I look forward to hearing from you by April 7.

Sincerely,

A handwritten signature in black ink that reads "Bill White".

Bill White

Handwritten initials "GA" in black ink, located in the bottom right corner of the page.





The Deputy Secretary of Energy
1000 Independence Avenue, S.W.
Washington, D.C. 20585
(202) 586-5500 • FAX (202) 586-0148

March 30, 1995

Jim Bannantine
Enron
1400 Smith Street
Houston, TX 77002

Dear Jim:

I have directed my staff to begin preparations for a trade development mission I will be leading to Mexico from June 19-23, 1995. During the mission, we will be promoting U.S. energy, environmental, and technological interests in Mexico's expanding and emerging markets.

We are in the process of selecting a business delegation for the mission. The Department understands that your company may be interested in participating. To evaluate potential delegation members, we are asking each organization to provide us with information detailing your interest in Mexico. Please provide this information to Rob Task, of my office, by Friday, April 7th. Mr. Task may be reached at 202-586-5500.

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I look forward to hearing from you by April 7.

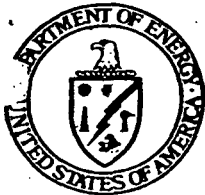
Sincerely,

A handwritten signature in black ink that reads "Bill White".

Bill White

Handwritten initials "GB" in black ink, located in the bottom right corner of the page.





The Deputy Secretary of Energy

1000 Independence Avenue, S.W.
Washington, D.C. 20585
(202) 586-5500 • FAX (202) 586-0148

March 30, 1995

Robert Kelly
Enron Emerging Technologies
1400 Smith St., Suite 5024
Houston, TX 77002

Dear Robert:

I have directed my staff to begin preparations for a trade development mission I will be leading to Mexico from June 19-23, 1995. During the mission, we will be promoting U.S. energy, environmental, and technological interests in Mexico's expanding and emerging markets.

We are in the process of selecting a business delegation for the mission. The Department understands that your company may be interested in participating. To evaluate potential delegation members, we are asking each organization to provide us with information detailing your interest in Mexico. Please provide this information to Rob Task, of my office, by Friday, April 7th. Mr. Task may be reached at 202-586-5500.

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I look forward to hearing from you by April 7.

Sincerely,

A handwritten signature in black ink that reads "Bill White".

Bill White

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U.S. DEPARTMENT OF ENERGY
OFFICE OF THE EXECUTIVE SECRETARIAT
CORRESPONDENCE CONTROL TICKET.

IMPORTANT
ES NUMBER: ES95-006364
EXTERNAL

TE OF DOC: 04/06/95 REC'D: 04/07/95 CONTROLLED: 04/10/95 DUE:

FROM: HILLINGS, E JOSEPH DC O NOTES AREA:
ENRON

SUBJECT ENCLOSURES RECENT ISSUE OF ENRON
SUMMARY: BUSINESS

SOURCE: PUBLIC MAIL

DOCUMENT TYPE: LETTER

ADDRESSED TO: DEPUTY SECRETARY
FOR SIGNATURE OF:

ACTION TO: OFFICE OF THE SECRETARY
ACTION TYPE: For your information
ACTION OFFICER: WHITE

NCURRENCE COPIES TO:
FORMATION COPIES TO: ES1 TEAM

CURRENCES COMPLETED:

MARKS:

EXECUTIVE SECRETARIAT CONTACT: Sheila Jeter

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SUBJECT CROSS REF:
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ACCRTS NUMBER:

SPECIAL INT. CODE:
SPECIAL INT. DATE:

FILE CODE: PMHILLINGS-ES95006364

COMPLETION DATE: 04/10/95

INFORMATION GENERATED ON 04/10/95 AT 16:11.

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ENRON
Washington, Inc.

E. Joseph Hillings
President

750 17th Street, N.W., 4th Fl.
Washington, D. C. 20006-4607
(202) 828-3366
Fax: (202) 828-3372

April 6, 1995

Mr. William White
Department of Energy
Room 7B-252
1000 Independence Avenue S.W.
Washington, D.C. 20585

Dear Bill:

I thought the most recent issue of *Enron Business* would be of interest to you.

Please call if you would like more information on any of the projects.

Sincerely,

A



The Deputy Secretary of Energy

1000 Independence Avenue., S.W.

Washington, D.C. 20585

(202) 586-5500 • FAX (202) 586-0148

April 6, 1995

OLM Kinder 2395-00653
OLMKINDER-1995-006532

Mr. Richard Kinder
President
Enron Corporation
1400 Smith Street, 50th floor
P.O. Box 1188
Houston, Texas 77002

Dear Rich:

Until reading something in the *Oil and Gas Journal* the other day, I did not recognize that you were the new head of INGAA. If there is anything that I can help you with in Washington, please do not hesitate to call.

Sincerely,

Bill White

Rich -

We have worked with Pakistan
to implement a new fuels policy
for their country as a whole, which
has permitted Enron's project there
to switch back to Naptha. Prime
Minister told me today.



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The Deputy Secretary of Energy
1000 Independence Avenue, S.W.
Washington, D.C. 20585
(202) 586-5500 • FAX (202) 586-0148

OLPMULTI-1595-008230

May 3, 1995

Mr. Bill Brown
Director
Enron Capital & Trade Resources
1400 Smith Street
Houston, Texas 77002

Dear Bill:

I appreciated your participation in our meeting and our discussion concerning how to structure a program to facilitate the hedging of price and production risks so as to increase the availability of credit or cash flow to some independent oil producers. The staff has been asked to rework the proposal to take into account the specific comments and suggestions you made.

Sincerely,

Bill White

cc:
Assistant Secretary Pat Godley



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Adresse List

Mr. Bill Brown
Enron Capital and Trade Resources
Houston, Texas 77002

Mr. Larry Goldstein
Petroleum Industry Foundation, Inc.
New York, New York 10168

Mr. Duke Ligon
New York, New York 10021

Mr. James Mercurio
Nations Bank
Houston, Texas 77252

Mr. Philip McNeil
Exploration and Production Activities
New York, New York 10260

Mr. Dwight Moorhead
The Moorhead Company
Littleton, Colorado 60122

Mr. Ed Nelson
Worldwide Energy and Chemical Group
New York, New York 10017

Mr. Bill Rippe
AIG Trading
Greenwich, Conicutte 26830

Amelie Wogan
Standard and Poors Rating Group
1200 G Street, NW, Suite 200
Washington, DC 20005

9A

JUN 14 1995

ANDRUS R. SIMON

} Bb

FAX TRANSMISSION COVER SHEET

Date: June 4, 1995

To: SENATOR PHIL GRAMM

Fax: _____

Re: ENRON LEASE, THEO F. KOCH, TRACT 1, BLOCK 46

Sender: ANDY SIMON

YOU SHOULD RECEIVE 5 PAGE(S), INCLUDING THIS COVER SHEET. IF YOU DO NOT RECEIVE ALL THE PAGES, PLEASE CALL 409/296-2528. (b)

There is an ongoing dispute between Enron Oil and a number of landowners in South Jefferson county. Enron is having problems acquiring permission for access for the Geophysical survey now in progress because of past actions. I am one of the problems and I am determined to form a group dedicated to correct the injustices presently being perpetrated by unscrupulous oil companies like Enron by closing the loopholes now inherent in the present laws concerning the division of surface and mineral rights.

Enclosed is a copy of my present letter to the Enron lawyer, it should be of some interest to you in light of the present focus on property rights. The present property rights bill should also include a portion on mineral/surface rights and should be similar to the laws in Louisiana where Oil companies are required to respect the rights of the surface owner. Present law is vague leading to many lawsuits, I was involved in a court hearing regarding the subject well referenced in the letter.

If the common person really understood the law as it is presently, real property values in Texas would decline dramatically. A neighbor recently told me 'that Enron would hand her a check prior to being let on her property', I was also under the misconception that oil companies would be required to negotiate with the property owner but such is

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not the real world. Enron came on my property in 1992, drilled a well where they wanted, and to date have not paid one cent in compensation.

What is legal in this matter in Texas is not the same as what is legal in Oklahoma; which is not the same as what is legal in Louisiana. But, what is right in the eyes of God is right in every state of the Union. Political interest passed the laws we are presently living under many years ago. Time has proven that the people will no longer tolerate the abuses of the past. It is definitely time to move on.

I am aware that most people consider this problem to be a 'done' deal, but then one should remember November 1995, in was also incomprehensible that Jack Brooks would be defeated. People are becoming more active in the political scene and new people have been elected.

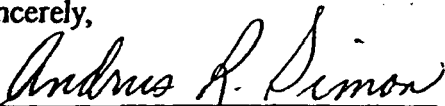
D
/

cc: Richard D. Kinder, Enron
-Ben Hansen, Beaumont Enterprise Editor
Michael Galloway, Texas Senator
Mark Stiles, Texas Congressman
Phil Gramm, U.S. Senator
Kay Bailey Hutchinson, U.S. Senator
David Stockman, U.S. Congressman

- Mowed and refrained from mowing at my instructions; what am I, an idiot? Water does not flow well in tall grass, sir, Chinese tallow trees grow everywhere mowing is not regularly done, operational pipelines are on the inside surface of the bar ditches making mowing dangerous. I would be a fool to request that Enron not mow the ditches on their roadways. Enron has agreed to maintain the access roads to their operations, it is time that Enron live up to their agreement.
- The 8" pipeline does not belong to Enron, it was my understanding at the hearing that Enron has had the lease for approximately 40 years. The pipeline was attached to the tanks in their tank battery. The pipeline was for their profit. Yet when it is no longer useful, I am left with the debris and cleanup. I am familiar with the practice of forming another company or contracting with a separate company to furnish pipeline services to limit liability. This may be the case here, if so, why does Enron not contact the owner of the pipeline and request removal, they have much more 'stroke' than I do, as they could withhold future contracts with that company. The fact remains that the line is there and needs to be removed. Who will clean it up? Again the cost has apparently shifted to me, WHY?
- The 2" pipeline was removed some time ago; the recent rains prohibit me from verify the pipelines' existence (which is at the bottom of the drain ditch) at this time. If it was removed, it was without my knowledge (which is unlikely, as I keep a close watch on Enron operations) and must have been recently, as it was still there when the county cleaned the ditch last, and also when I last cut the grass in the drain ditch (which can only be cut during the driest seasons).
- I was compensated for the dry hole dug in 1987, absolutely correct.
- Putting my Emu pens near Enron's tank battery; with the way my property is now cutup with Enron's operations, it would be difficult to not be near Enron. If my planned expansion into Emu's is even 50% correct, there will be at least 30 breeding pair of Emu's producing 600-800 chicks yearly, with an equal amount of Emu yearlings waiting sale, on this place within 3-4 years. Approximately 60 acres at the front of the farm will be covered in Emu, we will be near Enron. If you had read the letter as it was intended, I was not asking compensation since the fire was an act of God, but, I did expect Enron to be somewhat concerned about the Emu's since their operation was adversely affecting mine, as 'stressed-out' Emus have a tendency to run into things and kill themselves. There is more than \$100,000.00 of Emu in those pens and I have the receipts to prove it.
- My many instructions and demands; I expect Enron to be a good neighbor, clean up after themselves, respect my rights and plans for the future, and pay compensation for their damages.

Cooperation is indeed a two-way street and I too believe in good relationships. We have an excellent on-going oil-related relationship with Conoco at this time. But, if Enron's idea of a good relationship is to use my property without compensation for the next forty years, then I must decline this recent offer of cooperation.

Sincerely,



Andrus R. Simon

Landowner, Theo F. Koch, tract 1, block 46, 128.33 acres, Jefferson County, Texas

Again I state that I am in agreement, Enron is entitled to reasonable (the operative word is reasonable) use of my property for the development of their mineral estate. But, the division of my property by numerous wellpads and a tank battery is a definite cost to me (loss of use and complete disregard for saving the topsoil), has been without compensation and is definitely not a reasonable alternative to slant drilling, because some of the cost of Enron's operations has been shifted from Enron to myself, the landowner, for which I have derived absolutely no benefit. Your client, sir, is still a THIEF. Enron has stolen the value of my topsoil where their operations exist and have paid no compensation.

As to the several points brought up in your letter, I can only assume that you were pressed for time when you wrote this letter, as very few people who have had dealings with Enron or with an ounce of common sense would believe the propaganda you espouse, witness the problems you are now having with the Geophysical survey presently in progress;

- Your client's attempt to discuss drilling schedules in advance; a note in my mailbox only days before the drilling rig arrived was the sum total of your client's 'attempts' until after the lawyers got involved.
- Your client's removal of the topsoil; was to dozer away the grass along with a little dirt resulting in a berm approximately 12 to 18 inches high, 24-30 inches wide, at the very best. The area where the removed topsoil was placed by your client remain virtually undisturbed to date, I challenge you to show me today that generous removal of topsoil, come to the farm, sir, stand on the mound and prove me wrong. All of the rhetoric in the world will not change the facts, sir. Where topsoil (near Enron #2) was replaced is unknown to me as there is a slight depression all around the wellpad and access road. Had topsoil been replaced, I would have known immediately, as I keep close tabs on Enron. Perhaps you confuse Enron #2 with the 1987 operation. There was some topsoil replaced at the site of the dryhole in 1987, after two days of vacuum truck work, but then per your letter, that was not Enron, was it?
- Yes, metal detectors were used to pick up nails and debris was picked up, but that was after Enron declared the site clean-up to be complete and we were able to show picture proof that it was not. I must admit to a reasonable cleanup the second time, as I was only able to gather a very small amount of debris after Enron left. Also, I have mentioned on several occasions, the wire reel for the electric power cables to the wellpad site of Enron #2. It still sits today where it was abandoned, I would be happy to take you out and put your hand on it.
- The road you claim to have been bulldozed; Enron agreed to remove the topsoil from the roadway, then failed to live up to their agreement, some grass was evident in that roadway. The independent witness at the hearing testified that the removed soil was all 'topsoil'. The soil was recently, only two weeks ago, returned to its proper position, the grass has not yet regrown. I challenge you to find anything other than 'topsoil' in the spread dirt. Come on out and prove your point while the opportunity still exist.
- Enron has left the burned out tanks on the property at my request; there is at least an ounce of truth in that statement. Last October, I requested that Enron not remove the tanks during the Emu laying season that runs from October 1st to March 31st. The stress to the Emu's would have caused egg laying to cease. The fire occurred in May 94, what pray tell, was stopping Enron from removing the tanks during the time period from May to October 94. Will the tanks be removed prior to this laying season which again starts in October 95?

U.S. DEPARTMENT OF ENERGY
OFFICE OF THE EXECUTIVE SECRETARIAT
CORRESPONDENCE CONTROL TICKET

ROUTINE
ES NUMBER: ES95-010411
EXTERNAL

DATE OF DOC: 06/06/95 REC'D: 06/06/95 CONTROLLED: 06/06/95 DUE:

FROM: ENRON CORP DC O NOTES AREA:

SUBJECT SUMMARY: INVITES THE SECRETARY TO
ATTEND TWO MAJOR ENERGY
PROJECTS IN INDIA RECEPTION --
JUNE 27, 1995

SOURCE: PUBLIC MAIL

DOCUMENT TYPE: CARD

ADDRESSED TO: SECRETARY
FOR SIGNATURE OF: SCHEDULING AND LOGISTICS

ACTION TO: SCHEDULING AND LOGISTICS
ACTION TYPE: Appropriate action
ACTION OFFICER:

CONCURRENCE COPIES TO:
INFORMATION COPIES TO: SL ES1 TEAM

CONCURRENCES COMPLETED:

1995 JUN -6 P 6: 03
EXECUTIVE SECRETARIAT
DISPATCHING UNIT

REMARKS:

EXECUTIVE SECRETARIAT CONTACT: Lisa Alston

----- EXEC SEC INTERNAL USE -----

SUBJECT CROSS REF:
RELATED CODE/NUMBER:
ACCRTS NUMBER:

SPECIAL INT. CODE: MR
SPECIAL INT. DATE: 06/27/95

FILE CODE: PMNONAME-ES95010411

COMPLETION DATE: 06/06/95

INFORMATION GENERATED ON 06/06/95 AT 16:20

DR. KENNETH L. LAY
&
MR. FORREST E. HOGLUND

Request the Pleasure of Your Company at a Reception
to Celebrate the Commencement of Two Major Energy Projects in India

Tuesday, June 27, 1995
from 5:30 pm until 7:30 pm

at
The Metropolitan Club
1700 H Street, Northwest
Washington, D. C.

Reply Card Enclosed

The Metropolitan Club is graciously
made available by Mr. E. Joseph Hillings

11A

Call name

provided below are U.S. exploration and pipeline companies with an interest in Bolivia:

1. Amoco Corporation

200 East Randolph Drive
Chicago, Ill. 60601-7125 ✓

Tel: 312-856-6111
Internet: <http://www.amoco.com>
President: William G. Lowrie

Amoco Oil (subsidiary) ✓

Address same as above

Tel: 312-856-5111
President: W. D. Ford

2. Chevron Corporation ✓

595 Market St.
San Francisco, CA. 94105-2802

Tel: 415-894-7700
Internet: <http://www.chevron.com>
Pres. International Oper: A. M. Caccamo

Chevron Overseas Petroleum (subsidiary) ✓

6001 Bollinger Canyon Road
San Ramon, CA. 94583-2324

Tel: 510-842-1000
President: R. H. Matzke

3. Diamond Shamrock Inc. ✓

9830 Colonnade Blvd.
San Antonio, TX. 78230-2202

Tel: 210-641-6800
Fax: 210-641-8493
Internet: <http://www.diasham.com>
Exec. President: William R. Klesse

4. Enron Corporation ✓

1400 Smith St.
Houston, TX. 77002-7327

Tel: 713-853-6161
Fax: 713-853-3129
Internet: <http://www.enron.com>

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Enron Con'd

CEO: Kenneth L. Lay

Enron global Power & Pipelines (subsidiary) ✓

Address/telephone same as above

President: James Alexander

5. Maxus Energy Corporation

717 N. Harwood St.
Suite 3000
Dallas, TX. 75201-6538 ✓

Tel: 214-953-2000
Exec. President: W. Mark Miller

6. Monument Oil Co. ✓

70323 One-Half Road
Grand Junction, CO. 81505-9689

Tel: 970-245-3440
President: Cullen R. Brown

7. Santa Fe International ✓

5420 Lyndon B. Johnson Fwy.
Dallas, TX. 75240-6222

Tel: 972-701-7300
President: James J. Elliott

8. Shell Petroleum (HQ - Netherlands) ✓

910 Louisiana St.
Houston, TX. 77002-4916

Tel: 713-241-6161
Internet: <http://www.shellus.com>
President: Cornelius Herkstroter

9. Tenneco Energy Inc. (Subsidiary of Tenn. Gas Pipeline)

1010 Milam St.
Houston, TX. 77002-5312 ✓

Tel: 713-757-2123
Fax: 713-757-6341

Addressee List

Mr. David Johnson
Tesoro Petroleum Corporation
San Antonio, Texas 78217

Mr. Graham Batcheler
Texaco Natural Gas
Houston, Texas 77210-4700

Mr. Soll Sussman
Texas General Land Office
Austin, Texas 78701-1495

Mr. George Hutchinson
Trust Company of the West
Houston, Texas 77002

Dr. Michelle Michot Foss
University of Houston
Houston, Texas 77204-6283

Mr. Thomas E. Fisher
Unocal
Los Angeles, California 90051

Mr. Stan McLelland
Valero Energy Corporation
San Antonio, Texas 78282-0500

Ms. Jane Hickie
Verner, Lipfert, Bernhard, McPherson and Hand
Washington, DC 20005

The Honorable Mike Andrews
Vinson and Elkins
Washington, DC 20004

Mr. Ray Hutchison
Vinson and Elkins
Washington, DC 20004

Mr. Thomasd Anderson
Reda Pump Company
Bartlesville, Oklahoma 74003

Mr. Charles Duckworth
Salt River Project
Phoenix, Arizona 85072-2025

Mr. Ron Fuller
San Diego Gas and Electric Company
San Diego, California 92112-4150

Mr. Tom Cook
Saratoga Resources
Houston, Texas 77043

Mr. George Avery
Shaw, Pittman, Potts and Trowbridge
Washington, DC 20037-1128

Mr. T. Michael Dossey
Shell Oil Company
Houston, Texas 77002

Mr. Lynn Coleman
Skadden, Arps, Slate, Meagher and Flom
Washington, DC 20005

Mr. Donald Carmel
Smith Barney Inc
New York, New York 10103

Mr. John K. Peterson
Southern California Gas Company
Los Angeles, California 90013

Mr. Manuel Cavazos
Southern Union Company
Austin, Texas 78701-2939

Mr. Byron Washom
Spencer Management Associates
Diablo, California 94258-0724

Mr. Roger Little
Spire Corporation
Bedford, Massachusetts 01730-2396

Mr. Tom Ehrenberg
Tejas Gas
Houston, Texas 77010

Mr. Jay Holcomb
Tenneco Gas Latin America
Houston, Texas 77252-2511

Mr. Porfirio (Pete) Espinosa
K&M Engineering and Consulting Corporation
Washington, DC 20036

Mr. Larry Silverman
Light Media Corporation
Upper Darby, Pennsylvania 19082

Mr. John Vella
Mission Energy Corporation
0Irvine, California 92715-1046

Mr. Joe Cloessner
Mitchell Energy
The Woodlands, Texas 77380

Mr. Charlie Sheppard
Latin America Inc.
Houston, Texas 77060-1991

Mr. Justin Manson
Morgan Stanley and Company
New York, New York 10020

Mr. James J. Steele
Mosbacher Power Group
Houston, Texas 77002-3290

Mr. Michael Gregory
North American Coal Corporation
Dallas, Texas 75240-7891

Mr. David Martin
Occidental Oil and Gas Corporation
Bakersfield, California 93389

Mr. Steve T. Janus
Offshore Gas Developments Ltd.
Tulsa, Oklahoma 74105

Mr. John T. Sickman
Panhandle International Development Corporation
Houston, Texas 77056-5310

Mr. Greg Vandiver
Peabody Coal Sales Company
St. Louis, Missouri 63101-1826

Mr. Rodger E. Collins
Raytheon Engineers and Constructors
Houston, Texas 77040

Mr. Jerry Brashear
ICF Kaiser
Fairfax, Virginia 22031-1207

Dr. Hamid Al-Rikabi
Improved Petroleum Recovery Int. Ltd.
Irving, Texas 75038

Mr. Ronald W. Brown
Gulf Gas Utilities Company
League City, Texas 77573

Mr. R. Cary McNair
Cogen Technologies Capital Company
Houston, Texas 77002

Mr. Carlos J. Bing-Zaremba
Cogentrix Energy Inc.
Charlotte, North Carolina 28273-8110

Mr. Donald M. Condon
Conoco Power
Houston, Texas 77252-2197

Mr. Eddie Kolodziej, Jr.
CSW International
Dallas, Texas 75266-0789

Mr. J. Morton Eggleston, Jr.
Dominon Energy
Richmond, Virginia 23219

Dr. Phillip (Mike) Wright
University of Utah
Salt Lake City, Utah 84108

Mr. Robert Eggleston
EFH Coal Company
Wikes-Barre, Pennsylvania 18705

Mr. Ray Cordova
El Paso Development Company
El Paso, Texas 79978

Ms. Nancy Bacon
Energy Conversion Devices
Troy, Michigan 48084

Mr. Hector Gutierrez
Enron Development Corporation
Houston, Texas 77002

Mr. Jon Pietruszkiewicz
Bechtel
San Francisco, California 94105

Mr. Phillip Hilder
Bennett, Brooks, Baker and Lange
Houston, Texas 77002

Ms. Robin R. Neal
Integrated Services, Inc.
Tulsa, Oklahoma 74120

Mr. Humberto Vela
International Brokerage and Marketing
Laredo, Texas 78041

Mr. John Foster
International Generating Company
Boston, Massachusetts 02114-2910

Mr. Stephen B. Fleming
International Business Development
Santa Fe, New Mexico 87501

Mr. D. W. Kearney
Kearney and Associates
Del Mar, California 92014

Mr. Dale Osborn
Kenetech
Austin, Texas 78701

Mr. Bill Weidler
International Business Development
Dallas, Texas 75201

Mr. Walter Hesse
Entech, Inc.
DFW Airport, Texas 75261

Mr. Edgar Uribe
Entrix
Houston, Texas 77005

Mr. Richard Lindley
Fina Oil and Chemical Company
Dallas, Texas 75221

Mr. Michael Gagner
Flowind Corporation
Key Biscayne, Florida 33149

Dr. Robert Rosenberg
Gas Technology Information Inc.
Chicago, Illinois 60631-3562

Mr. John McCarter
GE Power Systems
Schenectady, New York 12345

Mr. Neil H. Schilmoeller
Brown and Root, Inc.
Houston, Texas 77020-6299

Dr. Luis Sanchez-Barreda
Bureau of Economic Geology
Austin, Texas 78713-8924

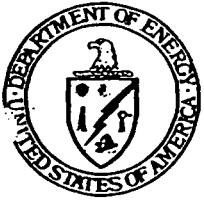
Mr. Bart Roe
Burns and Roe Enterprises
Oradell, New Jersey 07649

Mr. Andrew Mangan
Business Council for Sustainable Development
Austin, Texas 78759

Mr. Manuel Pena-Morros
Chase Manhatttan Bank Mexico
Mexico

Mr. Thomas E. Dodd
CNG Power Company
Pittsburgh, Pennsylvania 15244-0746

Mr. Brian Ward
Cambridge Energy Research Associates
Cambridge, Massachusetts 02138



The Deputy Secretary of Energy

1000 Independence Avenue, S.W.
Washington, D.C. 20585
(202) 586-5500 • FAX (202) 586-0148

OLPH HORTON 895-012760

July 18, 1995

Mr. Stanley Horton
President and C.O.O.
ENRON Operations Corporation
750 17th Street, N.W.
4th Floor
Washington, DC 20006-4607

Dear Stan,

I talked to Assistant Secretary Samuels on receipt of your letter. The Administration shall support streamlining the AMT. Whether the Senate Finance Committee goes further than that will be determined by how the Senate Finance Committee ranks AMT reform against the directly competing goals of Medicare, deficit reduction and other forms of tax relief.

Sincerely,

Bill White



U.S. DEPARTMENT OF ENERGY
OFFICE OF THE EXECUTIVE SECRETARIAT
CORRESPONDENCE CONTROL TICKET

IMPORTANT
ES NUMBER: ES95-013583
EXTERNAL

DATE OF DOC: 07/31/95 REC'D: 08/03/95 CONTROLLED: 08/03/95 DUE:

FROM: KINDER, RICHARD D TX 0 NOTES AREA:
ENRON CORP

SUBJECT: COMMENTS ON DEPUTY SECRETARY
SUMMARY: RESIGNATION AND CONGRATULATES
HIM ON THE GOOD JOB HE HAS
DONE AT DOE

SOURCE: PUBLIC MAIL

DOCUMENT TYPE: LETTER

ADDRESSED TO: DEPUTY SECRETARY
FOR SIGNATURE OF:

ACTION TO: OFFICE OF THE SECRETARY
ACTION TYPE: For your information
ACTION OFFICER: WHITE

CONCURRENCE COPIES TO:
INFORMATION COPIES TO: ES1 TEAM

CONCURRENCES COMPLETED:

EXECUTIVE SECRETARIAT
DISPATCHING UNIT
1995 AUG -3 10 6: 5

REMARKS:

EXECUTIVE SECRETARIAT CONTACT: G Holloway

----- EXEC SEC INTERNAL USE -----

SUBJECT CROSS REF:
UNITED CODE/NUMBER:
ACCRTS NUMBER:

SPECIAL INT. CODE:
SPECIAL INT. DATE:

FILE CODE: PMKINDER-ES95013583

COMPLETION DATE: 08/03/95

INFORMATION GENERATED ON 08/03/95 AT 16:48

KH

Richard D. Kinder
President and
Chief Operating Officer

P. O. Box 1188
Houston, Texas 77251-1188
(713) 853-6199

July 31, 1995

The Honorable William H. White
Deputy Secretary
Department of Energy
1000 Independence Avenue, SW
Room 7B-252
Washington, DC 20585

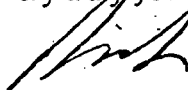
Dear Bill:

All of us in the natural gas business will certainly miss you when you depart the DOE. You have done a very good job of understanding industry issues and advocating the role of natural gas in the U. S. energy mix. We appreciate very much everything you have done.

The only good news about your departure is that we will get to see more of you here in Houston. When you are back and settled, let's get together for lunch.

Again, congratulations on a good job, and I look forward to seeing you soon.

Very truly yours,



14
A



The Secretary of Energy

Washington, DC 20585

August 7, 1995

Mr. Robert Kelly
President Enron Emerging Technologies
Enron Corporation
1400 Smith Street, Suite 5024
Houston, Texas 77002

Dear Mr. Kelly:

I am writing to express my deep appreciation for your public service as a member of the Secretary of Energy Advisory Board's Task Force on Strategic Energy Research and Development.

Your Task Force produced an extraordinary examination, not only of the Department's energy R&D programs, but also of the Federal role in supporting R&D in general. The significance of your work is evidenced, in part, by the broad interest it has generated. More than 5,000 copies of the report have been distributed and more requests continue to arrive on almost a daily basis. You will be pleased to know that copies of the report have been distributed throughout Congress and the Administration, to the President's Committee of Advisors for Science and Technology, and to senior executives throughout the energy industry.

Although I am confident that your report will stand as a landmark assessment, I also want you to know that it is already being used within the Department to improve the productivity, efficiency, and coherence of our energy R&D programs. Your report is being used to help inform the Department's fiscal year 1997 budget development process and has added momentum to the Department's efforts to cut unnecessary administrative costs and apply uniform selection criteria across our energy R&D portfolio.

The Task Force has provided a true service to the Nation in producing a powerful treatise on the importance of energy R&D. Again, thank you for the generous commitment of your time and for sharing with us your experienced perspectives.

Sincerely,

A handwritten signature in cursive script that reads "Hazel R. O'Leary".

Hazel R. O'Leary

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CI

U.S. DEPARTMENT OF ENERGY
OFFICE OF THE EXECUTIVE SECRETARIAT
CORRESPONDENCE CONTROL TICKET

ESSENTIAL/CRITICAL
ES NUMBER: ES95-013930
EXTERNAL

DATE OF DOC: 08/08/95 REC'D: 08/09/95 CONTROLLED: 08/09/95 DUE: 08/25/95

FROM: LAY, KENNETH L TX O NOTES AREA:
ENRON CORP

SUBJECT COMMENTS ON THE CANCELLATION
SUMMARY: OF THE ENRON'S DABHOL POWER
PROJECT

SOURCE: PUBLIC MAIL DOCUMENT TYPE: LETTER

ADDRESSED TO: SECRETARY
FOR SIGNATURE OF: SECRETARY

ACTION TO: POLICY
ACTION TYPE: Prepare final reply
ACTION OFFICER:

CONCURRENCE COPIES TO:
INFORMATION COPIES TO: OS/RAINEY ES1 TEAM

CONCURRENCES COMPLETED:

11/22 15

REMARKS:

EXECUTIVE SECRETARIAT CONTACT: G Holloway *2584 6-577*

----- EXEC SEC INTERNAL USE -----

SUBJECT CROSS REF: SPECIAL INT. CODE:
RELATED CODE/NUMBER: SPECIAL INT. DATE:
ACCRTS NUMBER:

FILE CODE: PMLAY-ES95013930 COMPLETION DATE:

INFORMATION GENERATED ON 08/11/95 AT 10:43

16

ENRON CORP

Kenneth L. Loy
Chairman and
Chief Executive Officer

P. O. Box 1188
Houston, Texas 77251-1188
(713) 853-6773

August 8, 1995

The Honorable Hazel O'Leary
Secretary of Energy
1000 Independence Ave. SW
Washington, DC. 20585

Dear Secretary O'Leary:

I was disappointed to learn that a recent statement made on the floor of the House of Representatives implied that you are responsible for the cancellation of Enron's Dabhol Power Project. While we certainly are also disappointed in Chief Minister Joshi's recommendation to terminate the project, our review of his remarks to the State Assembly in no way references you or any efforts of the Department of Energy as a reason for the cancellation. In fact, the concerns you expressed about the impact of the project's cancellation were echoed by representatives of several other countries.

You have been a great friend and supporter of American businesses attempting to conduct business around the world and we applaud your leadership on the various trade missions conducted these past two years. These missions have had a positive effect on promoting U.S. projects in India and other countries.

For the record, Enron wants to refute any suggestions that your involvement in India has anything but a positive effect in promoting this project.

Thank you again for your support.

Sincerely,



ES



The Deputy Secretary of Energy

1000 Independence Avenue, S.W.
Washington, D.C. 20585
(202) 586-5500 • FAX (202) 586-0148

ES CENTRAL FILE COPY OLPMLAY FILE CODE: ES95-012929 ES95-013131
--

August 8, 1995

Mr. Ken Lay
Enron Corporation
1200 Smith
P.O. Box 1188
Houston, Texas 77032

Dear Ken:

I regret events in India. I hope you know we have tried to help.

I look forward to visiting with you when I return to Houston later this month.

Sincerely,

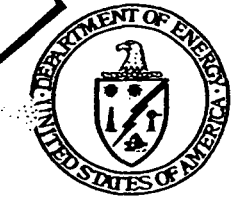
A handwritten signature in cursive script that reads "Bill".

Bill White



17
64

ES



The Deputy Secretary of Energy

1000 Independence Avenue, S.W.
Washington, D.C. 20585.
(202) 586-5500 • FAX (202) 586-0148

DLR/PAK/INDEX-ES95-013940

August 8, 1995

Mr. Richard D. Kinder
Enron Corporation
P.O. Box 1188
Houston, Texas 77251-1188

Dear Rich:

Thank you so much for your kind note to me dated July 31. Before I entered this job, I did not appreciate just how great an industry leader your firm actually is. Much regrets on the situation in India.

Sincerely,

A handwritten signature in cursive script that reads "Bill".

Bill White



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U.S. DEPARTMENT OF ENERGY
OFFICE OF THE EXECUTIVE SECRETARIAT
CORRESPONDENCE CONTROL TICKET

ROUTINE
ES NUMBER: ES95-014176
EXTERNAL

DATE OF DOC: 08/15/95 REC'D: 08/21/95 CONTROLLED: 08/21/95 DUE:

FROM: LAY, KEN L
ENRON CORP

TX O. NOTES AREA:

SUBJECT: APPRECIATES THE NOTE MR. BILL
SUMMARY: WHITE SENT CONCERNING THE
SITUATION IN INDIA

SOURCE: PUBLIC MAIL

DOCUMENT TYPE: LETTER

ADDRESSED TO: DEPUTY SECRETARY
FOR SIGNATURE OF:

ACTION TO: OFFICE OF THE SECRETARY
ACTION TYPE: Appropriate action
ACTION OFFICER: FARACE

CONCURRENCE COPIES TO:
INFORMATION COPIES TO: ES1 TEAM

CONCURRENCES COMPLETED:

REMARKS:

EXECUTIVE SECRETARIAT CONTACT: G Holloway

----- EXEC SEC INTERNAL USE -----

SUBJECT CROSS REF:
RELATED CODE/NUMBER:
ACCRS NUMBER:

SPECIAL INT. CODE:
SPECIAL INT. DATE:

FILE CODE: PMLAY-ES95014176

COMPLETION DATE: 08/21/95

INFORMATION GENERATED ON 08/21/95 AT 15:42

19

Kenneth L. Lay
Chairman and
Chief Executive Officer

P. O. Box 1188
Houston, Texas 77251-1188
(713) 853-6773
Fax: (713) 853-5313

August 15, 1995

Mr. Bill White
Deputy Secretary of Energy
1000 Independence Avenue, SW
Washington, DC 20585

Dear Bill:

Although I had the opportunity to speak to you briefly after your very eloquent remarks to the National Petroleum Council, I wanted to drop this note to let you know how impressed I have been with the job you have done as Deputy Secretary of Energy. In what was surely a very difficult situation, you have made a decided difference for our industry both domestically and internationally.

I also appreciate your note concerning the situation in India. We know how supportive the Department of Energy has been in our efforts there and are certainly most appreciative. Although the current situation is a bit of a mess, I still think there is some possibility of putting the project back together.

As I said in Washington, although I hate to see you leave your current position, we are glad to have you return to Houston and hopefully see more of you.

Sincerely,

Ken

js104

ES CENTRAL FILE COPY
PM LAY
FILE CODE: ES95-013930



THE SECRETARY OF ENERGY
WASHINGTON, D.C. 20585

August 28, 1995

Mr. Kenneth L. Lay
Chairman and Chief Executive Officer
Enron Corporation
Post Office Box 1188
Houston, TX 77251-1188

Dear Ken:

Thank you for your August 8 letter supporting the Department's efforts in behalf of Enron's Dabhol power project in India. We particularly appreciate your vote of confidence in the Department of Energy's efforts to support U.S. international business and the export of American technologies. It is gratifying to know that we are having an effect.

We will continue to work together to promote U.S. export activities. Your support is appreciated.

Sincerely,

A handwritten signature in cursive script that reads "Hazel R. O'Leary".

Hazel R. O'Leary



Printed on recycled paper

From: David PUMPHREY at po-03
8/28/97 12:36 PM

Priority: Normal

AIMEE CHRISTENSEN

DAWN SCHREPEL at ES

Subject: Bolivia Mtg invitees

----- Message Contents -----

For NRG the invitation should go to:

Robert McClenahan
Vice President for International Business Development
NRG Energy Inc.

Fax (nto his but can be used) 612-373-5430

For Dominion

Mort Egelsten (chk spl)
804-775-5876 (voice)

Egelsten



The Secretary of Energy
Washington, DC 20585

September 11, 1995

Mr. Terence Thorn
Senior Vice President
Government Affairs & Public Policy
Enron Corporation
P.O. Box 1188
1400 Smith Street
Houston, TX 77251-1188

Dear Mr. Thorn:

Looking back on the Clinton Administration Delegation on Sustainable Energy and Empowerment to South Africa, we can only begin to see the initial impact our mission had on both nations. Shaping policy, promoting trade, and learning firsthand of the opportunities and challenges that South Africa offers, we realized our shared vision of a democracy, prosperity and empowerment.

The Department of Energy's partnership with you and Enron Corporation allowed us to realize our key objectives for the mission — promote private investment; assist in capacity building; facilitate economic and environmental equity; and enhance the goals of the Gore-Mbeki Binational Commission. We returned with 26 private sector agreements with the potential of 2,000 new jobs, established training programs in the U.S. and South Africa, and established a framework for future collaboration in the regulatory and policy arenas.

Thank you for your professionalism, hard work and willingness to step beyond your organization's commercial interests to further our nation's strategic goals. As part of our continuing work, enclosed are the following documents:

- the trip report;
- a complete list of delegation members (government and business);
- a complete list of South African Summit participants;
- a final itinerary;
- trip photo; and
- copies of all government to government agreements.

Terry, it was my honor to work with you as we pursued the goal of strengthened kinship as set out by President Mandela and President Clinton last year. Congratulations on this success. We look forward to working with you as we deliver on our commitments.

Sincerely,

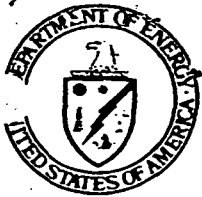
A handwritten signature in black ink that reads "Hazel R. O'Leary".

Hazel R. O'Leary



Printed on recycled paper

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The Secretary of Energy
Washington, DC 20585

ES CENTRAL FILE COPY
OLPM-KACHAMILA
FILE CODE: E595-019389

November 29, 1995

His Excellency John W. Kachamila
Minister of Mineral Resources and Energy
Republic of Mozambique
Rua Fernao De Magalhaes 34-1 Andar
Caixa Postal 2203
Maputa, Mozambique

Dear Mr. Minister:

Congratulations on signing the Heads of Agreement with the Enron Corporation on November 13, 1995. The people, the economy, and the environment of Mozambique will be well served by the development of the Pande Gas Project with the Enron Corporation. Natural gas is widely used in the United States, and we strongly encourage its use because of benefits to the environment and encouraging use of domestically available fuels.

We are pleased that a distinguished American company was selected to participate with the Government of the Republic of Mozambique in expanding the market for natural gas in southeastern Africa. This endeavor should trigger many commercial opportunities that will mutually benefit the economies of the United States, Mozambique, and the region.

Best wishes for a successful and prosperous venture.

Sincerely,

A handwritten signature in cursive script that reads "Hazel R. O'Leary".

Hazel R. O'Leary