

CURLY BACA

SUMMARY

Over 36 years of diversified energy project management, development and evaluation supported by management experience at all levels.

PROFESSIONAL EXPERIENCE

Curly Baca & Associates

9/2000 to date

Principal
Houston, TX

Provides independent consulting and advisory services to the energy industry concentrating on international power and natural gas project development. Currently on retainer for large Japanese trading company advising them on entering the LNG business in the US. Has worked with several small independent project developers both in the US, Latin America and Asia who are working on infrastructure projects both in the US and abroad.

ENRON CARIBBEAN

6/99-9/2000

Senior Advisor, Office of the Chairman
Enron Caribbean
Houston, TX

Provided advice and assisted on project development for power generation and natural gas pipelines in the Caribbean and Central America. Participated in a team that was developing a 500 MW with an LNG import terminal in the Dominican Republic. Led the successful and profitable deployment of nine used 30 MW power barges that were acquired from the Philippine government into an IPP project in Nigeria. While working on the barge project, which involved global efforts, analyzed the potential for development of an international emergency power business using power barges and decided not to pursue this business.

ENRON INTERNATIONAL

6/95-6/99

Senior Advisor, Office of the Chairman
Enron International
Houston, TX

Provide advice, counsel and assistance to the Chairman & CEO, the President and COO and Regional Managers on development opportunities in power, natural gas and infrastructure projects. Utilize extensive network of contacts to search for new opportunities and perform preliminary assessment as to their viability before transferring them to Regional Managers for further development. Was instrumental in "finding and winning" an IPP project in Guam and led the team which negotiated the necessary contracts. Assisted in the development of various projects in Asia and Latin America. Managed the development and termination of a 500 MW IPP in the State of Kerala in Southern India.

COASTAL POWER PRODUCTION COMPANY

7/94-4/95

Executive Vice-President
International Development
Houston, TX

Responsible for building a complete organization to develop independent power generation projects throughout the world. Organized, staffed and managed the organization with emphasis on the following regions of concentration, China, India, Europe & Mid-East, Southeast Asia. and Latin America. Had one project under construction in Central America, assisted in negotiations for the acquisition of an existing power plant in the Caribbean, commenced development of a project in China and started development efforts on at least one significant project in all regions.

ENRON DEVELOPMENT CORP.

1/93-7/94

Vice-President & Managing Director
Pacific Rim Development
Jakarta, Indonesia

Responsible for identification and development of power generation projects and natural gas pipelines and where possible to develop integrated projects

composed of gas field development, gas transmission, processing and power generation facilities on a build, own and operate basis. Conceived and

commenced development projects in Indonesia, Malaysia and Thailand. Two projects in Indonesia were developed to the point of Power Purchase Agreement negotiations. Additional responsibilities included the interaction with government officials in all countries and all other major energy companies, contractors,

engineering companies and to establish joint-venture partners for the projects. Established the office, hired the local staff and managed it for one and one-half years, with support out of Houston-based staff.

ENRON POWER CORP.

7/90-12/92

Vice-President
Business Development
Houston, TX

Charged with the responsibility of developing new private power generation projects and seeking acquisition opportunities around the world. Major accomplishments:

- Conducted bid evaluation and contract negotiations for site construction at 1725 MW cogeneration plant in Teesside, United Kingdom.
- Coordinated the development of a consortium proposal for a 900 MW independent power project in Portugal.
- Conducted extensive investigations for entering the private power business in Argentina. Participated in unsuccessful public tender for purchase of existing plants. Assisted in evaluation of these plants and the markets for both power and fuels. Worked extensively with government officials and local consultants.

- Prepared and submitted several proposals for new plants and the rehabilitation of existing plants in Panama.

- Conducted preliminary work with local joint-venture partner for a cogeneration project in Venezuela. Project was put on hold by government.

- Co-managed the development of a 110 MW barge-mounted diesel power project in Guatemala. Project was built on a "**Fast Track**" basis and is operating successfully.

- Was lead developer for a 105 MW diesel power "**Fast Track**" project in the Batangas Province Philippines. Project is Build, Operate and Transfer (BOT) with a ten year energy conversion agreement with the National Power Corporation and is operating successfully. This was the second private power project in the Philippines. The energy conversion agreement was negotiated in less than thirty days.

- Assisted in the negotiations for a second "**Fast Track**" BOT diesel project in Subic Bay. Philippines. Project is 110 MW and is operating successfully.

CURLY BACA & ASSOCIATES

1/88 7/90

Owner
Spring, TX

Provided independent professional consulting services in project development and marketing to the energy industry and government agencies. Some of the clients served and projects involved are:

- TXG Engineering, Subsidiary of Texas Gas Transmission, Owensboro, KY-Developed a strategic plan for their entry into the international engineering services business. Assisted in establishment of international marketing office and hiring of General Manager.

- Utility Fuels, Inc., Subsidiary of Houston Power & Light Houston, TX. Provided marketing assistance for coal industry training programs in Mexico. Company obtained one contract in Piedras Negras, Mexico area.
- U.S. Trade & Development Program, Washington. DC-Provided market surveys for Thailand energy projects and competitiveness of U.
- S. steel pipe manufacturing industry as suppliers for international gas pipeline projects.
- Sabine Gas Terminal Group, Houston, TX-Consortium composed of Enron Liquid Fuels, Texas Eastern Gas Products, and Amoco contracted us to market a Gulf Coast LPG terminal site.
- PHE Engineering Inc., Houston TX-Assisted in marketing engineering services to the petroleum and natural gas industry.

ENRON INTERNATIONAL

1982-1988

Director
International Business Development
Houston, TX

Responsible for conception, development, and evaluation of business opportunities for ENRON subsidiaries in foreign markets with concentration in the Pacific Rim, Latin America and the Caribbean. Significant accomplishments were:

- Conducted extensive market research and developed strategic plans for expanding ENRON'S international business in natural gas related industries.
- Conceived and initiated the successful development of a \$6.0 million USD import/export LPG terminal in Puerto Rico which continues to operate profitably.
- Negotiated a contract for training, operating and maintaining an onshore natural gas pipeline in Sabah, Malaysia. Managed the successful completion of the contracted activities.

- Negotiated and completed a jointly funded pre-feasibility study with the State of Terengganu, Malaysia to analyze the potential for a gas distribution project.
- Conducted extensive studies with Pertamina (government petroleum company), ESSO, and CONOCO on the potential development of a \$1.0 plus billion USD natural gas pipeline to transport gas from the Natuna gas field in offshore Indonesia.
- Conducted discussions and studies with the People's Republic of China relative to an onshore gas pipeline between Hainan Island and Hong Kong.
- Established a business development office in Singapore and conducted an assessment of business opportunities for ENRON subsidiaries in the Pacific Rim. As result of this effort, offices were opened in Singapore for LPG marketing and Hong Kong to conduct business in the petrochemical trade.
- Conducted a thorough analysis of entering the LPG distribution business in Thailand.

ENRON SUBSIDIARIES
(Northern Coal and Northern Natural Gas Co.)

1962-1982

Various Engineering and Management Positions

Started as Natural Gas Reservoir Engineer and worked as project manager for the development of data processing projects. Directed the development of projects to supplement natural gas supplies, which included investigating imported LNG, coal gasification and transporting Alaska natural gas to the lower 48 states. Was part of management team selected to establish a coal business and was responsible for the acquisitions and exploration department for this business.

EDUCATION

MBA, University of Nebraska, 1973
(Alpha Chi National Honor Society for Business)

BS, Petroleum and Natural Gas Engineering

Texas A & I University, 1962
(Sigma Tau Honor Society-Engineering)
Graduated Cum Laude

Fluent in Spanish and English