High Grade Credit Research — Americas

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Market Flash: Enron (Baa1/BBB+) (Stable/Stable) (Attractive)

Enron CEO Resigns; Chairman reassumes President and CEO role through 2005

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In a move that seemed to catch the market by surprise, Enron President and CEO, Jeff Skilling announced his resignation yesterday, citing personal reasons. Skilling has been a key leader in the rapid growth of Enron's wholesale energy business over the last decade and a vocal proponent of deregulating the natural gas and electric markets. While Enron has many talented and capable managers, we believe it may take some time to develop someone who is ready to take over the CEO role. In the meantime, Kenneth Lay will serve as the Chairman, President and CEO. As a result, we would expect little change in Enron's strategic direction or growth plans. The primary performance targets to monitor over the near-to-intermediate term are the sustainability of growth in Enron's wholesale services and energy services businesses and the implementation of Enron's planned asset optimization program.

On Tuesday, August 14th, Enron announced the voluntary resignation of its President and CEO, Jeff Skilling. Enron Chairman, Kenneth Lay will assume the President and CEO duties. Lay has been with Enron since its inception and previously held the President and CEO position from 1985 until February 2001. He extended his employment contract by 2 years until 2005 to allow for adequate time to develop a management succession plan.

Jeff Skilling, who joined Enron in 1990, has worked closely with Lay to develop Enron's wholesale energy business and the company's current business strategy. Skilling became President and COO in 1997, and assumed the CEO role from Lay in February 2001. His employment contract was through 2003. According to management on its conference call update, Skilling will not receive a severance package because of the voluntary nature of his departure from the firm. However, his contract does contain noncompete and non-solicitation provisions.

On a Tuesday afternoon conference call, Skilling described the resignation decision as a personal issue. Also, Lay and Skilling declared that the change is not related to any of the issues that have contributed to the negative pressure on Enron's common stock price this year including the California energy crisis, an unresolved power plant dispute in India, and the "melt-down" of the broadband market. Management also stressed that Enron does not plan to change its business strategy or focus.

Lay noted that Enron senior management positions will be filled internally. We think that Enron is a company that has developed a strong management team and unique corporate culture. The company has a practice of rotating up-and-coming managers through different management roles. As an example of its leadership team, Lay recognized some key executives in senior management positions (see list below), who have all been with the company for at least five years:

Dave Delainey Chairman & CEO, Enron Energy Services

Andy Fastow Executive VP & CFO

Mark Frevert Chairman & CEO, Enron Wholesale Services

Kevin Hannon Formerly COO of Broadband Services, now head of Enron International

Stan Horton Chairman & CEO, Enron Transportation Services

Lou Pai Chairman & CEO, Enron Xcelerator

Greg Whaley President & COO, Enron Wholesale Services

In terms of credit rating stability, Standard & Poor's released a comment that Enron's credit ratings will not be affected by the management change and that S&P recognized the company's depth of management talent and expects a "continuation of Enron's successful business model".



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BOSTON	1 617 556 5500
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BUENOS AIRES	54 11 4131 2700
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CHICAGO	1 312 750 3000
FRANKFURT	49 69 75 38 0
GENEVA	41 22 394 70 00
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ISTANBUL	90 212 278 2500

JOHANNESBURG	27 11 884 67 41
LONDON	.44 20 7888 8888
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