

# Plunkett's Energy Industry Almanac

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Complete profiles  
on the Energy Industry  
400 Companies, and  
the latest statistics  
and trends in:

- ▶ Major Oil Companies
- ▶ Electric and Gas Utilities
- ▶ Deregulation
- ▶ Alternative Energy
- ▶ Oil Field Services
- ▶ Pipelines
- ▶ Exploration and Production
- ▶ Refining and Retailing



By Jack W. Plunkett

Your complete reference source to all facets of the energy business.

## A Short Energy Glossary

**3-D Seismic Surveying:** An enhancement of seismic imaging from the standard 2-dimensional view to 3-dimensional view. Three-dimensional seismic images have greater resolution than previous two-dimensional images and help delineate oil and gas reservoirs hidden by complex faulting.

**4-D Seismic Surveying:** Adds the dimension of time to 3-D seismic.

**Alcohol:** The family name of a group of organic chemical compounds composed of carbon, hydrogen, and oxygen. The series of molecules vary in chain length and are composed of a hydrocarbon plus a hydroxyl group,  $\text{CH}(\text{CH}_2)_n\text{-OH}$ . Alcohol includes Methanol and Ethanol.

**Alternating Current (AC):** An electric current that reverses its direction at regularly recurring intervals, usually 50 or 60 times per second.

**Amorphous Silicon:** An alloy of silica and hydrogen, with a disordered, noncrystalline internal atomic arrangement, that can be deposited in thin-layers (a few micrometers in thickness) by a number of deposition methods to produce thin-film photovoltaic cells on glass, metal or plastic substrates.

**Anthracite Coal:** Anthracite, or hard coal, is the highest rank of economically usable coal. It is jet black with a high luster. The moisture content generally is less than 15%. It usually has a high fixed carbon and ash content and is low in volatile matter. It is a non-coking coal.

**API:** The American Petroleum Institute, a trade association.

**ARI:** Air-Conditioning and Refrigeration Institute

**Asphalt (Natural):** A natural mineral pitch, tar, or bitumen composed principally of hydrocarbons, a natural bituminous rock of dark colored comparatively hard and nonvolatile. Does not include asphalt, bitumen, tar, etc., derived from petroleum processing.

**Barrel (Petroleum):** A unit of volume equal to 42 U.S. gallons.

**Bbl:** One barrel (or 42 U.S. gallons) liquid volume.

**Bcf:** One billion cubic feet.

**Bcfe:** One billion cubic feet of natural gas equivalent.

**Biodiesel:** A renewable fuel synthesized from soy beans, other oil crops or animal tallow which can substitute for petroleum diesel fuel.

**Biomass:** Organic nonfossil material of biological origin constituting a renewable energy source.

**Bitumen:** A naturally occurring viscous mixture, mainly of hydrocarbons heavier than pentane, that may contain sulfur compounds and that, in its natural occurring viscous state, is not recoverable at a commercial rate through a well.

**Bituminous Coal:** Bituminous coal is the most common coal. It is dense, black, often with well-defined bands of bright and dull materials. Its moisture content usually is less than 20%. It is used for generating electricity, making coke, and space heating.

**Black Liquor:** A byproduct of the paper production process that can be used as a source of energy.

**Borehole:** A hole resulting from the drilling (boring) of a well.

**British Thermal Unit (Btu):** The quantity of heat needed to raise the temperature of 1 pound of water by 1 degree Fahrenheit at or near 39.2 degrees Fahrenheit.

**Butane:** A normally gaseous straight-chain or branch-chain hydrocarbon, ( $\text{C}_4\text{H}_{10}$ ). It is extracted from natural gas or refinery gas streams. It includes isobutane and normal butane.

**Capacity Factor:** The ratio of the electrical energy produced by a generating unit for the period of time considered to the electrical energy that could have been produced at continuous full-power operation during the same period.

**Casing:** A steel pipe with a large diameter which supports the walls or sides of the borehole to prevent them from caving in.

**Casinghead:** A fitting attached to the top of the casing in an oil or gas well which regulates the flow of oil or gas, allowing the pumping of oil from an oil well.

**Cast Silicon:** Crystalline silicon obtained by pouring pure molten silicon into a vertical mold and adjusting the temperature gradient along the mold volume during cooling to obtain slow, vertically-advancing crystallization of the silicon. The polycrystalline ingot thus formed is composed of large, relatively parallel, interlocking crystals. The cast ingots are sawed into wafers for further fabrication into photovoltaic cells. Cast-silicon wafers and ribbon-silicon sheets fabricated into cells are usually referred to as polycrystalline photovoltaic cells.

**Christmas Tree:** Located at the top of a casing of a flowing oil well; this is an intricate assemblage of pipe connections, gauges, fittings and valves/controls which control the flow of an oil well.

**Climate Change (Greenhouse Effect):** The increasing mean global surface temperature of the Earth caused by gases in the atmosphere (including carbon dioxide, methane, nitrous oxide, ozone and chlorofluorocarbons). The greenhouse effect allows solar radiation to penetrate the Earth's atmosphere but absorbs the infrared radiation returning to space.

**Coal:** A black or brownish-black solid, combustible substance formed by the partial decomposition of vegetable matter without access to air. The rank of coal, which includes anthracite, subanthracite, bituminous, sub-bituminous, and lignite, is based on fixed carbon, volatile matter, coking and coking properties, and heating value. Coal rank includes the progressive alteration, or coalification, from lignite to anthracite.

**Coke (Coal):** In general, coke is made from bituminous coal (or blends of bituminous coals) from which the volatile constituents are driven off by baking in an oven at temperatures as high as 2,000 degrees Fahrenheit, so that the fixed carbon and ash are fused together. Coke is hard and porous, has gray submetallic luster, and is strong enough to support a load of iron ore in a blast furnace. It is used both as a

fuel and a reducing agent in smelting iron ore in a blast furnace.

**Combined Cycle:** An electric generating technology in which electricity is produced from otherwise lost waste heat exiting from one or more gas (combustion) turbines. The exiting heat is routed to a conventional boiler or to a heat recovery steam generator for utilization by a steam turbine in the production of electricity. Such designs increase the efficiency of the electric generating unit.

**Condensate (Lease):** A liquid recovered from natural gas at the well or at small gas/oil separators in the field. Consists primarily of pentanes and heavier hydrocarbons. Also called field condensate. Does not include plant condensate.

**Condensate (Plant-Petroleum):** Mixture of hydrocarbons, mostly pentanes and heavier hydrocarbons, recovered at natural gas liquids processing plants.

**Conventional Thermal Electricity Generation:** Electricity generated by an electric power plant using coal, petroleum, or gas as its source of energy.

**Cooperative Electric Utility:** An electric utility legally established to be owned by and operated for the benefit of those using its services. The utility company will generate, transmit, and/or distribute supplies of electric energy to a specified area not being serviced by another utility.

**Crude Oil (including Lease Condensate):** A mixture of hydrocarbons that exists in a liquid form at atmospheric pressure after passing through surface separating facilities. Included are lease condensate and liquid hydrocarbons produced from tar sands, Gilsonite, and oil shale. Drip gases are also included, but topped crude oil (residual) and other unfinished oils are excluded. Liquids produced at natural gas processing plants and mixed with crude oil are likewise excluded where identifiable.

**Depletion (Economic):** The reduction in value of a mineral deposit as it is being depleted through production.

**Depletion (Physical):** The consumption of a mineral deposit by production of the mineral to the point that its deposits are no longer available.

**Deregulation:** See "Regulated Business."

**Direct Current (DC):** An electric current that flows in a constant direction. The magnitude of the current does not vary or has a slight variation.

**Distribution System:** The portion of an electric system that is dedicated to delivering electric energy to an end-user.

**Downstream:** The segment of the oil and gas business that refers to the secondary and final phases of the use of production from wells. That is, the post-well delivery of oil and gas through the pipeline to the refinery and processing plants and/or to the final customers. Downstream refers to the opposite of Upstream. (See "Upstream.")

**E & P:** Exploration and production. (See "Upstream.")

**Electric Power Industry:** The privately, publicly, federally and cooperatively owned electric utilities of the United States taken as a whole. Does not include special purpose electric facilities.

**Electric Power System:** An individual electric power entity.

**Electric Utility:** A corporation, person, agency, authority, or other legal entity or instrumentality that owns and/or operates facilities within the United States for the generation, transmission, distribution, or sale of electric energy primarily for use by the public.

**Emission:** The release or discharge of a substance into the environment; generally refers to the release of gases or particulates into the air.

**Energy Information Administration (EIA):** An independent agency within the U.S. Department of Energy that develops surveys, collects energy data, and does analytical and modeling analyses of energy issues.

**Energy:** The capacity for doing work as measured by the capability of doing work (potential energy) or the conversion of this capability to motion (kinetic energy). Most of the world's convertible energy comes from fossil fuels that are burned to produce heat that is then used as a transfer medium to

mechanical or other means in order to accomplish tasks.

**Exempt Wholesale Generator (EWG):** A nonutility electricity generator that is not a qualifying facility under the Public Utility Regulatory Policies Act of 1978.

**Exploratory Well:** A well drilled to find and produce oil and gas in an area previously considered unproductive, to find a new reservoir in a known field (i.e., one previously producing oil or gas in another reservoir), or to extend the limit of a known oil or gas reservoir.

**Federal Energy Regulatory Commission (FERC):** A quasi-independent regulatory agency within the Department of Energy having jurisdiction over interstate electricity sales, wholesale electricity rates, hydro-electric licensing, natural gas pricing, oil pipeline rates and gas pipeline certification.

**Federal Power Act:** Enacted in 1920, and amended in 1935. The Act regulates licensing of non-Federal hydroelectric projects, as well as the interstate transmission of electrical energy and rates for its sale as wholesale in interstate commerce.

**Federal Power Commission:** The predecessor agency of the FERC. Abolished when the Department of Energy was created.

**Flat Plate Pumped:** A medium-temperature solar thermal collector that typically consists of a metal frame, glazing, absorbers (usually metal) and insulation and that uses a pump liquid as the heat-transfer medium. Its predominant use is in water heating applications.

**Fossil Fuel:** Any naturally occurring organic fuel, such as petroleum, coal and natural gas.

**Frac:** See "Fracturing."

**Fracturing:** A procedure by which a fluid is pumped into a reservoir rock with great force which splits the rock apart. This is an attempt to increase the flow of oil or gas from a well.

**Fuel Cells:** One or more cells capable of generating an electrical current by converting the chemical energy of a fuel directly into electrical energy. Fuel cells differ from conventional electrical cells in that



the active materials such as fuel and oxygen are not contained within the cell but are supplied from outside.

**Fumarole:** A vent from which steam or gases issue; a geyser or spring that emits gases.

**Gas Turbine:** Consists typically of an axial-flow air compressor, one or more combustion chambers, where liquid or gaseous fuel is burned and the hot gases are passed to the turbine in which they expand to drive the generator and are then used to run the compressor.

**Gas Turbine Plant:** A plant in which the prime mover is a gas turbine.

**Gas Well:** A well completed for the production of natural gas from one or more gas zones or reservoirs. (Wells producing both crude oil and natural gas are classified as oil wells.)

**Gasohol:** A blend of finished motor gasoline containing alcohol (generally ethanol but sometimes methanol) at a concentration of 10% or less by volume. Data on gasohol that has at least 2.7% oxygen, by weight, and is intended for sale inside carbon monoxide nonattainment areas are included in data on oxygenated gasoline.

**Generating Unit:** Any combination of physically connected generators, reactors, boilers, combustion turbines or other prime movers operated together to produce electric power.

**Generation (Electricity):** The process of producing electric energy; also, the amount of electric energy produced, expressed in watthours (Wh).

**Geophysicist:** A person who applies the principles of physics to the principles of geology. See Chapter 4 for a more detailed description.

**Geothermal Electric Power Generation:** Electricity derived from heat found under the earth's surface. Within the earth, there are vast amounts of molten rock and metal, covered by succeeding layers of cooler material, up to the crust of the earth's surface. Underground rivers generate steam that is liberated in the form of geysers through fissures in the earth's surface.

**Geothermal Plant:** A plant in which the prime mover is a steam turbine. The turbine is driven either by steam produced from hot water or by natural steam that derives its energy from heat found in rocks or fluids at various depths beneath the surface of the earth. The energy is extracted by drilling and/or pumping.

**Global Warning:** An increase in the near-surface temperature of the Earth. Global warming has occurred in the distant past as the result of natural influences, but the term is most often used to refer to the warming predicted to occur as a result of increased anthropogenic emissions of greenhouse gases. (See "Climate Change.")

**Green Pricing:** In the case of renewable electricity, green pricing represents a market solution to the various problems associated with regulatory valuation of the nonmarket benefits of renewables. Green pricing programs allow electricity customers to express their willingness to pay for renewable energy development through direct payments on their monthly utility bills.

**Grid:** The layout of an electrical distribution system.

**Heat Pump:** A year-round heating and air-conditioning system employing a refrigeration cycle. In a refrigeration cycle, a refrigerant is compressed (as a liquid) and expanded (as a vapor) to absorb and reject heat. The heat pump transfers heat to a space to be heated during the winter period and by reversing the operation extracts (absorbs) heat from the same space to be cooled during the summer period. The refrigerant within the heat pump in the heating mode absorbs the heat to be supplied to the space to be heated from an outside medium (air, ground or ground water) and in the cooling mode absorbs heat from the space to be cooled which is then rejected to the outside medium.

**High-Temperature Collector:** A solar thermal collector designed to operate at a temperature of 180 degrees Fahrenheit or higher.

**Hot Dry Rock:** Heat energy residing in impermeable, crystalline rock. Hydraulic fracturing may be used to create permeability to enable circulation of water and removal of the heat.

**Hydraulic Fracturing:** Fracturing of rock at depth with fluid pressure. Hydraulic fracturing at depth

may be accomplished by pumping water into a well at very high pressures. Under natural conditions, vapor pressure may rise high enough to cause fracturing in a process known as hydrothermal brecciation.

**Hydrocarbons:** Organic compounds of hydrogen and carbon. Mixtures including various hydrocarbons include crude oil, natural gas, natural gas condensate and methane.

**Hydroelectric Energy:** The production of electricity from kinetic energy in flowing water.

**Hydroelectric Plant:** A plant in which the turbine generators are driven by falling water.

**Hydroelectric Power Generation:** Electricity generated by an electric power plant whose turbines are driven by falling water. It includes electric utility and industrial generation of hydroelectricity, unless otherwise specified. Generation is reported on a net basis, i.e., on the amount of electric energy generated after the electric energy consumed by station auxiliaries and the losses in the transformers that are considered integral parts of the station are deducted.

**Independent (Oil Company):** Any domestic oil company that is not one of the seven major international oil companies. In addition, it also refers to any U.S. oil company that is not part of the 18-20 largest integrated oil companies in the United States.

**Independent Power Producer:** A corporation, person, agency, authority, or other legal entity or instrumentality that owns electric generating capacity and is a wholesale electric producer without a designated franchised service area.

**Investor-Owned Electric Utility:** A class of utility that is investor owned and organized as a tax paying business.

**Jet Fuel (Kerosene-Type):** A quality kerosene product with an average gravity of 40.7 degrees API, and a 10% distillation temperature of 400 degrees Fahrenheit. A relatively low freezing-point distillate of the kerosene type; it is used primarily for commercial turbojet and turboprop aircraft engines.

**Jet Fuel (Naphtha-Type):** A fuel in the heavy naphtha boiling range with an average gravity of 52.8 degrees API and 20 to 90% distillation temperatures

of 290 degrees to 470 degrees Fahrenheit. This type of fuel is used for turbojet and turboprop aircraft engines, primarily by the military. Excludes ram-jet and petroleum rocket fuels.

**Joule:** The meter-kilogram-second unit of work or energy, equal to the work done by a force of one newton when its point of application moves through a distance of one meter in the direction of the force; equivalent to  $10^7$  and one-watt second.

**Kerosene:** Light hydrocarbon distillates in the 150 degrees to 280 degrees Centigrade (300 degrees to 550 degrees Fahrenheit) distillation range. Includes vaporizing oil for use in reciprocating engines (primarily tractors), lamp oil, and kerosene and heating oil.

**Kilowatt (kW):** One thousand watts.

**Kilowatthour (kWh):** One thousand watthours.

**Landman:** A person who negotiates the purchase of leases, generally an agent or an employee of an oil company.

**Lease (Oil and Gas):** The exclusive contractual right to explore for and develop minerals on a property owned by a mineral rights owner.

**Levelized Cost:** The present value of the total cost of building and operating a generating plant over its economic life, converted to equal annual payments. Costs are levelized in real dollars (i.e., adjusted to remove the impact of inflation).

**Lifting Costs:** Expenses related to lifting oil from a producing reservoir in a well up to the surface.

**Lignite:** Lignite, the lowest rank of coal, is a young coal. It is brownish-black in color and has high moisture content, sometimes as high as 45% and a high ash content. It tends to disintegrate when exposed to the weather. The heat content of lignite is one of the lower coals, usually less than 5700 Kcal/kg.

**Liquefied Natural Gas (LNG):** Conventional natural gas that is liquefied by reducing its temperature to minus 260 degrees Fahrenheit at atmospheric pressure. The volume of the LNG is 1/600 that of the gas in its vapor state.

**Liquefied Petroleum Gases (LPG):** Ethane, ethylene, propane, propylene, normal butane, butylene, and isobutane produced at refineries or natural gas processing plants, including plants that fractionate raw natural gas plant liquids.

**Liquefied Refinery Gases (LRG):** Liquefied petroleum fractionated from refinery or still gases. Through compression and/or refrigeration, they are retained in the liquid state. The reported categories are ethane/ethylene, propane/propylene, normal butane/butylene, and isobutane. Excludes still gas used for chemical or rubber manufacture, which is reported as petrochemical feedstock, and also excludes liquefied petroleum gases intended for blending into gasoline, which are reported as gasoline blending components.

**Liquid Collector:** A medium-temperature solar thermal collector, employed predominantly in water heating, which uses pumped liquid as the heat-transfer medium.

**Load (Electric):** The amount of electric power delivered or required at any specific point or points on a system. The requirement originates at the energy-consuming equipment of the consumers.

**Log, Logging:** A record of the activities related to the drilling and completion of oil and gas wells.

**Logging (Wireline):** The lowering of a sensing device into the borehole on the end of an electric cable, which then logs information about the borehole.

**Low-Temperature Collectors:** Metallic or nonmetallic solar thermal collectors that generally operate at temperatures below 110 degrees Fahrenheit and use pumped liquid or air as the heat transfer medium. They usually contain no glazing and no insulation, and they are often made of plastic or rubber, although some are made of metal.

**Lubricants (Greases):** Mixtures of lubricating oils that contain substances that reduce their ability to flow.

**Lubricants (Lubricating Oils):** Substances used to reduce friction between bearing surfaces. Petroleum lubricants may be produced either from distillates or residues. Other substances may be added to impart or improve certain required properties. "Lubricants"

include all grades of lubricating oils from spindle oil to cylinder oil and those used in greases.

**Major Oil Company:** Traditionally refers to the large integrated international companies such as British Petroleum, Exxon, Mobil and Texaco.

**Mcf:** One thousand cubic feet.

**Medium-Temperature Collectors:** Solar thermal collectors designed to operate in the temperature range of 140 degrees to 180 degrees Fahrenheit, but that can also operate at a temperature as low as 110 degrees Fahrenheit. The collector typically consists of a metal frame, metal absorption panels with integral flow channels (attached tubing for liquid collectors or integral ducting for air collectors), and glazing and insulation on the sides and back.

**Megawatt (MW):** One million watts.

**Megawatthour (MWh):** One million watt hours.

**Metallurgical Coke:** A strong, hard coke produced mainly for use in the iron and steel industry, where it serves as a chemical agent and source of energy. It is used mainly in blast furnaces to absorb the oxygen contained in iron oxides and provide energy for smelting. A portion of its potential energy is captured in the gases generated in the smelting process, then recycled in the form of blast furnace gas to provide additional energy inside or outside the smelting process. Metallurgical coke is also used to some extent as a domestic fuel and as raw material for the manufacture of gas.

**Methane:** A colorless, flammable, odorless hydrocarbon gas ( $\text{CH}_4$ ), which is the major component of natural gas. It is also an important source of hydrogen in various industrial processes.

**Methanol:** A light, volatile alcohol ( $\text{CH}_3\text{OH}$ ) eligible for motor gasoline blending.

**Mineral Interest (Mineral Rights):** The right of ownership to gas, oil, or other minerals as they naturally occur at or below a tract of land.

**Mbbl:** One thousand barrels.

**Mcfe:** One thousand cubic feet of natural gas equivalents using the ratio of six Mcf of natural gas

to one Bbl of crude oil, condensate and natural gas liquids.

**Mmbtu:** One million British thermal units.

**Mmcf:** One million cubic feet.

**Mmcfe:** Million cubic feet of natural gas equivalent.

**Mud (Drilling Mud):** A fluid mixture of clays, chemicals and weighting materials that are suspended in fresh water, salt water or diesel oil. Mud cools and lubricates a drill bit, carries small chips of rock to the surface, and maintains the required pressure at the bottom of the hole.

**Natural Gas:** A mixture of hydrocarbon compounds, primarily methane and small quantities of various nonhydrocarbons existing in a gaseous phase or in solution with crude in natural underground reservoirs at reservoir conditions.

**Net Generation:** Gross generation minus plant use from all electric utility owned plants. The energy required for pumping at a pumped-storage plant is regarded as plant use and must be deducted from the gross generation.

**Net Summer Capability:** The steady hourly output, which generating equipment is expected to supply to system load exclusive of auxiliary power, as demonstrated by tests at the time of summer peak demand.

**Non-regulated Business:** See "Regulated Business."

**Nonutility Power Producer:** A corporation, person, agency, authority or other legal entity or instrumentality that owns electric generating capacity and is not an electric utility.

**Nuclear Electric Power Generation:** Electricity generated by nuclear reactors of various types such as heavy water, light water, and boiling water. Generation is reported on a net basis and excludes energy that is generally used by the electric power plant for its own operating purposes and not for commercial use.

**Nuclear Fuel:** Fissionable materials that have been enriched to such a composition that, when placed in a nuclear reactor, will support a self-sustaining fission

chain reaction, producing heat in a controlled manner for process use.

**Nuclear Power Plant:** A facility in which heat produced in a reactor by the fissioning of nuclear fuel is used to drive a steam turbine.

**Nuclear Reactor:** An apparatus in which the nuclear fission chain can be initiated, maintained and controlled so that energy is released at a specific rate.

**Octane Rating:** A number used to indicate motor gasoline's antiknock performance in motor vehicle engines. The two recognized laboratory engine test methods for determining the antiknock rating, i.e., octane rating, of gasoline are the Research method and the Motor method. To provide a single number as guidance to the customer, the antiknock index  $(R + M)/2$ , which is the average of the Research and Motor octane numbers, was developed.

**Ohm:** The unit of measurement of electrical resistance. The resistance of a circuit in which a potential difference of one volt produces a current of one ampere.

**Organization of Petroleum Exporting Countries (OPEC):** Current members are Algeria, Indonesia, Iran, Iraq, Kuwait, Libya, Nigeria, Qatar, Saudi Arabia, United Arab Emirates, and Venezuela. (Ecuador withdrew from OPEC on December 31, 1992 and Gabon withdrew on December 31, 1994.)

**Ozone:** A molecule made up of three atoms of oxygen. It occurs naturally in the stratosphere and provides a protective layer shielding the Earth from harmful ultraviolet radiation. In the troposphere, it is a chemical oxidant, a greenhouse gas and a major component of photochemical smog.

**Ozone-Depleting Substance:** Gases containing chlorine that are being controlled because they deplete ozone. They are thought to have some indeterminate impact on greenhouse gases.

**Paraffin (Oil):** A light-colored, wax-free oil obtained by pressing paraffin distillate.

**Passive Solar:** A system in which solar energy alone is used for the transfer of thermal energy. Pumps, blowers or other heat transfer devices that use energy other than solar are not used.



**Peak Watt:** A manufacturer's unit indicating the amount of power a photovoltaic cell or module will produce at standard test conditions (normally 1,000 watts per square meter and 25 degrees Celsius).

**Petrochemical Feedstocks:** Products from petroleum refineries and natural gas liquids processing plants to be processed further at a petrochemical plant. Includes products primarily in the naphtha range, still gas (refinery gas), and liquefied gases for petrochemical use.

**Petroleum Products:** Products obtained from the processing of crude oil, unfinished oils, natural gas liquids, and other miscellaneous hydrocarbon compounds. Includes aviation gasoline, motor gasoline, naphtha-type jet fuel, kerosene-type jet fuel, kerosene, distillate fuel oil, residual fuel oil, ethane, liquefied petroleum gases, petrochemical feedstocks, special naphthas, lubricants, paraffin wax, petroleum coke, asphalt and road oil, still gas, and other miscellaneous products.

**Petroleum Stocks:** Primary stocks of crude oil and petroleum products held in storage at (or in) leases, refineries, natural gas processing plants, pipelines, tankfarms, and bulk terminals that can store at least 50,000 barrels of petroleum products or that can receive petroleum products by tanker, barge or pipeline.

**Petroleum:** A generic term applied to oil and oil products in all forms, such as crude oil, lease condensate, unfinished oils, refined petroleum products, natural gas plants and liquids, and nonhydrocarbon compounds blended into finished petroleum products.

**Photovoltaic (PV) Cell:** An electronic device consisting of layers of semiconductor materials fabricated to form a junction (adjacent layers of materials with different electronic characteristics) and electrical contacts, and being capable of converting incident light directly into electricity (direct current).

**Photovoltaic (PV) Module:** An integrated assembly of interconnected photovoltaic cells designed to deliver a selected level of working voltage and current at its output terminals, packaged for protection against environment degradation, and suited for incorporation in photovoltaic power systems.

**Pipeline, Natural Gas:** A continuous pipe conduit, complete with such equipment as valves, compressor stations, communications systems and meters, for transporting natural gas and/or supplemental gaseous fuels from one point to another, usually from a point in or beyond the producing field or processing plant to another pipeline or to points of utilization. Also refers to a company operating such facilities.

**Pipeline, Petroleum:** Crude oil and product pipelines (including interstate, intrastate and intracompany pipelines) used to transport crude oil and petroleum products, respectively, within the 50 States and the District of Columbia.

**Power (Electrical):** The rate at which energy is transferred. An electric measurement unit of power called a volt-ampere is equal to the product of one volt and one ampere. This is equivalent to one watt for a direct current system and a unit of apparent power is separated into real and reactive power. Real power is the work-producing part of apparent power that measures the rate of supply of energy and is denoted as Kilowatts.

**Primary Recovery:** The production of oil under natural occurrences. Oil flows from a reservoir into the well under natural conditions. (First phase in oil production.)

**Prime Mover:** The motive force that drives an electric generator.

**Propane:** A normally gaseous straight-chain hydrocarbon ( $C_3H_8$ ). It is a colorless paraffinic gas that boils at a temperature of  $-43.67$  degrees Fahrenheit. It is extracted from natural gas or refinery gas streams.

**Prospect:** The hypothetical location of naturally occurring, commercially exploitable oil and gas at a clearly defined underground location.

**Proved Reserves of Crude Oil:** Proved reserves of crude oil are the estimated quantities of all liquids defined as crude oil, which geological and engineering data demonstrate with reasonable certainty to be recoverable in future years from known reservoirs under existing economic and operating conditions.

**Proved Reserves of Natural Gas:** Proved reserves of natural gas are the estimated quantities which

analysis of geological and engineering data demonstrate with reasonable certainty to be recoverable in future years from known reservoirs under existing economic and operating conditions.

**Public Utility District (PUB):** Municipal corporations organized to provide electric service to both incorporated cities and towns and unincorporated rural areas. Public utility districts operate in six states.

**Public Utility:** Enterprise providing essential public services such as electric, gas, telephone, water, and sewer, under legally established monopoly conditions.

**Public Utility Regulatory Policies Act of 1978 (PURPA):** One part of the National Energy Act, PURPA contains measures designed to encourage the conservation of energy, more efficient use of resources and equitable rates. Principal among these were suggested retail rate reforms and new incentives for production of electricity by cogenerators and users of renewable resources.

**Publicly Owned Electric Utility:** A class of ownership found in the electric power industry. This group includes those utilities operated by municipalities, and state and federal power agencies.

**Qualifying Facility (QF):** A cogeneration or small power production facility that meets certain ownership, operating and efficiency criteria established by the Federal Energy Regulatory Commission (FERC) pursuant to the Public Utility Regulatory Policies Act of 1978 (PURPA).

**Rate Base:** The value of property upon which a utility is permitted to earn a specified rate of return as established by a regulatory authority. The rate base generally represents the value of property used by the utility in providing service.

**Ratemaking Authority:** A utility commission's legal authority to fix, modify, approve, or disapprove rates, as determined by the powers given to the commission by a state or federal legislature.

**Refinery (Petroleum):** An installation that manufacturers finished petroleum products from crude oil, unfinished oils, natural gas liquids, other hydrocarbons and alcohol.

**Refuse-Derived Fuel (RDF):** Fuel processed from municipal solid waste that can be in shredded, fluff or densified pellet forms.

**Regulated Business (Utility Companies):** The business of providing natural gas or electric service to customers under regulations and at prices set by government regulatory agencies. Generally, utilities have been required to operate at set prices by and profit ratios because they have been granted monopoly or near-monopoly status to serve a given geographic market. Under deregulation, utility companies are being granted greater flexibility to set prices and to enter new geographic markets. At the same time, consumers are being granted greater flexibility to set prices and to enter new geographic markets, and the right to choose from among several different utilities providers. This is similar to the deregulation that has taken place in the long-distance telephone market in recent years. Meanwhile, most utility companies have sought new avenues for profits by entering non-regulated businesses. For example, many of them sell air-conditioning equipment, provide financial services, have entered telecommunications fields, or sell energy-related expertise in the form of energy management services.

**Renewable Energy Resources:** Energy resources that are naturally replenishing but flow-limited. They are virtually inexhaustible in duration but limited in the amount of energy that is available per unit of time. Renewable energy resources include: biomass, hydro, geothermal, solar, wind, ocean thermal, wave action and tidal action.

**Reserves:** The current inventory of oil or gas in a reservoir at a well, property or an entire field. Described as barrels of oil or MCF (thousands of cubic feet) of gas.

**Reservoir:** Any porous rock containing appreciable hydrocarbons.

**Royalty:** A specified percentage of the oil and gas produced at a property to which the property owner is entitled without bearing the costs of such production.

**Rural Electrification Administration (REA):** A lending agency of the U.S. Department of Agriculture, the REA makes self-liquidation loans to qualified borrowers to finance electric and telephone service to rural areas. The REA also finances the construction and operation of generating plants,

electric transmission and distribution lines, or systems for the furnishing of initial and continued adequate electric services to persons in rural areas not receiving central station service.

**Secondary Recovery:** The second phase of oil production. Involves activities to re-pressurize the reservoir to recover more of the remaining oil.

**Seismic Surveying:** The recording of echos reflected to the surface from pulses of sound sent down into the earth.

**Silicon:** A semiconductor material made from silica, purified for photovoltaic applications.

**Single Crystal Silicon (Czochralski):** An extremely pure form of crystalline silicon produced by the Czochralski method of dipping a single crystal seed into a pool of molten silicon under high vacuum conditions and slowly withdrawing a solidifying single crystal boule rod of silicon. The boule is sawed into thin wafers and fabricated into single-crystal photovoltaic cells.

**Small Power Producer:** Under the Public Utility Regulatory Policies Act, a small power producer generates electricity by using renewable energy (wood, waste, conventional hydroelectric, wind, solar and geothermal) as a primary energy source. Fossil fuels can be used, but renewable resources must provide at least 75% of the total energy input. (See “Nonutility Power Producer.”)

**Solar Energy:** Energy produced from the sun’s radiation.

**Solar Thermal Collector:** A device designed to receive solar radiation and convert it into thermal energy. Normally, a solar thermal collector includes a frame, glazing and an absorber, together with the appropriate insulation. The heat collected by the solar thermal collector may be used immediately or stored for later use.

**Spot Price:** The price for a one-time market transaction for immediate delivery of the specific location where the commodity is purchased “on the spot” at current market rates.

**Steam-Electric Plant (Conventional):** A plant in which the prime mover is a steam turbine. The steam

used to drive the turbine is produced in a boiler where fossil fuels are burned.

**Stripper Oil Well:** Produces no more than 10 barrels of oil per day.

**Substation:** Facility equipment that switches, changes or regulates electric voltage.

**Switching Station:** Facility equipment used to tie together two or more electric circuits through switches. The switches are selectively arranged to permit a circuit to be disconnected, or to change the electric connection between the circuits.

**System (Electric):** Physically connected generation, transmission and distribution facilities operated as an integrated unit under one central management, or operating supervision.

**Take-or-Pay Contract:** An agreement (generally long-term) by which a gas purchaser (such as a pipeline transmission company) agrees to purchase (take) a minimum annual amount of gas from the producer, or pays the producer for the minimum amount, even if no gas is physically purchased.

**Transformer:** An electrical device for changing the voltage of an alternating current.

**Transmission System (Electric):** An interconnected group of electric transmission lines and associated equipment for moving or transferring electric energy in bulk between points of supply and points at which it is transformed for delivery over the distribution system lines to consumers, or it is delivered to other electric systems.

**Transmission:** The movement or transfer of electric energy over an interconnected group of lines and associated equipment between points of supply and points at which it is transformed for delivery to consumers, or it is delivered to other electric systems. Transmission is considered to end when the energy is transformed for distribution to the consumer.

**Turbine:** A machine for generating rotary mechanical power from the energy of a stream of fluid (such as water, steam, or hot gas). Turbines convert the kinetic energy of fluids to mechanical energy through the principles of impulse and reaction, or a mixture of the two.

**Unfinished Oils:** Includes all oils requiring further processing, except those requiring only mechanical blending.

**Upstream:** The segment of the oil and gas exploration and production business that refers to the initial phases of a well and its production. That is, finding a prospect, drilling, producing and maintaining the well. Upstream refers to the opposite of Downstream. (See “Downstream.”)

**Uranium:** A heavy, naturally radioactive, metallic element (atomic number 92). Its two principally occurring isotopes are uranium-235 and uranium-238. Uranium-235 is indispensable to the nuclear industry, because it is the only isotope existing in nature to any appreciable extent that is fissionable by thermal neutrons. Uranium-238 is also important, because it absorbs neutrons to produce a radioactive isotope that subsequently decays to plutonium-239, an isotope that also is fissionable by thermal neutrons.

**Waste Energy:** Garbage, bagasse, sewerage gas and other industrial, agricultural and urban refuse used to generate electricity.

**Watt (Electric):** The electrical unit of power. The rate of energy transfer equivalent to one ampere flowing under a pressure of one volt at unity power factor.

**Watt (Thermal):** A unit of power in the metric system, expressed in terms of energy per second, equal to the work done at a rate of 1 joule per second.

**Watthour (Wh):** An electrical energy unit of measure equal to one watt of power supplied to, or taken from, an electric circuit steadily for one hour.

**Well:** A hole drilled in the Earth for the purpose of finding or producing crude oil or natural gas; or providing services related to the production of crude oil or natural gas. Wells are classified as oil wells, gas wells, dry holes, stratigraphic test wells or service wells. The latter two types of wells are counted for Federal Reporting System data reporting. Oil wells, gas wells and dry holes are classified as exploratory wells or development wells. Exploratory wells are subclassified as new-pool wildcats, deeper-pool tests, shallow-pool tests and outpost (extension) tests. Well classifications reflect the status of wells after drilling has been completed.

**Well Servicing Unit:** Truck-mounted equipment generally used for downhole services after a well is drilled. Services include well completions and recompletions, maintenance, repairs, workovers and well plugging and abandonments. Jobs range from minor operations, such as pulling the rods and rod pumps out of an oil well, to major workovers, such as milling out and repairing collapsed casing. Well depth and characteristics determine the type of equipment used.

**Wheeling Service:** The movement of electricity from one system to another over transmission facilities of intervening systems. Wheeling service contracts can be established between two or more systems.

**Wildcat:** An exploration well. Usually drilled to a reservoir from which no oil or gas has been produced previously.

**Working Interest:** An interest resulting from an oil and gas lease, by which the working-interest owner is entitled to a certain percentage of revenues from production. For example: A 100% working interest entitles the working-interest owner to exclusively explore for oil and gas in a tract of land, while also paying 100% of the cost of oil or gas production.



# INTRODUCTION

PLUNKETT'S ENERGY INDUSTRY ALMANAC 2002-2003 is the second edition of our guide to the energy field, designed to be used as a general source for researchers of all types.

For purposes of this book, we combine all facets of petroleum, natural gas, electricity, utility companies and alternative energy sources in one volume.

The data and areas of interest covered are intentionally broad, ranging from the various aspects of the American energy industry, to emerging technologies, to an in-depth look at the 400 major for-profit firms within the many fields that make up the energy business.

PLUNKETT'S ENERGY INDUSTRY ALMANAC is designed to be a general source for researchers. It is especially intended to assist with market research, strategic planning, employment searches, contact or prospect list creation (be sure to see the export capabilities of the accompanying CD-ROM that is available to book and ebook buyers) and financial research, and as a data resource for executives and students of all types.

PLUNKETT'S ENERGY INDUSTRY ALMANAC takes a rounded approach for the general researcher or student. This book presents a complete overview of the major components of the energy industry (see "How To Use This Book"). For example, the impact

of deregulation of American electric utilities is discussed in exacting detail, along with easy-to-use tables on all facets of energy in general, from energy production and consumption statistics to names and descriptions of the divisions and affiliates of the major firms within this industry.

THE ENERGY 400 is our unique grouping of the biggest, most successful corporations in all segments of the energy industry. Tens of thousands of pieces of information, gathered from a wide variety of sources, have been researched and are presented in a unique form that can be easily understood. This section includes thorough indexes to THE ENERGY 400, by geography, industry, brand names, subsidiary names and other topics.

Especially helpful is the way in which PLUNKETT'S ENERGY INDUSTRY ALMANAC enables readers to readily compare the financial records and growth plans of energy companies and major industry groups. You will see the mid-term financial record of each firm, along with the impact of earnings, sales, and strategic plans on each company's potential to fuel growth, create new technologies and provide investment and employment opportunities.

No other source provides this book's easy-to-understand comparisons of growth, expenditures, technologies, imports/exports, corporations, research and many other items of great importance to people

of all types who may be studying energy, one of the most challenging and interesting industries in the world today.

By scanning the data groups and unique indexes, you can find the best information to fit your personal research needs. The best, major companies in energy are ranked, using different groups of specific criteria. Which companies are the biggest employers? Which company earns the highest profits? All of these things and more are easy for the reader to find.

This book's job is to help you sort through easy-to-understand summaries of today's energy products, services and trends in a quick and effective manner.

Whatever your purpose for researching the energy field, you will find this book to be a valuable guide. Nonetheless, as is true with all resources, this volume has limitations that the reader should be aware of:

- Financial data and other corporate information can change quickly. A book of this type can be no more current than the data that was available as of the time of editing. Consequently, the financial picture, management and ownership of the firm(s) you are studying may have changed since the date of this book. For example, this almanac includes the most up-to-date sales figures and profits available to the editors as of mid 2001. That means that we have typically used financial data for December 31, 2000, or for a fiscal year that ended during early 2001.
- Corporate mergers, acquisitions and downsizing are occurring at a very rapid rate. Such events may have created significant change, subsequent to the publishing of this book, within a company you are studying.
- Some of the companies profiled are so large in scope and in variety of business endeavors conducted within a parent organization that we have been unable to completely list all subsidiaries, affiliations, divisions and activities within a firm's corporate structure.
- This volume is intended to be a general guide. That means that researchers should look to this book for an overview, and, when conducting in-depth research, should contact the specific corporations or industry associations in question

for the very latest changes and data. Where possible, we have listed contact names, toll-free telephone numbers and World Wide Web site addresses for the companies, government agencies and industry associations involved, so that the reader may get further details without unnecessary delay.

- We have used exhaustive efforts to locate, and fairly present, accurate and complete data. However, when using this book or any other source for business and industry information, the reader should use caution and due diligence by conducting further research where it seems appropriate. We wish you success in your endeavors, and we trust that your experience with this book will be both satisfactory and productive.

Jack W. Plunkett  
Houston, Texas  
September, 2001, May, 2002

# HOW TO USE THIS BOOK

The two primary sections of this book are devoted first to the Energy industry as a whole, and then to the “Individual Data Listings” for THE ENERGY 400. If time permits, you should begin your research in the front chapters of this book. Also, you will find lengthy indexes in Chapter 5 and in the back of the book.

## **THE ENERGY INDUSTRY**

**Chapter 1: Major Trends Affecting the Energy Industry.** This chapter presents an encapsulated view of the major trends that are creating rapid changes in the Energy industry today.

**Chapter 2: Energy Industry Overview.** This chapter reviews recent energy production and consumption, and provides basic U.S. energy statistics in global and domestic markets.

**Chapter 3: Energy Industry Statistics.** This chapter contains extensive data in table form on energy production, consumption, market prices and reserves. For a complete list, see the “List of Major Tables” in the Table of Contents.

**Chapter 4: Energy Industry Contacts.** This chapter provides web sites, addresses, and telephone numbers of numerous organizations and sources for additional research.

## **THE ENERGY 400**

### **Chapter 5: THE ENERGY 400: Who They Are and How They Were Chosen.**

The companies profiled and compared in this book (the actual count is 395) were carefully selected from all Energy industries, on a nationwide basis. (Several major non-U.S. firms have also been included.) For a complete description, see Chapter 5: “THE ENERGY 400.”

#### **Individual Profiles:**

Look at one of the companies in THE ENERGY 400’s Individual Data Listings. You’ll find the following information fields:

#### **Company Name:**

The company profiles are in alphabetical order by company name. If you don’t find the company you are seeking, it may be a subsidiary or division of one of the firms covered in this book. Try looking it up in the Index by Subsidiaries, Brand Names, and Selected Affiliations in the back of the book.

#### **Ranks:**

**Industry Group Code:** An NAIC code used to group companies within like segments. (NAIC is the system that was recently developed to replace the old SIC codes. A complete list of codes allocated to companies profiled in this book is included at the beginning of Chapter 5.)

**Ranks Within This Company’s Industry Group:** Ranks, within this firm’s segment only, for annual sales and annual profits.

**Business Activities:**

A grid arranged into major industry categories, and sub-categories. A “Y” indicates that the firm operates within the sub-category. A complete index by industry is in Chapter 5.

**Types of Business:**

A listing of descriptions of the types of business specialties conducted by the firm.

**Brands/Divisions/Affiliations:**

Major brand names, operating divisions or subsidiaries of the firm, as well as major corporate affiliations – such as another firm that owns a significant portion of the stock. A complete Index by Subsidiaries, Brand Names, and Selected Affiliations is in the back of the book.

**Contacts:**

The names and titles of up to 24 top officers and executives of the company are listed.

**Address:**

The firm’s full headquarters address and telephone number, plus toll-free and fax numbers where available. Also provided are web site addresses.

**Financials:**

Annual Sales (2000 or the latest fiscal year available to the editors, plus up to four previous years): These are stated in thousands of dollars (add three zeros if you want the full number). This figure represents consolidated worldwide sales from all operations. 2000 figures may be estimates or may be for only part of the year—partial year figures are appropriately footnoted. (Also, you may want to see the Rankings Within Industry Group table at the beginning of Chapter 5.)

Annual Profits (2000 or the latest fiscal year available to the editors, plus up to four previous years): These are stated in thousands of dollars (add three zeros if you want the full number). This figure represents consolidated, after-tax net profit from all operations, generally before non-recurring items. 2000 figures may be estimates or may be for only part of the year—partial year figures are appropriately footnoted.

Total Number of Employees: The approximate total number of employees, worldwide, as of the beginning of 2001 (or the latest data available to the editors).

**Apparent Salaries/Benefits:**

Due to wide variations in the manner in which corporations report benefits to the U.S. Government’s regulatory bodies, not all plans will have been uncovered during our effort to research this data. Also, the availability of such plans to employees will

vary according to the qualifications that employees must meet to become eligible. For example, some benefit plans may be available only to salaried workers – others only to employees who work more than 1,000 hours yearly. Benefits that are available to employees of the main or parent company may not be available to employees of the subsidiaries.

A “Y” in appropriate fields indicates “Yes.”

NOTE: Generally, employees covered by wealth-building benefit plans do not fully own (“vest in”) funds contributed on their behalf by the employer until as many as five years of service with that employer have passed.

Pension Plan: The firm offers a pension plan to qualified employees. The type and generosity of these plans vary widely from firm to firm. Caution: Some employers refer to plans as “retirement plans” when they are actually 401(k) savings plans. True “pension” plans are rarely offered.

ESOP Stock Plan (Employees’ Stock Ownership Plan): This plan is gaining in popularity. Typically, the plan borrows money from a bank and uses those funds to purchase a large block of the corporation’s stock. The corporation makes contributions to the plan over a period of time, and the stock purchase loan is eventually paid off. The value of the plan grows significantly as long as the market price of the stock holds up. Qualified employees are allocated a share of the plan based on their length of service and their level of salary.

Savings Plan, 401(k): Under this type of plan, employees make a tax-deferred deposit into an account. In the best plans, the company makes annual matching donations to the employees’ accounts, typically in some proportion to deposits made by the employees themselves. A good plan will match one-half of employee deposits of up to six percent of wages. In other words, an employee earning \$30,000 yearly might deposit \$1,800 (6%) into the plan. The company might match one-half of the employee’s deposit, or \$900. The plan grows on a tax-deferred basis, similar to an IRA. A very generous plan will match 100% of employee deposits. However, some plans do not call for the employer to make a matching deposit at all. Other plans call for a matching contribution to be made at the discretion of the firm’s board of directors. Actual terms of these plans vary widely from firm to firm. Generally, these savings plans will allow employees to deposit as much as 15% of salary into the plan on a tax-deferred basis. However, the portion that the company uses to



calculate its matching deposit is generally limited to a maximum of 6%.

**Stock Purchase Plan:** Qualified employees may purchase the company's common stock at a price below its market value under a specific plan.

Typically, the employee is limited to investing a small percentage of wages in this plan. These plans usually offer a 15% discount, but the discount may range from 5 to 15%. Some of these plans allow for deposits to be made through regular monthly payroll deductions.

**Profit Sharing:** Qualified employees are awarded an annual amount equal to some portion of a company's profits. In a very generous plan, the pool of money awarded to employees would be 15% of profits. Typically, this money is deposited into a long-term retirement account. Caution: Some employers refer to plans as "profit sharing" when they are actually 401(k) savings plans. True profit sharing plans are rarely offered.

**Highest Executive Salary:** The highest executive salary paid, typically a 2000 amount (or the latest year available to the editors) and typically paid to the Chief Executive Officer.

**Highest Executive Bonus:** The apparent bonus, if any, paid to the above person.

**Second Highest Executive Salary:** The next-highest executive salary paid, typically a 2000 amount (or the latest year available to the editors) and typically paid to the President or Chief Operating Officer.

**Second Highest Executive Bonus:** The apparent bonus, if any, paid to the above person.

**Competitive Advantage:**

A brief statement regarding an outstanding feature that gives the firm an edge in the marketplace.

**Other Thoughts:**

A "Y" in appropriate fields indicates "Yes."

**Stock Ticker:** When available, the unique stock market symbol used to identify this firm's common stock for trading and tracking purposes.

**Apparent Women Officers or Directors:** It's difficult to obtain this information on an exact basis, and employers generally do not disclose the data in a public way. However, we have indicated what our best efforts reveal to be the apparent number of women who are either in the posts of corporate officers, or who sit on the board of directors. There is a wide variance from company to company.

**Hot Spot for Advancement for Women/ Minorities:** These are firms that either have posted a far above-average number of women and/or minorities to high posts, or that have a good record of

going out of their way to recruit, train, promote and retain women or minorities in top jobs. (See the Index of Hot Spots For Women and Minorities in the back of the book.)

**Growth Plans/ Special Features:**

Listed here are observations regarding the firm's reputation, hiring plans, plans for growth and product development, along with general information regarding a company's business and prospects.

**Locations:**

Primary locations outside of the headquarters, categorized by regions of the United States and by international locations. A "Y" in the appropriate field indicates "Yes." A complete index by locations is in this chapter.

**Appendix:**

**Comparative Energy Data for Selected Nations.**



# Chapter 1

## MAJOR TRENDS AFFECTING THE ENERGY INDUSTRY

Ever since Colonel Drake drilled the first true oil well in the state of Pennsylvania in 1859, the ability of oil and natural gas to power electric generation plants, transportation and industry has created both immense economic advances and significant controversy. Many times it has been assumed that the world would quickly run out of oil. In 1939, and again in 1951, the U.S. Department of the Interior warned that all of the world's oil reserves totaled only enough to fuel the Earth's nations for about 13 years. In fact, rather than becoming more scarce over time, energy has become much more plentiful. Throughout the history of the energy industry, prices have become lower and lower on an inflation-adjusted basis, while a combination of advancing technologies, determined scientists, exploration firms and utility companies have exponentially expanded the total amount of energy and reserves available for consumption.

In 1892, Thomas Alva Edison established the Pearl Street Station in New York City—the world's first central electric power station. Today, America is the world's great energy hog. During 2000 alone, energy consumers in the U.S. spent over \$300 billion on electricity and natural gas bills, about one-half of which was for commercial and industrial use. Hundreds of billions more was spent on fuel used by automobiles, trucks, trains and aircraft. There is no end in sight to our greed for power and fuel. In contrast, as much as one-third of the world's population either has no access to, or cannot afford, a steady supply of electricity.

**Among the major trends shaping the energy industry today are the following:**

- 1) Deregulation of the electric utilities industry.
- 2) Continuing global dominance of national oil companies.
- 3) Rapid advance of technology leading to plummeting costs for oil and natural gas exploration and production.
- 4) While energy research & development is lagging, venture capital is slowly nurturing new technologies.
- 5) Extension of offshore drilling into extreme water depths.
- 6) Mergers and consolidation.
- 7) OPEC vs. the global low commodity price environment.
- 8) Rising demand, new methods and natural gas power growth at electric utilities.
- 9) In the U.S., a rapidly growing reliance on imported oil to serve growing consumption.
- 10) Conservation and alternative energy sources are back.
- 11) Tight energy markets and high demand wreak havoc.
- 12) Exponential growth in energy trading via e-commerce.
- 13) Superconductivity comes of age.
- 14) The industry takes a second look at nuclear power.

## 1. Deregulation of the electric utilities industry

### Internet Research Tip:

For in-depth information regarding the deregulation of the electric industry on a state-by-state and country-by-country basis, visit **Energy Resources on the Internet** at <http://eerr.notes.org>.

Like many other industries, the U.S. electric power sector in recent years has begun its own deregulation process. This story traces its roots to the early days of electric generation, when large electricity companies were created by consolidating smaller firms into giants. By 1935, the Federal Government decided to take action to control monopolies that had been created by these mergers, and the Public Utility Holding Company Act was born. As a result, electric utilities became highly regulated enterprises that were allowed to charge rates based on pre-set, maximum profit ratios.

Later, many utilities firms, subject to long lists of government regulations regarding their ability to set rates and earn profits on "regulated businesses" (providing electric and gas service to their customers), branched out into more and more "unregulated" industries. For example, many electric utility companies made investments in overseas electric generating and transmission operations. Others invested in appliance sales and service, air conditioning sales and service, specialized energy management and operation services, computer software businesses or real estate development.

Electric utilities have also, logically enough, focused on acquiring gas utility companies in hopes of capitalizing on mutual customer bases and other operating synergies. For example, from 1995 through late 1999, 22 natural gas companies were party to agreements for acquisition by U.S. electric utilities—representing transactions with a total value of about \$30 billion.

The 1992 Energy Policy Act laid the groundwork for deregulation of the electricity market in America. On April 24, 1996, FERC (the Federal Electric Regulatory Commission) issued a final rule, Order No. 888, requiring electric utilities to open their transmission systems to power generated by other companies. Order No. 888 (and the related Order No. 889) is intended to help promote competition in the electric power industry and to increase demand for transmission services.

Sweeping changes in the industry have occurred at a rapid rate since FERC's deregulation orders. Additional deregulation, and choice of suppliers for consumers, began to take hold on a state-by-state basis.

Meanwhile, utilities companies have been merging. The result is the creation of huge companies, many of which have multi-state customer bases.

### Selected Internet Sites Devoted to Helping Consumers Choose Low-Cost Electric and Gas Utility Providers:

Company:	Headquarters Location:
LowerMyBills.com	North Hollywood, CA
GreenMountain.com (alternative energy sources)	Austin, TX
Powertochoose.org (official State of Texas site)	Austin, TX
Energyguide.com	Wellesley Hills, MA

On March 31, 1998, California became the first state to completely end utility monopolies and allow all consumers to buy electric power from the supplier of their choice. Consumers may choose an electric company based on price, service, reputation, use of renewable sources, etc.

There has been a surge of activity in the legislatures and public utility commissions in most states to examine retail competition. Some states have moved faster than others in passing restructuring legislation and instituting retail pilot programs. States with high electricity rates, such as California and those in the Northeast, have compelling reasons to promote competition in order to lower rates to consumers. California was the trailblazer through the unexplored world of direct competition, with the hoped-for result of plentiful supply at declining prices.

The result of true, nationwide deregulation eventually will be a broad choice of suppliers for electricity consumers. The situation will become very similar to that of the long-distance telephone service business, which was deregulated two decades ago. In the same way that consumers are constantly offered lower-priced long-distance phone service from AT&T, MCI, Qwest, Sprint and a host of other competitors, electric service will be marketed in spirited competition among old, established companies and startups alike. Consumers should



brace themselves for an onslaught of electricity-peddling telemarketers and direct mail offers.

Many telephone service companies, cable TV service firms and electricity or gas providers teamed together in the mid to late 1990s, in an attempt to gain a competitive advantage by offering all of a household's services from one supplier, billed on one monthly invoice. Consumers generally were not interested in such "bundled" services, but growing deregulation and the sale of bundled services via convenient Internet sites that search for the best prices will increase acceptance by consumers.

Another result of deregulation of the electricity industry has been booming business in trading electricity as a commodity, a new business sometimes referred to as "power marketing" or "energy marketing." Of the nearly 3,200 electric utilities in the United States, about two-thirds have no generating capability. They buy electricity from other utilities to meet the requirements of their customers. While many energy components have long been traded on the commodities markets and on wholesale markets, including crude oil, natural gas, heating oil and gasoline, electricity didn't begin trading in an organized, wholesale fashion until 1992, when the sale of electricity from one utility to another became deregulated.

Temporary electric power shortages during 1998 and again in 2000 and 2001 caused wild swings in the price of electricity on the wholesale market.

Over the long term, the effects of deregulation should continue a declining price trend that started in the early 1930s. Since then, the price of power, adjusted for inflation, has already dropped approximately 66% on a per kilowatt-hour basis, from roughly 28 cents to 8 cents (U.S. average, constant 1992 dollars). Today, the typical U.S. household spends 4.6% of its disposable income on energy, compared to 8.0% in 1980.

## 2. Continuing global dominance of national oil companies

While ExxonMobil, BP and the other major oil firms are undeniably huge enterprises, the vast majority of oil is still owned by various national governments through their state-owned oil companies. In fact, the governments of such major producers as Mexico, Venezuela and Saudi Arabia control about 90% of the reserves and 69% of the production of the world's oil and gas. Consequently, political considerations will continue to be of intense influence on the energy business.

**Top World Oil Producers, 2000\***  
**in millions of barrels daily\*\***

1	Saudi Arabia	9.12
2	United States	9.08***
3	Russia	6.71
4	Iran	3.81
5	Mexico	3.48
6	Norway	3.32
7	China	3.25
8	Venezuela	3.14
9	United Kingdom	2.75
10	Canada	2.74
11	Iraq	2.59
12	United Arab Emirates	2.51
13	Kuwait	2.25
14	Nigeria	2.15
15	Indonesia	1.56
16	Brazil	1.54
17	Libya	1.47
18	Algeria	1.43

Source: U.S. Department of Energy

\*Table includes all countries that produced over 1 million bbl/d in 2000.

\*\*Production estimate includes crude oil, lease condensate, natural gas liquids and other liquids.

\*\*\*5.83 million bbl/d of U.S. production was crude oil.

Simply put, cash flow from oil and gas production is vital to the economies of many of the world's lesser developed nations, and oil produced in those nations is vital to the economies of America, Japan, Germany and other fully-developed nations. For example, Ecuador has recently booked one-third of its government's income from the sale of petroleum. Crude oil is Columbia's biggest official export (not accounting for cocaine). Mexico's government gets one-third of its total revenue from oil and gas, which also make up 10% of its exports. Russia and the former Soviet bloc nations, Norway, much of the Middle East and Africa, along with many other nations, desperately need to generate a steady stream of cash from the sale of oil and gas.

<b>Top World Oil Net Exporters, 2000*</b> <b>in millions of barrels daily</b>		
1	Saudi Arabia	7.84
2	Russia	4.31
3	Norway	3.11
4	Venezuela	2.66
5	Iran	2.59
6	United Arab Emirates	2.18
7	Iraq	2.09
8	Kuwait	2.05
9	Nigeria	1.86
10	Mexico	1.44
11	Libya	1.29
12	Algeria	1.22
13	United Kingdom	1.06

Source: U.S. Department of Energy  
 \*Table includes all countries that produced over 1 million bbl/d in 2000.

### **3. Rapid advance of technology leading to plummeting costs for oil and natural gas exploration and production**

In the same way that the infotech revolution has increased productivity everywhere from the factory floor to the supermarket to the business office, leading edge technology is shaking up the energy industry. The costs of exploration, discovery, development, transport and operations in the oil field have plummeted. For example, the newest wells in the North Sea have production costs of less than \$4 per barrel of oil. In the 1980s, fields in the same area had costs as high as \$16 per barrel. Both onshore and offshore, the use of advanced seismic technologies and horizontal drilling with pinpoint accuracy are drastically lowering the cost of discovering oil. Offshore, subsea templates that allow both drilling and production of dozens of wells as much as 15 miles apart, from one underwater structure, provide finding and lifting efficiencies undreamed of a few years ago. Pipeline and transport systems are advancing at the same time. For example, it is now common to deliver oil from a subsea well straight to a pipeline system without ever bringing it to the ocean's surface.

Secondary recovery systems (methods that enhance the production of wells that have already been in production for some time) have advanced to the point that fields that once would have been abandoned are now continuing to produce at low cost. Using better technologies, major U.S. oil companies can now produce as much as 50% of the

oil in a field, as opposed to a current worldwide average of about 35%.

Geophysicists are using high-powered computer workstations to analyze seismic data in three-dimensional, color-coded views that show oil and gas producing structures never seen before. Drilling success rates are up substantially. An enhanced system known as 4-D has recently been introduced, which adds the dimension of time to geologists' seismic view of evolving underground formations. Exploration companies utilizing 3-D seismic typically find productive wells more than 70% of the time, compared to 40% with conventional methods. Driven by new technologies and higher market prices, oil companies found more new reserves during 1999 than in any other year of the 1990s.

### **4. While energy research & development is lagging, venture capital is slowly nurturing new technologies**

Overall, the energy sector has been running far behind other industries in terms of research and development ("R&D"). For example, a recent study showed that the total number of patents granted in the U.S. during the 20 year period from 1976 through 1996 averaged about 80,000 yearly. Of those, only about 100 per year were energy-specific patents. Energy-specific R&D expenditures plummeted from about \$12 billion during 1980 to about \$4 billion during 1996, despite the fact that 1) energy is a vital and strategic sector, and 2) energy conservation, utilization, generation and production can all benefit greatly from new technologies, and those technologies will be developed only through significant R&D efforts.

Here's the bottom line: The energy sector has barely begun to tap the potential of new technologies. It is critical that R&D efforts are accelerated and that the money to back them begins to flow in larger total amounts.

Although the U.S. enjoyed a massive surge in venture capital investments during the years 1992 through 2000, little of the billions of dollars invested by venture capitalists during that era went to energy-specific projects, and much of the energy-focused venture capital that was invested went to doomed online portal startups. Analysts at Venture Economics report that 77 companies received \$1.2 billion in energy-specific venture capital during 2000, which represents only about one percent of the total venture capital investment market during that year. During the first half of 2001, 17 companies received only \$132 million in energy-related venture money.

Nonetheless, venture capital, both private and corporate, has been trickling into such areas as fuel cells, solar- or wind-generated power and energy management.

Fortunately, energy-focused venture funds along with energy venture experts have emerged. For example, energy-focused venture funds now include EnerTech in Wayne, Pennsylvania; Kinetic Ventures in Chevy Chase, Maryland; Nth Power Technologies in San Francisco, California; and Beacon Group in Boston, Massachusetts (which manages \$1.6 billion in two energy-focused funds).

As a niche, energy management has tremendous potential to create profit-generating, new technologies by developing synergies between advanced electronics/communications and traditional heating, cooling and refrigeration systems.

For example, Alameda, California-based **Silicon Energy**, [www.siliconenergy.com](http://www.siliconenergy.com), manufactures software solutions that interact between energy sources and major, commercial/industrial energy users to reduce energy usage, lower costs and optimize the energy procurement process. Energy management professionals at Oracle's headquarters in California wear pagers that alert them if electricity demand is nearing an overload condition. U.S.-based Echelon is working on a project with a utility company in Italy to enable residential electricity consumers to regulate their home energy usage remotely via the wireless Web.

Meanwhile, both gas and electric utilities are using computers and wireless technology to cut operating costs. For example, millions of wireless transmitters are now installed on electric meters around the nation, automatically sending usage data to computers for billing and tracking purposes, without the use of human meter readers.

## 5. Extension of offshore drilling into extreme water depths

Since the first offshore well was drilled in shallow water 10 miles outside the Louisiana coastline in 1947, offshore oil and gas production has been of rapidly-growing importance in the U.S., and now in many other nations worldwide. Today, the average oil well in the Gulf of Mexico flows 30,000+ barrels of oil daily—100 times the rate of flow of an average onshore U.S. well. New, extremely deep-water wells flow at much greater rates.

In the oil and gas exploration arena, very deep offshore wells are where the hottest action can be found. Relatively recent offshore field leasing

activity has fueled the creation of advanced engineering and high technology-based subsea equipment designed on-the-fly, making offshore wells possible at depths unheard of a handful of years ago. Superb systems and components have been developed on short order for pioneering wells in the 5,000 to 6,000 foot depth of water range—like the ExxonMobil Diana project, a \$1.8 billion, state-of-the-art development in the Gulf of Mexico. Diana and her peer projects deliver crude in huge volume at costs of less than \$4.00 per barrel. All of these offshore wells are very long term projects that take years to plan and execute, and that should have very profitable production for decades to come.

In addition to ExxonMobil, firms that are active in deep-water, Gulf of Mexico exploration include Shell (operator of the record-breaking, 5,300 foot water depth Mensa project), BP-Amoco and Texaco.

The Gulf of Mexico already produces about one-fifth of all the oil and one-fourth of all the natural gas produced in the U.S. Those ratios will rise sharply as new, deep-water wells are brought online. Meanwhile, watch for extensive, extremely-deep exploration in other parts of the world, including offshore of Brazil and the West Coast of Africa, to capitalize on the technology developed for use in the Gulf of Mexico.

## 6. Mergers and consolidation

High efficiency and low production cost per barrel of oil, per Kwh of electricity or per BTU of heat have become the key phrases in managing a successful energy enterprise today. The biggest firms have slashed costs, trimmed employment, streamlined management and adopted the latest money-saving technologies in an effort to maintain profitability in this extremely competitive environment. An energy company's cost basis must be kept under strict control. Economies of scale are a distinct competitive advantage. Thus, megamergers will continue unabated. For example, by merging Mobil with Exxon, these firms created the largest oil company in the world (and the largest corporation in the world by total annual revenues) which by default will become the company to beat when competing for development rights in the most promising oil fields around the globe. The biggest companies can afford to bring the best technology, the best state of the art drilling and operating equipment, the brightest engineers and the most intense research to the table.

Likewise, megamergers are occurring nonstop in the utilities industry. By combining several electric or

gas utilities into one big system, companies like FirstEnergy are positioning themselves to gain competitive advantage. With deregulation opening up business opportunities never before possible for utilities, massive size and very deep pockets will enable the biggest companies, in some cases, to be the biggest winners. They will have the most clout in energy trading, in marketing to consumers who suddenly have a choice of suppliers, and in diversifying into such related, non-regulated businesses as laying fiber optic lines alongside their electricity and gas transmission lines.

Also, foreign firms are acquiring U.S. utilities. These are mergers that may be laying the groundwork for future global utility companies of a size unheard of today. A leader in these acquisitions is Scottish Power PLC, with its purchase of PacifiCorp for \$7 billion. At one time, Enron had been investing in electric generating operations as far away as India.

<b>World's Largest Non-Government Oil Companies 2001</b>	
Exxon Mobil	2001 revenues of \$187 billion.
BP	Combination of British Petroleum and Amoco; 2001 Revenues of \$174 billion.
Royal Dutch/Shell	\$135 billion in 2001 revenues.
TotalFinaElf S.A.	Combination of Total SA, PetroFina and Elf Aquitaine; 2001 Revenues of \$93 billion.
ChevronTexaco	\$104 billion in 2001 revenues.

## **7. OPEC vs. the global low commodity price environment**

Oil and natural gas are considered to be in the class of "commodities." That is, they are basic materials that are available from a wide variety of suppliers and whose prices are intensely subject to the laws of supply and demand. The prices of virtually all commodities, from copper to pork bellies, have been very low over the past several years. Oil in particular, and natural gas to some extent, are among the many victims of the new low price environment. In dollars adjusted for inflation, West Texas Intermediate Crude sells at about the

same price that it did 30 years ago. Gasoline is likewise inexpensive on an inflation-adjusted basis.

In general, the commodities environment of today is one of 1) heightened competition, 2) increased (or excess) capacity and lower operating costs—both driven by dramatic leaps forward in technology, and therefore, 3) abundant supply, typically leading to lower prices (subject to market manipulation by cartels like OPEC).

For example, the price of oil began plummeting in October, 1997, at the onset of an economic crisis in Asia, falling by one-third during the following 12 months. At the same time, the market prices of such commodities as wheat and copper fell precipitously. The entire commodities index known as the "CRB" is down significantly over recent history.

There are several mitigating circumstances that deeply influence the day-to-day market price of oil and natural gas. Among them are weather; political disturbances; economic crises such as the depression that occurred in most Asian nations starting in August 1997 (leading to a dramatic drop in demand for oil in those nations); political events such as the 1978 revolution in Iran that led to the overthrow of the Shah and caused that nation to cut oil exports by 75% (leading to a global recession) or embargoes such as one that limited oil exports from the nation of Iraq after the Persian Gulf War of 1990; and disruptions in the supply system such as hurricanes, fires or other disasters that temporarily shut down major offshore production areas, onshore oil fields or pipelines.

Through the years, oil and gas will always be influenced to the greatest extent by supply and demand. In this regard, economic growth or decline among oil-consuming nations, oil field production and discovery trends, and perhaps most important, the effectiveness of the OPEC cartel in controlling a significant portion of the world's oil supply, will control day-to-day market trends.

OPEC (the Organization of Petroleum Exporting Countries) was created in 1960, as 11 major oil-producing nations banded together to grab control of their oil production in a highly-effective effort to increase their national incomes.

Historically, a breakdown in discipline within OPEC has led to a collapse of oil prices. OPEC's success in controlling prices has been hit-or-miss until recently, and OPEC member nations watched helplessly as prices fell in 1997. For example, by 1998 plummeting oil prices devastated the economy of Saudi Arabia (the most influential and productive nation in the OPEC cartel), as that nation's economic



output shrank by 2% and its budget deficits soared to nearly 10% of GDP. (The damage created by low oil prices was not at all limited to OPEC members. The after-tax profits of the six leading U.S. oil companies fell by 90% during fourth quarter of 1998 compared to the same period of the previous year.)

**OPEC Member Countries:**

Algeria	Nigeria
Indonesia	Qatar
Iran	Saudi Arabia
Iraq	United Arab Emirates
Kuwait	Venezuela
Libya	

Clearly, OPEC was in a bind, and its production controls and political wrangling were ineffective. The price of oil per barrel of Arab Light crude sank to the \$10 range by the beginning of 1999, after holding in the \$40s during parts of the late 1970s and early 1980s, and ranging about \$17 to \$21 from the mid 1980s through 1997.

While OPEC has enjoyed various levels of success and failure in its 40 year history, current market trends show that the organization has become quite effective. It has targeted \$22 to \$28 as the desirable price range for a barrel of oil, and has managed to manipulate supply effectively in order to keep market prices in that range. Nonetheless, OPEC is a difficult partnership among nations with various agendas and political perspectives.

Meanwhile, high prices are driving investment in exploration and development. There were an average of 2,242 rigs drilling worldwide at any time during 2001.

There is no organization equivalent to OPEC attempting to control the price of natural gas, which swings wildly from year to year.

(See "11. Tight energy markets and high demand wreak havoc" below.)

**8. Rising demand, new methods and natural gas power growth at electric utilities**

**Internet Research Tip:**

For the latest in research regarding generation and distribution of power by electric utility companies, see the Palo Alto, California-based **Electric Power Research Institute** at [www.epri.com](http://www.epri.com).

In the same way that exploration and production companies are cutting costs through new technology, utilities companies are using the latest technology to drastically cut their own generating and operating costs. Efficient plants that burn natural gas, constructed at reasonable cost, are now the state of the art. However, the rapid growth in popularity of natural gas from time to time has led to intense market shortages—creating wild price swings in the spot market and leading to extremely high costs for users of gas.

The U.S. Department of Energy forecasts that natural gas will be the fuel creating 31.2% of the nation's electricity by the year 2020, compared to only 9% in 1996.

For the mid-term, gas will remain in great demand and prices will tend to be high. While there is significant additional gas to be found in the Gulf of Mexico, especially off the environmentally-sensitive coast of Florida, such projects take years to bring online. Canada has vast gas reserves, but the industry has been unsuccessful at increasing the quantity transported to the U.S. in an amount that would match growing demand. Mexico holds significant, unused natural gas production capability, but its government-owned oil company has been focusing on exporting oil instead. The North Slope in Alaska produces immense quantities of gas, but much of it is currently re-injected into oil wells in order to increase oil production. Watch for increased imports of liquefied natural gas (LNG) from the Middle East and South America. However, due to the necessity of handling LNG by special ships and unloading at special terminals, bringing that means of supply online in significant quantity would take huge capital outlays and require considerable time.

Much of the electric power that we purchase day-to-day from our utility companies may be generated some distance from our homes or offices. This is made possible by the massive electricity distribution grid that covers the U.S. from coast to coast. Unfortunately, when much of this grid was designed and constructed in the 1950s and 1960s, it was never intended to carry the amazing amount of power that today's electricity-hungry Americans consume. Simply put, the grid is largely out of date, and much electricity is lost during the distribution stage, long before it can reach a consumer. For example, while electric consumption zoomed ahead during the 1990s, the transmission capacity of the grid grew by only 15%.



The concept of “distributed generation” is taking hold. This means that much of the electricity that consumers use in the future may be generated in their own neighborhoods, or in basements, backyards or rooftops, via solar, microturbine and other alternative methods. (See “10. Conservation and alternative energy sources are back” below.)

“Cogeneration” techniques are enabling utilities to build small plants inside various types of factories. These cogeneration plants utilize excess factory heat to create steam. That steam then turns generating turbines, creating very low cost electricity.

#### **Research Tip--Megawatts:**

One megawatt is equal to 1,000 kilowatt-hours, or one million watt-hours. A megawatt of electric generating capacity is enough to power about 800 typical American homes.

### **9. In the U.S., a rapidly growing reliance on imported oil to serve growing consumption**

The U.S. produces substantial quantities of crude oil. Nonetheless, that production is nowhere near enough to supply America's needs. U.S. primary energy consumption has grown by about 2% yearly for the past 10 years. In fact, during 2000 oil imports represented nearly 50% of U.S. oil consumption. Around 27% of this imported oil came from nations in the Middle East.

The U.S. had only about 30 billion barrels of proven oil reserves in 2000, down about 18% from 1980. That amounts to less than 3% of the world's proven reserves. Compare that to Saudi Arabia's 262 billion barrels and Venezuela's 77 billion barrels and you can see why the Bush Administration is keenly interested in opening up new areas for exploration and production.

### **10. Conservation and alternative energy sources are back**

The 1973 oil trade embargo staged by Arab producers, vastly limiting the supply of petroleum products to U.S. consumers, created an instant interest in energy conservation. Thermostats were turned to more efficient levels, solar hot water heating systems sprouted on the rooftops of American homes, and tax credits were launched by various government agencies to encourage investment in more efficient systems of many types that would utilize less oil, gasoline and/or electricity.

Meanwhile, American motorists crawled through lengthy lines at filling stations trying to top off their tanks during the horrid days of gasoline rationing, while staring with pity at poor souls who stood in line simply trying to get enough gasoline in little red cans to enable them to fuel their lawnmowers back home.

While some consumers maintained a keen interest in alternative and conservative energy methods from an environmentally friendly point of view, most Americans quickly dumped energy conservation when the prices of gasoline and electricity plummeted on an inflation-adjusted basis during the years that advancing technology made oil production and electricity generation much more efficient, while the low commodity price trend kept market prices under control. As a result, Americans returned to ice-cold air conditioned rooms and purchased giant, gas-guzzling SUVs, motor homes and motor boats. Meanwhile, federal and state regulators did their best to force automobile engines and industrial plants to operate in clean-air mode, while requiring gasoline refiners to adopt an ever-widening web of additives and standards that would create cleaner-burning fuels.

Fortunately, the first energy crisis in the early 1970s did lead to the use of technology to create significant efficiencies in some areas. For example, prior to that time, as much as 40% of a typical gas-powered household's natural gas consumption was for pilot lights burning idly in case a stove or furnace was needed. Instead, today's electric pilots create spark ignition on demand. Likewise, today's refrigerators use about one-third the electricity of a model built in 1970.

By 1999, soaring oil and gas prices created a renewed interest in all things energy-efficient. Smaller cars, high-efficiency homes and even solar power are once again part of popular culture. After all, if you've been enduring a rolling electricity blackout in California or New York, alternative energy sources must seem extremely interesting. At the same time, renewable energy sources and cleaner-burning fuels are of great appeal to the large number of American consumers who have developed a true interest in protecting the environment. Some surveys have shown that consumers would even be willing to pay somewhat more for electricity if they knew it was coming from non-polluting, renewable sources.

Alternative energy is of growing interest to some investors. Analysts at the research firm of Clean Edge, based in Oakland, California, estimate that alternative energy firms raised \$2 billion during 2000 from public stock offerings and venture capital funds.

Government is once again keenly interested in promoting renewable, alternative energy sources. Many states have created rebates and other incentives to encourage investment in renewable energy systems, and 33 states have new net metering policies that require electric utility companies to pay customers for generating electricity at the same price that they charge those customers for consuming it. In other words, consumers who use solar, microturbines or other methods to generate more electricity than they need from time to time could see their electric meters running backwards. This is a big step forward when you consider the fact that utilities previously purchased such power from consumers at wholesale rates, which may only be 30% or 40% of the retail price.

**Fuel Cells:** One of the hottest alternative energy technologies is the fuel cell. The fuel cell, in basic terms, consists of quantities of hydrogen and oxygen which are separated by a catalyst. Inside the cell, a chemical reaction within the catalyst generates electricity. Byproducts of this reaction may include heat, carbon dioxide and water. Most fuel cells are based on hydrogen extracted from such sources as gasoline or methanol. Each source has its advantages and disadvantages. Eventually, stationary fuel cells may consume hydrogen extracted from biomass, natural gas or even water.

The potential market for fuel cells encompasses diverse uses in fixed applications (such as providing an electric generating plant for a home or a neighborhood), portable systems (such as portable generators for construction sites) or completely mobile uses (including the obvious use of powering an automobile). One of the greatest potential advantages of fuel cells is the fact that they are generally clean, efficient energy sources. Fuel cells are already in wide use, even powering a U.S. Post Office in Alaska.

General Motors, Ford, Honda, DaimlerChrysler and Toyota all have significant fuel cell research initiatives. In fact, GM recently exhibited a full-size pickup truck sporting a prototype fuel cell engine that runs on hydrogen extracted from gasoline. Auto makers may have a fuel cell-powered car, perhaps a fuel-cell/electric hybrid, on the market as early as 2008 to 2010.

Not only is the automotive industry keenly interested in fuel cell power for automobiles and trucks, it is also betting on the use of fuel cells for many other purposes. In mid 2001, General Motors

made the remarkable announcement that it is developing an affordable fuel cell –powered electric generator for ownership by individual consumers and businesses.

The electric utility industry may become a large user of fuel cell technology over the long term. For example, the nation of Japan plans to generate a significant portion of its electricity needs by fuel cell by the year 2010. Also, fuel cell-powered generating plants of immense size may become practical as upgrades for aging oil-, gas- or nuclear-powered generating facilities. If the concept of distributed power catches on, fuel cells could easily be the neighborhood- or home-based generator of choice in the U.S. by 2015, especially if the electric utilities become involved in the manufacture or distribution of such units.

**Micropower/Microturbines:** This source of electric power is based on localized generation by small or “micro” power plants. Since the power is generated on a local basis, availability of electricity is not reliant on the traditional grid system that blankets the U.S. In fact, many other parts of the world completely lack a grid system. Consequently, micropower could easily be the best solution for Third World communities. This is analogous to the rapid spread of cellular telephone usage in countries that lack landline telephone infrastructure.

One popular “microturbine” is a tiny jet engine-like turbine coupled with a generator burning natural gas, spinning at 92,000 RPM to produce 20 to 30 kilowatts of electric power. The units can be used singularly or grouped into large capacity systems, depending on a user's needs.

An industry leader in this field is **Capstone Turbine**, [www.capstoneturbine.com](http://www.capstoneturbine.com). It began developing the microturbine concept in 1988. Ten years later in December 1998, it began shipping fully commercialized versions, after placing more than 130 test units into operation at various locales in the U.S., Canada and New Zealand. Capstone touts its equipment as being useful in situations as diverse as hybrid electric automobiles, cogeneration and standby power.

**Wind:** Mankind has utilized wind as a form of energy ever since the first sail was hoisted on a crudely-built boat thousands of years ago, and sometime later was first used to power windmill-driven pumps. It is only natural that wind should be

viewed as an attractive means of generating electricity.

Today, wind-powered generating plants are springing up in many parts of the U.S. One of the largest windmill farms in the world lies on the treeless, windy hills of Northern California at Altamont Pass, a natural divide between the coastal area and the Central Valley.

**Internet Research Tip:**

For the latest on wind-powered electricity generation, see the **American Wind Energy Association** at [www.awea.org](http://www.awea.org).

State of the art windmills of suitable scale for use by electric utilities can generate electricity at less than one-half the cost of gas-fired power. Government incentives can make construction of such plants even more appealing. Consequently, several major utility firms and energy concerns are investing significant amounts in new windmill farms.

Of the 13,000 or so windmills currently in commercial electricity-generating operation in the U.S., about 1,000 were constructed since 1997, and thousands more will begin operation over the mid term.

FPL Group, the Florida-based utility holding company, has formed FPL Energy LLC, which is building a 470 unit windmill farm near the Columbia River on the Washington-Oregon border—deep in the heart of ultra-cheap hydroelectric power country. It is utilizing advanced technology windmills that have bigger blades and higher generating capacity than earlier models.

Houston-based Enron was one of the nation's largest windmill operators. The Power Systems division of General Electric has acquired its wind operations.

According to the American Wind Energy Association, new windmill projects are springing up nationwide, from three projects under construction in Hawaii, to three proposed projects in Maine. Within the next decade, wind will generate a significant portion of America's electric needs, perhaps as much as five percent.

**Solar:** What could be more appealing than generating usable electricity from everyday sunshine? Ever since scientists at the famed laboratories of AT&T first demonstrated the solar cell in 1954, solar power has been seen as one of the most desirable, if elusive, means of creating electricity or heat. Of

course, solar power faces the problem of being intermittent—if the sun isn't shining it can't generate a thing.

The solar equipment market is about \$2.5 billion in 2001, up about 500% over the past five years. U.S. manufacturers produced about 60 megawatts of generating capacity in new solar equipment last year, and the industry-leading Japanese manufactured about 80 megawatts.

State of the art solar generating equipment operates via photovoltaic cells. This technology is based on layers of silicon within panels that have been engineered to attract the sun's rays and create a resulting flow of electric current to electrodes.

However, there are other technologies competing with photovoltaic. "Solar thermal" generation has truly exciting potential. A good example is "Stirling Dish" technology, manufactured by **Stirling Energy Systems**, [www.stirlingenergy.com](http://www.stirlingenergy.com). This technology is based on large dishes that look somewhat like satellite television receivers. At 37 feet in diameter, these dishes are mounted on rotating stands that enable them to track the sun as it rises and falls during the day. Each dish is connected to a "Stirling Engine," which uses focused solar energy to heat liquid hydrogen in a closed-loop system. Expanding hydrogen gas creates pressure on pistons within the engine, which then powers an electric generator.

Solar thermal projects tend to be massive in scope. Stirling Energy Systems projects that a solar dish farm of about 11 square miles in size could produce 2,100 megawatts of electricity annually—about the same amount produced by the immense Hoover Dam on Lake Mead.

Major corporations including Bechtel, Boeing and Scientific Applications International are involved in large solar thermal projects of different types. For example, a Bechtel subsidiary, Nexant, is developing a project in Spain that will contain one square kilometer of mirrors that will focus the sun's rays in order to heat an immense tower filled with molten salt. The salt will store that heat as a means of energy that will power electric generators.

Historically, solar power for home or small business use has been generated by installing unattractive photovoltaic panels on a roof in a manner that may distract greatly from the architecture of a building. The most logical way to generate solar power is to make the roof itself one massive generative system. **Bekaert ECD Solar Systems**, [www.bekaert.com](http://www.bekaert.com), based in Troy, Michigan, has taken the lead in this area by becoming the first company to manufacture solar power shingles. These

shingles are comprised of flexible solar cells backed by stainless steel and coated in a protective laminate. While their cost is eight to ten times as great as traditional shingles, their solar-generating potential is exceptional, especially when used on large roof areas. At the same time, they make an attractive roof that does not detract from the design of the building. The same firm has also partnered with **United Solar**, [www.uni-solar.com](http://www.uni-solar.com), to install massive film-laminate solar cells in major commercial locations—recently winning a contract to create a 100 kilowatt system at the municipal works department of the City of Sacramento.

Japanese firms, notably **Sanyo** and **Kyocera**, have immense solar power research and development projects underway, and are significant competitors to American manufacturers of solar equipment. Consumers in Japan are encouraged to invest in solar power by government incentives, and the Japanese Government's strategy is to get 38% of the nation's total power needs from renewable sources by the year 2020, as opposed to less than 1% today—a logical notion for a country with high energy demands and major dependence on foreign supplies of petroleum.

**Biomass:** This term describes the conversion of combustible organic material into usable energy. It is often referred to as “waste-to-energy,” because a common application is the burning of a city's garbage or an industrial plant's production scrap such as wood chips or sawdust. Agricultural residues, such as rice straw, nut shells or wheat straw, are also useful as biomass fuels. Waste-to-energy plants have been in use in the U.S. for decades, frequently operating in tandem with municipal garbage systems. Biomass plants supply perhaps 2% of the electricity produced in America today. The production of ethanol is another method of utilizing biomass to create fuel. A significant advantage of waste-to-energy is the fact that it reduces the amount of material placed into overburdened landfills.

For additional information, visit the website of the American Bioenergy Association, [www.biomass.org](http://www.biomass.org).

## 11. Tight energy markets and high demand wreak havoc

The prices of energy commodities, whether wholesale electricity, natural gas or a barrel of crude oil, are determined minute to minute by global exchanges and professional traders. Market prices are basically driven by traders' perceptions of supply and demand. If the gap between supply and demand of a commodity is tiny, then prices will spike up sharply.

Conversely, if the gap between supply and demand is large (for example, if the amount of oil offered for sale is significantly larger than the amount that traders are attempting to purchase), then prices will decline or even plummet.

A long term trend of low prices will lead to lowered investment plans by energy commodity producers. Lowered investment in new electric generating plants, gas wells or oil wells will eventually shrink supply, thus driving prices up again.

Meanwhile, some organizations are holding supplies in reserve in an attempt to control market prices. For example, from time to time when prices are moderate, the U.S. Government purchases crude oil for its Strategic Oil Reserve. Likewise, the OPEC organization attempts to control the market price of oil by limiting the amount of production that its member nations may sell.

Additional factors may create shortages. These factors can include disasters, like the wreck of the Exxon Valdez tanker or an outbreak of war. Such factors can also include strict government regulations that limit investment in new refining, transmission or electric generation facilities. Such regulation has been blamed to some extent for the recent shortages of wholesale electricity in California, where the state did not see the construction of a major new generating plant during the decade of the 90s. (However, about 6,000 megawatts of output was added by small plants.)

Technology can also have a significant impact on production and the availability of supply. For example, there are vast alternative or “unconventional” crude oil reservoirs underground throughout the world. These include tar sands, oil shale and heavy oil. The U.S. Department of Energy has estimated that tar sands in Canada and extra-heavy oil in Venezuela contain the equivalent of about 1 trillion barrels of oil, an amount approximately equal to all the oil that has been consumed on Earth since civilization began. Around the world, oil shale deposits could total as much as 15 trillion barrels of oil, one-third of them in the United States. When technology advances to the point that recovery of usable oil from these unconventional deposits is cost-effective, and market prices justify production, then these formidable deposits will be brought into production.

The fact that the utilities industry has been so thoroughly regulated by government for the six decades from 1936 to 1996 should mean that it is an



industry that can benefit greatly from significant deregulation. To date, however, deregulation has been a spotty success at best, and has created pure chaos in some instances.

Since deregulation efforts began, electric power shortages have been a constant threat in isolated parts of the nation, especially in much of California. Deregulation is supposed to create efficiencies and new levels of competition that will drive down prices, along with booming investments in new companies, new plants and new technologies. There's a lot at stake here—the Electric Power Research Institute estimates that U.S. firms lose as much as \$50 billion in productivity each year due to power interruptions. In the Silicon Valley, companies like Oracle are building their own generators and electric power conditioning systems. For some industries, such as semiconductor fabrication, where fluctuation-free electric power is critical to operations, the cost for companies to build their own power plants is nominal compared to the potential cost of power failures.

While the State of California was the early leader in electric industry deregulation, its methodology was not based on an unrestricted free market or on the promotion of new generating capacity. Instead, the state has suffered from a lack of investment in new plants, while usage soared—thanks in large part to the booming information technology employment centers all over the state. Meanwhile, when partial deregulation was set in place, utilities were restricted by what they could charge customers due to regulated price caps. As demand rocketed ahead, supplies remained inadequate and the wholesale price of electricity shot ahead. Since the retail price of power was under caps, consumers were charged vastly less than the actual cost of electric power.

(It bears pointing out that regulators and utility companies crafted California's system of deregulation in a cooperative manner and with high hopes. Neither side foresaw the chaotic and financially devastating result. In fact, consumers received an across the board rate cut as an initial benefit. At the time, the state was seen by many to be truly leading-edge in its actions.)

California's major electric utility companies, like many similar firms across the nation, are no longer in the business of generating electricity, having sold off their power plants. Their theory is that focused, independent generating firms will run the plants more efficiently than their previous owners—multi-faceted, mammoth corporations. Worse still, they have not been able, under state regulations, to purchase power in a free market manner. Instead, they were, until

recently, required to purchase all of their power through the California Power Exchange ("CPX"), which is a non-profit, state-managed buying consortium. As demand increased and shortages loomed, the CPX (and a related agency called the Independent System Operator, something of a supplier of last resort) was forced to acquire power in the open market at exorbitant rates. The average price charged to California utilities rocketed from about \$20 per megawatt-hour in early 1999 to \$300 near the end of 2000. At one point, spot market electric power spiked as high as \$1,000 per megawatt. (Some critics charge that price gouging by suppliers who were taking advantage of market shortages drove prices to unfair levels.)

Fortunately, many new power plants are under construction or in planning stages in many parts of the nation. New capacity in traditional generating plants to be added from 2001 through 2004 is estimated to total 85,000 to 100,000 megawatts nationwide—an amount equal to the capacity added during the entire decade of the 1990s. However, the industry will be forced, eventually, to deal with the poor quality of the transmission grid if new capacity is going to be efficiently utilized.

Among the major sources of energy, electricity has the disadvantage of having properties that make it extremely difficult to store. For example, when oil is in plentiful supply, it can be acquired at lower cost and stored for later. This is currently impossible with large quantities of electricity. When demand is slack, generating capacity is idled. When demand grows, the generators are cranked up. The CEO of Duke Energy recently estimated that this makes the price of electricity 21 times more volatile than the price of oil. (However, some technologies could conceivably make it possible to store large amounts of electricity in the distant future. These include reversible fuel cells, supercapacitors and giant flywheels. Where there's a large, ready market, technologies eventually tend to emerge.)

Electricity, like crude oil, is a highly volatile and cyclical market. So much new generating capacity is being planned by American firms that significant overbuilding may occur over time (as tends to happen in cyclical businesses), particularly in such regions as the Midwest and Southwest. If this happens, and if fuel for generating plants can be purchased at moderate cost, then shortages will disappear and prices will plummet, until the next cycle begins.

## **12. Exponential growth in energy trading via e-commerce**



Predictably enough, innovative entrepreneurs, both large and small, have utilized advanced information technology to revolutionize energy trading. This is a new, controversial area. The trading of wholesale electricity didn't even exist prior to the deregulation begun in 1992. While trading of natural gas supplies has taken place for many years, it has only recently been accelerated through electronic means. Here are some of the major players in the electronic energy trading arena:

- **Enron:** Bankrupt, Houston-based Enron, once one of the fastest-growing major companies in the world, controlled the lion's share of the online energy trading market until shaky finances and the trading marketplace's loss of confidence in the firm brought the company down. At one time Enron was a simple, traditional gas pipeline firm, but when the Internet created new opportunities it quickly transformed into a digitally-based trading company. From the November 1999 launch of **EnronOnline** through mid 2001, the firm handled \$685 billion in trades. While most electronic marketplaces connect various buyers with sellers, Enron was a true market-maker. That means that in every energy trade made via EnronOnline, buyers and sellers bought directly from, or sold directly to, Enron. The company attempted to make money from the spread between the purchase price and the sales price as it constantly flipped energy commodities.

The traders at EnronOnline enjoyed significant technological advantages built at great effort and investment by the company. Enron's immense energy consumption and production history databases cranked out predictions of demand and market prices. For example, the firm's software could factor weather predictions into a region's consumption history to guess the demand that will be created by an extremely hot or cold weather pattern. Enron had even been known to send researchers out in small chartered aircraft. They would fly over the coal stockpiles at major electric generating plants to estimate when such plants would be back in the market buying vast quantities of coal—thereby estimating when and how coal market prices might be affected.

- **Intercontinental Exchange:** A consortium-owned e-commerce firm creating a market for energy, metal and other commodities. Founders include BP, TotalFinaElf Group and Royal Dutch/Shell Group.

- **Dynegy:** A diversified utility, pipeline and trading firm, it traded a daily average of 12.6 billion cubic feet of gas during 2001. It's Internet-based trading platform, *Dynegydirect*, has traded billions of dollars in energy products since its October 2000 launch.
- **Enermetrix:** a marketplace and e-commerce technology company backed by GE Capital, Bank of America and DQE Enterprises.
- **TradeSpark:** An electronic marketplace with offices in New York City and Houston. Partners include eSpeed, Inc., TXU Energy Trading and Williams Energy Marketing and Trading Company. TradeSpark enabled \$71 billion in energy-related trades from its October 2000 launch through July 2001.
- **Aquila:** spun-off by UtiliCorp United, which raised \$420 million in a 2001 initial public stock offering.

### 13. Superconductivity comes of age

Superconductivity is based on the concept of using super-cooled cable to distribute electricity over distance with little of the significant loss of electric power incurred during traditional transmission over copper wires.

Superconductivity dates back to 1911 when a Dutch physicist determined that the element mercury, when cooled to -452 degrees Fahrenheit, has virtually no electrical resistance. That is, it lost zero electric power when used as a means to distribute electricity from one spot to another. Two decades later, in 1933, a German physicist named Walther Meissner discovered that superconductors have no interior magnetic field. This property enabled superconductivity to be put to commercial use by 1984, when magnetic resonance imaging machines ("MRIs") were commercialized for medical imaging.

In 1986, IBM researchers K. Alex Muller and Georg Bednorz paved the path to superconductivity at slightly higher temperatures using a ceramic alloy as a medium. Shortly thereafter, a team led by University of Houston physicist Paul Chu created a ceramic capable of superconductivity at temperatures high enough to encourage true commercialization. (See "High-temperature superconductivity" below.)

Today, the Holy Grail for researchers has become materials that will permit superconductivity at temperatures above the freezing point, even at room temperature.

There are two types of superconductivity: "Low-temperature" superconductivity (LTS) requires that

transmission cable be cooled to -418 degrees Fahrenheit. Even newer technologies are creating a so-called "High-temperature" superconductivity (HTS) that requires cooling to a much warmer -351 degrees Fahrenheit, a state so frigid that it is hard to imagine.

While cable for superconductivity is both exotic and expensive, the cost is plummeting as production ramps up, and the advantages can be exceptional. A leading firm, **American Superconductor**, [www.amsuper.com](http://www.amsuper.com), will open a new plant in Devens, Massachusetts in 2002 that will manufacture up to 10,000 kilometers of HTS cable yearly. Liquid nitrogen is pumped through its HTS cable assemblies, chilling thin strands of ceramic material that can carry electricity with no loss of power as it travels through the super-cooled cable. HTS wires are capable of carrying more than 140 times the electrical current of conventional copper wire of the same dimension. Consequently, the weight of such cable assemblies can be one-tenth the weight of old-fashioned copper wire.

The U.S. Navy is using the expertise of American Superconductor to test HTS-based electric motors for the propulsion of ships. These motors create much higher amounts of horsepower than conventional electric motors while cutting weight by as much as 50%.

Another leading firm, Lathan, New York-based **Intermagetics General Corp.**, [www.igc.com](http://www.igc.com), is also creating HTS-based wire. Its IGC-Superpower subsidiary is actively involved in pilot projects with electric utilities firms, seeking to replace aging power distribution systems with state of the art HTS wiring.

**Leading firms in Superconductivity Technology:**  
Intermagetics General Corp., [www.igc.com](http://www.igc.com)  
American Superconductor, [www.amsuper.com](http://www.amsuper.com)  
General Electric Medical Systems,  
[www.gemedicalsystems.com](http://www.gemedicalsystems.com)

#### 14. The industry takes a second look at nuclear power

##### **Leading U.S.-based Nuclear Power Generating Utilities:**

Exelon  
Dynegy  
Duke Energy  
Tennessee Valley Authority  
Southern Company

The first man-made nuclear fission was achieved in 1938, unlocking atomic power both for destructive and creative purposes. In 1951, the first usable electricity was created via the energy produced by a nuclear reactor.

By the 1970s, nuclear power was in widespread use, both in the U.S. and abroad, as a source of electricity. Today, nuclear power provides about 20% of the electricity generated in the U.S., created by 103 licensed nuclear reactors. Around the world, a total of 436 nuclear power plants supply about 16% of the electricity consumed on Earth. Nonetheless, the potential for accidents, meltdowns and other disasters was never far from the minds of many consumers (after all, for many of us the first image that comes to mind upon thinking "nuclear" might be a nuclear bomb). The 1979 Three Mile Island nuclear power plant accident in the U.S. led to the cancellation of scores of nuclear projects across the nation. This trend was later reinforced by the disaster at Chernobyl in what was then the Soviet Union. Regulatory agencies took an even harder line on U.S. nuclear power plants, and Jane Fonda starred in *China Syndrome*, a popular movie highlighting the terrifying possibility of human error and hubris leading to a nuclear power plant meltdown on the California coast.

During the 1980s, cost overruns on constructing and/or maintaining nuclear power generation plants got so out of hand that billions of dollars were lost on such plants by utility companies and their contractors. Bitter lawsuits resulted, and interest in nuclear power all but evaporated in America.

Selected northeastern states that conjure up images of clean environments and conservative politics are, interestingly, powered predominantly by nuclear generating plants. For example, New Hampshire generated 59% of its electricity by nuclear means in 1998. A little less than 40% of Vermont's electric power was from nuclear sources in 1999.

Also of interest, the highly regulated and traditional nation of France was an early adopter of nuclear power. The French approved a single, very cost-effective nuclear plant design and built it over and over again around the nation. France currently gets about 75% of its power from nuclear sources.

In early 2001, the Bush Administration targeted growth in nuclear power generation as a significant part of its new energy strategy. Despite the fact that nuclear power generation produces virtually no air pollution, the fear of accidents and concern over the disposal of spent nuclear fuel will continue to create great controversy over this policy.

New technology may enable construction of nuclear generating plants today that are much less expensive to construct and much safer to operate than the previous generation. One of the chief proponents of new technology is the utility company **Exelon**, [www.exeloncorp.com](http://www.exeloncorp.com). Exelon operates 17 nuclear reactors at 10 plant sites in New Jersey, Pennsylvania and Illinois.

An international consortium based in South Africa, PBMR, Ltd., is developing “pebble-bed modular reactor” (PBMR) technology in a test project in South Africa. The plant is a small, 110-megawatt unit, built at a moderate cost of about \$150 million. Pebble bed technology utilizes tiny uranium oxide granules sealed in “pebbles” about the size of oranges made of graphite and silicon carbide steel. This containment of the radioactive material in small quantities achieves an unprecedented level of safety.

Meanwhile the deregulation of the energy industry has encouraged firms like Exelon and Entergy to acquire old nuclear plants from other utility companies and then upgrade them and extend their operating permits for scores of additional years.

#### **U.S. Electric Power Generation Sources**

<i>Type</i>	<i>1997</i>	<i>2001, est.</i>
Coal	52%	54%
Nuclear	18%	20%
Gas-fired	14%	12%
Hydroelectric	10%	8%
Oil-fired	4%	3%
Renewable Sources	<1%	<1%
Other, Misc.	2%	2%

Note: May not total 100% due to rounding.

Source: Plunkett Research, Ltd., U.S. Dept. of Energy



## Chapter 2

# ENERGY INDUSTRY OVERVIEW

### Including Basic U.S. Statistics

Over the mid term, global markets for primary energy sources, including oil, natural gas, coal and electric generation, will be driven by trends that emerged during 1997 through 2000. These trends include growing demand (both in fully-developed and many lesser-developed nations), high market prices, very high profit levels for oil and gas producers, continuing steps toward deregulation, and great risk of political disruption to production/supply from Indonesia, South America and the Middle East. These trends will continue to drive increased investment in exploration and production, particularly in deep offshore fields and in areas considered to be relatively safe from political problems.

#### Energy Trends: US <sup>1</sup>

**Oil:** US oil markets were tight during 2000: crude oil and products inventories ended the year at a new 10-year low, down 0.5% on the previous year. The price for West Texas Intermediate (WTI) crude oil averaged more than \$30 per barrel in 2000, for the first time since 1983. Gasoline prices reached new record highs during the course of the year.

High oil prices stimulated oil production, which registered an annual increase, albeit very small, for the first time since 1991, as a 3.2% increase in output of natural gas liquids offset a continued decline in

crude oil production. This was essentially an Alaskan phenomenon: the state's 7.6% decline in production more than offset a modest increase in Lower 48 output.

High prices during the year held back oil consumption growth to only 0.9%, well below the 10-year average rate of 1.5% p.a. Gasoline consumption growth (+0.5%) was especially weak, whereas distillate (+4.2%) and fuel oil (+9.4%) were relatively strong, reflecting a buoyant economy and fuel switching away from increasingly expensive natural gas.

Despite the rebound in production and the modest growth in consumption, US dependence on net oil imports increased again in 2000, continuing a long-term trend.

**Natural gas:** US natural gas production increased by 3.5% during 2000, more than making up for the production declines of 1998 and 1999. The production increase followed a sharp rise in drilling activity, stimulated by higher prices: the number of active drilling rigs at the end of 2000 (879) had more than doubled from the cyclical low point in April 1999 (362).

Despite the recovery in production, there was a progressive tightening of the natural gas market during the year. Consumption grew even faster (+4.6%) in response to general economic strength,



the growing penetration of natural gas in power generation and colder winter weather, especially in November/December. Despite an increase in net imports of natural gas (+3.0%), working inventories in underground storage had to be drawn down to new 30-year lows by the end of the year to meet the demand surge.

Having started the year below \$2.50 per million Btu, spot natural gas prices at the Henry Hub soared to a peak of almost \$10 per million Btu in late December. The average price for the year (\$4.23 per million Btu) was almost double the average for 1999 (\$2.27 per million Btu) and easily the highest for more than a decade.

**Coal:** US production of coal declined by 2.3% in 2000, despite the stimulus of strong domestic demand: consumption increased by 3.3%. Wyoming, Pennsylvania and Utah were the only major coal-producing states to show production increases. The strength of domestic demand cut into net exports of coal, which fell by around 3.5 million short tons to around 46 million short tons. Despite the need to draw heavily on coal inventories, coal prices were lower on average during 2000 than in 1999.

The growth of coal consumption was driven by higher power generation demand: electricity produced from coal increased by 4.3% over 1999 levels. More than half of US electricity production is derived from coal-fired plant.

**Electricity:** Net generation of electricity grew by 2.3% in 2000, in line with the 10-year average. Generation capacity increased by only 0.7%; also in line with the 10-year average. As a result, the average load factor of US generating plant increased from 47.7% in 1990 to 55.4% in 2000; in other words, the margin of spare capacity shrank significantly.

Gas-fired generation grew fastest during 2000 (+7.0%), followed by coal (+4.3%) and nuclear (+3.5%). Oil-fired generation fell by 11.8% as oil prices rose. Hydroelectric generation fell by 14.1% in response to dry weather conditions in major hydro-generating states. Over the last 10 years, the strongest growth in generation has been from gas-fired plant (4.6% p.a.), followed by nuclear (2.7% p.a.) and coal-fired plant (2.1% p.a.).

<sup>1</sup> Source: BP Statistical Review of US Energy June 2001. All rights reserved.  
[www.bp.com/centres/energy/index.asp](http://www.bp.com/centres/energy/index.asp)

## Energy Trends: Worldwide<sup>2</sup>

World consumption of primary energy rebounded in 2000, rising by 2.1%, driven by continued strong growth in the world economy and a return to colder winter weather patterns. There were again strong contrasts in the performance of different fuels. Natural gas and coal grew by significantly more than their 1990-2000 annual averages and oil and nuclear energy grew effectively in line with their 10-year average, while hydroelectricity grew by less.

**Energy developments:** The strength of total energy consumption was most marked in the OECD area, and in particular North America, which experienced the coldest November/December for more than 100 years. Total energy consumption in the USA and Canada, together representing more than 28% of world demand, increased by 2.6%, significantly faster than their 1990-2000 average of 1.6%. Consumption in the EU was also slightly faster than its 10-year average, at 1.1%, while Japan saw its fifth year of below-trend growth.

Growth in Asia, South & Central America and the Middle East was below 10-year averages, but Africa was almost in line. The Former Soviet Union (FSU) saw the second consecutive year of growth in consumption, although its share of total world consumption continued to fall.

**Other notable features of 2000 included:** In China, total energy consumption fell for the fourth consecutive year, despite continued economic growth, as a rapid rise in the consumption of both oil and gas was outweighed by the continued decline in coal consumption.

In the Asian emerging economies (excluding China), consumption continued to recover from the recession-induced fall of 1998, growing by 5.1%.

The bounce in consumption in the EU masked marked differences in national performance. Growth exceeded 2% in Portugal, Spain, Ireland, the Netherlands, Greece and France, but in Germany, Denmark and Sweden consumption fell.

Four countries—Bangladesh, Portugal, Kazakhstan and Turkmenistan—recorded double-digit growth in consumption, and 15 others experienced growth of more than 5%.

**Oil:** The annual average price for Brent rose from \$18.25 in 1999 to \$28.98 a barrel, the highest since 1983. OPEC producers adjusted their supply with the aim of meeting a price target of \$22-28 a barrel for

the OPEC basket and, relative to 1999, increased production by 5.6%. After declining in 1999, non-OPEC supply increased by 2.1%, as investment and production began to respond to higher prices.

The most rapid increases in production were in the Middle East. Output rose in Saudi Arabia by 7.5%, in Iran by 6.5% and in Kuwait by 6.4%, while other Gulf producers (excluding Iraq) raised output by an average of 8.1%. The Middle East share of global output rose to 31%.

Among major non-OPEC producers, sharp increases were seen in Russia, Australia, Norway and Brazil, while the UK and Colombia recorded declines.

World oil consumption rose by 1% in 2000, effectively in line with its 1990-2000 average. This total, however, disguised marked regional variations. Almost every region grew by less than its 10-year average, but this was offset by changes in the FSU, where oil consumption continued to fall, but by significantly less than the average for 1990-2000.

**Natural gas:** Natural gas was the fastest-growing fuel in 2000, with global consumption rising by 4.8%, the highest rate since 1996. This was driven by growth in consumption of 5.1% in the USA and Canada, which together represent more than 30% of world demand. Chinese consumption increased by 16%, although China still represents only 1% of world consumption. In the FSU, growth of 2.9% was the highest for a decade.

Gas production rose by 4.3% worldwide, more than double the average of the last decade. The data is dominated by developments in the USA and Canada, where production rose by 3.7%, the fastest since 1994. Growth exceeded 50% in Turkmenistan, Nigeria and Oman, and 10% for 11 other countries. Russia, the second largest producer, saw output decline by 1.1%.

International trade in gas continued to grow. Pipeline exports rose by 8% and LNG trade by 10.3% in 2000.

**Other fuels:** World coal consumption grew by 1.2%, the first increase since 1996. In the USA, the world's largest consumer, demand rose by 3.3%, while China, the second largest, saw a further sharp decline, of 6.4%. Europe had the first annual increase in more than a decade.

Consumption of nuclear power rose in all regions, and by 2.7% globally. Brazil, Slovakia, Bulgaria, India and China all saw double-digit growth, and the

sharp rise in Russia, of 8.8%, took consumption to its highest since 1989.

Hydroelectric generation increased by 1.7%, reflecting rapid growth in Africa, South America and Asia, offset by a weather-induced 14.1% fall in the USA.

<sup>2</sup> Source: BP Statistical Review of World Energy June 2001. All rights reserved.  
[www.bp.com/centres/energy/index.asp](http://www.bp.com/centres/energy/index.asp)

### Trends in OPEC's Revenues and Influence on Prices: <sup>3</sup>

World oil prices declined sharply in late 1997, and remained extremely low through 1998 and into early 1999. Over the past 2 years, however, following a series of OPEC oil production cuts (particularly the organization's March 23, 1999 agreement to cut oil production by 1.7 million barrels per day -- bbl/d), oil prices have rebounded sharply from their lowest levels in decades, with West Texas Intermediate (WTI) and other major crudes now priced at more than double their low points.

The sharp increase in oil prices of the past two years or so comes after the OPEC "basket" price (a weighted average of Algeria's Saharan Blend, Indonesia's Minas, Nigeria's Bonny Light, Saudi Arabia's Arabian Light, Dubai's Fateh, Venezuela's Tia Juana, and Mexico's Isthmus) had fallen to under \$10 per barrel in December 1998. Although oil prices have now increased sharply, during 1998 and early 1999 they had been running at their lowest levels since 1973, prior to the Arab Oil Embargo late that year, and since 1986, following the oil price collapse of late 1985/early 1986. In many ways, the current world oil price spike is the direct result of the preceding price collapse. For one thing, the price collapse of 1998 led to a large number of well closures (as well as a reduction in oil exploration and production) in non-OPEC countries, including the United States, where thousands of so-called "stripper" wells, for instance, were shut down in Oklahoma and Texas. The price collapse also tended to stimulate oil demand, and to reduce investment in new oil exploration and production.

Although OPEC oil export revenues have increased significantly since 1998, they remain, in inflation-adjusted, per capita terms, far below peaks reached in the late 1970s/early 1980s. For OPEC as a whole, per capita oil export revenues (in constant \$2000) are projected to reach \$416 in 2001, nearly

double the \$219 per person figure for 1998, but less than one-fourth the \$1,761 per capita revenues achieved in 1980. This has potentially significant implications for OPEC oil price preferences and policies, especially combined with the fact that OPEC countries' populations are growing rapidly, and that many OPEC countries, despite their seeming oil wealth, are heavily indebted (in part as a result of low oil prices for most of the period from the mid 1980s through the late 1990s, combined with economic mismanagement, war, corruption, etc.).

<sup>3</sup> Source: U.S. Dept. of Energy, Energy Information Administration  
[www.eia.doe.gov/emew/cabs/opecrev.html](http://www.eia.doe.gov/emew/cabs/opecrev.html)

## U.S. Energy Overview: 1950-2000 in Bbtu (billion British thermal units)

	1950	1960	1970	1980	1990	2000
<b>Production</b>						
Fossil Fuels Production <sup>1</sup>	32,562,667	39,869,116	59,186,072	59,007,873	58,564,159	57,394,934
Nuclear Energy Consumed by the Electric Power Sector	0	6,026	239,347	2,739,169	6,162,086	8,008,636
Renewable Energy Production <sup>2</sup>	2,977,718	2,928,619	4,075,856	5,494,420	6,144,885	6,556,215
Total Energy Production <sup>3</sup>	35,540,385	42,803,761	63,501,275	67,241,462	70,834,642	71,902,194
<b>Imports</b>						
Petroleum Imports <sup>4</sup>	1,886,296	3,998,694	7,469,646	14,658,260	17,117,225	23,784,311
Total Energy Imports <sup>5</sup>	1,933,411	4,226,742	8,385,308	15,970,797	18,951,953	28,520,233
<b>Exports</b>						
Coal Exports	786,496	1,023,170	1,935,500	2,420,518	2,772,273	1,527,552
Total Energy Exports <sup>6</sup>	1,466,882	1,483,266	2,661,946	3,723,342	4,865,252	4,101,384
Total Energy Adjustments <sup>7</sup>	(1,372,181)	(427,041)	(1,366,594)	(1,053,702)	(576,979)	2,176,606
<b>Consumption</b>						
Fossil Fuels Consumption <sup>8</sup>	31,631,956	42,136,752	63,522,270	69,984,250	72,027,278	83,863,150
Nuclear Energy Consumed by the Electric Power Sector <sup>2</sup>	0	6,026	239,347	2,739,169	6,162,086	8,008,636
Renewable Energy Consumption <sup>9</sup>	3,002,777	2,977,418	4,096,426	5,711,796	6,254,488	6,822,505
<b>Total Energy Consumption<sup>4,10</sup></b>	<b>34,634,733</b>	<b>45,120,196</b>	<b>67,858,043</b>	<b>78,435,215</b>	<b>84,344,364</b>	<b>98,497,649</b>
Source: Energy Information Administration, Annual Energy Review 2000, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a>						

<sup>1</sup> Coal, natural gas (dry), crude oil and natural gas plant liquids.

<sup>2</sup> End-use consumption, electric utility and nonutility electricity net generation.

<sup>3</sup> Also includes hydroelectric pumped storage.

<sup>4</sup> Crude oil and petroleum products.

<sup>5</sup> Also includes natural gas, coal, coal coke, and electricity.

<sup>6</sup> Also includes natural gas, petroleum, coal coke, and electricity.

<sup>7</sup> A balancing item. Includes stock changes, losses, gains, miscellaneous blending components, and unaccounted-for supply.

<sup>8</sup> Coal, coal coke net imports, natural gas, petroleum, and electricity net imports derived from fossil fuels.

<sup>9</sup> End-use consumption, electric utility and nonutility electricity net generation, and electricity net imports derived from renewable energy.

<sup>10</sup> Alcohol (ethanol blended into motor gasoline) is included in consumption values for both "Fossil Fuels" and "Renewable Energy," but is counted only once in total energy consumption.

## U.S. Electricity Overview: 1950-2000

in MkWh (million kilowatt-hours)

	1950	1960	1970	1980	1990	2000
Net Generation of Electricity at Electric Utilities	329,141,343	755,549,097	1,531,867,733	2,286,439,244	2,808,151,009	3,009,514,332
Net Generation of Electricity at Nonutilities	N/A	N/A	N/A	N/A	216,715,501	782,411,029
Total Net Generation of Electricity	329,141,343	755,549,097	1,531,867,733	2,286,439,244	3,024,866,510	3,791,925,361
Electricity Imports <sup>1</sup>	1,933,095	5,323,198	6,169,587	25,021,365	18,445,395	50,364,295
Electricity Exports <sup>1</sup>	146,950	788,014	4,209,432	4,095,648	16,133,584	14,771,660
Electricity Losses and Unaccounted For <sup>2</sup>	N/A	N/A	N/A	N/A	210,432,285	220,999,835
Electric Utility Retail Sales of Electricity <sup>3</sup>	291,443,326	688,074,762	1,392,299,900	2,094,449,000	2,712,554,665	3,398,118,161
End Use Nonutility Power Producers, Total (Sales to End Users + Direct Use) <sup>4</sup>	N/A	N/A	N/A	N/A	104,191,371	208,400,000
<b>Electricity Total End-Use Consumption</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>2,816,746,036</b>	<b>3,606,518,161</b>

Source: Energy Information Administration, Annual Energy Review 2000, [www.eia.doe.gov](http://www.eia.doe.gov)

<sup>1</sup> Electricity transmitted across U.S. borders with Canada and Mexico.

<sup>2</sup> Energy losses that occur between the point of generation and delivery to the customer, and data collection frame differences and nonsampling error.

<sup>3</sup> Includes nonutility sales of electricity to utilities for distribution to end users. Beginning in 1996, also includes sales to ultimate consumers by power marketers.

<sup>4</sup> Nonutility facility use of onsite net electricity generation, and nonutility sales of electricity to end users.



## U.S. Energy Production by Source: 1950-2000

in Bbtu (billion British thermal units)

	1950	1960	1970	1980	1990	2000
Coal Production	14,060,135	10,817,398	14,607,064	18,597,726	22,456,486	22,662,929
Natural Gas Production	6,232,975	12,656,133	21,665,670	19,907,600	18,361,774	19,741,148
Petroleum Production <sup>1</sup>	11,446,729	14,934,611	20,401,210	18,248,917	15,571,185	12,383,360
Natural Gas Plant Liquids Production	822,828	1,460,974	2,512,128	2,253,630	2,174,714	2,607,497
Fossil Fuels Production	32,562,667	39,869,116	59,186,072	59,007,873	58,564,159	57,394,934
Nuclear Energy Consumed by the Electric Power Sector	0	6,026	239,347	2,739,169	6,162,086	8,008,636
Hydroelectric Pumped Storage Consumed by the Electric Power Sector <sup>2</sup>	N/A	N/A	N/A	N/A	(36,488)	(57,591)
Conventional Hydroelectric Power Production	1,415,411	1,607,975	2,633,547	2,900,144	3,048,931	2,616,488
Wood, Waste, and Alcohol, Renewable Energy <sup>3</sup>	1,562,307	1,319,870	1,430,962	2,484,500	2,659,504	3,274,794
Geothermal Energy Production	0	774	11,347	109,776	343,264	318,986
Solar Energy Consumption	N/A	N/A	N/A	N/A	62,620	70,236
Wind Energy Consumption	N/A	N/A	N/A	N/A	31,573	51,184
Renewable Energy Production	2,977,718	2,928,619	4,075,856	5,494,420	6,144,885	6,556,215
<b>Total Energy Production</b>	<b>35,540,385</b>	<b>42,803,761</b>	<b>63,501,275</b>	<b>67,241,462</b>	<b>70,834,642</b>	<b>71,902,194</b>
Source: Energy Information Administration, Annual Energy Review 2000, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a>						

<sup>1</sup> Includes lease condensate

<sup>2</sup> Pumped storage facility production minus energy used for pumping.

<sup>3</sup> Alcohol is ethanol blended into motor gasoline.

## U.S. Energy Consumption by Source: 1950-2000

in Bbtu (billion British thermal units)

	1950	1960	1970	1980	1990	2000
Coal Consumption	12,347,109	9,837,785	12,264,528	15,422,809	19,253,285	22,406,542
Coal Coke Net Imports	992	-5,629	-57,660	-35,018	4,786	65,348
Natural Gas Consumption <sup>1</sup>	5,968,371	12,385,366	21,794,707	20,394,103	19,296,473	23,325,394
Petroleum Consumption <sup>2</sup>	13,315,484	19,919,230	29,520,695	34,202,356	33,552,534	37,963,914
Electricity Net Imports Generated from Non-Renewable Energy Sources <sup>3</sup>	N/A	N/A	N/A	N/A	-79,800	101,952
Fossil Fuels Consumption	31,631,956	42,136,752	63,522,270	69,984,250	72,027,278	83,863,150
Nuclear Energy Consumed by the Electric Power Sector	0	6026	239,347	2,739,169	6,162,086	8,008,636
Hydroelectric Pumped Storage Consumed by the Electric Power Sector <sup>4</sup>	N/A	N/A	N/A	N/A	-36,488	-57,591
Conventional Hydroelectric Power Consumed by the Electric Power Sector <sup>5</sup>	1,440,470	1,656,774	2,654,117	3,117,520	3,146,171	3,107,305
Wood, Waste, and Alcohol, Renewable Energy <sup>6</sup>	1,562,307	1,319,870	1,430,962	2,484,500	2,659,504	3,274,794
Geothermal Energy Consumption <sup>7</sup>	N/A	774	11347	109,776	354,620	318,986
Solar Energy Consumption	N/A	N/A	N/A	N/A	62,620	70,236
Wind Energy Consumption	N/A	N/A	N/A	N/A	31,573	51,184
Renewable Energy Consumption	3,002,777	2,977,418	4,096,426	5,711,796	6,254,488	6,822,505
<b>Total Energy Consumption<sup>8</sup></b>	<b>34,634,733</b>	<b>45,120,196</b>	<b>67,858,043</b>	<b>78,435,215</b>	<b>84,344,364</b>	<b>98,497,649</b>

Source: Energy Information Administration, Annual Energy Review 2000, [www.eia.doe.gov](http://www.eia.doe.gov)

<sup>1</sup> Includes supplemental gaseous fuels.

<sup>2</sup> Petroleum products supplied, including natural gas plant liquids and crude oil burned as fuel.

<sup>3</sup> Electricity net imports from fossil fuels. May include some nuclear-generated electricity.

<sup>4</sup> Pumped storage facility production minus energy used for pumping.

<sup>5</sup> Through 1988, includes all electricity net imports. From 1989, includes only electricity net imports derived from hydroelectric power.

<sup>6</sup> Alcohol (ethanol blended into motor gasoline) is included in both "Petroleum" and "Alcohol," but is counted only once in total energy consumption.

<sup>7</sup> From 1989, includes electricity imports from Mexico that are derived from geothermal energy.

<sup>8</sup> Included in conventional hydroelectric power.

## U.S. Energy Imports, Exports and Net Imports: 1950-2000

in Bbtu (billion British thermal units)

	1950	1960	1970	1980	1990	2000
Coal Imports	9,132	6,551	900	29,840	67,485	312,816
Natural Gas Imports	0	161,094	846,224	1,006,432	1,550,646	3,808,268
Petroleum Imports <sup>1</sup>	1,886,296	3,998,694	7,469,646	14,658,260	17,117,225	23,784,311
Electricity and Coal Coke Imports	37,983	60,403	68,538	276,265	216,597	614,838
Total Energy Imports	1,933,411	4,226,742	8,385,308	15,970,797	18,951,953	28,520,233
Coal Exports	786,496	1,023,170	1,935,500	2,420,518	2,772,273	1,527,552
Natural Gas Exports	26,627	11,729	71,977	49,365	87,105	238,457
Petroleum Exports	641,827	431,134	548,841	1,159,552	1,823,866	2,154,127
Electricity and Coal Coke Exports	11,932	17,233	105,628	93,907	182,008	181,248
Total Energy Exports	1,466,882	1,483,266	2,661,946	3,723,342	4,865,252	4,101,384
Coal Net Imports	-777,364	-1,016,619	-1,934,600	-2,390,678	-2,704,788	-1,214,736
Natural Gas Net Imports	-26,627	149,365	774,247	957,067	1,463,541	3,569,811
Petroleum Net Imports	1,244,469	3,567,560	6,920,805	13,498,708	15,293,359	21,630,184
Electricity and Coal Coke Net Imports	26,051	43,170	-37,090	182,358	34,589	433,590
<b>Total Energy Net Imports</b>	<b>466,529</b>	<b>2,743,476</b>	<b>5,723,362</b>	<b>12,247,455</b>	<b>14,086,701</b>	<b>24,418,849</b>
Source: Energy Information Administration, Annual Energy Review 2000, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a>						

<sup>1</sup> Includes imports into the Strategic Petroleum Reserve, which began in 1977.



## Chapter 3

# ENERGY INDUSTRY STATISTICS

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## U.S. Energy Consumption and Expenditures Indicators: 1950-2000

	1950	1960	1970	1980	1990	2000
Total Energy Consumption (in BBTu) <sup>9</sup>	34,634,733	45,120,196	67,858,043	78,435,215	84,344,364	98,497,649
Total Energy Consumption per Capita (in MMBtu) <sup>10</sup>	229	252	334	346	339	350
Total Energy Consumption Expenditures in Nominal Dollars (in MM\$) <sup>11</sup>	N/A	N/A	\$82,862	\$374,359	\$471,786	N/A
Total Energy Consumption Expenditures Per Person in Nominal Dollars (in c/MMBtu) <sup>12</sup>	N/A	N/A	408	1,652	1,897	N/A
Gross Domestic Product, Nominal dollars (in MM\$) <sup>13</sup>	\$294,292	\$527,380	\$1,039,674	\$2,795,561	\$5,803,246	\$9,963,053
Total Energy Expenditures as a Share of GDP (in %) <sup>14</sup>	N/A	N/A	0.80%	1.34%	0.81%	N/A
Gross Domestic Product, Chained 1996 dollars (in HMM\$) <sup>15</sup>	\$16,866	\$23,767	\$35,780	\$49,009	\$67,079	\$93,185
Total Energy Consumed by GDP Dollar (in 10Btu/\$) <sup>16</sup>	\$2,054	\$1,898	\$1,897	\$1,600	\$1,257	\$1,057
Source: Energy Information Administration, Annual Energy Review 2000, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a> , Plunkett Research, Ltd., <a href="http://www.plunkettresearch.com">www.plunkettresearch.com</a>						

<sup>9</sup> in billion British thermal units

<sup>10</sup> in million British thermal units

<sup>11</sup> in million Nominal Dollars

<sup>12</sup> in million nominal dollars

<sup>13</sup> in billion nominal dollars

<sup>14</sup> in percent

<sup>15</sup> in billion chained (1996) dollars

<sup>16</sup> in thousand British thermal units per chained (1996) dollar

## U.S. Petroleum Overview: 1950-2000

in thousands of barrels per year

	1950	1960	1970	1980	1990	2000
Petroleum Production, United States <sup>17</sup>	1,973,574	2,574,933	3,517,450	3,146,365	2,684,687	2,135,062
Natural Gas Plant Liquids Production	181,961	340,157	605,916	575,787	568,999	698,499
Petroleum Other Supply (Refinery Input, Unaccounted For, Processing Gains)	870	53,557	129,569	231,195	343,374	459,179
Crude Oil Imports	177,714	371,575	483,293	1,926,162	2,151,387	3,269,263
Refined Petroleum Products Imports	132,547	292,536	764,769	602,541	775,008	790,825
Petroleum Imports	310,261	664,111	1,248,062	2,528,703	2,926,395	4,060,088
Petroleum Exports	111,306	73,906	94,458	199,256	312,671	380,710
Petroleum Net Imports	198,955	590,205	1,153,604	2,329,447	2,613,724	3,679,378
Crude Oil Losses	18,629	3,267	4,328	5,294	22	0
Petroleum Change in Stocks	-20,409	-30,235	37,738	51,116	39,214	-13,644
Petroleum Consumption	2,357,140	3,585,820	5,364,473	6,242,445	6,200,801	7,128,035
Source: Energy Information Administration, Annual Energy Review 2000, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a>						

<sup>17</sup> Includes lease condensate.

## U.S. Crude Oil Production and Oil Well Productivity: 1960-2000

in thousands of barrels per year

	1960	1970	1980	1990	2000
Petroleum Production, 48 States	2,574,374	3,433,834	2,554,719	2,037,377	1,779,915
Petroleum Production, Alaska	559	83,616	591,646	647,310	355,147
Petroleum Production, Onshore	2,458,170	2,941,736	2,767,840	2,289,757	1,497,913
Petroleum Production, Offshore	116,763	575,714	378,525	394,930	637,149
Petroleum Oil Production	2,574,933	3,350,666	3,005,031	2,684,687	2,135,062
Lease Condensate Production	N/A	166,784	141,334	N/A	N/A
Petroleum (in billion British thermal units)	2,574,933	3,517,450	3,146,365	2,684,687	2,135,062
Number of Producing Oil Wells <sup>18</sup> (in thousands)	591	531	548	602	534
Oil Well Productivity Rate (production per year per Well) <sup>19</sup>	4,357	6,624	5,742	4,460	3,998
Source: Energy Information Administration, Annual Energy Review 2000, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a>					

<sup>18</sup> Included in crude oil.

<sup>19</sup> For 1960-1970, average productivity is based on the average number of producing wells. For 1980 forward, average productivity is based on the number of wells producing at end of year.

## U.S. Petroleum Imports by Country of Origin: 1960-2000

in thousands of barrels per year

	1960	1970	1980	1990	2000
Petroleum Imports from Persian Gulf Nations <sup>20</sup> as Share of Total Imports	N/A	N/A	555,922	717,425	903,375
Petroleum Imports from Iraq	N/A	N/A	N/A	N/A	N/A
Petroleum Imports from Nigeria	N/A	18,121	313,816	291,959	324,647
Petroleum Imports from Saudi Arabia	30,786	10,858	461,365	488,818	573,115
Petroleum Imports from Venezuela	333,589	361,155	176,135	373,989	555,952
Petroleum Imports from OPEC <sup>21</sup> as Share of Total Imports	481,089	490,371	1,573,815	1,568,093	1,879,868
Petroleum Imports from Canada	44,076	279,733	166,361	340,858	616,962
Petroleum Imports from Colombia	14,799	7,313	1,415	66,484	121,420
Petroleum Imports from Mexico	5,808	15,439	195,103	275,594	497,325
Petroleum Imports from Norway	0	0	52,883	37,142	121,608
Petroleum Imports from United Kingdom	6	3,951	64,271	69,021	120,718
Petroleum Imports from Total Non-OPEC	183,022	757,691	954,888	1,358,302	2,180,220
<b>Petroleum Imports</b>	<b>664,111</b>	<b>1,248,062</b>	<b>2,528,703</b>	<b>2,926,395</b>	<b>4,060,088</b>
Petroleum Imports from Persian Gulf Nations as Share of Total Imports (%)	N/A	N/A	21.98%	24.51%	22.25%
<b>Petroleum Imports from OPEC as Share of Total Imports (%)</b>	<b>72.44%</b>	<b>39.29%</b>	<b>62.23%</b>	<b>53.58%</b>	<b>46.30%</b>
Source: Energy Information Administration, Annual Energy Review 2000, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a>					

<sup>20</sup> Bahrain, Iran, Iraq, Kuwait, Qatar, Saudi Arabia, and United Arab Emirates.

<sup>21</sup> Organization of Petroleum Exporting Countries

## Refinery Capacity and Utilization in the U.S.: 1950-2000

	1950	1960	1970	1980	1990	2000
Number of Operable Refineries	320	309	276	319	205	158
Crude Oil Refining Capacity, United States (in b/d) <sup>22</sup>	6,222,998	9,842,624	12,021,273	17,988,121	15,571,966	16,511,871
Crude Oil Gross Input to Distillation Units (in Mb) <sup>23</sup>	2,182,828	3,088,642	4,203,621	5,049,289	4,967,557	5,603,085
Operable Refineries Utilization Percent (%)	92.5%	85.1%	92.6%	75.4%	87.1%	92.6%

Source: Energy Information Administration, Annual Energy Review 2000, [www.eia.doe.gov](http://www.eia.doe.gov)

<sup>22</sup> in barrels per day

<sup>23</sup> in thousands of barrels per year



**Petroleum Consumption by the U.S. Transportation Sector and End-Use**  
**Total: 1950-2000**  
in thousands of barrels per year

	1950	1960	1970	1980	1990	2000
Aviation Gasoline Consumed by the Transportation Sector	39,517	59,014	19,903	12,747	8,910	6,897
Distillate Fuel Consumed by the Transportation Sector	82,438	153,123	269,343	479,800	657,599	921,886
Jet Fuel Consumed by the Transportation Sector	0	135,962	352,978	388,780	555,628	623,883
LPG Consumed by the Transportation Sector	689	4,896	11,546	4,596	5,966	3,711
Lubricants Consumed by the Transportation Sector	23,312	25,039	24,180	28,341	29,019	29,660
Motor Gasoline Consumed by the Transportation Sector <sup>24</sup>	887,939	1,367,319	2,040,070	2,357,261	2,584,316	3,023,464
Residual Fuel Consumed by the Transportation Sector	191,105	134,226	121,031	222,439	163,862	145,714
Petroleum Consumed by the Transportation Sector	1,225,000	1,879,579	2,839,051	3,493,964	4,005,300	4,755,215
<b>Total Petroleum Consumption, Excluding Electric Power Sector</b>	<b>2,281,719</b>	<b>3,497,625</b>	<b>5,025,788</b>	<b>5,821,335</b>	<b>6,000,650</b>	<b>7,001,595</b>

Source: Energy Information Administration, Annual Energy Review 2000, [www.eia.doe.gov](http://www.eia.doe.gov)

<sup>24</sup> Includes ethanol blended into motor gasoline.

## U.S. Crude Oil Domestic First Purchase Prices: 1950-2000

in dollars per barrel

	1950	1960	1970	1980	1990	2000
Crude Oil Domestic First Purchase , Alaska North Slope	N/A	N/A	N/A	16.87	15.23	23.62
Crude Oil Domestic First Purchase Inflation Adjusted Price, Alaska North Slope <sup>25</sup>	N/A	N/A	N/A	29.58	17.60	22.09
Crude Oil Domestic First Purchase , California	N/A	N/A	N/A	23.87	17.81	24.87
Crude Oil Domestic First Purchase Inflation Adjusted Price, California <sup>1</sup>	N/A	N/A	N/A	41.85	20.59	23.26
Crude Oil Domestic First Purchase , Texas	N/A	N/A	N/A	21.84	22.37	28.61
Crude Oil Domestic First Purchase Inflation Adjusted Price, Texas <sup>1</sup>	N/A	N/A	N/A	38.29	25.86	26.76
<b>Crude Oil Domestic First Purchase</b>	<b>2.51</b>	<b>2.88</b>	<b>3.18</b>	<b>21.59</b>	<b>20.03</b>	<b>26.73</b>
<b>Crude Oil Domestic First Purchase Inflation Adjusted Price<sup>1</sup></b>	<b>14.38</b>	<b>12.98</b>	<b>10.94</b>	<b>37.85</b>	<b>23.15</b>	<b>25.00</b>
Source: Energy Information Administration, Annual Energy Review 2000, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a>						

<sup>25</sup> In chained (1996) dollars, calculated by using gross domestic product implicit price deflators.

**Landed Costs of U.S. Crude Oil Imports from  
Selected Countries: 1970-2000**  
in dollars per barrel

	1980	1990	2000
Crude Oil Price of Imports from Persian Gulf Nations	30.59	20.55	26.83
Crude Oil Price of Imports from Kuwait	N/A	17.01	26.37
Crude Oil Price of Imports from Nigeria	37.15	23.33	30.28
Crude Oil Price of Imports from Saudi Arabia	29.80	21.82	26.64
Crude Oil Price of Imports from Venezuela	25.92	20.31	26.07
Crude Oil Price of Imports from OPEC Countries	33.56	21.23	27.37
Crude Oil Price of Imports from Angola	34.76	21.51	29.79
Crude Oil Price of Imports from Canada	30.11	20.48	26.71
Crude Oil Price of Imports from Colombia	N/A	22.34	29.67
Crude Oil Price of Imports from Mexico	31.77	19.64	26.04
Crude Oil Price of Imports from Norway	36.82	21.11	30.11
Crude Oil Price of Imports from United Kingdom	35.68	22.65	29.16
Crude Oil Price of Imports from Total Non-OPEC	33.99	20.98	27.80
Source: Energy Information Administration, Annual Energy Review 2000, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a>			

## Value of U.S. Crude Oil Imports from Selected Countries: 1980-2000

in thousands of dollars

	1980	1990	2000
Crude Oil Imports Value from Persian Gulf Nations	16,878,614	13,505,727	23,529,481
Crude Oil Imports Value from Kuwait	N/A	492,303	2,514,195
Crude Oil Imports Value from Nigeria	11,436,256	6,675,320	9,589,827
Crude Oil Imports Value from Saudi Arabia	13,638,596	9,517,731	14,832,353
Crude Oil Imports Value from Venezuela	1,476,144	4,933,502	11,666,846
Crude Oil Imports Value from OPEC Countries	47,458,069	27,226,010	45,287,305
Crude Oil Imports Value from Angola	465,402	1,851,903	3,154,195
Crude Oil Imports Value from Canada	2,198,090	4,802,888	12,583,829
Crude Oil Imports Value from Colombia	N/A	1,140,256	3,345,886
Crude Oil Imports Value from Mexico	5,894,638	4,936,416	12,402,774
Crude Oil Imports Value from Norway	1,941,408	736,275	3,222,252
Crude Oil Imports Value from United Kingdom	2,264,217	1,279,657	2,898,446
Crude Oil Imports Value from Total Non-OPEC	17,395,806	18,232,797	44,878,969
Source: Energy Information Administration, Annual Energy Review 2000, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a>			

## U.S. Refiner Sales Prices and Refiner Profit Margins for Selected Petroleum Products: 1970-2000

in cents per gallon, excluding taxes

	1980	1990	2000
Aviation Gasoline Refiner Sales Price to Resellers Excluding Tax	112.8	106.3	128.8
Motor Gasoline Refiner Sales Price to Resellers Excluding Tax	94.1	78.6	87.9
Leaded Regular Motor Gasoline Refiner Sales Price to Resellers Excl. Tax	N/A	75.4	N/A
Unleaded Regular Motor Gasoline Refiner Sales Price to Resellers Excl. Tax	N/A	75.8	85.5
Unleaded Midgrade Motor Gasoline Refiner Sales Price to Resellers Excl. Tax	N/A	81.4	94.3
Premium Motor Gasoline Refiner Sales Price to Resellers Excluding Tax	N/A	87.4	97.9
Kerosene Refiner Sales Price to Resellers Excluding Tax	86.4	83.9	105.8
Jet Fuel, Kerosene-Type, Refiner Sales Price to Resellers Excluding Tax	86.8	77.3	99.3
Distillate Fuel Oil No. 1 Refiner Sales Price to Resellers Excluding Tax	88.0	83.8	107.8
Distillate Fuel Oil No. 2 Refiner Sales Price to Resellers Excluding Tax	80.2	69.5	93.9
Fuel Oil No. 2 Refiner Sales Price to Resellers Excluding Tax	80.3	69.7	94.3
Diesel Oil No. 2 Refiner Sales Price to Resellers Excluding Tax	80.1	69.4	93.8
Distillate Fuel Oil No. 4 Refiner Sales Price to Resellers Excluding Tax	67.0	59.0	81.3
Residual Fuel Oil Refiner Sales Price to Resellers Excluding Tax	52.8	41.3	57.8
Residual Fuel Oil, ≤1% Sulfur, Refiner Sales Price to Resellers Excl. Tax	60.8	47.2	66.8
Residual Fuel Oil, >1% Sulfur, Refiner Sales Price to Resellers Excl. Tax	47.9	37.2	49.3
Propane (Consumer Grade) Refiner Sales Price to Resellers Excluding Tax	41.5	38.6	76.7
Aviation Gasoline Refiner Sales Price to End Users Excluding Tax	108.4	112.0	126.0
Motor Gasoline Refiner Sales Price to End Users Excluding Tax	103.5	88.3	106.2
Leaded Regular Motor Gasoline Refiner Sales Price to End Users Excl. Tax	N/A	83.1	N/A
Unleaded Regular Motor Gasoline Refiner Sales Price to End Users Excl. Tax	N/A	84.9	102.4
Unleaded Midgrade Motor Gasoline Refiner Sales Price to End Users Excl. Tax	N/A	92.1	112.9
Premium Motor Gasoline Refiner Sales Price to End Users Excluding Tax	N/A	98.5	120.8
Kerosene Refiner Sales Price to End Users Excluding Tax	90.2	92.3	122.7
Jet Fuel, Kerosene-Type, Refiner Sales Price to End Users Excluding Tax	86.8	76.6	99.8
Distillate Fuel Oil No. 1 Refiner Sales Price to End Users Excluding Tax	83.4	81.9	105.8
Distillate Fuel Oil No. 2 Refiner Sales Price to End Users Excluding Tax	80.4	72.6	100.0
Fuel Oil No. 2 Refiner Sales Price to End Users Excluding Tax	78.8	73.4	101.4
Diesel Oil No. 2 Refiner Sales Price to End Users Excluding Tax	81.8	72.5	99.7
Distillate Fuel Oil No. 4 Refiner Sales Price to End Users Excluding Tax	68.2	62.2	87.4
Residual Fuel Refiner Sales Price to End Users Excluding Tax	60.7	44.4	62.2
Residual Fuel Oil, ≤1% Sulfur, Refiner Sales Price to End Users Excl. Tax	67.5	50.5	76.4
Residual Fuel Oil, >1% Sulfur, Refiner Sales Price to End Users Excl. Tax	52.3	40.0	56.2
Propane (Consumer Grade) Refiner Sales Price to End Users Excluding Tax	48.2	74.5	68.3
Motor Gasoline Refiner Margin Excluding Tax	27.3	25.7	29.0
Jet Fuel Refiner Margin Excluding Tax	20.0	24.4	20.7
Distillate Fuel Oil No. 2 Refiner Margin Excluding Tax	13.4	16.6	22.3
Residual Fuel Oil Refiner Margin Excluding Tax	-14.0	-11.6	-10.8

Source: Energy Information Administration, Annual Energy Review 2000, [www.eia.doe.gov](http://www.eia.doe.gov)



## U.S. Retail Motor Gasoline<sup>1</sup> and On-highway Diesel Fuel Prices: 1950-2000 in cents per gallon

	1950	1960	1970	1980	1990	2000
Leaded Regular Motor Gasoline Retail	26.8	31.1	35.7	119.1	114.9	N/A
Leaded Regular Motor Gasoline Retail Inflation Adjusted Price <sup>2</sup>	153.6	140.2	122.8	208.8	132.8	0
Regular Unleaded Motor Gasoline Retail	N/A	N/A	N/A	124.5	116.4	151.0
Unleaded Regular Motor Gasoline Retail Inflation Adjusted Price <sup>2</sup>	N/A	N/A	N/A	218.3	134.6	141.2
Premium Unleaded Motor Gasoline Retail	N/A	N/A	N/A	N/A	134.9	169.3
Unleaded Premium Motor Gasoline Retail Inflation Adjusted Price <sup>2</sup>	N/A	N/A	N/A	N/A	155.9	158.3
Motor Gasoline, All Types, Retail Price, Nominal	N/A	N/A	N/A	122.1	121.7	156.3
Motor Gasoline, All Types, Retail Price, Inflation Adjusted <sup>2</sup>	N/A	N/A	N/A	214.1	140.7	146.2
Conventional Regular Motor Gasoline Retail Price by Area	N/A	N/A	N/A	N/A	N/A	145.8
Oxygenated Regular Motor Gasoline Retail Price by Area	N/A	N/A	N/A	N/A	N/A	151.0
Oxygenated and Reformulated Regular Motor Gasoline Retail Price by Area	N/A	N/A	N/A	N/A	N/A	154.8
Reformulated Regular Motor Gasoline Retail Price by Area	N/A	N/A	N/A	N/A	N/A	154.2
Regular Motor Gasoline Retail Price, All Areas	N/A	N/A	N/A	N/A	N/A	148.4
On-Highway Diesel Fuel Retail Price	N/A	N/A	N/A	N/A	N/A	149.1
Source: Energy Information Administration, Annual Energy Review 2000, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a>						

<sup>1</sup> Average motor gasoline prices are calculated from a sample of service stations providing all types of service (i.e., full-, mini-, and self-serve). Geographic coverage- 1949-1973, 55 representative cities; 1974-1977, 56 urban areas; 1978 forward, 85 urban areas.

<sup>2</sup> In chained (1996) dollars, calculated by using gross domestic product implicit price deflators.

## U.S. Electricity Net Generation: 1950-2000

in million kilowatt-hours

	1950	1960	1970	1980	1990	2000
Total Net Generation of Electricity from Coal <sup>26</sup>	154,519,994	403,067,357	704,394,479	1,161,562,368	1,590,304,796	1,964,645,515
Total Net Generation of Electricity from Petroleum <sup>27</sup>	33,734,288	47,986,893	184,183,402	245,994,189	124,047,796	108,921,986
Total Net Generation of Electricity from Natural Gas	154,519,994	403,067,357	704,394,479	1,161,562,368	1,590,304,796	1,964,645,515
Total Net Generation of Electricity from Other Gas and Waste Heat Plants <sup>28</sup>	33,734,288	47,986,893	184,183,402	245,994,189	124,047,796	108,921,986
Fossil Fuels Consumed by the Electric Power Sector	44,559,159	157,969,787	372,890,063	346,239,900	378,341,988	595,750,125
Total Net Generation of Electricity from Nuclear Energy	N/A	N/A	N/A	N/A	N/A	15,670,983
Total Net Generation of Electricity from Hydroelectric Pumped Storage	232,813,441	609,024,037	1,261,467,944	1,753,796,457	2,092,694,580	2,684,988,609
Total Net Generation of Electricity from Conventional Hydroelectric Power	N/A	518,182	21,804,448	251,115,575	576,974,364	753,895,906

<sup>26</sup> Coal, fine coal, anthracite culm, bituminous gob, lignite waste, tar coal, waste coal, and coke breeze.

<sup>27</sup> Fuel oil nos. 1, 2, 4, 5, and 6, crude oil, petroleum coke, kerosene, liquid butane, liquid propane, methanol, liquid byproducts, oil waste, sludge oil, and tar oil.

<sup>28</sup> Blast furnace gas, coke oven gas, butane gas, propane gas, refinery gas, and other process and waste gases derived from coal, petroleum, and natural gas.

## U.S. Electricity Net Generation: 1950-2000 (cont.)

in million kilowatt-hours

	1950	1960	1970	1980	1990	2000
Total Net Generation of Electricity from Geothermal Energy	N/A	N/A	N/A	N/A	(3,507,741)	(5,566,482)
Total Net Generation of Electricity from Wood <sup>29</sup>	100,884,575	149,440,035	250,957,442	279,182,090	293,013,258	274,600,249
Total Net Generation of Electricity from MSW and Landfill Gas <sup>30</sup>	N/A	33,368	525,183	5,073,079	15,787,992	14,197,383
Total Net Generation of Electricity from Other Waste <sup>31</sup>	389,585	140,166	136,000	275,366	30,413,267	39,496,574
Total Net Generation of Electricity from Wind Energy	N/A	N/A	220,450	157,797	10,849,923	21,154,399
Total Net Generation of Electricity from Solar Energy, Electric Power Sector <sup>32</sup>	N/A	N/A	N/A	N/A	646,089	844,291
Total Net Generation of Electricity from Renewable Energy	101,274,160	149,613,569	251,839,075	284,688,332	356,058,978	358,607,328
<b>Total Net Generation of Electricity<sup>33</sup></b>	<b>329,141,343</b>	<b>755,549,097</b>	<b>1,531,867,733</b>	<b>2,286,439,244</b>	<b>3,024,866,510</b>	<b>3,791,925,361</b>

Source: Energy Information Administration, Annual Energy Review 2000, [www.eia.doe.gov](http://www.eia.doe.gov)

<sup>29</sup> Wood, wood waste, black liquor, red liquor, spent sulfite liquor, wood sludge, peat, railroad ties, and utility poles.

<sup>30</sup> Municipal solid waste and landfill gas.

<sup>31</sup> Methane, digester gas, liquid acetonitrile waste, tall oil, waste alcohol, medical waste, paper pellets, sludge waste, solid byproducts, tires, agricultural byproducts, closed looped biomass, fish oil, and straw.

<sup>32</sup> Solar thermal and photovoltaic energy.

<sup>33</sup> Includes batteries, chemicals, hydrogen, pitch, sulfur, and purchased steam, which are not separately displayed on this table.

## U.S. Nonutility Power Producers Electricity Net Generation: 1950-2000 in million kilowatt-hours

	1950	1960	1970	1980	1990	2000
Net Generation of Electricity from Coal at Nonutilities <sup>34</sup>	N/A	N/A	N/A	N/A	30,699,089	272,383,407
Net Generation of Electricity from Petroleum at Nonutilities	N/A	N/A	N/A	N/A	7,030,835	36,600,847
Net Generation of Electricity from Natural Gas at Nonutilities	N/A	N/A	N/A	N/A	114,252,587	305,977,077
Net Generation of Electricity from Other Gas at Nonutilities <sup>35</sup>	N/A	N/A	N/A	N/A	0	15,670,983
Net Generation of Electricity from Fossil Fuels at Nonutilities	N/A	N/A	N/A	N/A	151,982,511	630,632,314
Net Generation of Electricity from Nuclear Energy at Nonutilities	0	0	0	0	112,686	48,460,134
Net Gen. of Electricity from Hydroelectric Pumped Storage at Nonutilities <sup>36</sup>	N/A	N/A	N/A	N/A	N/A	-233,644
Net Gen. of Elec. from Conventional Hydroelectric Power at Nonutilities	4,946,258	3,606,691	3,243,758	3,161,120	9,579,599	21,701,774
Net Electricity Generation from Geothermal Energy at Nonutilities	N/A	N/A	N/A	N/A	7,206,764	14,046,008
Net Generation of Electricity from Wood at Nonutilities <sup>37</sup>	N/A	N/A	N/A	N/A	29,603,131	38,796,104
Net Generation of Electricity from MSW and Landfill Gas at Nonutilities <sup>38</sup>	N/A	N/A	N/A	N/A	10,146,885	20,191,430
Net Generation of Electricity from Other Waste at Nonutilities <sup>39</sup>	N/A	N/A	N/A	N/A	1,759,033	3,050,647
Net Generation of Electricity from Wind Energy at Nonutilities	N/A	N/A	N/A	N/A	3,034,922	4,924,514
Net Generation of Electricity from Solar Energy at Nonutilities	N/A	N/A	N/A	N/A	643,641	841,748
Net Generation of Electricity from Renewable Energy at Nonutilities	4,946,258	3,606,691	3,243,758	3,161,120	61,973,975	103,552,225
<b>Net Generation of Electricity at Nonutilities<sup>40</sup></b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>216,715,501</b>	<b>782,411,029</b>

Source: Energy Information Administration, Annual Energy Review 2000, [www.eia.doe.gov](http://www.eia.doe.gov)

<sup>34</sup> Coal, fine coal, anthracite culm, bituminous gob, lignite waste, tar coal, waste coal, and coke breeze.

<sup>35</sup> Blast furnace gas, coke oven gas, butane gas, propane gas, refinery gas, and other process and waste gases derived from coal, petroleum, and natural gas.

<sup>36</sup> Pumped storage facility production minus energy used for pumping.

<sup>37</sup> Wood, wood waste, black liquor, red liquor, spent sulfite liquor, wood sludge, peat, railroad ties, and utility poles.

<sup>38</sup> Municipal solid waste and landfill gas.

<sup>39</sup> Methane, digester gas, liquid acetonitrile waste, tall oil, waste alcohol, medical waste, paper pellets, sludge waste, solid byproducts, tires, agricultural byproducts, closed loop biomass, fish oil, and straw.

<sup>40</sup> Includes batteries, chemicals, hydrogen, pitch, sulfur, and purchased steam, which are not separately displayed on this table.

## Retail Prices of Electricity Sold by U.S. Electric Utilities: 1960-2000

in cents per kilowatt-hour

	1960	1970	1980	1990	2000
Electricity Residential Sector	2.60	2.20	5.40	7.83	8.21
Electricity Residential Sector Inflation Adjusted Price <sup>41</sup>	11.72	7.57	9.47	9.05	7.68
Electricity Price for a Portion of the Commercial Sector	2.40	2.10	5.50	7.34	7.20
Electricity Inflation Adjusted Price for a Portion of the Commercial Sector <sup>1</sup>	10.82	7.23	9.64	8.48	6.73
Electricity Industrial Sector	1.10	1.00	3.70	4.74	4.45
Electricity Industrial Sector Inflation Adjusted Price <sup>1</sup>	4.96	3.44	6.49	5.48	4.16
Electricity Other Users <sup>42</sup>	1.90	1.80	4.80	6.40	6.37
Electricity Other Users Inflation Adjusted Price <sup>1,2</sup>	8.56	6.19	8.42	7.40	5.96
<b>Electricity Consumption</b>	<b>1.80</b>	<b>1.70</b>	<b>4.70</b>	<b>6.57</b>	<b>6.66</b>
<b>Electricity Consumption Inflation Adjusted Price<sup>1</sup></b>	<b>8.11</b>	<b>5.85</b>	<b>8.24</b>	<b>7.59</b>	<b>6.23</b>
Source: Energy Information Administration, Annual Energy Review 2000, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a>					

<sup>41</sup> In chained (1996) dollars, calculated by using gross domestic product implicit price deflators.

<sup>42</sup> Public street and highway lighting, other sales to public authorities, sales to railroads and railways, and interdepartmental sales.



## U.S. Natural Gas Production: 1950-2000

in million cubic feet

	1950	1960	1970	1980	1990	2000
Natural Gas Gross Withdrawals from Gas Wells	5,603,200	10,853,426	18,594,658	17,572,526	16,053,566	17,701,402
Natural Gas Gross Withdrawals from Oil Wells	2,876,450	4,234,485	5,191,795	4,297,166	5,469,055	6,997,806
Natural Gas Gross Withdrawals	8,479,650	15,087,911	23,786,453	21,869,692	21,522,621	24,699,208
Natural Gas Reservoir Repressuring	1,396,546	1,753,996	1,376,351	1,365,454	2,489,040	3,744,326
Natural Gas Nonhydrocarbon Gases Removed	N/A	N/A	N/A	199,063	289,374	535,923
Natural Gas Vented and Flared	801,044	562,877	489,460	125,451	150,415	269,954
Natural Gas Marketed Production	6,282,060	12,771,038	21,920,642	20,179,724	18,593,792	20,149,005
Natural Gas Extraction Loss <sup>43</sup>	259,862	542,890	906,413	776,605	784,118	926,854
Natural Gas Production (Dry)	6,022,198	12,228,148	21,014,229	19,403,119	17,809,674	19,222,150

Source: Energy Information Administration, Annual Energy Review 2000, [www.eia.doe.gov](http://www.eia.doe.gov)

<sup>43</sup> Volume reduction resulting from the removal of natural gas plant liquids. Natural gas plant liquids are transferred to petroleum supply.

## U.S. Natural Gas Prices by Sector: 1970-2000

in cents per thousand cubic feet

	1970	1980	1990	2000
Natural Gas Residential Sector	109	368	580	770
Natural Gas Residential Sector Inflation Adjusted Price <sup>1</sup>	375	645	670	720
Natural Gas Commercial Sector	77	339	483	616
Natural Gas Commercial Sector Inflation Adjusted Price <sup>1</sup>	265	594	558	576
Natural Gas Commercial Sector Share of Total Volume Delivered (%)	N/A	N/A	86.6%	64.2%
Natural Gas Industrial Sector <sup>2</sup>	37	256	293	445
Natural Gas Industrial Sector Inflation Adjusted Price <sup>1,2</sup>	127	449	339	416
Natural Gas Industrial Sector Share of Total Volume Delivered <sup>2</sup> (%)	N/A	N/A	35.2%	15.6%
Natural Gas Vehicle Fuel	N/A	N/A	339	N/A
Natural Gas Vehicle Fuel Inflation Adjusted Price <sup>1</sup>	N/A	N/A	392	N/A
Natural Gas Electric Utilities	29	227	238	N/A
Natural Gas Electric Utilities Inflation Adjusted Price <sup>1</sup>	100	398	275	N/A
Source: Energy Information Administration, Annual Energy Review 2000, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a>				

1 In chained dollars (1996), calculated by using gross domestic product implicit price deflators.

2 Most volumes and associated revenues for deliveries to nonutility power producers are included in the industrial sector. In instances where the nonutility is primarily a commercial establishment, volumes and associated revenues are included in the calculation of commercial prices.

## U.S. Coal Overview: 1950-2000

in tons

	1950	1960	1970	1980	1990	2000
Coal Production, United States	560,388,000	434,329,000	612,661,000	829,700,000	1,029,075,527	1,075,499,657
Coal Imports	365,000	262,000	36,000	1,193,582	2,699,395	12,512,623
Coal Exports	29,360,000	37,981,000	71,733,000	91,741,902	105,803,889	58,488,793
Coal Stock Change <sup>44</sup>	N/A	N/A	N/A	25,595,070	26,542,128	(40,244,851)
Coal Losses and Unaccounted For <sup>45</sup>	9,462,414	1,722,211	6,633,150	10,826,875	(3,463,843)	(9,908,906)
<b>Coal Consumption in the United States</b>	<b>494,101,770</b>	<b>398,081,359</b>	<b>523,230,708</b>	<b>702,729,735</b>	<b>902,892,748</b>	<b>1,079,677,244</b>

Source: Energy Information Administration, Annual Energy Review 2000, [www.eia.doe.gov](http://www.eia.doe.gov)

<sup>44</sup> A negative value indicates a net decrease in stocks; a positive value indicates a net increase in stocks.

<sup>45</sup> Calculated as the sum of production and imports minus exports, stock change, and consumption.

## Selected Electric Utility Data by Ownership, 1999

Item	Type of Regulated Electric Utility				
	Investor-Owned	Publicly Owned	Cooperative	Federal	Total <sup>46</sup>
Number of Electric Utilities	239	2,008	900	9	3,156
Electric Utilities (percent)	7.6%	63.6%	28.5%	0.3%	100%
Revenues from Sales to Ultimate Consumers (thousands of dollars)	\$163,756,294	\$31,434,928	\$19,119,435	\$1,261,720	\$215,572,377
Revenues from Sales to Ultimate Consumers (percent)	76%	14.6%	8.9%	0.6%	100%
Sales of Electricity to Ultimate Consumers (thousand megawatthours)	2,400,206	499,235	287,623	51,577	3,238,641
Sales of Electricity to Ultimate Consumers (percent)	74.1%	15.4%	8.9%	1.6%	100%
Average Revenue per kWh for Ultimate Consumers (cents)	6.8	6.30	6.6	2.4	6.7
Revenues from Sales for Resale (thousands of dollars)	\$26,876,475	\$10,430,961	\$11,333,644	\$8,373,186	\$57,014,266
Revenues from Sales for Resale (percent)	47.1%	18.3%	19.9%	14.7%	100%
Sales of Electricity Available for Resale (thousand megawatthours)	545,435	264,551	291,461	37,473	1,338,920
Sales of Electricity Available for Resale (percent)	40.7%	19.8%	21.8%	17.7%	100%
Average Revenue per kWh for Sales for Resale (cents)	4.9	3.9	3.9	3.5	4.3
Source: Energy Information Administration, Annual Electric Utility Report 1999, <a href="http://www.eia.doe.gov">www.eia.doe.gov</a>					

<sup>46</sup> Includes only those electric utilities in the United States and the District of Columbia. Note: Totals may not equal sum of components because of independent rounding.

## Chapter 4

# ENERGY INDUSTRY CONTACTS

### Industry Associations, Web Sites, Publications, Government Agencies

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#### **I. Selected Energy Industry Associations**

##### **Air & Waste Management Association**

One Gateway Center, 3rd Floor

Pittsburgh, PA 15222

Phone: 412-232-3444

Fax: 412-232-3450

Web: [www.awma.org](http://www.awma.org)

A&WMA provides training, information and networking opportunities to many world-wide environmental professionals.

##### **Alaska Oil & Gas Association**

121 W. Fireweed, Ste. 207

Anchorage, AK 99503

Phone: 907-272-1481

Fax: 907-279-8114

Web: [www.aoga.org](http://www.aoga.org)

AOGA is a trade association that provides a forum for communication regarding oil and gas issues in Alaska.

##### **Alliance for Energy & Economic Growth**

Web: [www.yourenergyfuture.org](http://www.yourenergyfuture.org)

A broad alliance of interests that develop, deliver and consume energy from all sources. It is striving to help build an agreement for a strategy that balances supply and demand so that America's economy is fueled and that the quality of life is supported.

##### **American Association of Blacks in Energy (AABE)**

927 15th St. NW, Ste. 200

Washington, DC 20005

Phone: 202-371-9530

Fax: 202-371-9218

Toll Free: Toll-Free: 800-466-0204

Web: [www.aabe.org](http://www.aabe.org)

##### **American Association of Petroleum Geologists**

1444 South Boulder Avenue

P. O. Box 979

Tulsa, OK 74101-0979

Phone: 918-584-2555

Fax: 918-560-2665

Toll Free: 800-364-2274

Web: [www.aapg.org](http://www.aapg.org)

AAPG is an international geological organization that supports educational and scientific programs or projects related to geosciences.

**American Association of Professional Landmen**

4100 Fossil Creek Blvd.  
Fort Worth, TX 76137  
Phone: 817-847-7700  
Fax: 817-847-7704  
Web: [www.landman.org](http://www.landman.org)  
AAPL promotes the highest standards of performance for all Land Professionals and advancing their stature and to encourage sound stewardship of energy and mineral resources.

**American Coal Foundation (ACF)**

1130 17th St. NW, Ste. 220  
Washington, DC 20036  
Phone: 202-466-8630  
Fax: 202-466-8632  
Web: [www.acf-coal.org](http://www.acf-coal.org)

**American Council for an Energy Efficient Economy (ACEEE)**

1001 Connecticut Ave. NW, Ste. 801  
Washington, DC 20036  
Phone: 202-429-8873  
Fax: 202-429-2248  
Web: [www.aceee.org](http://www.aceee.org)

**American Gas Association (AGA)**

400 N. Capitol Street, N.W.  
Washington, DC 20001  
Phone: 202-824-7000  
Fax: 202-824-7115  
Web: [www.aga.org](http://www.aga.org)  
AGA provides information and services promoting demand and supply growth and operational excellence in the delivery of natural gas to its natural gas utility members.

**American Geophysical Union**

2000 Florida Ave., N.W.  
Washington, DC 20009-1277  
Phone: 202-462-6900  
Fax: 202-328-0566  
Toll Free: 1-800-966-2481  
Web: [www.agu.org](http://www.agu.org)  
AGU provides scientific information about the interdisciplinary and international field of geophysics.

**American Institute of Chemical Engineers**

3 Park Ave.  
New York, NY 10016-5991  
Phone: 212-591-8100  
Fax: 212-591-8888  
Toll Free: 800-242-4363  
Web: [www.aiche.org](http://www.aiche.org)  
AIChE provides leadership in advancing the chemical engineering profession.

**American Petroleum Institute (API)**

1220 L St. NW  
Washington, DC 20005  
Phone: 202-682-8000  
Fax: 202-682-8029  
The home page of the American Petroleum Institute. Represents the U.S.'s oil and gas industries.

**American Petroleum Institute-Delta Chapter**

P. O. Box 50110  
New Orleans, LA 70150  
Web: [www.api-delta.org](http://www.api-delta.org)  
API-Delta acts as an umbrella organization to serve all aspects of the oil and gas industry. It actively supports the community and the surrounding area of New Orleans.

**American Petroleum Institute-Houston Chapter**

Web: [www.api-houston.org](http://www.api-houston.org)  
API-Houston Chapter is a nonprofit organization that provides a forum for discussion of energy related matters and promotes education and personal interaction to improve the energy industry.

**American Public Power Association (APPA)**

2301 M St. NW  
Washington, DC 20037  
Phone: 202-467-2900  
Fax: 202-467-2910  
Web: [www.appanet.org](http://www.appanet.org)

**American Society for Testing & Materials**

100 Barr Harbor Drive  
West Conshohocken, PA 19428-2959  
Phone: 610-832-9585  
Fax: 610-832-9555  
Web: [www.astm.org](http://www.astm.org)  
ASTM provides voluntary consensus standards and related technical information and services that promote public health and safety. ASTM provides technical standards for industries worldwide.



**American Solar Energy Society (ASES)**

2400 Central Ave., G-1  
Boulder, CO 80301  
Phone: 303-443-3130  
Fax: 303-443-3212  
Web: [www.ases.org](http://www.ases.org)

**American Water Resources Association**

4 West Federal St.  
P. O. Box 1626  
Middleburg, VA 20448-1626  
Phone: 540-687-8390  
Fax: 540-687-8395  
Web: [www.awra.org](http://www.awra.org)  
AWRA is a representation of the needs of the profession of water resources.

**American Wind Energy Association**

122 C St., NW, Ste. 380  
Washington, DC 20001  
Phone: 202-383-2500  
Fax: 202-383-2505  
Web: [www.awea.org](http://www.awea.org)  
AWEA promotes wind energy as being a clean source of electricity world-wide.

**Artic National Wildlife Refuge**

Web: [www.anwr.org](http://www.anwr.org)  
ANWR, located in the Coastal Plain, is believed to have the potential of recoverable oil by billions of barrels of oil and gas. ANWR is promoting the authorization to lease and develop this area.

**Association of Oil Pipe Lines**

Web: [www.aopl.org](http://www.aopl.org)  
AOPL is an information source for the public, the media and the pipeline industry. It represents common carrier crude and product petroleum pipelines in Congress, before regulatory agencies and in the federal courts.

**Association of Well Head Equipment Manufacturers**

P. O. Box 1166  
Bellaire, TX 77401  
Web: [www.awhem.org](http://www.awhem.org)  
AWHEM serves as technical consultants to national and international standard bodies and serves to influence value-added standardization of well head and related equipment in a positive manner.

**Australian Institute of Petroleum**

Level 2, 24 Marcus Clarke Street  
GPO Box 279  
Canberra City, ACT 2601  
Australia  
Web: [www.aip.com.au](http://www.aip.com.au)  
AIP is a world-wide recognized representative of Australia's petroleum industry. AIP is promoted to develop a better Australian petroleum industry and provides responsible, professional and principled representation of the industry.

**Business Council for Sustainable Energy**

1200 18th St NW, 9th Floor  
Washington, DC 20036  
Phone: 202-785-0507  
Fax: 202-785-0514  
Web: [www.bcse.org](http://www.bcse.org)  
BCSE strives to realize and understand the goals for the nation's economic, environmental and national security.

**Canadian Association of Oilwell Drilling Contractors**

800, 540-5 Avenue SW  
Calgary, Alberta, T2P 0M2  
Canada  
Phone: 403-264-4311  
Fax: 403-263-3796  
Web: [www.coadc.ca/next\\_index..htm](http://www.coadc.ca/next_index..htm)  
The home page of the CAODC provides members with the latest information in the Canadian oil and gas exploration industry.

**Canadian Association of Petroleum Producers**

2100, 350 - 7 Avenue S.W.  
Calgary, Alberta T2P 3N9  
Canada  
Phone: 403-267-1100  
Fax: 403-261-4622  
Web: [www.capp.ca](http://www.capp.ca)  
CAPP is committed to improve the economic well-being and sustainability of the Canadian upstream petroleum industry.

**Canadian Petroleum Products Institute**

1000 - 275 Slater  
Ottawa, ON K1P 5H9  
Canada  
Phone: 613-232-3709  
Fax: 613-236-4280

Web: [www.cppi.ca/cppi.html](http://www.cppi.ca/cppi.html)

CPPI strives to improve the petroleum refining and marketing industry competition and be recognized as a key and vital element to the Canadian industry.

**Center for Clean Air Policy**

750 First St, NE, Ste. 940  
Washington, DC 20002  
Phone: 202-408-9260  
Fax: 202-408-8896

Web: [www.ccap.org](http://www.ccap.org)

CCAP promotes and applies solutions to key environmental and energy problems.

**Center for Energy Efficiency and Renewable Technologies**

1100 11th St., Ste. 311  
Sacramento, CA 95814  
Phone: 916-442-7785  
Fax: 916-447-2940

Web: [www.cleanpower.org](http://www.cleanpower.org)

CEERT provides technical support to environmental advocates and clean technology developers.

**Council of Petroleum Accountants Societies**

Web: [www.copas.org](http://www.copas.org)

COPAS provides a forum for discussing and solving the variety of problems related to accounting for oil and gas. COPAS also provides valuable educational materials related to oil and gas accounting.

**Domestic Petroleum Council**

201 Maryland Ave., NE  
Washington, DC 20002-5703  
Phone: 202-544-7100  
Fax: 202-543-0616

Web: [www.dpcusa.org](http://www.dpcusa.org)

DPC is a representative for large U.S. independent natural gas and crude oil exploration production companies. DPC is striving for a more responsible exploration, development and production of natural gas and crude oil that better meets the needs of consumers and to fuel the economy.

**Edison Electric Institute (EEI)**

701 Pennsylvania Ave., NW  
Washington, DC 20004-2696  
Phone: 202-508-5000  
Fax: 202-508-5360  
Web: [www.eei.org](http://www.eei.org)

**Electric Power Research Institute (EPRI)**

3412 Hillview Ave.  
Palo Alto, CA 94304  
Web: [www.epri.com](http://www.epri.com)

EPRI provides solutions about science and technology of importance to its global energy customers.

**Electrical Women's Round Table (EWRT)**

P.O. Box 335  
Whites Creek, TN 37189  
Fax: 615-876-5444

**Electricity Storage Association**

1295 Kelly Park Cir  
Morgan Hill, CA 95037  
Phone: 408-607-2899  
Web: [www.energystorage.org](http://www.energystorage.org)

ESA promotes the development and commercialization of improving energy storage delivery systems that electricity suppliers and their customers use.

**Europia**

Boulevard du Souverain, 165  
B-1160 Brussels, Belgium  
Phone: 32(2)566-91-00  
Fax: 32(2)566-91-11  
Web: [www.europia.com](http://www.europia.com)

EUROPIA, the European government affairs organization of the oil and refining and marketing industry, represents the problems of their members with institutions of the European Union and other European industrial and commercial organizations.

**Foundation for Clean Air Progress**

Web: [www.cleanairprogress.org](http://www.cleanairprogress.org)

The Foundation for Clean Air Progress provides public education and information about air quality progress

**Fusion Power Associates (FPA)**

2 Professional Dr., Ste. 249  
Gaithersburg, MD 20879  
Phone: 301-258-0545  
Fax: 301-975-9869  
Web: <http://ourworld.compuserve.com>

**Gas Processors Association**

6526 E 60th Street  
Tulsa, OK 74145  
Phone: 918-493-3872  
Fax: 918-493-3875  
Web: [www.gasprocessors.com](http://www.gasprocessors.com)  
GPA is a forum that provides value to the wellhead to market global gas processing and gas liquids industry.

**Gas Research Institute (GRI)**

8600 W. Bryn Mawr Ave.  
Chicago, IL 60631  
Phone: 773-399-8100  
Fax: 773-399-8170  
Web: [www.gri.org](http://www.gri.org)

**Geothermal Resources Council (GRC)**

P.O. Box 1350-2001 Second Street, Suite 5  
Davis, CA 95617  
Phone: 530-758-2360  
Fax: 530-758-2839  
Web: [www.geothermal.org](http://www.geothermal.org)

**Global Climate Coalition**

1275 K St., NW  
Washington, DC 20005  
Phone: 202-682-9161  
Web: [www.globalclimate.org](http://www.globalclimate.org)  
GCC is a leading voice for domestic and international business and industry and organizes participation in the debate on the issue of global climate change and global warming.

**Independent Lubricant Manufacturers Association**

651 S. Washington St.  
Alexandria, VA 22314  
Phone: 703-684-5574  
Fax: 703-836-8503  
Web: [www.ilma.org](http://www.ilma.org)  
ILMA strives to improve the role of independent lubricant manufacturers in an universal, competitive marketplace.

**Independent Petroleum Association of America (IPAA)**

1101 16th Street NW, 2nd Floor  
Washington, DC 20036  
Phone: 202-857-4722  
Fax: 202-857-4799  
Web: [www.ipaa.org](http://www.ipaa.org)  
IPAA provides a forum for the exploration and production segment of the independent oil and natural gas producers and also provides information about the domestic exploration and production industry.

**Institute of Gas Technology (IGT)**

1700 S. Mount Prospect Rd.  
Des Plaines, IL 60018-1804  
Phone: 847-768-0500  
Fax: 847-768-0501  
Web: [www.igt.org](http://www.igt.org)

**Institute of Public Utilities (IPU)**

Michigan State University  
408 Eppley Center  
East Lansing, MI 48824  
Phone: 517-355-1876  
Fax: 517-355-1854  
Web: [www.bus.msu.edu/ipu](http://www.bus.msu.edu/ipu)

**International Association of Drilling Contractors**

15810 Park Ten Place, St. 242  
P. O. Box 4287  
Houston, TX 77210-4287  
Phone: 281-578-7171  
Fax: 281-578-0589  
Web: [www.iadc.org](http://www.iadc.org)  
IADC represents the worldwide oil and gas drilling industry and promotes commitment to safety, preservation of the environment and advances in drilling technology.

**International Association of Oil & Gas Producers**

25/28 Old Burlington Street  
London, W1S 3AN  
UK  
Phone: 44 (0)20 7292 0600  
Fax: 44 (0)20 7434 3721  
Web: [www.ogp.org.uk/index.html](http://www.ogp.org.uk/index.html)  
OGP provides engineering; environmental; health, safety and personal competence and communications support for the international oil and gas industry in the areas of exploration and production.

**International Coiled Tubing Association**

ICOTA

P.O. Box 77805

Bryan, TX 77805

Phone: 979-229-1753

Fax: 281-749-8219

Web: [www.icota.com](http://www.icota.com)

This site includes the latest in industry development.

**International Energy Agency**

9, rue de la Federation

Paris, Cedex 15 75739

France

Phone: 33 1 40 57 65 51

Fax: 33 1 40 57 65 59

Web: [www.iea.org](http://www.iea.org)

IEA is the energy forum for its member's countries and is committed to taking joint measures to meet oil supply emergencies. IEA shares energy information, coordinates energy policies and helps in the development of rational energy programmes.

**International Petroleum Industry Environmental Conservation Association**

2nd Floor, Monmouth House, 87-93 Westbourne Grove

London, W2 4UL

UK

Phone: 44 (020) 7221 2026

Fax: 44 (020) 7229 4948

Web: [www.ipieca.org](http://www.ipieca.org)

IPIECA works for the petroleum industry developing and promoting solutions to global environmental issues.

**Interstate Natural Gas Association of America**

10 G Street NE, Ste. 700

Washington, DC 20002

Phone: 202-216-5900

Fax: 202-216-0877

Web: [www.ingaa.org](http://www.ingaa.org)

INGAA represents interstate and interprovincial natural gas pipeline companies as a voice on important issues concerning natural gas pipeline companies. INGAA also provides expertise and information services.

**Louisiana Mid-Continent Oil & Gas Association**

801 North Blvd.

Baton Rouge, LA 70802

Phone: 225-387-3205

Fax: 225-344-5502

Web: [www.lmoga.com](http://www.lmoga.com)

LMOGA is a representation of all sectors of the oil and gas industry operations in Louisiana and the Gulf of Mexico.

**Mid-Continent Oil & Gas Association of Oklahoma**

6701 N. Broadway, Ste. 300

Oklahoma, OK 73116

Phone: 405-843-5741

Web: [www.okmoga.com](http://www.okmoga.com)

OKMOGA is strived to solve mutual problems and provide a voice for the advancement and improvement of the oil and gas industry in Oklahoma.

**Municipal Waste Management Association (MWMA)**

1620 Eye St. NW

Washington, DC 20006

Phone: 202-293-7330

Fax: 202-293-2352

Web: [www.usmayors.org/uscm/](http://www.usmayors.org/uscm/)**National Association of Energy Service Companies (NAESCO)**

1615 M St., NW, Ste. 800

Washington, DC 20035

Phone: 202-822-0950

Fax: 202-822-0955

Web: [www.naesco.org](http://www.naesco.org)**National Association of Royalty Owners, Central Chapter (NAROCC)**

P.O. Box 5779

Norman, OK 73070

Phone: 405-573-2972

Fax: 405-436-1535

Toll Free: 800-558-0557

Web: [www.naro-us.org](http://www.naro-us.org)

**National Association of State Energy Officials**

1414 Prince Street, Ste. 200

Alexandria, VA 22314

Phone: 703-299-8800

Fax: 703-299-6208

Web: [www.naseo.org](http://www.naseo.org)

NASEO provides a forum for energy officials, policymakers and others to trade information and discuss issues with regional and national implications.

**National Association of Steel Pipe Distributors**

14760 Memorial Drive, Ste. 302

Houston, TX 77079

Phone: 281-531-7473

Fax: 281-531-7475

Web: [www.naspd.com](http://www.naspd.com)

NASPD represents the steel pipe and tubular products distribution industry.

**National Electrical Manufacturers Association**

1300 N. 17th St., Ste. 1847

Rosslyn, VA 22209

Phone: 703-841-3200

Fax: 703-841-5900

Web: [www.nema.org](http://www.nema.org)

Develops standards for the electrical manufacturing industry. Promotes safety in the manufacture and use of electrical products.

**National Hydropower Association (NHA)**

One Massachusetts Avenue N.W. Suite 850

Washington, DC 20001

Phone: 202-682-1700

Fax: 202-682-9478

Web: [www.hydro.org](http://www.hydro.org)**National Ocean Industries Association**

1120 G Street, N.W., Ste. 900

Washington, DC 20005

Phone: 202-347-6900

Web: [www.noia.org](http://www.noia.org)

NOIA represents all facets of the domestic offshore petroleum industries and strives to secure access to the nation's offshore hydrocarbon resources so that they may be developed, produced and supplied environmentally safe.

**National Oil Recyclers Association**

12417 Cedar Road, Ste. 20

Cleveland, OH 44106-3157

Phone: 216-791-7316

Fax: 216-791-6047

Web: [www.noraoil.com](http://www.noraoil.com)

NORA promotes proper recycling of used oil, oil filters, used antifreeze and other automotive and industrial materials to protect health and environment through education and the development of legislation and regulations.

**National Petrochemical & Refiners Association**

1899 L Street, N.W. Ste. 1000

Washington, DC 20036-3896

Phone: 202-457-0480

Fax: 202-457-0486

Web: [www.noradc.org](http://www.noradc.org)

NPRA gathers and distributes information and statistics regarding petroleum refining and petrochemical manufacturing industries.

**National Propane Gas Association**

1600 Eisenhower Lane, Ste. 100

Lisle, IL 60532-2167

Phone: 630-515-0600

Fax: 630-515-8774

Web: [www.npga.org](http://www.npga.org)

NPGA is striving for safe and increased use of propane, a more positive environment for propane production and is the voice for the propane industry.

**National Rural Electric Cooperative Association (NRECA)**

4301 Wilson Blvd.

Arlington, VA 22203-1860

Phone: 703-907-5500

Web: [www.nreca.org](http://www.nreca.org)**Natural Gas Supply Association**

805 15th Street N.W., Suite 510

Washington, DC 20005

Phone: 202-326-9300

Fax: 202-326-9330

Web: [www.ngsa.org](http://www.ngsa.org)

A site representing domestic producers and marketers of natural gas.

**New England Fuel Institute**

20 Summer St.  
P. O. Box 9137  
Watertown, MA 02471-9137  
Phone: 617-924-1000  
Fax: 617-924-1022  
Web: [www.nefi.com](http://www.nefi.com)

**New Mexico Oil & Gas Association**

P. O. Box 1864  
Santa Fe, NM 87505-1864  
Phone: 505-982-2568  
Fax: 505-986-1094  
Web: [www.nmoga.org](http://www.nmoga.org)

**North Dakota Petroleum Council**

120 N 3rd Street, Ste. 225  
P. O. Box 1395  
Bismarck, ND 58502-1395  
Phone: 701-223-6380  
Fax: 701-222-0006  
Web: [www.ndoil.org](http://www.ndoil.org)  
ND Petroleum Council provides a voice for the industry in North Dakota.

**Permian Basin Petroleum Association (PBPA)**

415 West Wall, Suite 103  
Box 132  
Midland, TX 79702  
Phone: 915-684-6345  
Fax: 915-684-7836  
Web: <http://p2.utep.edu/contacts/detail.cfm>

**Petroleum Association of Wyoming**

951 Werner Court, Ste. 100  
Casper, WY 82601  
Phone: 307-234-5333  
Web: [www.pawyo.org](http://www.pawyo.org)  
PAW strives to better Wyoming's oil and gas industry and public welfare.

**Petroleum Equipment Institute**

P. O. Box 2380  
Tulsa, OK 74101-2380  
Phone: 918-494-9696  
Fax: 918-491-9895  
Web: [www.pei.org](http://www.pei.org)  
PEI is the leading authority and information source for the petroleum marketing and liquid handling equipment industry.

**Petroleum Industry Research Foundations**

Web: [www.pirinc.org](http://www.pirinc.org)  
PIRINC is internationally known for providing objective analysis of energy issues and studies energy economics with special importance on oil.

**Petroleum Services Association of Canada**

1150, 800-6th Avenue SW  
Calgary, Alberta T2P 3G3  
Canada  
Phone: 403-264-4195  
Fax: 403-263-7174  
Web: [www.psac.ca/](http://www.psac.ca/)  
Home page of the national association of Canadian oilfield service, supply and manufacturing companies.

**Society of Energy Professionals International (SEPI)**

Society of Energy Professionals  
525 University Avenue, Suite 630  
Toronto, Ontario M5G 2L3  
Phone: 416-979-2709  
Fax: 416-979-5794

**Society of Petroleum Engineers**

222 Palisades Creek Dr.  
P. O. Box 833836  
Richardson, TX 75083-3836  
Phone: 972-952-9393  
Fax: 972-952-9435  
Web: [www.spe.org](http://www.spe.org)  
SPE helps connect the oil and gas industry with ideas, answers, resources and technological information.

**Solar Energy Industries Association (SEIA)**

122 C St. NW, 4th Fl.  
Washington, DC 20001  
Phone: 202-383-2600  
Fax: 202-383-2670  
Web: [www.seia.org](http://www.seia.org)

**Sustainable Buildings Industry Council (SBIC)**

1331 H. Street, N.W., Suite 1000  
Washington, DC 20005  
Phone: 202-628-7400  
Fax: 202-393-5043  
Formerly known as the Passive Solar Industries Council.



**Texas Independent Producers and Royalty Owners Association**

515 Congress Avenue, Ste. 1910

Austin, TX 78701

Phone: 512-477-4452

Fax: 512-476-8070

Web: [www.tipro.org](http://www.tipro.org)

TIPRO provides legislative and public representation, important information and opportunities to develop business relationships for independent oil and gas operators, working interest owners and other businesses in the energy industry.

**Texas Oil & Gas Association**

304 W. 13th Street

Austin, TX 78701

Phone: 512-478-6631

Fax: 512-472-3859

Web: [www.txoga.org](http://www.txoga.org)

TXOGA joins the Texas oil and gas industry to work for a common good and is focused on Legislation, Regulation and Public/Industry Affairs.

**The Institute of Petroleum**

61 New Cavendish Street

London, W1G 7AR

UK

Phone: 44 (0)20 7467 7100

Fax: 44 (0)20 7255 1472

Web: [www.petroleum.co.uk](http://www.petroleum.co.uk)

IP develops technical standards, guidelines and codes for the global oil and gas industry and provides inclusive information about this division.

**The Society of Independent Gasoline Marketers of America**

Web: [www.sigma.org](http://www.sigma.org)

SIGMA represents chain retailers and marketers of motor fuel with an insurance of a free and unencumbered economic environment.

**U.S. Energy Association (USEA)**

1300 Pennsylvania Ave., NW Ste. 550 Mailbox 142

Washington, DC 20004-3022

Phone: 202-312-1230

Fax: 202-682-1682

Web: [www.usea.org](http://www.usea.org)

USEA is a representation of the interests of the U.S. energy sector by the increase in understanding domestic and international energy issues.

**Western Electric Power Institute Association (WEPIA)**

Western Energy Institute

827 NE Oregon St., Ste. 200

Portland, OR 97232-2108

Phone: 503-231-1994

Fax: 503-231-2595

Web: [www.powerin.org](http://www.powerin.org)

**Western States Petroleum Association**

505 North Brand Blvd., Ste. 1400

Glendale, CA 91203

Phone: 818-545-4105

Web: [www.wspa.org](http://www.wspa.org)

WSPA strives to supply precise information about industry issues and to provide a discussion for the different ideas on petroleum matters.

**Women's Council on Energy and the Environment (WCEE)**

P.O. Box 33211

Washington, DC 20033

Phone: 301-365-5510

Fax: 202-466-3199

Web: [www.wcee.org](http://www.wcee.org)

**World Petroleum Congress**

1 Duchess St. 4th Floor, Ste. 1

London, W1A 3DE

UK

Phone: 44 (0) 2076374958

Fax: 44 (0) 2076374965

Web: [www.world-petroleum.org](http://www.world-petroleum.org)

WPC provides an opportunity for discussions of the issues facing the oil industry world-wide and non-political.

## II. Selected Energy Resources

### Alternative Fuels Data Center

U.S. Department of Energy

Phone: 1-800-423-1363

Web: [www.afdc.nrel.gov/](http://www.afdc.nrel.gov/)

An extremely comprehensive source for information on alternative fuels.

### Ang Pipeline

Web: [www.transcanada.com](http://www.transcanada.com)

A company web site that additionally offers current regulatory, operating, tolls and tariff information to users. ANG Pipeline no longer owns a web site. It is now a subsidiary to Transcanada. To find information on ANG Pipeline, go to the Transcanada webpage.

### Baker Hughes

Phone: 713-439-8600

Fax: 713-439-8699

Web: [www.bakerhughes.com](http://www.bakerhughes.com)

Home of this firm's famous drilling rig count. Includes historical data and global data.

### Bloomberg Energy

Bloomberg L.P.

499 Park Avenue

New York, NY 10022

Phone: 212-318-2000

Fax: 212-980-4585

Web: [www.bloomberg.com](http://www.bloomberg.com)

Energy site featuring market quotes and current news on the industry.

### BP Statistical Review of World Energy

535 Madison Avenue

New York, NY 10022-4212

Phone: 212-421-5010

Fax: 212-421-5084

Web: [www.bp.com/bpstats/index.htm](http://www.bp.com/bpstats/index.htm)

Excellent source of oil and gas statistics.

### Defense Energy Support Center

Web: [www.desc.dla.mil/main/deschome.htm](http://www.desc.dla.mil/main/deschome.htm)

The home page for the Defense Energy Support Center, providing worldwide energy information.

## Earth Sciences and Resources Institute

University of South Carolina

901 Sumpter Street, Room 401

Columbia, SC 29208

Phone: 803-777-6484

Fax: 803-777-6437

Web: [www.esri.sc.edu](http://www.esri.sc.edu)

Home page of a free standing environmental and petroleum geology research institute.

### ElectricNet

Web: [www.electricnet.com](http://www.electricnet.com)

Gateway to valuable industry information pertinent to those who design, manufacture, construct, startup, test, repair, service, calibrate, maintain or sell electrical equipment, power apparatus, plant electrical facilities or generation, transmission or distribution equipment or systems.

### Energy Central

Phone: 303-782-5510

Web: [www.energycentral.com](http://www.energycentral.com)

Page containing a large number of news releases related to the energy industry.

### Energy Connection

Phone: 512-477-4452

Fax: 512-476-8070

Web: [www.energyconnect.com](http://www.energyconnect.com)

Consists of about 35 oil and gas industry sites.

### Energy Efficiency and Renewable Energy Network

U.S. Department of Energy

Web: [www.eren.doe.gov](http://www.eren.doe.gov)

A site that thoroughly explores the topics of energy efficiency and renewable energy.

### Energy Modeling Forum

406 Terman Engineering Center,

Stanford University

Stanford, CA 94305-4023

Phone: 650-723-3173

Fax: 650-723-4107

Web: [www.stanford.edu/group/EMF/](http://www.stanford.edu/group/EMF/)

Web site of a forum created to organize energy research and identify future directions for this work.

**Energy Security Analysis, Inc. (ESAI)**

301 Edgewater Place, Suite 108  
Wakefield, MA 01880  
Phone: 781-245-2036  
Fax: 781-245-8706  
Web: [www.esai.com](http://www.esai.com)  
Home page of a full-service energy research and analysis firm that analyzes both regional and global energy markets for clients.

**Energy.com**

Energy.com Corporation  
921 Eastwind Dr., Suite 112  
Westerfield, OH 43081  
Phone: 614-901-1900  
Fax: 614-901-1901  
Toll Free: 877-363-7491  
Web: [www.energy.com](http://www.energy.com)  
Online news service that aims to educate consumers about energy issues.

**EnergyBill.com**

Oarsman Corporation  
204 South Parker  
Bryan, TX 77803  
Phone: 210-735-5580  
Web: [www.energybill.com](http://www.energybill.com)  
Interesting site that allows users to select from the residential, commercial, industrial and agricultural categories in order to obtain personal cost-cutting energy analyses.

**EnergyOnline**

LCG Consulting  
4962 El Camino Real, Suite 112  
Los Altos, CA 94022  
Phone: 650-962-9670  
Fax: 650-962-9615  
Web: [www.energyonline.com](http://www.energyonline.com)  
Business and regulatory information on the energy industry, emphasizing electric industry restructuring.

**EnergySearch**

EPRI  
3412 Hillview Avenue  
Palo Alto, CA 94304  
Web: [www.energysearch.com](http://www.energysearch.com)  
A very useful energy industry search engine.

**Gas Connection, The**

Phone: 281-335-4289  
Web: [www.gas.ihost.com/site2/data.nsf/html/home-site2?open](http://www.gas.ihost.com/site2/data.nsf/html/home-site2?open)  
Home page of an online community created exclusively for natural gas professionals. Username and password are required to access web site.

**Gas Research Institute**

Gas Technology institute  
1700 South Mount Prospect Road  
Des Plaines, IL 60018-1804  
Phone: 847-768-0500  
Web: [www.gri.org](http://www.gri.org)  
Covers all manner of matters in natural gas.

**GeoExchange Information Center**

Geothermal Heat Pump Consortium, Inc.  
701 Pennsylvania Avenue, N.W.  
Washington, D.C. 20004-2696  
Phone: 202-508-5500  
Fax: 202-508-5222  
Web: [www.ghpc.org](http://www.ghpc.org)  
Information on how geothermal heating can provide energy efficiency and reliability in the field of space conditioning.

**Gridwatch.com**

Gridwise Engineering Company  
Phone: 510-486-1414  
Fax: 510-486-1422  
Web: [www.gridwatch.com](http://www.gridwatch.com)  
A directory of the electric power industry, covering power generation, transmission and distribution, power markets, and energy end-use.

**Hydrocarbononline.com**

Web: [www.hydrocarbononline.com](http://www.hydrocarbononline.com)  
A well-designed site offering a careers page, breaking news in the petroleum and chemicals industries, product news, and much more.

**Institute of Petroleum, The**

61 New Cavendish Street  
London W1M 8AR  
UK

Phone: 44-(0)-20-7467-7100

Fax: 44-(0)-20-7255-1472

Web: [www.petroleum.co.uk](http://www.petroleum.co.uk)

This page features a link allowing users to access numerous addresses and pieces of information related to petroleum.

**International Association for Energy Economics**

International Association of Energy Economics  
28790 Chagrin Blvd, Suite 350  
Cleveland, OH 44122

Phone: 216-464-5365

Fax: 216-464-2737

Web: [www.iaee.org](http://www.iaee.org)

Provides members with an opportunity to exchange ideas and information relevant to professionals involved in energy economics.

**International Journal on Hydropower & Dams**

International Hydropower Association  
Westmead House, 123 Westmead Road  
Surrey SM1 4JH  
UK

Phone: 44-0-181-288-1918

Fax: 44-0-181-643-8200

Web: [www.hydropower-dams.com](http://www.hydropower-dams.com)

An online journal with detailed information about the hydropower segment of the energy industry.

**LLP: The Intelligence Resource**

LLP Limited  
Sheepen Place  
Colchester, Essex CO3 3LP  
UK

Phone: 44 (0) 1206 772113

Fax: 44 (0) 1206 772771

Web: [www.llplimited.com](http://www.llplimited.com)

Information provided by a global leader in energy business intelligence.

**National Petroleum Council**

1625 K Street, N.W., Suite 600  
Washington, DC 20006

Phone: 202-393-6100

Fax: 202-331-8539

Web: [www.npc.org](http://www.npc.org)

The NPC web site offers a comprehensive look at the Federally chartered, privately funded advisory committee and its operations.

**Naturalgas.com**

Tech 2200 Worldwide, Inc.

Web: [www.naturalgas.com](http://www.naturalgas.com)

Site with a focus on natural gas that provides stock and industry information.

**Nuclear Energy Institute**

1776 I Street, N.W., Suite 400  
Washington, DC 20006-3708

Phone: 202-739-8000

Fax: 202-785-4019

Web: [www.nei.org](http://www.nei.org)

A site run by an institute with an important voice in shaping national energy policy.

**Offshore Technology**

Net Resources International, Ltd.  
Unit 23, The Coda Centre, 189 Munster Road  
London SW6 6AW  
UK

Phone: 44-0-171-385-0611

Fax: 44-0-171-385-0622

Web: [www.offshore-technology.com](http://www.offshore-technology.com)

A web site geared toward those interested in the offshore oil and gas industry.

**Oil & Gas Journal Online**

1700 West Loop South, Suite 1000  
P.O. Box 1941

Houston, TX 77251

Phone: 713-621-9720

Fax: 713-963-6285

Web: [www.ogjonline.com](http://www.ogjonline.com)

Online journal containing useful global energy news and information.

**Oil Online**

OilOnline

1635 West Alabama

Houston, TX 77006

Phone: 713-529-1616

Fax: 713-523-7804

Web: [www.oilonline.com](http://www.oilonline.com)

Provides online exploration and production information for the oil industry.

**Oil World**

P.O. Box 5333

Abilene, TX 79608

Phone: 915-698-4697

Web: <http://oilworld.com>

A twice-a-day online oil industry newsletter. One of the Top 20 Sites for 1997 according to Futures.Net.

**Online Fuel Cell Information Center, The**

Fuel Cells 2000

1625 K Street, N.W., Suite 790

Washington, DC 20006

Phone: 202-785-4222

Fax: 202-785-4313

Web: [www.fuelcells.org](http://www.fuelcells.org)

Site devoted to preparing and sharing information on fuel cells, a new efficient energy source.

**Petro Pages**

Aphelion, Inc.

1100 NASA Road 1

Houston, TX 77058

Phone: 281-957-0048

Fax: 281-957-0049

Web: [www.petropages.com](http://www.petropages.com)

This page offers information about products, services and suppliers for the petroleum and process industries.

**PetroChem.net**

2900 North Loop West, Suite 1120

Houston, TX 77092

Phone: 713-681-6600

Fax: 713-681-0906

Web: [www.petrochem.net](http://www.petrochem.net)

Home page of an online center for petroleum and petrochemical professionals.

**Petrodat**

3200 Wilcrest Drive, Suite 170

Houston, TX 77042

Phone: 832-463-3000

Fax: 832-463-3100

Web: [www.ods-petrodata.com](http://www.ods-petrodata.com)

Market intelligence company's site providing users with information on the upstream oil and marine construction industries.

**Petroleum Place**

1099 Eighteenth Street, Suite 2950

Denver, CO 80202

Phone: 303-390-9400

Fax: 303-390-9401

Web: [www.petroleumplace.com](http://www.petroleumplace.com)

Features extensive oil and gas business and consultants directories, listings of oil and gas properties and prospects for sale, online discussion groups, a powerful directory search engine, and a careers section.

**Power Online**

VerticalNet, Inc.

507 Prudential Road

Horsham, PA 19044

Phone: 215-328-6100

Toll Free: 800-324-3951

Web: [www.poweronline.com](http://www.poweronline.com)

Power industry site offering a global newswire and energy job postings, as well as a Web Resource Center link.

**Public Utility Research Center**

Warrington College of Business, University of Florida

P.O. Box 117142 (205 Matherly Hall)

Gainesville, FL 32611-7142

Web: <http://bear.cba.ufl.edu/centers/purc>

A web site providing information about public utilities and regulatory agencies issues.

**Refining Connection (The)**Web: [www.refining.ihost.com](http://www.refining.ihost.com)

An online resource created with refining professionals in mind.

**SCANA Accutrack**

Toll Free: 888-600-6966

Web: [www.scanaaccutrack.com](http://www.scanaaccutrack.com)

This site offers users access to an energy and telecommunication utilities decision-making system.

**Solar Energy Industries Association**

Solar Energy Industries Association

1616 H. Street, N.W. 8th Floor

Washington, TX 20006

Phone: 202-628-7745

Fax: 202-628-7779

Web: [www.seia.org](http://www.seia.org)

Web site for an association devoted to solar products and services.

**Solstice**

Center for Renewable Energy and Sustainable Technology

1612 K Street N.W. #202

Washington, DC 20006

Phone: 202-293-2898

Fax: 202-293-5857

Web: [www.solstice.crest.org/index.shtm](http://www.solstice.crest.org/index.shtm)

A good site for sustainable energy and development information.

**Uranium Information Center**

GPO Box 1649N

Melbourne, Victoria 3001

Australia

Phone: 61-03-9629-7744

Fax: 61-03-9629-7207

Web: [www.uic.com.au](http://www.uic.com.au)

Home page for an Australia-based center specializing in nuclear energy.

**Utility Connection, The**

Verio Inc. World Headquarters

8005 S. Chester Street, Suite 200

Englewood, CO 80112

Web: [www.magicnet.net/~metzler/page3xhtml](http://www.magicnet.net/~metzler/page3xhtml)

Includes a sizable amount of information of electric and gas utilities, worldwide.

**World Atom**

International Atomic Energy Agency

P.O. Box 100, Wagramer Strasse 5

Vienna, A-1400

Austria

Phone: 43-1-2600-0

Fax: 43-1-2600-7

Web: [www.iaea.org/worldatom](http://www.iaea.org/worldatom)

Focuses on global nuclear energy developments.

**World Energy Projections**

Web:

[www.geocities.com/~combusem/ENERGY1.HTM](http://www.geocities.com/~combusem/ENERGY1.HTM)

Presents an overview on basic World Energy Data projections for the period 1993-2015. Condensed into readily accessible figures and tables.

**World Wide Pipeline Industry Directory**

Pipes & Pipelines International

P.O. Box 21

Beaconsfield, Bucks HP9 1NS

UK

Phone: 44-0-1494-675139

Fax: 44-0-1494-670155

Web: [www.pipedir.com/home.asp](http://www.pipedir.com/home.asp)

A unique Internet reference source for companies and organizations in the oil, gas, water, wastewater and associated pipeline industries world-wide.

**World Wide Information System for Renewable Energy (WIRE)**

International Solar Energy Society

Villa Tannheim, Wiesentalstr 50

Villa Tannheim, Wiesentalstr 50, Freiburg D-79115

Germany

Web: [www.ises.org](http://www.ises.org)

A globally accessible intranet database full of information and resources for those interested in renewable energy.

**WorldOil.com**

Web: [www.worldoil.com](http://www.worldoil.com)

An Internet business that serves the oilfield services industry. The site includes a catalog of products and services, a magazine, an information center of breaking industry news and an industry directory.



### III. Selected Energy Industry Publications

#### **Advanced Fossil Energy Technologies**

U.S. National Technical Information Service  
5285 Port Royal Rd.  
Springfield, VA 22161  
Phone: 703-487-4630  
Web: [www.fe.doe.gov](http://www.fe.doe.gov)  
ISSN#: 0896-520X Price:\$350  
Government Agency.

#### **Advanced Oil and Gas Recovery Technologies**

U.S. National Technical Information Service  
5285 Port Royal Rd.  
Springfield, VA 22161  
ISSN#: 0896-5188 Price: \$145  
Advanced Oil and Gas Recovery Technologies is a  
Federal Office.

#### **Annual Review of Energy and the Environment**

Annual Reviews, Inc.  
4139 El Camino Way, Box 10139  
Palo Alto, CA 94303-0139  
Phone: 800-523-8635  
Fax: 650-855-9815  
Web: [www.annurev.org](http://www.annurev.org)  
ISSN#: 1056-3466 Price: \$76

#### **Developments in Petroleum Engineering**

Elsevier Science Ltd., Books Division  
P.O. Box 800  
Kidlington, Oxford OX5 1DX  
UK  
Phone: 44-1865-843000  
Fax: 44-1865-843010  
Web: [www.elsevier.nl](http://www.elsevier.nl)  
ISSN#: 0267-7652 Price: Varies

#### **Drilling Contractor**

Drilling Contractor Publications, Inc.  
P.O. Box 4287  
Houston, TX 77210  
Phone: 713-578-7171  
Fax: 713-578-0589  
Web: [www.sicking.de/dc3.htm](http://www.sicking.de/dc3.htm)  
ISSN#: 0046-0702 Price: \$30

#### **Energy & Environment**

Multi-Science Publishing Co. Ltd.  
107 High St.  
Brentwood, Essex CM1 4RX  
UK  
Phone: 44-1277-224632  
Fax: 44-1277-223453  
ISSN#: 0959-305X Price: £117

#### **Energy & Fuels**

American Chemical Society  
1155 16th St.,  
Washington, DC 20036  
Phone: 800-333-9511  
Fax: 614-447-3671  
ISSN#: 0887-0624 Price: \$448, \$51 Members

#### **Energy Business Review**

Arab Press Service  
P.O. Box 3896  
Nicosia  
Cyprus  
Fax: 357-2-350265  
ISSN#: 0959-0072 Price: \$240

#### **Energy Daily**

King Publishing Group, Inc.  
627 National Press Bldg.,  
Washington, DC 20045  
Phone: 202-638-4260  
Fax: 202-662-9744  
Web: [www.kingpublishing.com](http://www.kingpublishing.com)  
ISSN#: 0364-5274 Price: \$1675

#### **Energy Engineering**

Fairmont Press, Inc.  
700 Indian Trail,  
Liburn, GA 30047  
Phone: 770-925-9388  
Fax: 770-381-9865  
Web: [www.fairmontpress.com](http://www.fairmontpress.com)  
ISSN#: 0199-8595 Price: \$145

#### **Energy Forum**

Denryoku Shinposha Co. Ltd.  
13-3, 5-chome, Ginza,  
Chuo-ku, Tokyo  
Japan  
Fax: 81-3-3545-5715  
ISSN#: 0388-5267 Price: \$77.80

**Energy Magazine**

Business Communications Co., Inc.  
25 Van Zant St., Ste. 13  
Norwalk, CT 06855  
Phone: 203-853-4266  
Fax: 203-853-0348  
ISSN#: 0149-9386 Price: \$295

**Energy Services Journal**

Lawrence Erlbaum Associates, Inc.  
10 Industrial Ave.,  
Mahwah, NJ 07430-2262  
Fax: 201-236-0072  
Toll Free: 800-926-6579  
Web: [www.erlbaum.com](http://www.erlbaum.com)  
ISSN#: 1082-2526 Price: \$60

**Energy Statistics Handbook**

Statistics Canada, Operations and Integration  
Division, Circulation Management  
Jean Talon Bldg., 2-C12, Tunney's Pasture  
Ottawa, Ontario K1A 0T6  
Canada  
Fax: 877-287-4369  
Toll Free: 800-263-1136  
Web: [www.statcan.ca](http://www.statcan.ca)  
ISSN#: 1188-665X Price: \$387

**Energy Today**

Trends Publishing Inc.  
National Press Bldg.,  
Washington, DC 20045  
Web: [www.Akran49470Aworldnet.att.net](http://www.Akran49470Aworldnet.att.net)  
ISSN#: 0093-500X Price: \$795

**Gas Industries Magazine**

Gas Industries Inc.  
P.O. Box 558  
Park Ridge, IL 60068  
Phone: 312-693-3682  
Fax: 847-696-3445  
Price: \$20

**Gulf of Mexico Newsletter**

Offshore Data Services, Inc.  
P.O. Box 19909  
Houston, TX 77224-1909  
Phone: 713-781-2713  
Fax: 713-781-9594  
ISSN#: 1058-5885 Price: \$150

**International Journal of Power and Energy Systems**

International Association of Science and Technology  
for Development  
4500 16th Ave., N.W., Ste. 80  
Calgary, Alberta T3B 0M6  
Canada  
Phone: 403-288-1195  
Fax: 403-247-6851  
ISSN#: 1078-3466 Price: \$190

**International Petroleum Encyclopedia**

Cutter Information Corp.  
37 Broadway  
Arlington, MA 02474-5552  
Phone: 781-648-8700  
Fax: 781-648-1950  
Toll Free: 800-888-1816  
Web: [www.cutter.com](http://www.cutter.com)  
ISSN#: 0148-0375 Price: \$95

**Journal of Energy and Development**

International Research Center for Energy and  
Economic Development  
850 Willowbrook Road  
Boulder, CO 80302  
Phone: 303-442-4014  
Fax: 303-442-5042  
Web: [www.iceed.org](http://www.iceed.org)  
ISSN#: 0361-4476 Price: \$22

**Journal of Petroleum Technology**

Society of Petroleum Engineers, Inc.  
P.O. Box 833836  
Richardson, TX 76083-3836  
Phone: 713-779-9595 (Houston)  
Fax: 972-952-9435  
Web: [www.spegecs.org](http://www.spegecs.org)  
ISSN#: 0149-2136 Price: \$45

**L P – Gas**

Advanstar Communications, Inc.  
505 Boylston St.  
Boston, MA 02116  
Phone: 617-267-6500  
Fax: 617-267-6900  
ISSN#: 0024-7103 Price: \$30

**N P G A Reports**

National Propane Gas Association  
1600 Eisenhower Ln., Ste. 100  
Lisle, IL 60532  
Phone: 630-515-0600  
Fax: 630-515-8774  
Web: [www.npga.org](http://www.npga.org)  
ISSN#: 1040-0354 Price: \$25

**NPN International**

Adams Trade Press  
250 S. Wacker Dr., Suite 1150  
Chicago, IL 60606  
Phone: 312-977-0999  
Fax: 312-977-1042  
Web: [www.adamsbusinessmedia.com](http://www.adamsbusinessmedia.com)  
ISSN#: 1090-1906 Price: \$95

**Offshore Contractors and Equipment Worldwide Directory**

PennWell Publishing Co.  
1421 South Sheridan  
Tulsa, OK 74112  
Phone: 918-831-9410  
Fax: 918-831-9555  
Toll Free: 800-752-9764  
Web: [www.pennwell.com](http://www.pennwell.com)  
ISSN#: 1058-9694 Price: \$125

**Oil & Gas Directory**

Geophysical Directory, Inc.  
2200 Welch Ave., Box 130508  
Houston, TX 77219  
Phone: 713-529-8789  
Fax: 713-529-3646  
ISSN#: 0471-380X Price: \$80

**Oil & Gas Journal**

PennWell Publishing Co.  
Box 1260  
Tulsa, OK 74101  
Phone: 918-835-3161  
Fax: 918-832-9295  
Web: [www.pennwell.com/ogj.html](http://www.pennwell.com/ogj.html)  
ISSN#: 0030-1388 Price: \$79-\$145

**Oil, Gas & Petroleum Equipment**

PennWell Publishing Co.  
P.O. Box 1260  
Tulsa, OK 74101  
Phone: 918-835-3161  
Fax: 918-832-9295  
Web: [www.penwell.com](http://www.penwell.com)  
ISSN#: 0030-1353 Price: \$35

**Pipeline & Gas Journal**

Oildom Publishing Co. of Texas, Inc.  
P.O. Box 219368  
Houston, TX 77218-9368  
Phone: 281-558-6930  
Fax: 281-558-7029  
Web: [www.oildompublishing.com](http://www.oildompublishing.com)  
ISSN#: 0032-0188 Price: \$22

**Renew**

Alternative Technology Association  
CERES, 8 Lee St.  
Brunswick East, VIC 3057  
Australia  
Phone: +61 3 9388 9311  
Fax: +61 3 9388 9322  
Web: [www.ata.org.au](http://www.ata.org.au)  
ISSN#: 1327-1938 Price: \$32

**U.S. Energy Information Administration. Monthly Energy Review**

National Energy Information Center, EI-231  
James Forrestal Bldg., Rm. 1F-048, 1000  
Independence Ave., SW  
Washington, DC 20585  
Phone: 202-586-5828  
Fax: 202-586-9753  
Web: [www.eia.doe.gov/emew/mer/contents.html](http://www.eia.doe.gov/emew/mer/contents.html)  
ISSN#: 0095-7356 Price: \$87

#### IV. Dealers and Convenience Store Associations

##### **Florida Petroleum Marketers Association**

209 Office Plaza Drive

Tallahassee, FL 32301

Phone: 850-877-5178

Fax: 850-877-5864

Web: [www.fpma.org](http://www.fpma.org)

Represents the petroleum and convenience store industry in Florida. The FPMA web site includes Internet resources, government news, general industry news and updated information.

##### **Indiana Petroleum Marketers and Convenience Store Association**

101 West Washington Street, Suite 1338E

Indianapolis, IN 46204

Phone: 317-633-4662

Fax: 317-630-1827

Web: [www.ipca.org](http://www.ipca.org)

Represents Indiana's petroleum marketers, lube oil dealers and convenience store and truck stop operators. Offers membership, industry and government information as well as several links.

##### **Kentucky Petroleum Marketers Association**

622 Shelby Street

Frankfort, KY 40601

Phone: 502-875-3738

Fax: 502-875-4515

Web: [www.kpma.net](http://www.kpma.net)

Nonprofit trade association providing information relevant to retail petroleum sale. Site offers petroleum news and reports, developments in the industry and forecasts of trends and changes that affect petroleum marketing.

##### **Louisiana Oil Marketers and Convenience Stores Association**

P.O. Box 80357

Baton Rouge, LA 70898

Phone: 225-926-8300

Fax: 225-926-7722

Web: [www.lomcsa.com](http://www.lomcsa.com)

Nonprofit organization offering industry and government information. Represents the business interests of independent distributors of petroleum products in Louisiana.

##### **Maine Oil Dealers Association**

25 Greenwood Road

Brunswick, ME 04011

Phone: 207-729-5298

Fax: 207-721-9227

Toll Free: 888-863-3753

Web: [www.meoil.com](http://www.meoil.com)

Represents the petroleum industry in Maine. Features links and industry/government information.

##### **Missouri Petroleum Marketers and Convenience Store Association**

205 East Capitol Avenue

Jefferson City, MO 65101

Phone: 573-635-7117

Fax: 573-635-3575

Web: [www.mpca.org](http://www.mpca.org)

Dedicated to serving the interests of convenience stores around Missouri, MPCA's site features several links.

##### **North Carolina Petroleum Marketers Association**

7300 Glenwood Avenue

Raleigh, NC 27612

Phone: 919-782-4411

Fax: 919-782-4414

Web: [www.ncpma.com](http://www.ncpma.com)

Trade organization composed of wholesale and retail petroleum marketers and convenience stores and service stations throughout North Carolina.

##### **Ohio Petroleum Marketers Association**

P.O. Box 490

Dublin, OH 43017

Phone: 614-792-5212

Fax: 614-792-1706

Web: [www.opmaonline.org](http://www.opmaonline.org)

Dedicated to serving the interests of retail petroleum marketers throughout Ohio, providing organizational and membership information.

##### **Petroleum Marketers Association of America**

1901 North Fort Myer Drive, Suite 1200

Arlington, VA 22209

Phone: 703-351-8000

Fax: 703-351-9160

Web: [www.pmaa.org](http://www.pmaa.org)

A federation of 42 state and regional trade associations representing approximately 7,850 independent petroleum marketers nationwide.

**West Virginia Oil Marketers and Grocers Association**

410 Washington Street East, Suite 306  
Charleston, WV 25301  
Phone: 304-343-5500  
Fax: 304-343-5810  
Web: [www.cstorecentral.com/omega/](http://www.cstorecentral.com/omega/)  
Represents the interests of over 450 companies doing business in West Virginia. Offers industry information, organizational information, contacts and links.

**V. Energy Education Links****Ashland**

Covington, KY  
Web: [www.ashland.com/education/oil](http://www.ashland.com/education/oil)  
Ashland offers two links, one an upper elementary level and the other high school level, that discusses petroleum and its products and the refining process.

**BP Educational Service**

P. O. Box 635  
Harrow, HA1 2GU  
Phone: 44 (0)870 333 0428  
Fax: 44 (0)870 333 0131  
Web: [www.bpes.com](http://www.bpes.com)  
BP Educational Service works with teachers to provide educational materials related to teachers and students, BP and the oil and petrochemical industries.

**California Energy Commission-Energy Quest**

Web: [www.energy.ca.gov/education/index.html](http://www.energy.ca.gov/education/index.html)  
Energy Quest is an educational web site that teaches children about energy.

**Chevron's Energy Information for Kids**

Web: [www.chevroncars.com/know/index.html](http://www.chevroncars.com/know/index.html)  
A web site providing energy information for kids.

**Chevron's Petroleum Prospecting Primer**

Web: [www.chevroncars.com/know/primer/index.html](http://www.chevroncars.com/know/primer/index.html)  
A web site providing information about the tools Chevron uses in the search for oil and natural gas.

**National Energy Education Development (NEED)**

8408 Kao Circle  
Manassas, VA 20110  
Phone: 703-257-1117  
Fax: 703-257-0037  
Web: [www.need.org](http://www.need.org)  
NEED is devoted to developing and disseminating hands-on energy education programs to schools nationwide.

**National Energy Foundation**

3676 California Ave., Ste. A117  
Salt Lake City, UT 84104  
Phone: 801-908-5800  
Fax: 801-908-5400  
Web: [www.nefl.org](http://www.nefl.org)  
Devoted to the development, distribution and achievement of educational materials, programs and courses related to energy, water, natural resources, science and math, technology, conservation and the environment.

**National Ocean Industries Association-About Offshore Oil & Gas**

1120 G St., NW, Ste. 900  
Washington, DC 20005  
Phone: 202-347-6900  
Web: [www.noia.org/info](http://www.noia.org/info)  
A link from NOIA providing information about offshore oil and gas, petroleum and natural gas.

**Oil History**

Web: [www.oilhistory.com](http://www.oilhistory.com)  
A web site providing the history of the oil industry.

**Society of Petroleum Engineers-Virtual Magic Suitcase**

222 Palisades Creek Dr.  
P. O. Box 833836  
Richardson, TX 75083-3836  
Phone: 972-952-9393  
Fax: 972-952-9435  
Web: [www.spe.org/suitcase/default.html](http://www.spe.org/suitcase/default.html)  
A web site providing information about oil and gas and its industry.

**University of Oklahoma-Sarkeys Energy Center**

Web: [www.oil360.org](http://www.oil360.org)  
A web site providing information about energy industry questions and issues.

## VI. Federal Government Agencies

### Energy Information Administration

National Energy Information Center, EI-231

Energy Info Admin, U.S. Dept of Energy

Washington, DC 20585

Phone: 202-586-8800

Web: [www.eia.doe.gov](http://www.eia.doe.gov)

A vast source of useful information on every branch of the industry. Includes links to a number of other helpful energy industry web sites.

### Federal Energy Regulatory Commission

Department of Energy

Web: [www.ferc.gov](http://www.ferc.gov)

Home page of the Federal Energy Regulatory Commission, concerned with electric, gas, hydro and oil energy issues.

### Los Alamos National Laboratory

University of California

Phone: 510-987-0570

Web: [www.lanl.gov/external](http://www.lanl.gov/external)

Home page of the famous national energy laboratory at Los Alamos, New Mexico. This lab was originally built as a work site for the team that designed the first atomic bomb during World War Two. In recent times, it provides a continual stream of research in physics and energy matters. Much of that research is put to use in the commercial sector.

### U.S. Department of Energy

National Energy Information Administration Center,

EI-30, Energy Information Administration

Forrestal Building

Washington, DC 20585

Phone: 202-586-8600

Fax: 202-586-1181

Toll Free: TTY: 202-586-1181

Web: [www.doe.gov](http://www.doe.gov)

FTP: <ftp://ftp.eia.doe.gov/> The best way to gain information from the U.S. Government regarding its myriad agencies, bureaus and operations in energy is through the Energy Information Administration, listed above. Through the EIA's directories and site on the World Wide Web, you can gain access to such government agencies as the labs at Los Alamos, New Mexico, the strategic petroleum reserves, the agencies that regulate the use of nuclear, geothermal, and other types of power, and much, much more.

### U.S. Department of Energy, Department of Fossil Energy

Office of Fossil Energy, US Department of Energy

1000 Independence Avenue, SW

Washington, DC 20585

Web: [www.fe.doe.gov](http://www.fe.doe.gov)

This site includes the latest developments in advanced fossil fuel technology.

### Minerals Management Service

1849 C Street, N.W.

Washington, DC 20240

Phone: 202-208-3985

Web: [www.mms.gov](http://www.mms.gov)

A federal agency that administers the nation's natural gas, oil and other mineral resources on the outer continental shelf.

### Oak Ridge National Laboratory

P.O. Box 2008

Oak Ridge, TN 37831-2008

Web: [www.ornl.gov](http://www.ornl.gov)

Multi-program science and technology laboratory managed for the U.S. Department of Energy by U.T.-Battelle, LLC. Conducts basic and applied research and development to create scientific knowledge and technological solutions.



# Chapter 5

## THE ENERGY 400:

### Who they are and how they were chosen

The companies chosen to be listed in PLUNKETT'S ENERGY INDUSTRY ALMANAC comprise a unique list. The ENERGY 400 (the actual count is 395 companies) were chosen specifically for their dominance in the many facets of energy and utilities in which they operate. Complete information about each firm can be found in the "Individual Profiles," beginning in this chapter. These profiles are in alphabetical order by company name.

The ENERGY 400 includes companies from all parts of the United States, several foreign nations and all energy related industry segments.

Simply stated, the list contains 395 of the largest, most successful energy companies in the world. To be included in our list, the firms had to meet the following criteria:

- 1) U.S.-based, for-profit corporations. (53 foreign-based companies have also been included in order to better list leading firms in certain industry sectors.)
- 2) Stock issued by the firm is sold to the public (except for a small number of companies that are privately-held or that have recently been acquired that we have added in order to round-out certain niche sets of firms).
- 3) Prominence, or a significant presence, in energy and supporting fields. (See the following Industry Codes section for a complete list of types of businesses that are covered).
- 4) The companies do not have to be exclusively in the energy industry.
- 5) Financial data and vital statistics must have been available to the editors of this book, either directly from the company being written about, or from outside sources deemed reliable and accurate by the editors. A small number of companies that we would like to have included in THE ENERGY 400 are not listed because of a lack of sufficient, objective data.

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## INDUSTRY CODES

**Companies in our books are classified by these industry codes: (Codes are based primarily on the North American Industry Classification System, “NAICS”).**

### **Exploration, Production, Oil Field Services**

211111 Crude Petroleum & Natural Gas Extraction

212110 Coal Mining

213111 Drilling Oil & Gas Wells Support

### **Utilities**

221000 Utilities

### **Chemicals and Refining**

324110 Petroleum Refineries

325000 Chemical Manufacturing

325110 Petrochemical Manufacturing

325120 Industrial Gas Manufacturing

### **Machinery and Metals Manufacturing**

331000 Primary Metal Manufacturing

333000 Machinery Manufacturing

333130 Mining and Oil & Gas Field Machinery

333298 Fuel Cells, Solar Cells, other Industrial Machinery Mfg.

333611 Turbine & Turbine Generator Set Unit Manufacturing

### **Computer Equipment**

334110 Computer Networking & Related Equipment Manufacturing

### **Manufacturing, Wire**

335929 Other Communications & Energy Wire

### **Aerospace**

336410 Aerospace Products and Parts Mfg.

### **Wholesale Distribution**

422710 Petroleum Bulk Stations & Terminals, Distribution

422720 Petroleum Products (LP Gas) Distribution

### **Retail Distribution**

445120 Convenience Stores

447190 Other Gasoline Stations, Retail

454319 Other Fuel Dealers-Retail

### **Pipeline Transportation**

486210 Pipeline Transportation of Natural Gas

### **Professional, Scientific & Technical Services**

541330 Engineering Services

## INDEX OF RANKINGS WITHIN INDUSTRY GROUPS

COMPANY	Industry Code	2000 Sales (thousands)	Sales Rank	2000 Profits (thousands)	Profits Rank
<b>AEROSPACE PRODUCTS AND PARTS MANUFACTURING</b>					
HONEYWELL INT'L INC	336410	\$25,023,000	1	\$1,659,000	1
<b>COAL MINING</b>					
ALLIANCE RESOURCE	212110	\$364,000	4	\$1,600	4
ARCH COAL INC	212110	\$1,392,000	2	-\$12,700	6
CONSOL ENERGY INC	212110	\$2,159,200	1	\$107,000	1
HEADWATERS INCORPORATED	212110	\$45,800	6	\$3,700	3
MASSEY ENERGY COMPANY	212110	\$1,140,700	3	\$78,800	2
WESTMORELAND COAL CO	212110	\$65,600	5	\$300	5
<b>COMPUTER NETWORKING &amp; RELATED EQUIPMENT MANUFACTURING</b>					
ECHELON CORPORATION	334110	\$49,300	1	\$100	1
<b>CONVENIENCE STORES</b>					
7-ELEVEN INC	445120	\$9,346,000	2	\$108,000	2
CASEY'S GENERAL STORES INC	445120	\$1,648,200	5	\$39,400	3
CLARK RETAIL GROUP	445120	\$2,250,000	4		
CUMBERLAND FARMS INC	445120	\$950,000	6		
DAIRY MART CONVENIENCE	445120	\$588,551	8	-\$2,496	7
FFP MARKETING CO	445120	\$688,393	7	\$723	6
PANTRY INC (THE)	445120	\$2,432,300	3	\$14,000	4
TOSCO CORP	445120	\$24,545,200	1	\$529,400	1
UNI MARTS INC	445120	\$348,704	9	\$880	5
<b>CRUDE PETROLEUM &amp; NATURAL GAS EXTRACTION</b>					
3TEC ENERGY CORPORATION	211111	\$104,000	88	\$3,200	108
ABRAXAS PETROLEUM CORP	211111	\$76,600	97	\$8,500	98
ADAMS RESOURCES	211111	\$7,022,000	19	\$8,800	97
ALBERTA ENERGY COMPANY	211111	\$4,035,700	27	\$565,900	24
AMERADA HESS CORP	211111	\$11,993,000	15	\$1,023,000	15
ANADARKO PETROLEUM CORP	211111	\$5,686,000	23	\$807,000	18
ANDERSON EXPLORATION LTD	211111	\$749,800	48	\$208,900	38
APACHE CORP	211111	\$2,283,900	32	\$713,100	21
APCO ARGENTINA INC	211111	\$42,900	109	\$22,200	82
BARRETT RESOURCES CORP	211111	\$376,400	56	\$27,700	78
BELCO OIL & GAS CORP	211111	\$166,400	76	-\$47,800	122
BENTON OIL AND GAS CO	211111	\$140,300	80	\$20,500	85
BERRY PETROLEUM COMPANY	211111	\$172,000	75	\$37,200	73
BG GROUP PLC	211111	\$6,818,700	20	\$1,356,900	13
BP PLC	211111	\$148,062,000	2	\$10,183,000	2
BURLINGTON RESOURCES INC	211111	\$3,147,000	28	\$675,000	22
CABOT OIL & GAS CORP	211111	\$368,700	57	\$25,500	79
CALLON PETROLEUM CO	211111	\$58,100	101	\$10,144	93
CANADIAN 88 ENERGY CORP	211111	\$59,700	99	-\$6,300	114
CANADIAN NATURAL RESOURCE	211111	\$1,759,300	36	\$508,400	27

COMPANY	Industry Code	2000 Sales (thousands)	Sales Rank	2000 Profits (thousands)	Profits Rank
CARBON ENERGY CORP	211111	\$17,800	123	\$1,500	111
CARRIZO OIL & GAS INC	211111	\$26,800	116	\$12,000	91
CASTLE ENERGY CORP	211111	\$18,000	122	\$5,100	105
CHESAPEAKE ENERGY CORP	211111	\$628,000	50	\$455,600	28
CHEVRON CORPORATION	211111	\$52,129,000	6	\$5,185,000	6
CLAYTON WILLIAMS ENERGY	211111	\$109,800	86	\$27,800	77
CNOOC LIMITED	211111	\$2,926,200	29	\$1,243,800	14
COHO ENERGY INC	211111	\$90,200	93	-\$32,700	120
CONOCO INC	211111	\$38,737,000	10	\$1,902,000	9
CONTOUR ENERGY COMPANY	211111	\$82,300	94	-\$11,500	117
DENBURY RESOURCES INC	211111	\$181,700	74	\$142,200	46
DEVON ENERGY CORP	211111	\$2,784,100	30	\$730,300	20
DEVX ENERGY INC	211111	\$36,081	111	\$24,210	80
DORCHESTER HUGOTON LTD	211111	\$25,200	119	\$18,000	86
EDGE PETROLEUM CORP	211111	\$23,800	120	\$6,900	100
EEX CORPORATION	211111	\$262,400	64	\$2,900	109
ENCORE ACQUISITION CO	211111	\$109,000	87	-\$2,100	113
ENERGY PARTNERS LTD	211111	\$103,100	89	-\$18,700	119
ENI SPA	211111	\$42,609,300	8		
ENTERPRISE OIL PLC	211111	\$2,632,500	31	\$513,300	26
EOG RESOURCES INC	211111	\$1,489,900	38	\$396,900	31
EQUITY OIL COMPANY	211111	\$25,400	118	\$5,200	104
ESENJAY EXPLORATION INC	211111	\$34,700	112	-\$7,500	116
EVERGREEN RESOURCES INC	211111	\$59,700	100	\$17,000	88
EXCO RESOURCES	211111	\$30,700	113	\$8,500	99
EXXON MOBIL CORPORATION	211111	\$232,748,000	1	\$17,720,000	1
FOREST OIL CORPORATION	211111	\$913,100	44	\$130,600	48
GOODRICH PETROLEUM CORP	211111	\$28,500	114	\$5,700	102
GREKA ENERGY CORP	211111	\$49,100	105	\$4,500	106
GULF INDONESIA RESOURCES	211111	\$349,000	59	\$84,000	56
HARKEN ENERGY CORP	211111	\$44,400	108	-\$152,900	124
HELMERICH & PAYNE INC	211111	\$631,100	49	\$82,300	58
HOUSTON EXPLORATION CO	211111	\$270,600	63	\$85,300	54
HOWELL CORPORATION	211111	\$81,100	96	\$21,400	84
HURRICANE HYDROCARBONS	211111	\$523,200	53	\$154,900	44
IMPERIAL OIL LIMITED	211111	\$11,888,000	16	\$947,000	16
INLAND RESOURCES INC	211111	\$28,500	115	\$1,900	110
KCS ENERGY INC	211111	\$192,000	71	\$41,500	67
KERR-MCGEE CORPORATION	211111	\$4,121,000	26	\$842,000	17
KEY PRODUCTION COMPANY INC	211111	\$99,800	91	\$28,000	76
LOUIS DREYFUS NATURAL GAS	211111	\$474,100	55	\$98,300	52
MAGNUM HUNTER RESOURCES	211111	\$127,500	81	\$22,300	81
MALLON RESOURCES CORP	211111	\$17,300	124	-\$6,500	115
MAYNARD OIL COMPANY	211111	\$53,800	102	\$14,100	89
MCMORAN EXPLORATION CO	211111	\$201,800	69	-\$131,500	123

COMPANY	Industry Code	2000 Sales (thousands)	Sales Rank	2000 Profits (thousands)	Profits Rank
MDU RESOURCES GROUP INC	211111	\$1,873,700	34	\$111,000	50
MERIDIAN RESOURCE CORP	211111	\$226,200	67	\$70,500	59
MILLER EXPLORATION CO	211111	\$26,600	117	-\$1,000	112
MISSION RESOURCES CORP	211111	\$119,300	84	\$32,200	75
MITCHELL ENERGY & DEV	211111	\$1,672,100	37	\$257,100	35
MURPHY OIL CORPORATION	211111	\$4,639,200	24	\$296,800	33
NATIONAL ENERGY GROUP INC	211111	\$51,014	104	-\$14,438	118
NEWFIELD EXPLORATION CO	211111	\$526,600	52	\$132,300	47
NEXEN INC	211111	\$1,816,700	35	\$389,900	32
NOBLE AFFILIATES INC	211111	\$1,393,600	40	\$191,600	41
NORSK HYDRO ASA	211111	\$17,092,500	13	\$1,523,400	12
NORTH COAST ENERGY INC	211111	\$45,500	106	\$6,800	101
NUEVO ENERGY COMPANY	211111	\$336,600	60	\$11,600	92
OCCIDENTAL PETROLEUM	211111	\$13,574,000	14	\$1,570,000	11
OCEAN ENERGY INC	211111	\$1,073,600	43	\$213,200	37
OMV AKTIENGESellschaft	211111	\$4,518,200	25	\$169,600	42
PANACO INC	211111	\$93,100	92	\$39,200	70
PATINA OIL & GAS CORP	211111	\$150,300	77	\$52,400	64
PENN VIRGINIA CORPORATION	211111	\$81,200	95	\$39,300	69
PEREZ COMPANC SA	211111	\$1,449,000	39	\$267,000	34
PETRO-CANADA	211111	\$6,249,000	22	\$595,000	23
PETROCHINA COMPANY	211111	\$29,233,000	11	\$6,672,000	4
PETROCORP INCORPORATED	211111	\$44,600	107	\$12,800	90
PETROQUEST ENERGY INC	211111	\$12,600	125	\$9,900	95
PHILLIPS PETROLEUM CO	211111	\$20,835,000	12	\$1,862,000	10
PIONEER NATURAL RESOURCE	211111	\$912,700	45	\$152,200	45
PLAINS RESOURCES INC	211111	\$6,630,600	21	\$40,800	68
POGO PRODUCING COMPANY	211111	\$498,000	54	\$87,300	53
PREMIER OIL PLC	211111	\$148,400	79	\$9,100	96
PRIMA ENERGY CORPORATION	211111	\$52,200	103	\$21,900	83
PRIMEENERGY CORPORATION	211111	\$39,200	110	\$5,400	103
PRIZE ENERGY CORP	211111	\$149,500	78	\$32,500	74
PURE RESOURCES INC	211111	\$286,800	62	\$82,900	57
QUESTAR CORPORATION	211111	\$1,266,200	41	\$156,700	43
QUICKSILVER RESOURCES INC	211111	\$120,000	83	\$17,600	87
RANGE RESOURCES CORP	211111	\$187,700	73	\$38,000	72
REMINGTON OIL & GAS CORP	211111	\$100,100	90	\$45,000	65
ROYAL DUTCH PETROLEUM CO	211111	\$89,488,000	4	\$7,632,000	3
SANTOS LTD	211111	\$789,100	47	\$247,000	36
SHELL TRANSPORT & TRADING	211111	\$59,658,000	5	\$5,087,000	7
SOUTHWESTERN ENERGY CO	211111	\$363,900	58	-\$46,700	121
SPINNAKER EXPLORATION	211111	\$121,400	82	\$38,600	71
ST MARY LAND & EXPLORATION	211111	\$195,700	70	\$55,600	63
STONE ENERGY CORPORATION	211111	\$260,400	65	\$84,900	55
SUNCOR ENERGY INC	211111	\$2,194,300	33	\$192,400	40
SWIFT ENERGY COMPANY	211111	\$191,600	72	\$59,200	62

COMPANY	Industry Code	2000 Sales (thousands)	Sales Rank	2000 Profits (thousands)	Profits Rank
TEXACO INC	211111	\$51,130,000	7	\$2,542,000	8
TOM BROWN INC	211111	\$252,600	66	\$66,600	61
TOTAL FINA ELF SA	211111	\$99,936,300	3	\$6,022,900	5
TRANSOCEAN SEDCO FOREX	211111	\$1,229,500	42	\$108,548	51
TRANSTEXAS GAS CORP	211111	\$115,230	85	\$429,300	29
TRITON ENERGY LIMITED	211111	\$328,500	61	\$67,400	60
ULTRA PETROLEUM CORP	211111	\$21,000	121	\$9,900	94
UNOCAL CORPORATION	211111	\$8,914,000	18	\$760,000	19
USX CORPORATION	211111	\$39,914,000	9	\$411,000	30
VINTAGE PETROLEUM INC	211111	\$806,200	46	\$195,900	39
WESTPORT RESOURCES CORP	211111	\$220,000	68	\$43,500	66
WILLIAMS COMPANIES INC (THE)	211111	\$10,389,000	17	\$524,300	25
WISER OIL COMPANY (THE)	211111	\$69,700	98	\$4,100	107
XTO ENERGY INC	211111	\$600,900	51	\$117,000	49
<b>DRILLING OIL &amp; GAS WELLS SUPPORT</b>					
ATWOOD OCEANICS INC	213111	\$134,500	46	\$23,100	20
BAKER HUGHES INC	213111	\$5,233,800	3	\$102,300	8
BARNWELL INDUSTRIES INC	213111	\$26,600	55	\$5,000	35
BJ SERVICES COMPANY	213111	\$1,555,400	6	\$118,000	5
BLACK WARRIOR WIRELINE	213111	\$45,700	54	-\$4,200	43
BOOTS & COOTS INT'L	213111	\$23,500	56	-\$21,300	57
CAL DIVE INTERNATIONAL	213111	\$181,000	41	\$23,300	19
CHILES OFFSHORE INC	213111	\$56,000	52	-\$17,723	53
COMPAGNIE DE GEOPHYSIQUE	213111	\$606,600	19	-\$10,400	46
COOPER CAMERON CORP	213111	\$1,386,700	8	\$27,700	18
DAWSON GEOPHYSICAL CO	213111	\$18,500	59	-\$11,100	47
DIAMOND OFFSHORE DRILLING	213111	\$659,400	16	\$72,300	11
DRIL-QUIP INC	213111	\$164,000	42	\$11,000	27
ENSCO INTERNATIONAL INC	213111	\$533,800	21	\$85,400	9
FRIEDE GOLDMAN HALTER INC	213111	\$705,100	15	-\$106,400	59
GEOKINETICS INC	213111	\$15,700	60	-\$18,600	54
GLOBAL INDUSTRIES LTD	213111	\$298,700	30	-\$16,700	51
GLOBAL MARINE INC	213111	\$1,039,800	9	\$113,900	6
GREY WOLF INC	213111	\$269,300	31	-\$8,500	45
GULFMARK OFFSHORE INC	213111	\$77,700	51	\$7,900	31
HALLIBURTON COMPANY	213111	\$11,944,000	1	\$501,000	2
HORIZON OFFSHORE INC	213111	\$160,500	44	\$6,400	34
ICO INC	213111	\$325,300	27	\$2,500	36
KEY ENERGY GROUP INC	213111	\$637,700	18	-\$19,000	55
MARINE DRILLING COMPANY INC	213111	\$264,000	33	\$48,300	14
MARKWEST HYDROCARBON	213111	\$221,600	38	\$8,900	30
METRETEK TECHNOLOGIES	213111	\$21,700	57	-\$16,900	52
NABORS INDUSTRIES INC	213111	\$1,409,300	7	\$137,400	4
NEWPARK RESOURCES INC	213111	\$266,600	32	\$11,200	26
NOBLE DRILLING CORP	213111	\$882,600	12	\$165,600	3



COMPANY	Industry Code	2000 Sales (thousands)	Sales Rank	2000 Profits (thousands)	Profits Rank
OCEANEERING INT'L INC	213111	\$416,800	23	\$16,800	25
OFFSHORE LOGISTICS INC	213111	\$478,200	22	\$29,900	17
OIL STATES INTERNATIONAL	213111	\$304,500	29	\$1,400	38
OSCA INC	213111	\$132,000	48	\$7,200	32
PARKER DRILLING COMPANY	213111	\$376,300	25	-\$19,000	56
PENN OCTANE CORPORATION	213111	\$98,500	50	\$1,500	37
PETROLEUM DEV CORP	213111	\$141,200	45	\$10,700	28
PETROLEUM GEO SERVICE	213111	\$906,200	11	-\$187,600	60
PETROLEUM HELICOPTERS	213111	\$232,100	35	-\$12,300	48
PRECISION DRILLING CORP	213111	\$877,900	13	\$69,900	13
PRIDE INTERNATIONAL INC	213111	\$909,000	10	\$700	39
ROWAN COMPANIES INC	213111	\$646,000	17	\$70,200	12
RPC INC	213111	\$184,200	40	\$30,100	16
SANTA FE INT'L CORP	213111	\$584,000	20	\$107,200	7
SCHLUMBERGER LIMITED	213111	\$10,034,700	2	\$734,600	1
SEITEL INC	213111	\$163,800	43	\$20,400	22
SMEDVIG ASA	213111	\$405,000	24	\$9,000	29
SMITH INTERNATIONAL INC	213111	\$2,761,000	4	\$72,800	10
SUPERIOR ENERGY SERVICES	213111	\$257,500	34	\$18,300	23
TETRA TECHNOLOGIES INC	213111	\$224,500	37	-\$6,700	44
TMBR/SHARP DRILLING INC	213111	\$18,600	58	-\$1,200	41
TORCH OFFSHORE INC	213111	\$46,200	53	-\$1,300	42
TRICO MARINE SERVICES INC	213111	\$132,900	47	-\$12,700	49
UNIT CORPORATION	213111	\$200,100	39	\$34,300	15
VARCO INTERNATIONAL INC	213111	\$866,600	14	\$21,100	21
VERITAS DGC INC	213111	\$353,100	26	\$6,500	33
WEATHERFORD INT'L INC	213111	\$1,814,300	5	-\$42,400	58
W-H ENERGY SERVICES INC	213111	\$230,000	36	-\$700	40
WILLBROS GROUP INC	213111	\$314,300	28	-\$15,600	50
XANSER CORP	213111	\$127,600	49	\$17,200	24
<b>ENGINEERING SERVICES</b>					
ABB LTD	541330	\$22,967,000	1	\$1,443,000	1
INDUSTRIAL DATA SYSTEMS	541330	\$17,000	3	\$400	2
MCDERMOTT INTERNATIONAL	541330	\$1,877,800	2	-\$22,100	3
<b>FUEL CELLS, SOLAR CELLS, OTHER INDUSTRIAL MACHINERY, MANUFACTURING</b>					
ASTROPOWER INC	333298	\$49,800	1	\$3,500	1
BALLARD POWER SYSTEMS	333298	\$27,400	3	-\$57,200	10
BEACON POWER CORPORATION	333298	\$50	11	-\$17,400	9
BP SOLAR	333298				
ELECTRIC FUEL CORPORATION	333298	\$4,100	6	-\$12,000	5
ENERGY CONVERSION DEVICES	333298	\$30,000	2	-\$16,700	7
EVERGREEN SOLAR INC	333298	\$2,200	8	-\$5,200	4
FUELCELL ENERGY INC	333298	\$20,700	4	-\$4,500	3
H POWER	333298	\$3,700	7	-\$17,000	8
INTERNATIONAL FUEL CELLS	333298				
KYOCERA SOLAR	333298				

COMPANY	Industry Code	2000 Sales (thousands)	Sales Rank	2000 Profits (thousands)	Profits Rank
MILLENNIUM CELL LLC	333298	\$100	10	-\$15,700	6
PLUG POWER INC	333298	\$8,400	5	-\$86,200	11
PROTON ENERGY SYSTEMS	333298	\$700	9	-\$3,500	2
<b>MACHINERY MANUFACTURING</b>					
FMC CORPORATION	333000	\$3,925,500	1	\$110,600	1
<b>MINING AND OIL &amp; GAS FIELD MACHINERY</b>					
CE FRANKLIN LTD	333130	\$238,800	2	\$600	4
GRANT PRIDECO INC	333130	\$498,500	1	-\$16,500	5
HYDRIL COMPANY	333130	\$180,000	4	\$15,600	1
NATCO GROUP INC	333130	\$224,600	3	\$7,700	2
TESCO CORPORATION	333130	\$100,400	5	\$2,700	3
<b>OTHER COMMUNICATIONS &amp; ENERGY WIRE</b>					
AMERICAN SUPERCONDUCTOR	335929	\$15,100	2	-\$17,600	2
INTERMAGNETICS GENERAL	335929	\$112,800	1	\$6,500	1
<b>OTHER FUEL DEALERS-RETAIL</b>					
ABLE ENERGY INC	454319	\$31,700	4	-\$300	4
AMERIGAS PARTNERS LP	454319	\$1,120,000	2	\$15,200	1
MERCURY AIR GROUP INC	454319	\$338,700	3	\$2,000	3
WORLD FUEL SERVICES CORP	454319	\$1,200,300	1	\$9,600	2
<b>OTHER GASOLINE STATIONS, RETAIL</b>					
BOWLIN TRAVEL CENTERS INC	447190	\$26,856	2	\$487	1
TRAVELCENTERS OF AMERICA	447190	\$2,060,045	1	-\$37,714	2
<b>PETROCHEMICAL MANUFACTURING</b>					
ASHLAND INC	325110	\$7,961,000	2	\$70,000	4
JILIN CHEMICAL INDUSTRIAL	325110	\$1,618,500	5	-\$69,800	5
LYONDELL CHEMICAL CO	325110	\$4,036,000	3	\$437,000	2
SINOPEC SHANGHAI PETRO	325110	\$2,472,900	4	\$123,200	3
YPF SOCIEDAD ANONIMA SA	325110	\$8,660,000	1	\$1,388,000	1
<b>PETROLEUM BULK STATIONS &amp; TERMINALS, DISTRIBUTION</b>					
GETTY PETROLEUM MKTG	422710	\$832,709	1	\$2,055	1
<b>PETROLEUM PRODUCTS (LP GAS), DISTRIBUTION</b>					
BLUE RHINO CORPORATION	422720	\$78,733	5	-\$572	4
EVANS SYSTEMS INC	422720	\$95,300	4	-\$4,900	6
STAR GAS PARTNERS LP	422720	\$744,664	2	\$1,353	3
STREICHER MOBILE FUELING	422720	\$74,200	6	-\$1,300	5
ULTRAPAR PARTICIPACOES SA	422720	\$1,234,000	1	\$20,000	1
VALLEY NATIONAL GASES INC	422720	\$126,080	3	\$3,610	2
<b>PETROLEUM REFINERIES</b>					
ARABIAN AMERICAN DEV	324110	\$42,600	12	-\$3,900	12
CHINA PETRO & CHEMICAL	324110	\$39,737,700	1	\$2,589,300	1
FRONTIER OIL CORPORATION	324110	\$2,045,200	8	\$37,200	8
GENESIS ENERGY LP	324110	\$4,324,600	7	\$200	11
GIANT INDUSTRIES INC	324110	\$1,074,400	9	\$7,300	10
HOLLY CORPORATION	324110	\$965,900	10	\$11,400	9
PREMCOR INC	324110	\$7,311,800	5	\$85,700	5
SHAMROCK LOGISTICS LP	324110	\$92,100	11	\$70,700	7

COMPANY	Industry Code	2000 Sales (thousands)	Sales Rank	2000 Profits (thousands)	Profits Rank
SUNOCO INC	324110	\$14,300,000	4	\$422,000	3
TESORO PETROLEUM CORP	324110	\$5,104,400	6	\$73,300	6
ULTRA DIAMOND SHAMROCK	324110	\$17,061,100	2	\$444,300	2
VALERO ENERGY CORP	324110	\$14,671,100	3	\$339,100	4
<b>PIPELINE TRANSPORTATION OF NATURAL GAS</b>					
EL PASO CORP	486210	\$49,268,000	1	\$1,306,000	1
ENBRIDGE INC	486210	\$1,907,400	9	\$154,500	5
ENTERPRISE PROD PARTNERS	486210	\$3,073,100	8	\$220,500	4
EOTT ENERGY PARTNERS LP	486210	\$11,614,000	3	\$13,800	13
KINDER MORGAN PARTNERS	486210	\$816,400	10	\$278,300	3
LAKEHEAD PIPE LINE PARTNER	486210	\$305,600	13	\$60,200	10
NORTHERN BORDER PARTNER	486210	\$339,700	12	\$76,700	9
PLAINS ALL AMER PIPELINE	486210	\$6,641,200	4	\$77,500	7
PRIDE COMPANIES LP	486210	\$271,200	14	\$43,400	12
TEPPCO PARTNERS LP	486210	\$3,087,900	7	\$77,400	8
TRANSCANADA PIPELINES LTD	486210	\$13,702,100	2	\$516,200	2
TRANSMONTAIGNE OIL CO	486210	\$5,071,400	5	-\$37,900	15
TRANSPORTADORA DE GAS SA	486210	\$479,600	11	\$128,500	6
WESTERN GAS RESOURCES	486210	\$3,268,500	6	\$56,100	11
WILLIAMS ENERGY PARTNERS	486210	\$72,500	15	\$3,000	14
<b>TURBINE &amp; TURBINE GENERATOR SET UNIT MANUFACTURING</b>					
BONUS ENERGY	333611				
CAPSTONE TURBINE	333611	\$23,200	1	-\$31,400	1
VESTAS WIND SYSTEMS	333611				
<b>UTILITIES</b>					
AES CORPORATION	221000	\$6,691,000	30	\$641,000	13
AGL RESOURCES INC	221000	\$607,000	98	\$71,000	72
ALLEGHENY ENERGY INC	221000	\$4,012,000	44	\$237,000	40
ALLIANT ENERGY CORP	221000	\$2,405,000	58	\$399,000	29
AMEREN CORP	221000	\$3,856,000	46	\$457,000	24
AMERICAN ELECTRIC POWER	221000	\$13,694,000	12	\$267,000	36
AMERICAN WATER WORKS CO	221000	\$1,351,000	76	\$161,000	53
AQUILA INC	221000	\$26,478,000	7	\$97,600	66
ATMOS ENERGY CORP	221000	\$850,200	91	\$35,900	93
AVISTA CORPORATION	221000	\$7,911,500	23	\$91,700	68
BANGOR HYDRO-ELECTRIC CO	221000	\$212,300	111	\$11,100	104
BLACK HILLS CORPORATION	221000	\$1,623,800	70	\$52,800	80
BRITISH ENERGY PLC	221000	\$2,942,500	55	\$214,500	45
CALPINE CORPORATION	221000	\$2,282,800	63	\$323,500	33
CASCADE NATURAL GAS CORP	221000	\$241,900	110	\$15,400	102
CENTRAL VERMONT PUBLIC	221000	\$333,900	106	\$18,000	101
CH ENERGY GROUP INC	221000	\$749,900	95	\$54,200	78
CHESAPEAKE UTILITIES CORP	221000	\$335,400	105	\$7,500	107
CINERGY CORPORATION	221000	\$8,422,000	22	\$404,100	27
CLECO CORPORATION	221000	\$820,000	94	\$65,000	74
CMS ENERGY CORP	221000	\$8,998,000	21	\$36,000	92

COMPANY	Industry Code	2000 Sales (thousands)	Sales Rank	2000 Profits (thousands)	Profits Rank
COMPANHIA PARAN DE ENERGIA	221000	\$1,085,300	81	\$220,700	43
COMSTOCK RESOURCES INC	221000	\$169,700	113	\$41,400	89
CONECTIV INC	221000	\$5,029,100	41	\$170,800	52
CONSOLIDATED EDISON INC	221000	\$9,431,400	18	\$596,400	15
CONSTELLATION ENERGY	221000	\$3,878,500	45	\$345,300	32
DOMINION RESOURCES INC	221000	\$9,260,000	19	\$535,600	18
DPL INC	221000	\$1,436,900	73	\$243,500	39
DQE INC	221000	\$1,327,600	77	\$153,600	57
DTE ENERGY COMPANY	221000	\$5,597,000	37	\$468,000	23
DUKE ENERGY CORP	221000	\$49,318,000	2	\$1,776,000	3
DYNEGY INC	221000	\$29,445,000	4	\$501,000	21
EDISON INTERNATIONAL	221000	\$11,717,000	14	-\$1,943,000	118
EDP ELECTRICIDADE PORTUGAL	221000	\$3,355,600	50		
EL PASO ELECTRIC COMPANY	221000	\$701,600	97	\$58,400	77
EMPIRE DISTRICT ELECTRIC CO	221000	\$260,000	109	\$23,600	99
ENEL SOCIETA PER AZIONI	221000	\$23,642,900	9	\$2,060,000	1
ENERGEN CORPORATION	221000	\$555,600	101	\$53,000	79
ENERGY EAST CORPORATION	221000	\$2,959,500	54	\$235,000	41
ENERGY WEST INC	221000	\$72,200	120	\$1,300	112
ENERGYSOUTH INC	221000	\$74,100	119	\$8,800	106
ENRON CORP	221000	\$100,789,000	1	\$979,000	7
ENTERGY CORP	221000	\$10,016,100	17	\$710,900	10
EQUITABLE RESOURCES INC	221000	\$1,652,200	68	\$106,200	63
EXELON CORPORATION	221000	\$7,499,000	24	\$586,000	16
FIRSTENERGY CORPORATION	221000	\$7,029,000	28	\$599,000	14
FLORIDA PUBLIC UTILITIES CO	221000	\$84,800	115	\$3,300	110
FPL GROUP	221000	\$7,082,000	27	\$704,000	11
GPU INC	221000	\$5,196,300	39	\$233,500	42
GREEN MOUNTAIN POWER	221000	\$277,300	108	-\$5,800	113
HAWAIIAN ELECTRIC IND	221000	\$1,719,000	67	\$45,700	87
HONG KONG AND CHINA GAS	221000	\$852,700	90	\$401,400	28
IDACORP INC	221000	\$1,019,400	85	\$139,900	60
INNOGY HOLDINGS PLC	221000	\$5,402,600	38	\$1,109,500	5
KANSAS CITY POWER & LIGHT	221000	\$1,115,900	80	\$158,700	54
KEYSPAN CORPORATION	221000	\$5,121,500	40	\$300,800	35
LACLEDE GAS COMPANY	221000	\$566,100	99	\$26,000	97
MADISON GAS AND ELECTRIC	221000	\$324,100	107	\$27,400	95
MAINE PUBLIC SERVICE CO	221000	\$78,200	117	\$5,300	109
METROGAS SA	221000	\$718,400	96	\$48,000	84
MIRANT CORPORATION	221000	\$13,315,000	13	\$359,000	30
MONTANA POWER COMPANY (THE)	221000	\$999,700	86	\$199,500	48
NATIONAL FUEL GAS COMPANY	221000	\$1,425,300	74	\$127,200	62
NATIONAL GRID GROUP (THE)	221000	\$2,572,900	57	\$1,829,800	2
NEW JERSEY RESOURCES	221000	\$1,164,500	79	\$48,800	83

COMPANY	Industry Code	2000 Sales (thousands)	Sales Rank	2000 Profits (thousands)	Profits Rank
NEWPOWER HOLDINGS INC	221000	\$84,100	116	-\$169,800	117
NIAGARA MOHAWK HOLDINGS	221000	\$4,539,300	42	-\$46,500	116
NICOR INC	221000	\$2,298,100	61	\$46,700	85
NISOURCE INC	221000	\$6,030,700	33	\$156,900	55
NORTHEAST UTILITIES	221000	\$5,876,600	34	-\$14,400	114
NORTHWEST NATURAL GAS CO	221000	\$532,100	102	\$50,200	81
NORTHWESTERN PUBLIC SERV	221000	\$7,132,100	26	\$49,600	82
NRG ENERGY INC	221000	\$2,158,000	64	\$182,900	50
NSTAR	221000	\$2,699,500	56	\$181,000	51
NUI CORPORATION	221000	\$934,600	88	\$26,700	96
OGE ENERGY CORP	221000	\$3,298,700	52	\$147,000	58
ONEOK INC	221000	\$6,642,900	31	\$145,600	59
ORION POWER HOLDINGS INC	221000	\$957,600	87	\$28,500	94
OTTER TAIL POWER COMPANY	221000	\$559,400	100	\$40,200	90
PEOPLES ENERGY CORP	221000	\$1,417,500	75	\$86,400	69
PG&E CORPORATION	221000	\$26,232,000	8	-\$3,364,000	119
PIEDMONT NATURAL GAS CO	221000	\$830,400	93	\$64,000	75
PINNACLE WEST CAPITAL CORP	221000	\$3,690,200	47	\$302,300	34
POTOMAC ELECTRIC POWER	221000	\$3,047,700	53	\$352,000	31
POWERGEN PLC	221000	\$6,266,000	32	\$642,000	12
PPL CORPORATION	221000	\$5,683,000	36	\$524,000	20
PROGRESS ENERGY INC	221000	\$4,118,900	43	\$478,400	22
PUBLIC SERV CO NEW MEXICO	221000	\$1,611,300	71	\$100,900	65
PUBLIC SERVICE ENTERPRISE	221000	\$6,848,000	29	\$764,000	9
PUGET ENERGY INC	221000	\$3,441,700	48	\$193,800	49
RELIANT ENERGY INC	221000	\$29,339,400	5	\$447,500	25
RELIANT RESOURCES INC	221000	\$19,791,900	11	\$210,000	46
RGC RESOURCES INC	221000	\$77,700	118	\$2,900	111
RGS ENERGY GROUP INC	221000	\$1,448,100	72	\$95,600	67
RWE AG	221000	\$37,011,300	3	\$1,057,300	6
SCANA CORPORATION	221000	\$3,433,000	49	\$261,000	37
SCOTTISH POWER UK PLC	221000	\$9,078,200	20	\$553,000	17
SEMCO ENERGY INC	221000	\$422,600	104	\$21,700	100
SEMPRA ENERGY	221000	\$7,143,000	25	\$429,000	26
SIERRA PACIFIC RESOURCES	221000	\$2,334,300	60	-\$39,800	115
SJW CORPORATION	221000	\$123,200	114	\$10,700	105
SOUTHERN COMPANY (THE)	221000	\$10,066,000	16	\$1,313,000	4
SOUTHERN JERSEY INDUSTRIES	221000	\$515,900	103	\$24,200	98
SOUTHERN UNION COMPANY	221000	\$831,700	92	\$11,100	103
SOUTHWEST GAS CORP	221000	\$1,034,100	83	\$38,300	91
TECO ENERGY INC	221000	\$2,295,100	62	\$250,900	38
TXU CORPORATION	221000	\$22,009,000	10	\$916,000	8
UGI CORP	221000	\$1,761,700	66	\$46,300	86
UIL HOLDINGS CORPORATION	221000	\$880,900	89	\$60,800	76
UNISOURCE ENERGY CORP	221000	\$1,033,700	84	\$41,900	88

<b>COMPANY</b>	<b>Industry Code</b>	<b>2000 Sales (thousands)</b>	<b>Sales Rank</b>	<b>2000 Profits (thousands)</b>	<b>Profits Rank</b>
UNITIL CORPORATION	221000	\$182,900	112	\$7,200	108
UTILICORP UNITED INC	221000	\$28,974,900	6	\$206,800	47
VECTREN CORPORATION	221000	\$1,648,700	69	\$73,100	71
WEST PENN POWER COMPANY	221000	\$1,045,600	82	\$102,400	64
WESTCOAST ENERGY INC	221000	\$5,799,900	35	\$217,600	44
WESTERN RESOURCES INC	221000	\$2,368,500	59	\$136,500	61
WGL HOLDINGS INC	221000	\$1,249,200	78	\$84,600	70
WISCONSIN ENERGY CORP	221000	\$3,354,700	51	\$154,200	56
WPS RESOURCES CORP	221000	\$1,951,600	65	\$70,100	73
XCEL ENERGY INC	221000	\$11,591,800	15	\$526,800	19



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AGL RESOURCES INC                                      221000  
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PROGRESS ENERGY INC	221000
PROTON ENERGY SYSTEMS INC	333298
PUBLIC SERVICE CO OF NEW MEXICO	221000
PUBLIC SERVICE ENTERPRISE GROUP	221000
PUGET ENERGY INC	221000
PURE RESOURCES INC	211111

**Q**

QUESTAR CORPORATION	211111
QUICKSILVER RESOURCES INC	211111

**R**

RANGE RESOURCES CORPORATION	211111
RELIANT ENERGY INC	221000
RELIANT RESOURCES INC	221000
REMINGTON OIL & GAS CORP	211111
REPSOL YPF	325110
RGC RESOURCES INC	221000
RGS ENERGY GROUP INC	221000
ROWAN COMPANIES INC	213111
ROYAL DUTCH PETROLEUM CO	211111
RPC INC	213111
RWE AG	221000

**S**

SANTA FE INTERNATIONAL CORP	213111
SANTOS LTD	211111
SCANA CORPORATION	221000
SCHLUMBERGER LIMITED	213111
SCOTTISH POWER UK PLC	221000
SEITEL INC	213111
SEMCO ENERGY INC	221000
SEMPRA ENERGY	221000
SHAMROCK LOGISTICS LP	324110
SIEMENS SOLAR GROUP	333298
SIERRA PACIFIC RESOURCES	221000
SINOPEC SHANGHAI PETROCHEM	325110
SJW CORPORATION	221000
SMEDVIG ASA	213111
SMITH INTERNATIONAL INC	213111
SOUTHERN COMPANY (THE)	221000
SOUTHERN JERSEY INDUSTRIES INC	221000
SOUTHERN UNION COMPANY	221000
SOUTHWEST GAS CORPORATION	221000
SOUTHWESTERN ENERGY COMPANY	211111
SPINNAKER EXPLORATION	211111
ST MARY LAND & EXPLORATION CO	211111
STAR GAS PARTNERS LP	422720
STONE ENERGY CORPORATION	211111
STREICHER MOBILE FUELING	422720
SUNCOR ENERGY INC	211111
SUNOCO INC	324110
SUPERIOR ENERGY SERVICES INC	213111
SWIFT ENERGY COMPANY	211111

**T**

TECO ENERGY INC	221000
TEPPCO PARTNERS LP	486210
TESCO CORPORATION	333130
TESORO PETROLEUM CORPORATION	324110
TETRA TECHNOLOGIES INC	213111
TEXACO INC	211111
TMBR/SHARP DRILLING INC	213111
TOM BROWN INC	211111
TORCH OFFSHORE INC	213111
TOSCO CORP	445120
TOTALFINAELF SA	211111
TRANSCANADA PIPELINES LTD	486210
TRANSMONTAIGNE OIL COMPANY	486210
TRANSOCEAN SEDCO FOREX	211111
TRANSPORTADORA DE GAS SA	486210
TRANSTEXAS GAS CORPORATION	211111
TRAVELCENTERS OF AMERICA	447190
TRICO MARINE SERVICES INC	213111
TRITON ENERGY LIMITED	211111
TXU CORPORATION	221000

**U**

UGI CORP	221000
UIL HOLDINGS CORPORATION	221000
ULTRA PETROLEUM CORP	211111
ULTRAMAR DIAMOND SHAMROCK	324110
ULTRAPAR PARTICIPACOES SA	422720
UNI MARTS INC	445120
UNISOURCE ENERGY CORPORATION	221000
UNIT CORPORATION	213111
UNITIL CORPORATION	221000
UNOCAL CORPORATION	211111
USX CORPORATION	211111
UTILICORP UNITED INC	221000

**V**

VALERO ENERGY CORPORATION	324110
VALLEY NATIONAL GASES INC	422720
VARCO INTERNATIONAL INC	213111
VECTREN CORPORATION	221000
VERITAS DGC INC	213111
VESTAS WIND SYSTEMS	333611
VINTAGE PETROLEUM INC	211111

**W**

WEATHERFORD INTERNATIONAL	213111
WEST PENN POWER COMPANY	221000
WESTCOAST ENERGY INC	221000
WESTERN GAS RESOURCES INC	486210
WESTERN RESOURCES INC	221000
WESTMORELAND COAL COMPANY	212110
WESTPORT RESOURCES CORP	211111
WGL HOLDINGS INC	221000
W-H ENERGY SERVICES INC	213111
WILLBROS GROUP INC	213111
WILLIAMS COMPANIES INC (THE)	211111
WILLIAMS ENERGY PARTNERS	486210
WISCONSIN ENERGY CORPORATION	221000
WISER OIL COMPANY (THE)	211111
WORLD FUEL SERVICES CORP	454319
WPS RESOURCES CORPORATION	221000

**X**

XANSER CORP	213111
XCEL ENERGY INC	221000
XTO ENERGY INC	211111



## **GEOGRAPHICAL INDEX**

The headquarters locations of each company are on the following indexes to help you locate members of THE ENERGY 400 within the part of the country, or the world, of interest. However, companies are constantly opening and closing various locations. You should consider contacting companies that particularly interest you, to see whether they have locations in your area. You can also try looking for companies in on-line telephone and address directories (such as infousa.com), to see which cities have locations of the firms that interest you.

### **HEADQUARTERS LOCATION, BY STATE**

#### **ALABAMA**

ENERGEN CORPORATION;Birmingham  
ENERGYSOUTH INC;Mobile

#### **ARIZONA**

GIANT INDUSTRIES INC;Scottsdale  
KYOCERA SOLAR INC;Scottsdale  
MURPHY OIL CORPORATION;El Dorado  
PINNACLE WEST CAPITAL  
CORPORATION;Phoenix  
UNISOURCE ENERGY CORPORATION;Tucson

#### **ARKANSAS**

SOUTHWESTERN ENERGY COMPANY;  
Fayetteville

#### **CALIFORNIA**

BENTON OIL AND GAS COMPANY;Carpinteria  
BERRY PETROLEUM COMPANY;Taft  
CALPINE CORPORATION;San Jose  
CAPSTONE TURBINE;Chatsworth  
CHEVRON CORPORATION;San Francisco  
ECHELON CORPORATION;Sunnyvale  
EDISON INTERNATIONAL;Rosemead  
MERCURY AIR GROUP INC;Los Angeles  
OCCIDENTAL PETROLEUM  
CORPORATION;Los Angeles  
PENN OCTANE CORPORATION;Palm Desert  
PG&E CORPORATION;San Francisco  
SEMPRA ENERGY;San Diego  
SIEMENS SOLAR GROUP;Camarillo  
SJW CORPORATION;San Jose  
UNOCAL CORPORATION;El Segundo

#### **COLORADO**

BARRETT RESOURCES CORPORATION;Denver  
CARBON ENERGY CORPORATION;Denver  
EVERGREEN RESOURCES INC;Denver  
FOREST OIL CORPORATION;Denver  
INLAND RESOURCES INC;Denver  
KEY PRODUCTION COMPANY INC;Denver  
MALLON RESOURCES CORP;Denver  
MARKWEST HYDROCARBON INC;Englewood  
METRETEK TECHNOLOGIES;Denver  
PATINA OIL & GAS CORPORATION;Denver  
PRIMA ENERGY CORPORATION;Denver  
ST MARY LAND & EXPLORATION  
COMPANY;Denver  
TOM BROWN INC;Denver  
TRANSMONTAIGNE OIL COMPANY;Denver  
WESTERN GAS RESOURCES INC;Denver  
WESTMORELAND COAL COMPANY;Colorado  
Springs  
WESTPORT RESOURCES CORP;Denver

#### **CONNECTICUT**

FUELCELL ENERGY INC;Danbury  
INTERNATIONAL FUEL CELLS;South Windsor  
PRIMEENERGY CORPORATION;Stamford  
PROTON ENERGY SYSTEMS INC;Rocky Hill  
STAR GAS PARTNERS LP;Stamford  
TOSCO CORP;Stamford  
UIL HOLDINGS CORPORATION;New Haven

#### **DELAWARE**

ASTROPOWER INC;Newark  
CHESAPEAKE UTILITIES CORPORATION;  
Dover  
CONECTIV INC;Wilmington

#### **DISTRICT OF COLUMBIA**

POTOMAC ELECTRIC POWER COMPANY;  
Washington  
WGL HOLDINGS INC;Washington

#### **FLORIDA**

FLORIDA PUBLIC UTILITIES COMPANY;West  
Palm Beach  
FPL GROUP;Juno Beach  
STREICHER MOBILE FUELING;Fort Lauderdale  
TECO ENERGY INC;Tampa  
WORLD FUEL SERVICES CORP;Miami Springs



**GEORGIA**

AGL RESOURCES INC;Atlanta  
MIRANT CORPORATION;Atlanta  
RPC INC;Atlanta  
SOUTHERN COMPANY (THE);Atlanta

**HAWAII**

BARNWELL INDUSTRIES INC;Honolulu  
HAWAIIAN ELECTRIC INDUSTRIES  
INC;Honolulu

**IDAHO**

IDACORP INC;Boise

**ILLINOIS**

CLARK RETAIL GROUP INC;Oak Brook  
EXELON CORPORATION;Chicago  
FMC CORPORATION;Chicago  
NICOR INC;Naperville  
PEOPLES ENERGY CORPORATION;Chicago

**INDIANA**

NISOURCE INC;Merrillville  
VECTREN CORPORATION;Evansville

**IOWA**

CASEY'S GENERAL STORES INC;Ankeny

**KANSAS**

WESTERN RESOURCES INC;Topeka

**KENTUCKY**

ASHLAND INC;Covington

**LOUISIANA**

CENTRAL LOUISIANA ELECTRIC CO; Pineville  
ENTERGY CORP; New Orleans  
GLOBAL INDUSTRIES LTD; Lafayette  
GREAT LAKES CHEMICAL CORP; West  
Lafayette  
NEWARK RESOURCES INC; Metairie  
OCEAN ENERGY INC; Baton Rouge  
OFFSHORE LOGISTICS INC; Lafayette  
OMNI ENERGY SERVICES CORP; Carencro  
PHOSPHATE RESOURCE PARTNERS LIMITED  
PARTNERSHIP; New Orleans  
STONE ENERGY CORPORATION; Lafayette  
SUPERIOR ENERGY SERVICES INC; Harvey  
TIDEWATER INC; New Orleans  
TRICO MARINE SERVICES INC; Houma

**MAINE**

BANGOR HYDRO-ELECTRIC COMPANY;  
Bangor  
CENTRAL MAINE POWER COMPANY; Augusta  
MAINE PUBLIC SERVICE COMPANY; Presque  
Isle

**MARYLAND**

ALLEGHENY ENERGY; Hagerstown  
BALTIMORE GAS AND ELECTRIC CO;  
Baltimore  
CROWN CENTRAL PETROLEUM CORP;  
Baltimore

**MASSACHUSETTS**

BAY STATE GAS COMPANY; Westborough  
BEC ENERGY; Boston  
BERKSHIRE GAS COMPANY; Pittsfield  
BOSTON EDISON COMPANY; Boston  
BOSTON GAS COMPANY; Boston  
CABOT CORPORATION; Boston  
CAMBRIDGE ELECTRIC LIGHTING CO;  
Cambridge  
CANAL ELECTRIC COMPANY; Cambridge  
COLONIAL GAS COMPANY; Lowell  
COMMONWEALTH ENERGY SYSTEM;  
Cambridge  
EASTERN ENTERPRISES; Weston  
EASTERN UTILITIES ASSOCIATES; Boston  
ESSEX COUNTY GAS COMPANY; Amesbury  
FALL RIVER GAS COMPANY; Fall River  
MASSACHUSETTS ELECTRIC CO; Westborough  
NORTHEAST UTILITIES; West Springfield  
THERMO ECOTEK CORPORATION; Waltham

**MICHIGAN**

ANR PIPELINE COMPANY; Detroit  
CMS ENERGY; Dearborn  
DTE ENERGY COMPANY; Detroit  
MCN ENERGY GROUP INC; Detroit  
SEMCO ENERGY INC; Port Huron  
UPPER PENINSULA ENERGY CORP; Houghton

**MINNESOTA**

NORTHERN STATES POWER CO; Minneapolis  
OTTER TAIL POWER COMPANY; Fergus Falls

**MISSISSIPPI**

CALLON PETROLEUM COMPANY; Natchez  
FRIEDE GOLDMAN INTERNATIONAL; Jackson  
MISSISSIPPI POWER COMPANY; Gulfport

**MISSOURI**

AMEREN CORP; St. Louis  
CLARK USA INC; St. Louis  
EMPIRE DISTRICT ELECTRIC COMPANY;  
Joplin  
FARMLAND INDUSTRIES INC; Kansas City  
KANSAS CITY POWER & LIGHT CO; Kansas  
City  
LACLEDE GAS COMPANY; St. Louis  
PANACO INC; Kansas City  
ST JOSEPH LIGHT AND POWER CO; St. Joseph  
UTILICORP UNITED INC; Kansas City

**MONTANA**

ENERGY WEST INC; Great Falls  
MONTANA POWER COMPANY (THE); Butte

**NEBRASKA**

CALENERGY COMPANY INC; Omaha

**NEVADA**

NEVADA POWER COMPANY; Las Vegas  
SIERRA PACIFIC POWER COMPANY; Reno  
SIERRA PACIFIC RESOURCES; Reno  
SOUTHWEST GAS CORPORATION; Las Vegas

**NEW HAMPSHIRE**

BAYCORP HOLDINGS LTD; Dover  
ENERGYNORTH INC; Manchester  
ENVIRONMENTAL POWER CORP; Portsmouth  
UNITIL CORPORATION; Hampton  
WHEELABRATOR TECHNOLOGIES INC;  
Hampton

**NEW JERSEY**

GPU INC; Morristown  
KCS ENERGY INC; Edison  
KEY ENERGY GROUP INC; East Brunswick  
NEW JERSEY RESOURCES CORP; Wall  
NUI CORPORATION; Bedminster  
PUBLIC SERVICE ENTERPRISE GROUP  
INCORPORATED; Newark  
SOUTHERN JERSEY INDUSTRIES INC; Folsom

**NEW MEXICO**

PUBLIC SERVICE CO OF NEW MEXICO;  
Albuquerque

**NEW YORK**

AGWAY INC; DeWitt  
AMERADA HESS CORPORATION; New York  
BELCO OIL & GAS CORPORATION; New York  
CENTRAL HUDSON GAS & ELECTRIC  
CORPORATION; Poughkeepsie  
DOVER CORP; New York  
LOEWS CORPORATION; New York  
LONG ISLAND LIGHTING COMPANY;  
Hicksville  
NATIONAL FUEL GAS COMPANY; Buffalo  
NIAGRA MOHAWK POWER CORP; Syracuse  
PDV AMERICA INC; New York  
SCHLUMBERGER LIMITED; New York  
TEXACO INC; White Plains  
TRIGEN ENERGY CORPORATION; White Plains  
YORK RESEARCH CORPORATION; New York

**NORTH CAROLINA**

CAROLINA POWER & LIGHT COMPANY;  
Raleigh  
COGENTRIX ENERGY INC; Charlotte  
DUKE ENERGY CORP; Charlotte  
NORTH CAROLINA NATURAL GAS; Fayetteville  
PIEDMONT NATURAL GAS COMPANY;  
Charlotte  
PUBLIC SERVICE COMPANY OF NC; Gastonia

**NORTH DAKOTA**

MDU RESOURCES GROUP INC; Bismark

**OHIO**

AEP GENERATING COMPANY; Columbus  
AMERICAN ELECTRIC POWER CO; Columbus  
CINERGY CORPORATION; Cincinnati  
CLEVELAND ELECTRIC ILLUMINATING;  
Akron  
COLUMBUS SOUTHERN POWER CO; Columbus  
DPL INC; Dayton  
FIRSTENERGY CORPORATION; Akron  
NATIONAL GAS & OIL COMPANY; Newark  
OHIO EDISON COMPANY; Akron  
OHIO POWER COMPANY; Canton  
RANGE RESOURCES CORPORATION; Hartville  
ROBBINS & MYERS INC; Dayton  
TOLEDO EDISON COMPANY (THE); Akron

**OKLAHOMA**

APCO ARGENTINA INC; Tulsa  
BAYARD DRILLING TECHNOLOGIES;  
Oklahoma City  
CHESAPEAKE ENERGY CORP; Oklahoma City

CITGO PETROLEUM CORPORATION; Tulsa  
CONTINENTAL NATURAL GAS INC; Tulsa  
DEVON ENERGY CORPORATION; Oklahoma City  
HELMERICH & PAYNE INC; Tulsa  
KERR-MCGEE CORPORATION; Oklahoma  
LOUIS DREYFUS NATURAL GAS; Oklahoma City  
NOBLE AFFILIATES INC; Ardmore  
OGE ENERGY CORP; Oklahoma City  
PARKER DRILLING COMPANY; Tulsa  
PHILLIPS PETROLEUM COMPANY; Bartlesville  
UNIT CORPORATION; Tulsa  
VINTAGE PETROLEUM INC; Tulsa  
WILLIAMS COMPANIES INC (THE); Tulsa

**OREGON**

NORTHWEST NATURAL GAS CO; Portland  
PACIFICORP; Portland  
PORTLAND GENERAL ELECTRIC; Portland

**PENNSYLVANIA**

BETZDEARBORN INC; Trevese  
CASTLE ENERGY CORPORATION; Radnor  
CONSOLIDATED NATURAL GAS CO; Pittsburgh  
DQE INC; Coraopolis  
EQUITABLE RESOURCES INC; Pittsburgh  
JERSEY CENTRAL POWER & LIGHT CO;  
Reading  
MICHAEL BAKER CORPORATION; Pittsburgh  
PECO ENERGY COMPANY; Philadelphia  
PENN VIRGINIA CORPORATION; Radnor  
PENNSYLVANIA ENTERPRISES INC; Wilkes-Barre  
PENNSYLVANIA POWER & LIGHT; Allentown  
PENNSYLVANIA POWER COMPANY; New Castle  
PG ENERGY INC; Wilkes-Barre  
RESOURCE AMERICA INC; Philadelphia  
SUN COMPANY INC; Philadelphia  
UGI CORP; King of Prussia  
USX CORPORATION; Pittsburgh

**RHODE ISLAND**

NARRANGANSETT ELECTRIC CO; Providence  
PROVIDENCE ENERGY CORPORATION;  
Providence  
VALLEY RESOURCES INC; Cumberland

**SOUTH CAROLINA**

SCANA CORPORATION; Columbia  
SOUTH CAROLINA ELECTRIC & GAS CO;  
Columbia

**SOUTH DAKOTA**

BLACK HILLS CORPORATION; Rapid City  
NORTHWESTERN PUBLIC SERVICE CO; Huron

**TEXAS**

ABRAXAS PETROLEUM CORP; San Antonio  
ADAMS RESOURCES & ENERGY INC; Houston  
AMERICAN EXPLORATION COMPANY;  
Houston  
ANADARKO PETROLEUM CORP; Houston  
APACHE CORP; Houston  
AQUILA GAS PIPELINE CORP; San Antonio  
ARABIAN SHIELD DEVELOPMENT CO; Dallas  
ARCH PETROLEUM INC; Fort Worth  
ATMOS ENERGY CORPORATION; Dallas  
ATWOOD OCEANICS INC; Houston  
BAKER HUGHES INC; Houston  
BELLWETHER EXPLORATION CO; Houston  
BJ SERVICES COMPANY; Houston  
BURLINGTON NORTHERN SANTA FE ; Fort Worth  
BURLINGTON RESOURCES INC; Houston  
CABOT OIL & GAS CORP; Houston  
CAL DIVE INTERNATIONAL; Houston  
CAMCO INTERNATIONAL INC; Houston  
CEANIC CORPORATION; Houston  
CENTRAL & SOUTH WEST CORP; Dallas  
CLAYTON WILLIAMS ENERGY INC; Midland  
CLIFFS DRILLING COMPANY; Houston  
COASTAL CORPORATION (THE); Houston  
CODA ENERGY INC; Dallas  
COHO ENERGY INC; Dallas  
COMSTOCK RESOURCES INC; Dallas  
CONOCO INC.; Houston  
COOPER CAMERON CORPORATION; Houston  
COOPER INDUSTRIES INC; Houston  
COSTILLA ENERGY INC; Midland  
CROSS TIMBERS OIL COMPANY; Fort Worth  
DAILEY INTERNATIONAL INC; Conroe  
DAWSON GEOPHYSICAL COMPANY; Midland  
DEEPTech INTERNATIONAL INC; Houston  
DENBURY RESOURCES INC; Dallas  
DIAMOND OFFSHORE DRILLING INC; Houston  
DRESSER INDUSTRIES INC; Dallas  
DRIL-QUIP INC; Houston  
EAGLE GEOPHYSICAL INC; Houston  
EEX CORPORATION; Houston

EL PASO ELECTRIC COMPANY; El Paso  
EL PASO TENNESSEE PIPELINE CO; Houston  
ENBRIDGE ENERGY PARTNERS LP; Houston  
ENRON CORP; Houston  
ENSCO INTERNATIONAL INC; Dallas  
ERC INDUSTRIES INC; Houston  
EXXON CORPORATION; Irving  
FINA INC; Dallas  
GLOBAL MARINE INC; Houston  
GRANT GEOPHYSICAL INC; Houston  
GREY WOLF INC; Houston  
HOLLY CORPORATION; Dallas  
HOUSTON EXPLORATION COMPANY; Houston  
HOWELL CORPORATION; Houston  
ICO INC; Houston  
IRI INTERNATIONAL CORPORATION; Houston  
KANEB SERVICES INC; Richardson  
KELLEY OIL & GAS CORPORATION; Houston  
LUFKIN INDUSTRIES INC; Lufkin  
LYONDELL PETROCHEMICAL CORP; Houston  
MAGNUM HUNTER RESOURCES INC; Irving  
MARINE DRILLING COMPANY INC; Sugar Land  
MAXUS ENERGY CORPORATION; Dallas  
MAYNARD OIL COMPANY; Dallas  
MERIDIAN RESOURCE CORP; Houston  
MIDCOAST ENERGY RESOURCES INC; Houston  
NABORS INDUSTRIES INC; Houston  
NATIONAL ENERGY GROUP INC; Dallas  
NATIONAL OILWELL; Houston  
NGC; Houston  
NOBLE DRILLING CORPORATION; Houston  
NORTON DRILLING SERVICES INC; Lubbock  
NUEVO ENERGY COMPANY; Houston  
OCEANEERING INTERNATIONAL INC; Houston  
ORYX ENERGY COMPANY; Dallas  
PATTERSON ENERGY INC; Snyder  
PENNZENERGY CO; Houston  
PENNZOIL-QUAKER STATE CORP; Irving  
PIONEER NATURAL RESOURCES; Irving  
PLAINS RESOURCES INC; Houston  
POGO PRODUCING COMPANY; Houston  
POOL ENERGY SERVICES CO; Houston  
PRIDE INTERNATIONAL INC; Houston  
R&B FALCON CORPORATION; Houston  
RELIANT ENERGY; Houston  
ROWAN COMPANY INC; Houston  
RUTHERFORD MORAN OIL CORP; Houston  
SANTA FE ENERGY RESOURCES INC; Houston  
SANTA FE INTERNATIONAL CORP; Dallas  
SEACOR SMIT INC; Houston  
SEAGULL ENERGY CORPORATION; Houston  
SEITEL INC; Houston

SEVEN SEAS PETROLEUM INC; Houston  
SHELL OIL; Houston  
SMITH INTERNATIONAL INC; Houston  
SNYDER OIL CORPORATION; Fort Worth  
SOUTHERN UNION COMPANY; Austin  
STEWART & STEVENSON SERVICES INC;  
Houston  
SWIFT ENERGY COMPANY; Houston  
TESORO PETROLEUM CORPORATION; San  
Antonio  
TETRA TECHNOLOGIES INC; The Woodlands  
TEXAS UTILITIES COMPANY; Dallas  
TEXAS-NEW MEXICO POWER CO; Fort Worth  
TITAN EXPLORATION INC; Midland  
TNP ENTERPRISES INC; Fort Worth  
TOM BROWN INC; Midland  
TRANSAMERICAN ENERGY CORP; Houston  
TRANSCONTINENTAL GAS PIPELINE; Houston  
TRANSOCEAN OFFSHORE INC; Houston  
TRANSTEXAS GAS CORPORATION; Houston  
TRITON ENERGY LIMITED; Dallas  
TUBOSCOPE INC; Houston  
ULTRAMAR DIAMOND SHAMROCK  
CORPORATION; San Antonio  
UNIMAR COMPANY; Houston  
UNION PACIFIC RESOURCES GROUP; Fort  
Worth  
UNION TEXAS PETROLEUM HOLDINGS;  
Houston  
UNIVERSAL SEISMIC ASSOCIATES INC;  
Houston  
UTI ENERGY CORP; Houston  
VALERO ENERGY CORPORATION; San Antonio  
VASTAR RESOURCES INC; Houston  
VERITAS DGC INC; Houston  
WEATHERFORD INTERNATIONAL INC;  
Houston  
WESTERN ATLAS INC; Houston  
WISER OIL COMPANY (THE); Dallas

## **UTAH**

NORTHWEST PIPELINE CORP; Salt Lake City  
QUESTAR CORPORATION; Salt Lake City

## **VERMONT**

CENTRAL VERMONT PUBLIC SERVICE  
CORPORATION; Rutland  
GREEN MOUNTAIN POWER CORP; South  
Burlington

## **VIRGINIA**

AES CORPORATION; Arlington

APPALACHIAN POWER COMPANY; Roanoke  
DOMINION RESOURCES INC; Richmond  
GENERAL DYNAMICS CORPORATION; Falls  
Church  
MOBIL CORPORATION; Fairfax  
OLD DOMINION ELECTRIC; Glen Allen  
ROANOKE GAS COMPANY; Roanoke

#### **WASHINGTON**

CASCADE NATURAL GAS CORP; Seattle  
PUGET SOUND ENERGY INC; Bellevue  
WASHINGTON WATER POWER CO; Spokane

#### **WEST VIRGINIA**

PETROLEUM DEVELOPMENT CORP; Bridgeport

#### **WISCONSIN**

INTERSTATE ENERGY CORPORATION;  
Madison  
MADISON GAS AND ELECTRIC; Madison  
WICOR INC; Milwaukee  
WISCONSIN ELECTRIC POWER CO; Milwaukee  
WISCONSIN ENERGY CORPORATION;  
Milwaukee  
WISCONSIN GAS COMPANY; Milwaukee  
WISCONSIN PUBLIC SERVICE CORP; Green Bay  
WPS RESOURCES CORPORATION; Green Bay

## **INDEX BY REGIONS OF THE U.S. WHERE THE ENERGY 400 FIRMS HAVE LOCATIONS**

### **WESTERN**

3TEC ENERGY CORPORATION  
7-ELEVEN INC  
ABB LTD  
ABRAXAS PETROLEUM CORP  
ADAMS RESOURCES & ENERGY INC  
AES CORPORATION  
AMERICAN WATER WORKS CO  
AMERIGAS PARTNERS LP  
ANADARKO PETROLEUM CORPORATION  
APACHE CORP  
AQUILA INC  
ARABIAN AMERICAN DEVELOPMENT  
ARCH COAL INC  
ASHLAND INC  
ASTROPOWER INC  
ATMOS ENERGY CORPORATION  
AVISTA CORPORATION  
BAKER HUGHES INC  
BARNWELL INDUSTRIES INC  
BARRETT RESOURCES CORPORATION  
BELCO OIL & GAS CORPORATION  
BENTON OIL AND GAS COMPANY  
BERRY PETROLEUM COMPANY  
BJ SERVICES COMPANY  
BLACK HILLS CORPORATION  
BLUE RHINO CORPORATION  
BP PLC  
BURLINGTON RESOURCES INC  
CABOT OIL & GAS CORP  
CALPINE CORPORATION  
CAPSTONE TURBINE  
CARBON ENERGY CORPORATION  
CASCADE NATURAL GAS CORPORATION  
CHESAPEAKE UTILITIES CORPORATION  
CHEVRON CORPORATION  
CMS ENERGY CORP  
CONOCO INC  
CONSOL ENERGY INC  
CONSTELLATION ENERGY GROUP  
COOPER CAMERON CORPORATION  
DAWSON GEOPHYSICAL COMPANY  
DEVON ENERGY CORPORATION  
DIAMOND OFFSHORE DRILLING INC  
DOMINION RESOURCES INC  
DTE ENERGY COMPANY  
DYNEGY INC  
ECHELON CORPORATION



EDISON INTERNATIONAL  
EL PASO CORP  
ENCORE ACQUISITION CO  
ENERGEN CORPORATION  
ENERGY WEST INC  
ENRON CORP  
ENTERGY CORP  
EOG RESOURCES INC  
EOTT ENERGY PARTNERS LP  
EQUITY OIL COMPANY  
EVERGREEN RESOURCES INC  
EXCO RESOURCES  
EXXON MOBIL CORPORATION  
FIRSTENERGY CORPORATION  
FMC CORPORATION  
FOREST OIL CORPORATION  
FPL GROUP  
FRONTIER OIL CORPORATION  
FUELCELL ENERGY INC  
GEOKINETICS INC  
GIANT INDUSTRIES INC  
GREKA ENERGY CORPORATION  
HALLIBURTON COMPANY  
HARKEN ENERGY CORPORATION  
HAWAIIAN ELECTRIC INDUSTRIES INC  
HEADWATERS INCORPORATED  
HOLLY CORPORATION  
HONEYWELL INTERNATIONAL INC  
HOWELL CORPORATION  
HYDRIL COMPANY  
ICO INC  
IDACORP INC  
INLAND RESOURCES INC  
INTERMAGNETICS GENERAL CORP  
KCS ENERGY INC  
KERR-MCGEE CORPORATION  
KEY ENERGY GROUP INC  
KEY PRODUCTION COMPANY INC  
KINDER MORGAN PARTNERS  
KYOCERA SOLAR INC  
MALLON RESOURCES CORP  
MARKWEST HYDROCARBON INC  
MCDERMOTT INTERNATIONAL  
MDU RESOURCES GROUP INC  
MERCURY AIR GROUP INC  
METRETEK TECHNOLOGIES  
MILLER EXPLORATION CO  
MIRANT CORPORATION  
MISSION RESOURCES CORP  
MONTANA POWER COMPANY (THE)  
NABORS INDUSTRIES INC  
NATCO GROUP INC

NATIONAL FUEL GAS COMPANY  
NEWARK RESOURCES INC  
NEWPOWER HOLDINGS INC  
NOBLE AFFILIATES INC  
NOBLE DRILLING CORPORATION  
NORTHERN BORDER PARTNERS  
NORTHWEST NATURAL GAS COMPANY  
NORTHWESTERN PUBLIC SERVICE  
COMPANY  
NRG ENERGY INC  
NUEVO ENERGY COMPANY  
OCCIDENTAL PETROLEUM CORPORATION  
OCEAN ENERGY INC  
PARKER DRILLING COMPANY  
PATINA OIL & GAS CORPORATION  
PENN OCTANE CORPORATION  
PETROLEUM DEVELOPMENT CORPORATION  
PETROLEUM HELICOPTERS  
PG&E CORPORATION  
PHILLIPS PETROLEUM COMPANY  
PLAINS ALL AMERICAN PIPELINE  
PLAINS RESOURCES INC  
POGO PRODUCING COMPANY  
PPL CORPORATION  
PRIMA ENERGY CORPORATION  
PRIMEENERGY CORPORATION  
PROGRESS ENERGY INC  
PUBLIC SERVICE ENTERPRISE GROUP  
INCORPORATED  
PUGET ENERGY INC  
PURE RESOURCES INC  
QUESTAR CORPORATION  
QUICKSILVER RESOURCES INC  
RELIANT ENERGY INC  
ROWAN COMPANIES INC  
ROYAL DUTCH PETROLEUM CO  
RPC INC  
SANTA FE INTERNATIONAL CORPORATION  
SCHLUMBERGER LIMITED  
SCOTTISH POWER UK PLC  
SEITEL INC  
SEMCO ENERGY INC  
SEMPRA ENERGY  
SHAMROCK LOGISTICS LP  
SIEMENS SOLAR GROUP  
SIERRA PACIFIC RESOURCES  
SJW CORPORATION  
SMITH INTERNATIONAL INC  
SOUTHWEST GAS CORPORATION  
ST MARY LAND & EXPLORATION COMPANY  
STREICHER MOBILE FUELING  
TECO ENERGY INC



TEPPCO PARTNERS LP  
TESORO PETROLEUM CORPORATION  
TEXACO INC  
TOM BROWN INC  
TOSCO CORP  
TRANSMONTAIGNE OIL COMPANY  
TRAVELCENTERS OF AMERICA  
UGI CORP  
ULTRA PETROLEUM CORP  
ULTRAMAR DIAMOND SHAMROCK CORPORATION  
UNISOURCE ENERGY CORPORATION  
UNIT CORPORATION  
UNOCAL CORPORATION  
USX CORPORATION  
UTILICORP UNITED INC  
VALERO ENERGY CORPORATION  
VARCO INTERNATIONAL INC  
VERITAS DGC INC  
VINTAGE PETROLEUM INC  
WEATHERFORD INTERNATIONAL INC  
WESTCOAST ENERGY INC  
WESTERN GAS RESOURCES INC  
WESTMORELAND COAL COMPANY  
WESTPORT RESOURCES CORP  
W-H ENERGY SERVICES INC  
WILLIAMS COMPANIES INC (THE)  
WILLIAMS ENERGY PARTNERS  
WORLD FUEL SERVICES CORP  
XANSER CORP  
XCEL ENERGY INC  
XTO ENERGY INC

**SOUTHWEST**

3TEC ENERGY CORPORATION  
7-ELEVEN INC  
ABB LTD  
ABRAXAS PETROLEUM CORP  
ADAMS RESOURCES & ENERGY INC  
AES CORPORATION  
ALLIANCE RESOURCE PARTNERS  
AMERADA HESS CORPORATION  
AMERICAN ELECTRIC POWER COMPANY INC  
AMERICAN WATER WORKS CO  
AMERIGAS PARTNERS LP  
ANADARKO PETROLEUM CORPORATION  
APACHE CORP  
APCO ARGENTINA INC  
AQUILA INC  
ARABIAN AMERICAN DEVELOPMENT  
ASHLAND INC  
ATMOS ENERGY CORPORATION

ATWOOD OCEANICS INC  
BAKER HUGHES INC  
BELCO OIL & GAS CORPORATION  
BENTON OIL AND GAS COMPANY  
BJ SERVICES COMPANY  
BLACK HILLS CORPORATION  
BLACK WARRIOR WIRELINE  
BLUE RHINO CORPORATION  
BOOTS & COOTS INTERNATIONAL  
BOWLIN TRAVEL CENTERS INC  
BP PLC  
BURLINGTON RESOURCES INC  
CABOT OIL & GAS CORP  
CAL DIVE INTERNATIONAL  
CALPINE CORPORATION  
CARBON ENERGY CORPORATION  
CARRIZO OIL & GAS INC  
CASCADE NATURAL GAS CORPORATION  
CHESAPEAKE ENERGY CORPORATION  
CHESAPEAKE UTILITIES CORPORATION  
CHEVRON CORPORATION  
CHILES OFFSHORE INC  
CINERGY CORPORATION  
CLARK RETAIL GROUP INC  
CLAYTON WILLIAMS ENERGY INC  
CMS ENERGY CORP  
COHO ENERGY INC  
COMPAGNIE GEN DE GEOPHYSIQUE  
COMSTOCK RESOURCES INC  
CONOCO INC  
CONTOUR ENERGY COMPANY  
COOPER CAMERON CORPORATION  
DAWSON GEOPHYSICAL COMPANY  
DENBURY RESOURCES INC  
DEVON ENERGY CORPORATION  
DEVX ENERGY INC  
DIAMOND OFFSHORE DRILLING INC  
DOMINION RESOURCES INC  
DORCHESTER HUGOTON LTD  
DRIL-QUIP INC  
DTE ENERGY COMPANY  
DYNEGY INC  
ECHELON CORPORATION  
EDGE PETROLEUM CORP  
EDISON INTERNATIONAL  
EEX CORPORATION  
EL PASO CORP  
EL PASO ELECTRIC COMPANY  
EMPIRE DISTRICT ELECTRIC COMPANY (THE)  
ENCORE ACQUISITION CO  
ENERGEN CORPORATION  
ENERGY WEST INC

ENI SPA  
ENRON CORP  
ENSCO INTERNATIONAL INC  
ENTERGY CORP  
ENTERPRISE OIL PLC  
ENTERPRISE PRODUCTS PARTNERS LP  
EOG RESOURCES INC  
EOTT ENERGY PARTNERS LP  
ESENJAY EXPLORATION INC  
EVANS SYSTEMS INC  
EXCO RESOURCES  
EXXON MOBIL CORPORATION  
FFP MARKETING CO  
FIRSTENERGY CORPORATION  
FMC CORPORATION  
FOREST OIL CORPORATION  
FPL GROUP  
FRONTIER OIL CORPORATION  
FUELCELL ENERGY INC  
GENESIS ENERGY LP  
GEOKINETICS INC  
GIANT INDUSTRIES INC  
GLOBAL INDUSTRIES LTD  
GLOBAL MARINE INC  
GOODRICH PETROLEUM CORP  
GRANT PRIDECO INC  
GREKA ENERGY CORPORATION  
GREY WOLF INC  
GULFMARK OFFSHORE INC  
HALLIBURTON COMPANY  
HARKEN ENERGY CORPORATION  
HELMERICH & PAYNE INC  
HOLLY CORPORATION  
HONEYWELL INTERNATIONAL INC  
HORIZON OFFSHORE INC  
HOUSTON EXPLORATION COMPANY (THE)  
HOWELL CORPORATION  
HYDRIL COMPANY  
ICO INC  
INDUSTRIAL DATA SYSTEMS  
INNOGY HOLDINGS PLC  
KCS ENERGY INC  
KERR-MCGEE CORPORATION  
KEY ENERGY GROUP INC  
KEY PRODUCTION COMPANY INC  
KEYSPAN CORPORATION  
KINDER MORGAN PARTNERS  
KYOCERA SOLAR INC  
LOUIS DREYFUS NATURAL GAS CORP  
LYONDELL CHEMICAL COMPANY  
MAGNUM HUNTER RESOURCES INC  
MARINE DRILLING COMPANY INC

MAYNARD OIL COMPANY  
MCDERMOTT INTERNATIONAL  
MCMORAN EXPLORATION CO  
MDU RESOURCES GROUP INC  
MERCURY AIR GROUP INC  
MERIDIAN RESOURCE CORPORATION (THE)  
METRETEK TECHNOLOGIES  
MILLER EXPLORATION CO  
MIRANT CORPORATION  
MISSION RESOURCES CORP  
MITCHELL ENERGY & DEVELOPMENT  
MONTANA POWER COMPANY (THE)  
MURPHY OIL CORPORATION  
NABORS INDUSTRIES INC  
NATCO GROUP INC  
NATIONAL ENERGY GROUP INC  
NATIONAL FUEL GAS COMPANY  
NEW JERSEY RESOURCES CORPORATION  
NEWFIELD EXPLORATION CO  
NEWARK RESOURCES INC  
NEWPOWER HOLDINGS INC  
NISOURCE INC  
NOBLE AFFILIATES INC  
NOBLE DRILLING CORPORATION  
NORTHERN BORDER PARTNERS  
NORTHWESTERN PUBLIC SERVICE  
COMPANY  
NRG ENERGY INC  
NUEVO ENERGY COMPANY  
OCCIDENTAL PETROLEUM CORPORATION  
OCEAN ENERGY INC  
OCEANEERING INTERNATIONAL INC  
OGE ENERGY CORP  
OIL STATES INTERNATIONAL  
ONEOK INC  
OSCA INC  
PANACO INC  
PARKER DRILLING COMPANY  
PENN OCTANE CORPORATION  
PENN VIRGINIA CORPORATION  
PEOPLES ENERGY CORPORATION  
PETROCORP INCORPORATED  
PETROLEUM HELICOPTERS  
PETROQUEST ENERGY INC  
PG&E CORPORATION  
PHILLIPS PETROLEUM COMPANY  
PINNACLE WEST CAPITAL CORPORATION  
PIONEER NATURAL RESOURCES  
PLAINS ALL AMERICAN PIPELINE  
PLAINS RESOURCES INC  
POGO PRODUCING COMPANY  
PPL CORPORATION

PREMCOR INC  
PRIDE COMPANIES LP  
PRIDE INTERNATIONAL INC  
PRIMA ENERGY CORPORATION  
PRIMEENERGY CORPORATION  
PRIZE ENERGY CORP  
PROGRESS ENERGY INC  
PUBLIC SERVICE COMPANY OF NEW MEXICO  
PUBLIC SERVICE ENTERPRISE GROUP  
INCORPORATED  
PUGET ENERGY INC  
PURE RESOURCES INC  
QUESTAR CORPORATION  
RANGE RESOURCES CORPORATION  
RELIANT ENERGY INC  
RELIANT RESOURCES INC  
REMINGTON OIL & GAS CORP  
ROWAN COMPANIES INC  
ROYAL DUTCH PETROLEUM CO  
RPC INC  
SANTA FE INTERNATIONAL CORPORATION  
SANTOS LTD  
SCHLUMBERGER LIMITED  
SEITEL INC  
SEMCO ENERGY INC  
SEMPRA ENERGY  
SHAMROCK LOGISTICS LP  
SMITH INTERNATIONAL INC  
SOUTHERN UNION COMPANY  
SOUTHWEST GAS CORPORATION  
SOUTHWESTERN ENERGY COMPANY  
SPINNAKER EXPLORATION  
ST MARY LAND & EXPLORATION COMPANY  
STONE ENERGY CORPORATION  
STREICHER MOBILE FUELING  
SUNOCO INC  
SUPERIOR ENERGY SERVICES INC  
SWIFT ENERGY COMPANY  
TEPPCO PARTNERS LP  
TESCO CORPORATION  
TESORO PETROLEUM CORPORATION  
TETRA TECHNOLOGIES INC  
TEXACO INC  
TMBR/SHARP DRILLING INC  
TOM BROWN INC  
TORCH OFFSHORE INC  
TOSCO CORP  
TRANSCANADA PIPELINES LTD  
TRANSMONTAIGNE OIL COMPANY  
TRANSOCEAN SEDCO FOREX  
TRANSTEXAS GAS CORPORATION  
TRAVELCENTERS OF AMERICA

TRICO MARINE SERVICES INC  
TRITON ENERGY LIMITED  
TXU CORPORATION  
UGI CORP  
ULTRA PETROLEUM CORP  
ULTRAMAR DIAMOND SHAMROCK  
CORPORATION  
UNISOURCE ENERGY CORPORATION  
UNIT CORPORATION  
UNOCAL CORPORATION  
USX CORPORATION  
UTILICORP UNITED INC  
VALERO ENERGY CORPORATION  
VARCO INTERNATIONAL INC  
VERITAS DGC INC  
VINTAGE PETROLEUM INC  
WEATHERFORD INTERNATIONAL INC  
WESTERN GAS RESOURCES INC  
WESTERN RESOURCES INC  
WESTPORT RESOURCES CORP  
W-H ENERGY SERVICES INC  
WILLBROS GROUP INC  
WILLIAMS COMPANIES INC (THE)  
WILLIAMS ENERGY PARTNERS  
WISER OIL COMPANY (THE)  
WORLD FUEL SERVICES CORP  
XANSER CORP  
XCEL ENERGY INC  
XTO ENERGY INC

**MIDWEST**

7-ELEVEN INC  
ABB LTD  
ABRAXAS PETROLEUM CORP  
AES CORPORATION  
ALBERTA ENERGY COMPANY  
ALLEGHENY ENERGY INC  
ALLIANCE RESOURCE PARTNERS  
ALLIANT ENERGY CORP  
AMERADA HESS CORPORATION  
AMEREN CORP  
AMERICAN ELECTRIC POWER COMPANY INC  
AMERICAN SUPERCONDUCTOR  
AMERICAN WATER WORKS CO  
AMERIGAS PARTNERS LP  
ANADARKO PETROLEUM CORPORATION  
APACHE CORP  
AQUILA INC  
ARCH COAL INC  
ASHLAND INC  
ATMOS ENERGY CORPORATION  
BAKER HUGHES INC

BARRETT RESOURCES CORPORATION  
BELCO OIL & GAS CORPORATION  
BERRY PETROLEUM COMPANY  
BJ SERVICES COMPANY  
BLACK HILLS CORPORATION  
BLUE RHINO CORPORATION  
BP PLC  
BURLINGTON RESOURCES INC  
CABOT OIL & GAS CORP  
CALPINE CORPORATION  
CARBON ENERGY CORPORATION  
CASCADE NATURAL GAS CORPORATION  
CASEY'S GENERAL STORES INC  
CHESAPEAKE ENERGY CORPORATION  
CHESAPEAKE UTILITIES CORPORATION  
CHEVRON CORPORATION  
CINERGY CORPORATION  
CLARK RETAIL GROUP INC  
CMS ENERGY CORP  
CONOCO INC  
CONSOL ENERGY INC  
CONSOLIDATED EDISON INC  
CONSTELLATION ENERGY GROUP  
COOPER CAMERON CORPORATION  
CUMBERLAND FARMS INC  
DAIRY MART CONVENIENCE STORES INC  
DAWSON GEOPHYSICAL COMPANY  
DEVON ENERGY CORPORATION  
DOMINION RESOURCES INC  
DORCHESTER HUGOTON LTD  
DPL INC  
DQE INC  
DTE ENERGY COMPANY  
DUKE ENERGY CORP  
DYNEGY INC  
ECHELON CORPORATION  
EDGE PETROLEUM CORP  
EDISON INTERNATIONAL  
EMPIRE DISTRICT ELECTRIC COMPANY (THE)  
ENBRIDGE ENERGY PARTNERS LP  
ENBRIDGE INC  
ENCORE ACQUISITION CO  
ENERGY CONVERSION DEVICES INC  
ENRON CORP  
ENTERGY CORP  
EQUITABLE RESOURCES INC  
EXELON CORPORATION  
EXXON MOBIL CORPORATION  
FFP MARKETING CO  
FIRSTENERGY CORPORATION  
FMC CORPORATION  
FPL GROUP

FRONTIER OIL CORPORATION  
FUELCELL ENERGY INC  
GENESIS ENERGY LP  
HELMERICH & PAYNE INC  
HONEYWELL INTERNATIONAL INC  
ICO INC  
KANSAS CITY POWER & LIGHT COMPANY  
KCS ENERGY INC  
KERR-MCGEE CORPORATION  
KEY ENERGY GROUP INC  
KEY PRODUCTION COMPANY INC  
KEYSPAN CORPORATION  
KINDER MORGAN PARTNERS  
LACLEDE GAS COMPANY  
LOUIS DREYFUS NATURAL GAS CORP  
MADISON GAS AND ELECTRIC COMPANY  
MARKWEST HYDROCARBON INC  
MCDERMOTT INTERNATIONAL  
MDU RESOURCES GROUP INC  
MERCURY AIR GROUP INC  
MILLER EXPLORATION CO  
MIRANT CORPORATION  
MURPHY OIL CORPORATION  
NABORS INDUSTRIES INC  
NATCO GROUP INC  
NATIONAL FUEL GAS COMPANY  
NEWPARK RESOURCES INC  
NEWPOWER HOLDINGS INC  
NEXEN INC  
NICOR INC  
NISOURCE INC  
NOBLE AFFILIATES INC  
NOBLE DRILLING CORPORATION  
NORTH COAST ENERGY INC  
NORTHERN BORDER PARTNERS  
NORTHWESTERN PUBLIC SERVICE  
COMPANY  
NRG ENERGY INC  
OCCIDENTAL PETROLEUM CORPORATION  
OGE ENERGY CORP  
ONEOK INC  
ORION POWER HOLDINGS INC  
OTTER TAIL POWER COMPANY  
PANTRY INC (THE)  
PARKER DRILLING COMPANY  
PATINA OIL & GAS CORPORATION  
PENN VIRGINIA CORPORATION  
PEOPLES ENERGY CORPORATION  
PETROLEUM DEVELOPMENT CORPORATION  
PETROLEUM HELICOPTERS  
PG&E CORPORATION  
PHILLIPS PETROLEUM COMPANY

PIONEER NATURAL RESOURCES  
PLAINS ALL AMERICAN PIPELINE  
PLAINS RESOURCES INC  
POWERGEN PLC  
PPL CORPORATION  
PREMCO INC  
PRIMEENERGY CORPORATION  
PROGRESS ENERGY INC  
PUBLIC SERVICE ENTERPRISE GROUP  
INCORPORATED  
PUGET ENERGY INC  
QUESTAR CORPORATION  
QUICKSILVER RESOURCES INC  
RANGE RESOURCES CORPORATION  
RELIANT ENERGY INC  
ROYAL DUTCH PETROLEUM CO  
SCHLUMBERGER LIMITED  
SEMCO ENERGY INC  
SEMPRA ENERGY  
SMITH INTERNATIONAL INC  
SOUTHERN UNION COMPANY  
SOUTHWESTERN ENERGY COMPANY  
ST MARY LAND & EXPLORATION COMPANY  
STAR GAS PARTNERS LP  
SUNOCO INC  
TEPPCO PARTNERS LP  
TEXACO INC  
TOM BROWN INC  
TRANSMONTAIGNE OIL COMPANY  
TRAVELCENTERS OF AMERICA  
UGI CORP  
ULTRAMAR DIAMOND SHAMROCK  
CORPORATION  
UNI MARTS INC  
UNIT CORPORATION  
UNOCAL CORPORATION  
USX CORPORATION  
UTILICORP UNITED INC  
VALLEY NATIONAL GASES INC  
VARCO INTERNATIONAL INC  
VECTREN CORPORATION  
WEATHERFORD INTERNATIONAL INC  
WESTCOAST ENERGY INC  
WESTERN GAS RESOURCES INC  
WESTERN RESOURCES INC  
WESTPORT RESOURCES CORP  
WILLIAMS COMPANIES INC (THE)  
WILLIAMS ENERGY PARTNERS  
WISCONSIN ENERGY CORPORATION  
WPS RESOURCES CORPORATION  
XANSER CORP  
XCEL ENERGY INC

XTO ENERGY INC

## **SOUTHEAST**

3TEC ENERGY CORPORATION  
7-ELEVEN INC  
ABB LTD  
ABLE ENERGY INC  
ABRAXAS PETROLEUM CORP  
ADAMS RESOURCES & ENERGY INC  
AGL RESOURCES INC  
AMERADA HESS CORPORATION  
AMERICAN ELECTRIC POWER COMPANY INC  
AMERICAN WATER WORKS CO  
AMERIGAS PARTNERS LP  
ANADARKO PETROLEUM CORPORATION  
APACHE CORP  
ASHLAND INC  
ATMOS ENERGY CORPORATION  
BAKER HUGHES INC  
BG GROUP PLC  
BJ SERVICES COMPANY  
BLACK HILLS CORPORATION  
BLACK WARRIOR WIRELINE  
BLUE RHINO CORPORATION  
BP PLC  
BURLINGTON RESOURCES INC  
CABOT OIL & GAS CORP  
CAL DIVE INTERNATIONAL  
CALLON PETROLEUM COMPANY  
CALPINE CORPORATION  
CARBON ENERGY CORPORATION  
CARRIZO OIL & GAS INC  
CASCADE NATURAL GAS CORPORATION  
CASTLE ENERGY CORPORATION  
CHESAPEAKE ENERGY CORPORATION  
CHESAPEAKE UTILITIES CORPORATION  
CHEVRON CORPORATION  
CINERGY CORPORATION  
CLARK RETAIL GROUP INC  
CLAYTON WILLIAMS ENERGY INC  
CLECO CORPORATION  
CMS ENERGY CORP  
COHO ENERGY INC  
COMSTOCK RESOURCES INC  
CONOCO INC  
CONTOUR ENERGY COMPANY  
COOPER CAMERON CORPORATION  
CUMBERLAND FARMS INC  
DAIRY MART CONVENIENCE STORES INC  
DENBURY RESOURCES INC  
DEVX ENERGY INC  
DIAMOND OFFSHORE DRILLING INC



DOMINION RESOURCES INC  
DRIL-QUIP INC  
DTE ENERGY COMPANY  
DUKE ENERGY CORP  
DYNEGY INC  
ECHELON CORPORATION  
EDGE PETROLEUM CORP  
EDISON INTERNATIONAL  
EEX CORPORATION  
EL PASO CORP  
ELECTRIC FUEL CORPORATION  
EMPIRE DISTRICT ELECTRIC COMPANY (THE)  
ENERGEN CORPORATION  
ENERGY PARTNERS LTD  
ENERGYSOUTH INC  
ENRON CORP  
ENSCO INTERNATIONAL INC  
ENTERGY CORP  
EOTT ENERGY PARTNERS LP  
EQUITABLE RESOURCES INC  
ESENJAY EXPLORATION INC  
EXCO RESOURCES  
EXXON MOBIL CORPORATION  
FIRSTENERGY CORPORATION  
FLORIDA PUBLIC UTILITIES COMPANY  
FMC CORPORATION  
FPL GROUP  
FRIEDE GOLDMAN HALTER INC  
FUELCELL ENERGY INC  
GENESIS ENERGY LP  
GLOBAL INDUSTRIES LTD  
GLOBAL MARINE INC  
GOODRICH PETROLEUM CORP  
GRANT PRIDECO INC  
GREKA ENERGY CORPORATION  
GREY WOLF INC  
HALLIBURTON COMPANY  
HARKEN ENERGY CORPORATION  
HELMERICH & PAYNE INC  
HONEYWELL INTERNATIONAL INC  
HOUSTON EXPLORATION COMPANY (THE)  
ICO INC  
KERR-MCGEE CORPORATION  
KEY ENERGY GROUP INC  
KEY PRODUCTION COMPANY INC  
KINDER MORGAN PARTNERS  
KYOCERA SOLAR INC  
LOUIS DREYFUS NATURAL GAS CORP  
LYONDELL CHEMICAL COMPANY  
MAGNUM HUNTER RESOURCES INC  
MARINE DRILLING COMPANY INC  
MARKWEST HYDROCARBON INC

MCDERMOTT INTERNATIONAL  
MDU RESOURCES GROUP INC  
MERCURY AIR GROUP INC  
MERIDIAN RESOURCE CORPORATION (THE)  
METRETEK TECHNOLOGIES  
MILLENNIUM CELL INC  
MILLER EXPLORATION CO  
MIRANT CORPORATION  
MISSION RESOURCES CORP  
MURPHY OIL CORPORATION  
NABORS INDUSTRIES INC  
NATCO GROUP INC  
NATIONAL ENERGY GROUP INC  
NATIONAL FUEL GAS COMPANY  
NEW JERSEY RESOURCES CORPORATION  
NEWPARK RESOURCES INC  
NEWPOWER HOLDINGS INC  
NEXEN INC  
NISOURCE INC  
NOBLE AFFILIATES INC  
NOBLE DRILLING CORPORATION  
NORSK HYDRO ASA  
NORTHWESTERN PUBLIC SERVICE  
COMPANY  
NRG ENERGY INC  
NUEVO ENERGY COMPANY  
NUI CORPORATION  
OCCIDENTAL PETROLEUM CORPORATION  
OCEAN ENERGY INC  
OCEANEERING INTERNATIONAL INC  
OFFSHORE LOGISTICS INC  
OGE ENERGY CORP  
OIL STATES INTERNATIONAL  
OSCA INC  
PANACO INC  
PANTRY INC (THE)  
PARKER DRILLING COMPANY  
PETROCORP INCORPORATED  
PETROLEUM HELICOPTERS  
PETROQUEST ENERGY INC  
PG&E CORPORATION  
PHILLIPS PETROLEUM COMPANY  
PIEDMONT NATURAL GAS COMPANY INC  
PLAINS ALL AMERICAN PIPELINE  
PLAINS RESOURCES INC  
POGO PRODUCING COMPANY  
PPL CORPORATION  
PRIDE INTERNATIONAL INC  
PRIMEENERGY CORPORATION  
PRIZE ENERGY CORP  
PROGRESS ENERGY INC  
PUGET ENERGY INC



PURE RESOURCES INC  
RANGE RESOURCES CORPORATION  
RELIANT ENERGY INC  
REMINGTON OIL & GAS CORP  
ROWAN COMPANIES INC  
ROYAL DUTCH PETROLEUM CO  
RPC INC  
SANTA FE INTERNATIONAL CORPORATION  
SANTOS LTD  
SCANA CORPORATION  
SCHLUMBERGER LIMITED  
SEITEL INC  
SEMCO ENERGY INC  
SMITH INTERNATIONAL INC  
SOUTHERN COMPANY (THE)  
SOUTHERN UNION COMPANY  
SOUTHWESTERN ENERGY COMPANY  
SPINNAKER EXPLORATION  
ST MARY LAND & EXPLORATION COMPANY  
STONE ENERGY CORPORATION  
STREICHER MOBILE FUELING  
SUNCOR ENERGY INC  
SUPERIOR ENERGY SERVICES INC  
SWIFT ENERGY COMPANY  
TECO ENERGY INC  
TEPPCO PARTNERS LP  
TESORO PETROLEUM CORPORATION  
TETRA TECHNOLOGIES INC  
TEXACO INC  
TOM BROWN INC  
TORCH OFFSHORE INC  
TOSCO CORP  
TRANSMONTAIGNE OIL COMPANY  
TRAVELCENTERS OF AMERICA  
TRICO MARINE SERVICES INC  
UGI CORP  
ULTRAMAR DIAMOND SHAMROCK CORPORATION  
UNIT CORPORATION  
UNOCAL CORPORATION  
USX CORPORATION  
UTILICORP UNITED INC  
VALERO ENERGY CORPORATION  
VALLEY NATIONAL GASES INC  
VARCO INTERNATIONAL INC  
VERITAS DGC INC  
VINTAGE PETROLEUM INC  
WEATHERFORD INTERNATIONAL INC  
WESTERN GAS RESOURCES INC  
WESTPORT RESOURCES CORP  
W-H ENERGY SERVICES INC  
WILLIAMS COMPANIES INC (THE)

WILLIAMS ENERGY PARTNERS  
WISER OIL COMPANY (THE)  
WORLD FUEL SERVICES CORP  
XANSER CORP  
XTO ENERGY INC  
  
**NORTHEAST**  
7-ELEVEN INC  
ABB LTD  
ABLE ENERGY INC  
ADAMS RESOURCES & ENERGY INC  
AES CORPORATION  
ALLEGHENY ENERGY INC  
ALLIANCE RESOURCE PARTNERS  
AMERADA HESS CORPORATION  
AMERICAN ELECTRIC POWER COMPANY INC  
AMERICAN SUPERCONDUCTOR  
AMERICAN WATER WORKS CO  
AMERIGAS PARTNERS LP  
ARCH COAL INC  
ASHLAND INC  
ASTROPOWER INC  
ATMOS ENERGY CORPORATION  
BAKER HUGHES INC  
BANGOR HYDRO-ELECTRIC COMPANY  
BEACON POWER CORPORATION  
BELCO OIL & GAS CORPORATION  
BJ SERVICES COMPANY  
BLACK HILLS CORPORATION  
BLUE RHINO CORPORATION  
BP PLC  
BP SOLAR  
BRITISH ENERGY PLC  
CABOT OIL & GAS CORP  
CALPINE CORPORATION  
CASCADE NATURAL GAS CORPORATION  
CASTLE ENERGY CORPORATION  
CENTRAL VERMONT PUBLIC SERVICE CORPORATION  
CH ENERGY GROUP INC  
CHESAPEAKE UTILITIES CORPORATION  
CHEVRON CORPORATION  
CINERGY CORPORATION  
CLARK RETAIL GROUP INC  
CMS ENERGY CORP  
CONECTIV INC  
CONOCO INC  
CONSOL ENERGY INC  
CONSOLIDATED EDISON INC  
CONSTELLATION ENERGY GROUP  
COOPER CAMERON CORPORATION  
CUMBERLAND FARMS INC

DAIRY MART CONVENIENCE STORES INC  
DOMINION RESOURCES INC  
DQE INC  
DRIL-QUIP INC  
DTE ENERGY COMPANY  
DUKE ENERGY CORP  
DYNEGY INC  
ECHELON CORPORATION  
EDISON INTERNATIONAL  
EL PASO CORP  
ELECTRIC FUEL CORPORATION  
ENBRIDGE INC  
ENERGY EAST CORPORATION  
ENI SPA  
ENRON CORP  
ENTERGY CORP  
EOG RESOURCES INC  
EQUITABLE RESOURCES INC  
EVERGREEN SOLAR INC  
EXELON CORPORATION  
EXXON MOBIL CORPORATION  
FIRSTENERGY CORPORATION  
FMC CORPORATION  
FPL GROUP  
FUELCELL ENERGY INC  
GETTY PETROLEUM MARKETING  
GPU INC  
GREEN MOUNTAIN POWER CORPORATION  
GREKA ENERGY CORPORATION  
H POWER CORP  
HALLIBURTON COMPANY  
HONEYWELL INTERNATIONAL INC  
HOUSTON EXPLORATION COMPANY (THE)  
ICO INC  
INNOGY HOLDINGS PLC  
INTERMAGNETICS GENERAL CORP  
INTERNATIONAL FUEL CELLS  
KCS ENERGY INC  
KERR-MCGEE CORPORATION  
KEY ENERGY GROUP INC  
KEYSPAN CORPORATION  
KINDER MORGAN PARTNERS  
LYONDELL CHEMICAL COMPANY  
MAINE PUBLIC SERVICE CO  
MASSEY ENERGY COMPANY  
MCDERMOTT INTERNATIONAL  
MDU RESOURCES GROUP INC  
MERCURY AIR GROUP INC  
METRETEK TECHNOLOGIES  
MILLENNIUM CELL INC  
MIRANT CORPORATION  
MURPHY OIL CORPORATION

NABORS INDUSTRIES INC  
NATCO GROUP INC  
NATIONAL FUEL GAS COMPANY  
NATIONAL GRID GROUP (THE)  
NEW JERSEY RESOURCES CORPORATION  
NEWPOWER HOLDINGS INC  
NIAGARA MOHAWK HOLDINGS INC  
NISOURCE INC  
NORTH COAST ENERGY INC  
NORTHEAST UTILITIES  
NORTHWESTERN PUBLIC SERVICE  
COMPANY  
NRG ENERGY INC  
NSTAR  
NUI CORPORATION  
OCCIDENTAL PETROLEUM CORPORATION  
OCEANEERING INTERNATIONAL INC  
OGE ENERGY CORP  
ORION POWER HOLDINGS INC  
PANTRY INC (THE)  
PENN VIRGINIA CORPORATION  
PETROLEUM DEVELOPMENT CORPORATION  
PG&E CORPORATION  
PHILLIPS PETROLEUM COMPANY  
PIEDMONT NATURAL GAS COMPANY INC  
PLUG POWER INC  
POTOMAC ELECTRIC POWER COMPANY  
PPL CORPORATION  
PREMIER OIL PLC  
PRIMEENERGY CORPORATION  
PROGRESS ENERGY INC  
PROTON ENERGY SYSTEMS INC  
PUBLIC SERVICE ENTERPRISE GROUP  
INCORPORATED  
PUGET ENERGY INC  
RANGE RESOURCES CORPORATION  
RELIANT ENERGY INC  
RGC RESOURCES INC  
RGS ENERGY GROUP INC  
ROYAL DUTCH PETROLEUM CO  
SCHLUMBERGER LIMITED  
SEMCO ENERGY INC  
SMITH INTERNATIONAL INC  
SOUTHERN JERSEY INDUSTRIES INC  
SOUTHERN UNION COMPANY  
STAR GAS PARTNERS LP  
SUNOCO INC  
TEPPCO PARTNERS LP  
TEXACO INC  
TOSCO CORP  
TOTALFINAELF SA  
TRANSMONTAIGNE OIL COMPANY

TRAVELCENTERS OF AMERICA  
UGI CORP  
UIL HOLDINGS CORPORATION  
UNI MARTS INC  
UNITIL CORPORATION  
UNOCAL CORPORATION  
USX CORPORATION  
UTILICORP UNITED INC  
VALERO ENERGY CORPORATION  
VALLEY NATIONAL GASES INC  
WEATHERFORD INTERNATIONAL INC  
WEST PENN POWER COMPANY  
WESTCOAST ENERGY INC  
WESTMORELAND COAL COMPANY  
WGL HOLDINGS INC  
WILLIAMS COMPANIES INC (THE)  
WILLIAMS ENERGY PARTNERS  
WISER OIL COMPANY (THE)  
WORLD FUEL SERVICES CORP  
XANSER CORP

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7-ELEVEN INC  
ABB LTD  
ABRAXAS PETROLEUM CORP  
AES CORPORATION  
ALBERTA ENERGY COMPANY  
ALLIANT ENERGY CORP  
AMERADA HESS CORPORATION  
AMERICAN ELECTRIC POWER COMPANY INC  
AMERICAN SUPERCONDUCTOR  
AMERICAN WATER WORKS CO  
ANADARKO PETROLEUM CORPORATION  
ANDERSON EXPLORATION LTD  
APACHE CORP  
APCO ARGENTINA INC  
AQUILA INC  
ARABIAN AMERICAN DEVELOPMENT  
ASHLAND INC  
ASTROPOWER INC  
ATWOOD OCEANICS INC  
BAKER HUGHES INC  
BALLARD POWER SYSTEMS  
BARNWELL INDUSTRIES INC  
BARRETT RESOURCES CORPORATION  
BENTON OIL AND GAS COMPANY  
BG GROUP PLC  
BJ SERVICES COMPANY  
BLUE RHINO CORPORATION  
BONUS ENERGY  
BP PLC

BP SOLAR  
BRITISH ENERGY PLC  
BURLINGTON RESOURCES INC  
CAL DIVE INTERNATIONAL  
CALPINE CORPORATION  
CANADIAN 88 ENERGY CORP  
CANADIAN NATURAL RESOURCES  
CARBON ENERGY CORPORATION  
CASCADE NATURAL GAS CORPORATION  
CASTLE ENERGY CORPORATION  
CE FRANKLIN LTD  
CENTRAL VERMONT PUBLIC SERVICE  
CORPORATION  
CHESAPEAKE ENERGY CORPORATION  
CHEVRON CORPORATION  
CHINA PETROLEUM & CHEMICAL  
CINERGY CORPORATION  
CMS ENERGY CORP  
CNOOC LIMITED  
COMPAGNIE GEN DE GEOPHYSIQUE  
COMPANHIA PARAN DE ENERGIA  
CONOCO INC  
CONSOL ENERGY INC  
CONSOLIDATED EDISON INC  
CONSTELLATION ENERGY GROUP  
COOPER CAMERON CORPORATION  
DAWSON GEOPHYSICAL COMPANY  
DEVON ENERGY CORPORATION  
DIAMOND OFFSHORE DRILLING INC  
DOMINION RESOURCES INC  
DRIL-QUIP INC  
DYNEGY INC  
ECHELON CORPORATION  
EDISON INTERNATIONAL  
EDP ELECTRICIDADE DE PORTUGAL  
EEX CORPORATION  
EL PASO CORP  
EL PASO ELECTRIC COMPANY  
ELECTRIC FUEL CORPORATION  
ENBRIDGE INC  
ENEL SOCIETA PER AZIONI  
ENI SPA  
ENRON CORP  
ENSCO INTERNATIONAL INC  
ENTERGY CORP  
ENTERPRISE OIL PLC  
EOG RESOURCES INC  
EQUITABLE RESOURCES INC  
EQUITY OIL COMPANY  
EVERGREEN SOLAR INC  
EXCO RESOURCES  
EXXON MOBIL CORPORATION

FMC CORPORATION  
FOREST OIL CORPORATION  
FRIEDE GOLDMAN HALTER INC  
FUELCELL ENERGY INC  
GLOBAL INDUSTRIES LTD  
GLOBAL MARINE INC  
GOODRICH PETROLEUM CORP  
GPU INC  
GRANT PRIDECO INC  
GREKA ENERGY CORPORATION  
GREY WOLF INC  
GULF INDONESIA RESOURCES  
GULFMARK OFFSHORE INC  
H POWER CORP  
HALLIBURTON COMPANY  
HARKEN ENERGY CORPORATION  
HAWAIIAN ELECTRIC INDUSTRIES INC  
HELMERICH & PAYNE INC  
HOLLY CORPORATION  
HONEYWELL INTERNATIONAL INC  
HONG KONG AND CHINA GAS CO LTD (THE)  
HORIZON OFFSHORE INC  
HURRICANE HYDROCARBONS  
HYDRIL COMPANY  
ICO INC  
IMPERIAL OIL LIMITED  
INNOGY HOLDINGS PLC  
JILIN CHEMICAL INDUSTRIAL  
KANSAS CITY POWER & LIGHT COMPANY  
KERR-MCGEE CORPORATION  
KEY ENERGY GROUP INC  
KYOCERA SOLAR INC  
LYONDELL CHEMICAL COMPANY  
MARINE DRILLING COMPANY INC  
MCDERMOTT INTERNATIONAL  
MDU RESOURCES GROUP INC  
MERCURY AIR GROUP INC  
METROGAS SA  
MIRANT CORPORATION  
MONTANA POWER COMPANY (THE)  
MURPHY OIL CORPORATION  
NABORS INDUSTRIES INC  
NATCO GROUP INC  
NATIONAL FUEL GAS COMPANY  
NATIONAL GRID GROUP (THE)  
NEWFIELD EXPLORATION CO  
NEWPARK RESOURCES INC  
NEXEN INC  
NIAGARA MOHAWK HOLDINGS INC  
NICOR INC  
NOBLE AFFILIATES INC  
NOBLE DRILLING CORPORATION

NORSK HYDRO ASA  
NORTHERN BORDER PARTNERS  
NORTHWEST NATURAL GAS COMPANY  
NRG ENERGY INC  
NUEVO ENERGY COMPANY  
OCCIDENTAL PETROLEUM CORPORATION  
OCEAN ENERGY INC  
OCEANEERING INTERNATIONAL INC  
OFFSHORE LOGISTICS INC  
OIL STATES INTERNATIONAL  
OMV AKTIENGESELLSCHAFT  
OSCA INC  
PARKER DRILLING COMPANY  
PENN OCTANE CORPORATION  
PEREZ COMPANC SA  
PETRO-CANADA  
PETROCHINA COMPANY  
PETROCORP INCORPORATED  
PETROLEUM GEO SERVICE ASA  
PETROLEUM HELICOPTERS  
PG&E CORPORATION  
PHILLIPS PETROLEUM COMPANY  
PIONEER NATURAL RESOURCES  
PLUG POWER INC  
POGO PRODUCING COMPANY  
POWERGEN PLC  
PPL CORPORATION  
PRECISION DRILLING CORP  
PREMIER OIL PLC  
PRIDE INTERNATIONAL INC  
PUBLIC SERVICE ENTERPRISE GROUP  
INCORPORATED  
PUGET ENERGY INC  
QUESTAR CORPORATION  
QUICKSILVER RESOURCES INC  
RANGE RESOURCES CORPORATION  
RELIANT ENERGY INC  
REPSOL YPF  
ROWAN COMPANIES INC  
ROYAL DUTCH PETROLEUM CO  
RWE AG  
SANTA FE INTERNATIONAL CORPORATION  
SANTOS LTD  
SCHLUMBERGER LIMITED  
SCOTTISH POWER UK PLC  
SEMCO ENERGY INC  
SEMPRA ENERGY  
SHAMROCK LOGISTICS LP  
SIEMENS SOLAR GROUP  
SINOPEC SHANGHAI PETROCHEMICAL  
SMEDVIG ASA  
SMITH INTERNATIONAL INC

SOUTHERN UNION COMPANY  
SUNCOR ENERGY INC  
SWIFT ENERGY COMPANY  
TECO ENERGY INC  
TESCO CORPORATION  
TESORO PETROLEUM CORPORATION  
TETRA TECHNOLOGIES INC  
TEXACO INC  
TOM BROWN INC  
TOTALFINAELF SA  
TRANSCANADA PIPELINES LTD  
TRANSOCEAN SEDCO FOREX  
TRANSPORTADORA DE GAS SA  
TRICO MARINE SERVICES INC  
TRITON ENERGY LIMITED  
TXU CORPORATION  
UGI CORP  
ULTRAMAR DIAMOND SHAMROCK  
CORPORATION  
ULTRAPAR PARTICIPACOES SA  
UNISOURCE ENERGY CORPORATION  
UNIT CORPORATION  
UNOCAL CORPORATION  
USX CORPORATION  
UTILICORP UNITED INC  
VARCO INTERNATIONAL INC  
VERITAS DGC INC  
VESTAS WIND SYSTEMS  
VINTAGE PETROLEUM INC  
WEATHERFORD INTERNATIONAL INC  
WESTCOAST ENERGY INC  
WESTERN GAS RESOURCES INC  
WESTERN RESOURCES INC  
W-H ENERGY SERVICES INC  
WILLBROS GROUP INC  
WILLIAMS COMPANIES INC (THE)  
WISER OIL COMPANY (THE)  
WORLD FUEL SERVICES CORP  
XANSER CORP





# **Individual Profiles On Each Of The Energy 400**

**3TEC ENERGY CORPORATION**[www.3tecenergy.com](http://www.3tecenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 88 Profits: 108

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

3TEC Energy Corporation, formerly Middle Bay Oil Company, Inc., is an independent oil and gas exploration and production company that operates primarily in East Texas and the Gulf Coast region. It also has properties in the Mid-continent region and the Permian and San Juan basins. The company has made a series of acquisitions, which have increased its reserves substantially. 3TEC Energy has proved reserves of approximately 354 billion cubic feet (Bcf) of natural gas equivalent, of which 81% of the reserves, or 288 Bcf, are natural gas. Net daily production averaged approximately 63.9 million cubic feet (Mcf) of natural gas and 2.9 million barrels (Mbls) of oil or 81.3 Mcf. As of 2000 year end, the company has increased reserves and production principally through acquisitions of properties that have a substantial proved reserve component and which management believes to have additional exploitation opportunities. The firm also pursues a number of drilling prospects covered by an extensive 3D seismic database. In early 2001, 3TEC acquired Classic Resources, Inc.

**BRANDS/DIVISIONS/AFFILIATES:**

Middle Bay Oil Company, Inc.  
HGW Properties  
Classic Resources, Inc.  
Magellan Exploration LLC  
Floyd Oil Properties  
W/E Energy Company LLC

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Floyd C. Wilson, CEO  
R. A. Walker, Pres.  
R. A. Walker, CFO  
Shane M. Bayless, Controller  
C. E. Hackstedt, VP-Eng. & Oper.  
David S. Elkouri, Corp. Sec.  
Stephen W. Herod, VP-Corp. Dev.  
Richard K. Stoneburner, VP-Exploration  
Mark S. Holt, VP-Land

Phone: 713-821-7100 Fax: 713-821-7200

**Toll-Free:**

Address: 777 Walker St., Two Shell Plaza, Ste. 2400, Houston, TX 77002 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$104,000 (12 months)	2000 Profits: \$3,200 (12 months)
1999 Sales: \$22,000	1999 Profits: \$-3,400
1998 Sales: \$18,000	1998 Profits: \$-6,600
1997 Sales: \$11,000	1997 Profits: \$-15,600
1996 Sales: \$5,000	1996 Profits: \$ 200

**Stock Ticker: TTEN**

Employees: 50  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$296,875	Bonus: \$525,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$200,000	Bonus: \$250,000

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		

**7-ELEVEN INC****[www.7-eleven.com](http://www.7-eleven.com)****Industry Group Code:** 445120 **Ranks within this company's industry group:** Sales: 2 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Convenience Stores, Retail  
Gasoline, Retail

**BRANDS/DIVISIONS/AFFILIATES:**

High's Dairy Stores  
Quik Mart  
SUPER-7  
IYG Holding Company  
Southland Corporation  
Ito Yokado

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James W. Keyes, CEO  
James W. Keyes, Pres.  
Ezra Shashoua, CFO  
Nancy Smith, VP-National Sales & Mktg.  
Linda Svehlak, VP-Info. Systems  
Donald E. Thomas, Controller  
Jeffrey S. Hamill, VP-Merch.  
Bryan F. Smith, Jr., Corp. Sec.  
Bryan F. Smith, Jr., General Counsel  
Rodney A. Brehm, Sr. VP-Store Oper.  
Rick Updyke, VP-Planning  
Michael J. Gade, VP-e-commerce & Bus. Dev.  
Ezra Shashoua, Treas.  
Masaaki Asakura, Sr. VP/International Liaison  
Gary Rose, Sr. VP-Merch. & Dev.  
Gary Lockhart, VP-Gasoline Supply  
Dave Podeschi, VP-Merch. Integration

**Phone:** 214-828-7011 **Fax:** 214-828-7848**Toll-Free:****Address:** 2711 N. Haskell Ave., Dallas, TX 75204-2906 US**GROWTH PLANS/SPECIAL FEATURES:**

7-Eleven, Inc., formerly The Southland Corporation, is the largest convenience store chain in the world, with approximately 19,200 company-operated, franchised and licensed locations worldwide and is among the largest retailers in the U.S. The company's convenience stores are extended-hour retail stores, emphasizing convenience and providing beverages, candy, fresh take-out foods, groceries, tobacco items, beer, self-serve gasoline, specialty items, lottery tickets and certain financial services. 7-Eleven has recently focused on the continued development of a point-of-sale automated retail information system and has installed new systems in all stores in the U.S. The firm continues to seek new store sites, both freestanding and in-line, for development. Successful new products include an expanded assortment of personal telecommunications products and seasonal and novelty merchandise. Sales are affected by seasonality and weather, because many of the company's traditional products attract more shoppers during warm, dry weather and during the summer months, when leisure time activities are more prevalent. With regard to marketing efforts, the company continues to partner with other corporations to capitalize on brand recognition. For example, in a back-to-school campaign in the fall of 2000, 7-Eleven's 22-ounce Slurpee cup bore a Yahoo! Greetings logo promoting Yahoo's online greeting card service. Minute Maid joined the partnership with its grape drink, deemed the official Slurpee flavor for the promotion. 7-Eleven has a new initiative that uses its stores as a platform to participate in e-commerce, including Internet access terminals. The firm has also continued to expand its programs to provide daily sale of fresh foods to go. The company has licensed 7-Eleven stores throughout the U.S. and in 16 other countries, including over 8,000 stores in Japan.

The company offers health benefits such as dental, vision, medical and prescription drugs, as well Employee Assistance Program.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$9,346,000 (12 months)	2000 Profits: \$108,000 (12 months)
1999 Sales: \$8,251,700	1999 Profits: \$83,100
1998 Sales: \$6,214,300	1998 Profits: \$74,048
1997 Sales: \$6,000,000	1997 Profits: \$70,042
1996 Sales: \$5,906,900	1996 Profits: \$89,500

**Stock Ticker:** SE

Employees: 33,400

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$487,000	Bonus: \$307,150
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$480,000	Bonus: \$309,840

**COMPETITIVE ADVANTAGE:**

Largest convenience store chain in the world/Strong Japanese backing.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2

Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**ABB LTD**[www.abb.com](http://www.abb.com)

Industry Group Code: 541330 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Diversified Engineering Services  
Transmission and Distribution Systems  
Automation Technology Products  
Financing

**BRANDS/DIVISIONS/AFFILIATES:**

FIP S.A.  
ABB, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Jorgen Centerman, CEO  
Jorgen Centerman, Pres.  
Renato Fassbind, CFO  
Arne Olsson, Group Sr. VP-Human Resources  
Markus Bayegan, Chief Tech. Officer  
Hans Anders Nilsson, Group VP-Controlling  
Jan Secher, Group Exec. VP-Mfg.  
Beat Hess, Corp. Sec.  
Beat Hess, Group Sr. VP-Legal Affairs  
Eric Elzvik, Group Sr. VP-Corp. Strategy and Ventures  
Bjorn Edlund, Group Sr. VP-Corp. Comm.  
Markus Bayegan, Group Sr. VP-Tech., Research and Dev.  
Jan Roxendal, Group Exec. VP-Financial Services  
Nils Leffler, Group VP-Group Strategy and Planning  
Jouko Karvinen, Group Exec. VP-Automation Tech. Products

**Phone:** +41-1-317-7111 **Fax:** +41-1-317-7321

**Toll-Free:**

**Address:** Affolternstrasse 44, Zurich, CH-8050 Switzerland

**GROWTH PLANS/SPECIAL FEATURES:**

ABB, Ltd. is a global technology company that serves manufacturing, process and consumer industries, utilities and the oil and gas markets. The company's power transmission division supplies transmission products and substations to interconnect electricity grids operating on different voltage levels, to sectionalize portions of the grid and to protect the electrical system against external damage. The division also develops business management systems for power transmission networks, including energy trading management software, natural gas and electricity retailing and customer billing systems. ABB is a leading global supplier of distribution systems, medium-voltage equipment and distribution transformers, which decrease voltage to levels needed by end-users. The firm's oil, gas and petrochemicals subsidiary provides equipment, systems and services for the oil and gas exploration markets. Moreover, the division provides maintenance and modernization of both onshore and offshore facilities, including compressor stations for gas pipelines. Recently, Sonatrach, the government-owned oil and gas company of Algeria, awarded the company a \$93 million contract to design and build a gas compressor station. The compressor station will be built on the Pedro Duran Farell Pipeline and will increase its flow rate from 8 billion to 11 billion cubic meters of gas per year. Additionally, the firm has acquired FIP S.A., a leading supplier of pressure containing equipment for oil and gas production in Mexico. ABB intends to market FIP wellheads and gate valves to oil and gas well customers around the world. The company generates new business by offering customers financing for infrastructure projects, capital market funding, financial risk management services, insurance, reinsurance and asset-based financing.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$22,967,000 (12 months)	2000 Profits: \$1,443,000 (12 months)
1999 Sales: \$24,681,000	1999 Profits: \$1,614,000
1998 Sales: \$30,872,000	1998 Profits: \$1,305,000
1997 Sales: \$31,265,000	1997 Profits: \$17,414
1996 Sales: \$33,767,000	1996 Profits: \$17,823

**Stock Ticker:** ABB  
Employees: 160,818  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Highly respected, global company with excellent client base.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**ABLE ENERGY INC**[www.ableenergy.com](http://www.ableenergy.com)

Industry Group Code: 454319 Ranks within this company's industry group: Sales: 4 Profits: 4

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Retail Distribution of Heating Oil, Propane &amp; Diesel Fuels

**BRANDS/DIVISIONS/AFFILIATES:**

PriceEnergy.com  
Able Oil  
Able Melbourne

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Timothy Harrington, CEO  
Christopher P. Westad, Pres.  
Christopher P. Westad, CFO  
Colleen Harrington, Dir.-Human Resources  
Peter A. Gilman, VP-Oper.

Phone: 973-625-1012 Fax: 973-625-8097

Toll-Free:

Address: 198 Greenpond Rd., Rockaway, NJ 07866 US

**GROWTH PLANS/SPECIAL FEATURES:**

Able Energy Inc. is engaged in the retail distribution of fuel oil, propane gas and diesel fuel. In addition to selling home energy products, the company offers complete HVAC (heating, ventilation and air conditioning) installation and repair and also markets other petroleum products to commercial customers, including diesel fuel, gasoline and lubricants. Sales of home heating oil accounted for approximately 70% of revenues. The remaining 30% of revenues were from sales of gasoline, diesel fuel, kerosene, propane and related sales. The company serves approximately 20,000 home heating oil customers from three locations, of which two are located in New Jersey and one in Florida. Able also provides installation and repair of heating equipment as a service to its customers. The firm provides home heating equipment repair service on a 24 hours-a-day, seven days-a-week basis, generally within two hours of request. Able intends to expand its operations by acquiring select operators in the company's present markets as well as other markets, capturing market share from competitors through increased advertising and other means, diversifying its products, diversifying its customer base and replicating its marketing and service formula in new geographic areas either directly or through franchise arrangements. The firm's retail fuel oil distribution business is conducted through its subsidiaries Able Oil and Able Melbourne. In recent news, Able went online with the launch of PriceEnergy.com, an interactive database that works as an independent intermediary between suppliers and energy consumers. The site functions as a distribution network for heating oil, propane and other energy related products and services for both residential and commercial users in the New Jersey area.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$31,700 (12 months)	2000 Profits: \$- 300 (12 months)
1999 Sales: \$19,700	1999 Profits: \$- 400
1998 Sales: \$16,300	1998 Profits: \$
1997 Sales: \$16,400	1997 Profits: \$ 100
1996 Sales: \$	1996 Profits: \$

**Stock Ticker: ABLE**

Employees: 109  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$225,000	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$100,000	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Expansion through aggressive acquisition in new markets.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y	Y	

# ABRAXAS PETROLEUM CORP [www.abraxaspetroleum.com](http://www.abraxaspetroleum.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 97 Profits: 98

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production  
Natural Gas Production

## BRANDS/DIVISIONS/AFFILIATES:

Grey Wolf Exploration Ltd.  
Cascade Oil & Gas Ltd.  
Canadian Gas Gathering Systems, Inc.  
Pacalta Resources Ltd.  
Pennant Acquisition

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert L.G. Watson, CEO  
Robert L.G. Watson, Pres.  
Chris E. Williford, CFO  
Stephen T. Wendel, VP-Land & Marketing  
William H. Wallace, VP-Oper.  
Chris E. Williford, Treas.  
Les T. Billingplay, VP-Exploration

**Phone:** 210-490-4788 **Fax:** 210-490-8816

**Toll-Free:**

**Address:** 500 N. Loop 1604 E., Suite 100, San Antonio, TX 78232 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$76,600 (12 months)	2000 Profits: \$8,500 (12 months)
1999 Sales: \$66,800	1999 Profits: \$-36,700
1998 Sales: \$60,100	1998 Profits: \$-84,000
1997 Sales: \$70,900	1997 Profits: \$-6,500
1996 Sales: \$26,700	1996 Profits: \$1,500

**Stock Ticker:** ABP

Employees: 47

Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$259,615	Bonus: \$29,175
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$207,629	Bonus: \$23,340

## COMPETITIVE ADVANTAGE:

Successful acquisition strategy.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y



# ADAMS RESOURCES & ENERGY INC

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 19 Profits: 97

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production  
Gasoline Marketing  
Oil Trucking  
Oil Marketing  
Pipelines  
Rail Transport Services  
Marine Transport Services  
Railroad Servicing

## BRANDS/DIVISIONS/AFFILIATES:

GulfMark Energy, Inc.  
Ada Resources, Inc.  
Williams-Gulfmark Energy  
Adams Energy Group  
Service Transport Company  
Adams Resource Marketing, Ltd.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

K.S. Adams Jr., CEO  
K.S. Adams Jr., Pres.  
Richard B. Abshire, VP-Finance  
Claude H. Lewis, VP-Land Transportation  
William R. Sharp, VP-Oil & Gas  
Richard B. Abshire, Pres.-Gulfmark Energy  
Claude H. Lewis, VP-Land Transportation  
Lee A. Beauchamp, Pres.-Ada Resources  
James Brock Moore III, Pres.-Adams Resources Exploration

Phone: 713-881-3600 Fax: 713-881-3610

### Toll-Free:

Address: 4400 Post Oak Pkwy., Ste 2700, Houston, TX 77027  
US

## GROWTH PLANS/SPECIAL FEATURES:

Adams Resources & Energy, Inc. and its subsidiaries are engaged in the business of marketing crude oil, natural gas and petroleum products; tank truck transportation of liquid chemicals; and oil and gas exploration and production. The firm's exploration and production activity is concentrated offshore from Louisiana and onshore in Texas. The company's combined entities currently purchase approximately 365,000 barrels per day of crude oil at the wellhead or lease level. With this business, the company operates 79 tractor-trailer rigs and maintains over 100 pipeline inventory locations and injection stations. In addition, the firm owns and operates a 7.5 mile, 6-inch crude oil gathering pipeline in the Louisiana offshore Ship Shoal area. Two separate crude oil pipeline systems in the Gulf Coast region of Texas are also owned and operated. Adams Resource barges oil from 18 oil storage facilities along the intercoastal waterway of Texas and Louisiana. The company maintains 440,000 barrels of storage capacity at certain dock facilities in order to access waterborne markets for its products. The firm's Adams Resources Marketing, Ltd. (ARM) subsidiary operates as a wholesale purchaser, distributor and marketer of natural gas. As one outlet for its natural gas supply, ARM established a retail natural gas sales group, Adams Energy Group, with offices in Providence, Rhode Island and Manchester, New Hampshire. Through its subsidiary, Ada Resources, Inc., the company markets branded and unbranded refined petroleum products, such as motor fuels and lubricants. The firm is also involved in the railroad servicing industry as well as Coast Guard approved delivery to marine vessels. Through its Service Transport Company subsidiary, Adams Resources transports liquid chemicals on a for hire basis throughout the Continental United States and Canada. The company presently operates 270 truck tractors and 388 tank trailers and maintains truck terminals in Houston, Corpus Christi, and Nederland, Texas as well as Baton Rouge, Louisiana, Mobile (Saraland), Alabama and Atlanta, Georgia.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$7,022,000 (12 months)	2000 Profits: \$8,800 (12 months)
1999 Sales: \$3,996,000	1999 Profits: \$6,400
1998 Sales: \$1,974,000	1998 Profits: \$2,300
1997 Sales: \$1,963,000	1997 Profits: \$5,700
1996 Sales: \$1,497,000	1996 Profits: \$5,600

### Stock Ticker: AE

Employees: 685  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$204,961	Bonus: \$195,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$145,213	Bonus: \$175,000

## COMPETITIVE ADVANTAGE:

Focus on Texas and Louisiana wells/Diversified operations include distribution, transport and production.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y	Y	

**AES CORPORATION**[www.aesc.com](http://www.aesc.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 30 Profits: 13

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Y Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Alternative Energy Sources

**BRANDS/DIVISIONS/AFFILIATES:**

CILCORP Inc.  
IPALCO Enterprises Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Dennis W. Bakke, CEO  
Dennis W. Bakke, Pres.  
Barry J. Sharp, CFO  
Thomas A. Tribone, Exec. VP-AES Americas  
J. Stuart Ryan, Exec. VP-AES Pacific

Phone: 703-522-1315 Fax: 703-528-4510

Toll-Free:

Address: 1001 N. 19th St., Arlington, VA 22209 US

**GROWTH PLANS/SPECIAL FEATURES:**

The AES Corporation is a global power company. AES participates primarily in two related lines of business: electricity generation and distribution. The company's electricity generation business is characterized by sales from its power plants to nonaffiliated wholesale customers for further resale to end users. AES's distribution business is characterized by sales of electricity directly to end users such as commercial, industrial, government and residential customers. In its generation business, AES now operates and owns a diverse portfolio of electric power plants with a total capacity of 42,133 megawatts (MW) (the company's Ekibastuz plant currently operates at approximately 35% of its 4,000 MW nameplate capacity). Of that total, 38% are fueled by coal or petroleum coke, 18% are fueled by natural gas, 33% are hydroelectric facilities, 4% are fueled by oil and the remaining 7% are capable of using multiple fossil fuels. The firm's generating capacity is distributed: 18% in North America, 36% in South America, 17% in Europe and 28% in Asia. AES has majority ownership in three distribution companies in Argentina and individual distribution companies in the United States, Brazil, El Salvador, Venezuela, the Dominican Republic and The Republic of Georgia. AES has three subsidiaries in the United States that serve retail customers in those states that have introduced a competitive market for the sale of electricity to end-users. The company is using its distribution infrastructure and knowledge of certain markets to develop the ability to provide wholesale and retail telecommunications services. AES is also currently in the process of adding approximately 7,591 MW to its operating portfolio through its construction of new plants.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$6,691,000 (12 months)	2000 Profits: \$641,000 (12 months)
1999 Sales: \$3,253,000	1999 Profits: \$228,000
1998 Sales: \$2,398,000	1998 Profits: \$311,000
1997 Sales: \$1,411,000	1997 Profits: \$185,000
1996 Sales: \$835,000	1996 Profits: \$125,000

**Stock Ticker: AES**  
Employees: 26,606  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$260,000	Bonus: \$250,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$250,000	Bonus: \$300,000

**COMPETITIVE ADVANTAGE:**

Unique international strategy has led to very rapid growth.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y		Y	Y

**AGL RESOURCES INC**[www.aglresources.com](http://www.aglresources.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 98 Profits: 72

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities - Electric and/or Natural Gas  
Propane  
Telecommunications  
Retail Energy Marketing

**BRANDS/DIVISIONS/AFFILIATES:**

Atlanta Gas Light Co.  
Chattanooga Gas Co.  
Virginia Natural Gas  
Heritage Propane  
AGL Networks  
SouthStar Energy Services  
Georgia Natural Gas Services

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Paula G. Rosput, CEO  
Paula G. Rosput, Pres.  
Susan A. McLaughlin, Exec. VP/COO  
Richard T. O'Brien, CFO  
Kristin M. Kamm, Chief Information Officer  
Beth J. White, Controller  
Mark D. Caudill, Corp. Sec.  
Paul R. Shlanta, General Counsel  
Melanie M. Platt, VP-Investor Rel. & Bus. Support  
Thomas L. Gleason, Treas.  
Thomas H. Benson, Exec. VP/Pres. & COO of Atlanta Gas Light Co.  
Richard H. Woodward, VP/Pres. of AGL Investments, Inc.  
Clayton H. Preble, Sr. VP

**Phone:** 404-584-9470 **Fax:** 404-584-3714**Toll-Free:** 877-284-6973**Address:** 817 W. Peachtree St., NW, Atlanta, GA 30308 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$607,400 (12 months)	2000 Profits: \$71,000 (12 months)
1999 Sales: \$1,071,000	1999 Profits: \$74,400
1998 Sales: \$1,338,600	1998 Profits: \$91,800
1997 Sales: \$1,287,600	1997 Profits: \$12,600
1996 Sales: \$1,228,600	1996 Profits: \$3,800

**Stock Ticker:** ATG

Employees: 1,938

Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$533,923	Bonus:	\$
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary:	\$359,731	Bonus:	\$230,666

**COMPETITIVE ADVANTAGE:**

Well positioned for a deregulated environment.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y		

**ALBERTA ENERGY COMPANY**[www.aec.ca](http://www.aec.ca)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 27 Profits: 24

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Natural Gas Production  
Oil Production  
Pipeline Transport

**GROWTH PLANS/SPECIAL FEATURES:**

Alberta Energy Company (AEC) is Canada's largest natural gas producer and one of North America's largest independent oil and gas producers. The company markets crude oil, natural gas and natural gas liquids (NGLs) for consumption throughout Canada and the U.S. The firm is also engaged in exploration and production activities internationally. AEC has established high-quality, long-life reserves in its three strong growth platforms: Western Canada, the U.S. Rockies and Ecuador. In 2001, the company's daily production is expected to exceed 380,000 barrels of oil equivalent. The company has set a target to double production from existing assets within five years. AEC is also looking to establish additional growth platforms through new exploration ventures in Alaska, the Mackenzie Delta, Australia, Congo and Azerbaijan. Midstream natural gas storage and pipelines assets comprise approximately 20% of the company's asset base and provide a growing source of cash flow. The firm is also active in Canada's pipeline transportation, gas storage and gas processing industries. AEC's natural gas sales are one billion cubic feet per day. Liquids sales average 130,000 barrels per day. The company recently acquired Ballard Petroleum, L.L.C. for \$222 million. The Ballard acquisition gives AEC access to key producing properties in the Mamm Creek Field of the Piceane Basin in northwest Colorado. The acquisition includes over 175,000 net undeveloped acres and a gas pipeline system at Mamm Creek with a combined value of approximately \$43 million.

**BRANDS/DIVISIONS/AFFILIATES:**

Pacalta Resources Ltd.  
Ballard Petroleum, L.L.C.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Gwyn Morgan, CEO  
Gwyn Morgan, Pres.  
John D. Watson, CFO  
Donald E. Smallwood, Dir.-Human Resources  
Hayward J. Walls, CIO  
Brian C. Ferguson, Corp. Sec.  
Wayne G. Holt, General Counsel  
Drude Rimell, VP-Corp. Services  
Brian C. Ferguson, VP-Corp. Comm.  
John D. Watson, VP-Finance  
Steven R. Bell, Pres.-AEC Int'l

**Phone:** 403-266-8111 **Fax:** 403-266-8154**Toll-Free:****Address:** 3900, 421-7 Ave. SW, Calgary, Alberta T2P 4K9  
Canada**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$4,035,700 (12 months)	2000 Profits: \$565,900 (12 months)
1999 Sales: \$2,042,300	1999 Profits: \$135,200
1998 Sales: \$1,337,200	1998 Profits: \$-90,600
1997 Sales: \$1,097,300	1997 Profits: \$124,000
1996 Sales: \$717,100	1996 Profits: \$47,400

**Stock Ticker:** AOG

Employees: 2,000

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Plan to double production over the midterm.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			Y

**ALLEGHENY ENERGY INC****[www.allegHENYenergy.com](http://www.allegHENYenergy.com)**

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 44 Profits: 40

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Y Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Distributed Energy Investments  
Telecommunications Investments

**BRANDS/DIVISIONS/AFFILIATES:**

Allegheny Energy Supply  
Allegheny Power  
Allegheny Ventures  
AE Solutions  
Allegheny Communications Connect  
Allegheny Energy Solutions  
Fellon-McCord & Associates, Inc

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Alan J. Noia, CEO  
Alan J. Noia, Pres.  
Michael P. Morrell, COO  
Bruce E. Walenczyk, CFO  
Thomas J. Kloc, Controller  
Thomas K. Henderson, General Counsel  
Richard J. Gagliardi, VP-Admin.  
Cynthia A. Shopp, VP-Corp. Comm.  
Regis F. Binder, Treas.  
Victoria V. Schaff, VP-External Affairs

**Phone:** 301-790-3400 **Fax:** 301-790-6085**Toll-Free:** 800-255-3443**Address:** 10435 Downsview Pike, Hagerstown, MD 21740-1766  
US**GROWTH PLANS/SPECIAL FEATURES:**

Allegheny Energy, Inc. operates and markets competitive wholesale and retail electric generation in markets throughout the United States. The company is expanding its generating, marketing and trading and risk-management operations to increase its presence as a national energy merchant. The firm is the parent company of four primary subsidiaries: Allegheny Energy Supply, Allegheny Power, Allegheny Ventures and Allegheny Energy Service Corporation. Allegheny Energy Supply generates electricity and actively markets wholesale energy commodities. Allegheny Power delivers low-cost, reliable electricity and natural gas to about three million people in parts of Maryland, Ohio, Pennsylvania, Virginia, and West Virginia. Allegheny Power is increasing shareholder value by adding new electric and natural gas customers and by expanding its portfolio of regulated products and services. Allegheny Ventures, Inc. actively invests in and develops telecommunications and energy-related projects. The subsidiary is taking advantage of emerging growth opportunities by forming key partnerships to increase earnings through telecommunications products and services, a comprehensive distributed generation portfolio and other unregulated businesses. Allegheny Ventures' Subsidiary, Allegheny Energy Solutions, specializes in designing and providing on-site power alternatives; from remote agricultural areas, communication and data centers, to health care facilities, manufacturers, universities and wastewater authorities. The company controls 11,951 megawatts (MW) of low-cost generation that is 65.9% coal-fired, 24.3% natural gas-fired, 8% pumped-storage hydroelectric, 1.3% oil-fired and 0.5% hydroelectric. Recently announced generation acquisitions and projects will add 2,560 MW and will diversify its generating fuel mix to 54.2% coal, 37.7% natural gas, 6.6% pumped-storage hydro, 1% oil, and 0.4% hydroelectric.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$4,012,000 (12 months)	2000 Profits: \$237,000 (12 months)
1999 Sales: \$2,808,000	1999 Profits: \$258,000
1998 Sales: \$2,576,000	1998 Profits: \$-12,400
1997 Sales: \$2,369,000	1997 Profits: \$281,000
1996 Sales: \$2,328,000	1996 Profits: \$21,000

**Stock Ticker:** AYE

Employees: 5,600

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$600,000	Bonus: \$600,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$300,000	Bonus: \$215,900

**COMPETITIVE ADVANTAGE:**

Planned merger with DQE, Inc.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y		Y	



**ALLIANCE RESOURCE PARTNERS**[www.arlp.com](http://www.arlp.com)

Industry Group Code: 212110 Ranks within this company's industry group: Sales: 4 Profits: 4

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
	Y				Y

**TYPES OF BUSINESS:**

Coal Mining  
Coal Production  
Coal Marketer  
Coal Support Services

**BRANDS/DIVISIONS/AFFILIATES:**

Alliance Resource Operating Partners, L.P.  
Alliance Resource Management GP, LLC  
Alliance Resource GP, LLC

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Joseph W. Craft III, CEO  
Joseph W. Craft III, Pres.  
Robert G. Sachse, Exec. VP  
Michael L. Greenwood, CFO  
Gary J. Rathburn, Sr. VP-Mktg.  
Paul Mackey, Dir.-Human Resources  
Charles R. Wesley, Sr. VP-Operations  
Thomas L. Pearson, Sec.  
Thomas L. Pearson, General Counsel  
Michael L. Greenwood, Treas.

**Phone:** 918-295-7600 **Fax:** 918-295-7358**Toll-Free:****Address:** 1717 S. Boulder Ave., Ste. 600, Tulsa, OK 74119 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$364,000 (12 months)	2000 Profits: \$1,600 (12 months)
1999 Sales: \$366,000	1999 Profits: \$1,700
1998 Sales: \$403,300	1998 Profits: \$8,700
1997 Sales: \$313,800	1997 Profits: \$13,700
1996 Sales: \$329,800	1996 Profits: \$22,500

**Stock Ticker:** ARLP  
Employees: 1,530  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$292,950	Bonus: \$94,200
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$187,000	Bonus: \$47,600

**COMPETITIVE ADVANTAGE:**

Vertically-integrated operations.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y		Y	



**ALLIANT ENERGY CORP****www.alliant-energy.com**

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 58 Profits: 29

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y Y Y	Y	Y	Y

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
 Energy-Service Provider  
 Steam  
 Water Utility

**BRANDS/DIVISIONS/AFFILIATES:**

Alliant Energy Resources  
 Alliant Energy Corporate Services  
 IES Utilities, Inc.  
 Interstate Power Co.  
 Wisconsin Power and Light Co.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Erroll B. Davis Jr., CEO  
 Erroll B. Davis Jr., Pres.  
 Thomas M. Walker, CFO  
 Barbara J. Swan, General Counsel  
 James E. Hoffman, Exec. VP-Bus. Dev.  
 Pamela J. Wegner, VP-Corp. Services  
 Eliot G. Protsch, Exec. VP-Energy Delivery  
 William D. Harvey, Exec. VP-Generation

**Phone:** 608-252-3311 **Fax:** 608-252-3397**Toll-Free:** 800-521-1725**Address:** 222 W. Washington Ave., Madison, WI 53703 US**GROWTH PLANS/SPECIAL FEATURES:**

Alliant Energy Corporation is a growing energy-service provider that operates both domestically and internationally. The company was created in 1998 by a three-way merger of WPL Holdings, IED Industries, and Interstate Power Company. Alliant Energy provides electric, natural gas, water and steam services to more than two million customers worldwide. The home of the company's non-regulated businesses, Alliant Energy Resources, Inc., has operations and investments throughout the United States and in other parts of the world. Alliant Energy Corp. has three subsidiaries: IES Utilities, Inc., Interstate Power Co. and Wisconsin Power and Light Co. They all together service more than 1.2 million customers and cover 54,000 miles with 9,700 miles of electric transmission lines and 8,000 miles of natural gas main. One of the divisions, Alliant Energy Resources, markets competitively priced energy and other products and services to industrial, commercial and residential customers around the world. Some of their capabilities are energy planning and procurement, energy trading, rail and barge transportation, affordable housing, environmental consulting, mass marketing and international operations. Another division, Alliant Energy Corporate Services, supports the rest of the company with customary administrative functions, including information technology, human resources, communications, environmental, safety and more.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,405,000 (12 months)	2000 Profits: \$399,000 (12 months)
1999 Sales: \$2,198,000	1999 Profits: \$197,000
1998 Sales: \$2,131,000	1998 Profits: \$97,000
1997 Sales: \$2,300,600	1997 Profits: \$145,000
1996 Sales: \$2,232,600	1996 Profits: \$157,000

**Stock Ticker:** LNT  
 Employees: 7,882  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing: Y	Top Exec. Salary: \$637,692	Bonus: \$895,200
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$264,615	Bonus: \$233,147

**COMPETITIVE ADVANTAGE:**

Highly diversified utility.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
 Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			Y

**AMERADA HESS CORPORATION**[www.hess.com](http://www.hess.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 15 Profits: 15

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Natural Gas  
Refining  
Retail Gasoline Stations  
Marketing of Electricity and Gas

**BRANDS/DIVISIONS/AFFILIATES:**

A.H. Shipping Guaranty Corporation  
Statoil Energy Services  
Meadville Corporation, The  
United Kingdom Amerada Hess Norge  
Triton Energy  
Liberia Hess Energy Trading Company, LLC  
Bermuda Tioga Gas Plant, Inc.  
Tug New York Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John B. Hess, CEO  
W. Sam H. Laidlaw, Pres.  
W. Sam H. Laidlaw, COO  
John Y. Schreyer, Exec. VP/CFO  
Neal Gelfand, Sr. VP-Human Resources  
Carl A. Tursi, Sec.  
J. Barclay Collins II, Exec. VP/General Counsel  
Carl T. Tursi, VP-Investor Rel.  
Gerald A. Jamin, Sr. VP/Treas.

Phone: 212-997-8500 Fax: 212-536-8390

Toll-Free:

Address: 1185 Avenue of the Americas, New York, NY 10036 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$11,993,000 (12 months)	2000 Profits: \$1,023,000 (12 months)
1999 Sales: \$7,039,000	1999 Profits: \$437,600
1998 Sales: \$6,590,000	1998 Profits: \$7,500
1997 Sales: \$8,272,200	1997 Profits: \$660,100
1996 Sales: \$8,929,700	1996 Profits: \$-394,400

**Stock Ticker: AHC**

Employees: 9,891

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$1,000,000	Bonus: \$1,865,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$900,000	Bonus: \$1,505,000

**COMPETITIVE ADVANTAGE:**

Major overseas reserves/Acquisition of Triton Energy.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y	Y	Y

**AMEREN CORP**[www.ameren.com](http://www.ameren.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 46 Profits: 24

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Investment Services  
Energy Marketing  
Risk Management  
Financial Services

**BRANDS/DIVISIONS/AFFILIATES:**

AmerenUE  
AmerenCIPS  
Union Electric Company  
Ameren Energy Communications, Inc.  
CIPSCO Investment Company  
Electric Energy, Inc.  
Ameren Energy, Inc.  
CIPSCO, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Charles W. Mueller, CEO  
Charles W. Mueller, Pres.  
Donald E. Brandt, Sr. VP-Finance  
Jean M. Hannis, VP-Human Resources  
Warner L. Baxter, VP/Controller  
Donald W. Capone, VP-Eng. & Construction  
Steven R. Sullivan, VP/Sec.  
Steven R. Sullivan, VP/General Counsel  
Gilbert W. Moorman, VP-Regional Oper.  
M. Patricia Barrett, VP-Corp. Comm.  
Jerre E. Birdsong, Treas.

**Phone:** 314-621-3222 **Fax:** 314-554-3801**Toll-Free:** 800-255-2237**Address:** 1901 Chouteau Ave., St. Louis, MO 63103 US**GROWTH PLANS/SPECIAL FEATURES:**

Ameren Corporation provides energy services to 1.8 million electric customers and 300,000 natural gas customers in a 44,500-square mile area of Missouri and Illinois. The company was created by a merge of Union Electric Company and CIPSCO, Inc. Ameren Energy, Inc. is the company's energy marketing subsidiary. It pursues non-utility business opportunities, focuses on power marketing transactions, serves as a power marketing agent for the operating companies and provides a range of energy risk management services to targeted customers. AmerenUE ranks as Missouri's largest electric utility and is the third largest distributor of natural gas in the state. AmerenCIPS provides energy services to customers throughout a 20,000 square mile region of central and southern Illinois. CIPSCO Investment Company directs non-regulated investments, including leases, securities and energy projects. Other services that Ameren provides are metering system installation and consulting services, and energy and utility construction; as well as financing and management services. In the future, Ameren expects to expand its marketing and trading actions and increase its generation capacity.

The company is dedicated to improving the communities in which it operates. Each year, employees contribute hundreds of thousands of dollars to various organizations, including the United Way and colleges and universities. Ameren's focus is on education, services for youth, services for the elderly and the environment. The company helps full-time students in AmerenUE and AmerenCIPS services territories go to college. Ameren committed to \$1 million in scholarships over the years 1998 through 2001.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,856,000 (12 months)	2000 Profits: \$457,000 (12 months)
1999 Sales: \$3,523,600	1999 Profits: \$385,100
1998 Sales: \$3,318,200	1998 Profits: \$386,500
1997 Sales: \$3,326,500	1997 Profits: \$387,000
1996 Sales: \$3,328,400	1996 Profits: \$371,700

**Stock Ticker:** AEE  
Employees: 7,342  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$660,000	Bonus: \$235,200
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$400,000	Bonus: \$115,200

**COMPETITIVE ADVANTAGE:** Radio-based meter reading.**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			

**AMERICAN ELECTRIC POWER COMPANY INC**[www.aep.com](http://www.aep.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 12 Profits: 36

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Natural Gas Pipelines  
Hydroelectric Power

**BRANDS/DIVISIONS/AFFILIATES:**

MEMCO Barge Line, Inc.  
AEP Energy Services, Inc.  
Columbus Southern Power Company  
Indiana Michigan Power Company  
CitiPower  
Pacific Hydro  
Yorkshire Electricity Group  
Nanyang General Electric Light Co.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

E. Linn Draper Jr., CEO  
E. Linn Draper Jr., Pres.  
Henry W. Fayne, CFO  
Mark Welsh, VP-Human Resources  
Diane Fitzgerald, VP-Environmental Affairs  
Michael F. Moore, Sr. VP-Info. Services/CIO  
Joseph M. Buoniuto, Sr. VP/Controller  
Susan Tomasky, Sec.  
Timothy G. Harshbarger, VP-Human Resource Strategy & Dev.  
Thomas L. Hughes, VP-Investor Rel.  
Armando A. Pena, Treas.  
Stuart Solomon, VP-Public Policy  
Scott N. Smith, VP/Chief Risk Officer

Phone: 614-223-1000 Fax: 614-223-1823

Toll-Free:

Address: 1 Riverside Plaza, Columbus, OH 43215-2373 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$13,694,000 (12 months)	2000 Profits: \$267,000 (12 months)
1999 Sales: \$12,407,000	1999 Profits: \$972,000
1998 Sales: \$11,840,000	1998 Profits: \$975,000
1997 Sales: \$5,928,000	1997 Profits: \$620,000
1996 Sales: \$5,849,234	1996 Profits: \$629,000

**Stock Ticker:** AEP  
Employees: 26,376  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$850,000	Bonus:	\$485,775
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$500,000	Bonus:	\$6,500,000

**COMPETITIVE ADVANTAGE:**

Merger with Central and Southwest Corp/One of the nation's largest electricity distributing systems.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y	Y	Y

**AMERICAN SUPERCONDUCTOR**[www.amsuper.com](http://www.amsuper.com)

Industry Group Code: 335929 Ranks within this company's industry group: Sales: 2 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Superconductivity Products  
Power Electronic Switches  
SMES Systems  
Electric Motors and Generators  
Superconductivity Technology  
Superconductive Electric Transmission Cables

**BRANDS/DIVISIONS/AFFILIATES:**

Integrated Electronics, LLC  
GE Industrial Systems  
PowerModule

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Gregory J. Yurek, CEO  
Gregory J. Yurek, Pres.  
Rolan L. Lefebvre, Exec. VP/COO  
Stanley D. Piekos, CFO  
Chet Lyons, VP-Corp. Strategic Mktg.  
Michele L. Shindelman, VP-Human Resources  
Alexis P. Malozemoff, Sr. VP/Chief Tech. Officer  
Robert E. Schwall, VP-Product Eng.  
Ross S. Gibson, VP/Chief Admin. Officer  
Stanley D. Piekos, Sr. VP-Corp. Dev.  
John B. Howe, VP-Electric Industry Affairs  
David Paratore, VP-Strategic Bus. Dev.  
Eric Snitgen, General Mgr.-HTS Tech. Bus. Unit  
Charles W. Stankiewicz, General Mgr.-SMES Bus. Unit

Phone: 508-836-4200 Fax: 508-836-4248

Toll-Free:

Address: Two Technology Drive, Westborough, MA 01581 US

**GROWTH PLANS/SPECIAL FEATURES:**

American Superconductor Corp. is engaged in developing products using the company's two core technologies, superconducting materials and power electronic switches. The firm produces high temperature superconductor (HTS) wires, which are capable of carrying more than 140 times the electrical current of conventional copper wire of the same dimension. These wires can carry electric power with zero resistance, meaning no loss of electricity as it travels through the cable. American Superconductor also develops and markets advanced power electronic switches that control, modulate and move large amounts of power efficiently and inexpensively. The company sells products based on these two technologies to electrical equipment manufacturers, industrial power users and businesses that produce and deliver power. American Superconductor also manufactures and sells superconducting magnetic energy storage (SMES) systems, which are used by customers to improve power quality and reliability and increase power transfer capacity in constrained transmission grids. In addition, the company is developing smaller and lighter electric motors and generators, which utilize the firm's technologies. In order to accelerate commercial deployment of its products, American Superconductor has formed strategic alliances with major electric power infrastructure companies including Electricite de France, one of the world's largest electric utilities, and General Electric. The company recently completed the successful installation of the world's first superconductor cable in an electric utility network. The firm is building a massive new plant in Devens, MA that will open in 2002, and will be capable of producing 10,000 kilometers of cable yearly.

American Superconductor formed several teams to assist employee growth and morale including Team American Superconductor, which reviews employee suggestions and facilitates their implementation, and the ACT Team, which focuses on planning activities and fostering community relations within and outside the organization. In addition, the firm created SPARCS, an employee reward and recognition program.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$15,100 (12 months)	2000 Profits: \$-17,600 (12 months)
1999 Sales: \$11,300	1999 Profits: \$-15,300
1998 Sales: \$15,100	1998 Profits: \$-12,400
1997 Sales: \$7,200	1997 Profits: \$-10,400
1996 Sales: \$7,100	1996 Profits: \$-7,300

**Stock Ticker: AMSC**

Employees: 284

Fiscal Year Ends: 3/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$350,000	Bonus: \$122,500
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$218,400	Bonus: \$43,770

**COMPETITIVE ADVANTAGE:**

Excellent technology/Strong government contracts.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y		Y	Y



**AMERICAN WATER WORKS CO**[www.amwater.com](http://www.amwater.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 76 Profits: 53

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y		Y	

**TYPES OF BUSINESS:**

Utilities-Water  
Professional Services  
Wastewater Services

**GROWTH PLANS/SPECIAL FEATURES:**

American Water Works Co. is the largest investor-owned water company with more than 2.5 million customers in 23 states. It provides water and wastewater services to 10 million consumers through its subsidiaries. American Water Works obtains its water supply from surface sources such as rivers and reservoirs and from wells and other utilities. American Water Resources is a subsidiary formed to offer water and wastewater related products and services. American Water Works Service Company provides professional services such as accounting, engineering risk management and more, as required to affiliated companies. American Water Capital provides a single source of debt capital for the company and its utilities subsidiaries. With American Water Works' growth strategy, management continues to search for opportunities to acquire water and wastewater systems. In recent news, the company announced that it has entered into an agreement to acquire Azurix North America. The acquisition strengthens American Water Works' existing geographical position and expands the company's presence into the southeastern and northwestern U.S. and three Canadian provinces.

**BRANDS/DIVISIONS/AFFILIATES:**

Azurix North America  
California-American Water Company  
Indiana-American Water Company  
Ohio-American Water Company  
Virginia-American Water Company  
Long Island Water Corporation  
Massachusetts-American Water Company  
New Jersey-American Water Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

J. James Barr, CEO  
J. James Barr, Pres.  
Ellen C. Wolf, VP/CFO  
Glenn Pierce, VP-Human Resources  
Robert D. Sievers, Comptroller  
W. Timothy Pohl, Sec.  
W. Timothy Pohl, General Counsel  
Stephen F. Gordon, VP-Corp. Dev.  
James E. Harrison, VP-Investor Rel.  
Joseph F. Hartnett, Jr., Treas.  
Mark Strand, VP-Gov. Programs

**Phone:** 856-346-8200 **Fax:** 856-346-8360**Toll-Free:****Address:** 1025 Laurel Oak Road, Boorhees, NJ 08043 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,351,000 (12 months)	2000 Profits: \$161,000 (12 months)
1999 Sales: \$1,261,000	1999 Profits: \$139,000
1998 Sales: \$1,200,000	1998 Profits: \$150,000
1997 Sales: \$1,131,000	1997 Profits: \$138,000
1996 Sales: \$895,000	1996 Profits: \$102,000

**Stock Ticker:** AWK  
Employees: 5,050  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$562,008	Bonus: \$167,700
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$329,167	Bonus: \$87,469

**COMPETITIVE ADVANTAGE:**

Operations in 23 states.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



**AMERIGAS PARTNERS LP**[www.amerigas.com](http://www.amerigas.com)

Industry Group Code: 454319 Ranks within this company's industry group: Sales: 2 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
	Y	Y		Y	

**TYPES OF BUSINESS:**

Petroleum Product Distribution (Propane)  
Retail Propane Sales  
Appliance Sales  
Utilities Holding Company

**BRANDS/DIVISIONS/AFFILIATES:**

AmeriGas Propane  
UGI Corporation  
Columbia Energy Group

**GROWTH PLANS/SPECIAL FEATURES:**

AmeriGas Partners LP is the nation's leading propane marketer and became the U.S.'s number one retail propane marketer by buying the Columbia Energy Group in 2001. AmeriGas sells more than 1 billion retail gallons of propane annually. The company services to residential, industrial, commercial, agricultural, motor fuel and wholesale customers from more than 700 locations all over the U.S. It also sells propane-related products and exchanges prefilled portable tanks for empty ones. The two subsidiary companies of AmeriGas are AmeriGas Propane and UGI Corporation. UGI is a holding company for utilities. Other services that AmeriGas offers are selling, installing and servicing propane appliances, including heating systems, and installing and servicing propane fuel systems for motor vehicles.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Lon R. Greenberg, CEO-UGI Corp.  
Lon R. Greenberg, Pres.-UGI Corp.  
R. Paul Grady, COO-AmeriGas Propane  
Martha B. Lindsay, VP-Finance  
Carey M. Monaghan, VP/Transformation & Mktg.  
William D. Katz, VP-Human Resources  
Earle A. Compton, VP/Management Info. Systems  
Richard R. Eynon, Controller  
Robert H. Knauss, VP/Corp. Sec.  
Brendan P. Bovaird, VP/General Counsel  
Robert W. Krick, Treas.  
Richard R. Eynon, CAO  
David L. Lugar, VP/Supply & Transportation  
Eugene V. N. Bissell, CEO-AmeriGas Propane  
Eugene V. N. Bissell, Pres.-AmeriGas Propane

**Phone:** 610-337-7000 **Fax:** 610-992-3259

**Toll-Free:**

**Address:** 460 N. Gluph Rd., King of Prussia, PA 19406 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,120,000 (12 months)	2000 Profits: \$15,200 (12 months)
1999 Sales: \$873,000	1999 Profits: \$25,600
1998 Sales: \$914,000	1998 Profits: \$21,400
1997 Sales: \$1,078,000	1997 Profits: \$44,000
1996 Sales: \$1,013,000	1996 Profits: \$10,200

**Stock Ticker:** APU  
Employees: 5,185  
Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$640,662	Bonus: \$262,836
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$245,366	Bonus: \$59,253

**COMPETITIVE ADVANTAGE:**

Nation's largest propane retailer.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	

# ANADARKO PETROLEUM CORPORATION [www.anadarko.com](http://www.anadarko.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 23 Profits: 18

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production  
Natural Gas Production and Marketing

## BRANDS/DIVISIONS/AFFILIATES:

Anadarko Algeria Corporation  
Anadarko Energy Services Company  
Anadarko Gathering Company  
Gulfstream Resources Canada Limited  
Berkley Petroleum

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert J. Allison, Jr., CEO  
John N. Seitz, Pres.  
John N. Seitz, COO  
Michael E. Rose, Exec. VP-Finance/CFO  
Richard J. Sharples, VP-Mktg.  
Richard A. Lewis, VP-Human Resources  
William D. (Bill) Sullivan, Exec. VP-Exploration & Production  
Morris L. Helbach, VP-IT & CIO  
James R. Larson, VP-Controller  
Mark L. Pease, VP-Eng. & Tech.  
J. Stephen Martin, VP-General Counsel  
Charles G. Manley, Exec. VP-Admin.  
Donald R. Willis, VP-Corp. Services  
A. Paul Taylor, Jr., VP-Investor Rel.  
Albert L. Richey, VP-Treas.  
Bruce H. Strover, Sr. VP-Worldwide Bus. Dev.  
Michael D. Cochran, Sr. VP-Strategy & Planning

Phone: 281-875-1101 Fax: 281-874-3316

### Toll-Free:

Address: 17001 Northchase Drive, P.O. Box 1330, Houston, TX 77251-1330 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$5,686,000 (12 months)	2000 Profits: \$807,000 (12 months)
1999 Sales: \$1,771,000	1999 Profits: \$43,000
1998 Sales: \$1,307,000	1998 Profits: \$-42,000
1997 Sales: \$675,000	1997 Profits: \$107,300
1996 Sales: \$570,000	1996 Profits: \$100,700

### Stock Ticker: APC

Employees: 3,500  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$1,125,000	Bonus: \$2,600,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$639,583	Bonus: \$1,440,000

## COMPETITIVE ADVANTAGE:

Efficient, regional operations/Continued growth through acquisitions.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y

**ANDERSON EXPLORATION LTD**[www.axl.ca](http://www.axl.ca)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 48 Profits: 38

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Natural Gas Exploration and Development

**BRANDS/DIVISIONS/AFFILIATES:**

Numac Energy  
 Home Oil Company Limited  
 Anderson Oil and Gas Inc.  
 Anderson Resources Ltd.  
 Anderson Exploration Partnership  
 Ulster Petroleums

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

J. C. Anderson, CEO  
 Brian H. Dau, Pres.  
 Brian H. Dau, COO  
 David G. Scobie, Sr. VP/CFO  
 Henry H. Assen, VP-Mktg.  
 Gerald S. Read, Controller  
 W. A. (Drew) Livingston, VP-Production  
 R. Vance Milligan, Sec.  
 Kevin L. Stashin, VP-Oper.  
 David G. Scobie, Treas.  
 Fred E. Baker, VP-Exploration  
 Phil A. Harvey, VP-Exploration  
 Dan F. Kell, VP-Land

**Phone:** 403-232-7100 **Fax:** 403-232-7678

**Toll-Free:**

**Address:** 324 8th Ave. S.W., Ste. 1600, Calgary, Alberta T2P 2Z5  
 Canada

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$749,800 (12 months)	2000 Profits: \$208,900 (12 months)
1999 Sales: \$459,000	1999 Profits: \$47,900
1998 Sales: \$370,000	1998 Profits: \$16,100
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker: AXN**

Employees: 854  
 Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Significant growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**APACHE CORP**[www.apachecorp.com](http://www.apachecorp.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 32 Profits: 21

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Onshore Oil and Gas Operations  
Offshore Oil and Gas Operations

**BRANDS/DIVISIONS/AFFILIATES:**

Apache Canada Ltd.  
Apac Energy Limited  
Apache International, Inc.  
Apache Overseas, Inc.  
DEK Energy Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Raymond Plank, CEO  
G. Steven Farris, Pres.  
G. Steven Farris, COO  
Roger B. Plank, Exec. VP/CFO  
Lisa A. Floyd, Exec. VP-Bus. Dev.  
Jeffrey M. Bender, VP-Human Resources  
Michael Bahorich, VP-Exploration and Production Tech.  
Michael S. Bahorich, VP-Exploration Tech.  
Thomas L. Mitchell, VP-Controller  
Zurab S. Kobiashvili, Sr. VP-General Counsel  
H. Criag Clark, Exec. VP-U.S. Oper.  
Robert J. Dye, VP-Investor Rel.  
Matthew W. Dundrea, VP-Treas.  
Anthony R. Lentini Jr., VP-Public and Int'l Affairs  
Jon W. Sauer, VP-Tax  
John A. Crum, Exec. VP-Eurasia and New Ventures

Phone: 713-296-6000 Fax: 713-296-6496

Toll-Free:

Address: 2000 Post Oak Blvd., Ste. 100, Houston, TX 77056-4400 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,283,900 (12 months)	2000 Profits: \$713,100 (12 months)
1999 Sales: \$1,300,400	1999 Profits: \$200,900
1998 Sales: \$876,400	1998 Profits: \$129,400
1997 Sales: \$977,151	1997 Profits: \$121,427
1996 Sales: \$750,702	1996 Profits: \$20,207

**Stock Ticker: APA**

Employees: 1,546  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$750,000	Bonus: \$650,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$650,000	Bonus: \$650,000

**COMPETITIVE ADVANTAGE:**

Successful acquisition strategy.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y

# APCO ARGENTINA INC

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 109 Profits: 82

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production

## GROWTH PLANS/SPECIAL FEATURES:

Apco Argentina, Inc. exploits oil and gas resources in Argentina. Apco holds a joint venture with Perez Companc and Petrolera Perez Companc and has the right to pump oil from the Entre Lomas concession in southwestern Argentina until 2026. The company holds a 48% stake in the Entre Lomas venture. This venture is its principal business, engaging in the exploration, production and development of oil and gas. Apco also owns a 1.5% participation in a joint venture that does oil and gas exploration and development in the Acambuco concession which is located in northwest Argentina. A third venture that Apco is involved in is a 45% participation engaged in oil exploration and development in the Canadon Ramirez concession in southern Argentina. The company's oil goes to Brazil's state-owned PETROBRAS, Shell Oil and Argentina's San Lorenzo refinery. Apco has proved reserves of 31.8 million barrels of oil and 59.2 billion cubic feet of gas. Apco recently agreed to acquire GLOBEX Energy, an exploration and production firm that has assets in Australia and Equatorial Guinea.

## BRANDS/DIVISIONS/AFFILIATES:

Perez Companc  
Petrolera Perez Companc  
Entre Lomas  
GLOBEX Energy

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Randy Barnard, CEO  
Randy Barnard, Pres.  
Jack D. McCarthy, CFO/VP  
Thomas Bueno, Controller  
Thomas Bueno, CAO  
Thomas Bueno, General Manager

Phone: 918-573-2164 Fax: 918-573-6546

Toll-Free:

Address: P.O. Box 2400, Tulsa, OK 74102 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$42,900 (12 months)	2000 Profits: \$22,200 (12 months)
1999 Sales: \$40,700	1999 Profits: \$9,500
1998 Sales: \$34,100	1998 Profits: \$3,400
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker: APAGF**  
Employees: 25  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

## COMPETITIVE ADVANTAGE:

Entrance into Australian and South Sea markets.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y



**AQUILA INC**[www.aquila.com](http://www.aquila.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 7 Profits: 66

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
	Y		Y		

**TYPES OF BUSINESS:**

Utilities  
Wholesale Electricity Marketer & Trader  
Natural Gas Marketer & Trader  
Coal Mining

**BRANDS/DIVISIONS/AFFILIATES:**

Aquila Energy Corporation  
UtiliCorp United  
Broadband Services  
GuaranteedBill

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Keith G. Stamm, CEO  
Edward K. Mills, Pres.  
Edward K. Mills, COO  
Dan Streek, CFO  
Brock A. Shealy, VP-Human Resources  
Bruce A. Reed, Sr. VP-Capital Services  
Jeffrey D. Ayers, Corp. Sec.  
Jeffrey D. Ayers, General Counsel  
Ruth Collard Sotak, Sr. VP-Oper.  
John A. Shealy, Sr. VP-Corp. Dev.  
Steve Cochennet, Sr. VP-Strategic Partners Group  
Dan Streek, Treas.  
Sushil K. Nelson, Sr. VP-Broadband Services  
Beth Armstrong, Sr. VP-Client Services  
Kevin J. Fox, Sr. VP-Commodity Services

**Phone:** 816-527-1000 **Fax:** 816-527-1001**Toll-Free:** 800-891-3687**Address:** 1100 Walnut, Ste. 3300, Kansas City, MO 64106 US**GROWTH PLANS/SPECIAL FEATURES:**

Aquila, Inc. is one of the largest and fastest-growing energy marketing and risk management companies in the U.S. Aquila wholesales electricity and natural gas in the U.K., Norway and Germany; it also gathers, transports and processes natural gas and gas liquids in Texas and Oklahoma. The company operates one of the biggest gas storage facilities in Texas and is currently building a gas storage facility in the U.K. Another current item for Aquila is its Broadband Services business unit, which offers risk management solutions to both suppliers and end-users of bandwidth capacity. Aquila was once named Aquila Energy and is partially owned by UtiliCorp. The company also provides customers with coal, bandwidth capacity, weather risk management and emission allowances. Aquila operates 25 independent power projects in the U.S. and the Caribbean and owns a 3,900-mile gas pipeline and 11 gas processing and treatment plants. In recent news, Aquila has agreed to provide power management services for the two largest independent power projects in the U.S. In addition, Aquila is now including an Internet offering designed to help residential and small business customers better manage their energy costs called GuaranteedBill.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$26,478,000 (12 months)	2000 Profits: \$97,600 (12 months)
1999 Sales: \$16,685,500	1999 Profits: \$38,200
1998 Sales: \$10,702,500	1998 Profits: \$16,100
1997 Sales: \$6,971,600	1997 Profits: \$25,500
1996 Sales: \$2,636,000	1996 Profits: \$47,000

**Stock Ticker:** ILA  
**Employees:** 1,045  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Top U.S. energy marketer,

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 1  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



# ARABIAN AMERICAN DEVELOPMENT

Industry Group Code: 324110 Ranks within this company's industry group: Sales: 12 Profits: 12

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water: Y	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Petroleum Refineries  
Specialty Petrochemicals Independent Refiner  
Mining-Metals  
Pipelines

## BRANDS/DIVISIONS/AFFILIATES:

Gulf State Pipe Line  
Texas Oil & Chemical Co., Inc.  
American Shield Refining Company  
South Hampton Refining Company  
Pioche-Ely Valley Mines, Inc.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Hatem El-Khalidi, CEO  
Hatem El-Khalidi, Pres.  
Drew Wilson Jr., Sec.  
Drew Wilson Jr., Treas.  
Nicholas N. Carter, Pres.-Texas Oil and Chemical  
Mohammed O. Al-Omar, VP and Dir.

**Phone:** 214-692-7872 **Fax:** 214-692-7874

**Toll-Free:**

**Address:** 10830 N Central Expwy., Ste. 175, Dallas, TX 75231  
US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$42,600 (12 months)	2000 Profits: \$-3,900 (12 months)
1999 Sales: \$27,800	1999 Profits: \$2,700
1998 Sales: \$25,100	1998 Profits: \$3,400
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

### Stock Ticker: ARSD

Employees: 89  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$83,769	Bonus: \$40,500
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$72,000	Bonus: \$

## COMPETITIVE ADVANTAGE:

Independent refiner of specialty chemicals.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				Y

**ARCH COAL INC**[www.archcoal.com](http://www.archcoal.com)

Industry Group Code: 212110 Ranks within this company's industry group: Sales: 2 Profits: 6

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
	Y				

**TYPES OF BUSINESS:**

Coal Mining  
Steam Coal Producer

**GROWTH PLANS/SPECIAL FEATURES:**

Arch Coal, Inc. is the nation's second largest coal producer, supplying approximately one tenth of America's total coal supply. The majority of the coal is sold to U.S. utilities, which in turn use it to generate electricity. The company manages a reserve base totaling 3.5 billion tons. 90% of that is low in sulfur and almost 70% meets the requirements of the Clean Air Act without the application of expensive scrubbing technology. Arch Coal operates in three regions: Central Appalachia, Powder River Basin and Western Bituminous Region. Central Appalachia is one of the largest producers of low-sulfur coal in eastern U.S. Powder River Basin is the nation's largest coal-supply region with production of 60 million tons of coal. The Western Bituminous Region produces about 15 million tons in this region in a highly productive longwall deep mine and two small surface mines. In total, Arch Coal operates 28 mines that produce about 110 million tons of low-sulfur coal per year. Steam coal makes up 98% of sales and metallurgical coal makes up the rest. Arch Coal was created by the merger of Arch Mineral and Ashland Coal.

**BRANDS/DIVISIONS/AFFILIATES:**

Arch Coal Terminal  
Paint Creek Terminal  
Atlantic Richfield  
Arch Mineral  
Arch Coal

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Steven F. Leer, CEO  
Steven F. Leer, Pres.  
Robert J. Messey, Sr. VP/CFO  
John W. Eaves, Sr. VP-Mktg.  
Bradley M. Allbritten, VP-Human Resources  
Robert G. Jones, Sec.  
Robert G. Jones, General Counsel  
Robert W. Shanks, VP-Oper.  
David B. Peugh, VP-Bus. Dev.  
Terry L. O'Conner, VP-External Affairs  
C. Henry Besten, VP-Strategy Mktg.

**Phone:** 314-994-2700 **Fax:** 314-994-2878**Toll-Free:****Address:** City Place 1, Ste. 300, St. Louis, MO 63141 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,392,000 (12 months)	2000 Profits: \$-12,700 (12 months)
1999 Sales: \$1,556,300	1999 Profits: \$-346,300
1998 Sales: \$1,498,800	1998 Profits: \$30,000
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** ACI  
Employees: 3,655  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing: Y	Top Exec. Salary: \$500,000	Bonus: \$457,344
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$300,000	Bonus: \$251,213

**COMPETITIVE ADVANTAGE:**

Second largest coal producer in the U.S.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y		Y		Y	

**ASHLAND INC**[www.ashland.com](http://www.ashland.com)

Industry Group Code: 325110 Ranks within this company's industry group: Sales: 2 Profits: 4

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Petrochemicals, Manufacturing  
Refining  
Lubricants

**BRANDS/DIVISIONS/AFFILIATES:**

Valvoline Motor Oil  
Zerex Antifreeze  
Pyroil Automotive Chemicals  
SuperAmerica  
Lone Mountain Processing Inc.  
APAC  
Ashland Petroleum  
Arch Coal

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Paul W. Chellgren, CEO  
J. Marvin Quin, Sr. VP/CFO  
Philip W. Block, Admin. VP-Human Resources  
Kenneth L. Aulen, Admin. VP/Controller  
Richard P. Thomas, VP/Sec.  
David L. Hausrath, VP/General Counsel  
J. Dan Lacy, VP-Corp. Affairs  
James J. O'Brien Jr., Sr. VP/Pres., Valvoline  
Peter M. Bokach, VP/Pres., Ashland Chemical  
James A. Duquin, VP/Pres., Ashland Specialty Chemical  
Charles F. Potts, Sr. VP/Pres., APAC

**Phone:** 859-815-3333 **Fax:** 859-815-5053**Toll-Free:****Address:** 50 E. RiverCenter Blvd., Covington, KY 41012 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$7,961,000 (12 months)	2000 Profits: \$70,000 (12 months)
1999 Sales: \$6,801,000	1999 Profits: \$290,000
1998 Sales: \$6,534,000	1998 Profits: \$203,000
1997 Sales: \$13,130,000	1997 Profits: \$270,000
1996 Sales: \$12,412,000	1996 Profits: \$192,000

**Stock Ticker:** ASH  
Employees: 25,800  
Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$881,588	Bonus: \$1,370,631
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$452,293	Bonus: \$455,550

**COMPETITIVE ADVANTAGE:**

Owns well-known brand names.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**ASTROPOWER INC**[www.astropower.com](http://www.astropower.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Y Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Solar Energy Technology

**GROWTH PLANS/SPECIAL FEATURES:**

AstroPower, which is based in Newark, produces the world's largest solar electric (photovoltaic) cells along with a full line of solar modules for off-grid and on-grid applications. Specifically, the firm develops, manufactures, markets and sells a range of solar electric power generation products, including solar cells, modules, panels and its SunChoice pre-packaged systems for the global marketplace. Solar cells are the core component inside every solar electric power system and provides a renewable source of alternative electric power. Modules are assemblies of solar cells connected together and encapsulated in a weatherproof package. Panels are typically used to reduce field assembly cost in systems where hundreds or thousands of individual modules are required. In addition to its products, AstroPower sells wholesale solar electric power under long-term purchase agreements through a joint venture with GPU International, Inc. Future growth plans include increasing production capacity to 65 megawatts by the end of 2001 in response to increasing demand for photovoltaic sources of energy. AstroPower expects that growth will also be attained through strategic alliances and further exploitation of its existing products.

AstroPower provides its employees with a comprehensive benefits package that includes tuition assistance, stock options, medical coverage and income protection.

**BRANDS/DIVISIONS/AFFILIATES:**

GPU International  
Atersa  
Silicon-Film  
SunChoice  
APex  
AstroPowerWest, LLC

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Allen M. Barnett, CEO  
Allen M. Barnett, Pres.  
Thomas J. Stiner, Sr. VP/CFO  
Peter C. Aschenbrenner, Sr. VP-Mktg. & Sales  
Kari Elcoate, Dir.-Human Resources  
James A. Rand, VP-Advanced Eng.  
Richard K. McDowell, Sr. VP-Manufacturing  
Robert B. Hall, Sr. VP/Chief Scientist  
Salama Nagib, VP-Int'l Sales  
Howard Wenger, VP-Premium Power Bus.  
Mark Briggs, Dir.-Quality

**Phone:** 302-366-0400**Fax:** 302-368-6474**Toll-Free:****Address:** Solar Park 461 Wyomining Rd., Newark, DE 19716-2000 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$49,800 (12 months)	2000 Profits: \$3,500 (12 months)
1999 Sales: \$34,600	1999 Profits: \$2,300
1998 Sales: \$23,200	1998 Profits: \$2,400
1997 Sales: \$16,600	1997 Profits: \$ 700
1996 Sales: \$10,500	1996 Profits: \$-2,400

**Stock Ticker:** APWR

Employees: 330

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$231,294	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$157,722	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Produces the largest photovoltaic cells in the world.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y				Y	Y

**ATMOS ENERGY CORPORATION**[www.atmosenergy.com](http://www.atmosenergy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 91 Profits: 93

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities - Electric and/or Natural Gas  
Pipelines

**BRANDS/DIVISIONS/AFFILIATES:**

Louisiana Gas Service  
Greeley Gas Corp.  
United Cities Gas Co.  
Energas Co.  
Western Kentucky Gas Utility Corp.  
Woodward Marketing  
Heritage Propane Partners  
Trans Louisiana Gas Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert W. Best, CEO  
Robert W. Best, Pres.  
John P. Reddy, Sr. VP/CFO  
Wynn D. McGregor, VP-Human Resources  
Thomas J. Pearson, VP-Customer Info. and Tech.  
Leslie H. (Les) Duncan, VP/CIO  
Fred E. Meisenheimer, VP/Controller  
Shirley A. Hines, Corp. Sec.  
Louis P. Gregory, Sr. VP/General Counsel  
R. Earl Fischer, Sr. VP-Utility Oper.  
J. D. Woodard, Sr VP-Nonutility Oper.  
Lynn L. Hord, VP-Investor Rel.  
Laurie M. Sherwood, VP/Treas.  
Gordon J. Roy, VP-Gas Supply  
Ron W. McDowell, VP-New Bus. Ventures  
Robert E. (Gene) Mattingly, VP-New Bus. Ventures-Retail Services

**Phone:** 972-934-9227 **Fax:** 972-855-3075**Toll-Free:****Address:** 3 Lincoln Centre, Ste. 1800, 5430 LBJ Fwy., Dallas, TX 75240 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$850,200 (12 months)	2000 Profits: \$35,900 (12 months)
1999 Sales: \$690,200	1999 Profits: \$17,700
1998 Sales: \$848,200	1998 Profits: \$55,300
1997 Sales: \$906,800	1997 Profits: \$23,400
1996 Sales: \$886,700	1996 Profits: \$41,200

**Stock Ticker:** ATO

Employees: 1,885

Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$550,000	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$324,946	Bonus: \$

**COMPETITIVE ADVANTAGE:** Focus on natural gas.**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3

Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	

**ATWOOD OCEANICS INC**[www.atwd.com](http://www.atwd.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 46 Profits: 20

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
	Y			Y	

**TYPES OF BUSINESS:**

Drilling Oil & Gas Wells Support  
Offshore Drilling

**GROWTH PLANS/SPECIAL FEATURES:**

Atwood Oceanics, Inc. is engaged in contract drilling of exploratory and development oil and gas wells in offshore areas and related support, management and consulting services. The company has two subsidiary companies outside of the U.S.: Atwood Oceanics Australia Ltd. in Australia and Atwood Oceanics Pacific Ltd. in the British West Indies. There are also offices located in Singapore, the U.K., Egypt, the Philippines and Israel. Atwood currently has nine wholly-owned drilling units which include five semisubmersible rigs, one jack-up, one submersible, one semisubmersible tender assist vessel and one platform rig. The company owns a 50% interest in a platform rig with Helmerich & Payne, Inc. The company also controls the operations of two operator-owned platform rigs offshore Australia. In recent news, the company announced plans to build an additional jack-up drilling unit in Singapore.

**BRANDS/DIVISIONS/AFFILIATES:**

Atwood Oceanics Australia Pty. Ltd.  
Atwood Oceanics Pacific Ltd.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John R. Irwin, CEO  
John R. Irwin, Pres.  
Bill Sullens, Human Resources Mgr.  
James M. Holland, Sr. VP/Sec.  
Glen P. Kelley, VP-Contracts and Admin.

**Phone:** 281-492-2929 **Fax:** 281-492-0345

**Toll-Free:**

**Address:** 15835 Park Ten Place Dr., Houston, TX 77084 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$134,500 (12 months)	2000 Profits: \$23,100 (12 months)
1999 Sales: \$150,000	1999 Profits: \$27,700
1998 Sales: \$151,800	1998 Profits: \$39,400
1997 Sales: \$89,100	1997 Profits: \$15,600
1996 Sales: \$79,500	1996 Profits: \$11,400

**Stock Ticker:** ATW  
Employees: 850  
Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$306,250	Bonus: \$85,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$176,376	Bonus: \$40,000

**COMPETITIVE ADVANTAGE:**

Focus on offshore rigs.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y



**AVISTA CORPORATION**[www.avistacorp.com](http://www.avistacorp.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 23 Profits: 68

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
 Fuel Cell Development  
 Telecommunications  
 Local Telephone Service  
 Fiber-optic Networking

**BRANDS/DIVISIONS/AFFILIATES:**

Avista Advantage  
 Avista Labs  
 Avista Communications  
 Avista Utilities  
 Avista Energy  
 Avista Power

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Gary G. Ely, CEO  
 Gary G. Ely, Pres.  
 Jon E. Eliassen, Sr. VP/CFO  
 Karen Feltes, Dir. of Human Resources  
 Christy M. Burmeister-Smith, VP/Controller  
 Terry L. Syms, VP/Corp. Sec.  
 David J. Meyer, Sr. VP/General Counsel  
 Roger D. Woodworth, VP-Corp. Dev.  
 David A. Brukardt, VP/Investor and Corp. Rel./CCO  
 Ronald R. Peterson, VP/Treas.  
 Robert D. Fukai, VP-External Rel.

**Phone:** 509-489-0500 **Fax:** 509-495-8851**Toll-Free:****Address:** 1411 E. Mission Ave., Spokane, WA 99202-2600 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$7,911,500 (12 months)	2000 Profits: \$91,700 (12 months)
1999 Sales: \$7,905,000	1999 Profits: \$26,000
1998 Sales: \$3,684,000	1998 Profits: \$78,100
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** AVA  
 Employees: 2,260  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$750,000	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$304,077	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Diversified company with interests in utilities, fuel cells and telecommunications.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
 Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y					

**BAKER HUGHES INC**[www.bakerhughes.com](http://www.bakerhughes.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 3 Profits: 8

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Petroleum-Field Services  
Chemicals  
Process Equipment  
Geophysical Services  
Drilling Fluids

**BRANDS/DIVISIONS/AFFILIATES:**

Baker Atlas  
Baker Hughes INTEQ  
Baker Oil Tools  
Baker Petrolite  
Baker Process  
Centrilift  
Hughes Christensen  
EIMCO

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Michael E. Wiley, CEO  
Michael E. Wiley, Pres.  
Andrew J. Szescila, Sr. VP/COO  
George S. Finley, Sr. VP-Admin. and Finance/CFO  
Greg Nakanishi, VP-Human Resources  
Alan J. Kiefer, VP/Controller  
Alan R. Crain, VP/General Counsel  
David Emerson, VP-Strategy and Bus. Dev.  
Derek Walden, Pres.-EIMCO

**Phone:** 713-439-8600 **Fax:** 713-439-8699**Toll-Free:** 800-969-7447**Address:** 3900 Essex Lane, Ste. 1200, Houston, TX 77027-5177  
US**GROWTH PLANS/SPECIAL FEATURES:**

Baker Hughes Incorporated operates in three industry segments: oilfield, chemicals and process equipment. In addition to these industry segments, the company manufactures and sells other products and provides services to industries not related to either the petroleum, specialty chemical or continuous process industries. Baker Hughes is a leading provider of downhole tool technologies, products and services for the worldwide oilfield service industry that are critical to drilling, completing and producing oil and gas wells. Baker Hughes also produces and markets drilling fluids for oil and gas well drilling, as well as chemical additives and specialty chemicals, and it provides technical services in connection with their formulation and use. The company manufactures specialty chemicals for inclusion in the sale of integrated chemical technology solutions for petroleum production, transportation and refining. In addition, the company provides a broad range of solid-liquid separation equipment and systems to concentrate product or separate and remove waste material in the mineral, industrial, pulp and paper and municipal industries. These services are divided under eight subsidiary companies: Baker Atlas, Baker Hughes INTEQ, Baker Oil Tools, Baker Petrolite, Baker Process, EIMCO, Centrilift and Hughes Christensen.

Management incentives are based on stock options and yearly bonuses, which are generally tied directly to financial performance.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$5,233,800 (12 months)	2000 Profits: \$102,300 (12 months)
1999 Sales: \$4,936,500	1999 Profits: \$33,300
1998 Sales: \$6,310,600	1998 Profits: \$-296,100
1997 Sales: \$1,449,000	1997 Profits: \$114,200
1996 Sales: \$4,957,900	1996 Profits: \$25,400

**Stock Ticker:** BHI  
Employees: 24,500  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$471,507	Bonus: \$
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$410,481	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Full range of oilfield-related services/Growth through excellent acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**BALLARD POWER SYSTEMS**[www.ballard.com](http://www.ballard.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 3 Profits: 10

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Fuel Cells Manufacturing

**GROWTH PLANS/SPECIAL FEATURES:**

Ballard Power Systems is a world leader in the development, manufacturing and marketing of zero-emission proton exchange membrane fuel cells. The company's fuel cells are primarily used in transportation, electricity generation and portable power products, enabling these products with environmentally clean and safe technology. The fuel cell combines hydrogen, which is obtained from methanol, natural gas, petroleum or renewable sources, and oxygen from the air to generate electricity without combustion. The only emission as a result of this reaction is pure water. Ballard is currently partnering with global giants, including DaimlerChrysler, Ford, GPU International, ALSTOM and EBARA, to commercialize its fuel cell technology. The company has supplied fuel cell products to Honda, Nissan, Volkswagen, Yamaha, Cinergy and Coleman Powermate. Ballard recently concluded successful field trials of six buses powered by the firm's fuel cell technology in 2000. XCELLSIS, a joint venture between Daimler Chrysler, Ballard and Ford, provided three buses to the Chicago Transit Agency and another three to Translink, the transportation authority in Vancouver. The experimental phase yielded very positive results for fuel cell technology. Although more expensive than standard buses, the fuel cell-powered buses were quieter and environmentally cleaner with better acceleration and lower complexity. The next phase of the bus experiments is currently underway in Thousand Palms, California, and is expected to conclude in October 2001. Ballard anticipates that the buses will be on the streets of Europe and North America by late 2002 or early 2003.

**BRANDS/DIVISIONS/AFFILIATES:**

Ballard Generation Systems  
Ballard Material Products  
XCELLSIS  
Ecostar  
Ballard Automotive  
DaimlerChrysler  
Ford

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Firoz Rasul, CEO  
L.K. Smith, Pres.  
L.K. Smith, COO  
Paul Lancaster, VP-Finance  
John Harris, VP-Mktg.  
David P. Wilkinson, VP-Research & Dev.  
Dave Smith, VP/Controller  
Eamonn Percy, VP-Oper.  
Noordin Nanji, VP-Strategic Dev.  
Michael Murry, COO-Ballard Generation Systems  
Charles Stone, VP-Membrane Dev.  
Fred M. Vasconcelos, VP-Product Dev.

**Phone:** 604-454-0900**Fax:** 604-412-4700**Toll-Free:****Address:** 9000 Glenlyon Parkway, Burnaby, BC V5J 5J9 Canada**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$27,400 (12 months)	2000 Profits: \$-57,200 (12 months)
1999 Sales: \$22,900	1999 Profits: \$-51,300
1998 Sales: \$16,200	1998 Profits: \$ 500
1997 Sales: \$16,900	1997 Profits: \$1,400
1996 Sales: \$18,800	1996 Profits: \$-4,500

**Stock Ticker:** BLDP

Employees: 800

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

World leader in proton exchange membrane fuel cells.

**OTHER THOUGHTS:****Apparent Women Officers or Directors:****Hot Spot for Advancement for Women/Minorities:****LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**BANGOR HYDRO-ELECTRIC COMPANY**[www.bhe.com](http://www.bhe.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 111 Profits: 104

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas

**GROWTH PLANS/SPECIAL FEATURES:**

Bangor Hydro-Electric Company is a public utility engaged in the generation, purchase, transmission, distribution and sale of electric energy and other energy-related services. The company serves approximately 107,000 customers in portions of the Maine counties of Penobscot, Hancock, Washington, Waldo, Piscataquis, and Aroostook. The company's sales are generally higher during the winter months, with the winter peak electric demand usually 15% higher than the summer peak. Bangor, in addition to utilizing its own generating capacity, acquires capacity and energy through contracts with other utilities and independent generation facilities and through joint ownership of generating facilities. The company is a member of the New England Power Pool, and is interconnected with other New England utilities to the south and with New Brunswick Power Corporation to the north. The company currently has a construction program that consists of extensions and improvements of its transmission and distribution facilities, construction of new generating stations or capital improvements to existing generating stations, capital improvements to the company's internal computer and information systems and other general projects within the company's service area. The company is no longer selling electricity to customers with the implementation of competition in the electric utility industry. In recent news, Bangor announced that it is being acquired by Canada's Emera, the parent company of electric utility Nova Scotia Power.

**BRANDS/DIVISIONS/AFFILIATES:**

Bangor Fiber Company, Inc.  
Bangor Var Co.  
Bangor Energy Resale  
Emera  
Nova Scotia Power

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert S. Briggs, CEO  
Robert S. Briggs, Pres.  
Carroll R. Lee, Sr. VP/COO/Dir.  
Fredrick S. Samp, VP-Finance/CFO  
Paul A. Leblanc, VP-Human Resources  
Paul A. Leblanc, VP-Info. Services

**Phone:** 207-945-5621 **Fax:** 207-990-6990**Toll-Free:** 800-499-6600**Address:** 33 State Street, Bangor, ME 04401 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$212,300 (12 months)	2000 Profits: \$11,100 (12 months)
1999 Sales: \$198,000	1999 Profits: \$18,300
1998 Sales: \$195,100	1998 Profits: \$11,500
1997 Sales: \$187,374	1997 Profits: \$9,745
1996 Sales: \$187,914	1996 Profits: \$2,635

**Stock Ticker:** BGR  
Employees: 427  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$236,102	Bonus: \$6,564
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$180,289	Bonus: \$5,029

**COMPETITIVE ADVANTAGE:**

Small, focused utility.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

**BARNWELL INDUSTRIES INC**[www.brninc.com](http://www.brninc.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 55 Profits: 35

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
			Y	Y	

**TYPES OF BUSINESS:**

Drilling Oil & Gas Wells Support  
Leasehold Land Investment  
Drilling & Maintaining Water Systems

**BRANDS/DIVISIONS/AFFILIATES:**

Barnwell of Canada  
Kaupulehu Developments  
Water Resources Int'l, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Morton H. Kinzler, CEO  
Morton H. Kinzler, Pres.  
Russell M. Gifford, Exec. VP/CFO  
Alexander C. Kinzler, Exec. VP/Sec.  
Russell M. Gifford, Treas.  
Warren D. Steckley, VP-Canada Operations

**Phone:** 808-531-8400 **Fax:** 808-531-7181**Toll-Free:****Address:** 1100 Alakea St., Ste. 2900, Honolulu, HI 96813-2833  
US**GROWTH PLANS/SPECIAL FEATURES:**

Barnwell Industries, Inc. explores, develops, produces and sells oil and natural gas in Canada. They also invest in leasehold land in Hawaii and drill and maintain water systems there also. Barnwell has three subsidiaries: Barnwell of Canada, Kaupulehu Developments and Water Resources Int'l Inc. Barnwell of Canada is an exploratory and developmental operation for oil and natural gas. Barnwell owns 77.6% of Kaupulehu Developments, which is in Hawaii and owns development rights of about 80 acres of residentially zoned leasehold land and leasehold rights of about 2,000 acres of land. The company develops residential, hotel and golf course properties. Water Resources Int'l Inc. is a Hawaii based company which specializes in the exploration and development of groundwater resources for government, commercial and private clients. Water Resources performs deep drilling and deep well pumping.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$26,600 (12 months)	2000 Profits: \$5,000 (12 months)
1999 Sales: \$15,200	1999 Profits: \$ 500
1998 Sales: \$11,900	1998 Profits: \$-3,900
1997 Sales: \$14,800	1997 Profits: \$1,000
1996 Sales: \$14,200	1996 Profits: \$1,200

**Stock Ticker:** BRN

Employees: 44  
Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$300,000	Bonus: \$150,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$196,875	Bonus: \$150,000

**COMPETITIVE ADVANTAGE:**

Highly diversified.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West: Y	Southwest:	Midwest:	Southeast:	Northeast:	International: Y
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**BARRETT RESOURCES CORPORATION**[www.brr.com](http://www.brr.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 56 Profits: 78

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Barrett Resources Corporation is a natural gas and oil exploration and production company with major emphasis in the Rocky Mountain region. The company concentrates its activities in core areas in which it has accumulated detailed geologic knowledge and developed significant technical expertise. The firm continues to build on its interests in the Piceance Basin in Colorado, the Wind River Basin and Powder River Basin in Wyoming and the Uinta Basin in Utah. The company has also commenced exploration activities in the Marañon Basin of northeastern Peru. Barrett's Grand Valley Gathering System features a 27-mile pipeline that has the flexibility to deliver natural gas to four interstate pipelines. The company has entered into a series of transportation and storage agreements with various Rocky Mountain pipeline companies. These transportation agreements give the firm the opportunity to transport a portion of its Rocky Mountain gas production into the mid-continent. In addition to marketing its own natural gas and oil, the firm purchases natural gas from third parties and sells it at an increased price. Under the terms of a definitive merger agreement reached in the Spring of 2001, Barrett has become a subsidiary of The Williams Companies, Inc.

**BRANDS/DIVISIONS/AFFILIATES:**Grand Valley Gathering System  
Williams Companies, Inc., The**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Peter A. Dea, CEO  
Joseph N. Jagers, Pres.  
Joseph N. Jagers, COO  
J. Frank Keller, CFO  
Dean J. Gallacher, VP-Mktg.  
Carol Mielke, Mgr.-Human Resources  
Eugene A. Lang, Jr., General Counsel  
Logan Magruder, III, VP-Oper.  
Robert W. Howard, Sr. VP-Corp. Dev.  
Robert W. Howard, Sr. VP-Investor Rel.  
Robert W. Howard, Treas.  
Joseph P. Barrett, Sr. VP-Land  
Steven G. Natali, VP-Exploration

Phone: 303-572-3900 Fax: 303-629-8282

**Toll-Free:**

Address: 1515 Arapahoe St., Tower 3, Ste. 1000, Denver, CO 80202 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$376,400 (12 months)	2000 Profits: \$27,700 (12 months)
1999 Sales: \$215,000	1999 Profits: \$20,800
1998 Sales: \$211,800	1998 Profits: \$-93,700
1997 Sales: \$381,000	1997 Profits: \$29,300
1996 Sales: \$201,800	1996 Profits: \$29,500

**Stock Ticker: BRR**Employees: 231  
Fiscal Year Ends: 12/31**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$350,016	Bonus: \$200,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$285,000	Bonus: \$175,000

**COMPETITIVE ADVANTAGE:**

Expansion into foreign markets/Merger with The Williams Companies.

**OTHER THOUGHTS:**Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y		Y			Y



**BEACON POWER CORPORATION**[www.beaconpower.com](http://www.beaconpower.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 11 Profits: 9

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Y Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Flywheel Energy Storage Systems

**GROWTH PLANS/SPECIAL FEATURES:**

Beacon Power Corporation is providing companies with back-up power through its flywheel energy storage systems. Beacon Power Flywheels provide highly reliable, high-quality, uninterruptible electric power for communications and computer networks, the Internet, industrial manufacturing, commercial facilities and distributed generation products that allow the user to generate power locally by converting fuel to electricity. The flywheel systems receive electrical energy from a power source, such as an electric grid or fuel cell, and store it. When a primary energy source either fails or is disrupted, the flywheel system can then be delivered as needed. In comparison to acid battery back-up products, the flywheel system offers a longer life span, improved recharging capability, reduced maintenance and is friendlier to the environment. Beacon Power Flywheels provide 6kWh of energy at up to 2kW of power. In other words, the 6kWh flywheel provides 30 hours of back-up power.

**BRANDS/DIVISIONS/AFFILIATES:**

Beacon Power Flywheels

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William E. Stanton, CEO  
 William E. Stanton, Pres.  
 James M. Spiezio, VP-Finance/CFO  
 John J. Doherty, VP-Mktg. & Sales  
 Stephen A. Spanos, Corp. Controller  
 Matthew L. Lazarewicz, VP-Eng.  
 Robert D. French, VP-Manufacturing  
 Maureen A. Lister, VP-Oper. Mgmt./Chief Admin. Officer

**Phone:** 978-694-9121 **Fax:** 978-694-9127**Toll-Free:****Address:** 234 Ballardvale St., Wilmington, MA 01887-1032 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$ 50 (12 months)	2000 Profits: \$-17,400 (12 months)
1999 Sales: \$ 269	1999 Profits: \$-5,700
1998 Sales: \$	1998 Profits: \$-4,800
1997 Sales: \$ 200	1997 Profits: \$-3,100
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** BCON  
**Employees:**  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$228,778	Bonus: \$217,069
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$155,769	Bonus: \$50,000

**COMPETITIVE ADVANTAGE:**

Expertise in a niche market.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 1  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

**BELCO OIL & GAS CORPORATION**[www.belcooil-gas.com](http://www.belcooil-gas.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 76 Profits: 122

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**Howard Glasscock  
Westport Resources Corporation**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert A. Belfer, CEO  
 Grant W. Henderson, Pres.  
 Grant W. Henderson, COO  
 Dominick J. Golio, CFO/Sr. VP-Finance  
 Ronney L. Rosenberg, VP-Mktg.  
 Timothy R. Riley, VP-MIS  
 Shiv K. Sharma, Sr. VP-Eng.  
 Joe Callaway, VP-Legal Affairs  
 Timothy R. Riley, VP-Oper. Acc.  
 J.W. Spencer, III, VP-Bus. Dev.  
 Steven L. Mueller, Sr. VP-Exploration & Production  
 Gary Byrd, VP-Land  
 J. William Freeman, VP-Acquisitions  
 Rodney Wren, VP-Product Mktg.

**Phone:** 212-644-2200 **Fax:** 212-644-2230**Toll-Free:****Address:** 767 Fifth Ave., 46th Fl., New York, NY 10153 US**GROWTH PLANS/SPECIAL FEATURES:**

Belco Oil & Gas Corp. is an energy company engaged in the exploration, development, acquisition and production of natural gas and oil. The company's operations are currently focused in the Rocky Mountains, the Gulf Coast, the Permian Basin of west Texas and the Mid-Continent region in Oklahoma and Kansas. Belco's proved reserves exceed 726 billion cubic feet of natural gas equivalent. The firm has increased its reserves as the result of an acquisition program that creates larger spacing units and reduces competition from offsetting wells. Moreover, the company recently acquired the Howard Glasscock unit located in Howard County, Texas. This 2,320-acre unit produces approximately 550 barrels of oil per day. Additionally, in an effort to acquire additional property in Andrews County, Texas, two of Belco's larger production facilities connect into a water supply system with excess capacity for expanding existing projects or initiating new enhanced recovery projects. In the Summer of 2001, the firm entered into a definitive merger agreement with Westport Resources Corporation. The oil and gas assets and operations of Belco and Westport feature a strong combined presence in the Rocky Mountain region and strategic overlap in the Mid-Continent, Permian Basin and Gulf Coast regions.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$166,400 (12 months)	2000 Profits: \$-47,800 (12 months)
1999 Sales: \$140,600	1999 Profits: \$-8,600
1998 Sales: \$131,800	1998 Profits: \$-147,600
1997 Sales: \$131,700	1997 Profits: \$-56,900
1996 Sales: \$125,800	1996 Profits: \$42,600

**Stock Ticker:** BOG

Employees: 167

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$321,827	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$300,000	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Cost-effective operations/Good acquisition strategy.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West: Y	Southwest: Y	Midwest: Y	Southeast:	Northeast: Y	International:
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**BENTON OIL AND GAS COMPANY**[www.bentonoil.com](http://www.bentonoil.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 80 Profits: 85

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines: Y	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Pipelines

**GROWTH PLANS/SPECIAL FEATURES:**

Benton Oil and Gas Company is an oil and gas exploration and development company with principal operations in Venezuela and Russia. In an effort to acquire projects with largely untapped reserves, the company generally conducts its operations in areas that are technically and politically challenging. The firm's partially owned Artic Gas Company subsidiary explores the Samburg and Yevo-Yakha License Blocks in the West Siberian Basin of Russia. Artic Gas plans to expand production of oil and condensate through the recompletion of existing wells, the construction of facilities and pipelines to optimize delivery of liquids and the launch of natural gas sales. Additionally, the company intends to drill 12 development wells in the South Monagas Unit of Venezuela based on a one-rig drilling program that commenced in July 2001. The firm may increase the development effort by adding a second rig in early 2002 depending on the results of the drilling. Moreover, Benton intends to construct a 31-kilometer oil pipeline with a capacity of 20,000 barrels per day that will connect a Tucupita Field production facility with the Urao Central Processing Unit. This pipeline will reduce Tucupita Field operating costs and improve the infrastructure network to allow the efficient development of the Bombal Field. In the Summer of 2001, the company announced plans to relocate its corporate headquarters to Houston, Texas in an effort to lower operating costs.

**BRANDS/DIVISIONS/AFFILIATES:**

Artic Gas Company  
Benton-Vinccler  
Geoilbent

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Peter J. Hill, CEO  
Peter J. Hill, Pres.  
Steven J. Tholen, CFO  
Chris C. Hickok, Controller  
Stephen Molina, Corp. Sec.  
Stephen Molina, General Counsel  
Andrei Popov, VP-Corp. Bus. Dev.  
Steven J. Tholen, Treas.  
Chris C. Hickok, Chief Acc. Officer

**Phone:** 805-566-5600 **Fax:** 805-566-5610

**Toll-Free:**

**Address:** 6267 Carpinteria Ave., Ste. 200, Carpinteria, CA 93013  
US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$140,300 (12 months)	2000 Profits: \$20,500 (12 months)
1999 Sales: \$89,100	1999 Profits: \$-32,300
1998 Sales: \$82,200	1998 Profits: \$-183,600
1997 Sales: \$167,800	1997 Profits: \$18,000
1996 Sales: \$154,100	1996 Profits: \$28,300

**Stock Ticker:** BNO

Employees: 926  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$300,000	Bonus: \$40,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$250,000	Bonus: \$40,000

**COMPETITIVE ADVANTAGE:**

Taking steps to increase operating efficiency.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				Y

**BERRY PETROLEUM COMPANY**[www.bry.com](http://www.bry.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 75 Profits: 73

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Berry Petroleum Company is an energy company engaged in the production, development, acquisition and exploration of crude oil and natural gas. The company's principal reserves and producing properties are located in Kern, Los Angeles and Ventura Counties in California. The firm owns three cogeneration facilities that are intended to provide an efficient and secure long-term supply of steam, which is necessary for the economic production of heavy oil. Steam generation from cogeneration facilities is more efficient than from conventional steam generators since both steam and electricity are produced from the same natural gas fuel supply. The company's Midway-Sunset field facility utilizes cyclic steam recovery methods in order to reduce oil viscosity and improve the mobility of the oil. However, the company's Placerita cogeneration facility remains shutdown due to a contract dispute with Southern California Edison Company. Berry's estimated proved reserves total 107 million barrels of oil equivalent. The firm markets its crude oil production to competing buyers, including independent marketing, pipeline and oil refining companies. In an effort to enter into the developing area of coalbed methane gas production in the Mid-Continent region, the company acquired a working interest in the Fort Union methane leases in the Powder River Basin.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Jerry V. Hoffman, CEO  
 Jerry V. Hoffman, Pres.  
 Ralph J. Goehring, CFO  
 Brian L. Rehkopf, VP-Eng.  
 Michael R. Starzer, VP-Corp. Dev.  
 Todd A. Crabtree, Investor Rel.  
 George T. Crawford, Mgr.-Production

**Phone:** 661-769-8811 **Fax:** 661-769-8960**Toll-Free:****Address:** 28700 Hovey Hills Rd., Taft, CA 93268 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$172,000 (12 months)	2000 Profits: \$37,200 (12 months)
1999 Sales: \$101,200	1999 Profits: \$18,000
1998 Sales: \$55,600	1998 Profits: \$3,900
1997 Sales: \$69,000	1997 Profits: \$19,300
1996 Sales: \$57,300	1996 Profits: \$17,500

**Stock Ticker:** BRY  
**Employees:** 115  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$303,636	Bonus: \$150,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$175,513	Bonus: \$75,000

**COMPETITIVE ADVANTAGE:**

Cost-effective operations/Good acquisition strategy.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y		Y			

**BG GROUP PLC**[www.bg-group.com](http://www.bg-group.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 20 Profits: 13

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Natural Gas Transportation  
 Natural Gas Storage  
 Natural Gas Distribution

**BRANDS/DIVISIONS/AFFILIATES:**

CMS Energy  
 BG Storage Limited

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Frank Chapman, Chief Executive  
 William Friedrich, General Counsel  
 William Friedrich, Deputy Chief Executive  
 Sean Sutcliffe, Exec. VP-New Bus.

**Phone:** +44-118-935-3222 **Fax:** +44-118-935-3484

**Toll-Free:**

**Address:** 100 Thames Valley Park Dr., Reading, Berkshire RG6 1PT UK

**GROWTH PLANS/SPECIAL FEATURES:**

BG Group PLC develops gas markets worldwide, from production to consumer delivery. The company's Exploration and Production division develops, produces and markets gas and oil. Moreover, the firm's Liquefied Natural Gas (LNG) division develops and operates infrastructure for the manufacture, export, shipping and import of LNG. Recently, the company acquired all of the available capacity at CMS Energy's LNG importation terminal in Lake Charles, Louisiana. The terminal, strategically positioned on the Gulf Coast, gives BG Group the capability to supply growing markets throughout the United States. Furthermore, the terminal currently has the capability to receive, store, vaporize and deliver an average daily output of 630 million standard cubic feet of gas and has access to 15 major interstate natural gas pipelines. The company's Transmission and Distribution division aims to develop new markets, transport gas to them and distribute that gas to customers in power generation, industrial, commercial and residential sectors. The division also aggregates demand in markets with high growth potential and improves operating efficiency in acquired companies. In an effort to accelerate the development of new gas markets, the firm's Power Generation division develops, owns and operates gas-fired power generation plants. Additionally, the company's BG Storage Limited subsidiary provides flexible gas storage services to meet the needs of the U.K. gas market.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$6,818,700 (12 months)	2000 Profits: \$1,356,900 (12 months)
1999 Sales: \$6,844,400	1999 Profits: \$1,302,500
1998 Sales: \$6,396,900	1998 Profits: \$146,700
1997 Sales: \$7,650,800	1997 Profits: \$-438,900
1996 Sales: \$13,515,900	1996 Profits: \$-899,300

**Stock Ticker:** BRG

Employees: 19,745  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing: Y	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Complete natural gas services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y		Y



**BJ SERVICES COMPANY**[www.bjservices.com](http://www.bjservices.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 6 Profits: 5

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Cementing, Stimulation and Coiled Tubing Services  
Casing and Tubular Services  
Pipeline and Industrial Commissioning

**BRANDS/DIVISIONS/AFFILIATES:**

Unichem

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

J.W. Stewart, CEO  
J.W. Stewart, Pres.  
Michael McShane, CFO/Sr. VP-Finance  
Stephen A. Wright, Dir.-Human Resources  
Thomas H. Koops, VP-Tech. & Logistics  
Jim Horsch, Controller  
Margaret B. Shannon, Corp. Sec.  
Margaret B. Shannon, General Counsel  
Taylor M. Whichard, III, Treas.  
David D. Dunlap, Pres., Int'l Div.  
Kenneth A. Williams, Pres., U.S. Div.

**Phone:** 713-462-4239 **Fax:** 713-895-5898

**Toll-Free:**

**Address:** 5500 NW Central Dr., Houston, TX 77092 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,555,400 (12 months)	2000 Profits: \$118,000 (12 months)
1999 Sales: \$1,131,300	1999 Profits: \$-29,700
1998 Sales: \$1,527,500	1998 Profits: \$177,400
1997 Sales: \$965,261	1997 Profits: \$40,486
1996 Sales: \$633,660	1996 Profits: \$9,889

**Stock Ticker:** BJS  
Employees: 9,265  
Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$664,168	Bonus:	\$911,250
Savings Plan:	Stock Purch. Plan: Y		Second Exec. Salary:	\$295,500	Bonus:	\$315,000

**COMPETITIVE ADVANTAGE:**

Global operations/Full complement of services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**GROWTH PLANS/SPECIAL FEATURES:**

BJ Services Company is a leading provider of pressure pumping and other oilfield services for the petroleum industry. The company's pressure pumping services include well stimulation, cementing, sand control, coiled tubing and downhole services that are used in the completion of new oil and natural gas wells. The firm's well stimulation services include fracturing, which is performed to enhance the production of oil and natural gas from formations that restrict the flow of natural gas due to low permeability. Moreover, BJ Services performs acidizing services to enhance the flow of oil and natural gas from wells with formation damage due to drilling or completion fluids. The company also provides downhole tools and technical personnel for gravel pack completions, reservoir flow testing, well stimulation and well servicing applications. The company's software applications group develops and supports a wide range of proprietary software utilized in the monitoring of both cement and stimulation job parameters. This software, combined with the firm's internally developed monitoring hardware, allows for real-time job control as well as post-job analysis. The firm's Unichem division provides specialty chemical services to customers in the upstream and downstream oil and natural gas industry. The division's products and services reduce the negative effects of corrosion, paraffin, bacteria and other contaminants in the production and processing of oil and natural gas.



**BLACK HILLS CORPORATION**[www.blackhillscorp.com](http://www.blackhillscorp.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 70 Profits: 80

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Coal Production  
Oil and Natural Gas Production  
Telecommunications Services  
High-Speed Internet Access

**BRANDS/DIVISIONS/AFFILIATES:**

Black Hills Energy Ventures  
Black Hills Power  
Black Hills FiberCom  
Enserco Energy, Inc.  
Wyodak Resources Development Corporation  
DAKSOF  
Black Hills Energy Capital  
Black Hills Coal Network

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Daniel P. Landguth, CEO  
Everett E. Hoyt, Pres.  
Everett E. Hoyt, COO  
Mark T. Theis, CFO  
Thomas M. Ohlmacher, Sr. VP-Power Mktg.  
Roxann R. Basham, Controller  
Steven J. Helmers, Corp. Sec.  
Steven J. Helmers, General Counsel  
James M. Mattern, Sr. VP-Corp. Admin.  
Kyle D. White, VP-Corp. Affairs  
Thomas M. Ohlmacher, Sr. VP-Power Supply  
David R. Emery, VP-Fuel Resources  
Ronald D. Schaible, General Mgr.-Comm.

**Phone:** 605-721-1700 **Fax:** 605-721-2599**Toll-Free:****Address:** 625 9th St., Rapid City, SD 57701 US**GROWTH PLANS/SPECIAL FEATURES:**

Black Hills Corporation is a diverse energy and communications company that offers electricity, natural gas, oil and telecommunications services through its Black Hills Energy Ventures, Black Hills Power and Black Hills FiberCom subsidiaries. Black Hills Energy Ventures engages in the production and sale of electric power through ownership of a diversified portfolio of generating plants and the production of coal, natural gas and crude oil. The subsidiary's Enserco Energy, Inc. division markets natural gas, electricity and energy solutions throughout the western United States. Moreover, Wyodak Resources Development Corporation, a division of Black Hills Energy Ventures, is engaged in mining and processing sub-bituminous coal near Gillette in Wyoming. Black Hills Power provides electricity to approximately 57,000 customers in South Dakota, Wyoming and Montana. As the result of economic studies that have indicated competition in low-cost rural areas such as South Dakota and Wyoming may cause rates to rise, electricity restructuring legislation has not been introduced in either state. However, although Black Hills Power faces very limited competition, the subsidiary has agreed to freeze its rates until 2005. Black Hills FiberCom provides a full suite of communications services, including enhanced cable television, local and long distance telephone service, high-speed Internet access and video conferencing. The subsidiary's DAKSOFT division specializes in providing implementation services and model-based applications software to the utility industry.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,623,800 (12 months)	2000 Profits: \$52,800 (12 months)
1999 Sales: \$791,900	1999 Profits: \$37,100
1998 Sales: \$679,300	1998 Profits: \$25,800
1997 Sales: \$313,700	1997 Profits: \$32,400
1996 Sales: \$162,600	1996 Profits: \$30,300

**Stock Ticker:** BKH  
**Employees:** 635  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$314,800	Bonus: \$233,955
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$191,200	Bonus: \$92,430

**COMPETITIVE ADVANTAGE:**

Aggressive diversification.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	

# BLACK WARRIOR WIRELINE

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 54 Profits: 43

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

## TYPES OF BUSINESS:

Drilling Oil & Gas Wells Support  
Wireline Services  
Directional Drilling Services  
Workover Services

## BRANDS/DIVISIONS/AFFILIATES:

Multishot

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

William L. Jenkins, CEO  
William L. Jenkins, Pres.  
Allen R. Neel, Corp. Sec.  
Danny R. Thornton, VP-Oper.  
Allen R. Neel, Exec. VP

Phone: 662-329-1047 Fax: 662-329-1089

Toll-Free:

Address: 3748 Highway 45 N., Columbus, MS 39701 US

## GROWTH PLANS/SPECIAL FEATURES:

Black Warrior Wireline Corp. is an oil and gas service company that provides various services to oil and gas well operators. The company's services include wireline services, directional drilling services and workover services. The firm's truck and skid-mounted wireline logging services are used to evaluate downhole conditions at various stages of the process of drilling and completing oil and gas wells. Moreover, Black Warrior Wireline's cased hole services include radioactive and acoustic logging used to evaluate conditions such as lithology, porosity, production patterns and the cement bonding effectiveness between the casing and the formation. The firm operates a manufacturing facility in Laurel, Mississippi to assemble and install wireline service equipment. The company's directional drilling services consist of the intentional deviation of a well bore through the use of downhole motors and guidance equipment. Additionally, the firm's Multishot division provides directional surveying equipment and services such as measurement while drilling to operators in the oil and gas industry. Black Warrior Wireline's workover services include those operations performed when wells require additional work to restore or increase production. For example, the company offers clients a workover rig that is used to position tubing, pumps and other production equipment in a cased hole.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$45,700 (12 months)	2000 Profits: \$-4,200 (12 months)
1999 Sales: \$29,300	1999 Profits: \$-8,000
1998 Sales: \$34,400	1998 Profits: \$-21,000
1997 Sales: \$17,100	1997 Profits: \$ 400
1996 Sales: \$7,600	1996 Profits: \$2,000

Stock Ticker: BWWL  
Employees: 344  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$274,592	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$127,500	Bonus: \$

## COMPETITIVE ADVANTAGE:

Complete wireline services.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**BLUE RHINO CORPORATION**[www.bluerhino.com](http://www.bluerhino.com)

Industry Group Code: 422720 Ranks within this company's industry group: Sales: 5 Profits: 4

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**Propane Cylinder Exchange, Distribution  
Package Shipment Centers**BRANDS/DIVISIONS/AFFILIATES:**Blue Rhino  
Bison Valve  
Manchester Tank Corporation  
QuickShip  
Endless Summer Comfort Service**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*Billy D. Prim, CEO  
Billy D. Prim, Pres.  
Mark Castaneda, CFO  
Richard E. Belmont, VP-Mktg.  
Robin Manley, Dir.-Human Resources  
Bob Travatello, VP/CIO  
Mark Castaneda, Sec.  
Joseph T. Culp, VP-Partner Dev.  
Brent Boydston, VP-Sales  
Dave Slone, VP-Tech. & Standards**Phone:** 336-659-6900 **Fax:** 336-659-6750**Toll-Free:****Address:** 104 Cambridge Plaza Dr., Winston-Salem, NC 27104  
US**GROWTH PLANS/SPECIAL FEATURES:**

Blue Rhino is a leading provider of grill cylinder exchange in the U.S., with cylinder exchange displays at over 20,000 retail locations in 46 states and Puerto Rico. Cylinder exchange provides consumers with a convenient means to exchange empty grill cylinders for clean, safer precision-filled cylinders. Blue Rhino cylinder exchange is offered at many of the major homecenter/hardware, mass merchant, grocery and convenience stores such as Home Depot, Lowe's, Sears Hardware, Wal-Mart, Kroger and SuperAmerica. The firm partners with retailers and independent distributors to provide consumers with a nationally branded product as an alternative to traditional grill cylinder refill. The company is focused on promoting its Blue Rhino brand through retailers and leveraging its network of 49 independent propane distributors. In addition to its cylinder exchange service, the company offers an array of products, including barbecue grills, patio heaters, fireplace accessories and garden products, which are sold through home centers, mass merchants and hearth stores throughout the U.S. Currently, the company is focused on pursuing product and service opportunities that either drive cylinder exchange, are associated with the home and garden or allow for leverage of the company's corporate infrastructure. The company intends to enhance its name, reputation and distribution networks to build the Blue Rhino brand into a multi-dimensional franchise. Blue Rhino recently acquired QuickShip, an in-store retail shipping company with installations at over 200 retail locations in 16 states. QuickShip provides retailers with an additional revenue source through a full-service, in-store postal and parcel shipping system, which allows consumers to drop off their packages for shipment via major carriers for a fee.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$78,733 (12 months)	2000 Profits: \$- 572 (12 months)
1999 Sales: \$53,820	1999 Profits: \$2,067
1998 Sales: \$27,938	1998 Profits: \$-2,476
1997 Sales: \$14,506	1997 Profits: \$-5,584
1996 Sales: \$8,305	1996 Profits: \$-7,431

**Stock Ticker:** RINOEmployees: 126  
Fiscal Year Ends: 7/31**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$371,163	Bonus: \$
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$163,192	Bonus: \$77,459

**COMPETITIVE ADVANTAGE:**

Unique service offers convenient exchange of gas cylinders/Expansion into QuickShip package services.

**OTHER THOUGHTS:**Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**BONUS ENERGY**[www.bonus.dk](http://www.bonus.dk)

Industry Group Code: 333611 Ranks within this company's industry group: Sales: Profits:

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Turbines &amp; Turbine Generator Set Unit Manufacturing

**GROWTH PLANS/SPECIAL FEATURES:**

Denmark-based Bonus Energy is a leading manufacturer of wind turbines with an annual production of more than 400 megawatts (MW) and daily operations of over 4000 turbines. The firm manufactures turbines with 600 kilowatts (kW), 1 MW, and 1.3 MW generation capacities and has recently introduced a new 2 MW wind turbine to its line of products. Each turbine consists of a three-bladed rotor with stall regulation and a constant revolution speed, as well as a generator which directly supplies electricity to the grid. Bonus Energy and its wind turbines have been recognized for several landmark projects, including the first offshore, the first in the tropics and the world's largest offshore windfarm in 2000. Recently, the company, Renewable Energy Systems, Ltd. and Cielo Wind Power, LLC reached an agreement for the construction of one of the world's largest wind power facilities, which will be located on King Mountain in West Texas and supply electricity to Reliant Energy, Austin Energy and Texas-New Mexico Power. Specifically, Bonus Energy will supply 214 wind turbines which will have a combined capacity of 278.2 MW, sufficient to provide power to 139,100 homes. Notably, the project is expected to save about 20 million tons of carbon dioxide emissions over the course of its 20-year lifespan.

**BRANDS/DIVISIONS/AFFILIATES:**

**CONTACTS:** Note: Officers with more than one job title may be intentionally listed here more than once.

Palle Norgaard, Managing Dir.

Phone: +45-99-42-22-22

Fax: +45-97-18-30-86

Toll-Free:

Address: Fabriksvej 4, Brande, DK-7330 Denmark

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for months.

2000 Sales: \$ ( months)

2000 Profits: \$ ( months)

1999 Sales: \$

1999 Profits: \$

1998 Sales: \$

1998 Profits: \$

1997 Sales: \$

1997 Profits: \$

1996 Sales: \$

1996 Profits: \$

Stock Ticker: Foreign

Employees:

Fiscal Year Ends:

**SALARIES/BENEFITS:**

Pension Plan:

ESOP Stock Plan:

Profit Sharing:

Top Exec. Salary: \$

Bonus: \$

Savings Plan:

Stock Purch. Plan:

Second Exec. Salary: \$

Bonus: \$

**COMPETITIVE ADVANTAGE:**

Leading manufacturer of wind turbines.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:

Hot Spot for Advancement for Women/Minorities:

**LOCATIONS: ("Y" = Yes)**

West:

Southwest:

Midwest:

Southeast:

Northeast:

International:

Y

# BOOTS & COOTS INTERNATIONAL [www.boots-coots-iwc.com](http://www.boots-coots-iwc.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 56 Profits: 57

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

## TYPES OF BUSINESS:

Drilling Oil & Gas Wells Support  
Well Control Services  
Emergency Response Services  
Insurance  
Contingency Planning

## BRANDS/DIVISIONS/AFFILIATES:

WELLSURE  
B&C Special Services  
WELLCALL  
Halliburton Company

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Larry H. Ramming, CEO  
Jerry L. Winchester, Pres.  
Jerry L. Winchester, COO  
Larry H. Ramming, CFO  
Hugh Marlett, Mgr.-Human Resources  
Dewitt H. Edwards, Corp. Sec.  
Brian Krause, VP-Boots & Coots Services

**Phone:** 713-621-7911 **Fax:** 713-621-7988

**Toll-Free:** 800-256-9688

**Address:** 777 Post Oak Blvd., Ste. 800, Houston, TX 77056 US

## GROWTH PLANS/SPECIAL FEATURES:

Boots & Coots International Well Control, Inc. is a global-response oil and gas service company that specializes in responding to and controlling oil and gas well emergencies, including blowouts and well fires. The company's well control services include preventive services such as site inspections, contingency planning and training. Moreover, the firm offers industrial services such as tank cleaning, hydroblasting, fugitive emissions monitoring and process unit decontamination. Boots & Coots also offers rental firefighting equipment such as firefighting pumps, pipe racks, pipe cutters, crimping tools and deluge safety systems. The company's WELLSURE insurance program combines traditional well control and blowout insurance with post-event response services and well control preventive services. These preventive services include well specific contingency planning, personnel training, safety inspections and engineering consultation. In the event of a well blowout, Boots & Coots serves as the insured client's emergency response service provider and project manager for the restoration of affected wells. The firm's B&C Special Services division provides containment and remediation of hazardous material and oil spills for the railroad, transportation and shipping industries. The division also offers in-plant remedial plan implementation, hazardous waste management, petroleum tank management and health and safety services. Boots & Coots has partnered with Halliburton Company to form WELLCALL, a subsidiary that provides pumping services, blowout control, debris removal, fire fighting and relief and directional well planning.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$23,500 (12 months)	2000 Profits: \$-21,300 (12 months)
1999 Sales: \$67,600	1999 Profits: \$-31,100
1998 Sales: \$76,300	1998 Profits: \$-3,000
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** WEL

Employees: 196

Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$298,125	Bonus: \$174,402
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$262,000	Bonus: \$

## COMPETITIVE ADVANTAGE:

Expertise in well emergencies.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				



**BOWLIN TRAVEL CENTERS INC**[www.lamar.com](http://www.lamar.com)

Industry Group Code: 447190 Ranks within this company's industry group: Sales: 2 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Retail Gift and Food Centers for Travelers  
Outdoor Advertising  
Dairy Queen Restaurants  
Wholesale Gasoline

**BRANDS/DIVISIONS/AFFILIATES:**

Dairy Queen/Brazier  
Stuckey's  
Dairy Queen  
Exxon  
Citgo  
Bowlin Outdoor Advertising & Travel Centers, Inc.  
Lamar Advertising Company  
Diamond Shamrock

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Michael L. Bowlin, CEO  
Michael L. Bowlin, Pres.  
C. Christopher Bess, Exec. VP/COO  
Nina J. Pratz, CFO  
Johnny Riley, Dir.-Human Resources  
William J. McCabe, Sr. VP-MIS  
Nina J. Pratz, Treas.

**Phone:** 505-266-5985 **Fax:** 505-266-7821**Toll-Free:****Address:** 150 Louisiana NE, Albuquerque, NM 87108 US**GROWTH PLANS/SPECIAL FEATURES:**

Bowlin Travel Centers, Inc. was recently spun-off from its parent company, Bowlin Outdoor Advertising & Travel Centers, Inc. Lamar Advertising Company then stepped in and acquired the remaining outdoor advertising business. Bowlin Travel Centers, Inc. is a regional leader in the operation of travel centers in rural and smaller metropolitan areas of the southwestern United States. The company currently operates 15 full-service travel centers in Arizona and New Mexico. Bowlin's travel centers are strategically located along well-traveled interstate highways where there are generally few gas stations, convenience stores or restaurants. Most of the travel centers offer food and beverages, ranging from drinks and snack foods at some locations to full-service restaurants at others. The company sells food under the Dairy Queen and Dairy Queen/Brazier brand names and sells snacks and souvenir merchandise under the Stuckey's brand name. Bowlin advertises its travel centers through a network of over 350 outdoor advertising display faces. The travel centers provide brand name gasoline such as Citgo, Exxon, Chevron and Diamond Shamrock. Bowlin is also an authorized distributor and wholesaler of Citgo and Exxon petroleum products. Growth strategies for the company include renovating and upgrading its current travel center facilities in order to increase sales. In addition, Bowlin also expects to pursue opportunities to acquire rights to additional brand name products. The firm also intends to expand its marketing presence for its wholesale, brand name petroleum products to additional gasoline retailers in New Mexico and Arizona.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$26,856 (12 months)	2000 Profits: \$ 487 (12 months)
1999 Sales: \$23,520	1999 Profits: \$ 253
1998 Sales: \$22,304	1998 Profits: \$ 596
1997 Sales: \$21,389	1997 Profits: \$ 673
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** BWTL

Employees: 222

Fiscal Year Ends: 1/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Strategic locations/Well known brand names.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				



**BP PLC**[www.bp.com](http://www.bp.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 2 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Petrochemicals Manufacturing  
 Refining  
 Solar Energy  
 Lubricants

**BRANDS/DIVISIONS/AFFILIATES:**

Atlantic Richfield Company  
 Amoco  
 Burmah Castrol  
 BP Solar  
 Air BP Limited  
 BP Exploration  
 BP Bitumen  
 BP Pipelines North America

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John Browne, Group Chief Exec.  
 John G.S. Buchanan, CFO  
 Doug Ford, Chief Exec.-Mktg.  
 Nick Starritt, Human Resources  
 Judith Hanratty, Corp. Sec.  
 Rodney F. Chase, Deputy Group Chief Exec.  
 Doug Ford, Chief Exec.-Refining  
 Byron E. Grote, Chief Exec.-Chemicals  
 Dick Olver, Chief Exec.-Exploration & Production

Phone: +44-20-7496-4000 Fax: +44-20-7496-4630

**Toll-Free:**

Address: Britannic House, 1 Finsbury Circus, London, EC2M 7BA UK

**GROWTH PLANS/SPECIAL FEATURES:**

BP, PLC is the world's third largest integrated oil company and the largest producer of hydrocarbons in the United States. The company's main activities are the exploration and production of crude oil and natural gas, the manufacturing of petrochemicals, refining, marketing and supply and transportation. The firm has acquired Atlantic Richfield Company (ARCO) in an effort to increase its proved reserves, which currently total 15 billion barrels of oil equivalent. The company's increased natural gas output in the Gulf of Mexico is expected to more than offset the decline in its current principal oil producing fields in Alaska. Furthermore, in the Spring of 2001, BP announced the discovery of 1 trillion cubic feet of gas in reservoirs off the east coast of Trinidad. The firm currently operates 29,000 gas stations under the BP, Amoco and ARCO brand names. Additionally, BP recently acquired Burmah Castrol in order to increase its worldwide lubricant activities. BP supplies lubricants to major shipping companies, small fishing vessel operators, automotive manufacturers and consumers under the highly recognizable Castrol brand. The company's BP Solar subsidiary is one of the world's largest manufacturers of photovoltaic modules and systems. Recently, the subsidiary and the Spanish and Philippine governments reached an agreement that will bring solar power to 150 isolated villages in the Philippines. BP Solar anticipates that it will continue to receive similar contracts because of the prohibitive cost of extending power lines and the difficulty of transporting generator fuel to remote, developing areas.

BP offers its employees tuition reimbursement, adoption assistance, service and retirement awards and health insurance.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$148,062,000 (12 months)	2000 Profits: \$10,183,000 (12 months)
1999 Sales: \$83,566,000	1999 Profits: \$4,596,000
1998 Sales: \$68,304,000	1998 Profits: \$2,826,000
1997 Sales: \$91,760,000	1997 Profits: \$5,686,000
1996 Sales: \$109,261,000	1996 Profits: \$7,390,000

**Stock Ticker: BP**

Employees: 107,200  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$2,762,000	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$2,035,000	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Third largest oil company in the world.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**BP SOLAR**[www.bpsolar.com](http://www.bpsolar.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: Profits:

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Solar Power Module Manufacturing

**GROWTH PLANS/SPECIAL FEATURES:**

BP Solar, formerly known as BP Solarex, is one of the world's leading solar companies, with nearly 20% of the global solar energy market. Formed by the merger of the former BP Solar and Solarex, the company operates manufacturing plants in the U.S., Spain, Australia and India. BP Solar manufactures, designs, markets, and installs a wide range of crystalline silicon and new generation thin film solar electric products and systems that are suited for residential, commercial and industrial applications for remote and grid-connected systems. These applications include telecommunications, lighting, water pumping and utility grid tie-ins. BP Solar's Millennia thin film modules are large area, multi-junction thin film products and offer a cost-effective alternative to the polycrystalline line of products. In 2000, the company had a turnover of \$200 million, and produced over 40MW of solar photovoltaic equipment. It has recently opened a new cell and module production plant in Sydney, Australia, and in mid 2001 announced plans to build a module assembly facility in Lower Saxony, Germany. It has further crystalline silicon manufacturing sites in the U.S. and India, and has two thin-film solar plants in Virginia and California in the U.S. BP Solar is a subsidiary of BP plc.

**BRANDS/DIVISIONS/AFFILIATES:**

BP plc  
Millenia  
BP Solarex

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Harry Shimp, CEO  
Harry Shimp, Pres.  
Vanessa L. Morris, U.S. Human Resources Mgr.  
Todd Foley, Media Contact  
Luis Javier Navarro, Pres.-BP Spain

**Phone:** 301-698-4200**Fax:****Toll-Free:****Address:** 989 Corporate Drive, Linthicum, MD 21090 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for months.

2000 Sales: \$ ( months)  
1999 Sales: \$  
1998 Sales: \$  
1997 Sales: \$  
1996 Sales: \$

2000 Profits: \$ ( months)  
1999 Profits: \$  
1998 Profits: \$  
1997 Profits: \$  
1996 Profits: \$

**Stock Ticker:** Subsidiary

Employees:

Fiscal Year Ends:

**SALARIES/BENEFITS:**

Pension Plan:  
Savings Plan:

ESOP Stock Plan:  
Stock Purch. Plan:

Profit Sharing:

Top Exec. Salary: \$

Bonus: \$

Second Exec. Salary: \$

Bonus: \$

**COMPETITIVE ADVANTAGE:**

A world leader in solar energy.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:

Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	Y

**BRITISH ENERGY PLC**[www.british-energy.com](http://www.british-energy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 55 Profits: 45

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Nuclear Power  
Renewable Energy

**GROWTH PLANS/SPECIAL FEATURES:**

British Energy, PLC operates eight nuclear power stations in the United Kingdom and produces approximately one fifth of the country's electricity. The company's Bruce Power division has acquired eight nuclear reactors in Ontario, Canada. Moreover, the company has added a coal power station in Eggborough and is developing renewable and embedded energy products in the UK and Canada. In addition to baseload generation, the Eggborough plant serves as a backup for the firm's nuclear plants, providing emergency generation if a nuclear plant goes off line for hours or days. British Energy has partnered with Renewable Energy Systems to form Offshore Wind Power Limited. The joint venture will consist of 30 wind turbines and has been awarded a preferred site for development of an offshore wind energy project near Skegness in Lincolnshire. Offshore Wind Power is expected to generate enough electricity for approximately 50,000 homes and save about 160,000 tons of greenhouse gas emissions per year. The firm has also joined forces with Ontario Power Generation to develop Huron Wind, a wind energy facility near Kincardine, Ontario. Huron Wind intends to have wind generators in service by early 2002. Increasing competition and greater regulation in the UK have resulted in falling electricity prices and, consequently, a sharp fall in profits for British Energy.

**BRANDS/DIVISIONS/AFFILIATES:**

Bruce Power  
Offshore Wind Power Limited  
Huron Wind  
AmerGen

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robin Jeffrey, Chief Executive  
Michael Kirwan, Dir.-Finance  
Sally Smedley, Dir.-Human Resources  
Robert Armour, Corp. Sec.  
Mike Langley, Dir.-Strategy & Planning  
Keith G. Lough, Dir.-Finance  
Terry Brookshaw, Dir.-Power & Energy Trading

**Phone:** +44-131-527-2000 **Fax:** +44-131-527-2277**Toll-Free:****Address:** 10 Lochside Place, Edinburgh, EH12 9DF UK**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,942,500 (12 months)	2000 Profits: \$214,500 (12 months)
1999 Sales: \$2,955,400	1999 Profits: \$265,900
1998 Sales: \$2,793,800	1998 Profits: \$180,200
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** BGY

Employees:

Fiscal Year Ends: 3/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$400,058	Bonus: \$46,686
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$281,782	Bonus: \$96,705

**COMPETITIVE ADVANTAGE:**

A leading nuclear power provider in the U.K.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	Y

**BURLINGTON RESOURCES INC**[www.br-inc.com](http://www.br-inc.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 28 Profits: 22

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Burlington Resources, Inc. is an energy holding company engaged in the exploration, development, production and marketing of crude oil and natural gas. With over 7.6 trillion cubic feet of proved reserves, the firm is one of the largest producers of oil and gas in North America. The company's Burlington Resources North America subsidiary has widespread lease holdings that extend from the Gulf of Mexico to Canada's Mackenzie Delta region. Recently, the subsidiary acquired seismic information on the Beaufort Basin and formed an exploration partnership with BP and Chevron. The companies intend to jointly drill an initial exploration well by the Spring of 2002. Burlington Resources North America has also acquired properties in the Western Canadian Sedimentary Basin with net proved reserves of approximately 297 billion cubic feet of gas equivalent. The subsidiary's customers include local distribution companies, electric utilities, industrial users and marketers. Additionally, the firm's Burlington Resources International subsidiary has exploration projects and large field development operations in the Northwest European Shelf, North Africa, Latin America, the Far East and West Africa. In West Africa, the subsidiary is attempting to build its exploration inventory and geological knowledge base by participating as a non-operator in high potential exploration projects with experienced operators.

**BRANDS/DIVISIONS/AFFILIATES:**

Burlington Resources North America  
Burlington Resources International

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Bobby S. Shackouls, CEO  
Bobby S. Shackouls, Pres.  
Steven J. Shapiro, CFO  
C. Scott Kirk, VP-Mktg.  
William B. Usher, VP-Human Resources  
Joseph P. McCoy, Controller  
Frederick J. Plaeger, General Counsel  
L. David Hanower, Sr. VP-Admin.  
Ellen R. DeSanctis, VP-Corp. Comm.  
Ellen R. DeSanctis, VP-Investor Rel.  
Daniel D. Hawk, Treas.  
Randy L. Limbacher, Sr. VP-Production  
John A. Williams, Sr. VP-Exploration  
Thomas B. Nusz, VP-Acquisitions  
Gavin H. Smith, VP-Corp. Affairs

Phone: 713-624-9500 Fax: 713-624-9645

Toll-Free:

Address: 5051 Westheimer, Ste. 1400, Houston, TX 77056 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,147,000 (12 months)	2000 Profits: \$675,000 (12 months)
1999 Sales: \$2,313,000	1999 Profits: \$-10,000
1998 Sales: \$2,225,000	1998 Profits: \$-338,000
1997 Sales: \$2,375,000	1997 Profits: \$352,000
1996 Sales: \$2,200,000	1996 Profits: \$335,000

**Stock Ticker: BR**  
Employees: 1,783  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$910,020	Bonus: \$819,018
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$425,040	Bonus: \$382,536

**COMPETITIVE ADVANTAGE:**

Growing international development.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y

**CABOT OIL & GAS CORP**[www.cabotog.com](http://www.cabotog.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 57 Profits: 79

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Gas Gathering and Storage  
Gas Pipelines

**BRANDS/DIVISIONS/AFFILIATES:**

Cabot Oil & Gas Marketing  
Cody Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Ray R. Seegmiller, CEO  
Ray R. Seegmiller, Pres.  
Scott C. Schroeder, CFO  
Jeffrey W. Hutton, VP-Mktg.  
Abraham D. Garza, VP-Human Resources  
Robert G. Drake, VP-Info. Systems  
Henry C. Smyth, Controller  
Lisa A. Machesney, Corp. Sec.  
Lisa A. Machesney, Managing Counsel  
Scott C. Schroeder, Treas.  
J. Scott Arnold, VP-Land  
Michael B. Walen, Sr. VP  
R. Scott Butler, Regional Mgr.

**Phone:** 281-589-4600 **Fax:** 281-589-4828**Toll-Free:****Address:** 1200 Enclave Pkwy., Houston, TX 77077 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$368,700 (12 months)	2000 Profits: \$25,500 (12 months)
1999 Sales: \$294,000	1999 Profits: \$8,500
1998 Sales: \$251,300	1998 Profits: \$5,300
1997 Sales: \$185,100	1997 Profits: \$28,300
1996 Sales: \$163,100	1996 Profits: \$20,800

**Stock Ticker:** COG

Employees: 323

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$395,412	Bonus: \$218,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$226,667	Bonus: \$80,000

**COMPETITIVE ADVANTAGE:**

Focus on natural gas/Significant base of undeveloped acreage.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	



**CAL DIVE INTERNATIONAL**[www.caldive.com](http://www.caldive.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 41 Profits: 19

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Subsea Drilling Contractor  
Construction, Maintenance and Salvage Services  
Deep Sea Diving

**BRANDS/DIVISIONS/AFFILIATES:**

Merlin  
Quantum Offshore Contractors  
Aquatica, Inc.  
Salvage Group  
Energy Resource Technology, Inc.  
Canyon Offshore, Inc.  
Fugro Marine Geosciences, Inc.  
Schlumberger Oilfield Services

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Owen Kratz, CEO  
Martin R. Ferron, Pres.  
Martin R. Ferron, COO  
A. Wade Pursell, Sr. VP/CFO  
Gena Quintanilla, Mgr.-Human Resources  
Stephanie L. Vrshek, Corp. Controller  
Andrew C. Becher, Sr. VP/General Counsel  
Kenneth Duell, Sr. VP-Bus. Dev. and Deepwater Field Dev.  
Louis L. Tapscott, VP/Pres.-Special Projects  
Steve Brazda, Pres.-Aquatica  
Johnny E. Edwards, Pres.-Energy Resource Tech.  
Scott T. Naughton, VP-Core Group

**Phone:** 281-618-0400 **Fax:** 281-618-0500

**Toll-Free:**

**Address:** 400 N. Sam Houston Parkway E, Ste. 400, Houston, TX 77060 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$181,000 (12 months)	2000 Profits: \$23,300 (12 months)
1999 Sales: \$161,000	1999 Profits: \$16,900
1998 Sales: \$151,900	1998 Profits: \$24,100
1997 Sales: \$109,400	1997 Profits: \$14,500
1996 Sales: \$76,100	1996 Profits: \$8,400

**Stock Ticker:** CDIS

Employees: 758  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$200,000	Bonus: \$368,602
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$160,000	Bonus: \$221,874

**COMPETITIVE ADVANTAGE:**

Well positioned to serve the extreme deep water market.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y



**CALLON PETROLEUM COMPANY**[www.callon.com](http://www.callon.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 101 Profits: 93

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Callon Petroleum Company is engaged in the exploration, development, acquisition and operation of oil and gas properties in the Gulf Coast region. Moreover, the firm explores a number of onshore properties geographically concentrated in Louisiana and Alabama. In recent years, the company has shifted its emphasis from the acquisition of producing properties to the acquisition of acreage with development and exploratory drilling opportunities. The firm acquired an infrastructure of production platforms, gathering systems and pipelines to minimize the development expenditures of these drilling opportunities. As a result of recent successes in the Gulf of Mexico Deepwater area, the company is faced with the increased cost of developing significant proved, undeveloped reserves. Consequently, Callon Petroleum has received a \$95 million multiple advance term loan from Duke Capital Partners LLC. The firm has also joined with industry partners, including Murphy Exploration and Production, Inc., to explore federal offshore blocks acquired in the Gulf of Mexico. The firm performs extensive geological and geophysical studies using computer-aided exploration techniques such as 3-D seismic studies. Recently, the company entered into a partnership with Gulfstar Energy, Cheyenne Petroleum Company and Range Resources in order to access 700 blocks of 3-D seismic data over the shallow waters of the Gulf of Mexico. As program manager, Callon Petroleum is responsible for generating prospects and operating wells in which its partners own a substantial interest.

**BRANDS/DIVISIONS/AFFILIATES:**

Murphy Exploration and Production, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Fred L. Callon, CEO  
 Fred L. Callon, Pres.  
 Dennis W. Christian, COO  
 John S. Weatherly, CFO  
 Diana Glaze, Human Resources  
 H. Clark Smith, Corp. Info. Officer  
 James O. Bassi, Controller  
 Thomas E. Schwager, VP-Eng.  
 Robert A. Mayfield, Corp. Sec.  
 Thomas E. Schwager, VP-Oper.  
 Kathy G. Tilley, VP-Bus. Dev.  
 Rodger W. Smith, Treas.  
 Stephen F. Woodcock, VP-Exploration

**Phone:** 601-442-1601 **Fax:** 601-446-1410**Toll-Free:****Address:** 200 N. Canal St., Natchez, MS 39120 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$58,100 (12 months)	2000 Profits: \$10,144 (12 months)
1999 Sales: \$37,100	1999 Profits: \$ 130
1998 Sales: \$35,600	1998 Profits: \$-33,500
1997 Sales: \$43,600	1997 Profits: \$5,600
1996 Sales: \$26,700	1996 Profits: \$2,663

**Stock Ticker:** CPE

Employees: 99

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$262,650	Bonus:	\$211,000
Savings Plan:	Stock Purch. Plan: Y		Second Exec. Salary:	\$241,638	Bonus:	\$195,000

**COMPETITIVE ADVANTAGE:**

Focus on the Gulf of Mexico region.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y		

**CALPINE CORPORATION**[www.calpine.com](http://www.calpine.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 63 Profits: 33

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Development and Operation of Power Plants

**BRANDS/DIVISIONS/AFFILIATES:**

SkyGen Energy  
Calpine Natural Gas  
Power Systems Manufacturing, LLC  
The Saltend Energy Centre  
Sutter Energy Center

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Pete Cartwright, CEO  
Pete Cartwright, Pres.  
Ann B. Curtis, CFO  
Kelly Zelinski, Human Resources  
Dennis Fishback, CIO  
Ann B. Curtis, Corp. Sec.  
Thomas R. Mason, Exec. VP-Oper.  
John P. Rocchio, Sr. VP-Bus. Dev.  
Robert D. Kelly, Sr. VP-Finance  
Douglas L. Kieta, Sr. VP-Construction  
Fred Manuel, Sr. VP-Gas Oper.  
Ron A. Walter, Sr. VP-Planning & Dev.

**Phone:** 408-995-5115 **Fax:** 408-995-0505**Toll-Free:****Address:** 50 W. San Fernando St., San Jose, CA 95113 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,282,800 (12 months)	2000 Profits: \$323,500 (12 months)
1999 Sales: \$847,700	1999 Profits: \$95,100
1998 Sales: \$555,900	1998 Profits: \$45,700
1997 Sales: \$276,300	1997 Profits: \$34,700
1996 Sales: \$214,600	1996 Profits: \$18,700

**Stock Ticker:** CPN  
Employees: 1,883  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$860,078	Bonus: \$1,000,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$393,271	Bonus: \$400,000

**COMPETITIVE ADVANTAGE:**

Top geothermal producer in the U.S.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**GROWTH PLANS/SPECIAL FEATURES:**

Calpine Corporation is a power company engaged in the development, acquisition and operation of power generation facilities and the sale of electricity. The company's generation facilities include 31 gas-fired power plants with a capacity of 4,999 megawatts and 19 geothermal generation facilities with a capacity of 850 megawatts. The firm's SkyGen Energy subsidiary specializes in asset-based energy supply to large industrial customers and the wholesale electricity market. The company's Calpine Natural Gas subsidiary has partnered with Kinder Morgan Energy Partners, LP to develop a 1,010-mile high-pressure interstate natural gas pipeline. The pipeline will run from the San Juan Basin in northern New Mexico to markets in California and is expected to cost approximately \$1.7 billion. Additionally, Calpine's Power Systems Manufacturing, LLC subsidiary offers a wide array of design, engineering, manufacturing and field support services to owners of industrial gas turbines. The company recently entered the U.K. power market through the acquisition of The Saltend Energy Centre, a 1,200-megawatt natural gas-fired power plant near Hull, Yorkshire. The facility incorporates natural gas-fired combustion turbines in combination with steam turbines to optimize fuel efficiency. Moreover, the firm has initiated operation of the Sutter Energy Center in Yuba City, California, the first major combined-cycle facility built in California in over a decade. The new facility provides 540 megawatts of electricity in an effort to alleviate the shortage of electricity generation in California. Calpine Corporation offers its employees tuition reimbursement, tax preparation assistance and medical, dental and vision insurance.

**CANADIAN 88 ENERGY CORP**[www.cdn88energy.com](http://www.cdn88energy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 99 Profits: 114

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Oil & Gas Marketing

**GROWTH PLANS/SPECIAL FEATURES:**

Canadian 88 Energy Corporation is an independent public oil and gas exploration, production and marketing company that operates primarily in the Alberta and Nova Scotia provinces. Specifically, its drilling locations include Olds, Lone Pine Creek, Three Hills, Medallion, High River, Saskatchewan, Blackstone and properties off of the east coast. Although the company's debt tripled to \$255 million between 1997 and 1999, changes in management and a focused capital program decreased that figure to \$29 million in 2001. In addition, cash flow for the first half of 2001 was up 426% from the same period in 2000 when a \$6.7 million loss had been reported. Natural gas comprises 98% percent of Canadian 88's 37 million barrels of oil reserves. Production has increased fifteen fold over the past five years with current production capacity exceeding 75 million cubic feet per day of natural gas, 2800 barrels per day of liquids and 300 tons per day of sulphur.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Joseph L. Pritchett III, CEO  
Joseph L. Pritchett III, Pres.  
Soheil Asgarpour, COO  
Donald R. Gardner, CFO  
Kevin Stucken, Mgr.-Mktg.  
Janet Waddell, Mgr.-Human Resources and Admin.  
Cindy Wachtler, Controller  
Leigh S. Bilton, VP-Oper.  
Greg Jerome, Mgr.-Treas.  
Soheil Asgarpour, Exec. VP  
Donald R. Gardner, Sr. VP  
Cameron W. Taylor, VP Exploration  
Sharon Olson, Mgr.-Land Admin.

**Phone:** 403-974-8800 **Fax:** 403-974-8811  
**Toll-Free:**  
**Address:** 400 3rd. Ave SW, Calgary, Alberta T2P 4H2 Canada

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$59,700 (12 months)	2000 Profits: \$-6,300 (12 months)
1999 Sales: \$56,400	1999 Profits: \$-4,200
1998 Sales: \$39,200	1998 Profits: \$1,200
1997 Sales: \$40,800	1997 Profits: \$11,300
1996 Sales: \$30,800	1996 Profits: \$6,200

**Stock Ticker:** EEE  
Employees: 88  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$157,500	Bonus:	\$41,538
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary:	\$	Bonus:	\$

**COMPETITIVE ADVANTAGE:**

Focus on Alberta and Nova Scotia.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 4  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**CANADIAN NATURAL RESOURCES**[www.cnrl.com](http://www.cnrl.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 36 Profits: 27

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Canadian Natural Resources is an independent oil and gas exploration, production and development company that is based in Calgary, Alberta, Canada. Operations are primarily located in Western Canada, the North Sea and offshore West Africa with a current daily production capacity of 306,000 barrels of oil equivalent. The firm proves reserves of 781 million barrels of oil. Of the company's total production, light and medium oil account for 32%, thermal heavy oil consists of 11% and primary heavy oil comprises 16%. In addition, 2.5 trillion cubic feet of natural gas is produced. Current undertakings include the Horizon Oil Sand and Primrose and Wolf Lake In-Situ Oil Sands projects with the hopes that they will move Canadian Natural Resources to a new operational and financial level. Currently, the firm boasts a 96% drilling success rate. The company's growth strategy is largely dependant upon effective cost control, manageable bank debt and structured operations. Operating strategy focuses on advanced technology to minimize costs and maximize production as well as a balanced diversification of commodities being produced. Canadian Natural is ranked 7th among independent North American gas producers, 6th as an independent world exploration and production company and remains in the top 10% in reserve and production growth.

All employees at Canadian Natural Resources Limited are shareholders. Employees may also receive a package including production bonuses, a 10% matched savings plan, and educational reimbursement.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John G. Langille, Pres.  
Doug Proll, VP-Finance  
Real M. Cusson, VP-Mktg.  
Tim Reed, Mgr.-Human Resources  
Steve W. Laut, Sr. VP-Oper.  
Allen M. Knight, VP-Int'l and Corp. Dev.  
Brian L. Illing, Sr. VP-Exploration  
Tim S. McKay, Sr. VP-Production  
Lyle G. Stevens, Exploitation  
Real J.H. Doucet, VP-Oil Sands

**Phone:** 403-517-6700 **Fax:** 403-517-7350**Toll-Free:****Address:** 2500,855- 2 St. SW, Calgary, Alberta T2P 4J8 Canada**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,759,300 (12 months)	2000 Profits: \$508,400 (12 months)
1999 Sales: \$711,700	1999 Profits: \$129,700
1998 Sales: \$492,700	1998 Profits: \$38,200
1997 Sales: \$497,900	1997 Profits: \$72,100
1996 Sales: \$344,800	1996 Profits: \$61,500

**Stock Ticker:** CED  
Employees: 943  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$296,102	Bonus: \$88,382
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$193,000	Bonus: \$55,790

**COMPETITIVE ADVANTAGE:**

Diversification of oil and gas commodities produced.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**CAPSTONE TURBINE**[www.microturbine.com](http://www.microturbine.com)

Industry Group Code: 333611 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Turbine &amp; Turbine Generator Set Unit Manufacturing

**GROWTH PLANS/SPECIAL FEATURES:**

Capstone Turbine Corporation develops, designs, assembles and sells Capstone MicroTurbines for worldwide applications for on-site power production. In addition, Capstone builds hybrid electric vehicles that combine a primary source battery with an auxiliary power source to enhance performance. The company is the first to offer a proven, commercially available power source using microturbine technology. Its microturbines combine patented air bearing technology, advanced combustion technology and sophisticated power electronics to form efficient and reliable electricity and heat production systems. Its advanced technology also allows the microturbines to operate by remote control. The microturbines operate on the same principle as a jet engine but can use a variety of commercially available fuels, such as natural gas, diesel, kerosene and propane. In recent news, Capstone signed an agreement with Hyundai Motor Corporation to demonstrate the feasibility of integrating its microturbine technology into Hyundai sport utility vehicles and buses.

**BRANDS/DIVISIONS/AFFILIATES:**

Capstone MicroTurbine  
Capstone California

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Ake Almgren, CEO  
Ake Almgren, Pres.  
Jeffrey Watts, Sr. VP/CFO  
Mark Kuntz, VP-Mktg.  
Dominic A. Lucenta, VP-Human Resources  
David Duckhorn, Controllor  
Paul Chancellor, Sr. VP-Eng.  
Jeffrey Watts, Sec.  
Harol Koyama, VP-Bus. Dev.  
William Treece, Sr. VP-Strategic Tech. Dev.  
Joel Wacknov, VP-Power Electronics Group

**Phone:** 818-734-5300 **Fax:** 818-734-5320**Toll-Free:****Address:** 21211 Nordhoff St., Chatsworth, CA 91311 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$23,200 (12 months)	2000 Profits: \$-31,400 (12 months)
1999 Sales: \$6,700	1999 Profits: \$-29,500
1998 Sales: \$ 100	1998 Profits: \$-33,100
1997 Sales: \$1,600	1997 Profits: \$-30,600
1996 Sales: \$1,500	1996 Profits: \$-12,600

**Stock Ticker:** CPST

Employees: 223

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$275,000	Bonus: \$150,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$165,000	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Expertise in niche alternative energy market.

**OTHER THOUGHTS:****Apparent Women Officers or Directors:****Hot Spot for Advancement for Women/Minorities:****LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y					



**CARBON ENERGY CORPORATION**[www.carbonenergy.com](http://www.carbonenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 123 Profits: 111

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**Bonneville Fuels Corporation  
CEC Resources Ltd.**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Patrick R. McDonald, CEO  
 Patrick R. McDonald, Pres.  
 Keven D. Struzeski, CFO-Carbon Energy and CEC Resources  
 Cindy Richardson, Mgr.-Human Resources  
 Cindy Richardson, Mgr.-Investor Rel.  
 Kevin D. Struzeski, Treas.-Carbon Energy and CEC Resources  
 Robert P. Morrison, Pres.-CEC Resources  
 Todd S. McDonald, VP-Exploration and Production, Bonneville Fuels

**Phone:** 303-863-1555**Fax:** 303-863-1558**Toll-Free:****Address:** 1700 Broadway, Ste. 1150, Denver, CO 80290 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$17,800 (12 months)	2000 Profits: \$1,500 (12 months)
1999 Sales: \$1,800	1999 Profits: \$- 500
1998 Sales: \$2,100	1998 Profits: \$ 200
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** CRB

Employees: 25

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$203,642	Bonus: \$102,733
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$100,321	Bonus: \$30,000

**COMPETITIVE ADVANTAGE:**

Focus on natural gas reserves in the western U.S. and Canada.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y



**CARRIZO OIL & GAS INC**[www.carrizo.net](http://www.carrizo.net)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 116 Profits: 91

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Carrizo Oil and Gas, Inc. is an independent oil and gas company involved in the exploration, development, exploitation and production of natural gas and crude oil. The company's operations are focused onshore in proven oil and gas producing trends along the Gulf Coast, primarily in Texas and Louisiana. Specific sites include the Frio, Wilcox and Vicksburg areas with proved reserves of 49.4 billion cubic feet of natural gas equivalent. Carrizo believes that the availability of economic onshore 3-D seismic surveys has fundamentally changed the risk profile of oil and gas exploration in these regions. Thus, they depend almost wholly upon results of 3-D seismic surveys to evaluate prospects before drilling and have credited these surveys for its substantial increases in reserves. The company has participated in 218 gross wells (operating almost 70 of them) with a well success rate of about 62%. Though drilling targets have been shallow in the past, the organization will be involving itself in deeper, over-pressured targets which have greater economic potential.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

S.P. Johnson IV, CEO  
 S.P. Johnson IV, Pres.  
 Frank A. Wojtek, CFO  
 Deborah Soho, Office Mgr.-Human Resources  
 J. Bradley Fisher, VP-Oper.  
 Frank A. Wojtek, Treas./VP  
 George F. Canjar, VP-Exploration Dev.  
 Kendall A. Trahan, VP-Land

**Phone:** 281-496-1352 **Fax:** 281-496-1251**Toll-Free:****Address:** 14811 St.Mary's Ln., Ste. 148, Houston, TX 77079 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$26,800 (12 months)	2000 Profits: \$12,000 (12 months)
1999 Sales: \$10,200	1999 Profits: \$1,700
1998 Sales: \$7,900	1998 Profits: \$-19,300
1997 Sales: \$8,700	1997 Profits: \$
1996 Sales: \$5,200	1996 Profits: \$ 700

**Stock Ticker:** CRZO

Employees: 35

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$225,925	Bonus: \$22,680
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$161,375	Bonus: \$16,200

**COMPETITIVE ADVANTAGE:**

Onshore focus along the Gulf Coast.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

# CASCADE NATURAL GAS CORPORATION

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 110 Profits: 102

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Y Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Electric and/or Natural Gas  
Real Estate

## GROWTH PLANS/SPECIAL FEATURES:

Cascade Natural Gas Corporation is an organization engaged in the distribution of natural gas. The company continues to benefit from its Pacific Northwest location, an area that enjoys a steady population growth that is above the national average. The company is entering new territories, expanding its existing services areas, sharing investments with its customers and taking advantage of new technologies. Its opportunities and profitable customer expansion continue to be outstanding. Cascade's sales to its core residential and commercial customers are influenced by fluctuations in temperature. It anticipates robust levels of new construction continuing to supplement its market for converting existing homes and businesses to natural gas from other fuels. The company continues to concentrate on improving the fundamentals of its business: service, efficiency, competitive strength and the profitable deployment of resources.

## BRANDS/DIVISIONS/AFFILIATES:

Cascade Land Leasing Co.  
CGC Properties, Inc.  
CGC Energy, Inc.  
CGC Resources, Inc.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

W. Brian Matsuyama, CEO  
W. Brian Matsuyama, Pres.  
J.D. Wessling, VP Finance/CFO  
Larry C. Rosok, VP-Human Resources  
Linda Cies, VP-IT  
James E. Haug, Controller/Chief Acc. Officer  
Larry C. Rosok, Corp. Sec.  
Larry E. Anderson, VP-Oper.  
Jon T. Stoltz, VP-Planning, Regulatory, and Consumer Affairs  
Frank Mansell, Dir.-Public Info.  
William H. Odell, VP-Districts  
King C. Oberg, VP-Gas Supply  
Jon R. Mulvenon, Regional Dir.-Central Region  
Ernest R. Patton, Regional Dir.-Eastern Region

**Phone:** 206-624-3900 **Fax:** 206-624-7215

**Toll-Free:**

**Address:** 222 Fairview Avenue North, Seattle, WA 98109 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$241,900 (12 months)	2000 Profits: \$15,400 (12 months)
1999 Sales: \$208,600	1999 Profits: \$14,100
1998 Sales: \$189,700	1998 Profits: \$9,500
1997 Sales: \$195,800	1997 Profits: \$10,600
1996 Sales: \$127,700	1996 Profits: \$3,000

**Stock Ticker:** CGC  
Employees: 440  
Fiscal Year Ends: 9/30

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$226,314	Bonus: \$13,404
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$152,296	Bonus: \$8,934

## COMPETITIVE ADVANTAGE:

Rapid economic growth in its service area.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**CASEY'S GENERAL STORES INC**[www.caseys.com](http://www.caseys.com)

Industry Group Code: 445120 Ranks within this company's industry group: Sales: 5 Profits: 3

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**Convenience Stores, Retail  
Franchising**BRANDS/DIVISIONS/AFFILIATES:**Casey's Marketing Company  
Casey's Service Company  
Casey's East Central  
Casey's Distribution Center**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*Ronald M. Lamb, CEO  
Ronald M. Lamb, Pres.  
Jim H. Shaffer, VP/CFO  
Robert Hood, VP-Mktg.  
Bill Waljasper, VP-Human Resources  
Brad Heyer, VP-Info. Systems  
John G. Harmon, Corp. Sec.  
Terry Handley, VP-Store Oper.  
Cleo R. Kuhns, VP-Real Estate & Store Dev.  
John G. Hammon, Treas.  
Robert J. Myers, Sr. VP-Property Mgmt.  
Sam Billmeyer, VP-Transportation  
Hal Brown, VP-Support Services  
Mike Richardson, VP-Advertising**Phone:** 515-965-6100 **Fax:** 515-965-6160**Toll-Free:****Address:** One Convenience Blvd., Ankeny, IA 50021 US**GROWTH PLANS/SPECIAL FEATURES:**

Casey's General Stores and its two subsidiaries, Casey's Marketing Company and Casey's Service Company, operate convenience stores in nine midwestern states, primarily Iowa, Missouri and Illinois. The company operates over 1,200 convenience stores, including over 90 franchised outlets. The stores carry a broad selection of food, beverages, tobacco products, health and beauty aids, automotive products and other non-food items. In addition, all stores offer gasoline for sale on a self-service basis. Gasoline accounts for about half of the company's sales. About two-thirds of the stores are located in markets with a population of less than 5,000. Casey's General Stores seek to meet the needs of residents of small towns by combining the features of a general store with a convenience store. The company also operates a central warehouse, the Casey's Distribution Center, through which it supplies grocery and general merchandise items to company-owned stores and franchised stores. Most of the firm's stores are located within 500 miles of the distribution site. Casey's intends to continue expansion plans mainly through constructing new stores and acquiring franchised ones. In its expansion, the company intends to follow its traditional store site selection criteria by constructing most new stores in small towns and along busy highways near larger metropolitan areas. The company plans to increase the proportion of company owned stores to franchised ones due to the greater profitability and greater control that company owned stores offer. In fiscal 2000, Casey's opened 84 new stores and converted 17 franchised stores to company owned stores. In the first half of fiscal 2001, the company built 32 stores and purchased 19 franchised ones, and is on track to reach its two-year target of 180 new stores by the end of the fiscal year.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,648,200 (12 months)	2000 Profits: \$39,400 (12 months)
1999 Sales: \$1,251,100	1999 Profits: \$40,200
1998 Sales: \$1,186,900	1998 Profits: \$33,500
1997 Sales: \$1,109,000	1997 Profits: \$27,000
1996 Sales: \$954,800	1996 Profits: \$26,800

**Stock Ticker:** CASY  
Employees: 12,796  
Fiscal Year Ends: 4/30**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$450,000	Bonus: \$200,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$172,917	Bonus: \$90,000

**COMPETITIVE ADVANTAGE:**

Strong midwest presence/Very rapid growth strategy.

**OTHER THOUGHTS:**Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			

# CASTLE ENERGY CORPORATION

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 122 Profits: 105

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production  
Gas Marketing

## BRANDS/DIVISIONS/AFFILIATES:

Indian Refinery  
Texas Utilities Mining Company  
Union Pacific Resources Company  
Metallgesellschaft Corp.  
Energy Merchant Corp.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Joseph L. Castle II, CEO  
Timothy M. Murin, Pres.  
Richard E. Staedtler, CFO  
Ronnie Garret, Dir.-Human Resources  
William C. Liedtke III, General Counsel  
Richard E. Staedtler, Chief Acc. Officer  
Richard E. Staedtler, Sr. VP  
William C. Liedtke III, VP

Phone: 610-995-9400 Fax: 610-995-2477

Toll-Free:

Address: Suite 250, 100 Matsonford Road, Radnor, PA 19087  
US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$18,000 (12 months)	2000 Profits: \$5,100 (12 months)
1999 Sales: \$56,800	1999 Profits: \$8,300
1998 Sales: \$72,400	1998 Profits: \$14,100
1997 Sales: \$71,700	1997 Profits: \$26,900
1996 Sales: \$68,700	1996 Profits: \$25,100

Stock Ticker: CECX  
Employees: 28  
Fiscal Year Ends: 9/30

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$375,000	Bonus: \$40,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$260,000	Bonus: \$27,500

## COMPETITIVE ADVANTAGE:

Expertise in gas marketing/Focus on natural gas.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y	Y	Y

**CE FRANKLIN LTD**[www.cefranklin.com](http://www.cefranklin.com)

Industry Group Code: 333130 Ranks within this company's industry group: Sales: 2 Profits: 4

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Oil & Gas Machinery Manufacturing  
Production Equipment  
Management Services

**BRANDS/DIVISIONS/AFFILIATES:**

Domino Manufacturing  
Brittania Compressor  
Prolift and CEF Piping Resources  
CEF Technologies

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John Gilbank, CEO  
John Gilbank, Pres.  
Sam Secreti, CFO  
Brent Greenwood, VP-Mktg. & Supply  
Tim Ritchie, CIO  
Denise Jones, Controller  
Keith Bjornstad, VP-Supply Chain and Logistics  
Russ Peterson, Exec. VP-Corp. Dev.  
Kelly O'Sullivan, Mgr.-Investor Relations  
Della Tardif, Treas.  
Eric Gould, VP-Field Oper.  
Brian McWhirter, Dir.-Piping Resources

**Phone:** 403-531-5600 **Fax:** 403-234-7698**Toll-Free:****Address:** Ste. 1900, 300 5th Ave. SW, Calgary, T2P 3C4  
Canada**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$238,800 (12 months)	2000 Profits: \$ 600 (12 months)
1999 Sales: \$156,900	1999 Profits: \$-3,500
1998 Sales: \$203,500	1998 Profits: \$1,500
1997 Sales: \$270,300	1997 Profits: \$7,300
1996 Sales: \$167,700	1996 Profits: \$3,600

**Stock Ticker:** CFK  
Employees: 500  
Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Largest Canadian supplier of oil and gas production equipment.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y



# CENTRAL VERMONT PUBLIC SERVICE CORPORATION

[www.cvps.com](http://www.cvps.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 106 Profits: 101

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Electric and/or Natural Gas  
Real Estate

## BRANDS/DIVISIONS/AFFILIATES:

Connecticut Valley Electric Company  
Vermont Electric Power Company  
C.V. Realty, Inc.  
Central Vermont Electric Power Company  
Catamount Energy Corporation  
SmartEnergy Services, Inc.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert H. Young, CEO  
Robert H. Young, Pres.  
Francis J. Boyle, CFO/Sr. VP  
Joan F. Gamble, Sr. VP-Human Resources and Strategic Planning  
John J. Holtman, VP/Controller  
Kent R. Brown, Sr. VP-Eng. And Oper.  
Joseph M. Kraus, Sr. VP/Sec.  
Joseph M. Kraus, General Counsel  
Kent R. Brown, Sr. VP-Eng. and Oper.  
Craig A. Parenzan, Sr. VP-Bus. Dev. and Smart Energy Services  
Francis J. Boyle, Treas.  
Robert E. Rogan, VP-Public Affairs  
William J. Deehan, VP-Regulatory Affairs and Strategic Analysis

Phone: 802-773-2711 Fax: 802-747-2199

Toll-Free: 800-649-2877

Address: 77 Grove St., Rutland, VT 05701 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$333,900 (12 months)	2000 Profits: \$18,000 (12 months)
1999 Sales: \$419,800	1999 Profits: \$16,600
1998 Sales: \$303,800	1998 Profits: \$4,000
1997 Sales: \$304,700	1997 Profits: \$16,300
1996 Sales: \$290,800	1996 Profits: \$19,400

### Stock Ticker: CV

Employees: 555  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$303,852	Bonus: \$48,498
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$185,519	Bonus: \$21,294

## COMPETITIVE ADVANTAGE:

Ability to sell in Canada.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	Y



**CH ENERGY GROUP INC**[www.cenhud.com](http://www.cenhud.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 95 Profits: 78

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
			Y		Y

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Retail and Wholesale Energy Marketing  
Energy Management Services

**BRANDS/DIVISIONS/AFFILIATES:**

Central Hudson Energy Services, Inc.  
Central Hudson Gas & Elec. Corp.  
SCASCO  
Central Hudson Enterprises Corp.  
CH Resources, Inc.  
GRIFFITH Energy Services

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Paul J. Ganci, CEO-CH Energy Group, Central Hudson Gas & Electric, Central Hudson Energy Services  
Allen R. Page, Pres.-CH Energy Group, Hudson Gas & Elec.  
Allen R. Page, COO-Central Hudson Services  
Steven V. Lant, CFO-CH Energy Group, CH Gas & Electric  
Thomas Brocks, Dir.-Human Resources  
Donna S. Doyle, Controller-CH Energy Group, Central Hudson G&E  
Gladys L. Cooper, Corp. Sec.-CH Energy Group, CH G&E  
Denise D. VanBuren, VP-Corp. Comm. and Community Relations  
Christopher M. Capone, Investor Rel.-CH Energy Group, CH G&E  
Steven V. Lant, Treas.-CH Energy Group, CH Gas & Elec.  
Carl E. Meyer, Exec. VP-CH Energy Group and CH G&E  
Arthur R. Upright, Sr. VP-CH Energy Group and Central Hudson G&E  
Donna S. Doyle, VP-Acc., CH Energy Group and CH G&E

**Phone:** 845-452-2000 **Fax:** 845-486-5415**Toll-Free:****Address:** 284 South Ave., Poughkeepsie, NY 12601-4879 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$749,900 (12 months)	2000 Profits: \$54,200 (12 months)
1999 Sales: \$567,100	1999 Profits: \$51,800
1998 Sales: \$512,600	1998 Profits: \$52,500
1997 Sales: \$520,300	1997 Profits: \$55,100
1996 Sales: \$514,000	1996 Profits: \$56,100

**Stock Ticker:** CHG  
Employees: 1,075  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$393,666	Bonus: \$22,800
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$261,212	Bonus: \$10,013

**COMPETITIVE ADVANTAGE:**

Expansion beyond the Hudson Valley.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

# CHESAPEAKE ENERGY CORPORATION [www.chkenergy.com](http://www.chkenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 50 Profits: 28

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production  
Exploratory Drilling

## BRANDS/DIVISIONS/AFFILIATES:

AnSon Production Corporation  
DLB Oil & Gas, Inc.  
Hugoton Energy Corporation  
Hugoton Energy Company  
EnerVest Management Company, L.L.C.  
MC Panhandle Corporation  
Gothic Energy

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Aubrey K. McClendon, CEO  
Tom L. Ward, Pres.  
Tom L. Ward, COO  
Marcus C. Rowland, CFO/Exec. VP-Finance  
Martha A. Burger, Sr. VP-Human Resources  
Thomas L. Winton, Sr. VP-Info. Tech.  
Michael A. Johnson, Controller/Sr. VP-Acc.  
Henry J. Hood, Sr. VP-Land and Legal  
Steven C. Dixon, Sr. VP-Oper.  
Thomas S. Price Jr., Sr. VP-Corporate Dev.  
Martha A. Burger, Treasurer  
J. Mark Lester, Sr. VP-Exploration  
Douglas J. Jacobson, Sr. VP-Acquisitions and Divestitures  
James C. Johnson, Pres.-Chesapeake Energy Mktg.  
Stephen W. Miller, VP-Oper.

**Phone:** 405-848-8000 **Fax:** 405-879-9570

**Toll-Free:**

**Address:** 6100 North Western Avenue, Oklahoma City, OK 73118 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$628,000 (12 months)	2000 Profits: \$455,600 (12 months)
1999 Sales: \$354,900	1999 Profits: \$33,300
1998 Sales: \$377,900	1998 Profits: \$-933,900
1997 Sales: \$153,900	1997 Profits: \$-31,600
1996 Sales: \$269,100	1996 Profits: \$-183,400

**Stock Ticker:** CHK  
Employees: 462  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$425,000	Bonus: \$425,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$265,625	Bonus: \$115,000

## COMPETITIVE ADVANTAGE:

Successful acquisition program.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y		Y

**CHESAPEAKE UTILITIES CORPORATION**[www.chpk.com](http://www.chpk.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 105 Profits: 107

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
	Y	Y		Y	

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Propane Distribution  
Advanced Information Services

**BRANDS/DIVISIONS/AFFILIATES:**

Sharp Energy  
United Systems, Inc.  
Central Florida Gas  
Eastern Shore Natural Gas

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John R. Schimkaitis, CEO  
John R. Schimkaitis, Pres.  
Michael P. McMasters, CFO  
Michael D. Adams, Dir.-Human Resources  
William C. Boyles, Corp. Sec.  
William C. Boyles, VP-Admin.  
Cynthia S. Small, Mgr.-Communications  
Heidi W. Watkins, Administrator-Investor Rel.  
Michael P. McMasters, Treas./VP  
Phillip S. Barefoot, VP  
Beth W. Cooper, Asst. Treas./Asst. Sec.  
Thomas A. Geoffroy, Asst. VP

**Phone:** 302-734-6799 **Fax:** 302-734-6750**Toll-Free:****Address:** 909 Silver Lake Blvd., Dover, DE 19904 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$335,400 (12 months)	2000 Profits: \$7,500 (12 months)
1999 Sales: \$230,200	1999 Profits: \$8,300
1998 Sales: \$182,900	1998 Profits: \$5,300
1997 Sales: \$222,500	1997 Profits: \$5,900
1996 Sales: \$260,100	1996 Profits: \$7,800

**Stock Ticker:** CPK  
Employees: 542  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$280,000	Bonus: \$82,555
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$195,000	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Diversification into pipelines and MIS.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	

**CHEVRON CORPORATION**[www.chevron.com](http://www.chevron.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 6 Profits: 6

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Chemical Operations  
Coal Mining

**BRANDS/DIVISIONS/AFFILIATES:**

Texaco  
Phillips Petroleum  
ChevronTexaco  
Chevron Oil Finance Company  
Chevron Pipe Line Company  
Huntington Beach Company  
Pittsburgh & Midway Coal Mining Company, The  
Caltex

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

David J. O'Reilly, CEO  
John S. Watson, CFO/VP-Finance  
Gregory Matiuk, VP-Human Resources and Quality  
Donald L. Paul, VP-Tech. and Environmental Affairs  
Stephen J. Crowe, VP/Comptroller  
Lydia I. Beebe, Corp. Sec.  
Harvey D. Hinman, VP/General Counsel  
Patricia E. Yarrington, VP-Strategic Planning and Dev.  
Aldo M. Caccamo, VP-Public Affairs  
David M. Krattelbol, Treas.  
Patricia Woertz, Corp. VP/Pres., Chevron Products  
George L. Kirkland, Corp. VP/Pres., Chevron U.S.A.  
Peter J. Robertson, Corp. VP/Pres., Chevron Overseas Petroleum  
R. Bruce Marsh, General Tax Counsel

Phone: 415-894-7700 Fax: 415-894-0348

Toll-Free:

Address: 575 Market St., San Francisco, CA 94105-2856 US

**GROWTH PLANS/SPECIAL FEATURES:**

Chevron Corporation is a fully-integrated petroleum, chemicals and coal mining firm. The company operates in the United States and approximately 90 other countries. Petroleum operations consist of exploring for, developing and producing crude oil and natural gas and refining crude oil into finished petroleum products. Chevron converts oil into a variety of refined products, including motor gasoline, diesel and aviation fuels, lubricants, asphalt, chemicals and other products. Chevron is one of the largest refiners in the United States, ranking third as an American integrated oil company. A merger with Texaco during 2001 or early 2002 will position the company as the world's fourth largest integrated oil company. The resulting company will be named ChevronTexaco. The firm purchases, sells, trades and transports (by pipeline, tanker and barge-crude oil) liquefied natural gas, natural gas liquids, chemicals and refined productions. Chemical operations include the manufacture and marketing of a wide range of chemicals for industrial uses. In addition to fuels, the company plans to increase the number of company-operated convenience stores as well as the average store size. The Chevron-McDonald's alliance continues to grow, with more than 75 McDonald's restaurants now operating in Chevron stations, and further expansions are planned. A completed merger with Phillips Petroleum has reinforced Chevron's position, proving reserves of 5 billion barrels of oil and 9.5 trillion cubic feet of natural gas.

Chevron is known for providing its employees with a team-oriented and flexible work environment. Salaries and benefits are generous and competitive and extra cash incentives are offered. Training is emphasized. Layoffs of a few thousand employees will result as Texaco and Chevron are consolidated into one firm.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$52,129,000 (12 months)	2000 Profits: \$5,185,000 (12 months)
1999 Sales: \$36,586,000	1999 Profits: \$2,070,000
1998 Sales: \$30,557,000	1998 Profits: \$1,339,000
1997 Sales: \$41,963,000	1997 Profits: \$3,256,000
1996 Sales: \$43,893,000	1996 Profits: \$2,607,000

**Stock Ticker:** CHV  
Employees: 34,610  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing: Y	Top Exec. Salary: \$862,500	Bonus: \$2,000,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$670,833	Bonus: \$1,300,000

**COMPETITIVE ADVANTAGE:**

One of the nation's largest refiners and retailers.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**CHILES OFFSHORE INC**[www.chilesoffshore.com](http://www.chilesoffshore.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 52 Profits: 53

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas Services  
Offshore Contract Drilling

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William (Bill) Chiles, CEO  
William (Bill) Chiles, Pres.  
Dick Fagerstal, CFO  
Chris Pinkard, VP-Mktg. & Sales  
William (Bill) Hopkins, VP-Human Resources  
William (Bill) Thorogood, Controller  
Gabe Padilla, VP-Eng.  
Donald (Don) Gregg, Sr. VP-Oper. And Engineering  
Dick Fagerstal, Sr. VP  
William (Bill) Thorogood, VP  
Bruce Brumley, VP-Oper.  
Ian Russell, Mgr.-Drilling Tech. Mgr.

**Phone:** 832-486-3500 **Fax:** 832-486-3540

**Toll-Free:**

**Address:** 11200 Richmond Ave., Ste. 490, Houston, TX 77082-2618 US

**GROWTH PLANS/SPECIAL FEATURES:**

As of mid 2000, Chiles Offshore, previously recognized as Chiles Offshore LLC, was converted from a limited liability company into a corporation. Chiles Offshore, Inc. is an offshore contract drilling organization designed to construct, own and operate ultra-premium jackup drilling rigs and provide worldwide service to large independent oil and gas operators. Shell Exploration and Production Co., BP and Phillips Petroleum are current clients. Although trends are leaning more towards semisubmersible drilling rigs due to exploration and production concentration in deeper waters, Chiles Offshore anticipates that current increases in natural gas prices and volume demand will stimulate significant natural gas drilling domestically, including in the U.S. Gulf of Mexico. To facilitate these expectations, the company intends to increase the size of its ultra-premium jackup rig fleet to meet demand growth from major customers. Currently, Chiles Offshore has three contracted rigs, namely Chiles Columbus, Chiles Magellan and Chiles Coronado. In addition, two additional rigs are under construction. Keppel and its subsidiary AMFELS are contracted by Chiles to construct up to three additional ultra-premium jackup drilling rigs which in turn will be contracted by targeted major oil and gas operators. Furthermore, the firm believes that financial success will be obtained by strategically placing these rigs in the natural gas-rich U.S. Gulf of Mexico.

Employment benefits for employees at Chiles Offshore include incentive-based compensation programs tied to achieving customer, company, and individual goals. In addition, employees can expect thorough on-site technical training through extensive programs, which include an on-board learning resource center.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$56,000 (12 months)	2000 Profits: \$-17,723 (12 months)
1999 Sales: \$8,600	1999 Profits: \$-3,963
1998 Sales: \$	1998 Profits: \$ 173
1997 Sales: \$	1997 Profits: \$- 309
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** COD

Employees:

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$260,000	Bonus: \$160,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$173,833	Bonus: \$55,000

**COMPETITIVE ADVANTAGE:**

Complete jackup rig service.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				



**CHINA PETROLEUM & CHEMICAL**[www.sinopec.com.cn](http://www.sinopec.com.cn)

Industry Group Code: 324110 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals: Y	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Petroleum Refineries  
Exploration & Production  
Marketing & Distribution  
Chemicals  
Import/Export

**BRANDS/DIVISIONS/AFFILIATES:**

UNIPEC UK Co. Ltd.  
UNIPEC Asia Co. Ltd.  
UNIPEC Labuan Co. Ltd.  
Eastbound Navigation Co.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Wang Jiming, Pres.  
Zhang Jiaren, CFO  
Wang Peijun, Dir.-Human Resources  
Chen Tonghai, VP-China Petrochemical  
Wang Jiming, VP-China Petrochemical  
Zhang Jiaren, VP  
Cao Xianghong, VP

**Phone:** +86-1064999249 **Fax:** +86-1064985702**Toll-Free:****Address:** A6, Huixingdong St., Chaoyang District, Beijing, 100029 China**GROWTH PLANS/SPECIAL FEATURES:**

China Petroleum and Chemical, also known as China International United Petroleum and Chemicals Co Ltd. (UNIPEC), is a large international trading corporation that engages in fully integrated oil and gas operations in China. It is organized as a joint stock limited company as part of the reorganization of government-owned China Petrochemical Corp. China Petroleum and Chemical consists of five departments: Administrative Office, Crude Oil Department, Petroleum Products Department, Finance Department and Planning & Market Research Department. It wholly owns three overseas subsidiaries: Unipet UK Co. Ltd., UNIPEC Asia Co. Ltd. and UNIPEC Labuan Co. Ltd., and one joint-venture company Eastbound Navigation Co. Oil. Gas operations include exploring for, developing and producing crude oil and natural gas and refined petroleum products. Chemical operations include the manufacture and marketing of a variety of chemicals for industrial uses. China Petroleum and Chemical is the largest petrochemical producer and supplier as well as the second largest producer of crude oil and natural gas in China. Petrochemical products include synthetic resins, synthetic rubber, chemical fertilizers, synthetic fiber, intermediate petrochemicals and monomers and polymers for synthetic fiber. Since its establishment seven years ago, UNIPEC has imported about 71.23 million metric tons of crude oil, 7.85 million metric tons of oil products and its total trading turnover has reached \$12.68 billion U.S. dollars. Furthermore, the organization proves reserves of over 3.1 billion barrels of oil equivalent. China Petroleum and Chemical is focusing on expanding market share, maximizing return on investment and reducing costs. In 2000, business results outshone that of 1999 by with a 126.3% increase in operating profits. Impressively, the company's sales volume of products accounted for 62% of the national consumption in China.

China Petroleum and Chemical participates in various contribution retirement plans at rates ranging from 9-25% of salaries. In addition, employees are entitled to bonuses and pensions.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$39,737,700 (12 months)	2000 Profits: \$2,589,300 (12 months)
1999 Sales: \$28,996,600	1999 Profits: \$625,200
1998 Sales: \$24,002,900	1998 Profits: \$-22,200
1997 Sales: \$27,151,400	1997 Profits: \$726,200
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** SNP  
Employees: 508,168  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:** Leading oil and gas company in China / International trade operations.**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y



**CINERGY CORPORATION**[www.cinergy.com](http://www.cinergy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 22 Profits: 27

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
			Y	Y	

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Wireless Communications  
Enterprise Management Software

**BRANDS/DIVISIONS/AFFILIATES:**

Cincinnati Gas & Electric Company, The  
PSI Energy, Inc.  
Union Light, Heat & Power Company, The  
Cadence Network, Inc.  
CadenceEnterprise  
Cinergy Solutions, Inc.  
Lattice Communications, Inc.  
Zahren Alternative Power Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James E. Rogers, CEO  
James E. Rogers, Pres.  
R. Foster Duncan, CFO  
Timothy J. Verhagen, VP-Human Resources  
Julia S. Janson, Corp. Sec.  
Jerome A. Vennemann, General Counsel  
Charles J. Winger, VP-Corp. Dev.  
J. Joseph Hale, Jr., VP-Corp. Comm.  
Steven E. Schrader, General Mgr.-Investor Rel.  
Lisa D. Gamblin, Treas.  
Vicky A. Bailey, Pres., PSI  
John Bryant, Pres., Cinergy Global Resources  
William J. Grealis, CEO, Regulated Bus. Unit  
James L. Turner, Pres., Regulated Bus. Unit

**Phone:** 513-421-9500 **Fax:** 513-287-3171**Toll-Free:** 800-262-3000**Address:** 139 E. Fourth St., Cincinnati, OH 45202 US**GROWTH PLANS/SPECIAL FEATURES:**

Cinergy Corporation is a utility holding company that has a strategy intent on expanding its energy merchant business. The company's Energy Merchant division manages wholesale generation and the buying and selling of energy commodities. The firm's Regulated Businesses unit offers regulated electric and gas transmission and distribution services. Additionally, the Cinergy Power Technology and Infrastructure Services division manages the development, marketing and sale of non-regulated retail energy and energy-related products and services. The division's services include energy management and consulting services and the building and maintenance of fiber optic telecommunication networks for businesses, municipalities and schools. Moreover, the firm's Cadence Network, Inc. subsidiary develops software applications and provides professional services that help multi-site enterprises more effectively manage and reduce their sanitation, utility, maintenance and operations costs. Recently, Cadence launched CadenceEnterprise, a software application that allows managers of disparate facilities to quickly access everything from a comprehensive view of individual sites to an aggregate snapshot of an entire multiple location enterprise. Cinergy Solutions, Inc., another subsidiary, provides an extensive menu of energy and utilities services, including combined heat and power, cooling technology, compressed air, fuel management and utilities infrastructure. In the Spring of 2001, the subsidiary and U.S. Energy Systems, Inc. acquired Zahren Alternative Power Corporation, a Connecticut-based owner and operator of renewable energy products around the country. Furthermore, the company's Lattice Communications, LLC subsidiary owns, operates and manages wireless transmission towers and related businesses in targeted U.S. markets.

Cinergy Corp. offers its employees medical, dental and life insurance.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$8,422,000 (12 months)	2000 Profits: \$404,100 (12 months)
1999 Sales: \$5,937,900	1999 Profits: \$409,100
1998 Sales: \$5,911,300	1998 Profits: \$267,500
1997 Sales: \$4,387,100	1997 Profits: \$265,800
1996 Sales: \$3,276,200	1996 Profits: \$358,000

**Stock Ticker:** CIN

Employees: 8,362

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$1,050,000	Bonus: \$990,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Ex ec. Salary: \$536,250	Bonus: \$321,750

**COMPETITIVE ADVANTAGE:**

Growth in wholesale marketing.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y	Y	Y

**CLARK RETAIL GROUP INC**[www.clarkretail.com](http://www.clarkretail.com)

Industry Group Code: 445120 Ranks within this company's industry group: Sales: 4 Profits:

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Convenience Stores  
Convenience Stores

**BRANDS/DIVISIONS/AFFILIATES:**

White Hen Pantry Convenience Stores  
On the Go Convenience Stores  
Clark Branded Jobber Stores  
Oh! Zone  
Lighthouse Smoke Shop  
Lighthouse Tobacco and Spirits

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Brandon K. Barnholt, CEO  
Brandon K. Barnholt, Pres.  
John Hanner, Exec. VP/COO  
Jeff Jones, Exec. VP/CFO  
John Matthews, VP-Mktg. Comm. & Facilities  
Lou Kartsimas, Human Resources Dir.  
Paula A. Kuykendall, VP/Controller  
James R. Richter, VP-Merch.  
Rich Nelson, VP-Company Oper.  
Karl Goodhouse, VP-Bus. Dev.  
Debbie Paskin, Exec. VP-Chief Admin. Officer  
Doug Fritsch, VP-Franchise Oper.  
Ed Touma, VP-Petroleum

Phone: 630-366-3000 Fax: 630-366-3440

Toll-Free:

Address: 3003 Butterfield Rd., Oak Brook, IL 60523 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,250,000 (12 months)	2000 Profits: \$ (12 months)
1999 Sales: \$	1999 Profits: \$
1998 Sales: \$	1998 Profits: \$
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker: Private**  
Employees: 6,500  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Brand Name Recognition.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y	Y	

# CLAYTON WILLIAMS ENERGY INC [www.claytonwilliams.com](http://www.claytonwilliams.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 86 Profits: 77

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production

## BRANDS/DIVISIONS/AFFILIATES:

Warrior Gas Company  
Clayton Williams Pipeline, Inc.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Clayton W. Williams, CEO  
Clayton W. Williams, Pres.  
L. Paul Latham, COO  
Mel G. Riggs, CFO/Sr. VP-Finance  
Robert C. Lyon, VP-Gas Gathering & Mktg.  
Louann Bolding, Human Resources  
Mel G. Riggs, Corp. Sec.  
T. Mark Tisdale, General Counsel  
Mel G. Riggs, Treas.  
Jerry F. Groner, VP-Land & Lease Admin.  
Patrick C. Reesby, VP-Acquisitions & New Ventures

**Phone:** 915-682-6324 **Fax:** 915-688-3247

**Toll-Free:**

**Address:** 6 Desta Dr., Ste. 6500, Midland, TX 79705-5510 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$109,800 (12 months)	2000 Profits: \$27,800 (12 months)
1999 Sales: \$48,000	1999 Profits: \$10,800
1998 Sales: \$55,700	1998 Profits: \$-29,100
1997 Sales: \$75,500	1997 Profits: \$7,800
1996 Sales: \$64,900	1996 Profits: \$13,700

**Stock Ticker:** CWEI  
**Employees:** 96  
**Fiscal Year Ends:** 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$472,500	Bonus: \$35,625
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$204,750	Bonus: \$91,300

## COMPETITIVE ADVANTAGE:

Successful drilling record.

## OTHER THOUGHTS:

**Apparent Women Officers or Directors:** 1  
**Hot Spot for Advancement for Women/Minorities:**

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**CLECO CORPORATION**[www.cleco.com](http://www.cleco.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 94 Profits: 74

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities  
Power Plant Operation  
Electric Utility Service  
Marketing Services

**BRANDS/DIVISIONS/AFFILIATES:**

Cleco Power LLC  
Cleco Midstream Resources LLC  
Calpine Corporation  
Acadia Power Partners LLC  
Cleco Marketing & Trading LLC  
Cleco Energy LLC

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

David M. Eppler, CEO  
David M. Eppler, Pres.  
Catherine C. Powell, Sr. VP-Employee & Corp. Services  
R. Russell Davis, Controller  
Michael P. Prudhomme, Corp. Sec.  
Kathleen F. Nolen, Treas.  
Darrell J. Dubroc, Sr. VP-Generation Services  
Mark H. Segura, Sr. VP-Utility Oper.  
George W. Bausewine, VP-Strategic & Regulatory Affairs  
Jeffrey W. Hall, VP-Customer Services

**Phone:** 318-484-7400 **Fax:** 318-484-7465**Toll-Free:** 800-622-6537**Address:** 2030 Donahue Ferry Rd., Pineville, LA 71360-5226 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$820,000 (12 months)	2000 Profits: \$65,000 (12 months)
1999 Sales: \$764,400	1999 Profits: \$56,800
1998 Sales: \$515,200	1998 Profits: \$53,800
1997 Sales: \$456,200	1997 Profits: \$52,500
1996 Sales: \$437,100	1996 Profits: \$52,100

**Stock Ticker:** CNL  
**Employees:** 1,577  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$308,274	Bonus: \$208,488
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$198,752	Bonus: \$74,842

**COMPETITIVE ADVANTAGE:**

Full service utility company.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 2  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y		

**CMS ENERGY CORP**[www.cmsenergy.com](http://www.cmsenergy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 21 Profits: 92

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
 Power Plant Operation  
 Natural Gas Pipelines  
 Exploration and Production of Oil and Gas  
 Energy Marketing

**BRANDS/DIVISIONS/AFFILIATES:**

CMS Oil and Gas Company  
 CMS Panhandle Pipe Line Companies  
 CMS Electric and Gas  
 CMS Generation  
 CMS Viron Energy Services  
 CMS Panhandle Eastern Pipe Line Company  
 CMS Trunkline Gas Company  
 CMS Sea Robin Pipeline Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William T. McCormick Jr., CEO  
 William T. McCormick Jr., Pres.  
 Alan M. Wright, CFO  
 John F. Drake, VP-Human Resources  
 James W. Cook, Sr. VP-Tech. & Dev.  
 Thomas A. McNish, Corp. Sec.  
 Alan M. Wright, Chief Admin. Officer  
 John W. Clark, Sr. VP-Public Affairs  
 Laura L. Mountcastle, VP-Investor Rel.  
 Laura L. Mountcastle, Treas.  
 Preston D. Hopper, Chief Acc. Officer  
 William J. Haener, COO, Gas  
 David W. Joos, COO, Electric  
 David G. Mengebier, VP-Governmental & Int'l Affairs

**Phone:** 313-436-9200 **Fax:** 313-436-9225**Toll-Free:****Address:** Fairlane Plaza S., Ste.1100, 330 Town Center Dr., Dearborn, MI 48126 US**GROWTH PLANS/SPECIAL FEATURES:**

CMS Energy Corporation is a diversified energy company engaged in electric and natural gas utility operations, power production, natural gas pipelines, oil and gas exploration and production and energy marketing. The company's CMS Oil and Gas Company subsidiary is among America's 50 largest independent oil and gas companies in production and reserves. In the Summer of 2001, the subsidiary announced the successful completion and testing of a major natural gas and condensate development well in the Alba Field of Guinea. The well tested at a rate of 37.5 million cubic feet of gas per day and more than doubled the proven reserves in the field. The firm's Panhandle Pipe Line Companies operate about 10,900 miles of mainline natural gas pipeline extending from the Gulf of Mexico to the Midwest and Canada. The pipelines have a combined peak delivery capacity of 5.4 billion cubic feet per day and can store up to 88 billion cubic feet underground. The company's CMS Electric and Gas subsidiary maintains the 68,000 miles of electric lines that bring power to 1.7 million customers in Michigan's Lower Peninsula. Additionally, CMS Generation invests in, acquires, develops, constructs and operates non-utility power generation plants. Recently, the company's CMS Viron Energy Services subsidiary formed a strategic alliance with PowerLight Corporation to jointly develop and implement comprehensive on-site energy solutions for select commercial, industrial and government clients. The companies plan to undertake distributed generation and solar photo voltaic electricity generation projects and implement traditional energy saving technologies such as lighting retrofits and air conditioning upgrades. CMS Energy offers its employees tuition reimbursement and medical insurance.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$8,998,000 (12 months)	2000 Profits: \$36,000 (12 months)
1999 Sales: \$6,103,000	1999 Profits: \$241,000
1998 Sales: \$5,141,000	1998 Profits: \$272,000
1997 Sales: \$4,781,000	1997 Profits: \$229,000
1996 Sales: \$4,324,000	1996 Profits: \$210,000

**Stock Ticker:** CMS

Employees: 11,652  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$1,060,000	Bonus: \$700,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$730,000	Bonus: \$410,632

**COMPETITIVE ADVANTAGE:**

Very aggressive international expansion.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



**CNOOC LIMITED**[www.cnoocld.com](http://www.cnoocld.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 29 Profits: 14

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Exploration and Production of Oil and Natural Gas  
 Oil Refining  
 Natural Gas Processing

**BRANDS/DIVISIONS/AFFILIATES:**

China National Offshore Oil Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Wei Liucheng, CEO  
 Fu Chengyu, Pres.  
 Fu Chengyu, COO  
 Mark Qiu, CFO  
 Chen Wei, Human Resources  
 Yun Shi Cao, Corp. Sec.  
 Yun Shi Cao, General Counsel  
 Ke Ru, Exec. VP  
 Shouwei Zhou, Exec. VP  
 Hua Yang, Sr. VP  
 Mengfei Wu, Sr. VP

**Phone:** +86-10-84521056 **Fax:** +86-10-84521044

**Toll-Free:**

**Address:** No. 6 Dongzhimenwai Xiaojie, Beijing, Dongcheng District 100027 China

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,926,200 (12 months)	2000 Profits: \$1,243,800 (12 months)
1999 Sales: \$2,166,800	1999 Profits: \$497,300
1998 Sales: \$1,410,900	1998 Profits: \$253,400
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** CEO  
 Employees: 1,100  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Only Chinese energy company to partner with foreign firms.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**GROWTH PLANS/SPECIAL FEATURES:**

CNOOC Limited is an energy company that engages in the exploration, development and production of crude oil and natural gas in China. The company conducts its production activities through production sharing contracts (PSCs) with international oil and gas companies and is presently the only energy company allowed to partner with foreign companies in China. PSCs help CNOOC minimize its finding costs, exploration risks and capital requirements because foreign partners are responsible for all costs associated with exploration. The western South China Sea is the company's most important natural gas producing area, and the eastern South China Sea is currently its most important oil producing area. The proximity of the firm's natural gas reserves to the major demand areas in the coastal regions of China results in a competitive advantage over many Chinese energy providers whose reserves are located primarily in Northwest and Southwest China. The firm's proved reserves total 1.8 billion barrels of oil equivalent. CNOOC and its PSC partner, Kerr-McGee, recently drilled two successful appraisal wells in Bohai Bay, which is approximately 200 kilometers east of Beijing. Consequently, the company intends to drill additional wells in the area with Kerr-McGee and Chevron, another of its PSC partners.



# COHO ENERGY INC

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 93 Profits: 120

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production

## BRANDS/DIVISIONS/AFFILIATES:

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Michael Y. McGovern, CEO  
 Michael Y. McGovern, Pres.  
 Gary L. Pittman, CFO  
 Penny Critoph, Office Services Admin.  
 Susan J. McAden, Controller  
 Gerald E. Ruley, VP-Oper.

**Phone:** 972-774-8300 **Fax:** 972-991-8514

**Toll-Free:**

**Address:** 14785 Preston Rd., Ste. 860, Dallas, TX 75240 US

## GROWTH PLANS/SPECIAL FEATURES:

Coho Energy, Inc. is an energy company engaged in the exploration and development of crude oil and natural gas in Mississippi and Oklahoma. The company focuses on relatively low-risk development activities such as delineation drilling, multi-zone recompletions and expansion of existing secondary recovery projects. Coho Energy concentrates on the full development of mature fields, which may have been underdeveloped or may present further exploration opportunities through the utilization of new technology. Moreover, the complex geologic makeup of the firm's oil and gas properties substantially reduces dry hole risk. Coho Energy also utilizes 3-D seismic surveys to look at subsurface structures in an area and discover prospective drilling opportunities. Recently, the company reprocessed its 3-D seismic data on the Tatmus field in Oklahoma and discovered previously unseen flow channels. Consequently, the firm began an in-field development drilling program and encountered a number of undrained pay sands. Furthermore, the firm recently mapped several untested fault traps on the west side of the Laurel field in Mississippi and is considering possible exploration activities. Following its emergence from bankruptcy in the Spring of 2000, Coho Energy discontinued its participation in the exploration of two Tunisian locations.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$90,200 (12 months)	2000 Profits: \$-32,700 (12 months)
1999 Sales: \$57,300	1999 Profits: \$-30,700
1998 Sales: \$68,800	1998 Profits: \$-203,300
1997 Sales: \$63,100	1997 Profits: \$6,300
1996 Sales: \$54,300	1996 Profits: \$5,900

**Stock Ticker:** CHOH  
 Employees: 98  
 Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$300,000	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$225,000	Bonus: \$

## COMPETITIVE ADVANTAGE:

Expertise in secondary recovery.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 2  
 Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**COMPAGNIE GEN DE GEOPHYSIQUE**[www.cgg.com](http://www.cgg.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 19 Profits: 46

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas Services  
Geophysical Services  
IT Services  
Seismic Data Services

**BRANDS/DIVISIONS/AFFILIATES:**

Sercel  
CGG Land Services  
CGG Borehole  
CGG Marine  
Geocluster  
Geovecteur  
GeoScience  
Syntron

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert Brunck, CEO  
Pascal Rouiller, COO-Sercel Group  
Michael Ponthus, CFO/Sr. Exec. VP  
Didier Treussier, VP-Human Resources  
Christophe Pettenati-Auziere, Sr. Exec. VP-Strategy, Corp. Planning  
Thierry Le Roux, Sr. Exec. VP-Products  
Gerard Chambovet, Sr. Exec. VP-Services  
Jonathan Miller, Exec. VP-Americas  
Gerry Harrison, Exec. VP-Offshore

**Phone:** 33-1-64-47-30-00 **Fax:** 33-1-64-47-39-70

**Toll-Free:**

**Address:** 1, rue Leon Migaux, Massy Cedex, 91341 France

**GROWTH PLANS/SPECIAL FEATURES:**

The Compagnie Générale de Géophysique group (CGG), a holding company based in France, is a global participant in the oilfield services industry by providing a wide range of seismic data acquisition, processing, geoscience services and software to clients in the oil and gas exploration and production business. Although the majority of its revenue stems from services, the company is also a global manufacturer of geophysical equipment through its subsidiary, Sercel. In lay terms, CGG projects images of the Earth's layers 10-15 km below the surface of land, which in turn provides significant insight to oil, gas and mining organizations about prospective drilling sites. The company has a strong inclination towards 4D seismic surveys and believes this project epitomizes nearly all of its objectives. Therefore, a particular emphasis is expected to be placed on such surveys to ensure financial success and growth. CGG has 25 land crews and a fleet of six multistreamer 3-D vessels. Recently, Petrobras, a Brazilian company, awarded the firm the world's largest high-resolution 3D seismic survey in hopes that these surveys will deliver better images and analysis of the selected producing reservoir. In addition, CGG acquired Mark Products with the intent to capitalize on its technologies which included geophones, hydrophones and cables and connectors utilized for land, marine and transition zone geophysical applications. The acquisition is expected to provide further strength to CGG's seismic systems through the addition of these state-of-the-art sensor and cable technologies.

CGG provides its new employees with extensive on-site training, as well as significant opportunities for advancement for existing and qualified workers. An exercise facility and relaxed atmosphere are among benefits offered to on-board staff.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$606,600 (12 months)	2000 Profits: \$-10,400 (12 months)
1999 Sales: \$442,000	1999 Profits: \$-58,000
1998 Sales: \$543,500	1998 Profits: \$-32,300
1997 Sales: \$610,900	1997 Profits: \$20,400
1996 Sales: \$408,800	1996 Profits: \$ 300

**Stock Ticker:** GGY

Employees: 3,285

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Inclination toward 4-D seismic surveys.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y

**COMPANHIA PARAN DE ENERGIA**[www.copel.com](http://www.copel.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 81 Profits: 43

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities  
Telecommunications  
Information Technology

**BRANDS/DIVISIONS/AFFILIATES:**

Copel Geracao S.A.  
Copel Transmissao S.A.  
Copel Distribuicao S.A.  
Copel Telecomunicacoes S.A.  
Copel Participacoes S.A.  
Sercomtel S.A.  
Compagas  
SANEPAR

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Ingo H. Hubert, CEO  
Ferdinando Schauenburg, CFO  
Lindolfo Zimmer, Chief Mktg. Officer  
Cezar A. Bordin, Controller  
Sergio L. Molinari, General Counsel  
Miguel A. Queiroz Schunemann, Chief Admin. Officer  
Jose M. Araque Ruiz, Chief Planning Officer  
Ferdinando Schauenburg, Chief Investor Rel. Officer  
Mario R. Bertoni, Chief Corp. Partnerships Officer  
Deni Lineu Schwartz, Chief Governmental Rel. Officer  
Ricardo P. Alves, Investor Rel.

**Phone:** 55-41-322-3535 **Fax:** 55-41-331-4145**Toll-Free:****Address:** Rua Coronel Dulcidio, 800, Curitiba, Parana 80420-170 Brazil**GROWTH PLANS/SPECIAL FEATURES:**

Companhia Paranaense de Energia (COPEL) is a fully integrated government controlled utility company that provides services including distribution, transmission, and generation of electric energy to its clientele of Parana. Based in Brazil, COPEL has 18 power plants, 17 of which are hydroelectric and one thermoelectric, with a total capacity of 4,548 MW. The company's power system is composed of over 6 thousand kilometers of transmission lines, 340 substations and 150 thousand kilometers of distribution lines. Impressively, the length of COPEL's power lines compares to the distance of three trips around the world. Recognized as the largest corporation in Parana, this organization provides services to over 2.7 million customers, the majority being industrial customers with concession areas including Colombia, China, Malaysia, Chile, Argentina and Paraguay. In addition, the company, through a partnership with Sercomtel, has expanded by providing Internet and limited telecommunications services through its two wholly-owned subsidiaries. This agreement is the first of its kind and is expected to allow COPEL the ability to grasp a large share of the Internet and telecommunications markets. COPEL received approval from government authorities to create five subsidiaries: Copel Telecomunicacoes S.A., Copel Distribuicao S.A., Copel Geracao S.A., Copel Transmissao S.A. and Copel Participacoes S.A. This is in preparation for the recent announcement of its intention to privatize the company. Best South Brazilian Power Distribution Utility and Best Electric Energy Distributor in Brazil are among various awards that have consistently been bestowed upon the company by various utility and governmental agencies.

Employees at COPEL participate in the net earnings of the company through a profit sharing program and are also provided a pension plan. In addition, the company is known for extending employment to those with physical impairments, as well as those of adverse financial circumstances.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,085,300 (12 months)	2000 Profits: \$220,700 (12 months)
1999 Sales: \$965,300	1999 Profits: \$160,400
1998 Sales: \$1,193,900	1998 Profits: \$311,600
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** ELP  
**Employees:**  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Diversification from utilities to telecommunications.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

# COMSTOCK RESOURCES INC [www.comstockresources.com](http://www.comstockresources.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 113 Profits: 89

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Electric / Natural Gas  
Natural Gas and Oil Exploration, Development and Production

## BRANDS/DIVISIONS/AFFILIATES:

Comstock Oil & Gas, Inc.  
Comstock Oil & Gas-Louisiana, Inc.  
Comstock Offshore, LLC.  
Bois d'Arc Offshore, Ltd.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

M. Jay Allison, CEO  
M. Jay Allison, Pres.  
Roland O. Burns, Sr. VP-CFO  
Stephen E. Neukom, VP-Mktg.  
Richard G. Powers, VP-Land  
Daniel K. Presley, VP-Controller  
Roland O. Burns, Sr. VP-Corp. Sec.  
Mack D. Good, VP-Oper.  
Michael W. Taylor, VP-Corp. Dev.  
Roland O. Burns, Sr. VP-Treas.  
Richard G. Powers, VP-Land

**Phone:** 972-668-8800 **Fax:** 972-668-8812

**Toll-Free:**

**Address:** 5300 Town and Country Blvd., Ste. 500, Frisco, TX 75244 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$169,700 (12 months)	2000 Profits: \$41,400 (12 months)
1999 Sales: \$92,100	1999 Profits: \$-2,800
1998 Sales: \$93,200	1998 Profits: \$-17,200
1997 Sales: \$89,300	1997 Profits: \$22,200
1996 Sales: \$71,000	1996 Profits: \$-28,069

**Stock Ticker:** CRK  
**Employees:** 48  
**Fiscal Year Ends:** 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$270,000	Bonus: \$830,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$155,000	Bonus: \$290,000

## COMPETITIVE ADVANTAGE:

Focus on a small Texas and Louisiana area.

## OTHER THOUGHTS:

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:** Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**GROWTH PLANS/SPECIAL FEATURES:**

Comstock Resources, Inc. is a fast growing independent energy company based in Dallas, Texas. The firm is engaged in the acquisition, development, production and exploration of oil and natural gas. Its strategy is to focus on development and exploratory drilling activities, as well as to exploit properties it acquires. Comstock's exploration program is focused primarily on the offshore Gulf of Mexico 3-D seismic generated prospects. At the end of 1999, the firm had reserves of 375 billion cubic feet equivalent, which consisted of 69% natural gas and 31% crude oil. Growth in recent years has been fueled by successful exploration and development programs in the firm's largest field, the Double A Wells field in Polk County, Texas, and in the shallow Gulf of Mexico waters offshore Louisiana. In recent news, Comstock entered into a new exploration agreement with Bois d'Arc Offshore, Ltd. and its principals. The 2001 agreement establishes a joint exploration venture between Comstock and Bois d'Arc covering the state coastal waters of Louisiana and Texas, and corresponding federal offshore waters in the Gulf of Mexico. Under the joint venture, Bois d'Arc will generate exploration prospects in the Gulf of Mexico utilizing 3-D seismic data and their extensive geological expertise in this region. Comstock will advance funds for the acquisition of 3-D seismic data and leases as needed. After a prospect is identified, Comstock will be reimbursed for the costs that were advanced and will be entitled to a 40% non-promoted working interest in each prospect. Since the new agreement, Comstock has drilled nine successful wells under the exploration program with Bois d'Arc, for a success rate of 82%.

**CONECTIV INC**[www.conectiv.com](http://www.conectiv.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 41 Profits: 52

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Gas and Electricity Marketing  
Internet  
Voice Telecommunications

**GROWTH PLANS/SPECIAL FEATURES:**

Conectiv is the result of a merger of two firms: Delmarva Power and Atlantic Energy, and is focused on two fundamental energy businesses: Conectiv Energy and Conectiv Power Delivery. Conectiv Energy supplies energy to large customers, while Conective Power Delivery serves residents and typical businesses. The company emphasizes steady growth, customer care and value. All-in-all, this energy provider has invested in five innovative businesses that have enabled it to deliver on its strategy of being a single-source supplier. Each area represents different strengths to its targeted market segments and can efficiently share a system of internal support and customer care. Conectiv buys and sells energy and supplies to the mid-Atlantic markets outside its traditional franchise area. In addition, it has the ability to buy natural gas and electricity at wholesale to sell to utilities, municipalities and other retail bulk purchasers. The company can market the power generated by its plants and arrange energy purchases for its subsidiaries. Conectiv has the benefit of size, purchasing fuel in greater quantities, planning for larger areas and leveraging better prices for fuel transportation. To keep costs down, the firm is balancing entrepreneurial initiative with infrastructure commonalities, consolidating office functions, customer care, legal and other services. Recently, the firm announced a merger with Potomac Electric Power Company (PEPCO), which will make it the largest electric delivery company in the mid-Atlantic region. Also, Conectiv will be selling Conectiv Communications, which provides Internet and phone services, and Conectiv Services, a HVAC installation and maintenance subsidiary.

**BRANDS/DIVISIONS/AFFILIATES:**

Conectiv Energy  
PEPCO  
Conectiv Thermal System  
Conective Power Delivery  
Conectiv Solutions  
Delmarva Power  
Atlantic Energy

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Howard E. Cosgrove, CEO  
Thomas S. (Tom) Shaw, Pres.  
Thomas S. (Tom) Shaw, COO  
John S. van Roden, Jr., CFO/Sr. VP-Conectiv and Delmarva Power & Light  
Don Cain, VP-Human Resources  
George Potts, Dir.-Systems Operations  
James P. Lavin, Controller/Chief Acc. Officer  
Roberta S. Brown, VP-Bus. Dev.  
Phil Reese, Treas./VP  
Howard E. Cosgrove, Pres.-Conectiv and Delmarva Power & Light  
Barbara S. Graham, Chief Info. Officer/Sr. VP-Conectiv and Delmarva  
Joseph M. Rigby, Pres.-Atlantic City Electric  
William (Bill) Spence, Sr. VP-Energy

**Phone:** 302-429-3018 **Fax:** 302-429-3141**Toll-Free:** 800-266-3284**Address:** 800 King St., PO Box 231, Wilmington, DE 19899 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$5,029,100 (12 months)	2000 Profits: \$170,800 (12 months)
1999 Sales: \$3,744,900	1999 Profits: \$-118,200
1998 Sales: \$3,071,600	1998 Profits: \$153,200
1997 Sales: \$1,415,400	1997 Profits: \$101,200
1996 Sales: \$1,168,700	1996 Profits: \$107,300

**Stock Ticker:** CIV  
Employees: 3,800  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$600,000	Bonus: \$248,400
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$354,700	Bonus: \$122,500

**COMPETITIVE ADVANTAGE:**

Efficiencies created by merger.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	



**CONOCO INC**[www.conoco.com](http://www.conoco.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 10 Profits: 9

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines: Y	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Natural Gas Distribution  
 Industrial Lubricants  
 Refining  
 Gasoline Retailing  
 Pipelines

**BRANDS/DIVISIONS/AFFILIATES:**

Jet  
 Seca  
 Turbopetrol  
 Conoco Global Power  
 Du Pont  
 Gulf Canada Resources, Ltd.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Archie W. Dunham, CEO  
 Archie W. Dunham, Pres.  
 Robert W. Goldman, CFO/Sr. VP-Finance  
 Richard W. Severance, Pres.-Refining and Mktg., North America  
 Thomas C. Knudson, VP-Human Resources  
 John R. Hopkins, VP-Exploration and Production Tech.  
 Thomas W. Nicewarner, CIO/General Mgr.-Info. Management  
 W. David Welch, Controller/Principal Acc. Officer  
 E. Julia Lambeth, Corp. Sec.  
 Rick A. Harrington, Sr. VP-Legal and General Counsel  
 Gary W. Edwards, Sr. Exec. VP-Corp. Strategy and Dev.  
 J. Michael Stinson, VP-Government Affairs, Corp. Strategy & Comm.  
 Thomas R. Henkel, VP-Investor Relations  
 Sigmund L. Cornelius, Treas.  
 Robert E. McKee, Exec. VP-Exploration and Production  
 Philip L. Frederickson, VP-Bus. Dev.

**Phone:** 281-293-1000 **Fax:** 281-293-1440**Toll-Free:****Address:** 600 N. Dairy Ashford, Houston, TX 77079 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$38,737,000 (12 months)	2000 Profits: \$1,902,000 (12 months)
1999 Sales: \$27,039,000	1999 Profits: \$744,000
1998 Sales: \$16,995,000	1998 Profits: \$450,000
1997 Sales: \$26,263,000	1997 Profits: \$1,097,000
1996 Sales: \$24,695,000	1996 Profits: \$863,000

**Stock Ticker:** COCB  
 Employees: 17,600  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$1,200,000	Bonus: \$3,000,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$593,200	Bonus: \$1,019,000

**COMPETITIVE ADVANTAGE:**

Well known brand name.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 1  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



**CONSOL ENERGY INC**[www.consolenergy.com](http://www.consolenergy.com)

Industry Group Code: 212110 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Coal Mining  
Energy Services  
Gas Operation

**BRANDS/DIVISIONS/AFFILIATES:**

RWE  
Consol Inc.  
Quarto Mining Co.  
Twin Rivers Towing  
Eighty-Four Mining Co.  
Helvetia Coal Co.  
Keystone Coal Mining Corp.  
Conoco Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

J. Brett Harvery, CEO  
J. Brett Harvery, Pres.  
R. Zimmerman, CFO  
Ronald J. Florjancic, Exec. VP-Mktg.  
Karen Zemba, VP-Human Resources and Occupational Dev.  
Francis P. Burke, VP-Research and Dev.  
William J. Lyons, Controller/VP-CONSOL Inc. and CONSOL Energy  
Ronald E. Smith, Exec. VP-Eng. Srv., Environ. Affairs & Explor.  
Daniel L. Fassio, General Counsel/VP-CONSOL Inc.  
Rolf Zimmerman, Exec. VP-Admin., CONSOL Inc.  
Thomas F. Hoffman, VP-Investor and Public Rel.  
Dan R. Baker, Exec. VP-Mining Oper.  
Buddy A. Beach, VP-Environmental Affairs, CONSOL Inc.  
James D. Kingsley, VP-Purchasing, CONSOL Inc.  
Jack A. Holt, VP-Safety, CONSOL Inc.

**Phone:** 412-831-4000 **Fax:** 412-831-4103**Toll-Free:****Address:** 1800 Washington Rd., Pittsburgh, PA 15241-1421 US**GROWTH PLANS/SPECIAL FEATURES:**

Pittsburgh-based CONSOL Energy is among 55 subsidiaries that are headed by holding company CONSOL, Inc. and is one of the leading coal-mining firms in the nation. With an estimated 4.5 billion tons of proved and probable reserves, CONSOL primarily mines bituminous coal and is consequently the highest producer of such coal in the U.S. The firm owns 22 mining complexes located throughout the Midwest, Appalachian and western Canadian regions, and attains recognition as being the largest coal producer from underground mines, largest coal producer east of the Mississippi River and largest coal exporter. CONSOL Energy operates three industry segments- coal operations, gas operations, and energy services. To alleviate sales and profit drops, the firm underwent operational and administrative cutbacks leading to coal reduction by 10 million tons as well as employee downsizing. Consequently, though coal mining is its primary line of business, CONSOL has diversified its energy holdings by acquiring additional natural gas reserves. The firm believes, however, that the deregulated energy market will create a greater demand for energy sources and increase coal prices and profits. Recently, CONSOL acquired coalbed properties from Conoco that increased the company's proved developed and undeveloped gas reserves to more than 1 trillion cubic feet, thus reaffirming its position as the second largest U.S. producer of coalbed methane gas. The company, of which 74% is owned by German conglomerate RWE, plans to continue to grow through acquisitions in North America and the Pacific Rim.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,159,200 (12 months)	2000 Profits: \$107,000 (12 months)
1999 Sales: \$1,110,500	1999 Profits: \$40,000
1998 Sales: \$2,350,000	1998 Profits: \$174,600
1997 Sales: \$2,349,600	1997 Profits: \$183,800
1996 Sales: \$2,397,000	1996 Profits: \$152,700

**Stock Ticker:** CNX

Employees: 6,426

Fiscal Year Ends: 6/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$427,800	Bonus: \$200,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$235,720	Bonus: \$88,900

**COMPETITIVE ADVANTAGE:**

Increasing gas reserves in addition to coal.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y		Y		Y	Y

**CONSOLIDATED EDISON INC**[www.conedison.com](http://www.conedison.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 18 Profits: 15

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Diversified  
Telecommunications

**GROWTH PLANS/SPECIAL FEATURES:**

New York-based Consolidated Edison, Inc. (Con Edison) is one of the nation's largest investor-owned energy companies, with approximately \$10 billion in annual revenues and \$17 billion in assets. Con Edison's principal business segments are its regulated electric, gas and steam utility businesses which include Consolidated Edison Company of New York, Inc., Orange and Rockland Utilities, Inc. and Consolidated Edison Energy. The firm also has unregulated subsidiaries which include Consolidated Edison Communications, Consolidated Edison Development and Consolidated Edison Solutions. Con Edison of New York provides electric service to all of New York City (except parts of Queens) and most of Westchester County, an approximately 660 square mile service area with a population of more than 8 million. It also provides gas service in Manhattan, the Bronx and parts of Queens and Westchester, and steam service in part of Manhattan. Con Edison's most recent venture, Con Edison Communications is involved in building a new fiber optic network in the NY Metropolitan area that will provide wholesale solutions for retail voice and data providers needing to reach customers in commercial buildings. Con Edison Communications entered into a joint venture with NEON Communications, Inc., in which NEON's long-haul fiber network will link into its Metropolitan Area network. Con Edison Solutions is a retail energy and services marketing company and Con Edison Energy supplies wholesale energy and specialized energy supply services to customers in the electric and gas markets in the Northeast and Mid-Atlantic states. Con Edison Development complements both businesses by acquiring, developing, owning and operating electric generation assets in the Northeast to serve the customers of both Con Edison Solutions and Con Edison Energy. Minorities make up 19.2% of all officials and managers and 46% of all new hires at Con Edison.

**BRANDS/DIVISIONS/AFFILIATES:**

Orange and Rockland Utilities  
Consolidated Edison Communications  
Consolidated Edison Company of New York  
Consolidated Edison Development  
Consolidated Edison Solutions  
Consolidated Edison Energy  
NEON Communications, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Eugene R. McGrath, CEO-Consolidated Edison of New York  
Eugene R. McGrath, Pres.-Consolidated Edison of New York  
Kevin Burke, COO-Con. Ed. of New York  
Joan S. Freilich, CFO/Exec. VP-Consolidated Edison & Con. Ed. NY  
Richard P. Cowie, Human Resources  
Wanda M. Skalba, VP-Information Sources  
Edward J. Rasmussen, Controller/VP-Consolidated Edison/ Con. Ed. NY  
Stephen F. Wood, VP-Eng. Services  
John D. McMahon, General Counsel/VP-Con. Ed.  
William G. Longhi, VP-Oper., Orange & Rockland Utilities  
Hyman Schoenblum, VP-Corp. Planning, Con. Ed. of New York  
Frances A. Resheske, VP-Public Affairs  
Jan C. Childress, Dir.-Investor Rel.  
Robert P. Stelben, VP/Treas.-Con. Ed., Orange & Rockland Util

**Phone:** 212-460-4600 **Fax:** 212-982-7816

**Toll-Free:**

**Address:** 4 Irving Place, New York, NY 10003 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$9,431,400 (12 months)	2000 Profits: \$596,400 (12 months)
1999 Sales: \$7,491,300	1999 Profits: \$714,200
1998 Sales: \$7,093,000	1998 Profits: \$729,700
1997 Sales: \$7,196,200	1997 Profits: \$712,800
1996 Sales: \$7,133,100	1996 Profits: \$694,100

**Stock Ticker: ED**

Employees: 13,464  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$1,030,000	Bonus: \$981,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$431,333	Bonus: \$250,000

**COMPETITIVE ADVANTAGE:**

One of the largest investor-owned energy companies in the U.S.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y		Y	Y

**CONSTELLATION ENERGY GROUP**[www.constellationgroup.com](http://www.constellationgroup.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 45 Profits: 32

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Diversified  
Real Estate  
Financial Investments

**BRANDS/DIVISIONS/AFFILIATES:**

Constellation Power Source Holdings, Inc.  
Constellation Nuclear Group, LLC  
Baltimore Gas & Electric (BGE)  
Constellation Investments, Inc.  
Constellation Real Estate Group, Inc.  
Orion Power Holdings, Inc.  
Calvert Cliffs Nuclear Power Plant, Inc.  
BGE Home Products & Services, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Christian H. Poindexter, CEO  
E. Follin Smith, CFO/Sr. VP  
Janet E. McHugh, VP-Human Resources  
Richard M. Bange Jr., Controller  
David A. Brune, General Counsel/VP  
Thomas F. Brady, VP-Corp. Strategy and Dev.  
Robert S. Fleishman, VP-Corp. Affairs/General Counsel-BGE Group  
Thomas E. Ruszin Jr., Treas.  
Charles W. Shivery, CEO/Pres.-Constellation Power Source Holdings  
Frank O. Heintz, CEO/Pres.-Baltimore Gas and Electric  
William H. Munn, CEO/Pres.-BGE Home Products and Services  
Steven D. Kesler, CEO/Pres.-Constellation Real Estate Group & Invest

**Phone:** 410-234-5000 **Fax:** 410-234-5220

**Toll-Free:**

**Address:** 250 W. Pratt St., Baltimore, MD 21201 US

**GROWTH PLANS/SPECIAL FEATURES:**

Constellation Energy Group, Inc. (Constellation Energy) is a holding company whose subsidiaries primarily consist of domestic merchant energy businesses and Baltimore Gas and Electric Company (BGE), a regulated electric and gas public utility distribution company. The firm's domestic merchant energy business focuses mostly on power marketing and merchant generation in North America with interests in California, Hawaii, Indiana, Michigan, Nevada, Pennsylvania, Utah, Virginia and West Virginia, as well as holdings in Latin America. BGE has a service jurisdiction that covers Baltimore and ten counties in central Maryland with an electric service territory covering an area of approximately 2,300 square miles and a population of 2.7 million. Due to deregulation in Maryland, the firm underwent changes which resulted in the domestic merchant energy business including the operations of Constellation Power Source Holdings, the nuclear generating assets of Calvert Cliffs Nuclear Power Plant, Inc. and the nuclear consulting services of Constellation Nuclear, LLC. Up to 2000, the majority of the firm's earnings were from BGE. Now, it identifies its primary growth strategies to revolve around its nonregulated domestic merchant energy business and expects to derive almost two-thirds of its earnings from this sector. Accordingly, Constellation Energy announced initiatives to carry out such growth plans. The first initiative hinges upon an agreement with Goldman Sachs whereby it will acquire a significant equity interest in the firm's domestic merchant energy business. In addition, the organization decided to cease its Latin American operations and is seeking a buyer.

Constellation Energy provides a wide array of benefits which include a comprehensive health plan, educational assistance, merchandise discounts and employee sick benefits. In addition, performance-based compensation is awarded to eligible employees.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,878,500 (12 months)	2000 Profits: \$345,300 (12 months)
1999 Sales: \$3,786,200	1999 Profits: \$260,100
1998 Sales: \$3,386,400	1998 Profits: \$305,900
1997 Sales: \$3,307,400	1997 Profits: \$254,100
1996 Sales: \$3,153,200	1996 Profits: \$272,300

**Stock Ticker:** CEG

Employees: 7,800

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$736,618	Bonus: \$1,012,500
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$349,339	Bonus: \$550,125

**COMPETITIVE ADVANTAGE:**

Extremely diversified.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y		Y		Y	Y

**CONTOUR ENERGY COMPANY**[www.contouenergy.com](http://www.contouenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 94 Profits: 117

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Contour Energy Company (CPC), once known as Kelley Oil and Gas Corporation, is a Houston-based firm engaged in the exploration, development, acquisition and production of oil and natural gas. Its production and development activities are primarily focused in the Vacherie Salt Dome region of north Louisiana, south Louisiana and the Gulf of Mexico, with interests in a total of 256 gross producing wells. Contour's exploration activities are conducted in south Louisiana, the Gulf of Mexico and south Texas with participation in 7 development and 14 exploration wells. Natural gas constitutes about 76% of its 181.5 billion cubic feet of proved oil and natural gas reserves and as of late, has leaseholdings covering 140,397 gross (51,318 net) developed acres and 172,989 gross (69,041 net) undeveloped acres. CPC's strategy is to increase reserves, production and cash flows in a cost-efficient manner through a program of balanced exploration and development activities and through strategic acquisitions. In order to accurately identify prospective exploration sites, the firm is utilizing sophisticated technologies and advanced geophysical techniques in the form of 3D seismic surveys.

**BRANDS/DIVISIONS/AFFILIATES:**

Kelley Oil &amp; Gas Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Kenneth R. Sanders, CEO  
Kenneth R. Sanders, Pres.  
Rick G. Lester, CFO/Exec. VP  
Rosa Cossio, Human Resources  
John D. Hellings, VP-Oper.  
Keith Jordan, VP-Exploration and Land

**Phone:** 713-652-5200 **Fax:** 713-652-5235**Toll-Free:****Address:** 601 Jefferson Street, Ste. 1100, Houston, TX 77002 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$82,300 (12 months)	2000 Profits: \$-11,500 (12 months)
1999 Sales: \$85,400	1999 Profits: \$-20,800
1998 Sales: \$85,100	1998 Profits: \$-57,000
1997 Sales: \$76,100	1997 Profits: \$2,000
1996 Sales: \$62,300	1996 Profits: \$-11,900

**Stock Ticker:** CONC

Employees: 45

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$800,000	Bonus:	\$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary:	\$200,000	Bonus:	\$

**COMPETITIVE ADVANTAGE:**

Interests in Louisiana and the Gulf of Mexico.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1

Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

# COOPER CAMERON CORPORATION [www.coopercameron.com](http://www.coopercameron.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 8 Profits: 18

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
					Y Y

## TYPES OF BUSINESS:

Oil & Gas Wells Support  
Manufacturer of Gas Turbines, Gas and Air Compressors and Engines

## BRANDS/DIVISIONS/AFFILIATES:

Cameron  
Cameron Controls  
Cooper Turbocompressor  
ENOX Technologies, Inc.  
Tundra Value & Wellhead Corp.  
Cooper Energy Services  
Cooper Cameron Valves  
Orbit Valve Co.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Sheldon R. Erikson, CEO  
Sheldon R. Erikson, Pres.  
Thomas R. Hix, CFO/Sr. VP-Finance  
Edward E. Will, VP-Mktg. & Sales  
Jane Crowder, VP-Human Resources  
Mark E. Crews, VP-Tech.  
Charles M. Sledge, Corp. Controller/VP  
R. Scott Amann, VP-Investor Relations  
Williams D. Givens, VP-Taxes  
William C. Lemmer, General Counsel/VP  
R. Scott Amann, VP-Investor Rel.  
Michael C. Jennings, VP/Treas.  
A. John Chapman, Pres./VP-Cooper Cameron Valves Distr.  
J. Gilbert Nance, VP-Drilling  
Harold E. Conway, Gen. Mgr./VP-Eastern Hemisphere  
Franklin Myers, Sr. VP/Pres.-Cooper Energy Services

Phone: 713-513-3300 Fax: 713-513-3355

Toll-Free:

Address: 515 Post Oak Boulevard, Ste. 1200, Houston, TX 77027 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,386,700 (12 months)	2000 Profits: \$27,700 (12 months)
1999 Sales: \$1,475,100	1999 Profits: \$43,000
1998 Sales: \$1,893,300	1998 Profits: \$136,200
1997 Sales: \$1,806,100	1997 Profits: \$140,600
1996 Sales: \$1,388,208	1996 Profits: \$64,200

### Stock Ticker: CAM

Employees: 7,300  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$525,000	Bonus: \$627,394
Savings Plan:	Stock Purch. Plan: Y		Second Exec. Salary: \$265,000	Bonus: \$151,716

## COMPETITIVE ADVANTAGE: A leading manufacturer with an extensive product line and global distribution.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



**CUMBERLAND FARMS INC**[www.cumberlandfarms.com](http://www.cumberlandfarms.com)

Industry Group Code: 445120 Ranks within this company's industry group: Sales: 6 Profits:

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Convenience Stores, Retail

**GROWTH PLANS/SPECIAL FEATURES:**

Cumberland Farms is one of the largest privately held companies in the country. The company operates over 1,000 convenience stores in 11 states from Maine to Florida. Cumberland Farms also franchises more than 200 Gulf service stations throughout the Northeast. The convenience stores are generally located in residential areas, along major thoroughfares, in small shopping centers or on other sites selected for easy accessibility and customer convenience. As part of its convenience store operations, Cumberland Farms conducts dairy, bakery and beverage operations with two fluid milk processing facilities, a 120,000 square foot bakery center and a 70,000 square foot plastic and beverage facility. Cumberland Farms also operates a grocery warehouse and distribution center in Massachusetts, which delivers grocery, tobacco, candy and other miscellaneous products to all of the company's convenience stores, except those in Florida. The company's private label products include milk, bakery items, deli sandwiches, juices, carbonated and non-carbonated beverages, ice cream and other dairy products such as dips and cheeses. Other items offered at the stores include gasoline, cigarettes, health and beauty aids, publications, lottery tickets and prepaid phone cards. In addition, the company leases retail and restaurant space in buildings in which certain of the convenience stores are located. Cumberland Farms also sells excess equipment such as gasoline tanks and insulated vans on a first-come-first-serve basis with the assistance of an online showroom.

**BRANDS/DIVISIONS/AFFILIATES:**

Gulf

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Lily H. Bentas, CEO  
Lily H. Bentas, Pres.  
Harry J. Brenner, Exec. VP/COO  
Donald Holt, Sr. VP/CFO  
Foster G. Macrides, VP-Human Resources  
Michael A. Kelly, General Counsel

Phone: 781-828-4900 Fax: 781-828-9012

Toll-Free:

Address: 777 Dedham St., Canton, MA 02021 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for months.

2000 Sales: \$ ( months)	2000 Profits: \$ ( months)
1999 Sales: \$	1999 Profits: \$
1998 Sales: \$1,485,105	1998 Profits: \$
1997 Sales: \$1,415,371	1997 Profits: \$10,031
1996 Sales: \$	1996 Profits: \$21,848

**Stock Ticker: Private**

Employees:

Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Vertically-integrated bakery and dairy operations.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y	Y	Y	



# DAIRY MART CONVENIENCE STORES INC [www.dairymart.com](http://www.dairymart.com)

Industry Group Code: 445120 Ranks within this company's industry group: Sales: 8 Profits: 7

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Convenience Stores, Retail  
Gasoline Retailing  
Fast Food Centers  
Franchising

## BRANDS/DIVISIONS/AFFILIATES:

Dairy Mart  
Habros Convenience Stores N.V.  
DM Acquisition Group

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert B. Stein, Jr., CEO  
Robert B. Stein, Jr., Pres.  
J. Wayne Colley, Exec. VP/COO  
Gregory G. Landry, Exec. VP/CFO  
Alice R. Guiney, VP-Human Resources  
Scott A. Stein, VP-MIS  
Michael L. Poole, VP-Construction and Planning  
Susan D. Adams, Treas.  
Susan D. Adams, VP-Finance  
Dale R. Valvo, VP-Gasoline & Store Dev.  
Gregg Budoj, Treas.

**Phone:** 330-342-6600

**Fax:**

**Toll-Free:**

**Address:** 300 Executive Parkway West, Hudson, OH 44236 US

## GROWTH PLANS/SPECIAL FEATURES:

Dairy Mart Convenience Stores, Inc. operates one of the nation's largest regional convenience store chains. The company operates approximately 546 stores under the Dairy Mart name in seven states located in the Midwest and the Southeast. Approximately 283 stores sell gasoline and 128 are franchised. Dairy Mart stores offer a wide range of products and services including milk, ice cream, groceries, beverages, snack foods, candy, deli products, publications, health and beauty aids, tobacco products, lottery tickets and money orders. Approximately 42 store locations carry branded food service such as Mr. Hero, Taco Bell and Subway. The stores are typically located in densely populated, suburban areas, and are situated close to single-family homes and apartments. All of the company's stores offer extended hours for additional convenience, with over half of the stores open 24 hours a day, 7 days a week. Dairy Mart continues to grow through new store construction, major remodeling including the addition of gasoline operations to existing convenience stores and the relocation of sites to gain strength within its geographic markets. The company plans to open over 100 new stores over the next several years, all of which offer gasoline with credit card readers in the gasoline dispenser. In addition, Dairy Mart plans to accelerate the disposal of stores that are not meeting minimum performance standards during fiscal 2001. The company is committed to growing internationally through licensing, franchising and consulting in nine countries around the world including South Korea, Malaysia and Aruba.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$588,551 (12 months)	2000 Profits: \$-2,496 (12 months)
1999 Sales: \$481,598	1999 Profits: \$ 25
1998 Sales: \$505,654	1998 Profits: \$-1,468
1997 Sales: \$585,746	1997 Profits: \$-1,836
1996 Sales: \$571,311	1996 Profits: \$-6,162

### Stock Ticker: DMC

Employees: 3,900  
Fiscal Year Ends: 1/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$391,346	Bonus: \$50,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$264,615	Bonus: \$37,500

## COMPETITIVE ADVANTAGE:

One of the largest U.S. convenience store chains / Some stores have branded fast food installations.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y	Y	Y	

**DAWSON GEOPHYSICAL COMPANY**[www.dawson3d.com](http://www.dawson3d.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 59 Profits: 47

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas Wells Support-Seismic Data

**GROWTH PLANS/SPECIAL FEATURES:**

Dawson Geophysical Company acquires and processes 3-D seismic data in analyzing subsurface geologic conditions for the potential of oil and natural gas accumulation. The 3-D method employing primary waves has proved its ability to depict geologic structure and those structural and stratigraphic conditions that are conducive to oil and gas accumulations. Accordingly, client companies can evaluate the risks involved in primary wave 3-D exploration. Dawson's clients, major and intermediate-sized oil and gas companies and international oil operators, retain exclusive rights to the information obtained. The company operates land-based acquisition crews primarily in the western United States. However, with the addition of the new Remote Seismic Recorder, a system designed specifically for challenging and difficult terrain areas, Dawson has expanded its versatility and broadened its capability to acquire seismic data in any location across the country. Although adverse economic conditions and declining world prices caused a slump in demand for crews, the industry has taken a turn for better, with five out of six crews in operation.

**BRANDS/DIVISIONS/AFFILIATES:**

Pebbleton Corp.  
Remote Seismic Recorder

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

L. Decker Dawson, CEO  
L. Decker Dawson, Pres.  
Christina W. Hagan, CFO/VP  
Paula G. Waldrop, Human Resources  
Howell W. Pardue, Exec. VP  
Edward L. Huff, VP  
C. Ray Tobias, VP

**Phone:** 915-684-3000 **Fax:** 915-684-3030**Toll-Free:****Address:** 508 W. Wall, Ste. 800, Midland, TX 79701-5010 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$18,500 (12 months)	2000 Profits: \$-11,100 (12 months)
1999 Sales: \$24,200	1999 Profits: \$-6,400
1998 Sales: \$61,400	1998 Profits: \$6,600
1997 Sales: \$48,200	1997 Profits: \$4,600
1996 Sales: \$33,500	1996 Profits: \$1,900

**Stock Ticker:** DWSN  
**Employees:** 340  
**Fiscal Year Ends:** 9/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$146,035	Bonus: \$18,246
Savings Plan:	Stock Purch. Plan: Y		Second Exec. Salary: \$107,016	Bonus: \$15,205

**COMPETITIVE ADVANTAGE:**

Expansion of data crews.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 2  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y			Y

**DENBURY RESOURCES INC**[www.denbury.com](http://www.denbury.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 74 Profits: 46

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Denbury Resources Inc. is a rapidly growing oil and gas acquisition, development and exploration company with operations primarily in Louisiana and Mississippi, where it is the leading producer of oil and natural gas, and in the Gulf of Mexico. Since 1993, when it sold its remaining Canadian assets, all of its operations have been in the United States. Estimated proved reserves total 87.4 million barrels of oil equivalent, with oil comprising 81% of that figure. Denbury's average production is about 21,339 barrels of oil equivalent per day from three specific geographical areas: the land and marshes of southern Louisiana, western Mississippi and the eastern part of the salt basin also found in Mississippi. Louisiana and the Gulf of Mexico provide the primary sources from which natural gas is produced. The company seeks to achieve returns on capital through prudent acquisitions, development, exploratory drilling and efficient operations. Denbury's primary long-term growth strategy is regional focus. By focusing its efforts in the Gulf Coast region, the company has been able to accumulate substantial geological reservoir data and operating experience. The company also plans to become more disciplined in its acquisition strategy. Denbury believes that due to continuing rationalization of properties, primarily by major integrated and independent energy companies, future acquisition opportunities should be available. The firm seeks to maintain the overall risk profile of its investment opportunities while still providing significant potential. Denbury intends to continue acquiring working interest positions that give it operational control, or positions that the company believes may lead to such control. Notably, Denbury experienced 2,991.3% net income growth and 119.9% sales growth for the 2000 fiscal year.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Gareth Roberts, CEO  
 Gareth Roberts, Pres.  
 Mark A. Worthey, VP-Operations  
 Phil Rykhoek, CFO  
 Ron Grambling, VP-Mktg.  
 Kandy Miller, Asst. to CFO/Human Resources  
 Mark C. Allen, Controller & Chief Acc. Officer  
 Ronald T. Evans, VP-Reservoir Eng.  
 Lynda Perrard, VP-Land

Phone: 972-673-2000 Fax: 972-673-2150

Toll-Free:

Address: 17304 Preston Rd., Ste. 200, Dallas, TX 75252 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$181,700 (12 months)	2000 Profits: \$142,200 (12 months)
1999 Sales: \$83,000	1999 Profits: \$4,600
1998 Sales: \$83,500	1998 Profits: \$-287,100
1997 Sales: \$86,500	1997 Profits: \$14,900
1996 Sales: \$53,600	1996 Profits: \$10,000

**Stock Ticker:** DNR

Employees: 242

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$282,000	Bonus: \$118,223
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$183,750	Bonus: \$77,054

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**DEVON ENERGY CORPORATION**[www.devonenergy.com](http://www.devonenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 30 Profits: 20

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

Northstar Energy  
PennzEnergy Co.  
Pennzoil International Co.  
Pepco Partners, L.P.  
Pennzoil Energy Marketing Co.  
Caspian International Petroleum Co.  
Anderson Exploration  
Mitchell Energy and Development Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

J. Larry Nichols, CEO  
J. Larry Nichols, Pres.  
William T. Vaughn, Sr. VP-Finance  
Darryl G. Smette, Sr. VP-Mktg.  
Paul R. Poley, VP-Human Resources  
Richard E. Manner, VP-Information Services  
R. Alan Marcum, Controller  
Janice A. Dobbs, Corp. Sec.  
Duke R. Ligon, General Counsel  
Marian J. Moon, Sr. VP-Admin.  
Brian J. Jennings, Sr. VP-Corp. Dev.  
Vincent W. White, VP-Comm.  
Gary L. McGee, VP-Government Rel.  
Dale T. Wilson, Treas.  
J. Michael Lacey, Sr. VP-Exploration and Production  
Danny J. Heatley, VP-Acc.  
John Richels, CEO-Northstar Energy

**Phone:** 405-235-3611 **Fax:** 405-552-4667**Toll-Free:****Address:** 20 North Broadway, Ste. 1500, Oklahoma City, OK 73102-8260 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,784,100 (12 months)	2000 Profits: \$730,300 (12 months)
1999 Sales: \$1,277,500	1999 Profits: \$-149,900
1998 Sales: \$706,200	1998 Profits: \$-235,900
1997 Sales: \$499,700	1997 Profits: \$300,000
1996 Sales: \$291,300	1996 Profits: \$67,600

**Stock Ticker:** DVN

Employees: 1,750

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$600,000	Bonus: \$1,000,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$325,000	Bonus: \$300,000

**COMPETITIVE ADVANTAGE:**

Continual growth.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y			Y

**GROWTH PLANS/SPECIAL FEATURES:**

Devon Energy Corporation is an oil and gas exploration and production company with its headquarters in Oklahoma City, Oklahoma. The company produces and sells oil and gas from wells located primarily in New Mexico, Oklahoma, Texas, Wyoming and Alberta, Canada. In addition, the company is engaged in the development and in the acquisition of producing properties. Devon currently owns interests in approximately 1,700 oil and gas properties concentrated in five operating areas: the Permian Basin in southeastern New Mexico and western Texas, the San Juan Basin in northwestern New Mexico, the Rocky Mountain region in Wyoming, the Mid-continent region in Oklahoma and the Texas Panhandle, and the Western Canada Sedimentary Basin in Alberta, Canada. The firm has affiliations with an extensive list of subsidiaries which include PennzEnergy, Pennzoil International and Northstar Energy. Devon's future growth plans include purchasing oil and gas properties, exploring for undiscovered oil and gas reserves and optimizing production from its oil and gas properties. The company will continue to build more production by acquiring oil and gas properties and further expanding its exploration activities in the near future. In recent years, Devon has doubled its exploration staff, added new 3-D seismic workstations and acquired additional data. Recently, Devon announced its intention to buy out the Canadian company Anderson Exploration. This acquisition is in addition to the take-over of Mitchell Energy and Development Corporation and is expected to establish Devon as the largest independent oil and gas exploration and production company in the country.

Devon Energy offers its employees a comprehensive set of benefits and competitive performance-based compensation.

**DEVX ENERGY INC**[www.devxenergy.com](http://www.devxenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 111 Profits: 80

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

DevX Energy, Inc., formerly known as Queen Sand Resources, Inc., is an independent energy company engaged in the exploration, development, exploitation and acquisition of on-shore oil and natural gas properties in conventional producing areas of North America. With six producing areas or basins and interests in 669 wells, DevX has grown almost exclusively through acquisitions of properties and development drilling. Over 50% of the company's proved reserves are concentrated in south and east Texas and additional interests are located in Kentucky, Oklahoma and Louisiana. About 94% of the estimated 130 billion cubic feet of proved reserves are natural gas. In addition, the organization maintains a reserve life index of 12.4 years. DevX Energy focuses on primarily long-lived natural gas properties exhibiting low operating costs. The firm's goal is to expand reserves, production levels and cash flow by targeting strategic mergers, selective acquisitions and exploitation of existing properties. DevX recently announced that it would be closing its Ottawa-based head office in response to revamping efforts which will consolidate administrative and management functions into its Dallas offices.

**BRANDS/DIVISIONS/AFFILIATES:**

Northland Operating Company  
Queen Sand Resources

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Joseph T. Williams, CEO  
Joseph T. Williams, Pres.  
William W. (Bill) Lesikar, Sr. VP Finance/CFO  
Ronald (Ron) Idom, Sr. VP-Oper.  
William A. Williamson, VP-Land  
V. Ed Butler, Mgr.-Assets  
Kent E. Johnson, Mgr.-Exploration

**Phone:** 972-233-9906**Fax:** 972-233-9575**Toll-Free:****Address:** 13760 Noel Rd., Ste. 1030, Dallas, TX 75240-7336 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$36,081 (12 months)	2000 Profits: \$24,210 (12 months)
1999 Sales: \$25,925	1999 Profits: \$-11,789
1998 Sales: \$21,955	1998 Profits: \$-74,640
1997 Sales: \$4,681	1997 Profits: \$-1,309
1996 Sales: \$2,151	1996 Profits: \$-1,188

**Stock Ticker:** DVXE

Employees: 21

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$160,000	Bonus: \$40,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$160,000	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Growth through acquisition and development drilling.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		



**DIAMOND OFFSHORE DRILLING INC**[www.diamondoffshore.com](http://www.diamondoffshore.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 16 Profits: 11

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas Wells Support  
Contract Drilling

**BRANDS/DIVISIONS/AFFILIATES:**

Ocean Victoria  
Ocean Alliance  
Ocean Clipper  
Polyconfidence Ocean Crusaders  
Ocean Star  
Mr. Charlie  
Arethusa Offshore Ltd.  
Neptune Drilling Ltd.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James S. Tisch, CEO  
Lawrence R. Dickerson, Pres.  
Lawrence R. Dickerson, COO  
Gary T. Krenak, CFO/VP  
John L. Gabriel Jr., VP-Mktg. & Contracts  
R. Lynn Charles, VP-Human Resources  
John M. Vecchio, VP-Tech. Services  
Beth G. Gordon, Controller  
William C. Long, General Counsel/VP  
Mark F. Baudoin, VP-Admin. and Oper. Support  
Lester L. Thomas, Treas.  
David W. Williams, Exec. VP  
Stephen G. Elwood, VP-Tax  
Glen E. Merrifield, VP-Oper.  
Robert G. Blair, VP-Contracts & Mktg., No. & So. America

Phone: 281-492-5300 Fax: 281-492-5316

Toll-Free:

Address: 15415 Katy Freeway, Houston, TX 77094 US

**GROWTH PLANS/SPECIAL FEATURES:**

Diamond Offshore Drilling, Inc. is engaged principally in the contract drilling of offshore oil and gas wells. Diamond competes in the world's oil and gas regions, offering a full range of drilling services to the energy industry. The company is a leader in deepwater drilling with a fleet of 46 offshore rigs. The fleet consists of 30 semisubmersibles, 15 jack-ups and one drillship and operates in the waters of six of the world's seven continents. Diamond won a major safety award from the U.S. Department of the Interior Minerals Management Services (MMS), won district awards for past years and is the only drilling contractor to win the national Safety Award of Excellence twice. The company has upgraded seven rigs for deepwater work, expanded its fleet by 12 rigs through acquisition, and is converting the Polyconfidence, a dynamically-positioned former accommodation rig, for world service in water as deep as 7,500 feet. The company has installed a substructure and drill floor, tubular racks, a cellar deck and moonpool, a new power-generation system and a state-of-the-art drilling package in the vessel. The company also installed new buoyancy and stability systems to compensate for the increased loading and carrying-capacity requirements for deep water.

Employees enjoy benefits such as educational assistance and on-the-job training programs. Furthermore, all offshore rig personnel receive a monthly travel allowance in addition to their regular salary.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$659,400 (12 months)	2000 Profits: \$72,300 (12 months)
1999 Sales: \$821,000	1999 Profits: \$156,100
1998 Sales: \$1,208,800	1998 Profits: \$383,700
1997 Sales: \$956,100	1997 Profits: \$278,600
1996 Sales: \$611,400	1996 Profits: \$146,400

**Stock Ticker: DO**  
Employees: 4,000  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$440,000	Bonus: \$160,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$368,750	Bonus: \$125,000

**COMPETITIVE ADVANTAGE:**

Ability to provide extremely deep water drilling.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		Y



**DOMINION RESOURCES INC**[www.dom.com](http://www.dom.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 19 Profits: 18

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Y Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
 Nonutility Electric Power Generation  
 Oil and Gas Exploration  
 Geothermal  
 Hydroelectric

**BRANDS/DIVISIONS/AFFILIATES:**

Dominion Capital, Inc.  
 Dominion Energy, Inc.  
 East Midlands Electric plc  
 Virginia Electric and Power Company (VA Power)  
 Consolidated Natural Gas (CNG)  
 Dominion Fiber Ventures LLC

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Thomas E. Capps, CEO  
 Thomas E. Capps, Pres.  
 Edgar M. Roach, Jr., Exec. VP/CFO  
 Barbara S. Fasig, VP-Human Resources  
 Margaret E. McDermid, CIO/Sr. VP-IT  
 Steven A. Rogers, Controller/VP/Principle Acc. Officer  
 Patricia A. Wilkerson, Corp. Sec.  
 James F. Stutts, VP/General Counsel  
 William C. Hall, Jr., VP-External Affairs and Corp. Comm.  
 Fred G. Wood, III, Asst. VP-Investor Rel.  
 G. Scott Hetzer, Treas.  
 Thomas F. Farrell, Sr. VP-Corp. Affairs

**Phone:** 804-819-2000 **Fax:** 804-819-2233**Toll-Free:** 800-552-4034**Address:** 120 Tredegar St., Richmond, VA 23219 US**GROWTH PLANS/SPECIAL FEATURES:**

Dominion Resources, Inc. operates through its subsidiaries, including Dominion Capital, Inc., Dominion Energy, Inc., East Midlands Electricity plc and Virginia Electric and Power Company. Dominion Capital is a diversified investment and financial services company, while Dominion Energy is active in the nonutility electric power generation business outside the territory served by Virginia Power and the development, exploration and operation of oil and natural gas reserves. Dominion Energy is involved in power projects in six states and additionally throughout Argentina, Bolivia, Belize and Peru. Domestic power projects, in which Dominion Resources has an interest, include three gas-fueled projects in Texas; two geothermal projects, two gas-fueled projects and one solar project in California; four small hydroelectric projects in New York; a waste coal-fueled project in West Virginia; and a waste wood and coal-fueled project in Maine. Dominion Resources recently purchased East Midlands Electric plc, the principal operating subsidiary of its UK holding company. East Midlands' principal businesses are the distribution of electricity and the supply of electricity to approximately 2.3 million customers in the East Midlands region of the United Kingdom. East Midlands' franchise area has a resident population of over 5 million and covers approximately 6,200 square miles. Dominion Resources plans to continue to make investments in technology around the world to make it easier and more convenient for customers to do business with it.

Dominion Resources offers its employees a comprehensive benefits package, free annual health screenings, a company-funded pension plan, paid holidays, buy and sell vacation days, flexible work schedules and telecommuting opportunities. Additionally, the company offers tuition and books reimbursement, a family resource referral program for child and elder care, as well as interest-free PC loans.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$9,260,000 (12 months)	2000 Profits: \$535,600 (12 months)
1999 Sales: \$5,520,000	1999 Profits: \$551,000
1998 Sales: \$6,086,200	1998 Profits: \$536,000
1997 Sales: \$436,000	1997 Profits: \$399,200
1996 Sales: \$296,000	1996 Profits: \$472,100

**Stock Ticker: D**

Employees: 15,600  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$925,000	Bonus: \$1,495,528
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$484,134	Bonus: \$577,985

**COMPETITIVE ADVANTAGE:**

Aggressive management/Growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
 Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**DORCHESTER HUGOTON LTD**

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 119 Profits: 86

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Dorchester Hugoton, Ltd. is a Dallas-based producer of natural gas with principal interests in Oklahoma and Kansas. The company has 127 natural gas wells in the Guymon-Hugoton field in Oklahoma and 20 wells in Hugoton field in Kansas with proved reserves of about 54 billion cubic feet. Hugoton field is recognized as being one of the most productive wells in the nation and is solely owned and operated by Dorchester Hugoton. In addition, the firm also has exclusive working interests in 109 of the 117 wells in Oklahoma. Customers include Duke Energy and Williams Companies and their respective subsidiaries. Dorchester Hugoton plans to expand through mergers and other strategic transactions that may be conducive to a financially successful and stable outcome. One such merger is depicted in the recent announcement of the company forming a limited partnership with Republic Royalty Co. and Spinnaker Royalty Co., two private gas and mineral partnerships that are based in Dallas and hold interests in 26 states.

**BRANDS/DIVISIONS/AFFILIATES:**

Republic Royalty Co.  
Spinnaker Royalty Co.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Preston A. Peak, Pres./General Partner  
Kathleen A. Rawlings, Controller/Principal Acc. Officer  
Kathleen A. Rawlings, Mgr.-Admin. Services  
James E. Raley, Pres./General Partner

Phone: 972-864-8610 Fax: 972-864-9095

Toll-Free:

Address: 1919 Shiloh Rd., Ste. 600-LB48, Garland, TX 75042-8234 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$25,200 (12 months)	2000 Profits: \$18,000 (12 months)
1999 Sales: \$15,300	1999 Profits: \$9,000
1998 Sales: \$15,400	1998 Profits: \$9,000
1997 Sales: \$19,200	1997 Profits: \$12,700
1996 Sales: \$17,100	1996 Profits: \$7,800

Stock Ticker: DHULZ

Employees: 14

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$459,283	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$137,905	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Aggressive acquisition plans.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y			

**DPL INC**[www.dplinc.com](http://www.dplinc.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 73 Profits: 39

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Y Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities - Electric and/or Natural Gas  
Transportation  
Real Estate  
Equipment Leasing

**BRANDS/DIVISIONS/AFFILIATES:**

Dayton Power & Light Company (DP&L)  
MacGregor Park, Inc.  
Miami Valley Equipment, Inc.  
Dayton Energy  
Kohlberg Kravis Roberts & Co.  
Miami Valley Leasing  
Miami Valley Development  
Miami Valley Insurance

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Allen M. Hill, CEO  
Allen M. Hill, Pres.  
Elizabeth McCarthy, VP/Chief Acc. Officer-DPL Inc, DP&L  
William Mercer, Dir.-Human Resources Admin. and Labor Rel.  
Patricia K. Swanke, VP-Oper., DP&L  
Arthur Meyer, VP-Legal and Corp. Affairs, DP&L  
Arthur Meyer, Dir.-Corp. Rel.  
Arthur Meyer, Treas.  
Susan Flanagan, VP-Mergers and Acquisitions  
Judy Wyatt, Group VP-DPL Inc, DP&L

**Phone:** 937-224-6000 **Fax:** 937-259-7147**Toll-Free:** 800-929-8646**Address:** Courthouse Plaza Southwest, Dayton, OH 45402 US**GROWTH PLANS/SPECIAL FEATURES:**

DPL, Inc. is an Ohio-based holding company that engages in the acquisition and holding of securities for investment purposes. Its principal subsidiaries include DPL Energy and Dayton Power and Light Co. (DP and L), as well as an extensive list of smaller firms which include Miami Valley Leasing, Miami Valley Development and Miami Valley Insurance Co. DPL Energy, operating both coal fired and natural gas fired peaking units, participates in the generation and marketing of wholesale energy throughout the eastern half of the U.S. DP and L is an electric transmission and distribution organization serving residential, business and governmental customers in the western portion of Ohio. Electricity for DP and L's 24 service areas is generated at eight power plants in 16 counties. The company's growth plans include a corporate-wide focus on providing industry-leading levels of operating performance. It will also focus on improving competitive positions and maximizing opportunities for growth, as well as maintaining and improving industry-leading cost control programs.

The company recently signed a new six-year labor agreement which stipulates an increase in pension benefits, a 3.25% wage rate increase per year and more flexible healthcare coverage.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,436,900 (12 months)	2000 Profits: \$243,500 (12 months)
1999 Sales: \$1,338,900	1999 Profits: \$204,200
1998 Sales: \$1,352,200	1998 Profits: \$189,100
1997 Sales: \$1,333,600	1997 Profits: \$181,400
1996 Sales: \$1,330,300	1996 Profits: \$172,900

**Stock Ticker:** DPL  
Employees: 1,820  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$600,000	Bonus: \$300,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$550,000	Bonus: \$300,000

**COMPETITIVE ADVANTAGE:**

Focus on new services and cost control.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 4  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			

**DQE INC**[www.dqe.com](http://www.dqe.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 77 Profits: 57

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Telecommunications  
Water Utility  
E-Commerce Investment

**BRANDS/DIVISIONS/AFFILIATES:**

Duquesne Light Company  
DQE Communications  
DQE Energy Services, Inc.  
Orion Power MidWest  
Montauk, Inc.  
AquaSource Inc.  
Allegheny Energy, Inc.  
ProAm

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

David D. Marshall, CEO  
David D. Marshall, Pres.  
Morgan K. O'Brien, COO  
Jack E. Saxer Jr., VP-Strategic Compensation and Financial Services  
Pat Thompson, Mgr.-Human Resources  
Thomas W. Hubbell, VP-IT  
James A. Wilson, VP/Controller  
Morgan K. O'Brien, VP/Controller  
Victor A. Roque, Corp. Sec./VP  
Victor A. Roque, General Counsel  
William J. DeLeo, Chief Admin. Officer/VP  
Frosina C. Cordisco, VP/Treas.  
Frank A. Hoffman, Pres.-AquaSource  
Alexis Tsaggaris, Pres.-DQE Energy Services  
Thomas A. Hurkmans, Pres.-DQE Enterprises  
John W. Welch, Pres.-DQE Systems

**Phone:** 412-393-6000 **Fax:** 412-393-6449**Toll-Free:****Address:** 500 Cherrington Pkwy., Ste. 100, Coraopolis, PA 15108-3184 US**GROWTH PLANS/SPECIAL FEATURES:**

DQE, Inc. is a multi-utility delivery and services holding company based in Allegheny County, Pennsylvania with operations in many states. Operating subsidiaries include Duquesne Light Company; AquaSource, Inc.; DQE Energy Services, Inc.; DQE Enterprises, Inc.; DQE Financial Corp.; DQE Communications; and ProAm, Inc. Financial, non-operating subsidiaries are Cherrington Insurance, Ltd. and DQE Capital Corporation. The company's largest subsidiary, Duquesne, is an electric utility company engaged in the generation, transmission, distribution and sale of electrical energy. In 2000, Duquesne Light sold its generation assets to Orion Power Midwest, L.P. AquaSource, Inc., DQE's water utility company and second largest utility company, is a water resource management company that acquires, develops and manages water and wastewater systems. The company also holds a partnership with MCI which allows DQE Communications, DQE's fiber-optic network, to offer communications services. DQE's consistent strategy has been to prepare itself for the increasingly competitive electric power market through the integration of services and the introduction of new products and services. In addition, the firm has announced participation in a comprehensive, market-based strategic and financial review of the entire company and its component businesses. DQE admits that with a primary focus on maximizing shareholder value, this review could result in the relinquishing of some or all of the subsidiaries, including the sale of the entire company.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,327,600 (12 months)	2000 Profits: \$153,600 (12 months)
1999 Sales: \$1,341,200	1999 Profits: \$201,400
1998 Sales: \$1,254,600	1998 Profits: \$114,100
1997 Sales: \$1,230,200	1997 Profits: \$199,100
1996 Sales: \$1,236,800	1996 Profits: \$179,100

**Stock Ticker:** DQE

Employees: 2,834

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$500,000	Bonus: \$312,500
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$262,500	Bonus: \$107,813

**COMPETITIVE ADVANTAGE:**

Diversified utility / Currently restructuring.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2

Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y		Y	

**DRIL-QUIP INC**[www.dril-quip.com](http://www.dril-quip.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 42 Profits: 27

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas Wells Support  
Oil and Gas Drilling and Production Equipment  
SubSea Equipment  
Riser Systems  
Gate Valves  
Surface Equipment  
Specialty Connectors

**BRANDS/DIVISIONS/AFFILIATES:**

SPAR Production  
DX Wellhead Connectors  
SS-15  
SU-902  
Quik-Thread Connectors

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Larry E. Reimert, Co-CEO  
Jerry M. Brooks, CFO  
Mike Mills, Personnel Mgr.  
Gary D. Smith, Co-CEO  
J. Mike Walker, Co-CEO

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Toll-Free:

Address: 13550 Hempstead Hwy., Houston, TX 77040 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$164,000 (12 months)	2000 Profits: \$11,000 (12 months)
1999 Sales: \$156,400	1999 Profits: \$11,800
1998 Sales: \$177,600	1998 Profits: \$17,400
1997 Sales: \$146,800	1997 Profits: \$12,900
1996 Sales: \$115,900	1996 Profits: \$9,100

**Stock Ticker: DRQ**  
Employees: 1,262  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$397,885	Bonus: \$340,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$143,346	Bonus: \$20,000

**COMPETITIVE ADVANTAGE:**

Vertical integration/ Global presence.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y	Y	Y



**DTE ENERGY COMPANY**[www.dteenergy.com](http://www.dteenergy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 37 Profits: 23

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Coal and Natural Gas Sales  
Wholesale Energy Trading  
Energy Management

**BRANDS/DIVISIONS/AFFILIATES:**

Detroit Edison  
DTE Rail Services, Inc.  
DTE Coal Services, Inc.  
Plug Power, L.L.C.  
DTE Energy Trading, Inc.  
MCN Energy Group  
MichCon  
Alliance Energy Companies Ltd.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Anthony F. Earley, Jr., CEO  
Gerard M. Anderson, Pres.  
Gerard M. Anderson, COO  
David E. Meador, Sr. VP-CFO  
Michael E. Champley, Sr. VP-Energy Mktg. and Trading  
S. Martin Taylor, Sr. VP-Human Resources  
Lynne Ellyn, Sr. VP-CIO  
Daniel G. Brudzynski, Controller  
Susan M. Beale, VP-Corp. Sec.  
Eric H. Peterson, Sr. VP-General Counsel  
Lee Dow, Sr. VP-Strategic Planning and Dev.  
Michael C. Porter, VP-Corp. Comm.  
S. Martin Taylor, VP-Corp. and Public Affairs  
Larry G. Garberding, Exec. VP  
Harold Gardner, Sr. VP-Corp. Services  
Douglas R. Gipson, Exec. VP-Power Generation/Chief Nuclear Officer

**Phone:** 313-235-4000 **Fax:** 248-223-2150**Toll-Free:****Address:** 2000 2nd Ave., Detroit, MI 48226-1279 US**GROWTH PLANS/SPECIAL FEATURES:**

DTE Energy Company is an energy and energy technology provider that develops merchant power and industrial energy projects. The Detroit-based firm primarily operates through its main subsidiary, Detroit Edison, which generates, transmits and distributes electricity to 2 million customers in southern Michigan. Its generating capacity of over 11,000 MW is mainly fossil-fueled, and the company is known for its commitment to the environment. In addition, DTE Energy operates Fermi 2, a nuclear power plant, and is currently moving into non-utility businesses such as wholesale power marketing and transporting coal for Detroit Edison and other industrial customers. Large commercial and industrial customers such as energy managers and cooling system installers are target clients for DTE Energy. DTE performs utility pole recycling and landfill gas recovery. Additionally, the company's Plug Power partnership with General Electric is currently marketing fuel cell technology. Recently, DTE Energy merged with MCN Energy Group. The new company has an energy portfolio comprising more than 11,000 megawatts of electric generating capacity, 600 billion cubic feet per year of natural gas deliveries and 130 billion cubic feet of natural gas storage capacity. DTE Energy's electric utility, Detroit Edison, and the former MCN natural gas utility, MichCon, will retain their corporate identities and be operated as subsidiaries of DTE Energy. In other news, DTE Energy Technologies and Samsung Techwin of Seoul, Korea, announced the signing of a memorandum of understanding that provides for the formation of EnergyNow Korea. The companies intend to establish this Korean-headquartered joint venture in early 2002 and may invite other strategic partners to join the venture. Recently, DTE Energy Technologies, a non-regulated subsidiary of DTE Energy, acquired Alliance Energy Companies Ltd., of Minneapolis, a distributor of standby and distributed generation products and services with a network of sales offices in the U.S. and Canada. Of the 50 top-paid persons in the company, seven are minorities, as are 12.7% of all officials and managers and 49% of all new hires.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$5,597,000 (12 months)	2000 Profits: \$468,000 (12 months)
1999 Sales: \$4,728,000	1999 Profits: \$483,000
1998 Sales: \$4,221,000	1998 Profits: \$449,000
1997 Sales: \$3,764,000	1997 Profits: \$429,000
1996 Sales: \$3,645,400	1996 Profits: \$325,000

**Stock Ticker:** DTE

Employees: 9,144

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$793,269	Bonus: \$1,105,971
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$436,948	Bonus: \$389,610

**COMPETITIVE ADVANTAGE:** Diversified businesses / Aggressive acquisition policy.**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 5  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	



**DUKE ENERGY CORP**[www.duke-energy.com](http://www.duke-energy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 2 Profits: 3

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Y Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Real Estate  
Natural Gas Transmission  
Energy Services  
Telecommunications

**BRANDS/DIVISIONS/AFFILIATES:**

Duke Power Company  
DukeNet Communications  
Crescent Resources  
Duke Engineering & Services  
Duke Energy Trading and Marketing  
PanEnergy  
Carolina Light & Power

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Richard B. Priory, CEO  
Richard B. Priory, Pres.  
Robert P. Brace, Exec. VP/CFO  
Christopher C. Rolfe, VP-Human Resources  
Cecil O. Smith, Jr., Sr. VP-Info. Mgmt.  
Richard W. Blackburn, Sec.  
Richard W. Blackburn, General Counsel  
Ruth G. Shaw, Exec. VP/Chief Admin. Officer  
David L. Hauser, Treas.  
Richard J. Osborne, Exec. VP/Chief Risk Officer  
H. J. Padewer, Group Pres.-Energy Services  
W. A. Coley, Group Pres.-Duke Power  
F.J. Fowler, Group Pres.-Energy Transmission

**Phone:** 704-594-6200 **Fax:** 704-382-3814**Toll-Free:** 800-873-3853**Address:** 526 S. Church St., Charlotte, NC 28202-1904 US**GROWTH PLANS/SPECIAL FEATURES:**

Duke Energy Corp. is an integrated energy and energy services provider. The company is the second largest gas marketer and third largest power marketer in the U.S. and is also ranked among the country's top 10 electricity generators. It provides energy services through four business segments: Electric Operations, Natural Gas Transmission, Energy Services and Other Operations. The Electric Operations segment is involved in the generation, transmission, distribution and sale of electric energy in the Carolinas. The Natural Gas Transmission segment is involved in interstate transportation and storage of natural gas for customers primarily in the Mid-Atlantic, New England and Midwest states. The company's Energy Services segment is involved in the development of energy related facilities that gather, process and market energy-related products. Other operations include real estate operations and communications services. Duke Energy operates an 18,000-megawatt generation system comprised of nuclear, coal-fired, gas-fired and hydroelectric plants. Recently, Duke Energy has committed more than 1 billion dollars to new projects to expand their service and production capabilities. Duke Ventures is made up of several related enterprises, such as Crescent Resources, DukeNet Communications and Duke Capital Partners. Crescent develops real estate projects and manages land holdings, chiefly in the Southeastern U.S. DukeNet provides fiber optic networks for industrial, business and home customers. DCP provides financing, investment banking and asset management services to an energy market clientele.

Duke offers its employees a choice of medical plans, spending accounts, retirement plans and various types of life and health care insurance.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$49,318,000 (12 months)	2000 Profits: \$1,776,000 (12 months)
1999 Sales: \$21,742,000	1999 Profits: \$1,507,000
1998 Sales: \$17,610,000	1998 Profits: \$1,252,000
1997 Sales: \$16,308,900	1997 Profits: \$901,600
1996 Sales: \$12,302,400	1996 Profits: \$1,030,100

**Stock Ticker:** DUK  
Employees: 23,000  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$954,164	Bonus: \$1,908,328
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$500,004	Bonus: \$750,006

**COMPETITIVE ADVANTAGE:**

Diversified services/Expansion through mergers.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 9  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y	Y	Y	

**DYNEGY INC**[www.dynegy.com](http://www.dynegy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 4 Profits: 21

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Energy/Communications Provider  
Power Generation  
Commodity Trading  
Pipelines  
Global Communications  
Transmission and Distribution

**BRANDS/DIVISIONS/AFFILIATES:**

Dynegy Marketing and Trade  
Dynegy Midstream Services  
Dynegy Global Communications  
Dynegy Europe  
BG Group plc.  
BG Storage Limited  
Telseon, Inc.  
Chevron

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Chuck Watson, CEO  
Stephen W. Bergstrom, Pres.  
Stephen W. Bergstrom, COO  
Robert D. Doty, Jr., Sr. VP/CFO  
Louis J. Dorey, Pres.-Energy Mktg. & Origination  
Andrea Lang, VP-Human Resources  
R. Blake Young, Sr. VP-CIO  
Michael R. Mott, Sr. VP-Controller  
Kenneth E. Randolph, Sec.  
Kenneth E. Randolph, General Counsel  
Milton L. Scott, Sr. VP-Chief Admin. Officer  
Hugh A. Tarpley, Sr. VP-Strategic Investments  
Deborah Fiorito, Exec. VP/Chief Comm. Officer  
Margaret Nollen, VP-Investor Rel.  
Maria Anzilotti, Sr. VP-Corp. Tech.  
Marian Davenport, Sr. VP-Dynegy Global Comm.  
J. Jolly Hayden, VP-Power Delivery

**Phone:** 713-507-6400**Fax:****Toll-Free:** 877-439-6349**Address:** 1000 Louisiana, Ste. 5800, Houston, TX 77002-5050  
US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$29,445,000 (12 months)	2000 Profits: \$501,000 (12 months)
1999 Sales: \$15,430,000	1999 Profits: \$151,800
1998 Sales: \$14,258,000	1998 Profits: \$108,400
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** DYN

Employees: 5,778

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing: Y	Top Exec. Salary: \$1,527,500	Bonus: \$4,632,814
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$865,580	Bonus: \$2,628,962

**COMPETITIVE ADVANTAGE:**

Extremely diversified.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 6  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**GROWTH PLANS/SPECIAL FEATURES:**

Dynegy is an energy and communications solutions provider for North America, the U.K. and continental Europe. The company's commercial interests include broadband and power generation to wholesale, direct and industrial markets and the trading of power, natural gas, coal, emission allowances and weather derivatives. The firm is also involved in the transportation, gathering and processing of natural gas liquids, and the transmission and distribution of gas products and electricity. In addition, Dynegy runs a retail unit that serves the needs of local electric and gas consumers. Its strategy is built around ownership and control of physical assets that open the door to marketing, trading and arbitrage opportunities. The company is divided into four business segments: marketing and trade, midstream services, transmission and distribution and global communications. It has operations outside the U.S. in both Canada and Europe and is penetrating the market as rapidly as deregulation will allow, following a trend towards open competition that is only expected to increase with the passage of time. In recent news, Dynegy Global Communications, a subsidiary of the firm, entered into a network services agreement with Telseon, Inc. The companies are developing an 18 city all-optical network capable of producing scalable, high-bandwidth solutions between multiple points-of-presence in U.S. metro markets. Dynegy recently agreed to acquire BG Storage Limited, a subsidiary of BG Group plc. Related assets of the firm include 30 wells, salt caverns, gas storage facilities and an onshore natural gas processing terminal. In other news, Dynegy announced plans to build a second natural gas processing facility in Chico, Texas. The new Chico gas processing facility will provide an additional 150 million cubic feet per day of processing capacity.

The firm provides employees with a personal paid time bank each year for personal time off. Profit sharing and tuition reimbursement are also available.

**ECHELON CORPORATION**[www.echelon.com](http://www.echelon.com)

Industry Group Code: 334110 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Computer Networking Equipment Manufacturer

**GROWTH PLANS/SPECIAL FEATURES:**

Echelon Corporation enables electric utility companies to let their customers regulate home appliances remotely via the Internet. The firm develops, markets and supports products and services that allow everyday devices such as light switches, washing machines, conveyor belts, thermostats, door locks, motion sensors, air conditioners, pumps, and valves to have the capability of communicating with one another and across the Internet. The firm's group of over 80 products and services are based on its LonWorks(R) technology, the world's most widely used standard for connecting the previously mentioned appliances. The fact that it is an open standard means that official standards-making bodies have published industry standards based on all or parts of Echelon's technology and that many of its technology patents are broadly licensed without royalties or license fees. Echelon's strategic growth plan is focused on the strengthening of its systems integrator distribution channel, increasing penetration of existing vertical markets, targeting industry-leading OEM customers and leveraging international market opportunities. The firm has alliances with Cypress Semiconductor and Toshiba, as well as with Cisco who develops products that simplify enterprise-wide integration of LonWorks control and Internet protocol data networks.

Echelon Corporation offers a comprehensive employee benefits package that includes a tuition reimbursement program, paid holidays, stock options and an extensive health plan. In addition, Thursday afternoon soccer, an athletic facility (including massage) and a party every Friday evening are among various leisure and recreational activities that the company currently provides to its staff. Impressively, the firm also offers a \$5,000 bonus for employee referrals.

**BRANDS/DIVISIONS/AFFILIATES:**

LonWorks Network Services  
LonMaker  
LonMark  
NodeBuilder  
LonTalk  
LonBuilder  
LonWorks  
Toshiba

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

M. Kenneth Oshman, CEO  
Beatrice Yormark, Pres.  
Beatrice Yormark, COO  
Oliver R. (Chris) Stanfield, CFO/Exec. VP  
Frederik (Frits) Bruggink, Sr. VP-Mktg. & Sales  
Gibson Anderson, VP-Human Resources  
Robert A. Dolin, VP/Chief Tech. Officer  
Dick Carlson, VP/Chief Info. Officer  
Peter A. Mehning, Sr. VP-Eng.  
Russell Harris, Sr. VP-Oper.  
Jeff Lund, VP-Bus. Dev. and Corp. Mktg.  
Lawrence Y.H. Chan, VP-Asia Pacific and Japan  
James A. Kasson, VP-Eng. Standards  
Mark Ossel, VP-Europe, the Middle East and Africa  
Micheal Tennefoss, VP-Product Mktg. & Customer Services

**Phone:** 408-938-5200 **Fax:** 408-328-3800**Toll-Free:** 888-324-3566**Address:** 415 Oakmead Pkwy., Sunnyvale, CA 94085 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$49,300 (12 months)	2000 Profits: \$ 100 (12 months)
1999 Sales: \$39,800	1999 Profits: \$-3,900
1998 Sales: \$32,200	1998 Profits: \$-5,900
1997 Sales: \$28,300	1997 Profits: \$-8,200
1996 Sales: \$24,000	1996 Profits: \$-10,700

**Stock Ticker:** ELON

Employees: 206

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$275,000	Bonus:	\$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$220,000	Bonus:	\$

**COMPETITIVE ADVANTAGE:**

Unique niche market for web-enabling equipment.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**EDGE PETROLEUM CORP**[www.edgepet.com](http://www.edgepet.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 120 Profits: 100

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic: Y	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
3-D Seismic Data Technology

**GROWTH PLANS/SPECIAL FEATURES:**

Edge Petroleum is an energy company engaged in the exploration, development and production of oil and natural gas. The company emphasizes the integrated application of advanced 3-D seismic data integration and visualization techniques to improve its ability to effectively explore along the Gulf Coast. The firm's computing resources and unique visualization techniques allow its geoscientists to more easily identify features such as shallow amplitude anomalies, complex channel systems, sharp structural details and fluid contacts. Edge Petroleum pursues drilling opportunities that include a blend of shallower, normally pressured reservoirs that generally involve moderate risk and deeper, high-pressure reservoirs that involve greater risk. The company mitigates its exposure to exploration costs and risks by conducting its operations with industry partners, including major oil companies and large independents, that typically pay a disproportionately large share of the costs. Recently, the firm partnered with a private oil and gas company to explore an area of the Rocky Mountains. The exploration is the company's first entry into the Rocky Mountains and covers approximately 85,000 acres in the Powder River Basin.

**BRANDS/DIVISIONS/AFFILIATES:**

Edge Petroleum Operating Company, Inc.  
Edge Petroleum Exploration Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John W. Elias, CEO  
John W. Elias, Pres.  
Michael G. Long, CFO  
Mark Clarke, Human Resources  
Kirsten A. Hink, Controller  
Robert C. Thomas, Corp. Sec.  
Robert C. Thomas, General Counsel  
John O. Hastings Jr., VP-Exploration  
Mark J. Gabrisch, VP-Land  
John O. Tugwell, VP-Production

**Phone:** 713-654-8960 **Fax:** 713-654-7722

**Toll-Free:**

**Address:** Texaco Heritage Plaza, 1111 Bagby St., Ste. 2100,  
Houston, TX 77002 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$23,800 (12 months)	2000 Profits: \$6,900 (12 months)
1999 Sales: \$14,500	1999 Profits: \$-3,700
1998 Sales: \$15,500	1998 Profits: \$-13,200
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** EPEX

Employees: 30  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$350,000	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$150,000	Bonus: \$16,000

**COMPETITIVE ADVANTAGE:**

Expertise in 3-D seismic data.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y		

**EDISON INTERNATIONAL**[www.edison.com](http://www.edison.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 14 Profits: 118

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Y Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities - Electric and/or Natural Gas  
Financing

**BRANDS/DIVISIONS/AFFILIATES:**

Southern California Edison  
Edison Mission Energy  
Sunrise  
Edison Capital  
Edison Enterprises  
Edison Carrier Solutions  
Edison O&M Services  
Edison Mission Marketing & Trading

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John E. Bryson, CEO  
John E. Bryson, Pres.  
Theodore F. Craver, Jr., CFO  
J. Michael Mendez, Human Resources  
Mahwash Yazdi, CIO  
Thomas M. Noonan, Controller  
Beverly Ryder, Corp. Sec.  
Bryan C. Danner, General Counsel  
Pedro J. Pizarro, VP-Tech. Bus. Dev.  
Beverly Ryder, VP-Comm. Involvement  
Jo Ann Goddard, VP-Investor Rel.  
Theodore F. Craver, Jr., Treas.  
Robert G. Foster, Sr. VP-External Affairs  
Andrea L. Simpson, VP-Corp. Comm.  
Anthony L. Smith, VP-Tax  
Alan J. Fohrer, CEO/Pres., Edison Mission Energy

**Phone:** 626-302-1212 **Fax:** 626-302-2517**Toll-Free:****Address:** 2244 Walnut Grove Ave., Rosemead, CA 91770 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$11,717,000 (12 months)	2000 Profits: \$-1,943,000 (12 months)
1999 Sales: \$9,696,000	1999 Profits: \$623,000
1998 Sales: \$8,860,000	1998 Profits: \$668,000
1997 Sales: \$9,235,000	1997 Profits: \$700,000
1996 Sales: \$8,545,000	1996 Profits: \$717,000

**Stock Ticker:** EIX  
Employees: 18,530  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$950,000	Bonus: \$1,260,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$617,000	Bonus: \$711,600

**COMPETITIVE ADVANTAGE:**

One of the largest utilities in the world/Highly diversified.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 4  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



**EDP ELECTRICIDADE DE PORTUGAL**[www.edp.pt](http://www.edp.pt)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 50 Profits:

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities  
Electricity Producer and Distributor  
Gas and Water  
Telecommunications  
Investments  
Internet Business-to-Business Solutions

**BRANDS/DIVISIONS/AFFILIATES:**

ONI.SGPS  
CASE  
Onitecom  
ACE

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Francisco Sanchez de la Fuente, CEO  
Jorge Fernando Ferreira Guimaraes, Interim Pres.  
Rui M. Horta e Costa, CFO  
Manuel J. Pombo Cruchinho, Sec.  
Vitor M. Silva Leitao, Head of Audit Department

Phone: 351-21-726-3013 Fax: 351-21-726-5029

Toll-Free: 800-505-505

Address: Avenida Jose Malhoa, Lote A/13, Lisbon, 1070-157 Portugal

**GROWTH PLANS/SPECIAL FEATURES:**

The EDP Group, based in Portugal, is one of Europe's major electricity operators. It is a multidisciplinary organization whose activities extend to such diverse areas as telecommunications and the Internet, as well as gas, water and the provision of services in the engineering and information systems fields. The electricity market was EDP's first business area, and today the company serves as the principal operator in the Public Service Electricity Sector in Portugal. EDP has invested in companies in Brazil, Cape Verde and Macao. Telecommunications is the firm's second core business, and began with EDP's participation in Portugal's third mobile telephone operator through Onitecom. This new venture was followed shortly afterwards by its application for an operator's licence for fixed line, data and Internet communications. The firm is now one of Portugal's leading telecom companies, with over 200,000 customers and 30% market share. ONI.SGPS was formed to serve as a holding company for aggregating all the company's activities in the telecommunications, media and technology areas. In addition, a recently forged partnership with the BCP financial group is directed at e-finance, the Internet and mobile telephony services. EDP is also active in the engineering field in areas linked to hydroelectric power plants, as in the case of HIDRORUMO, and thermoelectric installations, in the case of PROET. In recent news, the firm has acquired 60% of CASE, which has led to the creation of ACE. ACE will be the largest Portuguese company to provide consulting and information systems services, with resources available on an international scale. In another recent development, EDP was awarded a concession to build and operate a 450 MW hydroelectric power plant in Brazil.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,355,600 (12 months)	2000 Profits: \$ (12 months)
1999 Sales: \$2,679,900	1999 Profits: \$
1998 Sales: \$2,625,900	1998 Profits: \$
1997 Sales: \$2,486,900	1997 Profits: \$
1996 Sales: \$2,379,900	1996 Profits: \$

**Stock Ticker:** EDP

Employees:  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Only major utility provider in Portugal.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y



**EEX CORPORATION**[www.eex.com](http://www.eex.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 64 Profits: 109

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Geologic and Geophysical Studies  
 Deep Water Prospects Exploration

**BRANDS/DIVISIONS/AFFILIATES:**

Cooper Floating Production System  
 Tesoro Petroleum Corporation  
 ENSERCH Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Thomas M. Hamilton, CEO  
 Thomas M. Hamilton, Pres.  
 David R. Henderson, Exec. VP/COO  
 Richard S. Langdon, Exec. VP/CFO  
 Benjamin A. Brown, VP-Financial Relations  
 Tracey E. Coats, VP-Planning and Support  
 Richard L. Edmonson, Corp. Sec.  
 Richard L. Edmonson, Sr. VP/General Counsel  
 Liz Bishop, Investor Relations  
 Joseph T. Leary, VP/Treas.  
 R. W. Oliver, Pres.-EEX Exploration

**Phone:** 713-243-3100 **Fax:** 713-243-3417**Toll-Free:** 888-339-6397**Address:** 2500 City West Blvd., Ste. 1400, Houston, TX 77042  
US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$262,400 (12 months)	2000 Profits: \$2,900 (12 months)
1999 Sales: \$177,400	1999 Profits: \$-87,800
1998 Sales: \$219,100	1998 Profits: \$-40,900
1997 Sales: \$330,441	1997 Profits: \$10,774
1996 Sales: \$220,851	1996 Profits: \$-12,502

**Stock Ticker:** EEX  
 Employees: 162  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$500,000	Bonus: \$300,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$262,000	Bonus: \$217,600

**COMPETITIVE ADVANTAGE:**

Focus on Gulf of Mexico assets.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y

**EL PASO CORP**[www.epenergy.com](http://www.epenergy.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y			Y

**TYPES OF BUSINESS:**

Gas Pipelines  
Marketing of Natural Gas and Electricity  
Marketing of Natural Gas Liquids  
Marketing of Crude Oil and Refined Products  
Power Generation  
Development & Operation of Energy Infrastructures.  
Telecommunications Networks

**BRANDS/DIVISIONS/AFFILIATES:**

El Paso Energy Corporation  
Colorado Interstate Gas Company  
El Paso Global Networks  
East Tennessee Natural Gas  
El Paso Natural Gas  
Coastal Corporation (The)  
El Paso CGP Company  
Velvet Exploration, Ltd.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William A. Wise, CEO  
William A. Wise, Pres.  
H. Brent Austin, Exec. VP/CFO  
Joel Richards III, Exec. VP-Human Resources  
Greg G. Jenkins, CEO-El Paso Global Networks  
Jeffrey I. Beason, VP/Controller/Chief Acc. Officer  
Rod D. Erksine, Pres.-El Paso Production  
Britton White, Jr., Exec. VP/General Counsel  
Joel Richards III, Exec. VP-Admin.  
William A. Smith, Exec. VP-Corp. Dev.  
Bruce Connery, VP-Investor Rel.  
C. Dana Rice, Treas.  
Ralph Eads III, Pres.-El Paso Merchant Energy Group  
John W. Somerhalder III, Pres.-Pipeline Group  
Clark C. Smith, Pres.-El Paso North America  
Tom M. Wade, Pres.-El Paso Petroleum Markets

Phone: 713-420-2600 Fax: 713-420-6030

Toll-Free:

Address: 1001 Louisiana Street, Houston, TX 77002 US

**GROWTH PLANS/SPECIAL FEATURES:**

El Paso Corporation, formerly El Paso Energy Corporation, was incorporated in 1928. Its principle operations include the interstate and intrastate transportation, gathering and processing of natural gas; the marketing of natural gas, natural gas liquids, electricity, crude oil and refined products; and the development and operation of energy infrastructure facilities worldwide. El Paso Energy Corporation provides comprehensive energy solutions through its strategic business units: El Paso Natural Gas Company, Tennessee Gas Pipeline Company, Southern Natural Gas Company, El Paso Field Services Company, El Paso Merchant Energy Company, El Paso Production Company and El Paso Energy International Company. The company owns North America's largest natural gas pipeline system, both in terms of throughput and miles of pipeline, and has operations in natural gas transmission, gas gathering and processing, gas and oil production, power generation, merchant energy services and international project development. El Paso Global Networks Company is a newly formed telecommunications subsidiary of the company, which offers wholesale data, telecommunications services, and end-to-end connectivity. In a recent development, El Paso Energy Corporation completed its \$24 billion merger with The Coastal Corporation, making El Paso Energy the fourth largest U.S. energy company. In other recent news, El Paso Merchant Energy, a subsidiary of El Paso Corporation, announced plans to build a natural gas-fired, simple-cycle power plant in Augusta Township, Michigan. The power generation facility will be managed by an affiliate of El Paso Merchant Energy. El Paso Corporation, through a wholly owned Canadian subsidiary, recently entered into an agreement to acquire Canadian-based Velvet Exploration Ltd.

Educational assistance, incentive bonus plans and a transport subsidy are offered to employees. A fitness center is also available at corporate headquarters.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$49,268,000 (12 months)	2000 Profits: \$1,306,000 (12 months)
1999 Sales: \$27,332,000	1999 Profits: \$244,000
1998 Sales: \$23,773,000	1998 Profits: \$138,000
1997 Sales: \$19,745,000	1997 Profits: \$836,000
1996 Sales: \$15,179,000	1996 Profits: \$440,000

**Stock Ticker: EPG**  
Employees: 15,000  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$305,417	Bonus: \$438,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$302,500	Bonus: \$396,000

**COMPETITIVE ADVANTAGE:**

The Coastal Corporation.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y	Y	Y

**EL PASO ELECTRIC COMPANY**[www.epelectric.com](http://www.epelectric.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 97 Profits: 77

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Generation, Transmission and Distribution of Electricity

**GROWTH PLANS/SPECIAL FEATURES:**

El Paso Electric Company (EPE) is a public utility engaged in the generation, transmission and distribution of electricity in west Texas and southern New Mexico. The company has a net installed generating capacity of approximately 1,500 megawatts. EPE owns a 15.8% interest in each of the three nuclear generating units and the Common Plant at Palo Verde. This interest accounts for 40% of its generating capacity. The company's total assets are valued at approximately \$1.8 billion. EPE currently has contracts with several U.S. military installations, Mexico and assorted industrial customers, as well as its retail customer base. The company will be exempt from Texas deregulation until 2005. In recent news, EPE filed a petition with the New Mexico Public Regulation Commission asking for an increase in rates to recover increased costs of fuel and purchased power. The firm requested an increase to its base rates in compliance with prior Commission orders, but at the same time is proposing a settlement that would substantially mitigate the increase. The proposed settlement would reinstate a fixed fuel factor, permitting the flow through of future increases and decreases of fuel costs on a timelier basis. In another recent development, the firm's customers in Texas will now have access to electricity generated by a renewable resource, by participating in the Renewable Energy Tariff Program. The power will be generated by wind turbines located at the El Paso Electric Hueco Mountain Wind Ranch near the Hueco Mountains, east of Horizon City, Texas.

Employees are offered group term life insurance and an employee assistance program.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James S. Haines, Jr., CEO  
James S. Haines, Jr., Pres.  
Eduardo A. Rodriguez, Exec. VP/COO  
Gary R. Hedrick, VP/CFO  
Eduardo A. Rodriguez, Sr. VP-Customer and Corporate Services  
John C. Horne, VP-Power Generation  
Kerry B. Lore, Controller  
Guillermo Silva, Jr., Sec.  
Terry Bassham, Exec. VP/General Counsel  
Michael Blough, VP-Admin.  
Helen Williams Knopp, VP-Customer and Public Affairs  
Kathryn R. Hood, Treas.  
J. Frank Bates, VP-Transmission and Distribution  
Hector Puente, VP-Power Generation  
Earnest A. Lehman, VP-Energy Services Bus. Group  
Robert C. McNiel, VP-New Mexico Affairs

**Phone:** 915-543-5711 **Fax:** 915-521-4787

**Toll-Free:** 800-592-1634

**Address:** Kayser Center, 100 N. Stanton, El Paso, TX 79901 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$701,600 (12 months)	2000 Profits: \$58,400 (12 months)
1999 Sales: \$570,600	1999 Profits: \$40,500
1998 Sales: \$601,800	1998 Profits: \$60,400
1997 Sales: \$592,000	1997 Profits: \$51,800
1996 Sales: \$578,900	1996 Profits: \$302,100

**Stock Ticker:** EE  
Employees: 1,000  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$425,000	Bonus:	\$78,868
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$243,976	Bonus:	\$69,283

**COMPETITIVE ADVANTAGE:**

Good base of industrial customers at U.S. border plants.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 3  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y

**ELECTRIC FUEL CORPORATION**[www.electric-fuel.com](http://www.electric-fuel.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 6 Profits: 5

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Mobile Electric Power Technology  
Zinc-Air Fuel Cell Technology

**GROWTH PLANS/SPECIAL FEATURES:**

Electric Fuel Corporation is a developer, manufacturer and marketer of high-capacity, high-power zinc-air batteries for portable consumer electronic devices such as cellular telephones, notebook computers, camcorders, handheld computers and PDA's, medical devices and use in electronic vehicles and defense applications. EFC is divided into three divisions: the consumer batteries division, the electronic vehicle division and the defense and safety products division. The consumer batteries division develops primary zinc-air batteries as a substitute for lower performance, more expensive, rechargeable batteries. It has introduced the company's first commercial zinc-air battery products. The electric vehicle division, with its partners in Europe and the U.S., is focusing on fleet applications of the zinc-air battery system. The defense and safety products division was formed to pursue the development of other applications of the company's battery technology. The batteries that the firm develops are compatible with Erikson, Motorola, Samsung and Nokia cell phones and are sold through retailers such as CompUSA, Circuit City and Wal-mart. In recent news, Electric Fuel has announced a plan to form a new subsidiary that will be called Electric Fuel Transportation Corp., and will focus on commercializing Electric Fuel's zero-emission zinc-air all-electric hybrid transportation system.

**BRANDS/DIVISIONS/AFFILIATES:**

Consumer Batteries Division  
Electric Vehicle Division  
Defense and Safety Products Division  
Instant Power Disposable Batteries  
Electric Fuel Transportation Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Yehuda Harats, CEO  
Yehuda Harats, Pres.  
Joshua Degani, COO  
Robert S. Ehrlich, CFO  
Mitchell L. Horwitz, VP-Mktg. & Sales, North America  
Joshua Degani, Exec. VP-Technical Oper.  
Yaakov Har-Oz, VP/Sec.  
Yaakov Har-Oz, General Counsel  
Menashe Ben Haim, VP-Oper.  
Binyamin Koretz, VP-Strategic Planning  
Jonathan Whartman, Sr. VP-Europe & Asia  
Avihai Shen, VP-Finance  
Neal Naimer, VP-Battery Tech.

Phone: 212-529-9200 Fax: 212-529-5800

Toll-Free:

Address: 632 Broadway, Ste. 301, New York, NY 10012 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$4,100 (12 months)	2000 Profits: \$-12,000 (12 months)
1999 Sales: \$2,700	1999 Profits: \$-6,900
1998 Sales: \$4,000	1998 Profits: \$-8,500
1997 Sales: \$4,500	1997 Profits: \$-9,100
1996 Sales: \$5,400	1996 Profits: \$-10,000

Stock Ticker: EFCX

Employees: 164

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$245,574	Bonus: \$82,380
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$245,560	Bonus: \$82,380

**COMPETITIVE ADVANTAGE:**

Niche market for zinc-air batteries.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y	Y	Y

# EMPIRE DISTRICT ELECTRIC COMPANY (THE)

[www.empiredistrict.com](http://www.empiredistrict.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 109 Profits: 99

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Electric and/or Natural Gas  
Generation, Distribution and Sale of Electricity  
Water Service

## BRANDS/DIVISIONS/AFFILIATES:

UtiliCorp United, Inc.  
Westar Generating, Inc.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Myron W. McKinney, CEO  
Myron W. McKinney, Pres.  
David W. Gibson, VP-Finance  
Vicki Williams, Human Resources Dir.  
Darryl Coit, Controller  
Janet S. Watson, Sec.  
Jay McBee, Corp. Comm. Dir.  
Janet S. Watson, Treas.  
William L. Gipson, Exec. VP  
Clifford A. (Tony) Stark, VP-General Services

Phone: 417-625-5100 Fax: 417-625-5146

Toll-Free: 800-206-2300

Address: 602 Joplin St., Joplin, MO 64801 US

## GROWTH PLANS/SPECIAL FEATURES:

The Empire District Electric Company is a public utility engaged in the generation, purchase, transmission, distribution and sale of electricity in parts of Missouri, Kansas, Oklahoma and Arkansas. It also provides water service to three towns in Missouri. In 1999, EDE and UtiliCorp United, Inc. entered into an agreement and plan of merger, but recently UtiliCorp has terminated the merger agreement. EDE services over 150,000 customers in an area of about 10,000 square miles. It supplies electric service at retail to 119 incorporated communities and to various unincorporated areas and at wholesale to four municipally-owned distribution systems and two rural electric cooperatives. The company currently owns five generating plants with a 12% interest in another plant. The six plants combined have an aggregate generating capacity of 880 megawatts. EDE's generating plants consist of the Asbury Plant, Riverton Plant, Empire Energy Center, State Line Power Plant and Ozark Beach Hydroelectric Plant. The 12% interest in a joint effort with Westar Generating, Inc., which will provide about 150 megawatts of additional generating capacity. The company generates about 80% of its power from coal and the rest is supplied by natural gas.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$260,000 (12 months)	2000 Profits: \$23,600 (12 months)
1999 Sales: \$242,200	1999 Profits: \$22,200
1998 Sales: \$239,900	1998 Profits: \$28,300
1997 Sales: \$215,300	1997 Profits: \$23,800
1996 Sales: \$206,000	1996 Profits: \$22,000

Stock Ticker: EDE  
Employees: 603  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$227,875	Bonus: \$73,964
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$135,100	Bonus: \$16,786

## COMPETITIVE ADVANTAGE:

Efficient coal generation plants.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y		



**ENBRIDGE ENERGY PARTNERS LP**[www.lakehead.com](http://www.lakehead.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 9 Profits: 5

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Pipelines

**BRANDS/DIVISIONS/AFFILIATES:**

Lakehead System  
 Lakehead Pipe Line Partners LP  
 Enbridge Pipelines, Inc.  
 Enbridge, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Dan Tutcher, Pres.  
 J.L. Balko, CFO  
 Steven M. Curwin, Corp. Sec.  
 Ron Karlen, Mgr.-Investor Rel.  
 J.K. Whelen, Treas.  
 L. H. DeBriyn, VP-Special Projects  
 Greg Sevick, VP-Oper.

**Phone:** 218-725-0100 **Fax:** 218-725-0169**Toll-Free:****Address:** 21 West Superior Street, Duluth, MN 55802 US**GROWTH PLANS/SPECIAL FEATURES:**

Enbridge Energy Partners, LP, formerly Lakehead Pipe Line Partners, L.P., is an affiliate of Enbridge, Inc. and is a master limited partnership that owns the United States portion of the world's longest liquid petroleum pipeline. As a limited partner, the firm does not conduct the day-to-day business, and has no direct employees. In September 2001, the company changed its strategy to become the primary acquisition vehicle for Enbridge, Inc. in the U.S. This strategy involves expanding the geographic scope of the partnership to the entire U.S., including the active Gulf Coast region, and expanding the business scope to all suitable types of energy transportation assets, including terminals, feeder systems and natural gas assets. Those assets include the Lakehead System, a pipeline which spans approximately 1,880 miles in the U.S. The Lakehead System has available capacity of approximately 1.727 million barrels per day, and is powered by 80 electric pump stations at 63 different locations. Additionally, the system's tank storage capacity of approximately 10 million barrels of crude oil is located in 58 crude oil storage tanks, which are found at three terminals. In recent news, Enbridge Energy Partners acquired 100% of Unbridge Pipelines' North Dakota System. The North Dakota System comprises 330 miles of crude oil gathering lines that are connected to a 620-mile trunk line, and has an operating capacity of 84,000 barrels per day. The system gathers crude oil from the Williston Basin in North Dakota and Montana, and receives Canadian crude oil via an interconnect with Enbridge's gathering system in Saskatchewan. Delivery is made primarily to the Lakehead System at Clearbrook, Minnesota.

The firm offers employees paid time off, a parking subsidy and health/wellness benefits. Relocation assistance is also offered for some positions.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$305,600 (12 months)	2000 Profits: \$60,200 (12 months)
1999 Sales: \$312,600	1999 Profits: \$78,700
1998 Sales: \$287,700	1998 Profits: \$88,500
1997 Sales: \$282,100	1997 Profits: \$78,300
1996 Sales: \$274,500	1996 Profits: \$52,400

**Stock Ticker:** LHP

Employees: 1  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Ownership of U.S. portion of the world's largest pipeline.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			



**ENBRIDGE INC**[www.enbridge.com](http://www.enbridge.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 87 Profits: 113

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Pipeline Transportation  
Energy Transportation and Distribution  
Retail Energy Products and Services  
Liquids Marketing  
International Energy Projects  
Crude Oil and Liquids Pipeline System

**BRANDS/DIVISIONS/AFFILIATES:**

Enbridge Pipelines, Inc.  
Enbridge Services, Inc.  
Enbridge Consumer Gas  
Vector Pipeline (The)  
OM2 Software  
Lakehead Pipe Line Company  
Enbridge Midcoast Energy Resources, Inc.  
AltaGas Services

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Patrick D. Daniel, CEO  
Patrick D. Daniel, Pres.  
Derek P. Truswell, Group VP/CFO  
Rudy G. Riedl, Sr. VP-Energy Distribution  
Stephen J. Wuori, Group VP-Planning and Dev.  
Bonnie D. DuPont, Group VP-Corp. Resources  
Al Monaco, Dir.-Investor Rel.  
Mel F. Belich, Group VP-Int'l  
Stephen J. J. Letwin, Group VP-Distribution and Services  
J. Richard Bird, Group VP-Transportation Group North  
Dan C. Tutcher, Group VP-Transportation Group South

**Phone:** 403-231-3900 **Fax:** 403-231-3920**Toll-Free:** 800-481-2804**Address:** 3000 Fifth Avenue Place, 425 - 1st Street S.W.,  
Calgary, Alberta T2P 3L8 Canada**GROWTH PLANS/SPECIAL FEATURES:**

Enbridge, Inc. is a provider of natural gas and operates the world's longest crude oil and liquids pipeline system. The company also has a growing involvement in international energy projects, electrical power distribution and the provision of retail energy products and services. The firm owns and operates Enbridge Pipelines, Inc. and a variety of affiliated pipelines in Canada, and has a stake in the Lakehead Pipe Line Partners, L.P. system in the U.S. Together, these pipeline systems have operated for over 50 years and now comprise approximately 15,000 kilometers of pipeline, delivering more than 2 million barrels per day of crude oil and liquids. The company owns and operates Canada's largest natural gas distribution company, Enbridge Consumers Gas, which provides gas to industrial, commercial and residential customers. Enbridge is also involved in liquids marketing and the natural gas transmission and midstream businesses, through the Alliance and Vector pipelines, and through its investment in AltaGas Services. The company recently purchased Enbridge Midcoast Energy, Inc. of Houston, a company that transports, gathers, processes and markets natural gas and other petroleum products. In other recent news, Enbridge Petroleum Exchange purchased OM2 software and technology, which is an electronic information exchange for pipeline customers. Benefits to the Exchange include the potential to market the OM2 software globally, especially through the Exchange's links to Asia. A newly formed partnership between Enbridge and Suncor Energy, Inc., both of Calgary, Alberta, will generate the province's first major supply of renewable energy through a wind power project. In other news, Enbridge Technology is part of a consortium that has been awarded a five-year contract to operate and maintain the natural gas transmission system owned by Oman Gas Company in the Sultanate of Oman. The firm supports the continuous education and career development of its employees. A parking subsidy and health/wellness benefits, as well as relocation assistance for some positions is offered.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,907,400 (12 months)	2000 Profits: \$154,500 (12 months)
1999 Sales: \$1,744,800	1999 Profits: \$198,600
1998 Sales: \$1,519,700	1998 Profits: \$156,000
1997 Sales: \$1,632,100	1997 Profits: \$134,500
1996 Sales: \$1,591,900	1996 Profits: \$117,600

**Stock Ticker:** ENBR  
Employees: 5,500  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:** Operates world's longest crude oil and liquids pipeline.**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y		Y	Y

**ENCORE ACQUISITION CO**[www.encoreacq.com](http://www.encoreacq.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 9 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Encore Acquisition Company is a growing independent energy company engaged in the acquisition, development and exploitation of North American crude oil and natural gas reserves. The firm's strategy involves growing its production and reserves through acquisitions whilst simultaneously reducing its debt. Encore continues to maximize production on its existing properties, in addition to acquiring either new or vintage properties that have further development potential. The company's crude oil and natural gas reserves are located in the Williston Basin of Montana and North Dakota, the Permian Basin of Texas and New Mexico, the Anadarko Basin and the Powder River Basin of Montana. The firm recently acquired the Bell Creek Properties located in the Powder River and Carter counties of Montana.

**BRANDS/DIVISIONS/AFFILIATES:**

Bell Creek  
Indian Basin/Verden  
Lodgepole  
Crockett County  
Cedar Creek Anticline

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

I. Jon Brumley, CEO  
I. Jon Brumley, Pres.  
Morris B. Smith, Exec. VP/CFO  
I. Jon S. Brumley, Dir.-Human Resources  
Gene R. Carlson, Exec. VP-Oper.  
I. Jon S. Brumley, Exec. VP-Bus. Dev.  
Kyle M. Schultz, Exec. VP-Exploitation Dir.

**Phone:** 817-877-9955**Fax:** 817-877-1655**Toll-Free:****Address:** 777 Main Street, Ste. 1400, Fort Worth, TX 76102 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$109,000 (12 months)	2000 Profits: \$-2,100 (12 months)
1999 Sales: \$35,600	1999 Profits: \$3,000
1998 Sales: \$	1998 Profits: \$-1,000
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** EAC

Employees: 82

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Strong history of acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:

Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y			

**ENEL SOCIETA PER AZIONI**[www.enel.it](http://www.enel.it)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 101 Profits: 79

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y   Y			Y

**TYPES OF BUSINESS:**

Utilities  
Water Supply  
Telecommunications

**GROWTH PLANS/SPECIAL FEATURES:**

Enel Societa Per Azioni is a utility that generates, transmits, distributes and supplies electricity. Based in Italy, the firm is the country's principle electricity supplier serving over 29 million customers. Enel is also the world's largest publicly traded electric utility. In recent news, the firm has been required to divest of its net installed generating capacity, and as a result has begun expanding into different industries such as telecommunications, and water supply.

**BRANDS/DIVISIONS/AFFILIATES:**

Infostrada, S.p.A.  
Wind Telecomunicazioni, S.p.A.  
Italian Government  
Erga  
Enron

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Francesco Tato, CEO  
Francesco Tato, Pres.  
Fulvio Conti, CFO  
Claudio Sartorelli, Company Sec.  
Claudio Sartorelli, Legal Affairs  
Fulvio Conti, Planning and Control  
Antonio Cardani, Auditing

**Phone:** 39-068-5091**Fax:** 39-068-585-7097**Toll-Free:****Address:** Viale Regina Margherita, 137, Rome, 00198 Italy**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$23,642,900 (12 months)	2000 Profits: \$2,060,000 (12 months)
1999 Sales: \$21,107,000	1999 Profits: \$2,362,000
1998 Sales: \$22,918,300	1998 Profits: \$2,597,600
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** EN

Employees: 72,647

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Principle electricity supplier to Italy.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**ENERGEN CORPORATION**[www.energen.com](http://www.energen.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 2 Profits: 7

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
 Natural Gas Distribution  
 Oil and Natural Gas Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

West Lovington Field  
 Permian Basin  
 Taurus Exploration, Inc.  
 Energen Resources  
 TOTAL  
 Southwestern Energy Company  
 Alabama Gasco Corporation  
 Alagasco

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William Michael Warren Jr., CEO  
 William Michael Warren Jr., Pres.  
 Geoffrey C. Ketcham, Exec. VP/CFO  
 Wm. David Self, VP-Human Resources  
 L. Brunson White, VP/CIO  
 Grace B. Carr, Controller  
 John S. Richardson, VP-Eng.  
 Dudley C. Reynolds, Sec.  
 Dudley C. Reynolds, General Counsel  
 Wm. David Self, VP-Admin.  
 J. David Woodruff, Jr., VP-Corp. Dev.  
 Julie S. Ryland, Assistant VP-Investor Rel.  
 Geoffrey C. Ketcham, Treas.  
 D. Paul Sparks, VP-Oper., Exploitation

**Phone:** 205-326-2700 **Fax:** 205-326-2704**Toll-Free:** 800-292-4005**Address:** 605 Richard Arrington, Jr. Blvd. North, Birmingham, AL 35203-2707 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$555,600 (12 months)	2000 Profits: \$53,000 (12 months)
1999 Sales: \$497,500	1999 Profits: \$41,400
1998 Sales: \$502,600	1998 Profits: \$36,200
1997 Sales: \$448,200	1997 Profits: \$29,000
1996 Sales: \$399,400	1996 Profits: \$21,500

**Stock Ticker:** EGN

Employees: 1,401  
 Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing: Y	Top Exec. Salary: \$376,250	Bonus: \$342,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$238,333	Bonus: \$180,000

**COMPETITIVE ADVANTAGE:**

Growth in reserves.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 6  
 Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West: Y	Southwest: Y	Midwest: Y	Southeast: Y	Northeast: Y	International: Y
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**ENERGY CONVERSION DEVICES INC**[www.ovonic.com](http://www.ovonic.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 54 Profits: 41

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Y Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Solar Energy Technology  
Ovonic Battery Technology  
Optical Memory Technology

**BRANDS/DIVISIONS/AFFILIATES:**

NiMh Battery Technology  
Hydrogen Technology  
Texaco  
GM  
United Solar  
Information Storage  
Ovonic Battery Company, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Stanford R. Ovshinsky, CEO  
Stanford R. Ovshinsky, Pres.  
Nancy M. Bacon, Sr. VP-Finance  
Marilyn Roper, Human Resources Dir.  
Stephen W. Zumsteg, Treas.  
Hellmut Fritzsche, VP  
Iris M. Ovshinsky, VP

**Phone:** 248-280-1900 **Fax:** 248-280-1456**Toll-Free:****Address:** 1675 West Maple Road, Troy, MI 48084 US**GROWTH PLANS/SPECIAL FEATURES:**

Energy Conversion Devices, Inc. is a technology and manufacturing company engaged in the invention, engineering, development and commercialization of new materials, products and production technology. It has established a leadership role in the development of proprietary materials, products and production technology based on its amorphous materials that are engineered to have chemical and structural disorder at the atomic level. The company has developed enabling proprietary technologies in the important fields of alternative energy technology and information technology. ECD's subsidiary Ovonic Battery Company, Inc. has developed the proprietary NiMh battery technology, which has achieved recognition by major battery manufacturers throughout the world. Through joint ventures with GM and Texaco, Ovonic Battery makes rechargeable batteries to power items ranging from consumer electronics to electric vehicles. Another joint venture, United Solar, makes solar cells for telecom, lighting and other uses. ECD licenses its optical memory storage technology to Sony, TDK, Toshiba and others. Anti-glare screens and solar-controlled windows are being made by the company's thin-film materials, which include optical and vapor barrier films. ECD manufactures and sells its proprietary products through its joint venture companies and licensing arrangements with major companies throughout the world. In recent news, ECD is moving its headquarters to a larger facility located in Rochester Hills, Michigan sometime in the fall of 2001. Also, Ovonic Battery was recently awarded a contract by a division of the Department of the Army, U.S. Department of Defense to develop an advanced liquid-cooled, plastic mono-block battery for heavy-duty hybrid electric vehicles.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$30,000 (12 months)	2000 Profits: \$-16,700 (12 months)
1999 Sales: \$29,300	1999 Profits: \$-13,800
1998 Sales: \$31,600	1998 Profits: \$-16,700
1997 Sales: \$29,600	1997 Profits: \$-18,000
1996 Sales: \$37,300	1996 Profits: \$1,100

**Stock Ticker:** ENER

Employees: 399

Fiscal Year Ends: 6/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$303,908	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$270,004	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Successful development of unique technologies.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest: Y	Southeast:	Northeast:	International:
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**ENERGY EAST CORPORATION**[www.engeast.com](http://www.engeast.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 89 Profits: 119

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Electricity and Natural Gas Distribution  
Energy Marketing and Services

**BRANDS/DIVISIONS/AFFILIATES:**

Connecticut Natural Gas Corporation  
Southern Connecticut Gas Company (The)  
Central Maine Power Company  
Berkshire Gas Company (The)  
RGS Energy  
Rochester Gas and Electric  
Energetix  
Griffith Energy

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Wesley W. von Schack, CEO  
Wesley W. von Schack, Pres.  
Wesley W. von Schack, CFO  
Richard R. Benson, VP-Human Resources  
Robert E. Rude, Controller  
Kenneth M. Jasinski, Exec. VP/Sec.  
Kenneth M. Jasinski, Exec. VP/General Counsel  
Robert D. Kump, VP/Treas.  
Denis E. Wickham, Sr. VP-Transmission, Supply  
Angela M. Sparks, VP-Governmental Affairs  
Michael I. German, Pres.-The Energy Network  
Sara J. Burns, Pres.-Central Maine Company

**Phone:** 518-434-3049 **Fax:** 607-762-4345**Toll-Free:****Address:** P.O. Box 12904, Albany, NY 12212 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,959,500 (12 months)	2000 Profits: \$235,000 (12 months)
1999 Sales: \$2,278,600	1999 Profits: \$218,800
1998 Sales: \$2,499,600	1998 Profits: \$194,200
1997 Sales: \$2,170,100	1997 Profits: \$175,200
1996 Sales: \$2,108,900	1996 Profits: \$168,700

**Stock Ticker:** EAS  
Employees: 5,721  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Long term history of profitable growth.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	



**ENERGY PARTNERS LTD**[www.eplweb.com](http://www.eplweb.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 120 Profits: 112

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Energy Partners, Ltd. (EPL) is an oil and natural gas exploration and production company based in New Orleans. The firm focuses its operations in the shallow waters off the central Gulf of Mexico, and has expanded its reserves and production significantly through strategic property acquisitions and alliances with other energy firms. Under EPL's drill-to-earn programs, personnel and capital are used to identify and pursue additional drilling opportunities on properties previously developed by the firm's drill-to-earn partners. The investment is then recovered through successful drilling. EPL generally operates the properties during the drilling phase of these programs, and seeks to reduce costs and improve reservoir recovery efficiencies through geophysical, technical and operational expertise. Currently, the firm has three specific project areas: East Bay Field, Greater Bay Marchand and Main Pass 122/133. The fields are contiguous and together cover most of the Bay Marchand salt dome located in state and federal waters offshore Louisiana. The firm has expanded its presence in Bay Marchand, by executing a separate drill-to-earn agreement with Chevron, and owns an 80% gross working interest in the drill-to-earn agreement. Chevron serves as operator of production operations. Recently, the firm negotiated an extension of these drill-to-earn agreements through the end of 2002, which will also require participation in a minimum of 16 major operations per calendar year. In other recent news, under the firm's 2001 exploration and development program, 41% of planned expenditures have been earmarked for Greater Bay Marchand projects. The budget includes 5 workovers or recompletions, and 30 new wells or sidetracks of existing wells and facilities upgrades.

**BRANDS/DIVISIONS/AFFILIATES:**

East Bay Field  
Greater Bay Marchand  
Main Pass 122/133  
Terrebonne  
Evercore Capital Partners  
Energy Income Fund  
Chevron U.S.A.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Richard A. Bachmann, CEO  
Richard A. Bachmann, Pres.  
Clinton W. Coldren, Exec. VP/COO  
Suzanne V. Baer, Exec. VP/CFO  
Maureen O'Connor Sullivan, VP/Corp. Sec.  
Maureen O'Connor Sullivan, VP/General Counsel  
L. Keith Vincent, VP-Land, Bus. Dev.  
Betty Hoag, Public Rel.  
Al Petrie, Investor Rel.  
Kenneth P. Smith, Treas.  
John H. McCandless, VP-Exploration  
Louis E. Willhoit, Jr., VP-Geophysics  
Jean M. Stallard, VP-Assistant Sec., Assistant General Counsel  
Wayne A. Greenwalt, VP

**Phone:** 504-569-1875 **Fax:** 504-569-1874**Toll-Free:****Address:** 201 St. Charles Ave., Ste. 3400, New Orleans, LA 70170 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$103,100 (12 months)	2000 Profits: \$-18,700 (12 months)
1999 Sales: \$9,500	1999 Profits: \$-2,300
1998 Sales: \$2,000	1998 Profits: \$- 700
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** EPL

Employees: 127

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$241,666	Bonus: \$200,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$131,042	Bonus: \$50,000

**COMPETITIVE ADVANTAGE:**

Successful focus on shallow water exploration.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 4

Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y		

**ENERGY WEST INC**[www.ewst.com](http://www.ewst.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 119 Profits: 106

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
 Distribution and Sale of Natural Gas  
 Distribution of Propane  
 Gas Storage  
 Real Estate  
 Electricity and Energy Management

**BRANDS/DIVISIONS/AFFILIATES:**

Rocky Mountain Fuels, Inc.  
 Energy West Resources, Inc.  
 Montana Sun, Inc.  
 Cody Gas  
 Great Falls Gas  
 Cascade Gas  
 Shoshone Line  
 Glacier Line

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Larry D. Geske, CEO  
 Larry D. Geske, Pres.  
 Edward J. Bernica, COO  
 Edward J. Bernica, VP/CFO  
 Sheila M. Rice, Mktg. & Sales  
 John C. Allen, VP-Human Resources  
 Tim A. Good, VP-Cody Division  
 Sheila M. Rice, VP-Great Falls Division  
 John C. Allen, Corp. Counsel  
 William J. Quast, Investor Rel.  
 Cheryl Johnson, Contributions Information  
 Marilyn DeSmet, Corp. Advertising  
 Steve Powers, Wholesale and Non-Regulated Energy Mktg.  
 Douglas Mann, Retail Propane

**Phone:** 406-791-7500 **Fax:** 406-791-7560**Toll-Free:** 800-570-5688**Address:** P.O. Box 2229, Great Falls, MT 59403 US**GROWTH PLANS/SPECIAL FEATURES:**

Energy West, Inc. is a natural gas and propane business serving approximately 39,000 customers in Montana, Wyoming and Arizona. The firm is a regulated public utility, with certain non-utility operations conducted through its subsidiaries. Energy West's activities include gas marketing and real estate management. The company conducts non-utility operations through its three wholly owned subsidiaries: Energy West Propane, Inc. (EWP), formerly Rocky Mountain Fuels, Inc.; Energy West Resources, Inc. (EWR); and Energy West Development, Inc. (EWD), formerly Montana Sun. EWP is engaged in the distribution of retail and wholesale bulk propane in Wyoming, South Dakota, Nebraska, Colorado, Arizona, Montana and Wyoming. EWR is involved in the marketing of gas and electricity and gas storage in Montana. EWD owns one real estate property in Great Falls, Montana. In recent news, the firm purchased two pipelines located in northwest Wyoming from the Montana Power Company and two of its subsidiaries. The two pipelines, currently known as the Shoshone Line and the Glacier Line, are each approximately 45 miles long. The Glacier line will be used to gather gas produced in the vicinity of the line and transport it to processing plants and interstate pipeline systems. The Shoshone is not in service at the present time, but is expected to be utilized in the future as an alternative to existing transmission systems.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$72,200 (12 months)	2000 Profits: \$1,300 (12 months)
1999 Sales: \$53,800	1999 Profits: \$1,600
1998 Sales: \$43,100	1998 Profits: \$1,500
1997 Sales: \$38,200	1997 Profits: \$1,300
1996 Sales: \$31,300	1996 Profits: \$1,400

**Stock Ticker:** EWST  
**Employees:** 131  
**Fiscal Year Ends:** 6/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$117,122	Bonus: \$11,396
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$104,836	Bonus: \$9,518

**COMPETITIVE ADVANTAGE:**

Diversified services.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 6  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				

**ENERGYSOUTH INC**[www.energysouth.com](http://www.energysouth.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 8 Profits:

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
 Natural Gas Purchase, Storage, Sale and Distribution  
 Contracting and Consulting  
 Marketing and Storage Services

**BRANDS/DIVISIONS/AFFILIATES:**

MGS Storage Services, Inc.  
 Southern Gas Transmission  
 Mobile Gas  
 Bay Gas Storage Company, Ltd.  
 Gas, Light and Log Shop  
 EnergySouth Services  
 EnergySouth Corrosion Services

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John S. Davis, CEO  
 John S. Davis, Pres.  
 Charles P. Huffman, VP/CFO  
 A. H. Tenhundfeld, Jr., VP-Mktg.  
 LaVarron McClendon, Mgr.-Human Resources  
 G. Edgar Downing, Jr., Corp. Sec.  
 Gerald S. Keen, VP-Oper.  
 W.G. Coffeen, III, VP-Corp. Dev., Planning  
 Charles P. Huffman, VP/Treas.

Phone: 334-450-4774 Fax: 334-478-5817

Toll-Free:

Address: P.O. Box 2607, Mobile, AL 36652 US

**GROWTH PLANS/SPECIAL FEATURES:**

EnergySouth, Inc. is a holding company for a family of energy businesses, with natural gas distribution being the firm's core business enterprise. Through services, the company provides contract and consulting work for utilities and industrial customers. The firm's existing power generation and transmission hub is being expanded with over 2,500 megawatts (MW) of new electric generation capacity. Of the approximately 100,000 customers of the company, approximately 95% are residential customers. EnergySouth subsidiaries are engaged in providing gas pipeline transportation, gas storage, gas marketing and other energy-related services. EnergySouth Services engages in contract and consulting work, training and corrosion services for other utilities and industrial customers. Southern Gas Transmission is engaged in the intrastate transportation of natural gas. Mobile Gas is engaged in the purchase, distribution, sale and transportation of natural gas to over 100,000 residential, commercial and industrial customers in Southwest Alabama, including the City of Mobile and adjacent areas. The firm's service territory covers approximately 300 square miles, and Mobile Gas is also involved in merchandise sales, specifically sales of natural gas appliances. MGS Storage Services, Inc., a wholly owned subsidiary of Mobile Gas, holds a majority partnership interest in Bay Gas Storage Company, Ltd., an Alabama limited partnership. Bay Gas constructed an underground gas storage cavern and related pipeline facilities, which are used to provide storage and delivery of natural gas for Mobile Gas and other customers. In recent news, EnergySouth has announced the formation of a new business division, EnergySouth Corrosion Services, to provide services that control the external corrosion of buried and submerged metallic structures. Bay Gas is continuing construction on its second natural gas storage cavern in McIntosh, Alabama. The new cavern will have a total working gas capacity of 3.5 million MMBtu, more than doubling Bay Gas' current capacity.

The firm offers its employees a scholarship program, tuition assistance, an employee assistance program, credit union membership and a wellness program.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$74,100 (12 months)	2000 Profits: \$8,800 (12 months)
1999 Sales: \$68,100	1999 Profits: \$8,300
1998 Sales: \$75,000	1998 Profits: \$8,400
1997 Sales: \$73,600	1997 Profits: \$8,100
1996 Sales: \$71,400	1996 Profits: \$8,600

Stock Ticker: ENSI

Employees: 285

Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$253,833	Bonus: \$50,800
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$143,667	Bonus: \$21,000

**COMPETITIVE ADVANTAGE:** Enjoying some diversification while focusing on residential service.**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
 Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y		

**ENI SPA**[www.eni.it](http://www.eni.it)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 1 Profits: 7

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil and Natural Gas Exploration, Production, Sale and Distribution  
Engineering and Construction  
Oilfield Services  
Electricity Generation and Sale

**BRANDS/DIVISIONS/AFFILIATES:**

Italian Government  
Snamprogetti  
Saipem  
EniChem  
AgipPetroli  
EniPower  
Snam  
Saudi Arabian Oil Co.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Vittorio Mincato, CEO/Managing Dir.  
Marco Mangiagalli, Sr. VP-Finance  
Renato Roffi, Sr. VP-Personnel, Organization  
Carlo Grande, Sr. VP-Legal Affairs  
Roberto Jaquinto, Sr. VP-Admin.  
Alfredo Moroni, Sr. VP-Planning, Dev.  
Leonardo Maugeri, Sr. VP-Public Studies/Strategic Affairs  
Vittorio Giacomelli, Sr. VP-Procurement Group  
Domenico Dispenza, Managing Dir.-Snam  
Giovanni Locanto, Managing Dir.-Alfredo Moroni  
Giorgio Clarizia, Managing Dir.-AgipPetroli

**Phone:** 39-065-9821 **Fax:** 39-065-982-2141**Toll-Free:****Address:** Piazzale Mattei, 1, Rome, 00144 Italy**GROWTH PLANS/SPECIAL FEATURES:**

Eni is an integrated energy company with operations in the oil, natural gas, power generation and petrochemicals industries, as well as oilfield services and engineering. The firm conducts business in more than 70 countries and produces over 1,200 million barrels of oil equivalent a day. Eni operates in the exploration and production of oil and natural gas in Italy, North Africa, West Africa, the North Sea and the Gulf of Mexico, as well as Latin America and the Caspian Sea. Eni's exploration and development interests in Italy are concentrated in the Po Valley, the Adriatic Sea, the Southern Apennines and Sicily. Through AgipPetroli SpA and its subsidiaries, the company operates in the refining and marketing of petroleum products, mainly in Italy. In the petrochemical sector, EniChem is present in the U.S. through EniChem Americas, Inc., based in Houston. A number of other Eni Group companies, including Agip USA and AmericanAgip, carry out procurement services and trade in crude oils and petroleum products, including MTBE and Methanol. U.S. production originates mainly from four fields in the Gulf of Mexico, where activities in the area are focused on deep-water exploration. Additionally, Eni is at present the third Italian operator in the power generation and sale industry, with a total installed capacity of 2,400 megawatts. In recent news, the firm (through Snamprogetti, its engineering and main contracting arm) has been awarded a lump sum turnkey contract with Saudi Arabian Oil Co. The work will be carried out at Haradh, Saudi Arabia and will consist of a new Gas Oil Separation Plant. Snamprogetti was also awarded a contract in Qatar to implement the world's largest LNG plant for the Ras Laffan Liquefied Gas Company Ltd. II, a joint company between Qatar Petroleum and Exxon Mobil.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$42,609,300 (12 months)	2000 Profits: \$ (12 months)
1999 Sales: \$27,881,000	1999 Profits: \$
1998 Sales: \$49,724,357	1998 Profits: \$
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** E

Employees:  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Highly diversified services and global operations.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y			Y	Y



**ENRON CORP**[www.enron.com](http://www.enron.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 21 Profits: 9

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y	Y	Y	Y

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Pipelines  
Telecommunications  
Energy Trading  
Paper Pulp Markets and Manufacture  
Venture Capital  
Commodities Trading  
Vertical Market Maker-Online

**BRANDS/DIVISIONS/AFFILIATES:**

Enron Gas Pipeline Group  
Enron Ventures Corp.  
Enron Capital and Trade Resources  
Enron Energy Services  
Enron International  
Enron Oil & Gas Company  
Enron Renewable Energy Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Kenneth L. Lay, CEO  
Greg Whalley, Pres./COO  
Mike Frevert, Vice Chairman  
Andrew S. Fastow, Sr. VP-Finance  
Elizabeth A. Tilney, Sr. VP-Advertising  
Philip J. Bazelides, VP-Human Resources  
Philippe A. Bibi, Chief Tech. Officer  
Richard A. Causey, Exec.VP/Chief Acc. Officer  
James V. Derrick, Jr., Exec. VP/General Counsel  
Cliff Baxter, Exec.VP/Chief Strategy Officer  
Cindy K. Olson, Exec.VP-Community Relations  
Mark E. Koenig, Exec. VP-Investor Relations  
L. Diane Bazelides, VP-Public Relations  
Richard B. Buy, Exec. VP/Chief Risk Officer

**Phone:** 713-853-6161 **Fax:** 713-853-3129**Toll-Free:****Address:** 1400 Smith St., Houston, TX 77002-7369 US**GROWTH PLANS/SPECIAL FEATURES:**

Enron Corp. creates and operates trading networks around the world, mostly in the energy and communications sectors. It combines physical assets and contract access with the physical assets of other parties to create markets in energy commodities, pulp and paper, steel and other metals, and broadband capacity, among other commodities. Broadly speaking, it is one of the largest integrated electricity, natural gas and communications companies in the world. With assets of \$53 billion and operations in 44 countries, the company has matured into one of the largest and most successful companies in the world. Although its headquarters are in Houston, essentially all of Enron's operations are conducted through its subsidiaries and affiliates worldwide. Its four core businesses are wholesale services, covering the marketing and delivery of physical commodities and financial and risk management services; broadband services such as bandwidth trading, content and application services; energy services for customers requiring integrated energy and facility management outsourcing solutions; and transportation services, based around one of the country's largest natural gas pipeline systems. The company is the top natural gas and electricity wholesale marketer in North America and the most successful developer of energy infrastructure in the world. It has also become the nation's largest buyer and seller of both natural gas and electricity, a result of market making efforts that helped create the infrastructure to allow electronic trading. Over a quarter of Enron's profits are derived from this trading and associated businesses, including risk management, credit services and consulting. On the communications front, Enron Intelligent Network carries broadband content on a contingency basis for large customers like TV networks and financial services companies. The firm is also rolling out Sun servers around the world in support of its broadband content operations.

Enron has excellent employee support, benefit and diversity programs and a health awareness program. Employees get 11 paid holidays and receive 55 hours of training per year.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$100,789,000 (12 months)	2000 Profits: \$979,000 (12 months)
1999 Sales: \$40,112,000	1999 Profits: \$893,000
1998 Sales: \$31,260,000	1998 Profits: \$703,000
1997 Sales: \$20,273,000	1997 Profits: \$105,000
1996 Sales: \$13,289,000	1996 Profits: \$584,000

**Stock Ticker:** ENE

Employees: 20,600

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$1,300,000	Bonus: \$3,900,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$850,000	Bonus: \$3,000,000

**COMPETITIVE ADVANTAGE:**

Very aggressive growth, both domestically and in international markets/Outstanding e-market technology.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 11  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**ENSCO INTERNATIONAL INC**[www.enscou.com](http://www.enscou.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 17 Profits: 10

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Drilling Oil and Gas Wells Support.  
Marine Transportation Services  
Contract Drilling  
Support Services

**BRANDS/DIVISIONS/AFFILIATES:**

ENSCO Marine Company  
ENSCO Drilling  
ENSCO AsiaPacific Pte.  
ENSCO Offshore Company  
ENSCO Offshore U.K., Ltd.  
Burlington Resources, Inc.  
Keppel FELS Limited

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Carl F. Thorne, CEO  
Carl F. Thorne, Pres.  
Richard A. Wilson, Sr. VP/COO  
C. Christopher Gaut, VP-Finance/CFO  
Brian Gifford, Dir-Human Resources  
H. E. Malone, VP/Controller  
Frank B. Williford, VP-Eng.  
William S. Chadwick, Jr., VP-Sec.  
William S. Chadwick, Jr., VP-Admin.  
Marshall Ballard, VP-Bus. Dev.  
Richard A. LeBlanc, Treas.  
Eugene R. Facey, VP-Oper.  
Ogden Thomas, Jr., VP-Marine Oper.

**Phone:** 214-922-1500 **Fax:** 214-855-0080**Toll-Free:** 800-423-8006**Address:** 2700 Fountain Place, 1445 Ross Avenue, Dallas, TX 75202-2792 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$533,800 (12 months)	2000 Profits: \$85,400 (12 months)
1999 Sales: \$363,700	1999 Profits: \$ 300
1998 Sales: \$813,200	1998 Profits: \$253,900
1997 Sales: \$815,100	1997 Profits: \$234,900
1996 Sales: \$468,800	1996 Profits: \$95,400

**Stock Ticker:** ESV  
**Employees:**  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y ESOP Stock Plan: Profit Sharing: Y Top Exec. Salary: \$525,000 Bonus: \$270,158  
Savings Plan: Y Stock Purch. Plan: Second Exec. Salary: \$306,075 Bonus: \$117,702

**COMPETITIVE ADVANTAGE:**

Well-positioned to serve major international fields.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y



**ENTERGY CORP**[www.entergy.com](http://www.entergy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 31 Profits: 26

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Y Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Natural Gas Utility  
Energy Management  
Security Monitoring  
Telecommunications Services

**BRANDS/DIVISIONS/AFFILIATES:**

FPL  
System Energy Resources, Inc.  
Entergy Louisiana, Inc.  
Entergy Operations Services, Inc.  
Entergy London Investments PLC  
Entergy Gulf States  
Entergy-Koch  
Damhead Creek Plant

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

J. Wayne Leonard, CEO  
Donald Hintz, Pres.  
John Wilder, Exec. VP/CFO  
Gary Clary, VP-Human Resources  
Michael G. Thompson, Sr. VP-General Counsel  
Frank F. Gallaher, Exec. VP-Oper.  
Arthur E. F. Wiese, Jr., VP-Corp. Comm.  
Nancy Morovich, VP-Investor Rel.  
Naomi A. Nakagama, Treas.  
Horace Webb, Sr. VP-External Affairs  
Geoffrey Roberts, Pres.-Wholesale Oper.  
Richard Smith, Pres.-Retail Oper.  
Tom Wright, Sr. VP-Merger Integration

**Phone:** 504-576-4000 **Fax:** 504-576-4428**Toll-Free:****Address:** 639 Loyola Ave., New Orleans, LA 70113 US**GROWTH PLANS/SPECIAL FEATURES:**

Entergy Corporation engages in the domestic and foreign electric utility business, other domestic energy-related enterprises and telecommunications-based businesses. The company has five wholly owned domestic retail electric subsidiaries: Entergy Arkansas, Entergy Gulf States, Entergy Louisiana, Entergy Mississippi and Entergy New Orleans. The company supplies energy to approximately 4.8 million customers, about half of whom reside in portions of Arkansas, Louisiana, Mississippi and Texas; the other half reside in the global markets of London, Australia and Argentina. In addition, Entergy Gulf States furnishes natural gas utility service in and around Baton Rouge, Louisiana; while Entergy New Orleans provides natural gas utility service in New Orleans, Louisiana. Entergy is among the top 10 power marketers in the U.S., selling electricity wholesale and offering a broad range of energy management, security monitoring and telecommunications services. In recent news, Entergy announced binding agreements to sell its 1,200-megawatt power plant at Saltend near Hull, Yorkshire, England, to Calpine Corporation. With the execution of the binding agreements, Calpine will assume market, and regulatory risks associated with Saltend. Entergy will continue to own and operate the 800-megawatt gas-fired plant at Damhead Creek, approximately 30 miles from London, which recently began commercial operations. The Damhead Creek plant is an important part of the company's European strategy because it provides a complement to Entergy-Koch's marketing and trading activities in the British and Welsh markets.

The company provides employees with educational assistance, fitness centers, alternative work schedules and matching educational gift contributions. Incentive plans based on performance goals are also offered.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$10,016,100 (12 months)	2000 Profits: \$710,900 (12 months)
1999 Sales: \$8,773,200	1999 Profits: \$595,000
1998 Sales: \$11,494,800	1998 Profits: \$785,600
1997 Sales: \$9,538,900	1997 Profits: \$300,900
1996 Sales: \$7,163,526	1996 Profits: \$490,600

**Stock Ticker:** ETR

Employees: 14,100

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$836,538	Bonus: \$1,190,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$570,096	Bonus: \$743,000

**COMPETITIVE ADVANTAGE:**

Diversified services in non-regulated businesses/Massive customer base..

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3

Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**ENTERPRISE OIL PLC**[www.entoil.com](http://www.entoil.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 8 Profits: 4

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

South Pars Gas Field  
 Petropars, Limited  
 Pennzoil  
 Devon Energy  
 EEX  
 Petrobras U.K. Limited

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Pierre Jungels, CEO  
 Andrew Shilston, Finance Dir.  
 Ben Holt, Mktg.  
 Celia Baxter, Human Resources  
 Ian Craig, Tech. Dir.  
 Doug Webster, Information Services Mgr.  
 Mike Payne, Health, Safety, Environmental, Quality  
 Peter Jackson, Management Dev. Products  
 Mark White, Company Sec.  
 Andrew Wilson, Legal Affairs  
 Kevin Watts, Corp. Dev. Dir.  
 Patrick d'Ancona, Public Rel.  
 Peter Reilly, Investor Rel.  
 Peter Thomas, Treas.  
 Tom Clarence-Smith, Group Commercial Mgr.  
 John Crowle, General Mgr.-Norway  
 David Grassick, General Mgr.-Middle East  
 John McGoldrick, General Mgr.-Houston

**Phone:** +44-20-7925-4000 **Fax:** +44-20-7925-4321**Toll-Free:****Address:** Grand Buildings, Trafalgar Square, London, WC2N 5EJ UK**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,632,500 (12 months)	2000 Profits: \$513,300 (12 months)
1999 Sales: \$1,215,300	1999 Profits: \$111,200
1998 Sales: \$805,100	1998 Profits: \$-111,700
1997 Sales: \$1,353,900	1997 Profits: \$181,000
1996 Sales: \$1,447,700	1996 Profits: \$164,700

**Stock Ticker:** ETP

Employees: 652  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Leading oil and gas company in the U.K.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y

**ENTERPRISE PRODUCTS PARTNERS LP**[www.epplp.com](http://www.epplp.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 38 Profits: 31

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Pipelines-Natural Gas  
Natural Gas Transportation, Processing and Storage  
Natural Gas Liquid Fractionation and Import/Export Terminalling  
Octane Enhancement

**BRANDS/DIVISIONS/AFFILIATES:**

TNGL  
Acadian Gas, LLC  
Stingray Pipeline  
West Cameron Dehydration, LLC  
Sailfish Pipeline Company  
Shell Oil Company  
Equistar Chemicals, LP

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

O. S. Andras, CEO  
O. S. Andras, Pres.  
William D. Ray, Exec. VP  
John Tomerlin, VP-Human Resources  
Earl Lambert II, VP/CIO  
Richard H. Bachmann, Exec. VP/Sec.  
Richard H. Bachmann, Exec. VP/Chief Legal Officer  
Charles E. Crain, Sr. VP-Oper.  
W. Randall Fowler, VP-Treas.  
Michael A. Creel, Exec. VP/COO-Natural Gas Division  
A. J. Teague, Exec. VP/COO-NGL Division  
James D. Gernentz, VP-Texas Oper.

**Phone:** 713-880-6500 **Fax:** 713-880-6668**Toll-Free:****Address:** 2727 North Loop West, Houston, TX 77210 US**GROWTH PLANS/SPECIAL FEATURES:**

Enterprise Products Partners provides natural gas processing and natural gas liquids (NGL) fractionation, transportation and storage services to producers and consumers of NGL products. The processing and fractionation services generally involve extracting NGLs from natural gas and separating mixed streams of NGLs into purity products that meet industry specifications and the high-purity specifications of customers. In addition, Enterprise provides transportation and storage services, including import and export terminalling, to meet the logistical needs of the firm's customers. Most of the company's processing operations are concentrated in Mont Belvieu, Texas, which is the hub of the domestic NGL industry and is located adjacent to the largest concentration of refineries and petrochemical companies in the United States. Enterprise is divided into five business segments: Processing, Fractionation, Pipeline, Octane Enhancement and Other. Enterprise derives approximately 75% of its normalized operating margin from providing tolling, or fee-based, services. The company's major customers, many of whom are strategic partners in joint venture projects, include affiliates of Shell Oil Company, Exxon, Mobil, Texaco, Duke Energy and BP Amoco. The firm is currently fulfilling a 20-year natural gas processing agreement with Shell Oil Company, to process Shell's current and future Gulf of Mexico production. In recent news, the firm acquired an NGL salt dome storage cavern facility from Equistar Chemicals, LP, located near the company's Mont Belvieu complex. Enterprise has also acquired ownership interests in five natural gas pipeline systems and related equipment in the central Gulf of Mexico from El Paso Energy Partners, LP. These systems total approximately 725 miles of pipeline with an aggregate capacity of approximately 2,850 million cubic feet per day. Additionally, the company purchased Acadian Gas LLC from Coral Energy, an affiliate of Shell.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,073,100 (12 months)	2000 Profits: \$220,500 (12 months)
1999 Sales: \$1,346,500	1999 Profits: \$120,300
1998 Sales: \$754,600	1998 Profits: \$10,100
1997 Sales: \$1,036,000	1997 Profits: \$52,200
1996 Sales: \$1,015,300	1996 Profits: \$60,800

**Stock Ticker:** EPD

Employees: 782

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Comprehensive natural gas production, storage and pipeline services.

**OTHER THOUGHTS:****Apparent Women Officers or Directors:****Hot Spot for Advancement for Women/Minorities:****LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				

**EOG RESOURCES INC****www.eogresources.com**

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 3 Profits: 13

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Energy Marketing

**BRANDS/DIVISIONS/AFFILIATES:**

North America Operations  
Mid-Continent Division  
Canada Division  
Offshore Division  
National Gas Company of Trinidad and Tobago  
EOG Resources Marketing, Inc.  
Enron

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Mark G. Papa, CEO  
Edmund P. Segener III, Pres./Chief of Staff  
Ben B. Boyd, VP-Finance, Accounting  
Andrew N. Hoyle, VP-Mktg.  
Patricia Edwards, VP-Human Resources  
Sandeep Bhakhri, VP-CIO  
William E. Albrecht, VP-Eng.  
Patricia Edwards, VP/Corp. Sec.  
Barry Hunsaker, Jr., Sr. VP/General Counsel  
Patricia Edwards, VP-Admin.  
Phil DeLozier, VP-Bus. Dev.  
Maire A. Baldwin, VP-Investor Rel.  
Ann Janssen, Treas.  
Bill Whittington, Mgr.-Acquisitions  
Loren M. Leiker, Exec. VP-Exploration  
Gary L. Thomas, Exec. VP-North America Oper.

**Phone:** 713-651-7000 **Fax:** 713-651-6995**Toll-Free:** 877-363-3647**Address:** P.O. Box 4362, Houston, TX 77210-4362 US**GROWTH PLANS/SPECIAL FEATURES:**

EOG Resources, Inc. (EOG), formerly Enron Oil and Gas Company, is one of the largest independent (non-integrated) oil and gas companies in the United States. It is engaged in the exploration and development, production and marketing of natural gas and crude oil primarily in major producing basins in the United States, as well as in Canada, Trinidad and other selected international areas. EOG's business strategy is to maximize the rate of return on investment of capital by controlling all operating and capital costs. The firm focuses its drilling activity toward natural gas deliverability in addition to natural gas reserve replacement, and to a lesser extent crude oil exploitation. EOG focuses on the cost-effective utilization of advances in technology associated with the gathering, processing and interpretation of three-dimensional seismic data, developing reservoir simulation models and drilling operations. These advanced technologies are used to reduce the risks associated with all aspects of oil and gas reserve exploration, exploitation and development. EOG's North American operations are organized into eight largely autonomous business units or divisions, each focusing on one or more basins. EOG has producing operations in offshore Trinidad, and is evaluating exploration, exploitation and development opportunities in selected other international areas. EOG Resources Marketing, Inc., a wholly owned subsidiary of EOG, is a marketing company that contracts to provide, under short and long-term agreements, natural gas to various purchasers. Standard & Poor's 500 Index added EOG to its oil and gas industry group in 2000, a year in which EOG was the second most active driller in the U.S. In recent news, the firm signed a 15-year natural gas supply contract for approximately 60 MMcf/d with the National Gas Company of Trinidad and Tobago Limited.

Employees are offered dependent day care spending accounts, and spending accounts for mass transit or parking. Additionally a scholarship fund and tuition reimbursement are offered, as is a health club subsidy. The firm also maintains a casual dress policy.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,489,900 (12 months)	2000 Profits: \$396,900 (12 months)
1999 Sales: \$842,100	1999 Profits: \$569,100
1998 Sales: \$808,300	1998 Profits: \$56,200
1997 Sales: \$783,500	1997 Profits: \$122,000
1996 Sales: \$730,600	1996 Profits: \$140,000

**Stock Ticker:** EOG

Employees: 850

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$592,319	Bonus: \$540,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$400,020	Bonus: \$408,200

**COMPETITIVE ADVANTAGE:**

Major U.S. oil and gas company.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 4  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West: Y	Southwest: Y	Midwest:	Southeast:	Northeast: Y	International: Y
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**EOTT ENERGY PARTNERS LP**[www.eott.com](http://www.eott.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 68 Profits: 63

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Pipelines-Natural Gas  
Crude Oil Gathering and Marketing  
Crude Oil Storage and Transportation  
Producer Services  
Crude Oil Blending and Natural Gas Liquids Processing

**BRANDS/DIVISIONS/AFFILIATES:**

EOTT Energy Operating Limited Partnership  
EOTT Energy Canada Limited Partnership  
EOTT Energy Pipeline Limited Partnership  
EOTT Energy Finance Corp  
Enron Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Stanley C. Horton, CEO  
Dana R. Gibbs, Pres.  
Dana R. Gibbs, COO  
Mary Ellen Coombe, VP-Human Resources  
Lori L. Maddox, VP-Controller  
Molly M. Sample, VP-General Counsel  
Mary Ellen Coombe, VP-Admin.  
David R. Hultsman, VP-Bus. Transformation  
Scott D. Vonderheide, Dir.-Investor Rel.  
Susan C. Ralph, Treas.

**Phone:** 713-993-5000 **Fax:** 713-993-5821**Toll-Free:****Address:** P.O. Box 4666, Houston, TX 77210-4666 US**GROWTH PLANS/SPECIAL FEATURES:**

EOTT Energy Partners, L.P. (EOTT Energy) is engaged in the purchasing, gathering, transporting, trading, storage and resale of crude oil, refined petroleum products, natural gas liquids and related activities. One of the firm's principal business segments is its North American crude oil gathering and marketing operations, located east of the Rockies. Other significant areas of operation are the firm's pipeline operations and its West Coast operations, which include crude oil gathering and marketing, refined products marketing and a natural gas liquids business. EOTT Energy operates in most major producing areas of the United States, serving customers in 18 states, and maintains district offices in over 25 different communities. The company handles crude oil transportation and trading needs from wellheads to refineries and other trade points. EOTT Energy utilizes every major crude oil pipeline in the United States and all major Canadian pipelines. The firm's pipelines include approximately 8,200 miles of active EOTT gathering and transmission pipelines. EOTT has trucking operations that includes a fleet of 285 owned or leased trucks. Additionally, there are approximately 12.2 million barrels of active storage capacity associated with field tanks. In recent news, the firm acquired assets that include a hydrocarbon-processing complex in Morgan's Point, Texas, and a liquids pipeline grid system purchased from an affiliate of Enron Corp. EOTT Energy also acquired a natural gas liquids storage facility in Chambers County, Texas, previously operated by an Enron affiliate under a lease financing arrangement. In other news, the company entered into a 10-year tolling agreement for production from the processing complex, which is currently producing MTBE and isobutylene, and a 10-year storage and transportation agreement for the use of the storage and pipeline grid system. Both agreements are with an Enron affiliate, which retains all existing third party contracts associated with these facilities.

Employees are provided with a flexible spending plan and a cash balance plan.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$11,614,000 (12 months)	2000 Profits: \$13,800 (12 months)
1999 Sales: \$8,664,400	1999 Profits: \$- 500
1998 Sales: \$5,294,700	1998 Profits: \$-4,100
1997 Sales: \$7,646,100	1997 Profits: \$-14,400
1996 Sales: \$7,469,700	1996 Profits: \$28,800

**Stock Ticker:** EOT  
Employees: 1,300  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing: Y	Top Exec. Salary: \$225,000	Bonus: \$250,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$160,000	Bonus: \$60,000

**COMPETITIVE ADVANTAGE:**

A major U.S. crude oil gatherer.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 4  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West: Y	Southwest: Y	Midwest:	Southeast: Y	Northeast:	International:
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**EQUITABLE RESOURCES INC**[www.eqt.com](http://www.eqt.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 118 Profits: 104

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Pipelines  
Well Operations  
Gas Production

**BRANDS/DIVISIONS/AFFILIATES:**

ERI Supply & Logistics  
ERI Utilities  
ERI Services  
NORESCO  
Statoil Energy, Inc.  
Tuscaloosa Pipeline Company  
Three Rivers Pipeline Corporation  
Northeast Energy Services

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Murry S. Gerber, CEO  
Murry S. Gerber, Pres.  
David L. Porges, Exec. VP/CFO  
Debbie Patterson, Human Resources  
Carl M. Rizzo, CIO  
Johanna G. O'Loughlin, VP/Corp. Sec.  
Johanna G. O'Loughlin, VP/General Counsel  
Gregory R. Spencer, Sr. VP/Chief Admin. Officer  
Phil Conti, VP/Treas.  
James M. Funk, Sr. VP/Pres.-Equitable Distribution  
Joseph E. O'Brien, VP/Pres.-NORESCO

**Phone:** 412-553-5700 **Fax:** 412-553-7781**Toll-Free:****Address:** One Oxford Centre, Ste. 3300, Pittsburgh, PA 15219  
US**GROWTH PLANS/SPECIAL FEATURES:**

Equitable Resources, Inc. is a fully integrated energy exploration, production, transmission, distribution and marketing company. Through its subsidiaries, the company offers energy (natural gas, natural gas liquids, crude oil and electricity) products and services to wholesale and retail customers from its three primary business segments: ERI Supply & Logistics, ERI Utilities and ERI Services. In addition, NORESCO is a business unit that provides energy-management services for projects across the United States and in selected international markets. The company has been able to develop reserves at costs that make it very competitive in marketing its gas to pipeline and commercial buyers. As a result, even in periods of surplus gas supply, the company has been able to sell all of its gas production at a profit. Equitable has recently begun to operate some of the offshore drilling projects in which it has a majority working interest. Approximately 11% of the company's year-end natural gas and oil reserves are located in the Gulf of Mexico region. The division focuses on energy infrastructure, performance contracting, and power quality related projects. In recent news, Equitable acquired the Appalachian production assets of Statoil Energy, Inc. The acquired assets are contiguous to Equitable's Appalachian properties, and include nearly 1.1 trillion cubic feet of proven gas reserves and 6,500 natural gas wells in West Virginia, Kentucky, Virginia, Pennsylvania and Ohio. The addition of these production assets in Appalachia more than doubles the firm's natural gas reserves in the Northeast, and will make Equitable the largest producer of natural gas in the Appalachian basin. In other news, the firm announced the creation of three new strategic business units designed to serve three key market segments; public and multi-family housing, industrial, and energy infrastructure. Equitable Gas serves approximately 275,000 retail customers.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,652,200 (12 months)	2000 Profits: \$106,200 (12 months)
1999 Sales: \$1,042,000	1999 Profits: \$69,100
1998 Sales: \$851,800	1998 Profits: \$-27,100
1997 Sales: \$913,100	1997 Profits: \$74,200
1996 Sales: \$856,400	1996 Profits: \$53,500

**Stock Ticker:** EQT

Employees: 1,614

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$557,696	Bonus: \$1,000,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$308,465	Bonus: \$500,000

**COMPETITIVE ADVANTAGE:**

Diversified services/ Low cost reserves.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y	Y	Y	Y



**EQUITY OIL COMPANY**[www.equity-oil.com](http://www.equity-oil.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 112 Profits: 116

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

Symskaya Exploration

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Paul M. Dougan, CEO  
 Paul M. Dougan, Pres.  
 Russell Florence, Controller  
 Russell Florence, Corp. Sec.  
 James Larson, VP-Oper.  
 David P. Donegan, VP-Corp. Dev.  
 Russell Florence, Treas.  
 David M. Seery, Mgr.-Denver Exploration Office

**Phone:** 801-521-3515 **Fax:** 801-521-3534**Toll-Free:****Address:** 10 West Third South, Ste. 806, P.O. Box 959, Salt Lake City, UT 84110-0959 US**GROWTH PLANS/SPECIAL FEATURES:**

Equity Oil Company is an independent oil and gas exploration and production firm headquartered in Salt Lake City, Utah. More than 90% of the company's revenues come from the sale of crude oil and natural gas. Equity's business strategy is to replace production and to increase its oil and natural gas reserves through exploration and development drilling, and through the exploitation and acquisition of proved reserves. When conducting exploration activities, the general practice of the company is to participate in projects on a 25% to 50% working interest basis. Participation varies with each prospect depending on location and the attendant financial and technical risk. Equity maintains an exploration office in Denver, Colorado, and field offices in Wyoming and Utah. The firm currently conducts its business in eight states and two Canadian provinces. Additionally, Equity is a 50% shareholder in Symkaya Exploration, Inc., which was issued a 25 year, 1 million acre license to explore for, develop and produce hydrocarbons in the Krasnoyarsk Krai in Russia. The majority of the firm's oil production occurs in Colorado and other Rocky Mountain States, and the Canadian provinces of Alberta and British Columbia. Equity also works in conjunction with other working interest owners, in producing properties to identify projects that will develop and exploit the productive capacities of existing wells and fields. The firm is currently awaiting results of the drilling of the Averinskaya well, immediately south of Symkaya's license area, by the Geological Committee of the Krasnoyarsk Krai, in Russia. Symkaya has been unable thus far to find additional partners and/or financing for its operations. In recent news, Equity agreed to purchase a working interest in several producing oil wells in Utah. In addition, Equity acquired a small producing property adjacent to one of its Big Horn Basin properties.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$25,400 (12 months)	2000 Profits: \$5,200 (12 months)
1999 Sales: \$15,800	1999 Profits: \$ 400
1998 Sales: \$13,200	1998 Profits: \$-5,800
1997 Sales: \$17,900	1997 Profits: \$- 200
1996 Sales: \$16,900	1996 Profits: \$-5,500

**Stock Ticker:** EQTY

Employees: 23  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$255,000	Bonus: \$47,822
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$130,000	Bonus: \$19,504

**COMPETITIVE ADVANTAGE:**

Focus on Rocky Mountain and Canadian reserves.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y					Y

**ESENJAY EXPLORATION INC**[www.esenjay.com](http://www.esenjay.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 4 Profits: 6

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 High Impact Natural Gas Projects  
 Technology-Enhanced Exploration Projects

**BRANDS/DIVISIONS/AFFILIATES:**

3DX Technologies, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Michael E. Johnson, CEO  
 Michael E. Johnson, Pres.  
 David B. Christofferson, Sr. VP-CFO  
 David B. Christofferson, Sr. VP-General Counsel  
 William L. Jackson, VP-Oper.  
 Dale W. Alexander, VP-Exploitation  
 Jim Smith, VP-Land  
 Michael E. Moore, VP-Exploration  
 Linda D. Schibi, VP-Gas Marketing

**Phone:** 361-883-7464 **Fax:** 361-883-3244

**Toll-Free:**

**Address:** 500 N. Water St., Ste. 1100, Corpus Christi, TX 78471  
 US

**GROWTH PLANS/SPECIAL FEATURES:**

Esenjay Exploration, Inc. is an independent energy company engaged in the exploration for and development of natural gas and oil. The firm owns a diverse inventory of technologically enhanced natural gas and oil exploration projects located primarily along the Texas and Louisiana Gulf Coast. The company's strategy is to expand its reserves, production and cash flow through the implementation of its exploration program, which is oriented toward obtaining dominant positions in core areas, including the exploration and identification of potential moderate-depth gas reservoirs. Esenjay attempts to enhance the value of its exploratory projects through the use of 3-D seismic and CAEX technologies, with an emphasis on direct hydrocarbon detection technologies. These technologies create computer generated 3-dimensional displays of subsurface geological formations, which enable the company to more accurately map structural features that detect seismic anomalies that are not apparent in 2D seismic surveys. In line with its technology-based strategy, the company acquired 3DX Technologies Inc., a Houston-based exploration and production company whose focus is on 3D seismic imaging. Most of Esenjay's exploration projects are concentrated within the Frio, Wilcox, Texas Hackberry and Yegua core project areas off the Gulf Coast. In recent news, the Esenjay has completed an evaluation of its strategic alternatives, determining that the most effective strategy in the current industry environment is for the company to delineate and develop the two recent South Texas natural gas discoveries it has made. Additionally, the firm will continue to aggressively drill new natural gas exploration prospects within its large 3-D seismic project inventory.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$34,700 (12 months)	2000 Profits: \$-7,500 (12 months)
1999 Sales: \$12,600	1999 Profits: \$-10,300
1998 Sales: \$1,700	1998 Profits: \$29,300
1997 Sales: \$900	1997 Profits: \$-5,000
1996 Sales: \$3,200	1996 Profits: \$-5,000

**Stock Ticker:** ESNJ

Employees: 34  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$200,000	Bonus:	\$84,771
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$155,000	Bonus:	\$65,698

**COMPETITIVE ADVANTAGE:**

Emphasis on cutting-edge technology.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

# EVANS SYSTEMS INC

Industry Group Code: 422720 Ranks within this company's industry group: Sales: 100 Profits: 88

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Y Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Petroleum Distribution-Wholesale  
Petroleum Sales and Distribution  
Convenience Stores  
Environmental Cleanup

## BRANDS/DIVISIONS/AFFILIATES:

Texas Petroleum Marketing  
EDCO Environmental Systems Unit  
Texas Convenience Stores  
Louisiana Operations  
A-Free-Gift.com

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Jerriel L. Evans, Sr., CEO  
Jerriel L. Evans, Sr., Pres.  
Charles N. Way, Acting CFO  
Jerry L. Evans, Jr., VP-Human Resources  
Charles N. Way, Acting Controller  
Maybell H. Evans, Sec.  
Darlene N. Jones, Mgr.-Admin.  
Jerry L. Evans, Jr., VP-Corp. Rel.  
Darlene N. Jones, Mgr.-Treas.

Phone: 409-245-2424 Fax: 979-244-5070

### Toll-Free:

Address: 720 Ave. F North, P. O. Box 2480, Bay City, TX 77414  
US

## GROWTH PLANS/SPECIAL FEATURES:

Evans Systems, Inc.'s primary business is distributing gasoline to a wide variety of retail convenience stores in southeastern Texas and southwestern Louisiana. Approximately two-thirds of the company's revenue is derived from petroleum sales. Evans also operates about two dozen convenience stores and one full-service gas station in the same region. The company's Texas Petroleum Marketing segment's revenues are derived primarily from the sale of motor fuels to the public, through retail outlets that include gasoline retail facilities. Evans receives 40-50% of the gasoline gross profit, depending upon who owns the underground gasoline equipment. The Texas Petroleum Marketing segment also supplies lubricants to commercial and industrial customers, distributing directly from refinery racks, and through the company's bulk plant facilities. Additionally, Evans has an agreement with A-Free-Gift.com to be the exclusive distributor of the company's promotional packets to convenience stores throughout the country. EDCO Environmental, another subsidiary of the firm, provides environmental assessment and remediation services for the petroleum distribution industry in southeast Texas. EDCO currently focuses its efforts on underground storage tank (UST) removal, UST regulator upgrades and UST repairs and maintenance. The subsidiary provides environmental remediation services to customers ranging from gasoline stations, convenience stores, public utilities, banks and major oil companies; to large industrial corporations and governmental organizations.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$95,300 (12 months)	2000 Profits: \$-4,900 (12 months)
1999 Sales: \$87,300	1999 Profits: \$-9,300
1998 Sales: \$104,100	1998 Profits: \$-5,500
1997 Sales: \$138,000	1997 Profits: \$-4,800
1996 Sales: \$133,000	1996 Profits: \$1,100

### Stock Ticker: EVSI

Employees: 197  
Fiscal Year Ends: 9/30

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$140,000	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$77,077	Bonus: \$

## COMPETITIVE ADVANTAGE:

Major petroleum distributor.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				

**EVERGREEN RESOURCES INC**[www.evergreen-res.com](http://www.evergreen-res.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 8 Profits: 4

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Marketing of Natural Gas  
Developer of Coal Bed Methane Reserves

**BRANDS/DIVISIONS/AFFILIATES:**

Evergreen Operating Corporation  
Primero Gas Marketing Company  
Evergreen Well Service Company  
J.M. Huber Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Mark S. Sexton, CEO  
Mark S. Sexton, Pres.  
Kevin R. Collins, VP-CFO  
Cindy Hayward, Human Resources  
John B. Kelso, Mgr.-Investor Rel.  
Kevin R. Collins, Treas.  
Dennis R. Carlton, Sr.VP-Exploration and Oper.

**Phone:** 303-298-8100 **Fax:** 303-298-7800**Toll-Free:****Address:** 1401 17th St. Ste. 1200, Denver, CO 80202 US**GROWTH PLANS/SPECIAL FEATURES:**

Evergreen Resources, Inc. is an independent energy company engaged in the exploration, development, operation and acquisition of oil and gas properties. The firm's operations are principally focused on developing and expanding its coal bed methane project located in the Raton Basin in southern Colorado. Evergreen also holds exploration licenses onshore in the United Kingdom, an oil and gas exploration license on approximately 2.4 million acres in northern Chile, a net 2% interest in a consortium exploring offshore the Falkland Islands and 15,000 acres of exploration leases in northwest Colorado. Evergreen Operating Corporation is a wholly owned subsidiary of the company that concentrates on drilling, evaluation, production and operations activities associated with Evergreen's properties. Primero Gas Marketing Company, another subsidiary of Evergreen, operates the gas gathering and marketing system that connects the firm's Raton Basin wells to the Colorado Interstate Gas pipelines. Primero markets and sells gas for the company and other producers in the area. Evergreen Well Service Company performs fracture stimulation services, cement work, drilling and workovers. Recently, the firm signed an agreement to acquire a 100% working interest in 480,000 acres of prospective tight gas sand properties in the Republic of Ireland. The acreage is contiguous with the 605,000 acres of tight gas sand properties in Northern Ireland that Evergreen acquired in February 2001. Evergreen has received government approval as the license holder of these northern properties. In other news, Evergreen signed a joint venture agreement with a work commitment with J.M. Huber Corp. covering 29,000 acres of coal bed methane properties in Huerfano County, Colorado, in the northern end of the Raton Basin. Evergreen's planned expenditures will be primarily for drilling, completions, workovers, equipment and fracture stimulations.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$59,700 (12 months)	2000 Profits: \$17,000 (12 months)
1999 Sales: \$26,900	1999 Profits: \$5,100
1998 Sales: \$21,800	1998 Profits: \$5,200
1997 Sales: \$12,300	1997 Profits: \$5,500
1996 Sales: \$3,700	1996 Profits: \$1,100

**Stock Ticker:** EVG

Employees: 132

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$225,000	Bonus:	\$150,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$200,000	Bonus:	\$150,000

**COMPETITIVE ADVANTAGE:**

Gas interests worldwide.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y					

**EVERGREEN SOLAR INC**[www.evergreensolar.com](http://www.evergreensolar.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 113 Profits: 99

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Y Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Solar Energy Technology

**GROWTH PLANS/SPECIAL FEATURES:**

Utilizing its patented solar power technologies, Evergreen Solar, Inc. develops, manufactures and markets solar power products to the estimated \$1.5 billion worldwide solar power market. Solar power applications include wireless power for remote homes, water pumping, lighting and rural electrification, as well as complete power systems for electric utility customers that choose to generate their own environmentally benign power. Specifically, Evergreen Solar employs its patented String Ribbon technology to sell solar panels that range from 25 to 64 watts and expects to introduce larger solar panels of approximately 100 watts. So far, the company has globally shipped over 4,000 solar panels for residential, commercial and industrial use and intends to further elevate itself by initiating large-scale manufacturing. Although Japan and the remaining in-grid market have proved most lucrative for the company, the firm is also focusing on supplying rural off-grid markets, which have no means of electricity. Currently, the firm retains a marketing and distribution relationship with Japan's Kawasaki Heavy Industries, Ltd. and believes such strong alliances will stimulate further growth. In addition, because technology is a vital part of the company's overall strategy, it intends to maintain a strong research and development facility in order to ensure cutting edge innovation.

**BRANDS/DIVISIONS/AFFILIATES:**

Cedar Series Photovoltaic Modules  
EC-51  
String Ribbon

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Mark A. Farber, CEO  
Mark A. Farber, Pres.  
Richard G. Chleboski, CFO  
Rex A. D'Agostino, VP-Mktg. & Sales  
Jack I. Hanoka, Chief Tech. Officer  
John J. McCaffrey Jr., VP-Manufacturing and Eng.  
Richard G. Chleboski, Treas.

**Phone:** 508-357-2221 **Fax:** 508-357-2279**Toll-Free:****Address:** 259 Cedar Hill St., Marlboro, MA 01752 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,200 (12 months)	2000 Profits: \$-5,200 (12 months)
1999 Sales: \$2,300	1999 Profits: \$-2,900
1998 Sales: \$1,600	1998 Profits: \$-3,500
1997 Sales: \$ 700	1997 Profits: \$-3,600
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** ESLR  
**Employees:** 74  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$119,518	Bonus: \$90,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$114,448	Bonus: \$60,000

**COMPETITIVE ADVANTAGE:**

Patented solar power technology.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	Y



**EXCO RESOURCES****www.excoresources.com**

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 24 Profits: 16

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
NGL Producer

**BRANDS/DIVISIONS/AFFILIATES:**

Taurus Acquisition, Inc.  
EXCO Delaware  
Val Verde County  
Pecos County  
Addison Energy

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Douglas H. Miller, CEO  
T. W. Eubank, Pres.  
Charles R. Evans, VP-COO  
J. Douglas Ramsey, VP-CFO  
J. Douglas Ramsey, VP-Human Resources  
W. Andy Bracken  
W. Andy Bracken, Controller  
Richard E. Miller, VP-Sec.  
Richard E. Miller, VP-General Counsel  
T. W. Eubank, Treas.  
John D. Jacobi, VP  
Richard L. Hodges, VP  
Daniel A. Johnson, VP

**Phone:** 214-368-2084 **Fax:** 214-368-2087

**Toll-Free:**

**Address:** 6500 Greenville Ave., Ste. 600, Dallas, TX 75206 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$30,700 (12 months)	2000 Profits: \$8,500 (12 months)
1999 Sales: \$12,400	1999 Profits: \$4,700
1998 Sales: \$2,100	1998 Profits: \$- 500
1997 Sales: \$ 700	1997 Profits: \$- 200
1996 Sales: \$ 900	1996 Profits: \$- 300

**Stock Ticker:** EXCO

Employees: 68

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$125,000	Bonus:	\$25,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$100,000	Bonus:	\$20,000

**COMPETITIVE ADVANTAGE:**

Acquisition of Addison Energy.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		Y



**EXELON CORPORATION**[www.exeloncorp.com](http://www.exeloncorp.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y Y			Y

**TYPES OF BUSINESS:**

Utilities  
Energy Services  
Electric and Natural Gas Distributor  
Nuclear Power Generation  
Telecommunications and Infrastructure Services

**BRANDS/DIVISIONS/AFFILIATES:**

Northwind Technology  
Exelon Thermal Technologies  
UniGridEnergy.com  
AmerGen Energy Company, LLC.  
Unicom  
Sithe Energies, Inc.  
ComEd  
PECO Energy Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Corbin A. McNeil, Jr., Co-CEO  
John W. Rowe, Pres./Co-CEO  
Ruth Ann M. Gillis, Sr. VP/CFO  
S. Gary Snodgrass, Sr. VP-Chief Human Resources Officer  
Said Ziai, VP-Corp. Planning  
Elizabeth Anne Moler, Sr. VP-Government Affairs and Policy  
Pamela B. Strobel, Exec. VP-Energy Delivery  
Michael J. Egan, Exec. VP-Enterprises  
Oliver D. Kingsley, Jr., Chief Nuclear Officer  
Kenneth G. Lawrence, Sr. VP

**Phone:** 312-394-7398 **Fax:** 630-663-7599**Toll-Free:****Address:** 37th Floor, 10 South Dearborn Street, Chicago, IL 60690 US**GROWTH PLANS/SPECIAL FEATURES:**

Exelon Corporation, a provider of energy services, is the new company formed from the merger of Unicom and PECO Energy. Through subsidiaries that include PECO and ComEd, Exelon operates in three business segments. The first is Energy delivery, consisting of the retail electricity distribution and transmission businesses of ComEd and PECO, and the natural gas distribution business of PECO. Secondly, its power generation business consists of electric generating facilities, power marketing operations and equity interests in Sithe Energies, Inc. and AmerGen Energy Company, LLC. Exelon's third business division incorporates various enterprises that include retail energy sales, energy and infrastructure services, communications and related investments. A recent restructuring has resulted in the separation of its generation and other competitive businesses from its regulated energy delivery business. As part of the restructuring, the non-regulated operations and related assets of ComEd and PECO were transferred to separate Exelon subsidiaries. Exelon Capital Partners is the corporate venture capital subsidiary that identifies and invests in new growth opportunities. Unicom Energy and Exelon Energy have joined to form, under the name Exelon Energy, one of the largest unregulated suppliers of natural gas and electricity in the U.S. with a distribution customer base of approximately 5 million. UniGridEnergy.com is a subsidiary that operates a marketplace which connects buyers and sellers of electricity and natural gas, and provides a current view of the industry landscape. Exelon Thermal Technologies provides environmentally friendly large-scale district cooling through its exclusive Northwind technology. In recent news, Exelon is eliminating 292 positions based on redundancies and efficiencies, as part of the anticipated job reductions announced in conjunction with the merger of Unicom and PECO Energy.

Benefits offered to employees through the corporations' group of companies, include tuition reimbursement and membership in the Athletic Association - which covers a wide range of sports.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$7,499,000 (12 months)	2000 Profits: \$586,000 (12 months)
1999 Sales: \$5,478,000	1999 Profits: \$570,000
1998 Sales: \$5,325,000	1998 Profits: \$512,700
1997 Sales: \$4,601,000	1997 Profits: \$-1,497,100
1996 Sales: \$4,283,600	1996 Profits: \$517,200

**Stock Ticker:** EXC

Employees: 29,000

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$989,423	Bonus: \$1,180,269
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$855,830	Bonus: \$1,081,472

**COMPETITIVE ADVANTAGE:** Highly diversified.**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 4  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y		Y	

**EXXON MOBIL CORPORATION**[www.exxon.mobil.com](http://www.exxon.mobil.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 7 Profits: 6

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam:	Seismic:	Equipment:
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind:	Drilling:	Telecommunications:
Coal Production: Y	Chemicals: Y	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Gas Refining and Supply  
 Fuels Marketing  
 Electric Power Generation  
 Mineral Exploration  
 Coal  
 Chemicals

**BRANDS/DIVISIONS/AFFILIATES:**

Mobil Oil  
 Exxon Company, International  
 Exxon Coal and Minerals Company  
 Exxon Chemical Company  
 Exxon Exploration Company  
 Exxon China, Inc.  
 Exxon Research and Engineering Company  
 Exxon Ventures (CIS), Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Lee R. Raymond, CEO  
 Lee R. Raymond, Pres.  
 Timothy J. Hearn, VP-Human Resources  
 Donald D. Humphreys, VP/Controller  
 Charles W. Matthews Jr., VP/General Counsel  
 P.C. Tan, General Mgr.-Corp. Planning  
 Kenneth P. Cohen, VP-Public Affairs  
 T. Peter Townsend, VP-Investor Relations  
 Frank A. Risch, VP/Treas.  
 Paul E. Sullivan, VP/General Tax Counsel  
 Rene Dahan, Sr. VP  
 Harry J. Longwell, Sr. VP  
 Eugene A. Renna, Sr. VP

Phone: 972-444-1000 Fax: 972-444-1350

Toll-Free:

Address: 5959 Las Colinas Blvd., Irving, TX 75039-2298 US

**GROWTH PLANS/SPECIAL FEATURES:**

In 1999, Exxon Corporation and Mobil Corporation merged, forming Exxon Mobil Corporation (ExxonMobil). Coincident with the merger, ExxonMobil announced a new organizational structure built on a concept of 11 separate global businesses. Each is designed to allow the company to compete more effectively in a changing worldwide energy industry. The five global upstream businesses are exploration, development, production, gas marketing and upstream research. The four global downstream businesses are refining and supply, fuels marketing, lubricants and petroleum specialties and technology, plus a chemical company and a coal and minerals company. Divisions and affiliated companies of the firm operate or market products in the United States and about 200 other countries. Their principal business is energy, involving exploration for and production of crude oil and natural gas, manufacturing of petroleum products and transportation and sale of crude oil, natural gas and petroleum products. ExxonMobil is a major manufacturer and marketer of basic petrochemicals, including olefins, aromatics, polyethylene and polypropylene plastics and a wide variety of specialty products. The company is also engaged in the exploration, mining and sale of coal, copper and other minerals. In addition, the firm has interests in electric power generation facilities. In recent news, the firm has joined the California Fuel Cell Partnership, a public-private venture to demonstrate fuel cell vehicles in California and to explore paths to commercialization of this technology. The company has also concluded the first phase of the world's largest LNG sale and purchase agreement with Petronet Ltd. of India. This agreement has begun a period of major gas expansion in Qatar, which includes the building of the world's largest and most cost efficient LNG train at Ras Laffan Industrial City.

The company offers adaptable work arrangements depending on employee needs. The firm also offers superior job training, tuition reimbursement and relocation assistance to employees, as well as adoption expense assistance, employee product discounts and military leaves of absence.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$232,748,000 (12 months)	2000 Profits: \$17,720,000 (12 months)
1999 Sales: \$185,527,000	1999 Profits: \$7,910,000
1998 Sales: \$169,642,000	1998 Profits: \$8,074,000
1997 Sales: \$201,746,000	1997 Profits: \$11,732,000
1996 Sales: \$212,111,000	1996 Profits: \$10,474,000

**Stock Ticker: XOM**

Employees: 123,000  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$2,500,000	Bonus: \$2,700,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$1,500,000	Bonus: \$1,075,000

**COMPETITIVE ADVANTAGE:** The world's largest oil company.**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**FFP MARKETING CO**[www.ffpmarketing.com](http://www.ffpmarketing.com)

Industry Group Code: 445120 Ranks within this company's industry group: Sales: 28 Profits: 14

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Convenience Stores, Retail  
Truck Stops  
Motor Fuel Concessions at Independently Operated Outlets  
Wholesale Fuel Sales  
Money Order Sales  
Underground Storage Tank Monitoring

**BRANDS/DIVISIONS/AFFILIATES:**

FFP Operating Partners  
Drivers  
Kwik-Pantry  
Nu-Way  
Economy Drive-In  
Taylor Food Mart  
Lazer Wizard

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John H. Harvison, CEO  
Robert J. Byrnes, Pres.  
Robert J. Byrnes, COO  
Craig T. Scott, CFO  
Nicki Banks, Dir.-Human Resources  
Craig T. Scott, Corp. Sec.  
Craig T. Scott, General Counsel  
Michael Triantagellou, VP-Retail Oper.  
Craig T. Scott, Treas.  
J. D. St. Clair, VP-Fuel Supply and Dist.

**Phone:** 817-838-4700 **Fax:** 817-838-4776**Toll-Free:****Address:** 2801 Glenda Ave., Fort Worth, TX 76117-4391 US**GROWTH PLANS/SPECIAL FEATURES:**

FFP Marketing Co. is engaged in two operating channels: the retail and wholesale sale of motor fuel, merchandise and services at 428 convenience stores, truck stops and gasoline outlets; and the operation of a motor fuel terminal and processing facility. The company's convenience stores operate under the names Kwik Pantry, Nu-Way, Economy Drive-Ins and Taylor Food Mart. The convenience stores are open seven days a week, offer extended hours (53 of the stores are open 24 hours a day, the remainder generally are open from 6:00 am to midnight) and emphasize convenience to the customer through location, merchandise selection and service. The convenience stores sell groceries, tobacco products, take-out foods, beverages (including alcoholic beverages where local laws permit), dairy products and non-food merchandise such as money orders, telephone calling cards, lottery tickets, health and beauty aids, magazines and, at all but two of the stores, motor fuel. Food service in the convenience stores varies from pre-packaged sandwiches and fountain drinks to full food-service delicatessens (at 62 stores). In addition, FFP sells motor fuel on a wholesale basis to smaller independent and regional chains of fuel retailers and to end users of fuels, such as contractors, operators of vehicle fleets and public utilities. The company engages in two activities at its terminal processing facility in Euless, Texas: providing motor fuel terminal services (storage and delivery services) for other wholesalers; and processing transmix, a commingled product of refined gasoline and diesel, into their component parts for sale to its subsidiaries and other retailers. The terminal facility has gasoline storage capacity for 9,879,000 gallons of motor fuel. The facility's capacity for processing commingled fuel product is approximately 63,000 gallons per day.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$688,393 (12 months)	2000 Profits: \$ 723 (12 months)
1999 Sales: \$504,379	1999 Profits: \$- 807
1998 Sales: \$415,874	1998 Profits: \$- 463
1997 Sales: \$379,414	1997 Profits: \$ 116
1996 Sales: \$390,152	1996 Profits: \$- 159

**Stock Ticker:** FMM

Employees: 1,622

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$135,000	Bonus: \$25,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$135,000	Bonus: \$22,000

**COMPETITIVE ADVANTAGE:**

Expertise in real estate.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y			

**FIRSTENERGY CORPORATION**[www.firstenergycorp.com](http://www.firstenergycorp.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 115 Profits: 110

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
 Mechanical Contracting  
 Energy Management  
 Air Conditioning  
 Energy Trading  
 Telecommunications

**BRANDS/DIVISIONS/AFFILIATES:**

FirstEnergy Ventures  
 Toledo Edison  
 Illuminating Company (The)  
 PennPower  
 Ohio Edison  
 First Communications  
 MARBEL Energy  
 GPU

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

H. Peter Burg, CEO  
 Anthony J. Alexander, Pres.  
 Richard H. Marsh, VP-CFO  
 Harvey L. Wagner, Controller  
 Mary Beth Carroll, VP  
 Nancy C. Ashcom, Corp. Sec.  
 Leila L. Vespoli, VP-General Counsel  
 Thomas C. Navin, Treas.  
 Arthur R. Garfield, Sr. VP  
 John A. Gill, Sr. VP  
 Earl T. Carey, VP  
 Mary Beth Carroll, VP

**Phone:** 330-384-5712 **Fax:** 330-384-3866**Toll-Free:** 800-736-3402**Address:** 76 S. Main St., Akron, OH 44308-1890 US**GROWTH PLANS/SPECIAL FEATURES:**

FirstEnergy Corp. is a diversified energy services holding company combining the resources of four utility operating companies: Ohio Edison, Pennsylvania Power, The Illuminating Company and Toledo Edison. FirstEnergy comprises the nation's 10th largest investor-owned electric system, and serves 2.2 million customers within 13,200 square miles of northern and central Ohio and western Pennsylvania, with ownership in 16 power plants. FirstEnergy Services Corp. is an umbrella organization offering a wide range of energy-related products and services to companies nationally. It is an unregulated subsidiary of FirstEnergy, with resources that include interests in oil and gas wells, and approximately 5,000 miles of pipelines. The subsidiary also provides energy-related services through 11 mechanical construction, contracting and energy management companies, which provide services such as heating, ventilating, air conditioning, refrigeration, process piping, plumbing and electrical and facility control systems. First Communications is an affiliate of FirstEnergy that offers products including traditional long distance, toll-free services, travel cards, conference calling, advanced data solutions and PCS wireless services. In recent news, FirstEnergy announced a merger agreement with GPU, Inc., a public utility company. Subsidiary GPU Energy serves 2.1 million customers directly through its electric companies in the U.S., and an additional 2.7 million international customers in the United Kingdom, Argentina and Australia. GPU's other subsidiaries include MYR Group, Inc., GPU Advanced Resources, Inc., GPU International, Inc., GPU Nuclear, Inc., GPU Service, Inc. and GPU Telcom Services, Inc. The combination of FirstEnergy and GPU will create the U.S.'s sixth largest investor-owned electric system, based on serving 4.3 million customers within 37,200 square miles of Ohio, Pennsylvania and New Jersey. The combined company would produce approximately \$12 billion in annual revenues and have nearly \$40 billion in assets.

The firm offers employees performance awards and continuing education.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$7,029,000 (12 months)	2000 Profits: \$599,000 (12 months)
1999 Sales: \$6,319,600	1999 Profits: \$568,300
1998 Sales: \$5,874,900	1998 Profits: \$410,900
1997 Sales: \$2,961,100	1997 Profits: \$305,800
1996 Sales: \$2,521,800	1996 Profits: \$302,700

**Stock Ticker:** FE

Employees: 13,830

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$765,616	Bonus: \$420,190
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$505,687	Bonus: \$383,546

**COMPETITIVE ADVANTAGE:**

One of the nation's largest utility companies.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 6

Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	



**FLORIDA PUBLIC UTILITIES COMPANY**[www.fpuc.com](http://www.fpuc.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Natural and Propane Gas Service

**BRANDS/DIVISIONS/AFFILIATES:**

West Palm Beach Division  
DeLand Division  
Sanford Division  
Fernandina Division  
Mariana Division  
Florida Gas Transmission Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John T. English, CEO  
John T. English, Pres.  
John T. English, COO  
George M. Bachman, CFO  
Robert Smith, Dir.-Mktg.  
John Reinhartsen, Mgr.-Human Resources  
William D. Little, Jr., IS Mgr.  
Jack R. Brown, VP-Corp. Sec.  
George M. Bachman, Treas.  
Donna Rance, Mgr.-Office Services  
Mike Peacock, Mgr.-Customer Dev.  
Cheryl Martin, Mgr.-Corp. Accounting

**Phone:** 561-832-2461 **Fax:** 561-833-8562

**Toll-Free:**

**Address:** 401 South Dixie Highway, West Palm Beach, FL 33401  
US

**GROWTH PLANS/SPECIAL FEATURES:**

Florida Public Utilities Company operates distribution systems that provide natural and propane gas services in three locations in central and southern Florida, electric service in two locations in northern Florida and water services in northern Florida. The company serves the needs of approximately 80,000 commercial, industrial and residential customers, and operates through four divisions. The West Palm Beach division provides natural gas services for eastern Palm Beach County, and Flo-Gas Corporation, its subsidiary, offers propane gas service where natural gas is not available. The DeLand division provides natural and propane gas to the people of west Volusia County. The Sanford division provides both natural and propane gas to customers in the heart of central Florida. The Fernandina division provides water and electricity services, and the Marianna division supplies electric energy to portions in the panhandle area of Florida. The company receives its total supply of natural gas at 11 City Gate Stations connected to Florida Gas Transmission Company's pipeline system. The Florida Public Service Commission regulates all rates charged to the firm's customers, except for propane gas. Recently, the firm has been an active participant in the Florida Public Service Commission unbundling docket, which is focused on the potential for unbundling natural gas services of distribution companies. Florida Public Utilities will officially offer unbundled services to commercial customers effective August 2001. The Public Service Commission approved various mechanisms that will allow the company to be reimbursed for the incremental cost of providing unbundled services. In other news, deregulation of the wholesale power market has enabled the firm to negotiate long term power supply agreements, which have reduced the cost of purchased power.

Employees are provided with an educational assistance program, credit union membership and a company-sponsored premium only plan.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$84,800 (12 months)	2000 Profits: \$3,300 (12 months)
1999 Sales: \$74,100	1999 Profits: \$3,500
1998 Sales: \$76,200	1998 Profits: \$3,100
1997 Sales: \$78,100	1997 Profits: \$3,200
1996 Sales: \$78,800	1996 Profits: \$2,800

**Stock Ticker:** FPU

Employees: 301

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$162,740	Bonus: \$
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$121,025	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Consistent growth in customer base.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y		

**FMC CORPORATION**[www.fmc.com](http://www.fmc.com)

Industry Group Code: 333000 Ranks within this company's industry group: Sales: 44 Profits: 48

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Industrial Equipment  
Equipment and Machinery for the Petroleum Industry  
Engineered Products

**BRANDS/DIVISIONS/AFFILIATES:**

FMC Energy Systems  
FMC Technologies, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert N. Burt, CEO  
Joseph H. Netherland, Pres.  
William H. Schumann III, Sr. VP/CFO  
James A. McClung, VP-Worldwide Mktg.  
Michael W. Murray, VP-Human Resources  
Craig M. Watson, VP/CIO  
Ronald D. Mambu, Controller  
Stephen F. Gates, Sr. VP/Sec.  
Stephen F. Gates, General Counsel  
Patricia D. Brozowski, VP-Comm.  
Stephanie K. Kushner, VP/Treas.  
Gerald R. Prout, VP-Gov't Affairs  
Charles H. Cannon, Jr., VP/GM-FMC Food Tech  
Kim W. Foster, VP/GM-Agricultural Products Group  
Robert I. Harries, VP/GM-Chemical Products Group

**Phone:** 312-861-6000 **Fax:** 312-861-5913**Toll-Free:****Address:** 200 E. Randolph Dr., Chicago, IL 60601 US**GROWTH PLANS/SPECIAL FEATURES:**

FMC Corporation is one of the world's leading producers of machinery and chemicals for industry and agriculture. The firm's Agricultural Products division supplies crop protection and pest control chemicals for markets around the globe. FMC's Specialty Chemicals subsidiary develops and manufactures highly specialized chemical products used in food, pharmaceutical and personal care products. Moreover, the company's Industrial Chemicals unit provides commodity-based chemicals for industrial customers. FMC Energy Systems provides subsea drilling and production systems, floating production and surface drilling and production systems for oil and gas exploration and development companies. Recently, the subsidiary entered into a \$250 million five-year frame contract with BP for the supply of subsea trees, controls, manifolds, well connection systems and related offshore services. Hardware deliveries are expected to begin in late 2002, and the scope of supply will cover BP's deepwater development programs. Additionally, Petrobras, the Brazilian state-owned oil company, has awarded FMC Energy Systems a \$15.3 million contract for the supply of a subsea manifold and associated subsea controls. The firm's Food and Transportation Systems subsidiary provides technologically advanced handling and processing systems to industrial companies. In an effort to reorganize, the firm plans to spin off its Energy and Food and Transportation divisions to create FMC Technologies, Inc. by the end of 2001.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,925,500 (12 months)	2000 Profits: \$110,600 (12 months)
1999 Sales: \$4,273,600	1999 Profits: \$212,600
1998 Sales: \$4,542,400	1998 Profits: \$106,500
1997 Sales: \$4,259,000	1997 Profits: \$162,400
1996 Sales: \$3,950,700	1996 Profits: \$210,700

**Stock Ticker: FMC**

Employees: 14,802  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y ESOP Stock Plan: Profit Sharing: Top Exec. Salary: \$928,175 Bonus: \$1,439,042  
Savings Plan: Y Stock Purch. Plan: Y Second Exec. Salary: \$583,533 Bonus: \$735,076

**COMPETITIVE ADVANTAGE:**

Capable of building highly engineered oil well components, including those for extremely deep water usage.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



**FOREST OIL CORPORATION**[www.forestoil.com](http://www.forestoil.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 27 Profits: 11

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Energy Marketing

**BRANDS/DIVISIONS/AFFILIATES:**

Canadian Forest Oil, Ltd.  
Forest Oil International  
Forcenergy, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Bob Boswell, CEO  
Gus Zepernick, Pres.  
Gus Zepernick, COO  
Dave H. Keyte, CFO  
Kathy Senn, Human Resources  
Joan C. Sonnen, Controller  
Newton W. Wilson III, Corp. Sec.  
Newton W. Wilson III, Sr. VP-Legal Affairs  
Matthew A. Wurtzbacher, VP-Corp. Planning & Dev.  
Donald H. Stevens, Treas.  
Forest Dorn, Sr. VP-Corp. Services  
John F. McIntyre, Sr. VP-Int'l New Ventures  
Joan C. Sonnen, Chief Acc. Officer  
Cecil Colwell, VP-Drilling

**Phone:** 303-812-1400 **Fax:** 303-812-1602**Toll-Free:****Address:** 1600 Broadway, Ste. 2200, Denver, CO 80202 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$913,100 (12 months)	2000 Profits: \$130,600 (12 months)
1999 Sales: \$360,100	1999 Profits: \$19,000
1998 Sales: \$324,800	1998 Profits: \$-191,600
1997 Sales: \$623,800	1997 Profits: \$-144,100
1996 Sales: \$82,456	1996 Profits: \$-20,156

**Stock Ticker:** FST  
Employees: 530  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$395,001	Bonus: \$450,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$255,003	Bonus: \$300,000

**COMPETITIVE ADVANTAGE:**

Deepwater expertise.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				Y

**FPL GROUP**[www.fplgroup.com](http://www.fplgroup.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 15 Profits: 59

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y Y			Y

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Fiber-Optic Services

**BRANDS/DIVISIONS/AFFILIATES:**

Florida Power & Light Company  
FPL Energy  
FPL FiberNet, LLC  
FPL Group Capital

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Lewis Hay III, CEO  
Lewis Hay III, Pres.  
Lawrence J. Kelleher, VP-Human Resources  
K. Michael Davis, Controller  
Dennis P. Coyle, Corp. Sec.  
Dennis P. Coyle, General Counsel  
Mary Lou Kromer, VP-Corp. Comm.  
Robert McGrath, Treas.  
James P. Higgins, VP-Tax  
James L. Broadhead, CEO, Florida Power & Light Company  
Paul J. Evanson, Pres., Florida Power & Light Company  
Armando J. Olivera, Sr. VP-Power Sys., Florida Power & Light Co.

**Phone:** 561-694-4000**Fax:** 561-694-4620**Toll-Free:****Address:** 700 Universe Blvd., Juno Beach, FL 33408-0420 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$7,082,000 (12 months)	2000 Profits: \$704,000 (12 months)
1999 Sales: \$6,438,000	1999 Profits: \$697,000
1998 Sales: \$6,661,000	1998 Profits: \$664,000
1997 Sales: \$6,036,778	1997 Profits: \$579,450
1996 Sales: \$5,592,485	1996 Profits: \$553,311

**Stock Ticker:** FPL  
Employees: 9,838  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$1,050,000	Bonus: \$1,220,625
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$660,000	Bonus: \$660,700

**COMPETITIVE ADVANTAGE:**

Serves the rapidly growing energy market in Florida.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	

**GROWTH PLANS/SPECIAL FEATURES:**

FPL Group, Inc. is one of the nation's largest providers of electricity-related services. The company's Florida Power & Light Company subsidiary serves more than 7 million people along the eastern seaboard and South Florida. In the summer of 2001, the subsidiary entered into a partnership with BellSouth and First Union in an effort to encourage customers to use the Internet as a convenient and secure option to receive and pay their bills. Customers can use financial software such as Quicken or financial institutions' services to review and pay Florida Power & Light bills from any computer that has Internet access. Additionally, the subsidiary has launched an online survey that helps customers keep their electric bills down by calculating the amount of energy used by various appliances. The firm's unregulated energy generating FPL Energy subsidiary is a leader in producing electricity from clean and renewable fuels. FPL Energy owns and operates domestic power plants that generate over 4,100 megawatts. Moreover, the subsidiary is the nation's largest producer of electricity from wind and operates the largest solar field in the world. The company's FPL FiberNet, LLC subsidiary provides fiber-optic services and fiber-optic cable to telecommunications companies in Florida, including leading carrier hotels, network access point initiatives, international cable-heads and large central offices. The subsidiary recently completed fiber-optic networks in Orlando, Fort Lauderdale and Tampa as part of an aggressive strategy to bring metro networks to major cities throughout Florida.

**FRIEDE GOLDMAN HALTER INC**[www.fgh.com](http://www.fgh.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 8 Profits: 8

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Offshore Drilling Services Provider  
Naval Architecture  
Marine Engineering  
Oceangoing Vessels

**BRANDS/DIVISIONS/AFFILIATES:**

Halter Marine  
Friede Goldman Halter Engineered Products  
AmClyde  
Friede Goldman Offshore  
Friede & Goldman, Ltd.  
Friede Goldman International, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John F. Alford, CEO  
John F. Alford, Pres.  
Anil Raj, COO  
Ricky Parker, Human Resources  
Ron Schnoor, Pres., Offshore Div.  
Dick Juelich, Pres., FGH-Engineered Products Group  
Richard T. McCreary, Group Pres.  
Charles R. de Cuir, Sr. VP-Corp. Risk

**Phone:** 228-896-0029**Fax:** 228-897-4949**Toll-Free:****Address:** 13085 Seaway Rd., Gulfport, MS 39503 US**GROWTH PLANS/SPECIAL FEATURES:**

Friede Goldman Halter, Inc. is a leading provider of design, construction, conversion and repair services for oceangoing vessels, offshore drilling rigs and production platforms. The firm's Halter Marine subsidiary designs and constructs offshore service vessels, oceanographic research and survey ships, high speed patrol boats, ferries, tug boats, tow boats and all types of barges. Halter Marine's customers include offshore energy service companies, marine transportation companies and domestic and foreign governments. Recently, the subsidiary signed a contract with Bouchard Coastwise Management, Inc. of Hicksville, New York for the construction of a 110,000-barrel, oceangoing, double-hulled articulating tub-barge. Additionally, the company's Friede Goldman Halter Engineered Products subsidiary is a global leader in the design and manufacture of cranes, winches, mooring systems and deck equipment for the maritime and offshore energy industries. The subsidiary's AmClyde division has reached an agreement with National Petroleum Construction Company to install new hoists, an A-frame assembly and a main hook block on its 2000-ton marine crane. In an attempt to improve its liquidity position, the company has sold its French engineered products subsidiary, Brissonneau & Lotz Marine, for \$33.5 million to Hydralift ASA. In the Spring of 2001, the firm filed for Chapter 11 bankruptcy protection.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$705,100 (12 months)	2000 Profits: \$-106,400 (12 months)
1999 Sales: \$479,700	1999 Profits: \$-30,800
1998 Sales: \$382,900	1998 Profits: \$35,300
1997 Sales: \$113,200	1997 Profits: \$19,300
1996 Sales: \$21,800	1996 Profits: \$1,800

**Stock Ticker:** FGHLQ  
Employees: 5,634  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$496,567	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$258,031	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y		Y

**FRONTIER OIL CORPORATION**[www.frontieroil.com](http://www.frontieroil.com)

Industry Group Code: 324110 Ranks within this company's industry group: Sales: 4 Profits: 3

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Petroleum Refining  
Complex Oil Refineries

**GROWTH PLANS/SPECIAL FEATURES:**

Frontier Oil Corporation is an independent oil refining and marketing company with refineries located in Wyoming and Kansas. The firm's complex refineries can process heavier, less expensive types of crude oil while producing a high percentage of gasoline, diesel fuel and other high margin refined products. The company's Cheyenne, Wyoming refinery has a permitted crude capacity of 41,000 barrels per day and markets its refined products primarily in the eastern Colorado and eastern Wyoming. The Cheyenne refinery has a coking unit that allows it to process heavy crude oil for use as a feedstock, which lowers supply costs. Moreover, Frontier Oil's El Dorado, Kansas refinery is one of the largest refineries in the Rocky Mountain region, with a permitted crude capacity of 110,000 barrels per day. The El Dorado refinery's product mix includes gasoline, diesel and jet fuel, asphalt, chemicals and other refined petroleum products. The El Dorado refinery's products are primarily shipped via pipeline to terminals for distribution by truck or rail. The refinery receives a portion of its crude oil via a supply agreement with Equiva. Additionally, Frontier Oil operates a petro-chemical complex in El Dorado that process phenol, acetone and toluene, the chemical building blocks for sandpaper, rubber belts, fiberglass insulation, high-impact plastics, plywood adhesive and medicines.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James R. Gibbs, CEO  
James R. Gibbs, Pres.  
Julie H. Edwards, CFO/Exec. VP-Finance  
W. Reed Williams, Exec. VP-Mktg.  
Penny Newmark, Human Resources  
Nancy J. Zupan, Controller  
J. Currie Bechtol, General Counsel  
Julie H. Edwards, Exec. VP-Admin.  
Gerald B. Faudel, VP-Corp. Rel.  
W. Reed Williams, Exec. VP-Refining  
Gerald B. Faudel, VP-Environmental Affairs  
Jon D. Glavin, VP

**Phone:** 713-688-9600 **Fax:** 713-688-0616

**Toll-Free:**

**Address:** 10000 Memorial Dr., Ste. 600, Houston, TX 77024-3411 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,045,200 (12 months)	2000 Profits: \$37,200 (12 months)
1999 Sales: \$503,600	1999 Profits: \$-17,100
1998 Sales: \$299,400	1998 Profits: \$15,800
1997 Sales: \$376,400	1997 Profits: \$19,100
1996 Sales: \$383,400	1996 Profits: \$-6,900

**Stock Ticker:** FTO

Employees: 700  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$560,000	Bonus: \$364,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$300,000	Bonus: \$150,000

**COMPETITIVE ADVANTAGE:**

Complex refineries with above average capabilities.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y			

**FUELCELL ENERGY INC**[www.fuelcellenergy.com](http://www.fuelcellenergy.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 7 Profits: 11

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Fuel Cell Technology

**GROWTH PLANS/SPECIAL FEATURES:**

FuelCell Energy, Inc. is a developer of carbonate fuel cell technology for stationary power generation and has developed a proprietary patented carbonate fuel cell utilized for stationary power generation. Significant funding for the organization comes from the United States Department of Energy, the United States Department of Defense, as well as other outside sources. The company is transitioning from a research and development company to a company focusing on commercializing its products. FuelCell Energy's patented fuel cell technology is known as the Direct FuelCell because it introduces hydrocarbon fuel, such as pipeline natural gas, directly into the fuel cell without requiring external reforming for producing hydrogen. This one-step operation results in a more efficient, simpler and more cost-effective energy conversion system compared with most other fuel cells which utilize complex external reforming equipment to convert fuel to hydrogen. The firm's growth strategy primarily revolves around commercializing its patented carbonate fuel cell through brand awareness, as well as developing distribution alliances and customer relationships. Due to its dependency on government contracts, shifts to commercializing its technology and high costs, FuelCell Energy has not claimed profitability since 1997 and foresees further losses and negative cash flows if current conditions pursue.

FuelCell Energy provides its employees with life, medical and dental insurance.

**BRANDS/DIVISIONS/AFFILIATES:**

Evercel  
Direct FuelCell

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Jerry D. Leitman, CEO  
Jerry D. Leitman, Pres.  
Christopher R. Bentley, COO/Exec. VP  
Daniel J. Samela, CFO/Sr. VP  
Herbert T. Nock, Sr. VP-Mktg. & Sales  
Rena Cherry, Dir.-Human Resources  
Hansraj C. Maru, Chief Tech. Officer/Exec. VP  
Daniel J. Samela, Treas.

**Phone:** 203-825-6000 **Fax:** 203-825-6100**Toll-Free:****Address:** Three Great Pasture, Danbury, CT 06813 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$20,700 (12 months)	2000 Profits: \$-4,500 (12 months)
1999 Sales: \$20,000	1999 Profits: \$-1,000
1998 Sales: \$24,300	1998 Profits: \$- 400
1997 Sales: \$24,800	1997 Profits: \$ 400
1996 Sales: \$29,400	1996 Profits: \$ 500

**Stock Ticker:** FCEL

Employees: 152

Fiscal Year Ends: 10/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$349,210	Bonus: \$100,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$236,362	Bonus: \$57,500

**COMPETITIVE ADVANTAGE:**

Patented fuel cell technology.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



**GENESIS ENERGY LP****www.genescrudeoil.com**

Industry Group Code: 324110 Ranks within this company's industry group: Sales: 60 Profits: 54

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Petroleum Refining  
Oil Gathering and Marketing

**GROWTH PLANS/SPECIAL FEATURES:**

Genesis Energy, LP is an independent gatherer and marketer of crude oil, with operations concentrated in Texas, Louisiana, Alabama, Florida, Mississippi, New Mexico, Kansas and Oklahoma. The company is principally engaged in the purchase and aggregation of crude oil at the wellhead and the bulk purchase of oil at pipeline and terminal facilities for resale at various points along the crude oil distribution chain. Genesis Energy generates margins by efficiently transporting the relatively inexpensive crude oil along the distribution chain and marketing the oil to refineries at increased prices. The firm currently transports approximately 84,000 barrels of oil per day on its three common carrier pipeline systems and related gathering lines. The company's field personnel use hand-held computer terminals equipped with modems and satellite equipment to access daily crude oil purchase data. Management uses this field data to monitor crude oil volumes, grades, locations and timing of delivery on a daily basis. Moreover, management often transmits instructions to field personnel regarding crude oil pick-up schedules and truck routing to oil injection stations and end markets. The company has used this transmitted information to develop a database that includes volumes of crude oil purchases, contractual volumes and prices, transportation costs and alternatives and marketing and exchange opportunities.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Mark J. Gorman, CEO  
Mark J. Gorman, Pres.  
Ross A. Benavides, CFO  
John M. Fetzer, Exec. VP-Mktg.  
Joe Mueller, Human Resources  
Ross A. Benavides, Corp. Sec.  
Ross A. Benavides, General Counsel  
John M. Fetzer, Exec. VP-Oper.  
John P. vonBerg, Exec. VP-Trading & Risk Mgmt.  
Ben F. Runnels, VP-Trucking Oper.  
Kerry W. Mazoch, VP-Crude Oil Acquisitions

**Phone:** 713-860-2500 **Fax:** 713-860-2640**Toll-Free:****Address:** 500 Dallas, Ste. 2500, Houston, TX 77002 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$4,324,600 (12 months)	2000 Profits: \$ 200 (12 months)
1999 Sales: \$2,161,000	1999 Profits: \$2,300
1998 Sales: \$2,233,500	1998 Profits: \$7,100
1997 Sales: \$3,372,900	1997 Profits: \$7,900
1996 Sales: \$4,582,600	1996 Profits: \$15,900

**Stock Ticker:** GEL  
Employees: 260  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing: Y	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Highly efficient flow management technology.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y		

# GEOKINETICS INC

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas Support Services  
Seismic Data Acquisition and Processing

## BRANDS/DIVISIONS/AFFILIATES:

**CONTACTS:** Note: Officers with more than one job title may be intentionally listed here more than once.

Lynn A. Turner, Pres.  
Lynn A. Turner, COO  
Thomas J. Concannon, CFO/VP  
Michael A. Dunn, Chief Tech. Officer  
Michael A. Schott, VP-Financial Reporting & Compliance

Phone: 713-850-7600 Fax: 713-850-7330

Toll-Free:

Address: 8401 Westheimer, Ste. 150, Houston, TX 77063 US

## GROWTH PLANS/SPECIAL FEATURES:

Geokinetics, Inc. is a technologically advanced provider of seismic acquisition and high-end seismic data processing services to the oil and gas industry. Seismic surveys enable oil and gas companies to determine whether subsurface conditions are favorable for finding new oil and gas accumulations. Moreover, these surveys assist oil and gas companies in determining the size and structure of previously identified oil and gas fields. The firm generates seismic data by propagating sound waves near the earth's surface by controlled sources such as dynamite or vibration equipment. The company's equipment is capable of collecting both two-dimensional and three-dimensional seismic acquisition data and has a combined recording capacity of approximately 9,000 channels. Geokinetics often uses helicopters to deploy its crew and equipment more rapidly and significantly reduce surface damages. The majority of the firm's seismic acquisition activities has been concentrated in the Rocky Mountain region and the Gulf Coast. The company's seismic data processing center processes two-dimensional and three-dimensional land and marine seismic data to produce images of the earth's subsurface. Geokinetics also reprocesses older seismic data using new techniques designed to enhance the quality of the data. The firm has entered into a number of strategic alliances with equipment manufacturers to ensure that its technological capabilities are superior to those of its competitors.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$15,700 (12 months)	2000 Profits: \$-18,600 (12 months)
1999 Sales: \$14,200	1999 Profits: \$-30,400
1998 Sales: \$32,600	1998 Profits: \$-10,000
1997 Sales: \$9,600	1997 Profits: \$-1,100
1996 Sales: \$ 800	1996 Profits: \$-1,800

Stock Ticker: GEOK

Employees: 165

Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$155,769	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$141,231	Bonus: \$

## COMPETITIVE ADVANTAGE:

Provider of essential seismic data.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				

**GETTY PETROLEUM MARKETING**[www.getty.com](http://www.getty.com)

Industry Group Code: 422720 Ranks within this company's industry group: Sales: 9 Profits: 10

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Petroleum, Distribution  
Service Stations  
Convenience Stores  
Automotive Repair Centers  
Car Washes  
Distribution Centers

**BRANDS/DIVISIONS/AFFILIATES:**

LUKOIL Americas Corporation  
Kingston Oil Supply Corp.  
Getty Realty Corp.  
Power Test

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Leo Liebowitz, CEO  
Vincent J. DeLaurentis, Pres.  
Vincent J. DeLaurentis, COO  
A.R. Charnes, VP-Mktg.  
Carolann Gaites, Dir.-Human Resources  
Michael K. Hantman, Corp. Controller  
Samuel M. Jones, Corp. Sec.  
Samuel M. Jones, General Counsel

Phone: 516-338-6000 Fax: 516-338-1582

Toll-Free:

Address: 125 Jericho Tpke., Jericho, NY 11753 US

**GROWTH PLANS/SPECIAL FEATURES:**

Getty Petroleum Marketing, Inc., a subsidiary of LUKOIL Americas Corporation, is one of the nation's largest marketers of petroleum products. The company operates 1,263 retail outlets in a 12 state area in the Northeast and Mid-Atlantic regions of the United States. A typical Getty retail outlet is located in an urban or suburban area and has convenient street frontage. Retail outlets sit on a prominent parcel of land and include a building, motor fuel pump islands, signage and landscaping. The firm has historically emphasized retail gasoline distribution, though many outlets also operate convenience stores, repair and lubrication businesses and other ancillary services. Getty provides marketing support to its retail outlets via radio and newspaper advertisements and promotional programs. The firm also sells heating oil, propane and related services to retail and commercial customers in the New York Mid-Hudson Valley through its Kingston Oil Supply Corp. subsidiary. Additionally, Getty markets diesel fuel and kerosene to distributors and retail consumers. The company operates a proprietary distribution network consisting of nine petroleum terminals located in five states, which provide an aggregate capacity of approximately 57 million gallons. The distribution network allows Getty to purchase, store and process petroleum products cost-effectively and distribute these products within its own system and to third parties in truckload, barge and pipeline quantities.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$832,709 (12 months) 2000 Profits: \$2,055 (12 months)  
1999 Sales: \$662,292 1999 Profits: \$ 566  
1998 Sales: \$892,843 1998 Profits: \$1,181  
1997 Sales: \$888,500 1997 Profits: \$-15,200  
1996 Sales: \$791,200 1996 Profits: \$3,700

**Stock Ticker: Subsidiary**

Employees: 622  
Fiscal Year Ends: 1/31

**SALARIES/BENEFITS:**

Pension Plan: ESOP Stock Plan: Y Profit Sharing: Y Top Exec. Salary: \$321,308 Bonus: \$412,000  
Savings Plan: Y Stock Purch. Plan: Second Exec. Salary: \$194,985 Bonus: \$158,801

**COMPETITIVE ADVANTAGE:**

Expanding through acquisitions/One of the largest independent petroleum marketers in the United States.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

**GIANT INDUSTRIES INC**[www.giant.com](http://www.giant.com)

Industry Group Code: 324110 Ranks within this company's industry group: Sales: 30 Profits: 51

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Petroleum Refining  
Convenience Stores

**BRANDS/DIVISIONS/AFFILIATES:**

Phoenix Fuel

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James E. Acridge, CEO  
James E. Acridge, Pres.  
Fredric L. Holliger, COO  
Mark B. Cox, CFO  
Gary R. Dalke, Controller  
Kim H. Bullerdick, Corp. Sec.  
Kim H. Bullerdick, General Counsel  
Mark B. Cox, Treas.  
Gary R. Dalke, Acc. Officer  
C. Leroy Crow, Exec. VP-Refining Group Strategic Bus. Unit  
Miguel Foegal, Exec. VP-Retail Group Strategic Bus. Unit  
Jack W. Keller, Pres.-Phoenix Fuel Strategic Bus. Unit

**Phone:** 480-585-8888 **Fax:** 480-585-8948

**Toll-Free:** 800-937-4937

**Address:** 23733 N. Scottsdale Rd., Scottsdale, AZ 85255 US

**GROWTH PLANS/SPECIAL FEATURES:**

Giant Industries, Inc. is engaged in the refining and marketing of petroleum products in New Mexico, Arizona, Colorado and Utah. The company's Refinery Group operates two refineries in New Mexico that produce unleaded gasoline, liquefied petroleum gas, military and diesel fuels and industrial fuel oils. Moreover, the Group's Ciniza refinery offers ethanol blends and commercial jet fuel. Each refinery is equipped with fluid catalytic cracking, naphtha hydrotreating and liquefied petroleum gas recovery units. The firm's Retail Group operates 179 gasoline and convenience stores. Giant Industries has added tobacco products, beverages, candy, coffee and private label deli items to its convenience store product line in an effort to increase annual merchandise sales. In addition to Conoco branded gasoline, many of the company's retail locations carry propane and kerosene. Furthermore, the Retail Group operates a Travel Center adjacent to the Ciniza refinery that provides a direct market for a portion of the Ciniza refinery's diesel production and significantly lowers transportation costs. The firm's Phoenix Fuel subsidiary operates 8 lubricant and bulk petroleum distribution plants, 21 automated fueling systems, 23 finished product tank wagons and a state-of-the-art lubricant storage and distribution facility. Phoenix Fuel distributes approximately 21,000 barrels of wholesale fuel per day. The subsidiary's customers include utilities, manufacturing plants, construction and mining firms, research firms and trucking, aviation and agriculture companies.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,074,400 (12 months) 2000 Profits: \$7,300 (12 months)  
1999 Sales: \$782,700 1999 Profits: \$10,800  
1998 Sales: \$642,500 1998 Profits: \$-2,200  
1997 Sales: \$657,300 1997 Profits: \$15,300  
1996 Sales: \$499,200 1996 Profits: \$17,000

**Stock Ticker:** GI  
Employees: 2,790  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: ESOP Stock Plan: Y Profit Sharing: Top Exec. Salary: \$589,950 Bonus: \$400,000  
Savings Plan: Y Stock Purch. Plan: Second Exec. Salary: \$351,900 Bonus: \$112,300

**COMPETITIVE ADVANTAGE:**

Established refining and marketing presence in the southwestern U.S.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				

**GLOBAL INDUSTRIES LTD**[www.globalind.com](http://www.globalind.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 9 Profits: 6

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Marine Construction and Support Services

**BRANDS/DIVISIONS/AFFILIATES:**

Global Divers  
ROV Technologies  
Pelican Transportation  
Red Adair Company, The  
Global Offshore Mexico

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William J. Dore, CEO  
Peter Atkinson, Pres.  
Tim Miciotto, CFO  
Mike Buckley, VP-Human Resources  
Celest B. Metuassalol, VP-Information & Comm.  
Russ Robicheaux, General Counsel  
Byron Baker, VP-Oper.  
Nicolas A. Alvarado, VP-Worldwide Bus. Dev.  
William Dore Jr., Corp. Dir.-Investor Rel.  
Robert E. Fulton, Treas.  
Larry Andrus, Mgr.-Environmental & Facilities  
Peter Borne, Mgr.-Risk  
Eddie Evans, Dir.-Corp. Safety  
Larry McClure, VP-Offshore Construction

**Phone:** 337-583-5000 **Fax:** 337-583-5100**Toll-Free:****Address:** 8000 Global Dr., Carlyss, LA 70665 US**GROWTH PLANS/SPECIAL FEATURES:**

Global Industries, Ltd. is a leading offshore construction company that offers a comprehensive and integrated range of marine construction and support services. These services include pipeline construction, platform installation and removal, subsea construction, diving services and deepwater remote intervention. The firm's fleet of 18 dive support vessels and 23 liftboats provide efficient work platforms for virtually every phase of offshore oil and gas exploration, development and production. Clients use the company's diving services for exploration support, pipeline installation, periodic inspection, repair and maintenance of fixed platforms and pipelines and, ultimately, salvage and site clearance. Recently, the firm's Global Divers division was awarded a contract by the U.S. Navy to support Navy diver salvage of the engine and turret of the USS Monitor. Global Divers is supplying a saturation system that consists of a diving bell, pressurized living quarters and support personnel for the Navy divers. Global's ROV Technologies subsidiary provides clients with specialized services such as intervention planning, system integration testing, tooling hardware design and fabrication. Moreover, the company's Pelican Transportation subsidiary transports general commodities, oilfield equipment, pipeline and supplies for energy and construction companies. In the Spring of 2001, PEMEX Exploration and Production awarded the firm's Global Offshore Mexico subsidiary a \$40 million contract for the repair of two large-diameter pipeline systems in the Bay of Campeche.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$298,700 (12 months)	2000 Profits: \$-16,700 (12 months)
1999 Sales: \$387,500	1999 Profits: \$-1,100
1998 Sales: \$342,200	1998 Profits: \$39,000
1997 Sales: \$379,900	1997 Profits: \$57,300
1996 Sales: \$229,100	1996 Profits: \$33,900

**Stock Ticker:** GLBL  
Employees: 1,755  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: ESOP Stock Plan: Profit Sharing: Y Top Exec. Salary: \$337,500 Bonus: \$  
Savings Plan: Y Stock Purch. Plan: Y Second Exec. Salary: \$193,750 Bonus: \$10,000

**COMPETITIVE ADVANTAGE:**

Expansion of deepwater capabilities.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y



**GLOBAL MARINE INC**[www.glm.com](http://www.glm.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 114 Profits: 102

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Offshore Oil and Gas Drilling Contractor  
Drilling Management Services

**BRANDS/DIVISIONS/AFFILIATES:**

Applied Drilling Technology, Inc.  
Challenger Minerals, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert E. Rose, CEO  
Robert E. Rose, Pres.  
Jon A. Marshall, COO  
W. Matt Ralls, CFO  
Dave Boutelle, Human Resources  
Douglas C. Stegall, Controller  
Alexander A. Krezel, Corp. Sec.  
James L. McCulloch, General Counsel  
Thomas R. Johnson, Chief Admin. Officer  
Michael R. Dawson, VP-Corp. Comm.  
Michael R. Dawson, VP-Investor Rel.  
W. Matt Ralls, Treas.  
Robert L. Herrin, Dir.-Audit, Policies and Security  
Marion W. Woolie, Pres., Global Marine Drilling Co.  
Tom J. Morrow, Pres., Challenger Minerals, Inc.  
Douglas K. Vrooman, Pres., Applied Drilling Technology, Inc.

**Phone:** 281-596-5100 **Fax:** 281-596-5163

**Toll-Free:**

**Address:** 777 N. Eldridge Pkwy., Houston, TX 77079-4493 US

**GROWTH PLANS/SPECIAL FEATURES:**

Global Marine, Inc. is an international offshore drilling contractor and a leading provider of drilling management services such as project management and daywork drilling. The company's 33 premium mobile drilling units include jackups, semisubmersibles and dynamically positioned ultra-deepwater drillships. Jackup rigs are preferred in shallower water depths because their elevating legs extend from the rig's hull to the sea bottom and provide a stable drilling platform. On the other hand, semisubmersible rigs are preferable for deep water drilling in harsh environments such as the North Sea. The firm's fleet is primarily deployed in major offshore oil and gas areas in the Gulf of Mexico, West Africa, South America and the North Sea. Global Marine's Applied Drilling Technology, Inc. subsidiary provides drilling management services priced primarily on a turnkey basis. Turnkey contracts allow international operators to minimize start-up costs when drilling the initial well of a program or meeting a single well obligation. Applied Drilling Technology occasionally acquires an interest in exploratory wells as partial compensation for their services. The recent decline in U.S. natural gas prices has led many oil and gas companies to reduce their level of drilling activity in the Gulf of Mexico, which is primarily a natural gas province. However, the company believes that its Gulf of Mexico activity will increase as increasing depletion rates from smaller reservoirs create a supply problem that additional drilling can remedy. Recently, Global Marine announced a merger with fellow offshore drilling company Santa Fe International to create the combined organization GlobalSantaFe. Consequently, the newly created GlobalSantaFe will become the second-largest offshore drilling contractor in the world.

Global Marine, Inc. offers its employees tuition reimbursement and medical and dental insurance.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,039,800 (12 months)	2000 Profits: \$113,900 (12 months)
1999 Sales: \$791,000	1999 Profits: \$89,500
1998 Sales: \$1,162,200	1998 Profits: \$223,300
1997 Sales: \$1,067,100	1997 Profits: \$310,600
1996 Sales: \$680,700	1996 Profits: \$180,100

**Stock Ticker:** GLM  
Employees: 2,700  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$559,333	Bonus: \$835,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$337,875	Bonus: \$262,500

**COMPETITIVE ADVANTAGE:**

Expansion of deep water fleet.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y

# GOODRICH PETROLEUM CORP [www.goodrichpetroleum.com](http://www.goodrichpetroleum.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 39 Profits: 42

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production

## BRANDS/DIVISIONS/AFFILIATES:

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Walter G. Goodrich, CEO  
Walter G. Goodrich, Pres.  
Robert C. Turnham Jr., COO  
Roland L. Frautschi, CFO  
Roland L. Frautschi, Treas.  
Douglas B. Selvius, Mgr.-Exploration  
James G. Marston III, VP-Land  
Lonnie J. Shaw, VP-Finance

Phone: 713-780-9494 Fax: 713-780-9254

Toll-Free:

Address: 815 Walker St., Ste. 1040, Houston, TX 77002 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$28,500 (12 months)	2000 Profits: \$5,700 (12 months)
1999 Sales: \$14,000	1999 Profits: \$-1,800
1998 Sales: \$10,600	1998 Profits: \$7,700
1997 Sales: \$12,900	1997 Profits: \$-1,400
1996 Sales: \$9,800	1996 Profits: \$400

**Stock Ticker: GDP**  
Employees: 15  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$150,344	Bonus: \$70,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$105,000	Bonus: \$50,000

## COMPETITIVE ADVANTAGE:

Focus on southern Louisiana activity.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y

**GPU INC**[www.gpu.com](http://www.gpu.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 1 Profits: 5

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Develops and Operates Utility Transmission and Distribution Facilities  
Gas Marketing  
Electricity Marketing

**BRANDS/DIVISIONS/AFFILIATES:**

FirstEnergy Corp.  
MYR Group, Inc.  
GPU International Group  
GPU Advanced Resources  
GPU Telecom  
GPU GasNet  
GPU Diversified Holdings  
GPU Solar

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Fred D. Hafer, CEO  
Fred D. Hafer, Pres.  
Bruce Levy, CFO  
Ira H. Jolles, General Counsel  
Carole B. Snyder, Exec. VP-Corp. Affairs

**Phone:** 973-401-8200 **Fax:** 973-455-8377

**Toll-Free:**

**Address:** 300 Madison Ave., Morristown, NJ 07962-1911 US

**GROWTH PLANS/SPECIAL FEATURES:**

GPU, Inc. is an international provider of energy-related infrastructure and services. Domestically, its three electric utility subsidiaries, which conduct business as GPU Energy, serve 2 million customers in Pennsylvania and New Jersey. Through the GPU International Group, GPU develops, owns and operates electric transmission and distribution facilities overseas and generating plants located both here and abroad. Altogether, GPU serves more than 4.3 million customers around the world. The company's GPU Advanced Resources, Inc. subsidiary sells competitive retail energy and services in the Mid-Atlantic region, which is the focus of the company's domestic market. The firm's GPU Telecom subsidiary is a telecommunication infrastructure development company and wholesale telecommunications provider with operations primarily in the Mid-Atlantic region. The subsidiary's customers consist of interexchange carriers, competitive local exchange carriers, competitive access providers, telephone companies and governmental agencies. GPU GasNet, another subsidiary, provides regulated gas transmission services, custody transfer metering, liquefied natural gas services and engineering and construction services. The company's GPU Diversified Holdings subsidiary has entered into a joint venture with AstroPower, Inc. to create GPU Solar, which operates a solar electric power plant in Hopland, California. The 15,000 square-foot plant generated more than 163,000 kilowatt-hours in its first year of operation and is the first grid-connected solar power plant built exclusively to meet the needs of California's deregulated electricity market. GPU has agreed to merge with and into FirstEnergy Corp.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$5,196,300 (12 months)	2000 Profits: \$233,500 (12 months)
1999 Sales: \$4,757,100	1999 Profits: \$459,000
1998 Sales: \$4,248,800	1998 Profits: \$360,100
1997 Sales: \$4,143,379	1997 Profits: \$335,101
1996 Sales: \$3,918,089	1996 Profits: \$298,352

**Stock Ticker:** GPU  
Employees: 14,100  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$738,462	Bonus: \$660,000
Savings Plan: Y	Stock Purch. Plan:		Second Ex ec. Salary: \$360,000	Bonus: \$315,000

**COMPETITIVE ADVANTAGE:**

Expansion of energy marketing business.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	Y

**GRANT PRIDECO INC**[www.grantprideco.com](http://www.grantprideco.com)

Industry Group Code: 333130 Ranks within this company's industry group: Sales: 108 Profits: 113

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas Drilling Equipment Manufacturing  
Drill Pipe and Drill Stem Products  
Engineered Connections

**GROWTH PLANS/SPECIAL FEATURES:**

Grant Prideco is a leading supplier of drill pipe and drill stem products, high-performance engineered connections and premium oil tubular goods. The firm operates 22 manufacturing facilities located in the United States, Mexico, Canada, Europe and Asia, and 30 sales, service and repair locations globally. Grant Prideco's drilling products are sold to a variety of customers, including oil and gas drilling contractors, rental tool companies and independent oil and gas companies. The company's eXtreme drilling products are specifically designed for harsh drilling conditions such as extended reach, directional, horizontal, deep gas, offshore and ultra-deepwater drilling as well as high-temperature, high-pressure and corrosive well conditions. Grant Prideco's connection and tubular product offerings also include Atlas Bradford engineered connections, TCA premium casing and Tube-Alloy vacuum insulated tubing. Customers generally use Atlas Bradford engineered connections to maintain a seal that is subjected to extreme tension and compression forces. The company's TCA product offerings are designed to address the segment of the oil field tubular goods market that requires either quick deliveries or specialty sizes, chemistries or volumes that are not offered by most mills. The firm's XL Systems division provides connection technology utilized in the installation of platform conductor strings, freestanding caissons, tubular tendons, anchor piping and drilling risers.

Grant Prideco offers its employees tuition reimbursement and dental and vision insurance.

**BRANDS/DIVISIONS/AFFILIATES:**

eXtreme  
Atlas Bradford  
TCA  
Tube-Alloy  
XL Systems

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Curtis W. Huff, CEO  
Curtis W. Huff, Pres.  
Louis A. Raspino, CFO  
Dan M. Latham, VP-Mktg. & Sales  
Warren S. Avery, VP-Human Resources  
Philip A. Choyce, Corp. Sec.  
Philip A. Choyce, General Counsel  
William G. Chunn, Exec. VP-Oper.

**Phone:** 281-297-8500 **Fax:** 281-297-8699

**Toll-Free:**

**Address:** 1450 Lake Robbins Dr., Ste. 600, The Woodlands, TX 77380 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$498,500 (12 months)	2000 Profits: \$-16,500 (12 months)
1999 Sales: \$286,400	1999 Profits: \$-33,500
1998 Sales: \$646,500	1998 Profits: \$65,700
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** GRP

Employees: 3,825  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$371,139	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$222,800	Bonus: \$84,524

**COMPETITIVE ADVANTAGE:**

Leading supplier of drill pipe and stem products.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y

# GREEN MOUNTAIN POWER CORPORATION [www.gmpvt.com](http://www.gmpvt.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 105 Profits: 106

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Electric and/or Natural Gas  
Electric Utility  
Water Treatment

## BRANDS/DIVISIONS/AFFILIATES:

Mountain Energy, Inc.  
Green Mountain Resources  
Green Mountain Propane Gas Company

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Christopher L. Dutton, CEO  
Christopher L. Dutton, Pres.  
Nancy Rowden Brock, VP/CFO  
Jonathan H. Winer, Pres.-Mountain Energy, Inc.  
Nancy Rowden Brock, Corp. Sec.  
Stephen C. Terry, Sr. VP-Corp. and Legal Affairs  
Walter S. Oakes, VP-Field Oper.  
Mary G. Powell, Sr. VP-Customer and Bus. Dev.  
Nancy Rowden Brock, Treas.

Phone: 802-864-5731 Fax: 802-865-9974

Toll-Free:

Address: 163 Acorn Ln., Colchester, VT 05446 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$277,300 (12 months)	2000 Profits: \$-5,800 (12 months)
1999 Sales: \$251,000	1999 Profits: \$-3,100
1998 Sales: \$184,300	1998 Profits: \$-2,900
1997 Sales: \$179,009	1997 Profits: \$9,400
1996 Sales: \$179,000	1996 Profits: \$12,000

**Stock Ticker: GMP**  
Employees: 202  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$229,615	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$161,769	Bonus: \$

## COMPETITIVE ADVANTAGE:

Small, local service provider.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	



**GREKA ENERGY CORPORATION**[www.grekaenergy.com](http://www.grekaenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 31 Profits: 45

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Horizontal Drilling Technology  
Asphalt Products

**GROWTH PLANS/SPECIAL FEATURES:**

Greka Energy Corporation is an independent energy company focused on exploiting exploration and production opportunities and penetrating new niche markets by utilizing proprietary drilling technology. The firm's specific niche targets include coal bed methane projects and gas storage. Greka Energy currently owns approximately 15.6 million barrels of oil equivalent. The company's primary areas of exploration and production activities are in California, Louisiana and China. Greka Energy's horizontal drilling technology provides considerable flexibility to geologists and engineers, enabling them to design their well plans around geological formation and reservoir constraints. This technique also facilitates the drilling of multi-lateral paths off an existing well bore, which avoids the costly drilling of new wells and has considerable advantages in shallow reservoirs. Additionally, the firm owns an asphalt refinery in Santa Maria, California that produces light naphtha, kerosene distillate, gas oils and a number of paving and emulsion asphalt products. The company sells paving grade liquid asphalt to hot mix asphalt producers, material supply companies, contractors and government agencies. Moreover, the firm also produces modified and cutback asphalt products. Modified asphalt is a blend of recycled plastics, rubber, polymer materials and liquid asphalt that produces a more durable product that can withstand greater changes in temperature. Cutback asphalt is a blend of liquid asphalt and light petroleum and is used primarily to repair asphalt road surfaces.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Randeep S. Grewal, CEO  
Randeep S. Grewal, Pres.  
Max A. Elghandour, CFO  
Veronica Hilbrant, Mgr.-Human Resources  
Brent Stromberg, VP-Integrated Oper.  
Richard L'Altrelli, Dir.-Corp. Dev.  
Richard R. Lembcke, VP-Exploration & Production, Americas  
William C. Kelleher, VP-Exploration & Production, Int'l  
Susan M. Whalen, Corp. Liaison

Phone: 212-218-4680 Fax: 212-218-4679

Toll-Free:

Address: 630 Fifth Ave., Ste. 1501, New York, NY 10111 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$49,100 (12 months)	2000 Profits: \$4,500 (12 months)
1999 Sales: \$29,100	1999 Profits: \$3,400
1998 Sales: \$ 100	1998 Profits: \$-5,500
1997 Sales: \$ 200	1997 Profits: \$- 800
1996 Sales: \$ 600	1996 Profits: \$- 400

**Stock Ticker: GRKA**  
Employees: 108  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$290,269	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Expertise in horizontal drilling.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West: Y	Southwest: Y	Midwest:	Southeast: Y	Northeast: Y	International: Y
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**GREY WOLF INC**[www.gwdrilling.com](http://www.gwdrilling.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 59 Profits: 56

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil and Gas Drilling Services

**GROWTH PLANS/SPECIAL FEATURES:**

Grey Wolf, Inc. is a provider of contract land drilling services primarily in the Gulf Coast and Rocky Mountain regions. The company's fleet of 126 rigs includes a large fleet of trailer-mounted rigs. Trailer-mounted rigs are relatively more mobile than conventional rigs, which decreases the time and expense of moving the rig to and from the drillsite. Under ordinary conditions, trailer-mounted rigs are capable of drilling an average of two 10,000-foot wells per month. Recently, Grey Wolf's Rocky Mountain Division signed a two-year contract for the use of its ultra-deep drilling rig in Wyoming. The rig will be utilized for drilling operations in the Madden Deep Unit of Wyoming's Wind River Basin. The company believes that this contract provides a solid operating base to pursue other opportunities in the Rocky Mountain region. Grey Wolf generally enters into daywork, turnkey and footage contracts for its drilling services. Under daywork drilling contracts, the company provides a drilling rig with required personnel to a customer who supervises the drilling of the well. The customer generally bears a large portion of the out-of-pocket costs of drilling under the terms of a daywork drilling contract. The firm's contract drilling customers include independent producers and major oil and gas companies.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Thomas P. Richards, CEO  
 Thomas P. Richards, Pres.  
 David W. Wehlmann, CFO  
 Edward S. Jacob III, Sr. VP-Mktg.  
 Gary D. Lee, VP-Human Resources  
 Merrie S. Costley, Controller  
 David W. Wehlmann, Corp. Sec.  
 Ronnie E. McBride, Sr. VP-Oper.

**Phone:** 713-435-6100 **Fax:** 713-435-6170**Toll-Free:****Address:** 10370 Richmond Ave., Ste. 600, Houston, TX 77042  
US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$269,300 (12 months)	2000 Profits: \$-8,500 (12 months)
1999 Sales: \$147,200	1999 Profits: \$-41,300
1998 Sales: \$241,000	1998 Profits: \$-83,200
1997 Sales: \$215,900	1997 Profits: \$10,200
1996 Sales: \$81,800	1996 Profits: \$-11,700

**Stock Ticker:** GW

Employees: 2,300

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$375,000	Bonus: \$253,125
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$200,000	Bonus: \$81,000

**COMPETITIVE ADVANTAGE:**

Rapid growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1

Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y

**GULF INDONESIA RESOURCES**[www.gulfindonesia.com](http://www.gulfindonesia.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 51 Profits: 31

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Gulf Indonesia Resources, Ltd., a subsidiary of Conoco, Inc., is an independent upstream energy company engaged in the exploration, development and production of oil and natural gas. The company currently owns 11 million gross acres in 13 onshore and offshore contract areas, primarily located in Sumatra, the Natuna Sea and East Java. Gulf Indonesia, Pertamina, the Indonesian state oil and gas company, and Caltex operate the Corridor Gas Project as a result of the Indonesian government's expressed desire to free additional oil for export, increase foreign exchange and promote the use of natural gas for domestic consumption. The Corridor Gas Project involved construction of a central gas plant at Grissik and field gathering systems at the Dayung, Gelam and Letang/Tengah fields. The company has installed pre-treatment facilities at the Dayung field to separate heavy hydrocarbons and improve the operational life of gas membranes. Recently, Gulf Indonesia reached a gas supply agreement with Pertamina that covers the delivery of 2.27 trillion cubic feet of gas over 20 years. The natural gas deliveries will commence in 2003 and will be supplied from the Corridor and South Jambi B production sharing contract areas. Additionally, the firm is negotiating with Petronas, the Malaysian national oil and gas corporation, for a supply contract that will cover the sale of its onshore gas production.

**BRANDS/DIVISIONS/AFFILIATES:**

Conoco, Inc.  
Pertamina  
Caltex

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Paul C. Warwick, CEO  
Paul C. Warwick, Pres.  
Murray E. Hesje, VP-Finance  
Ken P. Gaida, VP-Mktg.  
Sue Irwin, Dir.-Int'l Human Resources  
Alan P. Scott, Corp. Sec.  
Taufik Ahmad, VP-Admin.  
Supramu Santosa, VP-Bus. Planning  
Glen Valk, Mgr.-Investor Rel.  
David R. Whitby, VP-Corp. Dev.  
Cliff W. Zeff, VP-Exploration  
Robert W. Klassen, VP-Oper.  
Supramu Santosa, VP-Government Rel.

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**Toll-Free:**

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Kavling 1, Jakarta 10220 Indonesia

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$349,000 (12 months)	2000 Profits: \$84,000 (12 months)
1999 Sales: \$206,000	1999 Profits: \$33,000
1998 Sales: \$86,000	1998 Profits: \$-30,000
1997 Sales: \$118,000	1997 Profits: \$6,000
1996 Sales: \$76,500	1996 Profits: \$7,100

Stock Ticker: GRL  
Employees: 1,600  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Conoco subsidiary/Established presence in the Indonesian Gulf.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

# GULFMARK OFFSHORE INC

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 7 Profits: 8

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
					Y

## TYPES OF BUSINESS:

Oil & Gas Drilling Support Services

## GROWTH PLANS/SPECIAL FEATURES:

Gulfmark Offshore, Inc. provides offshore marine services to companies involved in the exploration and production of oil and natural gas. The firm's vessels move and position drilling structures and transport drilling materials, supplies and personnel to offshore facilities. Gulfmark Offshore owns, charters or manages 47 vessels, and it has agreed to construct nine new North Sea vessels with a Norwegian shipbuilder. Eight of the firm's current vessels are primarily used to support floating production, storage and offloading, diving operations, seismic data gathering, oil recovery and oil spill response. The company's principal customers include major independent oil companies and oil companies controlled by foreign governments. The majority of the firm's operations are conducted in the North Sea, Southeast Asia, Brazil and West Africa. The North Sea has historically been the most demanding of all exploration frontiers due to harsh weather, erratic sea conditions, significant water depth and long sailing distances. Consequently, projects in this market tend to be large in scope and have longer planning horizons, which results in a very steady demand for vessels. On the other hand, advanced exploration technology and increasing energy demand among many Pacific Rim countries have led to more remote drilling locations in Southeast Asia and an increasing demand for vessels. Moreover, Gulfmark Offshore anticipates that demand for its offshore support vessels will grow as major international oil companies begin offshore exploration in Brazil, which recently privatized its petroleum industry.

## BRANDS/DIVISIONS/AFFILIATES:

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Bruce A. Streeter, Pres.  
Bruce A. Streeter, COO  
Edward A. Guthrie, CFO/Exec. VP-Finance  
Mary Kay Kutka, Dir.-Human Resources  
Kevin D. Mitchell, Controller  
Edward A. Guthrie, Corp. Sec.  
John E. Leech, Exec. VP-Oper.  
Edward A. Guthrie, Treas.

**Phone:** 713-963-9522 **Fax:** 713-963-9796

**Toll-Free:**

**Address:** 4400 Post Oak Pkwy., Ste. 1170, Houston, TX 77027  
US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$77,700 (12 months)	2000 Profits: \$7,900 (12 months)
1999 Sales: \$72,300	1999 Profits: \$1,900
1998 Sales: \$86,200	1998 Profits: \$20,800
1997 Sales: \$46,000	1997 Profits: \$6,100
1996 Sales: \$34,700	1996 Profits: \$8,400

### Stock Ticker: GMRK

Employees: 880  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$220,000	Bonus: \$140,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$190,000	Bonus: \$75,000

## COMPETITIVE ADVANTAGE:

Expertise in harsh North Shore drilling conditions.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y

**H POWER CORP**[www.hpower.com](http://www.hpower.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 1 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Fuel Cell Manufacturing

**BRANDS/DIVISIONS/AFFILIATES:**

PowerPEM  
ECO Fuel Cells, L.L.C.  
Energy Co-Opportunity, Inc.  
H Power Japan

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

H. Frank Gibbard, CEO  
Dudley C. Wass, COO  
William L. Zang, CFO  
Lawrence M. Sanders, VP-Mktg. & Sales  
Arthur Kaufman, Chief Tech. Officer  
Thomas H. Michael, VP-Admin.  
Alan Attia, VP-Research & Dev.

**Phone:** 973-450-4400 **Fax:** 973-450-9850**Toll-Free:****Address:** 1373 Broad Street, Clifton, NJ 07013 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,700 (12 months)	2000 Profits: \$-17,000 (12 months)
1999 Sales: \$1,000	1999 Profits: \$-6,300
1998 Sales: \$1,000	1998 Profits: \$-6,200
1997 Sales: \$ 400	1997 Profits: \$-4,600
1996 Sales: \$1,900	1996 Profits: \$-3,000

**Stock Ticker:** HPOW

Employees: 141

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$217,079	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$140,774	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Excellent research and development activity.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	Y



**HALLIBURTON COMPANY**[www.halliburton.com](http://www.halliburton.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 108 Profits: 124

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
	Y			Y Y Y Y	Y Y Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Software  
Engineering  
Construction  
Drilling Fluids  
Drilling Tools  
Testing

**BRANDS/DIVISIONS/AFFILIATES:**

Kellogg Brown and Root  
Brown and Root  
Baroid  
Landmark Graphics Corporation  
Halliburton Deepwater

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

David J. Lesar, CEO  
David J. Lesar, Pres.  
Gary V. Morris, Exec. VP  
Margaret E. Carriere, VP-Human Resources  
Robert F. Heinemann, VP/Chief Tech. Officer  
Arthur D. Huffman, VP/CIO  
R. Charles Muchmore Jr., VP/Controller  
Lester L. Coleman, Exec. VP/General Counsel  
John W. Kennedy, Exec. VP-Global Bud. Dev.  
Guy Marcus, VP-Investor Rel.  
Jerry H. Blurton, Treas.

**Phone:** 214-978-2600 **Fax:** 214-978-2611**Toll-Free:****Address:** 3600 Lincoln Plaza, Dallas, TX 75201 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$11,944,000 (12 months)	2000 Profits: \$501,000 (12 months)
1999 Sales: \$12,313,000	1999 Profits: \$438,000
1998 Sales: \$14,504,000	1998 Profits: \$-15,000
1997 Sales: \$16,272,000	1997 Profits: \$772,000
1996 Sales: \$13,946,600	1996 Profits: \$557,900

**Stock Ticker:** HAL  
Employees: 93,000  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$958,333	Bonus: \$2,012,709
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$806,332	Bonus: \$1,451,398

**COMPETITIVE ADVANTAGE:**

Largest supplier of drilling support services in the world.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y	Y	Y

**HARKEN ENERGY CORPORATION**[www.harkenenergy.com](http://www.harkenenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 67 Profits: 87

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Harken Energy Corporation is engaged in oil and gas exploration, development and production. The company's current domestic exploration activities are focused on three-dimensional seismic gas projects located in the Gulf Coast regions of Texas and Louisiana. Moreover, the firm's XPLOR subsidiary owns acreage interests in the Lake Raccourci and Lapeyrouse fields of Louisiana. Harken Energy has a working interest in 346 oil wells and 209 gas wells in the United States. The firm's proved reserves include approximately 55 million cubic feet of gas equivalent. The company's Harken de Columbia, Ltd. subsidiary holds four exclusive contracts with Ecopetrol, the state-owned Colombian oil company. Under the terms of the agreements, the subsidiary sells all of its crude oil production to Ecopetrol. In the Spring of 2001, the firm signed a Technical Evaluation Agreement (TEA) with PeruPetro that covers an area of approximately 6.8 million acres in northeastern Peru. Harken Energy has the option to convert the TEA to a seven year exploration contract after a study of the area that includes the reprocessing of seismic data and evaluation of previous well data. However, the company recently decided to restructure its operations in an effort to increase its focus on domestic operations and reduce international security risks.

**BRANDS/DIVISIONS/AFFILIATES:**

XPLOR  
Harken de Columbia, Ltd.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Mikel D. Faulkner, CEO  
Bruce N. Huff, Pres.  
Bruce N. Huff, COO  
Anna M. Williams, CFO/Sr. VP-Finance  
Christine Dehner, Mgr.-Human Resources  
Larry E. Cummings, Corp. Sec.  
Larry E. Cummings, General Counsel  
James Denny III, Exec. VP-Oper.  
Guillermo Sanchez, Sr. VP-Bus. Dev.  
Roger Ehrlich, Treas.  
Richard O. Cottle, Sr. VP-Production  
A. Wayne Hennecke, Chief Acc. Officer/VP-Finance  
Wilson Groen, VP-Exploration  
Michael R. Childers, VP-Land

**Phone:** 281-717-1300 **Fax:** 281-717-1400**Toll-Free:****Address:** 16285 Park Ten Place, Ste. 600, Houston, TX 77084  
US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$44,400 (12 months)	2000 Profits: \$-152,900 (12 months)
1999 Sales: \$23,500	1999 Profits: \$-12,800
1998 Sales: \$19,800	1998 Profits: \$-55,800
1997 Sales: \$18,800	1997 Profits: \$- 300
1996 Sales: \$13,900	1996 Profits: \$- 300

**Stock Ticker:** HEC

Employees: 100  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$255,000	Bonus: \$25,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$213,750	Bonus: \$17,700

**COMPETITIVE ADVANTAGE:**

Extensive interests in the U.S., Costa Rica and Columbia.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		Y

**HAWAIIAN ELECTRIC INDUSTRIES INC**[www.hei.com](http://www.hei.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 6 Profits: 3

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Savings Bank

**BRANDS/DIVISIONS/AFFILIATES:**

Hawaiian Electric Company, Inc.  
Hawaiian Electric Light Company, Inc.  
Maui Electric Company, Limited  
American Savings Bank, F.S.B.  
Hawaiian Tug & Barge Corp. and Young Brothers, Ltd  
HEI Power Corp.  
Malama Pacific Corp.  
HEI Investment Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert F. Clarke, CEO  
Robert F. Clarke, Pres.  
Robert F. Mougeot, CFO/VP-Finance  
Faye Maeda, Mgr.-Human Resources  
Charles F. Wall, Corp. Info. Officer  
Curtis Y. Harada, Controller  
Peter C. Lewis, Corp. Sec.  
Peter C. Lewis, VP-Admin.  
Robert F. Mougeot, Treas.  
Andrew I.T. Chang, VP-Government Rel.  
T. Michael May, CEO/Pres., Hawaiian Electric Company  
Constance H. Lau, CEO/Pres., American Savings Bank  
Robert Clarke, Pres., HEI Industries

**Phone:** 808-543-5662 **Fax:** 808-543-7966

**Toll-Free:**

**Address:** 900 Richards St., Honolulu, HI 96813 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,719,000 (12 months)	2000 Profits: \$45,700 (12 months)
1999 Sales: \$1,523,300	1999 Profits: \$96,800
1998 Sales: \$1,485,200	1998 Profits: \$84,800
1997 Sales: \$1,460,400	1997 Profits: \$86,400
1996 Sales: \$1,410,600	1996 Profits: \$78,700

**Stock Ticker: HE**  
Employees: 3,126  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$604,000	Bonus: \$427,349
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$408,000	Bonus: \$62,971

**COMPETITIVE ADVANTAGE:**

Leading electric utility in Hawaii.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y					Y

**HEADWATERS INCORPORATED****www.hdwtrs.com**

Industry Group Code: 212110 Ranks within this company's industry group: Sales: 49 Profits: 58

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Y Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**Coal Derivative Products  
Molecular Technology**GROWTH PLANS/SPECIAL FEATURES:**

Headwaters, Inc. is a global leader in the development and deployment of alternative fuel and related technologies. The company is focused on converting fossil fuels such as gas, coal and heavy oils into alternative energy products. The firm's technologies molecularly bind coal derivatives into a formed fuel through a significant chemical reaction. This technology has a number of potential applications, including the transformation of coke dust into formed coke and the conversion of iron rich wastes into usable iron. Additionally, Headwaters believes that its technology may be useful in converting molybdenum, silicon carbide, grinding swarf, lead dross, zinc oxide, titanium dioxide, phosphorous and charcoal into alternative sources of energy. The company's Hydrocarbon Technology, Inc. subsidiary has developed technology that transforms coal and heavy oil into ultra-clean diesel fuel and converts waste oil into valuable carbon products. Recently, the subsidiary was granted a patent for an advanced iron based catalyst to be used in converting gas to liquids. Gas to liquid technology can be used to produce high value ultra-clean gasoline, diesel fuel and lubricants from low-value alternative fuel resources such as stranded natural gas, coal, tarsands, biomass and refinery still bottoms. Headwaters intends to expand its business by increasing chemical reagent sales and maximizing royalty income.

Headwaters, Inc. offers its employees incentive bonuses.

**BRANDS/DIVISIONS/AFFILIATES:**

Hydrocarbon Technology, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Kirk A. Benson, CEO  
Kirk A. Benson, Pres.  
Steven G. Stewart, CFO  
Kristi Larson, Human Resources  
George W. Ford, Principal Scientist/VP-Science & Tech.  
Harlan M. Hatfield, Corp. Sec.  
Harlan M. Hatfield, General Counsel  
Kenneth R. Frailey, VP-Oper.  
Stephanie E. Black, VP-Research & Dev., Tech. Support Services

**Phone:** 801-984-9400 **Fax:** 801-984-9410**Toll-Free:****Address:** 11778 S. Election Dr., Ste. 210, Draper, UT 84020 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$45,800 (12 months)      2000 Profits: \$3,700 (12 months)  
1999 Sales: \$6,700      1999 Profits: \$-28,400  
1998 Sales: \$2,200      1998 Profits: \$-11,300  
1997 Sales: \$100      1997 Profits: \$-10,500  
1996 Sales: \$300      1996 Profits: \$-13,800

**Stock Ticker:** HDWREmployees: 51  
Fiscal Year Ends: 9/30**SALARIES/BENEFITS:**

Pension Plan:      ESOP Stock Plan:      Profit Sharing:      Top Exec. Salary: \$197,500      Bonus: \$517,362  
Savings Plan: Y      Stock Purch. Plan: Y      Second Exec. Salary: \$187,500      Bonus: \$271,615

**COMPETITIVE ADVANTAGE:**

Global leader in alternative fuel development.

**OTHER THOUGHTS:**Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y					

**HELMERICH & PAYNE INC**[www.hpinc.com](http://www.hpinc.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 10 Profits: 9

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Contract Drilling of Oil and Gas Wells  
Commercial Real Estate

**BRANDS/DIVISIONS/AFFILIATES:**

Helmerich & Payne Energy Services, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Hans Helmerich, CEO  
Hans Helmerich, Pres.  
Douglas E. Fears, VP-Finance  
Todd Sprague, Dir.-Human Resources  
Gordon K. Helm, Controller  
Steven R. Mackey, Corp. Sec.  
Steven R. Mackey, General Counsel  
George S. Dotson, VP-Drilling  
Steven R. Shaw, VP-Exploration & Production  
Gordon K. Helm, Chief Acc. Officer

**Phone:** 918-742-5531 **Fax:** 918-742-0237

**Toll-Free:**

**Address:** Utica at 21st St., Tulsa, OK 74114 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$631,100 (12 months)	2000 Profits: \$82,300 (12 months)
1999 Sales: \$564,300	1999 Profits: \$42,800
1998 Sales: \$636,600	1998 Profits: \$101,200
1997 Sales: \$517,900	1997 Profits: \$84,200
1996 Sales: \$393,300	1996 Profits: \$72,600

**Stock Ticker: HP**  
Employees: 2,312  
Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$460,000	Bonus: \$425,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$405,654	Bonus: \$220,000

**COMPETITIVE ADVANTAGE:**

Ability to use its own rigs for exploration and development.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y		Y



**HOLLY CORPORATION**[www.hollycorp.com](http://www.hollycorp.com)

Industry Group Code: 324110 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Y	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Y	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Gas Utilities:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Pipelines:	Hydro:	MIS:	Oil Field Services:
		Water:	Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Refiner of Petroleum and Petroleum Derivatives  
Petroleum Distribution

**GROWTH PLANS/SPECIAL FEATURES:**

Holly Corporation is engaged in the refining, transportation and marketing of petroleum products. The company's refineries produce high value light products such as gasoline, diesel fuel and jet fuel that are marketed in the Southwest, Montana and Northern Mexico. The firm's Navajo Refining Company subsidiary operates a high-conversion petroleum refinery in Artesia, New Mexico in conjunction with integrated crude and vacuum distillation facilities. The Navajo refinery has a crude capacity of 60,000 barrels per day and can process a variety of high sulfur crude oils. The subsidiary's principal customers for gasoline include other refiners, convenience store chains, independent marketers, retailers and an affiliate of PEMEX, the government-owned energy company of Mexico. Montana Refining Company, another subsidiary, owns and operates a petroleum refinery in Great Falls, Montana that has a crude capacity of 7,000 barrels per day. In recent years, the company has made an effort to develop and expand its pipeline transportation business. Holly currently owns and operates 1,300 miles of pipeline, 800 miles of which are used as part of the supply and distribution network of the Navajo refinery. The firm has entered into a joint venture with Mid-America Pipeline Company and Amoco Pipeline Company to create Rio Grande Pipeline Company, which transports liquid petroleum gases to Mexico. Moreover, the company acquired a number of pipeline transportation and storage assets in West Texas and New Mexico in an asset exchange ARCO Pipeline Company.

**BRANDS/DIVISIONS/AFFILIATES:**

Navajo Refining Company  
Montana Refining Company  
Rio Grande Pipeline Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Lamar Norsworthy, CEO  
Matthew P. Clifton, Pres.  
Stephen J. McDonnell, VP-Finance  
Gregory A. White, VP-Mktg. Light Oils  
Pam Reese, Human Resources  
Randall R. Howes, VP-Eng.  
W. John Glancy, Corp. Sec.  
W. John Glancy, General Counsel  
Stephen J. McDonnell, VP-Corp. Dev.  
Kathryn H. Walker, VP-Acc.  
John A. Knorr, VP-Crude Oil Supply & Trading  
Mike Mirbageri, VP-Int'l Crude Oil & Refined Products  
Scott C. Surplus, VP-Treasury and Tax

Phone: 214-871-3555 Fax: 214-871-3560

**Toll-Free:**Address: 100 Crescent Ct., Ste. 1600, Dallas, TX 75201-6927  
US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$965,900 (12 months)	2000 Profits: \$11,400 (12 months)
1999 Sales: \$598,000	1999 Profits: \$19,900
1998 Sales: \$590,300	1998 Profits: \$15,200
1997 Sales: \$721,300	1997 Profits: \$13,100
1996 Sales: \$676,300	1996 Profits: \$19,200

**Stock Ticker: HOC**

Employees: 550  
Fiscal Year Ends: 7/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$471,668	Bonus: \$131,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$390,000	Bonus: \$109,000

**COMPETITIVE ADVANTAGE:**

Focus on refinery operations.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				Y

**HONEYWELL INTERNATIONAL INC**[www.honeywell.com](http://www.honeywell.com)

Industry Group Code: 336410 Ranks within this company's industry group: Sales: 90 Profits: 28

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
	Y		Y		Y

**TYPES OF BUSINESS:**

Aerospace/Defense Products Manufacturer  
High-Tech Control Systems  
Turboprop Engines  
Performance Polymers  
Automation  
Performance Materials  
Chemicals  
Microturbines

**BRANDS/DIVISIONS/AFFILIATES:**

ASI Specialty Chemicals, L.L.C.  
AlliedSignal International Finance Corporation  
Honeywell Aerospace Solutions  
Heathrow Airport  
International Space Station

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Lawrence A. Bossidy, CEO  
Giannantonio Ferrari, COO  
Richard F. Wallman, Sr. VP/CFO  
Donald J. Redlinger, Sr. VP/Human Resources  
Barry C. Johnson, Chief Tech. Officer  
Richard J. Diemer, Jr., Controller  
Peter M. Kreindler, Sr. VP/General Counsel  
Larry Kittelberger, Admin.  
Donald J. Redlinger, VP-Corp. Comm.  
James V. Gelly, Treas.  
Giannantonio Ferrari, Exec. VP-Diversified Bus.  
Dean Flatt, Pres.-Specialty Materials  
Rob Gillette, Pres.-Power Systems and Transportation  
Kevin Gilligan, Pres.-Control Solutions

**Phone:** 973-455-2000 **Fax:** 973-455-4807**Toll-Free:** 800-707-4555**Address:** 101 Columbia Rd., Morristown, NJ 07962-2245 US**GROWTH PLANS/SPECIAL FEATURES:**

Honeywell International, Inc. is a leading producer of high-tech control systems that gauge conditions and undertake any required action. Among its numerous products are turboprop engines for airplanes, specialty chemicals for heavy equipment, polymers for electronics and thermostat controls for heating and cooling homes. The company is divided into four sectors: aerospace solutions, automation and asset management, performance materials and power and transportation products. With almost half of its revenues coming from the aerospace industry, Honeywell has sought to expand this division by signing multi-million dollar contracts with major industry players such as Lufthansa, which ordered navigation databases; and London's Heathrow Airport, which ordered management systems for one of the airport's terminals. The company also has a contract to make several complex upgrades to the International Space Station. Honeywell's controls and other technologies are vital to many industries, including energy and utilities. In recent news, the industrial control business of Honeywell has entered into a five-year global strategic alliance agreement with DuPont. This alliance will enable DuPont to provide input into Honeywell's technical direction to help solve complex chemical processing requirements. In a major recent development, European Union regulators, who feared the potential for anti-competitive practices, blocked a highly anticipated merger between Honeywell and General Electric (GE). In other news, DSM has signed a three-year global automation agreement, which calls for Honeywell to design and implement integrated control solutions and services at DSM facilities worldwide. Under the terms of the agreement, Honeywell will become a primary supplier to DSM for delivering automation and business solutions and work process standards to DSM's life sciences, performance materials, and polymers and industrial chemical facilities around the world.

The firm offers employees relocation assistance as well as educational reimbursement. Additionally, employees are given dollar stretchers for savings on goods such as computers, automobiles and cell phones.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$25,023,000 (12 months)	2000 Profits: \$1,659,000 (12 months)
1999 Sales: \$23,735,000	1999 Profits: \$1,541,000
1998 Sales: \$15,128,000	1998 Profits: \$1,331,000
1997 Sales: \$14,472,000	1997 Profits: \$1,170,000
1996 Sales: \$13,971,000	1996 Profits: \$1,020,000

**Stock Ticker:** HON

Employees: 120,000

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$1,500,000	Bonus: \$975,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$628,387	Bonus: \$400,000

**COMPETITIVE ADVANTAGE:**

A leading name in the controls industry.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

# HONG KONG AND CHINA GAS CO LTD (THE) [www.hkcg.com](http://www.hkcg.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 44 Profits: 34

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities  
Gas Appliances

## BRANDS/DIVISIONS/AFFILIATES:

Superbowl  
Towngas

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Alfred Chan Wing Kin, Managing Dir.  
James Kwan Yuk Choi, General Mgr.-Mktg.  
Yeung Ka Sing, Mgr.-Human Resources  
Sunny Lee Wai Kwong, CIO  
Dennis Kwok Ho Wah, Chief Eng. Officer  
Ronald Chan Tat Hung, Corp. Sec.  
James Kwan Yuk Choi, General Mgr.-Customer Service

**Phone:** +852-2963-3388

**Fax:** +852-2561-6182

**Toll-Free:**

**Address:** 23rd Fl., 363 Java Rd., North Point, Hong Kong

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$852,700 (12 months)	2000 Profits: \$401,400 (12 months)
1999 Sales: \$749,100	1999 Profits: \$371,600
1998 Sales: \$695,800	1998 Profits: \$340,500
1997 Sales: \$715,900	1997 Profits: \$292,700
1996 Sales: \$615,000	1996 Profits: \$249,500

**Stock Ticker:** HOKCY

Employees: 1,998

Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

## COMPETITIVE ADVANTAGE:

Innovative product development.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**GROWTH PLANS/SPECIAL FEATURES:**

The Hong Kong and China Gas Company, Ltd., operating under the Towngas name, supplies gas and related utility services to over 1.3 million households and businesses in Hong Kong and Southern China. The firm plans to extend its gas supply to new areas of development, including the Hong Kong International Theme Park, the Science Park at Pak Shek Kok and the Cyberport in Telegraph Bay. The company offers its customers a number of gas appliances, including floor heating systems, dehumidification systems and towel warmers. The Hong Kong and China Gas Company has also introduced the Superbowl, a two-burner hotplate with a built-in rice cooker. The firm intends to offer developers, architects and consultants a total kitchen solution in order to increase demand for gas appliances such as dishwashers and washer/dryers. Increased gas consumption within the food and beverage industry and in hospitals has resulted in significant commercial and industrial gas revenue growth. In an effort to compete with electricity suppliers that provide incentives for restaurants to convert to flameless cooking, the company has made its appliances less noisy, more compact and more energy efficient. Furthermore, The Hong Kong and China Gas Company has cut costs by developing an automatic meter reading system that enables its gas meters to be read electronically and introducing a bimonthly billing system.

**HORIZON OFFSHORE INC**[www.horizonoffshore.com](http://www.horizonoffshore.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 63 Profits: 54

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Marine Construction Services

**BRANDS/DIVISIONS/AFFILIATES:**

Cal Dive International, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Bill J. Lam, CEO  
Bill J. Lam, Pres.  
R. Clay Etheridge, COO  
David W. Sharp, CFO  
George G. Reuter, VP-Mktg. & Sales  
Allen Bruns, Dir.-Human Resources  
Jorge Trebino, Mgr.-Information Sys.  
William B. Gibbens III, General Counsel  
Eric T. Stagg, VP-Int'l Oper.  
John F. Swinden, VP-Int'l Bus. Dev.  
Robert M. Cheves, VP-Int'l Oper.  
Thomas F. Cunningham, VP-Subsea Services  
Robert T. Stonecipher, VP-Technical Services  
James K. Cole, Sr. VP

**Phone:** 713-361-2600 **Fax:** 713-361-2690

**Toll-Free:**

**Address:** 2500 City West Blvd., Ste. 2200, Houston, TX 77042  
US

**GROWTH PLANS/SPECIAL FEATURES:**

Horizon Offshore, Inc. provides marine construction services to the offshore oil and gas industry. The company's fleet of vessels is used to perform a wide range of construction activities, including derrick lift and installation and burial of marine pipelines. This fleet includes a multi-purpose vessel that fills pipelines with water under pressure to test for tensile strength, connects pipelines to platforms and other pipelines and commences production from a platform. Horizon Offshore's fleet allows it to compete in the Gulf of Mexico for many pipeline installation projects in shallow water depths of 200 feet or less and a number of projects on the outer continental shelf. However, in an effort to enter the deepwater market, the company has formed a joint venture with Cal Dive International, Inc. (CDI) to perform deepwater reel pipelaying projects. Under the terms of the agreement, CDI provides dive support vessel services and diving personnel for the firm's pipelay barges in water depths of at least 800 feet. Recently, Horizon Offshore acquired a vessel that is 360 feet long and has both pipelay and derrick capabilities. The company intends to upgrade and operate the vessel in Indonesia, Malaysia and other areas of Southeast Asia. The firm's customers are primarily oil and gas companies operating on the U.S. continental shelf.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$160,500 (12 months)	2000 Profits: \$6,400 (12 months)
1999 Sales: \$89,000	1999 Profits: \$1,700
1998 Sales: \$119,800	1998 Profits: \$12,500
1997 Sales: \$36,100	1997 Profits: \$2,300
1996 Sales: \$14,100	1996 Profits: \$-9,600

**Stock Ticker:** HOFF

Employees: 467  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$287,500	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$209,000	Bonus: \$

**COMPETITIVE ADVANTAGE:**

New efforts to enter the deepwater market.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y

# HOUSTON EXPLORATION COMPANY (THE)

[www.houstonexploration.com](http://www.houstonexploration.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 96 Profits: 84

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production

## GROWTH PLANS/SPECIAL FEATURES:

The Houston Exploration Company is engaged in the exploration, development and acquisition of domestic natural gas and oil properties. The company's properties are located in South Texas, East Texas, South Louisiana, the Appalachian Basin in West Virginia and the shallow waters of the Gulf of Mexico. The firm's net proved reserves total 562 billion cubic feet of natural gas equivalent. The Houston Exploration Company balances its high risk, high potential offshore exploration in the Gulf of Mexico with lower risk development drilling onshore. The firm believes that the Gulf of Mexico remains attractive for exploration and development activities due to the availability of geologic data, remaining reserve potential and the infrastructure of gathering systems, pipelines, platforms and drilling equipment providers. The company believes that the lower risk projects and stable production associated with its onshore properties complement its high risk projects by balancing risk and reducing volatility. The Houston Exploration Company's onshore properties are typically characterized by relatively long reserve lines, more predictable production streams and lower operating cost structures. The firm participated in the drilling of 44 successful development wells and one successful exploratory well on its onshore properties during 2000. The company generates virtually all of its exploration prospects using 3-D seismic and in-house computer aided exploration technology.

## BRANDS/DIVISIONS/AFFILIATES:

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

William G. Hargett, CEO  
 William G. Hargett, Pres.  
 Thomas W. Powers, CFO  
 Lester R. Lipperdt, Mgr.-Oil & Gas Mktg.  
 Christine Teichelman, Dir.-Human Resources  
 Joe E. Batchelor, Exploration Geologist  
 Charles W. Adcock, Sr. VP-Eng.  
 James F. Westmoreland, Corp. Sec.  
 Charles W. Adcock, Sr. VP-Oper.  
 Thomas W. Powers, Treas.  
 Tracy Price, Sr. VP-Land  
 James F. Westmoreland, Comptroller/Chief Acc. Officer  
 Thomas E. Schwartz, VP-Geophysics  
 Sammie L. Dees, VP-Land

**Phone:** 713-830-6800 **Fax:** 713-830-6885  
**Toll-Free:**  
**Address:** 1100 Louisiana, Ste. 2000, Houston, TX 77002-5215  
 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$270,600 (12 months)	2000 Profits: \$85,300 (12 months)
1999 Sales: \$150,600	1999 Profits: \$24,600
1998 Sales: \$127,100	1998 Profits: \$-72,700
1997 Sales: \$65,900	1997 Profits: \$8,642
1996 Sales: \$14,100	1996 Profits: \$

**Stock Ticker:** THX  
 Employees: 110  
 Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing: Y	Top Exec. Salary: \$432,000	Bonus: \$495,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$273,000	Bonus: \$259,000

## COMPETITIVE ADVANTAGE:

Balanced risk drilling program.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y	Y	



**HOWELL CORPORATION**[www.howellcorp.com](http://www.howellcorp.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 53 Profits: 44

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

Howell Petroleum Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Richard K. Hebert, CEO  
 Richard K. Hebert, Pres.  
 Richard K. Hebert, COO  
 Allyn R. Skelton II, CFO  
 Rick Robinson, Mgr.-Human Resources  
 Robert T. Moffett, Corp. Sec.  
 Robert T. Moffett, General Counsel  
 John E. Brewster Jr., VP-Corp. Dev. & Planning

**Phone:** 713-658-4000 **Fax:** 713-658-4007**Toll-Free:****Address:** 1500 Howell Building, 1111 Fannin St., Houston, TX 77002-6923 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$81,100 (12 months)	2000 Profits: \$21,400 (12 months)
1999 Sales: \$48,300	1999 Profits: \$-2,900
1998 Sales: \$51,400	1998 Profits: \$-67,500
1997 Sales: \$34,700	1997 Profits: \$4,100
1996 Sales: \$684,500	1996 Profits: \$14,100

**Stock Ticker:** HWL

Employees: 125

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$225,000	Bonus: \$110,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$225,000	Bonus: \$110,000

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:****Apparent Women Officers or Directors:****Hot Spot for Advancement for Women/Minorities:****LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				

**HURRICANE HYDROCARBONS**[www.hurricane-hhl.com](http://www.hurricane-hhl.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 4 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Hurricane Hydrocarbons is an international energy company engaged in the exploration, production, acquisition and marketing of oil and refined products. The firm's oil and gas exploration and production operations are located in the South Turgai Basin of South Central Kazakhstan. The company markets a full range of petroleum fuel, including diesel, gasoline and jet fuel, through its sales offices in Shymkent, Taraz and Almaty, the three largest cities in southern Kazakhstan. Hurricane Hydrocarbons recently introduced a new grade of octane fuel, Ai85, which is marketed as an alternative to the cheaper fuel of blenders and other competitors. The Ai85 grade is colored bright blue to differentiate itself from competing octane fuels. Since the transportation of crude oil to the export market is the company's largest single operating cost, the company's primary objective is to improve its transportation logistics in order to maximize the net income generated by crude oil exports. Hurricane Hydrocarbons is currently awaiting regulatory approvals for a proposed pipeline that will join its Kumkol and QAM Fields to a Shymkent refinery and the export terminals on the Caspian Sea and the Black Sea. The firm anticipates that construction on the pipeline will be complete by the third quarter of 2002.

**BRANDS/DIVISIONS/AFFILIATES:**

Turgai Petroleum

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Bernard F. Isautier, CEO  
 Bernard F. Isautier, Pres.  
 Christian B. Cleret, Sr. VP-Mktg.  
 Cathy Brownell, Human Resources Advisor  
 Anthony Peart, Corp. Sec.  
 Anthony Peart, General Counsel  
 Ihor P. Wasylkiw, VP-Investor Rel.  
 Mike Azancot, Sr. VP-Exploration and Production  
 Christian B. Cleret, Sr. VP-Refining and Trading  
 Marlo C. Thomas, Pres., Hurricane Kumkol Munai

**Phone:** 403-221-8435 **Fax:** 403-221-8425**Toll-Free:** 888-221-8435**Address:** 140 4th Ave. SW, Sunlife Plaza, Ste. 1460, Calgary, Alberta T2P 3N3 Canada**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$523,200 (12 months)	2000 Profits: \$154,900 (12 months)
1999 Sales: \$155,200	1999 Profits: \$8,500
1998 Sales: \$175,900	1998 Profits: \$-218,100
1997 Sales: \$94,800	1997 Profits: \$18,300
1996 Sales: \$85,200	1996 Profits: \$13,200

**Stock Ticker:** HHLF

Employees:  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Markets a full range of fuel types.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**HYDRIL COMPANY**[www.hydril.com](http://www.hydril.com)

Industry Group Code: 333130 Ranks within this company's industry group: Sales: 27 Profits: 36

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Oil Field Equipment  
Oil Services  
Equipment Repair

**GROWTH PLANS/SPECIAL FEATURES:**

Hydril Company is engaged in the worldwide engineering, manufacturing and marketing of premium connection and pressure control products used for oil and gas drilling production. Standard products include premium tubular connections for casing and tubing, high torque tool joints, blowout preventers, diverters, pressure control systems, drill stem valves and actuators, subsea drilling systems, high performance chokes and oilfield and custom rubber products. In addition to manufacturing these products, Hydril offers oil field services including engineering, equipment evaluation and repair and extensive customer support. The company has offices in the U.S., as well as in Canada, Scotland, Nigeria, Singapore and Mexico. In recent news, Hydril announced a \$20 million expansion of its manufacturing capacity in the U.S. This is the second phase of a planned expansion in North America, including facilities in Nisky, Alberta and Houston, Texas. The combined phases are expected to increase the company's premium connections capacity by 30%.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Christopher T. Seaver, CEO  
Christopher T. Seaver, Pres.  
Michael C. Kerney, CFO  
Mike Danford, Dir. of Human Resources  
Michael C. Kearney, VP-Admin.  
Charles E. Jones, Managing Dir.-Pressure Control  
Steven P. Magee, Managing Dir.-W. Hemisphere Premium Connection  
Neil G. Russell, Man. Dir.-E. Hemisphere Premium Connection

**Phone:** 281-985-4312 **Fax:** 281-985-3376

**Toll-Free:** 800-999-1601

**Address:** 3300 N. Sam Houston Pkwy. East, Houston, TX 77032-3411 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$180,000 (12 months)	2000 Profits: \$15,600 (12 months)
1999 Sales: \$159,400	1999 Profits: \$-7,200
1998 Sales: \$239,200	1998 Profits: \$-14,500
1997 Sales: \$218,100	1997 Profits: \$12,300
1996 Sales: \$167,000	1996 Profits: \$8,800

**Stock Ticker:** HYDL

Employees: 1,400  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$270,000	Bonus:	\$283,500
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary:	\$171,250	Bonus:	\$160,875

**COMPETITIVE ADVANTAGE:**

A leader in oil field equipment.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				Y

**ICO INC**[www.icoinc.com](http://www.icoinc.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 85 Profits: 60

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y Y	Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
 Inspection and Reclamation Services  
 Corrosion Control Services  
 Drill Pipe Services  
 Research and Engineering  
 Petrochemical Processing Services  
 Rotational Moulding Materials  
 Specialist Polymers and Alloys

**BRANDS/DIVISIONS/AFFILIATES:**

Travis Street Partners, LLC

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Timothy J. Gollin, CEO  
 Timothy J. Gollin, Pres.  
 Christopher N. O'Sullivan, CFO  
 Dorianne Eggleston, Dir.-Mktg. & Communications  
 Steve Vanburen, Human Resources  
 Brad Leuschner, Sr. VP-Controller  
 Jason Duran, Dir.-Investor Rel.  
 Jon C. Biro, Sr. VP-Treas.

**Phone:** 713-351-4100**Fax:** 713-335-2201**Toll-Free:****Address:** 5333 Westheimer, Ste. 600, Houston, TX 77056 US**GROWTH PLANS/SPECIAL FEATURES:**

ICO, Inc. provides specialized oilfield and petrochemical processing services. In the oilfield services segment, ICO is a leading provider of inspection, reconditioning and coating services for new and used tubular goods and sucker rods utilized in oil and gas wells. The company's oilfield services are designed to reduce the customer's cost of drilling and production by preventing faulty tubular goods from being placed downhole (exploration services), reclaiming and reconditioning used tubular goods and sucker rods (production services), and preventing premature failure of tubular goods and sucker rods from occurring due to the corrosive downhole drilling environment (corrosion control services). In the petrochemical processing segment, the company provides grinding, air milling and ancillary services for petrochemical resins produced in pellet form (size reduction services), formulates and manufactures concentrated products for blending with petrochemical resins to give finished products desired characteristics such as color or ultraviolet resistance protection, and provides related distribution services. In 2001, ICO announced the termination of most of its senior management, and the appointment of Tim Gollin as CEO and President and Chris O'Sullivan as CFO. Both are managers of Travis Street Partners, LLC (TSP), a Houston-based investor group which owns 7% of ICO, and is negotiating a deal to buy ICO outright.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$325,300 (12 months)      2000 Profits: \$2,500 (12 months)  
 1999 Sales: \$262,400      1999 Profits: \$-19,700  
 1998 Sales: \$281,300      1998 Profits: \$6,000  
 1997 Sales: \$198,000      1997 Profits: \$6,100  
 1996 Sales: \$108,400      1996 Profits: \$-1,100

**Stock Ticker:** ICOC

Employees: 2,199

Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:      ESOP Stock Plan:      Profit Sharing:      Top Exec. Salary: \$363,000      Bonus: \$150,000  
 Savings Plan: Y      Stock Purch. Plan:      Second Exec. Salary: \$335,000      Bonus: \$75,000

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions/ Services provide cost savings for well operators.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**IDACORP INC**[www.idacorpinc.com](http://www.idacorpinc.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 16 Profits: 16

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y		Y	Y

**TYPES OF BUSINESS:**

Utilities  
Electricity Utility  
Energy Solutions and Marketing  
Natural Gas Marketing  
Developer of Integrated Fuel Cell Systems  
Housing and Real Estate Investments  
Internet Service Provider  
Telecommunications Provider

**BRANDS/DIVISIONS/AFFILIATES:**

Idaho Power  
Ida Tech  
IDACOMM  
Ida-West Energy  
IDACORP Energy  
IDACORP Financial  
Rocky Mountain Communications, Inc.  
Tokyo Boeki, Ltd.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Jan B. Packwood, CEO  
Jan B. Packwood, Pres.  
J. LaMont Keen, CFO  
Richard Riazzi, Sr. VP-Mktg.  
Bryan Kearney, VP-CIO  
Robert W. Stahman, VP-Sec.  
Robert W. Stahman, VP-General Counsel  
J. LaMont Keen, Sr. VP-Admin.  
Darrel Anderson, VP-Treas.  
Richard Riazzi, Sr. VP-Generation

**Phone:** 208-388-2200 **Fax:** 208-388-6955**Toll-Free:****Address:** P.O. Box 70, Boise, ID 83707-0070 US**GROWTH PLANS/SPECIAL FEATURES:**

IDACORP, Inc. is the parent holding company of Idaho Power Company (IPC). IPC is a regulated electric utility that also conducts IDACORP's unregulated electricity marketing operations. IPC is involved in the generation, purchase, transmission, distribution and sale of electric energy in a 20,000 square mile area in southern Idaho, eastern Idaho and northern Nevada, serving approximately 814,000 customers. IPC owns and operates 17 hydroelectric power plants and shares ownership in three coal-fired generating plants. The firm relies heavily on hydroelectric power for its generating needs and is one of the nation's few investor-owned utilities with a predominantly hydroelectric generating base. Because of this reliance, IPC's generation operations can be significantly affected by the weather, with the availability of inexpensive hydroelectric power being dependant on snow pack in the mountains above the firm's hydro facilities, precipitation and other weather and stream flow management considerations. When hydroelectric generation decreases and customer demand increases, IPC increases its use of more expensive thermal generation and purchased power. IDACORP has several other significant operating subsidiaries. IDACORP Energy provides natural gas marketing, while Ida-West Energy focuses on the development of independent power projects. IdaTech is a developer of integrated fuel cell systems, and has patented a unique fuel reformer that allows for the processing of a number of fuels into hydrogen, which are then used for the generation of electricity. IdaTech also began field-testing its fuel cell systems in Japan in cooperation with Tokyo Boeki, Ltd. IDACORP Financial Services invests in affordable housing and other real estate investments. Rocky Mountain Communications is a commercial and residential Internet service provider, offering traditional and high-speed Internet access services to both residential and business markets. IDACOMM is a provider of telecommunications services, and IDACORP Services offers energy related products and services primarily to residential customers.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,019,400 (12 months)	2000 Profits: \$145,800 (12 months)
1999 Sales: \$731,200	1999 Profits: \$96,900
1998 Sales: \$795,100	1998 Profits: \$94,800
1997 Sales: \$605,200	1997 Profits: \$92,300
1996 Sales: \$578,400	1996 Profits: \$90,600

**Stock Ticker:** IDA  
Employees: 2,044  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$415,000	Bonus:	\$207,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$250,000	Bonus:	\$100,000

**COMPETITIVE ADVANTAGE:**

Growing interest in alternative energy sources.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y					



**IMPERIAL OIL LIMITED**[www.imperialoil.ca](http://www.imperialoil.ca)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 3 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Producer of Crude Oil and Natural Gas  
 Petrochemicals Supplier  
 ESSO Credit Cards

**BRANDS/DIVISIONS/AFFILIATES:**

Cold Lake Production Project  
 Syncrude Canada, Ltd.  
 Esso Cards  
 Esso Home Comfort Stores  
 Sable Island Natural Gas Field  
 Exxon Mobil Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Bob Peterson, CEO  
 Bob Peterson, Pres.  
 Patrick T. Mulva, Sr. VP-Finance  
 Patrick T. Mulva, Controller  
 Patrick T. Mulva, Sr. VP-Admin.  
 John F. Kyle, VP-Treas.  
 Brian J. Fisher, Sr. VP-Products and Chemicals Division  
 K. C. Williams, Sr. VP-Resources Division

**Phone:** 416-968-5078 **Fax:** 416-968-5345**Toll-Free:** 800-567-3776**Address:** 111 St. Clair Ave. W., P. O. Box 4029, Toronto, M5W 1K3 Canada**GROWTH PLANS/SPECIAL FEATURES:**

Imperial Oil is Canada's largest producer of crude oil and a major producer of natural gas. Proven net reserves of the company represent about 20% of Canada's total proven reserves. It is also the largest refiner and marketer of petroleum products that are sold primarily under the Esso brand, with a coast-to-coast supply network. The company is also a major supplier of petrochemicals, with products that include ethylene, benzene, toluene and xylene, aromatic and aliphatic solvents, plasticizer intermediates and polyethylene resins. The firm runs its business through three distinct operating segments: natural resources, petroleum products and chemicals. The firm's resources division manages Imperial's natural-resource operations and is located in Calgary, Alberta. It is a major developer of Canada's vast reserves of oil sands through its operation at Cold Lake, Alberta, and its participation in the \$2 billion Sable Island natural gas field, which began production in late 1999. Imperial also holds extensive offshore exploration acreage in the Scotian Shelf area in the vicinity of Sable Island. The products and chemicals division manages Imperial's petroleum products and chemicals businesses. Recently, Imperial and Mobil Canada have announced that they will enter into agreements to share common business and operational support services and to jointly pursue new oil and gas opportunities in Canada. Each company will continue to operate its own assets in western Canada, sharing specialist and technical services in selected areas. In other recent news, Imperial Oil is the first national gasoline retailer in Canada to join the Points.com online exchange. Esso Extra cardholders can participate in this program where Points.com members can trade points, miles and other loyalty currencies between various participating programs.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$11,888,000 (12 months)	2000 Profits: \$947,000 (12 months)
1999 Sales: \$7,091,000	1999 Profits: \$402,300
1998 Sales: \$5,815,000	1998 Profits: \$357,900
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** IMO  
 Employees: 6,704  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Canada's largest producer of crude oil.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**INDUSTRIAL DATA SYSTEMS**[www.idscorporation.com](http://www.idscorporation.com)

Industry Group Code: 541330 Ranks within this company's industry group: Sales: 115 Profits: 110

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Engineering Services  
Pipeline Pumping Control Systems  
Industrial Computer Manufacturer  
HVAC Equipment  
Conditioned Power Systems  
Consulting Services

**BRANDS/DIVISIONS/AFFILIATES:**

SafeCase Portable Computers  
Industrial Data Systems, Inc.  
IDS Engineering, Inc.  
Constant Power Manufacturing, Inc.  
Thermal Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William A. Coskey, CEO  
William A. Coskey, Pres.  
Hulda L. Coskey, CFO  
Ken J. Hendrick, Corp. Controller  
Hulda L. Coskey, Sec.  
Hulda L. Coskey, Treas.

**Phone:** 281-821-3200 **Fax:** 281-821-5488

**Toll-Free:**

**Address:** 600 Century Plaza Drive, Ste. 140, Houston, TX 77073  
US

**GROWTH PLANS/SPECIAL FEATURES:**

Industrial Data Systems Corporation (IDS) is a group of specialty manufacturers and service providers. The company's revenue is derived from its wholly owned operating subsidiaries: IDS Engineering, Inc. (IED), Thermaire, Inc. dba Thermal Corp., and Constant Power Manufacturing, Inc. The company's engineering segment generates revenues by providing engineering consulting services to the pipeline and process divisions of major integrated oil and gas companies. These services include the development, management and turnkey execution of engineering projects. Major customers include Caspian Pipeline Consortium, EXXON Mobil Pipeline Co., South Texas Equipment and Parsons Power Group. Thermal Corporation, the air-handling segment, fabricates air-handling equipment for commercial heating ventilation and cooling systems, and is responsible for approximately 20% of the company's revenues. Constant Power Manufacturing, Inc., the manufacturing segment, manufactures industrial grade uninterruptible electrical power systems and battery chargers. IED offers engineering consulting services primarily to the pipeline and process industries for the development, management and turnkey execution of engineering projects. IED also performs the execution of capital projects for its clients on a full service, turnkey basis. The services provided include conceptual studies, project definition, cost estimating, engineering design, and material procurement, in addition to project and construction management. The Advanced Controls division of IED was recently established for the purpose of providing specialized expertise to clients for the design and implementation of their automation and control system requirements. In recent news, IDS and Petrocon Engineering, Inc. have signed a letter of intent relating to their proposed merger. Petrocon is a privately-held, full service, international engineering and control systems firm that provides a broad range of services to the refining, chemical, petrochemical, exploration, production, co-generation, manufacturing, process control and advanced automation sectors.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$17,000 (12 months)	2000 Profits: \$ 400 (12 months)
1999 Sales: \$12,200	1999 Profits: \$- 300
1998 Sales: \$13,400	1998 Profits: \$ 400
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** IDS

Employees: 166  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$111,040	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Comprehensive, turnkey engineering services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
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Y

# INLAND RESOURCES INC

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 38 Profits: 5

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production

## GROWTH PLANS/SPECIAL FEATURES:

Inland Resources, Inc. is an independent energy company engaged in the acquisition, development and enhancement of oil and gas properties in the western United States. Inland conducts its operations through its subsidiaries, IPC and IWCC. All of the company's oil and gas reserves are located in the Monument Butte Field within the Uinta Basin of northeastern Utah. Inland engages in secondary recovery enhancement operations in Monument Butte Field through water flooding. Water flooding involves the pumping of large volumes of water into an oil-producing reservoir to increase or maintain reservoir pressures, resulting in greater crude oil production. Inland pioneered the secondary water flood recovery processes used, and currently operates 20 approved secondary recovery projects in the area. The firm conducts exploration and production activities primarily through IPC, which owns all of the oil and gas acreage, wells, gas gathering systems, water delivery, injection and disposal systems and other oil and gas related tangible assets of the company. IPC serves as the operator of 616 wells, or 97% of the wells in which the company has an interest. In recent news, Inland has discontinued its refinery operations by selling them to Silver Eagle.

## BRANDS/DIVISIONS/AFFILIATES:

Monument Butte Field  
IWCC  
IPC

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Marc MacAluso, CEO  
Bill I. Pennington, Pres.  
Marc MacAluso, COO  
Bill I. Pennington, CFO  
Michael J. Stevens, Controller  
Michael J. Stevens, VP-Sec.  
Michael J. Stevens, VP-Treas.  
William T. War, VP

Phone: 303-893-0102 Fax: 303-296-4070

Toll-Free:

Address: 410 17th Street, Ste. 700, Denver, CO 80202 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$28,500 (12 months)	2000 Profits: \$1,900 (12 months)
1999 Sales: \$16,400	1999 Profits: \$-36,900
1998 Sales: \$21,300	1998 Profits: \$23,500
1997 Sales: \$17,200	1997 Profits: \$-1,200
1996 Sales: \$10,700	1996 Profits: \$2,100

**Stock Ticker: INLN**  
Employees:  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$250,000	Bonus: \$50,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$175,000	Bonus: \$50,000

## COMPETITIVE ADVANTAGE:

Concentration in Utah.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y					

**INNOGY HOLDINGS PLC**[www.innogy.com](http://www.innogy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities  
Electricity Generation and Trading  
Energy Retail  
International Operations and Engineering  
Power Storage Technology  
Renewable Energy  
Consulting Services

**BRANDS/DIVISIONS/AFFILIATES:**

npower  
National Wind Power  
Regenesys  
MEB  
Calortex Limited  
Independent Energy  
Yorkshire Power Group  
Electrosynthesis Company, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Ross Sayers, Exec. Chairman  
Brian Count, COO  
Jeff Bateson, Dir.-Finance and Planning  
David Pendleton, Dir.-People and Organisation Dev.  
Pat Montanaro, Managing Dir.-Eng.  
Mike Bowden, Company Sec.  
Mike Bowden, Dir.-Legal and Regulatory Affairs  
Pat Montanaro, Managing Dir.-Oper.  
Alan Robinson, Dir.-Planning and Strategy  
Steve Fletcher, Managing Dir.-Retail and Trading  
Andrew Duff, CEO-Regenesys  
Cheryl Millington, COO-Retail  
Brian Senior, Dir.-Trading and Asset Management

Phone: +44-20-7406-1900 Fax: +44-20-7406-1901

Toll-Free:

Address: 1st Fl., 77 Kingsway, London, WC2B 6SR UK

**GROWTH PLANS/SPECIAL FEATURES:**

Innogy Holdings plc is an integrated U.K. energy generation and trading business. It is a holding company for its various subsidiaries, and de-merged from National Power in October 2000. The firm operates eight power stations in the U.K., with an additional plant located in Staythorpe currently under construction. Innogy's power stations use a variety of fuels including coal, gas and oil; and represent approximately 8% of the market share in England and Wales. The company has also established a trading capability for electricity and gas, which enables energy price risk to be managed, including sales to retail business, bidding into short-term physical markets and selling and buying forward to manage risk. Innogy's national energy supply business serves 3.5 million electricity and gas customers, and was boosted through the acquisitions of the supply business of MEB, Calortex Limited and Independent Energy. National Wind Power, a subsidiary of the firm, is the leading developer, owner and operator of wind farms in the U.K. It has developed 10 wind farms in the U.K., in addition to the development and operation of three projects located in Texas and Pennsylvania. The firm also has five hydro plants in operation and two under construction. Innogy is involved in energy technology through subsidiary Regenesys. This system is based on a new energy storage technology, which is able to store electricity when demand and prices are low, and release electricity when demand and prices are high. In recent news, Innogy has acquired Yorkshire Power Group, a supplier of electricity and gas in the U.K. Yorkshire has over 2 million electricity and gas supply customers, and a further 2.1 million electricity distribution customer accounts. In another development, Innogy has acquired Electrosynthesis Company, Inc., a commercial research and development company that will aid in the development of Regenesys.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$5,402,600 (12 months) 2000 Profits: \$1,109,500 (12 months)  
1999 Sales: \$4,245,400 1999 Profits: \$687,100  
1998 Sales: \$ 1998 Profits: \$  
1997 Sales: \$ 1997 Profits: \$  
1996 Sales: \$ 1996 Profits: \$

Stock Ticker: IOG

Employees:

Fiscal Year Ends: 3/31

**SALARIES/BENEFITS:**

Pension Plan: ESOP Stock Plan: Profit Sharing: Top Exec. Salary: \$ Bonus: \$  
Savings Plan: Stock Purch. Plan: Second Exec. Salary: \$ Bonus: \$

**COMPETITIVE ADVANTAGE:**

Separation from National Power.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y			Y	Y

**INTERMAGNETICS GENERAL CORP**[www.igc.com](http://www.igc.com)

Industry Group Code: 335929 Ranks within this company's industry group: Sales: Profits:

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Y Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Superconducting Magnets, Wire & Cable Manufacturing  
Magnetic Resonance Imaging Systems  
Radio-Frequency Coils  
Cryogenic Applications  
Superconductivity Technology

**BRANDS/DIVISIONS/AFFILIATES:**

IGC-Magnet Business Group  
IGC-Advanced Superconductors  
IGC-Medical Advances Inc.  
IGC-APD Cryogenics  
IGC-SuperPower  
IGC-Polycold Systems

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Glenn H. Epstein, CEO  
Glenn H. Epstein, Pres.  
Michael C. Zeigler, Sr. VP-Finance/CFO  
Susan Walden, VP-Human Resources  
Ian L. Pykett, Chief Tech. Officer  
Katherine M. Sheehan, Corp. Sec.  
Katherine M. Sheehan, General Counsel  
Leo Blecher, VP/GM-IGC Magnet Bus. Group  
David W. Dedman, VP/GM-IGC APD Cryogenics, Inc.  
Barry Gawthorpe, VP/GM-IGC Advanced Superconductors  
Richard J. Stevens, VP/GM-IGC Medical Advances, Inc.

**Phone:** 518-782-1122 **Fax:** 518-786-7749**Toll-Free:****Address:** 450 Old Niskayuna Road, Latham, NY 12210-0461 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$112,800 (12 months)	2000 Profits: \$6,500 (12 months)
1999 Sales: \$102,900	1999 Profits: \$-7,000
1998 Sales: \$95,900	1998 Profits: \$2,800
1997 Sales: \$87,100	1997 Profits: \$2,600
1996 Sales: \$88,500	1996 Profits: \$4,400

**Stock Ticker:** IMGC  
Employees: 592  
Fiscal Year Ends: 5/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$258,653	Bonus: \$35,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$174,803	Bonus: \$15,000

**COMPETITIVE ADVANTAGE:**

Expertise in superconductors.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y				Y	



# INTERNATIONAL FUEL CELLS [www.internationalfuelcells.com](http://www.internationalfuelcells.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 5 Profits: 5

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Fuel Cell Manufacturing

## BRANDS/DIVISIONS/AFFILIATES:

United Technologies Corp.  
HydrogenSource, LLC  
Shell Hydrogen  
PC25

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

William T. Miller, Pres.  
Francis R. Preli, Jr., VP-Eng.  
Jim Bolch, VP-Manufacturing & Supplier Dev.  
Daniel Kelly, VP-Transportation Bus.  
Henry J. DeRonck, Mgr.-Space & Defense  
Guy T. Hatch, Dir.-Residential Bus.  
Brian L. McDonald, Dir.-Commercial Power Systems

**Phone:** 860-727-2200 **Fax:** 860-727-2319

**Toll-Free:**

**Address:** 195 Governors Highway, South Windsor, CT 06074 US

## GROWTH PLANS/SPECIAL FEATURES:

International Fuel Cells (IFC), a subsidiary of United Technologies Corp., is a world leader in fuel cell production and development for commercial, transportation, residential and space applications. Fuel cells generate electricity by utilizing the electrochemical reaction of hydrogen, which can be obtained from fuels such as gas and propane, and oxygen taken from the air. The reaction occurs without combustion and the only emissions are heat and pure water. IFC has more than 40 years of experience in fuel cell technology. Since 1966, all of the more than 100 U.S. manned spaced flights have operated with fuel cells supplied by IFC. The fuel cells provide efficient, reliable electrical power as well as drinking water for the astronauts. IFC was also the first company to produce commercial stationary fuel cell systems. Its PC25 fuel cell power plant produces 200 kW of electricity as well as 700,000 BTUs of usable heat. To date, the company has delivered more than 200 PC25 systems and has installed units worldwide in 15 countries. IFC is currently bringing its fuel cell technology to the automobile through HydrogenSource, a joint venture with Shell Hydrogen, a unit of Shell Oil. The automobile systems will be able to run utilizing pump-grade gasoline to obtain the necessary hydrogen. The company is currently developing a small proton exchange membrane (PEM) fuel cell power plant capable of supplying power for homes, either independently or in conjunction with the local utility. The PEM fuel cell power plants are also designed to supply water and heat in case a disaster such as a hurricane or tornado occurs.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for months.

2000 Sales: \$ ( months)	2000 Profits: \$ ( months)
1999 Sales: \$	1999 Profits: \$
1998 Sales: \$	1998 Profits: \$
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** Subsidiary

Employees:

Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

## COMPETITIVE ADVANTAGE:

World leader in fuel cell production.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:

Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

**JILIN CHEMICAL INDUSTRIAL**[www.jcic.com](http://www.jcic.com)

Industry Group Code: 325110 Ranks within this company's industry group: Sales: 80 Profits: 54

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Petrochemical Manufacturing  
Basic Chemicals and Petroleum Products Producer  
Organic Chemical Products Producer

**GROWTH PLANS/SPECIAL FEATURES:**

Jilin Chemical Industrial Company Limited and its subsidiaries together form one of the largest producers of basic chemicals and chemical raw materials, and one of the largest diversified chemical enterprises in the People's Republic of China (PRC). The company's principal businesses consist of the production of petroleum products, petrochemical and organic chemical products, dyestuff and dye intermediates, synthetic rubber, chemical fertilizers and other chemical products. Jilin Chemical's most significant development project has been its participation in the Ethylene Project, which was initially conceived to address existing shortfalls in production and expected decreases in domestic demand for ethylene. The commissioning of the project (which required an investment of \$889 million) allowed the firm to become one of the largest ethylene producers in the PRC.

**BRANDS/DIVISIONS/AFFILIATES:**

Jilin Chemical Group Corporation  
China National Petroleum Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Zhang Xingfu, COO  
Zhang Liyan, Chief Accounting Officer  
Zhang Liyan, Sec.  
Lu Qirong, General Mgr.  
Zou Heifeng, Deputy General Mgr.-Basic Construction Projects  
Wang Xueling, Deputy General Mgr.-JCGC

**Phone:** 86-432-399-7447 **Fax:** 86-432-302-8126

**Toll-Free:**

**Address:** 31 E. Zunyi Road, Longtan District, Jilin, 132021 China

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,618,500 (12 months)	2000 Profits: \$-69,800 (12 months)
1999 Sales: \$1,275,200	1999 Profits: \$20,000
1998 Sales: \$1,068,500	1998 Profits: \$8,800
1997 Sales: \$1,042,800	1997 Profits: \$20,700
1996 Sales: \$927,500	1996 Profits: \$48,300

**Stock Ticker:** JCC  
Employees: 23,364  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

One of the largest diversified chemical companies in China.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**KANSAS CITY POWER & LIGHT COMPANY**[www.kcpl.com](http://www.kcpl.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 71 Profits: 67

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y Y			Y

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Oil and Gas Production  
Telecommunications  
Telemetry  
Real Estate  
Housing Partnerships  
Energy Management

**BRANDS/DIVISIONS/AFFILIATES:**

Western Resources, Inc.  
KLT Investments, Inc.  
KLT Energy Services, Inc.  
KLT Power, Inc.  
KLT Gas, Inc.  
KLT Telecom, Inc.  
KLT, Inc.  
DTI Holdings, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Bernard J. Beaudoin, CEO  
Bernard J. Beaudoin, Pres.  
Andrea Bielsker, VP-CFO  
Steve W. Catron, VP-Marketing and Sales  
Bailus M. Tate, Jr., VP-Human Resources  
Doug M. Morgan, VP-Info. Tech.  
Neil Roadman, Controller  
Jeanie Sell Latz, Sr. VP-Corp. Sec.  
William G. Riggins, General Counsel  
Turner White, Exec. VP-Corp. Dev.  
Nancy J. Moore, VP-Customer Services  
Andrea Bielsker, Treas.  
Bill Downey, Exec. VP  
Frank L. Branca, VP-Generation Services  
Richard A. Spring, VP-Transmission Services  
Stephen T. Easley, CEO-Great Plains Power

**Phone:** 816-556-2200 **Fax:** 816-556-2418**Toll-Free:****Address:** 1201 Walnut St., Kansas City, MO 64106 US**GROWTH PLANS/SPECIAL FEATURES:**

Kansas City Power & Light Company (KCPL) is a medium-sized public utility engaged in the generation, transmission, distribution and sale of electricity to over 445,000 customers located in 31 counties in western Missouri and eastern Kansas. About two-thirds of KCPL's retail sales are to Missouri customers and the remainder are to Kansas customers. Customers include approximately 391,000 residences, 51,000 commercial firms, and 3,000 industrials, municipalities and other electric utilities. KLT, Inc., a non-utility subsidiary of KCPL, pursues non-regulated business ventures. Existing ventures include investments in domestic and international non-regulated power production, energy services, oil and gas development and production, telecommunications, telemetry technology and affordable housing limited partnerships. In recent news, KCPL announced that its natural gas development subsidiary, KLT Gas, Inc., has agreed to sell approximately 24,000 acres of producing natural gas properties to Evergreen Resources, Inc. KLT Gas has also sold natural gas properties to an undisclosed buyer. In another development, KLT Telecom, Inc., a subsidiary of KCPL, has agreed to acquire control of DTI Holdings, Inc., a St. Louis-based firm. DTI is developing a high-capacity fiber optic network, and this transaction should accelerate the completion and commercialization of its advanced voice and data network.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,115,900 (12 months)	2000 Profits: \$158,700 (12 months)
1999 Sales: \$921,500	1999 Profits: \$81,900
1998 Sales: \$972,700	1998 Profits: \$120,700
1997 Sales: \$895,900	1997 Profits: \$76,600
1996 Sales: \$903,900	1996 Profits: \$108,200

**Stock Ticker:** KLT  
Employees: 2,266  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$500,000	Bonus: \$263,968
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$325,000	Bonus: \$207,000

**COMPETITIVE ADVANTAGE:**

Large number of non-regulated investments.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 5  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			Y

**KCS ENERGY INC**[www.kcsenergy.com](http://www.kcsenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 26 Profits: 17

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

KCS Energy, Inc. is an independent oil and gas company engaged in the acquisition, exploration, development and production of oil and gas. The company was formed in connection with the spin-off of the non-utility operations of NUI Corporation, a New-Jersey based natural gas distribution company. The firm's operations are primarily focused in the Rocky Mountain, Gulf Coast and Mid-Continent/West Texas regions. KCS competes with major oil and gas companies, other independent oil and gas concerns and individual producers and operators. The firm competes in the areas of reserve acquisitions and the exploration, development, production and marketing of oil and gas; as well as contracting for equipment and securing personnel. Approximately 74% of the company's proved oil and gas reserves are natural gas, and 73% are attributable to wells it operates. KCS has working interests in more than 250,000 net acres of developed properties, and interests in approximately 350,000 net undeveloped acres. The company augments its working interest ownership of properties with a volumetric production payment program. The program is a method of acquiring oil and gas reserves scheduled to be delivered in the future at a discount to the current market price, in exchange for up-front cash payment. In recent news, the firm has successfully completed a reorganization of its operations and has emerged from bankruptcy. In other news, KCS has completed the acquisition of interests in the West Mission Valley Field and other minor properties located primarily in Victoria County, Texas. The properties acquired include approximately 19.6 billion cubic feet equivalent net proved reserves, approximately 10,000 leasehold acres, several associated drilling prospects and other work over opportunities.

**BRANDS/DIVISIONS/AFFILIATES:**

Volumetric Production Payment Program  
West Mission Valley Field  
NUI Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James W. Christmas, CEO  
James W. Christmas, Pres.  
William N. Hahne, Sr. VP-COO  
Federick Dwyer, VP-Controller  
J. Chris Jacobsen, VP-Eng.  
Federick Dwyer, VP-Sec.  
Kathryn M. Kinnamon, VP-Treas.  
Harry Lee Stout, Pres.-KCS Energy  
J. Chris Jacobsen, VP-Portfolio and Exploration Dev.

Phone: 713-877-8006 Fax: 713-877-1372

Toll-Free:

Address: 5555 San Felipe, Ste. 1200, Houston, TX 77056 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$192,000 (12 months)	2000 Profits: \$41,500 (12 months)
1999 Sales: \$138,600	1999 Profits: \$4,300
1998 Sales: \$131,300	1998 Profits: \$-296,500
1997 Sales: \$143,700	1997 Profits: \$-92,100
1996 Sales: \$108,400	1996 Profits: \$19,900

**Stock Ticker: KCS**

Employees: 164  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$338,000	Bonus: \$53,900
Savings Plan:	Stock Purch. Plan: Y		Second Exec. Salary: \$250,000	Bonus: \$25,000

**COMPETITIVE ADVANTAGE:**

Focus on natural gas properties.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y		Y	

**KERR-MCGEE CORPORATION**[www.kerrmcgee.com](http://www.kerrmcgee.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 18 Profits: 55

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Chemical Manufacturing and Marketing  
 Pigments  
 Coal  
 Minerals  
 Inorganic Chemicals

**BRANDS/DIVISIONS/AFFILIATES:**

Kerr-McGee & Gas Corporation  
 Kerr-McGee China Petroleum Ltd.  
 Kerr-McGee Pigments GmbH & Co.  
 Kerr-McGee Oil & Gas Corporation  
 Kerr-McGee Oil (U.K.) PLC  
 HS Resources, Inc.  
 Hydro-Quebec  
 Kerr-McGee Rocky Mountain Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Luke R. Corbett, CEO  
 Robert M. Wohleber, Sr. VP-CFO  
 Julius C. Hilburn, VP-Human Resources  
 Deborah A. Kitchens, VP-Controller  
 James F. Guion, Sr. VP-Oil and Gas Production  
 Gregory F. Pilcher, Corp. Sec.  
 Gregory F. Pilcher, Sr. VP-General Counsel  
 Jean B. Wallace, VP-General Admin.  
 Michael G. Webb, Sr. VP-Strategic Planning  
 John M. Rauh, VP-Treas.  
 Kenneth W. Crouch, Sr. VP-Exploration and Production  
 W. Peter Woodward, Sr. VP-Chemicals  
 George D. Christiansen, VP-Safety and Environmental Affairs  
 John F. Reichenberger, VP

**Phone:** 405-270-1313 **Fax:** 405-270-3029**Toll-Free:** 800-786-2556**Address:** P.O. Box 25861, Oklahoma City, OK 73125 US**GROWTH PLANS/SPECIAL FEATURES:**

Kerr-McGee Corporation is an energy and chemicals company that focuses on oil and gas exploration and production. The firm is also engaged in the manufacture and marketing of titanium dioxide pigment, and coal and mineral mining and marketing. The company owns a large inventory of natural resources that includes oil, chemical mineral deposits, gas and coal reserves. Kerr-McGee manages oil and gas operations worldwide and acquires leases and concessions, which enable it to explore for, develop, produce and market crude oil and natural gas. This is done through its subsidiaries that include: Kerr-McGee Oil & Gas Corporation, Kerr-McGee Oil (U.K.) PLC, Kerr-McGee China Petroleum Ltd. and Kerr-McGee Pigments GmbH & Co. The main areas of Kerr-McGee's offshore oil and gas exploration and production activities are the Gulf of Mexico, the North Sea and China. Onshore exploration and/or production operations are found in Indonesia, Thailand and Yemen. In recent news, a German subsidiary of Kerr-McGee has acquired the 20% minority interest that Bayer A.G. held in Kerr-McGee's titanium dioxide pigment plants. Additionally, Kerr-McGee announced that it has signed a definitive agreement with HS Resources, Inc. to acquire all of the outstanding shares of HS Resources. Through this transaction, the firm will acquire proved reserves of 1.3 trillion cubic feet of natural gas equivalent, in addition to gas gathering, undeveloped acreage and other assets. In other recent news, Kerr-McGee Chemical LLC, wholly owned by Kerr-McGee Corp., has joined with Hydro-Quebec, Canada's largest electric company, to optimize and market a unique, solid-state lithium metal polymer power cell in a 50/50 joint venture with Avestor Corporation. The joint venture will commercialize a next-generation power cell capable of serving the telecommunication, utility peak shaving, and electric and hybrid-electric vehicle markets.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$4,121,000 (12 months)	2000 Profits: \$842,000 (12 months)
1999 Sales: \$2,696,100	1999 Profits: \$142,000
1998 Sales: \$1,396,000	1998 Profits: \$50,000
1997 Sales: \$1,931,000	1997 Profits: \$220,000
1996 Sales: \$1,801,000	1996 Profits: \$-24,000

**Stock Ticker:** KMG

Employees: 4,426

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing: Y	Top Exec. Salary: \$892,596	Bonus: \$730,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$395,769	Bonus: \$250,000

**COMPETITIVE ADVANTAGE:**

Diversified business includes specialty chemicals.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
 Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



**KEY ENERGY GROUP INC**[www.keyenergy.com](http://www.keyenergy.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 91 Profits: 76

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y
				Y	Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Oil and Gas Production  
Liquid Transportation  
Contract and Horizontal Drilling  
Well Servicing and Workovers  
Oil Field Fluid Transportation  
Storage and Disposal Services  
Wireline Services

**BRANDS/DIVISIONS/AFFILIATES:**

Yale E. Key, Inc.  
WellTech Eastern, Inc.  
Odessa Exploration Inc.  
Key Energy Drilling, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Francis D. John, CEO  
Francis D. John, Pres.  
Francis D. John, COO  
Thomas K. Grundman, Exec. VP-CFO  
Belinda McAnear, Dir.-Human Resources  
John C. Hood, CIO  
Jack D. Loftis, Corp. Sec.  
Jack D. Loftis, Sr. VP-General Counsel  
Thomas K. Grundman, Exec. VP-Int'l Oper.  
James Byerlotzer, Exec. VP-Domestic Oper.  
D. Kirk Edwards, Exec. VP  
Kenneth C. Hill, VP

**Phone:** 732-247-4822 **Fax:** 732-247-5148**Toll-Free:****Address:** Two Tower Center, 20th Floor, East Brunswick, NJ 08816 US**GROWTH PLANS/SPECIAL FEATURES:**

Key Energy Group, Inc. is a holding company with diversified energy operations that include maintenance and workover services to oil and gas wells, contract drilling, horizontal drilling and oil and natural gas production. Key has operations in most of the major onshore producing regions in the United States and Latin America. The company has established itself as a domestic well service industry consolidator, acquiring and successfully integrating a total of 31 well services, trucking and other operations. As a result of the company's successful acquisition program, Key has now established itself as an industry leader with 1,400 well service rigs, 636 fluid hauling trucks, 75 contract-drilling rigs and approximately 10 million barrels of equivalent reserves. Recently, as a result of strong demand for natural gas-related drilling, Key has undertaken several strategic projects that will be focused in the onshore natural gas regions of the United States, Argentina and Canada. Specifically, the company plans to refurbish approximately 50-60 deep gas workover/completion rigs and related equipment, in order to keep up with current and anticipated demand; and expand and increase the number and capacity of its drilling and well service rig refurbishment facilities. Key also plans to open at least two additional employee training and safety centers, and reallocate existing equipment to areas with higher demand and pricing levels. In addition, given the continued strong outlook for Key's Argentina operations, the firm announced that it would add three workover rigs to its well service operations in Argentina.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$637,700 (12 months)	2000 Profits: \$-19,000 (12 months)
1999 Sales: \$491,800	1999 Profits: \$53,300
1998 Sales: \$424,500	1998 Profits: \$24,200
1997 Sales: \$162,400	1997 Profits: \$9,100
1996 Sales: \$65,900	1996 Profits: \$3,600

**Stock Ticker:** KEG

Employees: 7,436  
Fiscal Year Ends: 6/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$589,519	Bonus: \$307,776
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$203,845	Bonus: \$100,000

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**KEY PRODUCTION COMPANY INC**[www.keyproduction.com](http://www.keyproduction.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 40 Profits: 35

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

Anadarko Basin  
Mississippi Salt Basin  
Hardeman Basin  
Columbus Energy Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

F. H. Merelli, CEO  
Monroe W. Robertson, Pres.  
Monroe W. Robertson, COO  
Paul Korus, VP-CFO  
Joseph R. Albi, VP-Eng.  
Barbara L. Schaller, Corp. Sec.  
Barbara L. Schaller, General Counsel  
Sharon M. Pope, Office Administrator  
Stephen P. Bell, Sr. VP-Bus. Dev.  
Paul Korus, VP-Investor Rel.  
Thomas E. Jorden, VP-Exploration

**Phone:** 303-295-3995 **Fax:** 303-295-3494**Toll-Free:****Address:** 707 Seventeenth Street, Ste. 3300, Denver, CO 80202-3404 US**GROWTH PLANS/SPECIAL FEATURES:**

Key Production Company, Inc. is an independent oil and gas company engaged in oil and gas exploration, development, production and acquisition in the continental United States. The company's exploration interests are spread over 14 states with primary focus areas in the Anadarko Basin of Oklahoma, California, the Rocky Mountain region, North Texas and the Gulf Coast. Key owns interest in 1,941 wells in these areas. Key's business strategy includes an active drilling program supplemented by non-dilutive acquisitions. The company focuses its operations on ongoing drilling opportunities in the Mid-Continent and Rocky Mountain regions and on project-oriented drilling programs in the Sacramento Basin, the Gulf Coast and in a new core area, the Hardeman Basin of North Texas, where the company has access to 340 square miles of proprietary 3-D seismic coverage. Operations in the Sacramento Basin include 24,000 net acres, and the company increased its 3-D seismic coverage there to 123 square miles. Key plans to target salt domes in Louisiana and Mississippi. These salt domes contain large reserve potential. The company also plans to continue to spend significant revenues on 3-D seismic and associated lease set-ups for exploration activity. In recent news, Key acquired Columbus Energy Corp., an oil and gas production company. The two firms have estimated combined proved oil and gas reserves of 154 billion cubic feet, and their estimated daily production is 4,500-4,700 barrels of oil. Additionally, Key's proved reserves and production both increased for the seventh consecutive year in 2000.

Forbes Magazine recently named the firm as one of 200 Best Small Companies in America.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$99,800 (12 months)	2000 Profits: \$28,000 (12 months)
1999 Sales: \$56,300	1999 Profits: \$6,800
1998 Sales: \$37,400	1998 Profits: \$4,600
1997 Sales: \$37,900	1997 Profits: \$8,000
1996 Sales: \$19,300	1996 Profits: \$3,100

**Stock Ticker: KP**

Employees: 70  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$265,041	Bonus: \$59,604
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$226,875	Bonus: \$54,990

**COMPETITIVE ADVANTAGE:**

Large base of developable acreage/Excellent performance year after year.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		

**KEYSPAN CORPORATION**[www.keyspanenergy.com](http://www.keyspanenergy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 10 Profits: 3

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Utilities  
Natural Gas Exploration, Development and Distribution  
Natural Gas Processing  
Electric Power Generation  
Thermal, Power and Fuel Systems  
Telecommunications  
Remote Energy Management  
Electricity Transmission and Distribution System

**BRANDS/DIVISIONS/AFFILIATES:**

Eastern Enterprises  
Fiber Optic SONET Networks  
Northeast Gas Markets LLC  
KeySpan Business Solutions  
KeySpan Communications  
KeySpan Energy Delivery  
Houston Exploration Company (The)  
Honey Storage Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert B. Catell, CEO  
Robert J. Fani, Pres.-KeySpan Energy Services  
Craig G. Matthews, COO  
Gerald Luterman, Sr. VP-CFO  
Colin P. Watson, Sr. VP-Strategic Mktg.  
Ronald S. Jendras, VP-Controller  
Richard A. Rapp Jr., VP-Sec.  
Steven L. Zerkowitz, Exec. VP-General Counsel  
Anthony Nozzolillo, Exec. VP-Electric Oper.  
Colin P. Watson, Sr. VP-e-Bus. Division  
Michael J. Taunton, VP-Treas.  
Wallace P. Parker Jr., Pres.-KeySpan Energy Delivery  
William K. Feraudo, Exec. VP-KeySpan Services  
Lenore F. Puleo, Exec. VP-Shared Services  
Chester R. Messer, Exec. VP-KeySpan Energy Delivery

**Phone:** 718-403-2000 **Fax:** 718-488-1782**Toll-Free:** 888-222-7359**Address:** One MetroTech Center, Brooklyn, NY 11201 US**GROWTH PLANS/SPECIAL FEATURES:**

KeySpan Corporation provides a full range of energy-related services through operations and investments in selected areas of the energy industry. KeySpan is the parent company of several utilities that distribute natural gas, under the KeySpan Energy Delivery name, to customers in New York City, on Long Island and in New England. KeySpan owns 4,000 megawatts of generating capacity on Long Island, which is sold to the Long Island Power Authority under a long-term contract. The company's core business is gas distribution, which is conducted by six regulated gas distribution subsidiaries that operate in three states in the Northeast: New York, Massachusetts and New Hampshire. KeySpan is the fifth largest gas distribution company in the United States and the largest in the Northeast, serving approximately 2.4 million customers. KeySpan Services, a subsidiary, is an energy marketer to 100,000 customers in six states, with an appliance service business that currently has 185,000 contracts. Its energy services business also provides fuel management and energy procurement for the Ravenswood plant. KeySpan's Business Solutions division provides sophisticated energy management services to the commercial market, such as the Marriott Hotel and the Conde Nast Building in Times Square. Additionally, KeySpan has a 68% interest in The Houston Exploration Company, a subsidiary that pursues both high potential drilling in the Gulf of Mexico, and lower risk exploitation and development drilling in core onshore areas. These include South and West Texas, West Virginia, the Arkoma Basin and South Louisiana. In recent news, KeySpan acquired Eastern Enterprises and its subsidiaries. The scale of the two companies combined now allows for the marketing of the wide range of services that both KeySpan and Eastern have been developing in their non-regulated subsidiaries.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$5,121,500 (12 months)	2000 Profits: \$300,800 (12 months)
1999 Sales: \$2,954,600	1999 Profits: \$258,600
1998 Sales: \$1,728,500	1998 Profits: \$-166,900
1997 Sales: \$3,124,100	1997 Profits: \$362,200
1996 Sales: \$851,200	1996 Profits: \$87,700

**Stock Ticker:** KSE  
Employees: 13,000  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$786,000	Bonus:	\$318,333
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary:	\$506,000	Bonus:	\$300,417

**COMPETITIVE ADVANTAGE:**

Full range of energy services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y		Y	

**KINDER MORGAN PARTNERS**[www.kindermorgan.com](http://www.kindermorgan.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: Profits:

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Pipelines-Petroleum Products

**BRANDS/DIVISIONS/AFFILIATES:**

Kinder Morgan, Inc.  
Product Pipelines  
Plantation Pipe Line Company  
Kinder Morgan CO2 Company, L.P.  
Bulk Terminals  
Natural Gas Pipelines  
Kinder Morgan Interstate Gas Transmission LLC  
Royal Vopak

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Richard D. Kinder, CEO  
William V. Morgan, Pres.  
C. Park Shaper, VP-CFO  
James E. Street, VP-Human Resources  
Laurel L. Tiffin, VP-CIO  
Richard L. Bullock, Controller  
Joseph Listengart, VP-General Counsel  
David G. Dehaemers, Jr., VP-Corp. Dev.  
Michael C. Morgan, VP-Investor Rel.  
Michael C. Morgan, VP-Strategy  
William V. Allison, Pres.-Natural Gas Pipelines

**Phone:** 713-369-9000 **Fax:** 713-369-9100**Toll-Free:** 800-324-2900**Address:** 500 Dallas Street, Ste. 1000, Houston, TX 77002 US**GROWTH PLANS/SPECIAL FEATURES:**

The Kinder Morgan group of companies is comprised of two separate entities: Kinder Morgan, Inc. and Kinder Morgan Partners, L.P. (KMP). KMP is a publicly traded master limited partnership that provides fee-based services, and manages a diversified portfolio of midstream energy assets. It is the largest pipeline master limited partnership in terms of market capitalization, and the second largest products pipeline system in the United States in terms of volumes delivered. The firm's assets include more than 10,000 miles of product pipelines; over 20 associated terminals that serve customers throughout the U.S.; 10,000 miles of natural gas transportation pipelines; and natural gas gathering and storage facilities. KMP's operations are grouped into four business segments. Product Pipelines consists of refined petroleum product pipelines and joint venture projects that include the Plantation Pipe Line Company. Kinder Morgan CO2 Company, L.P. is the largest transporter and marketer of carbon dioxide in the U.S., and has over 25 bulk terminal facilities that transload coal, liquid and other bulk products. Bulk Terminals consists of over 25 owned or operated bulk terminal facilities that include coal terminals located in Illinois, Kentucky, Virginia, Indiana and California. Natural Gas Pipelines includes Kinder Morgan Interstate Gas Transmission LLC, which owns a 6,700-mile natural gas pipeline that extends from northwestern Wyoming, through Colorado and Kansas. In recent news, KMP has acquired four bulk terminals, located in Florida and Virginia, from Koninklijke Vopak N.V. (Royal Vopak) of The Netherlands. KMP has also signed a definitive agreement to buy a partnership that owns a Texas natural gas pipeline system. The acquisition includes 2,600 miles of pipeline. Additionally, KMP signed a five-year agreement to supply approximately 90 billion cubic feet of natural gas to chemical facilities owned by Occidental affiliates in the Houston area.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$816,400 (12 months)	2000 Profits: \$278,300 (12 months)
1999 Sales: \$428,700	1999 Profits: \$182,300
1998 Sales: \$322,600	1998 Profits: \$103,600
1997 Sales: \$73,900	1997 Profits: \$17,700
1996 Sales: \$71,200	1996 Profits: \$11,900

**Stock Ticker:** KMP

Employees: 1,600

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$200,000	Bonus:	\$300,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$200,000	Bonus:	\$300,000

**COMPETITIVE ADVANTAGE:**

Major U.S. pipeline company.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1

Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	



**KYOCERA SOLAR INC**[www.kyocerasolar.com](http://www.kyocerasolar.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 99 Profits: 97

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Y Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Solar Electric System Manufacturing

**GROWTH PLANS/SPECIAL FEATURES:**

Kyocera Solar, Inc. is a subsidiary of Kyocera Corporation, the world's largest maker of integrated ceramic packages for computers. Kyocera Solar, previously known as Golden Genesis Company, is the result of a merge agreement between Kyocera International and Golden Genesis. KSI develops and sells solar electric systems to power remotely located telecommunications equipment, traffic signals and pipeline monitoring systems. For boats and recreational vehicles, it also sells solar-powered water pumping systems and solar electric systems. Kyocera Solar works through four divisions: Global Distribution Group, Industrial Group, International Group and Utility Group. The Global Distribution Group supplies components and packaged systems to its 1,000 authorized distributors and dealers and offers engineering and technical support, project management, sales aids, literature and training. The Industrial Group provides industrial power applications throughout the world for fully integrated distributed power systems. The Utility Power Group designs, markets and installs electric utility grid interactive systems ranging from back-up power systems to large utility-owned and operated systems. The International Group supports the other business groups in Argentina, Brazil and Australia, which all offer the company's full line of solar electric products and services. In recent news, KSI was awarded a \$1.7 million contract by Gilat Satellite Network for powering payphones to 1,050 villages in Western China with its solar power systems. In addition, it announced the first ever Internet site that offers free solar electric professional referral service.

**BRANDS/DIVISIONS/AFFILIATES:**

Kyocera Corporation  
Global Distribution Group  
Industrial Group  
International Group  
Utility Power Group  
Golden Genesis Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Douglas Allday, CEO  
Douglas Allday, Pres.  
Douglas Allday, COO  
Jeffrey C. Brines, CFO  
Ronald Kenedi, VP-Mktg. & Sales  
Elaine Collins, VP-Human Resources  
Myron D. Anduri, VP-Telecommunications  
Jeffrey C. Brines, Corp. Sec.  
Brent Weaver, VP-Data Processing & Investor Services  
Dena Jowke, VP-Finance  
Monica Myer, VP-Mktg.  
Steve Secrest, VP-Sales  
Thomas P. Dyer, VP  
Donald E. Anderson, VP

**Phone:** 480-948-8003 **Fax:** 480-483-2986**Toll-Free:** 800-223-9580**Address:** 7812 East Acoma, Scottsdale, AZ 85260 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for months.

2000 Sales: \$ ( months)  
1999 Sales: \$  
1998 Sales: \$  
1997 Sales: \$  
1996 Sales: \$

2000 Profits: \$ ( months)  
1999 Profits: \$  
1998 Profits: \$  
1997 Profits: \$  
1996 Profits: \$

**Stock Ticker:** Subsidiary

Employees:  
Fiscal Year Ends: 3/31

**SALARIES/BENEFITS:**

Pension Plan: Y ESOP Stock Plan: Y Profit Sharing: Top Exec. Salary: \$ Bonus: \$  
Savings Plan: Y Stock Purch. Plan: Second Exec. Salary: \$ Bonus: \$

**COMPETITIVE ADVANTAGE:**

Expertise in solar power systems.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		Y



**LACLEDE GAS COMPANY**[www.lacledegas.com](http://www.lacledegas.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 13 Profits: 10

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Underground Natural Gas Storage Fields  
Transportation and Storage of Liquid Propane  
Exploration and Development of Natural Gas

**BRANDS/DIVISIONS/AFFILIATES:**

EnergyWise Dealer Program  
Laclede Energy Resources, Inc.  
Laclede Gas Family Services, Inc.  
Laclede Development Company  
Laclede Venture Corp.  
Laclede Investment Resources, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Douglas H. Yaeger, CEO  
Douglas H. Yaeger, Pres.  
Gerald T. McNeive, Jr., Sr. VP-Finance/CFO  
John Moten, Jr., VP-Mktg., Oper.  
Marvin E. McMillian, VP-Human Resources  
Muawiyah A. Huneidi, VP-Information Systems  
James A. Fallert, Controller  
Mary C. Kullman, Sec.  
Paul B. Hunker, Jr., Associate General Counsel  
Kenneth J. Neises, Sr. VP-Admin.  
Robert E. Shively, Sr. VP-Bus. Dev.  
Ronald L. Krutzman, Treas.  
Kenneth J. Neises, Sr. VP-Energy Services  
Peter J. Palumbo, Jr., VP-Industrial Rel.  
Mark D. Waltermire, Asst. VP-Bus. Planning  
Craig R. Hoeflerlin, VP-Oper.

**Phone:** 314-342-0500 **Fax:** 314-421-1979**Toll-Free:****Address:** 720 Olive St., St. Louis, MO 63101 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$566,100 (12 months)	2000 Profits: \$26,000 (12 months)
1999 Sales: \$491,300	1999 Profits: \$26,100
1998 Sales: \$561,800	1998 Profits: \$27,900
1997 Sales: \$615,700	1997 Profits: \$32,500
1996 Sales: \$556,500	1996 Profits: \$32,800

**Stock Ticker: LG**  
Employees: 1,985  
Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$335,000	Bonus: \$16,500
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$203,667	Bonus: \$7,000

**COMPETITIVE ADVANTAGE:**

Focus on gas production, storage and transport.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			

**LOUIS DREYFUS NATURAL GAS CORP**[www.ldng.com](http://www.ldng.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 55 Profits: 52

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Marketing of Crude Oil and Natural Gas

**BRANDS/DIVISIONS/AFFILIATES:**

Fixed-price Contracts  
Delivery Contracts  
Costilla Energy, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Mark E. Monroe, CEO  
Mark E. Monroe, Pres.  
Jeffrey A. Bonney, Exec. VP-CFO  
Ramiro F. Rangel, VP-Mktg.  
Nena I. Pealor, Human Resources  
Dan R. Neale, Information Services  
Ronnie K. Irani, Exec. VP-Eng., Exploration  
Kevin R. White, Exec. VP-Sec.  
David B. Oshel, VP-Legal  
Michael W. Slater, VP-Oper.  
Kevin R. White, Exec. VP-Corp. Dev., Strategic Planning  
Richard E. Bross, Exec. VP-Land, Oper.  
Ernest P. Knirk, VP-Exploration  
Arthur T. McCarroll, VP-Exploration, Gulf Coast  
L. Craig Manaugh, VP-Eng.

**Phone:** 405-749-1300 **Fax:** 405-749-9385**Toll-Free:****Address:** 14000 Quail Springs Parkway, Ste.600, Oklahoma City, OK 73134-2600 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$474,100 (12 months)	2000 Profits: \$98,300 (12 months)
1999 Sales: \$290,400	1999 Profits: \$21,400
1998 Sales: \$271,600	1998 Profits: \$-52,600
1997 Sales: \$189,505	1997 Profits: \$21,102
1996 Sales: \$163,366	1996 Profits: \$11,017

**Stock Ticker: LD**  
Employees: 400  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$356,154	Bonus: \$300,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$237,692	Bonus: \$160,000

**COMPETITIVE ADVANTAGE:**

Focus on natural gas.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y		

**LYONDELL CHEMICAL COMPANY**[www.lyondell.com](http://www.lyondell.com)

Industry Group Code: 325110 Ranks within this company's industry group: Sales: 3 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Polymers and Petrochemicals Manufacturer  
Intermediate and Performance Chemical Marketer  
Petroleum Products Producer  
Refining

**BRANDS/DIVISIONS/AFFILIATES:**

ARCO Chemical Properties  
Click Commerce  
ABB Lummus Global  
Nihon Oxirane Company, Limited.  
POSM Delaware, Inc.  
Steamelec B.V.  
Equistar Chemicals, LP  
Lyondell-Citgo Refining LP

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Dan F. Smith, Pres./CEO  
Dan F. Smith, Pres./CEO  
Morris Gelb, Exec. VP/COO  
Robert T. Blakely, Exec. VP/CFO  
John A. Hollinshead, VP-Human Resources  
J. Rick Fontenot, VP-Research & Dev.  
Robert E. Tolbert, VP/CIO  
Kevin R. Collard, VP-Controller  
James W. Bayer, VP-Eng. & Health and Safety  
James W. Bayer, Sr. VP-Mfg.  
Kerry A. Galvin, Corp. Sec.  
Kerry A. Galvin, VP-General Counsel  
Jeffrey R. Pendergraft, Exec. VP/Chief Admin. Officer  
Kevin DeNicola, VP-Corp. Dev.  
Jeffery L. Hemmer, VP-Customer Supply Chain  
Leonard B. Halpern, VP-Feedstocks & Materials Management  
Eugene R. Allspac, COO-Equistar  
Debra L. Starnes, Sr. VP-Organizational and Process Change

**Phone:** 713-652-7200 **Fax:** 713-309-2074**Toll-Free:****Address:** P.O. Box 3646, Houston, TX 77010 US**GROWTH PLANS/SPECIAL FEATURES:**

Lyondell Chemicals is a leading producer of intermediate and performance chemicals and polymers that are used for a wide variety of applications, including food packaging, automobile parts, clothing and grooming aids, home building materials and household products. The company, a global firm with billions of dollars in assets and operations in close to 20 countries, is one of the top producers of propylene oxide, an important chemical that is used in consumer and industrial applications. Through its Equistar subsidiary, Lyondell produces polymer resins (which are used to make plastic films), and petrochemicals (which are used as the basis for many synthetic materials). Lyondell has signed a letter of intent with Dutch firm ABB Lummus Global to construct a world-class propylene oxide facility in Rotterdam, The Netherlands. Lyondell has been strengthening its online operations with its selection of Click Commerce to create an Internet-based system to facilitate electronic business-to-business transactions worldwide for the sale of company products. In recent news, the firm announced that it is building a state of the art de-icing fluid testing facility at its Newtown Square, Pennsylvania R&D site. The new facility will enable Lyondell to perform all certification tests required for advanced de-icers, provide an enhanced level of customer service, and facilitate the company's search for next generation de-icing technology. The core of the facility is a climatic chamber designed to create the sub-ambient conditions (as low as -40° F) needed for SAE de-icing, anti-icing and aerodynamic tests. A computer-controlled mini-wind tunnel apparatus will also be an important part of the lab. These two components, in conjunction with various monitoring and application devices, will enable the laboratory's research chemists to quickly and efficiently evaluate the performance of a variety of de-icing and anti-icing fluid formulations. The firm provides employees with educational assistance, and offers matching gifts and volunteer grants for charitable activities.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$4,036,000 (12 months)	2000 Profits: \$437,000 (12 months)
1999 Sales: \$3,693,000	1999 Profits: \$-115,000
1998 Sales: \$1,447,000	1998 Profits: \$52,000
1997 Sales: \$2,878,000	1997 Profits: \$286,000
1996 Sales: \$5,052,000	1996 Profits: \$126,000

**Stock Ticker:** LYO  
Employees: 8,900  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$1,018,004	Bonus: \$1,546,552
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$485,004	Bonus: \$573,081

**COMPETITIVE ADVANTAGE:**

Diversified refining assets and partnerships.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y	Y	Y

**MADISON GAS AND ELECTRIC COMPANY**[www.mge.com](http://www.mge.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 107 Profits: 95

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Wind Energy

**BRANDS/DIVISIONS/AFFILIATES:**

Columbia Energy Center  
Central Wisconsin Development Corporation  
MAGAEL LLC  
Wisconsin Energy Corp.  
Prairie du Chien  
Mid-America Interconnected Network, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Gary J. Wolter, CEO  
Gary J. Wolter, Pres.  
Terry A. Hanson, VP-CFO  
Lynn K. Hobbie, VP-Mktg.  
Mark C. Williamson, Sr. VP-Energy Services  
Mark C. Williamson, Exec. VP-Chief Strategic Officer  
Ronald L. Semmann, Exec. VP  
Lynn K. Hobbie, Sr. VP  
Thomas R. Krull, Group VP

**Phone:** 608-252-7000 **Fax:** 608-252-4714

**Toll-Free:** 800-356-6423

**Address:** 133 S. Blair St., Madison, WI 53703 US

**GROWTH PLANS/SPECIAL FEATURES:**

Madison Gas and Electric Company is an investor-owned public utility headquartered in Madison, Wisconsin. The company generates, transmits and distributes electricity to nearly 123,000 customers in a 250 square mile area of Dane County, Wisconsin. MGE also transports and distributes natural gas to more than 107,000 customers in 1,325 square miles of service territory in seven counties. The company has teamed up with Northern Alternative Energy, a leading midwestern wind developer, to build a \$14 million wind energy project. The first phase of this project will include 15 wind-powered turbines that can generate 11.25 megawatts of electricity, and a new green pricing program will allow MGE customers to buy wind energy in blocks of 100 kilowatt-hours. The company is also a partner in a \$2 million wind project that was recently completed as part of a statewide study. The two wind turbines built for this study will produce enough power to serve about 500 homes. In recent news, MGE has secured an option to own a portion of the coal-fired base load generation included in Wisconsin Energy Corp.'s (WEC) modified Power the Future proposal. WEC and the Customers First! Coalition have completed discussions on a framework that could lead to additional power development in the state of Wisconsin. The proposal includes three 600-MW coal-fired units of new generation. MGE's option secures ownership of 50 MWs in each unit for a total of 150 MWs. In other news, MGE has agreed to purchase the Prairie du Chien natural gas system from Wisconsin Electric-Wisconsin Gas. Approximately 3,500 residential and commercial customers are part of the transfer. MGE currently provides natural gas in Crawford County.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$324,100 (12 months)	2000 Profits: \$27,400 (12 months)
1999 Sales: \$274,100	1999 Profits: \$23,700
1998 Sales: \$249,800	1998 Profits: \$22,200
1997 Sales: \$253,291	1997 Profits: \$16,827
1996 Sales: \$248,590	1996 Profits: \$23,906

**Stock Ticker:** MDSN

Employees: 693

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$311,674	Bonus: \$29,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$251,674	Bonus: \$29,000

**COMPETITIVE ADVANTAGE:**

Use of alternate fuels, including wind.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			



# MAGNUM HUNTER RESOURCES INC [www.magnumhunter.com](http://www.magnumhunter.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 81 Profits: 81

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production  
Gas Gathering, Processing and Marketing

## BRANDS/DIVISIONS/AFFILIATES:

Magnum Hunter Production, Inc.  
Gruy Petroleum Management Co.  
Hunter Gas Gathering, Inc.  
Natural Gas Transmission Services, LLC  
Swanson Consulting Services, Inc.  
Hunter Resources, Inc.  
Aurion Technologies, Inc.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Gary C. Evans, CEO  
Gary C. Evans, Pres.  
Richard R. Frazier, COO  
Chris Tong, Sr. VP/CFO  
David M. Keglovits, VP-Controller  
Earl Krieg, Jr., VP-Eng.  
Morgan F. Johnston, VP-Corp. Sec.  
Morgan F. Johnston, VP-General Counsel  
R. Douglas Cronk, Sr. VP-Oper.  
Michael P. McInerney, VP-Corp. Dev.  
Michael P. McInerney, VP-Investor Rel.  
Frances P. Evans, VP-Treas.  
Matthew C. Lutz, Exec. VP  
Charles R. Erwin, Sr. VP-Exploration  
Craig Knight, VP-Oper.  
Gregory L. Jessup, VP

**Phone:** 972-401-0752

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**Toll-Free:**

**Address:** 600 East Las Colinas Blvd., Ste. 1100, Irving, TX 75039  
US

## GROWTH PLANS/SPECIAL FEATURES:

Magnum Hunter Resources, Inc. is an independent energy company engaged in the development, acquisition, exploration and operation of oil and gas properties with a geographic focus in Texas, Oklahoma and New Mexico. The firm's business strategy emphasizes acquisitions of long-lived proved reserves. Magnum's New Mexico operations include more than 300 wells in Lea County, New Mexico. Lea County is one of the largest, and most geologically complex natural gas producing areas in the U.S. Additionally, the company has a Sonora wells operation in Sutton County, Texas. Multiple development opportunities exist in the area due to the need for downspacing wells to adequately drain the reserves. Modern air drilling techniques and multi-stage frac stimulation (a process that encourages additional flow from an oil formation) programs, allow for fast drilling and high initial production rates. The firm has identified over 600 development-drilling locations (including both production and injection wells) on its properties, substantially all of which are low-risk in-fill drilling opportunities. The company presently intends to focus its efforts on its substantial inventory of exploitation and development opportunities, further acquisitions and, to a lesser extent, selected exploratory drilling prospects. Recently, Gruy Petroleum Management Co., a wholly owned subsidiary of Magnum, announced a new strategic alliance and capital investment in Aurion Technologies, Inc. Aurion is an Internet technology company specializing in remote data collection and web-based monitoring services for the energy industry. Gruy is a gas property and management firm that oversees interests in over 3,000 properties and wells throughout the U.S. Under the alliance, Gruy will install approximately 2,000 monitoring devices on its existing properties.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$127,500 (12 months)	2000 Profits: \$22,300 (12 months)
1999 Sales: \$69,600	1999 Profits: \$-6,800
1998 Sales: \$51,400	1998 Profits: \$-47,100
1997 Sales: \$16,400	1997 Profits: \$ 500
1996 Sales: \$ 600	1996 Profits: \$-1,000

**Stock Ticker:** MHR

Employees: 95

Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$300,000	Bonus: \$400,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$175,000	Bonus: \$300,000

## COMPETITIVE ADVANTAGE:

Acquisition of Hunter Resources, Inc.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		



**MAINE PUBLIC SERVICE CO****www.mainepublicservice.com**

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 117 Profits: 109

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Retail Electricity Market  
Wholesale Electricity Marketing

**BRANDS/DIVISIONS/AFFILIATES:**

Maine Electric Power Company, Inc.  
Energy Atlantic, LLC  
Central Maine Power

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Paul R. Cariani, CEO  
Paul R. Cariani, Pres.  
Larry E. LaPlante, VP-CFO  
Michael A. Thibodeau, VP-Human Resources  
K.A. Tornquist, Controller  
Stephen A. Johnson, VP-Corp. Sec.  
Stephen A. Johnson, VP-General Counsel  
Virginia R. Joles, Dir.-Comm.  
Larry E. LaPlante, Treas.  
William L. Cyr, VP-Power Delivery

**Phone:** 207-768-5811 **Fax:** 207-764-6586**Toll-Free:** 800-287-6937**Address:** 209 State Street, P.O. Box 1209, Presque Isle, ME 04769 US**GROWTH PLANS/SPECIAL FEATURES:**

Maine Public Service Company (MPS) is the third largest electric utility in Maine, and serves approximately 35,000 retail customers over a 3,600 square mile area in northern Maine. The firm engages in the transmission and distribution of electric energy to retail and wholesale customers in Aroostook County and a small portion of Penobscot County in northern Maine. Geographically, the service territory is approximately 120 miles long and 30 miles wide, with a population of approximately 77,000. The service area of the company includes one of the most important potato growing and processing sections in the United States. In addition, the area produces wood products, principally lumber, as well as pulp wood and wood chips for paper manufacturing. Energy Atlantic, LLC (EA) is the firm's unregulated marketing subsidiary that participates in the wholesale and competitive retail electricity market in Maine. EA serves approximately 525,000 residential and small commercial, as well as several large industrial customers in Central Maine Power's territory. The company also owns a minority share in Maine Electric Power Company, Inc., which owns and operates a 345-kilovolt transmission line about 180 miles long that connects the New Brunswick Power system with the New England Power Pool. In recent news, MPS has begun inviting its 35,000 customers to sign up for Maine's Renewable Resource Fund, which is a program mandated by the State Legislature to support the development of ways to produce electricity from renewable resources. The utility's customer newsletter now features a check-off section for a voluntary contribution to be added to a customer's power bill.

The firm offers its employees tuition reimbursement and a corporate incentive compensation plan for non-union employees.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$78,200 (12 months)	2000 Profits: \$5,300 (12 months)
1999 Sales: \$67,500	1999 Profits: \$4,000
1998 Sales: \$56,600	1998 Profits: \$2,300
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** MAP

Employees: 142

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$162,409	Bonus: \$4,771
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$117,779	Bonus: \$3,528

**COMPETITIVE ADVANTAGE:**

Engaged in electricity marketing in addition to utilities.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

# MALLON RESOURCES CORP

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 124 Profits: 115

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production

## BRANDS/DIVISIONS/AFFILIATES:

Mallon Oil Company

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

George O. Mallon, Jr., CEO  
 George O. Mallon, Jr., Pres.  
 Kevin M. Fitzgerald, Exec. VP-COO  
 Alfonso R. Lopez, VP-Finance  
 Carolena Chapman, Human Resources  
 Carolena Chapman, Controller  
 Ray E. Jones, VP-Eng.  
 Roy K. Ross, Exec. VP-Sec  
 Roy K. Ross, Exec. VP-General Counsel  
 D.M. Erickson, Jr., VP-Oper.  
 Alfonso R. Lopez, VP-Treas.  
 Donald M. Erickson, Jr., Sr. VP  
 Wendell A. Bond, VP-Exploration  
 Samuel K. Steele, VP-Land

Phone: 303-293-2333 Fax: 303-293-3601

Toll-Free:

Address: 999 18th Street, Ste. 1700, Denver, CO 80202 US

## GROWTH PLANS/SPECIAL FEATURES:

Mallon is an independent energy company engaged in oil and natural gas exploration, development and production. The firm's operations are conducted through its wholly owned subsidiary, Mallon Oil Company. Mallon operates primarily in New Mexico, where most of its proved reserves are located in the San Juan and Delaware Basins. The company has been active in these basins since 1982, and had proved reserves of 110.5 billion cubic feet of natural gas and 2.1 million barrels of crude oil as of 2000. The firm's primary business objective is to increase its proved oil and gas reserves and cash flows through relatively low-risk activities such as development drilling, recompletions, multi-zone completions and enhanced recovery activities. Mallon designed and constructed its own amine plant to remove the hydrogen sulfide from the gas produced at East Blanco. This gas sweetening plant treats substantially all of the natural gas produced. The plant's current capacity is 32 million cubic feet per day and with added compression, could be increased to approximately 60 million cubic feet per day, without requiring substantial expansion. In recent news, Mallon has placed its oil and gas properties in southeastern New Mexico's Delaware Basin up for sale. The properties, which account for approximately 26% of total production, had proved reserves totaling 41.8 billion cubic feet of natural gas equivalent at the end of 2000. Mallon will use proceeds to reduce debt, and further fund development and exploration of its East Blanco gas field. Mallon also plans to commence a pilot program to test the Fruitland Coal Formation and Lewis Shale, which are present throughout much of the East Blanco acreage.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$17,300 (12 months)	2000 Profits: \$-6,500 (12 months)
1999 Sales: \$13,300	1999 Profits: \$-2,700
1998 Sales: \$13,200	1998 Profits: \$-18,200
1997 Sales: \$8,700	1997 Profits: \$-3,700
1996 Sales: \$6,400	1996 Profits: \$-1,700

Stock Ticker: MLRC

Employees: 43

Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$175,000	Bonus: \$46,320
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$145,000	Bonus: \$21,625

## COMPETITIVE ADVANTAGE:

Focus on New Mexico reserves.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West: Y	Southwest:	Midwest:	Southeast:	Northeast:	International:
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**MARINE DRILLING COMPANY INC**[www.mardril.com](http://www.mardril.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 33 Profits: 14

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas Drilling Services-Offshore

**BRANDS/DIVISIONS/AFFILIATES:**

Independent Leg Jack-up Units  
Mat-supported Jack-up Units  
Semi-Submersible Units  
Pride International, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Jan Rask, CEO  
Jan Rask, Pres.  
Hugh L. Adkins, Exec.VP/COO  
T. Scott O'Keefe, Sr.VP/CFO  
Kevin C. Robert, VP-Mktg. & Sales  
George H. Gentry, III, VP-Human Resources  
O. Peter Blom, VP-Eng.  
Bobby E. Benton, Sr. VP-Oper.  
O. Peter Blom, VP-Bus. Dev.

**Phone:** 281-243-3000 **Fax:** 281-243-3090

**Toll-Free:**

**Address:** 1 Sugar Creek Center Blvd., Ste. 600, Sugar Land, TX 77478-3556 US

**GROWTH PLANS/SPECIAL FEATURES:**

Marine Drilling Company, Inc. (MDC) is engaged in the offshore contract drilling of oil and gas wells for independent and major oil and gas companies. Operations are conducted in the U.S. Gulf of Mexico, India and Southeast Asia. The company owns and operates a fleet of 16 offshore drilling rigs consisting of five independent leg jack-up units, three of which have a cantilever feature; nine mat supported jack-up units, four of which have a cantilever feature; and two semi-submersible units. Additionally, the company operates a semi-submersible drilling rig under a five-year bareboat charter. The company has 12 rigs under contract in the U.S. Gulf of Mexico; one rig is under contract off the east coast of India; two rigs are operating in Southeast Asia; one rig is being upgraded in Southeast Asia; and one rig is under construction in the U.S. Gulf of Mexico. In a major development, MDC and Pride International, Inc. have entered into a definitive agreement to merge in a transaction that will produce the industry's third largest offshore drilling contractor, based on combined enterprise value, estimated to be approximately \$6.2 billion. The new company will retain the Pride International, Inc. name and will be one of the largest offshore drilling contractors in the world, with an offshore fleet of 77 rigs, including 2 drill ships, 11 semi-submersible rigs, 35 jack-up rigs, and 29 tender-assist, barge and platform rigs. Six of these rigs are newly constructed and capable of operating in water depths of 5,000 feet or more. The firm will also operate a fleet of 246 land rigs in the international markets. The combined company will have its principal offices in Houston, Texas and employ more than 10,000 people worldwide.

The company offers employees training pay, quarterly salary reviews and performance and safety incentives. In addition, foreign service premiums, cost of living adjustments, foreign hardship premiums and foreign tax programs are offered to employees working overseas. A marine license expense reimbursement plan is also available.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$264,000 (12 months)	2000 Profits: \$48,300 (12 months)
1999 Sales: \$115,400	1999 Profits: \$-6,100
1998 Sales: \$228,000	1998 Profits: \$60,800
1997 Sales: \$190,300	1997 Profits: \$58,400
1996 Sales: \$110,300	1996 Profits: \$20,700

**Stock Ticker:** MRL

Employees: 1,118  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$400,000	Bonus:	\$517,480
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$225,000	Bonus:	\$207,923

**COMPETITIVE ADVANTAGE:**

Focus on jack-up rigs.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y

**MARKWEST HYDROCARBON INC**[www.markwest.com](http://www.markwest.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 38 Profits: 30

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Natural Gas Processing  
 Exploration and Production of Natural Gas  
 Natural Gas Gathering and Compressing  
 Marketing of Natural Gas and Liquid Products

**BRANDS/DIVISIONS/AFFILIATES:**

Maytown  
 Kermit  
 Kenova

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John M. Fox, CEO  
 John M. Fox, Pres.  
 Brian T. O'Neill, Sr. VP-COO  
 Gerald A. Tywoniuk, VP-CFO  
 Fred Shato, Mgr.-Mktg.  
 Arthur J. Denney, Sr. VP-Project Mgr.  
 Arthur J. Denney, Sr. VP-Eng.  
 David Wright, Dir.-Investor Rel.  
 Robert F. Garvin, VP-Exploration  
 Randy S. Nickerson, VP-Appalachia Bus. Unit

**Phone:** 303-290-8700 **Fax:** 303-290-8769**Toll-Free:** 800-730-8388**Address:** 155 Inverness Drive West, Ste. 200, Englewood, CO 80112-5004 US**GROWTH PLANS/SPECIAL FEATURES:**

MarkWest Hydrocarbon, Inc. is engaged in natural gas processing and related services. The firm provides compression, gathering, treatment and natural gas liquids (NGL) extraction services to natural gas producers and pipeline companies, and fractionates NGLs into marketable products for sale to third parties. The company also purchases, stores and markets natural gas and NGLs, and conducts strategic exploration for new natural gas sources for its processing and fractionation activities. MarkWest's processing and marketing operations are concentrated in the gas-producing basin of the southern Appalachian region of eastern Kentucky, southern West Virginia, and southern Ohio; and the developing basin in western Michigan. At the company's processing plants, natural gas is treated to remove contaminants and NGLs are extracted and fractionated into propane, normal butane, isobutene and natural gasoline. The firm then markets the fractionated NGLs to refiners, petrochemical companies, gasoline blenders, independent propane dealers and propane resellers. In addition to processing and NGL marketing, the company engages in terminalling and storage of NGLs in a number of storage complexes in the central and eastern United States, and operates propane terminals in Arkansas and Tennessee. In recent news, MarkWest has acquired 60 additional pressurized rail cars that will provide the firm with greater flexibility in shipping its production from the fractionation facility to its terminal and storage locations. Moreover, the company has announced the acquisition of additional coal bed methane properties and gathering systems in New Mexico's San Juan Basin. The properties cover 4,800 acres and 40 producing wells containing 3.9 billion cubic feet of proved reserves. The purchase also includes 11 miles of gathering pipelines, with initial production expected to be 1,200 thousand cubic feet per day.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$221,600 (12 months)	2000 Profits: \$8,900 (12 months)
1999 Sales: \$107,000	1999 Profits: \$2,800
1998 Sales: \$64,600	1998 Profits: \$-1,200
1997 Sales: \$79,700	1997 Profits: \$7,800
1996 Sales: \$72,000	1996 Profits: \$7,800

**Stock Ticker:** MWP

Employees: 122

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$179,673	Bonus: \$78,270
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$179,196	Bonus: \$78,270

**COMPETITIVE ADVANTAGE:**

Focus on gas-related services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y		Y	Y		

**MASSEY ENERGY COMPANY**[www.masseycoal.com](http://www.masseycoal.com)

Industry Group Code: 212110 Ranks within this company's industry group: Sales: 3 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
	Y				

**TYPES OF BUSINESS:**Coal Mining  
Equipment Sales**GROWTH PLANS/SPECIAL FEATURES:**

Massey Energy Company is a major low-cost producer of Central Appalachian coal. The company mines and sells high quality, low sulfur coal for electric generation, steel-making and industrial applications. It is America's fifth largest producer of coal and the number one coal producer in the Central Appalachia region, with 18 resource complexes located in the area. Through its subsidiaries, the company serves more than 200 utilities, industrial and metallurgical customers worldwide. The firm's preparation plants are computer controlled and operate under Statistical Process Control guidelines, with labs that perform the full spectrum of coal analyses and quality control tests to ensure customer satisfaction. Three sales companies provide customer support and service. Massey Utility Sales Company serves U.S., Canadian and export steam coal markets. Massey Metallurgical Coal, Inc. is the largest supplier of high volatile coking coals to U.S. and Canadian metallurgical markets. Massey Industrial Sales Company serves customers in the diverse and specialized industrial coal markets. In recent news, Tennessee Consolidated Coal Co., a Massey subsidiary, will design, construct, own and operate a new coal handling facility for Eastman Chemical Company's plant site in Kingsport, Tenn. Eastman is a global producer of over 400 chemicals, plastics and fibers. The facility is expected to handle over 2 million tons of coal annually. In other news, Massey recently sold interest in its synfuel-producing subsidiary, Appalachian Synfuel, LLC. Martin County Coal, another subsidiary of the firm, recently announced the reopening of its preparation plant, after federal and state regulators approved an alternate means of refuse disposal. The preparation plant had been closed due to an accidental slurry spill from the Big Branch refuse impoundment.

**BRANDS/DIVISIONS/AFFILIATES:**Tennessee Consolidated Coal Co.  
Massey Utility Sales Company  
Massey Metallurgical Coal, Inc.  
Massey Industrial Sales Company  
Kanawha River Terminal  
Delbarton Mining Company  
Martin County Coal  
Eastman Chemical Company**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*Don L. Blankenship, CEO  
Don L. Blankenship, Pres.  
Bennett K. Hatfield, Exec. VP-COO  
Jeffrey M. Jarosinski, VP-CFO  
Madeleine M. Curle, VP-Human Resources  
Roger L. Nicholson, VP-Sec.  
Roger L. Nicholson, VP-General Counsel  
H. Drexel Short, Sr. VP-Group Oper.  
Bill Marcum, Dir.-Public Affairs  
Baxter F. Phillips, Jr., Treas.**Phone:** 804-788-1800 **Fax:** 804-788-1870**Toll-Free:****Address:** 4 North 4th Street, Richmond, VA 23219 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,140,700 (12 months)	2000 Profits: \$78,800 (12 months)
1999 Sales: \$1,114,500	1999 Profits: \$103,400
1998 Sales: \$1,154,000	1998 Profits: \$128,300
1997 Sales: \$1,109,800	1997 Profits: \$119,000
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** MEEEmployees: 3,610  
Fiscal Year Ends: 10/31**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$769,334	Bonus: \$650,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$274,400	Bonus: \$272,500

**COMPETITIVE ADVANTAGE:**

Major producer of central Appalachian coal.

**OTHER THOUGHTS:**Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	



**MAYNARD OIL COMPANY**[www.maynardoil.com](http://www.maynardoil.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 102 Profits: 89

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Maynard Oil Company is an independent oil and gas company, engaged primarily in the production and exploration phases of the oil and gas business. Company operations include acquiring, exploring, developing and operating crude oil and natural gas properties. The company seeks to accomplish its overall goal of increasing hydrocarbon reserves and cash flow by selectively acquiring and exploiting producing properties on which it can act as operator, and thus supervise production and development activities. The company's oil and gas operations are conducted exclusively in the United States, primarily in the states of Texas and Oklahoma. Recent acquisitions of the firm include purchased interests in wells in Texas, various producing properties located within the Tex-Mex field of Gaines County, Texas and interests in 10 producing properties located in the Sho-Vel-Tum field of Carter, Stephens and Jefferson Counties, Oklahoma. Maynard estimates that approximately 800,000 barrels of oil and 1.5 billion cubic feet of gas were added to its hydrocarbon reserve base through these three transactions. In other news, Maynard is currently in the process of exploring strategic alternatives, including a potential merger or sale of the company.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James G. Maynard, CEO  
 Glenn R. Moore, Pres.  
 Kenneth W. Hatcher, Exec. VP-Finance  
 Kenneth W. Hatcher, VP-Finance  
 Jerry G. Keen, VP-Eng.  
 Linda K. Burgess, VP-Corp. Sec.  
 L. Brent Carruth, Exec. VP-Oper.  
 James G. Maynard, Treas.  
 Cassandra Foster, VP-Land

**Phone:** 214-891-8880 **Fax:** 214-891-8827**Toll-Free:****Address:** 8080 N. Central Expressway, Ste. 660, Dallas, TX 75206 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$53,800 (12 months)	2000 Profits: \$14,100 (12 months)
1999 Sales: \$24,500	1999 Profits: \$4,400
1998 Sales: \$17,500	1998 Profits: \$-7,800
1997 Sales: \$27,900	1997 Profits: \$4,500
1996 Sales: \$37,500	1996 Profits: \$10,000

**Stock Ticker:** MOIL

Employees: 43

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$186,923	Bonus: \$9,450
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$153,592	Bonus: \$7,765

**COMPETITIVE ADVANTAGE:**

Focus on Texas and Oklahoma properties.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				

**MCDERMOTT INTERNATIONAL**[www.mcdermott.com](http://www.mcdermott.com)

Industry Group Code: 541330 Ranks within this company's industry group: Sales: 2 Profits: 3

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Engineering Services  
Power Generation Services  
Industrial Operations  
Government Operations  
Marine Construction  
Engineering and Procurement Services  
Project Management

**BRANDS/DIVISIONS/AFFILIATES:**

BWX Technologies  
Babcock & Wilcox  
McDermott Technology, Inc.,  
J. Ray McDermott  
Hudson Products  
Delta Catalytic  
J. Ray McDermott  
McDermott Engineers & Constructors (Canada) Ltd

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Bruce W. Wilkinson, CEO  
R. H. Rawle, Pres.  
Bruce F. Longaker, Exec. VP-CFO  
L.J. Sannino, Sr. VP-Human Resources  
John T. Nesser, Exec. VP-Corp. Sec.  
John T. Nesser, Exec. VP-General Counsel  
David L. Keller, Exec. VP-Babcock & Wilcox  
E. Allen Womack, Jr., Pres.-BWV Technologies  
L.J. Sannino, Sr. VP-Corp. Compliance Officer

**Phone:** 504-587-4411 **Fax:** 504-587-6153

**Toll-Free:**

**Address:** 1450 Poydras St., New Orleans, LA 70112 US

**GROWTH PLANS/SPECIAL FEATURES:**

McDermott International, Inc. is a leading energy services company that provides engineering, procurement, and project management for customers involved in the production of energy. The firm operates in four business segments: Marine Construction Services supplies worldwide services to customers in the offshore oil and gas exploration and production and hydrocarbon processing industries and to other marine construction companies. This segment's principal activities include the design, engineering, fabrication and installation of offshore drilling and production platforms and other specialized structures; modular facilities; marine pipelines and sub-sea production systems and procurement activities. Government Operations includes the results of operations of BWXT. This segment is the sole supplier of nuclear fuel assemblies and major nuclear reactor components to the U.S. Navy for the Naval Reactors Program, and provides services to the U.S. Government, including uranium processing, environmental site restoration services and management and operating services for the U.S. Department of Energy. Industrial Operations provides project management, conceptual and process design; front-end engineering and design; detailed engineering, procurement, construction management and contract maintenance services to customers in a wide range of industries. The subsidiary also supplies air-cooled heat exchangers and other manufactured products for industrial process systems. Power Generation Systems provides services, equipment and systems to generate steam and electric power at energy facilities worldwide. In recent news, SparTEC, Inc., a subsidiary of McDermott, has received a turnkey engineer-procure-construct-install contract to provide a spar platform for the development of the Devils Tower field in the Gulf of Mexico. The Devils Tower spar will be located in 5,610 feet of water in Mississippi Canyon Block 773, making it the world's deepest dry tree platform. SparTEC will act as the general contractor and overall project manager for the design engineering, procurement, fabrication, installation and commissioning of the facility.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,877,800 (12 months)	2000 Profits: \$-22,100 (12 months)
1999 Sales: \$1,891,100	1999 Profits: \$ 400
1998 Sales: \$3,150,000	1998 Profits: \$153,400
1997 Sales: \$3,674,600	1997 Profits: \$215,700
1996 Sales: \$3,150,800	1996 Profits: \$-206,100

**Stock Ticker:** MDR

Employees: 11,800

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$456,673	Bonus: \$350,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$382,940	Bonus: \$296,789

**COMPETITIVE ADVANTAGE:**

Turnkey engineering, procurement and project management services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**MCMORAN EXPLORATION CO**[www.mcmoran.com](http://www.mcmoran.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 69 Profits: 123

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil and Gas Exploration  
Sulphur Processing

**GROWTH PLANS/SPECIAL FEATURES:**

McMoRan Exploration specializes in the exploration, development and production of oil and natural gas offshore in the Gulf of Mexico and onshore in the Gulf Coast area. The company is also involved in the mining, transportation and marketing of sulphur. Its exploration strategy can be broken down into several stages. The first is to identify prospects using 3-D seismic data and technology in combination with subsurface geologic data analysis. Exploration efforts are then dispersed over a number of targets to prevent any one failure from sinking the operation. Once reserves are discovered through exploratory drilling, the company develops or sells them for a profit. The company's sulphur operations center on the purchase, resale and transportation of sulphur recovered from hydrocarbon refining and processing, boasting the largest molten sulphur handling system in the United States. The company has allied with Texaco Exploration and Production and Shell Offshore to explore continental shelf of the Gulf of Mexico, opening an area of 670,000 gross acres under its purview.

**BRANDS/DIVISIONS/AFFILIATES:**

McMoRan Oil and Gas  
Freeport-McMoRan Sulphur

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Richard C. Adkerson, CEO  
Richard C. Adkerson, Pres.  
Nancy D. Parmelee, Sr. VP/CFO  
Nancy D. Parmelee, Sec.  
C. Howard Murrish, Exec. VP  
Theodore P. Fowler, Sr. VP

**Phone:** 504-582-4000**Fax:****Toll-Free:****Address:** 1615 Poydras Street, New Orleans, LA 70112 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$201,800 (12 months)	2000 Profits: \$-131,500 (12 months)
1999 Sales: \$244,000	1999 Profits: \$ 100
1998 Sales: \$45,900	1998 Profits: \$-18,100
1997 Sales: \$13,600	1997 Profits: \$-10,500
1996 Sales: \$4,100	1996 Profits: \$-9,900

**Stock Ticker:** MMR  
Employees: 116  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$500,000	Bonus: \$250,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$300,000	Bonus: \$400,000

**COMPETITIVE ADVANTAGE:**

Focus on the Gulf of Mexico.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				

**MDU RESOURCES GROUP INC**[www.mdures.com](http://www.mdures.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 34 Profits: 50

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Construction Materials and Mining  
Electric and Natural Gas Distribution  
Pipeline Systems  
Energy Products and Services  
Energy Marketing and Management Services  
Utility Construction

**BRANDS/DIVISIONS/AFFILIATES:**

Montana-Dakota Utilities Co.  
Utility Services, Inc.  
WBI Holdings, Inc.  
Fidelity Exploration & Production Co.  
Knife River Corporation  
Great Plains Natural Gas Co.  
Centennial Energy Holdings, Inc.  
Bauerly Brothers, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Martin A. White, CEO  
Martin A. White, Pres.  
Warren L. Robinson, Exec. VP/CFO  
Richard A. Espeland, VP-Human Resources  
Vernon A. Raile, VP/Controller  
Lester H. Loble, II, VP/Sec.  
Lester H. Loble, II, General Counsel  
Douglas C. Kane, Exec. VP/Chief Admin. Officer  
Douglas C. Kane, Corp. Dev. Officer  
Cathleen Christopherson, VP-Corp. Comm.  
Warren L. Robinson, Treas.  
Ronald D. Tipton, CEO-Montana-Dakota Utilities Co.  
Ronald D. Tipton, CEO-Great Plains Natural Gas Co.  
Robert E. Wood, VP-Public Affairs & Environmental Policy  
Terry D. Hildestad, CEO/Pres.-Knife River Corp.

**Phone:** 701-222-7900 **Fax:** 701-222-7606**Toll-Free:****Address:** Schuchart Building, 918 East Divide Avenue, Bismark, ND 58506-5650 US**GROWTH PLANS/SPECIAL FEATURES:**

MDU Resources Group, Inc. is a diversified natural resources company. Through its subsidiaries, the company is primarily engaged in electric and natural gas utilities, a natural gas pipeline, utility services, natural gas and oil production, construction materials and mining and energy services. Subsidiaries of MDU Resources include Montana-Dakota Utilities Co., a public utility division of the company. Montana-Dakota generates and distributes electricity, distributes natural gas and provides related value-added products and services in North Dakota, Montana, South Dakota and Wyoming. Great Plains Natural Gas Co. distributes natural gas in southeastern North Dakota and western Minnesota. Utility Services, Inc. (USI) specializes in electric, natural gas and telecommunication utility construction as well as interior industrial electrical, exterior lighting and traffic signalization. USI also provides related specialty equipment and rental services. WBI Holdings, Inc. offers natural gas transportation, underground storage and gathering services through regulated and non-regulated pipeline systems in the Rocky Mountain, Midwest, Southern and Central regions of the U.S. WBI also provides energy-related marketing and management services. Fidelity Exploration & Production Company is engaged in natural gas and oil acquisition, exploration and production primarily in the Rocky Mountain region as well as in the Gulf of Mexico. Knife River Corporation mines and markets aggregates and related construction materials in the Western U.S., including Alaska and Hawaii. Bauerly Brothers, Inc., a privately held contractor and construction material company serving central Minnesota, recently merged into Knife River. The subsidiary also acquired West Hawaii Concrete, Ltd., a privately held ready-mix and construction materials company serving the western side of the island of Hawaii, in July 2001.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,873,700 (12 months)	2000 Profits: \$111,000 (12 months)
1999 Sales: \$1,279,800	1999 Profits: \$84,100
1998 Sales: \$896,600	1998 Profits: \$34,100
1997 Sales: \$607,700	1997 Profits: \$54,600
1996 Sales: \$514,700	1996 Profits: \$45,500

**Stock Ticker:** MDU  
Employees: 4,087  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$394,269	Bonus: \$333,239
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$254,277	Bonus: \$135,024

**COMPETITIVE ADVANTAGE:**

Widely diversified businesses.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 1  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**MERCURY AIR GROUP INC**[www.mercuryairgroup.com](http://www.mercuryairgroup.com)

Industry Group Code: 454319 Ranks within this company's industry group: Sales: 3 Profits: 3

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Aviation Fuel and Related Services  
Cargo Handling  
Space Logistics  
Government Contract Services  
Refueling Services  
Air Terminal and Ground Handling Services  
Fixed-Base Operation Services  
Weather Data Services

**BRANDS/DIVISIONS/AFFILIATES:**

RPA Airline Automation Services, Inc.  
Maytag Aircraft Corporation  
Mercury Air Cargo, Inc.  
Hermes Aviation, Inc.  
Mercury Air Centers  
Aviation Fuel Sales  
MercFuel, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Joseph A. Czyzyk, CEO  
Joseph A. Czyzyk, Pres.  
Randolph E. Ajer, Exec. VP/CFO  
Wayne Lovett, Corp. Sec.  
Wayne Lovett, General Counsel  
Randolph E. Ajer, Treas.  
John Enticknap, Staff Exec. VP-Mercury Air Centers  
Eric Beelar, Staff VP-Fuel Sales  
William L. Silva, Pres./COO-Maytag Aircraft Corp.  
Mark Coleman, COO-Mercury Air Cargo, Inc.

**Phone:** 310-827-2737 **Fax:** 310-827-6528**Toll-Free:****Address:** 5456 McConnell Ave., Los Angeles, CA 90066 US**GROWTH PLANS/SPECIAL FEATURES:**

Mercury Air Group, Inc. provides a wide array of services to the aviation industry through five operating units: fuel sales and services, cargo operations, fixed-base operations, U.S. government contract services and RPA Airline Automation Services, Inc. The company's fuel sales and services division consists of contract fueling and related fuel management services. Mercury provides aviation fuel primarily to domestic and international airline and airfreight companies as well as to large corporate aircraft operators through third parties. The firm's cargo operations are conducted through its wholly owned subsidiary, Mercury Air Cargo, Inc. The subsidiary provides cargo handling, space logistics and general cargo sales agent services. Mercury Air Group provides fixed-base services at 19 airports throughout the U.S. The division maintains administrative offices, conducts retail fuel sales and refueling operations, acts as a landlord for office, aircraft tie-down and hangar space tenants and provides aircraft maintenance at a few select locations. The company conducts its government contract services through Maytag Aircraft Corporation, a wholly owned subsidiary. Maytag provides aircraft refueling, air terminal and ground handling services, base housing maintenance, base operating support and weather data services at U.S. military bases throughout the world. Mercury's RPA subsidiary offers a suite of proprietary software marketed to the aviation industry. Its principal products include software for purchasing, maintenance and inventory, airline passenger revenue accounting and airline financial accounting. In July 2001, Mercury sold off the RPA business and related assets to SITA Information Networking Computing USA, Inc. The company also recently announced that it plans to spin-off its fuel sales and services division into a new company named MercFuel, Inc.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$338,700 (12 months)	2000 Profits: \$2,000 (12 months)
1999 Sales: \$224,700	1999 Profits: \$5,900
1998 Sales: \$240,100	1998 Profits: \$3,000
1997 Sales: \$279,400	1997 Profits: \$4,400
1996 Sales: \$225,400	1996 Profits: \$4,700

**Stock Ticker:** MAX  
Employees: 2,204  
Fiscal Year Ends: 6/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$367,500	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$278,694	Bonus: \$150,000

**COMPETITIVE ADVANTAGE:**

Concentration on the needs of the aviation industry.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



# MERIDIAN RESOURCE CORPORATION (THE) [www.tmrc.com](http://www.tmrc.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 67 Profits: 59

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production

## BRANDS/DIVISIONS/AFFILIATES:

Cairn Energy USA, Inc.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Joseph A. Reeves, Jr., CEO  
Michael J. Mayell, Pres.  
Michael J. Mayell, COO  
Lloyd V. DeLano, VP/Chief Acc. Officer  
James W. Carrington, Jr., VP-Land-TMRX

Phone: 281-597-7000 Fax: 281-558-5547

### Toll-Free:

Address: 1401 Enclave Parkway, Suite 300, Houston, TX 77077  
US

## GROWTH PLANS/SPECIAL FEATURES:

Meridian Resource Corporation is an independent oil and natural gas company engaged in the exploration for and development of oil and natural gas properties. The company was one of the first independent oil and natural gas companies in the industry to incorporate 3-D seismic technology as an integral component of its exploration strategy and considers itself to be among the leaders in the use of this technology by independent oil and natural gas companies. The firm utilizes 3-D seismic technology to analyze prospects, define risks and target high-potential wells for exploration and development. In recent years, Meridian has focused its exploratory efforts in the onshore and coastal areas of Louisiana, southeast Texas and the Gulf of Mexico. At the end of 2000, the company has proved reserves of approximately 306 billion cubic feet equivalent (bcfe). Approximately 56% of the firm's proved reserves are natural gas. During 2000, the company produced about 4 billion barrels of oil and 27 billion cubic feet (bcf) of natural gas. Currently, Meridian has interests in over 302,044 gross acres in Louisiana, Texas and the Gulf of Mexico, as well as the rights or access to approximately 4,200 square miles of 3-D seismic data. A major development for the company occurred in 1998 when it acquired substantially all of Shell Oil Company's and its affiliates' onshore south Louisiana oil and gas property interests. The transaction positioned Meridian as one of the leading operators and producers in south Louisiana. The company expects to grow over the next several years primarily through internally generated projects.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$226,200 (12 months)	2000 Profits: \$70,500 (12 months)
1999 Sales: \$133,400	1999 Profits: \$16,900
1998 Sales: \$74,000	1998 Profits: \$-228,000
1997 Sales: \$58,300	1997 Profits: \$-28,500
1996 Sales: \$56,700	1996 Profits: \$16,700

### Stock Ticker: TMR

Employees: 163  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$217,041	Bonus: \$820,234
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$162,076	Bonus: \$421,750

## COMPETITIVE ADVANTAGE:

Acquisition of a major property from Shell.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**METRETEK TECHNOLOGIES**[www.metrotek.com](http://www.metrotek.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 57 Profits: 52

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Energy Measurement Products and Services  
Data Management Systems  
Natural Gas and Liquids Meter Calibration  
Independent Audits of Natural Gas Measurement Data  
Lab Analysis of Natural Gas, Liquids and Plant Products  
Distributed Generation Services  
Metering Data Collection  
Application-Specific Recording Systems

**BRANDS/DIVISIONS/AFFILIATES:**

Southern Flow Companies, Inc.  
PowerSecure, Inc.  
PowerSpring  
Metrotek, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

W. Phillip Marcum, CEO  
W. Phillip Marcum, Pres.  
A. Bradley Gabbard, Exec. VP/CFO  
Gary J. Zuiderveen, Controller  
A. Bradley Gabbard, Treas.  
Ronald W. McKee, Pres./COO-Metrotek Florida  
John Bernard, VP-Southern Flow Companies, Inc.

**Phone:** 303-416-9200 **Fax:** 303-416-9202**Toll-Free:****Address:** 600 17th Street, Suite 800 North, Denver, CO 80202  
US**GROWTH PLANS/SPECIAL FEATURES:**

Metrotek Technologies, Inc. is a diversified provider of energy measurement products, services and data management systems to industrial and commercial consumers and suppliers of natural gas and electricity. The company conducts its operations through three subsidiaries: Southern Flow Companies, Inc., Metrotek, Inc. and PowerSecure, Inc. Southern Flow Companies provides a full range of measurement, calibration and analytical services to natural gas producers; oil, gas and petrochemical companies; and gas gathering, pipeline and transmission companies. The company's wide array of services include meter installation, inspection, repair and maintenance; natural gas and liquids meter calibration and proving; independent audits of natural gas measurement data; natural gas revenue and production allocation services; and laboratory chromatographic analysis of natural gas, liquids and plant products. Metrotek, Inc. designs, manufactures and markets remote energy measurement instrumentation and systems. The subsidiary's three principal product lines consist of metering data collection, electronic gas flow computers and volume flow correctors and application-specific recording systems. Most of Metrotek's products are able to time-stamp, store and communicate data to a central facility by means of internal modems and standard voice-grade telephone connections, cellular telephone links or radio transmissions. The firm's PowerSecure, Inc. subsidiary integrates distributed peak generation and energy information systems, allowing clients to take advantage of real-time pricing, peak shaving and load interruption utility incentives. The company markets its distributed generation service package primarily through outsourcing partnerships with utilities.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$21,700 (12 months)	2000 Profits: \$-16,900 (12 months)
1999 Sales: \$19,400	1999 Profits: \$-3,700
1998 Sales: \$19,900	1998 Profits: \$-300
1997 Sales: \$20,400	1997 Profits: \$300
1996 Sales: \$19,000	1996 Profits: \$

**Stock Ticker:** MTEK

Employees: 233

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$295,000	Bonus:	\$150,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$175,000	Bonus:	\$75,000

**COMPETITIVE ADVANTAGE:**

Provider of products for niche measurement and calibration markets.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y	Y	

**METROGAS SA**[www.metrogas.com.ar](http://www.metrogas.com.ar)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 96 Profits: 84

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Natural Gas Distribution  
Gas and Carbon Monoxide Detectors  
Home Insurance  
Compressed Natural Gas

**BRANDS/DIVISIONS/AFFILIATES:**

Gas del Estado  
British Gas International

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Alberto Alfredo Alvarez, Pres.  
Luis Domenech, Dir.-Finance  
Fernando Sarti, Dir.-Commercial  
Enrique Barruti, Dir.-Human Resources  
Juan Pablo Mirazon, Dir.-Internal Auditor  
Robert Stevenson, Dir.-Oper.  
William Harvey Adamson, First VP/General Dir.  
Luis Domenech, Dir.-Admin.  
Fernando Aceiro, Dir.-New Business  
Eduardo Ramon Zapata, Dir.-Institutional & Reg. Affairs

**Phone:** +54-11-4309-1010 **Fax:** +54-11-4309-1025

**Toll-Free:**

**Address:** G. Araoz de Lamadrid 1360, Buenos Aires, AAB CPA C  
1267 Argentina

**GROWTH PLANS/SPECIAL FEATURES:**

MetroGAS S.A. is one of the largest natural gas distribution companies in Argentina. The company is one of eight natural gas distribution companies formed as a result of the 1992 privatization of the state-run Gas del Estado. British Gas International is the technical operator of the firm and owns approximately 70% of the company. MetroGAS has over 1.9 million customers in its service area, which includes the Federal Capital and the southern and eastern regions of greater metropolitan Buenos Aires. The company's service area constitutes densely populated areas with major dual-fuel electric power plants and industrial and commercial users of natural gas. Currently, the firm distributes approximately 26.6% of the total natural gas among all gas distribution companies in Argentina. MetroGAS' distribution system consists of approximately 14,900 km of distribution mains and service pipelines. The firm purchases gas primarily from producers in southern and western Argentina. The gas purchased by the company is then transported through Argentina's two trunk pipeline systems, which are operated by third parties. MetroGAS also offers additional products and services including gas and carbon monoxide detectors and home insurance. The company is currently focused on promoting the use of compressed natural gas (CNG), a cleaner fuel source than diesel. Argentina is the world leader in terms of the number of light vehicles propelled by CNG, and is the Latin American leader in terms of the number of CNG gas stations. MetroGAS hopes to take advantage of the growing acceptance of CNG in the Argentine market.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$718,400 (12 months)	2000 Profits: \$48,000 (12 months)
1999 Sales: \$692,600	1999 Profits: \$47,800
1998 Sales: \$602,300	1998 Profits: \$25,500
1997 Sales: \$627,800	1997 Profits: \$29,100
1996 Sales: \$687,400	1996 Profits: \$39,500

**Stock Ticker: MGS**

Employees: 1,011  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

A major natural gas company in Argentina.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**MILLENNIUM CELL INC**[www.millenniumcell.com](http://www.millenniumcell.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 10 Profits: 6

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Fuel Cell Technology  
 Prototype Internal Combustion Engines  
 Long Life Batteries

**BRANDS/DIVISIONS/AFFILIATES:**

Hydrogen on Demand

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Stephen S. Tang, CEO  
 Stephen S. Tang, Pres.  
 Norman Harpster, Jr., VP-Finance/CFO  
 Katherine McHale, VP-Mktg.  
 Norman Harpster, Jr., VP-Admin.  
 Adam P. Briggs, VP-Bus. Dev.-Portable Power  
 Katherine McHale, VP-Comm.  
 Curt Cornell, VP-Bus. Dev.-Supply Chain  
 Rex E. Luzader, VP-Bus. Dev.-Transportation  
 Steven Amendola, VP/Chief Scientific Advisor

**Phone:** 732-542-4000 **Fax:** 732-542-4010

**Toll-Free:**

**Address:** 1 Industrial Way West, Eatontown, NJ 07724 US

**GROWTH PLANS/SPECIAL FEATURES:**

Millennium Cell, Inc. is a development-stage company that has created a proprietary technology to safely generate and store hydrogen or electricity. The company has invented and developed a process called Hydrogen on Demand. The process safely generates pure hydrogen or electricity from environmentally friendly raw materials. In the process, a catalyst interacts with the hydrogen carried in the chemical bonds of sodium borohydride, which releases the hydrogen or electricity. The primary input components of the reaction are water and sodium borohydride, a derivative of borax, which is found in substantial natural reserves worldwide. The hydrogen generated by this reaction can be used by fuel cells in the production of electricity. Fuel cells utilize the electrochemical reaction of hydrogen and oxygen taken from the air to generate electricity without combustion. Heat and pure water are the only emissions from these fuel cell reactions. In addition, the hydrogen could be used by modified internal combustion engines. The only byproducts from these engines are water and natural occurring minerals called borates. Millennium Cell has incorporated its Hydrogen on Demand technology into several automobile prototypes to demonstrate its feasibility. One such prototype is a former New York City taxi modified to burn hydrogen gas in its internal combustion engine. The company is also working with Rutgers University and the state of New Jersey on the New Jersey Genesis project. The project involves a Mercury Sable that has been converted into a hybrid electric fuel cell vehicle. The firm is also developing longer-life batteries based on boron chemistry. Millennium Cell has entered into business relationships with several complementary companies including Ballard Power Systems, DaimlerChrysler, Rohm & Hass and U.S. Borax.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$ 100 (12 months)	2000 Profits: \$-15,700 (12 months)
1999 Sales: \$ 100	1999 Profits: \$-1,000
1998 Sales: \$	1998 Profits: \$
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** MCEL

Employees: 38

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$141,667	Bonus: \$135,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$127,083	Bonus: \$250,000

**COMPETITIVE ADVANTAGE:**

Expertise in fuel cells.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y	Y	

**MILLER EXPLORATION CO**[www.mexp.com](http://www.mexp.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 117 Profits: 112

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

Miller Oil Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Kelly E. Miller, CEO  
 Kelly E. Miller, Pres.  
 Deanna L. Cannon, VP-Finance  
 Deanna L. Cannon, Corp. Sec.  
 Michael L. Calhoun, VP-Oper.  
 Lew P. Murray, VP-Exploration

**Phone:** 231-941-0004 **Fax:** 231-941-8312**Toll-Free:****Address:** 3104 Logan Valley Road, Traverse City, MI 49685-0348  
US**GROWTH PLANS/SPECIAL FEATURES:**

Miller Exploration Company is an independent oil and gas exploration and production company with exploration efforts located primarily in the Mississippi Salt Basin in central Mississippi. The company utilizes 3-D seismic data analysis, as well as other emerging technologies, to explore for and develop oil and gas in its core exploration areas. The firm currently owns an interest in 15 producing wells in the Mississippi Salt Basin with a combined average production rate of 40.5 million cubic feet (mcf) of natural gas per day. Miller Exploration also conducts exploration and production activities in the Blackfoot Indian Reservation in Montana, along the Gulf Coast in Texas and Louisiana and in the Michigan Basin. Currently, the firm owns interests in approximately 325,000 gross acres in these regions. In 2000, the company drilled seven exploratory wells and one development well, and garnered approximately 205.3 million barrels of oil and 5.8 billion cubic feet (bcf) of natural gas. For 2001, Miller plans to drill 19 wells, 9 of which will be exploratory wells in the Mississippi Salt Basin. Proved reserves for the Miller Exploration Company include 329.5 million barrels of oil and 10,511.7 million cubic feet (mcf) of natural gas. Most of the company's oil and natural gas production is sold under price sensitive or spot market contracts.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$26,600 (12 months)	2000 Profits: \$-1,000 (12 months)
1999 Sales: \$20,900	1999 Profits: \$-2,000
1998 Sales: \$21,200	1998 Profits: \$-41,800
1997 Sales: \$7,400	1997 Profits: \$
1996 Sales: \$7,100	1996 Profits: \$ 600

**Stock Ticker:** MEXP

Employees: 23  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$150,000	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$117,052	Bonus: \$11,000

**COMPETITIVE ADVANTAGE:**

Use of emerging technologies in exploration.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		



**MIRANT CORPORATION**[www.mirant.com](http://www.mirant.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 13 Profits: 30

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
Y				Y	Y

**TYPES OF BUSINESS:**

Utilities  
Energy Marketing  
Risk Management of Energy-Related Commodities  
Coal Mining  
Power Plant Development and Construction  
Natural Gas Production Transportation  
Electricity Generation

**BRANDS/DIVISIONS/AFFILIATES:**

Southern Energy, Inc.  
Mirant Americas  
Mirant Europe  
Mirant Asia-Pacific  
PowerGen of Trinidad and Tobago

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

S. Marce Fuller, CEO  
S. Marce Fuller, Pres.  
Raymond D. Hill, Exec. VP/CFO  
Vance N. Booker, Sr. VP-Human Resources  
James A. Ward, Sr. VP/Controller  
Douglas L. Miller, Sr. VP/General Counsel  
Vance N. Booker, Sr. VP-Admin. Services  
Richard J. Pershing, Exec. VP/CEO-Mirant Americas  
Frederick D. Kuester, Sr. VP/CEO-Mirant Asia-Pacific  
Barney S. Rush, Sr. VP/CEO-Mirant Europe  
Michael L. Smith, Sr. VP/CFO-Mirant Americas

**Phone:** 678-579-5000 **Fax:** 678-579-5001**Toll-Free:****Address:** 1155 Perimeter Center West, Suite 100, Atlanta, GA 30338 US**GROWTH PLANS/SPECIAL FEATURES:**

Mirant Corporation, formerly known as Southern Energy, Inc., and its subsidiaries is a global energy company primarily engaged in energy marketing and risk management consulting. The company has extensive operations in North America, South America, Europe and Asia. The firm principally develops, constructs, owns and operates power plants and sells wholesale electricity, gas and other energy-related commodity products. Mirant owns and operates electric utilities with generation transmission and distribution capabilities, and electricity distribution companies. The firm has more than 20,000 megawatts (MW) of electric generating capacity around the world, and currently has approximately 9,000 megawatts under development. The company is also engaged in managing risk associated with market price fluctuations of energy and energy-related commodities. In the Americas, Mirant sold approximately 202.6 million megawatts of electricity and transported an average of 6.9 billion cubic feet (bcf) of natural gas per day in 2000. The company also joined five of the largest gas and electricity marketers in the U.S. to form a new energy trading consortium. Moreover, the firm owns or controls more than 7,400 MW of generation capacity in South America and the Caribbean. Mirant is focused on becoming a leader in generation and energy risk management marketing in Europe and Asia. By 2005, the company plans to build, acquire or control 10,000 MW of generation assets in Europe and integrate them with energy risk management and marketing. In Asia, Mirant is the largest foreign investor in the Philippines and currently owns an interest in almost 2,100 MW of capacity in that country. The firm also owns a coal mining company in Australia.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$13,315,000 (12 months)	2000 Profits: \$359,000 (12 months)
1999 Sales: \$2,268,000	1999 Profits: \$372,000
1998 Sales: \$1,819,000	1998 Profits: \$
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** MIR  
**Employees:** 7,000  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$416,385	Bonus: \$630,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$320,481	Bonus: \$357,500

**COMPETITIVE ADVANTAGE:**

Global presence.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 1  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**MISSION RESOURCES CORP**[www.bellwetherexp.com](http://www.bellwetherexp.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 84 Profits: 75

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Natural Gas Processing

**BRANDS/DIVISIONS/AFFILIATES:**

Bellwether Exploration, Inc.  
Bargo Energy Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Douglas G. Manner, CEO  
Jonathan M. Clarkson, Pres.  
Jonathan M. Clarkson, CFO  
Ann Kaesermann, VP/Chief Acc. Officer  
Joseph G. Nicknish, Sr. VP-Oper. & Exploitation  
Kent Williamson, Sr. VP-Planning & Exploration  
Jeanne A. Buchanan, VP-Corp. Comm.  
Daniel P. Foley, Sr. VP-Corp. Finance

**Phone:** 713-495-3000**Fax:** 713-652-2916**Toll-Free:****Address:** 1331 Lamar, Ste. 1455, Houston, TX 77010 US**GROWTH PLANS/SPECIAL FEATURES:**

Mission Resources Corporation formed as a result of the merger between Bellwether Exploration, Inc. and Bargo Energy Company in early 2001. As a result of the merger, Bargo Energy merged its assets into Bellwether Exploration, and the company was renamed Mission Resources. The firm is primarily engaged in the acquisition, exploitation, exploration and production of oil and gas properties. Mission Resources conducts its operations both onshore and offshore along the Texas and Louisiana Gulf Coast and in the Permian Basin of southeastern New Mexico and West Texas. Proved reserves for the firm include over 17.5 million barrels of oil, 1.7 million barrels of natural gas liquids and 75 billion cubic feet (bcf) of natural gas. The company also own interests in natural gas processing plants in West Texas and California. Currently, Mission Resources' principal growth strategy involves actively pursuing acquisition opportunities of oil and gas reserves. The company recently acquired producing properties in southern Louisiana for \$21 million. The acquisition included approximately 36 billion cubic feet equivalent (bcfe) of net reserves in five fields with a combined net production rate of 7 million cubic feet equivalent (mcf) per day. In addition, Mission Resources sold off its interests in the Charapa and Tiguino fields located in Ecuador for \$8.5 million.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$119,300 (12 months)	2000 Profits: \$32,200 (12 months)
1999 Sales: \$73,400	1999 Profits: \$8,800
1998 Sales: \$78,200	1998 Profits: \$-77,300
1997 Sales: \$45,600	1997 Profits: \$3,500
1996 Sales: \$42,800	1996 Profits: \$4,600

**Stock Ticker:** MSSN

Employees: 34

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$150,000

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		

# MITCHELL ENERGY & DEVELOPMENT

[www.mitchellenergy.com](http://www.mitchellenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 37 Profits: 35

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production  
MTBE Production

## BRANDS/DIVISIONS/AFFILIATES:

Devon Energy Corp.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

George P. Mitchell, CEO  
W.D. Stevens, Pres.  
W.D. Stevens, COO  
Philip S. Smith, Corp. Sr. VP/CFO  
Thomas P. Battle, Corp. Sr. VP/Sec.  
Thomas P. Battle, General Counsel  
Philip S. Smith, Pres.-Admin. & Financial Div.  
Allen J. Tarbuton, Jr., Pres.-Gas Services Div.  
W.D. Stevens, Pres.-Exploration & Production Div.

Phone: 713-377-5500 Fax: 713-377-6910

Toll-Free:

Address: 2001 Timberloch Place, The Woodlands, TX 77380 US

## GROWTH PLANS/SPECIAL FEATURES:

Mitchell Energy & Development Corporation is one of the largest independent producers of natural gas and natural gas liquids (NGLs) in the U.S. The company is primarily engaged in the exploration, development and production of natural gas and crude oil as well as in the production of NGLs. Mitchell holds net interests in more than 2,000 gas and 550 oil wells on approximately 800,000 acres. The firm conducts its operations in three regions: North Texas, East Texas and the Texas Gulf Coast. Proved reserves for the company consist of approximately 2.1 trillion cubic feet equivalent (tcfe). During 2000, Mitchell produced 116 billion cubic feet (bcf) of natural gas and 20.1 million barrels of NGLs, oil and condensate. The firm also is involved in gas gathering, processing and marketing operations. The company owns or has interests in several natural gas processing plants as well as approximately 9,100 miles of natural gas gathering systems located in Texas. At the plants, the NGLs are fractionated into ethane, propane, butanes and natural gasoline. The remaining NGLs are sold to third parties for use in the production of plastics, paints, solvents, synthetic rubber, gasoline and a wide variety of other products. Mitchell also owns one-third interest in a plant that produces methyl tertiary butyl ether (MTBE), an oxygenate used in the production of environmentally cleaner gasoline. The company plans to increase natural gas production by at least 20% annually through 2003 from internally generated projects. Recently, Devon Energy Corp., an independent oil and gas exploration company, announced plans to acquire Mitchell for \$3.5 billion.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,672,100 (12 months)	2000 Profits: \$257,100 (12 months)
1999 Sales: \$934,000	1999 Profits: \$97,200
1998 Sales: \$701,400	1998 Profits: \$-49,700
1997 Sales: \$790,500	1997 Profits: \$-35,100
1996 Sales: \$906,700	1996 Profits: \$103,200

### Stock Ticker: MND

Employees: 875  
Fiscal Year Ends: 1/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$973,333	Bonus: \$1,350,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$650,000	Bonus: \$1,175,000

## COMPETITIVE ADVANTAGE:

One of the largest producers of natural gas in the U.S.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				

**MONTANA POWER COMPANY (THE)**[www.mtpower.com](http://www.mtpower.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 86 Profits: 48

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Telecommunications  
Electric Transmission Services  
Natural Gas Transmission Services

**BRANDS/DIVISIONS/AFFILIATES:**

Touch America  
NorthWestern  
Qwest  
Baby Bell

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert P. Gannon, CEO  
Robert P. Gannon, Pres.  
Micahel J. Meldahl, Exec. VP/COO-Tech. Div.  
Jerrold P. Pederson, CFO  
Pamela K. Merrell, VP-Human Resources  
Daniel J. Sullivan, Chief Info. Officer  
David S. Smith, Controller  
P.T. Fleming, Corp. Sec.  
Michael E. Zimmerman, VP/General Counsel  
Perry J. Cole, VP-Corp. Bus. Dev.  
Ellen M. Cenechal, Treas.  
David A. Johnson, VP-Distribution Services  
William A. Pascoe, VP-Transmission Services

**Phone:** 406-497-3000 **Fax:** 406-496-5240**Toll-Free:** 888-467-2669**Address:** 40 E. Broadway, Butte, MT 59701-9394 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$999,700 (12 months)	2000 Profits: \$199,500 (12 months)
1999 Sales: \$777,200	1999 Profits: \$150,300
1998 Sales: \$771,000	1998 Profits: \$165,600
1997 Sales: \$680,100	1997 Profits: \$128,600
1996 Sales: \$666,500	1996 Profits: \$119,400

**Stock Ticker:** MTP

Employees: 2,549

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$483,654	Bonus: \$272,114
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$244,271	Bonus: \$177,645

**COMPETITIVE ADVANTAGE:**

Diversified, non-regulated businesses.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				Y

**MURPHY OIL CORPORATION**[www.murphyoilcorp.com](http://www.murphyoilcorp.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 24 Profits: 33

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines: Y	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Refining  
Pipelines  
Retail Gas Stations  
Wholesale Marketing

**BRANDS/DIVISIONS/AFFILIATES:**

Murphy Exploration and Production Company  
Murphy Oil Company Ltd.  
SPUR  
Murphy Eastern Oil Company  
Murphy Sarawak Oil Company Ltd.  
Murco Petroleum Ltd.  
Murphy Oil USA, Inc.  
Beau Canada Exploration, Ltd.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Claiborne P. Deming, CEO  
Claiborne P. Deming, Pres.  
Dana Green, Dir.-Human Resources  
John W. Eckart, Controller  
Walter K. Compton, Corp. Sec.  
Steven A. Cosse, Sr. VP/General Counsel  
Betty Le Brescu, Dir.-Investor Rel.  
Odie F. Vaughn, Treas.  
Herbert A. Fox, Jr., VP/Pres.-Murphy Oil USA  
Bill H. Stobaugh, VP  
Enoch L. Dawkins, Pres.-Murphy Exploration & Production

**Phone:** 870-862-6411 **Fax:** 870-864-6373**Toll-Free:****Address:** 200 Peach Street, El Dorado, AZ 71730 US**GROWTH PLANS/SPECIAL FEATURES:**

Murphy Oil Corporation is a global oil and gas exploration and production company with refining and marketing operations in the U.S. and the U.K. The company is currently concentrating its exploration and production activities in four basins: deepwater Gulf of Mexico, off the east coast of Canada, Western Canada and Malaysia. The firm also operates in the U.S. and Ecuador through its wholly owned subsidiary, Murphy Exploration & Production Company, and its subsidiaries. Another wholly owned subsidiary, Murphy Oil Company Ltd., and its subsidiaries conduct the firm's Canadian activities. The firm currently has over 3,500 oil and 1,000 gas producing wells. In 2000, Murphy drilled approximately 57 development wells with 53 of these wells being productive. Murphy Oil USA, Inc., a wholly owned subsidiary, owns and operates two refineries in Louisiana and Wisconsin. Murphy Oil USA markets its refined products through a network of retail gasoline stations in a 23 states primarily in the southern and Midwestern U.S. The retail stations are primarily located in the parking areas of Wal-Mart Stores and use the brand name Murphy USA. Murphy Oil USA also sells its products to wholesale customers using the brand name SPUR. The firm owns and operates 276 Murphy USA station and 436 SPUR stations, and plans add up to 125 new Murphy USA stations at Wal-Mart sites in 2001. Moreover, the company also owns a 30% interest in a refinery in the U.K. that can process 108,000 barrels of crude oil a day. Murphy also owns interests in a number of pipelines the North America and the U.K. The firm recently acquired Beau Canada Exploration Ltd. for approximately \$255 million.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$4,639,200 (12 months)	2000 Profits: \$296,800 (12 months)
1999 Sales: \$2,756,400	1999 Profits: \$119,700
1998 Sales: \$2,347,000	1998 Profits: \$-14,400
1997 Sales: \$2,137,800	1997 Profits: \$132,400
1996 Sales: \$2,022,200	1996 Profits: \$137,900

**Stock Ticker:** MUR

Employees: 3,109

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$691,674	Bonus: \$650,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$394,174	Bonus: \$250,000

**COMPETITIVE ADVANTAGE:**

Focus on development of cost-effective foreign fields.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y	Y	Y



**NABORS INDUSTRIES INC**[www.nabors.com](http://www.nabors.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 7 Profits: 4

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Services  
Land-Based Drilling Contractor  
Oilfield Management  
Top Drive Drilling Systems  
Ancillary Wellsite Services  
Site Construction  
Wellsite Information Services  
Marine Transportation Services

**BRANDS/DIVISIONS/AFFILIATES:**

Sea Mar  
Canrig  
Nabors Drilling USA, Inc.  
Nabors Drilling Limited  
Peak USA Energy Services, Ltd  
Pool Well Services  
Nabors OffshoreCorp.  
Epoch Well Services, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Eugene M. Isenberg, CEO  
Anthony G. Petrello, Pres.  
Anthony G. Petrello, COO  
Bruce P. Koch, VP-Finance  
Daniel McLachlin, Corp. Sec.  
Daniel McLachlin, VP-Admin.

**Phone:** 281-874-0035 **Fax:** 281-872-5205

**Toll-Free:**

**Address:** 515 West Greens Road, Ste. 1200, Houston, TX 77067  
US

**GROWTH PLANS/SPECIAL FEATURES:**

Nabors Industries, Inc. is one of the largest land-drilling contractors in the world with over 500 land drilling rigs worldwide. The company conducts oil, gas and geothermal land drilling operations in the continental U.S., Alaska and Canada. The firm is also engaged internationally, primarily in South and Central America and the Middle East. Nabors is also one of the largest land well-servicing and workover contractors in the U.S. The company owns and operates approximately 740 land workover and well-servicing rigs in the southwestern and western U.S. as well as over 40 rigs internationally. Moreover, Nabors provides offshore platform workover and drilling rigs, including 43 platform, 13 jackup and 3 barge rigs in the Gulf of Mexico and international markets. The firm also operates 34 marine transportation and support vessels in the Gulf of Mexico. The company provides a number of complementary services in select domestic and international markets, including oilfield management, engineering, transportation, construction, maintenance, well logging and other support services. Subsidiaries include Sea Mar, which is engaged in offshore marine transportation; and Canrig, a manufacturer and supplier of top drive drilling systems for oil and gas exploration. Epoch Well Services provides well site information services such as drilling instrumentations, data collection equipment and software applications. Peak USA Energy Services engages primarily in rig moving, site construction, custom heavy hauling, crane and rigging services and general freight services.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,409,300 (12 months)	2000 Profits: \$137,400 (12 months)
1999 Sales: \$659,900	1999 Profits: \$27,700
1998 Sales: \$1,001,300	1998 Profits: \$125,000
1997 Sales: \$305,200	1997 Profits: \$41,300
1996 Sales: \$1,073,500	1996 Profits: \$114,800

**Stock Ticker:** NBR  
Employees: 17,980  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$325,000	Bonus: \$1,350,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$275,000	Bonus: \$700,000

**COMPETITIVE ADVANTAGE:**

World's largest land-based drilling company.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**NATCO GROUP INC**[www.natcogroup.com](http://www.natcogroup.com)

Industry Group Code: 333130 Ranks within this company's industry group: Sales: 3 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas Field Machinery Manufacturing

**BRANDS/DIVISIONS/AFFILIATES:**

Axsia, Ltd.  
TEST  
Cynara

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Nathaniel A. Gregory, CEO  
Patrick M. McCarthy, Pres.  
Michael J. Mayer, Sr. VP/CFO  
Joseph H. Wilson, Sr. VP-Mktg.  
Robert A. Curcio, VP-Tech. & Product Dev.  
Frank C. Smith, Pres.-NATCO-U.S.  
Peter Michaluk, Sr. VP-Europe and Middle East  
Richard D. Peters, Sr. VP-Americas  
Byron J. Eiermann, Sr. VP-Southeast Asia

**Phone:** 713-683-9292 **Fax:** 713-683-6768

**Toll-Free:****Address:** 2950 N. Loop West, 7th Floor, Houston, TX 77092 US**GROWTH PLANS/SPECIAL FEATURES:**

NATCO Group provides wellhead equipment, systems and services used in the production of oil and gas. The company's production equipment and systems are primarily used at or near the wellhead to separate oil and gas and to remove contaminants. NATCO's products and services are used in onshore and offshore fields in most major oil and gas producing regions in the world. The firm currently operates from six major manufacturing facilities, three engineering offices and over 40 service centers. The company markets its products worldwide with offices in London, Tokyo, Caracas and Kuala Lumpur. NATCO designs and manufactures a diverse line of production equipment including separators, which separate a hydrocarbon stream into oil, gas and water, and heaters, which prevent solids from forming in gas and reduce the viscosity of oil. The company also provides water filtration systems, which remove oil and contaminants from water derived from the production process, and control systems, which monitor and control production equipment. NATCO offers its products and services as either integrated systems or individual components. Subsidiaries of the company include TEST, a company that designs, fabricates, installs and services an assortment of instruments and electrical control systems; and Cynara, a manufacturer of special purpose membrane fibers and modules used in separating carbon dioxide from natural gas streams. Cynara also custom designs the systems, fabricates and installs the equipment, operates the facilities, provides service and support and conducts ongoing research and development. In recent news, NATCO Group acquired Axsia, Ltd., a privately held process design company that specializes in water reinjection systems for oil and gas fields, for \$47 million.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$224,600 (12 months)	2000 Profits: \$7,700 (12 months)
1999 Sales: \$169,900	1999 Profits: \$ 600
1998 Sales: \$145,600	1998 Profits: \$ 700
1997 Sales: \$202,000	1997 Profits: \$5,100
1996 Sales: \$126,700	1996 Profits: \$-1,800

**Stock Ticker:** NTG

Employees: 1,411  
Fiscal Year Ends: 3/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$350,007	Bonus: \$1,398,751
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$270,207	Bonus: \$102,987

**COMPETITIVE ADVANTAGE:**

Major producers of wellhead equipment.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**NATIONAL ENERGY GROUP INC**[www.negx.com](http://www.negx.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 104 Profits: 118

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

Plains Marketing and Transportation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Bob G. Alexander, CEO  
 Bob G. Alexander, Pres.  
 Lori K. Mauk, VP-Product Mktg.  
 Randall D. Cooley, VP/Chief Acc. Officer  
 R. Kent Lueders, VP-Eng.  
 Philip D. Devlin, VP/General Counsel  
 R. Kent Lueders, VP-Corp. Dev.  
 Rick L. Kirby, VP-Drilling & Production  
 James M. Price, VP-Geophysics  
 David V. Rigsby, VP-Land  
 Jim L. David, VP-Exploration & Exploitation

**Phone:** 214-692-9211 **Fax:** 214-692-9310**Toll-Free:****Address:** 4925 Greenville Ave., Suite 1400, Dallas, TX 75206 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$51,014 (12 months)	2000 Profits: \$-14,438 (12 months)
1999 Sales: \$39,300	1999 Profits: \$2,024
1998 Sales: \$38,440	1998 Profits: \$-164,514
1997 Sales: \$52,417	1997 Profits: \$-34,338
1996 Sales: \$24,174	1996 Profits: \$-25,850

**Stock Ticker:** NEGI

Employees: 56

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$250,000	Bonus: \$
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$180,000	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Concentration on offshore prospects.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**NATIONAL FUEL GAS COMPANY**[www.natfuel.com](http://www.natfuel.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 74 Profits: 62

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Utilities  
 Natural Gas Distribution and Storage  
 Investments-Energy Projects  
 Energy Marketing  
 Energy Management Services  
 Timber Production and Marketing

**BRANDS/DIVISIONS/AFFILIATES:**

National Fuel Gas Distribution Corporation  
 National Fuel Gas Supply Corporation  
 National Fuel Exploration Corp.  
 Seneca Resources Corporation  
 Horizon Energy Development, Inc.  
 National Fuel Resources, Inc.  
 Northeast Division  
 Highland Land and Minerals, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Bernard J. Kennedy, CEO  
 Philip C. Ackerman, Pres.  
 Gerald T. Wehrin, Controller  
 Anna Marie Cellino, Corp. Sec.  
 Joseph P. Pawlowski, Treas.  
 David F. Smith, Pres.-National Fuel Gas Dist. Corp.  
 Dennis J. Seeley, Pres.-National Fuel Gas Supply Corp.  
 James A. Beck, Pres.-Seneca Resources Corp.  
 Philip C. Ackerman, Pres.-Horizon Energy Dev., Inc.

**Phone:** 716-857-7000 **Fax:** 716-857-7229

**Toll-Free:**

**Address:** 10 Lafayette Sq., Buffalo, NY 14203 US

**GROWTH PLANS/SPECIAL FEATURES:**

National Fuel Gas Company is a diversified energy company with headquarters in Buffalo, New York. The company's business operations are distributed among six business segments: Pipeline and Storage, Utility, Exploration and Production, International, Energy Marketing and Timber. The Pipeline and Storage operations are carried out by National Fuel Gas Supply Corporation, which provides interstate natural gas transmission and storage for affiliated and nonaffiliated companies through an integrated gas pipeline system that extends 3,065 miles from southwestern Pennsylvania to the New York-Canadian border at the Niagara River. The subsidiary also owns and operates 29 underground natural gas storage facilities. Utility operations are facilitated by National Fuel Gas Distribution Corporation, which sells or transports natural gas to nearly 733,000 customers in western New York and northwestern Pennsylvania. Seneca Resources Corporation conducts the company's Exploration and Production activities. The subsidiary explores for, develops and purchases oil and natural gas reserves nationwide, primarily offshore around the Gulf Coast. National Fuel Gas' International division consists of Horizon Energy Development, which engages in foreign and domestic energy projects through the investments made by its subsidiaries. Energy Marketing operations are carried out by National Fuel Resources, which markets and brokers natural gas and electricity. The subsidiary also performs energy management services. The company's Timber division operates sawmills and markets timber primarily in the Northeast region of the U.S. Subsidiaries in this division include Highland Land and Minerals, Seneca Resources and Northeast Division.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,425,300 (12 months)	2000 Profits: \$127,200 (12 months)
1999 Sales: \$1,263,300	1999 Profits: \$115,000
1998 Sales: \$1,248,000	1998 Profits: \$23,200
1997 Sales: \$1,265,800	1997 Profits: \$114,700
1996 Sales: \$1,208,000	1996 Profits: \$104,700

**Stock Ticker:** NFG

Employees: 3,597

Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing: Y	Top Exec. Salary: \$250,000	Bonus: \$
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$180,000	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Diversified, gas-related businesses.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**NATIONAL GRID GROUP (THE)**[www.nationalgrid.com](http://www.nationalgrid.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 57 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Y Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Electricity Transmission Systems  
Telecommunications Networks  
Interconnector Projects  
Electric and Gas Utilities

**BRANDS/DIVISIONS/AFFILIATES:**

National Grid USA  
Energis  
National Grid Company PLC  
Basslink Project  
Niagara Mohawk  
Transener S.A.  
New England Electric System  
Copperbelt Energy Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Roger Urwin, Group Chief Exec.  
Stephen Box, Group Dir.-Finance  
Fiona Smith, Company Sec.  
Fiona Smith, Group General Counsel  
Rick Sergel, Group Dir.-North America  
Steven Holliday, Group Dir.-Europe  
Steven Holliday, Chief Exec.-National Grid Co.

**Phone:** +44-20-7312-5600 **Fax:** +44-20-7312-5669**Toll-Free:****Address:** 15 Marylebone Road, London, NW1 5JD UK**GROWTH PLANS/SPECIAL FEATURES:**

National Grid Group PLC is primarily engaged in the building, owning and operating of electricity and telecommunications networks around the world. The company is currently operating or building electricity transmission networks and interconnectors in England and Wales, the U.S., Argentina, Zambia and Australia. National Grid Company PLC, a wholly owned subsidiary, owns and operates high voltage transmission systems in England and Wales. The company established Energis, a telecommunications infrastructure company that operates a nationwide fibre optics network in the U.K. In Argentina, National Grid Group is a joint owner of Transener S.A., the owner and operator of the principal electrical system in that country. The company is also a joint owner of the Copperbelt Energy Corporation, which is responsible for the distribution of power to all the key mining operations in Zambia. In Australia, National Grid owns and operates the Basslink Project, which will link the electricity transmissions of the island of Tasmania and the state of Victoria across the Bass Strait. The project is expected to be completed by the end of 2003. Moreover, the company has several interconnection projects in the works to connect electricity and telecommunications transmission systems among countries, including links between Wales and Ireland, the Netherlands and England and Norway. In the U.S., National Grid is engaged in the transmission and distribution of electricity, primarily in the Northeast. The company plans to increase its utility operations in the Americas, and recently acquired Niagara Mohawk, the second largest combined gas and electric utility in New York State, for \$3 billion.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,572,900 (12 months)	2000 Profits: \$1,829,800 (12 months)
1999 Sales: \$2,440,300	1999 Profits: \$1,614,000
1998 Sales: \$	1998 Profits: \$
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** NGG

Employees:

Fiscal Year Ends: 3/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Global presence.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1

Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	Y



# NEW JERSEY RESOURCES CORPORATION

[www.njresources.com](http://www.njresources.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 79 Profits: 83

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Natural Gas  
Energy-Related Services  
Appliance Repair  
Shared Support Consulting  
On-Site Power Generation Systems  
Storage Management  
Pipeline Capacity

## BRANDS/DIVISIONS/AFFILIATES:

New Jersey Natural Gas Company  
New Jersey Natural Energy Company  
NJR Energy Services Company  
NJR Power Services Corp.  
NJR Service Company  
NJR Retail Holdings  
NJR Home Services Company

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Laurence M. Downes, CEO  
Glenn C. Lockwood, Sr. VP/CFO  
Thomas J. Kononowitz, Sr. VP-Mktg. Services  
Hugo Bottino, VP-Human Resources  
Oleta J. Harden, Sr. VP/Sec.  
Oleta J. Harden, General Counsel  
Timothy C. Hearne, Jr., Sr. VP/Treas.  
Kevin A. Moss, Sr. VP-Regulatory Affairs  
Barbara Roma, VP-Customer Services  
Joseph P. Shields, Sr. VP-Energy Services  
Wayne K. Tarney, Pres.-NJR Retail Holdings

Phone: 732-938-1000 Fax: 732-938-3154

Toll-Free:

Address: 1415 Wyckoff Rd., Wall, NJ 07719 US

## GROWTH PLANS/SPECIAL FEATURES:

New Jersey Resources (NJR) Corporation is a diversified energy services holding company providing retail and wholesale natural gas and energy-related services from the Gulf Coast to New England. Subsidiaries of the company include New Jersey Natural Gas Company, a provider of natural gas energy services to more than 417,000 residential, commercial and industrial customers in central and northern New Jersey. The company maintains a nearly 6,000-mile underground pipeline system. NJR Home Services Company provides repair services on appliances, including natural gas furnaces, hot water heaters, dryers, grills, outdoor lights and central air conditioning equipment. NJR Energy Services Company provides unregulated wholesale energy services including gas supply, pipeline capacity and storage management. NJR Service Corporation provides the NJR companies with shared support services such as communications, financial, administrative, auditing, legal and technological expertise. The company's NJR Power Services Corporation markets a complete line of on-site power generation systems for residential and commercial customers in New Jersey. NJR Natural Energy Company provides unregulated retail energy services to customers in New Jersey. The company recently launched a new web site, [www.njliving.com](http://www.njliving.com), to provide an online exchange for giving and receiving information about the local communities served by NJR's principal subsidiary, New Jersey Natural Gas Company. The site features bulletin boards for community events, recipes, book reviews, sports and recreation news.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,164,500 (12 months)	2000 Profits: \$48,800 (12 months)
1999 Sales: \$904,300	1999 Profits: \$44,900
1998 Sales: \$710,300	1998 Profits: \$43,300
1997 Sales: \$696,500	1997 Profits: \$41,500
1996 Sales: \$554,800	1996 Profits: \$38,700

### Stock Ticker: NJR

Employees: 756  
Fiscal Year Ends: 9/30

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$368,269	Bonus: \$150,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$173,985	Bonus: \$45,179

## COMPETITIVE ADVANTAGE:

Aggressively converting customers to natural gas use.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y	Y	

**NEWFIELD EXPLORATION CO**[www.newfld.com](http://www.newfld.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 52 Profits: 47

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

Lariat Petroleum

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

David A. Trice, CEO  
 David A. Trice, Pres.  
 Terry W. Rathert, VP/CFO  
 Terry W. Rathert, Corp. Sec.  
 Robert W. Waldrup, VP-Oper.  
 David A. Schaible, VP-Acquisitions & Dev.  
 Elliot Pew, VP-Exploration  
 William D. Schneider, VP-Int'l  
 Randy A. Foutch, VP-Mid-Continent

**Phone:** 281-847-6000 **Fax:** 281-847-6006**Toll-Free:****Address:** 363 N. Sam Houston Pkwy. East, Ste. 2020, Houston, TX 77060 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$526,600 (12 months)	2000 Profits: \$132,300 (12 months)
1999 Sales: \$287,900	1999 Profits: \$33,200
1998 Sales: \$199,500	1998 Profits: \$-57,700
1997 Sales: \$199,400	1997 Profits: \$40,600
1996 Sales: \$149,300	1996 Profits: \$38,500

**Stock Ticker:** NFX  
 Employees: 348  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing: Y	Top Exec. Salary: \$238,333	Bonus: \$468,750
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$226,250	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y

**GROWTH PLANS/SPECIAL FEATURES:**

Newfield Exploration Company is an independent crude oil and natural gas exploration and production company. The company focuses its operations primarily in the Gulf of Mexico, the Anadarko Basin, onshore U.S. Gulf Coast and international ventures in offshore Australia and China. The firm's drilling programs rely heavily on large volumes of information about sub-surface rock formations. Newfield primarily utilizes 3-D seismic data to determine the best prospects for exploration and development. In 2000, the company drilled 41 wells domestically resulting in 31 successes. Internationally, Newfield drilled two successful wells and four dry holes. The firm plans to drill nearly 200 exploration and development wells in 2001, including about 150 in the Anadarko Basin of Oklahoma. Newfield also expects to drill up to five wells in the Bohai Bay in offshore China and up to four exploration wells offshore in Australia. By the end of 2000, the company had proved reserves of 520 billion cubic feet (bcf) of natural gas and 28 million barrels of oil and condensate. Approximately 58% of Newfield's proved reserves are extracted from offshore in the Gulf of Mexico. The company recently acquired Lariat Petroleum in early 2001 for approximately \$330 million. The acquisition increased Newfield's reserve base to more than 940 bcfe.

**NEWPARK RESOURCES INC**[www.newpark.com](http://www.newpark.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 32 Profits: 26

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Y Y Y Y
					Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas Drilling Services-Drilling Fluids  
Waste Disposal Services  
Engineering and Technical Services  
Wood and Composite Construction Mats  
Lumber, Timber and Wood By-Products  
On-Site Environmental and Oilfield Construction Services

**BRANDS/DIVISIONS/AFFILIATES:**

Newpark Drilling Fluids  
Newpark Environmental Services  
SOLOCO  
Newpark Canada  
Excalibar Minerals  
DURA BASE

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James D. Cole, CEO  
Tom Ballantine, Pres.  
Tom Ballantine, COO  
Matt W. Hardey, VP-Finance/CFO  
Frank Lyon, VP-Tech. Services  
Eric Wingerter, VP/Corp. Controller  
Dottie Keating, Corp. Sec.  
John Dardenne, Treas.

Phone: 504-838-8222 Fax: 504-833-9506

Toll-Free:

Address: 3850 N. Causeway Blvd., Suite 1770, Metairie, LA 70002 US

**GROWTH PLANS/SPECIAL FEATURES:**

Newpark Resources, Inc. provides drilling fluids, site access and environmental services to the oil and gas exploration and production industry. The company operates primarily in the U.S. Gulf Coast market as well as in west Texas, the Rocky Mountain and Mid-continent regions of the U.S. and Canada. Newpark provides unique, environmentally safe drilling fluids systems, as well as other products and chemicals used in drilling for oil and gas. The company also removes and disposes of waste created in the oil and gas drilling and production processes. Newpark installs, rents and sells patented hardwood and composite interlocking mats used for temporary access roads and worksites at oilfields as well as other construction sites. Moreover, the company provides other related on-site environmental and oilfield construction services, including site closure and remediation services upon completion of oil and gas drilling operations. Newpark also sells lumber, timber and wood-by products. The firm markets its drilling fluids, recycling, waste processing, disposal and mat rental services as one product it calls Minimization Management services. Subsidiaries of the company include SOLOCO, Excalibar Minerals, and Newpark Environmental Services. Excalibar Minerals supplies industrial minerals used as filters and extenders in paint, plastics, ceramics and oil service and products. Newpark recently expanded its drilling fluids and waste disposal operations into Canada, and believes that additional opportunities exist for further expansion into international markets.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$266,600 (12 months)	2000 Profits: \$11,200 (12 months)
1999 Sales: \$190,800	1999 Profits: \$-68,600
1998 Sales: \$256,800	1998 Profits: \$63,600
1997 Sales: \$121,542	1997 Profits: \$18,453
1996 Sales: \$97,982	1996 Profits: \$12,236

**Stock Ticker: NR**

Employees: 1,070  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$280,000	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$220,000	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Offers one-stop shopping for several services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y

**NEWPOWER HOLDINGS INC**[www.newpower.com](http://www.newpower.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 116 Profits: 117

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Natural Gas & Electric Utilities  
Energy-Related Services

**BRANDS/DIVISIONS/AFFILIATES:**

Enron Corp.  
The New Power Company  
AES Power Direct  
TNPC, Inc.  
CoEnergy Trading Company  
Columbia Gas of Pennsylvania  
Dominion Peoples  
Cincinnati Gas & Electric

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

H. Eugene Lockhart, CEO  
H. Eugene Lockhart, Pres.  
William Jacobs, Managing Dir./CFO  
Nick Utton, Managing Dir./Chief Mktg. Officer  
A.S. Wyatt, Managing Dir.-Tech.  
A.S. Wyatt, Managing Dir.-Oper.  
Patrick J. McCoy, Mgr.-Investor Rel.  
Marc E. Manly, Managing Dir.-Law & Gov't Affairs  
William J. Cronin, Managing Dir.-Risk Control  
John Henderson, Managing Dir.-Risk Mgmt.

**Phone:** 914-697-2100 **Fax:** 914-697-2101**Toll-Free:****Address:** 1 Manhattanville Rd., Purchase, NY 10577 US**GROWTH PLANS/SPECIAL FEATURES:**

NewPower Holdings, Inc., formerly TNPC, Inc., is the first nationally branded provider of electricity and natural gas to residential and small commercial customers in the U.S. Enron Corp., the largest trader and marketer of electricity and natural gas in North America, formed the company to take advantage of the recent deregulation of the energy markets. In the restructured energy markets, NewPower, through its subsidiary, The New Power Company, offers competitive energy prices, flexible payment and pricing choices, innovative products and services and improved customer service. The firm provides energy and energy-related products and services to more than 630,000 customers in 19 markets in 10 states. NewPower has grown primarily through acquiring the assets and customers of other energy companies. Recently, the company acquired the customers and natural gas inventories of subsidiaries of the CoEnergy Trading Company, a subsidiary of DTE Energy Company. NewPower also purchased the customers and related assets of AES Power Direct, a retail-marketing subsidiary of the AES Corporation based in McLean, Virginia. As a result of the two agreements, NewPower acquired a total of 112,000 natural gas customers in the service territories of several utilities, including Columbia Gas of Pennsylvania, Dominion Peoples, Cincinnati Gas & Electric and Washington Gas Light. NewPower plans to take advantage of the growing deregulation of the energy sector in the U.S. The firm expects that by the end of 2002, about half of the U.S. population, or approximately 55 million households, will be in markets where consumers can choose either their electricity or natural gas provider or both.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$84,100 (12 months)	2000 Profits: \$-169,800 (12 months)
1999 Sales: \$7,800	1999 Profits: \$-25,000
1998 Sales: \$7,000	1998 Profits: \$-17,300
1997 Sales: \$ 800	1997 Profits: \$-19,400
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** NPW

Employees: 121

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$600,958	Bonus: \$1,480,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$377,919	Bonus: \$312,500

**COMPETITIVE ADVANTAGE:**

Focus on residential and small commercial customers.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	

**NEXEN INC**[www.nexeninc.com](http://www.nexeninc.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 35 Profits: 32

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals: Y	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Sodium Chlorate, Chlorine and Caustic Soda Manufacturing

**BRANDS/DIVISIONS/AFFILIATES:**

Canadian Occidental Petroleum Ltd.  
Nexen Chemicals  
Aracruz Cellulose S.A.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Charles Fischer, CEO  
Charles Fischer, Pres.  
Marvin Romanov, Exec. VP/CFO  
Curt Satre, Div. VP-Oil and Gas Mktg.  
Nancy F. Foster, VP-Human Resources  
Una M. Power, Controller  
John McWilliams, Sr. VP/Sec.  
John McWilliams, General Counsel  
Gary Nieuwenburg, VP-Corp. Planning & Bus. Dev.  
Kevin J. Reinhart, Treas.  
Larry Murphy, Sr. VP-Int'l Oil and Gas  
Roger Thomas, Sr. VP- Canadian Oil and Gas  
Doug Otten, Sr. VP-U.S. Oil and Gas  
Nancy F. Foster, VP-Corp. Services

**Phone:** 403-234-6700 **Fax:** 403-263-8673**Toll-Free:****Address:** 635-8th Avenue S.W., Calgary, Alberta T2P 3Z1  
Canada**GROWTH PLANS/SPECIAL FEATURES:**

Nexen Inc., formerly Canadian Occidental Petroleum Ltd., is primarily engaged in the exploration, development, production and marketing of crude oil and natural gas. The company operates globally in Canada, the Gulf of Mexico, Columbia, Nigeria, Yemen, Indonesia and Australia. Nexen increased production in 2000 by 7% to 256,000 barrels of oil equivalent (boe) per day. In Canada, Nexen plans to drill 463 development wells and 129 exploration wells to increase production there by 15%. The firm is the largest oil producer in Yemen and holds interests in over 23 million acres of undeveloped land in that country. In the Gulf of Mexico, Nexen holds an inventory of 38 high-quality prospects approaching drill-ready status. The firm plans to drill eight shallow water prospects in that region for 2001. Nexen recently acquired a 50% interest in an oil field located offshore from Australia for \$21 million. The oil field produced approximately 8,300 barrels of oil per day in 2000. Overall, proved reserves for Nexen by the end of 2000 include approximately 679 million boe and 805 million cubic feet of natural gas. The company expects that future exploration and development prospects will yield almost 9 billion barrels of reserve potential. Nexen is also involved in the manufacturing and marketing of sodium chlorate, chlorine and caustic soda through its subsidiary, Nexen Chemicals. The firm's chemical operations are located throughout North America as well as in Brazil through a recent expansion.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,816,700 (12 months)	2000 Profits: \$389,900 (12 months)
1999 Sales: \$1,097,200	1999 Profits: \$64,800
1998 Sales: \$1,068,700	1998 Profits: \$-71,900
1997 Sales: \$1,135,400	1997 Profits: \$88,700
1996 Sales: \$899,600	1996 Profits: \$128,900

**Stock Ticker:** NXY

Employees: 1,797  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Aggressive plans for growth.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y	Y		Y



**NIAGARA MOHAWK HOLDINGS INC**[www.nimo.com](http://www.nimo.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 42 Profits: 116

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Purchase, Distribution, Sale and Transportation of Gas  
Energy-Related Investments  
Research and Development  
Telecommunications

**BRANDS/DIVISIONS/AFFILIATES:**

Niagara Mohawk Power Corp.  
National Grid Group  
Telergy, Inc.  
Canadian Niagara Power Company, Ltd.  
EVonyx, Inc.  
Opniac  
New National Grid

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William E. Davis, CEO  
Albert J. Budney, Jr., COO  
William F. Edwards, Sr. VP/CFO  
David J. Arrington, Sr. VP-Human Resources  
Steven W. Tasker, VP/Controller  
Kapua A. Rice, Corp. Sec.  
Gary J. Lavine, Sr. VP/Chief Legal Officer  
David J. Arrington, Chief Admin. Officer  
Theresa A. Flaim, VP-Strategic Planning  
Darlene D. Kerr, Pres./COO-Niagara Mohawk Power  
John H. Mueller, Sr.VP/Chief Nuclear Officer  
Edward J. Dienst, Sr. VP-Asset Mgmt. & Energy Delivery  
Thomas H. Baron, Sr. VP-Field Oper.

**Phone:** 315-474-1511 **Fax:** 315-460-1429**Toll-Free:** 800-448-5450**Address:** 300 Erie Blvd. West, Syracuse, NY 13202 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$4,539,300 (12 months)	2000 Profits: \$-46,500 (12 months)
1999 Sales: \$4,084,200	1999 Profits: \$-35,100
1998 Sales: \$3,992,400	1998 Profits: \$-157,400
1997 Sales: \$4,078,500	1997 Profits: \$145,900
1996 Sales: \$3,990,700	1996 Profits: \$139,500

**Stock Ticker:** NMK  
Employees: 7,600  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$754,654	Bonus:	\$592,078
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$493,995	Bonus:	\$416,709

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	Y

**NICOR INC**[www.nicorinc.com](http://www.nicorinc.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 61 Profits: 85

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y			Y

**TYPES OF BUSINESS:**

Natural Gas Utility  
Shipping  
Energy Services  
Natural Gas Marketing  
Storage Capacity Management  
Maintenance and Repair Contracts  
Energy Conservation Solutions  
Natural Gas Technology Development

**BRANDS/DIVISIONS/AFFILIATES:**

Nicor Gas  
Tropical Shipping  
Nicor Energy  
Nicor Hub Services  
Northern Illinois Gas  
Nicor Solutions  
Nicor Natural Gas Vehicles  
Nicor Services

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Thomas L. Fisher, CEO  
Thomas L. Fisher, Pres.  
Kathleen L. Halloran, Exec. VP-Finance  
Christine L. Suppes, VP-Mktg. & Sales  
Claudia J. Colalillo, VP-Human Resources  
Russ Strobel, Sr. VP/Sec.  
Russ Strobel, General Counsel  
Kathleen L. Halloran, Exec. VP-Admin.  
Daniel R. Dodge, VP-Bus. Dev.  
Mark A. Knox, Dir.-Investor Rel.  
George M. Behrens, VP-Treas.  
George M. Behrens, VP-Admin.  
Philip S. Cali, Exec. VP-Oper.  
Rick Murrell, Pres./CEO-Tropical Shipping  
Christine L. Suppes, VP-Community Rel.

**Phone:** 630-305-9500 **Fax:** 630-983-9328**Toll-Free:****Address:** 1844 Ferry Rd., Naperville, IL 60563-9600 US**GROWTH PLANS/SPECIAL FEATURES:**

Nicor, Inc. is a holding company with its principal business being Nicor Gas (formerly known as Northern Illinois Gas), one of the largest natural gas distributors in the U.S. Nicor Gas, a regulated utility, serves nearly 2 million customers in a service territory that encompasses most of the northern third of Illinois, excluding the city of Chicago. The subsidiary accounts for about 90% of Nicor's operating income. Nicor also owns Tropical Shipping, which transports containerized freight between Florida and 26 ports in the Caribbean region. In addition, Nicor owns or holds interests in several unregulated energy-related subsidiaries including Nicor Energy, a joint venture between the company and Dynegy Corporation. Nicor Energy markets natural gas to industrial and commercial customers in the greater Chicago area and northern Indiana. The subsidiary expects to expand its geographic reach in the Midwest as further deregulation of energy markets continues. Nicor Hub Services owns Nicor Enerchange LLC, which consists of Nicor Enerchange Trading, a wholesale natural gas marketing company, and Nicor Enerchange Hub Administration, which manages excess storage capacity on behalf of Nicor Gas. Nicor Natural Gas Vehicles participates in the Clean Fuel Services partnership, which provides services and offers solutions to alternate fuel mandates for Chicago-area fleet owners and operators. Nicor Services offers maintenance and repair contracts for residential and business space heating, water heating and air conditioning equipment. Nicor Solutions evaluates opportunities for customers to save money on energy consumption and develops and manages energy-related capital projects. Nicor Technologies provides consulting services and moves new natural gas-related technologies from concept to marketplace.

Nicor emphasizes promoting from within and encourages employees to take advantage of additional education opportunities. The company offers an extensive training curriculum including orientation programs, skill-development courses, managerial and executive seminars and classes related to all areas of its business.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,298,100 (12 months)	2000 Profits: \$46,700 (12 months)
1999 Sales: \$1,615,200	1999 Profits: \$124,400
1998 Sales: \$1,465,100	1998 Profits: \$116,400
1997 Sales: \$1,992,600	1997 Profits: \$127,900
1996 Sales: \$1,850,700	1996 Profits: \$136,200

**Stock Ticker:** GAS

Employees: 3,300

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$601,231	Bonus: \$175,813
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$261,539	Bonus: \$59,719

**COMPETITIVE ADVANTAGE:**

Development of non-regulated businesses.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3

Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			Y

**NISOURCE INC**[www.nisource.com](http://www.nisource.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 33 Profits: 55

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Utilities-Electric and Natural Gas  
 Energy Marketing  
 Oil & Gas, Exploration and Production  
 Gas Transmission and Storage  
 Fiber-Optics Telecommunications Network  
 Technologies Investments  
 Power Projects Development

**BRANDS/DIVISIONS/AFFILIATES:**

Columbia Gas Group  
 Northern Indiana Public Service Company  
 Kokomo Gas and Fuel Company  
 Crossroads Pipeline Company  
 IWC Resources  
 NIFL  
 Bay State Gas  
 Energy USA

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Gary L. Neale, CEO  
 Gary L. Neale, Pres.  
 Michael W. O'Donnell, Exec. VP/CFO  
 S. LaNette Zimmerman, Exec. VP-Human Resources  
 Thomas J. Aruffo, VP/CIO  
 Jeffrey W. Grossman, VP/Controller  
 Gary W. Pottorff, Corp. Sec.  
 Peter V. Fazio Jr., Exec. VP/General Counsel  
 Catherine G. Abbott, Group Pres.-Pipeline Oper.  
 Maria P. Hibbs, VP-Corp. Comm.  
 Dennis E. Senchak, VP-Investor Rel.  
 Dennis W. McFarland, VP/Treas.  
 David A. Kelly, VP-Tax  
 Jeffrey W. Yundt, Group Pres.-Energy Distribution  
 Patrick J. Mulchay, Group Pres.-Merchant Energy  
 Patrick J. Mulchay, Pres./COO-NIPS

**Phone:** 219-853-5200 **Fax:** 219-647-5589**Toll-Free:****Address:** 801 East 86th Ave., Merrillville, IN 46410 US**GROWTH PLANS/SPECIAL FEATURES:**

NiSource, Inc. is an energy holding company that provides natural gas, electricity and other products and services to approximately 3.6 million customers. The company's core areas of operations are located in the Gulf Coast, Midwest and New England regions of the U.S. The firm's principal subsidiaries include Columbia Gas Group, a natural gas distribution, transmission, storage, exploration and production holding company whose subsidiaries provide service to customers across the Midwest, the Mid-Atlantic and the Northeast. NiSource acquired Columbia in November 2000 for approximately \$6 billion. The company also owns Northern Indiana Public Service Company, an electric and gas distribution company, and Bay State Gas Company, a natural gas distribution company serving more than 320,000 customers in New England. NiSource's primary business segments include gas distribution, electric operations, gas transmission and storage, exploration and production, energy marketing and other products and services. The firm's gas distribution operations provide service to more than 3.2 million customers in 9 states and operate over 54,000 miles of pipeline. Electric operations consist of Northern Indiana, which generates and distributes for more than 430,000 customers in 21 counties in the northern part of Indiana. NiSource's gas transmission and storage operations involve nearly 16,000 miles of interstate pipelines as well as on of the largest underground natural gas storage systems in the U.S. The company's Columbia Energy Resources, Inc. operates the exploration and production segment. Proved reserves for the subsidiary include over 1.1 trillion cubic feet equivalent (tcfe) of oil and gas. Energy marketing operations are conducted by EnergyUSA, Inc. and involve activities such as gas marketing and asset management services. Other products and services of NiSource include power project development, generation technologies investments and a fiber-optics telecommunications network.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$6,030,700 (12 months)	2000 Profits: \$156,900 (12 months)
1999 Sales: \$3,145,000	1999 Profits: \$160,000
1998 Sales: \$2,933,000	1998 Profits: \$193,900
1997 Sales: \$1,821,626	1997 Profits: \$190,849
1996 Sales: \$1,722,325	1996 Profits: \$176,615

**Stock Ticker: NI**  
 Employees: 14,418  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$800,000	Bonus: \$1,060,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$425,000	Bonus: \$526,250

**COMPETITIVE ADVANTAGE:**

Diversified businesses/Owns desirable utilities.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors: 2**  
**Hot Spot for Advancement for Women/Minorities: Y**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y	Y	

**NOBLE AFFILIATES INC**[www.nobleaff.com](http://www.nobleaff.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 40 Profits: 41

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult/Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Gas Trading  
Methanol Production

**BRANDS/DIVISIONS/AFFILIATES:**

Samedan Oil Corporation  
Energy Development Corporation  
Noble Gas Marketing, Inc.  
Noble Trading, Inc.  
AMPCO

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Charles D. Davidson, CEO  
Charles D. Davidson, Pres.  
James L. McElvany, VP/CFO  
Robert K. Burdeson, Pres.-Noble Gas Mktg.  
Kenneth P. Wiley, VP-Info. Systems  
Albert D. Hoppe, Sr. VP/Sec.  
Albert D. Hoppe, General Counsel  
James L. McElvany, Treas.  
W.A. Poillion, Sr. VP-Production & Drilling-Samedan  
Dan O. Dinges, General Mgr.-Offshore Div.-Samedan  
Alan R. Bullington, General Mgr.-Int'l Div.-Samedan  
Richard A. Peneguy, Jr., General Mgr.-Onshore Div.-Samedan

**Phone:** 281-872-3100 **Fax:** 281-872-3111**Toll-Free:****Address:** 350 Glenborough, Ste. 100, Houston, TX 77067 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,393,600 (12 months)	2000 Profits: \$191,600 (12 months)
1999 Sales: \$909,800	1999 Profits: \$49,500
1998 Sales: \$911,600	1998 Profits: \$-164,000
1997 Sales: \$116,600	1997 Profits: \$99,300
1996 Sales: \$887,200	1996 Profits: \$83,900

**Stock Ticker:** NBL  
Employees: 576  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$610,000	Bonus: \$610,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$270,000	Bonus: \$270,000

**COMPETITIVE ADVANTAGE:**

International growth.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y



**NOBLE DRILLING CORPORATION**[www.noblecorp.com](http://www.noblecorp.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 12 Profits: 3

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas Services  
Drilling Services  
Well-Site Services  
Project Management Services  
Engineering Services

**BRANDS/DIVISIONS/AFFILIATES:**

Maurer Engineering, Inc.  
Noble Engineering & Development Ltd.  
Triton Engineering Services Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James C. Day, CEO  
Robert D. Campbell, Pres.  
Mark A. Jackson, Sr. VP/CFO  
Julie J. Robertson, Corp. Sec.  
Julie J. Robertson, VP-Admin.  
John T. Rynd, VP-Investor Rel.  
Danny W. Adkins, Sr. VP-Oper.-Noble Drilling Int'l

**Phone:** 281-276-6100 **Fax:** 281-491-2092**Toll-Free:****Address:** 13135 S. Dairy Ashford, Ste. 800, Sugar Land, TX 77478 US**GROWTH PLANS/SPECIAL FEATURES:**

Noble Drilling Corp. provides diversified services for the oil and gas industry. The company owns and operates a fleet of 49 offshore drilling units located in key markets worldwide that perform drilling services on a contract basis. The fleet includes 34 premium jackup rigs consisting of 21 units that operate in water depths of 300 feet and greater, four of which operate in water depths of 360 and greater and 11 units that operate in water depths of 250 feet. In addition, the firm operates a fleet of floating deepwater units, consisting of nine semisubmersibles, three drillships and three submersible units. Seven units in this fleet are designed to operate in water depths greater than 5,000 feet. Nearly 60% of Noble's fleet is currently deployed in international markets including the North Sea, Brazil, West Africa, the Middle East and India. In addition to contract drilling services, the company provides well site and project management services as well as engineering services. These services are primarily performed by Noble's subsidiary, Triton Engineering Services Company. In February 2001, the firm acquired Maurer Engineering, Inc., a privately held engineering firm that designs drilling-related products and software programs. Noble intends to integrate Maurer with its drilling technology subsidiary, Noble Engineering & Development Ltd., which focuses on developing drilling products and solutions to enhance drilling efficiency.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$882,600 (12 months)	2000 Profits: \$165,600 (12 months)
1999 Sales: \$705,900	1999 Profits: \$84,500
1998 Sales: \$788,200	1998 Profits: \$162,000
1997 Sales: \$713,200	1997 Profits: \$257,200
1996 Sales: \$514,300	1996 Profits: \$78,600

**Stock Ticker: NE**

Employees: 2,943  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$620,833	Bonus: \$1,087,500
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$345,000	Bonus: \$407,000

**COMPETITIVE ADVANTAGE:**

Large diversified drilling fleet.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y



**NORSK HYDRO ASA**[www.hydro.com](http://www.hydro.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 13 Profits: 12

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Energy Marketing  
 Oil and Gas Retailing  
 Aluminum and Magnesium Production  
 Agricultural Products  
 Petrochemicals  
 Pipeline Transportation  
 Maritime Transport of Petroleum Products

**BRANDS/DIVISIONS/AFFILIATES:**

Hydro Energy  
 Hydro Exploration and Production  
 Hydro Pronova  
 Hydro Agri

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Eivind Reiten, CEO  
 Eivind Reiten, Pres.  
 Leiv L. Nergaard, Exec. VP/CFO  
 Alexandra Bech, Corp. VP-Human Resources  
 Bjorn Vold, Sr. VP/CIO  
 Idar Eikrem, Sr. VP-Acc.  
 Odd Ivar Biller, Sr. VP/General Counsel  
 Martin Carter, Sr. VP-Corp. Strategy  
 Henrik Andenaes, Sr. VP-Corp. Comm.  
 Peik Norenberg, VP-Investor Rel.  
 Ida Helliesen, Sr. VP-Corp. Finance  
 Odd S. Gullberg, Pres.-Norsk Hydro Americas  
 Audon Sorbotten, Pres.-Norsk Hydro Asia  
 Tore Torvund, Exec. VP-Oil and Energy

**Phone:** +47-22-53-81-00 **Fax:** +47-22-53-27-25**Toll-Free:****Address:** Bygdoy alle 2, N-0240, Oslo, Norway**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$17,092,500 (12 months)	2000 Profits: \$1,523,400 (12 months)
1999 Sales: \$12,199,300	1999 Profits: \$372,200
1998 Sales: \$11,526,300	1998 Profits: \$409,100
1997 Sales: \$10,648,300	1997 Profits: \$567,200
1996 Sales: \$9,342,300	1996 Profits: \$676,000

**Stock Ticker:** NHY  
 Employees: 38,166  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Highly diversified.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y		Y

**NORTH COAST ENERGY INC**[www.northcoastenergy.com](http://www.northcoastenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 106 Profits: 101

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

NCE Securities, Inc.  
North Coast Operating Company  
North Coast Energy Eastern, Inc.  
NUON

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Omer Yonel, CEO  
Omer Yonel, Pres.  
Dale E. Stitt, CFO  
David A. Poe, Dir.-Energy Mktg.  
Robert R. Gessner, Controller  
Dean A. Swift, Corp. Sec.  
Dean A. Swift, General Counsel  
Charles P. Faber, Dir.-Corp. Dev.  
Thomas S. Liberatore, VP-Exploration & Production

**Phone:** 330-425-2330 **Fax:** 330-405-3298**Toll-Free:** 800-645-6427**Address:** 1993 Case Parkway, Twinsburg, OH 44087 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$45,500 (12 months)	2000 Profits: \$6,800 (12 months)
1999 Sales: \$15,600	1999 Profits: \$1,300
1998 Sales: \$13,000	1998 Profits: \$ 900
1997 Sales: \$8,600	1997 Profits: \$ 300
1996 Sales: \$9,700	1996 Profits: \$ 300

**Stock Ticker:** NCEB  
**Employees:** 144  
**Fiscal Year Ends:** 3/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$188,261	Bonus:	\$50,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary:	\$179,233	Bonus:	\$60,000

**COMPETITIVE ADVANTAGE:**

Proximity to the major gas markets in the northeastern U.S.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y		Y	

**GROWTH PLANS/SPECIAL FEATURES:**

North Coast Energy, Inc. is an independent natural gas and oil company engaged in exploration, development and production activities, primarily in the Appalachian Basin. The company owns interests in approximately 3,818 wells, operating 3,730 of these wells. The firm also operates roughly 1,420 miles of natural gas gathering systems that provides North Coast with access to the commercial and industrial gas markets of the northeastern U.S. The company has estimated proved reserves of approximately 143 billion cubic feet (bcf) of natural gas and 1.2 million barrels of oil. North Coast produces about 21 million cubic feet (mcf) of natural gas and 243 barrels of oil per day. The company's core area of operation, the Appalachian Basin, is located in close proximity to the major natural gas markets in the Northeast. The basin is one of the oldest oil and gas producing regions in the U.S. and includes portions of Ohio, Pennsylvania, New York, West Virginia, Kentucky and Tennessee. North Coast holds leases on more than 287,000 net acres in this region. During 2001, the firm added net proved natural gas and oil reserves of 8.6 bcf through the successful drilling of 51 wells. North Coast's growth strategy involves strategic acquisitions of producing oil and gas properties as well as the enhancement of its existing properties with a balanced portfolio of developmental and exploratory drilling. NUON, the largest utility company in the Netherlands, owns an 86% stake in the company.

**NORTHEAST UTILITIES**[www.nu.com](http://www.nu.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 34 Profits: 114

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y Y	Y Y		Y

**TYPES OF BUSINESS:**

Utilities-Electric and Natural Gas  
Nuclear Generation  
Hydroelectric Power  
Energy Related Services  
Energy Marketing  
Telecommunications

**BRANDS/DIVISIONS/AFFILIATES:**

The Connecticut Light and Power Company  
Public Service Company of New Hampshire  
Western Massachusetts Electric Company  
Holyoke Water Power Company  
HEC, Inc.  
Northeast Utilities Service Company  
Select Energy  
Yankee Gas Services Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Michael G. Morris, CEO  
Michael G. Morris, Pres.  
John H. Forsgren, Exec. VP/CFO  
Jean M. LaVecchia, VP-Human Resources  
John J. Roman, VP/Controller  
Gregory B. Butler, VP/Sec.  
Gregory B. Butler, General Counsel  
Jeffrey R. Kotkin, VP-Investor Rel.  
David McHale, VP/Treas.  
Cheryl W. Grise, Pres.-Utility Group  
Bruce D. Kenyon, Pres.-Generation Group

**Phone:** 413-785-5871 **Fax:** 413-665-3652**Toll-Free:** 800-286-5000**Address:** 174 Brush Hill Ave., West Springfield, MA 01090-2010  
US**GROWTH PLANS/SPECIAL FEATURES:**

Northeast Utilities (NU) is the parent company of the Northeast Utilities system. The NU system provides electricity to 1.7 million customers in Connecticut, New Hampshire and western Massachusetts through three wholly owned subsidiaries, the Connecticut Light and Power Company, Public Service Company of New Hampshire and Western Massachusetts Electric Company, and to a limited number of customers through another wholly-owned subsidiary, Holyoke Water Power Company. The company also provides natural gas service in most of Connecticut through its Yankee Gas Services Company. This subsidiary serves approximately 187,000 residential, commercial and industrial customers in 69 cities and towns in Connecticut. Combined, the NU system owns 2 nuclear power plants, 4 oil and coal-fired plants and 27 conventional hydroelectric stations. The NU system is also engaged in competitive energy businesses as well as in the telecommunications business through a number of subsidiaries. HEC, an unregulated subsidiary of the NU system, offers a wide range of energy efficiency services including energy and water audits, feasibility, design, construction management, commissioning, training, remote monitoring and savings verification and evaluations. Select Energy is an integrated energy business that buys, sells and markets electricity, gas, oil and energy-related products and services in the northeastern U.S. In addition, several subsidiaries of the company provide support services for the NU system companies and, in some cases, for other New England utilities.

NU has a flexible benefit program that offers medical, dental, long-term disability options, life insurance options, accidental death and dismemberment insurance options, health care and dependent care expense reimbursement accounts. Other benefits include floating vacation days, flex-time and job-sharing, fitness centers, full service cafeterias, dry cleaning and film developing services.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$5,876,600 (12 months)	2000 Profits: \$-14,400 (12 months)
1999 Sales: \$4,471,300	1999 Profits: \$57,000
1998 Sales: \$3,767,700	1998 Profits: \$-120,300
1997 Sales: \$3,834,800	1997 Profits: \$-99,700
1996 Sales: \$3,792,100	1996 Profits: \$72,700

**Stock Ticker: NU**

Employees: 9,260  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$830,770	Bonus: \$1,200,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$504,616	Bonus: \$475,000

**COMPETITIVE ADVANTAGE:**

New England's largest utilities system/Serves 1.7 million electric customers.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

**NORTHERN BORDER PARTNERS**[www.northernborderpartners.com](http://www.northernborderpartners.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 12 Profits: 9

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Pipelines-Natural Gas  
Natural Gas Processing  
Coal Slurry Pipeline

**BRANDS/DIVISIONS/AFFILIATES:**

Natural Plains Gas Company  
Pan Border Gas Company  
Enron Corp.  
Northern Border Pipeline Company  
The Williams Companies, Inc.  
Midwestern Gas Transmission Company  
Crestone Energy Ventures, L.L.C.  
Bear Paw Energy, L.L.C.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William R. Cordes, CEO  
William R. Cordes, Pres.  
Jerry L. Peters, CFO  
Jerry L. Peters, Chief Acc. Officer  
Ellen Konsdorf, Dir.-Investor Rel.  
Beth Jensen, Dir.-Public Rel.

**Phone:** 713-853-6161 **Fax:** 713-646-4970**Toll-Free:****Address:** 1400 Smith Street, Houston, TX 77002 US**GROWTH PLANS/SPECIAL FEATURES:**

Northern Border Partners, L.P. (NBP) owns, acquires and operates pipelines as well as other midstream energy assets. Northern Plains Natural Gas Company and Pan Border Gas Company, subsidiaries of Enron Corp., and Northwest Border Pipeline Company, a subsidiary of The Williams Companies, Inc., are the general partners of the company. NBP is a leading transporter of natural gas imported from Canada into the U.S. The company owns a 70% general partner interest in Northern Border Pipeline Company, which owns and operates a 1,214-mile regulated natural gas pipeline system that transports over one-fifth of all natural gas imported from Canada to the U.S. The firm also owns Midwestern Gas Transmission Company, which owns a 350-mile interstate natural gas pipeline system that runs from Tennessee to Illinois. Crestone Energy Ventures, L.L.C., a wholly owned subsidiary of the company, owns interests in several natural gas gathering systems located primarily in the Powder River Basin in Wyoming. Another subsidiary of NBP, Bear Paw Energy, L.L.C., owns extensive gathering and processing operations, including over 2,800 miles of gathering lines and four natural gas processing plants, in the Powder River Basin as well as in the Williston Basin in Montana, North Dakota and Saskatchewan. Moreover, NBP owns the Black Mesa Pipeline Company, which operates a 273-mile coal slurry pipeline that originates from a coal mine in Arizona and extends to a power station in Nevada. The firm's primary growth strategy involves the acquisitions of pipeline gathering systems as well as other energy-related assets.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$339,700 (12 months)	2000 Profits: \$76,700 (12 months)
1999 Sales: \$319,000	1999 Profits: \$81,000
1998 Sales: \$217,600	1998 Profits: \$68,000
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** NBP  
Employees: 280  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$311,000	Bonus: \$250,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$209,167	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Leading transporter of Canadian gas imports.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y			Y

**NORTHWEST NATURAL GAS COMPANY**[www.nng.com](http://www.nng.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 102 Profits: 81

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas

**GROWTH PLANS/SPECIAL FEATURES:**

Northwest Natural Gas Company provides natural gas to more than 500,000 residential and business customers throughout Vancouver, Oregon and Washington. In addition to gas purchased from suppliers, the firm owns and operates two liquefied natural gas plants that liquefy gas during summer months for storage until the peak winter season. Northwest Natural Gas also owns and operates an underground gas storage facility in Mist, Oregon that has a maximum daily deliverability of 245 million cubic feet of natural gas. The firm offers a number of advanced metering and conservation services to its business customers, including gas cooling and dehumidification equipment, thermal oxidizers and regenerative burners for high-temperature applications. Moreover, the company's equipment safety services include combustion testing, gas input applications, meter-reading instruction and house line sizing and routing. The company's NNG Financial Corporation subsidiary is a limited partner in three solar electricity-generating plants, four windpower electric generation projects and a hydroelectric product. Northwest Natural Gas anticipates that the relatively low market saturation of natural gas in single-family and attached dwellings in its service territory and the comparatively low price of natural gas provide the potential for continuing growth in the residential conversion market. Furthermore, the firm believes that the current disruption in the western electricity markets resulting from regional power supply shortages and lower hydroelectric energy could increase the number of conversions to its natural gas services.

Northwest Natural Gas Company offers its employees medical, dental and life insurance.

**BRANDS/DIVISIONS/AFFILIATES:**

NNG Financial Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Richard G. Reiten, CEO  
 Mark S. Dodson, Pres.  
 Mark S. Dodson, COO  
 Bruce R. DeBolt, CFO/Sr. VP-Finance  
 Lee Anne Doolittle, VP-Human Resources  
 Dave Weber, CIO  
 Stephen P. Feltz, Controller  
 C.J. Rue, Corp. Sec.  
 Keith White, Dir.-Corp. & Bus. Dev.  
 Stephen P. Feltz, Treas.  
 W. Richard Harper Jr., Sr. VP-Market Services and Gas Supply  
 Michael S. McCoy, Exec. VP-Customer and Utility Oper.  
 Gregg S. Kantor, VP-Public Affairs & Comm.

Phone: 503-226-4211 Fax: 503-721-2506

**Toll-Free:**

Address: 220 NW 2nd Ave., Portland, OR 97209 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$532,100 (12 months)	2000 Profits: \$50,200 (12 months)
1999 Sales: \$455,800	1999 Profits: \$45,300
1998 Sales: \$404,400	1998 Profits: \$27,300
1997 Sales: \$351,700	1997 Profits: \$43,100
1996 Sales: \$380,200	1996 Profits: \$46,800

**Stock Ticker: NWN**

Employees: 1,315

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$426,174	Bonus: \$236,500
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$213,838	Bonus: \$79,900

**COMPETITIVE ADVANTAGE:**

Very low cost structure.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1

Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y					Y



# NORTHWESTERN PUBLIC SERVICE COMPANY

[www.northwestern.com](http://www.northwestern.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 26 Profits: 82

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

## TYPES OF BUSINESS:

Utilities-Electric and/or Natural Gas  
Energy Transmission & Distribution  
Communications & Data Solutions  
Propane  
Public Utility

## BRANDS/DIVISIONS/AFFILIATES:

Northwestern Corporation  
Blue Dot  
Cornerstone Propane GP, Inc.  
Expanets  
Northwestern Services Group

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Merle D. Lewis, CEO  
Richard R. Hylland, Pres.  
Richard R. Hylland, COO  
Kip D. Orme, VP-Finance/CFO  
John R. Van Camp, VP-Human Resources  
Walter A. Bradley, VP-CIO  
David A. Monaghan, Controller  
Alan D. Dietrich, Corp. Sec.  
Eric R. Jacobsen, VP/General Counsel  
Alan D. Dietrich, VP-Legal Admin.  
Michael L. Childers, VP-Strategy Dev.  
Paul H. Wyche, VP-Comm/CCO  
Rogene A. Thaden, Dir./Investor Rel.  
David A. Monaghan, Treas.  
Eric R. Jacobsen, Chief Legal Officer

Phone: 605-978-2908 Fax: 605-978-2910

Toll-Free:

Address: 125 S. Dakota Ave., Sioux Falls, SD 57104-6403 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$7,132,100 (12 months)	2000 Profits: \$49,600 (12 months)
1999 Sales: \$3,004,300	1999 Profits: \$44,700
1998 Sales: \$1,187,100	1998 Profits: \$27,300
1997 Sales: \$344,009	1997 Profits: \$22,863
1996 Sales: \$204,970	1996 Profits: \$17,990

### Stock Ticker: Subsidiary

Employees: 8,300  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$734,208	Bonus: \$247,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$483,042	Bonus: \$158,000

## COMPETITIVE ADVANTAGE:

Diversified utility provider.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	

**NRG ENERGY INC**[www.nrgenergy.com](http://www.nrgenergy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 64 Profits: 50

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Y Y Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Diversified  
Independent Power Producer  
Thermal Energy  
Waste Energy

**BRANDS/DIVISIONS/AFFILIATES:**

NRG Asia-Pacific  
NRG Europe Inc.  
NRG Europe and Latin America  
NRG Worldwide Operations  
Indeck Energy Services, Inc.  
Hsin Yu Energy Development Co. Ltd.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

David H. Peterson, CEO  
David H. Peterson, Pres.  
Leonard A. Bluhm, Exec. VP/CFO  
Tom Richardson, Exec. Dir.-Human Resources  
William T. Pieper, Controller  
James J. Bender, VP/Corp. Sec.  
James J. Bender, General Counsel  
Roy R. Hewitt, VP-Admin. Services  
Richard A. Huckle Jr., Exec. Dir.-Investor Rel.  
Brian B. Bird, VP/Treas.  
Craig A. Mataczynski, Sr. VP-North America  
Meredith Moore, Media Relations

**Phone:** 612-373-5300 **Fax:** 612-373-5312**Toll-Free:****Address:** 901 Marquette Avenue, Ste. 2300, Minneapolis, MN 55402-3265 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,158,000 (12 months)	2000 Profits: \$182,900 (12 months)
1999 Sales: \$500,000	1999 Profits: \$57,200
1998 Sales: \$182,000	1998 Profits: \$41,700
1997 Sales: \$118,300	1997 Profits: \$22,000
1996 Sales: \$104,500	1996 Profits: \$20,000

**Stock Ticker:** NRG

Employees: 2,934  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$397,340	Bonus: \$474,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$259,992	Bonus: \$256,750

**COMPETITIVE ADVANTAGE:**

Third largest independent power producer in the world.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**NSTAR**[www.nstaronline.com](http://www.nstaronline.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 56 Profits: 51

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Y Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities  
Electric and Gas Utility  
Telecommunications

**BRANDS/DIVISIONS/AFFILIATES:**

RCN  
NSTAR Gas  
NSTAR Communications, Inc.  
Advanced Energy Systems, Inc.  
NSTAR Steam Corporation  
Hopkinton LNG Corp.  
BEC Energy  
Commonwealth Energy System

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Thomas J. May, CEO  
Russell D. (Russ) Wright, Pres.  
Russell D. (Russ) Wright, COO  
James J. Judge, Sr. VP/CFO  
Tim Manning, VP/Human Resources  
Robert J. Weafer Jr., VP/Controller  
Douglas S. Horan, Sr. VP/General Counsel  
Joseph R. Nolan Jr., Sr. VP/Corp. Rel.  
James J. Judge, Treas.  
Robert J. Weafer Jr., Chief Acc. Officer  
Deborah A. McLaughlin, Exec. VP/Customer Care & Shared Services

**Phone:** 617-424-2000**Fax:****Toll-Free:****Address:** 800 Boylston Street, Boston, MA 02199 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,699,500 (12 months)	2000 Profits: \$181,000 (12 months)
1999 Sales: \$1,851,400	1999 Profits: \$146,500
1998 Sales: \$1,622,500	1998 Profits: \$141,000
1997 Sales: \$1,778,500	1997 Profits: \$144,600
1996 Sales: \$1,668,900	1996 Profits: \$141,500

**Stock Ticker:** NST  
Employees: 3,300  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$645,000	Bonus: \$750,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$506,667	Bonus: \$400,000

**COMPETITIVE ADVANTAGE:**

Largest investor-owned electric and gas utility in Massachusetts.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

**NUEVO ENERGY COMPANY**[www.nuevoenergy.com](http://www.nuevoenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 60 Profits: 92

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Nuevo Energy Company is the largest independent producer of oil and gas in California. The purchase of Unocal's energy assets in California has helped the company become as large as it is today. The company is primarily engaged in the exploration for, and the acquisition, development and production of crude oil and natural gas. Nuevo's main operating areas are located onshore and offshore California and the onshore Gulf Coast region; and internationally offshore the Republics of Congo and Ghana in West Africa. The company has proved reserves of 289.4 million barrels of oil equivalent. Nuevo was established by Torch Energy Advisors and outsources certain administrative and operational functions to Torch. Because of the high costs in maintaining onshore California properties, Nuevo had to sell its interests in 13 fields, a natural gas processing plant and recently contracted to sell its California oil production to convenience store leader Tosco until 2015. In recent news, Nuevo announced plans to drill two new wells in Tunisia.

**BRANDS/DIVISIONS/AFFILIATES:**

Nuevo Liquids Inc.  
Torch Energy Advisors Incorporated  
Unocal

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Phillip A. Gobe, CEO  
Phillip A. Gobe, Interim Pres.  
Robert M. King, Sr. VP/CFO  
Kristin Abel, Controller  
Dennis A. Hammond, VP-Eng.  
Bruce K. Murchison, VP/General Counsel  
Michael P. Darden, VP-Bus. Dev.  
David V. Andrews, Treas.  
John P. McGinnis, VP-Exploration

Phone: 713-652-0706 Fax: 713-756-1744

Toll-Free:

Address: 1021 Main, Ste. 2100, Houston, TX 77002 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$336,600 (12 months)	2000 Profits: \$11,600 (12 months)
1999 Sales: \$332,200	1999 Profits: \$31,400
1998 Sales: \$252,700	1998 Profits: \$-94,300
1997 Sales: \$357,300	1997 Profits: \$-13,700
1996 Sales: \$329,100	1996 Profits: \$34,300

Stock Ticker: NEV

Employees: 67

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$400,000	Bonus: \$200,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$190,000	Bonus: \$95,000

**COMPETITIVE ADVANTAGE:**

Good exploration record.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1

Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West: Y	Southwest: Y	Midwest:	Southeast: Y	Northeast:	International: Y
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**NUI CORPORATION**[www.nui.com](http://www.nui.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 88 Profits: 96

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
 Energy Commodity Trade & Market  
 Sales Outsourcing  
 Telecommunications

**BRANDS/DIVISIONS/AFFILIATES:**

Elizabethtown Gas Company  
 City Gas Company of Florida  
 Elkton Gas  
 North Carolina Gas  
 Valley Cities Gas  
 TIC Enterprises, LLC  
 NUI Energy Brokers, Inc.  
 NUI Energy Solutions, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John Kean Jr., CEO  
 John Kean Jr., Pres.  
 A. Mark Abramovic, Sr. VP/COO  
 A. Mark Abramovic, CFO  
 Richard L. Gruber, VP-Sales, Mktg. & Customer Care  
 Nathan E. Cagle Jr., VP-Human Resources  
 Jacqueline M. Frank, VP/CIO  
 James R. Van Horn, Sec.  
 James R. Van Horn, General Counsel  
 James R. Van Horn, Chief Admin. Officer  
 Robert F. Lurie, VP-Corp. Dev.  
 Robert F. Lurie, Treas.  
 Michael J. Behan, VP-New Ventures  
 Rand W. Smith, VP-Appliance Bus.  
 Victor A. Fortkiewicz, VP-Distribution Services

**Phone:** 908-781-0500 **Fax:** 908-781-0718**Toll-Free:****Address:** 550 Rte. 202-206, P.O. Box 760, Bedminster, NJ 07921-0760 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$934,600 (12 months)	2000 Profits: \$26,700 (12 months)
1999 Sales: \$826,200	1999 Profits: \$24,600
1998 Sales: \$826,300	1998 Profits: \$12,300
1997 Sales: \$608,600	1997 Profits: \$19,600
1996 Sales: \$469,500	1996 Profits: \$14,900

**Stock Ticker:** NUI  
 Employees: 1,078  
 Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$345,000	Bonus: \$208,300
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$232,500	Bonus: \$132,000

**COMPETITIVE ADVANTAGE:**

Diversified its business base.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 1  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y	Y	



**OCCIDENTAL PETROLEUM CORPORATION**[www.oxy.com](http://www.oxy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 14 Profits: 11

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Chlorovinyls  
Specialty Chemicals  
Petrochemicals

**BRANDS/DIVISIONS/AFFILIATES:**

Occidental Chemical Corporation (OxyChem)  
Occidental Oil and Gas Corporation  
Occidental Energy Marketing, Inc.  
Equistar  
Altura Energy  
Oxy Vinyls

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Ray R. Irani, CEO  
Dale R. Laurance, Pres.  
Stephen I. Chazen, CFO  
Richard W. Hallock, Exec. VP-Human Resources  
Samuel P. Dominick, Jr., VP/Controller  
Richard A. Swan, VP-Health, Envir., & Safety  
Donald P. de Brier, Exec. VP/Sec.  
Donald P. de Brier, General Counsel  
John W. Morgan, Exec. VP-Oper.  
Stephen I. Chazen, Exec. VP-Corp. Dev.  
Lawrence M. McGee, VP-Comm. & Public Affairs  
Kenneth J. Huffman, VP-Investor Rel.  
James R. Havert, VP/Treas.  
J. Roger Hirl, Exec. VP/Dir.  
Anthony R. Leach, VP-Finance  
Howard Collins, VP-Public Relations

**Phone:** 310-208-8800 **Fax:** 310-443-6694**Toll-Free:****Address:** 10889 Wilshire Blvd., Los Angeles, CA 90024 US**GROWTH PLANS/SPECIAL FEATURES:**

Occidental Petroleum Corporation explores for, develops, produces and markets crude oil and natural gas. The company also manufactures and markets a variety of basic chemicals, including chlorine, caustic soda and ethylene dichloride (EDC), as well as specialty chemicals and vinyls, including polyvinyl chloride (PVC) resins and vinyl chloride monomer (VCM). Occidental conducts its principal operations through its oil and gas and chemical subsidiaries. Most of the company's production primarily comes from North America, the Middle East and Latin America. Occidental also has an interest in petrochemicals through its 30% ownership in Equistar Chemicals. The company owns 76% of Oxy Vinyls, the number one producer of polyvinyl chloride resin in North America. A subsidiary of Occidental, Occidental Chemical (OxyChem), is a top producer of basic chemicals and specialty products such as acids, chlorine and chlorinated aromatics. Another subsidiary, Occidental Oil and Gas Corporation, is a highly focused oil and gas company which develops and utilizes enhanced oil recovery (EOR) techniques to effectively and profitably recover oil and gas from maturing properties. The company has proved reserves of 2.2 billion barrels of oil equivalent. Also, Occidental Energy Marketing, Inc. offers marketing, trading and related risk management services for clients involved in crude oil, natural gas and power markets. Recently, the firm sold its 29% stake in Canadian Occidental Petroleum so that it could purchase one of the largest oil and gas producers in Texas, Altura Energy. Also in recent news, Occidental acquired a new exploration block in Yemen. It has sold its interest in Occidental Texas Pipeline Company to Kinder Morgan Energy Partners, L.P. and the Tangguh LNG project in Indonesia to Mitsubishi Corp. of Japan.

Employees enjoy casual dress, tuition reimbursement and retirement plan options. Traveling is a major part of many careers at Occidental, due to its vast international operations.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$13,574,000 (12 months)	2000 Profits: \$1,570,000 (12 months)
1999 Sales: \$7,820,000	1999 Profits: \$448,000
1998 Sales: \$6,805,000	1998 Profits: \$363,000
1997 Sales: \$8,016,000	1997 Profits: \$-390,000
1996 Sales: \$7,987,000	1996 Profits: \$668,000

**Stock Ticker:** OXY

Employees: 8,791

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$1,250,000	Bonus: \$2,125,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$990,000	Bonus: \$1,386,000

**COMPETITIVE ADVANTAGE:**

Very good international business.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**OCEAN ENERGY INC**[www.oceanenergy.com](http://www.oceanenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 43 Profits: 37

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Ocean Energy Inc. is an independent energy company focusing on growth through the exploration, development, production and acquisition of crude oil and natural gas offshore in the shelf and the deepwater areas of the Gulf of Mexico, the Permian Basin, Midcontinent and Rocky Mountain areas. It also conducts oil and gas activities in Equatorial Guinea, Cote d'Ivoire, Angola, Egypt, Takarstan, Pakistan, western Africa, Russia and Indonesia. Ocean Energy has proved reserves of more than 460 million barrels of oil equivalent making it one of the largest independent oil and gas exploration and production companies in the U.S. The company is able to focus more attention on the Gulf Coast region with the recent acquisition of competitor Texoil. A few years ago, the company merged with and into Seagull Energy Corporation. Ocean Energy's operations are divided among three main operating divisions: Gulf of Mexico, International and North America Onshore. In the Gulf of Mexico there are currently four deepwater discoveries, and in the near future, six more prospects will be drilled. In the International division, it is pursuing seven world-class opportunities with high-impact exploration programs and production in seven different countries. Onshore in North America, it is continuing to focus on lower risk development and exploratory drilling to successfully extend reserve life while reducing production cost. In recent news, Ocean Energy acquired the oil and gas assets of EnSight Resources, L.L.C.

**BRANDS/DIVISIONS/AFFILIATES:**

Seagull Energy Corporation  
Texoil  
EnSight Resources, L.L.C.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James T. Hackett, CEO  
James T. Hackett, Pres.  
William L. Transier, Exec. VP/CFO  
Philip J. Iracane, VP-Mktg.  
Peggy T. d'Hemecourt, VP-Human Resources  
Scott A. Griffiths, Sr. VP-Int'l Exploration  
Mario M. Coll III, VP/CIO  
Robert L. Thompson, VP/Controller  
Robert K. Reeves, Exec. VP/Sec.  
Robert K. Reeves, General Counsel  
John D. Schiller Jr., Exec. VP-Oper.  
Stephen A. Thorington, Sr. VP-Corp. Dev.  
Janice Aston White, VP-Corp. Comm.  
Bruce W. Busmire, VP-Investor Rel.  
Winston M. Talbert, VP/Treas.  
Stephen A. Thorington, Sr. VP-Finance & Treasury  
Carl E. Volke, VP-Admin.

**Phone:** 713-265-6000 **Fax:** 713-265-8008**Toll-Free:****Address:** 1001 Fannin Sreet, Ste. 1600, Houston, TX 77002-6714 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,073,600 (12 months)	2000 Profits: \$213,200 (12 months)
1999 Sales: \$735,500	1999 Profits: \$-43,900
1998 Sales: \$523,300	1998 Profits: \$-406,900
1997 Sales: \$188,451	1997 Profits: \$20,951
1996 Sales: \$127,970	1996 Profits: \$9,902

**Stock Ticker: OEI**

Employees: 1,051  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$606,148	Bonus: \$630,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$351,025	Bonus: \$350,000

**COMPETITIVE ADVANTAGE:**

Significant use of high-tech exploration and drilling equipment and practices.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		Y

# OCEANEERING INTERNATIONAL INC [www.oceaneering.com](http://www.oceaneering.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 23 Profits: 25

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y Y	Y

## TYPES OF BUSINESS:

Oil & Gas Drilling Support Services  
Hardware  
Engineered Services  
Advanced Applied Technology  
Subsea Systems

## BRANDS/DIVISIONS/AFFILIATES:

Oceaneering International Gulf  
Oceaneering Survey Inc.  
Oceaneering Technologies, Inc.  
Oceaneering Multiflex  
Oceaneering Production Systems  
Oceaneering Space Systems, Inc.  
Gulf Coast International Inspection, Inc.

## CONTACTS: Note: Officers with more than one job title may be intentionally listed here more than once.

John R. Huff, CEO  
T. Jay Collins, Pres.  
T. Jay Collins, COO  
Marvin J. Migura, Sr. VP/CFO  
Charles A. Royce, VP-Mktg. & Sales  
Janet G. Charles, Human Resources Mgr.  
Gregg K. Farris, VP-Info. Tech.  
John L. Zachary, Controller  
George R. Haubenreich Jr., Sr. VP/Sec.  
George R. Haubenreich Jr., General Counsel  
Bruce L. Crager, Sr. VP-Bus. Dev.  
Robert P. Mingoia, Treas.  
John L. Zachary, Chief Acc. Officer  
M. Kevin McEvoy, Sr. VP-Western Region

Phone: 713-329-4500 Fax: 713-329-4951

Toll-Free:

Address: 11911 FM 529, Houston, TX 77041 US

## GROWTH PLANS/SPECIAL FEATURES:

Oceaneering International, Inc. is an advanced applied technology company that provides engineered services and hardware to customers who operate in marine, space and other harsh environments. The company supplies a comprehensive range of integrated technical services to a wide array of industries and is one of the world's largest underwater services contractors. Oceaneering is the world's largest provider of subsea hydraulic and electrohydraulic thermoplastic umbilicals, which are the means by which offshore operators control subsea wellhead hydrocarbon flow rates. Subsidiary Offshore Oil and Gas Services and Products provides offshore oil companies with underwater drilling support, construction, inspection, maintenance and repair services. The Advanced Technologies unit makes remotely operated diving vessels which the U.S. Navy uses often, and makes life-support and robotic systems for use in space. In recent news, Oceaneering acquired Gulf Coast International Inspection, Inc., which will expand its presence in non-destructive testing and inspection services in the Gulf of Mexico. In addition, the company's Oceaneering Space Systems division was awarded an engineering services contract by the Lockheed-Martin Space Operations Company for Engineering Services.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$416,800 (12 months)	2000 Profits: \$16,800 (12 months)
1999 Sales: \$400,300	1999 Profits: \$25,700
1998 Sales: \$400,300	1998 Profits: \$25,700
1997 Sales: \$289,506	1997 Profits: \$12,357
1996 Sales: \$239,936	1996 Profits: \$5,496

**Stock Ticker: OIL**  
Employees: 3,200  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$861,250	Bonus: \$235,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$411,250	Bonus: \$

## COMPETITIVE ADVANTAGE:

Subsea expertise.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y	Y	Y

**OFFSHORE LOGISTICS INC**[www.olog.com](http://www.olog.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 22 Profits: 17

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support-Helicopters  
Emergency Services and Support  
Military Training Services  
Production Management Services  
Search and Rescue Activities

**BRANDS/DIVISIONS/AFFILIATES:**

Air Logistics  
Air Logistics of Alaska  
Airlog International  
Grasso Production Management  
Bristow Helicopters  
International Division Offshore Logistics, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Louis F. Crane, CEO  
George M. Small, Pres.  
George M. Small, COO  
H. Eddy Dupuis, VP/CFO  
Gene Graves, VP-Mktg.  
Joan M. McCarthy, Corp. Controller  
E.H. Underwood III, VP/General Counsel  
Drury A. Milke, Exec. VP-Int'l Oper.  
Hans J. Albert, Exec. VP-Corp. Dev.  
Patricia M. Como, Corp. Treas.  
Neil Osborne, VP  
David C. Edmond, Dir.-Corp. Taxation & Planning  
Keith Chanter, Managing Dir.-Bristow Helicopters Ltd.  
L. Michael Rizk, VP-Domestic Aviation Services

**Phone:** 337-233-1221 **Fax:** 337-235-6678**Toll-Free:****Address:** 224 Rue de Jean, Lafayette, LA 70505 US**GROWTH PLANS/SPECIAL FEATURES:**

Offshore Logistics, Inc. is one of the world's largest providers of helicopter services to the oil and gas industry. The company operates worldwide in a number of oil and gas markets including the Gulf of Mexico; Alaska; the North Sea region, including England, Scotland and Europe; and a number of additional markets such as Brazil, Mexico, Colombia, Australia, Nigeria and China. The firm charters its helicopters to customers for use in transporting personnel and time-sensitive equipment from onshore bases to offshore drilling rigs, platforms and other installations. The company's fleet consists of more than 370 aircraft. In addition to the oil industry, Offshore Logistics' provides emergency services and support to the agriculture and forestry industries. The firm's services are offered through a number of wholly owned subsidiaries, affiliates and joint ventures, including Air Logistics, Bristow Helicopters and International Division Offshore Logistics, Inc. Bristow Helicopters operates the world's largest fleet of the 18-passenger Super Puma. The subsidiary also performs search and rescue activities as well as military training services in the U.K. Moreover, Offshore Logistics' operations include production management services, which are offered through its subsidiary, Grasso Production Management. Grasso provides its services to more than 200 oil rigs in the Gulf of Mexico.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$478,200 (12 months)	2000 Profits: \$29,900 (12 months)
1999 Sales: \$420,600	1999 Profits: \$8,900
1998 Sales: \$468,800	1998 Profits: \$20,900
1997 Sales: \$426,700	1997 Profits: \$31,300
1996 Sales: \$168,400	1996 Profits: \$17,600

**Stock Ticker:** OLOG  
Employees: 3,261  
Fiscal Year Ends: 3/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$260,000	Bonus: \$312,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$250,000	Bonus: \$300,000

**COMPETITIVE ADVANTAGE:**

Able to serve large clients with multiple locations.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y		Y

**OGE ENERGY CORP**[www.oge.com](http://www.oge.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 52 Profits: 58

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas

**GROWTH PLANS/SPECIAL FEATURES:**

OGE Energy Corp. is the parent company of Oklahoma Gas and Electric Company, Enogex, Inc. and Origen, Inc. The holding company structure is intended to provide greater flexibility to take advantage of opportunities in an increasingly competitive business environment and to clearly separate the company's electric utility business from its non-utility business. The company's primary subsidiary, OG&E, is an electric utility company with about 690,000 retail customers in Oklahoma and western Arkansas. OG&E's business strategy is to become a low-cost leader in the electric utility industry. The company is recognized for being among the most cost efficient in the United States. OGE's Enogex subsidiary, its natural gas unit, is the primary vehicle for growth. Enogex's acquisition of additional pipeline systems should strongly increase the company's position. These developments will expand the company's access to growing markets in Oklahoma and Arkansas as well as to markets in the Northeast and upper Midwest. OGE Energy continually evaluates new markets and new business ventures compatible with existing businesses, as well as industry assets that enter the marketplace to see if their acquisition is rationally marketable.

**BRANDS/DIVISIONS/AFFILIATES:**

Oklahoma Gas and Electric Company (OG&E)  
Enogex Inc.  
Origen Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Steven E. Moore, CEO  
Steven E. Moore, Pres.  
Al M. Strecker, Exec. VP/COO  
James R. Hatfield, Sr. VP/CFO  
Michael G. Davis, VP-Mktg. and Customer Care  
Dale Hennessy, Dir.-Human Resources  
Donald R. Rowlett, VP/Controller  
Irma B. Elliott, VP/Corp. Sec.  
David J. Kurtz, VP-Bus. Dev.  
Eric B. Weekes, Treas.  
Jack T. Coffman, Sr. VP-Power Supply, OG&E Electric Services  
Roger A. Farrell, Pres./CEO-Enogex  
Melvin D. Bowen Jr., VP-Power Delivery, OG&E Electrical Services  
Steven R. Gerdes, VP-Shared Services

**Phone:** 405-553-3000 **Fax:** 405-553-3567**Toll-Free:****Address:** 321 N. Harvey, Oklahoma City, OK 73101-0321 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,298,700 (12 months)	2000 Profits: \$147,000 (12 months)
1999 Sales: \$2,172,400	1999 Profits: \$151,300
1998 Sales: \$1,617,700	1998 Profits: \$165,900
1997 Sales: \$1,443,600	1997 Profits: \$132,600
1996 Sales: \$1,387,400	1996 Profits: \$133,300

**Stock Ticker:** OGE  
Employees: 3,032  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$575,000	Bonus: \$254,154
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$370,000	Bonus: \$131,459

**COMPETITIVE ADVANTAGE:**

Holding company structure.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y	Y	



**OIL STATES INTERNATIONAL**[www.oilstates.com](http://www.oilstates.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 29 Profits: 38

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas Drilling Support Services

**BRANDS/DIVISIONS/AFFILIATES:**

Sooner, Inc.  
PTI Group Inc.  
HWC Energy Services

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Douglas E. Swanson, CEO  
Douglas E. Swanson, Pres.  
Cindy B. Taylor, Sr. VP/CFO  
Robert W. Hampton, VP-Finance & Acct., Sec.  
Cindy B. Taylor, Treas.  
Howard Hughes, VP-Offshore Products  
Michael R. Chaddick, VP-Tubular Services  
Jay Trahan, VP-Well Site Services

**Phone:** 713-652-0582 **Fax:** 713-652-0499**Toll-Free:****Address:** Three Allen Center, 333 Clay Street, Ste. 3460, Houston, TX 77002 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$304,500 (12 months)	2000 Profits: \$1,400 (12 months)
1999 Sales: \$267,100	1999 Profits: \$-14,300
1998 Sales: \$359,000	1998 Profits: \$-17,100
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** OIS

Employees: 2,805  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$225,481	Bonus: \$250,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$225,000	Bonus: \$45,000

**COMPETITIVE ADVANTAGE:**

Turnkey offshore drilling services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y

**OMV AKTIENGESELLSCHAFT**[www.omv.com](http://www.omv.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 25 Profits: 42

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Chemicals - Manufacturing

**BRANDS/DIVISIONS/AFFILIATES:**

Agrolinz Melamin GmbH  
Polyfelt

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Richard Schenz, CEO  
Wolfgang Rutenstorfer, CFO  
Tassilo Peyrer-Heimstatt, VP-Refining & Mktg.  
Herta Daurer, Human Resources  
Gerhard Roiss, VP-Exploration, Production, Plastics

Phone: +43-1-404-40-0 Fax: +43-1-404-40-91

Toll-Free:

Address: Otto-Wagner-Platz 5, Vienna, A-1090 Austria

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$4,518,200 (12 months)	2000 Profits: \$169,600 (12 months)
1999 Sales: \$56,660,400	1999 Profits: \$602,900
1998 Sales: \$72,434,300	1998 Profits: \$1,780,700
1997 Sales: \$68,279,600	1997 Profits: \$1,709,700
1996 Sales: \$	1996 Profits: \$

**Stock Ticker: OMVKY**  
Employees: 5,757  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Leading oil and gas group in Central and Eastern Europe.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**ONEOK INC**[www.oneok.com](http://www.oneok.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 31 Profits: 59

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Utilities-Natural Gas  
Wholesale Gas Marketer & Trader  
Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

Western Resources  
Kansas Gas Service Co.  
Oklahoma Natural Gas

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

David L. Kyle, CEO  
David L. Kyle, Pres.  
James C. Kneale, Sr. VP/CFO  
David E. Roth, VP-Human Resources  
Charles O. Moore, VP-Info. Tech.  
Beverly Monnet, VP/Controller  
Deborah B. Barnes, Corp. Sec.  
John A. Gaberino Jr., Sr. VP/General Counsel  
Ed Farrell, Sr. VP-Admin.  
Weldon L. Watson, VP-Investor Rel. & Communications  
James C. Kneale, Treas.  
Beverly Monnet, Chief Acc. Officer  
James M. Fallon, VP-Corp. Services  
William S. Maxwell, VP-Financial Trading

**Phone:** 918-588-7000 **Fax:** 918-588-7960

**Toll-Free:**

**Address:** 100 W. Fifth St., Tulsa, OK 74102 US

**GROWTH PLANS/SPECIAL FEATURES:**

ONEOK, Inc. purchases, gathers, processes, transports, stores and distributes natural gas. It also drills for and produces oil and natural gas, extracts, sells and markets natural gas liquids and is engaged in the gas marketing and trading business. In addition, the company engages in wholesale marketing of electricity on a limited basis. ONEOK distributes natural gas to 1.4 million customers through its subsidiaries Oklahoma Natural Gas and Kansas Gas Service. It has interests in almost 2,000 gas wells and 200 oil wells, and has proved reserves of over 250 billion cubic feet of natural gas and 4 billion barrels of oil. ONEOK is one of the top 10 national natural gas liquids production companies. In the company's transportation and storage division, a long-term agreement was signed to provide firm natural gas transportation service of up to 85,000 dekatherms per day to a major power producer's new 500 megawatt generating plant in Oklahoma. In ONEOK's marketing and trading division, a new online portal system was created that provides interface with customers and streamlines operations. ONEOK is owned partially by Western Resources. A recent honor for ONEOK is for the first time, it was listed among the top 500 companies in the U.S. in Fortune magazine.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$6,642,900 (12 months)	2000 Profits: \$145,600 (12 months)
1999 Sales: \$806,500	1999 Profits: \$35,300
1998 Sales: \$1,838,900	1998 Profits: \$106,400
1997 Sales: \$1,820,800	1997 Profits: \$101,800
1996 Sales: \$1,161,900	1996 Profits: \$59,300

**Stock Ticker:** OKE  
Employees: 4,534  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$502,736	Bonus: \$645,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$428,667	Bonus: \$550,000

**COMPETITIVE ADVANTAGE:**

Highly diversified.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y			

**ORION POWER HOLDINGS INC**[www.orionpower.com](http://www.orionpower.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 87 Profits: 94

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities  
Wholesale Electricity Provider

**BRANDS/DIVISIONS/AFFILIATES:**

Orion Power New York  
New York City Assets  
Hydroelectric Assets  
Carr Street Generating Station  
Orion Power MidWest  
Columbia Electric Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Jack Fusco, CEO  
Jack Fusco, Pres.  
Scott B. Helm, Exec. VP/CFO  
Louis Melton, VP-Human Resources  
E. Thomas Webb, Sr. VP-Oper.  
Michael J. Gluckman, Sr. VP-Corp. Dev.  
W. Thaddeus Miller, Exec. VP/Chief Legal Officer

**Phone:** 410-230-3500 **Fax:** 410-234-0994

**Toll-Free:**

**Address:** 7 E. Redwood Street, 10th & 11th Floor, Baltimore, MD 21202 US

**GROWTH PLANS/SPECIAL FEATURES:**

Orion Power Holdings Inc. is an electric power generating company committed to delivering a broad range of wholesale energy and related products and services to independent system operators, utilities, municipalities, cooperatives and retail aggregators. It currently owns 80 plants with an aggregate capacity of 5,396 megawatts, with three projects under construction of a total capacity of 1,208 MW and plans to develop additional projects with a total capacity of 4,385 megawatts. The company meets the electrical needs of over 5 million households, making it one of the largest independent power producers in the U.S. One of the company's branches, New York City Assets, provides a total capacity of 2,030 MW to over 25% of New York City's energy needs. Hydroelectric Assets generates a total of 650 MW of capacity and ranges on five major reservoirs and dams and over 20 rivers through New York state. Carr Street Generating Station is a 102 MW gas-fired combined cycle power plant in New York state. Another division of the company, Midwest Assets, owns six operating facilities consisting of five coal-fired and one oil-fired facility. In recent news, Orion Power Holdings has agreed to buy Columbia Electric Corp.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$957,600 (12 months)	2000 Profits: \$28,500 (12 months)
1999 Sales: \$134,100	1999 Profits: \$5,700
1998 Sales: \$300	1998 Profits: \$-1,500
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** ORN  
Employees: 870  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$334,617	Bonus: \$450,008
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$284,618	Bonus: \$400,000

**COMPETITIVE ADVANTAGE:**

One of the largest independent electricity producers in the U.S.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y		Y	

**OSCA INC**[www.osca.com](http://www.osca.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 48 Profits: 32

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Oil & Gas Support Services  
Engineered Well Completion Services

**BRANDS/DIVISIONS/AFFILIATES:**

Great Lakes Chemical

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert L. Hollier, CEO  
Robert L. Hollier, Pres.  
Steven J. Brading, VP/CFO  
Bruce C. Leininger, VP-Human Resources  
B. Edward Smith, VP-Eng.  
Stephen M. Gray, VP/Corp. Sec.  
Stephen M. Gray, General Counsel  
Donald H. Michel, Sr. VP-Western Hemisphere Oper.  
J. David Duplantis, VP-Bus. Dev.  
Richard J. Alario, Exec. VP  
Michael W. Landry, VP-Completion Fluids  
James H. Tyner, VP-Completion Services  
David J. Walker, VP-Downhole Completion Tools

**Phone:** 337-837-6047 **Fax:** 337-837-3832

**Toll-Free:**

**Address:** 156 Commission Blvd., Lafayette, LA 70508 US

**GROWTH PLANS/SPECIAL FEATURES:**

OSCA, Inc. is an oilfield service, product and equipment company that provides engineered well completion services to oil and gas companies in the U.S. and some international markets. It also provides specialized oil and gas well completion fluids and downhole completion tools. OSCA focuses on designing, building and installing downhole completion tools that deploy gravel to control the migration of reservoir sand in the well and direct the flow of oil and gas into the production tubing. The company sells and recycles clear completion fluids and performs related fluid maintenance activities like filtration and reclamation. It also provides marine well services, pressure pumping and coiled tubing services to perform frac pacing, gravel packing and well stimulation. OSCA operates in many of the major international oil and gas producing sectors of Latin America and Europe. The company is a subsidiary of Great Lakes Chemical, which is a leading manufacturer of chloride and bromide brines. In the future, OSCA plans to expand its deepwater operations and add new products and services through acquisitions.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$132,000 (12 months)	2000 Profits: \$7,200 (12 months)
1999 Sales: \$91,900	1999 Profits: \$ 800
1998 Sales: \$113,400	1998 Profits: \$-6,900
1997 Sales: \$112,700	1997 Profits: \$11,400
1996 Sales: \$95,700	1996 Profits: \$7,900

**Stock Ticker:** OSCA  
Employees: 467  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing: Y	Top Exec. Salary: \$342,029	Bonus: \$174,600
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$153,923	Bonus: \$62,400

**COMPETITIVE ADVANTAGE:**

Expertise in a variety of oil well services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y



**OTTER TAIL POWER COMPANY**[www.otpc.com](http://www.otpc.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 100 Profits: 90

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
	Y		Y		

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Health Services Operations  
Electric Operations  
Plastics Operations  
Manufacturing Operations  
Wind Energy

**BRANDS/DIVISIONS/AFFILIATES:**

Varistar  
Energy Delivery  
Energy Supply  
Energy Services  
Navitas

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John C. MacFarlane, CEO  
John D. Erickson, Pres.  
Kevin Moug, CFO  
Tom Brause, Dir. Human Resources  
George A. Koeck, Corp. Sec.  
George A. Koeck, General Counsel  
Lauris N. Molbert, Exec. VP-Corp. Dev.  
Kevin Moug, Treas.

Phone: 218-739-8200 Fax: 218-739-8770

Toll-Free:

Address: 215 S. Cascade St., Fergus Falls, MN 56538-0496 US

**GROWTH PLANS/SPECIAL FEATURES:**

Otter Tail Power Company is an operating public utility in Minnesota and distributes electricity to more than 125,000 customers. The company's primary business is the production, transmission, distribution and sale of electric energy. Otter Tail, through its subsidiaries, is also engaged in other businesses, which are referred to as Manufacturing, Health Services, Electric, Plastics and Other Business Operations. Manufacturing operations are made up of businesses involved in the production of agricultural equipment, automobile and truck frame straightening equipment, plastic pipe extrusion, and metal parts stamping and fabrication. Health Services operations consists of certain businesses which are involved in the sale, service, rental, refurbishing and operation of medical imaging equipment, and the sale of related supplies and accessories to various medical institutions. Electric Operations include the production, transmission, distribution and sale of electric energy in Minnesota, North Dakota and South Dakota. Plastics Operations consist of businesses producing polyvinyl chloride pipe in the Upper Midwest and Southwest regions of the U.S. Other Business Operations include businesses involved in such areas as electrical and telephone construction contracting, radio broadcasting, waste incinerating, and telephone/cable TV utilities. In recent news, the company broke ground to construct a 900 kilowatt wind energy tower in southwestern Minnesota. Minneapolis-based Navatis is a partner in the project.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$559,400 (12 months)	2000 Profits: \$40,200 (12 months)
1999 Sales: \$464,500	1999 Profits: \$45,000
1998 Sales: \$431,100	1998 Profits: \$34,500
1997 Sales: \$361,739	1997 Profits: \$27,597
1996 Sales: \$328,641	1996 Profits: \$26,587

**Stock Ticker:** OTTR  
Employees: 2,221  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$363,456	Bonus: \$151,970
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$174,510	Bonus: \$48,645

**COMPETITIVE ADVANTAGE:**

Widely diversified businesses.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			

**PANACO INC**[www.panaco.com](http://www.panaco.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 92 Profits: 70

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

PANACO, Inc. is in the business of acquiring, drilling and operating offshore oil and natural gas properties in the Gulf of Mexico and onshore in the Gulf Coast Region (collectively, the GOM Region). The company uses advanced technology such as 3-D seismic surveys to exploit potential producing zones which have been overlooked or bypassed by previous operators. PANACO owns interest in 450 offshore wells, 107 wells within six fields in the Gulf of Mexico and has proved reserves of 131 billion cubic feet of natural gas equivalent. Along with its purchase of producing properties, PANACO has platform, pipeline and processing equipment infrastructure. The firm is one of the top 100 U.S. oil and gas companies and its primary holdings are concentrated in these offshore areas: East Breaks Fields, Umbrella Island 309 Field, West Delta Field and Price Lake Field.

**BRANDS/DIVISIONS/AFFILIATES:**

East Breaks Fields  
Umbrella Point Field  
High Island 309 Field  
Price Lake Field

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert G. (Bob) Wonish, Pres.  
Robert G. (Bob) Wonish, COO  
Todd R. Bart, CFO  
Barbara A. Whitton, VP-Mktg. and Planning  
Kenneth L. (Ken) Thomas, VP/Controller  
Todd R. Bart, Sec.  
Todd R. Bart, Treas.  
Gregory K. Sampson, VP-Land & Asst. Sec.

**Phone:** 713-970-3100 **Fax:** 713-970-3151**Toll-Free:****Address:** 1100 Louisiana, Ste. 5100, Houston, TX 77002-5220  
US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$93,100 (12 months)	2000 Profits: \$39,200 (12 months)
1999 Sales: \$42,700	1999 Profits: \$-35,000
1998 Sales: \$50,300	1998 Profits: \$-46,900
1997 Sales: \$37,800	1997 Profits: \$
1996 Sales: \$20,100	1996 Profits: \$-2,000

**Stock Ticker:** PNO

Employees: 37

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$270,300	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$228,500	Bonus: \$80,000

**COMPETITIVE ADVANTAGE:**

Focus on natural gas/ Growth through acquisition.

**OTHER THOUGHTS:****Apparent Women Officers or Directors:****Hot Spot for Advancement for Women/Minorities:****LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**PANTRY INC (THE)**[www.thepantry.com](http://www.thepantry.com)

Industry Group Code: 445120 Ranks within this company's industry group: Sales: 3 Profits: 4

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Convenience Stores, Retail  
Gasoline, Retail  
Fast Food Stores

**BRANDS/DIVISIONS/AFFILIATES:**

Quick Stop  
QS  
Express Stop  
Dash  
Smokers Express  
Sprint  
Lil' Champ Food Stores  
Docks U.S.A., Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Peter J. Sodini, CEO  
Peter J. Sodini, Pres.  
William T. Flyg, CFO  
Daniel J. McCormack, Sr. VP-Mktg.  
Diana King, Dir.-Personnel  
Douglas M. Sweeney, Sr. VP-Oper.  
Dennis R. Crook, Sr. VP-Admin. and Gasoline Mktg.

**Phone:** 919-774-6700 **Fax:** 919-775-5428**Toll-Free:****Address:** 1801 Douglas Dr., Sanford, NC 27331-1410 US**GROWTH PLANS/SPECIAL FEATURES:**

The Pantry, Inc., founded in 1967, is a leading operator of convenience stores in the Southeast. The company operates 1,313 convenience stores under the names The Pantry, Lil' Champ, Quick Stop, Depot, Food Chief, Express Stop, Dash N, Smokers Express, ETNA, Kangaroo, Handy Way, Market Express, Mini Mart, Big K, On-The-Way, Zip Mart, Wicker Mart and Sprint located throughout North and South Carolina, Florida, western Kentucky, Tennessee, Virginia, southern Indiana, Georgia and Mississippi. The firms' stores offer a broad selection of merchandise and services designed to appeal to the convenience needs of its customers, including tobacco products, beer, soft drinks, self-service fast food and beverages, publications, dairy products, groceries, health and beauty aids, video games and money orders. The majority of net sales are from selling self-service gasoline at 1,267 Pantry stores, 1,008 of which sell gasoline under brand names including Amoco, British Petroleum, Chevron, Citgo, Exxon, Shell and Texaco. Pantry operates quick service restaurants within 214 locations. In 154 of these stores, The products are from nationally branded food franchises including Subway, Taco Bell, Aunt M's, Papa G's Pizza and Subs, Hardee's, Noble Roman's, TCBY, Blimpie, Chester Fried, Church's, Hot Stuff, Bullets, Dairy Queen, A&W Root Beer, Pizza Hut, Sobicks Subs, Long John Silver's, Baskin Robbins, Bojangles and Krystal. In addition, the company offers a variety of proprietary food service programs featuring breakfast biscuits, fried chicken, deli and other hot food offerings in 60 stores.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,432,300 (12 months)	2000 Profits: \$14,000 (12 months)
1999 Sales: \$1,678,900	1999 Profits: \$10,400
1998 Sales: \$984,900	1998 Profits: \$-3,300
1997 Sales: \$427,400	1997 Profits: \$-1,000
1996 Sales: \$384,800	1996 Profits: \$-8,100

**Stock Ticker:** PTRY

Employees: 10,428

Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$535,910	Bonus: \$250,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$192,462	Bonus: \$75,000

**COMPETITIVE ADVANTAGE:**

Largest operator of traditional convenience stores in North and South Carolina.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y	Y	Y	

**PARKER DRILLING COMPANY**[www.parkerdrilling.com](http://www.parkerdrilling.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 25 Profits: 56

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Tool Rental

**BRANDS/DIVISIONS/AFFILIATES:**

Mallard Drilling  
Quail Tools  
Hercules Offshore Corporation  
Partech  
OnSite Technology

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert L. (Bobby) Parker, Jr., CEO  
Robert L. (Bobby) Parker, Jr., Pres.  
James J. Davis, Sr. VP-Finance/CFO  
Susan McDonald, Human Resources  
W. Kirk Brassfield, VP/Controller  
Denis J. Graham, VP-Eng.  
Thomas L. Wingerter, VP-Oper.  
John R. Gass, VP-Corp. Bus. Dev.  
David W. Tucker, Treas.  
Patrick Seals, VP-Shared Services

**Phone:** 918-585-8221 **Fax:** 918-631-1341

**Toll-Free:**

**Address:** 8 East Third Street, Tulsa, OK 74103-3637 US

**GROWTH PLANS/SPECIAL FEATURES:**

Parker Drilling Company is an industry leader in land drilling, transition zone offshore drilling and the rental of specialized oil tools. Customers include major oil companies, independent oil and gas producers and governments. The company has worked in 49 different nations. A subsidiary of the company, Mallard Bay Drilling, L.L.C., known as Mallard Drilling, is a leading operator of barge and offshore platform rigs primarily located in the U.S. transition zones of the Gulf of Mexico. Mallard's international operations include barge rig drilling in Nigeria and in the Caspian Sea of Kazakhstan. The company also provides land drilling services in Argentina. Quail Tools, L.L.P. is a supplier of specialized rental tools for operators doing business in the Gulf of Mexico and along the Gulf Coast. Both Mallard and Quail are headquartered in New Iberia, Louisiana. Hercules Offshore Corporation, an operator of jackup and platform rigs, is based in Houston and operates in the Gulf of Mexico. On land, Parkers proprietary helicopter-transportable rig technology has established the company as the dominant operator in this market. Another company subsidiary, Partech, serves as the company's primary service center and provides manufacturing capabilities for modification and support. OnSite Technology, L.L.C., yet another subsidiary, provides environmental clean-up of oil-based drill cuttings on drilling locations. In recent news, Parker Drilling is relocating its corporate headquarters from Tulsa, Oklahoma to Houston, Texas sometime in late 2001.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$376,300 (12 months)	2000 Profits: \$-19,000 (12 months)
1999 Sales: \$324,600	1999 Profits: \$-37,900
1998 Sales: \$136,700	1998 Profits: \$-14,600
1997 Sales: \$481,200	1997 Profits: \$28,100
1996 Sales: \$311,600	1996 Profits: \$16,300

**Stock Ticker:** PKD  
Employees: 3,542  
Fiscal Year Ends: 8/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$493,000	Bonus: \$142,500
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$468,000	Bonus: \$142,500

**COMPETITIVE ADVANTAGE:**

Large drilling fleet that operates worldwide.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y

**PATINA OIL & GAS CORPORATION**[www.patinaoil.com](http://www.patinaoil.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 77 Profits: 64

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Patina Oil & Gas Corporation is an independent energy company engaged in the acquisition, development, exploitation and production of oil and natural gas in the Wattenberg Field of Colorado's Denver-Julesburg Basin (D-J Basin). The company was formed in 1996 to hold the Wattenberg assets of Snyder Oil Corporation (SOCO) and to facilitate the acquisition of Gerrity Oil & Gas Corporation. In 1997, Patina eliminated SOCO's ownership in the company. Patina plans to increase its reserves through selectively pursuing acquisition opportunities; controlling operating costs; operating properties in order to enhance production; and utilizing improved exploitation and development techniques to maximize the value of its properties. The company intends to expand its focus into basins, other than the D-J Basin, where Patina's operating expertise will give it a competitive advantage. The company has an in-house environmental and safety staff that conducts internal property and program audits as well as safety and environmental training for employees. Patina also maintains its own incident response capability and handles its oil field wastes at company-owned facilities. The firm owns interests in approximately 3,400 producing wells and has proved reserves of 777.8 billion cubic feet of natural gas equivalent. Patina sells 30% of its natural gas to Duke Energy Field Services and the rest in Colorado and the Midwest. The firm's oil production is sold to refiners, marketers and other purchasers.

**BRANDS/DIVISIONS/AFFILIATES:**

Snyder Oil Corporation  
Gerrity Oil & Gas Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Thomas J. Edelman, CEO  
Jay W. Decker, Pres.  
Heather Duncan, Human Resources  
David J. Kornder, Sec.  
John M. Stafford, VP/General Counsel  
James A. Lillo, VP  
David W. Siple, VP  
Terry L. Ruby, VP  
Barton R. Brookman, VP

**Phone:** 303-389-3600**Fax:** 303-389-3680**Toll-Free:****Address:** 1625 Broadway, Ste. 2000, Denver, CO 80202 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$150,300 (12 months)	2000 Profits: \$52,400 (12 months)
1999 Sales: \$91,600	1999 Profits: \$15,000
1998 Sales: \$74,700	1998 Profits: \$-4,500
1997 Sales: \$100,300	1997 Profits: \$-16,900
1996 Sales: \$83,200	1996 Profits: \$3,600

**Stock Ticker:** POG

Employees: 160

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$387,333	Bonus: \$672,648
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$258,500	Bonus: \$384,370

**COMPETITIVE ADVANTAGE:**

Growth through acquisition.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y		Y			



**PENN OCTANE CORPORATION**[www.pennoctane.com](http://www.pennoctane.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 50 Profits: 37

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Liquefied Petroleum Gas (LPG) Storage Service

**BRANDS/DIVISIONS/AFFILIATES:**

International Energy Development Corporation  
Brownsville Terminal Facility  
Matamoros Terminal Facility  
Saltillo Terminal Facility  
PennWilson CNG, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Jerome B. Richter, CEO  
Jerome B. Richter, Pres.  
Ian T. Bothwell, VP/CFO  
Delia Chavez, Controller  
Jorge R. Bracamontes, Exec. VP/Sec.  
Ian T. Bothwell, Treas.  
Jerry L. Lockett, VP

**Phone:** 760-772-9080 **Fax:** 760-772-8588**Toll-Free:** 888-419-6265**Address:** 77-530 Enfield Ln., Bldg. D, Palm Desert, CA 92211 US**GROWTH PLANS/SPECIAL FEATURES:**

Penn Octane Corporation, formerly known as International Energy Development Corporation, is principally engaged in the purchase, transportation and sale of liquefied petroleum gas (LPG). The company owns and operates a terminal facility in Brownsville, Texas, and has long-term lease agreements for approximately 132 miles of pipeline from certain gas plants in Texas to the Brownsville Terminal Facility. Penn Octane sells its LPG primarily to PMI Trading Limited, which is the exclusive importer of LPG into Mexico and a subsidiary of Petroleos Mexicanos, the state-owned Mexican oil company, for distribution in the northeast region of Mexico. Penn Octane has an established pipeline for transportation of LPG directly from the source to the company terminal, a facility which enables the company to strictly regulate and monitor the quality of the LPG mix sold, and a location which permits entry of LPG into Mexico at a crossing closer to consumers in such major cities as Matamoros and Reynosa than the historical alternative point of export of Eagle Pass, Texas. Penn Octane also has a facility linking to the Brownsville Terminal Facility called the Matamoros Terminal Facility. There are approximately 270,000 total gallons storage capacity of LPG and there are plans to install additional storage capacity totaling approximately 630,000 gallons. Another facility, the Saltillo Terminal Facility, is capable of off loading LPG from railcars to trucks and contains storage to accommodate about 90,000 gallons of LPG with additional storage planned for 180,000 gallons.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$98,500 (12 months)	2000 Profits: \$1,500 (12 months)
1999 Sales: \$35,300	1999 Profits: \$1,100
1998 Sales: \$30,800	1998 Profits: \$-2,100
1997 Sales: \$29,700	1997 Profits: \$-2,900
1996 Sales: \$26,300	1996 Profits: \$- 700

**Stock Ticker:** POCC

Employees: 16

Fiscal Year Ends: 7/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$300,000	Bonus:	\$2,393,700
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary:	\$159,508	Bonus:	\$535,700

**COMPETITIVE ADVANTAGE:**

Focus on the LPG market.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				Y

**PENN VIRGINIA CORPORATION**[www.pennva.com](http://www.pennva.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 95 Profits: 69

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production: Y	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Coal

**GROWTH PLANS/SPECIAL FEATURES:**

Penn Virginia Corporation is engaged in the exploration, development and production of oil and natural gas; and in the collection of royalties and overriding royalty interests on various oil and gas properties. Penn Virginia explores for, develops and produces crude oil, condensate and natural gas in the Appalachian Basin. Its oil and gas operations are concentrated in western Virginia, southern West Virginia and eastern Kentucky. The company has proved reserves of approximately 424,000 barrels of oil and condensate and 187 billion cubic feet of natural gas. Penn Virginia owns 163,000 acres in central Appalachia with coal reserves of 480 million tons of and 177 million board feet of standing timber. It leases to 19 mine operators and collects royalties. Coal reserves include both surface and underground mineable seams. The reserves are generally high quality, low-sulfur bituminous coal and are leased to various operators. Penn Virginia operates in two primary segments: oil and gas; and coal and land. The company transports its natural gas to markets on various gathering, transmission and pipeline systems owned primarily by third parties. Penn Virginia owns two loading facilities and a short-line railroad. Future plans are to expand its natural gas holdings through exploration and acquisition.

**BRANDS/DIVISIONS/AFFILIATES:**

Penn Virginia Oil and Gas Corporation  
Penn Virginia Coal Company  
Penn Virginia Equities Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

A. James Dearlove, CEO  
A. James Dearlove, Pres.  
Frank A. Pici, CFO  
Nancy Heiden, Human Resources  
Ann. N. Horton, VP/Controller  
Nancy M. Snyder, VP/Corp. Sec.  
Nancy M. Snyder, General Counsel  
H. Baird Whitehead, Exec. VP/Pres.-Penn Virginia Oil & Gas  
Keith D. Horton, Exec. VP/Pres.-Penn Virginia Coal Co.  
Ann. N. Horton, Principal Acc. Officer

**Phone:** 610-687-8900 **Fax:** 610-687-3688

**Toll-Free:**

**Address:** One Radnor Corp Ctr, # 200, 100 Matsonsonford Rd.,  
Radnor, PA 19087 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$81,200 (12 months)	2000 Profits: \$39,300 (12 months)
1999 Sales: \$47,400	1999 Profits: \$14,500
1998 Sales: \$38,300	1998 Profits: \$9,600
1997 Sales: \$41,100	1997 Profits: \$16,000
1996 Sales: \$34,100	1996 Profits: \$13,000

**Stock Ticker: PVA**

Employees: 68  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$280,000	Bonus: \$150,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$185,000	Bonus: \$100,000

**COMPETITIVE ADVANTAGE:**

High-quality reserves.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y		Y	

**PEOPLES ENERGY CORPORATION**[www.pecorp.com](http://www.pecorp.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 75 Profits: 69

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Oil & Gas Production

**BRANDS/DIVISIONS/AFFILIATES:**

The Peoples Gas Light and Coke Company  
North Shore Gas Company  
Peoples District Energy Corporation  
Peoples Energy Services Corporation  
Peoples Energy Resources Corp.  
Peoples NGV Corp.  
Peoples Energy Ventures Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Richard E. Terry, CEO  
Thomas M. Patrick, Pres.  
Thomas M. Patrick, COO  
James M. Luebbers, CFO  
Desiree G. Rogers, Chief Mktg. & Comm. Officer  
James M. Luebbers, Controller  
James Hinchliff, Sr. VP/General Counsel  
Kevin J. O'Connell, VP-Corp. Planning & Dev.  
James M. Gabel, Treas.  
William E. Morrow, Exec. VP  
Donald M. Field, Exec. VP

**Phone:** 312-240-4000 **Fax:** 312-240-4220**Toll-Free:****Address:** 130 E. Randolph Dr., 24th Fl., Chicago, IL 60601-6207  
US**GROWTH PLANS/SPECIAL FEATURES:**

Peoples Energy Corporation is solely a holding company and does not engage directly in any business of its own. The company operates through its subsidiaries, The Peoples Gas and Light and Coke Company (Peoples Gas), North Shore Gas Company, Peoples District Energy Corporation, Peoples Energy Services, Peoples Energy Resources Corp., Peoples NGV Corp. and Peoples Energy Ventures Corporation. Peoples Gas is engaged primarily in the purchase, storage, distribution, sale and transportation of natural gas. It has approximately 839,000 residential, commercial and industrial retail sales and transportation customers within Chicago. North Shore Gas is engaged primarily in the purchase, storage, distribution, sale and transportation of natural gas. It has about 149,000 residential, commercial and industrial retail sales and transportation customers within its service area of approximately 275 square miles, located in Northeastern Illinois. Peoples District Energy provides district energy services to the McCormick Place Exposition and Convention Center in Chicago under a long-term contract. Peoples Energy Service provides retail energy sales to commercial, industrial and large residential customers. Peoples Energy Resources owns and operates a plant near Chicago that gasifies liquid propane and ethane to assist utilities and marketers in meeting peak day demand. Peoples NGV Corp. operates a fueling station for natural gas-fueled vehicles. Peoples Energy Ventures pursues diversified energy-related investments such as oil and gas exploration. Peoples Energy also offers services of energy management, district heating and cooling and developing fueling stations for natural gas vehicles. In recent news, Peoples Energy has acquired 28 oil and natural gas producing wells located on shore in South Texas. This will approximately double its current power reserve base and level of investment in its oil and gas production business. Also recently, the company started to make plans to develop and operate a 350-megawatt, natural gas-fired electric plant in southeast Chicago.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,417,500 (12 months)	2000 Profits: \$86,400 (12 months)
1999 Sales: \$1,194,400	1999 Profits: \$92,600
1998 Sales: \$1,132,700	1998 Profits: \$79,400
1997 Sales: \$1,273,700	1997 Profits: \$98,400
1996 Sales: \$1,198,700	1996 Profits: \$103,400

**Stock Ticker:** PGL

Employees: 2,694  
Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$650,000	Bonus: \$392,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$400,000	Bonus: \$249,300

**COMPETITIVE ADVANTAGE:**

Diversified electricity, gas and energy businesses.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y			

**PEREZ COMPANC SA**[www.pecom.com.ar](http://www.pecom.com.ar)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 39 Profits: 34

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Hydrocarbon Marketing  
 Transportation  
 Forestry  
 Agriculture  
 Mining  
 Petrochemical Plants  
 Electricity Generation

**BRANDS/DIVISIONS/AFFILIATES:**

PC Holdings  
 Pecom Energia  
 ECUADORTLC S.A.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Mario Cesar Lagrosa, CEO  
 Jorge Gregorio Perez Companc, Pres.  
 Mario Cesar Lagrosa, CFO  
 Daniel Maggi, Human Resources Mgr.  
 Daniel Rennis, Investor Rel. Mgr.

Phone: 54-11-4344-6000 Fax: 54-11-4344-6398

**Toll-Free:**

Address: Edificio Perez Companc, Maipu 1, Buenos Aires, ABA  
 C 1084 Argentina

**GROWTH PLANS/SPECIAL FEATURES:**

Perez Companc SA, once PC Holdings, is a company mainly engaged in the oil, gas, petrochemical, refining and electricity businesses in Latin America. The company controls Pecom Energia S.A., which is an Argentine energy conglomerate. The oil and gas exploration and production company operates more than 70 fields in South America and has proved reserves of 1.2 billion barrels of oil equivalent that are mostly oil and natural gas liquids. Pecom Energia is also involved in the operations of refineries and petrochemical plants, as well as electricity generation, transmission and distribution. The refining division produces virgin naphtha, kerosene, JP-1, gas oil, asphaltic cements, diluted asphalts, asphaltic emulsions and fuel oil and gasolines. The petrochemical division is one of the most important petrochemical companies in Argentina and is engaged in the production and commercialization of four important lines of products: hydrocarbon, elastomers, polystyrenes and fertilizers. The electricity division's plant performs combined cycle electric power generation and has a 660-megawatt generation capacity. Perez Companc also has operations in marketing hydrocarbon, and in transportation, forestry, agriculture and mining. It has the largest natural gas transportation and processing company in Argentina with a delivery capacity of about 54.3 million cubic meters. The forestry division is engaged in forest development and management and timber production. The agriculture division is mainly focused on soya processing and commercialization of by-products and other cereals; it also includes 10 ranches engaging in livestock breeding, milk production and cultivation of wheat, corn, sorghum, sunflower and rice. The mining division produces gold, basic metals, paper and agrochemical products and develops geological prospecting and exploration for precious metals. In recent news, Pecom Energia has acquired ECUADORTLC S.A., a company with important potential reserves of light crude oil.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,449,000 (12 months) 2000 Profits: \$267,000 (12 months)  
 1999 Sales: \$1,240,000 1999 Profits: \$338,000  
 1998 Sales: \$1,309,700 1998 Profits: \$205,100  
 1997 Sales: \$ 1997 Profits: \$  
 1996 Sales: \$ 1996 Profits: \$

**Stock Ticker: PC**

Employees: 3,731  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: ESOP Stock Plan: Profit Sharing: Top Exec. Salary: \$ Bonus: \$  
 Savings Plan: Stock Purch. Plan: Second Exec. Salary: \$ Bonus: \$

**COMPETITIVE ADVANTAGE:**

Widely diversified/Major presence in Argentina.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**PETRO-CANADA**[www.petro-canada.ca](http://www.petro-canada.ca)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 22 Profits: 23

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Petroleum Products  
 Oil Sands Production & Development

**BRANDS/DIVISIONS/AFFILIATES:**

Syncrude  
 Hibernia  
 Terra Nova  
 White Rose  
 Hebron/Ben Nevis

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Ronald A. Brenneman, CEO  
 Ronald A. Brenneman, Pres.  
 Ernest F. H. (Harry) Roberts, Sr. VP/CFO  
 Nigel Hill, VP-Mktg.  
 Jeff Cann, Human Resources  
 Christopher J. Smith, Controller  
 W. A. (Alf) Peneycad, VP/Corp. Sec.  
 W. A. (Alf) Peneycad, General Counsel  
 Gary C. Bruce, VP-Offshore Dev. & Oper.  
 Michel Charbonneau, VP-Integration & Planning  
 Doreen Lo, Treas.  
 Boris J. Jackman, Exec. VP  
 Norman F. McIntyre, Exec. VP  
 S. Ford Ralph, VP-Sales  
 Andrew Stephens, VP-Refining & Supply

**Phone:** 403-296-8000 **Fax:** 403-296-3030**Toll-Free:****Address:** 150 6th Ave. SW, Calgary, Alberta T2P 3E3 Canada**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$6,249,000 (12 months)	2000 Profits: \$595,000 (12 months)
1999 Sales: \$4,212,900	1999 Profits: \$161,000
1998 Sales: \$3,198,300	1998 Profits: \$61,400
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker: PCZ**  
 Employees: 4,024  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

A leader in the Canadian oil industry/Interest in oil sands development.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y



**PETROCHINA COMPANY**[www.petrochina.com.cn](http://www.petrochina.com.cn)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 11 Profits: 4

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines: Y	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals: Y	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Petrochina Company is one of the largest companies in all of the People's Republic of China (PRC). It is engaged in a broad range of petroleum and natural gas related activities, including the exploration, development and production of crude oil and natural gas; refining, transportation, storage and marketing of crude oil and petroleum products; the production and sale of chemical products; and the transmission, marketing and sale of natural gas. The company has oil exploration interests in the Erdos, Tarim and Junggar Basins in Western China and the Song-Liao Basin in Eastern China. With regard to natural gas, Petrochina is active in the Erdos Basin, Tarim Basin and Sichuan Basin. The firm has posted a 12% increase in 2001 sales over the previous year, largely due to its ongoing restructuring efforts and cost reduction strategies which include a reduction in staff by 50,000 since the beginning of 2000.

**BRANDS/DIVISIONS/AFFILIATES:**

China National Petroleum Corporation (CNPC)

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Huang Yan, Pres.  
Wang Guoliang, CFO/Dir. of Finance  
Lin Quingshan, VP-Refining & Mktg.  
Shen Pingping, VP-Scientific Research  
Luo Yingjun, VP-Exploration & Production  
Shou Xuancheng, Sec.  
Ren Chuanjun, Sr. VP/Dir.  
Shi Xingquan, VP-Natural Gas  
Zhang Xinshi, VP-Chemicals & Mktg.  
Jia Chengzao, VP-Geology

**Phone:** 86-10-8488-6270 **Fax:** 86-10-8488-6260**Toll-Free:****Address:** 112 Andelu, Beijing, Xicheng 100011 China**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$29,233,000 (12 months)	2000 Profits: \$6,672,000 (12 months)
1999 Sales: \$21,254,000	1999 Profits: \$3,261,000
1998 Sales: \$16,635,100	1998 Profits: \$1,845,200
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** PTR  
Employees: 442,000  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

One of the largest companies in China/Broad range of petrochemical activity.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**PETROCORP INCORPORATED**[www.petrocorp.com](http://www.petrocorp.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 107 Profits: 90

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Natural Gas and Oil Reserves

**GROWTH PLANS/SPECIAL FEATURES:**

PetroCorp Incorporated is an independent energy company that acquires, explores and develops oil and gas properties, as well as produces oil, natural gas liquids and natural gas in the U.S. These activities are primarily performed in Oklahoma, Texas, Mississippi, Louisiana and Kansas, and in the province of Alberta, Canada. A subsidiary of the company, PCC Energy, is located in Canada. The company has proved reserves of 103.8 billion cubic feet of natural gas equivalent and has interests in approximately 2,900 productive wells. PetroCorp has a management agreement with Kaiser-Francis Oil Company. Because of this agreement, the company is able to further its exploration and development activities. Kaiser-Francis owns almost half of PetroCorp. Recently, Southern Mineral has merged into PetroCorp, with Southern Mineral operating in the onshore Gulf Coast area of the U.S. and PetroCorp operating in the onshore Gulf Coast and Mid-continent areas of the U.S.

**BRANDS/DIVISIONS/AFFILIATES:**

Southern Mineral  
Kaiser-Francis Oil  
PCC Energy

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Gary R. Christopher, CEO  
Gary R. Christopher, Pres.  
Anthony F. (Tony) Pelletier, Exec. VP/COO  
Steven R. Berlin, CFO  
Lisa Madalone, Dir. Human Resources  
Steven E. Amos, Controller  
Richard L. Dunham, VP-Eng.  
Steven R. Berlin, Corp. Sec.  
J. Les Watson, VP-Canadian Oper.  
Ted Jacobson, VP-US Oper.  
Craig Dolinsky, VP-Land  
Bruce Kenney, VP-Legal

**Phone:** 918-491-4500 **Fax:** 918-491-4584

**Toll-Free:**

**Address:** 6733 S. Yale Ave., Tulsa, OK 74136 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$44,600 (12 months)	2000 Profits: \$12,800 (12 months)
1999 Sales: \$27,100	1999 Profits: \$- 200
1998 Sales: \$25,200	1998 Profits: \$-24,400
1997 Sales: \$35,100	1997 Profits: \$1,900
1996 Sales: \$31,500	1996 Profits: \$4,200

**Stock Ticker:** PEX  
Employees: 2  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$120,000	Bonus: \$15,500
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y

# PETROLEUM DEVELOPMENT CORPORATION [www.petd.com](http://www.petd.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 45 Profits: 28

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
	Y			Y	

## TYPES OF BUSINESS:

Oil & Gas Drilling Support Services  
Oil and Gas Sales  
Well Operations

## BRANDS/DIVISIONS/AFFILIATES:

Riley Natural Gas  
Paramount Natural Gas

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

James N. Ryan, CEO  
Steven R. Williams, Pres.  
Dale G. Rettinger, Exec. VP/CFO  
Thomas F. Riley, VP-Gas Mktg.  
Darwin L. Stump, Controller  
Ersel E. Morgan, VP-Production  
Roger J. Morgan, Sec.  
Eric R. Stearns, VP-Exploration & Dev.  
Dale G. Rettinger, Treas./Dir.

Phone: 304-842-3597 Fax: 304-842-0913

Toll-Free: 800-624-3821

Address: 103 East Main Street, Bridgeport, WV 26330 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$141,200 (12 months)	2000 Profits: \$10,700 (12 months)
1999 Sales: \$96,800	1999 Profits: \$7,800
1998 Sales: \$83,000	1998 Profits: \$6,700
1997 Sales: \$73,900	1997 Profits: \$7,600
1996 Sales: \$49,600	1996 Profits: \$3,500

**Stock Ticker: PETD**  
Employees: 86  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$182,715	Bonus: \$514,830
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$144,315	Bonus: \$514,830

## COMPETITIVE ADVANTAGE:

Expertise in gas marketing and drilling services.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y		Y		Y	

**PETROLEUM GEO SERVICE ASA**[www.pgs.com](http://www.pgs.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 11 Profits: 60

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Seismic Data

**GROWTH PLANS/SPECIAL FEATURES:**

Petroleum Geo-Services ASA is a technologically focused oilfield service company. It acquires, processes, manages and markets 3-D, 4-D and 4-C seismic data and provides floating production, storage and offloading (or FPSO) vessels. In addition, the company provides geophysical and other services that help oil and gas companies; stores, organizes and retrieves seismic data; and monitors producing oil and gas reservoirs to increase ultimate recoveries. Petroleum Geo-Services operates more than 20 seismic vessels, has four floating production, storage and offloading systems and maintains four seismic data processing centers. Activity is focused in the deepwater areas of the North Sea, Gulf of Mexico, off the coasts of Brazil and western Africa and in the Asia/Pacific region. In recent news, the company launched land, streamer and seafloor seismic surveys, deploying the largest channel counts in the oil and gas industry. These surveys allow greatly increased trace densities while maintaining high crew efficiency.

**BRANDS/DIVISIONS/AFFILIATES:**

PGS Asia Pacific  
PGS Geophysical  
PGS Production  
Atlantis Technology Services Group

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Reider Michaelsen, CEO  
J. Christopher Boswell, Sr. VP/CFO  
William E. Harlan, Controller  
Knut Haavardsen, General Counsel  
William E. Harlan, VP/Chief Admin. Officer  
Olve Torvanger, Sr. VP-Bus. Dev.  
Sam R. Morrow, Sr. VP-Finance and Treas.  
Svein Vaage, Sr. VP-Geophysical Tech.  
Ian D. McMillan, Sr. VP-Marine Tech.  
Karl-Andreas Berteussen, Sr. VP-Reservoir Tech.

**Phone:** +47-67-52-66-00 **Fax:** +47-67-53-68-83

**Toll-Free:**

**Address:** PGS House Strandveien 4, Lysaker, 1366 Norway

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$906,200 (12 months)	2000 Profits: \$-187,600 (12 months)
1999 Sales: \$788,200	1999 Profits: \$16,300
1998 Sales: \$761,800	1998 Profits: \$111,600
1997 Sales: \$539,400	1997 Profits: \$74,100
1996 Sales: \$451,300	1996 Profits: \$50,300

**Stock Ticker:** PGO  
Employees: 4,200  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Innovative 4-D seismic technology.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**PETROLEUM HELICOPTERS**[www.phihelico.com](http://www.phihelico.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 35 Profits: 48

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
					Y Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support-Helicopters  
Aeromedical Support  
Helicopter Maintenance Support Service

**BRANDS/DIVISIONS/AFFILIATES:**

PHI Aeromedical Services

**CONTACTS:** Note: Officers with more than one job title may be intentionally listed here more than once.

Lance F. Bospflug, CEO  
Lance F. Bospflug, Pres.  
Michael J. McCann, CFO  
Richard Rovinelli, Dir.-Human Resources  
Richard Rovinelli, Chief Admin. Officer  
Michael J. McCann, Treas.  
Michael C. Hurst, Chief Pilot

**Phone:** 504-828-3323 **Fax:** 504-828-8333

**Toll-Free:**

**Address:** 2121 Airline Dr., Ste. 400, Metairie, LA 70001-5979 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$232,100 (12 months)	2000 Profits: \$-12,300 (12 months)
1999 Sales: \$146,400	1999 Profits: \$-2,700
1998 Sales: \$247,300	1998 Profits: \$3,000
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** PHEL  
Employees: 1,939  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$327,600	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$217,516	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Leading international helicopter services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y



**PETROQUEST ENERGY INC**[www.petroquest.com](http://www.petroquest.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 125 Profits: 95

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

PetroQuest Energy, Inc. is engaged in the generation, exploration, development, acquisition and operation of oil and gas properties in the Gulf Coast region. The company's significant properties include the Valentine Field and the Turtle Bayou Field of Southeast Louisiana. The firm acquired an 86 square mile 3-D survey of the Valentine Field and, consequently, drilled a well that produced an average of 22 barrels of oil and over 2.2 billion cubic feet of natural gas per day. Additionally, the company has participated in the drilling of 16 wells in the Turtle Bayou Field. Six of the 16 wells are producing, averaging 31.9 million cubic feet of natural gas per day. The firm has acquired a 90% working interest in 14,000 acres of land off the coast of Southeast Louisiana. In addition to the 345 billion cubic feet of natural gas produced by the field, the company believes that additional undeveloped opportunities in new fault blocks exist. The exploration potential of these fault blocks is currently being evaluated for future drilling. In the Summer of 2001, PetroQuest Energy announced that its current average daily production of natural gas had doubled from the 21 billion cubic feet per day average in December 2000 to 42 billion cubic feet per day. The company anticipates that the average daily production rate will continue through the end of 2001.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Charles T. Goodson, CEO  
 Alfred J. Thomas, II, Pres.  
 Alfred J. Thomas, II, COO  
 Michael O. Aldridge, CFO  
 Janice Hebert, Human Resources  
 Michael O. Aldridge, Corp. Sec.  
 Daniel G. Fournierat, General Counsel  
 Art M. Mixon, Sr. VP-Oper.  
 Dalton F. Smith, III, VP-Bus. Dev.  
 Robert R. Brooksher, VP-Corp. Comm.  
 Ralph J. Daigle, Sr. VP-Exploration  
 Dalton F. Smith, III, VP-Land

**Phone:** 337-232-7028**Fax:** 337-232-0044**Toll-Free:****Address:** 400 E. Kaliste Saloom Rd., Ste. 3000, Lafayette, LA 70508 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$12,600 (12 months)	2000 Profits: \$9,900 (12 months)
1999 Sales: \$8,600	1999 Profits: \$- 300
1998 Sales: \$3,400	1998 Profits: \$-16,200
1997 Sales: \$5,100	1997 Profits: \$-4,800
1996 Sales: \$10,000	1996 Profits: \$ 200

**Stock Ticker:** PQUE

Employees: 43

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$322,931	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$322,931	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Noteworthy daily production rates.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**PG&E CORPORATION**[www.pgecorp.com](http://www.pgecorp.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 8 Profits: 119

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Y Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Energy Trading  
Power Plant Development  
Electricity Generation  
Natural Gas Distribution

**BRANDS/DIVISIONS/AFFILIATES:**

Pacific Gas and Electric Company  
U.S. Generating Company  
PG & E Gas Transmission  
PG & E Energy Services  
PG & E Energy Trading  
PG & E National Energy Group  
True Quote LLC

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert D. Glynn Jr., CEO  
Robert D. Glynn, Jr., Pres.  
Peter A. Darbee, Sr. VP/CFO  
G. Brent Stanley, Sr. VP-Human Resources  
Christopher P. Johns, VP/Controller  
Bruce R. Worthington, General Counsel  
David S. Gee, VP-Strategic Planning  
Greg S. Pruett, VP-Corp. Comm.  
Gabriel B. Togneri, VP-Investor Rel.  
Peter A. Darbee, Treas.  
Steven L. Kline, VP-Federal Governmental and Regulatory Relations  
Thomas G. Boren, CEO/Pres.-PG&E National Energy Group  
R. Chrisman Iribe, COO/Pres.-East Region, PG&E National Energy Group  
Thomas B. King, COO/Pres.-West Region, PG&E Ntl. Energy Group

**Phone:** 415-267-7000 **Fax:** 415-267-7265**Toll-Free:** 800-367-7731**Address:** 1 Market, Spear Tower, Ste. 2400, San Francisco, CA 94105 US**GROWTH PLANS/SPECIAL FEATURES:**

PG&E Corporation markets energy services and products throughout North America through its National Energy Group. The company also owns Pacific Gas and Electric Company, which is the Northern and Central California utility delivering natural gas and electricity service to 1 in every 20 Americans. PG&E Corporation has operations in 21 states, 30 power plants currently in operation, 2 power plants in construction and a generation portfolio of 7,000 megawatts, with more than 10,000 potential megawatts of new plant construction in the wings. Pacific Gas and Electric Company, the company utility unit in the eye of the electric crisis media storm, has been locked in a very public dispute with California's regulatory authorities over retail electricity rates and blames the state's interference for its recent decision to file for Chapter 11 bankruptcy. However, the unit plans to push ahead with efforts to recover funds owed to it by the state under its interpretation, through litigation if necessary. The National Energy Group, a separate and largely independent entity, has continued its expansion across the country through new plant construction, with five of those new plants to come online in the next year and another five in the pipeline. The company has invested in a web browser-based wholesale energy trading platform, True Quote LLC, for the continued development of the natural gas and electricity wholesale marketplace.

Through its Environmental Education Grant Program, PG&E Corporation awarded a total of \$100,000 to 21 schools, environmental groups and other recipients to further the reach and success of conservation-focused programs aimed at young people in New England. Three out of the 14 persons on the Board of Directors are minorities, as are five out of the 50 top-paid employees. 16.9% of all officials and managers are minorities, and 30% of new hires are as well. The company was the only firm to oppose the proposition to end Affirmative Action in California. PG&E also has a fast-track management program that helps minorities advance.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$26,232,000 (12 months)	2000 Profits: \$-3,364,000 (12 months)
1999 Sales: \$20,820,000	1999 Profits: \$-73,000
1998 Sales: \$19,942,000	1998 Profits: \$719,000
1997 Sales: \$15,400,000	1997 Profits: \$716,000
1996 Sales: \$9,610,000	1996 Profits: \$755,200

**Stock Ticker:** PCG  
Employees: 20,850  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$900,000	Bonus: \$931,350
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$630,000	Bonus: \$441,790

**COMPETITIVE ADVANTAGE:**

Massive customer base.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**PHILLIPS PETROLEUM COMPANY**[www.phillips66.com](http://www.phillips66.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 12 Profits: 10

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals: Y	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Natural Gas Gathering, Processing and Marketing  
 Petroleum Refining, Marketing and Transportation  
 Chemicals Production and Distribution

**BRANDS/DIVISIONS/AFFILIATES:**

Phillips 66  
 Chevron  
 Duke Energy Field Services  
 Chevron Phillips Chemical Company  
 Tosco  
 76  
 Circle K

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Jim J. Mulva, CEO  
 John Carrig, Sr. VP/CFO  
 P.D. Barrington, VP-Mktg.  
 J.C. High, VP-Human Resources  
 E.L. Batchelder, CIO  
 R.C. Berney, VP/Controller  
 J. Bryan Whitworth, General Counsel  
 J. Bryan Whitworth, Exec. VP/Chief Admin. Officer  
 John E. Lowe, Sr. VP-Corp. Strategy & Dev.  
 C.C. Reasor, Mgr.-Investor Rel.  
 Jeff Sheets, VP/Treas.  
 Kevin Meyers, Exec. VP-Alaska Oper.  
 Laura Sugg, VP-Worldwide Gas  
 J.C. Mihm, Sr. VP-Tech. & Project Dev.  
 D.R. Duncan, VP-Gov't Rel.

**Phone:** 918-661-6600 **Fax:** 918-662-2926**Toll-Free:** 800-387-3234**Address:** 4th and Keeler Ave., Bartlesville, OK 74004 US**GROWTH PLANS/SPECIAL FEATURES:**

Phillips Petroleum Company is a global oil and gas company that operates in four business segments: Exploration and Production (E&P), Gas Gathering, Processing and Marketing (GPM), Refining, Marketing and Transportation (RM&T) and Chemicals. The company currently owns properties in 19 countries with nine countries producing including the U.S., Canada, the Norwegian, U.K. and Danish sectors of the North Sea, China, Nigeria and Venezuela. The E&P segment explores and produces crude oil, natural gas and natural gas liquids on a worldwide basis. E&P utilizes seismic imaging technology, reserves estimation capabilities, reservoir management and exploitation, enhanced oil recovery operations and large offshore management. The firm's GPM segment gathers and processes natural gas products by both Phillips and others. This segment consists primarily of its equity investment in Duke Energy Field Services (DEFS). DEFS gathers natural gas through approximately 57,000 miles of gathering lines in the U.S. and western Canada. The unit also owns and operates 68 processing plants. Phillips' RM&T segment refines markets and transports crude oil and petroleum products primarily in the U.S. The segment operates three refineries in Texas and Utah with a combined crude oil refining capacity of 368,000 barrels of oil per day (BOPD). In February 2001, Phillips announced plans to acquire Tosco, one of the largest refiners and marketers in the U.S., by the end of 2001. With Tosco, the combined refining capacity is expected to be about 1.7 million BOPD. The acquisition will also give the company a combined marketing presence of 12,000 gasoline service stations in 46 states under the brands 76, Circle K and Phillips 66. The firm's Chemical segment consists of its equity interest in Chevron Phillips Chemical Company, which was formed by Phillips and Chevron in July 2000. This company principally manufactures and markets petrochemicals and plastics on a worldwide basis.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$20,835,000 (12 months)	2000 Profits: \$1,862,000 (12 months)
1999 Sales: \$13,571,000	1999 Profits: \$609,000
1998 Sales: \$11,545,000	1998 Profits: \$237,000
1997 Sales: \$15,424,000	1997 Profits: \$959,000
1996 Sales: \$15,807,000	1996 Profits: \$1,303,000

**Stock Ticker: P**

Employees: 12,400  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$1,045,833	Bonus: \$4,516,875
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$497,253	Bonus: \$553,041

**COMPETITIVE ADVANTAGE:**

Massive retail distribution network.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

# PIEDMONT NATURAL GAS COMPANY INC

[www.piedmontng.com](http://www.piedmontng.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 93 Profits: 75

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Electric and/or Natural Gas  
Propane Sales  
Residential and Commercial Gas Appliances

## BRANDS/DIVISIONS/AFFILIATES:

Piedmont Energy Company  
Piedmont Propane Company  
Piedmont Intrastate Pipeline Company  
Piedmont Interstate Pipeline Company  
Nashville Gas Company  
Heritage Propane Partners  
U.S. Propane  
SouthStar Energy Services

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Ware F. Schiefer, CEO  
Ware F. Schiefer, Pres.  
David J. Dzuricky, Sr. VP-Finance/CFO  
Thomas E. Skains, Sr. VP-Mktg. & Supply Services  
Richard A. Linville, VP-Human Resources  
June B. Moore, VP-Information Services  
Barry L. Guy, VP/Controller  
Nick Emanuel, VP-Eng.  
Martin C. Ruegsegger, VP/Sec.  
Martin C. Ruegsegger, Corp. Counsel  
Ray B. Killough, Sr. VP-Oper.  
Kevin M. O'Hara, VP-Corp. Planning  
Stephen D. Conner, VP-Corp. Comm.  
Ted C. Coble, VP/Treas.  
Donald F. Harrow, VP-Gov't Rel.  
David L. Trusty, VP-Mktg.  
Ranelle Q. Warfield, VP-Sales

Phone: 704-364-3120 Fax: 704-365-3849

Toll-Free:

Address: 1915 Rexford Road, Charlotte, NC 28233 US

## GROWTH PLANS/SPECIAL FEATURES:

Piedmont Natural Gas Company, Inc. is an energy and services company primarily engaged in the distribution of natural gas to residential, commercial and industrial customers in North Carolina, South Carolina and Tennessee. The company is one of the largest natural gas utilities in the southeast with over 648,000 customers. Piedmont also retails residential and commercial gas appliances in Tennessee. In the Carolinas, the service area is comprised of numerous cities, towns and communities including Anderson, Greenville and Spartanburg in South Carolina and Charlotte, Salisbury, Greensboro, High Point, Burlington and Winston-Salem in North Carolina. In Tennessee, the service area is the metropolitan area of Nashville, including portions of eight adjoining counties. Through its subsidiaries, the company is member of the Cardinal Pipeline Company, which owns and operates an intrastate gas pipeline in North Carolina, and of Pine Needle LNG Company, which owns an interstate liquefied natural gas peak-demand facility in North Carolina. The firm's Piedmont Propane Company owns a partnership interest in Heritage Propane Partners L.P., the fourth largest propane distributor serving more than 490,000 customers in 28 states. Another subsidiary, Piedmont Energy, has a 30% equity interest in SouthStar Energy Services, which offers a combination of unregulated energy products and services to industrial, commercial and residential customers in the southeastern U.S. Piedmont recently completed the purchase of the natural gas distribution system serving Gaffney, South Carolina from United Cities Gas Company for approximately \$6.6 million.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$830,400 (12 months)	2000 Profits: \$64,000 (12 months)
1999 Sales: \$686,500	1999 Profits: \$58,200
1998 Sales: \$765,300	1998 Profits: \$60,300
1997 Sales: \$775,500	1997 Profits: \$54,100
1996 Sales: \$685,100	1996 Profits: \$48,600

Stock Ticker: PNY  
Employees: 1,603  
Fiscal Year Ends: 10/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$332,462	Bonus: \$54,860
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$227,154	Bonus: \$38,591

## COMPETITIVE ADVANTAGE:

Good base of high-volume customers.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y	Y	



# PINNACLE WEST CAPITAL CORPORATION

[www.pinnaclewest.com](http://www.pinnaclewest.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 47 Profits: 34

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Electric and/or Natural Gas  
Real Estate Development  
Venture Capital Investment

## BRANDS/DIVISIONS/AFFILIATES:

Arizona Public Service  
SunCor Development Company  
El Dorado Investment Company  
APS Energy Services  
Pinnacle West Energy  
Palo Verde Nuclear Generating Station

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

William J. Post, CEO  
Jack E. Davis, Pres.  
Michael Palmeri, VP-Finance  
John G. Bohon, VP-Human Resources  
Chris Froggart, VP/Controller  
Faye Widenmann, VP/Sec.  
Nancy Loftin, VP/General Counsel  
Ed Fox, VP-Comm., Environment & Safety  
Barbara M. Gomez, Treas.  
William L. Stewart, Pres.-Pinnacle West Energy  
Armando Flores, Exec. VP-Corp. Bus. Services  
Martin L. Schulz, VP-Gov't Affairs  
Robert S. Aiken, VP-Federal Affairs

Phone: 602-250-1000 Fax: 602-250-2430

Toll-Free:

Address: 400 East Van Buren Street, Phoenix, AZ 85004 US

## GROWTH PLANS/SPECIAL FEATURES:

Pinnacle West Capital Corporation is engaged, through its subsidiaries, in the generation and distribution of electricity; in real estate development; and in venture capital investment. The company's major subsidiary is Arizona Public Service (APS), Arizona's largest electric utility company with 850,000 customers. APS provides wholesale or retail electric service to the entire state with the exception of Tucson and about one-half of the Phoenix area. The subsidiary also generates, markets and delivers electricity to wholesale customers in the western U.S. APS operates and is a co-owner of the Palo Verde Nuclear Generating Station, a primary source of electricity for the southwest region of the U.S. In addition, APS operates two major coal-fired plants. Other subsidiaries of the company include SunCor, a developer of residential, commercial and industrial real estate projects in Arizona, New Mexico and Utah. APS Energy Services sells energy and energy-related products and services in select retail markets in the western U.S. El Dorado Investment Company is primarily a venture capital investment firm with a diversified portfolio of companies offering innovative energy-related technologies and services. The firm's Pinnacle West Energy is planning to become the largest energy producer in the Southwest after the construction of new generating units and the transfer of eight power plants currently owned by APS. Combined, the company's plans to generate about 4,000 megawatts, which is enough to meet the electricity needs of about 1,000,000 homes.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,690,200 (12 months)	2000 Profits: \$302,300 (12 months)
1999 Sales: \$2,423,400	1999 Profits: \$167,900
1998 Sales: \$2,130,600	1998 Profits: \$242,900
1997 Sales: \$1,817,760	1997 Profits: \$201,520
1996 Sales: \$1,669,798	1996 Profits: \$199,608

### Stock Ticker: PNW

Employees: 7,200  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$519,000	Bonus: \$510,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$464,000	Bonus: \$526,812

## COMPETITIVE ADVANTAGE:

Diversified business portfolio.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				



**PIONEER NATURAL RESOURCES**[www.pioneerncr.com](http://www.pioneerncr.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 45 Profits: 45

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Pioneer Natural Resources is one of the largest independent exploration and production companies in the U.S. The company owns interests in oil and gas properties located in the U.S., Argentina, Canada, South Africa and Gabon. Domestic operations are spread between the Mid-continent, Permian and Gulf Coast divisions. International operations are centered in Canada and Argentina, with exploration projects in Gabon and South Africa. In regard to production, the company focuses its efforts toward increasing its average daily production of oil and gas through development drilling, production enhancement activities and acquisitions of producing properties. Pioneer's drilling activities seek to increase its oil and gas reserves, production and cash flow by concentrating on drilling low-risk development wells and by conducting additional development activities such as recompletions. The company's total proved reserves consist of approximately 628 million barrels of oil and NGLs and 3.8 trillion cubic feet of natural gas. Pioneer's three core domestic properties, the Hugoton and West Panhandle gas fields and the Spraberry oil and natural gas field, represent 67% of the company's total reserve base. The firm drilled 296 wells with a 90% success rate worldwide. In 2001, the company plans to drill approximately 460 development wells and 26 exploratory wells. Pioneer recently announced that it has entered into definitive agreements with Eurogas Corporation to explore 2.7 million acres of the Ghadamas Basin in Tunisia.

**BRANDS/DIVISIONS/AFFILIATES:**

Pioneer USA  
Parker & Parsley Petroleum  
MESA, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Scott D. Sheffield, CEO  
Scott D. Sheffield, Pres.  
Timothy L. Dove, Exec. VP/CFO  
Mark L. Withrow, Exec. VP/Sec.  
Mark L. Withrow, General Counsel  
Danny Kellum, VP-Domestic Oper.  
Dennis E. Fagerstone, Exec. VP

**Phone:** 972-444-9001 **Fax:** 972-969-3559**Toll-Free:****Address:** 1400 Williams Square West, 5205 N. O'Connor Blvd., Irving, TX 75039 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$912,700 (12 months)	2000 Profits: \$152,200 (12 months)
1999 Sales: \$710,100	1999 Profits: \$-22,500
1998 Sales: \$721,500	1998 Profits: \$746,400
1997 Sales: \$546,000	1997 Profits: \$-890,700
1996 Sales: \$535,300	1996 Profits: \$140,200

**Stock Ticker:** PXD

Employees: 853

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$638,000	Bonus: \$626,350
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$290,000	Bonus: \$174,000

**COMPETITIVE ADVANTAGE:**

Good acquisition program.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y			Y

# PLAINS ALL AMERICAN PIPELINE [www.plainsallamerican.com](http://www.plainsallamerican.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 4 Profits: 7

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Crude Oil Pipeline Transportation  
Terminalling and Storage Activities  
Gathering and Marketing Activities

## BRANDS/DIVISIONS/AFFILIATES:

Plains Marketing, L.P.  
All American Pipeline, L.P.  
Plains Marketing Canada, L.P.  
Plains All American, Inc.  
Plains Resources, Inc.  
CAPNET Energy Group, Inc.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Greg L. Armstrong, CEO  
Harry N. Pefanis, Pres.  
Harry N. Pefanis, COO  
Phillip D. Kramer, Exec. VP/CFO  
Michael R. Patterson, Sr. VP/Sec.  
Michael R. Patterson, General Counsel  
Michael J. Latiolais, VP-Admin.  
Cynthia A. Feeback, Treas.  
Geogre R. Coiner, Sr. VP  
Mark F. Shires, VP-Oper.

**Phone:** 713-654-1414 **Fax:** 713-654-1523

**Toll-Free:**

**Address:** 500 Dallas Street, Suite 700, Houston, TX 77002 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$6,641,200 (12 months)	2000 Profits: \$77,500 (12 months)
1999 Sales: \$10,910,400	1999 Profits: \$-103,400
1998 Sales: \$1,129,700	1998 Profits: \$6,000
1997 Sales: \$752,500	1997 Profits: \$2,100
1996 Sales: \$531,700	1996 Profits: \$1,200

**Stock Ticker:** PAA  
Employees: 915  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$175,000	Bonus:	\$500,700
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary:	\$155,000	Bonus:	\$220,000

## COMPETITIVE ADVANTAGE:

Growth through acquisitions.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		

**GROWTH PLANS/SPECIAL FEATURES:**

Plains All American Pipeline is engaged in interstate and intrastate marketing, transportation and terminalling of crude oil. The company's operations are concentrated in California, Texas, Oklahoma, Louisiana, Illinois and the Gulf of Mexico. One primary business activity of the firm involves the transportation of crude oil via pipeline. Activities from pipeline transportations consist of transporting third-party volumes of crude oil for a fee. Plains All American Pipelines owns and operates several pipeline systems including the San Joaquin Valley Gathering System in California, the East Texas Pipeline System, the Sabine Pass Pipeline System in southwest Louisiana and southeast Texas and the Illinois Basin Pipeline System. Another primary business operation of the company is terminalling and storage activities. Terminals are facilities where crude oil is transferred to or from storage or a transportation system, such as a pipeline, to another transportation system, such as trucks or another pipeline. The firm operates one of the largest crude oil trading hubs in the U.S., a 3.1 million barrel terminalling and storage facility in Cushing, Oklahoma. Plains All American Pipeline also conducts gathering and marketing activities including purchasing crude oil at the wellhead as well as at pipeline and terminal facilities; transporting crude oil on trucks, barges or pipelines; and reselling crude oil at various points along the crude oil distribution chain. The company is currently seeking to expand its operations into Canada. The firm recently acquired CAPNET Energy Group, Inc., a Calgary-based crude oil marketing company, for \$42 million.

**PLAINS RESOURCES INC****www.plainsresources.com**

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 21 Profits: 68

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Gathering, Transportation, Marketing, Storage and Terminalling of Crude Oil

**BRANDS/DIVISIONS/AFFILIATES:**

Plains Marketing and Transportation  
Stocker Resources Inc.  
Plains All American Pipeline  
Plains All American, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James C. Flores, CEO  
John T. Raymond, Exec. VP/COO  
Jere C. Overdyke, Exec. VP/CFO  
Mary O. Peters, VP-Human Resources  
William C. Egg, Jr., Sr. VP-Eng.  
Timothy T. Stephens, General Counsel  
Jim G. Hester, Sr. VP-Oper.  
Joanna Pankey, Admin.-Investor Rel.  
Timothy T. Stevens, Exec. VP-Admin.

**Phone:** 713-654-1414 **Fax:** 713-654-1523**Toll-Free:** 800-934-6083**Address:** 500 Dallas Street, Suite 700, Houston, TX 77002 US**GROWTH PLANS/SPECIAL FEATURES:**

Plains Resources, Inc., is an independent energy company engaged in the acquisition, exploitation, development, exploration, production and transportation of crude oil. The company refers to these activities as upstream, and conducts these activities in California, Illinois and Florida. Upstream activities involve exploiting and producing crude oil and natural gas from existing properties, acquiring additional underdeveloped crude oil properties primarily from major oil companies and exploring for significant new sources of reserves. Over the last three years, Plains Resources has added 103 million barrels of oil equivalent (boe) to its proved reserve base primarily through strategic acquisitions. At the end of 2000, the firm had total proved gas and oil reserve volumes of 238.7 million boe. Through its wholly owned subsidiary, Plains All American, Inc., the company also conducts what it calls midstream activities, which include interstate and intrastate pipeline crude oil transportation, terminalling and storage, as well as crude oil gathering and marketing. The firm's subsidiary conducts these operations through its majority ownership in Plains All American Pipeline, L.P., of which it is also the general partner. Midstream activities are concentrated in California, Texas, Oklahoma, Louisiana and the Gulf of Mexico. During 2001, Plains Resources expects to spend approximately \$120 million on the development and exploitation of upstream crude oil and natural gas properties, focusing on increasing production and cash flow. The company will concentrate on improving production practices and recovery techniques at these properties, as well as engage in low risk development drilling.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$6,630,600 (12 months)	2000 Profits: \$40,800 (12 months)
1999 Sales: \$10,940,700	1999 Profits: \$-25,300
1998 Sales: \$3,619,000	1998 Profits: \$-62,300
1997 Sales: \$862,200	1997 Profits: \$14,300
1996 Sales: \$629,600	1996 Profits: \$16,500

**Stock Ticker:** PLX

Employees: 1,100

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$330,000	Bonus:	\$900,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$235,000	Bonus:	\$550,000

**COMPETITIVE ADVANTAGE:**

Low risk strategy.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		

**PLUG POWER INC**[www.plugpower.com](http://www.plugpower.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 5 Profits: 11

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Fuel Cell Technology

**GROWTH PLANS/SPECIAL FEATURES:**

Plug Power Inc. is a designer and developer of on-site, energy generation systems, utilizing proton exchange membrane fuel cells for stationary applications. A fuel cell is a device that combines hydrogen, derived from a fuel such as natural gas, propane, methanol or gasoline, and oxygen from the air to produce electric power without combustion. The only byproducts of this electrochemical reaction are pure water and heat. The company intends to manufacture residential and small commercial stationary systems, which will be sold globally through a joint venture with GE MicroGen, Inc. Another business partner, DTE Energy Technologies will distribute these systems in Michigan, Illinois, Ohio and Indiana. Plug Power established a European presence in February 2000 through the establishment of its subsidiary, Plug Power Holland. The firm expects its first fully integrated fuel cell unit to be commercially available in the first half of 2002. The initial product will be marketed to a select number of managed customers, including utilities, government entities and the company's distribution partners. The first fuel cell systems will offer complimentary, quality power and demonstrate the market value of fuel cells as an excellent form of alternative distributed power generation. Plug Power intends to enhance the market opportunity of its fuel cell systems by lowering the installation cost, decreasing operating and maintenance costs, increasing efficiency, improving reliability and adding features such as grid independence and co-generation.

**BRANDS/DIVISIONS/AFFILIATES:**

GE MicroGen, Inc.  
DTE Energy Technologies  
Plug Power Holland

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Roger Saillant, CEO  
Roger Saillant, Pres.  
Greg Silvestri, COO  
W. Mark Scmitz, VP/CFO  
Mark Sperry, VP/Chief Mktg. Officer  
Glenn A. Eisman, Chief Tech. Officer  
Robert A. Sinuc, VP-Eng.  
Paul Burton, VP-Manufacturing  
Ana-Maria Galeano, Corp. Sec.  
Ana-Maria Galeano, General Counsel  
Louis R. Tomson, Sr. VP-Corp. Dev.  
John Elter, VP-Research and System Architecture

**Phone:** 518-782-7700 **Fax:** 518-782-9060**Toll-Free:****Address:** 968 Albany-Shaker Road, Latham, NY 12110 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$8,400 (12 months)	2000 Profits: \$-86,200 (12 months)
1999 Sales: \$11,000	1999 Profits: \$-33,500
1998 Sales: \$6,500	1998 Profits: \$-9,600
1997 Sales: \$1,200	1997 Profits: \$-5,900
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** PLUG  
**Employees:** 537  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$205,608	Bonus: \$60,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$205,000	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Expertise in fuel cell technology.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 1  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	Y

**POGO PRODUCING COMPANY**[www.pogoproducing.com](http://www.pogoproducing.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 54 Profits: 53

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**Oil & Gas, Exploration and Production  
Pipelines**GROWTH PLANS/SPECIAL FEATURES:**

Pogo Producing Company is engaged in oil and gas exploration, development and production of oil and natural gas. The company conducts these activities on its properties located offshore in the Gulf of Mexico and onshore in selected areas in New Mexico, Texas and Louisiana. Internationally, Pogo operates in onshore areas of Canada and Hungary and in offshore areas of the Gulf of Thailand and in the U.K. and Danish sectors of the North Sea. The firm's exploration and development efforts are primarily focused in the shallow waters of the Outer Continental Shelf in the Gulf of Mexico. About 33% of the company's proved reserves came from the Gulf of Mexico operations. In recent years, Pogo has expanded its exploration efforts further offshore into deeper waters where it expects to tap into substantial quantities of oil and gas. Onshore, the company conducts its operations in the U.S. through its wholly owned subsidiary, Arch Petroleum, Inc., and in Canada through another wholly owned subsidiary, Pogo Canada, Ltd. The firm also owns interests in eight pipelines through which offshore hydrocarbon production is transported. At the end of 2000, Pogo accumulated proved net reserves of approximately 95.3 million barrels of oil and 369.9 billion cubic feet of natural gas or 941.7 billion cubic feet equivalent of gas. In March 2001, the company acquired Noric Corporation and its subsidiaries including North Central Oil Corporation, adding over 537 billion cubic feet equivalent of gas to its reserves.

**BRANDS/DIVISIONS/AFFILIATES:**

Thaipo Limited  
Arch Petroleum, Inc.  
Noric Corporation  
North Central Oil Corporation  
Pogo Canada Ltd.  
Pogo Overseas Production B.V.  
Pogo Offshore Pipeline Company  
Pogo Onshore Pipeline Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Paul G. Van Wagenen, CEO  
Paul G. Van Wagenen, Pres.  
James P. Ulm, Jr., VP/CFO  
J.D. McGregor, Sr. VP-Sales  
Thomas E. Hart, VP/Chief Acc. Officer  
David R. Beathard, VP-Eng.  
Gerald A. Morton, Corp. Sec.  
Michael J. Killelea, VP/General Counsel  
Stephen R. Brunner, VP-Oper.  
Stuart P. Burbach, Exec. VP-Exploration  
John O. McCoy, Jr., Sr. VP/Chief Admin. Officer  
Jerry A. Cooper, Sr. VP/Western Div. Mgr.  
S. Clay Robinson, Jr., VP/Int'l Div. Mgr.

**Phone:** 713-297-5000 **Fax:** 713-297-5100**Toll-Free:****Address:** 5 Greenway Plaza, Suite 2700, Houston, TX 77252 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$498,000 (12 months)	2000 Profits: \$87,300 (12 months)
1999 Sales: \$275,100	1999 Profits: \$22,100
1998 Sales: \$202,800	1998 Profits: \$-43,100
1997 Sales: \$286,300	1997 Profits: \$37,100
1996 Sales: \$204,000	1996 Profits: \$32,800

**Stock Ticker:** PPP  
**Employees:** 161  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$863,130	Bonus: \$84,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$345,630	Bonus: \$35,000

**COMPETITIVE ADVANTAGE:**

High completion rate/Acquisition of Noric Corporation.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		Y



**POTOMAC ELECTRIC POWER COMPANY**[www.pepco.com](http://www.pepco.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 53 Profits: 31

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
			Y		Y

**TYPES OF BUSINESS:**

Utilities-Electric and Natural Gas  
Telecommunications Services  
Financial Investments

**BRANDS/DIVISIONS/AFFILIATES:**

Potomac Capital Investment Corporation  
Starpower Communications  
PEPCO  
Pepco Holdings, Inc.  
Pepco Energy Services, Inc.  
PepMarket.com, LLC  
Connectiv  
Mirant Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John M. Derrick, Jr., CEO  
Dennis R. Wraase, Pres.  
Dennis R. Wraase, COO  
Andrew W. Williams, Sr. VP/CFO  
William T. Torgerson, General Counsel  
William T. Torgerson, Sr. VP-External Affairs  
William J. Sim, Sr. VP-Power Delivery  
Robert C. Grantley, Group VP-Customer Care

**Phone:** 202-872-2000 **Fax:** 202-331-6750**Toll-Free:****Address:** 1900 Pennsylvania Avenue, N.W., Washington, DC 20068-0001 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,047,700 (12 months)	2000 Profits: \$352,000 (12 months)
1999 Sales: \$2,476,000	1999 Profits: \$247,100
1998 Sales: \$2,063,900	1998 Profits: \$226,300
1997 Sales: \$2,010,311	1997 Profits: \$220,356
1996 Sales: \$1,876,102	1996 Profits: \$77,540

**Stock Ticker: POM**

Employees: 2,566  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$541,667	Bonus: \$255,171
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$366,667	Bonus: \$172,731

**COMPETITIVE ADVANTAGE:**

Growth in non-regulated businesses.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

**POWERGEN PLC**[www.pgen.com](http://www.pgen.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 32 Profits: 12

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y			Y

**TYPES OF BUSINESS:**

Utilities  
Energy Trading  
Gas Supply  
Telephone Services  
Energy Marketing

**BRANDS/DIVISIONS/AFFILIATES:**

East Midlands Electricity  
LG&E Energy  
Combined Heat & Energy  
E.On AG

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Nick Baldwin, CEO  
Peter Hickson, Group Finance Dir.  
David Jackson, Corp. Sec.

**Phone:** 171-826-2826 **Fax:** 171-826-2890

**Toll-Free:**

**Address:** Westwood Way, Westwood Business Park, Coventry, CV4 8LG UK

**GROWTH PLANS/SPECIAL FEATURES:**

Powergen PLC primarily engages in the generation and sale of electricity to residential, business, corporate and government customers in the U.K. The company's core operating segments include electricity production, electricity transportation, gas transportation and electricity/gas supply, marketing and trading. These activities are complemented by Powergen's business in international power generation. Powergen also trades electricity, gas and oil in the U.K. and European markets, and offers phone services in the U.K. The company owns and operates seven power stations in the U.K. with a combined capacity of 7.4 GW. Powergen's subsidiary, East Midlands Electricity, provides electricity to customers utilizing over 67,000 km of overhead lines and underground cables. LG&E Energy Corp., another subsidiary of the company based in Kentucky, offers businesses a diversified portfolio of energy services including power generation and project development, retail gas and electric utility services and asset-based energy marketing. The firm's Combined Heat & Energy subsidiary provides major energy users in the U.K., including hospitals and factories, with more than 640 MW of electricity and 1050 MW of heat. In April 2001, E.On AG, a German energy company, launched a \$7.4 billion takeover offer for Powergen PLC. The merger would create one of the world's largest investor-owned electricity and gas companies with over 30 million customers. The takeover move is being unanimously recommended by the Powergen Board.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$6,266,000 (12 months)	2000 Profits: \$642,000 (12 months)
1999 Sales: \$6,052,800	1999 Profits: \$1,144,000
1998 Sales: \$3,889,900	1998 Profits: \$-258,900
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** PWG  
Employees: 11,742  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Merger with E.On AG.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			Y

**PPL CORPORATION**[www.pplweb.com](http://www.pplweb.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 36 Profits: 20

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric & Gas  
Wholesale and Retail Energy Marketing  
Power Generation  
Generation Development Projects  
Energy Investments  
Energy-Related Services

**BRANDS/DIVISIONS/AFFILIATES:**

PPL EnergyPlus  
PPL Gas Utilities  
PPL Global  
PPL Generation  
PPL Services  
PPL Electric Utilities Corp.  
PPL Montana  
PPL Maine

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William F. Hecht, CEO  
William F. Hecht, Pres.  
John R. Biggar, Exec. VP/CFO  
Charles P. Pinto, VP-Human Resources  
Joseph J. McCabe, VP/Controller  
Robert J. Grey, Sr. VP/Sec.  
Robert J. Grey, General Counsel  
James E. Abel, Treas.  
James E. Abel, VP-Finance  
Frank A. Long, Pres.-PPL Generation, LLC  
Lawrence E. De Simone, Pres.-PPL EnergyPlus  
Michael E. Bray, Pres.-PPL Utilities

Phone: 610-774-5151 Fax: 610-774-4198

Toll-Free: 800-345-3085

Address: Two North Ninth Street, Allentown, PA 18101 US

**GROWTH PLANS/SPECIAL FEATURES:**

PPL Corporation is an energy and utility holding company. The company operates in four primary business segments: supply, delivery, development and services. The supply segment consists of PPL Generation, which operates power plants to generate electricity, and PPL EnergyPlus, which markets electricity, gas and other energy-related assets to unregulated wholesale and retail markets. PPL Generation operates power plants in Pennsylvania, Montana and Maine with an aggregate generating capacity of 9,678 megawatts (MW). PPL EnergyPlus markets the electricity produced by PPL Generation along with additional purchased power and gas in 42 states and Canada. The deliver segment primarily consists of PPL Electric, a provider of electricity to approximately 1.3 million customers in a 10,000 square mile territory in eastern and central Pennsylvania. Combined with the firm's international operations in the U.K. and Latin America, PPL delivers electricity to a total of approximately 5.7 million customers. PPL Gas Utilities, another subsidiary in this segment, provides natural gas and propane delivery to over 105,000 customers in Pennsylvania and Maryland. The development segment consists of the activities of PPL Global. This subsidiary develops domestic generation projects for PPL Generation. PPL Global also develops, owns and operates international energy projects. Domestically, the subsidiary is in the process of developing approximately 2,350 MW of capacity in Pennsylvania, New York, Connecticut and Arizona. PPL Global's major international projects include equity investments in two U.K. electricity transmission and distribution companies, as well as several similar companies in Latin America. PPL Services operates the firm's services segment, providing shared services, including financial, legal, human resources and information services, for PPL and its subsidiaries.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$5,683,000 (12 months)	2000 Profits: \$524,000 (12 months)
1999 Sales: \$4,590,000	1999 Profits: \$458,000
1998 Sales: \$3,786,000	1998 Profits: \$-544,000
1997 Sales: \$3,077,000	1997 Profits: \$320,000
1996 Sales: \$2,926,000	1996 Profits: \$357,000

**Stock Ticker: PPL**  
Employees: 11,893  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$788,270	Bonus: \$571,170
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$514,041	Bonus: \$310,288

**COMPETITIVE ADVANTAGE:**

Turnkey electric utility.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**PRECISION DRILLING CORP****[www.precisiondrilling.com](http://www.precisiondrilling.com)**

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 13 Profits: 13

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Oilfield Drilling and Energy Services  
 Rental Services  
 Onsite Personnel Services  
 Drilling Rig Component Manufacturing  
 Well Testing and Measurement Services  
 Service Rigs  
 Hydraulic Rig Snubbing Services  
 Wireline Logging

**BRANDS/DIVISIONS/AFFILIATES:**

Columbia Oilfield Supply Ltd.  
 LRG Catering Ltd.  
 Precision Drilling Limited Partnership  
 Rostel Industries Ltd.  
 Drive Well Servicing  
 Computalog Ltd.  
 Live Well Service Inc.  
 Northland-Norward Energy Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Hank Swartout, CEO  
 Hank Swartout, Pres.  
 Dale Tremblay, Sr. VP-Finance/CFO  
 Jan Campbell, Corp. Sec.  
 Bruce Herron, Sr. VP-Bus. Dev.  
 Larry Comeau, Sr. VP-Oilfield Specialty Services  
 Michael McNulty, VP-Finance

**Phone:** 403-716-4500 **Fax:** 403-716-4869**Toll-Free:****Address:** 4200, 150 6th Ave. S.W., Calgary, Alberta T2P 3Y7  
Canada**GROWTH PLANS/SPECIAL FEATURES:**

Precision Drilling Corporation, through its subsidiaries, provides oilfield drilling and energy services to the oil and gas and industrial businesses. The company operates in three business segments: Contract Drilling Services, Technology Services and Rental and Production Services. The Contract Drilling Group includes the company's international and domestic drilling rig divisions. Precision Drilling Limited Partnership, which operates a fleet of 208 drilling rigs, primarily conducts the firm's Canadian drilling operations. With over 240 land drilling rigs, Precision Drilling International provides drilling and related services across the globe including the Canadian Arctic, South America and the Far East. Support services to the firm's drilling operations consist of LRG Catering Ltd., Rostel Industries Ltd. and Columbia Oilfield Supply Ltd. LRG owns, manages and caters 75 camps for onsite personnel in the field. The Technology Services Group consists of three business entities including Computalog, an international oilfield service company specializing in wireline logging and directional and horizontal drilling technologies; Live Well Service, a provider of hydraulic rig snubbing services; and Drive Well Servicing, which provides service rigs engaged in well completion, workover and re-entry services. For the Rental and Production Group, the company's Montero Oilfield Services Ltd. operates rental services through three divisions: Smoky Oilfield Rentals, Duchame Oilfield Rentals and Big D Rentals. Production services are provided through two subsidiaries, CEDA International Corporation and Energy Industries, Inc. Precision Drilling recently acquired BecField Drilling Services, a provider of directional drilling and Measurement-While-Drilling (MWD) services.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$877,900 (12 months)	2000 Profits: \$69,900 (12 months)
1999 Sales: \$331,200	1999 Profits: \$13,300
1998 Sales: \$449,400	1998 Profits: \$34,600
1997 Sales: \$655,800	1997 Profits: \$76,100
1996 Sales: \$294,700	1996 Profits: \$27,400

**Stock Ticker:** PDS  
 Employees: 10,575  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Comprehensive oil field services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**PREMCOR INC**[www.premcorinc.com](http://www.premcorinc.com)

Industry Group Code: 324110 Ranks within this company's industry group: Sales: 5 Profits: 5

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Petroleum Refining  
Unbranded Gasoline Marketer

**BRANDS/DIVISIONS/AFFILIATES:**

Clark USA  
Blackstone Group  
Occidental Petroleum  
Apollo Management  
Premcor Refining Group, Inc.  
Port Arthur Coker Company, L.P.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William C. Rusnack, CEO  
William C. Rusnack, Pres.  
Ezra C. Hunt, Exec. VP/CFO  
Paula Novak, Corp. Human Resources  
Dennis R. Eichholz, Sr. VP/Controller  
Rosemary L. Klein, Sec.  
Jeffrey N. Quinn, General Counsel  
Jeffrey N. Quinn, Exec. VP/Chief Admin. Officer  
Karen Davis, Investor Rel.  
Suzanne Miller, Media Rel.  
Wayne Maloney, Wholesale Distribution

**Phone:** 314-854-9696 **Fax:** 314-854-1580**Toll-Free:****Address:** 8182 Maryland Ave.

8182 Maryland Ave., St. Louis, MO 63105-3721 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$7,311,800 (12 months)	2000 Profits: \$85,700 (12 months)
1999 Sales: \$4,520,500	1999 Profits: \$-23,900
1998 Sales: \$4,042,900	1998 Profits: \$-29,700
1997 Sales: \$4,336,800	1997 Profits: \$-108,100
1996 Sales: \$5,073,100	1996 Profits: \$-56,200

**Stock Ticker: Private**  
Employees: 2,100  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

One of the largest U.S. independent refiners.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 4  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y			



**PREMIER OIL PLC**[www.premier-oil.com](http://www.premier-oil.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 79 Profits: 96

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil and Gas Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Premier Oil PLC is an international oil and gas exploration and production company. The firm has oil and gas interests in over ten countries, including the U.K., Indonesia, Myanmar, Albania, Pakistan and Australia. Premier is focusing primarily on its oil and gas operations in Asia, which it sees as having a tremendous growth potential. The company predicts that Asia will be the fastest growing gas market in the world over the next two decades. The firm drilled twelve exploration and appraisal wells in 2000 with seven of these wells successful in discovering or appraising gas. The main focus of the company's exploration and appraisal activities primarily took place in Indonesia, where eight wells were drilled. In addition, three wells were drilled in Pakistan and one in the U.K. For 2000, Premier Oil produced approximately 27,300 barrels of oil equivalent per day (boepd). Moreover, the company's proved reserves were 488.4 million barrels of oil equivalent at the end of 2000. The company recently executed agreements for the sale of 2.5 trillion (tcf) of gas from its West Natuna gas operations in Indonesia. In addition, Premier Oil announced that it acquired a 55% interest in an exploration venture located off the coast of Guinea Bissau, which lies on the west coast of Africa. For 2001, production for the company is expected to be around 50,000 boepd.

**BRANDS/DIVISIONS/AFFILIATES:**

Petronas  
Amerada Hess

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Charles Jamieson, CEO  
Edward Freeborn, CFO  
Edward Freeborn, Corp. Sec.

**Phone:** +44-20-7730-1111 **Fax:** +44-20-7730-4696**Toll-Free:****Address:** 23 Lower Belgrave Street, London, SW1W 0NR UK**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$148,400 (12 months)	2000 Profits: \$9,100 (12 months)
1999 Sales: \$135,500	1999 Profits: \$-44,800
1998 Sales: \$173,500	1998 Profits: \$-227,600
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** PMOIE  
Employees: 445  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Focus on Asian gas market.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	Y

**PRIDE COMPANIES LP**[www.prideref.com](http://www.prideref.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 14 Profits: 12

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Pipeline System Operator  
Product Terminals  
Petroleum Products Marketing

**BRANDS/DIVISIONS/AFFILIATES:**

Pride Refining, Inc.  
Pride SGP, Inc.  
Equilon

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Brad Stephens, CEO  
D. Wayne Malone, Pres.  
D. Wayne Malone, COO  
George Percival, CFO  
Dave Vaddell, General Counsel

Phone: 915-674-5444 Fax: 915-674-1715

Toll-Free:

Address: 1209 N. Fourth St., Abilene, TX 79601 US

**GROWTH PLANS/SPECIAL FEATURES:**

Pride Companies, L.P. owns and operates a common carrier products pipeline system and three product terminals in Abilene, San Angelo and Aledo, Texas. The system is used to market conventional gasoline, low sulfur diesel fuel and military aviation fuel. The pipeline transports products from the Abilene Terminal to the Dyess Air Force Base in Abilene and to the San Angelo Terminal. Pride Companies also owns a modern simplex petroleum facility, which was mothballed in 1998. Prior to closing the refinery, the company operated the Aledo pipeline, which transported products from the Abilene Terminal to the Aledo Terminal. The firm also provides its petroleum products at several other locations in Texas including Amarillo, Wichita Falls and Midland/Odessa. Pride Companies' primary market area for refined products includes Central and West Texas. This region is not significantly marketed by the major refining centers on the Gulf Coast. Major customers of the company consist of several military installations including bases in Fort Worth and Abilene. The company delivers military aviation fuel to Dyess by pipeline and trucks the fuel from both the Abilene and Aledo Terminals to other military installations. In January 2001, the firm filed for a voluntary petition for reorganization under Chapter 11 bankruptcy codes. Pride Companies was authorized to continue managing and operating the business as a debtor-in-possession, which is subject to the control and supervision of the Bankruptcy Court.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$271,200 (12 months)	2000 Profits: \$43,400 (12 months)
1999 Sales: \$130,600	1999 Profits: \$-7,700
1998 Sales: \$121,200	1998 Profits: \$-8,600
1997 Sales: \$277,200	1997 Profits: \$-45,000
1996 Sales: \$615,200	1996 Profits: \$-6,400

Stock Ticker: PRDE

Employees: 32

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$225,000	Bonus: \$2,218,400
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$225,000	Bonus: \$2,218,400

**COMPETITIVE ADVANTAGE:**

Provides pipeline system services to several military installations.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				

**PRIDE INTERNATIONAL INC**[www.prde.com](http://www.prde.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 10 Profits: 39

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Contract Drilling and Related Services

**GROWTH PLANS/SPECIAL FEATURES:**

Pride International, Inc. is a leading provider of contract drilling and related services, operating both offshore and on land. In recent years, the company has focused its growth strategy on the higher margin offshore and international drilling markets. As a result, the company has grown to be one of the world's largest offshore and onshore drilling contractors, operating in 20 countries across numerous continents. Pride operates in the world's most active oil and gas exploration markets, from the waters of the Gulf of Mexico, Southeast Asia and West Africa to offshore Brazil, and on land, throughout South America, North Africa and the Middle East. Pride's global fleet is currently comprised of three semisubmersible rigs, 18 jackup rigs, six tender-assisted rigs, three barge rigs, 21 offshore platform rigs and 238 land-based drilling rigs and land-based workover rigs. Pride developed its current drilling fleet by acquiring and upgrading assets and redeploying idle assets. The company recently completed construction of two ultra-deepwater drillships and is currently building four deepwater semisubmersibles. The firm has recently expanded its South American operations through the acquisition of San Antonio, a subsidiary of Perez Compac S.A. The acquisition provides the firm with a preferred vendor relationship with Perez Compac, one of the largest oil and gas operators in South America and also one of Pride's largest customers. In addition, the firm recently merged with Marine Drilling Companies. The \$6.2 billion merger makes the combined company the third largest offshore drilling contractor based on enterprise value.

**BRANDS/DIVISIONS/AFFILIATES:**

Marine Drilling Companies, Inc.  
Pride Offshore  
Pride Columbia Co.  
San Antonio, S.A.  
Perez Compac, S.A.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Paul A. Bragg, CEO  
Paul A. Bragg, Pres.  
James W. Allen, COO  
Earl W. McNiel, VP/CFO  
John O'Leary, VP-Mktg.  
Robert W. Randall, VP/Sec.  
Robert W. Randall, General Counsel  
James W. Allen, Sr. VP-Oper.  
John Blocker, Jr., VP-Latin American Oper.  
David Bourgeois, VP-U.S. Oper.  
Gary W. Casswell, VP-Eastern Hemisphere Oper.  
Marcelo D. Guiscardo, VP-E&P Services

**Phone:** 713-789-1400 **Fax:** 713-789-1430**Toll-Free:****Address:** 5847 San Felipe, Suite 3300, Houston, TX 77057 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$909,000 (12 months)      2000 Profits: \$ 700 (12 months)  
1999 Sales: \$619,400      1999 Profits: \$-51,900  
1998 Sales: \$835,600      1998 Profits: \$77,500  
1997 Sales: \$699,800      1997 Profits: \$104,000  
1996 Sales: \$407,200      1996 Profits: \$22,700

**Stock Ticker:** PDE  
Employees: 8,700  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:      ESOP Stock Plan:      Profit Sharing:      Top Exec. Salary: \$418,462      Bonus: \$836,924  
Savings Plan: Y      Stock Purch. Plan:      Second Exec. Salary: \$308,461      Bonus: \$370,153

**COMPETITIVE ADVANTAGE:**

Growth in deep water drilling fleet.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y

**PRIMA ENERGY CORPORATION**[www.primaenergy.com](http://www.primaenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 103 Profits: 83

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services: Y
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Natural Gas Marketing and Trading  
 Oilfield Services

**BRANDS/DIVISIONS/AFFILIATES:**

Prima Oil & Gas Company  
 Prima Natural Gas Marketing, Inc.  
 Action Oil Field Services, Inc.  
 Action Energy Services

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Richard H. Lewis, CEO  
 Richard H. Lewis, Pres.  
 Neil L. Stenbuck, Exec. VP/CFO  
 John H. Carpenter, VP-Mktg.  
 Sandra J. Irlando, Controller  
 Michael R. Kennedy, Exec. VP-Eng.  
 Sandra J. Irlando, Corp. Sec.  
 Michael R. Kennedy, Exec. VP-Oper.  
 G. Walter Lunsford, VP-Land  
 Sandra J. Irlando, VP-Acc.  
 Michael J. McGuire, Exec. VP-Exploration

**Phone:** 303-297-2100 **Fax:** 303-297-7708**Toll-Free:****Address:** 1099 18th Street, Suite 400, Denver, CO 80202 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$52,200 (12 months)	2000 Profits: \$21,900 (12 months)
1999 Sales: \$29,200	1999 Profits: \$9,000
1998 Sales: \$29,100	1998 Profits: \$8,100
1997 Sales: \$37,900	1997 Profits: \$8,100
1996 Sales: \$27,700	1996 Profits: \$6,700

**Stock Ticker:** PENG  
**Employees:** 134  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$373,333	Bonus: \$200,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$167,000	Bonus: \$30,000

**COMPETITIVE ADVANTAGE:**

Expansion into oil field services, and oil and gas marketing/trading.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 1  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				

**PRIMEENERGY CORPORATION**[www.primeenergy.com](http://www.primeenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 110 Profits: 103

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Partnership Management  
 Oil Field Services and Construction

**BRANDS/DIVISIONS/AFFILIATES:**

Prime Operating Company  
 PrimeEnergy Management Corporation  
 Eastern Oil Well Service Company  
 Southwest Oilfield Construction Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Charles E. Drimal, Jr., CEO  
 Charles E. Drimal, Jr., Pres.  
 Beverly A. Cummings, Exec. VP/CFO  
 James F. Gilbert, Corp. Sec.  
 Beverly A. Cummings, Treas.

**Phone:** 203-358-5700 **Fax:** 203-358-5786

**Toll-Free:**

**Address:** One Landmark Square, Stamford, CT 06901 US

**GROWTH PLANS/SPECIAL FEATURES:**

PrimeEnergy Corporation is engaged primarily in the oil and gas business through the acquisition, exploration, development and production of crude oil and natural gas. The company's properties are located primarily in Texas, Oklahoma and West Virginia. PrimeEnergy's wholly owned subsidiary, PrimeEnergy Management Corporation, acts as the managing general partner in 47 oil and gas limited partnerships and acts as managing trustee of two asset and income business trusts. The company, through its wholly owned subsidiaries, Prime Operating Company and Eastern Oil Well Service Company, acts as operator and provides well servicing support operations. In addition, through a subsidiary, Southwest Oilfield Construction Company, the company provides site preparation and construction services for oil and gas drilling and re-working operations, both in connection with PrimeEnergy's activities and providing contract services for third parties. The company is also active in the acquisition of producing oil and gas properties through joint ventures with industry partners and private investors. PrimeEnergy currently operates 1,603 oil and gas wells. For 2000, production from these wells consisted of approximately 298,000 barrels of oil and 3,930,000 million cubic feet (mcf) of natural gas. Proved reserves for the company at the end of 2000 included about 2,362,000 barrels of oil and 27,029,000 mcf of natural gas. The company is actively pursuing the acquisition of producing properties and plans to continue engaging in exploratory and development operations of properties in which it has an interest.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$39,200 (12 months)	2000 Profits: \$5,400 (12 months)
1999 Sales: \$25,500	1999 Profits: \$-2,100
1998 Sales: \$24,800	1998 Profits: \$-1,700
1997 Sales: \$28,700	1997 Profits: \$1,000
1996 Sales: \$23,200	1996 Profits: \$ 900

**Stock Ticker:** PNRG

Employees: 196

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$224,404	Bonus: \$500,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$224,404	Bonus: \$200,000

**COMPETITIVE ADVANTAGE:**

Successful acquisition activities.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	



**PRIZE ENERGY CORP**[www.prizeenergy.com](http://www.prizeenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 78 Profits: 74

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Acquisition and Exploitation of Oil and Gas Properties

**GROWTH PLANS/SPECIAL FEATURES:**

Prize Energy Corp. is an independent oil and gas company primarily engaged in the acquisition, development and exploitation of producing oil and gas properties. The company owns oil and gas properties in three core operating areas including the Permian Basin of West Texas and Southeastern New Mexico, the onshore Gulf Coast area of Texas and Louisiana and select areas covering parts of Western Oklahoma and the Texas Panhandle. Over 80% of the firm's properties are located in Texas. The company is engaged in numerous drilling and recompletion activities on its properties and intends to drill or develop other properties acquired in the future. Current net daily production of Prize Energy includes approximately 9,700 barrels of oil and natural gas liquids (NGLs) and 81 million cubic feet (mcf) of gas. The company's total proved reserves consist of roughly 112 million barrels of oil equivalent (boe). In 2000, Prize Energy merged with Vista Energy Resources, Inc. to create a combined independent oil and gas company with assets of over \$450 million. The firm's primary growth strategy involves acquiring producing oil and gas properties in its core operating areas. Prize Energy recently acquired oil and gas properties from Apache Corporation for \$65 million. The acquired properties, which are primarily located in or around the company's core operating areas, will provide approximately 1,900 barrels of oil and 6.5 mcf of natural gas per day.

**BRANDS/DIVISIONS/AFFILIATES:**Vista Energy Resources, Inc.  
Apache Corp.**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*Philip B. Smith, CEO  
Lon C. Kile, Pres.  
Lon C. Kile, COO  
Monica L. Griffin, Corp. Sec.  
Philip B. Smith, Treas.  
D. Richard Massengill, VP-Exploitation  
Richard S. Farrell, VP-Land**Phone:** 817-424-0400 **Fax:** 817-424-0071**Toll-Free:****Address:** 3500 William D. Tate, Ste. 200, Grapevine, TX 76051  
US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$149,500 (12 months)	2000 Profits: \$32,500 (12 months)
1999 Sales: \$48,000	1999 Profits: \$9,100
1998 Sales: \$	1998 Profits: \$
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** PRZ

Employees: 139

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$225,000	Bonus: \$151,875
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$175,000	Bonus: \$118,125

**COMPETITIVE ADVANTAGE:**

Merger with Vista Energy Resources.

**OTHER THOUGHTS:**Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**PROGRESS ENERGY INC**[www.progress-energy.com](http://www.progress-energy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 43 Profits: 22

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y		Y	Y

**TYPES OF BUSINESS:**

Utilities-Natural Gas  
Energy Services  
Facility Management  
Wholesale Telecommunications Services

**BRANDS/DIVISIONS/AFFILIATES:**

CP&L Energy, Inc.  
Electric Fuels Corp.  
NCNG Corp.  
Florida Power Corp.  
SRS Corp.  
Progress Telecom  
Progress Energy Service Company, L.L.C.  
Energy Ventures

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William Cavanaugh III, CEO  
William Cavanaugh III, Pres.  
Peter M. Scott III, Exec. VP/CFO  
Robert H. Bazemore, Jr., Controller  
William D. Johnson, Corp. Sec.  
William D. Johnson, Exec. VP/General Counsel  
Robert B. McGehee, Pres./CEO-Progress Energy Service Co., L.L.C.  
Don Davis, Exec. VP-Energy Services  
Bill Habermeyer, Pres./CEO-Florida Power  
Bonnie Hancock, Sr. VP/Finance & IT-Progress Energy Service Co.

**Phone:** 919-546-6411 **Fax:** 919-546-7678**Toll-Free:****Address:** 410 South Willington Street, Raleigh, NC 27601 US**GROWTH PLANS/SPECIAL FEATURES:**

Progress Energy, Inc. is a holding company for energy-related businesses. The firm serves 2.8 million customers across the Southeast, providing electricity, natural gas, energy services and broadband capacity. The company has four major business operations including two electric utilities, a natural gas utility and other non-regulated businesses. The electric utility operations consist of CP&L Energy, Inc. and Florida Power Corp. CP&L serves more than 1.2 million customers covering 33,000 square miles in eastern North Carolina and South Carolina. The subsidiary owns and operates 19 Carolina plant sites, totaling more than 12,000 megawatts of generating capability. Florida Power serves more than 1.4 million customers in central and north Florida. Its service area encompasses approximately 20,000 square miles, including the cities of St. Petersburg, Clearwater and Orlando. Progress Energy's natural gas utility segment consists of the North Carolina Natural Gas Corp. (NCNG), which provides natural gas services to 173,000 customers in southcentral and eastern North Carolina. The company also engages in non-regulated business areas such as telecommunications, coal and synthetic fuel operations, energy management and related services and merchant energy generation. Subsidiaries include Progress Telecom, a provider of wholesale telecommunications services; SRS Corp., an energy service and facility management company; and Energy Ventures, which manages wholesale generation, fuel extraction, power marketing and trading operations. Progress Energy recently sold its MEMCO Barge line, Inc. subsidiary to AEP Resources, Inc. for \$270 million.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$4,118,900 (12 months)	2000 Profits: \$478,400 (12 months)
1999 Sales: \$3,357,600	1999 Profits: \$379,300
1998 Sales: \$3,191,700	1998 Profits: \$396,300
1997 Sales: \$3,036,600	1997 Profits: \$388,300
1996 Sales: \$2,995,700	1996 Profits: \$391,300

**Stock Ticker:** PGN  
Employees: 16,000  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$871,483	Bonus: \$1,285,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$469,789	Bonus: \$275,000

**COMPETITIVE ADVANTAGE:**

Provides utility services throughout the southeastern U.S.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	

**PROTON ENERGY SYSTEMS INC**[www.protonenergy.com](http://www.protonenergy.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 9 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Hydrogen Generators  
Fuel Cell Technology  
Proton Exchange Membrane Technology

**GROWTH PLANS/SPECIAL FEATURES:**

Proton Energy Systems, Inc. is primarily engaged in the design, development and manufacturing of proton exchange membrane (PEM) electrochemical products. These products include the company's HOGEN hydrogen generators and UNIGEN regenerative fuel cell systems. The HOGEN hydrogen generators produce high purity hydrogen for use in semiconductors, metallurgy, electrical generator cooling, meteorology and fuel cell applications. The generators convert water and electricity into high purity, pressurize hydrogen gas using PEM electrolysis, and are designed to meet the demand for on-site hydrogen gas generation in a variety of manufacturing and laboratory applications. The firm is currently manufacturing and delivering late-stage development models of the generators to customers for use in commercial applications. The company expects to finalize the commercial design of its generators by the end of 2001. Proton's UNIGEN fuel cell systems, which are currently under development, are capable of capturing, storing and releasing electrical energy more cost effectively and efficiently than batteries or other alternatives. Fuel cells utilize the electrochemical reaction of hydrogen and oxygen taken from the air to generate electricity without combustion. The only byproducts from this reaction are pure water and heat. The UNIGEN systems will produce and store the hydrogen fuel, which it can later use to generate electricity. These fuel cell systems will provide regenerative electrical power for applications such as transportation, stationary power generation and portable power generation. Proton has ongoing research programs for its fuel cell systems with the U.S. Department of Energy and NASA. The company expects both programs to be completed by the end of 2002.

**BRANDS/DIVISIONS/AFFILIATES:**

HOGEN  
UNIGEN

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Walter W. Schroeder, CEO  
Walter W. Schroeder, Pres.  
John A. Glidden, VP-Finance  
David E. Wolff, VP-Sales & Mktg.  
Trent M. Molter, VP-Eng. & Tech.  
Lawrence W. Moulthrop Jr., VP-Product Eng.  
Robert J. Friedland, VP-Oper.  
William F. Smith, VP-Bus. Dev.

**Phone:** 860-571-6533 **Fax:** 860-571-6505

**Toll-Free:**

**Address:** 50 Inwood Rd., Rocky Hill, CT 06067 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$ 700 (12 months)	2000 Profits: \$-3,500 (12 months)
1999 Sales: \$ 900	1999 Profits: \$-3,300
1998 Sales: \$	1998 Profits: \$-2,700
1997 Sales: \$	1997 Profits: \$-1,700
1996 Sales: \$	1996 Profits: \$- 200

**Stock Ticker:** PRTN

Employees: 50

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$209,487	Bonus: \$205,014
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$123,202	Bonus: \$75,000

**COMPETITIVE ADVANTAGE:**

Expertise in hydrogen generators and regenerative fuel cell systems.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

# PUBLIC SERVICE COMPANY OF NEW MEXICO [www.pnm.com](http://www.pnm.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 71 Profits: 65

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Electric and/or Natural Gas  
Nuclear Generating Station

## BRANDS/DIVISIONS/AFFILIATES:

PNM Energy Services

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Jeffrey E. Sterba, CEO  
Jeffrey E. Sterba, Pres.  
Max H. Maerki, Sr. VP/CFO  
Edward Padilla, Jr., Sr. VP-Bulk Power Mktg. & Dev.  
P.T. Ortiz, Sr. VP/Corp. Sec.  
P.T. Ortiz, General Counsel  
Barbara Barsky, Sr. VP-Corp. Strategy  
Barbara Barsky, Sr. VP-Investor Rel.  
Roger J. Flynn, Sr. VP-Electric and Gas Services  
Marc D. Christensen, Sr. VP-Enterprise Solutions  
R.B. Ridgeway, Sr. VP-Energy Services  
W.J. Real, Exec. VP-Power Production

Phone: 505-241-2700 Fax: 505-241-4311

Toll-Free: 800-545-4425

Address: Alvarado Square, Albuquerque, NM 87158 US

## GROWTH PLANS/SPECIAL FEATURES:

Public Service Company of New Mexico (PNM) is a regulated public utility primarily engaged in the generation, transmission, distribution and sale of electricity and natural gas within the state of New Mexico. The company also sells power to utilities and other large wholesale customers, markets natural gas outside the state of New Mexico and offers a wide range of energy and water management services to municipalities, government agencies and other large commercial institutions. PNM is New Mexico's largest utility, providing electricity to more than 360,000 customers and natural gas to more than 420,000 customers. In total, the company serves 1.3 million people in more than 100 communities in New Mexico. The firm has ownership interests in two coal-burning plants, two gas and oil plants and one nuclear generating station. Combined, the five plants have a net generating capacity of approximately 1,653 megawatts. PNM operates the San Juan Generating Station, a four-unit, coal-burning plant, on behalf of itself and eight other owners. The San Juan Station provides almost half of the firm's total generating capacity. The company also owns 10% of the Palo Verde Nuclear Generating Station, which produces about 30% of the electricity for PNM's customers. PNM is regulated by a variety of state and federal commissions and agencies and works closely with the sovereign Native American governments that abound in New Mexico. The company is currently asking the New Mexico Public Regulation Committee to approve PNM's formation into a new holding company.

Public Service Company of New Mexico is one of only five companies to win the Hispanic Association on Corporate Responsibility's top grade (AAA) for board representation. One third of the directors on the board are Hispanic as well as 41% of the company's workforce.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,611,300 (12 months)	2000 Profits: \$100,900 (12 months)
1999 Sales: \$1,157,500	1999 Profits: \$83,200
1998 Sales: \$1,092,400	1998 Profits: \$82,700
1997 Sales: \$1,020,500	1997 Profits: \$81,000
1996 Sales: \$873,800	1996 Profits: \$72,600

### Stock Ticker: PNM

Employees: 2,667

Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$377,881	Bonus: \$150,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$317,114	Bonus: \$241,200

## COMPETITIVE ADVANTAGE:

Niche marketing / Enhanced MIS.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				

# PUBLIC SERVICE ENTERPRISE GROUP INCORPORATED

[www.pseg.com](http://www.pseg.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 29 Profits: 9

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Electric and Natural Gas  
Nuclear Generating Stations  
Energy-Related Investments  
Energy Distribution Systems  
International Power Generation  
Electricity and Gas Trading

## BRANDS/DIVISIONS/AFFILIATES:

Public Service Electric and Gas Company  
PSEG Power  
PSEG Energy Holdings  
PSEG Energy Technologies  
PSEG Global  
PSEG Nuclear  
PSEG Resources & Trade  
PSEG Fossil

## CONTACTS: Note: Officers with more than one job title may be intentionally listed here more than once.

E. James Ferland, CEO  
Alfred C. Koeppe, Pres.-PSE&G  
Alfred C. Koeppe, COO-PSE&G  
Thomas M. O'Flynn, Exec. VP/CFO  
Patricia A. Rado, VP/Controller  
R. Edwin Selover, VP/General Counsel  
Thomas R. Smith, Exec. VP-Oper.-PSEG Power  
Thomas R. Smith, Exec. VP-Dev.-PSEG Power  
Robert E. Busch, Sr. VP-Finance/CFO-PSE&G  
Robert J. Dougherty, Jr., Pres./COO-PSEG Energy Holdings Inc.  
Frank Cassidy, Pres./COO-PSEG Power LLC  
Michael J. Thomson, Pres./CEO-PSEG Global

Phone: 973-430-7000 Fax: 973-430-5845

Toll-Free: 800-350-7734

Address: 80 Park Plaza, Newark, NJ 07102 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$6,848,000 (12 months)	2000 Profits: \$764,000 (12 months)
1999 Sales: \$6,458,000	1999 Profits: \$723,000
1998 Sales: \$6,010,000	1998 Profits: \$644,000
1997 Sales: \$6,177,000	1997 Profits: \$560,000
1996 Sales: \$6,041,200	1996 Profits: \$620,100

Stock Ticker: PEG  
Employees: 10,709  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$890,000	Bonus: \$1,001,300
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$490,000	Bonus: \$358,400

## COMPETITIVE ADVANTAGE:

Huge population base.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West: Y	Southwest: Y	Midwest: Y	Southeast:	Northeast: Y	International: Y
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**PUGET ENERGY INC**[www.pse.com](http://www.pse.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 48 Profits: 49

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y Y			Y

**TYPES OF BUSINESS:**

Utilities-Electric and Natural Gas  
Energy Infrastructure  
Customer Information System Solutions  
Energy Trading  
Energy Services  
Street and Area Lighting Services  
Telecommunications

**BRANDS/DIVISIONS/AFFILIATES:**

Puget Sound Energy Inc.  
Connex  
Infrastrux, Inc.  
PSE Utility Solutions, Inc.  
InToLight  
PSE's Builders Services Group  
Utilix

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William S. Weaver, CEO  
William S. Weaver, Pres.  
Richard L. Hawley, VP/CFO  
Dorothy A. Graham, VP-Human Resources  
James W. Eldredge, VP/Controller  
James W. Eldredge, Corp. Sec.  
Stephen A. McKeon, VP/General Counsel  
Susan McLain, VP-Oper.-Delivery  
Paul M. Wiegand, VP-Risk Mgmt. & Strategic Planning  
Donald E. Gaines, VP/Treas.  
William A. Gaines, VP-Energy Supply  
Penny Gulekson, VP-Customer Services  
Timothy J. Hogan, VP-External Affairs  
Gary B. Swofford, VP/COO-Delivery

**Phone:** 425-454-6363 **Fax:** 425-462-3300**Toll-Free:** 888-225-5773**Address:** 411-108th Avenue N.E., Bellevue, WA 98009-9734 US**GROWTH PLANS/SPECIAL FEATURES:**

Puget Energy Inc. is a public utility holding company, which consists of Puget Sound Energy, Inc. (PSE), a regulated utility in the state of Washington furnishing electric and gas service. PSE provides energy services for a territory covering approximately 6,000 square miles, and includes energy services for approximately 915,900 electric and 580,900 gas customers. The company also operates non-utility lines of business through a broad portfolio of subsidiaries. The firm's Connex subsidiary delivers customer information system solutions to assist utilities in the new deregulated energy market. Infrastrux, Inc. provides specialized contracting services offering end-to-end network infrastructure solutions to the electric power, telecommunications, natural gas and cable television industries. PSE Utility Solutions, Inc. provides expert utility infrastructure design, build-out and project management services to real estate developers, builders and other utilities. InToLight provides professional design, expert installation and maintenance of street and area lighting. Enliance gives customers free, comprehensive information on energy-related building improvement strategies, products and services. Other subsidiaries include PSE's Communications Infrastructure Group, which assists wireless carriers, cable providers and telephone companies with upgrading their communication infrastructure, and PSE's Builders Service Group, which offers builders and real estate developers a single point of contact for preparing their properties for utility services. In recent news, Infrastrux completed its acquisition of Utilix, a provider of infrastructure construction services to utilities and telecommunications providers in the U.S. and the world.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,441,700 (12 months)	2000 Profits: \$193,800 (12 months)
1999 Sales: \$2,067,900	1999 Profits: \$185,600
1998 Sales: \$1,923,900	1998 Profits: \$169,600
1997 Sales: \$1,681,500	1997 Profits: \$125,700
1996 Sales: \$1,649,300	1996 Profits: \$167,400

**Stock Ticker:** PSD  
Employees: 2,852  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$594,841	Bonus: \$540,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$335,079	Bonus: \$237,300

**COMPETITIVE ADVANTAGE:**

Technology-driven/Automated meters.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**PURE RESOURCES INC**[www.pureresources.com](http://www.pureresources.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 62 Profits: 57

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

Pure Resources II, Inc.  
Hallwood Energy Corporation  
Union Oil Company of California  
Titan Exploration, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Jack Hightower, CEO  
Jack Hightower, Pres.  
Bill White, VP-Finance/CFO  
John Benfatti, VP-Acc./Controller  
Susan Rowland, Corp. Sec.  
Susan Rowland, VP-Admin.  
Tom Moore, VP-Bus. Dev.  
George Staley, Exec. VP-Exploration  
Rodney Woodard, VP-Reserves  
Dan Colwell, VP-Acquisitions, Divestitures & Land  
Gary Dupriest, VP-Production

**Phone:** 915-498-8600 **Fax:** 915-687-0192**Toll-Free:****Address:** 500 West Illinois, Midland, TX 79701 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$286,800 (12 months)	2000 Profits: \$82,900 (12 months)
1999 Sales: \$114,200	1999 Profits: \$17,800
1998 Sales: \$106,800	1998 Profits: \$5,000
1997 Sales: \$138,200	1997 Profits: \$22,200
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** PRS  
**Employees:** 228  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$277,615	Bonus: \$480,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$129,808	Bonus: \$175,000

**COMPETITIVE ADVANTAGE:**

Aggressive growth strategy.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 1  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		

**QUESTAR CORPORATION**[www.questarcorp.com](http://www.questarcorp.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 41 Profits: 43

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Gas Gathering and Processing  
 Wholesale Gas  
 Electricity and Hydrocarbon Liquids Trading  
 Retail Energy Services  
 Transmission, Storage and Distribution of Gas  
 Pipelines

**BRANDS/DIVISIONS/AFFILIATES:**

Questar Regulated Services  
 Canor  
 Questar Pipeline Co.  
 Celsius Energy Co.  
 Wexpro Company  
 Questar Energy Services Inc.  
 Questar Gas Management Co.  
 Shenandoah Energy, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

R. D. Cash, CEO  
 Keith O. Rattie, Pres.  
 Keith O. Rattie, COO  
 Stephen E. Parks, VP/CFO  
 Glenn H. Robinson, CIO  
 Connie C. Holbrook, VP/Corp. Sec.  
 Connie C. Holbrook, General Counsel  
 Susan Glasman, VP-Oper.-QRS  
 Alan Allred, VP-Bus. Dev.-QRS  
 Martin Craven, Dir.-Investor Rel.  
 D.N. Rose, Exec. VP-Regulated Services  
 Gary L. Nordloh, Exec. VP-Market Resources  
 R. Curtis Burnett, VP-Public Affairs  
 Ruland J. Gill, Asst. VP-Gov't Rel.

**Phone:** 801-324-5000 **Fax:** 801-324-5483**Toll-Free:****Address:** 180 East 100 S., Salt Lake City, UT 84145 US**GROWTH PLANS/SPECIAL FEATURES:**

Questar Corporation is a diversified energy services holding company involved in a wide range of natural gas activities. It has two basic divisions, Market Resources and Regulated Services. Questar's Market Resources group conducts the majority of the corporation's nonregulated activities. The division primarily engages in energy development and production, gas gathering and processing and wholesale gas, electricity and hydrocarbon liquids marketing and trading. Subsidiaries in this division include Questar Energy & Production (E&P), Celsius, Canor, Wexpro and Questar Gas Management. Combined, Questar E&P and Wexpro participated in 316 gross wells, including 223 gas wells, 18 oil wells, 21 dry holes and 54 wells in progress, in 2000. By the end of 2000, the companies had garnered proved reserves of 639.9 billion cubic feet (bcf) of natural gas and 15 million barrels of oil and natural gas liquids. Questar's Regulated Services group consists of Questar Gas, a retail gas distribution utility that serves over 680,000 customers in Utah, portions of southwestern Wyoming and southeastern Idaho; Questar Pipeline, which owns four major pipelines operating in the Western U.S.; and Questar Regulated Services, a holding company that provides shared services, such as accounting, administrative and engineering support, to the gas distribution and transmission companies. Other operations include Questar InfoComm, a full service provider of integrated information-and-communication services for Questar affiliates and external businesses. Questar Corp. recently completed its acquisition of Shenandoah Energy, Inc., which will increase its proved reserves by 415 billion cubic feet equivalent (bcfe) to 1.1 trillion cubic feet equivalent (tcfe).

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,266,200 (12 months)	2000 Profits: \$156,700 (12 months)
1999 Sales: \$924,200	1999 Profits: \$98,800
1998 Sales: \$906,300	1998 Profits: \$76,900
1997 Sales: \$818,000	1997 Profits: \$98,100
1996 Sales: \$649,300	1996 Profits: \$83,800

**Stock Ticker:** STR

Employees: 2,022

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$500,000	Bonus:	\$263,218
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary:	\$318,000	Bonus:	\$109,814

**COMPETITIVE ADVANTAGE:**

Vertical integration/Diversification.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y			Y

**QUICKSILVER RESOURCES INC**[www.qrinc.com](http://www.qrinc.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 83 Profits: 87

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines: Y	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Natural Gas Marketing  
Pipelines

**GROWTH PLANS/SPECIAL FEATURES:**

Quicksilver Resources, Inc. is an independent energy company engaged in the acquisition, development, exploration, production and sale of natural gas and crude oil. The company is also engaged in the gathering, processing and transmission of natural gas. Quicksilver currently has an interest in natural gas and crude oil mineral leases, a pipeline transmission system, gas gathering and processing facilities and wells producing hydrocarbons that are located in the states of Michigan, Wyoming, Montana and Indiana as well as Canada. The firm owns or holds interests in over 4,814 producing wells. Quicksilver also holds interests in properties that contain proved undeveloped natural gas and crude oil reserves that require additional exploitation. Currently, the company has total proved reserves of 578 billion cubic feet equivalent (bcfe) and produces approximately 95 million cubic feet equivalent (mcfe) per day. The natural gas produced from Quicksilver's properties is marketed by Cinnabar, a wholly owned subsidiary. The firm's primary business strategy involves growth through the acquisitions of oil and gas properties. Quicksilver recently acquired oil and gas properties located primarily in Michigan from CMS Oil and Gas Company for \$164 million. The company gained approximately 3,050 producing oil and gas wells and 512,000 gross acres as well as proved reserves consisting of 315.1 bcf of natural gas, 747.8 million barrels of crude oil and condensate and 143.9 millions barrels of natural gas liquids (NGLs).

**BRANDS/DIVISIONS/AFFILIATES:**

MGV Energy Inc.  
Dominion Reserves-Indiana, Inc.  
Mercury Michigan, Inc.  
Cinnabar Energy Services & Trading, LLC

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Glenn M. Darden, CEO  
Glenn M. Darden, Pres.  
Bill M. Lamkin, Exec. VP/CFO  
Fred van Naerssen, VP/Chief Acc. Officer  
Robert N. Wagner, VP-Eng.  
Jeff Cook, Sr. VP-Oper.  
John Gremillion, Dir.-Investor Rel.  
Houston Kauffman, VP-Acquisitions, Divestments & Trades

Phone: 817-665-5000 Fax: 817-665-5004

Toll-Free:

Address: 777 West Rosedale Street, Fort Worth, TX 76104 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$120,000 (12 months)	2000 Profits: \$17,600 (12 months)
1999 Sales: \$50,000	1999 Profits: \$3,200
1998 Sales: \$45,000	1998 Profits: \$4,900
1997 Sales: \$44,400	1997 Profits: \$7,800
1996 Sales: \$	1996 Profits: \$

**Stock Ticker: KWK**

Employees: 221

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$150,000	Bonus: \$100,020
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$150,000	Bonus: \$100,020

**COMPETITIVE ADVANTAGE:**

Interests in a large number of producing wells/Ongoing property acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y		Y			Y

# RANGE RESOURCES CORPORATION

[www.rangeresources.com](http://www.rangeresources.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 73 Profits: 72

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production  
Financing for Independent Producers  
Gas Gathering, Processing and Transportation  
Pipelines

## BRANDS/DIVISIONS/AFFILIATES:

Lomak Petroleum Inc.  
Domain Energy Corporation  
Independent Producer Finance

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

John H. Pinkerton, CEO  
John H. Pinkerton, Pres.  
Eddie M. LeBlanc III, Sr. VP/CFO  
Rodney L. Waller, Sr. VP/Corp. Sec.  
Terry W. Carter, Exec. VP-Exploration and Production  
Chad L. Stephens, Sr. VP-Southwest Region  
Herbert A. Newhouse, Sr. VP-Gulf Coast

Phone: 817-870-2601 Fax: 817-870-2316

Toll-Free:

Address: 777 Main Street, Suite 800, Fort Worth, TX 76102 US

## GROWTH PLANS/SPECIAL FEATURES:

Range Resources Corporation is engaged in the acquisition and development of oil and gas properties, primarily in the Southwest, Gulf Coast and Appalachian regions of the U.S. The company operates development drilling and exploitation projects as well as exploration ventures on its extensive acreage. Development projects include recompletions of existing wells, infill drilling and the installation of secondary recovery projects. The company has over 1,800 proven drilling locations and 318 proven recompletions in inventory. For 2001, Range Resources plans to complete an additional 236 development wells and 73 recompletions. Drilling prospects are geographically diverse and target a mix of oil and gas. The firm owns a 50% stake in 4,700 miles of gas pipeline in the Appalachian region as well as a number of smaller gathering systems in conjunction with the company's producing properties. The gathering systems transport a majority of the company's gas production as well as third party gas to major trunklines and also directly to end-users. Gas is sold primarily to utilities, marketing companies and industrial users. At the end of 2000, the company had roughly 583.7 billion cubic feet equivalent (bcfe) of proved reserves. The firm's proved reserves are 73% natural gas by volume. Range Resources also owns approximately 488,000 gross acres of undeveloped leasehold. Independent Producer Finance, a wholly owned subsidiary, provides financing services to small oil and gas producers.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$187,700 (12 months)	2000 Profits: \$38,000 (12 months)
1999 Sales: \$201,400	1999 Profits: \$-7,800
1998 Sales: \$148,900	1998 Profits: \$-175,200
1997 Sales: \$145,400	1997 Profits: \$-23,300
1996 Sales: \$75,300	1996 Profits: \$12,600

### Stock Ticker: RRC

Employees: 139  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$335,000	Bonus: \$217,500
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$316,539	Bonus: \$500,000

## COMPETITIVE ADVANTAGE:

Growing international business.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y	Y	Y



**RELIANT ENERGY INC**[www.reliant.com](http://www.reliant.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 5 Profits: 25

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Electricity Generation  
Energy Trading and Marketing  
Natural Gas Distribution  
Pipelines  
Internet/Communications

**BRANDS/DIVISIONS/AFFILIATES:**

Houston Light & Power (HL&P)  
HI Energy  
NorAm Energy  
Entex  
Minnegasco  
Arkla  
Houston Industries  
Reliant Resources

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

R. Steve Letbetter, CEO  
R. Steve Letbetter, Pres.  
Stephen W. Naeve, CFO  
Thomas S. Glanville, VP-Tech. and New Ventures  
Hugh Rice Kelly, Exec. VP/Corp. Sec.  
Hugh Rice Kelly, General Counsel  
Daniel N. Hannon, VP-Corp. Planning  
Robert L. Waldrop, Sr. VP-Corp. Comm.  
Mary P. Ricciardello, Sr. VP/Chief Acc. Officer  
B. Bruce Gibson, Sr. VP-Governmental Affairs  
Joe Bob Perkins, COO-Wholesale Group  
James A. Ajello, Pres./COO-Reliant Energy Solutions

**Phone:** 713-207-3000 **Fax:** 713-207-3169**Toll-Free:****Address:** 1111 Louisiana, Houston, TX 77002 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$29,339,400 (12 months)	2000 Profits: \$447,500 (12 months)
1999 Sales: \$15,223,100	1999 Profits: \$1,482,100
1998 Sales: \$11,229,500	1998 Profits: \$-141,500
1997 Sales: \$6,878,200	1997 Profits: \$420,900
1996 Sales: \$4,095,300	1996 Profits: \$404,900

**Stock Ticker:** REI  
Employees: 15,633  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$913,750	Bonus: \$2,101,620
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$537,500	Bonus: \$752,500

**COMPETITIVE ADVANTAGE:**

Excellent growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**RELIANT RESOURCES INC**[www.reliantresources.com](http://www.reliantresources.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 11 Profits: 46

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y			Y

**TYPES OF BUSINESS:**

Electricity and Energy Services  
Power Generation  
Energy Commodity Broker  
Energy Risk Management  
E-Commerce  
Internet/Communications

**GROWTH PLANS/SPECIAL FEATURES:**

Reliant Resources is an electricity and energy services provider targeting the U.S. and Europe. The company has approximately 18,000 megawatts of power generation capacity in its portfolio or under construction in the U.S. and 3,476 megawatts in operation in Europe. It also trades and markets power, natural gas and other energy commodities and provides related risk management services for parties engaged in those businesses. At the retail level, the firm provides energy, Internet and communications services and expects to enlist approximately 1.7 million customers in Texas when the electricity market shifts to full retail competition in 2002. Reliant Resources is also involved in communication services, e-commerce and venture capital operations that complement its energy businesses. The firm is 80% owned by Reliant Energy.

**BRANDS/DIVISIONS/AFFILIATES:**

Reliant Energy

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

R. Steve Letbetter, CEO  
R. Steve Letbetter, Pres.  
Steven W. Naeve, Exec. VP/CFO  
Philip J. Bazelides, Sr. VP-Human Resources  
Mark D. Hendrix, Sr. VP/CIO  
Hugh Rice Kelly, Sr. VP/Corp. Sec.  
Hugh Rice Kelly, General Counsel  
Daniel N. Hannon, VP-Corp. Planning  
Brian Landrum, Sr. VP-eBusiness  
Robert L. Waldrop, Sr. VP-Corp. Comm.  
Dennis Barber, Dir.-Investor Relations  
Rex T. Clevenger, Treas./Sr. VP-Finance  
Robert W. Harvey, Exec. VP/Group Pres.-Emerging Bus.  
Mary P. Ricciardello, Sr. VP/Chief Acc. Officer

**Phone:** 713-207-3000

**Fax:**

**Toll-Free:**

**Address:** 1111 Louisiana Street, Houston, TX 77002 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$19,791,900 (12 months)	2000 Profits: \$210,000 (12 months)
1999 Sales: \$7,973,000	1999 Profits: \$30,800
1998 Sales: \$4,357,200	1998 Profits: \$27,100
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** RRI  
Employees: 4,100  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Rapid diversification.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				

# REMINGTON OIL & GAS CORP

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 90 Profits: 65

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production

## GROWTH PLANS/SPECIAL FEATURES:

Remington Oil and Gas Corporation is primarily engaged in the exploration, development and production of oil and gas reserves in the offshore Gulf of Mexico and onshore Gulf Coast areas. The company identifies prospective oil and gas properties by utilizing 3-D seismic technology. In 2000, the firm successfully drilled and completed 12 exploratory wells on 11 properties in the offshore Gulf of Mexico. In addition Remington installed two production platforms and two subsea production systems, and drilled and completed three development wells on two different properties. The firm currently owns interests in 14 oil wells and 29 gas wells in the offshore Gulf of Mexico as well as 29 oil wells and 85 gas wells onshore, primarily in the states of Texas and Mississippi. Remington shares ownership with various industrial partners in many of its oil and gas producing properties. Currently, the firm operates five offshore producing properties. Third party companies operate the remainder of Remington's properties. An independent marketing company sells almost all of the firm's gas production and a small quantity of oil production from the Gulf of Mexico. Remington sells approximately 51% of its oil production to one company. At the end of 2000, the firm accumulated proved reserves of 10.3 million barrels of oil and 88.7 million cubic feet of gas.

## BRANDS/DIVISIONS/AFFILIATES:

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

James A. Watt, CEO  
James A. Watt, Pres.  
Robert P. Murphy, COO  
J. Burke Asher, VP-Finance  
Edward V. Howard, VP/Controller  
J. Burke Asher, Corp. Sec.  
Steven J. Craig, VP-Admin.  
Steven J. Craig, VP-Planning  
Robert P. Murphy, Sr. VP-Exploration and Production  
Don D. Box, Exec. VP

Phone: 214-210-2650 Fax: 214-210-2643

Toll-Free: 800-521-5481

Address: 8201 Preston Road, Suite 600, Dallas, TX 75225 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$100,100 (12 months)	2000 Profits: \$45,000 (12 months)
1999 Sales: \$45,400	1999 Profits: \$-3,700
1998 Sales: \$87,700	1998 Profits: \$13,600
1997 Sales: \$61,100	1997 Profits: \$-26,800
1996 Sales: \$70,200	1996 Profits: \$-7,700

**Stock Ticker: ROIL**  
Employees: 24  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$282,501	Bonus: \$296,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$187,506	Bonus: \$140,000

## COMPETITIVE ADVANTAGE:

Focus on the Gulf of Mexico.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**REPSOL YPF**[www.eng.repsol-ypf.com](http://www.eng.repsol-ypf.com)

Industry Group Code: 325110 Ranks within this company's industry group: Sales: 118 Profits: 111

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Petrochemical Manufacturing  
 Petroleum Refining  
 Oil Products Retailing

**BRANDS/DIVISIONS/AFFILIATES:**

YPF Sociedad Anonima  
 YPF International, Ltd.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Alfonso Cortina, CEO  
 Carmelo de las Morenas, CFO-Repsol YPF  
 Juan Sancho, Exec. VP-Mktg.-Repsol YPF  
 Jesus Fernandez de la Vega Sanz, Dir.-Human Resources  
 Juan Badosa, Exec. VP-Chemicals-Repsol YPF  
 Miguel Angel Remon, Exec. VP-Exploration & Production-Repsol YPF  
 Antonio Gonzalez-Adalid, Exec. VP-Gas & Power-Repsol YPF

**Phone:** +54-11-4329-2000 **Fax:** +54-11-4329-2113

**Toll-Free:**

**Address:** Avenida Presidente Roque Saenz Pena 777, Buenos Aires, 1364 Argentina

**GROWTH PLANS/SPECIAL FEATURES:**

Repsol YPF is an international, integrated oil and gas corporation and the one of the largest companies in Argentina as well as in Latin America. The company was formed in 1999, when Repsol, the largest oil company in Spain, acquired YPF Sociedad Anonima SA and changed its name to Repsol YPF. Combined, the two companies have proved reserves of approximately 4.2 billion barrels of oil equivalent (boe) and produce over 1 million boe per day with a total refining capacity of 1.2 million boe per day. Repsol YPF is primarily engaged in the exploration, development and production of petroleum and natural gas. The company also generates electricity and refines, markets, transports and distributes oil, oil products and derivatives, petrochemicals and LPG. Repsol YPF distributes its oil products through over 2,500 service stations located throughout Argentina. The firm operates three refineries with an aggregate annual capacity of 122 million barrels, accounting for over half of Argentina's refining capacity. The company's international operations are conducted by YPF International, Ltd., which has exploration interests and operations in Bolivia, Ecuador and Venezuela. Through its affiliate companies, YPF holds a stake in upstream operations in Bolivia and Russia, and in downstream activities in Chile, Peru and Brazil. Repsol YPF plans to increase its international expansion primarily in Latin America through acquisitions of energy-related assets and also by forming an integrated gas-electricity chain.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$8,660,000 (12 months)	2000 Profits: \$1,388,000 (12 months)
1999 Sales: \$6,598,000	1999 Profits: \$700,000
1998 Sales: \$5,500,000	1998 Profits: \$521,000
1997 Sales: \$6,144,000	1997 Profits: \$886,000
1996 Sales: \$5,937,000	1996 Profits: \$844,000

**Stock Ticker:** YPF  
 Employees: 8,837  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Major oil and gas presence in Argentina and Latin America.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**RGC RESOURCES INC**[www.rgcresources.com](http://www.rgcresources.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 72 Profits: 67

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y		Y	Y

**TYPES OF BUSINESS:**

Utilities-Natural Gas  
Propane Distribution and Sale  
Software Application Solutions  
Commercial Natural Gas Marketing  
Heating and Air Conditioning Equipment  
Geographic Information Systems  
Retail, Fireplaces, Stoves and Heaters

**BRANDS/DIVISIONS/AFFILIATES:**

Roanoke Gas  
Bluefield Gas  
Highland Propane  
Highland Energy  
Highland Heating & Cooling  
Application Resources  
GIS Resources  
Cox Heating and Cooling, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John B. Williamson, CEO  
John B. Williamson, Pres.  
Howard T. Lyon, Controller  
Roger L. Baumgardner, VP/Corp. Sec.  
Roger L. Baumgardner, Treas.  
Dale P. Moore, VP/Asst. Sec.  
Art Pendleton, Pres./COO-Roanoke Gas  
John S. D'Orazio, Pres./COO-Diversified Energy Company

**Phone:** 540-777-4427 **Fax:** 540-777-2636**Toll-Free:****Address:** 519 Kimball Avenue, Roanoke, VA 24030 US**GROWTH PLANS/SPECIAL FEATURES:**

RGC Resources, Inc. is a holding company of energy-related businesses. The company is the result of a reorganization initiative undertaken by Roanoke Gas Company and its subsidiaries in 1999. Roanoke Gas is a utility principally engaged in the distribution and sale of natural gas. The company provides natural gas products and services to an area covering five counties in Virginia. RGC Resources also owns Bluefield Gas, a utility principally engaged in the distribution of natural gas in Bluefield, West Virginia and surrounding areas. Other subsidiaries of the company include Highland Propane, which serves approximately 17,000 residential, commercial and industrial customers in Southwest Virginia and Southern West Virginia. The subsidiary provides propane service to customers in rural areas where natural gas is not available. Highland Energy markets natural gas to approximately 30 medium and large commercial/industrial customers. Highland Heating & Cooling specializes in the installation and service of heating and air conditioning equipment and markets a complete line of natural gas and propane fireplaces, stoves and heaters. Application Resources provides a broad array of software solutions, including professional project management, functional and technical design specifications, implementation planning and services, custom application software development, conversion programming, user training and quality assurance testing. GIS Resources, acquired in 1999, is engaged in the development and implementation of comprehensive geographic information systems.

The company offers full benefits including an employee assistance program, fitness club reimbursement and annual wellness screenings and flu shots.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$77,700 (12 months)	2000 Profits: \$2,900 (12 months)
1999 Sales: \$64,200	1999 Profits: \$2,900
1998 Sales: \$66,500	1998 Profits: \$2,700
1997 Sales: \$65,000	1997 Profits: \$2,300
1996 Sales: \$65,800	1996 Profits: \$2,200

**Stock Ticker:** RGCO

Employees: 180

Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$165,568	Bonus: \$20,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$122,091	Bonus: \$10,000

**COMPETITIVE ADVANTAGE:**

Holding company for multiple energy related businesses.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	



**RGS ENERGY GROUP INC**[www.rge.com](http://www.rge.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 17 Profits: 12

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and Gas  
Energy Services  
Home Heating Oil  
Propane

**BRANDS/DIVISIONS/AFFILIATES:**

Energy East  
Energetix, Inc.  
Griffith Energy, Inc.  
Rochester Gas & Electric Corporation  
RGS Development Corporation  
Burnwell Gas  
AllEnergy  
Eagle Merger Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Thomas S. Richards, CEO  
Thomas S. Richards, Pres.  
J. Burt Stokes, CFO  
William J. Reddy, Controller  
Michael Tomaino, Sr. VP/General Counsel  
Michael Bovalino, Sr. VP  
Paul Wilkens, Sr. VP  
J. Burt Stokes, Sr. VP-Corp. Services

Phone: 716-546-2700 Fax: 716-724-8668

Toll-Free:

Address: 89 East Avenue, Rochester, NY 14649 US

**GROWTH PLANS/SPECIAL FEATURES:**

RGS Energy Group, Inc. is the holding company for Rochester Gas and Electric Corporation (RG&E). RG&E is principally engaged in the business of generating, purchasing and distributing electricity and purchasing and distributing natural gas. The company distributes electricity and natural gas in parts of nine counties in the state of New York, including and surrounding the city of Rochester. RG&E supplies regulated electric and gas service to residential, commercial and industrial customers within a 2,700-square-mile area with a population of approximately 1 million people. RGS Energy Group also owns Energetix, Inc., an unregulated subsidiary. Energetix and its major subsidiary, Griffith Energy, Inc., provide a full line of energy products including electricity, natural gas, home heating oil, propane and a variety of energy services. The subsidiaries serve a combined total of over 200,000 customers throughout upstate New York. The growth of Griffith Energy has been accomplished primarily through acquisitions, including the recent acquisitions of Burnwell Gas and AllEnergy. In February 2001, RGS Energy Group agreed to merge into Energy East Corporation, creating one of the largest energy providers in the Northeast. Energy East is a super-regional energy services and delivery company serving over 2 million customers in a 32,000 square-mile area covering upstate New York and New England. Under the terms of the agreement, expected to be completed in early 2002, RGS Energy Group will merge into Eagle Merger Corp., a wholly owned subsidiary of Eagle East.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,448,100 (12 months)	2000 Profits: \$95,600 (12 months)
1999 Sales: \$1,207,500	1999 Profits: \$93,600
1998 Sales: \$1,033,500	1998 Profits: \$94,100
1997 Sales: \$1,036,600	1997 Profits: \$95,400
1996 Sales: \$1,054,000	1996 Profits: \$97,500

**Stock Ticker:** RGS  
Employees: 2,022  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$379,174	Bonus: \$153,133
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$223,476	Bonus: \$62,232

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

**ROWAN COMPANIES INC**[www.rowancompanies.com](http://www.rowancompanies.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 4 Profits: 3

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Aviation Services  
Heavy Equipment Manufacturing

**BRANDS/DIVISIONS/AFFILIATES:**

LeTourneau, Inc.  
Era Aviation, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

C.R. Palmer, CEO  
C.R. Palmer, Pres.  
E.E. Thiele, Sr. VP-Finance  
Mark A. Keller, Sr. VP-Mktg.  
Bill S. Person, Human Resources  
William H. Wells, Controller  
Dan C. Eckerman, VP-Mfg.  
Mark H. Hay, Corp. Sec.  
John L. Buvens, VP-Legal  
E.E. Thiele, Sr. VP-Admin.  
William C. Provine, VP-Investor Rel.  
E.E. Thiele, Treas.  
Paul L. Kelly, Sr. VP-Special Projects  
C.W. Johnson, VP-Aviation  
Bill S. Person, VP-Industrial Rel.  
Mark A. Keller, Sr. VP-North American Drilling

**Phone:** 713-621-7800 **Fax:** 713-960-7660

**Toll-Free:**

**Address:** 2800 Post Oak Blvd., Ste. 5450, Houston, TX 77056-6127 US

**GROWTH PLANS/SPECIAL FEATURES:**

Rowan Companies, Inc. is a major international offshore and land drilling contractor. The firm's drilling fleet includes 22 self-elevating mobile offshore drilling platforms, one mobile offshore floating platform and 14 land drilling rigs. Rowan's drilling operations are conducted primarily in the Gulf of Mexico, the North Sea, offshore Eastern Canada, Texas and Louisiana. The company enters into drilling contracts that provide for compensation on a fixed day rate basis. When the drilling market is weak, Rowan generally accepts lower rate contracts to remain competitive and offset the substantial costs of maintaining and reactivating stacked rigs. The company often pursues short-term contracts in an effort to maximize its ability to obtain rate increases. The firm markets its drilling services by directly contacting present and potential customers, including independent international energy companies and foreign government-owned energy companies. The company's LeTourneau, Inc. subsidiary operates a manufacturing facility that produces heavy equipment for the mining, timber and transportation industries. In addition, the subsidiary's marine division builds mobile offshore jack-up drilling rigs. Era Aviation, Inc., another subsidiary, is an international aviation organization that provides contract and charter helicopter and fixed-wing flight services. The subsidiary's fleet consists of 94 helicopters and 19 fixed-wing aircrafts. Era Aviation's helicopter services include flightseeing, forest fire control and support for oil and gas related operations from its primary bases in Alaska, Louisiana and Nevada.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$646,000 (12 months)	2000 Profits: \$70,200 (12 months)
1999 Sales: \$460,600	1999 Profits: \$-9,700
1998 Sales: \$706,400	1998 Profits: \$124,500
1997 Sales: \$695,300	1997 Profits: \$146,700
1996 Sales: \$571,200	1996 Profits: \$61,300

**Stock Ticker:** RDC

Employees: 4,917  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$1,050,000	Bonus: \$1,000,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$320,000	Bonus: \$140,000

**COMPETITIVE ADVANTAGE:**

Integrated drilling and rig manufacturing.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		Y

**ROYAL DUTCH PETROLEUM CO**[www.shell.com](http://www.shell.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 40 Profits: 16

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores: Y	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Oil and Petrochemical Product Manufacturing and Marketing  
 Global Trading Network  
 Renewable Energy  
 Technology Consulting  
 Financial Services  
 eBusiness

**BRANDS/DIVISIONS/AFFILIATES:**

Shell Exploration and Production  
 Shell Service Stations  
 Shell Trading  
 Chrysalix Energy  
 Shell International Trading and Shipping  
 Shell Global Solutions  
 Shell Renewable  
 Shell WindEnergy, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Philip Watts, Group Managing Dir.  
 Jeroen van der Veer, Pres.  
 Robbert van der Vlist, General Attorney  
 David Sexton, Investor Rel.-U.S.A.  
 Harry Roels, Managing Dir.  
 Paul Skinner, Managing Dir.  
 Walter van de Vijver, Managing Dir.

**Phone:** 31-70-377-9111 **Fax:** 31-70-377-3115**Toll-Free:****Address:** 30 Carel van Bylandtlaan, The Hague, HR 2596 US**GROWTH PLANS/SPECIAL FEATURES:**

The companies of the Royal Dutch/Shell Group produce, process and deliver energy and oil-related products. The group operates across the globe in more than 130 countries and is the world's second largest oil conglomerate. With a network of more than 46,000 petrol stations spanning the globe, Shell companies serve approximately 20 million fuel customers every day. The Group has five core businesses: Exploration and Production, Oil Products, Chemicals, Gas and Power, and Renewables. The firm's Exploration and Production unit searches for oil and gas fields by means of seismic surveys and exploration wells. The Chemical division produces and sells base chemicals, petrochemicals and polyolefins globally. The Gas and Power Generation division invests in processing and transportation infrastructure, liquefied natural gas, marketing and the trading of natural gas and electricity to industrial and domestic customers. The firm is also a developer and operator of renewable energy solutions. Other companies of the group include Shell Internet Ventures, Shell Hydrogen, Shell Global Solutions and Shell Trading. Recently, Shell Renewables' U.S. wind energy operation, Shell WindEnergy Inc., signed an agreement to acquire its first project with the purchase of the 50-megawatt Rock River I wind farm in Wyoming. The project is the first major step in achieving Shell Renewables' wind energy strategy, by moving from experimental to commercial scale in this business. In other news, Shell Hydrogen, Ballard Power Systems and Westcoast Energy created Chrysalix Energy, a new Vancouver-based private capital joint venture. It is focused on promoting early stage companies with high growth potential in fuel cells and related systems, hydrogen infrastructure, maintenance and support techniques. Chrysalix aims to become a global leader in building new fuel cell technology companies and will act as a catalyst to enhance development at all stages of the energy value chain.

Shell has a presence and offers jobs in 120 countries. The firm offers employees provision for fees and study leave; sabbatical programs; foreign language schooling; and subsidised sports facilities in some locations.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$89,488,000 (12 months)	2000 Profits: \$7,632,000 (12 months)
1999 Sales: \$63,220,000	1999 Profits: \$5,151,000
1998 Sales: \$56,216,000	1998 Profits: \$211,000
1997 Sales: \$76,893,000	1997 Profits: \$4,652,000
1996 Sales: \$76,987,000	1996 Profits: \$5,331,000

**Stock Ticker:** RD

Employees:

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:** Majority shareholder of Royal Dutch/Shell Group.**OTHER THOUGHTS:**

Apparent Women Officers or Directors:

Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**RPC INC**[www.rpc.net](http://www.rpc.net)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 3 Profits: 6

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Boat Manufacturing

**BRANDS/DIVISIONS/AFFILIATES:**

Chaparral Boats, Inc.  
Cudd Pressure Control, Inc.  
Patterson Services, Inc.  
Patterson Tubular Services, Inc.  
Patterson Truck Line, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

R. Randall Rollins, CEO  
Richard A. Hubbell, Pres.  
Richard A. Hubbell, COO  
Ben M. Palmer, CFO/Treasurer  
James A. Lane, Jr., Exec. VP/Pres.-Chaparral Boats  
Linda H. Graham, VP/Sec.  
Ben M. Palmer, Treas.

**Phone:** 404-321-2142 **Fax:** 404-321-5483

**Toll-Free:**

**Address:** 2170 Piedmont Road, NE, Atlanta, GA 30324 US

**GROWTH PLANS/SPECIAL FEATURES:**

RPC, Inc. has two major business segments: oil and gas services and boat manufacturing. The oil and gas services segment provides a variety of services, equipment and personnel to the oil and gas industry. Service locations include Louisiana, Texas, Oklahoma, Wyoming, Venezuela and Algeria. The services provided by this segment of RPC include oil field services, equipment rental, storage and inspection services and transportation. Oil field services are conducted through Cudd Pressure Control, Inc., a wholly-owned subsidiary that provides a wide range of oil and gas well services throughout the southwestern United States and other countries. Equipment rental services are conducted through Patterson Services, Inc., a wholly-owned subsidiary that offers specialized tools and equipment on a rental basis. Storage and inspection services are conducted by Patterson Tubular Services, Inc., a wholly-owned subsidiary, which performs tubular inspections, stores pipe, and inventories pipe using an on-line computerized inventory system. Patterson Truck Line, Inc., a wholly-owned subsidiary, offers line haul services on a 24-hour basis to customers primarily in Louisiana and Texas. Chaparral Boats, Inc., a wholly-owned subsidiary, sells four lines of powerboats to a nationwide network of independent dealers. The oil and gas services segment provides services to customers that include drilling contractors, oil field supply stores and service companies, major oil and gas producers, and independent exploration companies.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$184,200 (12 months)	2000 Profits: \$30,100 (12 months)
1999 Sales: \$230,500	1999 Profits: \$8,200
1998 Sales: \$244,300	1998 Profits: \$16,000
1997 Sales: \$200,833	1997 Profits: \$13,255
1996 Sales: \$161,379	1996 Profits: \$10,755

**Stock Ticker:** RES  
Employees: 2,300  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:** Widely diversified firm.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West: Y	Southwest: Y	Midwest:	Southeast: Y	Northeast:	International:
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**RWE AG**[www.rwe.com](http://www.rwe.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 20 Profits: 7

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Utilities  
Exploration and Production of Natural Gas  
Service Station Operation  
Waste Management Services  
Civil Engineering

**BRANDS/DIVISIONS/AFFILIATES:**

Thames Water  
RWE-DEA  
DEA Mineraloel AG  
RWE Umwelt  
Edelhoff  
RWE Gas AG  
HOCHTIEF  
Heidelberg

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Dietmar Kuhnt, CEO  
Dietmar Kuhnt, Pres.  
Klaus Sturany, CFO  
Jan Zilius, Exec. VP-Human Resources  
Jan Zilius, Exec. VP-Law  
Richard R. Klein, Exec. VP-Corp. Dev.  
Richard R. Klein, Exec. VP-Mergers and Acquisitions  
Manfred Rimmel, Exec. VP-Multi-Utility  
Gert Maichel, CEO/Pres., RWE Power AG  
Hans-Peter Keitel, CEO/Pres., HOCHTIEF AG

**Phone:** +49-201-12-00 **Fax:** +49-201-12-15199**Toll-Free:****Address:** Opernplatz 1, Essen, D-45128 Germany**GROWTH PLANS/SPECIAL FEATURES:**

RWE AG is an international energy company that provides electricity, natural gas, water and waste management services in Germany and Europe. The company is Germany's leading electricity supplier, providing electricity to 10 million residential customers, 55,000 industrial and business customers and more than 100 energy distribution utilities. The firm has acquired Thames Water, which supplies water to 12 million customers in London and the Thames Valley area and an additional 12 million customers through international projects. The company's RWE-DEA subsidiary is engaged in the exploration and production of natural gas in Germany, Norway, Egypt, Dubai and Kazakhstan. The subsidiary's DEA Mineraloel AG division manufactures petroleum products and petrochemical feedstocks at four refinery sites in Germany. Moreover, the division operates about 1,600 service stations in Germany and has plans to expand to Poland. The firm's RWE Umwelt subsidiary has merged with Edelhoff to become the largest waste management company in Germany. RWE Gas AG, another subsidiary, owns a 4,600-kilometer gas pipeline system and operates an 18,000 kilometer gas distribution system. RWE Gas AG is the second largest gas utility in Germany. RWE's HOCHTIEF subsidiary is a leading civil engineering company that provides complex systems solutions and construction services.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$37,011,300 (12 months)	2000 Profits: \$1,057,300 (12 months)
1999 Sales: \$29,557,700	1999 Profits: \$1,002,400
1998 Sales: \$53,549,700	1998 Profits: \$1,251,000
1997 Sales: \$53,386,500	1997 Profits: \$1,136,700
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** RWEQY  
Employees: 155,697  
Fiscal Year Ends: 6/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Highly diversified.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y



# SANTA FE INTERNATIONAL CORPORATION [www.sfdri11.com](http://www.sfdri11.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 47 Profits: 36

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

## TYPES OF BUSINESS:

International Offshore and Land Contract Drilling  
Energy Services  
Rig Construction

## BRANDS/DIVISIONS/AFFILIATES:

Galaxy II

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

C. Stedman Garber Jr., CEO  
C. Stedman Garber Jr., Pres.  
Seals M. McCarty, Sr. VP/CFO  
Roger B. Hunt, Sr. VP/Commercial Mgr.  
Joe E. Boyd, VP-Human Resources  
James E. Oliver, VP/Controller  
Charles N. Springett, VP-Chief Eng.  
Cary A. Moomjian Jr., VP/Sec.  
Cary A. Moomjian Jr., General Counsel  
Tom L. Seeliger, Sr. VP/Oper. Mgr.  
John G. Bergeland, VP-Contracts and Bus. Dev.  
Joe E. Boyd, VP-Corp. Affairs  
Richard J. Hoffman, VP-Investor Rel.  
James E. Oliver, Treas.  
N. Pharr Smith, VP-Technical Oper. and Marine Tech.

**Phone:** 972-701-7950

**Fax:** 972-701-7892

**Toll-Free:**

**Address:** Two Lincoln Centre, Suite 1100, 5420 LBJ Freeway,  
Dallas, TX 75240 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$584,000 (12 months)	2000 Profits: \$107,200 (12 months)
1999 Sales: \$614,200	1999 Profits: \$149,800
1998 Sales: \$811,300	1998 Profits: \$287,100
1997 Sales: \$375,200	1997 Profits: \$128,500
1996 Sales: \$578,600	1996 Profits: \$164,900

**Stock Ticker:** SDC

Employees: 5,500

Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$550,000	Bonus: \$361,000
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$250,000	Bonus: \$125,000

## COMPETITIVE ADVANTAGE:

Growing fleet of heavy-duty offshore rigs.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		Y

**SANTOS LTD**[www.santos.com.au](http://www.santos.com.au)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 49 Profits: 37

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

Santos USA Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John Ellice-Flint, CEO  
 Graeme Bethune, General Mgr.-Finance  
 Lorraine Maddison, Human Resources  
 Denis Dare, General Mgr.-Eng.  
 Michael G. Roberts, Corp. Sec.  
 Michael G. Roberts, Group General Counsel  
 Lorraine Maddison, Mgr.-Corp. Admin.  
 Graeme Bethune, General Mgr.-Investor Rel.  
 Don Priestley, General Mgr.-Acc.  
 Frank Jones, General Mgr.-Drilling  
 Jacques Gouadain, General Mgr.-Exploration  
 John W. McArdle, Exec. General Mgr.-Commercial

**Phone:** +61-8-8218-5111 **Fax:** +61-8-8218-5476**Toll-Free:****Address:** Level 29, Santos House, 91 King William St., Adelaide, 5000 Australia**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$789,100 (12 months)	2000 Profits: \$247,000 (12 months)
1999 Sales: \$505,200	1999 Profits: \$156,800
1998 Sales: \$508,800	1998 Profits: \$89,500
1997 Sales: \$437,900	1997 Profits: \$104,600
1996 Sales: \$408,000	1996 Profits: \$99,400

**Stock Ticker:** STOSY  
 Employees: 1,631  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$439,757	Bonus: \$105,991
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$364,040	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Australia's largest onshore oil and gas company.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y

**SCANA CORPORATION**[www.scana.com](http://www.scana.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 2 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Pipelines  
Bus Service  
Propane  
Energy Marketing

**BRANDS/DIVISIONS/AFFILIATES:**

South Carolina Electric & Gas Co.  
South Carolina Generating Co.  
Public Service Co. of North Carolina/PSNC Energy  
ServiceCare, Inc.  
SCANA Energy  
SCANA Communications  
Primesouth, Inc.  
Instel, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William B. Timmerman, CEO  
William B. Timmerman, Pres.  
Kevin B. Marsh, Sr. VP/CFO  
Ann M. Milligan, Sr. VP-Mktg. And Retail Bus.  
Duane Harris, Sr. VP-Human Resources  
Mark R. Cannon, Controller  
David N. Vannort, VP-Corp. Compliance  
Lynn M. Williams, Corp. Sec.  
H. Thomas Arthur, General Counsel  
J. Patrick Hudson, Corp. Compliance & Internal Auditing Off.  
George J. Bullwinkel Jr., Sr. VP-Governmental Affairs & Economic Dev.  
Cathy Y. Kirven, Treas.  
Neville O. Lorick, Pres./COO-South Carolina Electric and Gas Co.  
Asbury H. Gibbs, Pres./COO-South Carolina Pipeline Co.  
Charles E. Zeigler Jr., Pres./COO-Public Service Company of North Carolina  
George J. Bullwinkel Jr., Pres.-SCANA Comm.

**Phone:** 803-217-7817 **Fax:** 803-217-7389**Toll-Free:** 800-251-7234**Address:** 1426 Main Street, Columbia, SC 29201 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,433,000 (12 months)	2000 Profits: \$261,000 (12 months)
1999 Sales: \$2,078,000	1999 Profits: \$190,000
1998 Sales: \$2,106,000	1998 Profits: \$235,000
1997 Sales: \$1,523,000	1997 Profits: \$231,000
1996 Sales: \$1,512,800	1996 Profits: \$220,700

**Stock Ticker:** SCG  
Employees: 5,426  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$524,261	Bonus: \$354,486
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$320,078	Bonus: \$146,246

**COMPETITIVE ADVANTAGE:**

Highly diversified holding company.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 3  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y		

**SCHLUMBERGER LIMITED**[www.slb.com](http://www.slb.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 20 Profits: 17

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
 Customized and Integrated MIS Solutions  
 Product Development  
 Training and Technical Support  
 Seismic

**BRANDS/DIVISIONS/AFFILIATES:**

GeoQuest  
 SchlumbergerSema

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

D. Euan Baird, CEO  
 D. Euan Baird, Pres.  
 Jack Liu, Exec. VP/CFO  
 Pierre E. Bismuth, VP-Personnel  
 Philippe Lacour-Gayet, VP/Chief Scientist  
 Jean Chevalier, VP-Info. Tech.  
 Andrew Gould, Exec. VP-Oilfield Services  
 Irwin Pfister, Exec. VP-Test & Transactions  
 Clermont A. Matton, Sec.  
 Clermont A. Matton, Exec. VP-Resource Mgt. Systems  
 Rex Ross, VP-Comm.  
 Jean-Marc Perraud, Treas.  
 Jack Liu, Chief Acc. Officer  
 Mark Danton, VP

**Phone:** 212-350-9400 **Fax:** 212-350-9440

**Toll-Free:**

**Address:** 277 Park Avenue, New York, NY 10172 US

**GROWTH PLANS/SPECIAL FEATURES:**

Schlumberger Limited comprises three industry segments, Oilfield Services, Resource Management Services and Test and Transactions. Oilfield Services provides virtually every type of exploration and production service required during the life of an oil and gas reservoir, such as seismic data acquisition, processing and interpretation and drilling rigs. It is organized into 13 Service Groups, which can themselves be subdivided into three Product Groups: Reservoir Evaluation, Reservoir Development and Reservoir Management. Reservoir Evaluation integrates wireline and seismic services. Reservoir Development serves the well construction and well productivity market segment through the sale of directional drilling, pressure pumping, drilling fluids, testing, drilling bits, electrical submersible pumps and completion products. Reservoir Management Services bundles integrated services, software products, data management services, gas compression services, the production systems business and the consulting services of GeoQuest, the software division of the company. Test and Transactions services enable the benchmarking and measurement of semiconductor devices, smart card-based transactions, Internet protocol network security and wireless services. In recent news, the firm acquired Sema PLC and created a new information technology company called SchlumbergerSema. It provides IT solutions to the telecommunications, utility, finance, transport and public sectors around the world.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$10,034,700 (12 months)	2000 Profits: \$734,600 (12 months)
1999 Sales: \$8,751,700	1999 Profits: \$366,700
1998 Sales: \$10,898,000	1998 Profits: \$1,014,200
1997 Sales: \$10,755,200	1997 Profits: \$1,384,500
1996 Sales: \$9,774,500	1996 Profits: \$919,500

**Stock Ticker:** SLB  
 Employees: 60,000  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$1,500,000	Bonus: \$1,500,000
Savings Plan:	Stock Purch. Plan: Y		Second Exec. Salary: \$507,900	Bonus: \$567,200

**COMPETITIVE ADVANTAGE:**

Covers every facet of oilfield services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**SCOTTISH POWER UK PLC**[www.scottishpower.plc.uk](http://www.scottishpower.plc.uk)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 43 Profits: 22

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Diversified  
Water and Wastewater Services  
Business Telecommunications Services

**BRANDS/DIVISIONS/AFFILIATES:**

PacifiCorp  
Thus  
Southern Water

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Ian M. Russell, Chief Exec.  
David Nish, Group Dir.-Finance  
Paul Pagliari, Group Dir.-Human Resources  
Julian Brown, Corp. Sec.  
James Stanley, Group Dir.-Legal  
Alan V. Richardson, Exec. Dir.-US Energy Oper.  
Sue Clark, Dir.-Corp. Affairs  
Andrew Jamieson, Investor Rel.  
Charles Berry, Exec. Dir.-UK Energy Oper.  
Ken L. Vowles, Exec. Dir.-Int'l Power Oper.  
Ronnie Mercer, Group Dir.-Infrastructure  
James Stanley, Group Dir.-Commercial

**Phone:** +44-141-248-8200 **Fax:** +44-141-248-8300**Toll-Free:****Address:** 1 Atlantic Quay, Glasgow, G2 8SP UK**GROWTH PLANS/SPECIAL FEATURES:**

ScottishPower PLC supplies energy to millions of commercial and residential customers in the United Kingdom and the Western United States. The firm's PacifiCorp subsidiary supplies electricity to approximately 1.5 million customers in Utah, Oregon, Wyoming, Washington, Idaho and Northern California. PacifiCorp owns 52 hydro-electricity plants and has interests in 17 thermal-electricity plants. ScottishPower's UK Division has a generating capacity of 4,500 megawatts in Scotland and 1,000 megawatts in England and Wales. The company owns 10 windfarms in the United Kingdom and Ireland that produce enough power for 100,000 homes. Additionally, the firm plans to build the United Kingdom's largest windfarm by 2003, which will be located 10 miles south of Glasgow and consist of about 140 turbines. ScottishPower recently upgraded its website to allow customers to manage their accounts online. The company also provides the Great Britain market with gas, water, wastewater, telephony and Internet services and electric, gas and home entertainment appliances. ScottishPower's Thus subsidiary offers a wide range of data and telecommunications services, including telemarketing, dial-up Internet services, web hosting, web design and data management services. The firm's Southern Water subsidiary supplies approximately 585 million liters of water per day to 2.2 million United Kingdom residents.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$9,078,200 (12 months)	2000 Profits: \$553,000 (12 months)
1999 Sales: \$5,883,600	1999 Profits: \$1,259,400
1998 Sales: \$4,635,800	1998 Profits: \$652,800
1997 Sales: \$4,472,700	1997 Profits: \$185,600
1996 Sales: \$4,204,600	1996 Profits: \$504,600

**Stock Ticker:** SPI  
Employees: 24,114  
Fiscal Year Ends: 3/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$755,093	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$563,429	Bonus: \$

**COMPETITIVE ADVANTAGE:**

International utility/State of the art customer service.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y					Y



**SEITEL INC**[www.seitel-inc.com](http://www.seitel-inc.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 104 Profits: 100

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Seismic Data  
Natural Gas Reserves

**GROWTH PLANS/SPECIAL FEATURES:**

Seitel, Inc. is a leading provider of seismic data, corollary geophysical technology and expertise, deployed in service of petroleum exploration and production. The company sells its proprietary information technology to petroleum companies either for cash or selectively in exchange for working equity interests in exploration, development and ownership of natural gas and crude oil reserves. It owns the largest nonproprietary seismic data library in North America and obtains new seismic data through partnerships with oil and gas companies. The library is registered under the name of Seitel Data, Ltd., a wholly-owned subsidiary. The unit markets the data library, which consists of both two-dimensional and three-dimensional data, to oil and gas companies under license agreements. Seismic surveys and the analysis of seismic data for the identification and definition of underground geological structures are principal techniques used in oil and gas exploration and development to determine the existence and location of subsurface hydrocarbons. The company can lay claim to approximately 1.1 million linear miles of two-dimensional data and 19,200 square miles of three-dimensional seismic data, covering all the major onshore United States sites, the transition zone, offshore U.S. Gulf of Mexico and Canada. It also has access to 270,000 linear miles of two-dimensional data owned by other companies. The firm plans to create a proprietary software system that will allow clients to access the petabyte of seismic data in Seitel's possession. Through the subsidiary DDD Energy, the company also searches for and sells oil and natural gas reserves.

**BRANDS/DIVISIONS/AFFILIATES:**

Seitel Data, Ltd.  
DDD Energy

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Paul A. Frame, CEO  
Paul A. Frame, Pres.  
Kevin Fiur, COO  
Debra D. Valice, CFO/Exec. VP-Finance  
Debra D. Valice, Corp. Sec.  
Kevin Fiur, General Counsel  
Russell J. Hoffman, VP-Corp. Comm.  
Debra D. Valice, Treas.

**Phone:** 713-881-8900 **Fax:** 713-881-8901

**Toll-Free:**

**Address:** 50 Briar Hollow Lane, West Building, 7th Floor,  
Houston, TX 77027 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$163,800 (12 months)	2000 Profits: \$20,400 (12 months)
1999 Sales: \$128,700	1999 Profits: \$9,400
1998 Sales: \$144,900	1998 Profits: \$24,400
1997 Sales: \$127,600	1997 Profits: \$31,600
1996 Sales: \$106,000	1996 Profits: \$15,200

**Stock Ticker: SEI**

Employees: 128  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$444,878	Bonus: \$1,248,971
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$444,878	Bonus: \$1,157,133

**COMPETITIVE ADVANTAGE:**

Owns an extensive seismic library.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		

**SEMCO ENERGY INC**[www.semcoenergy.com](http://www.semcoenergy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 25 Profits: 26

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Construction Services  
Financial Services  
Energy Services  
Information Services

**BRANDS/DIVISIONS/AFFILIATES:**

ARETECH Information Services  
SEMCO Energy Ventures, Inc.  
SEMCO Energy Gas Company  
SEMCO ENSTAR  
ENSTAR Natural Gas  
Alaska Pipeline Company  
Southeastern Michigan Gas Enterprises, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Marcus Jackson, CEO  
Marcus Jackson, Pres.  
John E. Schneider, EVP/COO  
Sebastian Coppola, Sr.VP/CFO  
Ebrahim M. (Abby) Moradian, VP-Mktg., SEMCO Energy Gas  
Lila R. Bradley, VP-Human Resources & Public Affairs  
Thomas S. East, VP-Tech. Services, SEMCO Energy Gas  
Rudolfo D. Ciolelli, Sr. VP/Chief Info. Officer  
Steven W. Warsinske, VP/Controller  
Sherry L. Abbott, Corp. Sec.  
Arnold R. Madigan, Sr. VP/General Counsel  
Barbara A. Akins, VP-Admin., ENSTAR Natural Gas  
Mark T. Prendeville, Mgr.-Labor and Employee Relations  
Thomas J. Connelly, Dir.-Investor Rel.  
Sebastian Coppola, Treas.  
Samuel B. Dallas, VP-Finance  
Anthony M. Izzo, Pres.-ENSTAR Natural Gas  
Jon A. Kosht, Pres.-SEMCO Energy Gas  
Stephen R. Makowski, VP-Oper., SEMCO Energy Gas

**Phone:** 810-987-2200 **Fax:** 810-989-4098**Toll-Free:****Address:** 405 Water Street, Port Huron, MI 48060 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$422,600 (12 months)	2000 Profits: \$21,700 (12 months)
1999 Sales: \$384,900	1999 Profits: \$17,700
1998 Sales: \$637,400	1998 Profits: \$10,100
1997 Sales: \$547,630	1997 Profits: \$-8,965
1996 Sales: \$335,538	1996 Profits: \$11,331

**Stock Ticker:** SEN  
Employees: 1,568  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$383,385	Bonus: \$129,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$212,132	Bonus: \$107,000

**COMPETITIVE ADVANTAGE:** Large wholesale business supplements utility income.**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**SEMPRA ENERGY**[www.sempra.com](http://www.sempra.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 11 Profits: 7

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y			Y

**TYPES OF BUSINESS:**

Utilities-Diversified  
Energy Asset Management  
Telecommunications Services

**BRANDS/DIVISIONS/AFFILIATES:**

Southern California Gas Company  
San Diego Gas & Electric  
Semptra Energy Solutions  
Semptra Communications  
Semptra Energy International  
Semptra Energy Connections  
Semptra Energy Trading  
Semptra Ventures

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Stephen L. Baum, CEO  
Stephen L. Baum, Pres.  
Neal E. Schmale, CFO  
G. Joyce Rowland, Sr. VP-Human Relations  
Frank H. Ault, Controller  
Thomas C. Sanger, Corp. Sec.  
John R. Light, General Counsel  
Margot A. Kyd, Chief Admin. Officer  
Mark A. Snell, VP-Corp. Planning & Dev.  
Thomas S. Sayles, VP-Comm. Affairs  
Charles A. McMonagle, Treas.  
Margot A. Kyd, Chief Environmental Officer  
Frederick E. John, Sr. VP-External Affairs  
William L. Reed, Chief Regulatory Officer  
Joseph A. Householder, VP-Corp. Tax

**Phone:** 619-696-2000 **Fax:** 619-696-4463**Toll-Free:** 877-736-7723**Address:** 101 Ash St., San Diego, CA 92101-3017 US**GROWTH PLANS/SPECIAL FEATURES:**

Sempra Energy is a provider of value-added electric, natural gas and broadband products and services. The company's Southern California Gas Company subsidiary owns and operates a natural gas distribution, transmission and storage system that supplies natural gas to customers in a 23,000 square mile service territory that extends from Central California to the Mexican border. The firm's San Diego Gas & Electric subsidiary is a regulated distribution utility that provides electric and natural gas service to customers in San Diego County and the southern portion of Orange County. The two subsidiaries serve a combined total of 7 million customers. Semptra Energy Solutions, another subsidiary, offers commercial and industrial businesses facility management, supply and price risk management, energy efficiency services, energy asset management, infrastructure ownership and information and billing services. Recently, the subsidiary entered into a 15-year, \$31 million energy services contract for the operation and provision of the energy infrastructure of Hollywood & Highland, a new landmark attraction in Hollywood. The company's Semptra Communications subsidiary provides telecommunications infrastructure and services to selected national and international markets. Semptra Communications is building a 200-mile fiber optic telecom link that runs from San Diego to Phoenix. The project will provide fiber optic access to Tijuana and other Mexican border markets. The firm's Semptra Energy International subsidiary provides natural gas and electricity services to more than 2.6 million customers in Argentina, Canada, Chile, Mexico, Peru, Uruguay and the United States.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$7,143,000 (12 months)	2000 Profits: \$429,000 (12 months)
1999 Sales: \$5,410,000	1999 Profits: \$394,000
1998 Sales: \$4,996,000	1998 Profits: \$294,000
1997 Sales: \$5,115,000	1997 Profits: \$432,000
1996 Sales: \$4,524,000	1996 Profits: \$427,000

**Stock Ticker:** SRE  
Employees: 11,232  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y ESOP Stock Plan: Y Profit Sharing: Top Exec. Salary: \$913,231 Bonus: \$1,560,000  
Savings Plan: Y Stock Purch. Plan: Second Exec. Salary: \$670,095 Bonus: \$780,000

**COMPETITIVE ADVANTAGE:**

Diversified utility services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y			Y

**SHAMROCK LOGISTICS LP****[www.shamrocklogistics.com](http://www.shamrocklogistics.com)**

Industry Group Code: 324110 Ranks within this company's industry group: Sales: 5 Profits: 7

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Petroleum Refining  
Transportation and Storage of Crude Oil and Refined Products  
Pipelines

**BRANDS/DIVISIONS/AFFILIATES:**

Diamond Shamrock Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Curtis V. Anastasio, CEO  
Curtis V. Anastasio, Pres.  
Steven Blank, CFO  
Rodney L. Reese, VP-Oper.  
Steven Blank, Chief Acc. Officer

**Phone:** 210-592-2000

**Fax:**

**Toll-Free:**

**Address:** 6000 N. Loop 1604 W., San Antonio, TX 78249-1112  
US

**GROWTH PLANS/SPECIAL FEATURES:**

Shamrock Logistics, LP transports a majority of Diamond Shamrock Corporation's refined products to established and growing markets in the Mid-Continent, Southwest and Mexico border region. The company's pipeline, terminalling and storage assets include approximately 510 miles of crude oil pipelines and 2,820 miles of refined product pipelines. Moreover, Shamrock Logistics owns three major crude oil storage facilities that have a combined storage capacity of approximately 2.1 million barrels and 11 refined product terminals that have a total storage capacity of 2.5 million barrels. The firm generates revenues by charging tariffs for transporting crude oil and refined products through its pipelines and by charging terminal use fees. Shamrock Logistics transports nearly 300,000 barrels per day (bpd) through its crude oil pipelines and more than 300,000 bpd through its refined product pipelines. Additionally, the company handles over 165,000 bpd through its refined product terminals. Shamrock Logistics does not own any of the crude oil or refined products that it transports, which limits its exposure to any risks associated with fluctuating commodities prices. The firm plans to exercise its option to purchase a crude oil pipeline that runs from Diamond Shamrock's Wichita Falls, Texas refinery to its McKee refinery for \$64 million. Diamond Shamrock is currently expanding the capacity of the pipeline from 85,000 bpd to 110,000 bpd. Shamrock Logistics, LP offers its employees medical, dental and life insurance.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$92,100 (12 months)	2000 Profits: \$70,700 (12 months)
1999 Sales: \$109,800	1999 Profits: \$42,800
1998 Sales: \$97,900	1998 Profits: \$36,300
1997 Sales: \$84,900	1997 Profits: \$26,800
1996 Sales: \$71,400	1996 Profits: \$18,300

**Stock Ticker:** UDL

Employees: 150

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Provides transport for Diamond Shamrock products.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West: Y	Southwest: Y	Midwest:	Southeast:	Northeast:	International: Y
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**SIEMENS SOLAR GROUP**[www.siemenssolar.com](http://www.siemenssolar.com)

Industry Group Code: 333298 Ranks within this company's industry group: Sales: 60 Profits: 115

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Y Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Solar Energy Technology  
Photovoltaic Cell Manufacturing

**GROWTH PLANS/SPECIAL FEATURES:**

Siemens Solar Group is the world's leading manufacturer of photovoltaic cells and modules. The group is comprised of Siemens Solar GmbH in Munich, Germany (a joint venture of Siemens AG and E.ON Energie AG); Siemens Solar Industries, a limited partnership in Camarillo, California; and two joint ventures, Siemens Showa Solar Ltd. in Singapore, and Showa Solar Energy K.K. in Tokyo, Japan. The company's solar cells, which convert sunlight directly into electrical current, are used in a vast range of application areas and different sizes of installation around the world, from supplying power to garden lighting, through operation of water pumps for drinking water, to grid-connected photovoltaic power stations. Siemens Solar Group focuses on classical, crystalline silicon technology, with an emphasis on lower-cost thin-film technology. Based on a compound semiconductor made of Copper, Indium and Selenium, CIS technology reduces the consumption of semiconductor material by a factor of 100, thereby enabling significant cost reduction. In recent news, Siemens Solar GmbH and shell Renewables Limited began operation of a joint venture of their solar energy businesses.

**BRANDS/DIVISIONS/AFFILIATES:**

Siemens Solar GmbH  
Siemens Solar Industries  
Siemens Showa Solar Ltd.  
Showa Solar Energy K.K.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Chester Farris, COO/Exec. VP  
Tina Nickerson, Communications Contact  
Gernot Oswald, Managing Dir.-Siemens Solar GmbH

**Phone:** 805-482-6800**Fax:****Toll-Free:****Address:** 4650 Adohr Ln, Camarillo, CA 93012-8508 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for months.

2000 Sales: \$ ( months)

2000 Profits: \$ ( months)

1999 Sales: \$

1999 Profits: \$

1998 Sales: \$

1998 Profits: \$

1997 Sales: \$

1997 Profits: \$

1996 Sales: \$

1996 Profits: \$

**Stock Ticker:** Private

Employees:

Fiscal Year Ends:

**SALARIES/BENEFITS:**

Pension Plan: Y

ESOP Stock Plan:

Profit Sharing:

Top Exec. Salary: \$

Bonus: \$

Savings Plan: Y

Stock Purch. Plan:

Second Exec. Salary: \$

Bonus: \$

**COMPETITIVE ADVANTAGE:**

World-leading manufacturer of photovoltaic cells.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:

Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:

Y

Southwest:

Midwest:

Southeast:

Northeast:

International:

Y



# SIERRA PACIFIC RESOURCES

[www.sierrapacificresources.com](http://www.sierrapacificresources.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 4 Profits: 3

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Electric and/or Natural Gas  
Bandwidth Services

## BRANDS/DIVISIONS/AFFILIATES:

Nevada Power Corporation  
Sierra Pacific Power Company  
Pacific Communications  
e.three  
Sierra Pacific Energy Company  
Lands of Sierra

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Walter M. Higgins III, CEO  
Walter M. Higgins III, Pres.  
Dennis D. Schiffel, CFO  
Mary O. Simmons, Controller  
William E. Peterson, Corp. Sec.  
William E. Peterson, General Counsel  
Victor H. Pena, Chief Admin. Officer  
Steven C. Oldham, Sr. VP-Corp. Dev. & Strategic Planning  
Richard K. Atkinson, Investor Rel. Officer  
Richard K. Atkinson, Treas.  
Mark A. Ruelle, Pres., Nevada Power  
Jeffrey C. Ceccarelli, Pres., Sierra Pacific Power  
Jeanette Y. Bennion, Pres., e.three  
Gloria T. Banks-Weddle, VP-Corp. Services, Nevada Power

**Phone:** 775-834-3600 **Fax:** 775-834-4202

**Toll-Free:** 800-962-0399

**Address:** 6100 Neil Rd., Reno, NV 89511 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,334,300 (12 months)	2000 Profits: \$-39,800 (12 months)
1999 Sales: \$1,309,100	1999 Profits: \$54,100
1998 Sales: \$741,800	1998 Profits: \$77,300
1997 Sales: \$619,724	1997 Profits: \$107,008
1996 Sales: \$597,784	1996 Profits: \$101,811

**Stock Ticker:** SRP  
**Employees:** 3,232  
**Fiscal Year Ends:** 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$350,654	Bonus: \$255,130
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$255,003	Bonus: \$199,875

## COMPETITIVE ADVANTAGE:

Diversified business base.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y					

## GROWTH PLANS/SPECIAL FEATURES:

Sierra Pacific Resources provides electricity to 843,000 customers throughout Nevada and Northeastern California. The company's Nevada Power Corporation subsidiary is a public utility engaged in the distribution, transmission, generation, purchase and sale of electricity in Las Vegas and surrounding areas. The subsidiary's service territory continues to be one of the fastest growing areas in the nation, and revenues have increased significantly as a result of the construction of new casinos. The firm's Sierra Pacific Power Company subsidiary provides electricity to customers in Reno, Sparks, Carson City and Elko, Nevada and a portion of Eastern California. Recently, Sierra Pacific Power Sierra completed the construction of a new electric substation that improves the reliability and capacity of Elko's electric system. The Last Chance Substation provides a second source of power for Elko, which previously received all of its electricity from the Adobe Substation in West Elko. Pacific Communications, another subsidiary, recently began selling bandwidth services in the Reno, Sparks and Las Vegas metropolitan areas. The subsidiary anticipates that the expanding telecommunications market in Reno and Las Vegas will provide continuing opportunities to expand its fiber base. Sierra Pacific's e.three subsidiary provides a variety of energy-related products and services, including technology and efficiency improvements to lighting, heating, ventilation and air-conditioning equipment and the installation or retrofit of controls and power quality systems.

Sierra Pacific Resources offers its employees tuition reimbursement, service recognition awards, credit union membership and discount tickets for various theme parks.

**SINOPEC SHANGHAI PETROCHEMICAL**[www.spc.com.cn](http://www.spc.com.cn)

Industry Group Code: 325110 Ranks within this company's industry group: Sales: 114 Profits: 105

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Petrochemical Manufacturing

**GROWTH PLANS/SPECIAL FEATURES:**

Sinopec Shanghai Petrochemical Company, Ltd. is one of the largest petrochemical enterprises in China. The company is also one of China's largest producers of ethylene, an important intermediate petrochemical used in the production of synthetic fibers, resins and plastics. Sinopec Shanghai Petrochemical has partnered with BP Amoco to establish a joint venture that will produce ethylene cracker.

**BRANDS/DIVISIONS/AFFILIATES:**

BP Amoco

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Lu Yiping, Pres.  
Rong Guangdao, VP-Personnel  
Feng Jianping, VP-Oper.  
Feng Jianping, VP-Foreign Trade  
Rong Guangdao, VP-Training and Mgmt.  
Zhang Zhilang, VP-Production

**Phone:** +86-21-5794-3143 **Fax:** +86-21-5794-0050**Toll-Free:****Address:** 48 Jinyi Rd., Jinshan District, Shanghai, 200540 China**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,472,900 (12 months)	2000 Profits: \$123,200 (12 months)
1999 Sales: \$1,738,200	1999 Profits: \$92,900
1998 Sales: \$1,208,100	1998 Profits: \$48,400
1997 Sales: \$1,393,700	1997 Profits: \$107,500
1996 Sales: \$1,401,500	1996 Profits: \$141,600

**Stock Ticker: SHI**  
Employees: 33,911  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

One of the largest petrochemical companies in China.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**SJW CORPORATION**[www.sjwater.com](http://www.sjwater.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 24 Profits: 29

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Water  
Operation of Parking Facilities

**BRANDS/DIVISIONS/AFFILIATES:**

San Jose Water Company  
Crystal Choice Water Service  
Waterplant  
SJW Land Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

W. Richard Roth, CEO  
W. Richard Roth, Pres.  
Angela Yip, CFO  
R.A. Loehr, Corp. Sec.  
Angela Yip, Treas.  
R.J. Pardini, Chief Engineer, San Jose Water  
Jim Johansson, VP-Human Resources, San Jose Water  
G.J. Belhumeur, VP-Oper., San Jose Water  
A.J. Elliott, Controller, San Jose Water

**Phone:** 408-279-7800 **Fax:** 408-279-7934

**Toll-Free:**

**Address:** 374 W. Santa Clara St., San Jose, CA 95196 US

**GROWTH PLANS/SPECIAL FEATURES:**

SJW Corporation is a holding company that provides water service and operates parking facilities. The company's San Jose Water Company subsidiary provides water to approximately 985,000 residents in the metropolitan San Jose area. The subsidiary's water supply is obtained from wells, surface run-off or diversion and by purchases from the Santa Clara Valley Water District. Surface water, a less costly source of the subsidiary's water supply, is collected in reservoirs near the Santa Cruz Mountains. San Jose Water Company has made a number of investments in automation, telemetry and information systems in an effort to increase the efficiency of its water distribution system. Moreover, the subsidiary has replaced nearly ten miles of aging pipelines as part of its infrastructure replacement and preventive maintenance programs. Recently, the firm partnered with Kinetico, Inc. to form Crystal Choice Water Service, an unregulated joint venture that disinfects and conditions water. Crystal Choice Water Service's Waterplant home water treatment system features chlorine removal, water softening and reverse osmosis capabilities. The company's SJW Land Company subsidiary owns and operates parking facilities located in commercial buildings. Due to continued uncertainty surrounding the California Public Utilities Commission regulatory process, American Water Works, Inc. has terminated an agreement to acquire SJW.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$123,200 (12 months)	2000 Profits: \$10,700 (12 months)
1999 Sales: \$117,000	1999 Profits: \$15,900
1998 Sales: \$106,000	1998 Profits: \$16,000
1997 Sales: \$110,100	1997 Profits: \$15,200
1996 Sales: \$102,600	1996 Profits: \$18,600

**Stock Ticker:** SJW

Employees: 277

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$395,000	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$170,500	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Growth in non-regulated business.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1

Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y					

**SMEDVIG ASA**[www.smedvig.no](http://www.smedvig.no)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 4 Profits: 10

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas Drilling Support Services

**GROWTH PLANS/SPECIAL FEATURES:**

Smedvig ASA is an offshore drilling contractor headquartered in Stavanger, Norway. The company operates a fleet of drilling units specifically designed for offshore oil and gas exploration and development in harsh environments. The firm primarily operates in the North Sea, offshore Thailand, Brunei and Malaysia. Smedvig's mobile drilling fleet consists of three semi-submersible drilling rigs, one deepwater drillship and one ultra-large jack-up rig. Recent field development on the Norwegian Continental Shelf has been increasingly based on floating and subsea production solutions that require drilling by mobile units. The company anticipates that demand for its offshore drilling units will increase as the global demand for oil increases. Smedvig maintains high utilization rates for its drilling units by entering into long-term contracts that minimize exposure to market volatility. Moreover, the company believes that long-term contracts require less management time and enhance customer relationships. In an effort to free up capital for new investments, the firm recently sold a semi-submersible drilling rig to Odfjell Drilling AS for \$110 million. Smedvig also provides platform drilling services, well services and well maintenance services on fixed platforms in the Norwegian sector of the North Sea. The company's Southeast Asia fleet consists of eight self-erecting tender rigs.

**BRANDS/DIVISIONS/AFFILIATES:**

**CONTACTS:** Note: Officers with more than one job title may be intentionally listed here more than once.

Christian Bull Eriksson, CEO  
Ole Gladhaug, CFO  
Martin Larsen, Corp. Controller  
Anette Karvel Kyllingstad, Corp. Sec.  
Hilde Waaler, Mgr.-Public Rel.  
Jon Olav Osthus, Dir.-Contacts  
Karl-Erik Johannessen, Oper. Mgr., Platform Drilling  
Kjell Jacobsen, Managing Dir., Smedvig Offshore  
Stale Rod, Managing Dir., Smedvig Asia

Phone: +47-51-50-99-00 Fax: +47-51-50-96-88

Toll-Free:

Address: Finnestadveien 28, P.O. Box 110, Stavanger, N-4001 Norway

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$405,000 (12 months)	2000 Profits: \$9,000 (12 months)
1999 Sales: \$382,000	1999 Profits: \$83,000
1998 Sales: \$484,200	1998 Profits: \$28,000
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

Stock Ticker: SMV.A

Employees: 2,991

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Specialization in offshore drilling support in harsh North Sea waters.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**SMITH INTERNATIONAL INC**[www.smith.com](http://www.smith.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 16 Profits: 4

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Waste Management Services  
Drilling Equipment

**BRANDS/DIVISIONS/AFFILIATES:**

Smith Bits  
Sandvik Smith AB  
Wilson Supply  
M-I, LLC  
Swaco  
BW Group  
Smith Services  
Drilco Group, The

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Douglas L. Rock, CEO  
Douglas L. Rock, Pres.  
Douglas L. Rock, COO  
Margaret K. Dorman, CFO  
Peter D. Nicholson, VP-Human Resources  
Brian E. Taylor, Controller  
Neal S. Sutton, Corp. Sec.  
Neal S. Sutton, General Counsel  
Neal S. Sutton, Sr. VP-Admin.  
Earl M. Springer, VP-Bus. Dev.  
Margaret K. Dorman, Treas.  
Geri D. Wilde, VP-Taxes  
Loren K. Carroll, Exec. VP  
John J. Kennedy, CEO/Pres., Wilson Supply  
Roger A. Brown, Pres., Smith Bits

**Phone:** 281-443-3370 **Fax:** 281-233-5199**Toll-Free:** 800-877-6484**Address:** 411 N. Sam Houston Pkwy., Ste. 600, Houston, TX 77060 US**GROWTH PLANS/SPECIAL FEATURES:**

Smith International, Inc. is a leading worldwide supplier of products and services to the oil and gas exploration and production industry, the petrochemical industry and other industrial markets. The firm's comprehensive line of technologically advanced products and engineering services includes drilling and completion fluid systems, solids-control equipment, waste-management services, fishing services, casing exit and multilateral systems and drilling tools. The company's Smith Bits subsidiary offers oilfield roller cone, hammer, natural diamond and mining roller cone bits for a variety of applications. In the summer of 2001, Smith Bits and Sandvik AB partnered to form Sandvik Smith AB, a joint venture that creates specialty drill bits for the mining and construction industry. The firm's Wilson Supply subsidiary markets pipe, valves, fittings, mill, safety and other maintenance products to energy and industrial markets. M-I, another subsidiary, is a developer, manufacturer and marketer of drilling and completion fluids and services. The subsidiary's Swaco division produces solids-control equipment, including shale shakers, hydroclones, centrifuges, pressure-control equipment and rig instrumentation. Recently, M-I acquired BW Group, an Aberdeen-based provider of drilling and completion fluids to the North Sea market. The company's Smith Services subsidiary manufactures and markets drilling, workover, well completion and well re-entry products and services. The Drilco Group, a division of Smith Services, provides machine inspection services, tubular products, underbalanced drilling equipment and engineering services for optimizing bottom hole management techniques.

Smith International, Inc. offers its employees tuition reimbursement, in-house training programs, awards for patents and published technical papers and medical, dental and vision insurance.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,761,000 (12 months)	2000 Profits: \$72,800 (12 months)
1999 Sales: \$1,806,200	1999 Profits: \$56,700
1998 Sales: \$2,118,700	1998 Profits: \$34,100
1997 Sales: \$2,168,000	1997 Profits: \$121,300
1996 Sales: \$1,651,900	1996 Profits: \$73,300

**Stock Ticker:** SII

Employees: 9,892

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing: Y	Top Exec. Salary: \$749,996	Bonus: \$429,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$468,000	Bonus: \$250,000

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



**SOUTHERN COMPANY (THE)**[www.southernco.com](http://www.southernco.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 103 Profits: 98

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y Y			Y

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Digital Wireless Communications Services  
Fiber Optic Solutions

**BRANDS/DIVISIONS/AFFILIATES:**

Alabama Power  
Georgia Power  
Gulf Power  
Mississippi Power  
Savannah Electric  
Southern Company Energy Solutions  
Southern LINC  
Southern Telecom

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

H. Allen Franklin, CEO  
H. Allen Franklin, Pres.  
Gale E. Klappa, CFO  
Leonard J. Haynes, Chief Mktg. Officer  
Christopher C. Womack, VP-Human Resources  
C. Philip Saunders, CIO  
Susan N. Story, Exec. VP-Eng. & Generation Services  
G. Edison Holland Jr., General Counsel  
David R. Altman, VP-Corp. Comm.  
Gale E. Klappa, Treas.  
Joseph A. Miller, VP-Government Rel.  
Stephen A. Wakefield, Sr. Counsel  
Chris Miller, VP-Employee Rel.  
W. Dean Hudson, Comptroller

**Phone:** 404-506-5000 **Fax:** 404-506-0598**Toll-Free:****Address:** 270 Peachtree St. NW, Atlanta, GA 30303 US**GROWTH PLANS/SPECIAL FEATURES:**

The Southern Company is a regional energy company with more than 32,000 megawatts of electric generating capacity in the Southeast. The company's integrated utility supply subsidiaries include Alabama Power, Georgia Power, Gulf Power, Mississippi Power and Savannah Electric. In an effort to increase the reliability of bulk power supply, these subsidiaries have joined with other utility providers in the Southeast to form the Southeastern Electric Reliability Council. Moreover, the company has partnered with a number of utilities to develop a regional transmission organization for the Southeast that would cover more than 39,000 miles of transmission. The Southern Company's Southern LINC subsidiary provides digital wireless communications services to its integrated utility subsidiaries and to customers in the Southeast. The firm's Southern Telecom subsidiary provides wholesale fiber optic solutions to telecommunications providers in the Southeast. Recently, Southern Telecom installed a robust Central Business District dark fiber ring and collocation space in downtown Atlanta, which provides telecom and enterprise customers with last-mile connectivity. Southern Company Energy Solutions, another subsidiary, creates programs to enhance customer satisfaction, including Good Cents, an energy efficiency program, and Energy Services, an energy solutions consultant and contractor for industrial and large commercial customers. The company has spun off its Mirant subsidiary, which develops, constructs, owns and operates power plants and sells wholesale electricity, natural gas and other energy commodities.

The Southern Company offers its employees tuition reimbursement, credit union membership and medical, dental and vision insurance.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$10,066,000 (12 months)	2000 Profits: \$1,313,000 (12 months)
1999 Sales: \$11,585,000	1999 Profits: \$1,276,000
1998 Sales: \$11,403,000	1998 Profits: \$977,000
1997 Sales: \$10,358,000	1997 Profits: \$1,127,000
1996 Sales: \$9,180,000	1996 Profits: \$1,103,000

**Stock Ticker:** SO  
Employees: 26,021  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing: Y	Top Exec. Salary: \$939,287	Bonus: \$2,318,377
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$655,806	Bonus: \$1,014,696

**COMPETITIVE ADVANTAGE:**

One of the nation's largest electric utilities.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y		

# SOUTHERN JERSEY INDUSTRIES INC [www.sjindustries.com](http://www.sjindustries.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 92 Profits: 103

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Electric and/or Natural Gas  
Energy Management Services

## BRANDS/DIVISIONS/AFFILIATES:

South Jersey Energy Company  
SJ EnerTrade  
South Jersey Gas Company  
Marina Energy, LLC  
AirLogics

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Charles Bisciegla, CEO  
Charles Bisciegla, Pres.  
David A. Kindlick, VP-Finance  
Patricia Wilus, Dir.-Human Resources  
George L. Baulig, Corp. Sec.  
David A. Kindlick, Treas.  
Albert V. Ruggiero, VP  
Edward J. Graham, VP  
Charles Bisciegla, CEO/Pres., South Jersey Gas  
George L. Baulig, Corp. Sec./Sr. VP, South Jersey Gas

**Phone:** 609-561-9000 **Fax:** 609-561-8225

**Toll-Free:**

**Address:** One South Jersey Plaza, Folsom, NJ 08037 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$515,900 (12 months)	2000 Profits: \$24,200 (12 months)
1999 Sales: \$392,500	1999 Profits: \$21,700
1998 Sales: \$450,200	1998 Profits: \$11,000
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** SJI  
Employees: 643  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$338,250	Bonus: \$73,870
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$179,380	Bonus: \$39,180

## COMPETITIVE ADVANTAGE:

Very high profit ratio.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

**GROWTH PLANS/SPECIAL FEATURES:**

South Jersey Industries, Inc. is an energy services holding company. The company's South Jersey Gas Company (SJG) subsidiary is a public utility engaged in the purchase, transmission and sale of natural gas for residential, commercial and industrial use. The subsidiary serves approximately 281,000 customers in Southern New Jersey. SJG's service territory includes 112 municipalities and covers approximately 2,500 square miles. In addition, the subsidiary sells natural gas on a wholesale basis to various customers on the interstate pipeline system. The firm's unregulated South Jersey Energy Company (SJE) subsidiary provides services for the acquisition and transportation of natural gas for retail and end-users and markets total energy management solutions. SJE has entered into an alliance with Energy East Corporation that enhances the subsidiary's ability to offer a variety of services, from large-scale cogeneration projects to retail electricity. Moreover, the subsidiary has formed a strategic partnership with GZA Environmental, Inc. to develop and market AirLogics, a perimeter air monitoring system that detects any hazardous airborne substances around a facility. SJ EnerTrade, another subsidiary, provides services for the sale of natural gas to energy marketers, electric and gas utilities and other wholesale users. Recently, the company's Marina Energy, LLC subsidiary was awarded a contract to provide heating, cooling and hot water to The Borgata Resort, a hotel/casino that is under construction in Atlantic City. South Jersey Industries, Inc. offers its employees tuition reimbursement.

**SOUTHERN UNION COMPANY****www.southernunionco.com**

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 83 Profits: 91

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities - Electric and/or Natural Gas  
 Pipelines  
 Air Conditioning  
 Propane

**BRANDS/DIVISIONS/AFFILIATES:**

Energia Estrella del Sur  
 Southern Union Gas  
 ENERGY WorX  
 Missouri Gas Energy  
 Norteno Pipeline Company  
 PGE Energy  
 PEI Power Corporation  
 SFNG

**CONTACTS:** Note: Officers with more than one job title may be intentionally listed here more than once.

George L. Lindemann, CEO  
 Thomas F. Karam, Pres.  
 Thomas F. Karam, COO  
 Ronald J. Endres, Exec. VP/CFO  
 Nancy M. Capezzuti, Sr. VP-Human Resources  
 David J. Kvapil, Sr. VP/Corporate Controller  
 Dennis K. Morgan, Sr. VP-Legal/Secretary  
 David W. Stearns, Exec. VP-Utility Oper.  
 George E. Yankowski, Dir.-Investor Relations  
 George E. Yankowski, Treas.  
 Karen M. Czaplowski, VP-Customer Service  
 F. Jay Cummings, VP-Pricing and Economic Analysis  
 James C. Wells, VP-Risk, Safety and Loss Control  
 Susan Groce, VP-Environmental

**Phone:** 512-477-5852 **Fax:** 512-370-8215**Toll-Free:****Address:** 504 Lavaca Street, Eighth Floor, Austin, TX 78701 US**GROWTH PLANS/SPECIAL FEATURES:**

Southern Union is one of the top 10 natural gas utilities in the United States, gauged by number of customers. It derives most of its revenues from its position as a natural gas utility in the states of Texas, Missouri, Florida, Pennsylvania and Rhode Island. Southern Union Gas, one of the company's subsidiaries, boasts approximately 523,000 customers in Texas. Missouri Gas Energy serves 491,000 customers in Missouri, PGE Energy enlists 154,000 customers in Pennsylvania and SFNG represents 5,000 customers in central Florida. Through several acquisitions, the company can also claim 286,000 customers in Rhode Island and Massachusetts. Through units such as Norteno Pipeline and party owned companies like Energia Estrella, the firm also services over 21,000 customers in Mexico. Its subsidiaries market natural gas to end-users, operate natural gas pipeline systems, distribute propane and sell commercial gas air conditioning and other gas-fired engine-driven applications. By providing one-stop shopping, the company can serve its various customers' specific energy needs, which encompass substantially all of the natural gas distribution and sales businesses from natural gas sales to specialized energy consulting services. Southern Union is a sales and market-driven energy company with management that is committed to achieving profitable growth of its utility business in an increasingly competitive business environment. Management's strategies for achieving these objectives principally consist of: promoting new sales opportunities and markets for natural gas and propane, enhancing financial and operating performance and expanding the company through development of existing utility businesses and selective acquisition of new utility businesses.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$831,700 (12 months)	2000 Profits: \$11,100 (12 months)
1999 Sales: \$605,200	1999 Profits: \$10,400
1998 Sales: \$669,300	1998 Profits: \$12,200
1997 Sales: \$717,000	1997 Profits: \$19,000
1996 Sales: \$620,400	1996 Profits: \$20,800

**Stock Ticker:** SUG  
 Employees: 2,296  
 Fiscal Year Ends: 6/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$578,456	Bonus:	\$141,363
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$344,610	Bonus:	\$93,750

**COMPETITIVE ADVANTAGE:**

Well diversified/One million customer base.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
 Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y	Y	Y

**SOUTHWEST GAS CORPORATION**[www.swgas.com](http://www.swgas.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 58 Profits: 121

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Y Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Construction Services

**BRANDS/DIVISIONS/AFFILIATES:**

LNG Energy, Inc.  
Paiute Pipeline Company  
Northern Pipeline Construction Co.  
Southwest Gas Transmission Company  
Southwest Gas Capital I  
Utility Financial Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Michael O. Maffie, CEO  
Michael O. Maffie, Pres.  
Michael O. Maffie, Exec. VP/CFO  
David C. O'Neil, VP-Mktg.  
Fred W. Cover, VP-Human Resources  
Dudley J. Sondeno, Sr. VP/Chief Knowledge & Tech. Officer  
Bob Weaver, VP-Info. Services  
Roy Centrella, Controller  
Michael O. Maffie, Corp. Sec.  
Jeffrey W. Shaw, Sr. VP-Legal Affairs/General Counsel  
George C. Biehl, Exec. VP-Oper.  
James F. Lowman, Sr. VP-Finance/Treas.  
James P. Kane, Exec. VP-Consumer Resources and Energy Svcs.

**Phone:** 702-876-7237**Fax:** 702-873-3180**Toll-Free:**

**Address:** 5241 Spring Mountain Road, Las Vegas, NV 89193-8510 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,034,100 (12 months)	2000 Profits: \$38,300 (12 months)
1999 Sales: \$936,900	1999 Profits: \$39,300
1998 Sales: \$917,300	1998 Profits: \$47,500
1997 Sales: \$732,000	1997 Profits: \$16,500
1996 Sales: \$644,100	1996 Profits: \$6,600

**Stock Ticker:** SWX

Employees: 2,491

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$522,877	Bonus: \$283,368
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$243,438	Bonus: \$103,624

**COMPETITIVE ADVANTAGE:**

Very rapid growth rate.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				

**SOUTHWESTERN ENERGY COMPANY**[www.swn.com](http://www.swn.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 82 Profits: 71

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Natural Gas Distribution  
 Natural Gas Marketing  
 Natural Gas Transmission

**BRANDS/DIVISIONS/AFFILIATES:**

Southwestern Energy Production Company  
 SEECO, Inc.  
 Arkansas Western Gas Company  
 Associated Natural Gas Company  
 Southwestern Energy Services Company  
 Southwestern Energy Pipeline Company  
 Ozark Gas Transmission System  
 Diamond M Production Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Harold M. Korell, CEO  
 Harold M. Korell, Pres.  
 Greg D. Kerley, Exec. VP/CFO  
 George A. Taaffe Jr., Sr. VP/Sec.  
 George A. Taaffe Jr., General Counsel  
 Richard F. Lane, Sr. VP-Southwestern Energy Prod. Co./SEECO  
 Charles V. Stevens, Sr. VP-Arkansas Western Gas Co.  
 Debbie J. Branch, Sr. VP-Southwestern Energy Services Co.

Phone: 501-521-1141 Fax: 501-521-0328

Toll-Free:

Address: 1083 Sain Street, P.O. Box 1408, Fayetteville, AR 72702-1408 US

**GROWTH PLANS/SPECIAL FEATURES:**

Southwestern Energy Company is primarily focused on natural gas. The company is engaged in oil and gas exploration and production; natural gas gathering, transmission and marketing; and natural gas distribution. After experiencing a shakeup in the late 90's that resulted in the replacement of 50% of its technical staff and led to the departure of senior management, the company's revenues rebounded to their current growth building levels. Southwestern's exploration and production activities are concentrated in Arkansas, Oklahoma, Texas, New Mexico, south Louisiana and the Gulf Coast. Its oil and gas reserves equal 380.5 billion cubic feet, including natural gas reserves of 331.8 billion cubic feet and oil reserves of 8,130 thousand barrels. Its most recent efforts have concentrated on drilling in the Arkoma Basin, prospecting in the Permian Basin and East Texas and potentially high-yield field exploration on the terrestrial Gulf Coast area. The firm channels oil and gas exploration and production through its subsidiaries, SEECO, Southwestern Energy Production Company and Diamond M Production Company. The gas distribution segment is up for sale and has occasioned several offers, though none have met the company's expectations. The segment operates in northern Arkansas and parts of Missouri. Marketing and transportation activities are concentrated in Southwestern's core areas of operations. The company owns a 25% interest in the Ozark Gas Transmission System, a 749-mile natural gas transmission structure that spans the distance between Oklahoma and Arkansas.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$363,900 (12 months)	2000 Profits: \$-46,700 (12 months)
1999 Sales: \$280,400	1999 Profits: \$9,900
1998 Sales: \$266,300	1998 Profits: \$-30,600
1997 Sales: \$276,200	1997 Profits: \$18,700
1996 Sales: \$203,300	1996 Profits: \$19,200

**Stock Ticker: SWN**

Employees: 536  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$418,000	Bonus: \$265,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$290,000	Bonus: \$168,000

**COMPETITIVE ADVANTAGE:**

Consolidation of offices.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y	Y		



# SPINNAKER EXPLORATION [www.spinnakerexploration.com](http://www.spinnakerexploration.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 70 Profits: 63

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production

## BRANDS/DIVISIONS/AFFILIATES:

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Roger L. Jarvis, CEO  
 Roger L. Jarvis, Pres.  
 Robert M. Snell, CFO  
 Jimmy W. Bennett, VP-Systems Tech. and Processing  
 Robert M. Snell, Corp. Sec.  
 Jeffrey C. Zaruba, Treas.  
 L. Scott Broussard, VP-Drilling and Production  
 William D. Hubbard, VP-Exploration  
 Kelly M. Barnes, VP-Land  
 Judy Schmidt, Office Mgr.

Phone: 713-759-1770 Fax: 713-759-1773

Toll-Free:

Address: 1200 Smith St., Ste. 800, Houston, TX 77002 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$121,400 (12 months)	2000 Profits: \$38,600 (12 months)
1999 Sales: \$34,300	1999 Profits: \$-1,300
1998 Sales: \$3,300	1998 Profits: \$-6,900
1997 Sales: \$ 200	1997 Profits: \$-2,200
1996 Sales: \$	1996 Profits: \$- 300

Stock Ticker: **SKE**  
 Employees: 46  
 Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing: Y	Top Exec. Salary: \$285,833	Bonus: \$345,100
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$191,667	Bonus: \$172,000

## COMPETITIVE ADVANTAGE:

Large database of seismic data.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

Spinnaker Exploration Company is an independent energy company engaged in the exploration, development and production of oil and natural gas. The company's large database of 3-D seismic data allows it to generate and maintain a large inventory of high-quality exploratory projects in the Gulf of Mexico. Spinnaker Exploration's diverse exploration software tools include modeling, mapping, well path description, time slice analysis, synthetic generation, fluid replacement studies and seismic attribute analyses. The firm's geographically and geologically diverse inventory is located in water depths of 40 feet to 9,000 feet deep. The company mitigates the risk of its deep water exploration activities by focusing on prospects where the commercial feasibility of a project can be evaluated with a small number of wells. Recently, Spinnaker Exploration announced a significant discovery of natural gas and condensate at its Stirrup Prospect located in the Gulf of Mexico. The discovery well is situated on a large faulted anticline and tested at rates of approximately 21.1 million cubic feet of gas per day. The company's combination of data and inventory has driven high exploration activity levels, which has allowed the company to finance itself and remain debt-free. The firm's proved reserves total 183 billion cubic feet of natural gas equivalent.

# ST MARY LAND & EXPLORATION COMPANY

[www.stmaryland.com](http://www.stmaryland.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 2 Profits: 3

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Exploration and Production

## BRANDS/DIVISIONS/AFFILIATES:

**CONTACTS:** Note: Officers with more than one job title may be intentionally listed here more than once.

Mark A. Hellerstein, CEO  
Mark A. Hellerstein, Pres.  
Ronald D. Boone, Exec. VP/COO  
David L. Henry, VP-Finance/CFO  
David J. Whitcomb, Asst. VP-Gas Mktg.  
Garry A. Wilkening, Controller  
Douglas W. York, VP-Acquisitions and Eng.  
Kevin E. Wilson, VP-Mid-Continent, Drilling and Production  
Richard C. Norris, VP-Finance/Sec.  
Milam Randolph Pharo, VP-Land and Legal, Asst. Sec.  
Garry A. Wilkening, VP-Admin.  
Robert T. Hanley, VP-Bus. Dev.  
Richard C. Norris, Treas.

**Phone:** 303-861-8140 **Fax:** 303-861-0934

**Toll-Free:**

**Address:** 1776 Lincoln Street, Suite 1100, Denver, CO 80203 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$195,700 (12 months)	2000 Profits: \$55,600 (12 months)
1999 Sales: \$74,000	1999 Profits: \$ 100
1998 Sales: \$78,700	1998 Profits: \$-8,800
1997 Sales: \$59,551	1997 Profits: \$10,326
1996 Sales: \$38,650	1996 Profits: \$1,743

**Stock Ticker:** MARY  
Employees: 157  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$277,333	Bonus: \$286,240
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$222,000	Bonus: \$239,380

## COMPETITIVE ADVANTAGE:

Long-term record of successful operation.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		

**STAR GAS PARTNERS LP**[www.star-gas.com](http://www.star-gas.com)

Industry Group Code: 422720 Ranks within this company's industry group: Sales: 65 Profits: 55

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Petroleum, Distribution  
Natural Gas, Retail  
Heating Oil, Retail

**BRANDS/DIVISIONS/AFFILIATES:**

Star Gas Propane  
Total Gas and Electric  
PETRO Holdings, Inc

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Irik P. Sevin, CEO  
George Leibowitz, CFO  
Linda Barnaby, Dir.-Human Resources  
Audrey L. Sevin, Corp. Sec.  
Richard F. Ambury, Treas.  
William G. Powers, Jr., Exec. VP  
Joseph P. Cavanaugh, Exec. VP

**Phone:** 203-328-7300 **Fax:** 203-328-7422

**Toll-Free:**

**Address:** 2187 Atlantic St., Stamford, CT 06902 US

**GROWTH PLANS/SPECIAL FEATURES:**

Star Gas Partners, L.P. is a diversified energy distributor and services provider specializing in the sale of heating oil, propane, electricity and natural gas to over 700,000 customers. Star is the nation's largest retail distributor of home heating oil, serving approximately 385,000 customers in the Northeast and Mid-Atlantic through its Petro subsidiary. Star Gas Propane is the nation's seventh largest retail propane distributor, with approximately 210,000 customers throughout the Midwest and Northeast. It also sells natural gas and electricity to approximately 110,000 customers in the Northeast and Mid Atlantic through Total Gas & Electric (TG&E). TG&E is a 72.7% owned subsidiary of the partnership. The propane segment is primarily engaged in the retail distribution of propane and related supplies and equipment to residential, commercial, industrial, agricultural and motor fuel customers. Propane customers are served from 91 branch locations and 56 satellite storage facilities in the Midwest and Northeast. In addition to its retail business, the propane segment also serves wholesale customers from its underground cavern and storage facilities in Seymour, Indiana. 90% of propane sales were to retail customers and approximately 10% were to wholesale customers. Home heating oil customers are served from 24 branch locations in the Northeast and Mid-Atlantic regions, from which the heating oil segment installs and repairs heating equipment 24 hours a day, seven days a week, 52 weeks a year, generally within four hours of requests. For fiscal 2000, heating oil sales were comprised of approximately 78% from sales of home heating oil; 16% from the installation and repair of heating equipment; and 6% from the sale of other petroleum products, including diesel fuel and gasoline.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$744,664 (12 months)	2000 Profits: \$1,353 (12 months)
1999 Sales: \$224,020	1999 Profits: \$-29,550
1998 Sales: \$111,685	1998 Profits: \$- 955
1997 Sales: \$135,159	1997 Profits: \$2,012
1996 Sales: \$119,634	1996 Profits: \$2,593

**Stock Ticker:** SGU

Employees: 723  
Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$1,011,250	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$432,750	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Very large customer base.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y		Y	

**STONE ENERGY CORPORATION**[www.stoneenergy.com](http://www.stoneenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 6 Profits: 5

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Stone Energy Corporation is an independent company engaged in the acquisition, exploration, development and operation of oil and gas properties in the Gulf Coast Basin, both onshore and offshore, and the Rocky Mountains. Geographically, most of its core operations lie within a short distance of the coast of Louisiana. The company has scored impressive rates of growth in the last decade, increasing production by a factor of 5 and reserves by a factor of 3 since that time. The company recently bought out Basin Exploration, a move that introduced the Rocky Mountain sites into its portfolio and doubled its previous reserves, daily production and drilling prospect inventory. The combined company boasts reserves of 596.9 billion cubic feet, daily production of 300 million cubic feet and a drilling prospect inventory of 267,000 acres, catapulting it into the first rank of industry players. It can lay claim to an encyclopedic technical database featuring modern 3-D seismic data on each of its holdings and numerous potential ones, thanks to Basin's exploratory efforts. Perhaps most importantly, the union added 22 producing properties and 47 primary term lease blocks to the company's registers. Its business strategy is to increase production, cash flow and reserves through the acquisition and development of mature properties located in the easily developed area of the Gulf Coast Basin.

**BRANDS/DIVISIONS/AFFILIATES:**

Basin Exploration

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

D. Peter Canty, CEO  
D. Peter Canty, Pres.  
D. Peter Canty, COO  
James H. Prince, CFO  
Phillip T. Lalande, VP-Eng.  
J. Kent Pierret, Controller/Chief Acc. Officer  
Philip T. Lalande, VP-Eng.  
Andrew L. Gates III, Sec.  
Andrew L. Gates III, General Counsel  
James H. Prince, Treas.  
E. J. Louviere, VP-Land  
Craig L. Glassinger, VP-Resources

**Phone:** 337-237-0410**Fax:** 337-237-0426**Toll-Free:****Address:** 625 E. Kaliste Saloom Road, Lafayette, LA 70508 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$260,400 (12 months)	2000 Profits: \$84,900 (12 months)
1999 Sales: \$149,100	1999 Profits: \$26,500
1998 Sales: \$116,600	1998 Profits: \$-51,600
1997 Sales: \$71,000	1997 Profits: \$11,900
1996 Sales: \$58,000	1996 Profits: \$11,000

**Stock Ticker:** SGY

Employees: 200

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$190,625	Bonus: \$152,500
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$185,000	Bonus: \$138,750

**COMPETITIVE ADVANTAGE:**

Successful workover strategy.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:

Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**STREICHER MOBILE FUELING**[www.mobilefueling.com](http://www.mobilefueling.com)

Industry Group Code: 422720 Ranks within this company's industry group: Sales: 33 Profits: 40

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Petroleum, Distribution

**GROWTH PLANS/SPECIAL FEATURES:**

Streicher Mobile Fueling, Inc. provides mobile fueling services to customers that operate large fleets of vehicles, including governmental agencies, utilities, major trucking lines, hauling and delivery companies and national courier services. Mobile fueling enables businesses to reduce operating costs by eliminating the need for their employees to fuel vehicles either on-site or at local retail gas stations. The firm's services reduce the administrative burden required to oversee and administer fuel purchases and inventories. Moreover, fleet operators who previously satisfied their fuel requirements using on-site storage tanks can eliminate the capital expenditures and operating costs required to maintain fuel storage and dispensing facilities. The company uses its Fuel Tracking Controller management system to measure, record and track fuel dispensed to customers' vehicles. This system allows the firm to verify the amount of fuel delivered and provides customers with customized fleet fuel data for management analysis and tax reporting. The Fuel Tracking Controller tracks 13 individual fuel types, including diesel, unleaded, bio-diesel, aviation, kerosene and dyed diesel fuel. Furthermore, Streicher Mobile Fueling provides access to emergency fuel supplies that allow customers to effectively respond to severe local weather conditions or other emergency situations. Although the company markets its services primarily to customers that operate large fleets, it feels that small fleet operators are equally important because they provide geographic density and fuel delivery efficiency.

**BRANDS/DIVISIONS/AFFILIATES:**

Fuel Tracking Controller

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Richard E. Gathright, CEO  
 Richard E. Gathright, Pres.  
 David S. Clodfelter, CFO  
 Timothy W. Kosholek, VP-Mktg. & Sales  
 Linda Vieniek, Dir.-Personnel  
 David S. Clodfelter, CIO  
 Steven M. Alford, VP-Oper.  
 Ted E. Honcharik, Sr. VP-Bus. Dev.  
 Gary G. Williams, Sr. VP-Commercial Oper.  
 Ted E. Honcharik, Sr. VP-Fleet Oper.

**Phone:** 954-308-4200 **Fax:** 954-308-4222**Toll-Free:** 800-383-5734**Address:** 800 W. Cypress Rd., Ste. 580, Fort Lauderdale, FL 33309 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$74,200 (12 months)	2000 Profits: \$-1,300 (12 months)
1999 Sales: \$47,400	1999 Profits: \$ 500
1998 Sales: \$43,000	1998 Profits: \$-1,100
1997 Sales: \$33,800	1997 Profits: \$- 500
1996 Sales: \$	1996 Profits: \$- 400

**Stock Ticker:** FUEL

Employees:  
Fiscal Year Ends: 1/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$279,760	Bonus: \$37,600
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$143,462	Bonus: \$17,000

**COMPETITIVE ADVANTAGE:**

Niche market mobile fueling.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West: Y	Southwest: Y	Midwest:	Southeast: Y	Northeast:	International:
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**SUNCOR ENERGY INC**[www.suncor.com](http://www.suncor.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 4 Profits: 3

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other: Y	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Coal Bed Methane Exploration  
 Renewable Energy Sources

**BRANDS/DIVISIONS/AFFILIATES:**

Sunoco, Inc.  
 SunBridge Wind Power Project  
 Suncor Energy Marketing, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Richard L. George, CEO  
 Richard L. George, Pres.  
 Michael W. O'Brien, CFO  
 Sue Lee, Sr. VP-Human Resources  
 Terrence J. Hopwood, Corp. Sec.  
 Terrence J. Hopwood, General Counsel  
 Michael W. O'Brien, Exec. VP-Corp. Dev.  
 Sue Lee, Sr. VP-Comm.  
 John Rogers, Dir.-Investor Rel.  
 J. Kenneth Alley, VP-Finance  
 David W. Byler, Exec. VP-Natural Gas  
 Mike Ashar, Exec. VP-Oil Sands  
 Barry D. Stewart, Exec. VP-In-situ and Int'l Oil

**Phone:** 403-269-8100 **Fax:** 403-269-6217

**Toll-Free:**

**Address:** 112 4th Ave. SW, Box 38, Calgary, Alberta T2P 2V5  
 Canada

**GROWTH PLANS/SPECIAL FEATURES:**

Suncor Energy, Inc. is an integrated Canadian energy company engaged in the exploration, development and marketing of oil and natural gas. The company mines and extracts crude oil from the vast oil sand deposits of Northern Alberta. Suncor's proved reserves include 414 billion cubic feet of natural gas and 10 million barrels of crude oil. The firm's Sunoco subsidiary manufactures, distributes and markets transportation fuels, heating oils and petrochemicals. The subsidiary's Sarnia Refinery has a capacity of 70,000 barrels of crude oil per day. Additionally, Sunoco owns and operates over 300 retail service stations, primarily along the main transportation corridors between Windsor and Ottawa. However, based on a strategic assessment of higher export pipeline capacity, increased North American demand and the growing energy needs of its oil sand operation, the firm believes natural gas has greater long-term growth potential than conventional oil. Moreover, Suncor has coal bed methane exploration underway on several properties in the United States, Australia and Canada. Coal bed methane, the main component of natural gas, can be produced from an underground source through drilling wells and transported by pipeline to the end-user. Furthermore, the company plans to develop renewable energy sources such as wind, landfill gas, biomass, solar and run-of-river hydroelectricity that have a minimal impact on the environment and create a viable energy business. Suncor and Enbridge, Inc. have formed a partnership to develop and operate the SunBridge Wind Power Project, a wind power generation facility in Southwestern Saskatchewan. The firm has also entered into an agreement with Conestoga-Rovers and Associates to jointly pursue opportunities to produce alternative and renewable energy from Canadian municipal landfills. Suncor Energy, Inc. offers its employees tuition reimbursement and medical, dental and life insurance.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,194,300 (12 months)	2000 Profits: \$192,400 (12 months)
1999 Sales: \$1,546,000	1999 Profits: \$129,500
1998 Sales: \$1,340,700	1998 Profits: \$115,300
1997 Sales: \$1,395,100	1997 Profits: \$138,000
1996 Sales: \$1,360,100	1996 Profits: \$117,200

**Stock Ticker:** SU

Employees: 3,000  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$686,769	Bonus: \$610,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$346,231	Bonus: \$200,000

**COMPETITIVE ADVANTAGE:**

Exploitation of oil sand deposits

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
			Y		Y

**SUNOCO INC**[www.sunoco.com](http://www.sunoco.com)

Industry Group Code: 324110 Ranks within this company's industry group: Sales: 34 Profits: 23

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y  Y	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:
					Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Petroleum Refinery/Chemical Manufacturer  
 Petroleum Marketer  
 Coke Manufacturer

**GROWTH PLANS/SPECIAL FEATURES:**

Sunoco is a petroleum refiner, marketer and chemicals manufacturer with a side business in coke making. The company's refining and marketing operations include the manufacturing and marketing of fuels, lubricants, and petrochemical feedstocks, along with the transportation of crude oil and refined products. Its chemical operations cover the manufacturing, distribution and marketing of petrochemicals throughout the supply chain. The petroleum refining, marketing and chemicals operations are based in the eastern United States, while the coke making operations are located in Virginia and Indiana. The company's operations are organized into the following business units: Sun Northeast Refining, Sunoco Northeast Marketing, Sunoco Chemicals, Sun Lubricants, Sunoco MidAmerica Marketing & Refining, Sunoco Logistics, Sun Coke and a shared services organization, with each of these units serving the markets contained by their names. The company owns and manages refineries in Marcus Hook and Philadelphia in Pennsylvania, Toledo in Ohio, Tulsa in Oklahoma and Yabucoa in Puerto Rico. The Pennsylvania refineries specialize in fuels and petrochemicals while the Tulsa and Puerto Rico refineries fabricate lubricants. Sunoco recently acquired Aristech Chemical Corporation, a former subsidiary of Mitsubishi, which greatly expanded the company's propylene, phenol derivative and plasticizer production.

**BRANDS/DIVISIONS/AFFILIATES:**

Sun Northeast Refining  
 Sunoco Northeast Marketing  
 Sunoco Chemicals  
 Sun Lubricants  
 Sunoco MidAmerica  
 Sunoco Logistics  
 Sun Coke  
 Aristech Chemical Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John G. Drosdick, CEO  
 John G. Drosdick, Pres.  
 Thomas W. Hofmann, VP/CFO  
 Deborah M. Fretz, Sr. VP-MidContinent Refining, Mktg., Logistics  
 Rolf D. Naku, VP-Human Resources and Public Affairs  
 Joseph P. Krott, Comptroller  
 Ann C. Mule, Corp. Sec./Assistant General Counsel  
 Michael S. Kuritzkes, VP/General Counsel  
 Charles K. Valutas, Sr. VP/Chief Admin. Officer  
 Paul A. Mulholland, Treas.

**Phone:** 215-977-3000**Fax:****Toll-Free:** 800-786-6261**Address:** Ten Penn Center, 1801 Market Street, Philadelphia, PA 19103-1699 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$14,300,000 (12 months)	2000 Profits: \$422,000 (12 months)
1999 Sales: \$10,068,000	1999 Profits: \$97,000
1998 Sales: \$8,583,000	1998 Profits: \$280,000
1997 Sales: \$10,531,000	1997 Profits: \$263,000
1996 Sales: \$11,200,000	1996 Profits: \$-115,000

**Stock Ticker:** SUN

Employees: 12,300

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$757,692	Bonus: \$1,128,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$324,500	Bonus: \$274,950

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2

Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y		Y	

# SUPERIOR ENERGY SERVICES INC [www.superiorenergy.com](http://www.superiorenergy.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 72 Profits: 62

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

## TYPES OF BUSINESS:

Oil & Gas Drilling Support Services  
Rental Drilling Tools

## BRANDS/DIVISIONS/AFFILIATES:

Ace Rental Tools, Inc.  
Oil Stop, Inc.  
Cardinal Services  
Concentric Pipe and Supply  
Connection Technology, Ltd.  
Production Management Industries  
Stabil Drill  
Superior Well Service, Inc.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Terence E. Hall, CEO  
Terence E. Hall, Pres.  
Kenneth L. Blanchard, COO  
Robert S. Taylor, CFO  
Charles Funderburg, VP  
James A. Holleman, VP  
Dale L. Mitchell, VP

**Phone:** 504-362-4321 **Fax:** 504-362-1818

**Toll-Free:**

**Address:** 1105 Peters Rd., Harvey, LA 70058 US

## GROWTH PLANS/SPECIAL FEATURES:

Superior Energy Services, Inc. is a provider of specialized oilfield services and equipment for oil and gas companies operating in the Gulf of Mexico. The company offers clients the post wellhead products and services necessary to produce and maintain offshore wells as well as plug and abandonment services once the well is no longer productive. The firm's services include well, wireline, marine, field management and environmental services. In an effort to lower costs, Superior Energy Services provides well services to stimulate oil and gas production using platforms or liftboats instead of drilling rigs. A liftboat is a self-propelled, self-elevating work platform with legs, cranes and living accommodations. The company is a leading provider of mechanical wireline services in the Gulf of Mexico with approximately 200 offshore wireline units, 20 land wireline units and 18 dedicated liftboats configured specifically for wireline services. The firm's field management services include property management, engineering services, technical supervision, maintenance, logistics services and supplemental personnel. In addition to its vessel pressure cleaning services, Superior Energy Services provides a number of environmental services, including specialized drilling rig instrumentation and electronic torque. A majority of the company's customers are major oil and gas companies that operate on the outer U.S. continental shelf. The firm's Ace Rental Tools, Inc. subsidiary provides rental tools for production and workover operations such as coiled tubing equipment, gravel pack equipment and gauges. Additionally, the company's Oil Stop, Inc. subsidiary manufactures inflatable oil spill containment booms and ancillary storage deployment and retrieval equipment.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$257,500 (12 months)	2000 Profits: \$18,300 (12 months)
1999 Sales: \$113,100	1999 Profits: \$-6,500
1998 Sales: \$82,200	1998 Profits: \$-9,700
1997 Sales: \$63,400	1997 Profits: \$4,300
1996 Sales: \$48,100	1996 Profits: \$2,900

**Stock Ticker:** SPN  
Employees: 2,600  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing: Y	Top Exec. Salary: \$376,024	Bonus: \$314,250
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$153,820	Bonus: \$384,080

## COMPETITIVE ADVANTAGE:

Growth through acquisitions.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**SWIFT ENERGY COMPANY**[www.swiftenergy.com](http://www.swiftenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 62 Profits: 38

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Swift Energy Company is an energy company engaged in the exploration, development, acquisition and operation of international oil and gas properties. The firm's natural gas reserves are concentrated in Texas, Louisiana and New Zealand. The company limits its risk exposure during exploratory and development drilling by focusing its domestic activities on specific regions in which its technical staff has considerable experience. The firm uses basin studies to analyze targeted formations based on their potential size, risk profile and economic characteristics. Moreover, Swift Energy focuses its domestic drilling efforts on prospects that are located near known producing horizons. Internationally, the firm initiated exploration efforts in New Zealand based on its hydrocarbon potential as well as its political and economic attributes. In an effort to maximize the value of its existing properties, the company utilizes a number of recovery techniques, including water flooding, acid treatments and the use of fracturing and coiled tubing technology. As the result of a recent natural gas discovery New Zealand, Swift Energy has entered into an agreement with Genesis Power Limited to sell Genesis approximately 38 billion cubic feet of natural gas over a 10-year period. In the Spring of 2001, the firm purchased interests in Lake Washington Field in Plaquemines Parish, Louisiana for \$30.5 million from Elysium Energy, LLC. Lake Washington Field, operated primarily by major oil companies, is located on a salt dome and has produced over 300 million barrels of oil equivalent. The company has initiated a three-year exploitation program to drill proved undeveloped locations, reactivate wells and reduce operating costs.

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Terry E. Swift, CEO  
Terry E. Swift, Pres.  
Joseph A. D'Amico, COO  
Alton D. Heckaman, Jr., CFO/Sr. VP-Finance  
Victor R. Moran, Sr. VP-Energy Mktg.  
David W. Wesson, Controller  
Bruce H. Vincent, Corp. Sec.  
D. Wynn Ibach, General Counsel  
James M. Kitterman, Sr. VP-Oper.  
Bruce H. Vincent, Exec. VP-Corp. Dev.  
Adrian D. Shelley, Treas.  
Victor R. Moran, Sr. VP-Bus. Dev.  
Tara L. Seaman, VP-Acquisitions, Dispositions & Reserves  
Khushroo N.J. Patel, VP-Geophysics  
Thomas E. Schmidt, VP-Exploration & Dev.

**Phone:** 281-874-2700 **Fax:** 281-874-2726**Toll-Free:** 800-777-2412**Address:** 16825 Northchase Dr., Ste. 400, Houston, TX 77060  
US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$191,600 (12 months)	2000 Profits: \$59,200 (12 months)
1999 Sales: \$110,700	1999 Profits: \$19,300
1998 Sales: \$82,500	1998 Profits: \$-48,300
1997 Sales: \$74,700	1997 Profits: \$22,300
1996 Sales: \$56,300	1996 Profits: \$19,000

**Stock Ticker:** SFY

Employees: 181

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$500,004	Bonus: \$349,835
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$338,256	Bonus: \$117,058

**COMPETITIVE ADVANTAGE:**

Successful development program/Expertise in the Austin Chalk area.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y

**TECO ENERGY INC**[www.teco.net](http://www.teco.net)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 7 Profits: 8

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y Y			Y

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Natural Gas Distribution  
Propane Marketing  
Construction Services  
Bulk Commodities Shipping  
Synthetic Fuels

**BRANDS/DIVISIONS/AFFILIATES:**

Tampa Electric Company  
Peoples Gas System  
TECO Solutions, Inc.  
TECO Transport  
TECO Power Services  
Dell Power Station  
Panda Energy  
Union Power Station

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert D. Fagan, CEO  
Robert D. Fagan, Pres.  
Gordon L. Gillette, CFO/VP-Finance  
Clint E. Childress, Chief Human Resources Officer  
David E. Schwartz, Corp. Sec.  
Sheila M. McDevitt, General Counsel  
Royston K. Eustace, Sr. VP-Bus. Dev.  
Wayne W. Hopkins, VP-Corp. Comm.  
Sandra W. Callahan, Treas.  
Richard Lehfeltdt, Sr. VP-External Affairs  
Deirdre A. Brown, VP-Regulatory Affairs  
Shirley A. Myers, Chief Acc. Officer  
Charles O. Hinson, VP-State Governmental Affairs

Phone: 813-228-4111 Fax: 813-228-1670

Toll-Free:

Address: TECO Plaza, 702 N. Franklin St., Tampa, FL 33602 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,295,100 (12 months)	2000 Profits: \$250,900 (12 months)
1999 Sales: \$1,983,000	1999 Profits: \$186,100
1998 Sales: \$1,955,700	1998 Profits: \$206,500
1997 Sales: \$1,860,800	1997 Profits: \$201,900
1996 Sales: \$1,775,300	1996 Profits: \$216,500

**Stock Ticker: TE**

Employees: 5,872

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$540,000	Bonus: \$421,961
Savings Plan:	Stock Purch. Plan: Y		Second Exec. Salary: \$299,000	Bonus: \$202,199

**COMPETITIVE ADVANTAGE:**

Diversified business base.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 4

Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y			Y		Y



**TEPPCO PARTNERS LP**[www.teppco.com](http://www.teppco.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 5 Profits: 3

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Pipelines  
Crude Oil Storage, Gathering and Marketing  
Lubrication Services

**BRANDS/DIVISIONS/AFFILIATES:**

Rancho and Basin Pipelines  
ARCO Pipe Line Company  
TE Products Pipeline Company  
TCTM, L.P.  
Seaway Crude Pipeline Company  
Duke Energy Field Services  
TEPPCO Partners, L.P.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William L. Thacker, CEO  
Barry Pearl, Pres.  
Barry Pearl, COO  
Charles H. Leonard, Sr. VP-CFO  
David Owen, VP-Human Resources  
James C. Ruth, Sr. VP-Sec.  
James C. Ruth, Sr. VP-General Counsel  
Leonard W. Mallett, VP-Oper.  
David L. Langley, Sr. VP-Corp. Dev.  
Charles H. Leonard, Treas.  
J. Michael Cockrell, VP-Commercial Upstream  
Stephen W. Russell, VP-Support Services

**Phone:** 713-759-3636 **Fax:** 713-759-3957**Toll-Free:** 800-877-3636**Address:** 2929 Allen Parkway, Houston, TX 77019 US**GROWTH PLANS/SPECIAL FEATURES:**

TEPPCO Partners, LP is a publicly traded master limited partnership, which conducts business through various subsidiary-operating companies. TEPPCO owns and operates one of the largest common carrier pipelines of refined petroleum products and liquefied petroleum gases in the United States. Additionally the firm is engaged in crude oil gathering, transportation, storage and marketing; and owns a 50% interest in Seaway Crude Pipeline. Texas Eastern Products Pipeline Company, LLC, an indirect wholly owned subsidiary of Duke Energy Field Services, is the general partner of TEPPCO Partners, LP. TEPPCO's 4,300-mile products pipeline system includes 20 product delivery terminals and 30 storage facilities in 12 states. The crude oil assets include over 3,500 miles of pipeline with 1.6 million barrels of storage. Seaway Crude Pipeline Company includes a 500-mile pipeline that carries imported crude oil from Freeport, Texas, to Cushing, Oklahoma. TEPPCO's facilities also include marine import terminals at Texas City and Beaumont, Texas, and Providence, Rhode Island, and two fractionation facilities in Weld County, Colorado. Three new petrochemical pipelines between Mont Belvieu and Port Arthur, Texas have been completed that transport ethylene, propylene and natural gasoline. In recent news, Texas Eastern Products Pipeline Company, LLC, the general partner of TEPPCO, completed the acquisition of ARCO Pipe Line Company. The assets acquired by TEPPCO include APL's interest in the Seaway crude transportation pipeline from the Texas Gulf Coast to Cushing, Oklahoma and an undivided ownership interest in both the Rancho Pipeline and the Basin Pipeline. In other news, TEPPCO will also acquire pipeline assets from Duke Energy Field Services, LP. The assets include two natural gas liquids pipelines in East Texas: The Panola Pipeline and the San Jacinto Pipeline.

The firm provides employees with numerous opportunities for development, such as educational assistance, training courses and encourages professional membership in outside associations and seminars.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,087,900 (12 months)	2000 Profits: \$77,400 (12 months)
1999 Sales: \$1,934,900	1999 Profits: \$72,100
1998 Sales: \$429,600	1998 Profits: \$-19,400
1997 Sales: \$222,100	1997 Profits: \$61,300
1996 Sales: \$216,000	1996 Profits: \$58,600

**Stock Ticker:** TPP

Employees: 798

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$269,434	Bonus:	\$149,400
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$182,021	Bonus:	\$83,400

**COMPETITIVE ADVANTAGE:**

Owns and operates one of the U.S.' largest pipeline systems.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	

**TESCO CORPORATION**[www.tescocorp.com](http://www.tescocorp.com)

Industry Group Code: 333130 Ranks within this company's industry group: Sales: 6 Profits: 6

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Equipment  
Drilling Services

**BRANDS/DIVISIONS/AFFILIATES:**

EMIS Top Drive Drilling System  
ECI Top Drive Drilling System  
Casing Drilling Technology  
Push Pull Machine  
Tescoas Programmable Logic Controllers

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert M. Tessari, CEO  
Robert M. Tessari, Pres.  
Mark W. Fischer, Exec. VP-COO  
Martin Hall, Sr. VP-CFO  
Per G. Angman, Sr. VP-Research and Dev.  
Martin Hall, Sr. VP-Sec.  
Kenneth M. Bagan, VP-General Counsel  
Kenneth M. Bagan, VP-Corp. Dev.  
K. Evert Beierbach, Sr. VP-Products Division  
Steve M. Johnson, VP/General Mgr.-USA  
Nigel M. Lakey, VP-Services Division  
Gerald R. Marshall, VP/General Mgr.-Latin America

**Phone:** 403-233-0757 **Fax:** 403-252-3362

**Toll-Free:**

**Address:** 6204 - 6A Street SE, Calgary, T2H 2B7 Canada

**GROWTH PLANS/SPECIAL FEATURES:**

Tesco Corporation is a global leader in the design, manufacture and service of technology-based solutions for the upstream energy industry. With a strong commitment to an in-house research and development program, Tesco is able to take innovative solutions from concept to commerciality. Tesco delivers solutions that reduce the cost of drilling for and producing oil and gas. The company operates around the world, with experience in every major petroleum-producing region. Tesco is the largest supplier of rental Top Drive Drilling Systems, and the acknowledged leader in the advancement of its patented Casing Drilling process. Additionally, Tesco designs and manufactures a variety of drilling rigs, drilling machinery and related equipment. The firm is also engaged in the business of designing, manufacturing, selling, renting, and servicing of top drives for both land and offshore rigs used in the actual process of drilling the well. Using top drive eliminates the need for the traditional kelly and rotary table and reduces the amount of manual labor and associated hazards that have traditionally accompanied this task. Tesco and Schlumberger Oilfield Services have a worldwide Preferred Supplier and Alliance Agreement, whereby the companies co-operate in the provision of specialized Casing Drilling services. This combination provides operators with the most complete and effective solutions for their drilling with casing requirements. Tesco's patented Casing Drilling system combines retrievable/retractable Casing Drilling downhole assemblies, and purpose-built tools, which allow operators to simultaneously drill, case and evaluate oil and gas wells. In recent news, the company has entered into an agreement with Weatherford International for the purchase of all of Tesco's under balanced drilling. The transaction reflects a strategic decision to re-deploy capital to expansion of the firm's core drilling services business, and the continuing commercialization of the Casing Drilling technology.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$100,400 (12 months)	2000 Profits: \$2,700 (12 months)
1999 Sales: \$58,400	1999 Profits: \$-1,700
1998 Sales: \$106,000	1998 Profits: \$9,100
1997 Sales: \$62,000	1997 Profits: \$10,700
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** TESOF

Employees: 745

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Global leader in drilling equipment.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y

# TESORO PETROLEUM CORPORATION

[www.tesoropetroleum.com](http://www.tesoropetroleum.com)

Industry Group Code: 324110 Ranks within this company's industry group: Sales: 37 Profits: 44

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Petroleum Refining  
Oil and Gas Production  
Gasoline Retailing  
Aviation Fuel  
Lubricants

## BRANDS/DIVISIONS/AFFILIATES:

Refining & Marketing  
Exploration & Production  
Marine Logistics Services  
Mirastar  
Union Oil Company of California  
Unocal Corporation

## CONTACTS: Note: Officers with more than one job title may be intentionally listed here more than once.

Bruce A. Smith, CEO  
Bruce A. Smith, Pres.  
William T. Van Kleef, Exec. VP/COO  
Thomas E. Reardon, VP-Human Resources & Environmental  
James C. Reed Jr., Exec. VP-Corp. Sec.  
James C. Reed Jr., Exec. VP-General Counsel  
William T. Van Kleef, Exec. VP-Oper.  
Thomas E. Reardon, Exec. VP-Corp. Resources

Phone: 210-828-8484 Fax: 210-283-2045

Toll-Free: 800-837-6762

Address: 300 Concord Plaza Drive, San Antonio, TX 78216 US

## GROWTH PLANS/SPECIAL FEATURES:

Tesoro Petroleum Corporation, together with its subsidiaries, is a natural resource company engaged in petroleum refining, distributing and marketing, marine logistics services and the exploration and production of natural gas and oil. These operations are conducted through three business segments: Refining and Marketing, Exploration and Production, and Marine Services. Downstream, the company's Refining and Marketing segment owns and operates a petroleum refinery at Kenai, Alaska, markets refined products through a large network of branded stations in Alaska, and is expanding its marketing presence in the Pacific Northwest. This segment is also a major supplier of jet fuel to the Anchorage airport and diesel fuel to Alaska's fishing and marine industry. The company's Marine Services segment operates through a network of 23 marine terminals located in Louisiana and Texas, as well as the U.S. West Coast. It distributes petroleum products and provides logistics services to the offshore Gulf of Mexico drilling industry and other customers. Upstream, Tesoro's Exploration and Production segment focuses on exploration, development and production of natural gas and oil onshore in Texas, Louisiana and Bolivia. In recent news, the company entered into an agreement with Wal-Mart, whereby Wal-Mart offers sites at its existing and future stores at which Tesoro can build and operate retail gasoline stations. The firm's relationship with Wal-Mart encompasses 17 states. The Mirastar brand was developed by the company exclusively for the Wal-Mart sites. At the time of publication, the firm had 28 Mirastar stations in operation. In other news, Tesoro recently entered into a nonexclusive license agreement that allows it to make and sell all gasoline, subject to patents held by Union Oil Company of California, a subsidiary of Unocal Corporation.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$5,104,400 (12 months)	2000 Profits: \$73,300 (12 months)
1999 Sales: \$3,000,300	1999 Profits: \$75,000
1998 Sales: \$1,386,600	1998 Profits: \$-19,400
1997 Sales: \$853,100	1997 Profits: \$30,700
1996 Sales: \$1,039,800	1996 Profits: \$74,500

### Stock Ticker: TSO

Employees: 2,100

Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$770,000	Bonus: \$1,085,700
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$470,000	Bonus: \$574,340

## COMPETITIVE ADVANTAGE:

Diversified energy businesses.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		Y

**TETRA TECHNOLOGIES INC**[www.tetratec.com](http://www.tetratec.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 7 Profits: 8

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
	Y	Y		Y	

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Speciality Chemicals  
Drilling Fluids  
Engineering  
Process Services  
Wireline Services  
Well Abandonment  
Pipeline Services

**BRANDS/DIVISIONS/AFFILIATES:**

Fluids Division  
Well Abandonment/Decommissioning Division  
Testing and Services Division  
Inland Rigs  
Production Test, Inc.  
Wilchem Corporation  
Industrias Sulfamex, S.A. de C.V.  
Culberson Well Service, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Geoffrey M. Hertel, CEO  
Geoffrey M. Hertel, Pres.  
Paul D. Coombs, COO  
Joseph M. Abell III, CFO  
J. Hale, Controller  
Bass C. Wallace, Jr., Corp. Sec.  
Bass C. Wallace, Jr., General Counsel  
Raymond D. Symens, Sr. VP-Strategic Affairs  
Bruce A. Cobb, Treas.  
Raymond D. Symens, Sr. VP-Chemicals

Paul D. Coombs  
Paul D. C.

**Phone:** 281-367-1983 **Fax:** 281-364-9846**Toll-Free:** 800-327-7817**Address:** 25025 I-45 North, The Woodlands, TX 77380 US**GROWTH PLANS/SPECIAL FEATURES:**

TETRA Technologies, Inc. is a specialty inorganic chemical company selling products, services and process technologies to a variety of markets, including oil and gas, agriculture, water treatment, food processing, ice melt and environmental services. The company provides chemical products and services to the oil and gas exploration and production industry, primarily for onshore drilling and completion activities in Texas, Oklahoma and Louisiana. Between 1983 and 1984, TETRA shifted its focus from onshore drilling and completion activities to offshore operations in the Gulf of Mexico. TETRA's oil and gas services division markets chemicals produced by the company's specialty chemical division, to the oil and gas exploration and production industry for use in well completion and workover operations in the U.S. and internationally. The firm also provides on-site engineering, fluid management and handling services, and filtration for completion and workover applications. In addition, TETRA offers patented specialty drilling fluids, and oil and gas well plugging and production testing services. In recent news, TETRA restructured the company into three operating divisions that will each offer oil and gas services. The three operating divisions are Fluids, Well Abandonment/Decommissioning and Testing & Services. The Fluids Division will primarily be comprised of the worldwide Clear Brine Fluids business, calcium chloride and bromine production units, and the firm's filtration operations. These components work together to deliver an integrated fluids solution for oil and gas customers. The Well Abandonment/ Decommissioning Division encompasses onshore operations, Gulf Coast inland waters operations and offshore Gulf of Mexico operations. The Testing & Services Division is primarily composed of the Testing and Process Services business. In other news, TETRA has undertaken a system-wide expansion of its liquid calcium chloride and Arkansas-based brominated products production facilities, in response to unprecedented demand from its customers.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$224,500 (12 months)	2000 Profits: \$-6,700 (12 months)
1999 Sales: \$178,100	1999 Profits: \$10,200
1998 Sales: \$211,700	1998 Profits: \$8,900
1997 Sales: \$219,400	1997 Profits: \$13,900
1996 Sales: \$160,800	1996 Profits: \$13,100

**Stock Ticker:** TTI  
Employees: 1,362  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$287,750	Bonus: \$124,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$235,737	Bonus: \$90,000

**COMPETITIVE ADVANTAGE:**

Proprietary chemical products.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y



**TEXACO INC**[www.texaco.com](http://www.texaco.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 58 Profits: 41

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Natural Gas  
Petroleum Products  
Gasoline Retailing

**BRANDS/DIVISIONS/AFFILIATES:**

Equilon Enterprises LLC  
Monterey Resources, Inc.  
Famfa Oil  
Caltex Corporation  
Equilon Enterprises LLC  
Texaco Ovonic Fuel Cell Company, L.L.C.  
ChevronTexaco  
Chevron Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Glenn F. Tilton, CEO  
Patrick J. Lynch, Sr. VP/CFO  
Eugene G. Celentano, VP-Int'l Mktg.  
Janet L. Stoner, VP-Human Resources  
James R. Metzger, VP-Chief Tech. Officer  
Eugene G. Celentano, VP-Int'l Mfg.  
Michael H. Rudy, Corp. Sec.  
Michael G. McQueeney, General Counsel  
William M. Wicker, Sr. VP-Corp. Dev.  
Rosemary Moore, VP-Corp. Comm.  
Elizabeth P. Smith, VP-Investor Rel.  
Ira D. Hall, Treas.  
George J. Batavick, Comptroller  
John J. O'Connor, Sr. VP-Worldwide Exploration and Production  
William M. Wicker, Sr. VP/Pres.-Global Bus.  
Bruce S. Appelbaum, VP

**Phone:** 914-253-4000 **Fax:** 914-253-7753**Toll-Free:** 800-283-9785**Address:** 2000 Westchester Ave., White Plains, NY 10650 US**GROWTH PLANS/SPECIAL FEATURES:**

Texaco, Inc., its subsidiary companies and affiliates, represent a vertically integrated enterprise principally engaged in the worldwide exploration for and production, transportation, refining and marketing of crude oil, natural gas and petroleum products. Additionally, Texaco operates natural gas and power generation businesses. Currently, the company is focusing on exploring deepwater sites in Australia, Brazil, the Gulf of Mexico and West Africa. The company and Nigerian partner Famfa Oil announced a large discovery in waters off the coast of Nigeria. Research reveals that the well will yield several hundred million barrels of usable oil. The company has joined forces with Energy Conservation Devices, Inc. to develop the Texaco Ovonic Fuel Cell Company, L.L.C., a company focused on the development and advancement of Ovonic Regenerative Fuel Cell commercialization. In a significant recent development, Chevron Corporation and Texaco have announced a merger that will create a company - ChevronTexaco Corporation - that ranks with the world's largest and most competitive international energy companies. The merger creates a U.S.-based, global enterprise that will have reserves of 11.2 billion barrels of oil equivalent (BOE), daily production of 2.7 million BOE, assets of \$77 billion, and operations throughout the world. In the United States, ChevronTexaco will be the nation's third largest producer of oil and gas, with production of 1.1 million BOE per day, and will hold the nation's third largest reserve position, with 4.2 billion BOE of proved reserves. The European Commission has approved the merger, which is under review by the Federal Trade Commission.

The company offers its employees tuition assistance, a matching gift for higher education, a scholarship program for employees' dependents and company sports teams. Layoffs of a few thousand employees will result as Texaco and Chevron are consolidated into one firm.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$51,130,000 (12 months)	2000 Profits: \$2,542,000 (12 months)
1999 Sales: \$35,691,000	1999 Profits: \$1,177,000
1998 Sales: \$31,707,000	1998 Profits: \$578,000
1997 Sales: \$46,667,000	1997 Profits: \$2,664,000
1996 Sales: \$45,500,000	1996 Profits: \$2,018,000

**Stock Ticker: TX**  
Employees: 19,011  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing: Y	Top Exec. Salary: \$987,500	Bonus: \$489,616
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$473,625	Bonus: \$489,616

**COMPETITIVE ADVANTAGE:**

Global resources/Upcoming merger with Chevron.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



# TMBR/SHARP DRILLING INC

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 66 Profits: 61

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling: Y	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

## TYPES OF BUSINESS:

Oil & Gas, Drilling Support Services  
Acquisition, Exploration, Development and Production of Oil and Gas

## BRANDS/DIVISIONS/AFFILIATES:

Texas for Spirit Energy 76  
Titan Resources

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Thomas C. Brown, CEO  
Jeffrey D. Phillips, Pres.  
Patricia Elledge, CFO  
Jenny Harrington, Human Resources  
Patricia R. Elledge, Controller  
James M. Alsup, Corp. Sec.  
Don H. Lawson, VP-Oper.  
Patricia R. Elledge, Treas.

Phone: 915-699-5050 Fax: 915-699-5828

Toll-Free:

Address: 4607 W. Industrial Blvd., Midland, TX 79703 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$18,600 (12 months)	2000 Profits: \$-1,200 (12 months)
1999 Sales: \$14,400	1999 Profits: \$-3,200
1998 Sales: \$	1998 Profits: \$
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

Stock Ticker: TBDI  
Employees: 293  
Fiscal Year Ends: 3/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$175,294	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$168,231	Bonus: \$

## COMPETITIVE ADVANTAGE:

Diversified upstream oil and gas company.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				

## GROWTH PLANS/SPECIAL FEATURES:

TMBR/Sharp Drilling, Inc. (TMBR) is engaged in two lines of business, which include the domestic onshore contract drilling of oil and gas wells, and the acquisition, exploration, development, production and sale of oil and natural gas. The company provides domestic onshore contract drilling services to major and independent oil and gas companies. TMBR focuses its operations in the Permian Basin of west Texas and eastern New Mexico. In addition to its drilling rigs, the firm provides the crews and most of the ancillary equipment used in the operation of its drilling rigs. TMBR owns 18 drilling rigs that are operational and actively marketed in its areas of operation. The company markets its contract drilling services to both major oil companies and independent oil producers, and the depth capabilities of its rigs range from 8,500 feet to 30,000 feet. The firm's oil and gas operations involve the acquisition, exploration for, development and production of oil and natural gas. Although sales of gas by the company are not regulated and are made at market prices, the Federal Energy Regulatory Commission regulates interstate and certain intrastate gas transportation rates and service conditions. Recently, the firm achieved a rig utilization rate of 68.2% in 2001, nearly double the rate of 35.0% experienced the previous year. Contract drilling prices have steadily improved throughout the year due to an increase in oil and gas prices, which in turn has positively impacted demand for TMBR's contract drilling. The firm's oil and gas revenues also continue to rise.

**TOM BROWN INC**[www.tombrown.com](http://www.tombrown.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 53 Profits: 42

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Acquisition, Development and Marketing of Oil and Natural Gas Liquids  
Natural Gas Processing  
Drilling Operations

**GROWTH PLANS/SPECIAL FEATURES:**

Tom Brown, Inc. is a mid-sized independent exploration and production company with its core areas of operation located in the Rocky Mountains and Texas. The company controls one of the largest undeveloped acreage positions, with interests in over 3 million gross acres. Tom Brown is also engaged in the gathering, processing, marketing and transportation of natural gas through its 45% owned Wildhorse Energy Partners L.L.C. joint venture. Approximately 85% of the company's year-end reserves are located in the Rocky Mountain region and Texas, and the firm has achieved compound annual growth in production of 37% over the last five years. Tom Brown's proved reserves are currently 678 billion cubic feet equivalent, boosted by the recent acquisition of Stellarton Energy. Stellarton's assets are located in western Alberta and are concentrated in three fields: Carrot Creek, Edson and Drumheller. The completion of this transaction has established western Canada as another one of the firm's core areas. Tom Brown Resources, Ltd. is a wholly owned subsidiary of Tom Brown that is engaged in the exploration, development and acquisition of oil and natural gas, in the western Canadian sedimentary basins of Alberta and British Columbia. In recent news, the firm and Chevron U.S.A. Inc. have entered into an area of mutual interest and a joint development agreement located in Reeves County, Texas. The companies are each contributing approximately 8,000 net acres to the joint development agreement. Costs will be shared equally and Tom Brown will be operator through the drilling and completion phase. The joint venture will target deep tight carbonate reservoirs in the Montoya and Devonian horizons.

**BRANDS/DIVISIONS/AFFILIATES:**

Sauer Drilling Company  
W.E. Sauer Companies, L.L.C.  
Interenergy Corporation  
Genesis Gas and Oil, L.L.C.  
Wildhorse Energy Partners, L.L.C.  
Stellarton Energy  
Hfdh  
RETEX  
Chevron U.S.A. Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James D. Lightner, CEO  
James D. Lightner, Pres.  
Thomas W. Dyk, Exec. VP/COO  
Daniel G. Blanchard, Exec. VP/CFO  
R. Kim Harris, Controller  
Bruce R. DeBoer, Corp. Sec.  
Bruce R. DeBoer, General Counsel  
Clifford C. Drescher, VP-Oper.  
Daniel G. Blanchard, Treas.  
Peter R. Scherer, Exec.VP  
B. Jack Reed, VP

**Phone:** 303-260-5000 **Fax:** 303-260-5001**Toll-Free:****Address:** 555 17th Street, Ste. 1850, Denver, CO 80202 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$252,600 (12 months)	2000 Profits: \$66,600 (12 months)
1999 Sales: \$212,700	1999 Profits: \$6,800
1998 Sales: \$130,600	1998 Profits: \$-43,500
1997 Sales: \$65,911	1997 Profits: \$6,263
1996 Sales: \$35,957	1996 Profits: \$5,785

**Stock Ticker: TMBR**

Employees: 448  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$375,000	Bonus: \$500,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$250,000	Bonus: \$300,000

**COMPETITIVE ADVANTAGE:**

Massive acreage inventory.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y

**TORCH OFFSHORE INC**[www.torchinc.com](http://www.torchinc.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Oil & Gas, Drilling Support Services  
 Pipeline Installation  
 Subsea Construction, Repair and Maintenance  
 Support Services

**BRANDS/DIVISIONS/AFFILIATES:**

Unocal 76  
 Maxita  
 SONSUB, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Lyle G. Stockstill, CEO  
 William J. Blackwell, CFO  
 Dave Neeb, Human Resources  
 Lana J. Hingle Stockstill, Sr. VP-Admin.  
 E.T. Robinson, VP-Bus. Dev.  
 Eric Smith, Exec. VP

**Phone:** 504-367-7030 **Fax:** 504-367-7075

**Toll-Free:**

**Address:** 401 Whitney Avenue, Ste. 400, Gretna, LA 70056 US

**GROWTH PLANS/SPECIAL FEATURES:**

Torch, Inc. is a fully integrated, technology driven offshore contractor with the ability to perform in any water depth worldwide. The firm's capabilities include pipeline installation, sub-sea construction, repair and maintenance and related support services. Torch continually upgrades and expands its marine fleet of nine ships, in order to include specially designed and equipped vessels that allow operation in traditional shallow water, as well as rapidly growing deep water markets. The company specializes in installing and maintaining small-diameter flow-lines and related infrastructure. In recent news, Torch announced the signing of a new cooperation agreement with Sonsub, Inc. Under this agreement, Torch will provide its fleet of marine vessels while Sonsub will bring sub-sea engineering, diver-less tooling and its Remotely Operated Vehicle spread. The two companies will work jointly on identified projects involving offshore installation. The agreement covers surveys, sub-sea tie-ins, inspection, repair and other relevant operations, as well as the delivery of diving services by Torch on board Sonsub vessels in the Gulf of Mexico. The companies will also jointly market the Maxita, a DP2 construction vessel outfitted with Torch's modular lay system, for field abandonment and for flow-line and umbilical installation. In other news, Torch recently underwent a successful IPO on the NASDAQ.

The firm offers its employees quarterly safety awards and a yearly offshore safety bonus plan.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$46,200 (12 months)	2000 Profits: \$-1,300 (12 months)
1999 Sales: \$21,300	1999 Profits: \$-9,900
1998 Sales: \$39,200	1998 Profits: \$9,000
1997 Sales: \$39,000	1997 Profits: \$11,400
1996 Sales: \$20,900	1996 Profits: \$1,900

**Stock Ticker:** TORC  
 Employees: 238  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Deepwater capability.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		

**TOSCO CORP**[www.tosco.com](http://www.tosco.com)

Industry Group Code: 445120 Ranks within this company's industry group: Sales: 3 Profits: 5

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Y	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Y	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Y	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:		Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Convenience Stores, Retail  
Refineries  
Petroleum Products, Wholesale and Retail

**BRANDS/DIVISIONS/AFFILIATES:**

British Petroleum  
Exxon  
Circle K  
76 Products Company  
Phillips Petroleum Company  
Prowash  
Avon Refinery  
Brown Bear

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Thomas D. O'Malley, CEO  
Jefferson F. Allen, Pres.  
Jefferson F. Allen, CFO  
Robert J. Lavinia, Exec. VP-Mktg.  
Wanda Williams, VP-Human Resources  
Richard W. Reinken, VP/CIO  
Wilkes McClave III, Corp. Sec.  
Wilkes McClave III, General Counsel  
William E. Hantke, VP-Corp. Dev.  
Craig R. Deasy, Treas.  
Robert J. Lavinia, Exec. VP/Pres.-Tosco Mktg. Co.  
Dwight L. Wiggins, Exec. VP/Pres.-Tosco Refining Co.  
Ann Farne Miller, VP-Gov't Rel.  
Robert I. Santo, VP/Chief Acct. Officer

**Phone:** 203-698-7500 **Fax:** 203-964-3187**Toll-Free:****Address:** 72 Cummings Point Road, Stamford, CT 06902 US**GROWTH PLANS/SPECIAL FEATURES:**

Tosco Corporation, the largest independent refiner and marketer of petroleum products in the United States, operates principally on the East and West Coasts of the United States. Recently, Phillips Petroleum Company purchased Tosco in a \$7 billion stock transaction. Tosco currently operates nine refineries with the capacity to process approximately 1,350,000 barrels per day of crude oil, feedstocks and blendstocks into various petroleum products. The firm sells barge, truckload and pipeline quantities of fuel at company-controlled terminals, primarily to independent marketers. The company is also the second largest convenience store chain in the U.S. with its Circle K unit, which operates about 2,200 retail stores. Tosco also operates over 4,000 other service stations and convenience stores nationwide under the BP, 76, Exxon and Mobil brands. Of these over 6,300 stations, about 2,100 are company controlled and operated, another 2,100 are company controlled and dealer operated, approximately 1,770 are owned and operated by third parties and over 300 are franchise locations. The firm's retail division also is one of the largest car wash operators in the U.S. with its ProWash and Brown Bear car wash outlets. The company sells over 4.6 billion gallons of fuel annually through its retail distribution network, and plans to further expand its location base in the future. In March of 2000, Tosco purchased 1,740 retail gasoline and convenience outlets from ExxonMobil. The agreement gives the company Mobil-branded stations from Virginia through New Jersey and Exxon-branded stations from New York through Maine.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$24,545,200 (12 months)	2000 Profits: \$529,400 (12 months)
1999 Sales: \$14,362,100	1999 Profits: \$441,700
1998 Sales: \$12,021,500	1998 Profits: \$106,200
1997 Sales: \$13,281,600	1997 Profits: \$212,700
1996 Sales: \$9,922,600	1996 Profits: \$146,300

**Stock Ticker:** TOS  
Employees: 25,500  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$650,000	Bonus: \$5,717,379
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$450,000	Bonus: \$2,968,639

**COMPETITIVE ADVANTAGE:**

One of the largest operators of company-owned convenience stores in the U.S.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y	Y	

**TOTALFINAELF SA**[www.totalfinaelf.com](http://www.totalfinaelf.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 2 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Natural Gas Exploration and Production  
 Refining and Marketing of Petrochemical Products  
 Speciality Chemicals, Composites and Polymers  
 Service Stations  
 Hydrocarbon Production

**BRANDS/DIVISIONS/AFFILIATES:**

Atofina  
 Central Puerto  
 Total  
 Fina  
 Elf  
 SigmaKalon  
 Cray Valley  
 Sartomer

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Thierry Desmarest, CEO  
 Robert Castaigne, Exec. VP/CFO  
 Jean-Paul Vettier, Exec. VP-Mktg.  
 Bruno Weymuller, Exec. VP-Strategy  
 Francois Cornelis, Exec. VP/Pres.-Chemicals  
 Bernard de Combret, Exec. VP/Pres.-Trading Gas and Power  
 Jean-Luc Vermeulen, Exec. VP/Pres.-Exploration and Production

**Phone:** 33-1-47-44-45-46 **Fax:** 33-1-47-44-78-78**Toll-Free:****Address:** 2 Place de la Coupole, La Defense 6, Courbevoie 92400 France**GROWTH PLANS/SPECIAL FEATURES:**

TotalFinaElf is one of the leading oil companies in the world, with operations in more than 100 countries. The group's activities span all aspects of the energy industry from upstream oil and gas exploration and production, to the downstream refining and marketing of refined products. TotalFinaElf also engages in international trading in both crude and refined products, and is a major player in the chemicals markets through its branch Atofina. Atofina is the world's second-largest producer of polypropylene, third-largest producer of high-density polyethylene in Europe and is the third-largest supplier of polystyrene in the United States. TotalFinaElf's hydrocarbon reserves recently rose to 10.5 billion barrels of oil equivalent. These reserves are well balanced between four geographic zones: 29% in Africa, 26% in Europe, 21% in the Middle East and 24% in the rest of the world. The three main production zones are the North Sea, Africa and the Middle East, with remaining output shared between the Americas and Southeast Asia. With a 12% market share, the firm is a European leader in the service-station market. TotalFinaElf has a worldwide network of nearly 20,000 service stations and sells its products under the Total, Fina and Elf brand names. TotalFinaElf is the market leader in France with a market share of approximately 25%. Outside Europe, TotalFinaElf is focusing on high-growth zones (such as Africa, the Mediterranean Basin and Southeast Asia), and on specialty products such as heating fuels, liquefied petroleum gas, aviation fuel, lubricants, waxes, bitumens and solvents. In recent news, TotalFinaElf completed the acquisition of a majority interest in Central Puerto, and of an Argentina/Brazil electric interconnection project. The assets owned by Central Puerto represent an installed capacity of approximately 2,165 megawatts. This acquisition has received the approval of the relevant regulatory and competition authorities.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$99,936,300 (12 months)	2000 Profits: \$6,022,900 (12 months)
1999 Sales: \$65,458,400	1999 Profits: \$3,049,800
1998 Sales: \$139,242,800	1998 Profits: \$4,305,200
1997 Sales: \$166,697,200	1997 Profits: \$5,717,500
1996 Sales: \$154,040,800	1996 Profits: \$5,718,400

**Stock Ticker:** TOT  
 Employees: 123,300  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

One of the largest oil companies in the world.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	Y



**TRANSCANADA PIPELINES LTD**[www.transcanada.com](http://www.transcanada.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 5 Profits: 15

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Pipelines  
 Natural Gas Transmission and Power Services  
 Natural Gas Transportation and Marketing  
 Electricity Generation  
 Pipeline Services

**BRANDS/DIVISIONS/AFFILIATES:**

Alberta System  
 Canadian Mainline  
 TransCanada Power, L.P.  
 TransCanada Power Services Ltd.  
 TransCanada Energy Ltd.  
 Petro-Canada  
 Curtis Palmer Hydroelectric Company, L.P.  
 Niagara Mohawk Power Corporation.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Harold N. Kvisle, CEO  
 Harold N. Kvisle, Pres.  
 Russell K. Girling, Exec. VP/CFO  
 Sarah E. Raiss, Exec. VP-Human Resources  
 Ronald J. Turner, Exec. VP-Eng.  
 Albrecht W.A. Bellstedt, Q.C., Exec. VP-General Counsel  
 Ronald J. Turner, Exec. VP-Oper.  
 Dennis McConaghy, Exec. VP-Gas Dev.  
 Walentin Mirosh, Exec. VP-Regulatory Strategy  
 Alex Pourbaix, Exec. VP-Power Dev.  
 Sarah E. Raiss, Exec. VP-Public Sector Rel.

**Phone:** 403-920-2000 **Fax:** 403-920-2200**Toll-Free:** 800-661-3805**Address:** P.O. Box 1000 - Station M, Calgary, Alberta T2P 4K5  
Canada**GROWTH PLANS/SPECIAL FEATURES:**

TransCanada is a leading North American energy company that focuses on natural gas transmission, as well as power generation, marketing and trading. TransCanada owns the Canadian Mainline, a natural gas transmission system that connects with other natural gas pipelines in Canada and the United States. The Alberta System, another of the firm's pipelines, is an Alberta-wide natural gas transmission system that collects and transports natural gas for use in Alberta, and for delivery to connecting pipelines for delivery to eastern Canada, British Columbia and the United States. The Alberta System is the largest volume carrier of natural gas in North America. TransCanada Power, L.P., a subsidiary, is a limited partnership that owns and operates electrical generation facilities. The general partner, TransCanada Power Services Ltd., is responsible for transacting business on behalf of the partnership. The general partner has engaged TransCanada Energy, Ltd. to perform certain management and administrative services on behalf of the partnership and to operate and maintain the power plants. In recent news, TransCanada has announced plans to divest its natural gas marketing business as a going concern in order to focus on its core natural gas transmission and power businesses in Canada and the northern tier of the United States. TransCanada and Petro-Canada have also announced an agreement to build the MacKay River Cogeneration Project, a 165-megawatt natural gas-fired cogeneration power plant near Fort McMurray, Alberta. In other news, TransCanada has agreed to purchase the Curtis Palmer Hydroelectric Company, L.P. from International Paper Co. The Curtis Palmer Hydroelectric Company owns and operates two hydroelectric plants near Corinth, New York, and sells the entire output from the plants under a fixed price power purchase agreement with Niagara Mohawk Power Corporation.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$13,702,100 (12 months)	2000 Profits: \$516,200 (12 months)
1999 Sales: \$7,678,800	1999 Profits: \$66,700
1998 Sales: \$7,109,500	1998 Profits: \$121,800
1997 Sales: \$6,314,300	1997 Profits: \$422,900
1996 Sales: \$8,226,000	1996 Profits: \$569,900

**Stock Ticker:** TRP  
 Employees: 4,900  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Leading North American natural gas company.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 1  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y

# TRANSMONTAIGNE OIL COMPANY [www.transmontaigne.com](http://www.transmontaigne.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 42 Profits: 51

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Pipelines  
Marketing of Petroleum Products  
Services for Refiners  
Transportation, Terminalling and Storage Services

## BRANDS/DIVISIONS/AFFILIATES:

TransMontaigne Transportation Services Inc.  
TransMontaigne Product Services Inc.  
Bear Paw Energy Inc.  
Buckeye Partners, L.P.  
Williams Energy Partners, L.P.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Donald H. Anderson, CEO  
Donald H. Anderson, Pres.  
Harold R. Logan, Jr., Exec. VP-Finance  
Richard C. Eaton, Sr. VP-Mktg.  
David S. Clodfelter, VP-Information Systems  
Rodney S. Pless, VP-Controller  
Erik B. Carlson, Sr. VP-General Counsel  
Harold R. Logan, Jr., Exec. VP-Corp. Admin.  
Frederick W. Boutin, Sr. VP-Corp. Admin.  
Chee Ooi, Sr. VP-Supply and Distribution  
John D. Maxey, VP-Credit  
Larry Clynch, Pres.-TTSI

**Phone:** 303-626-8200 **Fax:** 303-626-8228

**Toll-Free:**

**Address:** 370 Seventeenth St., Ste. 2750, Denver, CO 80202 US

## GROWTH PLANS/SPECIAL FEATURES:

TransMontaigne Oil Company (TransMontaigne) provides a broad range of integrated transportation, terminalling, supply, distribution, gathering, processing and marketing services to producers, refiners, distributors, marketers and end-users of petroleum products, chemicals, other bulk liquids, natural gas and crude oil in the downstream sector of the petroleum and chemical industry. TransMontaigne is a holding company that conducts its operations through subsidiaries in the central areas of the U.S. The firm owns and operates refined petroleum products, chemicals, other bulk liquids, crude oil and natural gas assets. TransMontaigne uses third party common carrier pipelines and terminals to increase product volumes shipped and sold to customers, though it owns approximately 790 miles of pipeline and 31 terminal, storage and delivery facilities located in 10 states. In recent news, TransMontaigne has entered into a letter of intent with Buckeye Partners, L.P., regarding the purchase of a pipeline system and associated storage, product distribution and delivery facilities, as well as the Indianapolis, Indiana refined products storage terminal. TransMontaigne also announced the execution of a Letter of Intent with Williams Energy Partners, L.P. regarding the purchase by Williams of TransMontaigne's Little Rock, Arkansas refined petroleum products terminal. Proceeds raised by the sales will be used to repay long-term debt. In other news, TransMontaigne's wholly owned subsidiary, TransMontaigne Product Services, Inc., has received a favorable letter ruling from the Internal Revenue Service for an innovative fuel supply chain program designed for tax exempt fleets. The ruling allows TransMontaigne to provide governmental fleets with a simplified process for managing and obtaining fuel tax exemptions. For the first time, these exemptions will become automatic for the governmental operator of fleets.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$5,071,400 (12 months)	2000 Profits: \$-37,900 (12 months)
1999 Sales: \$3,047,100	1999 Profits: \$1,900
1998 Sales: \$1,967,506	1998 Profits: \$7,638
1997 Sales: \$1,166,665	1997 Profits: \$9,171
1996 Sales: \$533,107	1996 Profits: \$4,618

### Stock Ticker: TMG

Employees: 508  
Fiscal Year Ends: 6/30

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$230,231	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$200,000	Bonus: \$

## COMPETITIVE ADVANTAGE:

Full range of downstream services.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	

**TRANSOCEAN SEDCO FOREX**[www.deepwater.com](http://www.deepwater.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 11 Profits: 6

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil and Gas Exploration and Development  
Well Management and Intervention  
Inland Drilling  
Offshore Drilling and Production  
Dual-Activity Drilling  
High-Specification Drillships  
Mobile Offshore Production Units

**BRANDS/DIVISIONS/AFFILIATES:**

Cayman Islands Corporation  
R&B Falcon Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

J. Michael Talbert, CEO  
J. Michael Talbert, Pres.  
W. Dennis Heagney, Exec. VP/COO  
Robert L. Long, Exec. VP/CFO  
Ricardo Rosa, VP-Controller  
Eric B. Brown, Corp. Sec.  
Eric B. Brown, General Counsel  
Jean P. Cahuzac, Exec. VP-Oper.  
Jon C. Cole, Exec. VP-Water Oper.  
Donald R. Ray, Exec. VP-Technical Services

**Phone:** 713-232-7500 **Fax:** 713-232-7027

**Toll-Free:**

**Address:** P.O. Box 2765, Houston, TX 77255 US

**GROWTH PLANS/SPECIAL FEATURES:**

Transocean Sedco Forex, Inc. is a leading international provider of deepwater and harsh environment contract drilling services for oil and gas wells. Transocean operates the largest fleet of jackup drilling rigs and inland drilling barges in the world and in the United States. In the U.S. Gulf of Mexico, the company has 30 jackup drilling rigs and three submersible rigs. Another 25 jackups serve shallow-water drilling markets around the world. Transocean contracts these drilling rigs, related equipment and work crews primarily on a dayrate basis to drill offshore wells. The firm also provides additional drilling services, including turnkey drilling, coiled tubing drilling and well intervention and management of third-party well service activities. Transocean also has more than 30 drilling barges, which work primarily in the inland and shallow offshore waters of Louisiana near and in the U.S. Gulf of Mexico. Other drilling barges serve markets that include Africa, Australia, Southeast Asia and Europe. The company principally uses three types of drilling rigs - semisubmersibles, drillships and jackups. All of the firm's Discoverer Enterprise-class drillships are equipped for dual-activity drilling. This is a well-construction technology developed by Transocean, that allows for drilling tasks associated with a single well to be accomplished in a concurrent rather than sequential manner, by utilizing two complete drilling systems under a single derrick. The company's drilling equipment is suitable for both exploration and development drilling and is normally engaged in both types of drilling activity. In recent news, Transocean has merged with R&B Falcon Corporation, creating a diversified offshore drilling contractor. R&B Falcon Corporation operates the world's largest fleet of marine-based drilling rigs servicing the international oil and gas industry. The firm also provides turnkey and integrated services and operates mobile production units, internationally based land rigs and an offshore towing business.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,229,500 (12 months)	2000 Profits: \$108,548 (12 months)
1999 Sales: \$648,236	1999 Profits: \$58,103
1998 Sales: \$1,089,600	1998 Profits: \$341,578
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** RIG  
Employees: 15,600  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Expertise in deepwater and harsh environment drilling.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y

**TRANSPORTADORA DE GAS SA**[www.tgs.com.ar](http://www.tgs.com.ar)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 85 Profits: 29

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y			Y

**TYPES OF BUSINESS:**

Pipelines  
LPG Production and Marketing  
Digital Telecommunications Network  
Fiber Optic Network

**BRANDS/DIVISIONS/AFFILIATES:**

Gas del Estado S.E.  
General Cerri Processing Complex  
Telcosur  
MetroGas S.A.  
Gas Natural Ban S.A.  
Compania de Inversiones de Energia  
Pecom Energia  
Enron Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Eduardo Ojea Quintana, CEO  
Claudio Schuster, Dir.-Finance  
Jorge Garcia, Dir.-Mktg.  
Alberto Artuso, Mgr.-Eng.  
Cristian Dougall, Mgr.-Legal Affairs  
Claudio Schuster, Dir.-Admin.  
Gustavo Matta Y Trejo, Dir.-Bus. Dev.  
Eduardo Pawluszek, Mgr.-Investor Rel.  
Jorge Bonetto, Dir.-Oper.  
Gustavo Matta Y Trejo, Dir.-Transmission  
Daniel Perrone, Dir.-Regulatory Affairs  
Alejandro Basso, Mgr.-Planning and Project Evaluation

**Phone:** 54-11-4865-9050 **Fax:** 54-11-4865-7154**Toll-Free:****Address:** Don Bosco 3672, 6th Fl., Buenos Aires, C1206ABD Argentina**GROWTH PLANS/SPECIAL FEATURES:**

Transportadora De Gas S.A. is a gas transportation company based in Argentina, which operates the most extensive gas pipeline system in the country and in Latin America. The system covers more than 4,300 miles and has a transportation capacity of 2,083 billion cubic feet a day. The firm delivers approximately 60% of all the gas consumed in Argentina, and connects the main gas reserves in southern and western Argentina with the gas distributors in those areas, in the City of Buenos Aires and in Greater Buenos Aires. The company is also the country's largest natural gas processor and one of the largest marketers of LPG, operating the General Cerri Processing Complex located in Buenos Aires Province. Transportadora also provides services in the upstream sector that consist primarily of treatment, separation of impurities and compression of gas and other services related to the construction, operation and maintenance of gas pipelines. Telcosur, a communications subsidiary, was formed to take advantage of Transportadora's existing telecommunications assets and infrastructure, as well as the upcoming deregulation of the Argentinian telecommunications market. Telcosur's position in the telecommunications market is that of an interurban carrier of point-to-point data traffic, and value added services. Telcosur recently began installing a high-capacity fiber optic network that will link Buenos Aires, Bahia Blanca and Neuquen, the most active routes in its service area. Among its customers, Telcosur has major telecom operators such as Impsat, CTI, Movicom-Bellsouth and Techtel, and important corporate customers such as Transener and Oldelval. The firm recently entered into an agreement with Pan American Energy and British Gas, for the construction of a pipeline that will connect Transportadora's system to the Cruz del Sur Pipeline. This pipeline will supply natural gas to Uruguay.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$479,600 (12 months)	2000 Profits: \$128,500 (12 months)
1999 Sales: \$430,300	1999 Profits: \$145,400
1998 Sales: \$395,100	1998 Profits: \$141,600
1997 Sales: \$412,300	1997 Profits: \$163,900
1996 Sales: \$402,200	1996 Profits: \$156,800

**Stock Ticker:** TGS

Employees: 653

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Top LPG marketer in Argentina.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y



**TRANSTEXAS GAS CORPORATION**[www.ttxg.com](http://www.ttxg.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 1 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines: Y	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Natural Gas Processing  
 Natural Gas Transportation

**BRANDS/DIVISIONS/AFFILIATES:**

Eagle Bay Field  
 Galveston Bay Processing Corporation  
 TransAmerican Energy Corporation  
 TransAmerican

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John R. Stanley, CEO  
 Ronald P. Nowak, Pres.  
 Ronald P. Nowak, COO  
 Edwin B. Donahue, VP/CFO  
 Edwin B. Donahue, Corp. Sec.  
 David R. Jennings, Asst. General Counsel  
 Simon Ward, Mgr.-Investor Rel.  
 Simon J. Ward, VP-Treas.  
 George C. Wright, VP-Accounting

**Phone:** 281-987-8600 **Fax:** 281-986-8866

**Toll-Free:**

**Address:** 1300 North Sam Houston Parkway East, Suite 310,  
 Houston, TX 77032 US

**GROWTH PLANS/SPECIAL FEATURES:**

TransTexas Gas Corporation is engaged in the exploration, development and production of natural gas, primarily in south and coastal Texas. Since 1973, TransTexas has drilled over 1,700 wells and discovered over 3.5 trillion cubic feet equivalent of natural gas. The firm is a subsidiary of TransAmerican Energy Corporation, which is wholly owned by TransAmerican. TransTexas' operations currently consist of the natural gas exploration and production business of TransAmerican, which was transferred to TransTexas. TransTexas' business strategy is to utilize its extensive experience gained from over 20 years of drilling and operating wells in South Texas to continue to find, develop and produce reserves at low cost. The exploration and production activities of the firm consist of geological and geophysical evaluation of current and prospective properties, the acquisition of mineral interests in prospects, and the drilling, development and operation of leased properties for the production and sale of natural gas, condensate and crude oil. TransTexas' technical staff consists of geologists, geophysicists and engineers, who select drilling locations based on the interpretation of available well data, and 3-D and 2-D seismic data. The company operates substantially all of its producing properties. Galveston Bay Processing Corporation, a wholly owned subsidiary of TransTexas, operates onshore facilities to separate produced natural gas and condensate, dehydrate and treat natural gas for the removal of carbon dioxide and stabilize condensate from the company's Eagle Bay field. These facilities are located approximately 60 miles east of Houston at Winnie, Texas. In April 1999, TransTexas filed a voluntary petition under Chapter 11 of the U.S. Bankruptcy Code, in order to preserve cash and give the company an opportunity to restructure its debt. The company's plan of reorganization was confirmed by the Bankruptcy court in February 2000, and became effective shortly afterwards when it emerged from Chapter 11.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$115,230 (12 months)	2000 Profits: \$429,300 (12 months)
1999 Sales: \$157,606	1999 Profits: \$-447,700
1998 Sales: \$723,300	1998 Profits: \$228,200
1997 Sales: \$406,300	1997 Profits: \$83,300
1996 Sales: \$140,700	1996 Profits: \$-800

**Stock Ticker:** TTXG  
**Employees:**  
**Fiscal Year Ends:** 1/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$396,815	Bonus: \$208,333
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$317,730	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Focus on natural gas.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				



**TRAVELCENTERS OF AMERICA**[www.tatravelcenters.com](http://www.tatravelcenters.com)

Industry Group Code: 447190 Ranks within this company's industry group: Sales: 47 Profits: 49

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**Travel Centers, Retail  
Restaurants**GROWTH PLANS/SPECIAL FEATURES:**

TravelCenters of America is the largest full-service travel center network in the U.S. The company currently operates approximately 160 travel centers located in 40 states. The firm provides many services to highway travelers, including long-haul truckers and general motorists. The travel centers are located at key points along the U.S. interstate highway system, which allows long-haul trucking fleets to route their trucks within a single network from coast to coast. The company pumps approximately 1 billion gallons of diesel fuel each year, and supplies diesel fuel to 49 of the 50 largest long-haul trucking fleets in the U.S. The company's centers also offer truck repair and maintenance services. In addition, the centers provide full-service dining through three restaurant concepts, Country Pride, Buckhorn and Mrs. B's, and over 20 different quick-serve food concepts including Pizza Hut, Subway, Taco Bell, Burger King, Wendy's, Popeye's and Sbarro. Also inside the centers are retail stores and lodging. In addition, the company provides professional drivers with ancillary services such as showers, laundry, telecommunications and entertainment. Truckers can also participate in programs such as Pronto Pay, a diesel fuel island automation system that cuts fueling time in half. The firm recently formed a partnership with Freightliner Corporation, North America's leading manufacturer of heavy-duty trucks. Through this partnership, TravelCenters of America becomes the preferred provider of express service and maintenance on Freightliner trucks. This program, called Freightliner ServicePoint, will be available at over 137 TA locations by the end of 2000. TravelCenters of America was recently acquired by Oak Hill Capital Partners, a private equity investment group.

**BRANDS/DIVISIONS/AFFILIATES:**Oak Hill Capital Partners  
Buckhorn  
Country Pride  
Mrs. B's  
TA Licensing, Inc.  
TA Travel, L.L.C.  
TravelCenters Properties  
TravelCenters Realty**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*Edwin P. Kuhn, CEO  
Edwin P. Kuhn, Pres.  
James W. George, Sr. VP/CFO  
Mike Hinderliter, Sr. VP-Sales  
James W. George, Corp. Sec.  
Steven C. Lee, VP/General Counsel  
Timothy L. Doane, Sr. VP-Mktg.**Phone:** 440-808-9100 **Fax:** 440-808-3306**Toll-Free:** 800-961-2961**Address:** 24601 Center Ridge Rd. Suite 200, Westlake, OH 44145-5634 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,060,045 (12 months)	2000 Profits: \$-37,714 (12 months)
1999 Sales: \$1,454,624	1999 Profits: \$ 99
1998 Sales: \$923,810	1998 Profits: \$-8,082
1997 Sales: \$1,039,328	1997 Profits: \$-5,763
1996 Sales: \$696,258	1996 Profits: \$5,533

**Stock Ticker:**  
Employees: 1,170  
Fiscal Year Ends: 12/31**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$450,000	Bonus:	\$1,583,160
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$270,000	Bonus:	\$950,935

**COMPETITIVE ADVANTAGE:**

Acquired by Oak Hill Capital.

**OTHER THOUGHTS:**Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	

**TRICO MARINE SERVICES INC****www.tricomarine.com**

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 61 Profits: 60

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Marine Drilling Support  
Equipment Transportation and Logistics Support  
Deep-sea Cable Installation

**GROWTH PLANS/SPECIAL FEATURES:**

Trico Marine Services, Inc. is a leading provider of marine support vessels to the oil and gas industry in the Gulf of Mexico, the North Sea and offshore Brazil. The services provided by Trico's diversified fleet include transportation of drilling materials, supplies and crews to offshore facilities; towing mobile drilling rigs and equipment from one location to another; and support for the construction, installation, maintenance and removal of those facilities. Trico has a total fleet of 100 vessels, including 54 supply vessels, 11 large capacity platform supply vessels, six large anchor-handling, towing and supply vessels, 14 crew boats, six lift boats and nine line-handling vessels. In recent news, the company signed a definitive agreement to acquire two platform supply vessels. The two state-of-the-art UT 745 design vessels are among the largest, most technologically advanced platform supply vessels available in the industry. Trico also recently entered into a joint venture agreement with Chuan Hup Holdings Limited of Singapore, whereby the two companies expect to jointly acquire, construct and operate platform supply and anchor handling vessels in Southeast Asia and other international markets. Chuan Hup is a resource industry logistics provider for ASEAN/Southeast Asia/Asia-Pacific's oil and gas and mining sectors. Through the joint venture, Trico will have access to Chuan Hup's client base, which is concentrated around the ASEAN region's resource sectors. In other news, Norwegian oil workers have threatened a boycott of Trico if it does not drop its resistance to a unionization campaign among its employees on the U.S. Gulf Coast. The big six offshore support vessel companies of the anti-union U.S. south have been fighting the organizing campaign hard. However, the U.S. labor movement, fighting an international campaign, has increasingly focused on Trico.

**BRANDS/DIVISIONS/AFFILIATES:**

Saevik Supply ASA  
Chuan Hup Holdings Limited  
Inverness/Phoenix Capital

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Thomas E. Fairley, CEO  
Thomas E. Fairley, Pres.  
Victor M. Perez, VP/CFO  
Michael D. Cain, VP-Marketing  
Kenneth W. Bourgeois, VP-Controller  
Charles E. Tizzard, VP-Admin.  
C. Douglas Stroud, VP-Bus. Dev.  
Victor M. Perez, VP-Treas.

**Phone:** 985-851-3833 **Fax:** 985-851-4321

**Toll-Free:**

**Address:** 250 North American Court, Houma, LA 70363 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$132,900 (12 months)	2000 Profits: \$-12,700 (12 months)
1999 Sales: \$110,800	1999 Profits: \$33,400
1998 Sales: \$186,200	1998 Profits: \$25,300
1997 Sales: \$125,500	1997 Profits: \$35,300
1996 Sales: \$53,500	1996 Profits: \$10,900

**Stock Ticker: TMAR**

Employees: 1,191  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$210,000	Bonus: \$60,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$210,000	Bonus: \$60,000

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y		Y

**TRITON ENERGY LIMITED**[www.tritonenergy.com](http://www.tritonenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 10 Profits: 8

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

Triton Columbia, Inc.  
Triton Resources Columbia, Inc.  
Triton Energy Corporation  
Amerada Hess Corporation  
Petroleos de Venezuela S.A.  
HOVENSA Refinery

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James C. Musselman, CEO  
James C. Musselman, Pres.  
A.E. Turner, III, Sr. VP/COO  
W. Greg Dunlevy, Sr. VP/CFO  
Andy Mormon, VP-Personnel Services  
Kevin B. Wilcox, Controller  
Thomas J. Murphy, Corp. Sec.  
Thomas J. Murphy, General Counsel  
Andy Mormon, VP-Admin.  
Crystal C. Bell, VP-Corp. Comm.  
Crystal C. Bell, VP-Investor Rel.  
Brian Maxted, Sr. VP-Exploration  
Marvin Garrett, VP-Production  
Bernard G.L. Gros-Dubois, VP  
Rick Stevens, VP-Commercial

**Phone:** 214-691-5200 **Fax:** 214-691-0340**Toll-Free:****Address:** 6688 North Central Expressway, Ste. 1400, Dallas, TX 75206 US**GROWTH PLANS/SPECIAL FEATURES:**

Triton Energy Limited is an international oil and gas exploration and production company primarily focused on large-scale projects and exploration opportunities around the world. The firm's principal properties, operations, and oil and gas reserves are located in Colombia, Equatorial Guinea and Malaysia-Thailand. Triton explores for oil and gas in these areas, as well as in southern Europe, Africa and the Middle East. Through various subsidiaries and affiliates, the company has participating interests in exploration licenses in Latin America, Southeast Asia, Africa, Europe and the Middle East. Additionally, Triton is a pioneer in the exploration of new fields in Colombia, with massive long-term potential. Gross production from the firm's Cusiana and Cupiagua fields, Triton's primary areas of operation, has reached over 600 million barrels of oil since production commenced, and averaged approximately 339,000 barrels of oil per day during 2000. In recent news, Amerada Hess Corporation and Triton Energy Limited have jointly announced a definitive agreement under which Amerada Hess will acquire the firm. Amerada Hess, headquartered in New York, is a global integrated energy company engaged in the exploration for and the production, purchase, transportation and sale of crude oil and natural gas. Its exploration and production activities take place primarily in the United States, the U.K., Norway, Denmark, Brazil, Algeria, Gabon, Indonesia, Azerbaijan, Thailand and Malaysia. Amerada Hess' refined petroleum products are manufactured at the HOVENSA refinery in the United States Virgin Islands, which is owned jointly with Petroleos de Venezuela S.A. The refinery is one of the largest in the world, with a capacity of 500,000 barrels per day. Amerada Hess markets refined petroleum products through its terminal network and approximately 1,180 HESS brand retail outlets. The transaction is expected to close in the third quarter of 2001.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$328,500 (12 months)	2000 Profits: \$67,400 (12 months)
1999 Sales: \$247,900	1999 Profits: \$47,600
1998 Sales: \$228,600	1998 Profits: \$-187,500
1997 Sales: \$129,795	1997 Profits: \$22,820
1996 Sales: \$107,472	1996 Profits: \$5,739

**Stock Ticker:** OIL  
**Employees:** 195  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$525,000	Bonus: \$262,500
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$367,500	Bonus: \$183,750

**COMPETITIVE ADVANTAGE:**

Excellent projects for South American development.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 2  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y

**TXU CORPORATION**[www.txu.com](http://www.txu.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 66 Profits: 86

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities  
Electricity and Natural Gas Transportation and Services  
Power Generation  
Merchant Energy Trading and Marketing  
Telecommunications

**BRANDS/DIVISIONS/AFFILIATES:**

TXU Energy Services  
TXU Energy Trading  
TXU Generation  
TXU Electric & Gas  
TXU Lone Star Pipeline  
TXU Business Services  
TXU Communications  
Aperian

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Erle Nye, CEO  
David Biegler, Pres.-TXU Corp.  
Paul Marsh, COO  
Michael J. McNally, Exec. VP-CFO  
Barbara Curry, Exec. VP-Human Resources  
Barbara Curry, Exec. VP-e-Bus.  
David Anderson, VP-Investor Rel.  
Tom Baker, Pres.-TXU Electric and Gas  
Brian Dickie, Pres.-TXU Energy

**Phone:** 214-812-4600 **Fax:** 214-812-7077

**Toll-Free:**

**Address:** 1601 Bryan Street, Dallas, TX 75201 US

**GROWTH PLANS/SPECIAL FEATURES:**

TXU Corporation is a multinational leader in electric and natural gas services, merchant energy trading, energy services, telecommunications and other energy-related services. The firm is the world's ninth-largest energy company, with more than \$22 billion in revenue and \$45 billion in assets. TXU has a diverse energy portfolio of over 30,000 megawatts of power generation, and sells 270 terawatt-hours of electricity and two trillion cubic feet of natural gas annually to 11 million customers in the United States, Europe and Australia. The company is the fourth-largest energy provider and third-largest generator in the United States, serving more than four million customers in Texas. Through TXU Communications, a subsidiary, the firm has a joint venture in Texas that operates an integrated telecommunications platform. It includes an established incumbent local exchange carrier in rapidly growing southeast Texas, a fiber-optic transport business and an emerging competitive integrated communications business targeted to small and midsize businesses in Texas's top 20 markets. TXU Europe is the U.K.'s largest electricity retailer and second-largest gas retailer, and serves approximately 5.5 million customers. TXU Europe is also the leading energy trader in the U.K. TXU Australia operates Victoria's largest energy portfolio, which includes distributing and selling electricity and natural gas to over 900,000 customers. Energy production assets in Victoria include a long-term contract for electricity generation, and construction and operation of Australia's first commercial underground natural gas storage and processing facility. In recent news, TXU Energy Services signed a 10-year multi-million dollar agreement with Aperian to own, operate and maintain the mechanical and electrical energy equipment at Aperian's five data centers in Dallas, Austin, Atlanta, Phoenix and Tampa, which are all premium Internet-hosting markets. The agreement also includes all future phases of expansion.

Benefits offered to employees include education reimbursement and appliance purchase plans. Additionally, a relocation expense reimbursement program, carpool and bus pass programs are also offered.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$22,009,000 (12 months)	2000 Profits: \$916,000 (12 months)
1999 Sales: \$17,116,000	1999 Profits: \$985,000
1998 Sales: \$14,786,000	1998 Profits: \$740,000
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** TXU

Employees: 16,540

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$950,000	Bonus: \$380,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$779,167	Bonus: \$240,000

**COMPETITIVE ADVANTAGE:**

Contract with Aperian.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y



**UGI CORP**[www.ugicorp.com](http://www.ugicorp.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 89 Profits: 76

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas

**BRANDS/DIVISIONS/AFFILIATES:**

Hearth USA, Inc.  
AmeriGas, Inc.  
UGI Utilities, Inc.  
GASMARK  
PG Energy Services, Inc.  
UGI Energy Solutions  
Elf Antargaz  
Columbia Energy Group

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Lon R. Greenberg, CEO  
Lon R. Greenberg, Pres.  
Anthony J. Mendicino, VP-CFO  
Diane Carter, VP-Human Resources  
Brendan P. Bovaird, Corp. Sec.  
Brendan P. Bovaird, VP-General Counsel  
Bradley C. Hall, VP-Bus. Dev.  
Brenda Blake, Investor Rel.  
Robert W. Krick, Treas.  
Michael J. Cuzzolina, VP  
Thomas A. Barry, General Auditor  
Eugene V.N. Bissel, CEO-AmeriGas Propane, Inc.  
Robert J. Chaney, CEO-UGI Utilities, Inc.

**Phone:** 610-337-1000 **Fax:** 610-992-3254**Toll-Free:** 800-844-9453**Address:** 460 N. Gulph Rd., King of Prussia, PA 19406 US**GROWTH PLANS/SPECIAL FEATURES:**

UGI Corporation is a holding company in the propane distribution and utilities business with three principal subsidiaries: AmeriGas is a national marketer of propane; UGI Utilities is a natural gas and electric utility; and UGI Enterprises is a supplier of energy services. GASMARK is a UGI Enterprise company that provides natural gas and other energy services for the U.S. market. Hearth USA, Inc., another subsidiary of the firm, is a retail superstore that sells, installs and services hearth products, spas, grills and patio accessories. The GASMARK group shops aggressively throughout the U.S. to locate the most economical and secure sources for natural gas, while the POWERMARK group does the same in the electricity marketplace. UGI Energy Solutions is the company's consulting, energy management and financing arm. It develops turnkey energy efficiency recommendations that guarantee energy savings through performance contracting. Services offered by UGI Energy Solutions include energy management, energy consulting, utility rate analyses and commodity management. UGI recently announced that its propane-operating unit, AmeriGas Partners, L. P., has signed a definitive agreement to acquire the retail propane distribution businesses of Columbia Energy Group, a NiSource company. The combination will create the nation's largest retail propane marketer, distributing more than one billion retail gallons from over 700 locations. UGI has also agreed to acquire a 20% interest in Elf Antargaz, the French propane distribution business of Total Fina Elf, SA. In other news, UGI Energy Services, the firm's energy marketing subsidiary, has agreed to acquire the gas marketing business of PG Energy Services, Inc., a subsidiary of Southern Union Company. UGI will assume the existing sales and supply agreements for approximately 500 commercial and industrial customers of PG Energy Services.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,761,700 (12 months)	2000 Profits: \$46,300 (12 months)
1999 Sales: \$1,383,600	1999 Profits: \$57,300
1998 Sales: \$1,439,700	1998 Profits: \$42,500
1997 Sales: \$1,642,000	1997 Profits: \$54,900
1996 Sales: \$1,557,600	1996 Profits: \$42,300

**Stock Ticker:** UGI

Employees: 4,874

Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$640,662	Bonus: \$262,836
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$271,953	Bonus: \$141,570

**COMPETITIVE ADVANTAGE:**

Nation's largest marketer of propane gas.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3

Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



# UIL HOLDINGS CORPORATION

[www.uil.com](http://www.uil.com)
**Industry Group Code:** 221000 **Ranks within this company's industry group:** Sales: 2 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Electric and/or Natural Gas  
Electricity Generation and Distribution  
Nuclear Power Generation

## BRANDS/DIVISIONS/AFFILIATES:

United Resources, Inc.  
American Payment Systems, Inc.  
United Bridgeport Energy, Inc.  
United Capital Investments, Inc.  
Xcelecom, Inc.  
Allan Electric Company  
Connecticut Electrical Communications  
Duke Energy Services

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Nathaniel D. Woodson, CEO  
Nathaniel D. Woodson, Pres.  
Anthony J. Vallillo, COO  
Robert L. Fiscus, CFO  
James L. Benjamin, Controller  
Susan E. Allen, Corp. Sec.  
Stephen F. Goldschmidt, VP-Planning  
Rita L. Bowlby, VP-Corp. Affairs  
Susan E. Allen, VP-Investor Rel.  
Robert L. Fiscus, Treas.  
Paul Rocheleau, Pres.-American Payment Systems  
James F. Crowe, VP-Power Supply Services  
Anthony J. Vallillo, VP-Client Services

**Phone:** 203-499-3333 **Fax:** 203-499-2414

**Toll-Free:** 800-722-5584

**Address:** P.O. Box 1564, New Haven, CT 06506-0901 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$880,900 (12 months)	2000 Profits: \$60,800 (12 months)
1999 Sales: \$750,700	1999 Profits: \$52,200
1998 Sales: \$748,100	1998 Profits: \$45,100
1997 Sales: \$709,000	1997 Profits: \$43,500
1996 Sales: \$726,000	1996 Profits: \$39,100

**Stock Ticker:** UIL  
**Employees:** 2,277  
**Fiscal Year Ends:** 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$412,000	Bonus:	\$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$	Bonus:	\$

## COMPETITIVE ADVANTAGE:

Excellent technology for customer service.

## OTHER THOUGHTS:

**Apparent Women Officers or Directors:** 2  
**Hot Spot for Advancement for Women/Minorities:** Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

**ULTRA PETROLEUM CORP**[www.ultrapetroleum.com](http://www.ultrapetroleum.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 121 Profits: 94

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

Ultra Petroleum is an independent exploration and production company focused on its core properties in the Green River Basin of southwestern Wyoming. Ultra controls more than 200,000 net acres in the Jonah natural gas field and Pinedale Anticline areas. The gas accumulations in these cretaceous sandstones have long been recognized, but only recent advances in technology have made economic production a reality. At mid-year 2000, the company had 128.7 billion cubic feet equivalent of proved reserves. Ultra currently has over 250 square miles of new 3-D seismic covering the Pinedale Anticline from the Mesa area in the north to the Jonah field in the south, where 3-D seismic was instrumental in Jonah's successful development. The firm's technical team interprets and then integrates it with subsurface and geologic data. In the Mesa area, this interpretation is suggesting potential net reserves of 200-300 billion cubic feet equivalent within an area of approximately 12,000 acres. The company holds an average 30% working interest in this area. Ultra recently entered into an agreement with Pendaries Petroleum Ltd., in which Pendaries will become a wholly owned subsidiary of Ultra. Pendaries' primary assets are participating interests in the contract areas that cover approximately 766,000 acres in Bohai Bay, offshore China. Net proved reserves attributable to Pendaries' are approximately 7.8 million barrels of oil, with probable reserves being 10.8 million barrels. Successful wells drilled by Pendaries include a delineation well on an existing field, and two successful discovery wells on a new structure.

**BRANDS/DIVISIONS/AFFILIATES:**

Ultra Resources, Inc.  
Pendaries Petroleum Ltd.  
Kerr McGee

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Michael D. Watford, CEO  
Kristen J. Miller, CFO  
Charlotte H. Kauffman, Corp. Sec.  
Charlotte H. Kauffman, General Counsel  
Brian P. Ault, Mgr.-Oper.  
David Russell, Investor Relations  
Stephen R. Kneller, VP-Exploration  
Robert W. McDermott, Sr. Geologist

**Phone:** 281-876-0120 **Fax:** 281-876-2831**Toll-Free:****Address:** 16801 Greenspoint Park Drive, Ste. 370, Houston, TX 77060 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$21,000 (12 months)	2000 Profits: \$9,900 (12 months)
1999 Sales: \$4,800	1999 Profits: \$-1,600
1998 Sales: \$7,000	1998 Profits: \$-8,900
1997 Sales: \$3,600	1997 Profits: \$-10,600
1996 Sales: \$400	1996 Profits: \$-1,100

**Stock Ticker:** UPL

Employees: 14

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Holds acreage with high potential net reserves.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1

Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				

# ULTRAMAR DIAMOND SHAMROCK CORPORATION

[www.udscorp.com](http://www.udscorp.com)

Industry Group Code: 324110 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Y Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Petroleum Refining  
Retail Gasoline Sales  
Retail Convenience Stores  
Wholesale Operations  
Product Transportation and Distribution

## BRANDS/DIVISIONS/AFFILIATES:

Ultramar Ltd.  
Diamond-Koch, L.P.  
Diamond Shamrock  
Beacon  
Total  
Skelly-Belvieu Pipeline Company, LLC  
Nitromite  
Valero Energy Corp.

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Jean R. Gaulin, CEO  
Jean R. Gaulin, Pres.  
Bob Shapard, CFO  
Christopher Havens, Exec. VP-Mktg.  
Penelope Rhude Viteo, VP-Human Resources  
John S. Emley, VP-Info. Tech.  
Lyle Hawthorne, VP-Eng.  
Timothy J. Fretthold, Exec. VP-Chief Admin. Officer  
Paul Eisman, VP-Corp. Dev.  
G. Scott Spendlove, VP-Investor Rel.  
Steve Blank, Treas.  
William R. Klesse, Exec. VP-Refining and Wholesale

Phone: 210-592-2000 Fax: 210-592-2195

### Toll-Free:

Address: 6000 N. Loop 1604 West, San Antonio, TX 78249-1112  
US

## GROWTH PLANS/SPECIAL FEATURES:

Ultramar Diamond Shamrock Corporation (Ultramar) is a result of the merger of Ultramar and Diamond Shamrock in December 1996, and is one of the largest independent refining and marketing companies in North America. The corporation owns seven modern refineries in Texas, California and Quebec with a total production of 850,000 barrels a day, and has gasoline outlets in the U.S. and six Canadian provinces. In the U.S., the firm markets refined products and a broad range of convenience store merchandise under the Diamond Shamrock, Beacon, Ultramar and Total brand names through a network of approximately 3,400 convenience stores across 17 central and southwest states. In the Northeast, Ultramar markets refined products through approximately 1,200 convenience stores and 85 special private filling stations. The company's Northeast operations include one of the largest retail home heating oil businesses in the northeastern region of North America, selling heating oil to approximately 250,000 households. The Northeast System includes the Quebec Refinery and retail operations in the northeastern United States and eastern Canada. The firm's refining segment is engaged in the refining of crude oil and other feed stocks and wholesale marketing of refined products. The petrochemical segment includes earnings from Diamond-Koch, Skelly-Belvieu Pipeline Company and earnings from Nitromite fertilizer operations and NGL marketing operations. In a major recent development, Valero Energy Corp. has announced plans to acquire Ultramar. This acquisition will make Valero the largest independent U.S. refiner of petroleum products. The new organization will have 23,000 employees in the United States and Canada, 13 refineries and a total throughput capacity of just under 2 million barrels per day. Valero will also become one of the nation's largest retailers with more than 5,000 retail outlets in the U.S. and Canada.

The firm offers its employees flexible work schedules, a tuition reimbursement program and electronic home security systems.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$17,061,100 (12 months)	2000 Profits: \$444,300 (12 months)
1999 Sales: \$13,971,200	1999 Profits: \$173,200
1998 Sales: \$11,134,600	1998 Profits: \$-78,100
1997 Sales: \$10,208,400	1997 Profits: \$-40,200
1996 Sales: \$2,714,447	1996 Profits: \$47,613

**Stock Ticker: UDS**  
Employees: 20,000  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$840,000	Bonus: \$1,000,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$420,000	Bonus: \$400,000

## COMPETITIVE ADVANTAGE: Growing chain of retail outlets.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y

**ULTRAPAR PARTICIPACOES SA**[www.ultra.com.br](http://www.ultra.com.br)

Industry Group Code: 422720 Ranks within this company's industry group: Sales: 9 Profits: 5

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Petroleum Products Distribution  
Chemical and Petrochemical Producer  
Oil Derivatives  
LPG Bottling  
Integrated Logistics Solutions  
Storage and Transportation  
Food Additives  
Agrochemicals

**BRANDS/DIVISIONS/AFFILIATES:**

Megga Remote  
Oxitenio  
Ultracargo  
Bahiana  
Utingas  
Transultra  
Tequima  
Ultragaz

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Paulo Guilherme Aguiar Cunha, CEO  
Fabio Schvartsman, CFO  
Lucio de Castro Andrade Filho, VP  
Jose Carlos Guimaraes de Almeida, Managing Dir.  
Americo Genzini Filho, Dir.  
Luis Antonio Meloni, Dir.

**Phone:** 55-11-3177-6432 **Fax:** 55-11-3177-6107**Toll-Free:****Address:** Av. Brigadeiro Luis Antonio, 1343 9th, Sao Paulo, SP 01317-910 Brazil**GROWTH PLANS/SPECIAL FEATURES:**

Ultrapar Participacoes is a Brazilian-based holding company that manages three businesses: Ultragaz, Oxitenio and Ultracargo. Ultragaz is the third-largest liquefied petroleum gas (LPG) distributor in Brazil. The subsidiary was the first to introduce bottled gas for residential use in the Brazilian market, and is now the tenth largest LPG distributor in the world. Ultragaz's growth strategy includes the opening of three new filling plants that will expand the firm's service area. Oxitenio is one of Brazil's largest chemical companies with operations in commodities and chemical specialties. Its products are distributed to over 30 market segments with an emphasis on the agrochemical, foodstuffs, cosmetics, leather, household, polyester filaments, brake fluids, petroleum, paint and varnish industries. In its field, Oxitenio was the first company in Brazil to obtain the QS 9000/98 quality certificate, which is requested by the principal automobile industries and producers of auto parts. Ultracargo is the Ultra Group division that focuses on the logistics, transportation and storage segments for products that, due to their unique features, require high levels of safety and special handling. Through its subsidiaries, Transultra and Tequima, Ultracargo provides services that encompass all the steps involved in the handling of special products. In recent news, Oxitenio expanded the capacity of ethanolamines production at its Camacari Plant. Ethanolamines are used as raw material for cosmetics, detergents, civil construction, leathers and gas treatment, and have shown a significant growth on the agrochemical sector for herbicides formulation. Net sales are expected to increase as a result. In other news, Ultragaz introduced a new system called Megga Remote, to monitor LPG supply for bulk LPG users of all sizes. Ultragaz will now be better able to initiate replenishment instructions when a tank reaches its minimum level, benefiting both the firm and its customers.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,234,000 (12 months)	2000 Profits: \$20,000 (12 months)
1999 Sales: \$694,400	1999 Profits: \$27,000
1998 Sales: \$506,300	1998 Profits: \$21,000
1997 Sales: \$459,600	1997 Profits: \$15,300
1996 Sales: \$383,200	1996 Profits: \$-1,800

**Stock Ticker:** UGP

Employees:  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Major LPG distributor in Brazil.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**UNI MARTS INC**[www.uni-mart.com](http://www.uni-mart.com)

Industry Group Code: 445120 Ranks within this company's industry group: Sales: 84 Profits: 88

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Convenience Stores, Retail  
Gasoline  
Fast Food Restaurants  
Discount Tobacco Stores

**BRANDS/DIVISIONS/AFFILIATES:**

Uni-Marts of America, Inc.  
Choice Cigarette Discount Outlets  
Orloski Quik Marts  
Blimpie International

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Henry D. Sahakian, CEO  
N. Gregory Petrick, Exec. VP/CFO  
Norine M. Eichelkraut, Sr. VP-Mktg.  
Donna D. Weaver, Controller  
Norine M. Eichelkraut, VP-Merch.  
Harry A. Martin, VP/Sec.  
Stuart W. Sivak, VP-Oper.  
Charles E. Bower, Sr. VP-Facilities Dev.  
Mary Ann Miller, Sr. VP-Budgeting & Planning

Phone: 814-234-6000 Fax: 814-234-3277

**Toll-Free:**

Address: 477 East Beaver Avenue, State College, PA 16801-5690 US

**GROWTH PLANS/SPECIAL FEATURES:**

Uni-Marts, Inc. is an independent operator of convenience stores and discount tobacco stores. The company currently operates 214 Uni-Mart convenience stores, 43 recently acquired Orloski Quik Marts and 40 Choice Cigarette Discount Outlets stores in 5 Mid-Atlantic states including New York, Pennsylvania, Maryland, Delaware and Virginia. A large majority of the stores are in small towns and rural communities where the firm promotes its store-around-the-corner image. The company's stores offer products designed to increase store traffic, such as branded fast foods, as well as services such as lottery tickets, free check cashing and automated teller machines. The stores typically offer a line of over 3,000 popular consumer items. Self-service gasoline is sold at almost all locations. The company offers Amoco gasoline at 34 locations, Exxon gasoline at 21 locations, Mobil gasoline at 11 locations, Texaco gasoline at 7 locations and Uni-Mart branded gasoline at 163 locations. In addition, Uni-Marts operates 30 Blimpie restaurants in its convenience stores and franchises an additional 16 locations with third parties. The firm's Choice Cigarette Discount Outlets offer a wide selection of tobacco products, primarily cigarettes, at the lowest prices allowed by law. The company is now Internet accessible with a new, user-friendly site. The site encourages visitors to respond with their impressions, suggestions, ideas and experiences relating to Uni-Marts. The company's growth strategy involves building and acquiring stores within its existing market areas. Underperforming convenience stores are converted to cigarette discount outlets to enhance their profitability. Uni-Marts is also developing a new image including a new logo as well as new exterior and interior store designs.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$348,704 (12 months)	2000 Profits: \$ 880 (12 months)
1999 Sales: \$252,306	1999 Profits: \$-2,236
1998 Sales: \$266,369	1998 Profits: \$- 372
1997 Sales: \$352,200	1997 Profits: \$-6,044
1996 Sales: \$333,812	1996 Profits: \$2,971

**Stock Ticker: UNI**

Employees: 2,750  
Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$333,400	Bonus: \$
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$110,000	Bonus: \$2,200

**COMPETITIVE ADVANTAGE:**

Focuses on rural and small-town locations.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y		Y	



# UNISOURCE ENERGY CORPORATION

[www.unisourceenergy.com](http://www.unisourceenergy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 39 Profits: 15

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult/Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Utilities-Electric and/or Natural Gas  
Photovoltaic Cells  
Thin-film Battery Technology  
Space Systems  
Contracting Services

## BRANDS/DIVISIONS/AFFILIATES:

Tucson Electric Power Company  
MicroSat Systems, Inc.  
Infinite Power Solutions  
Global Energy Solutions, Inc.  
Nations Energy Corporation.  
Millennium Energy Holdings, Inc.  
Global Solar Energy  
Bechtel Power Corporation

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

James S. Pignatelli, CEO  
James S. Pignatelli, Pres.  
Kevin P. Larson, VP-CFO  
George W. Miraben, Sr. VP-Policy & Human Resources  
Karen G. Kissinger, VP-Controller  
Vincent Nitido, Jr., VP-Corp. Sec.  
Vincent Nitido, Jr., VP-General Counsel  
Michael J. DeConcini, Sr. VP-Strategic Planning and Investments  
Durga Doraisamy Waite, Dir.-Investor Rel.  
Kevin P. Larson, VP-Treas.  
Dennis R. Nelson, Sr. VP-Governmental Affairs

Phone: 520-571-4000 Fax: 520-884-3612

Toll-Free:

Address: One South Church Street, Tucson, AZ 85701 US

## GROWTH PLANS/SPECIAL FEATURES:

UniSource Energy Corporation is an Arizona corporation and an exempt holding company under the Public Utility Holding Company Act. The company has no significant operations of its own, but rather holds the stock of Tucson Electric Power Company (TEP), Millenium Energy Holdings, Inc. and other energy related businesses. TEP is engaged in the regulated business of generation, transmission, distribution and sale of electricity. TEP also engages in sales and resale to other utilities and other power marketing entities primarily located in Arizona, California, Colorado, New Mexico, Oregon, Texas and Utah. Millenium's unregulated subsidiaries consist of the following firms. Global Solar Energy, Inc. is a developer and manufacturer of flexible thin-film photovoltaic cells. Target markets for its products include military, space and commercial applications. Infinite Power Solutions, Inc. is a developer of thin-film battery technology. MicroSat Systems, Inc. is a space systems company formed for the purpose of developing and commercializing small-scale satellites. Nations Energy Corporation develops independent power projects worldwide, and currently has operations on the island of Curacao, Netherland Antilles, and in Panama City, Panama. Southwest Energy Solutions, Inc. provides electrical contracting services statewide to commercial, industrial and governmental customers in both high voltage and inside wiring capacities. In recent news, UniSource and Bechtel Power Corporation have signed an agreement intended to increase electric generating capacity for Arizona. The agreement calls for the construction of two additional coal-fired generation units at TEP's Springerville Generating Station in northeastern Arizona. The UniSource Energy-Bechtel project is expected to achieve completion of the original plant design by building two additional 380-megawatt units to be placed in service in 2004 and 2005.

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,033,700 (12 months)	2000 Profits: \$41,900 (12 months)
1999 Sales: \$803,800	1999 Profits: \$79,100
1998 Sales: \$768,700	1998 Profits: \$28,000
1997 Sales: \$715,873	1997 Profits: \$120,852
1996 Sales: \$670,569	1996 Profits: \$54,905

Stock Ticker: UNS

Employees: 1,203

Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$314,423	Bonus: \$115,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$244,423	Bonus: \$112,000

## COMPETITIVE ADVANTAGE:

Growth in non-regulated businesses.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 1

Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y				Y

**UNIT CORPORATION**[www.unitcorp.com](http://www.unitcorp.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 112 Profits: 108

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling: Y	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas Support Services  
Exploration and Production of Oil and Natural Gas  
Contract Drilling

**BRANDS/DIVISIONS/AFFILIATES:**

Unit Petroleum  
Unit Drilling and Exploration Company  
UDE  
Shenandoah Resources  
Questa Oil & Gas Co.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John G. Nikkel, CEO  
John G. Nikkel, Pres.  
Larry D. Pinkston, VP/CFO  
Mark E. Schell, Corp. Sec.  
Mark E. Schell, General Counsel  
Larry D. Pinkston, Treas.  
Philip M. Keeley, Sr. VP-Exploration and Production  
Earle Lamborn, Sr. VP

**Phone:** 918-493-7700 **Fax:** 918-493-7711**Toll-Free:****Address:** 7130 South Lewis, Suite 1000, Tulsa, OK 74136 US**GROWTH PLANS/SPECIAL FEATURES:**

Unit Corporation is a diversified energy company engaged in the exploration for and production of oil and natural gas; the acquisition of producing oil and natural gas properties; and the contract drilling of onshore oil and natural gas wells. Unit Drilling Company is a wholly owned subsidiary of Unit Corporation, and one of the largest land drillers in the U.S. The subsidiary operates 55 onshore drilling rigs in the Anadarko and Arkoma Basins, the Rocky Mountains and the Texas and Louisiana Gulf Coast. Unit Corporation's rig fleet is leveraged towards natural gas drilling. The firm has the largest percentage of deep rated premium rigs in the industry. Unit Petroleum, another subsidiary, is engaged in the land contract drilling of oil and natural gas wells and the development, acquisition and production of oil and natural gas properties. The company's exploration and production operations are primarily in the Anadarko and Arkoma Basins, which cover portions of Oklahoma, Texas, Kansas and Arkansas. The company's contract drilling operations are primarily located in the Oklahoma and Texas areas of the Anadarko and Arkoma Basins, with additional operations in the Permian and South Texas Basins. At the end of 2000, Unit Corporation's net proved reserves were 4.2 million barrels of oil and 215.6 billion cubic feet of natural gas. In recent news, the firm's contract drilling subsidiary, Unit Drilling Company, purchased three drilling rigs to add to its existing rig fleet. The demand for contract drilling has remained strong and contract rates in each of Unit Corporation's core areas have continued to escalate.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$200,100 (12 months)	2000 Profits: \$34,300 (12 months)
1999 Sales: \$97,500	1999 Profits: \$1,500
1998 Sales: \$93,300	1998 Profits: \$2,200
1997 Sales: \$72,070	1997 Profits: \$8,333
1996 Sales: \$53,074	1996 Profits: \$3,751

**Stock Ticker:** UNT  
Employees: 1,144  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing: Y	Top Exec. Salary: \$265,000	Bonus: \$108,333
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$265,000	Bonus: \$71,666

**COMPETITIVE ADVANTAGE:**

Expansion into foreign markets.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y

**UNITIL CORPORATION**[www.unitil.com](http://www.unitil.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 18 Profits: 19

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Y Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Retail and Wholesale Gas and Electric Services  
Power Generation and Management  
Power Procurement Services  
Internet Energy Auctions

**BRANDS/DIVISIONS/AFFILIATES:**

Concord Electric Company  
Exeter & Hampton Electric Company  
Power Alternatives  
Reslynx  
Usource  
Unitil Service Corp.  
Unitil Resources, Inc.  
Unitil Power Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Robert G. Schoenberger, CEO  
Michael J. Dalton, Pres.  
Michael J. Dalton, COO  
Anthony J. Baratta, Jr., Sr. VP-CFO  
Stephen J. Curran, Controller  
Mark H. Collin, Corp. Sec.  
Mark H. Collin, Treas.

**Phone:** 603-772-0775 **Fax:** 603-773-6605**Toll-Free:** 888-886-845**Address:** 6 Liberty Lane West, Hampton, NH 03842-1720 US**GROWTH PLANS/SPECIAL FEATURES:**

Unitil Corporation is a holding company that, together with its subsidiaries, makes up the Unitil System. The Unitil System's principal business is the retail sale and distribution of electricity and related services. The firm engages in energy planning, procurement, marketing and consulting activities through both its utility and non-utility subsidiaries. Unitil Power Corp. is a regulated wholesale supplier of electricity to the Concord Electric and Exeter & Hampton Electric companies. Concord Electric Company provides retail electric service to 28,000 customers in a 240-square-mile service area in the Merrimack River Valley of south-central New Hampshire, with an estimated population of 79,000. Exeter & Hampton Electric Company provides retail electric service to 40,000 customers in southeastern New Hampshire. Fitchburg Gas and Electric Light Company provides retail electric and natural gas services to 40,000 customers in north-central Massachusetts, as well as electricity services to 25,000 customers in the communities. Unitil Resources, Inc. focuses on power marketing, generation management, financial, accounting, power procurement services and power brokering. The subsidiary recently introduced Usource, an Internet-based auction for energy service. Usource matches large commercial and industrial customers' energy requirements with suppliers to provide real-time prices for energy. Unitil Service Corp. provides centralized administrative and management services to Unitil System subsidiaries. In recent news, Usource has formed two strategic partnerships in order to expand the benefits of utility deregulation in the U.S. northeast. Power Alternatives of New York, which works with municipalities, and Reslynx, a Philadelphia-based residential real estate rental management and marketing firm, will be using Usource to help find the best deals for their respective clients. In other news, Unitil recently completed the divestiture of its remaining Millstone Nuclear Generating Station to Dominion Nuclear Connecticut, Inc. The firm has shifted its focus away from nuclear-generated power sources.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$182,900 (12 months)	2000 Profits: \$7,200 (12 months)
1999 Sales: \$172,400	1999 Profits: \$8,400
1998 Sales: \$166,700	1998 Profits: \$8,200
1997 Sales: \$169,700	1997 Profits: \$8,200
1996 Sales: \$170,800	1996 Profits: \$8,700

**Stock Ticker:** UTL  
Employees: 339  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$278,004	Bonus: \$80,115
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$206,484	Bonus: \$47,880

**COMPETITIVE ADVANTAGE:**

Diversified business.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

**UNOCAL CORPORATION**[www.unocal.com](http://www.unocal.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 9 Profits: 30

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other: Y	Consult./Engineering: Y	Energy Marketing: Y
Production: Y	Retailing: Y	Gas Utilities: Y	Thermal/Steam: Y	Seismic: Y	Equipment: Y
Operations: Y	Convenience Stores: Y	Pipelines: Y	Wind: Y	Drilling: Y	Telecommunications: Y
Coal Production: Y	Chemicals: Y	Water: Y	Hydro: Y	MIS: Y	Oil Field Services: Y
			Fuel Cells: Y	Specialty Services: Y	Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
 Producer of Geothermal Energy and Electrical Power  
 Manufacturer and Marketer of Petroleum Coke and Specialty Minerals  
 Hydrocarbon Marketing and Trading  
 Pipelines  
 Real Estate

**BRANDS/DIVISIONS/AFFILIATES:**

Titan Exploration, Inc.  
 Pure Resources, Inc.  
 Northrock Resources Ltd.  
 Unocal Thailand, Ltd.  
 International Operations/Geothermal  
 Unocal Global Trade  
 Union Oil Company of California  
 CITGO Petroleum Corporation

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Charles R. Williamson, CEO  
 Timothy H. Ling, Pres.  
 Timothy H. Ling, COO  
 Terry G. Dallas, Exec. VP-CFO  
 Carl D. McAulay, VP-Human Resources  
 Chris Wright, Sr VP-Tech.  
 John C. Ellice-Flint, Sr. VP-Global Exploration & Tech.  
 Joe D. Cecil, VP-Comptroller  
 Peter G. Ryalls, VP-Eng. & Construction  
 Brigitte M. Dewez, Corp. Sec.  
 Dennis P. R. Codon, General Counsel  
 Andrew Fawthrop, VP-Int'l Energy Oper.  
 Douglas M. Miller, VP-Corp. Dev.  
 Robert E. Wright, VP-Investor Rel.  
 Darrell D. Chessum, Treas.  
 Randolph L. Howard, VP-Int'l Oper/Geothermal  
 Chris Wright, Sr. VP-Global Exploration  
 George A. Walker, VP-Public Policy, Health and Environment

**Phone:** 310-726-7600 **Fax:** 310-726-7817**Toll-Free:****Address:** 2141 Rosecrans Avenue, Suite 4000, El Segundo, CA 90245 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$8,914,000 (12 months)	2000 Profits: \$760,000 (12 months)
1999 Sales: \$5,842,000	1999 Profits: \$13,700
1998 Sales: \$5,003,000	1998 Profits: \$130,000
1997 Sales: \$5,101,000	1997 Profits: \$438,000
1996 Sales: \$8,133,000	1996 Profits: \$224,000

**Stock Ticker:** UCL

Employees: 6,800  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$915,386	Bonus: \$593,753
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$492,310	Bonus: \$186,761

**COMPETITIVE ADVANTAGE:** Recent repositioning and focus on international development.**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



**USX CORPORATION**[www.usx.com](http://www.usx.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 6 Profits: 47

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities: Y	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing: Y
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Steel  
Oil Field Pipe  
Refining  
Marketing

**BRANDS/DIVISIONS/AFFILIATES:**

United States Steel LLC  
Marathon Group  
Marathon Ashland Petroleum LLC  
Marathon Oil Company  
U.S. Steel Kosice  
USX Engineers & Consultants Inc.  
Pennaco Energy, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Thomas J. Usher, CEO  
Robert M. Hernandez, CFO  
Dan D. Sandman, Sr.VP-Human Resources & Public Affairs  
Dan D. Sandman, Corp. Sec.  
Dan D. Sandman, General Counsel  
Albert E. Ferrara, Jr., VP-Strategic Planning  
Kenneth L. Matheny, VP-Investor Rel.  
Edward F. Guna, VP-Treas.  
Clarence P. Cazalot, Jr., Pres.-Marathon Oil Company  
Jerry Howard, VP-Taxes  
Larry G. Schultz, VP-Accounting  
Terrence D. Straub, VP-Governmental Affairs

**Phone:** 412-433-1121 **Fax:** 412-433-4818**Toll-Free:****Address:** 600 Grant Street, Pittsburgh, PA 15219-4776 US**GROWTH PLANS/SPECIAL FEATURES:**

USX Corporation's industry segments consist of Marathon Group and the U.S. Steel Group. The Marathon Group is comprised of Marathon Oil Company and certain other subsidiaries of USX which are engaged in worldwide exploration, production, transportation and marketing of crude oil and natural gas; domestic refining, marketing and transportation of petroleum products; and power generation. In 1998, Marathon formed a new subsidiary named Marathon Ashland Petroleum LLC. The U.S. Steel Group includes U.S. Steel, the largest steel producer in the United States, which is primarily engaged in the production and sale of steel mill products, coke and taconite pellets. The U.S. Steel Group also includes the management of mineral resources, domestic coal mining, engineering and consulting services. Other businesses that are part of the U.S. Steel Group include real estate development and management, and leasing and financing activities. In recent news, USX Corporation has completed reorganization into a holding company. As a result of this reorganization, the domestic steel business formerly conducted as an unincorporated division of USX is now conducted by United States Steel LLC as a wholly owned subsidiary of the new holding company. All subsidiaries of USX that are included in the U. S. Steel Group, such as U.S. Steel Kosice and USX Engineers & Consultants Inc., are now subsidiaries of United States Steel LLC. Marathon Oil Company is also a subsidiary of the new holding company, and there has been no change in any subsidiary of Marathon Oil as a result of this reorganization. In separate news, Marathon Oil has completed the acquisition of Pennaco Energy, Inc. Pennaco is focused on the production of coal bed methane gas from the Powder River Basin, located in northern Wyoming and southern Montana.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$39,914,000 (12 months)	2000 Profits: \$411,000 (12 months)
1999 Sales: \$29,534,000	1999 Profits: \$698,000
1998 Sales: \$27,887,000	1998 Profits: \$674,000
1997 Sales: \$23,844,000	1997 Profits: \$943,000
1996 Sales: \$20,964,000	1996 Profits: \$214,000

**Stock Ticker: HOLDING COMPANY**

Employees: 30,892  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Highly diversified business.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



**UTILICORP UNITED INC**[www.utilicorp.com](http://www.utilicorp.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 3 Profits: 4

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
 Natural Gas Gathering  
 Energy Marketing  
 Telecommunications

**BRANDS/DIVISIONS/AFFILIATES:**

Aquila, Inc.  
 Peoples Natural Gas  
 West Virginia Power  
 Michigan Gas Utilities  
 Northern Minnesota Utilities  
 St. Joseph Light & Power Company  
 Missouri Intrastate Pipeline  
 Kansas Gas System

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Richard C. Green, CEO  
 Robert K. Green, Pres.  
 Robert K. Green, COO  
 Peter Lowe, Sr. VP/CFO  
 Leo E. Morton, Sr. VP-Human Resources  
 Philip A. Daddona, Sr. VP-Info. Tech.  
 Dale J. Wolf, Corp. Sec.  
 Leslie J. Parrette, Sr. VP-General Counsel  
 Leo E. Morton, Sr. VP-Chief Admin. Officer  
 R. Paul Perkins, Sr. VP-Corp. Dev.  
 Sally C. McElwreath, Sr. VP-Corp. Comm.  
 Dale J. Wolf, VP-Treas.  
 Donald G. Bacon, CEO-United Energy Limited  
 James S. Brook, VP-Int'l Regulatory Policy  
 Jon R. Empson, Sr. VP-Regulatory, Legislative, Environmental  
 Robert W. Holzwarth, CEO-Candian Network Oper.

**Phone:** 816-421-6600 **Fax:** 816-467-3591

**Toll-Free:** 800-884-5426

**Address:** 20 West Ninth Street, Kansas City, MO 64105 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$28,974,900 (12 months)	2000 Profits: \$206,800 (12 months)
1999 Sales: \$18,621,500	1999 Profits: \$160,500
1998 Sales: \$12,563,400	1998 Profits: \$132,200
1997 Sales: \$8,926,300	1997 Profits: \$122,100
1996 Sales: \$4,332,300	1996 Profits: \$105,800

**Stock Ticker:** UCU  
 Employees: 8,228  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$886,885	Bonus: \$3,377,056
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$709,865	Bonus: \$2,339,066

**COMPETITIVE ADVANTAGE:**

Effective diversification into non-regulated businesses.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:** 2  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

**VALERO ENERGY CORPORATION**[www.valero.com](http://www.valero.com)

Industry Group Code: 324110 Ranks within this company's industry group: Sales: 3 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Refineries

**BRANDS/DIVISIONS/AFFILIATES:**

Basis Petroleum, Inc.  
Huntway  
Ultramar Diamond Shamrock Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

William E. Greehey, CEO  
Gregory C. King, Exec. VP/COO  
John D. Gibbons, Exec. VP/CFO  
Gary L. Arthur Jr., VP-Mktg., Supply & Transportation  
William N. Latham, Sr. VP/CIO  
John H. Krueger, Sr. VP/Controller  
Jay D. Browning, Corp. Sec.  
Keith D. Brooke, Exec. VP/Chief Admin. Officer  
Michael S. Ciskowski, Sr. VP-Corp. Dev.  
Mary Rose Brown, Sr. VP-Corp. Comm.  
Lee Bailey, VP-Investor Rel.  
Donna M. Tizman, VP/Treas.  
S. Eugene Edwards, Sr. VP-Planning, Bus. Dev. & Risk Mgmt.

**Phone:** 210-370-2000 **Fax:** 210-370-2646

**Toll-Free:****Address:** One Valero Place, San Antonio, TX 78212-3186 US**GROWTH PLANS/SPECIAL FEATURES:**

Valero Energy Corporation is an independent refiner and marketer. The company principally produces premium, environmentally clean products such as reformulated gasoline, low-sulfur diesel, CARB Phase II gasoline and oxygenates. Valero currently owns and operates six refineries in Texas, New Jersey, Louisiana and California with a combined throughput capacity of more than 1 million barrels per day (BPD). The firm sells its products in 34 states through an extensive marketing network; in California through approximately 350 retail locations; and in selected export markets in Latin America. Over 85% of the company's production base is comprised of premium products such as gasoline and related components, distillates, lubricant basestocks and petrochemicals. Valero's bulk sales are made to various oil companies, and gasoline distributors and are transported by pipeline, barges and tankers. The firm is currently pursuing an aggressive growth strategy, primarily through acquisitions. The company recently acquired Huntway, a leading supplier of asphalt in California. The acquisition of Huntway's two refineries in California marks Valero's entry into the West Coast asphalt market. Valero also recently announced that it would acquire cross-town rival Ultramar Diamond Shamrock Corp. in a deal valued at \$6 billion that will create the largest independent company in terms of refining capacity. The new organization will have 13 refineries and a total throughput capacity of just under 2 million barrels per day. The merger will also make Valero one of the nation's largest retailers with more than 5,000 retail outlets in the U.S. and Canada.

This company is known for subsidizing up to 24 hours of community work per year. Valero offers a complimentary annual wellness exam and a nurse line that is available 24 hours a day. The company was recently named one of the 100 Best Companies to Work for in America by Fortune Magazine.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$14,671,100 (12 months)	2000 Profits: \$339,100 (12 months)
1999 Sales: \$7,961,200	1999 Profits: \$14,300
1998 Sales: \$5,539,300	1998 Profits: \$-47,300
1997 Sales: \$5,756,200	1997 Profits: \$96,100
1996 Sales: \$2,757,900	1996 Profits: \$72,700

**Stock Ticker:** VLO

Employees: 3,180  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$1,266,674	Bonus:	\$3,600,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$345,833	Bonus:	\$375,000

**COMPETITIVE ADVANTAGE:**

Second largest independent U.S. refiner.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y	Y	

**VALLEY NATIONAL GASES INC**[www.vngas.com](http://www.vngas.com)

Industry Group Code: 422720 Ranks within this company's industry group: Sales: 14 Profits: 21

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Natural Gas, Distribution  
Welding Equipment and Supplies  
Fire Protection Equipment

**GROWTH PLANS/SPECIAL FEATURES:**

Valley National Gases is a leading packager and distributor of cylinder and industrial, medical and specialty gases; welding equipment and supplies; propane; and fire protection equipment in ten Mid-Atlantic and Midwestern states. The company's gas operations consist primarily of the packaging and mixing of various specialized gases such as oxygen, nitrogen and argon. The gases are packaged in pressurized cylinders, and distributed to customers from one of the company's 59 distribution and retail locations. The firm owns approximately 475,000 cylinders with useful lives of approximately 30 years. The bulk gases are delivered in cryogenic transports. The company owns approximately 360 cryogenic tanks, which are rented to bulk gas customers. The firm also distributes propane to industrial and residential customers. Valley National Gases owns approximately 18,000 bulk propane tanks. In addition, Valley National Gases markets welding equipment and supplies including welding machines, wires, fluxes, electrodes and supporting equipment. Fire equipment offered by the firm includes fire extinguishers, wet chemical and dry powder suppression systems and clean agents. The company is currently undergoing a rapid acquisition strategy of propane, welding and gas providers. The strategy focuses on acquiring independent distributors in market areas where the company has an existing presence and in new areas where a leading presence is believed attainable. Valley National Gases has completed over 65 acquisitions since the company was founded in 1958. Recent acquisitions by the company include Titan Welding Supply, Burton French, Lee's Gas Supply, Independent Propane and Propane Operations.

**BRANDS/DIVISIONS/AFFILIATES:**

Titan Welding Supply  
Burton French  
Lee's Gas Supply  
Independent Supply  
Propane Operations

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Lawrence E. Bandi, CEO  
Lawrence E. Bandi, Pres.  
John R. Bushwack, Exec. VP/COO  
Robert D. Scherich, CFO  
Michael J. Devitt, VP-Sales

**Phone:** 304-232-1541 **Fax:** 304-233-2812

**Toll-Free:** 800-380-1300

**Address:** 67 43rd Street, Wheeling, WV 26003 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$126,080 (12 months)	2000 Profits: \$3,610 (12 months)
1999 Sales: \$102,271	1999 Profits: \$3,245
1998 Sales: \$95,031	1998 Profits: \$2,953
1997 Sales: \$73,905	1997 Profits: \$- 845
1996 Sales: \$53,612	1996 Profits: \$4,101

**Stock Ticker:** VLG

Employees: 660

Fiscal Year Ends: 6/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$196,661	Bonus:	\$112,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$146,168	Bonus:	\$85,000

**COMPETITIVE ADVANTAGE:**

Leading packager and distributor of industrial and specialty gases.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y	Y	Y	

**VARCO INTERNATIONAL INC**[www.varco.com](http://www.varco.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 69 Profits: 71

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Inspection Services  
Tubular Manufacturer  
Pressure Control Equipment  
Coiled Tubing and Wireline Products

**BRANDS/DIVISIONS/AFFILIATES:**

Smith Fiberglass Products  
Hydra Rig  
MD Totco  
Pressure Control Engineering  
Quality Tubing Inc.  
Scana I.O.S. Desco Asq  
Albin's Enterprises  
Tuboscope, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

George Boyadjieff, CEO  
John F. Lauletta, Pres.  
John F. Lauletta, COO  
Joseph C. Winkler, Exec. VP/CFO  
Kenneth L. Nibling, VP-Human Resources  
Donald L. Stichler, VP/Controller  
James F. Maroney, III, VP/Sec.  
James F. Maroney, III, General Counsel  
Kenneth L. Nibling, VP-Admin.  
Clay C. Williams, VP-Corp. Dev.  
Clay C. Williams, VP-Investor Rel.  
Joseph C. Winkler, Treas.  
Donald L. Stichler, Chief Accounting Officer  
Michael W. Sutherlin, Group Pres.-Rig Products

**Phone:** 713-799-5100 **Fax:** 713-799-1460**Toll-Free:****Address:** 2835 Holmes Road, Houston, TX 77051 US**GROWTH PLANS/SPECIAL FEATURES:**

Varco International, Inc. is a manufacturer of products used in the oil and gas well drilling industry worldwide and a developer of new technologies to enhance the safety and productivity of the drilling process. The firm is a leading manufacturer and supplier of innovative drilling equipment and rig instrumentation, oilfield tubular inspections and internal coating techniques, solids control systems and services and coiled tubing and pressure control equipment. Varco also provides in-service pipeline inspections; manufactures high-pressure fiberglass tubulars; sells and leases advanced in-line inspections equipment to makers of oil tubular goods; and offers quality inspection services to a diverse range of industries. The company markets its products and services for both land and offshore operations. Varco International oversees operations in every major oilfield market in the world, spanning 6 continents and 49 countries. Products offered by the firm include integrated rotating and pipe handling drilling systems, conventional pipe handling tools and pressure control equipment. The Varco e-drill rig operations allow customers to use the Internet to control many of the drilling processes of distant rig operations remotely from desktop computers. The company, formerly Tuboscope Inc., merged with Varco International to create a combined oilfield equipment and services organization in May of 2000. The company is currently engaged in an aggressive expansion strategy, primarily through acquisitions. Recent acquisitions include Smith Fiberglass Products, a producer of premium composite pipe and fittings for application in oil and gas production; Quality Tubing Inc., a manufacturer of coiled tubing; Scana I.O.S. Desco AS, a Norwegian provider of drilling equipment; and Albin's Enterprises, which is involved in the designing, manufacturing, rebuilding, refurbishing, modifying and enhancing of high-pressure nitrogen pumping units and related equipment.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$866,600 (12 months)	2000 Profits: \$21,100 (12 months)
1999 Sales: \$385,500	1999 Profits: \$-7,200
1998 Sales: \$567,700	1998 Profits: \$41,900
1997 Sales: \$366,980	1997 Profits: \$24,542
1996 Sales: \$272,351	1996 Profits: \$14,439

**Stock Ticker:** VRC

Employees: 6,660

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$370,000	Bonus:	\$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$212,000	Bonus:	\$

**COMPETITIVE ADVANTAGE:**

Expanding product line.

**OTHER THOUGHTS:****Apparent Women Officers or Directors:****Hot Spot for Advancement for Women/Minorities:****LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y



**VECTREN CORPORATION**[www.vectren.com](http://www.vectren.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 26 Profits: 33

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.: Y

**TYPES OF BUSINESS:**

Public Utilities  
Utility Services  
Broadband Communications Provider  
Local and Long Distance Telephone Services  
Cable Television  
Energy Services  
Coal Mining and Distribution  
Power Plant By-Products Processing

**BRANDS/DIVISIONS/AFFILIATES:**

Vectren Generation Services  
Vectren Enterprises  
Vectren Resources  
Indiana Gas Company, Inc.  
Southern Indiana Gas and Electric Company  
Vectren Energy Delivery of Indiana  
Vectren Energy Delivery of Ohio  
Southern Indiana Minerals

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Niel C. Ellerbrook, CEO  
Andy Goebel, Pres.  
Andy Goebel, COO  
Jerry A. Benkert, Jr., Exec. VP/CFO  
Dick Lynch, Sr. VP-Human Resources  
Rick Schach, VP/CIO  
Susan Hardwick, VP/Controller  
Ron Christian, Sr. VP/Corp. Sec.  
Ron Christian, General Counsel  
Jerry Ulrey, VP-Planning & Corp. Dev.  
Jeff Whiteside, VP-Corp. Comm.  
Steve M. Schein, VP-Investor Rel.  
Tim Burke, VP/Treas.  
Tom Zabor, VP-Employee Relations  
Tim Hewitt, Pres.-Indiana Gas  
Carl Chapman, Exec. VP/Pres.-Vectren Enterprises  
Gordon Hurst, Exec. VP/Pres.-Utility Group

<b>Phone:</b> 812-465-5300	<b>Fax:</b>
<b>Toll-Free:</b>	
<b>Address:</b> 20 N.W. Fourth St., Evansville, IN 47708 US	

**GROWTH PLANS/SPECIAL FEATURES:**

Vectren Corporation is a public utility holdings company. Through its utility subsidiaries, it provides gas and/or electricity to more than 650,000 customers, covering nearly two-thirds of Indiana. The firm also provides natural gas distribution and transportation services to Dayton, Ohio, as well as 16 counties in west central Ohio. Vectren's utility group is comprised of Southern Indiana Gas and Electricity Co., Indiana Gas Company and Vectren of Ohio. Combined, the company's utilities serve over 1 million customers. Vectren's non-regulated subsidiaries offer energy-related products and services, including energy marketing, performance contracting and air quality services. In addition, the company also offers broadband communications services such as local and long distance telephone service, Internet access and cable television. Vectren also provides non-regulated utility services including underground construction and facilities locating, meter reading, materials management and the mining and sale of coal. The company's Southern Indiana Minerals subsidiary processes power plant combustion by-products and markets these industrial minerals to the paint, coatings and construction industries. The firm's non-regulated business segments are expected to contribute 35 to 40% of Vectren's earnings within five years. Vectren recently announced a realignment of its utility operations by creating a common name for the company's regulated distribution businesses. As part of the alignment, Indiana Gas Co. and Southern Indiana Gas and Electric Co. will begin doing business as Vectren Energy Delivery of Indiana.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,648,700 (12 months)	2000 Profits: \$73,100 (12 months)
1999 Sales: \$1,068,400	1999 Profits: \$91,800
1998 Sales: \$997,700	1998 Profits: \$87,700
1997 Sales: \$963,800	1997 Profits: \$67,700
1996 Sales: \$948,200	1996 Profits: \$86,600

**Stock Ticker:** VVC  
Employees: 2,029  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$470,873	Bonus: \$94,357
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$326,143	Bonus: \$137,000

**COMPETITIVE ADVANTAGE:**

Diversified utility company/Rapid growth in non-regulated businesses.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			



**VERITAS DGC INC**[www.veritasdgc.com](http://www.veritasdgc.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: Profits:

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Seismic Data Acquisition  
Data Processing

**BRANDS/DIVISIONS/AFFILIATES:**

Geophysical Services  
DGC Land  
Land Surveys  
Marine Surveys  
DGC Ltd.  
DGC Asia Pacific Ltd.  
Geoservices Ltd.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

David B. Robson, CEO  
Tim Wells, Pres.  
Tim Wells, COO  
Matt Fitzgerald, Exec. VP/CFO  
Dennis Jordhoy, VP-Corp. Mktg.  
Scott Smith, VP-Human Resources  
Colin Murdoch, VP-Tech.  
Larry Worden, VP/Sec.  
Larry Worden, General Counsel  
Rene Vandenbrand, VP-Bus. Dev.  
Randal Woodruff, Dir.-E-Business  
Mindy Ingle, Investor Rel. Admin.  
Matt Fitzgerald, Treas.  
Neil Catling, VP-Software Dev.  
Ted Mariner, VP-Advanced Software & Hardware Systems  
Anthony Tripodo, Exec. VP/Pres.-NASA Group  
Allan C. Pogach, CFO-NASA Group

**Phone:** 713-512-8300 **Fax:** 713-512-8701**Toll-Free:****Address:** 10300 Town Park Drive, Houston, TX 77072 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$353,100 (12 months)	2000 Profits: \$6,500 (12 months)
1999 Sales: \$388,900	1999 Profits: \$20,300
1998 Sales: \$529,000	1998 Profits: \$67,000
1997 Sales: \$362,700	1997 Profits: \$25,100
1996 Sales: \$250,600	1996 Profits: \$1,300

**Stock Ticker:** VTS

Employees: 3,000  
Fiscal Year Ends: 7/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$338,397	Bonus: \$122,337
Savings Plan: Y	Stock Purch. Plan: Y		Second Exec. Salary: \$265,021	Bonus: \$83,740

**COMPETITIVE ADVANTAGE:**

Ability to provide state-of-the-art, computerized seismic services, including 4-D seismic.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		Y

**VESTAS WIND SYSTEMS**[www.vestas.dk](http://www.vestas.dk)

Industry Group Code: 333611 Ranks within this company's industry group: Sales: 46 Profits: 39

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult/Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Wind Turbine Manufacturing

**GROWTH PLANS/SPECIAL FEATURES:**

Vestas Wind Systems develops, manufactures, sells and markets wind turbines. In an effort to secure and expand its market leadership in the British Islands, the company recently established a Vestas-Celtic Wind Technology, Ltd. subsidiary in Scotland. The 10,000 square meter factory will be located near Campbeltown in Kintyre and will assemble and produce wind turbines and steel towers. Additionally, the firm's Vestas Deutschland GmbH subsidiary has entered into final negotiations with IKB Immobilien Leasing GmbH for the construction of a new blade production plant in Brandenburg, Germany. Although Iran is one of the world's largest exporters of oil, it has gained interest in the exploitation of renewable energy sources. Consequently, Sadid Industrial Group, an Iranian energy company, has awarded Vestas Wind Systems a contract that covers the supply of 123 wind turbines. Moreover, the company's Vestas-International Wind Technology subsidiary recently received an order for the supply and installation of 30 wind turbines at the Instituto Costarricense De Electricidad in Costa Rica. The firm believes that Costa Rica, one of the windiest areas in the world, represents a significant growth opportunity. Elsam has selected the company's Vestas-Scandinavian Wind Technology subsidiary to supply and install wind turbines at Horns Rev in the North Sea. The offshore project at Horns Rev will be one of the world's largest wind power plants with a 160-megawatt generating capacity.

**BRANDS/DIVISIONS/AFFILIATES:**

Vestas-Celtic Wind Technology, Ltd.  
Vestas Deutschland GmbH  
Vestas-International Wind Technology  
Vestas-Scandinavian Wind Technology

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Johannes Poulsen, Managing Dir.  
Johannes Poulsen, Managing Dir.

**Phone:** +45-96-75-25-75 **Fax:** +45-96-75-24-36**Toll-Free:****Address:** Smed Sorensens Vej 5, Ringkobing, DK 6950 Denmark**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for months.

2000 Sales: \$ ( months)  
1999 Sales: \$  
1998 Sales: \$  
1997 Sales: \$  
1996 Sales: \$

2000 Profits: \$ ( months)  
1999 Profits: \$  
1998 Profits: \$  
1997 Profits: \$  
1996 Profits: \$

**Stock Ticker:** Foreign  
Employees: 4,711  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: ESOP Stock Plan: Profit Sharing: Top Exec. Salary: \$ Bonus: \$  
Savings Plan: Stock Purch. Plan: Second Exec. Salary: \$ Bonus: \$

**COMPETITIVE ADVANTAGE:**

Expanding global presence.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
					Y

**VINTAGE PETROLEUM INC**[www.vintagepetroleum.com](http://www.vintagepetroleum.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 5 Profits: 58

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**Cometra Energy Ltd.  
Genesis Exploration Ltd.**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*S. Craig George, CEO  
S. Craig George, Pres.  
William L. Abernathy, Exec. VP/COO  
William C. Barnes, Exec. VP/CFO  
Andy R. Lowe, VP-Mktg.  
Michael F. Meimerstorf, VP/Controller  
Robert W. Cox, VP/General Counsel  
William E. Dozier, Sr. VP-Oper.  
Robert E. Phaneuf, VP-Corp. Dev.  
Larry W. Sheppard, VP-Int'l**Phone:** 918-592-0101 **Fax:** 918-584-7282**Toll-Free:****Address:** 110 West Seventh Street, Tulsa, OK 74119 US**GROWTH PLANS/SPECIAL FEATURES:**

Vintage Petroleum, Inc. is an independent oil and gas company focused on the acquisition of producing oil and gas properties, which contain the potential for increased value through exploitation and development. The company is also engaged in the exploration and development of non-producing properties and the purchase, gathering and marketing of oil and gas. Principal operations of Vintage Petroleum are concentrated in the West Coast, Gulf Coast, East Texas and Mid-Continent areas in the U.S. The firm expanded its North American properties into the western sedimentary basins of Canada by the acquisition of Cometra Energy in 2000. The North American operations account for approximately 60% of production, with that production evenly split between oil and gas. Internationally, the company operates in Argentina, Bolivia and Ecuador, as well as in certain exploration concessions in Yemen and Trinidad. Vintage Petroleum owns interests in approximately 3,500 gross productive wells in the U.S., of which 84% are operated by the company. The firm owns an additional 1,500 gross productive wells worldwide, of which approximately 91% are company-operated. Vintage Petroleum's principal strategy involves acquiring producing oil and gas properties, at favorable prices, with significant profit potential. The company focuses on exploiting, developing and exploring its oil and gas properties in order to maximize production. It recently expanded its Canadian operations with a \$593 million acquisition of Genesis Exploration Ltd. The acquisition creates a more significant exposure to the hydrocarbon-rich provinces of Canada.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$806,200 (12 months)	2000 Profits: \$195,900 (12 months)
1999 Sales: \$502,900	1999 Profits: \$73,400
1998 Sales: \$333,300	1998 Profits: \$-87,700
1997 Sales: \$416,600	1997 Profits: \$55,000
1996 Sales: \$312,100	1996 Profits: \$33,200

**Stock Ticker:** VPI

Employees: 698

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$312,000	Bonus:	\$124,800
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$260,000	Bonus:	\$104,000

**COMPETITIVE ADVANTAGE:**

Strong acquisition program.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:

Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		Y

**WEATHERFORD INTERNATIONAL INC**[www.evi-net.com](http://www.evi-net.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 82 Profits: 64

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Artificial Lift Systems  
Completion Systems

**GROWTH PLANS/SPECIAL FEATURES:**

Weatherford International, Inc., formerly Energy Ventures, Inc. or EVI, is an international manufacturer and supplier of oilfield equipment used in the exploration and production of oil and gas. The company conducts operations in over 50 countries with more than 400 manufacturing, service and sales locations in nearly all of the oil and gas producing regions in the world. The firm's business is divided into three operating divisions. The Drilling and Implementation Services segment provides drilling services and equipment rental, well installation services, cementing products and underbalanced drilling and specialty pipeline services. This division offers a selection of specialized rental equipment and tools for the drilling, completion and workover of oil and gas wells. Its rental equipment and tools include pressure control equipment, fishing and downhole tools, drilling tools and tubular-handling equipment. The Completion Systems division offers a wide range of completion products and services. The principal products offered by this division are packers, sand control systems, expandable systems, flow control, liner hangers, inflatable packers and intelligent well technology. The Artificial Lift Systems segment provides all forms of artificial lift used for the production of oil and gas. Artificial lift systems are installed in oil wells that do not have sufficient reservoir pressure to raise the oil to the surface. This division also offers products and services, which optimize and automate well production management. Weatherford recently acquired CAC, Inc. which is primarily focused on the design, engineering and manufacturing of automation, optimization and control system technologies for onshore and offshore oil and gas production. The firm also acquired Orwell Group, an international provider of oilfield services for drilling, fishing, remediation and marine applications.

**BRANDS/DIVISIONS/AFFILIATES:**

EVI Weatherford, Inc.  
Energy Ventures, Inc.  
Orwell Group  
CAC, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Bernard J. Duroc-Danner, CEO  
Bernard J. Duroc-Danner, Pres.  
Lisa W. Rodriguez, VP-Finance  
Jon R. Nicholson, Sr. VP-Human Resources  
Jon R. Nicholson, Sr. VP-IT  
James N. Parmigiano, VP-Oper. Controller  
Burt M. Martin, VP-Law/Sec.  
Donald R. Galletly, Sr. VP-Comm.  
Donald R. Galletly, Sr. VP-Investor Rel.  
Lisa W. Rodriguez, VP-Accounting  
Gary L. Warren, Sr. VP/Pres.-Drilling & Intervention Services Div.  
E. Lee Colley, III, Sr. VP/Pres.-Artificial Lift Systems Div.  
Mark E. Hopmann, Sr. VP/Pres.-Completion Services Div.

Phone: 713-693-4000 Fax: 713-693-4323

Toll-Free:

Address: 515 Post Oak Blvd., Suite 600, Houston, TX 77027 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,814,300 (12 months)	2000 Profits: \$-42,400 (12 months)
1999 Sales: \$1,240,200	1999 Profits: \$-20,900
1998 Sales: \$2,010,700	1998 Profits: \$64,800
1997 Sales: \$478,020	1997 Profits: \$31,973
1996 Sales: \$351,587	1996 Profits: \$11,311

**Stock Ticker: WFT**

Employees: 11,900  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$625,003	Bonus: \$1,025,316
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$387,506	Bonus: \$505,810

**COMPETITIVE ADVANTAGE:**

World's fourth largest oilfield service firm.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y

# WEST PENN POWER COMPANY

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 35 Profits: 44

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Electricity Transmission and Distribution

## BRANDS/DIVISIONS/AFFILIATES:

Allegheny Energy, Inc.  
Allegheny Energy Supply  
Allegheny Power

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Alan J. Noia, CEO  
Alan J. Noia, Pres.  
Thomas J. Kloc, VP/Controller  
Marleen L. Brooks, Corp. Sec.  
Regis F. Binder, Treas.  
Jay S. Pifer, Pres.  
Michael P. Morrell, VP  
Thomas K. Henderson, VP  
Victoria V. Schaff, VP

Phone: 724-837-3000 Fax: 724-838-6009

Toll-Free:

Address: 800 Cabin Hill Drive, Greensburg, PA 15601 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,045,600 (12 months)	2000 Profits: \$102,400 (12 months)
1999 Sales: \$1,354,200	1999 Profits: \$127,600
1998 Sales: \$1,078,700	1998 Profits: \$-162,800
1997 Sales: \$1,082,200	1997 Profits: \$134,700
1996 Sales: \$1,089,100	1996 Profits: \$88,500

Stock Ticker: WQP

Employees: 4,923

Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$600,000	Bonus: \$600,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$270,000	Bonus: \$304,400

## COMPETITIVE ADVANTAGE:

Growth in non-regulated areas.

## OTHER THOUGHTS:

Apparent Women Officers or Directors: 2

Hot Spot for Advancement for Women/Minorities: Y

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

**GROWTH PLANS/SPECIAL FEATURES:**

West Penn Power Company, a wholly owned subsidiary of Allegheny Energy, Inc., provides electricity to more than 681,000 customers. The company operates its electric distribution system in southwestern and central Pennsylvania, and is currently doing business under the trade name Allegheny Power. For 2000, the company's revenues accounted for 42% of Allegheny Energy's total customer sales. West Penn's service area covers an area of approximately 9,900 square miles with a population of about 1,400,000. This area has navigable waterways and substantial deposits of bituminous coal, limestone and other natural resources. The company's principal industrial customers produce steel, coal, fabricated products and glass and account for approximately one-fifth of the firm's revenues. West Penn primarily distributes electricity to small cities and communities. The company's 10 largest communities have populations ranging from 11,000 to 38,900. Late in 1999, West Penn transferred its generation assets to Allegheny Energy Supply, which owns and operates the generating assets of several utilities of Allegheny Energy in Maryland, Pennsylvania and West Virginia. In 2000, Pennsylvania deregulated the energy sector allowing the company's customers to choose from energy suppliers. Despite this, electric energy supplied to West Penn customers by alternative energy suppliers declined for that year.



**WESTCOAST ENERGY INC**[www.westcoastenergy.com](http://www.westcoastenergy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 6 Profits: 11

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Natural Gas  
Power Generation  
Energy Infrastructure Projects  
Natural Gas Transmission & Field Services  
Energy Management Services  
Gas Distribution  
Pipelines  
Retail Energy Equipment and Services

**BRANDS/DIVISIONS/AFFILIATES:**

BC Pipeline  
Union Gas  
Union Energy  
Engage Energy Canada  
Maritimes & Northeast Pipeline  
Empire State Pipeline  
St. Clair Pipeline  
Westcoast Gas Services

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Michael E.J. Phelps, CEO  
Robert T. Reid, Exec. VP/COO  
Graham M. Wilson, Exec. VP/CFO  
Bohdan Bodnar, VP-Human Resources  
Kenneth E. Rekrutiak, Sr. VP/CIO  
David G. Unruh, Corp. Sec.  
David G. Unruh, Sr. VP-Law  
Bohdan Bodnar, VP-Admin.  
Eric L. Schwitzer, Sr. VP-Strategic Dev.  
Bob Foulkes, VP-Corp. Comm.  
Tom Merinsky, Mgr.-Investor Rel.  
P. Wayne Soper, Sr. VP-External Rel.  
Graham M. Wilson, CEO-Services  
D. Michael G. Stewart, Exec. VP-Bus. Dev.  
Jeffrey M. Myers, Pres.-Westcoast Power, Inc.

**Phone:** 604-488-8000 **Fax:** 604-488-8500**Toll-Free:****Address:** 1333 West Georgia Street, Vancouver, BC V6E 3K9  
Canada**GROWTH PLANS/SPECIAL FEATURES:**

Westcoast Energy is one of the largest North American players in the natural gas industry. The company operates a \$15 billion network of natural gas gathering, processing, transmission, storage and distribution assets, as well as electric power generation, international, financial, information technology and energy services businesses. The firm has operations across North America, and more than one million natural gas distribution customers throughout Canada. Westcoast Energy conducts operations in six business segments: Transmission & Field Services, Gas Distribution, Power Generation, International, Services and Business Development. The Transmission & Field Services businesses consist of a system of natural gas gathering, processing and transmission facilities that move natural gas throughout North America via strategic pipeline connections. Businesses in this segment include BC Pipeline, Empire State Pipeline and St. Clair Pipeline. Westcoast Energy's Gas Distribution businesses serve 1.2 million customers in Ontario, Quebec, British Columbia and the Central and Eastern U.S. with cost-effective gas delivery, storage and transmission. Major operating units in this division include Union Gas, Central Gas British Columbia and Pacific Northern Gas. The firm's Power Generation segment develops strategic power generation projects in areas where the company has a marketing presence. The International division is involved in significant energy infrastructure projects in Mexico, China and Indonesia. The operating businesses in the firm's Services division provide retail energy equipment and service, customer information management, financing, energy and natural gas management and electric power marketing services. Business Development operating units include energy projects currently under development such as the Millennium Pipeline Project, a 611-kilometer pipeline to move 700 million cubic feet of natural gas per day of natural gas from Ontario to New York City and other eastern U.S. markets.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$5,799,900 (12 months)	2000 Profits: \$217,600 (12 months)
1999 Sales: \$4,057,600	1999 Profits: \$114,600
1998 Sales: \$4,777,200	1998 Profits: \$124,400
1997 Sales: \$4,735,800	1997 Profits: \$148,300
1996 Sales: \$3,157,400	1996 Profits: \$135,400

**Stock Ticker: WE**  
Employees: 5,455  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan: Y		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

One of the largest gas companies in North America.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:** Y

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y		Y		Y	Y

**WESTERN GAS RESOURCES INC**[www.westerngas.com](http://www.westerngas.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 59 Profits: 61

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Pipelines  
Gas Marketing  
Gas Well Operation

**BRANDS/DIVISIONS/AFFILIATES:****CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Lanny Outlaw, CEO  
Lanny Outlaw, Pres.  
William J. Krysiak, VP-Finance  
John F. Chandler, Sr. VP-Marketing and Production  
David D. Keanini, VP-Eng., Environmental & Safety  
John C. Walter, Exec. VP/Corp. Sec.  
John C. Walter, General Counsel  
Edward A. Aabak, Sr. VP-Oper.  
Burton J. Jones, VP-Bus. Dev. & Land  
Vance S. Blalock, Treas.  
Brian E. Jeffries, VP-Gas Mktg.  
Jeffrey E. Jones, VP-Production  
John F. Chandler, Sr. VP-Bus. Dev.

**Phone:** 303-452-5603 **Fax:** 303-457-8482

**Toll-Free:** 800-933-5603

**Address:** 12200 N. Pecos Street, Denver, CO 80234 US

**GROWTH PLANS/SPECIAL FEATURES:**

Western Gas Resources, Inc. is an independent gas gatherer and processor, transporter, producer and energy marketer, providing a full range of services to its customers from the wellhead to the delivery point. The company designs, constructs, owns and operates natural gas gathering, processing, treating and storage facilities in major gas-producing basins in the Rocky Mountain, Mid-Continent, Gulf Coast and Southwestern regions of the United States. Western Gas operates in 7 basins through 17 gathering, processing and treating facilities. The company connects producers' wells to its gathering systems for delivery to its processing or treating plants, processes the natural gas to extract natural gas liquids and treats the natural gas in order to meet pipeline specifications. The firm markets gas and NGLs nationwide and in Canada, providing risk management, storage, transportation, scheduling, peaking and other services to a variety of customers. The company explores and develops certain producing properties, primarily in Wyoming, Louisiana and Texas, in support of its existing facilities and to expand into new producing areas. Through a strategic partnership, Western Gas is the largest producer of coal bed methane in the Powder River Basin of Northeast Wyoming, one of the most active natural gas developments in the U.S. The company expects that the Powder River Basin development will offer the largest potential for growth over the next two years. Historically, Western Gas has expanded through a number of strategic acquisitions, joint ventures, internal project developments and increased marketing activity. The company recently began unloading non-core businesses including its Pinnacle Gas Treating subsidiary and its Blake Lake Unit of processing and treating facilities in Louisiana. President and CEO Lanny Outlaw retires as of November, 2001.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,268,500 (12 months)	2000 Profits: \$56,100 (12 months)
1999 Sales: \$1,896,900	1999 Profits: \$-17,100
1998 Sales: \$2,105,900	1998 Profits: \$-67,200
1997 Sales: \$2,078,073	1997 Profits: \$17,502
1996 Sales: \$1,249,517	1996 Profits: \$-21,539

**Stock Ticker:** WGR

Employees: 616

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$425,000	Bonus:	\$172,500
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary:	\$255,000	Bonus:	\$103,500

**COMPETITIVE ADVANTAGE:**

Focus on gas gathering and marketing.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		Y

**WESTERN RESOURCES INC**[www.wstnres.com](http://www.wstnres.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 5 Profits: 5

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y			Y

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Security Systems  
Gas Utility  
Wireless Communication Services

**GROWTH PLANS/SPECIAL FEATURES:**

Western Resources, Inc. is a publicly traded holding company. The company's primary business activities are providing electric generation, transmission and distribution services to approximately 635,000 customers in Kansas; providing security alarm monitoring services to approximately 1.5 million customers located throughout the United States and Europe; providing natural gas transmission and distribution services to approximately 1.4 million customers in Oklahoma and Kansas through its investment in ONEOK, Inc.; and investing in international power projects. The firm also provides electric energy at wholesale to the electric distribution systems of 65 communities and 4 rural electric cooperatives in Kansas. Rate regulated electric service is provided by KPL, a division of the company, and Kansas Gas and Electric Company, a wholly-owned subsidiary. Security services are primarily provided by Protection One, Inc., and other wholly owned subsidiaries collectively referred to as Protection One Europe. The firm's Westar Communications provides Kansans with wireless communications services to suit a wide variety of business or individual needs. Western Resources is currently installing a new combustion turbine generator with a capacity of approximately 154 megawatts. Further energy generating projects are in development as the firm expects its customers' electricity needs to increase over the next several years. The company also holds a 40% interest in a 500 megawatt combined cycle generating plant that began commercial operation in mid-2001.

**BRANDS/DIVISIONS/AFFILIATES:**

Kansas Gas and Electric Co.  
Protection One, Inc.  
KPL  
ONEOK, Inc.  
Westar Communications

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

David C. Wittig, CEO  
David C. Wittig, Pres.  
James A. Martin, Sr. VP-Finance  
Anita J. Hunt, VP-IT  
Leroy P. Wages, Controller  
Richard D. Terrill, Exec. VP/General Counsel  
Carl M. Koupal, Jr., Exec. VP/Chief Admin. Officer  
Paul R. Geist, VP-Corp. Dev.  
Carl A. Ricketts, VP-Investor Rel.  
James A. Martin, Treas.  
Douglas T. Lake, Exec. VP/Chief Strategic Officer  
Lori A. Finney, Pres.-Westar Communications  
Caroline A. Williams, VP-Customer Service  
Peggy S. Loyd, VP-Financial Service

Phone: 785-575-6300 Fax: 785-575-6596

Toll-Free:

Address: 818 Kansas Ave., Topeka, KS 66612 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$2,368,500 (12 months)	2000 Profits: \$136,500 (12 months)
1999 Sales: \$2,036,200	1999 Profits: \$12,400
1998 Sales: \$2,034,100	1998 Profits: \$47,800
1997 Sales: \$2,046,819	1997 Profits: \$154,111
1996 Sales: \$1,572,071	1996 Profits: \$168,257

**Stock Ticker: WR**  
Employees: 8,300  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$303,400	Bonus: \$1,171,170
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$290,740	Bonus: \$427,078

**COMPETITIVE ADVANTAGE:**

Growth in non-regulated businesses.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 5  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y	Y			Y

# WESTMORELAND COAL COMPANY

[www.westmorelandcoal.com](http://www.westmorelandcoal.com)

Industry Group Code: 212110 Ranks within this company's industry group: Sales: 68 Profits: 66

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

## TYPES OF BUSINESS:

Coal Mining  
Power Plants  
Coal Storage and Loading

## BRANDS/DIVISIONS/AFFILIATES:

Westmoreland Energy  
Westmoreland Resources  
Westmoreland Coal Sales Co.  
Westmoreland Technical Services, Inc.  
Westmoreland Terminal Company

## CONTACTS: *Note: Officers with more than one job title may be intentionally listed here more than once.*

Christopher K. Seglem, CEO  
Christopher K. Seglem, Pres.  
Robert J. Jaeger, Sr. VP-Finance  
Michael W. Lepchitz, VP/General Counsel  
Gregory S. Woods, VP-Eastern Oper.  
Robert J. Jaeger, Treas.  
Edward J. Demeter, Pres.-Westmoreland Coal Sales Co.  
Edward J. Demeter, Pres.-Westmoreland Technical Services, Inc.  
Micahel W. Lepchitz, Pres.-Westmoreland Energy, Inc.  
Gregory S. Woods, Exec. VP-Westmoreland Energy, Inc.

Phone: 719-442-2600 Fax: 719-448-5824

Toll-Free:

Address: 2 North Cascade Avenue, 14th Floor, Colorado Springs, CO 80903 US

## FINANCIALS: Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$65,600 (12 months)	2000 Profits: \$ 300 (12 months)
1999 Sales: \$71,600	1999 Profits: \$8,600
1998 Sales: \$108,600	1998 Profits: \$-6,500
1997 Sales: \$65,800	1997 Profits: \$28,200
1996 Sales: \$60,300	1996 Profits: \$38,300

Stock Ticker: WLB  
Employees: 31  
Fiscal Year Ends: 12/31

## SALARIES/BENEFITS:

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$334,802	Bonus: \$454,899
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$186,830	Bonus: \$88,931

## COMPETITIVE ADVANTAGE:

Growth through acquisitions.

## OTHER THOUGHTS:

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

## LOCATIONS: ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y				Y	

## GROWTH PLANS/SPECIAL FEATURES:

Westmoreland Coal Company is primarily involved in the production and sale of coal. Westmoreland Resources, Inc. (WRI), owned 80% by the company and 20% by Washington Group International, operates one large surface mine on approximately 15,000 acres of coal reserves in the Powder River Basin of Eastern Montana. WRI shipped about 5 million tons of coal in 2000. Northern State Power and Western Fuels Association, Westmoreland Coal's two largest customers, accounted for 92% of the coal revenues in 2000. The company is now in the process of acquiring new coal operations. Recently, Westmoreland Coal purchased the coal assets of Knife River Corporation, a subsidiary of MDU Resources Group, Inc. The company also recently acquired the coal business of the Montana Power Company. In addition to coal production and distribution, the firm owns and manages interests in independent power projects through its Westmoreland Energy (WEI) subsidiary. Independent power projects sell electricity through long-term power contracts to utilities, or in some cases, to large industrial users. WEI currently has interests in seven such power projects. Recently, the company sold its interests in three Virginia power projects to Dominion Virginia Power. Westmoreland Terminal Company, a wholly owned subsidiary, owns a 20% interest in Dominion Terminal Associates, which owns a coal storage and vessel-loading facility in Newport News, Virginia.

**WESTPORT RESOURCES CORP**[www.westportresourcescorp.com](http://www.westportresourcescorp.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 78 Profits: 70

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**BRANDS/DIVISIONS/AFFILIATES:**

Belco Oil &amp; Gas Corp.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Donald D. Wolf, CEO  
 Barth E. Whitman, Pres.  
 Barth E. Whitman, COO  
 E. Lon McCain, VP/CFO  
 Brian K. Bess, VP-Eng.  
 Barth E. Whitman, Corp. Sec.  
 Howard Boigon, VP/General Counsel  
 Lynn S. Belcher, VP-Bus. Dev.  
 Kenneth D. Anderson, VP-Accounting  
 Robert R. McBride, VP-Gulf of Mexico

**Phone:** 303-573-5404 **Fax:** 303-573-5609**Toll-Free:****Address:** 410 17th Street, Suite 2300, Denver, CO 80202 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$220,000 (12 months)	2000 Profits: \$43,500 (12 months)
1999 Sales: \$73,800	1999 Profits: \$-3,100
1998 Sales: \$51,500	1998 Profits: \$-49,400
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** WRC

Employees: 97

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$323,396	Bonus: \$100,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$224,251	Bonus: \$65,000

**COMPETITIVE ADVANTAGE:**

Merger with Belco.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:

Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		



**WGL HOLDINGS INC**[www.wglholdings.com](http://www.wglholdings.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 36 Profits: 40

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Natural Gas Utility  
Energy Marketing  
Consumer Financing  
Energy Systems Design and Engineering  
Residential and Light Commercial Services  
Air Conditioning  
Plumbing  
Heating

**BRANDS/DIVISIONS/AFFILIATES:**

Washington Gas Light Company  
Hampshire Gas Company  
Washington Gas Resources Corp.  
Crab Run Gas Company  
Primary Investors, LLC  
Washington Gas Credit Corp.  
Washington Gas Energy Services  
Brandywood Estates, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

James H. DeGraffenreidt, Jr., CEO  
James H. DeGraffenreidt, Jr., Pres.  
Frederic M. Kline, VP/CFO  
Robert A. Sykes, VP-Human Resources  
Lisa M. Metcalfe, VP/CIO  
Robert E. Tuoriniemi, Controller  
Douglas V. Pope, Corp. Sec.  
Beverly J. Burke, VP/General Counsel  
James B. White, VP-Bus. Dev.  
Roberta W. Sims, VP-Corp. Rel. & Comm.  
Shelley C. Jennings, Treas.  
Elizabeth M. Arnold, VP-Corp. Strategy and Internal Audit  
Adrian P. Chapman, VP-Regulatory Affairs and Energy Acquisition  
Richard J. Cook, VP-Construction and Tech. Support  
Richard L. Fisher, VP-Delivery Services

**Phone:** 703-750-2000 **Fax:** 703-750-4858**Toll-Free:****Address:** 110 H Street, NW, Washington, DC 20080 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,249,200 (12 months)	2000 Profits: \$84,600 (12 months)
1999 Sales: \$1,112,200	1999 Profits: \$68,800
1998 Sales: \$1,143,500	1998 Profits: \$68,600
1997 Sales: \$1,055,800	1997 Profits: \$82,000
1996 Sales: \$969,800	1996 Profits: \$81,600

**Stock Ticker:** WGL  
Employees: 1,834  
Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$444,000	Bonus: \$320,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$208,000	Bonus: \$103,000

**COMPETITIVE ADVANTAGE:**

Diversified services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 6  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
				Y	

**W-H ENERGY SERVICES INC**[www.whes.com](http://www.whes.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 28 Profits: 50

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
				Y	Y

**TYPES OF BUSINESS:**

Diversified Oilfield Services  
Drilling Products and Services  
Completion & Workover Products and Services  
Maintenance & Safety Products and Services  
Rental Tools  
On-Site Cleaning  
Waste Management  
Safety Equipment

**BRANDS/DIVISIONS/AFFILIATES:**

Thomas Tools  
Pathfinder Energy Services, Inc.  
Thomas Energy Services, Inc.  
Integrity Industries, Inc.  
Perf-O-Log, Inc.  
Agri-Empresa, Inc.  
Charles Holston, Inc.  
Well Safe, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Kenneth T. White, Jr., CEO  
Kenneth T. White, Jr., Pres.  
Jeffrey L. Tepera, VP/CFO  
Ernesto Bautista, III, VP/Corp. Controller  
Jeffrey L. Tepera, Corp. Sec.  
William J. Thomas, III, VP/Pres.-Pathfinder Energy Services, Inc.  
William J. Thomas, III, CEO-Thomas Energy Services, Inc.  
Stephen T. Goree, Pres.-Agri-Empresa

Phone: 713-974-9071 Fax: 713-974-7029

**Toll-Free:**

Address: 10370 Richmond Ave., Suite 990, Houston, TX 77042 US

**GROWTH PLANS/SPECIAL FEATURES:**

W-H Energy Services, Inc. is a diversified oilfield service company that provides products and services used primarily in the drilling, completion and production of oil and natural gas wells. The company's principal operations are currently focused offshore in the Gulf of Mexico and in the North Sea, and onshore along the Gulf Coast. Since its formation in 1999, the company has expanded its product and service offerings through a combination of stock and asset acquisitions, internal growth and research and development. W-H Services operates in three primary lines of business: Drilling, Completion & Workover and Maintenance & Safety. The firm's drilling segment involves drilling-related products and services, including logging-while-drilling (LWD), measurement-while-drilling (MWD), rental tools, downhole drilling motors and drilling fluids. Subsidiaries in this segment include Thomas Tools, Drill Motor Services, Integrity Industries, Grinding and Sizing Company, Agri-Empresa, Pathfinder Energy Services and Dyna-Drill Technologies. The Completion & Workover segment consists of related products and services such as cased-hole wireline logging and perforating, polymers and specialty chemicals and tubing. Subsidiaries of this segment include Perf-O-Log, Diamond Wireline Services and Thomas Tubing. The third business segment includes various maintenance and safety related products and services such as integrated on-site cleaning, waste management and safety equipment. Companies in this segment consist of Charles Holston, Inc. and Well Safe. WH Energy Services is currently expanding its international operations into areas such as Brazil, the Caspian Sea, Italy and the Middle East.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$230,000 (12 months)	2000 Profits: \$- 700 (12 months)
1999 Sales: \$127,600	1999 Profits: \$-15,200
1998 Sales: \$90,300	1998 Profits: \$1,400
1997 Sales: \$59,800	1997 Profits: \$-5,700
1996 Sales: \$10,100	1996 Profits: \$ 700

**Stock Ticker: WHES**

Employees: 1,015  
Fiscal Year Ends: 9/30

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$288,462	Bonus: \$300,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$222,917	Bonus: \$250,000

**COMPETITIVE ADVANTAGE:**

Highly diversified oil field services company.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y		Y

**WILLBROS GROUP INC**[www.willbros.com](http://www.willbros.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 17 Profits: 25

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y		Y	Y

**TYPES OF BUSINESS:**

Diversified Oilfield Services  
Engineering Services  
Construction Services  
Specialty Services  
Pipelines  
Field Services  
Project Management  
Feasibility Studies

**BRANDS/DIVISIONS/AFFILIATES:**

Willbros USA, Inc.  
Willbros International, Inc.  
Willbros Engineering, Inc.  
Rogers and Phillips, Inc.  
The Oman Construction Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Larry J. Bump, CEO  
Michael F. Curran, Pres.  
Michael F. Curran, COO  
Warren L. Williams, VP-Finance/CFO  
John N. Hove, Corp. Sec.  
John N. Hove, General Counsel  
John K. Allcorn, Sr. VP  
Bradley W. Sitton, VP-Willbros USA, Inc.  
Arthur J. West, VP-Willbros Int'l, Inc.  
James R. Beasley, Pres.-Willbros Engineers, Inc.

**Phone:** +507-263-9282 **Fax:** +507-263-9294**Toll-Free:****Address:** Plaza Bancomer Bldg., 50th St., 8th Fl., Panama City 5, Apartado 6307 Panama**GROWTH PLANS/SPECIAL FEATURES:**

Willbros Group Inc. is one of the leading independent contractors serving the oil and gas industry, providing construction, engineering and specialty services to private industry and government entities worldwide. Construction services include the building and replacement of major pipelines and gathering systems, flow stations, pump stations, gas compressor stations, gas processing facilities, oil and gas production facilities, piers, dock facilities and bridges. The company utilizes a large fleet of company-owned equipment including marine vessels, barges, dredges, pipelaying equipment and transportation equipment. Engineering services include feasibility studies, conceptual and detailed design, field services, material procurement and overall project management. Specialty services include dredging, pipe coating, pipe double jointing, removal and installation of flowlines, fabrication of piles, marine heavy-lift services, oilfield services and transport of oilfield equipment, rigs and vessels. The company has completed numerous landmark projects around the world, and has been employed by more than 400 clients to carry out work in over 50 countries. The firm has a strong global presence with permanent operating subsidiaries in Nigeria, Oman, Venezuela, Indonesia and the U.S. The company recently announced that a subsidiary of one of its operating units, Willbros Engineers, was awarded a contract by the U.S. Defense Energy Support Center to build, own and operate an automated fuel dispensing facility at Fort Stewart, Georgia. The facility will provide petroleum products to government vehicles and is scheduled to be operational by February 2002.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$314,300 (12 months)	2000 Profits: \$-15,600 (12 months)
1999 Sales: \$176,600	1999 Profits: \$20,000
1998 Sales: \$281,600	1998 Profits: \$-4,400
1997 Sales: \$251,900	1997 Profits: \$14,100
1996 Sales: \$197,700	1996 Profits: \$2,700

**Stock Ticker:** WG

Employees: 2,200  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$319,333	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$257,008	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Leading independent contractor for oil field services.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y				Y

**WILLIAMS COMPANIES INC (THE)**[www.williams.com](http://www.williams.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 15 Profits: 14

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil & Gas, Exploration and Production  
Pipelines  
Propane

**GROWTH PLANS/SPECIAL FEATURES:**

The Williams Companies, Inc., through its subsidiaries, delivers innovative, reliable products and services through its extensive network of energy-distributing pipelines and comprehensive energy services (including commodity trading and risk management). The firm is primarily engaged in the transportation and storage of natural gas and related activities through the ownership and operation of five interstate natural gas pipelines and several pipeline joint ventures. Williams is also involved in the exploration and production of oil and gas with approximately 1.2 trillion cubic feet equivalent of natural gas reserves located primarily in Colorado, New Mexico and Wyoming. Other energy-related operations of the company include natural gas liquids transportation through the ownership and operation of approximately 14,300 miles of natural gas liquids pipeline; light hydrocarbon/olefin transportation through 300 miles of pipeline in Southern Louisiana; and natural gas gathering, processing and treating activities through the ownership and operation of 11,300 miles of gathering lines. In addition, the firm owns 11 natural gas treating plants and 17 natural gas processing plants located throughout the U.S. and Canada and two petroleum products refineries. The company's marketing efforts include the operation of 31 convenience stores and 50 travel centers as well as energy commodity marketing. Moreover, Williams, through its subsidiaries, directly invests in energy products in South America, Lithuania and Canada as well as energy and infrastructure development in Asia and Latin America. In May 2001, the firm completed a merger agreement with Barrett Resources Corp., an independent natural gas and crude oil exploration and production company. Under the terms of the agreement, Williams acquired Barrett Resources for approximately \$2.8 billion. In addition, the firm purchased Encal Energy.

This business-casual workplace supports ongoing employee development training and offers health club reimbursement.

**BRANDS/DIVISIONS/AFFILIATES:**

Williams Energy Partners  
MAPCO  
Mid-America Pipeline Company  
Interstate Natural Gas Pipelines  
Barrett Resources Corporation  
VYVX, Inc.  
Thermogas Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Keith E. Bailey, CEO  
Keith E. Bailey, Pres.  
Jack D. McCarthy, Sr. VP-Finance/CFO  
Michael P. Johnson, Sr. VP-Human Resources  
Gary R. Belitz, Controller/Chief Acct. Officer  
William G. von Glahn, Sr. VP/General Counsel  
Mark D. Wilson, VP-Corp. Dev.  
Jim L. Gipson, Jr., VP-Corp. Comm.  
Richard D. Rodekahr, VP-Investor Relations  
James G. Ivey, Treas.  
Howard E. Janzen, Pres./CEO, Williams Communications  
Steven J. Malcolm, Exec. VP  
Cuba Wadlington Jr., Exec. VP  
Alfred M. Flusche Jr., VP-Planning

**Phone:** 918-573-2000 **Fax:** 918-573-6714

**Toll-Free:** 800-945-5426

**Address:** 1 Williams Center, Tulsa, OK 74172 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$10,389,000 (12 months)	2000 Profits: \$524,300 (12 months)
1999 Sales: \$7,161,500	1999 Profits: \$221,400
1998 Sales: \$6,019,400	1998 Profits: \$122,300
1997 Sales: \$8,249,500	1997 Profits: \$351,400
1996 Sales: \$6,849,000	1996 Profits: \$459,800

**Stock Ticker:** WMB  
Employees: 24,100  
Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$500,000	Bonus: \$446,393
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$500,000	Bonus: \$446,393

**COMPETITIVE ADVANTAGE:**

Diversified data, network and systems services/Acquisition of Barrett Resources.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 5  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



**WILLIAMS ENERGY PARTNERS**[www.williamsenergy.com](http://www.williamsenergy.com)

Industry Group Code: 486210 Ranks within this company's industry group: Sales: 51 Profits: 56

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Pipelines-Petroleum, Storage and Distribution Services  
Injection Services  
Ammonia Pipeline  
Gasoline Storage and Distribution  
Jet Fuel and Low Sulfur Diesel Storage and Distribution

**BRANDS/DIVISIONS/AFFILIATES:**

The Williams Companies

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Steven J. Malcolm, CEO  
Phillip D. Wright, Pres.  
Phillip D. Wright, COO  
Don R. Wellendorf, Sr. VP/CFO  
Craig R. Rich, General Counsel  
Don R. Wellendorf, Treas.  
Jay A. Wiese, VP-Terminal Services & Dev.

**Phone:** 918-573-2000 **Fax:** 918-573-6714

**Toll-Free:**

**Address:** 1 Williams Center, Tulsa, OK 74172 US

**GROWTH PLANS/SPECIAL FEATURES:**

Williams Energy Partners was formed by The Williams Companies, Inc. to own, operate and acquire a diversified portfolio of complementary energy assets. The company is principally engaged in the storage, transportation and distribution of refined petroleum products and ammonia. Williams Energy Partners owns and operates four marine terminals, which are petroleum product terminal facilities located along the Gulf Coast and near the New York harbor. The marine terminals are large storage and distribution facilities that provide inventory management as well as storage and distribution services for refiners and other large end-users of petroleum products. The terminals have an aggregate storage capacity of approximately 17.6 million barrels, and store products such as refined petroleum products, blendstocks, heavy oils and feedstocks. The marine terminal facilities also provide ancillary services including heating, blending and mixing of stored products and injection services, which involves injecting refined petroleum products with additives and dyes to comply with government regulations. The firm also operates 24 petroleum product terminals located principally in the southeastern U.S. The terminals contain an aggregate storage capacity of 4.3 million barrels and primarily house gasoline as well as distillates such as low sulfur diesel and jet fuel. The terminals typically consist of multiple storage tanks that are connected to third-party pipelines. In addition, the company owns and operates an ammonia pipeline and terminals system, which extends roughly 1,100 miles from Texas and Oklahoma to Minnesota. The ammonia transported is primarily used as a nitrogen fertilizer, which is an essential nutrient for plant growth and high crop yields. Recently, the company completed the purchase of two petroleum distribution facilities in Little Rock, Arkansas.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$72,500 (12 months)	2000 Profits: \$3,000 (12 months)
1999 Sales: \$44,400	1999 Profits: \$6,800
1998 Sales: \$20,800	1998 Profits: \$5,800
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** WEG

Employees: 186

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Pipeline arm of The Williams Companies.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors:  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	



**WISCONSIN ENERGY CORPORATION**[www.wisenergy.com](http://www.wisenergy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 98 Profits: 107

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration:	Refining:	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production:	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
 Gas Utility  
 Steam Utility  
 Water Utility  
 Emergency Power Generator Systems  
 Water Heaters and Softeners Leasing  
 Real Estate Development  
 Equipment Manufacturing

**BRANDS/DIVISIONS/AFFILIATES:**

Wisconsin Gas  
 Wisconsin Electric  
 Wispark Corporation  
 Wisvest Corporation  
 Northern Tree Service  
 Edison Sault Electric Company  
 PowerNow  
 WICOR Industries

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Richard A. Abdoo, CEO  
 Richard A. Abdoo, Pres.  
 Paul Donovan, Sr. VP/CFO  
 Arthur Zintek, VP-Human Resources  
 Elaine R. Davis, VP/CIO  
 Stephen P. Dickson, Controller  
 Thomas H. Fehring, Corp. Sec.  
 Larry Salustro, Sr. VP/General Counsel  
 Jeffrey P. West, Treas.  
 Richard R. Grigg, Sr. VP  
 James R. Klauser, Sr. VP  
 Kristine M. Krause, VP-Environmental  
 Richard J. White, VP

Phone: 414-221-2345 Fax: 414-221-2008

Toll-Free:

Address: 231 West Michigan Street, Milwaukee, WI 53203 US

**GROWTH PLANS/SPECIAL FEATURES:**

Wisconsin Energy Corporation is a diversified holding company that conducts business in three operating segments: utility, non-utility and manufacturing. The company's utility energy segment consists of electric, gas, water and steam utilities in Wisconsin and Michigan. Companies in this segment include Wisconsin Electric, which serves more than one million retail electric customers, 400,000 gas customers and 450 steam customers in portions of Wisconsin and the Upper Peninsula of Michigan. Wisconsin Gas engages in natural gas distribution for about 2 million customers throughout the state. Wisconsin Gas Water Services, a water utility company, purchases and pumps water through its pipe distribution system to about 2,000 domestic and commercial customers. PowerNow, a non-regulated business, markets, sells, installs and services emergency power generator systems. Edison Sault Electric Company serves electric energy to nearly 22,000 customers throughout Michigan's Eastern Upper Peninsula. Northern Tree Service provides tree cleaning and trimming of utility right-of-ways primarily in Michigan. Wisconsin Gas Leasing Services leases water heaters and softeners. The firm's non-utility segment is primarily involved in stimulating economic growth in the utility territories and includes Wispark Corporation, which develops and invests in real estate including business parks, industrial buildings and mixed-use projects. The segment also includes Wisvest Corporation, which invests in energy-related business and develops, owns and operates energy-related projects; and Minergy, a developer and marketer of technologies designed to convert industrial and municipal wastes into value-added products. The manufacturing segment consists of WICOR Industries, a holding company whose three major subsidiaries manufacture pumps, water treatment products and fluid-handling equipment. Wisconsin Energy also partners with business affiliates for nuclear generation management, electric transmission services and natural gas pipelines.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$3,354,700 (12 months)	2000 Profits: \$154,200 (12 months)
1999 Sales: \$2,272,700	1999 Profits: \$209,000
1998 Sales: \$1,979,900	1998 Profits: \$188,100
1997 Sales: \$1,773,820	1997 Profits: \$218,135
1996 Sales: \$1,770,484	1996 Profits: \$234,034

**Stock Ticker: WEC**

Employees: 10,191

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary:	\$657,000	Bonus:	\$723,168
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary:	\$407,500	Bonus:	\$358,559

**COMPETITIVE ADVANTAGE:**

Holding company for electric and gas operations.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 2  
 Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS: ("Y" = Yes)**

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			

**WISER OIL COMPANY (THE)**[www.wiseroil.com](http://www.wiseroil.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 1 Profits: 2

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Y Y Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil &amp; Gas, Exploration and Production

**GROWTH PLANS/SPECIAL FEATURES:**

The Wiser Oil Company is an independent energy company engaged in the exploration, production and acquisition of crude oil and natural gas reserves primarily in Texas, New Mexico, the Gulf Coast and Alberta, Canada. Wiser was founded in 1905, and is one of the oldest public independent oil and gas companies in the U.S. The company's primary operating strategy is to increase its oil and gas reserves through acquisitions of proved properties, exploitation of proved reserves and exploration in the U.S. and Canada. The company markets its production of oil, natural gas and natural gas liquids (NGLs) to a variety of purchasers, including large refiners and resellers, pipeline affiliate marketers, independent marketers, utilities and industrial end-users. Wiser's largest property is a waterflood project at the Maljamar field in the Permian Basin in New Mexico, which represented 27% of the firm's proved reserves at the end of 2000. Other operations in the Permian Basin include the Wellman Unit and the Dimmitt/Slash Ranch Field in West Texas. Wiser also owns properties in the San Juan Basin in northwestern New Mexico, South Texas and Alberta, Canada. The firm currently operates approximately 60% of its properties, excluding the San Juan Basin. In the Permian Basin, the company operates roughly 98% of its properties, consisting of 61% of its total proved reserves. Moreover, Wiser is engaged in lower risk exploration projects primarily in South Texas. In 2001, the company plans to drill or participate in approximately 16 gross wells in the U.S. Wiser recently completed the acquisition of Invasion Energy, Inc., a private Canadian oil and gas company located in Calgary, Alberta.

**BRANDS/DIVISIONS/AFFILIATES:**

The Wiser Oil Company of Canada  
Invasion Energy, Inc.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

George K. Hickox, Jr., CEO  
A. Wayne Ritter, Pres.  
Richard S. Davis, VP-Finance  
Semetria King, VP-Human Resources  
Harold P. Thornton, Exec. VP-Wiser Canada

Phone: 214-265-0080 Fax: 214-373-3610

Toll-Free:

Address: 8115 Preston Rd., Suite 400, Dallas, TX 75225 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$69,700 (12 months)	2000 Profits: \$4,100 (12 months)
1999 Sales: \$52,800	1999 Profits: \$-14,900
1998 Sales: \$61,400	1998 Profits: \$-24,500
1997 Sales: \$87,800	1997 Profits: \$3,300
1996 Sales: \$86,700	1996 Profits: \$6,400

**Stock Ticker: WZR**

Employees: 62

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$183,000	Bonus: \$ 500
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$107,853	Bonus: \$17,833

**COMPETITIVE ADVANTAGE:**

Enhanced recovery expertise.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
	Y		Y	Y	Y

**WORLD FUEL SERVICES CORP**[www.wfscorp.com](http://www.wfscorp.com)

Industry Group Code: 454319 Ranks within this company's industry group: Sales: 65 Profits: 73

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Y Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Y Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Aviation and Marine Fuel Products  
Related Fuel Services

**BRANDS/DIVISIONS/AFFILIATES:**

Baseops  
Bunkerfuels  
Trans-Tec Services  
AirData Services  
Pacific Horizon Petroleum Services

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Jerrold Blair, CEO  
Paul H. Stebbins, Pres.  
Paul H. Stebbins, COO  
Carlos A. Abaunza, VP/CFO  
Ileana Garcia, VP-Human Resources  
Charles Salerno, VP-IT  
Wilfredo A. Figueras, Corp. Controller  
Ileana Garcia, Corp. Sec.  
Mike Wozniak, VP-IT Oper.  
Carlos A. Abaunza, Treas.  
James Clarke, VP/CIO  
Richard White, VP-Taxation  
Richard Mellone, VP-Credit and Risk Analysis  
Wilfredo A. Figueras, VP-Finance

**Phone:** 305-884-2001 **Fax:** 305-883-0186**Toll-Free:****Address:** 700 South Royal Poinciana Blvd., Miami Springs, FL 33166 US**GROWTH PLANS/SPECIAL FEATURES:**

World Fuel Services Corporation markets aviation and marine fuel services. The company provides fuel to commercial and corporate aircraft and ships at more than 1,100 airports and seaports worldwide. The aviation services offered by World Fuel include fuel management, flight plans, weather reports, ground handling and obtaining flight permits. The firm's niche in the aviation division is its extension of credit to small and mid-sized airlines that are not marketed by the major oil companies. Without the availability of credit, the smaller air carriers would have to pay the oil companies for fuel prior to delivery, which is often at much higher prices. For corporate aviation customers, World Fuel offers personalized services to blue-chip customers, including some of the largest Fortune 500 companies. The company's marine services division provides a single-source solution for the worldwide supply, quality control, logistical support and price-risk management of marine fuels and lubricants. Through its operating companies, Trans-Tec Services, Bunkerfuels and Pacific Horizon Petroleum Services, World Fuel markets marine fuel and services to a broad base of customers, including international container and tanker fleets, time charter operators, fishing fleets and U.S. military vessels. The marine segment currently has 15 offices in major international shipping centers, serving more than 1,000 customers worldwide. Recently, the company began developing and planning for a move into the business-to-business e-commerce arena. World Fuel is currently building a data-mart, an electronic warehouse of customer and supplier information used to distribute information throughout the company's global operations over the Internet.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,200,300 (12 months)	2000 Profits: \$9,600 (12 months)
1999 Sales: \$744,200	1999 Profits: \$15,100
1998 Sales: \$	1998 Profits: \$
1997 Sales: \$	1997 Profits: \$
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** INT

Employees:  
Fiscal Year Ends: 3/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$612,000	Bonus: \$638,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$512,000	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Innovative marketing.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y		Y	Y	Y

**WPS RESOURCES CORPORATION**[www.wpsr.com](http://www.wpsr.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 49 Profits: 24

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Y Waste, Solar, Other: Y Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Utilities-Electric and/or Natural Gas  
Regulated Electric and Gas Utilities  
Non-regulated Electric Generation Facilities  
Energy Supply and Services

**BRANDS/DIVISIONS/AFFILIATES:**

Wisconsin Public Service Corporation  
WPS Power Development, Inc.  
WPS Energy Services, Inc.  
Upper Peninsula Energy Corporation  
WPS Resources Capital Corporation  
Wisconsin Fuel & Light

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Larry L. Weyers, Pres./CEO  
Larry L. Weyers, Pres./CEO  
Joseph P. O'Leary, Sr. VP/CFO  
Bradley W. Address, VP-Mktg.  
Bernard J. Trembl, VP-Human Resources  
Diane L. Ford, VP/Controller  
Barth J. Wolf, Sec.  
Barth J. Wolf, Mgr.-Legal Services  
Phillip M. Mikulsky, Sr. VP-Dev.  
Thomas P. Mainz, VP-Public Affairs  
Ralph G. Baeten, VP/Treas.  
Patrick D. Schrickel, Exec. VP  
Diane L. Ford, Chief Acc. Officer  
Richard E. James, VP-Corp. Planning  
Neil A. Siikarla, VP

**Phone:** 923-433-1061 **Fax:** 920-430-6175**Toll-Free:****Address:** 700 North Adams Street, Green Bay, WI 54307-9001  
US**GROWTH PLANS/SPECIAL FEATURES:**

WPS Resources Corporation operates as a holding company with both regulated and non-regulated business units, including Wisconsin Public Service Corporation, Upper Peninsula Power Company, WPS Power Development, Inc. and WPS Energy Services, Inc. Wisconsin Public Service Corp. is a regulated electric and natural gas utility serving an 11,000 square mile area of northeastern and central Wisconsin as well as an adjacent portion of Upper Michigan. The company provides 395,063 electric customers and 235,470 natural gas customers with a full range of products and services customarily offered by regulated utilities. Assets of Wisconsin Public Service include 1,559 miles of electric transmission and 19,745 miles electric distribution lines, 5,099 miles of gas main lines and 66 gate and city regulatory stations. Wisconsin Fuel & Light recently merged into the subsidiary. Upper Peninsula Power Company is a regulated electric utility, which serves a 4,500 square mile area of primarily rural countryside covering 10 of the 15 counties in the Upper Peninsula of Michigan. The company provides a full range of products and services to 50,272 electric customers in 99 communities. Upper Peninsula has 806 miles of electric transmission and 2,764 miles of electric distribution lines. WPS Power Development, Inc. develops, owns and operates non-regulated electric generation facilities and provides services to the electric power generation industry nationwide. Services include acquisition and investment analysis, project development, engineering and management services and operations and maintenance services. WPS Energy Services is a diversified non-regulated energy supply and services company with principal operations in Illinois, Maine, Michigan, Ohio and Wisconsin. The company provides natural gas, electric and alternate fuel products as well as energy management services, energy utilization consulting and project management.

The company offers career development benefits including corporate learning centers, tuition reimbursement, interest-free education loans and relocation assistance.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$1,951,600 (12 months)	2000 Profits: \$70,100 (12 months)
1999 Sales: \$1,098,500	1999 Profits: \$62,700
1998 Sales: \$1,063,700	1998 Profits: \$49,800
1997 Sales: \$935,800	1997 Profits: \$58,900
1996 Sales: \$916,400	1996 Profits: \$56,000

**Stock Ticker:** WPS

Employees: 3,030

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$346,066	Bonus: \$5,319
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$271,018	Bonus: \$75,766

**COMPETITIVE ADVANTAGE:** Merger with Upper Peninsula Energy Corporation.**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
		Y			



**XANSER CORP**[www.xanser.com](http://www.xanser.com)

Industry Group Code: 213111 Ranks within this company's industry group: Sales: 15 Profits: 19

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
		Y		Y Y	

**TYPES OF BUSINESS:**

Oil & Gas Drilling Support Services  
Pipeline Transportation  
Storage of Refined Petroleum Products  
Information Management  
Services for Utility Companies  
Technical Services

**BRANDS/DIVISIONS/AFFILIATES:**

Kaneb Services, Inc.  
Fields Financial Services  
Furmanite Worldwide, Inc.  
Xtria  
FD Alliance  
DML Composites  
Devonport Royal Dockyard Ltd.  
Kaneb Pipe Line Partners, L.P.

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

John R. Barnes, CEO  
John R. Barnes, Pres.  
Michael R. Bakke, Controller  
Howard C. Wadsworth, Corp. Sec.  
Howard C. Wadsworth, VP-Treas.  
William H. Kettler, Jr., VP  
Joseph P. Lahey, CEO-Furmanite Worldwide  
Arthur Chavoya, CEO-Xtria

**Phone:** 972-699-4023 **Fax:** 972-699-4025**Toll-Free:****Address:** 2435 North Central Expressway, Richardson, TX 75080  
US**GROWTH PLANS/SPECIAL FEATURES:**

Xanser Corporation, formerly Kaneb Services, Inc., provides technology-based and technical services worldwide. The company operates its specialized industrial field services business through a wholly owned subsidiary, Furmanite Worldwide, Inc., and its domestic and international subsidiaries and affiliates. The Furmanite group of companies provide under-pressure leak sealing, on-site machining, valve testing and repair, and other engineering products and services. Furmanite primarily serves electric power generating plants, petroleum refineries and other process industries in Western Europe, North America, Latin America and the Pacific Rim. In a recent move, Xanser has refocused its operations by distributing its pipeline, terminaling and product marketing business, Kaneb Pipe Line Company, to its shareholders in the form of a new limited liability company. Xanser's shareholders will retain their stake in the company's growth businesses, which are focused on technology and technical services. Xanser has also changed the name of its Information Services Group to Xtria, to reflect the integration of the company's information technology businesses. Xtria is a knowledge management services company that serves niche, high-growth, technology-based markets. Xtria's portfolio consists of extensive industry knowledge and technology in voice and data networks, medical systems, financial and insurance, health and social services, law enforcement and education. In other news, Xanser's wholly owned subsidiary, Furmanite Worldwide, has established an alliance to offer advanced technology for on-site sealing and repair to the petroleum and power industries in the United Kingdom. The new FD Alliance is a collaboration of Furmanite and DML Composites, part of Devonport Royal Dockyard Ltd., which is an integrated research and manufacturing business.

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$127,600 (12 months)	2000 Profits: \$17,200 (12 months)
1999 Sales: \$505,800	1999 Profits: \$63,800
1998 Sales: \$375,900	1998 Profits: \$13,600
1997 Sales: \$228,861	1997 Profits: \$6,522
1996 Sales: \$212,062	1996 Profits: \$57,654

**Stock Ticker:** XNR  
**Employees:** 1,131  
**Fiscal Year Ends:** 12/31

**SALARIES/BENEFITS:**

Pension Plan: Y	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$	Bonus: \$
Savings Plan:	Stock Purch. Plan: Y		Second Exec. Salary: \$	Bonus: \$

**COMPETITIVE ADVANTAGE:**

Growth through acquisitions.

**OTHER THOUGHTS:**

**Apparent Women Officers or Directors:**  
**Hot Spot for Advancement for Women/Minorities:**

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y	Y	Y



**XCEL ENERGY INC**[www.xcelenergy.com](http://www.xcelenergy.com)

Industry Group Code: 221000 Ranks within this company's industry group: Sales: 51 Profits: 49

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Production: Operations: Coal Production:	Refining: Retailing: Convenience Stores: Chemicals:	Electric Utilities: Gas Utilities: Pipelines: Water:	Waste, Solar, Other: Thermal/Steam: Wind: Hydro: Fuel Cells:	Consult./Engineering: Seismic: Drilling: MIS: Specialty Services:	Energy Marketing: Equipment: Telecommunications: Oil Field Services: Air/Shipping Trans.:
	Y		Y Y Y	Y Y	

**TYPES OF BUSINESS:**

Electricity and Natural Gas Utilities  
 Cost Management Services  
 Utility Management Services  
 Coal  
 Nuclear Power  
 Wind Power  
 Hydroelectricity  
 Engineering Services

**BRANDS/DIVISIONS/AFFILIATES:**

Cadence  
 Northern States Power Co.  
 New Century Energies  
 Eloigne Company  
 NRG Energy, Inc.  
 Planergy International, Inc.  
 Seren Innovations, Inc.  
 Southwestern Public Service

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Wayne H. Brunetti, CEO  
 Wayne H. Brunetti, Pres.  
 Edward J. McIntyre, CFO  
 Cathy J. Hart, VP/Corp. Sec.  
 Gary R. Johnson, General Counsel  
 Cynthia L. Leshner, Chief Admin. Officer  
 Paul J. Bonavia, Pres.-Energy Markets  
 Richard C. Kelly, Pres.-Enterprises  
 James T. Petillo, Pres.-Energy Delivery  
 Patricia K. Vincent, Pres.-Retail Services

**Phone:** 612-330-5500 **Fax:** 612-330-5878**Toll-Free:****Address:** 414 Nicollet Mall, Minneapolis, MN 55402 US**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$11,591,800 (12 months)	2000 Profits: \$526,800 (12 months)
1999 Sales: \$7,815,500	1999 Profits: \$570,900
1998 Sales: \$6,728,300	1998 Profits: \$624,300
1997 Sales: \$6,294,700	1997 Profits: \$388,200
1996 Sales: \$	1996 Profits: \$

**Stock Ticker:** XEL  
 Employees: 15,812  
 Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan: Y	Profit Sharing:	Top Exec. Salary: \$825,000	Bonus: \$1,063,000
Savings Plan:	Stock Purch. Plan:		Second Exec. Salary: \$756,667	Bonus: \$852,244

**COMPETITIVE ADVANTAGE:**

One of the largest utility companies in the U.S.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 3  
 Hot Spot for Advancement for Women/Minorities: Y

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y			

**XTO ENERGY INC**[www.xtoenergy.com](http://www.xtoenergy.com)

Industry Group Code: 211111 Ranks within this company's industry group: Sales: 1 Profits: 1

Exploration/Prod.:	Refining/Retailing:	Utilities:	Alternative Energy:	Specialty Services:	Energy Mktg./Other Svcs.
Exploration: Y	Refining: Y	Electric Utilities:	Waste, Solar, Other:	Consult./Engineering:	Energy Marketing:
Production: Y	Retailing:	Gas Utilities:	Thermal/Steam:	Seismic:	Equipment:
Operations:	Convenience Stores:	Pipelines:	Wind:	Drilling:	Telecommunications:
Coal Production:	Chemicals:	Water:	Hydro:	MIS:	Oil Field Services:
			Fuel Cells:	Specialty Services:	Air/Shipping Trans.:

**TYPES OF BUSINESS:**

Oil and Gas Properties  
 Exporation and Exploitation Activites  
 Gas Gathering Systems  
 Gas Processing

**BRANDS/DIVISIONS/AFFILIATES:**

Cross Timbers Oil Company

**CONTACTS:** *Note: Officers with more than one job title may be intentionally listed here more than once.*

Bob R. Simpson, CEO  
 Steffen E. Palko, Pres.  
 Louis G. Baldwin, Exec. VP/CFO  
 Terry L. Schultz, VP-Gas Marketer  
 Robert C. Myers, VP-Human Resources  
 L. Frank Thomas, III, VP-IT  
 Bennie G. Kniffen, Sr. VP/Controller  
 Kenneth F. Staab, Sr. VP-Eng.  
 Virginia N. Anderson, Corp. Sec.  
 Frank G. McDonald, VP/General Counsel  
 Keith A. Hutton, Exec. VP-Oper.  
 Gary D. Simpson, VP-Investor Rel.  
 John M. O'Rear, VP/Treas.  
 Vaughn O. Vennerberg, II, Exec. VP-Admin.  
 Timothy L. Petrus, Sr. VP-Acquisitions  
 Win S. Ryan, VP-Land  
 Thomas L. Vaughn, Sr. VP-Oper., Mid-Continent Div.

**Phone:** 817-870-2800 **Fax:** 817-870-1671

**Toll-Free:**

**Address:** 810 Houston St., Ste. 2000, Fort Worth, TX 76102-6298  
 US

**FINANCIALS:** Sales and profits are in thousands of dollars—add 000 to get the full amount. Yr. 2000 note: Fiscal 2000 results were not available for all companies at press time. For this company, yr. 2000 is for 12 months.

2000 Sales: \$600,900 (12 months)	2000 Profits: \$117,000 (12 months)
1999 Sales: \$341,300	1999 Profits: \$46,700
1998 Sales: \$249,500	1998 Profits: \$-69,700
1997 Sales: \$198,300	1997 Profits: \$25,700
1996 Sales: \$161,300	1996 Profits: \$20,300

**Stock Ticker:** XTO

Employees: 651

Fiscal Year Ends: 12/31

**SALARIES/BENEFITS:**

Pension Plan:	ESOP Stock Plan:	Profit Sharing:	Top Exec. Salary: \$627,083	Bonus: \$725,000
Savings Plan: Y	Stock Purch. Plan:		Second Exec. Salary: \$451,500	Bonus: \$430,000

**COMPETITIVE ADVANTAGE:**

Fifth largest independent owner of U.S. gas reserves.

**OTHER THOUGHTS:**

Apparent Women Officers or Directors: 1  
 Hot Spot for Advancement for Women/Minorities:

**LOCATIONS:** ("Y" = Yes)

West:	Southwest:	Midwest:	Southeast:	Northeast:	International:
Y	Y	Y	Y		

## **Additional Indexes**

Index of Firms Noted as "Hot Spots" for Women and Minorities **p. 506**

Index by Subsidiaries, Brand Names and Selected Affiliations **p. 508**

## INDEX OF FIRMS NOTED AS "HOT SPOTS" FOR ADVANCEMENT FOR WOMEN AND MINORITIES

7-ELEVEN INC  
AES CORPORATION  
AGL RESOURCES INC  
ALLEGHENY ENERGY INC  
ALLIANT ENERGY CORP  
AMEREN CORP  
AMERICAN ELECTRIC POWER COMPANY INC  
AMERICAN WATER WORKS CO  
APACHE CORP  
AQUILA INC  
ATMOS ENERGY CORPORATION  
AVISTA CORPORATION  
BANGOR HYDRO-ELECTRIC COMPANY  
BLACK HILLS CORPORATION  
BRITISH ENERGY PLC  
CALPINE CORPORATION  
CANADIAN 88 ENERGY CORP  
CASCADE NATURAL GAS CORPORATION  
CE FRANKLIN LTD  
CENTRAL VERMONT PUBLIC SERVICE CORPORATION  
CH ENERGY GROUP INC  
CHESAPEAKE UTILITIES CORPORATION  
CINERGY CORPORATION  
CLECO CORPORATION  
CMS ENERGY CORP  
COHO ENERGY INC  
COMPANHIA PARAN DE ENERGIA  
COMSTOCK RESOURCES INC  
CONECTIV INC  
CONSOLIDATED EDISON INC  
CONSTELLATION ENERGY GROUP  
DOMINION RESOURCES INC  
DPL INC  
DQE INC  
DTE ENERGY COMPANY  
DUKE ENERGY CORP  
DYNEGY INC  
EDISON INTERNATIONAL  
EDP ELECTRICIDADE DE PORTUGAL  
EL PASO CORP  
EL PASO ELECTRIC COMPANY  
EMPIRE DISTRICT ELECTRIC COMPANY (THE)  
ENEL SOCIETA PER AZIONI  
ENERGEN CORPORATION  
ENERGY CONVERSION DEVICES INC  
ENERGY EAST CORPORATION  
ENERGY PARTNERS LTD

ENERGY WEST INC  
ENERGYSOUTH INC  
ENRON CORP  
ENTERGY CORP  
EOG RESOURCES INC  
EOTT ENERGY PARTNERS LP  
EQUITABLE RESOURCES INC  
EXELON CORPORATION  
EXXON MOBIL CORPORATION  
FIRSTENERGY CORPORATION  
FLORIDA PUBLIC UTILITIES COMPANY  
FMC CORPORATION  
FPL GROUP  
FRONTIER OIL CORPORATION  
GPU INC  
GREEN MOUNTAIN POWER CORPORATION  
HAWAIIAN ELECTRIC INDUSTRIES INC  
HONG KONG AND CHINA GAS CO LTD (THE)  
IDACORP INC  
INNOGY HOLDINGS PLC  
KANSAS CITY POWER & LIGHT COMPANY  
KERR-MCGEE CORPORATION  
KEYSPAN CORPORATION  
KYOCERA SOLAR INC  
LACLEDE GAS COMPANY  
MADISON GAS AND ELECTRIC COMPANY  
MAINE PUBLIC SERVICE CO  
MDU RESOURCES GROUP INC  
METROGAS SA  
MIRANT CORPORATION  
MONTANA POWER COMPANY (THE)  
MURPHY OIL CORPORATION  
NATIONAL FUEL GAS COMPANY  
NATIONAL GRID GROUP (THE)  
NEW JERSEY RESOURCES CORPORATION  
NEWPOWER HOLDINGS INC  
NIAGARA MOHAWK HOLDINGS INC  
NICOR INC  
NISOURCE INC  
NORTHEAST UTILITIES  
NORTHWEST NATURAL GAS COMPANY  
NORTHWESTERN PUBLIC SERVICE COMPANY  
NRG ENERGY INC  
NSTAR  
NUI CORPORATION  
OGE ENERGY CORP  
ONEOK INC  
ORION POWER HOLDINGS INC  
OTTER TAIL POWER COMPANY  
PENN VIRGINIA CORPORATION  
PEOPLES ENERGY CORPORATION  
PG&E CORPORATION

PIEDMONT NATURAL GAS COMPANY INC  
PINNACLE WEST CAPITAL CORPORATION  
POTOMAC ELECTRIC POWER COMPANY  
POWERGEN PLC  
PPL CORPORATION  
PREMCOR INC  
PRIDE INTERNATIONAL INC  
PROGRESS ENERGY INC  
PUBLIC SERVICE COMPANY OF NEW MEXICO  
PUBLIC SERVICE ENTERPRISE GROUP  
INCORPORATED  
PUGET ENERGY INC  
RELIANT ENERGY INC  
RELIANT RESOURCES INC  
RGC RESOURCES INC  
RGS ENERGY GROUP INC  
RWE AG  
SCANA CORPORATION  
SCOTTISH POWER UK PLC  
SEMCO ENERGY INC  
SEMPRA ENERGY  
SIERRA PACIFIC RESOURCES  
SJW CORPORATION  
SOUTHERN COMPANY (THE)  
SOUTHERN JERSEY INDUSTRIES INC  
SOUTHERN UNION COMPANY  
SOUTHWEST GAS CORPORATION  
SUNOCO INC  
TECO ENERGY INC  
TEXACO INC  
TOSCO CORP  
TXU CORPORATION  
UGI CORP  
UIL HOLDINGS CORPORATION  
ULTRAMAR DIAMOND SHAMROCK  
CORPORATION  
UNI MARTS INC  
UNISOURCE ENERGY CORPORATION  
UNITIL CORPORATION  
UTILICORP UNITED INC  
VECTREN CORPORATION  
WEATHERFORD INTERNATIONAL INC  
WEST PENN POWER COMPANY  
WESTCOAST ENERGY INC  
WESTERN RESOURCES INC  
WGL HOLDINGS INC  
WILLIAMS COMPANIES INC (THE)  
WISCONSIN ENERGY CORPORATION  
WPS RESOURCES CORPORATION  
XCEL ENERGY INC



## INDEX BY SUBSIDIARIES, BRAND NAMES AND SELECTED AFFILIATIONS

**Brand or subsidiary,  
Followed by the name of the related  
corporation.**

3DX Technologies, Inc.; **ESENJAY EXPLORATION INC**  
76; **PHILLIPS PETROLEUM COMPANY**  
76 Products Company; **TOSCO CORP**  
A.H. Shipping Guaranty Corporation; **AMERADA HESS CORPORATION**  
ABB Lummus Global; **LYONDELL CHEMICAL COMPANY**  
ABB, Inc.; **ABB LTD**  
Able Melbourne; **ABLE ENERGY INC**  
Able Oil; **ABLE ENERGY INC**  
Acadia Power Partners LLC; **CLECO CORPORATION**  
Acadian Gas, LLC; **ENTERPRISE PRODUCTS PARTNERS LP**  
ACE; **EDP ELECTRICIDADE DE PORTUGAL**  
Ace Rental Tools, Inc.; **SUPERIOR ENERGY SERVICES INC**  
Action Energy Services; **PRIMA ENERGY CORPORATION**  
Action Oil Field Services, Inc.; **PRIMA ENERGY CORPORATION**  
Ada Resources, Inc.; **ADAMS RESOURCES & ENERGY INC**  
Adams Energy Group; **ADAMS RESOURCES & ENERGY INC**  
Adams Resource Marketing, Ltd.; **ADAMS RESOURCES & ENERGY INC**  
Addison Energy; **EXCO RESOURCES**  
Advanced Energy Systems, Inc.; **NSTAR**  
AE Solutions; **ALLEGHENY ENERGY INC**  
AEP Energy Services, Inc.; **AMERICAN ELECTRIC POWER COMPANY INC**  
AES Power Direct; **NEWPOWER HOLDINGS INC**  
A-Free-Gift.com; **EVANS SYSTEMS INC**  
AgipPetroli; **ENI SPA**  
AGL Networks; **AGL RESOURCES INC**  
Agri-Empresa, Inc.; **W-H ENERGY SERVICES INC**  
Agrolinz Melamin GmbH; **OMV AKTIENGESELLSCHAFT**  
Air BP Limited; **BP PLC**  
Air Logistics; **OFFSHORE LOGISTICS INC**  
Air Logistics of Alaska; **OFFSHORE LOGISTICS INC**  
AirData Services; **WORLD FUEL SERVICES CORP**  
Airlog International; **OFFSHORE LOGISTICS INC**  
AirLogics; **SOUTHERN JERSEY INDUSTRIES INC**  
Alabama Gaso Corporation; **ENERGEN CORPORATION**  
Alabama Power; **SOUTHERN COMPANY (THE)**

Alagasco; **ENERGEN CORPORATION**  
Alaska Pipeline Company; **SEMCO ENERGY INC**  
Alberta System; **TRANSCANADA PIPELINES LTD**  
Albin's Enterprises; **VARCO INTERNATIONAL INC**  
All American Pipeline, L.P.; **PLAINS ALL AMERICAN PIPELINE**  
Allan Electric Company; **UIL HOLDINGS CORPORATION**  
Allegheny Communications Connect; **ALLEGHENY ENERGY INC**  
Allegheny Energy Solutions; **ALLEGHENY ENERGY INC**  
Allegheny Energy Supply; **ALLEGHENY ENERGY INC**  
Allegheny Energy Supply; **WEST PENN POWER COMPANY**  
Allegheny Energy, Inc.; **WEST PENN POWER COMPANY**  
Allegheny Energy, Inc.; **DQE INC**  
Allegheny Power; **ALLEGHENY ENERGY INC**  
Allegheny Power; **WEST PENN POWER COMPANY**  
AllEnergy; **RGS ENERGY GROUP INC**  
Allgheny Ventures; **ALLEGHENY ENERGY INC**  
Alliance Energy Companies Ltd.; **DTE ENERGY COMPANY**  
Alliance Resource GP, LLC; **ALLIANCE RESOURCE PARTNERS**  
Alliance Resource Management GP, LLC; **ALLIANCE RESOURCE PARTNERS**  
Alliance Resource Operating Partners, L.P.; **ALLIANCE RESOURCE PARTNERS**  
Alliant Energy Corporate Services; **ALLIANT ENERGY CORP**  
Alliant Energy Resources; **ALLIANT ENERGY CORP**  
AlliedSignal International Finance Corporation; **HONEYWELL INTERNATIONAL INC**  
AltaGas Services; **ENBRIDGE INC**  
Altura Energy; **OCCIDENTAL PETROLEUM CORPORATION**  
AmClyde; **FRIEDE GOLDMAN HALTER INC**  
Amerada Hess; **PREMIER OIL PLC**  
Amerada Hess Corporation; **TRITON ENERGY LIMITED**  
Ameren Energy Communications, Inc.; **AMEREN CORP**  
Ameren Energy, Inc.; **AMEREN CORP**  
AmerenCIPS; **AMEREN CORP**  
AmerenUE; **AMEREN CORP**  
AmerGen; **BRITISH ENERGY PLC**  
AmerGen Energy Company, LLC.; **EXELON CORPORATION**  
American Payment Systems, Inc.; **UIL HOLDINGS CORPORATION**  
American Savings Bank, F.S.B.; **HAWAIIAN ELECTRIC INDUSTRIES INC**  
American Shield Refining Company; **ARABIAN AMERICAN DEVELOPMENT**  
AmeriGas Propane; **AMERIGAS PARTNERS LP**  
AmeriGas, Inc.; **UGI CORP**  
Amoco; **BP PLC**

## INDEX BY SUBSIDIARIES, BRAND NAMES AND SELECTED AFFILIATIONS (cont.)

AMPCO; **NOBLE AFFILIATES INC**  
Anadarko Algeria Corporation; **ANADARKO PETROLEUM CORPORATION**  
Anadarko Basin; **KEY PRODUCTION COMPANY INC**  
Anadarko Energy Services Company; **ANADARKO PETROLEUM CORPORATION**  
Anadarko Gathering Company; **ANADARKO PETROLEUM CORPORATION**  
Anderson Exploration; **DEVON ENERGY CORPORATION**  
Anderson Exploration Partnership; **ANDERSON EXPLORATION LTD**  
Anderson Oil and Gas Inc.; **ANDERSON EXPLORATION LTD**  
Anderson Resources Ltd.; **ANDERSON EXPLORATION LTD**  
AnSon Production Corporation; **CHESAPEAKE ENERGY CORPORATION**  
APAC; **ASHLAND INC**  
Apace Energy Limited; **APACHE CORP**  
Apache Canada Ltd.; **APACHE CORP**  
Apache Corp.; **PRIZE ENERGY CORP**  
Apache International, Inc.; **APACHE CORP**  
Apache Overseas, Inc.; **APACHE CORP**  
Aperian; **TXU CORPORATION**  
APex; **ASTROPOWER INC**  
Apollo Management; **PREMCOR INC**  
Application Resources; **RGC RESOURCES INC**  
Applied Drilling Technology, Inc.; **GLOBAL MARINE INC**  
APS Energy Services; **PINNACLE WEST CAPITAL CORPORATION**  
AquaSource Inc.; **DQE INC**  
Aquatica, Inc.; **CAL DIVE INTERNATIONAL**  
Aquila Energy Corporation; **AQUILA INC**  
Aquila, Inc.; **UTILICORP UNITED INC**  
Aracruz Cellulose S.A.; **NEXEN INC**  
Arch Coal; **ARCH COAL INC**  
Arch Coal; **ASHLAND INC**  
Arch Coal Terminal; **ARCH COAL INC**  
Arch Mineral; **ARCH COAL INC**  
Arch Petroleum, Inc.; **POGO PRODUCING COMPANY**  
ARCO Chemical Properties; **LYONDELL CHEMICAL COMPANY**  
ARCO Pipe Line Company; **TEPPCO PARTNERS LP**  
ARETECH Information Services; **SEMCO ENERGY INC**  
Arethusa Offshore Ltd.; **DIAMOND OFFSHORE DRILLING INC**  
Aristech Chemical Corporation; **SUNOCO INC**  
Arizona Public Service; **PINNACLE WEST CAPITAL CORPORATION**  
Arkansas Western Gas Company; **SOUTHWESTERN ENERGY COMPANY**  
Arkla; **RELIANT ENERGY INC**  
Artic Gas Company; **BENTON OIL AND GAS COMPANY**  
Ashland Petroleum; **ASHLAND INC**  
ASI Specialty Chemicals, L.L.C.; **HONEYWELL INTERNATIONAL INC**  
Associated Natural Gas Company; **SOUTHWESTERN ENERGY COMPANY**  
AstroPowerWest, LLC; **ASTROPOWER INC**  
Atersa; **ASTROPOWER INC**  
Atlanta Gas Light Co.; **AGL RESOURCES INC**  
Atlantic Energy; **CONNECTIV INC**  
Atlantic Richfield; **ARCH COAL INC**  
Atlantic Richfield Company; **BP PLC**  
Atlantis Technology Services Group; **PETROLEUM GEO SERVICE ASA**  
Atlas Bradford; **GRANT PRIDECO INC**  
Atofina; **TOTALFINAELF SA**  
Atwood Oceanics Australia Pty. Ltd.; **ATWOOD OCEANICS INC**  
Atwood Oceanics Pacific Ltd.; **ATWOOD OCEANICS INC**  
Aurion Technologies, Inc.; **MAGNUM HUNTER RESOURCES INC**  
Aviation Fuel Sales; **MERCURY AIR GROUP INC**  
Avisa Utilities; **AVISTA CORPORATION**  
Avista Advantage; **AVISTA CORPORATION**  
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Avista Labs; **AVISTA CORPORATION**  
Avista Power; **AVISTA CORPORATION**  
Avon Refinery; **TOSCO CORP**  
Axsia, Ltd.; **NATCO GROUP INC**  
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B&C Special Services; **BOOTS & COOTS INTERNATIONAL**  
Babcock & Wilcox; **MCDERMOTT INTERNATIONAL**  
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Bahiana; **ULTRAPAR PARTICIPACOES SA**  
Baker Atlas; **BAKER HUGHES INC**  
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Baker Oil Tools; **BAKER HUGHES INC**  
Baker Petrolite; **BAKER HUGHES INC**  
Baker Process; **BAKER HUGHES INC**  
Ballard Automotive; **BALLARD POWER SYSTEMS**  
Ballard Generation Systems; **BALLARD POWER SYSTEMS**  
Ballard Material Products; **BALLARD POWER SYSTEMS**  
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 Bargo Energy Company; **MISSION RESOURCES CORP**  
 Barnwell of Canada; **BARNWELL INDUSTRIES INC**  
 Baroid; **HALLIBURTON COMPANY**  
 Barrett Resources Corporation; **WILLIAMS COMPANIES INC (THE)**  
 Baseops; **WORLD FUEL SERVICES CORP**  
 Basin Exploration; **STONE ENERGY CORPORATION**  
 Basis Petroleum, Inc.; **VALERO ENERGY CORPORATION**  
 Basslink Project; **NATIONAL GRID GROUP (THE)**  
 Bauerly Brothers, Inc.; **MDU RESOURCES GROUP INC**  
 Bay Gas Storage Company. Ltd.; **ENERGYSOUTH INC**  
 Bay State Gas; **NISOURCE INC**  
 BC Pipeline; **WESTCOAST ENERGY INC**  
 Beacon; **ULTRAMAR DIAMOND SHAMROCK CORPORATION**  
 Beacon Power Flywheels; **BEACON POWER CORPORATION**  
 Bear Paw Energy Inc.; **TRANSMONTAIGNE OIL COMPANY**  
 Bear Paw Energy, L.L.C.; **NORTHERN BORDER PARTNERS**  
 Beau Canada Exploration, Ltd.; **MURPHY OIL CORPORATION**  
 BEC Energy; **NSTAR**  
 Bechtel Power Corporation; **UNISOURCE ENERGY CORPORATION**  
 Belco Oil & Gas Corp.; **WESTPORT RESOURCES CORP**  
 Bell Creek; **ENCORE ACQUISITION CO**  
 Bellweather Exploration, Inc.; **MISSION RESOURCES CORP**  
 Benton-Vinccler; **BENTON OIL AND GAS COMPANY**  
 Berkley Petroleum; **ANADARKO PETROLEUM CORPORATION**  
 Berkshire Gas Company (The); **ENERGY EAST CORPORATION**  
 Bermuda Tioga Gas Plant, Inc.; **AMERADA HESS CORPORATION**  
 BG Group plc.; **DYNEGY INC**  
 BG Storage Limited; **BG GROUP PLC**  
 BG Storage Limited; **DYNEGY INC**  
 BGE Home Products & Services, Inc.; **CONSTELLATION ENERGY GROUP**  
 Bison Valve; **BLUE RHINO CORPORATION**  
 Black Hills Coal Network; **BLACK HILLS CORPORATION**  
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Black Hills Energy Ventures; **BLACK HILLS CORPORATION**  
 Black Hills FiberCom; **BLACK HILLS CORPORATION**  
 Black Hills Power; **BLACK HILLS CORPORATION**  
 Blackstone Group; **PREMCOR INC**  
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 Blue Dot; **NORTHWESTERN PUBLIC SERVICE COMPANY**  
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 Bluefield Gas; **RGC RESOURCES INC**  
 Bois d'Arc Offshore, Ltd.; **COMSTOCK RESOURCES INC**  
 Bonneville Fuels Corporation; **CARBON ENERGY CORPORATION**  
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 BP Bitumen; **BP PLC**  
 BP Exploration; **BP PLC**  
 BP Pipelines North America; **BP PLC**  
 BP plc; **BP SOLAR**  
 BP Solar; **BP PLC**  
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 Brandywood Estates, Inc.; **WGL HOLDINGS INC**  
 Bristow Helicopters; **OFFSHORE LOGISTICS INC**  
 British Gas International; **METROGAS SA**  
 British Petroleum; **TOSCO CORP**  
 Britannia Compressor; **CE FRANKLIN LTD**  
 Broadband Services; **AQUILA INC**  
 Brown and Root; **HALLIBURTON COMPANY**  
 Brown Bear; **TOSCO CORP**  
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 Cameron; **COOPER CAMERON CORPORATION**  
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 Canadian Forest Oil, Ltd.; **FOREST OIL CORPORATION**  
 Canadian Gas Gathering Systems, Inc.; **ABRAXAS PETROLEUM CORP**  
 Canadian Mainline; **TRANSCANADA PIPELINES LTD**  
 Canadian Niagara Power Company, Ltd.; **NIAGARA MOHAWK HOLDINGS INC**  
 Canadian Occidental Petroleum Ltd.; **NEXEN INC**  
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 Canrig; **NABORS INDUSTRIES INC**  
 Canyon Offshore, Inc.; **CAL DIVE INTERNATIONAL**  
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 Carolina Light & Power; **DUKE ENERGY CORP**  
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 Cascade Gas; **ENERGY WEST INC**  
 Cascade Land Leasing Co.; **CASCADE NATURAL GAS CORPORATION**  
 Cascade Oil & Gas Ltd.; **ABRAXAS PETROLEUM CORP**  
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 Casey's Distribution Center; **CASEY'S GENERAL STORES INC**  
 Casey's East Central; **CASEY'S GENERAL STORES INC**  
 Casey's Marketing Company; **CASEY'S GENERAL STORES INC**  
 Casey's Service Company; **CASEY'S GENERAL STORES INC**

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 Caspian International Petroleum Co.; **DEVON ENERGY CORPORATION**  
 Catamount Energy Corporation; **CENTRAL VERMONT PUBLIC SERVICE CORPORATION**  
 Cayman Islands Corporation; **TRANSOCEAN SEDCO FOREX**  
 CEC Resources Ltd.; **CARBON ENERGY CORPORATION**  
 Cedar Creek Anticline; **ENCORE ACQUISITION CO**  
 Cedar Series Photovoltaic Modules; **EVERGREEN SOLAR INC**  
 CEF Technologies; **CE FRANKLIN LTD**  
 Celsius Energy Co.; **QUESTAR CORPORATION**  
 Centennial Energy Holdings, Inc.; **MDU RESOURCES GROUP INC**  
 Central Florida Gas; **CHESAPEAKE UTILITIES CORPORATION**  
 Central Hudson Energy Services, Inc.; **CH ENERGY GROUP INC**  
 Central Hudson Enterprises Corp.; **CH ENERGY GROUP INC**  
 Central Hudson Gas & Elec. Corp.; **CH ENERGY GROUP INC**  
 Central Maine Power; **MAINE PUBLIC SERVICE CO**  
 Central Maine Power Company; **ENERGY EAST CORPORATION**  
 Central Puerto; **TOTALFINAELF SA**  
 Central Vermont Electric Power Company; **CENTRAL VERMONT PUBLIC SERVICE CORPORATION**  
 Central Wisconsin Development Corporation; **MADISON GAS AND ELECTRIC COMPANY**  
 Centrilift; **BAKER HUGHES INC**  
 CGC Energy, Inc.; **CASCADE NATURAL GAS CORPORATION**  
 CGC Properties, Inc.; **CASCADE NATURAL GAS CORPORATION**  
 CGC Resources, Inc.; **CASCADE NATURAL GAS CORPORATION**  
 CGG Borehole; **COMPAGNIE GEN DE GEOPHYSIQUE**  
 CGG Land Services; **COMPAGNIE GEN DE GEOPHYSIQUE**  
 CGG Marine; **COMPAGNIE GEN DE GEOPHYSIQUE**  
 CH Resources, Inc.; **CH ENERGY GROUP INC**  
 Challenger Minerals, Inc.; **GLOBAL MARINE INC**  
 Chaparral Boats, Inc.; **RPC INC**  
 Charles Holston, Inc.; **W-H ENERGY SERVICES INC**  
 Chattanooga Gas Co.; **AGL RESOURCES INC**  
 Chevron; **PHILLIPS PETROLEUM COMPANY**  
 Chevron; **DYNEGY INC**  
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 ChevronTexaco;**CHEVRON CORPORATION**  
 ChevronTexaco;**TEXACO INC**  
 China National Offshore Oil Corp.;**CNOOC LIMITED**  
 China National Petroleum Corporation;**JILIN CHEMICAL INDUSTRIAL**  
 China National Petroleum Corporation (CNPC);**PETROCHINA COMPANY**  
 Choice Cigarette Discount Outlets;**UNI MARTS INC**  
 Chrysalix Energy;**ROYAL DUTCH PETROLEUM CO**  
 Chuan Hup Holdings Limited;**TRICO MARINE SERVICES INC**  
 CILCORP Inc.;**AES CORPORATION**  
 Cincinnati Gas & Electric;**NEWPOWER HOLDINGS INC**  
 Cincinnati Gas & Electric Company, The;**CINERGY CORPORATION**  
 Cinergy Solutions, Inc.;**CINERGY CORPORATION**  
 Cinnabar Energy Services & Trading, LLC;**QUICKSILVER RESOURCES INC**  
 CIPSCO Investment Company;**AMEREN CORP**  
 CIPSCO, Inc.;**AMEREN CORP**  
 Circle K;**TOSCO CORP**  
 Circle K;**PHILLIPS PETROLEUM COMPANY**  
 Citgo;**BOWLIN TRAVEL CENTERS INC**  
 CITGO Petroleum Corporation;**UNOCAL CORPORATION**  
 CitiPower;**AMERICAN ELECTRIC POWER COMPANY INC**  
 City Gas Company of Florida;**NUI CORPORATION**  
 Clark Branded Jobber Stores;**CLARK RETAIL GROUP INC**  
 Clark USA;**PREMCOR INC**  
 Classic Resources, Inc.;**3TEC ENERGY CORPORATION**  
 Clayton Williams Pipeline, Inc.;**CLAYTON WILLIAMS ENERGY INC**  
 Cleco Energy LLC;**CLECO CORPORATION**  
 Cleco Marketing & Trading LLC;**CLECO CORPORATION**  
 Cleco Midstream Resources LLC;**CLECO CORPORATION**  
 Cleco Power LLC;**CLECO CORPORATION**  
 Click Commerce;**LYONDELL CHEMICAL COMPANY**  
 CMS Electric and Gas;**CMS ENERGY CORP**  
 CMS Energy;**BG GROUP PLC**  
 CMS Generation;**CMS ENERGY CORP**  
 CMS Oil and Gas Company;**CMS ENERGY CORP**  
 CMS Panhandle Eastern Pipe Line Company;**CMS ENERGY CORP**  
 CMS Panhandle Pipe Line Companies;**CMS ENERGY CORP**

CMS Sea Robin Pipeline Company;**CMS ENERGY CORP**  
 CMS Trunkline Gas Company;**CMS ENERGY CORP**  
 CMS Viron Energy Services;**CMS ENERGY CORP**  
 Coastal Corporation (The);**EL PASO CORP**  
 Cody Company;**CABOT OIL & GAS CORP**  
 Cody Gas;**ENERGY WEST INC**  
 CoEnergy Trading Company;**NEWPOWER HOLDINGS INC**  
 Cold Lake Production Project;**IMPERIAL OIL LIMITED**  
 Colorado Interstate Gas Company;**EL PASO CORP**  
 Columbia Electric Corp.;**ORION POWER HOLDINGS INC**  
 Columbia Energy Center;**MADISON GAS AND ELECTRIC COMPANY**  
 Columbia Energy Group;**AMERIGAS PARTNERS LP**  
 Columbia Energy Group;**UGI CORP**  
 Columbia Gas Group;**NISOURCE INC**  
 Columbia Gas of Pennsylvania;**NEWPOWER HOLDINGS INC**  
 Columbia Oilfield Supply Ltd.;**PRECISION DRILLING CORP**  
 Columbus Energy Corp.;**KEY PRODUCTION COMPANY INC**  
 Columbus Southern Power Company;**AMERICAN ELECTRIC POWER COMPANY INC**  
 Combined Heat & Energy;**POWERGEN PLC**  
 ComEd;**EXELON CORPORATION**  
 Cometra Energy Ltd.;**VINTAGE PETROLEUM INC**  
 Commonwealth Energy System;**NSTAR**  
 Compagas;**COMPANHIA PARAN DE ENERGIA**  
 Compania de Inversiones de Energia;**TRANSPORTADORA DE GAS SA**  
 Computalog Ltd.;**PRECISION DRILLING CORP**  
 Comstock Offshore, LLC.;**COMSTOCK RESOURCES INC**  
 Comstock Oil & Gas, Inc.;**COMSTOCK RESOURCES INC**  
 Comstock Oil & Gas-Louisiana, Inc.;**COMSTOCK RESOURCES INC**  
 Concentric Pipe and Supply;**SUPERIOR ENERGY SERVICES INC**  
 Concord Electric Company;**UNITIL CORPORATION**  
 Conectiv Energy;**CONNECTIV INC**  
 Conectiv Solutions;**CONNECTIV INC**  
 Conectiv Thermal System;**CONNECTIV INC**  
 Conective Power Delivery;**CONNECTIV INC**  
 Connecticut Electrical Communications;**UIL HOLDINGS CORPORATION**  
 Connecticut Natural Gas Corporation;**ENERGY EAST CORPORATION**  
 Connecticut Valley Electric Company;**CENTRAL VERMONT PUBLIC SERVICE CORPORATION**  
 Connection Technology, Ltd.;**SUPERIOR ENERGY SERVICES INC**



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Connectiv;**POTOMAC ELECTRIC POWER COMPANY**  
 Connxt;**PUGET ENERGY INC**  
 Conoco Global Power;**CONOCO INC**  
 Conoco Inc.;**CONSOL ENERGY INC**  
 Conoco, Inc.;**GULF INDONESIA RESOURCES**  
 Consol Inc.;**CONSOL ENERGY INC**  
 Consolidated Edison  
 Communications;**CONSOLIDATED EDISON INC**  
 Consolidated Edison Company of New York;**CONSOLIDATED EDISON INC**  
 Consolidated Edison Development;**CONSOLIDATED EDISON INC**  
 Consolidated Edison Energy;**CONSOLIDATED EDISON INC**  
 Consolidated Edison Solutions;**CONSOLIDATED EDISON INC**  
 Consolidated Natural Gas (CNG);**DOMINION RESOURCES INC**  
 Constant Power Manufacturing, Inc.;**INDUSTRIAL DATA SYSTEMS**  
 Constellation Investments, Inc.;**CONSTELLATION ENERGY GROUP**  
 Constellation Nuclear Group, LLC;**CONSTELLATION ENERGY GROUP**  
 Constellation Power Source Holdings, Inc.;**CONSTELLATION ENERGY GROUP**  
 Constellation Real Estate Group, Inc.;**CONSTELLATION ENERGY GROUP**  
 Consumer Batteries Division;**ELECTRIC FUEL CORPORATION**  
 Cooper Cameron Valves;**COOPER CAMERON CORPORATION**  
 Cooper Energy Services;**COOPER CAMERON CORPORATION**  
 Cooper Floating Production System;**EEX CORPORATION**  
 Cooper Turbocompressor;**COOPER CAMERON CORPORATION**  
 Copel Distribuicao S.A.;**COMPANHIA PARAN DE ENERGIA**  
 Copel Geracao S.A.;**COMPANHIA PARAN DE ENERGIA**  
 Copel Participacoes S.A.;**COMPANHIA PARAN DE ENERGIA**  
 Copel Telecomunicacoes S.A.;**COMPANHIA PARAN DE ENERGIA**  
 Copel Transmissao S.A.;**COMPANHIA PARAN DE ENERGIA**  
 Copperbelt Energy Corporation;**NATIONAL GRID GROUP (THE)**  
 Cornerstone Propane GP, Inc.;**NORTHWESTERN PUBLIC SERVICE COMPANY**  
 Costilla Energy, Inc.;**LOUIS DREYFUS NATURAL GAS CORP**  
 Country Pride;**TRAVELCENTERS OF AMERICA**  
 Cox Heating and Cooling, Inc.;**RGC RESOURCES INC**  
 CP&L Energy, Inc.;**PROGRESS ENERGY INC**  
 Crab Run Gas Company;**WGL HOLDINGS INC**  
 Cray Valley;**TOTALFINAELF SA**  
 Crescent Resources;**DUKE ENERGY CORP**  
 Crestone Energy Ventures, L.L.C.;**NORTHERN BORDER PARTNERS**  
 Crockett County;**ENCORE ACQUISITION CO**  
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 Crossroads Pipeline Company;**NISOURCE INC**  
 Crystal Choice Water Service;**SJW CORPORATION**  
 Cudd Pressure Control, Inc.;**RPC INC**  
 Culberson Well Service, Inc.;**TETRA TECHNOLOGIES INC**  
 Curtis Palmer Hydroelectric Company, L.P.;**TRANSCANADA PIPELINES LTD**  
 Cynara;**NATCO GROUP INC**  
 DaimlerChrysler;**BALLARD POWER SYSTEMS**  
 Dairy Mart;**DAIRY MART CONVENIENCE STORES INC**  
 Dairy Queen;**BOWLIN TRAVEL CENTERS INC**  
 Dairy Queen/Brazier;**BOWLIN TRAVEL CENTERS INC**  
 DAKSOFT;**BLACK HILLS CORPORATION**  
 Damhead Creek Plant;**ENTERGY CORP**  
 Dash;**PANTRY INC (THE)**  
 Dayton Energy;**DPL INC**  
 Dayton Power & Light Company (DP&L);**DPL INC**  
 DDD Energy;**SEITEL INC**  
 DEA Mineraloel AG;**RWE AG**  
 Defense and Safety Products Division;**ELECTRIC FUEL CORPORATION**  
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 DeLand Division;**FLORIDA PUBLIC UTILITIES COMPANY**  
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 Delmarva Power;**CONECTIV INC**  
 Delta Catalytic;**MCDERMOTT INTERNATIONAL**  
 Detroit Edison;**DTE ENERGY COMPANY**  
 Devon Energy;**ENTERPRISE OIL PLC**  
 Devon Energy Corp.;**MITCHELL ENERGY & DEVELOPMENT**  
 Devonport Royal Dockyard Ltd.;**XANSER CORP**  
 DGC Asia Pacific Ltd.;**VERITAS DGC INC**  
 DGC Land;**VERITAS DGC INC**  
 DGC Ltd.;**VERITAS DGC INC**  
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Direct FuelCell;**FUELCELL ENERGY INC**  
DLB Oil & Gas, Inc.;**CHESAPEAKE ENERGY CORPORATION**  
DM Acquisition Group;**DAIRY MART CONVENIENCE STORES INC**  
DML Composites;**XANSER CORP**  
Docks U.S.A., Inc.;**PANTRY INC (THE)**  
Domain Energy Corporation;**RANGE RESOURCES CORPORATION**  
Dominion Capital, Inc.;**DOMINION RESOURCES INC**  
Dominion Energy, Inc.;**DOMINION RESOURCES INC**  
Dominion Fiber Ventures LLC;**DOMINION RESOURCES INC**  
Dominion Peoples;**NEWPOWER HOLDINGS INC**  
Dominion Reserves-Indiana, Inc.;**QUICKSILVER RESOURCES INC**  
Domino Manufacturing;**CE FRANKLIN LTD**  
DQE Communications;**DQE INC**  
DQE Energy Services, Inc.;**DQE INC**  
Drilco Group, The;**SMITH INTERNATIONAL INC**  
Drive Well Servicing;**PRECISION DRILLING CORP**  
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EDCO Environmental Systems Unit;**EVANS SYSTEMS INC**  
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 Enbridge Services, Inc.;**ENBRIDGE INC**  
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 Energetix;**ENERGY EAST CORPORATION**  
 Energetix, Inc.;**RGS ENERGY GROUP INC**  
 Energia Estrela del Sur;**SOUTHERN UNION COMPANY**  
 Energis;**NATIONAL GRID GROUP (THE)**  
 Energy Atlantic, LLC;**MAINE PUBLIC SERVICE CO**  
 Energy Co-Opportunity, Inc.;**H POWER CORP**  
 Energy Delivery;**OTTER TAIL POWER COMPANY**  
 Energy Development Corporation;**NOBLE AFFILIATES INC**  
 Energy East;**RGS ENERGY GROUP INC**  
 Energy Income Fund;**ENERGY PARTNERS LTD**  
 Energy Merchant Corp.;**CASTLE ENERGY CORPORATION**  
 Energy Resouce Technology, Inc.;**CAL DIVE INTERNATIONAL**  
 Energy Services;**OTTER TAIL POWER COMPANY**  
 Energy Supply;**OTTER TAIL POWER COMPANY**  
 Energy USA;**NISOURCE INC**  
 Energy Ventures;**PROGRESS ENERGY INC**  
 Energy Ventures, Inc.;**WEATHERFORD INTERNATIONAL INC**  
 Energy West Resources, Inc.;**ENERGY WEST INC**  
 ENERGY WorX;**SOUTHERN UNION COMPANY**  
 EnergySouth Corrosion Services;**ENERGYSOUTH INC**  
 EnergySouth Services;**ENERGYSOUTH INC**  
 EnergyWise Dealer Program;**LACLEDE GAS COMPANY**  
 EnerVest Management Company, L.L.C.;**CHESAPEAKE ENERGY CORPORATION**  
 Engage Energy Canada;**WESTCOAST ENERGY INC**  
 EniChem;**ENI SPA**  
 EniPower;**ENI SPA**  
 Enogex Inc.;**OGG ENERGY CORP**  
 ENOX Technologies, Inc.;**COOPER CAMERON CORPORATION**  
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 Enron Corp.;**NEWPOWER HOLDINGS INC**  
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 Enron International;**ENRON CORP**  
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 Enron Renewable Energy Corp.;**ENRON CORP**  
 Enron Ventures Corp.;**ENRON CORP**  
 ENSCO AsiaPacific Pte.;**ENSCO INTERNATIONAL INC**  
 ENSCO Drilling;**ENSCO INTERNATIONAL INC**  
 ENSCO Marine Company;**ENSCO INTERNATIONAL INC**  
 ENSCO Offshore Company;**ENSCO INTERNATIONAL INC**  
 ENSCO Offshore U.K., Ltd.;**ENSCO INTERNATIONAL INC**  
 ENSERCH Corporation;**EEX CORPORATION**  
 Enserco Energy, Inc.;**BLACK HILLS CORPORATION**  
 EnSight Resources, L.L.C.;**OCEAN ENERGY INC**  
 ENSTAR Natural Gas;**SEMCO ENERGY INC**  
 Entergy Gulf States;**ENTERGY CORP**  
 Entergy London Investments PLC;**ENTERGY CORP**  
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 Entergy Operations Services, Inc.;**ENTERGY CORP**  
 Entergy-Koch;**ENTERGY CORP**  
 Entex;**RELIANT ENERGY INC**  
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 EOG Resources Marketing, Inc.;**EOG RESOURCES INC**  
 EOTT Energy Canada Limited Partnership;**EOTT ENERGY PARTNERS LP**  
 EOTT Energy Finance Corp.;**EOTT ENERGY PARTNERS LP**  
 EOTT Energy Operating Limited Partnership;**EOTT ENERGY PARTNERS LP**  
 EOTT Energy Pipeline Limited Partnership;**EOTT ENERGY PARTNERS LP**  
 Epoch Well Services, Inc.;**NABORS INDUSTRIES INC**  
 Equilon;**PRIDE COMPANIES LP**  
 Equilon Enterprises LLC;**TEXACO INC**  
 Equilon Enterprises LLC;**TEXACO INC**  
 Equistar;**OCCIDENTAL PETROLEUM CORPORATION**  
 Equistar Chemicals, LP;**LYONDELL CHEMICAL COMPANY**  
 Equistar Chemicals, LP;**ENTERPRISE PRODUCTS PARTNERS LP**  
 Era Aviation, Inc.;**ROWAN COMPANIES INC**  
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 Evergreen Well Service Company;**EVERGREEN RESOURCES INC**  
 EVI Weatherford, Inc.;**WEATHERFORD INTERNATIONAL INC**  
 EVonyx, Inc.;**NIAGARA MOHAWK HOLDINGS INC**  
 Excalibar Minerals;**NEWPARK RESOURCES INC**  
 EXCO Delaware;**EXCO RESOURCES CORPORATION**  
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 Exeter & Hampton Electric Company;**UNITIL CORPORATION**  
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 Exxon Coal and Minerals Company;**EXXON MOBIL CORPORATION**  
 Exxon Company, International;**EXXON MOBIL CORPORATION**  
 Exxon Exploration Company;**EXXON MOBIL CORPORATION**  
 Exxon Mobil Corporation;**IMPERIAL OIL LIMITED**  
 Exxon Research and Engineering Company;**EXXON MOBIL CORPORATION**  
 Exxon Ventures (CIS), Inc.;**EXXON MOBIL CORPORATION**  
 Famfa Oil;**TEXACO INC**  
 FD Alliance;**XANSER CORP**  
 Fellon-McCord & Associates, Inc.;**ALLEGHENY ENERGY INC**  
 Fernandina Division;**FLORIDA PUBLIC UTILITIES COMPANY**  
 FFP Operating Partners;**FFP MARKETING CO**  
 Fiber Optic SONET Networks;**KEYSPAN CORPORATION**  
 Fidelity Exploration & Production Co.;**MDU RESOURCES GROUP INC**  
 Fields Financial Services;**XANSER CORP**  
 Fina;**TOTALFINAELF SA**  
 FIP S.A.;**ABB LTD**  
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 FirstEnergy Ventures;**FIRSTENERGY CORPORATION**  
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 Friede & Goldman, Ltd.;**FRIEDE GOLDMAN HALTER INC**  
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 Friede Goldman International, Inc.;**FRIEDE GOLDMAN HALTER INC**  
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 Fugro Marine Geosciences, Inc.;**CAL DIVE INTERNATIONAL**  
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 Galaxy II;**SANTA FE INTERNATIONAL CORPORATION**  
 Galveston Bay Processing Corporation;**TRANSTEXAS GAS CORPORATION**  
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 Gas Natural Ban S.A.;**TRANSPORTADORA DE GAS SA**  
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 GE Industrial Systems;**AMERICAN SUPERCONDUCTOR**  
 GE MicroGen, Inc.;**PLUG POWER INC**  
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 Complex;**TRANSPORTADORA DE GAS SA**  
 Genesis Exploration Ltd.;**VINTAGE PETROLEUM INC**  
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 Geoilbent;**BENTON OIL AND GAS COMPANY**  
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 GeoQuest;**SCHLUMBERGER LIMITED**



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 Gerrity Oil & Gas Corporation;**PATINA OIL & GAS CORPORATION**  
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 Global Distribution Group;**KYOCERA SOLAR INC**  
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 Global Energy Solutions, Inc.;**UNISOURCE ENERGY CORPORATION**  
 Global Offshore Mexico;**GLOBAL INDUSTRIES LTD**  
 Global Solar Energy;**UNISOURCE ENERGY CORPORATION**  
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 GM;**ENERGY CONVERSION DEVICES INC**  
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 Gothic Energy;**CHESAPEAKE ENERGY CORPORATION**  
 GPU;**FIRSTENERGY CORPORATION**  
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 GPU Diversified Holdings;**GPU INC**  
 GPU GasNet;**GPU INC**  
 GPU International;**ASTROPOWER INC**  
 GPU International Group;**GPU INC**  
 GPU Solar;**GPU INC**  
 GPU Telecom;**GPU INC**  
 Grand Valley Gathering System;**BARRETT RESOURCES CORPORATION**  
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 Great Lakes Chemical;**OSCA INC**  
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 Green Mountain Propane Gas Company;**GREEN MOUNTAIN POWER CORPORATION**  
 Green Mountain Resources;**GREEN MOUNTAIN POWER CORPORATION**  
 Grey Wolf Exploration Ltd.;**ABRAXAS PETROLEUM CORP**  
 Griffith Energy;**ENERGY EAST CORPORATION**  
 GRIFFITH Energy Services;**CH ENERGY GROUP INC**  
 Griffith Energy, Inc.;**RGS ENERGY GROUP INC**  
 Gruy Petroleum Management Co.;**MAGNUM HUNTER RESOURCES INC**  
 GuaranteedBill;**AQUILA INC**  
 Gulf;**CUMBERLAND FARMS INC**  
 Gulf Canada Resources, Ltd.;**CONOCO INC**

Gulf Coast International Inspection, Inc.;**OCEANEERING INTERNATIONAL INC**  
 Gulf Power;**SOUTHERN COMPANY (THE)**  
 Gulf State Pipe Line;**ARABIAN AMERICAN DEVELOPMENT**  
 GulfMark Energy, Inc.;**ADAMS RESOURCES & ENERGY INC**  
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 Halliburton Deepwater;**HALLIBURTON COMPANY**  
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 Halter Marine;**FRIEDE GOLDMAN HALTER INC**  
 Hampshire Gas Company;**WGL HOLDINGS INC**  
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 Hawaiian Electric Company, Inc.;**HAWAIIAN ELECTRIC INDUSTRIES INC**  
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 Hearth USA, Inc.;**UGI CORP**  
 Heathrow Airport;**HONEYWELL INTERNATIONAL INC**  
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 HEC, Inc.;**NORTHEAST UTILITIES**  
 HEI Investment Corp.;**HAWAIIAN ELECTRIC INDUSTRIES INC**  
 HEI Power Corp.;**HAWAIIAN ELECTRIC INDUSTRIES INC**  
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 Helmerich & Payne Energy Services, Inc.;**HELMERICH & PAYNE INC**  
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 HGW Properties;**3TEC ENERGY CORPORATION**  
 HI Energy;**RELIANT ENERGY INC**  
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 Highland Heating & Cooling;**RGC RESOURCES INC**



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 Highland Propane; **RGC RESOURCES INC**  
 High's Dairy Stores; **7-ELEVEN INC**  
 HOCHTIEF; **RWE AG**  
 HOGEN; **PROTON ENERGY SYSTEMS INC**  
 Holyoke Water Power Company; **NORTHEAST UTILITIES**  
 Home Oil Company Limited; **ANDERSON EXPLORATION LTD**  
 Honeoye Storage Company; **KEYSPAN CORPORATION**  
 Honeywell Aerospace Solutions; **HONEYWELL INTERNATIONAL INC**  
 Hopkinton LNG Corp.; **NSTAR**  
 Horizon Energy Development, Inc.; **NATIONAL FUEL GAS COMPANY**  
 Houston Exploration Company (The); **KEYSPAN CORPORATION**  
 Houston Industries; **RELIANT ENERGY INC**  
 Houston Light & Power (HL&P); **RELIANT ENERGY INC**  
 HOVENSA Refinery; **TRITON ENERGY LIMITED**  
 Howard Glasscock; **BELCO OIL & GAS CORPORATION**  
 Howell Petroleum Corporation; **HOWELL CORPORATION**  
 HS Resources, Inc.; **KERR-MCGEE CORPORATION**  
 Hsin Yu Energy Development Co. Ltd.; **NRG ENERGY INC**  
 Hudson Products; **MCDERMOTT INTERNATIONAL**  
 Huges Christensen; **BAKER HUGHES INC**  
 Hugoton Energy Company; **CHESAPEAKE ENERGY CORPORATION**  
 Hugoton Energy Corporation; **CHESAPEAKE ENERGY CORPORATION**  
 Hunter Gas Gathering, Inc.; **MAGNUM HUNTER RESOURCES INC**  
 Hunter Resources, Inc.; **MAGNUM HUNTER RESOURCES INC**  
 Huntington Beach Company; **CHEVRON CORPORATION**  
 Huntway; **VALERO ENERGY CORPORATION**  
 Huron Wind; **BRITISH ENERGY PLC**  
 HWC Energy Services; **OIL STATES INTERNATIONAL**  
 Hydra Rig; **VARCO INTERNATIONAL INC**  
 Hydro Agri; **NORSK HYDRO ASA**  
 Hydro Energy; **NORSK HYDRO ASA**  
 Hydro Exploration and Production; **NORSK HYDRO ASA**  
 Hydro Pronova; **NORSK HYDRO ASA**  
 Hydrocarbon Technology, Inc.; **HEADWATERS INCORPORATED**  
 Hydroelectric Assets; **ORION POWER HOLDINGS INC**

Hydrogen on Demand; **MILLENNIUM CELL INC**  
 Hydrogen Technology; **ENERGY CONVERSION DEVICES INC**  
 HydrogenSource, LLC; **INTERNATIONAL FUEL CELLS**  
 Hydro-Quebec; **KERR-MCGEE CORPORATION**  
 Ida Tech; **IDACORP INC**  
 IDACOMM; **IDACORP INC**  
 IDACORP Energy; **IDACORP INC**  
 IDACORP Financial; **IDACORP INC**  
 Idaho Power; **IDACORP INC**  
 Ida-West Energy; **IDACORP INC**  
 IDS Engineering, Inc.; **INDUSTRIAL DATA SYSTEMS**  
 IES Utilities, Inc.; **ALLIANT ENERGY CORP**  
 IGC-Advanced Superconductors; **INTERMAGNETICS GENERAL CORP**  
 IGC-APD Cryogenics; **INTERMAGNETICS GENERAL CORP**  
 IGC-Magnet Business Group; **INTERMAGNETICS GENERAL CORP**  
 IGC-Medical Advances Inc.; **INTERMAGNETICS GENERAL CORP**  
 IGC-Polycold Systems; **INTERMAGNETICS GENERAL CORP**  
 IGC-SuperPower; **INTERMAGNETICS GENERAL CORP**  
 Illuminating Company (The); **FIRSTENERGY CORPORATION**  
 Indeck Energy Services, Inc.; **NRG ENERGY INC**  
 Independent Energy; **INNOGY HOLDINGS PLC**  
 Independent Leg Jack-up Units; **MARINE DRILLING COMPANY INC**  
 Independent Producer Finance; **RANGE RESOURCES CORPORATION**  
 Independent Supply; **VALLEY NATIONAL GASES INC**  
 Indian Basin/Verden; **ENCORE ACQUISITION CO**  
 Indian Refinery; **CASTLE ENERGY CORPORATION**  
 Indiana Gas Company, Inc.; **VECTREN CORPORATION**  
 Indiana Michigan Power Company; **AMERICAN ELECTRIC POWER COMPANY INC**  
 Indiana-American Water Company; **AMERICAN WATER WORKS CO**  
 Industrial Data Systems, Inc.; **INDUSTRIAL DATA SYSTEMS**  
 Industrial Group; **KYOCERA SOLAR INC**  
 Industrias Sulfamex, S.A. de C.V.; **TETRA TECHNOLOGIES INC**  
 Infinite Power Solutions; **UNISOURCE ENERGY CORPORATION**  
 Information Storage; **ENERGY CONVERSION DEVICES INC**  
 Infostrada, S.p.A.; **ENEL SOCIETA PER AZIONI**  
 Infrastrux, Inc.; **PUGET ENERGY INC**  
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Integrity Industries, Inc.;**W-H ENERGY SERVICES INC**  
Interenergy Corporation;**TOM BROWN INC**  
International Division Offshore Logistics, Inc.;**OFFSHORE LOGISTICS INC**  
International Energy Development Corporation;**PENN OCTANE CORPORATION**  
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International Operations/Geothermal;**UNOCAL CORPORATION**  
International Space Station;**HONEYWELL INTERNATIONAL INC**  
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IPALCO Enterprises Inc.;**AES CORPORATION**  
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IWC Resources;**NISOURCE INC**  
IWCC;**INLAND RESOURCES INC**  
IYG Holding Company;**7-ELEVEN INC**  
J. Ray McDermott;**MCDERMOTT INTERNATIONAL**  
J. Ray McDermott;**MCDERMOTT INTERNATIONAL**  
J.M. Huber Corp.;**EVERGREEN RESOURCES INC**  
Jet;**CONOCO INC**  
Jilin Chemical Group Corporation;**JILIN CHEMICAL INDUSTRIAL**  
Kaiser-Francis Oil;**PETROCORP INCORPORATED**  
Kanawha River Terminal;**MASSEY ENERGY COMPANY**  
Kaneb Pipe Line Partners, L.P.;**XANSER CORP**  
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Kansas Gas and Electric Co.;**WESTERN RESOURCES INC**  
Kansas Gas Service Co.;**ONEOK INC**  
Kansas Gas System;**UTILICORP UNITED INC**  
Kaupulehu Developments;**BARNWELL INDUSTRIES INC**  
Kelley Oil & Gas Corp.;**CONTOUR ENERGY COMPANY**  
Kellogg Brown and Root;**HALLIBURTON COMPANY**  
Kenova;**MARKWEST HYDROCARBON INC**  
Keppel FELS Limited;**ENSCO INTERNATIONAL INC**  
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Kerr-McGee China Petroleum Ltd.;**KERR-MCGEE CORPORATION**  
Kerr-McGee Oil & Gas Corporation;**KERR-MCGEE CORPORATION**  
Kerr-McGee Oil (U.K.) PLC;**KERR-MCGEE CORPORATION**  
Kerr-McGee Pigments GmbH & Co.;**KERR-MCGEE CORPORATION**  
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Key Energy Drilling, Inc.;**KEY ENERGY GROUP INC**  
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Kinder Morgan Interstate Gas Transmission LLC;**KINDER MORGAN PARTNERS**  
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KLT Investments, Inc.;**KANSAS CITY POWER & LIGHT COMPANY**  
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KLT Telecom, Inc.;**KANSAS CITY POWER & LIGHT COMPANY**  
KLT, Inc.;**KANSAS CITY POWER & LIGHT COMPANY**  
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Kohlberg Kravis Roberts & Co.;**DPL INC**  
Kokomo Gas and Fuel Company;**NISOURCE INC**  
KPL;**WESTERN RESOURCES INC**  
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Kyocera Corporation;**KYOCERA SOLAR INC**  
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Laclede Energy Resources, Inc.;**LACLEDE GAS COMPANY**  
Laclede Gas Family Services, Inc.;**LACLEDE GAS COMPANY**  
Laclede Investment Resources, Inc.;**LACLEDE GAS COMPANY**  
Laclede Venture Corp.;**LACLEDE GAS COMPANY**  
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 Lands of Sierra; **SIERRA PACIFIC RESOURCES**  
 Lariat Petroleum; **NEWFIELD EXPLORATION CO**  
 Lattice Communications, Inc.; **CINERGY CORPORATION**  
 Lazer Wizard; **FFP MARKETING CO**  
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 LeTourneau, Inc.; **ROWAN COMPANIES INC**  
 LG&E Energy; **POWERGEN PLC**  
 Liberia Hess Energy Trading Company, LLC; **AMERADA HESS CORPORATION**  
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 LonMark; **ECHELON CORPORATION**  
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 Maine Electric Power Company, Inc.; **MAINE PUBLIC SERVICE CO**

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 MC Panhandle Corporation; **CHESAPEAKE ENERGY CORPORATION**  
 McDermott Engineers & Constructors (Canada) Ltd; **MCDERMOTT INTERNATIONAL**  
 McDermott Technology, Inc.; **MCDERMOTT INTERNATIONAL**  
 McMoran Oil and Gas; **MCMORAN EXPLORATION CO**  
 MCN Energy Group; **DTE ENERGY COMPANY**  
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 Oceaneering Survey Inc.; **OCEANEERING INTERNATIONAL INC**  
 Oceaneering Technologies, Inc.; **OCEANEERING INTERNATIONAL INC**  
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 Sanford Division;**FLORIDA PUBLIC UTILITIES COMPANY**  
 Santos USA Corporation;**SANTOS LTD**  
 Sartomer;**TOTALFINAELF SA**  
 Saudi Arabian Oil Co.;**ENI SPA**  
 Sauer Drilling Company;**TOM BROWN INC**  
 Savannah Electric;**SOUTHERN COMPANY (THE)**  
 SCANA Communications;**SCANA CORPORATION**  
 SCANA Energy;**SCANA CORPORATION**  
 Scana I.O.S. Desco Asq;**VARCO INTERNATIONAL INC**  
**SCASCO; CH ENERGY GROUP INC**  
 Schlumberger Oilfield Services;**CAL DIVE INTERNATIONAL**  
 SchlumbergerSema;**SCHLUMBERGER LIMITED**  
 Sea Mar;**NABORS INDUSTRIES INC**  
 Seagull Energy Corporation;**OCEAN ENERGY INC**  
 Seaway Crude Pipeline Company;**TEPPCO PARTNERS LP**  
 Seca;**CONOCO INC**  
 SEECO, Inc.;**SOUTHWESTERN ENERGY COMPANY**  
 Seitel Data, Ltd.;**SEITEL INC**  
 Select Energy;**NORTHEAST UTILITIES**  
 SEMCO Energy Gas Company;**SEMCO ENERGY INC**  
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Siemens Solar GmbH;**SIEMENS SOLAR GROUP**  
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SJ EnerTrade;**SOUTHERN JERSEY INDUSTRIES INC**  
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Skelly-Belvieu Pipeline Company, LLC;**ULTRAMAR DIAMOND SHAMROCK CORPORATION**  
SkyGen Energy;**CALPINE CORPORATION**  
SmartEnergy Services, Inc.;**CENTRAL VERMONT PUBLIC SERVICE CORPORATION**  
Smith Bits;**SMITH INTERNATIONAL INC**

Smith Fiberglass Products;**VARCO INTERNATIONAL INC**  
Smith Services;**SMITH INTERNATIONAL INC**  
Smokers Express;**PANTRY INC (THE)**  
Snam;**ENI SPA**  
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SOLOCO;**NEWPARK RESOURCES INC**  
SONSUB, Inc.;**TORCH OFFSHORE INC**  
Sooner, Inc.;**OIL STATES INTERNATIONAL**  
South Carolina Electric & Gas Co.;**SCANA CORPORATION**  
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South Hampton Refining Company;**ARABIAN AMERICAN DEVELOPMENT**  
South Jersey Energy Company;**SOUTHERN JERSEY INDUSTRIES INC**  
South Jersey Gas Company;**SOUTHERN JERSEY INDUSTRIES INC**  
South Pars Gas Field;**ENTERPRISE OIL PLC**  
Southeastern Michigan Gas Enterprises, Inc.;**SEMCO ENERGY INC**  
Southern California Edison;**EDISON INTERNATIONAL**  
Southern California Gas Company;**SEMPRA ENERGY**  
Southern Company Energy Solutions;**SOUTHERN COMPANY (THE)**  
Southern Connecticut Gas Company (The);**ENERGY EAST CORPORATION**  
Southern Energy, Inc.;**MIRANT CORPORATION**  
Southern Flow Companies, Inc.;**METRETEK TECHNOLOGIES**  
Southern Gas Transmisson;**ENERGYSOUTH INC**  
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Southland Corporation;**7-ELEVEN INC**  
SouthStar Energy Services;**AGL RESOURCES INC**  
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Southwest Gas Capital I;**SOUTHWEST GAS CORPORATION**  
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Stocker Resources Inc.; **PLAINS RESOURCES INC**  
String Ribbon; **EVERGREEN SOLAR INC**  
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TravelCenters Properties;**TRAVELCENTERS OF AMERICA**

TravelCenters Realty;**TRAVELCENTERS OF AMERICA**

Travis Street Partners, LLC;**ICO INC**

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Triton Engineering Services Company;**NOBLE DRILLING CORPORATION**

Triton Resources Columbia, Inc.;**TRITON ENERGY LIMITED**

Tropical Shipping;**NICOR INC**

True Quote LLC;**PG&E CORPORATION**

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Tuboscope, Inc.;**VARCO INTERNATIONAL INC**

Tucson Electric Power Company;**UNISOURCE ENERGY CORPORATION**

Tug New York Company;**AMERADA HESS CORPORATION**

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Turgai Petroleum;**HURRICANE HYDROCARBONS**

Turkpetrol;**CONOCO INC**

Tuscaloosa Pipeline Company;**EQUITABLE RESOURCES INC**

Twin Rivers Towing;**CONSOL ENERGY INC**

TXU Business Services;**TXU CORPORATION**

TXU Communications;**TXU CORPORATION**

TXU Electric & Gas;**TXU CORPORATION**

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TXU Energy Trading;**TXU CORPORATION**

TXU Generation;**TXU CORPORATION**

TXU Lone Star Pipeline;**TXU CORPORATION**

U.S. Generating Company;**PG&E CORPORATION**

U.S. Propane;**PIEDMONT NATURAL GAS COMPANY INC**

U.S. Steel Kosice;**USX CORPORATION**

UDE;**UNIT CORPORATION**

UGI Corporation;**AMERIGAS PARTNERS LP**

UGI Energy Solutions;**UGI CORP**

UGI Utilities, Inc.;**UGI CORP**

Ulster Petroleums;**ANDERSON EXPLORATION LTD**

Ultra Resources, Inc.;**ULTRA PETROLEUM CORP**

Ultracargo;**ULTRAPAR PARTICIPACOES SA**

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Ultramar Diamond Shamrock Corp.;**VALERO ENERGY CORPORATION**

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 Union Gas; **WESTCOAST ENERGY INC**  
 Union Light, Heat & Power Company, The; **CINERGY CORPORATION**  
 Union Oil Company of California; **PURE RESOURCES INC**  
 Union Oil Company of California; **TESORO PETROLEUM CORPORATION**  
 Union Oil Company of California; **UNOCAL CORPORATION**  
 Union Pacific Resources Company; **CASTLE ENERGY CORPORATION**  
 Union Power Station; **TECO ENERGY INC**  
 UNIPEC Asia Co. Ltd.; **CHINA PETROLEUM & CHEMICAL**  
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 Unit Drilling and Exploration Company; **UNIT CORPORATION**  
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 United Bridgeport Energy, Inc.; **UIL HOLDINGS CORPORATION**  
 United Capital Investments, Inc.; **UIL HOLDINGS CORPORATION**  
 United Cities Gas Co.; **ATMOS ENERGY CORPORATION**  
 United Kingdom Amerada Hess Norge; **AMERADA HESS CORPORATION**  
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 Washington Gas Credit Corp.; **WGL HOLDINGS INC**  
 Washington Gas Energy Services; **WGL HOLDINGS INC**  
 Washington Gas Light Company; **WGL HOLDINGS INC**  
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 Water Resources Int'l, Inc.; **BARNWELL INDUSTRIES INC**  
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Westmoreland Energy; **WESTMORELAND COAL COMPANY**  
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XL Systems; **GRANT PRIDECO INC**  
**XPLOR**; **HARKEN ENERGY CORPORATION**  
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Yale E. Key, Inc.; **KEY ENERGY GROUP INC**  
Yankee Gas Services Company; **NORTHEAST UTILITIES**  
Yorkshire Electricity Group; **AMERICAN ELECTRIC POWER COMPANY INC**  
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Zahren Alternative Power Corporation; **CINERGY CORPORATION**  
Zerex Antifreeze; **ASHLAND INC**





# Appendix

## Comparative Energy Data for Selected Oil-Producing Nations

The following information is based on  
a study conducted by the U.S. Department of Energy.  
*[www.energy.gov](http://www.energy.gov)*

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## CANADA

### COUNTRY OVERVIEW

**Prime Minister:** Jean Chretien (since 11/4/93)

**Independence:** July 1, 1867 (from UK)

**Population (July 2000E):** 31.3 million

**Location/Size:** Northern North America/3.85 million sq. miles (slightly larger than the United States)

**Administrative divisions:** 10 provinces and 3 territories\*; Alberta, British Columbia, Manitoba, New Brunswick, Newfoundland, Northwest Territories\*, Nova Scotia, Nunavut\*, Ontario, Prince Edward Island, Quebec, Saskatchewan, Yukon Territory\*

**Major Cities:** Toronto, Montreal, Vancouver, Ottawa (capital), Edmonton, Calgary, Winnipeg, Quebec

**Languages:** English (official), French (official)

**Ethnic Groups:** British Isles origin (40%), French origin (27%), other European (20%), indigenous Indian, Eskimo (1.5%)

**Religions:** Roman Catholic (45%), Protestant (41%)

**Defense (8/98):** Army (20,900), Navy (9,000), Air Force (14,000), Other (15,700)

### ECONOMIC OVERVIEW

**Exchange Rate (2/21/01):** \$1 U.S. = \$1.54032 Canadian dollar

**Gross Domestic Product (GDP), (2000E, \$U.S.):** \$691.8 billion

**GDP Per Capita (2000E, \$U.S.):** \$22,102

**Inflation Rate (consumer prices, 2001F):** 2.1%

**Unemployment Rate (2001F):** 6.7%

**Current Account Balance (2001F, \$U.S.):** \$7.6 billion

**Merchandise Exports (2000E, \$U.S.):** \$266.1 billion (of which, \$28.4 billion were fuels)

**Merchandise Imports (2000E, \$U.S.):** \$234.3 billion

**Major Export Products:** Motor vehicles and parts, newsprint, wood pulp, timber, crude petroleum, machinery, natural gas, aluminum, telecommunications equipment, electricity

**Major Import Products:** Machinery and equipment, crude oil, chemicals, motor vehicles and parts, durable consumer goods, electricity

**Major Trading Partners:** United States, European Union

### ENERGY OVERVIEW

**Minister of Natural Resources & Wheat Board:** Ralph Goodale

**Crude Oil Reserves (1/1/01):** 4.7 billion barrels

**Oil Production (2000E):** 2.7 million bbl/d, of which 2.0 million bbl/d was crude oil

**Oil Consumption (2000E):** 1.95 million bbl/d

**U.S. Oil Imports from Canada (January-November 2000E):** 1.67 million bbl/d (of which 1.28 million bbl/d was crude)

**Natural Gas Reserves (1/1/01):** 61.0 trillion cubic feet (Tcf)

**Natural Gas Production (1999E):** 6.3 Tcf

**Natural Gas Consumption (1999E):** 3.1 Tcf

**Coal Reserves (12/31/96):** 9.5 billion short tons

**Coal Production (1999E):** 79.9 million short tons (Mmst)

**Coal Consumption (1999E):** 63.4 Mmst

**Electric Generation Capacity (1/1/99):** 109.8 million kilowatts

**Electricity Generation (1999E):** 567.2 billion kilowatt hours (60% hydro, 26% thermal, 12% nuclear, 1% geothermal and other)

### ENVIRONMENTAL OVERVIEW

**Minister of Environment:** David Anderson

**Total Energy Consumption (1999E):** 12.5 quadrillion Btu\* (3.3% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 150.9 million metric tons of carbon (2.5% of world carbon)

emissions)

**Per Capita Energy Consumption (1999E):** 410.7 million Btu (vs U.S. value of 355.9 million Btu)

**Per Capita Carbon Emissions (1999E):** 4.9 metric tons of carbon (vs U.S. value of 5.6 metric tons of carbon)

**Energy Intensity (1999E):** 17,401 Btu/ \$1990 (vs U.S. value of 12,638 Btu/ \$1990)\*\*

**Carbon Intensity (1999E):** 0.21 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.20 metric tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1998E):** Industrial (48.0%), Residential (17.7%), Transportation (18.9%), Commercial (15.5%)

**Sectoral Share of Carbon Emissions (1998E):** Industrial (40.3%), Transportation (33.0%), Residential (14.0%), Commercial (12.7%)

**Fuel Share of Energy Consumption (1999E):** Oil (30.4%), Natural Gas (25.3%), Coal (11.6%)

**Fuel Share of Carbon Emissions (1999E):** Oil (44.9%), Natural Gas (31.0%), Coal (24.1%)

**Renewable Energy Consumption (1998E):** 3,850 trillion Btu\*

**Number of People per Motor Vehicle (1998):** 1.8 (vs U.S. value of 1.3)

**Status in Climate Change Negotiations:** Annex I country under the United Nations Framework Convention on Climate Change (ratified December 4th, 1992). Under the negotiated Kyoto Protocol (signed on April 29th, 1998, but not yet ratified), Canada has agreed to reduce greenhouse gases 6% below 1990 levels by the 2008-2012 commitment period.

**Major Environmental Issues:** Air pollution and resulting acid rain severely affecting lakes and damaging forests; metal smelting, coal-burning utilities, and vehicle emissions impacting on agricultural and forest productivity; ocean waters becoming contaminated due to agricultural, industrial, mining, and forestry activities

**Major International Environmental Agreements:** A party to Conventions on Air Pollution, Air Pollution-Nitrogen Oxides, Air Pollution-Sulphur 85, Air Pollution-Sulphur 94, Antarctic Treaty, Biodiversity, Climate Change, Desertification, Endangered Species, Environmental Modification, Hazardous Wastes, Marine Dumping, Nuclear Test Ban, Ozone Layer Protection, Ship Pollution, Tropical Timber 83, Tropical Timber 94, Wetlands and Whaling. Has signed, but not ratified, Air Pollution-Volatile Organic Compounds, Antarctic-Environmental Protocol, Law of the Sea and Marine Life Conservation

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar, wind, wood and waste electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1999.

## **OIL and GAS INDUSTRIES**

**Organization:** Generally private sector, although the Canadian government maintains a 20% share in Petro-Canada.

**Major Oil and Gas Producing Provinces:** Alberta; British Columbia; Saskatchewan

**Major Oil Pipelines:** Trans Mountain; Enbridge

**Major Oil Refining Provinces (Capacity):** Ontario (545,300 bbl/d); Alberta (397,600 bbl/d); Quebec (364,800 bbl/d); New Brunswick (237,500 bbl/d)

**Major Gas Pipeline Companies:** Enbridge, TransCanada PipeLines Ltd.

## COLUMBIA

### COUNTRY OVERVIEW

**President:** Andrés Pastrana (elected June 1998)

**Independence:** July 20, 1810 (from Spain)

**Population (2000E):** 39.7 million

**Location/Size:** NW South America/1.1 million square kilometers (440,000 square miles), about the size of New Mexico, Texas, and Louisiana combined

**Major Cities:** Bogotá (capital), Cali, Medellin, Barranquilla

**Language:** Spanish

**Ethnic Groups:** Mestizo (58%), White (20%), Mulatto (14%), Black (4%), Black-Amerindian (3%), Amerindian (1%)

**Religion:** Roman Catholic (90%)

**Defense (8/98):** Army (121,000); Navy (18,000); Air Force (7,300); Paramilitary Police (87,000)

### ECONOMIC OVERVIEW

**Minister of Finance:** Juan Manuel Santos Calderon

**Exchange Rate (3/20/01):** US\$1 = 2286.2 Colombian pesos

**Gross Domestic Product (GDP, nominal, 2000E):** \$83.8 billion

**Inflation Rate (consumer prices, 2000E):** 9.3% **(2001F):** 8.3%

**Unemployment Rate (2000E):** 19.8% **(2001F):** 18.0%

**Total Foreign Debt (2000E):** \$33 billion

**Current Account Balance (2000E):** -1.4% of GDP

**Major Trading Partners:** United States, Venezuela, Germany, Japan, Peru

**Major Exports:** Petroleum, coffee, coal

**Major Imports:** Capital goods, industrial inputs, consumer goods

### ENERGY OVERVIEW

**Minister of Mines and Energy:** Ramiro Valencia Cossio

**Proven Oil Reserves (1/1/01E):** 2.6 billion barrels

**Oil Production (2000E):** 700,600 barrels/day (bbl/d), of which 690,600 bbl/d was crude oil

**Oil Consumption (2000E):** 306,000 bbl/d

**Oil Exports to the U.S. (2000):** 332,000 bbl/d

**Crude Refining Capacity (1/1/01E):** 285,850 bbl/d

**Natural Gas Reserves (1/1/01E):** 6.9 trillion cubic feet

**Natural Gas Production (1999E):** 182.9 billion cubic feet (Bcf)

**Natural Gas Consumption (1999E):** 182.9 Bcf

**Recoverable Coal Reserves (1/1/97E):** 7.4 billion short tons

**Coal Production (1999E):** 36.2 million short tons (MMST)

**Coal Consumption (1999E):** 3.9 MMST

**Electric Generating Capacity (1/1/99E):** 12.8 gigawatts

**Net Electricity Generation (1999E):** 43.6 billion kilowatthours (including 33.2 billion kilowatthours hydroelectric)

### ENVIRONMENTAL OVERVIEW

**Minister of Environment:** Juan Mayr Maldonado

**Total Energy Consumption (1999E):** 1.2 quadrillion Btu (0.3% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 16.4 million metric tons of carbon (0.3% of world carbon emissions)

**Per Capita Energy Consumption (1999E):** 29.4 million Btu (vs. U.S. value of 355.8 million Btu)

**Per Capita Carbon Emissions (1999E):** 0.4 metric tons of carbon (vs. U.S. value of 5.5 metric tons of carbon)

**Energy Intensity (1999E):** 24,076 Btu/ \$1990 (vs. U.S. value of 12,638 Btu/ \$1990)\*\*

**Carbon Intensity (1999E):** 0.33 metric tons of carbon/thousand \$1990 (vs. U.S. value of 0.19 metric

tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1998E):** Residential (22.9%), Industrial (43.4%), Transportation (26.3%), Commercial (7.4%)

**Sectoral Share of Carbon Emissions (1998E):** Transportation (42.0%), Industrial (40.4%), Commercial (5.2%), Residential (12.4%)

**Fuel Share of Energy Consumption (1999E):** Oil (49.2%), Natural Gas (14.0%), Coal (7.8%)

**Fuel Share of Carbon Emissions (1999E):** Oil (69.2%), Natural Gas (16.5%), Coal (14.3%)

**Renewable Energy Consumption (1998E):** 524 trillion Btu\* (0.5% decrease from 1997)

**Number of People per Motor Vehicle (1998):** 25 (vs. U.S. value of 1.3)

**Status in Climate Change Negotiations:** Non-Annex I country under the United Nations Framework Convention on Climate Change (ratified March 22, 1995). Not a signatory to the Kyoto Protocol.

**Major Environmental Issues:** Deforestation; soil damage from overuse of pesticides; air pollution, especially in Bogota, from vehicle emissions

**Major International Environmental Agreements:** A party to the Antarctic Treaty, Biodiversity, Climate Change, Endangered Species, Hazardous Wastes, Marine Life Conservation, Nuclear Test Ban, Ozone Layer Protection, Ship Pollution, Tropical Timber 83 and Tropical Timber 94. Has signed, but not ratified, the Antarctic-Environmental Protocol, Desertification, Law of the Sea and Marine Dumping

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar, wind, wood and waste electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

## **ENERGY INDUSTRY**

**Organization:** *Oil:* Empresa Colombiana de Petroleos (Ecopetrol); *Natural gas:* Ecopetrol, Energy and Gas Regulatory Commission (CREG), Empresa Colombiana de Gas (Ecogas)

**Major Ports:** Barranquilla, Buenaventura, Cartagena, Leticia, Puerto Bolívar, San Andres, Santa Marta, Tumaca, Turbo

**Major Oil-Producing Fields:** Cusiana (BP Amoco); Cano Limón (Occidental)

**Major Oil Pipelines:** Oleoducto Central (Ocesa, from Cusiana/Cupiagua to Covenas); Cano Limón (to Covenas); Transandino (OTA, from Ecuador to Tumaco)

**Major Natural Gas Pipelines:** Mariquita-Cali (TransGas Occidente); Ballena-Barrancabermeja; Barrancabermeja-Neiva-Bogotá (Centro Oriente)

**Refineries (1/1/01E Capacity):** 285,850 bbl/d, all run by state-run Ecopetrol. Two main refineries, Barrancabermeja - Santander (205,000 bbl/d) and Cartagena - Bolívar (75,000 bbl/d). Other refineries: Tibu - N. de Santander (1,800 bbl/d), Orito - Putumayo (1,800 bbl/d), and Apiay (2,250 bbl/d).



## MEXICO

### COUNTRY OVERVIEW

President: Vicente Fox Quesada (since December 1, 2000)

Independence: September 16, 1810 (from Spain)

Population (July 2000E): 100.3 million

Location/Size: Southern N. America/762,000 square miles (nearly three times the size of Texas)

Major Cities: Mexico City (capital), Guadalajara, Monterrey, Puebla

Languages: Spanish, various Mayan, Nahuatl, and other regional indigenous languages

Ethnic Groups: Mestizo (Indian-Spanish), 60%; Amerindian, 30%; Caucasian, 9%; Other, 1%

Religions: Roman Catholic, 89%; Protestant, 6%, Other, 5%

Defense (8/98): Army: 130,000, Navy: 37,000, Air Force: 8,000, Rural Defense Militia: 14,000

### ECONOMIC OVERVIEW

Secretary of Finance and Public Credit: Francisco **Gil** Diaz

**Secretary of Economy:** Luis Ernesto **Derbez** Bautista

Currency: 1 Peso = 100 centavos

Market Exchange Rate (02/13/01): US\$1 = 9.717 pesos

Gross Domestic Product (GDP, in 1990 \$, 2001E): \$385 billion

Inflation Rate (consumer prices, 2001E): 7.8%

Major Trading Partners: United States, Canada, Japan, Germany, and United Kingdom

Current Account Balance (2001E): -\$16.5 billion

Merchandise Trade Balance (2001E): -\$5.7 billion

Exports: \$182.9 billion

Imports: \$188.6 billion

Major Export Products: products from maquiladoras, oil

Major Import Products: products for maquiladoras, consumer goods, capital goods, raw materials and intermediate goods

Total External Debt (2001E): \$166 billion

### ENERGY OVERVIEW

Energy Minister: Ernesto **Martens** Rebolledo

Head of PEMEX: Raul **Munoz Leos**

Proven Oil Reserves (1/1/01E): 28.3 billion barrels

Oil Production (2000E): 3.5 million barrels per day (bbl/d), of which 3.0 million bbl/d was crude

Oil Consumption (2000E): 2.0 million bbl/d

Net Oil Exports (2000E): 1.5 million bbl/d

Crude Oil Refining Capacity (1/1/01E): 1.5 million bbl/d

Natural Gas Reserves (1/1/01E): 30.4 trillion cubic feet (Tcf)

Natural Gas Production (1999E): 1.29 Tcf

Natural Gas Consumption (1999E): 1.26 Tcf

Recoverable Coal Reserves (12/31/96E): 1.3 billion short tons

Coal Production (1999E): 11.0 million short tons

Coal Consumption (1999E): 13.1 million short tons

Net Coal Imports (1999E): 2.1 million short tons

Electric Generation Capacity (1/1/99E): 38.5 million kilowatts

Net Electricity Generation (1999E): 182.5 billion kilowatthours (bkwh); 74% thermal, 18% hydro, 5% nuclear, 3% other

Net Electricity Consumption (1999E): 164.8 bkwh

Net Electricity Imports (1999E): 1.0 bkwh

### ENVIRONMENTAL OVERVIEW

**Secretary of Environment & Natural Resources:** Victor Lichtinger

**Total Energy Consumption (1999E):** 6.1 quadrillion Btu\* (1.6% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 100.6 million metric tons of carbon (1.6% of world total carbon emissions)

**Per Capita Energy Consumption (1999E):** 63.2 million Btu (vs U.S. value of 355.8 million Btu)

**Per Capita Carbon Emissions (1999E):** 1.0 metric tons of carbon (vs U.S. value of 5.5 metric tons of carbon)

**Energy Intensity (1999E):** 17,766 Btu/\$1990 (vs U.S. value of 12,638 Btu/\$1990)\*\*

**Carbon Intensity (1999E):** 0.29 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.19 metric tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1998E):** Industrial (54.7%), Transportation (24.8%), Residential (15.9%), Commercial (4.6%)

**Sectoral Share of Carbon Emissions (1998E):** Industrial (50.9%), Transportation (31.1%), Residential (13.2%), Commercial (4.8%)

**Fuel Share of Energy Consumption (1999E):** Oil (65.6%), Natural Gas (21.5%), Coal (3.9%)

**Fuel Share of Carbon Emissions (1999E):** Oil (75.2%), Natural Gas (18.9%), Coal (6.0%)

**Renewable Energy Consumption (1998E):** 713.7 trillion Btu\* (1% decrease from 1997)

**Number of People per Motor Vehicle (1998):** 6.9 (vs U.S. value of 1.3)

**Status in Climate Change Negotiations:** Non-Annex I country under the United Nations Framework Convention on Climate Change (ratified March 11th, 1993). Ratified the Kyoto Protocol on September 7th, 2000.

**Major Environmental Issues:** Natural fresh water resources scarce and polluted in north, inaccessible and poor quality in center and extreme southeast; raw sewage and industrial effluents polluting rivers in urban areas; deforestation; widespread erosion; desertification; serious air pollution in the national capital and urban centers along US-Mexico border.

**Major International Environmental Agreements:** A party to Conventions on Biodiversity, Climate Change, Desertification, Endangered Species, Hazardous Wastes, Law of the Sea, Marine Dumping, Marine Life Conservation, Nuclear Test Ban, Ozone Layer Protection, Ship Pollution, Wetlands and Whaling.

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar, wind, wood and waste electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1999

## **ENERGY INDUSTRY**

**Organization:** Oil and natural gas - Petroleos de Mexicanos (Pemex), four operating subsidiaries (Exploration and Production, Refining, Gas and Basic Petrochemicals, Secondary Petrochemicals), Petroleos Mexicanos Internacional (PMI); Electric power and distribution - CFE and LFC; Natural gas and electric power regulation - Comision Reguladora de Energia (CRE)

**Major Ports:** Gulf Coast - Cayo Arcos, Dos Bocas, and Pajaritos (handle most of Pemex's oil exports), Tuxpan, Ciudad Madero; Pacific Coast - Salina Cruz, Rosarito

**Major Oil-Producing Fields:** Cantarell, Abkatun, Ku, Caan, Pol, Chuc

**Major Refineries (Crude Capacity) :** Salina Cruz (330,000 bbl/d), Tula Hidalgo (320,000 bbl/d), Salamanca (245,000 bbl/d), Cadereyta (235,000 bbl/d), Minatitlan (200,000 bbl/d), Ciudad Madero (195,000 bbl/d)

## RUSSIA

### COUNTRY OVERVIEW

**President:** Vladimir Putin (since May 7, 2000; acting President since December 31, 1999)

**Prime Minister:** Mikhail Kasyanov

**Independence:** August 24, 1991 (from Soviet Union). National holiday: Independence Day, June 12, 1990

**Population (7/00E):** 146 million

**Location/Size:** Eurasia/6,592,850 sq. mi., slightly more than 1.8 times the size of the United States

**Major Cities:** Moscow, St. Petersburg, Yekaterinburg, Irkutsk, Murmansk, Yakutsk, Vladivostok

**Languages:** Russian, others

**Ethnic Groups:** Russian (81.5%), Tatar (3.8%), Ukrainian (3%), and 100 other nationalities (11.7%)

**Religions:** Russian Orthodox, Muslim, other

### ECONOMIC OVERVIEW

**Currency:** Ruble

**Market Exchange Rate (12/7/00):** \$1 = 27.95 rubles

**Gross Domestic Product, or GDP (1999E):** \$593.4 billion; **(2000E):** \$623.1 billion

**Inflation Rate (1999E):** 36.5%; **(2000E):** 20.0%; **(2001E):** 14.0%

**Current Account Balance (1999E):** \$13.0 billion; **(2000E):** \$11.2 billion

**Merchandise Exports (1999E):** \$75.4 billion; **(2000E):** \$87 billion

**Merchandise Imports (1999E):** \$48.2 billion; **(2000E):** \$36.3 billion

**Major Exports:** Petroleum and petroleum products, natural gas, wood and wood products, metals, chemicals, various civilian and military manufactures

**Major Imports:** Machinery and equipment, consumer goods, medicines, meat, grain, sugar, semifinished metal products

**Major Trading Partners:** Belarus, Germany, Ukraine, United States, Kazakhstan

**Monetary Reserves (gold and hard currency) (1999E):** \$11.5 billion; **(2000E):** \$24.1 billion

**Unemployment Rate (199E):** 12.4%; **(2000E):** 10.9%

**Foreign Debt (1999E):** \$166.2 billion; **(2000E):** \$158 billion

### ENERGY OVERVIEW

**Minister of Fuel and Energy:** Aleksandr Sergeyevich Gavrin

**Minster of Atomic Energy:** Yevgeniy Olegovich Adamov

**Proven Oil Reserves (1/1/00E):** 49-55 billion barrels (estimates vary)

**Oil Production (2000E):** 6.6 million bbl/d (of which 6.4 MMBD is crude)

**Oil Consumption (2000E):** 2.34 million bbl/d

**Net Oil Exports (2000E):** 4.2 million bbl/d (of which 3.8 million bbl/d go outside the FSU)

**Major Oil Customers:** Europe, CIS

**Crude Refining Capacity (1/1/00E):** 6.6 million bbl/d

**Natural Gas Reserves (1/1/00E):** 1,700 trillion cubic feet (Tcf)

**Natural Gas Production (1999E):** 20.9 Tcf

**Natural Gas Consumption (1999E):** 13.8 Tcf

**Net Natural Gas Exports (1999E):** 7.1 Tcf

**Coal Reserves (1/1/99E):** 173 billion short tons

**Coal Production (1998E):** 272.5 million short tons (Mmst)

**Coal Consumption (1998E):** 262.6 Mmst

**Electricity Production (1998E):** 772 billion kilowatt-hours

**Electric Production Capacity (1998E):** 206 gigawatts (68% thermal, 21% hydro, 10% nuclear)

### ENVIRONMENTAL OVERVIEW

**Chairman, State Committee for Environmental Protection:** Viktor Ivanovich Danilov-Danil'yan

**Minister of Natural Resources:** Boris Aleksandrovich Yatskevich

**Total Energy Consumption (1998E):** 26.0 quadrillion Btu\* (6.9% of world total energy consumption)

**Energy-Related Carbon Emissions (1998E):** 405.0 million metric tons of carbon (6.6% of world carbon emissions)

**Per Capita Energy Consumption (1998E):** 177.3 million Btu (vs. U.S. value of 350.7 million Btu)

**Per Capita Carbon Emissions (1998E):** 2.8 metric tons of carbon (vs. U.S. value of 5.5 metric tons of carbon)

**Energy Intensity (1998E):** 74,200 Btu/\$1990 (vs U.S. value of 13,400 Btu/\$1990)\*\*

**Carbon Intensity (1998E):** 1.2 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.21 metric tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1997E):** Industrial (64.3%), Residential (17.9%), Transportation (17.1%), Commercial (0.7%)

**Sectoral Share of Carbon Emissions (1997E):** Industrial (64.8%), Transportation (17.8%), Residential (17.4%)

**Fuel Share of Energy Consumption (1998E):** Natural Gas (54.1%), Oil (19.8%), Coal (16.5%)

**Fuel Share of Carbon Emissions (1998E):** Natural Gas (50.0%), Coal (26.7%), Oil (23.3%)

**Renewable Energy Consumption (1997E):** 2,482 trillion Btu\* (1% increase from 1996)

**Number of People per Motor Vehicle (1997):** 6.5 (vs. U.S. value of 1.3)

**Status in Climate Change Negotiations:** Annex I country under the United Nations Framework Convention on Climate Change (ratified December 28th, 1994). Under the negotiated Kyoto Protocol (signed on March 11th, 1999, but not yet ratified), Russia has agreed to stabilize greenhouse gases at 1990 levels by the 2008-2012 commitment period.

**Major Environmental Issues:** air pollution from heavy industry, emissions of coal-fired electric plants, and transportation in major cities; industrial, municipal, and agricultural pollution of inland waterways and sea coasts; deforestation; soil erosion; soil contamination from improper application of agricultural chemicals; scattered areas of sometimes intense radioactive contamination; ground water contamination from toxic waste

**Major International Environmental Agreements:** A party to Conventions on Air Pollution, Air Pollution-Nitrogen Oxides, Air Pollution-Sulphur 85, Antarctic-Environmental Protocol, Antarctic Treaty, Biodiversity, Climate Change, Endangered Species, Environmental Modification, Hazardous Wastes, Law of the Sea, Marine Dumping, Nuclear Test Ban, Ozone Layer Protection, Ship Pollution, Tropical Timber 83, Wetlands and Whaling. Has signed, but not ratified, Air Pollution-Sulphur 94.

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar and wind electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1998

## **ENERGY INDUSTRY**

**Organization:** Russia's energy sector is overseen by the Ministry of Fuel and Energy, except for nuclear power, which is administered by the Ministry of Atomic Energy (Minatom). **Russia's Oil Sector** is dominated by large joint-stock companies, although smaller independent producers also produce oil. The major vertically integrated companies include: Lukoil, Yukos, Surgutneftegaz, Tyumen Oil (TNK), Sibneft, Slavneft, Eastern Oil (VNK), Komitek, Grozneft, and Rosneft. Transneft has a monopoly over crude oil transport, while Transnefteprodukt transports petroleum products. **Russia's Gas Sector** is dominated by the joint-stock company Gazprom, which is 38% owned by the government of the Russian Federation. Itera is rapidly becoming a major player in the gas sector as Russia's second-largest gas exporter. **Russia's Electricity Sector** is operated by the joint-stock company Unified Energy Systems (UES), which is majority state-owned. UES controls 70% of the country's distribution system, 21 thermal power plants, 8 nuclear power plants, and oversees the country's 72 regional electricity companies, known as *energos*. **Russia's Coal Sector** is operated by Rosugol, a government-owned holding company. Rosugol is organized along regional lines, with separate associations for each mining region.

**Major Producing Oil Fields:** Samotlor, Romashkino, Mamontov, Fedorov, Lyantor, Arlan, Krasnolenin, Vatyegan, Sutormin

**Major Oil Terminals:** Novorossiisk (Black Sea), Tuapse (Black Sea); Russia also uses Ventspils (Latvia), Odessa (Ukraine), Klaipeda (Lithuania)

**Oil Export Pipelines outside the former Soviet Union:** Friendship (Druzhba) (1.2 million bbl/d nominal

capacity)

**Major Oil Refineries (1/1/00, capacity: bbl/d):** Omsk (566,000), Angarsk (441,000), Nizhniy Novgorod (438,000), Grozny (390,000), Kirishi (388,000), Novo-Ufa (380,000), Ryazan (361,000), Novo-Kuibishev (309,000), Yaroslavl (290,000), Perm (279,000), Ufaneftekhim (251,000), Salavatnefteorgsintez (247,000), Moscow (243,000), Ufa (235,000), Syzran (211,000), Volgograd (200,000), Saratov (177,000), Orsk (159,000), Samara-Kuibishev (154,000), Achinsk (147,000), Ukhta (127,000), Nizhnekamsk (120,000), Komsomolsk (108,000)

**Major Foreign Oil Company Involvement:** Agip, BP Amoco, British Gas, Chevron, Statoil, Conoco, Exxon-Mobil, Neste Oy, Norsk Hydro, Marathon, McDermott, Mitsubishi, Mitsui, Royal Dutch/Shell, Texaco, and TotalFina Elf

**Major Producing Gas Fields:** Urengoy, Yamburg, Medvezh, Orenburg, Severo Urengoy, Vyngapurov

**Gas Export Pipelines outside FSU (Capacity):** Brotherhood (Bratrstvo), Progress, and Union (Soyuz) (1 Tcf each); Northern Lights (0.8 Tcf), Volga/Urals-Vybord (to Finland) (0.1 Tcf), Yamal (0.8 Tcf), Blue Stream (under construction)

**Major Coal Producing Basins:** Chelyabinsk, Donetsk, Kansk- Achinsk, Kuznetsk, Lena, Moscow, Pechora, Raychikhinsk, South Yakutia, Taymyr, Zyryanka



## UNITED KINGDOM

### COUNTRY OVERVIEW

**Head of State:** Queen Elizabeth II

**Prime Minister:** Anthony (Tony) Blair, re-elected June 2001

**Population (2000E):** 59.5 million

**Location/Size:** Western Europe, islands including the northern one-sixth of the island of Ireland between the North Atlantic Ocean and the North Sea, northwest of France/244,820 sq km (slightly smaller than Oregon)

**Capital City:** London

**Language:** English

**Ethnic groups:** English 81.5%, Scottish 9.6%, Irish 2.4%, Welsh 1.9%, Ulster 1.8%, West Indian, Indian, Pakistani, and other 2.8%

**Religions:** Anglican 27 million, Roman Catholic 9 million, Muslim 1 million, Presbyterian 800,000, Methodist 760,000, Sikh 400,000, Hindu 350,000, Jewish 300,000 (1991 est.)

**Defense (8/98):** Army, 113,900; Navy, 44,500; Air Force, 52,540

### ECONOMIC OVERVIEW

**Chancellor of the Exchequer:** Gordon Brown

**Currency:** Pound sterling

**Exchange Rate (9/04/01):** 1 US Dollar = 0.69 pounds

**Gross Domestic Product (GDP, 2000E):** \$1,415 billion

**Inflation Rate (consumer prices, 2000E):** 2.9% **(2001F):** 2.0%

**Unemployment Rate (2000E):** 3.7% **(2001F):** 3.4%

**Merchandise Exports (2000E):** \$283 billion

**Merchandise Imports (1999E):** \$327 billion

**Major Trading Partners:** United States, Germany, France, Netherlands

**Major Exports:** Food, beverages, and tobacco; crude materials, fuels, chemicals, machinery, transport equipment

**Major Imports:** Food, beverages, and tobacco; crude materials, fuels, chemicals, machinery, transport equipment

### ENERGY PROFILE

**Secretary of State for Trade and Industry:** Patricia Hewitt

**Minister of State for Industry and Energy:** Brian Wilson

**Proven Oil Reserves (1/1/01):** 5 billion barrels

**Oil Production (2000):** 2.75 million bbl/d, of which 2.48 million bbl/d was crude oil

**Oil Consumption (2000):** 1.7 million bbl/d

**Crude Oil Refining Capacity (1/1/01):** 1.77 million bbl/d

**Net Oil Exports (2000):** 1.05 million bbl/d

**Natural Gas Reserves (1/1/01):** 26.8 trillion cubic feet (Tcf)

**Natural Gas Production (1999E):** 3.49 Tcf

**Natural Gas Consumption (1999E):** 3.26 Tcf

**Natural Gas Net Exports (1999E):** 0.02 Tcf

**Major Systems:** Brent, Ninian, Forties, Flotta, Fulmar

**Major Fields:** E. Brae, Brent, Forties, Magnus, Miller, Scott

**Oil and Gas Companies:** Amerada Hess, BP Amoco, BHP, Chevron, ExxonMobil, Kerr-McGee, Phillips, Ranger Oil, Shell, Texaco

**Recoverable Coal Reserves (12/31/96E):** 1.65 billion short tons

**Coal Production (1999E):** 40.9 million short tons (Mmst)

**Coal Consumption (1999E):** 64.8 Mmst

**Electrical Generation Capacity (1/1/99):** 69.9 gigawatts (79.7% thermal, 2.1% hydro, 18% nuclear, 0.2% other)

**Electricity Generation (1999E):** 342.8 billion kilowatt hours (bkwh)

**Electricity Consumption (1999E):** 333 bkwh

### ENVIRONMENTAL OVERVIEW

**Secretary of State for the Environment, Food, and Rural Affairs:** Margaret Beckett

**Total Energy Consumption (1999E):** 9.9 quadrillion Btu\* (2.6% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 152.4 million metric tons of carbon (2.5% of world carbon emissions)

**Per Capita Energy Consumption (1999E):** 167.8 million Btu (vs. U.S. value of 355.8 million Btu)

**Per Capita Carbon Emissions (1999E):** 2.6 metric tons of carbon (vs. U.S. value of 5.5 metric tons of carbon)

**Energy Intensity (1999E):** 8,365 Btu/\$1990 (vs U.S. value of 12,638 Btu/\$1990)\*\*

**Carbon Intensity (1999E):** 0.13 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.19 metric tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1998E):** Industrial (37.0%), Residential (25.4%), Transportation (26.1%), Commercial (11.5%)

**Sectoral Share of Carbon Emissions (1998E):** Industrial (33.7%), Transportation (31.3%), Residential (24.3%), Commercial (10.6%),

**Fuel Share of Energy Consumption (1999E):** Oil (35.0%), Natural Gas (34.9%), Coal (15.7%)

**Fuel Share of Carbon Emissions (1999E):** Oil (41.2%), Natural Gas (33.4%), Coal (25.5%)

**Renewable Energy Consumption (1998E):** 137 trillion Btu\* (15% increase from 1997)

**Number of People per Motor Vehicle (1998):** 2.3 (vs. U.S. value of 1.3)

**Status in Climate Change Negotiations:** Annex I country under the United Nations Framework Convention on Climate Change. Under the negotiated Kyoto Protocol (signed on April 29th, 1998 - not yet ratified), the UK has agreed to reduce greenhouse gases 8% below 1990 levels by the 2008-2012 commitment period.

**Major Environmental Issues:** Sulfur dioxide emissions from power plants contribute to air pollution; some rivers polluted by agricultural wastes and coastal waters polluted because of large-scale disposal of sewage at sea.

**Major International Environmental Agreements:** A party to Conventions on Air Pollution, Air Pollution-Nitrogen Oxides, Air Pollution-Sulphur 94, Air Pollution-Volatile Organic Compounds, Antarctic-Environmental Protocol, Antarctic Treaty, Biodiversity, Climate Change, Desertification, Endangered Species, Environmental Modification, Hazardous Wastes, Law of the Sea, Marine Dumping, Marine Life Conservation, Nuclear Test Ban, Ozone Layer Protection, Ship Pollution, Tropical Timber 83, Tropical Timber 94, Wetlands and Whaling.

## UNITED STATES

### COUNTRY OVERVIEW

**President:** George W. Bush (since January 20, 2001)

**Legislative Branch:** Bicameral Congress (Senate, House of Representatives)

**Judicial Branch:** Supreme Court

**Independence:** July 4, 1776

**Population (April 2001E):** 284.0 million

**Location/Size:** North America, between Canada and Mexico/9,372,610 sq. km (3,787,319 sq. miles), the third largest country in the world, behind Russia and Canada

**Major Cities:** Washington, DC (capital), New York, Los Angeles, Chicago, Houston, Miami, Philadelphia, etc.

**Languages:** English, Spanish (spoken by a sizable minority)

**Ethnic Groups (8/1/2000):** White (82.2%), Black (12.8%), Asian (4.1%), Native American (0.9%). Note: Hispanics, who can be of any race, made up 11.8% of the U.S. population as of 8/1/2000.

**Religions (1997):** Protestant (58%), Roman Catholic (26%), Jewish (2%), other (6%), none (8%)

**Defense (8/98):** Army, 479,400; Navy, 380,600; Air Force, 370,300; Marine Corps, 171,300 (the United States also has nearly 1.35 million reservists)

### ECONOMIC OVERVIEW

**Currency:** Dollar (\$)

**Exchange Rates, per Dollar (4/9/2001):** British Pound (0.6945); Canadian Dollar (1.56); Euro (1.1062); French Franc (7.2545), German Mark (2.1631); Japanese Yen (123.79)

**Gross Domestic Product (GDP) (2001E):** \$10.5 trillion

**Inflation Rate (GDP implicit price deflator) (2000E):** 3.4% **(2001F):** 2.5%

**Unemployment Rate (2000E):** 4.1% **(2001E):** 4.7%

**Current Account Balance (2000E):** -\$433.8 billion

**Merchandise Exports (2000E):** \$814.0 billion

**Merchandise Imports (2000E):** \$1,215.4 billion

**Merchandise Trade Balance (2000E):** -\$401.5 billion

**Major Exports (1999):** Capital goods excluding automobiles (\$312 billion), industrial supplies (\$142 billion), consumer goods excluding autos (\$81 billion), motor vehicles and parts (\$76 billion), services (\$291 billion)

**Major Imports (1999):** Capital goods excluding autos (\$297 billion), consumer goods excluding autos (\$240 billion), motor vehicles and parts (\$179 billion), industrial supplies excluding oil (\$149 billion), petroleum and products (\$68 billion), services (\$196 billion)

**Major Trading Partners:** Canada, Japan, European Union, Mexico

### ENERGY OVERVIEW

**Secretary of Energy:** Spencer Abraham (as of January 20, 2001)

**Proven Oil Reserves (1/1/01):** 21.8 billion barrels

**Oil Production (2000E):** 8.2 million barrels per day (bbl/d), of which 5.8 million bbl/d is crude oil (NOTE: Including "refinery gain", US oil production in 2000 is estimated at 9.1 million bbl/d)

**Oil Consumption (2000E):** 19.6 million bbl/d

**Net Oil Imports (2000E):** 10.1 million bbl/d

**Crude Oil Imports from the Persian Gulf (2000E):** 2.4 million bbl/d (around 27% of total U.S. crude oil imports)

**Value of Oil Imports (2000E):** \$119.1 billion (up from \$67.2 billion in 1999)

**Crude Oil Refining Capacity (2000E):** 16.5 million bbl/d

**Oil Stocks (11/00E):** 1.51 billion barrels (including about 570 million barrels in the U.S. Strategic Petroleum Reserve)

**Oil Wells Drilled (2000E):** 4,731 (up from 4,087 in 1999)

**Operating Oil and Gas Rotary Rigs (3/01E):** 1,163 mark (904 for natural gas and 256 for oil)

**Natural Gas Reserves (1/1/01E):** 167 trillion cubic feet (Tcf)

**Dry Natural Gas Production (2000E):** 18.7 Tcf

**Natural Gas Consumption (2000E):** 22.2 Tcf

**Net Natural Gas Imports (2000E):** 3.5 Tcf (the vast majority from Canada)

**Natural Gas Wells Drilled (2000E):** 15,206

**Recoverable Coal Reserves (12/31/98):** 275.1 billion short tons (54% lignite and subbituminous; 46% anthracite and bituminous)

**Coal Production (2000E):** 1,076 million short tons (Mmst)

**Coal Consumption (2000E):** 1,078 Mmst

**Net Coal Exports (2000E):** 46 Mmst

**Value of Coal Exports (1999E):** \$2.5 billion

**Coal Stocks (12/00E):** 142.7 Mmst

**Electric Utility Generation Capacity (1/1/99E):** 687 gigawatts (coal 44%, natural gas 18%, hydroelectric and other renewables 16%, nuclear 14%, and petroleum 9%)

**Electric Net Generation by Utilities (2000E):** 3,009.8 billion kilowatthours (of which coal-fired 56%, nuclear 23%, natural gas 10%, hydroelectricity 8%, oil 2%, geothermal and "other" 0.1%)

**Non-utility Power Production (2000E):** 797.7 billion kilowatthours (of which natural gas-fired 40%, coal 34%, "geothermal and other" 11%, oil 5%, hydroelectric 2%, and "other gaseous fuels" 1%)

**Total Electricity Demand (2000E):** 3,624 billion kilowatthours

## **ENVIRONMENTAL OVERVIEW**

**Administrator of the U.S. Environmental Protection Agency:** Christie Whitman

**Total Energy Consumption (2000E):** 98.8 quadrillion Btu (25% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 1,519 million metric tons of carbon (24.7% of world total carbon emissions)

**Per Capita Energy Consumption (1999E):** 355.9 million Btu

**Per Capita Carbon Emissions (1999E):** 5.5 metric tons of carbon

**Energy Intensity (1999E):** 12,638 Btu/\$1990\*\*

**Carbon Intensity (1999E):** 0.19 metric tons of carbon/thousand \$1990

**Sectoral Share of Energy Consumption (1998E):** Industrial (38.2%), Transportation (26.6%), Residential (19.4%), Commercial (15.8%)

**Sectoral Share of Carbon Emissions (1998E):** Industrial (32.6%), Transportation (32.0%), Residential (19.4%), Commercial (16.0%)

**Fuel Share of Energy Consumption (1999E):** Oil (39.1%), Natural Gas (23.0%), Coal (22.4%)

**Fuel Share of Carbon Emissions (1999E):** Oil (42.7%), Coal (36.1%), Natural Gas (21.1%)

**Renewable Energy Consumption (1998E):** 6,516 trillion Btu (1% decrease from 1997)

**Number of People per Motor Vehicle (1998):** 1.3

**Status in Climate Change Negotiations:** Annex I country under the United Nations Framework Convention on Climate Change (ratified October 15th, 1992). Under the negotiated Kyoto Protocol (signed on November 12th, 1998 - not yet ratified), the United States has agreed to reduce greenhouse gases 7% below 1990 levels by the 2008-2012 commitment period.

**Major Environmental Issues:** Air pollution resulting in acid rain in both the US and Canada; the US is the largest single emitter of carbon dioxide from the burning of fossil fuels; water pollution from runoff of pesticides and fertilizers; very limited natural fresh water resources in much of the western part of the country require careful management; desertification.

**Major International Environmental Agreements:** A party to Conventions on Air Pollution, Air Pollution-Nitrogen Oxides, Antarctic-Environmental Protocol, Antarctic Treaty, Climate Change, Endangered Species, Environmental Modification, Marine Dumping, Marine Life Conservation, Nuclear Test Ban, Ozone Layer Protection, Ship Pollution, Tropical Timber 83, Tropical Timber 94, Wetlands and Whaling. Has signed, but not ratified, Air Pollution-Persistent Organic Pollutants, Air Pollution-Volatile Organic Compounds, Biodiversity, Desertification, Hazardous Wastes.

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar, wind, wood and waste electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal

products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1999

### **ENERGY INDUSTRY**

**Major U.S. Oil Companies:** ExxonMobil, Texaco, Chevron, BP Amoco, Shell, Atlantic Richfield (ARCO), USX, Phillips, Conoco

**Major U.S. Coal Companies:** Peabody Holding Co., Inc.; Cyprus AMAX Minerals Co.; Consol Energy Inc.; Kennecott Energy Co.; Zeigler Coal Holding Co.

**Natural Gas Pipelines** (2000E): 278,000 miles

**Major Ports:** Baltimore, Chicago, Hampton Roads, Houston, Los Angeles, New Orleans, New York, Philadelphia



## ALGERIA

### COUNTRY OVERVIEW

**President:** Abdelaziz Bouteflika (since April 1999)

**Prime Minister:** Ali Benflis (since August 2000)

**Independence:** July 5, 1962 (from France)

**Population (2000E):** 32.6 million

**Location/Size:** North Africa/919,595 sq. miles, more than one-quarter the size of the United States

**Major Cities:** Algiers (capital), Constantine, Annaba, Arzew, Skikda, Oran, Ghardaia, Bechar, Ouargla

**Languages:** Arabic (official), French, Berber dialects

**Ethnic Groups:** Arab (84%), Berber (16%), European (less than 1%).

**Religions:** Sunni Islam (state religion) 99%, Christianity and Judaism 1%

**Defense (1999E):** Army (105,000), Navy (7,000), Air Force (10,000), Paramilitary Forces (181,200).

### ECONOMIC OVERVIEW

**Currency:** Algerian Dinar (AD)

**Market Exchange Rate (1/29/01):** US \$1 = AD 77.9

**Nominal Gross Domestic Product (GDP -- market exchange rates) (2000E):** \$46.3 billion

**GDP Per Capita (2000E):** \$1,480 **(2001F):** \$1,570

**Inflation Rate (consumer prices) (2000E):** 5.0% **(2001F):** 5.5%

**Unemployment Rate (2000E):** 30%

**Current Account Balance (2000E):** \$9.2 billion **(2001F):** \$6.8 billion

**Major Trading Partners:** Italy, France, United States, Germany, Spain, Netherlands

**Merchandise Exports (2000E):** \$17.8 billion **(2001F)** \$18.4 billion

**Merchandise Imports (2000E):** \$11.9 billion **(2001F)** \$12.4 billion

**Major Export Products:** Petroleum and natural gas

**Major Import Products:** Industrial equipment, 26.5%; Intermediate Goods, 25.9%; Food, 24.9%; Consumer Goods, 12.8%.capital goods.

**Crude Oil Export revenues (2000E):** \$10.6 billion (up from \$6.5 billion in 1999)

**Total Hydrocarbon Export Revenues/Total Export Revenues (2000E):** 90%

**Total Reserves (non-gold) (2000E):** \$11.0 billion

**Total External Debt (12/00E):** \$26.5 billion

### ENERGY OVERVIEW

**Energy Minister:** Chakib Khelil

**Proven Oil Reserves (1/1/01E):** 9.2 billion barrels

**OPEC Crude Oil Production Quota (2/1/01):** 805,000 bbl/d

**Oil Production Capacity (2000E):** 1.5 million bbl/d

**Oil Production (2000E):** 1.39 million bbl/d (of which 802,000 bbl/d is crude, 430,000 bbl/d is condensate, and 155,000 bbl/d is NGLs)

**Oil Consumption (2000E):** 241,000 bbl/d

**Net Oil Exports (2000E):** 1.15 million bbl/d

**Oil Exports to the United States (January-October 2000E):** 214,000 bbl/d

**Oil Refining Capacity (1/1/01E):** 502,665 bbl/d

**Natural Gas Reserves (1/1/01E):** 159.7 trillion cubic feet (Tcf)

**Natural Gas Production (1999E):** 2.9 Tcf

**Natural Gas Consumption (1999E):** 0.8 Tcf

**Net Natural Gas Exports (1999E):** 2.1 Tcf (of which, 1.2 Tcf was via pipeline and 0.9 Tcf was LNG)

**LNG Customers (1999):** France, Spain, Turkey, United States, Belgium, Italy

**LNG Exports to the United States (1999E):** 75.8 billion cubic feet

**Natural Gas Pipeline Customers (1999):** Italy, Spain, Tunisia, Slovenia, Portugal

**Recoverable Coal Reserves (1998E):** 44 million short tons (MMST)

**Coal Production (1999E):** 0.02 MMST

**Coal Consumption (1999E):** 0.73 MMST

**Net Coal Imports (1999E):** 0.71 MMST

**Electric Generation Capacity (1999E):** 6.0 gigawatts (95% thermal, 5% hydroelectric)

**Electricity Generation (1999E):** 23.2 billion kilowatthours

## **ENVIRONMENTAL OVERVIEW**

**Minister of Public Works, Urban Development and the Environment:** Mohamed Ali Boughazi

**Total Energy Consumption (1999E):** 1.3 quadrillion Btu\* (0.3% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 23.4 million metric tons of carbon (0.4% of world emissions)

**Per Capita Energy Consumption (1999E):** 42.6 million Btu (vs. U.S. value of 350.7 million Btu)

**Per Capita Carbon Emissions (1999E):** 0.8 metric tons of carbon (vs. U.S. value of 5.6 metric tons of carbon)

**Energy Intensity (1999E):** 17,703 Btu/\$1990 (vs U.S. value of 12,639 Btu/\$1990) \*\*

**Carbon Intensity (1999E):** 0.32 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.20 metric tons/thousand \$1990)\*\*

**Share of Energy Consumption (1997E):** Industrial (48.4%), Transportation (28.3%), Residential (23.4%)

**Sectoral Share of Carbon Emissions (1997E):** Industrial (43.9%), Transportation (33.0%), Residential (12.1%).

**Fuel Share of Energy Consumption (1999E):** Natural Gas (67.2%), Oil (31.3%), Coal (1.5%),

**Fuel Share of Carbon Emissions (1999E):** Natural Gas (69.5%), Oil (28.7%), Coal (1.8%)

**Renewable Energy Consumption (1997E):** 22.4 trillion Btu\* (1% increase from 1996)

**Number of People per Motor Vehicle (1997E):** 19.2 (vs. U.S. value of 1.3)

**Status in Climate Change Negotiations:** Non-Annex I country under the United Nations Framework Convention on Climate Change (ratified June 9th, 1993). Not a signatory to the Kyoto Protocol.

**Major Environmental Issues:** Soil erosion; desertification; river and coastal water pollution due to the dumping of raw sewage, petroleum refining wastes, and other industrial effluents; inadequate supplies of potable water.

**Major International Environmental Agreements:** A party to Conventions on Biodiversity, Climate Change, Desertification, Endangered Species, Environmental Modification, Law of the Sea, Ozone Layer Protection, Ship Pollution, Wetlands. Has signed, but not ratified, the Nuclear Test Ban Treaty.

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar and wind electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

## **OIL AND GAS INDUSTRIES**

**Organizations:** Entreprise Nationale pour la Recherche, la Production, le Transport, la Transformation et la Commercialisation des Hydrocarbures (Sonatrach) - State-owned company for exploration, transport and marketing of petroleum, natural gas and related products; Entreprise Nationale de Raddinage des Produits Pétroliers (Naftec) - Operates and manages all refineries; Entreprise Nationale de Commercialisation et de Distribution des Produits Pétroliers (Naftel) - Domestic product distribution. Societe de Conditionnement, Comercialisation & Transport de Gas Industriels (Cogiz) - produces natural gas by-products.

**Terminals:** Algiers, Annaba, Arzew (LNG)(condensate), Bejaia, Oran, Skikda (LNG), La Skhirra (Tunisia)(crude)

**Natural Gas Export Pipelines:** TransMed (Hassi R'Mel- Tunisia-Sicily-Italy (Minerbo)), Maghreb-Europe Gas (MEG) (Hassi R'Mel-Morocco-Spain (Cordoba)-Portugal (Leiria))

**Crude Oil Refineries (capacity-bbl/d)(2000E):** Skikda (351,800), el-Djazair (63,323), Arzew (58,632), Hassi Messaoud (28,910)

**LNG Facilities (Design/Refurbished Capacity - billion cubic feet per year) (1997):** Arzew GL4Z (54), Arzew GL1Z (429), Arzew GL2Z (341.3), Skikda GL1K (287)

**Selected Foreign Energy Company Involvement:** Agip, Anadarko, Arco, BP, BHP, Cepsa, Conoco, ENI, Exxon Mobil, Halliburton, Lasmo, Louisiana, Maersk, Neste Oy, Oryx, PetroCanada, Phillips, Ranger, Repsol, Sasol, Samsung, Sun Oil, Talisman, TotalFinaElf, Wintershall, YPF

## INDONESIA

### COUNTRY OVERVIEW

**President:** Abdurrahman Wahid (known informally as "Gus Dur")

**Independence:** Proclaimed independence on August 17, 1945. On December 27, 1949, Indonesia became independent from the Netherlands.

**Population (2000E):** 224.8 million

**Location/Size:** Southeastern Asia/735,310 sq. mi., slightly less than three times the size of Texas

**Major Cities:** Jakarta (capital), Surabaya, Bandung, Medan, Semarang, Palembang, Ujung Pandang

**Languages:** Bahasa Indonesia (official), English, Dutch, local dialects including Javanese

**Ethnic Groups:** Javanese (45%), Sundanese (14%), Madurese (7.5%), coastal Malays (7.5%), other (26%)

**Religions:** Muslim (88%), Protestant (5%), Roman Catholic (3%), Hindu (2%), Buddhist 1%), other (1%)

**Defense (8/98):** Army (220,000), Navy (43,000), Air Force (21,000), Paramilitary forces: Police (177,000), KAMRA (People's Security)(1.5 million trainees)

### ECONOMIC OVERVIEW

**Currency:** Rupiah

**Exchange Rate (12/20/00):** US\$1 = 9,265 rupiah

**Gross Domestic Product (2000E):** \$156.8 billion

**Inflation Rate (Consumer Price Index)(2000E):** 8.2% (2001E): 7.8%

**Current Account Balance (2000E):** \$4.7 billion

**Merchandise Exports (2000E):** \$57.1 billion

**Merchandise Imports (2000E):** \$33.0 billion

**Merchandise Trade Balance (2000E):** \$24.1 billion

**Major Export Products:** Manufactured goods, petroleum, natural gas and related products, foodstuffs, raw materials

**Major Import Products:** Capital equipment, raw and intermediate materials, consumer goods, petroleum

**Major Trading Partners:** Japan, United States, Singapore, Hong Kong, Britain, Australia

**Total External Debt (2000E):** \$147.6 billion

### ENERGY OVERVIEW

**Energy Minister:** Purnomo Yusgiantoro (appointed August 2000)

**Proven Oil Reserves (1/1/00):** 5.0 billion barrels

**Oil Production (1st nine months 2000E):** 1.47 million barrels per day (bbl/d), of which 1.29 million bbl/d is crude oil

**Oil Production Capacity (2000E):** 1.5 million bbl/d

**OPEC Production Quota (since 10/31/00):** 1.385 million bbl/d

**Oil Consumption (2000E):** 989,000 bbl/d

**Net Oil Exports (2000E):** 481,000 bbl/d

**Major Oil Customers:** Japan, United States, South Korea, China, Australia, Taiwan, Singapore, Thailand

**Crude Oil Refining Capacity (1/1/00E):** 992,745 bbl/d

**Natural Gas Reserves (1/1/00E):** 72.3 trillion cubic feet (tcf)

**Natural Gas Production (1998E):** 2.24 trillion cubic feet (tcf)

**Natural Gas Consumption (1998E):** 0.97 tcf

**Net Gas Exports (1998E):** 1.27 Tcf

**Major LNG Customers (2000):** Japan, South Korea, Taiwan

**Coal Reserves (12/31/96):** 5.75 billion short tons of recoverable reserves of which 85% is lignite and 15% is anthracite

**Coal Production (1998E):** 66.5 million short tons (Mmst)

**Coal Consumption (1998E):** 17.1 Mmst

**Net Coal Exports (1998E):** 51.1 Mmst

**Major Coal Customers (2000):** Japan, Taiwan, South Korea, the Philippines, and Hong Kong

**Electric Generation Capacity (1/1/98E):** 19.9 gigawatts

**Electricity Production (1998E):** 73.1 terawatt-hours

### **ENVIRONMENTAL OVERVIEW**

**Total Energy Consumption (1999E):** 3.6 quadrillion Btu\* (1.0% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 64.3 million metric tons of carbon (1.1% of world total carbon emissions)

**Per Capita Energy Consumption (1999E):** 17.2 million Btu (vs U.S. value of 355.8 million Btu)

**Per Capita Carbon Emissions (1999E):** 0.31 metric tons of carbon (vs U.S. value of 5.5 metric tons of carbon)

**Energy Intensity (1999E):** 22,412 Btu/ \$1990 (vs. U.S. value of 12,638 Btu/ \$1990)

**Carbon Intensity (1999E):** 0.40 metric tons of carbon/thousand \$1990 (vs. U.S. value of 0.19 metric tons/thousand \$1990)

**Sectoral Share of Energy Consumption (1998E):** Industrial (32.3%), Transportation (16.1%), Residential (49.2%), Commercial (2.4%)

**Sectoral Share of Carbon Emissions (1998E):** Industrial (46.1%), Transportation (27.0%), Residential (23.5%), Commercial (3.4%)

**Fuel Share of Energy Consumption (1999E):** Oil (57.1%), Natural Gas (29.5%), Coal (7.7%)

**Fuel Share of Carbon Emissions (1999E):** Oil (61.4%), Natural Gas (27.8%), Coal (10.8%)

**Renewable Energy Consumption (1998E):** 2,048 trillion Btu\* (4% increase from 1997)

**Number of People per Motor Vehicle (1998):** 45.5 (vs U.S. value of 1.3)

**Status in Climate Change Negotiations:** Non-Annex I country under the United Nations Framework Convention on Climate Change (ratified August 23rd, 1994). Signatory to the Kyoto Protocol (signed July 13th, 1998 - not yet ratified).

**Major Environmental Issues:** Deforestation; water pollution from industrial wastes, sewage; air pollution in urban areas.

**Major International Environmental Agreements:** A party to Conventions on Biodiversity, Climate Change, Endangered Species, Hazardous Wastes, Law of the Sea, Nuclear Test Ban, Ozone Layer Protection, Ship Pollution, Tropical Timber 83, Tropical Timber 94 and Wetlands. Has signed, but not ratified, Desertification and Marine Life Conservation.

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar, wind, wood and waste electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1999

### **OIL AND GAS INDUSTRIES**

**Organizations:** Perusahaan Pertambangan Minyak dan Gas Bumi Negara (Pertamina) - oil exploration, production, transportation, and marketing; Perum Gas Negara (PGN) - gas distributor and transmission company

**Major Producing Oil Fields:** Duri, Minas, Belida, Ardjuna, Arun, KG/KRA, Widuri, Nilam, Attaka

**Oil Refineries (operating capacity-bbl/d, December 1999):** Cilacap, Central Java (380,000); Pertamina-Balikpapan, Kalimantan (240,920); Musi, South Sumatra (109,155); EXOR-1, Balongan, Java (125,000); Dumai, Central Sumatra (114,000); Sungai Pakning, Central Sumatra (47,500); Pangakalan Brandan, North Sumatra (4,750); Cepu, Central Java (3,420)

**Product Pipelines:** Trans-Java (serving the Surabaya market)

**Oil Tanker Terminals:** Java: Cilegon, Cilacap, Surabaya, Ardjuna B (offshore) Sumatra: Pangkalan Brandan, Belawan, Dumai, Musi, Perlak, Palembang, Tanjung Uban (offshore) Kalimantan: Balikpapan Sulawesi: Ujung Pandang Irian Jaya: Sorong, Jaya Seram: Bula Natuna Sea: Ikan Pari

**Major Gas Fields:** Sumatra: Arun, Alur Siwah, Kuala Langsa, Musi, South Lho Sukon, Wampu East Kalimantan: Attaka, Badak, Bekapai, Handil, Mutiara, Nilam, Semberah, Tunu Natuna Sea: Natuna Java: Pagerungan, Terang/Sirasun Irian Jaya: Tangguh

**Major Gas Pipelines:** Sumatra: Pangkalan Brandan-Dumai  
LNG Plants: Arun, Bontang



## IRAN

### COUNTRY OVERVIEW

**President:** Mohammed Khatami (since August 1997)

**Supreme/Spiritual Leader:** Ayatollah Ali Khamenei

**Islamic Republic Proclaimed:** April 1, 1979

**Population (7/00E):** 65.6 million

**Location/Size:** Middle East - between the Persian Gulf and the Caspian Sea/636,296 square miles

**Major Cities:** Tehran (capital), Meshed, Isfahan, Tabriz, Shiraz, Ahwaz, Kermanshah, Qom, Ardebil, Qazvin

**Languages:** Persian and Persian dialects (58%), Turkic and Turkic dialects (26%), Kurdish (9%), Luri (2%), Baluch (1%), Arabic (1%), Turkish (1%)

**Ethnic Groups:** Persian (51%), Azerbaijani (24%), Gilaki and Mazandarani (8%), Kurd (7%), Arab (3%), Lur (2%), Baluch (2%), Turkmen (2%), other (1%)

**Religion:** Shi'a Muslim (89%), Sunni Muslim (10%), Zoroastrian, Jewish, Christian, and Baha'i (1%)

**Defense (8/98):** Army (350,000), Revolutionary Guard (120,000), Navy (20,600), Air Force (40,000-45,000), army reserves (350,000)

### ECONOMIC OVERVIEW

**Minister of Economy and Finance:** Hossain Namazi

**Currency:** Rial (R)

**Exchange Rates (4/20/01):** R 1,726 per \$U.S. for official budget transactions and essential goods imports and exports, as well as external debt service; "floating" Tehran Stock Exchange (TSE) rate of around 8,150 per \$U.S.

**Gross Domestic Product (GDP, at market exchange rates) (2001E):** \$61.6 billion

**Inflation Rate (2000E):** 15% % **(2001F):** 17%

**Unemployment Rate (2000E):** 12.7% (unofficially, 16%-25%)

**Current Account Balance (2000E):** \$12.5 billion **(2001F):** \$3.6 billion

**Major Trading Partners (1999):** Japan, Italy, Germany, China, France, United Arab Emirates

**Merchandise Exports (2000E):** \$21.7 billion

**Merchandise Imports (2000E):** \$16.8 billion

**Merchandise Trade Surplus (2000E):** \$4.9 billion

**Major Export Products:** Oil and oil products (90%), carpets, pistachios

**Major Import Products:** Industrial supplies (37%), machinery (30%), consumer goods (18%)

**Oil Export Revenues (1999E):** \$13.9 billion **(2000E):** \$23.5 billion

**Oil Export Revenues/Total Export Revenues (2000E):** around 90%

**Total External Debt (6/00E):** \$9.6 billion (plus \$11.1 billion in what Iran's Bank Markazi calls "contingent liabilities")

### ENERGY OVERVIEW

**Minister of Energy:** Habibollah Bitaraf

**Minister of Petroleum:** Bijan Namdar-Zanganeh

**Atomic Energy Organization of Iran:** Gholamreza Aqazadeh

**Proven Oil Reserves (1/1/01E):** 89.7 billion barrels

**OPEC Crude Oil Production Quota:** 3.552 MMBD (as of April 1, 2001)

**Crude Oil Production Capacity (2001E):** 3.8 MMBD

**Oil Production (2000E):** 3.8 MMBD (of which, 3.7 MMBD is crude)

**Oil Consumption (2000E):** 1.2 MMBD

**Net Oil Exports (2000E):** 2.6 MMBD

**Crude Oil Refining Capacity (1/1/01E):** 1.48 MMBD

**Major Crude Oil Customers:** OECD Europe, Japan, China, South Korea

**Natural Gas Reserves (1/1/01E):** 812 trillion cubic feet (Tcf)

**Natural Gas Production (1999E):** 1.87 Tcf

**Natural Gas Consumption (1999E):** 1.94 Tcf

**Recoverable Coal Reserves (12/97E):** 213 million short tons (Mmst)



**Coal Production (1999E):** 1.07 Mmst  
**Coal Consumption (1999E):** 1.84 Mmst  
**Net Coal Imports (1999E):** 0.77 Mmst  
**Electric Generation Capacity (1/1/99E):** 30 gigawatts (93% thermal, 7% hydroelectric)  
**Electricity Consumption (1999E):** 95.8 billion kilowatthours

## **ENVIRONMENTAL OVERVIEW**

**Vice President for Environmental Protection:** Dr. Mrs. Masumeh Ebtekar

**Total Energy Consumption (1999E):** 4.7 quadrillion Btu\* (1.2% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 84.3 million metric tons of carbon (1.4% of world total carbon emissions)

**Per Capita Energy Consumption (1999E):** 74.5 million Btu (vs U.S. value of 355.8 million Btu)

**Per Capita Carbon Emissions (1999E):** 1.3 metric tons of carbon (vs U.S. value of 5.5 metric tons of carbon)

**Energy Intensity (1999E):** 6,318 Btu/ \$1990 (vs U.S. value of 12,638 Btu/ \$1990)\*\*

**Carbon Intensity (1999E):** 0.12 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.19 metric tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1998E):** Industrial (42.1%), Residential (25.5%), Transportation (23.6%), Commercial (8.6%)

**Sectoral Share of Carbon Emissions (1998E):** Industrial (39.7%), Residential (24.4%), Transportation (27.3%), Commercial (8.6%)

**Fuel Share of Energy Consumption (1999E):** Oil (53.7%), Natural Gas (43.9%), Coal (0.9%)

**Fuel Share of Carbon Emissions (1999E):** Oil (57.5%), Natural Gas (41.2%), Coal (1.3%)

**Renewable Energy Consumption (1998E):** 391 trillion Btu\* (300.6% increase from 1997)

**Number of People per Motor Vehicle (1998):** 27.7 (vs U.S. value of 1.3)

**Status in Climate Change Negotiations:** Non-Annex I country under the United Nations Framework Convention on Climate Change (ratified July 18th, 1996). Not a signatory to the Kyoto Protocol.

**Major Environmental Issues:** Air pollution, especially in urban areas, from vehicle emissions, refinery operations, and industrial effluents; deforestation; overgrazing; desertification; oil pollution in the Persian Gulf; inadequate supplies of potable water.

**Major International Environmental Agreements:** A party to Conventions on Biodiversity, Climate Change, Desertification, Endangered Species, Hazardous Wastes, Marine Dumping, Nuclear Test Ban, Ozone Layer Protection and Wetlands. Has signed, but not ratified, Environmental Modification, Law of the Sea and Marine Life Conservation.

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar, wind, wood and waste electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1999

## **OIL AND GAS INDUSTRIES**

**Organizations:** The Ministry of Petroleum has overall responsibility for the country's energy sector. Companies function autonomously for the most part, but ultimately report to the Ministry. National Iranian Oil Company (NIOC) - oil and gas exploration and production, refining and oil transportation (reportedly reorganized in September 2000); National Iranian Gas Company (NIGC) - manages gathering, treatment, processing, transmission, distribution, and exports of gas and gas liquids; National Petrochemical Company (NPC) - handles petrochemical production, distribution, and exports; National Iranian Tanker Company (NITC) -- controls the second largest fleet of tankers in OPEC; National Iranian Oil Refining and Distribution Company (NIORDC) handles oil refining and transportation, with some overlap to NIOC.

**Foreign Oil Company Involvement:** BG, Bow Valley, BP, ENI, Gazprom, Petronas, Royal Dutch/Shell, Sheer Energy, Statoil, TotalFinaElf

**Major Oil Fields:** Agha Jari, Ahwaz (Bangestan), Azadegan, Bibi Hakimeh, Darkhovin, Doroud, Gachsaran, Mansouri (Bangestan), Marun, Masjid-e Soleiman, Parsi, Rag-e-Safid, Soroush/Nowruz

**Major Refineries (capacity, bbl/d) (1/1/01E):** Abadan (400,000), Isfahan (265,000), Bandar Abbas (232,000); Tehran (225,000), Arak (150,000), Tabriz (112,000), Shiraz (40,000), Kermanshah (30,000), Lavan Island (30,000)

**Major Oil Terminals:** Ganaveh, Kharg Island, Lavan Island, Sirri Island, Cyrus, Ras Bahregan, Larak Island

**Gas Pipeline System:** IGAT-1 transports associated gas from Khuzestan area oilfields to consumption centers in the north; IGAT-2 transports non-associated gas from the Kangan and Nar fields on the Persian Gulf coast near Bandar Taheri; IGAT-3, which would run from South Pars to Tehran, is planned.

# IRAQ

## COUNTRY OVERVIEW

**Head of Government:** Saddam Hussein al-Takriti

**Deputy Prime Minister:** Tariq 'Aziz

**Independence:** October 3, 1932

**Population (7/00E):** 22.7 million

**Location/Size:** Middle East/168,709 square miles, slightly more than twice the size of Idaho.

**Major Cities:** Baghdad (capital), Basra, Mosul, Karbala, Kirkuk

**Languages:** Arabic, Kurdish

**Ethnic Groups:** Arab 75-80%, Kurdish 15-20%, Turkmen, Assyrian, or other 5%

**Religions:** 97% Muslim (Shi'a 60-65%, Sunni 32-37%), Christian or other (3%)

**Defense (8/98E):** Army (375,000); Air Force (35,000); Navy (2,000). Iraq is believed to have 2,000 battle tanks and 300-350 aircraft (of which as few as 100 may be serviceable)

## ECONOMIC OVERVIEW

**Currency:** Iraqi Dinar (ID)

**Unofficial Exchange Rate (4/01E):** US\$1 = ID1,700 (note: the official rate is US\$1 = ID3.2)

**Gross Domestic Product (at market exchange rates) (2000E):** \$15.4 billion (around one-third of 1989's economic output)

**Inflation Rate (consumer prices) (2000E):** 100% **(2001F):** 80%

**Major Export Products (2000):** Crude oil and oil products (regulated by the United Nations)

**Major Import Products (2000):** Food, medicine, consumer goods (regulated by the United Nations)

**Merchandise Exports (2000E):** \$20.2 billion

**Merchandise Imports (2000E):** \$12.9 billion

**Merchandise Trade Balance (2000E):** \$7.3 billion

**Current Account Balance (2000E):** \$1.3 billion

**Oil Export Revenues/Total Export Revenues (2001E):** 95% or more

**Total External Debt (2001E):** \$140 billion

## ENERGY OVERVIEW

**Minister of Oil:** Amir Rashid Muhammad al-Rubaydi

**Proven Oil Reserves (1/1/01E):** 112.5 billion barrels (around 75 billion barrels of which has not yet been developed; potential reserves are as high as 200 billion barrels)

**Oil Production (2000E):** 2.59 million barrels per day (MMBD), of which 2.57 MMBD is crude oil

**Oil Production Capacity, Maximum Sustainable (5/01E):** 2.8 MMBD

**Oil Export Routes:** Kirkuk-Ceyhan pipeline; Mina al-Bakr port; to Jordan and Turkey via truck; reportedly to Syria via the Kirkuk-Banias pipeline; smuggling by boat along the Gulf coast

**Oil Consumption (2000E):** 400,000-500,000 barrels per day (bbl/d)

**Net Oil Exports (2000E):** 2.1 MMBD

**U.S. Oil Imports from Iraq (2000E):** 613,000 bbl/d (down from 725,000 bbl/d in 1999)

**Crude Oil Refining Capacity (1/1/01):** 417,500 bbl/d (according to *Oil and Gas Journal*)

**Natural Gas Reserves (1/1/01E):** 109.8 trillion cubic feet (Tcf)

**Natural Gas Production (1999E):** 112 billion cubic feet (Bcf)

**Natural Gas Consumption (1999E):** 112 Bcf

**Electricity Generation Capacity (1999E):** 6 gigawatts

**Electricity Production (1999E):** 29.4 billion kilowatthours

## ENVIRONMENTAL OVERVIEW

**Total Energy Consumption (1999E):** 1.2 quadrillion Btu\* (0.3% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 21.6 million metric tons of carbon (0.35% of world total carbon emissions)

**Per Capita Energy Consumption (1999E):** 51.7 million Btu (vs U.S. value of 355.8 million Btu)

**Per Capita Carbon Emissions (1999E):** 0.96 metric tons of carbon (vs U.S. value of 5.5 metric tons of carbon)

**Energy Intensity (1998E):** 34,800 Btu/ \$1990 (vs U.S. value of 12,638 Btu/ \$1990)\*\*

**Carbon Intensity (1998E):** 0.63 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.19 metric tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1998E):** Transportation (56.9%), Industrial (33.9%), Residential (9.2%), Commercial (0.0%)

**Sectoral Share of Carbon Emissions (1998E):** Transportation (61.1%), Industrial (28.9%), Residential (9.9%), Commercial (0.0%)

**Fuel Share of Energy Consumption (1999E):** Oil (89.3%), Natural Gas (10.1%), Coal (0.0%)

**Fuel Share of Carbon Emissions (1999E):** Oil (90.0%), Natural Gas (10.0%), Coal (0.0%)

**Renewable Energy Consumption (1998E):** 7 trillion Btu\* (0% increase from 1997)

**Number of People per Motor Vehicle (1998):** 17.8 (vs U.S. value of 1.3)

**Status in Climate Change Negotiations:** Iraq is not a signatory to the United Nations Framework Convention on Climate Change or to the Kyoto Protocol.

**Major Environmental Issues:** Government water control projects have drained most of the inhabited marsh areas east of An Nasiriyah by drying up or diverting the feeder streams and rivers; a once sizable population of Shi'a Muslims, who have inhabited these areas for thousands of years, has been displaced; furthermore, the destruction of the natural habitat poses serious threats to the area's wildlife populations; inadequate supplies of potable water; development of Tigris-Euphrates Rivers system contingent upon agreements with upstream riparian Turkey; air and water pollution; soil degradation (salination) and erosion; desertification.

**Major International Environmental Agreements:** A party to the Law of the Sea and the Nuclear Test Ban. Has signed, but not ratified, Environmental Modification.

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar, wind, wood and waste electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1999

## **OIL AND GAS INDUSTRY**

**Major Companies:** The Oil Ministry oversees the nationalized oil industry through the *Iraq National Oil Company* (INOC). Autonomous companies under INOC include the *State Company for Oil Projects* (SCOP) - design and engineering of upstream and downstream projects; *Oil Exploration Company* (OEC) - exploration; *Northern Oil Company* (NOC) and *Southern Oil Company* (SOC) - upstream activities in northern/central and southern Iraq, respectively; *State Organization for Oil Marketing* (SOMO) - crude oil sales and OPEC relations; *Iraqi Oil Tankers Company* (IOTC); and various departments within the Ministry of Oil which run Iraq's internal pipeline systems, distribute oil products, operate downstream natural gas/LPG projects and gas bottling plants.

**Major Oil Fields (proven/probable reserves - billion barrels, 1998E):** Majnoon (20), West Qurna (15), East Baghdad (11+), Kirkuk (10+), Rumaila (10+), Nahr Umar (6+), Halfaya (5), Zubair (4), Bai Hassan (2), Buzurgan (2), Khabbaz (2), Abu Ghirab (1.5), Nasiriya (2), Khormala (1.5)

**Oil Refineries (crude refining capacity bbl/d, 2001E):** Baiji North (150,000), Basra (140,000), Daura (100,000), Khanakin (12,000), Haditha (7,000), Muftiah (4,500), Qayarah (2,000) (Note: Iraq reportedly is constructing several 10,000-bbl/d mobil refineries).

**Major Ports:** Mina al-Bakr, Khor al-Amaya, Khor al-Zubair, Umm Qasr

**Major Pipelines (current capacity):** *Kirkuk-Ceyhan (Dortyol) Pipeline* - 0.9 MMBD; *Iraq-Saudi Arabia Pipeline* (IPSA1, 2) - 1.65 MMBD (closed by Saudi Arabia in 1990); *Banias Pipeline* - 0.3 MMBD (closed by Syria in 1983); *Iraq Strategic Pipeline* - less than 1.4 MMBD (reversible, internal transportation only)

## KUWAIT

### COUNTRY OVERVIEW

**Head of State:** Sheikh Jaber al-Ahmad al-Sabah

**Crown Prince, Prime Minister:** Sheikh Sa'ad al- Abdullah al-Salem al-Sabah

**Independence:** June 19, 1961 (from United Kingdom)

**Population (2001E):** 2.0 million (includes 1.2 million non-citizens)

**Location/Size:** Middle East, northwestern corner of the Persian Gulf between Iraq and Saudi Arabia/6,900 square miles, slightly smaller than New Jersey

**Major Cities:** Kuwait City (capital), Salmiya, Hawalli

**Languages:** Arabic

**Ethnic Groups:** Kuwaiti (45%), other Arab (35%), South Asian (9%), Iranian (4%), other (7%)

**Religion:** Sunni Muslim (45%), Shi'a Muslim (40%), Christian, Hindu, other (15%)

**Defense (8/98):** Army (11,000), Air Force (2,500), Navy (1,800), National Guard (5,000)

### ECONOMIC OVERVIEW

**Currency:** Kuwaiti Dinar (KD)

**Market Exchange Rate (8/15/01):** US\$1 = 0.31 KD

**Gross Domestic Product (GDP) (2000E):** \$31.7 billion **(2001E):** \$33.4 billion

**Inflation Rate (2000E):** 3.1% **(2001E):** 2.9%

**Current Account Balance (2000E):** \$5.1 billion **(2001E):** \$12.0 billion

**Major Trading Partners:** United States, Japan, Europe

**Merchandise Exports (2001E):** \$17.1 billion

**Merchandise Imports (2001E):** \$7.7 billion

**Merchandise Trade Balance (2001E):** \$9.4 billion

**Major Export Products:** Petroleum (90% of total export revenues)

**Major Import Products:** Industrial goods, consumer goods, machinery, transport equipment, food

**Total External Debt (2001E):** None

**International Reserves (2001E):** \$5.9 billion

### ENERGY OVERVIEW

**Minister of Oil:** Adel Khaled al-Subeih (appointed February 2001)

**Proven Oil Reserves (1/1/01):** 96.5 billion barrels (including 2.5 billion in the Neutral Zone)

**OPEC Crude Oil Production Quota (effective September 1, 2001):** 1.861 million bbl/d

**Oil Production Capacity (2001E):** 2.6 million bbl/d (includes half of Neutral Zone)

**Oil Production (2000E):** 2.2 million bbl/d (includes half of Neutral Zone)

**Oil Production (January-May 2001E):** 2.2 million bbl/d (includes half of Neutral Zone)

**Oil Consumption (2000E):** 192,000 bbl/d **(2001E):** 205,000 bbl/d

**Net Oil Exports (2000E):** 2.0 million bbl/d **(2001E):** 2.0 million bbl/d

**Crude Oil Refining Capacity (1/1/01E):** 772,800 bbl/d

**Major Crude Oil Customers:** Asia (around 60%); United States; Europe

**Natural Gas Reserves (1/1/01):** 52.7 trillion cubic feet (Tcf)(includes Neutral Zone)

**Natural Gas Production (1999E):** 0.29 Tcf

**Natural Gas Consumption (1999E):** 0.29 Tcf

**Electric Generation Capacity (2001E):** 9.3 gigawatts

**Electricity Generation (1999E):** 31.6 billion kilowatt hours (all thermal)

### ENVIRONMENTAL OVERVIEW

**Minister of Electricity & Water:** Dr. Adil Khalid al-Sabih

**Total Energy Consumption (1999E):** 0.7 quadrillion Btu\* (0.2% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 12.3 million metric tons of carbon (0.2% of world total carbon emissions)

**Per Capita Energy Consumption (1999E):** 324.2 million Btu (vs U.S. value of 355.8 million Btu)



**Per Capita Carbon Emissions (1999E):** 5.8 metric tons of carbon (vs U.S. value of 5.5 metric tons of carbon)

**Energy Intensity (1999E):** 29,483 Btu/ \$1990 (vs U.S. value of 12,638 Btu/ \$1990)\*\*

**Carbon Intensity (1999E):** 0.53 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.19 metric tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1998E):** Residential (29.9%), Industrial (44.3%), Transportation (25.3%), Commercial (0.5%)

**Sectoral Share of Carbon Emissions (1998E):** Residential (33.9%), Industrial (40.8%), Transportation (24.7%), Commercial (0.6%)

**Fuel Share of Energy Consumption (1999E):** Oil (56.3%), Natural Gas (43.7%), Coal (0.0%)

**Fuel Share of Carbon Emissions (1999E):** Oil (62.9%), Natural Gas (37.1%), Coal (0.0%)

**Renewable Energy Consumption (1998E):** 0.17 trillion Btu\* (17% decrease from 1997)

**Number of People per Motor Vehicle (1998):** 2.2 (vs U.S. value of 1.3)

**Status in Climate Change Negotiations:** Non-Annex I country under the United Nations Framework Convention on Climate Change (ratified December 28th, 1994). Not a signatory to the Kyoto Protocol.

**Major Environmental Issues:** limited natural fresh water resources; some of world's largest and most sophisticated desalination facilities provide much of the water; air and water pollution; desertification.

**Major International Environmental Agreements:** A party to Conventions on Climate Change, Desertification, Environmental Modification, Hazardous Wastes, Law of the Sea, Nuclear Test Ban, Ozone Layer Protection. Has signed, but not ratified, Biodiversity, Endangered Species and Marine Dumping.

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar, wind, wood and waste electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1999

## **OIL AND GAS INDUSTRIES**

**Organization:** The *Supreme Petroleum Council* governs the nationalized oil industry, which is run by *Kuwait Petroleum Corporation* (KPC). KPC subsidiaries include: *Kuwait Oil Company* (KOC) - exploration and production of oil and gas; *Kuwait National Petroleum Company* (KNPC) - refining and shipping; *Kuwait Petroleum International* (KPI) - refining and product marketing; *Petrochemical Industries Company* (PIC) - production and marketing of chemical products; *Kuwait Foreign Petroleum Exploration Company* (KUFPEC) - foreign exploration; and *Kuwait Oil Tanker Corporation* (KOTC) - tanker operations

**Major Refineries (capacity - bbl/d, 2001E):** Mina Al-Ahmadi (326,800 after facility was damaged; design capacity is 435,000 bbl/d), Mina Abdullah (250,000), Shuaiba (196,000)

**Major Oil Fields (reserves - billion barrels):** Greater Burgan -- Burgan, Magwa, and Ahmadi (50); Raudhatain (6); Sabriya (3.8); Minagish (2); Abdali; Rugei; Bahra; *Neutral Zone:* Al-Hout and Khafji (6.3); Wafra (2); South Fawaris; Umm Gudair

**Major Pipelines:** Raudhatain-Ahmadi; Minagish-Ahmadi; Umm Gudair-Shuaiba; Wafra-Mina Abdullah; Burgan-Ahmadi

**Major Oil Terminals:** Mina Al-Ahmadi, Mina Abdullah, Shuaiba, Mina Saud

**Foreign Oil Company Involvement:** British Petroleum, Chevron, Royal Dutch/Shell, Texaco

# LIBYA

## COUNTRY OVERVIEW

**President (Chief of State):** Mu'ammarr Qadhafi (since September 1, 1969)

**Independence:** December 24, 1951 (from Italy)

**Population (2000E):** 5.6 million

**Location/Size:** North Africa/1,775,500 sq km (685,524 sq mi), slightly larger than Alaska

**Major Cities:** Tripoli (capital), Benghazi, Misurata

**Languages:** Arabic; Italian and English widely understood in major cities

**Ethnic Groups:** Arab (97%)

**Religions:** Sunni Muslim (97%)

**Defense (1998E):** Army (35,000), Air Force (22,000), Navy (8,000)

## ECONOMIC OVERVIEW

**Currency:** Libyan Dinar (LD)

**Official Exchange Rate (7/26/01):** US\$1=0.5635 LD

**Gross Domestic Product (GDP) (2000E):** \$39.6 billion

**Inflation Rate (consumer prices, 2000E):** 18.5% (2001E): 15%

**Unemployment Rate (1998E):** around 30%

**Current Account Balance (2000E):** \$2.01 billion

**Major Trading Partners:** Italy, Germany, Spain

**Merchandise Exports (2000E):** \$7.7 billion (2001E): \$8.1 billion

**Merchandise Imports (2000E):** \$4.6 billion (2001E): \$4.9 billion

**Merchandise Trade Balance (2000E):** \$3.1 billion (2001E): \$3.25 billion

**Major Export Products:** Crude oil, refined petroleum products, natural gas

**Major Import Products:** Manufactured goods, food and primary products

**Total External Debt (non-military) (1999E):** \$3 billion

**International Reserves (2001E):** \$10.4 billion

## ENERGY OVERVIEW

**Head of National Oil Company (former Energy Minister):** Abdullah Salem Al-Badri

**Proven Oil Reserves (1/1/01):** 29.5 billion barrels

**OPEC Crude Oil Production Quota (effective 9/1/01):** 1.242 million bbl/d (down from 1.296 million bbl/d since 4/1/01)

**Oil Production Capacity (2001E):** 1.5-1.6 million bbl/d

**Oil Production (2000E):** 1.47 million barrels per day (bbl/d), of which 1.41 million bbl/d was crude oil, and 60,000 bbl/d was natural gas liquids

**Oil Consumption (2000E):** 183,000 bbl/d

**Net Oil Exports (2000E):** 1.29 million bbl/d

**Major Oil Customers (1999E):** Italy, Germany, Spain, and France combined account for around three-quarters of Libya's oil exports; other customers include Austria, Greece, Britain, and Switzerland

**Crude Oil Export Revenues (2000E):** \$12.9 billion (2001E): \$12.5 billion

**Oil Export Revenues/Total Export Revenues (2000E):** 98%

**Crude Oil Refining Capacity (1/1/01E):** 343,400 bbl/d

**Natural Gas Reserves (1/1/01):** 46.4 trillion cubic feet (Tcf)

**Natural Gas Production (1999E):** 0.22 Tcf

**Natural Gas Consumption (1999E):** 0.18 Tcf

**Electric Generation Capacity (1999E):** 4.6 gigawatts (all thermal)

**Electricity Generation (1999E):** 18.9 terawatthours

## ENVIRONMENTAL OVERVIEW

**Total Energy Consumption (1999E):** 0.57 quadrillion Btu\* (0.15% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 11.3 million metric tons of carbon (0.18% of world carbon)

emissions)

**Per Capita Energy Consumption (1999E):** 94.5 million Btu (vs U.S. value of 355.8 million Btu)

**Per Capita Carbon Emissions (1999E):** 1.9 metric tons of carbon (vs U.S. value of 5.5 metric tons of carbon)

**Energy Intensity (1999E):** 32,398 Btu/\$1990 (vs U.S. value of 12,638 Btu/\$1990)\*\*

**Carbon Intensity (1999E):** 0.64 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.19 metric tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1998E):** Transportation (48.4%), Industrial (45.8%), Residential (5.8%), Commercial (0.0%)

**Sectoral Share of Carbon Emissions (1998E):** Transportation (53.7%), Industrial (40.6%), Residential (5.6%), Commercial (0.0%)

**Fuel Share of Energy Consumption (1999E):** Oil (66.7%), Natural Gas (33.3%), Coal (0.0%)

**Fuel Share of Carbon Emissions (1999E):** Oil (67.8%), Natural Gas (32.1%), Coal (0.0%)

**Renewable Energy Consumption (1998E):** 66.5 trillion Btu\* (1,278% increase from 1997)

**Number of People per Motor Vehicle (1998):** 4.8 (vs U.S. value of 1.3)

**Status in Climate Change Negotiations:** Non-Annex I country under the United Nations Framework Convention on Climate Change (ratified June 14th, 1999). Not a signatory to the Kyoto Protocol.

**Major Environmental Issues:** Desertification; very limited natural fresh water resources; the Great Manmade River Project, the largest water development scheme in the world, is being built to bring water from large aquifers under the Sahara to coastal cities.

**Major International Environmental Agreements:** A party to Conventions on Desertification, Marine Dumping, Nuclear Test Ban and Ozone Layer Protection. Has signed, but not ratified, Biodiversity, Climate Change and Law of the Sea.

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar, wind, wood and waste electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1999

## **OIL AND GAS INDUSTRIES**

**State Oil Companies:** *Libyan National Oil Company* (NOC) - Manages the state-owned oil industry and controls over 70% of Libya's oil production, *Oilinvest* - Manages all international investments

**Foreign Energy Company Involvement:** Agip-ENI (Italy), Canadian Occidental, Husky Oil (Canada), Lasmco (UK), Lundin Oil (Sweden), Nimr Petroleum (Saudi Arabia), OMV (Austria), PanCanadian; Pedco (South Korea), Petrobras (Brazil), Petro-Canada (Canada), Petronas (Malaysia), Red Sea Oil Corp. (Canada), Repsol-YPF (Spain), Saga (Norway), Shell; TotalFinaElf (France), Veba (Germany), Wintershall (Germany)

**Major Oil Ports:** Es Sider, Zuetina, Tripoli

**Major Oil and Gas Fields:** Amal, el-Bouri, Bu Attifel, Defa-Waha, Elephant, Kabir, Mabruk, Murzuk, Nasser, Omar, Sarah, Zueitina

**Major Pipelines:** Amal-Ras Lanuf; Defa-Nasser; Hammada el Hamra-Az Zawiya; Intisar-Zueitina; Intisar - Hatiba; Messla - Ras Lanuf; Nasser-Hatiba; Nasser (Zelten)-Marsa el Brega; Sarir-Marsa el Hariga; Waha-Es Sider

**Major Refineries (crude oil capacity):** Ras Lanuf (220,000 bbl/d), Az-Zawiya (115,000 bbl/d), Brega (8,400 bbl/d)

## NIGERIA

### COUNTRY OVERVIEW

**President:** Olusegun Obasanjo (since May 29, 1999)

**Vice President:** Atiku Abubakar

**Independence:** October 1, 1960 (from United Kingdom)

**Population (2000E):** 123.3 million

**Location/Size:** West Africa, bordering the Atlantic Ocean (on the south and west), Cameroon (on the south), Chad (on the east), Benin (on the west) and Niger (on the north)/923,770 square kilometers (356,700 square miles), slightly more than twice the size of California

**Major Cities:** Abuja (capital), Lagos, Ibadan, Kano, Kaduna, Port Harcourt

**Languages:** English (official), Hausa, Yoruba, Ibo (Igbo), Fulani, and over 250 other languages

**Ethnic Groups:** Hausa, Fulani, Yoruba, Ibo, and over 200 others

**Religion (2000E):** Islam (50%), Christianity (40%), traditional beliefs (10%)

**Defense (9/00):** Army (62,000), Navy (15,000), Air Force (15,000)

### ECONOMIC OVERVIEW

**Finance Minister:** Malam Adamu Ciroma

**Currency:** Naira

**Market Exchange Rate (3/23/01):** US\$1 = 122.5 Naira

**Gross Domestic Product (2000E):** \$46.2 billion

**Inflation Rate (2000E):** 6.6% **(2001E):** 5.1%

**Current Account Balance (2000E):** \$0.5 billion **(2001E):** \$2.7 billion

**Major Trading Partners:** United States, France, India, United Kingdom, Spain, Germany, Brazil

**Merchandise Trade Balance (2000E):** \$4.9 billion **(2001E):** \$4.8 billion

**Merchandise Exports (2000E):** \$14.6 billion

**Merchandise Imports (2000E):** \$9.7 billion

**Major Export Products:** Crude oil, natural gas, cocoa, rubber, timber, manufactured goods

**Major Import Products:** Petroleum products, food, machinery and equipment, manufactured goods

**Oil Export Revenues (2000E):** \$19.6 billion

**Oil Export Revenues/Total Export Revenues (2000E):** 90%

**Total External Debt (2000E):** \$28.9 billion

### ENERGY OVERVIEW

**Petroleum Advisor:** Rilwanu Lukman

**Minister of Power and Steel:** Olusegun Agagu

**Minister of Solid Minerals:** Kanu Godwin Agabi

**Proven Oil Reserves (1/1/01):** 22.5 billion barrels

**Oil Production (2000E):** 2.14 million barrels per day (MMBD), of which 2.0 MMBD is crude oil

**OPEC Crude Production Quota (beginning April 1, 2001):** 1.993 MMBD

**Oil Consumption (2000E):** 280,000 bbl/d

**Net Oil Exports (2000E):** 1.9 MMBD

**Crude Refining Capacity (1/1/01):** 438,750 bbl/d

**Major Crude Oil Customers (2000):** United States, EU, India

**Natural Gas Reserves (1/1/01):** 124 trillion cubic feet

**Natural Gas Production (1999E):** 250 billion cubic feet (Bcf)

**Natural Gas Consumption (1999E):** 219 Bcf

**Recoverable Coal Reserves:** 209 million short tons (Mmst)

**Coal Production (1999E):** 0.07 Mmst

**Coal Consumption (1999E):** 0.08 Mmst

**Electric Generation Capacity (1/1/99E):** 5.9 gigawatts

**Electricity Generation (1999E):** 18.70 billion kilowatthours

## **ENVIRONMENTAL OVERVIEW**

**Minister of Environment:** Mohammed Kabir Said

**Total Energy Consumption (1999E):** 0.9 quadrillion Btu\* (0.2% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 23.8 million metric tons of carbon (0.4% of world carbon emissions)

**Per Capita Energy Consumption (1999E):** 8.3 million Btu (vs U.S. value of 355.9 million Btu)

**Per Capita Carbon Emissions (1999E):** 0.2 metric tons of carbon (vs U.S. value of 5.6 metric tons of carbon)

**Energy Intensity (1999E):** 21,370 Btu/ \$1990 (vs U.S. value of 12,638 Btu/ \$1990)\*\*

**Carbon Intensity (1999E):** 0.56 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.20 metric tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1997E):** Residential (76.4%), Industrial (16.2%), Transportation (6.4%), Commercial (1.0%)

**Sectoral Share of Carbon Emissions (1997E):** Transportation (47.9%), Industrial (32.7%), Residential (15.8%), Commercial (3.7%)

**Fuel Share of Energy Consumption (1999E):** Oil (64.3%), Natural Gas (25.4%), Coal (0.2%)

**Fuel Share of Carbon Emissions (1999E):** Natural Gas (53.3%), Oil (46.7%), Coal (0.0%)

**Renewable Energy Consumption (1997E):** 2,855 trillion Btu\* (6% increase from 1996)

**Number of People per Motor Vehicle (1998):** 38.5 (vs U.S. value of 1.3)

**Status in Climate Change Negotiations:** Non-Annex I country under the United Nations Framework Convention on Climate Change (ratified August 29th, 1994). Not a signatory to the Kyoto Protocol

**Major Environmental Issues:** Soil degradation; rapid deforestation; desertification; recent droughts in north severely affecting marginal agricultural activities

**Major International Environmental Agreements:** A party to Conventions on Biodiversity, Climate Change, Desertification, Endangered Species, Hazardous Wastes, Law of the Sea, Marine Dumping, Marine Life Conservation, Nuclear Test Ban, Ozone Layer Protection and Whaling

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar and wind electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1998

## **OIL AND GAS INDUSTRIES**

**Organizations:** The Nigerian National Petroleum Corporation (NNPC) manages the state-owned oil industry. NNPC controls majority interests (between 55% -60%) in all joint ventures with foreign oil companies. The NNPC holds 49% in the Nigeria Liquefied Natural Gas (NLNG) Company.

**Major Foreign Oil Company Involvement:** British Gas, BP, Chevron, Conoco, Deminex, ENI/Agip, ExxonMobil, Royal Dutch/Shell, Statoil, Sun Oil, Tenneco, Texaco, TotalFinaElf

**Major Oil Fields:** Cawthorn Channel, Edop, Ekulama, Escravos Beach, Forcados Yorki, Jones Creek, Meren, Nembe, Okan, Oso, Ubit

**Refineries (nameplate capacity bbl/d) (1/1/01):** Port Harcourt-Rivers State (150,000), Warri (118,750), Kaduna (110,000), Port Harcourt-Alesa Eleme (60,000),

**Major Terminals:** Bonny Island, Brass River, Escravos, Forcados, Odudu, Pennington, Qua (Kwa) Iboe



# QATAR

## ECONOMIC OVERVIEW

**Currency:** Qatari Riyal

**Market Exchange Rate (8/01):** US\$1 = 3.64 Qatari riyals

**Nominal Gross Domestic Product (2000E):** \$10.6 billion **(2001E):** \$11.5 billion

**Inflation Rate (consumer prices) (2000E):** 2.3% **(2001E):** 2.7%

**Current Account Balance (2000E):** \$4.4 billion **(2001E):** \$4.0 billion

**Major Trading Partners:** Japan, United Kingdom, United States, Italy, Germany, France, South Korea

**Merchandise Exports (2000E):** \$10.0 billion

**Merchandise Imports (2000E):** \$5.8 billion

**Major Export Products:** Crude oil, LNG

**Major Import Products:** Machinery and transport equipment, manufactured goods, food and live animals

**External Debt (2000E):** \$7.8 billion **(2001E):** \$7.5 billion

## ENERGY OVERVIEW

**Minister of Energy and Industry:** Sheikh Abdullah bin Hamad al-Attiyeh

**Proven Oil Reserves (1/1/01E):** 13.2 billion barrels

**Oil Production (2000E):** 863,000 barrels per day (bbl/d), of which 702,000 bbl/d was crude oil

**OPEC Crude Oil Production Quota (effective 9/1/01):** 601,000 bbl/d of crude oil (not including condensate)

**Natural Gas Liquids Production (2000E):** 125,000 bbl/d

**Oil Consumption (2000E):** 67,000 bbl/d

**Net Oil Exports (2000E):** 806,000 bbl/d

**Crude Oil Refining Capacity (1/1/01E):** 57,500 bbl/d

**Natural Gas Reserves (1/1/01E):** 396 trillion cubic feet (Tcf)

**Natural Gas Production (1999E):** 848 billion cubic feet (Bcf)

**Natural Gas Consumption (1999E):** 562 Bcf

**Net Natural Gas Exports (1999E):** 286 Bcf

**Electric Generation Capacity (1/1/99E):** 1.5 gigawatts

**Electricity Production (1999E):** 7.6 billion kilowatthours

## ENVIRONMENTAL OVERVIEW

**Total Energy Consumption (1999E):** 0.7 quadrillion Btu\* (0.18% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 9.9 million metric tons of carbon (0.16% of world total carbon emissions)

**Per Capita Energy Consumption (1999E):** 995.6 million Btu (vs. U.S. value of 355.8 million Btu)

**Per Capita Carbon Emissions (1999E):** 14.2 metric tons of carbon (vs. U.S. value of 5.5 metric tons of carbon)

**Energy Intensity (1999E):** 71,114 Btu/\$1990 (vs U.S. value of 12,638 Btu/\$1990)\*\*

**Carbon Intensity (1999E):** 1.0 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.19 metric tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1998E):** Industrial (81.8%), Transportation (16.5%), Commercial (1.5%), Residential (0.2%)

**Sectoral Share of Carbon Emissions (1998E):** Industrial (80.4%), Transportation (18.0%), Commercial (1.4%), Residential (0.2%)

**Fuel Share of Energy Consumption (1999E):** Natural Gas (84.4%), Oil (15.6%), Coal (0.0%)

**Fuel Share of Carbon Emissions (1999E):** Natural Gas (85.0%), Oil (15.0%), Coal (0.0%)

**Renewable Energy Consumption (1998E):** 0.04 trillion Btu\* (50% decrease from 1997)

**Status in Climate Change Negotiations:** Non-Annex I country under the United Nations Framework Convention on Climate Change (ratified April 18th, 1996). Not a signatory to the Kyoto Protocol.

**Major Environmental Issues:** limited natural fresh water resources are increasing dependence on large-scale desalination facilities.

**Major International Environmental Agreements:** A party to Conventions on Biodiversity, Climate Change, Hazardous Wastes and Ozone Layer Protection. Has signed, but not ratified, Law of the Sea.

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar, wind, wood and waste electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1999

### **OIL AND GAS INDUSTRIES**

**Organization:** Qatar General Petroleum Corporation (QGPC) - exploration and production; National Oil Distribution Company (NODCO) - refining and distribution; Qatar Petrochemical Company (QAPCO) - petrochemical production; Qatar Fertilizer Company (QAFCO) - fertilizer production; Qatar Liquefied Gas Company (Qatargas) and Ras Laffan LNG Company (Rasgas) - production and marketing of liquefied natural gas (LNG)

**Major Foreign Oil Company Involvement:** BP Amoco Arco, Chevron, Enron, Exxon, Gulfstream, Maersk, Marubeni, Mitsui, Mobil, MOL, Occidental, Phillips Petroleum, TotalFinaElf, Wintershall

**Major Ports:** Umm Said, Ras Laffan

**Producing Oil Fields (production - bbl/d)(1999E):** Dukhan, Id al-Shargi North Dome, Bul Hanine, Maydan Mahzam, al-Shaheen, al-Rayyan, and al-Khalij

**Major Pipelines:** Dukhan-Umm Said, an offshore network connecting Halul Island to al-Khalij, Bul Hanine, and Maydan Mahzam, and Das Island (U.A.E.)-al-Bunduq

**Major Refineries (capacity - bbl/d):** Umm Said (57,500)

## SAUDI ARABIA

### COUNTRY OVERVIEW

**Head of State:** King Fahd ibn Abd al-Aziz al-Sa'ud

**Crown Prince:** Abdullah ibn Abd al-Aziz al-Sa'ud

**Independence:** September 23, 1932 (unification)

**Population (2001E):** 22.7 million (growing around 3% per year)

**Location/Size:** Between the Arabian Gulf and the Red Sea/865,000 square miles (about 1/4 the size of the United States)

**Major Cities:** Riyadh (royal capital), Jeddah (administrative capital), Mecca, Medina, Dammam, Jubayl, Buraydah

**Language:** Arabic

**Ethnic Groups:** Arab (90%), Afro-Asian (10%)

**Religion:** Muslim (100%) - predominantly Sunni

**Defense (8/97):** Army (70,000), Navy (13,500 marines), Air Force (18,000), Coast Guard (4,500), National Guard (57,000), Tribal Levies (20,000), Frontier Force (10,500)

### ECONOMIC OVERVIEW

**Currency:** Riyal

**Market Exchange Rate (6/7/01):** US\$1 = 3.750 riyals

**Gross Domestic Product (GDP - market exchange rate) (2000E):** \$164 billion

**Inflation Rate (consumer prices)(2000E):** 1.0% **(2001F):** 1.9% -2.7%

**Unemployment Rate (Saudi American bank estimate) (2001E):** 15% (unofficial estimates are higher)

**Current Account Balance (2000E):** \$11.9 billion **(2001F):** \$8.6 billion

**Major Trading Partners (2000):** Japan, United States, European Community

**Merchandise Exports (2000E):** \$75.9 billion (mainly crude oil and petroleum products)

**Merchandise Imports (2000E):** \$31.5 billion (mainly industrial goods, metals, food)

**Merchandise Trade Balance (2000E):** \$44.4 billion

**Oil Export Revenues (2000E):** \$66.0 billion **(2001F):** \$62.6 billion

**Oil Export Revenues/Total Export Revenues (2000E):** 90%-95%

**Government Debt (2000E):** \$139 billion (mainly owed to state institutions)

### ENERGY OVERVIEW

**Minister of Petroleum and Mineral Resources:** Ali bin Ibrahim al-Naimi (since 8/95)

**Deputy Minister for Petroleum Affairs:** Prince Abdelaziz bin Salman

**Minister of Industry and Electricity:** Hashim bin Abdullah Yamani

**Proven Oil Reserves (1/1/01):** 259.2 billion barrels (includes half of Neutral Zone -- NZ)

**Oil Production (2000E; includes NZ):** 9.1 million barrels per day (bbl/d), of which 8.4 million bbl/d is crude oil and 706,000 is natural gas liquids (NGLs)

**Oil Production (1Q 2001E; includes NZ):** 9.2 million bbl/d (8.4 million bbl/d crude)

**OPEC Crude Oil Production Quota (as of 4/1/01):** 7.865 million bbl/d

**Oil Production Capacity (2001E):** 10.5-11.0 million bbl/d

**Oil Consumption (2000E):** 1.3 million bbl/d

**Net Oil Exports (2000E):** 8.0 million bbl/d

**Crude Oil Refining Capacity (1/1/01):** 1.75 million bbl/d

**Natural Gas Reserves (1/1/01):** 213.3 trillion cubic feet (Tcf) (includes half of NZ)

**Natural Gas Production/Consumption (1999E):** 1.63 Tcf

**Electric Generating Capacity (2000E):** 25 gigawatts

**Net Electricity Generation (1999E):** 120 billion kilowatthours

### ENVIRONMENTAL OVERVIEW

**Director General of Meteorology and Environmental Protection Agency:** Dr. Nezar Tawfeeq

**Total Energy Consumption (1999E):** 4.3 quadrillion Btu\* (1.1% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 73.9 million metric tons of carbon (1.2% of world carbon emissions)

**Per Capita Energy Consumption (1999E):** 207.8 million Btu (vs. U.S. value of 355.8 million Btu)

**Per Capita Carbon Emissions (1999E):** 3.5 metric tons of carbon (vs. U.S. value of 5.5 metric tons of carbon)

**Energy Intensity (1999E):** 35,884 Btu/\$1990 (vs U.S. value of 12,638 Btu/\$1990)\*\*

**Carbon Intensity (1999E):** 0.61 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.19 metric tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1998E):** Industrial (43.5%), Transportation (39.0%), Residential (11.4%), Commercial (6.1%)

**Sectoral Share of Carbon Emissions (1998E):** Transportation (39.1%), Industrial (42.4%), Residential (12.1%), Commercial (6.4%)

**Fuel Share of Energy Consumption (1999E):** Oil (60.7%), Natural Gas (39.3%), Coal (0.0%)

**Fuel Share of Carbon Emissions (1999E):** Oil (66.5%), Natural Gas (33.5%), Coal (0.0%)

**Renewable Energy Consumption (1998E):** 0.17 trillion Btu\* (0% increase from 1997)

**Number of People per Motor Vehicle (1998):** 6 (vs. U.S. value of 1.3)

**Status in Climate Change Negotiations:** Non-Annex I country under the United Nations Framework Convention on Climate Change (ratified December 28th, 1994). Not a signatory to the Kyoto Protocol.

**Major Environmental Issues:** Desertification; depletion of underground water resources; the lack of perennial rivers or permanent water bodies has prompted the development of extensive seawater desalination facilities; coastal pollution from oil spills.

**Major International Environmental Agreements:** A party to Conventions on Climate Change, Desertification, Endangered Species, Hazardous Wastes, Law of the Sea and Ozone Layer Protection.

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar, wind, wood and waste electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1999

## **OIL AND GAS INDUSTRIES**

**Organization:** The Supreme Petroleum Council governs the nationalized oil industry, including Saudi Arabian Oil Co. (Saudi Aramco) crude production, refining and marketing; Saudi Basic Industries Corp. (SABIC) petrochemicals.

**Major Foreign Oil Company Involvement:** AOC, BP, Conoco, ExxonMobil, Occidental, Phillips, Shell, Texaco, Total

**Major Oil Terminals:** Ras Tanura (world's largest offshore oil loading facility, on Persian Gulf), Yanbu (on Red Sea, fed by Petrolina), Jubail, Ras al-Ju'aymah (on Persian Gulf northwest of Ras Tanura), Jiddah (on Red Sea south of Yanbu), Jizan (on Persian Gulf, refined products), Ras al-Khafji (on Persian Gulf in the Saudi-Kuwaiti Neutral Zone, crude oil), Rabigh (on Red Sea, south of Jiddah, crude oil and refined products), Zuluf (offshore Persian Gulf, linked to Zuluf oil field)

**Major Oil Fields:** Ghawar, Safaniya, Najd, Abqaiq, Berri, Manifa, Zuluf, Shaybah, Abu Saafa, Khuruniya

**Major Pipelines (capacity - million bbl/d):** Petrolina (4.8), IPSA 1 (0.5 -- closed since August 1990), IPSA 2 (1.7 -- closed since August 1990), Tapline (0.5 -- closed since 1984), Abqaiq-Yanbu NGL line (0.4)

**Major Refineries (capacity, 1/1/01):** Aramco - Rabigh 400,000 bbl/d, Ras Tanura 300,000 bbl/d, Yanbu 190,000 bbl/d, Riyadh, 120,000 bbl/d, Jeddah 60,000 bbl/d; Aramco/Mobil - Yanbu 340,000 bbl/d; Petromin/Shell - al-Jubail 305,000 bbl/d; Arabian Oil Company - Ras al-Khafji 30,000 bbl/d

## UNITED ARAB EMIRATES

### COUNTRY OVERVIEW

**President:** Sheikh Zayed bin Sultan Al Nahayan

**Prime Minister:** Sheikh Maktoum bin Rashid al-Maktoum

**Independence:** December 2, 1971 (from United Kingdom)

**Population (2000E):** 2.4 million

**Location/Size:** Persian Gulf between Oman and Saudi Arabia/30,000 square miles

**Major Cities:** Abu Dhabi (capital), Dubai, Sharjah, al-Ain

**Languages:** Arabic (official), Persian, English, Hindi, Urdu

**Ethnic Groups:** Arab (42%), South Asian (50%), other expatriate (Western and East Asian) 8%. Less than 20% of the population are UAE citizens.

**Religion:** Muslim 96% (Shi'a 16%), Christian, Hindu, Other 4%

**Defense (1998):** Total manpower 64,500 (Army 59,000; Air Force 4,000; Navy 1,500)

### ECONOMIC OVERVIEW

**Currency:** Dirham (AED)

**Market Exchange Rate (10/17/00):** US\$1 = 3.67 Dirhams

**Gross Domestic Product (2000E):** \$63.2 billion

**Inflation Rate (consumer prices)(2000E):** 3.6%

**Current Account Balance (2000E):** \$9.5 billion

**Major Trading Partners:** Japan, United Kingdom, United States, Singapore, Germany, South Korea, Iran, India

**Merchandise Exports (2000E):** \$56.6 billion

**Merchandise Imports (2000E):** \$43.0 billion

**Merchandise Trade Balance (2000E):** \$13.7 billion

**Major Export Products:** Crude oil, natural gas, re-exports, aluminum, dried fish, dates

**Major Import Products:** Manufactured goods, machinery, and transportation equipment, food

**Oil Export Revenues (2000E):** \$20.7 billion

**International Reserves (2000E):** \$9.5 billion

### ENERGY OVERVIEW

**Minister of Petroleum and Mineral Resources:** Obeid bin Saif al-Nasiri

**Proven Oil Reserves (1/1/00E):** 97.8 billion barrels

**Crude Oil Production (3rd Quarter of 2000E):** 2.27 million bbl/d

**OPEC Crude Oil Production Quota (10/1/00):** 2.29 million bbl/d (for whole UAE)

**Oil Consumption (2000E):** 321,000 bbl/d

**Net Oil Exports (2000E):** 2.0 million bbl/d

**Major Crude Oil Customers (2000E):** Japan (60%), other Far East (20%)

**Crude Oil Refining Capacity (1/1/00E):** 428,500 bbl/d

**Natural Gas Reserves (1/1/00E):** 212 trillion cubic feet (Tcf)

**Natural Gas Production (1998E):** 1.31 Tcf

**Natural Gas Consumption (1998E):** 1.07 Tcf

**Natural Gas Exports (1998E):** 0.25 Tcf

**Natural Gas Imports (1998E):** 0.02 Tcf

**Electric Generation Capacity (1/1/98E):** 5.5 gigawatts

**Electricity Production (1998E):** 20.1 billion kilowatthours

### ENVIRONMENTAL OVERVIEW

**Minister of Electricity & Water:** Humayd bin Nasir al-Uways

**Total Energy Consumption (1999E):** 1.9 quadrillion Btu\* (0.5% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 32.2 million metric tons of carbon (0.5% of world total carbon emissions)

**Per Capita Energy Consumption (1999E):** 652.7 million Btu (vs. U.S. value of 355.8 million Btu)



**Per Capita Carbon Emissions (1999E):** 11.2 metric tons of carbon (vs. U.S. value of 5.5 metric tons of carbon)

**Energy Intensity (1999E):** 43,616 Btu/\$1990 (vs U.S. value of 12,638 Btu/\$1990)\*\*

**Carbon Intensity (1999E):** 0.7 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.19 metric tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1998E):** Transportation (10.3%), Industrial (58.4%), Residential (16.2%), Commercial (15.1%)

**Sectoral Share of Carbon Emissions (1998E):** Industrial (56.7%), Transportation (13.2%), Residential (15.6%), Commercial (14.5%)

**Fuel Share of Energy Consumption (1999E):** Oil (38.2%), Natural Gas (61.8%), Coal (0.0%)

**Fuel Share of Carbon Emissions (1999E):** Natural Gas (54.2%), Oil (45.8%), Coal (0.0%)

**Renewable Energy Consumption (1998E):** 0.71 trillion Btu\* (0% increase from 1997)

**Number of People per Motor Vehicle (1998):** 71.4 (vs. U.S. value of 1.3)

**Status in Climate Change Negotiations:** Non-Annex I country under the United Nations Framework Convention on Climate Change (ratified December 29th, 1995). Not a signatory to the Kyoto Protocol.

**Major Environmental Issues:** Lack of natural freshwater resources being overcome by desalination plants; desertification; beach pollution from oil spills.

**Major International Environmental Agreements:** A party to Conventions on Climate Change, Desertification, Endangered Species, Hazardous Wastes, Marine Dumping and Ozone Layer Protection. Has signed, but not ratified, Biodiversity and Law of the Sea.

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar, wind, wood and waste electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1999

## **OIL AND GAS INDUSTRIES**

**Organizations:** Abu Dhabi National Oil Company (ADNOC); Operates three main oil and gas operating companies, five Service companies, three joint ventures to fully utilize the produced gas, two maritime transport companies for crude oil, refined product and LNG and one refined product distribution company.

**Major Refineries:** Ruwais (145,000 bbl/d), Emirates National Oil Company (ENOC) - Dubai (120,000), Umm al-Nar (88,500 bbl/d), Metro Oil (Fujairah)(75,000 bbl/d)

**Major Gas Processing Plants:** Bab, Bu Hasa, Das Island, Habshan (2), Jebel Ali, Ruwais

**Major Oil Fields:** Abu Dhabi: 'Asab, Bab, Bu Hasa, Al-Zakum Dubai: Fallah, Fateh, Southwest Fateh, Margham, Rashid Sharjah: Mubarak (near Abu Musa Island)

**Major Associated Gas Fields:** Abu Dhabi: Abu al-Bukhush, Bab, Bu Hasa, Umm Shaif, Zakum

**Ports:** Abu Dhabi: Das Island, Delma Island, Jebel as Dhanna, Ruwais, Abu al Bukhush, Al Mubarrar, Zirku Island, Port Zayed, Umm al Nar Dubai: Jebel Ali, Fateh, Port Rashid Sharjah: Mubarak

# VENEZUELA

## COUNTRY OVERVIEW

**President:** Hugo Chávez Frías (since December 1998)

**Independence:** July 5, 1811 (from Spain)

**Population (2000E):** 23.5 million

**Location/Size:** Northern South America/352,144 square miles, slightly more than twice the size of California

**Major Cities:** Caracas (capital), Maracaibo, Valencia, Maracay, Barquisimento

**Languages:** Spanish (official), Indian dialects in the interior

**Ethnic Groups:** Spanish, Italian, Portuguese, Arab, German, African, indigenous people

**Religions:** Roman Catholic (96%), Protestant (2%)

**Defense (8/98):** Army (34,000), Navy (15,000, including 5,000 Marines), Air Force (7,000), National Guard (23,000)

## ECONOMIC OVERVIEW

**Currency:** Bolívar

**Official Exchange Rate (3/01/01):** US\$1 = 705 Bolívars

**Gross Domestic Product (2000E):** \$109.5 billion

**Fiscal balance, % of GDP (2000E):** -1.9% **(2001F):** -3.6%

**Inflation Rate, % change in consumer prices (2000E):** 14.0% **(2001F):** 14.6%

**Unemployment Rate (2000E):** 14.6%

**Major Trading Partners:** United States, Colombia, Germany, Japan, Canada, and Italy

**Major Export Products:** Petroleum and derivatives (80%), aluminum (4%)

**Major Import Products:** Capital goods (20%), consumer goods (20%), and raw materials (60%)

**Foreign Debt (2000E):** \$32 billion

## ENERGY OVERVIEW

**Minister of Energy and Mines:** Alvaro Silva Calderon

**Head of PdVSA:** General Guacaipuro Lameda Montero

**Proven Oil Reserves (1/1/01):** 76.8 billion barrels

**Oil Production (2000E):** 3.1 million barrels per day (bbl/d), of which 2.9 million bbl/d was crude

**OPEC Crude Oil Production Quota (2/1/01):** 2.9 million bbl/d

**Oil Consumption (2000E):** 476,000 bbl/d

**Net Oil Exports (2000E):** 2.6 million bbl/d

**Crude Oil Refining Capacity (1/1/01):** 1.3 million bbl/d in Venezuela, with almost 2 million bbl/d of capacity in the Caribbean, the United States and Europe

**Major Crude Oil Customers:** United States, Canada, Germany, Spain

**Oil Exports to the United States (first 10 months of 2000):** 1.5 million bbl/d, of which 1.2 million bbl/d was crude

**Natural Gas Reserves (1/1/01):** 146.8 trillion cubic feet (Tcf)

**Natural Gas Production/Consumption (2000E):** 1.0 Tcf

**Coal Reserves (12/31/96):** 528 million short tons (Mmst)

**Coal Production (1999E):** 8.32 Mmst

**Coal Consumption (1999E):** .01 Mmst

**Electric Generation Capacity (1/1/99E):** 21.5 gigawatts

**Electricity Production (1999E):** 81.2 billion kilowatthours (68% hydroelectric)

## ENVIRONMENTAL OVERVIEW

**Minister of Environment and Natural Renewable Resources:** Ana Elisa Osario

**Total Energy Consumption (1999E):** 2.8 quadrillion Btu\* (0.7% of world total energy consumption)

**Energy-Related Carbon Emissions (1999E):** 37.9 million metric tons of carbon (0.6% of world total carbon emissions)

**Per Capita Energy Consumption (1999E):** 118.2 million Btu (vs U.S. value of 355.8 million Btu)

**Per Capita Carbon Emissions (1999E):** 1.6 metric tons of carbon (vs U.S. value of 5.5 metric tons of carbon)

**Energy Intensity (1999E):** 49,613 Btu/\$1990 (vs U.S. value of 12,638 Btu/\$1990)\*\*

**Carbon Intensity (1999E):** 0.67 metric tons of carbon/thousand \$1990 (vs U.S. value of 0.19 metric tons/thousand \$1990)\*\*

**Sectoral Share of Energy Consumption (1998E):** Industrial (64.4%), Transportation (17.1%), Commercial (9.2%), Residential (9.3%)

**Sectoral Share of Carbon Emissions (1998E):** Industrial (64.6%), Transportation (25.4%), Commercial (4.4%), Residential (5.6%)

**Fuel Share of Energy Consumption (1999E):** Natural Gas (46.4%), Oil (33.2%), Coal (0.0%)

**Fuel Share of Carbon Emissions (1999E):** Natural Gas (55.6%), Oil (44.4%), Coal (0.0%)

**Renewable Energy Consumption (1998E):** 621 trillion Btu\* (2% increase from 1997)

**Number of People per Motor Vehicle (1998):** 11.4 (vs U.S. value of 1.3)

**Status in Climate Change Negotiations:** Non-Annex I country under the United Nations Framework Convention on Climate Change (ratified December 28th, 1994). Not a signatory to the Kyoto Protocol.

**Major Environmental Issues:** sewage pollution of Lago de Valencia; oil and urban pollution of Lago de Maracaibo; deforestation; soil degradation; urban and industrial pollution, especially along the Caribbean coast.

**Major International Environmental Agreements:** A party to Conventions on Biodiversity, Climate Change, Desertification, Endangered Species, Hazardous Wastes, Marine Life Conservation, Nuclear Test Ban, Ozone Layer Protection, Ship Pollution, Tropical Timber 83, Tropical Timber 94, Wetlands and Whaling. Has signed, but not ratified, Marine Dumping.

\* The total energy consumption statistic includes petroleum, dry natural gas, coal, net hydro, nuclear, geothermal, solar, wind, wood and waste electric power. The renewable energy consumption statistic is based on International Energy Agency (IEA) data and includes hydropower, solar, wind, tide, geothermal, solid biomass and animal products, biomass gas and liquids, industrial and municipal wastes. Sectoral shares of energy consumption and carbon emissions are also based on IEA data.

\*\*GDP based on EIA International Energy Annual 1999

## **OIL AND GAS INDUSTRIES**

**Organization, Oil and Natural Gas:** Petroleos de Venezuela, S.A. (PdVSA, state-held), with some foreign companies involved in joint ventures; *Coal:* Carbozulia, owned by PdVSA, with some foreign companies involved in joint ventures; *Electricity:* Several state-held and private utilities, with Edelca as the largest public utility and Elecar as the largest private utility

**Major Foreign Oil Company Involvement:** Arco, BP Amoco, Chevron, CNPC (China), Conoco, ExxonMobil, Occidental, Pennzoil, Phillips, Repsol-YPF, Shell, Statoil, Texaco, TotalFina, Union Texas, and Veba Oel

**Major Domestic Refineries (crude capacity-bbl/d) (1/1/00), PdVSA:** El Palito, Puerto Cabello (126,900), Puerto de la Cruz (195,000), San Roque, Anzoategui (5,200); **Paraguana Refining Center:** Cardon, Falcon (288,230), Judibana, Falcon (612,750), Maracaibo, Zulia (10,800)

**Major Oil Fields:** Lagunillas, Bachaquero, El Furrial, Centro, Mulata, Lama

**Oil Terminals:** El Palito, Judibana (Amuay), La Salina, Maracaibo, Puerto La Cruz, Puerto Miranda, Punta Cardon