

VIDEOTAPED DEPOSITION OF GREGORY CAUDELL CONDUCTED ON TUESDAY, SEPTEMBER 19, 2006

1	Page 130		Page 132
1	UNITED STATES BANKRUPTCY COURT	1	
2	SOUTHERN DISTRICT OF NEW YORK	2	40,016 Short-Term Liquidity Position 236 236:7
4	In re Enron : Chapter 11	3	EXHIBITS NOT MARKED BUT REFERENCED IN DEPOSITION
5	ENRON CORP., et al., : Case No. 01-16034 (AJG) Reorganized Debtors. : Jointly Administered	4	BEGIN REFERENCE
3	X	_	40,002 139:22
6	ENRON CORP., :	5	40,004 139:22, 170:18
7	Plaintiff, :	6	137.22, 176.10
	v. : Adv. No. 03-92677 (AJG)		40,005 139:23, 200:8
8	: J.P. MORGAN SECURITIES INC., :	7	40,006 139:23, 197:6
9	et al.,	8	40,006 139:23, 197:6
10	Defendants. :		40,008 139:23
10	ENRON CORP., :	9	40.007
11	Plaintiff, :	10	40,007 139:24, 164:7 176:16
12	: v. : Adv. No. 03-92682 (AJG)	11	40,009 139:24, 204:15
1	:	12	20,016 154:17, 191:10
13	MASS MUTUAL LIFE INSURANCE : CO., et al., :	13 14	40,012 157:24 40,003 195:25, 213:10
14	CO., et al., : Defendants. :	15	173.23, 213.10
15	X	16	
16 17	ORAL AND VIDEOTAPED DEPOSITION OF GREGORY CAUDELL	17 18	
18	VOLUME 2	19	
19 20	SEPTEMBER 19, 2006 ***********************************	20	
21		21	
22 23	REPORTED BY:	22 23	
23	CAROL JENKINS, CSR CERTIFICATE NO. 2660	24	
25		25	
	Page 131		Page 133
1	INDEX	1	Oral and Videotaped Deposition of GREGORY CAUDELL,
2	PAGE	2	Volume 2, taken on September 19, 2006, beginning at 9:38
3	Stipulations 133	3	a.m., in the offices of Fulbright & Jaworski, 1301
5	Appearances 134-136	4	McKinney, Suite 5100, Houston, Texas 77010, before Carol
6	Testimony of GREGORY CAUDELL	5	Jenkins, Certified Shorthand Reporter in and for the
7	EXAMINATION BY: PAGE TOTAL RUNNING TIME	6	State of Texas, taken pursuant to notice and the Federal
8	Mr. Hutchinson 140, 238 (00h16m)	7	Rules of Civil Procedure.
9	Mr. Hackell 151 (00h04m)	8	
10	Mr. Paloian 154 (00h06m)	· /	
11	Mr. Clement 158, 214 (00h34m)	10 11	
12	Ms. Kovsky-Apap 178, 212 (00h20m)		
13	Mr. Schatzow 190 (00h26m) Mr. Rosenthal 209, 240 (00h05m)	12 13	
111	Mr. Rosenthal 209, 240 (00h05m)	14	
14			
15	Mr. Feldman 217 (00h31m)		
15 16	Mr. Feldman 217 (00h31m) TOTAL DEPOSITION RUNNING TIME: (02h22m)	15	
15	Mr. Feldman 217 (00h31m)	15 16	
15 16 17	Mr. Feldman 217 (00h31m) TOTAL DEPOSITION RUNNING TIME: (02h22m) Signature 241	15 16 17	
15 16 17 18	Mr. Feldman 217 (00h31m) TOTAL DEPOSITION RUNNING TIME: (02h22m) Signature 241	15 16 17 18	
15 16 17 18 19	Mr. Feldman 217 (00h31m) TOTAL DEPOSITION RUNNING TIME: (02h22m) Signature 241 Certificate 244 INDEX OF EXHIBITS BEGIN	15 16 17 18 19	
15 16 17 18 19 20	Mr. Feldman 217 (00h31m) TOTAL DEPOSITION RUNNING TIME: (02h22m) Signature 241 Certificate 244 INDEX OF EXHIBITS BEGIN EXHIBIT NO. DESCRIPTION MARKED REFERENCE	15 16 17 18 19 20	
15 16 17 18 19 20 21 22	Mr. Feldman 217 (00h31m) TOTAL DEPOSITION RUNNING TIME: (02h22m) Signature 241 Certificate 244 INDEX OF EXHIBITS BEGIN EXHIBIT NO. DESCRIPTION MARKED REFERENCE 40,013 Mr. Newgard's E-mail of 10/15/01 142 142:1	15 16 17 18 19 20 21	
15 16 17 18 19 20 21 22 23	Mr. Feldman 217 (00h31m) TOTAL DEPOSITION RUNNING TIME: (02h22m) Signature 241 Certificate 244 INDEX OF EXHIBITS BEGIN EXHIBIT NO. DESCRIPTION MARKED REFERENCE 40,013 Mr. Newgard's E-mail of 10/15/01 142 142:1 40,014 Amended Complaint 156 156:10	15 16 17 18 19 20 21 22	
15 16 17 18 19 20 21 22	Mr. Feldman 217 (00h31m) TOTAL DEPOSITION RUNNING TIME: (02h22m) Signature 241 Certificate 244 INDEX OF EXHIBITS BEGIN EXHIBIT NO. DESCRIPTION MARKED REFERENCE 40,013 Mr. Newgard's E-mail of 10/15/01 142 142:1 40,014 Amended Complaint 156 156:10 40,015 Ms. Perkins' E-mail of 11/6/01 220 220:14	15 16 17 18 19 20 21 22 23	
15 16 17 18 19 20 21 22 23	Mr. Feldman 217 (00h31m) TOTAL DEPOSITION RUNNING TIME: (02h22m) Signature 241 Certificate 244 INDEX OF EXHIBITS BEGIN EXHIBIT NO. DESCRIPTION MARKED REFERENCE 40,013 Mr. Newgard's E-mail of 10/15/01 142 142:1 40,014 Amended Complaint 156 156:10	15 16 17 18 19 20 21 22	

Page 182

- 1 that certainly presented issues in the market.
- 2 Q. Just to clarify, when you say Enron was having
- 3 trouble placing commercial paper, by placing do you mean 4 selling?
- 5 A. Yes.
- Q. And what exactly do you mean by having difficultyplacing commercial paper?
- A. Well, just because you have a program with a capacity of 3 billion doesn't mean that you can issue 3
- 0 billion. There have to be people who are interested in
- buying it. So when I say having trouble placing, Enron
- 12 was having trouble finding buyers willing to buy Enron
- 13 commercial paper at prices that Enron was willing to
- 14 pay. And I attribute that as well to discomfort in the
- 15 capital markets at the time, not just Enron related 16 issues.
- 17 Q. About when would you say this difficulty began?
- 18 A. Well, there was probably a lot of confusion and
- 19 discussion specifically related to Enron in August when
- $20\,\,$ Jeff Skilling resigned. And the week following the
- 21 September 11th attacks, the capital markets went
- 22 haywire; and it was very difficult. And I don't know
- 23 that it got easier after that.
- Q. Now, you said before that you weren't directly involved in the commercial paper program; is that

- 1 Perkins' office looking at cash, cash forecast and cash
- 2 position. And so in helping her come up with the cash
- 3 number, clearly issuances of commercial paper came up

Page 184

Page 185

- 4 and maturities of commercial paper came up. And
- discussions about general cash availability were part ofthe effort.
- Q. You mentioned just a moment ago that Mr. Skilling quit the company in August; is that correct?
 - A. Yes.

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- Q. Do you remember the date?
- A. It was mid August. I don't recall the exact day.
- Q. Do you have an understanding of why he left the company?
- 14 A. I know what he said, that he wanted to spend more 15 time with his family.
- Q. Was that your understanding of the actualsituation?
- 18 A. It didn't seem like the most logical reason.
- 19 It's hard to believe that the CEO of a Fortune 10
- 20 company would quit six months after being appointed CEO
- 21 to spend more time with his family.
- 22 Q. Were there any rumbles or rumors within Enron
- 23 about his departure?
- A. One person called me and said he called in rich.
 - Q. Were there problems that were created by

Page 183

1 correct?

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- A. The person who did most of the day-to-day activities was in my group. I was not involved in day-to-day activities.
- Q. What was the basis of your awareness of Enron'sdifficulties in placing its commercial paper?
 - A. I -- I can't give you a specific event other
 - than, you know, there were the public events and then
- 9 there was the fact that I worked on the floor in the
- 10 corporate finance group. And the guy who placed
- 11 commercial paper sat by my desk.
- 12 Q. So you had conversations with him?
- 13 A. Yes.
- 14 Q. And that would be Jim Newgard?
- 15 A. Yes.
- 16 Q. And so he discussed with you the difficulties in placing Enron commercial paper?
- 18 A. Again, discussed might be overstating what I19 recall the conversations to be.
- 20 Q. Did you have any communications or hear anything
- 21 from anyone besides Jim Newgard about Enron's
- 22 difficulties in placing commercial paper?
- 23 A. Well, the last two months I was at Enron -- I
- 24 said this yesterday -- the last two months I was at
- 25 Enron, I spent just about every afternoon in Mary

1 Skilling's departure?

- 2 A. There were problems created by Skilling's
- 3 departure. The market perception of Enron and why would
- 4 the CEO of a Fortune 10 company quit six months after he
- 5 had been appointed CEO, it appeared that it was what he
- 6 had been driving for his whole career; and he had just
- 7 walked away. It confused a lot of people.
- 8 Q. Did Skilling have anything to do with the CP
- 9 program?
- 10 A. Not that I'm aware.
- 11 Q. And Jeff McMahon is the -- he's the one who took
- 12 Skilling's place?
- 13 A. I think eventually he took Skilling's -- no, you
- 14 know, I can't tell you how that whole thing transpired.
- 15 He took Andy Fastow's place when Andy left the company
- 16 in the fall of 2001. And I think eventually Jeff
- 17 McMahon was appointed CEO, but -- and then he left
- 18 fairly quickly, too.
- 19 Q. Well, when Skilling left, who took over?
- 20 A. Ken Lay stepped back in.
- 21 Q. And as far as you know, did Ken Lay have anything
- 22 to do with the CP program?
- 23 A. I don't think it would have been on his daily
- 24 radar.
- 25 Q. Yesterday Mr. Ackerly had asked you some

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Page 186

- 1 questions about the Truman project. I recall you said
- 2 you didn't know it by that name but you were aware that
- 3 Goldman Sachs was in the building; is that correct?
 - A. I was aware that Goldman Sachs was in the
- 5 building.
- 6 Q. Do you remember the time frame in which Goldman
- 7 Sachs was present at Enron?
- 8 A. It was the fall of 2001. That was a very busy
- 9 time. There was a lot of stuff going on. I -- I don't
- 10 remember specific dates.
- 11 Q. If I recall correctly, you said that Goldman
- 12 Sachs occupied a conference room about the size of this
- 13 one; is that correct?
- 14 A. I did say that. It might have been a little
- 15 smaller, but it -- it was a large conference room.
- Q. And that people were feeding them documents; isthat correct?
- 18 A. Yes.

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- Q. Do you remember which people had contact withGoldman Sachs during that time?
 - MR. LUFT: Objection, foundation.
 - Q. (By Ms. Kovsky-Apap) Do you recall what -- I'm
- 23 sorry, you can go ahead and answer.
- 24 A. I -- I really don't recall specifically. I
- 25 suspect Tim Despain had knowledge of what was going on,

- 1 A. I understood that the doors in the conference
 - room they were sitting in were closed. And they closedthem when they walked in and when they walked out.
 - Q. Did you believe that what Goldman Sachs was doing with Enron was confidential?

Page 188

Page 189

- MR. LUFT: Objection, foundation and form.
- A. You know, at this point, I'm not even sure what
- 8 confidential means. They were there. It was one of
- 9 many avenues that those people who were flying all over
- the country were pursuing to try to address theliquidity issues.
- 12 Q. (By Ms. Kovsky-Apap) So it was your
- 13 understanding that Goldman Sachs was there to help Enron
- 14 address liquidity issues; is that correct?
- 15 A. I wouldn't say they were there to help
- specifically. I think they were there to help Enronevaluate options available.
- 18 Q. How did you come to that understanding of the
- 19 purpose of Goldman Sachs being there?
- 20 A. You're asking me questions about events that
- 21 happened five years ago that I was not involved in. I
- 22 -- I don't know the answer to that question. I don't
- 23 recall.
- 24 Q. At the time that this was going on, would you
- 25 have known?

Page 187

- 1 but I don't know if he was directly involved with what
- 2 was going on. I think at that point, Andy Fastow and
- 3 Ben Glisan were gone. And Jeff McMahon was probably
- 4 involved in those conversations, but I don't know for
- 5 certain.
- 6 Q. When you said that people were giving Goldman
- 7 Sachs documents, do you know who was giving them
- 8 documents?
- 9 A. No.

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- MR. LUFT: Objection, foundation.
- 11 Q. (By Ms. Kovsky-Apap) Are you aware of any -- are
- 12 you aware of which documents may have been given to
- 13 Goldman Sachs?
- 14 A. No.
- 15 Q. Did you ever know?
- 16 A. I don't think so.
- 17 Q. Do you know who at Enron might have knowledge
- 18 about documents that were given to Goldman Sachs during
- 19 this time?
- 20 A. It might be Tim Despain. Probably Jeff McMahon
- 21 was involved. I don't -- don't recall who else was
- 22 going in and out of the closed doors.
- 23 Q. When you say closed doors, do you mean that you
- 24 understood the meetings with Goldman Sachs to be
- 25 confidential?

A. No.

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- 2 Q. So there's nothing that could refresh your
- 3 recollection about --
- 4 A. I was not involved with Goldman Sachs being at
- 5 Enron at that time. I was not providing documents to
- 6 Goldman Sachs at that time. I may have shown them where
- 7 the kitchen and the bathroom was, and I think that was
- 8 the extent of my interaction with Goldman Sachs at that
- 9 time.
- 10 Q. But you did state that you thought that Goldman
- 11 Sachs was there to help Enron evaluate options that
- 12 might be available to it; is that right?
- 13 A. Yes.
- 14 Q. Was that your understanding at the time?
- 15 A. At the time, yes. That -- that's what I thought 16 they were there to do.
 - Q. Do you recall what made you think that?

 MR. LUFT: Objection, asked and answered.
- 18 MR. LUFT: Objection, asked and answered.
 19 A. You know, it was conversations on the floor, and
- 20 there were not a lot of conversations about what Goldman
- 21 Sachs was doing. I don't even recall if it was October
- 22 or November that Goldman Sachs was there.
- 23 MS. KOVSKY-APAP: Thank you very much.
- 24 That's it for now, and I'll reserve the balance of my
- 25 time.

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