

Morgan Stanley

William H. Strong
Managing Director
Vice Chairman
Investment Banking

One Financial Place
440 South LaSalle Street
Chicago, IL 60605
tel 312 706 4400
fax 312 706 4728

July 23, 2008

Dr. Robert M. Gates
Secretary of Defense
Office of the Secretary of Defense
United States Department of Defense
1000 Defense Pentagon
Washington, DC 20301-1000

Dear Mr. Secretary:

As you know, I have recently returned from five days in Iraq. After researching which industries would be of greatest importance to Iraq in the early stages of its reconstruction, I concluded to invite Mr. Thomas J. Pritzker, Chairman, Global Hyatt Corporation and Mr. Stephen R. Wilson, Chairman, President and Chief Executive Officer of CF Industries Holdings, Inc. to join me. The Hyatt hotel chain has a significant presence elsewhere in the Middle East and by building one or more hotels in Iraq it could serve the many foreign companies that will visit Iraq. CF Industries is one of our Nation's largest producers of fertilizer, a critical need for Iraq's damaged agricultural effort.

In my view, the purpose of the trip was to assess whether or not, from a U.S. business perspective, it is timely to invest in Iraq. As Ryan McCarthy may have briefed you, our itinerary included such far-flung locations as a fertilizer plant near Basra, a farm in Babil Province and commercial and residential areas in Baghdad outside of the International Zone. In all, we had over 25 face-to-face organized meetings. The participants in these meetings ranged from Directors General of Iraqi businesses, senior officials in the U.S. and Iraqi governments and street merchants in the Abi Nuwas section of Baghdad, which, as you know, had been a primary staging ground for attacks against U.S. and other coalition forces by Al-Qaeda in Iraq.

All of our formal meetings were organized by the Task Force for Business and Stability Operations, Iraq. Mr. Secretary, the purpose of this letter is to inform you directly of the superb job that is being done by the Task Force. First, Paul Brinkley and his colleagues know well how businesses think and act and how they commit capital. Second, it is very clear from the many meetings that we attended that the Task Force, and especially Paul, have developed very close, trusting and respectful relationships with numerous key senior Iraqi government and business officials. This spirit of trust and respect very much serves the interests of not only American or other foreign companies as they examine investing in Iraq, but also the citizens of the United States and Iraq. We returned to the United States very encouraged by the meaningfully improved security situation and by the positive attitude toward foreign investment presented by each of the Iraqi officials with whom we met. The Task Force made our week very productive. Mr. Secretary, we are hopeful that we can encourage other American business executives to visit and invest in Iraq.

With best regards.

Yours sincerely,

W H Strong

OSD 10227-08



333
23 JUL 08

ANALYST CHECKSHEET

Date: 8/4/08

Control Number: 10227-08

O Classification: UNCLASSIFIED ☒ CLASSIFIED ☐

O Header (Congressional or White House) ☐

O Coordination(s) ☐

O Suspense Date (if required) ☐

O CCS Database checked for history/similar subjects ☒

O Reference Documents? ☐

O Notes from the SD/DSD/MAS/MAD (PAR Report) ☒

O Sentence structure and spelling checked ☐

O Distribution complete and accurate (Electronic Distro, etc) ☒

O Comments and caveats entered to explain routing if necessary ☐

O Reviewed by another analyst? ☐

(b)(6)

SECFILES FULL RECORD DETAIL

Print Date: 8/4/2008

8/4/08

DOCUMENT TYPE: INCOMING
OSD CONTROL **OSD 10227-08** DOC **7/23/2008** ATTACHMENT: DOR **8/4/2008** SIGNATURE CASE:
FROM MORGAN STANLEY TO SECDEF
SUBJECT RECENT TRIP TO IRAQ WITH TASK FORCE FOR BUSINESS AND STABILITY OPERATIONS
KEYWORDS STRONG, W PRITZKER, T WILSON, S HYATT CORPORATION CF INDUSTRIES HOLDINGS MCCARTHY, R
BRINKLEY, P

COMMENTS

FN **333**

SEC U OCN

REFERENCE DOCUMENTS

STATUS CODE DECISION DECISION DATE PRIORITY ACTION REPORT:
AGENCY ES ACTION ASSIGNED FAA SUSPENSE DOC SUSPENSE:
SUSPENSE COMPLETE ACD COORDINATION
PAGES 1 ENCLOSURES 0
SUSPENSE STATUS

PACKAGE VIEW:
OSD 10227-08
INCOMING

CREATED BY: (b)(6)

DISTRIBUTION: OFFICE COPIES

ADC	R
ES	O E
ESR	R
DSD	E
USP	E
USA	E
JCS	E
SA	E

OSD 10227-08



~~SECRET~~

~~CONFIDENTIAL WITH
SECRET ATTACHMENT~~

3251

334 NSC

NATIONAL SECURITY COUNCIL

WASHINGTON, D.C. 20504

June 11, 2008

MEMORANDUM FOR

MR. JOHN HANNAH
Assistant to the Vice
President for National
Security Affairs

(b)(6)
Executive Secretary
Director of National
Intelligence

MR. DANIEL B. SMITH
Executive Secretary
Department of State

MR. STEPHEN J. HADLEY
Assistant to the President for
National Security Affairs

MS. TAIYA M. SMITH
Executive Secretary
Department of the Treasury

MR. FRED P. FIELDING
Counsel to the President

MR. WILLIAM P. MARRIOTT
Executive Secretary
Department of Defense

MR. EDWARD GILLESPIE
Counselor to the President

MR. JOSHUA B. BOLTEN
Chief of Staff to the
President

(b)(6); (b)(3):50 USC § 3507
Executive Secretary
Central Intelligence Agency

(b)(6)
Secretary, Joint Staff

SUBJECT: Summary of Discussion of the NSC Meeting on Iraq
~~for~~

Attached at Tab A is the summary of discussion for the NSC meeting on Iraq on May 5, 2008. Please pass the attached to Principals (to include plus one, if applicable). (u)

for, John I. Pray, Jr.
John I. Pray, Jr.
Executive Secretary

Attachment
Tab A Summary of Discussion

~~CONFIDENTIAL WITH
SECRET ATTACHMENT~~

Classified by: John I. Pray, Jr.

Reason: 1.4(d)

Declassify on: 6/11/18

~~SECRET~~

OSD 76463-08



11 June 08

~~SECRET~~

3251

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20504

Summary of Discussion for
Meeting of the National Security Council

DATE: May 5, 2008

LOCATION: White House Situation Room

TIME: 8:35 - 9:35 a.m.

SUBJECT: Summary of Discussion of NSC Meeting on Iraq ✓

PARTICIPANTS:

Vice President
The Vice President
John Hannah

DNI

(b)(6)

State
Deputy Secretary John Negroponte
Ambassador Ryan Crocker (SVTS)

WH Counsel
Fred Fielding

WH Counselor
Ed Gillespie

Treasury
Deputy Secretary Robert Kimmitt

White House
Steve Hadley
Jim Jeffrey
Doug Lute

Defense
Secretary Robert Gates
LTG Martin Dempsey (SVTS)
General David Petraeus (SVTS)

CIA
(b)(6); (b)(3):50

Justice
No Representative

JCS
Admiral Michael Mullen

Chief of Staff
Joshua Bolten
Joel Kaplan

NSC
Brett McGurk
Terry Wolff

~~SECRET~~

~~Classified by: John I. Pray, Jr.~~
~~Reason: 1.4(d)~~
~~Declassify on: 6/11/18~~

~~SECRET~~

2

Summary of Discussion

A National Security Council meeting on Iraq was held on May 5, 2008:

- Ambassador Crocker (b)(1)

(b)(1)

- The President asked (b)(1)

(b)(1)

- (b)(1)

- (b)(1)

- (b)(1)

~~SECRET~~

~~SECRET~~

3

(b)(1)



~~SECRET~~

WHITE HOUSE
SITUATION ROOM

SECRETARY OF DEFENSE

2008 JUN 12 AM 11:52 TRANSMISSION:

TIME OF RECEIPT:

WHITE HOUSE
SITUATION ROOM

(b)(6)

2008 JUN 12 AM 11:52
WHITE HOUSE
SITUATION ROOM

PRECEDENCE

CLASSIFICATION:

RELEASER:

PRIORITY

SECRET

DATE/TIME:

MESSAGE #:

0738

FROM: NSC

PH: (b)(6)

ROOM: 5013

SUBJECT: SOD FOR 5 MAY NSC MTG ON IRAQ (9)

PAGES: 5

PLEASE DELIVER TO:

	LOCATION	DELIVER TO	ROOM	PHONE
4	STATE	Executive Secretary		
2	TREASURY	Executive Secretary		
12	DEFENSE	Executive Secretary		
39	DNI	Executive Secretary		
3	CIA	Executive Secretary		
5	JCS	Secretary, Joint Staff		

SPECIAL DELIVERY INSTRUCTIONS/REMARKS:

Please pass the attached to Principals.

SECDEF	DEPSEC	SECDEF	EXECSEC	USDP
USDI	ESD	SECDEF	TABLET	FILE
GC	AK			

(b)(6)

6/13/06

SECFILES FULL RECORD DETAIL

Print Date: 6/12/2008

DOCUMENT TYPE: INCOMING
OSD CONTROL **OSD 76463-08**

DOC 6/11/2008

ATTACHMENT:

DOR 6/12/2008

SIGNATURE CASE:

FROM WH NSC PRAY

TO EXSEC

SUBJECT IRAQ

KEYWORDS SOD

COMMENTS

FN 334 NSC

SEC

OCN 3251

REFERENCE DOCUMENTS

STATUS CODE

DECISION

DECISION DATE

PRIORITY ACTION REPORT:

AGENCY USP ACTION ASSIGNED

FAA

SUSPENSE

DOC SUSPENSE:

SUSPENSE COMPLETE

ACD

COORDINATION

PAGES 1

ENCLOSURES 1

SUSPENSE STATUS

PACKAGE VIEW:

OSD 76463-08

INCOMING

CREATED BY: (b)(6)

DISTRIBUTION: OFFICE COPIES

ADC	RWI
DSD	RWI
ES	RWI
USP	RWI
GC	RWI

(b)(6)

OSD 76463-08





GE Energy Infrastructure

John Krenicki, Jr.
Vice Chairman of GE
President & CEO
GE Energy Infrastructure

4200 Wildwood Parkway
Atlanta, GA 30339
U.S.A.

T 678 844 7700
F 678 844 7702
john.krenicki@ge.com

LRAD

December 23, 2008

The Honorable Robert M. Gates
Office of the Secretary of Defense
1000 Defense Pentagon
Washington, D.C. 20301-1000

Dear Mr. Secretary:

As you may know, the General Electric Company (GE) recently signed a contract with the Iraqi Ministry of Electricity for the sale of 56 frame 9E turbines. These turbines are capable of running on a variety of fuels, including heavy fuel oil and will be used to generate approximately 7,000 megawatts of electricity at various sites across Iraq. The total value of the contract is approximately \$2.7 billion. A number of these turbines will be built in Greenville, South Carolina, and the deal will entail a substantial volume of US exports.

I am sure you appreciate what an important development the turbine sale represents for the ongoing effort to bring stability and economic prosperity to Iraq. GE is confident that its equipment is a superior fit for Iraq's electricity needs and will serve the long-term interests of the government and the Iraqi people.

The negotiation of such a large and complex deal proved a significant challenge, and GE relied extensively on the US mission in Baghdad and others in Washington-based agencies for assistance. While the Defense Department is not frequently involved in helping US companies negotiate commercial deals, the unique circumstances of the Iraq deal necessitated close cooperation between GE and the US military. GE's success was based in large measure on the help it received from your team. Simply put, we would not be where we are today without your Department's active involvement and expertise.

In the region, General David Petraeus and General Ray Odierno demonstrated outstanding leadership and, on several occasions, intervened personally with the Iraqi authorities to keep the negotiations on track during their respective commands in Iraq. They were ably assisted by a member of the British armed forces, Brigadier Hamish McNinch, Director of Energy Operations for the Energy Fusion Cell, and by Captain Joseph Konicki of the Energy Fusion Cell. Colonel Michael Moon and Colonel Bill Haight of the US Army Corps of Engineers provided instrumental background information during the early phases of the negotiations.

03 DEC 08





GE Energy Infrastructure

John Krenicki, Jr.
Vice Chairman of GE
President & CEO
GE Energy Infrastructure

4200 Wildwood Parkway
Atlanta, GA 30339
U.S.A.

T 678 844 7700
F 678 844 7702
john.krenicki@ge.com

Page 2

A special word of commendation is due to Deputy Under Secretary of Defense for Business Transformation Paul Brinkley, who initially contacted GE about the need for increased power generation in Iraq. Mr. Brinkley conducted numerous meetings with Iraqi leaders that helped to advance the negotiations, and provided valuable insights and support to GE.

GE is proud to work closely with the US government in pursuit of commercial ties that also advance American economic, security and foreign policy interests. The Iraq deal is the largest single transaction in GE Energy's history, and our success is a direct result of our collaboration with a number of talented soldiers, sailors and public servants in your department. We hope the turbine deal ultimately will help to advance the heroic work being done by the men and women in our armed forces to bring stability and progress to Iraq. Please accept our sincere expression of gratitude for a job well done.

Sincerely,

A handwritten signature in black ink, appearing to read 'John Krenicki, Jr.'.

John Krenicki, Jr.



The Honorable Robert M. Gates
Office of the Secretary
U.S. Department of Defense
1000 Defense Pentagon
Washington, D.C. 20301-1000

20301+1000



GE
1299 Pennsylvania Avenue, NW
Washington, DC 20004
USA

DATE REC'D	CBN SCREENED
JAN 05 '09	JAN 05 '09
At Pentagon	#001 DEPA

ANALYST CHECKSHEET

OSD 00393-09



Date: 1-13-09

Contrc _____

☒ Classification: UNCLASSIFIED ☒ CLASSIFIED _____

☒ Header (Congressional or White House) _____

☒ Coordination(s) _____

☒ Suspense Date (if required) _____

☒ CCS Database checked for history/similar subjects _____

☒ Reference Documents? _____

☒ Notes from the SD/DSD/MAS/MAD (PAR Report) _____

☒ Sentence structure and spelling checked _____

☒ Distribution complete and accurate (Electronic Distro, etc) _____

☒ Comments and caveats entered to explain routing if necessary _____

☐ Reviewed by another analyst? (b)(6)

(b)(6)

52

SECFILES FULL RECORD DETAIL

Print Date: 1/13/2009

1/14/09

DOCUMENT TYPE: INCOMING

ATTACHMENT:

OSD CONTROL **OSD 00393-09**

DOC **12/23/2008**

DOR **1/13/2009**

SIGNATURE CASE:

FROM **GE ENERGY INFRASTRUCTURE**

TO **SECDEF**

SUBJECT **THANKS DOD FOR ITS SUPPORT**

KEYWORDS **KRENICKI, J BRINKLEY, P DEPUTY UNDERSECRETARY OF DEFENSE BUSINESS TRANSFORMATION GE ENERGY INFRASTRUCTURE TURBINE IRAQ**

COMMENTS

FN **LEAD**

SEC U OCN

REFERENCE DOCUMENTS

STATUS CODE

DECISION

DECISION DATE

PRIORITY ACTION REPORT:

AGENCY

ACTION ASSIGNED

I&R

SUSPENSE

DOC SUSPENSE:

SUSPENSE COMPLETE

ACD

COORDINATION

PAGES 2

ENCLOSURES 0

SUSPENSE STATUS

PACKAGE VIEW:

OSD 00393-09

INCOMING

CREATED BY: (b)(6)

DISTRIBUTION: OFFICE COPIES

ADC	O
ES	E
ESR	R
DSD	E
USA	E
USP	E

OSD 00393-09

