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## ATLAS ECONOMIC RESEARCH FOUNDATION

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Founded 1981

July 23, 2004

Mr. Walt F. Buchholtz  
Exxon Mobil Corporation  
Suite 710  
2000 K Street, N.W.  
Washington, D.C. 20006

Dear Walt:

As you know, the next COP10 meeting will take place in Buenos Aires, Argentina, from December 6 to December 17, 2004. In part, because I am a native Argentinean, Atlas has had a very active presence in the environmental policy debate in this country for many years. We are very well-positioned to have a positive influence on the direction of the debate and media coverage in Argentina.

Atlas submitted a multi-faceted proposal to you in June, dealing with important projects that I do hope to discuss with you shortly. But I am sending this letter to alert you to the special opportunity that we have in Argentina this December. We have already reserved an ideal facility next door to the convention center, which can operate as a home-base or "war room" for our efforts. I hope ExxonMobil will consider providing Atlas with a supplemental grant for intensive programs, described in this letter, related to the upcoming COP10 meeting in Buenos Aires.

For more than a decade, Atlas has been a leader in informing environmental debates in Argentina with perspectives that champion sound science and the benefits of economic development. We have organized and sponsored events, books, interviews and media outreach for a variety of environmental programs. We have an unparalleled network of policy experts in Argentina, as well as close allies at all the major universities and at most media outlets. Atlas has been the primary supporter of the Argentine Policy Network, which gathers institutes from all over the country. In addition to our work in Buenos Aires, Atlas has helped market-oriented environmental efforts in the provinces of Tucuman, Cordoba, and Santa Fe. We have also sponsored events in all neighboring countries.

You are familiar with one of our more recent efforts, the translation of Paul Driessen's *Eco-Imperialism* by an Argentine think tank. Atlas played similar role with the Spanish translations of environmental books, such as *Facts not Fear* (translated by the think tank

founded by Spain's former president Aznar), *The Cross and the Rainforest*, and several others. We also sponsored the translation of a series of market-oriented environmental books in Portuguese.

For December, we propose a major effort, which would include:

- a) Media exposure: newspaper, TV and radio interviews;
- b) A series of events at universities, think tanks, trade associations, and cultural centers;
- c) Establishing a "war room" close to the convention center;
- d) Storing all friendly articles and coverage on the Web at [www.hacer.org](http://www.hacer.org) (one of the top-ranked policy Web sites for Spanish language material), and offering all the articles to friendly organizations such as TechcentralStation, in order to maximize impact.

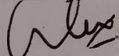
Faithful to Atlas's style, we will include as many allies as we can, both from Latin America and abroad. Atlas is uniquely positioned to lead this effort which will help enhance and mobilize our network of public policy organization and university centers. As you know, our Vice President Leonard Liggio sits on the board of Fred Smith's CEI. Other Atlas trustees sit or chair other groups that have played an important role in bringing light to the environmental debate including the IEA (UK), IPN (UK), the Pope Center for Higher Education, CEDICE (Venezuela), and several others. Atlas is also expanding its work in countries and regions of strategic interest (from helping build think tanks in Iraq to workshops in Asia and China).

Some of the efforts that could have more impact, such as arranging interviews for leading U.S. media – including some of the top rated TV opinion programs that broadcast from Miami – would require sizeable contributions. Getting speakers of the caliber of Andrei Illarionov, for instance, would also be expensive, as some would require business-class air fares (likely to cost at least \$5,000). We believe we could attract many of our partners already involved in the battle for sound science with little or no subsidy, but getting the first-rate impact that we desire should cost approximately \$100,000.

Given the coverage and resources that we are sure we can mobilize, from moralists, to policy leaders, from business allies to academicians, we think that a supplemental grant for this effort would be a very wise investment for Exxon shareholders.

I would like to discuss this with you at your earliest convenience.

Sincerely,



Alejandro A. Chafuen, Ph.D.  
President & CEO

p.s. I think this is a key strategic opportunity,

