

MEMORANDUM

TO: Payroll
FROM: Edward Mike Davis
SUBJECT: Sick Pay

DATE: December 9, 1977

Effective now, employees will be docked for the time they are off sick, unless I authorize you to pay them. This is for Tiger Oil - Houston Office - employees.


EDWARD MIKE DAVIS



M E M O R A N D U M

TO: All Employees of
Tiger Oil Company and
Tiger Drilling Company - Houston Office

DATE: December 22, 1977

FROM: Edward Mike Davis

What the employees of Tiger Oil International, Inc. do is none of your damned business! You work for Tiger Oil Company or Tiger Drilling Company when it comes to employment procedures or anything else. Tiger Oil International is a separate company and wholly run as a separate company.

If you are not happy working here, I suggest you get a job somewhere else, but you cannot work for Tiger Oil International without my approval.

Any conversation of unhappiness or unrest among my employees pertaining to this will mean immediate termination.



EDWARD MIKE DAVIS

P. S. On days you have to work, and you think you should be off, you wear slouchy dress attire. That will not occur in the future. You will wear proper dress attire to work always. Also, all employees should have the proper attitude to coincide with proper dress, especially on those days when you're working and think you should be off.



MEMORANDUM

TO: Secretaries
FROM: Edward Mike Davis

DATE: January 3, 1978

This is a business office. All correspondence and other things pertaining to this office will be typewritten.

Handwriting takes much longer than a typewriter -- you're wasting your time, but more importantly, you're wasting my time. If you don't know how to type, you'd better learn.



EDWARD MIKE DAVIS



M E M O R A N D U M

TO: All Employees
Tiger Oil Company
Tiger Drilling Company
Tiger Oil International, Inc.
Houston Office

DATE: January 5, 1978

FROM: Edward Mike Davis
SUBJECT: Kitchen Facilities

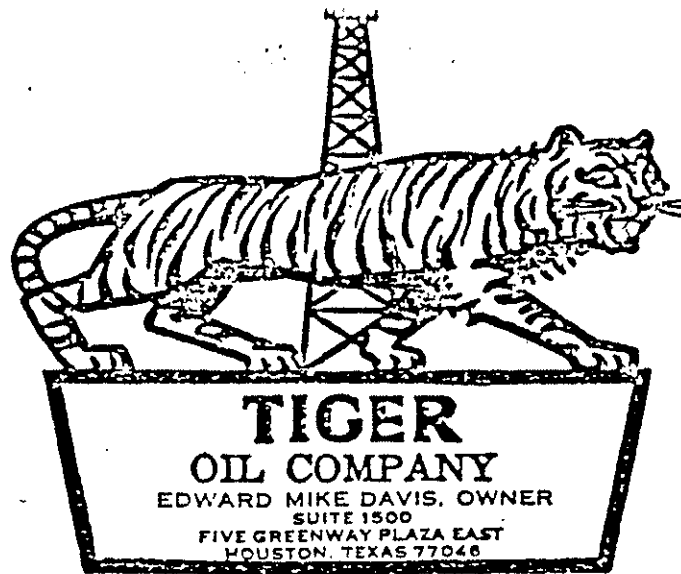
Gertrude Love has been hired to work in our kitchen and do light office cleaning. She will start Monday, January 9th.

The kitchen will be her "office" and no one will be permitted to loiter there. If you want something from the kitchen, she will get it for you. If she is not in the kitchen, get what you want and get out.

Lunch will either be prepared here or sent in by Jamail's every day, and you are welcome to eat. She will prepare your plate, hand it to you, and you can go to your office to eat. You will not be allowed to serve yourself, unless she is not in the kitchen.



EDWARD MIKE DAVIS



M E M O R A N D U M

TO: All Employees
FROM: Edward Mike Davis
SUBJECT: Idle Conversation

DATE: January 11, 1978

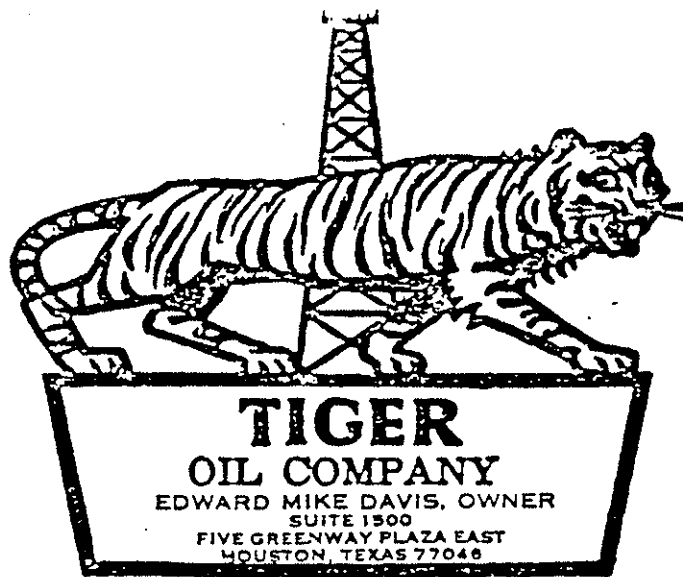
Idle conversation and gossip in this office among employees will result in immediate termination.

Don't talk about other people and other things in this office.

DO YOUR JOB AND KEEP YOUR MOUTH SHUT!

A handwritten signature in black ink, appearing to read "Ed Mike Davis", written over a horizontal line.

EDWARD MIKE DAVIS



M E M O R A N D U M

To: All Employees
Houston Office

Date: January 12, 1978

From: Edward Mike Davis

I swear, but since I am the owner of this company, that is my privilege, and this privilege is not to be interpreted as the same for any employee. That differentiates me from you, and I want to keep it that way. There will be absolutely no swearing, by any employee, male or female, in this office, ever.



EDWARD MIKE DAVIS



M E M O R A N D U M

TO: All Monthly Salaried Personnel DATE: January 12, 1978

FROM: Edward Mike Davis

In case anyone does not know who owns Tiger Oil Company or Tiger Drilling Co., Inc., it is me - Edward Mike Davis. Do not let anyone think they are the owner but me.

This memo is not intended towards all employees, but all must be included, because some have abused these things. The ones who have not abused any of my rules and regulations should not have their feelings hurt or be concerned. Just do your job!

A purchase order system will be initiated immediately. Only certain people will be allowed to sign. More than likely, two signatures will be required, whether it be one from the field and one from the office, or two from the office and two from the field.

Only business calls will be made and charged to Tiger Oil or Tiger Drilling. No personal calls PERIOD.

There will be no liquor of any kind kept in any of the offices, other than by direct order of Mike Davis. That means get it out of there!

Cleanliness is next to Godliness. I expect things to be clean and in order. That goes for all employees everywhere -- that means the office and your personal appearance; righands included.

We do not pay starvation wages, and there are some people left in this world who want to work. I am not fond of hippies, long-hairs, dope fiends or alcoholics. I suggest each and every person in a supervisory category (from driller up to me) eliminate these people.

Memorandum
January 12, 1978
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I don't want any excuses about not being able to find anyone to work on rigs, drive trucks, or work in the yards -- just find the people you need, and if we have to pay more money to get them, it will all balance out in the end.

Anyone who lets their hair grow below their ears to where I can't see their ears means they don't wash. If they don't wash, they stink, and if they stink, I don't want the son-of-a-bitch around me.

Any truck driver or employee who ruins a piece of equipment due to negligence or abuse will be terminated immediately by his boss, and if the boss doesn't do this, then the boss will be terminated by Mike Davis.

Each driver will be assigned boomers and chains. A check list will be kept by Duane Brown and Fred Addison, and equipment issued to each truck will be checked off weekly. A driver will pay for any equipment not on his truck or if it is ruined. If lost, turn it in to Duane or Fred. All truck drivers will be cautioned about tearing up fences, ditches, etc. with their trucks. Truck drivers will check oil and everything else on their trucks every day - just like the Army.

When hauling any equipment, all boomers will be wired after they are closed and checked for load shift. They are not to come loose or gnaw holes in what it is bound against.

Each driver will inspect his truck for loose bolts, nuts, corrosive battery cables, water leaks, oil leaks, tires, etc. throughout the truck. If a minor repair can be fixed, fine; if not, notify Duane Brown or Fred Addison, and they will get it fixed immediately. Everything will be inspected like the Army.

Each truck driver will either sleep in his truck or get a room for at least six hours sleep per each 24 hours, and not be found in a bar drinking anything, and that includes beer. You want to drink, then drink on your own time and your own money and not mine. Truck drivers will be given one day per week off, to be scheduled by their superior. Anyone found popping pills to stay awake will be discharged.

Memorandum

January 12, 1978

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immediately. If you need to sleep, go to bed. I have personally found truck drivers drinking in motels. I will not tolerate any drinking. You want to drink - drink on your day off. You will be watched and monitored wherever you drive.

The supervision of you will be more strict now than ever. If you do not want to work for me, pick up your check now, or work under my conditions.

Failure to comply with the above will mean immediate termination.

No one will ride in our vehicles other than company employees. An exception to this is if anyone is in an accident or stranded, a driver may pick him up. What I am trying to say is no hitchhikers or free rides for family members or non-employees. They will be terminated if caught.

Excessive speed while driving that would endanger the truck, the driver, or other people is prohibited. The driver should be the one to make that decision.

All scraps of metal, nails, pieces of pipe, etc. will be picked up and not left laying around in the yard. I want to see someone bend over other than me.

Submit a daily log of work done and the time spent.

Submit a complete inventory of tires, truck parts and all other equipment and condition of same, plus the rigs and all spare equipment in all yards.

Insurance items will be reported immediately and handled per insurance company's instructions, as well as the instructions of Bill Jamison and the employee's supervisor, Fred Addison or Duane Brown. Any accidents involving a rig, trucks, cars, or employees, other than minor ones, the Houston Office will be notified so that my secretary can notify me. If on weekends or nights, the superior in that area knows how to reach me. If it is a death, call me at night or weekends. Other than that, the person having the accident should have brains enough to take care of it until the next day.

Memorandum
January 12, 1978
Page 4

Any driver hauling anything anywhere will get a receipt for what he has picked up and a manifest of what he is hauling. Each driver will count and know the items on his truck because they will be counted when he gets to his destination. If something is missing, the driver will be terminated.

A truck manager will be hired for Lafayette, and the trucking department will be scrutinized very carefully.

A detailed material transfer will be made out for any piece of equipment moved into or out of the yard or any place.

No one welds with a welding machine unless he knows what he is doing.

Any time any driver goes anywhere and is waiting on something, after they have had their sleep, they will work in the yard or do something that has to be done. They will check with the boss in that area. They will not lay in the motel room drinking and watching television.

Start and run trucks daily that aren't being used so the battery won't run down.

All drivers are to be cautioned about the loads they are hauling so they don't tear the bridges down or ruin what they are hauling.

Expense accounts will be approved by the employee's superior in charge of a particular area, and then it will again be approved in Houston before it is paid. Each person should sign and pay for his own things, and not for someone else with him. Each person has his own expense account. Anyone who abuses or takes advantages of expense accounts will be terminated immediately.

Any time any boss needs something and cannot get it because of credit, do not discuss our financial situation with the vendor -- call Houston. If Houston cannot give satisfaction, get ahold of Mike Davis.

Memorandum
January 12, 1978
Page 5

All invoices for purchases of equipment, materials, etc. will be handled by a purchase order, as stated above, and the purchase order will be checked, approved and signed by one of the supervisors.

The rig must be inspected once a day by the toolpusher while shut down. All little engines in the yard that are good will be started once a month and run. All exhausts will be covered so that water will not get in them.

Fred Addison will inspect each rig at least once a week and not tell the toolpusher when he is coming.

Duane Brown will be on every rig move possible. The person put in charge of the trucking department in Lafayette will do the same.

Buy only what you need; utilize what we have.

A supervisor will watch any welder working for us, sign the ticket and then get rid of him. Welders will be called by a pusher to a rig for the purpose of cutting the surface pipe off or something of that nature. Do not call a welder to rebuild the rig. That must be approved by the superior in that area.

Any employee who does not want to adhere to the items mentioned above can quit. If any of you think I will go out of business because I can't hire help, get out, and I will hire the people to do the work. I don't need a job - you people are the ones who need to get with it.

There is one thing that differentiates me from my employees. I am a known son-of-a-bitch, and I care to remain that way. I have the privilege of swearing publicly, in front of anyone, or doing anything I want to because I pay the bills. When you work for me, you don't have that privilege. You are representing me. Don't act as I do. I am the only one who can act that way. You people are all to be respectful to your fellow employees and to other people we do business with. That may be deemed any way you want to take it, but those are my orders, and I intend to enforce them. What you do in your home is your own business, but what you do in my business is my business. I am not a preacher or I am not trying to save the world, I just intend to run my business the way I want to. This pertains to the supervisory personnel.


EDWARD MIKE DAVIS



M E M O R A N D U M

To: All Employees
Houston Office

Date: January 12, 1978

From: Edward Mike Davis

This is a reminder that the big room where Westfahl, Jamison and some of the landmen sit is not a hallway and will not be used as such. Also, the hallway from this room into the kitchen will not be used by anyone as an access or shortcut to the other side of the office. Go around, using the main hallway.



EDWARD MIKE DAVIS



MEMORANDUM

TO: Landmen, Geologists,
Geophysicists, Engineers,
or To Whom It May Concern

FROM: Edward Mike Davis

DATE: January 13, 1978

This memorandum is an addendum and in addition to the "Memorandum To All Monthly Salaried Personnel" dated January 12, 1978.

This is for Steve Chamberlain, Bill Durr, Wayne Rogers, on down.

When you are on the road or out doing my business, that is exactly what I expect you to do 100%. I do not want any fabricated expense accounts, drinking or carousing around on my money. Telephone calls for business purposes only will be accepted -- not personal.

This will apply to all geologists, geophysicists, and whoever the hell it may concern who works for me.

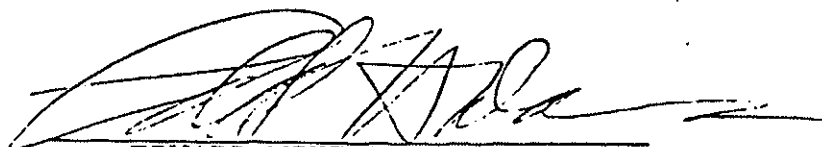
If you don't like it, you can do the same thing the ones in the first memo got told -- pick up your check! If it doesn't apply to you, and you have not violated this, you don't have to worry. If you have violated this, correct it by not doing it any more. All I want to do is run a good orderly ship -- or rather than that, run it like the Army.

If I don't pay you enough money to do these things you want to do personally, then I suggest you ask for a raise or quit and get another job.

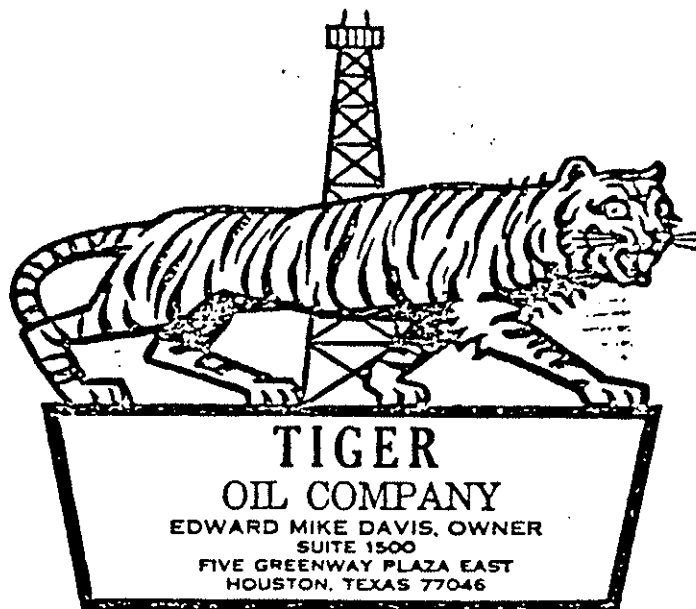
Don't take advantage of me, because I am going to be looking down your throat. You need the job -- I don't!

Memorandum
January 13, 1978
Page 2

Do not speak to me when you see me. If I want to speak to you, I will do so. I want to save my throat. I don't want to ruin it by saying hello to all of you sons-of-bitches.

A handwritten signature in black ink, appearing to read 'Edward Mike Davis', written in a cursive style with a horizontal line underneath.

EDWARD MIKE DAVIS



MEMORANDUM

TO: All Employees
Houston Office

DATE: January 31, 1978

FROM: Edward Mike Davis

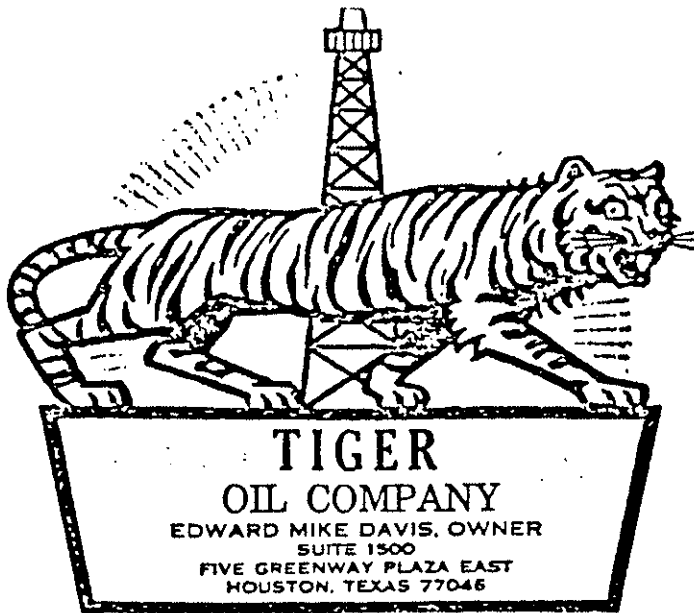
SUBJECT: Use of Front Conference Room

While the front conference room is being used by our auditors, if you have a business guest visit you, you shall put away all information before the guest comes into your office, so they cannot steal it or look at it.

You will not leave your office while the guest is there. If I call for you, notify Jo Ann Wright or Dorothy Barnes that you have a guest.



EDWARD MIKE DAVIS



MEMORANDUM

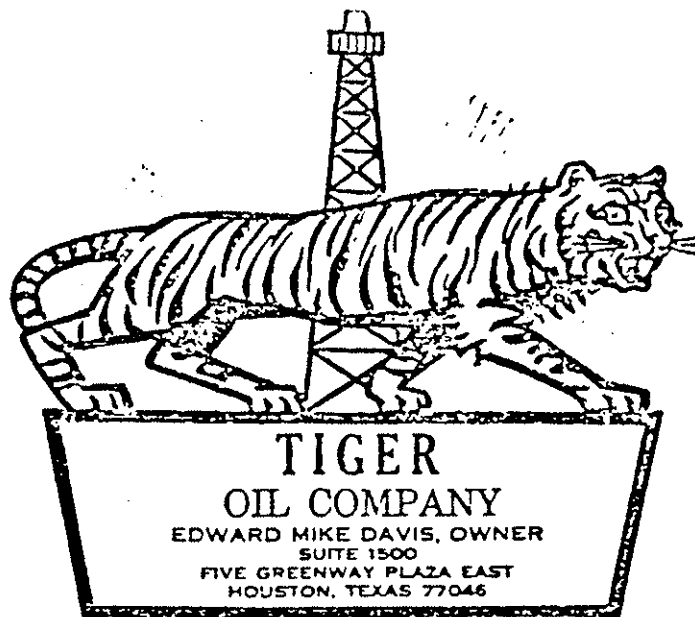
TO: All Employees
SUBJECT: Celebrations of Any Kind

DATE: February 8, 1978

Per Edward Mike Davis' orders, there will be no more birthday celebrations, birthday cakes, levity, or celebrations of any kind within the office. This is a business office.

If you have to celebrate, do it after office hours on your own time.


MICHAEL D. CARROLL
for EDWARD MIKE DAVIS



M E M O R A N D U M

TO: All Employees of
Tiger Oil Company, Tiger
Drilling Co., Inc., or any
entity that Edward Mike Davis
is associated with or owns or
owns a business interest in

DATE: February 10, 1978

FROM: Edward Mike Davis

Mr. Joseph C. Winkler, III has been hired by me personally as the head of all accounting and bookkeeping, which means all receivables, payables and taxes. He will be given the fullest cooperation from everyone who works for me, regardless of who it is.

This man has done my audit for all companies for the past three years. Until he went to work for me, he was a CPA for Arthur Young & Co. This man is a highly intelligent man. I have been relying on him for answers on how I get my audits and how I pay my taxes; therefore, I need not have someone tell me he doesn't know what he is doing. He knows what he is doing because I have had the opportunity to watch him for three years. Therefore, the fullest cooperation from everyone will be had.

A list of requirements from all people will be forthcoming regarding accounting and bookkeeping and how he wants things handled. However, just as a reminder, do not sit on any invoices at any time. If there is a question, we must have them here and know what the question is.

I have never given the authority before to anyone to be in charge of both accounting and bookkeeping completely, until at this time. The reason for that is that I never found anyone, before now, who had brains enough to do it -- not only brains, but the energy and desire as well.

Memo to All Employees
February 10, 1978
Page 2

So we are not out to see how bad we can make this man look, we are out to see how good we can make him look, and I will enforce it myself! If any employee has a complaint, direct that complaint to me, Mike Davis, personally.

I have tried to get the work done in the past under everyone else's ideas, and it hasn't worked, so we will do it my way now.

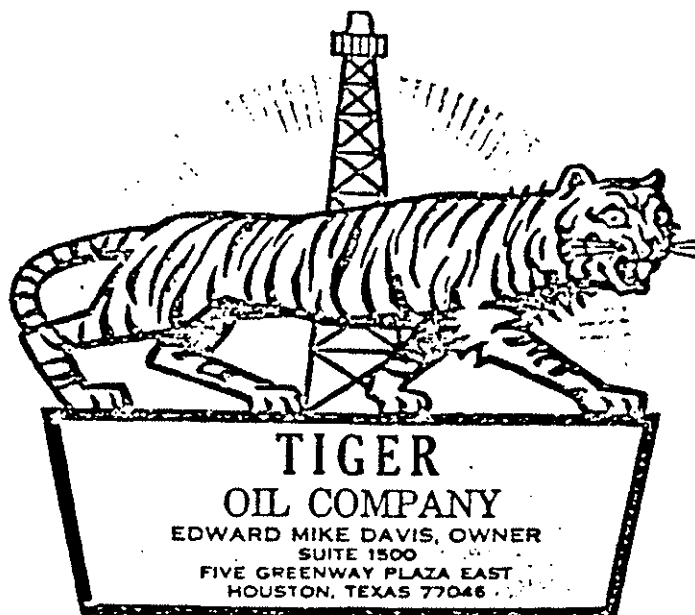
I do not want any excuses from anyone. I am not paying people for excuses, I am paying you for results. If you cannot do a job the way we want it done, get another job, because we know what it takes to make the wheel turn. It takes the invoices approved correctly and timely so that we can pay them, and it also takes all of the paperwork other than that so we can bill people in order to get our receivables timely. You want your paycheck timely, and I want my things on time so I can get my paycheck. I am not asking you, I am ordering you.

If you don't like it, that is your problem, because if the shoe fits, wear it. If the shoe doesn't fit, you don't have any worry or concern, and this letter is not an insult to you. If the shoe does fit, it means you didn't do your job properly, and you have the problem, not me. This letter only pertains to the people who have abused their responsibilities. If you are doing what you are told, this does not affect you in any way. It only affects the people who neglect their duties.

We are going to do it the way I want it done. If you have a suggestion on how we can improve our methods, your suggestions are more than welcome. The best way to submit a suggestion is to put it in writing, sign your name, and send it to me by registered mail -- then you can't say it got lost. I DON'T WANT ANY EXCUSES.



EDWARD MIKE DAVIS
Owner of All Companies
and The Boss (if there are
any questions, test me)



M E M O R A N D U M

TO: All Employees of Tiger Oil Company, Tiger Drilling Co., Inc., or any entity that Edward Mike Davis is associated with or owns or owns a business interest in DATE: February 14, 1978

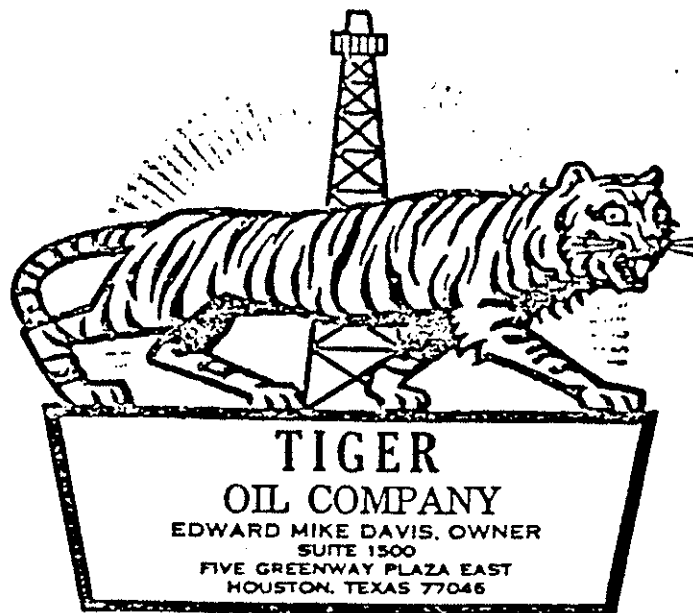
FROM: Edward Mike Davis

SUBJECT: Mr. Richard E. "Dick" Phillips, Sr.
(do not confuse him with his son, who is also an employee of Tiger Drilling Co., Inc.)

Mr. Dick Phillips works for me directly and personally. His duties may be described as many, but you could call him a trouble-shooter.

He answers to no one but me personally.


EDWARD MIKE DAVIS



M E M O R A N D U M

TO: All Employees
Houston Office

DATE: February 17, 1978

FROM: Edward Mike Davis

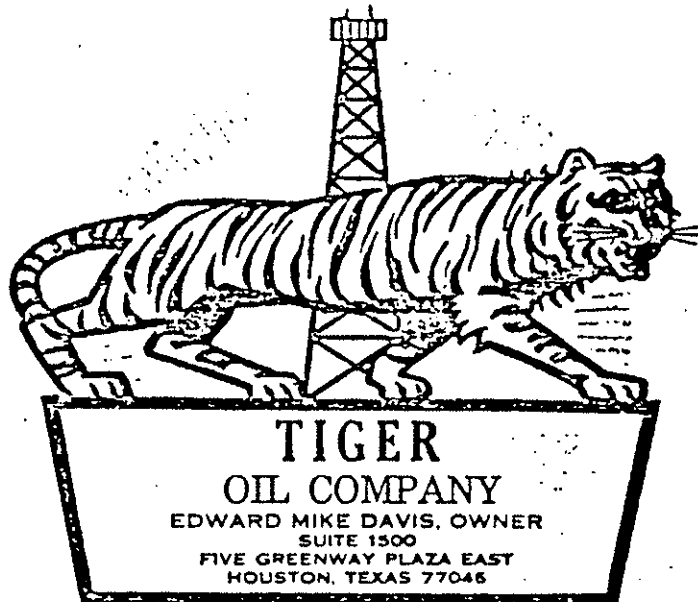
SUBJECT: Working Hours
Saturday, February 18, 1978

Every employee in the Houston Office must work from 9:00 a.m. to 2:00 p.m. on Saturday, February 18, 1978.

There will be no shabby attire -- you will dress just like it is a regular work day.

A handwritten signature in cursive script, appearing to read "Ed Mike Davis", is written over a horizontal line.

EDWARD MIKE DAVIS



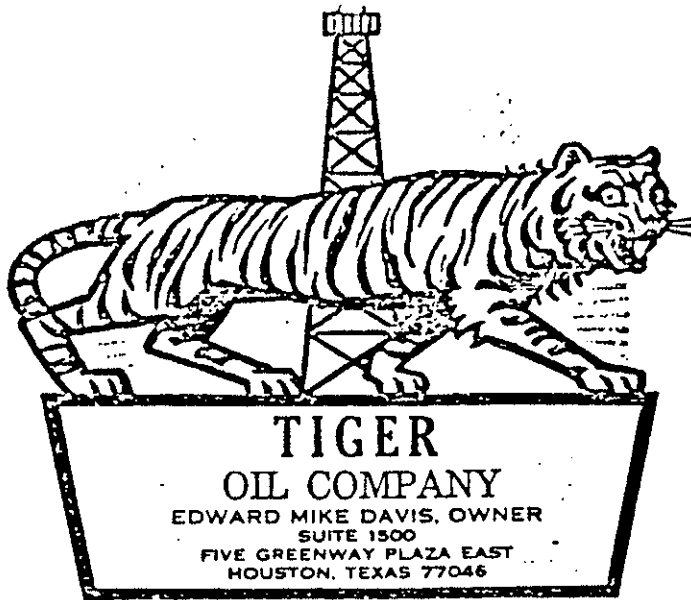
M E M O R A N D U M

To: All Employees
 Tiger Oil Company & Tiger Drilling Co. Date: February 22, 1978

From: Edward Mike Davis

This memorandum is intended as an addendum to a memo I wrote on January 12, 1978 about people speaking to me. Any supervisor who has anything to say to me, day or night, the fastest way he can say it to me is too slow. The terms about not talking to me meant I do not have time to stop and talk to everyone -- saying hello, goodbye, goodnight, etc. -- that is what I was talking about. If you have business with me, the fastest way is too slow -- day or night.

Edward Mike Davis
 EDWARD MIKE DAVIS



M E M O R A N D U M

To: All Employees - Tiger Oil Company
Houston Office

From: Edward Mike Davis

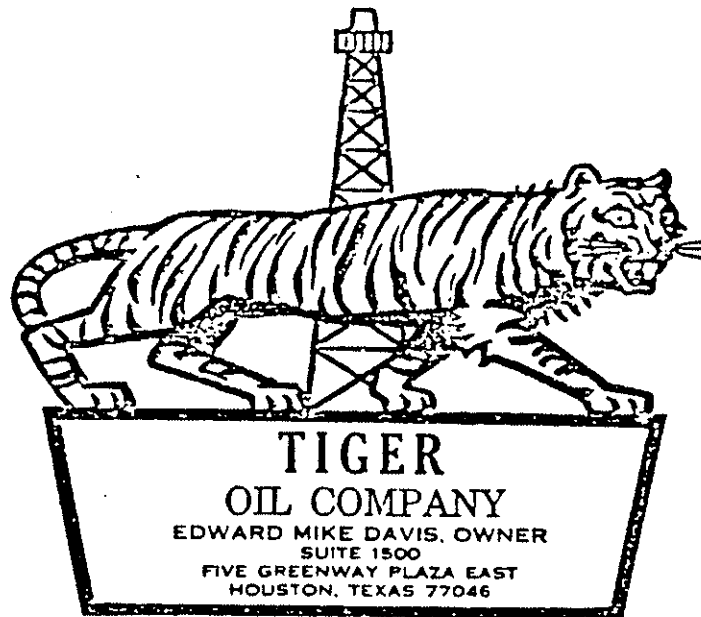
Date: February 23, 1978

Re: Office Privacy

I do not appreciate people coming into my office and helping themselves to my candy, cigars, medicine, and other personal items.

Unless you have my permission, you are not allowed to remove anything from my office, and particularly, do not remove anything from my desk drawers without my approval. I don't mind giving, but I would like the privilege of knowing and giving it myself.


EDWARD MIKE DAVIS



M E M O R A N D U M

To: All Employees
Tiger Oil Company
Houston Office

Date: April 10, 1978

Re: Working Hours

From: Edward Mike Davis

You are expected to work a minimum of eight hours a day from Monday through Friday. If you do not want to eat the food that is prepared here, don't do me any favors by eating it. Go out to lunch, and when you go out - you make sure that you sign out, and when you come back - you sign back in. • You are given one hour for lunch. If business or some delayed reason prohibits you from coming back in that one hour - please have the courtesy to call so that we may know when you will be back or what the problem is. Then that way I won't have to wonder whether you have been here eight hours or not.

This letter is intended to respect you people as people. Adhere to it or other measures will have to be taken to replace you. I am sorry if this hurts your feelings, but I am not running a business for your benefit. I expect a minimum - I repeat myself - a minimum of 40 hours per week. No one is exempt from this.

I suggest that you people buy enough cigarettes to keep here for yourselves to smoke because, by God, you will not go and buy them on my time.

Anyone that needs to be off for whatever the various reasons may be, as long as they notify someone and do not make a habit of it, I will be more than glad to respect your wish providing you respect the one I have just said above.


EDWARD MIKE DAVIS



M E M O R A N D U M

TO: All Employees
Tiger Oil Company - Houston

DATE: April 20, 1978

FROM: Edward Mike Davis

SUBJECT: Office Furniture

The furniture in this office is expensive. DO NOT PUT YOUR FEET ON IT!!

I am paying you to work -- not slouch in your chair with your feet up on a desk or table.

I do not go to your home and put my feet on your furniture, so don't put your feet on mine.


EDWARD MIKE DAVIS



M E M O R A N D U M

TO: - All Employees
Houston Office

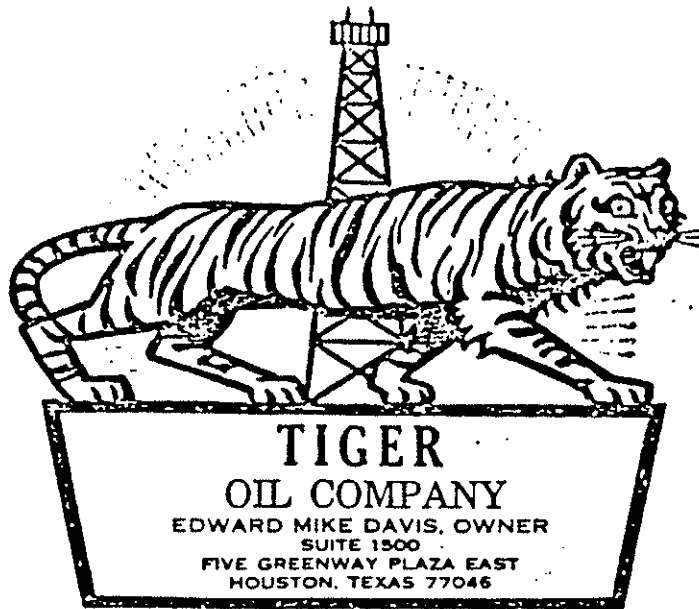
DATE: June 1, 1978

FROM: Edward Mike Davis

I have noticed the rugs throughout this office are very dirty from people spilling things on them. I will have them cleaned (which will cost me \$1,000.00); and, in the future, if people cannot carry their coffee without spilling it on my rugs, we will do away with the coffee pots entirely just as we did away with the food.

Please treat my rugs as you would your own at home. If, for any reason, you spill something, wipe it up right away so it won't stain.

EDWARD MIKE DAVIS



M E M O R A N D U M

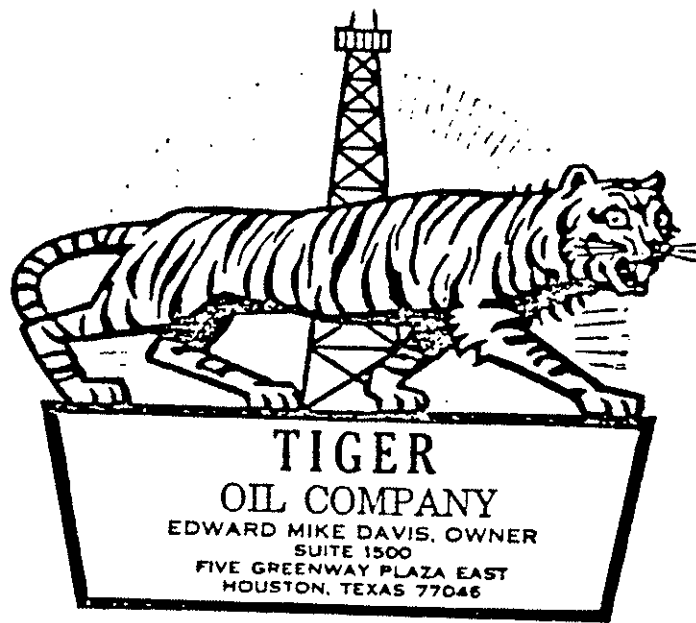
TO: - All Employees - Houston Office DATE: June 1, 1978
FROM: Edward Mike Davis

Executive personnel who are in my office and have to be excused to go to the bathroom may use the one located just outside my office so no time is wasted going all the way down the hall.

No one else is to use this bathroom at any time other than guests.

A handwritten signature in cursive script, appearing to read "E. M. Davis", written over a horizontal line.

EDWARD MIKE DAVIS



M E M O R A N D U M

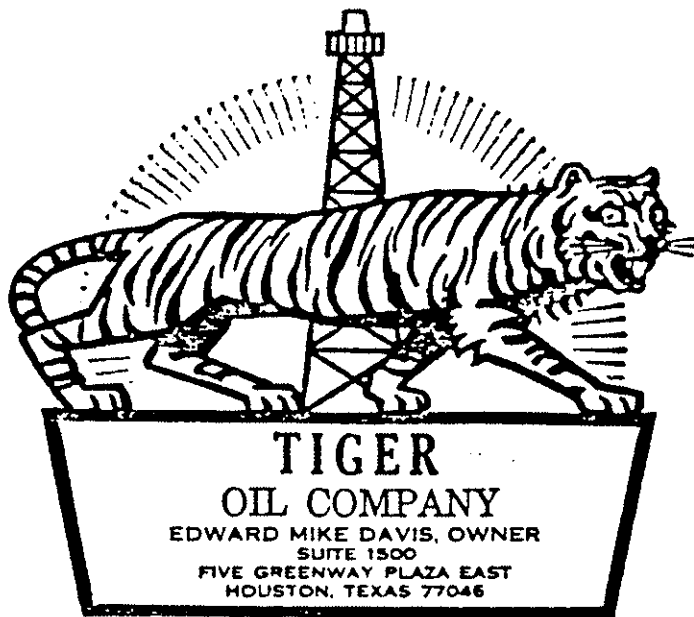
TO: All Employees - Houston Office
 FROM: Edward Mike Davis
 SUBJECT: Signing In and Out

DATE: September 15, 1978

Each employee will sign in and out on the time sheet at the receptionist's desk himself - the receptionist will not be responsible for it - you cannot just mumble to her that you are going downstairs - you will sign out and note where you are going on the time sheet and sign in when you return.

If you cannot adhere to this request, you may pick up your final pay check.


 EDWARD MIKE DAVIS



M E M O R A N D U M

TO: All Employees
 Tiger Oil Company
 Tiger Drilling Co., Inc.

FROM: Edward Mike Davis

SUBJECT: Vacations

DATE: September 25, 1978

As you know, after one full year of employment you receive two weeks' vacation and two weeks respectively each year worked thereafter. Effective immediately, the two weeks per year must be taken one week at a time and begin the end of the week - you cannot start your vacation in the middle of the week. There will be no more taking one or two days at a time and combining them with holidays and weekends. If, in my opinion, you deserve additional time off you must obtain it from me proving to me that you have worked hard enough to get it - not trying to edge a day here and a day there combined with the holidays. I am not a fool - I know you can take two weeks and stretch them into two months properly done so don't insult my intelligence. Ask for it like a man. Also, in your absence, you must arrange to have someone perform your duties.

EDWARD MIKE DAVIS