

BIOS FOR EXPERT ADVISORY GROUP ENERGY INDUSTRY



The Endeavor Expert Advisory Group (EAG) is the most comprehensive and globally recognized team of operationally proven experts in the industry. Our EAG has over 200 team members intimately knowledgeable in the challenges facing today's Energy industry worldwide. Our advisors have decades of experience in the energy value chain from reservoir through facilities for Oil and Gas production, midstream processing, transportation, refining, and petrochemicals. This includes projects and operations expertise to decommissioning. We also have a large number of Advisors with expertise in renewables and energy transition. Uniquely, we bring the perspective of both owner and service companies.

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Endeavor
Expert Advisory Group

CONTENTS

E. KURT ALBAUGHT, PE	4	INDRAJIT DATTA.....	16	EMILY HAZELWOOD.....	30
STEPHEN ALLEN.....	4	GRAYUM DAVIS, PE.....	17	ROBERT HEILMAN, CEng.....	30
HELDER ALVES	4	NICHOLAS PAUL de BLOCQ (NICK)	17	BOB HELMKAMP, PE.....	30
MARK ANDERSON	4	DEXTER D. DECKER.....	17	NIGEL HILL.....	30
MARTINA ASBURY	5	WILLEM A. DE MEYER	18	RICK HILL.....	31
CHRISTIAN BAKKEN	5	FLAVIO de MORAES, PhD, PE	18	EDWARD A. HIRS, III.....	31
ADAM LEE BALLARD	5	W.S. (BILL) DERRICK	18	JEFF HOCKE, PE, PMP, MBA	31
RAGHU BABU BANGURA	6	MAURO DESTRI.....	19	MARK HOOD.....	32
BILL BARROWS	6	JEFF DICE, PE, PMP.....	19	W. T. (BILL) HUGHES	32
BRAULIO LUIS BASTOS.....	6	PAUL DREISS	19	ERICK F. JAIMES	32
FREDERICK E. (GENE) BECK.....	6	MARK K. DURKEE	19	WILLIAM DOUGLAS JOHNSON.....	32
JOHN M. BEDNAR.....	7	JAN R. ECKHOFF	20	TINA JOHNSON	33
ANDREW BENNETT.....	7	DAVE EDWARDS.....	20	JOHN J. JONDLE	33
ALLEN J. BERTAGNE.....	7	MICHAEL ELLIS	20	JAMES R. (BOB) JONES.....	33
NORMAN L. BLAKER	8	RICHARD A. ELDRIDGE	21	SHARON JORDAN.....	34
DAVID BOGGS.....	8	MCHUKS (PAULY) ENWERE, PH.D.	21	LEE ANN JUDD	34
KEVIN P. BOURGEOIS.....	8	GABRIEL ERMOLI.....	21	JENS KAALSTAD	34
DAVID BRADBURY	9	LI FAN.....	22	RICHELLE McMILLIAN KEIG	34
DAVID A. BROOKES.....	9	JOHN FARRELLY.....	22	JOSEPH E. KENNEDY	35
MARTIN BRUINS	9	GARY FEHRMANN	22	ANTHONY J. KING	35
JESSE BRYSON.....	9	HÉLDER FERREIRA	22	GARY E. KIRSCH	35
MURRAY W. BURNS, PE.....	10	PHILIPPE FLICHY	23	ALP A. KOCAMAN, PE	35
WILLARD C. (BILL) CAPDEVIELLE, P.E. ...	10	LARRY FORSTER, PhD	23	ANASTASIS (IAN) KOKKINOS	36
LEIGH JONATHAN CARLESS.....	10	LAWRENCE FORTUNÉ.....	23	G. GRAHAM LANCASTER III.....	36
PETER CARR.....	10	BERNARDO FRANCO	24	JOHN A. LANE, CENG	36
ALAN CATTELL	11	THOMAS GARBEE.....	24	LAURN LARSON	36
KEITH CAULFIELD, PE.....	11	JEFFREY M. GARRETT	24	W. RON LEDBETTER	37
MIKE CHERRY, PMP	11	BRUCE GARTHWAITE	24	KAREN LEMKE.....	37
MARK A. CHILDERS	12	RICARDO GIAMATTEY	25	ROGER E. LEWIS, PE.....	38
JIM CHRISTIE	12	BRIAN GIBBS	25	JERRY LIEBERMAN, PhD.....	38
DAVE COBB.....	12	DANIEL G. GODFREY.....	25	IBSEN FLORES LIMA	38
GEORGE COLTRIN.....	13	DAVID GRAY, MBA	26	TERRY A. LINDSEY, PMP.....	38
ROBERT COLWELL, PE.....	13	WALT GREENE, PE.....	26	PATRICK LITTLE	39
JIM (JAMES FRANCIS) CONROY.....	13	JOHN GRIFFIN	26	STEVE LOUIS, PE, MBA.....	39
DR. H. HOWARD COOK	13	DON GROGAN	27	JESUS RODOLFO RODRÍGUEZ MACIAS ..	39
THOMAS COOL, PhD.....	14	Z. GEORGE GU, Ph.D.	27	ANDREA MANGIAVACCHI	39
ROY COTTRELL.....	14	JAMES E. HACHEN, JR. (JAY).....	27	JOHN MANNING	40
BRUCE CRAGER.....	14	BJORN E. HALS	27	JON W. MARSH.....	40
JAMES R. (JIM) CRENSHAW	15	TROY HAMILTON.....	28	STUART MARTIN.....	40
JOHN CROWSON	15	MARK HAMMER.....	28	FRED T. MASON.....	41
PAULO SERGIO CRUZ.....	15	D. RONALD (RON) HARRELL, PE	28	J.R. (RIC) MASSIE, JR., PE, PMP	41
CHRISTOPHER CURRAN	15	C. TRACY HARRIS.....	29	MARK MCDANIEL.....	41
MARK A. DANACZKO	16	JAMES C. HARRIS, JD	29	JEFFREY MEASAMER.....	42
KENNETH DANIEL	16	RICHARD C. HAUPTMANN, JR.	29	RONALD C. MERRICK	42

JOANN MEYER.....	42	R. DAVID RHODES.....	51	ADRIEN TERRANY.....	59
PAUL D. MILLER.....	43	ORLANDO J.S. RIBERIO.....	51	JAN P. TESTARMATA.....	59
JACOB MIZE.....	43	TIMOTHY E. RITZ.....	52	RICHARD THOMPSON.....	60
J. BLAKE MOORE.....	43	R. DAVID RHODES.....	52	STEVE TOMLINSON.....	60
CARLOS MOREIRA.....	43	GEORGE RODENBUSCH, PhD, PE.....	52	RONALD N. TUCKER.....	60
LEE N. MORGENTHALER, PHD.....	43	JIM RODGERS.....	53	DAVID TUTUREA.....	61
THANOS A. MOROS, PHD.....	44	LAWRENCE ROGERS.....	53	W.R. (BERT) ULBRICHT, PE.....	61
VIC MORRELL.....	44	JOHN ROUSE.....	53	CHARLES (CHARLIE) R. URSELL, III.....	61
JEFFREY L. MUELLER.....	44	ARTIE RUDERMAN.....	53	ANDRÉ BAREND VAN NIEKERK.....	61
DR. DAVID MUIR.....	45	FRANCESCO SANTORO.....	54	MARTIN J. VAN SICKELS.....	62
EUGENE J. MURRAY.....	45	VICTOR SCHMIDT.....	54	MILTON VASQUEZ.....	62
NELSON NARCISO.....	45	ANDREW SCOTT.....	54	CLIVE VAUGHAN.....	62
JAMES NOAKE.....	45	GORDON SHAHIN JR.....	54	EARL VERDIN.....	62
PETER G. NOBLE.....	46	MALCOLM SHARPLES, PHD.....	55	LUMAY VILORIA.....	63
AMERICO OLIVEIRA.....	46	GARY SHAW.....	55	SHAWN E. VINCENT.....	63
DANIEL K. OLIVER.....	46	MICKY W. SHAW, PE.....	55	JAMES P. WAKEFIELD.....	63
WENDELL G. OLIVIER.....	47	MICHAEL SHOOK.....	55	CRAIG R. WATEL.....	64
MELIH ORAN.....	47	MARIO SIDRIM.....	56	ELIZABETH ANN WATKINS.....	64
JAMES G. OSBORN, PE.....	47	AJAY SINGH.....	56	CARL MICHAEL WEBB III.....	64
FRANK M. PASKEWICH, PE.....	48	JASON SKUFCA.....	56	NICK WELCH.....	64
STADIS “STAN” PATNIYOT.....	48	JEFFEREY G. SOUTHWICK.....	56	JOSEPH WHITE.....	65
ROBERT L. PATRICK.....	48	AMBER SPARKS.....	57	MICHAEL WILEMS.....	65
RENEE PERRY.....	48	GLEN L. STAGGS, PE.....	57	DAVID R. WILKINSON.....	65
REGINALD P. PICOU.....	49	BARBARA STEWART.....	57	DR. ANDREW J. WOLFORD.....	65
MORRISON (MOE) PLAISANCE.....	49	TOM STROUD.....	57	PETER WORMAN.....	66
JITENDRA PRASAD.....	49	DR P. SUNDARARAMAN, PhD.....	58	DOUGLAS WRIGHT.....	66
IVAN R. PUCKETT.....	50	TIM SWENK.....	58	TARIK YEMNI.....	66
DAVID QUEEN.....	50	SIAVASH TARKHAN.....	58	TRAVIS ZIEBRO.....	66
RON RADFORD.....	50	LAWRENCE TEBBOTH.....	58		
AL REESE, JR.....	51	DANNIE R. TEEL, PE.....	59		

E. KURT ALBAUGHT, PE

CONSULTANT

Kurt Albaugh is a project and operations oriented professional with international and domestic Oil & Gas experience in upstream and midstream areas. Over 15+ years of experience working directly for Operators in various roles as a Manager, Project Manager, Team Lead and Sr. Engineer. Recognized as a Manager who can build teams to provide a Project Management approach to the project in order to help deliver the project on time and under budget. Passionate about developing a strong team with efficient processes that can produce high quality reports and other deliverables that will enable the project to be successful using a collaborative approach. Mr. Albaugh holds a Masters of Civil Engineering from Rice University, Houston Texas and a Bachelor of Civil Engineering from Youngstown State University in Youngstown, Ohio.

STEPHEN ALLEN

PROJECT ADVISOR

Stephen Allen is an experienced engineering and operations professional within the upstream oil and gas industry. He has over 20 years of experience in offshore drilling with a focus on mobile offshore drilling units and drilling processes. This includes significant experience in the development of new drilling technologies and processes, rig design, project development and execution, and project economic analysis. Stephen has been the rig systems technical lead for two industry technology development projects, Chevron's Dual Gradient Drilling Project and BP's Project 20KTM. He has an MBA from the University of Houston and a BS in Maritime Systems Engineering from Texas A&M University.

HELDER ALVES

SENIOR CONSULTANT

Helder Alves has strong multicultural experience in the Petrochemical, Oil & Gas and Chemical industries, primarily in management positions. He has extensive background on: Project, Contract & Engineering Management; EPCM; P&L Management; Business; Claims Arbitration; Process Plant Management; Risk Management; HAZOP, always ensuring strict HSE patterns. He is a certified Expert Witness for the Rio de Janeiro State Justice Department (TJRJ) and for the Rio de Janeiro Federal Justice Department (JFRJ). He has worked for companies like WorleyParsons, Jacobs, SNC Lavalin, Cameron [Schlumberger], Weir, Praxair, Sulzer and Dow Chemical, and with clients such as Petrobras, Wintershall, BP, Equinor [Statoil], Shell, Valero, Odebrecht, Brasken, Pequiven, COMPERJ, Keppel Fels, Technip, Jurong and Essar Steel. On Projects with budgets ranging from US\$ 2 Million up to US\$ 2.6 Billion, with strict HSE patterns, and both on Greenfield and Brownfield (in operation plants with minimum plant disruption), he has exposure since Technology definition, Management and Execution of Engineering (basic/ FEED/ detailed), going through all the steps: SCM (Contracts, Procurement and Expediting), Construction, Commissioning, up to the Plant Start Up and Performance Improvements. He has International Multicultural exposure in 22 countries, including: Brazil, Canada, Singapore, US, Germany, Switzerland, Italy, Scotland, Liechtenstein, and others. Helder holds Bachelor of Chemical Engineering (UFRJ - Federal University of Rio de Janeiro, Brazil), and MBA in Management (FGV - Fundação Getúlio Vargas, Brazil).

MARK ANDERSON

SENIOR CONSULTANT

Mark Anderson has extensive onshore and offshore drilling experience and also technology management experience. Mark's last position as GM Drilling Mechanics Technologies capped off a 37 career with Shell. Now he provides consultancy services and also sits on the board of advisors of several start-ups. Mark oversaw front-line Well Delivery as a Rig Superintendent in Gabon, held role of Team Leader of Drilling

Engineers in the UK sector of the North Sea and Drilling Engineering roles in Syria, Portugal, Brazil and New Orleans. He has respected strengths in technology development, deployment and commercialization. Known as a thought leader, Anderson serves as chairman of the SPE Drilling Systems Automation Technical Section and has presented on drilling mechanics and automation at over 10 Society of Petroleum Engineers conferences and meetings, as well as securing 6 patents on well construction and drilling mechanics technologies. He holds a Bachelor of Science – Mechanical Engineering, cum laude from University of Michigan, Ann Arbor, Michigan.

MARTINA ASBURY

SENIOR ADVISOR

Martina Asbury works with business, operations and project teams to support the planning, execution and control of large capital projects to achieve business objectives and best in class cost, schedule and safety performance. With a degree in Chemical Engineering, she has over 35 years' experience in oil and gas upstream, refining, petrochemicals and pipeline industry segments in project management, project portfolio efficiency improvements, project team integration, stakeholder engagement, and change management. Leveraging her extensive experience, she supports business leaders, owners and contractors in building and improving organizations/teams through building strong leadership teams that deliver. Martina has performed interventions that have driven alignment and reduced risk in over 200 major capital projects and portfolios ranging from USD 500 Million to USD 25 Billion. Martina's strength lies in her ability to rapidly assess and discern technical and work process root causes of issues, conflict and communication breakdowns and engage leaders in solutions that mitigate negative impact to business results. She utilizes her unique combination of experience with both successful and troubled projects and her interpersonal skills to generate desired outcomes in individual and team performance.

CHRISTIAN BAKKEN

SENIOR ADVISOR

Christian Bakken has 45 years of experience from the the Oil & Gas industry. This includes leading positions in subsea developments for Statoil and Hydro in the North Sea and for ABB in Houston and Rio (topside) .He has been involved in all phases of offshore developments from conceptual phase to delivery ready for operations. Christian has through the years gained experience of project management, contract management, business development and working with different cultures. He is now working as a consultant.

ADAM LEE BALLARD

SENIOR ADVISOR

Adam is a results-oriented Engineer with significant Operations and Management experience; known as a consistent team player with skilled technical abilities and bias to pragmatic, operational solutions. He is recognized for top-to-bottom technical understanding and integration of upstream oil and gas systems with strong predisposition for financial performance. Adam has a wide business spectrum with the ability to produce tactical solutions and development of strategic priorities. He also has a wide technical spectrum, able to quickly apply digital solutions to a range of technical problems. Adam interfaces extremely effectively across all disciplines and all levels of the company (from technician to executive) and is known for enabling high performing technical teams, providing prompt, clear, and concise direction and expectations.

RAGHU BABU BANGURA

ADVISOR

Babu Bangura provides strategy and portfolio management advisory services at Executive and Board level to identify investment choices / decisions in-line with the overall strategic intent that ensures business success. Effective in leading multi-disciplinary teams by leveraging strong points of integration and interface management, he is delivery focused with a deep sense of purpose. He has demonstrated ability to work with NOC / IOC partners, stakeholder relationships and networking. Mr. Bangaru has sound appreciation of commercial value, contractual chains and acumen for structuring and negotiating large integrated deals. He has lead roles with major projects in exploration and production, LNG, well services (drilling), contracts and procurement in USA, UK, China, Brunei, Australia, Nigeria, Arctic, and Brazil. He earned a Master in International Commercial Law LLM from City University of London, a Master in Technology Management and Policy Program from Massachusetts Institute of Technology, and a Master in Electrical Engineering from State University of New York.

BILL BARROWS

SENIOR ADVISOR

Bill Barrows is an EPCI Business Development Executive and Sr. Project Manager for international and U.S. projects. He has extensive experience in sales strategy development and implementation, and capture management from negotiation through contract award. He is a proven leader at planning and directing large capital ventures (\$1BB+) from inception through completion. His specialized expertise includes: Uncovering New Business Prospects; Establishing Excellent Client Relationships; Large Complex Proposal Development; MSAs; Major Contracts Negotiation; Large Multicultural/Multi-discipline Team Management and Interface Management. Bill has consulted for Chiyoda Corporation, Weatherford, Daewoo Shipbuilding & Marine Engineering, MODEC, and the American Samoa Government. He worked directly for Heerema Fabrication Group, Alliance Woodgroup Engineering, Thyssen, and ARAMCO. Bill holds a MBA in Finance and Accounting from California State University and a Bachelor of Science in Mechanical Engineering from Purdue University.

BRAULIO LUIS BASTOS

SENIOR ADVISOR

Braulio Bastos has over 30 years of broad E&P background, engaged in field/asset management, field development projects, drilling/production operations and offshore/subsea construction projects, with hands on experience on E&P assets valuation and acquisition. Executive board member experience, participating in the company governance/decision making processes, shareholder and council meeting reporting/advising. In addition to Portuguese, his native language, Braulio is proficient in English and can read Spanish. Braulio holds an MBA in Strategic Management and a MBA in Corporate Finance from the Federal University in Rio de Janeiro, Brazil. He received a Petroleum Engineering Specialization from Petrobras University in Salvador, Brazil and his Bachelor degree in Mechanical Engineering from the Pontifical Catholic University of Rio de Janeiro, Brazil.

FREDERICK E. (GENE) BECK

SENIOR ADVISOR

Gene Beck is an oil and gas industry veteran, having 35+ years of leadership and operations experience. Gene has worked with some of the most complex wells and basins around the world, including conventional, unconventional, and HPHT operations. He is recognized for delivering asset level profitability by improving well productivity while consistently reducing breakeven costs through process improvement, standardization, and fit-for-purpose governance. Gene is a highly respected advisor,

lecturer, and award-winning professor. He holds Master of Science and Doctor of Philosophy degrees in Petroleum Engineering from Louisiana State University

JOHN M. BEDNAR

SENIOR ADVISOR

John Bednar, with 44 years' experience in the oil and gas industry, is an Expert Advisor in development planning, assistance in resolving technical performance issues, and assistance in identification, development, and implementation of technologies supporting offshore production systems, with a particular focus on subsea production systems. He has project management expertise in engineering, fabrication, installation, commissioning, operations, and decommissioning of offshore production systems, again with a particular focus on subsea production systems, and an emphasis on the associated HSSE and Quality Assurance requirements. He is an expert in the application of industry standards and compliance with regulatory requirements, and he has given frequent industry presentations, published numerous technical papers, and authored various related patents.

ANDREW BENNETT

PROJECT ADVISOR

Andrew Bennett was employed by BP for 35 years, combining extensive experience on process technology R&D projects and engineering R&D management. Aspiration post-retirement from BP is to utilize the experience gained in technology qualification and R&D project leadership to provide part-time consultancy support to technology development programs and technology deployment in field development projects.

ALLEN J. BERTAGNE

SR. ADVISOR

Allen, is a hands-on explorationist with more than 35 years' experience, gained while working in numerous basins around the world. He is highly proficient in the use of Integrated Multi-Disciplinary E&P software and supporting tools (e.g., GIS, Analytics) but also brings a strong understanding of Geology and the ability to develop new insights and ideas. After school, he first worked for Exxon and was involved in exploration in the Wyoming Thrust Belt and other Rocky Mountain Basins. He then worked for service companies including CGG, PGS, CoreLab, and Fusion Geophysical, providing technical consulting to international oil companies and host countries, including Mexico, Venezuela and Algeria. The projects undertaken ranged from regional prospectivity evaluation to multi-disciplinary field studies and regularly included application of new geophysical technologies (e.g., spectral decomposition, spectral inversion, AVO). From 2006-2010 he was the lead Geoscientist in Shell's Gulf of Mexico Commercial Team and helped close business deals with a total value of more than \$500MM. This included identifying partners to farm-in to exploration prospects as well as the successful divestiture of the Bullwinkle Field and Bigfoot discovery. After raising funds to explore in the Aquitaine Basin, he was named Country Manager, in France, for the 4-company JV, and was responsible for activities ranging from Drilling, Testing and Production Operations to Government Relations. Upon completing the France project, he worked as a Geophysicist in the Deepwater Gulf of Mexico and offshore Colombia for 18 months at Shell, before joining a new GOM Deepwater exploration startup, Venari Resources. Since January 2015, he has been conducting hands-on seismic interpretation projects for a range of companies working primarily in West Africa, the Gulf Coast and the Permian Basin. He speaks fluent English and French as well as conversational Spanish. He works well in diverse Teams and is particularly effective in situations requiring cultural sensitivity.

NORMAN L. BLAKER

SENIOR ADVISOR

Norman Blaker has 51 years' experience in managing and developing engineering studies and detailed engineering designs, including sales and client development. Extensive experience in planning, scheduling, and cost estimating. Department Manager of Mechanical Engineering for two years. Department Manager for the Project's Department, which included Project Managers and the Planning and Scheduling group. Environmental experience, primarily developing plans and detailed designs for incineration of solid wastes and hazardous wastes. The majority of experience has been in the oil and gas industry in developing designs for offshore (FPSO's and Fixed Facilities) and onshore production facilities. Typical facility designs have included gas processing using glycol dehydration, GOSP units, desalting, condensate stabilization, propane refrigeration, water injection and water treatment, steam flooding study, and handling wet gas with high CO2 content. Additional experience has been in the design of petrochemical revamps, fertilizer plants, and pollution abatement systems for air and water. Mr. Blaker holds a Bachelor of Science in Mechanical Engineering from Kansas University, Lawrence, Kansas.

DAVID BOGGS

TECHNICAL ADVISOR

Mr. David Boggs is the founder and Managing Director of EMA and has the primary role in all projects that the company undertakes. David has over 15 years' experience in the Offshore Oil & Gas Industry including extensive involvement in numerous FSO and FPSO projects, including as project manager. He has performed market research, strategic planning, project execution support, and business development expertise to clients in the offshore energy sector. Mr. Boggs was previously General Manager - Commercial at Tanker Pacific Offshore Terminals in Singapore, responsible for all business development and commercial activities for a fleet of leased offshore units. David has been invited to speak at various industry conferences including: Marine Money Offshore, Offshore Asia, FSRU Asia Summit, Floating LNG 2015, FPSO/FLNG Asia, FPSO Congress, FPSO China, China Offshore Engineering Symposium, Harvard Project for Asian and International Relations, FPSO Design & Technology, and Offshore Southeast Asia. David has a BA with honors from Harvard University and an MBA with honors from the University of Texas at Austin, where he was President of the Energy Finance Group.

KEVIN P. BOURGEOIS

SR. CONSULTANT

Kevin has a distinguished global operations management track record including demanding challenges within developing countries in Europe, South America, Africa, Middle East and North America. He has a strong energy industry background that covers the executive suite, asset management, project management and marine systems. He has recent senior level roles with technical and commercial activities at both operators and contractors in all facets of the energy industry including deepwater, subsea, marine and floating production systems, asset management, operations and project delivery. Kevin is particularly experienced in all major phases of offshore and onshore oil and gas developments including front end design, field development planning, field optimization, detailed engineering, fabrication installation, commissioning, start-up, operations, brownfield upgrades, production extension, underwater maintenance and construction, pipelines and abandonment. He is a subject matter expert at brownfield project development and execution and asset integrity upgrade programs. He is a consummate leader proficient at performance improving initiatives.

DAVID BRADBURY

TECHNICAL ADVISOR

David Bradbury has 35 plus years of technical and management experience in the upstream sector of the oil and gas industry working with major equipment manufacturers and an extensive client base of contractors and operators. He has been an independent business development and technical marketing consultant since 2012. This experience has been gained working on drilling and development projects in most of the world's offshore basins including North Sea, GOM, Brazil, West Africa and Asia regions including extensive Asian business travels inclusive of Hong Kong, China expat assignment. Strengths include P&L management, strategic planning, developing and executing technology strategy, business development, project management, technical sales, major global account management and contract creation and negotiation. Project responsibilities for costing and pricing of goods and services, developing project schedules, management of projects, preparation of proposals and operations manuals. He has experience with field service and project support training and implementation. His experience and consulting entity has provided recent upstream land drilling and production equipment and services marketing and product support. Mr. Bradbury earned his BS in Business Administration from the California Coast University in Santa Anna, California and minored in Engineering Technology at Ventura College in Ventura California. He is a veteran of the United State Army.

DAVID A. BROOKES

SENIOR ADVISOR

David Brookes has over 45 years' industry experience with over 30 years in Offshore Oil and Gas. David is an expert in Deepwater and Subsea Engineering with Project Engineering and Management of complex offshore and onshore projects. He champions leadership in Technology Development in Deepwater, Subsea and Fluid Flow Engineering. Through his professional affiliations and industry related network, he draws cooperation and sharing of Deepwater and Subsea Technology through leading of international organizations, conferences and technology exchange agreements. He is a Chartered Mechanical Engineer, Past President and Honorary Fellow of the SUT. He was Chairman of the DOT Conference in New Orleans and Co-Chair of the OTC Brazil in 2011. He has a number of Industry awards in Subsea: UK 2009 Engineer of the Year Award and SUT Presidents award in 2013.

MARTIN BRUINS

SENIOR ADVISOR

Martin Bruins is a Senior Commercial / Business Development Executive with more than 30 years' experience across multiple disciplines in the offshore oil and gas industry, including FPSO's, oil and gas field developments, marine terminals, offshore pipelines, production engineering and operations, reservoir engineering, production engineering and operations, reservoir engineering, drilling and completions, and offshore facilities projects. He holds a Master of Science, Civil in Coastal Engineering from the Delft University of technology. He is fluent in English and Dutch, with moderate fluency in German and basic in French.

JESSE BRYSON

SENIOR ADVISOR

Jesse has over twenty years of experience leading product development, energy procurement, and corporate strategy. An expert in deal structuring, he has led negotiations for billions of dollars in energy contracts for renewable, conventional, and grid edge technologies. Jesse has also been a thought leader in the transformation of the electricity industry both as it relates to the utility business, when looking at

it from within one of the nation's largest utilities, and from the perspective of an innovative technology start-up, where he drove product development, go-to-market strategies, and sales.

MURRAY W. BURNS, PE

SENIOR ADVISOR

Murray Burns has more than 44 years' experience in design and execution of facility projects for offshore and onshore oil and gas developments. He has seven years' experience with a major operating company including one-year offshore operations rotational assignment. Murray spent 17 years as a principle founder of an engineering company and 16 years with a major international EPCI contractor.

WILLARD C. (BILL) CAPDEVIELLE, P.E.

OPERATIONS ADVISOR

Mr. Capdevielle offers 44 years of diverse experience in both leadership and technical positions in the oil and gas exploration and production industry. His extensive experience in management and supervision includes business and operations planning, field development planning, new field feasibility studies, production operations, capital project support, facility operability, and new technology development. He holds a Master of Science in Systems Management from University of California and a Bachelor of Science in Petroleum Engineering from University of Louisiana, Lafayette, Louisiana.

LEIGH JONATHAN CARLESS

ADVISOR

Leigh Carless is a chartered chemical engineer and fellow of the Energy Institute, with over 30 years' experience in the oil & gas, refining, petrochemical and energy industries. His responsibilities have included: lead engineer and technical authority for feasibility, conceptual and detailed process design, process safety assessment, process modeling and plant debottlenecking on green and brown field projects both onshore and offshore. This work has been performed in offshore and onshore oil/ gas systems, FPSOs, ethylene, ethanol, NGLs and naphtha units for: SBM, (Monaco and Houston); Shell (Brunei, Nigeria, Brazil, Mossmorran, Aberdeen, and Southern North Sea); Exxon, (Houston and UK); BP (Grangemouth, Coryton, Aberdeen, Abu Dhabi, and Houston). His experience includes platform and floating (FPSO, Spar, Semisub) topsides design, subsea systems and flow assurance, turret systems, pigging, slugcatchers, well tie-ins, water treatment, gas and water injection, hot & cold fractionation, gas compression, hydrogenation, refrigeration, gas dewpointing, condensate fractionation, hydrocarbon storage and transportation and flare/ blowdown, utility and waste treatment systems. This experience has required the ability to work independently and within/ directing small multinational and multidiscipline teams in order to achieve both technical and project objectives.

PETER CARR

OPERATIONS ADVISOR

Peter Carr has exceptionally strong experience in quantitative risk assessment and in the development of risk solutions based on custom simulations. His work involved numerous, qualitative and quantitative risk and reliability studies, and engineering optimization studies, for subsea, surface and onshore developments. In the 1980s, he pioneered risk-based inspection and simulation techniques for risk-based decision-making. After the Piper Alpha disaster in 1988, Mr. Carr spent the next decade working in topsides process safety, helping develop and improve the then-new safety and risk analysis methodologies, including fire and explosion analysis, smoke and gas dispersion analysis, temporary refuge integrity studies, egress, evacuation, escape and rescue analysis, ship collision studies, emergency systems

survivability assessment, and dropped object studies. In addition to performing numerous desktop studies, he has been Risk Manager on the design team for major projects including the Chevron Alba topsides, Elf Frøy platform, Kerr McGee Gryphon FPSO, BP Schiehallion FPSO, BP Magnus EOR pipelines, Shell Malampaya pipelines, and BP Mardi Gras deepwater pipelines. He was a member of the API 17N committee on reliability, technical risk and integrity management for subsea production systems as well as served as an expert witness on the subject of risk-based inspection. He is a Chartered Civil and Structural Engineer.

ALAN CATTELL

CONSTRUCTION ADVISOR

Alan Cattell is an Offshore Installation Advisor specializing in the management and execution of transportation and installation projects for fixed jackets, decks and floating production systems (Spars, Semi-submersible FPU and FPSO), which include the anchors, moorings lines (chain, wire, synthetic) steel catenary risers, umbilical's, seabed manifolds and jumper tie-ins. Alan has over 44 years' experience working with oil companies and mooring, saturation diving and offshore heavy lift contractors in the Gulf of Mexico, North Sea and Australia.

KEITH CAULFIELD, PE

OPERATIONS MANAGER

Keith Caulfield is known as "The Finisher" because he never misses a deadline. His career includes design experience in offshore and deepsea structures, pressure vessels, and oilfield mechanical engineering, such as subsea wellheads and subsea trees. He is named on four US patents or patents pending. He has project management experience in offshore field development, environmental processing, drilling tools, subsea equipment refurbishment, and subsea well intervention. He knows fabrication and manufacturing processes and systems and has set up three separate engineering departments in startup situations. He has run workshop operations for both manufacturing and rental tools. Schedule-driven and results-oriented manager in both upstream and downstream fields. Great Project Team Leader who can get high productivity out of others. Utilized common-sense strengths in procedures and systems, combined with effective people skills, to get the projects successfully done at several different companies. Committed to the philosophy that adhering tightly to the schedule – meeting those deadlines - will tend to keep costs under control. Keith personally engineered, purchased, tested, and installed \$29,000,000 in subsea equipment including 2-off trees, flowlines, umbilicals, controls, risers, and FPSO modifications for VAALCO offshore Gabon, in 13 months from start to finish, meeting all budget and schedule goals for the project. At JP Kenn he, managed projects in scope from FEED up through offshore installation with values ranging from \$5,000,000 up to \$60,000,000, successfully executed these within budgets and schedules of all types. He managed refurbishment effort at FMC for Mobil Equatorial Guinea [MEGI] Riser System, developing brand-new systems and procedures – first time ever used - for effective refurbishment of used equipment. This project was worth approximately \$20,000,000 and was executed within 5 months. And he was project manager for the Decommissioning JIP "Stocking the Decommissioning Tool Kit" for Endeavor Management in which 12 major subjects of interest were examined, for 12 different client companies. Personally handled budget, schedule, project controls, and QA of the final deliverables.

MIKE CHERRY, PMP

CONSTRUCTION ADVISOR

Mike Cherry has 40 years of experience in the Offshore Oil & Gas and Marine construction industries. A career that has become increasingly specialized in the management of complex, multi-cultural projects at an international level. The past 20 years' work, primarily in Africa, have provided in-depth experience in FPSO design, construction, operations and management as well as management of diving, subsea

installation, intervention, maintenance and repair programs. A proven and successful international Project Management track record, working for a variety of major operators, utilizing the latest in planning, scheduling and Project Management systems.

MARK A. CHILDERS

SENIOR ADVISOR

Mark Childers has over 50 years' experience in the upstream oil and gas business mostly with offshore contract drilling centered on engineering, design, construction, operation, management of MODUs and expert witnessing. In his career he has specialized in subsea equipment and its operation, deep water drilling operations, mooring and station-keeping, deep water Tender Assist Drilling (TAD), and MODU design and construction. He has also been involved in MOPU and FPSO design, conversion and operation along with field development analysis. He has 12 patents on subsea equipment, mooring and pipe handling; published extensively in multiple industry publications (over 25 documents) and been a key note speaker many times. He has been a senior officer in 4 NY and AM stock exchange companies. After semi-retiring in 2009 he has been very active as a technical consultant and traveled throughout the world working on design projects and operations assistance. He has also been an expert witness, including the BP Macondo incident, patent infringement, equipment failures, drilling operations, drilling cost analysis and contract issues.

JIM CHRISTIE

OPERATIONS ADVISOR

Jim Christie is an experienced, professionally certified, and qualified project management professional/business manager with approximately 35 years practical experience in all phases from inception through decommissioning of energy, civil engineering, construction, refining, power, transportation and shipbuilding projects. Extensive experience in offshore oil and gas decommissioning in the UK and USA, working with owners, regulators and supply chain. Significant experience in the design, development and implementation business governance processes for project management, contract management and knowledge management. Significant experience in the preparation and delivery of project management and contract management training modules to project management and business professionals. Extensive and successful energy project involvement in all phases of the project life cycle, including pre-project screenings and evaluations; preparation and presentation of investment decision support packages; investor, government, contractor and other stakeholder negotiations. Extensive exposure to large, complex projects, incorporating technical, environmental, political, financial and logistical challenges in Norway, Russia and Africa. Significant international and cultural exposure over a 30-year period in Europe, the Middle East, SE Asia, Africa, India, Russia, Japan, Scandinavia, South America, Canada and the USA. Strong planning, organizational and communication skills; innovative with proven ability to develop practical solutions. Demonstrated ability to motivate, direct, lead and mentor others in team efforts. Experienced public speaker and advocate for organizations. Strong business focus, with Bachelor Degrees in Construction and Management, and Masters in Business Administration and Project Management.

DAVE COBB

SENIOR ADVISOR

Dave is a Petroleum Engineer Manager, with over 40 years of experience in Oil and Gas field appraisal and development. This experience has covered the full cycle of field development from exploration, appraisal, concept selection, detailed engineering, project execution and finally into Production. This experience has been grounded in field development activities in the Gulf of Mexico, North Slope of Alaska, North Sea

(both UK and Norwegian waters), West Africa (Angola Deepwater) and the shallow waters of the Middle East. Dave's experience has been built on leading multi-discipline, multicultural teams in challenging environments to deliver robust projects with strong life of field risk mitigation strategies. He has experience in license acquisition, exploration and appraisal both in Norway and Angola, along with Corporate Governance from a variety of roles in Internal Audit within a large IOC. The experience in Internal Audit allowed the combination of strong technical skills to be linked to corporate governance procedures across a wide variety of technical audits (from reserves to abandonment), to deliver robust assurance in these key corporate governance processes. Mr. Cobb holds a Masters in Petroleum Engineering from Imperial College, London.

GEORGE COLTRIN

PROJECT ADVISOR

George has worked for several large oil companies over a period of 35 years. His overall experience includes a variety of technical and management roles on projects ranging from exploration through the production and abandonment phases of the oilfield lifecycle. George's primary expertise is in drilling and completions, with core skills in well engineering design and rig operations. He began working offshore projects 30 years ago and has broad knowledge of all matters associated with deepwater wells. Previous projects have been located in the Gulf of Mexico, Alaska, West Africa, the Caspian Sea, Indonesia, Guyana, and Mexico.

ROBERT COLWELL, PE

SENIOR ADVISOR

Robert Colwell has over 14 years of experience comprising of both engineering and operational management in drilling and completions and is a licensed professional engineer in the State of Texas. Robert has worked both conventional and unconventional projects as a supervising engineer and as a field engineer. Projects include those in deepwater (GOM and Angola, Africa), shelf GOM, Louisiana inland waters, Pinedale anticline in Wyoming, Haynesville shale in North Louisiana and the Eagleford shale around College Station, Texas. Robert holds a BS degree in Petroleum Engineering from Montana Tech of the University of Montana.

JIM (JAMES FRANCIS) CONROY

QUALITY ADVISOR

Jim Conroy has over 40 years as a Quality Management professional. The first 12 years were in the manufacturing side of the Oilfield Service industry building downhole and running tools and equipment for onshore and offshore drilling operations. The last 17 years were spent advising two Canadian Offshore Operators, Petro-Canada / Suncor & Husky on appropriate use of Quality Tools in Drilling & Production Operations. This included adopting risk-based thinking when teams were developing Project Quality Plans, using root cause analysis and tied corrective actions to ensure "no repeats" for nonconformances. He is a firm believer in adequate documentation, not more documentation, for managing processes. He is also an experienced management systems auditor (Internal and Supplier) having developed annual and multi-year programs, executed and reported on audits in North America and Europe. Jim holds a Bachelors' in Mechanical Engineering from Memorial University of Newfoundland.

DR. H. HOWARD COOK

SENIOR ADVISOR

Dr. Howard Cook has over 30 years' experience and expert judgement through deep knowledge of deepwater subsea production systems applied to projects, operations and technology including risers and

floating systems. As Chief Engineer Subsea & Floating Systems at BP, he led the subsea and floating systems discipline and managed a team of Upstream Segment Engineering Technical Authorities. Since leaving BP he has undertaken a number of consulting jobs, including a recent six-month project leading a major equipment failure investigation, concluding with a report and presentation to the Regulator. Key attributes to his career successes are: maintain discipline health through recruitment, development and learning; technology development – strategic steer on deepwater technology; operations and projects - peer reviews, investigations and technical studies; external relationships - direct long term strategic relationships with key suppliers; learning & continuous improvement - capture of lessons learned in projects and operations and update of technical practices. Dr. Cook has authored or co-authored numerous publications on riser and subsea systems design and operation.

THOMAS COOL, PHD

ADVISOR

Thomas Cool has more than 37 years focus as Geoscientist on Oil and Gas Exploration and Production Projects. Delivered and executed Field Development Plans for various properties. Identified, promoted, and executed successful Field Development wells and Exploration wells. As result, achieved increased production and increased STOOIP/Reserves in certain Fields. Supervised an interdisciplinary team that delivered significant improvements to Addax bottom line and influenced JV decisions. Team forged improved relationship and communication with JV Partners. Identified and promoted significant resources in un-tapped reservoirs that JV Partners eventually recognized and are now included in upcoming drill campaign. For the last 25 plus years his focus has been on Pre-Salt and Post-Salt projects in W Africa, N Africa, and Brazil. Executed Projects ranging from Deep water to shallow water Production, Exploitation and Exploration. Involved in New Ventures opportunities that established new Exploration and Production acreage. Tom holds a PhD and Masters in Geological Oceanography from Texas A&M University, College Station. He earned his Bachelors in Geology from Indiana University, Fort Wayne.

ROY COTTRELL

CONSTRUCTION ADVISOR

Roy Cottrell has 40 years of experience in senior positions in Engineering and Project Management with extensive background in the related industries of shipbuilding, mono-hull design, single point mooring and offshore floating platforms. He is experienced in all facets of project based business. Responsibilities included FEED studies, engineering design, cost estimating, bids and proposals, critical path scheduling, contracting, negotiating, strategic planning, sales and marketing, engineering department creation and management, patent process management, relationship development with customers and subcontractors. Roy has a strong ability to proactively identify opportunities for development, through successful implementation utilizing practical business, technical strategies and innovative solutions. He holds six patents in the single point mooring field. He is fluent in Spanish, conversational French, and beginning Kiswahili and Mandarin. He holds a MBA, Finance and Strategy from Rice University and an MS, Mechanical Engineering from San Diego State University. He received his BS, Naval Architecture and Marine Engineering from the University of Michigan.

BRUCE CRAGER

EXECUTIVE VICE PRESIDENT – EXPERT ADVISORY GROUP

Bruce Crager is Executive Vice President of Endeavor Management and leads the firm's group of Expert Advisors. He has over 45 years' experience in offshore drilling and production, primarily in management positions. This has included significant experience evaluating and providing all types of field development solutions, particularly those based on floating production systems and subsea production equipment.

Bruce joined Endeavor in 2010 and is responsible for the development of an experienced team to support clients in the areas of strategy development, organizational change/development, decision analysis, and in technical areas such as field development planning and operational improvement. He was in senior management positions with Oceaneering, McDermott, INTEC, and ABB Offshore Systems. Bruce holds a BS in Ocean Engineering from Texas A&M University and was selected as a Distinguished Graduate of TAMU's Zachry Department of Civil Engineering in 2008. He also holds a MBA from the University of Houston. He is a Registered Professional Engineer in Texas, has co-authored 4 patents, and has written numerous technical and management articles.

JAMES R. (JIM) CRENSHAW

SENIOR ADVISOR

Jim Crenshaw is a Petroleum Engineer and Senior Executive Leader, who brings a strong skill set combining technology innovation in drilling and completions products and services, enhanced by deep global experience in leadership, strategy development & operations engineering. These skills have been developed and proven through operational implementation challenges and successes throughout his career. Jim's experience and capabilities are key components in enabling the delivery of optimum solutions for your service challenges. He has consistently made strong contributions to corporate results within the Oil and Gas service sector. Mr. Crenshaw is fluent in Spanish and English. He holds a Bachelor of Science in Petroleum Engineering – Texas A&M University and is graduate of both Thunderbird University – Executive Leadership Program graduate as well as Executive Program for Growth Companies – Stanford University Business School.

JOHN CROWSON

PROJECT ADVISOR

John Crowson has more than 23 years as a project strategist including control and innovation with major oilfield services and construction organizations. He has been an independent Offshore Construction and Installation consultant since 1997. John is an original thinker with a high level of business awareness and a true believer in technology as the thoroughfare to expansion, improvement, and success. He is adept at analyzing, providing insight, and developing suitable solutions for difficult situations. His previous work experience includes a quality/inspection strategist for ARAMCO, management systems development for Brown & Root, and a long track record of effective improvements in administrative, technical, and human resources roles.

PAULO SERGIO CRUZ

TECHNICAL ADVISOR

Paulo Cruz is a Senior Reservoir Engineer with a PhD in Petroleum Engineering and over 25 years of professional experience working on oil & gas projects in all phases (exploration, appraisal, design, development and production) in operated and non-operated fields. His main skills include: drainage plan optimization, field development, field and project evaluation, acquisition and divestiture, production optimization, offshore development and production, waterflood, uncertainty analysis, reserves evaluation, geological and flow modeling.

CHRISTOPHER CURRAN

SENIOR CONSULTANT

Christopher Curran is a Subsea Engineer with 38 years' experience of offshore production systems, concentrating primarily on subsea production systems including: FEED, specification, project management, manufacturing/ fabrication, offshore installation, commissioning, HIPPS and new

technology development. Successfully managed production control systems, workover control systems, umbilical and xmas tree systems for fixed platform and floating production systems including buoys. Experience includes shallow water and deepwater systems for around the world. Excellent skills in forming and managing teams to achieve project goals. Managed the world's first 15ksi HPHT tree development with large elements of R & D. He is active in API committees as chairman for subsea controls, HIPPS and subsea safety systems. On the advisory board for Subsea Tiebacks. Published numerous papers and presented at conferences. Recognized industry expert on HIPPS and subsea control systems. Founding chairman of Society for Underwater Technology Houston Branch.

MARK A. DANACZKO

SENIOR ADVISOR

Mark Danaczko joined Exxon Production Research Company in 1978 and remained with Exxon and later ExxonMobil until his retirement in 2013. During this 35-year span, Mark Danaczko held key technical, management and executive-level leadership positions in ExxonMobil's Upstream Organizations, primarily focused on Offshore Engineering and field development projects. He was ExxonMobil's Senior Expert in Offshore Floating and Compliant Structures, including: Tension Leg Platforms (TLPs), Semisubmersible Floating Production Units (FPUs); Deep Draft Caisson Vessels (DDCV), Classic Spars / Truss Spars; Floating Production Storage and Offloading (FPSO) vessels; Floating Storage, Regasification Units (FSRUs); and Deepwater Compliant Platforms (Guyed Towers and Compliant Piled Towers). Mr. Danaczko held key leadership positions on several high visibility offshore and shipping-related projects, including the Lena Guyed Tower, Anasuria FPSO (Shell Exploration & Production, UK), Genesis Spar (Chevron USA), Kizomba A & B TLPs, and the Q-Max LNG Carrier Development Project (Qatar Petroleum). Mr. Danaczko is a co-inventor on multiple U.S. and foreign patents related to Compliant Piled Towers (CPTs), novel Floating Production Systems and several LNG-related technologies.

KENNETH DANIEL

SENIOR ADVISOR

Project and Facilities Manager with over 40 years of experience in civil works design and construction and the offshore oil & gas industry, including 34 years of continuous service with ARCO Oil & Gas/Vastar Resources/BP Exploration & Production and 3 years with Hess Exploration and Production (as a consultant). Kenneth has a broad range of experience in offshore field development covering concept selection and definition, facility FEED and detailed design, project engineering, construction, commissioning, interface management and project management for fixed platforms, spars, and TLPs. Work locations have included home office and fabrication yards on the U.S Gulf Coast, however project regions covered from the home office included shallow and deepwaters of the U.S. Gulf of Mexico, deepwaters in the following regions: Brazil, Australia, India, West Africa; shallow water North Sea and onshore Canada.

INDRAJIT DATTA

OPERATIONS ADVISOR

Indrajit is an experienced oil & gas business development executive with a demonstrated history of strong sales and operations management. He fast-tracked through positions of increasing authority across operating regions in varied leadership, sales and operations roles with focus on P&L and profitability, turning around a mature sales organization, optimizing operational footprint and reducing engineering costs. Indrajit is experienced in strategic planning, managing multimillion-dollar P&L, and leading business process improvement initiatives. He has expanded markets and entered new ones, creating developing profitable business centers from the ground up in the US, Canada, South America and the Middle East. He drove growth by focusing on building strong teams and customer relationships, while simplifying

business processes. He uses design thinking and value stream mapping to uncover latent needs to drive product development and technology road-mapping.

GRAYUM DAVIS, PE

SENIOR ADVISOR

Grayum Davis is a technically competent manager with outstanding project management, design, development, and troubleshooting experience. He is known as an analytical and systematic problem solver, who responds well to difficult challenges. Grayum is an excellent negotiator with good communication skills, who successfully coordinates various disciplines when managing projects. He has lived overseas and travelled extensively. His management background includes subsea production field development/expansion planning and execution, recruiting, motivation and supervision; vendor/client negotiations and relations; budgeting, forecasting, and cost control; purchasing and material control; and managing client / marketing / manufacturing interfaces. Grayum is experienced in subsea production systems design, original design pressure-handling equipment, design analysis, design/project management, valve forensic analysis, product management (coordinating engineering, manufacturing, and sales), technical services, operations management, R & D management, field troubleshooting, and materials and coating technology research. He has worked with subsea trees, chokes, controls, ball valves, gate valves; hydraulic, pneumatic, and manual actuators; control systems, blowout preventers, drilling riser components, pipeline subsea repair systems, and subsea connection hardware. Products used in oil & gas production and refining, chemical, power, food processing, and mining industries with services from WOG to severe high pressure/temperature and abrasives.

NICHOLAS PAUL DE BLOCQ (NICK)

PROJECT ADVISOR

Nick de Blocq has 30 years of experience in the oil and gas industry. He has a broad overview of the entire drilling industry, with technical strengths in design, planning, programming, managing and supervision of well testing and supervision of completion and topside production jobs. Mr. de Blocq's experiential strengths are in: country management and multi-country operations management; resource planning; excellent people skills; team building; talent retention, negotiation; tender building; tender evaluation, technical, commercial and financial; vendor selection; supplier management; KPIs and auditing; technical auditing and compliance assurance and business development. He is strong in his use of language and communication skills and is fluent in English, Dutch, Afrikaans, and he speaks conversational Xhosa, Zulu and Fanagolo. Mr. de Blocq has lectured in Basic Oilfield Overview courses, as well as more technical and HSE courses, and presented shale gas perspectives at university level as a guest lecturer. Involvement in conference and congresses includes technical presentations and chairing Technical Sessions (Oil Africa 2008, Oil Africa 2010, NG Oil & Gas 2011, TMECC in Tanzania 2011, Shale Gas 2011, Oil & Gas Africa 2012, Western Cape Gas Symposium Aug 2013, Gas Africa 2014 and Africa Oil and Power 2017). He has addressed several member meetings of SAOGA (South African Oil and Gas Alliance). He has published numerous industry articles and is a member of prominent Oil and Gas Industry Alliances and Committees in South Africa. Mr. de Blocq holds both a National Diploma of Civil Engineering and a Higher National Diploma of Engineering from Cape Peninsula University of Technology – Cape Town, South Africa.

DEXTER D. DECKER

TECHNICAL ADVISOR

Dexter Decker is a senior operation executive with extensive successes in profitable launch, rapid growth, turnaround, consolidation, divestiture, and integration of complex global EPC, FPSO, & LNG projects. Proven success includes strategic planning and management of engineering, operations, and maintenance

resources and services, engineering design, construction, and commissioning of new and retrofit capital projects, EPC execution, and supply chain management in the US, Asian, and African markets. Drives transformational change across large global organizations that maximizes asset utilization and positively impacts profitability and growth. Mr. Decker holds a Bachelor of Science, Mechanical Engineering from Tulane University, New Orleans, Louisiana.

WILLEM A. DE MEYER

OPERATIONS ADVISOR

Willem de Meyer is a petroleum exploration and production professional, with a background in geophysics and petroleum economics and 36 years' experience working in the oil and gas industry. He participated in the transformation of South Africa's state-owned companies, SOEKOR E&P and Mossgas, into the creation of PetroSA. Teamed in the development of a new business plan for PetroSA, including the development of the vision, mission, organizational goals and strategies. Mr. de Meyer has held various senior managerial roles, including General Manager of E&P, Vice President: New Business and Chief Economist. He holds a Bachelor of Science (Hons) in Geophysics from the University of Pretoria, South Africa and a Mineral Economics Degree from Rand Afrikaans University, South Africa.

FLAVIO DE MORAES, PHD, PE

SENIOR ADVISOR

Dr. Flavio de Moraes is a Petroleum Engineer with more than 30 years' experience in drilling and completion design and operations. He has more than 10 years' experience in several management assignments with proven team leadership. A big part of his experience was gathered in new well technology development and its introduction in routine operations. His expertise includes well design, well completion techniques, casing and production tubing design, material selection, corrosion science, well integrity, annular pressure build-up analysis, project management, risk mitigation and risk analysis. A key participant in the ultra-deepwater technology development implemented by Petrobras (Brazil and Gulf of Mexico) in the last 25 years. He is a licensed Professional Engineer for the State of Texas, and holds 2 Patents as author and co-author, respectively. Presented over 20 articles and contributed as Section Chair or Board Member in several Technical Conferences and Forums in Brazil and in USA. He is fluent in Portuguese and English.

W.S. (BILL) DERRICK

PROJECT ADVISOR

Bill Derrick has over 43 years of field and home office experience in project control, estimating, scheduling, business management of engineering, construction and construction management projects. The experience ranges from "hard dollar" jobs in and around the Houston Ship Channel, to multi-billion-dollar programs for the Arctic, South America, Asia and the Middle East; from offshore facilities to mining facility construction; from onshore/offshore pipelines, to power generation; and from ground water remediation to municipal construction. Responsibilities have included management of estimating, principal estimator, supervisor project control, project engineer, purchasing management, material control manager, assistant program manager, scheduling manager, scheduler, project control and scheduling consultant, and currently retired Director of Estimating, Offshore, Upstream and pipeline projects as well as specializing in project risk and financial analysis. Recent experience estimates for the Alaska Gas Pipeline, LNG facilities, Arctic Facilities, Gas Plants, LNG Regas Terminals and Offshore Facilities. Background includes extensive international experience and current Spanish language capability. He holds a Bachelor of Art in Economics and Business Administration from Westminster College in Fulton, Missouri.

MAURO DESTRI

PROJECT ADVISOR

Mauro is an expert advisor in all stages of O&G production, including decommissioning, platforms, SURF, pipelines and environmental aspects. He has a deep knowledge of the O&G market in Brazil - current operations and M&A and decommissioning projects. He has almost 20 years of experience in managing teams and coordinating brownfield and greenfield projects involving high Capex.; and over 5 years of experience as manager of production assets in the Campos Basin, including 13 production platforms and 4 drilling platforms. In addition to Campos Basin, he was an asset manager in Amazonas, Rio Grande and Ceará. Lecturer at Faculdade Salesiana de Macaé for 8 years in the graduate program of production engineering courses. Full time professor of MBA in O&G at UFRJ / COPPE in the topics of petroleum engineering. Active member of SPE and co-author of 25+ international publications, also a keynote speaker in decommissioning events in Brazil. Active participation in regulatory discussion in topics like the recently revised decommissioning regulatory framework in Brazil interacting with diverse stakeholders as ANP, IBAMA, IBP and O&G operators.

JEFF DICE, PE, PMP

PROJECT ADVISOR

Jeff Dice has 30 years' experience as a structural engineer and project manager consistently exceeding customer expectations to deliver technically sound, risk managed, best value solutions. Jeff has extensive experience with fixed offshore structures, floating systems (FPSO, TLP, Spar, Semis), buildings, subsea structures, foundations, modules, pipelines, and drilling rig applications. Jeff has provided project management, design assurance, structural analysis and design, permitting, fabrication and refurbishment support, installation management, planning and scheduling, and cost estimation. Jeff spent 19 years with engineering contractors (Mustang, Atlas, Upstream, Hudson/McDermott) before 6 years with an operator. At BP, Jeff provided engineering management and discipline leadership across all project phases in concept development and brownfield topsides roles as project technical authority and engineering team lead. Jeff combines operator and contractor perspectives with decisive, analytical talents and approachable communication skills to positively impact group culture, provide visionary leadership and manage achievement. He has been an expert Witness and Strategic Consultant for an Oil & Gas Development/Fabrication Legal Dispute. Jeff holds both a Master of Science and a Bachelor of Science in Civil Engineering from Texas A&M. Jeff is a licensed Professional Engineer in Texas and New Mexico and a certified Project Management Professional with PMI.

PAUL DREISS

QUALITY ADVISOR

Paul has a proven track record of establishing and revitalizing organizational quality systems in multiple industries and service organizations. Two areas of focus include:

- Quality Management System – Developed organizational policies, procedures and work instructions that a workforce will actually use to operate an organization. He has experience in systems designed to collaborate, build teams and integrate work groups.
- Performance Excellence Framework – Twenty years of experience examining high performance organizations and developing unique insights into integration tools and process improvement.

MARK K. DURKEE

SENIOR ADVISOR

Mark Durkee has over 40 years of managerial and technical experience in conventional and

unconventional exploration and exploitation. His areas of expertise include: unconventional exploration and asset development; conventional exploration and development in multiple basins; deepwater Gulf of Mexico field appraisal and development; and asset acquisitions. Throughout his career, Mark has demonstrated the technical expertise and the people skills needed to lead multi-discipline subsurface teams in the development of both conventional and unconventional assets. He holds a Bachelor's of Science in Geology from Louisiana State University.

JAN R. ECKHOFF

ADVISOR

Jan Eckhoff has 34 years of international experience including strategy development and implementation, business management, business development, sales, project management, product development, and product marketing for digital services, products and solutions predominantly for the upstream and midstream oil and gas industries. Jan has a background in software development and engineering, software product development and software product marketing. He has built up a subsidiary of a Norwegian technology and oil service company in Houston almost from scratch to a very profitable business with \$35 million in annual revenue and nearly 100 employees. He has experience with real-time systems, supervisory control and data acquisition systems, control systems, operator training simulators, online simulators, design and engineering tools, dynamic modeling and simulation. As a multilingual communicator, he has a clear understanding of global business practices, has capacity to work in, and understand diverse cultures and their business practices; and well-traveled with fluency in English, German and Norwegian in addition to understanding of Spanish, Portuguese, French and Italian. Mr. Eckhoff earned a Master of Science in Electrical and Control Systems Engineering from the Norwegian Institute of Technology in Trondheim, Norway.

DAVE EDWARDS

SENIOR ADVISOR

Dave Edwards is an accomplished technical advisor and project manager with diverse global experience delivering major upstream Oil and Gas projects. His technical and engineering backgrounds, and his ability to conceptualize and execute innovative concepts successfully, have repeatedly resulted in significant cost savings while maintaining high financial and safety performance records. Dave has extensive experience in deepwater field development and has served as the project manager on a number of \$1-5billion+ CAPEX projects in a variety of international environments, successfully managing key internal and external stakeholders. In his 33 years at Shell, and 8 years at Endeavor Management, Dave has continually developed new engineering concepts and processes that have resulted in significant cost savings from improved efficiency, competition, and safety. In addition, Dave successfully managed large and diverse owner teams and predominately local project teams, and improved relationships with government mandated contractors, while meeting project schedules in locations that can be politically and economically challenging.

MICHAEL ELLIS

SENIOR ADVISOR

Michael Ellis is Senior Advisor focusing on business development, commercial and operational improvement opportunities in offshore energy. He has over 20 years' experience in the construction, operation, maintenance and decommissioning of offshore marine and subsea systems. Michael was with Oceaneering International Inc. from 1997 to 2020 beginning his career as graduate engineer supporting the design of topside and subsea systems in Oil and Gas applications. Mr. Ellis has held progressively more responsible roles in engineering, commercial management, and general management during his career with his most recent role leading a worldwide vessel based projects business in offshore energy markets. Over the last 5 years Mr. Ellis

has also been responsible for renewable projects in the European and US offshore wind markets with a focus on business development activities in the construction and O&M spaces including cable installation, route preparation and cable burial, transition piece installation, and Service Operation Vessel (SOV) services. Mr. Ellis graduated from Texas A&M with a Bachelor's degree in Ocean Engineering, he serves on the Industry Advisory Board for that department at Texas A&M and is currently pursuing an Executive MBA at the Rice University Jones School of Business.

RICHARD A. ELDRIDGE

SENIOR ADVISOR

Richard has over 50 years of international experience as an Engineer, Engineering Manager, and Project Director in the upstream and downstream oil & gas industry. He has expertise in major offshore and onshore oil and gas developments as well as petrochemical and chemical projects. He has an excellent understanding of major project challenges in foreign locations with joint venture partnerships through his involvement with assignments in Nigeria, Angola, Canada, Kazakhstan, Indonesia, Thailand, Australia, and Venezuela. Richard has held key roles in a significant number of major/mega projects during his career, including several LNG projects in Australia and Angola, major oil producing and sour gas injection projects in Kazakhstan, offshore oil & gas production projects in Canada, and major petrochemical projects in the United States.. In addition, he has participated in numerous risk assessments of major projects, facilitated mitigation of these risks during project execution, and resolved contractor claims during and after the completion of projects.

MCHUKS (PAULY) ENWERE, PH.D.

PROJECT ADVISOR

Dr. Enwere earned both his first and doctorate degrees in petroleum engineering. He has over 25 years of worldwide oil and gas experience, with 20 years of his work focused in the discipline of Petrophysics, and the last 10 years focused exclusively on tight sands and unconventional shale plays and basins. He work in a multi-disciplinary team with geologists, geophysicists, and engineers to provide Petrophysical analyses of well logs of major fields located both onshore and offshore, including onshore US (including Permian and Eagleford plays), several offshore Deepwater Gulf of Mexico field developments, offshore Mexico Burgos Basin, Canada, Argentina, Venezuela, Ecuador, and the Middle East. He has proven success working on projects involving multi-well (1000s) Petrophysical analysis, integration of all borehole data relative to well-log interpretation; reservoir characterization, core-log data integration, and distribution of reservoir pressures and formation fluid properties. His experience includes carbonate reservoirs and work with service companies to establish desired logging, coring, and testing procedures; acquire cost estimates on logging programs. Dr. Enwere is computer proficient in many software applications including Geolog, Petroworks, Powerlog, Techlog, Petra and Microsoft Office. Dr. Enwere has co-authored numerous industry technical presentations for SPE, IAMG, SCA, JPSE, and JMRI. He holds a Ph.D. in Petroleum Engineering, University of London, Imperial College – London, United Kingdom, DIC, and a Master of Science and Bachelor of Science, Petroleum Engineering, Moscow Institute of Oil and Gas in Moscow, Russia.

GABRIEL ERMOLI

SENIOR ADVISOR

Gabriel specializes in Well Engineering and its integration across the subsurface value chain. He has 20 years of experience in the O&G services sector, focused on developing relationships in the South American markets and its connections to the United States and European O&G industries. He is very experienced in the areas of technology commercialization, driving revenue growth, sales management and marketing strategy. Gabriel works with leaders in the energy space to transform their technical subsurface challenges into solutions. He helps them design and implement new strategies and find ways

to improve their technical performance helping them optimize their operational models with special emphasis on developing practical, robust and implementable solutions. Gabriel holds a Mechanical Engineering degree from Simon Bolivar University, and a Master's in Economics and Corporate Management at the French Petroleum Institute (IFP).

LI FAN

SENIOR ADVISOR

Li is an experienced engineering advisor with a demonstrated history of working in the oil & energy industry. Skilled in Petroleum, Gas, Petroleum Geology, Petrophysics, and Reservoir Simulation. Strong operations professional with a Doctor of Philosophy (Ph.D.) focused in Petroleum Engineering from Texas A&M University.

JOHN FARRELLY

SENIOR ADVISOR

John has 35 years of experience in geoscience and project management. Having a background in exploration, appraisal, and development in basins worldwide with a track record of significant acreage capture, discoveries and high NPV projects; he has delivered substantial value in positions with global dimensions, and particularly in the Gulf of Mexico. John is now available as an expert witness and consultant with experience in geoscience, field progression and development, arbitration, and an array of industry practice. John has been engaged in several dispute resolution cases in which he provided subsurface and field development technical expertise in support of potential litigation and in arbitration proceedings. These matters varied from oil and gas lease acquisition to field optimization and enhancement proposals where he represented the Operator in successful resolution. John has developed testimony, worked with outside counsel, been deposed, reviewed counter-party testimony to assist the legal team, testified in arbitration hearings, and been cross-examined/redirect.

GARY FEHRMANN

OPERATIONS ADVISOR

Gary Fehrmann has over 35 years of engineering and technical experience in Wellbore Abandonments, Well Interventions, Workover Operations, and Completions. His expertise includes: wellbore diagnostics, completion design, AFE and procedure development, regulatory submittals and all aspects of wellbore interventions including riser-less interventions and tie-backs on sub-sea wells. Primary emphasis in recent years has been Engineering for Rig-Less Gulf of Mexico (GOM) Shelf & Deepwater Rig Plug & Abandonments (P&As), Thru-Tubing Interventions, and Re-Completions utilizing a Rig, HWO, Coiled Tubing, Slickline, and Electric Line Services. Experience includes: Engineering Staff Supervision, Project Management, Operations Management, Product and Service Development, Technical Sales, Quote & Tender Document Development, and Technical Sales Presentations. Geographic work experience includes United States Mid-Continent Land, GOM Shelf, Inland Waters, and Deep Water, including exposure to international operations that were handled out of the U.S. Gary holds a Bachelor of Science in Engineering Technology – Mechanical from Texas A&M University, College Station, Texas.

HÉLDER FERREIRA

HSE ADVISOR

Hélder Ferreira has over 25 years of experience with international oil companies, performing HSE (upstream/downstream) and Operations (downstream), including participation in HSE forums in

downstream (Sindicom) and upstream (IBP), working with IBAMA, Ministry of Environment, Environmental National Council, ANP and others. He has five years in Environment and Safety consulting for big companies and five years in environmental scientific research, including preparation and project execution, field surveys and publication of papers in coastal physical and geological oceanography. Hélder holds a Master of Science in Geosciences (Environmental Chemistry), MBA in Environmental Management, Post-graduation in Safety applied to E&P Offshore Projects, Environmental and Safety Lead Assessor (ISO 14001, OHSAS 18001), attended many other complementary courses in Brazil and abroad. He is fluent in English and Portuguese.

PHILIPPE FLICHY

EXECUTIVE CONSULTANT

Philippe Flichy is a digital transformation executive/leader with a deep knowledge of the energy industry. He is recognized for conceiving and integrating profit-producing strategies for globally renowned organizations using business intelligence, technology platforms, and an entrepreneurial mindset. He has a considerable record of achievement as an entrepreneur, conceiving and establishing successful businesses, as well as, driving significant change within established organizations. He is also an independent director and has held senior positions at Schlumberger, Baker Hughes and Weatherford. Philippe has a reputation for having a consultative approach in identifying strategic direction, analyzing current tools and pain points, and proposing creative technology-based solutions to achieve substantial ROI. A bilingual and bicultural dual US and French citizen, he has over two decades of experience in the USA.

LARRY FORSTER, PHD

PROJECT ADVISOR

Larry Forster has 36 years' experience in the oil and gas industry, primarily bringing new technology through the final stages of development into practical use. Specific experience includes not only the full range of activities in an integrated oil company, but also the issues and processes associated with design, manufacturing and test of equipment. Noted for promoting collaboration and securing engagement and buy-in in environments with diverse views. His experience is not only in manufacturing and the full range of activities in an integrated oil company, primarily deep water offshore, but also familiar with current challenges onshore in the emerging natural gas market. His vast knowledge includes the fundamental requirements for subsea drilling and production, including design aspects and operational considerations, particularly instrumentation and controls. He has experience in project management methodology and practices in support of project teams and field development teams. Larry holds a Ph.D. in Bio Medical Engineering from the University of Texas in Austin and both a M.S. and B.S. in Electrical Engineering from University of Houston, Houston, Texas.

LAWRENCE FORTUNÉ

CONSULTANT

Lawrence Fortuné has 20 years of experience as a design and project management consultant in the upstream, midstream and downstream sectors of the oil and gas industry. His experience includes petrochemical and refinery piping, onshore and near shore pipelines, and offshore transmission pipeline system developments in shallow to deep water through all project phases, including technology development. Lawrence's versatility ranges from overall project setup, conceptual studies, FEED and detailed design consulting to manufacturing, installation, pre-commissioning and operations of installed facilities. He has international experience establishing new businesses as a senior manager in the energy sector. Lawrence has excellent skills in forming and managing teams to achieve project goals with emphasis on adhering to industry codes and mitigating environmental, health and safety issues. He earned his Bachelor of Science in Mechanical Engineering from Rice University in Houston, Texas.

BERNARDO FRANCO

SENIOR ADVISOR

Bernardo Franco has over 35 years' industry experience, of which 33 years were spent on Petroleum Industry, locally and abroad, from Planning, Production and construction Engineering up to offshore Project Implementations acting as Vice President of Projects. Held key influential roles to achieve high-level company objectives such as Development of Devon's Polvo Project in Campos basin offshore Rio de Janeiro, since the inception through its completion; BG Brasil Pre-salt non-operated offshore Projects in Santos Basin influencing the Operator to develop strategy, implement HSSE policies, programs, procedures, and organizational management to enable Project delivery within BG's objectives; and BG TT as Project VP for the implementation of Starfish offshore Project. His native language is Portuguese, and he is fluent in Spanish and English. Bernardo holds a Bachelor of Science in Electrical Engineering from the Universidade Gama Filho in Rio de Janeiro and a Post Graduate Petroleum Executive from the Universidade Federal do Rio de Janeiro (Coope).

THOMAS GARBEE

PROJECT ADVISOR

Thomas is a project executive with domestic and international experience and is an expert in directing, managing, and executing EPCI projects for offshore and onshore oil and gas developments. He is an astute operations manager with deep experience managing multimillion-dollar budgets and P&L in the U.S., Nigeria, and Singapore with businesses grossing \$500mm annually. He delivers unprecedented cost savings and bottom-line improvements and cultivates knowledgeable and productive multi-national teams to achieve and exceed project goals and expectations. Thomas builds organizations from inception to profitability, including multiple entities that rapidly capture market share and scalability by identifying industry drivers, target audiences, determining organizational needs, and implementing operations' initiatives focused on growth and sustainability. He recognizes and evaluates internal and external business issues, and capitalizes on improvements to drive profits while minimizing costs and mitigating risk. He has in-depth understanding and experience of oil and gas engineering, procurement/contracting, fabrication, installation and commissioning, and start-up operations.

JEFFREY M. GARRETT

SENIOR ADVISOR

Jeff Garrett has over 39 years of broad maritime experience, with 31 years as an officer in the U.S. Coast Guard. He has extensive experience in high latitude operations and support, both in the Coast Guard and as an independent maritime consultant. As the commanding officer of polar icebreakers, he was responsible for the conduct of research in the Arctic and Antarctic, logistics missions, and ship escorts through the ice. He held staff positions in vessel traffic control, operations management, planning, programming, and budgeting. Since retirement from active Coast Guard service at the rank of Rear Admiral, he has been involved in studies of Arctic requirements for the National Academy of Sciences, has consulted on Arctic operations and assets, and has served as a shipboard ice advisor in the Antarctic and Northwest Passage. He holds a Master of Science in Management from the U.S. Naval Postgraduate School and is a graduate of the Industrial College of the Armed Forces.

BRUCE GARTHWAITE

OPERATIONS ADVISOR

Bruce is a corporate entrepreneur who unleashes growth through strategic planning, execution, and removal of impediments using process improvement. He forms teams to solve complex challenges when appropriate context, diversity of expertise, richer solution sets, and buy-in from peers is necessary. Bruce

is a life-long learner and devotes time and resources to develop personnel.

RICARDO GIAMATTEY

SENIOR CONSULTANT

Ricardo has over 20 years of experience in Oil & Gas operating and service companies with vast experience in both upstream and downstream projects. His background in industrial engineering, finance and economics enables him to provide strong analysis and leadership in financial planning, risk management, due diligence and strategy at the corporate level as well as the project level. Ricardo has a deep understanding of all phases of upstream planning and decision-making processes. He was an Investment Relations officer at Petrobras for more than 5 years having participated in 25+ international conferences. He has worked on projects all over the world for Petrobras, McKinsey and Baker Hughes and has utilized his experience to develop and deliver finance, strategy and organization training programs focusing on energy projects.

BRIAN GIBBS

TECHNICAL ADVISOR

Brian Gibbs has focused on integrity management during his 40-year international career, ranging from major life extension projects for ageing floating offshore assets to inspection and cathodic protection retrofit of fixed platforms. He has led many major projects to obtain regulatory approval for continued service of ageing assets or to rehabilitate facilities that were extensively deteriorated through corrosion and fatigue. His focus has been in corrosion management, including development, design, inspection and assessment of many corrosion protection solutions. Brian has worked in the North Sea, Asia-Pacific, West Africa and the Gulf of Mexico. In addition to his offshore work, Brian has led onshore projects ranging from cathodic protection assessment of a critical gas pipeline to corrosion assessment of a major US bridge, and other major infrastructure. He is often called upon to prepare articles for technical journals, to speak at conferences, and to contribute to technical standards.

DANIEL G. GODFREY

SENIOR ADVISOR

Daniel Godfrey has developed extensive and varied experience through a 36-year career with Shell Companies and 17 years of consulting for Shell, Williams, and Amni International. He has experience in General Management, Project Management, Engineering Management, Production Operations, Training and Coaching for Project Managers, Offshore Research, Structural Engineering, Operations Support, and Facility Life Extension. Daniel has demonstrated a proven ability to deliver large, complex, innovative Offshore Oil and Gas Development projects on time and on budget; to build engineering and project team organizations, to evaluate concepts and plan field development; and to create alignment between groups. Daniel has developed and instituted standardized project management work processes and project control systems. He has also developed effective relationships with suppliers, contractors, partners, and regulatory officials. He has demonstrated an aptitude for leveraging cultural diversity, developing project management learning events based on blended learning principles, and coaching and mentoring project managers. Daniel's significant international experience gained on North Sea, Brazil, and West Africa Projects has led to an appreciation for different ways of working, enhanced communications skills, and broadened problem-solving approaches. He was awarded a Bachelor of Science degree with High Honors and a Master of Science degree in Civil Engineering from Washington State University.

DAVID GRAY, MBA

DIRECTOR – ACCELERATING BUSINESS GROWTH

David has over 35 years in upstream oil and gas. He has deep operational experience with over 20 years in executive management roles with oilfield service organizations – both large integrated companies and smaller, high-growth companies. He has field and management experience in North America, Middle East and Asia. His technical expertise spans the oilfield life-cycle – formation evaluation, drilling, completions, production and intervention. David held global leadership positions in operations, business development, strategic marketing and new product development. He has always focused his energy on driving strategic growth through implementation of innovative business processes and value-adding technology. David participated in and led many strategic initiatives as an internal “change-agent” and as an external consultant. He was instrumental in driving measurable improvement in the following areas: field operations management best practices, global strategic planning, new product development and commercialization, post-acquisition organization integration, strategic account management, salesforce effectiveness, and strategic pricing. David has served as president of the Houston chapter of the Product Development & Management Association, is certified NPDP and has been a featured speaker on portfolio management and team dynamics. He earned his MBA from the University of Texas in Austin and a BS in Civil Engineering from the University of Alabama.

WALT GREENE, PE

SENIOR CONSULTANT

Walt Greene held various positions in Amoco / BP for operations, research and projects. The work was conducted at various worldwide locations. Walt was the BP CDP (Containment & Disposal Project) Manager of all Installation activities during the Macondo Oil Spill. Following the Spill containment, he established a global verification process and team to ensure offshore ships and vessels were fit for their purpose. Apart from work in Amoco and BP, Walt was President of Ellicott Engineering Inc. and held senior positions in Ellicott Machine Corporation, an international builder of dredges, dredge machinery and underwater mining equipment. He also managed the design and build/manufacture of structures and vessels in various, diverse industries. Walt has led a number of technology transfer initiatives and programs within companies and between government and businesses in China, Japan, Korea, USA and the Netherlands. He has served on the Board of Directors of Key School, an educationally progressive and successful secondary school. Walt has a B.S in Civil Engineering from Lehigh University, a Masters in Ocean Engineering from Texas A&M University and an MBA from Loyola University’s Sellinger School of Business & Management. He is a registered Professional Engineer.

JOHN GRIFFIN

SENIOR ADVISOR

John Griffin provides leadership, management, and technical advisory services for strategy development, operational excellence, and commercialization of new technologies and business models for the oil and gas industry, and related fields, such as offshore wind and subsea mining. Starting as a drilling and intervention systems engineer at FMC Technologies, John held various senior leadership roles in engineering, offshore operations, sales, and business development supporting global subsea services operations throughout the 2000s. John has led several new business start-ups, including serving as President of FTO Services, a deepwater vessel-based well intervention company, and, most recently, Vice President of ROV Services at TechnipFMC. He holds a Bachelor of Science in Mechanical Engineering from Texas A&M University, and continued education in Achieving Breakthrough Service and AI.

DON GROGAN

SENIOR ADVISOR

Don Grogan is a highly regarded, well-qualified, dedicated, and seasoned Project Manager with extensive oil and gas project development experience with major operators. He has advanced expertise in deep-water and shelf project development and project delivery, offshore/onshore asset development, and international and domestic experience with increasing levels of authority and complexity. Adept at providing leadership to influence an organization to make better investment decisions and to better deliver those investments as valuable new assets. Collaborative communicator continually focused on building relationships and promoting synergy across the company. Areas of expertise include: project management, deepwater development, planning/engineering, relationship building, mentoring/team development, team leadership, project deliverables, regulatory planning, team leadership, business / commercial acumen, contracting strategy and management, and problem resolution. He holds a BS in Mechanical Engineering from Auburn University in Auburn, Alabama.

Z. GEORGE GU, PH.D.

TECHNICAL ADVISOR

Dr. George Gu is a highly experienced and proven project, engineering, R&D and staff manager who can build, motivate and manage teams of professional engineers and deliver results. He is an experienced field and conceptual development engineer/manager with 28 years of industry experience. He is fluent in Chinese and English. He earned his Ph.D. in Ocean Engineering from University of Florida, and both his Master and Bachelor of Science in Offshore Engineering from Dalian University of Technology, Dalian, China. He holds a Project Management Professional (PMP) certification and is a member of Society of Naval Architects and Marine Engineers (SNAME). Dr. Gu is an inventor and coinventor of numerous patents for subsea and offshore innovations.

JAMES E. HACHEN, JR. (JAY)

SENIOR CONSULTANT

Jay Hachen has over 40 years' experience managing onshore and offshore operations and projects, both domestically and internationally. He has deep experience in conceptual design and project strategy for deepwater projects aimed to optimize risk, cost, and schedule. Capabilities include the management of projects from concept development through start-up. He is a qualified expert advisor for vendor qualification, specification, bidding, evaluation, and award of contract, in addition to contract negotiation and management. He has extensive hands-on experience for full asset life cycle including decommissioning. He holds a Mechanical Engineering degree from Rensselaer Polytechnic Institute.

BJORN E. HALS

SENIOR CONSULTANT

Bjorn Hals has over 28 years' experience in the oil & gas industry specializing in Offshore, Subsea and Marine practices. He consults for several mid-size companies in the US and Norway, mainly to help clients establish business connections through an established network of contacts in the offshore oil & gas sector. He worked for Oceaneering for 13 years based in Norway, USA, and the UK. Planning and execution of marine and subsea operations by remotely-operated technology has been a common denominator in many of his past positions. He has also worked in the area of offshore field integrity, including maintenance and design of subsea infrastructure including umbilicals, risers, and flowlines (SURF). Since 2005, he has spent significant time working in West Africa. He is a Norwegian citizen.

TROY HAMILTON

PROJECT ADVISOR

Troy has 30 years of experience in the offshore subsea construction industry covering shelf and deepwater projects with major and independent operators in the Gulf of Mexico, Europe and Africa. He has 20 years of experience as a Project Manager, Project Coordinator and Technical Advisor with direct management responsibility during FEED studies, engineering design, cost estimating, and critical path scheduling through the fabrication, construction, testing and Installation of subsea hardware for the Ceiba FPSO and Jubilee FPSO Developments in West Africa. He had direct responsibility for the delivery of rigid and flexible well jumpers (104 in West Africa and 30 in GOM), subsea multiphase pumps (3 in West Africa), and topside Infrastructure. He has international and strong multicultural exposure in countries including West Africa (Ghana, Gabon and Equatorial Guinea), East Africa (Mozambique and South Africa), and Europe (Norway, United Kingdom and Holland). Troy has worked closely with the Contracts & Procurement team on developing the bids, proposals and contracting negotiations during the execution of multiple contracts for onshore and offshore projects that maximize operational and financial performance for the Company, while reducing financial and business risk.

MARK HAMMER

TECHNICAL ADVISOR

Mark has been instrumental in the use of digital information to improve Oil and Gas operations for over 30 years. Mark focuses on developing a business outcome(s) and how to transform data into information. Mark's experience includes operational technologies solution development, ERP integration, digital system upgrades and full-scale replacement for refineries and gas processing facilities. Other projects include large SCADA deployments and the development of IOT related technologies. Additional skills include the mapping of existing processes, the creation of "to-be" processes and the change management processes needed to realize the benefits of digital transformations. He holds a Masters in Management – Strategic Leadership, and Change Management from Colorado State University - Global Campus, Greenwood Village, Colorado and a Bachelor of Science – Mechanical Engineering from Colorado State University – Fort Collins, Colorado.

D. RONALD (RON) HARRELL, PE

EXECUTIVE CONSULTANT

Ron Harrell is a Petroleum Engineering graduate of Louisiana Tech University and continues as Chairman Emeritus of Ryder Scott Company, Petroleum Consultants. He retired as Chairman in May 2006. Ron remains active in the industry as a licensed engineer in three states and serves on several Boards of Directors including corporations, universities, and not-for-profit organizations. He is a Senior Advisor to RSK (UK) LTD, The Carlyle Group, and Morgan Stanley. Society of Petroleum Engineers (SPE) awards include: The Legion of Honor (2007), Gulf Coast Section Reservoir Description and Dynamics Award (2007), SPE Distinguished Member Award (2007), SPE – AIME Mineral Economics Award (2009) and the Gulf Coast Section Public Service Award (2012). He served as an SPE Distinguished Lecturer in 2007-2008 delivering 34 lectures in 17 countries. He is also a founding member and continuing Chairman of the Petroleum Engineering Advisory Board for the University of Houston. He also serves on the Subsea Engineering Foundation Board at the University of Houston. He has provided testimony before several regulatory agencies in Washington D.C., Arkansas, Florida, Louisiana, Mississippi, and Texas, as well as US Federal Courts in Washington D.C., Alaska, California, Colorado, Louisiana, and Kentucky. He has testified before state courts in Alabama, California, Kansas, Louisiana, Mississippi, Oklahoma, Texas, and West Virginia. He has testified in International Chamber of Commerce arbitrations involving petroleum reserves and resources in North America, Italy, Jordan, and Turkmenistan.

C. TRACY HARRIS

SENIOR CONSULTANT

Tracy has over 34 years of experience in the oil and gas projects arena. He joined Shell Offshore in 1983 and worked as a project engineer in New Orleans on a variety of projects including the Boxer platform as site fabrication engineer and as the Bourbon platform remediation lead. He transferred to Alaska in 1989 to lead the oil spill response program in support of exploration efforts in the Chukchi Sea, which received the first CARE award from the MMS. Tracy transferred to Shell's deepwater design group in 1991 and worked on a variety of deepwater projects including Auger Toppers re-analysis, Mars Toppers Structural and Integration design lead, Salsa platform design lead, Spar to Catalog readiness team leader, single concept selection team leader for Bonga and Nakika Construction team leader. Tracy rejoined the Alaska effort in 2013, as the Engineering & Construction Manager for Arctic projects. He supported a number of efforts enabling Shell's return to the Chukchi Sea in the summer of 2015, and safe demobilization following the 2015 drilling season. Tracy holds a Master of Ocean Engineering from University of California, Berkeley and a Bachelor in Mechanical Engineering from University of New Hampshire and is a registered professional civil engineer in California, Louisiana and Florida.

JAMES C. HARRIS, JD

EXECUTIVE CONSULTANT

James Harris has more than 25 years' experience as a senior international oil and gas professional with extensive experience in international and domestic exploration and production, business development and market expansion and joint ventures and strategic alliances. James is a commercial negotiator and contract specialist experienced in international transactions. He is an international mediator for dispute resolution between industry and foreign governments. James has operational experience as country manager for a public company's North Africa operations with responsibilities for local staff, government relations and a multi-million-dollar E&P budget. He has a comprehensive knowledge of foreign governments, licensing, start-up policies and procedures. James has conducted extensive business in Europe, Middle East, South America, Indian subcontinent, Africa and the U.S. Gulf of Mexico. He is an effective communicator and presenter at both internal and external speaking opportunities, including the Middle East Oil and Gas Conference. James received his Doctorate of Jurisprudence in Oil and Gas Law, International and Transactional Law, and Real Estate Law from the University of Houston, Houston, Texas. He holds a Bachelor of Arts in Government, Cum Laude from Texas Tech University, Lubbock, Texas. He is a licensed attorney in the State of Texas and is a member of the State Bar of Texas: International Law Section; Oil, Gas and Mineral Resources Section; Real Estate Section; and the Dallas Bar Association. Additionally, he is a member of Association of International Petroleum Negotiators (AIPN); American Association of Professional Landmen and Member of Middle East, Mediterranean, and Africa Industry.

RICHARD C. HAUPTMANN, JR.

PROJECT ADVISOR

Richard Hauptmann has more than 25 years international experience as an EPC Project Manager / Director and Project Management Consultant who develops and manages profitable turnkey energy mining and infrastructure projects while focusing on project strategy development and execution. Diverse management experience includes: Vice-President of a major Saudi Arabian contractor; Operations and Program / Project Manager and Director for major EPC contractors; and Capital Works Director for an Asian utility. Established recognition for the ability to analyze and rescue troubled projects. Mr. Hauptmann holds a Bachelor's Degree in Civil Engineering from Brooklyn Poly and a MBA from Duke University Fuqua School of Business.

EMILY HAZELWOOD

ENVIRONMENTAL ADVISOR

Mrs. Hazelwood has years of experience as a marine scientist specializing in ecological impact assessments, marine biological monitoring, offshore feasibility studies and subsea environmental assessments. She has worked in the field of environmental consulting for over 5 years and conducted both international and domestic environmental impact assessments for governmental agencies and private sector clients, her key industry of expertise is in offshore oil and gas development, decommissioning and Rigs to Reefs program implementation. She specializes in ecological evaluations of offshore resources, kelp forests and wetland restoration projects, and biodiversity baseline management studies. She has worked in the USA, the Netherlands, Thailand, and Malaysia. Mrs. Hazelwood has a strong background in public education, communication, and outreach initiatives critical to relating complex scientific concepts to a variety of audiences. She is a PADI certified Dive Master and an AAUS Scientific Diver with over 1000 hours of logged dives.

ROBERT HEILMAN, CENG

COMMISSIONING ADVISOR

Robert Heilman has more than 27 years' engineering experience including 23 years in the design, manufacture and installation of subsea equipment and associated systems for subsea developments in the North Sea, South China Sea, India, Brazil and GOM. He has 20 years working with equipment manufacturers in roles starting with design, testing and manufacture, to project engineering through to FEED. His work as an Engineering Consultant has included roles such as the Lead Riser Fabrication and Installation Certified Verification Agent (CVA) for MMS/BOEMRE in the GOM on SCRs, the first TTRs and FSHRs. He received a Bachelor of Science in Mechanical Engineering from The Ohio State University, and is a Chartered Engineer, CEng, a Chartered Marine Engineer, and MIMarEST .

BOB HELMKAMP, PE

ADVISOR

Bob Helmkamp has over 40 years' experience in the E&P business, developing oil and gas fields in a variety of environments. He has particular expertise in subsea developments. His far-reaching project management experience includes various engineering management roles in subsea systems, overseeing subsea hardware, flow assurance, project delivery, subsea controls, and umbilicals groups. For several years, Bob was Shell's Global Subsea Engineering Discipline Leader. In this role, he was responsible for defining and building the subsea skill-pool within the global organization. Bob also has experience in production, completions, and well surveillance in onshore fields. This includes experience working in stream-flood projects in California, and oil and gas fields in midcontinent USA. For the past 13 years, Bob has travelled extensively in support of projects and personnel outside of the United States. His primary areas of major project delivery include Nigeria, Malaysia, and Brazil.

NIGEL HILL

SENIOR CONSULTANT

Nigel is a UK-based project director who has led the safe and successful delivery of several world-class projects. With a strong technical background in FPSOs, pipelines and deep-water subsea systems, he has managed inter-national projects from conception through design, construction, installation and commissioning to handover and into operation. Nigel has worked with both multinationals and small independents and is an expert in early field development with a comprehensive knowledge of facilities engineering and the ability to confidently relate to subsurface, drilling, construction and operations

personnel. He is familiar with stage gate processes and works well with investors, stakeholders and Government organizations. He has recent experience in valuing assets, in monetizing new developments, in improving operational efficiency of existing facilities and in decommissioning planning of Southern North Sea assets.

RICK HILL

SENIOR CONSULTANT

Rick Hill has over 30 years of experience in the offshore and onshore oil & gas industry. For the last 20 years, he has held senior management positions within the engineering, equipment, and service sectors of the industry. Rick has extensive experience in the international business arena having worked outside the USA for over 10 years. He has co-authored over 75 technical articles covering the performance of oilfield equipment and pipeline materials, as well as market conditions influencing the manufacturing and service sectors.

EDWARD A. HIRS, III

EXECUTIVE ADVISOR

Ed Hirs is the BDO Fellow for Natural Resources and advises BDO on all aspects of energy markets and policy. Formerly, he was a Managing Director for Hillhouse Resources, LLC, an independent E&P company developing a portfolio of onshore conventional oil and gas prospects. Ed was CFO for an early leader in the Niobrara Shale where he completed equity fundings, bank financings, audits, and hedging. Previously, Ed managed Hirs and Company, the successor to Niven Associates, an investment banking firm in Houston. Ed founded and co-chairs an annual energy conference at Yale University. He has published articles on energy topics and corporate governance and he has been interviewed by multiple respected publications and broadcast entities. Ed is one of the inaugural University of Houston Energy Fellows where he teaches the undergraduate and graduate Energy Economics courses and has taught undergraduate and graduate economics courses since 1988. He has also taught at Rice University and Yale University. Ed holds the CFA designation. His degrees are from Yale University: BA with honors and Distinction in Economics, MA in Economics, and an MBA.

JEFF HOCKE, PE, PMP, MBA

SENIOR CONSULTANT

Jeff Hocke's 30 plus years of business operations and project experience have given him the proven successful knowledge and skill to engage with clients in support of performance improvement goals. He helps clients through his ability to diagnose and solve challenges, develop and guide system implementations, coach and advise staff at all levels, and energize teams. He supports clients with extensive experience in business and project leadership, strategic planning, financial control, EPC project management, outcome assurance, contract development, scope and change management, team building, work face planning, interface management, earned value systems, PDRI facilitation, risk identification and management, estimating, procurement, quality and safety. His involvement in industry groups such as Construction Industry Institute (CII) Research Teams has added to his wealth of project and systems knowledge. He is recognized for his ability to quickly process vast amounts of information and establish workable solutions and improvements. Jeff holds a MBA in Finance and a BS in Mechanical Engineering. He is licensed as a Professional Engineer (PE) and a Project Management Professional (PMP).

MARK HOOD

SENIOR ADVISOR

Mark Hood is an accomplished Supply Chain Executive with 40 years of experience in both industry and consulting within the Oil and Gas field. He has worked in upstream, downstream and oilfield service organizations and has significant experience in Supply Chain transformation, Supply Chain systems and strategic & global sourcing. Mark has detailed knowledge of operational buying, total cost of ownership (TCO) and supplier alliances and is current on leading developments and trends in the supply chain function. Mark has experience in legal dispute matters as a consultive and testifying expert.

W. T. (BILL) HUGHES

SENIOR CONSULTANT

Bill Hughes is a highly motivated and versatile Manager with 37 years in leadership positions in the oil and gas industry, including 25 years international experience. He is highly skilled at leading diverse, multi-national teams in establishing operations in international locations. He has excellent leadership, management, and partner interface skills. While Operations Manager for several international projects he was responsible for organizational development, startup and transition to normal operations with total budget responsibility of more than \$300 million. He has extensive experience in all areas of oil and gas engineering and operations, to include offshore and deep water. He has demonstrated commitment to safety through development and implementation of safety systems and procedures in several locations with a multi-national, multi-discipline workforce. Bill holds a MBA from Eastern Michigan University and completed his undergraduate degree at West Point, New York where he earned a Bachelor of Science from the United States Military Academy.

ERICK F. JAIMES

CONSULTANT

Erick Jaimes is a highly experienced Business and Project Services Management Professional with a proven track record in international project development for operated and non-operated projects. Extensive global experience providing leadership and management to operated and non-operated assets, delivering excellent decision-making analysis, evaluation, optimization alternatives and strategic planning, to maximize resources and efficiency. Proficient in the analysis and monitoring of all the regulatory, financial, ethical, commercial, technical, and safety aspects of the company projects and investments. Proficient at diverse business applications of project management, auditing, strategic planning, data collection, benchmark analysis, operations and compliance assurance, delivering high value solutions to major oil and gas companies. Strong problem-solving abilities in a wide range of areas ensuring proper multi-disciplinary alignment, coordination and facilitation of goal setting and project delivery, transparency, auditing, predictability and reporting standards. Proficient in contract, cost, change and risk/opportunity management, Fluent in Spanish and some Portuguese. He holds an MBA and Bachelors in Business Administration, magna cum laude, from LeTourneau University.

WILLIAM DOUGLAS JOHNSON

ADVISOR

Doug has over 38 years of oil & gas, dairy, financial services, and chemical industry experience in a variety of roles ranging from R&D, support, marketing, sales, and executive management. He has operations and supply-chain optimization experience for many large and small-scale companies in multiple industries as well as extensive experience in applied analytics. He has been instrumental in consulting, delivery, and program manager for world-wide multi-million dollar automation software deployments. And he has

experience managing, developing, and installing automation, data-mining, and real-time optimization solutions. Doug has been part of executive management of a \$30 million company, with experience in operations, product delivery, mergers and acquisitions, and IP litigation. He has operations expertise in oil and gas exploration and development, polyolefins, and dairy production and he also has experience in engineering and consulting design and commissioning.

TINA JOHNSON

OPERATIONS ADVISOR

Tina Johnson has over 20 years experience in Flow Assurance, delivering improved asset potential in the oil and gas industry on R&D programs, projects and in operations. Tina has worked and managed teams in the US, UK, and Africa; thus, has a firm appreciation of varying complexities that have to be addressed to ensure profitability is achieved. She has developed and deployed technology to enhance production and improve integrity. In management roles, she has demonstrated the ability to remain focused on agreed priorities and timelines while progressing projects in an optimal direction with wise decisions and the use of innovative ideas. Her technical expertise has predominately been on deepwater projects in various phases including early stages of facility design through asset maturity to decline while interfacing with all petroleum engineering disciplines. Tina has one U.S. Patent filing and numerous industry publications. She holds a Bachelor of Science in Chemical Engineering from the University of Maryland, College Park and a BA in Physics from Washington and Jefferson College in Washington, Pennsylvania.

JOHN J. JONDLE

EXECUTIVE CONSULTANT

John Jondle is a Senior Executive Leader with over 35 years' Oil & Gas experience and a proven track record of successfully managing Project, Operations and Maintenance Organizations delivering results across a broad range of assets and countries. He demonstrates strong, decisive Leadership skills and utilizes extensive cross functional knowledge and expertise in Project Management, Operations, Maintenance and Construction to make a strong contribution to corporate results. John has a proven track record of integrating complex technical, commercial, organizational and supplier issues to deliver successful results at the portfolio, program and project levels. He has a strong ability to integrate and align internal and external stakeholders towards a common goal. He has demonstrated a deep understanding of the organizational and business dynamics that drive strategic relationships between Operators and Contractors/Suppliers and how they can work together to achieve effective results. John earned his Bachelor of Science in Mechanical Engineering at Michigan State University and speaks German.

JAMES R. (BOB) JONES

ADVISOR

Bob Jones has more than 51 years of experience in the petrochemical, oil and gas industries. Domestic and foreign assignments included pre-commissioning, start up, operations and operator training. Over twenty years of experience in the oil and gas industry, including LNG production. Fifteen years in offshore facilities design including heavy oil treatment and handling. Additional experience in design of offshore oil and gas production facilities in the Gulf of Mexico, modification of existing platforms in Gulf of Mexico and Middle East. Participated in and led HAZOP evaluations, sized flare headers, performed radiation and dispersion calculations for flare releases, sized PSV and control valves, sized process and utility lines and evaluated pipelines. Checked out construction, pre-commissioned, and started up various facilities. Mr. Jones holds a Bachelor of Science, Chemical Engineering from Clemson University.

SHARON JORDAN

PROJECT PLANNING ANALYTICS ADVISOR

As a Master Planner, Sharon brings over 25 years of engineering and construction planning experience in schedule development and project execution, supporting projects with expert advice and knowledge that ensures best practices are implemented. Her hands on experience as a program planning lead with EPFC projects on a global stage enable her to provide risk analyses and quality assessments that promote schedule certainty. Over her career, Sharon has gained international experience related to offshore facilities including FPSO, FPU, MOPU, Gravity Based Platform, Fixed Leg Platforms, ship construction, Umbilical and Subsea Pipeline installation. In addition, Sharon has experience with downstream process facilities, methanol facilities, LNG technology and renewal of systems controls for the Alaska oil production and pipeline. Sharon provides hands on training and coaching to cost and planning engineers to develop process and procedural documents for data transformation, execution of standardized data and AI implementation.

LEE ANN JUDD

TECHNICAL ADVISOR

Lee Ann Judd has over 25 years' experience with multi-cultural and international business negotiations with demonstrated bottom line results in engineering, procurement, supply chain management, lean manufacturing, contracting, and operations. Her most recent experience has been with offshore vessels and related activities. She has the ability to analyze complex business challenges and develop appropriate solutions as well as structure innovative business deals. She is an articulate leader who negotiates win/win situations. Lee is an expert in business development and global supply chain. Her successes include building a global supply chain in Asia, Europe, North America, and MENA focusing on oil & gas, renewable energy, construction, global manufacturing, consulting, government, and real estate development.

JENS KAALSTAD

SENIOR ADVISOR

Jens Kaalstad has over 30 years' broad experience in the Oil and Gas, Shipping and Offshore Industry. Jens was President of APL Inc., the US Operation of mooring system company APL for 12 years and heavily involved in the worlds' first offshore LNG terminal (FSRU) and the first FPSO in GOM; BW Pioneer for Petrobras Cascade and Chinook development. He has a varied background in management, engineering, technology development, contracting, procurement, construction and installation. He has been responsible for marketing, identifying, developing, negotiating and closing of EPCI contracts in excess of \$100 million and involved in numerous design, fabrication and installation projects as well as development projects for various fixed and floating platform solutions. He graduated with a Master of Science in Naval Architecture from the Norwegian Institute of Technology after one year at MIT, Department of Ocean Engineering.

RICHIE MCMILLIAN KEIG

ADVISOR

Rich Keig is an Offshore Operations Consultant with solid engineering education underpinning 35 years of industry experience in vessel operations, subsea engineering, offshore construction of floating oil and gas facilities including hookup, commissioning and plant startup; experience includes supervision of the startup and producing operations of four (4) FPSOs and (1) TLP. Rich is fluent in Portuguese, with working ability in Spanish. He holds a Master of Science in Management from Rensselaer Polytechnic Institute and undergraduate in Engineering from the U.S. Coast Guard Academy.

JOSEPH E. KENNEDY

SENIOR ADVISOR

Joseph Kennedy is a result-oriented Finance Executive with extensive global oil and gas experience in different and challenging environments with over 30 years' experience with BP in upstream oil & gas financial operations. His critical skills include: strategic planning, internal controls, financial analysis, capital budgeting, cost analysis, variance analysis, procedure optimization, management reports, key stakeholder interface, startup operation management, and implementation of financial systems. He played a key role representing British Petroleum and their various affiliates and joint ventures. His major accomplishments include: recovered over \$38,000,000 in Russian taxes, identified over \$500,000,000 in cash to be recovered from partners in joint operations, and developed a system to improve cash recovery having an annual benefit in excess of \$1,000,000.

ANTHONY J. KING

COMMISSIONING ADVISOR

Tony King is experienced in project engineering and commissioning of instrument/control systems in facilities: onshore oil/gas facilities and offshore oil/gas platforms, refineries, oil & gas pipelines and compressor stations. His experience includes work assignments in office front-end engineering and design, and numerous field engineering assignments. He has extensive experience with commissioning, construction, start-up, modernization, green- and brown-field projects domestically and internationally.

GARY E. KIRSCH

PROJECT ADVISOR

Gary Kirsch has over 40 years of experience as a versatile leader/manager in continuous improvement, change management, and strategy deployment along with engineering, sales and international business development roles. He gets results and achieves success through a blend of conceptual, motivational, and persuasive skills with technical and analytical ability. He has proven expertise in organizing, focusing, and facilitating cross-functional teams to achieve goals. Gary has worked for National Oilwell Varco, Tech Power Controls, and Hydril Company. He holds a Bachelor of Science in Chemical Engineering from Purdue University.

ALP A. KOCAMAN, PE

ADVISOR

Alp Kocaman has over 35 years of diversified experience in the offshore oil industry. He is a subject matter expert for worldwide offshore field development concepts, engineering design, construction and installation operations. Naval architecture is his discipline expertise including the design, construction and installation of offshore platforms (both fixed and floating) and the design of offshore construction vessels. He has managed projects and supervised on site construction and installation activities. He has provided facilities engineering support for oil and gas production operations. Alp holds a Master's of Science in Naval Architecture from University of California, Berkeley and both a Masters and Bachelors of Science in Mechanical Engineering from Orta Dogu Technical University, Turkey. He obtained three U.S. patents covering heavy deck float over and subsea intervention methods and has published numerous articles. Alp is a registered Professional Engineer in Texas and Alberta, Chartered Engineer in England with an EUR ING designation.

ANASTASIS (IAN) KOKKINOS

PROJECT ADVISOR

Anastasis Kokkinos has 30 years' experience in the oil & gas industry with a focus on full field development and lifecycle costing. He has fulfilled roles in operations, design, construction, and consulting. His experience covers offshore and onshore as well as conventional and unconventional developments. During his experience as a concept development engineer, he worked closely with the full gamut of people in the industry from subsurface/reservoir teams and senior management. In this role, he managed the integration of the field development teams. He is also a technical expert of the IHS QUESTOR field development and costing software, and often runs QUESTOR training programs on behalf of IHS.

G. GRAHAM LANCASTER III

TECHNICAL ADVISOR

Graham Lancaster has over 20 years' experience in the oil & gas business primarily in the offshore construction and pipeline services segments. While he specializes in offshore infrastructure construction, his diverse background allows him to communicate on a practical level with all team members on any offshore production system concept. He has been an integral part of the development teams for many first off equipment concepts utilized on deepwater projects. This included equipment utilized in mooring/station keeping on pipeline installations, deepwater pile handling for templates and even utilizing ROVs for pipeline services. Graham has traveled throughout the world, working in remote locations and on technically challenging projects. He has been involved in numerous operations calls, and been a key supporter on patent infringement cases, equipment failure investigations, and contract warranty issues. He has worked for J. Ray McDermott, Allseas, Valkyrie Commissioning Services, Marathon Oil and Universal Pegasus in roles ranging from a field/project engineer, to an estimator and then being a project manager/director through being a corporate officer.

JOHN A. LANE, CENG

ADVISOR

John Lane is a top-performing engineer, project manager, and consultant with 40 years of industrial experience on domestic and international projects, both onshore & offshore. Within the oil and gas industry his expertise lies in floating production storage and offloading (FPSO) vessels addressing matters related to hull and topside engineering, electrical power engineering design, including risk and financial analysis. John is an accomplished leader in project development FEL1, 2 & 3, (Appraise, Select, Define) including HSEQ requirements from early conceptual designs through to Final Investment Decision (FID). Managed FEED Engineering, Procurement, Construction, Fabrication, Commissioning and Start-up Operations. He has conducted training and instruction on various energy-related topics throughout the U.S. while serving as expert witness and performing site surveys. Mr. Lane holds a Master of Science degree from Lancaster University, Lancaster, UK.

LAURN LARSON

ADVISOR

Laurn Larson has over four decades of geologic and geophysical experience in the domestic and international oil and gas industry. Laurn has been involved in almost all technical aspects of the upstream oil and gas industry's geologic and geophysical programs. These include experience in clastic, carbonate, and evaporite geology and geophysics; extensional and compressional regimes; sequence stratigraphy and seismic stratigraphy; seismic acquisition and processing (2D and 3D); potential fields modeling and interpretation; geologic and geophysical data interpretation and prospecting (exploration and

development); seismic 2D and 3D modeling; seismic fluid analysis, rock physics modeling, and interpretation (AVA/AVO); petrophysical analysis and interpretation; geochemical interpretation; play and prospect risking; 3D volume instruction and software problem solving; and well-site supervision of petrophysical and velocity data collection. He has upstream onshore and /or offshore work experience in Angola, Bangladesh, Brunei, Cambodia, China, Indonesia, Malaysia, Mexico, Nigeria, Philippines, Thailand, UK North Sea, USA, and Vietnam.

W. RON LEDBETTER

SENIOR CONSULTANT

Mr. Ledbetter has over 42 years of Oil and Gas Industry experience in the Subsea Engineering discipline. His extensive experience encompasses design engineering, manufacturing, engineering management, project management, and executive management. His technical expertise is in subsea systems and equipment for offshore field developments. He has a sound technical background developed over 10 years as a design engineer for subsea drilling, work over and production control systems. Ron's experience includes fifteen years of engineering and manufacturing experience gained with major industry equipment suppliers including nine years of technical and production management. During this time, he gained experience in systems engineering, interface management, construction/manufacturing, and system testing oversight. He has a broad understanding of subsea production systems, subsea equipment and all interfacing systems. His experience has gained him strong project management skills developed over more than ten years of project management responsibilities. Ron is an experienced technical manager and technical lead for large and small projects. His engineering consultation experience includes management of conceptual studies, preliminary engineering studies, front-end engineering design, detailed design, and construction oversight and installation coordination. Ron's experience and background provide him with expert understanding of subsea field developments from concept through execution. Mr. Ledbetter holds a Bachelor of Science in Engineering Technology from Texas A&M University in College Station, Texas.

KAREN LEMKE

MARKET ANALYST

Ms. Lemke has extensive experience in various management, document control and project administration positions in the oil and gas industry. Her experience includes support, project start-up, training and execution of document control in various EDMS systems. Her positions required strict attention to detail, motivated self-starter, ability to multi-task and problem solve, people oriented with focus on building teams through support and collaboration. Her areas of expertise include:

- Processing of Engineering and Contractor/Vendor Deliverables using EDMS system-Aconex, Encompass, InControl
- Leadership and coordination of Project Document Control Team
- Encourage a team-based work environment that leverages the expertise and knowledge of team members
- Monitor all project document requirements as outlined by pre-set schedules to ensure deadlines are met. Expedite processes and documents per project requirements
- Assist with the improvement of the project document control processes and procedures
- Deliver quality services and demonstrate a commitment to meet customer turnover requirements

ROGER E. LEWIS, PE

ADVISOR

Mr. Lewis has over 40 years of experience in the execution and management of numerous offshore engineering projects worldwide with construction values ranging to well over a billion dollars. He has had both direct and managerial responsibility for the design, analysis and review of fixed and compliant offshore structures, floating vessels, piers and waterfront facilities, bridges, foundations, and steel and timber buildings and structures. He has also directed a great number of preliminary design programs, feasibility studies, design evaluations, manpower and cost estimates and design proposals for a wide variety of projects. Much of his work has involved the design of structures for deep water, severe environments or remote locations such as Alaska's Cook Inlet, the North Sea, Australia, New Zealand, China, and Africa, as well as the USA. He is the author of two patents and several publications. He received his MSc, Structural Engineering and his Bachelor of Science, Civil Engineering from the University of California.

JERRY LIEBERMAN, PHD

SENIOR ADVISOR

Dr. Jerry Lieberman has assisted clients for more than 20 years making major strategic decisions and planning their implementation. Working in diverse industries, including oil & gas, IT, manufacturing, and automotive, he has helped leadership teams develop and implement strategies for oil field development, technology selection, cost reduction, new work processes, IT services, new product development, and new business models. His focus has been to help clients make and implement major, high-value decisions in spite of uncertainty and ambiguity. This includes facilitating clear structuring of the problem and alignment of the stakeholders, bringing strong analytical skills for development of a quantitative understanding of business value creation, developing the story and communication of business value to stakeholders, providing planning/strategic guidance for strategy value realization, managing the project team, and maintaining relationships and clear communications with senior level management. This results in integrating the value story with needed actions for implementation. His skill sets include probabilistic financial modeling, problem framing/structuring, facilitation, interviewing, and developing cogent presentations. His most recent work has been consulting in the oil & gas and IT industries, but he also has extensive prior marketing and planning experience at the Director level in the auto industry.

IBSEN FLORES LIMA

ADVISOR

Ibsen is an upstream Oil & Gas executive with more than 40 years of experience in deepwater offshore operations. He has solid experience in production development, management of megaprojects, establishment of management systems and strategic management and he has provided leadership in production sharing contracts (PSC) at Pre-salt Polygon in Brazil. For three years, Ibsen was President of Presal Petróleo SA (PPSA). Prior to that he worked for Petrobras for 37 years where his last position was General Manager for Oil & Gas Processes and Facilities, responsible for all Petrobras' topside and subsea facilities offshore Brazil, with a production of 2.5 million BOE per day.

TERRY A. LINDSEY, PMP

OPERATIONS ADVISOR

Terry Lindsey has 35 years' experience in the marine construction industry including field engineering, estimating, planning/scheduling, offshore hook up, mechanical completion, commissioning, and project

management. His unique field experience throughout his career allows him to understand challenges that may occur during the execution of projects and mitigate risks, while taking advantages of opportunities. He retired from his Senior Project Manager position with McDermott in 2013 after serving in various positions around the world. This included living in remote locations in Scotland and the Middle East before settling in Louisiana. Terry has subsequently traveled on assignments to Trinidad, Middle East, and China.

PATRICK LITTLE

SENIOR CONSULTANT

Patrick Little specializes in strategic planning, marine transportation, and floating offshore energy system design, construction, certification, and regulatory compliance. He is an MIT educated executive with extensive experience in standards development and compliance verification for commercial vessels, including offshore energy exploration and production systems. Patrick is skilled in leading interdisciplinary teams to resolve national and international technical, strategic planning, and policy issues. He has proven results in critical leadership positions during the DEEPWATER HORIZON response. Patrick served continuously with the U.S. Coast Guard (USCG) service from 1986 through 2012, when he retired at the rank of Captain (O-6).

STEVE LOUIS, PE, MBA

PROJECT ADVISOR

Steve Louis, P.E., MBA, has over 17 years' executive experience in the Energy sector having served as Vice President and Director for two leading international EPCI (Engineering, Procurement, Construction, Installation) oilfield service companies. Steve provides project management and executive level services to solve strategic, operational, technological, and management related challenges within the Energy industry. Steve earned his Bachelor of Science in Civil Engineering at the University of Texas at Austin, Cockrell School of Engineering and his Executive Master of Business Administration at Rice University, Jesse H. Jones Graduate School of Business.

JESUS RODOLFO RODRÍGUEZ MACIAS

OPERATIONS ADVISOR

Rodolfo Rodriguez is a proven oil field professional with 30 years' experience in Project Management, business development and Contract Management as well as operations support for FPSOs, oil and gas process facilities, and the LPG industry. He has an excellent knowledge of the Oil and Gas Industry in Mexico, which includes significant experience in communicating and negotiating with PEMEX. He has carried out process studies for gas and oil treatment and associated facilities, as well as leading HAZOP studies. Rodolfo has specific knowledge of the relevant National & International Standards and Codes for both the FPSO and LPG industry based on experience he gained in preparing and producing all necessary documentation for FPSO and LPG contracts in Mexico. He was part of the team who developed the conceptual design for the FPSO YUUM KAK NAAB, FPSO AYATSIL-TEKEL AND FPSO EWT for Pemex Exploration and Production in Mexico. His experience includes consultancy on EPC and FPSO-LPG projects, optimization of FPSO design for heavy and extra heavy crude oils, and evaluation of alternative configurations of equipment/process selections and operating parameters. He was responsible for the design and execution of the business strategies to develop new FPSO and LPG contracts for the Oil and Gas Industry of Mexico.

ANDREA MANGIAVACCHI

SENIOR CONSULTANT

Andrea Mangiavacchi is a senior advisor, strong communicator, highly adaptable and flexible, with over

30 years of international experience in the business environment and technologies associated with the worldwide offshore oil & gas industry. He has proven familiarity with a wide range of solutions for deepwater offshore oil and gas field developments (fixed platforms, TLPs, compliant towers, floating systems, FPSO, and subsea infrastructures). He is experienced in business acquisition, project planning and execution, and in the management of multi-disciplinary, highly technical resources. He has demonstrated experience of mastering diverse technical and commercial skills, cultivating key customers, understanding their business drivers, and assisting them in strategic initiatives. He has a proven capability to transform organizational strategies into implementation plans and actions.

JOHN MANNING

SENIOR ADVISOR

John Manning is an experienced Naval Architect, Engineering and Project Manager with over 45 years' experience (>24 years' offshore oil & gas), having worked with national and independent (major and junior) oil & gas companies, major ship-owning, shipbuilding, ship design companies and ship model test facilities in Africa, Australia, Brazil, Canada, China, Europe, India, Middle East, New Zealand, Papua New Guinea, Russia, South East Asia, and USA. His qualifications include Ordinary and Higher National Certificates in Naval Architecture and Shipbuilding and a Degree in Ship Science, from the University of Southampton (UK). He is a Fellow of the Society of Naval Architects and Marine Engineers (USA), a Fellow of the Royal Institution of Naval Architects (UK), a Chartered Engineer (UK) and a European Engineer (France). He is based in Melbourne, Australia.

JON W. MARSH

SENIOR ADVISOR

Jon has over 40 years of experience in estimating, project controls, business management and materials control. He specializes in leading the development of capital cost estimates for EPC mega projects in the oil and gas sector such as upstream onshore and offshore; pipelines; refineries; petrochemical plants; and mining projects. Jon has held key roles such as Estimating Director, Business Manager, Department Manager, Lead Estimator, Lead Cost Engineer and as litigation Damage Expert. Jon's extensive estimating experience includes the full spectrum from managing groups to supervising and personally developing conceptual to detailed estimates for EPC company bids and also for supporting Client project gate and funding approval and as damage expert on major oil and gas project arbitrations. His roles have also included managing materials on domestic and international projects. He has extensive experience with pricing, payment and contract mechanisms commonly encountered in the engineering and construction industry including knowledge of lump sum, cost reimbursable, guaranteed maximum and unit price. His International project experience includes Canada, United Arab Emirates, Saudi Arabia, Venezuela, Russia, Singapore, Iraq, Australia, South Africa, China, Trinidad and Tobago, Kuwait, and Lithuania. He has held several senior positions at Fluor Corporation, Jacobs Engineering, Hudson Engineering, and John Brown managing assignments for owner/operator companies such as Shell, ExxonMobil, Enbridge, Aramco, GASCO, Santos, ConocoPhillips, Marathon, Citgo, BP, Petronet/Transnet, Singapore LNG, PetrRio, BP-Husky Refining, MMMS Consortium and the DOE.

STUART MARTIN

TECHNICAL ADVISOR

Internationally experienced operational and project professional with over 35 years' experience in the oil and gas industry (upstream & down-stream). Strong client relationship building and business development skills. Broad based technical and commercial knowledge in decommissioning, process,

electrical and Instrumentation, mechanical, construction, maintenance, fabrication - subsea and topsides packages for both exploration and production facilities. Specialised insight into decommissioning sector in terms of drilling facilities re-activation projects and turnkey scopes across the work breakdown structures offshore specialised insight into decommissioning sector in terms of drilling facilities re-activation projects and turnkey scopes across the work breakdown structures offshore. Joint founder of industry JIP “Design for Decommissioning – D4D Committed to safety leadership. Member of Decom North Sea Leadership Group. Board member Marine Alliance for Science and Technology. Team member Oil and Gas Technology Centre product and innovation evaluation. Member of Oil and Gas UK Task Force on contracting strategies and supply chain.

FRED T. MASON

COMMISSIONING ADVISOR

Fred Mason has 50 years combined experience in hands-on welding, field construction management, plant quality assurance management, project quality management, supplier auditing, supplier expediting, field inspection of construction and shop suppliers. In 1965, Fred Mason started his career welding in the shops, ship yards, new construction, nuclear test sites and other field welding jobs. He completed his hands-on welding in 1975 with welding certifications in SMAW, SAW, GTAW and FCAW processes within ASME, API and AWS specifications. Fred has more than 36 years of quality assurance and management experience, with titles of Chief Inspector, Quality Assurance Manager, Quality Engineer, Certified Welding Inspector, Project Quality Manager, Project Quality Coordinator and Supplier Quality Assurance Inspector. These positions were in support of ASME pressure vessel fab and repair, field construction, design fabrication and installation of offshore E&P platforms and FPSO equipment and process modules. Some construction and fabrication specifications complied to are ASME Boiler & Pressure Vessel Codes, ASME Power Piping Code B31.3, AWS Structural Welding Code D1.1, API 1104 Piping Code, API 17D Purchasing Code, API 6A Spec. for Surface, Wellhead and Christmas Tree Equipment. Employers were J. Ray McDermott (now McDermott), Subsea7, Modec International, Modec Incorporated, Oil States Industries (OSI), International Systems & Controls, Black Sivalls and Bryson, Inc. and Flotec, Inc. consortium. He holds a B.S. in Business Administration from Central State University in Edmond, Oklahoma.

J.R. (RIC) MASSIE, JR., PE, PMP

PROJECT ADVISOR

Ric Massie, is a senior consultant with over 40 years of experience in the U.S. and abroad in project management, operations management, project engineering & construction management, process/facilities engineering, process technology licensing, technical and contracts due diligence for mergers and acquisitions, plant operations, hydrocarbon processing facility commissioning and startup. His experience as a technical and business consultant has included work for owners, project developers, project lenders, EPC and EPCM firms, gasification, gas-to-liquids (GTL), coal-to-liquids (CTL), petroleum refining, petrochemical, power, cogeneration, hydropower, LNG, underground gas storage, biofuels and infrastructure projects worldwide. Mr. Massie is recognized as an expert in project risk management in upstream, midstream and downstream processing projects. His broad industry knowledge and experience has been applied to forensic analysis of industrial processes and project performance in support of expert witnesses in several cases involving in the industrial arena.

MARK MCDANIEL

SENIOR ADVISOR

Mark is a Senior Executive in Supply Chain Management. He has 40 years of experience in the oil/gas

industry. Mark's industry experience comes from Texaco, Chevron, Halliburton, ConocoPhillips and Talisman. Mark formed McDaniel & Cullen in 2013. For 13 years prior to this, Mark led global supply chain transformations focused on strategic sourcing, category management, major projects, low cost country sourcing, SAP implementation, contracts management, technology and supplier relationship management. His global CPO experience in Fortune 5, service companies and independent operators gives him a unique insight into building high performing Supply Chain organizations and processes. Mark's supply chain experience spans Upstream, Midstream and Downstream as well as Unconventional plays in N. America.

JEFFREY MEASAMER

OPERATIONS ADVISOR

Jeff Measamer has 25 years of experience in the oil and gas industry including quality systems, procurement, manufacturing, engineering and EPC project management. Jeff has managed engineering projects including concept development and FEED through to detailed design and installation engineering for projects from the US GoM to East Africa. Jeff has experience liaising with Certifying Authorities and Class Society's for offshore projects including the engineering, fabrication and execution phases. Jeff's previous experience includes 8 years with Aker Maritime and Technip offshore, and most recently was Engineering Director for Americas, Europe and Africa for McDermott. Jeff holds a Master of Science in Management from Troy State University, Troy, Alabama and a Bachelor of Science in Electronics from Chapman College, Orange, California. He has numerous technical publications.

RONALD C. MERRICK

PROJECT ADVISOR

Ron has forty-five years of piping/valve materials engineering experience. He was a Fluor Senior Fellow specializing in piping and valve specification development and adaptation of client specifications for computerized specification systems. He participated in updates of clients' specifications, and provided engineering support for piping design, procurement, and inspection. He has been responsible for maintaining Fluor corporate master piping catalog and specifications and updating acceptable manufacturers list. He has led seminars and courses on materials engineering at Fluor, valve selection for ASME, valves for the Center for Professional Advancement (1997-2001) and a current member of the advisory board for Valve World publication since 1998. His industry project experience includes refining and petrochemical facilities, midstream facilities, offshore facilities, and production facilities on the Gulf Coast, Middle East, and Europe.

JOANN MEYER

EXECUTIVE IN RESIDENCE

ENDEAVOR INSTITUTE

JoAnn has over 20 years of experience with a decade at the executive level leading oil and gas field operations, regional business units and establishing relationships with customers, regulatory agencies, and other key stakeholders. She is an experienced trainer and facilitator with a focus on creating and customizing learning for adults to ensure relevance and promote engagement. She has led lean and six sigma organizations, maintenance process team and championed the development of a management system for operating excellence. Her experience with strategy and policy development includes membership in a senior leadership team responsible for establishing business priorities, budgets, and company policies. As for strategic transformations, she was Production Operations Advisor on a team charged with bringing together two companies and cultures to form Aera Energy LLC

PAUL D. MILLER

OPERATIONS ADVISOR

Paul Miller is an Engineer and Senior Project Manager with over 40 years of industry experience. Areas of expertise are field development architecture and planning, subsea and deepwater developments, reservoir engineering, drilling and completions with emphasis on hostile environments and performing technical and economic evaluations, including risk and probability analyses. He holds a Bachelor of Science in Mechanical Engineering and is a registered Professional Engineer in the state of Louisiana.

JACOB MIZE

TECHNICAL ADVISOR

Jacob is an Oil and gas professional with experience in both conventional and unconventional oil and gas fields. He has both domestic and international experience, and he has multiple leadership and staff positions with a focus on unconventional/shale plays. Jacob is an accomplished reservoir engineer with detailed knowledge of field development planning, production forecasting, capital budget creation and tracking, well spacing optimization, completion designs, and well performance. His business development experience includes leading projects ranging from 100 million to over 3 billion USD. Jacob holds a BS degree in Petroleum Engineering from the University of Texas.

J. BLAKE MOORE

SENIOR CONSULTANT

Blake Moore worked for Shell for over 34 years in various capacities (predominately in Facilities and project execution) from California to Norway. He joined Shell's Deepwater projects group in 1997 and worked several deepwater facilities ranging from Subsea to beach, Semi's, TLP's and more recently FPSOs. Blake started his involvement with FPSOs in 2007 as the FPSO lead for Concept Selection and early FEED work for an FPSO Shell was planning to install in Brazil. He later joined the Stones project during concept selection in mid-2010 and successfully completed the delivery of the Turritella FPSO to the Gulf of Mexico in September of 2016. He earned a Bachelor of Science, Chemical Engineering from Tulane University in New Orleans, Louisiana.

CARLOS MOREIRA

SENIOR CONSULTANT

Carlos has more than thirty-nine years of experience in concept selection for offshore deepwater subsea field developments, project management, and general management, working on projects in Brazil, Gulf of Mexico and Africa. He is a passionate leader with a track record of success managing organizations and projects, engaging management and project teams to focus on the task. He has worked for an O&G operator and engineering company, as project engineer and project manager, for local and international projects. He has delivered complex projects such as BHP Trion Semi Pre-FEED, BHP Ruby Wellhead platform, Marine Well Containment System FEED and EPC, Chevron Jack and St. Malo Subsea FEED, Petrobras Roncador P52, P54 and P55 and other milestone projects. Carlos has also presented several papers in technical conferences and has been chairperson of the Offshore Technology Conference, Steel Catenary Riser Session for several years.

LEE N. MORGENTHALER, PHD

TECHNICAL ADVISOR

Lee Morgenthaler is a chemist with over 35 years' experience with chemical applications in Exploration

and Production operations. His technical scope includes well completion and matrix stimulation fluids, fracture acidizing, hydraulic fracturing fluids, scale management, conformance control chemistry, formation damage prediction and prevention, flow assurance, water flood chemistry and health safety and environmental chemical regulatory compliance. Dr. Morgenthaler hold seven U.S. patents and published numerous technical publications. He was a Post-Doctoral fellow, U.S. National Research Council at the USAF Geophysics Laboratory, Hanscom AFB, Massachusetts. Earned his PhD. In Physical Chemistry from University of Florida, Gainesville and his Bachelor of Science in Chemistry from Tufts University, Medford, Massachusetts.

THANOS A. MOROS, PHD

SENIOR ADVISOR

Thanos Moros is a Professional Engineering Director and Fellow of IMechE, with over 30 years' experience and proven track record in the Energy Sector working for BP in a number of Senior Engineering and Project positions. He combines extensive expertise in Technical Developments, Major Project Execution, People Management and Organizational Structure. He has expertise in integrating and developing multidiscipline teams across multiple continents by management of large engineering teams in BP and has worked with government and health and safety organizations in different countries (US, UK, Africa). His technical expertise includes areas of: major projects, engineering management, floating systems and FPSOs, offshore and subsea developments, interaction with construction yards, technology management, concept development, risk and safety management, failure investigations and integrity management. He holds a PhD in Engineering Science and a Masters in Mechanical Engineering, both from University of Cambridge, United Kingdom. He is a Charter Engineer, Fellow of the Institution of Mechanical Engineers, UK and a member of American Society of Mechanical Engineers, USA.

VIC MORRELL

SENIOR ADVISOR

Vic Morrell is a Senior President and International Construction / Decommissioning Director with 25 years of international project delivery and associated subsea engineering management experience including full P&L responsibility for completion for international EPIC projects ranging from \$800,000 to \$1.8 billion including development / infrastructure and decommissioning project up to \$14 billion. His areas of expertise include government body interaction across subsea; marine oil field development, decommissioning / construction business management; business development, oil field design, enhanced oil recovery, marine vessels and FPSO construction; installation & subsequent offshore asset & subsea system decommissioning. He has also worked on major onshore power generation / renewable energy projects and infrastructure enhancement projects, including harbor build and LNG supply terminals on a global basis. He holds multiple qualifications in mechanical engineering, marine engineering, project construction management, along with a Masters of Business Administration, having trained in the marine construction & subsea oil field development industry for many years while working for many of the major oil field development companies over his 25-year plus career. He resides in Scotland.

JEFFREY L. MUELLER

SENIOR CONSULTANT

Jeffrey Mueller has over 35 years of global E&P experience, including: field development engineering evaluations supporting business development and exploration opportunity assessments; offshore and arctic production research; geotechnics/geohazards; design and construction of subsea, fixed, and floating drilling and production systems; FEL and permitting major gas infrastructure investments, including transnational pipelines and LNG regasification terminals; SAGD and heavy oil

extraction/mining/upgrader FEL. Executed major projects for deepwater production, EOR, platform upgrades and slot additions, and marine production and export systems remediation. Holds patents for subsea well template, TLP mooring, and low-emission LNG gasification. Construction and E&P operations in Gulf of Mexico, North Sea, Persian Gulf, Indonesia, Singapore, Korea, China, Nigeria, Brazil, Scotland and Norway. Studies in West Africa, East Africa, Asian subcontinent, Southeast Asia, New Zealand, South America, Caribbean, Porcupine Basin, East Canada, and arctic Alaska and Canada.

DR. DAVID MUIR

SENIOR CONSULTANT

David Muir is notably experienced in the design and installation of subsea structures including manifolds, PLEMs, PLETs, SSIVs, WHPUs, umbilicals, flowlines, pipelines, manifolds, spool pieces, diver and ROV intervention. He has significant expertise in the manufacture, fabrication, and testing of umbilicals, flexible flowlines, pipelines, risers, and rigid riser systems. He also has technical and commercial management experience in project management, client liaison, and interfaces with technical and offshore personnel/third party certifying authorities. David has a comprehensive knowledge of computer software applications and analytical problem-solving techniques, coupled with excellent written and oral communication skills gained through the application of engineering solutions during a distinguished career spanning more than 30 years in subsea engineering.

EUGENE J. MURRAY

ADVISOR

Gene Murray is a successful geoscience professional with broad based experience in numerous international basins for over 40 years. His geoscience experience spans from exploration through the appraisal stage of projects, as well as an operations geologist coordinating geological matters with drilling departments. As Chief of Geologist for six years in two foreign locations, the results were: in China, the discovery of KMG's Bohai Fields and in Pakistan, the results were discovery of Dhurnal Field. Gene is current on numerous G+G Interpretation tools including Geoframe (Geology Office and IESX), ArcMap, Petrel, EDIN and DAKS. He holds a Master of Science, Geology from Western Michigan University, Kalamazoo, Michigan and a BS - Earth Sciences from University of Massachusetts, Boston, Massachusetts.

NELSON NARCISO

EXECUTIVE CONSULTANT

Nelson Narciso has over 20 years of solid experience working as General Director (P&L) at International Corporation subsidiary, overseeing the following areas in the Oil and Gas industry: Exploration, Production, Commercial, New Businesses, Operations, Engineering, Finance, Human Resources, Governmental Relations, After Sales and Legal. He has experience in technical-commercial negotiations, development of technical transactions, high level negotiations, establishment of business units at unsettling environments, thus ensuring group cohesion and focus on optimal profitability. His senior experience includes start-ups involving planning, execution and implementation of new projects, from coaching of new talents to infrastructure, Management, Health, Safety and Environment and Quality of New Processes and Business Units in Brazil and abroad. He has vast knowledge of oil and natural gas regulation in Brazil and several African countries. He is fluent in English and Portuguese.

JAMES NOAKE

TECHNICAL ADVISOR

James Noake has more than 35 years in the fields of engineering, construction, and oilfield development

as responsible engineer, project manager, senior manager, and consultant for the building of offshore platforms, submarine pipelines, and subsea installations. This includes project management; engineering management, design engineering, and direct control of operations for constructing offshore oil and gas facilities worldwide. Foreign experience includes operations in Egypt, Angola, Holland, New Zealand, Indonesia, Malaysia, Bahrain, and Nigeria.

PETER G. NOBLE

EXECUTIVE ADVISOR

Peter Noble is naval architect and ocean engineer with a wide range of expertise and experience in the marine and offshore industries. His career has included positions with shipyards; with ship and offshore design consultants; with offshore and marine research and development companies; with major classification societies and as chief naval architect and chief arctic technologist with an international oil company. Peter's early career gave him insight into the Canadian marine and shipbuilding industries while he served in various roles in Vancouver, Ottawa, Dartmouth, and Calgary, and subsequently he has obtained unique experience in the international arena while employed as Vice President, Engineering with ABS, a leading ship classification society, and, as mentioned above, as Chief Naval Architect for a major international oil company. This work included ship design and construction projects in the US, Europe, South Korea, China and Singapore. These projects included involvement with the construction of 5 high specification tankers for the Alaska, North Slope trade in a US shipyard, 10 of the world's largest LNG ships and the construction of 3 high ice class 70,000-ton dwt. icebreaking tankers in Korea plus two icebreaking ships in Singapore, for year-round operation in the Russian Arctic. He undertakes consulting and advisory assignments internationally in the fields of offshore, marine and Arctic technology and engages in lecturing and supporting student and young professional activities on a global basis. He is an active member of a number of advisory boards at universities teaching naval architecture and ocean engineering. He has received multiple awards and distinguished recognition for his contributions and publications. Peter earned a Bachelor of Science in Naval Architecture from the University of Glasgow in Scotland, United Kingdom.

AMERICO OLIVEIRA

BUSINESS DEVELOPMENT ADVISOR

Americo Oliveira was most recently the Business Development Manager and Brazil Country Manager for McDermott Inc., a leading EPCI Contractor focusing on Offshore Structures Fabrication and Subsea Installation. He has over 25 years of experience in the O&G Industry, large experience on leading multi discipline teams and experienced with contract negotiation as well with local and international regulation. He has held Project Management and Commercial roles with increasing responsibilities, topping with full legal and operational responsibilities for McDermott's operations in Brazil. He has large experience with contract negotiation as well with local and international regulations. He holds a Civil Engineering degree from a top Engineering University in Brazil (PUC-RJ) and a Master in Business Administration (MBA) from Rio de Janeiro University (COPPE-UFRJ). He is fluent in Portuguese and English, and with solid knowledge of Spanish and German.

DANIEL K. OLIVER

ADVISOR

Daniel Oliver has over 34 years' experience in maritime industries. He retired from the USCG at the rank of Captain with broad experience in naval engineering ashore and afloat. His shipboard tours were aboard a variety of cutters, but predominately polar icebreakers in both Polar Regions where he has extensive experience with operational and logistic planning. His naval engineering tours were in acquisition support

for numerous ship construction projects, fleet sustainment planning, and major overhaul projects. Since retiring from the USCG, he has been the Project Manager for the University of Alaska Fairbanks in charge of building an ice-classed oceanographic research ship funded by the National Science Foundation. After delivery of the ship in early 2013, Daniel managed the ship's operations as part of the United States academic oceanographic research fleet.

WENDELL G. OLIVIER

SENIOR ADVISOR

Wendell Olivier is an upstream technical advisor on exploration and asset development projects with emphasis on organizational capability, technical optimization, and project execution. Wendell has over 40 years of experience with Gulf/Chevron, Addax Petroleum, and Dripping Rock Oil and Gas Consulting in nearly all major producing regions around the world. His areas of upstream E&P expertise include the U.S., Middle East, Latin America, Far East, Africa and Europe. He held various technical and managerial positions with Gulf/Chevron for 27 years, followed by 5 years as a senior manager with Addax, and continues to work as a Consultant. Wendell has broad oil and gas exploration and production experience including: global exploration and new venture evaluation, reservoir management, conventional and unconventional resource evaluation, geological and geophysical evaluation, annual budget preparation, and reserves reporting. Nearly 20 years of experience in international exploration/production projects. Mr. Olivier holds a Master of Science in Geology from Idaho State University and a Bachelor of Science in Geology from Nicholls State University.

MELIH ORAN

SENIOR ADVISOR

Melih Oran has over 32 years of project engineering and management experience in concept selection and development, project execution planning, design, fabrication, installation and start-up of onshore and offshore oil and gas projects. Melih has held leading project management positions in multiple domestic and international deepwater developments with both major and independent operators. He has proven successes in the integration and alignment across project Facilities, Operations, Production Engineering, and Drilling Teams, as well as technical and commercial interface management between multiple EPCI contracts. He is continuously focused on providing big picture, best-for-project solutions while delivering safe, fit-for-purpose, and optimal value adding assets. His capabilities in decision framing, analysis, facilitation and support package preparation in stage gate project planning and development, coupled with his ability to bridge cultural and communication gaps, contribute to project success.

JAMES G. OSBORN, PE

BUSINESS DEVELOPMENT ADVISOR

Jim Osborn brings over 45 years' experience in the acquisition and execution of international engineering and construction projects for energy, commercial, industrial and institutional developments. Responsibilities progressed from management of increasingly larger and more complex projects to executive leadership of global business development for a large publicly held US offshore installation company and for international engineering and construction management companies. Extensive relationships have been developed with both operators and national oil & gas companies worldwide with recent focus across Sub Saharan Africa. His experience includes multiple international postings in London and Aberdeen. Jim's academic credentials include CIVIL ENGINEER in Civil Engineering, MS in Civil Engineering, BS in Civil Engineering, and BS in Urban Studies - all from Massachusetts Institute of Technology.

FRANK M. PASKEWICH, PE

ADVISOR

Frank Paskewich has over 30 years' experience with the United States Coast Guard and in the oil spill response industry. He oversaw oil recovery assets during the BP MC 252 oil spill in Gulf of Mexico. USCG duties Included: Captain of the Port and Federal On-Scene Coordinator for numerous oil spills, Incident Commander, Hurricane Katrina related cleanup of spilled oil product from 10 major spills (an estimated 8 million gallons in total), and salvage of more than 900 vessels. He retired from USCG at the Rank of Captain (O-6).

STADIS "STAN" PATNIYOT

SENIOR CONSULTANT

Stan Patniyot is a business-oriented petroleum geoscientist and expert Petrophysicist who has worked in the upstream sector of the oil and gas industry for more than 35 years. He has worked for major oil companies, national oil companies and service companies as a technical manager and consultant. He has guided numerous multi-disciplinary teams that serve the oil and gas companies to help them understand the reservoir characteristics, well performance and how to optimize the development of their oil and gas fields. His guidance helped minimize the inherent risks in identifying, acquiring and producing the commercial hydrocarbon accumulations and ultimately, adding to the company's bottom line. His worldwide experience includes North America (U.S. Gulf Coast offshore/onshore, Mid-Continent, Texas, Western U.S., Alaska, Canada and Mexico), South America, Far East, Middle East, India, North Africa, West Africa, Australia, Europe, North Sea and Russia. The most recent 6 years have been spent working primarily in the US, Mexico, and international locations, on un-conventional plays and brown fields. Stan has an excellent track record in business development, earning multi-million-dollar contracts for major service company E&P projects worldwide. One notable example is when he was an integral member of the core team which established a major service company's overseas operation, beginning in South America and expanding to West, North Africa, North Sea and beyond. The revenue growth in South America was meteoric in a relatively short time. Mr. Patniyot is a native English speaker, fluent in Spanish, Greek and has working knowledge of French and Russian. He earned a Bachelor of Science in Geophysics from the University of Melbourne, Australia.

ROBERT L. PATRICK

PROJECT ADVISOR

Robert Patrick is an advisor with extensive experience in engineering and constructing marine- and land-based petroleum and industrial facilities. He has served as design engineer and manager, field and project engineer, project and area manager, and company officer with business development and operational profit/loss responsibility. He has practical knowledge in design, operations, technical and financial feasibility, and cost control. Robert brings on-site project experience in North and South America, Europe, India, and West Africa.

RENEE PERRY

CONSULTANT

Supply Chain & Strategic Sourcing Leader with over 15 years of global experience leading corporate initiatives and providing procurement and contract support for the delivery of capital projects including advanced manufacturing, chemicals, energy, and DoD. Change agent effective at leading teams to execution excellence. Communicates value proposition across the organization and to customers. Renee has served in corporate and project execution leadership roles, and has been involved in a

diverse array of projects in the energy & chemicals, power, mining & metals, U.S. government, and advanced manufacturing lines of business. She served as Procurement Director in the execution of capital investment mega-projects for The Dow Chemical Company and Procter & Gamble and skillfully utilized negotiation, creative sourcing strategies, workshare, and supplier agreements to maximize positive impact to the projects. Renee spent over nine years in the center-led strategic sourcing group at Fluor leading the supplier relationship agreement program, providing market intelligence, implementing innovative sourcing strategies, and driving cost and schedule certainty. Renee's ability to lead, communicate, mentor, innovate, and facilitate change enables her to effectively achieve team, project and company goals. At Fluor, she served on the Talent Development Team board for supply chain as well as the US Central region board. And she was one of the founding members and the first Houston Chapter President - and then Global Lead - for Fluor's Growing Representation & Opportunities for Women group.

REGINALD P. PICOU

PROJECT ADVISOR

Reggie Picou has over 40 years of professional experience directly related to the fabrication of fixed offshore platforms and floaters. Since October of 1986, he worked as a Consultant/Construction Manager/Inspector. His experience started as a fitter's helper and progressively worked up to Fabrication Yard Manager. Assignments include domestic projects for the Gulf of Mexico, foreign projects: in the United Kingdom for the North Sea, in the Middle East for the Arabian Gulf, in West Africa for Nigerian waters, and in India for the Indian Ocean. Experience includes onshore fabrication, vendor surveillance, offshore installation, and offshore hook-up and pre-commissioning. Projects include production platforms, jackets and decks and all support components such as pressure vessels, process piping, piling, and conductors. He has experience as supervisor, superintendent, manager or consultant on many major projects worldwide since 1965. Knowledge and working experience with the following welding processes: FCAW, GMAW, SMAW, SAW, and GTAW.

MORRISON (MOE) PLAISANCE

SENIOR ADVISOR

Moe Plaisance has over 50 years of drilling experience from hands on supervisory experience drilling and pushing tools to senior management positions working with operators on planning and execution of drilling and completions programs. He has over 45 years of experience in floating drilling operations with semi-submersibles and drillships in both moored and dynamic positioning modes. He is personally involved in drilling and subsea completions activities in water depths of over 7000 feet. The deepest water depth Turnkey well he participated in management to date is 7,208 feet of water. Moe started with Diamond Offshore (ODECO) predecessor company in 1970 after serving in the U.S. Army in Viet Nam. Awarded the Purple Heart Medal for wounds received in combat. His worldwide experience includes Gulf of Mexico, North Sea, Australia, Canadian East Coast, U.S. East and West Coasts, Norway, New Zealand, Atlantic and Mediterranean Spain, Brazil, Egypt, Chile, Gabon, Tunisia, West Africa, and Somalia.

JITENDRA PRASAD

SENIOR CONSULTANT

Jitendra (JP) Prasad has over 40 years of experience in the offshore drilling industry. He specializes mostly in engineering, design, fabrication and project management of mobile offshore drilling units including Jack ups, Semi-Submersibles, Drill ships, Lake Maracaibo Drilling Barges and Swamp Drilling Barges whether as new build or repair/upgrade. He has experience also in design of TLP, SPAR and Tender-Assist Semi. JP has over 8 years of experience managing several startup companies, providing leadership role to young

professionals and clients. He has extensive experience in designing, procurement, fabrication, contract negotiation for projects in Oil & Gas sector that require enhancement to existing rigs to an upgraded deckload/waterdepth capabilities. Additionally, he has vast experience in designing offshore jacket/platform, its transportation, launch/upending and in-situ analysis including strength and fatigue. JP has performed numerous studies on floaters in hydrodynamics, riser and mooring system design. JP was part of the original team designing many semis (SEDCO 700 class, SEDCO 600 class and MSVs). He conceptualized to convert Noble's submersible rigs into ultra-deepwater semi-submersible rigs and lead the team during design, procurement, fabrication and commissioning. JP has worked for Earl & Wright, Sedco, Sedco-Forex, PMB/Bechtel Offshore and Noble Drilling as senior engineer, manager and vice president.

IVAN R. PUCKETT

SENIOR ADVISOR

Ivan Puckett is a results-driven E&P Project Engineering and Technical Design Manager with 38 years plus experience; 33 years (1981-2014) with Shell Exploration and Production Company. Provided integrated technical solutions and project management expertise to create surface or topsides infrastructure needed for profitable exploration/development growth. Change agent and strategist experienced in strengthening and aligning company requirements, internal and external capabilities with targeted project goals. Recognized as dedicated team player with exemplary work ethic and track record of meeting goals and objectives. Motivational, visionary leader skilled in building, developing, and inspiring high-performance teams toward success. Specialty areas include, but not limited to, Onshore Conventional and Unconventional Facilities Engineering (Surface Engineering), Offshore Facilities Engineering (Topsides), Operations Management, New Technology Evaluations, Field Development Planning, Strategic Urban Planning, EOR projects, Due Diligence Field Audits, Control Systems, Pre-FID Project Reviews, Post Completion Project Audits, Upstream and Midstream Asset Management, Vendor Factory Acceptance Testing (FAT), HPHT facilities design and operation. Mr. Puckett holds a Bachelor of Science – Mechanical Engineering, University of Cincinnati, Cincinnati, Ohio.

DAVID QUEEN

ADVISOR

David Queen has over 40 years' experience with Shell Oil and has proven competency in asset integrity, materials, corrosion engineering and process safety gained from roles in front line operations, maintenance support, project design and construction engineering. Major roles in Life Extension programs for the upstream oil and gas sector including the Program Lead for Shell's GoM deepwater Perdido, Ursa, and Mars Life Extension program as well as prior Head of Asset Integrity for the Shell / Petronas Enhanced Oil Recovery (EOR) JV tasked with extending the safe and commercial useful life of existing assets on and offshore Sarawak Malaysia. Can devise pragmatic strategies and explain / problem solve in a practical way for all stakeholder levels. Proven leader of multi-national and multi-discipline teams known for delivering high NPV results. Good interpersonal and coaching skills. Mr. Queen earned his degree in Civil Engineering from the United Kingdom Institute of Chartered Engineers.

RON RADFORD

SR. ADVISOR

Ron has 25 years' experience in the oil and gas industry in the Americas, Australasia and Africa. His industry experience includes industrial and plant services, environmental remediation, environmental sampling-analysis, and chemical decontamination of hydrocarbon process systems. For much of the last 15 years his focus has been developing and providing solutions for environmental and process issues

associated with mercury and other volatile toxic metals in hydrocarbon production and processing. This focus has led to the development of a holistic approach to managing mercury in hydrocarbon processing throughout the value chains. Solutions developed include advancements in mercury measurement systems for the accurate and precise quantification of mercury in natural gas, syngas and hydrocarbon process streams and advancements in mercury chemical decontamination of hydrocarbon processing equipment. These advancements contribute to an in depth understanding of mercury-in-steel and process streams for assessment, characterization and chemical decontamination of pipelines and process systems for reuse or in preparation for decommissioning. Ron has performed and managed numerous mercury measurements, research, and mercury chemical decontamination projects globally and published seven peer reviewed articles and technical papers for industry publications such as Hydrocarbon World, Hydrocarbon Processing, E&P and Elsevier (Fuel).

AL REESE, JR.

SENIOR ADVISOR

Al Reese has over 40 years' experience in public and private businesses – Board of Director positions for energy companies and commercial banks; Chief Financial Officer of a multi-billion dollar public energy company as well as private ventures; directed over 50 acquisitions and financings from as small as a few hundred thousand dollars to multibillion dollar transactions in both the domestic and international arenas; directed or participated in numerous due diligence examinations, both domestic and foreign; responsible for integrating the financing, accounting and managerial practices for acquisitions and dispositions in both domestic and foreign operations as well as public and private companies; serves as company and industry spokesman for government activities; owner and manager of a company offering senior level financial services, investor relations and capital market guidance to business clients.

R. DAVID RHODES

SENIOR ADVISOR

David Rhodes has over 38 years of Petroleum Engineering experience focused primarily in Management & Execution of Drilling, Completion and Production Operations. David has held various engineering and management positions of increasing responsibility with Getty Oil Co., TXO, and Marathon Oil Company, working extensively in the East Texas, Louisiana, and Mississippi Basins. As a consultant, David has worked for numerous clients including Anadarko, EnCana (formerly Tom Brown), C&J Oil and Gas, C. W. Resources, Plains Exploration, West Mountain Operating Company, Gastar Exploration, Equinor (formerly Statoil), and KJ Energy. David has stayed current with all the latest drilling, completion and production techniques, successfully applying many new and emerging technologies in his consulting work. He has also, under contract, operated producing properties for smaller energy companies. David holds a B.S. degree in Petroleum Engineering from Louisiana Tech University, and a U.S. Patent for a down-hole injection system and process.

ORLANDO J.S. RIBERIO

SENIOR ADVISOR

Orlando is a seasoned professional, with more than 35 years of experience in developing and deploying innovative technology in Brazil and in the US Gulf of Mexico in several hallmark projects in deepwater. His areas of expertise include Technology Innovation Development and Deployment, Technology Strategy, Field Development Concept Selection, Deepwater Project Management and Execution, New Ventures, and Operations Management. His last position was Petrobras CTO and before that he was responsible for the design, contracting and operations in the subsea, drilling & completion, topsides & marine and logistics areas for the Libra project in Brazil. He was Project Manager for the Cascade and Chinook Developments, as well as interests in other Walker Ridge non-Operated Assets such as Jack and St Malo and Stones. Cascade & Chinook project installed the first FPSO in the US Gulf of Mexico. He was also

responsible for international and domestic acquisition of Natural Gas and LNG for supplying the Brazilian market, introducing the use in Brazil of Floating Regas ships in lieu of land based terminals, a solution that is still used today.

TIMOTHY E. RITZ

OPERATIONS ADVISOR

Tim Ritz has over 30 years' maritime experience spanning six of the seven seas, including 15 years at sea, and 20+ years ashore in various leadership positions. From 1987 to 2000, Tim was employed by Alcoa Steamship Company, the marine transportation arm of Alcoa, lastly as Manager of Bulk Trades. From 2001 to 2005 Tim was employed by BP Shipping (USA) initially as a Chartering Specialist and in 2003 he was named Regional Marine Superintendent Americas responsible for tanker operations and crisis management in the Western Hemisphere. In 2005 he managed the first Gulf of Mexico shuttle tanker operations. From 2006 to 2010 Tim was employed by BP North America in various operational assurance and commercial marine roles including Marine Operations Manager and Marine Performance Manager for the Gulf of Mexico Exploration and Production business unit and Marine Authority for BP Canada. Additionally, Tim acted as the Vessel Demobilization Program Manager for the Macondo Incident response fleet on behalf of BP in 2010. Since 2011 Tim has been actively representing Oil Majors managing offshore contractor HSSE for marine seismic exploration worldwide. Tim has extensive upstream and downstream experience in marine operations, chartering and risk management, both foreign and domestic. He holds a Bachelor of Science in Marine Transportation Management from the State University of New York, is a graduate of the George Washington School of Business (Project Management) and maintains multiple USCG Licenses including Master and First Class Pilot Any Gross Tons.

R. DAVID RHODES

SENIOR ADVISOR

David Rhodes has over 38 years of Petroleum Engineering experience focused primarily in the Management & Execution of Drilling, Completion and Production Operations. David has held various engineering and management positions of increasing responsibility with Getty Oil Co., TXO, and Marathon Oil Company, working extensively in the East Texas, Louisiana, and Mississippi Basins. As a consultant, David has worked for numerous clients including Anadarko, EnCana (formerly Tom Brown), C&J Oil and Gas, C. W. Resources, Plains Exploration, West Mountain Operating Company, Gatar Exploration, Equinor (formerly Statoil), and KJ Energy. David has stayed current with all the latest drilling, completion and production techniques, successfully applying many new and emerging technologies in his consulting work. He has also, under contract, operated producing properties for smaller energy companies. David holds a B.S. degree in Petroleum Engineering from Louisiana Tech University, and a U.S. Patent for a down-hole injection system and process.

GEORGE RODENBUSCH, PHD, PE

SENIOR ADVISOR

George Rodenbusch is a multifunctional professional with more than 40 years of experience in offshore oil and gas activities, including basic research in the analysis and design of floating systems and extensive experience evaluating, selecting, and delivering field development solutions for deepwater basins around the world. George's industry experience includes over 30 years with Shell. As Global Discipline Head for Offshore Engineering he was responsible for developing and maintaining the worldwide health of the offshore engineering disciplines in Shell including offshore structures, subsea systems, pipelines, metocean criteria, and coastal and onshore civil. He developed a benchmarking system for use in making deepwater production subsystem costs visible with the aim of driving down costs. He holds a PhD in

Oceanographic Engineering from MIT and a Bachelor of Science and Masters in Mechanical Engineering from Rice University.

JIM RODGERS

ADVISOR

Jim has over 35 years of experience in engineering with responsibilities ranging from detailed design to project management, engineering management, and business organization management. His diversified background in subsea drilling and production systems includes systems and controls engineering for trees, manifolds, flowline systems, controls systems, and equipment interfaces. He has been responsible for supporting multiple offshore field development projects and has international experience ranging from Africa to the Gulf of Mexico from concept to start up. His management experience includes VP Offshore Operations worldwide for a local subsea engineering consulting firm. Since early 2006, he has been responsible for all Anadarko work at the Marco Polo fields for subsea assets. This includes work as a consultant from another company and a consultant directly at Anadarko.

LAWRENCE ROGERS

SENIOR ADVISOR

Lawrence Rogers has over 43 years of experience of well logging experience, both for onshore and offshore operations. This includes conducting field logging operations, managing logging operations, interpretation of both open hole and cased hole logging results, both domestically and internationally, consulting with operators in the design of proper logging programs for evaluation, completion, and workover operations. He has been involved in developing applications for logging services, developing interpretation models for open and cased hole logs, and assisted in designing better field techniques and procedures, especially for pulsed neutron and cement evaluation services. He is also experienced in computer aided interpretations and has taught in the Schlumberger learning centers. Lawrence worked for Schlumberger for over 41 years before becoming a consultant. He received his Bachelor of Science in Mechanical Engineering from Lamar University in 1972 and has co-authored three SPWLA technical papers.

JOHN ROUSE

PROJECT ADVISOR

John Rouse has over 35 years' experience in the offshore drilling industry. He specializes in engineering management and project management. His additional areas of expertise include technical services management, construction projects (new construction, conversions, repairs, and upgrades), contracts and technical specifications, harsh environment/deepwater drill rig design, rules and regulations, cost estimates and budgets, shipyard evaluations, rig condition evaluations, bid proposals, vessel commissioning, and rig mobilizations. His previous industry experience includes seven years with Transocean and 18 years with Sonat Offshore Drilling.

ARTIE RUDERMAN

BUSINESS DEVELOPMENT ADVISOR

Artie Ruderman provides Business Development for Endeavor Management. Artie has a relatively short, but successful career in the offshore industry; most notably, he was responsible for developing \$1.5bn for Jurong Shipyard. Prior to entering the offshore industry, Artie owned and operated a design and manufacturing company that produced in-store signage to major retailers and brands. Artie credits the retail industry where the competitive drive and style of innovation necessary for developing brand

awareness for enhancing his ability for developing business and securing contracts in the Offshore industry.

FRANCESCO SANTORO

SENIOR ADVISOR

Francesco Santoro has 42 years of experience in the oil industry including technical and managerial positions with Petrobras and consulting activities for the Brazilian Petroleum Agency (ANP) and the Brazilian Ministry of Planning, Brazil. During his career he managed onshore facilities projects as well as engineering management of multi discipline projects. His capabilities include general management, technical marketing, business development, contract administration, preparation of bid documentation, evaluations, negotiations and country management for expat companies. Santoro taught “Industrial Piping Design” for over 31 years for corporate and university training programs. He is fluent in Portuguese, Italian and English and has a working knowledge of Spanish.

VICTOR SCHMIDT

CONSULTANT

Victor Schmidt has over 35 years’ experience in the Oil & Gas Industry. He is a people-oriented, energy-industry technical specialist with recognized thought leadership and communication skills. He has written and edited for Offshore, World Oil, and OE magazines, tracking and reporting on global business trends, technology advances, and project development. His geoscience experience includes 16 years with Getty Oil, Texaco, and several smaller firms. His engineering technology knowledge, editing, writing, and marketing capabilities combine to deliver an expert skill set, focused on business development in the global upstream industry. He earned a BS in Geology from the University of Florida and an MBA from the University of Houston.

ANDREW SCOTT

ADVISOR

Andrew Scott is a Senior International Executive with 30 years global business operations and technology leadership experience across a wide range of sectors and disciplines. Proven ability to deliver business growth, build and empower high performing teams, lead M&A integration and drive business performance improvement through the adoption of data digital transformation strategies. Mr. Scott graduated with distinction from Park Lane College – Leeds, UK, in Business & Technical Education Council - Business and Finance.

GORDON SHAHIN JR.

EXECUTIVE ADVISOR

Gordon is an implementation-focused, creative engineer with deep experience in ORP, Well Surveillance, Reservoir Engineering/Modeling, and Enhanced Oil Recovery Processes. His fields of specialization include Deep Water Reservoir Engineering, Chemical, Miscible and Thermal Reservoir Engineering, Unconventional Shale Oil Pilot implementation and data analysis, Pressure Transient Analysis, laboratory procedures (SCAL, PVT, Miscible, polymer, chemical flooding design), and mathematical modeling of transport processes. Gordon was Team Leader/ Manager for Shell’s IOR/EOR engineering group and laboratory supervisor for over 14 years. He was the Shell Training Center Instructor for advanced reservoir engineering processes (last 6 years). Gordon grew the Houston EOR /IOR lab to 12 staff, with an annual (NON GSF) budget of 10MM dollars over a 6-year period. All staff members were over 85% billable from 2012-2017. He has a keen eye for creating / identifying and implementing technologies that add value

and are implemented or shut-down in a timely (1-5 year) time frame. He has broad experience in design and implementing pilots within Shell and actively participated in 12 EOR pilots. He has extensive experience in EOR forecasting, pilot design, supervising pilot operations and field deployment and was operational supervisor in many of these projects. Gordon is a Chemical Flooding Principal Technical Expert, a Thermal Flooding Subject Matter Expert and was a Global Technical Consultant. Gordon was awarded "SPE Distinguished Lecture" 2007-2008 for landmark paper on Steam Injection in Fractured Carbonates. He holds 60 patents and has 11 SPE publications in Reservoir Engineering, EOR, and related Surveillance Technologies.

MALCOLM SHARPLES, PHD

EXECUTIVE CONSULTANT

Malcolm Sharples has over 45 years of experience in consulting on offshore projects from a technical risk perspective; building and managing the industry leading company consulting for Lloyd's and other insurers on offshore risk; re-establishing the strategy and Standards development leadership offshore business for a major classification society (ABS) followed by making those plans a reality. Consulted on MODU failures in hurricanes for BSEE both for structural damage to jackups and mooring damages for floaters. Dr. Sharples received the Blakely Smith Medal 2015 (Society of Naval Architects) for outstanding accomplishments in risk analysis in ocean engineering. Dr. Sharples holds a Bachelor of Engineering Science from University of Western Ontario, Ontario, Canada and his Ph.D. in Structural Engineering from University of Cambridge, Cambridge, England.

GARY SHAW

SENIOR CONSULTANT

Gary Shaw has over 31 years in the oilfield with expertise formed in the technical and project management aspects of subsea production systems. Through his career, he has moved into multiple general and senior management positions, as well as product lines outside of the subsea segment. He is adept at commercial and technical bid review for major projects, market analysis for new product entry, product development structuring, qualification programs, vendor development and oversight - including outsourcing programs, competitor profiling, acquisition analysis and planning, and corporate restructuring. His previous industry experience includes 20 years with Vetco Gray, most recently as Senior Vice President.

MICKEY W. SHAW, PE

PROJECT ADVISOR

Mickey Shaw is a Seasoned Operations Executive with over 30 years of successful experience leading upstream energy operations for onshore and offshore projects. He has expertise managing lifecycle Production Operations including Construction, Facilities, Drilling and Completions. Mickey has demonstrated a proven ability to utilize first-hand knowledge of the business to effectively build and manage teams in planning and executing processes and projects. He is a flexible manager who navigates changing operational requirements through business growth, acquisition, restructuring and change scenarios. Mickey has also been nominated for multiple safety awards.

MICHAEL SHOOK

EXECUTIVE VICE PRESIDENT

Michael is an experienced executive coach, change management consultant, and business strategy

consultant. Prior to joining Endeavor, Michael worked at Shell Oil for 20 years in various Exploration and Production assignments, based on developing and implementing business and marketplace strategy and leading new technology commercialization. Michael leads Endeavor's leadership development and coaching practices. He has worked in leadership and strategy development, coaching and alliance creation with many oil and gas operators and major service companies. Michael holds a Master's Degree in Business Administration from the University of Houston. Michael also holds a BBA in Management from Texas Tech University. He is a certified Executive Coach, and he is certified in the Birkman Assessment.

MARIO SIDRIM

CONSULTANT

Mario Sidrim has over 35 years of experience in project management, infrastructure construction management, mechanical installations, facilities management, industrial assembly, logistics, cargo transport and storage operation, and intermodal transport operation. He has strong skills in leadership, great communication across all levels, flexibility, motivation, and orientation for results and objectivity. His major work has been centered in the oil and gas services and supply chain. He was the Project Manager for the building of four shipyards that involved construction management, facilities and equipment management, infrastructure, procurement of diverse materials, and the overall startup of 1500 employees. He received a MBA in Business Management from the Rio de Janeiro Federal University and a Bachelor of Science in Mechanical Engineering from Gama Filho University. He is fluent in Portuguese and English with notions of French and Spanish.

AJAY SINGH

SENIOR CONSULTANT

Ajay Singh is a versatile, results oriented Executive with over 40 years of broad based experience in major Oil and Gas and Power Station Projects. Proven track record in the development, design, construction and commissioning of complex fast track international projects. Recognized for strong interpersonal communication and negotiation skills used to build consensus and resolve difficult issues. Dedicated team player and leader with the ability to motivate high levels of performance from others. Work experience on major projects in Australia, USA, Canada, China, Singapore, Nigeria and India. He is a citizen of Australia and holds a Bachelor of Civil Engineering from the University of Roorkee in Roorkee, India.

JASON SKUFCA

PROJECT ADVISOR

Jason Skufca has 20 years of experience in well intervention working for both Baker Hughes and ConocoPhillips. His expertise in coiled tubing spans conventional and unconventional completions, deepwater, and drilling. His global work experience includes projects in the US, Canada, Argentina, Brazil, Australia, Venezuela, Mexico, UK, Norway, Indonesia and Poland. Jason is well respected in the coiled tubing community, having served as Senior Chairman of the international board of directors for the Intervention and Coiled Tubing Association, ICoTA. Additionally, Jason serves on the SPE committee for the national ICoTA conference held annually in Houston.

JEFFEREY G. SOUTHWICK

SENIOR ADVISOR

Jeff recently retired from Shell with 40 years' experience. He worked in both Downstream and Upstream research and most recently worked at the Shell Research and Technology Center Amsterdam. In Upstream Research his focus was on Chemical Flooding, including Alkaline-Surfactant-Polymer, Surfactant

Polymer, and Polymer Flooding. Particular focus was devoted to designing chemical formulations for specific oilfield conditions including offshore operations. During his years in Shell Research he obtained more than 30 patents and published more than 20 technical articles.

AMBER SPARKS

ENVIRONMENTAL ADVISOR

Amber has extensive experience as an oceanographer specializing in subsea environmental assessments, offshore feasibility studies, and habitat restoration through the Rigs to Reefs program, re-purposing offshore oil and gas platforms as artificial reefs. She also has experience as a marine research analyst for small to medium sized habitat restoration projects where she designed, implemented and conducted site assessments and field work analysis for reef restoration internationally. Her previous work centered around ecological, socio-economic, regulatory, and policy issues surrounding the implementation of Rigs to Reefs programming. Amber holds a Master's degree in Marine Biodiversity and Conservation from the Scripps Institute of Oceanography and a Bachelor degree in Marine Science from University of California, Berkeley.

GLEN L. STAGGS, PE

SENIOR ADVISOR

Glen Staggs is a Senior Advisor, Consultant, Project Director with 40+ years' experience leading and developing large capital projects across the world, including 10+ years as Owner representative. He has demonstrated expertise and skills for successful planning, organizing, developing, executing major capital projects with higher predictability outcomes. His core strengths and attributes include *Core Project Methodology and Governance* (project execution strategies & plans, practices & procedures, stage-gate assessment & readiness, project management systems integration; project organization & leadership, team roles & accountabilities), and *Front-End-Loading* (planning, governance roadmaps, Supply Chain Strategies, CII Best Practices & Value Assurance processes, establish clear path of construction early; effective stakeholder alignment & communications; risk and interface management; global dispersed project execution, & remote teams management; Advanced Work Planning (AWP) & implementation. Glen utilizes effective methods / tools to monitor, control and predict EPC execution performance (KPIs).

BARBARA STEWART

DIRECTOR, LEADERSHIP DEVELOPMENT AND EXECUTIVE COACHING

Barbara Stewart is an experienced Executive Coach, focused on Leadership Development, Team Facilitation and Workshops, Employee Engagement and Professional Development. Prior to joining Endeavor Management, she founded and led Accelus Partners as an Executive Coach for nine years before it merged with Endeavor. Combined with her coaching experience are 20 years serving as a financial and business advisor to C-Suite executives and business owners across multiple industries. Barbara is a Professional Certified Coach (PCC) through the International Coach Federation (ICF) and a Gallup-Certified Strengths Coach.

TOM STROUD

SENIOR ADVISOR

Tom Stroud has over 30 years of drilling and management experience in both the international and domestic oil and gas arena. His extensive global background includes the successful execution and management of drilling projects in Mexico, Venezuela, United Kingdom, Netherlands, Middle East, Southeast Asia, Africa, Canada, New Zealand and the Gulf of Mexico (deepwater). Tom was previously

Vice President at Halliburton with responsibility for Directional Drilling and Logging While Drilling (LWD/MWD) products and services, a business that Tom was instrumental in spinning off from Halliburton as PathFinder Energy Services. Tom served as the first President of PathFinder. Tom holds a Bachelor of Science in Petroleum Engineering from the Louisiana State University, (1977) and is a member of Society of Petroleum Engineers and American Association of Drilling Engineers.

DR P. SUNDARARAMAN, PHD

ADVISOR

Dr. P. Sundararman has over 30 years of experience in the oil and gas industry as a geochemist and as a petrophysicist. He worked for 28 years with the international energy company, Chevron, and continues to consult with them and other national oil companies such as KOC and Pemex on projects in the United States, Canada, Nigeria, Angola, Kuwait and Mexico. His petrophysical experience is both in clastics and carbonate reservoirs. His expertise includes providing petrophysical input to reservoir model, putting together cost-effective logging programs and negotiating logging contracts. As a geochemist his expertise includes application of geochemistry in exploration and production problems. He is an experienced multidisciplinary team member and has proven strengths in creative problem solving, communication and training. Dr. Sundararaman holds a Ph.D. in Organic Chemistry from Florida State University.

TIM SWENK

ADVISOR – PROJECT MANAGEMENT

Tim Swenk has over 35 years of comprehensive experience in the engineering and construction industry with many years of experience with both McDermott and Fluor. He held significant project management and business leadership roles in companies leading Oil and Gas industry capital projects in a variety of international locations. As executive leader, he was instrumental in developing and implementing key business and project strategies directly contributing to margin growth. His active engagement in client and partner relationships led to successful achievement of project goals. As a member of multi-cultural teams, Tim has a keen appreciation of development of organizations and people through active involvement in the enterprise project management work process implementation and talent growth globally. Tim completed the Thunderbird Executive Management program. He holds Bachelors of Science in both Structural and Civil Engineering from Cornell University in Ithaca, New York.

SIAVASH TARKHAN

TECHNOLOGY DEVELOPMENT ADVISOR

Siavash Tarkhan has more than 17 years' experience as a geophysicist working with different of oil and gas producers and service companies with a Master's degree in Geophysics. Deep understanding of 3D volume interpretation, prospect generation, seismic sequence stratigraphy, attribute analysis, mapping, AVO analysis and pre/post stack inversion, rock and fluid physics properties estimation from seismic and good knowledge of rock azimuthal anisotropy, newly developed depth migration techniques, seismic imaging OBN, Dual Coil, WAZ and VSP interpretation. Experienced in building 3D reservoir model using Petrel. Interpretation skills in regional and development assets in US Onshore (Conventional/Unconventional) GOM and North Sea/Middle East. Involved in designing and placements of more than 60 well locations on operated and non-operated fields.

LAWRENCE TEBBOTH

SENIOR CONSULTANT

Lawrence Tebboth is an Engineer with 40 years of all-round international pipeline and facilities experience

in the Oil and Gas industry. Capable of leading multidiscipline teams to produce engineering designs for major pipeline projects, or individually undertaking small studies. Particular skill in flow assurance modeling and application to pipeline system design. Has delivered conceptual design, feasibility studies, front end & detailed engineering, commissioning, integrity, operation, component development and renewal projects for onshore, and offshore shallow and deepwater, oil and gas pipelines in the UK, Europe, USA, Middle & Far East, North Africa, and Caspian. Familiar with major international pipeline codes and standards, together with specific country and “owner” regulations. Able to grasp and analyze issues rapidly, formulate action plans, deliver and implement solutions. Combines practical engineering skills with theory and team leadership. Mr. Tebboth holds a Master of Chemical Engineering / Natural Sciences – United Kingdom.

DANNIE R. TEEL, PE

OPERATIONS ADVISOR

Dannie Teel has over 35 years of both hands-on and management experience in projects, operations manufacturing and engineering within the Offshore Oil & Gas industry. He generates positive delivery and financial results in challenging environments while focusing on teamwork, direct communications and improving customer satisfaction, both internally and externally. He is an assertive business leader with proven track record as collaborative problem solver who uses project management strengths, financial assessment skills, manufacturing experience and engineering judgment to achieve desired results. His project engineering and management skills include subsea equipment, hydraulics, cost analysis and control, forecasting, mentoring, team building and strategic and operational planning. In addition to his B.S. in Mechanical Engineering from Texas A&M University, he has attained professional development in Six Sigma Black Belt Training and Certification, Lean Manufacturing, and various Leadership and Project Management advanced certifications.

ADRIEN TERRANY

CONSTRUCTION ADVISOR

Adrien Terrany has more than 25 years of experience in the Offshore Petroleum Industry with expertise in the following areas: Research and Development, Engineering (Structures, Pipelines and soil), Methods/Installations, Onshore and Offshore Operations, Deep water installations, Subcontract Management, Engineering Management and Project Management. He has worked for GSP Offshore, EMAS AMC, McDermott International, Flour, SBM-Imodco, and Stolt Offshore in various projects worldwide. This has included conceptual studies, Pre-FEED, Detailed Engineering, Construction, Installation, and Hook Up/Commissioning for FPSOs, FSOs, Buoys, Fixed Platforms, Jetties, Offshore Wind Farms, Pipelines, Emissaries, Subsea Cables, Umbilicals and Subsea Equipment, Rigid Reel lay, and Reel Pipe Lay system fabrication. He holds a Master of Science in Steel Construction from the Centre des Hautes Etudes de la Construction in Paris, France. He holds a Bachelor of Physics in Solid Materials from the University of Jussieu in Paris, France. Adrien is fluent in English and French.

JAN P. TESTARMATA

SENIOR CONSULTANT

Jan Testarmata is a dynamic cross-functional executive with a unique global pedigree. This multilingual and culturally competent senior leader gained early global exposure through her expatriate ARAMCO childhood in Saudi Arabia. She is repeatedly sought after as a change agent capable of driving high-profile transformations impacting operations in over 50 countries. At Sun Microsystems, Jan spearheaded 3 organizational redesigns that strengthened performance for 12 straight quarters, averted the loss of \$29 Billion in sales, and generated \$400 Million in revenue in 3 years. As a systems thinker and complex problem-solver adept in creating global operational models, Jan Testarmata is a decisive, direct, and

engaging leader and diversity champion. As an independent consultant, Jan has worked on a diverse set of technology company engagements that span the maturity and complexity range from a 10-employee start up to major public companies. She has basic working fluency in French and Italian as well as limited familiarity with Arabic. Jan began her career as a Structural Engineer at Rockwell International's Space Systems Division. She holds an MBA from Marshall School of Business, University of Southern California, Los Angeles, California. She earned a Master and Bachelor of Engineering in Structural Engineering from Cornell University, Ithaca, New York.

RICHARD THOMPSON

ADVISOR

Richard Thompson has over 30 years' experience in both onshore and offshore management positions. These roles included a significant amount of experience in reservoir engineering which included reserve determination and evaluation for heavy oil fields in Alberta, miscible gas flooding in Alberta and West Texas, and recoverable reserves for oil fields in Russia. He also has significant experience in production engineering that included the operation and optimization of gas plants in Alberta and West Texas. His roles also included design and construction of FPSOs as well as significant experience with the management and operation of floating production units in West Africa, Western Australia, South East Asia and Gulf of Mexico. He also has experience with the marketing and manufacture of specialized ROV tooling and subsea equipment to support flow assurance of deepwater pipelines and facilities. He joined Endeavor in 2013 and has consulted on multiple FPSO projects for Pemex. He holds a Master of Business Administration in Finance from the University of Houston and two Bachelor degrees from the University of Saskatchewan, in Geological Engineering and Geology.

STEVE TOMLINSON

SENIOR ADVISOR

Steve is a manufacturing & operations executive with broad domestic and international experience in all aspects of capital equipment production, plant operations, global supply chain & logistics, health safety & environmental (HSE) management and business process management. He is skilled in the planning and execution of cost effective quality-based heavy machining and fabrication operations and has a demonstrated record of leveraging technology and scale to achieve promised results. Steve is a process oriented leader and team player with a demonstrated ability to effectively develop and rally talent, manage for results in performance driven cultures and lead both traditional and matrix organizations through the communication of clear expectations and interconnected goals.

RONALD N. TUCKER

TECHNOLOGY DEVELOPMENT ADVISOR

Mr. Tucker is a Specialist in Product and Business Development spanning the oil and gas (ultra-deepwater pipelines and subsea), nanotechnology, and consumer product industries. For over 20 years, he has specialized in development of new products and processes that significantly increase value to his customers. Mr. Tucker has built successful relationships with clients by commercializing innovations that understand the customer's technical, quality, and commercial expectations. He earned a Master in Business Administration with Honors from the University of Nyenrode in Breukelen, The Netherlands and a MBA from University of Rochester, in Rochester, New York. He earned a Bachelor's in Mechanical Engineering from Michigan State University in East Lansing, Michigan.

DAVID TUTUREA

SENIOR CONSULTANT

David Tuturea has over 40 years engineering and management experience related to global oil and gas developments. This includes lead and management positions on major offshore and onshore projects in the North Sea, Asia, US and Canada with Brown and Root (now KBR) and ConocoPhillips. He has been involved in all phases of oil and gas developments from concept selection to start-up and hand-over to operations. David's experience includes frontier development concepts such as tension leg platforms, subsea storage systems, offshore Arctic production and transportation infrastructure, floating production systems and in-situ tar sands production.

W.R. (BERT) ULBRICHT, PE

SENIOR ADVISOR

Bert Ulbricht is a Civil/Structural Engineer with over 40 years of Project Management and Engineering experience in the design, fabrication, installation and hook-up of floating offshore drilling and production facilities. Extensive hands-on experience executing challenging petroleum industry mega-projects worldwide. His major career accomplishments include: Project Manager for multi-million-dollar upgrades to Mobile Offshore Drilling Units; Installation Team Lead for the installation of multi-billion-dollar Tension Leg Platforms and the one of the world's largest SPARs; and Team Lead coordinating offshore activities related to the installation and hook-up of multi-billion-dollar floating production systems and the world's deepest SPAR production platform in a water depth over 8000 feet. He earned his Bachelor of Science in Civil Engineering, Magna Cum Laude, from Texas A&M University.

CHARLES (CHARLIE) R. URSELL, III

CONSTRUCTION ADVISOR

Charlie Ursell is a professional in the project environment with over 40 years domestic and international experience in home office and field cost and schedule control and reporting, planning, scheduling, earned value progress measurement, cost and schedule risk assessment, project administration and contract compliance including analysis, reporting and results presentation for major capital projects. He is experienced in litigation claim support for both owner/partners and EPCI companies in post project cost close out. He has worked on LNG Liquefaction facilities, LNG receiving terminals, offshore platforms, FPSOs, subsea installations, hydrocarbon pipelines, oil and gas process plant engineering and construction from both owner's and contractor's perspective from pre-FEED and FEED, sanctioning through fabrication, installation, commissioning, start-up and close-out. Mr. Ursell holds a MBA in Management and Marketing and a BS in Mechanical Engineering, both from Texas A&M University, College Station, Texas.

ANDRÉ BAREND VAN NIEKERK

SENIOR CONSULTANT

André has over 35 years' experience in offshore drilling and production activities. He has been involved in most aspects of oil field technology and operations, primarily in management positions. This includes significant experience in evaluating and providing field development solutions, based on floating production systems and subsea production equipment. As a member of South Africa's first oil production project team, he investigated the acquisition of a suitable platform for conversion to a floating production facility and helped develop the concept of storing crude in the footings of a converted semisubmersible drilling rig—the world's first. André is experienced in the areas of strategy development, organizational change/development, decision analysis, and in technical areas such as field development planning and operational improvement. He has broad management experiences including being CEO of a Nigerian

logistics base for offshore oil and gas operations. André received a Bachelor of Science and Bachelor of Engineering in Civil Engineering from the University of Stellenbosch, South Africa. Further, he received a Bachelor of Science with Honors in Energy Studies from Rand Afrikaans University, South Africa.

MARTIN J. VAN SICKELS

SENIOR ADVISOR

Martin Van Sickels is an accomplished professional with over 50 years' experience in the engineering and construction industry. He is a hands-on manager with strong bottom line focus. He maintains strong customer focus and excellent negotiating and listening skills. Martin has extensive experience in the management, marketing, and evaluation, development and sale of all aspects of technology and engineering services. His high-level experiences include project executive sponsor, strategic and business plan development, accomplished mentoring skills with good instincts for identifying top talent, ability to attract and retain talented people with diversified backgrounds. Martin maintains high personal standards and leads by example.

MILTON VASQUEZ

SENIOR ADVISOR

Milton Vasquez is a highly motivated deepwater drilling engineer with broad experience in the planning and execution of complex HTHP wells in a variety of drilling environments, specifically in ultra-deepwater Gulf of Mexico. He has over 35 years of experience in the planning and design engineering work, budgeting, forecasting, and executing of exploratory and development wells for four major Operators in the USA. His experience covers platform, jack-up, semi-submersible (anchored and DP), and drillship drilling rigs: Gulf of Mexico, Mediterranean Sea, Gulf of Benin (W. Africa), South China Sea (Con Son Basin), and land operations in the drilling and completion of horizontal wells in multi-well pad locations in Venezuela and an extensive well program in Chad, Central Africa. He has strong engineering and project management skills, is an effective Team player involving supporting disciplines i.e. Land, exploration, reservoir, production, regulatory. He has demonstrated ability to work under high time demands while seeking consensus to solve technical and meeting operational challenges. He is very safety and cost conscious and strives to deliver the best value possible at all times. Mr. Vasquez earned a Master of Science in Petroleum Engineering and a Bachelor of Science in Mechanical Engineering from the University of Tulsa.

CLIVE VAUGHAN

SENIOR ADVISOR

Clive has worked in the Oil and Gas Industry for over 40 years, successfully executing fast track oil and gas projects as a Project Manager on time and budget. His experience ranges from feasibility through to start-up and operational support including upstream, midstream and downstream projects. He developed and delivered new Front-End processes to add value to Field Development Plans through multi-discipline coordination. He has assisted companies address operational problems and grow their businesses.

EARL VERDIN

CONSTRUCTION ADVISOR

Earl Verdin has over 30 years' experience in the Oil & Gas Industry. His experience ranges from land surveying, estimating, fabrication yard facilities engineering, project engineering and project management. He has been part of and led teams involving fixed and floating structures (SPAR and Mindoc SPARs) with expertise in Steel Wire and Synthetic Mooring. He has also been involved with various heavy

lifts and pipelines. He has worked on salvages on the US GOM Shelf and also been involved with a FEED Study to salvage the NW Hutton Platform in the North Sea. Earl has executed projects and studies located on the California Coast, Tunisia, North Sea, Mexico and US GOM. He is also an OTC paper Co-Author for the Oryx Neptune SPAR Installation. He holds a BS in Petroleum Engineering Technology from Nicholls State University.

LUMAY VILORIA

ADVISOR

Lumay has over 30 years of leadership and technical experience in Exploration & Production, including Field Development and full life cycle project management. Lumay is well versed in upstream asset management, training and development of technical staff, technology development and reserves planning and reporting. She has been involved in the development of processes and technologies to ensure proper exploration and exploitation of Oil and Gas fields in Conventional and Unconventional reservoirs. Lumay has extensive experience in leading consulting organizations with deliverables to National Oil Companies, International Oil Companies, and Independents at global and regional level. She has been dedicated to field development and reserves evaluation in field assets in the USA, Canada, México, Colombia, Ecuador, Venezuela, Brazil, Argentina, Europe, Malaysia, and China. Lumay is currently serving on the advisory board in two Universities in Houston, Texas and is a long-term and active member of the Society of Petroleum Engineers, leading the introduction of the Petroleum Resources Management System 2018 in Latin America. As an executive coach, Lumay is focused on the development of new generations, knowledge transfer processes and systems to enhance autonomy and productivity of teams and individuals in a motivated environment.

SHAWN E. VINCENT

SENIOR ADVISOR

Shawn Vincent has over 20 years of drilling experience in both the international and domestic oil and gas industry with significant deepwater experience in the Gulf of Mexico. His global background includes drilling projects executed in Mexico, Brazil, Trinidad, Angola, Wyoming, Cameroon, Gabon, Sierra Leone, Mozambique and the Gulf of Mexico. Shawn has worked in engineering and field supervisory positions on land, shelf and deepwater projects for oil majors (BP, Shell), independents (Addax, Anadarko), and service companies (Triton Engineering). He holds a Bachelor of Science in Mechanical Engineering from the University of Texas at Austin.

JAMES P. WAKEFIELD

SENIOR ADVISOR

Jim Wakefield has over 35 years' experience in the oil and gas industry. He brings senior level expertise to projects including strategic planning, offshore subsea development, engineering and operational support, production management, and project evaluation. Operations engaged range from well completion/workovers, normal and abnormal pressure frac-packs, HPHT completions, subsea completions and international drilling. He has worked on rigs such as land, platform, semisubmersibles and drillships in water depths up to 2800 m. Jim's vast international involvement has been in Algeria, Australia, Columbia, Cote d'Ivoire, Gulf of Mexico - United States, Kurdistan, Malaysia, New Zealand, Nigeria, and Tunisia. Mr. Wakefield is a registered Professional Engineer in Louisiana and received a Bachelor of Science in Petroleum Engineering from the Colorado School of Mines.

CRAIG R. WATEL

TECHNICAL ADVISOR

Craig Watel is an operations Executive with 40 years of oil industry experience and recognized as an industry reference in oil trading operations management and optimization, midstream logistics, contracts and downstream trade compliance. Focus on achieving operational excellence within lean organizations. Technical advisor for a major oil company on EPA motor fuels consent agreement. Technical advisor and expert witness on MTBE groundwater and benzene contamination cases. Subject matter expert on refined product terminalling and throughput contracting and optimization. Currently advising midstream service providers such as marine expeditors and refuelers on market expansion, supply optimization and organizational efficiencies.

ELIZABETH ANN WATKINS

OPERATIONS ADVISOR

Elizabeth has over 20 years of broad international and domestic experience as an O&G field developer and is also a Petrel expert. She is proficient at collaborating with others and using leading computer software to increase oil and gas field production, evaluate shelf and deep water exploration plays, create 3D geology models and generate producing well locations. She has developed many trends including the Mesozoic and Wilcox in Texas and Louisiana, the Eocene through Pleistocene in Gulf of Mexico, sandstones and fractured carbonates in Mexico and Colombia, and deep water sandstones in offshore Mauritania and Senegal, Africa.

CARL MICHAEL WEBB III

PROJECT ADVISOR

Carl Webb has over 40 years' experience in the offshore engineering industry. His direct experience on numerous ultra-deep water mega-projects spans the concept development, front-end engineering, detailed design and fabrication, installation, and commissioning phases. Specific project experience over the last 28 years includes this concept-through-commissioning role over several years each on four TLPs, one Spar, and three FPSO projects. The most recent FPSO project was the Stones disconnectable FPSO, where Carl held the position of Mooring, Turret, and Installation Lead for Shell. As a consultant, Carl's primary focus has been the technical aspects of deep water projects, more specifically related to tendon and mooring systems, installation engineering and execution, turret systems, and offshore coordination team lead. He is fluent in Portuguese and is semi-fluent in Spanish and French. Carl holds both a Master and Bachelor of Science in Mechanical Engineering from the University of Houston.

NICK WELCH

SENIOR CONSULTANT

Nick has extensive international experience supporting new business development, exploration, projects and operations through the management of political, environmental, social and stakeholder issues and risks. He is adept at defining problems and solutions for non-technical issues in ambiguous, rapidly changing contexts. As portfolios, policy and issues evolve, he has a well-honed ability to rapidly develop and tap new networks to inform and underpin analysis, solutions and action. To address competing stakeholder needs, Nick deploys his expertise in navigating differing national, local and corporate cultures, and his ability to view organizations and challenges from differing external perspectives. Nick has managed project creation and roll out of a global climate change strategy for a leading multinational energy company. He has driven organizational change and developed and implemented policies and practices to better equip companies to succeed in the face of growing stakeholder interest and the

intersection of financial and societal interests in the ESG arena. Nick has spearheaded numerous ground-breaking strategic external relations and communications programs to achieve policy and business goals related to company projects, operations and interests across the globe. Nick's career has included a series of senior internationally focused roles with Royal Dutch Shell, Noble Energy, the United Kingdom government and as a consultant.

JOSEPH WHITE

PROJECT ADVISOR

Joe White has over 30 years of hands-on technical support and engineering design experience, obtained while serving on the technical staff of vessel owners and operators. This has included modifying and upgrading existing vessels for ever-increasing water depths and challenging environments to maintain and continue offshore oil & gas drilling and production operations. Joe also participated in new design and construction programs, modifying vessels for utilization in production operations, and maintaining regulatory compliance approval for a fleet of vessels.

MICHAEL WILEMS

SR. ADVISOR

Michael has extensive experience in the oil & gas industry with proven skills in operations leadership, emergency response, business development, commercial development, and project management. His ability to identify customer needs and present appropriate business solutions gains stakeholder trust and, with exceptional follow-up, leads to increased asset value. He has an enviable track record of business opportunity development and implementation, increasing business opportunity portfolio.

DAVID R. WILKINSON

SENIOR ADVISOR

Internationally experienced operational and project professional with over 40 years of experience in the upstream oil and gas industry (both offshore and onshore). Experienced team lead, capable of managing widely disparate groups of personnel, in short timeframes, to deliver to expectations – such as during multi-Operator, project reviews. Main areas of expertise include systems engineering and project management of subsea projects, including implementation of new technologies, such as subsea compression. Globally recognised authority on subsea production facilities, including design, fabrication, installation, operation and decommissioning thereof. Involved (on a voluntary basis) for over 20 years, in the development of subsea standards – currently the Task Group Lead for the development of the 6th edition of API RP17A on the “Design and Operation of Subsea Production Systems”.

DR. ANDREW J. WOLFORD

SENIOR ADVISOR

Dr. Andrew Wolford is an accomplished risk analyst, having worked in the field of industrial risk assessment for over 30 years. He specializes in risk-informed approaches to technology issues in the production, energy and power industries. He has directed risk applications on a diverse range of engineered systems including offshore and onshore oil and gas installations, mobile offshore drilling units, marine and land-based transportation systems, chemical and nuclear fuel processing plants, nuclear power and test reactors, and the Space Shuttle. He is known for his facilitation skills and his ability to communicate risk concepts in clear and understandable terms in his consultancy with BP, Chevron, Department of Energy and Shell International, to name a few. He holds a Doctor of Science in Nuclear Engineering from Massachusetts Institute of Technology (MIT), a Bachelor of Nuclear Engineering from

Georgia Institute of Technology, and a Bachelor of Physics from Wittenberg University.

PETER WORMAN

SENIOR CONSULTANT

Pete Worman has thirty six years of engineering, management, and operations experience in the upstream oil & gas, light industrial and aeronautical industries, of which 22 years were direct oil industry experience and 14 years were in U.S. Government service. His most recent experience has been as a manager of projects for an independent international oil and gas E&P Operator. He has also served as a Senior Vice President of SURF for a global engineering consulting company as well as General Manager for an offshore construction company, responsible for a large team with numerous projects and clients. Additionally, he has been: the Vice President of Engineering for a major oil field products and services company with plants in the US, UK and Brazil; the leader of a worldwide specialized group of Subsea engineers for Chevron; the Subsea Project Manager for a \$650 million major capital project for Chevron; and Subsea Controls System Engineer and Project Manager for a record breaking deepwater Gulf of Mexico development for BP.

DOUGLAS WRIGHT

SENIOR ADVISOR

Doug is an experienced manager with a proven track record of results-driven, innovative solutions within operating and manufacturing facilities including: routine operations, shutdowns, turnarounds, and construction. He is skilled in communicating with multiple tiers of the organization from senior executives to front-line technicians. He has broad experience across a number of functionalities: In the area of EHSS, he has led and managed all aspects of environmental compliance, industrial hygiene, Process Safety Management (PSM), behavioral & worksite safety, regulatory training, emergency response, and security. In the area of quality assurance, he has had full responsibility for product quality through analytical services and manufacturing specifications management. In the area of logistics, he has provided leadership for all shipping and receiving functions with responsibilities for over 6000 inbound & outbound shipments annually. This unique and diverse experience has been combined with a dedication to professional standards of ethics, safety, service and quality through personal integrity.

TARIK YEMNI

PROJECT ADVISOR

Tarik Yemni has more than 40 years of experience in leadership positions in major EPC Companies covering Project Management, Engineering Management, Modularization, Process Design, Commissioning, Start-up and Plant Operations in the Refining, Petrochemicals, and Chemicals industries, supported by a strong technology background. Diversified experience covering Crude Refining, Vacuum Unit, Distillate Hydrotreater, Hydro Processing, Ethylene Cracker, Polyethylene, Polypropylene, Pyrolysis Gasoline, Aromatics Extraction, Polyacrylonitrile, Catalyst Manufacturing, Tank Farms and Utilities Projects. Extensive International exposure in Mega Projects, including the following locations: Asia (Manila, Singapore, Batangas, Beijing, Nanjing, Hiroshima, Turkey); Saudi Arabia (Al-Khobar and Riyadh); Europe (Milton Keynes, Camberley, Haarlem, Asturias); and Canada (Sarnia, Nanticoke, Montreal, Toronto and Vancouver).

TRAVIS ZIEBRO

OPERATIONS ADVISOR

Travis is a technology oriented operations consultant with 18 years of leadership experience in technical

management and project management in all aspects of manufacturing operations. He has held Director level positions in plant management, engineering, and project management. Travis' range of experience spans from small startups to private equity backed enterprises and Fortune 500 publicly traded companies. He is an experienced evaluator and implementer of software solutions, creating user personas, user stories, and wireframes. He works with front-end designers, developers, and back-end architects to deploy scalable solutions to fit clients' needs. Travis leverages his experiences as an executive manager to understand business owners' and CEOs' true needs, providing flexible engagement processes and data-based evaluations to serve as their trusted software advisor. He currently operates a successful software development and implementation firm focused on mid-market manufacturers and distributors.