



esg

energy
services
group

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Capability Statement

On

Consultancy Services

for

Drilling Project Management &

HPHT Services

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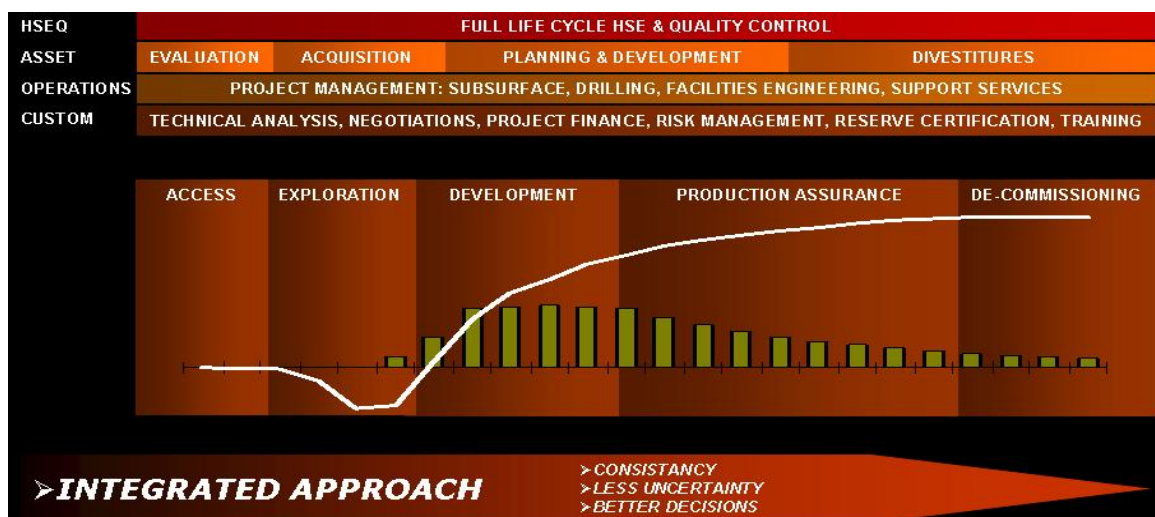
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Background

Energy Services Group Ltd. (ESG) provide management and advisory services spanning the upstream oil and gas business cycle, including exploration sub-surface analysis, field development planning, drilling, production, facilities engineering and support services. ESG staff are seasoned, highly trained and motivated professionals, each with many years experience with international operating companies. ESG are independent, and specialize in the delivery of objective solutions to meet client needs, safely and efficiently. Consequently, the client is assured of receiving the highest quality, most cost effective solutions to meet its program objectives.

ESG specialize in providing an integrated service and we work closely with our clients to ensure their objectives are clearly understood and our interests are aligned. We consider our clients to be our partners. Our strength is in providing expertise in technical and commercial disciplines to the oil and gas industry at reasonable cost. We believe innovation and best industry practice are the keys to unlocking value throughout the life of the asset, from exploration and appraisal, through development and production, to decommissioning.

ESG's philosophy is to utilize people with exceptional talents and skills, working together to provide exceptional results. ESG's pool of expertise includes world-class geoscientists, engineers and commercial analysts. ESG's staff assigned to a client's project can draw on the collective backing of the full expertise and knowledge base of the company. Our personnel are dynamic individuals who make their clients' goals their personal goals. This guarantees results of the highest caliber and continuous recommendation of our service by reputation.



Company Capabilities

ESG services are grouped into four main categories, as described in the ESG Company Profile:

- HSEQ
- Assets
- Operations:
 - Subsurface and Reservoir Management
 - Drilling Project Management
 - Facilities Engineering & Construction Project Management
 - Production Assurance
 - Abandonment & Decommissioning
 - Support Services
- Customized

This document is the Capability Statement for ESG's Drilling Project Management & HPHT Services.

To best ensure success, we utilize an integrated approach involving all the necessary subsurface and engineering disciplines to progressively plan and implement programs, working closely with our clients to ensure their objectives are met safely and efficiently. This approach ensures ESG's accountability for the project and ensures that standards are maintained at a high level.

Our goal is to apply our expertise to solve our client's problems, thereby bringing:

“Excellence to Energy”

Capability Statement - Drilling Project Management and HPHT Services

Our Knowledge Base

ESG's core competencies encompass a wide range of technical and practical skills and knowledge. Our backgrounds are as diverse as our people, spanning the theoretical, analytical and practical, giving us the ability to take any solution from a conceptual stage all the way to implementation. The following summarizes of our knowledge base for both onshore and offshore drilling operations:

- Implementation of health and safety management Systems
- Preparation of health, safety and environmental policies and their implementation
- Drilling project management and in particular HPHT Drilling
- Preparation of manuals, policies & procedures for drilling, testing, completions & work-overs
- Determination of rig specifications, preparation of invitations to tender and evaluation of bids
- Management of rig inspection, upgrade and acceptance programs
- Management of materials supply chain including procurement and logistics
- Training of client staff

Our Services

For any drilling or work-over operation, our extensive knowledge base and experience enable us to offer complete Drilling Project Management (DPM) which includes but is not limited to the following services:

Planning

- Establish HSES Policies and Procedures
- Well engineering and design (drilling, work-over and testing)
- QA / QC
- Provision and preparation of technical documentation and support
- Contracts and procurement
- Rig Inspection and Acceptance Services

Execution

- HSES management and supervision
- Drilling management, engineering and supervision
- Operations geology and well-site supervision
- Supply chain, marine and logistics management and supervision

Specialist Services:

- Complete DPM for HPHT drilling projects
- Training of all levels of personnel involved in HPHT drilling operations
- Complete DPM for Controlled Pressure Drilling (CPD)

Planning Process, Workflow and Standards

Drilling projects are high value operations that must be organized, constructed, planned, executed and managed using key project management principles. The following are key areas to project success based on our past experience and are known to drive the more successful companies to leading edge performance.

- **Highly experienced and qualified individuals;** These may not come from one company but will be selected from a series of associate companies there-by ensuring that the highest quality of personnel, experience and drilling operating knowledge needed is provided to Client.
- **Fundamental engineering practices.** For each subject area a Basis of Design (BOD) document will be constructed then applied to provide the foundation for continuous, drilling, reservoir, completion, petroleum, geo-physical/mechanical engineering assessments be applied both from project onset, pre planning, well execution and in post well review phases.
- **Applying 'best practices'.** Will be achieved through ensuring that the highest quality personnel are provided who are capable of self managing, control, development and delivering 'live' project specific documents. *E.g. Risk register, Standard Operating procedures, Contingency plans, throughout a project life cycle.*
- **Using project management techniques.** Apply fundamental project management principles to meet the requirements of customers' needs, concentrating on the following recognized key areas:
 - **Integration;** Integrating all project disciplines using a project management and organization based architecture approach.
 - **Clearly defined work-scope definition;** Spending necessary time at the beginning of every project to ensure that all work-scope requirements are clearly defined so that resource and time required can be properly planned and catered for.

- **Time management.** Ensuring project scheduling is applied through using a project planner in each project and in project executing phases to ensure that all necessary and proper operations reporting, standards of performance, loss measurement, learning and change management are executed in a proper and value adding way.
 - **Cost tracking.** Planning managing and executing costs on a continual basis throughout all project stages.
 - **Quality.** 'Fit for purpose' is the term often applied to best suit quality assurance needs in deepwater projects. To meet such needs a quality assurance manual out-lining all project standards and systems to be applied will be the governing document.
 - **Resources.** The right people, with the right tools, equipment and processes in the right place at the right time. A common mistake in high value projects it undoubtedly too late commitment by the operator or not sufficient resources to meet work-scope needs. Therefore through project management application, clear work-scope definition and regular progress checks will ensure that resources are sufficient to meet project demands.
 - **Communication.**
 - **Risks.** Prior to commencing any risk management process a fundamental task is too identify and rank the problems anticipated. Then to start to manage the risks, right from project on-set until project ends. A risk register will be maintained throughout the project cycle and will be a process further developed to meet future project needs. Typical risk management process document is attached.
- **Procurement.** Contracts, supply chain management, cost tracking and logistics is an integral and important part of any project.
 - **Process improvement:** through working closely with all disciplines, developing the team to set the goals & target, ensuring all *"accidental loss" is reported and investigated*, developing engineering tools throughout the project schedule, continuously measuring results of improvements implemented and ensuring projects are managed to make change stick.

Capability & Methodology

ESG can provide Drilling Project Management services for any type of well in onshore or offshore environments.

ESG use project planner and planning software e.g. Microsoft project, and will execute project plans using both well planning and workflow process based on each project's needs.

For Client specific project needs, these would be first determined through a 'project initiation meeting' where a logical, systematic and progressive systems approach would be followed and from there then adopted to the project work-scope identified from where a first 'basis of project design' would result. Key project instruction required, standards

and documentation needed would be agreed and form part of the group mission statement.

Typical key standards to be recommended include;

- Management, i.e. commitment , communication, and support
- Get good people i.e. competent and committed, having well defined roles, responsibilities & accountabilities
- Clear work scope definition, with delivery goals and objectives well understood by all.
- Good management systems.
- Working environment. *Openness, honesty, no blame*

To meet Project Objectives an example of a well ‘drilling project stage cycle’ has been included in Figure 1 to demonstrate not only the strategy, process and workflow methodology to be applied, but also how project standards and measurements would be expected to be maintained. In this process each drilling project would be divided into 5 key stages illustrated in Figure 1 below.

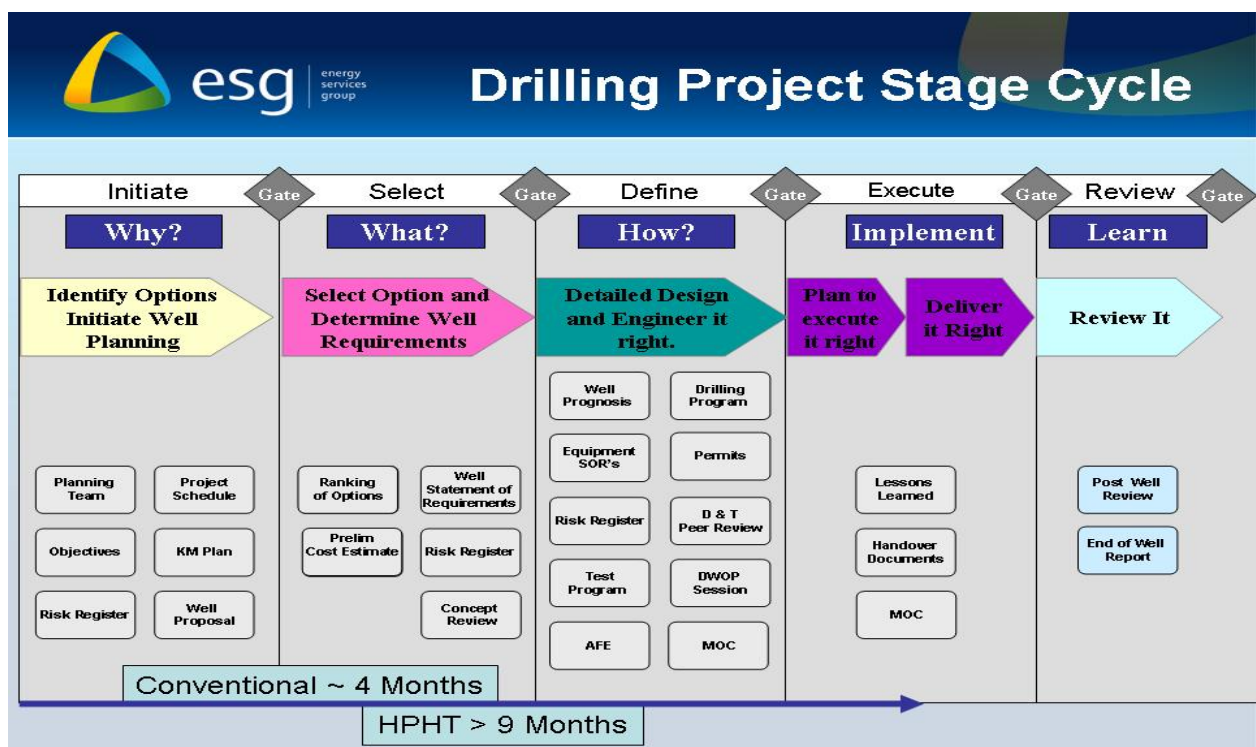


Figure 1 Drilling Project Stage Cycle

As part of Drilling Project Management, ESG would provide and supervise the following full range of services to conduct a drilling project from conception to completion:

Drilling Consultancy Services

- Developing operators drilling operating instruction standards, rules and regulations required.
- Developing individual project management needs.
- Assist in rig selection for drilling, exploring, appraising, developing wells.
- Assessing capability and experience of rig, contracting and service company personnel required for each project.
- Well planning and design service for wells.
- Subsea, wellheads, running tools and services.
- Remote operated vehicles, with crews and tooling requirements to suit project needs up to 3000m water depths.
- Drilling fluid services (mud & cement) including, detailed engineering hardware required, basis of design documents, mud, cement, tools equipment, chemicals, additives and contingent material and personnel for deepwater wells.
- Mud logging service, hardware and specialized crews, e.g. pore pressure management for deepwater wells.
- Electric wireline and slick line services hardware and crews.
- Well testing services.
- Logistics and procurement support.
- Communication services including IT, video conferencing, real time data requirements from rig-shore, security issues etc.
- Coring, liner hanger, casing running services.
- Weather forecasting, met-ocean measurement and daily report services required.
- Specialized services required as identified. e.g. H2S.

Assist and resource all needed input data analysis

- Met-ocean studies and data analysis.
- Geo-mechanical and technical studies and data analysis.
- Environmental base line studies and risk assessment.
- Well-flow dynamics modeling and risk assessment.
- Hazop and risk analysis

Prepare 'well and field life cycle' drilling and completion operations plans which will include detailed;

- Time, depth, cost, risks analysis, determination and evaluation.
- AFE estimation and cost tracking process to be employed.
- Casing design, well control management and contingency plans.
- Equipment procurement, logistics planning and materials tracking.
- Bit and bottom hole assembly basis of design, performance measurement and continuous evaluation.
- Drilling fluids (mud and cement) basis of design, detailed engineering studies and analysis, pre-well plans, execution and contingency plans, performance monitoring and contingency planning Solids control, new technology mud's, cements, tools and equipment as they become available.
- Survey programs, well monitoring, relief well planning.
- Logging, coring, LWD/MWD data acquisition management, basis of design, process monitoring and performance assessment.
- Pore pressure and ECD management ensuring a continuous process from pre-well planning through execution phases right up to each post well review.
- Hydraulics and hole cleaning again reviewing pre-well planning and ensuring execution is closely monitored on a daily or as needed basis.

Implementation procedures

- Assure that project plans are suitably scheduled, timely and detailed to reflect the reality of operations anticipated.
- Assure standard operating practices and procedures are maintained and managed as lessons are learned, experience and knowledge is gained.
- Assure that changes to actions are reviewed, analyzed and evaluated.
- Assure that risk register are actively used and updated on a section by section basis.
- Assure that all loss incidents, lessons learned, performance and loss measurement is reported and investigated in a proper and timely manner.

Contingency planning

- Blow out contingency and relief well planning.
- Geo hazard assessment and that resulting shallow flow contingent plan required are in place.

- Well control interface document and that loss/gain situations envisaged are pre-planned and catered for.
- Decision tress for G&G uncertainty that will likely be needed for each and every well.
- Ensure all necessary critical path equipment tools and items are suitable catered for. E.g. side-track equipment, contingency mud, logging tools etc.
- All key hazards that require a pre-defined contingency plan that would have been identified in risk management process applied.

Specialized service, studies, technologies, equipment & materials

- Assure that specialized areas identified are managed in line with project management techniques, rules and principles to be applied.
- To assure that any new technology has been fully assessed prior to use, performance critiqued while in use with full analysis being performed.

End of well reporting including but not limited to the following

- Performance, loss and technical limit assessment.
- General well data analysis, evaluation, and summary results.
- Time, costs, risk management and quality assurance assessment.
- Well construction, engineering, drilling process analysis evaluation and review results.
- Bit, BHA, hydraulic and hole cleaning assessment results.
- Drilling fluids assessment, lessons learned key findings improvement required.
- Geological analysis
- Completion reports.
- Well testing analysis.
- AFE and well cost summary results.
- Well complication and problem root cause evaluations.
- Lessons learned, change management required.
- Project management review.

ESG will provide any other tasks or activities identified to manage and control the drilling, completion and testing of wells.

HPHT Special Services

ESG specializes in the DPM of HPHT wells and this involves a different approach than DPM for conventional wells. Unlike 'normal' wells, HPHT wells include a 'pressure ramp' where pore pressure rapidly approaches formation fracture pressure values, limiting the well-bore pressure window and thus MW / ECD tolerance. Pushing down casing setting depths is critical to securing the ramp section and the success of the entire well. This is a real challenge.

With its experience and knowledge and through proper planning and conscientious execution, ESG can considerably reduce the inherent financial and safety risks involved in the drilling of these wells by following the normal Drilling Project Management process and by including additional steps and precautions with particular attention to:

- Dedicated team of competent people with a proactive attitude established in planning phase and keep it in place throughout project
- Sufficient time spent on a structured planning phase involving extensive up-front engineering, risk assessment and contingency planning
- Adequately equipped rig which is set up for performance
- Quality Assurance (QA) on equipment
- Training focused on "how to stay out of trouble"
- Detailed programmes and procedures
- Proper use of detection tools and practices
- Good communications systems

Essential specialist tools are required as follows:

- Real Time drilling information
- Real Time PFFG Service
- Fingerprinting – trend analysis
- ECD Management - APWD
- EKD – early kick detection
- Gas Wizard
- Wellhub information distribution
- Video conferences between rig & office teams
- Conference call facility for "bigger brain"

This approach ensures:

- Ways of doing things are standardised
- Roles, responsibilities and accountabilities are clear to everyone

- New team members can fit-in quickly
- Risk of failures is reduced
- People are freed-up to do their job – creates space
- Number of meetings are kept to a minimum
- Transparency

Project Management

ESG provides drilling project management services through the entire process of technology application, from concept to implementation. Our project implementation services are founded on our experience in managing and implementing challenging projects under extreme conditions. Our goal is to bring projects on time and under budget while maintaining a clean environmental and safety record.

ESG has a proven track record in drilling project management and its approach to effective project management includes the following:

- Assuring project is carried out within project and industry safety guidelines,
- Chairing regular project team meetings and monitoring progress against agreed time-lines,
 - Maintaining action list and verifying follow through,
 - Developing and maintaining timelines and GANTT charts,
 - Maintaining critical issues and roadblock list and assuring timely resolution of issues,
- Assuring QA / QC of Contractor's services and Supplier's materials is strictly followed
- Conducting in HAZOPs and assuring close out of outstanding items,
- Providing full range of technical assistance throughout the implementation of the project,
- Fully coordinate Contractor's (Service Companies) and Supplier's involvement in the Project
- Assuring adherence to approved procedures,
- Assuring optimum reporting and communication between Project Team Members and Project Manager and Client.

ESG's project scheduling documentation can be adapted to meet the client's requirements. Obviously this depends on what the client already has in place, what drilling contractors and other key services have and thus where bridging and interface documents would be required to set the group standards. Meeting this initial requirement would be viewed as the 'Basis of Design' for each further project undertaken and ensure the consistency and application of project expectation and standards to be applied. In

this manner senior client personnel can at each and every project stage review the progress in a more logical systematic and progressive manner.

As every drilling project is different, each will be constructed individually based on work-scope. Regular meetings would take place for everyone to inform the project team how tasks and activities are progressing, shortfalls, overruns or 'ahead' of schedule achieved.

Computer Resources

PC based software applications including Landmark COMPASS, WELLPLAN, STRESSCHECK Casing Design, WELLCAT Tubular Design, Schlumberger SIDEKICK Well Control Simulator, Windows, Excel, Word, PowerPoint, MS Project, and many other technical, word processing and spreadsheet software packages are directly available to ESG.

ESG can also provide resources to conduct other drilling related services including:

- Rig inspection, quality assurance and acceptance surveys
- Operational and well-site geological supervision
- Pore pressure prediction, detection and monitoring
- Mud engineering and program supervision
- Petroleum and Reservoir engineering
- Contracts and procurement
- Marine and land logistics planning and supervision
- Environmental and waste management planning and supervision
- HSE & risk management
- Well-control modeling and management of well-control operations

Organization

ESG will use its own vastly experienced (in-house) engineering resources to support a dedicated Project Team consisting of in-house and ESG associate personnel. The dedicated Project Team is outlined in Figure 2.

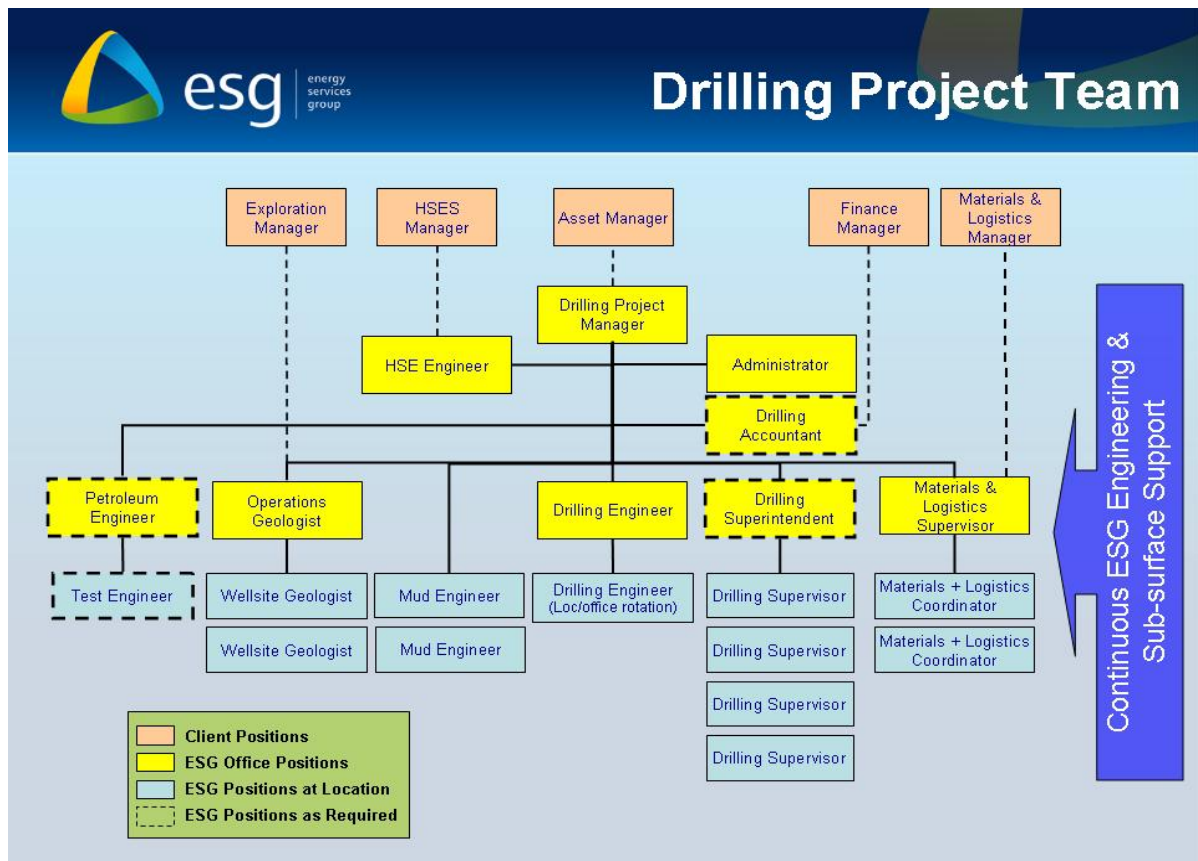


Figure 2 Drilling Project Team

The dedicated Project Management Team will consist of the following positions:

Mostly Office Based / Shore Based:

- Drilling Project Manager
- HSES Engineer
- Administrator
- Project Cost Accountant
- Petroleum Engineer (as required)
- Operations Geologist
- Drilling Engineer
- Drilling Superintendent
- Materials and Logistics Supervisor

Location Based:

- Drilling Supervisors (2 day and 2 night Supervisors rotating)
- Drilling Engineer (rotating with office-based DE)
- Toolpushers (2 day and 2 night Toolpushers rotating), as required
- Mud Engineer (2 Engineers rotating)
- Wellsite Geologist (2 Geologists rotating)
- Materials and Logistics Coordinators (2 Coordinators rotating)
- Test Engineers (as required)

It is only through the use of such expertise and assistance that a project schedule, process and timely work-flow will be successfully applied and managed to meet each project's needs. The reporting structure of this DPM Team is outlined in Figure 2.

DPM Technical Documentation

ESG has the in-house expertise to prepare all necessary documentation required to safely and efficiently conduct a drilling campaign from start to finish. Our documentation draws upon state-of-the-art and present technical content lucidly and succinctly to make it useful to the reader.

ESG have an existing comprehensive and complete Drilling Project Management process and has in place an integrated system of documentation which covers:

- Safety Management Systems / Health, Safety and Environmental and Security (HSES)
- Project Management
- Well Basis of Design
- Risk Assessment
- HPHT Drilling Practices
- Well Control
- H₂S Safety
- Emergency Response
- Management of Change
- Drilling Contractor and other Service Company Contracting
- Rig Contracting, Inspection and Acceptance
- Materials Procurement and Tracking
- Well Testing
- Project Cost Monitoring and Cost Control
- Wellsite Reporting

- Lessons Learnt Data Base
- End of Well Reporting

Training and Support Services

Training is the critical differentiator between failure and success of any project or endeavor. Effective training includes technical fundamentals, problem solving, operational practice, and safety awareness. Together with experience on the job, such training is essential in creating competent professionals.

ESG offers customized training programs in several areas of the upstream energy industry. Our courses are customized to suit client requirements and address client gaps in the most effective manner. Blending theory, practice and discussion in the right proportions, our courses succeed in elevating the understanding and competence of a wide cross-section of participants. In keeping with our philosophy, our courses go beyond the traditional approaches, and several special problems, current trends and research activities are discussed.

ESG is specialist in the Drilling Project Management of HPHT wells and as such offers customized training programs to educate all levels of rig and office based personnel in the particular practices that must be adopted to assist with the execution of safe, effective and efficient operations.

Classroom multimedia training is used along with practice sessions with relevant software and problem-solving tools. Several examples are also used in the class to illustrate and disseminate key concepts and problem solving skills. Simulators are used where possible to provide students with a “hands-on” feel for the operations involved. Detailed manuals and software products (where appropriate) are a standard part of a ESG training program. Continuing training programs are also available.

Our support services include provision of technical audits, authoring standards documents, inspection, quality assurance and quality audits.

Recent HPHT Projects

ESG has completed a range of DPM projects for many international clients, some of which are ongoing.

HPHT Well and DST Design

- Shell International
- Shell Exploration & Production UK
- Brunei Shell Petroleum
- BP AMOCO
- BP UK
- BP USA
- Cairn Energy
- Ranger Oil
- BHP
- Clyde Petroleum
- PTTEP
- CTOC Malaysia
- Shell Malaysia

HPHT Rig Capability Audits

- Transocean
- Global Marine
- Santa Fe
- Premium Drilling
- Pride
- Ensco
- Hercules

HPHT Emergency Response, Investigation & Well Control Engineering

- PTTEP Thailand
- LAPINDO Indonesia
- Oil search Australia
- Burlington Resources China
- Shell Exploration & Production
- Shell International
- Brunei Shell Petroleum
- BP UK
- BP USA
- Ranger Oil
- Premier
- Clyde Petroleum

HPHT Training and Lecturing

- Shell Exploration & Production
- Brunei Shell Petroleum
- Cairn Energy
- BP UK
- BP USA
- Ranger Oil
- Premier Oil
- Clyde Petroleum
- PTTEP Thailand
- Talisman
- Oil search

ESG Key Personnel and HPHT Drilling Project Management Experience: 2003 - Present

Key ESG Personnel	Year	Company	Country	State or Province	Field	Onshore or Offshore	Water Depth (ft)	No. of Wells	Avg. Depth (ft)	HPHT ?	BH Press (psi)	BH Temp (deg F)	Budget (\$mm)
Peter Bradley	2008	Crescent	Kurdistan		Khormor	Onshore		1	11500	Yes	11000	250	
Operations Manager / Project Manager	2008	Cairn	Bangladesh		Hatia	Offshore	30	1	13000	Yes	8000	280	32
	2007	Cairn	Bangladesh		Magnama	Offshore	50	1	15000	Yes	14000	330	60
	2000/3	Dragon Oil	Turkmenistan	Caspian	Lam	Offshore	120	20	13000	Yes	15000	200	200
Burnie Simpson	2008	Crescent	Kurdistan		Khormor	Onshore		1	11500	Yes	11000	250	
Project Manager / Drilling Manager	2008	Cairn	Bangladesh		Hatia	Offshore	30	1	13000	Yes	8000	280	32
	2007	Cairn	Bangladesh		Magnama	Offshore	50	1	15000	Yes	14000	330	60
	2007	BP	USA	GOM	Tubular Bells	Offshore	4350	2	29000	Yes	18000	350	120
	2006	BP	Kazakstan		Shah Deniz	Offshore	500	2	15000	Yes	17000	325	80
	2005	BP	USA	GOM	Atlantis	Offshore	3200	4	16000	Yes	16000	300	400
	2005	BP	USA	GOM	Mad Dog	Offshore	3000	6	21000	Yes	17000	300	750
	2003	BP	USA	GOM	Thunderhorse	Offshore	6500	8	29000	Yes	18500	330	960
Wayne Longstreet	2008	RAK	Oman		Jebal Hafit	Onshore		1	18000	Yes	18300	350	45
Drilling Manager	2000/3	Dragon Oil	Turkmenistan	Caspian	Lam	Offshore	120	20	13000	Yes	15000	200	200
Kenneth Hemmerich													
Senior Drilling Supervisor	2001/2	Dragon Oil	Turkmenistan	Caspian	Lam	Offshore	120	20	13000	Yes	15000	200	130
Ricardo Dela Espriella	2008	Cairn	Bangladesh		Hatia	Offshore	30	1	13000	Yes	8000	280	32
Senior Drilling Engineer / Senior Drilling Supervisor	2007	Cairn	Bangladesh		Magnama	Offshore	50	1	15000	Yes	14000	330	60
	2005 / 7	Carigali-Hess	Malaysia + Thailand		JDA-18	Offshore		numerous		Yes			
	2004 / 5	Talisman	Malaysia			Offshore		numerous		Yes			
Paul White	2008	Cairn	Bangladesh		Hatia	Offshore	30	1	13000	Yes	8000	280	32
Drilling Superintendent	2007	Cairn	Bangladesh		Magnama	Offshore	50	1	15000	Yes	14000	330	60
	2005 / 7	Carigalli-Hess	Malaysia + Thailand		JDA -18	Offshore		numerous		Yes			

Contact Information

ESG operates from its Head Office in Dubai, UAE. It has also established country offices and representation in Turkmenistan and Malaysia.

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