

Delivered, not reviewed.

Independent due diligence, lender's engineering, execution readiness, project controls and delivery leadership for major energy and industrial capital projects — at any phase, from concept selection through construction and into operations. Twenty-five years and more than \$20 billion of it run from inside the client's organization, accountable for the outcome. Most advisers have reviewed megaprojects, audited them, or run a function on one. Very few have been the single named person accountable for delivering one. Fewer still have done it more than once.

\$20B+ EXECUTED	8 MAJOR PROJECTS	25 YEARS, CLIENT-SIDE	15 FIRST-OF-A-KIND FACILITIES
20 MTPA DELIVERED LNG CAPACITY, EXPORT AND IMPORT	200 MW DELIVERED GAS-FIRED POWER GENERATION	151 MODULES AND JACKETS, ~100,000 TONNES FABRICATED AND SHIPPED	24M WORK HOURS LTI-FREE, DIRECTLY ACCOUNTABLE

SERVICES

Project due diligence

Technical and design maturity against the stage of development claimed · Cost estimate and schedule realism · Contracting and risk allocation review; contractor capability and capacity

Independent engineer (IE) & lender's technical advisor

Pre-financial-close technical due diligence and IE reports · Risk allocation tested against the market and the financing requirements · Review of EPC term sheets and contracts

Capital project gate development & implementation

Stage-gate model design: gate definitions · Assurance and peer review process · Rollout

Setting a project up for execution

Project management processes and procedures · Project execution plan · Organization design

Project management support

Interim project director and client team augmentation · Cost and schedule improvement reviews across design · Establishing the Project Management Organization (PMO) and developing the capability of the team

Project Director & Project Manager training COMING SOON

Structured around the Project Director's real accountabilities · Every function taught twice: what readiness for execution looks like · Delivered as an in-house program for a client's project team

CAPABILITY

PROCESS TECHNOLOGIES

APCI C3MR, DMR and SMR LNG liquefaction · ConocoPhillips Optimized Cascade LNG liquefaction · Baker Hughes small-scale LNG liquefaction · LNG regasification · Topsoe ammonia/hydrogen · BASF and Honeywell UOP gas pretreatment

ASSET TYPES

Onshore liquefaction and regasification · FLNG and FSRU vessels · LNG road transportation vehicles · Offshore platforms and subsea pipelines · Simple cycle and CCGT power generation — industrial and aero-derivative gas turbines, reciprocating gas engines and steam turbines (Siemens, GE, Caterpillar and Solar Turbines) · Modular fabrication, to the largest onshore mega-modules built · Greenfield and brownfield facilities

COMMERCIAL & CONTRACTING

Bidders list development, RFP and ITT preparation, evaluation criteria and scoring, clarification and bid evaluation, through to final selection · EPC&C contract negotiation and execution management above \$1B · Development and negotiation of joint venture, joint development and time charter party agreements · Lump sum, provisional sum and reimbursable · Competitive FEED and tender management · Claims, variation and change control · Project financing and lenders' assurance

RISK, ASSURANCE & GOVERNANCE

Enterprise and project risk management · Quantified cost and schedule risk analysis, and contingency setting · HSSE and quality assurance and control · Technical assurance and independent verification · Interface management · Insurance management · FID readiness · Project performance reporting

DELIVERY RECORD — EVERY PROJECT, EVERY PHASE

◆ **SOLE ACCOUNTABILITY** — THE SINGLE NAMED PERSON ANSWERABLE FOR DELIVERY

◆ St Charles Clean Fuels

FEED & FID READINESS

Blue ammonia and hydrogen · 1.4 MTPA · ~\$4B · Louisiana, USA

◆ Woodfibre LNG

EPC EXECUTION

LNG export · 2.1 MTPA · ~\$6B · Squamish, British Columbia, Canada

◆ Energía Costa Azul LNG

PRE-FID THROUGH EPC EXECUTION

LNG export · 3.25 MTPA · ~\$2B · Ensenada, Mexico

◆ Hong Kong Offshore LNG Terminal

FEED THROUGH EPCIC

FSRU, offshore platform and subsea pipelines · 7.1 MTPA · ~\$1.5B · Hong Kong

Kwispaa FLNG

PRE-FEED · FEED

FLNG · 4 × 6 MTPA · Sarita Bay, Vancouver Island, Canada

West Africa FLNG

PRE-FEED · FEED

FLNG · 2.5 MTPA · Fortuna, New Age Congo & Cameroon

Gladstone LNG

FEED · EPC

LNG export · 7.8 MTPA · ~\$10B · Curtis Island, Australia

West Kimberley Power Project

FEED · EPC · OPERATIONS

Small-scale LNG & gas power · 200 tpd + 4 regas terminals and power stations · ~\$0.5B · Australia

Santos — Brownfield projects

EPC · OPERATIONS

Brownfield oil & gas · Moomba & Ballera, Australia

The first conversation is complimentary. Tell me what decision is coming and I will tell you plainly whether I am the right person for it.