

CURRICULUM VITAE OF DREW F. HUNGER



www.accumyn.com

DREW F. HUNGER Affiliate Director



SUMMARY

Drew Hunger is an Affiliate Director serving clients in the upstream sector of the oil & gas industry. Drew actively uses his broad background to provide unique solutions to complex problems. He has more than 35 years of technical experience, both onshore and offshore, with facility construction, operations, production, well intervention, midstream (NGL, CO₂, pipeline, compression) and decommissioning. His experience spans working for a U.S. major, a U.K. major, a U.S. major independent, and a small service/production company.

Mr. Hunger has extensive experience decommissioning oil and gas wells. He removed his first offshore platform while with Amoco in 1993 to reuse it for a new development. He was the Gulf of Mexico P&A Manager and Decommissioning Manager at BP from 2002 through 2008. Then he was the Gulf of Mexico decommissioning manager at Apache Corporation from 2009 through 2013. During those periods, he and his teams plugged over 1,200 wells and reefed or removed over 250 platforms. The oil & gas wells included vertical, deviated, horizontal, H₂S, HPHT, and subsea. He and his teams also managed the decommissioning of hurricane-damaged wells and platforms including one platform that was completely burned out. Mr. Hunger regularly makes presentations to oil and gas industry participants regarding technical matters, industry practices, and his unique experience.

EDUCATION

University of Texas at Austin - Bachelor of Science, Chemical Engineering

15 semester hours of Petroleum Engineering courses including Reservoir, Advanced Reservoir, Production, Well Logging, and Petroleum Law.

Amoco Training Center & BP Training Center (1 to 2 weeks):

- Production Engineering - 1/87
- Process Equipment - 11/87
- Project Engineering - 2/88
- Process Engineering - 4/89
- Process Simulation - 8/89
- Sour Gas Handling - 6/90
- Multiphase Flow - 3/91
- Pressure Transient Analysis - 1/94
- Cased Hole Logging - 3/94
- Synergistic Approach to Formation Evaluation - 7/94
- Workovers and Completions - 2/95
- Engineering Economics and Business - 11/95
- Economic Risk Assessment and Management - 3/96
- Introduction to Subsurface Mapping and Electronic Log Correlation - 4/96
- Structural Geology - 11/96
- Gas Lift Optimization - 6/97
- Well Control - 2000
- Coiled Tubing - 2001
- Cementing – 2003
- 3 Day HSE School – 2003

Apache Leadership & Business Training at Southern Methodist University – 1 Week School

PRIOR EXPERT TESTIMONY

- H. Kenneth Lefoldt, Jr., as Trustee of the Whistler Energy II, LLC Litigation Trust, v. Scott A. Frankel, 2021 - Prepared expert report and provided deposition testimony. Case settled prior to trial.

PRESENTATIONS TO INDUSTRY, GOVERNMENT AND NGOS

- Preserving and Expanding the Rigs-to-Reefs Program in the Gulf of Mexico – Petroleum Landman’s Continuing Education Conference – Houston, TX – January 2010
- Expanding the Rigs-to-Reefs Program in the Gulf of Mexico – Port Aransas Boatmen – October 2010
- Expanding the Rigs-to-Reefs Program in the Gulf of Mexico – Saltwater Fisheries Enhancement Organization – November 2010
- Per Well P&A Cost – DecomWorld Conference – Houston, TX – February 2011
- Rigs-to-Reefs and Essential Fish Habitat – National Marine Fisheries Service – Tampa, FL – February 2013
- Rigs-to-Reefs – U.S. Senator David Vitter – Point Clear, AL – March 2013
- Shallow Plug Removal – Decommissioning Operator’s Group – Houston, TX - March 2013
- Rigs to Reefs & Essential Fish Habitat – DecomWorld Conference – Houston, TX – March 2013
- Decommissioning, Idle Iron, and Rigs to Reefs / Path Forward – National Ocean Industries Association – Washington, D.C. – April 2013
- Gulf of Mexico Shelf Decommissioning Cost Discussion – 3 Hour Private Meeting with BSEE – June 2015
- Preparing for the Unexpected – Tulane Engineering Conference – New Orleans, LA – April 2017
- Preparing for the Unexpected – Offshore Well Intervention Conference – Aberdeen, Scotland – April 2017
- Preparing for the Unexpected – Deepwater Decommissioning Conference – Houston, TX – May 2017
- Preparing for the Unexpected – API Offshore Safe Lifting Conference – Houston, TX – July 2017
- Rigs-to-Reefs Panel Discussion – Consortium for Ocean Leadership – Washington, D.C. – October 2017
- Lessons Learned from the Gulf of Mexico Shelf Decommissioning - AADE Deepwater and Emerging Technology Study Group - October 2019
- Hoactzin Partners L.P. Chapter 7 Bankruptcy - Decommissioning Resolution Via “Contingent Turnkey” Contract – Offshore Network Decommissioning Conference – Houston – May 2022
- Decommissioning Capacity Versus Demand & Changing Perspectives on Decommissioning 2002-2022 – Offshore Network Decommissioning Conference – Houston – May 2022

OIL AND GAS EXPERIENCE

Seashore Petroleum, LLC, 2018 to Present

Acquisition Effort: Built management team and obtained financial backers to pursue acquisition of an approximately \$1 billion production company. Performed analysis and economic calculations, prepared projections, and lead the team through the process.

Consulting Services: (Project award date noted.)

- Supported a federal bankruptcy court trustee and her legal team in the Hoactzin Partners, L.P. Gulf of Mexico Chapter 7 bankruptcy case. Assisted in obtaining the necessary financial backing from the bonding company and working interest owners. Established a turnkey contract and bid to have all maintenance and decommissioning services performed. Resolved the matters above with Federal Bankruptcy Court approval in just over four months. Decommissioning work successfully completed by September 2021. (May 2020)
- Hired to manage a complete field well P&A and facility decommissioning campaign for an independent producer in the Gulf of Mexico. Permitting and AFE development is in process. Leading an aggressive bidding process to control costs to offset inflation. Critical team members, vessels, and services have been secured. Field work begins in March 2022. (November 2021)
- Assisted a consulting team with a severe problem offshore well P&A internationally (March 2021)
- Assisted a Gulf of Mexico client with cost estimates for a divestment evaluation (April 2021)
- Assisted an international client with the audit of their internal refinery decommissioning cost estimate (March 2021)
- Reviewed a turnkey bid estimate for a client on a major platform severing and removal project offshore California. Prevented a significant underbid by the client. (December 2020)
- Provided well P&A estimates for new development offshore Mexico (August 2020)
- Prepared a report for the energy ministry of Timor-Leste explaining the benefits of their local well P&A regulations over the North Sea cap rock method. Wrote responses to the contract operators' requests for deviation and exemption from local well P&A regulations. (July 2020 and December 2020)
- Provided well P&A estimates for deep shelf platform in the Gulf of Mexico (June 2020)
- Performed the complete decommissioning cost analysis for an entire company in Trinidad – offshore and onshore – wells, facilities, platforms, and midstream assets. Responded effectively to all audit challenges. Updated the estimates for inflation in November 2021 and responded to challenges by a new audit company. (November 2019)
- Called in to resolve several problem platform removals in progress in the Gulf of Mexico Shelf (September 2019)
- Performed an analysis of the value of a Gulf of Mexico Shelf production company for a law firm (April 2019)
- Performed a decommissioning study for multiple fields offshore Brazil for an acquisition evaluation (June 2018 and different assets in November 2020)

Morrison Well Services - VP of Strategic Business Development, 2014 to 2018

Direct report to two CEOs. Lead business development strategies in the Gulf of Mexico and internationally. Morrison Well Services is a leading rigless well P&A company, and a subsidiary of a Gulf of Mexico producer:

- Brought in a \$ 22 MM subsea well P&A project from a US major oil & gas company. Initiated the amount and format of the turnkey offer. Designed the P&A and supported the project technically and commercially to conclusion
- Secured major P&A programs from two of the largest independent oil & gas companies in the GoM
- Positioned affiliated company for its first bid award on a major international platform removal and pipeline abandonment project (offshore India) for \$ 100 MM
- Actively pursued upcoming opportunities for MWS in Brunei, Malaysia, Thailand, Australia, and West Africa
- Assisted potential clients with preparations for critical well P&As in Trinidad and Canada
- Continued to impact the broader industry through presentations on critical industry topics
- Assisted an ad hoc committee meeting with the U.S. Bureau of Safety and Environmental Enforcement (BSEE) Director to drive changes in the BSEE / Industry relationship
- Assembled a team to present to BSEE best practices for use of cranes and casing jacks during well P&As which aided in avoiding more restrictive policies
- Adapted services in response to a severe industry downturn

Fieldwood Energy LLC - Decommissioning Manager, 2013 to 2014

Successfully assisted with the transition of the Apache Decommissioning Team and work practices to the Fieldwood Decommissioning Team and its work practices after the acquisition of Apache's Gulf of Mexico Shelf assets by Fieldwood.

Apache Corporation - Decommissioning Manager, 2009 to 2013

Responsible for all well P&A and facility decommissioning in the Gulf of Mexico:

- Managed all company decommissioning operations and budgets up to \$370 MM within government requirements to decommission expired leases and idle iron wells and platforms
- Plugged over 1,000 wells in 5 years while managing as many as 14 rigless and rig P&A operations simultaneously - majority of wells required intervention prior to plugging
- Removed or reefed over 250 platforms in 5 years - peak facility operations reached seven derrick barges on a single day
- Responsible for an in-house staff of 26 and as many as 600 contract personnel working offshore
- Maintained relationship with BSEE and achieved an exceptional HSE track record
- Performed the decommissioning cost estimates for all acquisition efforts and for the company's asset retirement obligation (ARO) account
- Assisted Apache with its decision-making and sales process to divest their Gulf of Mexico Shelf assets in 2013
- Preserved and expanded the rigs-to-reefs program in the Gulf of Mexico
- Led effort to prevent all offshore platforms from being declared Essential Fish Habitat by the U.S. federal government, which could have placed severe limitations on the industry's use of its own platforms

BP NAG SPU Decommissioning Team Project - General Manager, 2007 to 2008

Responsible for all decommissioning activity including P&A operations, pipeline abandonment, platform preparation, platform removal/reefing, and site clearance:

- Final budget was over \$ 184 MM with \$ 5 MM signature authority
- Staff consisted of eight engineers, eight field superintendents, sixteen field supervisors, twelve field operators, and three techs/administrators - field contractor level floated between 60 to 200 persons per day
- Fulfilled commitment to senior management to have BP out of the Gulf of Mexico Shelf by year end 2008
- Removed or reefed final 13 structures, including leaning and damaged platforms
- Plugged final 25 remaining wells including three bubbling wells (snubbing operations)
- Performed the decommissioning cost estimates for the company's Gulf of Mexico asset retirement obligation (ARO)
- Assisted BP in developing a timely divestment versus decommissioning strategy

BP NAG SPU Decommissioning Team - Wells Team Leader, 2006 to 2007

Promoted to Wells Team Leader in recognition of outstanding work in this role in previous years:

- Reprioritized work to focus wells on hurricane-damaged platforms
- Wells successfully plugged on damaged and leaning platforms

BP Gulf of Mexico Shelf Business Unit Decommissioning Team - Well P&A Project Manager, 2002 - 2006

Responsible for developing BP's Gulf of Mexico decommissioning program and building decommissioning team. Program included both rigless well P&As and facility removals:

- Assembled field team (wells and construction) and support personnel
- Responsible for evaluation and continuous updates to BP's Gulf of Mexico decommissioning liability, integral to management's overall responsibility of the portfolio and its risks
- Managed three ongoing rigless well P&A programs and lead four superintendents, five engineers, thirteen well site supervisors, and ninety offshore workers daily
- Oversaw intensive slickline, electric line, coiled tubing, snubbing, and cementing operations, work performed on a risk-prioritized basis
- Program budgets ranged up to \$ 91 MM

BP GoM Shelf BU - Production Superintendent Training Assignment, 2001 to 2002

Temporary training assignment offshore (two month) as a Production Supervisor and shore based (four months) as a Production Superintendent, developed methods to focus field workforce on production optimization and cost control.

BP GoM Shelf BU - Production Engineer, 1999 to 2001

Assigned to Western Gulf of Mexico Asset Team as engineer on the MI 623 field, a 207 MMSCFD producer, and the MI 519 field, a 134 MMSCFD producer, both high pressure / high temperature fields with individual well rates as high as 80 MMSCFD

- Completed successful through tubing workover programs
- Recommended and received authorization for a new rental compressor
- Analyzed cause of apparent field souring, discovered a safety hazard relating to the release of high levels of H₂S during acidizing operations and implemented corrective actions

Amoco GoM Shelf BU - Facility Engineer, 1998 to 1999

Assigned to Eastern Gulf of Mexico Asset Team during Amoco to BP transition:

- Contract negotiator and facility engineer providing production handling services to a third party for a \$1.4 MM/year revenue stream
- Evaluated initiative to raise a pipeline's operating pressure and replace a turbine compressor with a smaller rental reciprocating unit

Amoco GoM Shelf BU - Production Engineer, 1994 to 1998

Production engineer on the HI 573 field:

- Developed and organized a pressure transient analysis program and then an eight well stimulation program that was 100% successful, adding 2200 BOPD of sustained production
- Identified a ten well workover program

Responsible for working with production foremen, exploitation teams, and facility engineers to optimize production from five gas producing properties in the Gulf of Mexico:

- Work included project identification, reservoir calculations, economics, and recommendations for rig, snubbing, and coil tubing repairs and recompletions
- Identified, authorized, developed procedures, and permitted pressure transient analysis, pulsed neutron logging, stimulations, and slick line, electric line, and coil tubing repair operations
- Brought two of the Offshore Business Unit's economically unattractive leasebacks to record production levels (SM 33 D exceeded 70 MMSCFD from near zero production)
- Recommended major facility upgrades and the installation of compressors

Amoco GoM Shelf BU - Facilities Construction Engineer, 1990 to 1994

Assigned responsibility for construction management in the eastern Gulf of Mexico, working with exploitation teams and drilling engineers to maximize value of developments by minimizing capital costs of new facility construction. Directed activities of contract engineering companies which provided detail structural and process designs. Worked with construction foremen and production foremen to ensure optimum fabrication, installation, maintenance, and safety practices in designs.

Oversight responsibility of all the Offshore Business Unit's gas processing (NGL) business, monitoring twelve outside operated gas processing plants.

Major projects included:

- South Pelto Compressor Installation
- West Delta 140 Tie In
- South Timbalier 160 #5 & #6 Caissons
- West Delta 35 Abandonment
- West Delta 75 "G" Well Hook Up
- West Delta 90 Crude Oil Sales Pipeline to Shell
- Eugene Island 193 "B" Platform
- South Timbalier 161 Caisson Addition
- West Delta 103 Field Development
- West Delta 75 "H" Well Hook Up
- West Delta 90 Complex Dehydration Upgrade

Amoco Slaughter District - NGL Plant Operations Engineer, 1986 – 1990

Responsible for operations and project engineering for the Slaughter Gasoline Plant, a 55 MMSCFD cryogenic, sour, casinghead gas processing plant including its associated fractionation train, compression system, NGL storage caverns, gathering system, booster stations, and utilities:

- Responsible for project engineering, process and maintenance trouble shooting, plant testing, process simulation, and negotiations with plant partners and gas producers

- Worked closely with plant foremen to optimize plant recovery, maintenance, and capital expenditures on projects
- Acquired additional gas for processing revenue by negotiating with producers and extending the gathering system
- Major projects included \$585,000 cooling tower reconstruction, \$280,000 pipeline installation, and installation of a 1,200 hp rental compressor
- Participated in commissioning of the Mallet CO2 Removal Plant - Phase II, and the commissioning and startup of a 62 MMSCFD amine system

EXPERIENCE WITH LEGAL MATTERS, INQUIRIES, AUDITS, AND REGULATORY ISSUES

- **Petroleum Law Course – UT Austin 1985** – Basics of contract law and oil & gas law.
- **Sr. Attorney / Mentor – Amoco New Orleans – 1990-1999** – Mentored by a Sr. Attorney for nine years through all types of legal issues after identifying an error in one of his standard contracts which initiated ongoing relationship.
- **Construction / Service Contracts – Amoco, BP, Apache, Seashore 1986-2020** – Assisted in writing, editing, and improving construction and service contracts and bids throughout my career.
- **Gas Processing Agreements – Amoco West Texas 1986-1990** – In my first assignment at Amoco as an NGL plant engineer, it was my job to contract new sources of gas to connect to the plant to maintain processing volumes.
- **Threatened DTPA Case – Amoco West Texas – 1987** - Amoco was threatened with a lawsuit under the Texas Deceptive Trade Practices Act (DTPA) by an independent producer. Our official but outdated gas processing contract had resulted in a newly connected gas producer being shorted in his payment compared to my projections. I worked with a corporate attorney to correct the matter immediately, and the lawsuit was never filed.
- **Producer / NGL Straddle Plant Lawsuits – Amoco New Orleans – 1990-1994** - I relocated to New Orleans to be an offshore construction engineer. When they learned of my NGL background, they added monitoring of all our twelve third party gas processing plants to my responsibilities. The majority of the job was assisting our legal team with a continuous stream of lawsuits between the producers and the various straddle plants.
- **Production Handling Agreements – Amoco New Orleans – 1990-1999** - During this entire period, I assisted the Amoco commercial team and legal teams in setting up agreements to process other companies' oil, gas, and water through our facilities.
- **ARO Preparation / Third Party Audits – Amoco, BP, Apache, Seashore – 1992-2020** - I have provided the technical estimate for the Asset Retirement Obligation (decommissioning cost estimate) for companies through the majority of my career. Those estimates are typically followed up with an audit from one of the major independent accounting firms. Some audits have been simple, but my most recent audit lasted for over a week.
- **Offshore Production Company Bankruptcies – Amoco, BP, Apache, Consulting – 1995-2020** - From the mid 1990's forward, I have assisted various company attorneys with resolving what the industry now calls "boomerang assets". These are oil & gas assets that a major or major independent has sold to a small independent. When any of the small independents enter a bankruptcy proceeding (Chapter 7), their assets are often returned to the selling company for decommissioning through "chain of title" regulations. Typically, there are a large number of legal and bonding issues that must be worked out as part of the bankruptcy and subsequent decommissioning work. I follow current bankruptcies through industry connections and have a firm understanding of what goes wrong and how the process needs to be improved to protect all parties involved.
- **Partner Payment Dispute – BP – 2003** - An independent producer refused to pay their \$1.2 MM share of a joint interest bill. The management and legal team from the independent producer

presented their complex technical case in an initial meeting. I refocused the discussion on the simplest business issues of the case that were favorable to BP. A quick settlement was reached after the meeting that was highly favorable to BP.

- **Financial Investigations – BP 2008, Apache 2009-2013** - I was requested on multiple occasions to assist company executives, investigators, auditors, and attorneys with financial investigations either discovered internally or submitted through a whistle blower.
- **Essential Fish Habitat Resolution – Apache 2013** - Assigned to a subcommittee of the National Marine Fisheries Service (NMFS) that was moving swiftly to declare all offshore platforms as essential fish habitat (EFH). This would have been very harmful to the oil & gas industry because of unintended consequences. I was able to educate the other members of the committee and get this potentially harmful declaration tabled permanently in just a single meeting.
- **“Boomerang” Bankruptcy Subsea Well P&A Solution – MWS 2016-2017** - A major production company and a small independent production company in the GoM were faced with a subsea well in 320 ft of water that had come back to them through chain-of-title in a bankruptcy. They both faced technical, financial, regulatory, and legal challenges. I stepped in with a turnkey solution to allow both companies to hand off all of the issues they faced and simultaneously slash their projected costs by one third. The project was also completed on schedule and without incident.
- **Resolution of Crane vs. Casing Jack Use for Tubular Removal in Offshore Wells – MWS 2018** - The federal Bureau of Safety and Environmental Enforcement (BSEE) was considering forbidding the use of cranes to remove tubing or casing from offshore wells. BSEE was considering requiring casing jacks for all such work. This would have slowed down the process and increased costs tremendously for the typical Gulf of Mexico rigless P&A process. I assembled a small team of industry experts and presented a one-page table documenting existing best practices in the industry to BSEE. This educational meeting ended this effort by BSEE to increase regulation.
- **Hoactzin Partners Bankruptcy and New Concept “Contingent Turnkey Contract” – Consultant 2020** – I assisted the trustee in the Hoactzin Partners GoM Shelf bankruptcy resolve that case in just over four months to the delight of the federal judge, trustee, the trustee’s legal team, DOI, BOEM, BSEE, and the multiple working interest owners. As part of this effort, introduced a new bid / contract concept called a “Contingent Turnkey Contract”. Traditional turnkey contracts are win/lose. Either the producer pays too much, or the contractor gets shorted. Thus, contractors jack up prices to prevent potential losses. In the contingent turnkey bid/contract, the bidder provides lump sum values for the base project and for the range of typically qualified and excluded events. This drives the base bid cost down, but the contractor gets paid if contingent events are encountered. This format allows for a win/win in a turnkey bid/contract. The decommissioning work for this project was completed successfully and over \$800,000 was returned to the funding parties.
- **Retained by Production Company’s Legal Team to Provide an Expert Report** – A bonding company is suing multiple predecessors in the chain of title to recover funds that BOEM forced the bonding company to surrender. My report addressed the production company’s asset at the time of transfer of the subject lease and the potential costs for decommissioning that asset. I also provided an estimate of the decommissioning costs for the entire lease. This case is ongoing.
- **Retained by Production Company’s Legal Team to Provide Rebutal to an Expert Report** – Two producers are engaged in a lawsuit over responsibilities for decommissioning liabilities.