

Key Areas of Expertise

- Competitive strategy, business direction and investment and economic analysis
- Expert witness, particularly with respect to valuation of petroleum properties and/or petroleum industry practices in arbitration, mediation and litigation proceedings
- Technical, commercial and strategic advisory support to private and public sectors of oil and gas industry, as well as to financial institutions, service and power sectors
- Negotiation of commercial and fiscal arrangements and valuation of petroleum assets, properties and companies for merger and acquisition assignments
- Independent expert opinion for public disclosure or investor/lender due diligence purposes (debt and equity issues, project financings, fairness opinions, etc.) and dispute resolution purposes

Professional Experience

- Advises national oil companies and governments on strategic and practical dimensions of transition to private/market economies, including development of petroleum sector policy, model contracts, bidding round and negotiation processes and petroleum-sector reorganization and privatization
- Assisted Government of Iraq in its first 5 Licensing Tenders and subsequent efforts around petroleum sector financing and development of large scale infrastructure projects
- Involved in multi-year advisory roles with Petróleos de Venezuela in its initiatives under Apertura (opening of petroleum sector), with Brazil's Agência Nacional do Petróleo as it opened its upstream sector to private sector (including Brazil's first 4 licensing rounds), and with Trinidad and Tobago's Ministry of Energy in development of Master Plan for country's key natural gas sector
- Influential in engagements on restructuring and privatization of YPF S.A., in Argentina, and with Brazil's BNDES in corporate valuation of Petrobras for its secondary share offering as well as ANP and Ministry of Finance 2010 recapitalization of Petrobras and ~US\$ 80 billion "pré-sal" development financing (and subsequent value redeterminations)
- Advised Kingdom of Saudi Arabia with respect to its Natural Gas Initiative; Governments of Bulgaria, Congo, Romania on restructuring their petroleum sectors and related finances; Governments of both Timor Leste and Afghanistan on petroleum and fiscal policy as well as institutional capacity development within sector; and, governments of Brunei, Colombia, Mexico, Kuwait, Iraq and Peru with respect to business and contractual frameworks to facilitate inflow of capital and/or technology and know-how into their respective upstream sectors
- Expert witness in numerous arbitration, mediation and litigation proceedings including: ExxonMobil vs. Venezuela (ICSID); ExxonMobil vs. Petróleos de Venezuela (ICC); Anadarko Petroleum/Maersk vs. Sonatrach (UNCITRAL); Maersk vs. Algeria (ICSID); Sonatrach vs. Duke (UNCITRAL); Texaco vs. Apache (AAA); Vanco vs. Ukraine (Stockholm Chamber of Commerce); Occidental vs. Ecuador (mediation); CNOOC vs. Talisman (mediation); arbitrations related to Egypt's natural gas sector (ICC, ICSID, UNCITRAL and CRCICA); Midland Resources vs. Shtaif et al. (Ontario Superior Court); Total/ExxonMobil/Chevron/Nexen vs. NNPC (Nigerian arbitration); Repsol vs. Chevron (Spanish litigation); Niko vs. Bangladesh (ICSID and Bangladesh litigation); First National Petroleum vs. TNG (Stockholm Chamber of Commerce); and multiple cases for the US IRS

Education

- 1986 MBA, Southern Methodist University, Dallas, Texas
- 1980 BS International Economics, Edmund A. Walsh School of Foreign Service, Georgetown University, Washington, DC