

Ziff Energy in the North Sea

Paul Ziff, CEO

The North Sea is one of the leading Offshore mature basins, characterized by a variety of operating regimes (3 countries); regions (North; Central South; Norwegian Sea); and quite diverse types of production facilities, mainly fixed, though also floating, and with significant high pressure/high temperature gas reserves.

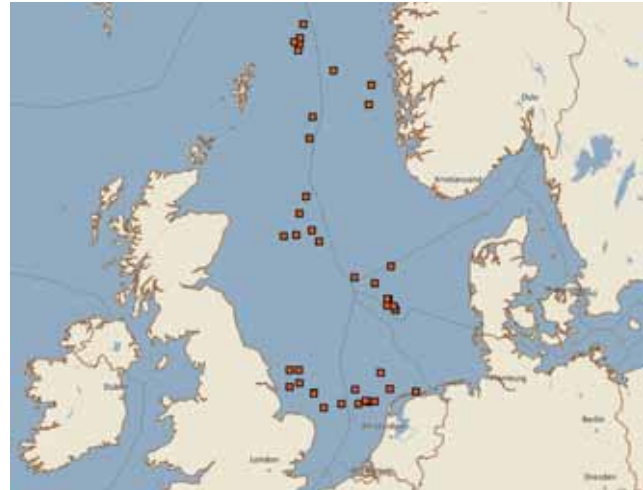
Ziff Energy began North Sea operations benchmarking in 2008-9, with a multi-client study of 'Mature Hubs' that included 15 Assets in the UK and Denmark, operated by 5 Major and Intermediate producers, totalling 860 MBOE/d. The operations performance of each North Sea hub was compared against other North Sea hubs and against mature hubs in the Gulf of Mexico and Brazil. At this time Ziff Energy began adding UK Associates for on-site local expertise.

The second significant project was in 2010, assessing the **Uptime for BP's North Sea portfolio**, Operated and Non-Operated, in the UK and Norway. A total of 470 MBOE/d was assessed as part of a global project that BP awarded to Ziff Energy to evaluate the reliability performance of 120 of their large producing assets.

In 2011, Ziff Energy assessed the operating cost and production reliability for all Shell assets in the region, through 4 entities: ONEgas East in the Netherlands; ONEgas West in the UK, Southern North Sea; CNNS in the Central and North Sea, and Cross Border for several assets that straddle the UK/Norway border.


In contrast to pre-Ziff Energy benchmarking in the North Sea, we did not convert all assets to BOE's for comparison, because the production characteristics and economics of oil and gas are very different. The latter is particularly true today, when Brent sells for \$112/Bbl, and Gas at the National Balancing Point for only \$9.30/Mcf, a ratio of 12:1, far different than the heat equivalent of 6:1. Converting gas to oil at a skewed ratio can generate misleading results. We only compare oil assets to other 'like kind' oil assets, and similarly gas assets with other gas assets.

North Sea Assets in Ziff Energy Database



Ziff Energy is active in 38 countries around the world, and has built a database including over 4,000 assets, with over 900 Offshore. This enables us to group and **compare peer assets, both within a region, and between regions**, to glean new ideas regarding potential performance.

'**By engineers, for engineers**' describes Ziff Energy's approach to benchmarking. Ziff's technical staff includes seasoned Project Managers; the Upstream Center of Benchmarking Excellence; and local Associates including David Richmond in Aberdeen, and Dr. Richard Parker and David Bott in London, providing decades of UK North Sea knowledge and operating expertise.

Having assessed a huge variety of Offshore assets around the world, from fixed platforms, TLP & Spars, and FPSO's, Ziff Energy is ready to provide expanded service to North Sea operators. 

INSIDE:

Ziff Energy in the North Sea	1	Ziff Energy Completes 8 th GOM Deepwater Operations Study	5
LNG Exports from Canada.....	2	First Canadian Infrastructure Study.....	6
5 th World Operations Conference: Feb 29 & Mar 1, Houston	3	New Upstream Development Projects?	7
Ecopetrol Selects Ziff for Benchmarking of Colombia Operations	4	Thermal Oil Sands Study Launch	8
Performance Assessment of Fields in Peru	4	N.A. Shale Gas Discussed at Congress Bolivia Gas & Power	8

LNG Exports from Canada

Edward Kallio, Director, Gas Consulting

In the years leading up to 2008, the North American gas industry was hard-pressed to replace gas declines with new production, and the prospect of importing 5 to 10 Bcf/d of LNG to balance supply and demand was very real. Various operators spent billions to triple U.S./North America LNG import capacity to 18.5 Bcf/d. But due to ample gas supplies, U.S. LNG import facilities are taking under 1 Bcf/d, a mere 5% of capacity. With the advent of horizontal drilling and fracture technology, the full cycle cost to produce gas from shale plays has dropped, resulting in a step-change in North American natural gas reserve additions and production.

The decline in full cycle gas costs has produced a surplus of gas supply at lower price levels, bringing gas prices down to around \$4/MMBtu currently, from \$8 to \$10/MMBtu in 2007/2008. By contrast, oil prices have been robust, in the \$80 - \$105/Bbl range and the ratio between oil and gas prices has widened to current levels around 20:1 (vs. 6:1 Btu equivalency).

Producers with acreage and gas reserves in the Horn River, Montney, Cordova Embayment, and Liard Basins seeking to monetize their natural gas, are faced with current sub \$4 local gas prices, making it increasingly difficult to justify large capital programs in Western Canada. So, what is a producer with large holdings in Canadian Unconventional plays to do? How can this wide differential between the value of oil and gas be closed?

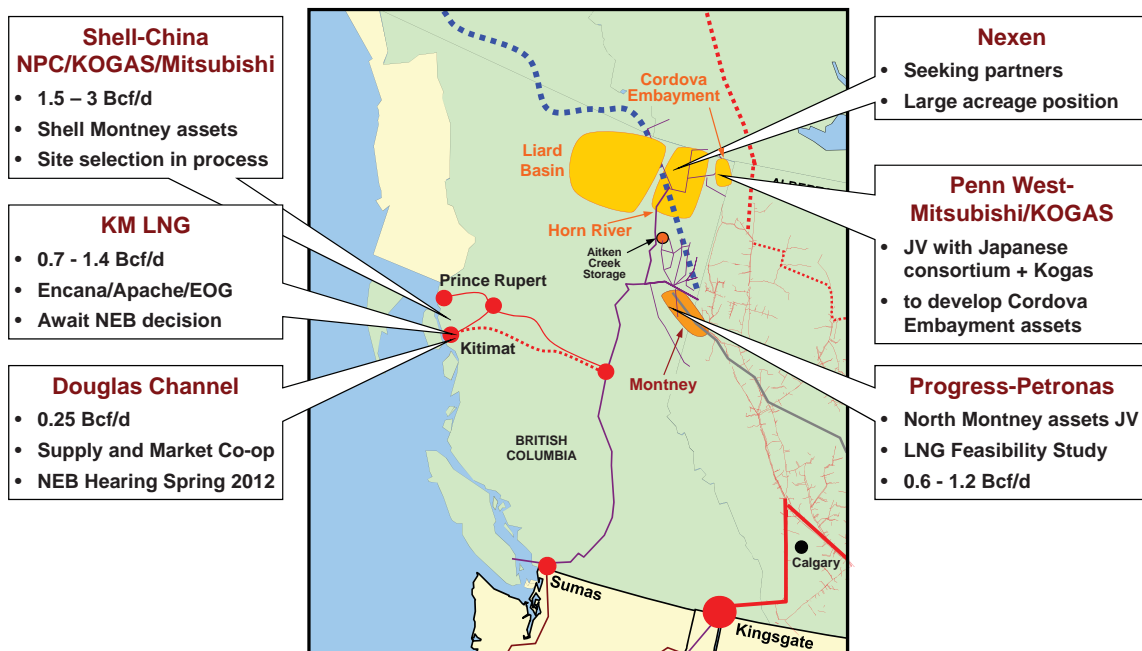
Because Asian gas prices are generally set based on a basket of crude oil (roughly 85% of Japanese Crude Cocktail or JCC), and western Canadian gas can be liquefied and shipped to Asia, there is a natural arbitrage opportunity

for Western Canadian producers. Currently, gas prices in Asia are over \$13/MMBtu, and Western Canadian gas is selling for sub \$4 - a very large differential and attractive for Producers to exploit.

Several projects have been proposed to liquefy Western Canada supply for transport to Asian markets. The most advanced is KM LNG, located in Kitimat, and owned by Apache, EOG and Encana, all with large land holdings in the Horn River Basin. The Canadian National Energy Board (NEB) conducted an Export Licence Hearing in June and a decision is pending. Ziff Energy provided an expert report that presented a view to the year 2035 on North American supply, demand, and markets and testified at the Hearing.

Several other LNG projects are in various stages of development. Douglas Channel, a smaller project, is also located at Kitimat, for up to 250 MMcf/d of gas exports. An NEB Export Licence Hearing has been scheduled for spring 2012. Other projects in earlier stages of development include Shell, with significant buy-side interest and large land holdings in the Montney area; a Progress Energy – Petronas venture, to develop Progress Energy acreage in the Montney region; and a possible LNG Liquefaction Joint Venture, and a Joint Venture between Penn West and an Asian group including Mitsubishi and Kogas to develop acreage in the Cordova Basin and possible liquefaction. Finally, Nexen has indicated a desire to explore LNG liquefaction as a means to develop very extensive land holdings in the Horn River and other shale basins in Western Canada.

Canada LNG Liquefaction



5th International Operations Excellence Conference: February 29 & March 1, 2012 Houston

In October 2010, Ziff Energy hosted the 4th International Operations Excellence Seminar in Houston. The program was attended by over 100 Operations Executives and Managers from 24 countries on 5 continents. Attendees learned from 25+ industry leaders who shared their experiences and provided many illustrative examples and best practices. The 2-day seminar included many opportunities for attendees to network with speakers and other attending E&P participants. Speakers were carefully selected by Ziff Energy to represent companies that have achieved excellence and leadership in various types of oil and gas operations, including: onshore and offshore; primary, secondary, and enhanced recovery; and mature and young unconventional.

The 5th Operations Excellence Conference will be held on **February 29/March 1, 2012** in Houston.

Day 1 will cover industry wide issues, with an **Executive Perspectives** on Operations Excellence panel in the morning, and an afternoon focus on achieving new standards and the role of **Maintenance** in Operations Excellence.

Session 1: Executive Perspectives on Excellence

- Operations Excellence Programs

Session 2: Maintenance & Integrity Management

- Programs, Processes, Staffing, Planning & Philosophy
- Maintenance Strategies
- Information Technologies

Day 2 will feature 2 tracks: Onshore Case Studies (Oil & Gas) – with a Focus on Unconventional Resources, or Offshore/Deepwater Case Studies.

ONSHORE

Session 1: Unconventional/Shale Gas

- Gas Shale Operations: Haynesville & Marcellus

Session 2: Unconventional Oil

- Bakken Oil Shale Operations (U.S.)
- Eagle Ford Shale Operations (U.S.)

Session 3: Mature Oil/Gas & EOR

- CO₂ Flood Operations (Permian Basin)
- Mature Operations (South America)
- Rehabilitation & Enhanced Recovery of Russia's Largest Oil Field

OFFSHORE

Session 1: Deepwater Operations

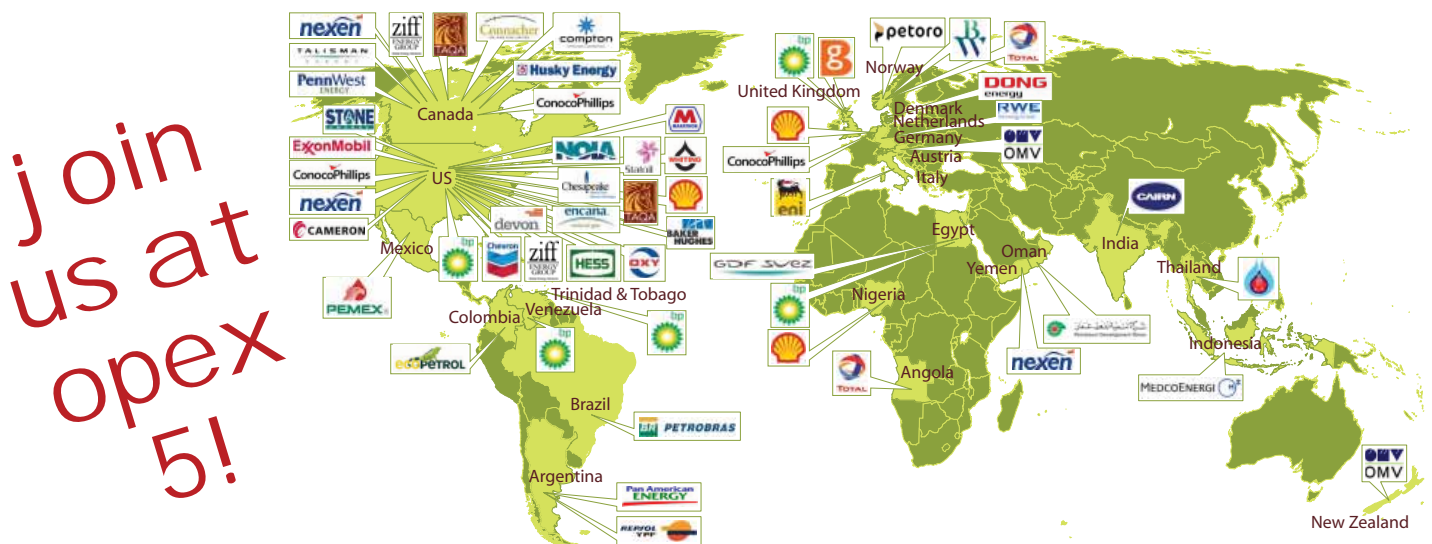
- FPSO Operations (West Africa)
- FDPSO Drilling & Production Operations (West Africa)
- Spar Operations (Gulf of Mexico)
- North Sea & International Operations

Session 2: Shelf & "LNG Gas Feed" Operations

- Well Surveillance (Gulf of Mexico)
- Large Offshore

To **register**, please contact Conference Coordinator, Jenny Jackson, at jennifer.jackson@ziffenergy.com, 1-403-234-4297, or visit our website <http://www.ziffenergy.com/event/default.aspx>.

OpEx #4 Success - 55 Participating Operators from 24 Countries



visit our website www.ziffenergy.com for more information

Ecopetrol Selects Ziff Energy for Benchmarking of Colombia Operations - an NOC Pursuing Excellence

Juan Carlos Alba, Vice President, E&P Business Unit

Earlier this year, Colombia's National Oil Company, Ecopetrol S.A., selected Ziff Energy to benchmark operating costs and production efficiency for *all their operated fields* in the country. Our team met with Ecopetrol's project team in Bogotá during March to kick off the project.

Ziff Energy's proven performance assessment (benchmarking) methodology will provide Ecopetrol with detailed internal and external comparisons of its oil and gas fields' cost performance and production efficiency. Peer fields, with similar reservoir and/or production characteristics, are from Colombia, other Latin America countries, and North America. By providing both internal and external benchmarking, Ziff Energy's study will assist Ecopetrol to focus its efforts to identify cost and production related improvement opportunities by highlighting 'performance gaps'. The study results will also identify for Ecopetrol 'Best in Class' performance within and outside Colombia. Based on the findings of the study, Ziff Energy's team will collaborate with the company to prioritize actions and solutions to be implemented.

Ecopetrol S.A. is a fully integrated company (E&P, refining, transportation, petrochemicals, and biofuels) that has transformed itself since 2006. Ecopetrol is now a public company listed on several markets (BVC, NYSE, BVL



Left to right: Clemente Bustos (Ziff Associate), Carlos Martin (Operations Supt. for De Mares), Juan Carlos Alba (Ziff VP E&P BU), Héctor Castaño (Ecopetrol's VP Production), Damir Vrceck (Ziff Sr. Associate), Héctor Casas (Staff APR)

and TSX), and has expanded to other countries including Peru, Brazil, and the U.S. Gulf of Mexico. Ecopetrol's production has jumped from 399 MBOE/d in 2007 to 686 MBOE/d during Q1 of 2011, and its market capitalization has tripled to \$87 billion today from \$27 billion in 2007.

Ziff Energy has worked with Ecopetrol since 2003 providing custom consulting on production and drilling operations efficiency. 

Performance Assessment of Fields in Peru


Juan Carlos Alba, Vice President, E&P Business Unit

A local JV operating in Peru has commissioned Ziff Energy Group to perform an assessment of the operating cost and production efficiency of their assets in the country of Peru. Peru now becomes the 38th country with oil and gas upstream operations benchmarked by the firm. Since 2001, Ziff Energy has been active in Latin America comparing both onshore and offshore oil and gas operations with similar peer fields in the region and/or other regions (e.g. North America fields).

The objective of the current project is to assess the competitive position of the JV's fields in relation to comparable fields, based on specific physical field criteria such as well productivity, total throughput, watercut, field depletion, formation depth, and oil density. The cost and production efficiency benchmarking exercise will identify specific 'performance gap' areas in the Peru fields (e.g. chemical cost, well servicing, surface repair and maintenance, etc.) and quantify the potential improvement and investment opportunities that can be realized by reducing these gaps.

Ziff Energy Expansion Continues - Peru is 38th Country



The Ziff Energy team and the client's team commenced the project in Lima, in early September, and are working diligently to complete the project by year-end. At the conclusion of the project, the Ziff Energy team will conduct Debriefing meetings in Lima with the client, to review the results of the study with both the executive team and operations personnel. 

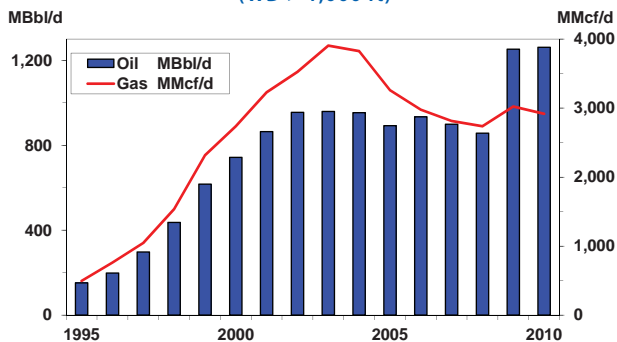
Ziff Energy Completes 8th Gulf of Mexico Deepwater Operations Study to Enhance Production Efficiency & Manage Cost Challenges

Richard Tucker, Vice President, Marketing & Client Relations

Ziff Energy recently completed the 8th edition of its **Gulf of Mexico Deepwater Improving Field Performance (IFP)** study, which evaluates 2010 operations for 36 assets. While production in the Gulf of Mexico Deepwater was in the spotlight last year with the unfortunate Macondo incident, the region represents by far the most important domestic oil supply area for the U.S. (other significant Lower 48 areas include the 100-year old Permian Basin in West Texas, and the rapidly expanding unconventional Bakken play in North Dakota).

In recent years, the Gulf of Mexico Deepwater has developed many new 'world class' discoveries. While hurricanes impacted oil and gas production in 2005, 2006, and 2008, the graph shows **production surged by over 250,000 Bbl/d in 2009**, with the start-up of many new assets (including the Atlantis, Thunder Horse, Blind Faith, and Thunder Hawk semi-submersibles, the Tahiti and Perdido spars, and the Neptune & Shenzi tension leg platforms). **Additional Deepwater assets began production in 2010** (Marathon's Drosky subsea development and ATP's additional well tied to its Titan floating drilling and production platform) – enough to keep oil production flat with 2009 in spite of the Macondo incident. Given the drilling moratorium, Deepwater production is expected to fall moderately in 2011.

GOM OCS Deepwater Production
(WD > 1,000 ft)

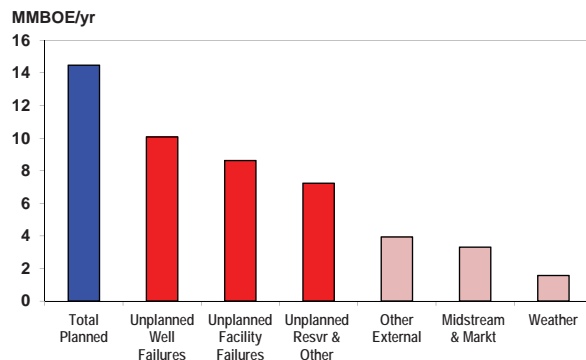


Most Deepwater gas production is associated with the oil, and growth in Deepwater oil production has been essential to offset gas production declines this decade in the mature Gulf of Mexico Shelf.

Ziff Energy is the **leading consultant for evaluating offshore operating performance**, with extensive assessment programs for both Deepwater and Shelf operations. Our offshore asset-level database includes extensive cost data for 70 Deepwater assets and 800+ Shallow depth fields operated by 20 operators in many regions, including the Gulf of Mexico, Asia Pacific, North Sea, West Africa, and South America.

This year's study updated the **Operating Cost Efficiency and Uptime Reliability Metrics** last measured in 2009 with the 7th Edition. The Uptime metrics are based on analysis of daily production and include "deferred production", the mean time between downtime incidents (MTBI), and mean time to recover production (MTTR). Industry continues to focus on **system reliability to maximize production uptime** consistent with *safety, health, and environmental stewardship*. Ziff Energy's Deepwater study found a surprisingly wide range of Uptime performance, which represents an improvement opportunity for industry worth tens of millions of dollars of annual revenue for most assets. Indicating the size of the incentive, the graph shows the study assets' deferred production for 2010 associated with planned and unplanned downtime by cause: facility failures (on the platform), well failures (subsurface), midstream & market (e.g. pipeline), reservoir, weather and other external. Weather was the smallest factor. **The value of the unplanned deferment (\$1.5 billion) was 1.6 times the total OpEx (\$0.9 billion) of the assets!**

Reasons for Deferred Deepwater Production



"Study participants received detailed diagnostics for each asset, compared on a 'like kind' basis with peer assets and identifying potential savings in each of 15 cost categories," said Joe Kilchrist, Ziff Energy's Director, Offshore Operations, who lead the Deepwater study team. Ziff Energy is meeting privately with each client regarding their identified improvement opportunities.

Deepwater operators interested in "backing into" the study on a Late Participation basis should contact Richard Tucker, VP Marketing & Client Relations, at 1-713-985-5183 or richard.tucker@ziffenergy.com. <http://www.ziffenergy.com/eandp/multiclient.aspx>

First Canadian Gas Plant Infrastructure Study


Guest Article: Bob Child, Principal, Gas Processing Management Inc.

Ziff Energy, working with Gas Processing Management Inc. (GPMi), has kicked off its first in a series of in-depth studies that will analyze the Gas Gathering and Processing Infrastructure in Western Canada. This study titled “**Northern Foothills** Infrastructure Repositioning for Montney Growth” will analyze the Gas and Liquids Infrastructure in the developing Montney trend of Northwest Alberta and Northeast British Columbia to present a ten-year blueprint for a step change in how the existing and additional required infrastructure is developed, managed, and operated. Significant new investment is forecast to be required to construct additional gathering, processing, and transportation infrastructure to handle new Montney Tight Gas production, as well as to reconfigure the conventional existing facilities to optimize their use with the growing gas production base. Industry can work cooperatively to develop new dedicated infrastructure and to utilize the area’s existing infrastructure for the benefit of both the developing and the current resource base. The study’s assessment of the total infrastructure required will potentially result in decreased capital investment, decreased per unit operating expenses for both the new and existing production, and increased recovery of the existing gas resource base.

Ziff Energy brings the Business and Resource Analysis expertise and GPMi the Infrastructure, Engineering, Commercial, and Process Experience; the two Consulting Firms have joined forces to bring the “Best of the Best” to analyze and develop strategic alternatives for investors, production owners,

and infrastructure operators. Currently the Montney Study is support by five major area producers and processors (AltaGas, Murphy Oil, Shell Canada, Suncor, and one confidential producer) and will be ready for distribution by Christmas 2011.

The second study in the series “**North Central Foothills** Infrastructure Repositioning for Tight Gas Growth (Kaybob)” will study the similar challenges in the Simonette, Kaybob, Edson, and Hanlan areas of North Central Alberta. This study has the increased complexity of rapidly developing sweet and low H₂S Tight Gas Trends in an area with significantly underutilized large sour gas processing infrastructure, necessitating the development of strategic new gathering and processing facilities and the repositioning of the large sour facilities to effectively processing the declining conventional sour gas production and, where appropriate, process the developing trends. This study is still in the marketing stage and currently supported by four large area producers and processors (Talisman Energy and three confidential parties). We anticipate the study will proceed this fall with distribution targeted for the end of Q1 2012.

The third in the infrastructure analysis series (**Caroline** area) will be initiated upon completion the North Central Foothills (Kaybob) Study. For more information, contact Bill Gwozd, P.Eng., Vice President, Gas Services at 403-234-4299 or bill.gwozd@ziffenergy.com. 

Ziff Energy Attending WORLD PETROLEUM CONGRESS (WPC)

December 4-8, 2011 Doha, Qatar

Paul Ziff, CEO and Richard Tucker, Vice President, Marketing & Client Relations will once again be participating at the 20th WPC.

If you are planning to attend, and would like to learn more about how our services could benefit your company, please contact us in advance and we can pre-arrange to visit during the Congress.

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SILVER ANNIVERSARY - 25TH WESTERN CANADA FINDING & DEVELOPMENT STUDY

Ziff Energy’s 25th consecutive edition of the Western Canada Finding and Development study was issued to E&P clients in mid-August, in time for budget and planning functions for 2012. This 50 page study benchmarks the actual F&D results for 75 companies in 7 conventional and several unconventional gas strategies, along with 5 oil strategies.

As part of the due diligence process that occurs in M&A transactions, prudent company executives or directors will ask – “what would the asset cost us if we were to hire a team of engineers, geologists, geophysicists, landmen, accountants, and operators to do it ourselves?” Clients that participate in the F&D study have an unfair commercial advantage.

UPCOMING SPEECHES (partial list)

<http://www.ziffenergy.com/media/speakersbureau.aspx>

TNK-BP Corporate Technology Conference

October 4 Moscow

"Improving Operations Performance Through Peer Analysis"

OTC Brasil 2011

October 4-6 Rio de Janeiro

"Global Offshore Operations Performance: Assessing Uptime Reliability"

Canadian Fertilizer Institute (CFI) Parliamentary Luncheon

October 5 Ottawa

"Impact of a Performance Standard for Coal Fired Generation"

National Energy Services Association (NESA) Annual Meeting

October 6 Bastrop, Texas

"Evolution of Natural Gas Market Dynamics & Impact on Supply & Demand"

Insight Information's 9th Atlantic Canada Power Summit

October 21 Saint John

"Market Opportunities and Gluts for Shale Gas Development in Atlantic Canada"

North American LNG Export

October 26 Calgary

"Western Canada LNG Liquefaction"

Canadian Institute's Responding to Increasing Natural Gas Supply in North America

October 27 Calgary

"Evaluating the Market Impact of Increasing Natural Gas Supply"

2nd Annual Global Shale Gas Investment Summit

November 2 Hong Kong

"North America Shale Gas Fundamentals to 2020"

Infonex Accounting & Reporting for Oil & Gas

November 22 Calgary

"Gas & Oil Outlook"

To request a speaker for your next event, contact Jenny Jackson, Marketing Coordinator at jennifer.jackson@ziffenergy.com or 1-403-234-4297.

New Upstream Development Projects? Reality Test your Operating Plan & Budget


Richard Tucker, Vice President, Marketing & Client Relations

Delivering new projects is a key focus for all E&P companies. As part of planning for an upstream production asset development, a best practice is to evaluate operating cost and downtime estimates/assumptions in the plan, using peer data as a reality check. Ziff Energy has conducted such evaluations using peer data from the firm's Operating Cost database. Ziff Energy has evaluated large new offshore and onshore field developments, in a number of countries. The firm can model future operating costs **over the life of the field**. This is important since the lifetime operating costs far exceed the initial capital cost. We assisted one operator with their development planning to achieve appropriate operating cost levels within each phase of a large Greenfield onshore oil field development in Asia, and another with a planned Gulf of Mexico Deepwater development.

The use of appropriate real peer operating data, cost and uptime performance, enables the E&P client to **incorporate reality-based estimates** as part of their development planning and budgeting. Failure to do so can result in flawed economic evaluations and investment decisions. Failure to test development assumptions against real data can also lead to painful performance surprises once the asset is on-line.

Operations Performance Benchmarking is Ziff Energy's primary business. Ziff Energy has successfully executed **180+ upstream benchmarking projects**, far more than any other consultancy, and as a result has available excellent data to evaluate the upstream production operations component of Development plans.

Ziff Energy is particularly well positioned to evaluate large offshore developments involving Deepwater production systems or Floating Production, Storage & Offloading (FPSO) vessels. **Ziff Energy possesses detailed operating cost and uptime reliability data for over 70 Deepwater assets and 30 FPSO's.** Ziff Energy just completed its 8th Gulf of Mexico Deepwater operations benchmarking edition, evaluating the 2010 operations performance of numerous spars, TLPs and semi-submersibles. The firm completed several new FPSO benchmarking assignments this year, examining 2010 performance.

Ziff Energy's evaluations are performed by consultants with extensive offshore operations experience, assisted by the firm's unique **'World Center of Upstream Benchmarking Excellence'**. Our **senior offshore operations engineers and Associates** have 15 to 30+ years of experience with a variety of leading operators (Majors and Independents). Our style of work is collaborative – we ensure a highly interactive process between our technical team with the client's Development project team. This is very important given the unique characteristics of each Development. 

WE'VE MOVED! (and Expanded)

Our **Canadian Office** has moved effective October 1, 2011.

All of our phone numbers and the Houston Office location remain the same.



visit our website www.ziffenergy.com for more information

Bolivia Gas & Power Congress North American Shale Gas Discussed

An opportunity exists for the Bolivia gas industry to grow gas production for both the domestic market plus assist other countries through gas exports. To assist the Bolivian gas industry better understand how North American gas has grown, Ziff Energy prepared and delivered a brief industry overview of the North American industry lessons learned at the Bolivia Gas & Power Congress. Bill Gwozd, Vice President, Gas Services, explained the growth of Tight Gas and Shale Gas production based on horizontal wells and multi-stage well fractures.

Incremental gas markets in North America may prove quite helpful to providing support to producers new gas supply; consequently, this presentation shared thoughts on using gas for NGV, LNG, GTL, C₂H₆O, and other potential emerging gas demands.

Ziff Energy is preparing another international presentation on lessons learned from North American Gas Shales to be presented in Hong Kong on Wednesday November 2. 

Bill Gwozd speaks at Bolivia Gas & Power Congress in Santa Cruz, August 24, 2011




Thermal Oil Sands Operations Study Launch - 1st Edition

Sergey Turchin, Manager, Operations Consulting Services & Paul Ziff, CEO

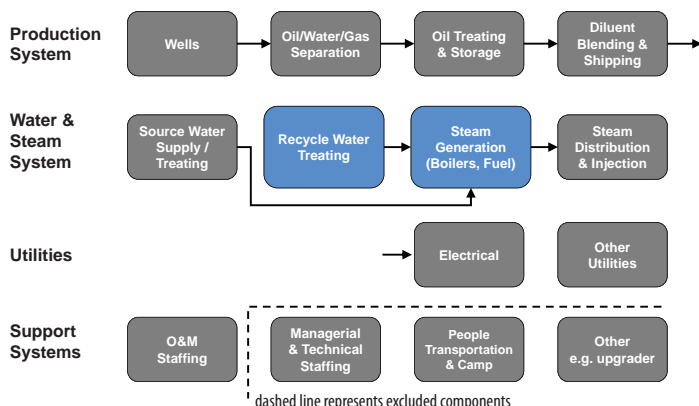
Production from in-situ projects will double in the next 10 years. To remain competitive, one needs to understand the drivers of operating performance and ways to enhance steam and production operations. It is not easy to identify which operating areas offer the greatest potential for meaningful savings, and whether field operations are performing with “best in class” reliability.

The Ziff Energy analysis will evaluate:

- COST** - comparing total unit operating costs amongst peer properties and providing in-depth analysis of field and plant operations by cost category. Our categories of key controllable costs address 3 main aspects of thermal operations: Steam Plant, Energy Use, and Field Operations. Sub-Classifications will reveal specific cost opportunity areas. We will pinpoint high cost areas and identify the savings potential for each.
- FIELD UPTIME** - assessing the production efficiency of individual fields, and identifying “leader” production reliability targets.
- STEAM PLANT RELIABILITY** – assessing the steam generation efficiency of individual facilities, and identifying improvement areas by cause of downtime.

This study has been designed with input from industry professionals, and so far we have 6 participating operators for the study. We plan to start the project in late October with expectations to publish final client reports in Q1 2012. For more information, contact Sergey Turchin at 403-234-4298 or sergey.turchin@ziffenergy.com. 

Thermal Project Components



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