

Emails

From: JohnDriller@westoverwell.com
To: BobOperations@westoverwell.com
Subject: Rig 12 Update

Bob,

Hope this message finds you well. I'm writing to provide an update on our operations at Rig 12 in the Permian Basin.

We've been making steady progress on the Hawkins 3H well over the past two weeks. The drill crew has successfully run the 8 1/2" hole down to the target depth of 16,500 ft. We encountered some challenging formations around the 14,000 ft mark, which slowed our progress, but the team was able to push through without any major incidents.

As of this morning, we've begun running the 5 1/2" production casing. Once we've completed this step, we'll be ready to move into the fracking stage. I've already been in touch with ProFrac Services, and they're tentatively scheduled to mobilize their crew and equipment to the site by the end of next week.

On a related note, we experienced a minor spill incident during a fluid transfer operation last Tuesday. Fortunately, our team was able to contain the spill quickly, and we've already completed the necessary remediation and reporting procedures. I've attached the incident report for your reference.

Please let me know if you need any additional information or if there are any other concerns I should be aware of. I'll continue to provide regular updates as we progress through the remaining stages of this well.

Regards,
John Driller
Rig Operations Manager
Westover Well Services

From: BobOperations@westoverwell.com
To: JohnDriller@westoverwell.com
Cc: ContractingTeam@westoverwell.com
Subject: Frac Crew Accommodations

John,

I just got off the phone with ProFrac's operations manager. They're expecting a crew of around 20 personnel for the fracking job on Hawkins 3H. Per our contract, we're responsible for arranging accommodations and transportation for the contractor team.

I've looped in our contracting coordinators on this email. Can you please work with them to line up:

- Lodging for the crew (targeting hotels in Midland)
- Rental vehicles or crew transport vans
- Catering/meal services while on location

Let me know if you need any other details from me. We'll need to have all accommodations confirmed before ProFrac mobilizes next week.

Thanks,
Bob

From: ContractingTeam@westoverwell.com
To: JohnDriller@westoverwell.com
Subject: Contractor Invoicing Process

Hi John,

Our team received the accommodation requirements for the ProFrac crew. Before finalizing arrangements, I wanted to confirm the invoicing process for their services.

Will ProFrac be invoicing us directly, or are we handling payment through the contracting company we contracted them through (Capricorn Energy Services)?

Please let me know the proper invoicing channel so we can ensure things are properly routed for payment processing once their work is completed.

Thank you,
Katie
Contractor Coordinator

From: OperationsVP@westoverwell.com
To: FieldManagers@westoverwell.com
Subject: Implementation of New HSSE Management System

Team,

I'm writing to announce the upcoming rollout of Westover's new Health, Safety, Security, and Environment (HSSE) Management System across all field operations. After an extensive review and selection process, we've adopted EnergyHealthSafe, a leading HSSE platform for the oil & gas industry.

EnergyHealthSafe will replace our current paper-based processes and siloed tracking methods with a centralized digital solution. This system will standardize how we manage critical HSSE elements such as:

- Safety policies, procedures, and compliance documentation
- Job safety analyses (JSAs) and permit-to-work processes
- Incident reporting, investigation, and corrective actions
- Safety training matrices and workforce qualifications
- Audits, inspections, and management of findings
- Leading and lagging performance metrics

By transitioning to this cloud-based HSSE management system, we aim to drive operational excellence through stronger risk mitigation, improved compliance assurance, and data-driven decision making.

Beginning next month, the HSSE team will be hosting a series of webinars and on-site training sessions to introduce EnergyHealthSafe and ensure all field staff are well-equipped to effectively use the platform. Adoption of the new system will be mandatory across all rigs, production sites, and operational facilities.

I cannot overstate the importance of this initiative. Westover is committed to achieving industry-leading safety performance, and digitally transforming our HSSE processes is a critical step. I'm counting on your leadership to champion this transition among your teams.

Please stay tuned for more details on the implementation schedule and training opportunities. This is a significant undertaking, but one that will ultimately strengthen our safety culture and operational integrity.

Sincerely,
Karen Robbins
VP of Operations

From: BuyingTeam@westoverwell.com
To: AssetManagers@westoverwell.com
Subject: RFP for Facility Integrity Services

Asset Managers,

Our team has been tasked with sourcing a supplier to provide facility integrity management services across Westover's operational footprint. This will include capabilities such as:

- Risk-based facility inspections (tanks, pipelines, processing equipment, etc.)
- Corrosion monitoring and mitigation
- Fitness-for-service assessments
- Remaining life calculations and life extension studies
- Repair/replacement prioritization and planning

Effective integrity management is critical as our facilities continue to age and ensure we maintain our assets in a safe, compliant, and optimal operating condition.

We've developed an extensive RFP outlining the full scope of work and requirements. If you have any facility integrity needs anticipated over the next 2-3 years, please review the attached RFP and provide your location-specific requirements to me by next Friday.

This will allow us to comprehensively define the scope and accurately evaluate bidders' pricing proposals across our entire operations.

Please let me know if you have any other questions!

Rachel Henderson
Supply Chain Manager

From: JohnDriller@westoverwell.com
To: BobOperations@westoverwell.com
Subject: Rig 7 Crew Change Transition Plan

Bob,

I wanted to run the crew transition plan by you for the upcoming change on Rig 7. As you know, the current crew's hitch will be ending next Thursday after 28 days on. Here are the key activities we have lined up:

Wednesday, June 8th

- Incoming crew arrives at crew hotel in Hobbs, NM and undergo orientation
- Transportation scheduled to move off-going crew from rig to Hobbs

Thursday, June 9th

- 6 AM - Transition meeting between on/off crews
- 7 AM - Crews swap positions on rig floor and throughout site
- 8 AM - Off-going crew transports to Hobbs for demobilization

We'll have the outgoing crew complete final tool inventories, rig inspections, and JSA/permit hand-offs during the transition period. I've also coordinated with the safety team to have the on-coming crew go through HSSE onboarding and do a full pit-level rig tour.

Please let me know if you have any other specific handover items you'd like to add to the plan. I'll be overseeing the transition in person next week.

Once we have the new crew mobilized, I'll provide you with an update on our forward operational plan for Rig 7.

Regards,
John Driller

From: PhilExploration@westoverwell.com
To: GeologyTeam@westoverwell.com
Subject: Promising New Prospect - Bakken Shale

Team,

I'm excited to share the results of our latest geological evaluation in the Williston Basin. After analyzing seismic data, well logs, and production trends, we believe we've identified a highly promising prospect in the Bakken shale play.

The Hendricks Ranch prospect covers approximately 50,000 net acres in Dunn County, ND. Nearby offset wells have exhibited incredibly strong production rates from the Middle Bakken and Three Forks formations. Our projections indicate this prospect could be economically developed with URs in the 600-800 MBOE range per well at \$50 WTI.

I've attached my full prospect evaluation report outlining the geological details,

production forecasts, and economics. We'll need to move quickly to secure the remaining leasehold and permitting before other operators set their sights on this area.

If we get the green light, I'd like to make a proposal in next month's capital meeting to establish an operated position in the Bakken with a multi-year drilling program. The upside potential could be a substantial catalyst for reserves and production growth over the next 5 years.

Please review the report and let me know if you have any other questions. I'm happy to discuss further in our upcoming team meeting.

Thanks,
Phil
Exploration Manager

From: RegulatoryAffairs@westoverwell.com
To: FieldManagers@westoverwell.com
Subject: New EPA Air Emissions Rules & Compliance Deadlines

Field Operations Managers,

I'm reaching out to make you aware of recently finalized EPA regulations impacting air emissions at upstream and midstream facilities (EPA Subpart OOOOb). These new rules aim to further reduce methane, VOCs, and other emissions from oil & gas production sources.

Key changes include:

- Expanding leak detection and repair (LDAR) requirements for fugitive emissions across facilities
- More stringent emissions limits on pneumatic controllers, compressors, and other process equipment
- Mandated phase-out of high-bleed pneumatic pumps
- Additional control requirements for storage tanks and produced water management

The rules go into effect in August 2023, with staggered compliance deadlines across 2024 and 2025 depending on facility type, construction date, and location.

I've attached an overview summary prepared by our environmental team outlining the specific regulatory changes and compliance obligations. We'll need to carefully review the impact across our operations and develop action plans to ensure we have the necessary resources, equipment upgrades, and procedures in place.

I'd like each of you to assign an implementation lead for your asset areas. We'll be holding a kick-off meeting in the next few weeks to initiate preparation efforts company-wide.

Please let me know if you have any immediate questions in the meantime.

Thanks,
Julia Roberts
VP Regulatory Affairs

From: DonLandTeam@westoverwell.com
To: ExecTeam@westoverwell.com
Subject: BLM Lease Sale Results

Executive Team,

I'm pleased to report that we were successful in acquiring our target leases in the latest Bureau of Land Management sale for the Permian Basin region last week. While competition was fierce, our updated bid strategy enabled us to secure the following:

- Winkler Co., TX: 12,500 net acres in the N. Spraberry play
- Loving Co., TX: 7,200 net acres prospective for Wolfcamp A & B zones
- Eddy Co., NM: 6,800 net acres proximate to our existing Spanish Trail area

In total, we committed \$47.6MM in lease bonus payments and lease broker fees to build this new leasehold position of 26,500 net acres. These acquisitions firmly position us for long-term, multi-year drilling inventories in some of the highest-return remaining areas of the Delaware Basin.

I've attached the detailed lease reports and schedule for your reference. We'll work on quickly permitting this acreage along with the requisite field operational plans. My team will also coordinate any in-field lease activities with the appropriate asset managers.

Let me know if you need any other information as we prepare to develop this exciting new leasehold.

Regards,
Don Robertson
VP Land

From: JackEngineering@westoverwell.com
To: WillOperations@westoverwell.com
Subject: South Marshlands Facility Expansion

Will,

Our team has completed the initial design basis and scope for expanding the South Marshlands production facility to handle increased flow from the 10-well development program planned in that area next year.

The key elements of the facility expansion include:

- Installing an additional 600 MMscf/d gas processing train
- Adding refrigerated lean oil absorbers for NGL recovery
- Increasing oil treating/stabilization capacity by 15,000 BOPD
- Expanding produced water handling system to 90,000 BWPD
- Constructing two 300,000 barrel crude storage tanks
- Pipeline tie-ins for oil, gas, and water takeaway

I've attached the preliminary P&ID models and plot plan sketches for your review. We'll need to submit for permitting by early Q3 if we want to target an in-service date in mid-2024 to stay ahead of the new wells coming online.

Could you please have your team examine the design and provide any operational feedback? We'll need to lock in sizing, tie-in points, etc. before advancing into detailed engineering.

Let me know if you need any other details from my engineers. We should schedule a kick-off meeting soon to launch this project.

Thanks,
Jack
Facilities Engineering Manager

From: HSECoordinator@westoverwell.com
To: RigManagers@westoverwell.com, DrillingEngineers@westoverwell.com
Subject: Implementing New BOPE Controls & Certification Process

Rig Teams,

As part of our ongoing safety and compliance initiatives, Westover is implementing

enhanced controls and certification requirements around blowout preventer equipment (BOPEs) across our rig operations.

Effective immediately, the following policies will be in place:

1. Annual source inspections and re-certifications for all BOP stacks and related well control equipment
2. Dual redundant control systems verified prior to nipping up BOPs
3. BOP testing procedures standardized according to API RP 16ST
4. Mandatory crew training curriculum for BOP operations

We've contracted with AnaSafe Certifications to provide third-party inspection and re-certification services for our BOPEs going forward. Rig managers will coordinate with AnaSafe reps to have equipment inspected per the schedule I've attached.

The HSE team will be conducting rig visits over the next month to roll out the full certification program details and train crews on the new BOP operating procedures.

Strict adherence to these enhanced BOPE protocols is critical to safe well control practices and regulatory compliance. They will be thoroughly audited as part of our safety management system.

Please let me know if you have any other questions. Robust well control will remain a top priority across our drilling operations.

Regards,
Phil Kerns
Corporate HSE Manager

From: JohnDriller@westoverwell.com
To: LoggingEngineers@westoverwell.com, GeoTeam@westoverwell.com
Subject: Log Interpretation Insights - Holloway 6 Well

Logging & Geotech Teams,

I wanted to pass along some interesting findings from the openhole logging run on our recently drilled Holloway 6 producer.

We ran a fairly comprehensive triple combo suite with the usual gamma, porosity, and resistivity logs. What surprised us was the anomalous separation and inversion of the density and neutron curves across several porous intervals that our geosteers had mapped through horizontal drilling.

These intervals corresponded to the positive porosity development and overpressure signatures we had modeled, but the density porosity is reading artificially low and the neutron high, flipping the expected relationships.

I've attached some images showing the unusual log responses. The interpretations we've received so far from logging vendors haven't provided a satisfactory explanation.

I'm hoping our in-house teams can take a closer look at core calibrations, mineralogy, completion data, or any other analytics that could shed light on what may be causing these effects. Getting ahead of any log data issues will be crucial before we plan out the remaining drill locations in this reservoir.

Let me know if you need any other well data from us as you investigate. I'd appreciate any insights you're able to provide on this log behavior.

Thanks,
John Driller
Lead Drilling Engineer

From: MikeSHEOperations@westoverwell.com
To: ProjectManagers@westoverwell.com
Subject: Revised Safe Work Permitting Procedure

Project Managers,

Please be advised that Westover is implementing a revised Safe Work Permitting Procedure effective next Monday, August 1st. This new process will apply to all construction, maintenance, and service activities across our operations.

The key changes include:

- Expansion of the scope of work requiring a permit (see attached matrix)
- Standardized permit request form to be submitted 48 hours in advance
- Documented skills verification for permit issuers and receivers
- Mandatory site risk assessments and pre-job safety meetings
- Daily permit re-verification and sign-off requirements
- Defined roles and responsibilities for all parties involved

I've attached the full revised procedure document outlining the process flow and requirements in detail. We'll be providing training on the new system for all permit

issuers, supervisors, and field service crews over the next two weeks.

Proper adherence to this permitting process is critical for controlling high-risk activities and ensuring we have the proper hazard mitigation and safety protocols in place before undertaking any work. Significant disciplinary action will be taken for any violations or bypass of the procedure.

Please be sure to engage your project teams, contractor companies, and any other stakeholders to prepare for & comply with this new Safe Work Permitting system across all of your areas.

Let me know if you have any other questions,

Mike Roberts
Manager, Safety & Operational Risk

From: KarenExplorationMgr@westoverwell.com
To: GeologyTeam@westoverwell.com
Subject: Reserve Evaluation of Woodford Shale Acreage

Team,

I wanted to follow up on our recent technical review of Westover's undeveloped Woodford Shale leasehold in the SCOOP/STACK plays of Oklahoma. We've accumulated nearly 55,000 net acres in this mineral rich area through various acquisitions and land grabs over the past 5 years. However, as of our year-end 2021 reserve report, we are still carrying these reserves in the Probable undeveloped category.

Based on the latest regional findings, I believe we have a justifiable case to re-evaluate and potentially move a portion of these reserves into the Proven undeveloped category for year-end 2022. The key factors supporting this are:

- Sustained high production rates from 20+ industry Woodford wells within 3 miles of our acreage
- DCA downspacing pilots demonstrating well-to-well drainage areas of <160 acres
- Advanced completion techniques and proppant loading yielding 40%+ EURs improvement
- Refined mapping of the optimum Woodford Shale intervals, landing zones, and geohazards

Upgrading a conservatively estimated 25% of our undeveloped Woodford reserves to Proven could potentially add 90-120 million BOE of SEC-compliant 1P reserves.

I've attached the full assessment slides with the supporting data and my recommendations. Please review and be prepared to discuss in more detail at our upcoming team meeting. We'll need to get our updated reservoir models and economics audited if we want to implement this re-categorization.

Let me know if you need any other information from me in the meantime.

Thanks,
Karen Landers
Exploration Manager

From: DrillingEngineering@westoverwell.com
To: JohnDriller@westoverwell.com, BobOperations@westoverwell.com
Subject: Kelly Bushing Incident Learning & Preventive Actions

John, Bob,

I wanted to follow up regarding the dropped drill string and Kelly bushing incident we experienced last week on Rig 28. I've worked closely with the operations team to thoroughly investigate and identify the sequence of events that led to this very serious incident.

While we were fortunate that no injuries occurred, the potential for catastrophic consequences due to dropped objects or failures cannot be understated. We are treating this as a pivotal learning opportunity.

Attached is the full investigation report detailing:

- Timeline and evidence details
- Root causes identified (improper installation, inadequate inspection, communication breakdown)
- Corrective actions to prevent recurrence

Some of the key preventative measures we will be implementing immediately include:

- Revised makeup and inspection procedures for Kelly bushings and connections
- Mandatory coordination meeting between crews during bushing installation
- Enhanced inspection checklists with QAQC hold points
- Procurement of bushing handling and installation tools

We will also be developing a drill string component management standard with defined recertification intervals, inventory controls, and traceability protocols.

Starting next week, the rig operations team will lead safety stand-down meetings with all crews to review this incident, reinforce our procedures, and undergo refresher training on drill string handling and makeup protocols.

It is absolutely essential that we treat this with the utmost diligence and ensure we have the proper controls, equipment, and crew competencies in place. Drilling operations are inherently high-risk, which demands rigorous standards and attention to detail.

Please let me know if you have any other questions. I'm available to discuss this critical issue and preventive measures further.

Regards,
Keith Simmons
Drilling Engineering Manager

From: SupplyChainTeam@westoverwell.com
To: FieldOperations@westoverwell.com
Subject: New MRO Storeroom Management System

Operations Teams,

We're pleased to announce that Westover is implementing a new MRO (maintenance, repair, and operations) storeroom management system across all of our field locations over the next quarter. This cloud-based inventory platform from SupplyWorks will replace our current manual processes and decentralized tracking methods.

The new MRO system will provide a central repository to manage all spare parts, consumables, and materials required to support our operations and maintenance activities. Key capabilities include:

- Centralized request management with automated approval workflows
- Real-time visibility of on-hand/on-order MRO materials across locations
- Stockout/reorder alerting and suggested min/max stocking levels
- Vendor integrations and simplified PO/invoice processing
- Check-in/check-out tracking and materials traceability
- Mobile app for warehouse/field personnel

We've established a phased rollout schedule starting next month, which is

attached. Our team will work closely with each location's warehouse and operations staff on:

- Physical inventory and catalog uploads
- Configuration and security settings
- Mobile device deployment and provisioning
- End user training and go-live activities

Proper utilization of this MRO system is critical for improving our inventory management practices, reducing stockouts/downtimes, curbing spend leakage, and optimizing our overall supply chain costs.

We'll be communicating additional details in the coming weeks, but please let us know if you have any immediate questions!

Thanks,
Maria Lopez
Supply Chain Optimization Lead

From: SurfaceOperations@westoverwell.com
To: EngineeringTeam@westoverwell.com
Subject: Produced Water Management Challenges & Improvement Initiatives

Engineering Team,

I wanted to raise some growing concerns around produced water handling across our production operations and outline some potential improvement initiatives that will require your support.

As you know, with our shale assets continuing to mature, produced water volumes and management costs have become an increasingly difficult operational challenge. We're observing:

- Sharply rising watercuts reaching 80-90% in some areas
- Limited disposal well capacity and injection constraints
- Excessive spend on water trucking and transport
- Produced water quality/compatibility issues with disposal zones
- Environmental and regulatory pressures around disposal volumes

Overall water handling now comprises nearly 25% of our annual LOE costs, severely impacting well economics. We're evaluating several potential solutions:

1) Expanding/optimizing produced water pipeline infrastructure to consolidate and transport volumes efficiently

- 2) Researching new compact modular treatment systems for recycling/reuse
- 3) Identifying alternative disposal zones with repurposed wells or new drills
- 4) Potentially developing centralized treatment facilities for water processing prior to disposal

I've attached some high-level overviews on the above concepts for your review. We need to start conducting in-depth front-end engineering, costing, and scenario planning around these potential initiatives. Ultimately, we may need to move forward with a combination of solutions tailored by field.

Water management is quickly becoming one of our biggest cost and operational challenges - it needs to be a key priority and focus area. I'd like to assemble a task force with process, facilities, drilling, and environmental engineering representatives to comprehensively evaluate and plan our path forward.

Please let me know your thoughts and feedback. This is a critical issue impacting our economics and environmental footprint that we need to get ahead of across the entire asset portfolio.

Regards,
Steve Jennings
Surface Operations Manager

From: HSEadmin@westoverwell.com
To: CrisisManagementTeam@westoverwell.com
Subject: Annual Review of Emergency Response Plan

Crisis Management Team,

It's that time of year again to conduct our annual review of Westover's site-specific Emergency Response Plans (ERPs) across our operating areas.

As you know, having robust, updated ERPs in place is critical for ensuring we can effectively respond to any incidents, mitigate impacts, protect our people and the environment, and comply with regulatory requirements around emergency preparedness and management.

I've attached the current ERP document for each of the main assets/regions we operate in. Please thoroughly review these plans and provide any updates or changes needed by July 1st, including:

- Key personnel/emergency contacts
- Facility details, mapping, or oil spill response plans
- Updated procedures, roles, and responsibilities

- Training requirements for site responders
- Equipment inventories and staging locations
- Community relations protocols

In addition to document updates, we need to ensure the following preparedness activities are also being conducted at each location:

- Annual emergency response drills and simulations
- Equipment inspection and preventative maintenance
- Reviewing/updating facility incident action plans
- Roster verification and responder training

Our ability to respond swiftly and effectively in the event of any crisis is absolutely vital for protecting our people, environment, assets, and reputation. Maintaining updated ERPs along with regular training, drills, and continuous improvement is essential.

Please let me know if you have any other questions as you go through this important annual process. We'll collect all the ERP updates and issue new controlled document versions by the end of July.

Thanks,
Diane Stephens
Corporate HSE Administrator