



TEN PROJECT



FIRST OIL - 2016





Ghanaian nationals working at the FMC Plant in Takoradi, Ghana

REALISING OUR POTENTIAL

DELIVERING GHANA'S SECOND WORLD CLASS ASSET

We are happy to officially mark First Oil from the Tweneboa, Enyenra and Ntomme (TEN) fields. This marks an historic moment for Tullow and our Joint Venture Partners, Ghana National Petroleum Corporation, Kosmos Energy, Anadarko and Petro SA and most importantly for Ghana. With this, Ghana's oil and gas industry becomes a two field industry. We are enormously proud to be at the forefront of unlocking Ghana's oil resources.

I would like to congratulate all of the Tullow team, our Joint Venture Partners, the Government of Ghana and its various Agencies who we work with, for the close collaboration and commitment that has ensured the successful delivery and coming on stream of TEN.

Over the past three years, a significant amount of work has gone into ensuring the successful delivery of the field from project to production. Different aspects of work were carried out on four continents in Asia, Europe, North America and Africa. The development of the TEN Project navigated successfully the worst economic turmoil the oil and gas industry has experienced in recent times. Through all the turbulence, the project remained on track and on budget. This is a significant achievement which we are extremely proud of. Tullow and the other TEN Partners have remained committed to the project throughout. This is a clear indication of the long term commitment of the TEN Partners to the growth of the oil and gas industry in Ghana.

Since 2013, various engineering, design and construction activities have culminated in today's events.

A significant milestone was the official naming, in Singapore, of the FPSO for the TEN Fields, Professor John Evans Atta Mills, by the First Lady of the Republic of Ghana, Her Excellency Lordina Mahama in September 2015.

Our proudest achievement is the level of Local Content and local participation in the development. At Tullow Ghana, in living our vision to create Shared Prosperity, we have remained committed to building the capacity of Ghanaians and Ghanaian businesses, in order to maximise local participation in the oil and gas industry. We have identified and created opportunities for Ghanaian professionals to gain experience and

develop skills, as integral members of TEN project teams. Beyond this, it was also important to Tullow and Partners that wherever possible, work pertaining to the project was done in Ghana.

Ghanaian companies undertook work on key components of the development, some of which are highlighted in this brochure. Over the duration of the project, several Ghanaians from GNPC, the Petroleum Commission and Tullow worked on various aspects of the project in various locations around the world. This capacity building will continue into the production phase.

The TEN Partners reiterate their commitment to Ghana and will continue to work with all key stakeholders to maximise the value of the oil and gas industry for the mutual benefit and shared prosperity of Ghana, our shareholders and host communities.

This is indeed a historic moment for Ghana.

Charles Darku,
Managing Director, Tullow Ghana



CHARLES DARKU
MANAGING DIRECTOR TULLOW GHANA

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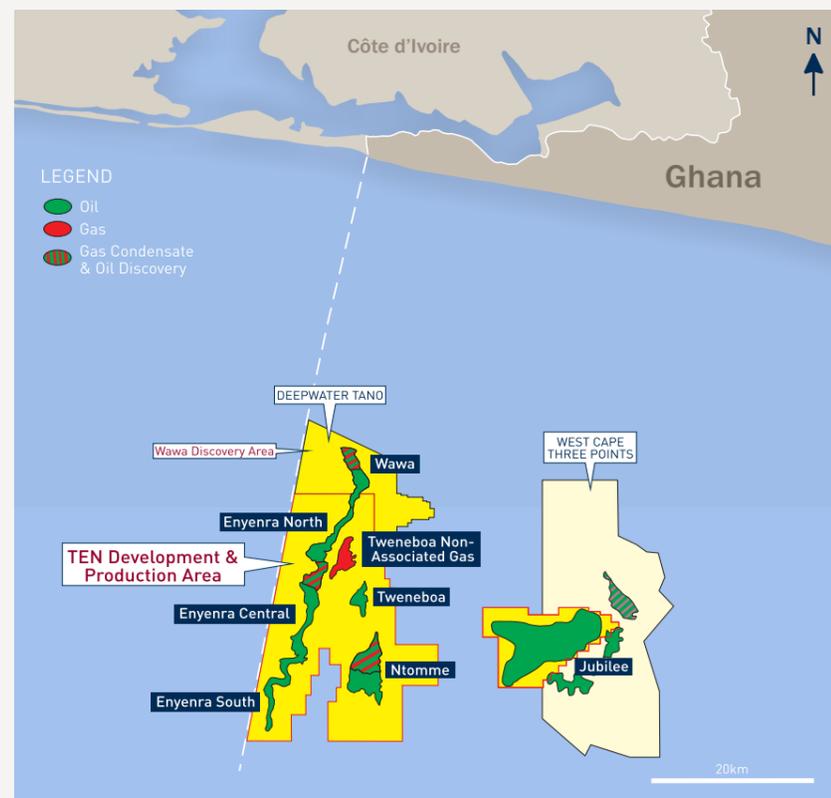
TWENEBOA, ENYENRA & NTOMME

The TEN Fields lie in the Deepwater Tano block, around 60 kilometres offshore Western Ghana. The fields are spread across an area of more than 500 square kilometres, around 20 kilometres to the west of the Tullow operated Jubilee Field. The reservoirs lie in water depths ranging from 1,000 to 2,000 metres.

Following the discovery and appraisal of the fields, the TEN Plan of Development (PoD) was approved by the Government of Ghana in May 2013. The full field development will consist of 24 wells in total – a mixture of water injection, gas injection and production wells which will all be connected to the FPSO through subsea infrastructure. Ten wells were required for First Oil and have all been drilled.

The project tendered its major contracts shortly after PoD approval and all key awards were made by September 2013. The conversion of the FPSO began in October 2013, with the arrival of the Centennial Jewel tanker in Singapore. The installation of the subsea umbilicals, risers and flowlines began in July 2015 and lasted almost exactly one year.

After nearly 28 million man hours of work the project delivered First Oil on schedule in August 2016.



TEN PROJECT KEY FACTS

FPSO facility capacity
80,000 bopd

Gas processing
Compression capacity
170 MMscf/d

Water injection
132,000 bwpd

Oil reserves being developed
240 mmo

Gas reserves being developed
60 mmo

Water depth
1,000 – 2,000 metres

Wells
10 wells at First Oil;
Up to 24 wells for
full field development

Flowlines
70 km

Umbilicals
60 km

Risers
40 km



The West Leo rig which carried out drilling operations in the TEN field.

Partners' working interest

Tullow (operator) 47.175%, Kosmos 17%, Anadarko 17%, GNPC 15%, Petro SA 3.825%



PROJECT TIMELINE

2013

May The Government of Ghana approved TEN Plan of Development
October Work began on FPSO conversion in Singapore

2014

Q2 All seismic work completed
July – August The FPSO's module support stools – fabricated in Ghana – arrived in Singapore
August FPSO entered dry dock

2015

January 11 wells drilled; project 50% completed overall
February First subsea christmas tree assembly completed in Takoradi
July Construction of the FPSO's mooring piles in Sekondi
July First subsea installation vessels arrived in Ghana
September FPSO naming ceremony in Singapore
November FPSO turret testing completed

2016

January FPSO departed from Singapore
March FPSO arrived in Ghana
June Umbilical and riser installation completed
August First Oil from the TEN field
2H Final commissioning and gradual production ramp up

2017

Plateau production reached
 Gas export begins

2018

Tweneboa gas field comes on stream

Stay up to date with all the latest news on how we are progressing: www.tulloil.com



2013 – Centennial J arrives in Singapore



2013 – Project team onboard vessel, Singapore



2014 – Ghana's Minister of Petroleum visits FPSO, Singapore



2014 – Turret under construction at the Keppel shipyard, Singapore



2013-2016 – Drilling operations, Ghana



2015 – FPSO mooring piles, Ghana



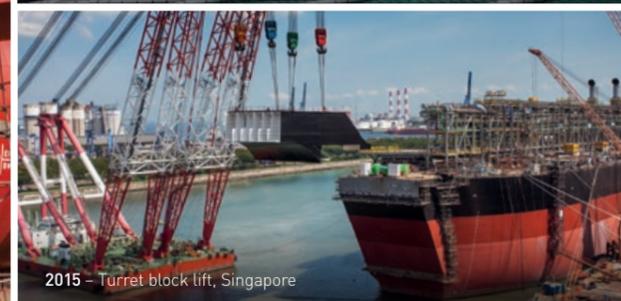
2015 – Christmas trees, Ghana



2014 – Dry dock, Singapore



2015 – Helideck construction, Singapore



2015 – Turret block lift, Singapore



2015 – Naming ceremony, Singapore



2016 – TEN FPSO departing Singapore en route to Ghana



Site visit during FPSO construction, Jurong shipyard, Singapore

THE TEN TEAM

The TEN Project has been executed by a multinational, multidisciplinary team. From the outset, the project leadership team promoted a 'one team' culture across partners and contractors alike. This was supported by quarterly 'aligned and on track' sessions, which brought partners and major contractors together. A collaborative approach enabled the project to respond effectively to the various challenges that emerged during execution.

The project has been managed by a Tullow Oil team based largely in London, with satellite offices in Accra, Singapore, Paris and Houston. The project management team was comprised of up to 135 people, depending on the phase of the project. They included permanent Tullow employees, contractors and secondees from the Petroleum Commission of Ghana, GNPC and other TEN Partners.



Charles Darku with secondees/trainees, Jurong shipyard, Singapore

KEY PEOPLE

Charles Darku
Managing Director Ghana

Mark MacFarlane
Development & Operations
Director Ghana

Terry Hughes
Project Director

Tony Oldfield
Deputy Project Director

Graham Guy
Operations Manager

Robin Rindfuss
Subsurface Manager

Anthony Clark
Well Engineering Manager

Rod Downey
Project Controls Manager

John Robson
IHUC Manager

Robbie Rose
URF Manager

Andy Smith
FPSO Manager

Otto Granhaug
SPS Manager

Joe Hughes
Engineering Manager

Vivian Agbeve
Finance Manager

Peter Lawrence
EHS Lead

Omnia Gubara
HR Lead

Chris Sims
Commercial Manager

Marcus Beer
Supply Chain Lead

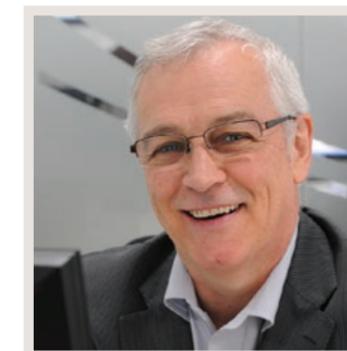
Mark Page
Communications Lead



A COLLABORATIVE PROJECT

I would like to thank everyone who has contributed to the success of the TEN Project, including our partners, contractors and sub-contractors.

I would also like to commend our contractors for their commitment to Local Content and note the contribution of Ghanaian companies to the project.



TERRY HUGHES
TEN PROJECT DIRECTOR

All of our major contractors over delivered on their Local Content commitments and each work package contains equipment built in Ghana.

It's very unusual for a project of this size to be delivered on time and within budget and we should all be proud to say: "I was part of the TEN Team".

Terry Hughes,
TEN Project Director

TEN FPSO

THE TEN FPSO will receive, process and store crude oil. The vessel, which was converted from a tanker into an FPSO in Singapore, will be permanently moored over the TEN Fields.

In January 2016, following 26 months of fabrication and testing, FPSO Prof. John Evans Atta Mills left Singapore and set sail for Ghana, achieving a major milestone for the project. This was achieved as a result of 17 million man hours at the Sembcorp Marine shipyard. Key contractor MODEC supervised the build and will own and operate the FPSO.

In September 2015, the FPSO was officially named by Her Excellency the First Lady of the Republic of Ghana, Dr. Nana Lordina Mahama, at a ceremony at the shipyard in Singapore.

The vessel arrived at the TEN Fields in March 2016 and was then moored via the turret to nine anchor piles. The installation, hook-up and commissioning of the vessel took place from March to July 2016, culminating in FPSO Mills being declared 'ready for start up' in early August 2016. The FPSO conversion was one of the most successful projects of its type ever completed. It was finished on time and on budget.

KEY FACTS

Length: 350 metres

Width: 56 metres

Total height: 64 metres

Accommodation: 120 people

Water depth: 1,425 metres

No. of risers/umbilicals: 24

Topside modules' weight: 18,000 tonnes

Crude storage: 1.7 million barrels

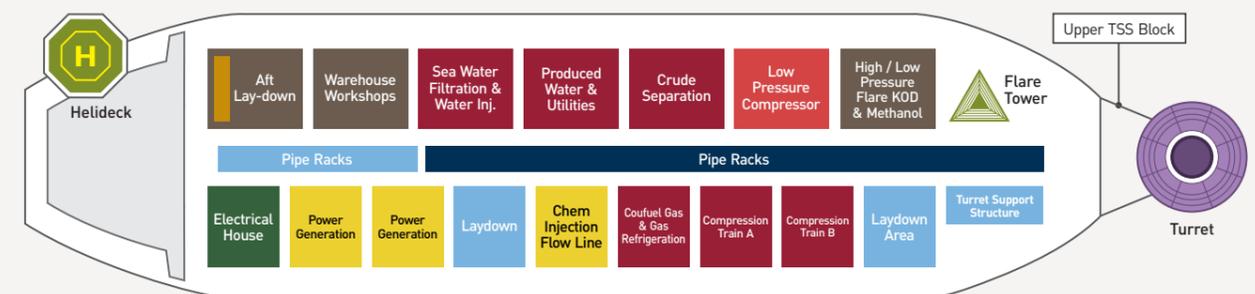


Centennial Jewel tanker arriving into Jurong shipyard, Singapore, prior to conversion into the TEN FPSO.

FABRICATION YARDS FOR MODULE BUILDS

- EPC Package #1 (ABB/WASCO - Batam)
- EPC Package #2 (GPS - Batam)
- Module Fabrication (DynaMac - Singapore)
- Module Fabrication (DynaMac - Malaysia)
- Module Fabrication (Aibel - Thailand)
- Module Fabrication (JSL - (Singapore)
- Module Fabrication (WASCO - (Batam)
- Turret (Keppel - Singapore)
- Helideck & Flare Tower (JSL - Singapore)
- Metering Skid (Emerson - Singapore)

TEN FPSO MODULES



SUBSEA FACTS

Water depth: 1,000 – 2,000 metres

Flowlines: 70 km

Umbilicals: 60 km

Risers: 40 km

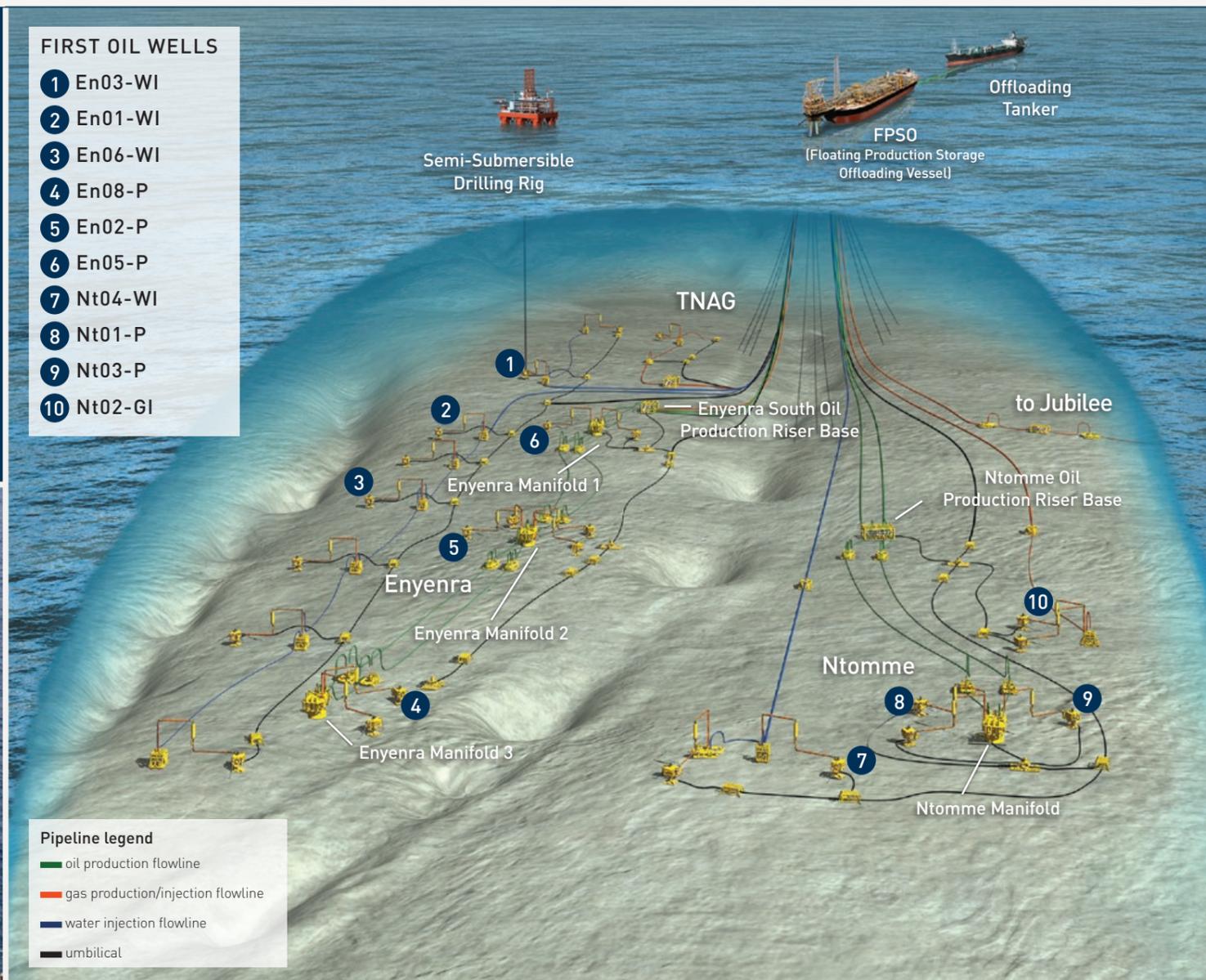
Riser Bases: 2

Christmas Trees: 24

Manifolds: 4 oil production manifolds and 1 gas export manifold

FIRST OIL WELLS

- 1 En03-WI
- 2 En01-WI
- 3 En06-WI
- 4 En08-P
- 5 En02-P
- 6 En05-P
- 7 Nt04-WI
- 8 Nt01-P
- 9 Nt03-P
- 10 Nt02-GI



Pipeline legend

- oil production flowline
- gas production/injection flowline
- water injection flowline
- umbilical

SUBSEA DELIVERY

The subsea installation campaign began in July 2015. In total, 35,000 tonnes of equipment was installed on the seabed in the TEN Fields. The bulk of the subsea production equipment was installed by the TS7 consortium (Technip and Subsea7).

The Seven Borealis and Simar Esperança operated in the fields in the second half of 2015. Their scope of work included the installation of three Enyenra manifolds, one Ntomme manifold and the Enyenra and Ntomme oil production riser bases. At the same time, several pipe laying vessels completed the installation of flow lines on schedule.

The project's umbilicals, which connect the FPSO to the subsea equipment and have a total combined length of over 60 kilometres, arrived in Ghana in November 2015. The installation of the first 10 was completed by the Viking Neptun in January 2016 and the remainder were installed by the Deep Pioneer in April 2016.

The final milestone in the campaign, the installation of all umbilicals and risers, was completed in July 2016.



SUPPLY CHAIN MANAGEMENT IN A GLOBAL OPERATION

TEN is a truly international project, with major work having been undertaken in Singapore, Malaysia, Thailand, France, Norway, the USA and Ghana.

Effective supply chain management played a critical part in the delivery of the TEN Project. As a global project requiring contractor services from various parts of the world, supplier management was a core focus in order for our contractors to deliver the project in a safe, cost effective and sustainable manner.

The project was committed to maximising Local Content and all major contractors were required to submit Local Content development plans in their tenders. This resulted in significant work completed in Ghana, including the construction of the FPSO's module support stools and mooring piles, the fabrication of subsea mud mats and the assembly of subsea christmas trees.

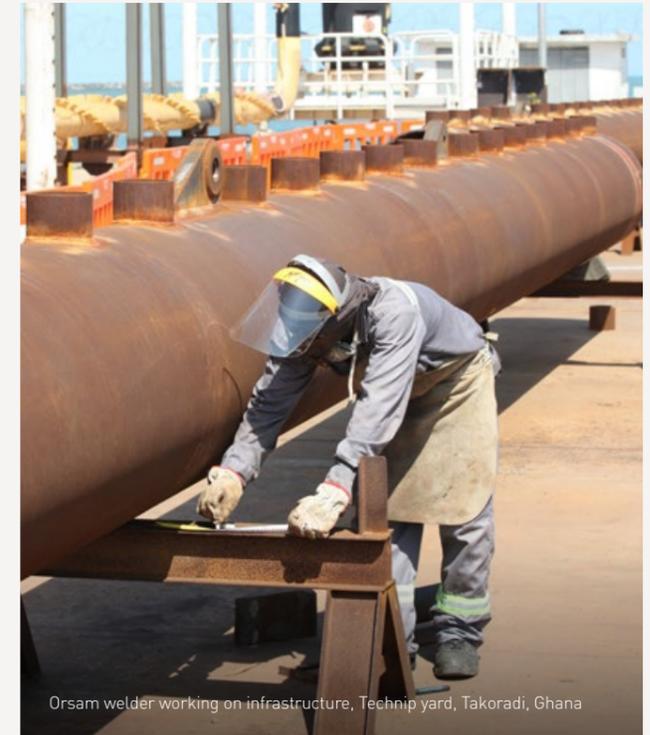


Minister of Petroleum viewing support stools on TEN FPSO, Singapore

RESPONDING TO LEGISLATION

Ghana's Local Content and Local Participation law, passed in 2014, requires that Ghanaians are prioritised in terms of employment and local business opportunities in the petroleum industry. To achieve this objective, the Local Content legislation also outlines the support required by international companies to develop local capability through education, knowledge and skills transfer.

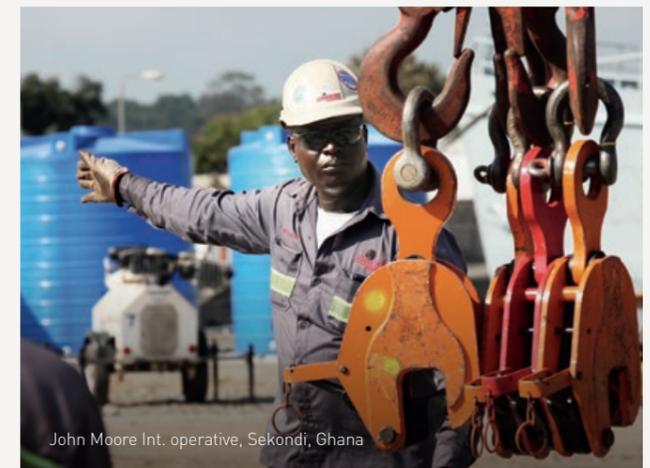
We began our commitment to the local sourcing of goods, services and expertise in 2008 when Tullow was designated field operator. In response to the new legislation, Tullow has focused on building local capacity so that Ghanaian businesses can bid successfully for contracts in the oil and gas industry. As a result, a number of local companies are now part of our supply chain.



Orsam welder working on infrastructure, Technip yard, Takoradi, Ghana



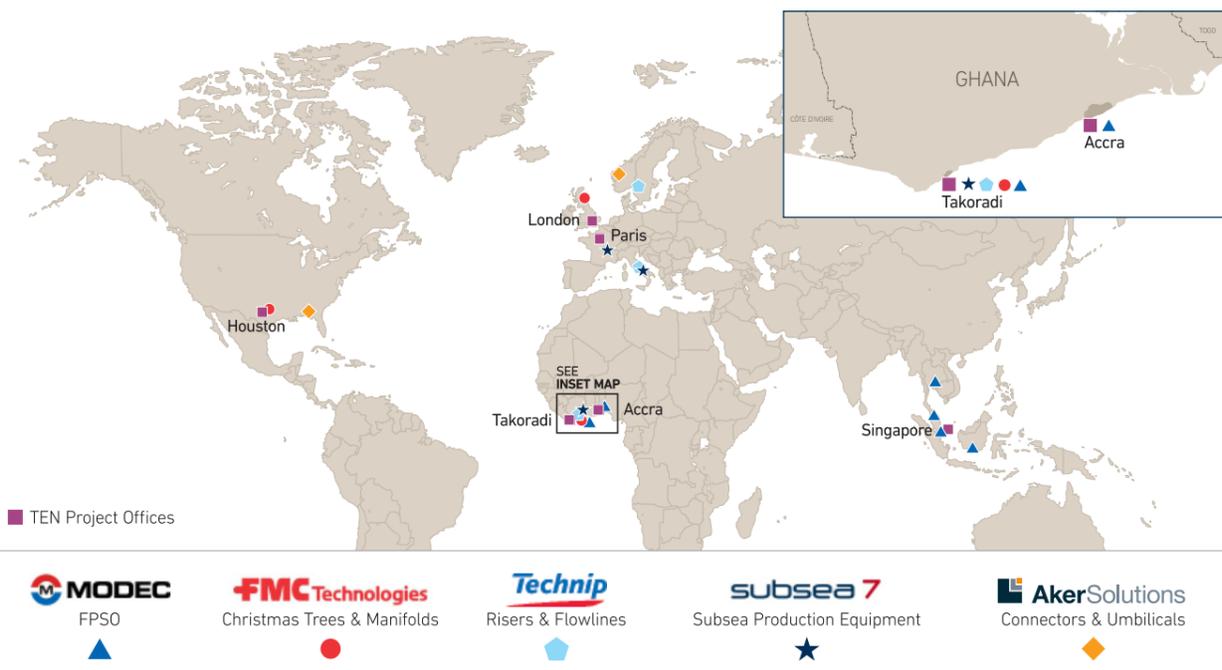
Suction piles under construction at Subsea 7 yard, Takoradi, Ghana



John Moore Int. operative, Sekondi, Ghana

MAIN CONTRACTORS

The major contractors on the TEN Project were MODEC, Subsea 7, Technip, FMC Technologies, Aker Solutions and Wood Group. The TEN Partners would like to thank all the contractors who have helped to deliver the TEN Project on time.



SUPPLIER WORKSHOPS

In collaboration with the Ghana Petroleum Commission, a series of workshops were run for Ghanaian small and medium sized enterprises (SMEs) to learn more about accessing TEN Project contracts. Held at the Enterprise Development Centre in Takoradi, TEN contractors presented their work package requirements and tendering processes to the SME representatives and answered questions from suppliers. The workshops received positive feedback from the attendees.

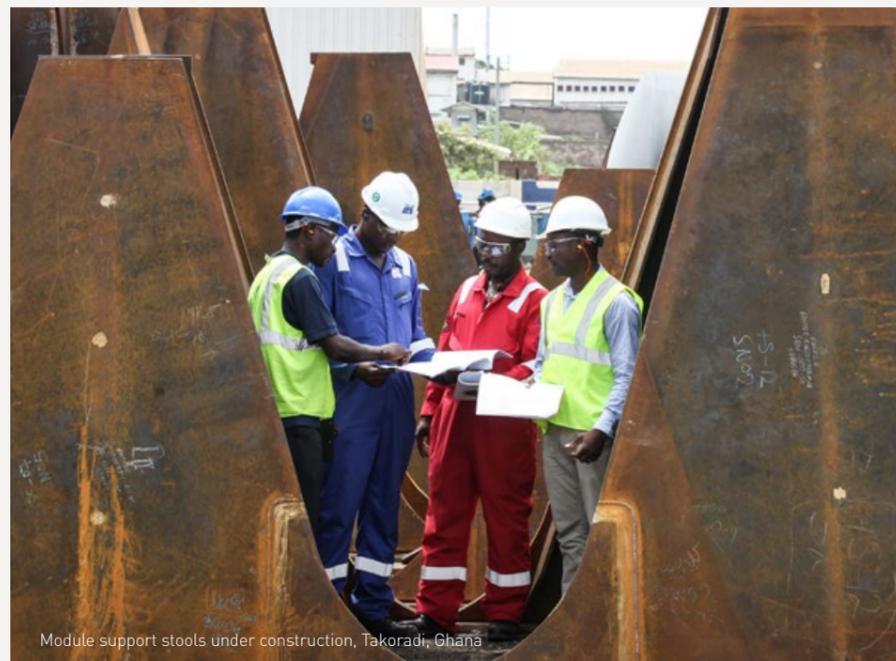


LOCAL CONTENT

The Project Partners were committed to maximising Ghanaian participation in the TEN Project, and all major contractors were required to submit Local Content plans during the tendering process. In the end, more project work was undertaken in Ghana than had been envisaged in the PoD.



Safety officer and Orsam operative, Technip yard, Takoradi, Ghana



Module support stools under construction, Takoradi, Ghana



MAJOR CONTRACTOR
MODEC

GHANAIAN SUB-CONTRACTOR(S)
Orsam Ltd (Tema) & Seaweld Engineering (Takoradi)

EQUIPMENT
361 FPSO module support stools



MAJOR CONTRACTOR
MODEC

GHANAIAN SUB-CONTRACTOR(S)
Group 5 Construction Gh. Ltd (Takoradi)

EQUIPMENT
9 FPSO anchor piles



MAJOR CONTRACTOR
Subsea7

GHANAIAN SUB-CONTRACTOR(S)
Belmet Ghana (Takoradi)

EQUIPMENT
**6 manifold anchor piles
18 sleepers
19 pipe walking mitigation piles**



MAJOR CONTRACTOR
Subsea7

GHANAIAN SUB-CONTRACTOR(S)
Belmet7 - a joint venture between Belmet Ghana & Subsea7 (Takoradi)

EQUIPMENT
Gas export manifold & anchor pile

The TEN gas export manifold was fabricated in Takoradi by Belmet7, a joint venture between Belmet Ghana and Subsea7. The work was carried out at the new Subsea7 fabrication yard in Takoradi, which was established to undertake work for the TEN Project, enabling higher specification fabrication work to be produced in Ghana.

This highly technical piece of subsea equipment, comprising of a series of valves, pipes and connectors, is the first of its type to be built in Ghana, marking a step-up in the complexity of oil and gas work undertaken in country. The scope of work included the fabrication of the manifold itself, approximately 14 x 9 x 4 metres, and its anchor pile, a 16 metre high cylinder with a diameter of 6 metres which keeps the manifold anchored to the seabed.

At the peak of activity, 90 workers were employed on the manifold fabrication, 90% of whom were Ghanaian. The manifold was completed ahead of schedule in June 2016.

The manifold is a critical piece of equipment for the export of gas to the main land. It will be installed on the seabed in order to connect the TEN and Jubilee gas export pipelines to the Ghana National Gas Corporation's pipeline. This will send the gas to the Atuabo gas processing plant in Ghana's Western Region.

FABRICATION WORK UNDERTAKEN IN GHANA



MAJOR CONTRACTOR
Technip

GHANAIAN SUB-CONTRACTOR(S)
**Orsam Ltd - prefabrication (Takoradi)
Group 5 Construction Gh. Ltd - assembly (Takoradi)**

EQUIPMENT
**10 well jumper spools
7 well jumper spool kits
1 as export spool**



MAJOR CONTRACTOR
FMC

GHANAIAN SUB-CONTRACTOR(S)
FMC Ghana (Takoradi)

EQUIPMENT
Subsea christmas tree assembly and testing



MAJOR CONTRACTOR
FMC

GHANAIAN SUB-CONTRACTOR(S)
Harlequin Ghana International (Tema/Takoradi)

EQUIPMENT
23 subsea mudmats



Gideon Agyeman (Tullow Oil) and Nii Amasa (GNPC) at shipyard in Singapore



MODEC trainees onboard the TEN FPSO, Singapore

BUILDING CAPACITY IN GHANA

The offshore oil business is relatively new to Ghana so the TEN Plan of Development included commitments to create opportunities for Ghanaians to gain experience as integral members of the project team.

Since 2013, 55 Ghanaians from GNPC, Ghana's Petroleum Commission and Tullow Ghana Ltd have spent time on secondment with the TEN Project team in London, Singapore, Houston and Ghana.

GNPC employee Nii K. Amasa, spent 18 months on secondment in Singapore with Tullow as a Construction Safety Advisor on the FPSO conversion. Now back in Ghana, Nii explained:

"During my time in Singapore, I learnt so much about an aspect of safety management that was totally new to me - Construction Site Safety.

"Every day we had hundreds of people working on the vessel at the dockyard, so the potential for injury was great. My role was to assist in the day to day safety management on the FPSO and I learnt the importance of developing a good safety culture.

"As more fabrication work is undertaken in Ghana, I'm looking forward to putting my experience from Singapore to good use, to ensure that Ghanaian oil workers operate in a safe environment."

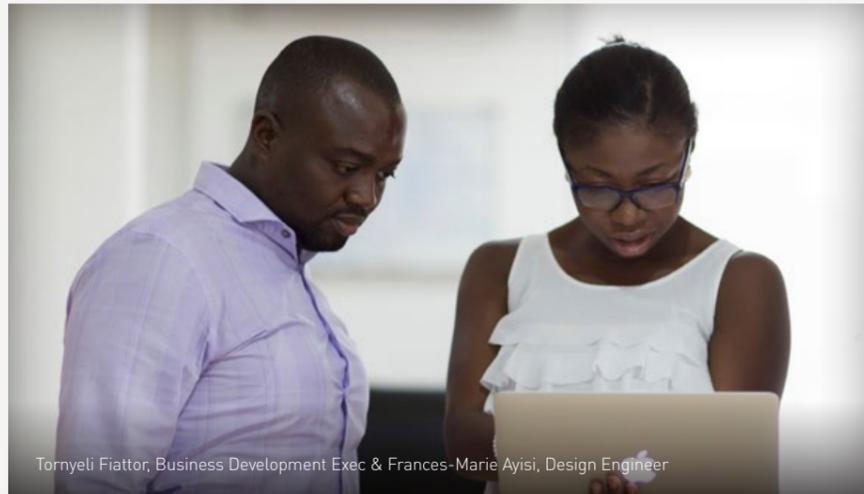
In addition, 30 Ghanaian nationals worked on the FPSO conversion with MODEC in Singapore. Fifteen of these trainees completed the Level 3 General Vocational Qualification – Diploma in Process Operations. Ten of these Ghanaian engineers were members of the crew for the vessel's voyage to Ghana and many more will be part of the team that operates the FPSO.



Ghanaian secondees on the TEN FPSO in Singapore

FOCUS ON LOCAL CONTENT

HYDRA OFFSHORE



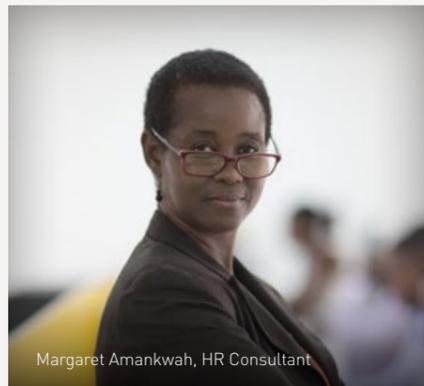
Tornyeli Fiattor, Business Development Exec & Frances-Marie Ayisi, Design Engineer

ABOUT HYDRA

Hydra Offshore is Ghana's premier indigenous subsea engineering firm, providing offshore solutions to the oil and gas sector. They are determined to grow out of Ghana to service the West African Hub through strategic partnerships, delivering products and services that span the value chain.

SCOPE OF WORK IN THE TEN PROJECT

In 2014, Hydra Offshore signed a two-year contract to provide local engineering support to Wood Group (WG Ghana), a contractor of Tullow Ghana Limited, for the provision of subsea engineering services for the development of the TEN Fields. Hydra's involvement in the TEN Project exposed the company to best practices in the international oil and gas industry.



Margaret Amankwah, HR Consultant



Delali Otchi, Chief Executive



Tornyeli Fiattor, Business Development Exec



Justice Akli, Offshore Engineer

TRAINING AND SKILLS / KNOWLEDGE TRANSFER

In 2015, Hydra seconded its Ghanaian engineers to Wood Group Kenny (WGK) which was awarded an engineering services contract by Tullow Ghana Limited to support Tullow and its Project Partners through the execution phase of the TEN Project.

The engineers, as part of the integrated project team, were sent to Wood Group Offices in Staines, UK and Houston, USA for an initial six months.

The training programme included the review of operating strategy and philosophy reports including the mitigation and management of flow assurance-related issues; review of operating procedures and manuals for operators. Others modules included process design activities such as process simulation, review of subsea BOD's, PFD'S and P & IDs, HAZOP participation and determination of operational procedures.

The training boosted their confidence and provided them with new skills. It also helped Hydra to re-focus its trainee Engineering programme.

MESSAGE FROM PARTNERS

I am delighted that the TEN Project has been delivered on time. This is an historic moment for Ghana whose oil production will increase significantly when the TEN Fields reach plateau production. This will bring more revenue into Ghana, create more investment and deliver more jobs. With the Jubilee Field already producing and other oil & gas projects underway, Ghana has the opportunity to become an economic powerhouse in West Africa.

It is also an historic moment for Tullow - the company I founded in 1986. TEN is the first major development project that the Group has operated from discovery through to First Oil. I am delighted that this project has been delivered on budget and has been on schedule since the day the plan of development was signed in 2013. I congratulate the project team on this outstanding achievement and thank our Partners, Kosmos, Anadarko, GNPC and PetroSA, for their support throughout

I would also like to thank the various organisations within Ghana that have supported our work: the Office of the President, Ministry of Petroleum, Petroleum Commission of Ghana, Ghana Navy, Environmental Protection Agency, Ghana Ports and Harbours Authority, Ghana Maritime Authority and Western Region Chiefs.

Tullow is Africa's leading independent oil company and we believe there are huge advantages to being a more nimble operator than the industry giants, which makes us the partner of choice in Africa. We are able to selectively develop our discoveries and apply a focus to our developments. We all know it has been a difficult couple of years for the industry but market conditions appear to have stabilised and I anticipate Tullow replicating the success of the TEN Project across Africa.

I am immensely proud of our role in unlocking Ghana's oil resources at TEN and Jubilee and I look forward to continuing our successful partnership for many years to come.

Aidan Heavey, CEO Tullow Oil



The Ghana National Petroleum Corporation (GNPC) and our Partners – Tullow Oil, Kosmos Energy, Anadarko Petroleum and PetroSA – are pleased to have successfully achieved production of First Oil from the Tweneboa, Enyenra and Ntomme (TEN) Field.

Back in 2010, we achieved a major feat with the development of the Jubilee Field in record time. We have not rested on our laurels since and today, we are witnessing another milestone development. Ghana can lay claim to two world-class oil producing fields. As the anchor partner in Ghana's search for self-sufficiency in oil and gas, we deem this a significant achievement.

With over 245 million barrels of oil expected to be produced over the 20-year lifespan of the project, TEN brings to the economy, new revenue streams and an additional 353 billion cubic feet of gas to supplement and diversify domestic supply to mitigate the challenges in the power sector.

Capacity Development

GNPC staff were embedded in all stages of this Project – the designing, fabrication and installation of subsea infrastructure, the construction of the Floating, Production, Storage and Offloading vessel (FPSO John Evans Atta Mills) among other activities.

We are equally proud of the key roles played by other Ghanaian companies in delivering a quality project, within budget and on schedule. For us at GNPC, the real measure of success of this Project is in the wealth of experience acquired by Ghanaians which will be applied to other upcoming projects.

Local Content & Local Participation

GNPC in collaboration with key state institutions continue to put in place measures and pursue strategies to enhance the benefits that Ghanaians derive from the petroleum industry.

Information from the Petroleum Commission indicates that the upstream petroleum sector, has provided over 7,000 jobs, out of which about 80% are Ghanaians.

Local content is enhanced in the TEN Project compared with Jubilee. For example, 23 out of the 24 Christmas Trees (subsea equipment for production installed on the seabed), were assembled and tested by Ghanaian engineers in an FMC yard in Takoradi, Ghana. Additionally, the deck stools for the FPSO, suction piles, mud mat, slippers, jumpers, gas export manifold among other components, were fabricated and tested in Ghana.

continued



We salute companies like Seaweld Engineering Limited, Group Five Construction Ghana Limited, Orsam Limited, and GNPC-Technip Engineering Services Limited among many others for their various roles in this Project. The fabrication yard, for the Project in Sekondi, Western Region is now available for other projects.

Going Forward

These achievements notwithstanding, there is still the need for further enhancements in local participation in the highly technical aspects of oilfield operations. It is therefore incumbent on all players to take a closer look at Section 4(6) of the Local Content L.I. 2204, which creates opportunities for Ghanaian companies to form joint ventures with foreign companies.

As an enabler in Ghana's energy sector, GNPC will continue to leverage its unique position to ensure that the sector value chain thrives for sustainable development.

Alexander Mould, Chief Executive of Ghana National Petroleum Corporation



Kosmos Energy and its partners in the West Cape Three Points and Deepwater Tano blocks unlocked a new petroleum system in the Tano Basin nine years ago. When we discovered the massive Jubilee field, we were confident that it was only the beginning. Subsequently, we discovered other fields which included the Tweneboa, Enyenra and Ntomme (TEN) fields, which recently produced First Oil!

We are proud of the progress made and milestones achieved on the TEN project, including the First Oil celebration. It is another demonstration of our commitment and contribution to developing the oil and gas industry to benefit the people of Ghana. We are also proud of the many Ghanaian companies who built significant parts of the production facilities.

On behalf of everyone at Kosmos Energy, I would like to congratulate the government and its citizens, our esteemed partners at Tullow Oil, Ghana National Petroleum Corporation, Anadarko Petroleum, and Petro SA, as well as the local Ghanaian businesses that are contributing to the success of the TEN projects.

Kosmos Energy values its long-term partnership with the government and people of Ghana, and our shared commitment to making a difference to the country. Together, we are advancing progress and will be enhancing lives for many years to come.

Andrew G. Inglis, Chairman and Chief Executive Officer



"We are delighted to share in this important milestone of First Oil at the TEN development with all Ghanaians, as this world-class project continues to build upon the strong partnership that began almost a decade ago with the discovery of the adjacent Jubilee field.

We congratulate the Ghanaian government and our co-venturers for their leadership and cooperation, which helped to maintain an aggressive delivery schedule for a project of this scale, while also achieving Local Content objectives and strong safety performance. We look forward to continued and shared successes with the people of Ghana for years to come."

Al Walker, Anadarko Chairman, President and CEO



"As PetroSA we are delighted that PetroSA Ghana Limited is part of the joint venture partnership that delivers First Oil from the offshore TEN Development. We are especially pleased that the project adhered to the budget and time frame initially forecasted resulting in Ghana's second major project, after Jubilee, to come on stream in August 2016.

The success of the TEN Development bears testament to the great synergy between the joint venture partners and the Government of the Republic of Ghana. It is also a great accomplishment that the gas from the TEN Fields will assist the people Ghana with much needed power generation.

We further congratulate all stakeholders on this tremendous achievement and hope the partnership between the joint venture and the people of Ghana will fortify into an ever greater force to strengthen our continent's continued development".

Siphamandla Mthethwa, PetroSA Acting Group Ceo





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