

About Concedo

Concedo is a Norwegian oil company focusing on exploration on the Norwegian Continental Shelf. The staff is highly experienced and has contributed in many discoveries in the past. The vast majority of our staff are geologists or geophysicists, all having many years' experience from both Norwegian and international oil industry.

Concedo is a privately held company, and takes the role as partner in its licences. There are no plans to change to a role as operator, to list the company or to seek opportunities internationally.

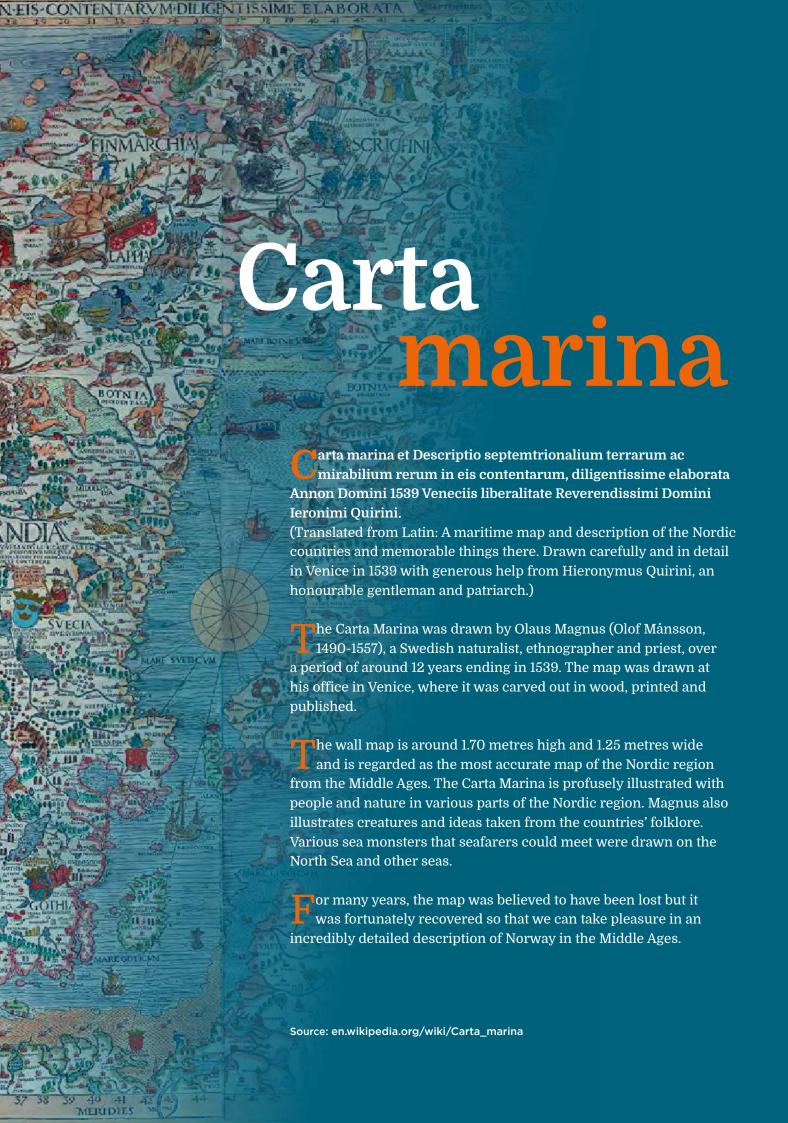
The company's business model is to divest discoveries prior to field development. Adhering to this strategy will enable us to maintain an effective organisation and to be among the best exploration environments in Norway. Our strategy is proven by considerable value creation from our position as a licensee.

What we do

Our key tools in identifying new opportunities for discoveries are seismic and well data and the staff's overall experience. Testing of new technology like electromagnetic data and special processing of seismic data may in certain situations prove very important. Our future is decided through our daily work, namely interpretation, analysis and integration of the various data.

Concedo was pre-qualified as a licensee in 2007, and has since then been awarded licence shares in the annual concession rounds (APA rounds) and the numbered rounds. Discoveries have been successfully sold to Statoil and Wintershall.





Message from the CEO



y grandfather was a fisherman. I learned to know him as a quiet, humble man. Others said that he had a quite different personality out at sea. There he was a very determined captain and a skilled fisherman with a loud voice. I remember very well that he told me he saw only one serious threat to the future of fishing, the fishermen themselves. Fishing could become too efficient and this might undermine its sustainability. When I see the automatization and equipment employed in today's fishing boats, I realize that my grandfather's fears can only be prevented by good public regulation.

As an explorationist, I see many similarities between fishing activities and the search for new oil and gas discoveries. The operations are carried out at sea in all kinds of conditions and each season's catch may vary between fiasco and huge success. Speed and direction may be adjusted if there are storms or foggy weather. Whatever the conditions, we have to continue to work hard and use all our knowledge and creativity.

There is one big difference, though. Even after all the continuous improvements in exploration technology and drilling, there is no danger that we have become

too efficient as explorationists. We always have to strive for improvement.

During the last five years, the global exploration results have been quite poor and, following some fantastic years in Norway, the last two years here have been less successful. It is quite common for good exploration results in specific regions to come in 'waves' when new, high-potential fairways are identified. After the first discovery, the follow-up is often easier. The sub-salt play in the Southern North Sea, the Jurassic fault blocks of the Northern North Sea, the sub-salt play in Brazil, the 'Edvard Grieg/ Johan Sverdrup' play in the Central North Sea and possibly the Permian carbonate play in the Barents Sea are examples of large 'waves of exploration success'. Locally, there could be smaller waves of success triggered by a single well result or a new seismic survey. In between the peaks of these waves, there may be some lean years, but those who are active will have the best chance of being in the right position to catch the new waves of exploration success.

According to the Norwegian Petroleum Directorate (NPD), the Norwegian Continental Shelf's remaining resource potential is still very large - 2,920 million Sm3 oil equivalents (about 18,366 million barrels of oil equivalent (boe)).

Concedo participated in the drilling of the Rome prospect in 2016. Had there been a discovery, this prospect could have unlocked a huge upside potential with a low-cost well. We saw the potential for a wave of exploration success within acreage where we participated. However, the well penetrated very tight sandstone at the target depth and left us disappointed and with some unanswered questions. Is it still possible that some of the oil which ended up in the gigantic Johan Sverdrup field migrated through our licence and that oil can still be found here? We continue our search for answers.

This year, we found ourselves well positioned for new discoveries and developments in another of our North Sea licence areas when the Langfjellet oil discovery was made, just west of our PL 784. This discovery increased the chances of future discoveries in our licence area too. It also improved the likelihood of a commercial development in the area. A pleasant 'wave of oil' may have appeared at the doorstep of this licence, in which Concedo has a 20% share.



Whatever the conditions, we have to continue to work hard and use all our knowledge and creativity.

We are actively testing out new exploration technologies. So far, this has helped us to downgrade several opportunities that later on proved to be dry. Still, we are impatient to know with more certainty where we can make the really good discoveries.

Concedo has always been cautious about spending, and this has proven an advantage with the drop in the oil price. At the end of 2016, Concedo participated in 15 wells and proved hydrocarbon columns in six of the wells. We have had income from the sale of assets in 2010, 2011 and 2014. The most important sale was in 2011, when we sold our share in the Maria field. This sale made it possible to pay dividend to our shareholders in 2012. At that point in time, all the original shareholders had been repaid all the capital invested and the company had larger financial resources to pursue new exploration opportunities. The Maria field is now under development and is estimated to result in a total tax income to the Norwegian state of about NOK 50 billion. With cautious spending and good work, Concedo has contributed to a lot of value creation for the nation. We will stick to the strategy that we have had from the start and look for opportunities to repeat our success.

Our business model means we have to search for opportunities that will be attractive in the market in the next few years and therefore have a high value for the nation.

During the autumn of 2017, Concedo will participate in the drilling of the Goliat Eye prospect, located just 10 km south of the Goliat field. For safety reasons, the well will not penetrate some very shallow seismic anomalies that we interpret to represent hydrocarbon accumulations. The main targets are somewhat deeper in the Triassic section. If a discovery is made, it will probably be a good candidate for a tie-in to the Goliat field. The results from the well will probably also be valuable for the evaluation of other Concedo licence areas close to the Goliat field.

In January 2017, it was announced that Concedo had been awarded shares in five new licences in APA 2016. All these licence areas are located close to infrastructure and may result in candidates for a tie-in to the Snorre, Heidrun and Goliat fields.

From 1 January 2017, we welcome the experienced geophysicist Sebastian Scheel Rey as a new employee in

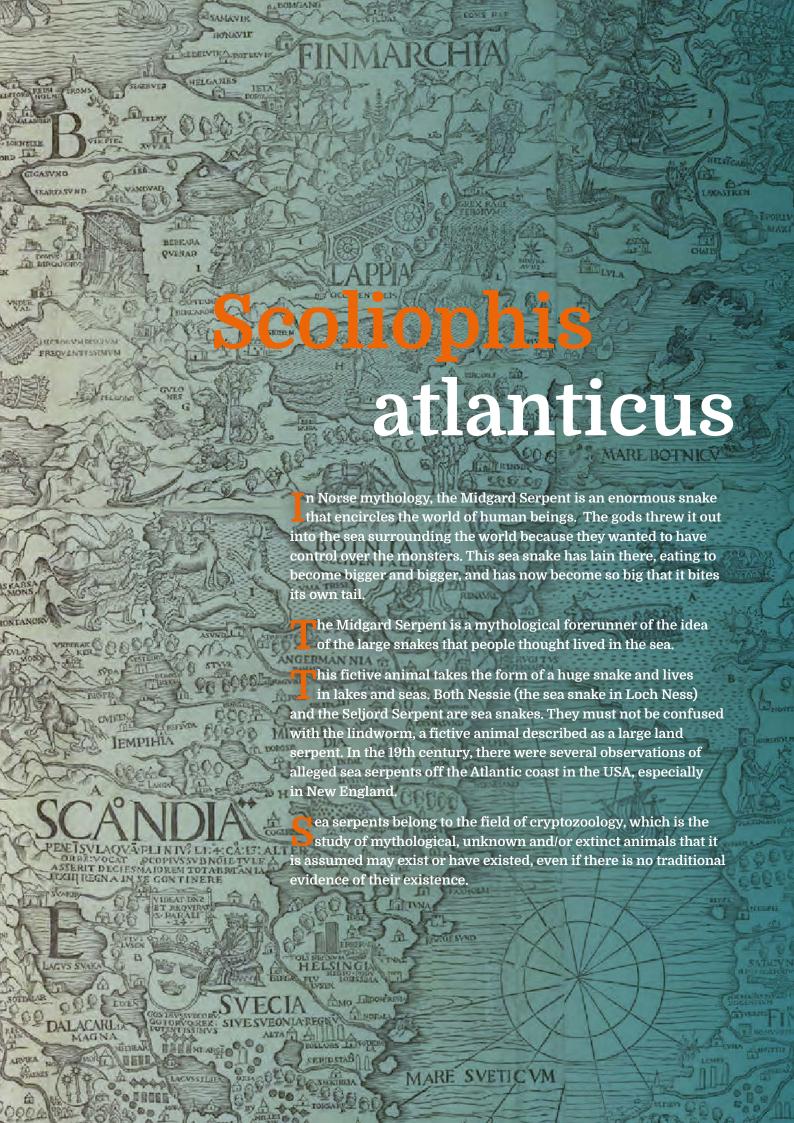
Concedo. Dirk van der Wel retired at the end of 2016, and from now on we will only see his happy face once a week during the winter months. Since early 2016, we have had the pleasure of working closely with the three experienced explorationists in the GeoCore consultancy in Bergen. This close co-operation will continue in 2017. It is with deep pleasure that I notice how all the members of the Concedo team and our network of supporting professionals always do their best to help each other and deliver good technical work.

Geir Lundl

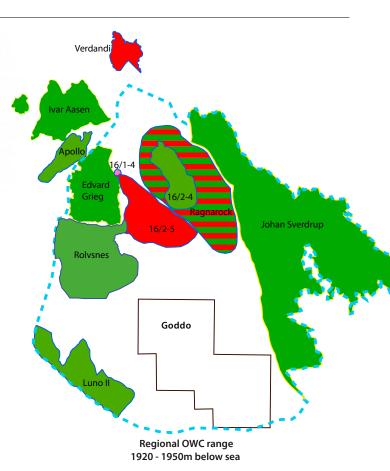
Geir Lunde

CEO





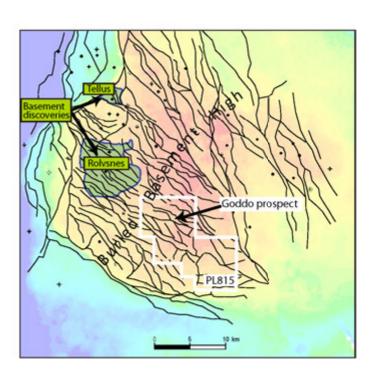


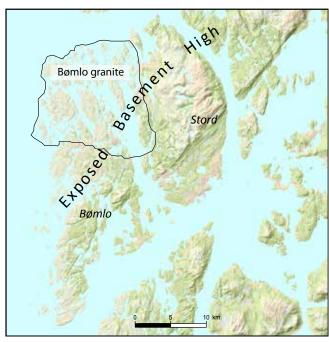


Spanning from the northern half of the Utsira High to the Sleipner Terrace, licence 001 on the NCS was awarded in 1965. Within this original licence area, there are currently eight producing fields and six under evaluation or in the planning phase, and there are a further seven fields and discoveries on the Utsira High. Concedo's presence in the Utsira High region is well established with four active production licences.

The prolific nature of this area is well known, with proven hydrocarbon accumulations over a wide range of reservoir levels, from the relatively young Miocene sediments to much older rocks of Permian age. An exciting new play in the region is provided by porous basement as reservoir rock, as proven on the Utsira High by the 16/1-15 Tellus/Edvard Grieg and most recently, by the 16/1-25 S Rolvsnes discovery.

The central Utsira high is a dome, an old weathered hill buried in the Jurassic and Cretaceous times. Within this megaclosure a regional oil-water contact can be outlined. The assumption is that any reservoir situated over the oil-water contact is likely to be hydrocarbon-filled and thus may potentially contribute to production. Despite the coarse simplification of this assumption, the fact is that the understanding of the oil charge





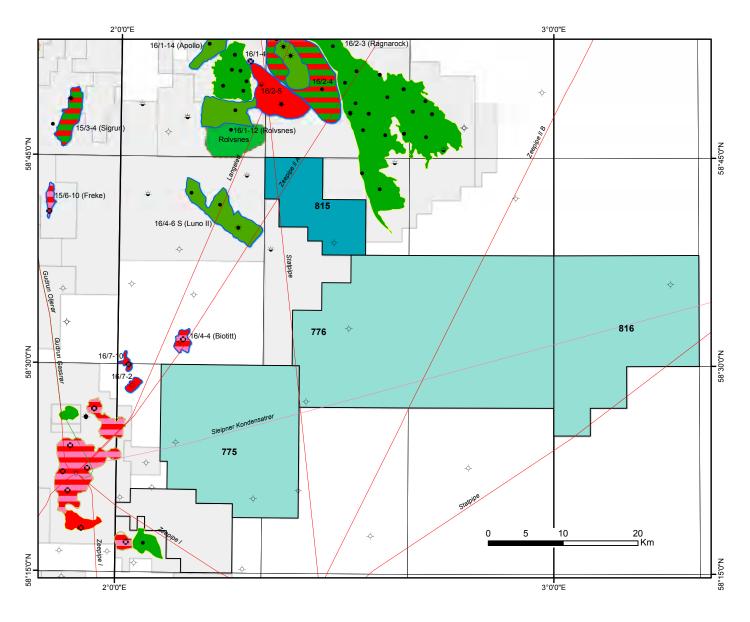
into the Utsira High has evolved significantly since the drilling of the first Edvard Grieg well in 2006. The potential of this young oil province keeps delighting the oil and gas industry with the news of discoveries on previously unexplored plays. Concedo is happy to be a party in the challenge of proving additional reserves in this successful region of the NCS.

Events are evolving in the right direction for a successful development of the Utsira basement play. The basement discoveries of Edvard Grieg South and Rolvsnes in PL338, assumed to be in communication, will be evaluated by the drilling of a horizontal well in 2018. Given positive results, a basement producing

field on the Utsira High is a possibility. The Goddo prospect in PL815, with Concedo as a partner, is located at the heart of this promising basement play on the top of the Utsira High.

The study of analogues is relevant to understand production properties in a fractured basement reservoir. The operator in PL815, Lundin, has been leading several field analogue studies onshore Scandinavia, as in the granite in the Bømlo archipelago. The Goddo prospect and the Bømlo granite share a similar geological history, with the Goddo prospect representing the buried section of the same granitic-metamorphic complex.

Basement is not a negligible resource in the world's petroleum exploration. Early basement production was mainly onshore in Venezuela, the United States and Morocco. A large basement discovery development has recently been made offshore in Vietnam. It is not until now that in the North Sea players have become serious about basement exploration. In the UK sector, the Clair Field was set in production in 2005 and the Lancaster discovery (Hurricane, 2009) west of Shetland is planned to be set in production in 2019. Both basement field presents a specific production challenge, but recent analyses indicates that these will become very productive fields.



PL 784

High quality acreage in the Central North Sea

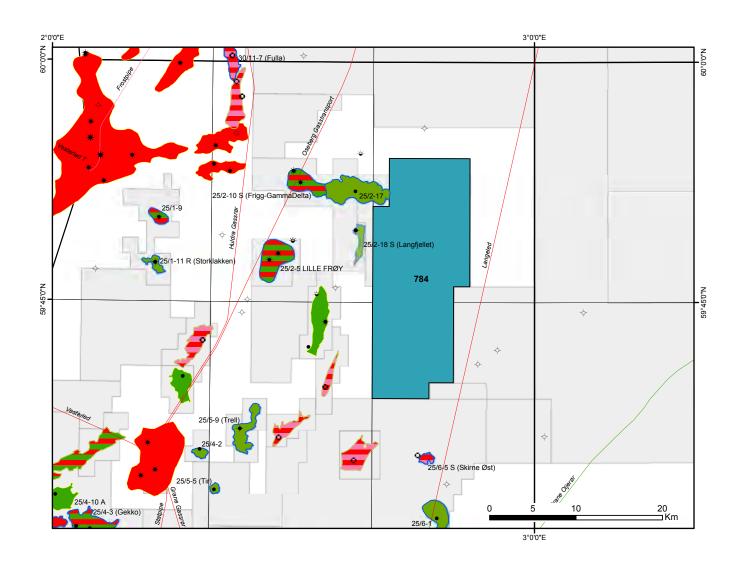
noduction Licence 784 is situated in the central part of the North Sea in blocks 25/3 and 25/6. Many fields and discoveries are located in the area to the west and south of PL 784 (e.g. Frigg, Heimdal, Vilje, Vale, Frøy and Skrine) and it is likely that this prolific area extends into PL 784. In 2016, oil was discovered in the Langfjellet well, only two kilometres west of PL 784. Langfjellet was drilled by Aker BP, which subsequently acquired Tullow's share in PL 784 and became the operator of the licence. It is considered favourable that PL 784 is now operated by the same operator as the Langfjellet discovery. While no wells have been drilled in PL 784 so far, the licence represents high quality, underexplored acreage with high potential for a commercial discovery

Concedo recognized the favourable setting of this area during APA 2014, and several potential hydrocarbon-filled structures were mapped at Jurassic level, all of which were situated immediately up-dip from the oil-generating basin in the west. In addition to the Jurassic prospectivity, Concedo also mapped potential 4-way closures with significant potential in the Paleocene. Hydrocarbons at this level were proven by the Frigg Gamma Delta discovery located only a few kilometres to the north-west

Since production from the Frøy Field was shut down in 2001, proximity to producing infrastructure has been considered to be a challenge for potential discoveries in the area. It was

therefore good news when Aker BP and Lotos this year made the Langfjellet discovery immediately to the west of the licence. Not only does this discovery make it more likely that new infrastructure will be put in place, but it also significantly increases the chances of making a hydrocarbon discovery within the Jurassic reservoirs in PL 784. With a hydrocarbon column of more than a hundred metres in Langfjellet, it is probable that hydrocarbons have also migrated eastwards and up-dip into the many structures in PL 784.

After the Langfjellet discovery was made, the licence decided to apply for a one-year extension of the DoD (drill or drop decision), originally set at February 2017. The extension was granted, and



Concedo regards it as very likely that a positive drill decision will be made within the new timeframe. This well will probably be drilled into one of the Jurassic prospects identified within the licence. The well may also test one of the closures mapped at Paleocene level.

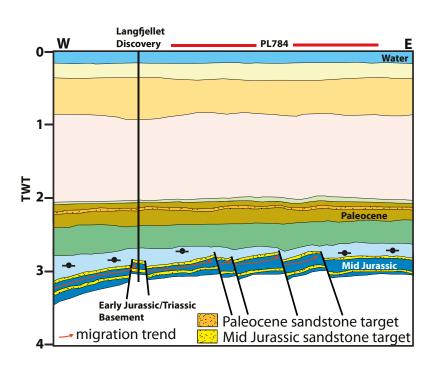
Fact Box PL 784:

Operator: Aker BP (40%)
Partners: Statoil (20%),
Point (20%), Concedo (20%)
Reservoir levels: Jurassic and

Paleocene

"Drill or Drop" decision:

6 February 2018



PL 768/768 B

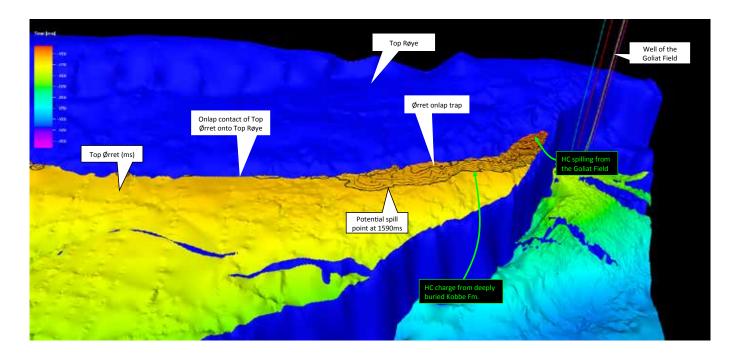
The Andotten Prospect, an unproven play with huge potential

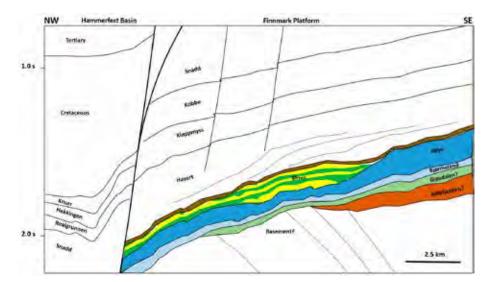
ne of Concedo's important strategies is to explore for hydrocarbons close to existing infrastructure. PL 768/768 B are located on the Finnmark Platform in the Barents Sea, just east of the Goliat Field. The operator in PL 768/PL 768 B is Wintershall Norge (30%), while its partners are Concedo (25%), OMV (25%) and Petoro (20%). The Goliat Field started oil production in 2016, but the PL 229 licence was awarded as early as in 1997. Several of Concedo's employees were involved in the technical work for this licence award (the large Barents Sea Project that involved collaboration between Norsk Agip, Neste Petroleum/ Fortum and Enterprise).

In addition to PL 768/768 B, Concedo is a partner in the following licences: PL 697 (10%), PL 900 (10%) and PL 901 (20%), the last two awarded in 2017. Nearby licences that have been relinquished are PL 393B, PL 769 and PL 804. An interesting prospect, to be drilled in September 2017, is the Goliat Eye prospect in PL 697. This represents a shallow structural closure at the Triassic/Jurassic levels and is located only 10km south of the Goliat Field. The main target is the potential oil-bearing sandstones of the Kobbe Formation.

PL 768 was awarded in February 2014 (APA 2013). The original work

programme contained a 2D seismic acquisition commitment followed by a 3D acquisition or relinquishment decision before February 2016. Approximately 1,200km of high-quality broadband 2D seismic was acquired in the summer of 2014. The licensees applied for additional acreage during APA 2015 and were awarded PL 768 B in February 2016. A one-year extension to the original 3D acquisition or relinquishment date, until February 2017, was approved by the authorities. The licensees have decided to acquire a 3D survey, which will be carried out in the summer of 2017. The drill or drop deadline is in February 2019.





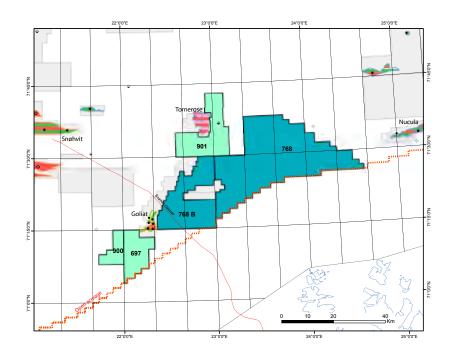
Focused exploration close to infrastructure in the Barents Sea.

The Andotten Prospect

The Andotten Prospect is a new and unproven play in the Barents Sea. The prospect is stratigraphic with sandstones of the Upper Permian, Ørret Formation as the prognosed reservoir. A low-stand fan complex has been mapped along the northern edge of the Finnmark Platform. The Ørret Formation has a pinch-out towards the south, onto the slope of a carbonate shelf representing the Røye Formation. This carbonate shelf has a pronounced east-west trending shelf edge that defines the southern limit of the Andotten Prospect.

Sandstones of the Ørret Formation were encountered in wells 7122/7-3 (Goliat Field), 7120/12-2 (Alke discovery) and 7120/12-4. Seismic correlation from these wells into the Andotten Prospect area indicates that the potential reservoir is of Upper Permian age. There are signs that the carbonate platform was subaerially exposed during the deposition of the Ørret sandstones, which had their provenance in the south. The top seal represents claystones of the lower part of the Havert Formation and the bottom seal contains carbonates of the Røye Formation. The source rock is most likely the Kobbe Formation in the Hammerfest Basin. Oil-bearing sandstones of the Kobbe Formation in the Goliat Field may spill eastwards onto the platform area. An additional and local source rock may also be the Tettegras Formation of Carboniferous age.

The Andotten Prospect has a huge volumetric potential, but is relatively high risk. The largest risk is associated with source rock/migration and the integrity of the trap. However, seismic inversion of the 2D broadband data shows a potential hydrocarbon contact. Therefore, there are great expectations regarding the new 3D seismic data, seismic inversion, AVO studies and possible direct hydrocarbon indicators.



Fact Box PL 768/768 B:

Operator: Wintershall (30%) Partners: Concedo (25%), OMV (25%), Petoro (20%)

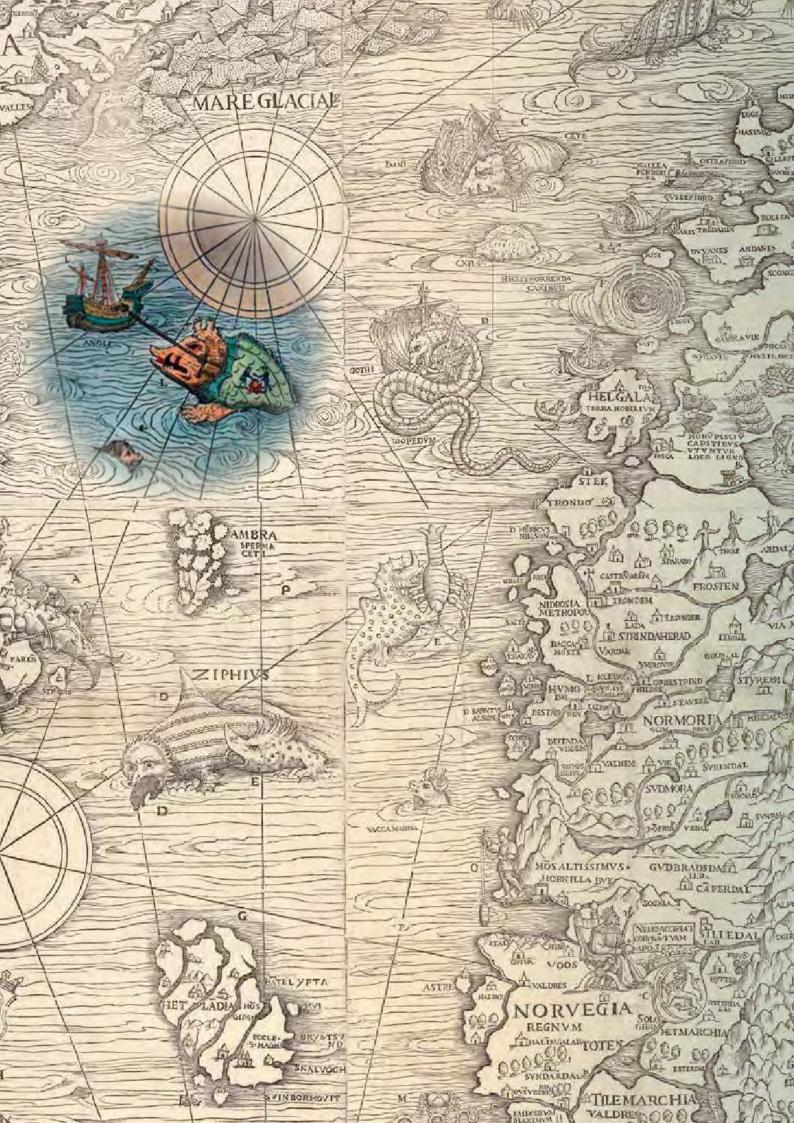
Reservoir levels: Upper Permian,

Ørret Formation

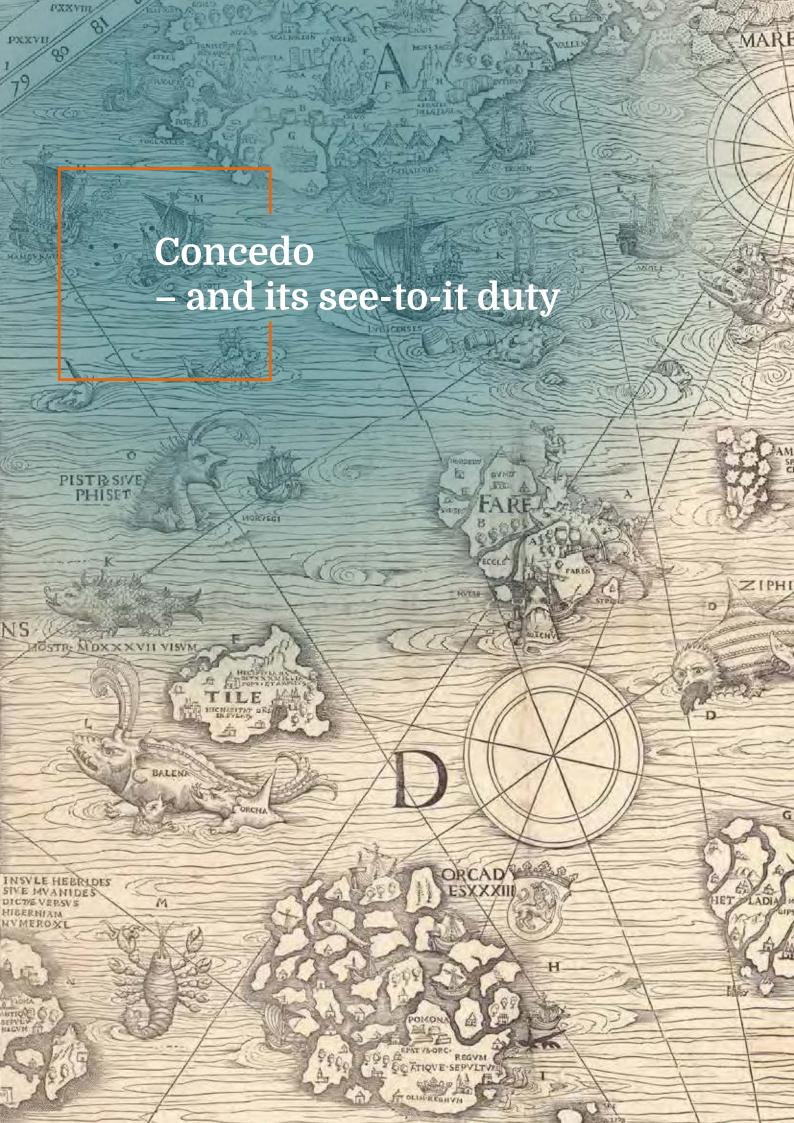
"Drill or Drop" decision:

February 2019

Plan 2017: Acquire 3D seismic







As a licensee in multiple licences on the Norwegian Continental Shelf (NCS), Concedo is obliged to carry out all the duties of licensees in accordance with the Norwegian Petroleum Activities Act.

The see-to-it duty is one of a licensee's key obligations: "The licensee must carry out its own duties in accordance with the individual provisions of the regulations, facilitate the operator's work, and see to it that the latter fulfils its duties."

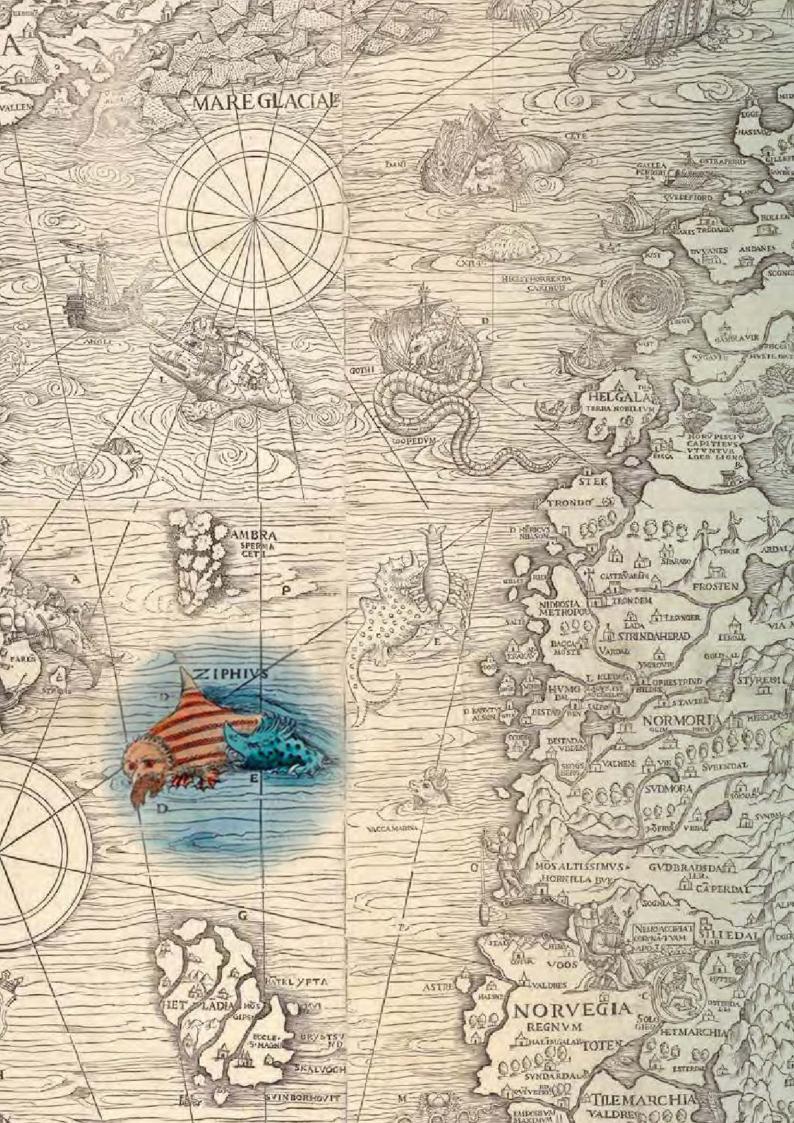
To ensure that all partners have sufficient resources and expertise to closely follow-up the operator's work on behalf of the licence, every partner must be qualified through the pre-qualification process. Without a successful outcome of the pre-qualification process, the company cannot become an owner of a licence on the NCS.

For Concedo - a pure exploration company - our see-to-it duty covers all aspects of the licence group's work, including all the technical work for prospect maturation, drilling preparations and HSE. A licensee is also required to verify that the operator has a functioning management system and adequately qualified organization and communicates key information/applications to the authorities. The licensee is obliged to take action if the operator fails to comply with the regulations.

Concedo performs its see-to-it duty by actively participating in licence meetings and exchanging information through the designated software "License2share". In addition, all partners may call for, and conduct, an audit of the operator and the work it has carried out on behalf of the licence.

Through its membership of the Norwegian Oil and Gas Association (NOROG), Concedo has participated in work related to achieving a common understanding of the see-to-it duty as stipulated in section 10-6 of the Norwegian Petroleum Activities Act and guidelines given in letters issued by the Norwegian Petroleum Directorate and Petroleum Safety Authority.

The phrase "to see to it" is employed since this is used in section 10-6 of the Petroleum Activities Act to describe the licensee's and operator's special follow-up responsibility. This phrase is used to make it clear that it is in the first instance the individual participant's duty to abide by the rules. To see to it entails a duty to ascertain, by establishing a management system and by supervision, that the participants in the activity comply with requirements laid down in and pursuant to the Act. The responsibility for seeing to it that the rules are complied with is thus a general and overarching follow-up obligation in connection with the implementation of petroleum activities.





Fault and fracture analysis along the Scicli-Ragusa

The goal of this year's field trip was to study fracture patterns in porous and tight carbonates; the development of strikeslip and normal faults; fault and fracture permeability; karstic permeability; and finally fault and fracture controlled hydrocarbon migration and storage. The Scicli-Ragusa strike-slip fault zone (location blue 2) near the village of Scicli and the Streppenosa Mine (location red 1) west of Modica town were used as examples. In addition, the producing Irminio Oil Field (location blue 1) was visited, where a geological review of the oil field was given.

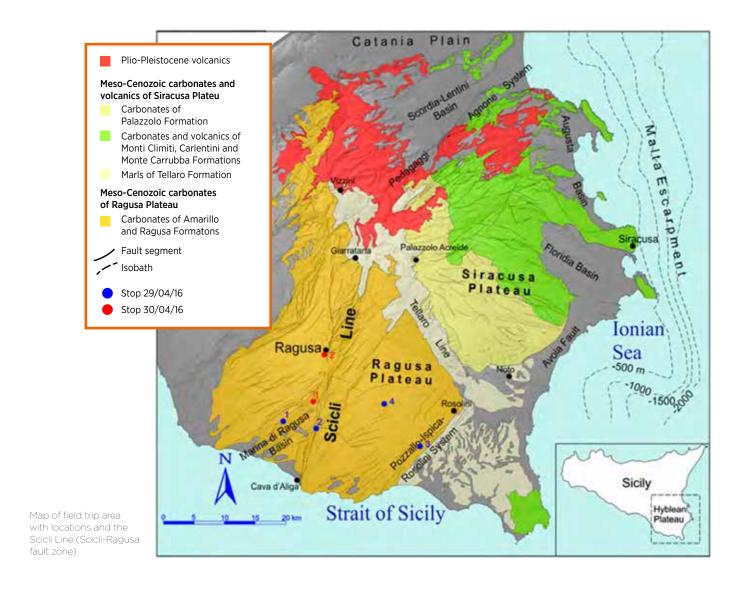
Hydrocarbon from outcrops have been known in Sicily for many centuries. Bitumen-impregnated limestones were used for building purposes in south-eastern Sicily due to the ease of workability, and for aqueducts because of their impermeability. Superficial asphalt deposits were exploited during the 19th and early 20th centuries, and several shallow wells were drilled before World War II.

The Ragusa oil field was discovered in the Sicilian foreland in 1953 in upper Triassic dolomites. Oil migrated from the source rock (black shales of the Streppenosa Formation) into a dolomitic reservoir (Late Triassic Gela Fm). The reservoir is sealed by shales and tight carbonates (the Late Triassic to Early Jurassic Noto and Streppenosa Formations).

The Ragusa anticline defines the main trapping mechanism. Later, a fault set of regional extent developed subparallel to the Ragusa anticline hinge. At the basin margin, where the Noto-Streppenosa seal is absent, oil migrated into the coeval Siracusa Formation (Rhaetian to late Jurassic) sealed by marly limestones.

Karstic dissolution along fractures within Ragusa Formation was initiated during the late Miocene and continued to develop in exposed areas throughout the Pliocene and the Quaternary. This has led to the generation of a karst system with interconnected caves, karren, solution pans and karst holes. Inside the Streppenosa mine, it is possible to see speleothems, bitumen impregnated limestones, pisolites, bitumen stalactites, bitumen flows and last but not least bats.

The asphaltic Mines of Streppenosa (Figure 4) are located within a geo-archeologic park, protected since 1991. The park includes the Ispica Cave, which comprises a verdant gorge studded with thousands of natural caves and grottoes. Evidence of human habitation dates back to about 2000 BC, and over the millennia the caves have served as Neolithic tombs, early Christian catacombs and medieval dwellings. A number of rock churches also survive from the Byzantine period.







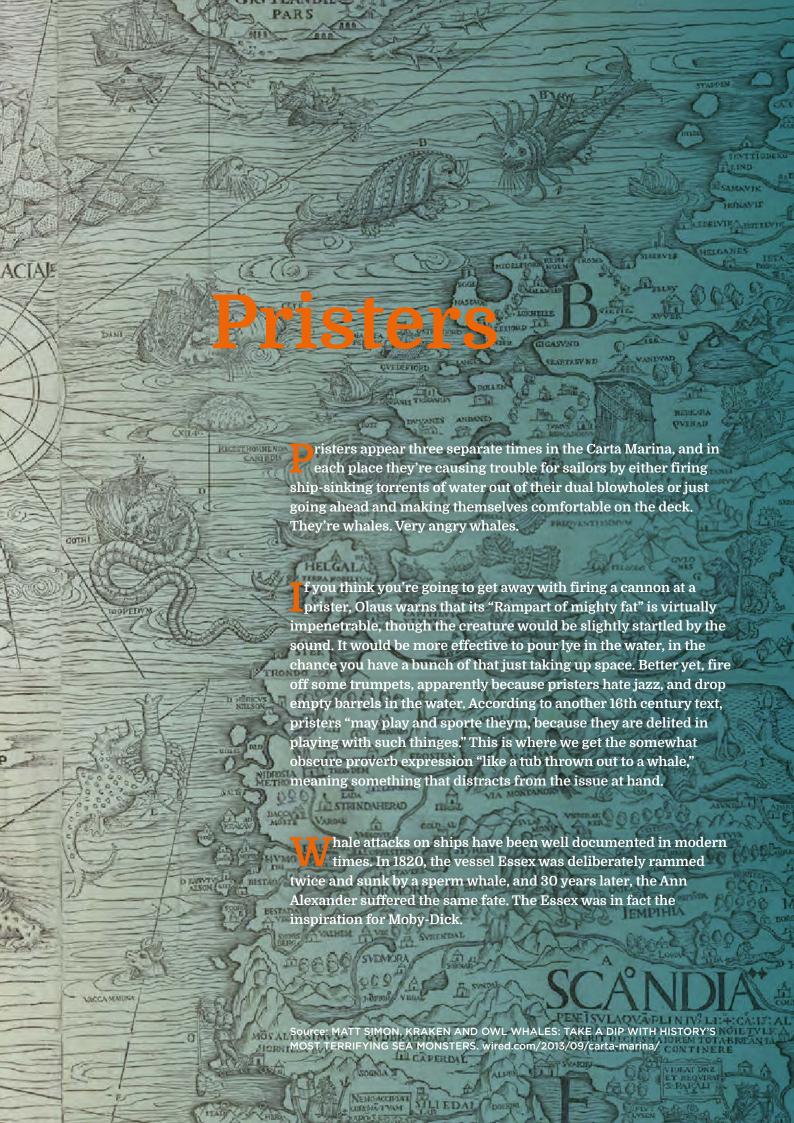


The Scicli-Ragusa strike-slip fault zone



Oil seeps along faults and fissures in the Streppenosa mine





Barents Sea

PL 697 Concedo interest: 10%

Operator: ENI Norge AS

Acquired 2015

PL 768 Concedo interest: 25%

Operator: Wintershall Norge AS

Granted: APA 2013

PL 768 B Concedo interest: 25%

Operator: Wintershall Norge AS

Granted: APA 2015

PL 900 Concedo interest: 10%

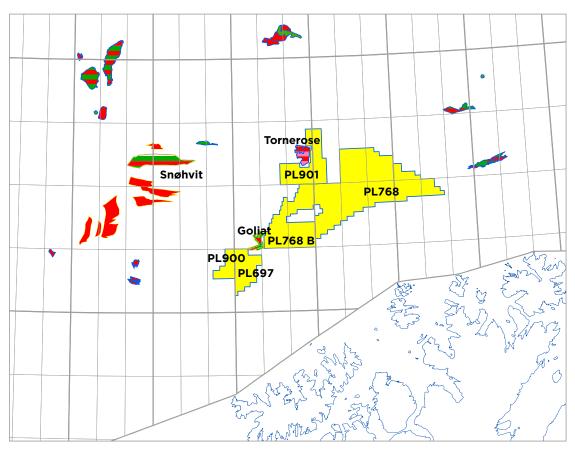
Operator: ENI Norge AS Granted: APA 2016

PL 901 Concedo interest: 20%

Operator: Statoil Petroleum AS

Granted: APA 2016





Norwegian Sea

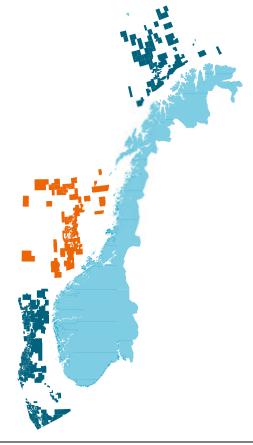
PL 887 Concedo interest: 20%

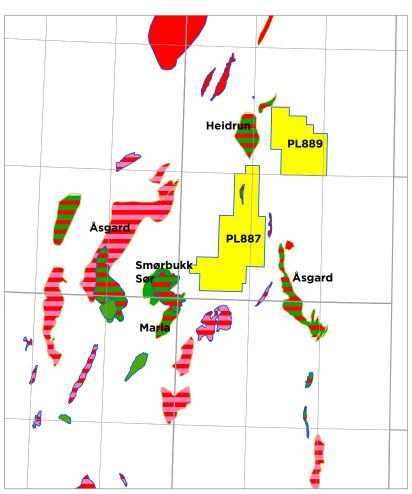
Operator: PGNiG Upstream Norway AS

Granted: APA 2016

PL 889 Concedo interest: 40%

Operator: VNG Norge AS Granted: APA 2016





Northern North Sea

PL 746 S Concedo interest: 30%

Operator: Point Resources AS

Granted: APA 2013

PL 784 Concedo interest: 20%

Operator: Aker BP ASA Granted: APA 2014

PL 824 Concedo interest: 30%

Operator: Point Resources AS

Granted: APA 2015

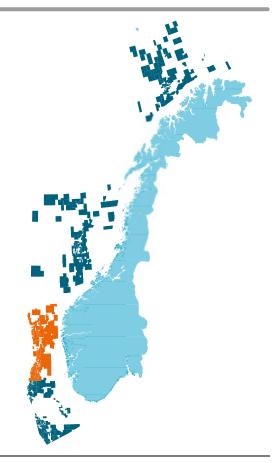
PL 826 Concedo interest: 30%

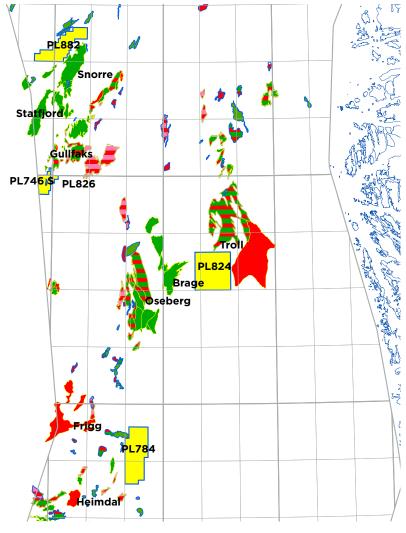
Operator: Point Resources AS

Granted: APA 2015

PL 882 Concedo interest: 30%

Operator: VNG Norge AS Granted: APA 2016





Southern North Sea

PL 727 Concedo interest: 30%

Operator: Edison International Norway Branch

Granted: APA 2013

PL 775 Concedo interest: 20%

Operator: ConocoPhillips Skandinavia AS

Granted: APA 2014

PL 776 Concedo interest: 20%

Operator: Wintershall Norge AS

Granted: APA 2014

PL 815 Concedo interest: 20%

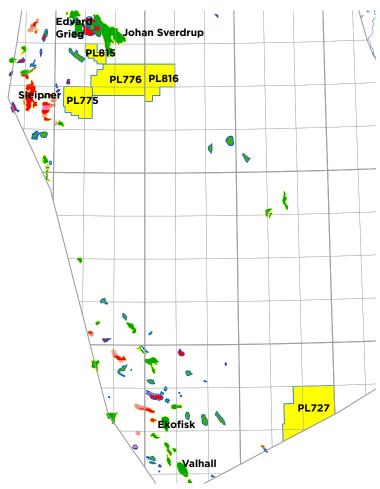
Operator: Lundin Norge AS

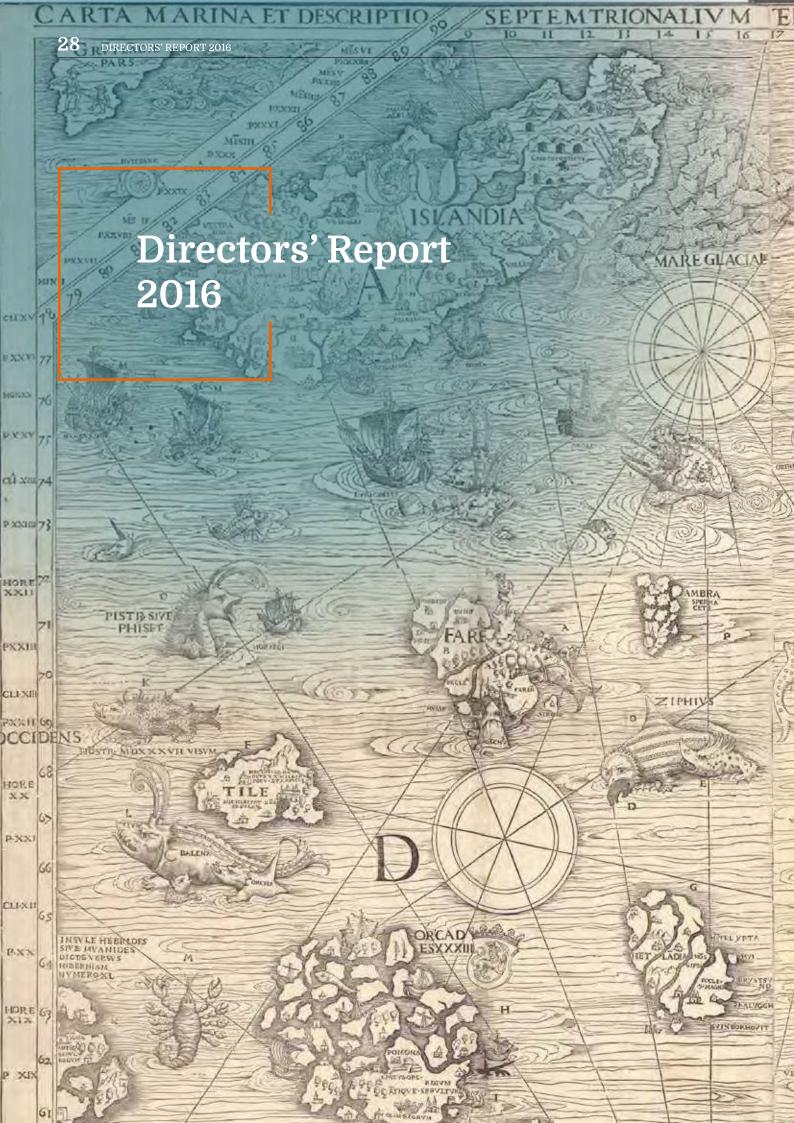
Granted: APA 2015

PL 816 Concedo interest: 30%

Operator: ENI Norge AS Granted: APA 2015







Concedo has continued its exploration activity as before, amid turbulent times in the industry. In January 2016, the price of oil plunged to its lowest level in several years, leading to even more uncertainty in the market. Oil companies reduced investments further and the number of transactions increased. Many exploration wells were postponed or dropped.

Reserve replacement rates have been very low globally over the last five years. In 2016, this was also the case on the Norwegian Continental Shelf (NCS). The demand for oil and gas is still increasing, and the combination of increasing demand and low reserve replacement should lead to an increased focus on exploration and affect the oil price in the end.

Exploration activity on the NCS declined in 2016 compared to the previous year. Twenty-eight pure exploration wells were spudded in 2016, 20 fewer than in 2015. There were 18 discoveries, most of them small, and the reserve replacement was low. However, many of the discoveries were close to infrastructure for possible commercial development.

There were more mergers and acquisitions on the NCS in 2016, reducing the number of active companies. This creates both opportunities and constraints for Concedo. The number of competitors has been reduced, but we have fewer companies to partner with.

Expenses related to drilling and seismic data represent the largest costs in Concedo's business. Drilling rig rates have fallen and seismic data is offered on very favourable conditions. As such, the downturn in the industry also offers good opportunities.

A theme that was introduced in the annual report last year was «Standing on the shoulders of giants». The word "giants" is in our case referring to the three oil fields; Johan Sverdrup, Gullfaks and Goliat.

Concedo's ambition has been to build on the accumulated knowledge in these areas and contribute to the further success of these valuable assets. In areas near fields, the most important clues as to new discoveries are often found by looking closely at the data from the many old wells.

Concedo holds several licences south of Johan Sverdrup. In licence PL 776, the Rome prospect was drilled during the summer of 2016, but the well was dry. The work continues in order to evaluate other prospects in the licence. Another licence in the area, PL 815, is particularly promising. In that licence, it is necessary to undertake de-risking work before making a drilling decision.

Concedo's relationship with the Gullfaks area started with the PL 746S licence. The main focus in this licence was the upside in the existing Hernar discovery. There is also the possibility that the Skinnfaks South discovery extends into this licence. The subsurface evaluation of the prospectivity is ongoing and the drill or drop decision deadline is early 2017. The partnership has applied for an extension of this deadline.

In the Barents Sea, Concedo entered into PL 697, close to the Goliat field, in 2015. The Goliat Eye prospect is planned to be drilled in the second half of 2017. The work in other licences in the area is in the de-risking phase.

PL 784 in the central North Sea has become very interesting after the Langfjellet discovery was made in 2016 just west of this licence area.

The company's strategy remains robust and Concedo will continue to focus on the NCS and submit applications in the annual licensing rounds "Awards in Predefined Areas (APA)". Further, Concedo will participate in one to three exploration wells per year.

The award of six licences to Concedo in January 2016 in APA 2015 reinforced the company's focus on its priority areas. The exploration team believes there is a good possibility of finding oil in these areas and continues building knowledge of the geology and migration routes for oil. Proximity to existing fields makes discoveries more likely to be commercial.

In January 2017, Concedo was awarded five licences in APA 2016, in attractive areas near existing fields such as Snorre, Heidrun and Goliat.

Objectives and strategy

Concedo's ambition is to be one of the best exploration teams on the NCS, capitalizing on the team's excellent knowledge of leads and unmapped resources on the NCS and working in areas aligned with the team's strengths. We create value by selling discoveries prior to development, thus avoiding capital-intensive investments in field development. Concedo's strategy is to preserve its financial strength so it can sell discoveries at the best possible time and be regarded as an attractive partner by other oil companies.

Highlights in 2016

One well was drilled, unfortunately dry, but below the expected cost and without causing any damage or injuries.

Six licences were awarded in 2016 and a further five licences have been awarded so far in 2017. Six licences were relinquished, bringing the total to 20 licences by the end of the first quarter 2017.

Concedo is maintaining its support agreement with Geocore AS, giving us additional capacity in the licensing rounds.

Drilling

The Rome well, 16/5-6, in licence PL 776 was drilled in July and classified as dry. The expected Jurassic reservoir was not there and the well proved a tight sand-

stone of unknown age. This licence is located in the North Sea, south of the Johan Sverdrup field. The well was drilled by the Borgland Dolphin rig. The operator of the licence is Tullow (40%) with Wintershall (20%), Concedo ASA (20%) and Petoro (20%) as partners.

Financing

The company has renewed the NOK 350 million exploration finance facility established with DNB. Options have been included to give Concedo additional flexibility. This will provide the level of working capital needed for the exploration programme going forward to 2019.

Business office

Concedo has renewed the lease of its existing offices in Asker outside Oslo.

History

Concedo was established as an exploration company in 2006 and pre-qualified as a licensee on the NCS in 2007. From the beginning, the company had a strong team of eight experienced employees. The team grew, in pace with assignments and the number of licences in the company's portfolio, to 13 employees in 2015. The first discovery (gas) was made in 2008 - the Galtvort prospect - and in 2009 oil was found in what is now known as the Hyme Field, both in licence PL 348. Concedo's interest in this licence was sold to Statoil in 2010. In 2010, the Maria discovery, just south of the Smørbukk South field, was proven to be oil-bearing. This was sold to the operator Wintershall in 2011. The Novus discovery was made in early 2014, but was declared noncommercial. In 2014. Concedo divested PL 607 to Total E&P. In 2015, Concedo acquired a 10% working interest share in PL 697 in the Barents Sea.

Research and development

Concedo is a member of FORCE (Forum for Reservoir Characterization, Reservoir Engineering and Exploration), set up by the Norwegian Petroleum Directorate to stimulate industrial cooperation, improve exploration processes and enhance the recovery of resources on the NCS. Concedo contributes actively; with members in the technical committee, the sedimentology committee and the structural geology group.

The company has, over the years, tested out many new exploration technologies and chosen the ones most suitable for the different exploration areas.

Concedo has also been an active

participant in the Norwegian Oil and Gas Committee for Licensing Policy and in the Norwegian Oil and Gas Scout Group.

Health, safety and the environment

The company ensures that all its activities are carried out without causing harm to humans or the environment. Safeguarding people, the environment and financial assets is an integral part of our management system and daily operations. Our activities caused no spills, injuries or accidents in 2016.

As a licensee on the NCS, Concedo bears responsibility for, and makes conscious choices designed to minimize, risks to itself and its partners. Concedo actively supports the operator with expertise and experience in preventing undesirable incidents while participating in drilling operations. Concedo has been actively involved in risk assessments and audit meetings.

The working environment is considered good and we make continuous efforts to improve it further. In 2016, our employees participated in health and environment activities to prevent injuries. The sick leave in 2016 was 50 days or 1.16 % of the total working hours.

Gender equality

At the end of 2016, Concedo had thirteen employees, three women and ten men. The Board of Directors has five members, two women and three men. Concedo emphasizes gender equality, equal conditions and the equal treatment of all employees.

Sustainability and responsibility

Concedo integrates Corporate Social Responsibility (CSR) into its daily work routines and management system. In 2016, CSR procedures were established in the company, in addition to antibribery and corruption procedures.

It is an integral part of our business to ensure respect for human rights, take responsibility as an employer, minimize our impact on the environment, fight corruption and ensure a transparent corporate culture when dealing with all our stakeholders. We consider this a necessary and natural part of the way we carry out our business operations.

Corporate governance

The company's corporate governance system is in accordance with Norwegian recommendations. Concedo complies, where relevant, with the Norwegian Code of Practice for Corporate Governance (NUES).

The Board of Directors held seven meetings in 2016. Key strategic and operational issues that were discussed include:

- A review of the impact of the low oil price and political situation internationally; the US election and Brexit.
- Close monitoring of the company's operational and financial performance, including Quality, Health, Safety and the Environment. Lessons-learned discussions after the completion of important activities, such as the drilling of the Rome well and awards in licensing rounds.
- Strategic balancing of the portfolio of exploration licences and assessment of licence applications in APA 2016.
- Assessment of investment and divestment opportunities.
- Supervision of risk management processes and internal control reporting.

Salaries for management and employees

In accordance with section 6-16a of the Public Limited Companies Act, the Board of Concedo ASA has prepared guidelines for determining the salaries and other remuneration of the company's management and employees.

Financial performance 2016

Financial statements are prepared in accordance with the Public Limited Companies Act, the Accounting Act and generally accepted accounting principles in Norway. To the best of the Directors' knowledge, there are no circumstances of significance for assessing the company's position as at 31 December 2016 or the result for 2016 that are not set forth in the annual report and financial statements.

The Directors believe that the annual accounts give a true presentation of Concedo's financial position as at 31 December 2016 and of the result and cash flows for the fiscal year.

Revenues and profits

The company made an operating loss of NOK 139 million. The year's loss after tax was NOK 39 million. The company invested a total of NOK 140 million in exploration activities in 2016. It claims NOK 109 million as a refund of the tax value of exploration costs. Exploration activities consist of the company's operating expenses, licence costs, seismic surveys and exploration wells. Costs related to

preparations for drilling exploration wells are recognized in the balance sheet. The capitalized cost related to drilling depends on whether or not commercial reserves are discovered. The exploration costs connected to the preparation of the Rome well and the well drilling costs in the PL 776 licence have been expensed.

Balance sheet and liquidity

At year-end 2016, the company's book equity amounted to NOK 166 million, equal to an equity ratio of 61%.

The company's interest-bearing debt originates from the NOK 350 million loan facility, of which NOK 98 million had been utilized as at 31 December 2016. The debt is secured by the tax-related refund of exploration costs. This is expected to be NOK 109 million for 2016.

Cash flow

The net cash flow from operating activities in 2016 was NOK (15) million. This included a tax refund of NOK 123 million. The net cash flow from financing activities was NOK (22) million.

Distribution of profit

No dividend was paid in 2016.

Operational, financial and market risks

Our strategy is to obtain revenues through the sale of interests in discoveries. Key risks and uncertainties in our operations are related to the results of exploration work and the potential earnings from them.

The company is exposed to market risks from oil prices and the US dollar exchange rate. The company has interest-bearing debts and is exposed to changes in interest levels. These fell in 2016. At

present, Concedo does not have any contracts to hedge market risks.

The Norwegian government levels the playing field between production and exploration companies by contributing to the exploration costs of non-producers. This practice is expected to continue.

Credit risks

The company has few receivables, so the risk of our debtors or partners being unable to fulfil their obligations to Concedo is low

Liquidity risks

The company has cash reserves and a loan facility that provides financial flexibility. The Directors consider the company's liquidity to be good.

Currency risks

Some of the exploration costs are in USD. The Board has evaluated the situation related to USD versus NOK and decided not to hedge the currencies. A large part of the company's costs are in NOK.

Risk of low oil price

Short-term low oil prices have some positive effects for Concedo, as exploration costs tend to be significantly reduced, e.g. lower rig rates. However, the low oil price has reduced the price obtained for new discoveries.

In the longer term, a higher oil price is desirable, as this will increase the value of the oil and gas discovered.

Going concern

The financial statements have been prepared based on the going concern assumption. In compliance with section 3-3a of the Accountancy Act, we confirm that the requirements for a going

concern have been satisfied.

Future prospects

Concedo's strategy is to preserve its financial strength in order to have the flexibility to sell discoveries at the optimum time and to be regarded as an attractive partner by other oil companies and the authorities. Concedo will continue to apply for licences, preferably close to infrastructure and with a drilling depth of less than 4,000m.

The company has the financial strength to pursue its strategy, even if it takes time before the oil price stabilizes at a higher level and optimism returns to the industry.

The current portfolio establishes a sound foundation. Concedo has carried out a lot of work on its licences. In addition, in the case of a discovery, all the licences are favourable with regard to commercialization as they may be candidates for tie-ins to existing fields.

Concedo has successfully been awarded licences in recent APA rounds and has a satisfactory number of good prospects for potential future drilling. The five licences awarded in APA 2016 are in attractive areas near existing fields for commercialization. The company is particularly excited by the potential in the PL 697, PL 815, PL 784 and PL 768B licences. The Goliat Eye prospect will be drilled in 2017 and the other licences are being evaluated for a drilling decision in the next few years. The awards in APA 2016 give additional potential for drilling additional wells.

The Concedo team is very enthusiastic and motivated by the future opportunities.

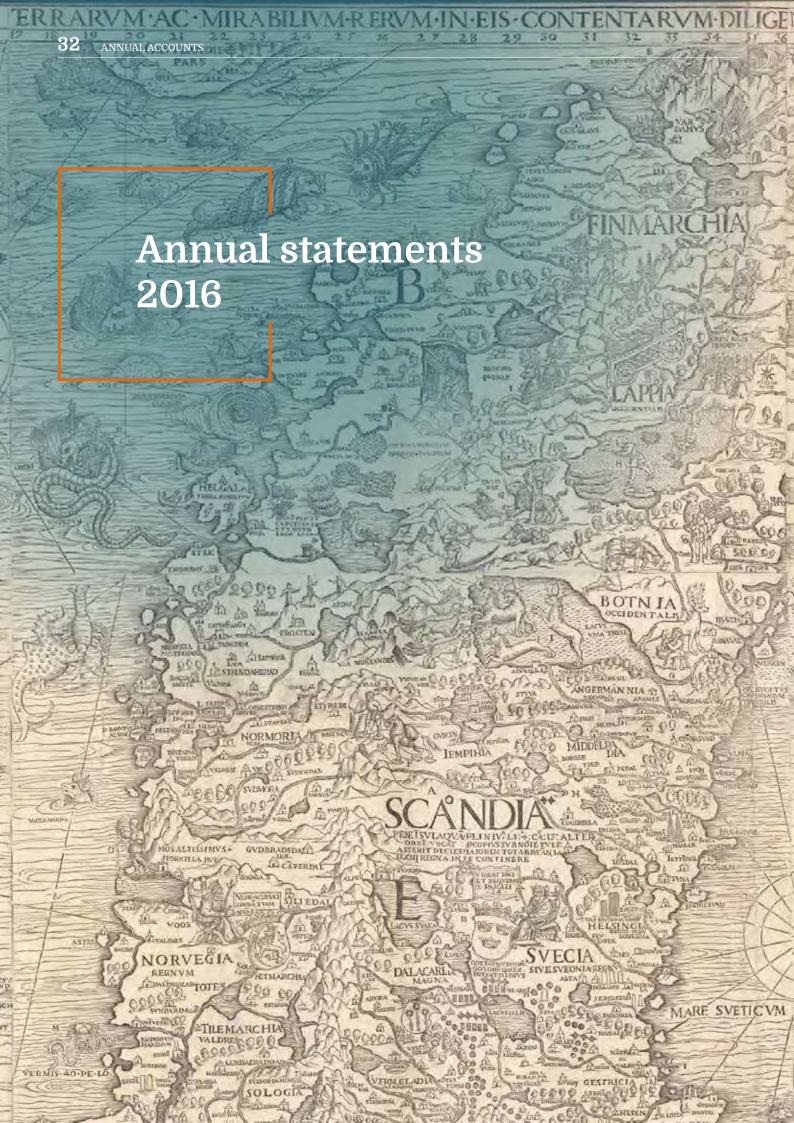
Asker, 14 March 2017

Olav Fjell Chairman

Hege Wullum Director Erik Klausen Director

Nirav Dagli Director Karen Sund Director

Geir Lunde CEO



Profit and loss account 2016

| Figures are given in the Norwegian currency NOK | Note | 2016 | 2015 |
|---|--------------|--------------|--------------|
| Depreciation on fixed and intangible assets | 3 | -258 490 | -456 423 |
| Exploration expenses | 2, 9, 13, 14 | -139 174 807 | -160 760 348 |
| Total operating expenses | | -139 433 296 | -161 216 771 |
| Operating profit/loss | | -139 433 296 | -161 216 771 |
| Other interest received | | 1896 482 | 3 476 228 |
| Other financial income | | 1 520 970 | 8 132 750 |
| Total financial income | | 3 417 451 | 11 608 978 |
| Other interest paid | | -7 668 918 | -8 901 501 |
| Other financial expenses | | -6 355 032 | -4 354 715 |
| Total financial expenses | | -14 023 950 | -13 256 217 |
| Net financial items | | -10 606 499 | -1 647 238 |
| Pre-tax profit/loss on ordinary activities | | -150 039 795 | -162 864 009 |
| Tax cost on profit on ordinary activities | 6 | 110 939 692 | 126 150 401 |
| Ordinary profit/loss | | -39 100 103 | -36 713 608 |
| Income/loss for the year | | -39 100 103 | -36 713 608 |
| Allocation | | | |
| Other reserves | 5 | -39 100 103 | -36 713 608 |
| Total | | -39 100 103 | -36 713 608 |

Balance Sheet as of 31 December 2016

Figures are given in the Norwegian currency NOK

Note 2016 2015 **ASSETS Fixed assets** Intangible assets Deferred tax assets 6 19 627 482 17 404 140 3 3 867 010 Capitalised exploration expenses and licences 2 809 716 **Total intangible assets** 23 494 492 20 213 856 **Tangible fixed assets** 3 Furniture, fixtures & machinery 261 223 160 990 **Total tangible fixed assets** 261 223 160 990 **Total fixed assets** 23 755 715 20 374 847 **Current assets** Receivables Other receivables 8 111 912 994 138 907 618 111 912 994 **Total receivables** 138 907 618 Bank deposits, cash-in-hand etc. 7 135 032 295 173 468 333 Total bank deposits, cash-in-hand etc. 135 032 295 173 468 333 **Total current assets** 246 945 289 312 375 950 **Total assets** 270 701 004

332 750 797

Balance Sheet as of 31 December 2016

Figures are given in the Norwegian currency $\ensuremath{\mathsf{NOK}}$

| SHAREHOLDERS' EQUITY AND LIABILITIES | Note | 2016 | 2015 |
|--------------------------------------|-------|-------------|-------------|
| EQUITY | | | |
| Paid-in capital | | | |
| Share capital | 4,5 | 2 430 066 | 2 430 066 |
| Treasury shares | 5 | -158 379 | -158 379 |
| Share premium | 5 | 4 567 126 | 4 567 126 |
| Other paid-in capital | 5 | 1 150 667 | 531 240 |
| Total paid-in capital | | 7 989 480 | 7 370 053 |
| Retained earnings | | | |
| Other reserves | 6 | 158 297 042 | 197 397 145 |
| Total retained earnings | | 158 297 042 | 197 397 145 |
| Total Equity | | 166 286 521 | 204 767 198 |
| Current liabilities | | | |
| Owed to credit institutions | 10,12 | 97 971 884 | 119 752 859 |
| Trade creditors | | 2 180 459 | 4 213 905 |
| Unpaid government charges etc. | | 1 798 410 | 1 757 246 |
| Other current liabilities | 11 | 2 463 729 | 2 259 589 |
| Total current liabilities | | 104 414 483 | 127 983 599 |
| Total liabilities | | 104 414 483 | 127 983 599 |
| Total Equity and Liabilities | | 270 701 004 | 332 750 797 |

Asker, 14 March 2017

Olav Fjell Chairman of the Board

> Hege Wullum Director

Erik Klausen

Nirav Dagli Director Karen Sund Director

Geir Lunde CEO

Cash Flow Statement

| OPERATING ACTIVITIES | Note | 2016 | 2015 |
|---|------|--------------|--------------|
| Pre-tax result | | -150 039 795 | -162 864 009 |
| Adjustments for reconciling current year's result with cash flow from operating activities: | | | |
| Depreciation, amortisation and write-downs | 3 | 258 490 | 456 423 |
| Capitalised exploration costs expensed | | 27 063 | 4 082 322 |
| Other items having no cash effect - subscription rights | | 619 427 | 531 240 |
| Tax reimbursement received in period | 6 | 123 121 522 | 215 548 948 |
| Change in working capital (except for cash and cash equivalents): | | | |
| (Increase) reduction in trade debtors and other receivables | | 12 589 452 | - 11 533 551 |
| Increase (reduction) in trade creditors and other current debts | | -1 788 142 | -6 580 860 |
| Cash flow from operating activities | | -15 211 983 | 39 640 513 |
| INVESTMENT ACTIVITIES | | | |
| Investments in fixed assets | 3 | -358 723 | - |
| Capitalised exploration expenses | 3 | -1 084 357 | -2 113 647 |
| Cash flow spent on investment activities | | -1 443 080 | -2 113 647 |
| FINANCING ACTIVITIES | | | |
| Share issue | 5 | - | - |
| Dividends and repayment of paid-in capital | 4 | - | - |
| Purchase of treasury shares | 5 | - | - |
| New interest-bearing short-term debt | 10 | 88 299 993 | 59 060 000 |
| Repayments short-term debt | 10 | -110 080 968 | -139 322 263 |
| Cash flow spent on financing activities | | -21 780 975 | -80 262 263 |
| Net increase (reductjon) in cash and cash equivalents | | -38 436 037 | -42 735 397 |
| Cash and cash equivalents at beginning of year | | 173 468 333 | 216 203 730 |
| Cash and cash equivalents at end of year | | 135 032 295 | 173 468 333 |

Accounting Principles

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The financial statements have been prepared in accordance with the Norwegian Accounting Act of 1998 and generally accepted accounting principles in Norway.

Main principles for valuing and classifying assets and liabilities

Assets intended for permanent ownership or use are classified as fixed assets. Other assets are classified as current assets. Receivables due within one year are classified as current assets. Classification of current and long-term liabilities is based on the same criteria.

Fixed assets are carried at historical cost net of accumulated depreciation. Fixed assets that have a limited economic life are depreciated according to a reasonable schedule. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Current assets are valued at the lower of historical cost and fair value.

Other long-term and current liabilities are valued at their nominal value

Interests in oil and gas licences

Ownership in oil and gas licences is recognised by including Concedo's share of assets, liabilities, income and expenses in the licence on a line by line basis (gross method).

Accounting for exploration costs

The company follows the «successful efforts» method of accounting for exploration costs in oil and gas operations. The costs of acquiring mineral interests in oil and gas areas and for drilling exploration wells, are capitalised pending determinations of whether recoverable reserves have been found. The costs of drilling exploration wells where no recoverable reserves are found, geological and geophysical costs and other exploration costs, are expensed.

Exploration wells that have shown reserves, but where classification as proven reserves depends on whether substantial investments are justified, may remain capitalised for more than one year. Capitalised exploration wells and acquisition costs are reviewed continuously for impairment.

Receivables

Trade receivables and other receivables are recognised at their nominal value less provision for expected losses.

Bank deposits, cash in hand, etc.

Bank deposits, cash in hand and cash equivalents include cash in hand, bank deposits and other means of payment that mature of less than three months from the date of purchase.

Revenue

Revenue is recognised when it is earned, i.e. when both the risk and control have been transferred to the customer.

Expenses

Expenses are generally entered in the same period as the corresponding income.

Leasing agreements

Significant lease contracts that are classified as financial leases are recognised as assets and depreciated using the straight-line method based on the estimated useful life. Operational leases are expensed as incurred.

Pensions

The company is required to maintain an occupational pension scheme in accordance with the Norwegian Act relating to mandatory pensions ("Lov om obligatorisk tjenestepensjon"). The company's pension scheme satisfies the requirements in that Act.

Contribution plans are accounted for according to the matching principle. The year's contribution to the pension scheme is expensed.

Share-based remuneration

The company has a remuneration plan based on payment in shares. The fair value of the services the company has received from the employees in return for the awarded subscription rights is entered as an expense. The total sum expensed over the earning period is calculated on the fair value of the subscription rights awarded.

At each balance sheet date, the company re-estimates the number of subscription rights likely to be exercised. The company enters the effect of any change in the original estimates in the P/L account with a corresponding adjustment of equity capital. After deduction of attributable transaction costs, payments received when rights are exercised are credited to share capital (nominal value) and the share premium account when subscription rights are exercised.

Taxes

Tax expenses are matched with book income before tax.

Tax expenses consist of payable tax (tax on the year's direct taxable income), the change in net deferred tax and anticipated reimbursements related to exploration costs.

Deferred tax and deferred tax benefits in the same tax regime are presented net in the balance sheet. Deferred tax benefit is recognised in the balance sheet provided that the future use is rendered probable.

Cash flow analysis

The cash flow analysis is prepared using the indirect method.

Payroll costs, number of employees, benefits etc.

Company payments to and pension costs for employees are presented in the following table:

| Payroll costs | 2016 | 2015 |
|--|------------|------------|
| Salaries | 17 304 094 | 17 281 445 |
| Employer's payroll tax | 2 693 669 | 2 681 230 |
| Pension costs | 1 389 258 | 1 447 644 |
| Share-based remuneration | 619 427 | 531 240 |
| Other benefits | 234 350 | 159 649 |
| Total | 22 240 797 | 22 101 208 |
| | | |
| Number of man-years employed during the financial year | 13 | 13 |

^{*)} Employer's payroll tax comprises of tax on payroll and exchange of subscription rights as part of the incentive scheme.

Concedo ASA has adopted a contribution-based pension scheme, with has an individual choice of investment. The scheme covers a total of 13 employees.

| Remuneration paid to directors and management | Salary | Pension- costs | Other remuneration |
|---|-----------|----------------|--------------------|
| Geir Lunde (CEO) | 1 551 900 | 107 312 | 36 197 |
| Olav Fjell (Chairman) | | | 150 000 |
| Erik Klausen (Director and HSE manager) | 1 485 314 | 93 623 | 38 972 |
| Hege Wullum (Director) | | | 100 000 |
| Karen Sund (Director) | | | 100 000 |
| Nirav Dagli (Director) | | | 100 000 |

The CEO has a severance pay contract under which he, if he leaves at the company's request, is entitled to salary for 6 months after his period of notice expires. For subscription rights awarded to the CEO and directors in connection with

the incentive scheme, see Note 5. Consultancy services of NOK 249 996 excl. VAT were purchased from Fjellvit AS, a company owned by the Chairman of the Board.

Share-based remuneration

With the approval of the AGM, the Directors of Concedo have awarded the employees 298 086 subscription rights as of 1 January 2016. During 2016 no subscription rights were exchanged into shares. On 15 December 2016, the Directors decided to distribute 110 743 subscription rights in accordance with the guidelines for remuneration of senior management.

The fair value of the subscription rights awarded, calculated according to Black & Scholes option pricing model, was

NOK 11 468 453. NOK 619 427 was expensed in 2016. At 31 December 2016, the estimated amount of share-based remuneration costs yet to be expensed throughout the vesting period is NOK 1 556 016.

The calculation is based on a risk-free interest rate (Government bonds with 3-5 years to maturity), and the expected exercise of subscription rights after 48 months. The standard deviation from the expected yield is estimated at 50 %

| Number of subscription rights | 2016 | 2015 |
|-------------------------------|---------|---------|
| Outstanding as of 1 January | 298 086 | 187 343 |
| Awarded during year | 110 743 | 110 743 |
| Forfeited during year | 0 | 0 |
| Exercised during year | 0 | 0 |
| Expired during year | -59 167 | 0 |
| Outstanding as of 31 December | 349 662 | 298 086 |

The average gross exercise price is NOK 27.1 per share. According to the prevailing conditions related to the subscription rights the exercise price is adjusted for distribution of dividends.

Board of Directors' statement regarding remuneration of senior management in Concedo ASA.

In accordance with section 6-16a of the Norwegian Public Limited Companies Act, the Directors of Concedo ASA have drawn up guidelines for determining the salaries and remuneration for senior management and employees in the company. These guidelines cover the basic pay for officers and employees, remuneration in the form of subscription rights in the company and a bonus programme that may be used in exceptional cases.

These guidelines are binding for the Board in so far as concerns schemes involving allocation of shares, subscription rights and other forms of remuneration that are linked with shares or developments in the price of the company's shares. Otherwise, the guidelines are intended as guidance to the Board. If in any contract the Board departs from these guidelines, the reason for doing so shall be recorded in the Board Meeting minutes. The Norwegian Code of Practice for Corporate Governance provides that a company's guidelines for remunerating senior staff should each year be submitted to the General Meeting for its information. Pursuant to this Code of Practice, the framework for allocating options and shares to employees should be subject to prior approval by the General Meeting.

Therefore, the company presents these guidelines and the proposed incentive programme to the annual general meeting of Concedo ASA.

The guidelines provide that remuneration in Concedo ASA shall consist of a fixed basic pay plus a variables consisting of an incentive programme and a bonus scheme.

The guidelines and compliance in 2016:

The Board established guidelines for 2016 for Managing Director, other senior executives and the Board members. The guidelines were processed at the company's annual general meeting in 2016.

Managing Director and other Senior Executives

For the year 2016 subscription rights were allocated for the value equivalent to 25 % of the achievable target in accordance with the guidelines. Each subscription right carries the right to purchase one share in the company at a price corresponding to an estimated market price of NOK 16 per share evaluated by an independent expert. In accordance with the guidelines, company employees thus have an opportunity to subscribe for shares as follows:

| Name | Price/share (NOK) | Subscription rights |
|-------------------------|----------------------|---------------------|
| Geir Lunde | 16 | 9 574 |
| Erik Klausen | 16 | 9 163 |
| Morten Hedemark | 16 | 9 163 |
| Ole H Fjelltun | 16 | 9 163 |
| Odd E Baglo | 16 | 9 163 |
| Elisabet Malmquist | 16 | 8 247 |
| Enric Leon | 16 | 5 356 |
| Dirk van der Wel | 16 | 5 498 |
| Anders Finstad | 16 | 7 798 |
| Juergen Sclaf | 16 | 8 034 |
| Ane M Skaug Rasmussen | 16 | 6 695 |
| Hilde Alnæs | 16 | 6 695 |
| Tommi Rafael Rautakorpi | 16 | 9 163 |
| Total | 16 | 103 712 |

The incentives to the members of the Board, as described below, follow the guidelines drawn up for the company's employees.

Directors of the Board

For the year 2016 subscription rights for the equivalent of 25 % of the achievable target were allocated in accordance with the

guidelines. Every subscription right gives the right to subscribe for one share in the company at a price corresponding to an estimated market price of NOK 16 per share. The members of the Board of the company thus have an opportunity to subscribe for the following shares according to the guidelines:

| Name | Price/share (NOK) | Subscription rights |
|--------------|----------------------|---------------------|
| Olav Fjell | 16 | 2 342 |
| Erik Klausen | 16 | 0 |
| Karen Sund | 16 | 1 563 |
| Hege Wullim | 16 | 1 563 |
| Nirav Dagli | 16 | 1 563 |
| Total | 16 | 7 031 |

In total, 110 743 subscription rights were allocated in 2016 that, pursuant to the Board resolution of 15 December 2016 can be exercised after 3 years and before 5 years, on the basis of the approved guidelines for 2016 and detailed conditions to be approved in the General Meeting 2017.

Guidelines for 2017:

At the annual general meeting (AGM) in 2017, the Directors will present the following statement regarding pay for the CEO, other senior staff and the Directors in 2017:

(i) Basic pay:

Pursuant to the guidelines, basic pay shall be determined by the CEO based on what is considered good, competitive normal pay in the market. The CEO's salary shall be determined by the Directors. Directors' fees shall be determined by the AGM.

(ii) Incentive programme:

In addition to the fixed basic pay, the Directors propose that the present incentive programme with subscription rights in the company be continued. The incentive programme shall normally be allocated each year and the subscription rights shall be allocated by the Directors, based on recommendations from the CEO within the framework of the resolution adopted by the general meeting. Subscription rights under this scheme shall be allocated according to specifically designated targets achieved by the company, and shall normally be issued to all employees.

Pursuant to the Directors' guidelines, the number of subscription rights shall be calculated by dividing a percentage - maximum 40% - of the annual pay earned by the employee during the year by the market price of the shares. The maximum number of subscription rights for each employee will therefore be equivalent in value to up to 40% of the employee's earnings during the year divided by the market price of the shares. The market price of the shares will be determined in an arm's length assessment by a public accountant or other person having expert knowledge of the matter. Subscription rights can at the earliest be exercised at the IPO or if the company is sold. Otherwise, the subscription rights may be exercised at any time whatsoever in the period between 3 and 5 years after the allocation date. It is a condition for exercise of subscription rights, however, that the person concerned is still an employee of the company or a pensioner.

For Directors who are not employed by the company, the number of subscription rights shall, pursuant to the Board guidelines, be calculated by dividing a part - maximum 100% - of the annual fee by the market price of the shares. The maximum number of subscription rights for each Director will therefore be equivalent in value to up to 100% of that Director's fee during the year, divided by the market price of the shares. The market price of the shares will be deter-

mined in an arm's length assessment by a public accountant or length person having expert knowledge of the matter. Subscription rights can at the earliest be exercised at the IPO or in event of sale of the company. Subscription rights can otherwise be exercised at any time between 3 and 5 years from the allocation. The exercise of subscription rights does not depend on whether the person is the member of the Board of the company or not.

Nothing is paid for the subscription rights issued. Each of these subscription rights entitles the person to subscribe for one share in the company at a price corresponding to the average market price of the shares at the end of the year for which the incentive decision applies, as the price of the shares is determined by in arm's length assessment by a public accountant or other person having expert knowledge of the matter

The new shares issued when subscription rights are exercised carry a right to dividend from the date of issue, i.e. a right to dividend, if any, for the financial year prior to the year of issue.

(iii) Bonus scheme:

The other variable element proposed by the Directors is a bonus scheme. It is the intention that the bonus scheme shall be reserved for situations where it is highly probable that the employee(s) efforts have contributed towards creating extremely high added value and a bonus may be awarded only when the added value exceeds NOK 100 million.

Normally, the bonus shall be divided equally and awarded to employees at discretion. However, the CEO may also distribute bonus as an individual reward.

Bonus will not normally be awarded in the form of money, but as subscription rights in the company. In the same way as under the incentive programme, a maximum 40% of the person's pay from the company may be given per year as a bonus and therefore the subscription rights given as a bonus shall be calculated by dividing the appropriate percentage of the employee's earnings by the market price of the shares. The market price of the shares shall be determined by an independent public accountant or other independent person having expert knowledge of the matter. Subscription rights may be exercised at the earliest by stock market introduction or if the company is sold. Otherwise, subscription rights can be exercised at any time during the period from 3 years to 5 years after the assignment date.

Auditor

| Remuneration for Deloitte AS is as follows (excl. VAT): | 2016 | 2015 |
|---|---------|---------|
| Statutory audit | 178 000 | 262 000 |
| Audit-related services | 14 000 | 45 300 |
| Certification services | 20 400 | 15 000 |

Tangible/ Intangible assets

| | Furniture & Fixtures | Plant & Machinery | Purchases of licence interests, exploration wells | Total |
|--|-------------------------|----------------------|---|-----------|
| Cost at 1 January | 3 177 849 | 77 725 | 2 809 716 | 6 065 290 |
| Additions | 358 723 | - | 1 084 357 | 1 443 080 |
| Expensed dry wells, previously capitalised | | | -27 063 | -27 063 |
| Disposals | | | - | - |
| Cost 31 December | 3 536 572 | 77 725 | 3 867 010 | 7 481 307 |
| Acc. depreciation at 1 January | 3 016 859 | 77 725 | | 3 094 584 |
| Current year's depreciation | 258 490 | - | | 258 490 |
| Acc. Depreciation 31 December | 3 275 349 | 77 725 | | 3 353 074 |
| Book value as of 31 December | 261 223 | - | 3 867 010 | 4 128 233 |

Note 4

Share capital and shareholders

As of 31.12.2016, the company's share capital consisted of one class of shares, all of which bear the same voting rights. Acquisition of shares by purchase or as a gift or by any other means requires board approval.

| | Number of shares | Nominal value | Book value |
|--------|---------------------|---------------|------------|
| Shares | 11 718 893 | 0.2073631 | 2 430 066 |
| Total | 11 718 893 | | 2 430 066 |

Subscription rights

The right to exercise subscription rights lapses in the event of the company being listed on the stock exchange. The subscription rights may be exercised during a period of from 3 to 5 years from the date of allocation.

A complete overview of the subscription rights in the company is shown below.

| Name | Number of rights | Subscription Price (NOK) | Total Price (NOK) | Allocation date |
|-------------------------|------------------|-----------------------------|----------------------|--------------------|
| Employees and Directors | 29 407 | 47.5 | 1 396 833 | 14th December 2012 |
| Employees and Directors | 19 778 | 42 | 830 676 | 17th December 2013 |
| Employees and Directors | 78 991 | 22 | 1 737 802 | 11th December 2014 |
| Employees and Directors | 110 743 | 16 | 1 771 888 | 13th December 2015 |
| Employees and Directors | 110 743 | 16 | 1 771 888 | 15th December 2016 |
| Total | 349 662 | | 7 509 087 | |

The above figures include 30 504 subscription rights allocated to Geir Lunde, 29 196 to Erik Klausen, 7 624 to Olav Fjell, 5 086 to Karen Sund, 5 086 to Hege Wullum and 4 560 to Nirav Dagli in connection with the incentive scheme.

Ownership structure

The ten largest shareholders as of 31.12.2016

| Name | Quantity of shares | Percentage interest | Home country/ registration |
|--|--------------------|---------------------|-------------------------------|
| H. M. Structures LIM | 3 220 682 | 29.4 % | CYP |
| EUROCLEAR BANK S.A. | 2 580 000 | 23.6 % | BEL |
| MEGABAS AS | 2 176 449 | 19.9 % | NOR |
| Heathlands Holdings | 503 967 | 4.6 % | CYP |
| SMT TRUSTEES FOR PIL BROWN BROTHERS | 307 500 | 2.8 % | IRL |
| KNUTSEN JOHN ERIC TANDBERG | 250 000 | 2.3 % | NOR |
| UBS Switzerland AG | 220 000 | 2.0 % | CHE |
| SIX SIS AG | 220 000 | 2.0 % | CHE |
| FJELLVIT AS | 154 529 | 1.4 % | NOR |
| GILBO INVEST AS | 120 924 | 1.1 % | NOR |
| Other Shareholders | 1 201 065 | 11.0 % | Miscellaneous |
| Total | 10 955 116 | 100 % | |

Concedo holds in addition to the above 763 777 (treasury shares) own shares in the company.

Shares owned by Directors and CEO

| Name | Office | Number of shares |
|--|----------------|------------------|
| Olav Fjell through 100% in Fjellvit AS | Board Chairman | 154 529 |
| Geir Lunde through 22,4% in Megabas AS | CEO | 487 525 |
| Erik Klausen through 16,4% in Megabas AS | Director | 356 938 |
| Geir Lunde | CEO | 22 000 |
| Nirav Dagli | Director | 12 000 |
| Erik Klausen through Catellas AS | Director | 24 796 |
| Karen Sund through Sund Energy AS | Director | 2 307 |

Equity

| | Share capital | Treasury shares | Share premium | Other paid in capital | Other | Total |
|--|------------------|--------------------|------------------|-----------------------|-------------|-------------|
| Equity at 1 January | 2 430 066 | -158 379 | 4 567 126 | 531 240 | 197 397 145 | 204 767 198 |
| Subscription rights | | | | 619 427 | | 619 427 |
| Transfer | | | | | | |
| Treasury shares purchased | | | | | | |
| Dividends and repayment if paid-in capital | | | | | | |
| Current year's proft/(loss) | | | | | -39 100 103 | -39 100 103 |
| Equity at 31 December | 2 430 066 | -158 379 | 4 567 126 | 1 150 667 | 158 297 042 | 166 286 521 |

The value of subscription rights expensed in 2016 of NOK 619 427 has been calculated according to the Black-Scholes formula.

The share capital at the end of the year is NOK 2 430 066 consisting of 11 718 893 shares at a nominal value of 0.207363131, including 763 777 treasury shares.

Note 6

Income tax

| Income tax for the current year is calculated as follows: | 2016 | 2015 | |
|---|--------------|--------------|--|
| Adjustment for tax refund earlier years | 19 838 | 15 858 | |
| Change in deferred tax | -2 223 342 | -3 024 899 | |
| Tax value of exploration costs (See Note 8) | -108 736 188 | -123 141 360 | |
| Tax on ordinary income | -110 939 692 | -126 150 401 | |
| Reconciling nominal and actual tax rates: | 2016 | 2015 | |
| Pre-tax profit/loss | -150 039 795 | -162 864 009 | |
| Anticipated income tax at nominal rate (25%) | -37 509 949 | -43 973 282 | |
| Tax effect of following items: | | | |
| Adjustment for tax earlier years | 19 838 | 15 858 | |
| Non-deductible expenses | 197 088 | 173 632 | |
| Non-taxable income | 0 | 0 | |
| Tax effect of interest on loss carried forward (53%) | -171 561 | -258 966 | |
| Change in tax rate | -12 609 | -235 953 | |
| Effect of surtax (53%) | -73 462 499 | -81 871 690 | |
| Income tax | -110 939 692 | -126 150 401 | |
| Effective tax rate | 74% | 77% | |

Specification of tax effect of temporary differences and loss carried forward:

| | 2016 | | 2015 | |
|--|-----------------------|---------------------------|-----------------------|---------------------------|
| | Deferred tax asset | Deferred tax liability | Deferred tax asset | Deferred tax liability |
| Exploration expenses and licence costs | | 2 550 419 | | 1 658 246 |
| Provisions for liabilities | | | | |
| Loss to be carried forward | 22 177 901 | | 19 062 386 | |
| Total | 22 177 901 | 2 550 419 | 19 062 386 | 1 658 246 |
| Of which netted | -2 550 419 | -2 550 419 | -1 658 246 | -1 658 246 |
| Net deferred tax asset/liability | 19 627 482 | 0 | 17 404 140 | 0 |

Profit from oil and gas operations on the Norwegian shelf is taxed in accordance with the Norwegian Petroleum Tax Act. A special 53% (2015: 51%) surtax is levied in addition to the ordinary 25% (2015: 27%) corporate tax. The taxpayer may claim payment from the government for the tax value of direct and indirect expenses (with the exception of financing expenses) for petroleum exploration, provided the sum does not exceed the year's loss on, respectively, ordinary income in the shelf tax district and the basis for surtax.

Shelf loss may be utilized against a possible future shelf gain. Alternatively, the tax value of loss carry forwards connected to operations on the Norwegian Shelf will be received in the event of a possible termination of the business.

The deferred tax effect has been capitalised to the extent future realisation is deemed probable. With effect from 1 January 2017 the Corporate tax rate is 24% (2016: 25%) and the special tax rate is 54% (2016: 53%). The tax rate effective from 1 January 2017 has been used in calculation of deferred tax at 31 December 2016.

Note 7

Bank deposits

Bank deposits, cash in hand etc. include non-distributable withheld tax in the sum of NOK 1 065 323 (2015: NOK 1 032 232) and a rental deposit of NOK 952 329 (2015: NOK 947 120)

Note 8

Other receivables

For the 2016 tax assessment the company claims reimbursement of the tax value of petroleum exploration costs totalling NOK 108 736 188 (2015: NOK 123 141 360), see section 3c subsection 5 of the Petroleum Tax Act.

Outstanding accounts with operators and others are also in the financial line item "Other receivables".

Note 9

Leasing agreements

The annual rental for non-capitalised assets amounts to NOK 1 396 214 (2015: 1 468 589), which relates to rent for the office premises in Asker.

The tenancy was renewed towards 30.10.2021; the remaining period of tenancy being 5 years.

Debt to financial institutions

The company has a credit line for NOK 350 000 000 in DNB ASA. The interest rate is NIBOR plus a margin of 1,55%.

Withdrawals are limited to 95% of the tax value of petroleum exploration expenses. Repayments coincide with the reimbursement of exploration expenses from the tax authorities. Concedo signed the beginning of 2016 a new loan agreement for two years and with an one year option.

As of 31 December 2016, withdrawals totalled NOK 97 971 884. Following the loan agreement, 95% of the estimated tax reimbursement amounts to NOK 103 299 379. We have calculated the tax reimbursement as being NOK 123 141 360, see notes 7 and 9.

The loan is secured by the tax reimbursement scheme and balances thereon, and monetary claims in respect of all present and future insurances.

Note 11

Other current liabilities

| | 2016 | 2015 |
|---|-----------|-----------|
| Working capital liabilities in joint ventures | 281 295 | 0 |
| Wages, holiday pay and bonus | 1876 342 | 1 873 949 |
| Accrued expenses | 209 252 | 288 800 |
| Other current liabilities | 96 840 | 96 840 |
| Total | 2 463 729 | 2 259 589 |

Note 12

Financial market risk

The company employs financial instruments such as bank loans and deposits. The purpose of these instruments is to procure capital for the investments required for the company's activities. Other financial instruments are trade debtors etc. that are directly linked with everyday operations. The company does not trade in derivatives.

The most significant financial risks the company is exposed to are related to oil prices, interest rates, capital needs and loan terms. The risk of trade debtors and partners being unable to fulfil their obligations towards Concedo is considered to be low. The company is to a limited degree exposed to currency risk. The company has not entered into any contracts to offset the risks.

Note 13

Exploration costs

Exploration costs in the profit and loss statement consist of the following:

| | 2016 | 2015 |
|--|-------------|-------------|
| Payroll costs, ref note 3 | 22 240 797 | 22 101 208 |
| Seismic, drilling and general licence expenses | 102 866 878 | 126 093 317 |
| Other operating costs linked to exploration | 14 067 131 | 12 565 822 |
| Total | 139 174 807 | 160 760 348 |

Exploration expenses eligible for tax refunds amount to NOK 139 405 369 in 2016 (2015: NOK 157 873 538).

Sponsorships

In line with the company's anti-bribery and corruption procedures, the information on sponsorships shall be given in the notes of the annual report. In 2016 the company sponsored the following:

| Asker Svømmeklubb | NOK | 10 000 |
|--|-----|--------|
| Asker Fotball | NOK | 10 000 |
| Støtteforreningen for kreftrammede, Asker | NOK | 10 000 |
| SPE (Society of Petroleum Engineers), Oslo | NOK | 25 000 |
| Bellona CCS program | NOK | 22 000 |

Note 15

Licences

North Sea

PL 774 (30%): in block 16/7. Tullow is the operator.

To be relinquished in 2017.

PL 774B (30%): in block 16/10. Tullow is the operator.

To be relinquished in 2017.

PL 775 (20%): in blocks 16/7 and 16/8. Operator changed to ConocoPhillips. Two years extension of the initial period, New DoD deadline February 2018.

PL 776 (20%): in blocks 16/5, 6, 8 and 16/9. Wintershall takes over operatorship from Tullow. Drilling decision made in February 2016. Well drilled on the Rome prospect in 2016. The well was dry.

PL 815 (20%): in block 16/5. Lundin is the operator. The 3D seismic processing included in the work program has already been fulfilled. The licence has applied for a two-year extension of the DoD decision (originally February 2017).

PL 816 (30%): in blocks 17/4 and 17/7. Eni is the operator. Acquisition and processing of 3D seismic is ongoing. DoD by February 2018.

PL 824 (30%): in blocks 31/4 and 31/5. Point is the operator. New 3D seismic acquired. G&G ongoing. Drill or drop decision 5th of February 2018.

PL 826 (30%): in blocks 29/3, 30/1 and 33/12. Point is the operator. Reprocessing of 3D seismic is finalised. Geological and geophysical evalutaion is ongoing.

PL 727 (30%): in blocks 3/5, 3/6, 3/8 and 3/9. Edison is the operator. 18-months extension of DoD approved by the authorities. New DoD is 7th August 2017. G&G focus on Paleozoic Play. New re-processed PSDM data will be completed February 2017.

PL 746S (30%): in block 29/3. Point is the operator. Reprosessing of 3D seismic finalised. Geological and geophysical analysis is ongoing. Applied for two year extension of DoD decision to February 2019.

PL 784 (20%): in blocks 25/3, 6. Operator changed to Aker BP (previous Tullow). G&G work ongoing. Drill or drop decision 6th of february 2018.

PL 882 (30%): in blocks 33/6 and 34/4. VNG is the operator. Awarded in APA 2016. The work programme includes acquiring 3D seismic, drill or drop after 2 years.

Norwegian Sea

PL 887 (20%): in blocks 6507/7,8,10 and 11. PGNIG is the operator. Awarded in APA 2016. The work programme includes acquiring and/or reprossess 3D seismic and drill or drop decision after two years.

PL 889 (40%): in blocks 6507/8 and 6507/9. VNG is the operator. Awarded in APA 2016. The work programme includes acquiring and/or reprocessing of 3D seismic. Drill or drop decision after two year.

Barents Sea

PL 768 (25%): in blocks 7123/5,6,7,8,9, 7124/4, 7, 8. Wintershall is the operator. Seismic interpretation based on 2D seismic is finalised. 3D seismic will be acquired 2017 together with PL768B. DoD 2019.

PL 768B (25%): in blocks 7122/8, 9. Wintershall is the operator. 2D seismic has been interpreted. Prospect mapping and evaluation is ongoing. A new 3D seismic volume will be acquired in 2017. DoD 2019.

PL 697 (10%): in block 7122/10. Site survey completed autumn 2016. The Goliat Eye Prospect will be drilled September 2017.

PL 804 (30%): in blocks 7121/10, 11 and 12. Wintershall is the operator. Reprocessing of 3D seismic is ongoing. The lisence will be relinquished in 2017.

PL900 (10%): in the blocks 7122/8 and 9. Eni is the operator. Awarded in APA 2016. The work programme includes acquiring of 3D seismic, and drill or drop decision after two year.

PL 901 (20%): in blocks 7122/5 and 7122/6. Statoil is the operator. Awarded in APA 2016. The work programme includes reprocessing of 3D seismic and drill or drop decision after two years.

Note 16

Relinquished Licences 2016

North Sea

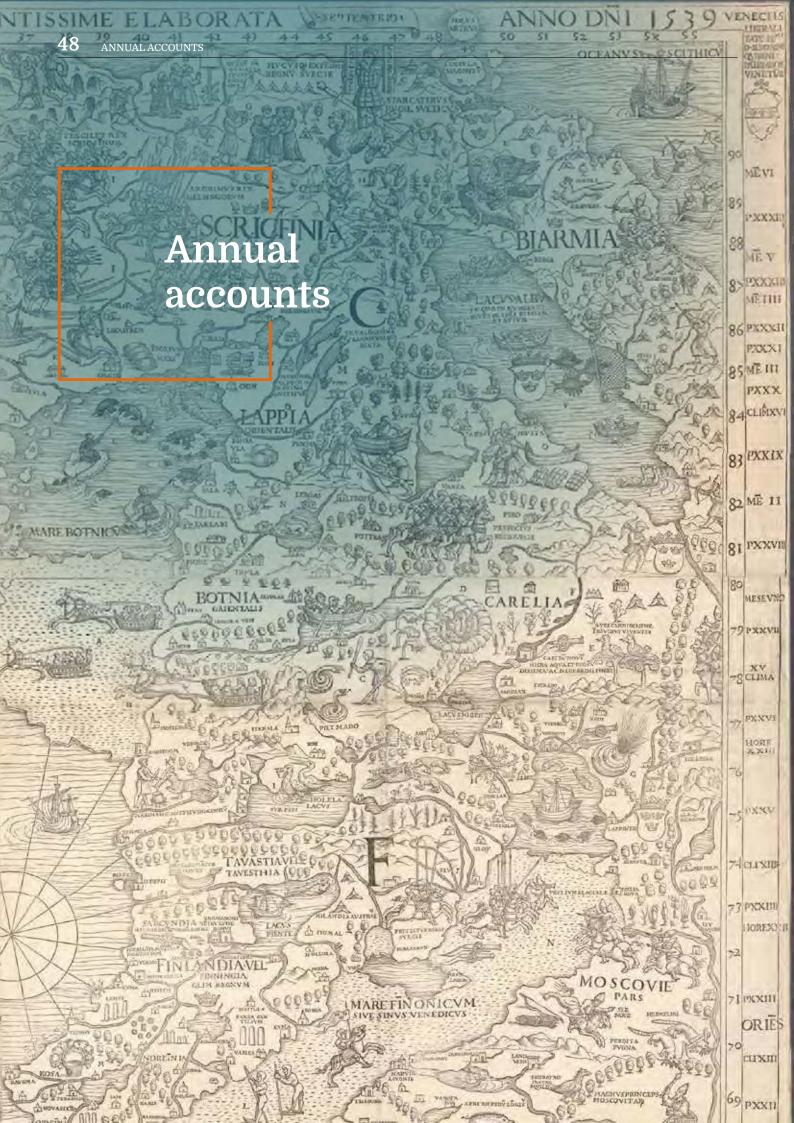
PL 737S: Relinquished February 2016. PL 670: Relinquished February 2016. PL 670B: Relinquished February 2016. PL 616: Relinquished August 2016.

Norwegian Sea

PL 759: Relinquished February 2016

Barents Sea

PL 769: Relinquished February 2016.



Deloitte.

Delbitte AS Dronning Eufemias gate 14 Postboks 221 Sentrum NO-0103 Oslo Norway

Tel: +47 23 27 90 00 fax: +47 23 27 90 01 www.deloitte.no

To the General Meeting of Concedo ASA

INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Concedo ASA showing a loss of NOK 39 100 103. The financial statements comprise the balance sheet as at 31 December 2016, the income statement and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are prepared in accordance with law and regulations and give a true and fair view of the financial position of the Company as at 31 December 2016, and its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway.

Basis for Opinion

We conducted our audit in accordance with laws, regulations, and auditing standards and practices generally accepted in Norway, including International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company as required by laws and regulations, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of The Board of Directors and the Managing Director for the Financial Statements

The Board of Directors and the Managing Director (management) are responsible for the preparation in accordance with law and regulations, including fair presentation of the financial statements in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern. The financial statements use the going concern basis of accounting insofar as it is not likely that the enterprise will cease operations.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with laws, regulations, and auditing standards and practices generally accepted in Norway, including ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with laws, regulations, and auditing standards and practices generally accepted in Norway, including International Standards on Auditing (ISAs), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error. We design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures
 that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the
 effectiveness of the Company's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the
 disclosures, and whether the financial statements represent the underlying transactions and events
 in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, significant audit findings, including any significant deficiencies in internal control that we identify during our audit

Report on Other Legal and Regulatory Requirements

Opinion on the Board of Directors' report

Based on our audit of the financial statements as described above, it is our opinion that the information presented in the Board of Directors' report and in the statements on Corporate Social Responsibility concerning the financial statements and the going concern assumption is consistent with the financial statements and complies with the law and regulations.

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Opinion on Registration and Documentation

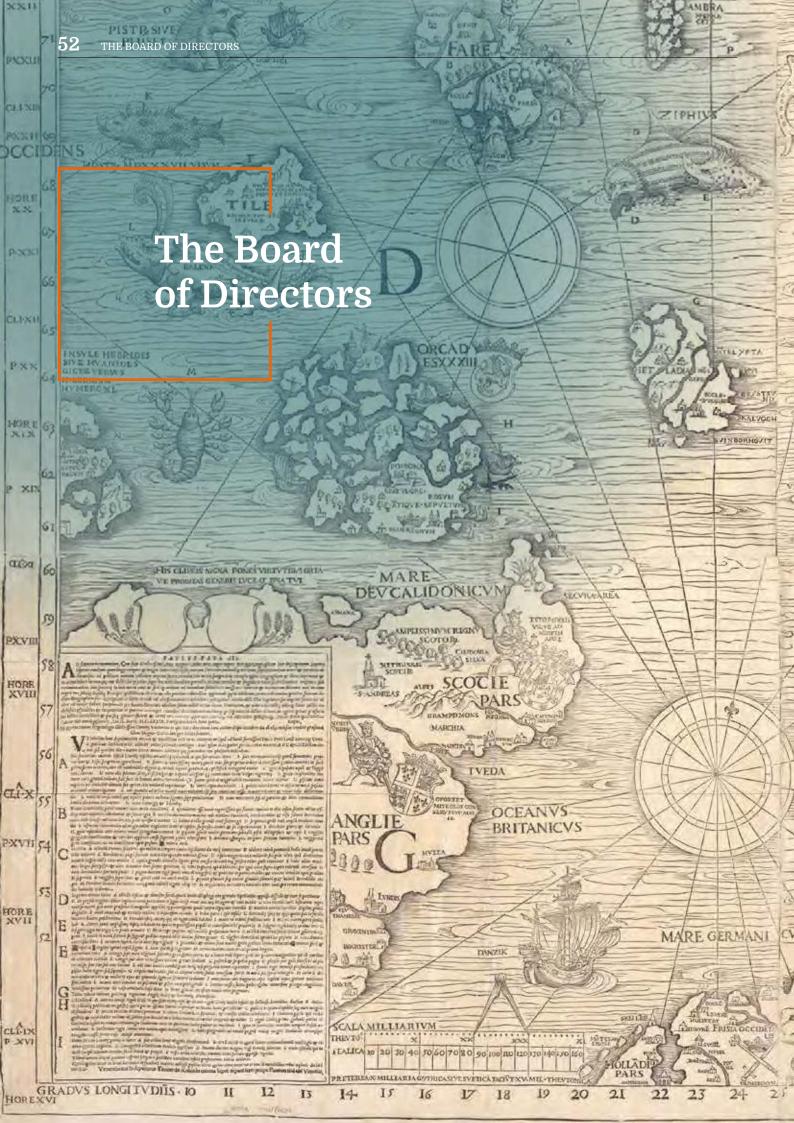
Based on our audit of the financial statements as described above, and control procedures we have considered necessary in accordance with the International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements Other than Audits or Reviews of Historical Financial Information, it is our opinion that management has fulfilled its duty to produce a proper and clearly set out registration and documentation of the company's accounting information in accordance with the law and bookkeeping standards and practices generally accepted in Norway.

Oslo, 14 March 2017 Deloitte AS

Mette Hedleva-

Mette Herdlevær

State Authorised Public Accountant (Norway)





OLAV FJELL

Olav Fjell is the Chairman of the Board of Directors. He has held a number of leading positions in Norwegian corporates, including being President and CEO of Statoil. Mr Fjell has retired from excutive positions and is currently serving on the non-executive boards of several companies.



KAREN SUND

Karen Sund, Director, is a partner in Sund Energy. She has long international experience in advisory activities in the oil and gas industry. She has a Master's degree in international management and petroleum economics from BI, the Norwegian School of Management.



ERIK KLAUSEN

Erik Klausen, Executive Director, has long managerial experience from international oil service companies and offshore projects. He has held positions as Vice President in Aker, Prosafe/Consafe etc. He graduated in engineering from Heriot Watt University and has post graduate education in Business Administration.



HEGE WULLUM

Hege Wullum, Director, is the Director of market and organisation at Abelia. She has more than 10 years' experience from the media business. Ms Wullum has also 7 years' international experience in the oil and gas industry, from Norsk Hydro and the Norwegian Ministry of Petroleum & Energy. She graduated in economics from NHH, the Norwegian School of Economics and Business Administration.



NIRAV DAGLI

Nirav Dagli, Director, is managing partner of Spinnaker LLC and founder and CEO of Spinnaker Analytics. He has 20 years of experience advising senior executive management on performance improvement strategy and execution. Previously, he was partner at Oliver Wyman. He has an M.Sc in electrical engineering and has taught courses in signal processing at Boston University. Mr Dagli serves as chairman of the board of directors at the Better Business Bureau of eastern Massachusetts, Maine, Rhode Island and Vermont.

People 2016



GEIR LUNDE
Managing Director

CEO, has more than 30 years' experience in exploration, geology and seismic interpretation. He graduated in petroleum prospecting from NTH, the Norwegian University of Science and Technology, in 1978.



ERIK KLAUSEN Manager HSE

HSE manager, has more than 30 years' experience in development of oil and gas projects on the Norwegian shelf. He graduated from Heriot-Watt University in 1976.



MORTEN HEDEMARK
Operations Manager

Operations manager, has a background in well operations and petroleum technology. Mr Hedemark graduated from the Heriot-Watt University in 1987.



OLE HERMAN FJELLTUN
Chief Reservoir Geologist

Chief Reservoir Geologist, has over 25 years' experience as an exploration and reservoir geologist. He graduated in geology from NTH, the Norwegian University of Science and Technology, in 1981.



JUERGEN SCHLAF Senior Geologist

Mr Schlaf has 15 years' of experience from the industry and has worked for a range of companies. He has an academic background in carbonate sedimentology and sequence stratigraphy from the University of Vienna (Austria).



ODD EIRIK BAGLO Chief Geophysicist

Geophysical advisor, has wide experience in exploration activities and seismic interpretation. He graduated in applied geophysics from the University of Oslo in 1989.



ENRIC LEONSenior Geologist

Geologist, has experience in exploration activities. He graduated as a geologist from Barcelona University in 1992. He took his master's degree in petroleum geology/geophysics at the University of Oslo in 2007.



DIRK VAN DER WEL Principal Production Geologist

Principal production geologist in reservoir evaluation, has experience in prospect valuation, reservoir evaluation and applied geostatics. He graduated in geology and mineralogy from the University of Oslo in 1974.



Anders G. Finstad Senior Geophysicist

Senior geophysicist, has 15 years' of experience in the oil industry. He graduated from the Royal School of Mines, London and University of Oslo.



ELISABET MALMQUIST Geological Advisor

Elisabet Malmquist has more than 25 years' experience from the oil and gas industry. She has worked as a geologist within exploration covering the whole Norwegian shelf. Ms Malmquist graduated with a MSc degree in Geology from Stockholm University in 1983.



HILDE ALNÆS
Senior Geophysicist

Hilde Alnæs has a broad background in geology and geophysics from the University of Tromsø, Svalbard, and the University of Oslo where she holds a master's degree in applied Geophysics.



Tommi Rautakorpi Senior Geologist

Tommi Rautakorpi has his academic background from Åbo Akademi University and the University of Oslo. He has 15 years of experience from the industry, covering both mineral and oil exploration.



ANE MARTA SKAUG RASMUSSEN Senior Geologist

Ane Rasmussen has a master's degree in petroleum geology and geophysics at the University of Oslo. She has experience of exploration and prospect evaluation, applications for both numbered and TFO concession rounds as well as licence work on the Norwegian continental shelf.

