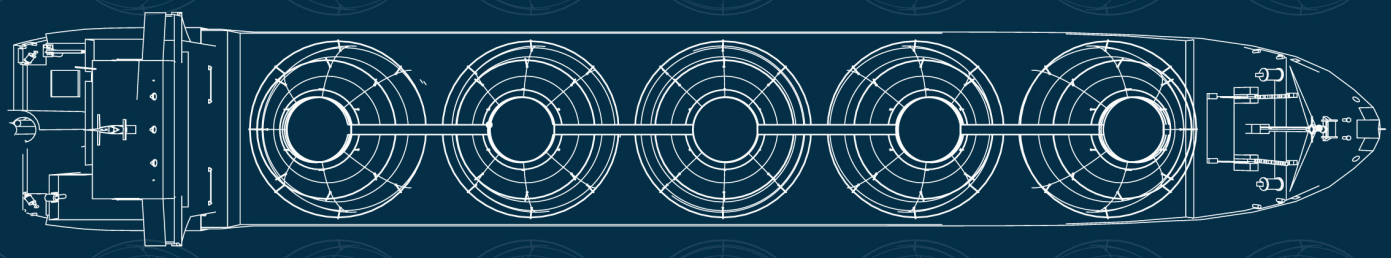
GEP | CASE STUDY

GLOBAL LNG LEADER ADVANCES ENERGY TRANSITION THROUGH STRATEGIC PARTNERSHIP WITH GEP



A global leader in liquefied natural gas (LNG) embarked on an ambitious journey to own the entire natural gas (LNG) value chain, helping a Caribbean nation transition its grid from coal and oil toward renewables. GEP played a pivotal role in supporting this vision by helping execute a comprehensive strategy that included drilling eight wells in the Gulf of Mexico, constructing a refinery and floating production storage and offloading (FPSO) unit, and building the supply chain to transport the extracted natural gas.

By integrating supply chain expertise with strategic planning, GEP implemented industry best practices for contracting, logistics, and risk management.

OBJECTIVES

- Drill and produce eight offshore wells in the Gulf of Mexico
- Construct a new refinery and state-of-the-art Floating Production Storage and Offloading (FPSO) unit
- Develop supply chain strategy and roadmap, streamline warehouse operations and improve supplier partnerships
- Design and build a gas network to transport LNG to the island nation
- Modernize aging fossil fuel-based generation assets
- Develop a transition roadmap spanning 1-, 3-, and 5-year horizons to ensure energy reliability during the transformation

APPROACH

- **Project Management & Execution Planning**
  - Coordinated drilling operations across eight offshore wells
  - Oversaw timelines, risk assessments, and budget adherence for FPSO and refinery construction
  - Managed regulatory and environmental compliance across jurisdictions
  - Supply Chain Design & Optimization

- **Built a fully integrated supply chain to manage the flow of materials, equipment, and personnel across continents**
  - Developed contracting strategies to engage key EPC and O&M vendors
  - Led logistics planning for complex marine and overland transport
  - On-site evaluations across key assets and warehouses
  - Stakeholder interviews across procurement, maintenance, and logistics
  - End-to-end review of the existing technology stack

- **Asset Modernization & Grid Reliability Planning**
  - Collaborated with local energy agencies to upgrade generation infrastructure
  - Defined and implemented a staged energy transition plan (1-, 3-, 5-year strategy)
  - Developed risk frameworks to maintain energy security during the shift

RESULTS

- Reduced reliance on coal and oil within the first phase of implementation
- Completed FPSO and gas transportation infrastructure on schedule
- 25% reduction in spare parts inventory, freeing up millions in working capital
- 50% reduction in emergency part expedites, cutting costly last-minute orders
- 10% decrease in overall spare parts spend
- 50% faster turnaround on maintenance-related procurement, reducing downtime risk
- Developed a scalable energy roadmap to support renewable integration over the next decade

MODERNIZING ENERGY DELIVERY IN THE FACE OF COMPLEXITY

A global LNG leader set out to take full control of its value chain — from offshore production to downstream distribution — to support a Caribbean nation's transition away from coal and oil. The long-term goal: deliver cleaner, more reliable energy while building a foundation for future renewable integration.

But turning that vision into reality came with significant challenges.

The effort would begin with upstream production — drilling eight wells in the Gulf of Mexico — and expanding to include the construction of a new refinery and a floating production storage and offloading (FPSO) unit. These assets had to be supported by a reliable LNG transport network connecting international production sites to the island's power grid.

At the same time, the country's aging fossil-fuel-based infrastructure needed a major overhaul. Modernizing power generation assets while developing a phased 1-, 3-, and 5-year roadmap was essential to maintaining grid reliability throughout the transition.

This wasn't just an energy project. It was a multi-phase transformation, involving highly regulated jurisdictions, complex logistics across continents and cross-functional coordination at every level. Recognizing the scale and risk involved, the company knew it needed more than transactional support. It needed a partner with strategic, operational and technical expertise to drive the transformation.

A MULTI-PHASE STRATEGY TO BUILD AND SECURE THE ENERGY FUTURE

To support a transformation of this scale, the company turned to GEP to lead a multi-phase strategy focused on speed, reliability and long-term energy security.

Upstream, GEP coordinated drilling operations for eight offshore wells and managed timelines, budgets and risk for the FPSO and refinery builds. Regulatory compliance across jurisdictions was integrated into every phase to avoid costly delays.

In parallel, GEP helped build a fully integrated supply chain to move equipment, materials and personnel across continents. Contracting strategies were developed for key EPC and O&M vendors, and logistics were optimized across marine and overland routes.

GEP also worked to strengthen and streamline the company's existing operations. On-site evaluations and stakeholder interviews across procurement, maintenance and logistics revealed inefficiencies in warehouse management and supplier performance. These findings led to targeted improvements in spare parts management — including reduced last-minute orders and greater visibility into inventory and supplier performance.

To support long-term resilience, the team partnered with local energy authorities to modernize grid assets and define a 1-, 3-, and 5-year transition roadmap.

Across every workstream, the focus remained the same: deliver immediate results while positioning the company to lead in a more secure, sustainable energy future.

MEASURABLE RESULTS — AND A ROADMAP FOR WHAT'S NEXT

The multi-phase transformation delivered measurable operational and strategic results.

Critical infrastructure, including the FPSO and LNG transport network, was completed on time, providing a stable foundation for energy delivery to the island nation. By shifting away from coal and oil during the early stages of implementation, the company began reducing its fossil fuel dependency while ensuring uninterrupted power supply during the transition.

On the operational front, the impact was just as significant. Spare parts inventory was reduced by 25%, freeing up millions in working capital. Emergency part expedites dropped by 50%, helping cut last-minute procurement costs and avoid maintenance delays. Overall spend on spare parts decreased by 10%, while procurement turnaround times for maintenance-related materials improved by 50%, minimizing the risk of unplanned downtime.

But perhaps the most meaningful outcome wasn't a number — it was a shift in posture. The company went from reactive to proactive. From infrastructure upgrades to supplier management to energy planning, it now operates with a clear roadmap and the ability to anticipate rather than react.

With GEP's support, the company has built a supply chain, and an energy strategy, designed not just to withstand disruption, but also to drive long-term reliability and sustainability.



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