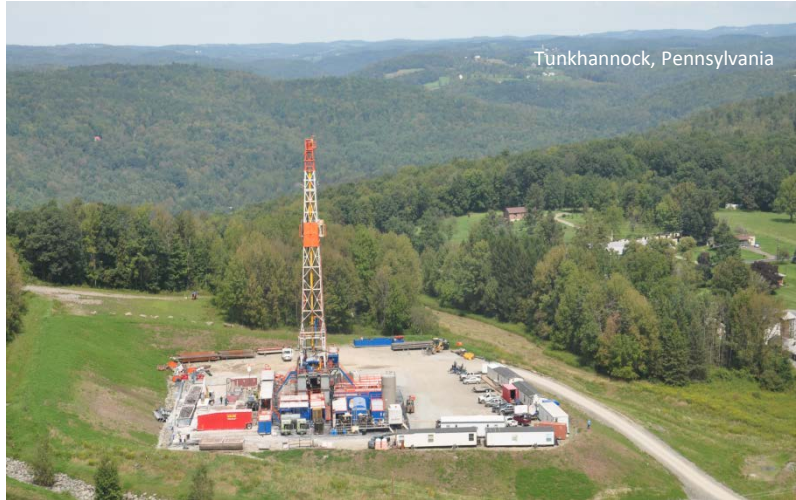


# IPAA Conference – Managing Debt in Troubled Times



# James A. Watt – Background in Restructuring

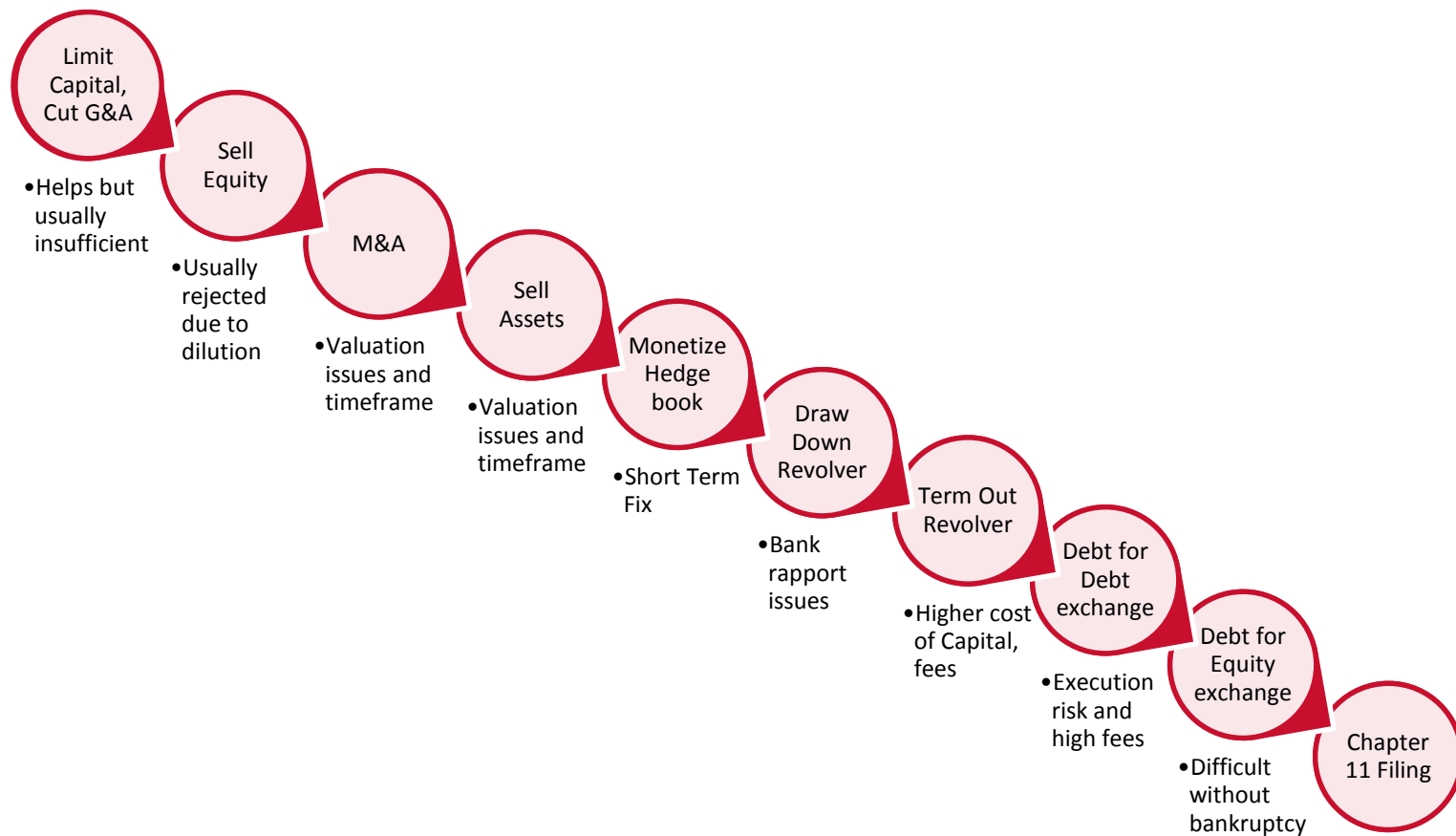
## Current Assignments

- Warren Resources Inc. - President and CEO, CRO
- Bonanza Creek Energy, Inc. - Chairman of the Board
- Helix Energy Solutions Group – Board of Directors

## Prior Assignments

- Dune Energy Inc., - President and CEO
- Pacific Energy Resources, Ltd – Board of Directors
- Remington Oil and Gas, Corp – President and CEO
- Box Energy, Inc. – President and CEO

# Responses to Debt Restructuring Needs



# Management Teams and Boards

- External Factors often cause of problem
- Focus on Solutions
  - Establishing blame – waste of time
  - Define available timeframes, sequence of events
  - Establish realistic value metrics
  - Hire the right advisors
  - Execute on a Plan
- Remain open and transparent with stake holders
- Advisors primary purpose is generating fees
  - Make sure any transaction proposed improves economics

# Summary

- No matter who or what caused the problem, it is management and the board's responsibility to fix it
- Operations cannot solve a balance sheet problem
- Find a solution that satisfies most stake holders needs and preserves future option value
- Bankruptcy is the worst outcome for all but the lawyers and financial advisors