

MICHOL L. ECKLUND

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CHIEF SUSTAINABILITY OFFICER & GENERAL COUNSEL

C-Suite Executive and General Counsel with 20+ years' strategy, legal, investor relations, human resources, communications, mergers and acquisitions, finance, corporate governance and sustainability experience in the global energy industry for publicly traded companies ranging from \$350M to \$4B+ in revenue. Creative and innovative problem solver who helps domestic and multinational organizations advance strategy, navigate change, and engage stakeholders while leading and advising on C-Suite/Board of Directors issues and initiatives. Ability to set and execute on strategic priorities, provide value-enhancing legal and risk guidance, negotiate and close multibillion dollar transactions, drive cultural change, build and manage cross-functional teams, identify and advance talent, establish governance frameworks, and communicate effectively with investors and stakeholders.

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| ♦ Legal, Regulatory, & Compliance | ♦ Sustainability & Environmental | ♦ Human Capital Management |
| ♦ Mergers, Acquisitions, & Divestitures | ♦ Complex Corporate Financing | ♦ Executive Compensation Design |
| ♦ Deal Strategy, Negotiation, & Execution | ♦ Investor Relations | ♦ Corporate Governance |

BOARD EXPERIENCE

- Rice University, Board of Trustees – Executive, Compensation (Chair), Audit, & Finance Committees 2020 – Present
 - *Board oversees university strategy, financials and \$1B operating budget*
- YES Prep Public Charter Schools - Houston, Board of Directors – Vice Chair; \$250MM operating budget 2022 – Present
- St. Agnes Academy, Board Member – Executive, Finance (Chair) & Risk Management Committees 2022 – Present
- Collaborative for Children, Board Member – Compensation Committee 2023 – Present
- The Woman's Hospital of Texas, Board Member 2017 – 2020
- Association of Rice University Alumni, Board of Directors (70,000 alumni) 2014 – 2020
 - *President (2018 - 2019), Executive Committee Member (2014 – 2020)*
- World Affairs Council of Greater Houston, Board Member (*Led Executive Director Search Committee*) 2014 - 2020
- State Bar of Texas International Law Section, Board & Committee Member 2012 - 2014
- Juvenile Diabetes Research Foundation, Gulf Coast Chapter, Board Member 2007 – 2013

LEADERSHIP, BOARD, & CORPORATE STRATEGY

- Appointed by the Board as a key member of four-person senior management team of publicly traded oil and gas company that grew revenues from \$350M to \$2.7B, an increase of 600+%, over a five-year period.
- Co-built profitable company that generated \$600M of free cash flow and net income of \$19.54 per diluted share in 2022.
- Corporate Secretary who advised Board Chair, CEO, and Committee Chairs on agenda setting, board composition, and compliance matters. Achieved top decile governance rating from ISS (Institutional Shareholder Services).
- Experienced in strategic executive compensation design and disclosure for public companies.

MERGERS, ACQUISITIONS, & DIVESTITURES (PRE & POST – INCLUDING DEAL MAKING & NEGOTIATION)

- Legal counsel for ~\$25B in mergers, acquisitions and divestitures over 20+ year career.
- Lead management team negotiator and seller integration lead for \$4.5B corporate disposition that commanded a 15% premium.
- Lead management team negotiator for highly competitive and complex \$3B public-to-public corporate acquisition in 2019. Closed corporate merger after defeating activist campaign in a volatile industry environment. Led integration efforts that achieved \$80M+ in annual corporate and operational synergies (exceeding initial targets).

FINANCE, DEBT, & CAPITAL MARKETS

- Averted risk of bankruptcy caused by 2020 pandemic; reduced debt by \$1.3B and leverage by 70% since 2020.
- Legal advisor and co-strategist for \$1B equity issuances, \$2B secured and unsecured debt issuances, renegotiation of \$2B credit facility, debt-for-equity exchange, reverse stock split, preferred shares redemption, and stock repurchase program.

SUSTAINABILITY, ENVIRONMENTAL, SOCIAL & GOVERNANCE

- Founded Callon's cross-functional Sustainability Team that oversaw \$40MM annual capital allocation for environmental performance and compliance, established long-term ESG strategy, and managed stakeholder engagements and disclosures.
- Collaborated to achieve goal of 50%+ reduction in GHG intensity over four years to meet goal one year early.

RISK MANAGEMENT & CYBERSECURITY

- Conducted above-ground risk assessments for global investment opportunities including legal, regulatory and currency stability.
- Design and oversee cybersecurity policies and disclosure responsibilities to minimize exposure and ensure risk protection.

LEGAL, GOVERNMENT, REGULATORY, PUBLIC POLICY, & COMPLIANCE (DOMESTIC & INTERNATIONAL)

- Provided legal counsel for 20 operating environments including U.S. onshore, West Africa, North Sea, Middle East, and Gulf of Mexico. Renegotiated production sharing contracts, secured international licenses, and engaged directly with host governments.
- Oversaw international compliance program including FCPA and trade sanctions compliance.
- Developed strategies and prevailed in three complex commercial arbitrations (each valued at ~\$100M).
- Led government relations team focused on compliance and influencing laws and policies that benefited company’s fiscal and operating environments on a state and federal level via legislative, regulatory, and trade association engagement.

INVESTOR RELATIONS, CRISIS, & CORPORATE COMMUNICATIONS

- Mid-career experience as full-time IR professional including quarterly earnings, strategic messaging, and investor engagement.
- Key member of executive strategy team to defeat activist campaign in 2019. Designed public communications, responses to activist, investor engagement plans, and legal defense strategy that reversed ISS recommendation from “AGAINST” to “FOR.”

TEAM BUILDING, TALENT MANAGEMENT, ORGANIZATION, & SUCCESSION PLANNING

- Appointed as Senior Human Resources Officer by CEO and Board. Grew the employee base from 175 to 350 (via acquisitions and direct recruitment) and oversaw \$100M annual compensation and benefits budget.
 - Implemented impactful human capital programs including performance management, pay for performance, employee development, succession planning, and diversity and inclusion initiatives.
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WORK HISTORY

CALLON PETROLEUM COMPANY, Houston, TX 2017 – 2024
Callon Petroleum Company (NYSE: CPE) was a publicly traded independent oil and natural gas company with \$2B+ revenue and 100,000 BOEPD of production in the Permian Basin. CPE was acquired by APA in 2024 at an enterprise valuation of \$4.5B.

Chief Sustainability Officer, Senior Vice President, General Counsel & Corporate Secretary (2023 – 2024)

--Added responsibility for Environmental department

Senior Vice President, General Counsel & Corporate Secretary (2019 – 2023)

--Legal, Human Resources, Sustainability & Administration departments

--Previous responsibility for Land (2019) & Land Administration (2019 – 2023)

Vice President, General Counsel & Corporate Secretary (2017 - 2019)

MARATHON OIL COMPANY, Houston, TX 2002 – 2017

Marathon Oil Corporation is a \$4B+ revenue publicly traded (NYSE: MRO) independent exploration and production company that had onshore and offshore operations in North America, Europe, the Middle East and Africa.

Deputy General Counsel – Operations & Business Development Law, Communications & Government Relations (2014 – 2017)

Assistant General Counsel – International & Offshore (2013 - 2014)

Group Counsel – Africa & Middle East (2011 - 2013)

Senior Counsel – International - Equatorial Guinea Operations (2010 - 2011)

Senior Counsel – Litigation (2010)

Human Resources Manager – International (2009 - 2010)

Investor Relations Manager (2007 - 2009)

Senior Tax Attorney – Employee Benefits (2002 - 2007)

BAKER BOTTS, LLP, Houston, TX 2000 - 2002

Associate Attorney – Tax, Employee Benefits, & Executive Compensation

EDUCATION

HARVARD LAW SCHOOL, Cambridge, MA 1997 - 2000

Juris Doctor, May 2000.

RICE UNIVERSITY, Houston, TX 1994 - 1997

Bachelor of Arts in Political Science, Economics, and Managerial Studies, May 1997. Honors: Cum Laude.

ADDITIONAL INFORMATION

Affiliations: Founder of Women of Callon Employee Resource Group. American Leadership Forum Senior Fellow. YES Prep - Annual Luncheon Chair. Books for Bioko campaign - Chair. Girls Inc. of Houston - Gala Honorary Family Chair. Aid to Victims of Domestic Abuse - Gala Co-Chair & Honoree. CAIL – 68th Annual Oil & Gas Law Conference - International Module Chair. **Awards:** Houston Business Journal “Women Who Mean Business in Energy” and Best Corporate Counsel Awards (3x Finalist). Rice University Builder’s Award. **Interests:** Travel, family, reading, and education initiatives.