



Anita Odedra

Chief Commercial Officer, Tellurian Inc.

I work for Tellurian Inc. as Chief Commercial Officer. I am based in Houston, but I am required to travel quite extensively to ensure that I support Tellurian and the Driftwood LNG project on its commercial activities.

— My job

The mission of Tellurian is to build a global gas business including an LNG export project called Driftwood LNG in the Gulf Coast of the United States. Our aim is to be the lowest cost supplier of LNG in the Gulf Coast. We will achieve this

through building a partnership structure that leverages US gas production, pipelines and terminal infrastructure that we will own. By removing margins in the supply chain, we will deliver the lowest cost gas molecules on the water.

— My goals

My mission within Tellurian is to help explain the Tellurian story to potential partners in the simplest possible manner and ultimately to manage the commercial aspects of the partnership that we intend to build. As a start-up, we have a lot of balls in the air and we are moving as fast as possible. So, one other part of my role is to work with other Tellurian

employees to ensure that, from a commercial perspective, all the elements of the company are joined up and focused in the same direction. As you can imagine, this is important in an environment where you are moving quickly, trying to innovate and be entrepreneurial.



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— My projects

One of my key priorities is to finalize all the commercial agreements for the Driftwood LNG project.: this includes equity agreements, partnership agreements, lifting agreements and various other commercial documents. While the Driftwood strategy is quite simple, the documentation required is relatively

complex and I am working with the marketing team to ensure that we construct these documents to optimally deliver the needs of the partnership model we are building. The next phase will be full commercialisation and project execution for LNG deliveries as soon as 2023.

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— My story with LNG

I began my career in natural gas in 1997 as a geophysicist with BG Group in the Exploration and Production Division. It was a very technical role that utilised the knowledge base that I had studied for at university, however I did have to learn specific software used for detailed geo-physical modeling.

After a few years, I wanted to know what happened to the gas after we found it and produced it. I wanted to understand the commercial side of the business. I was lucky to get into an executive aide type of role quite early in my career, which allowed me to see a wide range of commercial, financial and economic parts of the natural gas industry.

Very early on, I became very interested in the LNG shipping side. I began working specifically on LNG projects in 2001. I found the LNG business fascinating and I worked hard to develop a career within it. Whilst I had never trained in commerce or economics, I learned most of these skills on the job. I tried to understand where my gaps were and asked people to help me when it was necessary. I was fortunate to meet helpful people along the way who were very kind in spending their time mentoring me. Sometimes I was maybe more lucky than good!

I left BG just prior to the Shell takeover and I joined Cheniere, which offered a smaller organization that was starting-up its operations at Sabine Pass. It was a really interesting time because we were testing a lot of tools and systems and adapting them for the reality of operations.

Six months later, I was offered a role within Maran Gas. It was a great opportunity in a well-managed company, with a highly streamlined organization and an extremely fast decision-making process. However, I worried and hesitated a lot before making the leap and made a lot of unhelpful assumptions: what would people say? They would think that I was only in my previous role for six months, perhaps they would think that I was fired from my previous job ... I was making up all these reasons that I shouldn't leave a job after six months because it would look bad on my CV. The right questions that I should have asked myself are: is it a really good opportunity? Will I learn something? Why wouldn't I do it? Thankfully, I realized that it was my chance to work in a highly respected private company and learn about LNG shipping from experts on the other side of the table and I really enjoyed it. As well as gaining a 360-degree perspective of LNG shipping, it was a great experience to move away from a big corporate structure.

Both types of organizations have their ad-





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vantages and disadvantages. In big corporations, you have to work in some form of a matrix organization and you have to get sign-off from a lot of different entities. It allows you to see a lot of different things and understand different parts of the equation that you are trying to solve. In a private company, you are assigned a more specific role, but given more responsibility. The best thing about private companies is that you don't have a quarterly earnings cycle.

In addition, you can set a very long-term strategy and you don't have to report it to anybody. You can build it at your own pace. I am glad to have been able to work in both types of organizations because it has given me additional tools in my own personal toolbox to learn to adapt to the environment around me.

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— What drives me at work

I like to solve problems that are multi-dimensional: problems that have commercial aspects, technical aspects and financial aspects; LNG really gives you the opportunity to do that. I like to work with people who are not afraid to try different things, who are kind to each other and who are fun to be around. Working in a start-up allows me to have a bit more entrepreneurial input. I can share the personal experiences that I bring from all the other aspects of my career.

The older I have become, the more I want to work somewhere where I am happy. When you are younger, you want to build your career, expand your knowledge base and you are led more by the desire to grow and develop. What motivates me more now is to share the things I have learned, to hopefully help other people succeed, and to see them grow and develop.

Rendering of Driftwood LNG



— On the role of women

I think we all have a role to help other women succeed. I have mentored both men and women. Women don't solely focus on specific gender based questions or challenges. However, there is a recognition of gender-related barriers. I do believe that women who have been successful have a responsibility to build an environment where other women who come behind them are given a helping hand to pull them forward. When you have half of the demographics of society not effectively represented in the operations of the company, the behaviours of that company are not reflective of the needs of society. Data consistently shows that when you have more diversity in an executive management team, it does drive a different answer. Society is better-off and ultimately, the planet is better-off. Everybody bears a responsibil-

ity to make sure that all members of the society are reflected in our companies, including our executive teams and in our board teams.

Sometimes, women do not take a job because they do not feel 100% confident that they will be able to do it. In my experience, you just have to take that leap of faith and do it. That's such an easy thing to say and I have previously been guilty of looking at jobs thinking that "I can't do that because I don't have enough experience". Now that I look back at my career, there are so many things that I had never done before, that I ended up doing, even by mistake, and I did them just fine. As women, we are not always given that kind of support that says, "just do it!"

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— What I enjoy most

The best moments that I remember in any of my jobs are when team work and camaraderie shine through. When I see people come together and collectively achieve something greater than what we would have achieved individually. Those

are the moments that I remember. I only remember the good things. I really like to see people happy and engrossed in interesting work. It brings out the best in people.

— My passion for shipping

90% of the objects that surround you were transported on a ship. There are more than a million people involved within the shipping industry and about 100,000 ships on the water. They are invisible to most people. We don't see them and don't know about them. It is one of the riskiest environments to work in the world, one of the loneliest environments to work in: on the water, miles from shore, with a crew of only twenty

or so other people. Aside from the immense human element, shipping has commercial, technical, operational and historical issues. It is one of the oldest, and most vital, industries in the world. Shipping is one of the things I will always lean towards and that is why I joined the board of a shipping company recently. At Tellurian, we don't have any ships yet, but I want to stay involved and connected with the shipping industry.

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— One last word...

To younger generations, I would highlight the international nature of our business which allows people to explore and embrace different cultures and different perspectives. You see the world with different eyes when you can understand somebody else's point of view. Working in an international environment mentally rewires your brain.

I would recommend to a career starter to get involved in as many activities as possible. Soak up a lot of experience and don't get caught in one role for too long. When you are young, you often don't have as many family commitments and everything else that comes with age. You can do a lot of different things to develop as a human being.

At the same time, I would not seek to minimise the challenges to LNG. LNG is a hydrocarbon and we are living in a world which is, quite rightly, seeking lower carbon solutions. I believe in LNG as a bridge to renewables. Beyond that bridge, we are going to be a partner to renewables to provide stability and respond to power intermittency. Everyone working in LNG will have to prepare for the energy transition and accept that transition in a positive and collaborative manner. Learning to deal with change and adapt to it are crucial skills for anyone of any age, but the sooner you get this experience, the better.

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Inspiring Women in LNG is a GIIGNL initiative to promote gender diversity in the LNG industry and its decision-making circles.

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