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Previously, Mr. Herberg spent 20 years in the oil industry in Strategic Planning roles for ARCO, where from 1997 to 2000 was Director for Global Energy and Economics, responsible for worldwide energy, economic, and political analysis. He also headed country risk analysis, responsible for advising the executive management on risk conditions and investment strategies in countries and regions where ARCO had major investments. His previous positions with ARCO included Director of Portfolio Risk Management and Director for Emerging Markets.

Mikkal Herberg writes and speaks extensively on Asian energy issues to the energy industry, governments, and major research institutions in the Asia-Pacific region and Europe, including the U.S., China, and Japan. He is cited frequently in the media, including *The Wall Street Journal*, *The Washington Post*, *South China Morning Post*, *Asahi Shimbun*, *Reuters*, *NIKKEI News*, *Caijing*, and National Public Radio.