

ROBERT K. BAKER

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Assistant Professor of the Practice MARITIME BUSINESS ADMINISTRATION

PROFESSIONAL EXPERIENCE

ExxonMobil Corporation, Houston, Texas (2001-2021)

Marine Superintendent (EM Fuels & Lubricants Company)

- Interface on behalf of ExxonMobil affiliates to third party vessel operators, terminal representatives, Houston Pilots, governmental agencies, and other providers for marine services for the transportation of petroleum products and chemicals at the Baytown Refinery complex. The refinery is one of the largest in the world with over 500 ships and 2,000 barges loading and discharging cargoes annually.
- Represent company at local/regulatory industry committees and work groups. Liaise with governmental agencies (USCG and Port Houston) regarding safe transportation on the Houston Ship Channel. Interface with legislative groups in Washington D.C. to provide input to proposed legislation.
- Manage all dredging and surveying operations at all docks.
- Ensure marine quality assurance is conducted with proper vessel screening. Supervised PSA/Dockwalkers tasked with overseeing safe cargo operations onboard ships and barges.
- Public Service Commendation Award from the U.S. Coast Guard's Eighth District Commander in 2018.
- Certificate of Merit Award from the U.S. Coast Guard's Sector Houston-Galveston Commander in 2021

PNG LNG Marine Commercial Manager (EMGPM, Melbourne, Australia, EMDC LNG Shipping, Houston, Texas)

- Project lead for implementation of LNG sales/purchase contracts with four Asian buyers. Implementation activities include cargo delivery programs, LNG tanker operations, cargo custody transfer, energy calculations and pricing formulation.
- Managed and negotiated marine transportation terms regarding delivery of LNG, shipping commercial structures, marine risks and title, insurance, vetting, terminal compatibility, LNG vessel activities and port services.
- Communicated project updates to buyers, co-ventures and lenders on status of shipping acquisition programs and related marine projects.
- Developed and negotiated marine commercial and operational documents for PNG LNG terminal Conditions of Use and Ship Shore Liability Agreements.

LNG Shipping and Project Development Marine Advisor and Analyst (EMDC, LNG Shipping)

- Negotiation of global LNG sales/purchase contracts and import terminal capacity agreements.
- Managed port development for new LNG export terminal in Papua New Guinea, working with government and regional marine operators. Developed project time line and budget for marine construction approvals, tug acquisition, pilotage, port security, oil spill/emergency response and regulatory approvals.
- LNG tanker logistics planning and economics for new LNG ventures. Fleet definition, cost of shipping economics, vessel design criteria, support vessels, acquisition planning, capital and operational expenses. V.P. reviews.
- Economic modeling of LNG shipping costs and required tankers for global LNG projects.
- LNG tanker acquisition team. Assisted in developing tender strategies, bid package and bid economic evaluation.
- U. S. East Coast port screening study to identify potential LNG import terminal sites.

Ocean and Inland Fleet Analyst (SeaRiver)

- Analysis of earnings reporting and contract performance for crude oil, clean and specialty tanker fleet. Identified performance drivers.
- Developed \$300 million annual plan for owned and charter tankers. Included three year outlook, sensitivity analysis and recommendations to senior management for strategic business performance improvements.
- Operational and financial analysis for tanker fleet optimization and tanker sales.
- Analysis of monthly earnings for Inland Fleet consisting of 84 barges and 11 tow boats. Developed metrics to assess operational and earnings drivers.

Texas A&M University, Galveston, Texas (1999-2001)

Marine Transportation Adjunct Professor

- Instructor and deck officer during training at sea.
- Taught nautical science courses, naval architecture, maritime law, ship handling and navigation.

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CSX Corporation (Sea-Land Services, Inc.), Strategic Planning and New Business Development, Charlotte, North Carolina (1995-1999)

Atlantic Division Planning Manager

- Managed division vessel expense budget of \$120 million. Reported to the V.P. Finance.
- Prepared annual revenue, expense and strategic plan with five year forecasts and sensitivity analysis.
- Developed containership fleet modeling and financial analysis for new ventures and vessel deployments.
- Prepared capital expenditure requests for equipment, leases and vessel charter commitments.

Corporate Fleet Planning

- Financial evaluation of vessel acquisition, time charter, sales, lay-up and scrapping options.
- Managed annual corporate capital and lease budget of \$270 million.
- Optimization of containership fleet deployments and vessel sharing agreements with alliance partners.

Other Professional Experience

- Marine Analyst, Crude Oil Trading Economics, Scheduling and Planning Coordinator, Conoco, Inc. Houston, TX
- Marine Inland Vessel Coordinator, Kirby Corporation, Houston, TX
- Licensed Deck Officer, U.S. Navy, Military Sealift Command Pacific, Oakland, CA

EDUCATION AND PROFESSIONAL QUALIFICATIONS

- MBA Finance - University of Houston, Houston, TX
- BS Marine Transportation - Texas A&M University, College Station, TX
- Chief Mate, Oceans - Unlimited Tonnage and Master of Freight and Towing Vessels
- Assistant Professor of the Practice - Maritime Business Administration, Texas A&M University, Galveston, TX

MILITARY SERVICE

U.S. Navy (1978-2008), Captain (Retired)

- Assignments have included Military Sealift Command as Lead of Special Mission Ships, Naval Control of Shipping, Convoy Operations, the Maritime Administration, Promotion Selection Boards and projects with the Chief of Naval Operations at the Pentagon.