

3RD IEF NOC-IOC FORUM DRAFT AGENDA



CHALLENGES, INVESTMENT AND COOPERATION

TAJ PALACE HOTEL, DIPLOMATIC ENCLAVE, NEW DELHI, INDIA | 11-12 JUNE 2013
HOSTED BY ONGC AND CO-HOSTED BY SHELL

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KNOWLEDGE PARTNER



IEF Ministers have welcomed the notion that cooperation between NOCs and IOCs holds significant potential to address key challenges facing the industry, to promote global energy dialogue and enhance global energy security. The IEF NOC-IOC Forum is recognised by industry leaders as an important platform for industry to discuss the dynamic business environment and its impact on stakeholder relationships.

Building on the findings and recommendations of the 1st and 2nd IEF NOC-IOC Fora, a report on guidelines and principles for successful NOC-IOC cooperation was prepared by the IEF Secretariat, in consultation with the IEF Industry Advisory Committee, and presented to Ministers and CEOs at the 13th IEF and 5th IEBF in Kuwait (March 2012).

At the 13th IEF, Ministers welcomed the NOC-IOC guidelines as an important framework for cooperation, called for the industry to continue the productive dialogue that is taking place in the IEF NOC-IOC Forum, and asked the Secretariat to update this document on regular basis.

The 3rd IEF NOC-IOC will gather experts and senior decision-makers from National and International Oil Companies and service companies to discuss current priorities and key challenges facing the industry, with a view of finding common grounds and strengthening cooperation and dialogue among the industry stakeholders.

Moreover, the discussions that will take place at this 3rd IEF NOC-IOC Forum will help the IEF in preparing recommendations for the 14th IEF Ministerial in Russia in 2014.

AGENDA

TUESDAY 11 JUNE 2013

08.00 - 09.00: REGISTRATION AND COFFEE

09.00 - 09.15: WELCOMING REMARKS

- Sudhir Vasudeva, Chairman and Managing Director, ONGC
- Aldo Flores-Quiroga, Secretary General, IEF
- HE Vivek Rae, Secretary, Ministry of Petroleum and Natural Gas, India

09.15 - 09.30: INAUGURAL ADDRESS

- The Honourable Veerappa Moily, Minister of Petroleum and Natural Gas of India

09.30 - 09.50: GROUP PHOTO

09.50 - 10.50: SESSION ONE: A CONVERSATION ON THE DYNAMIC NATURE OF THE INDUSTRY STRUCTURE, ITS DRIVERS AND IMPLICATIONS

Moderator: Aldo Flores-Quiroga, Secretary General, IEF

PANEL COMPOSITION:

- Yasmine Hilton, Chairman, Shell Companies in India
- Sudhir Vasudeva, Chairman and Managing Director, ONGC

DISCUSSION TOPICS:

- How is the new oil and gas landscape impacting company strategies, business models, target markets and avenues for cooperation?
- NOCs are expanding well beyond their traditional borders. How can IOCs facilitate partnerships and joint ventures in third countries?
- How can the IEF best facilitate the dialogue between NOCs and IOCs?

10.50 - 11.20: *Coffee and networking break*

11.20 - 12.50: SESSION TWO: INVESTMENT: KEY RISKS AND OPPORTUNITIES

Moderator: Patrick McVeigh, VP Commercial & New Business Development, Shell Upstream International Exploration

PANEL COMPOSITION:

- Kelly Austin, Partner, Gibson, Dunn & Crutcher
- Peter Gavan, Head of Oil and Gas Project Finance Division in Asia, Bank of Tokyo Mitsubishi UFJ
- K S Kim, CEO & India Lead Country Manager, ExxonMobil Gas (India) Ltd
- Tatiana Mitrova, Head of Oil and Gas Department, Energy Research Institute, Russian Academy of Sciences
- Nuno de Oliveira, CEO, Petromoc
- Besim Sisman, President of the Board (acting) and CEO (acting), Turkish Petroleum Corporation

DISCUSSION TOPICS:

- How is the industry balancing short-term concerns and long-term visions vis à vis investment decisions?
- What are the specific barriers to investment and growth?
- How to improve market transparency and the investment environment? What role for the industry and Government in stimulating investment plans and maintaining a long-term view?
- To what extent could enhanced cooperation between NOCs and IOCs contribute to ensure adequate investments through the cycles, thereby improving global energy security?
- How to optimally balance upstream and downstream investments?

Presentations and remarks followed by a roundtable discussion

12.50 - 14.30: Lunch and networking break

- Presentation by Ernst & Young: Exploring the Top 10 Risks and Opportunities for Global Oil and Gas Companies

14.30 - 16.00: SESSION THREE: OPPORTUNITIES AND CHALLENGES IN AN INCREASINGLY COMPLEX ENVIRONMENT

Moderator: Sudhir Vasudeva, Chairman and Managing Director, ONGC

PANEL COMPOSITION:

- Michel Bénézit, Special Advisor to the CEO, TOTAL
- Akash Jain, Director of Engineering, Palantir Technologies
- Ambassador William C Ramsay, former Deputy Executive Director, IEA, Senior Advisor of the Center for Energy at IFRI
- Narendra Taneja, President, World Energy Policy Summit
- Pu Yufei, Director-General of the Comprehensive Management Department, State Information Center of China

DISCUSSION TOPICS:

- What approaches are being developed by NOCs and IOCs to adjust to increasingly challenging operating environments, increased complexity of projects, rising costs, and shortages of skilled labour?
- Do technology transfer and knowledge sharing represent a new opportunity for industry cooperation and a differentiating element in NOC-IOC partnerships? Could it lead to new strategic alliances?
- How could the industry and government collaborate to enhance R&D investment and accelerate technology development and its diffusion in host countries?
- How can NOCs, IOCs and Service Companies collaborate and share best practices to operate in new frontiers and changing regulations and procedures?

Presentations and remarks followed by a roundtable discussion

16.30 - 17.00: Coffee and networking break

17.00 - 18.00: ROUNDTABLE SESSION

- 17.00 - 17.30: Roundtable Discussions
- 17.30 - 18.00: Presentation of Findings from Each Table

FACILITATORS:

- Kate Dourian, President and CEO, KD Associates
- Aldo Flores, Secretary General, IEF
- Dilip Khanna, Partner, Transaction Advisory Services, Ernst & Young

One CEO or expert will moderate the discussion at each table

20.00: Dinner

WEDNESDAY 12 JUNE 2013

9.00 - 10.30: SESSION FOUR: COOPERATION: DEEPENING INTERDEPENDENCE

Moderator: Dilip Khanna, Partner, Transaction Advisory Services, Ernst & Young

PANEL COMPOSITION:

- P Elango, CEO, Cairn
- Rafael García, Special Advisor on Investor Relations to the Director General, Pemex
- Valérie Marcel, Associate Fellow, Chatham House
- Mark Thurber, Associate Director at the Program on Energy and Sustainable Development, Stanford University

Presentations and remarks followed by a roundtable discussion

DISCUSSION TOPICS:

- Are NOCs and IOCs moving from partnerships of convenience to extended cooperation and new models of partnerships?
- What new areas and avenues could forge innovative and sustained collaboration and deliver fair rewards for all parties? What could future dynamics and drivers be for NOC-IOC cooperation?
- What are host countries looking for in NOC-IOC partnerships? How can the industry adapt to new dynamics between host governments, NOCs and IOCs?
- What role for the industry and government to encourage extended partnerships that provide value beyond production?
- Could cross and reciprocal investments and a “corporate codependency” upstream-downstream translate into a new NOC-IOC relationship?
- What is India’s global vision on NOC-IOC cooperation? What are Indian NOCs key expectations in partnership in India and abroad? What lessons learnt from current joint ventures?

10.30 - 11.00: Coffee and networking break

11.00 - 12.00: SESSION FIVE: CONCLUSIONS AND RECOMMENDATIONS

Moderator: Aldo Flores-Quiroga, Secretary General, IEF

Panel Composition: Moderators of Sessions 2, 3 and 4

12.00 - 12.30: CLOSING REMARKS

- Lakshmi Panabaka, Honourable Minister of State of India
- Aldo Flores-Quiroga, Secretary General, IEF
- Sudhir Vasudeva, Chairman and Managing Director, ONGC

12.30 - 14.00: Lunch

14:30 - 18:30: NEW DELHI CITY TOUR (OPTIONAL)