

****Delegates from Singapore companies can now pay as low as 1/3 of the course fees under the Productivity and Innovation Credit (PIC) Scheme!**** Please refer to terms and conditions below.

Advanced E&P Portfolio Management To Maximize Returns & Minimize Risks

Course Facilitator:



Mr. Gary Howorth
Founder
Energy Redefined

Member of:

- Institute of Energy
- Chartered Engineer (C.Eng)
- Institution of Engineering and Technology

Some of Gary's publications include:

- An Alternative Vision of Wind Power in 2030 (2012)
- Using Russia's Associated Gas prepared for the Global Gas Flaring Reduction Partnership and the World Bank (2007)
- Assessing competitive scenarios for the new UK North Sea playing field Oil and Gas Journal (2003)

Free Take Away:

- Excel based Portfolio Templates to help you assess your portfolio strategies!
- Electronic/Web based quizzes that can be taken at your leisure to reinforce your understanding in portfolio management!

Productivity and Innovation Credit (PIC) Scheme

- All businesses in Singapore can enjoy up to 400% tax deduction for external trainings* provided by UNI Strategic Pte Ltd for up to a total of \$ 800,000 (for year 2011 and 2012 combined) and after which 100% deduction for the balance expenditure exceeding the cap of \$800,000. You can enjoy up to 68% of tax savings from attending our trainings which means you only need to pay 1/3 of the course fees
- Alternatively, businesses can opt for a non-taxable cash payout option of 30% of up to \$200,000 (year 2011 and 2012 combined) meaning up to a maximum of \$60,000

* This includes both trainings in Singapore and overseas
 * Both local and foreign employees are eligible
 * Course fees only

Optimizing performance in resource allocation

10th - 12th October 2012 • Kuala Lumpur, Malaysia

Testimonials from Gary's past and current clients

"Mr Howorth has an incredibly broad knowledge of the oil and gas industry (30 years) as well as the portfolio/ risk management business. This has allowed him to provide innovative insights into creating value for his clients"

- Risk and Portfolio Specialist in UK

"Mr Howorth has a multitude of real world examples that he can draw on to help illuminate Oil and gas issues"

- Executive, Asian Oil Company

"Mr Howorth knows Energy in and out. His knowledge of oil/gas/power is impressively deep"

- Investment Manager in USA

Key Benefits

- ❖ **BENCHMARK** on key portfolio planning and execution strategies to ensure proper resource allocation and risk mitigation
- ❖ **CAPITALISE** on the strategic framework of portfolio management to improve performance
- ❖ **LEVERAGE** the steps to establishing and managing a portfolio based on its contribution to strategic objectives and economic value
- ❖ **EMPOWER** the different techniques available for use and incorporate risk & uncertainty into these assessments
- ❖ **IDENTIFY** corporate issues and the effects of the portfolio on various alternative measures
- ❖ **GAIN INSIGHTS** on the issues and conflicts of managing a portfolio through case studies and examples
- ❖ **IMPLEMENT** an effective portfolio approach to prepare for and respond to potential risks
- ❖ **CONTROL** risk and key uncertainties and therefore **REINFORCE** your decision-making skills

UNI training courses are thoroughly researched and carefully structured to provide practical and exclusive training applicable to your organisation.

Benefits include:

- Thorough and customised programmes to address current market concerns
- Illustrations of real life case studies
- Comprehensive course documentation
- Strictly limited numbers

Proudly Organised by:



Workshop Overview

Effective portfolio management is vital to a successful performance of financial and physical assets. This is especially so in an intensive capital industry like Oil and Gas. Portfolio management is about making strategic choices of which markets or countries, products, and technologies your business will invest in. It is about resource allocation by placing a right person into the right position as well as how you will spend your scarce engineering, R&D, and other resources.

Portfolio management also focuses on project selection of which new area to explore in or which development projects you should choose from the many opportunities that you face. Last but not least it deals with the right balance between numbers of projects you do and the resources or capabilities you have available.

This course provides an understanding and practical application of the various advanced models and processes used in portfolio management. It will also provide an overview of some of the latest techniques used both within and outside of the oil and gas industry. In the interactive sessions, examples of best practices based on real life examples from a variety of companies operating around the world in the upstream exploration and production business will be discussed. Pit falls will be highlighted and case studies (with software examples) will be used. Online quizzes to reinforce participants understanding will also be provided. The ultimate objective of the course is to make participants confident in the application of portfolio tools and processes in their daily work.

DAY 1 / 10th October 2012

INTRODUCTION

- ❖ Provide an overview of the program and objectives
- ❖ Identify delegates' objectives and priorities

EXPLORE MODERN PORTFOLIO THEORY, EFFICIENT FRONTIERS AND HISTORICAL PERFORMANCE

- ❖ Benchmark on portfolio approach and best practices in a variety of Industries
- ❖ Leverage the strategic management of managing risk and uncertainty in portfolio
- ❖ Identify the processes in portfolio management
- ❖ Discover the conventional frameworks of portfolio such as:
 - ◆ Efficient Frontiers
 - ◆ Ranking and Resampled Portfolio Efficiency
 - ◆ Monte-Carlo Techniques

IDENTIFY THE CORPORATE METRICS, CHALLENGES AND CONSTRAINTS IN PORTFOLIO MANAGEMENT

- ❖ Evaluate on the below corporate metrics:
 - ◆ KPI's
 - ◆ Stock market
- ❖ Discover the challenges faced in implementing a successful portfolio management
- ❖ Strategise on effective skills to deal with your competitor and its impact on portfolio management
- ❖ Understand the life cycle of your portfolio management and its impact on time

ADDRESS REAL WORLD RISKS AND CONSTRAINTS IN A PORTFOLIO CONTEXT

- ❖ Learn how to deal with cash flow and other resource constraints
- ❖ Capitalise on the different asset classes in the sector of
 - ◆ Exploration
 - ◆ Development
 - ◆ Production
- ❖ Identify the skills to treat mergers and acquisition in portfolio management

DAY 2 / 11th October 2012

BENCHMARK ON ADVANCED TOOLS TO ENHANCE DECISION-MAKING SKILLS

- ❖ Explore the various tools available such as:
 - ◆ VAR
 - ◆ Robust Optimization
 - ◆ Neural and Fuzzy Based Systems
 - ◆ Real Options
 - ◆ Behavioral Economic based Portfolio Systems
- ❖ Gain insights from the demonstrations of use for these tools in a portfolio management context
- ❖ Expand your knowledge from the review of benefits and costs for each tool
- ❖ Discover the right tool for your management team

IDENTIFY KEY ASPECTS AND SKILLS IN PORTFOLIO SELECTION

- ❖ Master the approach to deal with multiple objectives
- ❖ Empower portfolio optimization for portfolio selection through:
 - ◆ Linear Programming
 - ◆ Integer Programming
- ❖ Examine Non Linear Optimization to enhance your portfolio selection
- ❖ Incorporate less tangible/social benefits in your portfolio selection

ENHANCE YOUR PERFORMANCE BY PICKING A WINNING PORTFOLIO – EXAMPLES PART I

- ❖ Case study: Historical review and comparison of real portfolios from the companies below:
 - ◆ ENI
 - ◆ BP
 - ◆ Shell
 - ◆ Petronas
- ❖ Case Study: Study the reasons behind Cairn's successful portfolio management
- ❖ Case Study: Benchmark on the acquisition of Asian assets by Chevron and its impact on its performance

In-House Training

Cost effective In-house courses, tailored specifically to your organisation's needs, can be arranged at your preferred location and time. If you would like to discuss further, please contact our In-house division at iht@unistrategic.com.

DAY 3 / 12th October 2012

ENHANCE YOUR PERFORMANCE BY PICKING A WINNING PORTFOLIO – EXAMPLES PART II

- ❖ Case Study: Assessing risk and potential losses in BP's portfolio and the consideration of mitigation strategies
- ❖ Case Study: Identify the missing targets and what BP did to correct this
- ❖ Case Study: Examine the Organic growth (Exploration) or acquisition for growth in ExxonMobil
- ❖ Capitalize from the above case studies to improve your strategy in managing:
 - ◆ risk
 - ◆ financial targets
 - ◆ optimization of portfolios

MEASURING THE PERFORMANCE OF A PORTFOLIO

- ❖ Recognize the tactics to benchmark, measure and adjust your portfolio
- ❖ Explore the strengths and weaknesses of your measurement
- ❖ Create specific portfolio performance measures for your portfolios
- ❖ Determine the best practices to measure the performance against your competitors

EXPLORE THE FUTURE OF PORTFOLIO MANAGEMENT

- ❖ Identify the future issues and challenges of Portfolio management
- ❖ Incorporate your new technology, businesses and environmental issues into your portfolio management systems
- ❖ Integrate physical and financial systems to obtain more value from your portfolios
- ❖ Discover the values and risks from conventional systems like network or agent based systems

Program Schedule

(Day 1 - Day 3)

08:30	Registration
09:00	Morning Session Begins
10:40 - 11:00	Refreshments & Networking Break
12:45	Luncheon
14:00	Afternoon Session begins
15:30 - 15:50	Refreshments & Networking Break
17:00	Course Ends

PRE-COURSE QUESTIONNAIRE

To ensure that you gain maximum value from this course, a detailed questionnaire will be forwarded to you upon registration to establish your exact training needs and issues of concern. Your completed questionnaire will be analysed by the course trainer prior to the event and addressed during the event. You will receive a comprehensive set of course documentation to enable you to digest the subject matter in your own time.

WHO SHOULD ATTEND

CEOs, VPs, MDs, Directors, Division Heads and Senior Managers of:

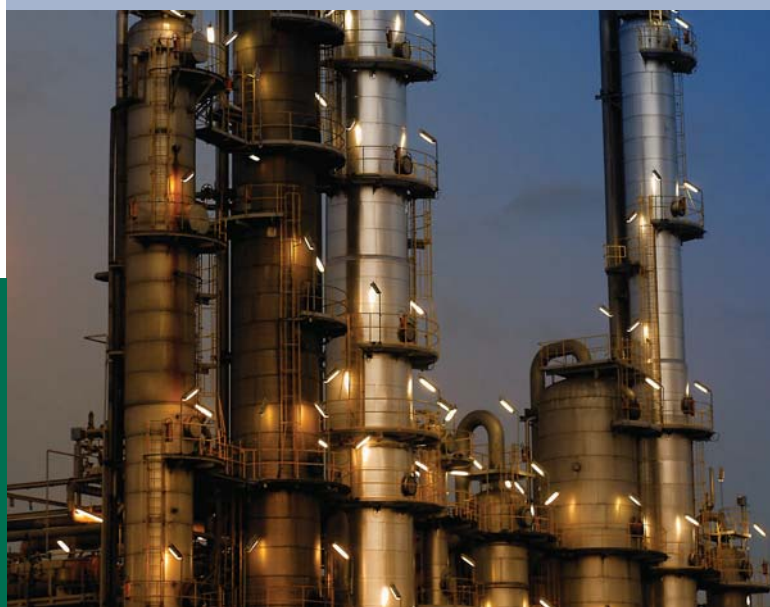
- ✓ Project Management
- ✓ Portfolio Management
- ✓ Project Planning
- ✓ Business Development
- ✓ Risk Management
- ✓ Operations
- ✓ Supply Chain

WHY YOU CANNOT MISS THIS EVENT

Extensive research has found that most organizations which had got better at project management were still poor at program management and only a handful effectively practiced portfolio management successfully. In this research it was found that some 53% of the projects in these portfolios are under-performed. Oil and gas companies have fared no better, even a small improvement in project and portfolio management can yield significant benefits in terms of delivering marginally more value. Ineffective portfolio management may lead to the result of serious value destruction and other negative consequences.

Oil and gas companies constantly review their assets to "optimize" their overall performance. Modern portfolio management deals with the critical issue of balancing resources amongst a number of competing projects, across many divisions, whilst trying to meet different objectives. This activity requires a strategic approach to managing uncertainty, using sophisticated models to value risk and characterize alternative combinations of different asset classes. However, in order to use such techniques effectively, it is important to understand their theoretical basis and the challenges with using such models.

This advanced course addresses portfolio management from both a theoretical and practical viewpoint and considers assets along the whole oil and gas supply chain. Illustrations will be drawn from real company examples to highlight potential choices and challenges that may be face by your company. The course information will help participants to successfully identify and select appropriate portfolios to suit their particular mix of assets and company objectives.



ABOUT YOUR COURSE FACILITATOR

Gary Howorth MBA, BSc (Hons), C.Eng (MIET), MIE is the Founder of Energy Redefined, a UK based company that provides consulting, software and intelligence services to the energy and carbon industries. He is also a part time advisor to the oil and gas mining team in the World Bank in Washington DC. Gary has been using leading edge and innovative techniques to model markets, technologies and pricing in the energy industry for many years and leads the effort in “Energy Redefined” to create tools, algorithms and pricing models for various global energy markets, including carbon.

Gary formed the company in early 2009, bringing thirty years of experience in the quantification of strategic issues, investment appraisal, and operations, with particular emphasis on power and oil & gas markets. He has an extensive experience in the quantification and understanding of market issues and dynamics, notably in natural gas/LNG and electricity. His broad experience spans the globe and includes all aspects of the energy business from risk and portfolio management to exploration & drilling to refining operations and new technology. He regularly works with the management of both large oil & gas companies, on various oil and gas topics ranging from mature assets, partnering, risk management, power and markets and now on carbon.

Gary travels extensively across Asia and has worked in Japan, Australia, China, Korea and Malaysia.

Some of Gary's partial list of clients includes:

- ✓ Hess
- ✓ El Paso
- ✓ OMV
- ✓ Talisman
- ✓ Anadarko
- ✓ Eni
- ✓ Petrobras
- ✓ Tokyo Gas
- ✓ BG
- ✓ ExxonMobil
- ✓ PetroCanada
- ✓ Total
- ✓ BHP Billiton
- ✓ Halliburton
- ✓ Petronas
- ✓ ABB
- ✓ BP
- ✓ JBIC
- ✓ Repsol YPF
- ✓ Talisman
- ✓ Burlington Res.
- ✓ JOGMEC/JNOC
- ✓ RWE-DEA
- ✓ VEBA
- ✓ Centrica
- ✓ Lukoil
- ✓ Santos
- ✓ Wintershall
- ✓ ChevronTexaco
- ✓ Marathon Oil
- ✓ Shell
- ✓ DONG
- ✓ ConocoPhillips
- ✓ MOL
- ✓ Statoil Hydro
- ✓ Keyspan
- ✓ CNOOC
- ✓ Qatargas
- ✓ Sasol Oil
- ✓ Sonatrach
- ✓ Pertamina
- ✓ Occidental
- ✓ Rosneft

