

09:30am – 11:00am

## A View From the Top: How To Operate Successfully And Competitively Against A Backdrop Of Uncertainty & Fundamental Change To The Long-Term Business Environment

### Introduction

- Reflections on 2020; lessons learnt, challenges overcome, opportunities ahead
- What are today's industry leading organisations predicting for 2021 and beyond? What will be the long term impact of this year's black swans?
- Analysing oil consumption today vs in the future – and who is producing it?

### Finance and Investment

- The future of energy financing & investment; accessing capital, creative financing & sustainable investment
- Are we seeing investment for growth, or investment for harvest?
- Exploring the divestment of oil assets – who will take these over? Is it a buyers market?
- Is Private Equity moving away from O&G? Where will capital come from if so? Who will be the next equity investors?
- If high dividends can be sustained, will IOCs will be forced into private wealth? What will be the role of Institutional investors vs private capital?
- What about for smaller independents? With increased pressure on carbon intensive, pure play upstream companies, where will the opportunities lie and what access to capital will there be?
- There may be an abundance of capital/ array of investment to invest in lower carbon strategies but what about outside of that?

### Energy Transition

- Addressing the controversy of the Oil & Gas industry today – are we the new tobacco?
- Decarbonisation has become a mega trend, has the energy transition been accelerated thanks to covid? How will this play out?
- To what extent are the IOCs transforming into Energy companies? 10 years from now, what will this transition mean for the O&G industry? Who will still be in business? What about the NOCs?
- Understanding the future energy mix: Balance a change in investment priority even if production stays the same

### Conclusions

- Adapting to a new world, how to balance short term success with medium term long term growth; the actionable insights that will allow for transformation, recovery and success
- Predictions for 2022 and beyond – will we see an upcycle? Will there be an oil price rebound? When will it come and how long might it last?
- What is the forecast for oil consumption today vs in the future – and who will be the producers?

#### Keynote Speaker:

Jarand Rystad, CEO, **Rystad Energy**

#### Panel Speakers:

[Mark Cutis](#), Chief Finance & Investment Advisor, [Abu Dhabi National Oil Company \(ADNOC\)](#)  
Leila Benali, Chief Economist, **APICORP**

Xavier Venereau, Head of Producers & Finance, Marketing & Origination IST - Europe, Africa & Russia, **bp**

Jan Laubjerg, Head of Natural Resources, **HSBC**

Ivor Orchard, Executive Chairman, **Kerogen Capital**

Jarand Rystad, CEO, **Rystad Energy** (*moderator*)