



# Ernst & Young's global oil and gas capabilities

# ERNST

## Our global organization

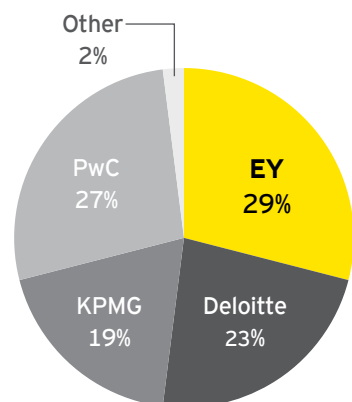
Ernst & Young is one of the world's leading professional services organizations with extensive business knowledge and hands-on industry experience. We have 152,000 professionals in 700 locations across 140 countries, operating under a common global governance structure and a single global strategy.

Ernst & Young professionals think globally and act locally on our clients' behalf. Our firm has a strong account management philosophy, supported by leading-edge knowledge management and seamless technology.

We accomplish this level of service through highly effective internal communication. For many years, our firm has been at the forefront of providing leading advice to the oil and gas industry worldwide.

Ernst & Young ranks first among all firms in providing external audit services to public companies in the Fortune 1000. Our leadership and presence across the country and around the world provide our clients with readily accessible, highly experienced professionals anywhere they conduct business – today and tomorrow.

Fortune 1000  
Big Four audit market share\*



\*By number of companies audited as of October 2011

# Our dedication to oil and gas

Ernst & Young's Global Oil & Gas practice consists of a network of more than 9,200 professionals with extensive experience working in the oil and gas industry. Our professionals have experience serving a wide range of companies – independent exploration and production companies, oilfield services companies, independent refiners, major integrated corporations and national oil companies.

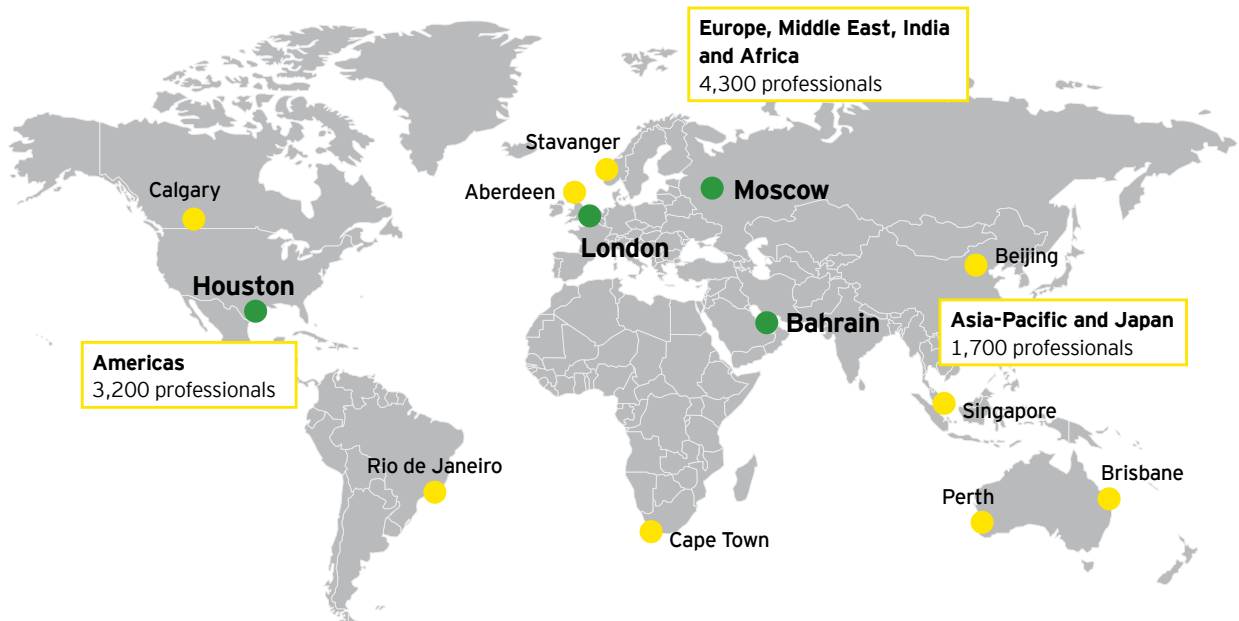
Our Global Oil & Gas Centers, like the professionals in our Global Oil & Gas practice, are strategically located in areas that allow us to best serve the needs of the oil and gas industry. In addition to our Houston, London, Moscow and Bahrain Centers, we have several Satellite Centers located around the globe, including in Aberdeen, Beijing, Brisbane, Calgary, Cape Town, Perth, Rio de Janeiro, Singapore and Stavanger.

Our experienced and dedicated Global Oil & Gas Center resources serve our oil and gas clients a number of ways, including:

- ▶ Anticipating market trends and identifying implications and the services that companies in the oil and gas industry need

- ▶ Executing the mobility of our global resources so that we provide the right people in the right places at the right time to serve our clients
- ▶ Developing and delivering oil and gas specific training to our professionals to provide the continuous knowledge necessary to deliver high-quality services to our clients
- ▶ Articulating points of view on relevant key industry issues so that our clients stay informed about key industry developments and trends

Our deep industry focus helps Ernst & Young make a difference. It allows us to help companies in the oil and gas industry meet their goals and compete more effectively.



Ernst & Young has established a global network of more than 9,200 professionals supported by 13 Global Oil & Gas Centers.



# We understand your business

The oil and gas industry has a wide range of risks, challenges and opportunities across the upstream, midstream, downstream and oilfield services sectors. Through our assurance, tax, transaction and advisory services, we help oil and gas companies address many of today's key industry issues; this, in turn, helps them to optimize performance, effectively manage risk and increase operational effectiveness.

To demonstrate the depth and breadth of our services, we have identified below a number of key industry issues and highlighted some of the services Ernst & Young has developed to assist companies in the oil and gas industry.

Industry issues	Ernst & Young services	
<p><b>Regulatory compliance</b></p> <p>Recent years have seen both an increase in regulation and an increased focus on regulatory compliance. Companies have needed to increase their efforts to ensure compliance with existing and new regulations, such as Sarbanes-Oxley (SOX), the Foreign Corrupt Practices Act (FCPA), increased environmental reporting requirements and managing the transition to International Financial Reporting Standards (IFRS) in certain geographies. The pace of change in this area is likely to accelerate with Dodd-Frank, the UK Bribery Act, potential new deepwater drilling regulations and increasingly stringent environmental regulation and reporting all set to add to the workload of the compliance functions, finance departments and the broader organization.</p>	<p><b>Assurance</b></p> <ul style="list-style-type: none"> <li>▶ Compliance risk assessments</li> <li>▶ Compliance improvement and monitoring</li> <li>▶ Statutory reporting</li> </ul> <p><b>Tax</b></p> <ul style="list-style-type: none"> <li>▶ Tax compliance</li> <li>▶ Tax policy and controversy</li> <li>▶ Tax performance advisory</li> </ul>	<p><b>Advisory</b></p> <ul style="list-style-type: none"> <li>▶ Internal audit and internal controls risk</li> </ul>
<p><b>Counterparty risk</b></p> <p>Historically, oil and gas companies have entered into joint ventures on large projects to share capital, technology, expertise and risk. One of the key takeaways from the Gulf of Mexico spill is that there is a need for organizations to revisit and examine the contractual relationships that exist between all venture partners and contractors. There needs to be absolute clarity within these contracts regarding responsibilities, decision-making and potential legal liabilities. In addition to this contractual clarity, there will be an increased emphasis on venture partner and contractor financial strength and their ability to withstand the potential financial pressures that a major incident could place upon them.</p>	<p><b>Transaction advisory</b></p> <ul style="list-style-type: none"> <li>▶ Valuation</li> <li>▶ Joint venture operations</li> <li>▶ Partner capital management</li> </ul>	<p><b>Advisory</b></p> <ul style="list-style-type: none"> <li>▶ Supply chain optimization</li> <li>▶ Enterprise-wide governance, risk and compliance</li> <li>▶ Internal audit and internal controls risk</li> </ul>
<p><b>Cost management</b></p> <p>Oil and gas companies have seen significant increases in drilling, service, production and operating costs over the past decade. The economic downturn, with a reduction in demand and a softening of margins, has put the spotlight firmly on cost management as an area of competitive advantage. The increasing levels of upstream capital expenditure that are being seen across the industry are a further incentive for leading organizations to optimize their costs and working capital.</p>	<p><b>Tax</b></p> <ul style="list-style-type: none"> <li>▶ Cash tax planning</li> </ul> <p><b>Transaction advisory</b></p> <ul style="list-style-type: none"> <li>▶ Acquisition and disposal advisory</li> </ul>	<p><b>Advisory</b></p> <ul style="list-style-type: none"> <li>▶ Financial process efficiency</li> <li>▶ Performance management</li> <li>▶ Outsourcing advisory</li> <li>▶ Operations improvement</li> </ul>
<p><b>Managing capital projects</b></p> <p>The large number of megaprojects currently in the process of being implemented or awaiting final investment decision has cast a spotlight on the need for world-class project management. The capital budgets with these projects have become so large and the business process and procurement processes so complex that the difference between average project management and leading project management process can equate to many millions of dollars.</p>	<p><b>Tax</b></p> <ul style="list-style-type: none"> <li>▶ Transfer pricing</li> <li>▶ Tax effective supply chain management</li> <li>▶ Indirect tax and customs advisory</li> </ul>	<p><b>Advisory</b></p> <ul style="list-style-type: none"> <li>▶ Capital project management</li> <li>▶ Supply chain – procurement transformation</li> <li>▶ Internal controls</li> </ul>



Industry issues	Ernst & Young services	
<p><b>Access to reserves</b></p> <p>The vast majority of the world's oil and gas resources are located in countries that often offer restricted access for independent companies. Even in more "open" economies, access to resources can be limited by environmental or political restrictions. As a result, exploration and production activities are moving into often more remote and risky locations. Larger, more technically challenging and capital-intensive projects are leading to more joint ventures, necessary to help companies share the associated risks, technology and capital. Unconventional resources (such as oil sands, shale gas and coal bed methane) are becoming an important part of oil and gas companies' portfolios as technology makes them cost-effective and the need for energy makes them an important part of the supply mix.</p>	<p><b>Tax</b></p> <ul style="list-style-type: none"> <li>▶ Transaction tax</li> <li>▶ Tax advisory</li> <li>▶ International tax advisory</li> </ul> <p><b>Transaction advisory</b></p> <ul style="list-style-type: none"> <li>▶ Acquisition advisory</li> </ul>	<p><b>Advisory</b></p> <ul style="list-style-type: none"> <li>▶ Capital project management</li> <li>▶ Contract advisory</li> <li>▶ Contract risk</li> </ul>
<p><b>Portfolio management</b></p> <p>The industry is in a period of transition with many factors combining to drive high transaction levels across the industry. Record levels of upstream capital investment are driving portfolio rationalization. There are significant opportunities to acquire downstream assets in many OECD markets as we see a migration of capital from the downstream to the upstream. The large number of megaprojects in the upstream also has created a record number of major new joint ventures. In addition, the shale gas boom in the US has created opportunities that have attracted the attention of the majors and driven consolidation in this sector. Combining these issues with a fast-changing regulatory, tax and economic environment means that developing and implementing strategic investment and divestment plans has never been more complex.</p>	<p><b>Tax</b></p> <ul style="list-style-type: none"> <li>▶ Transaction tax</li> </ul> <p><b>Transaction advisory</b></p> <ul style="list-style-type: none"> <li>▶ Carve-out and operational separation</li> <li>▶ Tax-free spinoffs</li> <li>▶ Transaction cost valuation</li> </ul>	<p><b>Advisory</b></p> <ul style="list-style-type: none"> <li>▶ Driver-based planning</li> <li>▶ Business performance management</li> <li>▶ Enterprise risk management</li> </ul>
<p><b>Climate change</b></p> <p>Oil and gas companies are grappling with major challenges and opportunities in addressing climate change risks. Companies are taking steps to reduce greenhouse gas emissions and explore new energy options. At the same time, oil and gas companies are facing ever-increasing demands from stakeholders regarding disclosure of both qualitative and quantitative information relating to environmental, social and ethical issues.</p>	<p><b>Assurance</b></p> <ul style="list-style-type: none"> <li>▶ Assurance on nonfinancial reports</li> <li>▶ Internal audit</li> </ul> <p><b>Tax</b></p> <ul style="list-style-type: none"> <li>▶ Tax advisory</li> </ul>	<p><b>Advisory</b></p> <ul style="list-style-type: none"> <li>▶ Business process design</li> <li>▶ Enterprise risk management</li> </ul> <p><b>Climate change and sustainability services</b></p> <ul style="list-style-type: none"> <li>▶ Carbon market advisory</li> <li>▶ Greenhouse gas accounting and reporting</li> <li>▶ Sustainability reporting</li> </ul>
<p><b>Human capital deficit</b></p> <p>With new reserves becoming harder to find, the industry is moving to new frontiers and with the growth in unconventional plays, the demand for experienced engineers and geologists is increasing. Even with reports that universities in the developing countries are producing record numbers of graduates, there have been fewer young engineers and geologists entering the industry in recent years. Add to this an aging workforce with many nearing retirement, it seems likely that there will be a premium on industry experience for some time and the battle for talent will intensify over the next few years.</p>	<p><b>Tax</b></p> <ul style="list-style-type: none"> <li>▶ Expatriate tax compliance</li> <li>▶ Global mobility</li> <li>▶ Performance and reward</li> </ul>	<p><b>Advisory</b></p> <ul style="list-style-type: none"> <li>▶ Shared services design and effectiveness</li> <li>▶ Outsourcing advisory</li> </ul>



# Assurance services

## External audit

Ernst & Young's global audit methodology takes a risk-based approach that focuses on the drivers of the business, the associated risks and their potential effects on financial statements.

The depth and strength of our professionals and oil and gas practice worldwide allows us to bring to our audit clients insights and experience from our entire organization. Our external audit clients benefit from our network of professionals that have subject matter experience on the wide variety of accounting and regulatory issues that companies in the oil and gas industry face.

When technical issues arise, Ernst & Young promotes a culture of collaboration between our clients and our local offices. We believe that understanding the culture and industry in a geographic region is beneficial to the client and that close proximity to advisory resources accelerates open communication and leads to rapid issue resolution.

We invest in knowledge and communication networks that give our audit teams access to up-to-the-minute information and the tools to execute efficient, insightful audits. Ernst & Young has established a detailed system of policies and controls, along with independence standards that are among the strictest in the profession. These enable our audit professionals to deliver a high-quality audit in which you can have confidence.

## Other assurance services

In addition to external audit services, we offer other assurance-related services applicable to companies in the oil and gas industry, such as statutory audits, Sarbanes-Oxley compliance, assessment of procedures and controls relating to privacy and confidentiality, performance measurements, systems reliability, information security and outsourced process controls.

Our teams examine processes and outcomes of non-financial risk assessments to confirm whether non-financial risks appropriate to the business have been identified and whether adequate controls have been established to mitigate these risks. We review internal monitoring and reporting mechanisms to test the adequacy of management information and internal reporting. We work to understand existing internal oversight for key non-financial issues, highlighting strengths and identifying potential areas for improvement.

## Climate change and corporate responsibility

Ernst & Young also provides assurance services related to climate change and corporate responsibility. We have developed an approach that seeks to review and test the processes that underpin the management of social, ethical and environmental issues, allowing us to challenge whether the report reflects what's actually in place. We currently provide independent assurance over non-financial reporting for several major oil and gas companies. We can also provide sustainability assurance readiness assessments and assurance reporting on sustainability.

## Financial Accounting Advisory Services (FAAS)

We can provide assistance on many of your current critical issues, including IFRS conversion support, implementation of new accounting standards, accounting experience during financial due diligence, accounting control or process support and assistance with public offerings. For those companies that are increasing M&A activity or undertaking financial transformations or similar projects, our knowledge of how these accounting changes will impact those decisions has proven extremely valuable. This intersection of accounting acumen and business advice is where FAAS can add true value to your organization.

## Fraud Investigation & Dispute Services (FIDS)

Our Fraud Investigation & Dispute Services professionals can help you address the challenges and risks of doing business in today's environment. We investigate unusual financial activity, perform electronic evidence discovery, and review financial reports – all with the sensitivity and urgency you require. And we provide expert witness testimony as necessary to explain our findings. Our FIDS oil and gas services include:

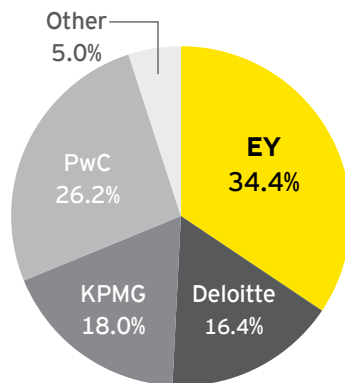
- ▶ Fraud and investigations
- ▶ Dispute services
- ▶ Forensic technology and discovery services
- ▶ Antifraud services
- ▶ Corporate compliance
- ▶ Insurance claims services



Our focus on the oil and gas industry is a major part of our commitment to the energy industry as a whole. We are proud of the many oil and gas clients we serve globally in the exploration and production, midstream, downstream, chemicals and oilfield services sectors. We bring to these clients:

- ▶ Deep bench strength of oil and gas professionals serving a large body of clients globally
- ▶ An in-depth understanding of industry issues
- ▶ Experienced, client-focused and committed professionals who truly understand your operating environment and network with each other to share leading practices

### Fortune 1000 Oil and gas companies audit market share\*



\*By number of companies audited as of October 2011

### Oil and gas audit clients

Apache Corporation	Marubeni Corporation
BP p.l.c.	McMoRan Exploration
Cal Dive International	National Oilwell Varco, Inc.
Calumet Specialty Products Partners	Neste Oil Oyj
Cameron International	Oceaneering International
Cheniere Energy	Oil States International
CNOOC	PetroQuest Energy
Cobalt Energy	Pioneer Natural Resources
Comstock Resources	Qatar Petroleum
ConocoPhillips	QEP Resources
Credo Petroleum	Range Resources
Dana Gas Co.	Rosneft
Delek Group Limited	Santos
Dynegy	Statoil ASA
El Paso Corporation	Stone Energy
ENI SpA	Sunoco
EQT	Swift Energy
Forest Oil	Talisman Energy
GDF Suez	Technip S.A.
Goodrich Petroleum	Tesoro Corporation
Helix Energy Solutions	TETRA Technologies
Helmerich & Payne	Total S.A.
Hercules Offshore	Transocean Ltd.
Hess Corporation	Ultra Petroleum
HollyFrontier Corporation	W&T Offshore
JX Holdings, Inc.	Weatherford International
Koc Holding AS	Williams Companies
Koch Industries	Woodside Petroleum



## Tax services

As one of your largest costs, you can't afford for taxes to be unpredictable. Our oil and gas tax professionals work with most of the leading players to help them make tax a more controllable and predictable cost. We are renowned for our insightful advice and the depth of our industry experience across the globe, where our dedicated oil and gas tax team covers more than 100 territories. We have extensive experience serving major oil and gas companies, large national oil companies and companies of all sizes, including new start-up players that have thrived by utilizing our deep experience.

For tax compliance, our professionals can assist companies in the oil and gas industry with corporate income tax, royalty, production taxes, property taxes, compliance, statutory reporting, tax accounting calculations, expatriate tax return processing and indirect tax reporting.

### Tax compliance

Compliance and reporting make huge demands on tax and finance functions. We understand that what you need is access, visibility and control. Our market-leading approach combines extensive local compliance and accounting experience – in more than 140 countries – with a standard global compliance process and web-based tools. You can access the resources of our dedicated compliance and reporting professionals in one country or globally with a single point of contact.

### Tax advisory

Our tax advisory professionals can assist companies with transaction planning, enterprise risk management activities and alignment of their tax planning strategies with their business operations. Our corporate and international tax professionals help clients structure transactions tax-effectively, manage the tax burden and improve sustainable growth.

Our tax advisory services help companies in the oil and gas industry address issues such as the tax impacts associated with alternative energy, manage international assignments for key employees and understand the tax considerations involved with expanding operations into new countries.

## Transaction advisory services

Our global network of experienced transaction advisory professionals work with many of the world's leading oil and gas companies, fast-growing companies and private equity firms on many highly complex cross-border deals in the global market. Our focus is on helping companies improve their growth, profitability and competitiveness, and our global reach means that wherever a company operates in the world, we can help achieve the value that investors expect.

We have broad financial, commercial, tax and accounting knowledge tailored for the oil and gas industry. We continually challenge ourselves to develop services that are highly relevant to our clients given the evolving regulatory and industry requirements.

We provide a broad range of transaction services for corporate development advisory (valuation and strategic finance), transaction management (advisory, transaction support, transaction tax services and post-deal recommendations) and capital management (corporate restructuring and capital markets).

Our key areas of focus for companies in the oil and gas industry include:

- ▶ **Corporate development advisory** – company, portfolio and asset evaluations, and review of internal decision support models
- ▶ **Transaction management** – advising on acquisition or disposals, evaluating joint ventures and alliances, buy-side and sell-side due diligence, tax structuring advice and carve-out accounting
- ▶ **Capital management** – evaluating working capital needs, identifying cash flow improvements and debt and equity raising
- ▶ **Integration** – determining and analyzing post-acquisition integration and, in some cases, portfolio realignment



# Advisory services

Ernst & Young's Advisory services for companies in the oil and gas industry are focused on performance improvement and risk management.

## Performance improvement

### Supply chain and operations

Our supply chain and operations professionals provide insights into supply chain improvements by addressing critical areas for oil and gas companies, such as procurement, logistics, engineering, field operations, manufacturing and distribution. This team focuses on helping clients run their end-to-end supply chains and operations effectively and efficiently in order to improve cash flow and profitability.

Because of the capital intensity of the oil and gas industry, our team also possesses specific experience across the value chain of major capital projects. Our seasoned professionals help assess and improve the work processes as well as identify key risks in ensuring major capital projects are completed on time, on budget and meet their intended design parameters.

### Finance

Our finance professionals help oil and gas companies identify and actively monitor the key drivers of business performance. They assess and improve the overall financial and management reporting to provide client leadership teams with the information they need to direct the business in the most cost effective manner. Because of the global nature of the oil and gas industry, our team also possesses key insights into the most recent advancements in providing shared support services and they work with clients to bring about further improvements to their shared services organizations.

### Information technology advisory

Our information technology professionals are skilled at enabling key business and operations improvements through the effective deployment of information technology. Our team leverages their skills and experience in working with information technology functions to ensure such functions are delivering value in a cost-effective manner.

### Customer

Our customer professionals tend to be focused on the downstream segment of the oil and gas industry where they help companies define, identify and manage their most valuable customers. They work with clients to build and deploy robust operating models to efficiently capture market share in competitive markets.

### People and organization

Our people and organization professionals are skilled at designing and supporting the execution of key change management approaches in order to support oil and gas client leadership teams in carrying out major initiatives. Our team draws upon their knowledge of market-leading practices to help clients across all areas of human resource management including employee performance, talent management, succession planning and organizational design.

### Strategic direction

Our strategic direction professionals understand business operations and use their knowledge of operational requirements to support clients in defining and developing their strategic vision. They focus on translating corporate strategy into operational strategy, for either the client's entire organization or certain functions within it.

## Risk management services

Business risks are increasingly global, complex and interlinked. An organization's ability to recognize, prepare for and manage these risks will impact its performance and progress. Effective risk management isn't just about protecting a business - it's also about making it better. We do this by helping companies in the oil and gas industry understand their business risks and develop plans to accept, manage or capitalize on them.

Our risk management services are focused on assessments (assessing risk potential and processes), improvement (designing and assisting with implementation of improvements to achieve business objectives) and monitoring (evaluating if processes, initiatives and functions are operating as expected).

Our team also effectively partners with oil and gas clients to design and carry out effective internal audit programs. Our global oil and gas internal audit capabilities are often drawn upon by the industry to augment their own internal capabilities to provide a cost-effective approach in executing their programs.



# Our commitment to the industry

## Forums and events

Solving tough problems requires dialogue about the issues. The vision of our Global Oil & Gas Centers is to convene industry executives with the seasoned professionals of Ernst & Young to discuss issues vital to your future success. We do this by hosting a number of highly regarded proprietary seminars and roundtables around the world on hot topics like IFRS, climate change and regional regulations.

We also participate in many industry events to support the mission of dialogue such as the World Energy Congress, World Gas Congress, World Petroleum Congress, World National Oil Company (NOC) Congress, Offshore North Sea/Europe (ONS), Oil & Gas Africa Week, International Petroleum (IP) Week, Independent Petroleum Association of America (IPAA) Oil & Gas Investment Symposium (OGIS), and Gulf Publishing's Women's Global Leadership in Energy and Technology Conference.

## Training and webcasts

With information, regulations and trends moving at a staggering pace, ensuring that you are armed with the most current information and perspectives is a difficult challenge. In support of the flow of information, the Ernst & Young Global Oil & Gas Centers are committed to providing technical training and webcasts to help you navigate the issues of the day. Find our latest webcasts by visiting [www.ey.com/webcasts](http://www.ey.com/webcasts).

## Ernst & Young Entrepreneur Of The Year®

Our time-honored event, the Ernst & Young Entrepreneur Of The Year awards program, has celebrated outstanding new market entrants for more than 25 years. It makes a difference through the unique way it recognizes the contribution of people who inspire others with their vision, leadership and achievement.

## Website

Ernst & Young Client Portal® is our password-protected website. It delivers news, insights, references, collaborative workspaces and business, tax, accounting and auditing information. It is designed to help you work more efficiently with relevant knowledge resources and online business tools.

**Experience matters. Our deep industry focus helps companies in the oil and gas industry face today's challenges and compete more effectively. The Ernst & Young Global Oil & Gas Centers are committed to sharing our knowledge through various mediums with industry leaders of today and tomorrow.**



# Tap into our industry insights

Through our Global Oil & Gas Centers, we foster dialogue among industry stakeholders to identify insights that impact your business and proactively react to rapidly changing markets. Our thought leadership is designed to help you successfully address the complexities of today's global oil and gas business. See a selection of our recurring and topical publications below. To view all our publications and client alerts, visit [www.ey.com/oilandgas](http://www.ey.com/oilandgas). You can also sign up online to receive email updates.

## Recurrent thought leadership

### **Turn risks and opportunities into results: Exploring the top 10 risks and opportunities for the oil and gas sector**

The top 10 risks most likely to affect the oil and gas companies each year and the shape of the industry going forward are addressed. An understanding of how to respond to these challenges is essential for oil and gas companies as well as the opportunities they present.

### **Global E&P benchmark study**

The Global E&P benchmark study is a compilation and analysis of certain oil and gas reserve disclosure information as reported by publicly traded companies. The report presents the worldwide exploration and production results for 75 companies for the five-year period and, also provides information by region for the 75 companies.

### **Global Oil and Gas Tax Guide**

The Global Oil and Gas Tax Guide summarizes the oil and gas corporate tax regimes in 61 countries and also provides a directory of oil and gas tax contacts.

### **Global oil and gas transactions review**

Each year, we review the global oil and gas transactions from the prior year. In this report, we look at some of the main trends in oil and gas merger and acquisition activity in the last 12 months and consider the outlook for deal activity across the sector.

### **Good Petroleum**

To assist clients with the IFRS disclosure requirements in the oil and gas industry, Ernst & Young produces model financial statements entitled *Good Petroleum*, which are updated annually.

### **National oil company monitor series**

Our quarterly NOC Monitor reports offer insight into the changing economic and political landscape around the world, examining activity in partnerships, M&A, consolidations, and government policy developments between IOCs and NOCs.

### **Oil and Gas Eye**

Oil and Gas Eye is the first tracking index within AIM that monitors the health of the oil and gas subcomponent of the AIM market on a quarterly basis.

## Topical thought leadership

### **Capital project life cycle management for oil and gas**

Managing the complexity of major capital projects in today's oil and gas landscape has never been more critical to achieving project success. This paper explores some of the issues specific to capital project effectiveness in the industry. Additionally, it will highlight some of the risks to plan and prepare for, as well as strategies to mitigate those risks.

### **Cash in the barrel**

This report features a working capital benchmark analysis of some of the leading oil and gas industry players, by sector. Through the identification of key working capital trends within oil and gas, this report provides insights into how companies can improve their performance in this area.

### **The global gas challenge**

The degree of uncertainty over the level of future gas demand is probably at its highest in decades. Total worldwide gas demand fell in 2009 as a result of the economic downturn. According to the International Energy Agency (IEA), global gas demand is forecast to grow by an average of 1.5% per annum through 2030.

### **Divesting in the downstream oil and gas industry**

In this paper, we look at the oil industry trends, offer our explanation for the current high levels of divestment activity and explore some of the key issues associated with selling a downstream asset.

### **Navigating joint ventures in the oil and gas industry**

When engaging in joint ventures, the right partner, careful evaluation and an establishment of clear objectives are of crucial importance. In this paper, see which factors are critical for success in creating a joint venture model.

### **Choosing the right route: Planning, budgeting and forecasting (PBF) for oil and gas companies**

In a time of economic volatility, oil and gas companies are looking for every opportunity to remain competitive. It's no wonder CFOs are making PBF a top priority. Discover which stepping stones are essential for strengthening PBF processes and how they can effectively translate your company's objectives into an effective roadmap.

# Ernst & Young's Global Oil & Gas Center contacts

**Dale Nijoka**  
Global Oil & Gas Leader  
+1 713 750 1551  
dale.nijoka@ey.com

**Marcela Donadio**  
Americas  
+1 713 750 1276  
marcela.donadio@ey.com

**Enrique Grotz**  
Argentina  
+54 11 4515 2655  
enrique.grotz@ar.ey.com

**Russell Curtin**  
Australia  
+61 8 9429 2424  
russell.curtin@au.ey.com

**Beth Ramos**  
Brazil  
+55 21 2109 1400  
beth.ramos@br.ey.com

**Barry Munro**  
Canada  
+1 403 206 5017  
barry.g.munro@ca.ey.com

**Raymond Ng**  
China  
+86 10 5815 3332  
raymond.ng@cn.ey.com

**John Avaldsnes**  
Global Oil & Gas Advisory  
+47 51 70 67 40  
john.avaldsnes@no.ey.com

**Allister Wilson**  
Global Oil & Gas Assurance  
+44 20 7951 1443  
awilson@uk.ey.com

**Sanjeev Gupta**  
Asia-Pacific  
+65 6309 8688  
sanjeev-a.gupta@sg.ey.com

**John Avaldsnes**  
Europe, Middle East, India and Africa (EMEIA)  
+47 51 70 67 40  
john.avaldsnes@no.ey.com

**David Barringer**  
Middle East  
+973 3961 7303  
david.barringer@bh.ey.com

**Jeff Sluijter**  
Netherlands  
+31 88 407 8710  
jeff.sluijter@nl.ey.com

**Alexey Loza**  
Russia  
+7 495 641 2945  
alexey.loza@ru.ey.com

**James Newlands**  
South Africa  
+27 21 443 0489  
james.newlands@za.ey.com

**Andy Brogan**  
United Kingdom  
+44 20 7951 7009  
abrogan@uk.ey.com

**Alexey Kondrashov**  
Global Oil & Gas Tax  
+7 495 662 9394  
alexey.kondrashov@ru.ey.com

**Andy Brogan**  
Global Oil & Gas Transaction Advisory  
+44 20 7951 7009  
abrogan@uk.ey.com

Ernst & Young

Assurance | Tax | Transactions | Advisory

## About Ernst & Young

Ernst & Young is a global leader in assurance, tax, transaction and advisory services. Worldwide, our 152,000 people are united by our shared values and an unwavering commitment to quality. We make a difference by helping our people, our clients and our wider communities achieve their potential.

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## How Ernst & Young's Global Oil & Gas Center can help your business

The oil and gas industry is constantly changing. Increasingly uncertain energy policies, geopolitical complexities, cost management and climate change all present significant challenges. Ernst & Young's Global Oil & Gas Center supports a global practice of over 9,000 oil and gas professionals with technical experience in providing assurance, tax, transaction and advisory services across the upstream, midstream, downstream and oilfield service sub-sectors. The Center works to anticipate market trends, execute the mobility of our global resources and articulate points of view on relevant key industry issues. With our deep industry focus, we can help your organization drive down costs and compete more effectively to achieve its potential.

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