The 8th Annual
International Capacity-Building Program
“New Era in Oil, Gas & Power Value Creation”

Offered by

May 12-23, 2008
Houston, Texas

Building capacity to address energy sector challenges worldwide
INVITATION

The Center for Energy Economics invites you to participate in innovative, capacity-building programs designed to improve the qualifications, experience, knowledge and management skills of energy professionals. We provide programs for applications and problem solving to optimize private markets and investment opportunities and achieve more effective energy project development worldwide.

In its eighth year, this flagship international capacity-building program addresses both energy value chain fundamentals and commercial energy investment complexities with a unique integration of tools, activities and concepts. The program is especially useful for public and private decision makers engaged in energy sector investment, reform and development; and commercial managers engaged in international project and business development. New Era emphasizes the relationship between energy value chain economics, technology, and operations with policy and regulatory frameworks necessary to host commercially successful investment.

The program includes in-class sessions, team projects and site visits and builds on CEE's extensive inventory of international case studies. Key activities for the 2008 session include the following.

- A "global scan" and dialogue on strategic planning and forward outlooks for energy supply, demand, technologies, and markets.
- Fundamentals of the energy value chains and detailed examinations of the oil (upstream to refining), natural gas (upstream, midstream, liquefied natural gas or LNG, and downstream) and electric power (generation, transmission, distribution) business segments.
- Key commercial frameworks requirements including upstream contracts and agreements, tariffs and other pricing mechanisms, as well as analysis of critical framework issues such as price subsidies, risk management, and arbitration.
- Commercialization topics such as project finance; supply-purchase agreements; risk and uncertainty in the energy sector; engineering, procurement and construction (EPC); technology trade offs; "smart development" skills for managing environmental, social, and other "soft" risks; and commercial skills such as negotiation and strategic planning.

New Era delegates benefit from abundant opportunities for networking with other delegates, guest speakers, and the U.S. and global energy businesses based in the Houston region. Some of the companies and organizations that participants visited during the previous programs include Edison Chouest C-Port, U.S. Minerals Management Service, Lake Charles LNG terminal, Freeport LNG terminal, El Paso Tennessee Pipeline, Reliant Energy San Jacinto Cogen Plant, Sabine Pipeline/Henry Hub, Duke Energy and Lower Colorado River Authority among others. Site visits for 2008 may include a green field LNG import terminal; midstream and end use applications for natural gas; energy regulatory agencies; and an electric power control center.

PROGRAM BENEFITS

Enrollment in the program is limited to foster interaction and networking. Participants will benefit from close interaction with CEE-UT and industry experts, networking with other program delegates, and access to extensive program materials and reference manuals. Instructors will use extensive course materials, including case studies and models drawn from CEE-UT’s New Era training and research knowledge base.
KEY PERSONNEL AND INSTRUCTORS

Dr. Michelle Michot Foss, Chief Energy Economist and Head of CEE, *New Era* program director
Dr. Gürcan Gülen, Senior Energy Economist, CEE *New Era* program assistant director
Dr. Mariano Gurfinkel, Associate Head of CEE
Dr. Bhamy Shenoy, Consultant, CEE Senior Advisor
Mr. Alfred Boulos, JD, Boulos International (Adjunct Professor, UH Law Center)
Ms. Ruzanna Makaryan, Senior Energy Analyst, New Era program manager
Mr. Dmitry Volkov, Energy Analyst, CEE

The CEE draws upon our worldwide networks and international advisors as well as faculty from the University of Texas, University of Houston and other institutions for guest lecturers. Our roster includes experts from leading energy companies and key government agencies and nongovernmental organizations. Some of the trainers from past programs included:

- Mr. John Bowman, Partner, Fulbright & Jaworski L.L.P.
- Mr. John Enloe, Senior Vice President, Duke Energy International
- Mr. Javier Estrada, former Commissioner, Comisión Reguladora de Energía, Mexico
- Mr. Fred Gibson
- Dr. Donald Juckett, Head of the Geoscience and Energy Office, American Association of Petroleum Geologists
- Ms. Benigna Leiss, Vice President of Business Development, Chevron Mexico
- Dr. Raúl Monteforte, former Commissioner, Comisión Reguladora de Energía, Mexico
- Ms. Shirley Neff, President and Chief Executive Officer, Association of Oil Pipe Lines (AOPL)
- Mr. Roland Priddle, Consultant, former Chairman of the National Energy Board-Canada
- Mr. Brian Rabe, Vice President, Devon Energy Corporation
- Mr. John Rodi, U.S. Department of Interior, Minerals Management Service – Gulf of Mexico OCS Region
- Mr. J. Dee Simpson, President Conoco Africa Inc.
- Mr. Tim Tyler, Mayer, Brown, Rowe & Maw L.L.P.
- Dr. Robert Wasserstrom, Senior Partner, Terra Group
- Ms. Gail Watkins, Partner, Akin, Gump, Strauss, Hauer and Feld
- Mr. Wayne White, Senior Attorney, Globeleq

Case studies
More than 30 case studies on more than 20 countries provide snapshots of strategic issues faced in a variety of resource environments, and present the array of challenges, opportunities, and problem solving approaches that have succeeded and failed.

PROGRAM MATERIALS

Training manuals and information access
*Economics of the Energy Industries*, developed and continuously updated by CEE is our main textbook. Participants also have access to a comprehensive set of reference materials, including:

- Administrative Agencies;
- International Petroleum Agreements;
- Oil and Gas Accounting;
- Project Finance; and
- Strategic Planning.

In-class sessions and activities are supplemented by extensive internet support for participants and alumni.

- Participants can access pre-program materials and resources and interact through electronic communication.
- Participants use computers and Internet extensively throughout the program.
Fast-track energy professionals will profit most from the New Era program. For a more intimate and productive environment, the CEE selects up to 25 mid- to senior-level managers and technical professionals nominated by government ministries, regulatory commissions, and national and private energy industry enterprises. We target delegates on the basis of their credentials, experience and potential value of the New Era experience to their home markets. Delegates should come with a strong foundation in economic and finance principles and knowledge of global trends and market reforms. Working fluency in English is necessary for the program.

Over the past seven years, program participants have come from state-owned, local and international energy companies; ministries; regulatory agencies; news media and universities. Countries represented in the CEE programs since 2001 are: Algeria, Angola, Bangladesh, Benin, Brazil, Chile, China, Colombia, Cote d’Ivoire, Ecuador, Gambia, Ghana, Honduras, Hong Kong, Indonesia, Iraq, Kenya, Madagascar, Mexico, Namibia, Nigeria, Peru, Republic of Congo, Republic of Georgia, South Korea, Tanzania, Togo, Trinidad & Tobago, Turkey, Turkmenistan, the United Kingdom, the United States and Venezuela. The diversity of experience and opinions enriches the program for all involved. Delegates who attended New Era had this to say about the program:

"These two weeks have changed the way I see the energy world!"

"New Era provides a global view of the whole energy value chain that will improve management efficiency inside my organization."

"New Era will be very useful in preparing for our negotiations with state companies and government agents that are opening their oil and gas industry, as well as evaluating new business opportunities and understanding the energy value chain."

The CEE and New Era are supported by the following organizations.

**Corporate and Government Partners and Executive Board**
- Akin, Gump, Strauss, Hauer & Feld, LLP
- American Petroleum Institute
- Chevron Corporation
- Constellation NewEnergy
- Devon Energy Corporation
- Duke Energy Corporation
- ExxonMobil Corporation
- Globeleq
- JETRO - Houston/METI, Japan
- Mayer, Brown, Rowe & Maw LLP
- McKinsey & Company
- PA Consulting
- Reliant Energy
- Shell E&P
- Sutherland Asbill & Brennan LLP
- U.S. Agency for International Development - Bureau for Economic Growth, Agriculture and Trade, Office of Infrastructure & Engineering

**LNG Consortium**
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- ConocoPhillips Worldwide LNG
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- Freeport LNG
- Sempa Energy Global Enterprises
- SUEZ LNG NA

**Sponsors of New Era Delegates (2001-2007)**
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- Chevron Oil Congo*
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- ExxonMobil México S.A. de C.V.
- GasAtacama - Chile
- IPD Latin America - Venezuela
- Jackson School of Geosciences, UT-Austin
- Kenya Electricity Regulatory Board
- Ministry of Energy and Natural Resources - Turkey
- Ministry of Energy and Energy Industries – Trinidad & Tobago
- Nigerian National Petroleum Corporation
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- PA Consulting
- PEMEX
- Repsol YPF
- Shell Namibia
- State Planning Organization - Turkey
- Tanzania Electric Supply Company Limited
- Texaco Global Gas & Power*
- Unocal Indonesia Company
- U.S. Agency for International Development
- U.S. Department of Energy
- * Pre-merger organizations
About the Center for Energy Economics

Based at the Bureau of Economic Geology, Jackson School of Geosciences, The University of Texas at Austin, the CEE is an interdisciplinary Center of Excellence on energy value chain economics and commercial frameworks. CEE provides research, training and outreach on energy economics, markets, business technology, and frameworks for commercial investment.

We concentrate on the frameworks that facilitate sustainable energy resource and infrastructure development and the ingredients for successful, "bankable" energy investments.

Houston provides a unique setting for the CEE, which is externally funded through corporate and government partnerships, research grants and contracts and revenues from training programs and publications. The CEE network consists of our professional energy economics staff; BEG and UT researchers and faculty; international research fellows; current and former graduate student interns; and more than 60 corporate and government partner fellows, advisors, senior associates and visiting scholars.

For more information about CEE, the Bureau of Economic Geology, and the University of Texas at Austin, please visit:

www.beg.utexas.edu/energyecon

www.beg.utexas.edu

www.utexas.edu

Program Fee

The fee for this program is $6,500 (or $6,000 if payment is received before March 1) and includes 13 days of hotel accommodation, program materials, program lunches and breaks.

Program Venue

The Federal Reserve Bank of Dallas – Houston Branch
1801 Allen Parkway
Houston, TX 77019

Registration Form

Delegate Details

Name

Job Title

Company

Address

City

Zip Code

Country

Phone

Fax

E-mail

Payment Methods

☐ Check

Make Payable To: The University of Texas at Austin

Mail to: Attention: Dr. Michelle Foss

Center for Energy Economics

BEG – University of Texas at Austin

1801 Allen Parkway

Houston, Texas 77019

☐ Wire Transfer

You will receive wire transfer instructions after submission of the registration form.

Background Information

On separate sheet(s) provide summary of your main responsibilities at your organization or attach a CV/resume.

Submit registration form via email or fax:

Fax: +1-713-654-5405 / energyecon@beg.utexas.edu

Program Cancellation Policies

Payment must be received prior to the training program to guarantee your place. Delegate replacements are allowed, with a written note sent to CEE-UT fax (+1-713-654-5405) or email at energyecon@beg.utexas.edu. If a delegate cannot attend, registration fee can be credited towards a future CEE-UT training event. Delegate request for course cancellation must be submitted in writing to CEE-UT via fax (+1-713-654-5405) and email at energyecon@beg.utexas.edu. Registrants can receive a refund of 75% of registration fees if attendance is canceled before March 1, 50% before April 1, and 25% before April 15. No refund will be available for cancellations after April 15. CEE reserves the right to cancel New Era program due to insufficient enrollment or other reasons by providing notice to delegates at least 14 days prior to the scheduled start date. In the event of cancellation by CEE, delegates will receive a full refund of registration fees paid. CEE will not be responsible for non-refundable tickets purchased, hotel reservations or other costs incurred by delegates.

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