RICE ENERGY FINANCE SUMMIT 2017
Capitalizing on Opportunities in a Challenging Energy Environment

November 10, 2017
McNair Hall | Rice University
The Jones Graduate School of Business at Rice University is a forward-thinking business school for the next generation of global leaders. Through teaching, research and an atmosphere of discovery, this top 10 school is committed to a business education focused on leadership, integrity and authenticity. Students have the opportunity to work with the bold ideas of our faculty, cut through the complexities of the business world and make breakthroughs, both personally and professionally.

Named in honor of the late Jesse H. Jones, a prominent Houston business and civic leader, the school’s degreed programs include the Rice MBA, MBA for Executives, MBA for Professionals as well as coordinated MBAs in engineering and professional science and an MD/MBA with Baylor College of Medicine. The Ph.D. in business attracts candidates aspiring to become faculty in prestigious research universities internationally. The one-year Master of Accounting and undergraduate business minor round out the degrees offered. A full schedule of non-degree executive education open enrollment and customized courses for business and industry are also available, along with certificates in finance and accounting, health care and marketing. For more information visit business.rice.edu.

Energy at Rice Business
The energy sector in Houston is a complex system that operates with both technical and business expertise. Varied functions within the energy industry necessitate a multi-faceted talent pool of economists, marketers, engineers, accountants and consultants. Rice Business develops strong business leaders for impact on the energy sector with the Concentration in Energy. Rice MBAs specializing in energy engage in a well-rounded curriculum that prepares them to meet the global challenges of the future of energy, from geopolitical, fiscal and environmental perspectives. The Concentration in Energy provides students with a profound examination of crucial topics that define the scope of this dynamic sector.

AGENDA

7:30am - 8:30am Light Breakfast  Anderson Family Commons
8:30am - 8:45am Welcome by Dean Peter Rodriguez  Shell Auditorium
8:45am - 9:30am Bobby Tudor  Chairman, Tudor, Pickering, Holt & Co., LLC  Shell Auditorium
9:30am - 10:00am Networking Coffee  Anderson Family Commons

10:00am - 11:00am
Panel 1: Financing the Domestic Energy Boom
Moderator: Spencer Rippstein, Managing Director, Simmons & Company
- Megan Hays, Vice President of Investor Relations & Public Affairs, Concho Resources
- Steve Kennedy, Executive Vice President & Head of Energy Banking, Amegy Bank
- Curt Schaefer, Co-Founder & Managing Partner, Outfitter Energy Capital

11:00am - 12:30pm Sponsor Lunch
- Bradley Olson, National Energy Correspondent, The Wall Street Journal

12:30pm - 1:15pm Greg Armstrong  Chairman & CEO, Plains All American Pipeline, L.P.  Shell Auditorium

1:15pm - 1:45pm Networking Break  Anderson Family Commons

1:45pm - 2:45pm
Panel 2: America’s Evolving Role in the Global Energy Landscape
Moderator: Scott Nyquist, Senior Partner, McKinsey & Company
- Michael O’Connor, Director, AlixPartners
- Curt Taylor, President, Ralph E. Davis Associates, an Opportune Company
- Steve Thompson, Vice President of Business Strategy, National Oilwell Varco

2:45pm - 3:30pm Mark McCollum  President & CEO, Weatherford International  Shell Auditorium

3:30pm - 3:45pm Closing Remarks  Shell Auditorium

3:45pm - 5:00pm Cocktail Reception  Anderson Family Commons

The Rice Energy Finance Summit 2017
SCOTT S. NYQUIST — MODERATOR
Senior Partner, McKinsey & Company


MICHAEL O’CONNOR
Director, AlixPartners

Mr. O’Connor has more than 25 years of industry and consulting experience primarily in the energy, industrial and utilities industries. He has worked extensively in the areas of oil & gas and oil field equipment and services, specializing in operational restructuring and SG&A cost reduction, procurement, and organizational restructuring. He was previously with Waste Management Europe in operations and construction roles, leading the postmerger integration and turnaround of an Italian subsidiary with turnkey plant development, waste hauling, and disposal operations. He also served on the M&A team, performing due diligence for acquisitions throughout southern Europe.

Mr. O’Connor has an MBA in operations and international management from the Samuel Curtis Johnson Graduate School of Management at Cornell University.

CURT TAYLOR
President, Ralph E. Davis Associates, an Opportune Company

Mr. Taylor is the president of Ralph E. Davis Associates. He has over thirty years of leadership experience in the energy space where he has technically reviewed hundreds of deals as well as structured the financing on many of those which included, senior debt, subordinated debt, preferred equity and common equity. In addition, Mr. Taylor has provided leadership managing teams in the financial and technical space, as well as managing transactions that were both domestic and international and including the areas of upstream, midstream, coal and alternatives.

STEVE THOMPSON
Vice President of Business Strategy, National Oilwell Varco

As vice president of business strategy for National Oilwell Varco, Mr. Thompson provides research and analysis in collaboration with business unit leaders to further core strategic priorities for the company. Leveraging his experience in field operations, geosciences, new product development and business leadership, he offers a unique perspective to the businesses he works with. Because there is often a very thin line between success and failure, one of Mr. Thompson’s tenets is that it is critical to walk in the shoes of your customer if you want to uncover the truth of your own business.

Dear Rice Energy Finance Summit Attendees:
Welcome to the Jones Graduate School of Business at Rice University. We are proud to host the ninth annual Rice Energy Finance Summit (REFS), Rice Business’ premier student-led event. REFS serves to promote forward-looking discussions on pertinent energy and finance issues and to facilitate business relationships through the exchange of knowledge, experience and ideas.

The energy industry has been greatly impacted by the oil price collapse since 2014. To survive, companies have had to adapt to the environment of lower for longer. This required restructuring, cost cutting and delays or even cancellations of capital projects. Through this adaptation process, technological advances and efficiency improvements in unconventional resource development have created an inflection point within global energy markets. Although OPEC will continue to be the primary market mover, the U.S. is playing an increasingly large role which could alter the dynamics of the global energy landscape. While this continues to be a challenging time in the energy industry, firms have been adapting wherever possible to emerge stronger financially and operationally in the long run.

Capitalizing on Opportunities in a Challenging Energy Environment, this year’s theme, explores how companies have shown resilience and resourcefulness to adapt to the current market. In addition to the four keynote experts, we will be addressing two relevant topics through panel discussions: ‘Financing the Domestic Energy Boom’ and America’s Evolving Role in the Global Energy Landscape.’

Hosting REFS takes a coordinated effort from students, staff and faculty from the Rice Business community as well as the support of our corporate sponsors. We would like to thank all of those involved in making this event possible. Additionally, we owe a great deal of gratitude to our speakers and panelists for sharing their ideas and perspectives with the audience today. Finally, we thank you for joining us today, please take the opportunity to meet new people, ask questions and gain insight from leaders in the energy and finance industries.

Sincerely,

The Rice Energy Finance Summit Organizing Committee, 2017
BOBBY TUDOR
Chairman, Tudor, Pickering, Holt & Co.

Mr. Tudor is a partner at Perella Weinberg Partners, where he co-heads the firm’s investment banking business. He also serves as chairman of Tudor, Pickering, Holt & Co., which combined with Perella Weinberg Partners. TPH is a leading energy investment and merchant bank, widely recognized for its industry leading position in energy securities research, energy investment banking advisory transactions, and energy asset management. Prior to forming TPH, he was a partner at Goldman Sachs and a leader of its worldwide energy practice. Mr. Tudor serves as Chairman of the Board of Trustees of Rice University, and is also on the board of Deltic Timber Corporation, the National Petroleum Council, the Houston Symphony, the MD Anderson Board of Visitors, and the New York Philharmonic, among others. He holds a B.A. in English and legal studies from Rice University, and a J.D. from Tulane.

GREG ARMSTRONG
Chairman & CEO, Plains All American Pipeline, L.P.

Mr. Armstrong is chairman and CEO of Plains All American Pipeline LP, which engages in the transportation, storage, terminalling and marketing of crude oil, refined products and liquified petroleum gas. Previously, he served as president, CEO and director of Plains Resources. He is a member of National Oilwell Varco Inc.’s board of directors, the advisory board of Cox School’s Maguire Energy Institute at Southern Methodist University, the National Petroleum Council, and the board of trustees of the Council on Alcohol and Drugs Houston.

Mr. Armstrong was appointed to the Dallas Fed board by the Federal Reserve Board of Governors in 2015. He previously served on the Houston Branch board. Mr. Armstrong holds a bachelor’s degree from Southeastern Oklahoma State University and is a certified public accountant (inactive).

MARK McCOLLUM
President & CEO, Weatherford International

Mr. McCollum has over 36 years of leadership experience in the energy sector. Prior to joining Weatherford in March 2017, he served as chief financial officer of Halliburton Company, a position he started in 2008 and resumed in July of 2016 following an interim role as chief integration officer during the pendency of Halliburton’s proposed acquisition of Baker Hughes Incorporated.

Prior to joining Halliburton, Mr. McCollum held a number of senior positions at Tenneco, Inc., including chief financial officer, and served as an audit and advisory partner in Arthur Andersen’s Energy Division, where he began his career. He is also a registered CPA in the State of Texas.

Mr. McCollum is a member of the Board of Directors and the Audit and Compensation Committees at Archrock, Inc., previously known as Exterra Holdings. He is also a Regent at Baylor University and on the Baylor College of Medicine Board of Trustees.

BRADLEY OLSON

Mr. Olson covers the world of big oil from Houston for The Wall Street Journal, writing about all things energy, including breaking news, profiles, trend stories, investigative pieces and features. He previously worked for Bloomberg News, The Houston Chronicle and the Baltimore Sun covering energy, politics and national security issues.

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