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Jefferies Oil & Gas Practice

Unmatched Track Record & Expertise

Key Points

- One of the largest energy investment banking teams in the world
- Has served 40 of the 50. largest worldwide energy companies
- Foremost advisor in oil and gas transactions in unconventional basins
- Professionals with expertise across a wide spectrum
 - Corporate M&A
 - Acquisitions & **Divestitures**
 - **Equity Capital Markets**
 - Leveraged Finance
 - Restructuring and Recapitalization
 - Engineering, Geology, Petrophysics and Other **Industry Experience**

Energy Investment Banking



Ralph Eads III, Chairman

- Extensive network of relationships from high-profile roles in energy and finance
- Significant M&A experience includes working on over \$200 Bn in merger transactions
- Broad-based background in structured energy finance
- Previous positions at El Paso Corporation; Donaldson, Lufkin & Jenrette; S.G. Warburg; and Merrill Lynch



Peter Bowden, Global Head of Energy Investment Banking

- Global Head of Energy Investment Banking; joined Jefferies in 2012
- Previously a Managing Director at Morgan Stanley, where he was Head of Midstream
- Lead advisor on over \$225 Bn of Energy M&A

Upstream

Guy Oliphint Co-Head of Upstream, Americas



Greg Chitty Co-Head of Upstream, Americas



Midstream

Brian Conner Co-Head of Midstream



Brian Bravo Co-Head of

Midstream



Oilfield Services

Daniel Anderson Head of Oilfield Services



Corporate Finance / A&D

- Bill Marko
- Ananth Shankar
- Conrad Gibbins

- **Brody Rollins**
- John Antel
- Chris Howey

- Andrew Picoli

- Ryan Gitomer
- Simon Wu
- Raymond Brickey
- Schuyler Evans

Engineers / Geoscientists

- Carson Carruthers
- Pablo Madrid
- Earl Wells
- Travis Call
- Jordan Smith

Energy Capital Markets

Leveraged Finance

- Paul Cugno (Co-Head)
- Robert Anderson (Co-Head)
- Michael Singer

International

- Richard Kent (Chair)
- Paul Wheeler (Head)
- Simon Frost
- Hartley Clay

Jefferies Advised on Several Transformative Transactions in the Energy Sector in 2020

M&A and Capital Markets Leadership

Largest E&P Private Debt Financing

September 2020

CALLON

PETROLEUM

\$300,000,000

Private Placement of

Second Lien Secured Notes

Sole Financial Advisor

Largest E&P Private Capital Transaction



Largest Appalachian A&D Transaction



Largest Storage Transaction since 2006

Pending Nov 2020

RIVER
STONE

\$2,685,000,000 Acquisition of

> International-Matex Tank Terminals

Sole Financial Advisor

\$500,000,000
Senior Secured Term Loan to Finance Acquisition by Riverstone Holdings
Lead Left Arranger

Dec 2020

Largest Energy Term Loan B in 2020

Largest LNG M&A Transaction in History

Blackstone

August 2020

\$7,000,000,000

Sale of 42% stake in Cheniere Energy Partners

Lead Financial Advisor

Largest Oilfield Services Restructuring



\$7,096,300,000

Restructuring Financial Advisor to the Official Committee of Unsecured Creditors

Pending

Jefferies' Recent International Experience

Up to the minute buyer knowledge informed by recent experience spanning multiple geographies, asset type, and deal size



Sale of UK CNS and NNS portfolio

Financial Advisor to the Seller

Sale of a material non-operated UK portfolio

- Interaction with the key buyer universe for material non-operated North Sea portfolios
- Commercially complex structure
- c. 40 mboe/d & 170 mmboe reserves⁽¹⁾
- Bids due end October 2020



Sale of a robust non-operated UK CNS production hub

- Material working interest in a collection of well-established producing fields in the Central North Sea
- Long life, oil-weighted producing hub with a well diversified reserve base across nine fields



Acquisition of an FPSO in one of the Largest Redevelopments in the North Sea

- Jefferies advised the BlackRock / Hav Energy consortium on the potential acquisition and leaseback of an FPSO in the North Sea
- FPSO requires significant refurbishment capex to be funded by the buyer



Acquisition of Shell onshore upstream assets in Egypt

- Material operated, producing portfolio with significant exploration potential
- Attractive E&P investment terms one of the most competitive fiscal terms in the region
- Large, experienced operating team with strong track record of reserves replacement



Potential Farm Down of Egyptian Western Desert Position

Financial Advisor to the Seller

Farm-down of Large Oil-Weighted Producing Concessions in Egypt

- Producing field with material development upside accessed through 57 infill wells
- Concessions includes material low-cost exploration acreage with a vast number of identified targets



Private placement of equity

Financial Advisor to the Company

Private Placement For Leading ESG-Technology Company

Technology portfolio includes "net zero" carbon solutions ranging from zero-emission electricity / hydrogen, H₂S Sour Gas to Sweet Gas, Direct Air Capture of CO₂ to carbon capture



Financial Advisor to the Seller

A strategic onshore oil field in Kurdistan

- Non-operated stake in a high quality producing field onshore Kurdistan with significant future development potential
- Gross remaining reserves of ~400 mmbbls
- Production forecast to increase from current level ~30 mbbls/d to ~70 mbbls/d (gross)



Sale of Ping Petroleum

Financial Advisor to the Seller

Sale of a UK production platform

- Platform sale comprising producing and development assets in the Central North Sea
- Interaction with a wide array of potential buyers
- Over 30 CAs signed with potential purchasers
- HoA for a transaction with DNeX announced August 2020



Financial Advisor to the Seller

Sale of an operated, producing portfolio in Kazakhstan

- Operatorship of assets in one of Kazakhstan's most prolific basins
- Experienced management team with decades of operational knowledge operating the assets
- Material oil volumes in place with scope to increase recovery factors significantly



Creating the largest listed independent in the UK

- Combined production > 250mboe/d and 2P reserves of 717mmboe; H1 revenue of \$1.76bn and H1 EBITDAX of \$1.27bn
- Diversified portfolio, significant growth projects and resilient restructured balance sheet



One of the largest African developments

- 5 bnbbls of in-place resources with 500 mmbbls and 0.5 tcf recoverable
- Phase 1 production >100 mbbls/d
- Additional development phases, nearby discoveries and exploration potential adds resource potential in excess of 1bnbbls



Sale of two of the largest development assets in the North Sea

- The largest Barents Sea transaction in over a decade
- c.70 mmboe net contingent resources
- Reduction of c. \$1bn capex exposure for Idemitsu Norge



Joint Corporate Broker to Premier Oil

Sale of the world class ACG asset in Azerbaijan

- 5th largest offshore field in the world
- 3 bnbbls of gross remaining reserves with 16 bnbbls of STOIIP
- Gross daily production of c. 600 mbbls/d with additional phases of development planned



Sale of a Chinese SOE's Indonesian portfolio

- Producing assets in one of Indonesia's most prolific onshore basin
- Stable current production with the potential to double current rates through workovers and an infill drilling campaign



Largest ever Upstream deal in Norway

- Largest ever divestment by ExxonMobil
- Sale of a 25-field non-operated portfolio possessing over 500 mmboe of reserves
- Creates the largest independent E&P company in Norway

(1) Based on Wood Mackenzie

Addition of Oil & Gas Dedicated Debt Advisory & Restructuring Practice

Michael O'Hara – Biography & Experience



Michael O'Hara US Co-Head Debt Advisory & Restructuring

- Joined Jefferies in September 2020 from PJT Partners, where he was a Partner in the Restructuring and Special **Situations Group**
- Mr. O'Hara assists in advising on a variety of restructuring and special situation assignments for companies, creditors, corporate board committees, and acquirers and sellers of distressed assets
- He has served as a guest lecturer at the University of Chicago Booth School, Columbia Business School, the Wharton School at the University of Pennsylvania and many industry conferences
- Before joining PJT, Mr. O'Hara worked in the M&A groups at Wasserstein Perella & Co. and Stephens Inc.
- Mr. O'Hara holds a BS in Finance from Georgetown University and an MBA from Columbia Business School

Oil & Gas Credentials











































Other Notable Clients







Energy **Future Holdings**







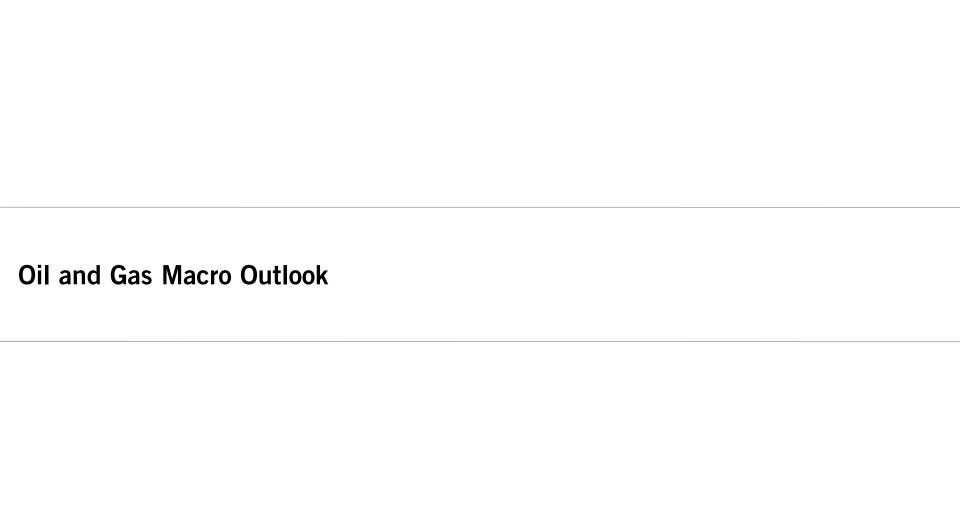




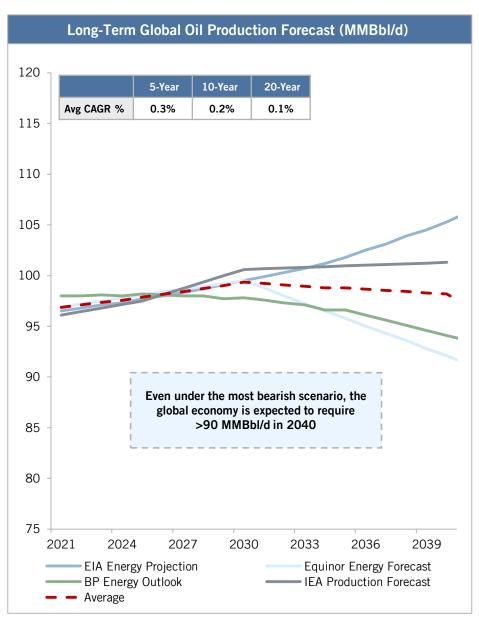
LEHMAN BROTHERS

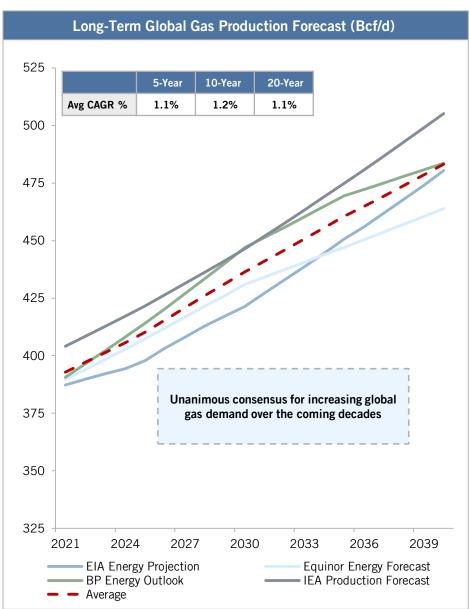


Jefferies



Long-Term Forecasts Indicate Oil and Gas Will Continue to Play a Foundational Role for Decades

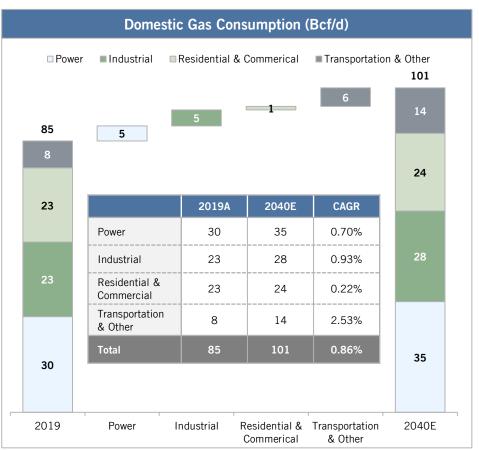


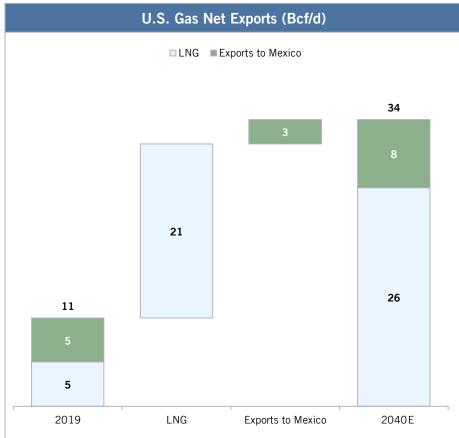


Market Dynamics Support Long-Term Growth in Lower 48 Gas Production

Key Points

- While the transition toward increased use of renewable energy is underway and the cost of large-scale solar and wind technologies continues to decrease, there remains a multi-decade secular growth story for natural gas within the United States
- Adding to the long-term need for continued Lower 48 natural gas production growth is rapidly increasing demand from LNG exports and pipeline exports to Mexico, of which almost all will flow from Texas and specifically, the Permian Basin





International Trends in 2021

Theme	Jefferies' Commentary		
Commodity Macro	Known Unknowns?	 Sustained oil price recovery to \$55-\$60/bbl, with scope for a price spike Medium term oil price is caught between \$1 trillion dollars of underinvestment in supply and 2021 non-OECD demand recovery, catalyzed by a vaccine, and already evident in China Gas market will tighten in 2021-2024, although not as much as oil, as LNG projects are delayed from COVID and LNG demand resumes 4-5% annual growth. After 2024, c.105 mmtpa of new volumes from Qatar, Mozambique and US cap the market 	
Diverging Corporate Strategies	Investors have a choice in the next cycle	 European Majors focus on M&A with utilities and securing renewable project exposure Material disconnect in relative valuations, scarcity of opportunities and legacy coal, nuclear or city heating portfolios in many utilities US big oil gets bigger Balance sheet used to drive portfolio high grading; cost synergies and enhanced ability to return capital Formation of a class of super independents with scale, differentiated attributes (regional and/or technical), ROACE focus and ESG narrative (e.g. CCUS) E&P consolidation continues in the US and picks up internationally Palpable sense of mini-majors and smaller independents being left behind in the recovery 	
Decarbonisation Momentum	Ironically, the Green Transition Needs a Higher Oil Price	 Irreversible commitments have been made by the Majors, even with improving commodity macro Improvement in share price will be an enabler of acquisitions or mergers with utilities (and avoid Class One transaction complexity) A higher oil price will be an enabler for divestments to fund the transition Inconceivable for European Majors to make large upstream acquisitions 	
Divestments	It Takes Two	 Global deal pipeline is \$160bn Despite making a big push in early 2020 to capitalize on COVID disruption, the Asian NOCs have not been successful in major M&A nonetheless, they tend to perform better as pro-cyclical buyers and activity levels are still high. Many also have a home country advantage Poor returns and focus on ESG have made new energy private equity capital formation difficult A trend already established in 2019 when, on average, funds closed at 40% of initial target level; for the limited raises attempted in 2020 could be as low as 25% Reduced RBL availability particularly in Africa and LatAm Outside of the North Sea, the bank market for borrowing base facilities is markedly reduced as banks struggle with volatile prices, US E&P bankruptcies (40 to end Q3), ESG headwinds and higher syndication risk 	

Upstream Market Outlook

Current Themes in Upstream M&A and Capital Markets

Capital
Budgets Are
Not Expected
to Increase

- With E&P companies generally focused on reinvestment rates less than 80% and developing only their highest returning inventory, capital budgets in 2021 are expected to remain slightly below 2020 levels
- A sustained decrease in capital budgets presents a material tailwind for commodity prices in 2021

Companies
Have Shifted
Focus to FCF
Generation

- While S&P 500 valuations are at all-time highs primarily driven by the tech sector and an expectation of a broad economic recovery, E&P valuations have remained reasonable and have the most potential upside in a recovery as a result of the industry's transition to a FCF focused model
- Cash return to shareholders is expected to increase with the industry focused on FCF generation over production growth

Capital Is
Slowly
Returning to
the Sector

Both private capital and the high yield market is slowly returning to the E&P sector with an emphasis on supporting growth for disciplined public and private operators and reducing RBL exposure

Commercial Lenders Sharply Reducing Exposure

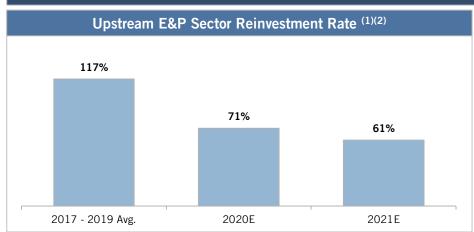
- Since Q1 2020, Bank of America, Citi, JPMorgan and Wells Fargo have in aggregate reduced their energy loan exposure by ~\$12 Bn
- Over time, RBL replacement capital will become a large portion of E&P company funding
- Jefferies has had active dialogue with the institutional market and believes an RBL replacement financing underpinned by strong asset coverage and structural protection is viable today

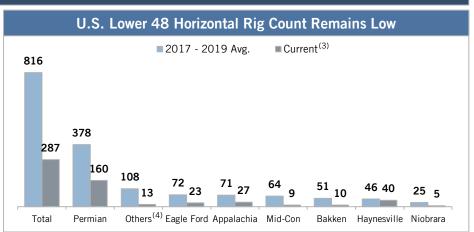
We Expect the Above Themes to Set Up a More Constructive Upstream Industry Backdrop in 2021

Low Capital Investment Will Remain in 2021



Capital Cuts to Remain in Order to Facilitate Higher Cash Returns to Investors





Significant Reduction in Capital in 2020 Is Likely to Remain (\$ Bn) \$20.1 \$19.7 Average capital budgets decreased ~45% in 2020 compared to 2017-2019 \$14.3 average and are expected to decrease by another ~10% in 2021 \$14.0 \$11.2 \$8.8 \$7.1 \$5.5 \$5.2 \$3.2 \$2.3\$2.7 \$2.9 \$2.6 \$2.4 \$2.3\$2.1\$1.8 \$2.0 \$1.7 devon (6) Continental PIONEER (6) ExonMobil ConocoPhillips ■ 2020E CAPEX ■ 2017-2019 Average CAPEX ■ 2021E CAPEX

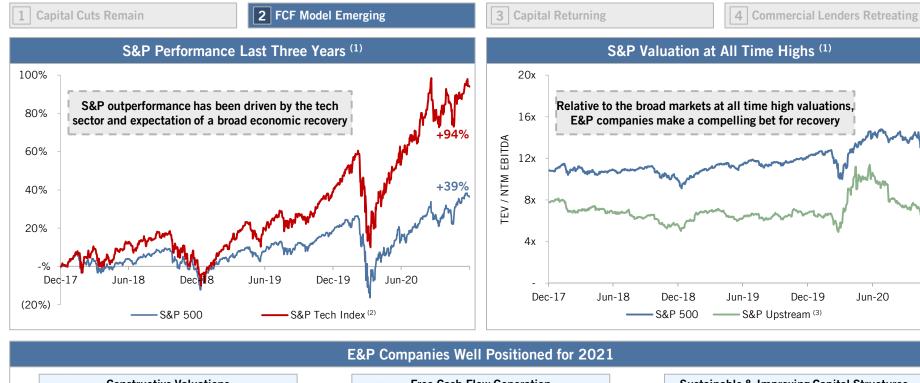
Source: Baker Hughes, CapIQ estimates.

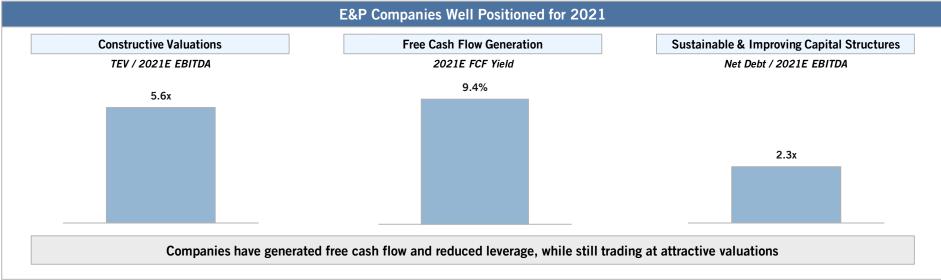
- (1) Includes North America E&P companies >\$0.5 B TEV and publicly traded since 2017.
- 2) Estimate as of 12/14/2020. Calculated as EBITDA / CAPEX for respective time period.
- (3) Baker Hughes Rig Count as of 12/04/20.

- (4) Includes Powder River Basin, Barnett, Fayetteville, California and other non-core regions.
- (5) Historicals and estimates reflect upstream capital only.
- (6) Pro forma for material mergers including historical years prior to transaction close date.



Upstream Transitions to Free Cash Flow Model as Tech Boom Drags Broader Valuations Higher





Source: CapIQ, Company filings.

Jun-20

⁽¹⁾ Market data as of 12/14/2020

⁽²⁾ S&P Tech Index defined as components and holdings of XLK index.

S&P Upstream includes integrated and pure-play E&Ps in S&P 500 index; XOM, CVX, COP, EOG, PXD, OXY, HES, CXO, FANG, COG, DVN, APA and MRO. Index is market cap weighted

Companies Adopting (& Validating) the Free Cash Flow-Focused Business Model...

1 Capital Cuts Remain	2 FCF Model Emerging	3 Capital Returning	4 Commercial Lenders Retreating		
Contango		DIVERSIFIED GAS & OIL	MAGNOLIA		
Background	Employing cash flow roll-up strategyCurrent management team began in August 2018	 Long-life, low decline production model that mitigates downside, while protecting upside; aggressive financing strategy 	 Early adopter of FCF focused, modest reinvestment rate business model 		
Financings (Since 2018)		✓ Support from Shareholders / Capital Markets			
	7	7	3		
Transaction Volume	(5 Common Equity / 1 Preferred / ATM Program)	(3 ABS Issuances / 3 Follow-On Offerings / Acquisition Joint Venture)	(Issued shares to sellers for two acquisitions / High Yield offering)		
Proceeds / Commitments ~\$220 MM		~\$2,050 MM	~\$505 MM		
M&A (Since 2018)		✓ Active in M&A			
Transaction Volume	7 (1)	8	5		
Transaction Value	\$342 MM	~\$1,623 MM	~\$402 MM		
Market Statistics					
Market Capitalization (2)	\$370 MM	\$1,049 MM	\$1,885 MM		
Enterprise Value ⁽²⁾	\$547 MM	\$1,791 MM	\$2,136 MM		
Select Metrics		√ Attractive Valuations			
2020 YTD Reinvestment Rate	39.5%	8.0% ⁽³⁾	65.0%		
LQA FCF Yield (2)	17.2%	21.3% (3)	10.1%		

⁽¹⁾ Includes fee for service strategy and initial partnership with MCEP (\$4 MM / year service fee and warrants struck at \$4.00).

⁽²⁾ Market data as of 12/14/2020.

⁽³⁾ DGOC metrics based on 1H 2020 metrics.

Capital Slowly Returning to the E&P Sector

1 Capital Cuts Remain

2 FCF Model Emerging

3 Capital Returning

4 Commercial Lenders Retreating

Bank Disintermediation

- RBL lenders all in various speeds of reducing/eliminating oil and gas exposure
- RBL extensions are universally more difficult and significant paydowns are being required to get to desired outcomes in many cases
- Over time, RBL replacement capital will become a large portion of company funding

Private Growth Capital

- Growth capital is available to disciplined public and private operators with a proven track record
- Significant opportunity exists to aggregate high-quality, production-weighted assets

Case Study

- Callon issued \$300 MM of Senior Second Lien Notes and sold an ORRI to Kimmeridge Energy for \$140 MM⁽¹⁾
- The Company used the proceeds to repay borrowings under its credit facility

Case Study

- Diversified ("DGO") and Oaktree formed an acquisition joint venture to focus on mature, PDP assets across the Lower 48
- DGO will acquire the assets on a 50% basis and earn an upfront and back-end promote

CALLON PETROLEUM

Private Placement of Second Lien Secured Notes and Royalty Interest Sale

> \$300,000,000 \$140,000,000

Sole Financial Advisor

Joint Financial Advisor (ORRI)



- High Yield New Issue Activity Continues to Build (\$MM) 2020 \$19,900 YTD \$6,200 2020⁽²⁾ Apache Q3 \$5.550 2020 RANGE RESOURCES OF STOR Energy Q2 \$3,600 2020 Q1 \$4.550 2020 RANGE RESOURCES' MEG ENERGY PARSLEY \$9,308 2019
- (1) The Senior Second Lien Notes included at the market warrants exercisable for approximately 15% of the Company's pro forma issued and outstanding common stock.
- (2) Inclusive of Talos Energy which is currently in-market.

Commercial Lenders Have Been Swiftly Reducing Energy Exposure

1 Capital Cuts Remain

2 FCF Model Emerging

3 Capital Returning

4 Commercial Lenders Retreating

Key Points

- Bank capital availability to upstream companies is meaningfully constrained as a result of the significant losses, the prospect of future capital markets fees being unclear and ESG considerations
- Banks have made a concerted effort to reduce their energy (and specifically E&P) exposure since the last downturn
 - Energy funded loans as a percent of total loans decreased ~38% and ~35% for large cap and mid cap / regional banks, respectively (1)(2)
 - E&P funded loans as a percent of total loans decreased ~31% for mid cap / regional banks, while large cap banks seek to reduce visibility of lending practices to the sector (1)(2)
- Bank of America, Citi, JPMorgan and Wells Fargo have been the most aggressive in reducing energy exposure in 2020 having ~\$12 Bn of reduction in aggregate from Q1 to Q3 2020

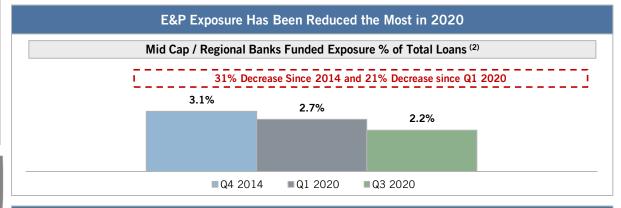
At a recent conference hosted by the Dallas and Kansas City Federal Reserves, Wells Fargo Managing Director for Energy Credit and Risk Management Chris Holmgren said banks had essentially shut off the upstream segment afteryears of disappointment.

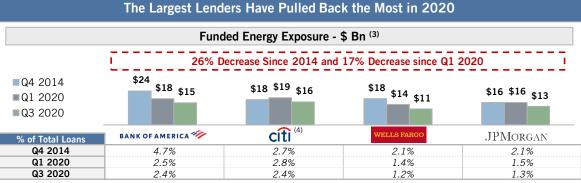
"The core reserve-based lending model began to break down. It became not successful in grasping the risks involved in shale development," he said. "Lenders began to realize that they made decisions based on exaggerated potential."

WELLS FARGO

S&P Global Market Intelligence December 7, 2020

Bank's Energy Exposure Continues to Sharply Decline Funded Exposure % of Total Loans 38% Decrease Since 2014 and 35% Decrease Since 2014 and 16% Decrease since Q1 2020 8% Decrease since Q1 2020 Q4 2014 6.4% ■Q1 2020 4.6% 4.2% ■Q3 2020 2.8% 2.1% 1.7% Large Cap Banks (1) Mid Cap / Regional Banks (2)



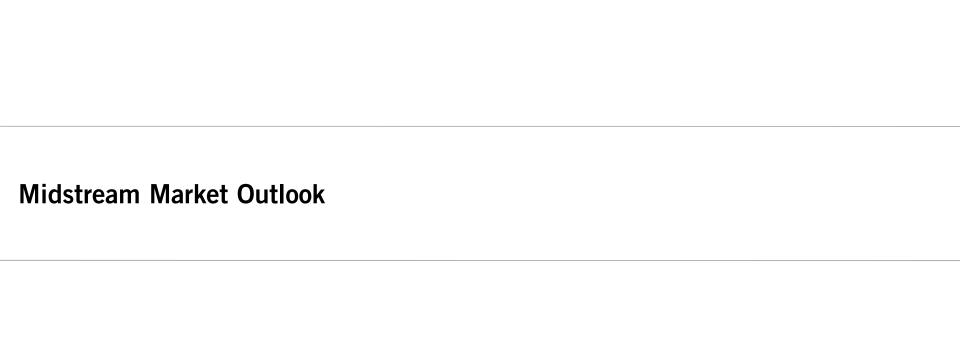


⁽³⁾ Energy Exposure defined as "Energy" of Bank of America, "Energy and Commodities" for Citigroup, "Oil, Gas and Pipelines" for Wells Fargo and "Oil & Gas" for JP Morgan.

Source: Company filings, presentations and earnings calls.
(1) Large Cap Banks include as BAC, C, WFC, JPM, PNC, GS.

2) Mid Cap and Regional Banks include CMA, RF, ZION, BOK, FITB, CFR, HWC, CIT, TCBI, CADE and PB

⁽⁴⁾ Does not include energy-related exposures classified in other industries.



Current Themes in the Midstream M&A and Capital Markets

1	Broad-based Volumetric Declines	Midstream industry grappling with excess capacity in the face of broad-based volumetric declines, including – for the first time in over a decade – the Permian
2	Utilities Exiting Midstream	Once a reliable buyer of high quality midstream assets, utilities are now focused on trimming midstream exposure and divesting their asset portfolios
3	Decreased M&A Activity	The total number of midstream M&A transactions was far fewer than in any year in recent memory, and those that did occur tended to be larger in size and tilted toward demand-pull businesses rather than those with wellhead exposure. The market continues to expect significant consolidation but meaningful activity has not yet materialized
4	Investors Focused on Cash Flow Certainty	Public and private midstream investors have increasingly transitioned away from yield-based valuations and focused on free cash flow generation; companies responded with meaningful cost reductions and lower capital budgets
5	Growth in LNG	Global LNG regasification capacity under construction hit a 10-year high at 144 mtpa in 2020 and U.S. LNG exports hit at all-time high in early-December 2020 of ~11.5 Bcf/d

We Expect the Above Themes to Set Up a More Constructive Midstream Industry Backdrop in 2021

Declining Production Across All Basins Resulting in Under Utilization of Midstream Assets



Jefferies

Source: Wall Street research, investor presentations and SEC filings.

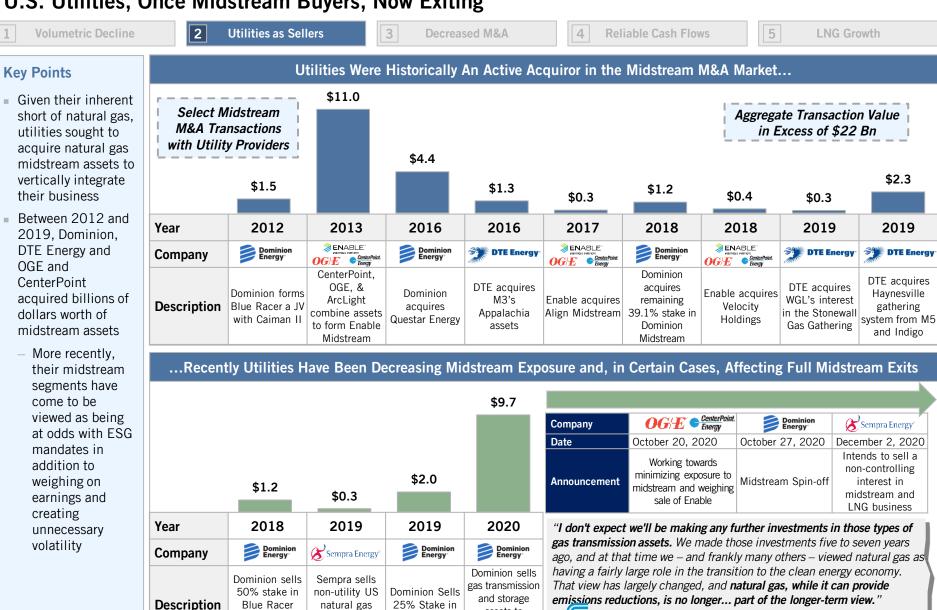
U.S. Utilities, Once Midstream Buyers, Now Exiting

Midstream to

First Reserve

storage assets to

ArcLight



- Chairman, President and CEO John McAvoy

Cove Point

assets to

Berkshire

Hathaway

conEdison, inc.

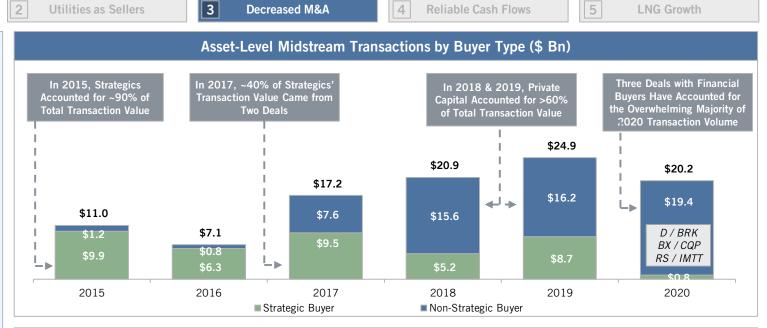
2020 Midstream M&A Was Dominated by a Few Large Transactions with Financial Buyers

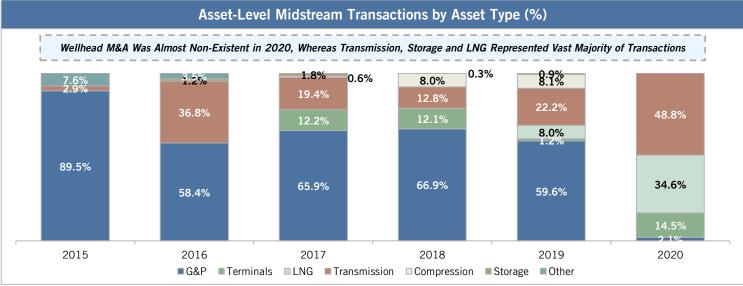


Key Points

2020 experienced a fundamental shift in the types of buyers for midstream assets and the types of assets that have drawn investor interest

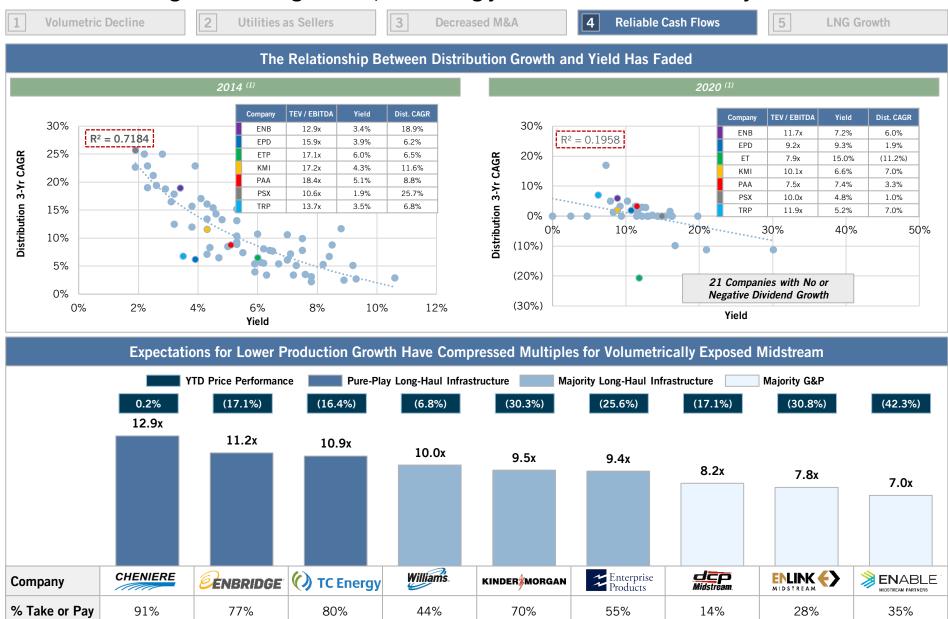
- Strategics have largely spent the year on the sidelines
- Three deals with financial buyers account for >95% of 2020 M&A volume
 - Berkshire Hathaway's acquisition of Dominion's midstream assets for \$10 Bn
 - Brookfield /
 Blackstone
 Infrastructure's
 acquisition of
 Blackstone Energy's
 ~42% interest in
 Cheniere Energy
 Partners for \$7 Bn
 - Riverstone's acquisition of IMTT for \$2.7 Bn
- Dramatic shift to demandpull assets in 2020, with very few G&P asset transactions





Jefferies

Investors No Longer Rewarding Growth; Increasingly Focused Cash Flow Quality



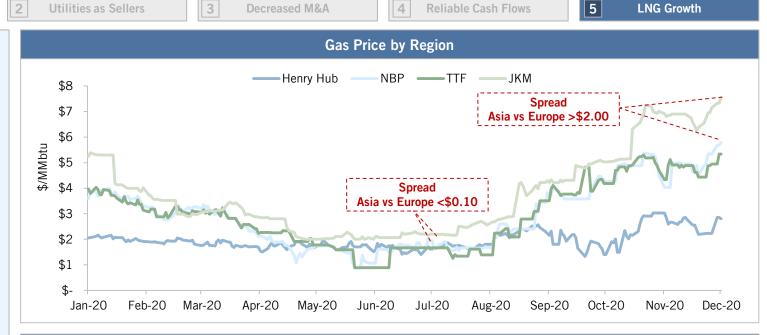
Global LNG Demand Normalizing to Pre-COVID Levels

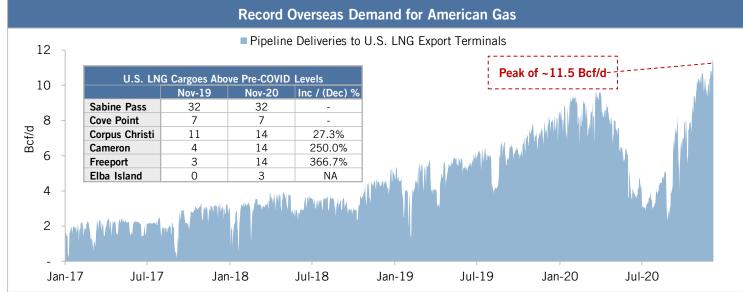
Key Points

 After significant cargo cancellations due to COVID-19 amidst an overall decline in international demand, US LNG is quickly recovering to pre-COVID levels

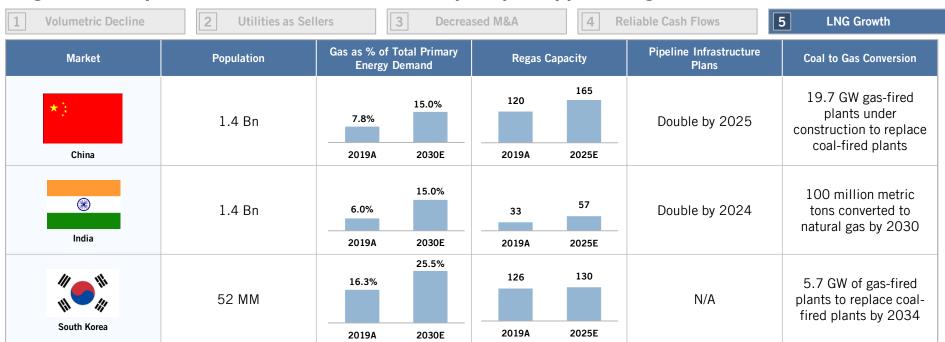
Volumetric Decline

- International pricing spreads have widened, allowing for marketing arms to take advantage of pricing arbitrages
 - As a result, both LNG inlet volumes and number of cargoes delivered recently hit alltime highs





Significant Capital Investment and Public Policy Steps Support Long-Term LNG Demand



Despite the Economic Challenges of 2020, Global LNG Regasification Capacity Additions are the Highest in Ten Years



Oilfield Services Market Outlook

Current Themes in the Oilfield Services

Commodity Price Volatility and Macro Outlook

Notwithstanding the recent oil price rally, E&P operators continue to work through a volatile commodity price environment that continuously balances an anticipated economic recovery driven by the proliferation of COVID-19 vaccinations and a "return to normal" against the threat of economic disruptions from rising infections and potential economic shutdowns

Significant Reduction in E&P Capital Spending and Oilfield Service Activity

In response to sharply lower commodity prices, E&Ps rapidly reduced capital spending programs resulting in a new "lower for longer" activity environment that most acutely impacted U.S. shale; market currently anticipating a recovery to take hold in 2H 2021

Restructuring Underway and More to Come

Diminished cash flow profiles, significant debt maturities and limited capital markets access accelerated Q2 and Q3 2020 corporate restructurings; outlook suggests distress likely to continue into 2021, which risks another wave of bankruptcies given 2021 and 2022 debt maturity wall

M&A Activity Has
4 Lagged But Expected to
Accelerate

Against this challenging backdrop, oilfield services M&A activity has suffered, but consolidation is expected to accelerate in 2021 as service providers seek to enhance scale, rationalize oversupplied markets and drive synergies in a difficult operating environment that includes an increasingly consolidated customer base

ESG and Energy Transition Initiatives Have Begun In Earnest The recent downturn has accelerated oilfield service providers' participation in the energy transition movement in an effort to repurpose valuable expertise, replace shrinking traditional oil and gas revenue and satisfy key stakeholder concerns

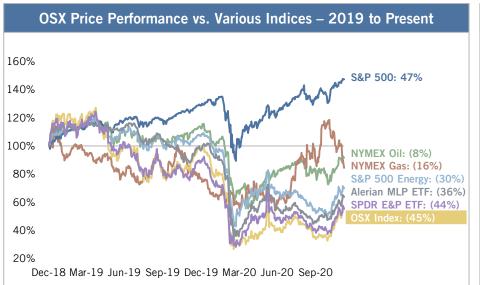
We Expect the Above Themes to Set Up a More Constructive OFS Industry Backdrop in 2021

Oilfield Service Price Performance

1 Macro Outlook 2 Decline in Activity 3 Restructuring Underway 4 Decreased M&A Activity 5 Increase in ESG Initiatives

Over the last five years, oilfield services has broadly underperformed commodity prices as well as the upstream and midstream subsectors







E&P Capital Spending Outlook

1 Macro Outlook

2 Decline in Activity

3 Restructuring Underway

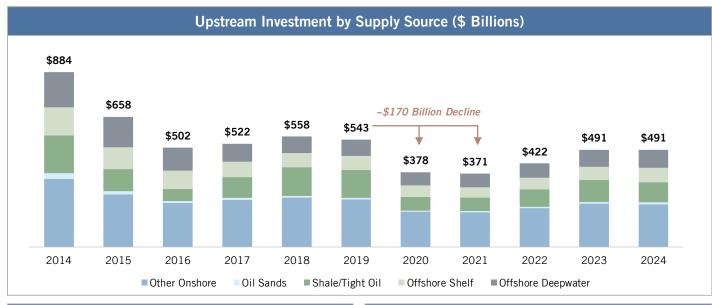
Decreased M&A Activity

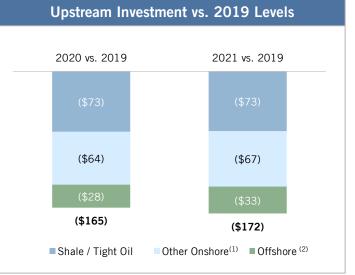
5 Increase in ESG Initiatives

Currently the Market Expects 2021 E&P Capital Budgets to be Relatively Flat Compared to 2020 levels, however Budgets remain ~ \$150 Billion below 2019 Spending

Key Points

- In response to the precipitous crude oil price decline, E&Ps dramatically reduced 2020 capital budgets by ~\$165 billion and are expected to cut 2021 budgets by a further ~\$10 billion
 - Current outlook suggests modest recovery in 2022 with E&P spending remaining below prepandemic levels through 2024
- Cuts most acutely focused on U.S. shale which have fallen ~\$75 billion from 2019 levels, a year-on-year decline of more than 50%
- Offshore to see more moderate cutbacks (\$25 – \$35 billion), with reductions mainly to exploration and infill drilling programs





Upstream Investment by Supply Source			
	2020 vs. 2019	2019 - 2024 CAGR	
Offshore Deepwater	(18.4%)	2.2%	
Offshore Shelf	(17.8%)	0.6%	
Oil Sands	(40.3%)	(0.1%)	
Other Onshore	(25.3%)	(2.0%)	
Shale / Tight Oil	(51.7%)	(6.4%)	

Source: Rystad Energy.

1) Includes Oil Sands and Other Onshore.

U.S. Onshore Drilling Rig Outlook

1 Macro Outlook

2 Decline in Activity

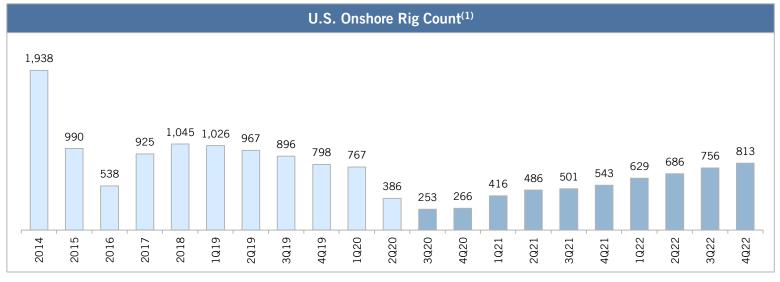
Restructuring Underway

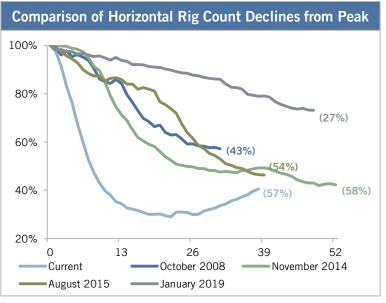
4 Decreased M&A Activity

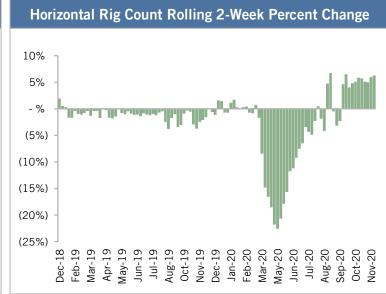
5 Increase in ESG Initiatives

Key Points

- U.S. rig count now stands at 323, falling ~450 rigs since mid-March, which represents the steepest and deepest rig count decline in the unconventional era
 - However, U.S. rig count has steadily recovered since early September
 - Rig Count has increased by 79 rigs by mid-December from August lows, and has experienced 13 straight weekly increases⁽²⁾
- The near-term onshore drilling outlook remains challenged under a range of scenarios
 - Initial declines surpassed original downside expectations
 - Outlook for rig count to remain depressed in Q4 2020 with a more meaningful recovery occurring in Q1 2021 and beyond







Source: Rystad Energy ShaleIntel, Baker Hughes Rig Count, Spears and Associates and company filings and presentations.

Per Baker Hughes rig count as of December 11, 2020.

⁽¹⁾ Forecast represents Rystad Energy Base Case which includes 2020, 2021 and 2022 WTI prices of \$37/Bbl, \$44/Bbl and \$66/Bbl, respectively.

U.S. Completion and Pressure Pumping Outlook

1 Macro Outlook

2 Decline in Activity

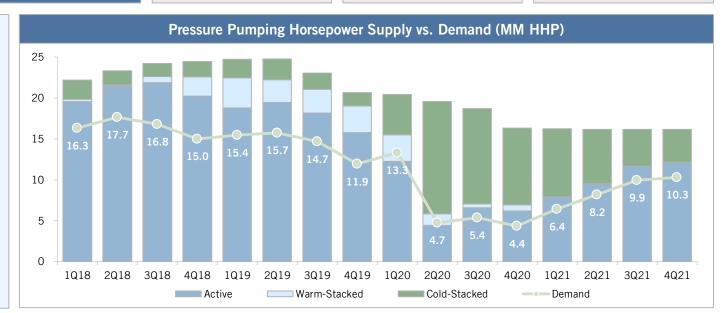
3 Restructuring Underway

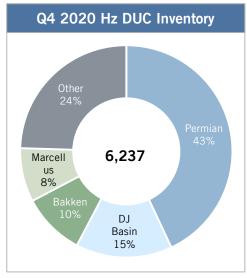
4 Decreased M&A Activity

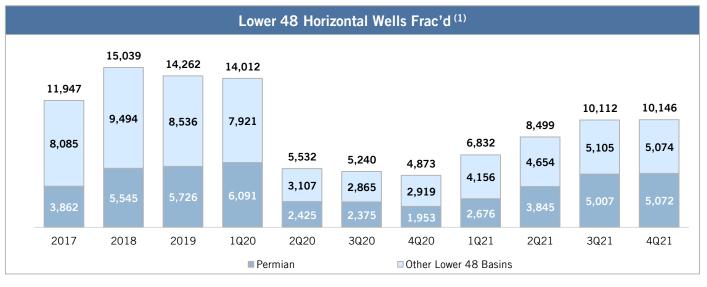
5 Increase in ESG Initiatives

Key Points

- Completion activity has rebounded from the April / May 2020 trough, as operators elected to accelerate completion of DUC inventories after instituting a "frac holiday" in Q2 2020
 - However, current and future activity levels expected to remain well below pre-pandemic levels
- Completion activity likely to outpace drilling activity due to drawdown of DUC inventory
- Outlook for pressure pumping demand to increase more meaningfully, beginning in Q1 2021 as operators reset their capital budgets







Source: EIA and Rystad Energy ShaleIntel.

(1) Base case assumes WTI prices of \$37/Bbl and \$44/Bbl in 2020 and 2021, respectively. Quarterly figures were annualized for comparison purposes.

Lower 48 Well Count and Production Outlook

1 Macro Outlook

2 Decline in Activity

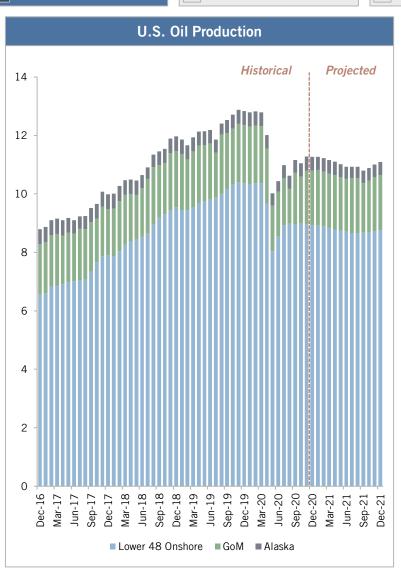
Restructuring Underway

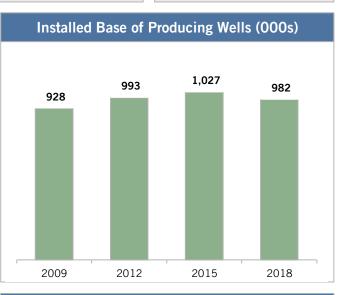
4 Decreased M&A Activity

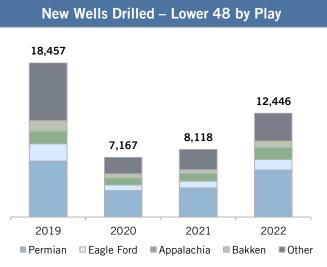
5 Increase in ESG Initiatives

Key Points

- U.S. oil production remains relatively resilient and is expected to largely maintain current production levels, depending on the commodity price outlook
- In September, the domestic oil product rebounded to nearly 11MMBbl/d as production growth from the GoM outpaced modest production declines from Lower 48 onshore sources
 - Since then, production has held flat around 11MMbbl/d
- Expectations for Lower 48 onshore production to remain in the 8.5 – 9.0MMBbl/d range through 2021
 - Similar outlook for GoM and Alaska production which are expected to maintain current levels of 1.7 – 2.0MMbbl/d and ~0.5MMBbl/d, respectively
- Outlook suggests a more constructive environment for production focused services versus those that are more drilling & completion-driven
 - Supported by installed base of nearly one million producing wells







Offshore Project Outlook

1 Macro Outlook

2 Decline in Activity

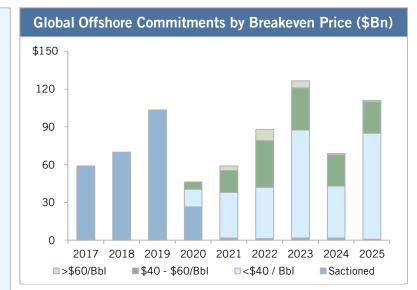
3 Restructuring Underway

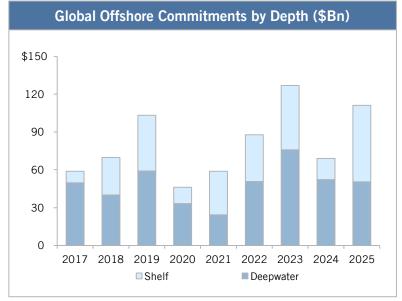
4 Decreased M&A Activity

5 Increase in ESG Initiatives

Key Points

- In response to recent headwinds, E&Ps quickly reduced capital budgets, which included delaying certain projects expected to be sanctioned in 2020
 - 19 high profile projects have already been postponed
 - Operators reworking development plans to optimize costs for the new commodity price regime
- Meanwhile, several projects sanctioned in early 2019 are likely to move forward, although timelines may be delayed not only by reworked project parameters but also by social distancing restrictions slowing construction and drilling
- Expectation for 2020 FIDs to total approximately \$25Bn versus more than \$100Bn of new project investments in 2019
- Increasing probability that activity will improve in 2021; however, likely to require Brent prices above \$45/Bbl
 - Current outlook suggests FIDs recover to \$70Bn in 2021





FIDs — Delayed / Postponed				
Asset	Country	Operator		
Atlanta FDS	Brazil	Enauta		
Barossa	Australia	Santos		
Bay du Nord	Canada	Equinor		
Browse	Australia	Woodside		
Cambo (Phase 1)	U.K.	Siccar Point		
Claire South	U.K.	BP		
Crux	Australia	Shell		
Jackdaw	U.K.	Shell		
Neptun Deep	Romania	ExxonMobil		
North Platte	U.S.	Total		
Pecan	Ghana	Aker Energy		
Platypus	U.K.	KNOC / Dana		
Pluto Train 2	Australia	Woodside		
Rovuma LNG (Area 4)	Mozambique	ExxonMobil		
Scarborough	Australia	Woodside		
Sea Lion	Falkland Islands	Premier Oil		
Shenandoah	U.S.	LLOG		
Structure A and E	Libya	Eni		
Whale	U.S.	Shell		

Source: Wall Street research and Rystad Energy.

Offshore Activity Outlook

1 Macro Outlook

2 Decline in Activity

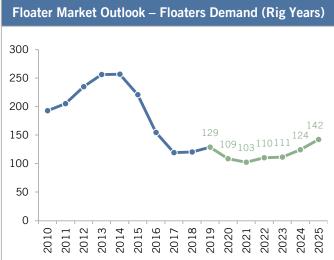
3 Restructuring Underway

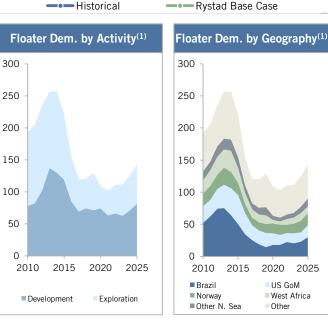
4 Decreased M&A Activity

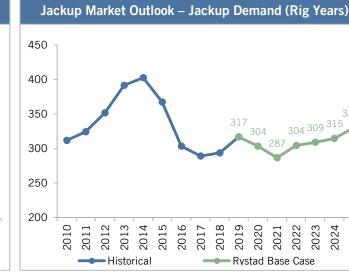
5 Increase in ESG Initiatives

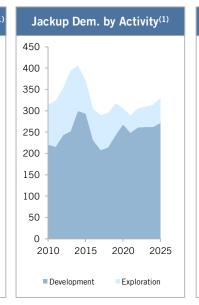
Key Points

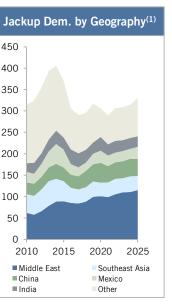
- While many FIDs have been delayed, a significant amount of development activity is expected to move forward in 2021, providing a demand floor until a potential recovery
 - Operators restriction of exploration spending in 2020 expected to continue in 2021
- Outlook for floater demand to decline to nearly 100 rigs years, differing opinions regarding timing (trough reached in 2021 vs. 2022)
 - In the near-term, activity to skew towards mid- and deepwater projects
- Outlook for jackup demand reflects a similar dynamic and is expected to decline to nearly 285 rigs years in 2021 and slowly recover thereafter
 - As was the case during the prior downturn, the jackup market saw a shallower demand decline due to the resilient nature of shallow water projects; benefit from existing infrastructure, shorter development cycles and lower costs
 - Jackup demand also benefits from strong NOC demand, which tends to be less cyclical, helping to stabilize utilization in key markets (i.e., Middle East, Asia Pacific, Mexico)











Source: Wall Street research and Rystad Energy. (1) Per Rystad Energy Base Case forecast.

Summary of Distressed OFS Situations

Macro Outlook

Decline in Activity

Restructuring Underway

Decreased M&A Activity

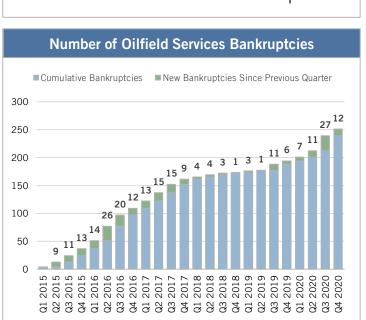
Increase in ESG Initiatives

Key Points

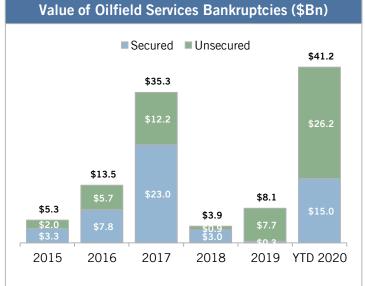
- Through November, ~\$41Bn of total oilfield services liabilities filed for bankruptcy in 2020
 - Compares to ~\$13Bn in 2016 and ~\$35Bn in 2017 total liabilities restructured
- Pace of bankruptcy filings accelerated in Q2 and Q3 2020, which saw 11 and 27 oilfield services bankruptcies, respectively
- Diminished cash flows as a result of a "lower for longer" activity environment, risks another wave of bankruptcies given the sector's 2021 and 2022 debt maturity wall









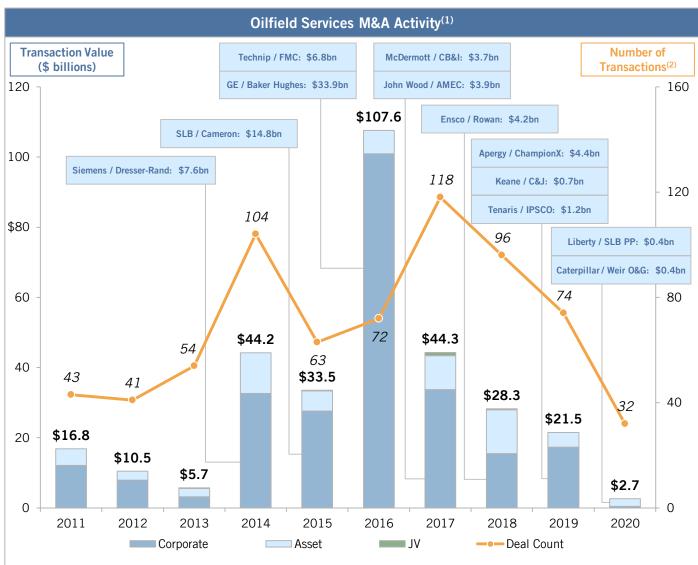


Significant Slowdown in Oilfield Services M&A Activity

1 Macro Outlook 2 Decline in Activity 3 Restructuring Underway 5 Increase in ESG Initiatives

Key Points

- Oilfield Service M&A transaction volume decreased for the third straight year to the lowest level in recent history
 - 32 transactions greater than \$10 million announced in 2020 vs. 74 in 2019 and 96 in 2018
- Largest 2019 OFS transactions include:
 - Apergy / Ecolab's ChampionX (\$4.4Bn)
 - Tenaris / IPSCO (\$1.2Bn)
 - Keane / C&J (\$0.7Bn)
 - DP World / Topaz Energy and Marine (\$1.1Bn)
- Largest 2020 OFS transactions include:
 - Liberty / Schlumberger Pressure Pumping (\$0.4Bn)
 - Caterpillar / Weir Oil & Gas (\$0.4Bn)
- Expectations for rebound in Oilfield Service M&A activity in 2021 as restructured companies emerge from bankruptcy



Source: PLS database.

Jefferies

Includes water services and infrastructure transactions.

Includes transactions with reported transaction values greater than \$10 million.

Oilfield Service Participation in ESG and Energy Transition

1 Macro Outlook

2 Decline in Activity

3 Restructuring Underway

4 Decreased M&A Activity

5 Increase in ESG Initiatives

Key Points

- Oilfield services companies have begun to strategically ramp up clean energy initiatives
- Given applied expertise in EPCI and O&M support, oilfield service providers are uniquely positioned to actively participate in the energy transition
- Several companies have recognized the potential to supplement shrinking upstream revenue with emerging clean energy projects
- Most immediately, the industry can participate in the energy transition through two primary avenues:
- 1 Improved operational efficiency and solutions for legacy hydrocarbon development
- 2 Application of seasoned expertise to clean energy infrastructure development
- Stemming from initial ESG initiatives, several oilfield services companies have pledged meaningful longterm carbon footprint reduction targets

1	1 ESG Initiatives for Legacy Hydrocarbon Development				
Focus Area Select Companies		Commentary			
Minimizing Flaring, Venting & Fugitives	FLOGISTIX	 Flaring, venting and leaks account for more than half of oil-related emissions To reduce flaring, eliminate venting and pinpoint fugitive emissions, OFS companies have begun developing advanced sensing, control and capture technologies 			
Utilizing Wellhead Gas as Fuel Source	evolution WELL SERVICES US. WELL SERVICES	 The provision of fuel is one of the principle costs facing well service operators Recognizing the financial and environmental implications of diesel fuel, OFS companies have started to use wellhead gas to fuel operations at a well site, most clearly evidenced by the proliferation of electric frac equipment 			
Recycling of Water	SBREAKWATER SELECT ENERGY SERVICES XRI	 Unconventional development has rapidly expanded the industry's water footprint To mitigate issues of sustained freshwater sourcing and wastewater treatment, service providers have started to treat and reuse wastewater With the surge in freshwater prices, recycling produced and flowback water can also lower costs 			

2 Energy Transition and the Intersection with Oilfield Service Companies				
Focus Area Select Companies		Commentary		
Carbon Capture and Storage ("CCUS")	© AKER CARBON CAPTURE Baker Hughes > 8 RIVERS	 Carbon capture technologies are a critical component to reaching long-term emissions targets With expertise in gas compression & processing, pipelines, petroleum EPCI and geoscience, oilfield service providers are qualified to execute CCUS projects at an industrial scale 		
Offshore Wind	sed <mark>iaci</mark> s subsea 7	 Wind provides a unique opportunity for unlocking supplemental revenue streams, especially for offshore service providers that have experienced substantial activity reductions from prior peak Due to the overlap of equipment, engineering & construction and operations & maintenance, OFS companies have begun to spearhead EPCI and O&M projects for commercial scale offshore wind projects 		
EPCI and O&M for Solar Installations	ARRAY TECHNOLOGIES (I) IEA R * E > I = G =	 Oilfield EPCI and O&M expertise also translates well to the solar market The overlap of equipment, including converter & inverters, switchgear and electrical equipment, well positions OFS companies to assist in the develop solar infrastructure Certain service companies have undertaken EPCI roles in solar project development 		

Source: Rystad Energy and other publicly available information.



Current State of Liability Management Transactions

Bonds Remain Primarily in the Hands of Long-Term, Real-Money Investors

- Unlike previous credit cycles, large asset managers continue to hold the majority of the outstanding stressed and distressed notes outstanding
- With limited investor turnover, basis remains elevated thus increasing the difficulty to execute liability management transactions

2 Investors are Unwilling to Crystallize a Loss and Take a Discount to Solely Benefit the Equity

- Investors will entertain par exchanges which may be enhanced by equity upside
- There is a willingness to aid companies with a large, transformational recapitalization; however, these are complicated transactions and require significant coordination

Ad Hoc Creditor Groups are Forming Quickly and are Holding Their Ground

- Given the number of stressed and distressed credits along with investor connectivity, Ad Hoc credit groups are forming quickly
- The creditor groups have been reticent to break rank once formed

Alternative Capital Providers Offer Flexible Solutions via Asset and Equity Consideration

- Alternative capital providers are willing to take a creative approach to create mutually-attractive financing solutions
- The ability to pair cash flowing assets and equity / equity-like securities is an appealing path to create value for investors while reducing the cost of capital to issuers

Key Recent Upstream Contract Rejections / Renegotiations

- Distressed upstream businesses increasingly looking to midstream providers for concessions in various forms including: (i) rate reductions, (ii) volume commitment changes and (iii) drill incentives, among others
- Midstream businesses have started to actively negotiate with upstream companies and potential buyers in a number of situations as an alternative to litigation
- The significant in court issue remains the argument regarding contracts that have covenants running with the land such as Chesapeake, Extraction, and Southland and the different jurisdictions that the law is being interpreted
- Additionally, interstate pipelines regulated by FERC have been rejected in several cases and are currently on appeal

E&P Operator	Southland Royaly Company v	Ž D PETROLEUM	EXTRACTION OIL & GAS	CHESAPEAKE ENERGY	Gulfport		
Midstream Service Provider	William's.	TALLGRASSA PINEDALE Natural Gas	Williams. Energy Partners LP	Williams. ENERGY TRANSFER	TALLGRASS ENERGY TRANSFER CHENIERE		
Date Filed	1/27/2020	= 5/14/2020	6/14/2020	6/28/2020	11/13/20		
Court	Delaware	■ Texas	Delaware	■ Texas	Texas		
Judge	Karen Owens	Marvin Isgur	Chris Sontchi	David Jones	David Jones		
Description	2 G&P agreements with minimum volume commitment	Firm transportation contract on the Rockies Express pipeline that shipped gas east G&P contract with Pinedale LGS that gathered infield volumes; assets previously owned by UPL	Extraction attempting to reject numerous contracts in bankruptcy Focus thus far has been on oil gathering and transportation agreements (Grand Mesa/NGL, Elevation, and ARB Midstream)	ETC inter-state firm transportation contract for Haynesville assets Williams (Access) gathers and processes volumes across the Chesapeake legacy asset base	Immediately moved to reject 6 of 17 long-haul gas transportation contracts across 4 different midstream operators as well as 3 G&P agreements		
Commentary	Week long trial in Delaware court in September Of the two gathering agreements, Southland is trying to reject the contract with less-favorable terms Bank syndicate arguing to reject the contract as it has transferred value to Williams that would otherwise be subject to liens from their loan	Two key elements of the rejection include: (i) satisfaction of the business judgement standard (estate better off) and (ii) no interruption of gas supply to customers as a result of the rejection Rockies Express contract was rejected Pinedale LGS contract (structured as a leaseback financing) was due to be rejected, however, the system was acquired by UPL in bankruptcy for \$18 MM (original lease required annual payments of \$20 MM through 2027) FERC has filed two appeals: (i) related to the ruling and (ii) related to the bankruptcy courts ability to reject FERC-regulated contracts	On October 14, Judge Sontchi ruled that Grand Mesa (NGL), Platte River/DJ South (ARB Midstream), and Elevation contracts do not create covenants "running with the land" On November 2, Judge Sontchi granted Extraction's motion to reject its transportation services agreements, applying the deferential business judgment standard instead of a heightened public interest standard that was requested by midstream counterparties Extraction rejected its Grand Mesa and Platte River contracts; however, the company reached an agreement with Elevation prior to ruling that included a settlement with a damage claim	On October 28, Judge Jones approved CHK's motion to reject its gas purchase agreement with ETC, ruling that the contract does not establish a covenant "running with the land" Decision currently on appeal On December 17, Williams received court approval of a global resolution it reached with Chesapeake to end litigation	Plan approval conditioned on 50% reduction of firm transportation reservation fees Rejected long-haul contracts include Rockies Express (Tallgrass/P66), ANR Pipeline (TCP), two Texas Gas contracts (TCP), and Rover (ET) Filed an adversary proceeding against Midship (Cheniere) seeking punitive damages for an improper draw of letters of credit Rejected G&P agreements includes Rice Olympus Midstream (Equitarns), Strike Force (Equitrans), and DCP NGL Services (DCP)		