



# NOC CONFERENCE & WORKSHOPS *London*



OCTOBER 20 - 22, 2025 | 116 PALL MALL

## Program

### Day One - Workshops

8:00 am                      **Registration and Welcome Refreshments**

8:30 am-12:00 pm

**Select one session per timeslot.**

#### **Strategic Legal Practices for NOCs: Dispute Resolution, Arbitration, and Risk Management**

This comprehensive half-day workshop focuses on critical dispute resolution challenges and strategies specifically tailored for National Oil Companies (NOCs). The session covers three main areas: the crafting of effective dispute resolution clauses in NOC contracts, the complexities of NOC involvement in investor-state arbitration, and practical approaches to enforcement risk management. Through a mix of expert presentations, interactive exercises, and real-world case studies, participants will gain practical insights into avoiding common pitfalls in dispute resolution clauses, understanding the unique position of NOCs in international arbitration, and implementing effective risk mitigation strategies.

**Elisa Botero**, Partner, Curtis

**Andrew B. Derman**, Partner, Holland & Knight

**Luciana Ricart**, Partner, Curtis

**Alexis Martinez**, Partner, Watson Farley & Williams LLP

#### **JV Management: Building Stronger, More Resilient Partnerships**

Joint Ventures, especially non-operated JVs (NOJVs), help NOCs access opportunities, share risks, build capabilities, and create value for host governments. Yet, influencing NOJVs, often operated by global partners, can be challenging. This half-day workshop will provide data, best practices, and case studies on:

- NOCs in NOJVs: Key challenges and NOC vs. IOC perspectives
- Influence Plans: How to build world-class plans to achieve objectives and manage risks
- Asset Teams: How NOCs and IOCs structure and resource NOJV teams for impact
- Governance: Effective board, committee, & governance practices tied to stronger performance, based on benchmarking 100+ JVs

**James Bamford**, Senior Advisor, Ankura

**Marta Bayarte**, Joint Ventures & Partnerships Director, Ankura

**India Furse**, Partner, Norton Rose Fulbright LLP

**Charez Golvala**, Partner, Norton Rose Fulbright LLP

**Martin Negonga**, Asset Manager, National Petroleum Corporation of Namibia (NAMCOR)

12:00 pm - 1:30 pm      **Networking Luncheon**

1:30 pm - 5 pm

### **IOC/NOC Negotiations – Striking the Right Balance**

In today's evolving energy landscape, negotiations between International Oil Companies (IOCs) and National Oil Companies (NOCs) are increasingly complex, shaped by geopolitical shifts, energy transition policies, and regulatory demands. Striking the right balance between commercial viability, national interests, and sustainability is critical. This workshop will provide a deep dive into the strategic, legal, and commercial considerations influencing IOC/NOC negotiations, covering key topics such as investment objectives, risk allocation, contract structuring, and dispute resolution. Through interactive case studies and industry insights, participants including legal, commercial, and technical professionals will gain practical strategies for structuring robust agreements, mitigating risks, and fostering long-term collaboration.

**Latifat Folashade Yusuff**, Legal Advisor, NNPC Upstream Investment Management Services (NUIMS)

**Claudia Hooker Archbold**, Senior Legal Advisor, Ecopetrol S.A.

**Jaime A. Ramírez**, Attorney, SCyR México, S.C.

**Leonardo Sempertegui**, General Legal Counsel, OPEC

**Harry W. Sullivan, Jr.**, Assistant General Counsel, Kosmos Energy & Executive Professor, Texas A&M School of Law

### **From Gas to LNG – Role of NOC in Monetizing LNG**

This workshop explores the commercial, legal, and geopolitical dynamics of monetizing natural gas via LNG from the National Oil Company (NOC) perspective. It covers the entire natural gas value chain, from upstream gas supply to LNG export, and examines contract structures, pricing strategies, and key terms in LNG sales agreements. Strategic considerations for NOCs—such as project structuring, marketing options, stakeholder alignment, and regulatory frameworks—are highlighted.

Participants will engage in interactive discussions on the complexities of the various types of contracts and what can be the best fit for their respective organizations. The session provides practical insights into how NOCs can secure national value, navigate fiscal and legal challenges, and effectively participate across upstream, midstream, and downstream segments of the LNG business.

**Willem Bloem**, Principal, Bloem Consultants N.V.

**Steven P. Otilar**, Partner, White & Case LLP

**Peter Roberts**, Principal, Cross Keys Energy Limited

5:00 pm – 6:30 pm

### **Welcome Reception**

## **Day Two -Conference**

- 8:30 am - 9:00 am      **Registration & Welcome Refreshments**
- 9:00 am - 9:15 am      **Welcome and Opening Remarks**  
**Shakwa Nyambe**, President, AIEN & Managing Partner, SNC Incorporated
- 9:15 am - 11:00 am      **The Role of NOCs in the Energy Transition**  
Many countries depend on their national oil companies to provide energy and revenues. They are also uniquely positioned to invest where private companies won't, which makes them crucial actors in the transition. This panel will explore the multifaceted role of NOCs in navigating the energy transition, focusing on strategies to manage their existing oil and gas assets responsibly, ensure national and global energy access, and effectively drive green industrialization.  
  
**Chinedu Igwe**, Head of Sustainability - CSS Nigerian National Petroleum Company Limited (NNPC)  
**Sarah Kazmi**, Partner, Energy Resource Management  
**Cláudia Zacour**, General Manager - Energy Transition, Petrobras  
Moderator: **Dr. Valérie Marcel**, Executive Director, New Producers for Sustainable Energy
- 11:00 am - 11:30 am      **Coffee Break**
- 11:30 am - 12:30 pm      **Q&A with OECD – What Does it Take to Structure Good Governance Practices in State-Owned Enterprises (SOEs)?**  
A presentation and Q&A session featuring the main aspects of the recently updated OECD's Guidelines on Corporate Governance of State-Owned Enterprises 2024. Attendants will understand the key building blocks to ensure professionalized ownership and governance and have practical guidance for its implementation at a national level. The guidelines give concrete advice to help policymakers evaluate and improve the legal, regulatory, and institutional framework for the ownership and governance of SOEs, ensuring their contribution to sustainability, economic security, and resilience by maintaining a global level playing field and high standards of integrity and business conduct.  
  
**Kimmo Viertola**, Senior Policy Adviser, OECD  
**Dr. Giovanni Tagliani**, University College London  
Moderator: **Claudia Zacour**, General Manager - Energy Transition, Petrobras
- 12:30 pm - 2:00 pm      **Networking Luncheon**
- 2:00 pm - 3:30 pm      **The Role of NOCs under the Current Competitive Environment. Competing in an Uncertain World**  
Although global upstream capital investments have been steadily picking up post-COVID, we're not even close to the same levels reached a decade ago. For instance, investments in exploration are today a fourth of what they were in 2014 when they peaked. The consensus view is that the industry may never return to this level of investment. On the one hand, despite recent strategy realignments announced by many IOCs that pledged to focus more on upstream activities and cutting investments in renewable projects, they're still very cautious in embarking on new projects. At least for now, IOCs will stick to their strategy of maintaining cost discipline à outrance, keeping ultra-focused portfolios and prioritizing shareholder distribution. On the other hand, NOCs are called to fill this gap by investing

domestically and internationally. However, the expectation of a soft oil market, increasing competition by peer countries, a more fragmented world, and constraints at home add an extra layer of complexity when deciding their way forward. In this panel, we will discuss the main challenges and opportunities faced by different NOCs and what they look for when they design their strategies and capital investments. More importantly, we will also discuss how NOCs see other NOCs and if this is a factor that influences their decision-making process and strategy design

**George Bibineishvili**, Head of Upstream, Georgian Oil and Gas Corporation

**Vandana Gangaram Panday**, Director, Staatsolie Hydrocarbons Institute

**Bryan Kelly**, Senior Commercial Manager (Business Development), CNOOC

**Tomas Lanardonne**, Partner, Martinez de Hoz & Rueda (MHR)

**Charles Morrison**, Partner, Hunton

Moderator: **Carlos G Bellorin**, EVP - Macro Research & Advisory, Welligence Energy Analytics

3:30 pm - 4:00 pm

**Coffee Break**

4:00 pm - 5:30 pm

**Building the NOC and IOC Relationship: A Discussion on Overcoming Conflicts and Finding Common Ground**

PSCs have been around now for about 60 years so the underlying principles, while updated and enhanced over time, are both enduring and well understood. The state benefits without having to put up the risk and development capital, and the IOC gets access to resources that otherwise would not be available, with the opportunity to earn commensurate returns. So, from this match made in heaven, what could go wrong? Is it that, notwithstanding that both parties signed the same contract, that expectations are in fact different? Is it that understanding risk and the perception of appropriate rewards are different? Is it an experience, cultural or organizational issue – albeit that after 60 years several NOCs have operations that match very closely those of many IOCs. The purpose of this session is to explore exactly those, and other, factors with the aim of seeking ways to pre-empt future conflicts before they can develop.

**Bill Cline**, President, Cline Energy Advisors

**Claudia Hooker Archbold**, Senior Legal Advisor, Ecopetrol S.A.

**Ian Cloke**, COO, Afentra plc

Moderator: **Bob George**, Principal, Ulysses Petroleum Management

## **Day Three - Conference**

8:30 am - 9:00 am      **Registration & Welcome Refreshments**

9:00 am - 9:05 am      **Welcome and Opening Remarks**

9:05 am - 10:00 am      **The New AIEN Model Host Government Agreement: Promoting Investment using an Improved Agreement Reflecting Lessons Learned**

Model HGA Drafting Committee Co-Chairs will explore how the HGA will promote foreign investment, streamline negotiations and contract interpretation, facilitate efficient operations, and decrease the risk of disputes. The current draft HGA will be shared with the conference participants. Certain provisions that would benefit from additional analysis will be discussed and feedback will be solicited. Conference participants will also be exposed to novel concepts being developed to encourage investment, enhance productivity, and further align the interests of investors and host governments.

**Andrew B. Derman**, Partner, Holland & Knight

**David Juarez-Navarro**, Commercial Senior Principal, ExxonMobil

**Norman J. Nadorff**, Special Counsel, Mayer Brown LLP

**Ricardo Silva**, Partner, Miranda Law Firm

**Olufunmilayo Abiola Adesanya**, Head Commercial Legal Services, Nigerian Upstream Petroleum Regulatory Commission

10:00 am - 10:30 am      **Coffee Break**

10:30 am - 11:30 am      **Internationalization: Challenges for NOCs when Operating Beyond Their Boundaries**

This panel brings together some of the most successful NOCs operating beyond their country borders. NOCs have historically operated in their home countries, although there is a growing number of NOCs now operating internationally. The panel will explore the unique challenges for NOCs when operating in other jurisdictions, focusing on the challenges of operating across different regions, lessons learned from operating beyond country borders, and the optimal governance and organisational structure for operating abroad. The panel will also consider the changing market dynamics in which there is a growing number of privately owned IOCs and NOCs operating beyond national borders in joint ventures, and to consider where these market dynamics are heading.

**George Bibineishvili**, Head of Upstream, Georgian Oil and Gas Corporation

**Ryan Hartfield**, General Counsel, PTT Exploration and Production Public Company Limited

**Oscar Johnson**, Managing Counsel – Global, CNOOC Petroleum Europe

**Juliana Quintela**, Exploration and Production Legal Manager, Petrobras

Moderator: **Patricia Tiller**, Partner, Bracewell

11:30 am - 12:30 pm      **Navigating CCUS Implementation: Challenges and Solutions for NOCs**

A panel discussion that delves into the complex challenges of implementing CCUS projects by National Oil Companies (NOCs). Topics will include understanding the business model, along with the legal, economic, and regulatory considerations. Panelists will examine the regulatory landscape, strategies for negotiating contracts that address liability and risk management, the financial sustainability of CCUS projects, funding mechanisms and incentives for CCUS adoption, and the pivotal role of public-private partnerships. The session will then provide an overview and a status

update on AIEN's CCUS Model Contracts Drafting Committee, with an interactive discussion focused on recommending specific model clauses, contracts, and term sheets that can assist in the negotiation and structuring of CO2 offtake agreements.

**Ross Brown**, Global Policy Lead for Carbon Capture and Storage, Shell  
**Stephen Highfield**, Head of Commercial and Negotiations, ENI  
**Holly Pattenden**, Head of Policy and Regulatory Affairs, Equinor UK  
**Jon Story**, Vice President & Global Head of CCS Consulting, Wood MacKenzie  
Moderator: **Simon Collier**, Partner, Hunton

12:30 pm – 2:00 pm      **Networking Luncheon**

2:00 pm – 3:15 pm      **AI in Energy: Transforming Operations and Accelerating the Transition**  
This panel convenes four industry leaders to examine how AI is reshaping the global energy landscape by optimizing operations, accelerating energy transitions, and redefining collaboration between national and corporate players. Speakers will explore how AI is driving measurable results in efficiency, safety, and emissions reduction, while also creating new challenges around governance and workforce readiness. Key themes include digital readiness, responsible innovation, and the pursuit of truly AI-driven, sustainable energy enterprises for both the short and long term.

**Chad Harkness**, Managing Director, Energy, Geminus AI  
**Magdalena Konig**, General Counsel & Company Secretary, AIQ/ADNOC  
**Yeside Dipo-Salami**, Business Intelligence & Performance Management Analyst, Nigerian National Petroleum Company Limited (NNPC)  
**Edward Wiarda**, Senior Geophysicist, EBN B.V. and 2023-2024 President of European Association of Geoscientists and Engineers  
Moderator: **Elisa Botero**, Partner, Curtis

3:15 pm - 3:45 pm      **Coffee Break**

3:45 pm – 4:45 pm      **The Future of NOCs**  
As the global energy landscape undergoes unprecedented transformation, National Oil Companies (NOCs) face pivotal strategic decisions that will define their role in the future energy market. This panel explores the evolving nature of NOCs in an era marked by energy transition pressures, examining whether they should follow their international counterparts in diversifying into renewable energy and potentially evolving into National Energy Companies (NECs), while addressing critical steps toward carbon-neutral operations. The discussion will explore the diverse strategies employed by different NOCs - from international investment approaches to expansion into midstream, downstream, and trading sectors - while examining innovative solutions for capital access and enhanced inter-NOC cooperation to address structural advantages enjoyed by IOCs. Industry leaders and experts will share insights on how NOCs can maintain their relevance and competitive edge while balancing national priorities with global energy transition imperatives.

**Dr. Valérie Marcel**, Executive Director, New Producers for Sustainable Energy  
**David Parkinson**, Vice President, Upstream Consulting, Wood Mackenzie  
**Renata Resplandes**, Assistant Legal Consultant, Pré-Sal Petróleo S.A.  
**Amir Shafaie**, Director of Legal & Economic Programs, NRGi  
Moderator: **Marc Hammerson**, Partner, Curtis

4:45 pm – 5:00 pm      **Closing Remarks**