

Creating Your LLC and Various Options for Consulting and Operations

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Society of Petroleum Engineers
Gulf Coast Section, Members in Transition
Seminar #9
October 7, 2016

PTX

RETROTEX ENERGY


Riverford

You Can Do This!

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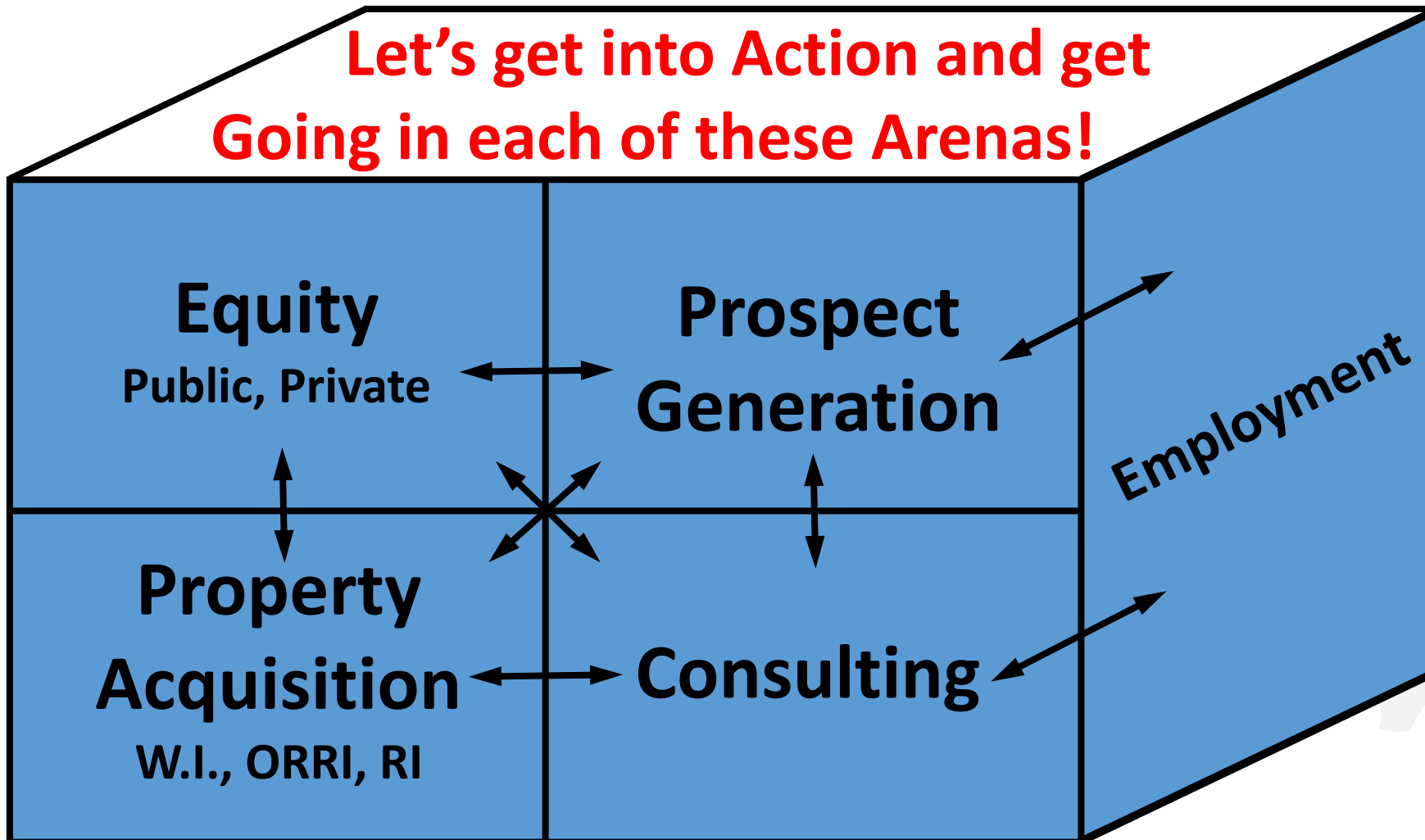

Riverford
EXPLORATION, LLC

Eight (8) Steps to Getting Started and Getting Funding



1. Your LLC,
2. Funding Your LLC,
3. Forming and Developing Your LLC
4. What Upstream Segments are getting Funded in todays Market,
5. Building a Team,
6. Funding a Team with PE,
7. What and Who are PEs,
8. Funding from Banks: When, Why.

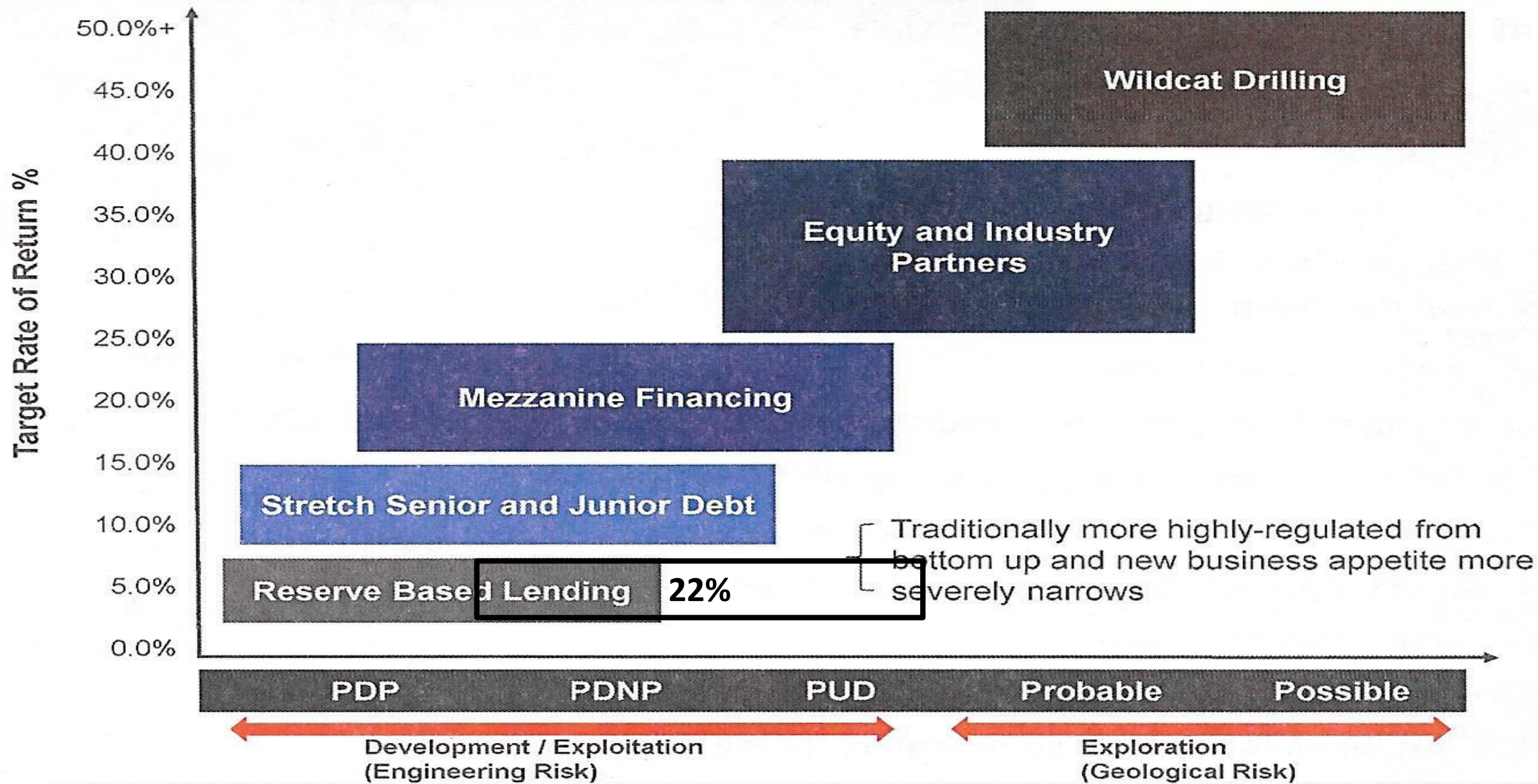
Let's get into Action and get Going in each of these Arenas!



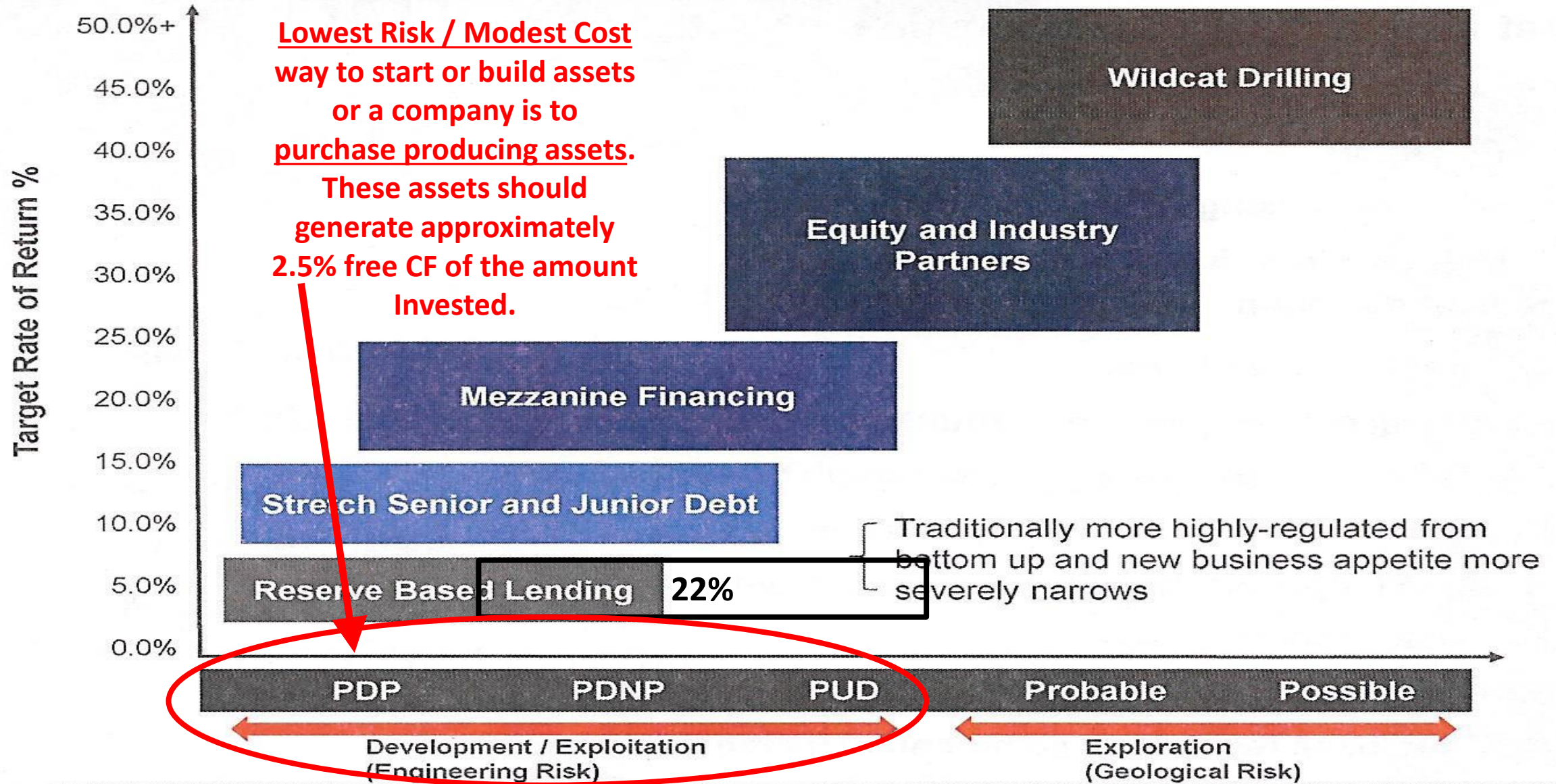
#4
What
Upstream
Segments
are
Getting
Funded?



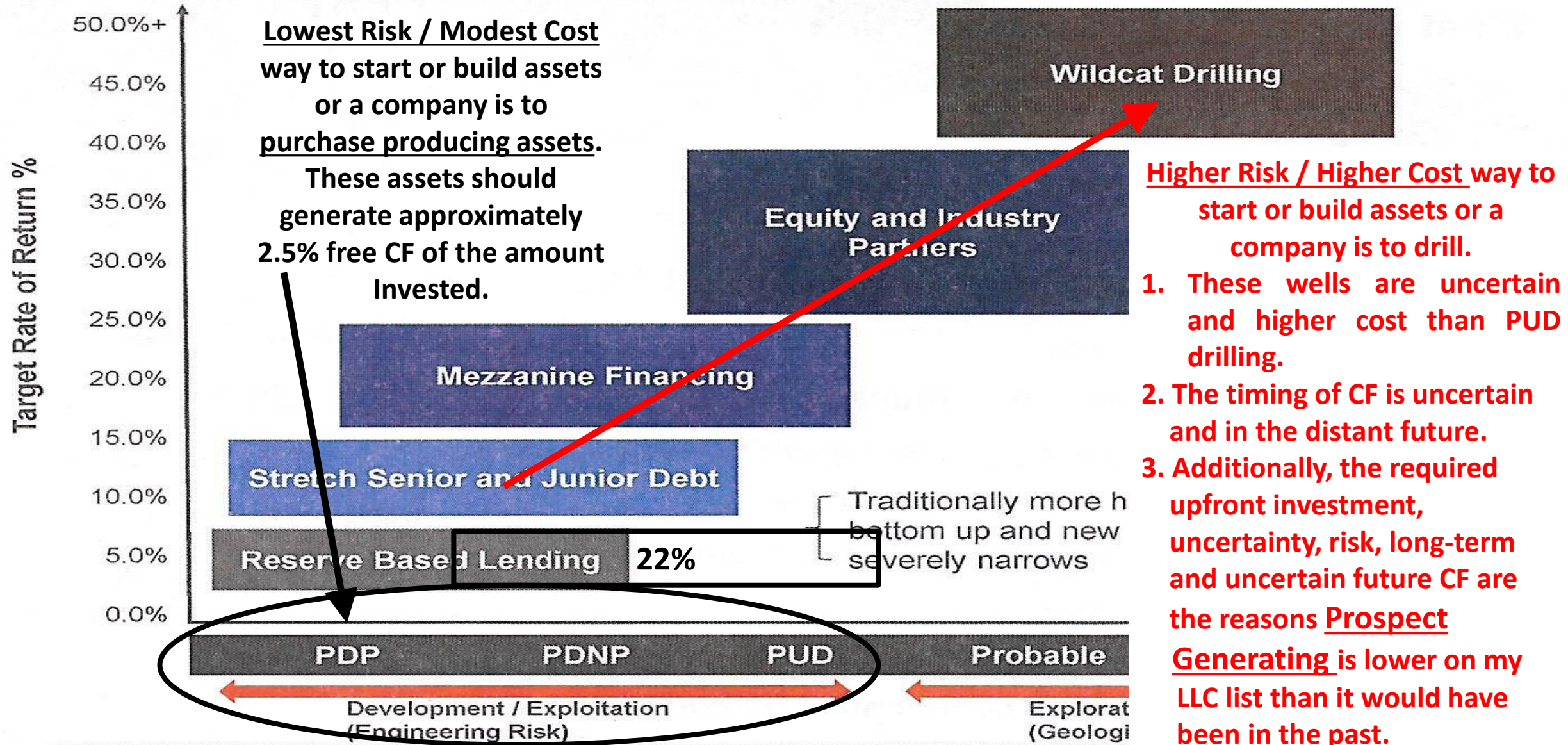
Oil & Gas Financing: Risk & Reward Spectrum



Oil & Gas Financing: Risk & Reward Spectrum

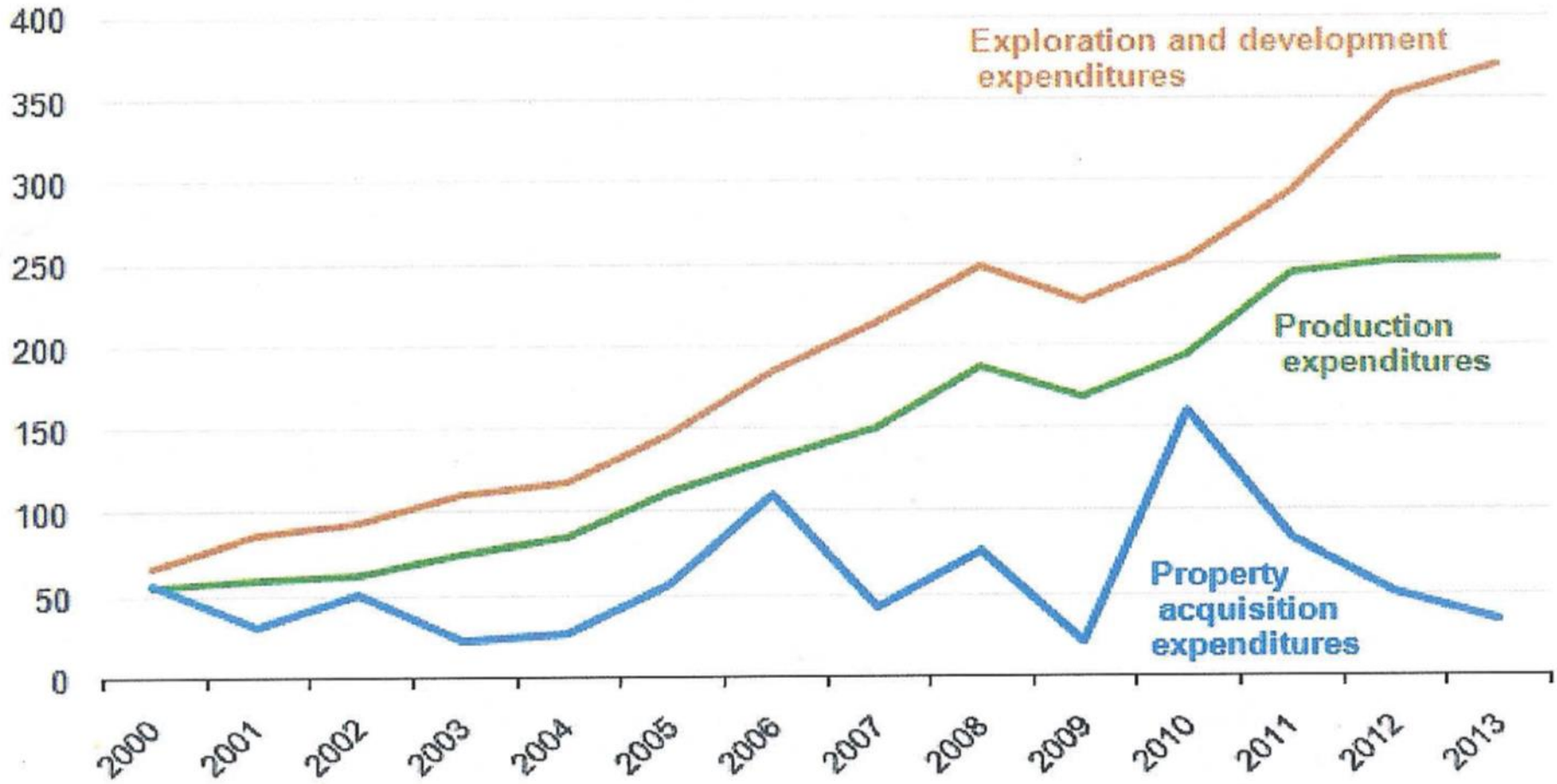


Oil & Gas Financing: Risk & Reward Spectrum



Oil and natural gas companies spending on exploration and development activities increased by 5% in 2013

Figure 1. Upstream expenditures by category
billion dollars (2013)

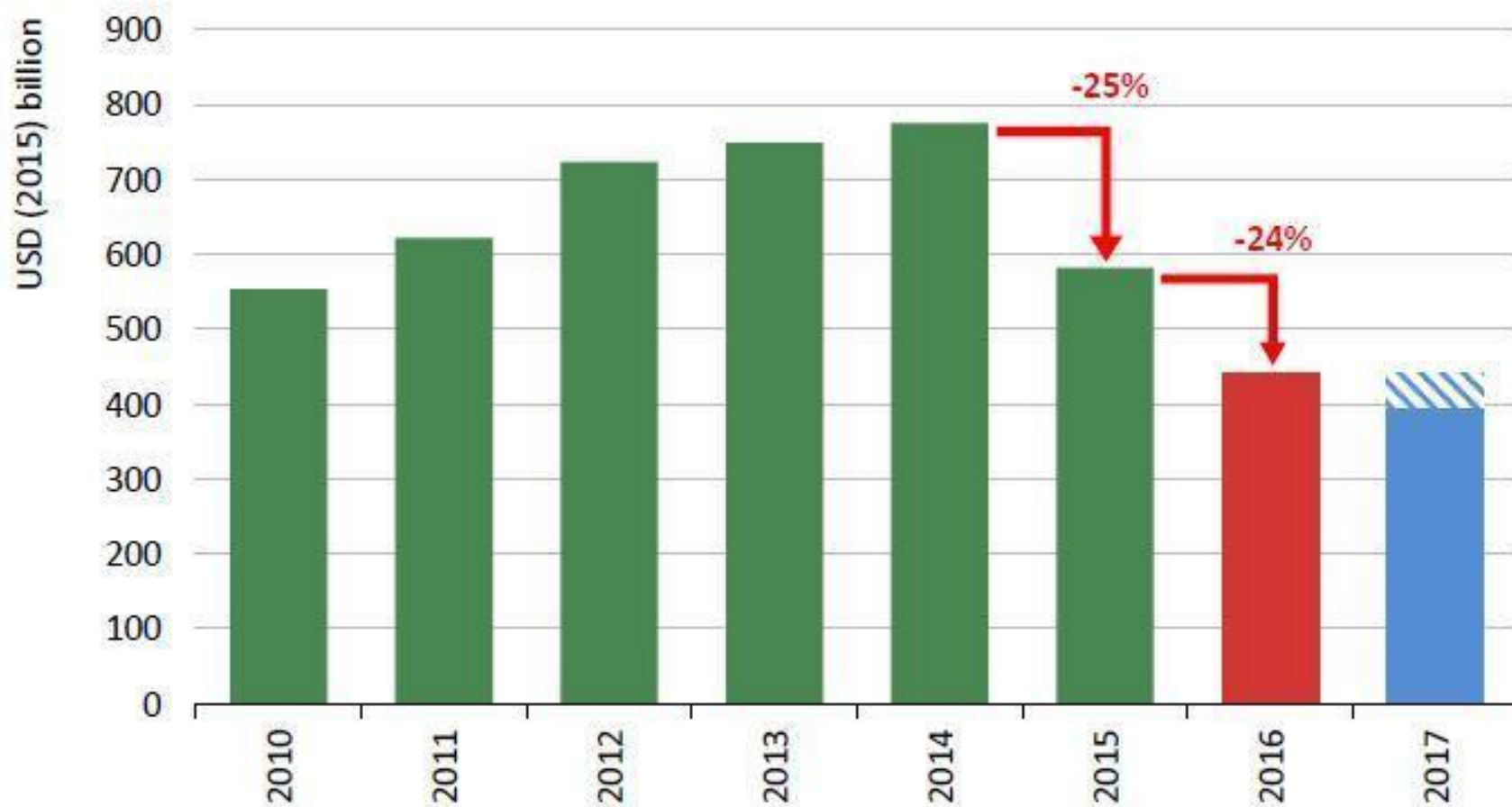


Source: U.S. Energy Information Administration, based on Evaluate Energy database.

Source: U.S. Energy Information Administration, *This Week in Petroleum*, normally published Wednesdays after 1



Global upstream capital spending 2010-2017



Cost deflation, efficiency improvements and reduced activity levels might lead for the first time to three consecutive years of investment decline

Hierarchy of Investment Choices and Financing Options

Increased Technical – Geologic Risk
Increased Financial Risk
Increased Required Return &
More Limited Financing options



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Acquisition of Debt (of good companies and assets)

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Acquisition of PDP (Bank Rates first, Senior Debt second, equity third)

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Drilling Your own PUDs (Senior Debt, equity)

Acquisition of PDP (Bank Rates first, Senior Debt second, equity third)

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Hierarchy of Investment Choices and Financing Options

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Drilling Probables and Possibles (CF and equity)

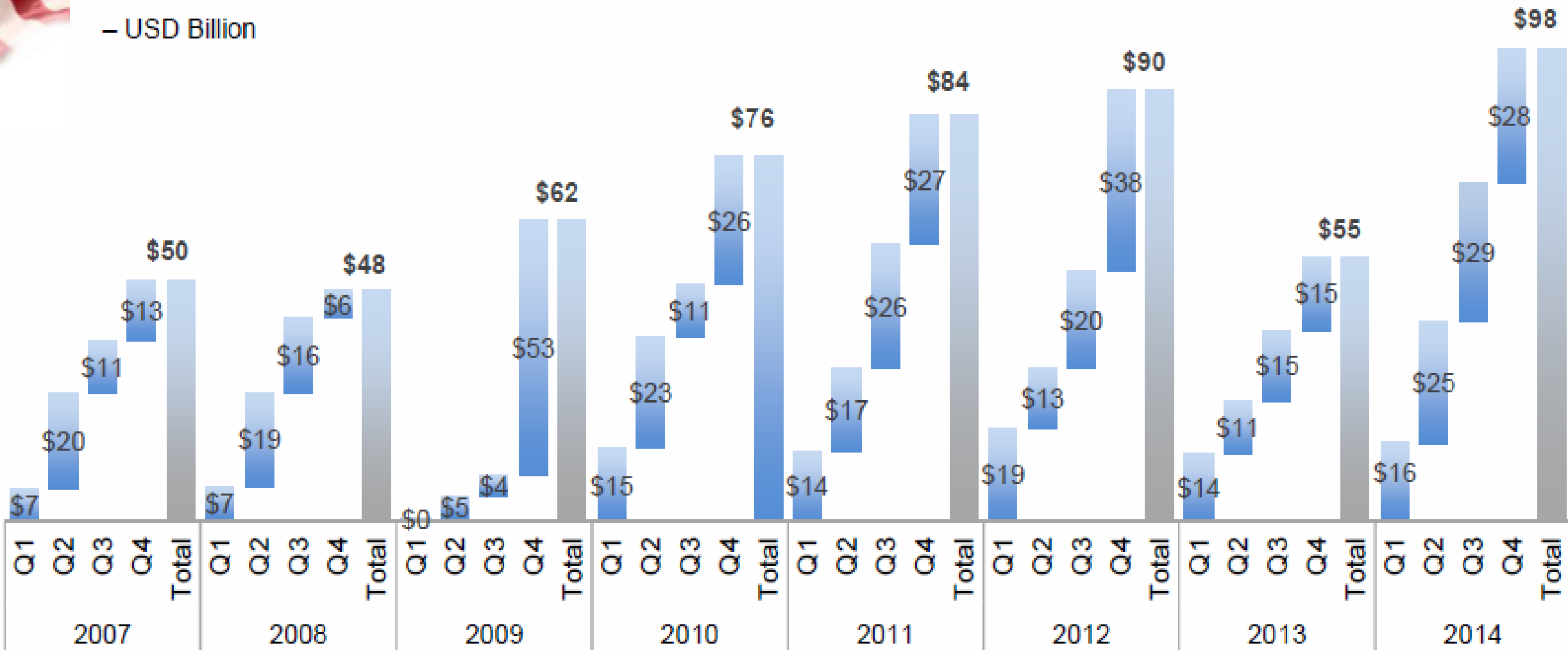
Drilling Your own PUDs (CF, Senior Debt, equity)

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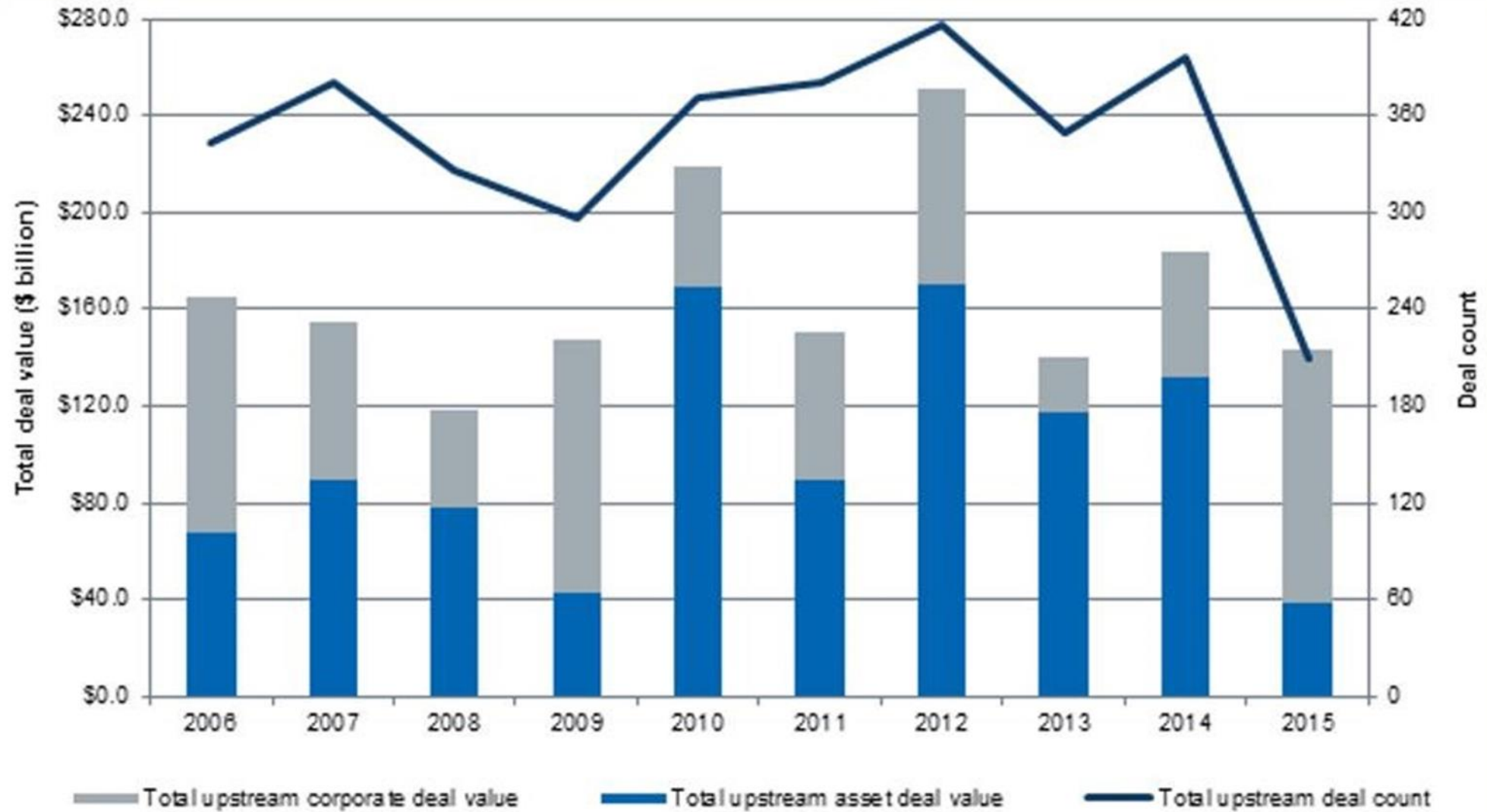
Acquisition of Debt (of good companies and assets)

Value of US E&P Transactions

- USD Billion



Global upstream transaction value and deal count

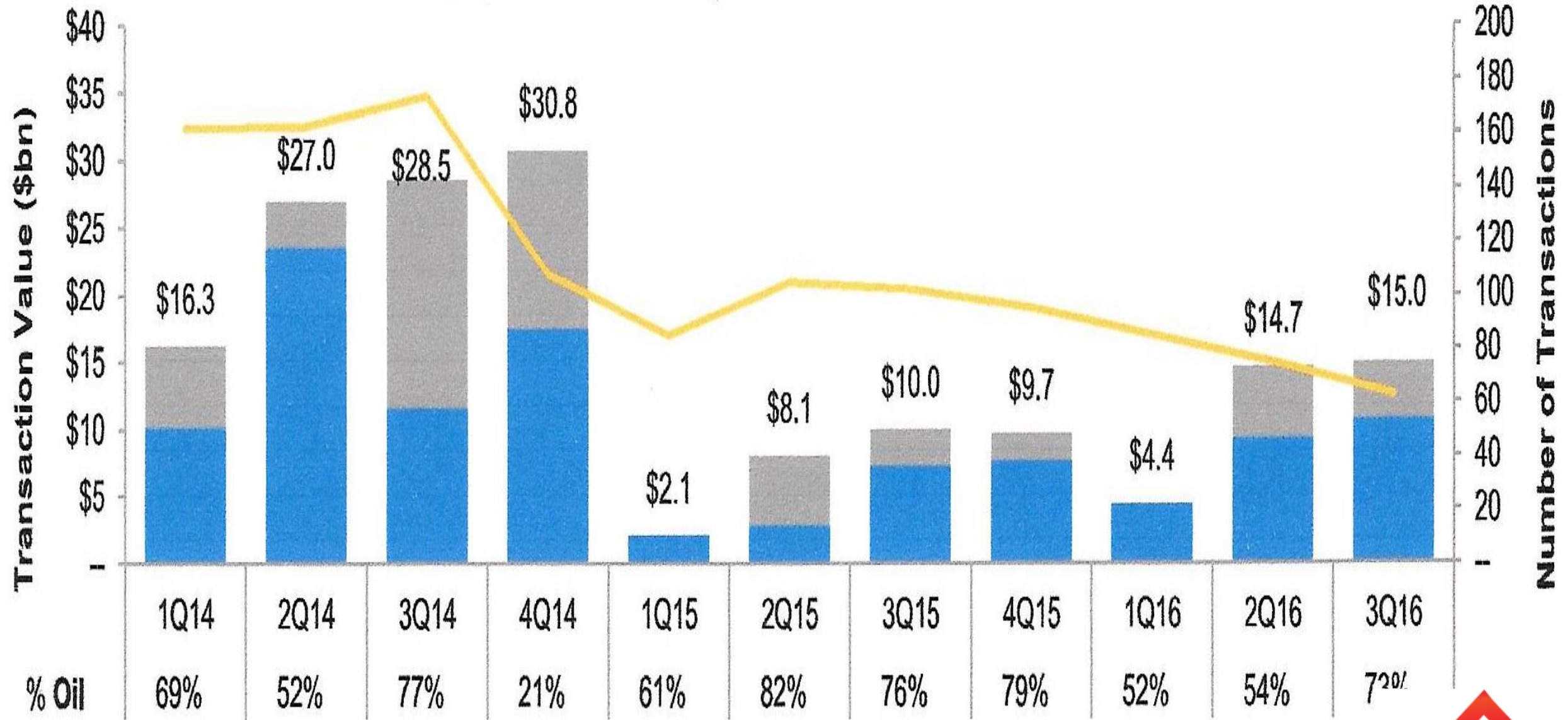


Notes: Data covers acquisition, acquisition/joint venture, merger and swap transactions > US\$10 million

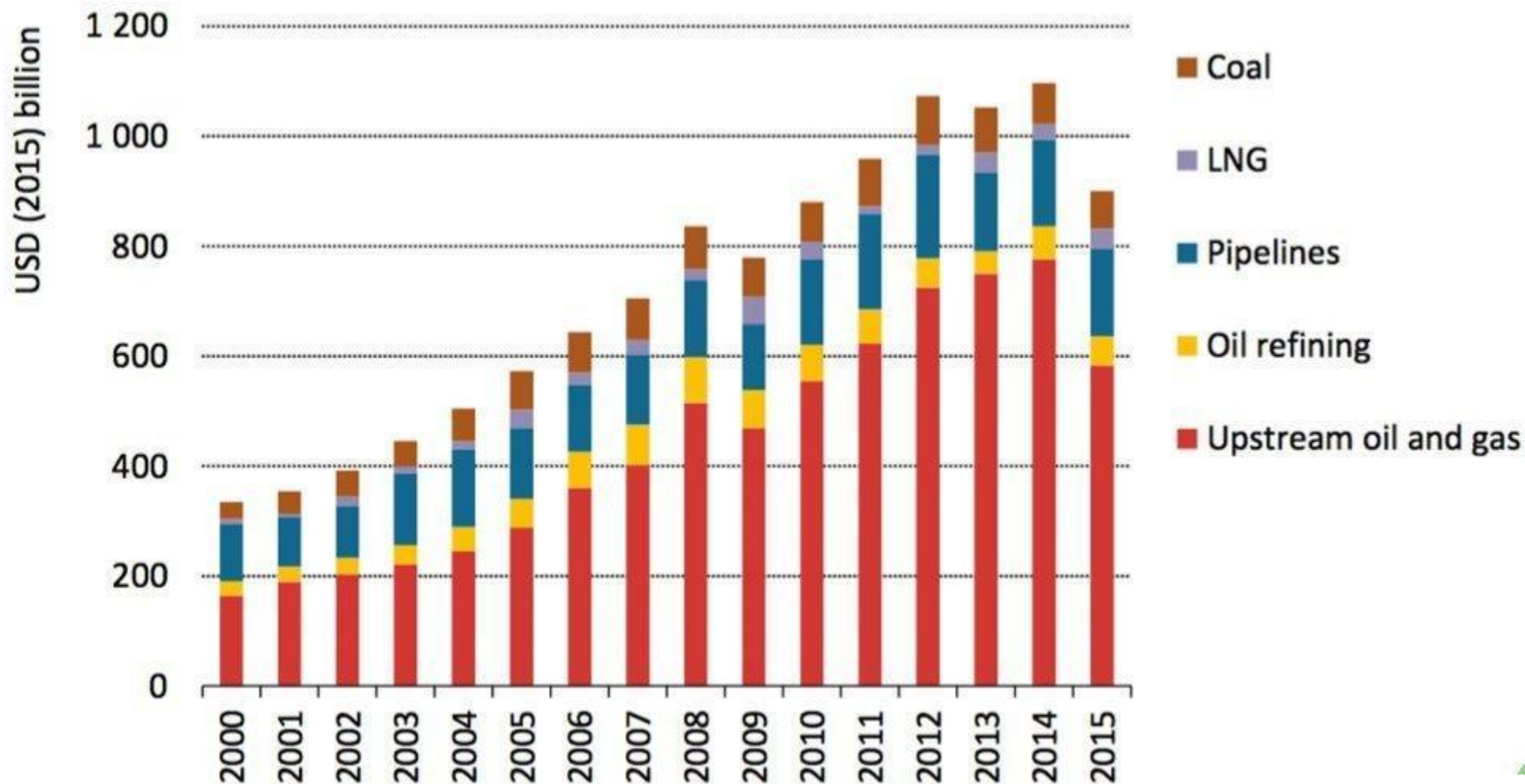
Source: IHS

© 2016 IHS

Asset Corporate Number of Transactions

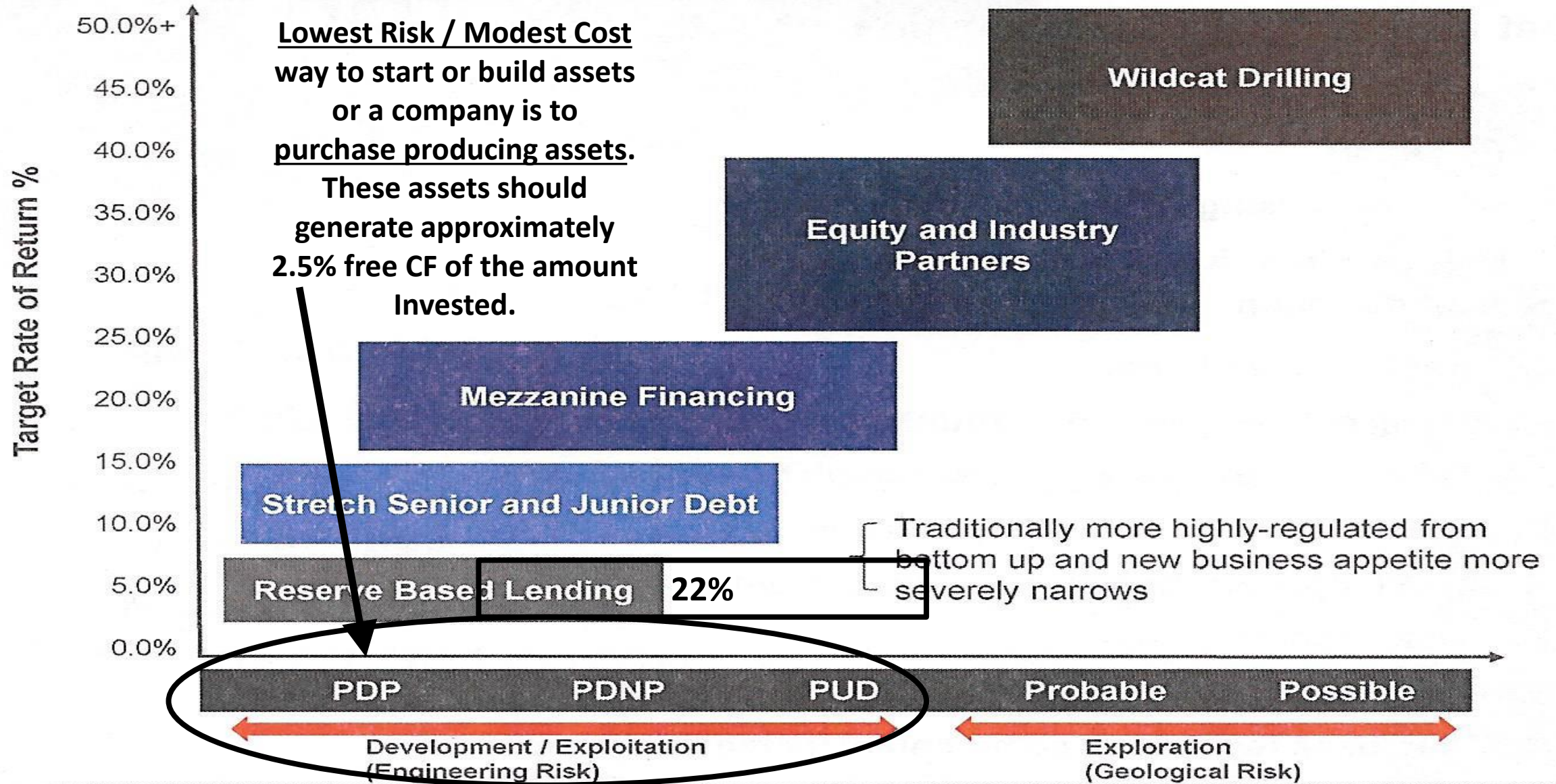


Global investment in fossil fuel supply by sector



iea.org/investment

Oil & Gas Financing: Risk & Reward Spectrum



Where Do I Find Deals the Right Size a Small LLC?

➤ Oil & Gas Clearinghouse Actions:

- held every other month or so mid-week, the first full week of the month,
- can bid in person which is good to do at first to become more experienced in live bidding for oil & gas assets or live on the computer,
- have larger negotiated transaction but those are typically way to big for a small LLC,

➤ Energy Net:

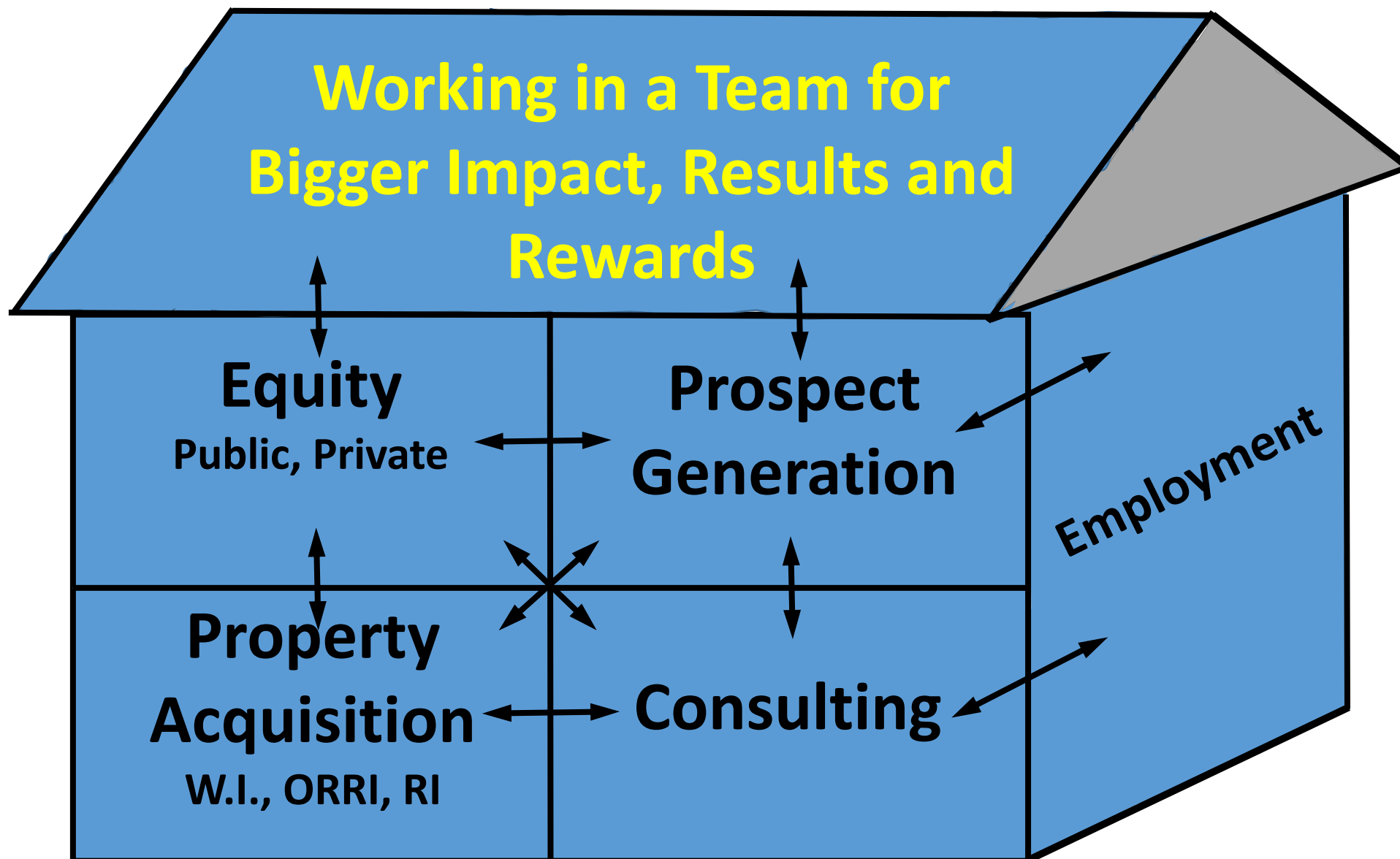
- Tue-Thursday afternoon competitive on-line bidding (this takes some practice),

➤ Petroleum Listing Service (PLS):

- properties offered continuously, negotiated basis (many available properties),

➤ Multiple marketed deals from multiple Investment Banks:

- deals are typically way too large for a small LLC,
- primary source for PE backed companies (**Private, Non-Marketed Deal**).





Developing and Working with an Independent Team for Bigger Impact, Results and Rewards:

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- Where do I find these guys? If you are just starting out because of the downturn and layoffs, there are likely multiple experienced individuals with whom you have successfully worked that went through the same or earlier layoffs from you same firm and many experienced individuals with whom you have likely worked with in the past from other companies that are in the same situation.

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 - Accountability in new job search or **can your own new team be crated from this group?**
 - Generate and feed one another with contacts, ideas, opportunities.
 - Grow this network and spend hours on the phone with them and others every day.
 - Networks find many more jobs and opportunities than the computer, newspaper, cold calls ever will, especially in slow markets.

Developing and Working with an Independent Team for Bigger Impact, Results and Rewards:

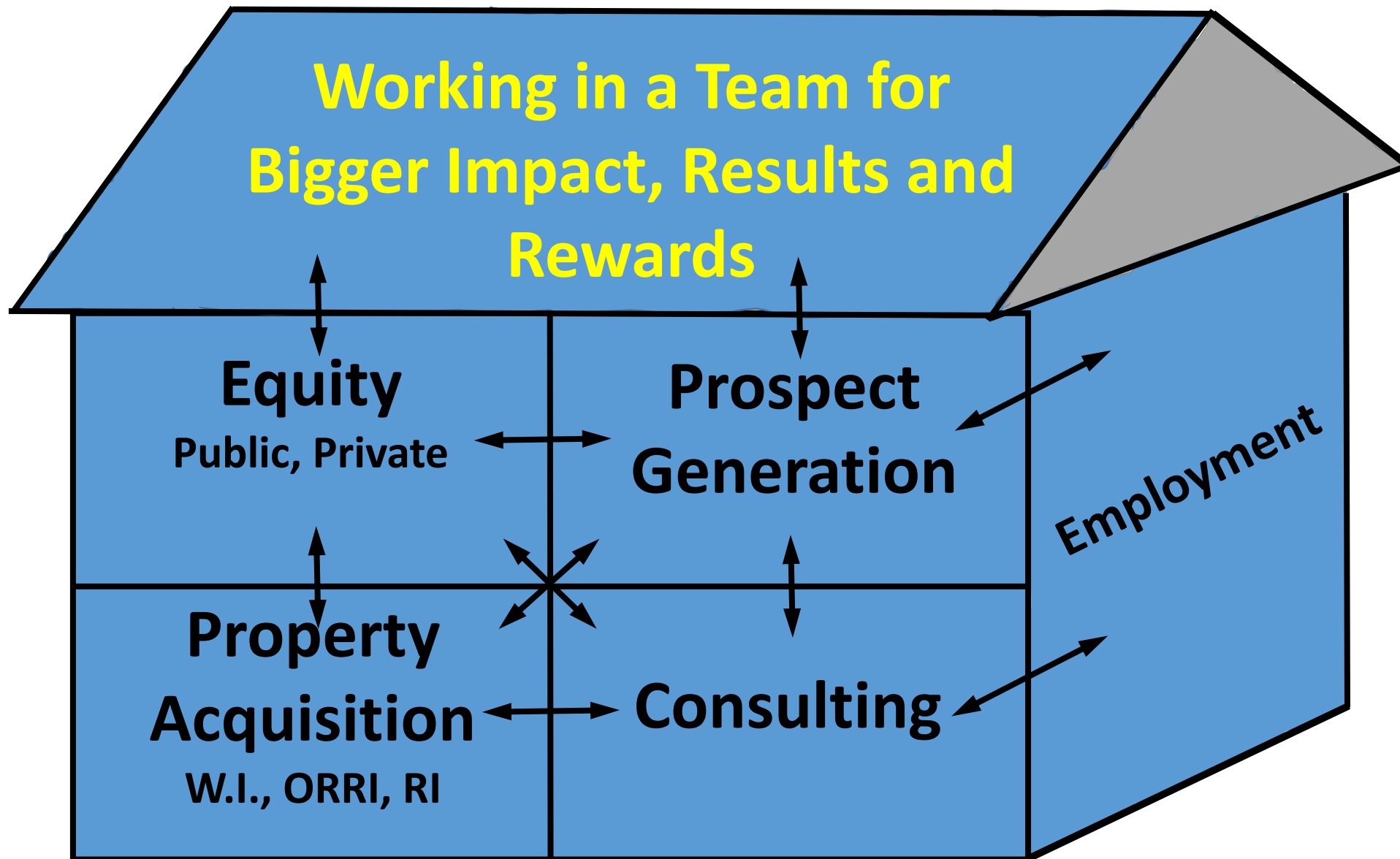
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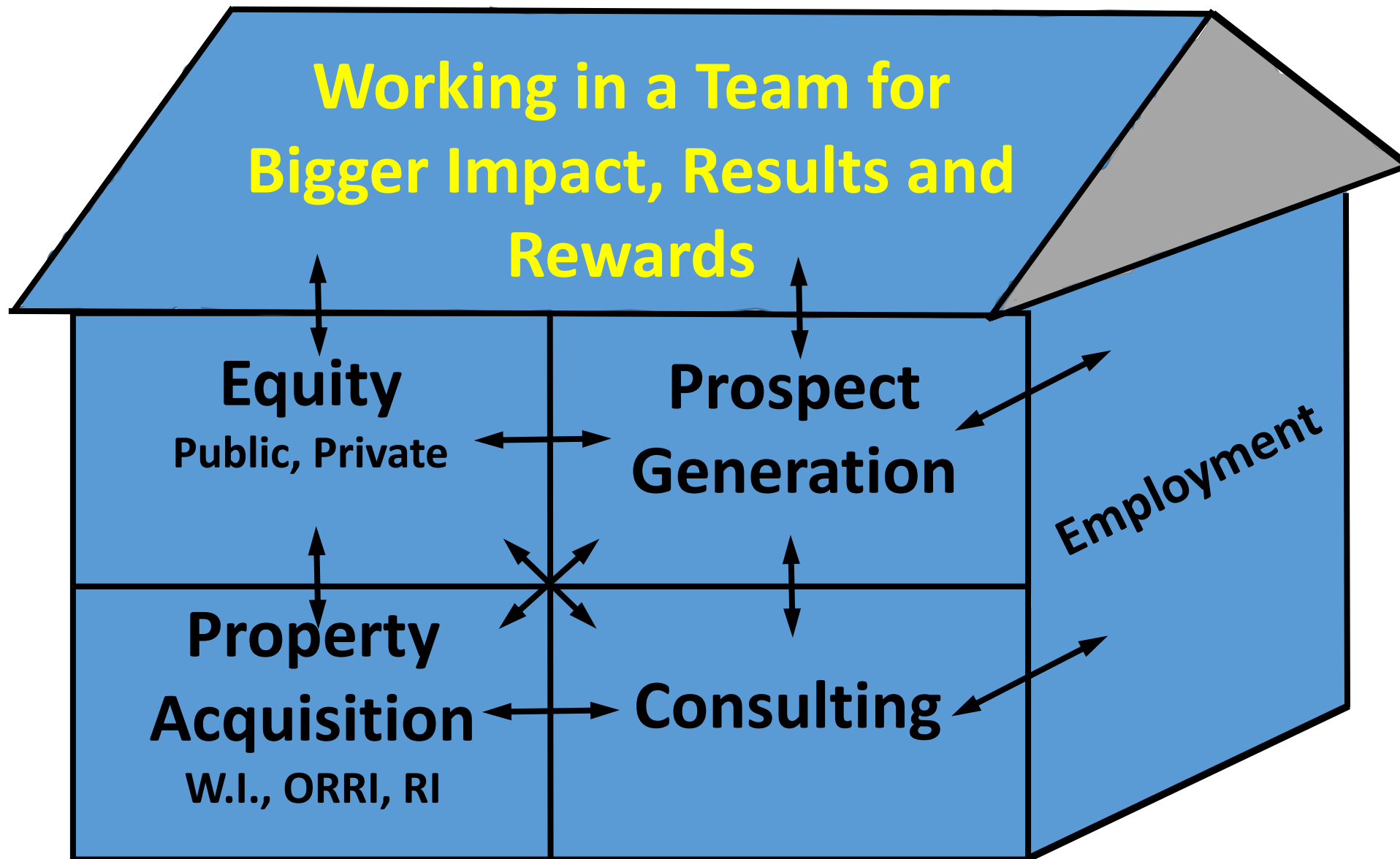
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#6
Funding a Team with PE!

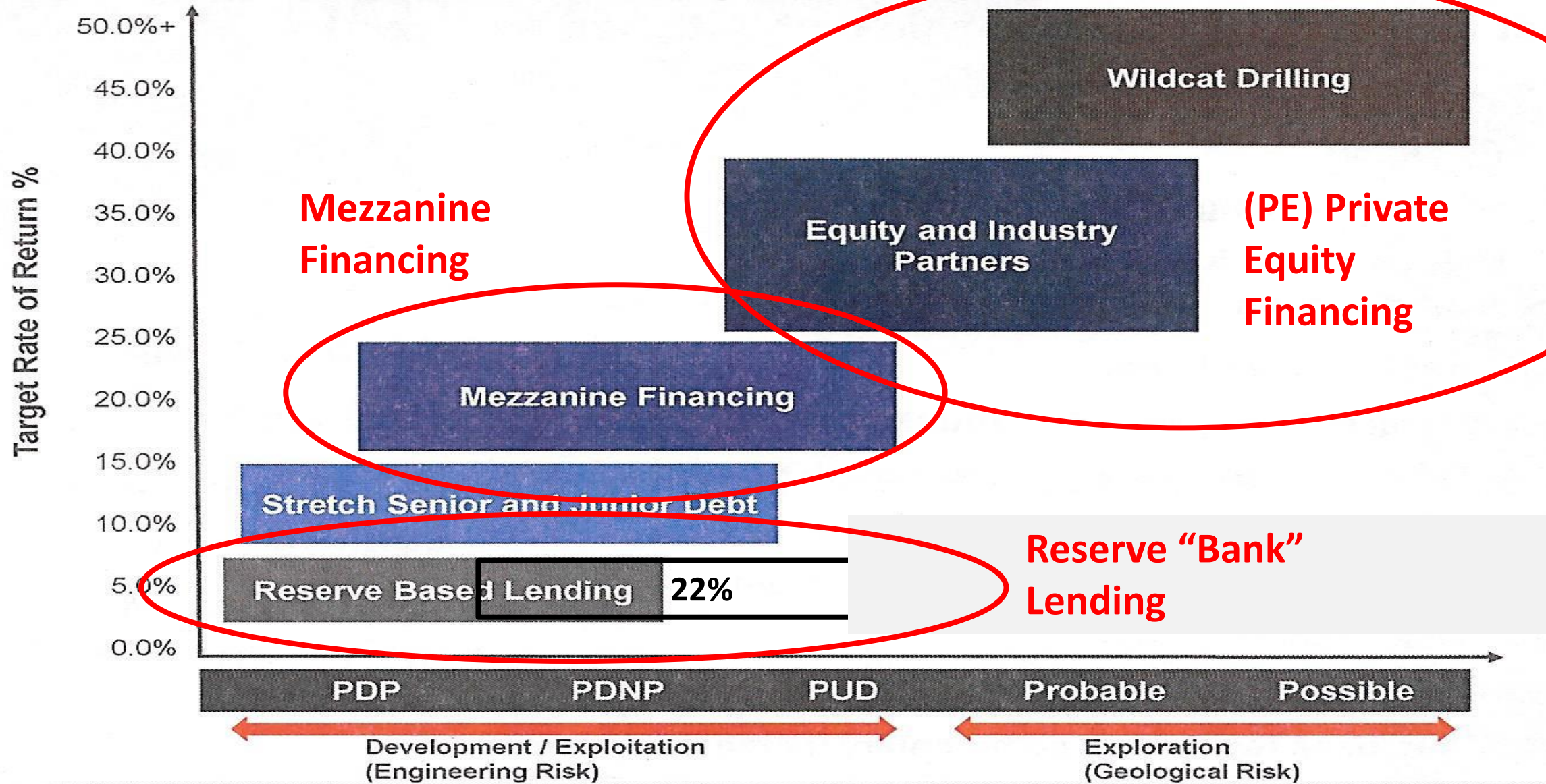




#7
What
and
Who
are
PEs!



Oil & Gas Financing: Risk & Reward Spectrum



Development of Private Equity Firms (PE)

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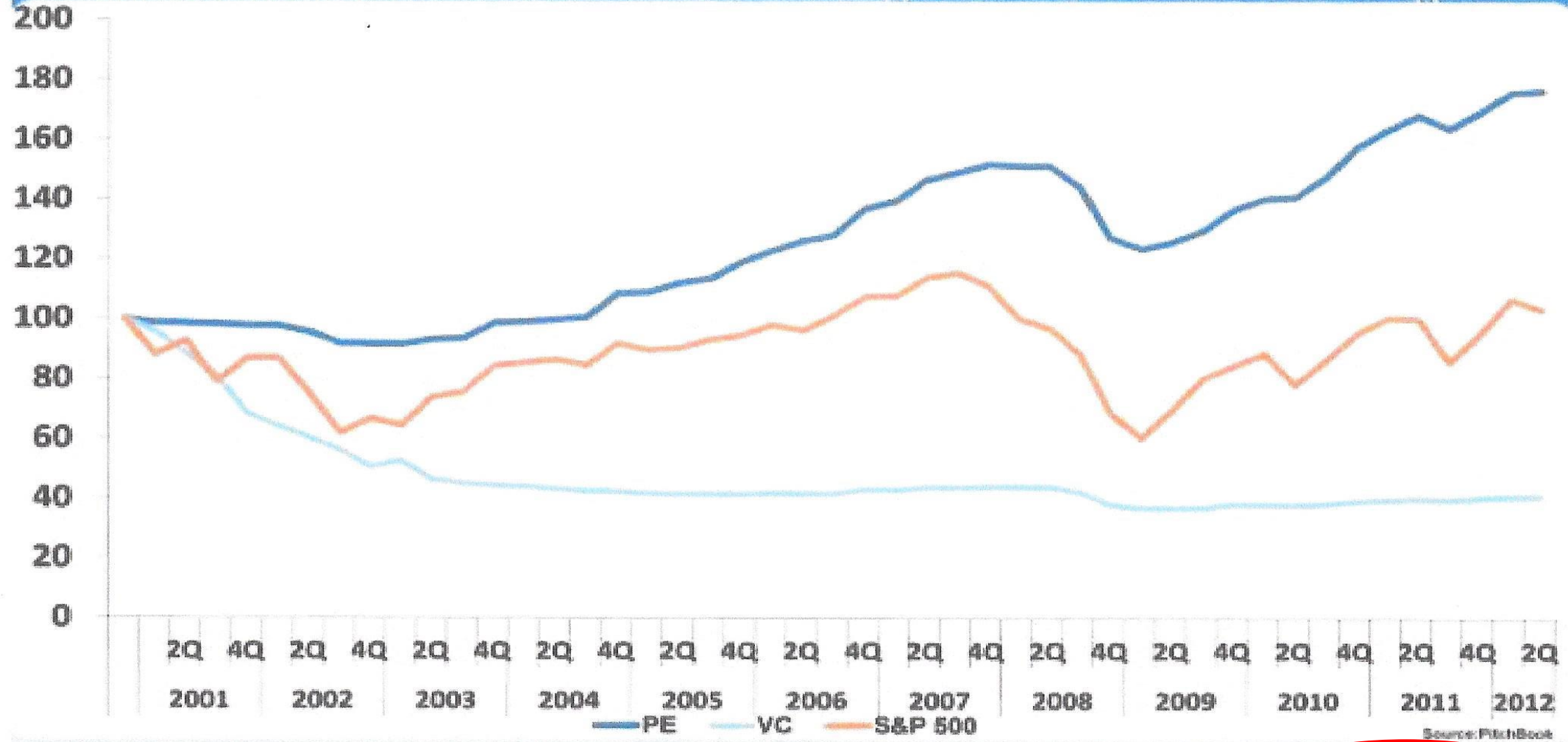
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- Categorized by size (large = \$1B+, mid-market \$150M - \$1B, small < \$150M) and / or by Specialty Sector (e.g. Oil & Gas).
- PE compensation: 2% of managed capital + 20% carried interest from profits on distribution.
- Expect at least a 2X in 5 years (rule of 72s, that rate will generate no or little bonus for the PE backed firm).
- Within a PE single portfolio: 20% will provide 5X, 10% 4X, 50% 1.5 – 3.5X, and 20% will fail.
- **Currently have \$75-100B for Oil & Gas Investment!**



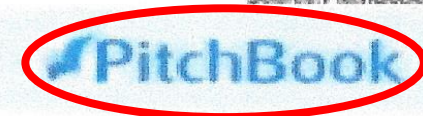
Private Equity Has Consistently Outperformed Both VC and Public Markets since 2001

NAV Index for PE (dark blue), VC (light blue), S&P 500 (orange)

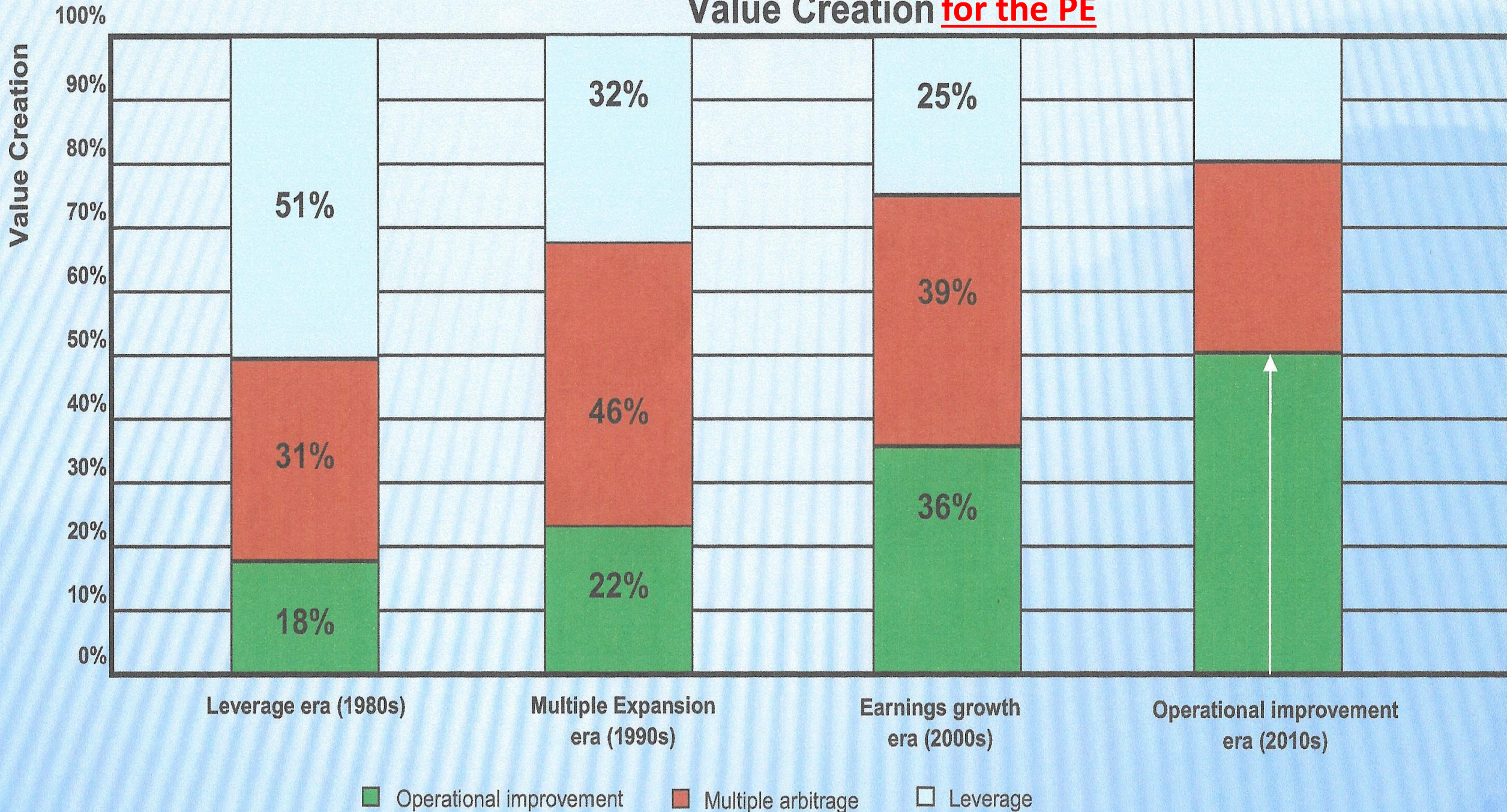


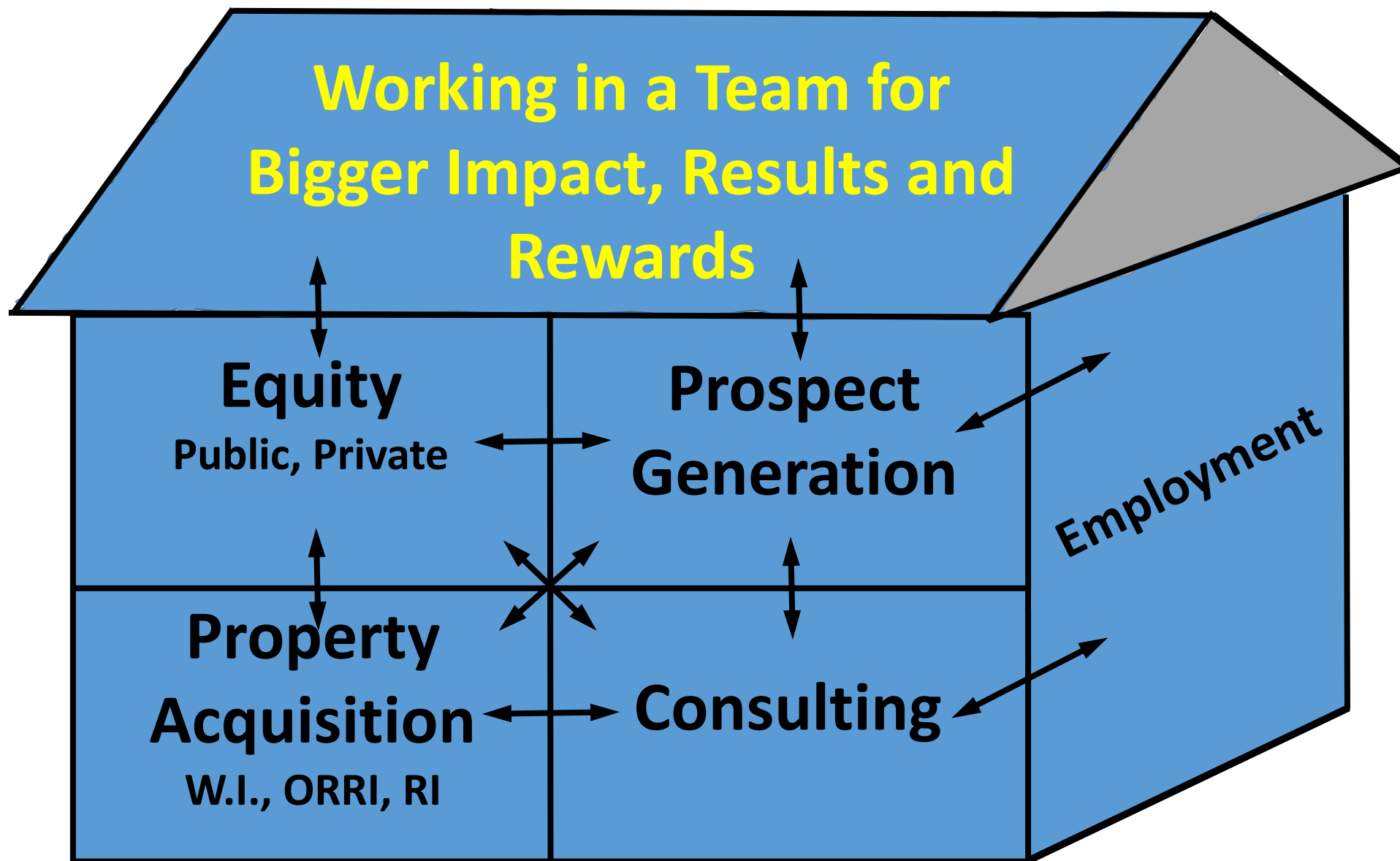
Source: PitchBook

Better Data. Better Decisions.



Value Creation for the PE





#6
Funding
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Sources for Finding the Right PE Firm:

- Starting spots for 2,800 worldwide, too general, costly but FYI:
 - PrivateEquity.com
 - PrivateEquityinfo.com
 - \$195 for 3 month trial
 - \$1,320 per year



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 - Who in your group has experience working M&A, A&D (this is where your network counts).
 - With what Investment Banks (middle men) did you work?
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 - What other PE contacts have the members of your group developed?

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- Have a 30 second, 2 minute, 5 minute and 30 minute pitch ready.



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 - See if you can get contact information and introductions
 - If not find the Analyst and Junior roles and start there
 - This is a process not a single meeting, success and getting your funding
 - The goal at every step is not funding until the end, the goal is to get to the next meeting.



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The
Pitch**

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- **Show Prior Success!**

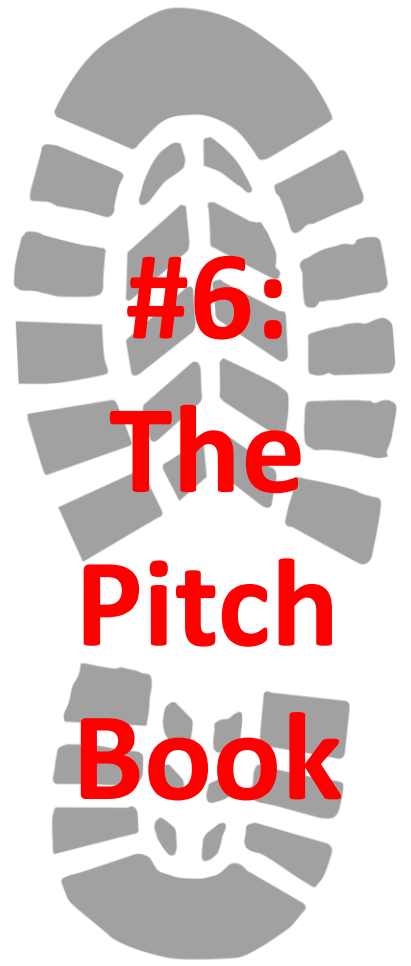


Bill recently turned around a mid-size, private equity (PE) financed Exploration & Production (E&P) firm from a \$70 million loss to a \$600 million dollar gain in two years. Previously he was a key Executive leader at well-known, private E&P firm driving growth, strategically advancing a \$200 million firm into a billion dollar organization in six years, adding two new regional offices and multiple new investment opportunities. He has successfully led Acquisition & Divestiture (A&D and M&A) teams in technical and general management positions and as President, CEO and COO. Bill has obtained equity and debt financing for several organizations.

Bill has been involved in the majority of U.S. resource plays prior to the resource revolution directing new investment opportunities, portfolio development, strategic planning, reserve evaluation and cash flow models. Bill is credited with economic discovery of the WolfBone play in the southern Delaware Basin and placing his company in Elm Coulee (Bakken) Field prior to discovery, the largest onshore U.S. discovery in 56 years. He and his teams have discovered dozens of new fields in traditional plays in the Rocky Mountains, Williston and Permian Basins, ArkLaTex-Mississippi Salt Basins, South Texas, South Louisiana and offshore Gulf of Mexico.

Bill is currently President of Riverford Exploration, LLC and CEO of PetroTex Energy Partners, LLC consulting practices and E&P companies in The Woodlands and Dallas, Texas with production in the Delaware and Midland Basins, Scoop and Bakken. Previously, Bill was President / COO of Discovery Resources & Development and Vice President of Land & Exploration for Independent E&P companies.

Bill has a Bachelor (BA) and Master of Science degrees in geology and Bachelor and Master of Business Administration (MBA) concentrating in finance. Bill enjoys applying leading-edge technical expertise and business practices that drive upstream E&P programs and companies to economic success.



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By accepting the enclosed materials, You agree to keep all information confidential and not disclose any information to parties outside your immediate firm. The enclosed information is the property of PetroTex Energy Partners, LLC, and any disclosure of such information may create irreparable harm to PetroTex Energy Partners, LLC.

Cash Flow and PDP Focus with future upside PDNP, PUD and drilling enhancements.

- Goal is to build a portfolio of high quality operated and non-operated working interests in producing (PDP), low-decline, depletion-drive, long-life, low-LOE to revenue oil & gas assets.
- Focus on cash flow generation and operating efficiencies.
- Unique deal sourcing from 35 years of industry contacts.
- Experienced Management Team with members that have worked together in multiple, successful previous ventures.
 - 120+ years of cumulative experience,
 - Industry leaders in engineering, geoscience, and business development.
- Proven Track Record
 - Over \$1 billion of value created in the Bakken, Permian, Oklahoma Stack and Scoop, Mississippian Lime, Barnett, Haynesville/Bossier, Marcellus/Utica and other conventional assets,
 - Successful sale of private equity backed Eagle Oil & Gas assets with 3 Team members playing influential role,
 - Influential at public, private and yield based companies, such as Marathon Oil, Petro-Hunt, Hunt Oil and Merit Energy.

Principal	Expertise	Background
Bill Fairhurst CEO	Exploration Geology and Geophysics	<ul style="list-style-type: none"> • Managing Partner for Riverford Exploration • Former partner with Eagle Oil & Gas; VP-Land & Exploration • VP-Exploration for Petro-Hunt • Various influential and management positions within Marathon Oil • Ohio Wesleyan University (Geology & Business Management) • University of Missouri-Columbia (MS in Geology) • University of Houston (MBA in Finance) • Certified Petroleum Geologist with AAPG
Ronnie Nutt President – PTX Operating	Engineering, Operations and Business Development	<ul style="list-style-type: none"> • COO for Vess Oil Corporation • VP of Southern Business Unit for Forest Oil Corporation • Director for Scotia Waterous Oil and Gas M&A • Various engineering and management positions within Santa Fe Energy/Devon • Texas A&M University (BS in Petroleum Engineering)
Kevin Dickerson, CPL President	Land, Legal and Business Development	<ul style="list-style-type: none"> • VP-Business Development with Orange Energy Corporation • VP-Land & Business Development with Eagle Oil & Gas • Land Manager with Merit Energy Company • VP-Land & Minerals with International Mining Company • Landman with Hunt Oil Company & El Paso Production Company • University of Oklahoma (BBA in Energy Management) • Certified Professional Landman with AAPL
Frank Reid VP of Geosciences	Operational Geology, Geosteering and Geophysics	<ul style="list-style-type: none"> • Senior Geologist with Eagle Oil & Gas • Contract Geologist with Eagle Oil & Gas, Rosewood Resources & Amoco Corporation • Leased and sold 147,000 acre Morrow Prospect to Rosewood Resources & Amoco • Contract Geologist with Arch Petroleum • Operations Manager/Geologist with Red Livingston Inc. (Megargel Drilling Company) • University of Texas at Arlington (BS in Geology) • Certified Petroleum Geologist with AAPG

*Full bios available

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Upon joining Eagle, Eagle and Eagle's Financial Partners (EnCap and Liberty Energy Holdings (now Old Ironside Energy)) in 2009, these partnerships were \$70 million in the hole for unsuccessful Exploration and Development efforts in traditional plays and reservoirs, primarily onshore Gulf Coast and Permian Basin. Bill lead Eagle in the transitioning into several significant resource plays including the Haynesville-Bossier play in North Louisiana and East Texas and the WolfBone play in the Delaware Basin. Eagle and partners have since discovered and are developing 1.5 TCFG in the Haynesville-Bossier and over 400 MMBOE in the WolfBone Trend, Delaware Basin which was sold in December, 2011 to Comstock Resources and others for \$400 million, recently resold by Comstock to Rosetta for \$780 million and then to Noble Energy for \$2.8B (including some Eagle Ford assets). A midstream system developed with the Haynesville-Bossier exploration and development has been sold for \$60 million with the producing assets and reserves remaining with Eagle. Over a \$750 million turn around in just over two years. Bill also generated, developed and negotiated a joint venture with EXL during these efforts. EXL sold these Delaware Basin assets to Oxy. EXL has recently been backed with a \$500 million commitment from Quantum using a similar acquisition model as developed by Fairhurst and his team.

Bill has been involved in the majority of U.S. resource plays prior to the resource revolution directing new investment opportunities, portfolio development, strategic planning, reserve evaluation and cash flow models. Bill is credited with economic discovery of the WolfBone play in the southern Delaware Basin and placing his company in Elm Coulee (Bakken) Field prior to discovery, the largest onshore U.S. discovery in 56 years. He and his teams have discovered dozens of new fields in traditional plays in the Rocky Mountains, Williston and Permian Basins, ArkLaTex-Mississippi Salt Basins, South Texas, South Louisiana and offshore Gulf of Mexico.

Bill has successfully developed exploration, development-production teams and organizations adding several hundred million barrels of reserves and generating more than a billion dollars of wealth for multiple organizations. He has over 20 years of Oil & Gas General and Senior Management experience with Profit & Loss Responsibility for Major and Independent Oil & Gas Companies. Bill has developed, implemented and managed corporate probabilistic risk analysis, economic evaluation and portfolio systems and been an active team member in developing successful business development, exploration, drilling and programs primarily onshore U.S. focusing most recently on several very successful unconventional resource plays. He remains a technical contributor in exploration and development geology; reservoir engineering; drilling and production operations; project and corporate finance and budgeting.

Prior to joining PetroTex, Ronnie was the Chief Operating Officer for Vess Oil Corporation in Dallas, Texas. There he **revamped the company's efforts in existing acreage in the EagleBine trend to achieve better results by updating drilling and completion procedures.** He focused the company's acquisition efforts to purchase an additional 14,000 acres adjacent to the existing leasehold to establish a 36,000 acre core area for horizontal drilling and development. He was in charge of all drilling, completion and work over operations and managed the drilling program completing 6,000' laterals with 30 stage completions in the Woodbine formation.

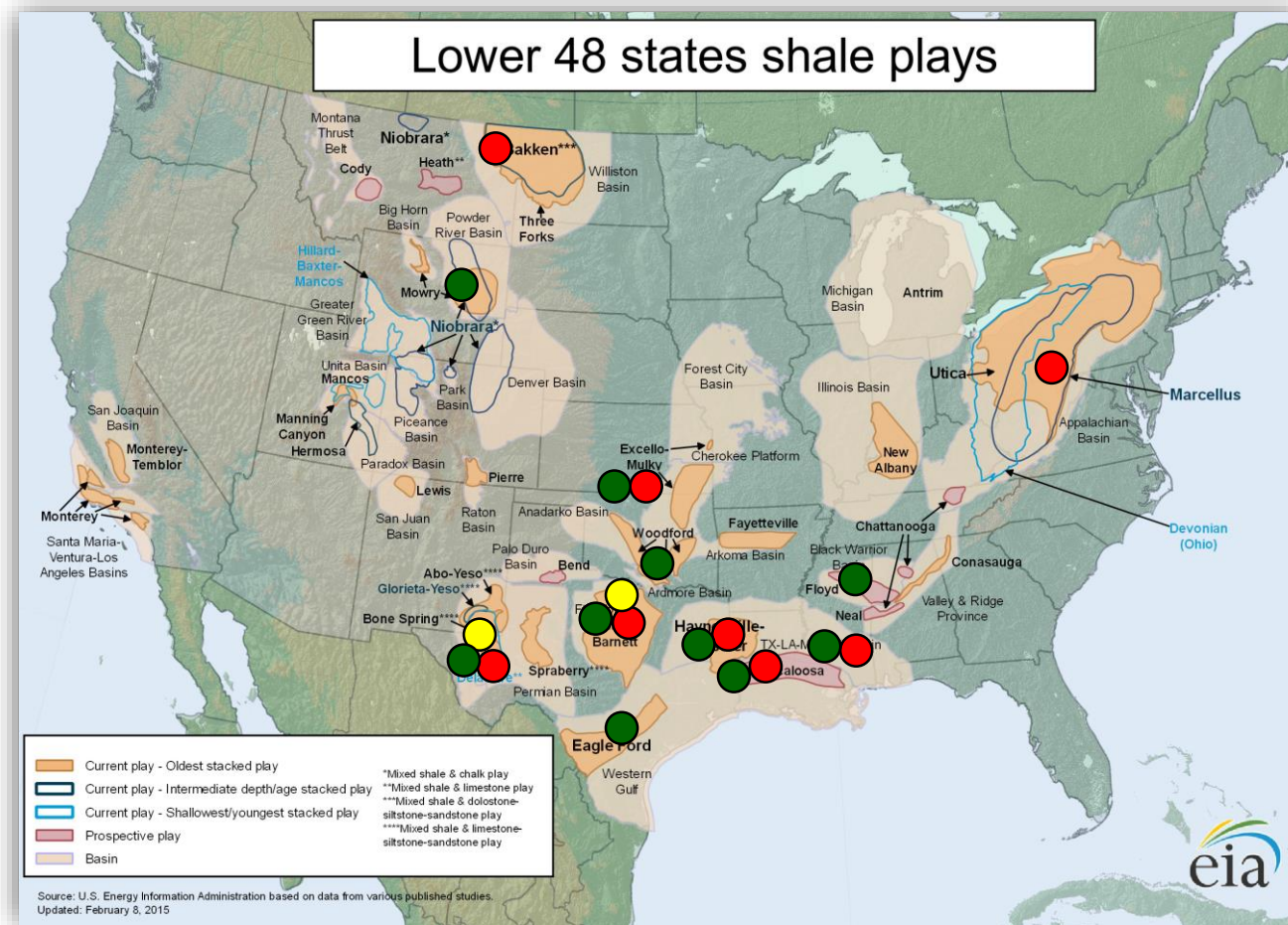
Prior to Vess Ronnie served as Vice President-Southern Division for Forest Oil. At Forest he **initiated and executed entry into the Eagle Ford play by sourcing, purchasing, and developing a new core area in Gonzales County, Texas.** After **drilling and completing over 2-dozen 5,000' laterals, portions of this asset were sold to Penn Virginia to fund future company investments and capital requirements and with the remaining acreage formed a JV** with Schlumberger. As Vice President-Southern Division managed 100 employees with **Profit and Loss responsibility** for Eagle Ford, Eaglebine and other East and South Texas assets.

Prior to joining Forest Oil Ronnie served as Director-Engineering for Scotia Waterous **participating in approximately \$5,000,000,000 in asset sales** in 4 years. Throughout his career he has been involved with all facets of drilling, completions, reservoir, and production engineering in basins across Texas, Louisiana, Oklahoma, Arkansas, New Mexico, and Kansas.

Ronnie has over 35 years of experience in management and operations/reservoir engineering positions for both large public and small private oil and gas companies including BP, Mesa, Apache, Devon, Forest Oil, Vess Oil, as well as several years in the investment banking business with Scotia Waterous. Ronnie is a licensed Professional Engineer in the State of Texas and is currently a member of ADAM Houston, ADAM Dallas, and the Society of Petroleum Engineers. Ronnie received his B.S. in Petroleum Engineering from Texas A&M University and currently resides in Dallas, Texas.

- Divestitures
- Acquisitions
- Operations Experience

- Private equity backed Eagle Oil & Gas Delaware Basin Asset Sale
- Private equity backed Steward Energy Delaware Basin Asset Sale
- Acquisition of Bakken, Permian, Oklahoma Stack and Scoop, Mississippian Lime, Barnett, Haynesville/Bossier, Marcellus/Utica and other conventional assets
- Operations success in all major basins

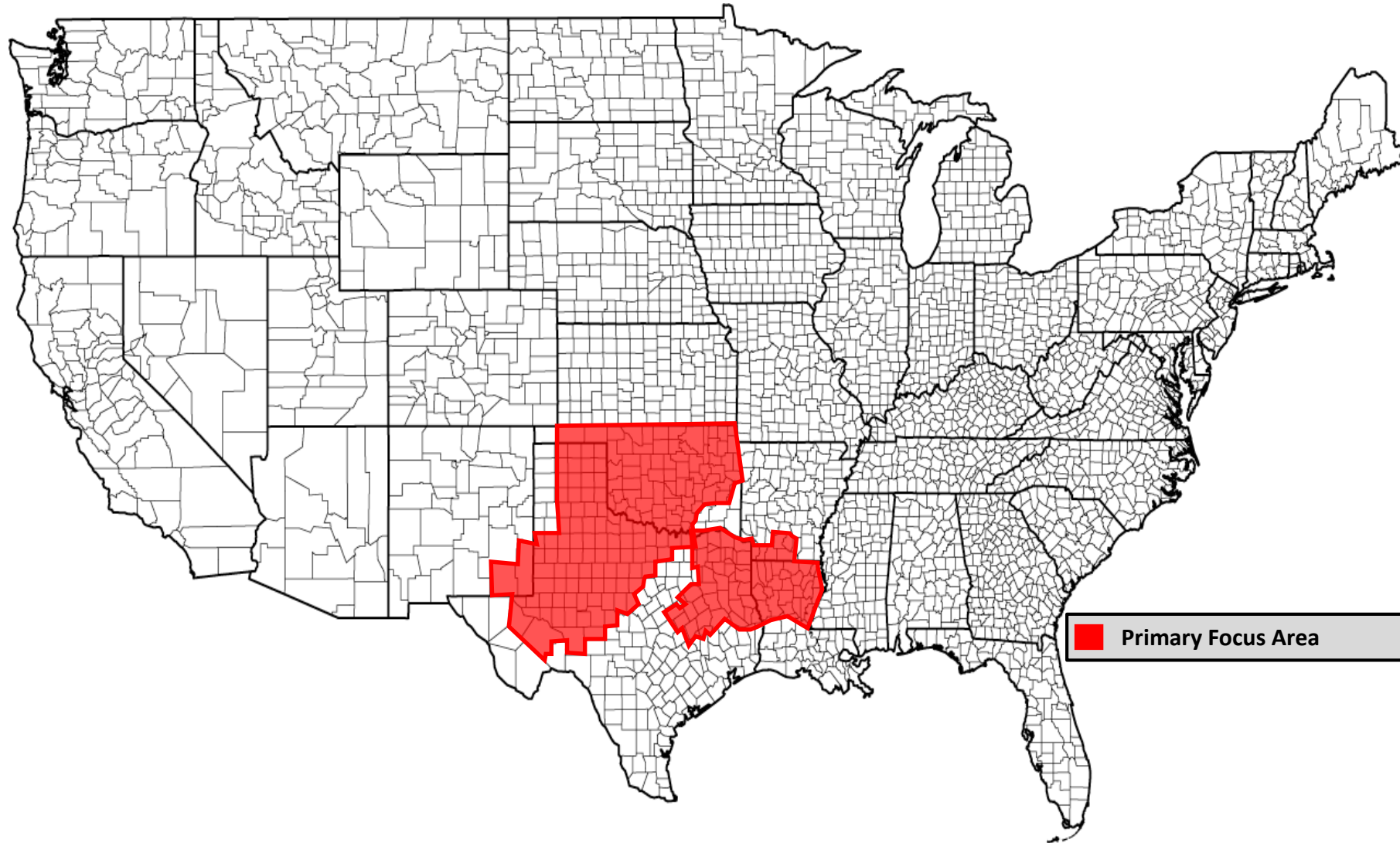


Acquisition Evaluation Tools



Category	Ideal	Target	Baseline	Opportunistic	Pass
Decline Rate	< 5%	6% - 10%	11% - 20%	21% - 25%	> 26%
Lease Operating Expense Percentage	< 20%	21% - 25%	26% - 30%	31% - 50%	> 50%
Portfolio Match	10% - 20%	21% - 29%	30% - 39%	40% - 49%	< 10% or > 50%
Land	One or few leases, all rights, all depths, non-producing HBP	Other Factors/Single Factors	Larger number of leases relative to value	Horizontal or vertical limitations	Well-bore only
Geology	Simple trap, simple reservoir, well defined & understood	Simple trap, simple reservoir, not as well understood	Single trap and/or reservoir complexity, well understood	Single trap and/or reservoir complexity, not well defined	Multiple complexities, not understood
Accounting	No outside reporting besides financial partners & tax	Other Factors/Single Factors	Distribution requirements to WI/Royalty Owners	External JIB reporting	Too costly/time consuming in relation to asset value





- Cash Flow (PDP): producing assets with upside potential.
- Team has the ability to buy assets at a competitive price.
- Initial focus on acquiring producing assets in Permian, Mid-Con and ArkLaTex or other low-decline, primarily depletion-drive, low-LOE plays.
- Target assets with an HBP acreage position that has development potential in multiple horizons.
- Apply multi-basin operations expertise and innovations to new areas
- Exit realized at optimal inflection of value creation and equity commitment



By accepting the enclosed materials, You agree to keep all information confidential and not disclose any information to parties outside your immediate firm. The enclosed information is the property of PetroTex Energy Partners, LLC, and any disclosure of such information may create irreparable harm to PetroTex Energy Partners, LLC.

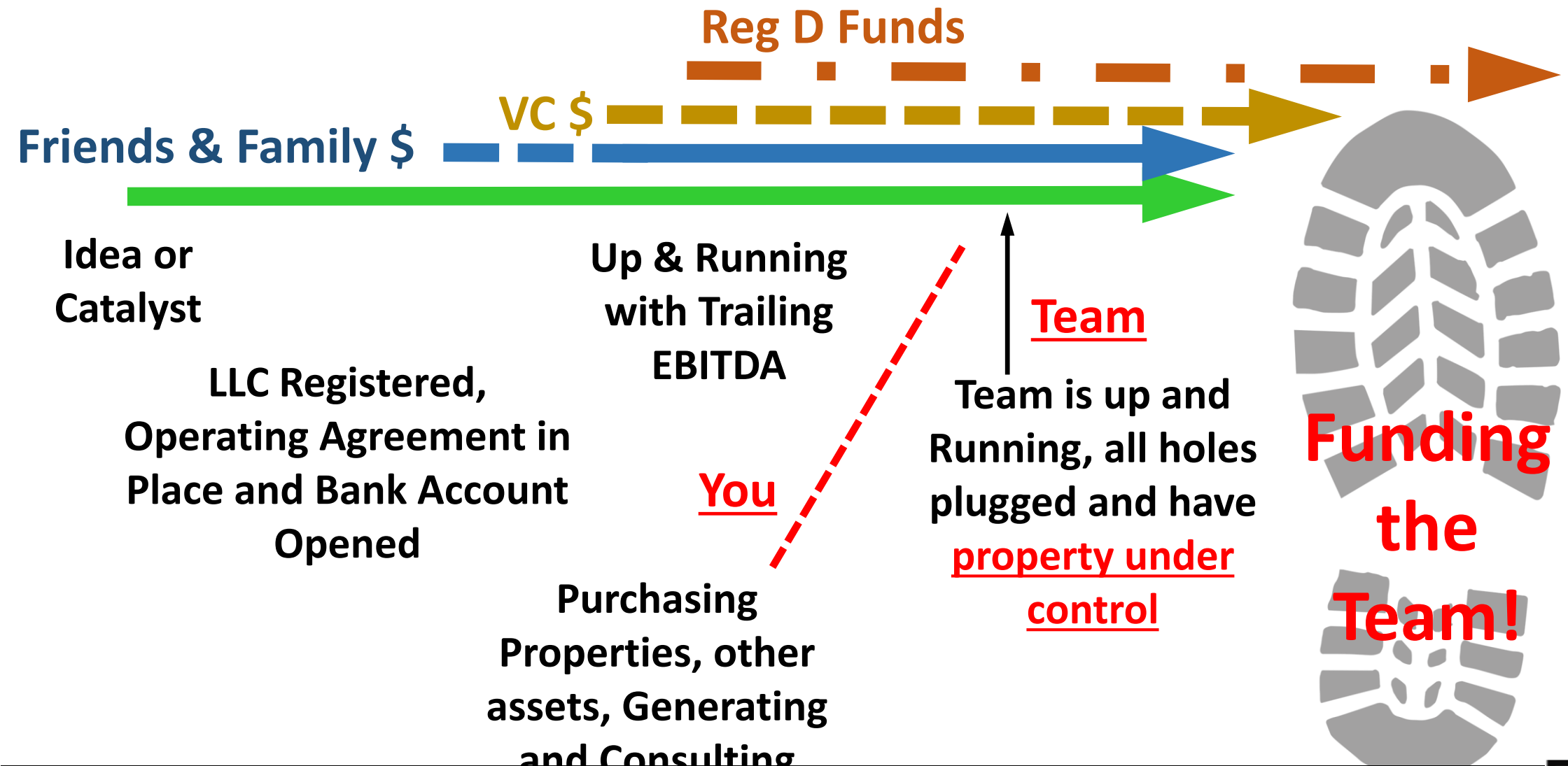
Developing and Working with an Independent Team for Bigger Impact, Results and Rewards:

- The more your successful, experienced and past shared work experiences teams have the more accepting the PE and credit firms will be in receiving you:
 - Petroleum Geoscientists: are development, exploitation and exploration covered?
 - Petroleum Engineers: operations, reservoir, reserve reporting, A&D/M&A.
 - Land: data and lease management systems, leasing, running brokers, business development, document preparation and other agreements. JV working experience.
 - Accounting:
 - Finance: reporting and previous experience with PE firms.
 - Management: who in the group has had GM, P&L responsibility, Senior Management experience.
 - You can not do this alone although small groups even 2 with most of these areas covered with access to additional talent can.
- **Show Prior Success!**
- **Have a deal, deal ready!**

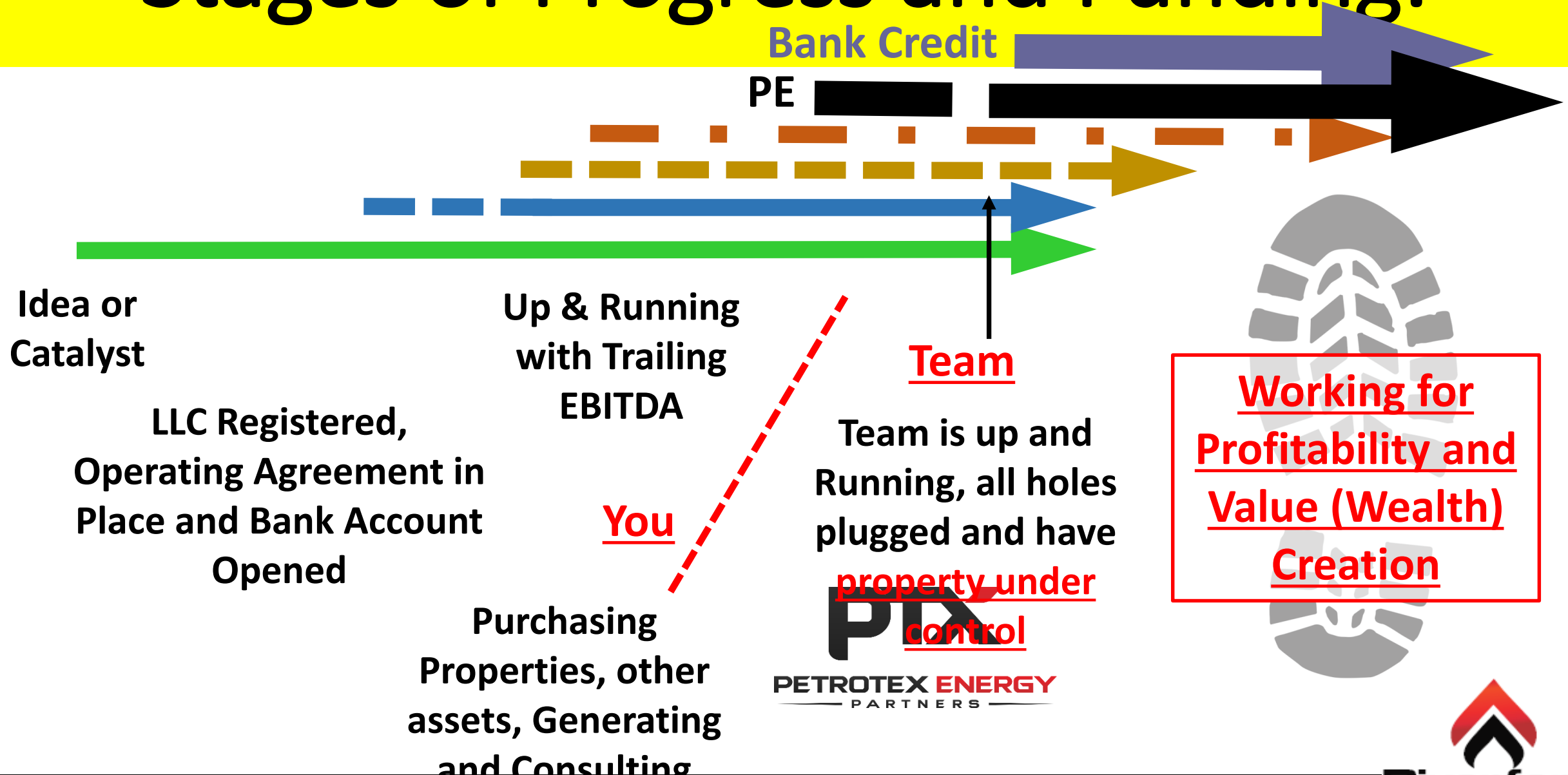


Source: Andy Thompson, Notch Partners
from Mike Lorelli, Private Equity, May 5, 2016

Stages of Progress and Funding:



Stages of Progress and Funding:



Idea or Catalyst

LLC Registered,
Operating Agreement in
Place and Bank Account
Opened

Up & Running
with Trailing
EBITDA

Purchasing
Properties, other
assets, Generating
and Consulting

Team is up and
Running, all holes
plugged and have
property under
control

Stages of Progress and Funding:

Funding Sources and Stages:

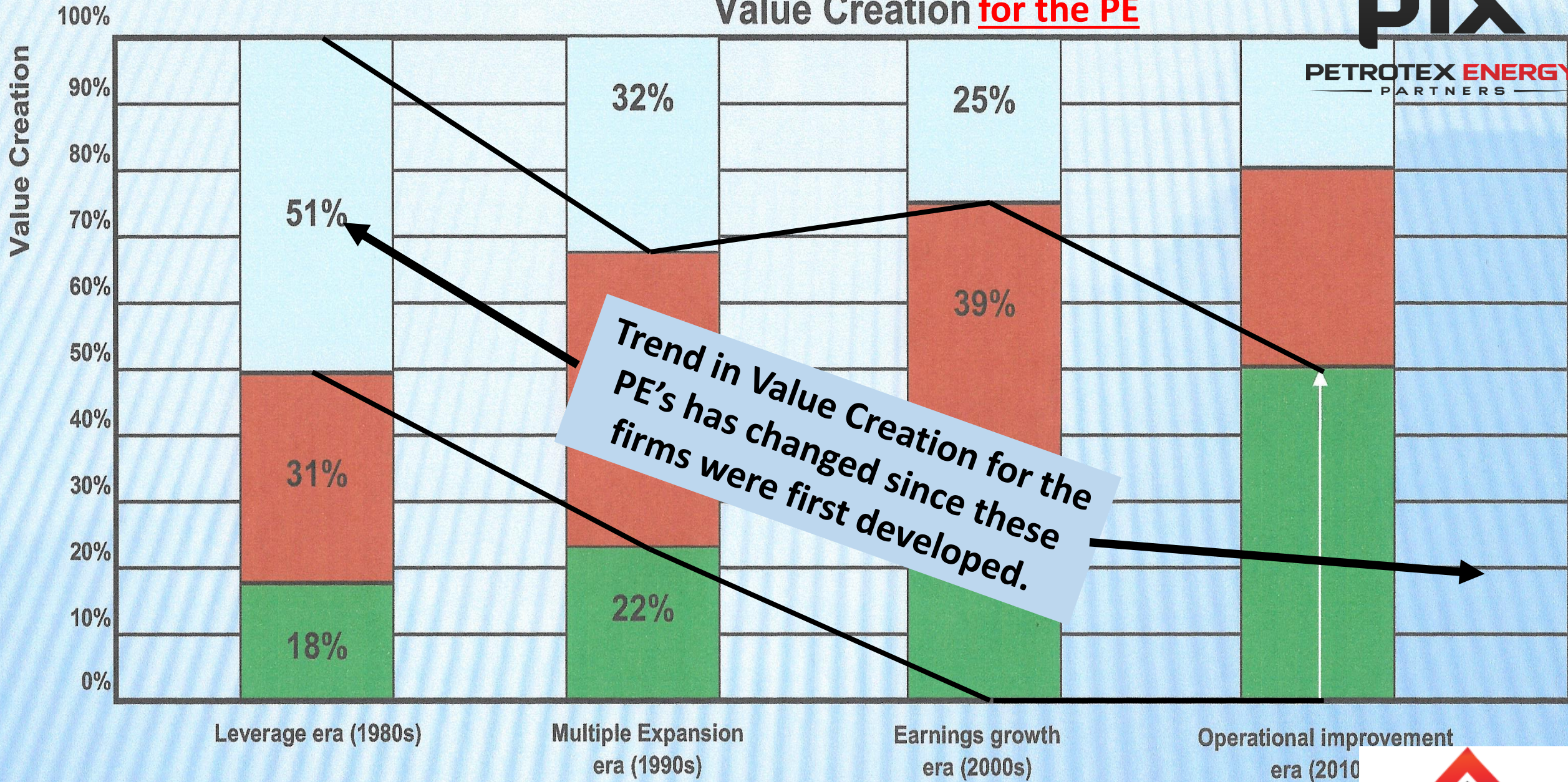
1. Self Funded (Boot-Strap),
2. Family & Friends,
3. Venture Capital,
 - A. Angels (High Net Worth Individuals),
 - B. PE – Private Equity**
 - C. Mezzanine,
4. Loans (Debt Financing),
 - A. Small Business Administration,
 - B. Commercial Banks,
 - C. Convertible (Debt to Equity),
5. Non-Traditional,
 - A. Cash Awards (Competitions),
 - B. Vendor Credit,
 - C. Factoring of Account Receivables.



Value Creation for the PE



PETROTEX ENERGY PARTNERS



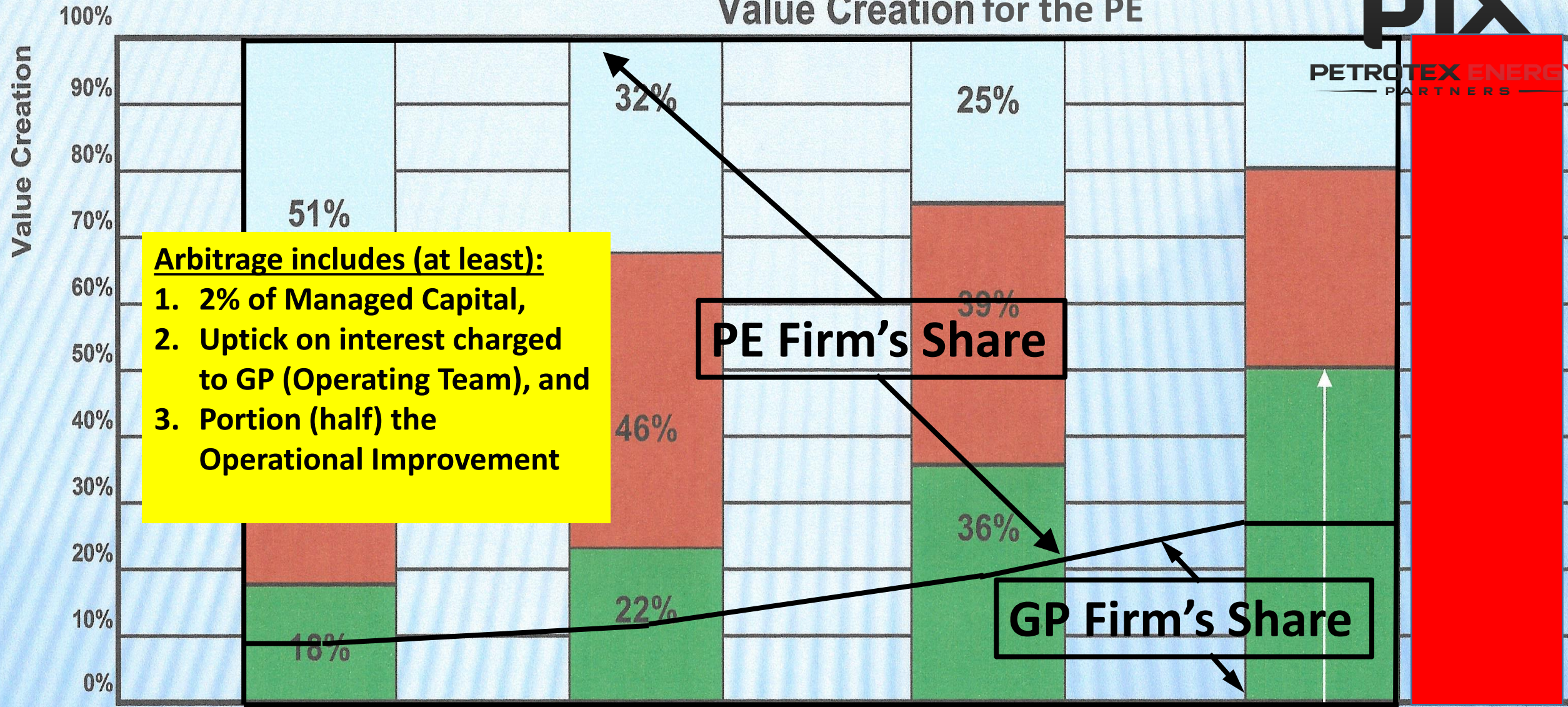
Operational improvement Multiple arbitrage Leverage



Value Creation for the PE



PETROTEX ENERGY PARTNERS



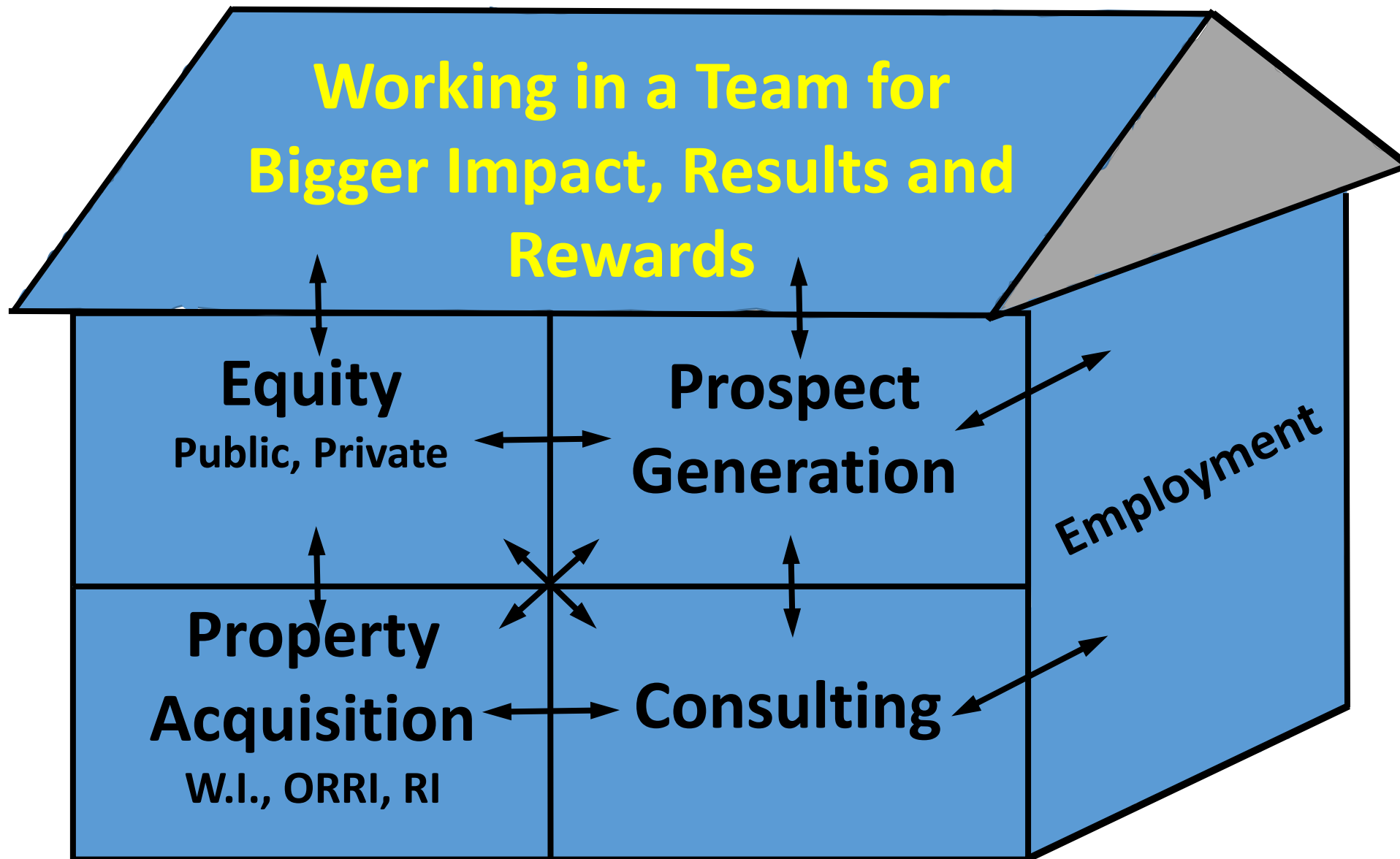
Arbitrage includes (at least):
 1. 2% of Managed Capital,
 2. Uptick on interest charged to GP (Operating Team), and
 3. Portion (half) the Operational Improvement

PE Firm's Share

GP Firm's Share

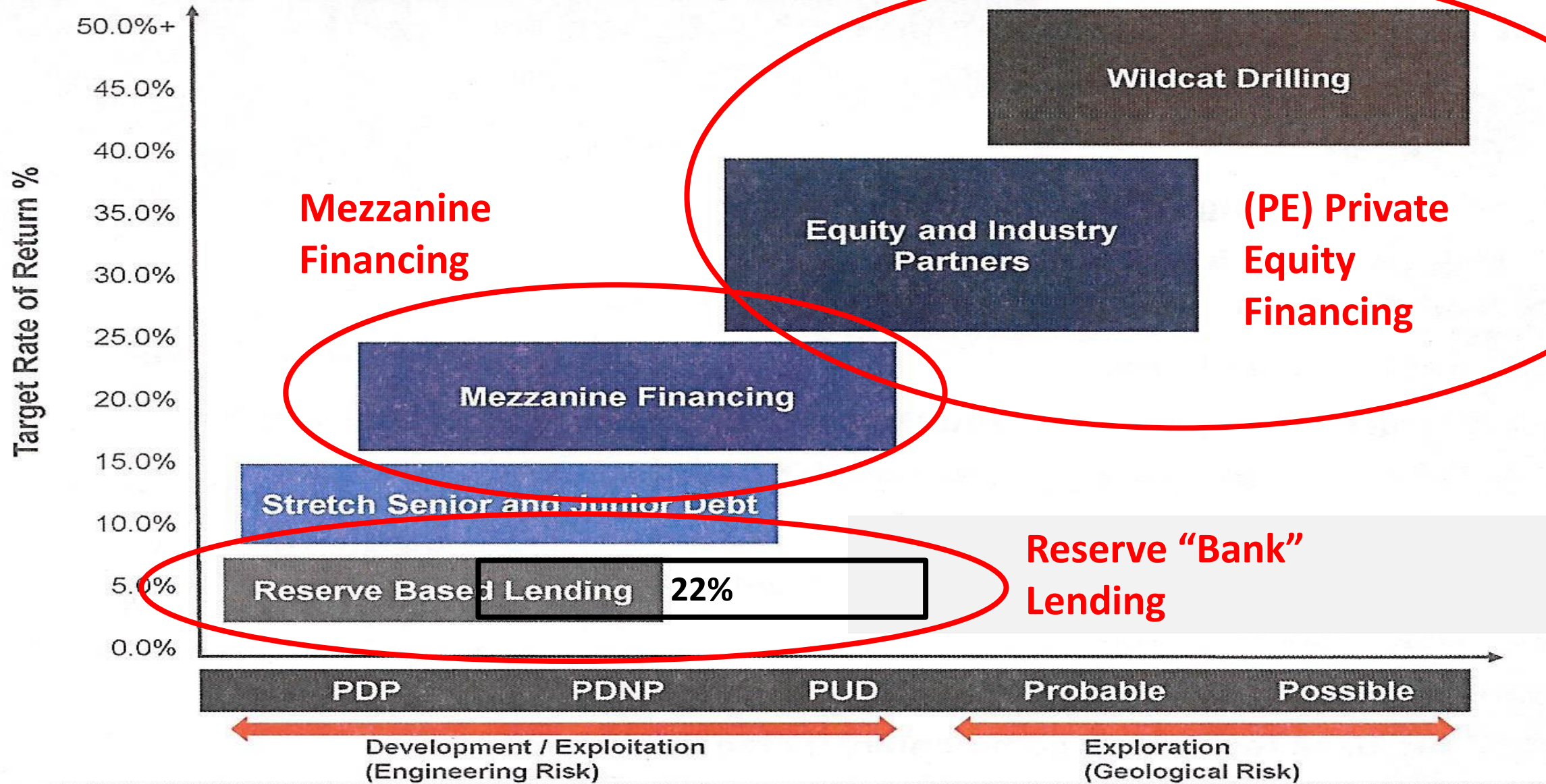
Operational improvement Multiple arbitrage Leverage





#8
Funding from Banks When, Why!

Oil & Gas Financing: Risk & Reward Spectrum



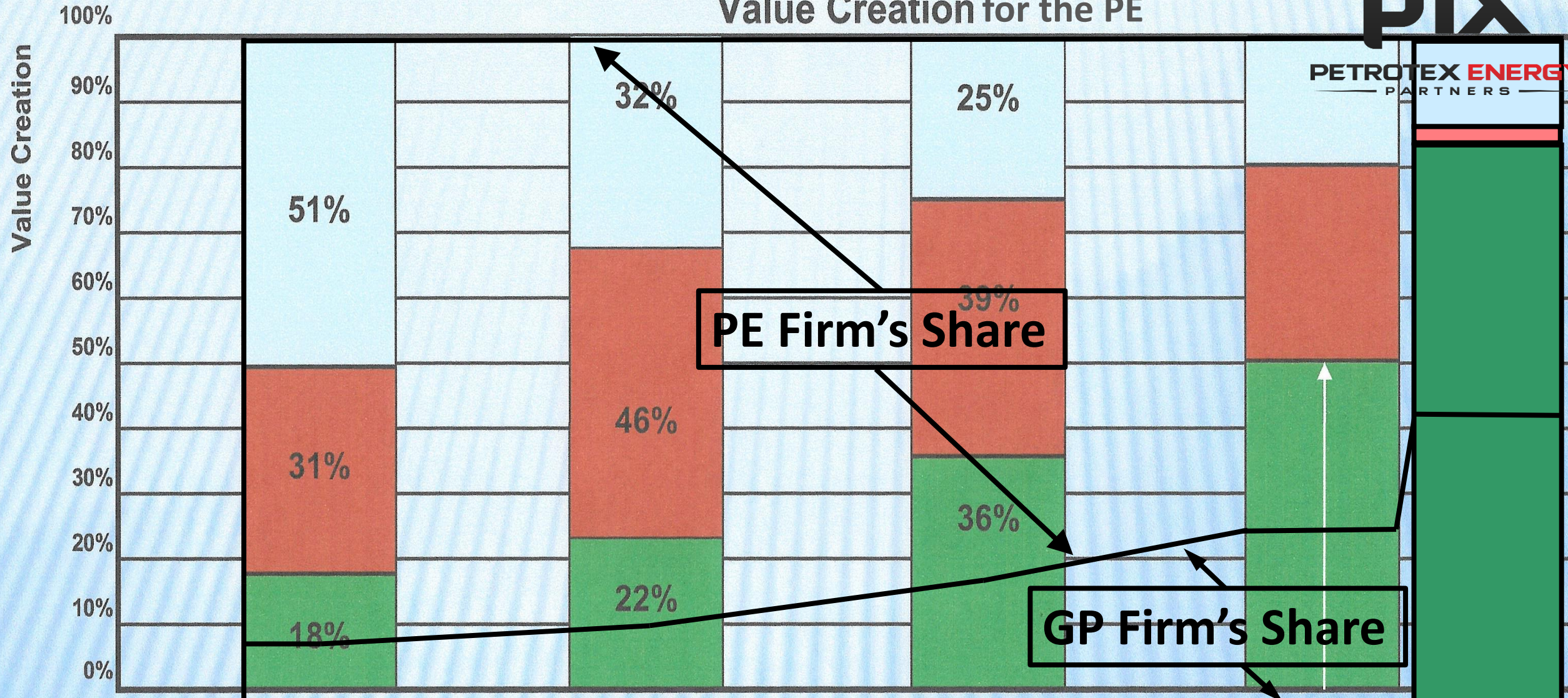
Financed: 100% PE Funds for Expl

Acquire 50,000 acres at \$1,000 per acre =	\$50,000,000		
Drill and complete 16 wells @			
\$6MM / well to fully PUD acreage	\$96,000,000		
\$250M GP overhead for 5 years	\$15,000,000		
Total Investment:	\$161,000,000		
Sell in 5 years:	\$402,500,000		
PDP @ \$50,000 /BOEPD +\$5,000 / acre			
Return: Cash on Cash	2.5 : 1		
Return at 12%	1.4 : 1		
Cash Returns (\$MM):			
Investors:	\$376.27	93.5%	
PE:	\$14.78	3.7%	56.1%
GP:	\$11.56	2.9%	43.9%

Value Creation for the PE



PETROTEX ENERGY PARTNERS



Leverage era (1980s)

Multiple Expansion era (1990s)

Earnings growth era (2000s)

Operational improvement era (2010s)

Resource era 2010 - 2015

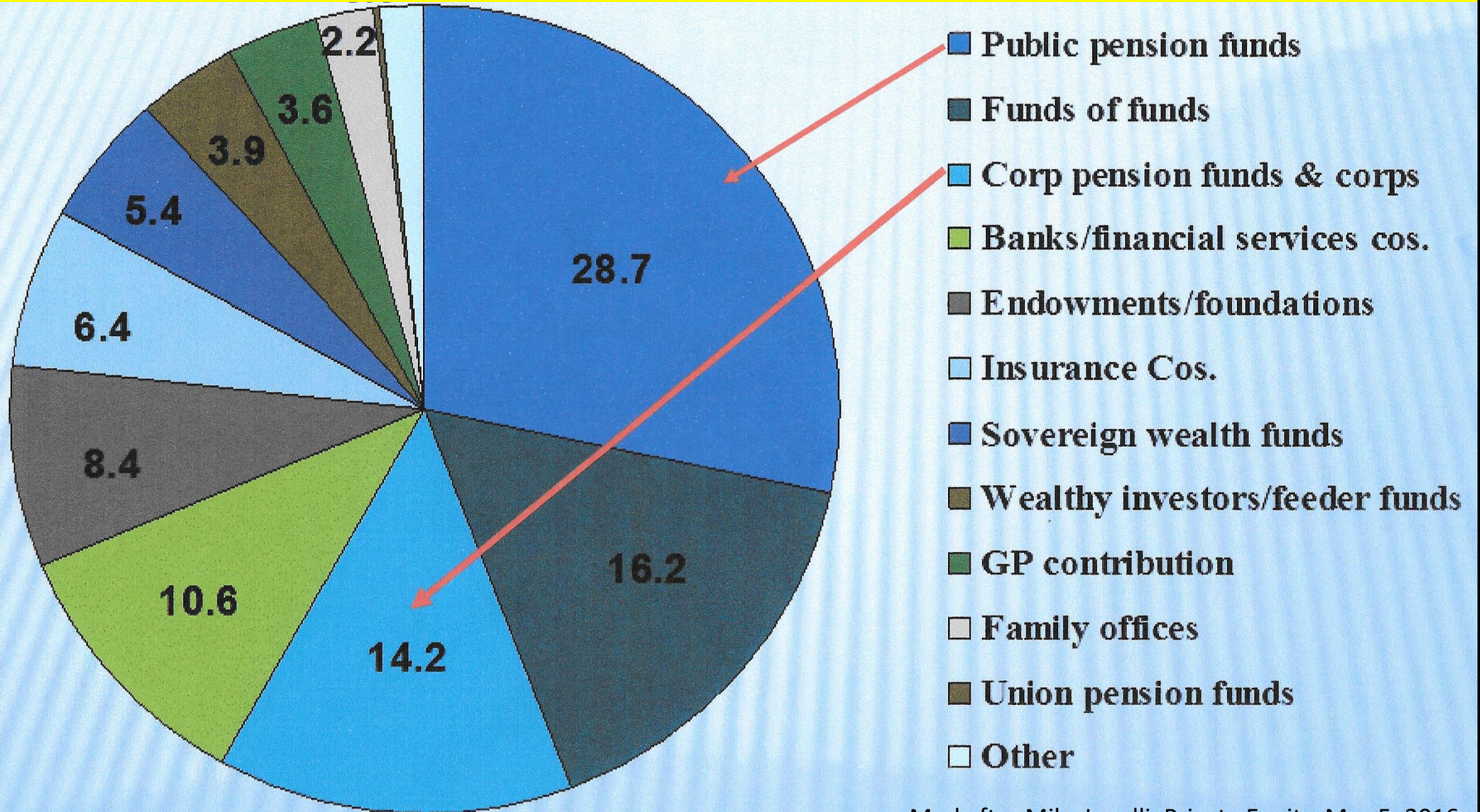
■ Operational improvement
 ■ Multiple arbitrage
 ■ Leverage

Financed: 100% PE Funds for Expl

100% PE Funds for PDP Acquisition

Acquire 50,000 acres at \$1,000 per acre =	\$50,000,000	Acquire PDP Property:	\$50,000,000		
Drill and complete 16 wells @		CF = \$1.2MM / Mo			
\$6MM / well to fully PUD acreage	\$96,000,000	RC / WO / PUD:	\$10,000,000		
\$250M GP overhead for 5 years	\$15,000,000		\$15,000,000		
Total Investment:	\$161,000,000		\$50,000,000		
Sell in 5 years:	\$402,500,000		\$75,000,000		
PDP @ \$50,000 /BOEPD +\$5,000 / acre		Free CF:	\$47,000,000		
Return: Cash on Cash	2.5 : 1		2.4 : 1		
Return at 12%	1.4 : 1		1.4 : 1		
Cash Returns (\$MM):					
Investors:	\$376.27	93.5%	\$114.42	93.8%	
PE:	\$14.78	3.7%	56.1%	\$4.29	3.5%
GP:	\$11.56	2.9%	43.9%	\$3.29	2.7%

Eliminate the PE Firm and go directly to the Source of Funds



Financed: 100% PE Funds for PDP

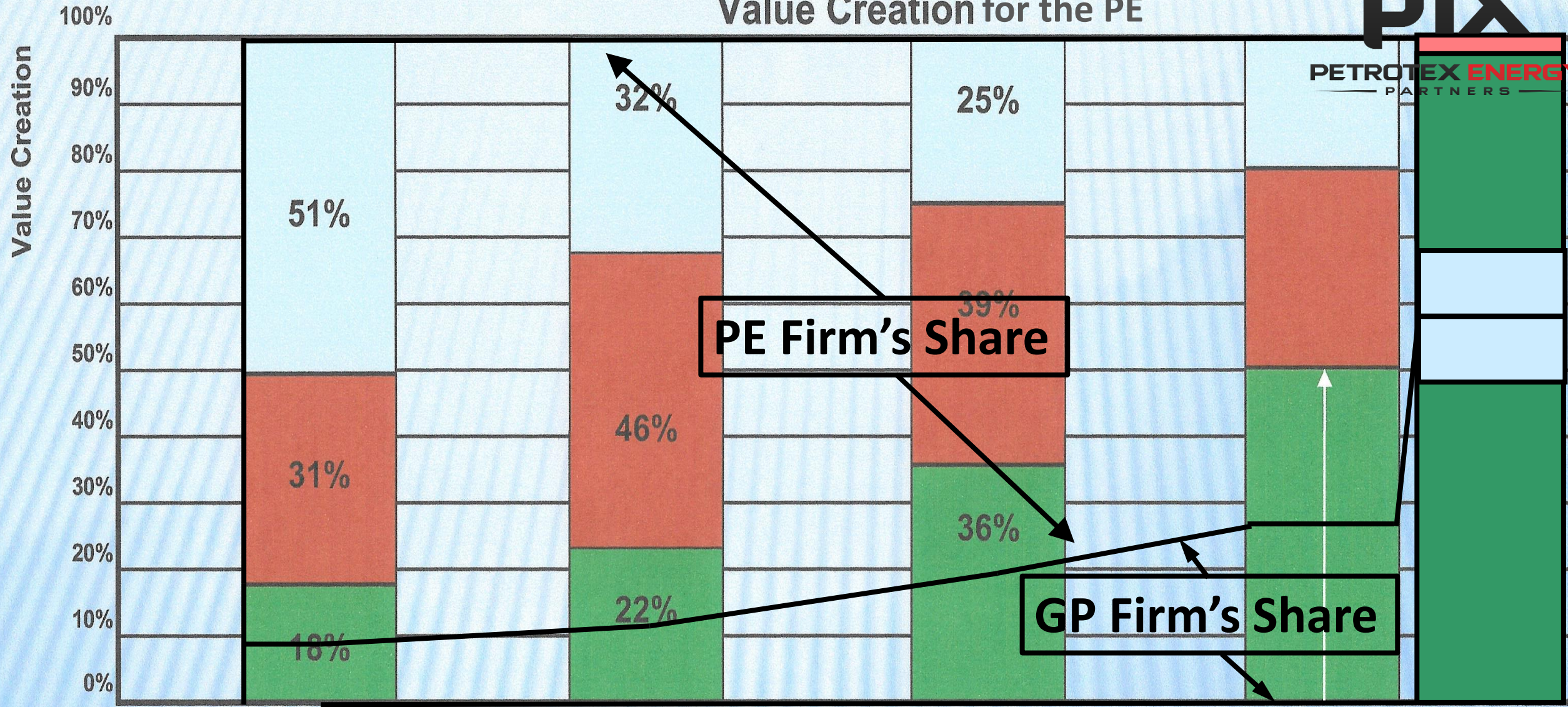
50% PE Fund and 50% Bank Credit

Acquire PDP Property:	\$50,000,000	Acquire PDP Property:	\$100,000,000		
RC / WO / PUD:	\$10,000,000	RC / WO / PUD:	\$20,000,000		
\$250M GP overhead for 5 years	\$15,000,000		\$15,000,000		
Total Investment (PE)	\$50,000,000		\$50,000,000		
Sell in 5 years:	\$75,000,000		\$150,000,000		
Free CF:	\$47,000,000		\$84,000,000		
Return: Cash on Cash	2.4 : 1	Paid off 50% Loan 2 years:	4.7 : 1		
Return at 12%	1.4 : 1		2.7 : 1		
Cash Returns (\$MM):					
Investors:	\$114.42	93.8%	\$198.3	84.6%	
PE:	\$4.29	3.5%	56.6%	\$15.5	6.6%
GP:	\$3.29	2.7%	43.4%	\$20.2	8.6%

Value Creation for the PE



PETROTEX ENERGY PARTNERS



PE Firm's Share

GP Firm's Share

Leverage era (1980s) Multiple Expansion era (1990s) Earnings growth era (2000s) Operational improvement era (2010)

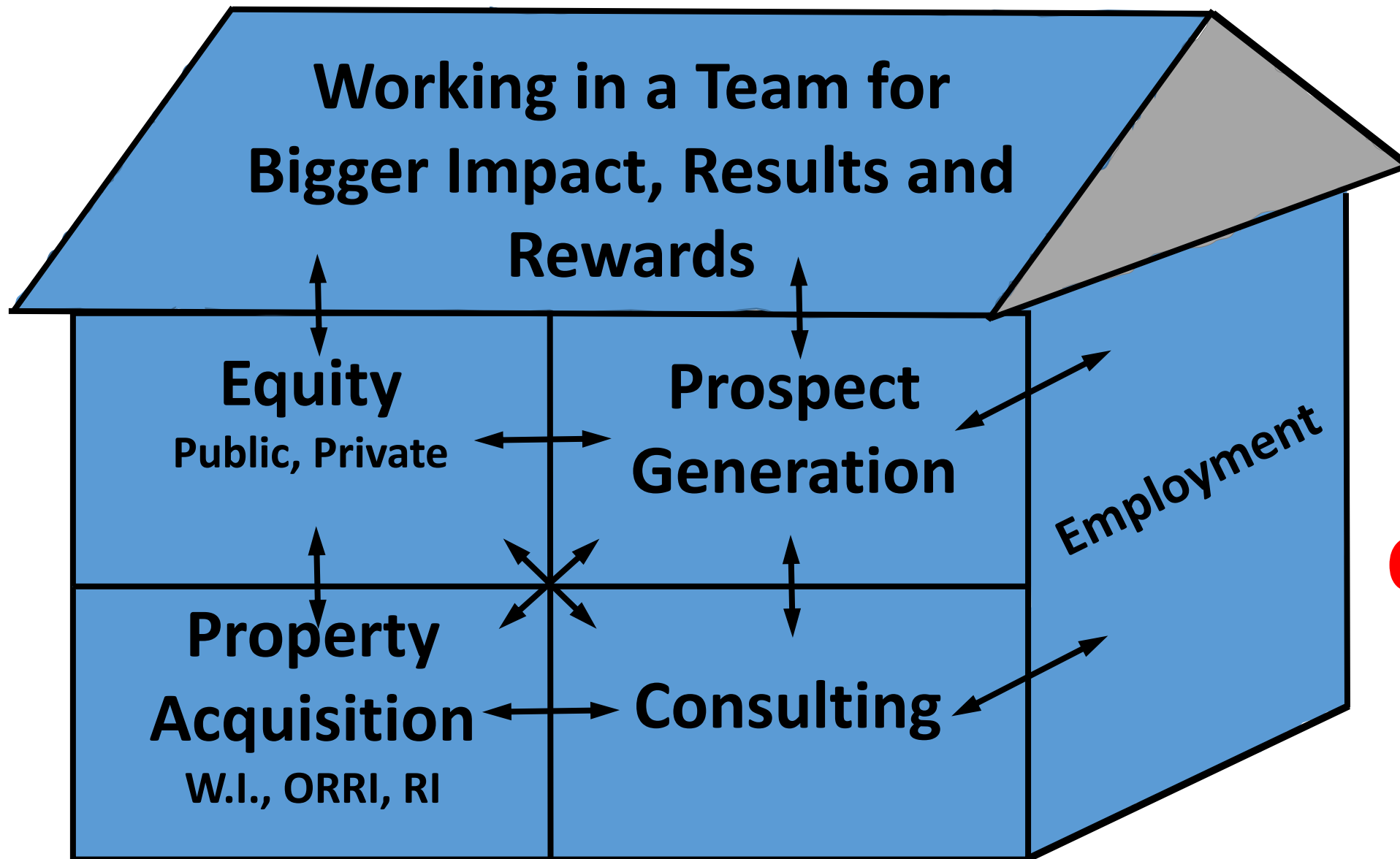
■ Operational improvement
 ■ Multiple arbitrage
 ■ Leverage



Financed: 100% PE Funds for PDP

50% PE Fund and 50% Bank Credit

Acquire PDP Property:	\$50,000,000	Acquire PDP Property:	\$100,000,000
RC / WO / PUD:	\$10,000,000	RC / WO / PUD:	\$20,000,000
\$250M GP overhead for 5 years	\$15,000,000		\$15,000,000
Total Investment:	\$50,000,000		\$50,000,000
Sell in 5 years:	\$75,000,000		\$150,000,000
Free CF:	\$47,000,000		\$84,000,000
Return: Cash on Cash	2.4 : 1	Paid off 50% Loan 2 years:	4.7 : 1
Return at 12%	1.4 : 1		2.7 : 1
Cash Returns (\$MM):		Exp Ex	
Investors:	\$114.42 93.8%	>3X Inv \$198.3	84.6%
PE:	\$4.29 3.5% 56.6%	\$14.78 \$15.5	6.6%
GP:	\$3.29 2.7% 43.4%	\$11.56 \$20.2	8.6%



Eight (8) Steps to Getting Started and Getting Funding



1. Your LLC,
2. Funding Your LLC,
3. What Upstream Segments are getting Funded in todays Market,
4. Forming and Developing Your LLC
5. Building a Team,
6. Funding a Team with PE,
7. What and Who are PEs,
8. Funding from Banks: When, Why.

You Can Do This!

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Society of Petroleum Engineers
Gulf Coast Section, Members in Transition

Seminar #9

October 7, 2016

PTX

PETROTEX ENERGY
PARTNERS

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Creating Your LLC and Various Options for Consulting and Operations

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Society of Petroleum Engineers
Gulf Coast Section, Members in Transition

Seminar #8

September 9, 2016

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