Deals

E&P transactions on the NCS

The year in review: 2017

January 2018

pwc

Deal activity on the NCS continue to provide valuable insights into the changing strategic priorities of the large international oil companies and utilities

2017 has been a very active year for E&P transactions on the NCS. We have seen large value transactions focusing on the NCS, cross- jurisdictional deals where Norway has been an important piece of the overall transaction and the return of the infrastructure deals. Importantly, we have also seen the themes discussed in this review in previous editions further reinforced: Utilities exiting E&P; Norway dropping down on the list of priorities for the majors and the IOCs, and; asset transactions following portfolio optimisation.

As a consequence, the composition of the players on the NCS has been significantly altered: We are seeing NCS pure plays such as AkerBP; Lundin and Point Resources emerging as major players with full cycle portfolios covering exploration, development and producing assets, operatorship and ambitions to further grow their portfolios. Fully integrated utilities, so prevalent on the NCS a few years back, are all but absent. The formation of Spirit Energy on the back of Centrica's and Bayerngas' combined E&P businesses, perhaps the most notable exception. Most of the International Oil Companies (the IOCs) are scaling back their Norwegian operations or exiting altogether such as Hess, present on the NCS since 1965.

There are a number of negatives with the divestments of top tier global E&P players, with their robust approach, first class management systems and availability of top global talent to bring to local Norwegian challenges as and if required. However, the ambitions and willingness to further develop the acquired assets expressed by the acquirers is highly valued in progressing the NCS going forward.

This report will cover these topics in greater detail and focus on the completed deals as examples to illustrate these observations.

Finally, we will look into our crystal ball and present our predictions for M&A activity on the NCS in 2018. After a period of consolidation, we expect the number of corporate deals to fall in 2018. The most notable exceptions are perhaps already seen, in the proposed merger of Wintershall and DEA, and the announcement VNG AG is looking for a co-investor in VNG Norge.

Instead we expect there to be a greater number of asset deals in 2018 to be driven by three key trends. i) Portfolio optimisation of the acquirers following M&A as regulatory requirements may necessitate a divestment (e.g. Valhall/Hod and Brage/ Ringhorne) or the combined company prioritise certain areas of the shelf and divest in others. ii) Increased focus on exploration in 2018/2019 will trigger swaps, farm-ins and farm-downs as deal activity returns to exploration assets; iii) A number of private equity sponsored entities have already been established and are keen to add assets to their set-up, not needing a pre-qualified entity and organisation to carry out deals in Norway. Our observation is further that there are fewer potential buyers not already present on the NCS, so the big volume of deals in 2018 will be between players already present. Acquiring a legal entity, and the added risks of legacy issues associated with a corporate and a set-up which may or may not be suitable for the acquirer mean that an asset deal typically would be preferred.

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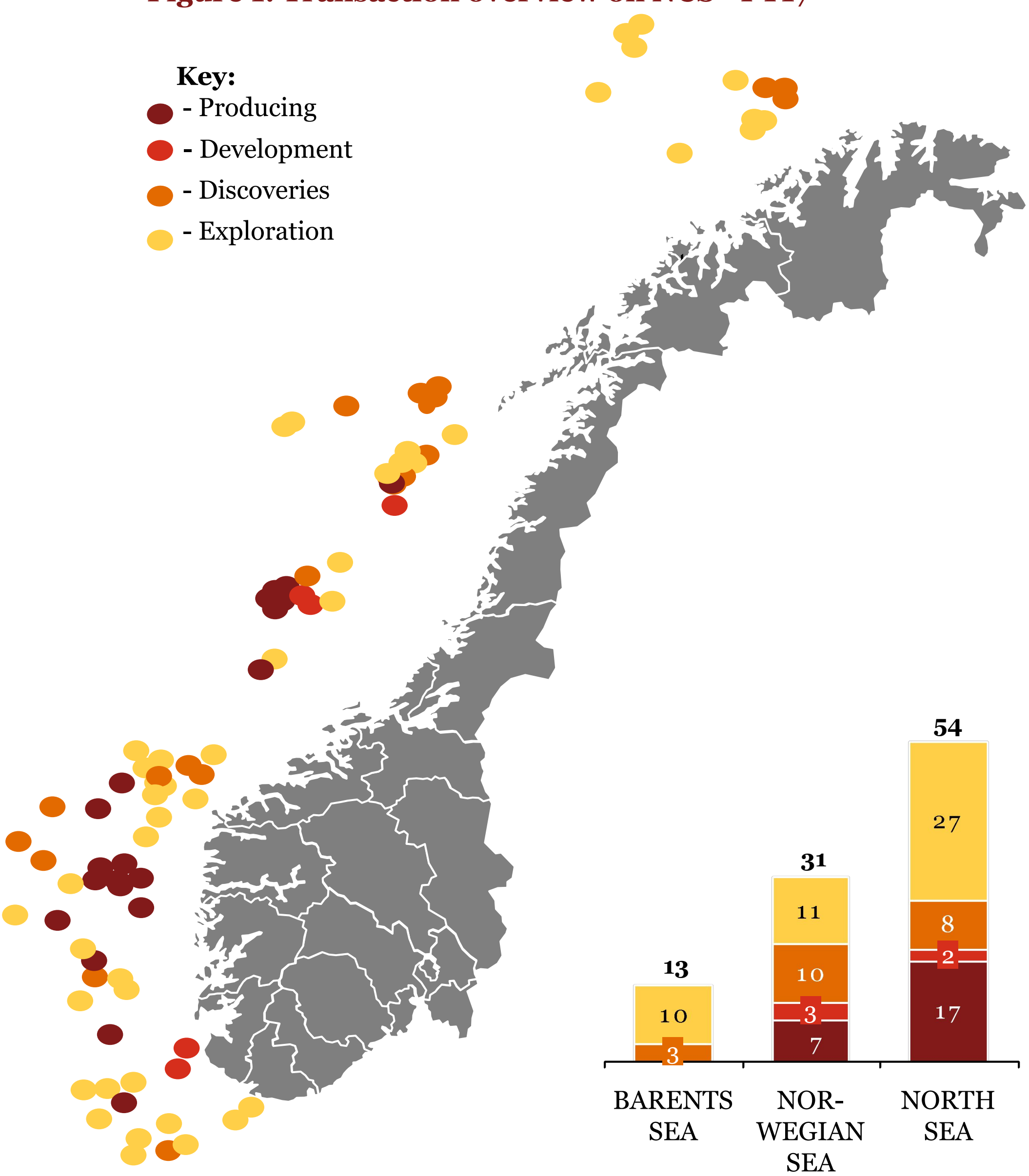
Producing assets in mature areas captured the headlines in 2017, however the number of transactions involving early phase assets increased markedly from 2016 to 2017

No. of deals on the NCS – FY17

Buyers	
CapeOmega	4
Kufpec	2
Total	2
Pandion	2
AkerBP	1
BASF / LetterOne	1
Spirit Energy	1
DEA	1
Delek Group	1
DNO	1
Gazprom	1
Ineos	1
Inpex	1
Neptune Energy	1
ConocoPhillips	1
PGNiG	1
Point Resources	1

Sellers	
Engie	3
AkerBP	2
Total	2
Bayerngas	2
AP Møller Maersk	1
Dana	1
Dong	1
ExxonMobil	1
Hess	1
Lundin	1
Njord Gas Infrastr	1
OMV	1
Origo	1
Shell	1
Tullow	1

Figure 1: Transaction overview on NCS - FY17



Source: NPD, MergerMarket, Rystad Energy, PwC analysis

Norwegian assets a key part of numerous multi-billion dollar cross-jurisdictional deals in 2017

1) Large cross-jurisdictional deals driven by the change in strategic priorities of Utilities

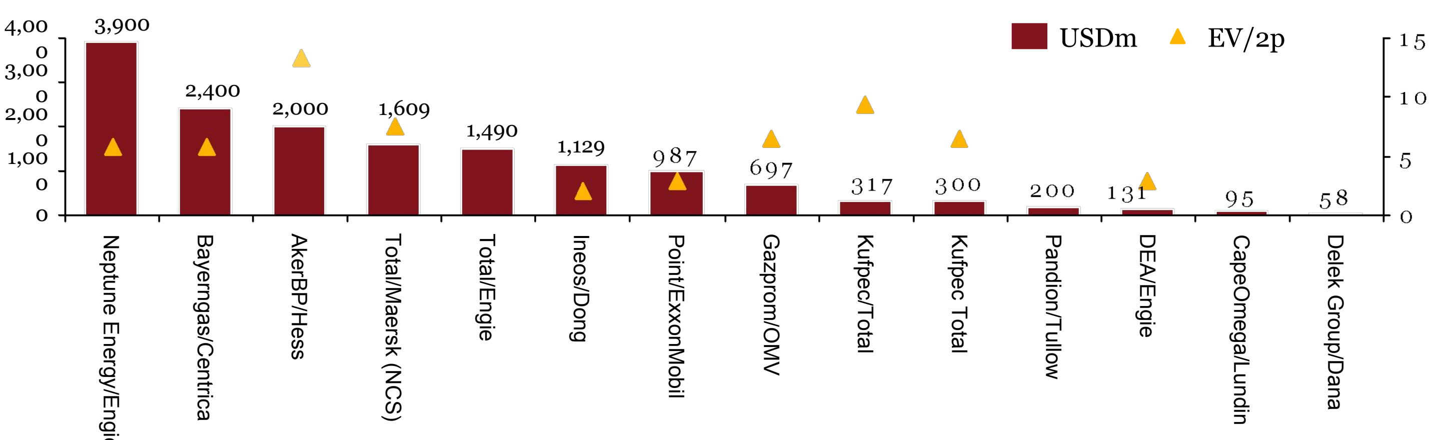
In the biggest deal by value announced in 2017 - the acquisition of Engie's global E&P business by Neptune - the Norwegian operations was a key piece. The Norwegian business accounted for more than half of the Group's 2015 revenue* and in excess of 65% of its EBITDA. The transaction serves as a great example of the dynamics which have been further reinforced in 2017: Oil and gas investments are being sacrificed at the altar of a low(er) carbon future by most of the European utilities. Whilst being fully integrated Energy businesses where E&P investments were a natural part of their value chain earlier in the Millenium, this strategy came to an abrupt end with the ratification of the Paris Treaty in 2016. So, ironically as commodity prices came down through the downturn, making oil and gas more competitive versus other sources of energy, utilities across the North Sea basin looked to offload their E&P businesses.

The USD 3.9bn Engie deal was the first of such deals to break in 2017 in May), but it was shortly followed by chemical giant Ineos' acquisition of DONG's international E&P business comprising offshore operations in Denmark, Norway and the UK in June. Later in the summer, Centrica and Bayerngas, merged their E&P businesses in a transaction estimated at USD 2.4 bn. The deal providing opportunities for significant synergies and optionality with regards to a spin-off or potential divestment later.

These three deals alone accounted for 1 651m boe 2P reserves.

AP Møller indicated in Oct 2016 a large restructuring of their oil and gas, and offshore businesses was planned for the medium term. In this context, it was perhaps not very surprising that a USD 7.5bn divestment was announced in Sep 2017. To many though, it came as a surprise that it was Total which ended up acquiring the business. In addition to businesses in Egypt, Denmark, UK, Algeria and Kazakhstan , Total got a 120 people organisation in Norway and arguably the crown jewel: a 8.44% stake in Johan Sverdrup. Analyst Teodor Sveen-Nilsen in SB1 Markets estimated the value of the Norwegian business acquired at ~USD 1.6bn.

In December, BASF and L1 announced a letter of intent to merge their E&P businesses, Wintershall and DEA respectively, in a deal which will form a 600 kboe pr day producer albeit international, heavily tilted to the North Sea and Russia. Considerable work remains for this deal to close during 2018 in a combination of two entities which have both been active acquirers on the NCS in quite recent times.



* Latest consolidated figures publically available for the Group

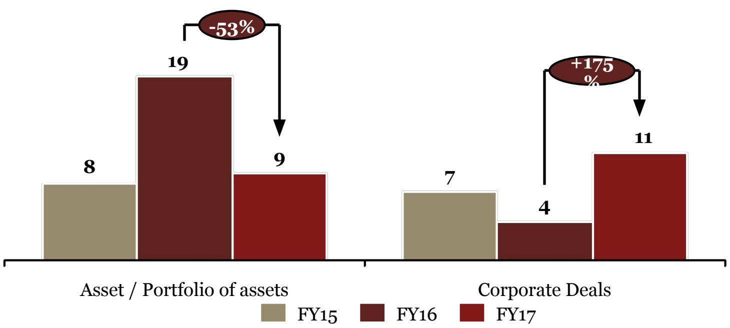
Sources: Rystad, Offshore, company web pages, NPD factpages,SR markets, PwC analysis

International oil companies divest, while pure-play NCS platforms invest

2) IOCs are divesting or exiting altogether

In last year's report we described the changing composition of companies operating on the NCS, and the trend of larger international oil companies (IOCs) divesting. The trend has continued unrelentlessly in FY17, as ExxonMobil, Shell, Total and Hess all feature on the list of sellers on the NCS in 2017.

Figure 2: Transactions on NCS – FY17 versus FY16



Source: MergerMarket, Rystad Energy, PwC analysis

The news in March that ExxonMobil, arguably the most highly admired E&P corporation globally, was to divest its portfolio of operated assets and most of its Norwegian organisation to Point Resources (backed by financial sponsor HitecVision) was ill-received by some. In terms of technical competence, being a first class operator and the signal effect of having the world's most valuable public IOC as a major producer on the NCS it is indeed regretful that ExxonMobil elected to divest. However, for the outside observer, it seems a distant past since Norway featured highly on Exxon's list of strategic priorities. In the competition for capital allocation within Exxon, Norwegian opportunities have lost out to other geographies. As such, the acquirer has signalled its intent to invest into the legacy Exxon assets to increase oil recovery and potentially prolong their lives. If the divested portfolio finds a new lease of life in the hands of Point, this is good news to counteract the (partial) exit of ExxonMobil.

Whilst the actions of ExxonMobil seem easy enough to interpret, the 2017 M&A activity of Total is less clear cut. In featuring as a seller on three different occasions, a similar conclusion that the NCS has dropped in terms of strategic priority could be easy to make: First, it divested stakes in Sleipner, Gugne and Gina Krog to Kufpec for an estimated USD 300m in late Dec'16/Jan'17, thereafter an additional stake in Gina Krog to Kufpec in Aug'17 (reported USD 317m purchase price), before transferring the operatorships of Martin Linge (under construction) and Garantiana to Statoil in December. So a few years after running the "Store ting på gang" (~ "Great things under way") themed public relations campaign focusing on the operated development projects in their NCS portfolio, Total will revert to having a fully non-operated portfolio in Norway.

At the same time, Total secured a 8.44% stake in Johan Sverdrup by way of the acquisition of Maersk Oil for a reported USD 7.5bn in Aug 2017. Johan Sverdrup has a production horizon beyond 2060, so Total seems unlikely to exit Norway despite rescinding on their ambition to be an operator of development/ producing assets.

Therefore, predicting whether Total will be a net buyer or seller on the NCS in 2018 is as challenging as predicting whether the Norwegian summer will be a good one. We'll simply have to wait and see.

One company recognised as having an astute M&A organisation, and which has impressed many with their ambition and drive as an operator as not been sitting still. In 2017, AkerBP again provided the exit route for a major IOC. In Oct AkerBP announed it was to acquire Hess' Norwegian business in a USD 2bn deal, having already acquired Marathon Oil and BP's Norwegian businesses in 2014 and 2016 respectively.

As the deal was set to make AkerBP 100% owner in Valhall/ Hod, AkerBP guided its investors it would look to divest up to 1/3 of its Valhall stake. In a scramble to get the seal of approval from the Norwegian authorities within 2017, AkerBP was able to agree on a subsequent 10% sell down in Valhall to Pandion Energy at an undisclosed purchase price, within 41 days of announcing the Hess Norge Acquisition..

Case study: Acquisition of Hess Norge

- AkerBP continue to seize M&A opportunities to build a top tier NCS focused E&P player

Target:	Hess Norge AS (100%)
Bidder:	Aker BP ASA
Seller:	Hess Corporation

Deal Description:

AkerBP continue to strengthen its position on the NCS by way of M&A activity – adding Hess Norge's assets to its portfolio. The acquisition includes Valhall (64.05%) and Hod (62.5%), located in the Southern part of the North Sea. The consideration was reported as USD 2.0bn cash from RBL loan and new equity of USD 500m. The acquisition also included USD 1.5bn nominal value of tax losses carried forward.

The completion of the transaction would make AkerBP the sole owner of Valhall/Hod. In order to get regulatory approval for the acquisistion, other license partner(s) were required to come in. Within 41 days, AkerBP and Pandion Energy agreed for Pandion to acquire a 10% stake in Valhall/Hod from AkerBP for an undisclosed amount.

Deal rationale:

First, adding significant production volumes from licenses which are well known and understood in AkerBP; and second, providing greater flexibility in redeveloping the asset by finding a partner equally willing to invest.

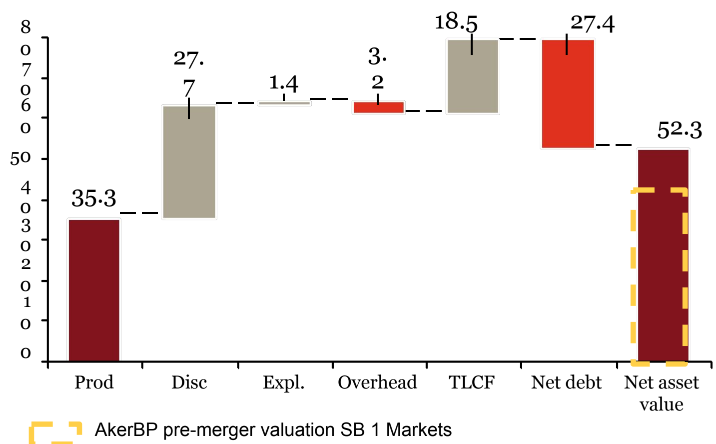
> *"The transaction is an important step towards our strategy to become the leading independent E&P company. Seizing full control and ownership in the fields allow us to be more aggressive. As the operator of Valhall & Hod we are up to par on the assets"*
>
> *– AkerBP CEO, Karl J. Hersvik*

In December 2017 AkerBP delivered the PUD for the Valhall West Flank. The PUD aims to further develop the Tor-field and planned start-up and first oil is expected Q419. There are also ongoing processes to further mature new projects on the South and North Flanks. AkerBP has a strategy to consolidate small discoveries to profitable developments and tie-ins, underlining its ambitions for the area.

FY16 Financial Highlights	**AkerBP**	**Hess Norge**
2P reserves (mmboe)	711	200
Production (boepd)	118,201	28,000
Reported sales (USDm)	1,364	424
Reported EBITDA (USDm)	968	155
EBITDA margin	71%	37%

Source: MergerMarket, Annual Reports, ProffForvalt, Rystad Energy, PwC analysis

Post-merger Valuation SOTP - SB 1 Markets



Source: SR Markets research

Large pockets of Private Equity capital committed to being deployed in NCS investments

3) Private equity investing into the North Sea

2017 marks the year when private equity went full cycle in E&P in the North Sea. In Norway and the UK, there were a number of high-profile acquisitions completed by private equity backed players: Siccar Point (BlackStone and Bluewater Energy)- UK, Chryasor (EIG)- UK, Neptune Energy (Carlyle, CVC and China Investment Corporation)- UK, N and NL, Point Resources and CapeOmega (both HitecVision)- N, Pandion (Kerogen)- N and OKEA (Seacrest Capital)-N all made acquisitions in UK or Norway, or in Neptune's case acquired on the Norwegian, British and Dutch sides of the North Sea.

We believe there are four main drivers for private equity's investments into E&P:

1. PE's ability to be a competitive capital provider. Good investment cases available through the downturn that E&P companies are not pursuing due to constraints on their cash/ financing.
2. Underlying industry underinvestment vs long-term structural demand for oil and gas create opportunities for attractive returns for counter-cyclical investors.
3. Strong underlying cash flow. Focus on production (not exploration or early stage development), or late stage development with strong cash generation to service debt and equity capital employed.
4. PE see a number of opportunities for value creation.
    a. Pursuing tie-backs and near field discoveries
    b. Increased oil recovery and prolonging field lives
    c. Clean slate – no legacy issues gives greater flexibility to find new solutions.
    d. Applying PEs experience of driving down costs from other industries

Ultimately, there is an element of investing into the industry countercyclically in the expectation of higher oil price. Our experience is that PE's investment cases typically are robust in a low oil price environment also, as private equity are quite conservative in the oil price assumptions underpinning their investment cases. Seeing PE's entry to E&P as a bet on the oil price therefore seems incorrect and a gross oversimplification.

4) Infrastructure transactions dominated by one buyer: CapeOmega

Describing deal activity on infrastructure in Norway through 2017 is a somewhat one-sided story as all the assets have been acquired by one party; HitecVision owned CapeOmega. In quick succession CapeOmega were able to pick up a 9% share in Polarled and 3% stake in Nyhamna in a deal with Shell in Oct (undisclosed price), acquired Njord and its 8% stake in Gassled for an undisclosed price in a deal announced only three days later, and in December agreed to acquire DEA's stake in Polarled (4.8%), Nyhamna (1.1%) and Gassled (0.1%). Interestingly, Cape is not a pure-play infrastructure investment vehicle like Solveig Gas, Silex or indeed Njord was. Instead, Cape combines its investments into infrastructure with end-of-life /mature producing assets. Cape has stakes in Brynhild, Enoch and Oselvar. Core to combining different types of assets is the symbiosis of payables and releasing deferred tax asset positions to optimise tax cash flows.

In the context of uncertainties over i) the tariff structure in Gassled following the much publicised courtcase between the owners in Gassled and the Norwegian state now poised to be settled before the Supreme Court; and ii) future volumes and tariffs in Polarled, it seems Cape have been able to manage higher risks than conventional infrastructure investors were willing/able to undertake, and ultimately acquiring all available midstream assets in 2017.

What to expect in 2018?

Low carbon energy transition

Acquisition opportunities will arise on the back of (European) IOCs follow the utilities into low carbon energy in two ways. First, E&P players will contemplate divestments as opportunities in other geographies/ shale and renewables arise and might be more in sync with global strategic priorities. Second, the utilities still invested in E&P will review strategic alternatives which could include full or partial divestment, alliances or a more distinct separation from its other business areas.

The energy transition also impact the opportunities the existing players pursue. For example, the Polish oil company PGNiG Upstream Norway have publicly expressed their desire to add additional gas production to their Norwegian business. So whereas most players previously were chasing oil opportunities, there is a greater diversity in preferences amongst the buyers which can generate additional activity in 2018.

Portfolio optimisation will create opportunities

In the aftermath of high M&A activity there will be opportunities for buyers as the acquirers rejig the combined asset portfolios. For example, AkerBP have guided their investors that it will divest up to a third of their 100 percent stake in Valhall (following the acquisition of Hess Norge). After completing a 10 percent divestment to Pandion Energy there is still potentially up to 23.3 percent in Valhall in play in 2018. Similarly there could be opportunities arising from the Point- Exxon deal, the combination of Centrica and Bayerngas and the Total and Maersk merger.

Competitive M&A space

Whereas the downturn was characterised as being a Buyer's market, 2018 will be more of a Seller's market for three key reasons. First, there are a number of private equity backed players with large unused capital commitments to compete for deals. Compare and contrast the likes of Point, OKEA, Pandion, Mime Petroleum and Edge Petroleum and they all have inorganic growth ambitions to add immediate or near-term production. Second, our prediction is that a number of the strategic players will be more acquisitive in 2018. With greatly improved cash flow from operations and improved availability of external funding, capital for acquisitions is more readily available. Third, after high M&A activity over the past few years, with significant changes to the composition of the players on the NCS, there are fewer of the obvious deals yet to be done.

In the aggregate, we believe these factors will combine for a more competitive deal space. Couple that with an oil price on the rise at the start of 2018, it will be really interesting to see how this dynamic feeds into valuations.

Further, we wish the oil companies best of luck with their 2018 exploration activities. Any large new discoveries made in 2018, could spur further deal activity as the attractiveness of the shelf is reinforced attracting more capital, and the resource base of the existing players expand organically giving flexibility to divest.

Case study: CapeOmega - the odd one out?

- Combining investments in late life assets with the robust cash flows from midstream assets proves an effective, albeit untypical, NCS business model

Buyer: CapeOmega
Targets: Polarled, Nyhamna, Brynhild, Njord
Sellers: Lundin, DEA, Shell, USB International

Description:

HitecVision backed CapeOmega was established in 2014 with the strategy of investing in strategic (late stage production) fields and infrastructure.

CapeOmega made its first investment in the Oselvar field, Brynhild field and Gassled pipeline in 2015. In 2016 CapeOmega added Gassled and Polarled interests. CapeOmega has been active for the last part of 2017, increasing its interests in the Brynhild field in Gassled and Polarled, and adding a stake in the Nyhamna gas processing plant to its portfolio.

By employing an untraditional business model, CapeOmega has proved to be exit route for E&PS looking to free up capital invested in low(er) return assets.

The Brynhild field (subsea template, tie-in Haewene Brim FPSO UKCS) started production in 2014 and is expected to remain profitable up to 2018. The Enoch field is a subsea facility tied back to British Brae Field expected to cease production in 2022. The third and last field, Oselvar, is also a subsea tie-back to Ula and is expected to produce up to 2018 – The Oda licence group will compensate Oselvar licence holders for earlier production stop, to make capacity available for Oda on the Ula facility.

From CapeOmega's infrastructure investment in Polarled Pipeline, Gassled Pipeline and Nyhamna terminal the company has secured a steady cash flow – which likely provides the company with financing of investments in the fields. The investments in the fields are also offset by taxable income from the infrastructure, boosting the company's cash flow further. In the near future Oselvar, Enoch and Brynhild will also have decommissioning activity for which the combination of ABEX and taxable income generated by the midstream assets may yield significant tax synergies.

Assets		Seller	Deal Value
Oselvar (15%) – Jul. 15	*(Field)*	Noreco	N.D
Brynhild (10%) – Sep. 15	*(Field)*	Repsol	N.D
Oselvar (30%) – Dec. 15	*(Field)*	Bayerngas	N.D
Gassled (2.895%) – Dec 15	*(Infr.)*	Conoco / Dong	N.D
Enoch (4.36%) – Dec. 15	*(Field)*	Noreco	N.D
Gassled (0.304%) – Dec. 16 Polarled (0.486%)	*(Infr.)*	Engie	N.D
Polarled (2.396%) – Dec. 16	*(Infr.)*	Maersk	N.D
Brynhild (39%) – Jul. 17	*(Field)*	Lundin	USD 95m
Polarled (9.02%) – Nov. 17 Nyhamna Gas plant (3%)	*(Infr.)*	Shell	N.D
Njord Gas Infrastructure – Nov. 17 - incl. Gassled (8.026%)	*(Infr.)*	USB Int.	N.D
Polarled (4,7910%) – Jan. 18 Gassled* (0.0810%) Nyhamna (1.0649%)	*(Infr.)*	DEA	N.D

* Includes 0.03946% in Zeepipe Terminal and 0.05234% in Dunkerque terminal

Source: CapeOmega web, public information

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He has hands-on experience from driving organizational change, and has been responsible for significant projects for global and national clients, including some of the most comprehensive change programmes carried out for the offshore operations on the NCS.



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E&P Transactions in NCS

Appendix



2017 Transactions (1 of 2)

Deal Type	Buyer	Seller	Description of deal/asset	Reported deal value (USDm)	Period
Merger • **Wintershall/DEA**	BASF	L1	Merger - Letter of intent signed for the merger of BASF/LetterOne's oil and gas subsidiaries. Initially 67% of the shares of the merged entity would be held by BASF and 33% by LetterOne. To complete in 2018.	Not disclosed	Dec-17
Infrastructure • **Polarled (4.9710%)** • **Nyhamna (1.0649%)** • **Gassled (0.0810%)**	CapeOmega	DEA	CapeOmega entered into a SPA with DEA to acquire DEA's participating interest in Gassled comprising of 4.9710% in Polarled, 1.0649% in Nyhamna Plant and Gassled 0.0810% (including Zeepipe terminal 0.03946% and Dunkerque terminal 0.05234%).	Not disclosed	Dec - 17
Asset • **Valhall/Hod (10%)**	Pandion	AkerBP	AkerBP sold down from its 100% stake in Valhall & Hod fields to 90%. Pandion was the acquirer of the asset. The transaction came post the AkerBP acquisition of Hess Norge.	Not disclosed	Dec-17
Company – Infrastructure • **Njord Infrastructure**	CapeOmega	UBS International / CDC	CapeOmega acquired all the shares of Njord Gas Infrastructure – which included the interest in Gassled JV, 8.036%. In the transaction UBS and CDC retains all upside and cost in relation to the ongoing litigation regarding Gassled tariffs	Not disclosed	Nov-17
Asset – Infrastructure • **Polarled (9.02%)** • **Nyhamna (3%)**	CapeOmega	Shell	CapeOmega acquires Shell's share in Polarled of 9.02% and 3% of the share in Nyhamna Gas Plant.	Not disclosed	Nov-17
Company • **Hess Norge**	AkerBP	Hess	AkerBP acquired Hess Norge AS – Including Valhall (64.05%) and Hod (62,5%) – post the transaction AkerBP would have full control of the Valhall/Hod fields, subject to regulatory approval..	2,000	Nov-17
Asset • **Portfolio**	Total	Engie	Engie LNG upstream portfolio. (Cameron LNG in US, LNG long term sales purchase agreements, LNG tanker fleet, access regasification capacities in Europe). Contingent market improvement payable of reported USD 550m.	1 ,490	Nov-17
Asset • **PL767 (40%)**	Inpex	Bayerngas	PL767 (Barents) (40%) farm-in agreement	0	Oct-17
Asset • **Gina Krog (15%)**	Kufpec	Total	Kufpec acquires 15% working interest in the Gina Krog field from Total – doubling its interest in the field.	317	Sep-17

Sources: Public Information (incl. Mergermarket, Upstream, Company websites, Rystad Energy)

2017 Transactions (2 of 2)

Deal Type	Buyer	Seller	Description deal/asset	Reported deal value (USDm)	Period
Company • **Maersk Oil & Gas A/S**	Total	AP Møller Maersk	Total acquired 100% of the shares in Maersk Oil & Gas A/S including all the assets of Maersk Oil on the NCS with 8.44% working interest in the Johan Sverdrup field amongst others.	7,500	Aug-17
Asset • **Brynhild**	CapeOmega	Lundin	Lundin divested 39% working interest in the Brynhild field in the North Sea. The transaction increased CapeOmega's working interest from 10% to 49% and decreased Lundin's working interest from 90% to 51%.	95	Jul-17
Merger • **Bayerngas/Centrica**	Centrica	Bayerngas	Merger of Centrica/Bayerngas E&P Business'. Centrica received 69% & Bayerngas 31% in the new entity which includes the North West E&P activity (UK, NOR, DK, NL) of the companies	2,400	Jul-17
Company • **Dong E&P**	Ineos	Dong	Ineos acquired the entire Oil & Gas portfolio of Dong (Including NCS assets Ormen Lange, Alve and Marulk)	1,129	Jun-17
Company • **Engie Upstream**	Neptune Energy	Engie	Neptune acquired Engie Upstream (70%) excl 30% Touat Development (Algeria). Includes assets Gjøa, Njord Area, Snøhvit and Gudrun. To close in Q1'18	3,900	May-17
Company • **Origo Exploration**	DNO	Shareholders	DNO acquired Origo Exploration in a company takeover – including 11 licences in the North Sea, 7 of which on the NCS and the remaining on the UKCS.	Not disclosed	May-17
Asset • **Storklakken (35%)**	PGNiG	AkerBP	AkerBP sold down from 100% to 65% in Storklakken to PGNiG, increasing PGNiG's exposure to the NCS and hydrocarbon production outside Poland.	Not disclosed	Apr-17
Asset • **Portfolio**	Point Resources	Exxon Mobil	Point Resources acquired a large part of ExxonMobil's NCS portfolio (excl Sigyn) - including operated Balder, Ringhorne and Jotun. The ministry approval is contingent in partnering up on the field Balder within 2y.	Not disclosed	Apr-17
Assets (exit)	Pandion/ Conoco Phillips	Tullow	Tullow announced its exit from the NCS and has sold its remaining assets to newcomer Pandion and ConocoPhillips. Tullow divested in 34 licences from 2016 and planned to drill four exploration wells.	200	Feb-17
Swap Company	Gazprom	OMV	Gazprom signed an asset swap agreement for 38.5% of the shares in OMV Norge with OMV. In return OMV will get 24.98% of shares in developing blocks 4 & 5 of the Achimov formation in the Urengoy oil & gas field. To close in 2018.	697	Jan-17
Company stake	Delek Group	Dana Petroleum	Delek Group (Israel) acquired 13.18% of the shares in Faroe Petroleum from Dana Petroleum.	58	Jan-17

Sources: Public Information (incl. Mergermarket, Upstream, Company websites, Rystad Energy)