

PickensPlan

T. Boone Pickens Media Coverage 3.26.10

Total of 12 Placements

Print: 1
Blog/Online: 9
Broadcast: 2

Coverage Summary:

The *Financial Times* article looks at Houston's future in the world's energy picture. Pickens is quoted in the piece discussing the natural gas boom, calling this the most exciting time he's had in the business in his entire career. A nice photo of Pickens accompanied the piece. A *Financial Times* blog today also focuses on Pickens, looking at his investments in wind and water.

Highlighted Placements (Full Articles Below)

Houston: Where Energy Is King – *Financial Times* – 3/25/10
Billionaire Oilman T Boone Pickens Makes His Move On Water – *Financial Times Blog* – 3/26/10

Blog/Online Placements (Full Articles Below)

U.S. Lags In Clean-Tech Investment – *Nasdaq.com* – 3/26/10
T. Boone Pickens-Backed Auto Startup Gets Rejected by the DOE – *Fast Company* – 3/25/10
V-Vehicle Rejected For Federal Loans – *SocialTech.com* – 3/25/10
Startup Automaker V-Vehicle Hits Roadblock After Government Rejects \$321M Loan Request – *Xconomy* – 3/25/10
DOE Denies \$321M in Loans for Start-up V-Vehicle, But Why? – *Car and Driver Blog* – 3/25/10
V-Vehicle Turned Down For \$321 Million Bid In DOE Loans – *Autoblog* – 3/25/10
Credit Market Overview – *iStockAnalyst* – 3/26/10
Supply Chain: AMR Research Announces 2010 Conference Speakers – *Modern Materials Handling* – 3/25/10

HIGHLIGHTED COVERAGE

Houston: Where Energy Is King – *Financial Times* – 3/25/10



High expectations: T. Boone Pickens, the billionaire oilman, praises new fossil-fuel extraction methods

By Sheila McNulty

The Petroleum Club in downtown Houston is a remnant of a bygone age. Crudely carved relief panels depict the ammonites that come up when drilling oil and gas; a gold fringe borders the ceiling; and the smoking lounge displays framed newspaper clippings of decades-old industry advances. Like the decor, the nostalgia harks back to the 1960s – the golden age of oil in the United States – when Houston was the centre of the oil world.

By the 1970s, US crude output was in decline. Much of what is left in the ground today is uneconomic to access, and the world's major oil companies have spent the decades since then seeking new supplies overseas. Now even economically accessible global assets are hard to find, leading to talk of peak oil and the need to find alternatives to fossil fuels. With billions of dollars in investments being poured into wind and solar energy as well as biofuels, many outsiders predict Houston's central place in the world's energy industry could be lost. But that could not be further from the truth.

"It's a myth that we're getting off fossil fuel," says Amy Myers Jaffe, energy expert at the James A. Baker III Institute for Public Policy.

"Someday, renewables will reach critical mass. But we are not there yet."

The proof is in the numbers: there are 3,468 energy-related firms in the Houston metropolitan area, of which only roughly 400 are involved in alternative energy. Wind or solar energy and biofuels depend on government subsidies and are a long way from reaching critical mass.

According to most credible estimates, the world will remain dependent on fossil fuels for decades to come. Given how new advances in technology in recent years have enabled companies to extract oil from

10,000 feet below the ocean floor and led to a US onshore natural-gas boom, the industry is optimistic more resources will be found.

"It's the most exciting time I have had in the business in my entire career," says T. Boone Pickens, the 81-year-old billionaire oilman, surrounded in his Dallas office by photographs of himself with US presidents, his luxury ranch in west Texas and his family amid the trappings of years of success in the oil patch. He is especially astounded at the increase in US onshore natural-gas supplies, from estimates of 30 years' worth, at current usage rates, to more than 10 decades' worth, with new technology enabling the industry to extract it from shale rock.

"It's like divine intervention, for this to happen to the US," he says. "We never believed anybody would figure out a way to get the gas out economically."

Nonetheless, Pickens notes both oil and gas are finite resources, and predicts the "hydrocarbon era" will end near 2100. "You know you're going to have to move to other energy sources. I'd love to be able to come back in 2100 and see what this will look like. This change is monumental."

That is why the Greater Houston Partnership, a business advocacy organisation, established the Energy Collaborative in 2005 to build on its oil and gas core by attracting companies involved in alternative energy.

"Here's what makes Houston unique. It is the intellectual capital that exists here across the entire range of energy producers, with the exception of, maybe, nuclear," says John Hofmeister, former president of Shell Oil and chairman of the collaborative. "There is a natural interest in extending the reach beyond hydrocarbons. Houston intends to be the energy capital of the future."

In the years since the collaborative was formed, Houston has established its green credentials, buying more alternative power than any other city in the US and building the country's third-largest hybrid fleet. Texas produces more wind power than any other state. And the collaborative is working to make the city – already a centre of energy banking, law and trading – into a carbon-trading hub, facilitating financing of carbon offset programmes and helping put buyers and sellers together.

"There is a real opportunity for Houston here," says Ben Cowan, a member of the collaborative's carbon trading task force.

That Houston sees opportunity in the evolution of the energy sector is one of its strengths. Since the oil shocks of the 1980s, the city has sought diversification, with aggressive lobbying and flexible funding for relocating businesses. It has one of the lowest income tax burdens per family in the US – 30 per cent less than the national average, with no personal income tax and no state tax on property used for pollution control, on goods in transit or on machinery and equipment used in manufacturing.

This has helped Houston become home to the Texas Medical Centre, the world's largest concentration of healthcare and research institutions, as well as Nasa's Johnson Space Centre. It also has strong biotechnology, high-tech and aviation industries. Dell is based in Texas, as are Continental, American Airlines and Southwest. The city is number two in the US in the number of Fortune 500 headquarters based here.

Much of that credit goes to the energy companies, which spend large sums to make Houston attractive to the talent needed to drive their industry. The city has a \$626m arts community, boasts a world-class symphony and ranks second only to New York in the number of live theatres.

As is the case for most, if not all, of Houston's charities, museums and arts bodies, the oil and gas industry is represented on the board of the Tony Award-winning Alley Theatre. Roger Plank, president of Apache, an oil and gas producer, is the chairman.

"If we're going to have our headquarters here, we want to support organisations that make Houston a better place to live," Plank says. It is that attitude that has made talent intent on staying in Houston.

Mike Linn, executive chairman of Linn Energy, knows that first-hand. He decided in 2006 to move his Pennsylvania-based oil and gas company to Houston. "I couldn't attract engineers and geologists to move to Pittsburgh. If you want to attract the most talented people to grow a company, Houston is the place to be," he says.

His staff like running into others from the industry at soccer games, or while shopping or walking to meetings in Houston's underground tunnel system. "It spurs conversations and deals," he adds.

Linn, clearly at home in an expensive suit as he walks past paintings, sculptures and other treasures at the Museum of Fine Arts, felt welcome here. Despite being a newcomer, his involvement in the energy sector meant he was invited to serve on various boards that serve the local community, such as that of the museum – something, he said, that in places such as New York or Boston is reserved for sixth-generation residents.

"Energy is king here," says Jeff Moseley, president and chief executive of the Greater Houston Partnership. Indeed, the Petroleum Club may look archaic, but it still has more than 1,400 members and its glass-panelled walls overlook one of the most economically vibrant US cities.

As California struggled last year with a deficit of roughly \$30bn, Texas had \$8bn in its "Rainy Day Fund", fed by oil and gas production taxes, which can be used to fill gaps in the budget. Houston is the fourth most populous city in the US, and the greater Houston area remains a \$404bn diversified regional economy, with the energy industry contributing 50 per cent of its economic base employment.

Deals may no longer be the purview of the Petroleum Club, but they are still being done – on private ranches and golf courses or at tables in the Coronado Club, which draws its membership from the banking, legal, brokerage, insurance, accounting and energy industries. It is named after Francisco Vásquez Coronado, a 16th-century Spanish explorer whose willingness to search for new opportunities fits the spirit of the energy entrepreneurs looking for the fuels of tomorrow.

Among them is Jimmy Glotfelty's Clean Line Energy Partners, a company formed in April to build transmission lines from renewable resources to load centres. "There are many people you can lean on and get information from," says Glotfelty, the company's executive vice-president. "Houston has a tremendously strong base of technical know-how."

Texas has more than a dozen top-notch universities, each of which features energy courses. The city is also attracting youth into the industry. Four public high-school learning centres focus on the petroleum industry.

In March, Houston hosted the world's premier energy conference, IHS Cambridge Energy Research Associates' 29th Ceraweek, despite tighter travel budgets across the sector. This year's conference was, fittingly, titled "Building a New Future".

One year the annual conference was held in Washington, DC, but it did not have the same pull. "Then we hightailed it back to Houston," says Daniel Yergin, chairman of IHS Cera. "Energy is to Houston as show business is to Hollywood. You have a deeply entrenched and growing energy ecosystem around Houston."

That may be true, but there is no denying the seismic shift rumbling through. As members filtered into the Petroleum Club on a recent Saturday night, they illustrated this point with their gray hair, slow gait, love of the foxtrot and a desire to linger at the table reminiscing over days of old in the oil patch.

"The Petroleum Club is about Big Oil," says Robin West, chairman of PFC Energy, a consultancy. "Houston isn't about Big Oil any more; it's about Big Energy."

Billionaire Oilman T Boone Pickens Makes His Move On Water – *Financial Times Blog* – 3/26/10

By Sheila McNulty

T Boone Pickens has been wrong before. The billionaire oil man discusses those times openly in his book, *The First Billion is the Hardest*. But mostly being wrong for Pickens is really a matter of timing - not substance.

And that is why it is interesting to note, in a recent interview, how keen he has become about wind – and now, water.

Pickens was so sure about the future of wind that, until the economic crisis, he was pushing it full force, with plans for the world's biggest wind farm, in the Texas Panhandle. He has shelved those plans, because of transmission issues in getting the wind power generated to the urban centres where it is needed.

But that does not mean he has changed his mind about wind. In fact he has done three wind farm deals in recent months. Just none of them are the big farms with which he had captured the public's attention. It does not matter. Pickens believes wind will continue to take on a growing role in the US energy supply, and the big wind farm will one day be built: "It will be done. But it may be 10 years from now," he says. That is because Pickens believes the future will belong to a portfolio of energy sources.

But he also has his eye on something else - water. Pickens realises that water is becoming an increasingly precious commodity and has been snapping up water rights for the day that the resource is in such demand that it has real value.

While others are talking about how rivers and streams are drying up and global warming is going to change the face of the earth, Pickens is making his move. He is now the US' biggest private holder of permitted groundwater rights through his company, Mesa Water. Again, his timing might be off. He might be early to be making a move on water. But history - and Pickens' bank balance - indicate, in the end, he is often right.

In Pickens' eyes, water is going to have a lot of value going forward.

BLOG/ONLINE COVERAGE

U.S. Lags In Clean-Tech Investment – *Nasdaq.com* – 3/26/10

By Steve Monfort

The United States is lagging Turkey, Brazil, China, the United Kingdom and Italy in clean-tech investment growth, a new report says.

The Pew Charitable Trusts reported Wednesday that America is well behind both developed and developing nations in clean-energy uptake. In 2009, for example, China's clean-energy investment totaled \$34.6 billion - nearly double the \$18.6 billion invested in the States.

Pew suggested that the main differentiator between the nations with rapid clean-tech growth and those without was a policy framework supporting clean energy. Measures like "renewable energy standards, carbon markets, priority loans for renewable energy projects and mandated clean energy targets" were hallmarks of pro-clean-energy governments' policy, Pew noted.

Smaller measures have been introduced to speed green-tech investment in America. There is oil baron T. Boone Pickens' "Pickens Plan," which calls for massive investments in wind as an energy source, and the Northeast's Regional Greenhouse Gas Initiative - a sort of small-scale cap-and-trade program.

But those programs have not expanded into national-scale projects. Infrastructure improvements could increase clean-energy investment; a proposed electrical superstation in New Mexico would link the nation's three separate grids for the first time and make renewable power more viable for the country.

T. Boone Pickens-Backed Auto Startup Gets Rejected by the DOE – *Fast Company* – 3/25/10

By Ariel Schwartz

Poor T. Boone Pickens. The oil mogul had such dreams of green grandeur--the world's biggest wind farm!--but his biggest ideas are proving too tough to work out. Earlier this week, V-Vehicle, a stealthy auto startup backed by Pickens and Kleiner Perkins, announced that the Department of Energy's Advanced Technology Vehicles Manufacturing (ATVM) loan program rejected its request for \$321.1 million in federal loans. The rejection means that V-Vehicle's future is shaky, to say the least.

Before the announcement, V-Vehicle claimed that it would employ over 1,400 people directly at its planned Monroe, Louisiana plant. A recent economic impact analysis by Louisiana State University (LSU) estimated that this would create an additional 1,800 indirect jobs, making the company one of the top 30 economic-driver firms in the state. But that was then. Now V-Vehicle owes Louisiana \$6.2 million in tax dollars as part of a \$133 million performance-based incentive package announced in June 2009.

So what, exactly, was V-Vehicle working on? We're not exactly sure. The company has remained tight-lipped, but here's what we know: The fuel-efficient, gas-powered vehicle's design was led by former Mazda designer Tom Motano. V-Vehicle also claimed that the car could get over 40 mpg and would be priced 30% to 40% below "comparably equipped" cars. Beyond that, details are hazy. Before the federal cash was denied, V-Vehicle planned to have a car on sale in 2011. And now? We'll have to wait and see.

V-Vehicle Rejected For Federal Loans – *SocialTech.com* – 3/25/10

San Diego-based V-Vehicle Company, the stealthy alternative energy auto startup backed by Kleiner Perkins Caufield and Byers and T. Boone Pickens, said Wednesday that the Department of Energy has

rejected the firm's bid for \$321.1M in federal loans. According to V-Vehicle, the firm was notified yesterday that the funds from the Advanced Technology Vehicles Manufacturing (ATVM) loan program were not recommended for approval by the Program Office of the U.S. Department of Energy. Reasons for the rejection was not given. V-Vehicle had hoped to receive \$79.9M for engineering integration, and \$241.2M to retrofit a assembly plant in Monroe, Louisiana. In a statement, Frank Varasano, Founder and CEO of V-Vehicle, said the firm was "extremely surprised and disappointed by this decision", and had been "confident and optimistic" that the loan applications would be approved. As a result of the rejection, the firm says it is now in the process of paying back \$6.2M in taxpayer funding from Louisiana, which were contingent on loan approval. V-Vehicle has raised over \$85M in two rounds of funding.

Startup Automaker V-Vehicle Hits Roadblock After Government Rejects \$321M Loan Request – Xconomy – 3/25/10

By Bruce V. Bigelow

Plans by the famed Kleiner Perkins VC firm, Google, T. Boone Pickens, and other investors to launch a new automaker are now hanging by a thread.

The Department of Energy has rebuffed San Diego-based V-Vehicle's request for more than \$321 million in loans—throwing into jeopardy the automaker's ambitious plans to build an "environmentally friendly" car. When V-Vehicle's founders and investors announced the company's plans last June in Monroe, LA, Louisiana economic development officials proclaimed in a press release "New American Car Company Will Make History in Louisiana."

The Associated Press and other news outlets are reporting the DOE turned aside a \$241.2 million loan request to revamp an idle headlight plant in northeastern Louisiana and a related \$79.9 million loan to coordinate engineering with V-Vehicle's suppliers. Today, state and federal officials say they're trying to find out why.

In a statement released yesterday, V-Vehicle says work began last year in Monroe, LA, under \$133 million of state tax credits and incentives, where were targeted for completion in the fall of next year. The company says its first production prototype of the V Car is in testing, and national sales were projected to begin late next in 2011.

In its statement yesterday, V-Vehicle also revealed more than it previously has about why its vehicle would be "environmentally friendly," saying, "The V Car's miles-per-gallon would be among the best of all four-passenger gasoline-powered vehicles sold in the U.S. today. Annual fuel savings would be 300 gallons per year relative to the fleet average and \$4/gallon gas prices would mean \$1,200 in annual gasoline savings. In addition, the V Car would meet the PZEV emissions standard, the most stringent tailpipe and evaporative emissions standard currently specified by the California Air Resource Board for gasoline-powered vehicles, which results in 71 percent improvement in NOx emissions. The V Car would save eight billion gallons of gas and 160 billion pounds of CO2 in the 10 years after launch."

When V-Vehicle made its debut last June at a news conference with Louisiana Gov. Bobby Jindal, the founding CEO, former Oracle executive Frank Varasano, said the startup automaker had lined up \$100 million in venture funding. The investors included the Silicon Valley VC firm Kleiner Perkins Caufield & Byers and T. Boone Pickens, the Texas energy maverick. Two Kleiner Perkins partners, John Doerr and Ray Lane, have seats on the company's board. Google Ventures emerged as an investor a few weeks later, when David C. Drummond, a top Google executive joined the board.

V-Vehicle officials made it clear, however, that the company would need loans under the Energy Department's Advanced Vehicle Technology Loan Program to move forward with their ambitious plans. The company also got \$67 million in economic development incentives from Louisiana.

“We were extremely surprised and disappointed by this decision,” V-Vehicle’s Varasano said in the statement issued by the company. “Our yearlong discussions with the Department of Energy had left us confident and optimistic that the loan applications would be approved.”

In a statement, Louisiana Gov. Jindal called the decision “disappointing and surprising news.”

Bruce V. Bigelow is the editor of Xconomy San Diego.

DOE Denies \$321M in Loans for Start-up V-Vehicle, But Why? – Car and Driver Blog – 3/25/10

By David Gluckman

We haven’t told you anything about V-Vehicle, a new start-up American automaker, because the company hasn’t shown or announced its wares yet. (If you don’t make any promises, no one can cite you as a vaporware producer or call you out on missed self-imposed deadlines.) Now it looks like the would-be manufacturer’s still-secret launch plans are in jeopardy as a result of a loan denial from the Department of Energy.

First, some background. V-Vehicle was founded by Frank Varasano, a former Oracle vice president, and has thus far been funded by venture capital, the bulk of which has come from VC firm Kleiner Perkins Caufield & Byers, as well as T. Boone Pickens. Former Mazda designer Tom Matano—he of Mazda Miata—penning fame—designed the small, efficient four-seater that the company planned to assemble in a former Guide headlamp factory in Monroe, Louisiana. In addition to the \$86.5 million secured through private fundraising, V-Vehicle has been promised \$67 million from the state of Louisiana.

Now the DOE has decided to deny V-Vehicle’s request for a total of \$321 million in loans as part of the \$25 billion set aside for the Advanced Technology Vehicle Manufacturing Loan Program which was established by Congress in 2007; \$241.2 million was to go toward preparing V-Vehicle’s Monroe plant for manufacturing and \$79.9 million was to help with engineering and coordinating suppliers. Several manufacturers big (Ford got \$5.9 billion) and small (Tesla was given \$465 million) and one supplier have received funding under the same program already.

The denial reportedly came as a surprise both to those inside the company and the Louisiana officials familiar with the plan, who said that yearlong discussions appeared headed toward loan approval. Louisiana Senator Mary Landrieu said she would ask the DOE for the reasons behind the rejection, and look for other possible funding options.

So why was the loan denied? Our guess is unions, or the lack of their involvement in V-Vehicle’s plan. The 1400-person workforce that the company planned to begin hiring with the help of Louisiana state programs was not going to be UAW-controlled. The UAW has a strong lobby in Washington, as you well know. Whatever the reason, V-Vehicle seemingly had no warning that the loans were going to fall through. As for possible fallback plans, they’re as secret as the rest of V-Vehicle’s operation.

V-Vehicle Turned Down For \$321 Million Bid In DOE Loans – Autoblog – 3/25/10

By Nik Bristow

Start-up automaker V-Vehicle Co. received news Wednesday that its bid for \$321.1 million in federal loans was denied. The loans were considered crucial to getting the company on its feet.

The San Diego-based company, which to date has released little more than a series of teaser images and a short video, has hopes of building high-mileage, environmentally friendly vehicles for the U.S. market in an idled GM plant in Monroe, LA.

A few weeks ago, we passed on a story we picked up from NOLA.com about the company missing a key deadline to qualify for \$87 million in state incentives because it did not get approved for a federally backed loan in time.

Officials had said the loan was vital to the company, which has raised \$86.5 million in private investment from heavyweights like T. Boone Pickens, Al Gore and Kleiner, Perkins Caufield and Byers. V-Vehicle CEO Frank Varasano has refused to say what the company would do if the loans were rejected. On Wednesday, the company said its board would "assess the situation, evaluate funding and strategic alternatives and develop its plan for moving forward."

Varasano said the company will repay the state \$6.2 million in incentives already issued. Voters in Ouachita Parish also approved a property tax increase to fund \$12.5 million of a \$15 million local incentive for V-Vehicle, which will be canceled.

Louisiana Governor Bobby Jindal said the Energy Department decision was "disappointing and surprising news," but went on to say the state would work with V-Vehicle on other options for completing the project. The residents of Monroe, LA may be the hardest hit if V-Vehicles flops. The company planned to hire 1400 workers at the plant.

Monroe Mayor James Mayo said the Energy Department's decision was "a huge surprise for us. And a blow." But, like Gov. Jindal, Mayor Mayo hasn't given up hope. "We know that this is a huge project and we're not ready to step away from it at this point. It's still cloudy for us and important for us to see what V-Vehicle's options are. Once we know that we can make our determination," Mayo said.

Credit Market Overview – *iStockAnalyst* – 3/26/10

By Jim Delaney

When Bjorn Lomborg's book, "The Skeptical Environmentalist" was first published in 2001 murmurings were that the Ronald Ray-gun-ites had finally slipped one of their own in amongst the tree huggers and that he had performed the scientific equivalent of a sound-bite interview on all of the data supporting the thesis of an ever growing hole in the ozone layer; producing research of his own claiming that we weren't all going to fry under a laser-beam like sun by next Tuesday. Anything else, it was thought at the time, was impossible.

We all know a bit better today as the scandal surrounding blocked paper publishing's and admonitions within the scientific community for anyone not supporting the growing "O-hole" suppositions has been brought under the bright light of public scrutiny.

While not nearly as cloak and dagger as the goings on in the environmental scientific community and unfortunately an all too familiar a story line the Internal Department of Energy has recently found that the U.S. Government faces "critical" shortcomings in the integrity of its oil-inventory data.

The documents, received through a Freedom of Information Act request show a number of errors in the weekly reports issued by the Energy Information Agency with one report last September 30th being so off the mark that it caused a \$4.05 or 5.84% jump in the price of crude. Is it possible that the much maligned "speculators" are not completely to blame? Where's Bjorn when you need him?

With systems that have not been updated in 30 years and much of the input still done by hand, according to a report prepared by SAIC Inc., finding errors is nearly impossible. Stephen Harvey, director of the

EIA's office of oil and gas, which puts out the weekly data, did not seem surprised when asked about the quality of the reports his team produces, "Should you be concerned? Yes. Is it as good as we'd like it to be? No.", was his response adding in defense of the data that "It's probably a whole lot better than some of the other countries where we'd like to know this information".

While that might be true Steve I'm not sure those "other countries" are costing their citizenry thousands of lives and spending billions of dollars each year securing the supply of said oil in the mid-East. Maybe it's time to sharpen that pencil a bit.

Not depending on government data and most probably engaging those nasty investment bankers on Avarice Avenue, or Wall Street, whichever you prefer, a number of companies in the energy business are eyeing each other as acquisition targets with a few already pulling the trigger.

T. Boone Pickens' quote from way back in the early '80's that "It's cheaper to find oil on Wall St. than in the ground", has not been lost on today's energy resource companies. Were T. Boone quoted today he might have replaced "oil" with "natural gas" but the idea would be exactly the same. Exxon Mobil (XOM : 66.29, -0.23) paid \$30BN for XTO Energy Inc. (XTO : 46.75, -0.2) in December and Schlumberger Ltd. (SLB : 60.76, -1.45) bought rival Smith International Inc. (SII : 40.97, -1.07) for \$11BN plus more recently. The deals appear to be going on at all levels as Consol Energy Inc.'s (CNX : 42.98, -2.77) acquisition of Dominion Resources for a cool \$3.48BN attests.

Needless to say with fees on some of these deals running in the 10's of millions the I-bankers and the acquirors that are paying them seem to have a better handle on the supply and demand numbers than the EIA.

CDS spreads on the Oil & Gas Drilling sector, a 14 company composite put together by CMA and published on Bloomberg pretty much followed the rest of the market during the Jan/Feb correction widening to 109bps on 2/10. Since then spreads have been as low as 95bps on 3/8 and closing last night at 104bps.

The Oil & Gas Exploration and Production CDS composite also peaked on 2/10 at 149bps but made a new low of 120bps on 3/12 before closing last night at 130bps.

With multiple sovereign debt crisis affecting investors view's of everything below the supra-macro level in broad brush fashion it cannot be determined how much of the spread movement in the sub-indices mentioned above is due to M&A and how much can be attributed to the probability of the world imploding.

What can be said is that with the kind of money being thrown around the energy space at the moment if we do muddle through the current dilemmas the majors will be well positioned to take advantage of the growth that follows.

Supply Chain: AMR Research Announces 2010 Conference Speakers – *Modern Materials Handling* – 3/25/10

Energy activist T. Boone Pickens will be the keynote speaker at this year's Supply Chain Executive Conference.

AMR Research, a leading independent research firm focused on the global supply chain and its supporting technologies, has announced speakers for its Supply Chain Executive Conference, to be held at The Phoenician Resort in Scottsdale, Arizona, June 2-4, 2010.

The agenda includes a keynote address from T. Boone Pickens, energy activist, chairman of BP Capital Management and founder of the Pickens Plan. Pickens will highlight hard-won lessons on how emerging

energy and physical infrastructure businesses operate as well as their potential to impact strategies for supply chain leaders across industries.

AMR Research will host an award dinner on June 2 to announce its annual Supply Chain Top 25. During this award dinner, AMR Research will identify the companies that best exemplify the demand-driven ideal for today's supply chain. AMR Research will highlight the lessons learned from the Supply Chain Top 25, including the key best practices and the connection between supply chain capabilities and financial performance.

"This year's theme is around infrastructure: transportation, production and energy, each of which is in need of an overhaul, if emerging markets are to be served profitably and sustainably, as well as computing and communications, where infrastructure is offering new possibilities to compete and collaborate," said Kevin O'Marah, chief strategy officer at AMR Research. "Supply chain strategies are increasingly all-encompassing questions, including location decisions, sourcing choices, and product engineering challenges that must consider the infrastructure possibilities of the near future."

Executives scheduled to present at the conference include:

- Robert Blackburn, senior vice president - Global Supply Chain Operations, BASF
- Didier Chenneveau, chief supply chain officer, LGE
- Brian Krzanich, senior vice president and general manager of Manufacturing and Supply Chain, Intel
- Richard A. Lechner, vice president, Energy and Environment, Marketing Communications, IBM

The final day of the conference will offer specific tactical tools for practitioners in a series of classroom-style sessions, which include:

- Value Chain Transformation
- Value Chain Performance
- Planning
- Supply Chain Execution
- The Consumer Value Chain
- Value Chain Collaboration

BROADCAST COVERAGE

1. Trading Day

Business News Network, National Canada | DMA: 950

03/25/2010, 02:00 PM - 03:00 PM

[CC] 00:45:11 ...On balance, what we're able to do is have high-performance engines with much lower emissions, lower smog, lower particulate matter, lower all kinds of other emissions that may or may not be regulated and lower carbon, just a case starting with a cleaner fuel, being able to have a high-performance engine and less to worry about at the tailpipe. That's worth money in places like southern California where they're terrified of increasing smog, they're paying big dollars for reduced nitrogen oxides, we have had a strong play there, lots of other countries are looking at particulate matter and emissions. Natural gas has an economic case, if you're running a large fleet, burning a lot of fuel, you can save thousands of dollars per vehicle by moving to gas, that's really what is motivating people to look at it seriously. Pat: you got a big deal in India, not just California, it's the whole world? Guest: we're making engines around the world now. The confidence we have in natural gas with the advent of these gas shale plays I know you guys have talked about a lot on your show. There's a lot of gas and people expect it to be cheap for a long time and that's true whether you're in Europe, Asia or North America. Pat: David, great product and your stock is up a lot, I bet you **T. Boone Pickens** is very happy. Thank you very much. Guest: thank you very much. Pat: David Demers is the chief executive officer of Westport Innovations and he joined us from Vancouver.00:48:00

Audience: N/A Spot Cost: N/A

2. Market Morning

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03/25/2010, 10:00 AM - 11:00 AM

[CC] 00:57:44 ...On balance, what we're able to do is have high-performance engines with much lower emissions, lower smog, lower particulate matter, lower all kinds of other emissions that may or may not be regulated and lower carbon, just a case starting with a cleaner fuel, being able to have a high-performance engine and less to worry about at the tailpipe. That's worth money in places like southern California where they're terrified of increasing smog, they're paying big dollars for reduced nitrogen oxides, we have had a strong play there, lots of other countries are looking at particulate matter and emissions. Natural gas has an economic case, if you're running a large fleet, burning a lot of fuel, you can save thousands of dollars per vehicle by moving to gas, that's really what is motivating people to look at it seriously. Pat: you got a big deal in India, not just California, it's the whole world? Guest: we're making engines around the world now. The confidence we have in natural gas with the advent of these gas shale plays I know you guys have talked about a lot on your show. There's a lot of gas and people expect it to be cheap for a long time and that's true whether you're in Europe, Asia or North America. Pat: David, great product and your stock is up a lot, I bet you **T. Boone Pickens** is very happy. Thank you very much. Guest: thank you very much. Pat: David Demers is the chief executive officer of Westport Innovations and he joined us from Vancouver.00:57:50

Audience: N/A Spot Cost: N/A