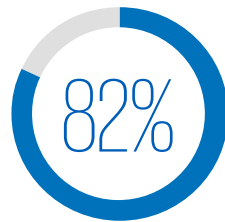


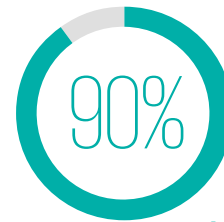
2017 KPMG CEO Outlook: Oil & Gas

Despite commitment to emerging technologies, CEOs are concerned that implementation will create challenges.

CEOs are confident they will see growth



expect to see their company grow over the next 12 months.



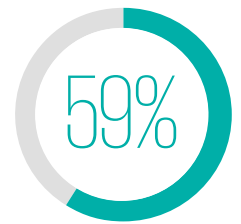
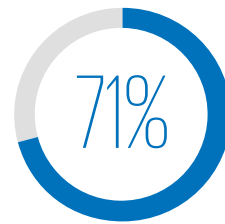
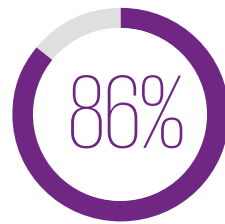
expect to see growth over a 3-year period.

Physical infrastructure

Regulatory compliance

Innovation of new products and services

Investments will primarily focus on:



“

The energy sector is an incredible place to be right now. Innovative technologies have the capacity to completely disrupt the way we operate, and global oil and gas executives recognize that these technologies — when properly implemented — put us in a position to make big change.”

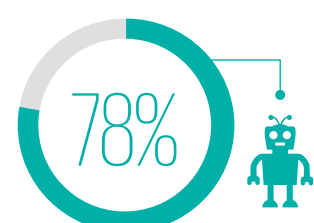
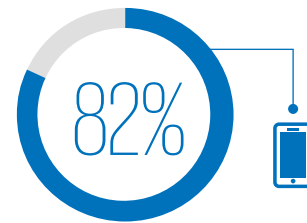
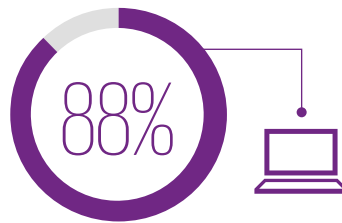
Regina Mayor, Global Energy and Natural Resources Leader

To achieve growth CEOs plan to invest in:

Data and analytics tools

Internet of Things

Cognitive automation



CEOs' priority objectives for these investments are to:

Achieve bottom-line growth

Transform their business

Create organizational resiliency



“

Digitization of the industry is on the minds of global oil and gas CEOs. We're hearing it in all of our client discussions as concepts around digital labor and cognitive are being explored industry-wide. And with such opportunity for disruption comes risk and concern, but those companies that embrace the new digital environment will thrive.”

Anton Oussov, Global Oil and Gas Leader

 To read the full KPMG 2017 CEO Outlook report, visit: kpmg.com/ceooutlook

Source: *Disrupt and grow*, 2017 CEO Outlook Survey, KPMG International, 2017.



About KPMG's 2017 Global CEO Outlook survey

The survey covers 1,261 CEOs in 10 key markets (Australia, China, France, Germany, India, Italy, Japan, Spain, UK and US) and 11 key industry sectors (automotive, banking, infrastructure, insurance, investment management, life sciences, manufacturing, retail/consumer markets, technology, energy/utilities and telecom). A third of the companies surveyed have more than US\$10B in annual revenue, with no responses from companies under US\$500M. The survey was conducted between 21 February and 11 April 2017.

NOTE: some figures may not add up to 100 percent due to rounding.

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