

**One ship sails East, another West
With the self same winds that blow
It's the set of the sails and not the gales
That determines the way they go.**

- Anonymous



Same Storm, Different Ships
How Will Contractors Respond to the
Winds of Change?



Paul Nicks

Senior Vice President, Business Development

Uhde Corporation of America

Contractor's Panel

41st Annual ECC Conference, September 9 -12, 2009, Bastrop, Texas



Contractor's Panel



Steve Dedman

*Sr. Vice President
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Development*

Zachry Holdings, Inc.



John Nesser

*Chief Operating Officer
J. Ray McDermott, S. A.*



Richard Davis

*Manager of Marketing and
Business Development*

Bechtel Corporation

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Discussion Themes

- Macro Economics
- Corporate Strategy
- Tactical Responses to Strategic Changes
- Business Cycle Lessons Learned



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Audience Response Question

1. Are you a...

1. Owner



2. Contractor



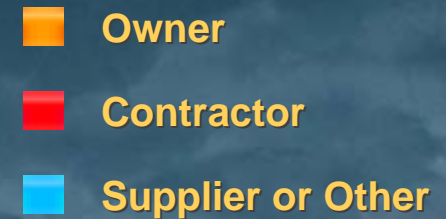
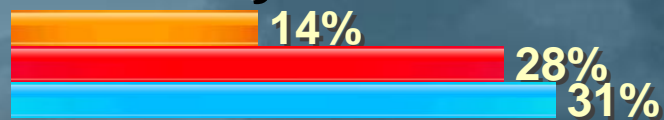
3. Supplier or Other



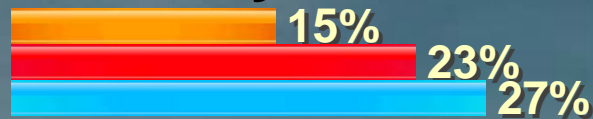
Audience Response Question

2. How many years have you been employed with your present company?

1. 0- 3 years



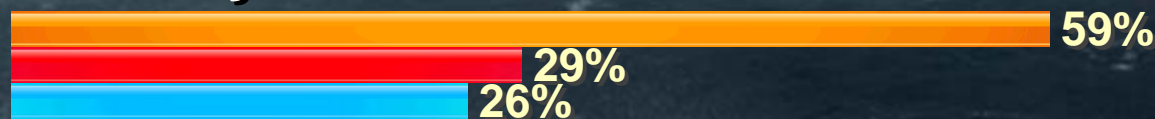
2. 4- 8 years



3. 9-15 years



4. 15+ years



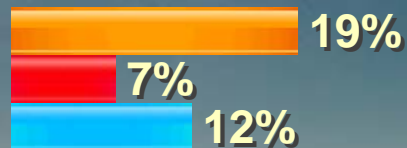
Audience Response Question

4B. In the next 12 months what changes do you see in capital spending?

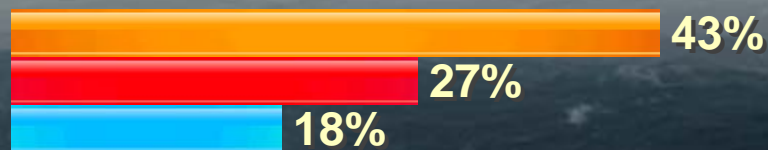
1. Increase



2. Decrease



3. More of the same



Audience Response Question

3. What form of contracting are you seeing (using) more in the last several months?

1. Lump sum / fixed price

37%

2. Reimbursable / time & material

20%

3. Combination of lump sum and reimbursable

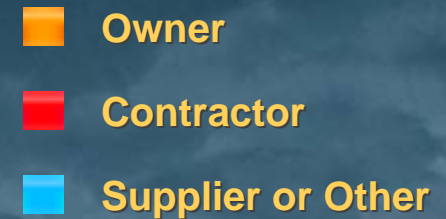
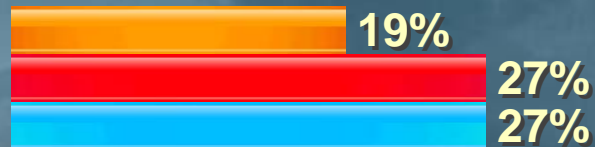
43%



Audience Response Question

4A. In the next six months what changes do you see in capital spending?

1. Increase



2. Decrease



3. More of the same



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