

BUSINESS AS UNUSUAL

Gaining Advantage in a Dynamic Project Landscape



BOARD MEMBER

Session 2: Reactions to the Changing Landscape: Gaining Advantage

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GREYHAWK



42ND ANNUAL ECC CONFERENCE

SEPT. 1ST-4TH 2010 - RITZ CARLTON GRANDE LAKES - ORLANDO, FLORIDA

engineering and construction contracting conference

1. What type of company do you represent?

1. owner



2. contractor



3. other



Reactions to the Changing Landscape: Gaining Advantage

Theme #1 – Operating in an Environment of “Unusual Uncertainty”

Theme #2 – Rethinking Strategy

Theme #3 – Improving Project Execution

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Reactions to the Changing Landscape: Gaining Advantage

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Reactions to the Changing Landscape:
Gaining Advantage

BERNARD DI TULLIO

President and COO

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Theme #1

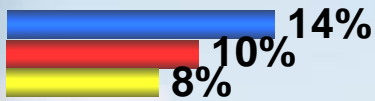
Operating in an Environment of “Unusual Uncertainty”

Theme #1

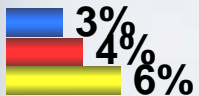
Operating in an Environment of “Unusual Uncertainty”

ARS #1 - How would you describe the level of uncertainty you are dealing with in developing plans and making decisions in your industry?

1. Level of uncertainty is same as always



2. Our level of uncertainty is less than usual



3. We are experiencing a somewhat greater level of uncertainty but not a cause for concern



4. We have a much greater level of uncertainty and this is a real concern



owner contractor other

“How is the current level of uncertainty in national and world economics impacting your business model?”

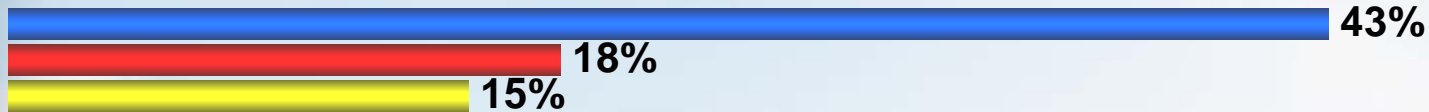
What techniques are you using to address this period of “unusual uncertainty” when making key decisions around investing in or bidding on major projects?”

Theme #2

Rethinking Strategy

ARS #2 - To what degree has your organization changed its strategic business goals (such as revenue or profitability targets) in the past year?

1. Our goals are unchanged



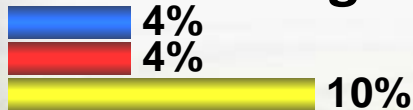
2. Our goals are less ambitious than they were



3. Our goals are more ambitious than they were



4. We are now less willing to set and commit to business goals



 owner  contractor  other

“How, if it all, have your organization’s goals changed?”

Are you reaching higher, lower, or just hunkering down for a while?

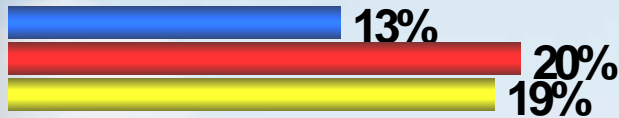
**How has your response to
“business as unusual” affected
your approach to investing in or
executing capital projects?**

Theme #3

Improving Project Execution

ARS #3 - How would you compare the current and near-future level of difficulty of project execution with projects 5 or more years ago?

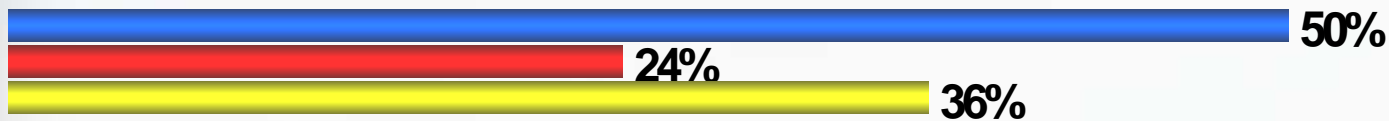
1. About the same as before



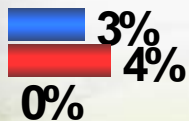
2. Somewhat greater than before



3. A lot greater than before



4. Same as before



owner contractor other

What are the most significant new challenges you are facing, and how are you dealing with them?

Questions from the Audience

Please wait for the microphone