

A group of approximately 15 diverse professionals, including men and women of various ages and ethnicities, are standing on a thick layer of white clouds. They are arranged in a human pyramid, with some standing on the shoulders of others. The individuals are dressed in a mix of business attire (suits, blouses) and workwear (hard hats, safety vests). At the very top, a woman in a white blouse looks through binoculars. The background features a clear blue sky with scattered white clouds. In the distance, a dark silhouette of an industrial skyline with cranes and smokestacks is visible. Several small, black drones are flying in the sky around the pyramid.

TODAY Tomorrow & Beyond

LEVERAGING LEADERSHIP, DIVERSITY AND INNOVATION

Welcome to the 48th Annual ECC



Stephen Buras

Albemarle Corporation

Safety

- No Smoking in the building
- For Emergency assistance Dial 59 from any house phone
- Evacuation map is on the ECC App

The floor plan shows a large hall with a grid of round tables (10' x 10') and rectangular tables (10' x 20'). The room is divided into sections labeled Salon 1 through Salon 14. The layout includes a main entrance at the top, a large stage area at the bottom, and various service areas like the bar, restrooms, and a crew F&B service area. The plan also shows the location of the 2022-2023 Annual Meeting logo and the 2022-2023 Annual Meeting logo.

ECC Safety Creed

We know that while risks exist, incidents are avoidable. Each individual has a personal responsibility for their safety and the safety of others. As leaders, we are accountable for driving this safety culture.

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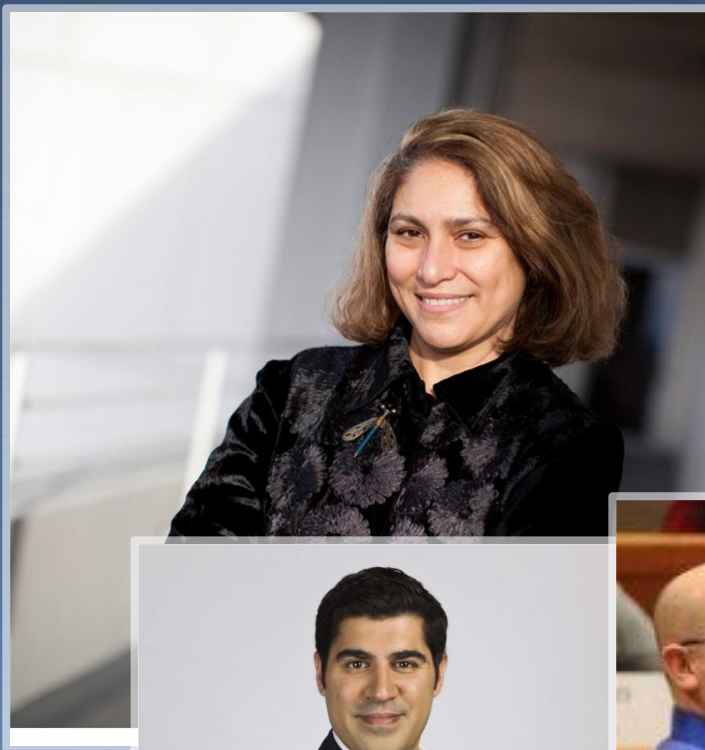
Linking Academia and Industry



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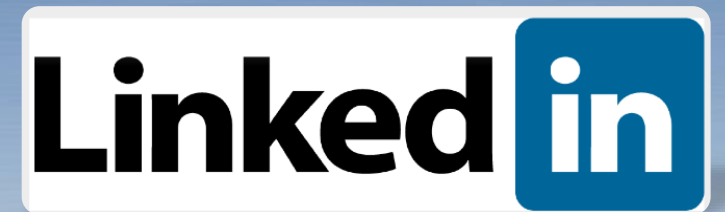


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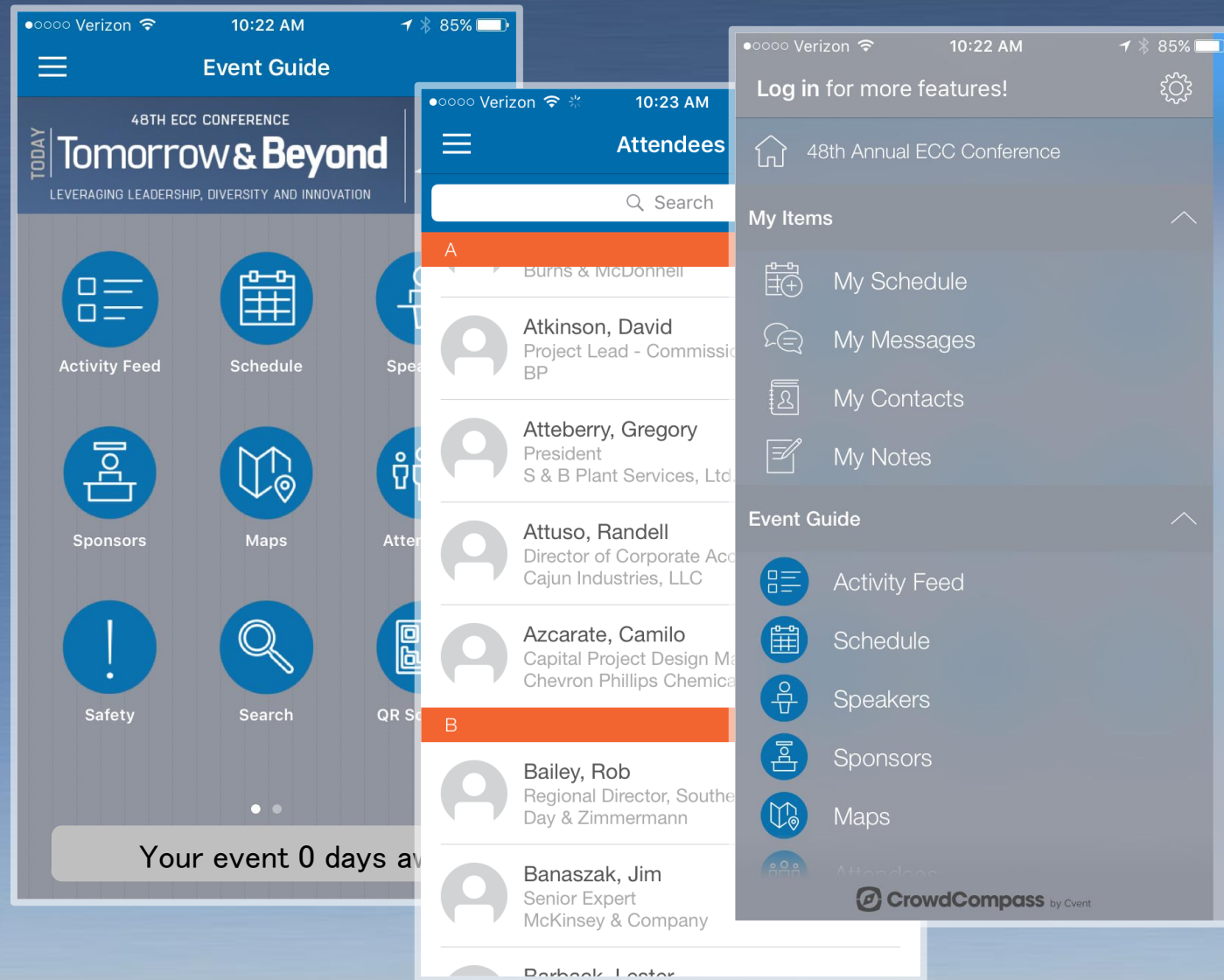
#2016ECCConf

Share your thoughts on safety
for the graphic image:0

#ECCSafety



Conference App



The Communicator

Screen will display when it is time to vote and if your answer is valid

To change your answer, press C for clear, then enter new answer



Numeric keys to indicate answers

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ARS:

1. What type of company do you represent:

1. Owner
2. Contractor
3. Supplier
4. Academic
5. Other

ARS:

2. Which age range do you represent:

1. Don't want anyone to know
2. 20-29
3. 30-39
4. 40-49
5. 50-59
6. 60+

ARS:

3. In my industry segment, the 2 year horizon for Owner Capital budgets are likely to:

1. Be reduced
2. Stay the same
3. Noticeably increase
4. No way to predict

ARS:

4. What do you expect out of this conference?

1. Industry Trends
2. Specific tools and techniques
3. Relationship building / networking
4. Insight into market forecast

ARS:

5. Where do you think our biggest opportunities are for Tomorrow and Beyond?

1. Innovation
2. Leadership development
3. Diversity
4. Workforce development
5. Return to project fundamentals

ARS:

Thank you for your participation.

We'll use the ARS throughout the sessions over the next 2 days to capture your feedback.

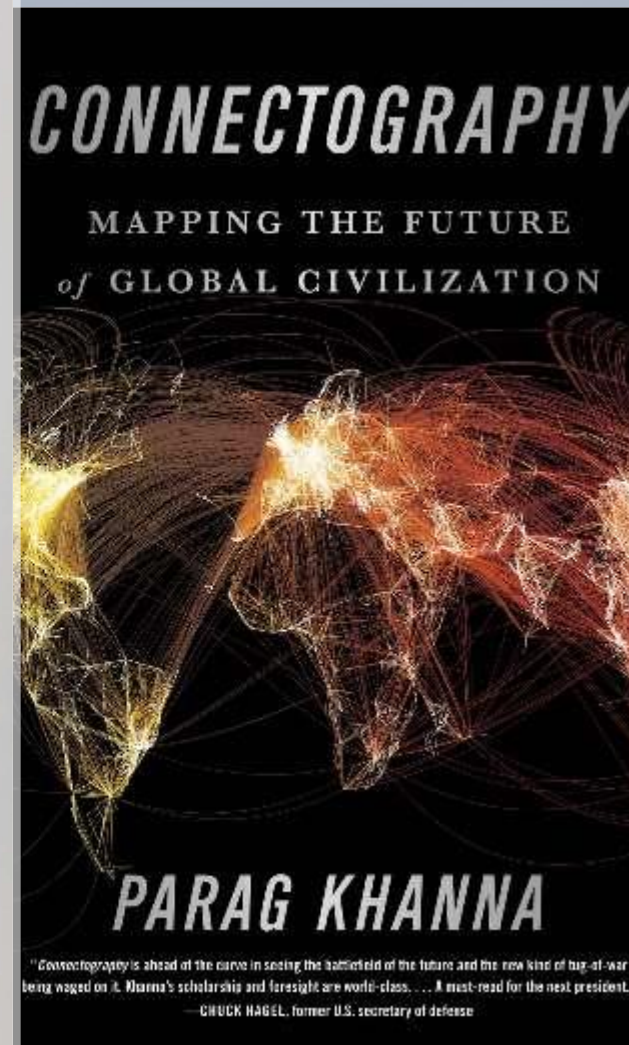
CAUTIONARY STATEMENT FOR THE PURPOSES OF THE “SAFE HARBOR” PROVISIONS OF THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995

The following presentation includes forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, which are intended to be covered by the safe harbors created thereby. You can identify our forward-looking statements by words such as “anticipates,” “expects,” “intends,” “plans,” “projects,” “believes,” “estimates,” and similar expressions. Forward-looking statements relating to any company’s operations are based on management’s expectations, estimates and projections about the company and the petroleum industry in general on the date these presentations were given. These statements are not guarantees of future performance and involve certain risks, uncertainties and assumptions that are difficult to predict. Further, certain forward-looking statements are based upon assumptions as to future events that may not prove to be accurate. Therefore, actual outcomes and results may differ materially from what is expressed or forecast in such forward-looking statements.

Factors that could cause actual results or events to differ materially include, but are not limited to, crude oil and natural gas prices; refining and marketing margins; potential failure to achieve, and potential delays in achieving, expected reserves or production levels from existing and future oil and gas development projects due to operating hazards, drilling risks, and the inherent uncertainties in interpreting engineering data relating to underground accumulations of oil and gas; unsuccessful exploratory drilling activities; lack of exploration success; potential disruption or unexpected technical difficulties in developing new products and manufacturing processes; potential failure of new products to achieve acceptance in the market; unexpected cost increases or technical difficulties in constructing or modifying company manufacturing or refining facilities; unexpected difficulties in manufacturing, transporting or refining synthetic crude oil; international monetary conditions and exchange controls; potential liability for remedial actions under existing or future environmental regulations; potential liability resulting from pending or future litigation; general domestic and international economic and political conditions, as well as changes in tax and other laws applicable to the company’s business. Other factors that could cause actual results to differ materially from those described in the forward-looking statements include other economic, business, competitive and/or regulatory factors affecting the company’s business generally as set forth in the company’s filings with the Securities and Exchange Commission (SEC), including the Form 10-K for the prior year ending. The company is under no obligation (and expressly disclaims any such obligation) to update or alter its forward-looking statements, whether as a result of new information, future events or otherwise.

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This presentation includes certain non-GAAP financial measures, as indicated. Such non-GAAP measures are intended to supplement, not substitute for, comparable GAAP measures. Investors are urged to consider closely the GAAP reconciliation tables provided in the presentation Appendix.



Parag Khanna