

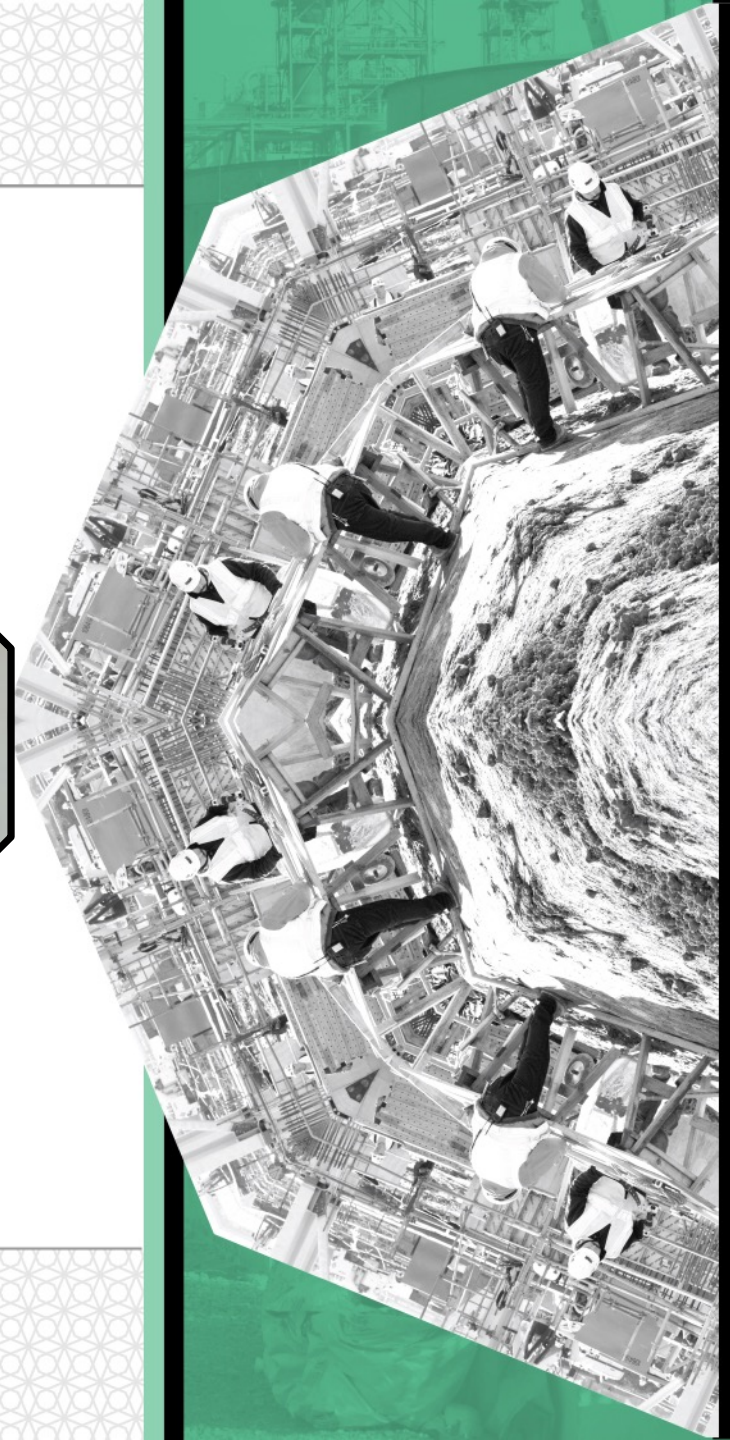
Chet Thompson  
President & CEO  
American Fuel & Petrochemical Manufacturers (AFPM)



Year:  
**2021**

Date:  
**Sep**

Location:  
**Grapevine, TX**





# AFPM Sustainability Pillars



Environmental  
Stewardship



Health and  
Safety



Thriving People  
and  
Communities



Driving  
Progress



**\$2 Billion**

- Refiners have invested nearly **\$2B** to enable the production of renewable diesel

**↑ 13%**

- U.S. renewable diesel production rose **13%** in the first half of 2020

**5 Billion+**

- U.S. renewable diesel expected to exceed **5 billion** gallons by 2024





## **The Guardian**

**Biden sets goal for 50% of new US vehicles to be electric by 2030**

## **The New York Times**

***With Sweeping Plastics Ban, New York Village Joins Environmental Vanguard***



**EU proposes effective ban for new fossil-fuel cars from 2035**

## **Los Angeles Times**

**Sales of new gas-powered cars banned in California by 2035**



**Attention, Shoppers: Get Ready for NJ's Plastic-Bag Ban**

New Jersey's statewide ban on single-use plastics kicks in next spring. Here's how we're preparing to change our throwaway habits.

## **The New York Times**

***Starbucks to Stop Using Disposable Plastic Straws by 2020***



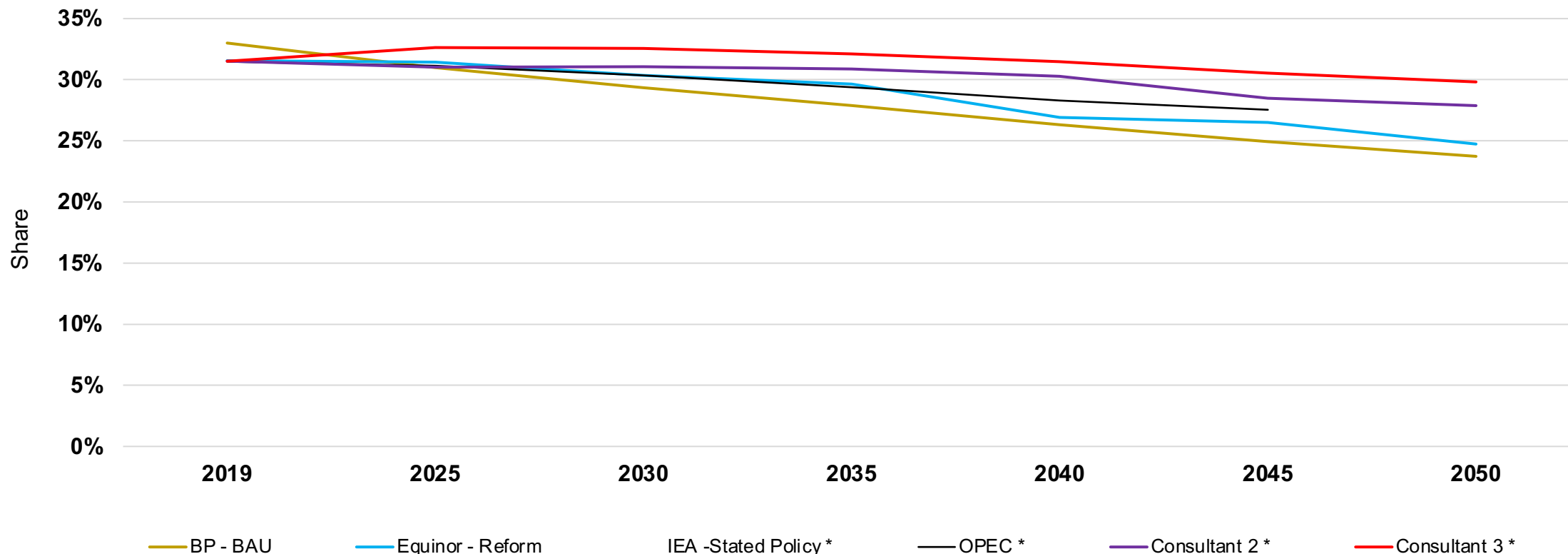
We must meet the  
**dual challenge** of  
providing the fuel and  
petrochemical needs  
of a growing population  
in an environmentally  
sustainable way.





Analysts expect that oil will continue to supply more than a quarter of total primary energy demand around the world for decades to come

### Oil's share of Primary Energy



Note: \* represents reference or base case

Sources: BP 2020 Energy Outlook, Equinor 2020 Energy Perspectives, IEA 2020 World Energy Outlook, OPEC 2020 World Oil Outlook, DNVGL 2020 Energy Transition, Consultant 3 2020 Energy Transition, Consultant 4 Long-Term Outlook



Mike Jennings  
President & CEO  
HollyFrontier



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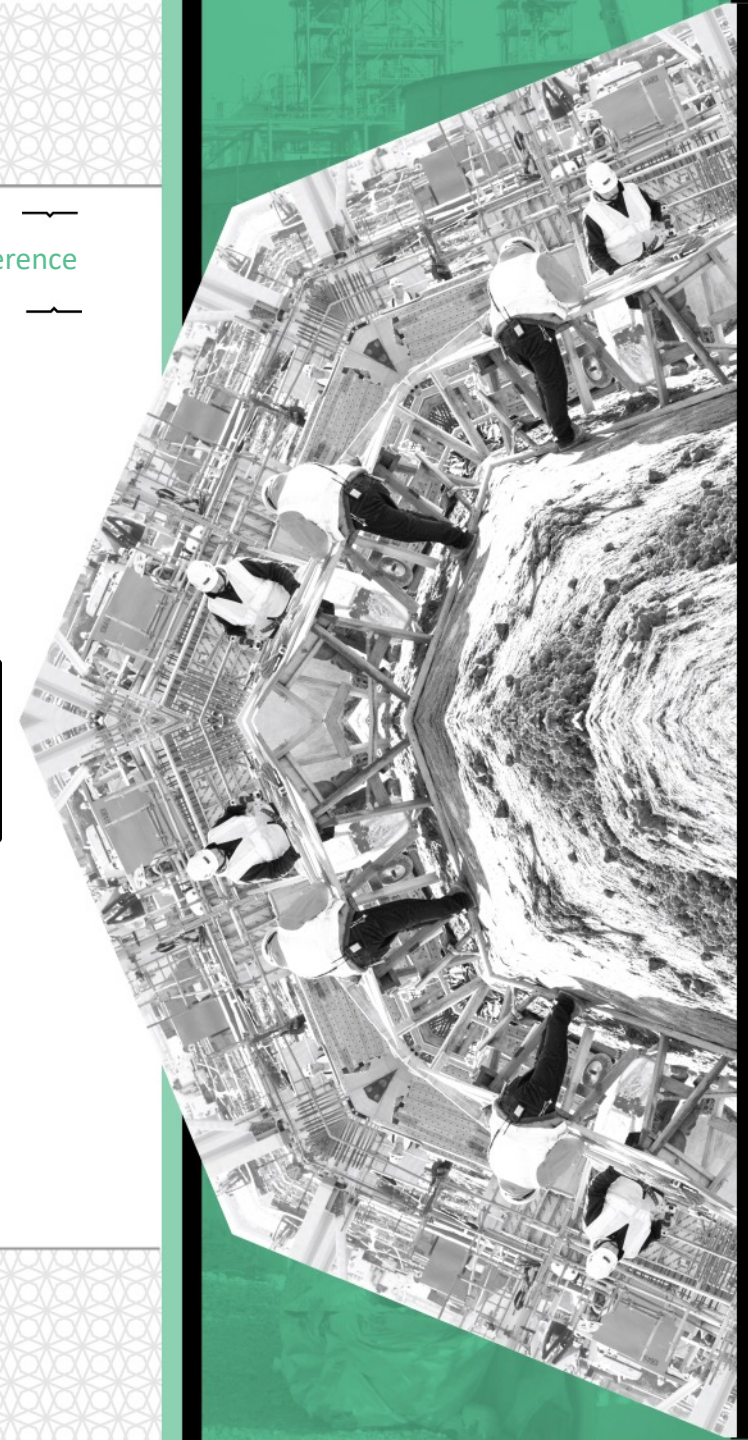
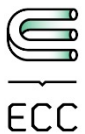




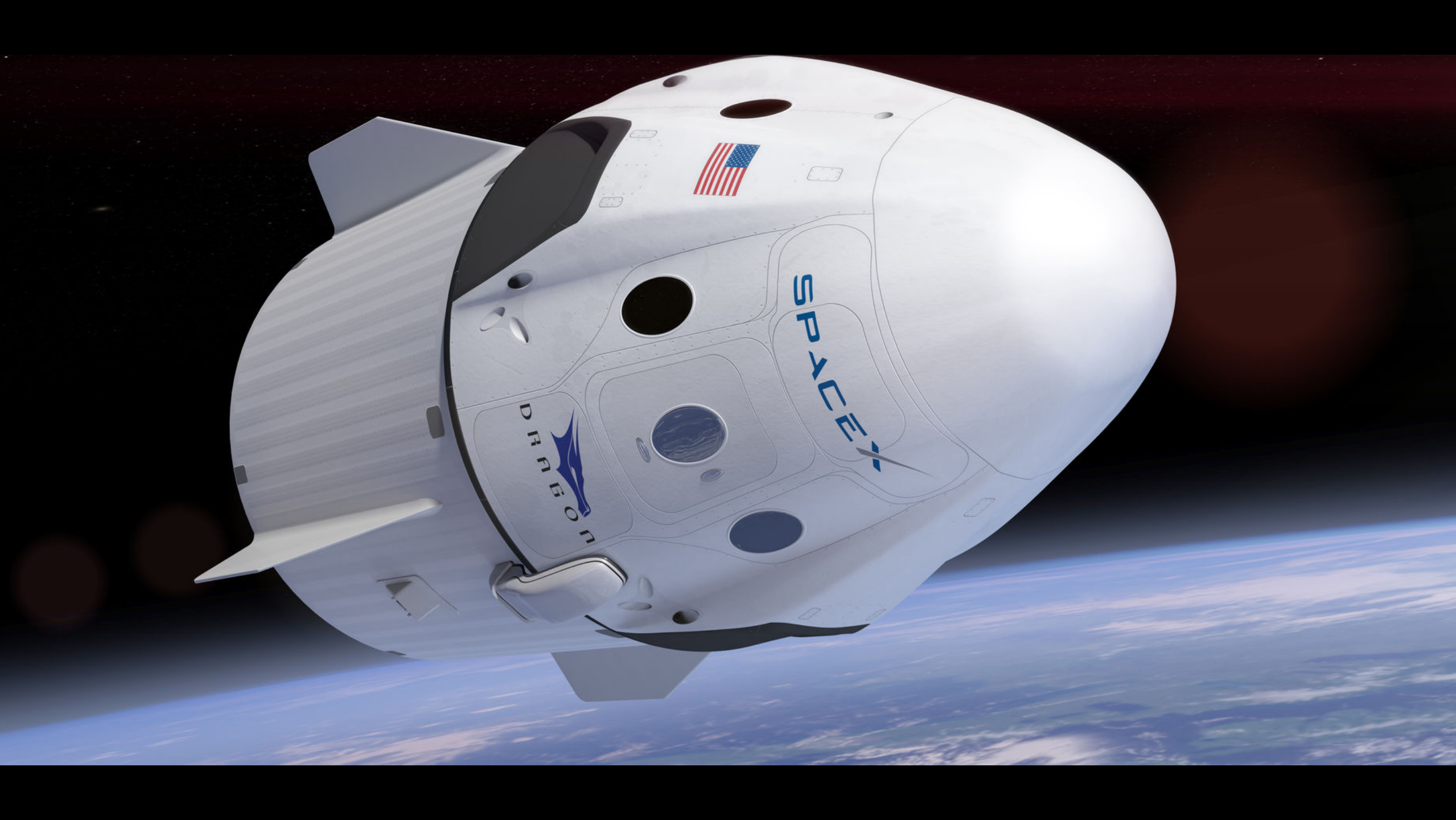
53rd Annual ECC Conference

# Performing While Transforming: Executing Now, Evolving for Tomorrow

Kymerly Butts  
Chair - ECC Executive Board  
Zachry Group









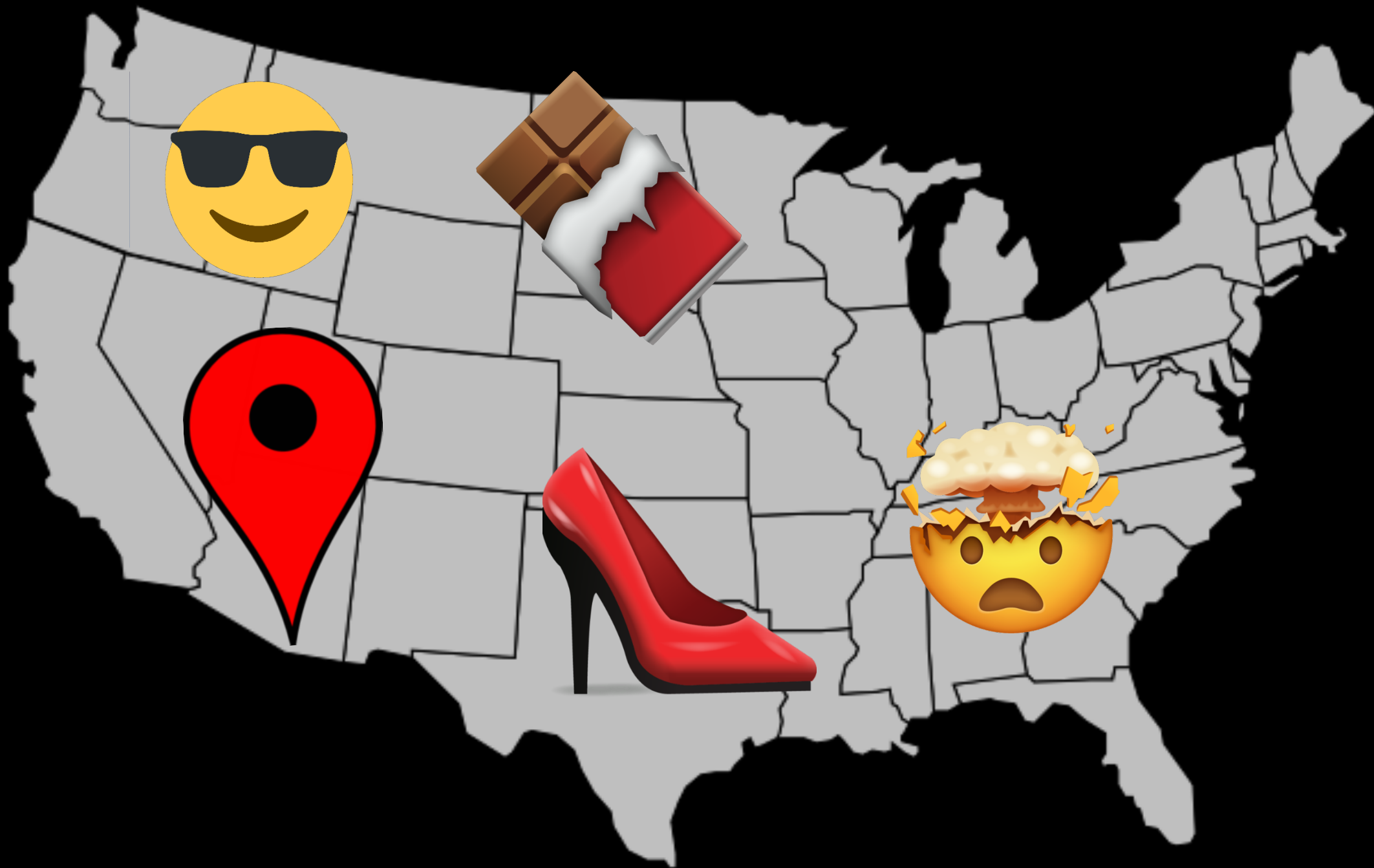
A person's hands are visible holding a large, light-brown cardboard sign. The left hand, wearing a ring and a beaded bracelet, holds the top left corner. The right hand holds the bottom right corner, near two paper flowers (one pink, one orange). The text on the sign is as follows:

LAGNIAPPE

(Lan-Yap) : A little

Something  
Extra

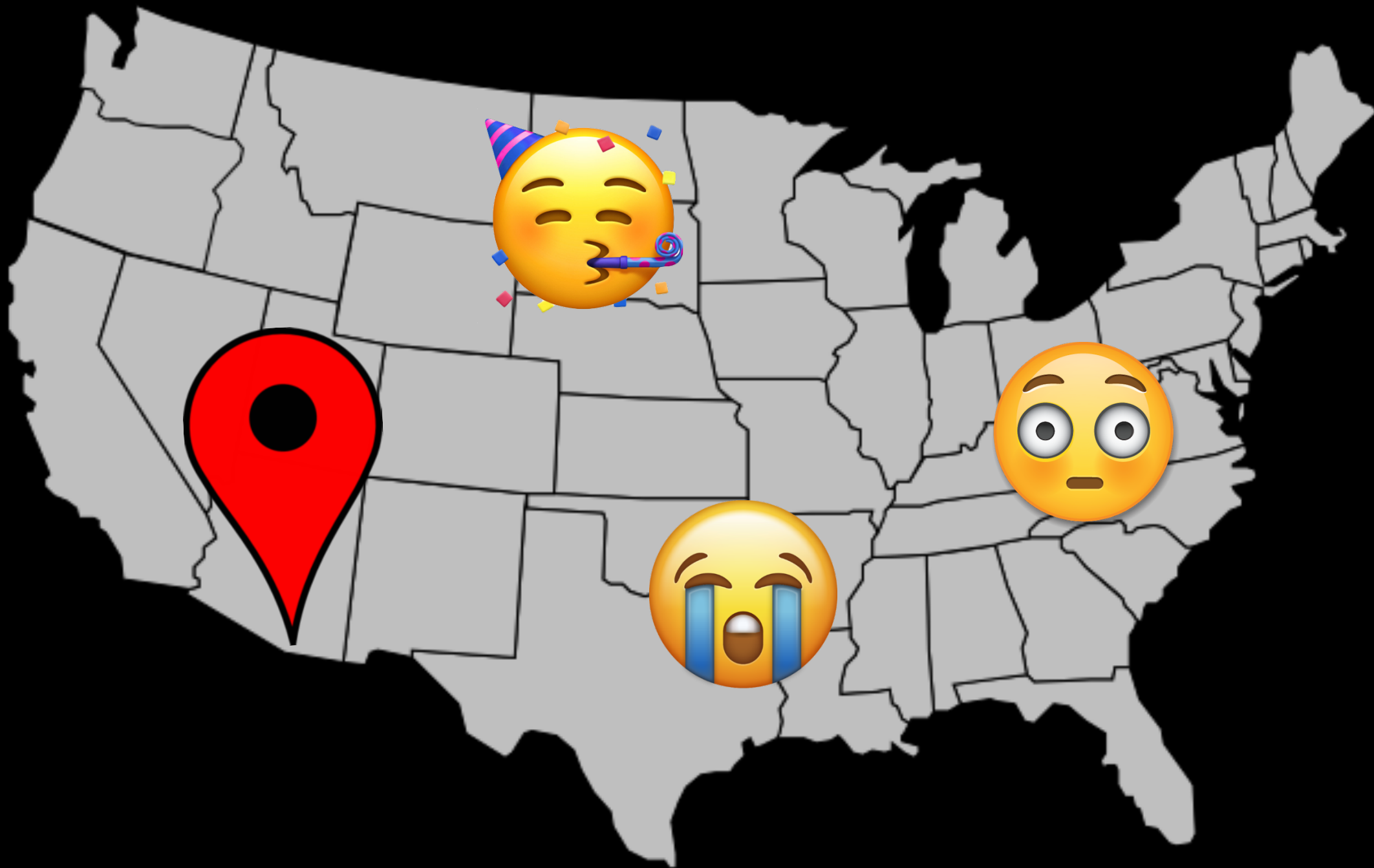














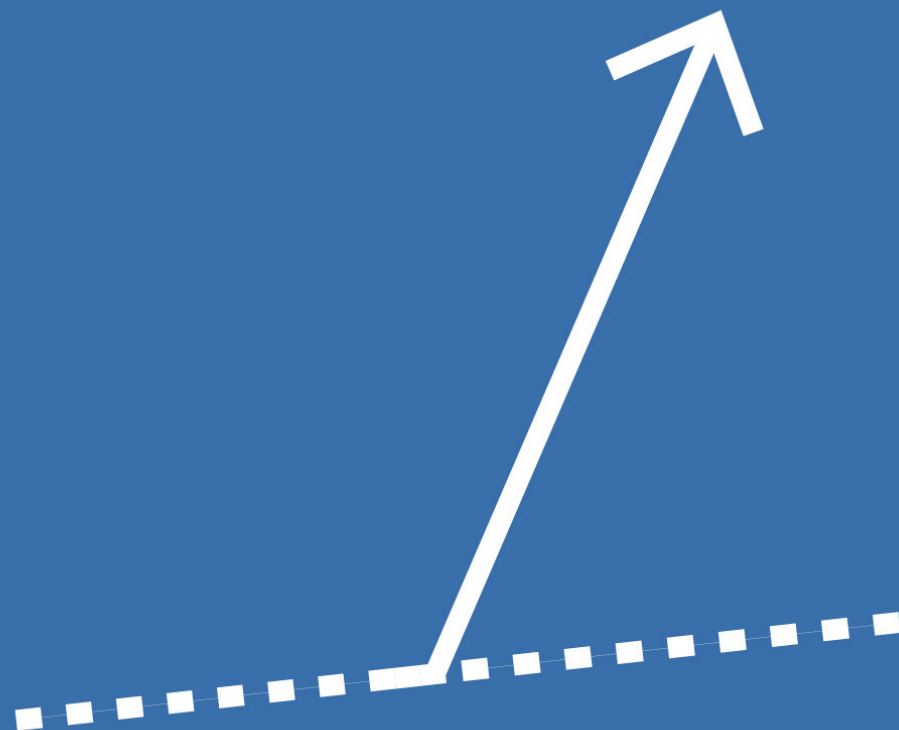








# INFLECTION POINT



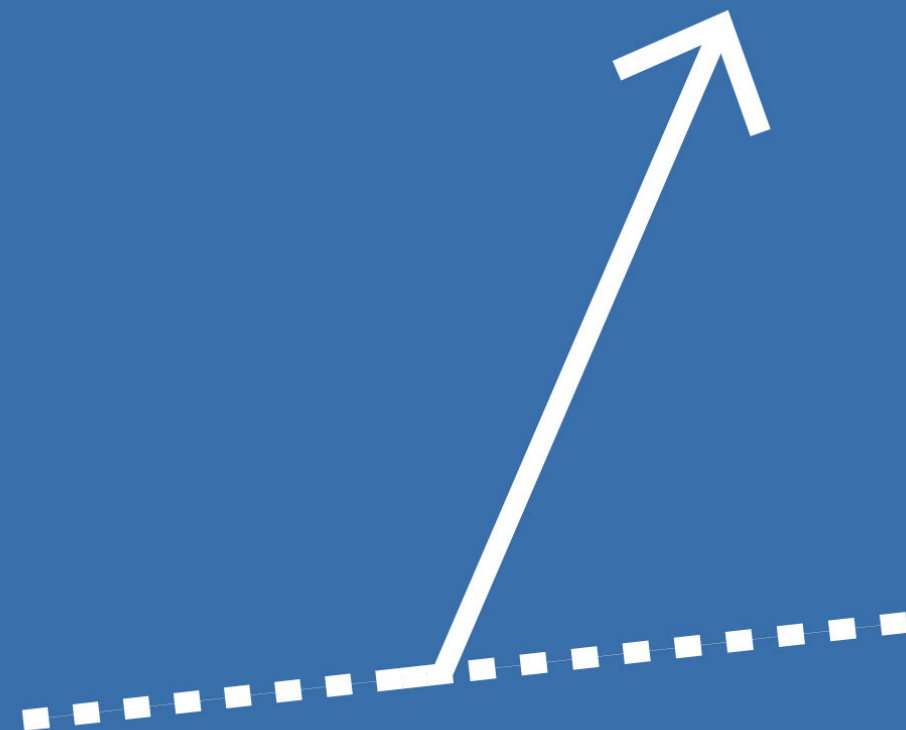




an industry with  
endless possibilities



# INFLECTION POINT





“In any field, leaders who move their organizations forward are the ones who can *reimagine* what they’ve always done, refresh and *reinterpret* the products and services they offer, and unleash bold experiments about what comes next.

Are you that kind of leader?”

*Bill Taylor*





# Perspective





# Lake Party at Glass Cactus







Lake Party Lagniappe...  
a little something extra