Luncheon Remarks

Jason Kraynek
ECC Board Chair
Fluor
PerspECCtives
THE 54TH ANNUAL ECC CONFERENCE
Forum Overview

Michele McNichol
ECC Board Member
Arion Blue LLC
PerspECCtives
THE 54TH ANNUAL ECC CONFERENCE
ECC Strategic Initiatives

Dave Kafer
ECC Board Member
Dow Chemical
Spirit of ECC Award Introduction

Don Heimbach
ECC Executive Board Member
LyondellBasell

Brandon Mabile
ECC Executive Board Member
Performance Contractors
The Spirit of ECC Award

Award Criteria
Candidates who display an exemplary demonstration of a wide array of talents, skills, and passions that encapsulate the ECC’s mission to engage and improve the industry. The recipient of the Spirit of ECC Award will have shown the following:

- A strategic response to a fundamental challenge or opportunity
- A solid application of 'Thought Leadership';
- A certain stewardship towards the betterment of the industry, its participants, and the people it serves.

Past Award Recipients
- 2021 – Houston Livestock show and Rodeo
- 2019 – UH Process and Industrial Management Program
- 2018 – Sadara Project Team
- 2017 – Dream Big: Engineering our World
- 2016 – Go Build Alabama
Introduction

Nick Sinnett
ECC Board Member
Performance Contractors
Ewan Drummond
BP
Reimagining Energy
inspiring change
Tackling the energy trilemma
Ewan Drummond
September 2022
Inspiring change

A need to change
A desire to change
A reshaping of how global energy markets work

Share of primary energy

Excludes traditional biomass. Other non-fossil fuels includes hydro and nuclear.
A $130 trillion game changing opportunity
Our industry is on the move

80% of all corporations have set emissions reductions targets.

67% of hydrocarbon organizations actively looking for opportunities outside of oil and gas.

These companies are investing in offshore wind, solar, hydrogen, biomass, hydro, geothermal, nuclear.
Pivoting from an IOC to an IEC

Diversifying & decarbonising

• Resilient, higher margin, lower emissions oil and gas business

• Differentiated convenience and mobility business

• Grow renewables business 20 fold
Five transition growth businesses

- Bioenergy
- EV charging
- Convenience
- Renewables
- Hydrogen

By 2030 we expect that the share of our capital spending on these growth businesses will rise to around 50%.
Reinventing bp

• Retired upstream/downstream model

• More focused, integrated – face into transition

• Fewer layers, agile, integrated, customer-oriented

• Double capital investment in digital transformation
Performing while transforming

7 major field start ups

3 new hydrocarbon discoveries

13,000 EV charging points

23GW wind and solar projects pipeline

7 hydrogen projects
Reimagining Energy

Inspiration to innovate
Inspiration to innovate

Three innovative projects that bp is currently pursuing with multiple partners.

Clean energy for New York.

Decarbonising heavy industry in the UK.

Cleaner fuels for US road and air transport.
Reimagining Energy for cities
For New York

- 3 - 4GW, 2 million homes, $1 billion economic output
- Cutting-edge turbines, vessels, HVDC technology
- Major legacy investments in NY ports infrastructure
• Three projects, 5.9GW, 6 million homes
• ~$12 billion investment in Scottish wind alone
• Infrastructure development in ports, harbours, shipyards
Net Zero Teesside, UK

- First of kind gas power generation with post combustion capture project
- Carbon capture transport and storage infrastructure project
- Two hydrogen projects
Net Zero Teesside, UK

- Leverage upstream heritage
- Novel contracting strategy
- Local execution focus
- Integrated project management
- Scaling low carbon hydrogen
bp’s hydrogen projects portfolio
Reimagining Energy for mobility

Cherry Point Refinery
Cherry Point Refinery, US

- Reducing refinery operations emissions by 7% or 160,000 tons per annum
- Co-processing up to 25% renewable feedstocks to reduce customer fuels emissions by 400-600,000 tons pa
- Reimagining bp’s refineries as integrated energy hubs
Challenges for projects

• Lots to do – lots to learn
• None of this is simple
• Stakeholders
• Capability and capacity
Summary

- World needs a better energy system to solve the trilemma
- Huge opportunity set in lower carbon energy projects
- Need to do things differently from the past
- Requires complete re-imagining of energy
PerspECCtives
THE 54TH ANNUAL ECC CONFERENCE
Thursday Wrap up

Jason Kraynek
ECC Board Chair
Fluor
2022 ECC Achievement Award &
Spirit of ECC Award Winners

John Zachry
ECC Achievement Award

Associated Builders & Contractors
Spirit of ECC Award
**TRANSFORMATIVE CHANGE: INCOME**

<table>
<thead>
<tr>
<th>2,062 people served</th>
<th>448 households</th>
<th>$224,000 pre-bridge income</th>
<th>$67,000 in new annual income</th>
</tr>
</thead>
</table>

4.6 average household size

$500 average Rwanda household income

30% increase in annual income post-bridge

**EDUCATION**

| 2,062 people served | 37% Rwandan population of school age |

763 more children with safe access to school

**HEALTHCARE**

<table>
<thead>
<tr>
<th>2,062 people served</th>
<th>52% Rwandan population</th>
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<tbody>
<tr>
<td></td>
<td>20% female population who give birth annually</td>
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</table>

215 more women with access to attended births

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### Let’s build another bridge!

DONATE NOW: TEXT BRIDGE2022 TO 76278

bridgestoprosperity.org
ECC PerspECCTives Party!

HIGH VELOCITY

THE CROOKED BRANCH
Conference Starts Tomorrow at 8:00 AM

See you then!