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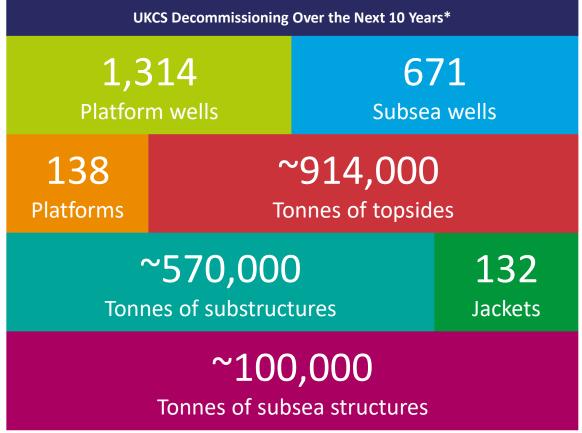
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Call to action: After 50 years of success we are <u>responsible</u> for a huge clean up







Standalone approach is sub optimal for late life and decom

Building SCALE with Operators & PARTNERING with Supply Chain is a **GAME CHANGER**

Going it alone.....

- Face off with SC asset availability, commodity linked pricing
- 'Cold' team & staff retention, out of touch with latest technology
- E&P in-house standards & approaches
- Inefficient, bespoke activity
- Asset price FOMO "don't commit we will get a better price next year!!"

Standalone we know is inefficient

.....scale and supply chain partnering



- Campaign pricing
- Optimise scheduling
- Underwrites SC investment
- "Hot team", decom mindset, latest technology
- ✓ Challenge internal standards
- ✓ Job security
- Scope to reduce emissions

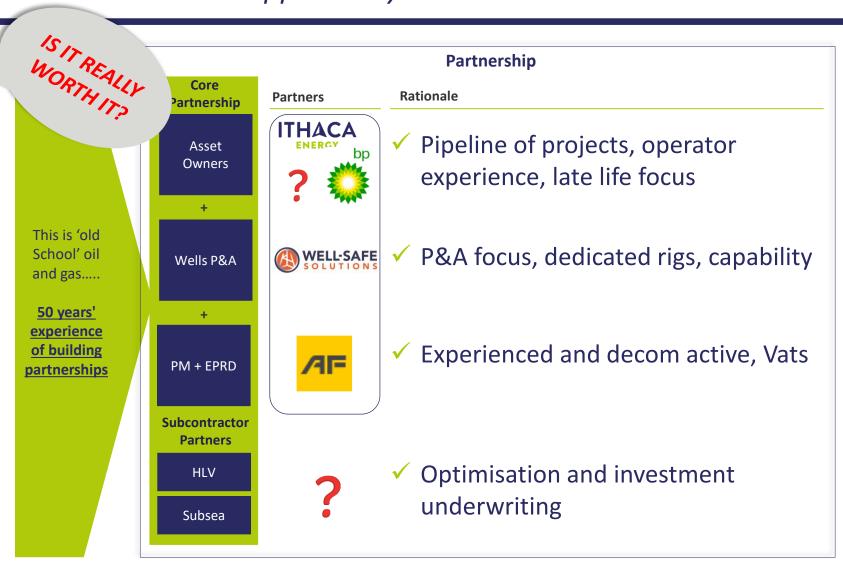
Scale and partnership releases value and de-risks



So: How do we do this? Can we do this? Innovative collaboration required to unlock the opportunity

This isn't easy.....many have tried!!

- Commercially complex
- More stakeholders!
- Collaborative approach, things will go wrong...
- Requires a "decom integrator"
- People "who wants to work in decom?"





Can we prove it works?



Both operators see value in collaboration









Joint decom study







Advanced pricing models & combined contracting







Efficiencies and optimisation with joint scopes and teams



"Hot team", start with the experts, apply latest thinking

Dyssynergies – "who takes the winter slot?"



