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Delivering together

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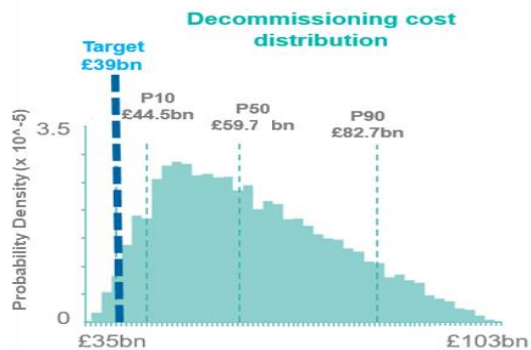
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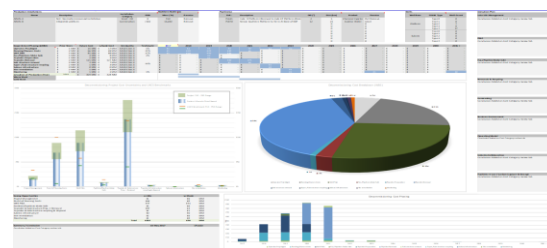
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Decommissioning Overview

Cost Estimate



Dashboards benchmark industry estimates



Encouraging industry to share lessons

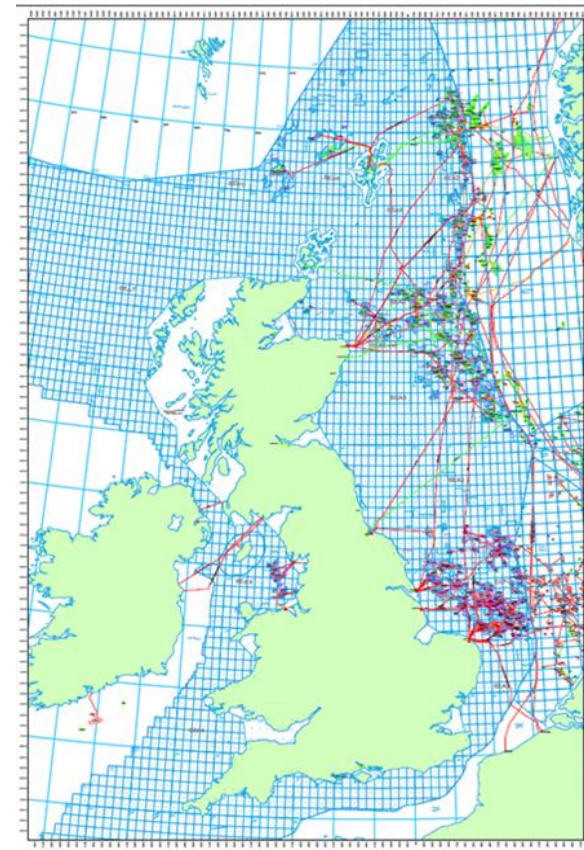
Promoting innovation and collaboration

Update report on annual progress

Industry Response

Large cost reductions already achieved

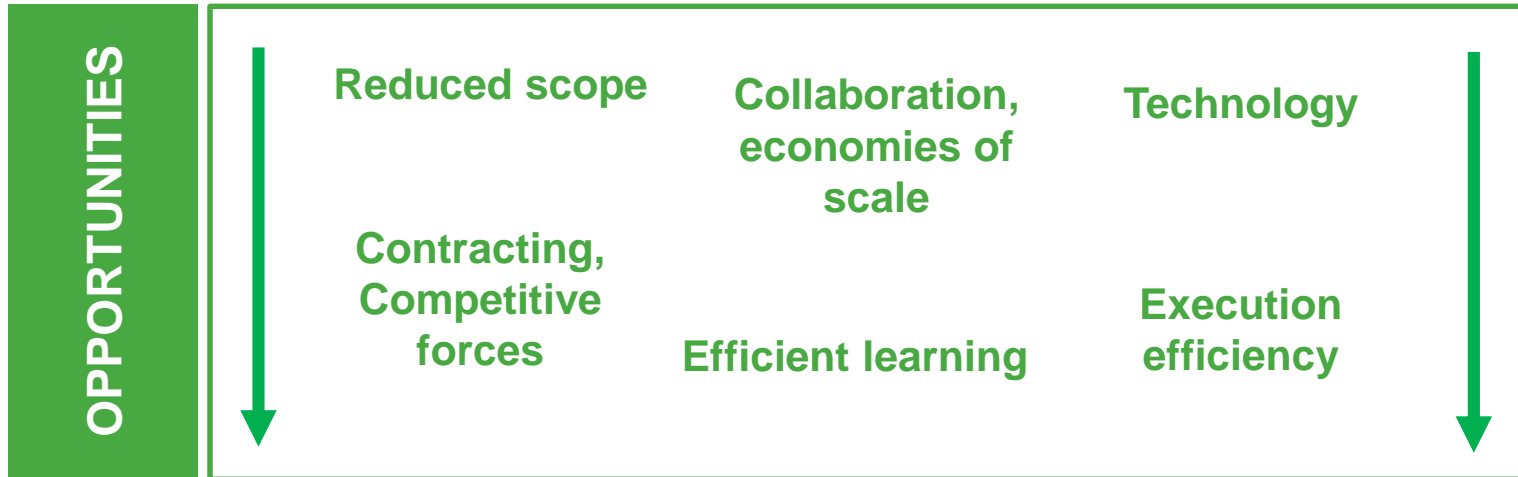
- NNS Platform Running Costs
- Platform well P&A
- NNS Removal Costs



Decom Cost Risks and Opportunities



£59.7bn



Decommissioning Cost Reduction Strategy



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l o n g glide path

≥ 6 yrs before CoP

≥ 3yrs before CoP

1 - 3 yrs before CoP

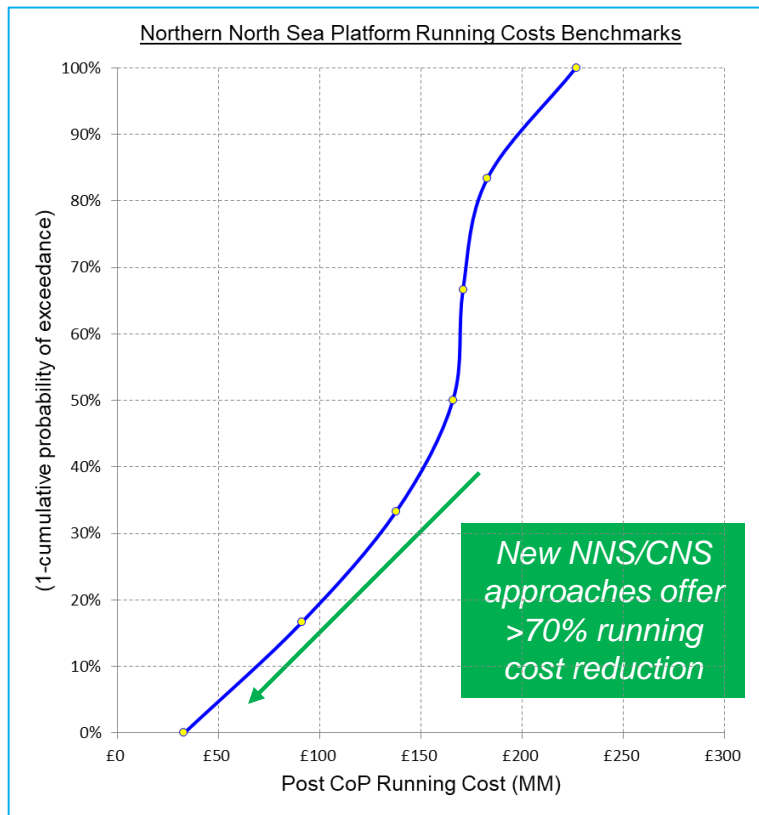
Benchmarking

Learning / knowledge-sharing

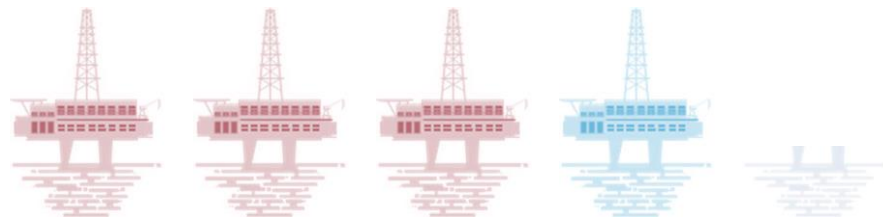
Area Plans

Contracting / Execution Strategies

Very rapid industry learning



Higher Cost Approach



Late-Life CoP P&A Cold Stack Remove

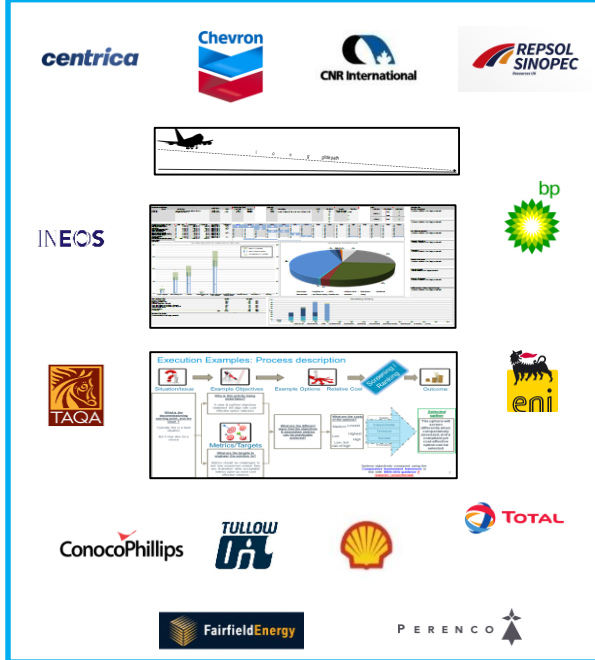
Lower Cost Approach



Late-Life / P&A CoP Cold Stack Remove

Cost reduction themes

Industry Benchmarking, Joint Learning



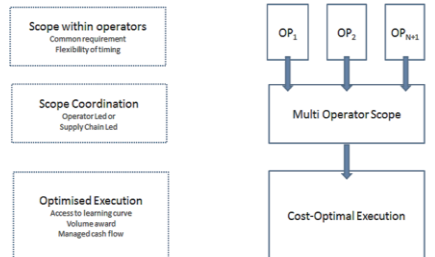
Logos of industry partners: centrica, Chevron, CNR International, REPSOL SINOPEC, bp, INEOS, TAQA, ConocoPhillips, TULLOW, Shell, TOTAL, FairfieldEnergy, PERENCO.

Visuals include a flight path diagram, a dashboard with charts, and a process flow diagram titled "Execution Examples: Process description".

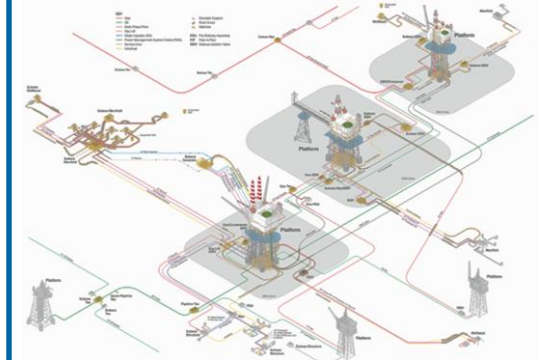
Supply Chain and Collaboration

Supply Chain Action Plans (SCAP)

Combining scope, Campaigns



Area Plans



Summary



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Challenging but achievable cost targets



Essential to continue learning together, and do it better



Transparency is an enabler for efficient activity programmes and offerings



Leverage global experience & learning





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Thank you
