

# Business Strategies to Stay Ahead of the Curve

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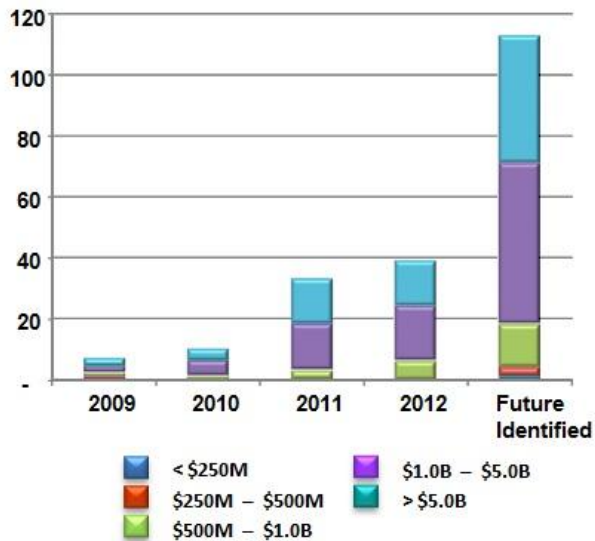
CB&I, Executive Vice President, Corporate Development



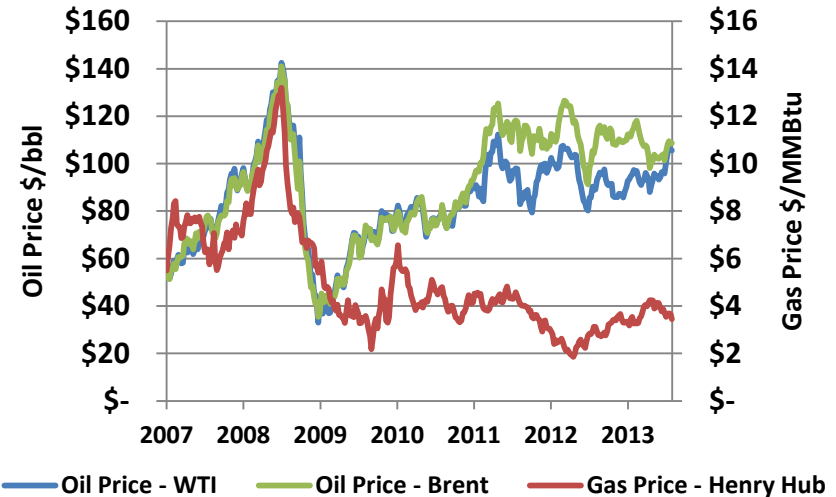
Staying ahead of the curve in our industry requires proactive analysis of long-term market trends, and the development of multiple strategies to capitalize on those trends. Whether this means new technology development, redeployment of resources, development of new capabilities, an acquisition or a host of other potential strategies, it is important to develop a conviction towards long-term trends and to implement the chosen strategies. Business models designed to withstand unexpected market changes also become important in a rapidly shifting environment. This presentation provides an overview of some of the strategies and business models deployed in our industry, including several examples from CB&I.

- E&C's must respond to several industry-shaping trends
  - Commodity pricing and the “new normal”
  - The effects of shale gas on multiple energy industries
  - Increasingly larger infrastructure projects

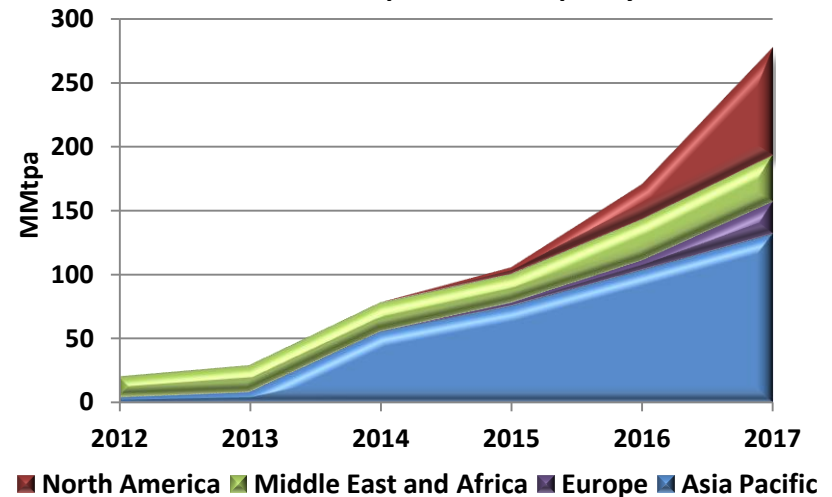
Number of energy related projects to be awarded by year



Source: Citi E&C Bi-Weekly Update



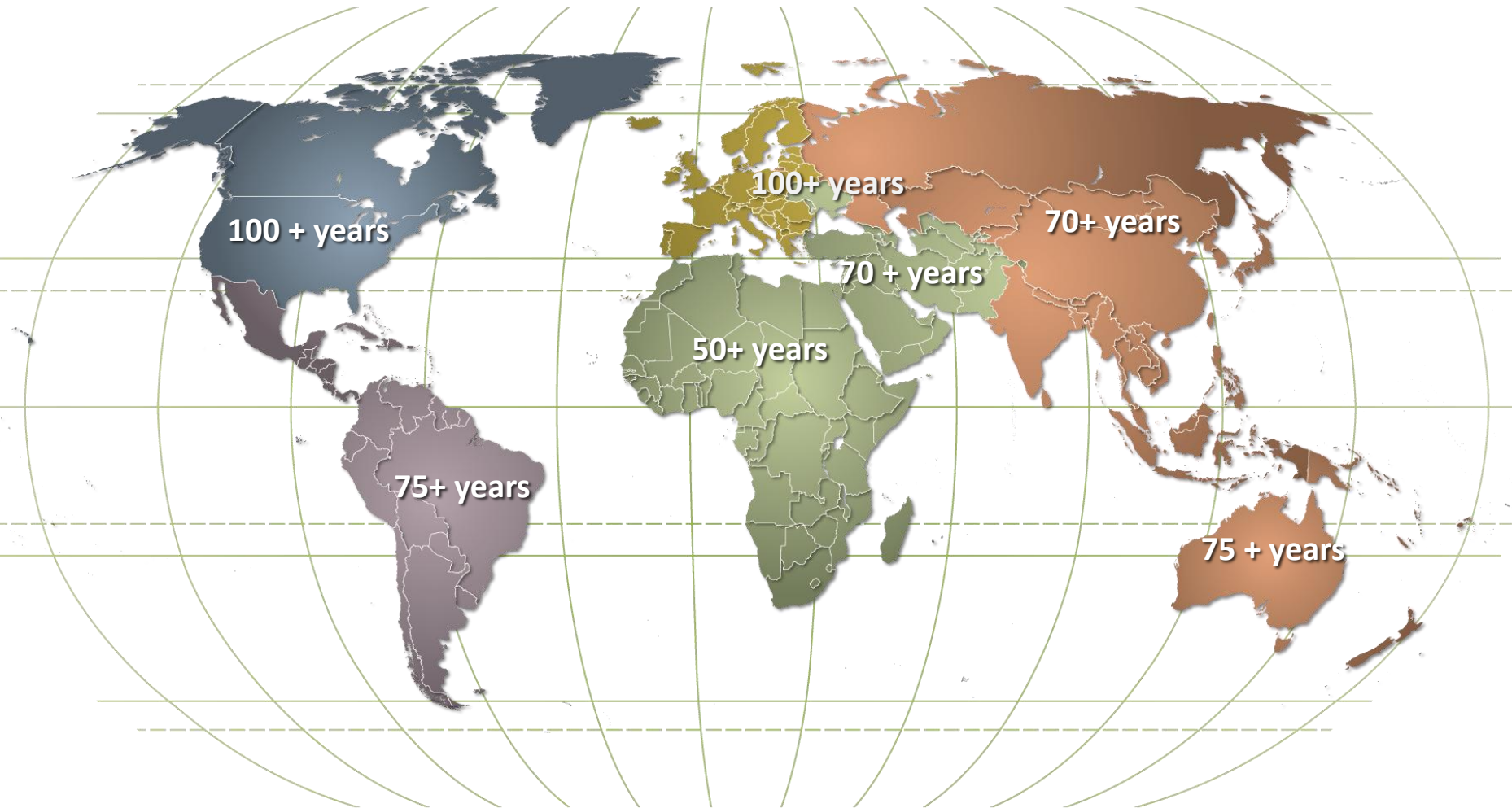
Planned LNG Liquefaction Capacity



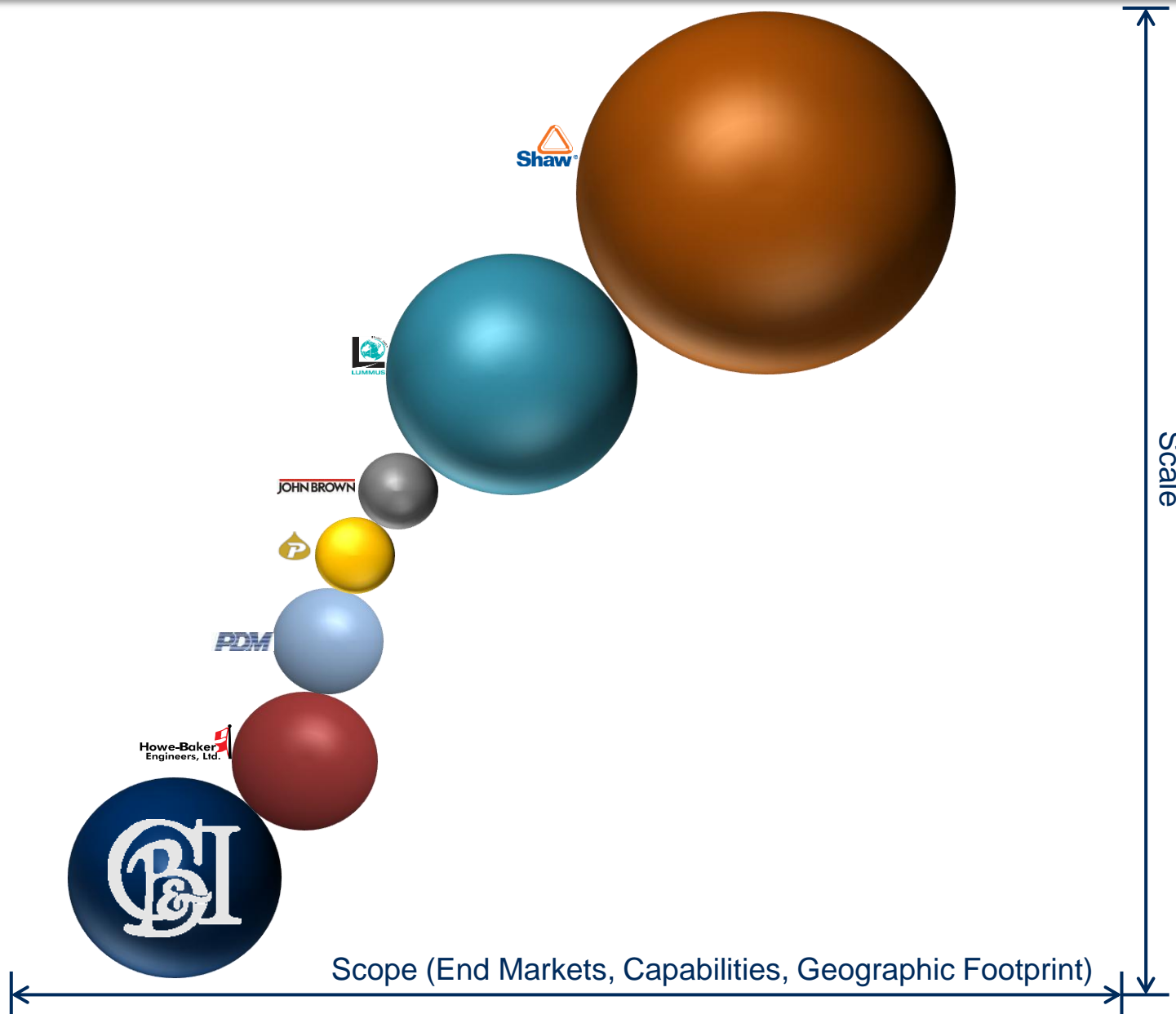
Source: GlobalData, Oil and Gas eTrack LNG Database

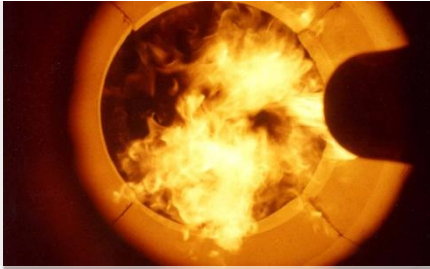












### Technology

- Licensed technology
- Engineering/technical services
- Proprietary catalysts
- Specialty equipment

### Fabrication Services

- Fabrication
- Process & nuclear modularization
- Erection
- Pipe fitting and distribution

### Engineering, Construction and Maintenance

- Engineering
- Procurement
- Modularization
- Construction
- Commissioning

### Government Solutions

- Program and project management
- EPC
- Remediation and restoration
- Emergency response and disaster recovery
- Environmental consulting and engineering

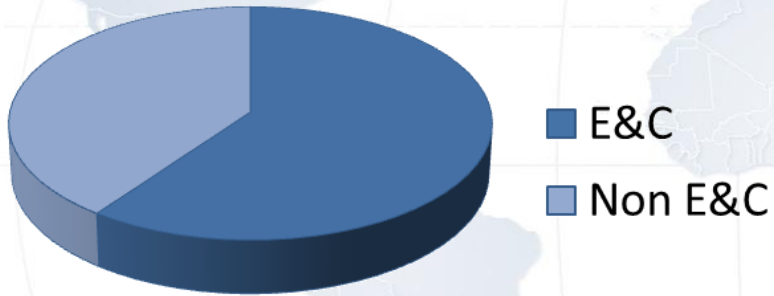




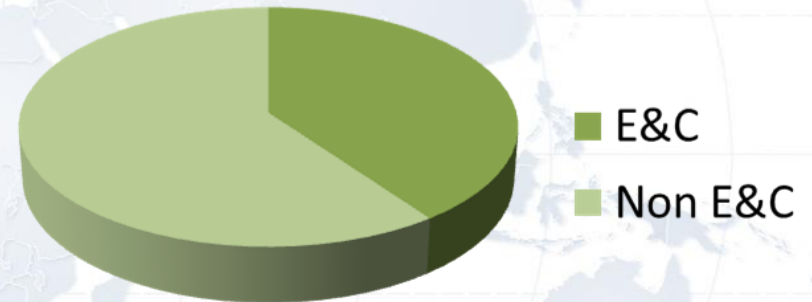




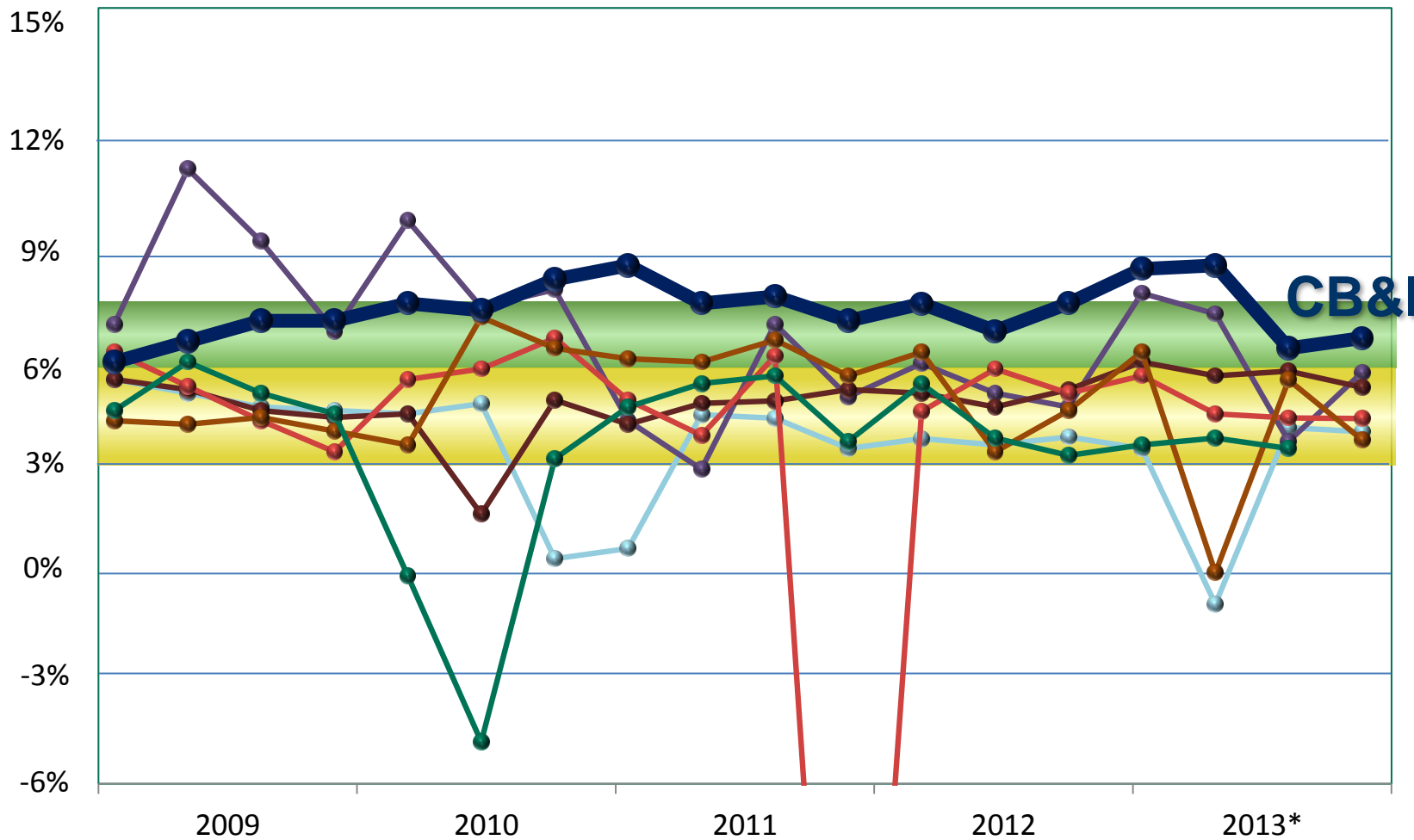
**Revenue**



**IFO**



Operating  
Income %



**CBI**

### Proactive Management of Trends & Strategies



### Diversification



### Strategic Growth



### Performance Excellence



### Robust, Scalable Business Model



### Benefits for all Stakeholders



# SCALABLE GROWTH