H2H
Supplier event

November 25th & 26th 2021
More information

If you are a supplier seeking more information or to get involved in the supply chain, please contact:

Technip Energies/Air Products – Phil Rigby, h2hevent@airproducts.com
KBR/Tecnimont – Leonardo Tartara; L.Tartara@tecnimont.it
Linde/BOC – Stephan Zehrer; stephan.zehrer@linde.com

You may also want to contact the Advanced Manufacturing Research Centre (AMRC) who partner with us on developing the UK supply chain – jay.shaw@namrc.co.uk
Hydrogen to Humber Supplier Event

Hosted and supported by:

www.thesupplychainnetwork.co.uk  www.catchuk.org
I AM SAFETY

Integrated in everything we do

I always put safety and security first and understand my risks. Safety and security is what I do every day. I am a role model for safety and security.

I am accountable, visible and engaged!
UK Stars are Aligning

1) Policy and Legislation

2) Public:Private Funding

3) Cluster Sequencing – phase 1

4) Government Selection and Negotiation

5) HMT Treasury

£75 MILLION BID WIN FOR ZERO CARBON HUMBER’S NET ZERO AMBITION

17/03/2021

THE HUMBER’S AMBITION TO BECOME THE WORLD’S FIRST NET ZERO INDUSTRIAL CLUSTER HAS MOVED A STEP CLOSER WITH THE NEWS THAT THE ZERO CARBON HUMBER (ZCH) PARTNERSHIP HAS BEEN SUCCESSFUL IN ITS BID FOR GOVERNMENT FUNDING TO UNLOCK ITS MAJOR DECARBONISATION INFRASTRUCTURE PROJECT.

Announced Late Q1 2022 (Projects pre 2027)
Transition to a hydrogen economy across the North

- ‘Deep decarbonisation’ by converting the UK gas grid to hydrogen
- North of England as a starting point equating to 1/7th of UKs homes (12.5 GW installed capacity) with view to a UK-wide rollout
Equinor Hydrogen to Humber (H2H) 2021-2030

- Demonstrate blue hydrogen production as one viable technical and commercial solution to Net Zero 2050 ambition
- UK government climate policy ambition within a Public Private Partnership (PPP) framework
- Operationalize the H2 Equinor in Humber, through standardization

Demonstrate the value chain – H2H Saltend 2026/2027

- 600 MW H₂ production
  - Decarbonise Saltend Chemicals Park
  - Incl 300MW ammonia plant
  - Cost competitive and agile

Scale up the value chain – H2H Southbank 2028/2029

- 1200-1500 MW additional H₂
  - Blend H₂/gas at Keadby 2
  - Supply to new H₂ power plant run on 100% H₂
  - Albrough Hydrogen storage

100% conversion of natural gas to hydrogen

- Decarbonisation heating sector
  - H21 North of England project
  - Developed with Cadent and Northern Gas Networks

A UK/local context

- Large Direct Foreign Investment 2023-2029
- Job creation during construction/operation
- UK supply chain engagement

By Tanguy COSMAO, Project Director tc@equinor.com
H2H Saltend development 2026

Tier-1 contractor Design Competition

- Sept 2022 Selection of Tier-1 contractor
- Late 2023 Final Investment Decision (FID)
- 4Q 2026 Startup

Site Selection

- 2026/2027

Consent and Permitting

- 2028/2029

CO2/H2 infrastructure

- Local public engagement/community

Value chain deployment

Unique decarbonisation strategy for the UK most established chemicals site

https://engage.erm.com/equinor-h2h-saltend/view
Advancing UK manufacturing
Our mission

To help UK companies win work in nuclear and other high-value manufacturing sectors.

Manufacturing innovation:
• Applying innovation.
• Increasing productivity.

Supply chain development:
• Increasing capability & capacity.
• Fit For... sector programmes
Supply chain development

Targeted support for manufacturers
Helping suppliers raise quality and develop capabilities to meet sector needs.
Building links between manufacturers and the top tier.
• Fit For Nuclear.
• F4OR and other sectors.
• Nuclear Sector Deal delivery.
• Demand modelling.
Fit For Nuclear

Test and develop your nuclear readiness

- Free online self-assessment.
- Site visit.
- Expert analysis and action plan.
- Ongoing support.

Reach and impact

- c860 companies taken self-assessment.
- c120 currently granted F4N.
- £1.4 billion of new contracts won.
Zero Carbon Humber

Understanding the opportunities
• Develop & analyse demand data.
• Focus on high-value components.
• Assess supply chain readiness.
• Match to potential suppliers.

Sector-focused supply chain support
• Targeted support for hydrogen & CCUS.
• Developing business capabilities.
• Removing barriers to entry.
Two new sector-specific programmes

Launching summer 2022
- 20 companies in pilot.
- Recruitment early 2022.
- 12-18 month journey.

To register interest:
anna.boland@namrc.co.uk
web: namrc.co.uk

email: jay.shaw@namrc.co.uk / t.Robinson@amrc.co.uk

tel: 0114 222 9900

Twitter: @NuclearAMRC
H2H Supplier Event

Hull - November 25th & 26th 2021

Proud history, bright future.
Who we are

### KBR
**Process Licensor and Engineering Designer**

- Delivering Sustainable Technology Solutions to UK Government and Companies
- Designed and licensed 262+ grassroots hydrogen, syngas, ammonia plants since 1943:
  - 250 syngas ($H_2$ & CO) generation from hydrocarbon reforming – including process CO$_2$ capture
  - 244 ammonia production, ~50% of world’s ammonia
- Technology evaluation, concept and feasibility studies, FEED and Detailed Designs on CCUS for over 60 years
- Hub office in Leatherhead, UK - capacity 1,000+; Full project lifecycle capability

### Tecnomont
**Process Licensor and EPC Contractor**

MAIRE TECNIMONT GROUP is present worldwide in the following business:

- PETROCHEMICALS
- FERTILIZERS
- OIL & GAS REFINING
- ENERGETICS & NEW POWER
- GREEN CHEMISTRY & RENEWABLES

- Over 50 operating companies worldwide (i.e. MET T&S, UK)
- Over 1,500 successfully delivered projects
- Over 9,000 people in the overall group with 3,000 professionals in E&I
Approach to the Project

- KBR leading pre-FEED and Tecnimont leading FEED and EPC phases
- Technology being delivered out of KBR UK “Centre of Excellence” in UK
- KBR / Tecnimont have successfully executed and delivered multiple similar projects together (pre-FEED, FEED, EPC and O&M). Tried and tested delivery model
- KBR / Tecnimont know UK supply chain well and will seek to give UK service companies maximum opportunity
- It is important to register on the Tecnimont system as Tecnimont will lead EPC
- Main opportunities for UK suppliers will be in EPC project execution and O&M phase. This will be in circa 2023
## In Country Value Opportunities

### A. Supply of Material
- **About 200 Purchase Orders to be awarded**
- Material required during Construction: 2023-2026

### B. Construction Works Subcontract
- **Subcontract/s Direct award by Tecnimont 2023**
- Subcontracts Award by Tecnimont subcontractors: 2023-2026

### C. After Sales Opportunities with Awarded Vendors
- Local services for Original Equipment Manufacturers
  - Italy-UK cooperation

### D. Maintenance Services
- Routine maintenance and shutdown services
  - 2026 onwards

---

**Project Vendor List**

- **Key success factors**
  - Quality & Delivery
  - Price level
  - Reliability

---

22  Business confidential information

©2021 KBR Inc. All Rights Reserved.
UK Supply Chain & Potential

CURRENT MET RELATIONSHIP WITH UK SUPPLY CHAIN

How Many Suppliers does Maire Tecnimont have in UK?

<table>
<thead>
<tr>
<th>How Many Suppliers (in UK)</th>
<th>Project Materials</th>
<th>Services for Projects</th>
<th>General Services</th>
<th>Tot</th>
<th>Ready for Order</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>123</td>
<td>39</td>
<td>111</td>
<td>273</td>
<td>193</td>
</tr>
<tr>
<td>2023-2026</td>
<td>40%</td>
<td>14%</td>
<td>100%</td>
<td>70%</td>
<td>193</td>
</tr>
</tbody>
</table>

How Many Suppliers does Maire Tecnimont have in UK?

<table>
<thead>
<tr>
<th>How Many Suppliers (in UK)</th>
<th>Project Materials</th>
<th>Services for Projects</th>
<th>General Services</th>
<th>Tot</th>
<th>Ready for Order</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>123</td>
<td>39</td>
<td>111</td>
<td>273</td>
<td>193</td>
</tr>
<tr>
<td>2023-2026</td>
<td>40%</td>
<td>14%</td>
<td>100%</td>
<td>70%</td>
<td>193</td>
</tr>
</tbody>
</table>

POTENTIAL OPPORTUNITIES

1 SUPPLY OF MATERIAL
• About 200 Purchase Orders to be awarded
• Material required during Construction 2023-2026

2 CONSTRUCTION WORKS SUBCONTRACT
• Subcontract/s Direct award by Tecnimont 2023
• Subcontracts Award by Tecnimont subcontractors 2023-2026

3 AFTER SALES OPPORTUNITIES WITH AWARDED VENDORS
• Local services for Original Equipment Manufacturers
• Italy-UK Cooperation

4 MAINTENANCE SERVICES
• Routine maintenance and shutdown services
• 2026 onwards

Maire Tecnimont booking with UK Suppliers in MEUR

Total UK Project Material booking: 135 M€

<table>
<thead>
<tr>
<th>VARIOUS MATERIALS AND SERVICES</th>
<th>SERVICES FOR PROJECT EXECUTION</th>
<th>PROJECT MATERIALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>73</td>
<td>8</td>
<td>72.5</td>
</tr>
</tbody>
</table>

Project Material booking by discipline

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Millions £</th>
</tr>
</thead>
<tbody>
<tr>
<td>ELECTRICAL COMPONENTS &amp; SYSTEM</td>
<td>€ 1,5</td>
</tr>
<tr>
<td>INSTRUMENTATION</td>
<td>€ 6,5</td>
</tr>
<tr>
<td>PACKAGES</td>
<td>€ 40,0</td>
</tr>
<tr>
<td>ROTATING EQUIPMENT</td>
<td>€ 10,0</td>
</tr>
<tr>
<td>STATIC EQUIPMENT</td>
<td>€ 13,0</td>
</tr>
<tr>
<td>MECHANICAL</td>
<td>€ 1,5</td>
</tr>
<tr>
<td>Total</td>
<td>€ 72.5</td>
</tr>
</tbody>
</table>

Split of Project Material Suppliers By Discipline*

<table>
<thead>
<tr>
<th># Suppliers</th>
<th>Discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td>57</td>
<td>Instrumentation Materials</td>
</tr>
<tr>
<td>23</td>
<td>Static Equipment</td>
</tr>
<tr>
<td>20</td>
<td>Mechanical Materials</td>
</tr>
<tr>
<td>20</td>
<td>Packages</td>
</tr>
<tr>
<td>19</td>
<td>Electrical Materials</td>
</tr>
<tr>
<td>12</td>
<td>Machinery</td>
</tr>
<tr>
<td>Total</td>
<td>151*</td>
</tr>
</tbody>
</table>
In Country Value Opportunities

Contact us

If you are interested to be part of H2H Project as Supplier or Sub-Contractor drop your Business Card and you will be contacted by Tecnimont staff

Or else, for spontaneous application please:

→ Complete the Qualification process on SupplHi platform at the address https://vendor.supplhi.com or visit our corporate site: www.mairetecnimont.com

→ For any other issue write email

To: L.Tartara@tecnimont.it
Joining forces for long lasting relations in the UK Energy Transition journey

Marc Bouchez, Consortium Project Director
Barry Goldsworthy UK Interface Manager
Richard Beament, Dpty Consortium Project Director
Iain Wilson, Balfour Beatty Major Projects
Energy transition is our business

- Applying our core capabilities to today and tomorrow’s key energy challenges

- 6B€ revenue
- 16.5B€ backlog
- 15,000 employees in 34 Countries
- 25+ leading proprietary technologies
- 450 projects under execution, EPC skills
- 60+ years of operations experience

Technip Energies and Air Product, in Alliance since 1992, have formed the TENAP Consortium for H2H
Air Products is a leading global industrial gas company, built on deep experience, strong performance and high ambitions.

- $8.9 billion in FY20 sales
- 19,000+ employees
- 50+ countries
- $60B+ market cap
- 80 years in business
- 170,000+ customers
- 1,800 miles of industrial gas pipeline
- 750+ production facilities
- 30+ industries served

... and committed to invest > $30 bn in capital for the 10-year period to 2027

Air Products Global HyCO Presence

Air Products Operational Experience in the UK

At Hull Today

- ~70 People based on site
- >30 years Supplying Saltend customers
- >70 UKI Plants Operated by OCS
- 75% of Merchant UK H2 customer demand
- 178,000 Metric Ten/annum LHN
Balfour Beatty

A proud British business

12,000 employees across the UK with over 6% in earn & learn roles

First UK contractor to commit to a specific target spend with SMEs

We exceed the Government’s target for SME supply chain spend at 40%, and can track our spend by location to support the Levelling Up agenda

A strong local presence

in 2020 we had 59 live contracts within a 50 miles radius of site

Over £60m with SMEs of which £21m was will small and micro businesses

Strong safety record

For six consecutive years, we’ve improved our Lost Time Injury Rate 66% improvement since 2014

Clear carbon and waste targets

We’ve seen a 55% reduction in carbon since 2010 and have bold targets and ambitions to go Beyond Net Zero and Generate Zero waste by 2040
How the TENAP Consortium will engage on the H2H Journey?

Behavioral | Holistic Safety
Performance | Local partnership Project economics
Quality | Robustness Certainty / Product delivery

Integrated | Cooperation Trust | Extended Supply Chain Partnership
H2 & Carbon Capture best in Class proven Tec Background Expertise

Cementing fundamental foundations for common success
Now starting the Pre-qualification phase to assess the local market
Introduction to Linde

Hydrogen to Humber (H2H) Supplier Event

25th and 26th November 2021
Mark Finney – Lead RUK Project Execution
Linde is a leading industrial gas and engineering company

Synergies are Built on Strong Engineering Foundations

World-class operations of over 1,000 plants

BOC (British Oxygen Company) is the largest provider of industrial, medical and special gases in the UK and Ireland

BOC operates and maintains several major air separation and hydrogen plants across the UK and Republic of Ireland (~200 employees in O&M)

2020 Sales
USD 24,392 million

2020 Sales
USD 2,851 million

Technology-focused with more than 4,600 plants built

Four technology fields (Air Separation | Hydrogen & Syngas | Natural Gas | Petrochemicals)

(1) Combined sales of business segments Americas, EMEA and APAC and Other
Linde Engineering: Product Segments

For Linde and for Third-party Customers
- Air Separation
- Hydrogen and Syngas

For the Chemical and Energy-related Industries
- Petrochemicals
- Natural Gas

600 Hydrogen and Syngas plants built worldwide by LE, more than 150 plants operated by Linde Gas
Suppliers/Subcontractors can contact Linde via the following email addresses:

- **Procurement**
  (Static/Rotating Equipment, E&I, Steel Structure, Piping & Bulk)
  SALTEND.SD_PROCUREMENT@PROCORR.LINDE.COM

- **Construction, Civil, Fabrication**
  SALTEND.SD_CONSTRUCTION@PROCORR.LINDE.COM

- **Services**
  (Accommodation, other site related services)
  SALTEND.SD_SERVICES@PROCORR.LINDE.COM

**Steps:**

1. Potential Supplier/Subcontractors contact Linde.
2. LE will issue specific questionnaires.
3. Submit questionnaire to contractors.
4. Contractors fill out questionnaire.
5. Contractors submit questionnaire to Linde.
6. PQ team starts parallel evaluation.
7. Final evaluation and recommendation of each discipline.
8. Add Supplier/Contractor to Linde project specific Vendor List.
9. Participation in bidding phase (next slide).
Linde Engineering: Inquiry Process

Pre-FEED/Proposal Phase:
- Project specific Procurement Strategy (incl. Vendor List)
- Requisition for Inquiry
- Inquiry to Suppliers
- Technical Bid Evaluation
- Commercial Bid Evaluation
- Linde EPC Proposal

Project Execution Phase:
- Requisition for Inquiry
- Inquiry to Suppliers
- Technical Bid Evaluation
- Commercial Bid Evaluation
- Update of Technical Purchase Specification
- Purchase Order

Timeline:
- Overall timeline given by Equinor.
- Issue of Inquiries to pre-selected suppliers for EPC bidding phase expected in Q1/2022 based on current Equinor timeline.
Thank You for Your Attention
ORGANISED BY:

PROGRAMME

10:00am
Introductions with
- The Supply Chain Network & CATCH
- Dan Sadler - Vice President, UK Low Carbon Solutions, Equinor
- Tanguy Cosmao - Project Director, H2H Saltend, Equinor
- AMRC
Tier 1 Contractors
- KBR & Tecnimont
- Technip Energies & Air Products
- Linde
10:45am - Questions
11:30-12noon - Networking

- Meet our potential Tier 1 Contractors
- Hear about the Humber regions ambitions
- Learn about Zero Carbon Humber
- Discuss opportunities
Key purpose of this first Equinor H2H supplier event - present high level H2H Saltend project and Equinor in UK, and the 3 pre-FEED contractors

Pre-FEED contractors to present themselves, who they are, how they will work with this project, how to contact them

This project are 2 years ahead of taking an FID (Final Investment Decision) so it’s still early days

The procurement process for selecting the contractor for FEED (Front End Engineering Design) and option for EPC and O&M will take place from June 2022. Up to then the 3 pre-FEED contractors will engage with the market for special services like construction, scaffolding etc.

Leveraging mainly chemical industry/supply chain - the pre-FEED contractors will do an assessment of the capability and capacity of supply chains to deliver required materials, goods and skills. AMRC will connect the dots

This is the first project of a kind and will be a catalyst for UK supply chain if the project is realized, shaping the ground for future opportunities for the region

Looking at the production technology – understand possibilities in the whole value chain

There will be more supplier events!