



Defining a Long Term TAR Strategy

Graeme Walker, Topside Conference 2017 – 14th June 2017

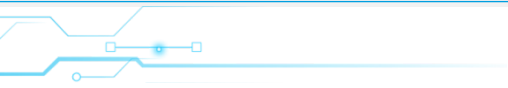
Our Starting Place

- **Lengthy and frequent TAR's**
 - Typically – 60-80 days, every 2 years
 - Over-running initial planned durations
- **Company culture – be leak free and predictable**
- **No clear strategy – different drivers on every asset**

<i>ASSET</i>	2017	2018	2019	2020	2021	2022	2023	2024
Clair		90 days		40 days			40 days	
Clair Ridge			42 days			42 days		
Glen Lyon			42 days			42 days		
Foinaven	40 days	40 days	40 days	30 days				
Magnus			90 days			90 days		
Bruce	75 days	60 days		60 days		60 days		
ETAP	50 days		45 days		45 days		45 days	
Andrew	70 days	21 days		21 days				

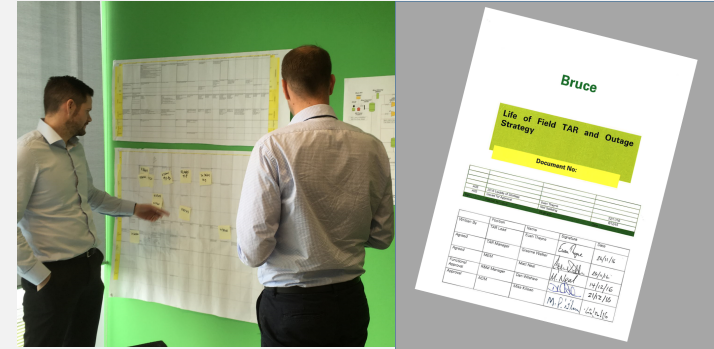
Defining a TAR Strategy – Principles

- **Based all future TAR's on known workscope, not historical trends**
- **Meet technical completion dates**
- **Only perform work that is Full Facility Outage dependent**
 - Don't shelter other work
 - Cherish up-time!
- **Complete work that offers value**
 - Be clear what you get for every activity
 - Make every job matter

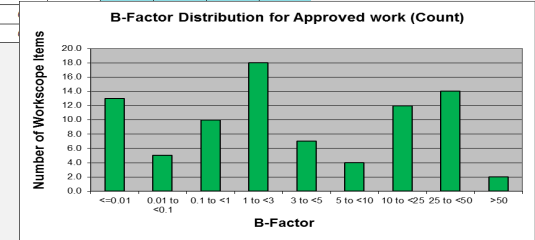


Defining a Strategy – the Process

- **Stage 1 – white papers**
 - High level review – what is the potential prize?
- **Stage 2 – deliver long-term asset strategies**
 - Cross-functional workshops reviewing & challenging all known scope for all future years
 - Group workscope to suitable years
 - Utilise train and cluster outages
 - Approval from Regional leadership
- **Stage 3 – detailed scope selection**
 - Detailed review for each event, identifying value from each activity
 - Set minimum threshold for inclusion in event



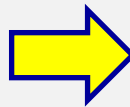
Severity Level	Likelihood							
	1	2	3	4	5	6	7	8
A	0	0	0	0	0	0	0	0
B	0	0	0	0	0	0	0	0
C	0	0	0	0	0	0	0	0
D	0	0	0	0	0	0	0	0
E	0	0	0	4	2	9	2	7
F	0	0	0	0	1	5	0	38
G	0	0	0	0	0	0	0	0
H	0	0	0	0	0	0	0	0



The Benefits – our TAR schedule

24 managed TAR events
1220 TAR Days

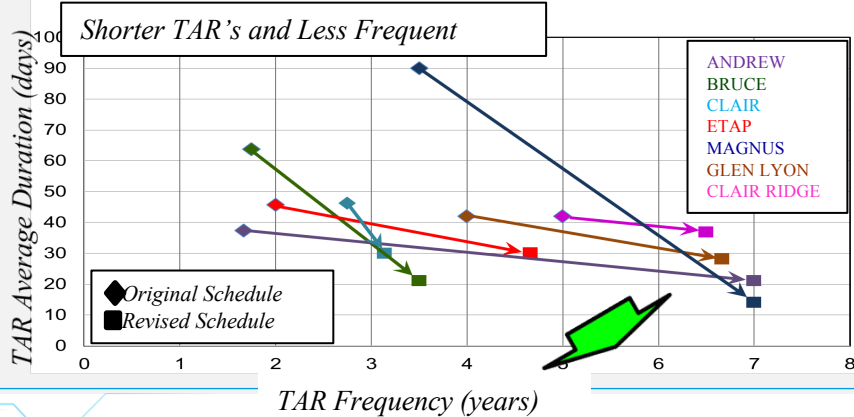
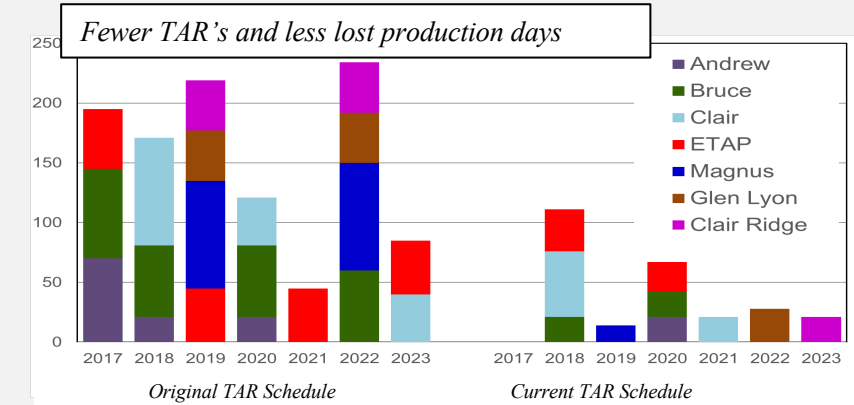
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Magnus			90 days			90 days		
Bruce	75 days	60 days		60 days		60 days		
ETAP	50 days		45 days		45 days		45 days	
Andrew	70 days	21 days		21 days				



15 managed TAR Events
417 TAR Days

ASSET	2017	2018	2019	2020	2021	2022	2023	2024
Clair		55 days			21 days			35 days
Clair Ridge	1 st Oil						21 days	
Glen Lyon	1 st Oil					28 days		
Foinaven	30 days		35 days		35 days		20 days	
Magnus			14 days					
Bruce		21 days		21 days				
ETAP		35 days		25 days				
Andrew				21 days				

Revised TAR Schedule – Benefits



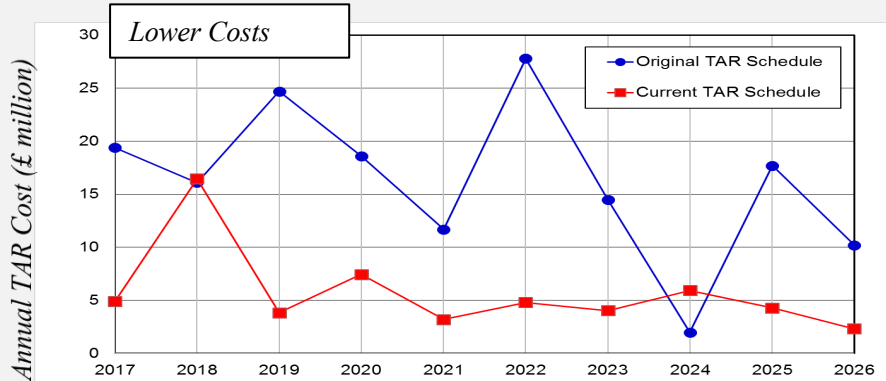
IMPROVEMENT

↑ **3.9 million barrels of oil per year**

↓ **£105 million in next 10 yrs**

AND

No impact on Safety and Integrity



Summary

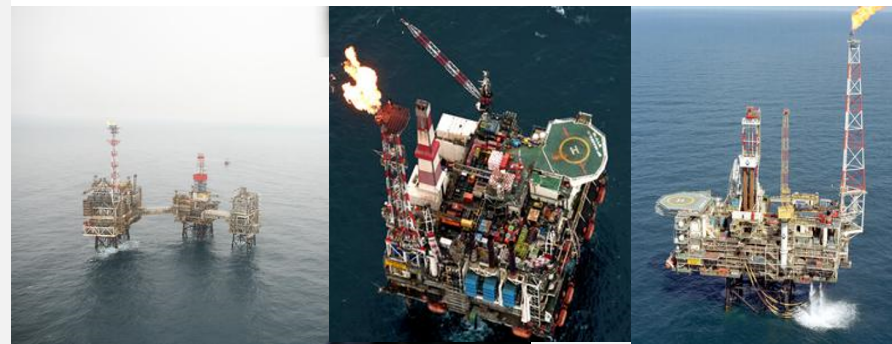
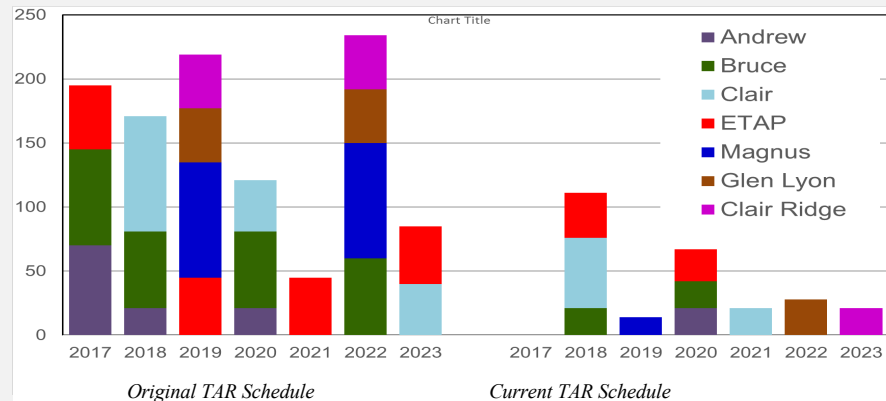


Cherish up-time – make sure TAR work is needed and it adds value

Look forward and take the time to set out a clear plan. Get leadership buy-in

Work as a team – TAR teams offer a service and need others to define workscope and value

Don't accept the status quo – there is improvement to be found



Questions?



Thank-you for your attention

