

# United we stand, divided we fall

The necessity for our industry to truly collaborate



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IT FEELS LIKE A BAR FIGHT



MARINE  
CONTRACTORS

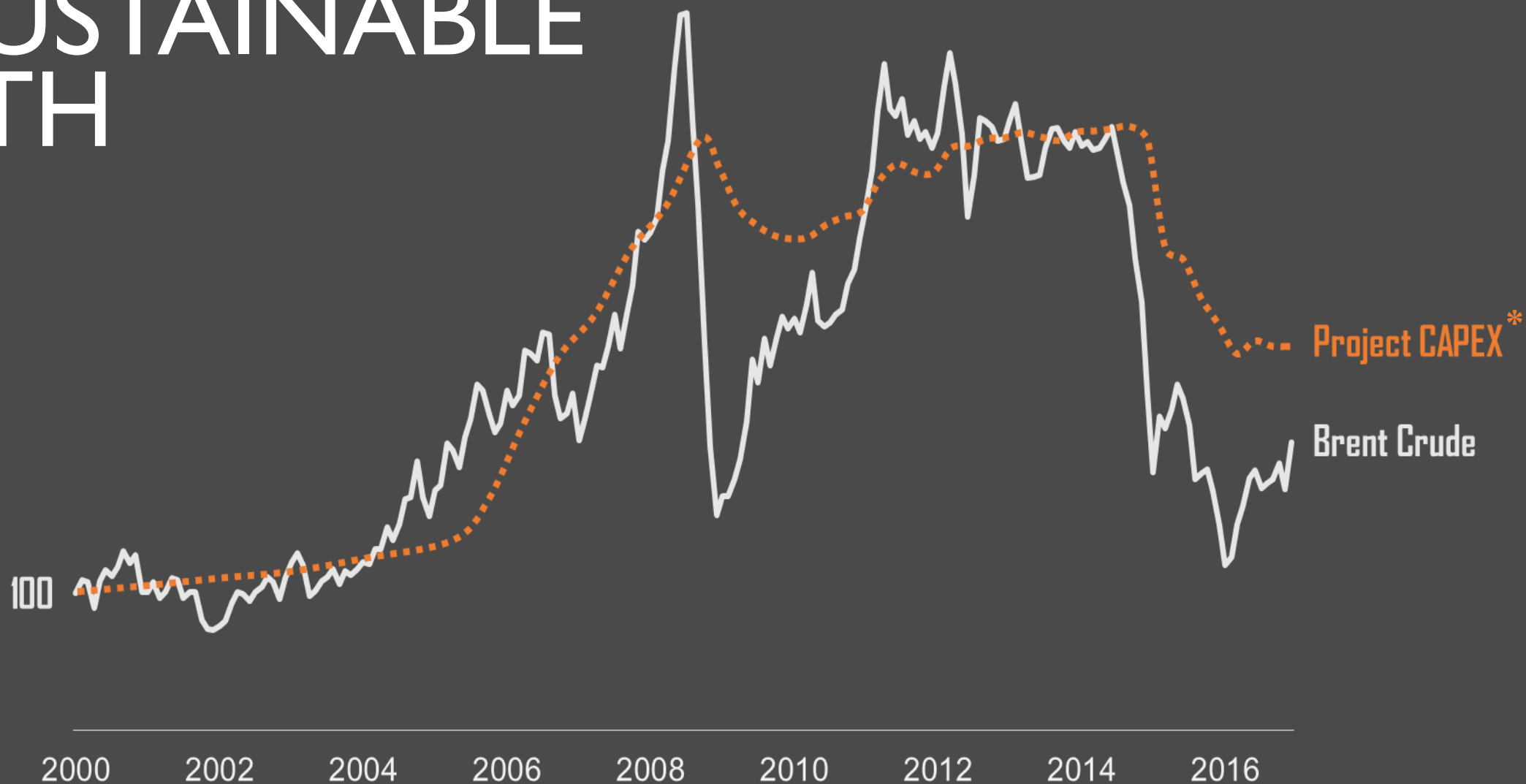


THERE IS NO WAY BACK

MCE DEEPWATER DEVELOPMENT 2017



# THE UNSUSTAINABLE TRUTH



\* Project CAPEX represented by IHS CERA UCCI ; UCCI 2016Q4 value at 170 [secondary axis], Brent Crude 2016Q4 value at 210 [primary axis]

# THE “DISTRUST” INDEX

growing contract sizes over time



1970

1980

1990

2000

2010





# READY TO COOPERATE





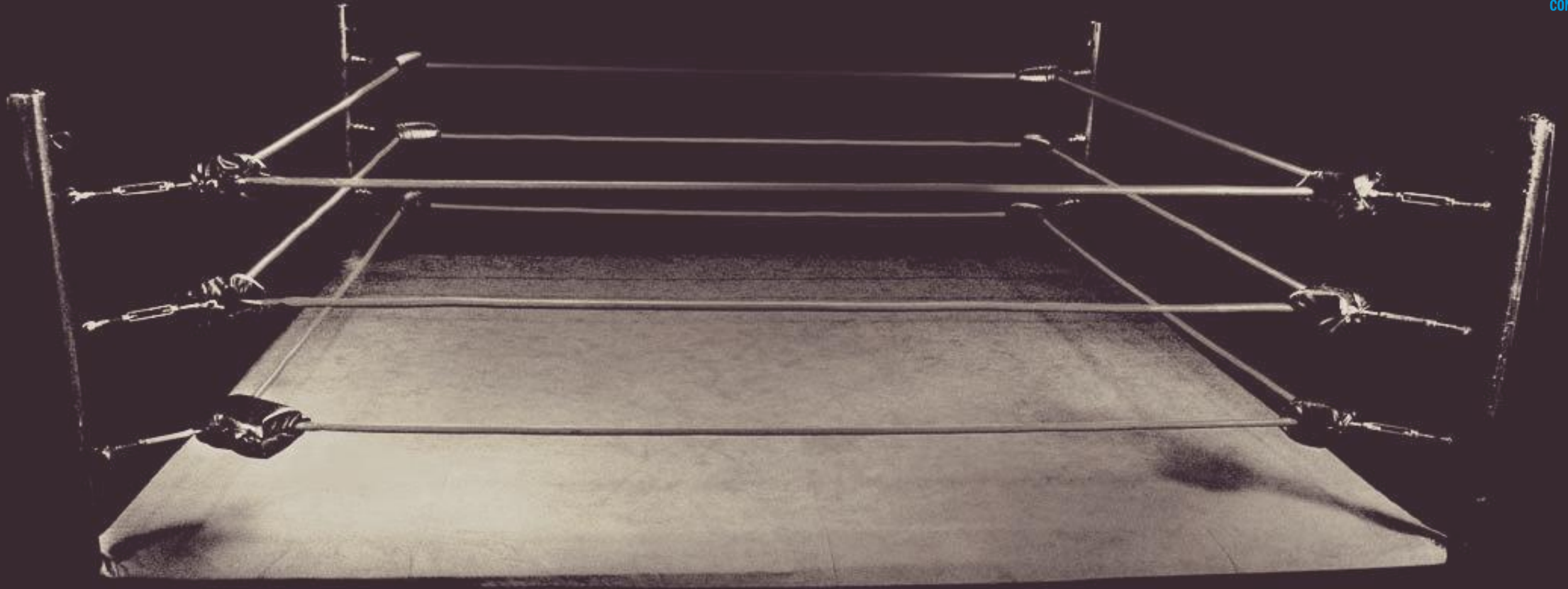
STANDARDIZE  
COMMON PRACTICES



# COMPETE ON UNIQUE ELEMENTS...







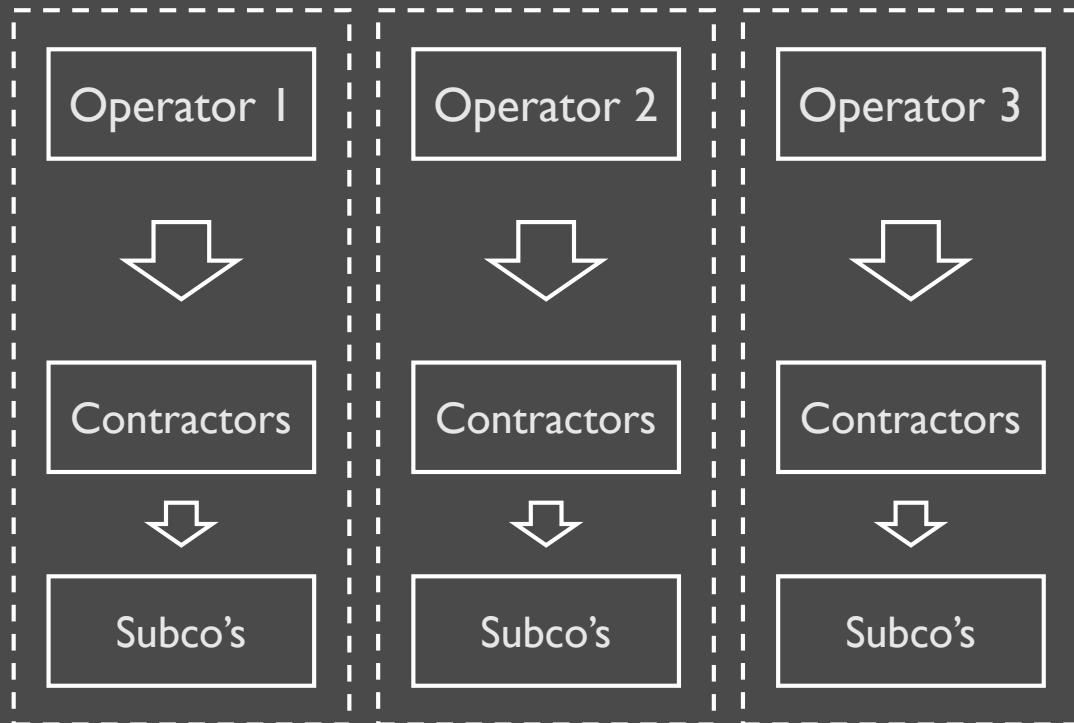
...AND ON NEW TERMS



CHALLENGE THE STATUS QUO



## FRAGMENTED STANDARDIZATION



## COLLECTIVE STANDARDIZATION





TOGETHER  
EVERYONE  
ACHIEVES  
MORE