

Denver

•nostra

Transforming Capital Portfolio Management

A bp Success Story





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A sustained partnership

For 30 years, Denver has worked with bp to deliver business and technology outcomes across 8 refineries, globally and execute their digital strategy at speed. We work by embedding ourselves in our client's business and owning the outcome. For bp, this has meant working across all their refineries to drive growth and ensure future relevance across their value chain.

Global Execution Partner delivering bp's digital strategy at speed around the world



Global energy sector business knowledge and experience



Trusted partner for Global Intelligent Operations for rapid delivery and scaling of digital products and business change



**30
YEAR+**
PARTNERSHIP

75%

of our team have **hands-on energy sector experience**

10+ years & 10,000hrs co-building Nostra for better capital portfolio management



3000+

Projects completed

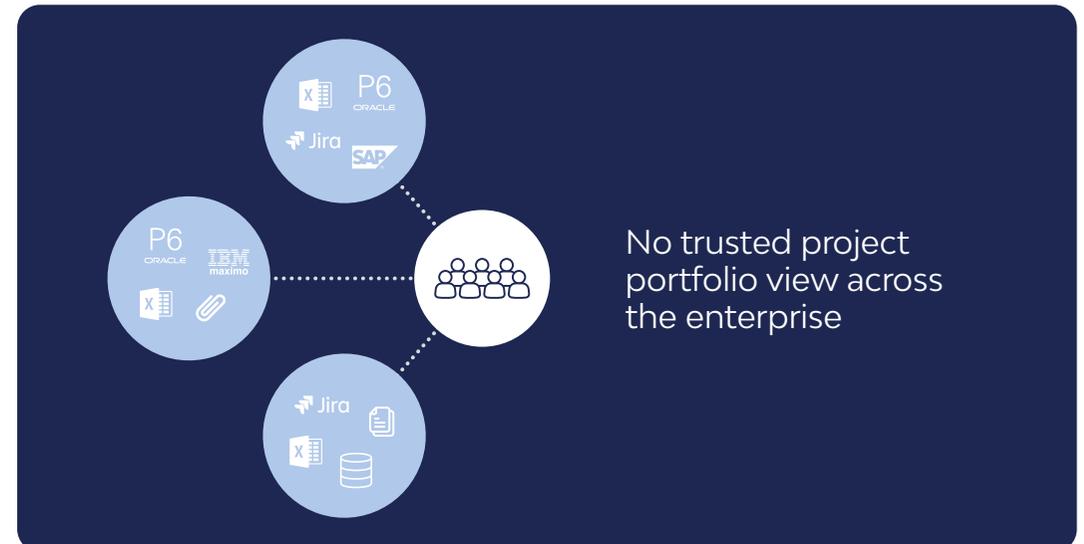


The challenge

Efficient management of bp's capital portfolio was key to the smooth operation of their Bulwer Island refinery. The paper forms used to track project approvals, risks, costs and the status of new project ideas were not meeting bp's needs and it there was a view that digitising the process would drive governance and deliver improved, automated processes for better forecasting, and a single source of truth.

Capital portfolio management and processes had its challenges:

- No real time, trusted capital portfolio view across the enterprise
- Manual processes of capital and operational funding
- Lack of project prioritisation to business objectives
- Silo's of project data impacting project portfolio integrity, management and decision making
- Project disruption costs through a lack of standardisation and change management
- Project financial performance impacted by limited transparency and predictability
- Difficulty determining project quality and anticipated risks
- Limited system support for stakeholder engagement impacting project success





What bp needed

Initially, bp wanted to improve their project delivery by capturing and incorporating ideas, connecting SAP and flagging and resolving delays to their approval processes. Very quickly, Nostra provided visibility of near-to-real-time financials from SAP – enabling bp’s Bulwer Island project managers to achieve consistency in understanding costs and forecast simplification.

Other enhancements included the addition of action logs and data about risks and issues that enabled project managers to focus on managing the project

instead of explaining variances. Later, the Denver team implemented milestone schedules for standard reporting and enhance transparency further.

Nostra also enabled the Bulwer Island team to create management reports by exception to illustrate how project managers were performing in delivering forecasts.

They needed to:

Digitise
PROJECT DELIVERY
Processes

Improve
CAPITAL GOVERNANCE
and Gating

Deliver a
SINGLE SOURCE
of truth

Integrate
DISPARATE
platforms

The journey

Ten years in the making, Nostra was collaboratively developed by bp and Denver, after the international energy company failed to find a digital solution that met their specific and evolving needs. Today, Nostra is rolled out across six of bp's refineries globally, as well as its ANZ retail arm — it digitises their project delivery process and provide transparency across their capital portfolio.



Industry

- bp scan market for solution
- nothing ticks all the boxes



Product

- bp engage Denver to build solution from scratch
- Initially implemented at one refinery, benefits gain traction around the globe



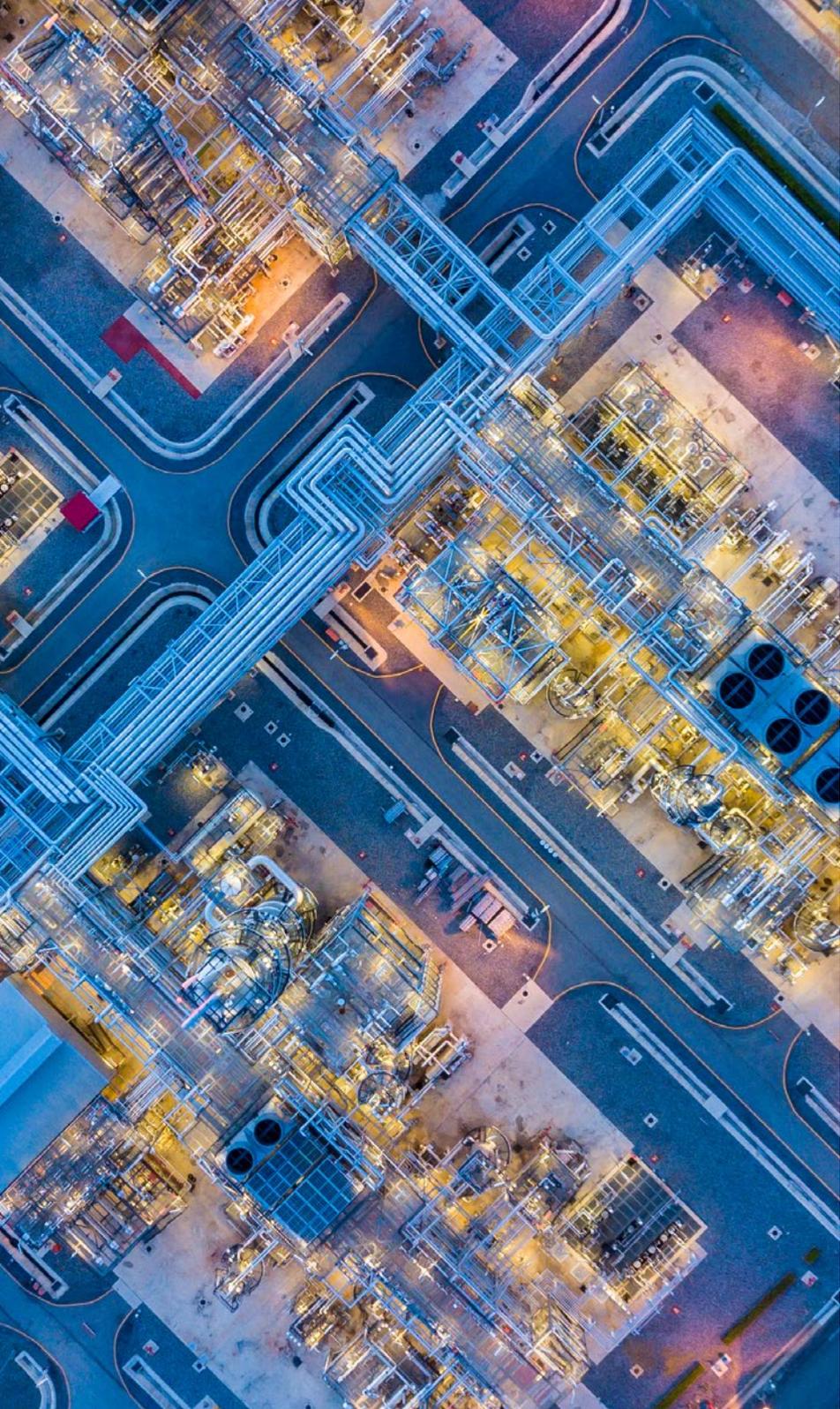
Partnership

- bp & Denver set up global governance model
- bp project portfolio professionals worldwide involved in design
- 10+ years and 10,000+ hours co-developing the solution



Design

- 2020 — Denver obtain IP for Nostra
- bp remains a committed client and governance partner
- Denver develops future roadmap for Nostra



The world today

Today, Nostra is embedded within bp and is part of the company's growing digital footprint. It has allowed them to transform their capital portfolio management and is used across the globe in 7 of their sites, giving them transparency and insight for trusted decision making.



Delivering benefits

Nostra gives bp an end to end digital solution that provide performance transparency across their entire portfolio of capital projects – saving time and money on their capital programs.

“Because Nostra met the needs of project managers, and the project managers provided all the information we needed, Bulwer Island could gain an accurate, comprehensive view of its overall portfolio – including the costs and schedule performance against the baseline plans of each project.”

— John O’Connor, Digital Portfolio Owner for Productivity, bp



reduction to their capital project costs



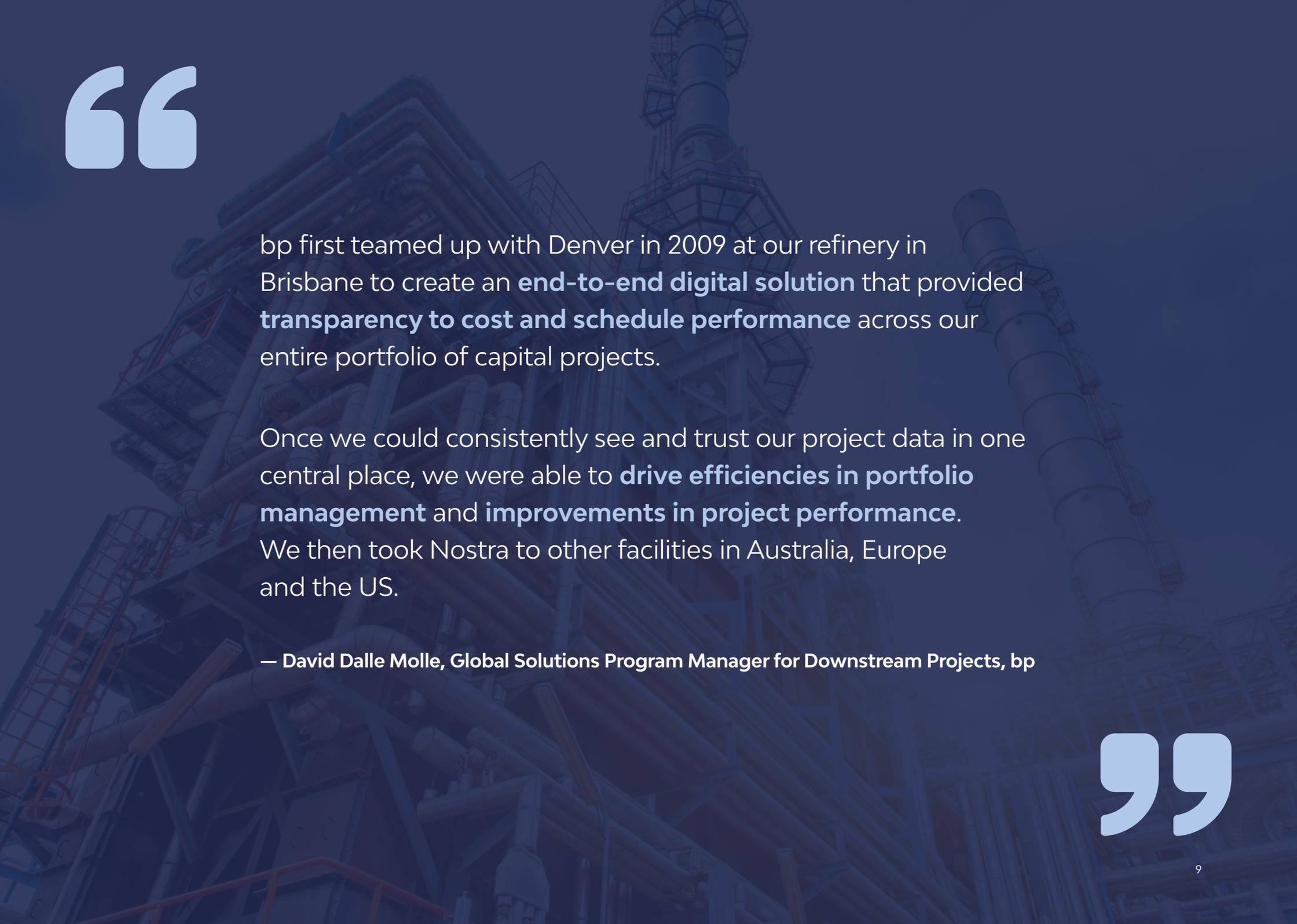
reduction in budgeting variability



forecasting accuracy



ROI



bp first teamed up with Denver in 2009 at our refinery in Brisbane to create an **end-to-end digital solution** that provided **transparency to cost and schedule performance** across our entire portfolio of capital projects.

Once we could consistently see and trust our project data in one central place, we were able to **drive efficiencies in portfolio management** and **improvements in project performance**. We then took Nostra to other facilities in Australia, Europe and the US.

— David Dalle Molle, Global Solutions Program Manager for Downstream Projects, bp



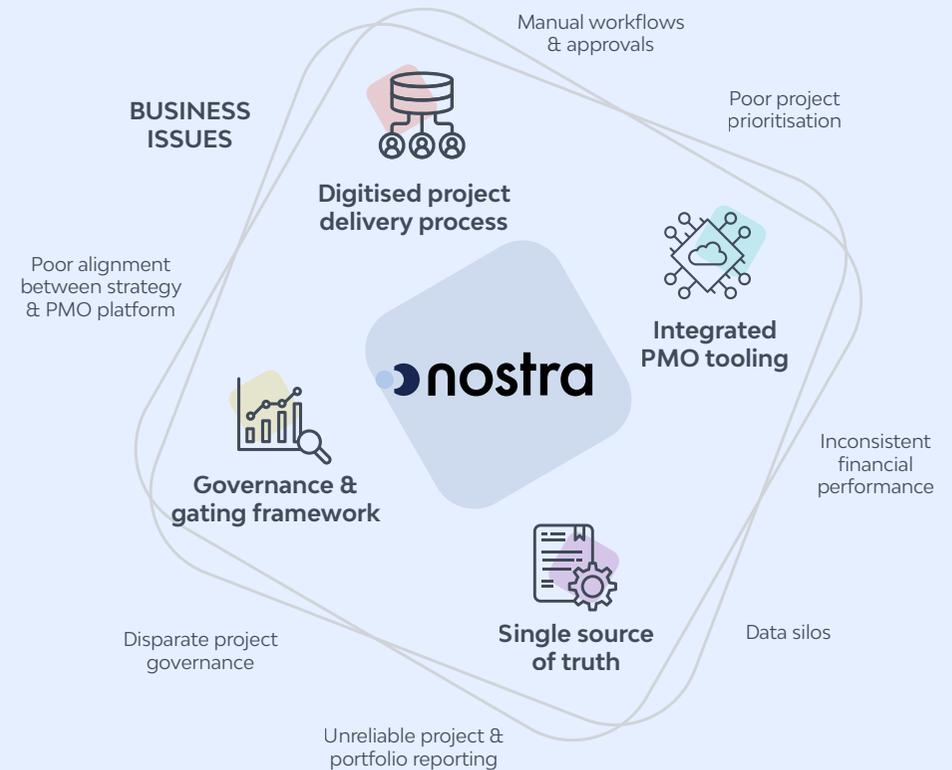
How we can help

Bringing a technology lens to asset intensive domain, we have people that can put on the PPE gear and get out in the field – working and talking across our client’s business to engage with Maintenance Managers, the CIO, operators, scaffolders, the CFO, project managers, portfolio managers, the superintendent – to navigate to the true problem and deliver the right solution and results quickly. Working, providing solutions and delivering in a way that suits our client – our key mission is to deliver successful outcomes quickly.

“Nostra aggregates all silos of project and portfolio data and brings it into one place where it can be harnessed for greater performance. Every bit of capital is approved, forecasted, and completed in the one system from start to finish, and is built on as we go.”

— Pete Harman, Lead Developer, Denver

Ready to learn more about digitising the project delivery process and improving capital performance?



Denver overview



30 Years in Resources & Energy

Means we can act fast and deliver value quickly.



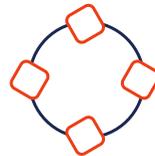
Location & 70 people

Our team brings a deep understanding of mining and oil and gas processes, systems and delivery approach.



Digital execution, technology & services, IT Consulting

We work at speed, delivering the value of digital strategy so our clients can focus on their core business.



Areas we help

We make sure the foundations are right so that our clients can focus on their core business.