



# ***Moving at Speed***

***Global Syngas Technologies Council Annual Conference***

***October 8, 2024***

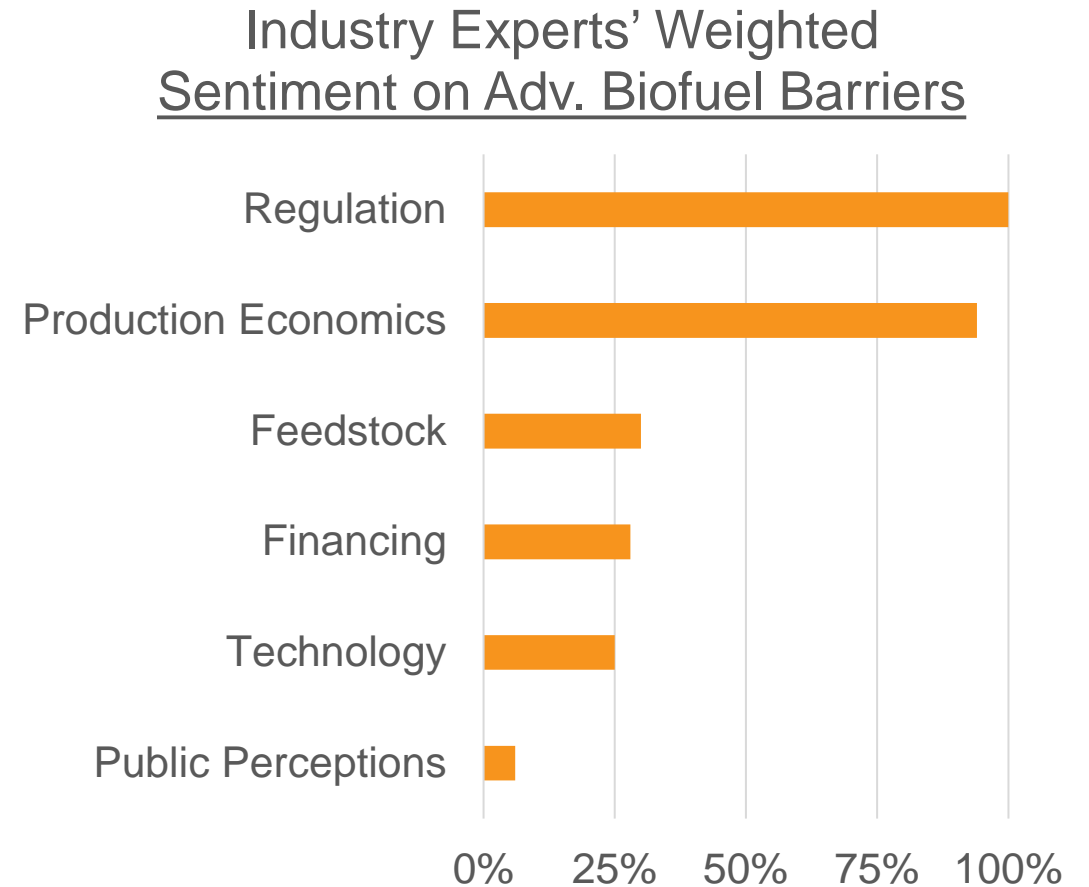
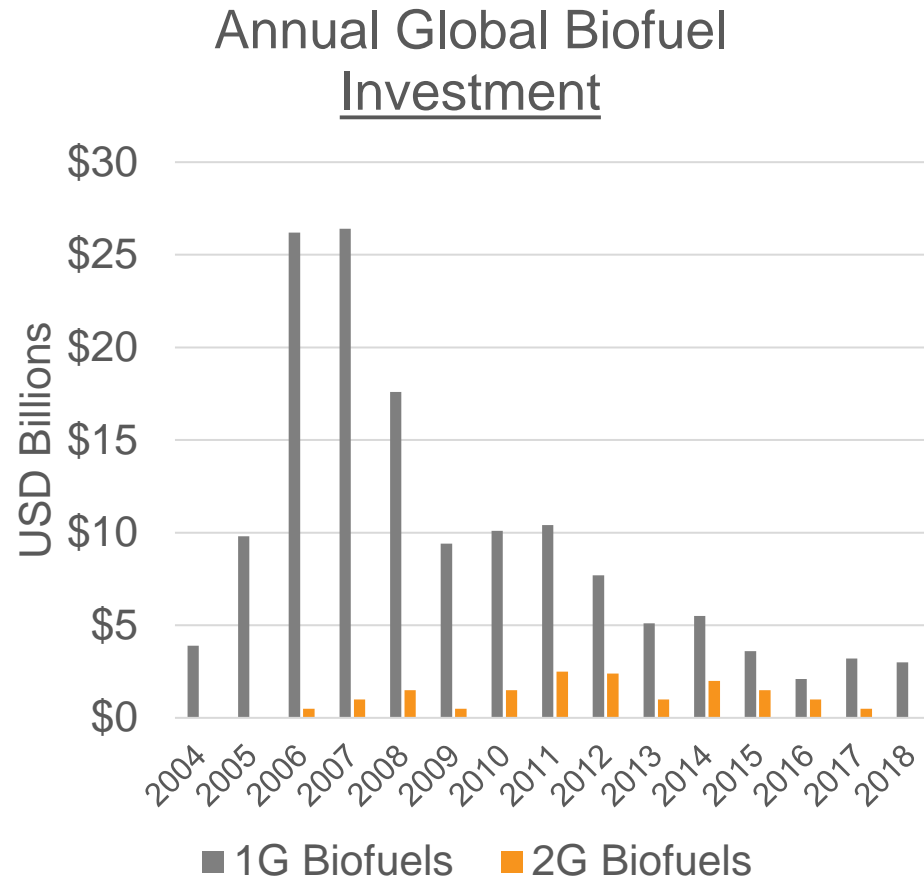
***San Diego, CA***





# Fulfilling the Sustainable Potential of Advanced Biofuels

## *The \$3.6 Trillion Dollar Problem*



# Topics

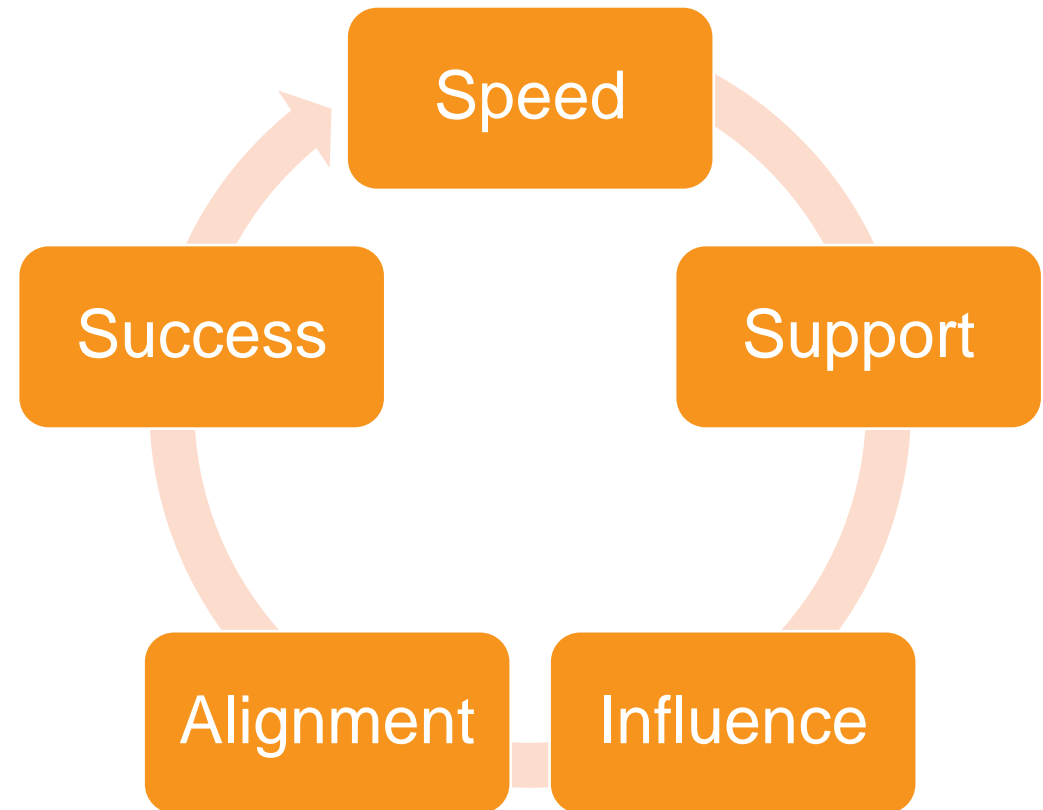
- Speed Kills
- Complexity is Dangerous
- Your Project Is Unique
- Technology Is The Main Topic
- The Team Needs to Get it Done

# *(Lack Of) Speed Kills*

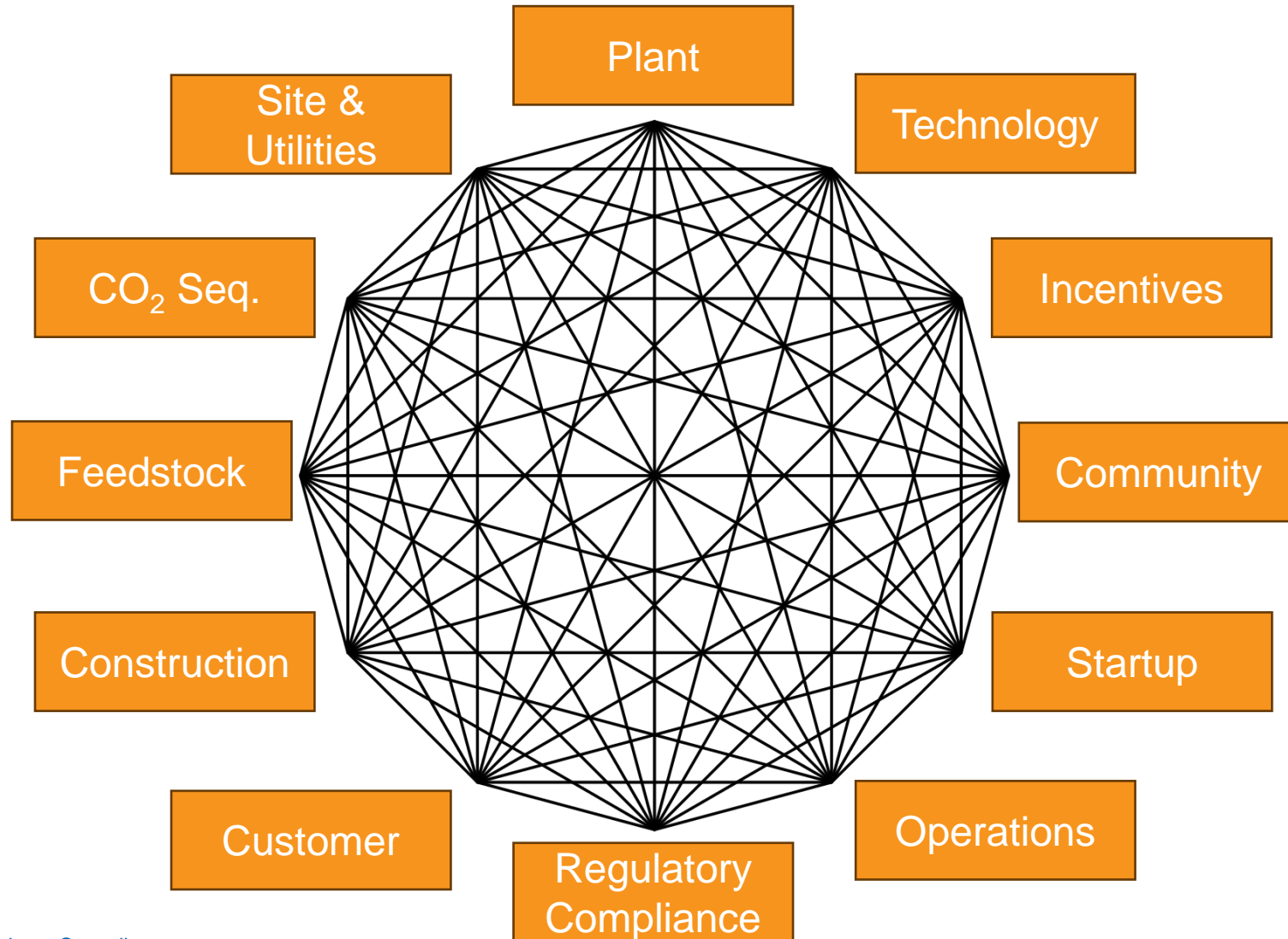
## Worries

- Rigorous Execution → Go Slower
- Scaling Too Quickly → Go Slower
- Fear of Ignoring/Missing Risks → Go Slower
- Seeking Perfection → Go Slower
- Policy Ambiguity → Go Slower

## Alternative View

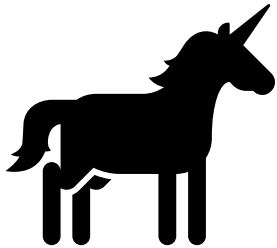


# *(Not Embracing) Complexity is Dangerous*

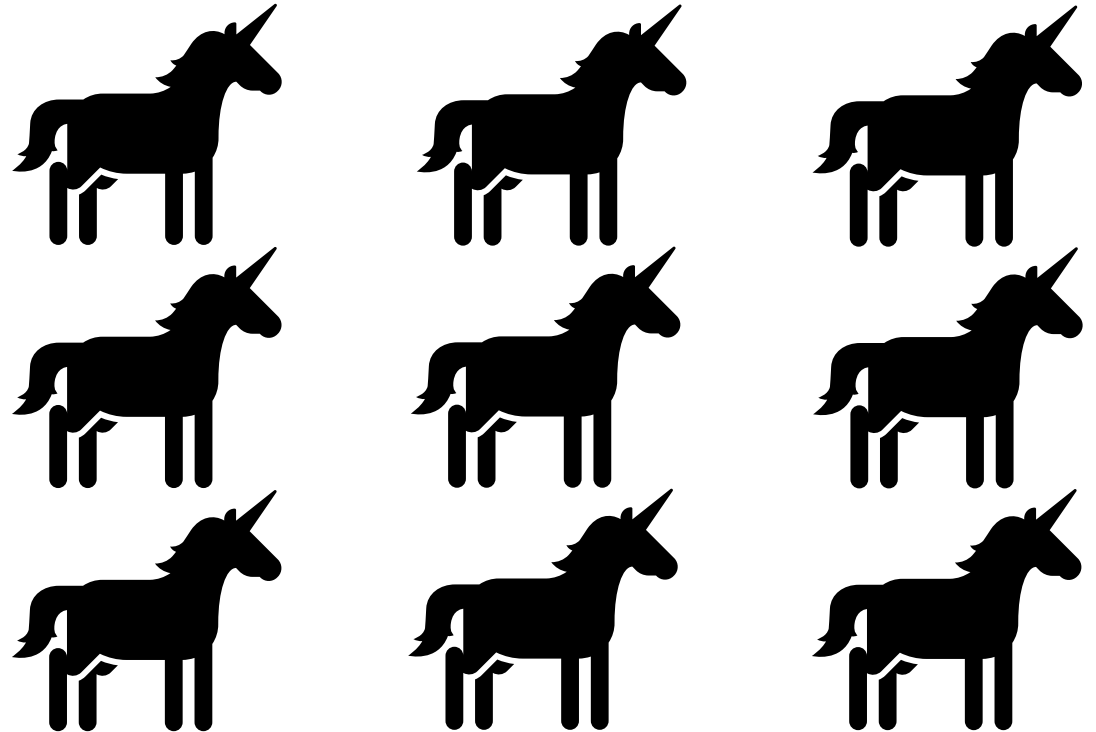


# *(It's Hazardous to Think)* Your Project is Unique

## Perception



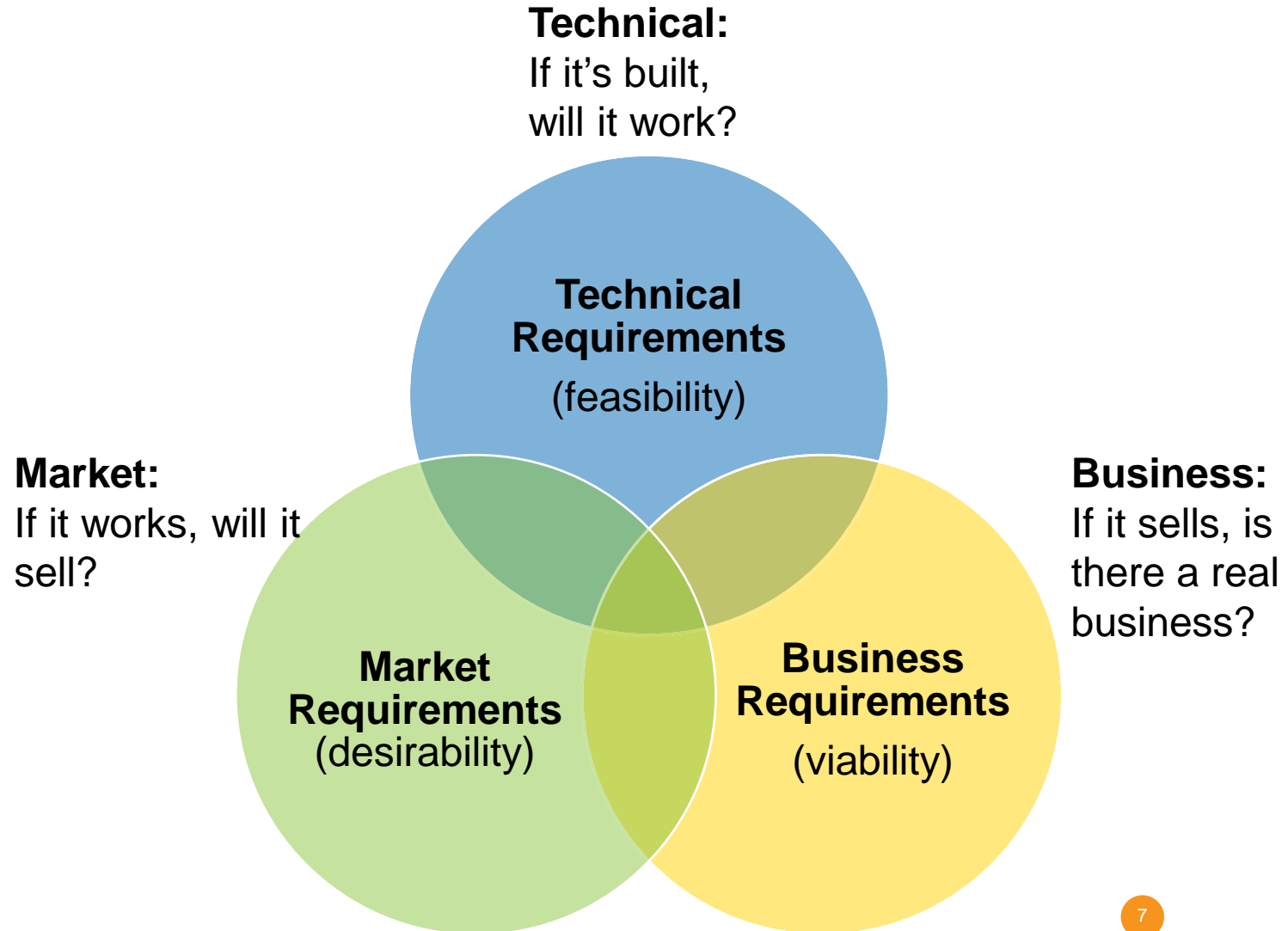
## Reality



# *(Beware If)* Technology Is The Main Topic

## Pitfalls

- Technology is the means, not the end
- Technology is where most early development is directed
- Early development is often not schedule driven



# *(Almost Nobody On)* The Team Needs to Get it Done

## Perception

- Business partners will line up out the door to get on board with my (very cool) project
- I have the same leverage as with mature projects, markets, technology, regulations, etc

## Reality

- This is really really hard
- Most partners have lots of (much easier and more certain) alternatives other than working with you
- It's a privilege to have quality, vested supply chain, business, and community partners on your team



# In Closing

Lack of Speed Kills

Not Embracing Complexity is Dangerous

It's Hazardous to Think Your Project is Unique

Beware If Technology is the Main Topic

Almost Nobody On the Team Needs to Get it Done

# Questions

# Forward – Looking Statements

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