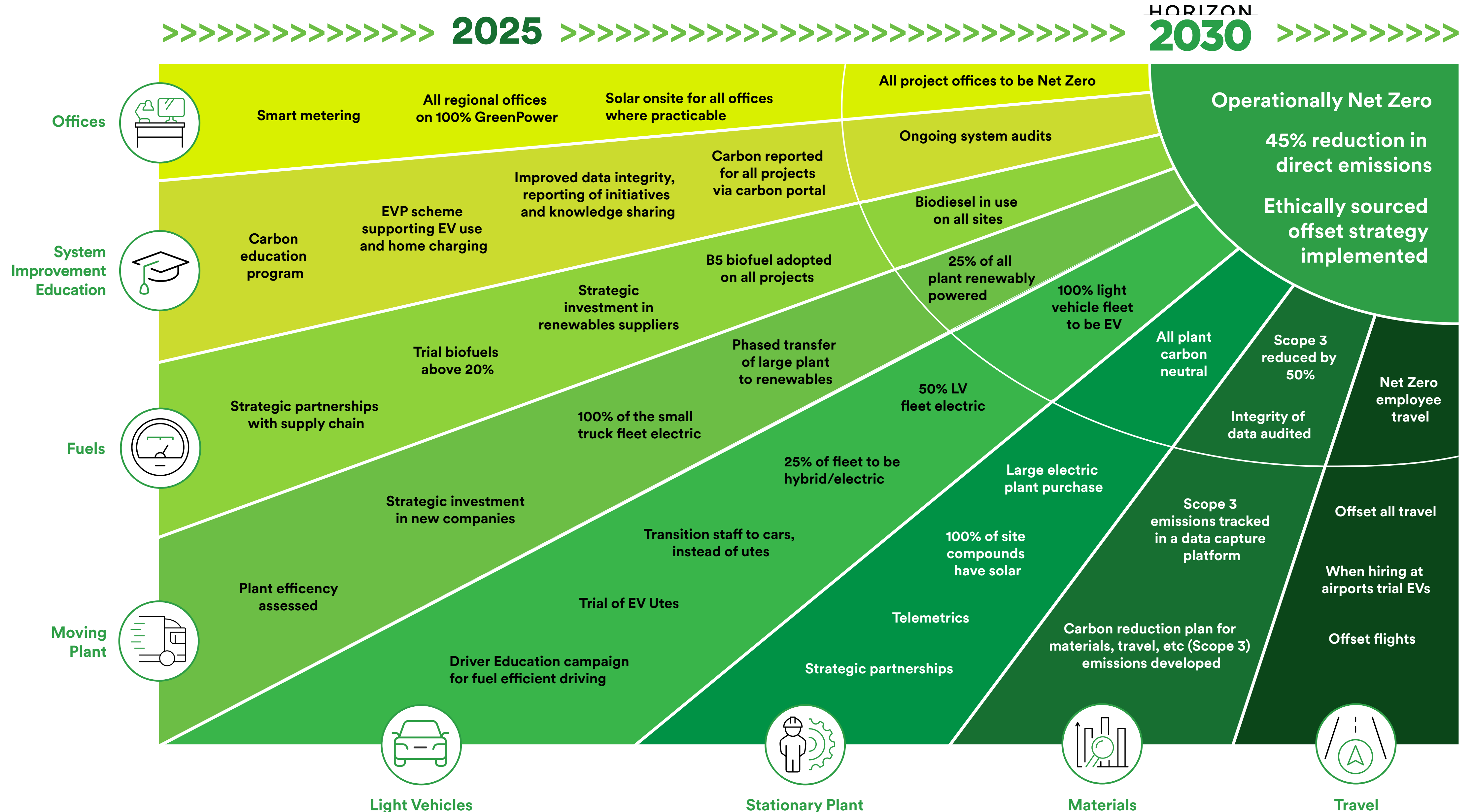


McConnell Dowell Group's Horizon 2030 carbon reduction plan



* Reference to fuel use is for owned/hired plant

** Our carbon reduction plan is dynamic and will evolve as new technology advances