IDW

EUROPE'S DOWNSTREAM TECHNOLOGY & INNOVATION FORUM

Engineering the Future of Downstream

30 EPC YEARS

22–23 September 2026 • Dubrovnik, Croatia

CO-HOSTED BY INA

POST-EVENT REPORT



TABLE OF CONTENTS

Introduction 3

2026 Sponsors 4

Participating Companies 5

Key Speakers 6

Event Highlights 7

Executive Summary 9

Day 1 10

Networking Mixer 16

Day 2 17

Testimonials 30

#IDWTechForum in the Media 31

Thank you! 32



INTRODUCTION

For more than 25 years, the International Downstream Week (IDW) Technology Forum has been one of Europe's most respected gatherings for refining, petrochemical and energy industry leaders. In 2026, the event returned to Dubrovnik, Croatia, bringing together more than 150 senior decision-makers, technical experts and technology providers from over 25 countries.

Co-hosted once again by INA GRUPA, IDW 2026 provided a platform for meaningful discussions on the challenges and opportunities shaping the downstream sector. Against a backdrop of economic uncertainty, evolving regulations, energy security concerns and accelerating technological change, participants explored practical strategies to improve competitiveness, profitability and resilience.

IDW 2026 delivered:

- Technical insights into process optimisation, reliability, digitalisation and energy efficiency
- Strategic perspectives on investment decisions, competitiveness and the future role of refining and petrochemicals.
- Peer-to-peer knowledge exchange through panel discussions, interactive roundtables and industry case studies.
- High-value networking opportunities connecting operators, licensors, technology providers and investors.
- The event reinforced a common industry message: organisations that successfully combine operational excellence, flexibility and innovation will be best positioned to thrive in an increasingly complex downstream environment.



2026 SPONSORS

MEDIA PARTNERS

PARTICIPATING COMPANIES

KEY SPEAKERS



Gabriel Szabó
Executive VP of Downstream
MOLGROUP



Goran Pleše
Operating Director of Refining and Marketing
INA



Dávid Molnar
Head of Advanced and Sustainable Technologies
MOLGROUP



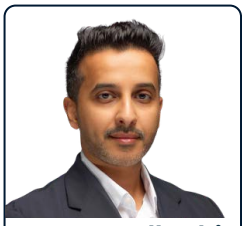
Magdalena Ionita
Head of Technology and Transformation
OMV Petrom
The energy for a better life.



Jose de Barros
Chief Decarbonisation Officer
LUMMUS TECHNOLOGY



Mark Cudmore
Executive Consultant
wood.
a Sidara company



Feras F. Alharbi
Manager, Business Planning & Performance Management
Yasref



Arun Arora
Chief Technology Officer
CLG
Chevron Lummus Global



Jorge Roman
Product Manager
H2SITE



Marco Verna
Head of Market, Downstream
TEN TECHNIP ENERGIES



Emin Nasirli
Technology Senior Manager
SOCAR



Hans Kouwer
Executive Director Industry Consulting
OCTAVE



Anton Korobeynikov
Head of Value Engineering
igs



Alexandre Demeulenaere
Global Product Manager
PETROVAL
REFINING & PETROCHEMICAL PROCESS SOLUTIONS



Walter Pfeiffer
Partner
Roland Berger



Ujjal Mukherjee
Chief Technology Officer
LUMMUS TECHNOLOGY



Ahmet Gülhan
Head of Finance, RPBU
SOCAR



Yusuf Ali Taşti
Project Group Manager
SASA
POLYESTER SAN. A.Ş.



Marc Guillemaud
Energy Department Manager
PETROVAL
REFINING & PETROCHEMICAL PROCESS SOLUTIONS



Anne-Sophie Amiot
VP, Process & Chemicals Development
VTU

EVENT HIGHLIGHTS

94% Satisfaction Rate

150+ Total Attendees

25 Countries Represented

30+ Speakers & Panelists

12+ Exhibitors

7 Round Table Discussions

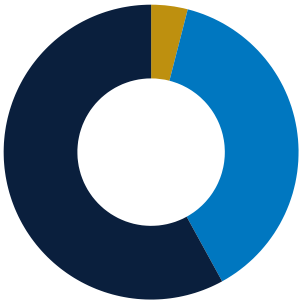
2 Panel Discussions

40+ One-to-one Meetings



Attendees Breakdown

2 in 3 attendees were decision makers



58% Refinery & Petrochemical Producers

38% Technology & Solution Providers

4% Consultants, Government Representatives, Investors

Co-hosted by INA GRUPA

INA
A member of MOLGROUP

Photo Gallery
https://www.flickr.com/photos/europetro/albums/72177720335787881/page2

Highlights Video
https://www.youtube.com/embed/RWSQSQU57Is?si=igCPcNtzCTDgnCea








2026
NSTREAM
INNOVATION FORUM
Future of Downstream


SCAN HERE
SCAN HERE
PETRO

EXECUTIVE SUMMARY

IDW 2026 brought together leading downstream operators, technology companies, consultants and industry experts to examine how refining and petrochemical businesses can remain competitive in a period of increasing uncertainty.

Across keynote presentations, technical sessions, roundtable discussions and executive panels, several clear themes emerged:

- Flexibility is becoming the industry's most important competitive advantage.
- Operational excellence and energy efficiency remain the fastest routes to value creation.
- Digitalisation and advanced analytics are increasingly delivering measurable business results.
- Feedstock diversification and refinery-petrochemical integration are critical to long-term resilience.
- Sustainable fuels, hydrogen and circularity present significant opportunities, but project economics remain essential.
- Regulatory predictability will play a key role in shaping future investment decisions.

The discussions highlighted a shared industry view: successful downstream organisations must balance short-term profitability with long-term transformation, while ensuring that investment decisions remain grounded in operational realities and commercial viability.



DAY 1

STRATEGIC SCENE SETTERS, DOWNSTREAM MARKET PERSPECTIVES & OUTLOOK

WELCOME ADDRESS

Goran Pleše, Operating Director of Refining & Marketing at **INA GRUPA,** opened the conference with a welcome address highlighting mounting pressures on Europe's downstream industry, from geopolitical conflicts and pipeline disruptions to historically low inventories, supply constraints, and the long-term impact of electrification and the energy transition. Against this challenging backdrop, INA reaffirmed its commitment to strengthening resilience & competitiveness, having completed more than €1 billion in refining and logistics investments, including its €700 million delayed coker unit, alongside energy efficiency improvements and plans for a 10 MW green hydrogen plant.

KEYNOTE PRESENTATIONS

Expect the Unexpected – Downstream Overview & Outlook

Gabriel Szabó, Executive Vice President of Downstream, **MOL GROUP** highlighted in his keynote how geopolitical disruptions, vulnerable supply routes, ageing refinery assets, workforce challenges and extreme market volatility are reshaping Europe's downstream industry. He stressed the importance of supply diversification, process safety, operational reliability and energy efficiency, alongside selective investments that strengthen resilience while delivering positive returns. MOL Group's Tomorrow Downstream programme focuses on revenue, cost and people, with priorities including asset availability, predictive maintenance, reduced energy consumption and strategic project delivery. The presentation also emphasised the need to balance energy security, affordability and sustainability, concluding with a call for greater transparency, shared learning and industry collaboration to build a more resilient downstream sector.





Future of European Refineries Under Net-Zero Scenarios Towards 2050

Johan Dekeyser, Science Executive - Safety, Refinery Technology & Pipelines, **CONCAWE** examined the potential future of European refining under two net-zero scenarios towards 2050: Max Electron, based on faster electrification, and More Molecule, allowing a greater role for liquid fuels and plug-in hybrids.

The scenario modelling, developed with S&P, indicated a substantial decline in conventional refining, alongside the gradual growth of biofuels and e-fuels. HVO/HEFA biofuels were identified as an earlier growth opportunity, while e-fuel deployment would depend on mandates, production costs and renewable electricity availability.

The presentation highlighted challenges around biomass feedstock availability, the likely need to import some fuels and intermediates, and Europe's continued vulnerability to jet fuel supply disruptions and price increases. It also emphasised that existing refinery sites could provide valuable infrastructure for repurposing, thanks to their established logistics, storage and pipeline connections. Johan stressed that these results are scenario-based rather than a CONCAWE forecast, with security of supply, the pace of the energy transition and the future role of European refining remaining key considerations.

RIDING THE REFINERY ROLLER COASTER

Walter Pfeiffer, Partner, **ROLAND BERGER**
Walter Pfeiffer's presentation highlighted how geopolitical disruptions and tightening EU regulations are increasing volatility across crude and product markets, while putting additional pressure on European refining and petrochemical value chains. Despite currently strong refining margins and significant fuel price increases, the petrochemical sector faces structural challenges from global overcapacity, high energy and feedstock costs, weak demand and regulatory burdens. He stressed the need for refiners to strengthen cost competitiveness, improve operational performance, prioritise higher-margin products and increase feedstock flexibility, including co-processing and biofuels. The presentation also emphasised the risks of regulatory frameworks restricting crude and low-carbon fuel availability, alongside the long-term consequences of irreversible petrochemical closures. The key message was that companies must use current market opportunities wisely while preparing for continued uncertainty through disciplined investment, portfolio optimisation and strategic flexibility.



KEYNOTE PANEL DISCUSSION:

Decision-Making Under Uncertainty: Recalibrating Strategy for a More Competitive Downstream Future

Moderator:
Walter Pfeiffer, Partner, **ROLAND BERGER**

Panellists:
Agoston Takacs, Head of Value Chain Management, **INA GRUPA**
Ujjal Mukherjee, Chief Technology Officer, **LUMMUS TECHNOLOGY**
Ahmet Gülhan, Head of Finance, RPBU, **SOCAR TÜRKIYE**

The keynote panel discussion highlighted how geopolitical instability, supply disruptions and regulatory uncertainty have become a persistent reality for the European downstream industry. Panellists identified crude flexibility, diversified logistics and operational reliability as key competitive advantages, emphasising the value of investments such as INA's delayed coker in broadening crude options and improving margin capture. They stressed the importance of optimising existing assets, hydrogen use and refinery–petrochemical integration, while prioritising flexible, low-regret investments over major commitments with uncertain returns. The discussion also called for more predictable, phased EU regulation, particularly regarding Scope 3 requirements, to support decarbonisation without undermining European refining competitiveness. Looking ahead, the panel advocated a pragmatic approach to circularity and chemical recycling, alongside continued investment in flexibility, resilience and energy efficiency to maintain profitability and security of supply amid ongoing uncertainty.

READ THE FULL KEYNOTE PANEL ANALYSIS AND STRATEGIC INDUSTRY TAKEAWAYS →

SESSION 2: DOWNSTREAM INDUSTRY SEEN THROUGH THE LENSES OF 2026

PROFITABLE DECARBONISATION STARTS WITH TECHNOLOGY

Jose de Barros, Chief Decarbonisation Officer, **LUMMUS TECHNOLOGY,** highlighted how advanced technologies can make decarbonisation a driver of competitiveness while maintaining profitability. He emphasised the importance of combining circularity, electrification, renewables and digitalisation, supported by cross-sector collaboration, to reduce emissions, improve efficiency and diversify feedstocks.



PLANNING IN A CHANGING ENERGY LANDSCAPE: FROM DOWNSTREAM COMPLEX CONFIGURATIONS TO ROBUST DECISIONS

Marco Verna, Head of Market, Downstream, **TECHNIP ENERGIES**, discussed how refinery-wide planning, linear programming and scenario analysis can identify high-value opportunities and improve margins from existing assets with limited CAPEX. He emphasised data-driven evaluation of different refinery and petrochemical configurations to support robust investment decisions amid market uncertainty and the energy transition.



HEAT PUMP CONCEPT DEVELOPMENT ACROSS MOL DOWNSTREAM ASSETS

Mark Cudmore, Executive Consultant, **WOOD** and **Dávid Molnar**, Group Technology Integration SME, **MOL GROUP,** explored MOL's systematic approach to identifying heat pump applications across its downstream assets. It covered technologies for upgrading waste heat, including process and steam recompression and closed-loop heat pumps, while highlighting the importance of exchanger integration and developing viable business cases for unfamiliar technologies.



STAKEHOLDERS VERTICAL INTEGRATION MODEL – A STRATEGIC APPROACH

Feras F. Alharbi, Manager. Business Planning & Performance Manager, **YASREF**, presented a strategic approach to stakeholder management, focusing on assessing the operating environment, aligning business strategy with stakeholder expectations and translating strategic priorities into actionable initiatives.

SESSION 3 – OPTIMISING PRODUCTION YIELDS - MAKING MORE WITH LESS

ATTRACTIVE AND VIABLE REVAMP SOLUTIONS

Arun Arora, Chief Technology Officer, **CHEVRON LUMMUS GLOBAL (CLG)** discussed how refiners can respond to decarbonisation, geopolitical shifts and changing market demand by maximising value from existing assets. He highlighted opportunities to process a wider range of crude oils, optimise product slates, upgrade lower-value streams and increase refinery integration, with a focus on higher-value products such as Group III+ base oils, needle coke, diesel and flexible jet fuel/SAF production.

HYDROGEN RECOVERY AND PRODUCTION BEYOND TRADITIONAL CONSTRAINTS: PALLADIUM MEMBRANE APPLICATIONS IN REFINERIES

Jorge Roman, Product Manager, **H2SITE**'s presentation explored palladium membrane technologies for recovering hydrogen from refinery streams that previously considered unsuitable for recovery. It highlighted brownfield revamp solutions with limited additional scope and often no need for extra compression, as well as integrated water-gas shift membrane reactors to increase make-up hydrogen production and simplify CO_2 capture. The presentation also covered a first-of-a-kind industrial membrane reactor project with Petronor (Repsol).

BOOSTING REFINERY PROFITABILITY WITH MIDW™ DROP-IN CATALYST SOLUTIONS

Mikhail Shiryaev, Senior Business Development Manager, **EXXONMOBIL CATALYSTS & LICENSING,** presented how ExxonMobil's MIDW™ drop-in catalyst technology can improve refinery profitability by enhancing diesel cold-flow properties while reducing product giveaway. A case study demonstrated how the technology enabled a refinery to reduce kerosene blending from 30% to 7%, increase atmospheric gas oil (AGO) share from 52% to 75%, and meet product specifications, with estimated annual economic benefits of approximately $20 million. The presentation highlighted the potential to improve distillate yields, increase feedstock flexibility and maximise value from existing hydroprocessing units with limited modifications

SESSION 4 – DOWNSTREAM DIGITALISATION AND OPTIMISATION – LIGHTENING THE BLIND SPOTS

FROM PERFORMANCE LOSSES TO DIGITAL VALUE: ANALYTICS-DRIVEN TRANSFORMATION IN SOCAR TÜRKIYE REFINERY & PETROCHEMICAL BUSINESS UNIT

Emin Nasirli, Technology Senior Manager, **SOCAR Türkiye** demonstrated how SOCAR Türkiye uses advanced analytics to identify and eliminate performance losses across refinery and petrochemical operations. The presentation highlighted the importance of assigning clear ownership and financial value to losses, consolidating data, and connecting existing systems such as LP, APC and DCS rather than replacing them. Through examples including diesel pool optimisation and integrated risk and profit applications, he emphasised the value of developing in-house digital capabilities, training internal teams and measuring results through financial performance.

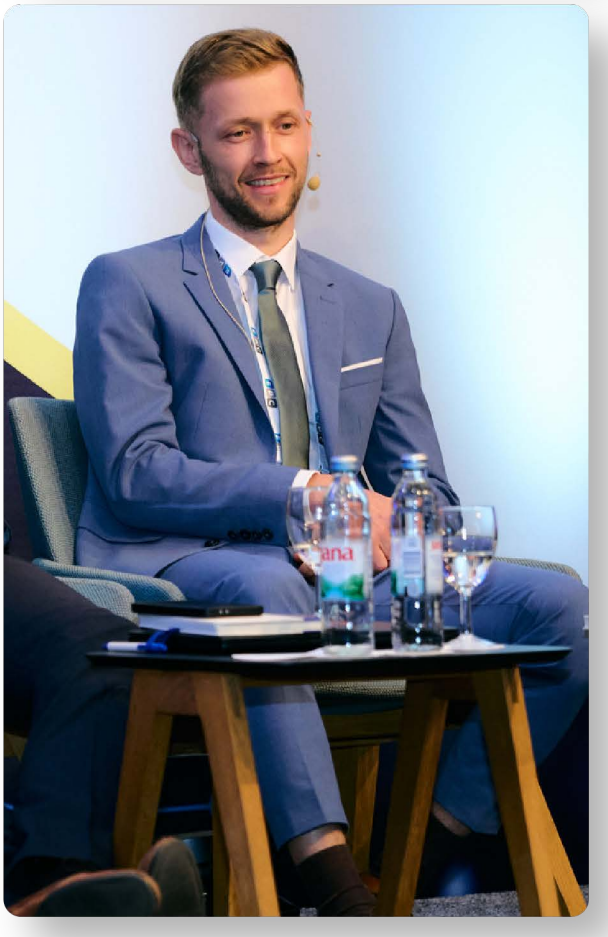
THE BUSINESS IMPACT OF BREAKING SILOS: TRUSTED INFORMATION AT SCALE

Hans Kouwer, Executive Director, Industry Consulting, **OCTAVE** explored how connecting engineering, operations and maintenance information across the asset lifecycle can support better decision-making, safer operations and improved efficiency. Using a practical example of equipment failure, he illustrated how disconnected systems, outdated procedures and incomplete engineering records can delay maintenance and create operational risks. The presentation emphasised the importance of accurate, up-to-date and contextualised data, supported by integrated digital workflows and AI, to reduce unplanned downtime, improve project execution and turn information into actionable intelligence.

ADVANCING ENTERPRISE RISK MANAGEMENT THROUGH INTELLIGENT ASSET PERFORMANCE

Daniel Knowles, Enterprise Solution Architect, **BAKER HUGHES,** presented an integrated approach to asset performance management, connecting equipment condition, asset strategy and defect elimination to strengthen enterprise risk management. Through case studies from the refining, petrochemical and ammonia sectors, he demonstrated how Baker Hughes' Cordant APM portfolio can support early fault detection, risk-based maintenance prioritisation and structured root cause analysis. The presentation highlighted the business benefits of reducing maintenance costs and unplanned downtime, protecting production revenue and improving asset availability through more informed, risk-based decisions.







COLLECTIVE INTELLIGENCE NETWORKING ROUNDTABLES SESSION

ROUND TABLE 1 – ENERGY EFFICIENCY & EMISSIONS

"Where Are the Next 5% Gains — and Who's Actually Delivering Them?"
Concrete wins, real tradeoffs, and ideas you can apply immediately.

Hosted by: Ivan Stranovský, Energy Strategy Leader, **SLOVNAFT**



ROUND TABLE 2 – PREDICTIVE MAINTENANCE

"Why Are We Still Firefighting — and How Do We Fix It?"
What top performers are doing differently — and how to get there faster.

Hosted by: Adam Cooper, Process & Chemicals Director (EMEA), **WOOD**



ROUND TABLE 3 – INVESTMENT DECISIONS

"Approving Projects in Volatile Markets: What's Your Playbook?"
How leaders are derisking decisions and protecting returns today.

Hosted by: Bartosz Leszczyński**,** Project Manager, Business Coordination Department for Efficiency Projects, **ORLEN**

ROUND TABLE 4 – CIRCULAR FEEDSTOCKS

"Scaling Circular Feedstocks: What Works, What Doesn't?"
Hard truths on economics, reliability, and commercial viability.

Hosted by: Michael McDermott, Director, Polymers, **S&P GLOBAL ENERGY**



ROUND TABLE 5 – DIGITAL & DATA

"We've Invested in Data — So Why Aren't We Seeing Results?"
Turning digital spend into operational and financial impact.

Hosted by: Prakash Ramdoss, Managing Director and CTO, **LUMMUS DIGITAL**

ROUND TABLE 6 – DECARBONISATION PATHWAYS

"Decarbonisation Without Disruption: What's Truly Achievable?"
Where to invest now — and what will actually move the ESG needle.

Hosted by: Anne-Sophie Amiot, Vice President, Process & Chemicals Development, **VTU GROUP**

ROUND TABLE 7 – LEADERSHIP IN DOWNSTREAM NEGOTIATIONS

"How Influence, Trust, and Communication Shape Producer–Supplier Partnerships and the Bottom Line"
Moving from Transactional Deals to Value-Creating Partnerships in Refining & Petrochemicals

Hosted by: Sanjay Lodha, Vice President, Business Development
EURO PETROLEUM CONSULTANTS (EPC)

EXPLORE THE ROUNDTABLE INSIGHTS AND PRACTICAL RECOMMENDATIONS →

NETWORKING MIXER

Following the first day of technical sessions, delegates gathered for an evening networking reception overlooking the Adriatic Sea.

The event provided an informal setting for industry professionals to strengthen existing relationships, exchange ideas and explore new business opportunities. Accompanied by a live musical performance and Dubrovnik's renowned sunset views, the reception reflected one of IDW's defining strengths: combining technical excellence with meaningful industry networking.



DAY 2

SESSION 5 – PETROCHEMICAL TECHNOLOGIES & PROCESS INTEGRATION

EUROPE'S PETROCHEMICAL AND POLYMER INDUSTRY: PERCEIVED SUPPLY SHOCKS AND ACTUAL MARKET DYNAMICS

Michael McDermott, Director, Polymers, **S&P GLOBAL ENERGY,** outlined four scenarios for the global market outlook, with prolonged disruption through 2027 identified as the current base case and full recovery potentially extending into early 2028. He highlighted the impact of shipping disruptions, freight imbalances and inventory rebuilding on recovery timelines, alongside the risk of delayed inflationary effects into 2028–2029. The presentation also examined differences in sector resilience, with essential applications such as food packaging, medical products and hygiene expected to be more robust than automotive, construction and textiles. For European producers, integration, product diversification and sustainability compliance were identified as important factors in maintaining competitiveness.

SASA POLYESTER UPDATES AND MILESTONES

Yusuf Ali Taşti, Project Group Manager, **SASA POLYESTER** presented SASA's ambitious refinery–petrochemical complex development, planned as a phased investment of approximately $25 billion over 15 years. The project aims to prioritise petrochemical production, including aromatics, polypropylene and other high-value products, with several refinery and steam-cracker configurations under evaluation. The presentation highlighted plans for integrated logistics infrastructure, diversified feedstock sourcing and decarbonisation through heat integration, electrification, renewable power and potential CO_2 utilisation. Key next steps include finalising the refinery configuration, completing pre-FEED and preparing for FEED, with EPC execution targeted for 2030–2031.

ADVANCING POLYMER SOLUTIONS: INSIGHTS INTO LUMMUS POLYMER TECHNOLOGIES

Manfred Wittner, Director, Business Development Licensing, **LUMMUS NOVOLEN TECHNOLOGY,** presented Lummus' integrated polymer technology portfolio, covering polypropylene, polyethylene and superabsorbent polymers (SAP), alongside operational services and digital solutions. He highlighted SAP's importance in hygiene applications and the Exene slurry HDPE technology, which offers flexibility in molecular-weight distribution, product grades and applications. The presentation also covered wax recovery as an additional value stream and opportunities to improve operational reliability and efficiency. Market growth expectations were approximately 3–4% annually for polypropylene and 2–3% for HDPE, with continued niche growth anticipated for SAP.

ENHANCING VALUE THROUGH INNOVATIVE CHEMICAL SOLUTIONS

Jeff Garrett, Senior Director of Technology Licensing, **CHEVRON PHILLIPS CHEMICAL** showcased two technologies designed to improve petrochemical production efficiency and feedstock value. AirMax enables on-purpose benzene production from C6–C7 paraffins and naphthenes, reducing reliance on benzene availability from refinery and cracker by-products while also producing valuable hydrogen. MarTek loop-slurry polyethylene technology offers flexible production of unimodal, bimodal and metallocene resins, with more than 90 commercial units deployed. The presentation highlighted improvements in capital and operating costs, operational reliability, and rapid grade transitions, along with scalability across a range of plant capacities.

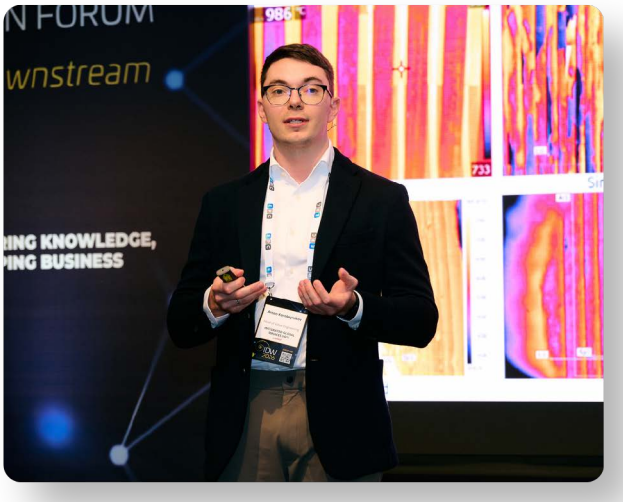
SESSION 6 – ASSET OPTIMISATION FOR ENERGY EFFICIENCY & EMISSIONS REDUCTION

MAXIMISING HEAT TRANSFER EFFICIENCY IN THE CATALYTIC REFORMING HEATERS AND STEAM METHANE REFORMERS WHILE IMPROVING RELIABILITY AND RADIANT TUBE INTEGRITY

Anton Korobeynikov, Head of Value Engineering at **INTEGRATED GLOBAL SERVICES (IGS),** demonstrated how high-emissivity coatings can improve furnace efficiency, reduce fuel consumption and CO_2 emissions, and extend radiant tube life. A refinery case study reported about 7% fuel savings or potential throughput gains, along with lower tube metal temperatures and deferred replacement costs. Additional solutions included robotic furnace cleaning and live repairs to improve reliability and avoid shutdowns.

UNLOCKING ADDITIONAL REFINERY PERFORMANCE THROUGH COMBINED HEAT EXCHANGER INSERTS AND FURNACE INFRARED THERMOGRAPHY

Marc Guillemaud, Energy Department Manager, **PETROVAL**, explored how heat exchanger inserts and infrared thermography can improve refinery energy efficiency, reduce fouling and maintenance requirements, and support safer debottlenecking. Case studies demonstrated significant reductions in fouling rates and energy costs, with potential benefits for throughput and CO_2 emissions. The approach offers opportunities to improve existing assets with relatively limited CAPEX.





ENGINEERING SUSTAINABLE PERFORMANCE: UNLOCKING ENERGY EFFICIENCY AND DECARBONISATION OPPORTUNITIES IN EXISTING ASSETS

Natália Olahová, Business Development Manager, **ILF CONSULTING ENGINEERS**, highlighted the untapped potential of existing industrial facilities to reduce operating costs, emissions and energy consumption while extending asset life. ILF advocated a structured approach combining performance benchmarking, pinch analysis, heat recovery and prioritised implementation. Case studies covered waste heat recovery, compressor electrification and hydrogen readiness, emphasising the value of starting with practical improvements to existing assets.

SPENT CATALYST RECYCLING

Clemens Kuhnert, Product and Raw Material Manager, **NICKELHUETTE AUE,** outlined advanced recycling processes for recovering valuable metals, including nickel, cobalt, copper, vanadium, molybdenum, tungsten and precious metals, from spent catalysts and other industrial residues. Combining pyrometallurgical and hydrometallurgical technologies, the company converts secondary materials into reusable metal products and chemicals. The presentation also highlighted the importance of energy costs and regulatory frameworks in strengthening Europe's competitiveness in industrial recycling and circularity.





CLOSING PANEL: ENSURING SYNERGIES BETWEEN TODAY'S AND FUTURE ASSETS

Moderator:
Jose de Barros, Chief Decarbonisation Officer, **LUMMUS TECHNOLOGY**

Panellists:

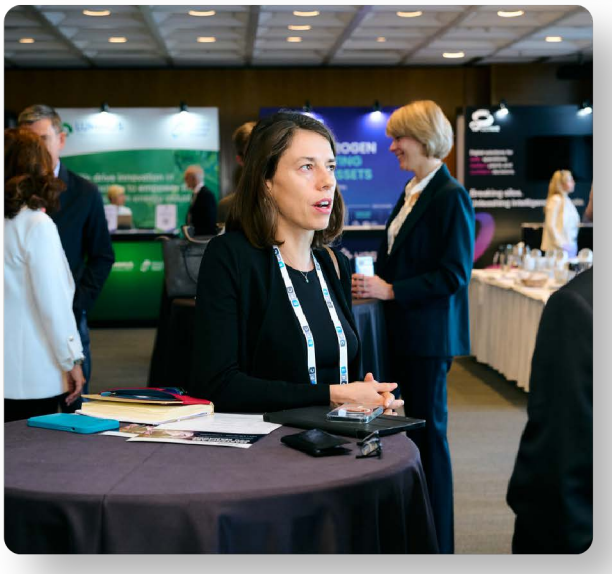
- **Magdalena Ionita**, Head of Technology and Transformation, **OMV PETROM REFINERY**
- **Marco Verna**, Head of Market, Downstream, **TECHNIP ENERGIES**
- **Sekhar Ramakrishnan**, Managing Director, **ILF CONSULTING ENGINEERS**
- **Sanjay Lodha**, Vice President, Business Development, **EURO PETROLEUM CONSULTANTS (EPC)**



The closing panel highlighted energy efficiency and asset optimisation as the most immediate value drivers for the downstream industry over the next five years, supported by digitalisation and operational excellence. Panellists identified economics and regulatory uncertainty as the main barriers to transformation, alongside feedstock constraints and rising project costs. The discussion emphasised a hybrid investment strategy: prioritising low-risk, quick-payback improvements while selectively investing in sustainable aviation fuels (SAF), HVO, hydrogen, circular feedstocks and feedstock flexibility. Panellists also stressed that investment decisions must reflect site-specific economics and regional conditions, with clearer long-term regulation and stronger collaboration between operators, engineering companies and technology providers needed to unlock larger projects.

ACCESS THE COMPLETE CLOSING PANEL ANALYSIS AND FUTURE OUTLOOK →








30 EPC YEARS
SHARING KNOWLEDGE, SHAPING BUSINESS
A Global Downstream Consulting Company
Petrochemicals
Renewables



PANELS TAKEAWAYS

KEYNOTE PANEL DISCUSSION:
Decision-Making Under Uncertainty: Recalibrating Strategy for a More Competitive Downstream Future

EXECUTIVE SUMMARY

The opening panel examined how downstream companies can remain competitive in a market increasingly shaped by geopolitical disruption, changing trade flows, regulatory pressure and uncertainty over long-term demand. Panellists agreed that the industry is no longer dealing with isolated market shocks, but with a pattern of continuous and unpredictable disruption, making flexibility and resilience central to strategic decision-making.

Flexibility emerged as the industry's strongest competitive advantage. The ability to process a wider range of crude oils, adapt product yields, secure alternative supply routes and optimise refinery operations is becoming increasingly important for protecting margins and maintaining supply security. Investments such as INA's delayed coker unit were highlighted as examples of how targeted upgrades can broaden crude flexibility and improve the ability to capture value under changing market conditions.

The discussion also highlighted the strategic advantages of integrated refinery–petrochemical assets, which can provide greater flexibility in feedstock use and product output than standalone facilities. However, investment decisions remain constrained by uncertain returns, financing availability, regulatory developments and the high cost of major projects.
Operational excellence, energy efficiency and effective hydrogen management were identified as immediate priorities, alongside stronger logistics, storage and hedging strategies. Panellists also called for more predictable and gradual implementation of European decarbonisation policies, particularly regarding Scope 3 requirements, to avoid undermining the competitiveness of European refining.

The overarching message was that downstream companies must strengthen the resilience of existing assets, invest selectively in flexibility and integration, and pursue decarbonisation at a pace that reflects technical feasibility, commercial realities and regional supply security.

MARKET DEFINED BY CONTINUOUS DISRUPTION

The panel described a fundamental change in the operating environment over the past decade. Events including COVID-19, the demand surge in 2022 and the war in Ukraine have demonstrated how rapidly market conditions can change and how difficult it is to predict the duration and consequences of individual disruptions.
Rather than treating these events as temporary exceptions, companies increasingly need to plan for a market in which supply interruptions, changing trade routes and unexpected price movements are recurring features.

The changing role of Russian supply was highlighted as a structural development, with several refineries effectively shifting from net exporters to net importers. This has contributed to lasting changes in regional supply balances and trade flows.
Historical price shocks, including periods of oil prices above $100 per barrel and extreme diesel crack movements, illustrated the difficulty of anticipating market outcomes. Panellists stressed that the objective should not be to predict every disruption accurately, but to build the capability to respond when conditions change.

This requires maintaining optionality across crude sourcing, logistics, refinery operations and product output. Companies must be prepared to adapt to changing geopolitical constraints, including disruptions affecting strategic shipping routes and other supply chain bottlenecks.

The scale of the structural change was also reflected in the regional capacity outlook discussed by the panel: European refinery capacity was described as approximately 15% lower than in 2000, while capacity in the Middle East and Asia had increased by around 50%.

Key takeaway: Resilience must be built into downstream strategy and operations. Flexibility is no longer simply a contingency measure; it is now a core element of competitiveness.



CRUDE FLEXIBILITY AND THE STRATEGIC VALUE OF REFINERY UPGRADES

Crude flexibility was one of the strongest recurring themes of the discussion. The ability to process a broader range of crude grades can improve supply security, reduce dependence on specific routes or suppliers and create opportunities to capture more attractive feedstock economics.

INA's delayed coker startup was highlighted as an important investment that expanded the range of crude oils the refinery could process and strengthened its ability to capture margins. The discussion illustrated how targeted conversion investments can create value beyond their direct processing benefits by increasing the number of operational and commercial options available to a refinery.

Depending on unit configuration and operating constraints, upgraded facilities may be able to accommodate a wider range of crudes, including Venezuelan crude, CPC, WTI and Guyanese grades. However, technical compatibility alone does not determine whether a crude is viable: shipping availability, insurance costs, sanctions and other logistical constraints can ultimately determine the commercial decision.

Panellists also noted that many major refinery investments were conceived before today's market structure emerged, including the growth of US crude exports and new supply from Guyana. This reinforces the importance of designing assets that can adapt to future changes rather than optimising them exclusively for current feedstock conditions.
Investments that broaden crude slate options and provide alternative supply routes were therefore viewed as relatively low-regret decisions, particularly when they can be implemented without committing to a single long-term market assumption.

Key takeaway: Refinery upgrades should be assessed not only by their immediate returns, but also by the additional feedstock options, operating flexibility and resilience they create.

REFINING VERSUS PETROCHEMICALS: INVESTING FOR OPTIONALITY

The panel examined how downstream companies should allocate capital between additional refining conversion capacity and petrochemical expansion. Options discussed included hydrocrackers, delayed cokers, steam crackers, circular feedstocks and greater integration between refining and petrochemicals.

Integrated assets were viewed as offering important strategic advantages because they can provide more options for directing feedstocks and intermediate products towards different value chains as market conditions change. While petrochemical margins were acknowledged as weaker at present, integration may preserve opportunities to capture value when market conditions improve.

The discussion also recognised practical limitations. Some groups have already increased refinery throughput significantly following recent project start-ups, with one example citing an increase of approximately 30% and facilities approaching their capacity limits. Further expansion therefore depends on technical feasibility, the availability of technology partners and access to financing.
Rather than committing prematurely to large, single-technology projects, panellists favoured investments that improve flexibility and integration. Larger projects should be assessed against site-specific strengths, credible market assumptions and the availability of commercial and financial partners.

Key takeaway: Integration creates strategic optionality, but investment choices must remain grounded in site-specific economics. Flexibility-enhancing projects should be prioritised, while major capital commitments require a robust business case and clear execution pathway.

OPERATIONAL EXCELLENCE, HYDROGEN MANAGEMENT AND ASSET EFFICIENCY

The panel emphasised that resilience depends not only on major capital investments, but also on how effectively existing assets are operated.
Hydrogen management was identified as an important opportunity to improve refinery economics..
Optimising hydrogen consumption and balancing FCC and hydrocracker conversion can reduce unnecessary hydrogen use, avoid product giveaways and improve overall margin capture.

Operational flexibility also means adapting unit configurations and product slates to changing market conditions. Hydrocrackers, for example, may be configured to produce premium base oils and Group III lubricants where technically and commercially appropriate. Such options can help refiners respond to weaker gasoline demand or changing product economics without requiring an entirely new processing configuration.

Reliability and on-stream availability were also highlighted as important priorities. Panellists argued that keeping assets operating reliably can be particularly valuable when fuel cracks remain strong for extended periods. Unnecessary shutdowns may therefore sacrifice earnings opportunities, reinforcing the importance of effective maintenance, process safety and disciplined operations.
The discussion pointed towards a broader performance objective: moving assets towards first-quartile energy efficiency and throughput performance to strengthen competitiveness under both favourable and challenging market conditions.

Key takeaway: Better utilisation of existing assets can deliver immediate value. Hydrogen optimisation, conversion balancing, product flexibility and reliable operation should be treated as core margin-improvement levers.



LOGISTICS, STORAGE AND HEDGING BECOME STRATEGIC CAPABILITIES

The panel stressed that crude selection and refinery economics are increasingly determined by logistics as well as processing capabilities. The availability of non-sanctioned vessels, insurance costs, transport routes and access to storage can materially change the attractiveness of a crude grade.

Supply security has also become more expensive. Panellists described companies paying a premium through higher physical inventories, investments in terminals and more extensive hedging strategies.

Treasury and finance teams have had to adapt to greater market volatility by renegotiating bank limits and adjusting hedge positions. Paper positions complement physical inventory and storage management, helping companies manage price exposure and operational supply requirements.

Another priority is accelerating crude qualification. Reducing qualification timelines from months to weeks would allow refiners to respond more rapidly to changing market conditions and take advantage of alternative supply opportunities.

These developments reinforce the need to coordinate procurement, logistics, operations and finance rather than treating them as separate functions.

Key takeaway: Supply resilience depends on an integrated approach to physical sourcing, shipping, storage, crude qualification and financial risk management. The cheapest crude is not necessarily the most valuable if it cannot be delivered reliably.

EUROPEAN REGULATION AND THE NEED FOR PREDICTABILITY

Regulatory pressure was identified as a major factor affecting European refining competitiveness. Panellists highlighted the cumulative burden of compliance requirements, the short implementation timelines associated with some measures and the difficulty of planning investments when policy expectations continue to evolve.

The panel called for more gradual and predictable implementation of decarbonisation requirements. The concern was that regulation could unintentionally accelerate the relocation of refining activity to regions with less stringent requirements, potentially weakening European industrial capacity without necessarily delivering the intended global environmental benefits.

Scope 3 requirements were identified as a particularly challenging area, with panellists questioning the practical feasibility of current expectations and calling for more realistic timelines and greater industry consultation.
The discussion did not reject decarbonisation. Rather, it emphasised the need to align environmental objectives with technical feasibility, investment cycles, affordability and energy security. Clearer long-term signals would allow operators to plan investments more confidently and develop credible transition pathways.

Key takeaway:
Predictable, phased regulation & meaningful industry consultation are essential to support decarbonisation while preserving the competitiveness and strategic value of European refining.

CIRCULARITY AND CHEMICAL RECYCLING: PROMISING BUT NOT YET FULLY SCALED

The panel discussed ongoing efforts to develop pyrolysis, chemical recycling and waste-to-feedstock pathways. While these technologies offer opportunities to improve circularity and create new feedstock sources, the discussion indicated that broadly bankable, large-scale investments remain limited.

Crackers were identified as a particularly promising industrial route for chemical recycling streams because they can integrate suitable circular feedstocks into existing processing systems. This can support circular product value chains without requiring extensive redesign when the proportion of alternative feedstock remains relatively small.
Smaller, decentralised thermal or microwave-based solutions may also serve local waste-management needs and produce transport fuels. However, the panel distinguished these applications from the larger-scale circularity opportunities associated with integration into established petrochemical infrastructure.
Rather than relying on a single recycling technology, the discussion favoured a diversified approach that allows technologies and business models to mature over time.

Key takeaway: Chemical recycling has potential, particularly where it can be integrated into existing cracker infrastructure, but wider adoption will depend on technology maturity, reliable feedstock supply and commercially viable economics.

STRATEGIC OUTLOOK: SHORT-, MEDIUM- AND LONG-TERM PRIORITIES

The discussion pointed towards a phased approach to strengthening downstream competitiveness.

Short term
Protect margins and strengthen operational resilience

- Maximise crude sourcing and logistics flexibility.
- Maintain high on-stream reliability and avoid unnecessary downtime.
- Optimise hydrogen use, conversion choices and product yields.
- Use inventory, storage and hedging strategies selectively to manage supply and price exposure.

Medium term
Invest in flexibility and integration

- Prioritise low-regret investments such as cokers, hydrocrackers and other flexibility-enhancing upgrades where justified.
- Strengthen refinery–petrochemical integration and alternative feedstock options.
- Improve crude qualification processes and supply chain preparedness.
- Align project development with financing availability, technology partners and regulatory timelines.

Long term
Balance decarbonisation with competitiveness and supply security

- Progress green hydrogen and Scope 1 and 2 emissions-reduction projects where technically and economically viable.
- Develop circularity and chemical recycling as feedstock availability and economics improve.
- Seek workable approaches to Scope 3 requirements.
- Avoid premature asset closures that could weaken regional supply security and industrial capability.

OVERALL CONCLUSIONS AND INDUSTRY TAKEAWAYS

The opening panel established a clear strategic direction for the downstream industry: competitiveness will increasingly depend on the ability to adapt rather than on a single technology, product or investment strategy.

The most important conclusions were:
1. Flexibility is a competitive advantage. Broader crude slates, adaptable operations and diversified logistics provide resilience against geopolitical and market disruption.
2. Existing assets remain a source of value. Targeted upgrades, operational optimisation and reliable performance can improve margins while creating options for the future.
3. Integration creates optionality. Refining–petrochemical integration can help companies respond to changing product economics, although investment decisions must reflect individual site conditions.
4. Logistics and finance are integral to refinery strategy. Shipping, insurance, storage, inventory and hedging can be as important as processing capability when securing feedstocks.

5. Decarbonisation must be commercially and technically achievable. Sustainable technologies and circularity pathways require viable economics, realistic implementation plans and appropriate regulatory support.
6. Regulatory predictability matters. Stable, phased policy frameworks would help companies commit capital while maintaining Europe's refining competitiveness and supply security.

Ultimately, the panel's message was that downstream companies must prepare for continued uncertainty by combining disciplined investment, operational excellence, feedstock flexibility and pragmatic decarbonisation. The strongest businesses will be those that can protect current profitability while retaining the flexibility to respond to whatever the market brings next.







CLOSING PANEL DISCUSSION:
Ensuring Synergies between Today's and Future Assets

EXECUTIVE SUMMARY

The closing panel examined how downstream companies can protect profitability and strengthen competitiveness while preparing for the energy transition. The discussion highlighted the importance of maximising value from existing assets, with energy efficiency and asset optimisation identified by the audience as the leading value drivers over the next five years.
Panellists agreed that there is no single technology or investment pathway capable of addressing the industry's challenges. Instead, success will depend on combining operational excellence, energy efficiency, digitalisation, feedstock flexibility and targeted investments in sustainable fuels, hydrogen and circular feedstocks. The appropriate balance will vary according to each site's configuration, market position, regional conditions and long-term strategic objectives.

Economics and regulatory uncertainty remain the main barriers to transformation. Rising project costs, limited engineering, procurement and construction (EPC) capacity, feedstock constraints and changing policy frameworks continue to complicate investment decisions. As a result, operators are likely to prioritise projects with low capital requirements, measurable benefits and short payback periods, while advancing larger transformation projects where the commercial case and regulatory conditions support investment.

The overarching message was that the downstream industry must pursue a pragmatic, site-specific transition: protect current margins through optimisation while building the flexibility and capabilities needed to capture future value.

ENERGY EFFICIENCY AND ASSET OPTIMISATION LEAD NEAR-TERM PRIORITIES

The audience polls identified energy efficiency and asset optimisation as the leading opportunities for downstream value creation over the next five years. Although artificial intelligence (AI), digital twins, refining–petrochemical integration, circular feedstocks, hydrogen and sustainable fuels received lower poll rankings, panellists recognised their continued importance within a broader investment strategy.
.

ECONOMICS AND REGULATORY UNCERTAINTY REMAIN THE MAIN BARRIERS

The panel identified economics and regulation as the principal obstacles slowing downstream transformation, followed by feedstock availability and technology or organisational readiness.

Economic uncertainty makes it difficult to establish reliable long-term returns on capital-intensive projects. Equipment price increases, supply chain inflation and limited EPC capacity can significantly increase project costs between initial feasibility studies and final investment decisions (FIDs). Projects that initially appear commercially viable may therefore become difficult to justify as costs escalate.

Regulatory uncertainty compounds the challenge. Changes in policy, inconsistent frameworks across regions and a lack of predictable long-term direction make it harder for operators to commit capital to projects with long development periods and extended payback horizons.

Circular feedstocks introduce further complications, particularly where availability, quality and logistics remain uncertain. Even when the technology is available, reliable access to suitable feedstock and a viable commercial model are essential for scaling up.
Panellists stressed that clearer, longer-term regulatory frameworks would help companies assess investment risks and make more confident decisions. Without greater certainty, many operators are likely to continue prioritising incremental optimisation over large-scale transformation.

Key takeaway: Technology alone will not unlock the transition. Projects must demonstrate robust economics and operate within sufficiently predictable regulatory and supply chain conditions.

CAPITAL ALLOCATION: BALANCING IMMEDIATE RETURNS WITH STRATEGIC INVESTMENTS

During a panel exercise exploring how the industry would allocate €1 billion, asset optimisation and energy efficiency emerged as the immediate priorities. These investments were seen as offering tangible benefits, relatively short payback periods and a direct contribution to protecting existing margins.

However, the discussion also recognised the need to invest selectively in technologies and value chains that can support long-term competitiveness.

Sustainable aviation fuel (SAF) and hydrotreated vegetable oil (HVO) were highlighted as strategically important opportunities, while hydrogen was identified as a key enabler for several sustainable fuel pathways. Nevertheless, their commercial attractiveness remains dependent on production costs, feedstock availability, market demand and supportive policy frameworks. Subsidies or other regulatory mechanisms may be necessary to make certain projects sufficiently attractive for FID.
The panel also highlighted the importance of adapting investment strategies to individual sites and regions. Petrochemical integration may offer compelling opportunities in markets with favourable demand prospects, longer asset-life expectations and more predictable investment conditions. In Europe, regulatory uncertainty and changing fuel-demand expectations can make major, long-payback investments more difficult to justify.
The preferred approach was therefore a balanced investment portfolio combining immediate operational improvements with carefully selected strategic projects.

Key takeaway: Capital allocation should protect today's profitability without compromising tomorrow's competitiveness, prioritising projects that align with site strengths and deliver credible long-term value.

DIGITALISATION AND AI: DEMONSTRATING MEASURABLE BUSINESS VALUE

Digitalisation and AI were recognised as potentially powerful optimisation tools, particularly because they can offer performance improvements without necessarily requiring the capital expenditure associated with major process modifications.
However, the audience's relatively low ranking of these opportunities reflected a challenge facing many operators: the difficulty of quantifying returns before implementation.

Without reliable operational benchmarks or sufficiently accurate digital representations of current plant performance, companies may struggle to establish the financial value of proposed digital investments.

The panel advocated a more targeted approach, linking AI and digital solutions to clearly defined operational and financial outcomes. Examples discussed included improvements in conversion, longer operating cycles and increased propylene production. Illustrative performance targets of approximately 0.5–2% higher conversion and a few percentage points of additional propylene were mentioned as ways to frame potential benefits in measurable terms.
Demonstrating value will require clearly defined key performance indicators (KPIs), reliable baseline data and focused pilot projects. Rather than implementing digital technologies for their own sake, operators should identify specific operational constraints and use digital tools to address them.

Key takeaway: Digitalisation and AI will be important components of future downstream operations, but wider adoption depends on demonstrating measurable, site-specific benefits and translating performance improvements into financial results.

FEEDSTOCK FLEXIBILITY, CIRCULARITY AND SUSTAINABLE FUELS

Feedstock flexibility emerged as an important source of resilience and value creation, particularly in an environment of changing trade flows, geopolitical disruption and restrictions affecting traditional supply routes.
Strategies discussed included crude diversification, delayed coking, refinery–petrochemical integration and increased co-processing capability. These approaches can expand the range of feedstocks a facility can handle and improve its ability to adapt to changing market conditions.

Circular feedstocks and plastic pyrolysis were also identified as promising pathways for increasing circularity and creating new sources of industrial raw materials. However, wider deployment, particularly in Europe, remains constrained by the availability, consistency and logistics of suitable feedstocks, as well as project economics.

SAF and HVO were viewed as practical opportunities in markets where feedstock sourcing, demand and regulatory support are sufficiently aligned. Hydrogen, whether green or blue, can enable several sustainable fuel pathways, but its cost remains a major challenge.

The panel noted that hydrogen production can be several times more expensive than conventional hydrogen under current conditions.

The discussion reinforced the importance of evaluating circularity and sustainable fuel projects within the wider value chain rather than focusing on technology alone. Feedstock access, conversion costs, infrastructure, market demand and policy support must all align for projects to succeed.

Key takeaway: Increasing feedstock options and co-processing flexibility can strengthen resilience, while circularity and sustainable fuels offer opportunities where reliable supply and commercially viable conditions are in place.

REGIONAL DIFFERENCES SHAPE INVESTMENT DECISIONS

The panel highlighted significant differences in downstream investment priorities across Europe, the Middle East, Asia and the United States.

- Europe: High energy costs and ambitious decarbonisation targets strengthen the case for energy efficiency, asset optimisation and selected sustainable fuel projects. However, regulatory volatility, uncertainty over future fuel demand and expectations of shorter asset lifetimes can discourage major capital commitments.

- Middle East and Asia: Panellists observed greater willingness in some markets to pursue large-scale petrochemical integration and investments with longer payback periods, particularly where regulatory risks are perceived to be lower and assets are expected to operate for longer.

- United States: Policy changes and shifting incentives have affected investor confidence in some green hydrogen and decarbonisation projects, with certain projects being shelved as the policy environment evolved.

These regional differences reinforce the importance of site-specific and market-specific investment strategies. A technology or project configuration that is attractive in one region may not offer the same returns elsewhere because of differences in energy costs, feedstock availability, regulation, infrastructure and market outlook.

The panel also highlighted project execution risks. Limited EPC capacity outside China, together with supply chain inflation, can increase costs and undermine project economics between initial studies and FID.

Key takeaway: Investment will favour markets and projects where policy, feedstock supply, infrastructure and execution risks can be managed within an acceptable commercial framework.
Collaboration as a Driver of Successful Transformation
The discussion emphasised that downstream transformation requires closer collaboration between operators, engineering companies and technology licensors. Each party brings different expertise, and coordinated planning can help reduce capital requirements, manage technical risks and improve project execution.
Successful projects require a clear strategic vision, a realistic assessment of site-specific needs and a willingness to challenge

Conventional approaches. In some cases, being an early mover may offer strategic advantages, but this must be balanced against technology, commercial and execution risks.
Collaboration can also support practical cost reduction by integrating technical solutions, avoiding unnecessary project scope and identifying opportunities that might not emerge through isolated decision-making.

The panel's discussion pointed towards a pragmatic model of transformation: pursue proven operational improvements, use digitalisation to identify and capture additional value, and develop larger strategic projects where the business case is sufficiently strong.

Key takeaway: Effective transformation depends not only on selecting the right technologies, but also on aligning strategy, engineering, operations and investment decisions around clear business objectives.



STRATEGIC RECOMMENDATIONS FOR THE DOWNSTREAM INDUSTRY

The closing discussion points towards six priorities for downstream operators:

1. Prioritise energy efficiency and asset optimisation. Focus first on practical improvements with measurable benefits, limited capital requirements and relatively short payback periods.

2. Adopt a balanced investment portfolio. Combine immediate operational gains with selective investments in SAF, HVO, hydrogen, circular feedstocks and petrochemical integration where site-specific economics support them.

3. Make digitalisation accountable for results. Establish reliable performance baselines, define clear KPIs and use targeted pilots to demonstrate the operational and financial value of AI and digital technologies.

4. Strengthen feedstock and operational flexibility. Diversify crude sources where possible and evaluate opportunities to increase co-processing and the ability to handle alternative feedstocks.

5. Build investment cases around realistic risks. Account for regulatory uncertainty, feedstock availability, project cost escalation and EPC constraints before committing to major capital expenditure.

6. Strengthen collaboration and advocate regulatory clarity. Coordinate across operators, engineering companies and technology providers, while seeking stable, long-term policy frameworks that enable investment planning.



CLOSING OUTLOOK

The closing panel reinforced that the downstream industry's transition will not follow a single pathway. Different regions and facilities face different economic, operational and regulatory realities, requiring tailored strategies rather than universal solutions.

Energy efficiency and optimisation are expected to remain immediate priorities because they offer tangible opportunities to protect margins and improve competitiveness. Digitalisation can help capture further value, while feedstock flexibility, circularity, hydrogen and sustainable fuels can support longer-term transformation where the commercial conditions are favourable.

The challenge is to balance immediate performance with future readiness. Operators that combine disciplined capital allocation, measurable operational improvements, site-specific technology choices and effective collaboration will be better positioned to preserve current value while capturing opportunities from the energy transition.





TESTIMONIALS

S&P Global

"The 2026 IDW conference has been a highly informative and interesting event, covering a wide range of industry relevant topics. Highly recommended."

Michael McDermott
Director, Polymers

VTU

"Such a quality attendance from relevant downstream industry leaders! It's the perfect event size for deep networking while keeping up to speed on market and technology trends, and the organisation is flawless."

Anne-Sophie Amiot
Vice President Process & Chemicals Development

wood. a Sidara company

"Another excellent EPC event – a well-structured agenda, excellent client attendance, good blend of technology, operator and market presentations and a great conference location."

Adam Cooper
Process & Chemicals Director (EMEA)

LUMMUS TECHNOLOGY

"Intimate conference of like-minded technologists and business leaders on current world conditions and ways to stay competitive."

Ujjal Mukherjee
Chief Technology Officer

TECNIMONT

"The size of the forum is perfectly fitting my goal for networking with peers and also gave me the opportunity to engage in useful discussions for future opportunities."

Daniela Orsini
Sales Manager

LUMMUS DIGITAL

"Very professional and informative."

Prakash Ramdoss
CTO

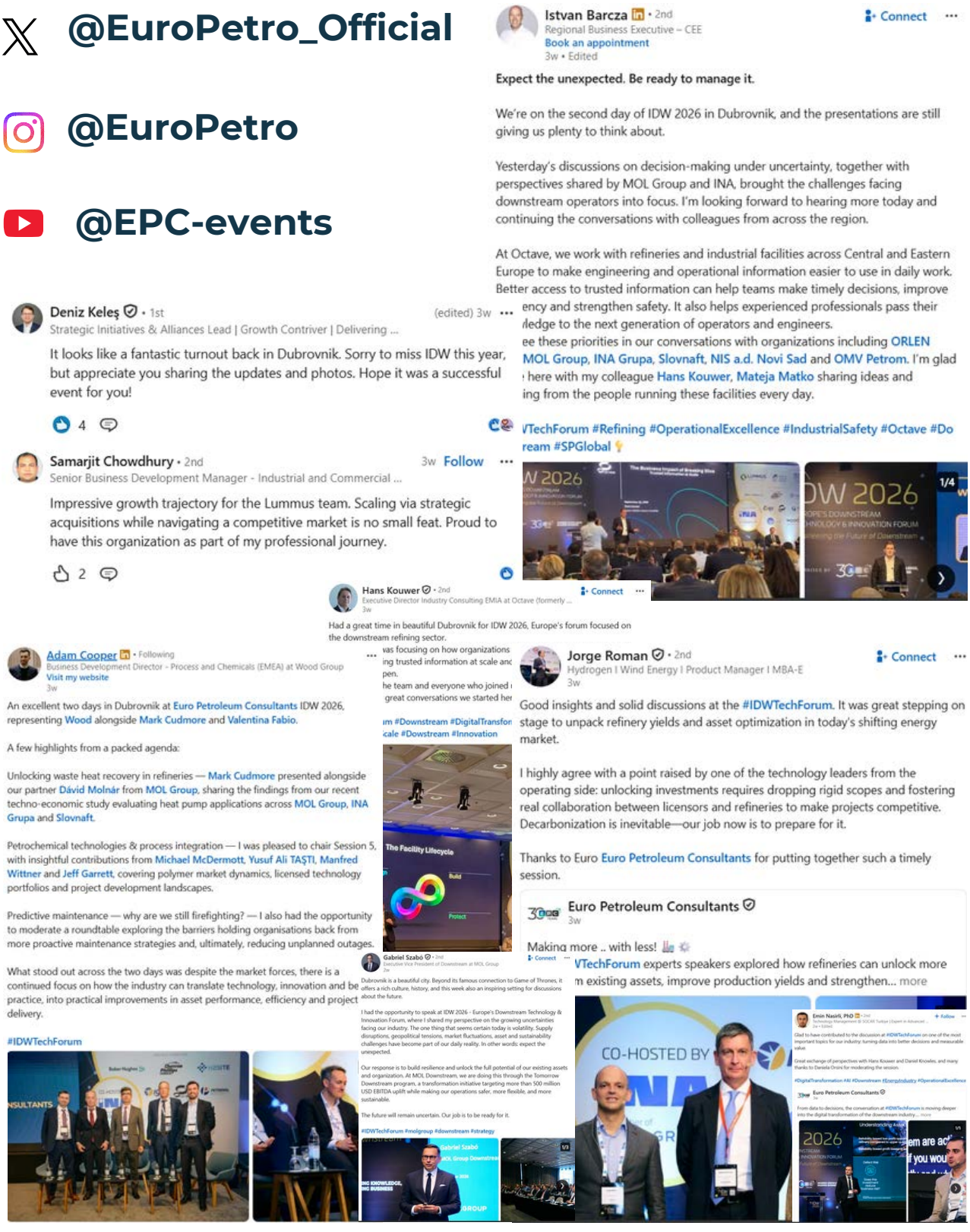
#IDWTechForum

@EuroPetroleumConsultants

@EuroPetro_Official

@EuroPetro

@EPC-events





IDW

EUROPE'S DOWNSTREAM
TECHNOLOGY & INNOVATION FORUM

Engineering the Future of Downstream

A sincere thank you to all speakers, sponsors, exhibitors and delegates who contributed to the success of IDW 2026.

Your expertise, engagement and willingness to share experiences helped create valuable discussions on the opportunities and challenges shaping the future of the downstream industry.

We look forward to welcoming the global downstream community to IDW 2027 in Türkiye next September.

To explore speaking, sponsorship or participation opportunities, please contact our team and become part of the conversation shaping the next generation of downstream innovation.

europetro.com/idw



Rumyana Dimova
Senior Events Director
rumyana_dimova@europetro.com