



A viable society. A need. An idea. 36,000 professionals. Energy. Cooperation. Aluminium. Determination. Pushing boundaries. Respect. Nature. Courage. 100 years. Thinking ahead.

## Project execution excellence

Morten Ruud,  
Head of Projects, Oil & Energy

# QVC – Qatar Vinyl Company – 2001 – NOK 3.7 bill.



Grane – 2003 – NOK 10.5 bill.



# SU 4 – Sunndal Expansion Project – 2004 – NOK 5.2 bill.



# Qafco IV – Qatar fertilizer plant – 2004 – NOK 3.8 bill.



# Tyin Hydro power plant – 2004 – NOK 1.0 bill.



# Chlorine expansion Rafnes – ph.1 – 2005 – NOK 0.9 bill.





## Consistent delivery within defined frames

- 94 Projects worth USD 15 billions from 1998 delivered on time and cost
- Latest oil development on NCS delivered ahead of time and below cost
- Ormen Lange 57% completed and on track





## World-class competence

- Innovative, efficient and team-oriented organization
- Determined project teams
- Risk management
- Project completion systems



## A structured way of decision making

- Capital value process
- Project integration
- Project controls
- Technology implementation
- Procurement
- Project completion



## Technology implementation

- Value creation combined with courage to implement new technologies
- Pushing technology further – subsea compression

# Modifications – offshore/onshore

- High risk due to ongoing operations
- Focus on HSE and detailed work preparations
- Flexibility in execution – seamless handover to operation
- Increased value





## Ormen Lange – on schedule and within budget

- Well defined concept at time of decision
- Innovative and cost-effective solutions
- Successful contract strategy and selection of contractors
- Ormen Lange / Langeled + 57% completed and within budget

A world map with a dark blue background, where city lights are visible as bright yellow and white dots, primarily concentrated in North America, Europe, and East Asia.

# Technology, performance and society

- Increased value creation
- Delivery on time, budget and quality
- Talent for adaption to local setting

