

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.



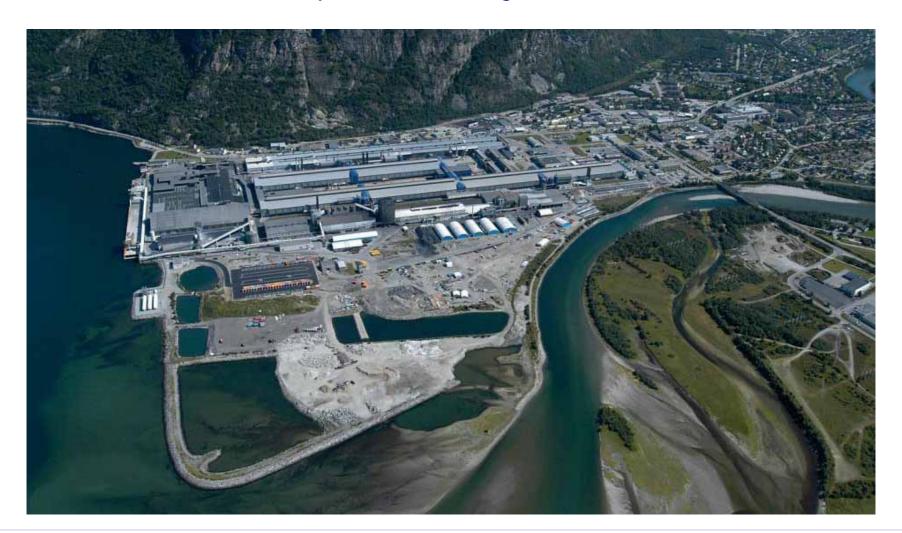


Grane - 2003 - NOK 10.5 bill.





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



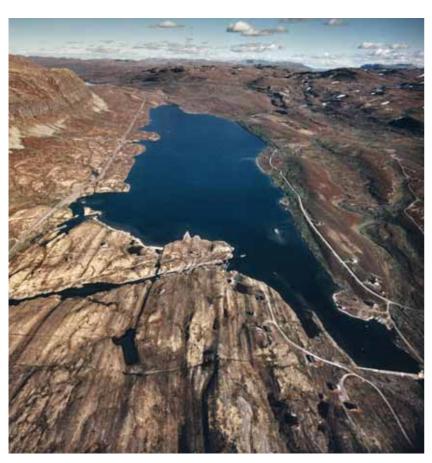


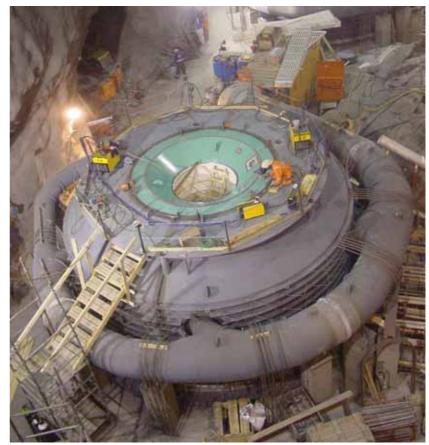
Qafco IV - Qatar fertilizer plant - 2004 - NOK 3.8 bill.





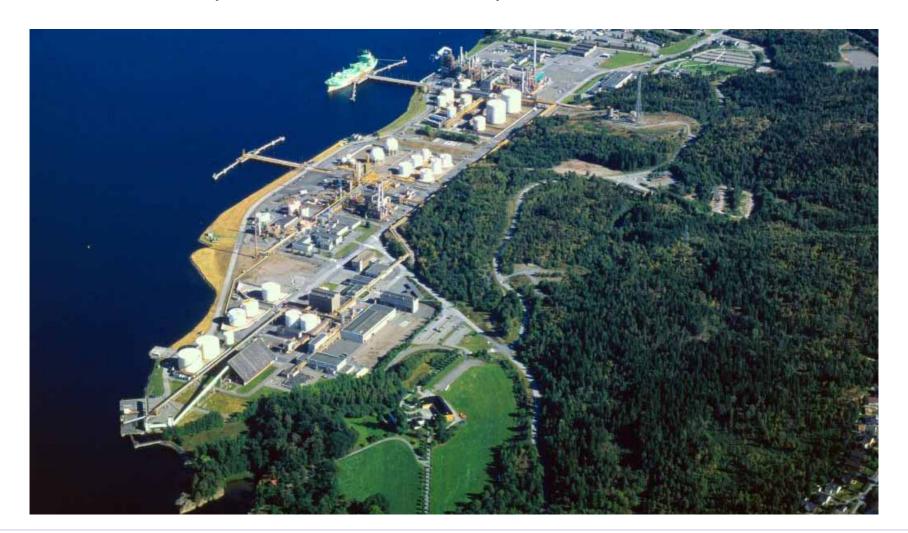
Tyin Hydro power plant – 2004 – NOK 1.0 bill.







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





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





- 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







- 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





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



