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INDUSTRIAL HISTORY - SOLUTIONS FOR TOMORROW

















MONGSTAD INDUSTRIER*







Skarpenord*



 $\mathbf{Subseatec}^{\star}$



WEST*







Visit Scana's website to learn more:





WHAT HAVE WE DONE?

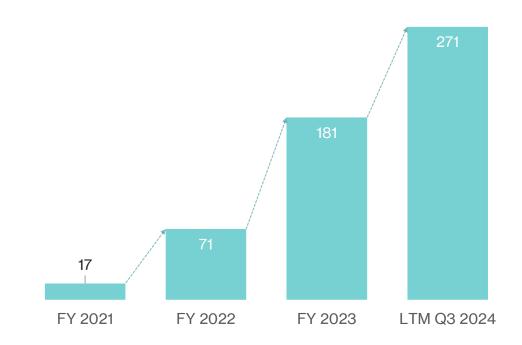


What have we done?

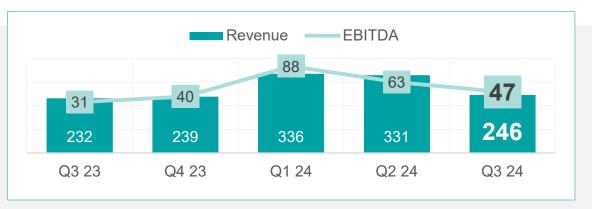
REVENUE



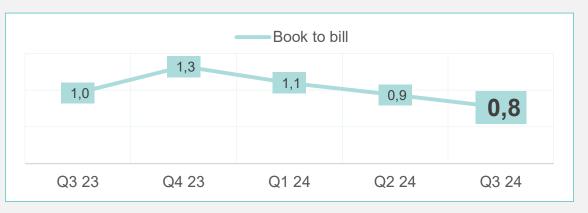
EBITDA

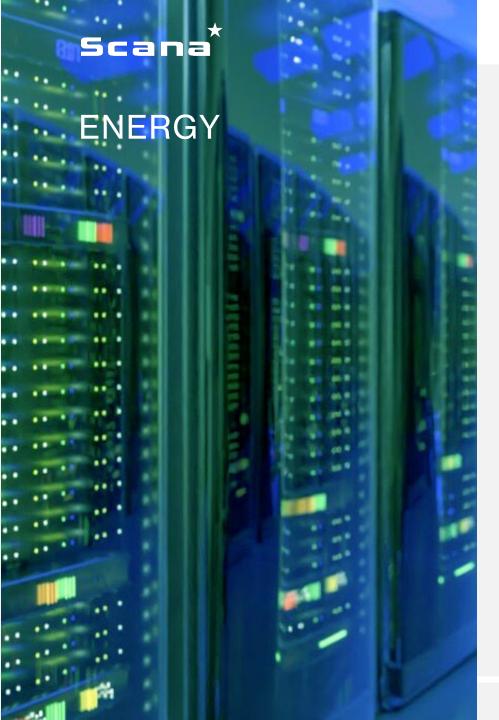


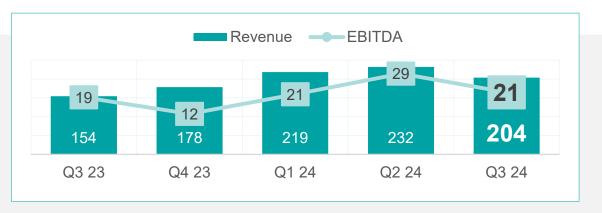






















Services and solutions to the global oil & gas industry.

- Support activities in the Fensfjord Industrial basin
- ★ Subsea safety and oil spill control equipment
- Energy security from offshore oil and gas
- Circular economy
- Decarbonization initiatives
- ★ Decommisioning av Offshore assets
- ★ Asset lifetime extension







OFFSHORE



BOP TEST CENTRE



MAINTENANCE





Maintenance and technical support to the local Oil & Gas industry, subsea oil spill control services and drilling equipment.

- Subsea safety and oil spill control equipment
- ★ Circular economic development
- Sustainable development of Oil & Gas industry in Namibia
- ★ Local co-operation and development
- We follow our customers
- ★ Energy security from offshore oil and gas













SERVICE CONTAINER





Planning and execution of Insulation, Scaffolding and Surface treatment (ISS) as well as Non-Destructive Testing (NDT) services.

- Strong market position
- ★ Contract with Equinor
- ★ Circular economy
- ★ Support activities in the Fensfjord Industrial basin



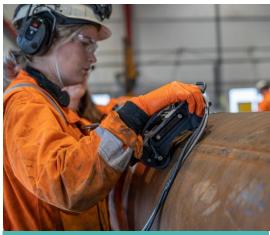


SANDBLASTING

CONTROL OF LIFTING EQUIPMENT



SURFACE TREATMENT



NDT SERVICES





Design, production, and maintenance of steel structures for the oil, gas, and shipping industries.

- Support activities in the Fensfjord Industrial basin
- ★ Contract with Equinor refinery
- Transition to renewable energy
- ★ Circular economy and overhaul of equipment







WELDING



SHEET METAL WORK



PIPING





Provider of property management and operations within commercial, office, industrial, and technical infrastructure sectors.

- ★ Increasing activity in Fensfjord basin
- ★ Development of existing and new properties
- ★ Energy transition including CCS
- ★ Energy security from offshore oil and gas





Subseatec*

Highly specialized provider of riser applications for the oil and gas industry.

- ★ Energy security from offshore oil and gas
- ★ Lifetime extension of equipment
- Strong market position with potential for new verticals
- ★ Circular economy and overhaul/upgrades







SUBSEA COMPONENTS



RISER FORGINGS



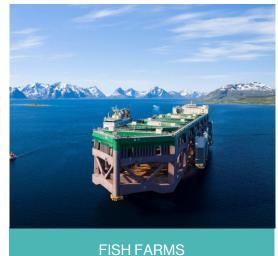
BODIES

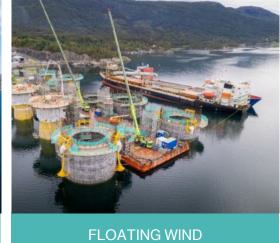


Seasystems

Provider of reliable and long-lasting mooring solutions for floating structures within a variety of segments.

- ★ Energy security from offshore oil & gas
- ★ Transition to renewable energy and wind power
- ★ Growth in offshore aquaculture











Skarpenord*

A world leading suppliers of remote valve control systems for shipping and the oil and gas industry.

- ★ Unique installed base
- * Retrofit Offshore
- ★ Shipping newbuilds
- ★ Decarbonization
- ★ CCS











FACTORY PRODUCTION



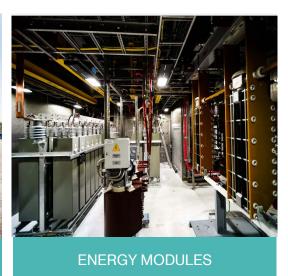


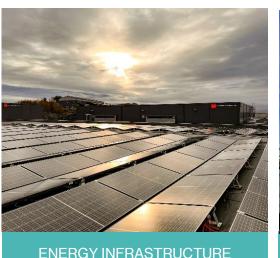
Specializes in the design and integration of electrical power systems, electrical infrastructure, energy storage systems and control systems.

- ★ Transition to renewable energy
- ★ Grid balancing to support integration of renewable energy
- ★ Electrification across business segments













SHORE POWER



Fensfjord basin

Offers a wide range of services and solutions to the global offshore industry.

- Improving global offshore market with strong customers relations
 - ★ Reactivation and certification of drilling rigs
 - * Reuse and refurbishment
- ★ Equinor maintenance ramp-up
- Strategic location with world-class facilities and equipment
 - Offshore Wind and decommissioning





WHAT ARE WE GOING TO DO?



BUILD VALUE THROUGH:



Organic growth in revenue and margins through active ownership

★ New establishments







Selective and accretive M&A

*Acquisitions









★ Divestments





Financial structure to enable

- **★Cash returns** to shareholders
- **★**Opportunistic approach to **growth investments**



Q & A



Thank you