



Scana[★]

INDUSTRIAL HISTORY – SOLUTIONS FOR TOMORROW



Sparebank 1 Markets 2025

Torvald Ulland Reiestad, CFO, Scana ASA

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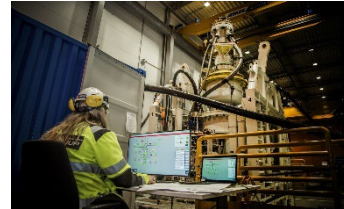
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INDUSTRIAL HISTORY – SOLUTIONS FOR TOMORROW



OFFSHORE



PSW TECHNOLOGY[★]



PSW SOLUTIONS[★]



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Subseatec[★]



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ENERGY



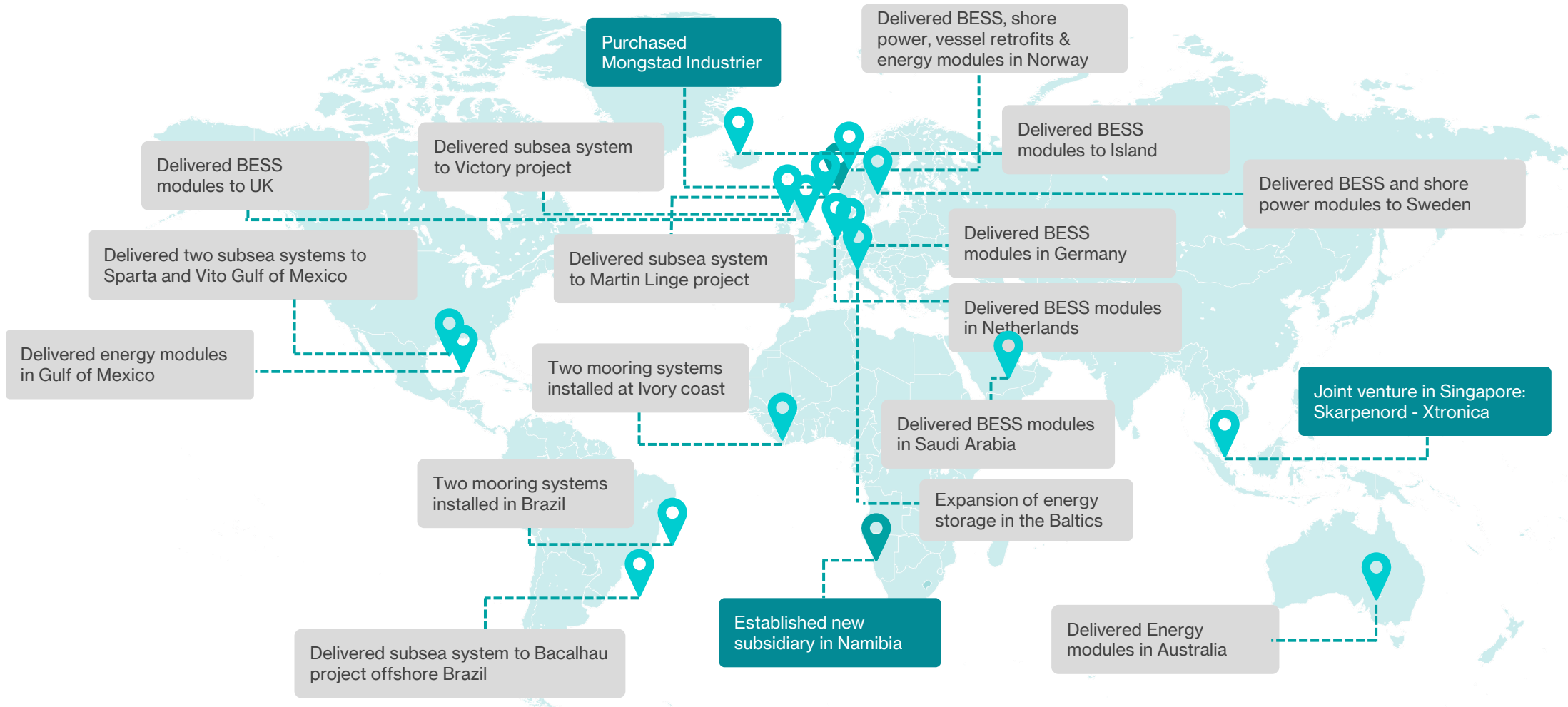
PSW POWER & AUTOMATION[★]

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Major acquisitions, orders and deliveries 2024

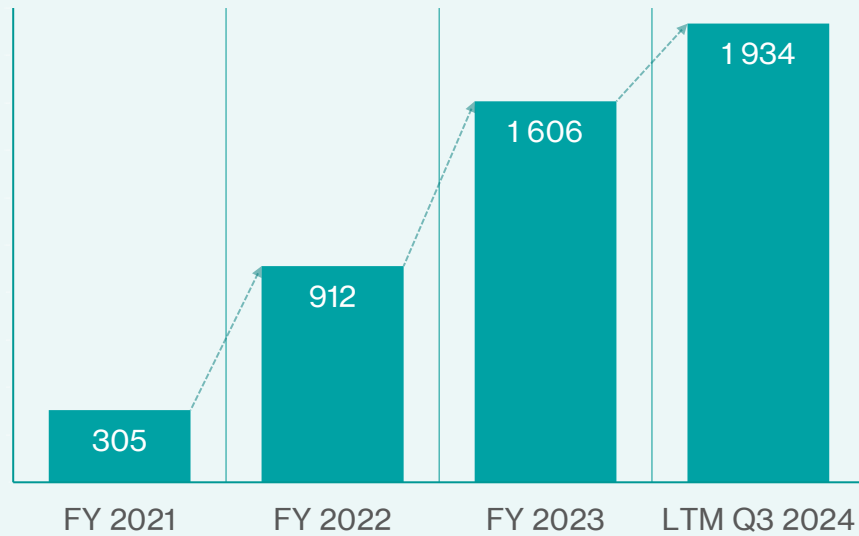


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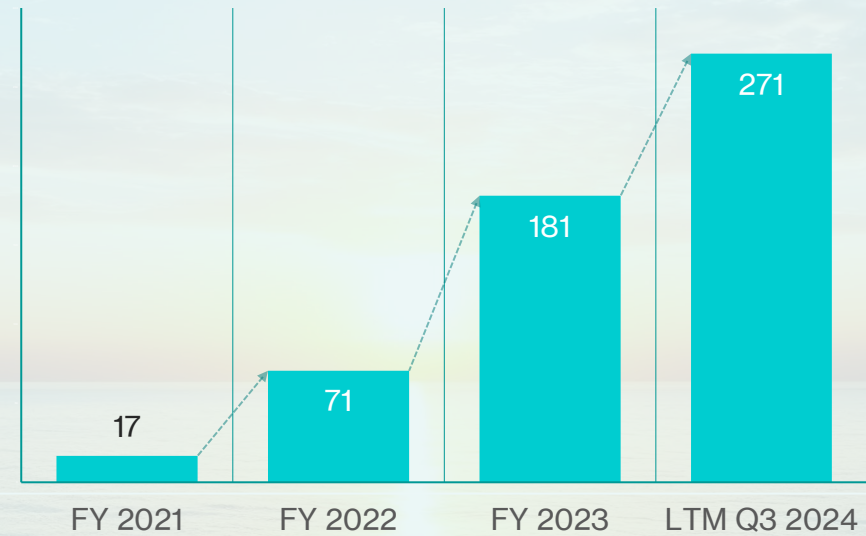
WHAT HAVE WE DONE? [★]

What have we done?

REVENUE



EBITDA



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



Robust financial structure

Cash returns to shareholders

Opportunistic approach to growth investments both organic and through M&A

Thank you