



AKER KVAERNER™



Concluding remarks

Helge Lund

Group President and CEO

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Summary



- Improvement programme taking hold
 - Dynamic contracting operations with hands-on management
 - Group improvement initiatives and synergies
 - Continuous alignment and reinforcement required
- Continued stable market outlook
 - Timing of rebound uncertain
 - Trend towards smaller projects and more service contracts
 - Important individual prospects being pursued in all business areas
- Financial robustness
 - Strengthened balance sheet
 - Uncertainties reduced
 - Cash and working capital focus
- Strategic flexibility