

# AKER KVÆRNER™



## Engineering & Construction - introduction

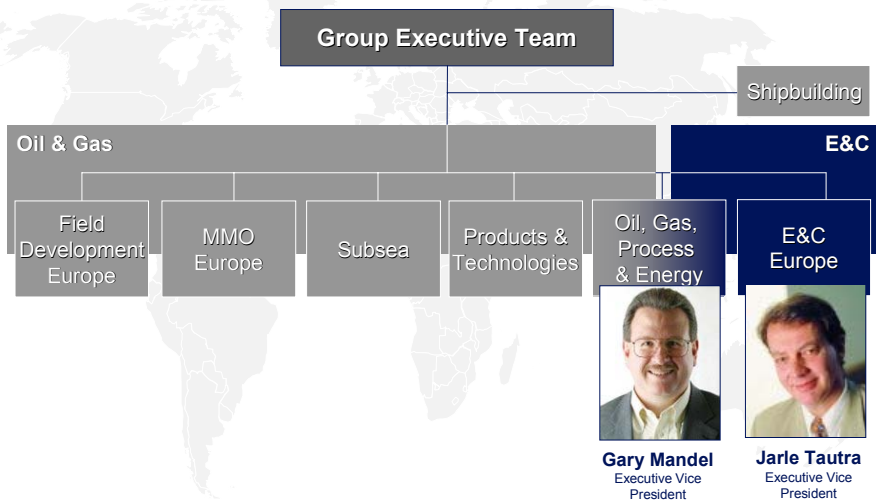
Helge Lund

Group President & CEO

Capital Markets Day, 8 December 2003

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## Operating structure



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## Process

- ■ ■ ■ ■
- Project management, design, and construction of:
  - Refining projects
  - Petrochemical processing
  - Engineering, construction and validation services for the pharma and biotech industries
- Employees: 2,186
- Examples of key customers:



## Pulping

- ■ ■ ■ ■
- Design, engineering, fabrication and project management services for:
  - Fiberlines
  - Recovery boilers
  - Power boilers
  - Pollution control systems
  - Specialised process technology
- Employees: 615
- Examples of key customers:



# Metals



- Service for:
  - Non-ferrous base and precious metals
  - Industrial minerals
  - Iron and steel
- Employees: 509
- Examples of key customers:



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# Power



- Environmentally-friendly energy generation solutions for:
  - Power-intensive industries
  - Gas-fired combined heat and power plant
- Employees: 1,329
- Examples of key customers:



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## Union Construction



- Provides the North American industry with:
  - Union construction services
  - Maintenance
- Employees: 1,200
- Examples of key customers:



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## Non-Union Construction



- Constructs mineral processing plants through to:
  - Chemicals
  - Polymers
  - Pharmaceutical facilities
  - Power generation facilities
- Employees: 500
- Examples of key customers:



**ExxonMobil**



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# Engineering Services

- Engineering, modifications, maintenance, operations and delivery
  - Chemical
  - Nuclear
  - Water
  - Pharmaceutical
  - Refinery plants
- Employees: 1,772
- Examples of key customers:



**BASF**



**ConocoPhillips**

**HUNTSMAN**

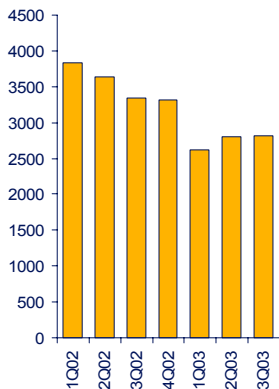
**anglianwater**

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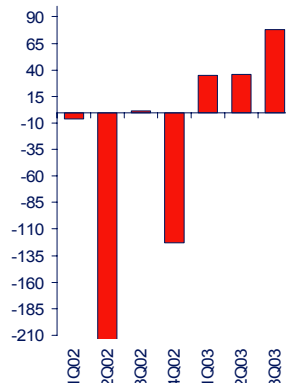
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# E&C - Key financials

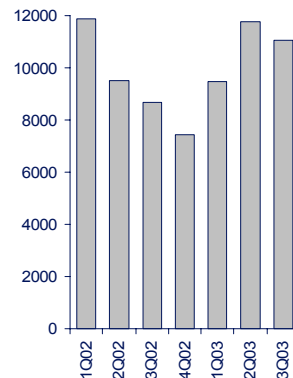
Revenues



EBITA



Order reserve



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## E&C - Recent awards



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## Engineering & Construction management



### **Gary Mandel, EVP Oil, Gas, Process & Energy**

Gary Mandel has over 22 years experience, with emphasis on engineering, procurement, construction, project management, maintenance, sales, and operations for the power, petrochemical and hydrocarbon industries. His project experience includes managing and executing expansions, revamps and turnarounds of numerous domestic and international power, petrochemical, oil & gas, and refining facilities. He specialises in all phases of EPC/EPCM project execution and technical services including business development, marketing, project controls, contract management, materials management, plant operations and maintenance liaison, commissioning, turnover and start-up. US citizen based in Houston, Texas.



### **Jarle Tautra, EVP E&C Europe**

Executive Vice President in Kvaerner E&C Europe and Asia since May 2002. Tautra has some 20 years of experience - mainly from offshore-related activities - the last four years, of which, have been as President of Aker Oil & Gas and Executive Vice President for EPC Norway in Aker Maritime ASA. Prior to this, Tautra worked in Norsk Hydro ASA between 1985 and 1997. In Norsk Hydro ASA, he held positions as Project Director for the Visund Project, as well as Manager of the Project Section within the Exploration & Production Division's operations in Bergen, Norway. Norwegian citizen, based in Oslo, Norway.