aibel



Pioneering the future MMO



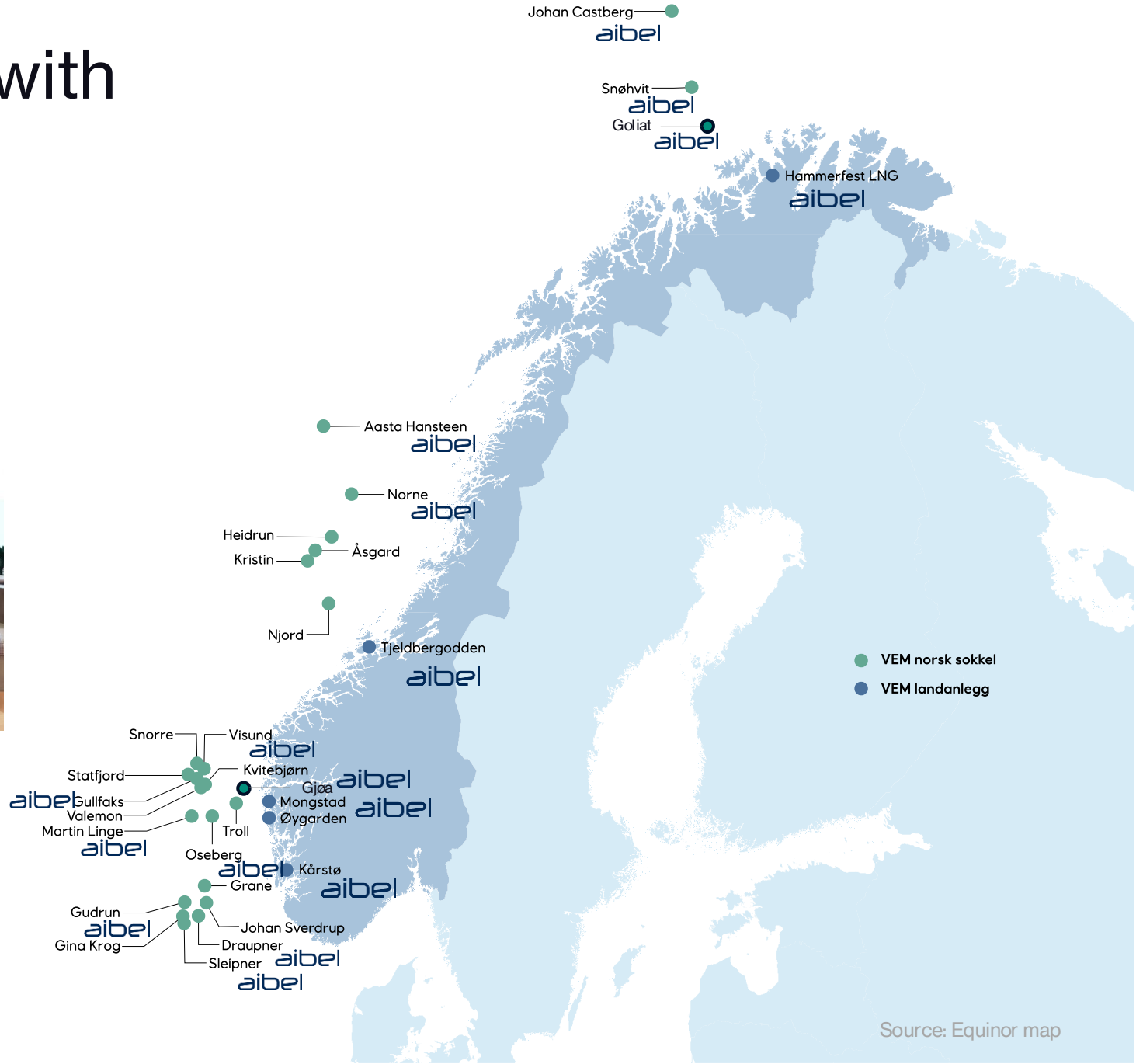
‘New’ frame agreements with Equinor & Vår Energi

STRATEGIC IMPACT

These awards reinforce Aibel’s position in Maintenance & Modification services.









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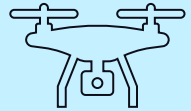
Digital Value Chain



New Ways of working



Remote Operations



Tech-enabled Operations

2028 Ambition

- ✓ Reduce project execution time and engineering hours by 50%
- ✓ Increase tool time to 10 hours
- ✓ Predictability in plan and deliveries
- ✓ Sustainable deliveries and margins for employees, customers and owners

Everybody home safe – Right first time / no re-work – Low carbon – Attractive workplace

Sensitivity: Internal

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Activating our Pioneering Mindset





Paradox of success:
The beliefs that got us to where we are today may actually be holding us back in our quest to where we need to go tomorrow

Paradox of Best Practices:
Best practices for Here – are they applicable for THERE?

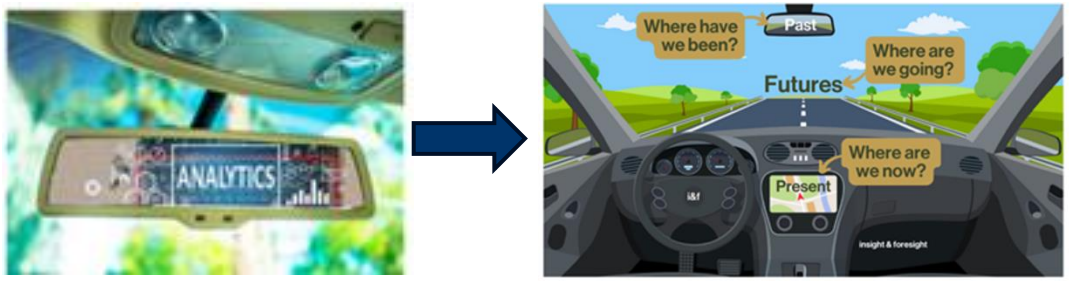
Learn to Unlearn

Improvement Programs
Every person, Every project, Every day

New Ways of working
Minimal Lovable Product
Fail Fast, Learn Fast, Scale Fast

Sensitivity: Internal

Aibel CORE – Our first big bet



Progress

Platform, ontology and initial applications are in place; Development continues toward MVP readiness

Key activities

Plan requirements and reporting, Estimation, Procurement integration, Cost reporting and system integrations.

AI now integrated

Agent-based functionality is now part of the solution scope, with ongoing focus on AI governance and cyber security

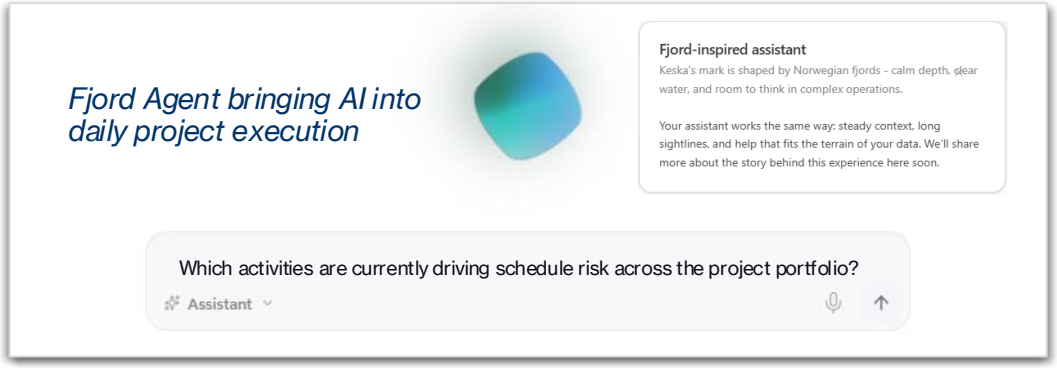
Implementation plan

Key-user onboarding from Nov 2026. MVP rollout starts with new projects in Jan 2027

Key Risk – Readiness for Implementation

1. MVP scope management
2. Data and integration readiness
3. AI and cyber governance
4. Capacity & Key resources
5. Adoption of new ways of working
6. Benefit realization

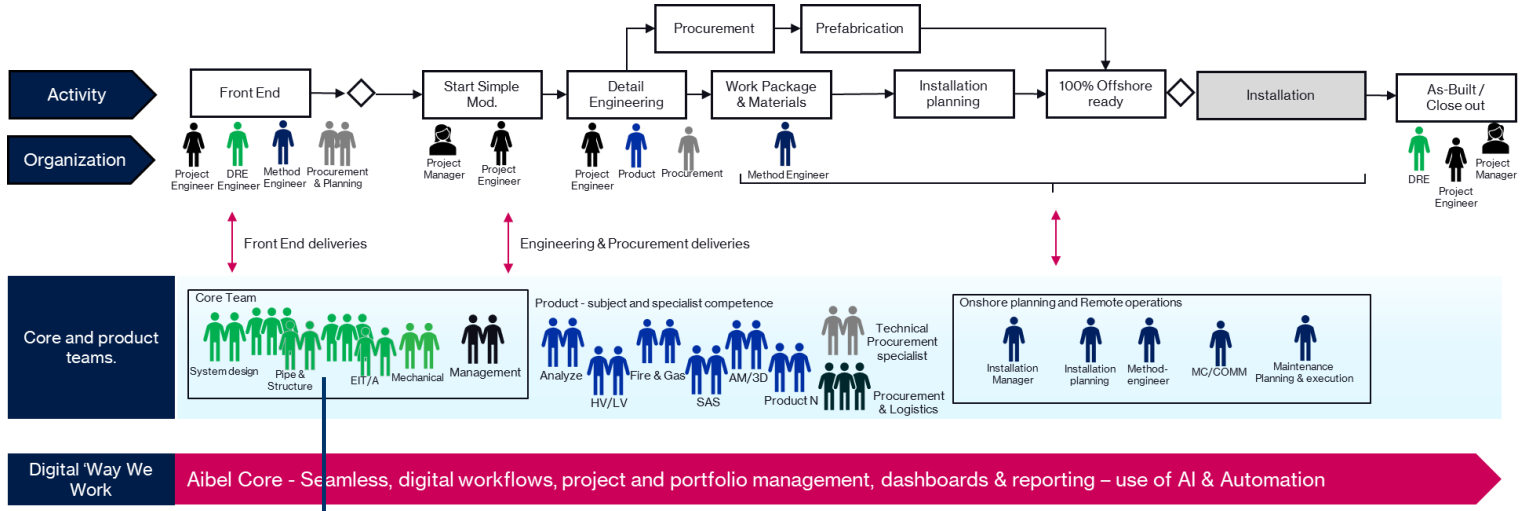
Fjord Agent bringing AI into daily project execution

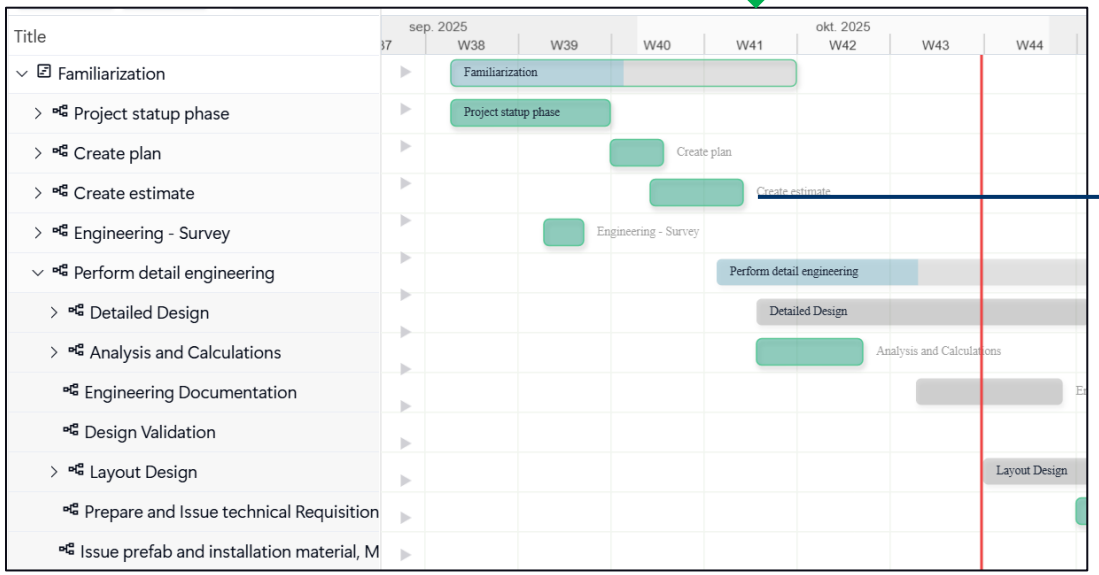


Differentiated delivery models enabled by digital

Organization, Method, Process, and Digitalized Value Chain – **Simple Project**

- Differentiated Execution Models
- Differentiated Project allocation
- Mobilization - Activities and tasks





Sensitivity: Internal

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