Unlocking development of complex reservoirs – together

Innkjøpskonferansen Oct - 2026

Morten Heir, VP Projects HPHT & Tight, PRO Growth

The challenge we are trying to solve

Our future portfolio is more demanding than what we have developed before

500,000+

barrels per day

Aker BP ambition, sustained into the 2030s

Small & marginal tie-backs

Many small projects – value depends on developing them simpler, faster and cheaper

Tight reservoirs

Reservoir properties make production demanding – the volumes are there, the economics must be cracked

HPHT

Extreme pressure and temperature – technologically complex, but with significant value potential

3xP in Projects: faster, simpler delivery, lower cost per new barrel and better use of capacity

Complex reservoirs

Two different types of challenge, often combined, one common denominator

HPHT – high pressure, high temperature

Challenge

Extreme pressure and temperature conditions push equipment, materials and wells beyond today's qualified envelope

Opportunity

Significant value potential – if equipment and concepts can be developed and qualified in time

Tight reservoirs

Challenge

Reservoir properties make it demanding to produce – well delivery and recovery methods drive the economics

Opportunity

Important resources that become attractive once the cost and productivity code is cracked

Common denominator: the solutions are not always developed or qualified

This is technology development in parallel with project development – done with other operators and suppliers

Three constraints

Solutions must be possible, profitable – and deliverable on time



At portfolio level, capacity can become the third constraint.
Share early signals and act together before disruption.

Solve the right constraint – together

Technology: invest together

- Agree the priority gaps across operators
- Co-develop solutions too large for one operator

Economics: simplify together

- Challenge requirements that make marginal fields uneconomic
- Use fit-for-purpose designs and proven technology first

Industry: align once

- Separate technical limits from sanctionability
- Standardise requirements and reuse qualification where applicable. Share volumes and timing early

Invest where technology is missing. Simplify where economics is the limit.

Untapped potential: portfolio-to-portfolio

Predictability has a value – volume, timing, interfaces and decisions

TODAY: project-by-project

"Here is our next project. Can you deliver?"

Supplier = receiver of a request

TOMORROW: portfolio-to-portfolio

"Here is where our portfolio is heading. Where do you see capacity limits, technology gaps and cost drivers – and what should we solve together before projects mature?"

Supplier = strategic capability partner

Demand forecasting → **Capacity visibility** → **Reservation / commitment** → **Execution**

Early portfolio visibility helps suppliers plan engineering, manufacturing capacity, competence and critical equipment. Forecasts guide planning. Reservations and commitments require agreement.

What we as operator should do differently

Predictability in the demand to be able to invest

Early involvement to define solution

Incentivizing the desired outcome

Facilitate profitable business models

AkerBP

“ Scale turns technology into industry.

Our contribution to 3xP: involve suppliers before decisions are locked and scale successful solutions across the portfolio.