



Snøhvit Cold Return

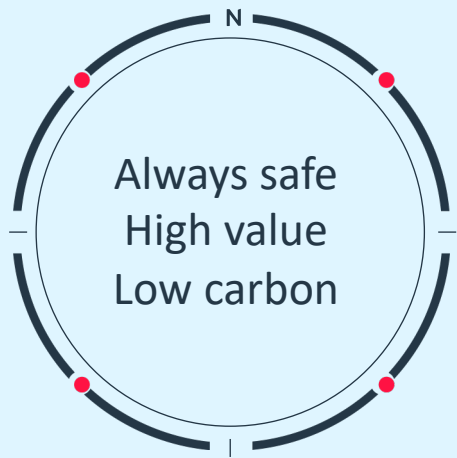
Supply chain execution in crisis - Delivering together

Energibransjens Innkjøp- og kontraktskonferanse
31.05.2023



Procurement strategy

Delivering together



Accelerate our energy transition through collaboration

Trusted

Safety and compliance is our top priority

Competitive

Through cycles and a low margin future

Innovative

Towards net zero

Digital

Transforming the way we work

Hammerfest LNG – Major incident – Fire at the plant

- No personnel was injured in the incident
- Complete shut-down of plant and stop in production
- Comprehensive crisis management including media, authorities, partners
- Loss of Liquefied Natural Gas (LNG) from Melkøya impacted supply of energy to a Europe in energy crisis



Foto: Christian Kråkenes/NRK

Rescue plan – Cold Return – what did we do...?



- Rapid establishment of an integrated Equinor and Aibel team
 - key experts and operational execution
- Mobilized more than 1,300 FTE (1,800 involved)
- Engaged key suppliers;
 - Bilfinger
 - Moreld Apply
 - IKM
 - Karsten Moholt
- Executed ~ 4 million hours
 - With Zero Lost Time Incidents
 - One reportable falling object
- 650 commissioning packages – 11,500 MCCRs
- 400 km cables handled in total
- Substantial equipment repair and modifications executed



Learnings from Cold return

Trust

Collaboration

Delivering together

Equinor inngår strategisk samarbeidsavtale med Aibel

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Cold Return became a success because...

- **True One Team** – horizontally and vertically with continuous strong focus on HSE
- Commercial positions based on trust and adjustments
- Successful combination of local presence and support from all available locations
- Short communication lines – inspection, engineering, planning, procurement, removal, installation, completion and commissioning
- Close and effective collaboration with national, regional and local suppliers



An historic collaborative effort providing a model for future project execution



“Accelerate the energy transition **together**”

Thank you!

