

Supply Chain Management “Den nye normalen”

Energibransjens Innkjøps- og
Kontraktskonferanse 2023

Preben Hagevik, VP Project Procurement



New organization | A more focused Aker Solutions

New Build



EPC project execution of O&G projects and renewable fabrication. Maintenance and modifications of energy facilities

Life Cycle



New Energies



Develop new energy offerings – Consultancy, Engineering, Integration and Products

Power Solutions



Subsea



Subsea projects with low carbon footprint within O&G

Becoming part of new Subsea Joint Venture 2H 2023

Global Presence



15,000+
EMPLOYEES

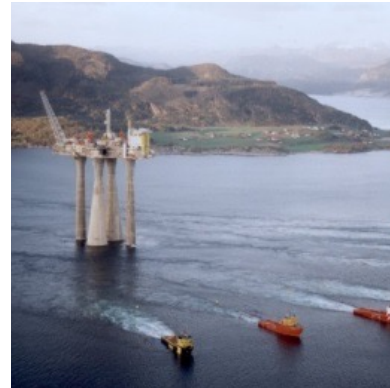
20+
COUNTRIES

50+
LOCATIONS

Solving Challenges for Almost 200 Years



1841 ————— Ability to continuously adapt is in our DNA ————— 2021 —————>



Aker Solutions' Transition targets

Renewables and Transitional Energy Solutions to become our biggest business in 2030

Renewables and Transitional Energy Solutions¹



1/3 of revenues by **2025**
2/3 of revenues by **2030**

Reducing Emissions



50% by **2030**²
Net zero by **2050**

¹ Revenue, order intake and order backlog from work related to renewables and transitional solutions incl. advanced and cleaner fossil-fuel solutions (cf. UN SDG 7.a.). These solutions and technologies include offshore wind, carbon capture, utilization and storage, electrification of offshore and onshore facilities, hydrogen facilities, decommissioning & recycling and subsea gas compression.

² Scope 1 & 2 emissions, with 2019 as baseline

Et marked i endring



Historisk

- **Forutsigbarhet**
 - Kost
 - Kapasiteter
 - Tilgjengelighet og leveringstider
- **Begrenset** fokus på bærekraft
- **Stabile** leveransemodeller
- **Kjent og kontrollerbar** risiko gjennom forsyningskjeden
- **Standard** innkjøpsprosesser
- **Begrenset** samarbeid og integrering
- **Standard** kontraktsmodeller

Nåbilde

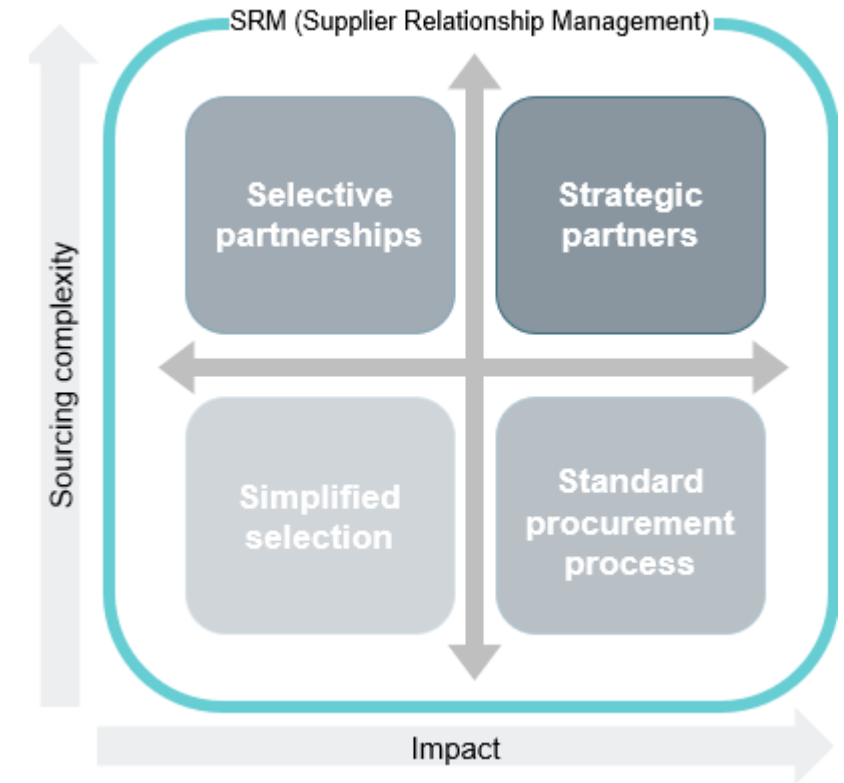
- Et marked preget av høy grad av **volatilitet**
- **Vesentlige** endringer i risikobilde for alle aktører
- **Redusert** forutsigbarhet:
 - Kost
 - Kapasiteter
 - Tilgjengelighet
 - Ledetider
- **Økt** fokus på bærekraft
- **Endret** risiko i forsyningskjeden
- **Økt** fokus på markedsanalyse
- **Grønne prosjekter** krever nye former for gjennomføring og samhandling

Fremover

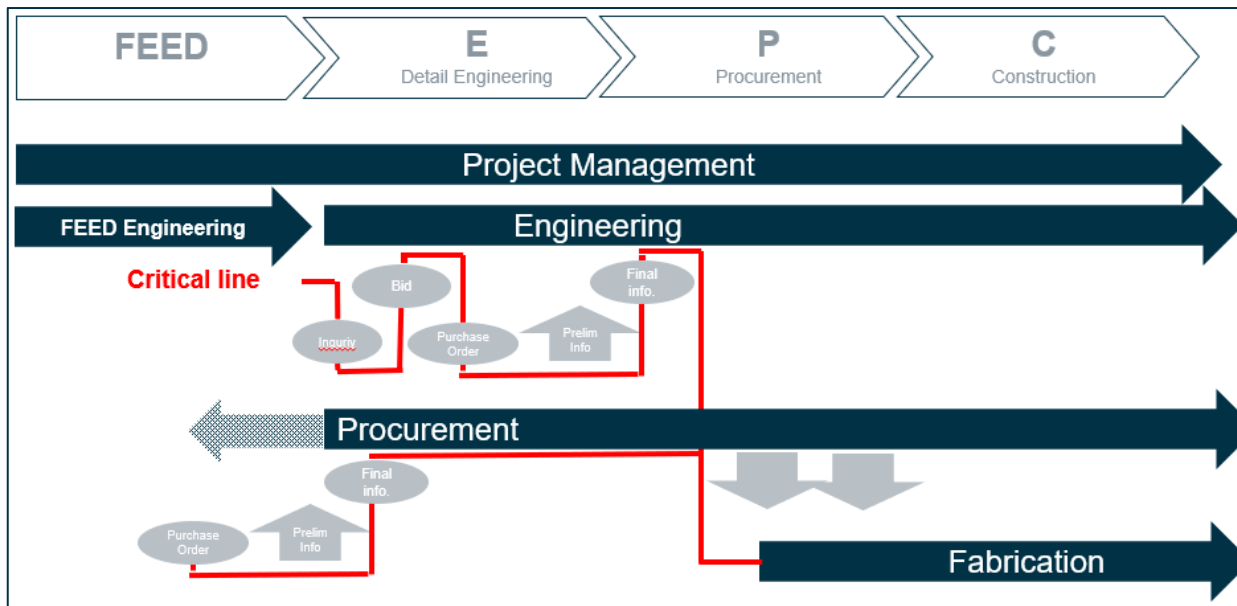
- **Langsiktige** og forutsigbare samarbeidsrelasjoner
- **Nye** samhandlings- og kontraktsmodeller
- **Tidlig** og utvidet involvering og integrering mellom kunde og leverandør
- **Endring** i arbeidsomfang mellom leverandør og kjøper
- **Fordeling/balanse** av risiko
- **Utvidet** bruk av insentiver
- **Økte krav** til bærekraft
- **Samhandling** basert på økt tillit og åpenhet

Strategisk segmentering for optimalisering av innkjøpsprosess, strategi og samhandlingsmodeller

- Overordnet strategi vil alltid være styrende for vår anskaffelsesprosess, typisk sett i sammenheng med:
 - Prosjektbehov
 - Konsernbehov
- Strategisk segmentering vektlegger elementer som:
 - Tekniske behov og kompleksitet
 - Ledetid
 - Leverandørmarkedet
 - Markedsanalyse
 - Risiko
 - Totalkost
- Samhandlingsmodeller vil således velges både basert på nåværende og fremtidige behov



«Nye» samhandlingsmodeller



Endret atferd

- Valg av «nøkkelleverandører» enten før eller i tidlig fase av prosjektoppstart
- Felles drivere i form av insentiver og mål
- Åpner opp for tidlig involvering og integrering av leverandører inn i prosjektorganisasjonen
- Utvidet leverandørinvolvering i forhold til verdikjeden
- Tidlig reservering av kapasiteter og tilgjengelighet
- Leverandør bidrar aktivt i inn mot design, standardisering og materialvalg (designpåvirkning)

Konsekvens

- Effektiviserer innkjøps/samhandlings-prosessen vesentlig
- Sikrer designunderlag tidligere
- Bedrer forutsigbarhet både ovenfor leverandør og kjøper
- Styrker forutsigbarhet på pris og tilgjengelighet
- Reduserer risikoeksponering både for leverandør og kjøper
- Muliggjør og styrker kontroll av kritiske grensesnitt

Oppsummering

Kontraktmodeller som i større utstrekning er basert på felles drivere, åpenhet og tillit

Tilrettelegger for nye former for samarbeid og kunnskap fra leverandør inn mot design og materialvalg

Effektiviserer vesentlige arbeidsprosesser

Sikrer kritiske avhengigheter



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