



PROHA



Proha Strategy 2011 – 2014

With united Dovre Group brand

External presentation, February 2011



Contents

- What's new
- This is Dovre Group
- Our foundation
- Dovre business divisions
- Goals and strategic programs



What's new

- Proha / Dovre will address energy industry as a whole
- Project consulting business, a spearhead for market expansion
- Business structure
- Unified brand
- Clear strategic programs



This is Dovre Group



Project Personnel

- Global project management resourcing

Consulting

- Management and project management consulting services

Software

- Powerful software for major projects

Project Professionals for energy industry

Integrated Service Portfolio for Project Management



Our foundation



Our mission and vision 2014

Mission

We provide world class project management expertise.

Vision 2014

We will become a globally recognized company.



A decorative graphic in the top left corner consisting of several overlapping circles in shades of blue and white, resembling a molecular structure or a network diagram.

Vision 2014

Dovre Group is an established player in fast growing energy markets.

- **Dovre Group** provides high level of customer satisfaction.
 - **Dovre Group** grows profitably in all its business areas.
 - **Dovre Group** is a trusted company that offers professional growth.
-
- **Dovre Project Personnel** is a globally recognized project personnel agency in energy sector. We are serving our customers in all continents.
 - **Dovre Consulting** is a well known Management Consulting and Project Management Consulting player in all Nordic countries and other key market areas.
 - **Dovre Software** provides highly valued software for large and complex projects. We will be successful in international market.

Our cultural direction guides us to future

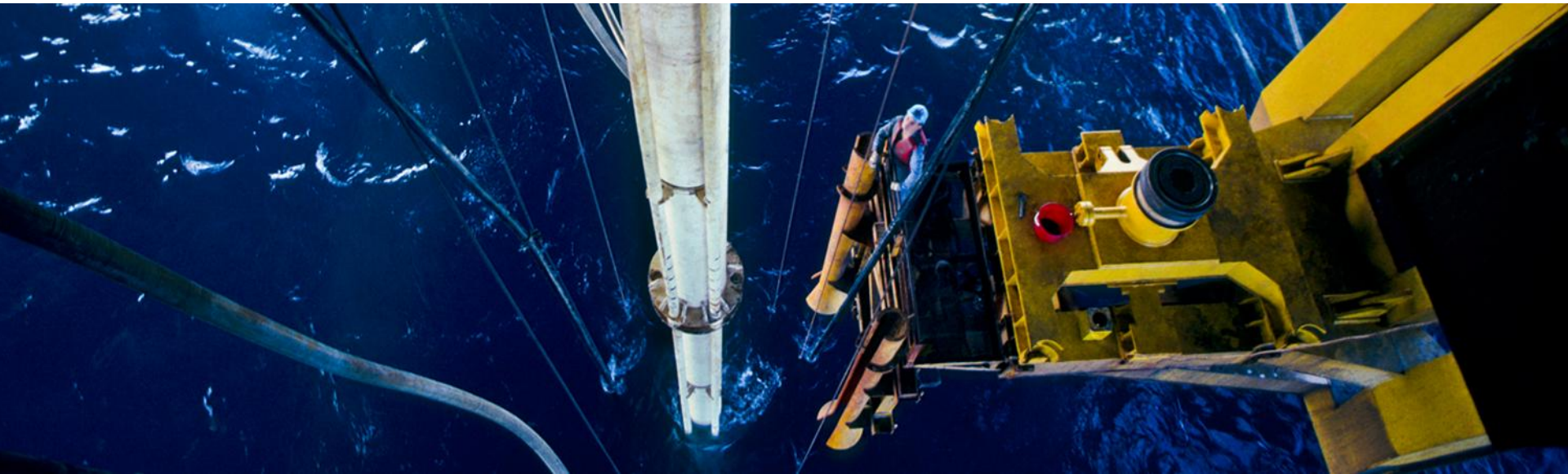
Build on respect

Act honestly

Achieve together

Be Bold





Dovre business divisions

Dovre Project Personnel

- Energy companies look for partners with wide service portfolio, scalable human resources and close presence
- Our commitment to customer and employee satisfaction sets us apart
- We are a successful supplier of personnel within project management, supply chain management, engineering, construction, commissioning and operations



In Canada offshore Newfoundland and Labrador , Dovre's project personnel have worked on the Hibernia (in the picture) and Hebron projects for ExxonMobil, which recently decided to invest an estimated \$10 B into the new Hebron oil platform.

Dovre Consulting

- Customers require increased effectiveness and efficiency in managing their project-oriented businesses and investments
- We advise owners and management in areas of project management and procurement
 - Ministry of Finance in Norway
 - Kone Corporation
 - Försvarmaktens Material Verket
- Our focus is strategic consulting and third party analyses, organizational improvement and key professional resources
- Our consulting services have an excellent track record of delivering valuable results to our customers. The foundation of our services is our competence, tools and methods – built on best practices

- ▶ Concept and project evaluation
- ▶ Decision gate models and organization
- ▶ Governance and portfolio management
- ▶ Risk and opportunity management
- ▶ Technical-economical analyses



- ▶ Project execution strategies
- ▶ Program and project management
- ▶ Contract and procurement management
- ▶ Microsoft Project Server implementations
- ▶ Training and support

Dovre Software

- Successful project management is built up on reliable, clear and timely information as well as efficient and smooth processes.
- To enable our customers worldwide to improve efficiency in their projects and to outperform their competition we provide them with:
 - masterpiece project management software tools
 - best practice methodologies
 - associated services
- The foundation of successful project is laid with the right people using the right tools providing, for example, project health analysis and full history data

Project Kristin (by Aker Solutions)

- Taming the wild mistress with the help of Safran Project
- A multi million man hour project peaking at approximately 500 engineers and 3500 laborers
- Reservoir characteristics of extremely high pressure (900 bar) and temperature (170 C) required lots of innovative ideas



Our products

- ▶ Safran Project
- ▶ Safran Planner
- ▶ Safran Web Access
- ▶ Implementations
- ▶ Training



Goals and strategic programs



Our change

Heritage in Oil & Gas

**ENERGY INCLUDING
RENEWABLE**

Dispersed companies

ONE GLOBAL COMPANY

Specialized services

**INTEGRATED SERVICE
PORTFOLIO**

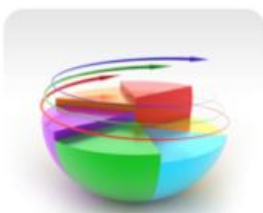


Long-term goals



GROWTH

- Annual revenue growth of more than 10% in operations
- Acquisitions to support strategy




CONTINUOUS IMPROVEMENT OF PROFIT MARGINS

- EBIT% 5 -10



BUSINESS FOUNDATION

- Customer satisfaction best in the industry
- High employee satisfaction



Three strategic programs to enable best possible value creation



Build global presence



Grow in energy sector



Develop service portfolio

Build global presence – Grow globally with our major customers



Grow in energy sector – Nuclear and renewable energy



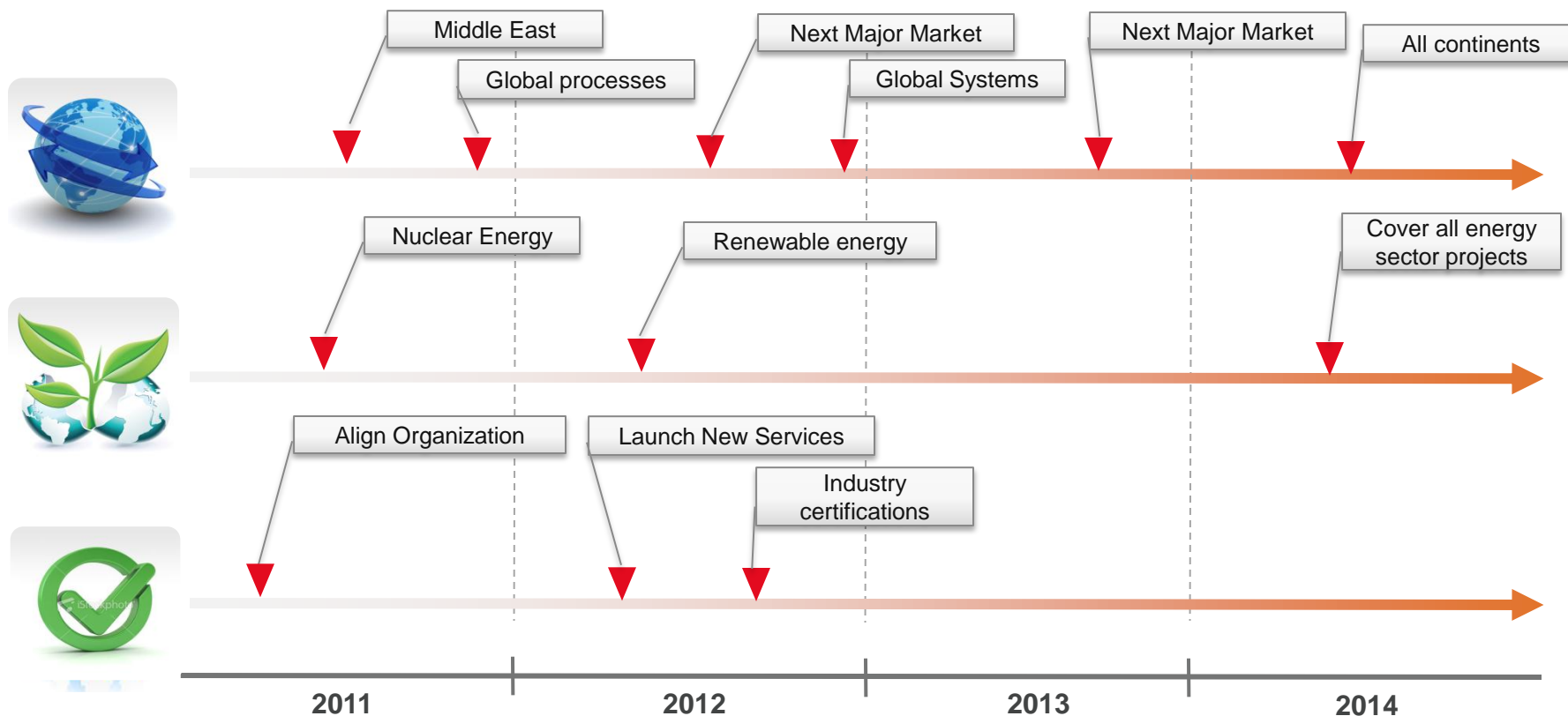
- Establish market expansion strategy to grow in nuclear and wind sectors
- Focus on nuclear energy opportunities starting from Europe
- Expand cooperation with our existing customers (wind, hydro, renewables)
- Investigate opportunities in other renewable energy during 2011

Develop service portfolio – Continuous improvement of profit margins



- Develop high value integrated services with clear value propositions
- Leverage our competences to renewable market
- Build procedures to share best practices and knowledge
- Create service standards and KPIs
- Support our brand building with industry certifications and memberships of leading associations in our industry

Programs have significant potential impact on our growth and profitability



- Each program is well defined with executive level owner
- Progress is followed on board level on monthly basis
- Progress will be communicated for the whole organization

Global Reach - Personal Touch

