PwC Oilfield Services report 2026

Introduction

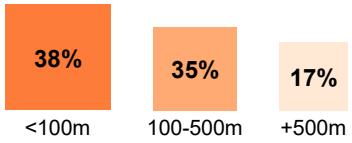
The Norwegian OFS industry has for decades been a critical enabler of value creation and societal welfare in Norway through employment, industrial development, and government income. Extensive offshore operations have enabled the build-up of advanced capabilities and integrated value chains, developed through years of complex and safety-critical project execution. These capabilities continue to support Norway's offshore delivery capacity across multiple priority sectors.

This report provides an updated assessment of industry performance and the short- to mid-term outlook for the Norwegian OFS sector, set against an environment shaped by heightened geopolitical uncertainty, energy security concerns, and accelerating structural change in the energy system. Drawing on an expanded OFS database and a comprehensive set of public and private company financials, we analyse developments across key subsegments, core activity drivers on the Norwegian Continental Shelf (NCS), and the implications for competitiveness and profitability.

The most valuable insights come from the industry itself. Through a targeted survey of C-suite executives, we capture perspectives on financial performance, strategic priorities, key risk factors, and expectations for the years ahead. These insights are complemented by an analysis of macroeconomic trends and a detailed assessment of activity levels, spending, and outlook on the NCS.

Basis for analysis

OFS database, 762 companies
(Registered in Proff with revenues of +10m NOK)



Survey, 96 observations

Public companies, 14 observations

Private companies, 80 observations
with published 2025 financials (as of 21.04.26)

Table of contents

Executive summary

Late-cycle NCS with high activity but moderating growth
~9% expected revenue growth in 2025 compared to ~21% in 2024

- OFS activity on the NCS remains elevated, supported by a large installed base and record investment levels. However, the market has clearly entered a late-cycle phase, with growth moderating and expected to flatten further in 2026 as activity shifts from project sanctioning to execution
- Despite high current activity and stable near-term production, all forward-looking scenarios point to declining production levels unless new investments and development decisions accelerate

Growth concentrates in brownfield-exposed segments
with subsea companies reporting the highest growth of ~17% on average

- Capital discipline is steering investment toward infrastructure-led and operations-driven activity, while momentum softens in project-heavy segments as greenfield activity declines. This structurally drives growth across subsea, well services, MMO[2], and services linked to optimisation and execution
- In this environment, competitive advantage increasingly favours capital-light players with strong delivery track records and differentiated offerings in technology, AI and data-driven operations, aligned with operators' push for standardisation

More cautious sentiment going into 2026
51% optimistic about mid-term prospects, down from 70% last year

- 40% of surveyed companies report higher order backlog going into 2026, down from 50% last year. 7 of 11[1] listed OFS companies in our analysis report larger or unchanged backlogs compared to 12 months ago yet estimates and expectations remain subdued
- The disconnect reflects longer backlog-to-revenue conversion cycles, increased operator selectivity, and a more disciplined investment environment, where execution risk, cost pressure and capital efficiency increasingly shape project decisions

Diversification is gaining traction
74% planning to expand beyond traditional oil and gas compared to 63% in 2024

- Companies are pursuing selective, capability-led expansion beyond traditional oil and gas, primarily adjacent to their core activities, with 30–40% of revenues expected to come from non-O&G markets by 2030
- In addition to renewables, stands out as a key growth adjacency, underpinned by increased public spending, long-term programmes and strong overlap with offshore MRO[3], integration and complex project execution

Note: 1) 11 of 14 public companies in database are included in the backlog analysis. 2) Maintenance, Modifications and Operations, 3) Maintenance, Repair and Overhaul

1

Introduction to PwC OFS report 2026

Industry performance

Despite continued high activity and investment, growth is moderating relative to recent years and expected to flatten further, reflecting a late-cycle market and increasingly cautious industry sentiment

Historical development and expectations for the Oilfield Service industry in Norway, 2014-2026F

Oil crisis and falling oil price

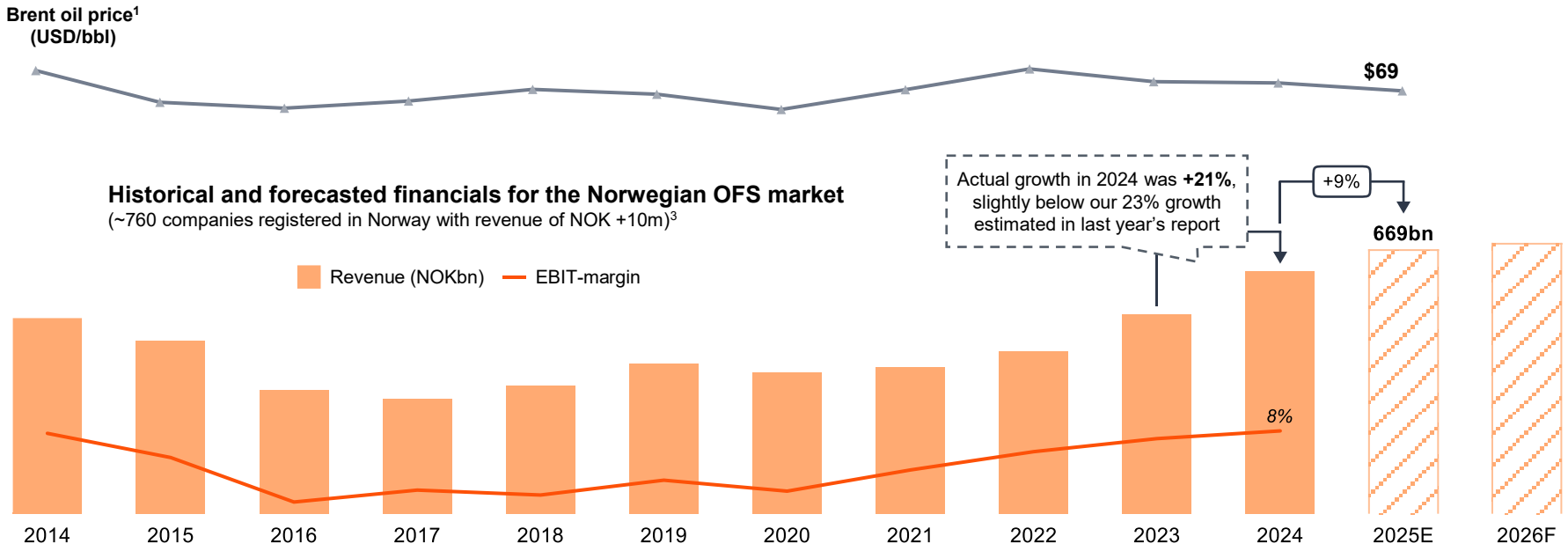
Stabilisation at lower prices, industry focus on efficiency and cost reductions

Tax relief system introduced following Covid-19

Record high project sanctioning causing multi-year investment and activity cycle on the NCS

Boom in energy transition initiatives

Continued geopolitical tensions and accelerated energy security concerns supporting demand for NCS oil and gas



Key insights

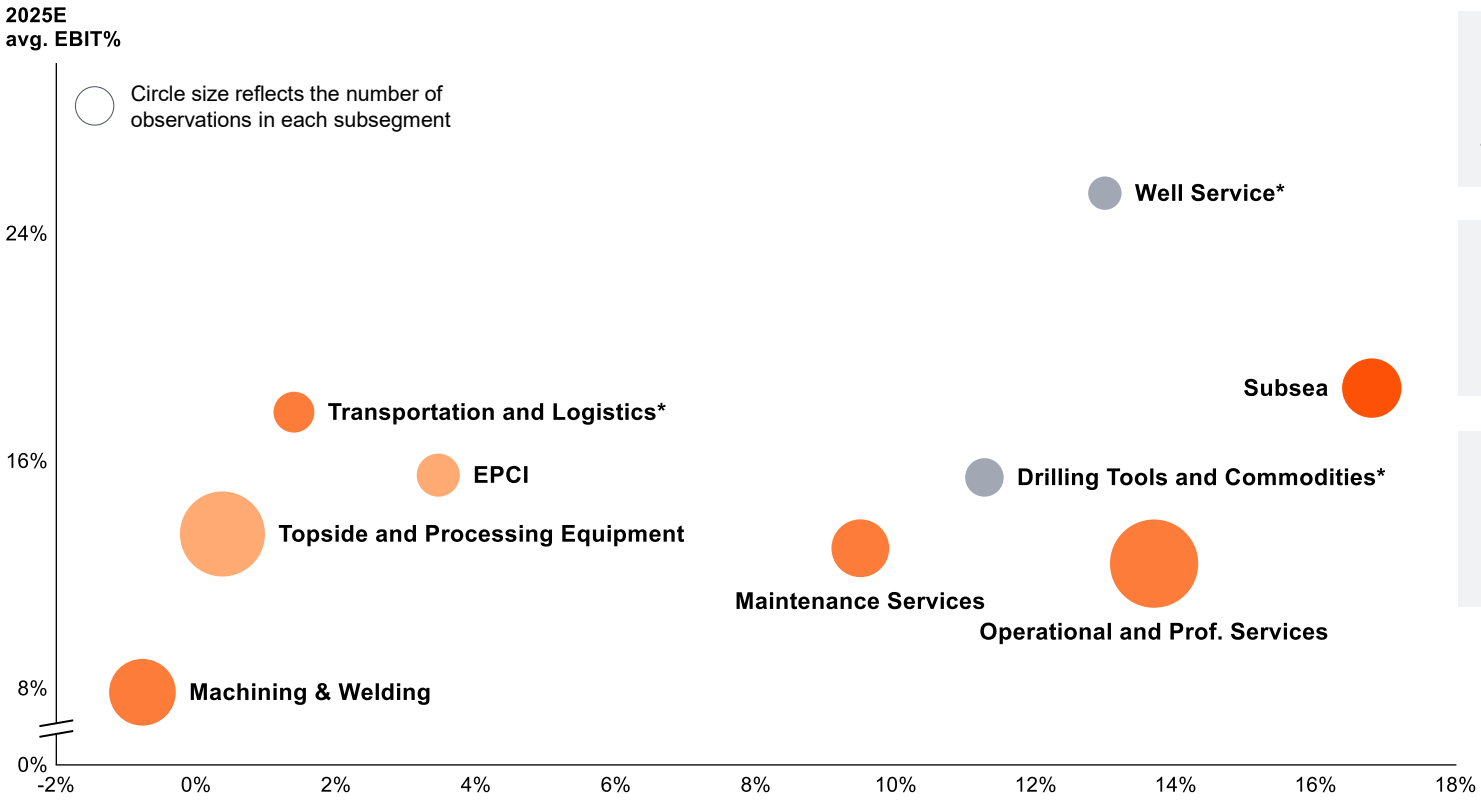
- Norwegian oilfield services activity remained strong through 2025, supported by high operator spending, strong gas exports to Europe, and record high activity on mature fields
- Despite record-high investment levels in 2025, growth moderates compared to recent years as the market enters a late-cycle phase, with major developments progressing towards completion and production
- Despite continued cost pressure across labour, equipment and project execution, our data indicates a modest improvement in EBIT margins in recent years, which may reflect stronger operational efficiency, cost discipline and execution quality
- Growth is expected to flatten further in 2026 despite strong order backlogs, reflecting a cautious industry sentiment

Source: Capital IQ, Companies' annual reports, Proff.no, PwC analysis, 1) Historical Brent crude oil spot prices (annual averages) sourced from YCharts
Note: 2) in absolute values, not adjusted for inflation, 3) The database includes companies registered in Proff.no with revenues of +NOK 10 million

Deep dive on 2025 performance

Expected 2025 performance reflects a late-cycle NCS, where oil service growth moderates despite record-high investments as several major developments mature towards completion and production

Key findings and analysis: 2025 expected performance by subsegment[1]



~669bn NOK

Expected total revenue for the industry in 2025

~9% CAGR[2],

2024-2025E

77% of companies in survey report revenue growth above or in line with expectations

Key insights

- Subsea, well services and operational services are the clear growth outperformers, driven by ILX[3], high well activity and increased focus on tie-backs, intervention and production optimisation on mature fields
- Operational and professional services benefit from sustained activity and increasing complexity, as operators and contractors focus on efficiency, standardisation and cost driven execution
- Topside, EPCI[4] and other project-heavy segments show moderating growth as peak execution on major developments was largely captured earlier in the cycle and fewer new greenfield projects are sanctioned
- Extensive modification, maintenance and integrity work across a large and ageing asset base on the NCS drives stable growth for maintenance services

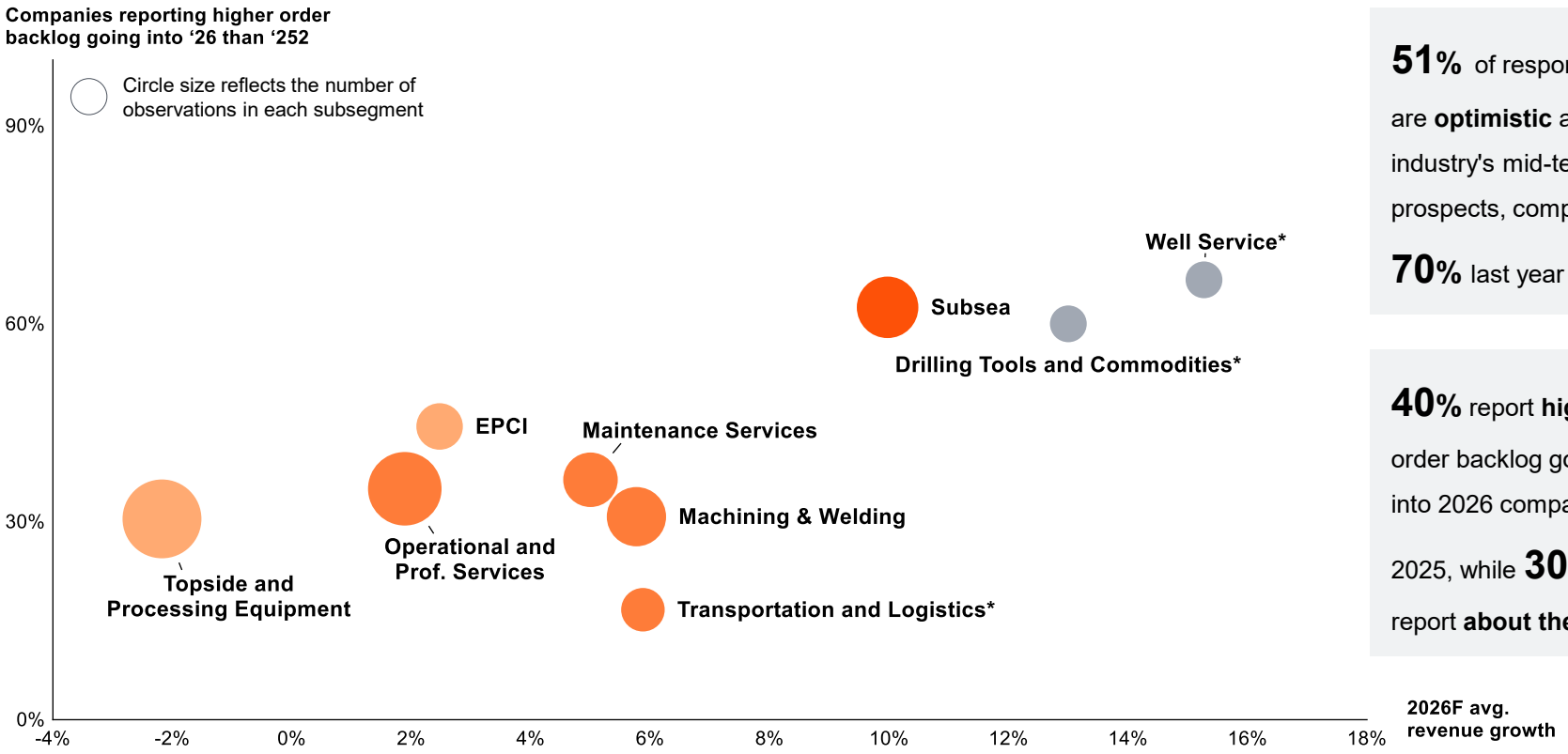
Source: Capital IQ, Companies' annual reports, Proff.no, PwC OFS Survey 2026

Notes: 1) estimated based on survey responses (N=96) and public 2025 financials of 94 companies, 2) Compound Annual Growth Rate, 3) Infrastructure-led exploration and development, 4) Engineering, Procurement, Construction, and Installation, * less than 10 observations

2026 expectations

Late-cycle NCS dynamics increasingly shifts towards disciplined, execution-driven growth, with backlog visibility concentrated among proven suppliers in brownfield-heavy segments, favouring capital-light, flexible and technology-enabled models

Key findings and analysis: 2026 order backlog and expected revenue growth by subsegment[1]



51% of respondents are **optimistic** about the industry's mid-term prospects, compared to **70%** last year

40% report **higher** order backlog going into 2026 compared to 2025, while **30%** report **about the same**

Key insights

- Rather than broad volume growth, selective project awards to proven suppliers are driving more concentrated backlog visibility
- Subsea shows continued strong order backlog, reflecting the continued prioritisation of tie backs
- Well services enter 2026 with high backlog visibility, supported by sustained drilling, intervention and production optimisation activity on mature fields
- Long-term contracts awarded by operators for MMO[2] across a large installed base, provide multi-year visibility and sustained revenues, although near-term growth remain moderate
- Assets moving into production drives efficiency- and digitalisation-led demand for operational and professional services, though capital discipline focus moderate growth

Source: Capital IQ, Companies' annual reports, PwC OFS Survey 2026

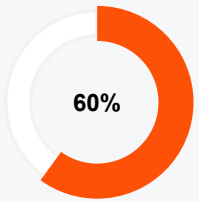
Notes: 1) estimated based on survey responses (N=96) and CIQ estimates from 14 public companies. 2) Maintenance, Modification and Operations, * less than 10 observations

Outlook (1/2)

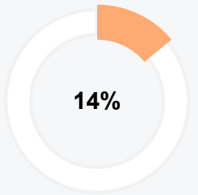
Diversification efforts are progressing selectively, with companies leveraging offshore capabilities into adjacent industries while maintaining oil and gas as the primary earnings driver

Transition initiatives

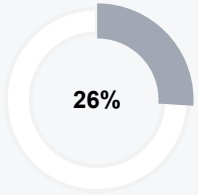
Question: Are you planning to shift your strategy towards opportunities beyond traditional oil and gas?



Expanding alongside traditional oil and gas



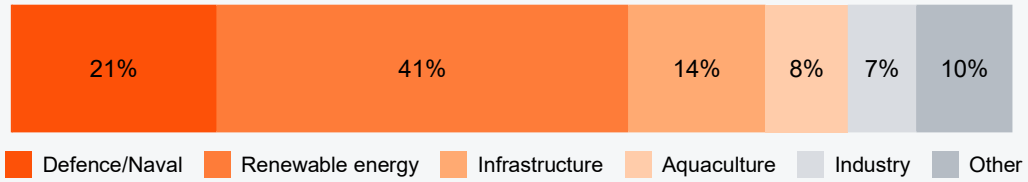
Gradual move away from oil and gas



No current plans

Expansion into other industries

Question: Which industry is the most relevant to expand into?



Question: What share of total revenue do you expect to come from activities outside traditional oil & gas in 2030?

30-40%

Question: What share of revenue do you expect to come from Defence/Naval by 2030?

15-20%

Key insights

- Rather than a rapid pivot, most companies expand gradually into adjacent markets while oil and gas remains the commercial and operational anchor
- Expansion into new markets is largely capability-led, building on existing offshore expertise, assets and delivery models while keeping risk and capital intensity low
- Renewables, CCS[1] and defence are highlighted as highly relevant adjacencies where NCS-proven execution and lifecycle expertise are directly applicable
- Defence stands out as a structurally growing adjacency, with expanding addressable spend for private suppliers and strong alignment with OFS capabilities in MRO[2], integration and complex project delivery

Source: PwC OFS Survey 2026

Note: 1) Carbon Capture and Storage, 2) Maintenance, Repair and Overhaul

Outlook (2/2)

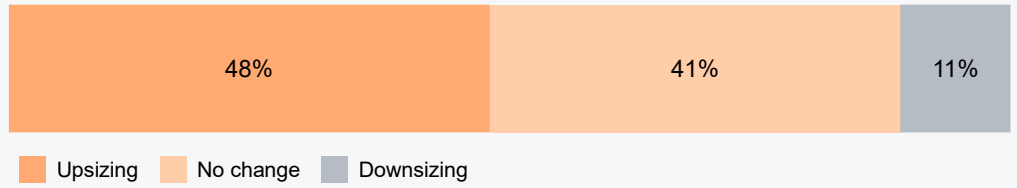
Moderating growth, rising execution complexity and cost pressure are shifting focus toward efficiency, flexible capacity management and access to skilled labour

Risk factors

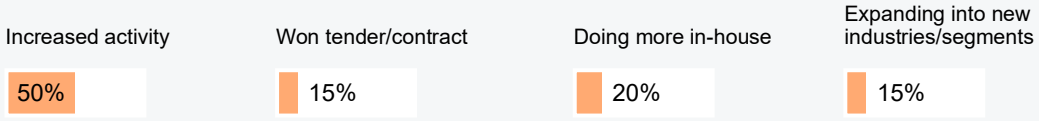
Question: How important are the following risk factors for the future success of your organization?

Work force

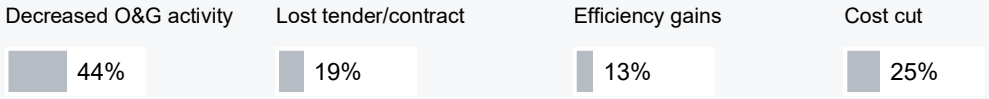
Question: Are you planning, or have you recently, been upsizing or downsizing your workforce?



Question: Why are you upsizing?



Question: Why are you downsizing?



Key insights

- Operational efficiency is the dominant cross-segment priority, reflecting a late-cycle market where value creation increasingly depends on execution, productivity and cost control
- Demand and regulatory uncertainty remain key risk factors, reinforcing the importance of flexibility and a balanced mix of brownfield activity and selective project awards
- Nearly half of respondents report workforce expansion, indicating that capacity and access to skilled labour remain binding constraints even as growth moderates and projects become more execution- and efficiency-driven
- Technology, AI and data-driven solutions are emerging as clear differentiators in operations-oriented segments, aligned with standardisation efforts and the shift toward tech-enabled, asset-light models

Source: PwC OFS Survey 2026

PwC Point Of View

Structural shifts are needed to safeguard Europe's energy supply security as declining NCS production, constrained investment, insufficient incentives for new discoveries, and rising geopolitical uncertainty collectively elevate energy supply risk

Declining NCS production amid rising global demand raises energy security concerns, as Norway supplies ~30%[1] of European natural gas demand

- Continued investments, exploration and development of the NCS is a strategic energy security imperative, not just a value creation lever for Norway
- Highly concentrated global supply of oil and gas amplify supply-side risks in an increasingly uncertain geopolitical landscape. The significance of this exposure is clearly illustrated by the recent disruptions linked to tensions in the Middle East
- Rising electrification and rapidly scaling AI adoption highlights the continued importance of oil and gas in maintaining reliable power supply, as scale-up of renewable power is constrained by insufficient transmission capacity, grid infrastructure and system flexibility

Investment appetite remains subdued, and late-cycle dynamics shifts value creation toward efficiency, technology and execution rather than volumes

- Despite strong NCS fundamentals, operators focus on capital discipline, and investments are allocated towards enhanced recovery and high-margin barrels near existing infrastructure, while appetite for higher-risk frontier exploration remains limited. This structurally drives demand across subsea, well services, MMO, and services linked to optimisation and execution
- While a growing maintenance backlog underpins long-term demand, the current high oil prices incentivise short-term production maximisation, which can lead to deferral of lower priority work, pushing parts of this activity further out in time
- Strong capital discipline drives selectivity in supplier choices, increasing alliance-based contracting which favours large, professionalised players, in turn reinforcing consolidation as a structural trend

Outlook ahead reflects a cautious industry sentiment, shaped by rising market- and geopolitical uncertainty

- Subdued expectations and estimates point to a less optimistic near-term outlook, likely reflecting both geopolitics and a growing unease around long-term policy outlook for the industry as tax relief effects gradually fade
- Diversification beyond NCS oil and gas is gaining traction through adjacent market expansion and exports, with defence emerging as a key growth adjacency driven by rising spending and strong transferability of offshore and MRO capabilities
- As NCS activity matures, a significant share of the Norwegian OFS industry (roughly 30%) has the capability base to redeploy capacity into defence, offering a structurally attractive adjacency to sustain utilisation, competence and execution capability

Note: 1) Refers to Norway's share of EU natural gas imports (EU-27), predominantly delivered via pipeline (source: European Commission)

2 Market analysis

Historical performance of the Norwegian oilfield services industry

The market has recovered materially after the previous downturn. Record project sanctioning following Covid-19 tax relief has driven a multi-year investment upcycle, reinforced by sustained geopolitical uncertainty and energy security concerns

The oil price collapse led to a sharp decline in upstream investments and a significant contraction in OFS activity across the value chain

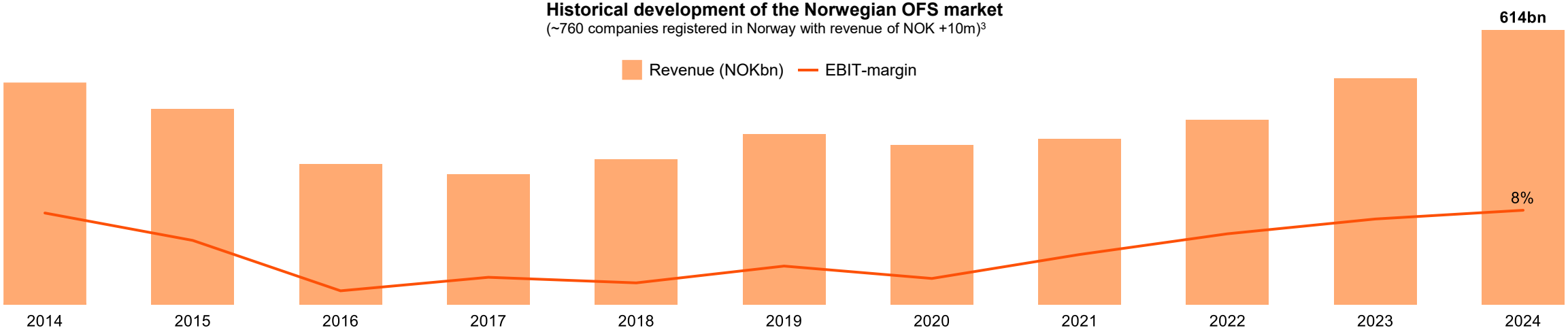
Covid-19 increased uncertainty, delaying investments and weakening near-term demand

Energy security concerns accelerate activity as geopolitical tensions increased Europe's reliance on Norwegian oil and gas, reinforcing investments and OFS demand

Operators and service companies focused on cost reductions and efficiency improvements, stabilising activity at low levels

The introduction of temporary petroleum tax relief triggered a wave of record-high project sanctioning on the NCS, laying the foundation for a strong multi-year investment and activity cycle

Historical development of the Norwegian OFS market
(~760 companies registered in Norway with revenue of NOK +10m)[3]



Source: Proff.no

Note: 1) in absolute values, not adjusted for inflation, 2) The database includes Proff.no-registered companies with revenues of +NOK 10 million

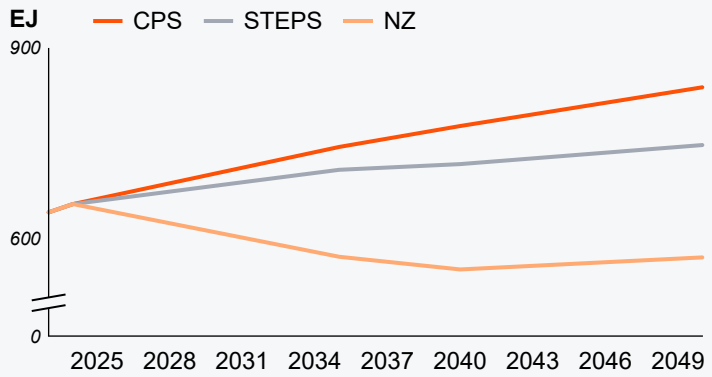
Market backdrop for oil and gas (1/3)

Energy security, price stability and geopolitics now dominate energy policy and investment decisions, outweighing transition speed. Although climate ambitions remain, oil and gas continue to be structurally important across all realistic scenarios

IEA's most recent World Energy Outlook report provides comprehensive, scenario-based projections for total energy demand and oil and gas demand and supply up to 2050, illustrating how different policy and technology pathways lead to very different outcomes for fossil fuels and the global energy system. The Current Policies Scenario (CPS) assumes that only energy policies already enacted are implemented, while the Stated Policies Scenario (STEPS) also includes announced policy intentions and targets

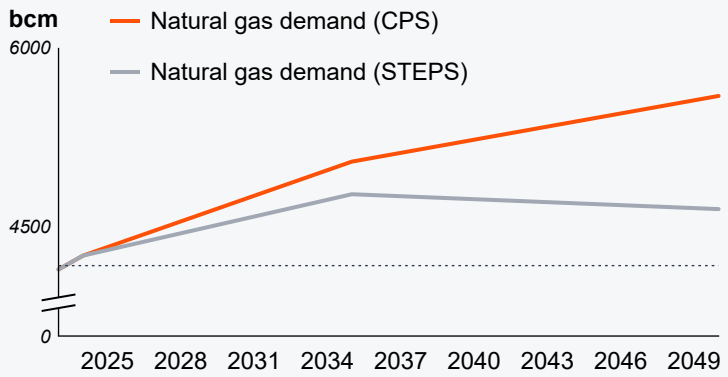
Current Policies Scenario (CPS) Stated Policies Scenario (STEPS) Net Zero Scenario (NZ)

Projected energy supply up to 2050



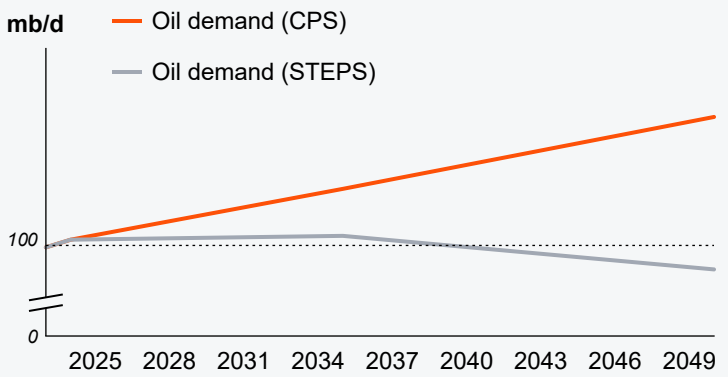
- CPS and STEPS show continued growth in global supply, largely driven by demand growth from emerging developing economies. STEPS and Net Zero assume faster electrification and higher efficiency gains than CPS

Projected global demand for natural gas up to 2050



- Global demand for natural gas is projected to increase both with current policies and stated policies, with demand in 2050 projected to be 32% higher (CPS), and 9% higher (STEPS) relative to 2024

Projected global demand for oil[1] up to 2050



- Global demand for oil is projected to increase with current policies, while slightly decrease with stated policies, projecting an oil demand in 2050 that is 3% lower than 2024 demand

Source: IEA World Energy Outlook 2025

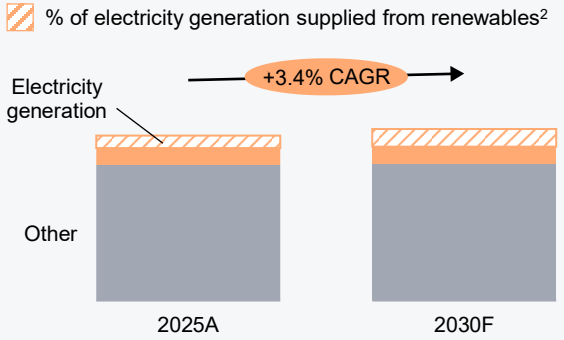
Note: 1) Oil demand includes crude oil, NGLs, condensate and other liquid petroleum products

Market backdrop for oil and gas (2/3)

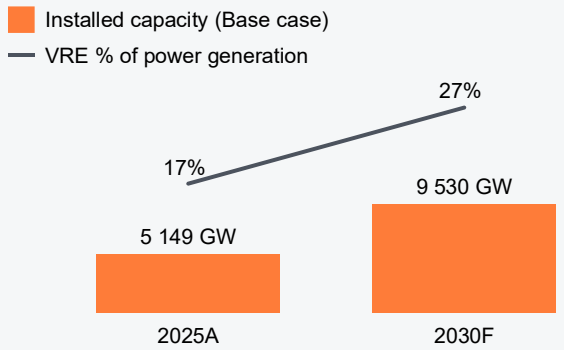
Electrification remains a key decarbonisation lever, but power systems and grids are highlighted as a critical bottleneck slowing transition pace

- Electricity demand is set to rise sharply and dependence on grids, batteries and renewables increases. Consequently, energy security risks extend to critical minerals and electricity systems, where concentrated supply chains and lagging grid investment increase exposure to geopolitical disruptions, congestion, and price volatility
- Power sector investment is increasingly misaligned, with capital flowing rapidly into generation while grids, flexibility and electrification lag behind, creating congestion, connection delays, higher curtailment and rising system costs
- As reliance on variable renewables, electrification and higher peak loads grows, underinvestment in grids, storage and system flexibility risks turning electricity from an enabler of the transition into a structural constraint, increasing volatility and dependence on fossil-based backup
- In pathways aligned with climate and energy security goals, investment in electrification technologies, energy efficiency, storage, demand response and system flexibility must increase materially and more than double by the 2030s
- Traditional oil and gas security concerns remain critical as nearly 90% of current upstream oil and gas investment is needed simply to offset declines, not to grow supply

Global energy[1] – electricity share and growth



Renewable installed capacity and share of VRE[3]



Future energy demand growth is increasingly driven by electrification, emerging economies, and climate- and technology-related demand

- Electricity currently accounts for ~20% of energy supply, with ~43% sourced from renewables[2]
- **Electricity generation is expected to grow by ~3.4% annually, with renewables supplying ~51% in 2030[2]**

The shift from baseload to variable renewables makes flexibility and storage essential for power system stability

- **Energy storage must scale rapidly from ~270 GW in 2025 to ~1,500 GW by 2030**

Grid build-out takes 5–15 years versus 1–5 years for renewables, creating a structural timing mismatch

- **Insufficient grid capacity is delaying or blocking ~1,700 GW of clean power projects**
- **Annual grid spending must increase from c. 400bn to c. 600bn up to 2030**

Source: IEA Electricity 2026, IEA Global Energy Review 2026, IEA World Energy Outlook 2025, IEA Renewables 2025, IRENA Renewable Capacity Statistics 2025/26, IEA Batteries and Secure Energy Transitions 2024, Wood Mackenzie

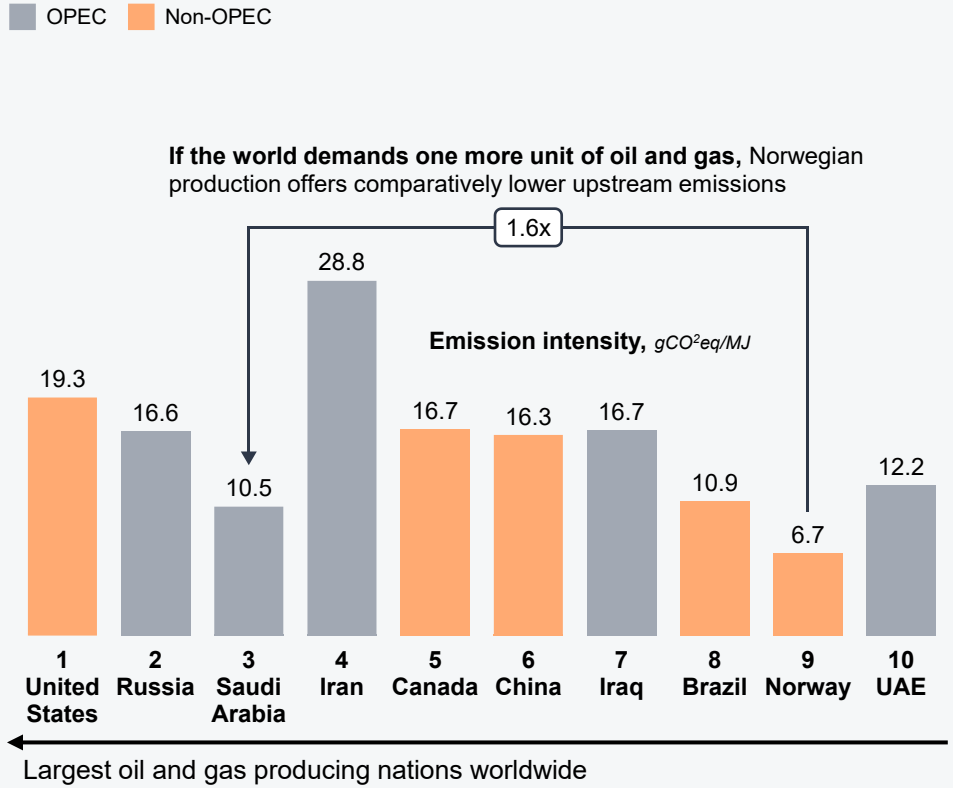
Note: 1) Forecasted energy supply in the STEPS scenario. 2) Including nuclear, 3) Variable Renewable Energy (primarily wind and solar) is inherently intermittent and weather-dependent and can fluctuate significantly, creating mismatches between electricity supply and demand

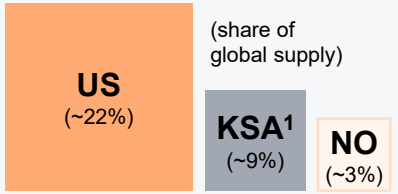
Market backdrop for oil and gas (3/3)

Oil and gas remain structurally important across all realistic scenarios, and where it is produced matters significantly with regards to climate impact and energy security

- Demand growth will largely be driven by emerging and developing economies, and oil and gas activity is increasingly shifting toward regions such as the Middle East, Brazil, the Gulf of Mexico, West Africa and Asia
- Trade flows are becoming more concentrated, with c. 60% of globally traded oil and gas expected to flow to emerging and developing Asia by 2035, increasing reliance on Middle East–to–Asia corridors and exposure to disruptions at key maritime chokepoints such as the Strait of Hormuz
- The widening geographic mismatch between supply and demand heightens transport risks, geopolitical exposure and system vulnerability
- If incremental demand is met by higher-intensity production and long-distance transport, the climate impact per unit of energy will increase even if consumption remains equal
- Existing gas pipelines generally offer lower lifecycle emissions and higher supply reliability, while LNG increases exposure to processing intensity, transport bottlenecks and price volatility
- A more concentrated export landscape combined with rising import dependence increases the risk of energy being used as a political lever, underscoring the importance of trusted suppliers and resilient infrastructure

A few large producing nations account for most of global O&G supply, with widely differing emissions





Global supply is concentrated among a few large producers, some with spare capacity and ability to scale production quickly

What would be the climate effect of Norway's share being produced in Saudi Arabia instead, where emission intensity is 1.6x higher?

Upstream emissions would increase by 36-39[2] Mt CO_2 per year, which is equivalent to the annual emissions from 8–10 million fossil-fuel cars in operation[3], **only to produce the same amount of energy**

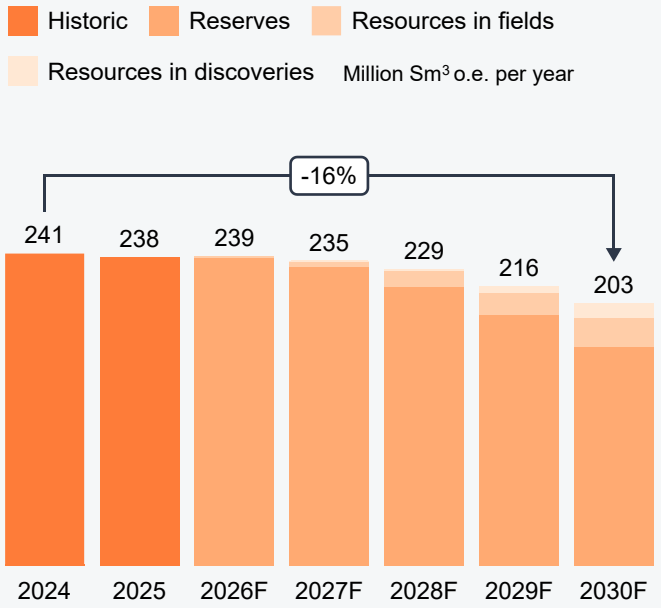
Source: IEA, RMI OCI+ Emission intensity data, using OCI+ asset-level data and aggregating Energy Output of Oil and Gas Produced (MJ/d) across all assets in 2024, Upstream emissions intensity measured as volume-weighted average gCO_2eq/MJ from production to field gate, incl. CO_2 and methane. Notes: 1) Saudi Arabia, 2) Based on NO production in 2025 of 238 mill. Sm^3 o.e. ≈ 4,10 mill. boe/d. A range is applied to reflect sensitivity in converting production volumes to energy (MJ). 3) Assumes ~4–5 t CO_2 per fossil passenger car per year (EEA)

Current status and outlook on the NCS (1/3)

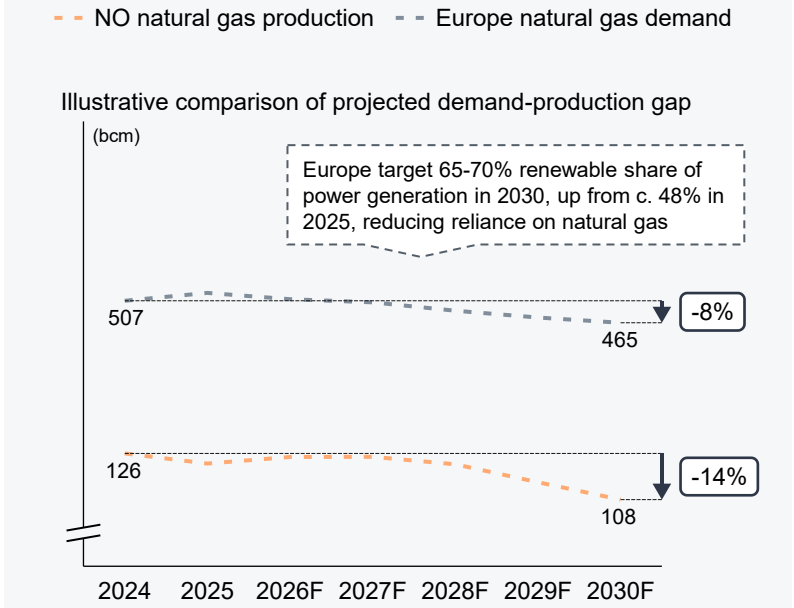
The NCS is highly competitive with strong fundamentals, and Norwegian oil and gas remains critical to energy security. While global demand is set to rise, all outlooks point to declining NCS production, underscoring the need for accelerated investments

The NCS is firmly late-cycle, with all long-term scenarios pointing to declining production toward the late 2020s and steeper declines beyond 2030. Despite expectations of moderating European gas demand, which is conditional on a successful renewable build-out, Norwegian natural gas remains critical to European energy security, accounting for ~30% of total EU natural gas imports. **Norwegian oil and gas production is nevertheless projected to decline more rapidly than demand in end-markets, highlighting the need for accelerated investments**

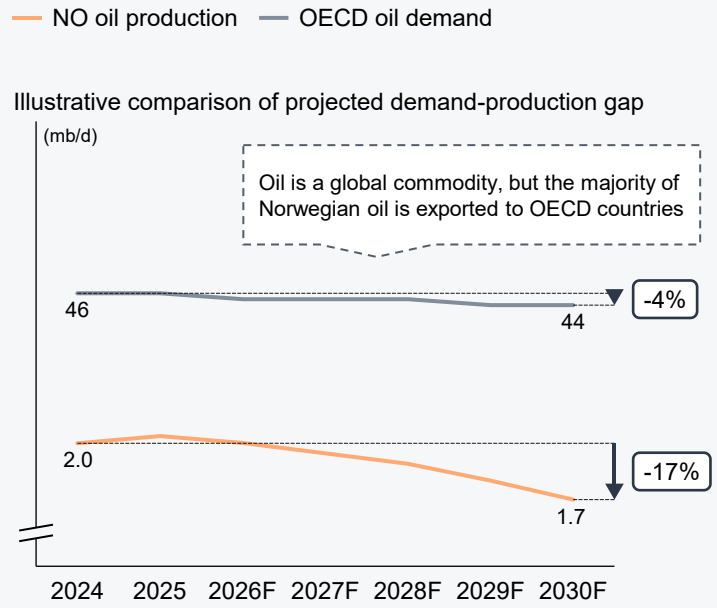
Projected oil and gas production in Norway



Natural gas demand in Europe vs production in Norway



Oil demand in OECD vs production in Norway



Source: Norwegian Offshore Directorate – NCS production forecast (Sourced through Norwegian Petroleum, updated as of 20.02.26). IEA Oil 2025 Analysis and forecast to 2030 and Gas 2025 Analysis and forecast to 2030, Base case data used in charts

Note: The charts illustrate relative trends, with value-jump markers highlighting the change from 2024A to 2030F. Norwegian production is converted from NCS source data to bcm (gas) and mb/d (liquids)

Current status and outlook on the NCS (2/3)

Clearer capital discipline is driving more selective project portfolios, a shift from volume growth to value optimisation, supported by digitalisation, standardisation and increased utilisation of existing infrastructure

Investments are trending down

Estimated at NOK 256bn in 2026 (-6.5% YoY), with a continued downtrend toward 2030, as large projects are completed, and few new greenfield developments are sanctioned

Intensifying cost pressure

Rising costs, supply-chain capacity constraints and weakening project economics are shifting competitive advantage toward players that can reduce cost, risk and cycle time

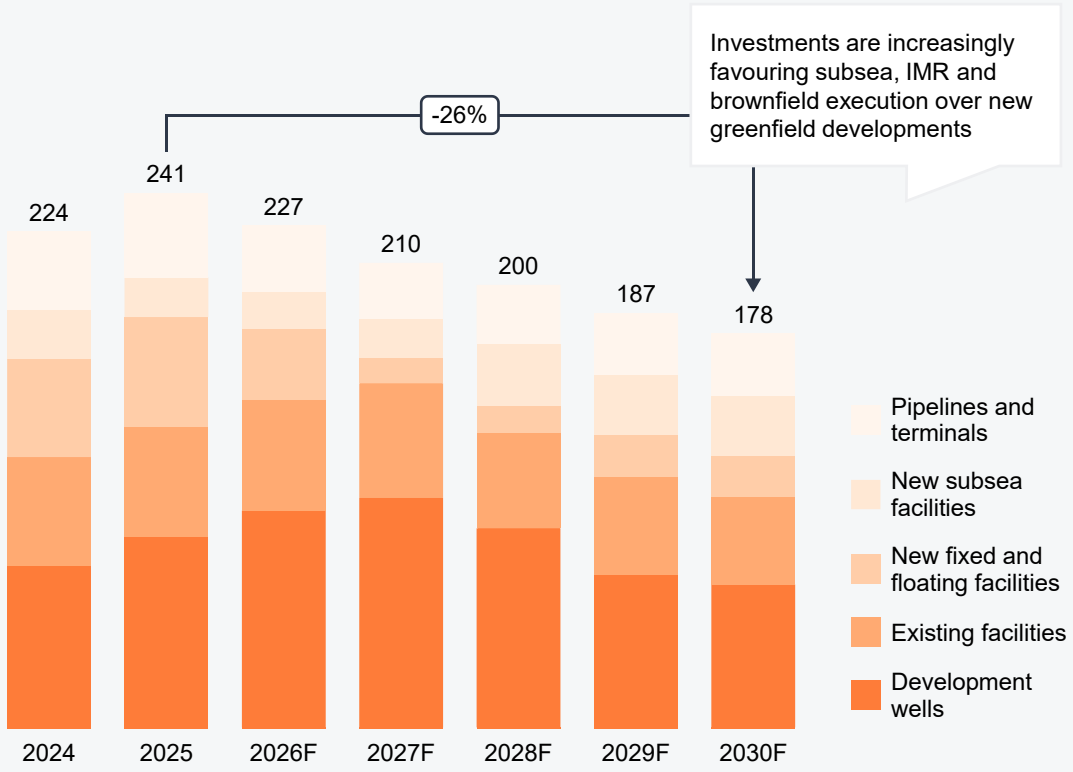
The project portfolio is increasingly anchored in ageing infrastructure

With 97 producing fields, many operating 10–30 years beyond plans, demand for M&M[1] and recovery-enhancing solutions will remain a core activity driver

Capital is increasingly directed toward tie-backs and subsea

Developments are linked to existing infrastructure, reflecting stronger capital discipline and a preference for shorter development cycles

Forecasted investments on the NCS by main category 2026-2030,
in NOK billion

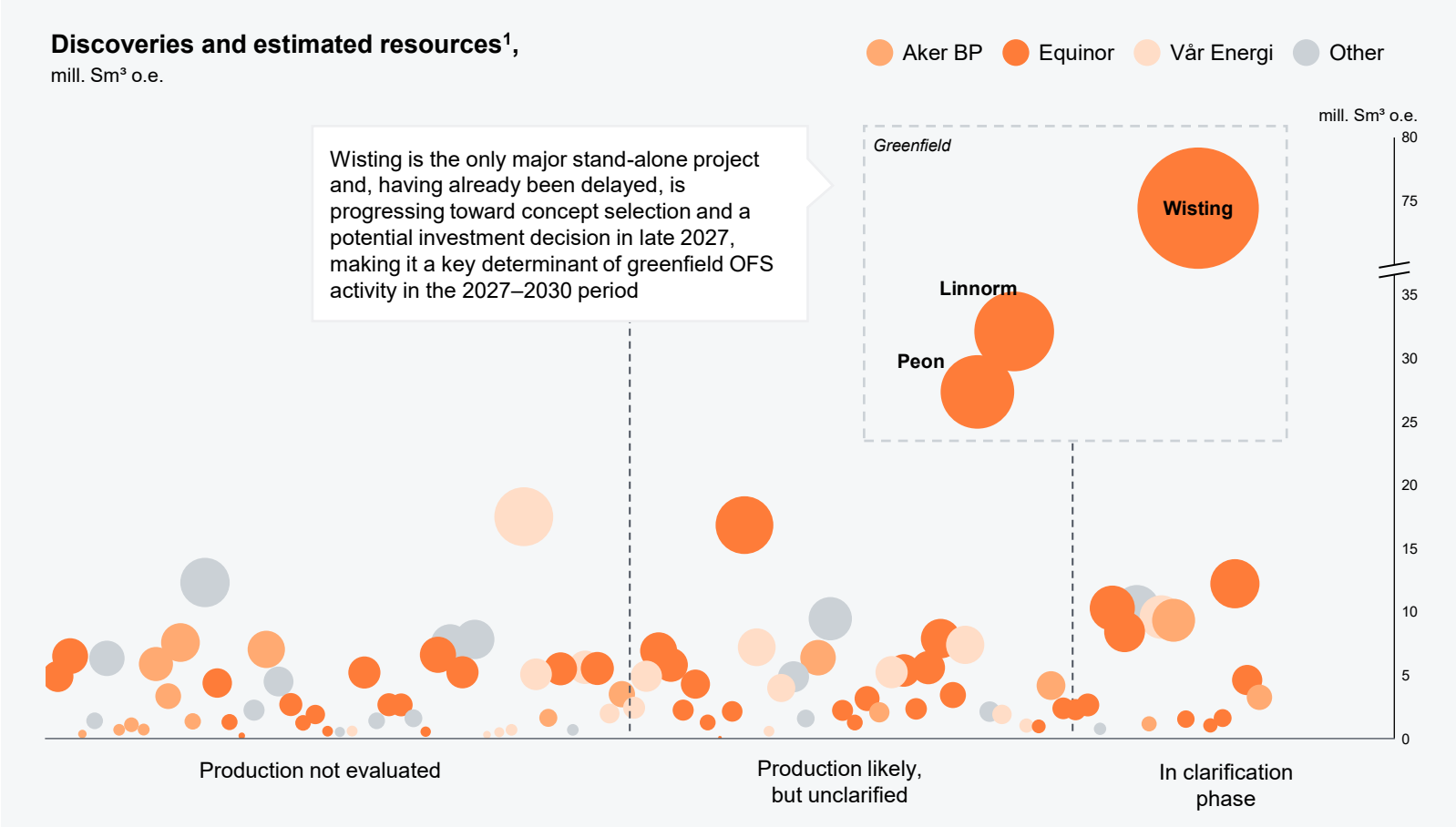


Source: Norwegian offshore directorate, Norwegian Petroleum
Note: 1) Maintenance and Modifications

Current status and outlook on the NCS (3/3)

While the NCS resource base remains sizeable, discoveries and project pipeline are increasingly dominated by smaller, more complex developments that are challenging to develop profitably

- Discoveries are fewer and far smaller, and most developed as tiebacks, reflecting operators' focus on high-margin barrels near existing infrastructure, accounting for ~80% of exploration
- The industry has identified marginal discoveries totaling ~3bn barrels, which equals an aggregated volume larger than Johan Sverdrup. These are mostly small to medium size, tieback-dependent discoveries, and many are challenging to develop profitably
- There are substantial remaining resources on the NCS, but in the current economic and regulatory environment, operators allocate majority of investments towards developing high-margin barrels near existing infrastructure, while limiting higher-risk frontier exploration
- Reserve replacement is structurally weakening as undeveloped discoveries accumulate due to weak economics and exploration activity becomes increasingly selective and infrastructure-led



Source: Norwegian Petroleum, Norwegian Offshore Directorate
Note: 1) Circle size reflects the estimated resources (mill. Sm3 o.e.)

Operators' outlook ahead

With the goal of making increasingly challenging resources profitable faster and at a lower cost, operators emphasise the need to strengthen competitiveness across the full value chain

Equinor

- Capital discipline is tightening, but O&G investments on the NCS remain stable at ~USD 6bn annually
- Accelerated tie-back activity, targeting 8 per year
- Plans for ~30 exploration wells per year with ~20% allocated to higher-risk frontier exploration

Aker BP

- Aims to sustain high production into the 2030s with +500 mboe/d
- Most capex allocated towards supply chain alliances established to secure capacity and improve efficiency
- 12 exploration wells planned for 2026, focused on near-infrastructure opportunities

Vår Energi

- Expects c. 20% production growth in 2026 and aims to sustain levels long term by prioritising high-value, short-cycle projects with ~40 USD breakeven
- Expects up to 8 projects sanctioned in 2026
- Targeting 10-15 exploration wells per year

Operators point to critical steps the industry must take to address key challenges and stay competitive

Weak project economics

Rising opex and declining productivity are eroding competitiveness, shortening lifetime of fields and limiting capital for new developments

Slow decisions and complex licensing

Marginal discoveries tied to end-of-life platforms are highly time-critical, and delayed decisions risk removing development opportunities entirely

Increase pace and productivity across project execution

Advance standardised and repeatable solutions

Efficiency enhancement through technology, AI and data-driven processes

Expanding reuse of existing equipment and infrastructure

Strengthening integration between operators and suppliers

Source: Company websites, Annual and quarterly reports, Norsk Industri (the Federation of Norwegian Industries)

Backlog visibility

A project portfolio that is dominated by tie-backs and increasingly anchored in ageing infrastructure, supports sustained backlog growth and visibility across subsea services, maintenance and modification, and asset-optimisation segments

- Growth is increasingly driven by selective, project-based exposure rather than broad volume expansion, and backlog visibility is becoming more concentrated among a limited number of large players. Projects are typically awarded to suppliers with proven delivery capabilities, often through alliance structures or preferred-supplier models, driving activity across their subcontractor network
- An increasing share of OFS activity on the NCS is delivered through long-term M&M and ISO framework agreements, supporting sustained maintenance and integrity work on a maturing NCS. However, it typically translates into limited upfront backlog recognition compared to lump-sum project awards
- The recent award of long-term M&M and ISO framework agreements, typically with durations of up to ten years, marks a shift toward longer-term contracting and provides a stable activity base and visibility for the industry

Equinor has awarded all major framework contracts within M&M and ISO disciplines

Contractor	Contract	Duration
Aibel	M&M incl. Sleipner, Oseberg, Martin Linge, Johan Castberg, Snøhvit	Multi-year
Wood	M&M for primarily Snorre A and B	Multi-year
Rosenberg Worley, Head Energy and IKM	Selected maintenance, minor modification services	5 years + options
Beerenberg / Linjebygg	ISO incl. Sleipner, Mongstad, Kårstø	4 + 2 + 2 years
KAEFER, Bilfinger ISP and StS ISONOR	ISO across offshore and onshore portfolio	Up to 8 years

Aker Solutions has been awarded major framework contracts within MMO

Operator	Contract	Duration
Equinor[1]	M&M for Johan Sverdrup, Troll, Åsgard, Heidrun, Njord, Kristin, Grane, Valemon	5 + 3 + 2 years
Aker BP	MMO for Valhall, Ula, Skarv, Edvard Grieg, Yggdrasil	5 + 3 + 2 years
ConocoPhillips	M&M for Ekofisk Area facilities	5 years + options

Backlog and revenue development of listed OFS companies

Actual (A) and Estimated (E) revenue

Company		Backlog development		As of April 2025		As of April 2026	
		Q4 2024	Q4 2025	2024A	2025E	2025A	2026E
Aker Solutions	NOKbn	60.9 (-16%)	64.8 (6%)	52.2	53.7 (3%)	62.2	50.1 (-20%)
ABL	USDbn	0.1 (61%)	0.1 (9%)	0.3	0.4 (21%)	0.4	0.4 (3%)
Subsea 7	USDbn	11.2 (6%)	13.8 (23%)	6.8	7.1 (4%)	7.1	7.4 (5%)
DOF Subsea	USDbn	3.3 (67%)	5.1 (57%)	1.4	1.8 (30%)	1.9	2.2 (17%)
Solstad Offshore	USDbn	0.2 (16%)	0.3 (43%)	0.2	0.3 (42%)	0.3	0.3 (18%)
Reach Subsea	NOKbn	1.2 (0%)	1.2 (-2%)	2.7	2.9 (7%)	2.7	n.a.
Archer	USDbn	2.1 (24%)	2.3 (10%)	1.1	1.5 (37%)	1.2	1.0 (-15%)
Odfjell Technology	NOKbn	7.1 (18%)	6.7 (-6%)	5.4	5.3 (-3%)	5.5	5.9 (6%)
Odfjell Drilling	USDbn	2.0 (-5%)	2.5 (25%)	0.8	0.9 (10%)	0.9	1.1 (20%)
Borr Drilling	USDbn	1.3 (1%)	1.0 (-28%)	1.0	1.0 (0%)	1.0	1.1 (7%)
TGS	USDbn	0.7 (37%)	0.7 (-6%)	1.3	1.8 (35%)	1.5	1.5 (-4%)

Source: Company websites, and companies' annual and quarterly reports

Note: 1) Equinor MMO frame contract awarded in 1Q 2026 not included in Q4 2025 backlog, 2) Backlog estimates are based on firm backlog, not including options

M&A activity

OFS M&A activity is accelerating, with deal flow increasingly targeting tech-enabled, asset-light services, with strong focus on automation and high-ROI technologies to drive scalability, margin expansion and operational efficiency

M&A activity shows a trend toward tech-enabled service models, combining traditional engineering and field services with software, data and automation

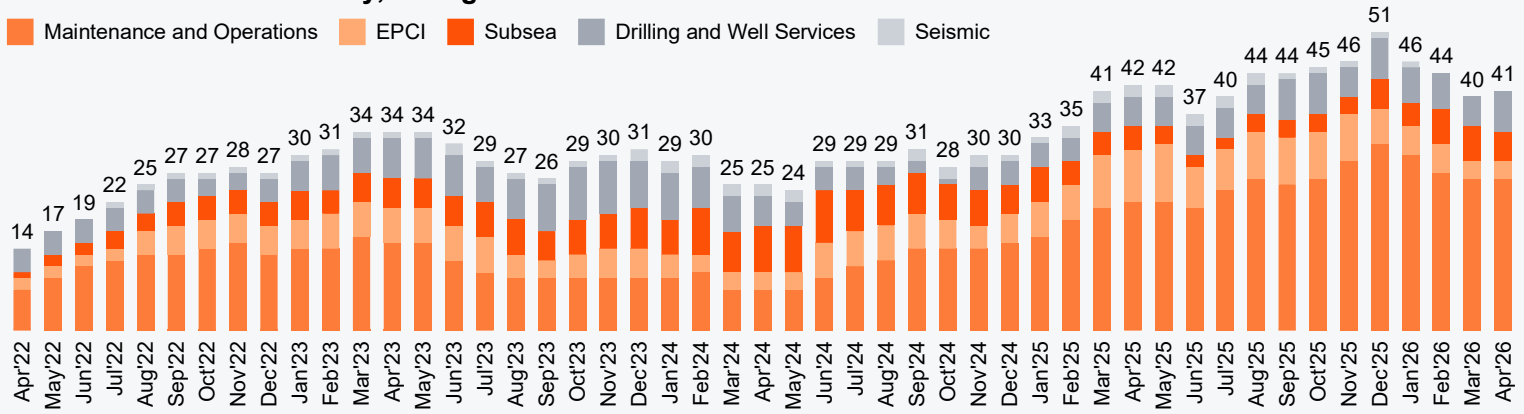
Robotics, autonomy and remote operations, particularly within subsea inspection and IMR, have emerged as structural themes, driven by cost reduction and safety improvements

Digital and productivity-enhancing technologies with clear, near-term ROI are prioritized, including software for operations, downhole tools and intervention solutions that improve uptime.

Inspection, maintenance and asset integrity remain recurring M&A themes, reflecting aging infrastructure, stricter safety requirements and increased focus on lifetime extension, often combined with sensors, data and automation

Consolidation across engineering, EPC-adjacent and consulting reflects the industry's push to build broader-scope suppliers with end-to-end execution strength

OFS transactions in Norway, rolling LTM 2021 – Feb'26



OFS majors are increasingly active acquirers in Norway, reflected in several recent transactions

Year	Buyer	Target	Target profile
2026	Halliburton	Sekal AS	Real-time monitoring and software-driven drilling process automation
2026	SLB	Hydrawell AS	Well plug and abandonment solutions improving safety and execution efficiency
2026	SLB (OneSubsea)	Envirex Group – Subsea business	Niche subsea products and engineering capabilities
2025	SLB	Stimline Digital AS	Cloud-based workflow software enabling scalable, asset-light services
2025	SLB	Resman AS	Intelligent tracers and diagnostics enhancing production optimisation
2024	Halliburton	Optime Subsea AS	Subsea intervention and life-of-field services

Source: Mergermarket 10. April 2026

Note: Figures reflects a broader transaction coverage compared to the dataset used in the 2025 report.

3 Opportunities beyond NCS oil and gas

Decades of offshore experience have built valuable cross-sector capabilities

Preserving and further developing the oilfield services industry is critical to sustaining value creation and energy security, while strengthening Norway's long-term capacity to deliver offshore solutions across energy, defence and infrastructure

- Late-cycle conditions are increasing the importance of adjacent market expansion and export-driven growth opportunities
- The Norwegian OFS industry has built a high-technology offshore ecosystem through decades of executing complex, capital-intensive and safety-critical projects in harsh environments
- Many of these capabilities are directly transferable to other offshore and maritime sectors like defence, CCS, offshore renewables, and aquaculture
- Maintaining a strong OFS industry preserves Norway's ability to execute large-scale offshore projects efficiently, safely and competitively, while safeguarding critical value chains and capabilities that can be redeployed across sectors that will be strategically important going forward

Complex offshore project execution (EPCI)

- Ability to deliver large, capital-intensive offshore projects end-to-end in complex environments

Subsea engineering and operations

- Design, installation and operation of subsea systems, including ROV operations, cables and pipelines

Marine operations in harsh environments

- Safe execution of offshore operations using specialised vessels and weather-window planning

Asset integrity and lifecycle operations

- Inspection, maintenance and life-extension of critical assets to ensure long-term reliability

System integration and digital control systems

- Integration of electrical mechanical, and digital systems, enabling automation and remote monitoring for optimisation

Supply chain and vendor ecosystems

- Coordination of complex supplier networks ensuring delivery reliability and resilience

Defence / Naval

Offshore power & electrification

Subsea infrastructure

Offshore wind

Carbon capture and storage (CCS)

Aquaculture

Export opportunities

International oil and gas activity represents a long-term volume market and a key source of export opportunities for Norwegian OFS companies

Offshore supply is the 3rd largest export industry in Norway, highly concentrated on the West coast

9% growth in 2025, supporting continued recovery in export, with further upside from historical highs

Resilient global oil and gas activity underpins export opportunities for Norwegian offshore suppliers, driven by sustained drilling and investment in tie-backs, brownfield projects and late-life asset extensions

However, there are a few key challenges:

- Structurally high cost and wage levels limit price competitiveness internationally and require Norwegian suppliers to compete primarily on value rather than price
- A small and declining domestic market constrains opportunities to scale solutions at home, forcing earlier and riskier international expansion
- Rising local-content requirements across key markets increase the need for local presence, partnerships and complex delivery models
- International contract structures increasingly shift commercial, operational, and financial risk to suppliers, increasing balance-sheet and risk-management demands

High NCS complexity has built globally competitive suppliers with capabilities in:

- ✓ **Deepwater and harsh environment**
- ✓ **Late-life asset management**
- ✓ **High uptime operations**

North Sea & UK

Mature offshore oil & gas, brownfield projects, increasing offshore wind build-out

Typical deliveries:
- Subsea equipment and tie-backs
- Engineering, M&M services
- Drilling & well services
- Offshore wind foundations, cables, substations

USA – Gulf of America

Deepwater and ultra-deepwater developments, high technical complexity and standardised concepts

Typical deliveries:
- Subsea production systems
- Riser systems and flowlines
- Advanced drilling and well intervention

Middle East

Offshore oil & gas and offshore gas/LNG, Increasing scale and capacity-driven developments

Typical deliveries:
- Drilling and well services
- Platforms and topside modifications
- Down-hole tooling
- Engineering and field lifecycle

Brazil – Pre-Salt Basin

Large-scale deepwater and ultra-deepwater, long cycles, FPSO-centric developments

Typical deliveries:
- Subsea equipment and installation
- FPSO topsides and process modules
- Project management and engineering

West Africa

Deepwater developments, greenfield projects and FPSO-based concepts

Typical deliveries:
- Subsea production systems
- Installation and marine services
- Engineering and field development

Asia Pacific

Offshore gas and LNG, growing offshore wind market in some regions

Typical deliveries:
- Subsea and pipeline systems
- Installation and engineering
- LNG-related offshore facilities

Source: Menon Economics, Norsk Industri

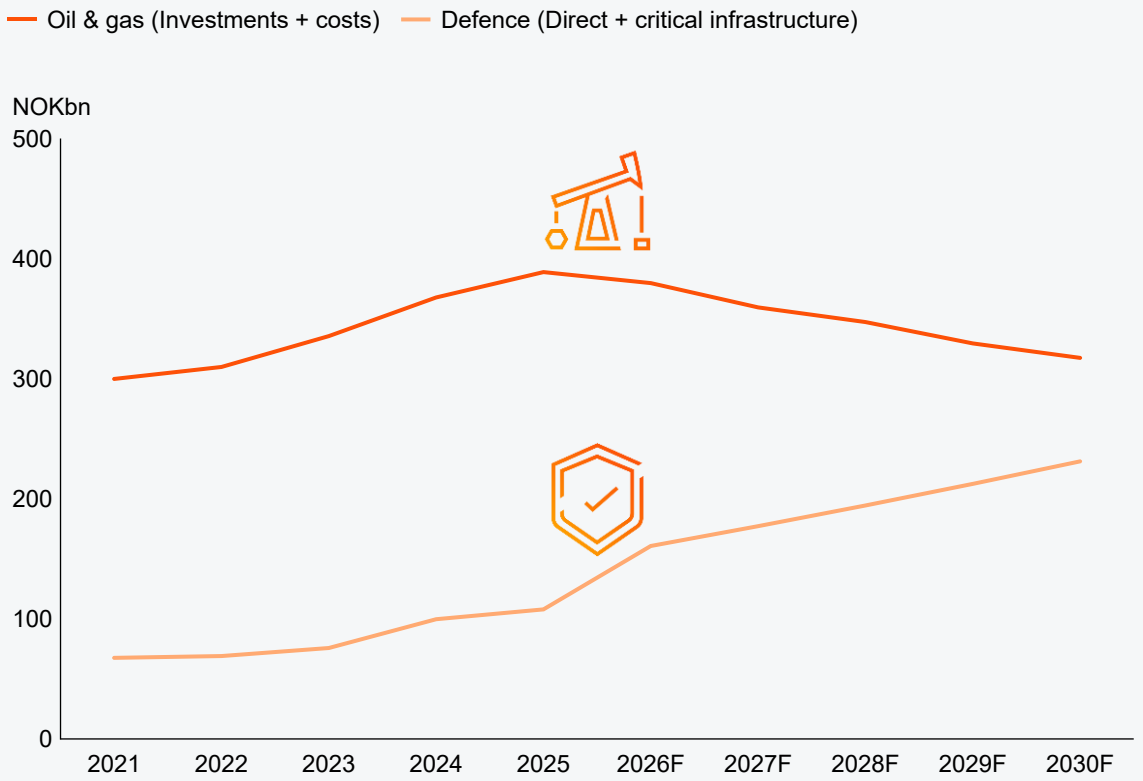
Expansion into the defence sector (1/4)

While oil and gas activity is expected to plateau, Norwegian defence spending is expected to double by 2030

Structural trends in defence

- Renewed geopolitical tensions and deteriorating security conditions have triggered a significant build-up of defence capabilities across multiple countries
- Norway has committed to gradually increasing defence spending to around 3.5% of GDP by the mid-2030s, implying a substantial and sustained uplift in defence-related investments
- Norwegian OFS companies already supply the defence sector, with many experiencing strong growth in this segment
- The industry has built a robust industrial ecosystem linked to offshore and maritime activities, especially on the west coast, delivering services and systems within marine operations, logistics and helicopter support. These capabilities are directly relevant to both naval and air defence.

Actual and forecasted annual spending on the NCS and defence



Source: SSB, Norwegian Offshore Directorate

Expansion into the defence sector (2/4)

Local OFS players with relevant industrial capabilities have strong potential to participate as subcontractors and system suppliers in large procurement programmes, as well as MRO partners to the Norwegian Armed Forces

Largest opportunity potential

Example delivery	Subcontractor	System supplier	Main contractor	Purchaser	MRO[1]
Naval Vessels	• Steel and plate manufacturers (e.g. Haaland Industri) • Fasteners and components • Composite manufacturers	• Weapon systems • Radar solutions • Propulsion • Antenna systems • Command & Control	• BAE Systems • Navantia • Thyssenkrupp Marine • Kongsberg Maritime • Navel Group	**Forsvarsmateriell**	• Existing sub-contractors and sys. suppliers • Yards (e.g. Rosenberg, Aibel, GMC) • Steel fabricators (e.g. Aarbakke) • Composite fabricators (e.g. Umoe Mandal) • Electrical installation (e.g. Westcontrol)
Deepwater quay	• Project management and engineering (Oceaneering, Apply, Global Maritime) • Concrete suppliers • Explosives contractors • Electrical components	• Concrete contractors • Electrical contractors • Security provider	• Veidekke • Skanska • Repstad Anlegg	**Forsvarsbygg**	• Technical facility management • Ventilation, piping and electrical • Other specialised contractors

Note: 1) Maintenance, Repair & Overhaul

Source: Company websites, Forsvarsmateriell, Forsvarsbygg, PwC Strategy& analyses

Expansion into the defence sector (3/4)

Local OFS players with relevant industrial capabilities have strong potential to participate as subcontractors and system suppliers in large procurement programmes, as well as MRO partners to the Norwegian Armed Forces

EPCI and Shipyards	Engineering and IT	Electrical and Technology	Equipment and Systems	Subsea	Base and Logistics	Helicopters and Aviation	Metalworking and Machining
Life extension of frigates Docking, modifications and life-extension programmes **Standardised vessels for the Royal Norwegian Navy and other vessel classes** Construction, system integration and outfitting, including modules and support **Upgrading of existing naval vessels** Ongoing demand for shipyard services and technical execution **New vessels for the Coastal Ranger Command** Construction and outfitting	**Digital modernisation of defence systems** Systems development, ERP, integration and digital architecture **Standardised vessels for the Royal Norwegian Navy and other vessel classes** Engineering, design and feasibility studies **Cyber and IT modernization** Capabilities within secure systems and protected networks	**Upgrading of air defence and sensor systems** Sensor technologies, control systems, electrical and integration **SATCOM and communication** Communications and command-and-control systems **NASAMS-related radar and electronics projects** Core deliveries within electronics and advanced technology **Standardised vessels for the Royal Norwegian Navy** Switchboards, navigation and control systems	**Standardised vessels – subsystems** Power, control systems, sensors and modular solutions **Air- and land-based system upgrades** System packages, integrated subsystems and testing **Modernisation of existing platforms** For example new and upgraded technology packages **New vessels for the Coastal Ranger Command** Outfitting, components and systems	**Standardised vessels – subsystems** ROV systems **Maritime surveillance and sensor capabilities** Underwater sensing, monitoring and dual-use technologies **Protection of critical infrastructure** Inspection, monitoring and autonomous technologies	**Logistics and base development** Mobilisation, storage, operations and support functions **Support for new and existing vessels** Base services, reception and logistics across the asset lifecycle **Emergency preparedness and supply projects** Critical logistics and emergency response capacity	**Procurement and upgrading of helicopters** MRO, modification and technical support **Upgrades of airborne platforms** Maintenance, system upgrades and testing **Simulator and training solutions** The Sola environment and existing aviation expertise	**Ammunition- and weapons-related projects** Precision machining, series production and component deliveries **NASAMS-related projects** Machining of components **Upgrades to land- and naval platforms** Production and delivery of mechanical components, structures and tailored solutions **Maintenance and life-extension services** Including standardised vessels and frigates
Relevant deliveries to the maritime sector, including vessel construction and maintenance services (e.g. standardised vessels)					National service and logistics chains (based in Sola)		Strong machining and manufacturing environment

Note: 1) Maintenance, Repair & Overhaul

Source: Company websites, Forsvarsmateriell, Forsvarsbygg, PwC Strategy& analyses

Expansion into the defence sector (4/4)

The addressable share of future defence budgets for private companies will increase towards 2036, driven by growing demand for available defence materiel and automation

Direct defence spending can be divided into four categories:

Investments

Investments in materiel, equipment and infrastructure, including new frigates, helicopters and missiles

Operational procurement

Operating costs for material, equipment and infrastructure, including training, fuel and vehicle use

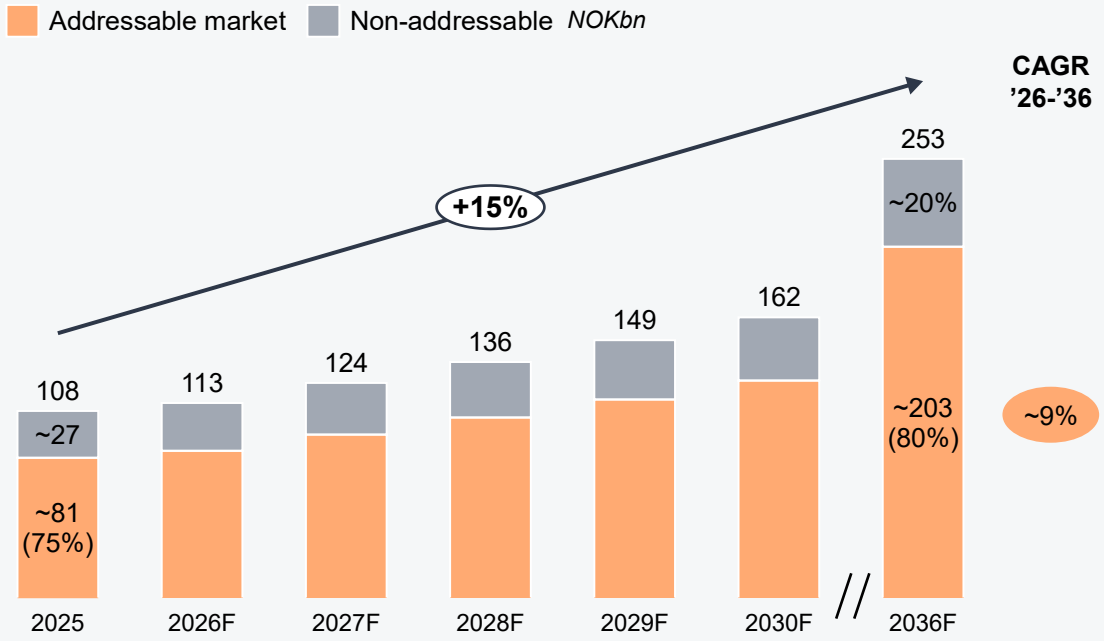
Maintenance, repair & overhaul

Including upgrades and lifecycle management of existing materiel, equipment and infrastructure

Personnel

Personnel costs, including salaries, pensions and other compensation for civilian and military staff, excluding MRO

Development of private companies' addressable market towards 2036



The addressable market for private companies expands as defence operations rely less on personnel and more on automated systems and robotics, such as drones

Source: Regjeringen.no, NATO, SSB, PwC Strategy& analyses

4

OFS Survey 2026

PwC OFS Survey: 2025 performance

Subsea	EPCI		Maintenance & Operations				Drilling & Well Services	
Subsea	**EPCI services**	**Topside & processing equipment**	**Operational & prof. services**	**Maintenance Services**	**Machining & welding**	**Transport & logistics**	**Well services**	**Drilling tools & commodities**
Question: How was your company's 2025 revenue growth compared to expectations?								
80%	83%	83%	74%	82%	69%	80%	67%	60%
Above or as expected	Above or as expected	Above or as expected	Above or as expected	Above or as expected	As expected	Above or as expected	Above or as expected	Above expectations
Question: What was your company's revenue growth in 2025?								
15-20%	0-5%	<0%	10-15%	5-10%	<0%	0-5%	10-15%	10-15%
Question: What was your company's EBIT margin in 2025?								
20-25%	15-20%	10-15%	15-20%	10-15%	<10%	15-20%	>30%	10-15%

Industry insights

Performance was front-loaded, with a temporary slowdown driven by maintenance deferrals and contract renewals, underscoring elevated execution and timing risk in a late-cycle market

Reported performance reflects timing effects from project rescheduling, rather than a structural change in market conditions.

Margin pressure from cost escalation and a weaker currency

Source: PwC OFS Survey 2026, Proff.no, Capital IQ as of 14.4.2026

Notes: Estimates for expected revenue growth and EBIT-margin includes public 2025 financials of 94 companies (private and public).

PwC OFS Survey: 2026 expectations and outlook ahead

Subsea	EPCI		Maintenance & Operations				Drilling & Well Services	
Subsea	**EPCI services**	**Topside & processing equipment**	**Operational & prof. services**	**Maintenance Services**	**Machining & welding**	**Transport & logistics**	**Well services**	**Drilling tools & commodities**
Question: Compared to the beginning of 2025, how is your company's backlog for 2026?								
70%	83%	57%	79%	73%	85%	80%	100%	80%
Higher or about the same	Higher or about the same	Lower	Higher or about the same	Higher or about the same	Higher or about the same	Higher or about the same	Higher	Higher or about the same
Question: What is your projected revenue growth for 2026?								
5-10%	<0%	<0%	0-5%	5-10%	5-10%	0-5%	25-30%	10-15%
Question: What is your overall view of the oilfield services market in the mid-term (2026-2029)?								
80%	67%	52%	53%	64%	54%	60%	100%	60%
Optimistic	Optimistic	Neither	Neither	Optimistic	Optimistic	Optimistic	Optimistic	Optimistic

Industry insights

> Looking ahead, we believe increased flexibility, faster decision-making and case handling, and effective use of AI and digital tools will be key differentiators in the MMO market

> The outlook is positive, we expect the well-intervention market to be a major contributor to our growth

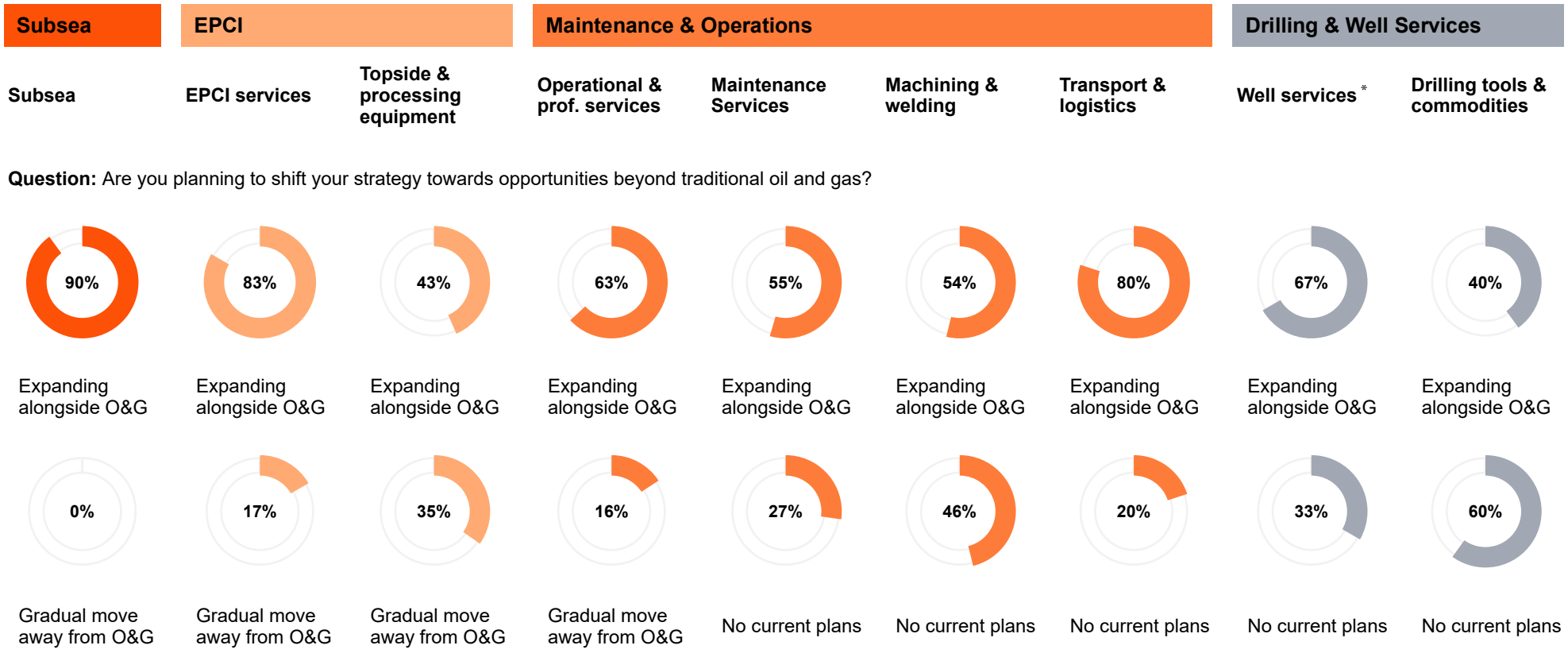
> Expectation for 2026 was guided down but with today's energy prices it will be interesting to see.

Source: PwC OFS Survey 2026, Companies' annual reports, Capital IQ as of 14.4.2026

Notes: Estimates for backlog and expected revenue growth includes CIQ estimates for publicly listed companies.

PwC OFS Survey: Beyond traditional oil and gas (1/2)

Question: Are you planning to shift your strategy towards opportunities beyond traditional oil and gas?



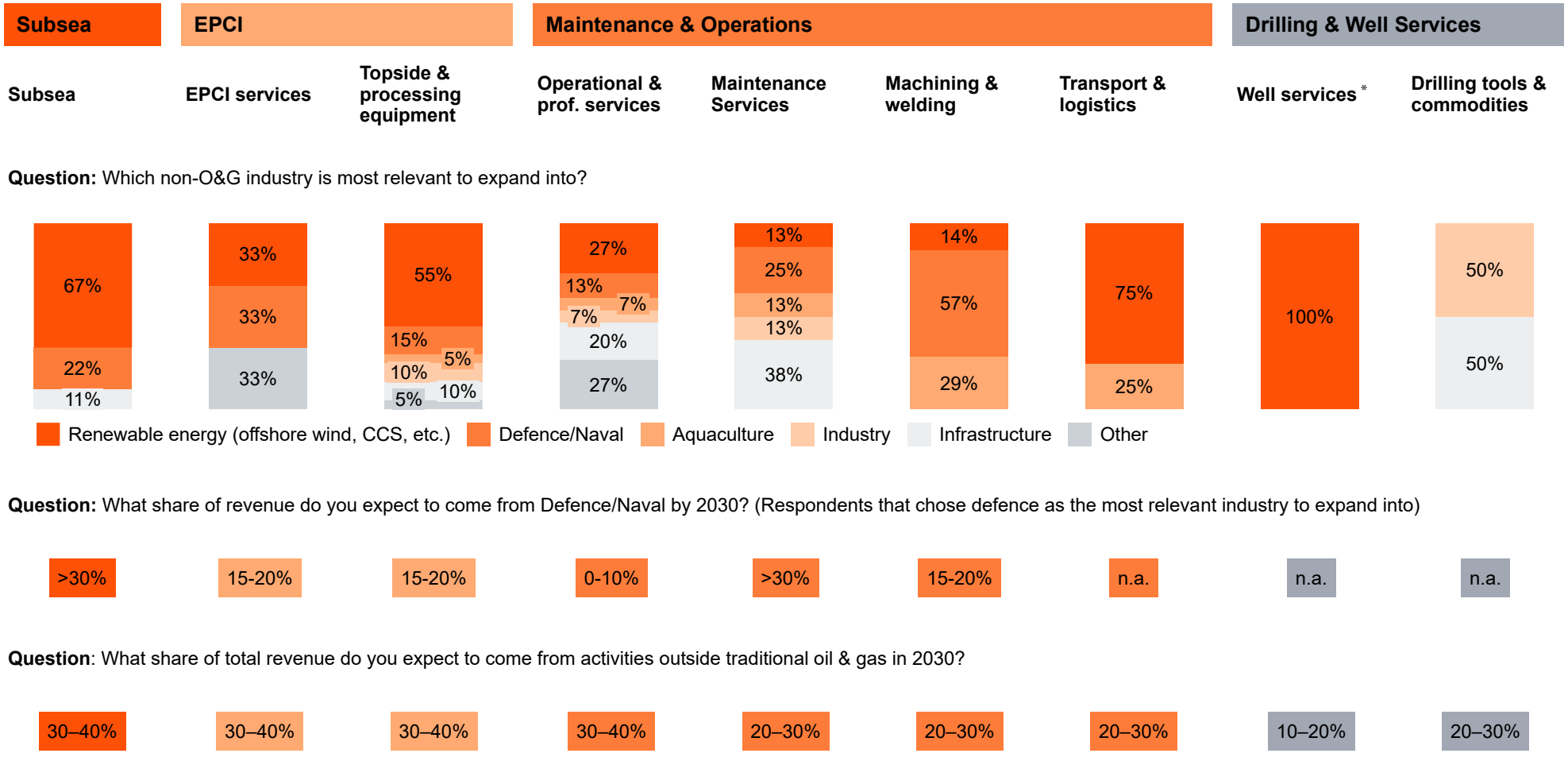
Industry insights

> We aim to expand into several new non-O&G areas by leveraging our established O&G technology and know-how

> The geopolitical backdrop is strengthening the focus on energy security, and we are particularly optimistic about subsea opportunities in the energy market

Source: PwC OFS Survey 2026
Note: *less than 5 observations

PwC OFS Survey: Beyond traditional oil and gas (2/2)



Industry insights

> The company has secured selected offshore wind contracts and intends to remain focused on this segment to consolidate and expand its position. Activity within carbon capture and hydrogen has so far been limited, with meaningful commercial traction expected to take time

> Environmental impact remains central, but long-term investment requires regulatory consistency and incentive structures aligned with multi-decade project horizons. Political volatility continues to be a key barrier to sustained capital deployment

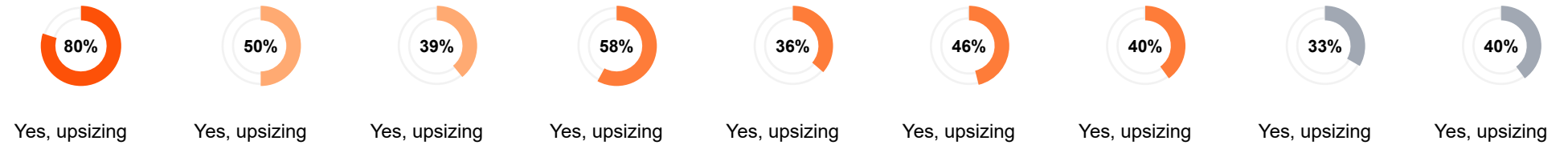
Source: PwC OFS Survey 2026
Note: *less than 5 observations

PwC OFS Survey: Workforce

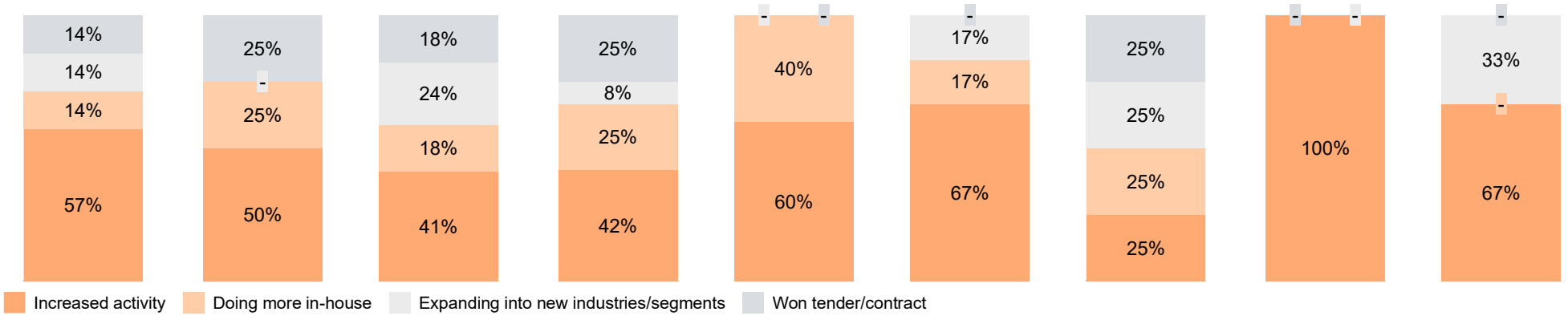
Subsea | **EPCI** | **Maintenance & Operations** | **Drilling & Well Services**

Subsea | EPCI services | Topside & processing equipment | Operational & prof. services | Maintenance Services | Machining & welding | Transport & logistics | Well services * | Drilling tools & commodities

Question: Are you planning, or have you recently, been upsizing or downsizing your workforce?



Question: Why are you upsizing?



Source: PwC OFS Survey 2026
Note: *less than 5 observations

Industry insights

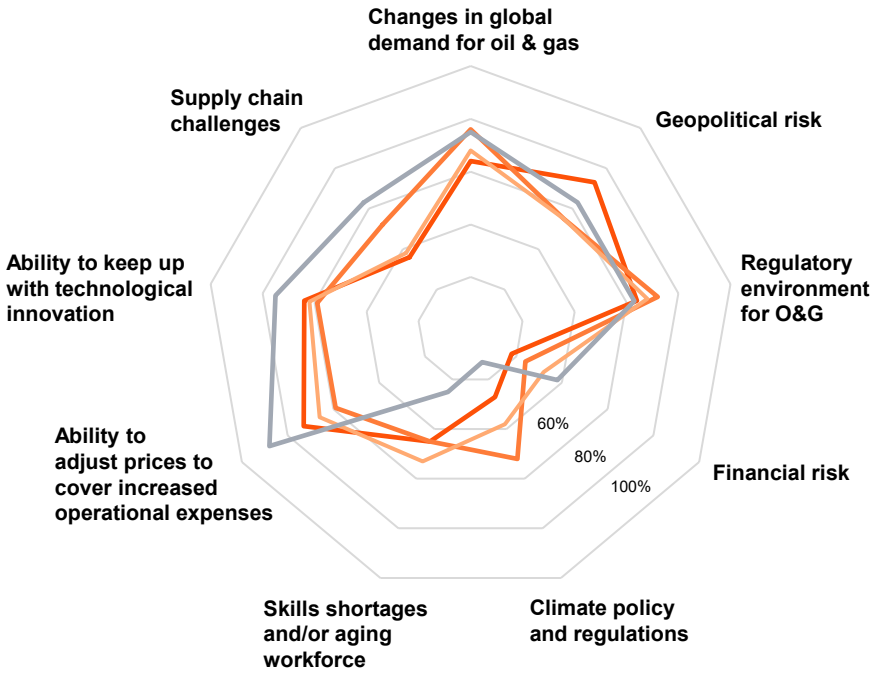
> We need to continue supporting the industry by attracting young, competent people to address an ageing workforce and secure sufficient qualified personnel for the next 25-50 years

> Continuously develop skills and competence in new technology, tools and software, and involve all employees, with strong emphasis on psychological safety and the work environment

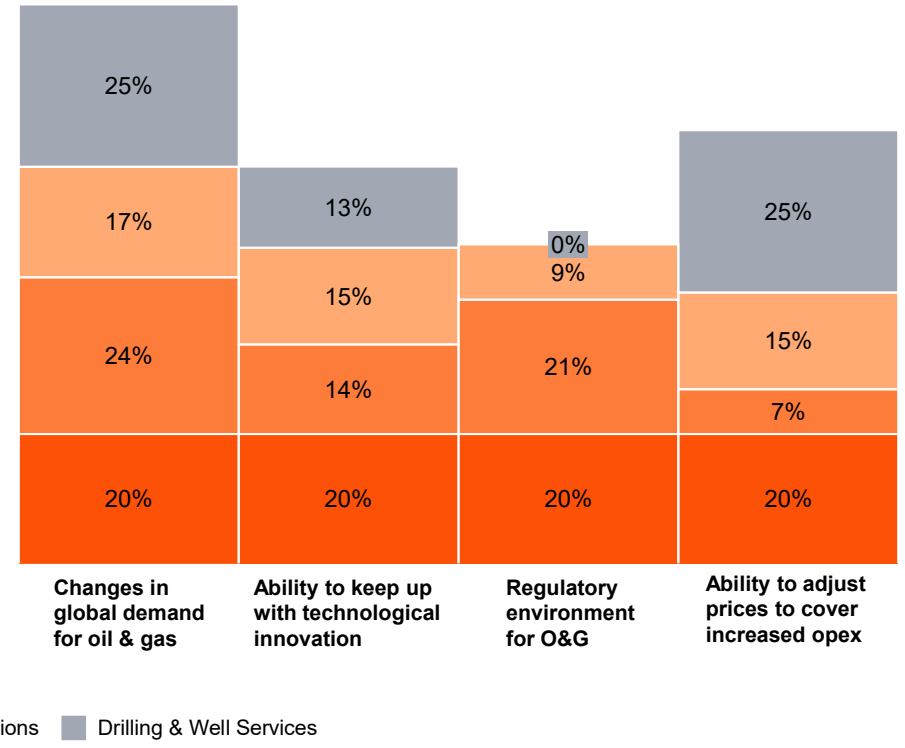
PwC OFS Survey: Risk factors

Question: How important are the following risk factors for the future success of your organisation?

The chart illustrates the proportion of respondents in each subsegment who classify risk factors as either critical or of high importance



The highest proportion of respondents reported the following factors as most critical, by subsegment



Industry insights

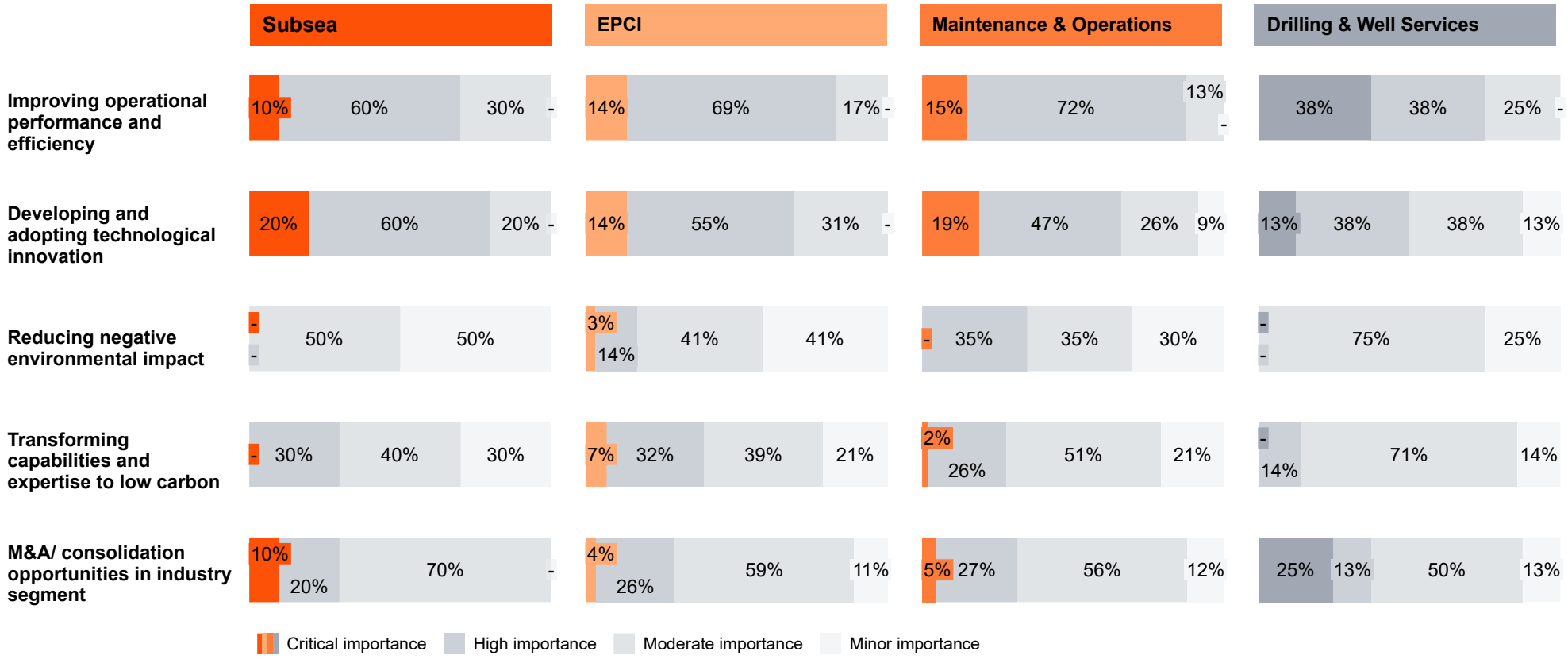
> Significant lack of political predictability and negatively framed government rhetoric about the industry discourages long-term investments

> The industry is dependent on governmental support and authorities should treat the energy sector fairly and recognise its role in revenue, jobs and employment

Source: PwC OFS Survey 2026

PwC OFS Survey: Priorities

Question: How important are the following priorities to the future of your organisation?

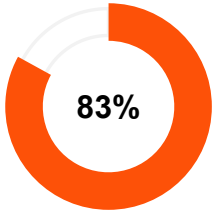


Industry insights

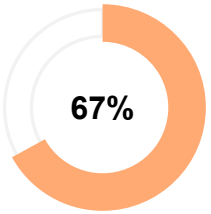
Long-term competitiveness will depend on prioritising technology and execution, shifting from a tools-and-services supplier to a strategic partner for end users through targeted alliances, broader service and value bundles, and more compelling, outcome-focused value propositions

New technology will be required to reduce development costs while also cutting emissions. Norway should use targeted R&D initiatives to drive low-emission, low-cost technologies that can be scaled and exported globally

Source: PwC OFS Survey 2026



Say that improving operational performance and efficiency is of critical or high importance



Say that developing and adopting technological innovations including data-driven technology is of critical or high importance

What is your view on how the oilfield services industry should be competitive in the long term?

As the workforce ages, attracting young, skilled talent to secure highly qualified personnel for the next 25–50 years is key to stay competitive

Long-term competitiveness will be driven by technology, cost efficiency, digital capability and execution excellence

Avoiding unnecessary regulatory “red tape” that does not add value or reduce risk is critical for competitiveness

Oil and gas will remain essential for meeting energy demand at scale. Technology should enable cleaner and more efficient recovery

The industry must continue to challenge operators to adopt standardised solutions and leverage artificial intelligence

Limited political predictability and negative rhetoric are reducing investor confidence and constraining long-term investment in the industry

Digitalisation and AI-enabled operations will become core value drivers, supporting predictive maintenance, autonomous operations and performance-based models

Investments in efficient machinery, robotics and digital systems are critical to improving productivity and cost control

Authorities must provide stable and predictable framework conditions to support long-term industry competitiveness

Focus on developing products and services that deliver measurable cost savings or efficiency gains for operators

Strategic collaboration through shared plans and priorities with clients and long-term strategic suppliers

Long-term competitiveness requires a shift from capacity-driven delivery to technology and performance partnerships

Source: PwC OFS Survey 2026

A Appendix

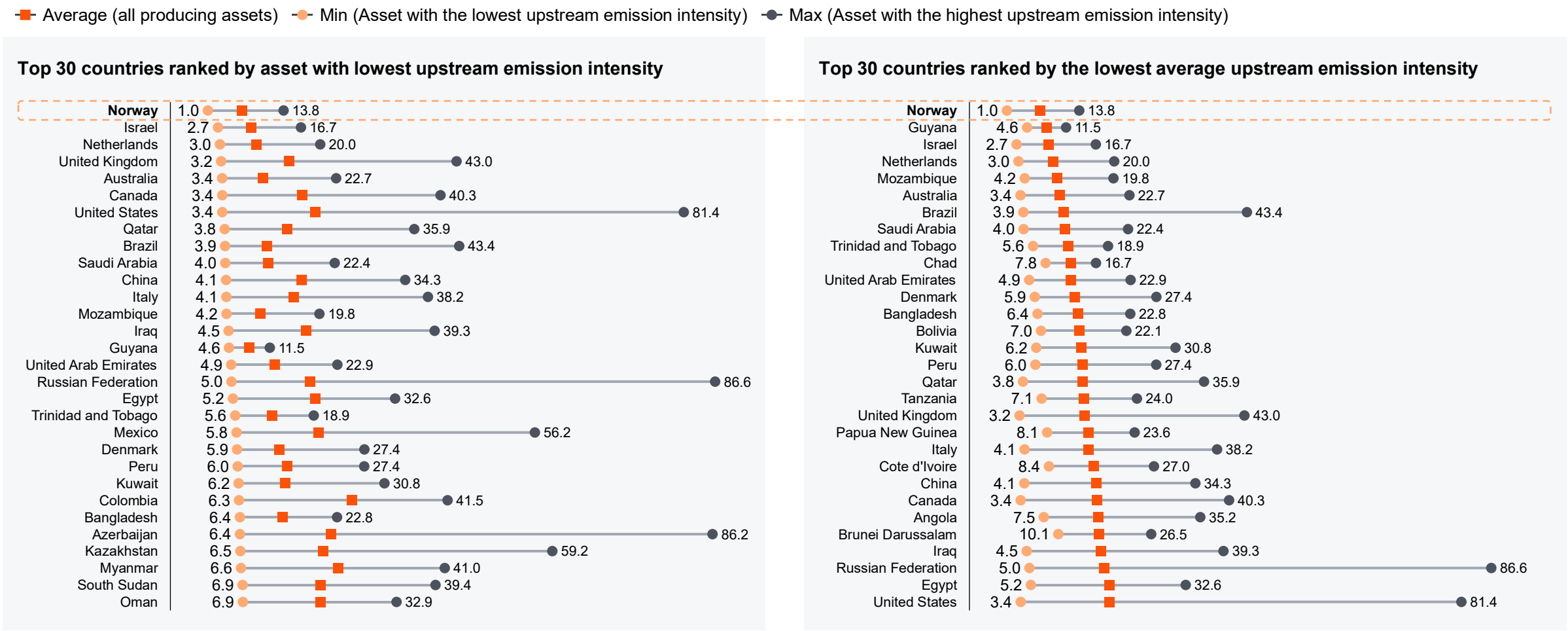
PwC OFS database overview

The database consists of ~760 companies that are categorised by main segment and subsegment, which directly or indirectly serves the Norwegian offshore industry

Segments & subsegment	Subsea	EPCI		Maintenance & Operations				Drilling & Well Services			Seismic
	Subsea	EPCI services	Topside & processing equipment	Operational & prof. services	Maintenance Services	Machining & welding	Transport & logistics	Well services	Rigs & drilling contractors	Drilling tools & commodities	Seismic
# companies	77	35	178	172	67	77	52	42	18	27	17
+1bn NOK	Subsea 7 DOF Subsea Reach Subsea	Aker Solutions Aibel Nymo	Framo SFF Vipo	ABL Kaefer Energy Head Energy	Moreld Apply Westcon Beerenberg	Aarbakke	BW Heli-One CCB	Archer NOV Interwell	Odfjell Drilling AKOFS Offshore	Sumitomo Norway Tenaris Norway	TGS Shearwater Viridien (CGG)
Selected companies included in analysis	Norbit Kystdesign IKM Subsea NOR RTS Naxys Connector Subsea	Techouse Randaberg Industries Semco Stavanger Engineering Trosvik	Servi Mento Hitec Products Momenta Tech Trade Autek FlowPartner	STS-Isonor Dovre Group Energy Safetech Caera Kabal	PSW Momek Services Ramco Izomax Oss-nor GMC	Haaland Industri Bandak I P Huse Sirvåg Mekaniske Årdal Maskinering Depro	Asco Norge SES Energy Services Transmar Westport Optilift	Expro Norway TCO Group E Plug Sekal Fishbones Wellpartner Wellcem	Well Expertise North Sea Rigs	Tomax Eagle Technology FourPhase Devico Ace Well Technology Cubility	Resman Seabird Exploration Intertek APT Exploro Seismeq

OCI+ asset-level data: upstream emission intensity

Upstream emission intensity measured as volume-weighted average gCO_2eq/MJ from production to field gate, incl. CO_2 and methane



Source: IEA, RMI OCI+ Emission intensity data, as of 2024

Note: Upstream emission intensity metric includes emissions from drilling, production, processing, flaring, venting and fugitive methane, as modelled using the OCI+ (Oil Climate Index plus Gas) and the peer-reviewed OPGEE upstream model.

Thank You

pwc.com