

NORN The Shetland Engineering Alliance

All-Energy, 10th May 2023



About Norn: The Shetland Engineering Alliance

- Norn Limited (“Norn”) is an alliance of four Shetland-based businesses who have come together around a shared vision for large-scale engineering project delivery in Shetland
- The primary focus of Norn is the execution of ***large-scale offshore wind component assembly*** from Shetland facilities
- The four companies within the Norn alliance are: **LEF, Malakoff, Ocean Kinetics, and Voar**
- Collectively, these companies **employ over 300 Shetlanders**

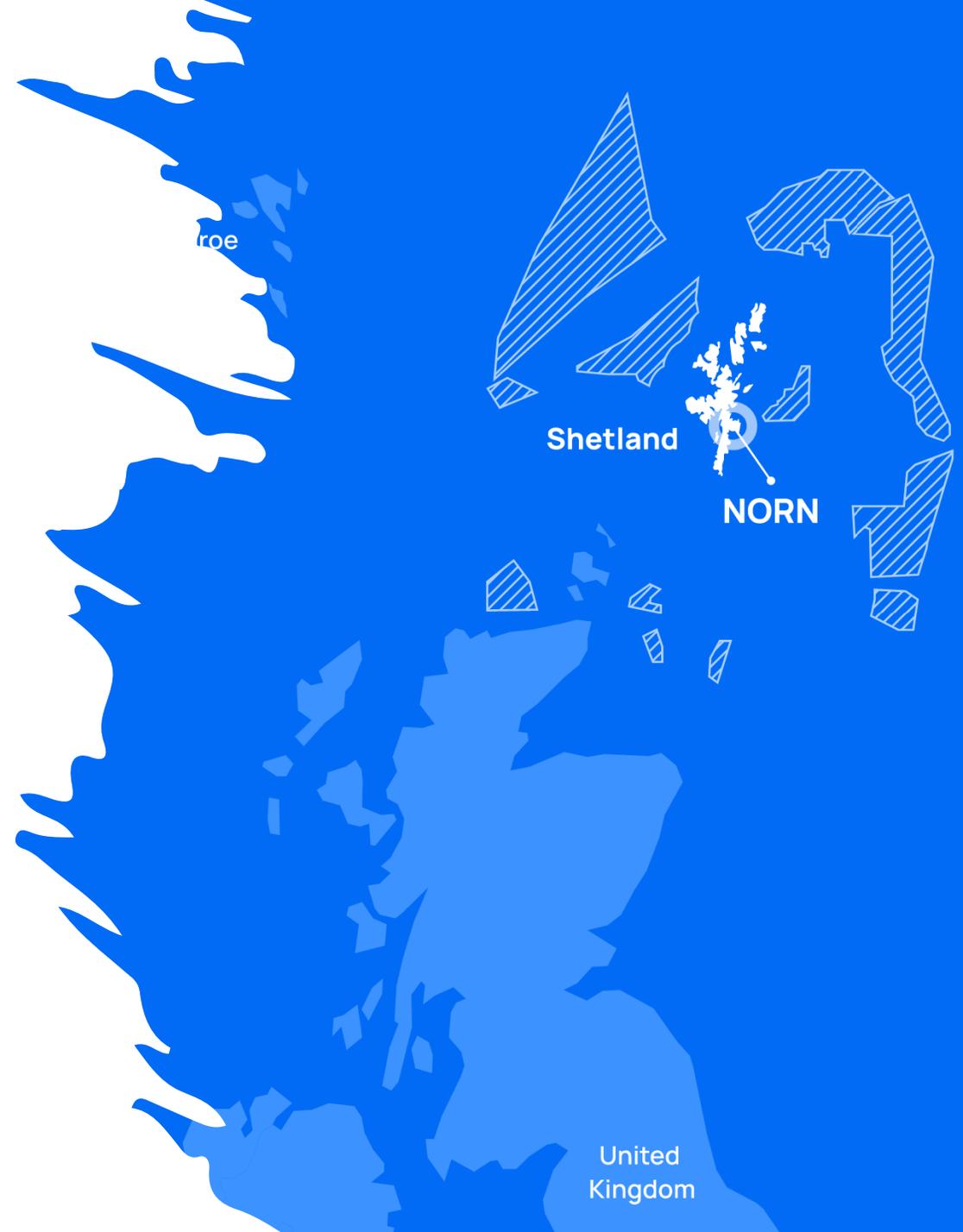
Scotland has some of the best 'natural capital' in the world

- Highly skilled supply chain
 - Excellent port & harbour Facilities
 - Europe's best wind resource
- ...however...
- We need to grow across every important metric (except more wind!)



Shetland is in a prime location

Of the £30 billion ambition for Scottish supply chain spend, £5 billion of that ambition is linked to projects directly off the east coast of Shetland. £3 billion of that is associated with Manufacturing and Fabrication activities.



Who are NORN



*Future
Partners*

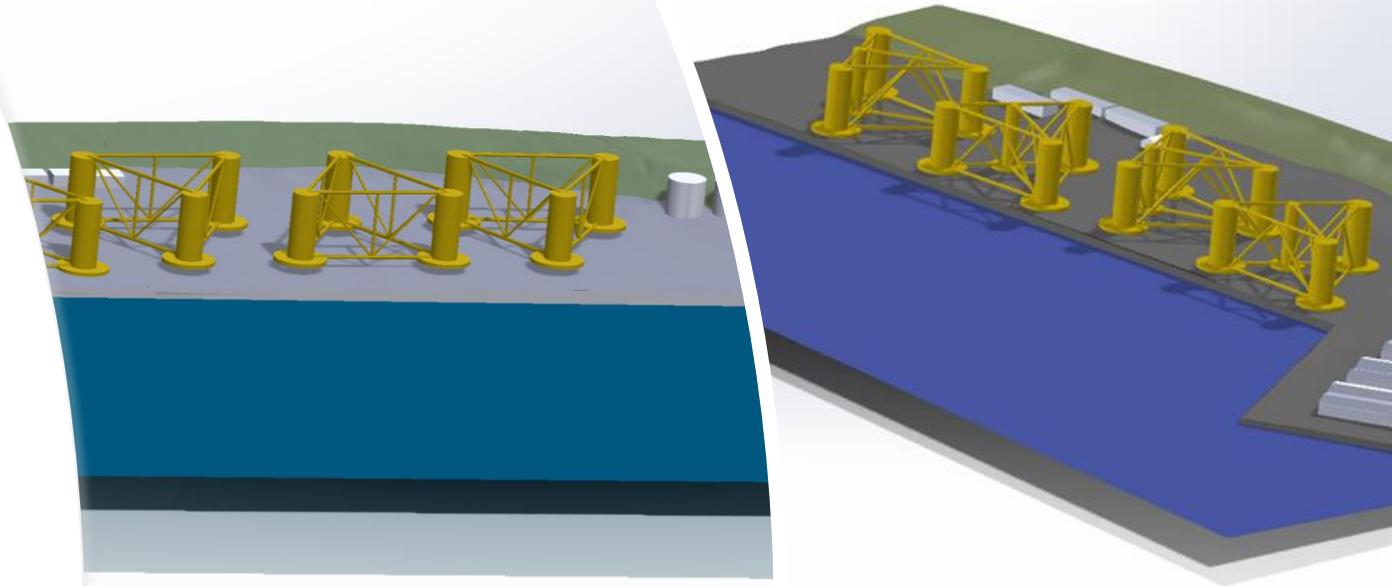
- **Supervision & Quality Systems**
- Fabrication & Welding (ISO 3834-2, EN 1090-2)
- Painting & Coatings, Coating Inspection (ICORR Level 3)
- Inspection & NDT (Radiography Bay, CSWIP Inspectors)
- Pipefitters & Bolting (ECITB Competent personnel)
- Machining, CNC Plasma Cutting, Workshop Facilities
- IRATA Rope Access
- Diving (Lloyds & DNV in water surveys, ROV provision)
- Marine (Multi-use Workboats)

- **Support Functions**
- Project Controls (Plan & Schedule, Cost, Change, Risk)
- Contract Support
- Energy Project Management Experience

- Agency manpower
- Scaffolding
- Cranage
- Rigging
- Accommodation
- Transport

Key takeaways

- Be bold and form alliances with the competitors you most admire
- Form a company, a board, and meet weekly
- Your prospective clients shouldn't see a chink of light between you
- Partner early



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