



**EV**  
Private Equity

# **Innovation vs Competition: *A lose lose strategy?***

---

Kjell E Jacobsen  
Chairman

# EV Private Equity



**Est. 2002**

Strong track record

**Growth capital**

Oil & gas services

**50+**

portfolio companies

**25**

companies exited

**\$1 billion**

under management

**20 people**

8 nationalities

**Global reach**

Stavanger, Aberdeen,  
Houston

Local presence

**Specialist oil field services investor**

# Our approach



## Differentiation

Technology and model

## Expertise

Strong management

## Potential

Significant market

## Cash

Positive cash flow



**Lower costs**



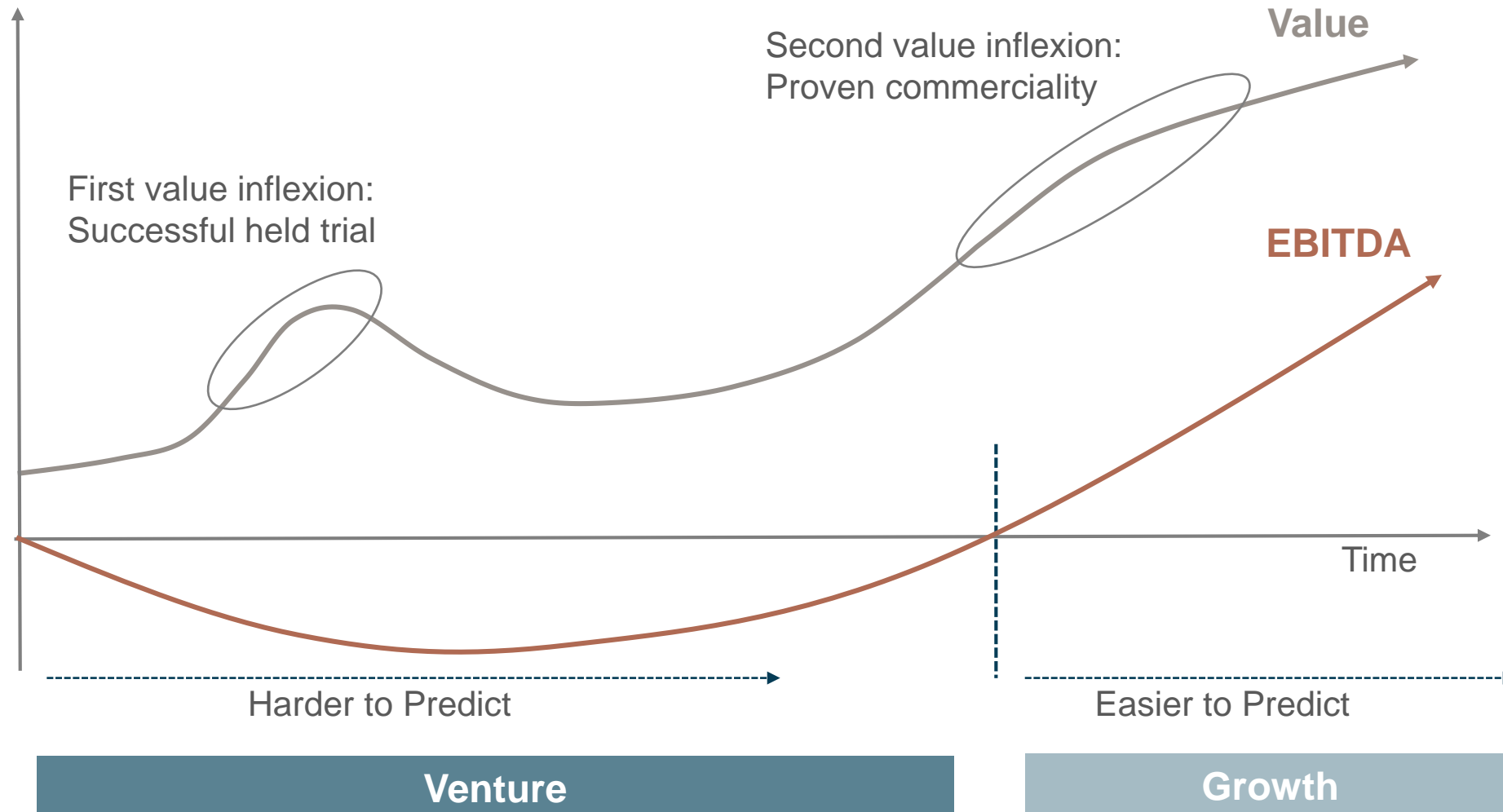
**Higher productivity**



**Reduced risk**



# The journey of a technology investment..



# Technology journey

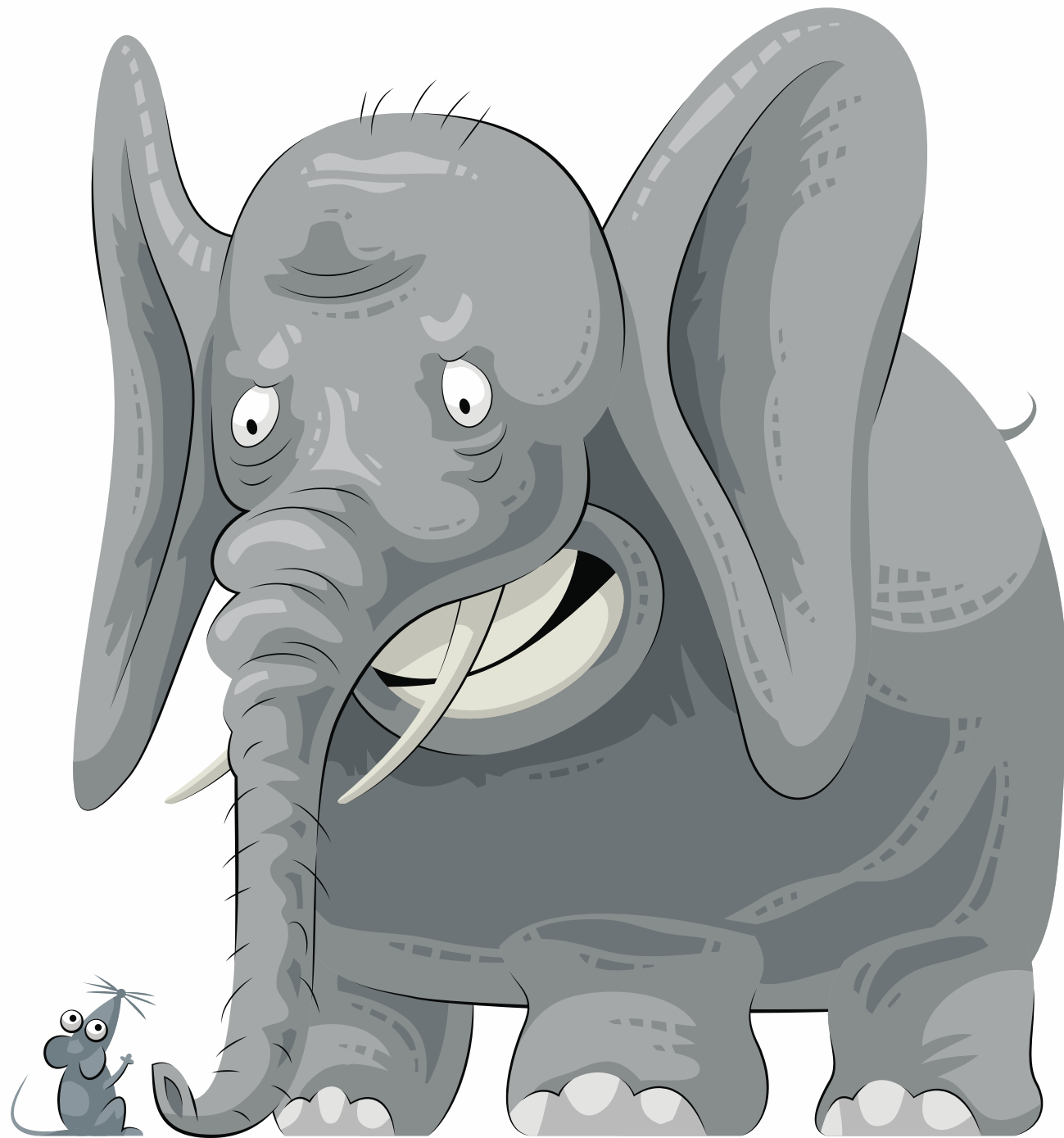


One	Two	Three	Four	Five	Six	Seven	Eight	Nine
The big idea	Invention begins	Active R&D	Validate in the lab	Validate in the environment	Test advanced prototype	Test operationally	Technology proved	Technology commercial

Technology readiness levels



**Hitting the buffers!**

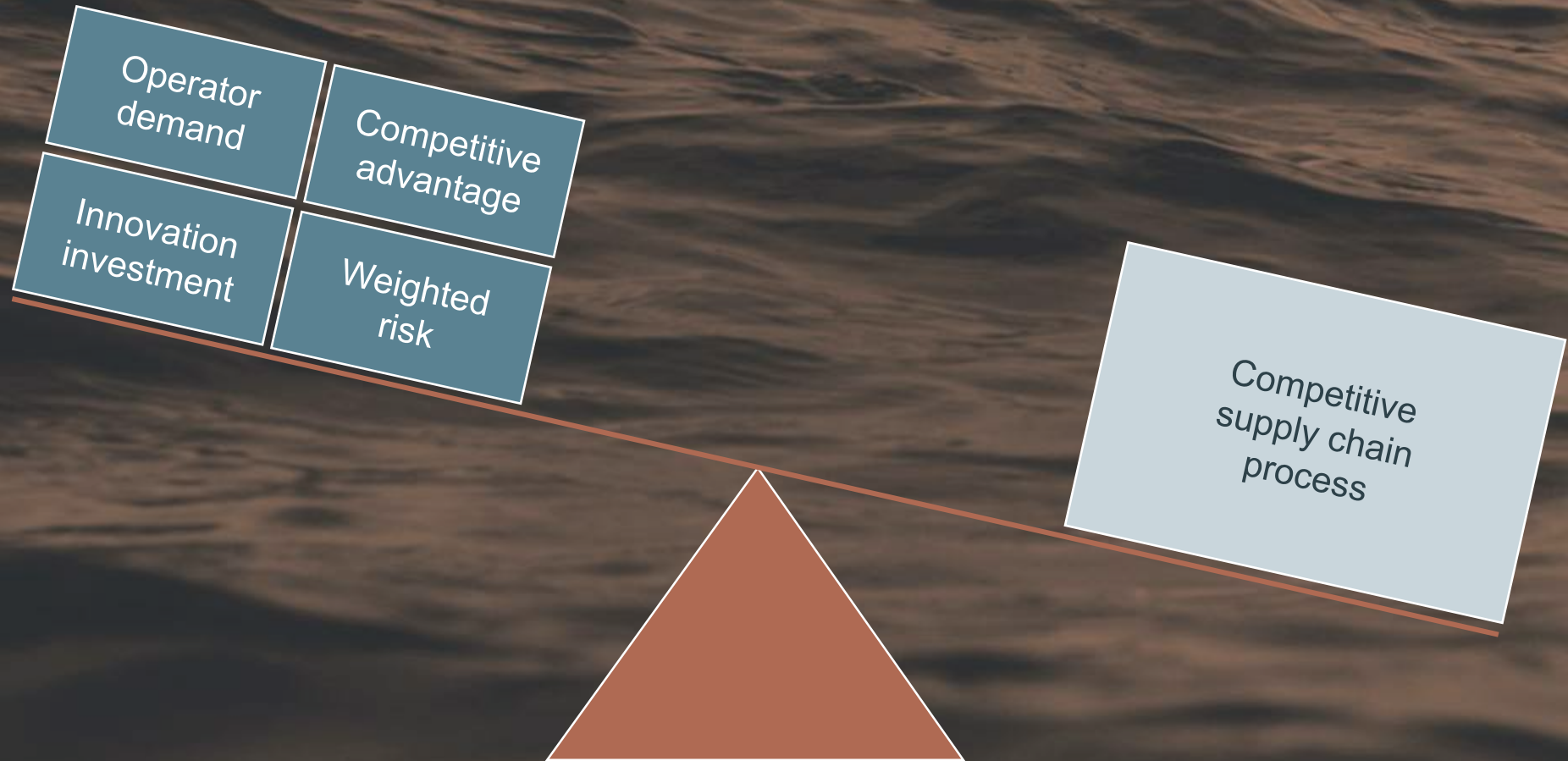




**Innovation =  
Competitive  
Advantage**



# The great paradox







EV

Private Equity

---

Building World-Class Companies