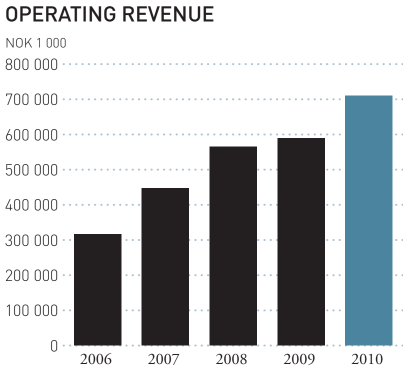
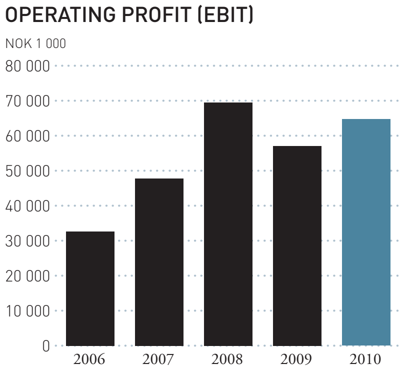
10

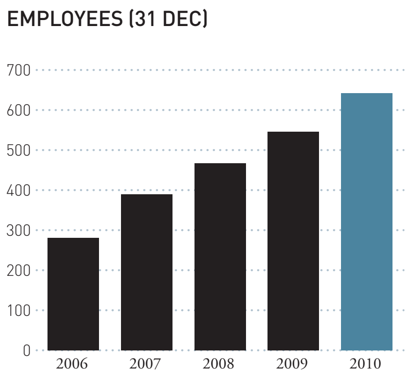
bouvet

KEY FIGURES BOUVET

	2010	2009	2008
Operating revenue (NOK mill)	710,6	589,1	565,4
Operating profit (EBIT) (NOK mill)	64,7	57,1	69,5
Profit for the year (NOK mill)	49,0	42,5	55,3
EBIT margin	9,1 %	9,7 %	12,3 %
Work-years	574	477	410
Employees at 31 Dec	642	546	467
Equity ratio	37 %	42 %	44 %







www.bouvet.no
www.bouvet.se

OFFICES

Trondheim
Bergen
Haugesund
Oslo
Skien
Sandefjord
Stavanger
Arendal
Kristiansand
Örebro
Stockholm
Malmö
Bouvet Island

BOUVET IN BRIEF

642 employees
12 offices
closeness
to clients
ideas technology
credibility
competence solid
client base
business opportunities
communication

Bouvet ASA is a Scandinavian consultancy which delivers development and advisory services relating to information technology, interactive communication and enterprise management. Our strengths are broad expertise, long experience and the ability to solve problems creatively.
We had 642 employees at 31 December 2010, spread over 12 offices in Norway and Sweden.

We create business opportunities and enhance the efficiency of processes for our clients. Our key tools are new ideas and innovative technology.

Our ambition is to be the most credible consultancy with the most satisfied clients and employees.

We will be the leading consultancy in our service areas.

We have a very solid client base. Our clients include the largest public and private sector enterprises in Norway and Sweden. We seek long-term relationships with our clients, and two-thirds of them have been with us for more than three years.

Our philosophy is that closeness to the client is crucial for good solutions. We accordingly draw on expertise from across the company but embed projects locally. In this way, clients can have local account and project managers while enjoying access to all our expertise regardless of its location.

WE DELIVER SERVICES IN THE FOLLOWING AREAS

Information technology
Interactive communication
Enterprise management

IT strategy – Consulting – Development – Integration architecture – Search – Databases – Project management
Testing – Application management – Infrastructure
Operation – ASP – ERP – Business intelligence – Information management – Security – Collaboration – Mobile applications – Rich web solutions – Digital public services
Digital communication – Multi-channel strategy
Information architecture – Graphical design – Content development – Training courses – Certifications

This success reflects good market progress, but most of all able and enthusiastic consultants.

Sverre Hurum
CEO Bouvet

CHIEF EXECUTIVE'S COMMENTS:

ABLE EMPLOYEES – CLOSE TO THE CLIENTS

We had another good year in 2010. Existing clients showed renewed confidence in us, while a number of highly interesting new clients chose to enter into collaboration with us.

Increased demand meant that we had 96 more employees at 31 December than a year earlier. This success reflects good market progress, but most of all able and enthusiastic consultants. It is very enjoyable to lead a company which gets so much positive feedback from clients. Their comments relate to both the professional expertise and the personal qualities of our consultants. I am constantly hearing that they are easy to cooperate with and function well in the projects.

For their part, the consultants find it stimulating to work on professional challenges in projects which help to advance the society of which we form part. Some examples demonstrate this. We are building systems for more efficient energy trading and improved management of predators, solutions for following up health, safety and the environment, better web banks, support for more efficient internal collaboration at our clients, websites for the sale and distribution of digital teaching aids to schools, and mobile solutions for locating public transport services. The list could have been much longer.

Our starting point has been services related to the development of systems. In recent years, however, we have widened our range. We have taken new steps in the direction of the server room, users of solutions and the strategic processes which underlie the choice of business solutions. This has made it possible to achieve a broader collaboration with our clients. Service management, mobile solutions and technical infrastructure are examples of areas where we became considerably stronger during 2010.

I would make particular mention of our progress in Rogaland county, where growth in both the workforce and the volume of assignments has been impressive. We have also found it appropriate to establish a dedicated subsidiary to serve the local Rogaland market for interactive communication and web solutions. This Olavstoppen venture has already established itself in a positive way in the local market.

Our strategy has remained the same throughout. We build stone by stone on the basis of credibility, long-term client relationships and satisfied employees. This approach was retained even in the tough market which prevailed in 2009. During 2010, we saw that this was the right choice.

An important reason for our success has been the attention we devote to our employees. In addition to professional development and expertise-building, we cultivate a corporate culture in which job satisfaction, team spirit and good humour are important elements. The expertise and enthusiasm of our employees are crucial for our success in establishing long-term relationships with clients and becoming their preferred partner. We have a flat organisational structure, where the views of the individual are heard, and we facilitate flexible solutions which permit work and family to be combined in the best possible way. A great many social events are also organised. That means we enjoy each other's company – which I find very gratifying.

Our regional profile is important. A wide geographical spread and local offices in both Norway and Sweden provide clear benefits for marketing and competitiveness. This closeness to the client means that we achieve better interaction and long-term relationships with them. We have chosen to illustrate that point in this annual report through pictures of consultants dancing with clients. Satisfied clients will always be the best ambassadors, and good references are important in sales work.

We will continue to develop by offering the services which our clients need. A crucial condition for achieving that goal will be to maintain continuity in our workforce and to go on developing our expertise. If we succeed in that, we will continue to make progress. We have everything needed for success.

OUR OFFICES

In this year's annual report, we want to look behind the figures and talk about clients, employees and projects at our various offices. That is where the value gets created and new opportunities arise – close to the clients and in step with their needs.

Aase Soland Bjelland, principal
engineer at Gassco AS in Kopervik.
Vidar Aga, Bouvet consultant.

ROGALAND

Bouvet has achieved substantial growth in Rogaland during recent years, while delivering good results from this county. That builds on a larger volume of assignments from existing clients and good flow of new consultancy clients.

A large number of contracts were signed during 2010, including a number of frame agreements with Statoil. That provides a solid basis for the further development of Bouvet's business in the region.

Its range of services has expanded in step with new and increased requirements among existing clients. One example is a number of service management contracts secured in 2010. Based on defined standard processes and frameworks, these give the service provider a wider responsibility and mandate in deliveries.

NEW SERVICES AND SECTORS

Technical infrastructure and operation are growth areas for Bouvet. They have accordingly been established as new service areas in Rogaland. The company opened its own operations centre in Stavanger in the spring of 2010.

Process design, workflow analyses, human resources, and change, information and performance management are other examples of areas where activity rose considerably during the year. A number of new long-term management agreements and projects were secured.

Bouvet extended its services in Rogaland into a number of new sectors during 2010, including agriculture, the process industry and engineering. Examples include Nortura (previously Gilde and Prior), which chose Bouvet during 2010 as its IT partner for the next three years.

SUCCESS FACTORS

Interesting projects and new technology make Bouvet an attractive place to work in Rogaland. Its consultants form part of a flat and motivating organisation, which is performance-oriented and enthusiastic. This organisational model has been dubbed "small in big". Each business unit has great freedom and responsibility for its own results, while forming part of a wider whole.

A number of success factors explain the growth and increased market share in Rogaland. Expertise, ability to execute, local management and commercial competitiveness are naturally important. Another key factor is the maintenance of a stable organisation characterised by loyalty and a strong corporate culture. Combined with technical knowledge and a constant focus on understanding the client's business, this will yield a positive outcome.

Good deliveries to and feedback from clients have strengthened the company's reputation in the region.

The company has three offices in Rogaland – at Forus outside Stavanger, in downtown Stavanger and in Haugesund. Bouvet believes it is important to be a positive force in the local community, and accordingly supports local events and societies which represent good causes.

OLAVSTOPPEN

An important event in 2010 was the creation of Olavstoppen AS. This subsidiary delivers every kind of service required for a client to communicate via the internet in a purposeful and effective manner. That includes communication strategy, target audience analyses, information architecture, interaction and graphic design, and implementation of technical solutions. The goal is to establish user-friendly services which ensure that business goals are met.

Establishing this company was an important move in sharpening and highlighting these services to the market. The result has been a number of new clients, as well as great interest from consultants who want to join the company. It is very gratifying to note that the synergy between Bouvet and Olavstoppen has led to increased activity in both camps.

FACTS ROGALAND
Head: Nils Olav Nergaard
Employees 31 Dec 10: 238

Kari Anne Kvarving, communication adviser at the Norwegian Directorate of Immigration in Oslo. Alf Lervåg, Bouvet consultant.

OSLO

Good technical solutions have been produced at Myrens Verksted since 1848, so the location of Bouvet's Oslo office there makes it part of a proud tradition. When it moved in during 2001, the company was still called Cell Network. It has grown substantially since then.

The Oslo office provides a broad range of services and delivers to most sectors. System development and user quality have been fundamental throughout, and remain important. However, the service range has widened in recent years. During the spring of 2010, Bouvet appointed a professional team which works on technical infrastructure. This means it can now offer advice on networks, data storage, virtualisation, access control, system administration and operating systems. A heavyweight consulting team has been established to deliver technological advice at the strategic level, capacity and expertise are being built up in interactive communication and customer experiences, and a team has been appointed to work with EpiServer.

"We're organised in a way which allows us to respond quickly and adapt to new market trends," says Anders Volle, who heads Bouvet in Oslo. "Expanding the range of services is also possible because new people are seeking to join us. We're experiencing a positive spiral and we're a magnet for able people."

Bouvet's Oslo training centre offers courses in everything from presentational techniques to advanced programming, and is Norway's only certified course centre for SAP. "More than 2600 people take our courses every year, and this is a great way of highlighting our expertise," says Volle.

INNOVATIVE PROJECTS

The first hydropower turbines in Norway were manufactured at Myrens Verksted in 1850. Innovative use of technology remains important for Bouvet's personnel on the banks of the River Aker. "We're constantly working on new concepts in cooperation with our clients," comments Volle. "One example is a solution for registering and following up non-conformances, which we've developed together with Statkraft and the Norwegian Institute for Energy Technology. It's fully integrated with the other systems and processes in the business. We're also producing a solution for the Viking rescue service which gives drivers of repair vehicles access to systems and allows them to update these with simple key strokes on handheld units. And we developed a digital 'listening post' for the Prime Minister's Office in 2010 to track discussions about the welfare state in social media such as Twitter and blogs. Relevant postings to the web were extracted to a dedicated website."

CUSTOMER CONFIDENCE

Volle constantly takes part in status meeting where clients are presented with what the Bouvet team has developed in the latest period. "Clients are very happy with what we do," he says. "I get the impression that they find our people easy to deal with. We talk to the point and we deliver. We occasionally run up against technical challenges, but when the client sees that we roll up our sleeves and get down to overcoming them, their confidence usually becomes even greater than before.

"We have the potential to take larger market shares in the Oslo area. We're planning for growth, but without compromising on whom we employ. The fight over able people in eastern Norway has become very tough now."

He notes that the most important way to attract recruits is to offer them interesting jobs. "We've also got to have good arenas for expertise sharing and development." Twice a year, the Oslo office organises an internal technical conference which attracts close to 200 employees. They can choose between roughly 30 papers given by colleagues in parallel sessions. "Myrens Verksted fizzes with enthusiasm on these evenings," Volle reports.

FACTS OSLO

Head: Anders Volle

Employees 31 Dec 10: 272

Louise Rydin, Bouvet consultant.
Patrik Jonsson, section manager at
ICA in Stockholm.

STOCKHOLM, MALMÖ, ÖREBRO

Bouvet has long had Scandinavian enterprises such as SAS, ICA and Staples as clients. The move into Sweden was made with the desire to deliver services to these companies on the other side of the peninsula as well.

An office was established in Malmö through the acquisition of Zekundera AB. Operations in Stockholm have been built up from scratch. An office is also being established in Örebro.

"It's a great advantage for us that we can draw on expertise and references from Norway," says Jonna Nordén, who heads Bouvet's Stockholm office. "The fact that an organisation of our size has won frame agreements from clients such as the Swedish Transport Administration, the Swedish Pensions Agency and Svenska Kraftnät is unique. Our strong client base in Stockholm gives us a very good basis for growth."

Another client with a frame agreement is ICA. A couple of years ago, this company wanted to reduce it's frame agreement suppliers from roughly 100 to 10. At that time, Bouvet had only five employees in Stockholm and the odds of its contract being extended accordingly looked poor. It was nevertheless chosen along with major consultancies in Sweden, such as KnowIT, Accenture, Connecta and IT Lederna. "When we had a meeting with ICA, we learnt we'd been chosen because we knew the company well and because we had the long-term approach and credibility it needed," explains Nordén.

ICA has now become Bouvet's biggest client in the Swedish capital. "It's keen for us to respond to its enquiries," says Nordén. "We experience our collaboration with the company as a partnership. It's win/win. And our consultants love working for ICA. We're on the right track then, and it's fun. The market in Stockholm likes newcomers. Companies are happy to try a new and different supplier. When we show our commitment, what we're about and the similar deliveries we've made in Norway, they get curious."

GLOBAL COMPANIES

The development potential in the Malmö region is also huge. "You can see the massive construction activity that's underway when you go there," enthuses Stein Riisnæs, who has overall responsibility for Bouvet's Swedish operations. "Global companies such as SonyEricsson, AlfaLaval, Trelleborg, TetraPak and Gambo are located there. The first of these is currently our most important client in Malmö. It's very satisfied, which confirms that we're on the right track.

"In building our operations in Sweden, we've constantly put weight on embedding our vision, values and business concept in the organisation. If you can manage that, it creates a good foundation for future success."

"It's important to involve the consultants before taking decisions which affect them," says Mathias Hansson, newly-appointed head of the Malmö office. He has executive experience from such companies as Accenture and IBM. Nordén also emphasises the need to ensure that the consultants thrive. "They must recognise that we care about them and their expertise development."

FULL CIRCLE

Bouvet was originally established on the basis of the Norwegian arm of Sweden's Cell Network group. The company's move into Sweden means that its development has in many respect come full circle. "We're in Sweden to grow," says Riisnæs. "The Swedish market for consultants is two-three times larger than Norway's, so we have a great potential for expansion here."

FACTS SWEDEN
Head: Stein Riisnæs
Head Stockholm: Jonna Nordén
Head Malmö: Mathias Hansson
Employees 31 Dec 10: 21

KRISTIANSAND, ARENDAL, GRENLAND, SANDEFJORD

"A local presence and an international orientation are important for us," reports Arne Hermansen, head of Bouvet's activities in southern Norway.

Aker Solutions, BW Offshore, the Kongsberg group, Eramet and Jotun are all local customers with extensive international operations.

"Kongsberg is very keen on the fact that we're a local supplier," explains consultant Anders Henriksen, who has been part of the team delivering an intranet for the group's employees in 25 countries. A local presence was also key to Bouvet's involvement in Statoil's Procosys project at Herøya in Porsgrunn. "It previously used some local individual consultants, but then began a collaboration with us," reports Hårek Stranheim at the Grenland office. "We could deliver four-five qualified people directly into the project." A public-sector player in the region is the Norwegian Post and Telecommunications Authority in Lillesand, from whom Bouvet has won a number of tenders for deliveries such as case management solutions.

"We have a fantastic collection of able staff," says Hermansen. "And the market potential indicates opportunities for further growth here in southern Norway. We're in recruitment mode." He mentions expertise in business intelligence (BI) and web solutions as examples of areas where the company leads in the region. Bouvet has delivered exciting BI solutions to Eramet and Skagerak for following up key indicators. Where the web is concerned, he highlights the Norwegian Church Abroad, which won Norway's Farmand prize with the website Bouvet developed for it.

INTERNATIONAL COOPERATION

Companies along the Norwegian coast have always faced out to the world, and Bouvet can accompany its clients on their voyages abroad. For the OSM group, it is collaborating with a development team in Manila. Another example is the Kongsberg group, where Bouvet collaborates with the client's development team in Bulgaria. "Our consultants find this highly interesting," enthuses Henriksen. "We have the team management, architect and quality assurance functions, but we're also involved in development work on an equal footing with the Bulgarians. High walls haven't been built around the Bulgarian team. Success lies in the fact that we've managed to generate trust, equality and good daily communication.

"What characterises us is that we have a down-to-earth manner, but still manage to convince the client of our expertise. Companies in this region are particularly wary of consultants in suits and ties. That doesn't work here. It's part of our corporate culture that we're unpretentious and meet the client in their comfort zone. At the same time, we have the advantage of being backed by a big delivery capacity."

FACTS KRISTIANSAND, ARENDAL, GRENLAND, SANDEFJORD

Head: Arne Hermansen

Employees 31 Dec 10: 37

BERGEN

Energy, banking/finance and the public sector are the main areas covered by Bouvet's Bergen office. But it also delivers services in such industries as food, transport, shipping and education in this region.

"We feel that we're well positioned and that our portfolio of clients has a healthy spread between different sectors," says regional manager Anne Hasselgreen. "Many of our clients have interesting technological challenges and are concerned to find new and more efficient ways of working. Our consultants appreciate that. We win contracts first and foremost on the basis of our expertise."

She finds it particularly gratifying to receive a lot of feedback along these lines: "Your expertise is very good, but you're so nice as well. It seems that you, as such good colleagues, enjoy being together." Hasselgreen has seen the positive collaboration between Bouvet's consultants also infecting clients.

SECURITY AND MOBILE APPS

Security and mobile solutions have been the focus of a special drive by Bouvet in Bergen over the past year. The initiative for such commitments often comes from the consultants themselves. They see the requirements and the opportunities, and want to work with new concepts. When they also get the clients involved, this can be seen to have positive spin-offs in every direction. The Bergen office has developed mobile apps for Android and the iPhone, and is now pursuing developments with Windows mobile. Where security is concerned, risk and vulnerability analyses are among the services offered. "We consider it a vote of confidence when key social institutions send their staff on IT security courses with us," says Hasselgreen.

Western Norway is a growth region, and that is also reflected at Bouvet. System development, web solutions, project management and test management are among the growth areas at the Bergen office. "We want to expand without losing our commitment to making a collective effort," says Hasselgreen. "We'll stretch ourselves a long way before saying no to a client. We adjust quickly and do everything possible to deliver." Although the labour market is tight, new well-qualified people continue to join Bouvet. Hasselgreen particularly notes the good quality of recruits from Bergen's educational institutions.

COLLECTIVE ACTION

She also sees a fantastic activity in developing professionally. "What characterises people who work here is curiosity and a desire to learn. They're also willing to invest personally in expertise development."

The spirit of collective action is also important in the office's social events. "Our best parties are the ones without the white tablecloths," a department manager in Bergen once said. "It's important that everything isn't laid on, but that everyone contributes to creating a good atmosphere."

FACTS BERGEN
Head: Anne Hasselgreen
Employees 31 Dec 10: 43

TRONDHEIM

"We now have frame agreements with virtually all the major buyers of consultancy services in Trondheim," reports Eirik Vefsnmo, head of Bouvet's office in the mid-Norwegian city. Covering the Trøndelag and north Norwegian regions, it has solid expertise in system development and user experiences.

"Our expertise is important for winning contracts," affirms Vefsnmo. "We also have a fantastic record with references. And we've got the whole company behind us for both expertise and references, of course. But I don't think we'd have won any of the jobs we've got if we hadn't had a presence here. The Trøndelag business community likes to deal locally."

MAP-BASED SYSTEMS

He names the Directorate for Nature Management as a good example of a client in Trondheim, which has collaborated with Bouvet since 1998. The company works with it on both new developments and management of existing systems. "Demand for map-based systems is steadily growing, and we're doing highly interesting things with the directorate in this area," says Vefsnmo. These systems allow the client's staff to pinpoint observations of oil pollution or carnivores, for example, with the aid of maps or the GPS.

Another innovative project is the digital pen, where Bouvet is involved in exploring new ways of acquiring data from ambulance personnel. The idea is that structured information will be registered in the vehicle with a digital pen and special paper using a unique raster.

The level of activity in the region is rising in both public and private sectors. With Bouvet taking ever larger market shares, the Trondheim office is committed to growth.

Occupying newly refurbished premises on the quays along the River Nid, it is rigged for fresh expansion.

CUSTOMER FEEDBACK

"Feedback from our clients is one of our biggest motivational factors," says Vefsnmo, and refers to an e-mail from a client which states: "It's a pleasure to work with your consultant. He is professional, objective, attentive and thoughtful." Vefsnmo believes that the right appointments and the willingness of consultants to develop their expertise lays the basis for satisfied clients. Much of the work on expertise development is managed and organised by the consultants themselves, he adds. "We have a technology forum where the consultants get to grips with new technological concepts. A lot of attention has been devoted recently to mobile technology and apps. We've acquired a good deal of equipment which the consultants play with. We can then demonstrate that to clients or describe it in bids."

FACTS TRONDHEIM
Head: Eirik Vefsnmo
Employees 31 Dec 10: 31

OUR EMPLOYEES

A WINNER CULTURE

The most important reason for our progress is the enthusiasm and knowledge of our employees. Motivated, committed and competent personnel in a stable organisation are significant for creating good financial results.

We accordingly cultivate a corporate culture with job satisfaction, enthusiasm and challenging jobs as its main pillars. This also helps us to attract the new personnel we need to meet demand from our clients.

We encompass a great variety of expertise and experience. Viewed overall, this represents a great strength. Both physical and digital arenas have accordingly been established where staff can share their knowledge with each other. Courses and technical meetings are examples of such fora. Another conscious decision is to staff projects with a mixture of older personnel and talented young people. Such measures create the basis for innovation in the projects and new insights for each individual. Where expertise development is concerned, individual targets are set for each employee.

Flexibility is also important for enhancing job satisfaction. In a hectic world, it is important for us to make it possible for employees to combine work and family life in the best possible way.

Our various regions are constantly organising outings as well as sporting and cultural activities. Many of these are initiated by employees themselves. A great mood prevailed when more than 500 personnel paid a weekend visit to London during September. Such shared experiences foster team spirit and a sense of belonging.

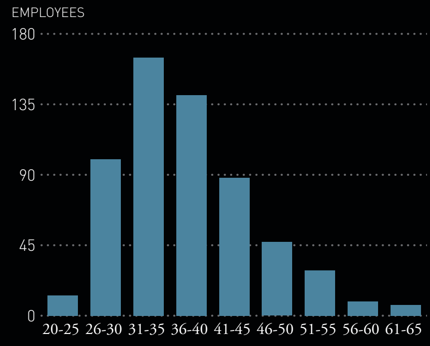
We have seen strong growth in our workforce during recent years. Assimilating so many new employees into our culture and mode of working represents a challenge. Nevertheless, we are accomplishing this successfully, with recruits quickly finding their place and getting out on assignments.

We regularly investigate developments in our working environment and well-being among our employees, and it is gratifying to see that we have so far succeeded. Our most recent employee survey showed a high level of job satisfaction. Among other questions, respondents were asked whether they were proud to work for the company, whether they would recommend a job there to friends and whether they regarded their colleagues as competent.

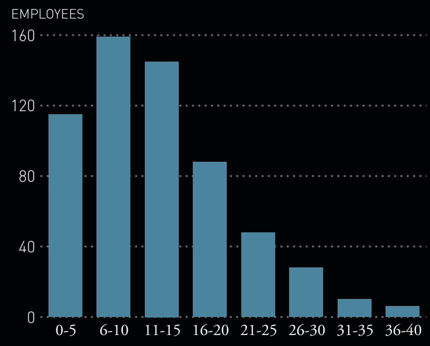
Our goal is to have the lowest personnel turnover in our industry. We have so far met this target. For a consultancy like ours, the workforce represents our principal asset. We will therefore be maintaining our concentration on job satisfaction, expertise and enthusiasm among our employees.

Vela Incident is the rock band at Bouvet's Oslo office, which made its debut at the fabled Bouvet Island Festival in 2008. After rapid progress, its autumn tour in 2010 marked a preliminary career high with gigs at JavaZone in Oslo Spektrum and the Hog in the Pound pub during Bouvet's London excursion. The band plunders rock history freely, with an ever stronger expression and more ambitious musical framework.

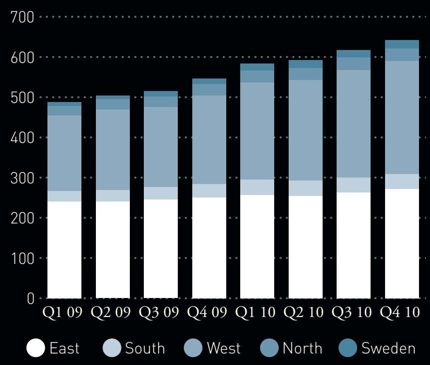
AGE DISTRIBUTION



EXPERIENCE



EMPLOYEES




OSLO
OSLO BØRS

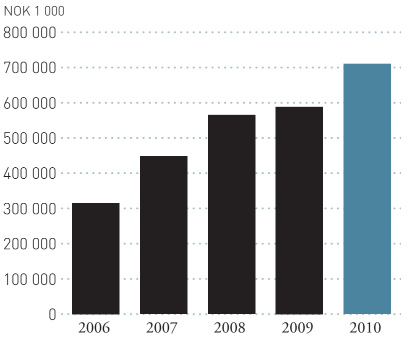
BOUVET ASA

DIRECTORS' REPORT

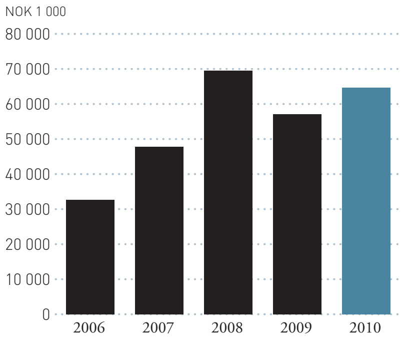
HIGHLIGHTS

Bouvet further strengthened its market position during 2010, and maintained profitable growth in a steadily improving market. Its implementation capability and expertise mean it is chosen to partner a number of large enterprises. During 2010, the company extended into new service areas which make collaboration with it even more interesting.

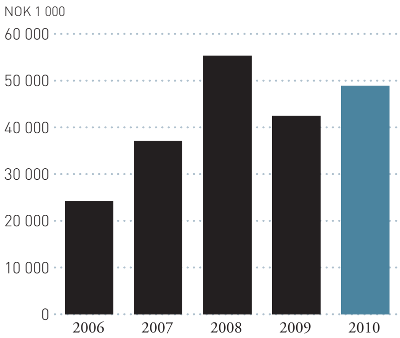
OPERATING REVENUE



OPERATING PROFIT (EBIT)



PROFIT FOR THE YEAR



Turnover rose to NOK 710.6 million, an increase of 20.6 per cent from 2009. The operating margin came to 9.1 per cent, compared with 9.7 per cent the year before.

Bouvet was listed on the Oslo Stock Exchange during the fourth quarter after being included in the Oslo Axess list since May 2007. It thereby became the first company to secure such a transfer.

Bouvet experienced a positive trend in the market for information technology (IT) services during 2010, with demand growing steadily in its service areas. The number of inquiries from both public and private sectors is rising. After an aggressive commitment in 2009, when the market was more challenging, Bouvet is now well positioned to exploit market opportunities which emerge during 2012.

The Group is well capitalised, with an equity ratio of 37.3 per cent and no interest-bearing debt.

OPERATIONS

The Group provides services in the fields of portals, system development and integration, application management, SAP, business intelligence, technical infrastructure and courses. User quality is an integral element in its deliveries.

An aggressive commitment has allowed Bouvet to increase its market share in recent years. This progress continued in 2010, demonstrating that the Group has an appropriate business model and a range of services well adapted to client requirements.

Bouvet's geographic spread through local offices provides clear advantages for marketing work and competitiveness. Many enterprises regard it as important that their supplier of business-critical systems has a local connection and presence. It has been Bouvet's experience that local entrenchment generally provides greater understanding of client needs. Establishing long-term relationships with the client and thereby learning its business and systems is also easier. This helps Bouvet to overcome the client's challenges more quickly.

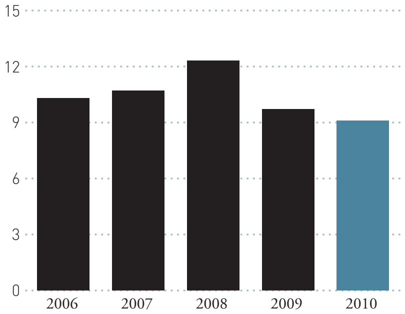
Clients have increasingly tended to buy services through frame agreements. With its size and references, Bouvet is very well positioned to win such contracts, and a number of them were signed in 2010.

The Group continued to focus in 2010 on long-term and lasting customer relations. That contributed to a high level of repeat orders and low sales costs. Revenues from the Group's 20 largest clients accounted for 63.3 per cent of total income for the year. Satisfied clients will always be the best ambassadors, and good references are valuable in sales work.

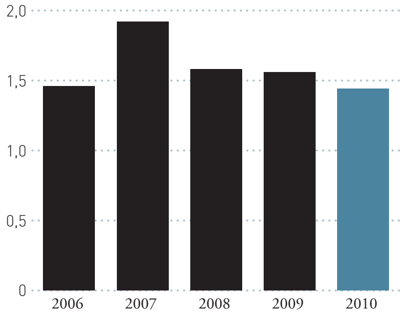
One of the most important reasons for Bouvet's progress has been continuity and stability in an organisation with highly qualified personnel. In addition to offering challenging jobs, Bouvet has therefore

EBIT-MARGIN

PER CENT

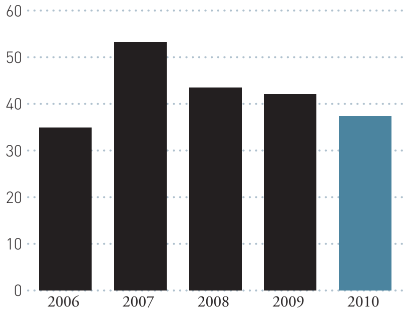


LIQUIDITY RATIO



EQUITY RATIO

PER CENT



worked actively to retain and strengthen a good social environment at a time when it has been expanding strongly.

Bouvet works closely with its clients. That equips it to provide support through advice on as well as development and management of business-critical solutions. The Group received extremely positive feedback during 2010 for its technical and social expertise, proposals for solutions, business comprehension and ability to deliver.

KEY FEATURES OF THE MARKET

The Scandinavian market for IT services developed positively in 2010, with the reappearance of a growing willingness to invest in IT. Many large projects were put out to tender during the year. A number of major contracts are expected to be offered in both public and private sectors, which is positive for 2011.

A particular increase is seen in demand for certain types of services. These include application management, security and mobile solutions.

ACCOUNTS AND FINANCIAL POSITION

OPERATING REVENUES

Bouvet had operating revenues of NOK 710.6 million in 2010, an increase of 20.6 per cent from NOK 589.1 million the year before. A 17.6 per cent increase in the average number of employees compared with 2009 was the most important reason for the rise in operating revenues. The invoicing ratio for the Group's consultants also rose by 1.2 percentage points from the year before to reach 75.4 per cent. Prices for the Group's hourly-based services declined by 3.8 per cent, but hourly rates made better progress in the second half compared with the first six months because of a positive development in demand for Bouvet's services.

> “The positive development continued in 2010, demonstrating that the company has an appropriate business model and a range of services well adapted to client requirements.

Bouvet uses the services of external consultants in those cases where it lacks the capacity to meet demand with its own personnel. Sub-consultants also function as a buffer against market volatility. In line with increasing activity, the use of sub-consultants rose in 2010 to 15.8 per cent, compared with 13 per cent in 2009.

OPERATING EXPENSES

Overall expenses in Bouvet grew by 21.4 per cent in 2010 to reach NOK 645.9 million. The Group's costs accordingly grew by more than its revenues. However, margins improved during the year and were 11.2 per cent in the fourth quarter. That is above the Group's long-term target, demonstrating that the aggressive commitment made in a weaker market during 2009 was the right approach. Bouvet is now well positioned to exploit the market opportunities which emerge in 2011.

The growth in operating expenses continued to relate primarily to the rise in payroll and other operating costs because the average number of employees increased during the period. Bouvet also experienced a general rise of three per cent in employee pay during 2010, compared with 1.5 per cent the year before.

PROFIT

Operating profit (EBIT) came to NOK 64.7 million in 2010, compared with NOK 57.1 million the year before. That represents a rise of 13.4 per cent. The EBIT margin was 9.1 per cent, compared with 9.7 per cent in 2009. Bouvet's long-term goal is an EBIT margin of 10 per cent.

The average number of employees increased by 96 people to 642 in 2010. That had a short-term effect on margin development. The Group will continue to devote great attention to improving the efficiency of its organisation even further, while also working actively to raise hourly rates.

Net profit was NOK 49 million, up from NOK 42.5 million in 2009. Earnings per share came to NOK 4.74, compared with NOK 4.18 in 2009.

BALANCE SHEET AND FINANCIAL ASPECTS

Bouvet had a total balance sheet of NOK 313.5 million at 31 December 2010. Accounts receivable rose by NOK 24.8 million, which must be viewed in relation to a NOK 121.5 million increase in operating revenues. The Group has conducted a review of its receivables, and regards them as sound.

Consolidated equity at 31 December came to NOK 116.8 million, compared with NOK 126.8 million in 2009. Bouvet paid a total of NOK 63.5 million in dividend to shareholders during the year. The Group's capital adequacy measured by book equity was 37.3 per cent at 31 December, compared with 42.1 per cent a year earlier. Bouvet's aim is to maintain an equity ratio in excess of 30 per cent.

The Group had long-term liabilities of NOK 5.2 million at 31 December, which consist of pension obligations.

Bouvet's cash flow from operations was NOK 36.4 million, compared with NOK 61.9 million in 2009. Liquid assets of NOK 112.3 million take the form of bank deposits.

Pursuant to section 3, sub-section 3a of the Norwegian Accounting Act, the board confirms that the going concern assumption is realistic, and the accounts for 2010 have been prepared on that basis. This is based on the Group's long-term forecasts as well as its equity and liquidity positions.

FINANCIAL RISK

The most important financial risks to which the Group is exposed relate to liquidity and credit. The management keeps these risks under constant observation, and specifies guidelines for the way they are managed. Bouvet's financial strategy is to maintain sufficient liquid assets or credit facilities at all times to finance operations and investments in line with the Group's strategy. Surplus liquidity is held as bank deposits. The Group's client portfolio consists mainly of large and financially sound enterprises and organisations with high credit ratings. New clients are assessed for their creditworthiness before being given credit. See note 23 to the accounts and the section on corporate governance for further details of financial risk.

SHARE AND SHAREHOLDERS

The Group aims to give its shareholders a return in the form of dividend and rising share value which is at least on a par with alternative investments offering a comparable level of risk. A dividend is proposed to the extent that the board feels this would not have a negative effect on the Group's growth ambitions and capital structure.

> “Bouvet's geographic spread through local offices provides clear advantages for marketing work and competitiveness.

Bouvet has a share capital of NOK 10 250 000, divided between 10 250 000 shares with a nominal value of NOK 1. This is unchanged from 2009. At 31 December, the Group owned 804 of its own shares compared with 86 401 a year earlier.

The company had 778 shareholders at 31 December. Its 20 largest shareholders owned 6 360 186 shares, which corresponded to 62.1 per cent of the share capital.

ALLOCATION OF NET PROFIT

The board proposes that the net profit of NOK 42.3 million for Bouvet ASA in 2010 be transferred to other equity. It also proposes that a dividend of NOK 42.0 million be paid, corresponding to NOK 4.10 per share.

Parent company equity at 31 December 2010 was NOK 113.2 million, of which NOK 82.3 million was distributable.

ORGANISATION

Bouvet's operations are well spread geographically, with nine offices in Norway and two in Sweden. These offices are located in Arendal, Bergen, Grenland, Haugalandet, Kristiansand, Malmö, Oslo, Sandefjord, Stavanger, Stockholm and Trondheim. Employees increased from 546 to 642 during 2010.

The Group will continue to build on its regional strategy, and its ambition is to occupy a leading position in the regions in which it operates.

Business operations in Sweden are progressing as planned, and the Group opened a new office in Stockholm during 2010. This activity has developed positively, but remains in an early phase.

WORKING CONDITIONS, HEALTH AND ENVIRONMENTAL ISSUES

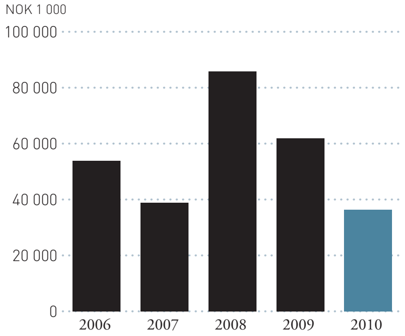
One of the most important reasons for the Group's progress is the continuity and stability of a highly-qualified organisation. In addition to offering challenging jobs, Bouvet works actively to retain and strengthen a good social environment at a time when the organisation is expanding sharply. It has so far succeeded in these efforts, and its workforce turnover is well below the industry average.

An important contribution to ensuring stability in the organisation is to give employees the opportunity to participate in the Group's long-term value creation. Bouvet has therefore developed a share saving programme for the workforce. It is gratifying that 72 per cent of the employees took part in the 2010 programme.

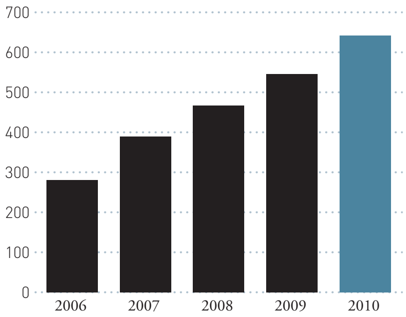
EXPERTISE DEVELOPMENT

Development of the Group's overall expertise is crucial for retaining and strengthening its competitiveness. As part of efforts to develop the expertise of employees while

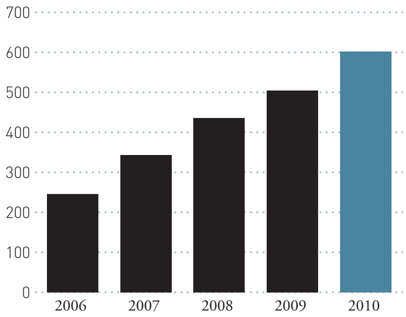
NET CASH FLOW OPERATIONS



EMPLOYEES (31 DEC)



AVERAGE NUMBER OF EMPLOYEES



forging stronger links with its clients, Bouvet stages monthly regional seminars to discuss current topics. These include both general trends in the IT sector and practical issues. The seminars are well attended, and make an important contribution to building expertise in the Group.

Bouvet also makes its mark as a strong professional team in Norway through the frequent use of its technical specialists as speakers at conferences and seminars. Group employees also participate actively in technical arenas, both nationally and regionally. The high level of commitment among employees is important for Bouvet, and helps to highlight its expertise to both existing and potential clients as well as contributing to the recruitment of able new personnel.

The Group's workforce has expanded strongly over the past 12 months, and emphasis has been given when appointing new employees to achieve a good division between experienced consultants with leading-edge expertise and talented younger people.

WELFARE

Bouvet pays close attention to developments in job satisfaction, and its annual employee survey yields high scores on this aspect. Among other questions, respondents were asked whether they were proud to work for the Group, whether they would recommend a job there to friends and whether they regarded their colleagues as competent. All these questions received a high score, with an average of five on a scale from one to six.

An important factor in achieving this high job satisfaction is the focus on offering employees challenging assignments in a good social environment. Bouvet has a flat organisational structure, which means the individual employee becomes involved in important decision-making processes. That

> “ A good inflow of contracts during the fourth quarter provided a positive start to 2011 and, viewed overall, Bouvet expects to make continued progress in the year to come.

contributes to creating an organisation where people take responsibility and help each other to solve challenging assignments.

A great many of the Group's employees are active in various sports, and a good social environment is often the result of shared experiences. Bouvet accordingly facilitates and supports a number of leisure activities and social events. Another important source of job satisfaction for personnel is the weight given by the Group to ensuring that work can be combined with family life and leisure.

HEALTH

Total sickness absence for the working year was 4.1 per cent, up from 3.8 per cent in 2009, or 42 784 hours. No serious working accidents occurred during 2010. Bouvet has contracts with local medical centres to provide an occupational health service.

EQUAL OPPORTUNITIES

Bouvet is working long-term to increase the percentage of women among its employees, but acquiring the right expertise will always take priority in recruitment.

The female proportion rose somewhat from the year before to 23 per cent in 2010. This distribution is more or less the same among consultants and management. Women and men in comparable jobs receive the same pay, while the distribution of working time is the same for both genders.

DISCRIMINATION

All Bouvet employees are duty-bound to contribute to a positive and professional working environment. This means that they will treat each other with respect, and that all forms of discrimination are unacceptable. That includes discrimination on the basis of religion, colour, gender, sexual orientation, age, nationality, race and disability.

INCENTIVES
Bouvet has a profit-sharing scheme whereby a progressively increasing percentage of the profit is allocated to employees.

ETHICS
Bouvet appreciates the importance of clear ethical guidelines for its employees. As a consultancy, compliance with these is particularly important.

The Group's ethical guidelines have been adopted to protect the critical resources of the Group and its clients in an appropriate and satisfactory manner when executing projects.

ENVIRONMENTAL IMPACT
Bouvet's activities do not pollute the natural environment, and are not regulated by licences or official edicts. Waste sorting is implemented in accordance with local regulations.

CORPORATE GOVERNANCE
Bouvet complies with the Norwegian code of practice for corporate governance. More details are provided elsewhere in this annual report.

PROSPECTS
Developments during 2010 have reinforced the conviction that Bouvet has a competitive range of services and a business model tailored to customer requirements. The Group continued to take market share and further reinforced its position in a steadily improving market. Bouvet's goal is to strengthen this even further in the time to come.

Demand for able consultants is high, and attracting capable new employees without a negative effect on the level of costs will be a challenge. Bouvet's recruitment efforts are tailored to the various regions, and it believes that highly interesting jobs with good development opportunities combined with a unique social environment will continue to attract the most talented people. A good inflow of contracts during the fourth quarter provided a positive start to 2011 and, viewed overall, Bouvet expects to make continued progress in the year to come.

Oslo, 13 April 2011

Åge Danielsen
Chair

Randi Helene Røed
Deputy chair

Grethe Høiland
Director

Ingebrigt Steen Jensen
Director

Elsa Mäyrä Irgens
Director, elected by the employees

Ida Lau Borch
Director, elected by the employees

Morten Njåstad Bråten
Director, elected by the employees

Sverre Hurum
President and CEO

THE BOUVET GROUP

CONSOLIDATED INCOME STATEMENT

1 JANUARY - 31 DECEMBER

NOK 1 000	Note	2010	2009
Revenue	4	710 641	589 089
Operating expenses			
Cost of sales	5	111 813	90 504
Personell expenses	6	450 033	367 160
Depreciation fixed assets	10	6 670	5 730
Amortisation intangible assets	12	655	655
Other operating expenses	7	76 733	67 953
Total operating expenses		645 904	532 002
Operating profit		64 737	57 087
Financial items			
Other interest income		2 053	3 024
Other financial income		337	642
Other interest expense		-87	-338
Other finance expense		-27	-29
Net financial items		2 276	3 299
Ordinary profit before tax		67 013	60 386
Income tax expense			
Tax expense on ordinary profit	8	18 055	17 905
Total tax expense		18 055	17 905
Profit for the period		48 958	42 481
Assigned to:			
Shareholders in parent company		48 621	42 481
Non-controlling interests		337	0

THE BOUVET GROUP

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

1 JANUARY - 31 DECEMBER

NOK 1 000	Note	2010	2009
Currency translation differences		-127	-55
Sum other income and costs		-127	-55
Profit for the year		48 958	42 481
Total comprehensive income		48 831	42 426
Assigned to:			
Shareholders in parent company		48 494	42 426
Non-controlling interests		337	0
Diluted earnings per share	9	4,74	4,18
Earnings per share	9	4,78	4,21

THE BOUVET GROUP

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AT 31 DECEMBER

NOK 1 000	Note	2010	2009
ASSETS			
Non-current assets			
Intangible assets			
Deferred tax asset	3,8	638	370
Goodwill	3,12,13	18 611	18 611
Other intangible assets	3,12	4 380	5 035
Total intangible assets		23 629	24 016
Fixed assets			
Office equipment	10	3 975	3 840
Office machines and vehicles	10	1 115	975
IT equipment	10	9 891	6 816
Total fixed assets		14 981	11 631
Financial non-current assets			
Other long-term receivables		10	10
Total financial non-current assets		10	10
Total non-current assets		38 620	35 657
Current assets			
Work in progress	3,11	65 246	47 571
Trade accounts receivable	14	90 671	65 897
Other short-term receivables	15	6 638	5 400
Cash and cash equivalents	16	112 329	146 760
Total current assets		274 884	265 628
TOTAL ASSETS		313 504	301 285

THE BOUVET GROUP

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AT 31 DECEMBER

NOK 1 000	Note	2010	2009
EQUITY AND LIABILITIES			
Equity			
Paid-in capital			
Share capital	17	**10 250**	10 250
Own shares – nominal value		**-1**	-86
Share premium fund		**10 000**	10 000
Total paid-in capital		**20 249**	20 164
Earned equity			
Other equity		**95 441**	106 589
Total earned equity		**95 441**	106 589
Non-controlling interests		**1 137**	0
Total equity		**116 827**	126 753
Long-term debt			
Pension obligations	3,19	**5 160**	4 234
Total long-term debt		**5 160**	4 234
Short-term debt			
Trade accounts payable		**27 177**	16 886
Income tax payable	8	**18 180**	18 492
Public duties payable		**68 561**	56 917
Other short-term debt	21	**77 599**	78 003
Total short-term debt		**191 517**	170 298
Total liabilities		**196 677**	174 532
TOTAL EQUITY AND LIABILITIES		**313 504**	301 285

THE BOUVET GROUP

CONSOLIDATED STATEMENT OF CASH FLOWS

1 JANUARY - 31 DECEMBER

NOK 1 000	Note	2010	2009
Cash flow from operating activities			
Ordinary profit before tax		67 013	60 386
Taxes paid	8	-18 635	-22 394
Gain on sale of fixed assets		0	5
Ordinary depreciation	10	6 670	5 730
Amortisation intangible assets	12	655	655
Share based payments		2 058	1 491
Changes in inventory, accounts receivable and creditors		-14 483	-1 666
Difference between expensed pension and payments/disbursements in pension schemes		926	2 346
Changes in other accruals		-7 801	15 385
Net cash flow from operating activities		36 403	61 938
Cash flows from investing activities			
Sale of fixed assets		39	174
Purchase of fixed and intangible assets	10	-10 059	-5 671
Net cash flow from investing activities		-10 020	-5 497
Cash flows from financing activities			
Capital increase from non-controlling interests		800	0
Purchase of own shares		-2 088	0
Sales of own shares		3 996	2 261
Dividend payments		-63 522	-40 295
Net cash flow from financing activities		-60 814	-38 034
Net changes in cash and cash equivalents		-34 431	18 407
Cash and cash equivalents at the beginning of the period		146 760	128 353
Cash and cash equivalents at the end of the period		112 329	146 760

THE BOUVET GROUP

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Note	NOK 1 000	Share capital	Own shares	Share premium fund	Total paid-in equity	Other equity	Non-controlling interests	Total equity
	Equity at 01.01.2009	10 250	-176	10 000	20 074	100 884	0	120 958
	Total comprehensive income					42 426		42 426
17	Purchase/sale of own shares (net)		90		90	3 399		3 489
18	Share based payment recognised in equity					175		175
17	Dividend					-40 295		-40 295
	Equity at 31.12.2009	10 250	-86	10 000	20 164	106 589	0	126 753
	Equity at 01.01.2010	10 250	-86	10 000	20 164	106 589	0	126 753
	Total comprehensive income					48 494	337	48 831
17	Purchase/sale of own shares (net)		85		85	3 338		3 423
18	Share based payment recognised in equity					542		542
	Payment from non-controlling interests						800	800
17	Dividend					-63 522		-63 522
	Equity at 31.12.2010	10 250	-1	10 000	20 249	95 441	1 137	116 827

THE BOUVET GROUP

NOTES

NOTE 1: ACCOUNTING PRINCIPLES

The Group financial statements of Bouvet AS for the period ending on 31 December 2010 were approved in a board meeting on 13 April 2011.

Bouvet ASA is a public limited company incorporated in Norway and listed on Oslo Børs. The Group's main office is located in Sandakerveien 24C, 0513 Oslo, Norway. The Group delivers consultancy services and training within information technology. The Group's business concept is to create opportunities and increase the efficiency of their customers' processes by means of new ideas and new technology in close cooperation with the customer.

THE BASIS FOR THE PREPARATION OF THE FINANCIAL STATEMENTS

Bouvet ASA was listed on Oslo Axess on 15 May 2007, and listed on Oslo Børs from 24 November 2010. The Group's financial statements of Bouvet for the accounting year 2010 have been prepared in accordance with international accounting standards and interpretations accepted by the EU, mandatory for the accounting year 2010.

The financial statements are based on the principles of historic cost.

The Group financial statements have been prepared on the basis of uniform accounting principles for uniform transactions and events under otherwise equal circumstances.

The Group's presentation currency is Norwegian Kroner (NOK) and the parent company's functional currency is NOK. Balance sheet items in subsidiaries with a functional currency other than NOK are converted to Norwegian kroner by applying the currency rate applicable on the balance sheet date. Currency conversion differences are booked against other comprehensive income. Income statement items are converted by applying the average currency rate for the period.

CONSOLIDATION PRINCIPLES

The Group financial statements include Bouvet ASA and companies under the controlling interest of Bouvet ASA. Controlling interest is normally achieved when the Group owns more than 50% of the shares in the company, and the Group is able to exercise actual control over the company.

The purchase method is applied when accounting for mergers. Companies that are sold or purchased during the year are included in the Group accounts from the date when a controlling interest is achieved and until the control ends.

All other investments in financial instruments are accounted for in accordance with IAS 39 Financial Instruments: Recognition and Measurement. Note 23 to the accounts include details.

Inter-company transactions and balances, including internal profit and unrealized profit and loss have been eliminated.

THE USE OF ESTIMATES IN THE PREPARATION OF THE FINANCIAL STATEMENTS

Management has used estimates and assumptions that have affected assets, liabilities, revenue, expenses and information on potential liabilities. This particularly applies to the revenue recognition of customer projects and pension obligations. Future events may imply that the estimates change. Estimates and the underlying assumptions are considered on a continuous basis. Changes in accounting estimates are recognised in the period the changes arise. In the event that the changes also apply for future periods, the effect is distributed over current and future periods. Ref. note 3.

CURRENCY

Transactions in foreign currency are translated at the rate applicable on the transaction date. Monetary items in foreign currency are converted to Norwegian kroner by applying the rate applicable on the balance sheet date. Non-monetary items valued at historic rate denominated in foreign currency are translated to Norwegian kroner by applying the rate applicable at the transaction date. Non-monetary items assessed at real value denominated in foreign currency are translated at the rate applicable on the balance sheet date. Exchange rate changes are recognized in the income statement as they occur during the accounting period

REVENUE RECOGNITION

Bouvet sells services and products. Revenue is recognised when it is probable that transactions will generate future financial benefits for the Group and the size of the amount can be reliably estimated. Sales revenue is presented net of value added tax and discounts.

Revenue from the sale of products is recognised when the significant risks and rewards of ownership of the products have passed to the buyer.

Revenue from the sale of services is recognised after a signed contract is received and in line with the deliveries. Customer projects are recognised in line the with the project's degree of completion, when the outcome of the transaction can be reliably estimated. Progress is measured as accrued hours in relation to totally estimated hours. When the transaction's result cannot be reliably estimated only revenue equaling accrued project costs are taken to income, provided that it is likely that the revenue will be greater than accrued project costs. Any estimated loss on a project will be fully recognised in the income statement in the period when it is identified that the contract will result in a loss.

SEGMENTS

The Group is not reporting internally on business areas or segments from an accounting point of view. The Group's business is uniform and within the Norwegian market for IT consultancy services. Risks and earnings are followed up by departments in homogenous consultancy departments with the same markets, on a project basis and per consultant. This does not give grounds for segment reporting; hence management does not prepare such reports. Should there be changes in the Group's activities, it will be considered whether the changes necessitate segment reporting.

INCOME TAX

The tax expense consists of tax payable and changes in deferred tax. Deferred tax/tax assets are calculated on all temporary differences between book and tax value on assets and liabilities, with the exception of

- temporary differences related to not tax deductible goodwill
- temporary differences related to investments in subsidiaries, associated companies or joint ventures when the Group controls the time of reversal of the temporary differences and it is assumed that this will not happen in the foreseeable future.

Deferred tax assets are recognised when it is probable that the tax jurisdiction will make sufficient profit in future periods to utilise the tax asset. The companies recognise previous not recorded deferred tax assets to the extent that it is probable that the Group can utilise the deferred tax asset. Likewise, the Group will reduce the deferred tax assets when it is considered unlikely that the deferred tax asset can be utilised.

Deferred tax and deferred tax assets are measured on the basis of the expected future tax rates of the Group companies where temporary differences have arisen.

Deferred tax asset is disclosed at a nominal value and classified as intangible asset in the balance sheet.

Tax payable and deferred tax assets are set-off directly against equity to the extent that the underlying items are booked against equity.

RESEARCH AND DEVELOPMENT

Expenses relating to research are recognised in the income statement when incurred. Expenses related to development are balance sheet recorded to the extent that the product or the process is technically and commercially viable, and the Group has adequate resources to complete the development. Expenses recorded in the balance sheet include materials, direct salary costs and a portion of directly attributable joint expenses. Development costs are recorded in the balance sheet at cost less accumulated depreciation and impairment losses. Balance sheet recorded development costs are depreciated on a straight-line basis and over the asset's estimated useful life. The Group has not recognised any development costs in the balance sheet at 31.12.2010.

FIXED ASSETS

Fixed assets are valued at cost less accumulated depreciation and impairment losses. When assets are sold or disposed of, the gross carrying amount and depreciation are reversed, and any gain or loss on the sale or disposal is recognised in the income statement.

The gross carrying amount of fixed assets is the purchase price, including duties/taxes and direct acquisition costs related to making the fixed asset ready for use. Subsequent costs, such as repair and maintenance costs, are normally expensed when incurred, whereas other expenses expected to increase future economic benefits are balance sheet recorded.

Depreciation is calculated using the straight-line method over the following periods.

Office equipment	5-10 years
Office machines and vehicles	5 years
IT equipment	3 years

The depreciation periods and methods are assessed each year. The residual value is estimated every year-end and changes in the estimate for residual value is accounted for as an estimation change.

LEASING

FINANCIAL LEASES

Leasing agreements where the Group accepts the most significant part of the risk and return connected with the ownership of the asset are financial leases. At the beginning of the leasing period, finance leases are accounted for at an amount equivalent to the lower of fair value and the minimum lease's present value. When calculating the lease agreement's present value, the implicit interest expense of the agreement is applied, if it is possible to calculate this rate. If not, the Group's marginal loan rate is applied. Direct costs related to the establishment of the lease are included in the asset's cost price.

The depreciation period is consistent with those applied to other assets owned by the Group which are subject to depreciation. If it is uncertain whether the Group will take over the asset when the lease expires, the assets are depreciated over the lease's term or the depreciation period, whichever is the shorter.

The Group has no financial leases at 31.12.2010.

OPERATING LEASES

Leases where most of the risk lies with the other contracting party are classified as operating leases. Lease payments are classified as operating costs and recognised in the income statement during the contract period.

INTANGIBLE ASSETS

Intangible assets acquired separately are recorded at cost. Costs related to intangible assets at acquisitions are disclosed at real value in the Group's opening balance. Balance sheet recorded intangible assets are carried at cost less any accumulated amortisation and impairment losses.

The cost of intangible assets includes the purchase price and any duties/taxes and expenses directly related to the acquisition of the asset.

Internally generated intangible assets, with the exception of capitalised development costs, are not capitalised, and expenditure is charged to profit and loss in the year in which the expenditure is incurred.

The useful lives are assessed to be either finite or indefinite. Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. Goodwill is not depreciated, but tested annually for impairment. The amortisation period and method are assessed at least once a year. Changes in amortisation method and/or period are treated as a change in estimate.

Intangible assets with indefinite useful lives are tested for impairment annually, either individually or at the cash generating level. Such intangible assets are not amortised. The useful life is reviewed annually to determine whether the indefinite life assessment continues to be supportable. If not, the change to finite useful lifetime is made prospectively.

BUSINESS COMBINATIONS

GOODWILL

The difference between cost at acquisition and the Group's share fair value of net measureable assets at the time of acquisition is classified as goodwill. Concerning investments in associated companies, goodwill is included in the investment's balance sheet recorded value.

In the balance sheet, goodwill is recognised at cost less any accumulated amortisation.

Assets and liabilities taken over in mergers are recognised at fair value in the Group's opening balance.

The allocation of cost at mergers is changed if any new information on fair value at the date of the take-over of control arises.

Goodwill is tested at least annually for impairment. In this connection, goodwill is allocated to cash flow generating units or groups of cash generating units expected to have synergy effects of the merger.

EQUITY AT REAL VALUE IN EXCESS OF ACQUISITION COST

Equity at real value in excess of acquisition cost at mergers is immediately recognised as income at the time of the acquisition.

FINANCIAL INSTRUMENTS

In accordance with IAS 39 Financial Instruments: Recognition and Measurement, financial instruments are classified within the scope of IAS 39 in the following categories: at fair value with changes in value through profit or loss, held to maturity, loans and receivables, available for sale and other liabilities.

The Group has financial instruments in the form of trade accounts receivable and payable, recognised at amortised cost.

Trade accounts receivables are initially recognised at fair value plus any transaction costs. Trade accounts receivables are subsequently carried at amortised cost using the effective interest method, if the amortisationeffect is material. The carrying amount is subsequently reduced by any impairment losses. Provisions for impairment are made when there are objective indicators that the group will not receive their contractual payments.

The fair value of financial assets is classified as "available for sale" and "held for trading purposes" is decided with a reference to the stock exchange rate at the balance sheet date. For non-listed financial assets, fir value is estimated by applying valuation techniques, based on assumptions not substantiated by observable market prices.

The carrying amount of trade accounts receivable and payable is approximately equal to fair value, as they are agreed at "normal" conditions and normally have a short period to maturity.

CASH AND CASH EQUIVALENTS

Cash includes cash in hand and bank deposits. Cash equivalents are short-term liquid investments that can be converted to cash within three months and at a known amount.

EQUITY

LIABILITIES AND EQUITY

Financial instruments are classified as liabilities or equity in accordance with the underlying financial reality.

Interest, dividend, profit and loss related to a financial instrument classified as debt will be presented as expense or income. Distributions to owners of financial instruments classified as equity will be set off directly against equity. When rights and obligations connected to how distributions from financial instruments will be carried out depend on certain types of uncertain future events and are outside both the issuer's and owner's control, the financial instrument will be classified as debt if it, at the time of issue, is improbable that the issuer will have to pay cash or other financial assets. In that case, the financial instrument is classified as equity.

OWN SHARES

On repurchase of own shares, costs including directly attributable expenses are recorded as a change in equity. Own shares are disclosed as a reduction of equity. Gains or losses on transactions with own shares are not recognised in the income statement.

COSTS OF EQUITY TRANSACTIONS

Transaction costs directly relating to an equity transaction are set off directly against equity after deducting tax expenses.

EMPLOYEE BENEFITS

DEFINED CONTRIBUTION PLAN

The Group has a defined contribution plan by which it is committed to contribute to each employee's pension plan with a fixed amount. The future pension depends on the size of the contributions and the yield on the pension savings. The Group's obligation is fully met when paid. The pension costs are charged as an expense when accrued.

DEFINED BENEFIT PLAN

The Group has a closed defined benefit plan for a limited number of employees. According to the scheme, the employees are entitled to future agreed pension contributions, where the contributions are based on the number of years of earning and the salary level at the time of retirement. Pension costs, pension obligations and pension funds are calculated on straight-line earnings based on future assumptions on discount interest rate, future salary regulations, pensions and yields from national insurance, future yields on pension funds and actuarial assumptions on mortality, natural attrition etc. Net pension obligations are disclosed as long-term debt in the balance sheet. Changes in the liability and the pension funds due to changes in and deviations from the assumptions for calculation (estimation changes) are distributed over the average remaining earning time if the deviation at the beginning of the year exceeds 10% of gross pension commitments or pension funds (corridor), whichever the larger.

PROVISIONS

A provision is recognised when the Group has an obligation as a result of a previous event and it is probable that a financial settlement will take place as a result of this obligation and the size of the amount can be measured reliably. If the effect is considerable, the provision is calculated by discounting estimated future cash flows using a discount rate before tax that reflects the market's pricing of the time value of money and, if relevant, risks specifically linked to the obligation.

Potential restructuring provisions are recognised when the Group has approved a detailed, formal restructuring plan and the restructuring has either started or been publicly announced within the company.

Provisions for loss-making contracts are recognised when the Group's estimated revenues from a contract are lower than unavoidable costs which were incurred to meet the obligations pursuant to the contract.

CONTINGENT LIABILITIES AND ASSETS

Unlikely contingent liabilities are not recognised in the annual accounts. Significant contingent liabilities are disclosed, with the exception of contingent liabilities that are unlikely to be incurred.

Contingent assets are not recognised in the annual accounts but are disclosed if there is a certain probability that a benefit will be added to the Group.

EVENTS AFTER THE BALANCE SHEET DATE

New information on the Group's position at the balance sheet date is taken into account in the financial statements. Events after the balance sheet date that do not affect the Group's position at the balance sheet date, but will affect the Group's position in the future, are stated if significant.

NEW AND AMENDED STANDARDS AND INTERPRETATIONS

IFRS AND IFRIC ISSUED BUT NOT ADOPTED BY THE GROUP

The following standards and amendments to existing standards have been published and are mandatory for the group's accounting periods beginning on or after 1 January 2011 or later periods, but the group has not early adopted them. Effective date is set to EU's effective date in cases where it differs from the IASB effective date.

- IFRS 9 Financial instruments, effective 1 January 2013.
- IFRS 7 Financial instruments: Disclosures – Transfers of Financial Assets (amended), effective date not determined by EU. (IASB 1. July 2011).
- IAS 12 Income tax (amendment), effective date not determined by EU. (IASB 1. January 2012).
- IAS 24 Related parties (revised), effective 1 January 2011.
- IAS 32 Financial instruments: Presentation – Classification of Rights Issues (amended), effective 1 February 2010.
- IFRIC 14 Prepayment of a Minimum Funding Requirement (amended), effective 1 January 2011.
- IFRIC 19 Extinguishing Financial Liabilities with Equity Instruments, effective 1 July 2010
- Improvements to IFRS – May 2010, effective date note determined by EU. (IASB 1 January 2011 to 1 July 2011)

The Group does not expect that the adoption of these standard or interpretation would have a material impact on the financial statements or performance of the Group.

NOTE 2: OVERVIEW OF SUBSIDIARIES

The following subsidiaries are included in the consolidated accounts:

Company	Country	Main business line	Ownership	Voting share
Ontopia AS [1)]	Norway	IT consultancy company	100 %	100 %
Nordic Integrator Management AS [2)]	Norway	IT consultancy company	100 %	100 %
Olavstoppen AS [3)]	Norway	IT consultancy company	60 %	60 %
Bouvet Sverige AB (former Zekundera AB) [4)]	Sweden	Holding company	100 %	100 %
Bouvet Stockholm AB [5)]	Sweden	IT consultancy company	100 %	100 %
Bouvet Syd AB [5)]	Sweden	IT consultancy company	100 %	100 %

1) Consolidated from 1 April 2007
2) Consolidated from 1 July 2007
3) Established in March 2010
4) Consolidated from 1 October 2008
5) Subsidiaries of Bouvet Sverige AB

NOTE 3: ESTIMATION UNCERTAINTY

In preparing the financial statements in accordance with IFRS, the Group's management has applied estimations based on their best judgement and on assumptions considered to be realistic. Unexpected situations or changes in market conditions can result in changed estimations and thereby have an effect on the company's assets, liabilities, equity and result.

The Group's most significant accounting estimations concern the following items:
- Estimations relating to the degree of completion of customer projects
- Write-down/reversal of goodwill and other intangible assets
- Fair value of assets and liabilities at acquisitions
- Net pension liabilities.

The Group is primarily delivering its services based on time and material used. Tthe Group has some income from fixed price or target price projects where the Group shall deliver a predefined result at a price that is either fixed or has elements causing income per hour not to be known before the projects are finalised. For these projects the income is recorded in correlation with the degree of completion. Progress is measured as incurred hours in relation to totally estimated hours. For the accounting year 2010, 4,9 percent of the Group's income was generated by projects with such an element of uncertainty and the income is recorded based on the degree of completion.

The Group's balance recorded goodwill and other intangible assets are annually assessed for impairment and any reversal of previous write-downs (ref. note 13).

Bouvet ASA must distribute costs for acquired businesses on acquired assets and liabilities based on an estimated fair value at acquisition. The Group has performed the necessary analysis to decide the fair value of acquired assets and liabilities. The management has to perform substantial judgement in deciding on methods, estimates and assumptions for these valuations. Significant puchased intangible assets recognised comprise a customer contracts and customer relations. Assumptions used for assessing intangible assets include, but are not limited to, the expected average economic life of customer contracts and and the customer relationship based on lapse of customers. Assumptions used for assessing assets include, but are not limited to, the replacement costs for fixed assets. Management's calculations of fair value are based on assumptions considered to be fair, but with an inherent uncertainty. As a consequence, the actual result may deviate from the calculations.

The net pension obligation is calculated with actuarial models based on assumptions such as discount rate, future salary levels, pension regulations, expected return on pension funds, normal attrition and demographic issues of disability and mortality rates. The assumptions are based on observable market prices and the historic development of the Group and society in general. Changes in the assumptions may have a material effect on the calculated net pension obligation and the pension cost.

NOTE 4: INCOME

A) INFORMATION ABOUT GEOGRAPHICAL AREAS

Revenue from external customers attributable to:

NOK 1 000	2010	2009
Norway	**684 772**	568 912
Sweeden	**24 023**	18 717
Other countries	**1 846**	1 460
Total	**710 641**	589 089

B) INFORMATION ABOUT MAJOR CUSTOMERS

Included in revenue in 2010 is NOK million 218,4 (2009: NOK million 154,7) from the groups largest customer.

NOTE 5: COST OF SALES

NOK 1 000	2010	2009
Hired consultants	**90 924**	69 572
Hired training instructors	**6 724**	5 752
Purchase of training documentation	**858**	2 949
Out-of-pocket expenses and travels invoiced customers	**7 245**	6 925
Purchase of goods for resale	**6 062**	5 306
Total cost of sales	**111 813**	90 504

NOTE 6: SALARY COSTS AND REMUNERATIONS

NOK 1 000	2010	2009
Salary	349 132	285 713
Bonus/profit sharing	20 781	14 557
Social security tax	56 270	44 908
Pension costs (see note 19)	16 004	15 478
Personnel insurance	4 047	2 996
Other expenses	3 799	3 508
Total salary expenses	450 033	367 160
Average number of man-labour years:		
Administration, sales and management	65	58
Other employees	508	419
Total	573	477
Average number of employees:		
Administration, sales and management	75	64
Other employees	527	441
Total	602	505

NOTE 7: OTHER OPERATING EXPENSES

NOK 1 000	2010	2009
Office premises	19 176	16 644
Travel and transport	8 683	7 429
Social costs and welfare initiatives	12 698	11 218
Office supplies, EDP etc.	10 092	7 123
Competence development	4 953	4 315
Recruitment costs	4 695	4 741
Marketing expenditure	4 105	4 631
External services	5 593	3 294
Other expenses	6 736	8 558
Total other operating expenses	76 733	67 953

NOTE 8: INCOME TAXES

NOK 1 000	2009	2008
Income tax expense:		
Tax payable	**18 323**	18 622
Changes in deferred taxes	**-268**	-717
Tax expense	**18 055**	17 905
Income tax payable:		
Ordinary profit before tax	**67 013**	60 386
Permanent differences (*)	**-5 497**	878
Change in temporary differences	**956**	2 745
This years tax losses carry forward, not recorded in the balance sheet	**2 966**	2 497
Basis for tax payable	**65 438**	66 506
Tax 28% being tax payable on this year's profit	**18 323**	18 622
Tax payable in balance sheet:		
Calculated tax payable	**18 323**	18 622
Payable tax for acquired companies befor acquisition date	**-143**	-130
Total income tax payable	**18 180**	18 492
Reconciliation of effective tax rate		
Ordinary profit before tax	**67 013**	60 386
Calculated tax 28%	**18 764**	16 908
Non taxable costs	**1 348**	267
Non taxable income	**-217**	-21
Tax losses carry forward	**830**	699
Other permanent differences	**-2 670**	52
Tax expense	**18 055**	17 905
Effective tax rate	**27 %**	30 %
Specification of basis for deferred tax:		
Basis for deferred tax asset		
Fixed assets	**-2 386**	-2 366
Pension obligation	**-5 160**	-4 234
Tax losses carry forward	**-5 942**	-3 709
Of this tax losses carry forward Sweden, not recorded in the balance sheet	**5 942**	2 971
Basis deferred tax asset – gross	**-7 546**	-7 338
Basis deferred tax liability		
Intangible assets	**4 380**	5 035
Fixed assets	**4**	0
Other differences	**885**	982
Basis deferred tax liability – gross	**5 269**	6 017
Basis deferred tax – net	**-2 277**	-1 321
Net recognised deferred tax/ deferred tax asset (-) 28%	**-638**	-370

(*) Negativ permanent difference is related to actual loss on accounts receivable towards subsidiaries in Sweden.

NOTE 9: EARNINGS PER SHARE

The basic earnings per share are calculated as the ratio between the profit for the year that is attributable to the sharesholders in the parent company of NOK million 48,62 (NOK million 42,8 in 2009) divided by the weighted average number of ordinary shares throughout the year of 10,17 millions (10,08 millions in 2009). EBIT per share is calculated as the ratio between this year's operating profit attributable to the shareholders in the parent company NOK million 64,40 (NOK million 57,09 in 2009) divided by the weighted average number of ordinary shares throughout the accounting year.

When calculating diluted earnings per share, the weighted average basic shares outstanding is adjusted for dilutive effects from the employee share scheme (see note 18).

	2010	2009
EBIT (TNOK)	**64 400**	57 087
Profit for the year (NOK 1000)	**48 621**	42 481
Weighted average shares issued	**10 250 000**	10 250 000
Weighted average basic shares outstanding	**10 172 510**	10 084 725
Weighted average diluted shares outstanding	**10 261 874**	10 155 573
EBIT per share (NOK)	**6,33**	5,66
Diluted EBIT per share (NOK)	**6,28**	5,62
Earnings per share (NOK)	**4,78**	4,21
Diluted earnings per share (NOK)	**4,74**	4,18

Weighted average shares	2010	2009
Weighted average shares issued	**10 250 000**	10 250 000
Weighted average own-shares	**-77 490**	-165 275
Weighted average basic shares outstanding	**10 172 510**	10 084 725
Dilutive effects from employee share scheme	**89 364**	70 848
Weighted average diluted shares outstanding	**10 261 874**	10 155 573

NOTE 10: PROPERTY, PLANT AND EQUIPMENT

NOK 1 000	EDP equipment	Office machines and vehicles	Fixtures and fittings	Total 2010	EDP equipment	Office machines and vehicles	Fixtures and fittings	Total 2009
Acquisition cost								
Accumulated 1 January	22 521	2 390	7 585	**32 496**	21 801	2 335	7 099	31 235
Additions of the year	8 510	534	1 015	**10 059**	4 043	429	1 177	5 649
Disposals of the year	-77	0	0	**-77**	-3 323	-374	-692	-4 389
Accumulated 31 December	30 954	2 924	8 600	**42 478**	22 521	2 390	7 584	32 495
Depreciation								
Accumulated 1 January	15 705	1 415	3 744	**20 864**	14 419	1 348	3 583	19 350
Disposals of ordinary depreciation	-37	0	0	**-37**	-3 269	-255	-692	-4 216
This year's ordinary depreciation	5 395	394	881	**6 670**	4 555	322	853	5 730
Accumulated 31 December	21 063	1 809	4 625	**27 497**	15 705	1 415	3 744	20 864
Book value								
Book value at 1 January	6 816	975	3 841	**11 631**	7 382	987	3 516	11 885
Book value at 31 December	9 891	1 115	3 975	**14 981**	6 816	975	3 840	11 631

Depreciation rate	20-33 %	20 %	10-20 %		20-33 %	20 %	10-20 %	
Economic life	3-5 years	5 years	5-10 years		3-5 years	5 years	5-10 years	
Depreciation method	linear	linear	linear		linear	linear	linear	

Total non-current assets, except for deffered tax assets and financial assets, located in Norway; NOK million 34, and the remaining part in Sweden NOK million 4.

NOTE 11: WORK IN PROGRESS

The Group recognises as income, sales of services in line with the deliveries. Customer projects are recognised as income in accordance with the project's degree of completion, provided that the outcome of the transaction can be reliably estimated. Progress is measured as incurred hours in relation to total estimated hours. In the event that the outcome of the transaction cannot be reliably estimated, only income corresponding to incurred project costs are taken to income, given that it is likely that the income will be greater than the incurred project costs. Any estimated loss on a project will be fully recognised in the income statement in the period when it is identified that the project will result in a loss.

At the balance sheet date, processed but not billed services amounted to NOK million 65,25 (2009 NOK million 47,57). NOK million 58,22 (NOK million 38,42 i 2009) of these constituted services delivered on account at the end of the previous accounting year, and NOK million 7,03 (NOK million 9,15 i 2009) was related to customer projects. Services delivered on running accounts at the end of previous accounting year was invoiced to customers at the beginning of January 2011. This income is settled based on degrees of completion as described above and in notes 1 and 3.

NOTE 12: INTANGIBLE ASSETS

Intangible assets and goodwill related to added value from the acquisitions of the subsidiaries Nordic Integrator Management AS, Ontopia AS and Bouvet Sverige AB.

NOK 1 000	Customer relations	Software	Goodwill	Total 2010	Customer relations	Software	Goodwill	Total 2009
Acquisition cost								
Accumulated 1 January	4 726	1 823	18 611	**25 160**	4 726	1 823	18 611	25 160
Addition purchase of subsidiary	0	0	0	**0**	0	0	0	0
Disposals of the year	0	0	0	**0**	0	0	0	0
Accumulated 31 December	4 726	1 823	18 611	**25 160**	4 726	1 823	18 611	25 160
Depreciation								
Accumulated 1 January	1 014	501	0	**1 515**	542	319	0	860
Disposals of ordinary depreciation	0	0	0	**0**	0	0	0	0
This year's ordinary depreciation	473	182	0	**655**	473	182	0	655
Accumulated 31 December	1 487	683	0	**2 169**	1 014	501	0	1 515
Book value								
Book value 1 January	3 712	1 323	18 611	**23 647**	4 185	1 505	18 611	24 301
Book value 31 December	3 239	1 141	18 611	**22 991**	3 712	1 323	18 611	23 647

Depreciation rate	10 %	10 %	N/A		10 %	10 %	N/A	
Economic life	10 years	10 years	not decided		10 years	10 years	not decided	
Depreciation method	linear	linear	N/A		linear	linear	N/A	

Depreciation in 2010 and 2009 concerns customer relations and software. The value of customer relations is based on expected future cash flows before tax, discounted with a relevant discount rate taking into consideration expected term to maturity and risk at the time of group formation. The value of software is based on expected future maintenance income.

Goodwill is not depreciated, but an impairment test is carried out at least once a year. Impairment testing of goodwill is discussed in note 13.

NOTE 13: IMPAIRMENT TEST OF GOODWILL

Recognised goodwill in the Group at 31.12.2010 constitutes NOK million 18,6. This is mainly related to the acquisition of Nordic Integrator Management AS (NOK million 15,3) that took place in 2007 and Bouvet Sverige AB (NOK million 2,8) taking place in 2008. After the aqcuisiton of Nordic Integrator Management AS the business has been itegrated into Bouvet's business i Bergen, and the subsidiary does not represent a separate cash generating unit, but is measured together with cash flow from the Groups other business in Bergen. Bouvet Sverige is considered to be a separate cash generating units within the Group. All goodwill from these acquisitions are allocated to the respective cash generating unit.

The impairment test was carried out by the Group itself in connection with the preparation of results for the fourth quarter.

The recoverable amount amount is based on an assessment of the enterprise's value in use. The value in use is calculated based on a discount of expected future cash flows before tax, discounted with a relevant discount rate before tax considering term to maturity and risk.

NORDIC INTEGRATOR MANAGEMENT AS/ BOUVET'S BERGEN DIVISION – CASH GENERATING UNIT

The projection of cash flows is based on budget for the division i Bergen for the next five years. The cash flows are based on historic figures for the division, and an expectation of moderate growth in the total market and prices on services is considered. In management's opinion, it is a reasonable assumption, that it will continue to be a demand for such IT services. After the five year period, a prudent estimate of 2% nominal growth in net cash flows is included.

The interest rate applied for discounting cash flows is 10 percent before tax. This is based on a risk free interest rate of 3 percent, with an additional risk premium of 7 percent.

BOUVET SVERIGE AB – CASH GENERATING UNIT

The projection of cash flows is based on budget value for the next five years. The cash flows are based on historic figures for the Bouvet Sverige Group, where an expectation of moderate growth in the total market and prices on services is considered. In management's opinion, this is a reasonable assumption, based on the synergy effects expected to be achieved in Bouvet Sverige as a result of being part of a larger group. After the five year period, a prudent estimate of 2% nominal growth in net cash flows before tax is included.

The interest rate applied for discounting cash flows is 10 percent before tax. This is based on a risk free interest rate of 3 percent, with an additional risk premium of 7 percent.

SENSITIVITY ANALYSIS OF KEY ASSUMPTIONS

Nordic Integrator Management AS

Nordic Integrator Management AS was acquired in 2007. In management's view, this was a reasonably favourable purchase, and the value of the company at least exceeds the compensation of NOK million 21,3. The value is, however, based on some key assumptions. In the event that these assumptions develop considerably differently from expectations, this may imply a necessity to write down the goodwill. If employees leave as a consequence of the acquisition, if there is no growth in services delivered to the bank and finance sector or if Bergen as a geographic area experiences stagnation, the business area could be subject to write downs if other assumptions are constant.

Bouvet Sverige AB

Bouvet Sverige AB was acquired in 2008. In management's view, this was a reasonably favourable purchase. The value is, however, based on some key assumptions. In the event that these assumptions develop differently from expectations, this may imply a necessity to write down the goodwill that has a total value of NOK million 2,8. If employees leave as a consequence of the acquisition, if there is no growth or development in the Swedish market, but on the contrary the unit experiences stagnation, the business area could be subject to write downs if other assumptions are constant.

NOTE 14: TRADE ACCOUNTS RECEIVABLE

NOK 1 000	2010	2009
Gross trade accounts receivable	**90 671**	65 897
Provisions for losses	**0**	0
Trade accounts receivable	**90 671**	65 897

The provision for losses on trade accounts receivable for 2010 amounts to 0 (2009: TNOK 0).

Losses on trade accounts receivable are classified as other operating costs in the income statement.

Movements in the provision for loss are as follows:

NOK 1 000	2010	2009
Opening balance	**0**	215
Provision of the year	**35**	1 829
Realised loss this year	**-35**	-1 837
Reversal of previous provision	**0**	-207
Closing balance	**0**	0

Details on the credit risk concerning trade accounts receivable are given in note 23.

As at 31.12., the Group had the following trade accounts receivable due, but not paid or written off:

NOK 1 000	Total	Not due	<30 d	30-60d	60-90d	>90d
2010	**90 671**	73 177	11 787	1 711	2 233	1 764
2009	**65 897**	39 428	25 469	752	248	0

NOTE 15: OTHER SHORT-TERM RECEIVABLES

NOK 1 000	2010	2009
Advances to employees	**2 652**	1 413
Scholarship for education	**150**	0
Prepaid expenses	**3 812**	3 987
Other receivables	**24**	0
Total other short-term receivables	**6 638**	5 400

NOTE 16: CASH AND CASH EQUIVALENTS

NOK 1 000	2010	2009
Cash in hand and at bank – unrestricted funds	**88 404**	125 752
Deposit account – guarantee rent obligations	**3 525**	3 721
Employee withheld taxes – restricted funds	**20 400**	17 287
Cash and cash equivalents in the balance sheet	**112 329**	146 760

The group has unused credit facilities of TNOK 1.218 at 31.12.2010 (TNOK 670 in 2009). There are no restrictions on the use of these funds.

NOTE 17: SHARE CAPITAL, SHAREHOLDER INFORMATION AND DIVIDEND

(Shares in thousands)	2010	2009
Ordinary shares, nominal value NOK 1	**10 250**	10 250
Total number of shares	**10 250**	10 250

CHANGES IN SHARE CAPITAL AND PREMIUM

	No. of shares		Share capital		Premium	
NOK 1 000	2010	2009	2010	2009	2010	2009
Ordinary shares issued and fully paid						
At 31.12.	10 250	10 250	10 250	10 250	10 000	10 000
Own shares at nominal value	1	86	1	86	0	0

Throughout the year, the Company has sold 85 597 own shares to employees at a total amount of TNOK 3 424, giving an average sales price of NOK 40 per share. As a result of this, the holdings of own shares at the end of the year are 804 shares.

The nominal value of the share is NOK 1. All shares in the company have equal voting rights and are equally entitled to dividend.
The computation of earnings per share is shown in note 9.

THE 20 MAIN SHAREHOLDERS AT 31.12.2010 ARE

Shareholder	Number of shares	Ownership interest
JPMORGAN CHASE BANK	1 011 061	9,86 %
HURUM, SVERRE FINN	643 403	6,28 %
MP PENSJON PK	601 000	5,86 %
DNB NOR NORDIC TECHNOLOGY	556 056	5,42 %
KLP AKSJE NORGE VPF	449 338	4,38 %
MORGAN STANLEY & CO INTERNAT. PLC	447 369	4,36 %
KOMMUNAL LANDSPENSJONSKASSE	440 000	4,29 %
STUBØ, ERIK	282 903	2,76 %
SHB STOCKHOLM CLIENTS ACCOUNT	245 000	2,39 %
STOREBRAND LIVSFORSIKRING AS	208 413	2,03 %
NERGAARD, NILS OLAV	192 876	1,88 %
SKANDINAVISKA ENSKILDA BANKEN	189 174	1,85 %
TELENOR PENSJONSKASSE	186 800	1,82 %
DNB NOR SMB	185 121	1,81 %
WARRENWICKLUND NORGE	147 450	1,44 %
STOREBRAND VEKST	123 811	1,21 %
RIISNÆS, STEIN KRISTIAN	121 141	1,18 %
MIDELFART INVEST AS	113 000	1,10 %
VOLLE, ANDERS	112 270	1,10 %
DANSKE INVEST NORGE VEKST	102 000	1,00 %

DIVIDEND

The company has paid the following dividends:

NOK 1 000	2010	2009
Ordinary dividend for 2009: NOK 3,75 per share	**38 113**	
Extraordinary dividend, approved 5. January 2010: NOK 2,50 per share	**25 409**	
Ordinary dividend for 2008: NOK 4,00 per share		40 295
Total	**63 522**	40 295

Proposed dividend to be approved at the annual general meeting amounts to NOK 4,10 per share.

NOTE 18: SHARE SCHEME FOR EMPLOYEES

SHARE SCHEME

The Group has a share scheme including all employees not under notice and who have, at the latest, started work on the first day of the month when the offer is made. The offer does not include employees paid by the hour. The scheme consists of annual offers where each employee can subscribe for shares once per calendar year. The share scheme is approved for one year at a time.

The share scheme gives the employee the opportunity to subscribe for shares at a value of NOK 7 500 per year against a deduction in salary of NOK 6 000, of which Bouvet is subsidising the employee with NOK 1 500. Bouvet will give a corresponding number of shares free of charge if the employee keeps the shares for two years and is still employed.

In 2010 a total of 58 179 shares were sold at a rate of NOK 58,00 minus a 20 percent discount. 451 employees have joined the scheme, and 129 shares per employee were distributed. The previous year 59 006 shares were sold at a rate of NOK 46,00 minus a 20 percent discount.

From 2010 an additional share scheme for the management have been established. The share sheme consist of annual offers where each member can subscribe for shares one time each calendar year. The share scheme is approved for one year at a time.

The share scheme gives members of the management the opportunity to subscribe for shares at a value of NOK 22 500 per year at market value without any subsidising from Bouvet. Bouvet will give a corresponding number of shares free of charge if the manager keeps the shares for two years and is still employed.

In 2010 a total of 22 188 shares were sold at a rate of NOK 58,00. A total of 58 employees have joined the scheme.

The share scheme is treated in accordance with IFRS 2. The fair value of the scheme is calculated at the grant date and expensed over the vesting period of 2 years. TNOK 2 058 in compensation costs have been charged in 2010 (in 2009 TNOK 1 491). Remaining estimated compensation costs at 31 December 2010 for the years 2011 and 2012 are TNOK 4 442.

NOTE 19: PENSIONS

The Group is required to have an occupational pension scheme in accordance with the Norwegian law on required occupational pension ("lov om obligatorisk tjenestepensjon"). The company's pension schemes satisfy the requirements of this law. The Group's pension schemes comprise a closed defined benefit scheme and a contribution scheme. At the end of the year, there were 48 participants in the benefit plan and 580 in the contribution plan.

DEFINED BENEFIT PENSION

For accounting purposes it is assumed that the pension benefits are accrued linearly. Parts of unrealised gains and losses resulting from changes in actuarial assumptions that exceed a defined corridor are distributed over the estimated remaining average vesting period. The corridor is defined as 10% of the more significant of the gross pension liability and the gross plan asset. The pension obligation is calculated in December in the accounting year as an estimate of the situation as per 31 December. Management is of the opinion that changes in assumptions and data in the period to year-end will not have any significant effect on the figures.

In the life insurance company, the risk for death and disability is divided between all the customers, and this is therefore the relevant indicator for future disability and life expectancy rate. The risk tables for death and disability are based on commonly used tables in Norway updated with historic data from the population of the life insurance company. These data imply an adjustment of available tables with respect to an increase in the life expectancy span and an increase in the expected disability rate. Below is an extract of the tables that have been applied. The tables show the expected life span and the probability of disability and death within one year for various age groups.

EXPECTED LIFE SPAN (K2005)

Age	Man	Woman
20	61	64
40	41	45
60	22	26
80	8	10

PROBABILITY OF DEATH (K2005)

Age	Man-n	Woman-n	Man-r	Woman-r
20	0,02 %	0,02 %	0,02 %	0,02 %
40	0,09 %	0,05 %	0,08 %	0,05 %
60	0,75 %	0,41 %	0,66 %	0,38 %
80	6,69 %	4,31 %	6,07 %	4,07 %

n) is the mortality rate applied for death risk for insured persons in spouse pensions
r) is the mortality rate as the basis for the probability to survive

PROBABILITY OF DISABILITY (KU)

Age	Man	Woman
20	0,09 %	0,12 %
40	0,16 %	0,26 %
60	1,10 %	1,43 %
80	N/A	N/A

CALCULATION OF THIS YEAR'S PENSION COSTS

NOK 1 000	2010	2009
Present value of pension earnings of the year	**3 957**	4 260
Interest charge on accrued pension liabilities	**2 556**	2 278
Expected return on pension funds	**-2 192**	-1 839
Administration costs	**367**	0
Actuarial gains/losses recognised in the income statement	**1 067**	1 988
Expensed social security tax	**661**	663
Pension costs for the year (note 6)	**6 416**	7 350

PENSION LIABILITIES AND PENSION ASSETS

NOK 1 000	2010	2009
Change in gross pension obligation:		
Gross obligation 1.1.	**61 150**	64 343
Present value of this year's earnings	**4 618**	4 923
Interest charge on pension liabilities	**2 556**	2 278
Actuarial loss/gain	**-881**	-10 256
Payment of pensions/paid-up policies	**-138**	-138
Gross pension obligation 31.12.	**67 305**	61 150
Change in gross pension assets:		
Fair value plan assets 1.1.	**36 998**	29 581
Expected return on pension assets	**2 192**	1 839
Premium payments	**4 444**	4 386
Actuarial gains/losses	**-3 100**	1 330
Payment of pensions/paid-up policies	**-138**	-138
Fair value plan assets 31.12.	**40 396**	36 998
Net pension obligation	**26 909**	24 152
Unrecognised estimatioin deviation	**-21 749**	-19 918
Net balance sheet recorded pension liability 31.12.	**5 160**	4 234

CHANGE IN LIABILITIES

NOK 1 000	2010	2009
Net pension funds 1.1.	-4 234	-1 888
Pension costs recognised in income statement	-6 416	-7 350
Premium payments (incl. adm. costs)	5 490	5 004
Net balance sheet recorded pension liability 31.12.	-5 160	-4 234
Of this included social security tax	-678	-618

ASSUMPTIONS

	2010	2009
Discount rate	4,00 %	4,50 %
Yield on pension assets	5,40 %	5,70 %
Wage growth	4,00 %	4,50 %
G regulation	3,75 %	4,25 %
Pension adjustment	4,30 %	1,40 %
Average turnover	2%-8 %	2%-8 %

DISTRIBUTION OF ESTIMATED PENSION ASSETS

	2010	2009
Current asset bonds	24,0 %	35,0 %
Non-current asset bonds	30,0 %	24,0 %
Property	16,0 %	17,0 %
Shares	14,0 %	5,0 %
Other	16,0 %	19,0 %
Total	100,0 %	100,0 %

Estimated payment to the defined benefit scheme is TNOK 4 666 in 2011.

DEFINED CONTRIBUTION PLAN

The Group has a defined contribution plan for all employees in Norway not included in the limited benefit plan. The Group's commitment is to give a contribution of 3% between 1G and 6G and 5% between 6G and 12G, to each employee's pension savings. The future pension depends on the size of the contributions and the return on the pension savings. The Group's commitment is fully met when paid. At the end of the accounting year, 481 employees were part of this scheme. The expensed contribution in Norway amounted to TNOK 9.096 and TNOK 8.372 in 2010 and 2009 respectively. In Sweden the expensed contribution amounted to TNOK 1.093 in 2010 and TNOK 419 in 2009, thus for the group the total expensed contribution amounted to TNOK 10.266 for 2010 and TNOK 8.791 for 2009.

RECONCILIATION OF THIS YEAR'S TOTAL PENSION EXPENSE

NOK 1 000	2010	2009
Benefit plan – cost calculated by actuarian incl. soc.sec. tax	6 416	7 350
Contribution plan – paid contribution for the year	10 266	8 791
Less calculated social security tax on benefit plan	-678	-663
Book value of this year's pension costs (note 7)	16 004	15 478

NOTE 20: LEASES

OPERATING LEASES

The group has entered into several operating leases for vehicles and office machines. The agreements related to office machines contain an option to extend.

The lease costs included:

NOK 1 000	2010	2009
Ordinary lease payments	**2 560**	1 217

Future payments related to non-cancellable leases fall due for payment as follows:

NOK 1 000	2010	2009
Within 1 year	**1 093**	711
1 to 5 years	**1 180**	257
Future lease commitment	**2 273**	968

LEASE AGREEEMENTS FOR OFFICE PREMISES

The group has the following lease commitments connected with office premises. End of period is the same as termination of contract.

City	End of period	Annual lease
Arendal	2011	416
Bergen	2013	739
Haugesund	2012	370
Kristiansand	2013	518
Malmø	2011	347
Oslo	2016	5 604
Skien	2011	271
Stavanger – Forus	2012	2 193
Stavanger – Vågen	2012	1 253
Stockholm	2011	222
Trondheim	2015	480
Total		12 413

NOTE 21: OTHER SHORT-TERM DEBT

NOK 1 000	2010	2009
Prepayments from customers	**8 286**	15 422
Accrued salary, holiday pay and bonus	**60 581**	51 355
Employees' holiday and timeoff balance	**5 888**	4 583
Other short-term debt	**2 844**	6 643
Total	**77 599**	78 003

NOTE 22: TRANSACTIONS WITH RELATED PARTIES

COMPENSATION TO THE BOARD

NOK 1 000 Name	Role	Fees paid in 2010	Fees paid in 2009
Åge Danielsen	Chairman of the Board	**200**	200
Randi H. Røed	Deputy chair	**100**	100
Grethe Høiland	Board member	**100**	100
Ingebrigt Steen Jensen	Board member	**100**	100
Morten Njåstad Bråten	Employee representative	**30**	0
Ida Lau Borch	Employee representative	**30**	0
Kent Mikael Rosseland	Employee representative	**30**	0
Total		**590**	500

COMPENSATION TO KEY MANAGEMENT 2010

NOK 1 000 Name	Salary	Bonus	Pension contribution	Other remuneration	Total 2010
Sverre Hurum , CEO	1 547	298	171	214	**2 230**
Nils Olav Nergaard, deputy managing director	1 295	298	136	229	**1 958**
Erik Stubø, CFO	1 472	298	144	25	**1 939**
Total	4 314	894	451	468	**6 127**

COMPENSATION TO KEY MANAGEMENT 2009

NOK 1 000 Name	Salary	Bonus	Pension contribution	Other remuneration	Total 2009
Sverre Hurum , CEO	1 245	443	171	223	2 082
Nils Olav Nergaard, deputy managing director	1 073	443	136	212	1 864
Erik Stubø, CFO	1 190	443	144	19	1 796
Total	3 508	1 329	451	454	5 742

SHARES IN THE COMPANY DIRECTLY OR INDIRECTLY OWNED BY THE BOARD AT 31.12.2010

Name	Role	No. of shares
Åge Danielsen	Chairman of the Board	0
Randi H. Røed	Deputy chair	0
Grethe Høiland	Board member	0
Ingebrigt Steen Jensen	Board member	0
Morten Njåstad Bråten	Employee representative	1 324
Ida Lau Borch	Employee representative	1 259
Elsa Mäyrä Irgens	Employee representative	7 683
Total		10 266

SHARES IN THE COMPANY DIRECTLY OR INDIRECTLY OWNED BY MANAGEMENT AT 31.12.2010

Name	Role	No. of shares
Sverre Hurum	CEO	643 403
Nils Olav Nergaard	Deputy managing director	192 876
Erik Stubø	CFO	282 903
Total		1 119 182

AUDITOR FEES

NOK 1 000 Type	2010	2009
Ordinary audit	675	668
Other attest services	0	3
Tax advice	27	14
Other services	11	55
Total	713	740

OTHER MATTERS

The CEO has an agreement of 12 months' pay after termination of employment. No other key management personnel has any agreement of pay after termination of employment.

NOTE 23: FINANCIAL INSTRUMENTS

FINANCIAL RISK

The Group has only financial instruments related to trade and other receivables and rade accounts payable, involving both credit risk and liquidity risk.

(I) CREDIT RISK

The Group is mainly exposed to credit risk connected with trade accounts receivable, deposits with banks and other short-term receivables. The Group is reducing its exposure against credit risk by requiring that all third parties, like customers, shall be approved and subject to an assessment of credit verification procedures.

The Group has no significant credit risk connected with one single contracting party or several that can be considered a group due to similarities in credit risk.

The Group has guidelines ensuring that sales are made only to customers without previous payment problems and that outstanding balances do not exceed set credit limits.

In the Group's view, the maximum risk exposure is the the carrying value of trade accounts receivable (note 14), deposits with banks (note 16) and other short-term receivables (note 15).

(II) LIQUIDITY RISK

The liquidity risk is the risk that the Group will not be able to service its financial obligations when due. The Group's strategy to manage liquidity risk is to have adequate liquid funds at all times to be able to meet the financial obligations when due, under nomal as well as extraordinary circumstances, without risking unacceptable losses or bad reputation. Unused credit facilities are described in note 16.

The following table illustrates the maturity structure of the Group's financial commitments, based on non discounted contractual payments. In instances where the counterpart can require an earlier redemption, the amount is stated in the earliest period payment can be demanded. In the event that commitments can be required redeemed at request, these are included in the first column (less than 1 month).

	Remaining period					
NOK 1 000	Less than 1 month	1-3 months	3-12 months	1-5 years	More than 5 years	Total
31.12.2010						
Trade accounts payable	26 768	200	209	0	0	27 177
31.12.2009						
Trade accounts payable	16 809	75	2	0	0	16 886

CAPITAL STRUCTURE AND EQUITY

The main objective of the Group's management of the capital structure is to ensure a solid equity to secure further operations and also to have the ability to pursue opportunities for further profitable growth.

By producing satisfactory ratios connected with equity and debt, the Group will be able to support operations and thereby maximise the value of the shares.

The Group controls its capital structure and carries out required changes based on a continuous assessment of the present financial conditions and the possible prospects and opportunities in the short and mid-long term.

The capital structure is managed by adjusting dividend distributions, repurchasing own shares, reducing the share capital or by issueing new shares. There have been no changes in guidelines in this area in 2010 or 2009.

The Group is following up its capital structure by revieweing the equity share, defined as equity in percent of total capital. Group policy is to have an equity share in excess of 30%.

NOTE 24: EVENTS AFTER THE BALANCE SHEET DATE

There have been no events after the balance sheet date significantly affecting the Group's financial position.

BOUVET ASA – PARENT COMPANY

INCOME STATEMENT

1 JANUARY - 31 DECEMBER

NOK 1 000	Note	2010	2009
Revenue	10	**697 657**	583 234
Operating costs			
Cost of sales	3	**118 407**	89 892
Salary costs	4	**432 079**	361 502
Depreciation fixed assets	8	**6 533**	5 584
Other operating costs	5	**73 357**	65 735
Total operating costs		**630 376**	522 713
Operating profit		**67 281**	60 521
Financial items			
Other interest income		**2 025**	3 003
Other financial income		**369**	564
Other interest expense		**-66**	-287
Other financial expense		**-22**	-41
Write down investment in subsidiary		**-9 346**	0
Net financial items		**-7 040**	3 239
Ordinary profit before tax		**60 241**	63 760
Income tax expense			
Tax expense on ordinary profit	6	**17 987**	18 098
Total tax expense		**17 987**	18 098
Profit for the year		**42 254**	45 662
Assigned to:			
Shareholders in the company		**42 254**	45 662

BOUVET ASA – PARENT COMPANY

STATEMENT OF OTHER INCOME AND COSTS

1 JANUARY - 31 DECEMBER

NOK 1 000	Note	2010	2009
Total other income and costs		0	0
Profit for year		42 254	45 662
Total comprehensive income		42 254	45 662
Assigned to:			
Shareholders in the company		42 254	45 662

BOUVET ASA – PARENT COMPANY

BALANCE SHEET

AT 31 DECEMBER

NOK 1 000	Note	2010	2009
ASSETS			
Non-current assets			
Intangible assets			
Deferred tax asset	6	**1 540**	1 535
Total intangible assets		**1 540**	1 535
Fixed assets			
Office equipment	8	**3 943**	3 788
Office machines and vehicles	8	**1 115**	975
IT equipment	8	**9 637**	6 646
Total fixed assets		**14 695**	11 409
Financial non-current assets			
Shares in subsidiaries	9	**25 152**	29 620
Loans to intra-group companies	9	**1 773**	0
Other long-term receivables		**10**	10
Total financial non-current assets		**26 935**	29 630
Total non-current assets		**43 170**	42 574
Current assets			
Work in progress	10	**65 246**	47 525
Trade accounts receivable	11	**87 797**	64 861
Other short-term receivables	12	**6 702**	4 623
Cash and cash equivalents	13	**105 959**	143 659
Total current assets		**265 704**	260 668
TOTAL ASSETS		**308 874**	303 242

BOUVET ASA – PARENT COMPANY

BALANCE SHEET

AT 31 DECEMBER

NOK 1 000	Note	2010	2009
EQUITY AND LIABILITIES			
Equity			
Paid-in capital			
Share capital	14	10 250	10 250
Own shares – nominal value	14	-1	-86
Share premium fund	14	10 000	10 000
Total paid-in capital		20 249	20 164
Earned equity			
Other equity		92 907	110 295
Total earned equity		92 907	110 295
Total equity		113 156	130 459
Long-term debt			
Pension obligations	16	5 160	4 234
Total long-term debt		5 160	4 234
Short-term debt			
Trade accounts payable	20	29 356	16 665
Income tax payable	6	17 993	18 622
Public duties payable		65 882	56 259
Other short-term debt	18	77 327	77 003
Total short-term debt		190 558	168 549
Total liabilities		195 718	172 783
TOTAL EQUITY AND LIABILITIES		308 874	303 242

BOUVET ASA – PARENT COMPANY

STATEMENT OF CASH FLOWS

NOK 1 000	Note	2010	2009
Cash flows from operating activities			
Ordinary profit before tax		60 241	63 760
Paid income taxes		-18 611	-22 203
Net gain/loss on sale of fixed assets		0	5
Write down investment in subsidiary		9 346	0
Ordinary depreciation	8	6 533	5 584
Share based payment	15	2 058	1 491
Changes in inventory, accounts receivable and accounts payable		-10 245	-2 459
Difference between expensed pension and payments/disbursements in pension schemes		926	2 346
Changes in other accruals		-9 864	17 360
Net cash flows from operating activities		40 384	65 884
Cash flows from investing activities			
Sales of fixed assets	8	23	168
Purchase and investment in subsidiary	9	-4 878	-288
Loans to intra-group companies	9	-1 773	0
Purchase of fixed assets	8	-9 842	-5 596
Net cash flows from investing activities		-16 470	-5 716
Cash flows from financing activities			
Purchase of own shares	14	-2 088	0
Sale of own shares	14	3 996	2 261
Dividend payments	14	-63 522	-40 295
Net cash flows from financing activities		-61 614	-38 034
Net changes in cash and cash equivalents		-37 700	22 134
Cash and cash equivalents at the beginning of the year		143 659	121 525
Cash and cash equivalents at the end of the year		105 959	143 659

BOUVET ASA – PARENT COMPANY

STATEMENT OF CHANGES IN EQUITY

Note	NOK 1 000	Share capital	Own shares	Share premium fund	Total paid-in equity	Other equity	Total equity
	Equity at 01.01.2009	10 250	-176	10 000	20 074	101 355	121 429
	Total comprehensive income					45 662	45 662
14	Purchase/sale of own shares (net)		90		90	3 399	3 489
15	Shared based payment recognised in equity					174	174
14	Dividend					-40 295	-40 295
	Equity at 31.12.2009	10 250	-86	10 000	20 164	110 295	130 459
	Total comprehensive income					42 254	42 254
14	Purchase/sale of own shares (net)		85		85	3 338	3 423
15	Shared based payment recognised in equity					542	542
14	Dividend					-63 522	-63 522
	Equity at 31.12.2010	10 250	-1	10 000	20 249	92 907	113 156

BOUVET ASA – PARENT COMPANY

NOTES

NOTE 1: ACCOUNTING PRINCIPLES

The financial statements of Bouvet ASA for the period ending on 31 December 2010 were approved in a board meeting on April 13th 2011.

Bouvet ASA is a public limited company incorporated in Norway and listed on Oslo Børs. The company's main office is located in Sandakerveien 24C, 0513 Oslo, Norway. The company delivers consultancy services and training within information technology. The company's business concept is to create opportunities and increase the efficiency of their customers' processes by means of new ideas and new technology in close cooperation with the customer.

THE BASIS FOR THE PREPARATION OF THE FINANCIAL STATEMENTS

Bouvet ASA was listed on Oslo Axess on May 15th 2007, and listed on Oslo Børs from November 24th 2010. The financial statements of Bouvet ASA for the accounting year 2010 have been prepared in accordance with international accounting standards and interpretations accepted by the EU, mandatory for the accounting year 2010.

The financial statements are based on the principles of historic cost.

The financial statements have been prepared on the basis of uniform accounting principles for uniform transactions and events under otherwise equal circumstances.

The company's functional currency and presentation currency is Norwegian Kroner (NOK).

THE USE OF ESTIMATES IN THE PREPARATION OF THE FINANCIAL STATEMENTS

Management has used estimates and assumptions that have affected assets, liabilities, revenue, expenses and information on potential liabilities. This particularly applies to the revenue recognition of customer projects and pension obligations. Future events may imply that the estimates change. Estimates and the underlying assumptions are considered on a continuous basis. Changes in accounting estimates are recognised in the period the changes arise. In the event that the changes also apply for future periods, the effect is distributed over current and future periods. Ref. note 2.

CURRENCY

Transactions in foreign currency are translated at the rate applicable on the transaction date. Monetary items in foreign currency are translated to Norwegian kroner by applying the rate applicable on the balance sheet date. Non-monetary items valued at historic rate denominated in foreign currency are translated to Norwegian kroner by applying the rate applicable at the transaction date. Non-monetary items assessed at real value denominated in foreign currency are translated at the rate applicable on the balance sheet date. Exchange rate changes are recognised in the income statement as they occur during the accounting period

REVENUE RECOGNITION

Bouvet sells services and products. Revenue is recognised when it is probable that transactions will generate future financial benefits for the company and the size of the amount can be reliably estimated. Sales revenue is presented net of value added tax and discounts.

Revenue from the sale of products is recognised when the significant risks and rewards of ownership of the products have passed to the buyer.

Revenue from the sale of services is normally recognised after a signed contract is received and in line with the deliveries. Customer projects are recognised in line the with the project's degree of completion, when the outcome of the transaction can be reliably estimated. Progress is measured as accrued hours in relation to totally estimated hours. When the transaction's result cannot be reliably estimated only revenue equaling accrued project costs are taken to income, provided that it is likely that the revenue will be greater than accrued project costs. Any estimated loss on a project will be fully recognised in the income statement in the period when it is identified that the contract will result in a loss.

SHARES IN SUBSIDIARIES

Shares in subsidiaries are evaluated at the lower of cost and fair value. Any adjustments in values are classified as financial items in the income statement.

INCOME TAX

The tax expense consists of tax payable and changes in deferred tax. Deferred tax/tax assets are calculated on all temporary differences between book and tax value on assets and liabilities, with the exception of

- temporary differences related to not tax deductible goodwill
- temporary differences related to investments in subsidiaries, associated

companies or joint ventures when the company controls the time of reversal of the temporary differences and it is assumed that this will not happen in the foreseeable future.

Deferred tax assets are recognised when it is probable that the company will make sufficient profit in future periods to utilise the tax asset. The company recognises previous not recorded deferred tax assets to the extent that it is probable that the company can utilise the deferred tax asset. Likewise, the company will reduce the deferred tax assets when it is considered unlikely that the deferred tax asset can be utilised.

Deferred tax and deferred tax assets are measured on the basis of the expected future tax rate.

Deferred tax is disclosed at a nominal value and classified as long-term debt in the balance sheet.

Tax payable and deferred tax assets are set-off directly against equity to the extent that the underlying items are booked against equity.

RESEARCH AND DEVELOPMENT

Expenses relating to research are recognised in the income statement when incurred. Expenses related to development are balance sheet recorded to the extent that the product or the process is technically and commercially viable, and the company has adequate resources to complete the development. Expenses recorded in the balance sheet include materials, direct salary costs and a portion of directly attributable joint expenses. Development costs are recorded in the balance sheet at cost less accumulated depreciation and impairment losses. Balance sheet recorded development costs are depreciated on a straight-line basis and over the asset's estimated useful life. The company has not recognised any development costs in the balance sheet at 31.12.2010.

FIXED ASSETS

Fixed assets are valued at cost less accumulated depreciation and impairment losses. When assets are sold or disposed of, the gross carrying amount and depreciation are derecognised, and any gain or loss on the sale or disposal is recognised in the income statement.

The gross carrying amount of fixed assets is the purchase price, including duties/taxes and direct acquisition costs related to making the fixed asset ready for use. Subsequent costs, such as repair and maintenance costs, are normally expensed when incurred, whereas other expenses expected to increase future economic benefits are balance sheet recorded.

Depreciation is calculated using the straight-line method over the following periods.

Office equipment	5-10 years
Office machines and vehicles	5 years
IT equipment	3 years

The depreciation period and method are assessed each year. The residual value is estimated every year-end and changes in the estimate for residual value is accounted for as an estimation change.

LEASING

FINANCIAL LEASES

Leasing agreements where the company accepts the most significant part of the risk and return connected with the ownership of the asset are financial leases. At the beginning of the leasing period, finance leases are accounted for at an amount equivalent to the lower of fair value and the minimum lease's present value. When calculating the lease agreement's present value, the implicit interest expense of the agreement is applied, if it is possible to calculate this rate. If not, the company's marginal loan rate is applied. Direct costs related to the establishment of the lease are included in the asset's cost price.

The depreciation period is consistent with that applied to other assets owned by the company and is subject to depreciation. If it is uncertain whether the company will take over the asset when the lease expires, the assets is depreciated over the lease's term or the depreciation period, whichever is the shorter.

The company has no financial leases at 31.12.2010.

OPERATING LEASES

Leases where most of the risk lies with the other contracting party are classified as operating leases. Lease payments are classified as operating costs and recognised in the income statement during the contract period.

INTANGIBLE ASSETS

Intangible assets acquired separately are recorded at cost. Costs related to intangible assets at acquisitions are disclosed at real value in the company's opening balance.

Balance sheet recorded intangible assets are carried at cost less any accumulated amortisation and impairment losses.

The cost of intangible assets includes the purchase price and any duties/taxes and expenses directly related to the acquisition of the asset.

Internally generated intangible assets, with the exception of capitalised development costs, are not capitalised, and expenditure is charged to profit and loss in the year in which the expenditure is incurred.

The useful lives are assessed to be either finite or indefinite. Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and method are assessed at least once a year. Changes in amortisation method and/or period are treated as a change in estimate.

Intangible assets with indefinite useful lives are tested for impairment annually, either individually or at the cash generating level. Such intangible assets are not amortised. The useful life is reviewed annually to determine whether the indefinite life assessment continues to be supportable. If not, the change to finite useful lifetime is made prospectively.

FINANCIAL INSTRUMENTS

In accordance with IAS 39 Financial Instruments: Recognition and Measurement, financial instruments are classified within the scope of IAS 39 in the following categories: at fair value with changes in value through profit or loss, held to maturity, loans and receivables, available for sale and other liabilities.

The company has financial instruments in the form of trade accounts receivable and payable, recognised at amortised cost.

Trade accounts receivables are initially recognised at fair value plus any transaction costs.

Trade accounts receivables are subsequently carried at amortised cost using the effective interest method, if the amortisation effect is material. The carrying amount is subsequently reduced by any impairment losses. Provisions for impairment are made when there are objective indicators that the company will not receive their contractual payments.

The fair value of financial assets is classified as "available for sale" and "held for trading purposes" is decided with a reference to the stock exchange rate at the balance sheet date. For non-listed financial assets, fir value is estimated by applying valuation techniques, based on assumptions not substantiated by observable market prices.

The carrying amount of trade accounts receivable and payable is approximately equal to fair value, as they are agreed at "normal" conditions and normally have a short period to maturity.

CASH AND CASH EQUIVALENTS

Cash includes cash in hand and bank deposits. Cash equivalents are short-term liquid investments that can be converted to cash within three months and at a known amount.

EQUITY

LIABILITIES AND EQUITY

Financial instruments are classified as liabilities or equity in accordance with the underlying financial reality.

Interest, dividend, profit and loss related to a financial instrument classified as debt will be presented as expense or income. Distributions to owners of financial instruments classified as equity will be set off directly against equity. When rights and obligations connected to how distributions from financial instruments will be carried out depend on certain types of uncertain future events and are outside both the issuer's and owner's control, the financial instrument will be classified as debt if it, at the time of issue, is improbable that the issuer will have to pay cash or other financial assets. In that case, the financial instrument is classified as equity.

OWN SHARES

On repurchase of own shares, costs including directly attributable expenses are recorded as a change in equity. Own shares are disclosed as a reduction of equity. Gains or losses on transactions with own shares are not recognised in the income statement.

COSTS OF EQUITY TRANSACTIONS

Transaction costs directly relating to an equity transaction are set off directly against equity after deducting tax expenses.

EMPLOYEE BENEFITS

DEFINED CONTRIBUTION PLAN

The company has a defined contribution plan by which it is committed to contribute to each employee's pension plan with a fixed amount. The future pension depends on the size of the contributions and the yield on the pension savings. The company's obligation is fully met when paid. The pension costs are charged as an expense when accrued.

DEFINED BENEFIT PLAN

The company has a closed defined benefit plan for a limited number of employees. According to the scheme, the employees are entitled to future agreed pension contributions, where the contributions are based on the number of years of earning and the salary level at the time of retirement. Pension costs, pension obligations and pension funds are calculated on straight-line earnings based on future assumptions on discount interest rate, future salary regulations, pensions and yields from national insurance, future yields on pension funds and actuarial assumptions on mortality, natural attrition etc. Net pension obligations are disclosed as long-term debt in the balance sheet. Changes in the liability and the pension funds due to changes in and deviations from the assumptions for calculation (estimation changes) are distributed over the average remaining earning time if the deviation at the beginning of the year exceeds 10% of gross pension commitments or pension funds (corridor), whichever the larger.

PROVISIONS

A provision is recognised when the company has an obligation as a result of a previous event and it is probable that a financial settlement will take place as a result of this obligation and the size of the amount can be measured reliably. If the effect is considerable, the provision is calculated by discounting estimated future cash flows using a discount rate before tax that reflects the market's pricing of the time value of money and, if relevant, risks specifically linked to the obligation.

Restructuring provisions are recognised when the company has approved a detailed, formal restructuring plan and the restructuring has either started or been publicly announced within in the company.

Provisions for loss-making contracts are recognised when the company's estimated revenues from a contract are lower than unavoidable costs which were incurred to meet the obligations pursuant to the contract.

CONTINGENT LIABILITIES AND ASSETS

Unlikely contingent liabilities are not recognised in the annual accounts. Significant contingent liabilities are disclosed, with the exception of contingent liabilities that are unlikely to be incurred.

Contingent assets are not recognised in the annual accounts but are disclosed if there is a certain probability that a benefit will be added to the company.

EVENTS AFTER THE BALANCE SHEET DATE

New information on the company's position at the balance sheet date is taken into account in the financial statements. Events after the balance sheet date that do not affect the company's position at the balance sheet date, but will affect the company's position in the future, are stated if significant.

NEW AND AMENDED STANDARDS AND INTERPRETATIONS

IFRS AND IFRIC ISSUED BUT NOT ADOPTED BY THE COMPANY

The following standards and amendments to existing standards have been published and are mandatory for the company's accounting periods beginning on or after 1 January 2011 or later periods, but the company has not early adopted them. Effective date is set to EU's effective date in cases where it differs from the IASB effective date.

- IFRS 9 Financial instruments, effective 1 January 2013.
- IFRS 7 Financial instruments: Disclosures – Transfers of Financial Assets (amended), effective date not determined by EU. (IASB 1. July 2011).
- IAS 12 Income tax (amendment), effective date not determined by EU. (IASB 1. January 2012).
- IAS 24 Related parties (revised), effective 1 January 2011.
- IAS 32 Financial instruments: Presentation – Classification of Rights Issues (amended), effective 1 February 2010.
- IFRIC 14 Prepayment of a Minimum Funding Requirement (amended), effective 1 January 2011.
- IFRIC 19 Extinguishing Financial Liabilities with Equity Instruments, effective 1 July 2010
- Improvements to IFRS – May 2010, effective date note determined by EU. (IASB 1 January 2011 to 1 July 2011)

The Company does not expect that the adoption of these standard or interpretation would have material impact on the financial statements or performance of the Company.

NOTE 2: ESTIMATION UNCERTAINTY

In preparing the financial statements in accordance with IFRS, the Company's management has applied estimations based on their best judgement and on assumptions considered to be realistic. Unexpected situations or changes in market conditions can result in changed estimations and thereby have an effect on the company's assets, liabilities, equity and result.

The Company's most significant accounting estimations concern the following items:

- Estimations relating to the degree of completion of customer projects
- Net pension liabilities.

The Company's is primarily delivering its services based on account. To the extent that the company has income from fixed price or target price projects, where the company shall deliver a predefined result at a price that is either fixed or has elements causing income per hour not to be known before the projects are finalised. For these projects the income is recorded in correlation with the degree of completion. Progress is measured as incurred hours in relation to totally estimated hours. For the accounting year 2010, 5 percent (2009, 4 percent) of the company's income was generated by projects with such an element of uncertainty and the income is recorded based on the degree of completion.

The net pension obligation is calculated with actuarial models based on assumptions such as discount rate, future salary levels, pension regulations, expected return on pension funds, normal attrition and demographic issues of disability and mortality rates. The assumptions are based on observable market prices and the historic development of the Company and society in general. Changes in the assumptions may have a material effect on the calculated net pension obligation and the pension cost.

NOTE 3: COST OF SALES

NOK 1 000	2010	2009
Hired consultants	**98 419**	69 219
Hired training instructors	**6 724**	5 752
Purchase of training documentation	**858**	2 949
Out-of-pocket expenses and travels invoiced customers	**6 507**	6 673
Purchase of goods for resale	**5 899**	5 299
Total cost of sales	**118 407**	89 892

NOTE 4: SALARY COSTS AND REMUNERATIONS

NOK 1 000	2010	2009
Salary	336 605	281 855
Bonus/profit sharing	20 154	14 470
Social security tax	53 019	43 676
Pension costs (see note 16)	14 834	15 059
Personnel insurance	3 964	2 974
Other expenses	3 504	3 468
Total salary expenses	432 079	361 502
Average number of man-labour years:		
Administration, sales and management	62	56
Other employees	487	412
Total	549	468
Average number of employees:		
Administration, sales and management	72	62
Other employees	505	434
Total	577	496

NOTE 5: OTHER OPERATING EXPENSES

NOK 1 000	2010	2009
Office premises	18 458	16 211
Travel and transport	8 394	7 335
Social costs and welfare initiatives	12 269	11 153
Office supplies, EDP etc.	9 587	6 929
Competence development	4 809	4 269
Recruitment costs	4 221	4 097
Marketing expenditure	4 064	4 618
External services	4 878	2 635
Other expenses	6 677	8 488
Total other operating expenses	73 357	65 735

NOTE 6: INCOME TAXES

NOK 1 000	2010	2009
Income tax expense:		
Tax payable	17 993	18 622
Changes in deferred taxes	-6	-524
Tax expense	17 987	18 098
Income tax payable:		
Ordinary profit before tax	60 241	63 760
Permanent differences	3 999	875
Change in temporary differences	20	1 871
Basis for tax payable	64 260	66 506
Tax 28% being tax payable on this year's profit	17 993	18 622
Tax payable in balance sheet:		
Calculated tax payable	17 993	18 622
Tax payable set off directly against equity	0	0
Total income tax payable	17 993	18 622
Reconciliation of effective tax rate:		
Profit before tax	60 241	63 760
Tax calculated based on 28%	16 867	17 853
Non tax deductible costs	1 337	266
Non taxable income	-217	-21
Tax expense	17 987	18 098
Effective tax rate	30 %	28 %
Specification of basis for deferred tax:		
Basis for deferred tax asset		
Fixed assets	-2 134	-2 047
Pension obligation	-5 160	-4 234
Basis deferred tax asset – gross	-7 294	-6 281
Basis deferred tax liability		
Other differences	1 792	798
Basis deferred tax liability – gross	1 792	798
Basis deferred tax – net	-5 502	-5 483
Net recognised deferred tax/ deferred tax asset (-) 28%	-1 540	-1 535

NOTE 7: EARNINGS PER SHARE

The basic earnings per share are calculated as the ratio between the profit for the year that is due to the sharesholders of NOK million 42,25 (NOK million 45,66 in 2009) divided by the weighted average number of ordinary shares throughout the year of 10,17 millions (10,08 millions in 2009). EBIT per share is calculated as the ratio between this year's operating profit of NOK million 67,28 (NOK million 60,52 in 2009) divided by the weighted average number of ordinary shares throughout the accounting year.

When calculating diluted earnings per share, the weighted average basic shares outstanding is adjusted for dilutive effects from the employee share scheme (see note 15).

	2010	2009
EBIT (TNOK)	**67 281**	60 521
Profit for the year (NOK 1000)	**42 254**	45 662
Weighted average shares issued	**10 250 000**	10 250 000
Weighted average basic shares outstanding	**10 172 510**	10 084 725
Weighted average diluted shares outstanding	**10 261 874**	10 155 573
EBIT per share (NOK)	**6,61**	6,00
Diluted EBIT per share (NOK)	**6,56**	5,96
Earnings per share (NOK)	**4,15**	4,53
Diluted earnings per share (NOK)	**4,12**	4,50

Weighted average shares	2010	2009
Weighted average shares issued	**10 250 000**	10 250 000
Weighted average own-shares	**-77 490**	-165 275
Weighted average basic shares outstanding	**10 172 510**	10 084 725
Dilutive effects from employee share scheme	**89 364**	70 848
Weighted average diluted shares outstanding	**10 261 874**	10 155 573

NOTE 8: PROPERTY, PLANT AND EQUIPMENT

NOK 1 000	EDP equipment	Office machines and vehicles	Fixtures and fittings	Total 2010	EDP equipment	Office machines and vehicles	Fixtures and fittings	Total 2009
Acquisition cost								
Accumulated 1 January	21 525	2 390	7 393	**31 308**	20 867	2 335	6 899	30 101
Additions of the year	8 313	534	1 013	**9 860**	3 981	429	1 186	5 596
Disposals of the year	-77	0	0	**-77**	-3 323	-374	-692	-4 389
Accumulated 31 December	29 761	2 924	8 406	**41 091**	21 525	2 390	7 393	31 308
Depreciation								
Accumulated 1 January	14 879	1 415	3 605	**19 899**	13 715	1 348	3 468	18 531
Disposals of ordinary depreciation	-37	0	0	**-37**	-3 269	-255	-692	-4 216
This year's ordinary depreciation	5 282	394	858	**6 533**	4 433	322	829	5 584
Accumulated 31 December	20 124	1 809	4 463	**26 395**	14 879	1 415	3 605	19 899
Book value								
Book value at 1 January	6 646	975	3 788	**11 409**	7 152	987	3 431	11 570
Book value at 31 December	9 637	1 115	3 943	**14 695**	6 646	975	3 788	11 409

Depreciation rate	33 %	20 %	10-20 %		33 %	20 %	10-20 %	
Economic life	3 years	5 years	5-10 years		3 years	5 years	5-10 years	
Depreciation method	linear	linear	linear		linear	linear	linear	

NOTE 9: OVERVIEW OF SUBSIDIARIES

The company holds the following investments in subsidiaries as of 31 December 2010.

NOK 1 000 Company	Country	Main business line	Book value	Ownership	Voting share
Ontopia AS [1)]	Norway	IT consultancy company	4 208	100 %	100 %
Nordic Integrator Management AS [2)]	Norway	IT consultancy company	19 044	100 %	100 %
Olavstoppen AS [3)]	Norway	IT consultancy company	1 200	60 %	60 %
Bouvet Sverige AB (former Zekundera AB) [4)]	Sweden	Holding company	700	100 %	100 %
Total subsidiaries			25 152		

1) Consolidated from 1 April 2007
2) Consolidated from 1 July 2007
3) Established in March 2010
4) Consolidated from 1 October 2008. Bouvet Sverige AB have to subsidiaries; Bouvet Stockholm AB and Bouvet Syd AB. Investment and loan to Bouvet Sverige have been written down in 2010 with totallyTNOK 9 346.

Loans, receivables and liabilities between Bouvet ASA and its subsidiaries:

NOK 1 000 Company	Loans to subsidiaries	Current receivables due from subsidiaries	Loans from subsidiaries	Current liabilities to subsidiaries
Bouvet Syd AB	452	40	0	285
Bouvet Stockholm AB	1 321	41	0	348
Bouvet Sverige AB	0	0	0	218
Olavstoppen AS	0	106	0	2 695
Ontopia AS	0	10	0	0
Total	1 773	197	0	3 546

NOTE 10: WORK IN PROGRESS

The Company recognises as income sales of services in line with the deliveries. Customer projects are taken to income in accordance with the project's degree of completion, provided that the outcome of the transaction can be reliably estimated. Progress is measured as incurred hours in relation to total estimated hours. In the event that the outcome of the transaction cannot be reliably estimated, only income corresponding to incurred project costs are taken to income, given that it is likely that the income will be greater than the incurred project costs. Any estimated loss on a project will be fully recognised in the income statement in the period when it is identified that the project will result in a loss.

At the balance sheet date, processed but not billed services amounted to NOK million 65,25 (2009 NOK million 47,52). NOK million 58,22 (2009 NOK million 38,38) of these constituted services delivered on account at the end of the previous accounting year, and NOK million 7,03 (2009: NOK million 9,15) was related to customer projects. Services delivered on running accounts at the end of previous accounting year was invoiced to customers at the beginning of January 2011. This income is settled based on degrees of completion as described above and in notes 1 and 2.

NOTE 11: TRADE ACCOUNTS RECEIVABLE

NOK 1 000	2010	2009
Gross trade accounts receivable	**87 797**	64 861
Provisions for losses	**0**	0
Trade accounts receivable	**87 797**	64 861

The provision for losses on trade accounts receivable for 2010 is TNOK 0 (2009: TNOK 0).

Losses on trade accounts receivable are classified as other operating costs in the income statement.

Movements in the provision for loss are as follows:

NOK 1 000	2010	2009
Opening balance	0	215
Provision of the year	35	1 829
Realised loss this year	-35	-1 837
Reversal of previous provision	0	-207
Closing balance	0	0

Details on the credit risk concerning trade accounts receivable are given in note 20.

As at 31.12., the Company had the following trade accounts receivable due, but not paid or written off:

NOK 1 000	Total	Not due	<30 d	30-60d	60-90d	>90d
2010	87 797	70 807	11 312	1 711	2 228	1 739
2009	64 861	38 587	25 281	745	248	0

NOTE 12: OTHER SHORT-TERM RECEIVABLES

NOK 1 000	2010	2009
Loans and advances to employees	2 596	1 409
Scholarship for education	150	0
Prepaid expenses	3 161	2 568
Other short-term receivables	795	646
Total other short-term receivables	6 702	4 623

NOTE 13: CASH AND CASH EQUIVALENTS

NOK 1 000	2010	2009
Cash in hand and at bank – unrestricted funds	82 236	122 651
Deposit account – guarantee rent obligations	3 525	3 721
Employee withheld taxes – restricted funds	20 198	17 287
Cash and cash equivalents in the balance sheet	105 959	143 659

NOTE 14: SHARE CAPITAL, SHAREHOLDER INFORMATION AND DIVIDEND

(Shares in thousands)	2010	2009
Ordinary shares, nominal value NOK 1	**10 250**	10 250
Total number of shares	**10 250**	10 250

CHANGES IN SHARE CAPITAL AND PREMIUM

	No. of shares		Share capital		Premium	
NOK 1 000	2010	2009	2010	2009	2010	2009
Ordinary shares issued and fully paid						
At 31.12.	10 250	10 250	10 250	10 250	10 000	10 000
Own shares at nominal value	1	86	1	86	0	0

Throughout the year, the Company has sold 85 597 own shares to employees at a total amount of TNOK 3 424, giving an average sales price of NOK 40 per share. As a result of this, the holdings of own shares at the end of the year are 804 shares.

The nominal value of the share is NOK 1. All shares in the company have equal voting rights and are equally entitled to dividend.
The computation of earnings per share is shown in note 7.

THE 20 MAIN SHAREHOLDERS AT 31.12.2010 ARE

Shareholder	Number of shares	Ownership interest
JPMORGAN CHASE BANK	1 011 061	9,86 %
HURUM, SVERRE FINN	643 403	6,28 %
MP PENSJON PK	601 000	5,86 %
DNB NOR NORDIC TECHNOLOGY	556 056	5,42 %
KLP AKSJE NORGE VPF	449 338	4,38 %
MORGAN STANLEY & CO INTERNAT. PLC	447 369	4,36 %
KOMMUNAL LANDSPENSJONSKASSE	440 000	4,29 %
STUBØ, ERIK	282 903	2,76 %
SHB STOCKHOLM CLIENTS ACCOUNT	245 000	2,39 %
STOREBRAND LIVSFORSIKRING AS	208 413	2,03 %
NERGAARD, NILS OLAV	192 876	1,88 %
SKANDINAVISKA ENSKILDA BANKEN	189 174	1,85 %
TELENOR PENSJONSKASSE	186 800	1,82 %
DNB NOR SMB	185 121	1,81 %
WARRENWICKLUND NORGE	147 450	1,44 %
STOREBRAND VEKST	123 811	1,21 %
RIISNÆS, STEIN KRISTIAN	121 141	1,18 %
MIDELFART INVEST AS	113 000	1,10 %
VOLLE, ANDERS	112 270	1,10 %
DANSKE INVEST NORGE VEKST	102 000	1,00 %

DIVIDEND

The company has paid the following dividends:

NOK 1 000	2010	2009
Ordinary dividend for 2009: NOK 3,75 per share	**38 113**	
Extraordinary dividend, agreed Jan 5th 2010: NOK 2,50 per share	**25 409**	
Ordinary dividend for 2008: NOK 4 per share		40 295
Total	**63 522**	40 295

Proposed dividend to be approved at the annual general meeting amounts to NOK 4,10 per share.

NOTE 15: SHARE SCHEME FOR EMPLOYEES

SHARE SCHEME

Bouvet ASA has a share scheme including all employees not under notice and who have, at the latest, started work on the first day of the month when the offer is made. The offer does not include employees paid by the hour. The scheme consists of annual offers where each employee can subscribe for shares once per calendar year. The share scheme is approved for one year at a time.

The share scheme gives the employee the opportunity to subscribe for shares at a value of NOK 7 500 per year against a deduction in salary of NOK 6 000, of which Bouvet is subsidising the employee with NOK 1 500. Bouvet will give a corresponding number of shares free of charge if the employee keeps the shares for two years and is still employed.

In 2010 a total of 58 179 shares were sold at a rate of NOK 58,00 minus a 20 percent discount. 451 employees have joined the scheme, and 129 shares per employee were distributed. The previous year 59 006 shares were sold at a rate of NOK 46,00 minus a 20 percent discount.

From 2010 an additional share scheme for the management have been established. The share sheme consist of annual offers where each member can subscribe for shares one time each calendar year. The share scheme is approved for one year at a time.

The share scheme gives members of the management the opportunity to subscribe for shares at a value of NOK 22 500 per year at market value without any subsidising from Bouvet. Bouvet will give a corresponding number of shares free of charge if the manager keeps the shares for two years and is still employed.

In 2010 a total of 22 188 shares were sold at a rate of NOK 58,00. A total of 58 employees have joined the scheme.

The share scheme is treated in accordance with IFRS 2. The fair value of the scheme is calculated at the grant date and expensed over the vesting period of 2 years. TNOK 2 058 in compensation costs have been charged in 2010 (in 2009 TNOK 1 491). Remaining estimated compensation costs at 31 December 2010 for the years 2011 and 2012 are TNOK 4 442.

NOTE 16: PENSIONS

The Company is required to have an occupational pension scheme in accordance with the Norwegian law on required occupational pension ("lov om obligatorisk tjenestepensjon"). The company's pension schemes satisfy the requirements of this law. The Company's pension schemes comprise a closed defined benefit scheme and a contribution scheme. At the end of the year, there were 48 participants in the benefit plan and 558 in the contribution plan.

DEFINED BENEFIT PENSION

For accounting purposes it is assumed that the pension benefits are accrued linearly. Parts of unrealised gains and losses resulting from changes in actuarial assumptions that exceed a defined corridor are distributed over the estimated remaining average vesting period. The corridor is defined as 10% of the more significant of the gross pension liability and the gross plan asset. The pension obligation is calculated in December in the accounting year as an estimate of the situation as per 31 December. Management is of the opinion that changes in assumptions and data in the period to year-end will not have any significant effect on the figures.

In the life insurance company, the risk for death and disability is divided between all the customers, and this is therefore the relevant indicator for future disability and life expectancy rate. The risk tables for death and disability are based on commonly used tables in Norway updated with historic data from the population of the life insurance company. These data imply an adjustment of available tables with respect to an increase in the life expectancy span and an increase in the expected disability rate. Below is an extract of the tables that have been applied. The tables show the expected life span and the probability of disability and death within one year for various age groups.

EXPECTED LIFE SPAN (K2005)

Age	Man	Woman
20	61	64
40	41	45
60	22	26
80	8	10

PROBABILITY OF DEATH (K2005)

Age	Man-n	Woman-n	Man-r	Woman-r
20	0,02 %	0,02 %	0,02 %	0,02 %
40	0,09 %	0,05 %	0,08 %	0,05 %
60	0,75 %	0,41 %	0,66 %	0,38 %
80	6,69 %	4,31 %	6,07 %	4,07 %

n) is the mortality rate applied for death risk for insured persons in spouse pensions
r) is the mortality rate as the basis for the probability to survive

PROBABILITY OF DISABILITY (KU)

Age	Man	Woman
20	0,09 %	0,12 %
40	0,16 %	0,26 %
60	1,10 %	1,43 %
80	N/A	N/A

CALCULATION OF THIS YEAR'S PENSION COSTS

NOK 1 000	2010	2009
Present value of pension earnings of the year	3 957	4 260
Interest charge on accrued pension liabilities	2 556	2 278
Expected return on pension funds	-2 192	-1 839
Administration costs	367	0
Actuarial gains/losses recognised in the income statement	1 067	1 988
Expensed social security tax	661	663
Pension costs for the year (note 4)	6 416	7 350

PENSION LIABILITIES AND PENSION ASSETS

NOK 1 000	2010	2009
Change in gross pension obligation:		
Gross obligation 1.1.	61 150	64 343
Present value of this year's earnings	4 618	4 923
Interest charge on pension liabilities	2 556	2 278
Actuarial loss/gain	-881	-10 256
Payment of pensions/paid-up policies	-138	-138
Gross pension obligation 31.12.	67 305	61 150
Change in gross pension assets:		
Fair value plan assets 1.1.	36 998	29 581
Expected return on pension assets	2 192	1 839
Premium payments	4 444	4 386
Actuarial gains/losses	-3 100	1 330
Payment of pensions/paid-up policies	-138	-138
Fair value of plan assets 31.12.	40 396	36 998
Net pension obligation	26 909	24 152
Unrecognised estimatioin deviation	-21 749	-19 918
Net balance sheet recorded pension liability 31.12.	5 160	4 234

CHANGE IN LIABILITIES

NOK 1 000	2010	2009
Net pension funds 1.1.	-4 234	-1 888
Pension costs recognised in income statement	-6 416	-7 350
Premium payments (incl. adm. costs)	5 490	5 004
Net balance sheet recorded pension liability 31.12.	-5 160	-4 234
Of this included social security tax	-678	-618

ASSUMPTIONS

	2010	2009
Discount rate	4,00 %	4,50 %
Yield on pension assets	5,40 %	5,70 %
Wage growth	4,00 %	4,50 %
G regulation	3,75 %	4,25 %
Pension adjustment	4,30 %	1,40 %
Average turnover	2 %-8 %	2 %-8 %

DISTRIBUTION OF ESTIMATED PENSION ASSETS

	2010	2009
Current asset bonds	24,0 %	35,0 %
Non-current asset bonds	30,0 %	24,0 %
Property	16,0 %	17,0 %
Shares	14,0 %	5,0 %
Other	16,0 %	19,0 %
Total	100,0 %	100,0 %

Estimated payment to the defined benefit scheme is TNOK 4 666 in 2011.

DEFINED CONTRIBUTION PLAN

The Company has a defined contribution plan for all not included in the limited benefit plan. The Company's commitment is to give a contribution of 3% between 1G and 6G and 5% between 6G and 12G, to each employee's pension savings. The future pension depends on the size of the contributions and the return on the pension savings. The Company's commitment is fully met when paid. The expensed contribution amounted to TNOK 9 096 and TNOK 8 372 in 2010 and 2009 respectively.

RECONCILIATION OF THIS YEAR'S TOTAL PENSION EXPENSE

NOK 1 000	2010	2009
Benefit plan – cost calculated by actuarian incl. soc.sec. tax	6 416	7 350
Contribution plan – paid contribution for the year	9 096	8 372
Less calculated social security tax on benefit plan	-678	-663
Book value of this year's pension costs (note 4)	14 834	15 059

NOTE 17: LEASES

OPERATING LEASES

The Company has entered into several operating leases agreements for vehicles and office machines. The agreements related to office machines contain an option to extend.

The lease costs included:

NOK 1 000	2010	2009
Ordinary lease payments	**1 888**	1 217

Future payments related to non-cancellable leases fall due for payment as follows:

NOK 1 000	2010	2009
Within 1 year	**1 043**	711
1 to 5 years	**1 096**	257
Future lease commitment	**2 139**	968

LEASE AGREEEMENTS FOR OFFICE PREMISES

The Company has the following lease commitments connected with office premises.

City	End of period	Annual lease
Arendal	2011	416
Bergen	2013	739
Haugesund	2012	370
Kristiansand	2013	518
Oslo	2016	5 604
Skien	2011	271
Stavanger – Forus	2012	2 193
Stavanger – Vågen	2012	1 253
Trondheim	2015	480
Total		11 844

NOTE 18: OTHER SHORT-TERM DEBT

NOK 1 000	2010	2009
Prepayments from customers	**8 173**	15 148
Accrued salary, holiday pay and bonus	**60 005**	50 922
Employees' holiday and timeoff balance	**5 888**	4 583
Other short-term debt	**3 261**	6 350
Total	**77 327**	77 003

NOTE 19: TRANSACTIONS WITH RELATED PARTIES

COMPENSATION TO THE BOARD

NOK 1 000 Name	Role	Fees paid in 2010	Fees paid in 2009
Åge Danielsen	Chairman of the Board	**200**	200
Randi H. Røed	Deputy chair	**100**	100
Grethe Høiland	Board member	**100**	100
Ingebrigt Steen Jensen	Board member	**100**	100
Morten Njåstad Bråten	Employee representative	**30**	0
Ida Lau Borch	Employee representative	**30**	0
Kent Mikael Rosseland	Employee representative	**30**	0
Total		**590**	500

COMPENSATION TO KEY MANAGEMENT 2010

NOK 1 000 Name	Salary	Bonus	Pension contribution	Other remuneration	Total 2010
Sverre Hurum, CEO	1 547	298	171	214	**2 230**
Nils Olav Nergaard, deputy managing director	1 295	298	136	229	**1 958**
Erik Stubø, CFO	1 472	298	144	25	**1 939**
Total	4 314	894	451	468	**6 127**

COMPENSATION TO KEY MANAGEMENT 2009

NOK 1 000 Name	Salary	Bonus	Pension contribution	Other remuneration	Total 2009
Sverre Hurum, CEO	1 245	443	171	223	2 082
Nils Olav Nergaard, deputy managing director	1 073	443	136	212	1 864
Erik Stubø, CFO	1 190	443	144	19	1 796
Total	3 508	1 329	451	454	5 742

SHARES IN THE COMPANY DIRECTLY OR INDIRECTLY OWNED BY THE BOARD AT 31.12.2010

Name	Role	No. of shares
Åge Danielsen	Chairman of the Board	0
Randi H. Røed	Deputy chair	0
Grethe Høiland	Board member	0
Ingebrigt Steen Jensen	Board member	0
Morten Njåstad Bråten	Employee representative	1 324
Ida Lau Borch	Employee representative	1 259
Elsa Mäyrä Irgens	Employee representative	7 683
Total		10 266

SHARES IN THE COMPANY DIRECTLY OR INDIRECTLY OWNED BY MANAGEMENT AT 31.12.2010

Name	Role	No. of shares
Sverre Hurum	CEO	643 403
Nils Olav Nergaard	Deputy managing director	192 876
Erik Stubø	CFO	282 903
Total		1 119 182

AUDITOR FEES

NOK 1 000 Type	2010	2009
Ordinary audit	**575**	565
Other attest services	**0**	3
Tax advice	**15**	14
Other services	**0**	55
Total	**590**	637

OTHER MATTERS

The CEO has an agreement of 12 months' pay after termination of employment. No other key management personnel has any agreement of pay after termination of employment.

NOTE 20: FINANCIAL INSTRUMENTS

FINANCIAL RISK

The Company has only financial instruments related to trade and other receivable and trade payables, involving both credit risk and liquidity risk.

(I) CREDIT RISK

The Company is mainly exposed to credit risk connected with trade accounts receivable, depostits with banks and other short-term receivables. The Company is reducing its exposure against credit risk by requiring that all third parties, like customers, shall be approved and subject to an assessment of credit verification procedures.

The Company has no significant credit risk connected with one single contrcting party or several that can be considered a group due to similarities in credit risk.

The Company has guidelines ensuring that sales are made only to customers without previous payment problems and that outstanding balances do not exceed set credit limits.

In the Company's view, the maximum risk exposure is the the carrying value of trade accounts receivable (note 11), deposits with banks (note 13) and other short-term receivables (note 12).

(II) LIQUIDITY RISK

The liquidity risk is the risk that the Company will not be able to service its financial obligations when due. The Company's strategy to manage liquidity risk is to have adequate liquid funds at all times to be able to meet the financial obligations when due, under nomal as well as extraordinary circumstances, without risking unacceptable losses or bad reputation.

The following table illustrates the maturity structure of the Company's financial commitments, based on non discounted contractual payments. In instances where the counterpart can require an earlier redemption, the amount is stated in the earliest period payment can be demanded. In the event that commitments can be required redeemed at request, these are included in the first column (less than 1 month).

NOK 1 000	Remaining period					
	Less than 1 month	1-3 months	3-12 months	1-5 years	More than 5 years	Total
31.12.2010						
Trade accounts payable	28 947	200	209	0	0	29 356
31.12.2009						
Trade accounts payable	16 588	75	2	0	0	16 665

CAPITAL STRUCTURE AND EQUITY

The main objective of the Company's management of the capital structure is to ensure a solid equity to secure further operations and also to have the ability to pursue opportunities for further profitable growth.

By producing satisfactory ratios connected with equity and debt, the Company will be able to support operations and thereby maximise the value of the shares.

The Company controls its capital structure and carries out required changes based on a continuous assessment of the present financial conditions and the possible prospects and opportunities in the short and mid-long term.

The capital structure is managed by adjusting dividend distributions, repurchasing own shares, reducing the share capital or by issueing new shares. There have been no changes in guidelines in this area in 2009 or 2010.

The Company is following up its capital structure by reviewing the equity share, defined as equity in percent of total capital. Company policy is to have an equity share in excess of 30%.

NOTE 21: EVENTS AFTER THE BALANCE SHEET DATE

There have been no events after the balance sheet date significantly affecting the Company's financial position.

Oslo, 13 April 2011

Åge Danielsen
Chair

Randi Helene Røed
Deputy chair

Grethe Høiland
Director

Ingebrigt Steen Jensen
Director

Elsa Måyrä Irgens
Director, elected by the employees

Ida Lau Borch
Director, elected by the employees

Morten Njåstad Bråten
Director, elected by the employees

Sverre Hurum
President and CEO

BOUVET ASA

DECLARATION BY THE BOARD AND EXECUTIVE MANAGEMENT

The board of directors, the chief executive officer and the chief financial officer have today reviewed and approved the directors' report and the annual consolidated and parent company financial statements for Bouvet ASA at 31 December 2010.

We hereby confirm that, to the best of our knowledge,:

- the annual financial statements for the Bouvet group and Bouvet ASA for 2010 have been prepared in accordance with the IFRS and IFRIC as adopted by the European Union (EU) and additional Norwegian disclosure requirements in the Norwegian Accounting Act
- the directors' report for the group and the parent company fulfils the requirements of the Norwegian Accounting Act and Norwegian Accounting Standard no 16
- the information presented in the financial statements gives a true and fair view of the assets, liabilities, financial position and results of the company and the group at 31 December 2010
- the directors' report gives a true and fair view of the development, performance, financial position, and principle risks and uncertainties of the group and the parent company.

Oslo, 13 April 2011

Åge Danielsen
Chair

Randi H. Røed
Randi Helene Røed
Deputy chair

Grethe Høiland
Grethe Høiland
Director

Ingebrigt Steen Jensen
Director

Elsa Mäyrä Irgens
Elsa Mäyrä Irgens
Director, elected by the employees

Ida Lau Borch
Ida Lau Borch
Director, elected by the employees

Morten Njåstad Bråten
Morten Njåstad Bråten
Director, elected by the employees

Sverre Hurum
President and CEO

BOUVET ASA

SHAREHOLDER INFORMATION

KEY FIGURES PER SHARE

The Bouvet share is listed on the Oslo Stock Exchange under the ticker code BOUVET. Bouvet had a market value of NOK 604.75 million at 31 December, and two stockbrokers provide analyses of the company.

KEY FIGURES PER SHARE	2010	2009
Market value at 31 Dec (NOK)	**604,8 million**	564 million
Number of trades	**612**	457
Number of shares traded	**1 474 000**	1 046 000
Number of shares 31 Dec	**10 250 000**	10 250 000

SHAREHOLDERS Spread	No of shareholders	Total no of shares	Percentage
1 - 100	28	**1 458**	0,01 %
101 - 1 000	450	**161 094**	1,57 %
1 001 - 10 000	198	**622 649**	6,07 %
10 001 - 100 000	82	**3 104 813**	30,29 %
100 001 - 1 000 000	19	**5 348 925**	52,18 %
1 000 001 -	1	**1 011 061**	9,86 %
Total	778	**10 250 000**	100,00 %

SHAREHOLDER POLICY

In order for market players to form the best possible picture of Bouvet, the company communicates openly about conditions relevant to its financial position and future development. Information will be provided at the right time, and will be precise and sufficiently comprehensive.

Price-sensitive information is made available to the whole market simultaneously through the Oslo Stock Exchange announcement system.

Bouvet does not publish forecasts for key figures in coming periods, but bases its comments on expected general market trends.

SHARE DATA

The Bouvet share price increased by 9.3 per cent during 2010. Its market value was NOK 564 million at 1 January, and NOK 605 million at 31 December.

NOK 59.75 was the highest traded price per share during the year, with NOK 50.00 as the lowest. The share price was NOK 59.00 at 31 December.

DIVIDEND PAID

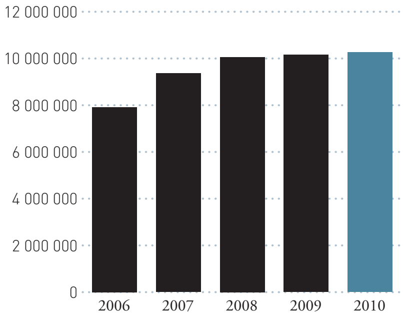
The annual general meeting for 2010 resolved to pay a dividend of NOK 3.75 per share. In addition, an extraordinary general meeting resolved to pay a dividend of NOK 2.5 per share at the start of the year.

INVESTOR RELATIONS ACTIVITIES

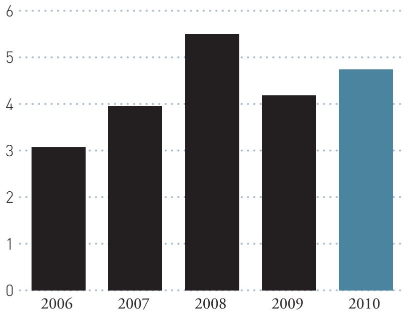
Bouvet gives great weight to openness and equal treatment of all shareholders. This means that information from it will be provided to all players in the market at the right time and will give an accurate picture of the company.

The company's website is an important tool for ensuring that available information is comprehensive and updated. Bouvet will

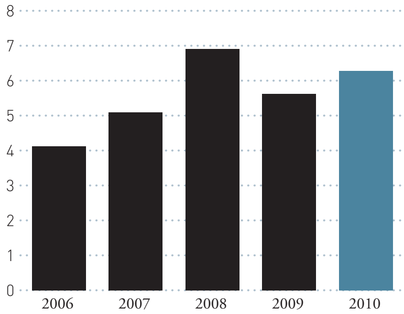
AVERAGE NUMBER OF SHARES OUTSTANDING FULLY DILUTED



EARNINGS PER SHARE FULLY DILUTED



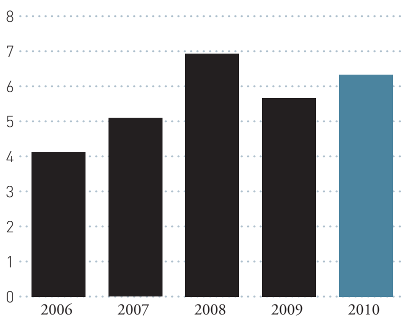
EBIT PER SHARE FULLY DILUTED



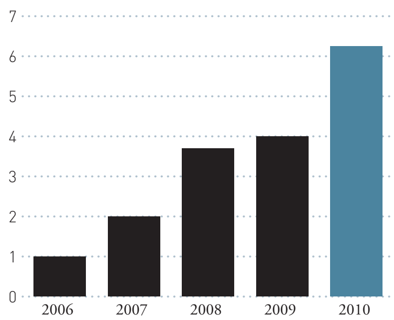
SHARE DATA	2010	2009
Highest share price	**59,75**	55,00
Lowest share price	**50,00**	30,00
Dividend paid	**6,25**	4,00
Share price 31 Dec	**59,00**	54,00
Share price/total equity per share	**5,18**	4,35

FINANCIAL CALENDAR 2011	
First quarter 2011	24 May
AGM	25 May
Second quarter 2011	25 August
Third quarter 2011	15 November
Fourth quarter 2011	Mid-February 2012

EBIT PER SHARE



DIVIDEND PER SHARE



work continuously on improving the site, so that its pages are updated with relevant data at all times.

In connection with the presentation of interim results, the company's management holds a presentation where investors, analysts, the media and other stakeholders can meet senior executives. Four such presentations were given in 2010.

SHAREHOLDERS

The company had 778 shareholders at 31 December. The 20 largest owned 6 360 186 shares, corresponding to 62.1 per cent of the share capital. Bouvet held 804 of its own shares at 31 December, compared with 86 401 a year earlier.

Shares totalled 10 250 000 at 31 December, with a nominal value of NOK 1 per share.

SHARE REGISTRAR

Nordea Bank Norge ASA
Registrar service
P O Box 1166 Sentrum
NO-0107 Oslo

INVESTOR RELATIONS CONTACTS

The chief financial officer is the company's primary spokesperson for financial information, such as interim and annual reports. The chief executive will be the primary contact on other issues, such as important contracts and other price-sensitive information.

Other members of Bouvet's executive management may serve as spokespersons in special cases where appropriate.

BOUVET ASA

OPERATIONAL RISK

It is neither desirable nor possible to eliminate all risk relating to Bouvet's business activities. However, the company works actively to ensure that risk is managed in an acceptable and systematic manner in all parts of the business, and regards this as a condition of long-term value creation for shareholders, employees and society. Bouvet will always assess growth opportunities in relation to the risk picture.

EMPLOYEES

Since the core of Bouvet's business is the quality, expertise and enthusiasm of its employees, the company depends on low workforce turnover. Its future profitability and market position might be adversely affected if key personnel decided to leave. Continued growth will also depend on the ability to attract qualified new employees.

COMPETITORS

Competition in the market will be important for Bouvet's further development. The company operates in a competitive industry with many existing players as well as new start-ups. That could result in loss of market share and diminished profits.

CLIENT PORTFOLIO

Bouvet has a strategy of establishing and further developing long-term relationships with the clients. As a result, a significant share of its revenues derive from a relatively limited number of clients. The 10 largest of these accounted for 49.7 per cent of the company's turnover in 2010. If one or more of these clients decided to terminate their relationship with Bouvet, it could have major consequences for the company.

PRICING

Part of Bouvet's revenues derives from fixed-price contracts which commit the company to execute assignments at predetermined prices. Should errors have been made in its pricing, the company's results would be adversely affected.

INNOVATION

Bouvet currently ranks as one of Norway's leading IT consultancies. This sector is characterised by rapid technological development, changes in client requirements and frequent new product updates and enhancements. The company depends on its ability to stay in the forefront of developments in the industry. IT consultancy has also been characterised historically by cyclical fluctuations in both profits and revenues.

THIRD-PARTY SUPPLIERS

The company's business concept is to delivery consultancy services to its clients. Such services are to a certain extent based on existing software developed by independent third parties over whom the company has no control.

Financial risk is described in note 23 on financial instruments. See page 60.

BOUVET ASA

CORPORATE GOVERNANCE

Bouvet ASA (Bouvet) is concerned to practise good corporate governance, which will strengthen confidence in the group and thereby contribute to the best possible long-term value creation to the benefit of the shareholders, the employees and other stakeholders. The purpose of its principles for corporate governance is to regulate the division of roles between shareholders, the board and the executive management more comprehensively than is required by legislation.

The Norwegian code of practice for corporate governance has been issued by the Norwegian Corporate Governance Board (NCGB). It builds on the principle of "comply or explain", whereby companies must either comply with the code or explain why they may have chosen an alternative approach.

Bouvet's principles are based on the code of 21 October 2010, which can be found at www.nues.no.

1. IMPLEMENTATION AND REPORTING ON CORPORATE GOVERNANCE

Confidence in its management and business are crucial for Bouvet's present and future competitiveness. The group practices open management, and thereby builds trust both in-house and externally.

The board of Bouvet is responsible for implementing sound corporate governance principles in the group. An annual review of corporate governance is conducted by the board and the executive management.

Bouvet's corporate governance does not deviate from the requirements of the code in any significant way which requires more detailed explanation.

Guidelines for corporate governance in the group can be found on its website at www.bouvet.no and in its annual report.

Relations between owners and the group will be characterised by respect for the owners, good and timely information and equal treatment of shareholders.

The ethical guidelines observed by Bouvet reflect its values base.

2. THE BUSINESS

Bouvet's business purpose is defined in article 2 of its articles of association.

Its business purpose is to engage in consultancy, system development, and the implementation of IT solutions together with other activities connected with this. These activities may be pursued by the company itself, by subsidiaries or through participation in other companies or in cooperation with others.

The group delivers services in the following areas: portals, system development and integration, application management/ administration, SAP, business intelligence, technical infrastructure and training courses. Usability is an integral element in Bouvet's deliveries.

A detailed presentation of Bouvet's business as well as its goals and strategies is included in the annual report and continuously updated on the group's website. The parent company's articles of association can also be found on the website.

2. EQUITY AND DIVIDENDS

Bouvet has experienced a sharp growth in turnover, and still has a potential for further profitable expansion. To benefit from these opportunities, the group will maintain a solid equity and good liquidity.

Consolidated equity at 31 December 2010 was NOK 113.2 million, corresponding to an equity ratio of 36.6 per cent. Bouvet's goal is an equity ratio in the order of 30 per cent. The board accordingly regards the group's capital structure as satisfactory.

DIVIDEND

The Bouvet share will be a profitable investment for its owners through the increase in its value and the payment of dividend. As a contribution to ensuring good corporate governance, the board has resolved that the group's dividend policy will be to distribute a significant proportion of the previous year's net profit. When considering its proposal for a dividend, the executive management and the board will take account of the following considerations:

- Bouvet will be a solid company with a book equity ratio in the order of 30 per cent
- Bouvet should have adequate reserve liquidity in the form of bank deposits or credit facilities.

Major investments will normally be funded through new financing in the form of debt, share capital or a combination of these.

However, the dividend payout ratio can be reduced if substantial investments are planned.

Dividend can be lower than the goal if the retained profit can be profitably invested for the owners.

The board must explain the reasons for its proposed dividend policy and dividend payout to the general meeting.

MANDATES FOR SHARE ISSUES AND REPURCHASES

In the board's view, mandates from the general meeting to increase the share capital should be limited to defined purposes and remain valid for no longer than a year. The general meeting should therefore consider board mandates to increase the share capital separately for each purpose, rather than awarding an umbrella mandate. The board also believes that mandates to purchase the company's own shares must remain valid for a period no longer than until the next annual general meeting.

The board held one mandate at 31 December 2010 to raise the share capital by up to 1 000 000 shares. This mandate runs until the annual general meeting in 2011, and in any event not beyond 30 June 2011. As a general rule, existing shareholders will have a pre-emptive right to the allocation of and subscription to significant share issues. Should the general rule be waived, the reason for doing so will be published in the stock exchange announcement on the capital increase. In addition, the board has a mandate to increase the share capital by a maximum of 100 000 shares in order to implement the company's share saving programme.

The board held a mandate at 31 December 2010 to acquire the company's own shares to serve as full or partial settlement for the acquisition of businesses and to provide a holding of shares in hand for that purpose. These transactions will be conducted through the stock exchange or in others ways at prevailing stock exchange prices, and such a way that the principle of the equal treatment of shareholders is observed. The mandate runs until the annual general meeting in 2011, and in any event not beyond 30 June 2011.

4. EQUAL TREATMENT OF SHAREHOLDERS AND TRANSACTIONS WITH CLOSE ASSOCIATES

EQUAL TREATMENT

Bouvet has a single share class, and each share carries one vote.

Shareholders will be treated equally unless qualified grounds exist for an alternative approach. Efforts will be made to conduct possible transactions by the company in its own shares through the stock exchange or in others ways at prevailing stock exchange prices.

TRANSACTIONS WITH CLOSE ASSOCIATES

Bouvet's routines specify that, in general, no transactions should be conducted between the group and its shareholders, directors, senior executives or their close associates. Should any of these have an interest in a transaction involving the group, the board must be informed and take up the matter for consideration if necessary. Unless the transaction is insignificant, the board will secure third-party assessments of the transaction and otherwise assure itself that no form of unfair treatment of shareholders, elected officers, employees or others is involved.

5. FREELY NEGOTIABLE SHARES

Bouvet's articles of association place no restrictions on transferability, and its shares are freely negotiable. Bouvet ASA was transferred from the Oslo Axess list to the Oslo Stock Exchange in November 2010.

6. GENERAL MEETINGS

The general meeting is the company's highest authority.

Bouvet will facilitate the participation of as many shareholders as possible at the general meeting, and ensure that it functions as an effective meeting place for the shareholders and the board so that the owners can exercise their rights.

Notice of the meeting and supporting documents will be issued in good time before the meeting is to take place, and posted to the company's website no later than 21 days in advance. All shareholders with a known address in the Norwegian Central Securities Depository (VPS) will receive the documents in the post at least 21 days before the general meeting takes place. The deadline for notifying attendance is a maximum of five working days before the meeting.

Shareholders unable to attend in person will be given an opportunity to vote by proxy. The company will provide information on the procedure for appointing a proxy or appoint a person who can act as proxy for the shareholder. A proxy form will also be prepared which makes it possible for the shareholder to specify how their proxy should vote on each item to be considered and over each candidate for election.

The chairman of the board, the nomination committee and the auditor will attend the annual general meeting, together with representatives of the executive management. In addition, at least one director will attend all extraordinary general meetings.

The board determines the agenda for the general meeting. The main items on the agenda comply with the requirements of the Public Limited Companies Act as well as the parent company's articles of association. As recommended by the code, each general meeting appoints a person to act as its independent chair. Minutes of general meetings are published on the group's website and on the Oslo Stock Exchange website at www.newsweb.no.

7. NOMINATION COMMITTEE

Bouvet has a nomination committee with three members elected for two-year terms. The committee's job is to propose candidates for election to the board as well as directors' fees.

The requirement for a nomination committee is enshrined in article 7 of the articles of association, and the general meeting has adopted instructions for its work.

8. BOARD OF DIRECTORS: COMPOSITION AND INDEPENDENCE

Bouvet's board of directors consisted at 31 December 2010 of four shareholder-elected directors and three worker directors elected by and from among the employees. Three of the directors were women and four men.

The shareholder-elected directors have long and varied experience from the energy, banking/finance and public administration sectors, and have expertise in the fields of organisation, marketing, management and finance. An overview of the directors and their present positions can be found on the website at www.bouvet.no.

The composition of the board ensures that it can operate independently of special interests. The chief executive is not a director.

9. THE WORK OF THE BOARD OF DIRECTORS

The board of directors is the group's highest body, and answerable only to the general meeting. It has overall responsibility for planning and execution of the group's strategy and activities, including its organisation, remuneration policy and risk management. The board also has overall responsibility for control and supervision.

The duties and responsibilities of the board are dictated by applicable legislation, the parent company's articles of association, and mandates and instructions adopted by the general meeting.

These duties and responsibilities fall under two principal heads:

- management of the company, pursuant to section 6, sub-section 12 of the Public Limited Companies Act
- supervision, pursuant to section 6, sub-section 13 of the Public Limited Companies Act.

The board discusses all matters relating to the group's activities which are of significant importance or of a special character.

An annual plan has been approved by the board for its work. This focuses on the board's duties: to develop the group's strategy and monitor its implementation. In addition, the board will exercise supervision to ensure that the group meets its business goals and manages risk in a wise and satisfactory manner. The board is responsible for appointing the chief executive.

Pursuant to the Public Limited Companies Act, the division of the board's roles and duties is enshrined in a formal mandate which includes specific rules and guidelines for its work and decisions.

The chair is responsible for ensuring that the work of the board is conducted in an efficient and proper manner and in compliance with applicable legislation.

In addition to the chair, the board has an independent chair to lead the discussion on issues where the chair has a conflict of interest or is unable to attend.

The board carries out an annual assessment of its work.

Periodic reports which comment on the group's financial status are received by the board.

The board has established two sub-committees, for audit and compensation respectively. Instructions have been adopted for the work of these bodies.

COMPENSATION COMMITTEE

This sub-committee assesses the content and principles of the group's pay and bonus system, and for preparatory work ahead of a discussion of these issues by the full board in cooperation with the chief executive. The sub-committee compares remuneration in Bouvet in part with other companies, and presents proposals to the full board on possible changes.

An overview of the sub-committee's membership can be obtained from Bouvet on request.

AUDIT COMMITTEE

The audit committee's primary function is to conduct an independent check of the company's financial reporting, auditing, internal control and overall risk management.

Collectively, the committee will have the expertise required to exercise its duties, given the company's organisation and business. At least one of its members must be independent of the business and have accounting or auditing qualifications.

The audit committee will:

- Prepare the board's follow-up of the financial reporting process.
- Monitor the systems for internal control and risk management.
- Maintain on-going contact with the company's elected auditor concerning the auditing of the annual report.
- Assess and monitor the auditor's independence pursuant to chapter 4 of the Norwegian Auditing Act, and particularly the extent to which services other than auditing delivered by the auditor or the audit company represent a threat to that independence.
- The committee will be consulted over the election of the auditor, and its statement will be appended to the recommendation. The committee will review its mandate and mode of working on an annual basis and recommend possible changes to the board.

The audit committee can initiate the investigations it finds necessary for discharging its duties, which includes obtaining external advice and support. The committee will not take decisions on behalf of the board, but will present its assessments and recommendations to the board.

The audit committee will meet as frequently as it finds necessary, but not less than four times a year.

The audit committee determines for itself who is to attend meetings. Apart from the committee's members, the chief financial officer and a representative of the external auditor will normally attend.

The audit committee will have separate meetings at least once a year with a representative of the external auditor and the chief executive respectively.

A list of the committee's members can be obtained on application to the company.

10. RISK MANAGEMENT AND INTERNAL CONTROL

The board and executive management of Bouvet place great emphasis on establishing and maintaining routines for risk management and internal control. An annual review of the most important risks affecting the business is conducted by the board, with special attention paid to the following aspects.

TRAINING AND MOTIVATION OF EMPLOYEES

Training and motivating employees is a key factor in Bouvet's business. It regards a high quality of work, openness and honesty in relations between individuals and the group as important principles. Systematic efforts are made to ensure that the workforce is professionally up-to-date and developing well. The group is committed to maintaining a good social environment. Another goal is that the working day will not last longer than is necessary for employees to have good leisure time. Bouvet conducts annual working environment (climate) surveys as part of its internal control.

WORK PROCEDURES, REGULATIONS, INSTRUCTIONS AND AUTHORITY

In addition to the instructions enshrined in its contracts of employment, Bouvet has established in-house rules for employees and pays attention to training in and understanding of these regulations.

FINANCIAL REPORTING

Monthly operational and accounting reports are prepared for submission to the board.

CLIENT SATISFACTION

Regular surveys are conducted to secure information on client satisfaction.

PROJECTS

Bouvet invoices most of its projects on an on-going basis. But the group also delivers projects where a predefined result is to be supplied at a price which is fixed or contains elements of fixed pricing. Variances may arise in such cases between the final income per hour and the calculated income per hour at start-up and during execution of the projects. A continuous assessment is made of risk associated with projects.

COUNTERPARTY RISK

Bouvet conducts an annual review of both clients and suppliers to identify counterparty risk. New clients are also subject to a thorough assessment to identify any risk they may present. The conclusions of these evaluations are submitted to the board.

11. REMUNERATION OF THE BOARD OF DIRECTORS

The general meeting determines directors' fees on the basis of proposals from the nomination committee. Fees are fixed and independent of the results achieved. Information on all remuneration paid to directors is presented in note 19 to the annual report.

12. REMUNERATION OF THE EXECUTIVE MANAGEMENT

The board determines the chief executive's terms of employment and sets guidelines for the remuneration of other senior executives.

The main principle applied by Bouvet for determining the pay and other remuneration of the chief executive and other senior executives is that these persons will be offered competitive terms. In addition, Bouvet will offer terms which encourage a commitment to and value creation for the group and its shareholders, and which strengthen the loyalty of senior employees to the business.

All Bouvet's incentive schemes are collective, and no programmes of this kind are reserved exclusively for the chief executive and other senior executives.

Bouvet's profit-sharing model comprises two components:

- profit-sharing at regional level for unit managers, sales staff and consultants
- profit-sharing at corporate level for personnel in shared administrative and staff functions.

The chief executive and other senior executives have three months notice, calculated from the end of the calendar month in which they resign/are dismissed. The chief executive has a 12-month pay guarantee in addition to the agreed period of notice, subject to the reporting of all other income in the period to Bouvet for deduction from payments by the group. The right to this pay guarantee will be lost if the chief executive is dismissed on legitimate grounds pursuant to the regulations of the Working Environment Act.

Information on all benefits paid to the executive management is provided in note 19 to the annual accounts.

13. INFORMATION AND COMMUNICATION

Bouvet takes the view that objective, detailed and frequent information to the market is essential for a correct valuation of its share, and accordingly pursues a continuous dialogue with analysts and investors.

Information about important events in Bouvet as well as its periodic reporting of results are published in accordance with the guidelines to which the group is subject through its listing on the Oslo Stock Exchange.

Bouvet seeks continuously to publish all relevant information to the market in a timely, efficient and non-discriminatory manner. All stock exchange announcements are made available on the group's website, the Oslo Stock Exchange website at www.newsweb.no and through wire services (via Hugin).

The group will provide the same information to all shareholders at the same time.

To the extent that analysts or shareholders contact it for further details, Bouvet and the board will ensure that only information which has already been made public is provided.

Bouvet's website is an important tool in its communication policy. All published information will be posted to this site, which will also be used to receive proposals to the nomination committee and other communications from shareholders.

The group holds quarterly open presentations. These provide an overview of operational and financial developments in the previous quarter as well as an overview of market prospects and the outlook for the business.

These presentations are given by the chief executive. Interim reports and presentation materials are made available on the group's website.

The board determines the group's financial calendar, which specifies the dates for publication of interim reports, the annual general meeting and the payment of dividend. This calendar is published by the end of December via the Oslo Stock Exchange's information system and on the Bouvet website.

14. TAKEOVERS

In the event of a bid for the parent company's shares, the board and the executive management will ensure that everyone gets access to sufficient information to be able to reach a decision on the offer. Unless otherwise instructed by the general meeting, the board will not deploy defensive mechanisms to prevent the implementation of the bid.

The board will provide shareholders with its view of the offer and, providing they have reached a decision on this, directors are duty-bound to inform shareholders whether they personally intend to accept the bid.

Should the board find that it is unable to recommend whether the shareholders should accept the bid, it will explain the reasons why such a recommendation cannot be given. An explanation must be provided if the board's decision is not unanimous.

The board will consider whether an assessment should be obtained from an independent expert.

15. AUDITOR

Bouvet is audited by Ernst & Young AS.

The group does not use the auditor as a consultant unless this has been approved in advance by the board or its chair. A plan for their work is submitted annually by the external auditor to the board, and this plan will specify planned services other than auditing.

The auditor attends the board meeting which deals with the annual accounts. During this meeting, the auditor will review possible changes to the company's auditing principles, assessments of significant accounting estimates and all case where disagreement has arisen between the auditor and the executive management.

The auditor's fee will be presented to the chair of the audit committee, who evaluates it and makes a recommendation to the general meeting. Information on the auditor's fee is provided in note 19 to the annual accounts.

At least once a year, the auditor will conduct a review with the audit committee of the company's internal control system and possible weaknesses. The auditor will also propose improvements. In addition, the board and the auditor will hold at least one meeting a year without the chief executive or other executive personnel being present.

A briefing on the audit work and an assessment of the group's internal control will be provided by the auditor to the general meeting.

AUDITORS' REPORT

Statsautoriserte revisorer
Ernst & Young AS

Dronning Eufemias gate 6, NO-0191 Oslo
Oslo Atrium, P.O.Box 20, NO-0051 Oslo

Foretaksregisteret: NO 976 389 387 MVA
Tlf.: +47 24 00 24 00
Fax: +47 24 00 24 01
www.ey.no

Medlemmer av Den norske Revisorforening

To the Annual Shareholders' Meeting of Bouvet ASA

AUDITOR'S REPORT

Report on the financial statements

We have audited the accompanying financial statements of Bouvet ASA, comprising the financial statements for the Parent Company and the Group. The financial statements of the Parent Company and the Group comprise the statement of financial position as at 31 December 2010, the statements of income, comprehensive income, cash flows and changes in equity for the year then ended as well as a summary of significant accounting policies and other explanatory information.

The Board of Directors' and Chief Executive Officer's responsibility for the financial statements

The Board of Directors and Chief Executive Officer are responsible for the preparation and fair presentation of these financial statements in accordance with the International Financial Reporting Standards as adopted by the EU, and for such internal control as the Board of Directors and Chief Executive Officer determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with laws, regulations, and auditing standards and practices generally accepted in Norway, including International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the financial statements for the Parent Company and the Group.

Opinion

In our opinion, the financial statements of Bouvet ASA have been prepared in accordance with laws and regulations and present fairly, in all material respects, the financial position of the Parent Company and the Group as of 31 December 2010 and their financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standards as adopted by the EU.

ERNST & YOUNG

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Report on other legal and regulatory requirements

Opinion on the Board of Directors' report

Based on our audit of the financial statements as described above, it is our opinion that the information presented in the Directors' report concerning the financial statements, the going concern assumption and the proposal for the allocation of the result is consistent with the financial statements and complies with the law and regulations.

Opinion on registration and documentation

Based on our audit of the financial statements as described above, and control procedures we have considered necessary in accordance with the international standard on assurance engagements (ISAE) 3000, «Assurance Engagements Other than Audits or Reviews of Historical Financial Information», it is our opinion that the Board of Directors and Chief Executive Officer have fulfilled their duty to properly record and document the Company's accounting information as required by law and generally accepted bookkeeping practice in Norway.

Oslo, 13 April 2011
ERNST & YOUNG AS

Leiv Aschehoug
State Authorised Public Accountant (Norway)

(This translation from Norwegian has been made for information purposes only.)

KEY FIGURES GROUP

NOK 1 000	2010 IFRS	2009 IFRS	2008 IFRS	2007 IFRS	2006 IFRS
INCOME STATEMENT					
Operating revenue	**710 641**	589 089	565 366	447 668	316 286
EBITDA	**72 062**	63 472	76 245	52 853	36 948
Operating profit (EBIT)	**64 737**	57 087	69 531	47 746	32 622
Ordinary profit before tax	**67 013**	60 386	76 960	51 843	33 960
Profit for the year	**48 958**	42 481	55 322	37 102	24 309
EBITDA-margin	**10,1 %**	10,8 %	13,5 %	11,8 %	11,7 %
EBIT-margin	**9,1 %**	9,7 %	12,3 %	10,7 %	10,3 %
BALANCE SHEET					
Non-current assets	**38 620**	35 657	36 196	32 797	8 586
Current assets	**274 884**	265 628	241 846	231 897	129 085
Total assets	**313 504**	301 285	278 042	264 694	137 671
Equity	**116 827**	126 753	120 958	140 859	47 993
Long-term debt	**5 160**	4 234	4 171	2 993	1 463
Short-term debt	**191 517**	170 298	152 913	120 842	88 215
Equity ratio	**37,3 %**	42,1 %	43,5 %	53,2 %	34,9 %
Liquidity ratio	**1,44**	1,56	1,58	1,92	1,46
CASH FLOW					
Net cash flow operations	**36 403**	61 938	85 845	38 850	53 895
Net cash flow	**-34 431**	18 407	1 970	64 686	28 303
Cash flow margin	**5,1 %**	10,5 %	15,2 %	8,7 %	17,0 %
SHARE INFORMATION					
Number of shares	**10 250 000**	10 250 000	10 250 000	10 250 000	8 000 000
Weighted average basic shares outstanding	**10 172 510**	10 084 725	10 031 416	9 358 576	7 923 853
Weighted average diluted shares outstanding	**10 261 874**	10 155 573	10 066 092	9 362 640	7 923 853
EBIT per share	**6,33**	5,66	6,93	5,10	4,12
Diluted EBIT per share	**6,28**	5,62	6,91	5,10	4,12
Earnings per share	**4,78**	4,21	5,51	3,96	3,07
Diluted earnings per share	**4,74**	4,18	5,50	3,96	3,07
Equity per share	**11,40**	12,37	11,80	13,74	6,00
Dividend per share	**6,25**	4,00	3,70	2,00	1,00
EMPLOYEES					
Number of employees (year end)	**642**	546	467	390	281
Average number of employees	**602**	505	436	343	246
Operating revenue per employee	**1 180**	1 167	1 297	1 305	1 286
Operating cost per employee	**1 073**	1 054	1 137	1 166	1 153
EBIT per employee	**108**	113	159	139	133

DEFINITIONS

Cash flow margin	Net cash flow operations / Operating revenue
Diluted earnings per share	Profit after tax / weighted average diluted shares outstanding
Diluted EBIT per share	EBIT / weighted average diluted shares outstanding
Dividend per share	Paid dividend per share througout the year
Earnings per share	Profit after tax / weighted average basic shares outstanding
EBIT	Operating profit
EBIT per employee	EBIT / average number of employees
EBIT per share	EBIT / weighted average basic shares outstanding
EBIT-margin	EBIT / operating revenue
EBITDA	Operating profit + depreciation fixed assets and intangible assets
EBITDA-margin	EBITDA / operating revenue
Equity per share	Equity / number of shares
Equity ratio	Equity / total assets
Liquidity ratio	Current assets / Short-term debt
Number of shares	Number of issued shares at the end of the year
Operating cost per employee	Operating cost / average number of employees
Operating revenue per employee	Operating revenue / average number of employees
Weighted average basic shares outstanding	Issued shares adjusted for own shares on average for the year
Weighted average diluted shares outstanding	Issued shares adjusted for own shares and share scheme on average for the year

ADDRESSES

OSLO
Sandakerveien 24c, bygg D11
Box 4430 Nydalen
0403 Oslo
Tel: (+47) 23 40 60 00

ARENDAL
Vikaveien 29
4817 His
Tel: (+47) 23 40 60 00

BERGEN
Solheimsgaten 15
5058 Bergen
Tel: (+47) 55 20 09 17

GRENLAND
Klostergata 33
Klosterøya
3732 Skien
Tel: (+47) 23 40 60 00

KRISTIANSAND
Kjøita 25
4630 Kristiansand
Tel: (+47) 23 40 60 00

STAVANGER
Fabrikkveien 10
4033 Stavanger
Tel: (+47) 51 20 00 20

Strandkaien 2
Box 344 Sentrum
4022 Stavanger
Tel: (+47) 51 20 00 20

HAUGALANDET
Norevegen 4
Box 1203
5508 Karmsund
Tel: (+47) 52 82 10 17

TRONDHEIM
Kjøpmannsgaten 35
Box 1782 Sentrum
7416 Trondheim
Tel: (+47) 73 53 70 00

STOCKHOLM
Svetsarvägen 15, 2 tr
17141 Solna
Tel: (+46) 8 578 771 00

MALMÖ
Södergatan 3
211 34 Malmö
Tel: (+46) 40 636 60 00

ÖREBRO
Järntorgsgatan 8
70361 Örebro
Tel: (+46) 8 578 771 00

www.bouvet.no
www.bouvet.se

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