



# Transforming to a broad and global energy company

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Project Director Norway energy hub

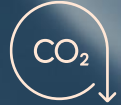
# A leading company in the energy transition

Turning natural resources into energy for people, and progress for society

Accelerating our transition



High value  
growth in  
renewables



New market  
opportunities in low  
carbon solutions



Optimised  
oil and gas portfolio

# Accelerating our transition while growing cashflow and returns

## OIL & GAS

### Strong cash engine

Capitalising on advantaged portfolio

## RENEWABLES

### High value growth

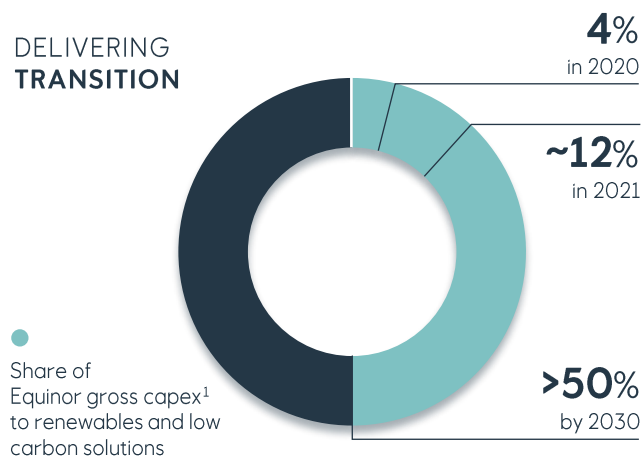
Accelerating development of our strong industrial position

## LOW CARBON SOLUTIONS

### Shaping new markets

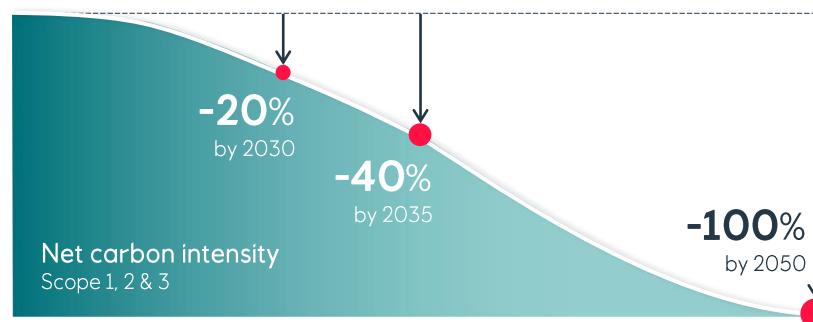
A leader in carbon management and clean hydrogen

## DELIVERING TRANSITION



1. Gross capex defined as capex before project financing

## ON THE WAY TO NET ZERO



## ATTRACTIVE RETURNS AND DISTRIBUTION


~12%  
Return on capital  
employed (RoACE)  
2021-30

Based on 60 USD per bbl

# Norway energy hub

## An industrial plan for a European energy center

- Contribute to combat climate change
- Ensure value creation through the energy transition
- Build further on a solid foundation
- The opportunity is now!

 **3,9**  
Million boe/d  
Oil and gas production

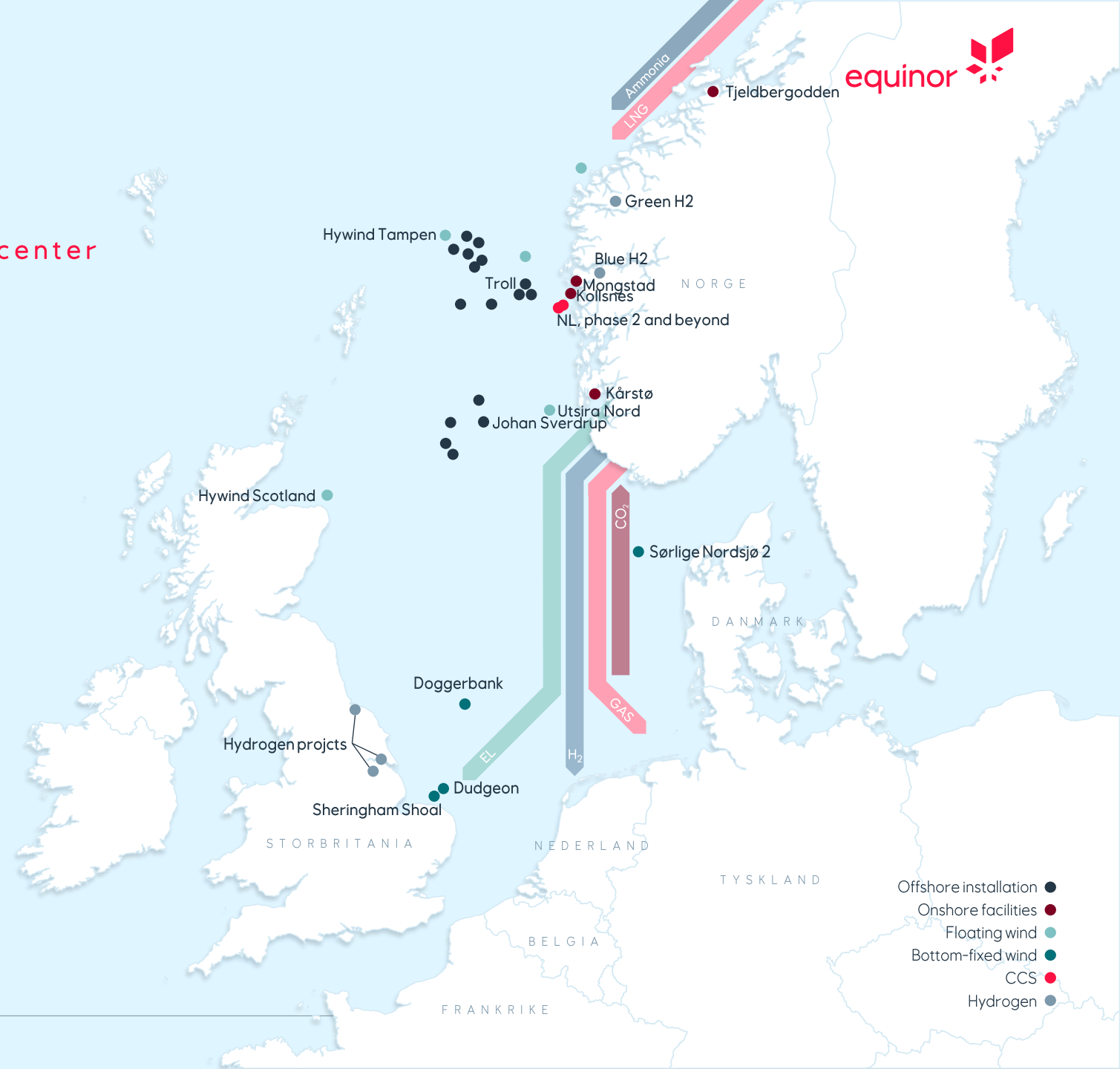
 **50-100**  
kboe/d  
Export of LNG

 **6,5**  
GW  
Bottom-fixed wind

 **3,5**  
GW  
Floating wind

 **40**  
Million ton/year  
CCS storage capacity

 **2**  
GW  
Hydrogen







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