



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



Always safe
High value
Low carbon



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

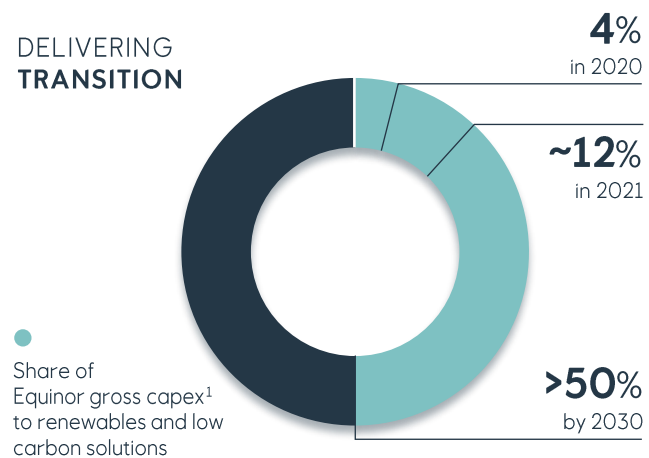
Accelerating development of our strong industrial position

LOW CARBON SOLUTIONS

Shaping new markets

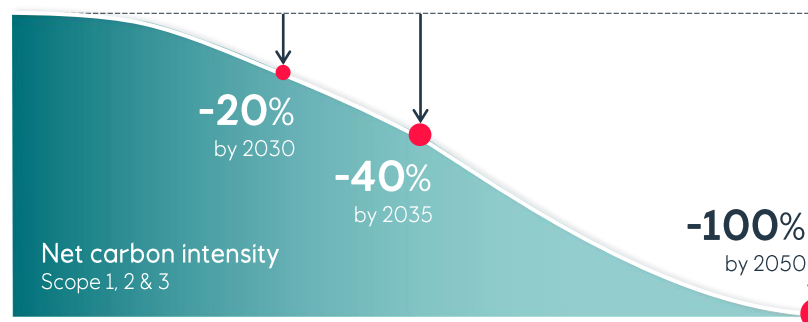
A leader in carbon management and clean hydrogen

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

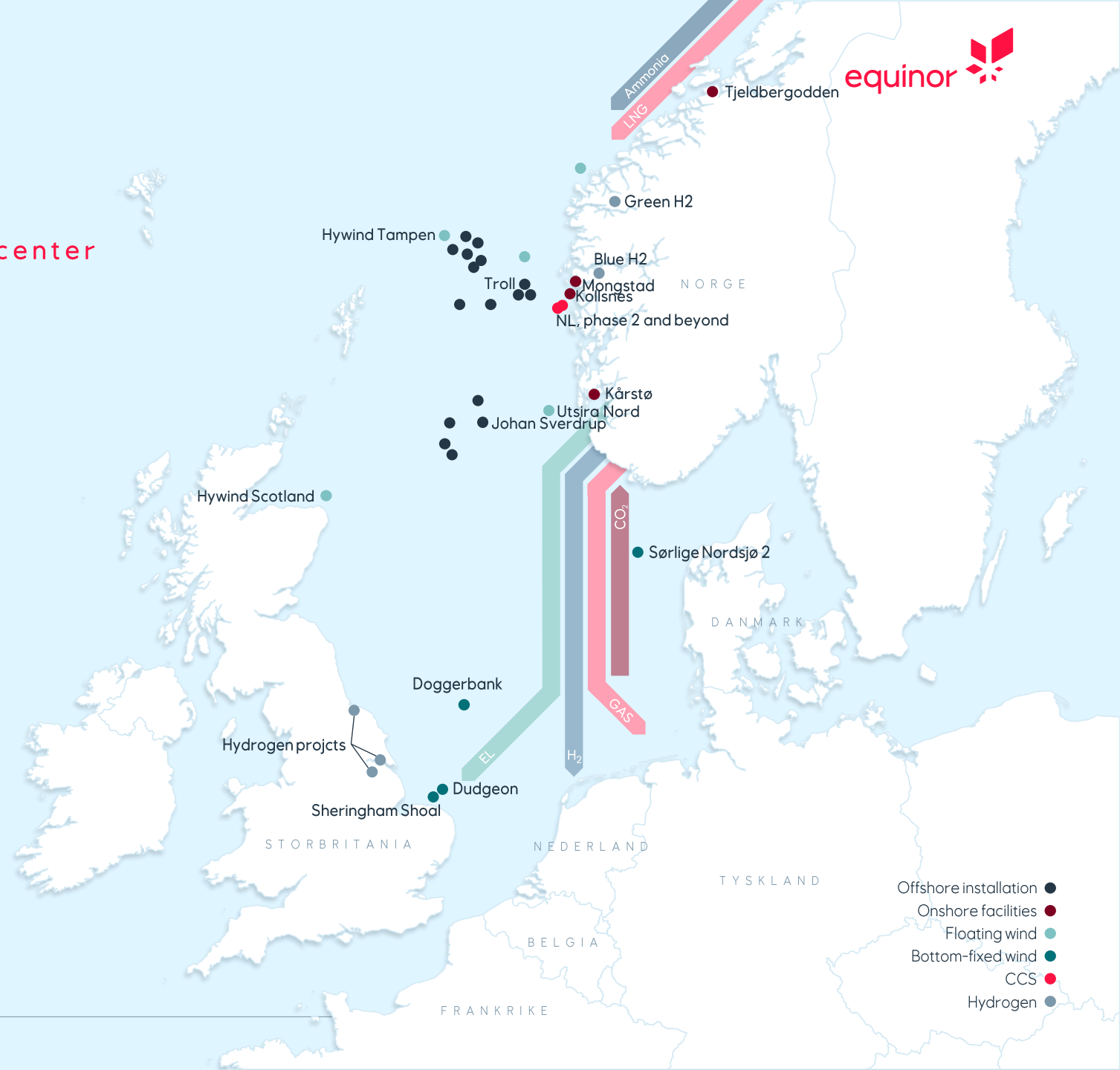
50-100
kboe/d
Export of LNG

6,5
GW
Bottom-fixed wind

3,5
GW
Floating wind

40
Million ton/year
CCS storage capacity

2
GW
Hydrogen



- Offshore installation ●
- Onshore facilities ●
- Floating wind ●
- Bottom-fixed wind ●
- CCS ●
- Hydrogen ●



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