

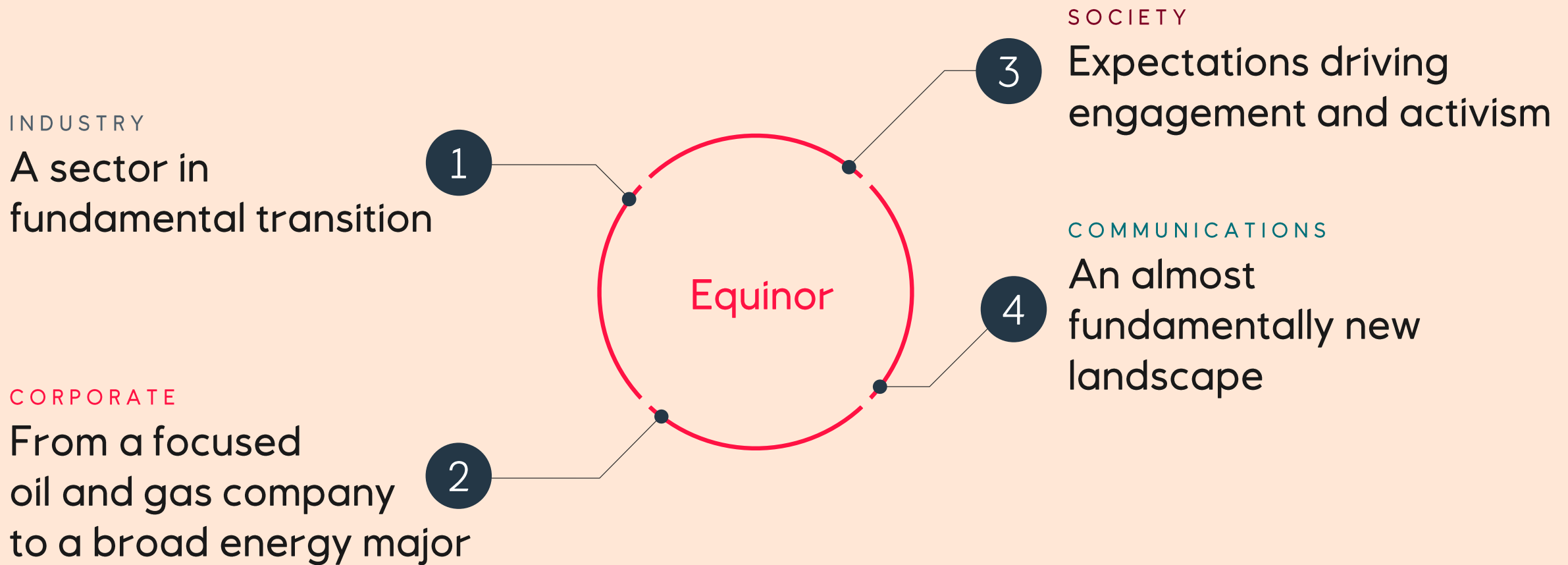


“Business-to-people”

Fredrik Norman, VP Communications
Equinor ASA | Marketing, Midstream & Processing
NIRF | 5 December 2018



We are facing a dynamic and rapidly changing context...



Addressing new realities, new opportunities



Energy system
transitioning



Liquids resource
replacement challenge



Markets remain
cyclical



Winners transform
their cost base



Low carbon creates
opportunities

Prepare to be surprised

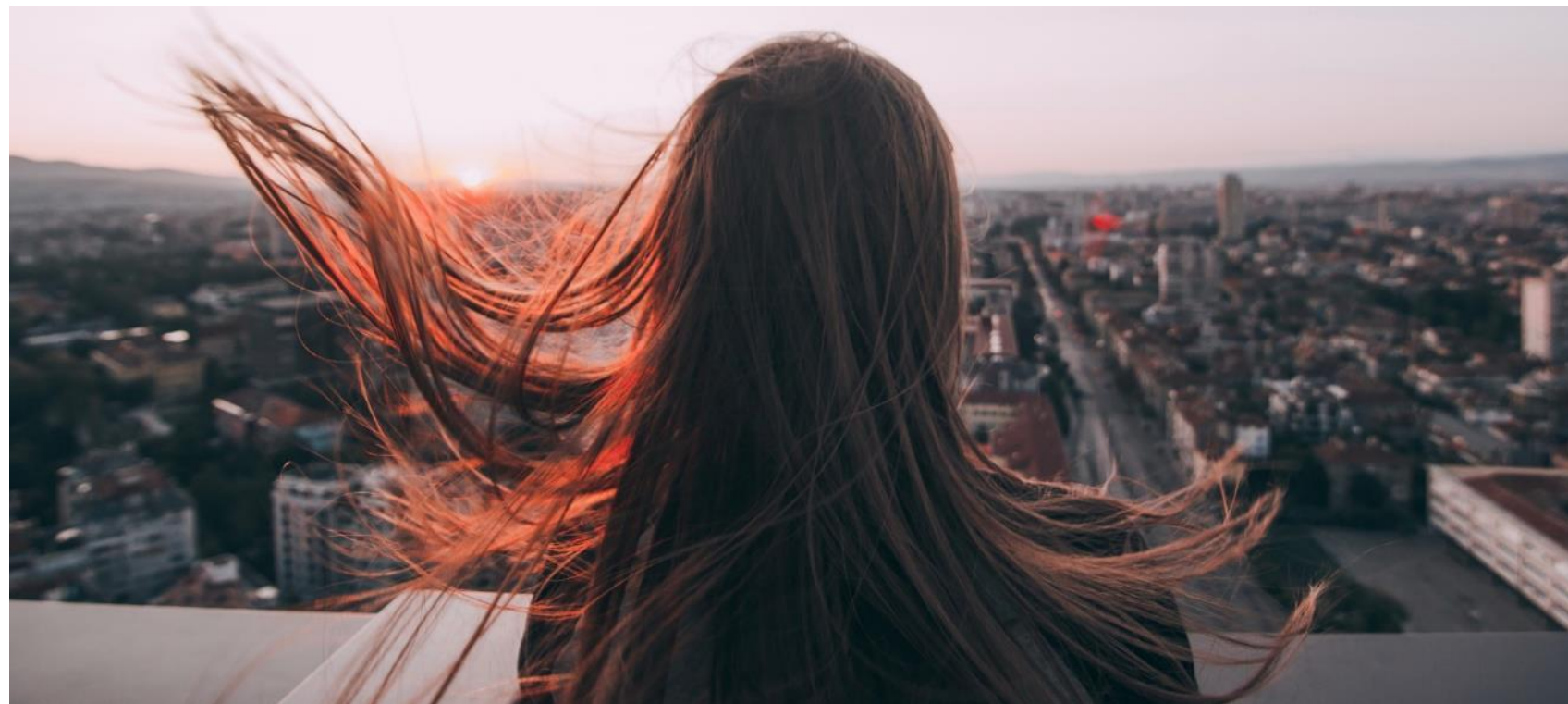
Shaping the future of energy

We are an energy company committed to long term value creation in a low carbon future.

We will maximise and develop the value of our unique NCS position and our international oil and gas business, focusing on safety, cost and carbon efficiency.

We expect 15-20% of our investments to be directed towards new energy solutions by 2030.

We are a values based company where empowered people collaborate to shape the future of energy.



A foundation for engagement

... rather than
a detailed recipe
for action



A new communications approach to building trust

- Dialogue-based
- Agile
- Forward-looking





“Business-to-people”

