Reinforcing safety measures

Serious incident frequency
Serious incidents per million work-hours

<table>
<thead>
<tr>
<th>Year</th>
<th>Serious Incident Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>2.1</td>
</tr>
<tr>
<td>2008</td>
<td>2.2</td>
</tr>
<tr>
<td>2009</td>
<td>1.9</td>
</tr>
<tr>
<td>2010</td>
<td>1.4</td>
</tr>
<tr>
<td>2011</td>
<td>1.1</td>
</tr>
<tr>
<td>2012</td>
<td>1.0</td>
</tr>
<tr>
<td>2013</td>
<td>0.8</td>
</tr>
<tr>
<td>2014</td>
<td>0.6</td>
</tr>
<tr>
<td>2015</td>
<td>0.6</td>
</tr>
<tr>
<td>2016</td>
<td>0.8</td>
</tr>
</tbody>
</table>
Opportunities in the energy transition

Markets remain cyclical

Brent (USD/barrel)

Source: Platts

Planning assumptions

Major investments required

Global oil production
2015 vs. 2040 (million b/d)

Source: Statoil’s Energy Perspectives

New production needed

Growth in new renewables

Incremental global production
2015 vs. 2040 (thousand TWh)

Source: Statoil’s Energy Perspectives

Long-term economic planning assumptions. 2016 USD, real prices.

Scale calibrated for million b/d equivalent.
Johan Castberg – continuously optimising concept

Capex improvements\(^1\)

<table>
<thead>
<tr>
<th></th>
<th>NOK billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>100</td>
</tr>
<tr>
<td>Pre 2016</td>
<td></td>
</tr>
<tr>
<td>Drilling</td>
<td></td>
</tr>
<tr>
<td>Subsea</td>
<td></td>
</tr>
<tr>
<td>Floater</td>
<td></td>
</tr>
<tr>
<td>Market</td>
<td></td>
</tr>
<tr>
<td>Current forecast</td>
<td>45-50</td>
</tr>
</tbody>
</table>

Improvements break-even price

2013 above: 80 USD/bbl
CMU 2016 below: 45 USD/bbl
Current below: 35 USD/bbl

Field resources: 450-650 mn boe

Field resources

1 Numbers in NOK billion 100% real term 2016.
Strong drilling efficiency improvements

Efficient production wells at lower cost

- Metres per day: 69%
- Days per well: 42%
- Cost per well: 35%

Driving efficiency culture

- Safety first
- Simplification & standardisation
- The “perfect well” approach

 Delivering more wells and reducing cost

2015: 117 wells delivered | USD 3.5 bn
2016: 119 wells delivered | USD 2.6 bn

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1 Adjusted for currency effects.
3 All wells in following areas: Brazil, Canada, Denmark, Netherlands, Norway, UK and US GoM Deep water.
Capturing value from cyclicality

Awarding contracts in low-price environment

USD 30 bn
awarded 2015-2016

Portfolio high grading

2012-2014:
Divestments\(^2\)

USD 13 bn

2015-2016:
Key acquisitions

- Pão, Carcará (Brazil)
- Eagle Ford (US)
- Wisting, Lundin stake (NCS)
- Utgard (UK)

2015-2016: Key acquisitions

- ~30 wells | USD 1.5 bn
- 25,000 km\(^2\)
- acreage added in 2016
- 2017 activity level

1 Based on expected spend (100%) over contract lifetime for both new and renegotiated contracts.
2 Gross divestments.
Developing a distinct and competitive portfolio

**Norwegian continental shelf**
Build on unique position
- Highly cost competitive
- Attractive project pipeline
- Exploration potential

**International oil & gas**
Deepen core areas
- Enhance Brazil portfolio
- Flexible US position
- New growth options

**Midstream and marketing**
Access premium markets
- Flow assurance
- Asset backed trading
- Capital light

**New energy solutions**
Industrial approach
- Offshore wind focus
- Low-carbon solutions
- Ventures, R&D

High value, low carbon