



Q4 and FY2025

Anders Opedal
Chief executive officer

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4 February 2026



Forward-looking statements

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fracturing and low-carbon value chains; liquidity, interest rate, equity and credit risks; risk of losses relating to trading and commercial supply activities; an inability to attract and retain personnel; ineffectiveness of crisis management systems; inadequate insurance coverage; health, safety and environmental risks; physical security risks to personnel, assets, infrastructure and operations from hostile or malicious acts; failure to meet our ethical, human rights and social standards; actual or perceived non-compliance with legal or regulatory requirements; and other factors discussed under “Risk Factors” in our Annual Report on Form 20-F for the year ended December 31, 2024, filed with the U.S. Securities and Exchange Commission (SEC). Readers should also consult any further disclosures we may make in documents we file with or furnish to the SEC.

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The achievement of our climate ambitions depends, in part, on broader societal shifts in consumer demands and technological advancements, each of which are beyond our control. Should society’s demands and technological innovation not shift in parallel with our pursuit of our energy transition plan, our ability to meet our climate ambitions will be impaired. The calculation of the company’s net carbon intensity includes an estimate of emissions from the use of sold products (GHG protocol category 11) as a means to more accurately evaluate the emission lifecycle of what we produce to respond to the energy transition and potential business opportunities arising from shifting consumer demands. Including these emissions in the calculations should in no way be construed as an acceptance by Equinor of responsibility for the emissions caused by such use.

This presentation also contains financial information which is not presented in accordance with International Financial reporting Standards (IFRS). Please refer to our filings with the SEC for disclosures and reconciliations to the most directly comparable IFRS measures of non-IFRS financial measures contained herein. This presentation may contain certain forward-looking non-IFRS measures such as organic capex, cash flow from operations after taxes paid (CFFO), net debt ratio, free cash flow and ROACE. We are unable to provide a reconciliation of these forward-looking non-IFRS measures as they are not reconcilable to their most directly comparable IFRS measures without unreasonable efforts because the amounts excluded from the relevant IFRS measures used to determine these forward-looking non-IFRS measures cannot be predicted with reasonable certainty.

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Strengthening competitiveness, cash flow and robustness



Anders Opedal
PRESIDENT AND CHIEF EXECUTIVE OFFICER





Maximising long term shareholder value

Strategic priorities
guiding capital allocation

Firm actions to strengthen
free cash flow

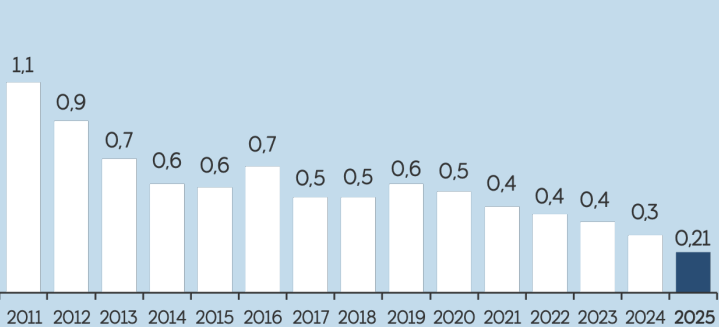
Delivering
production growth



Safety performance indicators

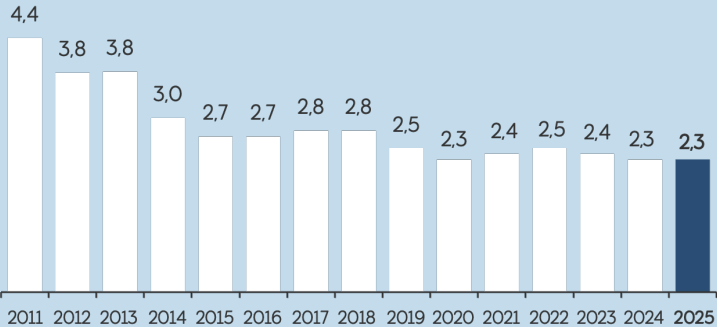
Serious Incident Frequency (SIF)

Serious incidents and near-misses per million hours worked. 12-month average.



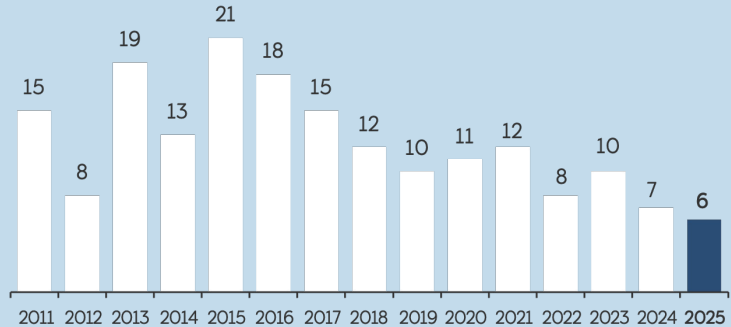
Total Recordable Injury Frequency (TRIF)

Personal injuries per million hours worked. 12-month average.



Oil and gas leakages

Number of leakages with rate above 0.1 kg/second during the past 12 months.





2025

Strong deliveries

- Record high production
- Progressing competitive project portfolio
- Cost and capital discipline
- Continued high-grading of portfolio

14.5

Percent
Return on average
capital employed
Adjusted (RoACE)

18

BN USD
Cash flow from
operations after tax
(CFFO)

9

BN USD
Capital distribution



Empire Wind

Project status:

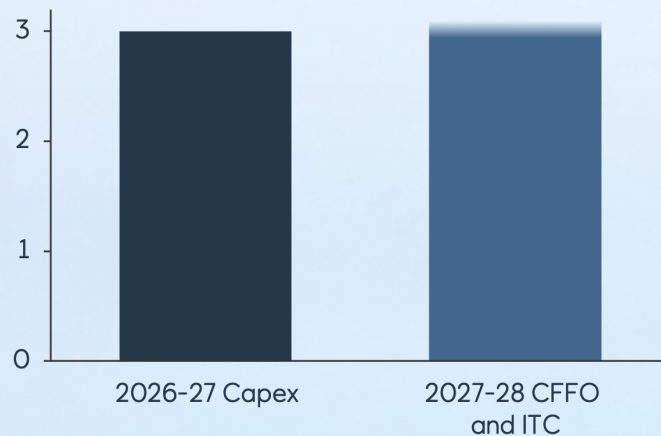
- Preliminary injunction granted following stop-work order in December
- National security was key part of rigorous approval process
- Continued legal process and dialogue with US authorities
- Project ~60% completed and progressing with strong execution

Project economics:

- Expected total capex for Empire Wind (including SBMT) of USD 7.5 billion
 - USD 4.5 billion invested to date¹
 - USD 3 billion remaining capex (~75% in 2026)
- Continued uncertainty related to tariffs
- Investment Tax Credit (ITC)² of USD ~2.5 billion
- Project financing drawdown of USD 2.7 billion to date with USD 0.4 billion remaining
- 25-year fixed offtake price of USD 155 per MWh
- CFFO after tax of USD ~600 million for 2027-28³
- Remaining capex covered by ITC and CFFO in 2027-28

Capex and cash effects, 2026-28

bn USD



1. Book value of USD 3.7 billion as of end 2025
2. Cash effect of ITC subject to first power and assuming monetisation, with majority expected in 2027
3. Including corporate portfolio effects





INTERNATIONAL O&G

Continued high-grading

Capturing value through sale of onshore Argentina

- Unlocking capital for high value creation opportunities
- Deal valued at USD 1.1 billion¹
- Cash payment of USD 550 million at closing

Establishing Adura as a leading UK operator positioned for growth

- Fully self-funded JV, covering Rosebank capex
- Strong free cash flow growth expected towards 2030
- Strong and sustainable distribution policy targeting >50% of CFFO from 2026

Builds on previous high-grading

- Acquisitions in US onshore gas
- Divestment of Peregrino and legacy positions in Nigeria and Azerbaijan

1. See equinor.com for more details





Strategic priorities guiding capital allocation

Develop NCS to maximise value

Focused growth in international O&G

Building an integrated power business

Value uplift from trading





Delivering production growth

Expecting ~3% growth in 2026

- Strong contribution from Bacalhau and Johan Castberg
- More than offsetting divestments and natural decline

Attractive exploration portfolio

- 14 discoveries in 2025 near existing NCS infrastructure
- ~30 exploration wells planned in 2026
- Added exploration acreage in Norway, Brazil and Angola

6

USD / BOE
Unit production
cost 2026
Real terms 2025¹

<2

USD / MMBtu
NCS gas production and
pipeline transport cost 2026
Real terms 2025

6.3

KG / BOE
CO₂ upstream
intensity

2025 Scope 1 CO₂ emissions,
Equinor operated, 100% basis

100

Percent
Total reserves
replacement ratio (RRR)

2023-25, 3-year average²

1. Based on reference USD/NOK of 10. See appendix for key assumptions and definitions
2. Proved Reserves (SEC)





FINANCIALS

Firm actions to strengthen free cash flow

Reductions in capex outlook of USD 4 billion for 2026 and 27

- Capex outlook: USD 13 bn in 2026, USD 9 bn in 2027
- Reductions mainly in Power and LCS¹, reflecting market developments
- Maintain stable O&G investments
- Net Carbon Intensity² reduction ambition changed to 5-15% for 2030 and 15-30% for 2035

Continued cost improvements

- Reducing opex³ by 10% in 2026, while growing production

Proceeds in 2026 from strategic portfolio optimisation

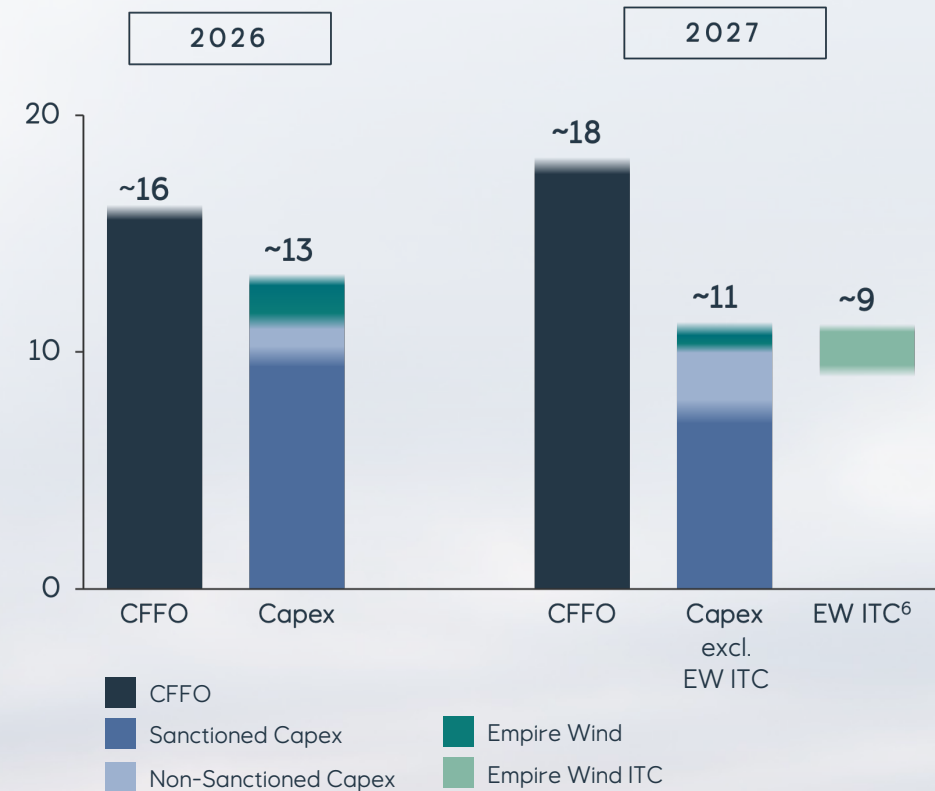
- Peregrino: USD ~600 million at closing
- Onshore Argentina: Cash payment of USD 550 million at closing

1. Low Carbon Solutions

2. See Equinor.com for more information

3. Adjusted operating and administrative expenses* excluding royalties and transportation costs, over/underlift and a few selected one-offs. Including portfolio changes, equity accounting effects, and excluding held for sale assets.

CFFO⁴ and Capex⁵
BN USD



4. Cash flow from operations after tax, see appendix for key assumptions and definitions

5. Organic capex, which does not include lease commitments. See appendix for key assumptions and definitions

6. Organic capex outlook of USD ~9 billion including the Empire Wind investment tax credit



Competitive capital distribution

Above 5% growth in cash dividend

- Cash dividend increase to 39 cents per share¹
- Expect interim cash dividends for 1Q – 3Q 2026 at same level

Continued use of share buy-back

- Share buy-back for 2026 of USD 1.5 billion¹
- First tranche of USD 375 million
- Share buy-back subject to market conditions and balance sheet strength

Long-term commitment

- Growing free cash flow outlook supporting capital distribution
- Ambition to increase quarterly cash dividend by 2 cents per year
- Utilizing share buy-back to deliver competitive total capital distribution



1. The 4Q 2025 cash dividend is subject to approval by the AGM. The 1Q-3Q 2026 cash dividends and further tranches of the share buy-back programme will be decided by the Board on a quarterly basis in line with Equinor's dividend policy, and subject to existing and renewed authorizations from the AGM, and agreement with the Norwegian state regarding share buy-backs. All share buy-back amounts include shares to be redeemed from the Norwegian state.



KEY MESSAGES

Strong value proposition

Outlook 2026¹

Organic
capex²

~13

BN USD

Oil and gas
production growth

~3

PERCENT

Cash
dividend

39

CENTS / SHARE

Share
buy-back

1.5

BN USD

1. See appendix for key assumptions and definitions
2. Based on USD/NOK of 10

Strengthening competitiveness, cash flow and robustness



Torgrim Reitan
CHIEF FINANCIAL OFFICER





Financial framework

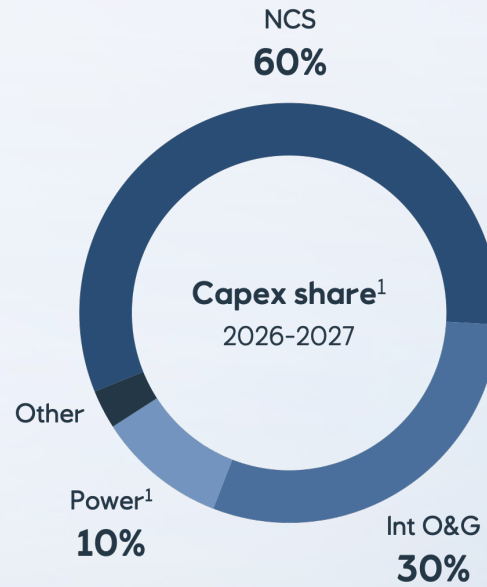
Growing cash dividend

Value creating investments

- Develop NCS to maximise value
- Focused growth in international O&G
- Building an integrated power business

Strong balance sheet

Share buy-backs



~13
 Percent
 Return on average
 capital employed
 2026-27²

A
 Single
 Credit rating
 stand-alone³

39
 Cents / Share
 Cash dividend
 4Q 2025⁴

1.5
 BN USD
 Share buy-back
 2026⁴



1. Organic capex including investment tax credits for Empire Wind
 2. Based on reference case 65 USD/bbl, see appendix for key assumptions and definitions
 3. Excluding the uplift due to state ownership (1-2 notches)
 4. See slide 12 on competitive capital distribution for more details



ROBUSTNESS

Delivering value through cycles

Strong balance sheet

- Net Debt Ratio¹ of 17.8%
- USD 19.3 billion in cash, cash equivalents and financial investments

Cost efficient operations

- Reducing opex² by 10% in 2026, while growing production
- Delivered 27% reduction in opex³ for Renewables in 2025

Competitive project portfolio

- High-graded portfolio through capex reductions and strategic divestments
- Investing in value creating projects



Upstream O&G projects coming on stream within 10 years⁴

~40

USD / bbl
Break-even
Volume weighted average

~25

Percent
Internal rate of return
Based on reference case 65 USD/bbl. Volume weighted average. Real terms.

~2.5

Years
Average pay-back time
Based on reference case 65 USD/bbl. Volume weighted from production start

<6

KG / BOE
CO₂ upstream intensity
Project lifetime intensity. Scope 1 CO₂ emissions. Equinor operated, 100% basis

1. Adjusted, excluding IFRS 16 impact, year end 2025
 2. Adjusted operating and administrative expenses* excluding royalties and transportation costs, over/underlift and a few selected one-offs. Including portfolio changes, equity accounting effects, and excluding held for sale assets.
 3. Adjusted operating and administrative expenses*
 4. Includes sanctioned, non-sanctioned and IOGR projects. Price assumptions, definitions and project list available in appendix (list not exhaustive)



Resilient cash flow

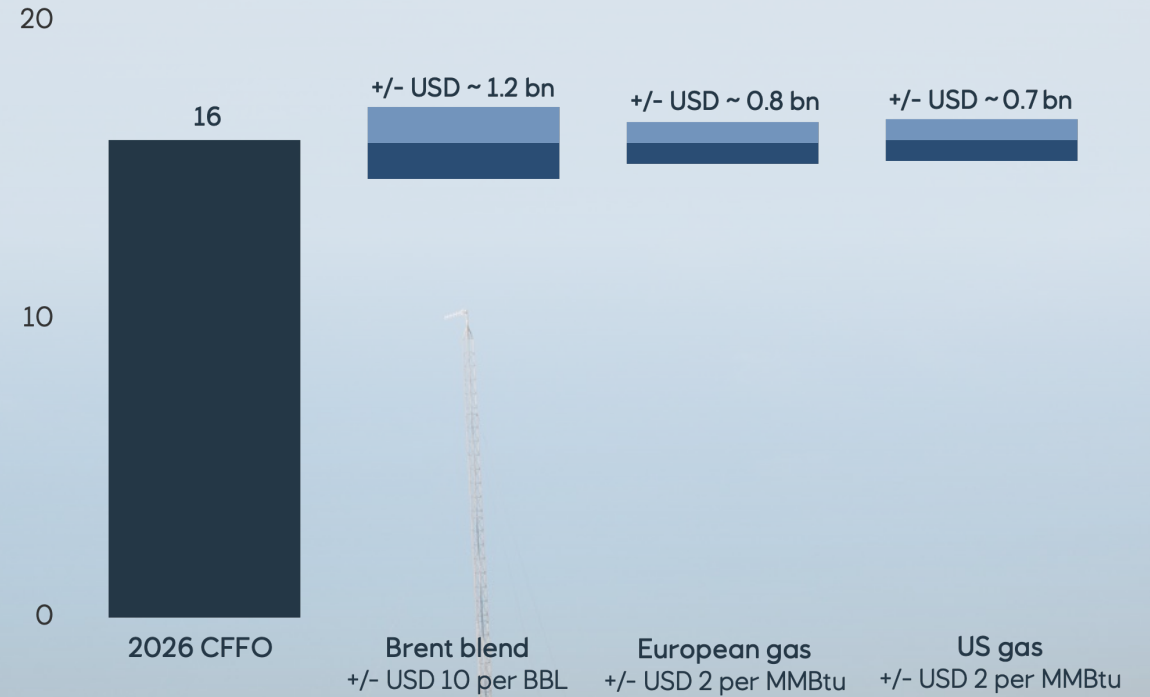
NCS tax system provides robustness to lower prices

- Immediate deductions for capex in special petroleum tax (71.8%)
- 6 years depreciation against corporate income tax (6.2%)²
- Consolidation between fields, no asset ring fencing

Positioned to capture upside from increased US gas prices

- Delivered USD ~1 billion CFFO³ in 2025
- 2025 production of ~300 mboe per day³, capturing >50% higher prices than 2024
- Low-cost gas in growing market
- Capturing value uplift through trading

Cash flow from operations after tax¹
 BN USD, price sensitivities adjusted for NCS tax lag



¹ Based on reference case 65 USD/bbl, see appendix for key assumptions and definitions
² See appendix for more details on NCS tax system
³ Includes gas and liquids from Marcellus



Fourth quarter and full year

Always safe

0.21

SIF

Serious incident and near-misses per million hours worked. 12-month average

2.3

TRIF

Personal injuries per million hours worked. 12-month average

High value

14.5

Percent

Return on average capital employed
2025

6.2

BN USD

Adjusted operating income
4Q25

1.3

BN USD

Net income
4Q25

18.0

BN USD

Cash flow from operations after tax
2025

5.5

BN USD

Net operating income
4Q25

0.81

USD/share

Adjusted earnings per share
4Q25

Low carbon

6.3

KG / BOE

CO₂ upstream intensity

Scope 1 CO₂ emissions, Equinor operated, 100% basis

33

Percent

Emission reductions

Reduction in scope 1 & 2 operated emissions since 2015



2025

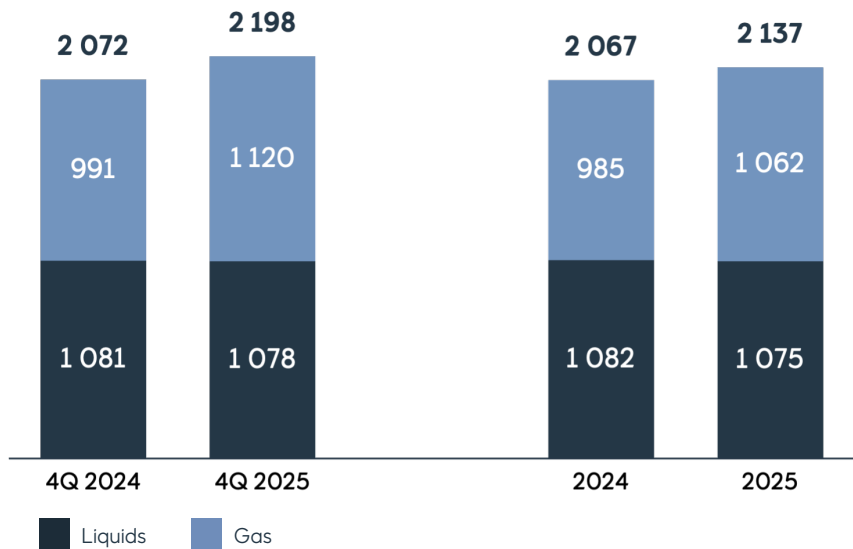
Equity production

Oil and gas

- Record high production in 2025 driven by Johan Castberg, Halten East, new wells, and US onshore gas
- 4Q impacted by some operational issues in Norway and Brazil

Oil and gas production

MBOE/D



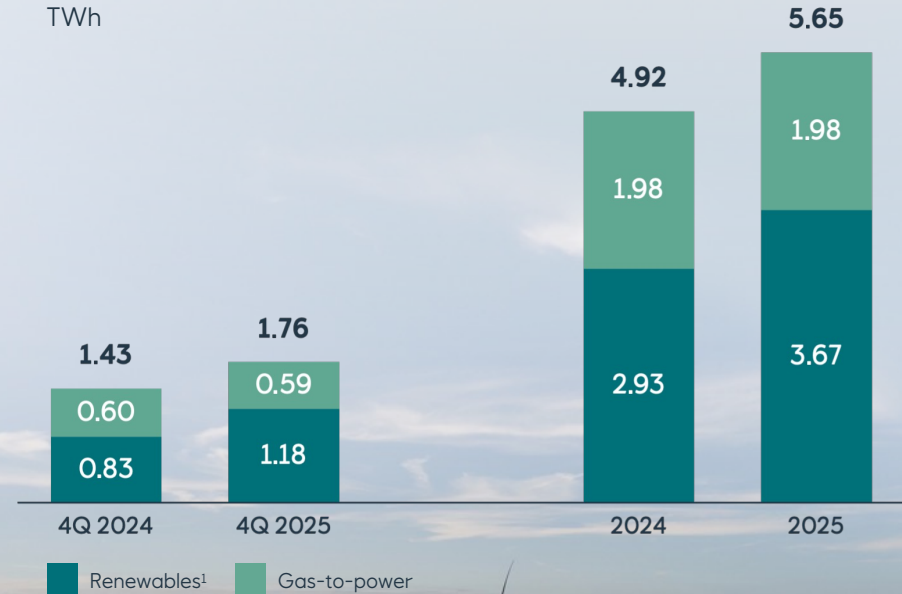
■ Liquids ■ Gas

Power

- Renewable power generation up by 25% in 2025
- Driven by Dogger Bank A and higher onshore renewable production

Power generation

TWh



■ Renewables¹ ■ Gas-to-power

1. Includes Hywind Tampen renewable power generation



4 Q 2025

Financial results

- E&P Norway driven by increased production at lower prices
- E&P Int impacted by portfolio effects and underlift
- E&P US reflects higher US onshore gas production capturing higher prices
- MMP driven by gas trading and optimisation, and favourable price review
- REN results reflect cost reductions, delivering USD 60 million from assets in operation

Adjusted operating income
USD million

	4Q25		4Q24	
	Pre-tax	Post-tax	Pre-tax	Post-tax
E&P Norway	5,026	1,112	6,805	1,529
E&P Int	214	121	303	276
E&P US	359	237	184	172
MMP	678	189	659	356
REN	(26)	(47)	(100)	(87)

Group	6,196	1,551	7,896	2,292
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Realised prices

	4Q25	4Q24
Liquids (USD/bbl)	58.6	68.5
European gas (USD/MMBtu)	10.6	13.5
N. American gas (USD/MMBtu)	3.3	2.4



2025

Cash flow

- Strong cash flow from operations of USD 18.0 billion
- Organic capex of USD 13.1 billion

4Q Highlights:

- Three NCS tax instalments of total USD 6 billion
 - 1Q 2026: Two instalments of NOK 20.01 billion each
- Organic capex of USD 3.3 billion
- Proceeds from Peregrino divestment and Adura settlement
- Strategic non-current investments include participation in Ørsted's rights issue
- Net debt ratio of 17.8%¹
- USD 19.3 billion in cash, cash equivalents and financial investments

Cash Flow
USD million

4Q25

FY 2025

Cash flow from operations²	9,554	38,439
Total taxes paid	(6,240)	(20,460)
Cash flow from operations after tax³	3,314	17,980
Cash flow to investments ⁴	(4,157)	(13,905)
Proceeds from sale of assets	2,032	2,456
Strategic non-current investments	(944)	(944)
Net cash flow before capital distribution	245	5,587
Capital distribution ⁵	(1,307)	(10,706)
Net cash flow	(1,062)	(5,120)

1. Adjusted, excluding IFRS 16 impact

2. CFFO 2025: Income before tax USD 25.1 billion adjusted for non-cash items USD 13.4 billion. Excludes changes in working capital items

3. Excludes changes in working capital

4. Including inorganic investments and increase/decrease in other interest-bearing items

5. Cash dividend and share buy-back executed in market



KEY MESSAGES

Strong value proposition

Outlook 2026¹

Organic
capex²

~13

BN USD

Oil and gas
production growth

~3

PERCENT

Cash
dividend

39

CENTS / SHARE

Share
buy-back

1.5

BN USD

1. See appendix for key assumptions and definitions
2. Based on USD/NOK of 10

Appendix





4 Q 2025

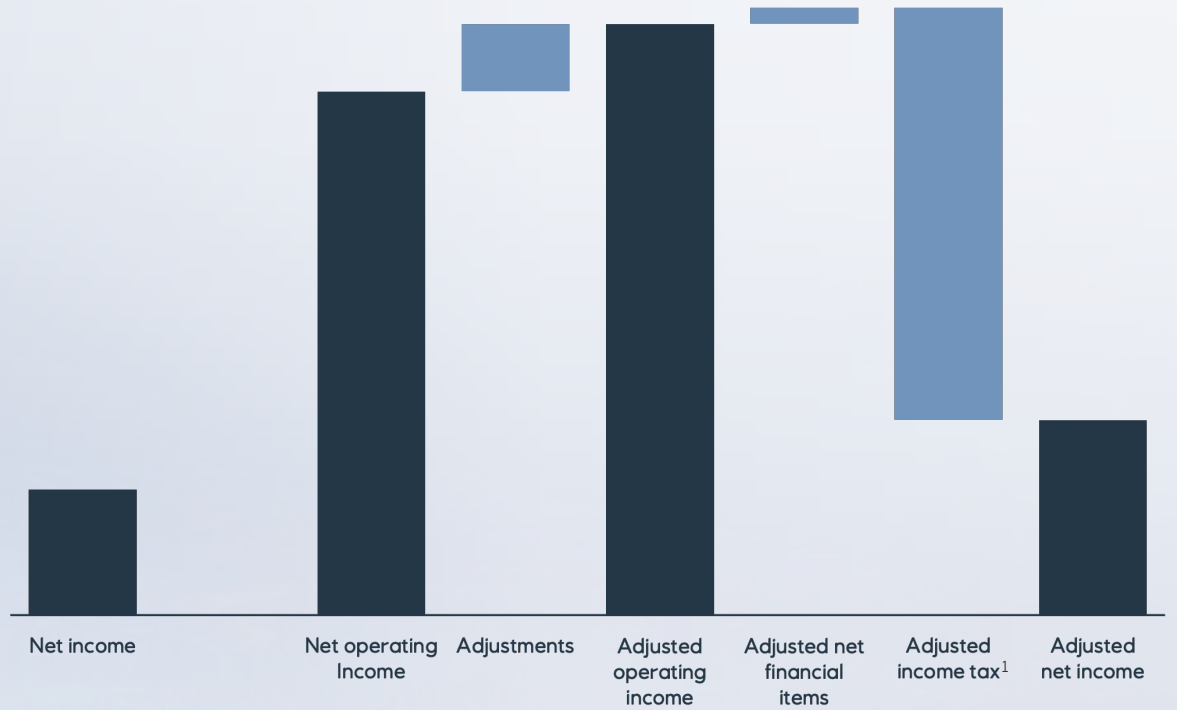
Financial results



4Q 2025
Million USD

1,314

5,487 709 6,196 167 (4,320) 2,042



4Q 2024
Million USD

1,999

8,735 (839) 7,896 (442) (5,721) 1,733

1. Income tax less tax effect on adjusting items



4 Q 2025

Segment results

Adjusted operating income Million USD	E&P Norway		E&P International		E&P USA		MMP		REN	
	Pre-tax	Post-tax	Pre-tax	Post-tax	Pre-tax	Post-tax	Pre-tax	Post-tax	Pre-tax	Post-tax
4Q 25	5,026	1,112	214	121	359	237	678	189	(26)	(47)
4Q 24	6,805	1,529	303	276	184	172	659	356	(100)	(87)
Net operating income Million USD										
4Q 25	4,853		(271)		359		778		(295)	
4Q 24	6,805		1,024		184		983		(200)	



2025 FULL YEAR ADJUSTED OPERATING INCOME

Financial results

Adjusted operating income
USD million

FY25

FY24

	Pre-tax	Post-tax	Pre-tax	Post-tax
E&P Norway	23,803	5,280	24,564	5,551
E&P Int	1,569	749	2,025	1,600
E&P US	1,089	797	1,031	807
MMP	1,563	561	2,612	1,438
REN	(214)	(163)	(375)	(325)
Group	27,591	7,043	29,798	9,062





Assumptions and definitions

Price scenarios

Prices used in the presentation material are denoted in real 2025 terms, unless otherwise stated.

For Power, assumptions have been made on regional power markets and fixed price contracts to estimate future cash flows.

Reference case: 65 USD/bbl	2026	2027
Brent blend (USD/bbl)	65	65
European gas price (USD/MMBtu)	9	9
Henry Hub (USD/MMBtu)	3,5	3,5
USD/NOK	10	10

Assumptions

The outlook and guiding include relevant portfolio optimisation measures aligned with our strategy.

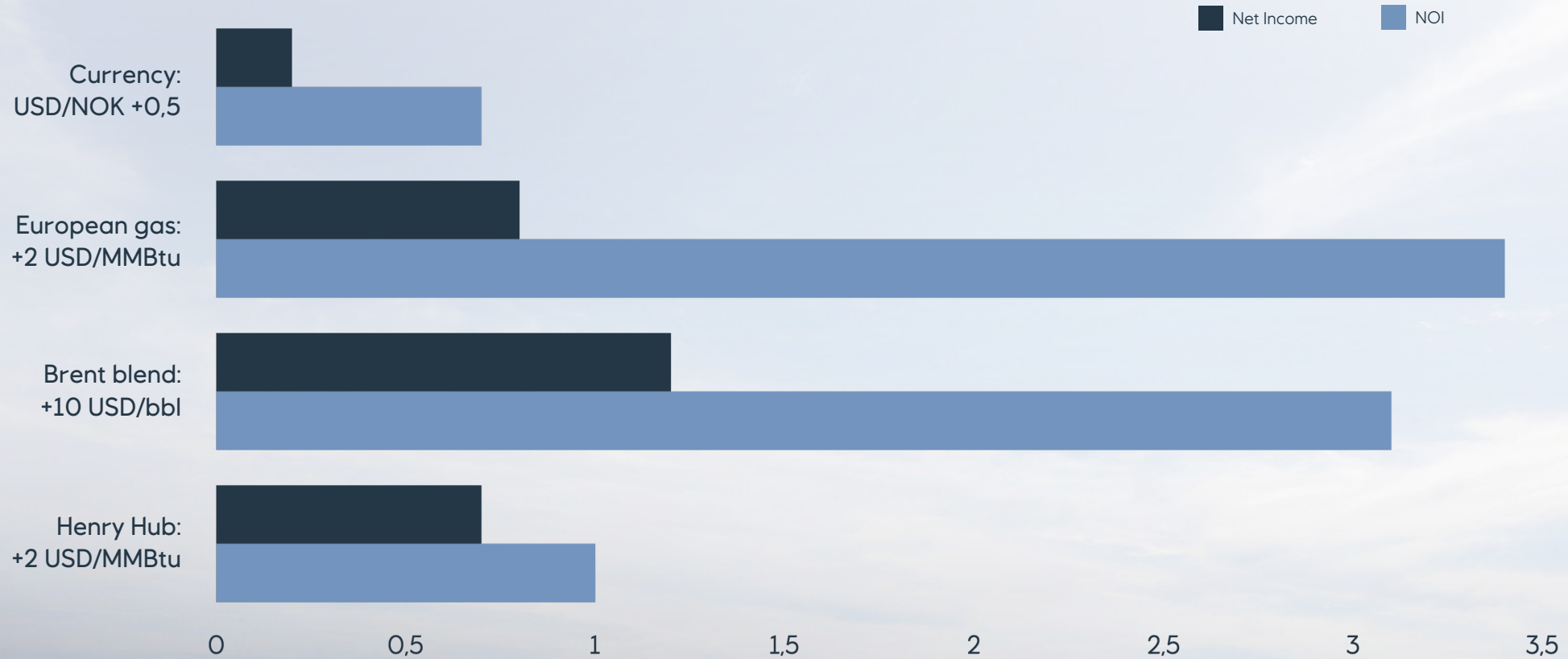
Definitions

- Forward looking cash flows are in nominal terms.
- Break-evens are in real 2025 terms and are based on life cycle cash flows from final Investment decision dates.
- **Return on average capital employed:** Return on average capital employed (RoACE) is the ratio of adjusted operating income after tax to the average capital employed adjusted.
- **CFFO:** Cash flow from operations after taxes paid, excluding change in working capital.
- **Organic capex:** Additions to PP&E, intangibles and equity accounted investments. Organic capex excludes acquisitions, leased assets, assets held for sale and other investments with significantly different cash flow patterns.
- **Free Cash Flow:** Free cash flow represents, and is used by management, to evaluate CFFO after allocation of cash to organic capital expenditures, including shareholder loans to equity accounted investments, which is available for corporate debt servicing (including lease liabilities), distribution of cash to shareholders, and inorganic investments. Net cash received or paid related to external project financing in consolidated subsidiaries, is included. Tax credits and other government grants are included at recognition.



PRICE SENSITIVITIES

Indicative effects¹ on 2026 results

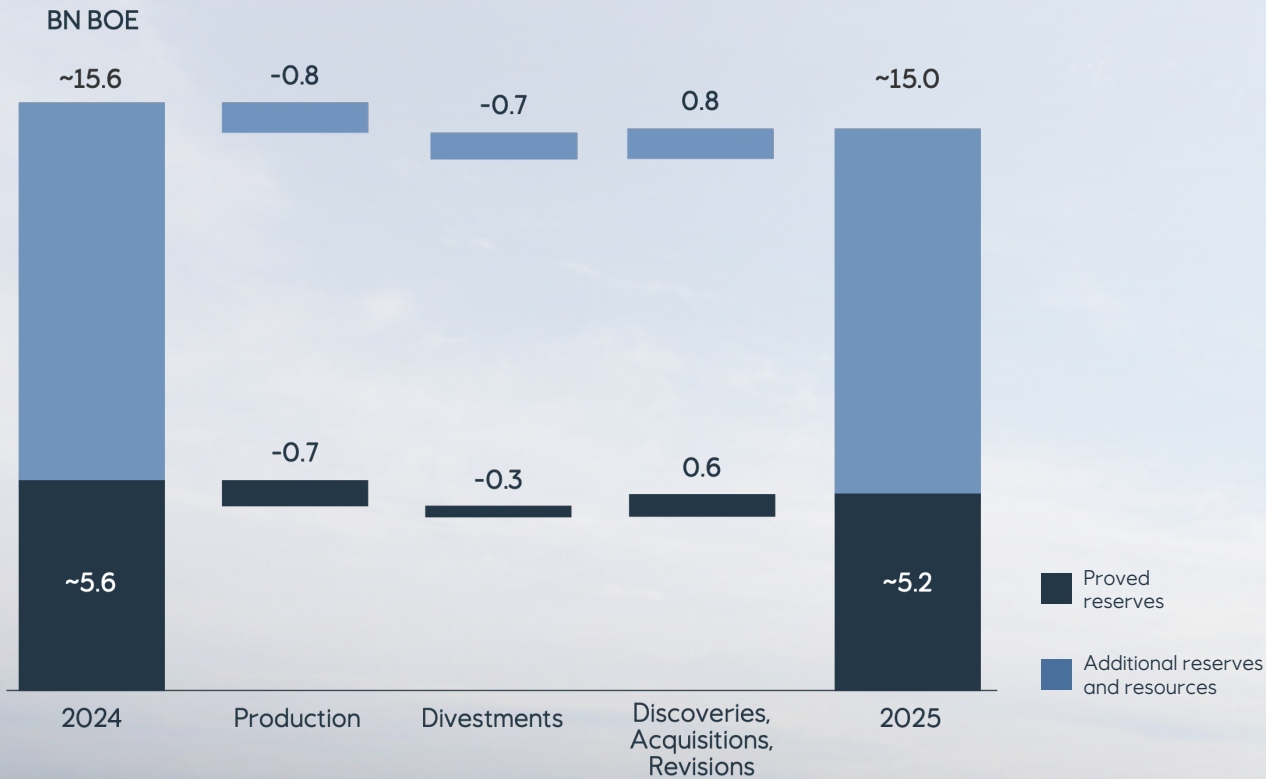


1. Relative to reference case 65 USD/bbl



OIL AND GAS

Proved reserves and total recoverable resources



1. Total reserves replacement ratio including organic and inorganic replacements

91

Percent
Organic reserves replacement ratio (RRR)
2023-25, 3-year average
Proved reserves (SEC)

100

Percent
Total reserves replacement ratio¹ (RRR)
2023-25, 3-year average
Proved reserves (SEC)

61

Percent
Organic reserves replacement ratio (RRR)
2025, Proved reserves (SEC)

48

Percent
Total reserves replacement ratio¹ (RRR)
2025, Proved reserves (SEC)

7.0

Years
R/P
Proved reserves (SEC) divided by entitlement production

19.2

Years
R/P
Total recoverable resources divided by equity production

44

Percent
Liquid share of total resources

73

Percent
OECD share of total resources



Projects coming on stream next 10 years

SANCTIONED		NON - SANCTIONED		EMISSION REDUCTION	
New fields					
Raia (2028) Yggdrasil area development (P – 2027) Sparta (P – 2028)		Wisting Flemish Pass BdN		Abatement	
Existing					
Tie Back	Brownfield	Tie Back		Brownfield	
Eirin (2026) Irpa (2026) Troll phase 3 stage 2 (2026) Fram Sør Johan Sverdrup Phase 3 Isflak Berling (P) Idun N (P) Symra (P) Ørn (P) Øst Frigg (P)	Oseberg OGP Snøhvit Onshore compression (SFP)	Atlantis Afrodite Bacalhau phase 2 Beta Bergknapp Corvus Erlend/Ragnfrid Fogelberg Garantiana Goliat Ridge Heidrun Extention Skavl/Snøfonn Johan Castberg cluster 2 Lavrans phase 2 Linnorm	Njord Northern Area Obelix Peon Rhombi Ringvei Vest area Snøhvit Offshore compression Sierra-Solberg Sigrun/Sigrun Øst Troll East North (TEN) Troll West IGR North (TWIN) Tyrihans Subsea Boosting Countach (P) Vito phase 2 (P)	Roncador IOR (P) Algeria Contract Extensions (P) Angola Block 17 Dalia facilities life extension (P) NCS Low Pressure Project Portfolio Onshore facility projects	

(P) - Partner operated assets

The list is not exhaustive



The Norwegian petroleum tax system

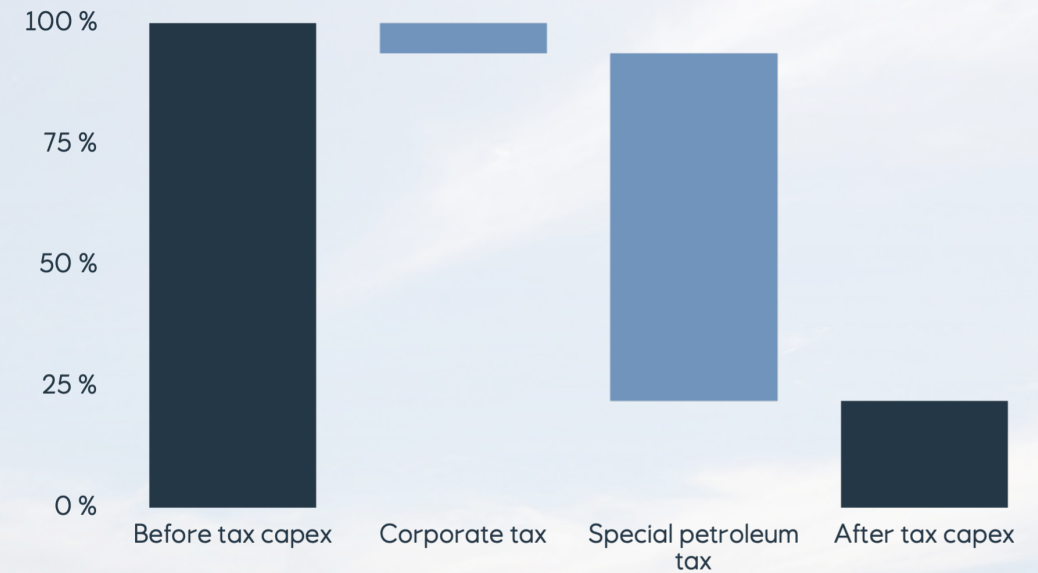
Overview

- Marginal tax rate of 78%, consisting of corporate tax and special petroleum tax.
- Immediate deductions for offshore investments and refund of tax losses in special petroleum tax
- Consolidation between fields, no asset ring fencing

Equinor

- ~60% of group organic capex related to the NCS
- Securing robustness in years with low commodity prices

Efficient cash recovery of capex





CONTACT INFORMATION

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