A broad energy company delivering high value

Eldar Sætre

President and Chief Executive Officer

Growing **production**, **cashflow** and **returns**

Driving long term **value creation**, in line with the Paris Agreement

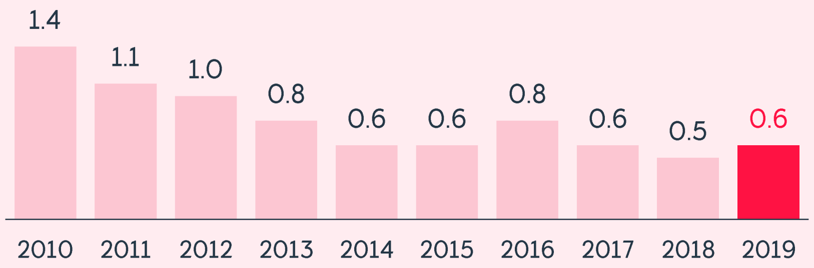
Delivering competitive **capital distribution**

2019

Always safe, high value, low carbon

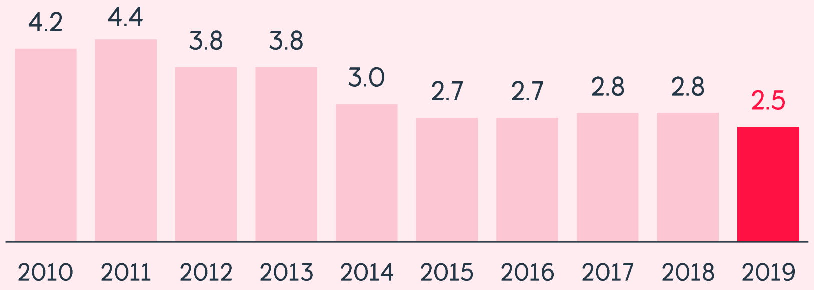
Serious incident frequency (SIF)

Serious incidents per million work-hours



Total recordable injury frequency (TRIF)

Total incidents per million work-hours



13.5

Billion USD

Cash flow from operations after tax

Before changes in working capital

42

Percent

Increase in capital distribution

Total capital distribution in 2019 compared to 2018

~30

USD per bbl

Break-even, projects started production in 2019

Volume weighted, Equinor share

9.5

Kg per boe

CO_2 intensity

Equinor-operated upstream producing assets, 100% basis

0.03

Percent

Methane intensity

Includes Equinor´s total operated methane emissions divided by operated marketed gas (100% basis, upstream and midstream)

2.8

GW

Renewables in development

Equinor share in Empire Wind, Dogger Bank, Hywind Tampen, Guanizul 2A and Cañadón León equinor

Growing production, cash flow and returns

~7

Percent

Production growth 2019-2020

2019 rebased for portfolio measures

~30

Billion USD

Organic cash flow 2020-2023

Cash flow from operations after tax (CFFO) before working capital and after organic investments. Based on 65 USD per bbl

~15

Percent

RoACE 2023

Based on 65 USD per bbl, excluding IFRS 16 leases and changes in future tax assets

Johan Sverdrup
A new benchmark

2020
Year
Payback, phase 1

Based on 65 USD per bbl

>350,000
Boe per day
Current production

100% basis

0.7
Kg per boe
CO_2 intensity full field

~45
USD per boe
CFFO after tax 2020

Based on 65 USD per bbl

<20
USD per bbl
Break-even full field

<2
USD per boe
UPC at plateau, phase 1

Unit production cost

World class project portfolio

Oil and gas projects coming on stream by 2026

~6
Billion boe
Resources
Equinor equity

<35
USD per bbl
Break-even
Volume weighted

2026
Year
Payback
Based on 65 USD per bbl

~3
Percent
Annual production growth 2019-2026
Compound annual growth rate,(CAGR), rebased for portfolio measures

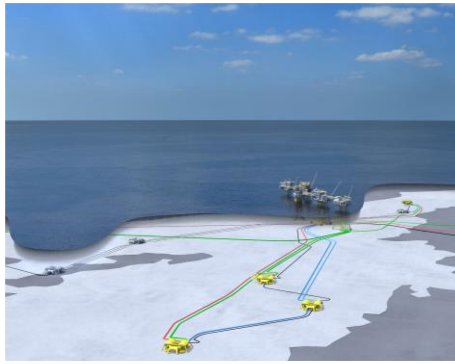
Volume split

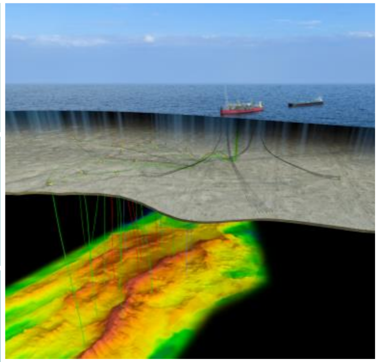
Liquids ~**60%**

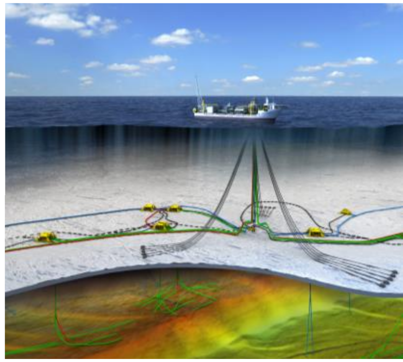
OECD ~**70%**

NCS / International ~**50/50%**

Conventional ~**95%**







NCS

High value growth

Adding high value barrels from increased recovery	~550 Million boe Resources mapped in 2019 Equinor share	~25 USD per bbl Break-even
New unit and ambition for late life	~25 Percent Cost reduction Compared to previous plan	<25 USD per bbl Break-even Field life extension plan compared to previous plan
Continuously adding high value resources from exploration	~120 Million boe Discovered resources 2019 Equinor share	~500 Million USD NPV discoveries 2019 Based on 65 USD per bbl

Driving long term value creation, in line with the Paris Agreement

The world is changing

UN Sustainable Development Goals

Net zero emissions

Higher energy demand

Population growth

GDP growth

Industry leading carbon efficiency

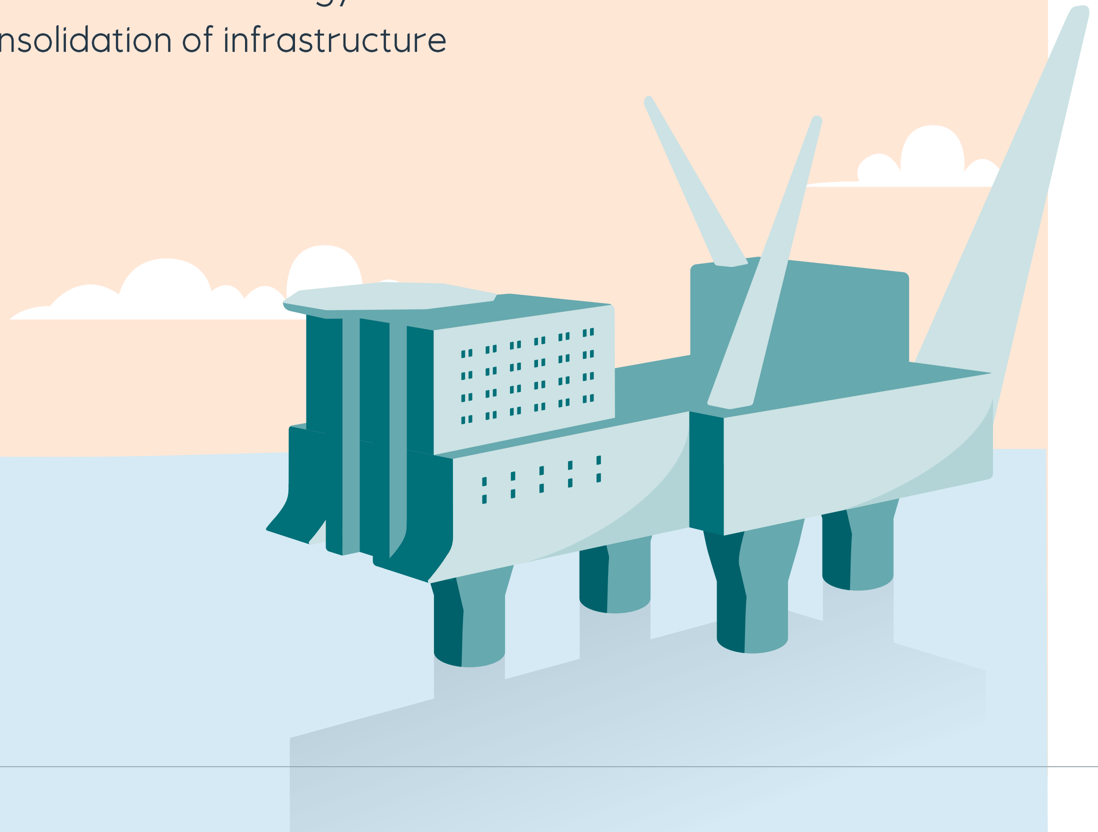
Value driven growth in renewables

Reducing net carbon intensity by at least 50%

Industry leading carbon efficiency

Broad set of actions

- Energy efficiency
- Electrification
- Low emission technology
- Consolidation of infrastructure



2030

Year

Carbon neutral global operations

Equinor operated

<8

Kg per boe

CO_2 intensity by 2025

Equinor-operated upstream producing assets, 100% basis. Moved forward from 2030 previously

40

Percent

Reduction in absolute GHG emissions in Norway by 2030

Onshore and offshore

~0

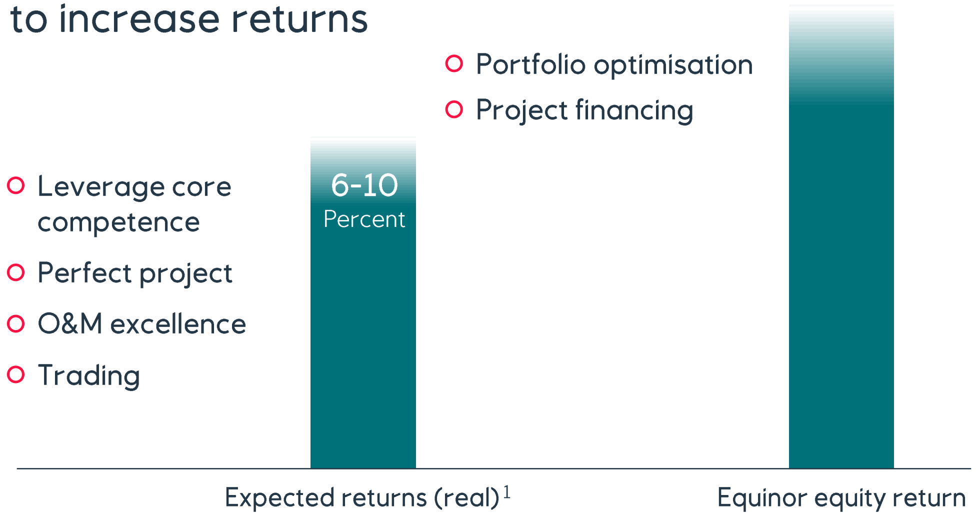
Absolute GHG emissions in Norway by 2050

Onshore and offshore

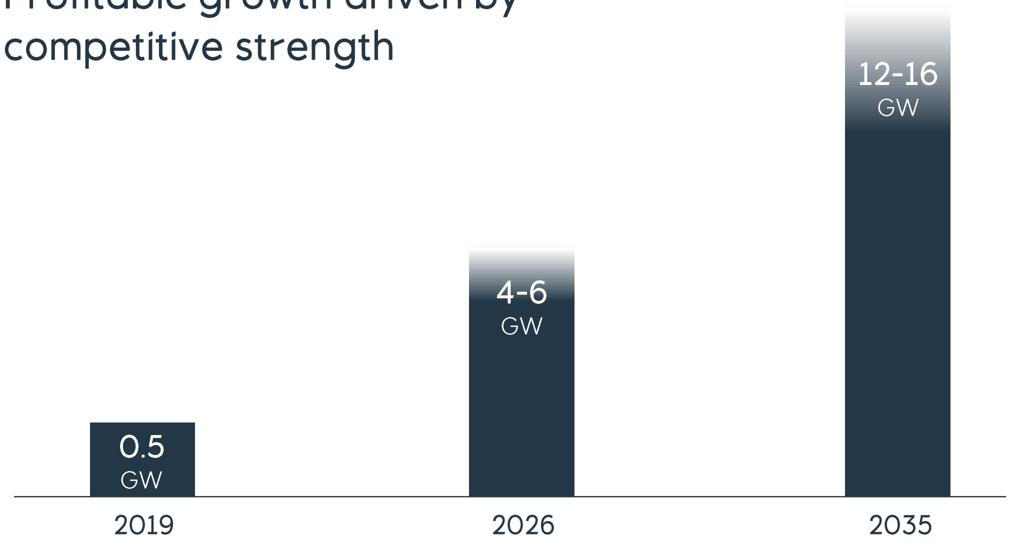
More details can be found under "Net carbon intensity methodology" on equinor.com

Value driven growth in renewables

Value creation and ability to increase returns



Profitable growth driven by competitive strength

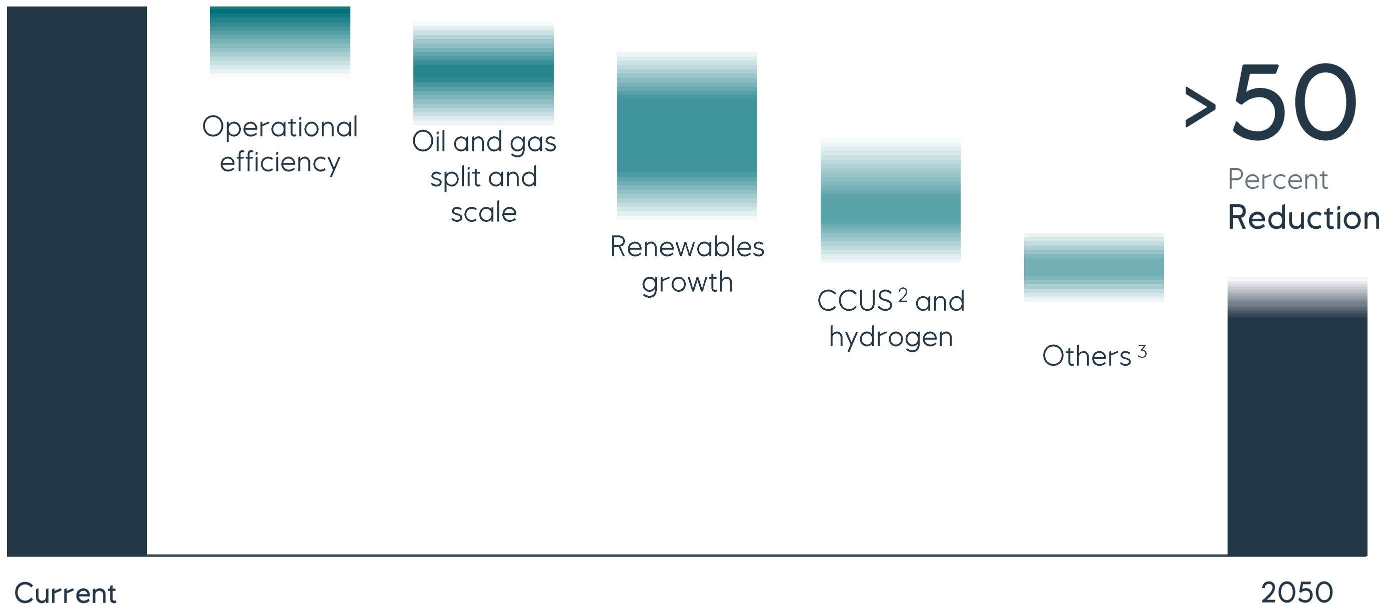


1. Real unleveraged returns corresponding to 8-12% nominal unleveraged returns

Equinor equity generation capacity. 2026 and 2035 include 15.2% share of Scatec Solar ASA

Reducing net carbon intensity by at least 50%

Net carbon intensity [1]



1. g CO_2e/MJ Including scope 3. More details can be found under "Net carbon intensity methodology" on equinor.com
2. Carbon capture, utilisation and storage
3. Natural sinks, biofuels and others

High value, low carbon, competitive at all times

Oil and gas
World class project portfolio

Renewables
Value driven growth

CCUS
Carbon price, scale, technology and demand supporting profitability

Hydrogen
Decarbonising non-electricity and industrial sectors

Delivering competitive capital distribution

Continued growth in cash dividend

- 4% cash dividend increase
- Reflecting growth in long term underlying earnings

On track to deliver USD 5 billion share buy-back programme

- Second tranche from around 18 May to 28 October 2020

equinor

27

Cents per share

Quarterly cash dividend

Subject to approval at the Annual General meeting (AGM)

~675

Million USD

Share buy-back second tranche

Including Norwegian State. Subject to approval at the AGM, commodity prices and balance sheet strength

Key messages

Growing production, cash flow and returns

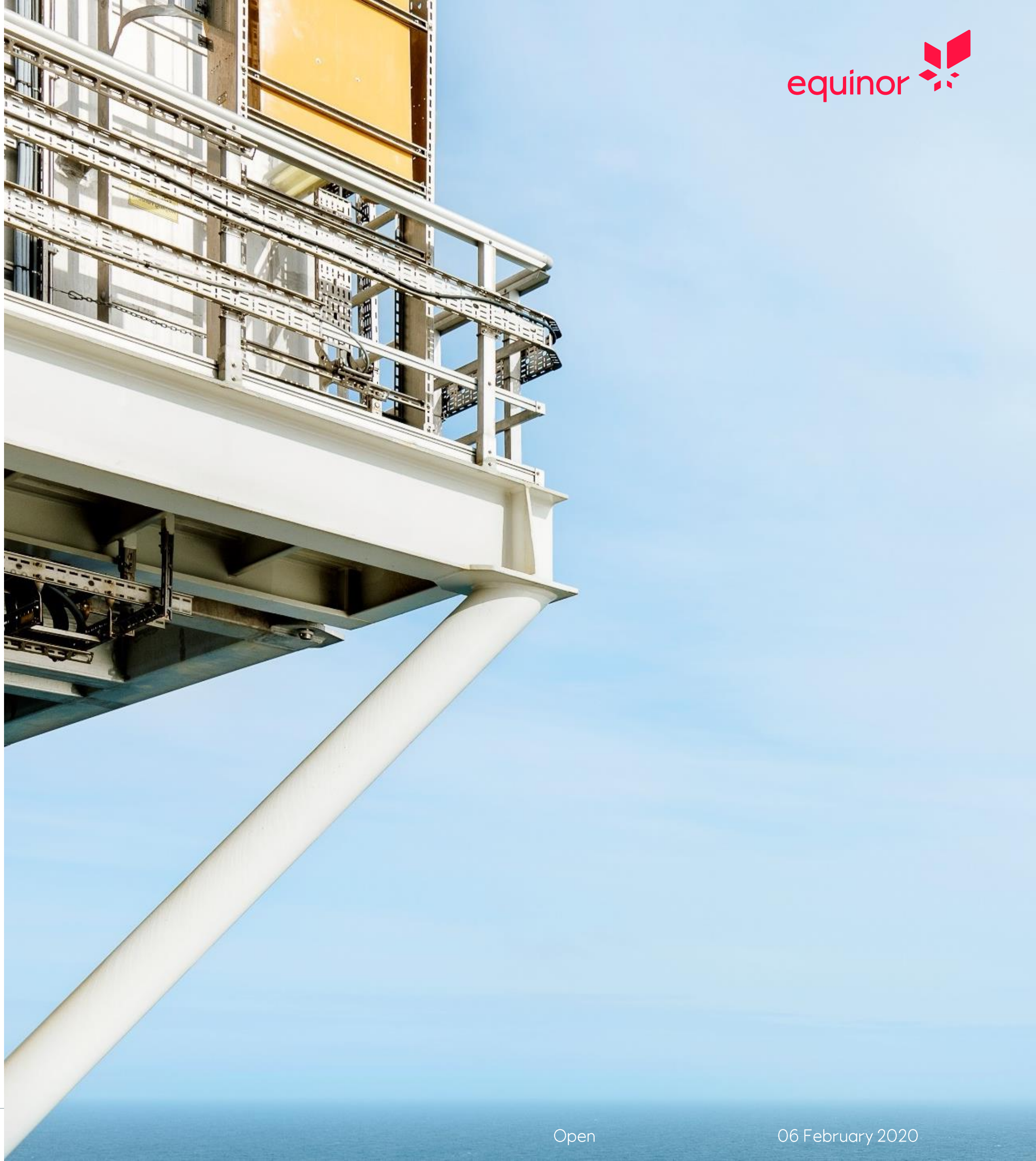
- Around 3% annual production growth 2019-2026
- Organic cash flow around USD 30 billion 2020-2023
- RoACE around 15% in 2023

Driving long term value creation, in line with the Paris Agreement

- Industry leading carbon efficiency
- Value driven growth in renewables
- Reducing net carbon intensity by at least 50%

Delivering competitive capital distribution

- Quarterly dividend of 27 cents per share
- Second tranche of share buyback around USD 675 million



Forward-looking statement

This presentation contains certain forward-looking statements that involve risks and uncertainties. In some cases, we use words such as "ambition", "continue", "could", "estimate", "expect", "believe", "focus", "likely", "may", "outlook", "plan", "strategy", "will", "guidance", "targets", "in line with", "consistent" and similar expressions to identify forward-looking statements. Forward-looking statements include all statements other than statements of historical fact, including, among others, statements regarding Equinor's plans, intentions, aims, ambitions and expectations with respect to Equinor's start-up of projects through 2029; organic cash flow from 2020 to 2023 and ROACE in 2020 and 2023; plans to achieve improvements with a cash flow effect of more than USD 3 billion from 2020 to 2025 through digital solutions and new ways of working; ,aims and ambitions with respect to the energy transition, including strengthen Equinor's position on carbon efficiency operation, to reach carbon neutral global operations by 2030, to develop as a global offshore wind major and to reduce the net carbon intensity of energy produced by 2050; expectations to achieve a production capacity of 4 to 6 GW from renewable projects and to increase capacity further to 12 to 16 GW towards 2035; Johan Sverdrup field, including the repayment of phase 1 investment by the end of 2020 and the field reaching plateau during summer 2020; aims and ambitions with respect to renewable energy, including adding 2.7 GW of renewable electricity capacity; market outlook and future economic projections and assumptions; production growth in 2020 and through 2026; CAGR for the period 2019 - 2026; organic capital expenditures through 2023; intention to mature its portfolio; estimates regarding exploration activity levels; ambition to keep unit of production cost in the top quartile of its peer group and to target a 5% improvement towards 2021; scheduled maintenance activity and the effects on equity production thereof; expected dividend payments and dividend subscription price; share buy-back programme, including expectations regarding the timing and amount to be purchased using the remaining part of the first tranche of the programme, the launch of the second tranche and the redemption of the Norwegian State's shares; provisions and contingent liabilities, including with respect to future cash outflows relating to the Agbami field redetermination in Nigeria, Equinor's response to Norwegian tax authorities regarding internal pricing on certain transactions and Equinor's constitutional challenge of the ICMS in Brazil; and planned and announced acquisitions and divestments, including the timing and impact thereof, including the acquisition of a 50% interest in SPM Argentina S.A. from Schlumberger Production Management Holding Argentina B.V.

You should not place undue reliance on these forward- looking statements. Our actual results could differ materially from those anticipated in the forward-looking statements for many reasons.

These forward-looking statements reflect current views about future events and are, by their nature, subject to significant risks and uncertainties because they relate to events and depend on circumstances that will occur in the future. There are a number of factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements, including levels of industry product supply, demand and pricing; price and availability of alternative fuels; currency exchange rate and interest rate fluctuations; the political and economic policies of Norway and other oil-producing countries; EU developments; general economic conditions; political and social stability and economic growth in relevant areas of the world; global political events and actions, including war, political hostilities and terrorism; economic sanctions, security breaches; changes or uncertainty in or non-compliance with laws and governmental regulations; the timing of bringing new fields or wells on stream; an inability to exploit growth or investment opportunities; material differences from reserves estimates; unsuccessful drilling; an inability to find and develop reserves; ineffectiveness of crisis management systems; adverse changes in tax regimes; the development and use of new technology; geological or technical difficulties; operational problems; operator error; inadequate insurance coverage; the lack of necessary transportation infrastructure when a field is in a remote location and other transportation problems; the actions of competitors; the actions of field partners; the actions of governments (including the Norwegian state as majority shareholder); counterparty defaults; natural disasters and adverse weather conditions, climate change, and other changes to business conditions; an inability to attract and retain personnel; relevant governmental approvals; labour relations and industrial actions by workers and other factors discussed elsewhere in this report. Additional information, including information on factors that may affect Equinor's business, is contained in Equinor's Annual Report on Form 20-F for the year ended December 31, 2018, filed with the U.S. Securities and Exchange Commission (including section 2.11 Risk review - Risk factors thereof). Equinor's 2018 Annual Report and Form 20-F is available at Equinor's website www.equinor.com. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot assure you that our future results, level of activity, performance or achievements will meet these expectations. Moreover, neither we nor any other person assume responsibility for the accuracy and completeness of these forward-looking statements. Any forward-looking statement speaks only as of the date on which such statement is made, and, except as required by applicable law, we undertake no obligation to update any of these statements after the date of this report, whether to make them either conform to actual results or changes in our expectations or otherwise.

The achievement of Equinor's net carbon intensity ambition depends, in part, on broader societal shifts in consumer demands and technological advancements, each of which are beyond Equinor's control. Should society's demands and technological innovation not shift in parallel with Equinor's pursuit of significant greenhouse gas emission reductions, Equinor's ability to meet its climate ambitions will be impaired.

Equinor is including the emissions from a customer's product use in its calculation of its net carbon intensity solely as a means to (i) more accurately evaluate the emission lifecycle of what we produce and (ii) to respond to the potential business opportunities arising from shifting consumer demands. Including these emissions in the calculation should in no way be construed as an acceptance by Equinor of responsibility for the emissions caused by such use.

Prices used in the presentation material are given in real 2019 value, unless otherwise stated.. Forward looking cash-flows are in nominal terms. Break-evens and NPVs are in real 2020 terms and are based on life cycle cash-flows from Final Investment Decision dates. We also confirm that we have obtained approval from Barclays, Independent project Analysis (IPA), Rushmore Reviews, IOGP, RBC Capital Markets and Thunder Said Energy to publish data referred to on slides in this presentation.

We use certain terms in this presentation, such as "resource" and "resources" that the SEC's rules prohibit us from including in our filings with the SEC. U.S. investors are urged to closely consider the disclosures in our Form 20-F, SEC File No. 1-15200. This form is available on our website or by calling 1-800-SEC-0330 or logging on to www.sec.gov.