Q4 and FY2025

Anders Opedal
Chief executive officer

Torgrim Reitan
Chief financial officer

4 February 2026

Forward-looking statements

As used in this presentation, the term "Equinor" and such terms as "the company," "the corporation," "our," "we," "us" and "its" may refer to Equinor ASA, one or more of its consolidated subsidiaries, or to all of them taken as a whole. These terms are used for convenience only and are not intended as a precise description of any of the separate companies.

This presentation contains forward-looking statements concerning Equinor's business, financial condition and results of operations that are based on current estimates, forecasts, and projections about the industries in which Equinor operates and the current expectations and assumptions of Equinor's management. Forward-looking statements include all statements other than statements of historical facts, including, among others, statements regarding future financial, operational or sustainability performance, value creation, investments, costs, taxes, expenditures, returns, capital distributions, results and contributions from joint ventures, corporate reorganizations, acquisitions and disposals, and execution, economics or performance of fields, projects and portfolios, management objectives and targets, our expectations as to the achievement of certain targets (including those related to our climate ambitions) and expectations, indications, projections or other characterizations of future events or circumstances, including strategies, plans (including our energy transition plan), ambitions or outlook. In some cases, we use words such as "aim", "ambitions", "continue", "anticipate", "likely", "believe", "could", "estimate", "expect", "goals", "indicative", "intend", "may", "milestones", "objectives", "commitment", "outlook", "plan", "strategy", "probably", "guidance", "project", "risks", "schedule", "seek", "should", "target", "will" or similar statements or variations of such words and other similar expressions to identify forward-looking statements, although not all forward-looking statements contain such terms.

Forward-looking statements are not guarantees of future performance. Rather, they are based on current views and assumptions and are, by their nature, subject to known and unknown risks, uncertainties and other factors, many of which are outside the company's control and are difficult to predict, that may cause actual results or developments to differ materially from any future results or developments expressed or implied by the forward-looking statements. Factors that could cause actual results to differ materially from those contemplated by forward-looking statements include, among others: levels of industry product supply, demand and pricing, in particular in light of significant price volatility for oil, natural gas and electricity; geopolitical, social and/or political instability, including worsening trade relations and tariffs; unfavorable macroeconomic conditions and inflationary pressures; exchange rate and interest rate fluctuations; levels and calculations of reserves and material differences from reserves estimates; regulatory stability and access to resources, including attractive renewable and low carbon opportunities; the effects of climate change and changes in stakeholder sentiment and regulatory requirements regarding climate change; changes in market demand and supply for oil, gas, renewables and low carbon solutions; inability to meet strategic objectives; the development and use of new technology; failure to prevent or manage digital and cyber disruptions to our information and operational technology systems and those of third parties on which we rely; operational problems, including cost inflation in capital and operational expenditures; unsuccessful drilling; availability of adequate infrastructure at commercially viable prices; the actions of field partners, commercial and strategic partners, and other third-parties; reputational damage; the actions of competitors; the actions of the Norwegian state as majority shareholder and exercise of ownership by the Norwegian state; changes or uncertainty in, or non-compliance with, laws and governmental regulations, conditions or requirements; inability to obtain relevant approvals from governments and other parties for activities and transactions; adverse changes in tax regimes; the political and economic policies of Norway and other oil/energy-producing countries; regulations on hydraulic 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.

All oral and written forward-looking statements made on or after the date of this presentation and attributable to Equinor are expressly qualified in their entirety by the above factors. Any forward-looking statements made by or on behalf of Equinor speak only as of the date they are made. Except as required by applicable law, we do not undertake any obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise.

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.

We use certain terms in this presentation that the SEC's rules prohibits us from including in our filings with the SEC. Readers are urged to consider closely the disclosure relating to reserves in our Form 20-F for the year ended December 31, 2024, SEC File No. 1-15200, (available at Equinor's website www.equinor.com and www.sec.gov).

These materials shall not constitute an offer to sell or the solicitation of an offer to buy any securities, nor shall there be any offer, solicitation or sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to the registration or qualification under the securities laws of such jurisdiction.

Strengthening competitiveness, cash flow and robustness

Anders Opedal
PRESIDENT AND CHIEF EXECUTIVE OFFICER

Maximising long term shareholder value

Strategic priorities guiding capital allocation

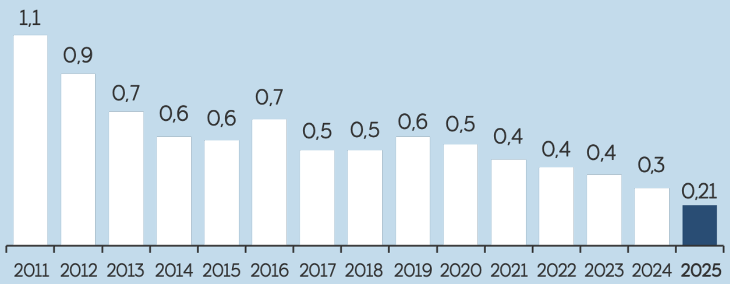
Firm actions to strengthen free cash flow

Delivering production growth

Safety performance indicators

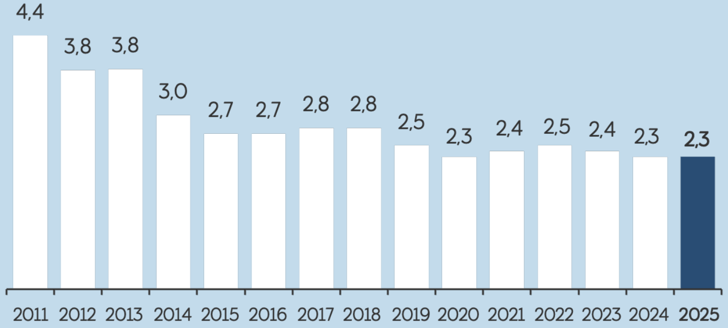
Serious Incident Frequency (SIF)

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



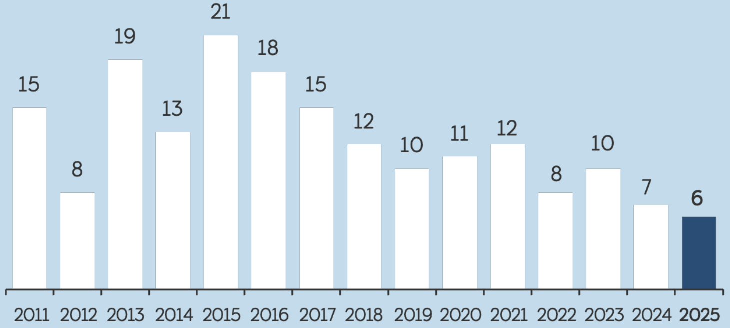
Total Recordable Injury Frequency (TRIF)

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

Open

4 February 2026

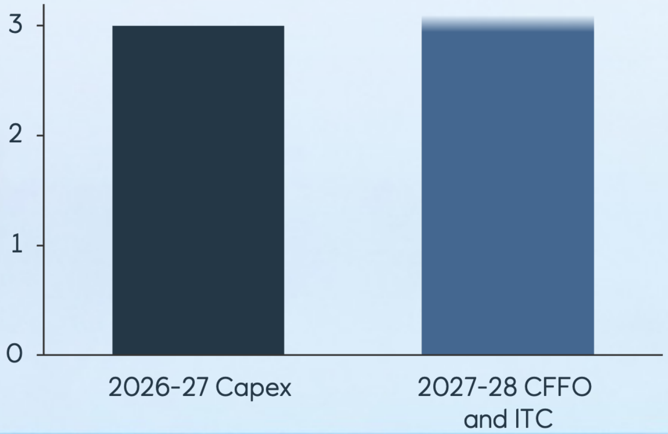
US OFFSHORE WIND

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

Capex and cash effects, 2026-28
bn USD



Project economics:

- Expected total capex for Empire Wind (including SBMT) of USD 7.5 billion
  - USD 4.5 billion invested to date[1]
  - 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 2027-28[3]
- Remaining capex covered by ITC and CFFO in 2027-28

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

Open

Continued high-grading

Capturing value through sale of onshore Argentina

- Unlocking capital for high value creation opportunities
- Deal valued at USD 1.1 billion[1]
- 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

OIL & GAS

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 2025[1]

<2
USD / MMBtu
NCS gas production and pipeline transport cost 2026
Real terms 2025

6.3
KG / BOE
CO_2 upstream intensity
2025 Scope 1 CO_2 emissions, Equinor operated, 100% basis

100
Percent
Total reserves replacement ratio (RRR)
2023-25, 3-year average[2]

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

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 LCS[1], reflecting market developments
- Maintain stable O&G investments
- Net Carbon Intensity[2] reduction ambition changed to 5-15% for 2030 and 15-30% for 2035

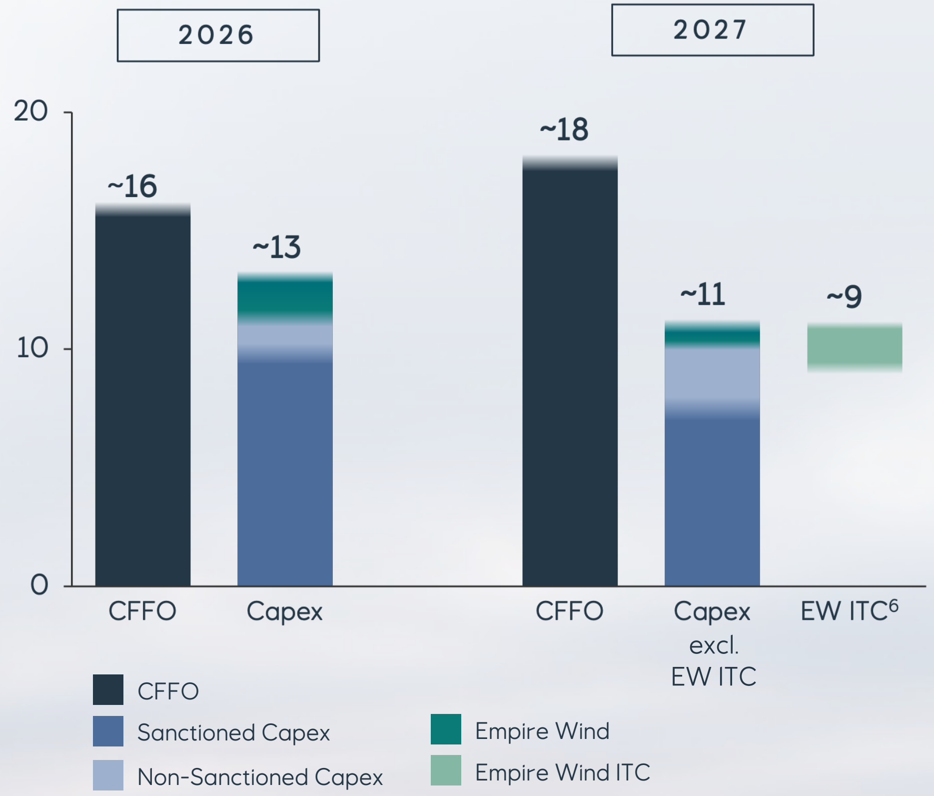
Continued cost improvements

- Reducing opex[3] 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

CFFO[4] and Capex[5]
BN USD



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.
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 share[1]
- 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 billion[1]
- 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

CASH DIVIDEND

39

Cents / Share
4Q 2025

SHARE BUY-BACK

1.5

BN USD
2026

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 2026[1]

Organic capex[2]	Oil and gas production growth	Cash dividend	Share buy-back
~13	~3	39	1.5
BN USD	PERCENT	CENTS / SHARE	BN USD

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

Open

Strengthening competitiveness, cash flow and robustness

Torgrim Reitan
CHIEF FINANCIAL OFFICER

Financial framework

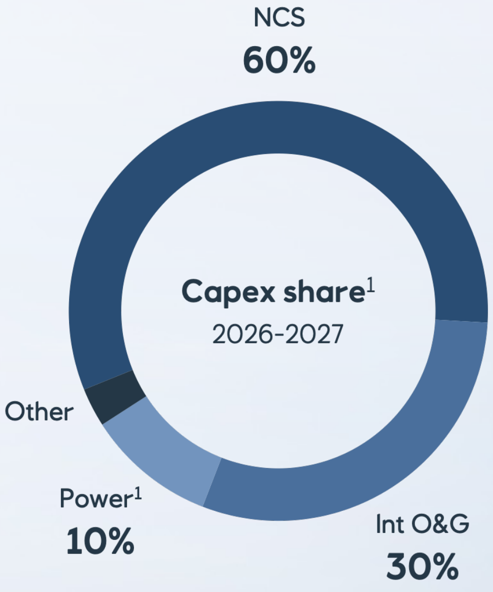
Growing cash dividend

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
2026-27[2]

A
Single
Credit rating stand-alone[3]

39
Cents / Share
Cash dividend
4Q 2025[4]

1.5
BN USD
Share buy-back
2026[4]

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

Delivering value through cycles

Strong balance sheet

- Net Debt Ratio[1] of 17.8%
- USD 19.3 billion in cash, cash equivalents and financial investments

Cost efficient operations

- Reducing opex[2] by 10% in 2026, while growing production
- Delivered 27% reduction in opex[3] 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 years[4]

~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
CO_2 upstream intensity
Project lifetime intensity. Scope 1 CO_2 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

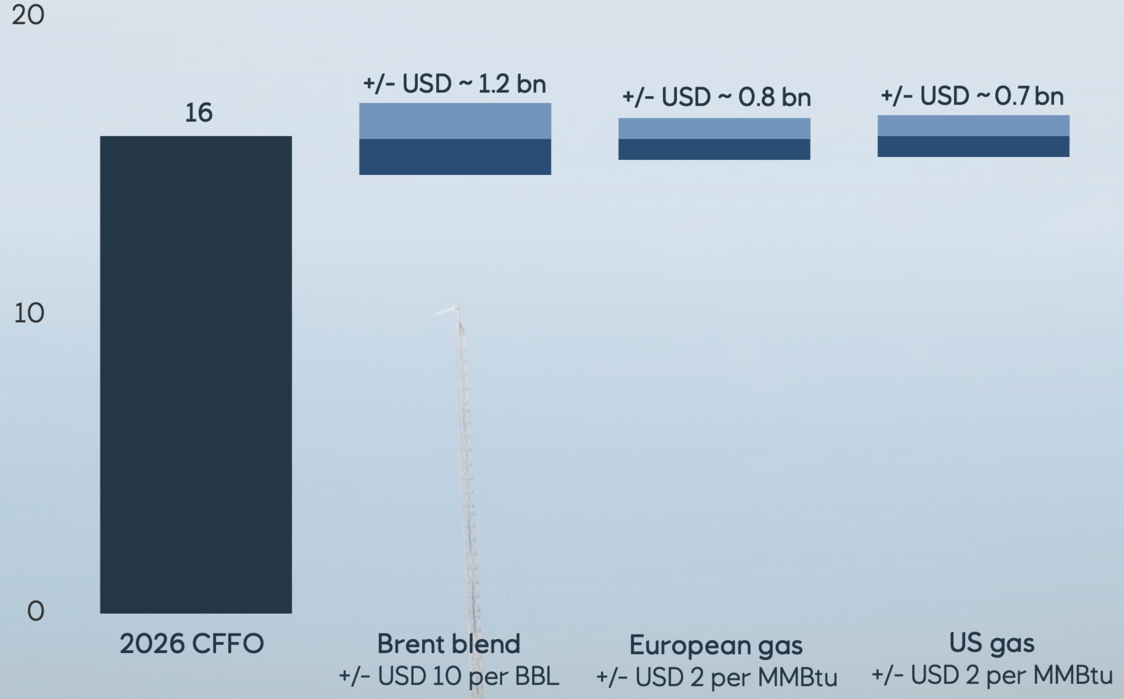
- Immediate deductions for capex in special petroleum tax (71.8%)
- 6 years depreciation against corporate income tax (6.2%)[2]
- Consolidation between fields, no asset ring fencing

Positioned to capture upside from increased US gas prices

- Delivered USD ~1 billion CFFO[3] in 2025
- 2025 production of ~300 mboe per day[3], capturing >50% higher prices than 2024
- Low-cost gas in growing market
- Capturing value uplift through trading

Cash flow from operations after tax[1]

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

2025 DELIVERIES

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

18.0
BN USD
Cash flow from operations after tax
2025

6.2
BN USD
Adjusted operating income
4Q25

5.5
BN USD
Net operating income
4Q25

1.3
BN USD
Net income
4Q25

0.81
USD/share
Adjusted earnings per share
4Q25

Low carbon

6.3
KG / BOE
CO_2 upstream intensity
Scope 1 CO_2 emissions, Equinor operated, 100% basis

33
Percent
Emission reductions
Reduction in scope 1 & 2 operated emissions since 2015

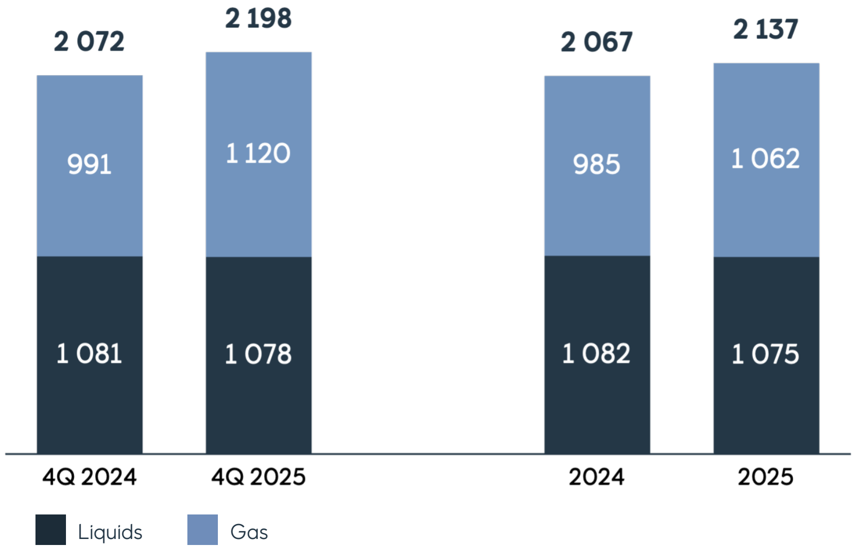
Equity production

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

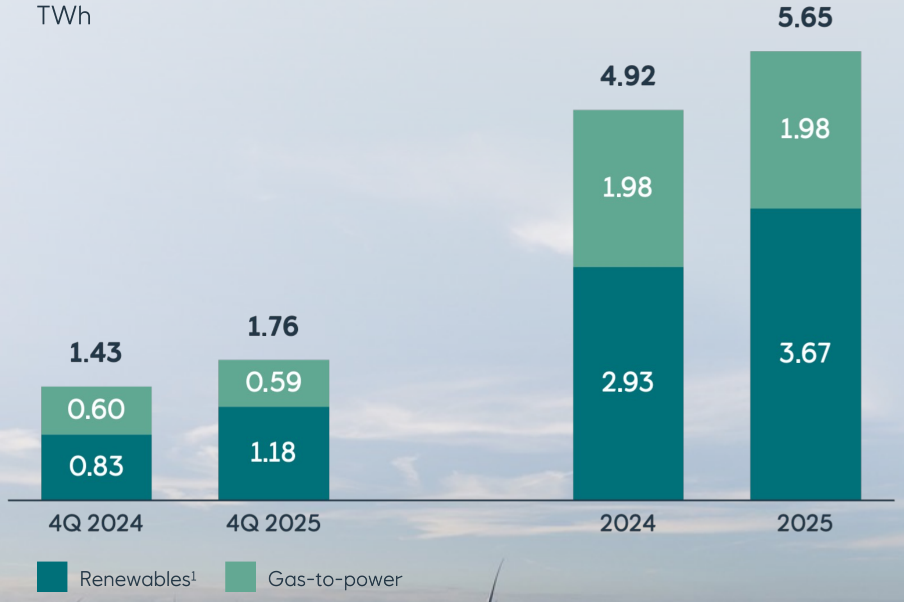


Power

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

Power generation

TWh



1. Includes Hywind Tampen renewable power generation

4Q 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**

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

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 operations[2]	**9,554**	**38,439**
Total taxes paid	(6,240)	(20,460)
Cash flow from operations after tax[3]	**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 2026[1]

Organic capex[2]	Oil and gas production growth	Cash dividend	Share buy-back
~13	~3	39	1.5
BN USD	PERCENT	CENTS / SHARE	BN USD

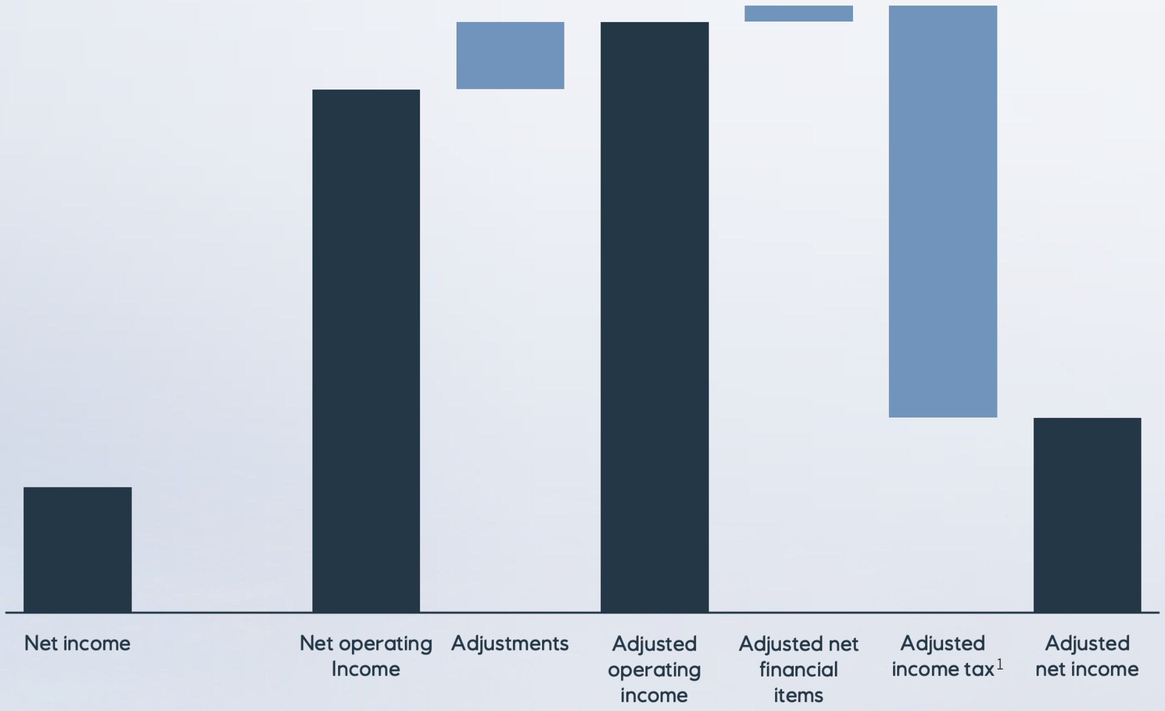
1. See appendix for key assumptions and definitions
2. Based on USD/NOK of 10

Open

Appendix

Financial results

Million USD	Net income	Net operating Income	Adjustments	Adjusted operating income	Adjusted net financial items	Adjusted income tax[1]	Adjusted net income
4Q 2025	1,314	5,487	709	6,196	167	(4,320)	2,042
4Q 2024	1,999	8,735	(839)	7,896	(442)	(5,721)	1,733



1. Income tax less tax effect on adjusting items

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	E&P Norway	E&P International	E&P USA	MMP	REN
4Q 25	4,853	(271)	359	778	(295)
4Q 24	6,805	1,024	184	983	(200)

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

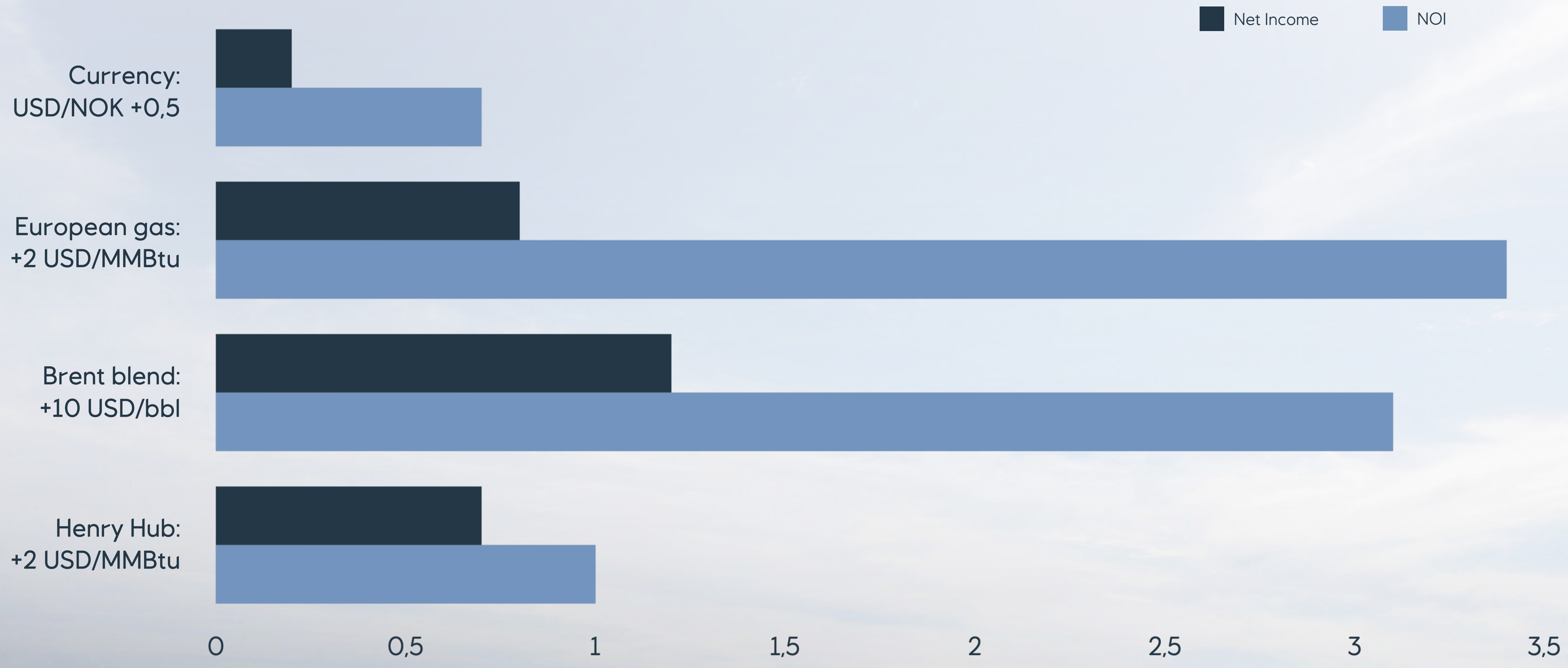
The outlook and guiding include relevant portfolio optimisation measures aligned with our strategy.

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.

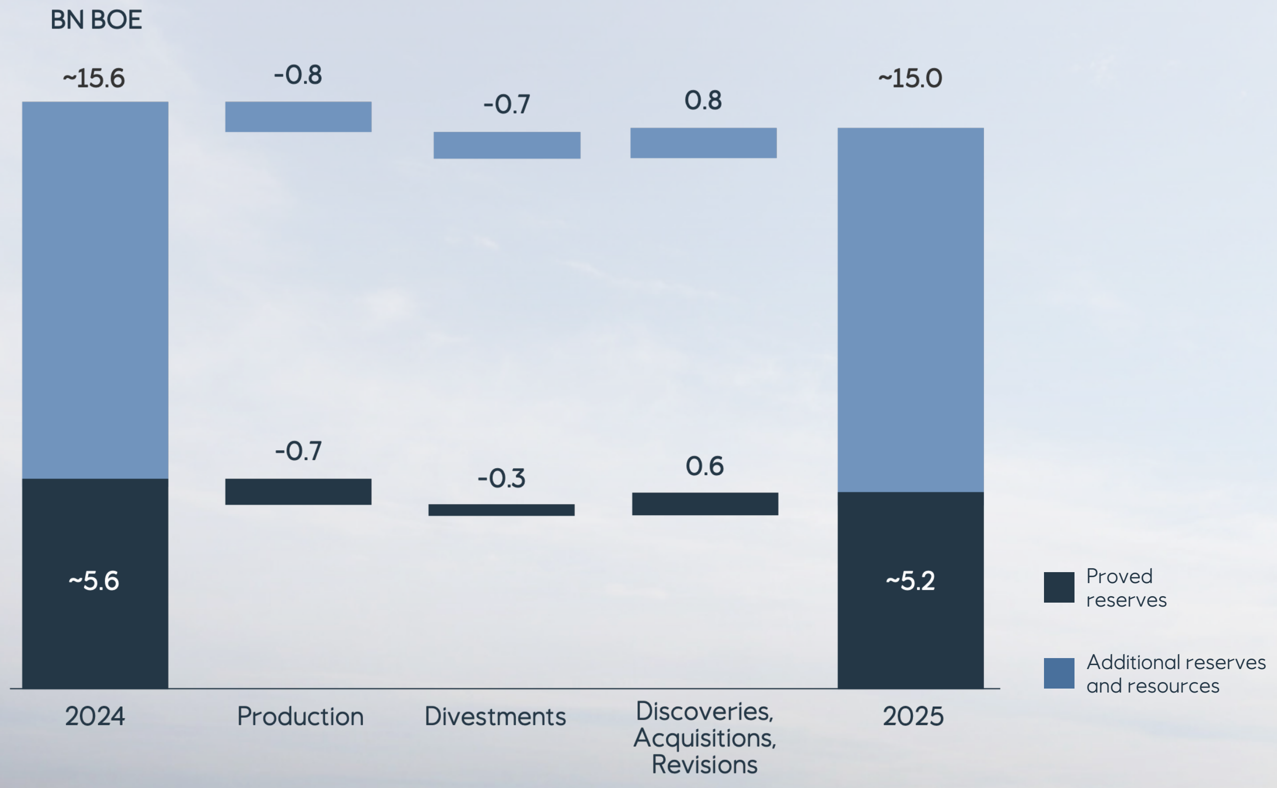
PRICE SENSITIVITIES

Indicative effects[1] on 2026 results



1. Relative to reference case 65 USD/bbl

Proved reserves and total recoverable resources



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

100 Percent
Total reserves replacement ratio[1] (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 ratio[1] (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

1. Total reserves replacement ratio including organic and inorganic replacements

Projects coming on stream next 10 years

SANCTIONED	NON-SANCTIONED
New fields	
Raia (2028) Yggdrasil area development (P – 2027) Sparta (P – 2028)	Wisting Flemish Pass BdN

Existing

Sanctioned Tie Back	Sanctioned Brownfield	Non-sanctioned Tie Back	Non-sanctioned Tie Back (cont.)	Non-sanctioned 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) Angola Block 17 Dalia facilities life extension (P)	Atlantis Afrodite Bacalhau phase 2 Beta Bergknapp Corvus Erlend/Ragnfrid Fogelberg Garantiana Goliat Ridge (P) 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) NCS Low Pressure Project Portfolio Onshore facility projects

EMISSION REDUCTION
Abatement
Njord Electrification Troll West Electrification Grane Balder Energy Project Snøhvit Electrification (SFP)

(P) - Partner operated assets

The list is not exhaustive

FISCAL REGIME

The Norwegian petroleum tax system

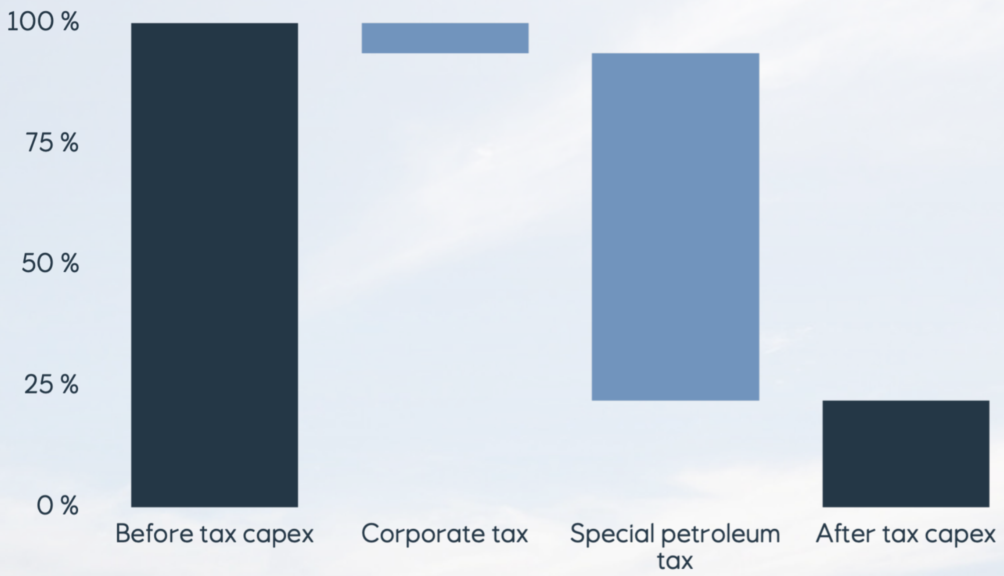
Overview

- 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

Investor Relations in Equinor

E-mail: irpost@equinor.com

Norway/UK

Bård Glad Pedersen	Senior Vice President	bgp@equinor.com	+47 91 80 17 91
Lars Valdresbråten	IR Senior Manager, Norway	lava@equinor.com	+47 40 28 17 89
Lindsey Gannaway	IR Senior Manager, UK	liga@equinor.com	+44 78 89 80 82 23
Erik Gonder	IR Manager	ergon@equinor.com	+47 99 56 26 11
Erlend Kaasen McDougall	IR Manager	ekm@equinor.com	+47 94 28 45 17
Fan Gao	ESG lead	fgao@equinor.com	+44 77 71 91 80 26
Anne Sofie Dahle	Senior Consultant	asda@equinor.com	+47 90 88 75 54

USA

Amberley Doskey	IR Senior Manager US	amlev@equinor.com	+1 617 216 4385
Nate Mital	IR Manager	nmita@equinor.com	+1 469 927 5677