Offshore from onshore
Site visit Stavanger/Bergen/ Stord
Statoil IR
4-5 October 2017
Opening remarks
Eldar Sætre, President and CEO
4 October 2017, Forus
1H 2017: Continued operating and financial progress

Hans Jakob Hegge, EVP and CFO
4 October 2017, Forus
## 1H17: Continued operating and financial progress

<table>
<thead>
<tr>
<th>Cash flow</th>
<th>1H17</th>
<th>Guidance</th>
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<tbody>
<tr>
<td>Cash flow</td>
<td>$4bn positive FCF @ $52/bbl Brent</td>
<td>FCF positive at $50/bbl Brent in 2017 (includes scrip to Q3 2017)</td>
</tr>
<tr>
<td>Gearing</td>
<td>Reduced by 8 percentage points from 35.6% to 27.5% YTD</td>
<td>Comfortable in 30s; 15-30% long-term target range</td>
</tr>
<tr>
<td>Organic capex</td>
<td>$4.5 billion YTD</td>
<td>2017: USD ~11 billion Rising slightly to 2020</td>
</tr>
<tr>
<td>OPEX / SG&amp;A costs per boe</td>
<td>Continued progress on $1bn improvement in 2017</td>
<td>$1bn improvement in 2017 even from a better 2016 base</td>
</tr>
<tr>
<td>Production</td>
<td>Up 4% y/y(^1)</td>
<td>2016-17: ~5% organic growth(^1) (from ~4-5% previously); 2016-2020: ~3% organic CAGR</td>
</tr>
</tbody>
</table>

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\(^1\) Relative to 2016 production rebased for the sale of Canadian oil sands (Leismer) and PetroCedeno re-classification
Strong cash generation – high value reinvestment

Growing cash flow with flexibility\(^1\)
Free cash flow positive @ USD 50/bbl in 2017

Managing the balance sheet\(^2\)
Reducing net debt at > USD 50/bbl

1. For illustrative purposes; assumes 40% out-take rate for the remaining scrip programme period.
2. In the price scenarios, the following real prices have been assumed (Brent Blend USD per barrel / NBP USD per million Btu): 50/5.5, 70/6.5 and 90/8.5
3. Cash flow from operations.
Continued strong operational performance and cash flow

Arne Sigve Nylund, EVP Development & Production Norway (DPN)
4 October 2017, Forus
Norwegian continental shelf

Barents Sea

Norwegian Sea

North Sea

Southern & central parts of North Sea

- Oil pipeline
- Gas pipeline
- Oil
- Gas
- Statoil operator
- Statoil partner
- 23rd licensing round
- Other licenses
Norwegian Continental Shelf

Maintain profitable production at today’s level till 2030 and beyond

- Maximise value from existing fields and infrastructure
- Identify and realise new opportunities
- Safe, efficient and low carbon operations
- Delivers profitable projects to secure future competitiveness

Always safe
High value
Low carbon

Open
Courageous
Collaborative
Caring
DPN: Continued strong operational performance and cash flow

### 2017 and 2018 Focus

- **Continued sustainable improvements:**
  - Continued safety improvements
  - Improving production efficiency
  - Adding new capacity – start-up of new fields
  - Continue cost improvements

- **Milestones in 2017-18:**
  - Start-up Gina Krog, Byrding and Aasta Hansteen
  - DG3 planned for major projects
    - Johan Castberg
    - Johan Sverdrup future
    - Troll future
    - Snorre Expansion

- **Cash generation:**
  - Significant cash generation at current price level – robust portfolio

### Progress 2017

- **Safety improvements**
  - SIF 0.7 YTD Q2 2017

- **Production efficiency at record level:**
  - Continued improvements planned and unplanned losses

- **OPEX and SG&A reduction:**
  - 11% reduction NOK/boe Q2 2017 vs Q2 2016
  - 7% reduction NOK Q2 2017 vs Q2 2016

### Major NCS Projects

- **World class projects**
  - Johan Sverdrup
  - Troll future
  - Trestakk
  - Oseberg Vestflanken
  - Johan Castberg

*DPN: Continued strong operational performance and cash flow*
MMP MAXIMISES VALUE ACROSS THE OIL, GAS AND ELECTRICITY VALUE CHAINS

OPERATIONS
Safe, secure, efficient and low carbon

FLOW ASSURANCE
and premium market access

VALUE CREATION
Asset Backed Trading (ABT) and value chain positioning

LOW CARBON OPPORTUNITIES
in collaboration with NES

Always safe, high value, low carbon
Statoil’s mid- and downstream business demonstrates resilience

MMP\(^1\) - adjusted earnings\(^2\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Natural Gas Europe</th>
<th>Natural Gas US</th>
<th>Liquids</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1.2</td>
<td>0.5</td>
<td>0.3</td>
<td>0.2</td>
</tr>
<tr>
<td>2014</td>
<td>1.8</td>
<td>0.6</td>
<td>0.4</td>
<td>0.2</td>
</tr>
<tr>
<td>2015</td>
<td>1.6</td>
<td>0.5</td>
<td>0.4</td>
<td>0.3</td>
</tr>
<tr>
<td>2016</td>
<td>1.4</td>
<td>0.4</td>
<td>0.4</td>
<td>0.2</td>
</tr>
</tbody>
</table>

\(^1\) Marketing, Midstream & Processing (MMP). Before 2015: Marketing, Processing and Renewables (MPR)
\(^2\) Before tax
Source: Statoil
European gas

Several elements are driving the market

Source: Statoil
European supply factors

Imports compensating for reduced indigenous production and LNG

- Domestic production in steep decline
- Record high pipeline imports
- Imports will continue to grow

European gas supply

EU 28 gas demand

- Firm gas to power consumption in Europe
- Storage replenishment push demand upwards
- Economic recovery in the Eurozone

*Excluding exports to Turkey and the Baltic region

Source: IEA, NAM, GSE, TSO’s in Europe, Gassco, PIRA, Statoil
US LNG exports and Asian LNG demand

US Gas export outlook

- Imports shifted to export
- Growing exports to Mexico
- LNG exports taking off

Asian LNG demand

- Air quality targets in China and South Korea
- Concerns over safety of nuclear power
- Demand growth from new markets

Source: EIA, IHS, Statoil
Globalizing gas – flows according to price signals

US LNG currently in the money

Short-run marginal cost ranges for US Winter 2017/18 LNG supply to Asia and Europe, and prices

<table>
<thead>
<tr>
<th>Region</th>
<th>JKM</th>
<th>Shipping</th>
<th>North America</th>
<th>Shipping/Regas</th>
<th>Europe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>4.9-5.6</td>
<td>1.3-2.0</td>
<td>0.5</td>
<td>0.8-1.2</td>
<td>4.4-4.8</td>
</tr>
<tr>
<td>Europe</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asia</td>
<td>8.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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</table>

Source: NYMEX, ICE, Platts, Pira, Statoil ASA
1 NYMEX Henry Hub Forward curve for Winter 2017/18 – 25 Sep 2017
2 ICE NBP Forward curve for Winter 2017/18 – 25 Sep 2017
3 Platts JKM (Asia LNG December deliveries – 25 Sep 2017)
Concluding remarks

Gas markets are globalizing

- European winter could be tighter than expected
- Firm global LNG demand short term
- Chinese environmental policy could increase gas demand above 300 Bcm by 2021

Sources: Platts, ICE, ICIS Heren, NYMEX, Statoil ASA
Thank you
Continuous improvement

Jannicke Nilsson, EVP and COO
5 October 2017, Sandsli
COO | enabling safe and efficient operations

Step-change in safety & security performance
Continuous improvement
Simplification, standardisation & industrialisation
Future fit governance & organisation
Digital transformation

Ensuring always safe, high value & low carbon
From programme to culture

**Unocking further efficiency potential**

<table>
<thead>
<tr>
<th>Category</th>
<th>2013 Baseline</th>
<th>2016 Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drilling cost per offshore well¹</td>
<td>35% cost</td>
<td></td>
</tr>
<tr>
<td>US onshore cost per boe</td>
<td>64% cost</td>
<td></td>
</tr>
<tr>
<td>Unit production cost</td>
<td>18% cost</td>
<td></td>
</tr>
<tr>
<td>Sales, general &amp; administration</td>
<td>40% cost</td>
<td></td>
</tr>
<tr>
<td>Production efficiency²</td>
<td>&gt;6.5 p.p.</td>
<td></td>
</tr>
</tbody>
</table>

Delivered improvements 2016 delivery

**Continuous Improvement**

[USD billion]

- Original 2016 ambition: 1.3
- 2016 ambition: 2.5
- 2016 delivery: 3.2
- 2017 ambition: 1.0
- 2018 ambition: 1.0

New measures from continuous improvement³
Forward impact from improvement programme⁴

---

1. Production wells
2. NCS production efficiency
3. Annual continuous improvement from 2017
4. Realisation of estimated facility effects compared to 2013 baseline
The ambition is to become a digital leader within our core areas

Safety, security and sustainability
Become an industry leader on safety, security and sustainability by leveraging digital technologies

Productivity
Leverage digital to maximise recovery, minimise downtime and become the most productive operator

Cost Efficiency
Maintain a competitive cost advantage globally by being leader on digital lean processes

Capabilities and culture
Further develop the organisation underpinned by a broad suite of digital competencies
Statoil’s digital roadmap

1. Digital safety, security & sustainability
2. Subsurface analytics
3. Next generation well delivery

Statoil data platform

4. Field of the future
5. Data driven operations
6. Process digitalisation & insight
Ambitious plans—strong delivery
Margareth Øvrum, EVP Technology, Projects & Drilling (TPD)
5 October 2017, Sandsli
World class project portfolio and exploration plan

**Statoil projects sanctioned in 2016/17**

- Oseberg
- Vestflanken II
- Peregrino II
- Byrding
- Ulgard
- Njord Future & Bauge
- Trestakk

**Project opportunities**

- Johan Sverdrup Future
- Johan Castberg
- Snorre Expansion
- Askeladd
- Troll Future
- Krafla/Askja

**Long term opportunities**

- Barents
- Subsea tie-backs
- Bay du Nord
- Brazil
- Tanzania
- Wind

**2017 Exploration Drilling Plan**
The Troll Projects

**TROLL PHASE 3**
- Subsea development with 8 gas wells. Tie-back to Troll A
- Sanction June 2018
- Planned start up: 2Q 2021

**TROLL B GAS MODULE**
- IOR development by adding new gas handling capacity at Troll B
- Sanctioned August 2016
- Planned start up: 4Q 2018

**TROLL C GAS MODULE**
- Install new module to increase gas capacity on Troll C
- Sanctioned September 2017
- Planned start up: 4Q 2019
Johan Sverdrup

Phase 1 - Capex improvements

- At PDO: 123 NOK billion
- CMU 2016: 109 NOK billion
- CMU 2017: 97 NOK billion
- Current forecast: 92 NOK billion

Project status

- Project Completion (Phase 1): ~60%
- Carbon Intensity (CO2 kg / bbl): ~0.5
- Recovery Ambition: 70%
- Production Capacity (bopd): 660,000
- Production Horizon (yrs): 50+
- Resources (bbl): 2-3bn
- Full field Break Even Below (USD / bbl): 25

1 Numbers in NOK billion nominal, fixed currency and excluding IOR.
Johan Sverdrup – the digital flagship

- Digital Field Development
- Data-driven Operations and Maintenance
- Digital Subsurface
- Automated Drilling

Data Platform, Data Quality, Data Science, Competence and Software
Driven by innovation and technology

Statoil Remotely Operated Factory

Development roadmap

Oseberg Vestflanken 2
On-going

Unmanned Wellhead Platform (UWP™) supported by host

Unmanned Production Platform (UPP™)

Asgard
In operation

Subsea Compression

Early phase projects

Future projects

Stand alone Unmanned Production Platform (UPP™)
Thank you
Forward-looking statements

This report contains certain forward-looking statements that involve risks and uncertainties. In some cases, we use words such as “ambition”, “continue”, “could”, “estimate”, “expect”, “focus”, “likely”, “may”, “outlook”, “plan”, “strategy”, “will”, “guidance” and similar expressions to identify forward-looking statements. All statements other than statements of historical fact, including, among others, statements regarding plans and expectations with respect to market outlook and future economic projections and assumptions; Statoil’s focus on capital discipline; expected annual organic production through 2017; projections and future impact related to efficiency programmes; capital expenditure and exploration guidance for 2016; production guidance; Statoil’s value over volume strategy; Statoil’s plans with regard to its acquisition of 66% operated interest in the BM-S-5 offshore license in the Santos basin; Statoil’s expected report on helicopter safety on the Norwegian continental shelf; organic capital expenditure for 2016; Statoil’s intention to mature its portfolio; exploration and development activities, plans and expectations, including estimates regarding exploration activity levels; projected unit of production cost; equity production; planned maintenance and the effects thereof; impact of PSA effects; risks related to Statoil’s production guidance; accounting decisions and policy judgments and the impact thereof; expected dividend payments, the scrip dividend programme and the timing thereof; estimated provisions and liabilities; the projected impact or timing of administrative or governmental rules, standards, decisions, standards or laws, including with respect to the deviation notice issued by the Norwegian tax authorities and future impact of legal proceedings are forward-looking statements. 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 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; industrial actions by workers and other factors discussed elsewhere in this report. Additional information, including information on factors that may affect Statoil’s business, is contained in Statoil’s Annual Report on Form 20-F for the year ended December 31, 2015, filed with the U.S. Securities and Exchange Commission, which can be found on Statoil’s website at www.statoil.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 assumes responsibility for the accuracy and completeness of the forward-looking statements. Unless we are required by law to update these statements, we will not necessarily update any of these statements after the date of this report, either to make them conform to actual results or changes in our expectations.
## Investor Relations in Statoil

### Investor Relations Europe

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</tr>
</thead>
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</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
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<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
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