

Development & Production Norway

London, 4 February 2016

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Value creation for decades

Strong safety results

Trend shift for field cost

Solid operational performance

Robust and competitive project portfolio



~1200 mboe/d equity

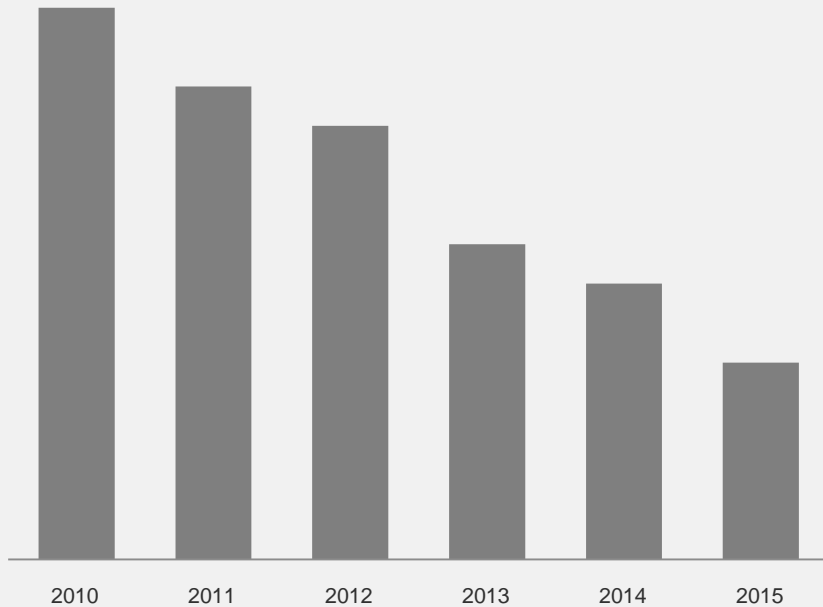
43 producing fields

1260 wells

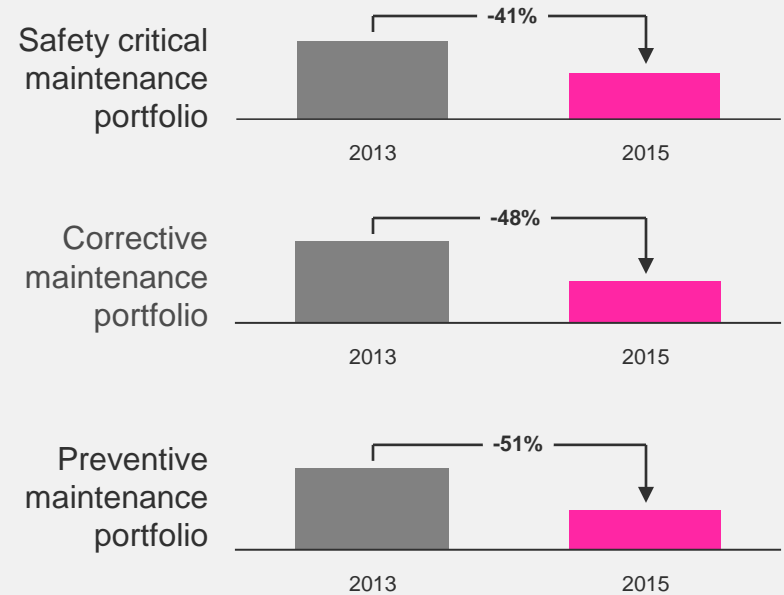
8600 employees

Strong safety results

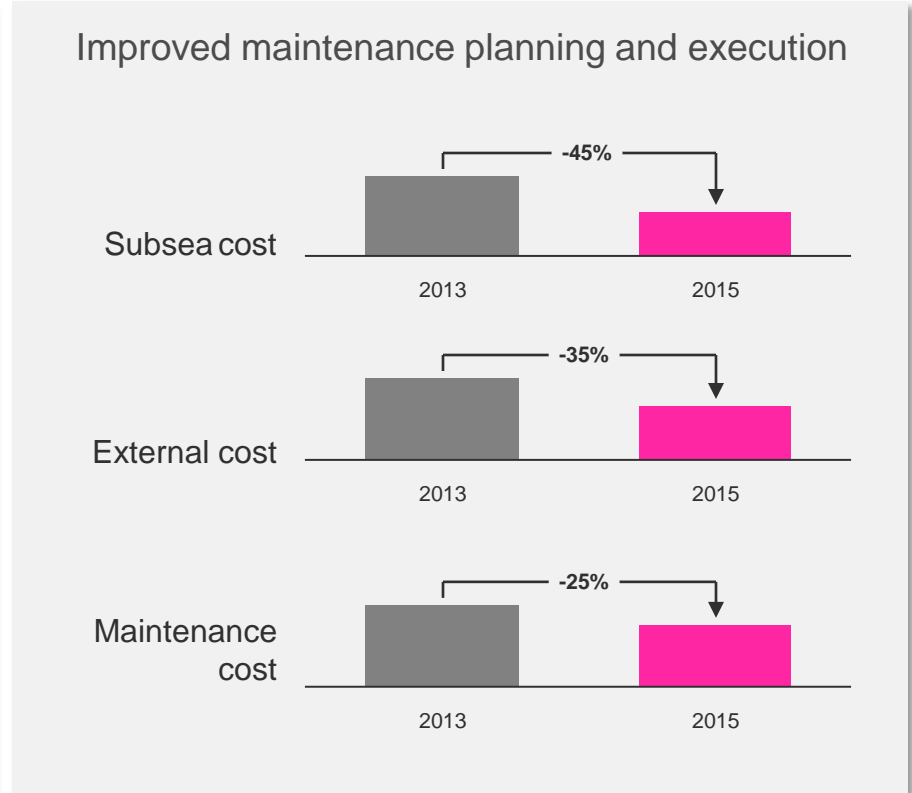
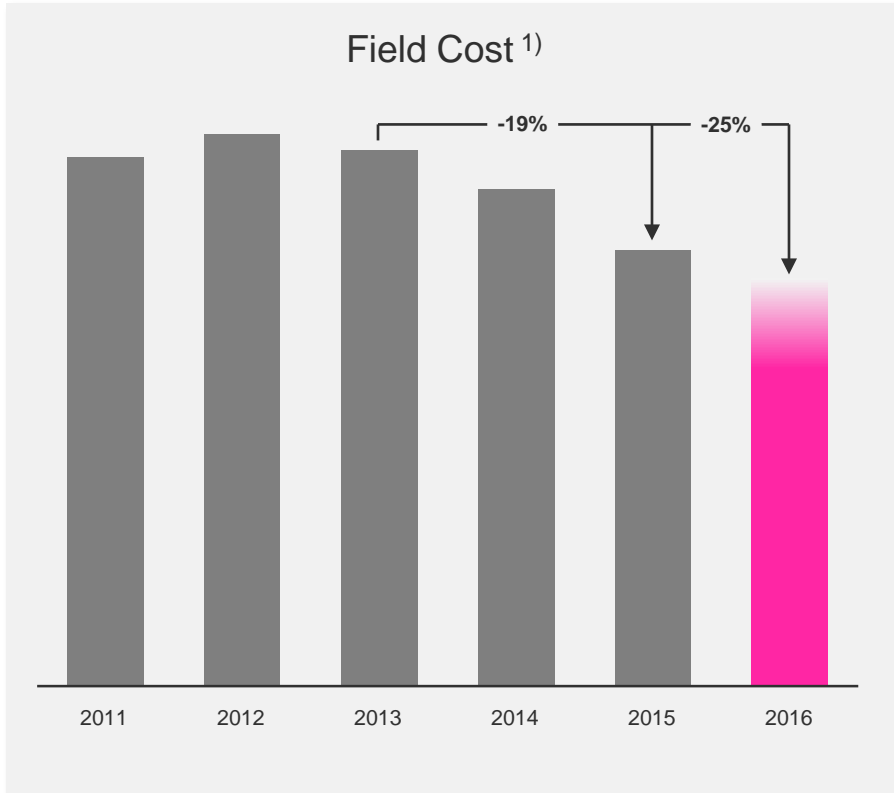
Number of serious incidents per million working hours (SIF)



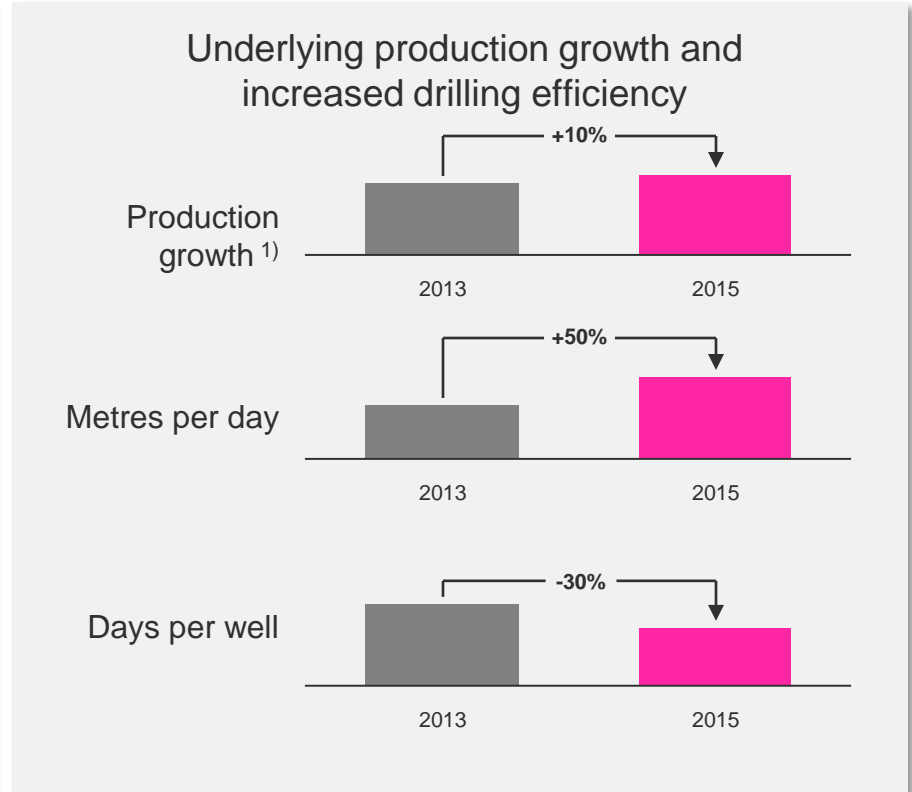
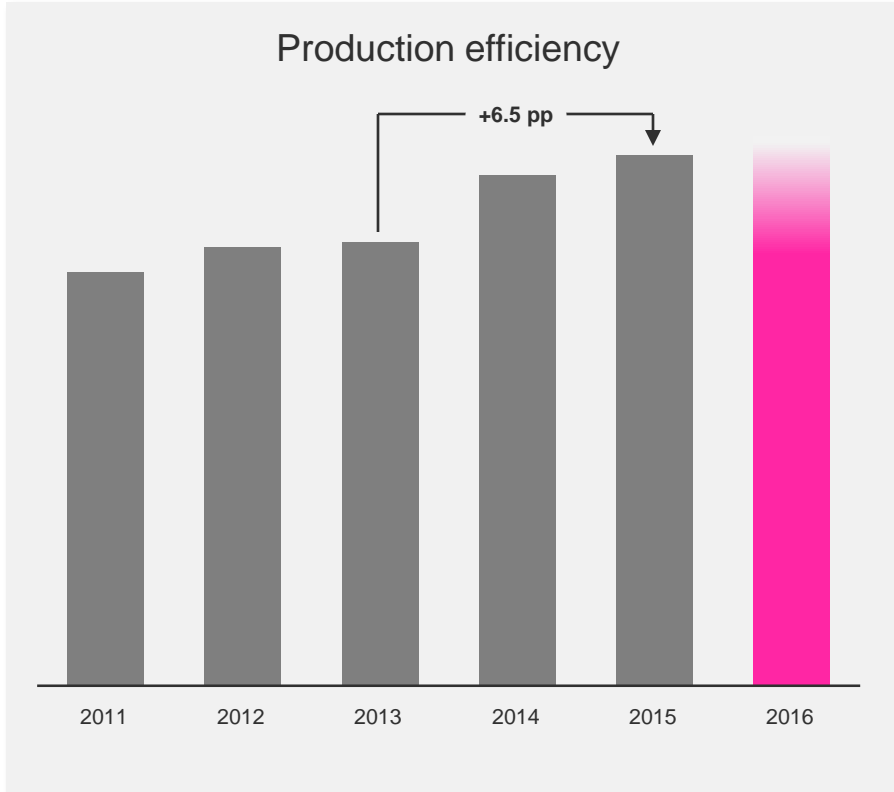
Improved technical integrity



Trend shift for field cost



Solid operational performance



Using history to create history

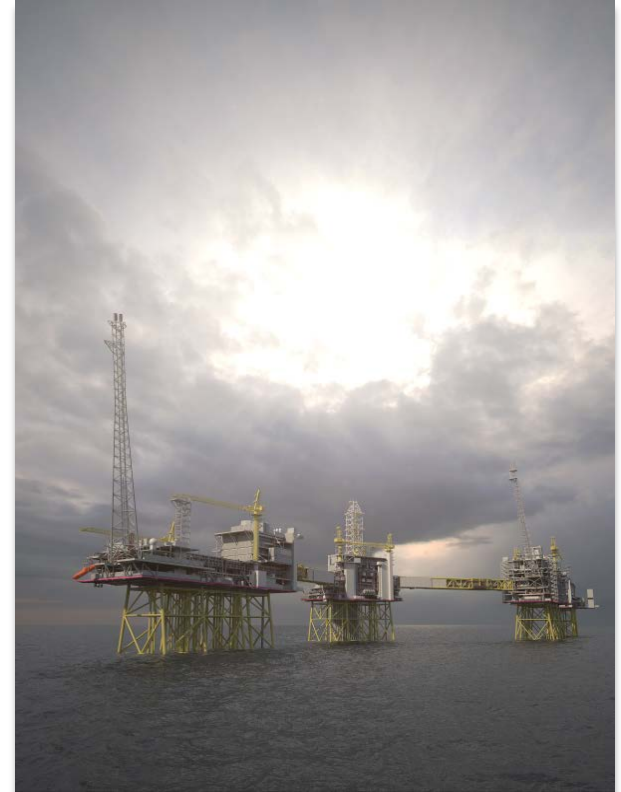
Scale → synergies & impact

Experience → new core positions

Technology → standardise & simplify

People → competence & capability

Leadership → continuous improvement



Efficiency today – opportunities tomorrow

Continue to **improve on HSE**

Capture further **cost efficiency**

Increase our **production efficiency**

Improve our competitive **project portfolio**



Thank you

