



## Digitalisation and execution excellence



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# Digital at scale and stepping up the ambition



## Operations centres

- Offshore assets
- Unconventionals
- Geo-operations
- Drilling & well

> 20

Assets connected to integrated operation centres

> 400

Million USD  
Improvement impact  
2019

Cash flow effect, Equinor share



## Data driven operations

- Digital field worker
- Digital twin - Echo
- Operational planning
- Drones and 3D printing

> 20

Assets supported by new digital solutions

50% increase

> 3

Billion USD  
Cash flow improvement  
2020-2025

Equinor share pre-tax



## Subsurface analytics

- Subsurface data lake
- Reservoir experience platform
- Well analytics

> 50

Assets with digitalised subsurface data



## Digital drilling & well

- Automated drilling control
- Well planning

13

Mobile rigs with automated drilling control

# Transforming the way we work

Driving value, building on our technology, innovation and change capability

Data available  
anytime,  
anywhere



Seamless  
subsurface  
collaboration



OMNIA  
Data platform



Safer and  
faster execution

Co-innovation with  
external ecosystems



## Johan Sverdrup

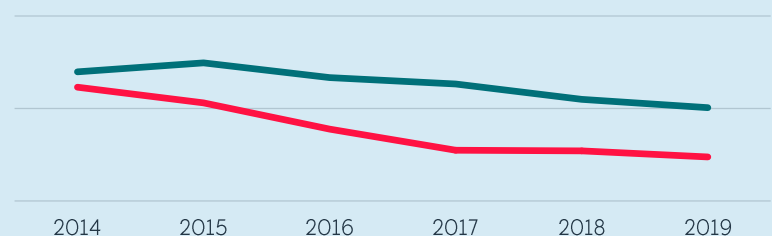
Digital impact

- One month earlier start-up
- Fast production ramp-up



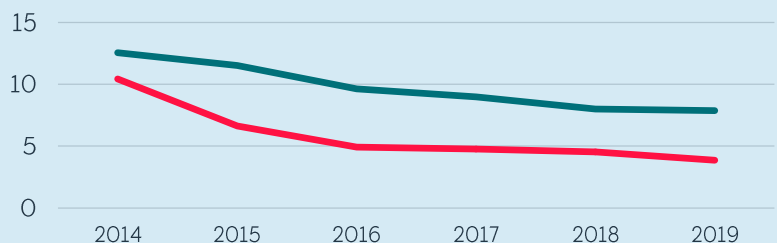
# World class drilling performance

**IPA Well Cost**  
Benchmark ongoing projects (Index)



Source: Independent Project Analysis (IPA)

**Rushmore average cost per meter**  
KUSD per meter



Source: Rushmore Reviews (All rights reserved).  
Extracted 15.01.2020. Dry hole well cost per meter drilled (KUSD/M). All offshore wells, excluding Thailand, drilled from 2013 to 2019.

**~11**  
USD per bbl  
**Average break-even**

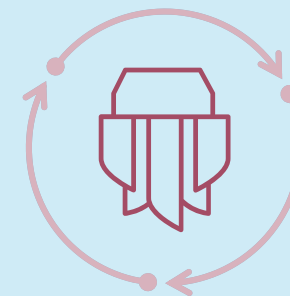
Production wells drilled in 2019

**~450**  
Million boe  
**Developed reserves from production drilling in 2019**

Hunting for the perfect well

Automated well design

Automated execution



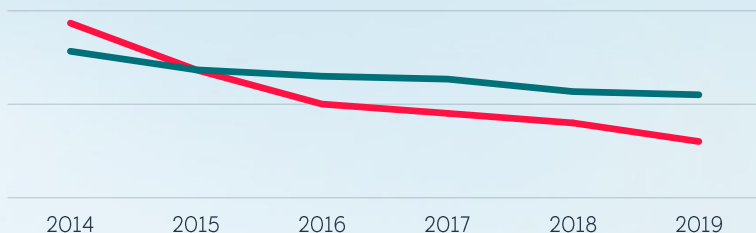
Proactive operational support

# Delivering competitive projects

## IPA Cost efficiency facility

Benchmark ongoing projects (Index)

— Equinor  
— Industry



Source: Independent Project Analysis (IPA)



# ~30

USD per bbl  
Break-even, projects started production in 2019

# <40

USD per bbl  
Break-even, non-sanctioned project portfolio

Coming on stream within 2029

Hunting for the perfect project

# 40

Percent per MW  
Capex reduction from Hywind Scotland to Hywind Tampen

# ~30

Percent  
Facility capex reduction through Remotely Operated Factory™

Compared to conventional solution

