

Equinor UK Group Tax Strategy Document

In Equinor, we are committed to conducting our business activities in a transparent manner. Being open is one of Equinor's core company values and this embodies our approach to our business. Transparency is vital to ensuring that the revenues derived from the operations globally is put to effective and equitable use, as it enables citizens to hold governments accountable for the payments they receive.

Equinor generates a substantial amount of taxes, and information about our payments to governments country-by-country is published on www.equinor.com.

Overall tax policy - main objectives and mission

Our mission statement:

The Equinor UK Group is committed to being a responsible corporate citizen, based on professionally executed tax compliance and tax planning, aligned with valid business purposes

Responsible corporate citizen:

The Equinor UK Group's position as a responsible corporate citizen shall be safeguarded by:

- Paying taxes where legally due and economic value is generated
- Ensuring correct and timely payment of all taxes due
- Always securing best possible monitoring systems to comply with all relevant tax rules and regulations
- Claiming reliefs and incentives where available
- Managing tax risks and tax disputes pro-actively
- Making full disclosure to tax authorities at all times required

Tax compliance:

Compliance for us means paying the right amount of taxes in the right place at the right time.

Equinor ensures efficient compliance with tax rules and regulations by:

- Making timely and accurate filing of tax returns
- Establishing a well-organised documentation system with strict archiving rules
- Active handling of tax correspondence and tax disputes with authorities

Tax planning:

Any tax planning undertaken will have commercial and economic substance. Artificial transactions with no connection to our business activities are never pursued.

No tax planning that is contrived or artificial is undertaken by carefully ensuring that:

- All risk elements connected to tax planning and advisory work are carefully evaluated
- Dealings with governments and tax authorities are conducted in an open and honest way
- No transaction would rely on anything less than full disclosure of the facts and the circumstances to the relevant tax authority
- Our strong reputation and relationships with key stakeholders are maintained

The Equinor UK Group Tax Strategy Document is approved, owned and overseen at Equinor (UK) Limited Board level. The publication of this strategy is regarded as satisfying the statutory obligation under Para 16(2), schedule 19 of the UK Finance Act 2016 and represents the Group's tax strategy for the year ended 31 December 2019.