

Capital Markets Update
13 March 2024

vår energi



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## Capital Markets Update

Creating value 14:00 Delivering growth 14:30 Sustaining production 14:55 Break 15:15 Accelerating decarbonisation 15:30 Ensuring resilient returns 15:40 Concluding remarks 15:55 Q&A 16:00

#### Leadership team presenting today



Nick Walker CEO



Stefano Pujatti CFO



Torger Rød COO



Ellen W. Hoddell EVP Safety & Sustainability



Rune Oldervoll

SVP Production

Moderators



Ida Marie Fjellheim Head of Investor Relations



Stian Seipæjærvi Investor Relations Analyst



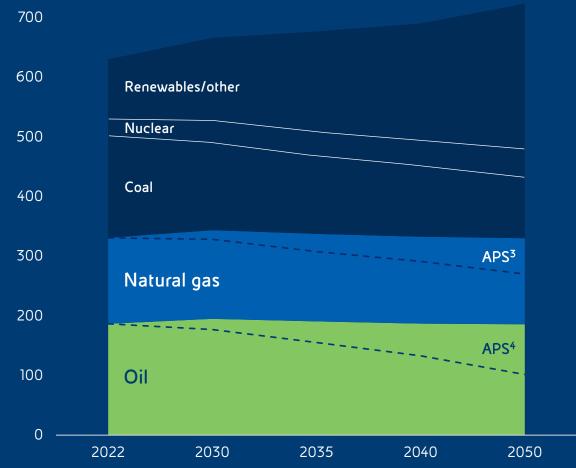
## Oil and gas essential for world energy supply

Oil demand above 95 Mb/d<sup>1</sup> towards 2050

Gas critical transition fuel



#### Stated Policies Scenario (EJ)<sup>2</sup>





<sup>1.</sup> Million barrels per day

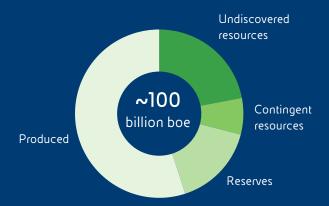
<sup>2.</sup> IEA World Energy Outlook 2023, EJ = Exajoule, 10<sup>18</sup> Joule

<sup>3.</sup> IEA Announced Pledges Scenario, gas supply

<sup>4.</sup> IEA Announced Pledges Scenario, natural oil supply

## Highly competitive NCS<sup>1</sup>

#### Significant resources<sup>2</sup>



## Stable and reliable provider of energy to Europe

#### Low cost

Opex 2023 (USD/boe)<sup>3</sup>



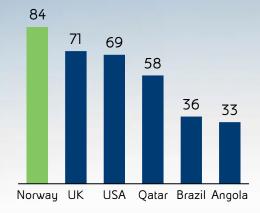
#### Low emissions

Carbon intensity 2023 (kg  $CO_2$ /boe produced)<sup>3</sup>



## Reliable framework and fiscal regime

Score "Transparency International's" Corruption Perception Index, 2023





2. Source: Norwegian Offshore Directorate, Reserves report 2023

4 3. Source: Rystad Energy estimates

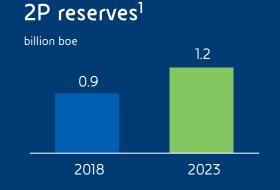




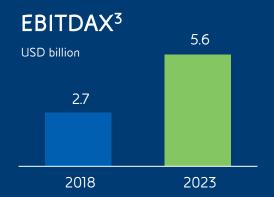


### Track record of value creation

# Production kboepd 213 169 2018 2023









### USD ~2.2 billion

returned to shareholders since IPO

Built on strong heritage











<sup>1.</sup> Proved plus probable (2P) reserves, including Neptune portfolio end-2023, from Annual statement of reserves

<sup>2.</sup> Return On Average Capital Employed

<sup>6 3.</sup> Earnings Before Interest, Taxes, Depreciation, Amortisation and Exploration Expense

## Entrepreneurs and value creators

Clear strategy and common values

High performing team

Deep and unique NCS expertise

Leading exploration track record

Leveraging strong partnerships





### A stronger pure-play E&P

#### Neptune a perfect fit

- Adds scale, diversification and longevity
- Cash-generative portfolio from day one
- Strengthening future dividend capacity
- Additional synergies identified post announcement

Increased identified synergy potential

USD ~500 million<sup>1</sup>

(up from USD >300 million)





## Strengthened gas position

2<sup>nd</sup> largest exporter of gas from Norway<sup>1</sup>

**35%** gas share of production<sup>2</sup>

Flexible gas sales strategy to capture upsides

USD ~1 billion additional gas revenues above spot price in 2023<sup>3</sup>

- 1. 2023 production of gas and natural gas liquids (NGL), including Neptune portfolio
- 2. 2023 production, including Neptune portfolio
- 3. Compared to average spot price for THE, TTF, NBP and PEG in 2023

Image: Norsea Gas Terminal in Emden, Germany







## Creating value and growth

Reserves<sup>1</sup>

1.24 billion boe

**10** projects coming on stream and high quality assets

Contingent resources<sup>2</sup>

0.75 billion boe

>20 early phase projects

Prospective resources<sup>3</sup>

> billion boe

∼60 exploration wells next four years



## Doubling production with high value barrels







## Stepping up activity

>20 early phase projects with ~400 mmboe<sup>1</sup> close to existing infrastructure, with short time to market

Capital discipline for new projects:

Breakeven of USD ~35/boe and IRR of >25%2



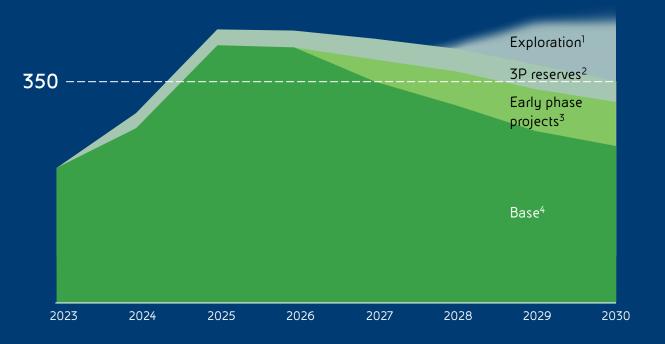




## Sustaining 350-400 kboepd towards 2030

#### Production outlook

kboepd



#### Maximise recovery and infill drilling

>30 kboepd annually towards 2030

#### Efficient project maturation and sanctioning

Over 20 early phase projects targeting >400 mmboe<sup>5</sup>

#### Near-field and high-impact exploration

Accelerated exploration targeting >60 wells next four years

#### Value accretive M&A

Building on proven track record

<sup>4. 2</sup>P reserves





<sup>1.</sup> Net risked exploration resources

<sup>2.</sup> Possible upside on 2P reserves

<sup>2</sup>C contingent resources

## Safe and responsible

#### Safety metrics



#### 2023 performance

Zero Zero Serious Process safety incidents injuries

Zero

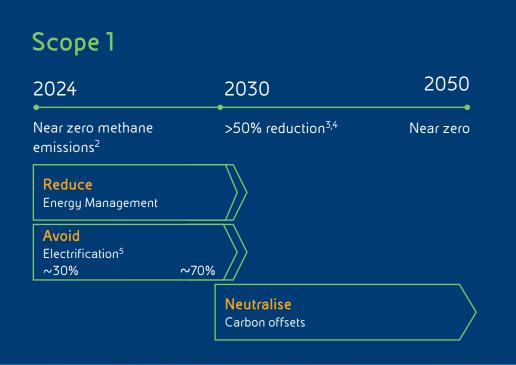
Material environmental incidents



### Accelerated decarbonisation

Top quartile of industry<sup>1</sup>

Simplified - Aligned targets - Clear pathway



#### Scope 2

Purchased electricity from 2024<sup>2</sup>

- Renewable sources
- Covered by guarantees of origin

#### Scope 3

Own use - offset from 2024<sup>2</sup>

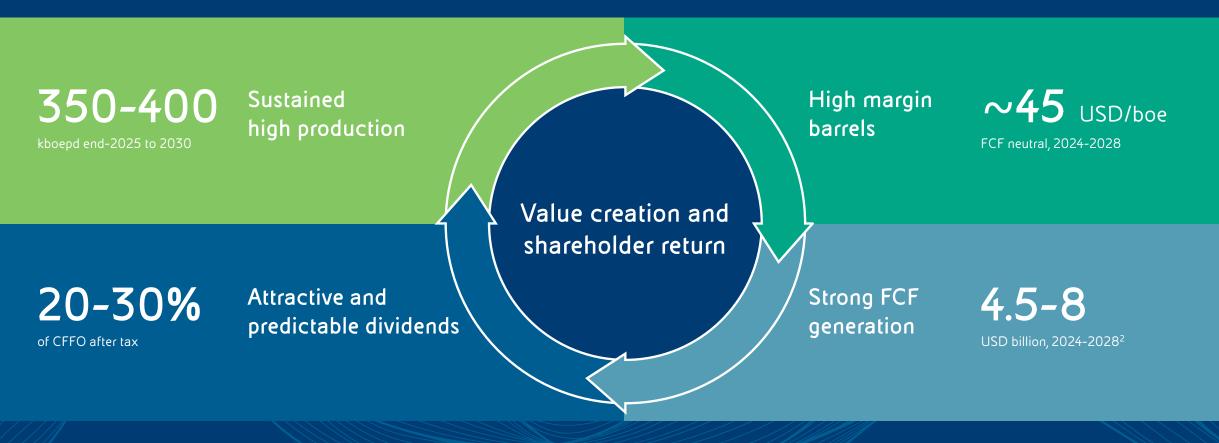
Assessing CCS<sup>6</sup>

25% of R&D spend on low carbon solutions

- 1. 2023 net carbon intensity
- 3 Fouitu share
- 5. Equity share
- 4. Compared to 2005 baseline
- 5. Share of production electrific
- 6. Carbon capture and storage



## Long-term foundation for sustainable returns



**Investment Grade** balance sheet **0.5x** leverage ratio end-2023<sup>1</sup>



## Our investment proposition

Growth

Value

Returns

Production target end-2025

~400 kboepd

High value projects

USD  $\sim$  35/boe breakeven USD 4.5-8 billion

Free cash flow potential 2024-28<sup>2</sup>

Sustaining towards 2030

350-400 kboepd

Emission reduction by 2030<sup>1</sup>

>50%

Dividend guidance

20–30% of CFFO (after tax)



<sup>2.</sup> Scenario brent 70 USD/boe and 90 USD/boe. Excluding net risked exploration resources and net Neptune consideration of USD 1.2 billion



#### Delivering growth

#### Sustaining production

### Unlocking future value

10 projects in execution



>20 early phase projects

Image: Duva tieback to Gjøa

**350-400** kboepd towards 2030

 $\sim$ 60 wells next four years

**Accelerated** exploration



lmage: Transocean Enabler



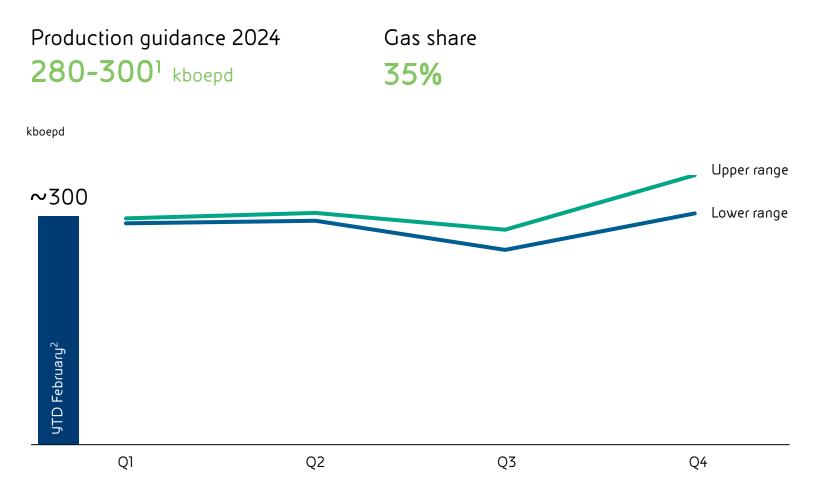
## Growth underway

#### 2024 key priorities

Deliver key projects
Integrate Neptune

>90% production efficiency

Well deliveries



<sup>1.</sup> Before impact of planned disposal package



<sup>2.</sup> Including Neptune from 1 January 2024



Delivering growth

## Projects in execution

10 projects developing >400 mmboe<sup>1</sup>

USD ~35 per boe
Breakeven

∼2 years
Pay-back²

>25%
IRR across portfolio<sup>2</sup>

>50% complete 7 of 10 projects





2. Assumptions stated in the appendix



### Balder X nearing first oil

Production for decades in the Balder area



SPS/SURF<sup>2</sup> >85% complete

Majority of subsea equipment installed

Jotun FPSO >90% complete

High construction activity at yard

Drilling >75% complete

10 of 14 production wells completed



### Johan Castberg on track

#### Capturing long term value from the prolific Barents Sea

190 kboepd

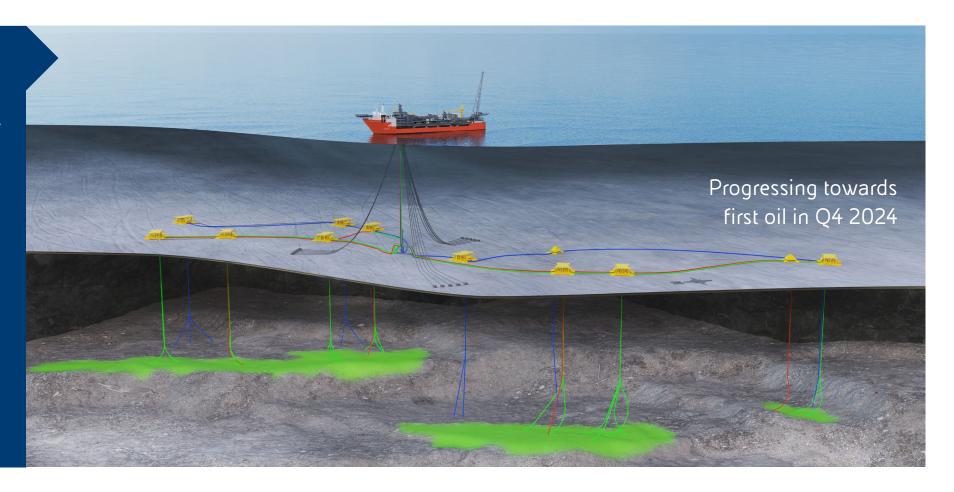
vessel capacity production<sup>1,2</sup>, gross

450-650 mmboe

recoverable resources<sup>1,2</sup>, gross

~4 USD/bbl

production cost





## Operational excellence

Production efficiency<sup>1</sup>





>90%

>93%

2018-2022

2023

2024 target

2025+ target

Reliability improvement program

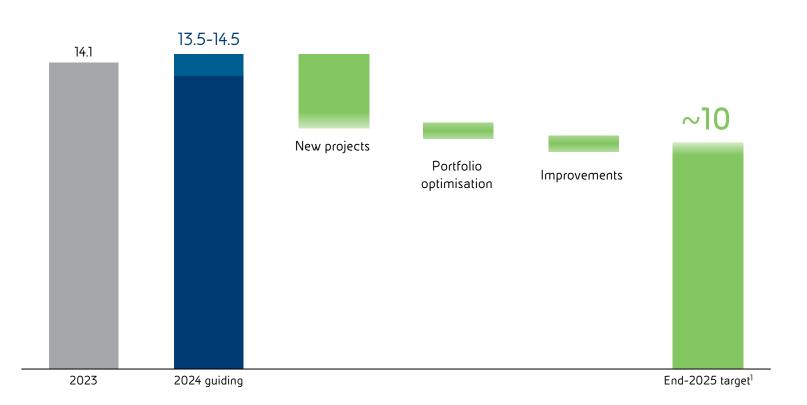
Efficient maintenance execution

Optimal spare part strategy



### Production cost per barrel





Key sanctioned projects on stream

~4 USD

average opex per boe

High-grading the portfolio

Realising improvements and synergies across portfolio



## Stepping up activity

2024 wells

~50

development wells<sup>1</sup> ~40

infill wells 16

exploration wells







## Efficient well deliveries

Secured high-performing rigs

Unlocking reserves with multilateral wells

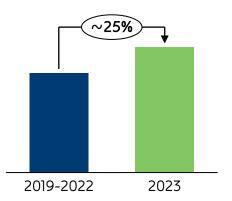
Data and technology driven

Strong capabilities

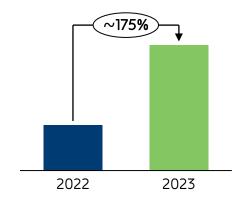


#### Improved drilling efficiencies<sup>1</sup>

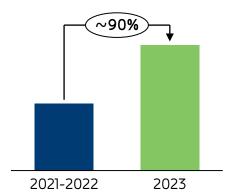
Meter/dry hole day



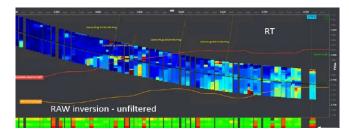




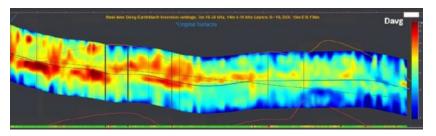
Longest completion length at Balder



#### Enhanced visualisation driving performance



Imaging without wired-pipe



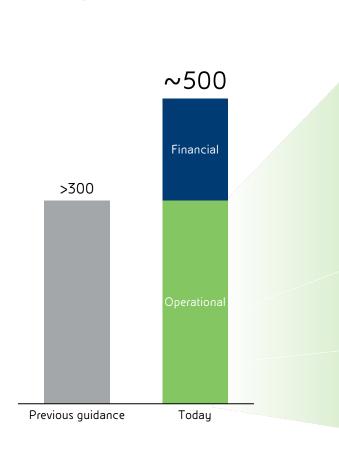
Real-time data on Goliat infill drilling using wired-pipe



## Neptune increased operational synergies

#### Increased value realisations from acquisition

(USD million, NPV<sup>1</sup>)



~200 Unlock projects

- Accelerate early phase
- Njord Calypso and Njord North
- Snorre Dugong
- Gjøa Ofelia and Gjøa North

~70

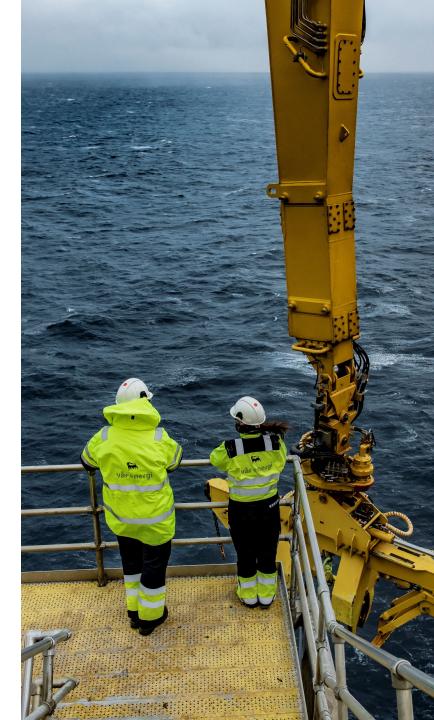
Drive operational excellence

- Drilling optimisation

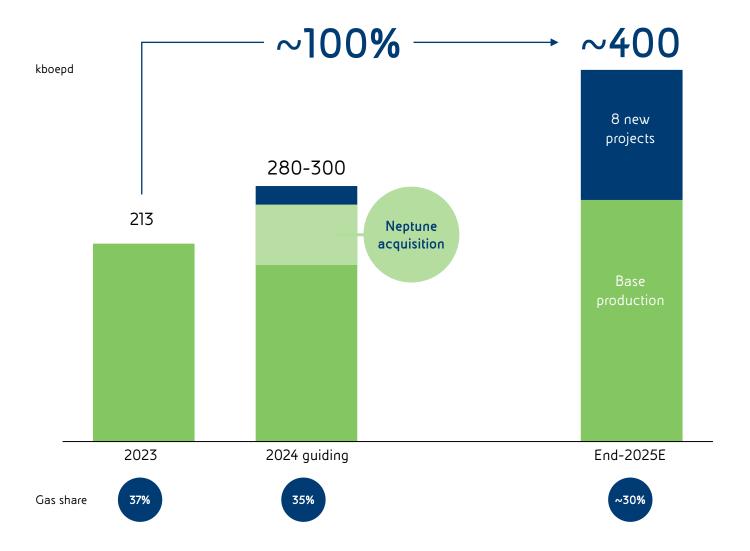
~60

Economies of scale

- IT and data consolidation



## Doubling production by end-2025



## Sustaining production beyond 2025

- Operational excellence and improved recovery
- A high value project portfolio
- Leading exploration capabilities
- Value accretive M&A



#### Johan Castberg<sup>1</sup> Snøhvit . Melkøya Norne Heidrun Åsgard Kristin Licenses Njord Producing assets Ormen Lange Tjeldbergodden Onshore facilities Nyhamna Oil pipelines Gas pipelines Snorre Statfjord Mongstad Kollsnes Ringhorne Balder ▶ Kårstø Gudrun • Sleipner 30 Start-up O4 2024 Ekofisk

## Longevity on the NCS

#### Big fields getting bigger

Technology advances

Infrastructure lead developments

Continuous infill drilling

Life-time extensions

#### Vår Energi with a strong position

Ownership in

>50%

of NCS fields<sup>1</sup>

Participating in

~40%

of NCS exploration wells<sup>2</sup>





Subsea





**Ocean**Installer

Drilling



**HALLIBURTON** 

COSL

Topside



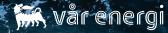


Improved safety Short time-to-market

Cost-efficient solutions

Lower emissions

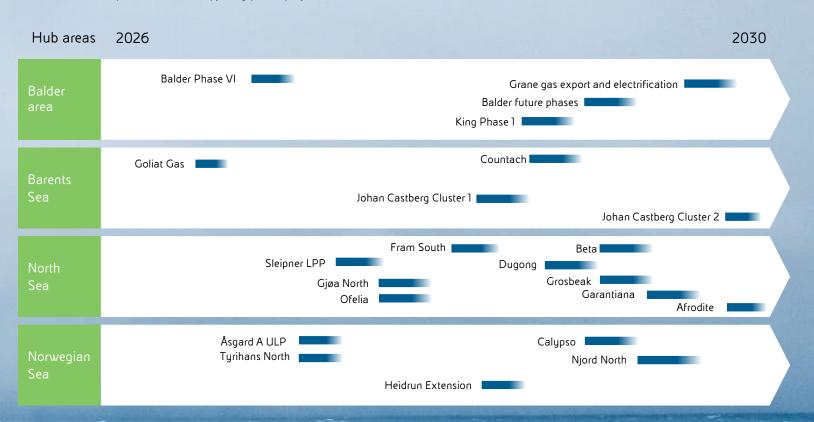
Standardisation



#### Sustaining production

## >20 early phase project being matured

Estimated production start-up, early phase projects<sup>1</sup>



Low-risk tie-back portfolio

Simplification and standardisation

Disciplined, robust and countercyclical

Leveraging strategic partnerships





Sustaining production

## Flexible and robust early phase projects

>20 projects targeting ~400 mmboe<sup>1</sup>

Internal rate of return<sup>2</sup>

>25%

Breakeven

~35

USD/boe

Close to existing infrastructure across NCS

Short time to market

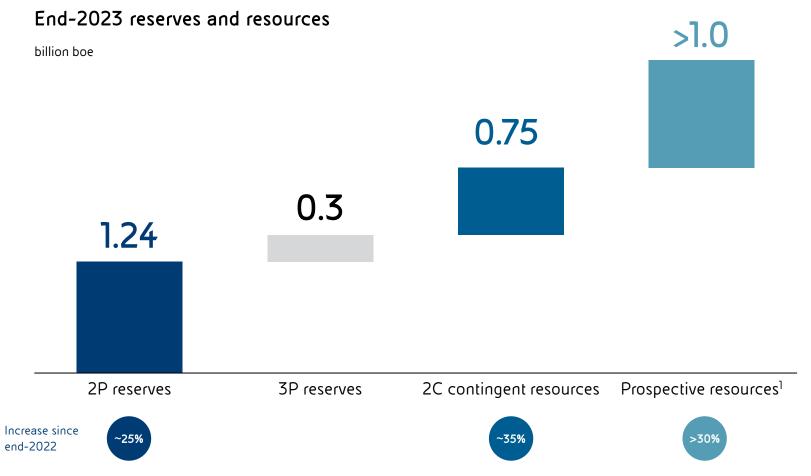


. Net

2. Assumptions stated in the appendix



## Significant value potential



R/P
>12 years
in 2023<sup>2</sup>

Reserves replacement ratio

~130%

last five years<sup>3</sup>

<sup>1.</sup> Net risked explorations resources

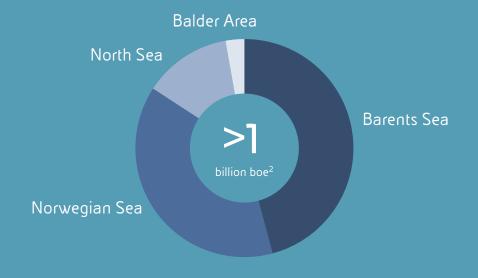
<sup>2. 2</sup>P reserves year-end 2023 divided by 2023 production, including Neptune

<sup>34 3.</sup> Including inorganic growth



Unlocking future value

## Strong foundation for future value



Exploration portfolio

~200 licences<sup>1</sup>

~35% operated

>5 billion boe

Net unrisked prospective resources

~40% gas share

in exploration portfolio

Including Neptune and 2024 APA licenses

Net risked exploration resources



# Proven exploration track-record

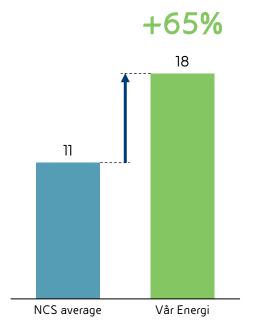
### Rystad Energy benchmark 2019-2023

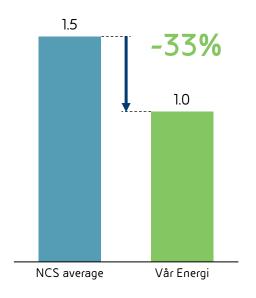
Discovered resources

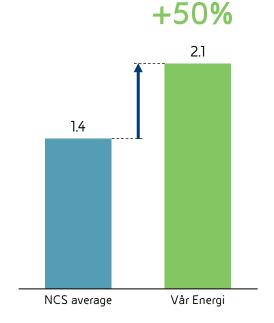
Average mmboe discovered per well drilled<sup>1</sup>

Exploration cost USD per boe<sup>2</sup>

Returns
USD in return per USD spent on exploration<sup>3</sup>







Vår Energi results 2019-2023

>150 mmboe

2C resource additions

>50% discovery rate

USD/boe finding cost

<sup>1.</sup> Companies with activity in two or more years

<sup>2.</sup> Companies with more than 75 mmboe discovered

<sup>36 3.</sup> Assumed oil price of real USD 50

# Doubling number of exploration wells in 2024<sup>1</sup>

Net risked resources

~150

mmboe

Wells

**Exploration** spend<sup>2</sup>

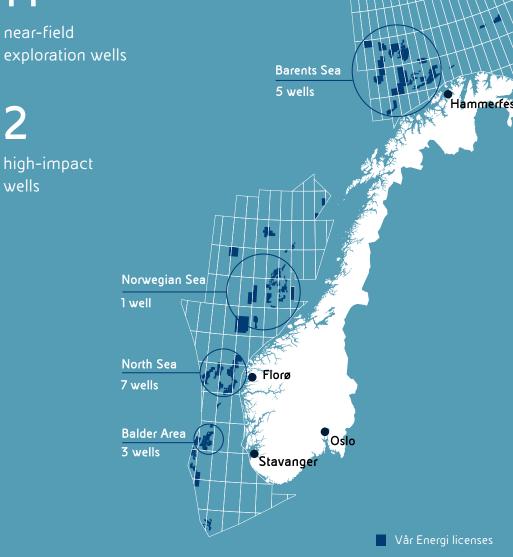
16

~300

**USD** million

14 near-field

high-impact wells





# ~60 exploration wells next four years

Near-field wells

High-impact wells

11-14 per year

Up to 3 per year

**Extend production plateau** of existing hubs

Play openers

High margin barrels close to existing infrastructure

Deliver new core assets/areas





### Delivering growth

### Sustaining production

Unlocking future value

10 projects in execution

~400 kboepd by end-2025

>20 early phase projects 350-400 kboepd towards 2030

∼60 wells next four years

**Accelerated** exploration



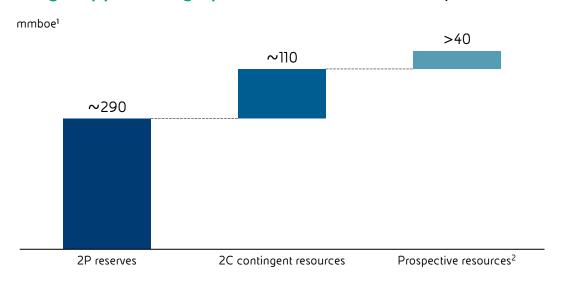




### Balder area

## Production for decades

### Large opportunity space for infill and future phases



Jotun FPSO extending lifetime beyond 2045

Area electrification by 2030



### Balder area

# Utilising new infrastructure

Early phase projects targeting > 100 mmboe<sup>1</sup>

Balder Phase VI

Balder electrification

Grane infill

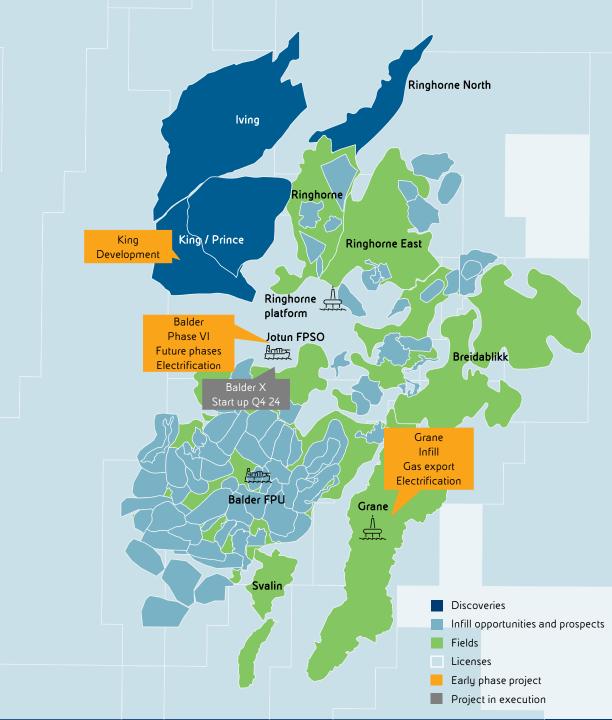
King development

Grane gas export and electrification

Balder future phases

>70 infill drilling targets identified

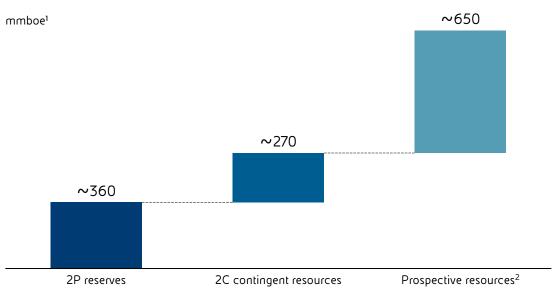
 $\sim 10$  exploration targets next 4 years



### Barents Sea

# Capturing value in prolific area

### The most unexplored and prospective NCS area



Strong asset base - present in all key assets

Filling the facilities

Accelerating exploration to unlock value



### Barents Sea

# Significant upside potential

Early phase projects targeting > 100 mmboe<sup>1</sup>

Goliat Gas Export Johan Castberg Cluster 1

Countach Johan Castberg Cluster 2

Johan Castberg first oil Q4 2024 - key area enabler

Goliat gas targeted start-up in 2026

Snøhvit Future - electrified by 2030



### Barents Sea

# Accelerating area exploration

Targeting

~20 wells

next four years

Secured rig with Equinor 2024-2026

Estimated gas resources in the area >6 billion boe<sup>1</sup>

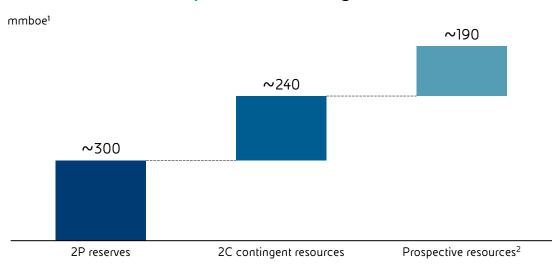
Potential new gas export solution a significant play opener



### North Sea

# Sustained high production

### Continuous development of NCS giants



Strengthened presence with Gjøa operatorship

Sustaining ~100 kboepd towards 2030

Extending lifetime beyond 2050

Near-field exploration to unlock value

Gjøa area Mongstad Mongstad Kårstø Grane Balder area Sleipner area

Licenses

### North Sea

# Set for growth and expansion

Early phase projects targeting >150 mmboe<sup>1</sup>

Fram South Beta

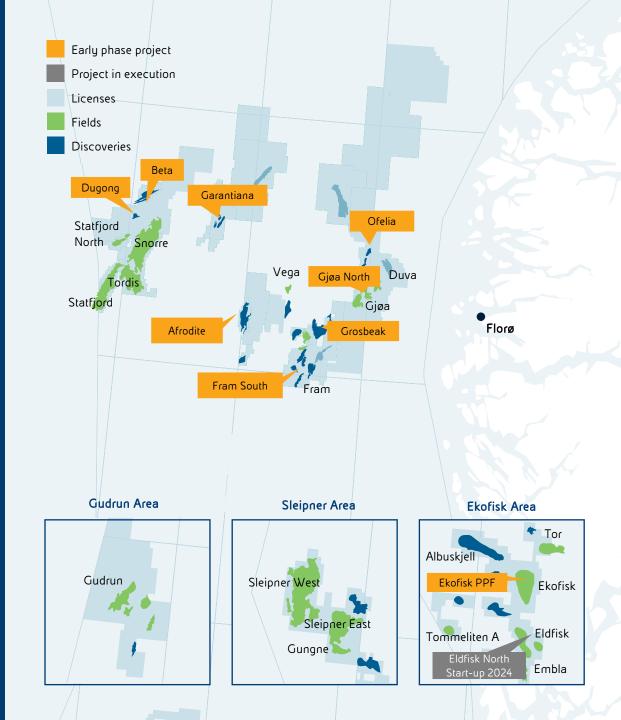
Gjøa North Grosbeak

Ekofisk PPF<sup>2</sup> Ofelia

Garantiana Dugong

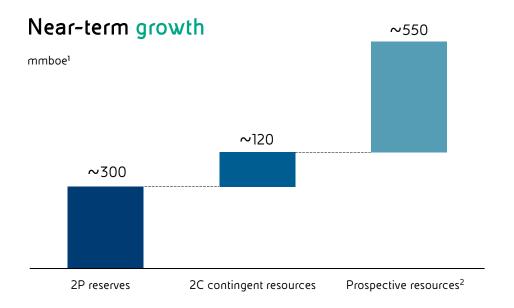
Targeting  $\sim 15$  exploration wells next four years

Short time to market with extensive infrastructure



### Norwegian Sea

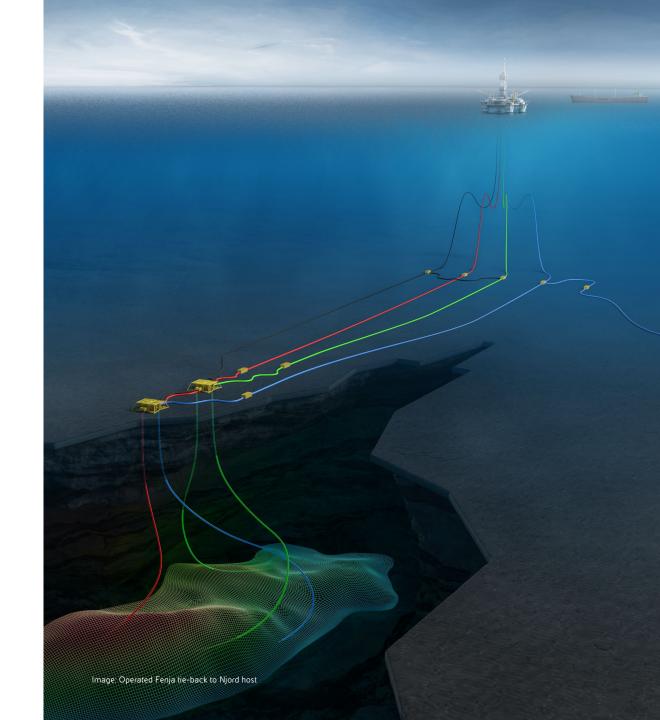
# High-value assets



Producing ~100 kboepd with strong gas position

Six projects nearing completion

Highly flexible infrastructure, rapid developments



### Norwegian Sea

# Leveraging significant infrastructure

6 projects in execution adding >40 kboepd

Early phase projects targeting >40 mmboe<sup>1</sup>

Tyrihans lle North Calypso

Heidrun Extension North Njord Area

Åsgard A ULP<sup>2</sup> Heidrun, Åsgard, Kristin power from shore

Targeting > 10 exploration wells next four years



# Sustaining 350-400 kboepd towards 2030

Balder area

Production for decades

Barents Sea

Capturing value in prolific area

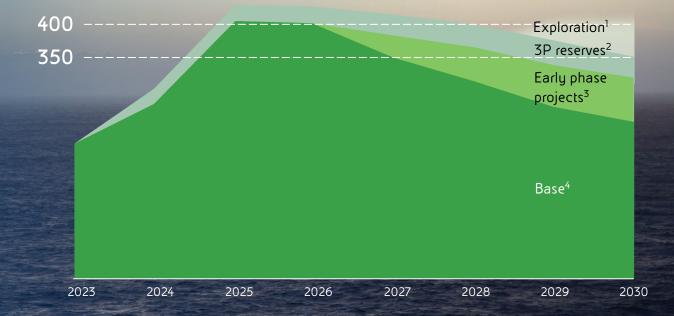
Norwegian Sea **High-value assets** 

North Sea

Sustained high production



kboepd



4 2P reserves



<sup>1.</sup> Net risked exploration resources

Possible unside on 2P reserves

<sup>2</sup>C contingent resources



# Accelerated decarbonisation

Top quartile of industry<sup>1</sup>

### Scope 1

>50% emission reduction by 2030<sup>2,3</sup>

Near zero methane emissions in 2024<sup>4</sup> Scope 2

Zero emissions

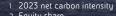
100%

of electricity consumption certified renewable<sup>4</sup>

Scope 3

### Offsetting

Vår Energi use in the value chain<sup>4</sup>



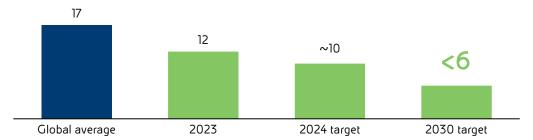
3. Compared to 2005 baseline



### Low-emission barrels

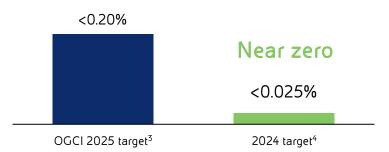
### Carbon intensity

kg CO<sub>2</sub> boe<sup>1</sup>



### Methane intensity

Share of gas sales<sup>2</sup>









1. Equity share



Goliat and



5-10% reduction p.a.





Sustainability weighted



Low-emission





<sup>3.</sup> Key performance indicator for OGCI's 2025 upstream methane target is well below 0.2%

<sup>53 4.</sup> Methane intensity calculated according to OGCI methodology including Neptune based on 2024 prognosis for emissions and sold gas

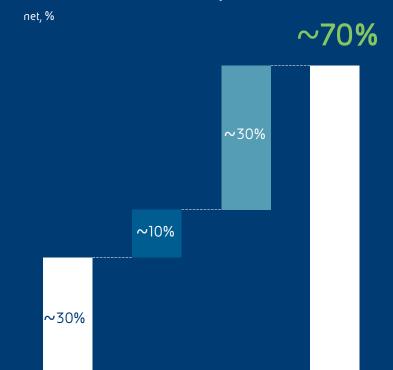
# Clear decarbonisation plan

Scope 1 emission reduction plan<sup>1</sup> kt CO<sub>2</sub>



### Value-driven electrification

### Electrified share of production



USD ∼2.5 billion

benefits<sup>2</sup>

Increased gas sales

Higher production efficiency

Reduced environmental taxes

USD ~1.2 billion capex<sup>2</sup>





Committed

Planned

Bu 2030

Todau<sup>1</sup>

# Creating CCS optionality

>80 gigatonnes NCS storage potential<sup>1</sup>

Value-driven approach

Enabler for large-scale emission reductions

Assessing further licensing and partnerships

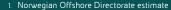
Trudvang CO<sub>2</sub> storage license in the North Sea<sup>2</sup>

~225

million tons storage potential<sup>3</sup>

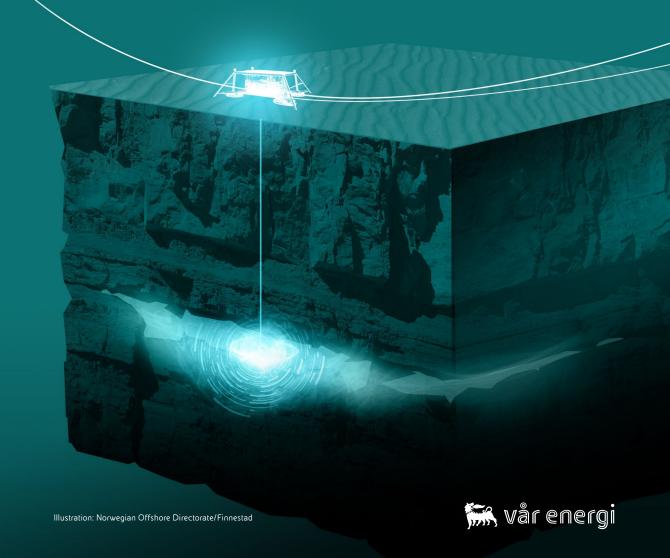
>4x

Norway annual emissions<sup>4</sup>



<sup>2.</sup> License part of Neptune acquisition

4. Statistics Norway, 2022 emissions



Gross

Delivering value while reducing emissions

Scope 1

2024

Near zero methane emissions 2030

>50% emission reduction

- Electrification
- Portfolio optimisation
- Energy management

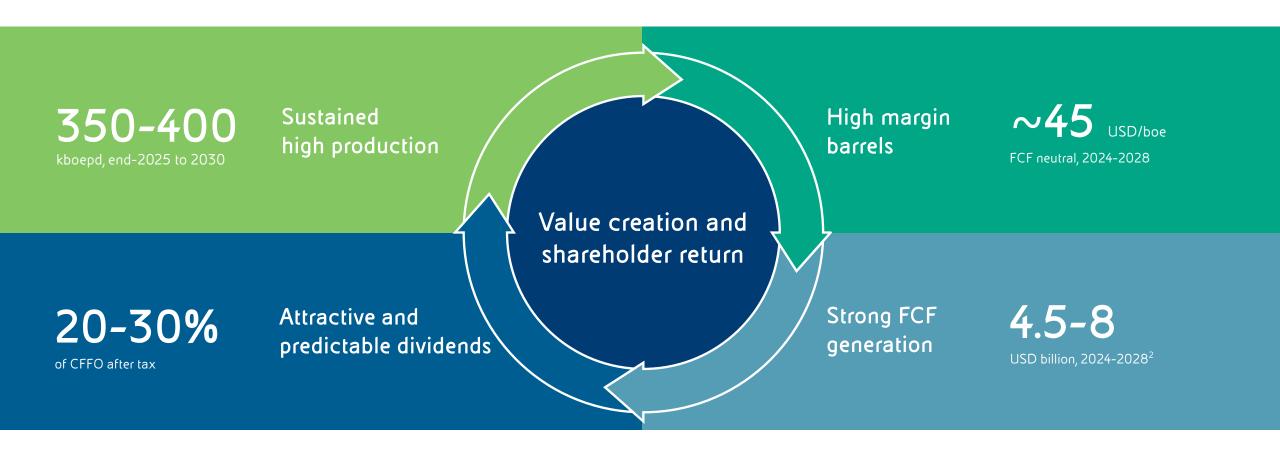
2050

Near zero





# Long-term foundation for sustainable returns



Investment Grade balance sheet **0.5x** leverage ratio<sup>1</sup>



# Predictable capital allocation framework

Sustain production of existing portfolio

**Fund capex** of existing developments and new value-creating projects



Pay dividends according to stated policy

Additional shareholder distributions and debt repayment

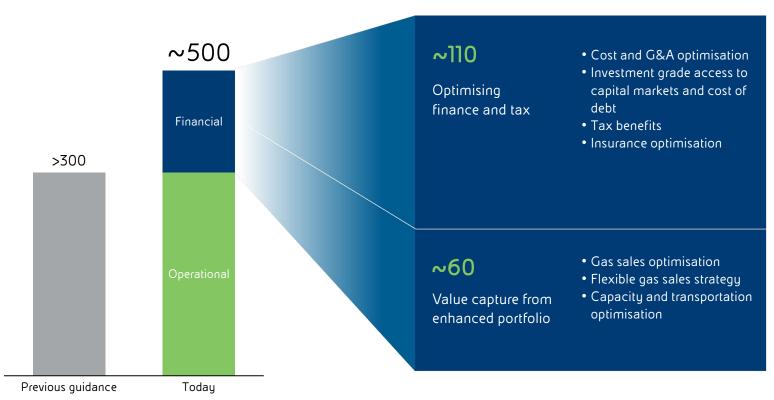
Maintain an investment grade balance sheet

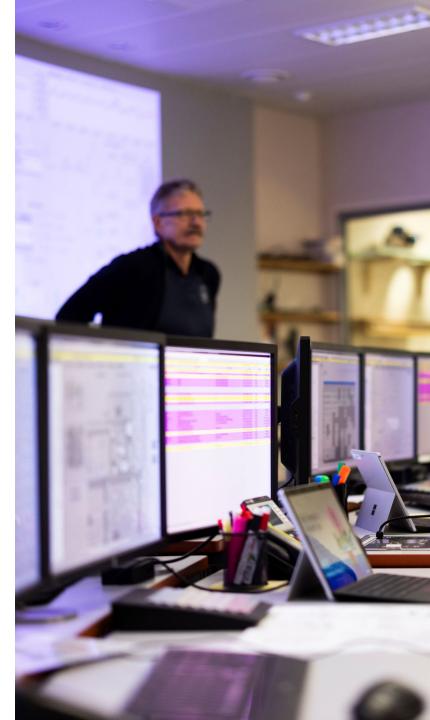


# Neptune increased financial synergies

### Increased value realisations from acquisition

(USD million, NPV<sup>1</sup>)





# Robust gas sales strategy

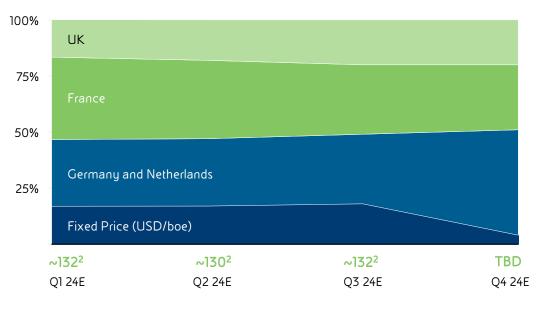
Flexible sales arrangements allowing for arbitrage Actively capturing upsides whilst managing volatility Long-term offtake contracts with reliable buyers Neptune adding diversity, scale and synergies

Additional sales revenue generated in 2023<sup>1</sup>

USD ~1 billion

### Indicative gas sales portfolio

Gas sales split (%)

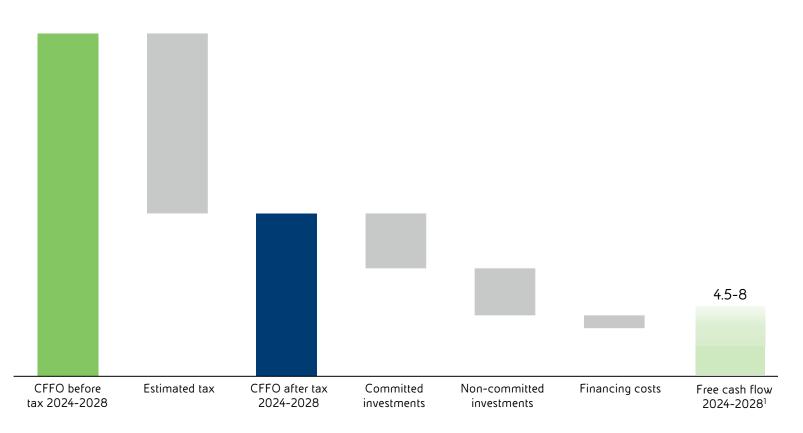




# Strong cash flow in high investment period

### Estimated cumulative free cash flow generation, 2024 - 2028

USD billion



### USD 4.5-8 billion

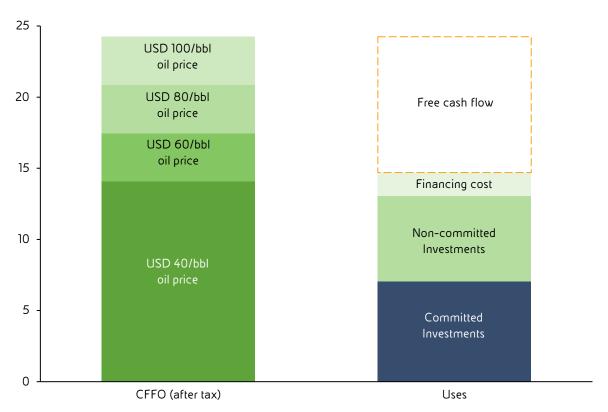
Free cash flow available for shareholder distributions and debt repayment



# Resilient dividend capacity

### Cash flow generation 2024-2028<sup>1,2</sup>

USD billion, cumulative



High free cash flow generation in capex-light years

Flexible investment plans for end-of decade organic growth

Resilient dividend capacity

Cash flow neutral 2024-28

 $\sim$ 45

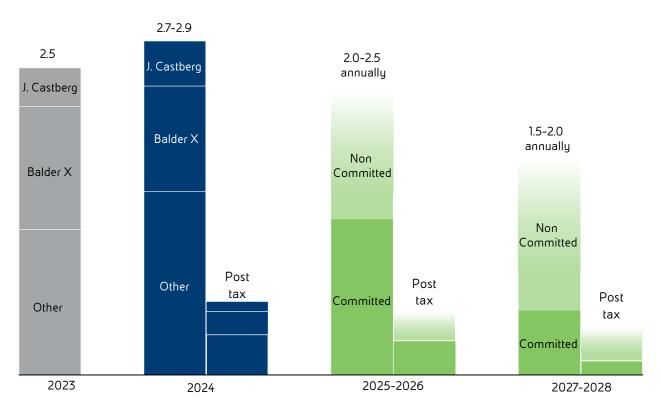
USD/boe<sup>1,2</sup>



# Disciplined investments in high value barrels

### Capex outlook 2024 - 2028

USD billion, annual average<sup>1</sup>



De-risked sanctioned project portfolio

Significant capex flexibility

78% tax deduction

Capital discipline for new projects:

Breakeven Internal rate of return<sup>2</sup>

~35 >25%

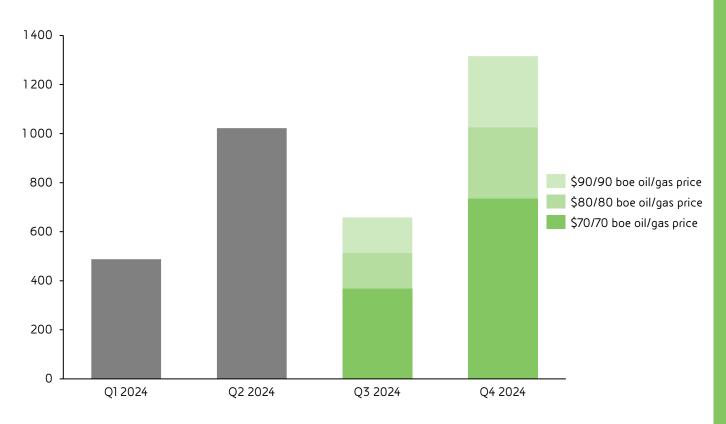
USD/boe



### Cash tax sensitivities

### Tax payments - sensitivities for 2H 2024<sup>1</sup>

**USD** million



### NOK ~15 billion

1H 2024 tax payments (USD ~1.5 billion)<sup>1</sup>

Taxes paid in 1H 2024 related to 2023 results



# Strong investment grade balance sheet

### Leverage ratio below target of 1.3x through-the-cycle

# 3.2x 1.0x 0.5x 5.5 4.9 2.7 2.5

USD billion

2020

### Prudent risk management

Hedged 100% post-tax crude Protecting the Predictability through gas downside sales strategy Loss of production insurance Robust insurance Third party liability and policy protection and indemnitu Long-term offtake agreements Solid offtake to investment grade agreements counterparties

Moody's

S&P Global

BBB

Committed to maintaining Investment Grade rating



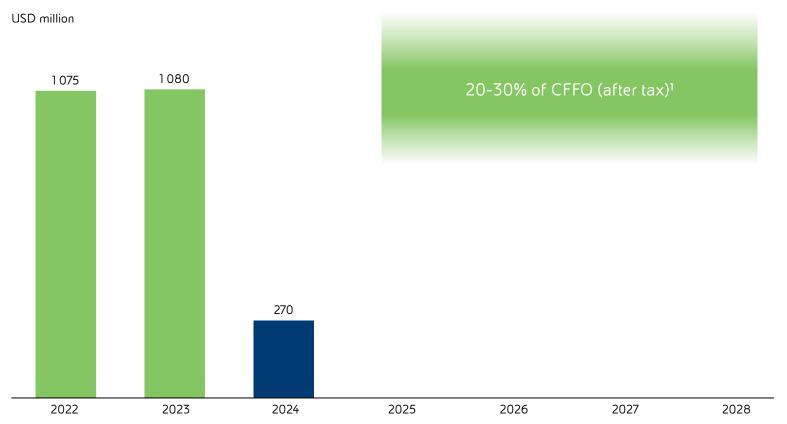
2021

2022

2023

# Attractive and predictable dividends

### Dividends



Dividend guidance Q1 2024

~30%

for 2024

**USD** million

270

of CFFO after tax

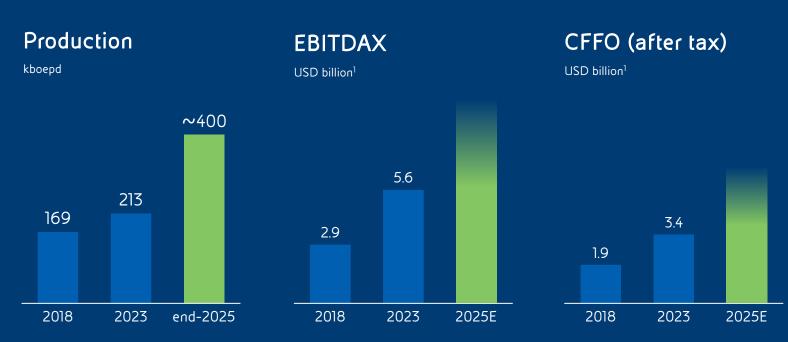
Planned dividend

Maintained long-term dividend policy of 20-30% of cashflow from operations after tax over the cycle





# Positioned for material value creation





# Guidance and outlook

	2024	Longer-term
Production	280-300 kboepd	End-2025: ~400 kboepd 2025-2030: 350-400 kboepd
Production cost	USD 13.5-14.5 per boe	End-2025: USD ~10 per boe <sup>2</sup>
Capex	USD 2.7-2.9 billion excl. exploration and abandonment Exploration USD ~300 million Abandonment USD ~100 million	2025-28:  USD 1.5-2.5 billion excl. exploration and abandonment p.a.  Exploration USD 200-300 million p.a.  Abandonment USD 50-100 million p.a.
Other	Cash tax payments of USD ~1.5 billion in 1H 2024 <sup>1</sup>	
Dividends	Q1 dividend of USD 270 million ( $\sim$ 0.11 USD per share) For 2024, the plan is to distribute $\sim$ 30% of CFFO after tax	Dividend of 20-30% of CFFO after tax over the cycle



# Our investment proposition

Growth

Value

Returns

Production target end-2025

~400 kboepd

High value projects

USD  $\sim$  35/boe breakeven USD 4.5-8 billion

Free cash flow potential 2024-28<sup>2</sup>

Sustaining towards 2030

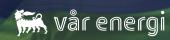
350-400 kboepd

Emission reduction by 2030<sup>1</sup>

>50%

Dividend guidance

20–30% of CFFO (after tax)



<sup>71 2.</sup> Scenario brent 70 USD/boe and 90 USD/boe. Excluding net risked exploration resources and net Neptune consideration of USD 1.2 billion

# Appendix



# Price assumptions

Reference case, real 2024	2024	2025	2026	Thereafter
Oil price USD/bbl	80	80	80	80
Gas price USD/boe	80	80	64	64
Exchange rate USD/NOK	10.0	9.5	9.5	9.5
Inflation rate		2%	2%	2%

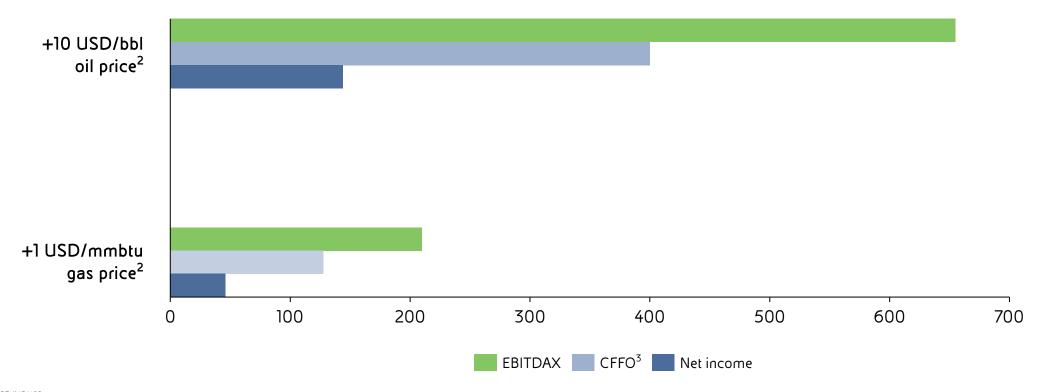
For all price sensitives, realised gas price is assumed at parity with oil until 2025, and 20% discount from 2026 and onwards.



# Price sensitivites

Indicated effect on 2024 results<sup>1</sup>

USD million





<sup>2.</sup> Full year realised price change

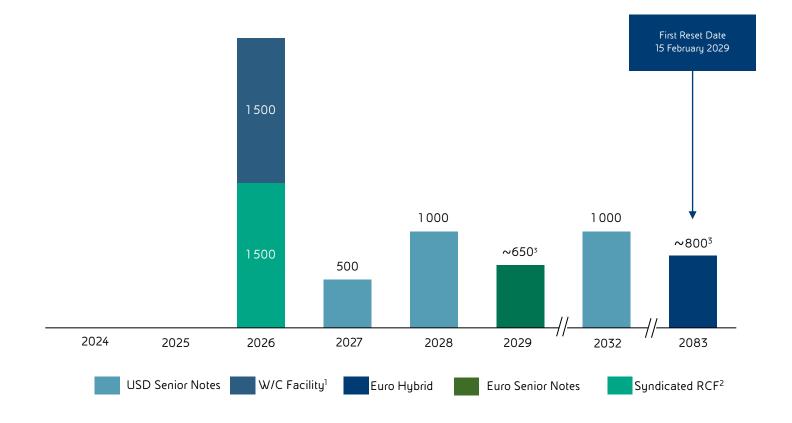


<sup>74 3.</sup> Assuming 50% of 2024 tax paid in 2024, the rest in following year

# Debt maturities

### Maturity profile

USD million





# Exploration program 2024

License	Prospect	Operator	Vår Energi share	Pre-drill unrisked resources mmboe <sup>1</sup>	Status
PL 917	Hubert	Vår Energi	40 %		Dry
PL 917	Magellan	Vår Energi	40 %		Dry
PL 636	Cerisa	Vår Energi	30 %	30	Q1
PL 1110	Njargasas	Aker BP	30 %	52	Q1
PL 956	Ringhorne North	Vår Energi	50 %	28	Q1
PL 090	Rhombi	Equinor	25 %	37	Q1/Q2
PL 1025S	Venus	Vår Energi	60 %	353	Q1/Q2
PL 932	Kaldafjell	Aker BP	20 %	175	Q2
PL 1185	Kvernbit	Equinor	20 %	102	Q2
PL 1080	Sno	Equinor	30 %	23	Q2
PL 229	Countach App	Vår Energi	65 %	21	Q3
PL 229	Zagato	Vår Energi	65 %	83	Q3
PL 554	Garantiana NW	Equinor	30 %	40	Q3
PL 025	Brokk/Mju	Equinor	25 %	25	Q3
PL 1194	Haydn	OMV AS	30 %	85	Q4
PL 1131	Elgol	Vår Energi	40 %	265	Q4





# vår energi