



Transforming to a broad and global energy company

Olav Bådsvik, COO LOI Lean
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Facts and Figures

~2.07 million

Million barrels
oil equivalent per day

~1 million

European homes
renewable power

> 30

Countries

~21 000

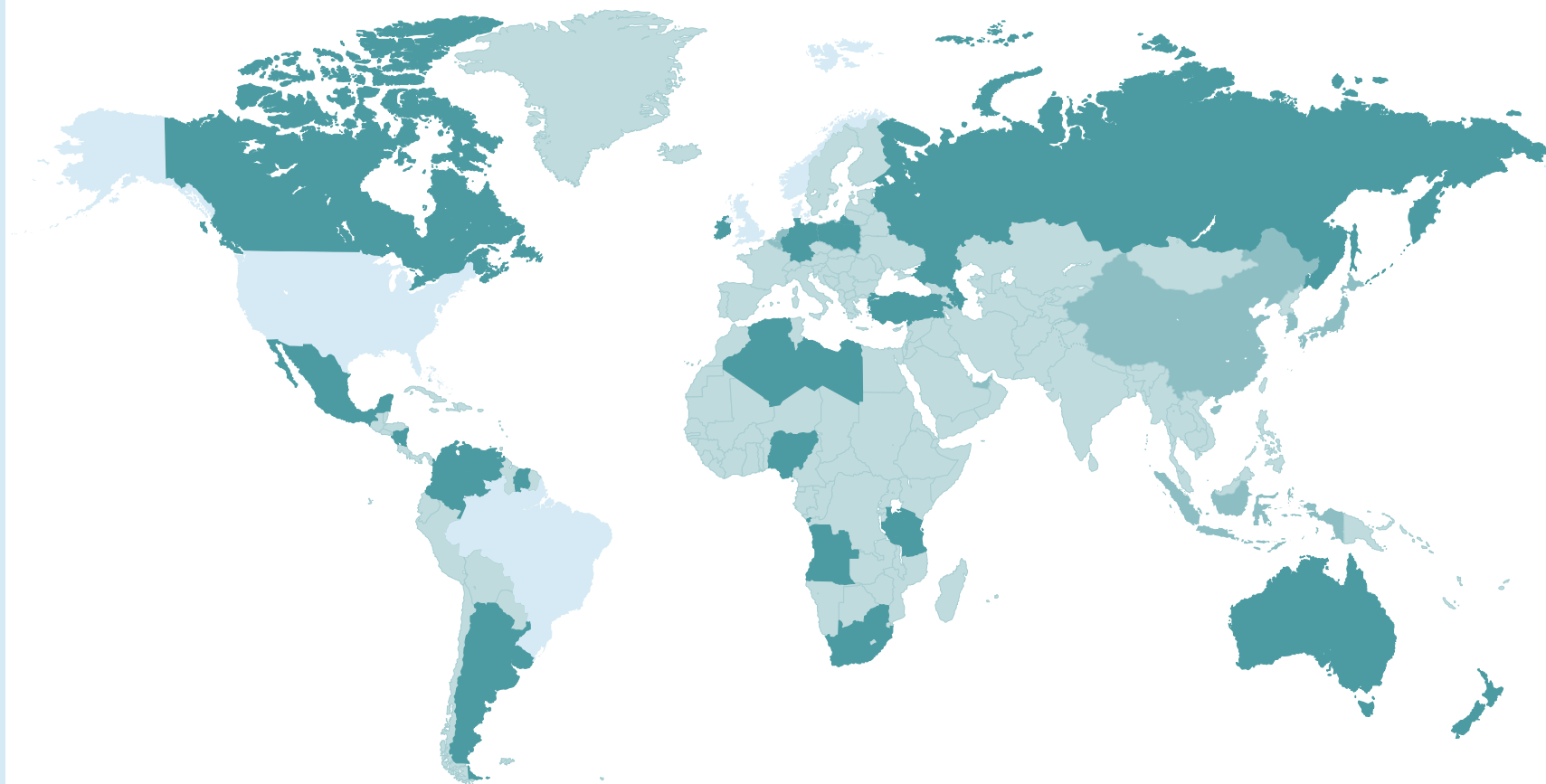
Employees

~2 300

Leaders

~50 000

Contractors / Partners



Operator of assets

Brazil ●●●●●
Denmark ●●●●●
Norway ●●●●●●●●●●
UK ●●●●●●●●●●
USA ●●●●●●●●●●

Presence

Algeria ●●●●●
Angola ●●●●●
Argentina ●●●●●
Australia ●●●●●
Azerbaijan ●●●●●
Bahamas ●●●●●
Canada ●●●●●
Colombia ●●●●●

Germany ●●●●●
Ireland ●●●●●
Libya ●●●●●
Mexico ●●●●●
New Zealand ●●●●●
Nicaragua ●●●●●
Nigeria ●●●●●
Poland ●●●●●


Representative office

Russia ●●●●●
Singapore ●●●●●
South Africa ●●●●●
Suriname ●●●●●
Tanzania ●●●●●
Turkey ●●●●●
Uruguay ●●●●●
Venezuela ●●●●●

Belgium
China
Indonesia
Japan
Netherlands
South Korea
UAE


Equinor Continuous Improvement Strategy - Perform at our best

Ensure target-based improvements




- Clear link towards realization of Equinor’s targets, prioritizations and measurements
- Clear understanding and ownership to the targets throughout the entire organization.
- Clear direction, translation of targets, prioritizations and measurements.

Improve value chains



- Understand what generates customer value and realise effects in a holistic perspective
- Create stability and flow, identify bottlenecks
- Understand where we have the greatest improvement potential.

Set up for improvements



- Establish a clear structure for the improvement work
- Develop a workplace where everyone is working according to standards / best practices in a predictable manner
- Engage and involve in the improvement work of these standards / practices.

What do we want to strengthen going forward?

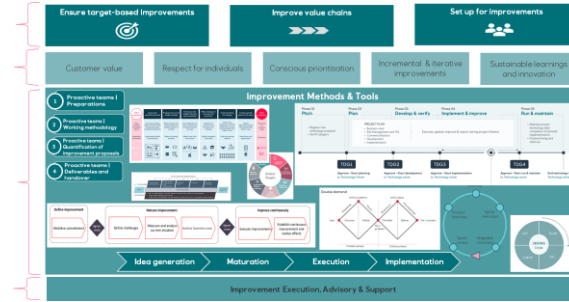
Key learnings from journey to sustainable continuous improvement culture

Leadership is the key to success



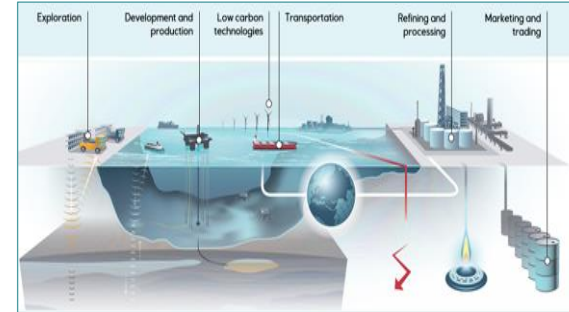
- Increase own competence related to continuous improvement strategy
- Ask the right questions - promote continuous improvement thinking
- Go and see

Common framework to drive Improvements



- Streamline and operationalise our way of working with improvements
- Improve identification, prioritization and execution of improvements

Focus on value chains and extract learning



- Increase precision in "top-down" strategic direction, execute through "bottom-up" involvement
- Capitalize and accelerate learnings from improvement initiatives through reutilization and scalability

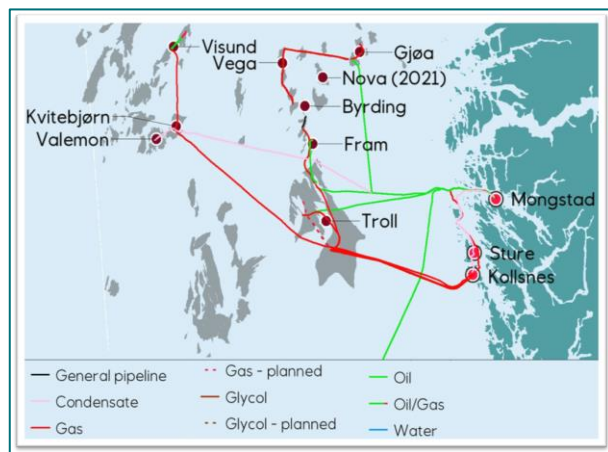
Develop capability



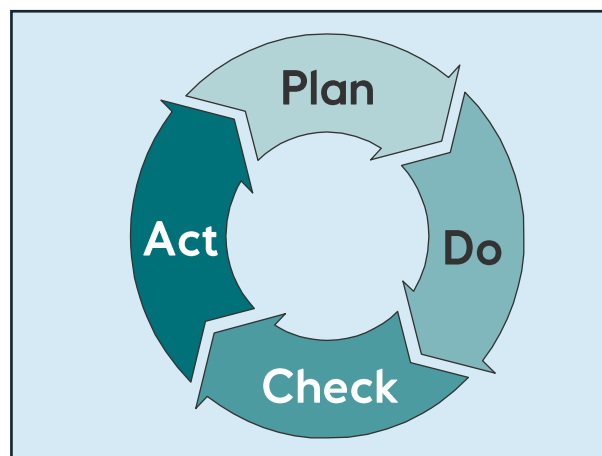
- Develop improvement competence in accordance with business need
- Secure sufficient improvement capacity

Improvements in value chains | Hydro Carbon Flow

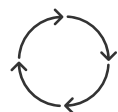
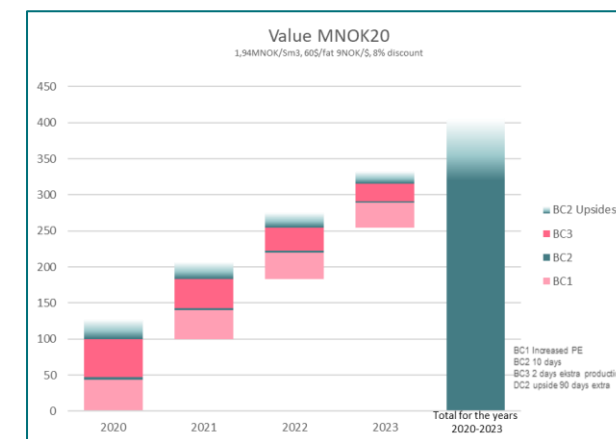
Holistic end-to-end improvements in process dimension



Sustainable, systematic and methodical approach based on Lean



Significant potential ensuring high safety, value creation and energy efficiency



Optimisation in process dimension (complete value chain) beyond "silo-based" improvements on asset level



Empowerment through broad involvement of our people / knowledge and competencies across complete organisation



Improvements through visualized relationships & dependencies, optimized pressure conditions and reduced asset dependencies in the value chain



Collaboration beyond organisational boundaries through joint effort across business areas with external parties



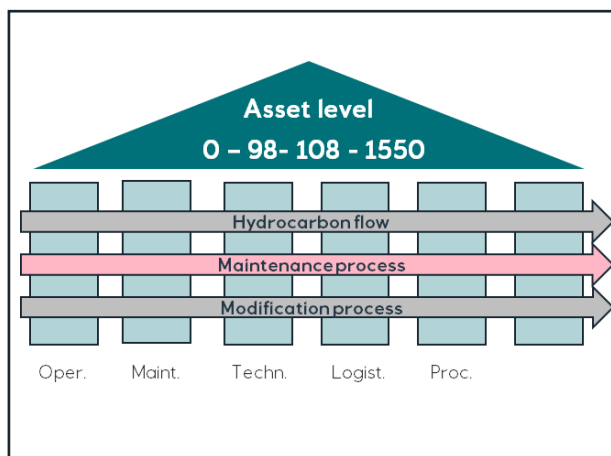
Structured & systematic problem solution approach creating opportunities for scale-up



Estimated accumulated effects: approx. 400 MNOK / by EOY 2023

Improvements on Asset level | End-to-End Maintenance process

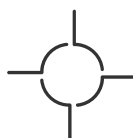
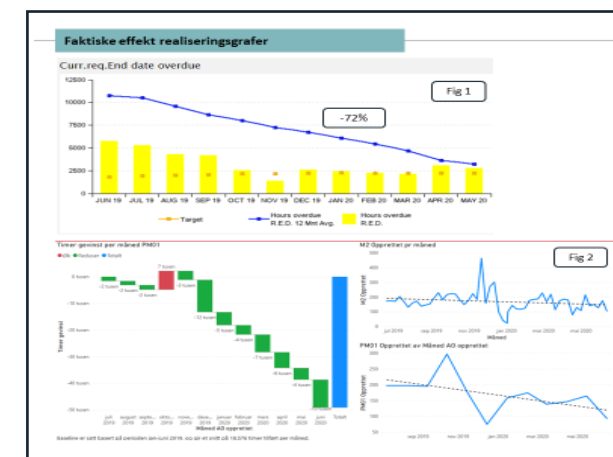
Translation of strategic goals to Asset level / Communicate across the org



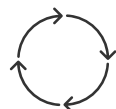
Holistic end-to-end improvements in process dimension



Demonstrating impact and stimulate learning sharing across organisation



Leadership role to translate strategic goals to Asset level / creating clear target picture



Understand complete end-to-end maintenance process, how we work and "pain" areas / Create clear business cases



Estimated accumulated effects: TRIF from 14,3 to 2;3 ; efficiency gains 90 MNOK / annually



Translate targets into process dimension and communicate change story / Create understanding and sense of urgency



Engagement of our people across complete Asset including vendors creating ownership for improvements and stimulating for more



Accelerate effects through scale-up to other Assets / Learning sharing across the organisation

Equinor Continuous Improvement Strategy

Olav Bådsvik, VP COO LOI Lean

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