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Aker BP

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Prepared Remarks

**Karl Johnny Hersvik**

CEO | Aker BP

Good morning everyone and welcome to our presentation of Aker BP's fourth quarter and full year 2025 results as well as our annual strategy update. I am joined today by CFO David Tønne and you will also hear from a few others in the team as we go along. Our agenda today has three main parts. First, a review of our operational and financial performance in 2025. Second, our strategy update and the priorities that will guide us in the years ahead. Finally, as usual, a Q&A session. Let me start by the key highlights for 2025. We delivered strong cash flow from operations supported by consistently high production efficiency across the portfolio. Our major development project progressed as planned and remained on schedule for startup in 2027.

**Karl Johnny Hersvik**

CEO | Aker BP

It was an outstanding year for exploration as we participated in the three largest discoveries on the NCS and added around 100 million bbl of resources. We maintained an industry-leading cost and emissions performance and financially we kept a clear focus on shareholder returns while protecting the balance sheet and preserving financial flexibility. With that, let's look at 2025 performance in a bit more detail. Full year production for 2025 averaged at roughly 420,000 bbl per day at the top end of our initial guidance a year ago. The outperformance was broad-based and the production efficiency landed at 96%. I would particularly like to highlight the contribution from Alvheim where we reallocated processing capacity to Tyrving through a commercial arrangement. This added flexibility and supported production in the first half of the year. Johan Sverdrup continues to be our single largest contributor to production.

**Karl Johnny Hersvik**

CEO | Aker BP

The field delivered strong and stable volumes through 2025 supported by excellent reservoir quality, high regularity, and very low operating costs. Last year we took several steps to strengthen the long-term production profile. The retrofit multilateral campaign is progressing well. The second well is now on stream and the third is being drilled. There has been a lot of attention recently around Equinor's comments on expected 2026 production indicating a decline of more than 10% from last year. This should not come as a surprise. The field has produced around half of its reserves and like any field in this phase production will of course gradually decline over time. This expected decline has been reflected in our company guidance throughout and we are taking active measures to manage this decline.

**Karl Johnny Hersvik**

CEO | Aker BP

For 2026 we plan to drill six infill wells from the drilling platform along with a subsea campaign of three additional infill wells. We will also drill an appraisal well on the north flank, Tonjer, to assess the potential for a new template in that area and then we have phase three. This subsea expansion will add two new templates and eight wells. The project was sanctioned last year and is progressing as planned with fabrication ongoing at several sites. Drilling of the phase three wells is set to begin towards the end of 2026 and startup is expected in the fourth quarter of 2027. Overall, Johan Sverdrup remains a world-class asset that will continue to deliver high-value barrels for many years to come. We maintain an industry-leading cost level with production cost of \$7.3 per barrel essentially in line with our guidance of around \$7.

**Karl Johnny Hersvik**

CEO | Aker BP

This reflects strong production efficiency, a firm cost discipline, effective execution of maintenance activities, and a constant focus on the operational performance. Our emissions intensity was 2.8 kg of CO₂ per barrel among the lowest in the industry. We delivered solid safety results with a low and stable TRIF and SIF. Keeping our people safe will of course always be our top priority. 2025 was also a very active year for our field developments. We often get questions about what this activity really looked like, what our teams are doing, how we work on fields, and what scale that lies ahead of us in the coming years. So instead of walking you through every single task I thought we'd just show you. This short video offers a quick glimpse into the pace, the scale of the activity across the field developments last year.

**Karl Johnny Hersvik**

CEO | Aker BP

We will return to the two largest projects later in the presentation, but let me say a few words about the smaller developments. The tieback projects that are also delivering high value. In short, they are performing exactly as they should. Solveig phase two tied back to Edvard Grieg came on stream last week on time and on budget. Symra, which will be tied back to Ivar Aasen, remains on track for startup later this year, and the Skarv satellites are progressing so well that we now expect first oil already in the fourth quarter more than six months ahead of the original plan. 2025 was a breakthrough year in exploration. We participated in the three largest discoveries on the NCS and added around 100 million bbl net to Aker BP.

**Karl Johnny Hersvik**

CEO | Aker BP

At Kjøttkake we worked closely with DNO combining our subsurface insight and fast-track development approach to rapidly unlock and mature the discovery. At Omega Alpha near Yggdrasil we pushed the technical frontier with advanced geosteering wired pipe technology and long horizontal drilling. This enabled real-time reservoir mapping and turned a multi-target well into one of the largest NCS discoveries in a decade. Lofn and Langemann is also a highly promising discovery which was enabled by ocean bottom node seismic where sensors are placed on the seabed to provide more precise geological data than traditional surface seismic. We will return to the topic on an exploration later. Now the 2025 numbers.

**David Tønne**

CFO | Aker BP

Thank you and good morning to you all. As Karl just outlined, 2025 was a year of strong operational performance providing a solid foundation for continued delivery of our value creation plan. Sustained high production and low operating costs combined with a relatively stable commodity price environment and immediate tax deductions for investments resulted in a record high operating cash flow of around \$7 billion. Our development projects remain on schedule for startups this year and the next. In fact, the Skarv satellites have now been accelerated into 2026. At the same time, throughout 2025 our two largest development projects have increased in size both in terms of total investments but also the resource base and expected future production. We will return to this later.

**David Tønne**

CFO | Aker BP

During 2025 we have taken several proactive measures to further strengthen our financial flexibility and Aker BP enters 2026 in a strong financial position with a balance sheet with low leverage and ample liquidity. Lastly in accordance with our ambition we increased dividends by 5% year-over-year. So with that backdrop let's turn to the 2025 financial results. Earnings ended at \$2.8 per share compared to \$3.5 in 2024. Importantly we delivered a strong operating cash flow of \$11 per share up from \$10 the year before. This provided a solid foundation for the \$2.52 per share in dividends we paid while also covering most of our growth investments. And finally we closed the year with a continued low leverage ratio of 0.6x net debt to EBITDAX. Zooming then in on a few key points from the fourth quarter. Production in the quarter averaged 411,000 bbl per day.

**David Tønne**

CFO | Aker BP

With an overlift position of 20,000 bbl per day, more or less reversing the underlift from the third quarter, net sold volumes ended at 431. Realized hydrocarbon prices averaged \$63 per barrel of oil equivalent, with realized oil prices as normal slightly above Brent. Operating costs came in at \$7.9 per barrel produced compared to \$7.6 in Q3. The increase mainly reflects the phasing of maintenance activities and production mix. Throughout 2025, we have as expected seen a stable increase in production cost per barrel driven by the decline in production. This has been amplified by the weakening of the dollar against the Norwegian kroner. Starting the year above NOK 11 and ending around NOK 10. As mentioned, operating cash flow for the full year was record high. Looking at the quarterly pattern, cash flow before tax payments and working capital movements remained fairly stable through the year.

**David Tønne**

CFO | Aker BP

With tax now paid in 10 monthly installments, quarterly cash flow will be less volatile going forward all things equal. Investments in the fourth quarter were \$0.1 billion higher than the two preceding quarters, with the main driver being the major development projects. The combination of three tax installments, a small working capital increase, and higher CapEx resulted in a negative free cash flow of \$427 million for the quarter or -\$0.68 per share. Let me also comment on the impairments this quarter. As you can see from the income statement, we recognized impairment charges of \$944 million in the quarter. These relate to technical goodwill on Johan Sverdrup, the Valhall and Alvheim areas as well as other intangible assets at Valhall.



David Tønne
CFO | Aker BP

The main driver this time is lower forward prices for oil and gas at the end of the fourth quarter compared to the end of the third, which reduces the recoverable value in the accounting tests. As a reminder, technical goodwill is an accounting effect from earlier acquisitions. Because this goodwill is not depreciated under IFRS, we must test it every quarter. And all else equal, as we continue producing from the assets where goodwill was allocated, we should expect non-cash impairments over time. When price assumptions move, that amplifies the effect. Since impairment of technical goodwill has no tax deduction, the charges flow straight through the income statement and result in a high reported tax rate. For the quarter, the effective tax rate ended at 137%, and this is entirely driven by the impairment effect.



David Tønne
CFO | Aker BP

If we adjust for these non-cash items, earnings per share would have been significantly higher and the tax rate would have been much closer to what you should normally expect. And as always, for those of you who want a deeper explanation of technical goodwill and how impairments work in our accounts, I recommend the short video available on our investor website. Moving on to the balance sheet and recent developments in our financial position. Building financial capacity and ensuring access to capital is a continuous process for us. Over the past years, we have completed several successful bond transactions which have strengthened our financial flexibility and pushed our debt maturities well beyond the startup of our major field developments.



David Tønne
CFO | Aker BP

In October we continue to capitalize on favorable market conditions by issuing \$1 billion in 10-year senior notes maturing in 2035 with the tightest credit spread on a 10-year note ever achieved for Aker BP. To me this once again confirms that the U.S. bond market and its high-quality institutional investors shares our confidence in the long-term outlook for oil and gas, the strength of the Norwegian Continental Shelf, and in Aker BP's strategy and value creation potential. Also in October we refinanced our bank facilities a total of \$3.2 billion with maturities up to five years with options that could extend final maturity to seven years. This refinancing replaces the previous facilities that were set to mature in 2026. As shown in the chart on the left net interest bearing debt increased to \$6 billion by year-end. At the same time tax payables came down significantly to \$1.1 billion.



David Tønne
CFO | Aker BP

In practice this means that half of the debt increase was driven by the reduction in taxes owed to the state. Our leverage ratio remains low but as expected given the current oil price environment and our investment program it ticked up to 0.6x net debt to EBITDAX at the end of the quarter. Total available liquidity stands at \$5.9 billion where \$2.6 billion is cash or equivalents and the rest is our undrawn bank facilities. Now to round off let me briefly recap how our 2025 deliverables tracked against our guidance. We started the year with a production guidance of 390,000-420,000 bbl per day. As we progressed through the first half performance was very strong across several fields particularly from Tyrving in the Alvheim area which de-risked the lower end of the range. We therefore raised the bottom of the guidance at our second quarter presentation.



David Tønne
CFO | Aker BP

Momentum continued through the summer with consistent high performance across the portfolio and importantly a Valhall with no chalk influx issues for the first time in many years. This gave us the confidence to lift the guidance again in Q3 to the most recent guidance range of 410,000-425,000. For the full year production in the end averaged at 420,000 bbl per day at the very top of our original range. On production cost we guided around \$7 per barrel and ended at \$7.3. The main driver for ending in the higher end was the weakening of the U.S. dollar versus the Norwegian kroner moving as mentioned from above 11 to around 10 through the year. Underlying costs were in line with expectations and with like-for-like foreign exchange rates production cost would have ended below \$7 per barrel. Turning to CapEx.



David Tønne
CFO | Aker BP

As many of you will remember, we increased our 2025 estimate to around \$6.5 billion in July. We ended nearly 8% above that, close to \$7 billion. The increase was mainly driven by two factors: good progress but also higher spend on the PWP-Feris project and the same currency effect that impacted production costs. The foreign exchange impact was however partly offset by our currency hedging program, which in the third and the fourth quarter delivered realized gains of \$13 million, equivalent to a capex reduction of around \$75 million. Exploration and abandonment spend came in as guided, close to \$500 million and \$100 million, respectively.

**Karl Johnny Hersvik**

CEO | Aker BP

With 2025 behind us, it is time to look ahead. Before we turn to Aker BP strategy, let me briefly step back and look at the broader strategic context, which really in my mind comes down to two questions.

**Karl Johnny Hersvik**

CEO | Aker BP

First, will the world continue to need oil and gas, and second, does the Norwegian Continental Shelf and Aker BP have a role to play? On the first question, global oil demand continues to be much more resilient than many expected. Much of the growth comes from aviation, petrochemicals, and expanding economic sectors that continue to depend on oil, while road transportation remains the single largest source of consumption. Our market analysis points to a continued growth in the global oil demand at least to 2035. The energy transition is accelerating, but the global demand for energy is growing even faster. We are still adding new resources of energy, not replacing the existing ones. We will therefore rely on hydrocarbons throughout the transition, and the world is better off sourcing these barrels from lowest emission producers.

**Karl Johnny Hersvik**

CEO | Aker BP

At the same time, natural decline in existing fields removes a large number of barrels in supply each year, which means substantial new investments are required just to keep the market in balance. If we step back from the short-term volatility, the oil market remains structurally tight. On the second question, let me start by saying that the Norwegian Continental Shelf is a fantastic place to be for an oil and gas company. Not only because of the resources beneath the seabed, but also the environment above it. We operate within a stable and predictable regulatory and fiscal framework supported by high standards for safety and emissions, and we have a world-class supplier ecosystem that drives innovation and raises the performance for the entire sector.

**Karl Johnny Hersvik**

CEO | Aker BP

According to the Norwegian Offshore Directorate, Norwegian oil and gas production is around its peak today and is projected to decline unless decisive action is taken. The directorate outlines three scenarios toward 2050. In the high scenario, which should remain significantly higher production and create significantly greater value for the society, three things must happen. First, Norway needs sustained exploration activity that delivers a large number of commercially viable discoveries both near the existing infrastructure and in the less mature areas like the Barents Sea. Second, we need rapid technology development to increase recovery both from existing fields and to unlock resources that are smaller and more complex like tight and HPHT resource. And thirdly, we need a continued industry commitment to invest in exploration, in developing discoveries, and in improved recovery across the shelf. If we deliver on these priorities, the high scenario is certainly within reach.

**Karl Johnny Hersvik**

CEO | Aker BP

Norway can continue to develop its resources, contribute to Europe's energy security, and create sustainable substantial long-term value for the society. This is Aker BP's clear ambition and delivering on it will require technology, speed, and new ways of working areas where Aker BP already stands out. For years we said digitalization would reshape our industry. Today that shift is no longer theoretical. It is here. And Aker BP has a unique advantage: a long history of forward-leaning digital ambitions combined with a scale that lets us move fast. Over the past decade we haven't just built digital tools. We've built a data connection that connects the whole company: high-quality, structured, real-time data. On the top of that sits a future-fit digital ecosystem that allows us to integrate, automate, and optimize across exploration, drilling, project, and operations.

**Karl Johnny Hersvik**

CEO | Aker BP

This foundation is what makes everything else possible, including the growth we are aiming for. We started out by improving analog work processes. Then we digitized them. And now we are entering a stage where the entire workflows themselves are being reconstructed. Artificial intelligence collapses time in traditional processes and gets us to decisions in a fraction of the time. We're already seeing the impact across the business. In exploration, artificial intelligence is enabling earlier and better decisions. In drilling, wired drill pipe, long horizontals, and advanced geosteering is delivering world-class performance. And at Yggdrasil, digital twins, autonomous systems, and condition-based maintenance are turning remote and low-manned operations into reality. And finally, across operations, AI agents are cutting troubleshooting time, improving uptime, and freeing our people to focus on higher-value decisions. But this is not experimentation. It's a capability.

**Karl Johnny Hersvik**

CEO | Aker BP

A capability that strengthens our competitiveness, increases our pace, lowers our cost per barrel, and supports the growth journey ahead. It is a differentiator that helps us move from discovery to first oil faster than ever before and do so safely and predictably. And this is why we are so confident about the road ahead because we're not starting now. We are scaling on 10 years of investment, hard-won experience, and a data foundation that many talk about but few actually have. The NCS now needs a step change in productivity. It is in fact a race to deliver faster, safer, and at a lower cost. And the companies who manage that will shape the future of the shelf. Aker BP is pulling ahead and I can assure you we do plan to stay here. Before we move on, let's hear a brief external perspective.

**Deb Cupp**

President and Chief Revenue Officer | Microsoft

Hi everyone. My name's Deb Cupp and I'm the President and Chief Revenue Officer of Microsoft. I am really excited to take a moment to recognize Aker BP for the extraordinary leadership you've demonstrated in AI. You're one of the most advanced users of AI that we've seen and have had the pleasure of working with at Microsoft. I've really been particularly impressed by both the speed and the saturation of your implementation. You're an early adopter of M365 Copilot and Copilot Studio. You're achieving nearly 100% adoption which is remarkable. Your continued commitment to digital innovation positions Aker BP as truly global leaders and the frontier firm of AI. Not just an ambition but an actual real execution. I also want to recognize the incredible work you're doing across the broader ecosystem with partners like Cognite, SLB, Landmark, and Siemens.

**Deb Cupp**

President and Chief Revenue Officer | Microsoft

To build and deploy secure agentic workflows that are truly transforming core business processes. This is exactly what it looks like to be an AI frontier firm.

**Karl Johnny Hersvik**

CEO | Aker BP

Another cornerstone of our competitiveness is the Aker BP Alliance model. Over the past decade our alliances have helped us remove waste, use resources more efficiently, reduce drilling risk, and build stronger, more adaptive teams together with our suppliers. This is what has enabled us to reach what we all call as good as it gets in several parts of our delivery chain. But as I just said the NCS is changing and our alliance model must evolve with it. The developments we are planning for the next decade require even tighter collaboration, more repeatable solutions, and far deeper digital integration than ever before. So we are now taking the next step. We are developing the next generation of alliances where our partners will work even more closely with us supported by shared data, standardized solution, and performance-based contracts.

**Karl Johnny Hersvik**

CEO | Aker BP

The goal is simple: deliver faster at lower cost and with higher quality. Stay ahead as the NCS becomes more competitive both for us and our alliance partners. Our drilling teams show how this has come together in practice. We are systematically removing inefficiencies through technology scale and continuous improvement and as this chart shows we are the most efficient operator in the sector. New technology and innovation such as wired pipe conductorless wells horizontal exploration laterals and dual penetration enabled shallow water drilling are driving step changes in speed data quality and emissions. At Yggdrasil these innovations are expected to deliver around 20% higher drilling efficiency compared to the average freeing up an entire rig year annually. The results are more value more prospects that become economically viable and materially lower emissions per barrel. This chart shows our production outlook to 2030.

**Karl Johnny Hersvik**

CEO | Aker BP

We expect to reach around 525,000 bbl per day in 2028 driven by the delivery of the major project now under execution. Beyond 2028 our ambition is unchanged: to sustain production around 500,000 bbl per day into the 2030s. Compared to last year the foundation behind that ambition has strengthened. The business plan beyond 2028 that is the dark blue area in this graph has grown. This reflects additions across the portfolio including Kjøttkake identified upsides in the PWP-Fenris area more tie backs in the Skarv area and better reservoir performance in the Alvheim area. Together these additions have almost closed the gap to 500,000 bbl per day in 2030. They give us a stronger and more diversified production base as we enter the next decade. Looking further ahead three levers will shape our post-2030 trajectory.

**Karl Johnny Hersvik**

CEO | Aker BP

First, the discoveries that are already in our portfolio, including Wisting, as well as a broad set of IOR and tie-back opportunities around our hubs, with the recently discussed Omega Alpha as an addition. Second, a continued active exploration program supported by AI-enabled subsurface tools and innovative drilling methods that raise success rates. And third, selective M&A strengthening our long-term portfolio and accelerating value creation. Together, these levers position Aker BP to deliver sustained profitable production way into the next decade. But first, let's look at the major project Yggdrasil and PWP-Fenris, which are the largest building blocks in our growth story right now. And let me start with Valhall PWP-Fenris because this project is reshaping the future of the Valhall area. We are in fact redeveloping Valhall with a new production and wellhead platform that expands capacity and extends the life of the field.

**Karl Johnny Hersvik**

CEO | Aker BP

At the same time we are adding gas processing capability that makes it possible to tie back Fenris, a gas discovery which is an integrated part of the development. The concept is straightforward: a new production and wellhead platform called PWP at the Valhall Field Centre and an unmanned installation at Fenris tied back 50 km to Valhall. The jackets for both platforms are now in place. The Fenris drilling campaign has been completed and drilling at Valhall has started. Construction of the topsides are progressing at Stord and Verdal. To ensure that we maintain a strong momentum in this critical phase and to secure startup in 2027 we have strengthened the resourcing at the yards. These measures give the teams capacity they need to keep PWP topside on track for sail away from Stord in the third quarter this year.

**Karl Johnny Hersvik**

CEO | Aker BP

On the resource side the development is becoming even more attractive. After an excellent drilling campaign at Fenris we are adding a fifth well there and at Valhall we have added four more wells to the plan. In total these wells are expected to increase recoverable volumes by 30-35 million bbl net to Aker BP, an increase of around 17% from the initial estimates and a good example of how big fields get bigger. With this the net investment estimate for the project is now roughly \$7 billion, about \$1 billion higher than previously. Most of this reflects the actions we are taking to keep the schedule on track while about a third is linked to the additional barrels. In short, yes the investment estimate has increased but so has value.

**Karl Johnny Hersvik**

CEO | Aker BP

The additional wells are adding material resources, the long-term area potential is improving, and we are still on schedule for first production in 2027. Yggdrasil is not only our largest ongoing development, it is a defining example of what Aker BP stands for. It brings together technology leadership, our alliance model, execution capabilities, and our commitment to delivering low emission barrels at scale. The Yggdrasil project is progressing steadily toward startup in 2027. The jackets are now installed at both Hugin A and Munin, and the drilling campaign is underway. Topside assembly is progressing on plan at the yards in Stord, Haugesund, and Verdal. In Q4 this year, we are planning to install the Hugin A topside offshore, a major and very visible milestone for the project. But that's only a part of the story. 2026 will indeed be an exceptionally busy year for Yggdrasil.

Company Representative 1

In 2027 the first oil and gas will be produced from the Yggdrasil area in the North Sea. In the time leading up to production start the team will deliver on a comprehensive integrated plan. As 2026 is underway the extensive diving campaign continue and divers connect subsea spools. A total of 150 spools will be connected in the Yggdrasil subsea infrastructure. At the Stord yard the stacking of the Hugin A topsides has been completed. Multidiscipline outfitting is ongoing. Commissioning starts. The pipe laying scope for Yggdrasil continues and a total of 450 km of pipeline will be installed in the area. By the summer the final stretches of the power from shore cable both the offshore and infield cables are installed. Spring arrives and the Hugin B jacket fabricated at Aker Solutions in Verdal is installed offshore using Sleipnir.

Company Representative 1

Subsea 7 starts installing the manifolds on the templates in the Hugin license. The Øst Frigg manifold follows. The Hugin B topside arrives on location from Verdal and is lifted into place. Two bundles are installed 6.5 km and 3.7 km long to connect Øst Frigg to Hugin A. Noble Integrator completes five production wells and two injectors on Hugin A and Frigg Gamma Delta. In the Munin license Deepsea Stavanger will drill and complete 24 subsea wells for Yggdrasil.



Company Representative 1

Drilling in the Hugin license starts in summer with 14 additional subsea wells planned in the Fulla and Hugin areas in the coming years. In the Hugin license umbilicals connecting subsea infrastructure are laid. The jackup rig will drill five oil producers and three injectors at Hugin B in the time ahead. Christmas trees on subsea wells are installed. The Munin topside fabricated at Aibel in Haugesund arrives offshore and is installed.



Company Representative 1

The floatel provides accommodation in the vital hookup and commissioning phase. Autumn comes and the fourth rig starts operations at Yggdrasil and drill four production wells over the Øst Frigg template. The 29,000 tons Hugin A topside sails from Stord. It is lifted in position by Pioneering Spirit. Yggdrasil is nearing completion. A phase of hookup and commissioning starts offshore. The entire area becomes a hub of activity with vessels, rigs, and subsea teams working in unison. Umbilicals and power cables are pulled into the topsides through risers in the jackets. Yggdrasil is energized with power from shore. Onshore teams collaborate with offshore teams to prepare Yggdrasil for production startup. In 2027 the fields start production. The entire area is remotely operated from the integrated operations center and control room in Stavanger. With Yggdrasil Aker BP and license partners sets a new standard in operations.



Kristian Bay Næss, VP Asset Operations Yggdrasil | Aker BP

In just over one year we will deliver the first oil and gas from Yggdrasil. We will start the field of the future from this central control room in Stavanger. Remote operations, low manned and unmanned platforms, minimum offshore activity, cutting edge technology, a digital ecosystem never before seen in this industry. From this room we can start, run, and safely park the entire process plant without any manual intervention needed offshore. Yggdrasil is built on data. Thousands of sensors installed in the plant provide continuous insight 24/7. We bring this data together through Cognite Data Fusion CDF. The CDF allows us to collect and combine more information than previously possible. We will visualize our 3D models and data through top-notch visualization tools like AIZE Workspace and we will share data seamlessly with strategic suppliers both their high competent teams and their AI agents.



Kristian Bay Næss, VP Asset Operations Yggdrasil | Aker BP

We already have the building blocks in place for AI. Condition-based maintenance and planning are areas where AI will be with us from start. We will scale with all parts of our operations as solutions mature. Our long-term ambition: a high degree of autonomous operations. The real value of bringing the control room onshore is collaboration. That's why we have built this control room with an open design. No one has done this before. All parts of Yggdrasil will be remotely operated from this state-of-the-art integrated operations center. Cranes loading off chemicals, even our inspection robots. Only a small dynamic team will be here at any time, also comprising strategic suppliers delivering world-class support. Working side by side with control room technicians, they are proactively optimizing flow, maximizing uptime, and running safe, efficient operations. The online simulator allows us to test scenarios before implementing changes into the control system.



Kristian Bay Næss, VP Asset Operations Yggdrasil | Aker BP

All activity is planned here. Offshore crews focus entirely on executing safe, efficient work. Take Munin: one yearly campaign fully supported from shore, allowing the offshore team to walk to work and deliver 10-hour productive time. Yggdrasil sets a new benchmark for oil and gas, and it will all happen from right here in Stavanger.



Karl Johnny Hersvik

CEO | Aker BP

In many ways Yggdrasil is the blueprint for Aker BP's future and a glimpse of the future NCS. It's not just the development concept that points forward. The resource potential around it does as well. Big fields tend to grow and Yggdrasil provides a strong platform for continued expansion. A great example is Omega Alpha, the major discovery we made this summer. It added more than 100 million bbl gross to the Yggdrasil area and moved us significantly closer to our 1 billion bbl ambition for the area. We also see further upside and we expect to return with more exploration drilling in 2027. In the meantime we also have an exciting exploration program lined up for 2026. If I were to highlight one area in particular, it would be our campaign at Utsira High. We start with Tonjer in the Johan Sverdrup unit.

**Karl Johnny Hersvik**

CEO | Aker BP

It is maybe not the largest project but it carries a relatively high probability of success. In the second quarter we will drill Svarteknipen located near Solveig and Edvard Grieg and this well in together with Freke North later in the year represent a natural follow-up to the Lofn and Langemann discoveries aiming at further maturing this play and possibly extending the proven trend. In the same area we also will drill the Symra Phase 2 appraisal well. Together this campaign represents a significant opportunity and it sits at the core of our strategy how to grow the resource base around our existing hubs. In the northern North Sea I would also probably highlight the Alpehumle well planned for this summer. Located north of Gjøa it carries substantial value potential and targets the same play concepts as the nearby discoveries such as Cerisa, Ofelia and Duva.

**Karl Johnny Hersvik**

CEO | Aker BP

But exploration is not just about the next well or the next campaign. It's about how we build long-term advantage. And the way we explore is changing. It's driven more by technology, data, and entirely new ways of working. So let me show you how we at Aker BP are reshaping the exploration workflow. What used to be a slow and sequential process is now becoming a fast, data-driven, and technology-enabled process, allowing us to test more ideas, reduce risk, and make better decisions earlier. First, we are successfully using real-time exploration drilling. Horizontal geosteering, wired drill pipe, and ultra-deep resistivity tools give us real-time insight into the reservoir. Decisions that once took days now happen in seconds. We can test multiple targets in a single run, turning what might previously have been a dry well—which shows—into commercial discoveries. Secondly, we are gaining massive AI-powered subsurface insight.

**Karl Johnny Hersvik**

CEO | Aker BP

Our in-house developed AI tools analyze huge amounts of geological and seismic data in minutes. Work that would normally have taken days or even weeks. This gives us better prospect selection and frees up our experts to focus on areas where human judgment really matters. An excellent example is in the 2025 APA licensing round. Here AI really supercharged how we work. Instead of weeks of manual screening document searches and draft iterations we use our in-house AI assistants to pre-screen data highlight geological features worth a closer look and pull forward relevant insights from past applications and analog field. On top of that AI-driven drafting tools help us speed up the writing itself. This enabled our geoscientists to evaluate opportunities faster improve the geological understanding and deliver a stronger overall application. The productivity gain was tangible and the highly successful APA results reflected it.

**Karl Johnny Hersvik**

CEO | Aker BP

And this is what AI means for us. Practical tools that lift speed, increase quality, and the confidence in our decisions. And then thirdly, high-resolution ocean bottom node seismic provides a step change in imaging quality. Reducing uncertainty, improving well placement, and de-risking prospects. Particularly in the material areas where this clarity matters most. Lofn and Langemann is a very strong example of the value of ocean bottom node seismic. So what does all this mean? Well, in short, these innovations compress traditional workflows into something faster and more powerful. We explore with higher accuracy, higher confidence, and lower cost, and the impact is already visible in discoveries such as Omega Alpha, Kjøttkake, and Lofn-Langemann. But this mindset doesn't really stop at exploration. It's the same way we are rethinking workflows that are now shaping our mature and we develop our discoveries. Faster, leaner, and with far better insight.

**Karl Johnny Hersvik**

CEO | Aker BP

By working as one team across exploration, subsurface, and project, we are developing the next generation of project in a far more efficient way.

Marte Mogstad, SVP Projects Growth | Aker BP

For many years Aker BP has systematically built strong and proven field development capabilities through our alliance model, the adoption of new technologies, and a relentless push on digitalization. Looking toward the 2030s, the NCS is changing. The resource potential remains significant, but the discoveries are smaller and the reservoirs more complex. To stay ahead, we must once again raise the bar. Compress timelines, improve efficiency, and turn marginal resources into profitable barrels. And we must keep pushing the boundaries of technology and innovation to unlock the more complex reservoirs and developments that will define the next decade. At Aker BP, we are now moving to the next level. Reinforcing next generation field developments along three fronts. Standardization and proven technical solutions have long been an important part of our projects. Reducing complexity and enabling continuity. We are now advancing this approach.

**Marte Mogstad, SVP Projects Growth | Aker BP**

By scaling standardized, leaner, and more repeatable solutions in engineering, well design, modular layouts, and equipment, we shorten timelines, lower costs, improve predictability, and build portfolios of projects where learning compounds and accelerates performance. At Aker BP, an integrated end-to-end data flow is becoming the backbone of how we work. Instead of long, linear, and requirements-heavy processes, we use an agile approach with rapid iteration, sharper trade-offs, and early clarity on value. Rethinking workflows from exploration to first oil and maturing subsurface and development concepts efficiently in parallel improves value, decision quality, and speed. And with one shared data foundation, we can automate workflows and scale AI. Our proven alliance model, built on shared objectives, aligned incentives, and true co-development with our core suppliers, remains a defining pillar of Aker BP.

**Marte Mogstad, SVP Projects Growth | Aker BP**

As we shift to fuller data-driven integrated workflows from exploration to first oil, we are further enhancing how we work together as one integrated team across subsurface projects and our suppliers. We have what it takes. A strong foundation, proven capabilities, and the mindset to transform at pace. For next generation projects, our ambition is clear. To halve the time it usually takes from discovery to first oil on the NCS. And drive cost efficiency at similar magnitude. And we are already seeing the results. Take Kjøttkake. The discovery was made in March 2025. Shortly after, we increased our ownership by acquiring Japex stake, and we recently became the operator for the development phase. We moved quickly to define a viable tieback concept; subsurface projects and partners worked in focus sprints, capitalizing on our proven alliance model, simplifying decisions, and removing waste in the process.

**Marte Mogstad, SVP Projects Growth | Aker BP**

We are now on track for first oil in early 2028. Three years after discovery. That sets a new pace for the NCS. By developing the next generation of projects faster and far more efficiently we will continue to maximize value around our hubs and innovate to unlock new plays. Turning the increasingly marginal and challenging resources into profitable barrels. Take Skarv. Through developments like Ærfugl and Skarv satellites we have already doubled recoverable volumes. Recent discoveries add further upside and we aim to extend production on Skarv well into the 2040s. Data-driven workflows combined with standardized and lean solutions and close collaboration with our alliance partners allow us to deliver our portfolio of infill wells and subsea tiebacks faster at lower cost and with greater confidence. On Valhall recoverable resources have increased sixfold since startup and we still see significant potential.

**Marte Mogstad, SVP Projects Growth | Aker BP**

With PWP-Fenris we are now turning Valhall into a long-term hub for oil and gas in the southern North Sea. With decades of experience from continuous tight reservoir development on Valhall combined with a high-pressure development on Fenris we have already taken important steps toward unlocking even more challenging reservoirs across NCS. Such as Victoria and Varka. One of the largest undeveloped gas discoveries on the NCS with around 250 million bbl of oil equivalent recoverable. Technically challenging tight and HPHT but a pivotal building block for turning the large tight reservoir potential on NCS into profitable barrels. Opening a new play type beyond our current portfolio. Awarded in January we are already progressing at pace qualifying technologies capturing scale effects and improving production rates. The work we are doing today defines Aker BP's capabilities for the decade ahead.

**Marte Mogstad, SVP Projects Growth | Aker BP**

It positions us to continue developing the NCS responsibly and competitively. It strengthens our ability to deliver efficient and low emissions productions for decades to come.

**Karl Johnny Hersvik**

CEO | Aker BP

The Kjøttkake story is not only about exploration success and fast project execution. It also highlights an important point about M&A. Our third lever for sustaining production into the 2030s. It shows that with the right partnership, the right ownership structure, and fast aligned decision making, we can unlock substantial value. Our approach to M&A has been consistent for more than a decade. Value-driven, grounded in sound industrial logic, and focused on efficient integration. Never scale for its own sake. Some examples include the acquisition of Hess Norge. Strengthening our position in the Valhall area and unlocking new growth opportunities. King Lear added new high-quality resources and paved the way for Fenris. The combination with Lundin Energy transforming our portfolio, bringing Edvard Grieg into Aker BP, and increasing our stakes in world-class assets such as Johan Sverdrup and Alvheim.

**Karl Johnny Hersvik**

CEO | Aker BP

Creating a more robust foundation for the highly value-creative development now nearing completion. This track record reflects disciplined capital allocation, deep technical understanding on the NCS, and a long-term mindset. We will continue to pursue opportunities but only where we see a clear strategic fit, compelling economics, and the potential to create real value for our shareholders.

**David Tønne**

CFO | Aker BP

We are now more than halfway through our six-year value creation plan, launched at the beginning of 2023. It's a plan designed not only to deliver value-equitative growth well into the 2030s but also strong cash flows and substantial distributions to shareholders along the way. We are progressing well and enter 2026 with a strong financial position, expecting 36% production growth over the next two to three years and have a lot of exciting opportunities to create significant shareholder value beyond that.

**David Tønne**

CFO | Aker BP

With that as a backdrop, our capital allocation priorities remain firm. Our first priority is to ensure we always have sufficient financial capacity. That means maintaining a strong balance sheet and ample liquidity so we can manage volatility, fund our investment program, and preserve strategic flexibility. Second, we invest to create value. We continue to allocate capital to projects with strong returns, low break-evens, and robust cash generation. Our tieback projects in the Ærfugl and Skarv area will be completed in 2026, and we continue to invest in our major development projects with startup in 2027. In addition, we mature and sanction new developments such as Johan Sverdrup Phase 3, the Kjøttkake discovery, and high-return infill wells to maximize shareholder value. And third, we return the value we create to our shareholders.

**David Tønne**

CFO | Aker BP

Our dividend framework provides consistency and predictability and as our cash flows grow we remain committed to distributing that value back to investors. These three priorities guide every capital decision we make. And as I've earlier today already covered the financial capacity part let me turn to our investment program. As Karl has already covered our development projects are progressing according to schedule. Over the past year we have updated our investment plan to reflect the latest cost estimates and to include new highly profitable projects. As you can see in the chart we are now past the peak investment year in our 2023 to 2028 value creation plan. 2026 will still be a CapEx intense year but as the major field developments move towards startup next year CapEx will come down sharply. For 2026 we now expect CapEx in the range of \$6.2 billion-\$6.7 billion.

**David Tønne**

CFO | Aker BP

That is roughly \$500 million higher than previously indicated, driven by mainly three factors. Currency effects. A stronger Norwegian kroner versus the U.S. dollar increases the CapEx when measured in dollars. This accounts for roughly \$200 million of the increase. New projects around \$100 million mainly related to Kjøttkake. And lastly increased cost to safeguard the schedule for Valhall PWP-Fenris. For 2027 and 2028, we have included new growth investments compared to last year. The most notable additions are Kjøttkake and the PWP-Fenris upside program which includes five additional wells. Together these investments add more than 50 million bbl net to Aker BP from 2028 and onwards. Most of our investments in 2026 and 2027 qualify under the temporary tax rules providing a 86.9% tax deduction. From 2028 and onwards investments get 78% deduction in line with the standard petroleum tax regulation in Norway.

**David Tønne**

CFO | Aker BP

As most of the deductions are realized in the year of investment, it is important to also look at the actual after-tax cash flow impact. Finally, as already discussed, because more than two-thirds of our investments are denominated in Norwegian kroner, our U.S. dollar estimates are sensitive to currency movements. To manage this, we have proactively hedged 70%-85% of our planned after-tax NOK expenditures for 2026 and 2027 at an average U.S. dollar Norwegian kroner rate between 10.5-11. The financial effects of this hedging do not impact reported CapEx. They are recognized as financial items. As shown in the note to the balance sheet, our current currency derivatives positions were valued at approximately \$109 million at year-end. These positions relate to the hedging of our planned Norwegian kroner expenditures.



David Tønne
CFO | Aker BP

With a 22% tax rate on currency derivatives, the after-tax value is around \$85 million. To put that into context, in value terms this corresponds to roughly \$650 million in lower CapEx across 2026 and 2027. As we ramp up production from our new projects and CapEx starts declining, free cash flow will significantly increase over the next three years. By the end of 2028, we expect to have generated up to \$12 billion in cumulative free cash flow. On how oil and gas prices develop. In turbulent times resilience matters. We have built financial strength to withstand volatile commodity markets and our metrics remain robust across most plausible oil price scenarios. Assuming a continued 5% annual increase in dividends, our leverage stays comfortably below our internal threshold of 1.5x and well within the bank covenant of 3.5x.



David Tønne
CFO | Aker BP

Even in a prolonged \$50 oil price environment assumed from the start of 2026, our modeling shows that leverage would only exceed 1.5x at the end of 2026 before declining again through 2027. So in summary, our value creation plan is on track, and we have both the capacity and the resilience to fund our investments and deliver attractive shareholder distributions in the years ahead. And when it comes to shareholder distributions, we stick to our guiding principle that the dividend should be resilient and reflect our financial capacity through the cycle. Taking into account both our long-term outlook and our credit profile. As we enter 2026 with a strong balance sheet, a high underlying cash generation from our producing assets, we have a solid foundation to stay true to our ambition of growing the dividend by at least 5% per year throughout this investment period to 2028.



David Tønne
CFO | Aker BP

We are therefore proposing a 5% increase for 2026 which takes the total dividend to approximately \$2.65 per share paid quarterly. Now let me round off with a few comments on our 2026 guidance starting with near-term tax payments. The tax payments in the first half of the year reflect taxes accrued in 2025. We expect tax payments around \$300 million and \$450 million in Q1 and Q2 respectively. For the second half of 2026 the tax payments will be set around mid-year based on an updated full-year estimate. In this chart we illustrate what those payments may look like under different oil price scenarios. One clear takeaway is that with an oil price below \$70 for the year tax payments in the second half would be limited due to our investment program. This is a key feature of the Norwegian tax system.



David Tønne
CFO | Aker BP

It provides resilience to market volatility when investing in profitable growth. Finally the guidance on other key metrics for 2026 is as follows. For 2026 we expect average production of 370,000-400,000 bbl per day. These estimates are based on P50 bottom-up assessments across our portfolio and the range reflects the simulated uncertainty in those forecasts. The reduction from 2025 is driven by underlying decline in several fields partly offset by startups of new subsea tiebacks in the Eiga and Skarv area. Operating expenses are expected around \$8 per barrel produced. This is up from the 2025 average of \$7.3 per barrel driven by the weakening of the dollar against the Norwegian kroner and lower production year-over-year. As already discussed we estimate total CapEx for 2026 to come in between \$6.2 billion-\$6.7 billion down from \$7 billion in 2025.



David Tønne
CFO | Aker BP

Abandonment expenditures are expected to be broadly in line with last year at around \$100 million, with plugging and abandonment of old wells on Valhall as the main driver. Lastly, 2026 is set to be another active exploration year with 12 wells currently planned, including seismic and early-phase maturation. We expect total exploration spend of around \$400 million. And with that I'll hand it back to Karl for some final remarks before we move on to the Q&A session.



Karl Johnny Hersvik
CEO | Aker BP

Thank you, David. Aker BP delivered a strong performance in the fourth quarter and throughout 2025, achieving low production cost, low emissions, and production at the high end of our originally guided range. Our major projects progress as planned and remain on schedule for startup in 2027. The investment estimates have been increased for several reasons, not at least that additional barrels have been added to the projects.

**Karl Johnny Hersvik**

CEO | Aker BP

The ongoing tieback projects have accelerated startups and all are now starting up in 2026. 2025 was an outstanding year for exploration as we participated in the three largest discoveries on the NCS and added around 100 million bbl of resources. We have a clear and well-defined plan to sustain production above 500,000 bbl per day from 2028 with even greater ambitions beyond that amongst other assisted by the increased volumes in the Yggdrasil area and the PWP-Fenris area. Aker BP acknowledges the new reality on the NCS. We are preparing for the future by rethinking how we mature and develop our discoveries. Faster learner and with far better insight. By working as one team across our internal functions and the broader ecosystem we will deliver the next generation of projects in a significantly more efficient way.

**Karl Johnny Hersvik**

CEO | Aker BP

And we remain committed to delivering shareholder value including a planned 5% increase in base dividends for 2026. We will now take a short pause before opening the Q&A session and to participate please use the Teams link on the webcast page and if you prefer to listen only please stay tuned we will resume in one minute. Welcome back and I do apologize for the short break but as usual in this business we need to keep pace. And as also usual our master of ceremony for the Q&A session will be Kjetil Bakken our head of IR and I'll hand over to you Kjetil.

Q&A

**Kjetil Bakken**

Head of Investor Relations | Aker BP

Thank you Karl and let's cut to the chase. The first question today comes from Teodor Sveen-Nilsen from SpareBank 1 Markets.

**Karl Johnny Hersvik**

CEO | Aker BP

Might be but we hear nothing.

**Kjetil Bakken**

Head of Investor Relations | Aker BP

Sorry Teodor we have a small technical issue so.

**Teodor Sveen-Nilsen**

Equity Analyst, Energy and Offshore | SpareBank 1 Markets

Okay you can't hear us.

**Kjetil Bakken**

Head of Investor Relations | Aker BP

Now we can hear you.

**Karl Johnny Hersvik**

CEO | Aker BP

Now we can hear you. Good morning, Teodor.

**Teodor Sveen-Nilsen**

Equity Analyst, Energy and Offshore | SpareBank 1 Markets

Okay. Good morning and thanks for the presentation. So I guess I'm limited to two questions although Kjetil didn't say that but I'll limit myself to two questions. First, on you showed this beautiful graph on production going forward. Where you show flat production into the 2030s. Både det tells the same flat production and Equinor they also tell us that production will be flat until 2035 while the Norwegian Petroleum Directorate they believe or the base case is substantial decline. So who is correct? If you just could shed some light on your thoughts there that would be very useful. And also maybe how Wisting comes into play into this the guidance of flat production going forward. So that's the first question. Second question that is on dividends.

**Teodor Sveen-Nilsen**

Equity Analyst, Energy and Offshore | SpareBank 1 Markets

You increased even by 5% as you have indicated as long as oil price stays above \$40 per barrel, but how should we think about this after Yggdrasil first oil? Should we expect you to change that guidance or increase it? I assume that CapEx profile will look very different after Yggdrasil first oil. So that's my two questions. Thanks.

**Karl Johnny Hersvik**

CEO | Aker BP

Thanks Teodor, and thank you for limiting yourself to two questions even though they were very fundamental questions. I'll try to be a little bit brief. There is no doubt if you look at the Norwegian Continental Shelf and the quality outline of the different companies and their inherent strategies as you just very succinctly presented that there will be a challenge on the Norwegian Continental Shelf. This is the very precise background for the presentation that Marte gave a bit earlier today.

**Karl Johnny Hersvik**

CEO | Aker BP

Our long-term focus on AI and time compression and how we think about alliance models to actually create a significantly more time-compressed field development. Combine that with our efforts on exploration, not least the delivery we did last year with 100 million bbl but also the APA awards this year. We have over time built a significant backlog both of prospect, leads, discoveries, and very early-phase projects. So my view on this is yes the overall Norwegian Continental Shelf is likely to decline over time but I can assure you we've been prepared for this for a long time and we will do whatever it takes to lead that game. Then I think there's a final point.

**Karl Johnny Hersvik**

CEO | Aker BP

Aker BP because of a bit of a later startup of a project starting up in 2027 we actually have a little bit of a less challenge than some of the other companies that you referred to managing that decline into the 2030s. But it is a key point as we also highlighted in today's presentation and there's a long list of measures being implemented by Aker BP as we speak while we're executing the projects to mitigate that exact observation. You want to talk about dividends?

**David Tønne**

CFO | Aker BP

Yeah I can do that and Teodor. So the current dividend policy is very clear. So our ambition is to grow the dividend by a minimum of 5% through this investment period. And that's also what's the basis for the dividend increase that we have indicated for 2026.

**David Tønne**

CFO | Aker BP

When it comes to what happens after 2028, I think that that's something that we will need to refer back to. But I think the key message from us is that we invest to create value and all the value that we create will be returned back to shareholders over time.

**Teodor Sveen-Nilsen**

Equity Analyst, Energy and Offshore | SpareBank 1 Markets

Thank you. And on the long-term production profile, I definitely agree with you that looking at history probably the offshore directorate is too conservative. I'll leave it there. Thank you.

**Karl Johnny Hersvik**

CEO | Aker BP

Thank you, Teodor. Let's move on, Kjetil.

**Kjetil Bakken**

Head of Investor Relations | Aker BP

Yes. Next question today comes from Tianhong Bi from Citi. Please go ahead.

**Karl Johnny Hersvik**

CEO | Aker BP

Still connected, Tianhong?

**Kjetil Bakken**

Head of Investor Relations | Aker BP

Just Tianhong, please give us a second. We have a technical issue again. Sorry for that. I think, can we come back to you later and we'll sort it out, Tianhong? We're not able to get your feed into the system here.

**Kjetil Bakken**

Head of Investor Relations | Aker BP

We'll move on to James Carmichael then from Berenberg.

**James Carmichael**

Energy Equity Analyst | Berenberg

Good morning guys. Can you hear me?

**Karl Johnny Hersvik**

CEO | Aker BP

Yes we can. Good morning James.

**James Carmichael**

Energy Equity Analyst | Berenberg

Morning. Just a couple please. Just firstly on Wisting. I guess you sort of flagged it as an important project in the longer-term production profile. Just what's the situation? Any progress update there? And I guess whether you've been able to utilize any of the AI that you've talked about in terms of accelerating that project or improving the economics. And then just on the exploration campaign for the year, 12 wells they all look to be in the North Sea nothing in the Norwegian Sea or the Barents. I'm just wondering if that's a sign of things to come in the exploration strategy or just the way it's fallen this year. Thanks.

**Karl Johnny Hersvik**
CEO | Aker BP

Yeah thank you. Thank you James.

**Karl Johnny Hersvik**
CEO | Aker BP

When it comes to Wisting, obviously we are not the operator. So the way I see this is that the sea studies is starting. We will likely choose an engineering provider sometime mid-2026 and then a DG2 towards the back end of 2026 and a DG3 towards the back end of 2027. And then hopefully an efficient execution model. And then I'll ask you to question the operator whether they're implementing any of their artificial intelligence. When it comes to exploration, this is a bit simpler actually. In 2026 we are spending most of our available rig days drilling the production wells. That goes across the semi-subs and also the jack-ups. That means that we from an operated perspective have concentrated on the Utsira High area. So this is basically just an allocation of rig capacity in 2026.

**Karl Johnny Hersvik**
CEO | Aker BP

Then you might have noticed that we've actually contracted a new rig from 2027, the Noble Great White, to add in capacity to cater for the higher than expected wells to be drilled need. As you also saw in the presentation, we now have several IOR targets and new wells rolling into the portfolio as a result of the ongoing drilling campaign. So the 2026 campaign is simply an allocating of rig resources.

**James Carmichael**
Energy Equity Analyst | Berenberg

Great. Thank you.

**Kjetil Bakken**
Head of Investor Relations | Aker BP

All right.

**Karl Johnny Hersvik**
CEO | Aker BP

Let's move on.

**Karl Johnny Hersvik**
CEO | Aker BP

Then we'll move back as the case may be.

**Kjetil Bakken**
Head of Investor Relations | Aker BP

Yes. So the next in line is Nishant Kumar from Barclays. Please go ahead, Nishant.

**Naisheng Cui**
Assistant VP | Barclays

Hey, good morning everyone. Can you hear me?

**Karl Johnny Hersvik**
CEO | Aker BP

Absolutely. Good morning, Nishant.

**Naisheng Cui**
Assistant VP | Barclays

Perfect. Thank you. I have two questions please.

**Naisheng Cui**

Assistant VP | Barclays

I thought it was really interesting to hear the digitalization and the AI deployment at Aker BP as well as your alliance model which is very differentiating. I wonder if you are able to quantify the impact of those on your financial performance such as production cost per barrel. I don't know a lot of savings perhaps in the long term. If you can quantify that that will be good or just give us a bit more color on that. Then my second question is on your 2026 production guidance. I want to ask let's say if we exclude the acceleration of 2027 production that was brought forward to 2026 for example the Skarv area the Utsira High area what would be the underlying production range? Thank you.

**Karl Johnny Hersvik**

CEO | Aker BP

Yeah you might have a think about the last question why not answer the first.

**Karl Johnny Hersvik**

CEO | Aker BP

So first of all I think it's fundamentally important to understand this discussion around digitalization. And the way I usually describe it is that this is almost a continuous process. So you first optimize quality analog work process then you digitalize it by implementation of tools and transforms and human-machine interfaces and the whole stuff that we're used to in the retail space. And then now we are taking the next step and we're implementing artificial intelligence. But that is a completely different way of thinking about organization, processes, competence needs, etcetera, etcetera. And as an example what usually was a planning process for a maintenance operation or maintenance planning offshore would usually take about a week from start to finish. Now with agentic AI and agentic powered tooling we can actually do that in no matter of minutes not in a matter of days.

**Karl Johnny Hersvik**

CEO | Aker BP

We see the same thing in root cause analysis. What used to take weeks are now taking hours. So you're actually observing a collapse in work processes that we haven't really seen before. And we're able to do this because over time we have invested in what was ultimately an AI-ready architecture where you can deploy these systems and agents on top. And then this discussion around saving, I'm also having a little bit of a problem conceptually with that idea because that takes us a starting point that you have some sort of fixed underlying performance and then you're measuring your performance against that underlying performance. Which might be fine if you were improving analog processes or implementing digital tools on analog work processes. But what you're actually doing here is that you're fundamentally transforming the way an organization works.

**Karl Johnny Hersvik**

CEO | Aker BP

So there is really nothing to compare it against. What you should be looking for is cutting-edge performance in terms of time to first oil. You should look at our ability to discover oil. You should look at our underlying performance in terms of uptime, plant efficiency, maintenance efficiency, etcetera, etcetera. It will take a bit of time before that works itself into the financials. But I think that is the ultimate proof point. I really struggle with this idea and companies coming out and saying they've saved X, Y, and Z by implementing this and that. I really don't understand how that is a measurable quantity. You want to talk a little bit about production guidance?

**David Tønne**

CFO | Aker BP

Yeah. So I guess your question is to a large extent what is the incremental impact of accelerating the Skarv satellites into 2026 versus the original plan which was in the start of 2027. And we typically don't like to give sort of detailed guidance on a field-by-field basis but to give you an idea this is probably in the range of 1%-2% of production. So we're talking about maybe 5%-6% bbl per day of impact from that. So it's not material in the bigger sense of the portfolio but of course very important in terms of how we are executing the projects.

**Karl Johnny Hersvik**

CEO | Aker BP

And very important for the Skarv assets.

**David Tønne**

CFO | Aker BP

And very important for the Skarv assets indeed. That's true.

**Naisheng Cui**
Assistant VP | Barclays

Very helpful. Thank you so much.

**Karl Johnny Hersvik**
CEO | Aker BP

Let's move on Kjetil.

**Kjetil Bakken**
Head of Investor Relations | Aker BP

Yes. Then next caller is Victoria McCulloch from RBC.

**Victoria McCulloch**
Director, Energy Research | RBC Capital Markets

Morning. Can you hear me okay?

**Kjetil Bakken**
Head of Investor Relations | Aker BP

Yes we can. Good morning Victoria.

**Victoria McCulloch**
Director, Energy Research | RBC Capital Markets

Super. Thanks very much. So just some questions on CapEx in particular. Can you give us some color on how much of the Valhall CapEx increase was spent in 2025? Then looking at 2025 and 2026 do these CapEx budgets include incentive mechanism payments that I guess we've seen in the past for your alliance partners? And then on 2027 you mentioned that there's been an increase from 12 months ago. Can you give us maybe a bit of magnitude on that and how much of it's been Valhall and how much of it is keeping to the schedule that's driven up the OpEx? Thanks very much.

**Karl Johnny Hersvik**
CEO | Aker BP

Yeah. You want to talk about the 2027 and I'll do the 2026/2027?

**David Tønne**
CFO | Aker BP

Yeah. 2025 you mean?

**Karl Johnny Hersvik**
CEO | Aker BP

2025 I mean.

**David Tønne**
CFO | Aker BP

2025. Yeah. Yeah I can do that.

**David Tønne**
CFO | Aker BP

So we have quantified that to roughly \$200 million in 2025 which is linked to Valhall. And then the other call it deviations in 2025 is currency effects and some other deviations.

**Karl Johnny Hersvik**
CEO | Aker BP

And then for 2026 and moving forward when it comes to Valhall specifically about a third of the increase is related to one new production well at Fenris following excellent results of the drilling campaign. Four new wells in the Valhall area following better than expected performance on the already drilled Valhall wells. And the remaining part of that is related to essentially an upmanning at the Stord yard following a period with a little bit less productivity than we assumed. Simply to make sure that we are resourcing it to guarantee that we're delivering on time.

**Karl Johnny Hersvik**

CEO | Aker BP

Then this estimate includes all the total costs that will be incurred by Aker BP whether that is a direct payment or it's fees or bonuses or other payments.

**Victoria McCulloch**

Director, Energy Research | RBC Capital Markets

Super. Thanks very much for the color this morning.

**Karl Johnny Hersvik**

CEO | Aker BP

Thank you.

**Kjetil Bakken**

Head of Investor Relations | Aker BP

All right. Next question comes from Chris Wheaton from Stifel.

**Chris Wheaton**

Managing Director | Stifel

Good morning guys. Two questions if I may. Firstly CapEx not so much the impact on 2025/2026 but I'm interested longer term do you think you've moved up from that sort of \$15 a barrel of incremental CapEx spend to hold that production at above 500,000 a day? And I'm interested how much do you think if so that has gone up how much that has increased? Secondly a question on reserves.

**Chris Wheaton**

Managing Director | Stifel

Total 2P plus 2C end of 2025 was up only 20 million bbl versus end of 2024 and that's despite the good, the excellent exploration success you've had this year. I wondered then if those barrels from this year's exploration success are actually going to come into the reserves numbers next year instead because I was surprised there was such a small increase in those numbers. That'll do me for now. Thank you very much.

**Karl Johnny Hersvik**

CEO | Aker BP

Yeah. So the first one is the easiest to answer. The answer is yes. You're a bit ahead. So most of this will come into the resource and reserves reporting on the year following the discovery. So that is correct. And then on CapEx.

**David Tønne**

CFO | Aker BP

I can cover that.

**Karl Johnny Hersvik**

CEO | Aker BP

Yeah.

**David Tønne**

CFO | Aker BP

Yeah. So what we have said in the past, Chris, is that we expect a range between \$15-\$25 per barrel going forward.

**David Tønne**

CFO | Aker BP

And then we have said that when you invest in new facilities to create call it facilities to also cater for area developments, new tie-backs and so on you could put in place infrastructure which drives up the call it starting point on the cost per barrel in the higher end of the range while when you're drilling infill wells and/or doing subsea tie-backs that number should typically be lower. And then you can see that for example from the wells that we now added in the Valhall PWP-Feris project the five wells there and when you look at the number of resources we're adding the cost per barrel goes down quite significantly right? Because you've already pre-invested in the facilities. So there will be a range and there's nothing that's happened since we discussed this last time which indicates that that number is increasing significantly.

**Karl Johnny Hersvik**
CEO | Aker BP

Quite the opposite.

**David Tønne**
CFO | Aker BP

Yeah.

**David Tønne**
CFO | Aker BP

Quite the opposite as Carla is saying here. I think that the efforts that we are doing across the board as also talked about in the presentation today should indicate that we will be able to bring that down going forward.

**Chris Wheaton**
Managing Director | Stifel

That'd be really interesting if you could. I mean it'd be amazing if you could do that. So keep up the good work. Thanks very much indeed.

**Karl Johnny Hersvik**
CEO | Aker BP

Thanks, Chris.

**David Tønne**
CFO | Aker BP

Thanks, Chris.

**Kjetil Bakken**
Head of Investor Relations | Aker BP

All right. Tianhong Bi, we are having some trouble with connecting his sound. So he has sent us the questions on email so I'll read them out now.

**Karl Johnny Hersvik**
CEO | Aker BP

By proxy. That's great.

**Kjetil Bakken**
Head of Investor Relations | Aker BP

From Tianhong Bi of Citi. Good to see some update on the Sverdrup redetermination process. We've seen a very wide range of possible outcomes on the NCS recently.

**Kjetil Bakken**
Head of Investor Relations | Aker BP

With the results just a few months away, are you able to shed any light on what we should expect at this stage of the process? And please just remind us if the outcome is favorable for you, would that trigger any cash reimbursements this year or is everything settled through future production? And does the upper end of your CapEx guidance include any contingency for a potential reallocation? It is interesting to see you have been awarded for several tight gas reservoirs in the latest APA round. Those historically have been viewed as uncommercial. Given your portfolio is quite oil-weighted and you've typically prioritized higher return low break-even projects, this looks like an unusual move. What's driving your interest in tight gas now?

**Karl Johnny Hersvik**
CEO | Aker BP

Excellent questions and well presented and thank you, Tianhong.

**Karl Johnny Hersvik**

CEO | Aker BP

On Johan Sverdrup, I think you should—I think I'll refrain from commenting both on process, but I can say that any changes to attract participation in Johan Sverdrup is not accounted for in our 2026 forecast whether that is on the production or on the CapEx side. And then if there is attract participation change that means that if it's positive, that means that the production will go up slightly. We haven't accounted for that but CapEx will also go up slightly. And there are a 2-year kind of restatement process for 2026 and 2027. So neither is accounted for in our guidance for 2026. And then on process I think I'll leave that to the operator to comment on. On tight gas/tight oil I think it's important to note that we've actually been a very active operator of tight oil for a long time in Aker BP.

**Karl Johnny Hersvik**

CEO | Aker BP

Valhall Field is essentially a tight oil play and we've been probably the most active call it deployer of fracking technology and other stimulation technologies against a tight oil play. So we've for quite some time spent a bit of time and resources understanding the tight oil. And then your question why and I understand that you might believe this is an important move. Well, I'll go back to where Teodor started this morning pointing out the challenges on the Norwegian Continental Shelf keeping the reserve number up. If you look at the total amount of discovered but undeveloped resources, tight oil tight gas constitutes by far the largest portion.

**Karl Johnny Hersvik**

CEO | Aker BP

So for us focusing on the Norwegian Continental Shelf and building on years of experience with light oil and tight gas and the fact that we are now essentially out-drilling the other operators on the Norwegian Continental Shelf and drilling is such an important part of the cost on light oil and tight gas it was actually a natural move for us to now go after these resources. So that means that we have picked up as you correctly points out quite a number of licenses and we're progressing technology projects and development projects in parallel. We do believe that this will be highly value-created barrels on the Norwegian Continental Shelf with a significant volume potential.

**Kjetil Bakken**

Head of Investor Relations | Aker BP

All right. Thank you on behalf of Tianhong. And then the next question comes from Mark Wilson from Jefferies.

**Mark Wilson**

Research Analyst | Jefferies

Can you hear me?

**Karl Johnny Hersvik**

CEO | Aker BP

Yeah we can Mark. Good morning. Okay.

**Mark Wilson**

Research Analyst | Jefferies

Well, I can't hear you anymore. So I'll ask my question anyway. I have to ask and you'll have to say you're dropped on the production guide outlook. There seems to have been a race to the bottom in terms of expectations into this event but I hear or see nothing new. We've been here before. Two years ago were the breakthrough expectations that was managed incredibly well. The field was expected to come off plateau in "late 2025". Here we are in 2026. What are the variables in your guidance this year and beyond that with the drilling and field management options that you have? Thank you.

**Karl Johnny Hersvik**

CEO | Aker BP

Thanks Mark. I certainly buy into your statement that this is actually nothing new. What we're seeing now is pretty spot on what we have in our models and our projections going forward and what we have had going into 2026.

**Karl Johnny Hersvik**

CEO | Aker BP

The variables here are as almost any other field I would say is essentially trying to stop the decline by drilling new wells or implementing well changes. For us there are new wells being drilled at the DP. There's a retrofit multilateral campaign which we've now been in the middle of and one well has started up and another well is coming. And then you have the Johan Sverdrup Phase 3 project coming on stream in 2027. So that's basically what we would in any other field call an IR campaign and should be considered the same here. And there will be more. And then it's all about how we actually run production. It's about the balance of mass outtake, volume injection through the water injection system, and then understanding how the coning and the coning behaviour of these wells behave.

**Karl Johnny Hersvik**

CEO | Aker BP

And again, I've said this several times in this presentation. Here I say Statoil is doing an excellent job and have been doing an excellent job mitigating and fighting the decline. I see no new information and I still believe that Johan Sverdrup is a fantastic field that will continue to outperform.

**Kjetil Bakken**

Head of Investor Relations | Aker BP

I think we lost Mark.

**Karl Johnny Hersvik**

CEO | Aker BP

I think we lost Mark. Kjetil, so let's-

**Kjetil Bakken**

Head of Investor Relations | Aker BP

Mark froze but hopefully he got the message. Okay. We'll move on to the next caller. John Olaisen from ABG.

**John Olaisen**

Head of Oil Services Research | ABG

Yeah. I had to do tests but can you hear me?

**Karl Johnny Hersvik**

CEO | Aker BP

Absolutely. Good morning, John.

**John Olaisen**

Head of Oil Services Research | ABG

Fantastic. That's great. Two questions on exploration. First, a notice that you're drilling an exploration well in the Johan Sverdrup area. The Tone now in Q1. I just wonder, a bit curious actually.

**John Olaisen**

Head of Oil Services Research | ABG

Is it, and it looks like it is, relatively small potential for that well, but I just wonder, is that is this a small pocket you're drilling or is it outtesting for a potential new play opener, so to speak, for the area? And also, if this if turns out to be a discovery, is this something that could be tied up and tied in and start production fairly soon? So that's the first question on the Tone exploration well. And secondly, more in general, you're using a lot of AI, as you say, on exploration. I just wonder the implications. Are there implications that you will need more seismic data but will be able to drill fewer exploration wells? And the second part of that question is, do you expect to increase exploration success rates going forward?

**John Olaisen**

Head of Oil Services Research | ABG

Maybe also comment a little bit on potential difference in commercial success versus technical success. As you know we know there's been a lot of technical success but fewer commercial successes. So yeah if you could elaborate on a little bit of that as well please.

**Karl Johnny Hersvik**

CEO | Aker BP

Sure. Absolutely. Thank you John. Tone is essentially the northernmost extension of the Johan Sverdrup field with a possibility of a difference in oil quality, oil-water contact, etc. etc. So that's why we're drilling an exploration well. No it's not I would really wish it to be a play opener but I don't consider it a play opener. I consider this more almost like an appraisal well to understand whether there is a basis for a subsea tie-back from the Tonjer area and back to the Johan Sverdrup field.

**Karl Johnny Hersvik**

CEO | Aker BP

And then I do sincerely hope and would urge the operator if we do make a discovery to expedite the tie-back of Tone to the host. And then on AI I don't think it'll change the way we consume seismic in terms of volume. I think it's a better way of looking at it is almost like a digital laboratory right? Where you can test concepts, you can dig into data, you can actually play with concepts and then hold that up against the database that you have in a consistent manner. You could always do stuff like automatic seismic interpretation and data analysis and of course machine learning algorithms driven by AI agents is kind of revolutionizing the pace we are retransforming this data to test different hypotheses. But I don't really see that there's a fundamental change in our consumption of data.

**Karl Johnny Hersvik**

CEO | Aker BP

Maybe with one exception, and that's the move from towed streamer seismic to ocean bottom nodal seismic simply because these algorithms are now using not only the pressure wave but also the shear wave to optimize the yeah what they basically call the way of differentiating between rock and the fluids in the rock. Yes, of course it is for us about increasing the chance of success. It's about avoiding drilling wells where we can see that there has been a bias by the people involved. I mean we all get to fall in love with our concepts and I do that all the time. Fortunately I have David which is helping me break out of those love relationships for most of the time. But it is about actually understanding what are the real data and what is the biased data.

**Karl Johnny Hersvik**

CEO | Aker BP

It is about testing more play so it's also about acceleration and processing of more data on the Norwegian Continental Shelf. Yes we are in fact kind of digitally drilling exploration wells into these models and testing the data before we actually do drill. Over time I expect also a higher chance of success and where the wells we actually do drill are much better based on the data that exists. Then there are areas on the Norwegian Continental Shelf you could call it the high potential areas where there is actually little data. It is a fact that AI actually only works if you have sufficient amount of data to educate the algorithm. There will be a kind of a balance between humans and the AI interacting with the data.

**Karl Johnny Hersvik**

CEO | Aker BP

So it's a little bit of a mixed picture but it is certainly a lot of promise in the way we are now deploying artificial intelligence in the subsurface disciplines.

**John Olaisen**

Head of Oil Services Research | ABG

Do you think you'll reap the benefits of that already in 2026 or is it still a little bit further ahead?

**Karl Johnny Hersvik**

CEO | Aker BP

I think it's fair to say that we've already seen the benefits John. So the stuff that we did on Omega Alpha with directional drilling at ultra-high speed is in fact the deployment of several technologies that are basically being deployed in one well. A few of the other wells we drilled in 2026 were also supported. And the APA application that we just were awarded was to a large extent fueled by a series of artificial intelligence agents even to the down to actually writing most of the application.

**Karl Johnny Hersvik**

CEO | Aker BP

So it is not something that is coming in the future. It's something we're actually working active in the current business today.

**John Olaisen**

Head of Oil Services Research | ABG

Thank you and good luck. The exploration as well.

**Karl Johnny Hersvik**
CEO | Aker BP

Thank you.

**Kjetil Bakken**
Head of Investor Relations | Aker BP

Thank you. Yes, then we have time for one follow-up question from Teodor Sveen-Nilsen, and this will be the last question today. Go ahead, Teodor.

**Teodor Sveen-Nilsen**
Equity Analyst, Energy and Offshore | SpareBank 1 Markets

Okay. Thank you. It's actually a follow-up on one of my questions, and that is a discussion. This could be a long answer, but it's the discussion between buybacks and dividends. Why don't you buy back shares? You will probably answer that it's too low free float, but Equinor, they are buying back shares, and they have certainly low free float than you have.

**Karl Johnny Hersvik**
CEO | Aker BP

Thank you, Teodor. I think you promised only two questions, but we'll certainly be happy to answer.

**Karl Johnny Hersvik**
CEO | Aker BP

Or at least David will be happy to answer your question number three

**David Tønne**
CFO | Aker BP

Yeah, I can do that. So I guess we've had that discussion in the past and I think there's difference in opinions around how you distribute value back to shareholders in the most efficient way. I think based on our business, our investor base, we have concluded that distributing it through dividends is the most efficient way. And then we have said many times that buybacks is also part of the toolkit. So I won't exclude it in the future but currently the policy is that dividends is the main way of distributing and the ambition stands as said earlier today.

**Teodor Sveen-Nilsen**
Equity Analyst, Energy and Offshore | SpareBank 1 Markets

Thank you. That's all.

**Karl Johnny Hersvik**
CEO | Aker BP

And then I gather, Kjetil, that we'll close for today.

**Kjetil Bakken**
Head of Investor Relations | Aker BP

Yes.

**Karl Johnny Hersvik**
CEO | Aker BP

So thank you to everybody for listening in. Thanks to everybody who have asked questions.

**Karl Johnny Hersvik**
CEO | Aker BP

And then I wish you a great day, a fantastic week, and whatever you're doing, as I usually say in a closing on my town halls, stay safe.