

An energy company searching for better

Molly Morris, SVP
Equinor US Power

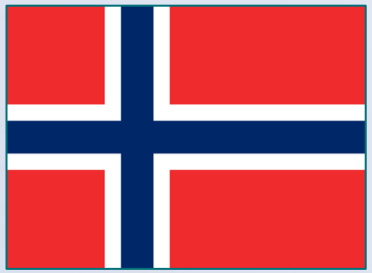
October 2026

BACKGROUND

Molly Morris















1976

Raised in Pennsylvania

1994-98

Chemical Engineer from Villanova University

1998

Joined Sunoco - Ohio and PA refinery and trading roles

2008

Joined Equinor as a distillate trader

2012

First leadership role - Trading Manager

2016

Moved to Norway - Global LPG Trading Mgr

2018 - 2022

VP and SVP Global Crude, Products and Liquids Trading

2022

US Renewables Special Advisor

2022-2026

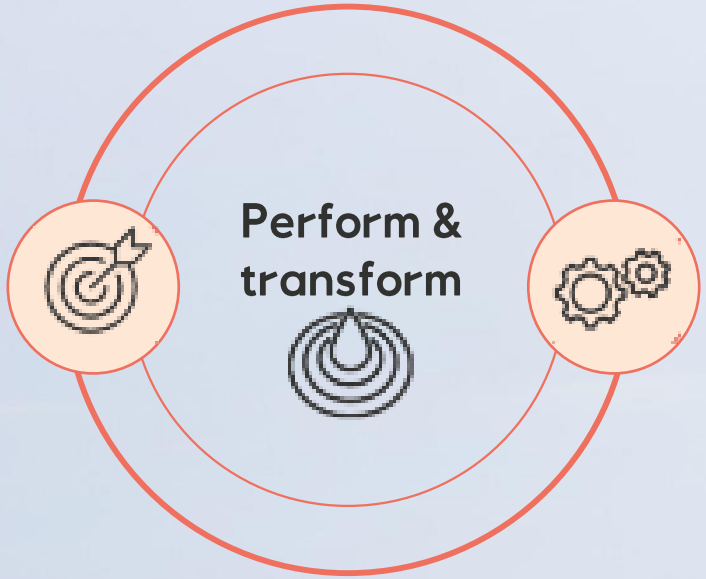
SVP US Power

THE DILEMMA

How we think about the future

Company purpose

Energy for people.
Progress for society.
Searching for better.



Company Values

Open
Caring
Courageous
Collaborative

OUR STRATEGIC BELIEFS

How we think about the future

Policy shifts towards security and affordability

Growing power demand creates business opportunities

Uncertainty increases the value of resilience and flexibility

Technology and innovation shape the competitive landscape



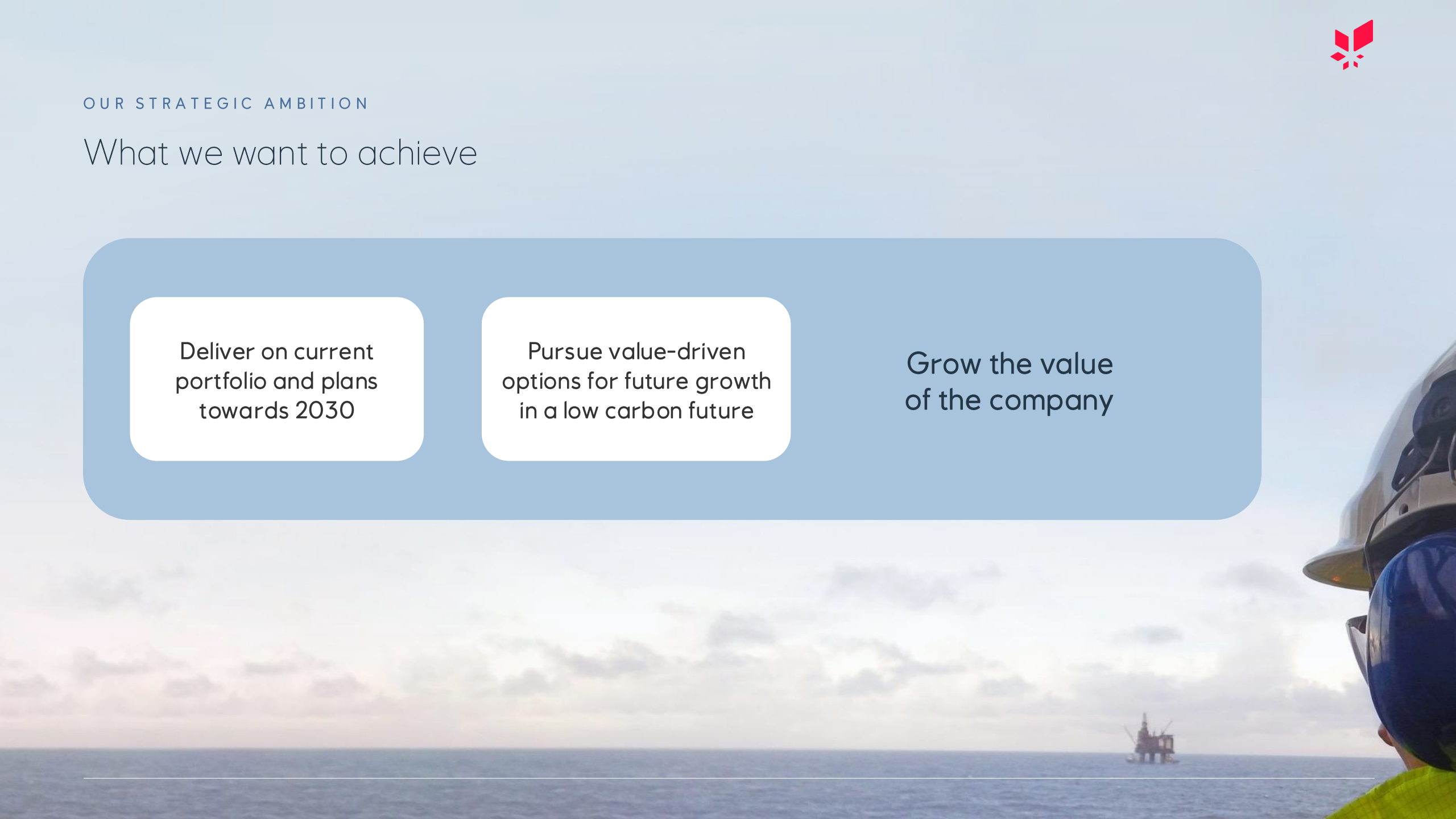
OUR STRATEGIC AMBITION

What we want to achieve

Deliver on current portfolio and plans towards 2030

Pursue value-driven options for future growth in a low carbon future

Grow the value of the company



WE ARE EQUINOR

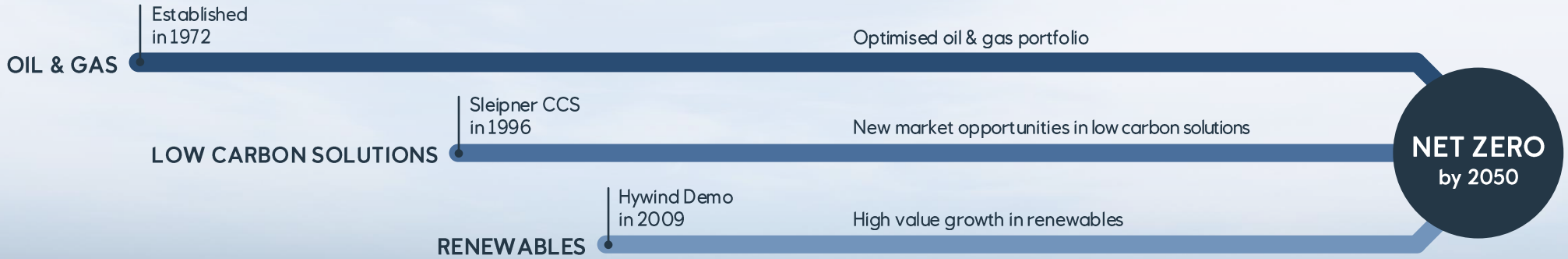
An energy company, searching for better.

25,000
EMPLOYEES
Across the world

20+
COUNTRIES
Presence and business operations

7,500
SUPPLIERS
Working together with us

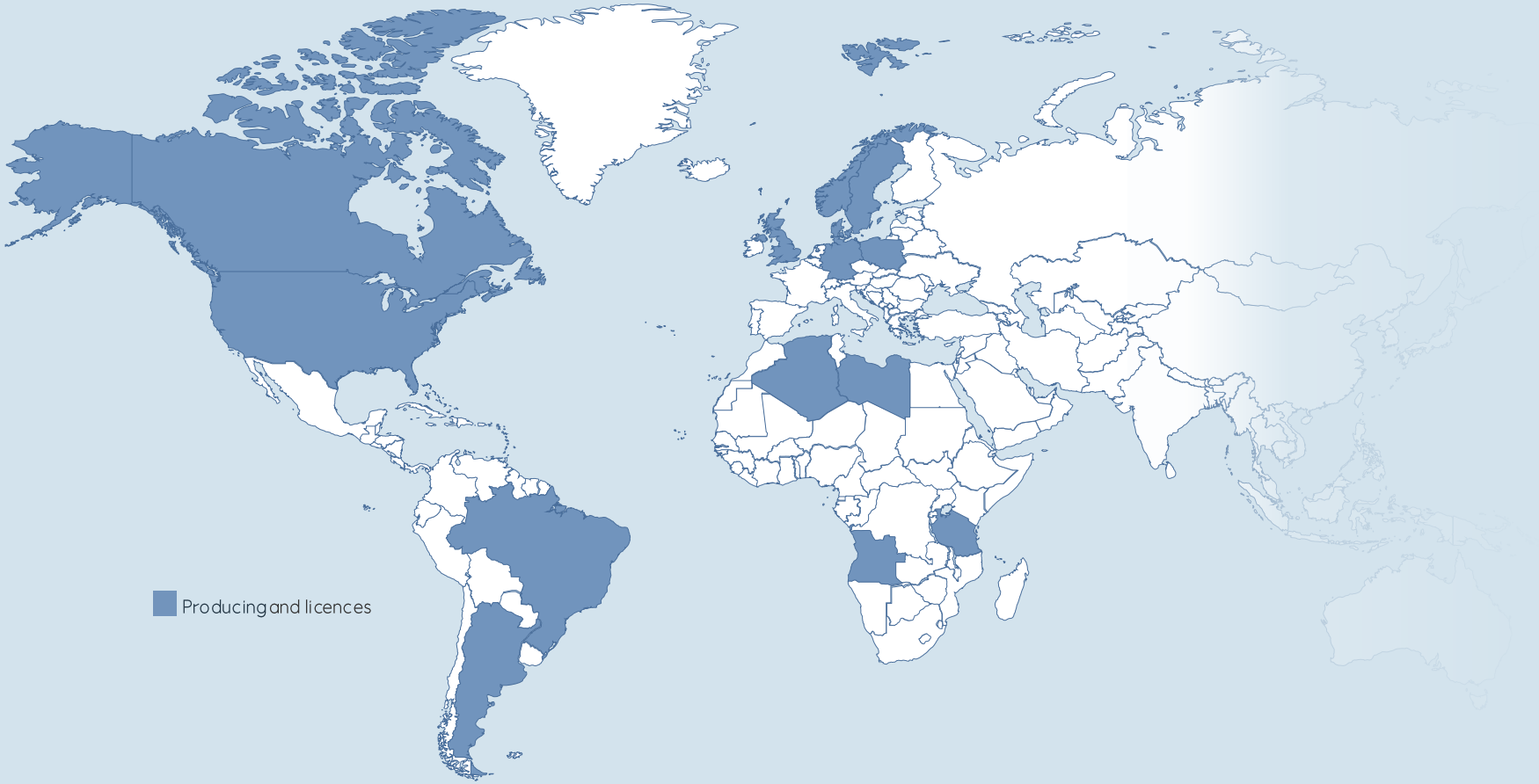
170
MILLION PEOPLE
Get access to our energy – everyday



WE ARE EQUINOR

A reliable energy provider

- Largest energy provider to Europe
- Strong position in world-class Atlantic basin markets
- Low cost gas supplier to Europe and the US
- Building integrated power in markets with existing presence



OFFSHORE WIND

Empire Wind: Delivering near-term power to New York

- Staging Port and Operations & Maintenance Base at South Brooklyn Marine Terminal
- Job creation, supply chain investments, and ongoing economic benefits
- Community development through Windscape Brooklyn Learning Center, Offshore Wind Innovation Hub, and Ecosystem Fund

810 MW
homegrown, renewable energy

25-year
fixed offtake price of $155 per MWh

500,000
New York homes to be powered

~75%
Completed



ONSHORE RENEWABLES

East Point Energy: Platform company focused on ERCOT and PJM



Operational

Sunset Ridge (ERCOT) *Q4 2025 COD*

10MW/20MWh

Citrus Flatts (ERCOT) *Q3 2026 COD*

100MW/200MWh

Under Construction

NOVEC (PJM) *Q1 2027 COD (expected)*

80MW/160MWh

4 projects across 3 sites

1.8 GW risked pipeline

PJM & ERCOT focus

INTEGRATED POWER

Foundation to grow an integrated power business



Largest gas asset globally

~1.7 bcf/d
equity production

Transport and trading exposure to key markets

~0.9 bcf/d
transport capacity

Offshore wind power to NYC

810 MW
total capacity

Battery storage project pipeline

190 MW
operational or under development



equinor

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