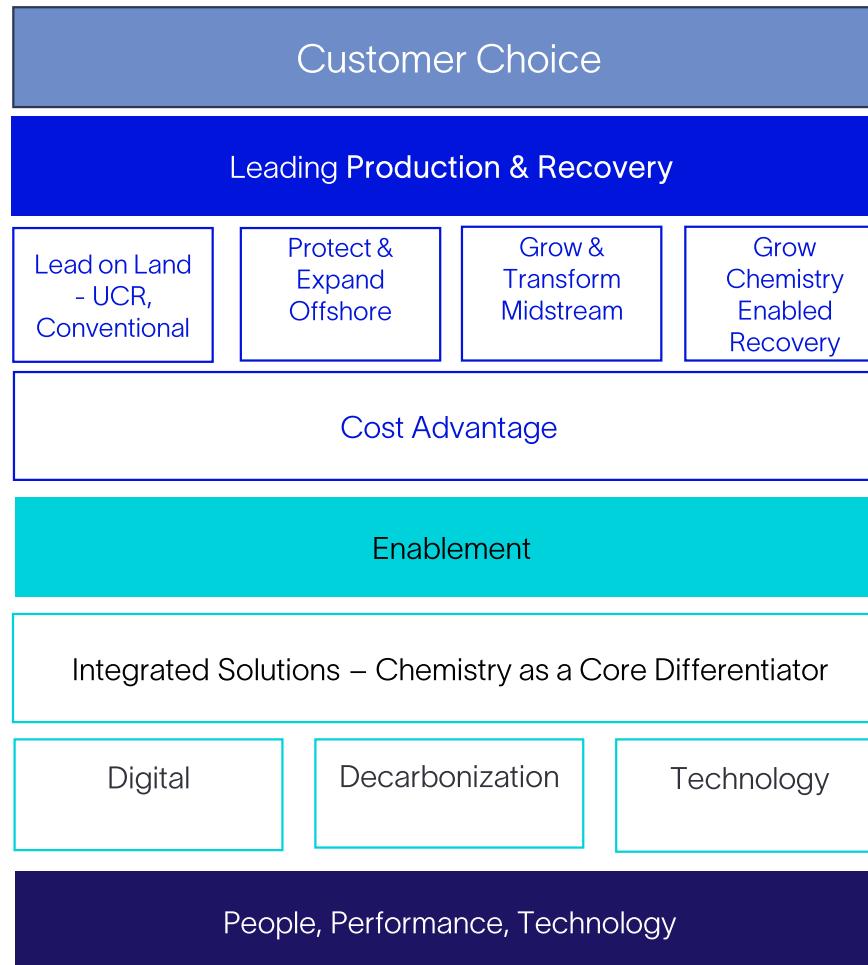
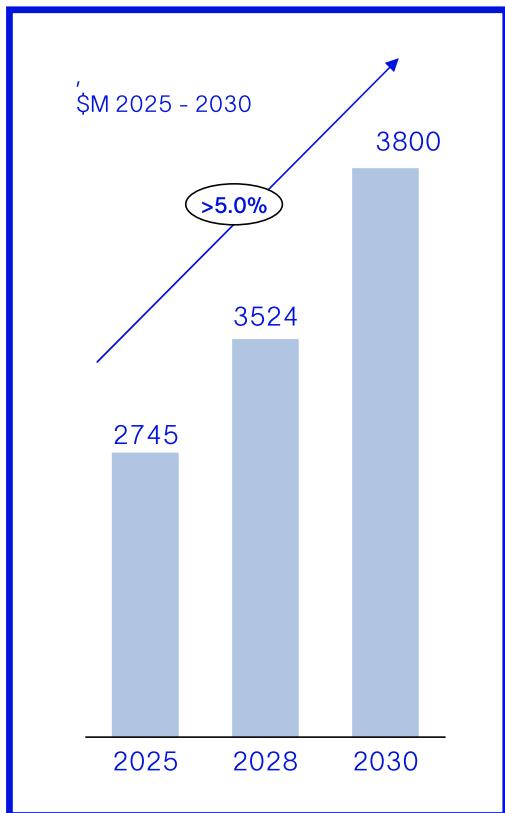


Marketing & Technology; An Enabler of PCT Growth



PCT 2030 Ambition



2030 Ambition

\$1055M

Revenue Growth

+25%

IBT



What Has Changed

SLB Integration and new expectations of PCT	Macro Forces Shaping the Industry	Market Dynamics Impacting PCT
<ul style="list-style-type: none">• Growth expectations and leadership in Production & Recovery• Cost Leadership• Digital Production• Integrated Solutions Synergy through Differentiation• Basin x BL matrix – increased fragmentation	<ul style="list-style-type: none">• Oversupply risk• LNG/gas expansion• Energy transition pressure• Maturing reservoirs• Digital & AI adoption• Geopolitics	<ul style="list-style-type: none">• Pricing pressure from Customers• Customer willingness to take risk• Customer consolidation• Aggressive competitive environment<ul style="list-style-type: none">• T1 – Low price• T2/3 – Speed, agility, price• Less oil, more gas, more water – different mix• Decarbonization



The Reality Check!

What do we
need to protect
& amplify?



Our Foundation

- We are deeply **customer-centric**, grounded in field & application insight, and chemistry expertise
- Have built strong **business health** through productivity, CI, and product performance improvement
- Global **scale and footprint**
- Robust **processes (PLCM, GTRS)**
- Capable of **iterative innovation** and **market leadership** in Production (**P&R**)
- Operate with a **collaborative approach** & a **positive intent**. Our **culture is** anchored by alignment between regions and global RTs.
- Have a **strong data foundation** that can enable smarter, faster decisions

The Reality Check!

What is stopping/
slowing us?

Which are symptoms
(S) and which are root
causes **(RC)**?



Our Constraints

- We are **slow and lack agility** in developing, formulating, and commercializing products **(S)**
- Our focus is **misaligned with customers' optimization and cost realities** **(RC)**
- **Digital enablement is patchy**: stronger in North America Land, weak in Rest of World **(RC)**
- We've had **limited success selling integrated solutions** **(RC)**
- **Segment strategies** are not clearly articulated or visible **(RC)**
- We struggle with **innovation**: inception → development → launch → selling **(RC/S)**
- **Marketing is not perceived as a growth driver** **(RC/S)**
- No clear **stewardship of strategic product line (PL) needs** or portfolio accountability **(RC)**
- **RD&E responsiveness** is inconsistent; hard to work with **(S)**
- **Sales and supply chain alignment** is weak in some areas **(RC)**
- We are **weak on Recovery (P&R)** capabilities and support **(RC)**
- **Data-driven decision-making** is underutilized; AI/ML potential untapped **(RC)**
- **Adjacent market growth** is inhibited **(RC)**

M&T Ambition

We exist to make the PCT strategy real



1. Translate strategy into execution
Turn PCT's ambition into tangible market and technology actions that **deliver measurable impact / sales outcomes** – integrated solution, technology & adjacencies
2. Connect PCT offering to customer value
Bridge the gap between innovation and commercial capture
3. Differentiate SLB in the marketplace
Shape how our technology and story stand apart to win – value proposition
4. Drive profitable growth through technology leadership
Ensure every technology investment translates into market adoption and financial performance
5. Accelerate new solution commercialization
Shorten the path from concept → qualification → revenue, whether innovation (NPD) or customer specific (Technology or Digital) needs
6. Leverage our digital and data backbone to enable the strategy
Provide the insights, tools and automation that help PCT make smarter, faster, better decisions (internally & externally)
7. Champion digitization & decarbonization goals
Ensure we advance SLB's digitization & sustainability leadership
8. Foster one global, connected M&T organization
Unite our diverse technical and marketing talent into a collaborative engine of growth, connected to RT
9. Globally and regionally connected
Through strong Round Table engagement
10. Inspire confidence
Be the organization that makes strategy and future growth feel achievable



Initial Changes

- **Reintroduce Domain Product Line Management, couple with Product Champion responsibilities (HC neutral)**
 - Asset Integrity
 - Production Maximization
 - Flow Assurance
 - Recovery
- **Build Recovery capability**
 - Marketing - Segment & Product Champion/ Domain
 - Technology – Technical Support, Modelling
- **Realign Segment Marketing with Strategy Segments**
 - Onshore
 - Offshore
 - Midstream
 - Recovery
 - Integrated Solutions
- **Assigned Senior Technology Leader to execute and deliver 'Customer-First Responsiveness'**
- **Increase visibility to Control Tower capabilities with a view to more impactful outcomes**



Our Priority Strategic Outcomes

The WHAT

2-3 year horizon



Growth & Innovation



Faster Innovation →
Market → Revenue



Market-Led Growth
Activation

Efficiency &
Agility



Simpler, Smarter M&T
Workflows



A Sharper, Leaner
Portfolio

Alignment &
Execution



Customer-First
Responsiveness



Strategy in Action, Not
on Paper

Digital & Data
Enablement



Digital at the Core of
How We Operate

Our Design Principles

The HOW

Create Clarity of organization roles & responsibilities

Open & transparent decision making

Create & demonstrate value to organization

One unified purpose & identity

Design for agility and integration

Customer-centric decision making

Governance while promoting innovation & agility

People, Talent & Capability First



Who Owns What

The WHO

Outcome	E2E Process Owner	Collaborators
Faster Innovation → Market → Money	Product Management (Simon)	NPD & Sales, Segment
Strategy in Action, Not on Paper	Strategic Marketing (Susan)	CTLT, Segment
Market-Led Growth Activation	Strategic Marketing (Graham/ Jim)	TBD
Simpler, Smarter M&T Workflows	Digitized Services Product Manager (Reuben) Processes Manager (Steve)	M&T, Sales, SC
Customer-First Responsiveness	Technology Manager (Norm)	Sales, SC, Marketing
A Sharper, Leaner Portfolio	Product Management (Simon)	Technology, Sustaining, Pit Crew, SC, Sales
Digital at the Core of How We Operate	Digitized Services Product Manager (Reuben)	Marketing (PROact), D&I, Sales



Top Priorities



Strategic Outcome	2026 Action	Q1	Q2	Q3	Q4
1. Strategy in Action, Not on Paper	Align on Strategy → Operationalize OGSM	►			
	Build & Deploy GTM playbook for strategic pillars	►	►		
	P&R Summit – PCT Articulation ⁽³⁾	►	►		
	Portfolio Review & SBR Alignment		►	►	
2. Faster Innovation → Market → Revenue	Product Management team redesign	►			
	Implement SLB Product Management process ⁽¹⁾	►	►		
	NPD Alignment		►	►	
	Launch Excellence 3x Key New Technologies ⁽¹⁾		►	►	►
3. Beyond-the-Core Growth	Step-out/ Adjacencies - define focus, execution & forum		►	►	►
	Integrated Solutions Selling – skills, tools, mindset ⁽¹⁾		►	►	►
4. Simpler, Smarter M&T Workflows	Product Set-up Digitization ⁽²⁾		►	►	
	M&T Processes (integration) ⁽²⁾		►	►	►
5. Customer-First Responsiveness	Realign global lab footprint with biz needs		►	►	
	FFB Rapid Response Build-out ⁽⁴⁾		►	►	
6. A Sharper, Leaner Portfolio	Fit-for-Basin Pantry – definition ⁽¹⁾		►	►	
	EB Priority 1		►	►	
	Pit Crew – COGS Synergies		►	►	►
7. Digital at the Core of How we Operate	Clarify R&R with Digital & NAL Digital, align for success	►			
	PROact Digi		►	►	
	TEAMS monitoring and surveillance expansion ⁽⁵⁾		►	►	
	Fit-for-Purpose Control Tower ⁽⁴⁾		►	►	
	Increase involvement in IPO ⁽³⁾		►	►	►

Integration Priority 90 day Sprint Board

Backlog	To Do	In Progress	Blocked	Done
<p>Define RCM Engagement</p> <p>Introduce Product Champion/ PL Domain roles (HC neutral)</p> <p>EB Kit Guidance</p> <p>EB Separator Summit</p> <p>RDE Lab Footprint</p> <p>M&T Townhall</p>		<p>Org design Marketing N-5,6,7</p> <p>Org design Technology N-5,6,7</p> <p>X-sell & set-up comms</p> <p>Pit Crew Comms</p> <p>GTC HC Decision</p>	<p>Resolve Regulatory X-sell & set-up barriers</p>	<p>Pit Crew MENA EB Priority Assessment</p> <p>MSP Process Decision</p> <p>Product Set-up Process Decision</p> <p>Org announcements M&T N-4</p> <p>Schedule Weekly call to review Sprint items</p>



The Ask

&

Our Commitment

- Endorse the 7 strategic outcomes
 - Support resourcing for top 2026 priorities
 - Support alignment with global and regional leaders
 - Promote cross-functional outcome teams
-
- One M&T team, aligned behind one strategy
 - Customer-first, outcome focused execution
 - Data-driven decisions and digital at the core
 - Talent, capability, and clarity to win
 - Delivering measurable value for SLB, customers, and shareholders

