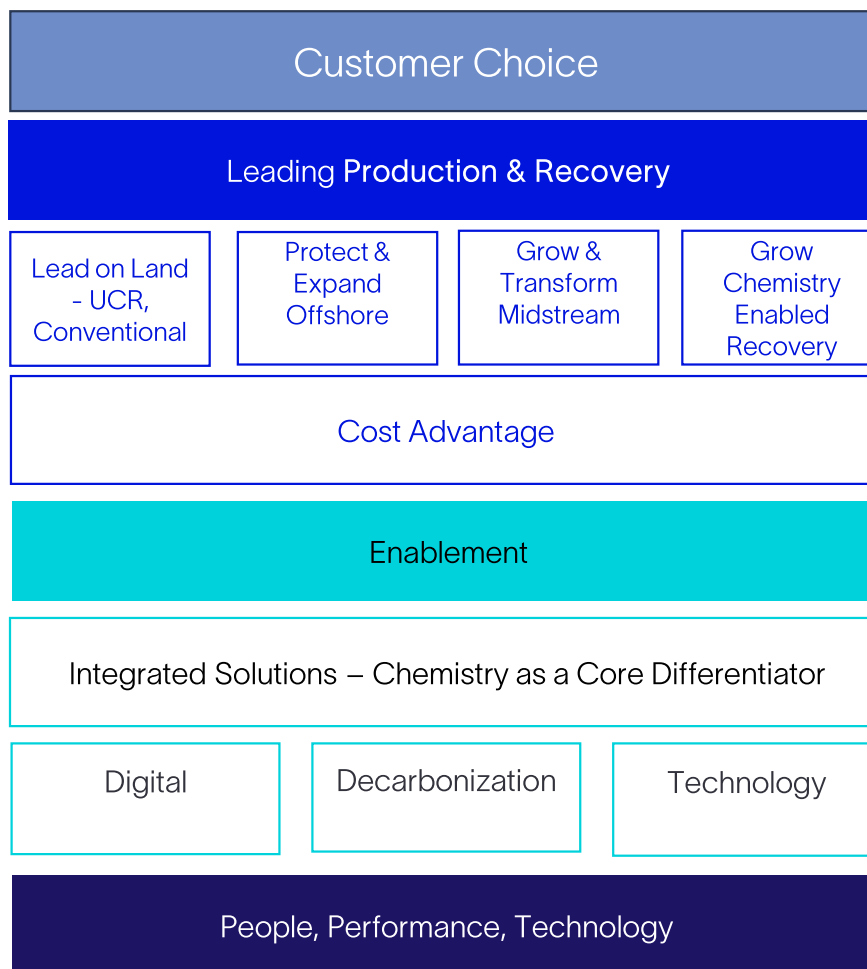
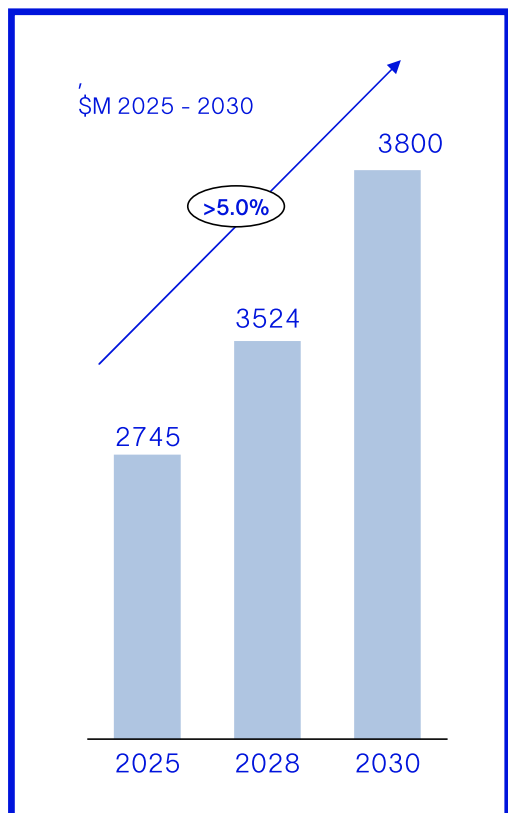


Marketing & Technology; An Enabler of PCT Growth



PCT 2030 Ambition



What Has Changed

SLB Integration and new expectations of PCT

- Growth expectations and leadership in Production & Recovery
- Cost Leadership
- Digital Production
- Integrated Solutions Synergy through Differentiation
- Basin x BL matrix – increased fragmentation

Macro Forces Shaping the Industry

- Oversupply risk
- LNG/gas expansion
- Energy transition pressure
- Maturing reservoirs
- Digital & AI adoption
- Geopolitics

Market Dynamics Impacting PCT

- Pricing pressure from Customers
- Customer willingness to take risk
- Customer consolidation
- Aggressive competitive environment
 - 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
Define RCM Engagement Introduce Product Champion/ PL Domain roles (HC neutral) EB Kit Guidance EB Separator Summit RDE Lab Footprint M&T Townhall		Org design Marketing N-5,6,7 Org design Technology N-5,6,7 X-sell & set-up comms Pit Crew Comms GTC HC Decision	Resolve Regulatory X-sell & set-up barriers	Pit Crew MENA EB Priority Assessment MSP Process Decision Product Set-up Process Decision Org announcements M&T N-4 Schedule Weekly call to review Sprint items



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

