

# Barclays CEO Energy- Power Conference

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This presentation includes non-GAAP financial measures, including adjusted EBITDA, free cash flow margin, and return on capital employed. SLB is not able to provide reconciliations of forward-looking presentations of these non-GAAP financial measures to GAAP measures because these measures are not determinable without unreasonable efforts due to the inherent difficulty and unpredictability in forecasting and quantifying certain amounts that would be necessary for such reconciliations, which amounts could be significant. Adjusted EBITDA represents income (loss) before taxes excluding charges and credits, depreciation and amortization, interest expense, and interest income. Management believes that the exclusion of charges and credits from adjusted EBITDA enables it to evaluate more effectively SLB’s operations period over period and to identify operating trends that could otherwise be masked by the excluded items. Free cash flow represents cash flow from operations less capital expenditures, Asset Performance Solutions investments and multiclient seismic data costs capitalized. Free cash flow margin is calculated as free cash flow divided by revenue. Management believes that free cash flow is an important liquidity measure for SLB and that it is useful to investors and management as a measure of SLB’s ability to generate cash. Free cash flow does not represent the residual cash flow available for discretionary expenditures. Return on capital employed (ROCE) is calculated as a ratio, the numerator of which is (a) income from continuing operations, excluding charges and credits, plus (b) after tax net interest expense, and the denominator of which is (x) stockholders’ equity, including non-controlling interests (average of beginning and end of each quarter in the year), plus (y) net debt (average of beginning and end of each quarter in the year).



A global  
technology  
company  
unlocking  
access to  
energy



## Core

Leading provider of oil and  
gas services and equipment

## Digital

Leading innovation and  
enabling the industry  
digital transformation

## New Energy

Low-carbon and carbon-  
neutral venture portfolio





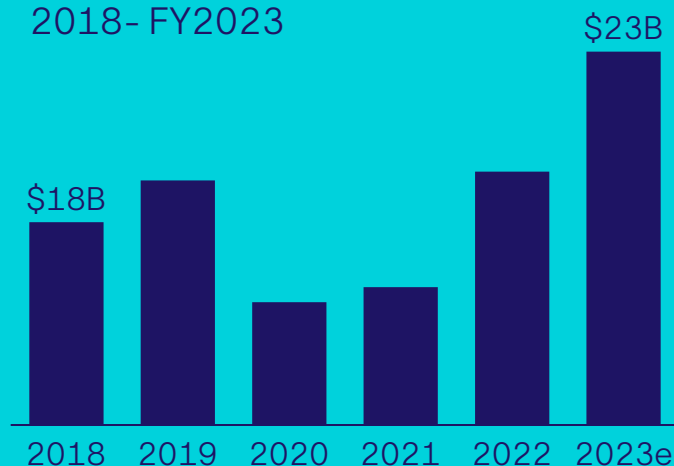
# Strength of the Core

Unique international market position

Unique capabilities offshore

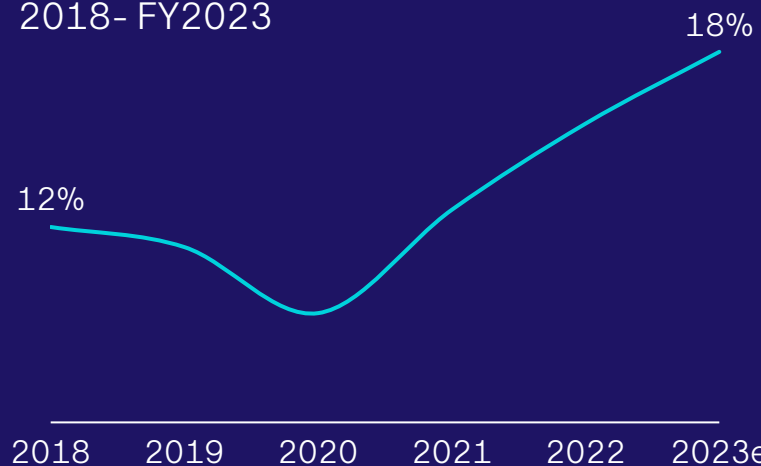
**+28%**

International Core Revenue  
2018- FY2023



**+600 bps**

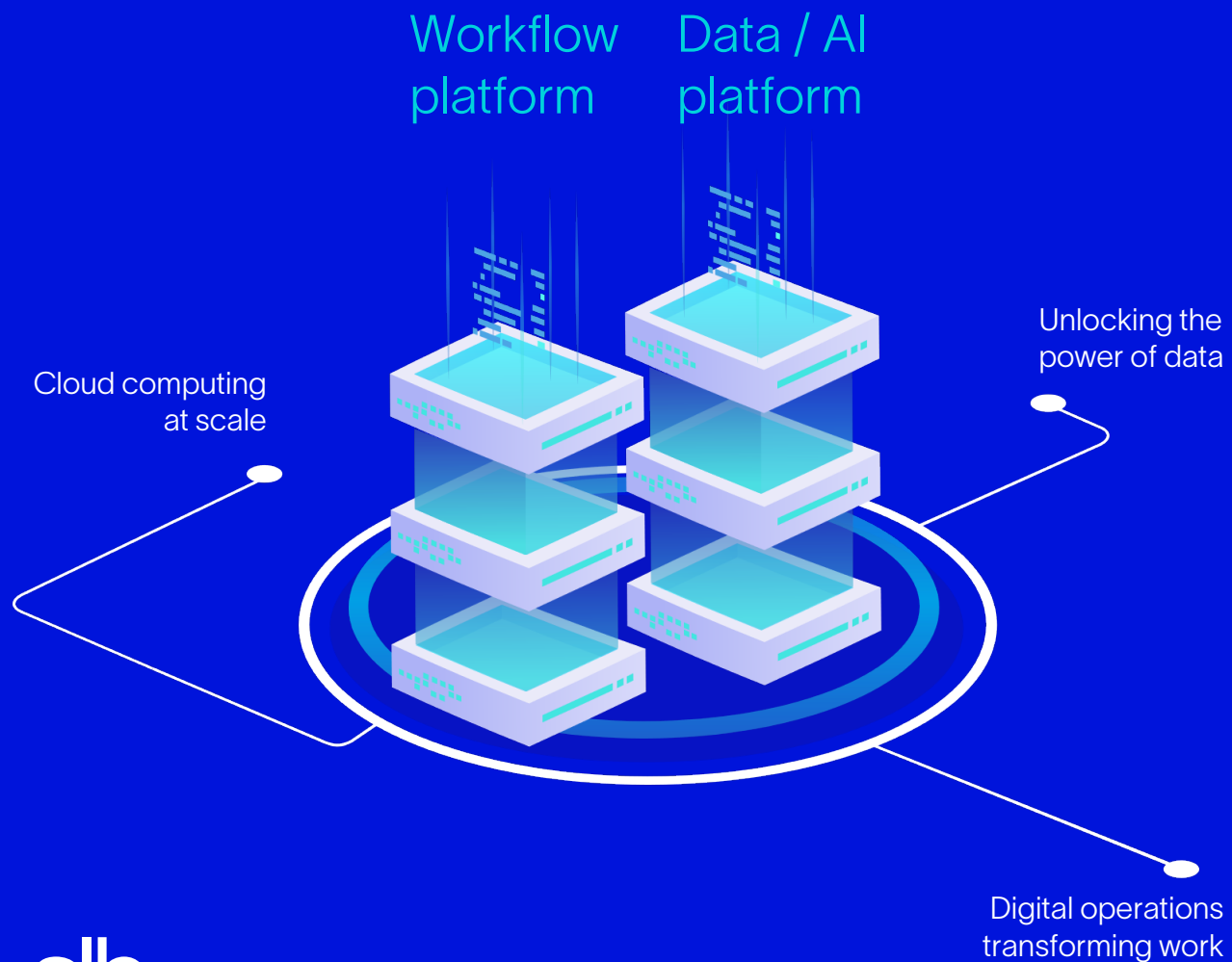
Global Core Operating Margin  
2018- FY2023



Note: Core consists of Reservoir Performance, Well Construction, and Production Systems



# Digital, powered by our platforms

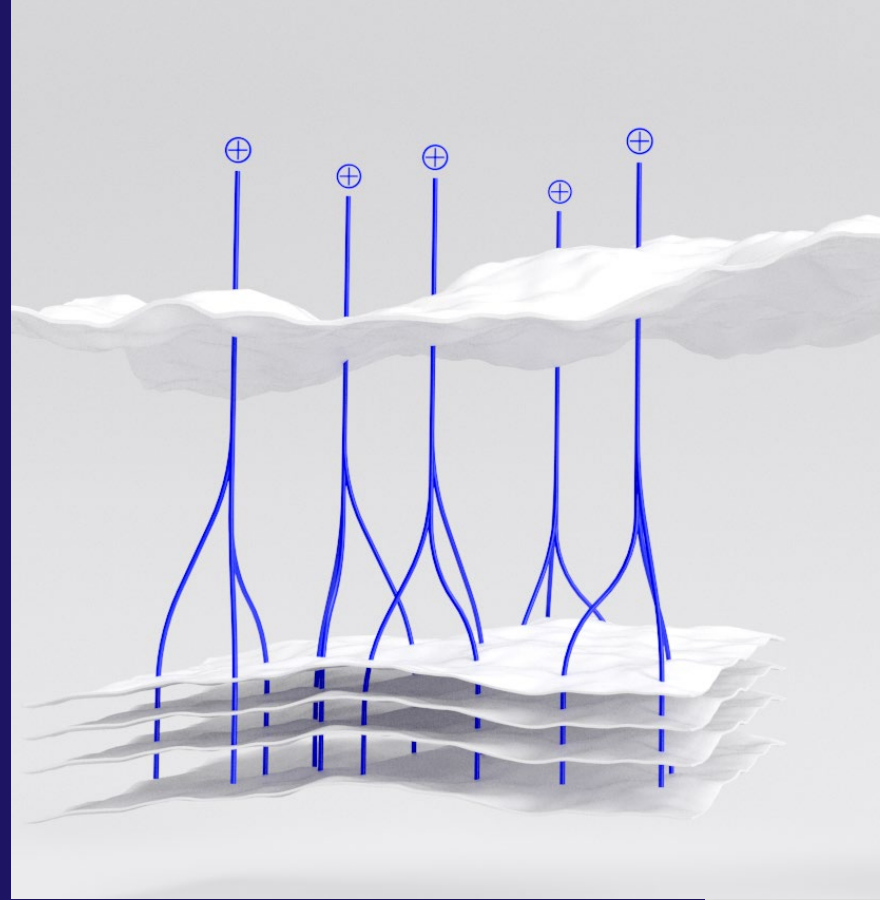
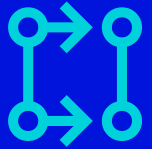


# 2x

Digital revenue  
from 2021-2025



# Workflow Platform

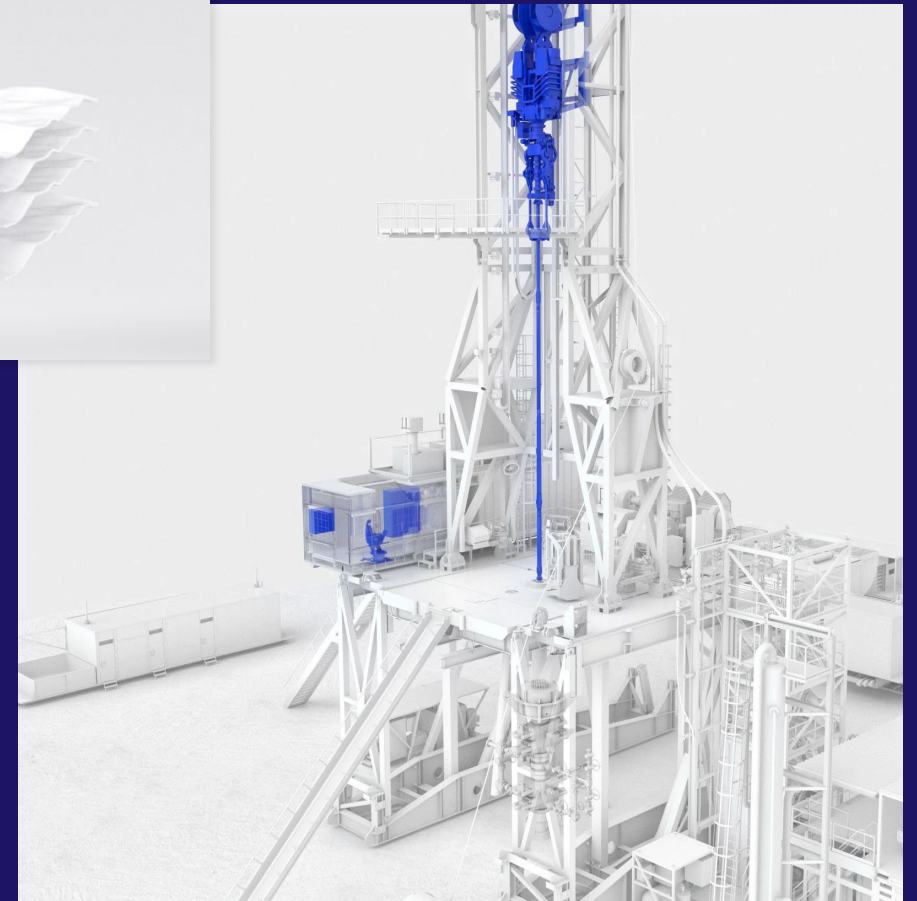


## Fully Automated Field Development Planning

Powered by FDPlan

## First Industry Autonomous Directional Drilling

Powered by DrillPlan  
and DrillOPs

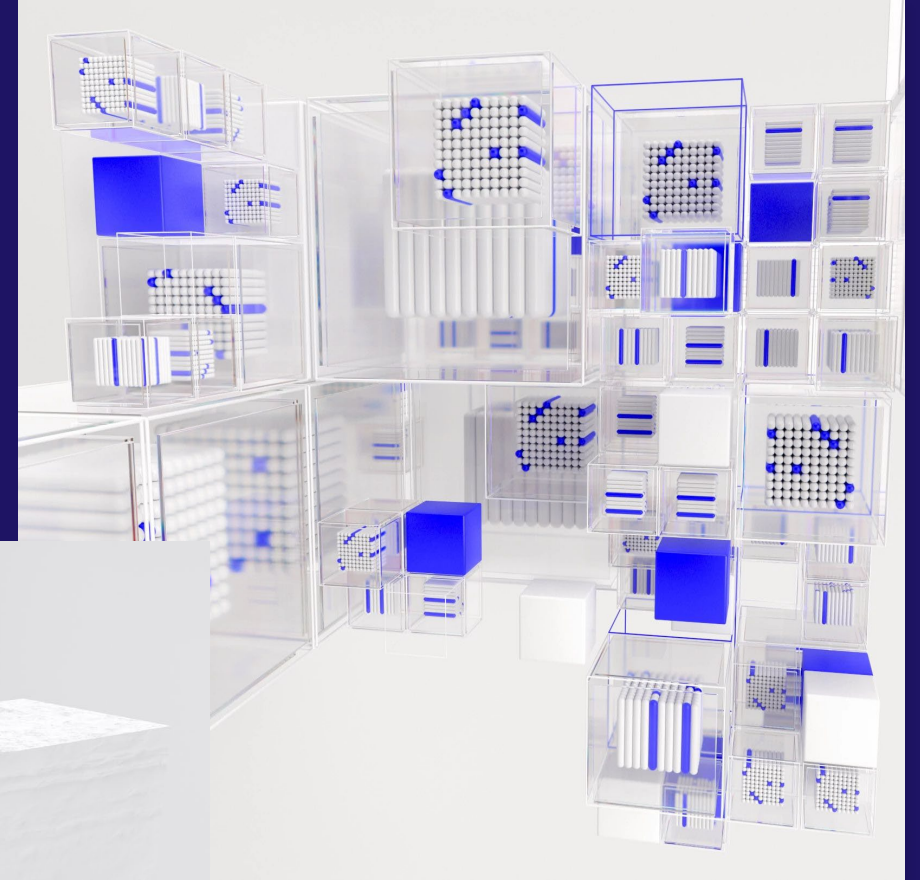
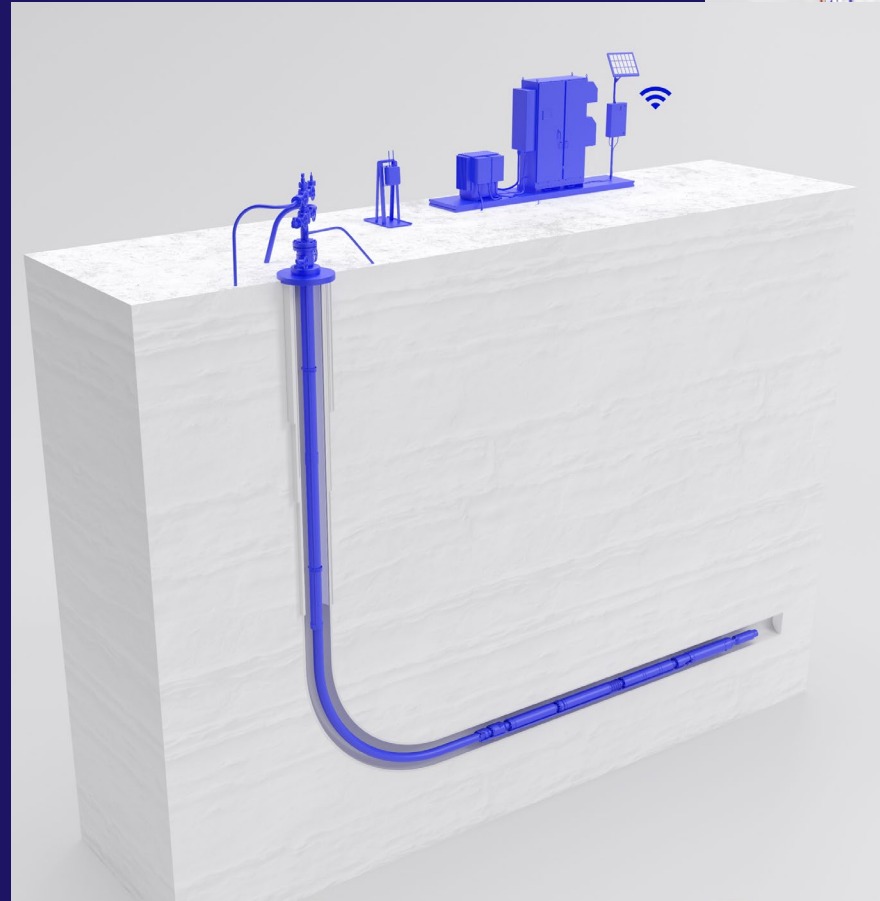




# Data and AI Platform



Digital Ecosystem,  
primed for AI  
Powered by Enterprise  
Data Solution



First Industry  
Autonomous ESP  
Powered by Agora

Growth  
today and  
tomorrow



~\$5B

Revenue YoY

~\$1.5B

EBITDA YoY





