



I want to sincerely thank you again for joining us today. This morning, I said that we are at a critical juncture in our industry. It's truly an inflection point unlike anything we've seen before. Multiple market conditions are aligning over the next decade. And they will redefine the energy ecosystem.



- **Seizing** the growth cycle
- **Accelerating** digital adoption
- **Innovating** for decarbonization
- **Scaling** clean energy technology

What I hope you've seen here today is how each of them aligns with SLB's position, strength, and strategy:

1. Firstly, we have entered a multi-year oil and gas cycle that plays to our international presence and offshore breadth and capabilities.
2. Our industry is accelerating its adoption of digital, where we clearly lead with our platform and can drive higher margins.
3. There is a growing imperative to leverage technology innovation for ESG leadership and decarbonization across multiple industries.
4. Clean energy investments and the ability to scale those new technologies will greatly expand our total addressable market.

Lastly, I also hope you've seen a renewed focus on technology innovation from us. We will leverage SLB's unmatched science and engineering DNA to drive performance and innovation. This will not only make our Core more resilient, but it will help us scale and expand beyond oil and gas further into digital and critical new energy technologies.

Unique value proposition

>15%

Revenue CAGR
2021-2025

>20%

EBITDA CAGR
2021-2025

>50%

FCF returns
to shareholders
2023-2025

43%

Dividend increase
effective April 2023

Restart

Share buyback
program in 2023



Our financial targets for the 2021-2025 period include revenue growth in excess of 15 percent CAGR and EBITDA growth in excess of 20 percent CAGR—resulting in more than doubling EBITDA earnings by 2025 when compared to 2021.

We have an enhanced and disciplined capital allocation framework, with a commitment to return a minimum of 50 percent of free cash flow to our shareholders in the next three years, including a restart of our share buyback program next quarter and an increase of 43 percent of our dividend in April 2023.



Uniquely innovating.
Uniquely outperforming.
Uniquely global.

For a **balanced planet.**

SLB truly represents a unique value proposition to investors, and we are proud of it. And we have an absolute commitment to continue uniquely innovating for a decarbonized and digital future—for a balanced planet—for our balanced planet. We are uniquely global and diversified across three engines of growth, and we are uniquely outperforming today and tomorrow across multiple horizons. Thank you for going on the journey with us.

As we close this event, we hope you had a wonderful experience today, and we invite you to join us for a cocktail event where you will be able to continue the engagement with the SLB executive and technology teams.

Thank you very much once again for your participation. Have a good evening.