



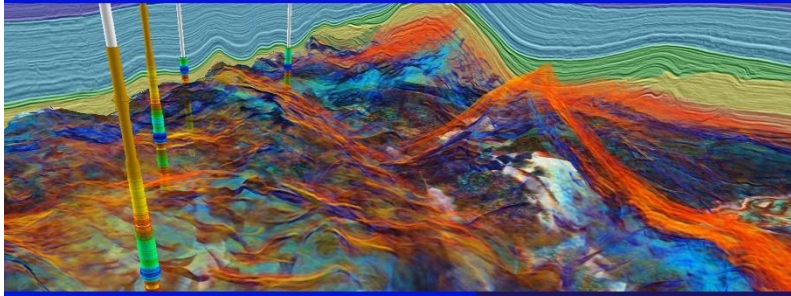
# Our Digital Advantage

Rakesh Jaggi, President of Digital

I'm Rakesh Jaggi, President of Digital at SLB.

Along with Trygve Randen, our Senior Vice President of Digital Products and Solutions, we will highlight SLB's unique and compounding advantage at the exciting intersection of digital and energy.

## Operators rely on digital for answers



How to...  
explore, where?



Before I go there, allow me to take you on a tour through the upstream value chain.  
These are the big questions our customers must answer.

We start by asking where should I look for oil and gas?

Which basins and geologies offer the best potential for discovery and extraction of  
commercially viable hydrocarbons?

# Operators rely on digital for answers



How to...  
determine which  
fields to invest in?



How do I allocate capital across frontier exploration, proven undeveloped resources, and aging fields?

# Operators rely on digital for answers



How to...  
maximize production?



How do I ensure that every asset is producing at its full potential? That I'm leaving nothing in the ground, and nothing on the table?

# Operators rely on digital for answers



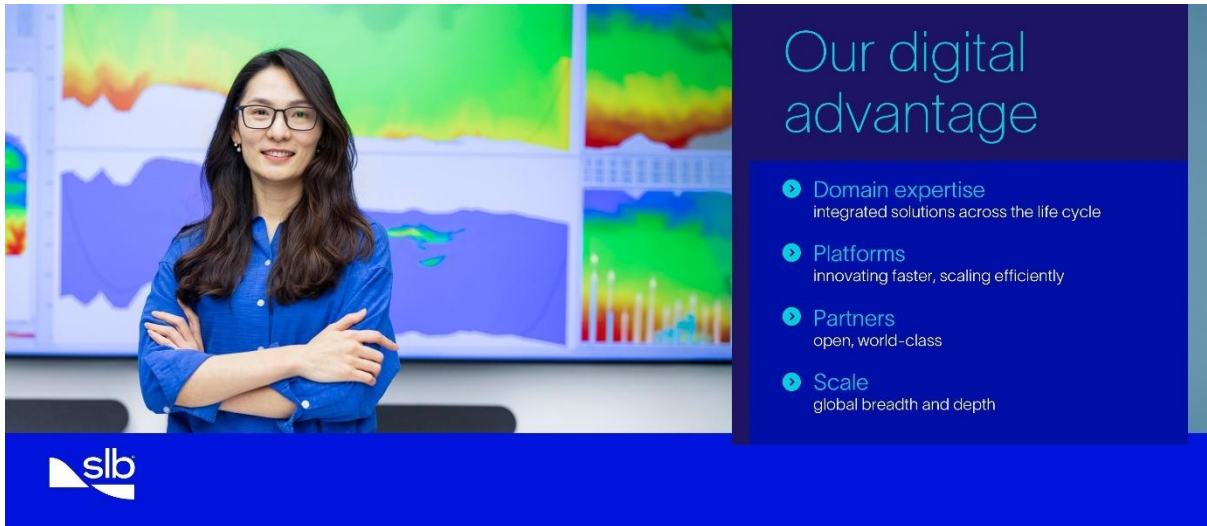
How to...  
operate and maintain  
assets efficiently, safely?



And most importantly, how do I operate safely and efficiently across a complex hardware landscape, where a single failure can be catastrophic?

Where decision cannot be left to chance. Because in our industry, "probably right" is "absolutely wrong".

Those are some of the questions that define upstream oil and gas. And getting answers to these questions takes us to the heart of our digital offering.



Our ability to serve the upstream market rests on four areas of differentiation. Each one of them positions us uniquely. But together, they represent a wide and deep moat.

Olivier introduced these in his opening presentation this morning. Let me take you one level deeper.

The first is domain expertise. SLB has spent a century measuring, modeling, and interpreting the subsurface. That science is not peripheral to our digital business. It is the foundation of it. It is encoded in our software and embedded in the data on which our models are trained.

The second is platforms. We have built and commercialized enterprise-grade, cloud-native platforms - Delfi for workflows, and Lumi for data and AI - these are purpose-built for our industry. They are designed for the specific data types, security and uptime requirements, and scientific workflows that upstream operators depend on.

Trygve will give you a more in-depth look at our technology stack and why it is special.

The third differentiation is partners. Our platforms are open and host a best-in-class tech ecosystem. We are deliberate about what we build and what we integrate; cloud infrastructure from the leading hyperscalers; operational data capability and AI tooling from specialized technology players; and large language models, or LLMs, from the leading AI providers. Our platforms are enriched by the technology of others in areas where we choose not to compete. And you'll hear directly from some of these partners in a bit.

The fourth is scale, in many ways the outcome of the other three. Domain expertise gives us the right to play. Platforms give us the means to deliver. Partners give us the speed to market. And scale allows us to deliver for our customers across all geographies and resource plays.

These four areas – domain, platforms, partners, and scale – are mutually reinforcing. They allow us to compete in a way that other technology companies or traditional oilfield services and equipment competitors cannot. But all this did not happen overnight.



SLB has a history of disruption embedded in our DNA.

We began collecting computer-ready data in the field in 1952. Since then, we have seen a succession of technology shifts. From mainframe to workstations, to personal computers and then on to the cloud. With each of these shifts we deployed the same playbook.

Each time a new computing architecture emerges, we use it not only to modernize existing tools, but to fundamentally expand what customers can do. Now another shift is underway, and this, ladies and gentlemen, is truly different. Artificial intelligence isn't just changing how software is delivered and consumed. It promises to be the most fundamental and revolutionary shift we have ever seen.

Agentic AI in particular changes what software can do. Now, with agentic AI, we are creating systems that observe, reason, act and learn. Dare I say, that while others have been fast followers, when it comes to digital capabilities, we have always been first.

Just two weeks ago, the AI-Driven Enterprise Institute awarded SLB a perfect score for AI adoption – a score only achieved by three other companies: Nvidia, Amazon, and Meta. We are a company whose entire digital history has been converging on this moment. Where domain science, trusted data, and intelligent systems meet in a single stack.

I want to give you an analogy. The banking sector has undergone a similar journey. The way my father banks, and the way I bank are very different. The banking sector, three to four decades ago, decided to digitize each of the steps that required a customer to visit the bank. And now, I don't remember the last time I went into a bank. That is exactly what we have done for our industry.

How we  
support our  
customers

Planning

Operations



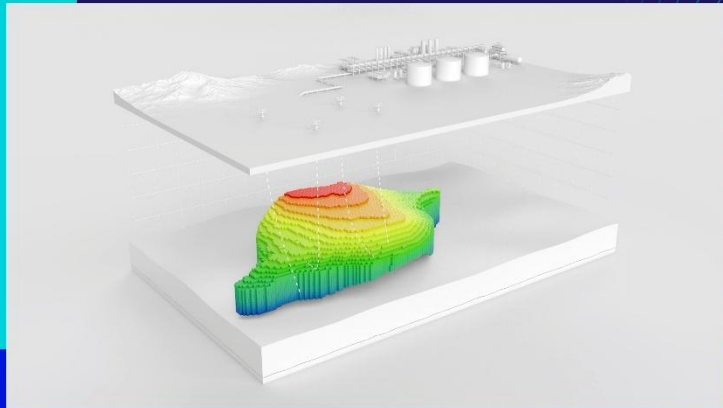
Now, let me illustrate how our domain applications help our customers along the industry value chain, just like the banking sector. All of our digital offerings can be broadly classified under two categories: planning and operations.

There are steps that you have to take to get to your destination as a petrotechnical or an operational expert. And we have a product that will help our customers perform each of these tasks digitally. We do not want them to work manually, like my father, decades ago.

They never have to bring manual skills to bear if the job can be done successfully, more efficiently, and more accurately by software.

# Planning

- Seismic processing
- Geophysical interpretation
- Structural modeling
- Well interpretation
- Reservoir and geological modeling
- Reservoir engineering
- Field development planning



Now, let me go through the steps a petrotechnical expert undertakes in the planning phase. The workflow in Planning begins with raw seismic data, the aggregation of sound waves that are sent into the earth and are reflected back, transforming billions of acoustic signals into a usable image of the subsurface. Think of it as an MRI scan of the earth.

Geophysical interpretation maps the layers and faults.

Structural modeling and well interpretation then reveal how subsurface layers were formed and enable us to construct a 3D model of the subsurface.

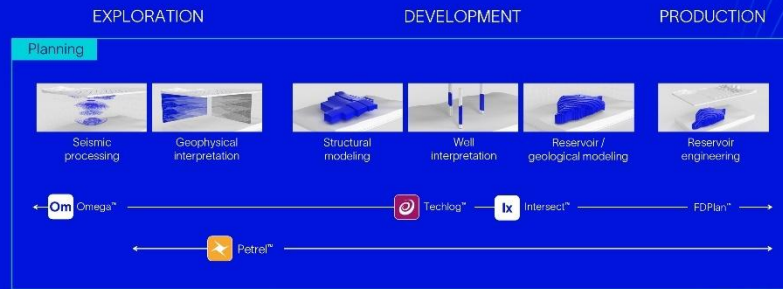
Reservoir and geological modelling predict properties like porosity and permeability and identify where hydrocarbons are likely to accumulate.

Reservoir engineering quantifies the flow of fluids through rock formations and how the field will produce over time, incorporating the surface infrastructure into that equation.

Next, Field Development Planning or FDP comes in. Every technical step is overlaid with economic considerations – oil prices, capital outlay, operating costs. Each element with its uncertainties.

Field development planning determines the returns to access the hydrocarbons underground.

# Our apps Planning



What you have just seen is a whirlwind tour of what petrotechnical experts live daily. And we have an application for each of these steps.

Omega, Petrel, Techlog, Intersect, FDPlan. These offerings enable our customers to complete their work anytime, anywhere — across every stage of the planning process.

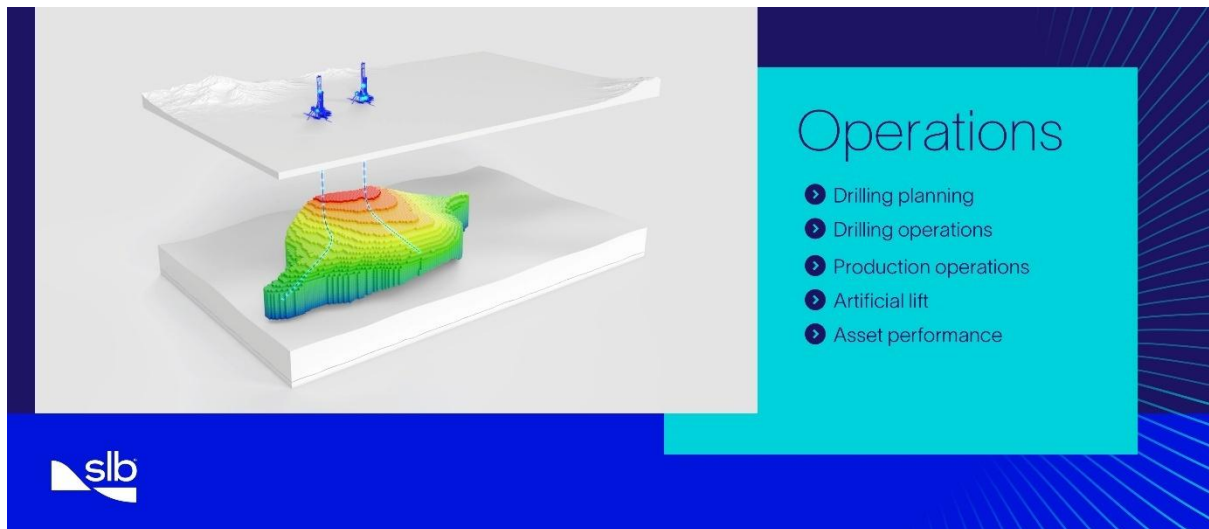
How we  
support our  
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Planning

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Once a development is sanctioned, the focus must then shift to operations.

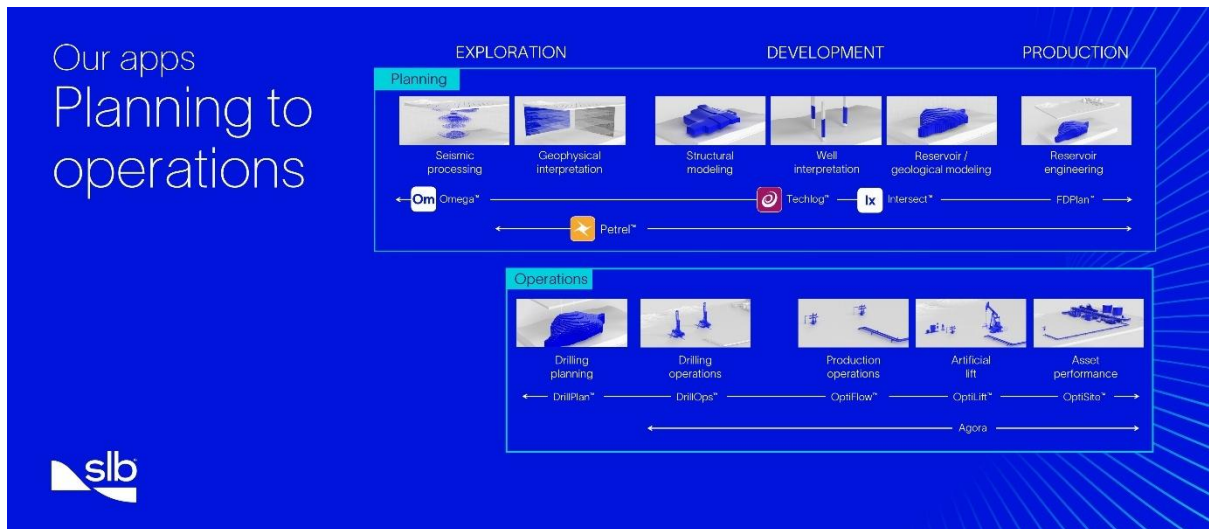


Drilling planning is where operators engineer the wells that will access the reservoir, defining trajectory for every section of the well.

Drilling operations is the execution of that plan; managing the real-time complexity of putting a wellbore through thousands of meters of rock.

Production operations is the management of flowing wells and production networks. It includes the optimization of hydrocarbons to the surface. For aging fields with declining pressure, artificial lift is employed.

Asset performance then encompasses the surface infrastructure, including facilities, processing equipment, pipelines, etc. that must operate continuously. Unplanned downtime has consequences measured in millions of dollars per day.

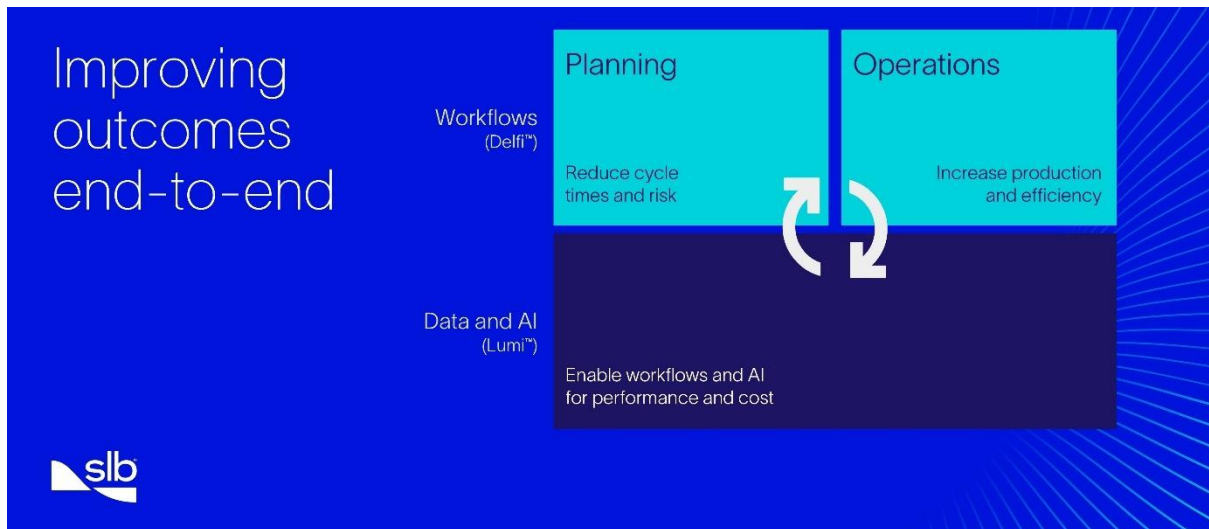


What you have just seen is a quick tour of operations.

DrillOps, OptiFlow, OptiLift, OptiSite powered by our Agora Edge AI platform.

Just as in planning, SLB digital is increasingly serving each of these core operating processes. We are uniquely present across the entire value chain. From exploration through development and production. Both in planning and operations. From the Edge to the office.

I am sure my daughters' would bank differently compared to me, and we too are preparing the agentic AI future for our industry.



Besides planning and operations, we also have a market segment of data and AI. This framework will provide insights into a key part of our digital strategy.

If planning and operations are where decisions are made, the data layer is where the raw material for those decisions is organized and made accessible.

Upstream operations generate extraordinary volumes of data. A single deepwater well can generate around 10 petabytes of data over its life, equivalent of nearly half a million 4K films.

This is a distinct and new market with its own new buyers. So far, I have described planning and operations as two different worlds.

But as you may have already guessed, there is huge value in bringing them together.

Our digital tools make that possible today. Connecting these worlds for data is what SLB's Lumi data and AI platform makes possible. It is a single, trusted data layer which connects planning data to operations data seamlessly.

Just like the banking sector, our Delfi digital platform has digitized the workflows for both planning and operations on the cloud.

We are the only company that plays in all three of these market segments, and the value we generate is clear.

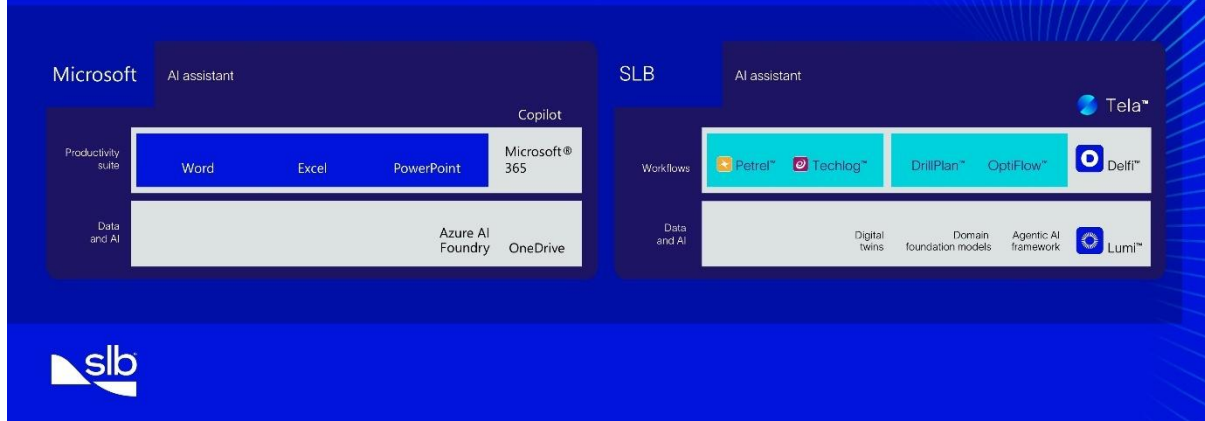
In planning, we reduce cycle times and risks. In operations, we enable greater production volumes and superior efficiency. And with Lumi, we help unleash the power of AI. Data from operations helps us plan better, which optimizes future operations. This becomes an exponential loop, bringing significant improvements in efficiency.

And from a commercial perspective, this is the flywheel that drives our commercial model. More integrated workflows means more platform usage. Richer data means more AI workloads. Better AI means customers do more analysis, run more scenarios, deploy more agents.

The circle turns, and with every rotation the outcomes improve for our customers and the value of our partnership deepens.

Finally, let me put this in a context that will speak to you.

# SLB's digital ecosystem



To illustrate this, I will use Microsoft's product architecture as a comparison. We all know about the Microsoft stack with tools like Word, Excel, and PowerPoint. You are also familiar with OneDrive and how you access and share files in your organization.

Petrel, Techlog, DrillPlan, and OptiFlow are applications, just like Word, Excel and PowerPoint. Delfi is the Office365 equivalent that binds them together architecturally and commercially in a cloud-native digital platform.

It is the environment in which our planning and operations software is accessed. Petrel, Techlog, DrillPlan, OptiFlow are all delivered through a single, secure experience. But Delfi is more than a hosting layer, it is an integration environment the place where decisions flow between disciplines without manual handoffs.

A subsurface model built by a geoscientist in Petrel can be consumed directly by a drilling engineer in DrillPlan. Real-time production data in OptiFlow can feed back into a reservoir simulation in Intersect.

The transition from planning to operations that we described earlier – that seamless handoff between the work of deciding where to drill and the physical work of drilling it – becomes real in Delfi.

Lumi is our data and AI infrastructure. Just like OneDrive and Azure AI Foundry is for Microsoft. If Delfi is where workflows run, Lumi provides the scalable, governed environment to ingest, contextualize, and deliver the data, so that the right data, in the right shape, reaches the right workflow at the right time.

It is also the home of our agentic AI framework, domain foundation models, and digital twins. Working in sync across both Delfi and Lumi is Tela, our agentic AI. The parallel is Copilot.

Shashi will elaborate on this exciting technology later, but briefly put, Tela is an agentic AI mesh that operates within the workflows and data environments our customers already use. Its architecture follows a continuous loop: observe, plan, generate, act, and learn.

It is grounded in domain models and industry-specific guardrails that SLB has built.