2019 Annual Report

Schlumberger Limited

Schlumberger

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Front Cover
A major challenge when prospecting for oil and gas is sorting through an endless amount of data. Schlumberger collaborates with its customers to accelerate their data-to-discovery journey in basins around the world by placing E&P data at their fingertips. The GAIA* digital subsurface platform connects content providers and customers on this journey.

Inside Front Cover
Engineers perform integrity inspections of the sulfur recovery unit at a Schlumberger-operated production facility in the Middle East.

Schlumberger is the world's leading provider of technology for reservoir characterization, drilling, production, and processing to the oil and gas industry.

With product sales and services in more than 120 countries and employing approximately 105,000 people who represent over 170 nationalities, Schlumberger supplies the industry's most comprehensive range of products and services, from exploration through production, and integrated pore-to-pipeline solutions that optimize hydrocarbon recovery to deliver reservoir performance sustainably.

Financial Performance

(Stated in millions, except per-share amounts)

Year ended December 31	2019	2018	2017
Revenue	$ 32,917	$ 32,815	$ 30,440
Net income (loss) attributable to Schlumberger	$ (10,137)	$ 2,138	$ (1,505)
Diluted earnings (loss) per share	$ (7.32)	$ 1.53	$ (1.08)
Cash dividends per share	$ 2.00	$ 2.00	$ 2.00
Cash flow from operations	$ 5,431	$ 5,713	$ 5,663

Safety Performance

Year ended December 31	2019	2018	2017
Combined Lost Time Injury Frequency (CLTIF)—Industry Recognized	0.83	1.09	0.90
Auto Accident Rate mile (AARm)—Industry Recognized	0.30	0.34	0.34

Letter to Shareholders

In my first letter to shareholders, I would like to convey how honored I am to be leading this iconic company into the next chapter. Schlumberger has outstanding people and I trust that, together, we will create a new performance benchmark for the industry.

As we close out a very productive year and head into 2020 with resolve, I want to thank you, our shareholders, for your continued support. I would also like to personally thank each Schlumberger employee and contractor for their commitment to the company. Of course, our success hinges on the continued trust of our customers, whom we also thank.

The energy industry is changing, and our vision is to define and drive high performance sustainably. Simply put, our ambition is to be the performance partner of choice for our customers and the industry. We believe that by focusing on performance, we can help usher in a new era for the energy industry, improving our results while addressing our shareholders' and other stakeholders' environmental, social, and governance concerns.

Energy demand fundamentals remain favorable for the oil and gas sector. The International Energy Agency (IEA) predicts that the exploration and production (E&P) industry will continue to contribute about 55% of the energy mix through 2030, though markets are becoming more regionalized and volatile.

Oil demand growth slowed in 2019 in response to tariff disputes and their impact on trade while the Organization of the Petroleum Exporting Countries (OPEC) worked to mitigate oversupply at the global level. At the same time, US production overwhelmed global demand due to elevated drilling and completions activity during the first half of the year. Budget discipline caused a sharp reduction in activity during the second half of 2019, resulting in an annual contraction of North America spending. In contrast, international upstream investment grew for a second consecutive year, particularly offshore. This trend is expected to continue.

Against this backdrop, Schlumberger full-year 2019 revenue of $32.9 billion was essentially flat with 2018. International revenue, however, grew in the high single digits as we had anticipated.

Indeed, our performance also reflects new technology sales that represented 26% of total sales—the highest since 2014—and demonstrates how our new technology portfolio delivers a quantifiable performance impact for our customers. During 2019, we commercialized several new technologies, such as the GAIA digital subsurface platform for rapid access to basin-scale data and management of exploration opportunities, the Ora* intelligent wireline formation testing platform for dynamic reservoir characterization, and the NeoSteer* at-bit

"Together we create amazing technology that unlocks access to energy for the benefit of all."

steerable system, a fit-for-basin technology for drilling horizontal wells in a single run.

Throughout the year, I had the privilege of participating in many customer meetings and industry events across our GeoMarkets. Our customers have reacted very positively to our vision and the elements of the strategy that we shared with them. And, as a leader in the digital transformation of the industry, perhaps our most significant customer event of the year was our Software Integrated Solutions (SIS) global digital forum, the SIS Global Forum 2019, which took place in Monaco in September with more than 700 customers in attendance.

During the Forum we announced the open sourcing of the DELFI* cognitive E&P environment and its contribution to The Open Group Open Subsurface Data Universe™ (OSDU) organization. Contributing elements of our core technology provides a foundation to unleash the power of open digital innovation for the benefit of upstream oil and gas industry performance. The Forum's theme was "The Future is Open," and the feedback from customers and partners was unanimous—we have opened a new digital chapter for the industry. The digital era will enable new levels of efficiency and sustainable outcomes for our customers and for Schlumberger.

To make the leap in performance that our customers need to deliver energy in today's competitive environment, we are developing and deploying digital solutions—focused on generating richer data and deeper insights—to achieve performance not previously possible across the E&P

industry. We are also accelerating the commercialization of new digital solutions built in the DELFI environment—spanning exploration, development, and production from office to field operations—each of which leverages the scalability and cognitive features of the DELFI environment.

We also formed the Sensia joint venture with Rockwell Automation, creating the most integrated provider of measurement solutions, production domain expertise, and automation to the oil and gas industry. Sensia will play an important role in the digital transformation of our industry and create value for our customers through its comprehensive solution that can forecast, track, report, and resolve hydrocarbon production and transportation challenges.

Our technology platform and modernized operating system form the foundation that will enable our vision. Building on this, in the third quarter we embarked on a new corporate strategy for long-term outperformance—a strategy that will define the Schlumberger of tomorrow.

Customer performance is positioned at the center of our strategy, which consists of three key themes: Strengthen the Core, Expand the Go-to-Market, and Next Horizons of Growth. This year we launched 4 of 10 key elements of our strategy, including leading and driving digital transformation, developing fit-for-basin solutions, capturing value from the performance impact for our customers, and fostering capital stewardship.

We have generated a great deal of enthusiasm in response to our corporate strategy, the first element of which is People First—because without the commitment and engagement of our highly skilled and diverse workforce, we would not be able to achieve our vision.

Central to our ability to drive high performance is, first and foremost, keeping our people safe. We improved our safety performance in 2019, decreasing our industry-recognized figures for the rate of auto accidents per million miles and combined lost-time injury frequency. This was our best year on record in terms of safety performance and sets a new benchmark for the industry as we extend our leadership and partner with more of our customers to share best practices.

An integral part of our vision is our responsibility to our stakeholders, the environment, and the communities where we live and work. We took a major step on our stewardship journey in December, when we became the first company in upstream E&P services to commit to setting a science-based target in line with the expectations of the Science Based Targets initiative to reduce our greenhouse gas (GHG) emissions and drive measurable progress related to climate change. This step reinforces our commitment to leverage our talented people, including our extensive scientific community, in building a future where high performance supports a more resilient and sustainable industry—a better, cleaner, safer industry.

Before closing, I want to share with you our company's purpose as we move forward:

"Together we create amazing technology that unlocks access to energy for the benefit of all."

This purpose is timeless and enduring. It will drive us through the decades to come, whatever challenges they bring. I look forward to guiding the people of Schlumberger as we embrace this new chapter, align around our vision and purpose, and strive to live our values through our behaviors every day.

Since stepping into the role of chief executive officer, I have been striving to make clear that the Schlumberger of the future will balance shareholder returns, capital discipline, and customer focus with investment in our people and technology. We intend to be leaders of the energy transition, and our ability to improve our margins, cash flow, and returns is crucial to this ambition.

I want to close by emphasizing the "we" of that commitment. I am only one of Schlumberger's 105,000 employees. It is my job to continue Schlumberger's ability to attract the best global talent. To be a great technology and operations company, we must also be a great "people" company. For this reason, I cannot close my first letter to shareholders without, once again, saying thank you to each of you who makes these things possible.

As a company, Schlumberger is at the center of the issues on which the world's future depends. And while that responsibility is great, so are our opportunities.

Olivier Le Peuch
Chief Executive Officer

An engineer climbs the ladder of an oil stripping column at a Schlumberger-operated production facility in the Middle East to check a sensor.

Performed by Schlumberger

In 2019, the Performed by Schlumberger program celebrated its 20th year recognizing the teams and projects that best demonstrate our culture of excellence through innovation, teamwork, and positive business impact. This year, for the first time, there was a CEO Award winner in two categories—Customer Performance and Operations Performance Enablement.

The 595 submissions this year were ultimately competing for the highest accolade, the CEO Award, which is given to a team or project that is an outstanding example of Schlumberger core values—our people, our commitment to technology, and our determination to produce superior profits. Schlumberger people all over the globe cast their votes, selecting the top four submissions among which winners of the CEO Awards and Gold Awards are chosen.

In the Customer Performance category, DELFI Down Under—Pioneering the E&P Digital Frontier, received the CEO Award. This project is about the enterprise-wide deployment of the DELFI cognitive E&P environment through a seven-year technology collaboration with

In the Customer Performance category, the DELFI Down Under—Pioneering the E&P Digital Frontier team received the CEO Award. Pictured from left to right: Antony Brockmann, Mariano Fernandez, Hannah Kemp, CEO Olivier Le Peuch, Steve Freeman, and John Tarren.

Woodside Energy. Woodside will leverage this secure cloud-based software environment to increase consistency, reduce study cycle time, and foster innovation in its subsurface characterization and development activities.

This technology collaboration will give 200 global petrotechnical users at Woodside full access to the DELFI environment, including the Petrotechnical Suite, DELFI Planning Solutions, and the developer capability for further collaborative innovation projects. In addition, the data management and transition services provided will further successful deployment.

In the Operations Performance Enablement category, Making a Safe Company Schlumberger SAFE received the CEO Award. The Schlumberger SAFE program is a health, safety, and environment (HSE) campaign created to align the entire company on a unified and re-energized approach based on the four pillars of HSE: leadership, employee engagement, training and reporting, and compliance.

Millennials make up more than half of the Schlumberger global workforce, so increased engagement through greater use of mobile technology has been a key component of the program. During its first two years, the program has delivered meaningful results, such as helping to reduce the frequency of total recordable injuries and auto accidents.

In the Operations Performance Enablement category, the Making a Safe Company Schlumberger SAFE team received the CEO Award. Pictured from left to right: Jim Andrews, Rafael Humberto Cordoba Quintero, CEO Olivier Le Peuch, Galina Belova, Freddy Perez, and Odd Oeen.

Driving Performance with Digital

The history and culture of Schlumberger are founded on leadership, science, and innovation. Schlumberger people create amazing technology that unlocks access to energy for the benefit of all. Our vision is to define and drive high performance sustainably.

To make the next leap in performance that our customers need to deliver energy in today's competitive environment, we are developing and using digital solutions—focused on generating richer data and better insights—that will achieve performance not previously possible across the E&P industry.

While the industry is discussing how digital will usher in a new era, Schlumberger has been building the digital technology for the future. We are leveraging technologies that have transformed other industries by applying them in E&P, enabling our customers to make better decisions and make them faster.

Digital is the future of E&P. Today Schlumberger is drilling oil and gas wells in the Permian Basin using our digital solutions—the DrillPlan* coherent well construction planning solution and the DrillOps* on-target well delivery solution.

Delivering Affordable Energy

Our industry faces a new landscape. Geopolitical uncertainty and trade concerns are amplifying the trend toward more localized hydrocarbon supply and demand dynamics in the world's producing basins. Activity cycles of the major producing regions are decoupling and each region is becoming more volatile and dynamic. As a result, the major producing regions are increasingly competing against each other for market access to meet global, regional, and domestic oil and gas demand.

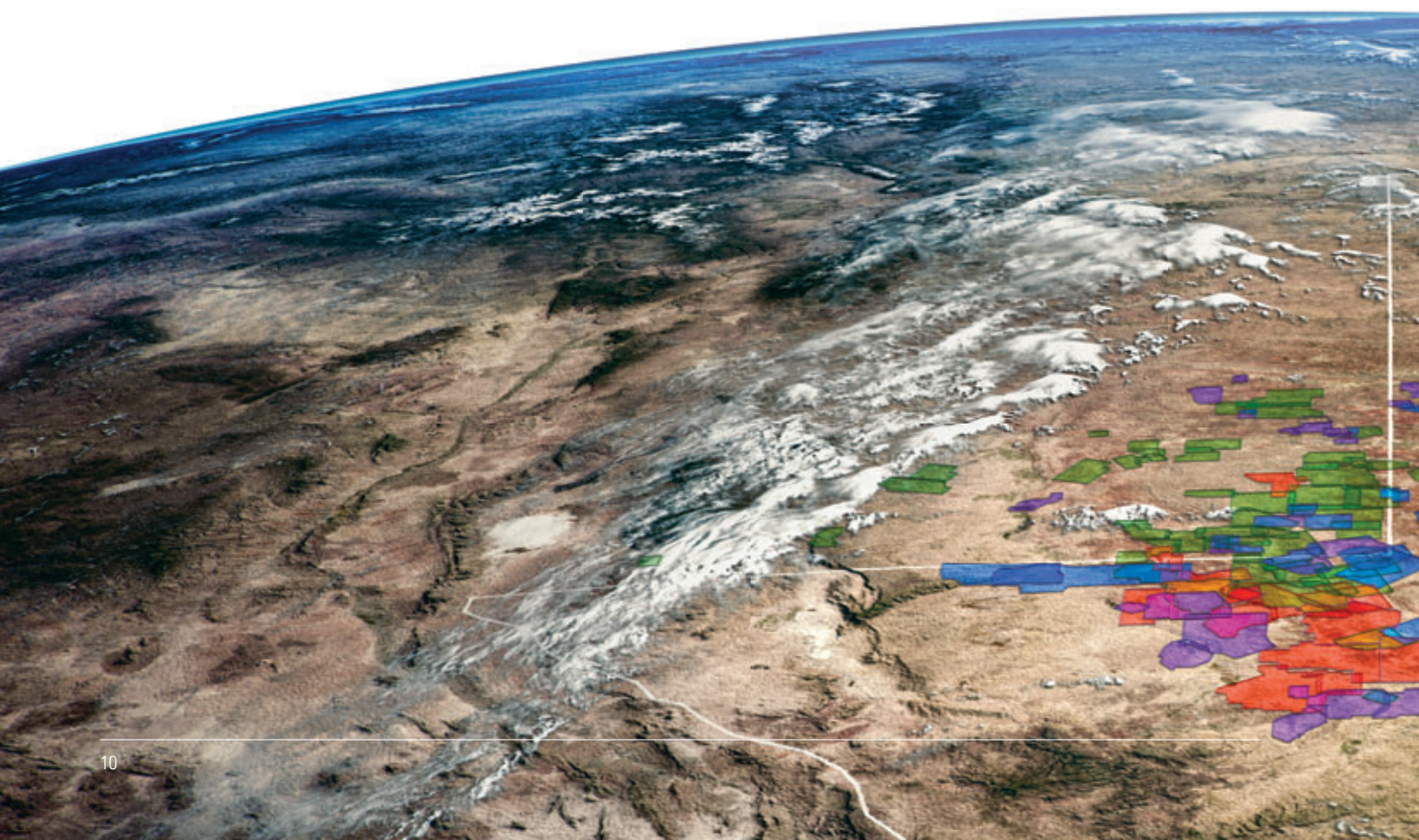
Simultaneously, there is a growing level of scrutiny on the environmental and social impacts of energy production in tandem with increased focus by investors on capital discipline and financial returns. Despite these factors, the oil and gas industry will still be called on to deliver more than half of global energy needs for the foreseeable future. To deliver affordable energy sustainably, our customers must achieve higher levels of performance.

Achieving New Levels of Performance

While digitally enabled experiences based on access to richer data are now mainstream in industries such as retail and financial services, upstream oil and gas has only just begun to harness the power of digital capabilities to drive industry performance.

Digital makes it possible for people to perform more efficiently and maximize resources, enabling them to do more. Rapid and secure data flows enhance team collaboration and reduce the time needed to make better informed decisions, leading to increased asset value for our customers. Emerging solutions are helping the industry overcome its technical challenges while addressing stakeholders' environmental and sustainability goals.

However, integrating digital technology into E&P workflows requires extensive domain expertise about upstream hardware and software technologies and the vast amounts of subsurface and production data acquired.



For Schlumberger, leading the digital transformation of the energy industry requires applying its operational track record and domain expertise—particularly in subsurface measurement—to every facet of the E&P life cycle.

By partnering with leading digital companies, Schlumberger has accelerated its investment in digital upstream technology along three highly interconnected dimensions.

Opening the Data Ecosystem

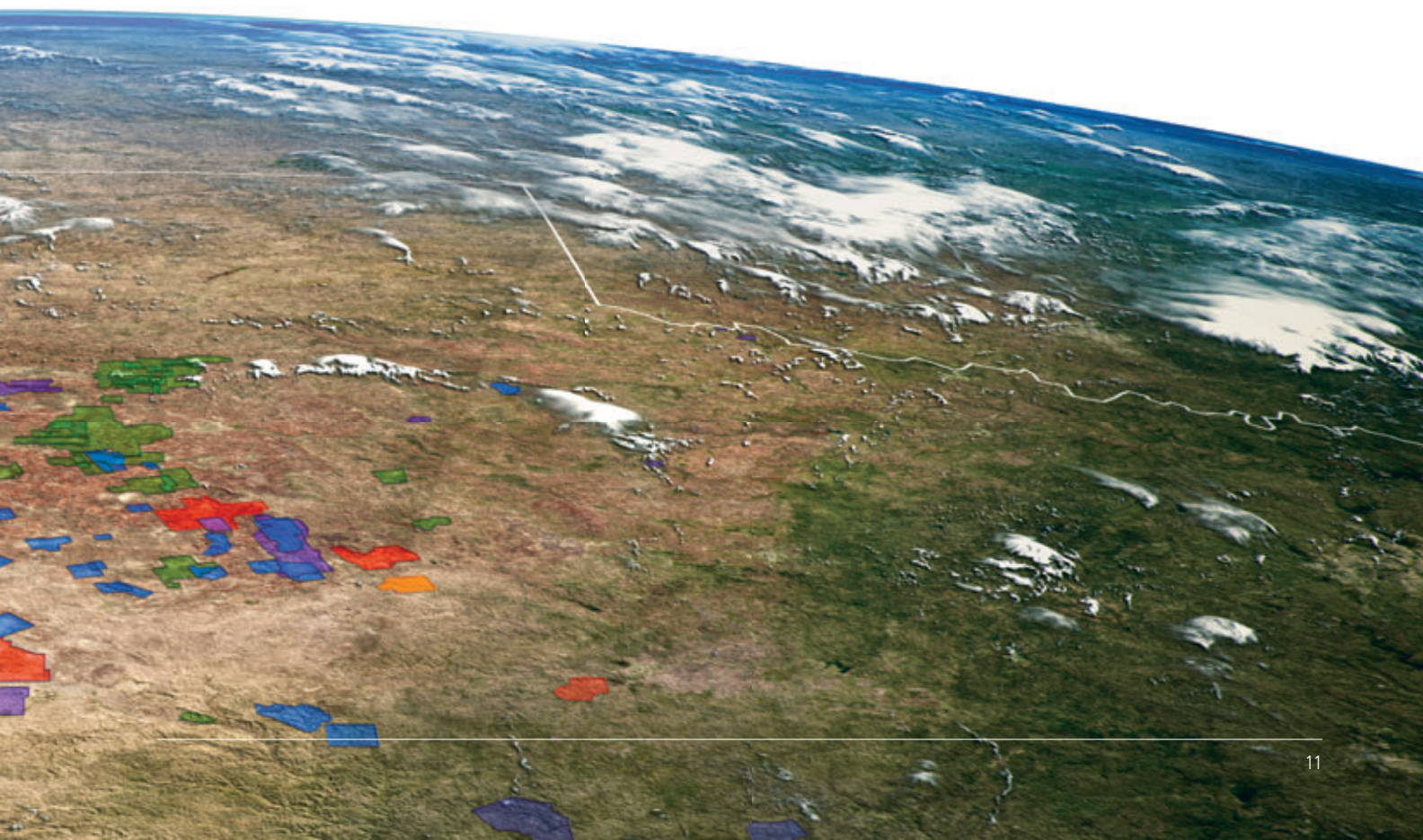
The first dimension of digital enablement is data. Data is the essence of all our workflows—it is the lifeblood of our industry, it permeates everything we do. As such, it represents a competitive edge for all operators.

Although vast amounts of data are produced every day, little of it is consumed, processed, or used to develop insights to improve operational performance. In light of advances in data science and analytics and the benefits many industries have already derived from digital transformation, the opportunity for the E&P industry is immense.

Because data is the foundation of performance impact, Schlumberger's journey to the digital future started by developing the DELFI environment, which was released in 2017 and includes a robust, secure data ecosystem specifically optimized for E&P applications. The DELFI environment is a scalable and open cloud-based software environment that enables seamless E&P workflows across exploration, development, drilling, and production through to midstream.

We made the DELFI environment's data ecosystem open to foster collaboration across teams in ways that were not previously possible. The future must be open to

The colored areas on this image represent the location of 3D and 2D surveys of lease blocks in the Permian Basin in Texas and New Mexico.



unlock the potential of digital to revolutionize this industry and create the next step change in organizational and operational performance. At the SIS Global Forum 2019, we announced the open-sourcing of the DELFI environment's data ecosystem and its contribution to The Open Group OSDU Forum. This technology collaboration with the OSDU Forum is an industry first—it reinforces our vision of driving E&P industry performance by leveraging a cross-industry community working toward data standards and best practices. Together, we will revolutionize E&P workflows from traditional ways of working by bringing them into the digital future.

Our recently launched GAIA platform is an example of how data—collected and used in new, digitally enabled ways—can lead to making better decisions and making them faster. Built in the DELFI environment, the GAIA platform seamlessly brings together data from diverse sources to equip explorationists to accelerate screening and ranking of opportunities. The GAIA platform is open and provides access to many data types, from terabytes of seismic data and well and production logs to news and market reports from multiple content providers across the E&P life cycle. The latest partner to join the platform is IHS Markit, providing access to proprietary E&P datasets that complement customers' own datasets used to create an earth model during exploration analysis and planning.

"The DELFI environment is helping customers transform their workflows. By removing silos and barriers, people and teams can seamlessly share information."

Transforming E&P Workflows

Cloud applications and workflows are the second dimension of digital enablement that equips us to rethink collaboration across the entire E&P life cycle. The DELFI environment is helping customers transform their workflows. By removing silos and barriers, people and teams can seamlessly share information. More efficient collaboration across teams generates actionable insights more quickly. More than one hundred E&P companies are now using the DELFI environment to develop their own digitally enabled workflows to improve their performance.

Since the launch of the DELFI environment and its native DrillPlan coherent well construction planning solution in 2017, we have commercialized applications spanning exploration to production—ExplorePlan* accelerated exploration planning solution, FDPlan* agile field development planning solution, DrillOps on-target well delivery solution, and ProdOps* tuned production operations solution. Each of these applications helps customers reduce the time and resources it takes to plan individual wells or a field and then optimize drilling and production from those assets. Since 2018, more than 2,700 wells have been planned with the DrillPlan solution, increasing well-planning efficiency by 50%. Similarly, the FDPlan solution is expected to reduce the simulation time for field development planning from days to hours or even minutes and improve data gathering time by at least 50%.

GAIA Digital Subsurface Platform

A major challenge when prospecting for oil and gas is sorting through endless data—seismic data, well and production logs, subsurface measurements, documents, and reports—often stored in multiple systems. Data is everywhere.

The GAIA digital subsurface platform accelerates energy discovery by putting all data at the user's fingertips—anytime, anywhere, and from any device. The platform is open and provides access to structured data—seismic, wells, and production—as well as unstructured content such as news and market reports from multiple content providers across the E&P life cycle.

By using the power of the DELFI cognitive E&P environment to provide a unique user experience, the GAIA platform enables the explorationist to discover, visualize, and interact with all available data in a region or basin without compromising resolution and scale.

The GAIA platform is the industry's marketplace for subsurface data, such as the WesternGeco® multiclient seismic library and IHS Markit global E&P datasets. Using a unique subscription model, the GAIA platform seamlessly brings together data from diverse sources to accelerate the discovery, screening, and ranking of opportunities.

Three new data subscriptions have been introduced for the GAIA platform. The GAIA Earth subscription enables clients to quickly identify areas of interest using a platform that integrates seismic and well data and the latest industry and licensing round news on a global map.

The GAIA Viz subscription enables further exploration of areas of interest with real-time 3D visualization of subsurface data to better understand geological complexities and reduce risks and uncertainty. With regional knowledge of the structural and stratigraphic complexity, explorationists can identify potential subsurface challenges and collaborate with their asset teams.

Finally, the GAIA Pro subscription makes GAIA subscription data seamlessly available for use in DELFI environment applications and workflows to help determine economic viability, focus new ventures, and develop a better basin-entry strategy in weeks instead of months.

Designed to modern cloud security standards with end-to-end data encryption, the GAIA platform incorporates federated single sign-on and 24/7 monitoring by dedicated cloud security operations centers.

The GAIA digital subsurface platform accelerates energy discovery by putting all data at the user's fingertips—anytime, anywhere, and from any device.

By taking digital to the edge—into the field, beyond the back office and the cloud—we expect to achieve even greater performance impact. Further, opportunities to boost performance exist at the edge, where we are now enabling real-time actions based on equipment-level data and embedding automation, machine learning, and artificial intelligence in our field tools and equipment.

Operating on the Edge

The third dimension is edge-of-network computing in the field, where operations data is generated. Edge computing and analytics enable automation and close the loop between the hardware and software systems, delivering a step change in safety, efficiency, and automation. By analyzing drilling, production, and processing operations data in the field, customers are benefiting sooner from actionable insights and achieving better outcomes, driving improved performance.

In the Permian Basin, oil and gas wells are currently being planned and drilled using our DrillPlan and DrillOps solutions. These digital solutions are helping to drill wells safer, faster, and with repeatably higher reservoir contact.

On the horizon, we envisage fully automated rigs drilling wells to their target, just as autonomous vehicles will go from point to point adjusting for unpredictable circumstances. Every trip will be the safest, most reliable, and most efficient way to get to target. We have the talent pool with unique domain expertise and a digital partner ecosystem—like no one else in our industry—to lead in this digital drilling future.

A well intervention team reviews operations data in Midland, Texas.

The adoption of digital technology is also improving onshore production operations, which are typically characterized by manual tasks performed on diverse field equipment over a wide area. In response, Agora® edge Internet of Things (IoT) solutions provides an edge computing and analytics platform to securely connect field devices, enabling customers to take remote action or fully automate equipment based on actionable insights.

Early adopters of Agora solutions in North America land have benefited from reduced production-disrupting electrical submersible pump (ESP) downtime through timely alerts and by performing corrective actions remotely. In addition, remote actions have helped decrease wellsite visits and total miles driven, significantly improving safety and environmental performance and profitability.

Integrating Digital Systems

For these three dimensions, a new generation of integrated systems that leverage digital technology by design is emerging. These new systems, which integrate hardware and software, provide superior performance and facilitate plug-and-play functionality through their digital platforms and innovative workflows.

For example, the Ora intelligent wireline formation testing platform unites hardware and laboratory-accurate downhole measurement capability with a software structure to achieve dynamic reservoir characterization in all conditions—even where previously not possible. The cloud-native collaborative software powers intelligent planning and operations control using wellsite automation. The Ora platform puts customers in control of data acquisition and provides actionable insights for real-time decision making.

Agora

The E&P industry generates huge volumes of data in field operations. By adding computing power where this data is generated, we can make a performance impact on operations. Edge computing and IoT solutions introduce performance-boosting options, referred to as edge applications, which range from remote operations to full automation of field equipment. These applications are based on domain-specific workflows and algorithms that are aided by machine learning and artificial intelligence.

In oil and gas, the edge of the network, or edge, is the field, where the data is generated. Edge applications are used to increase operational performance and reliability. Instead of sending people to the field to check equipment, data streaming from the equipment can alert the operator to problems and possible failure. Through edge applications, an operator can then remotely perform corrective actions, or these actions can be performed via automation. The reduction of unnecessary trips to the field increases safety by reducing exposure as well as lowering environmental impact.

Schlumberger offers dynamic intelligence to the field with edge computing and IoT solutions through its Agora startup venture. Agora is engineering edge solutions for this rapidly developing space while leveraging the full scope of Schlumberger E&P domain knowledge and experience. As the only E&P-specific edge solutions provider, Agora delivers edge intelligence through an open, secure, and scalable platform.

Successful edge solutions for our industry must be open—meaning they are capable of working with field equipment from any manufacturer. Additionally, data generated in the field is transmitted to an open data ecosystem, or to proprietary data ecosystems.

Edge computing for this industry must also be secure—by design and in operation, from the field to the cloud. The Agora edge IoT solutions platform uses best practices to ensure both software and hardware security, which also encompasses data access and transmission.

Finally, because of the complexity of the industry, edge computing and IoT solutions for oil and gas must be scalable. Agora's robust infrastructure and technology platform is agile, with the ability to independently manage multiple operational use cases while also facilitating edge device management through remote tools and over-the-air updates.

By driving dynamic intelligence to the edge via an open, secure, and scalable edge computing platform, the industry can achieve a significant step forward in operational efficiency and productivity while minimizing safety exposure and overall environmental footprint.

An engineer at a Schlumberger-operated heavy oil production facility in the Middle East reviews operations data. An AgoraGateway® ruggedized edge computing device provides secure connectivity through the DELFI cognitive E&P environment and enables delivery of Process IQ* process systems performance services to our facilities.

Sensia

Oil and gas operators are under constant pressure to increase operational efficiency and asset productivity both on and offshore. Production engineers face challenges to keep wells and fields running safely and efficiently and performing cost effectively. Part of the solution for these challenges is seamless automation across the E&P industry.

Key benefits of automation include operational risk reduction, increased efficiency, and performance optimization to unlock the full potential of an asset. Also, the application of actionable insights from operations data together with automation can help reduce operational and maintenance costs in artificial lift systems from single wells to complex multiwell pads.

However, to achieve a performance impact on production results, measurement, software, and automation must be combined with E&P experience and technical domain expertise.

This is why we formed the Sensia joint venture with Rockwell Automation, creating the most integrated provider of measurement solutions, production domain expertise, and automation to the oil and gas industry. It offers scalable, cloud and edge-enabled process automation, including information and process safety solutions. From intelligent systems to fully engineered life cycle management automation solutions, the joint venture helps customers drive efficiency gains through measurement and data-driven intelligent automation.

Sensia unifies measurements, intelligence, and actionable insights to optimize decisions and significantly reduce cycle time. Cross-disciplinary teams share access to reservoir knowledge, industrial automation, and best practices from different production settings, process operations, and the transport and measurement of hydrocarbons.

Solutions being deployed by Sensia as firsts in the industry address the oil and gas production market, including advanced monitoring and automated response prioritization for ESPs, automatic control of different artificial lift methods, and automated flow assurance solutions.

An engineering manager at the Sensia Measurement Solutions facility in Duncan, Oklahoma, verifies the configuration of a Sensia Scanner 3100 flow computer and controller via its wireless web interface.

Integrated digital systems hold the promise of notable performance improvement for our industry. Within Schlumberger, our teams of data scientists and domain experts at all of our digital technology centers are creating solutions that embed machine learning and artificial intelligence technologies within our hardware. One example is automated wellbore log quality control at basin scale for North America unconventional reservoirs, which improves reservoir characterization efficiency.

Automation is another major step to enhance E&P industry performance. Through the Sensia joint venture between Schlumberger and Rockwell Automation, customers benefit from measurement solutions, production domain expertise, and automation from the oil and gas industry's most integrated provider. Sensia's technology portfolio will improve oilfield operations, facilitate decisions, and reduce total cost of ownership throughout the life of a field.

Builders of the Digital Future

Creating digital systems requires a clear digital strategy, targeted investment, and the right talent. Schlumberger has for decades pioneered the use of information technology and software to increase the productivity of geoscientists and engineers as we continually invest in the digital knowledge of our technical community. Digital is part of our DNA. Now we must aim for the next level by unlocking digital collaboration and productivity in cross-domain workflows and applications.

Adoption of these new digitally enabled workflows requires a focus on change management because they markedly transform traditional practices. In addition, the people adopting these workflows need increasing levels of digital proficiency.

Schlumberger started this journey years ago, and today has an established global network of technical resources through the consistent recruiting of talent

An assembly technician performs a quality inspection on a Sensia pneumatic sample extractor at the Sensia Measurement Solutions facility in Royal Tunbridge Wells, England.

Ora Formation Testing Platform

Derisking hydrocarbon reserves is one of an E&P company's most important concerns. Traditional formation testing plays a key role in this process but involves complex, siloed workflows and is not possible in some reservoir conditions, such as high-pressure, high-temperature environments or tight formations.

The Ora intelligent wireline formation testing platform builds on decades of innovation and leadership in reservoir pressure and fluid measurement. Its combination of new downhole hardware and software accomplishes dynamic reservoir characterization in all conditions, including in tight or unconsolidated formations and challenging fluids.

The digitally enabled hardware incorporates new architecture and metrology to automate complex workflows, reducing operating time by 50% while delivering the highest precision fluid analysis and zero-contamination samples.

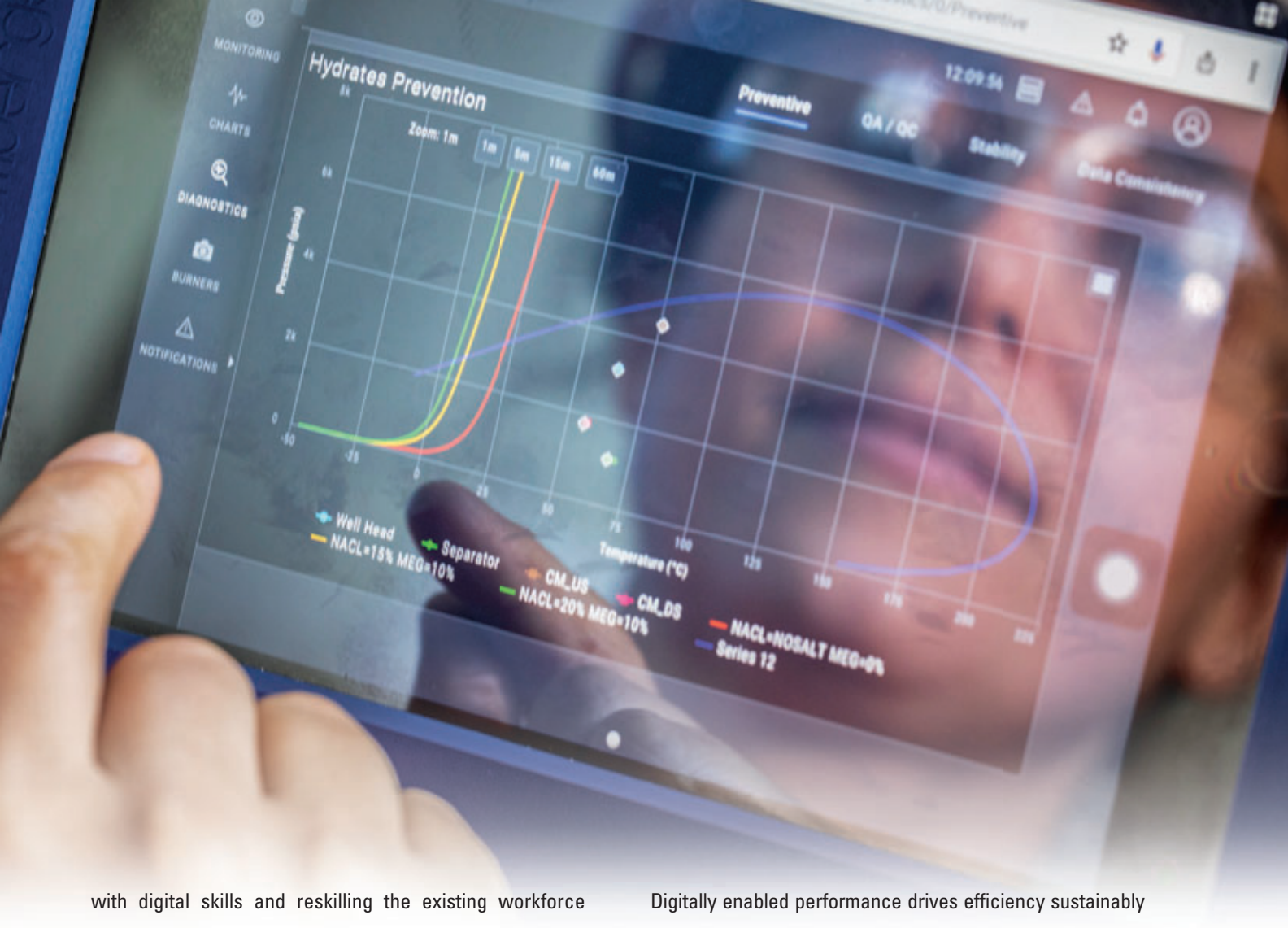
Successful formation testing with the Ora platform begins with a robust simulation based on a customer's asset performance objectives using the platform's integrated intelligent planning, which can include simulation of hydrocarbon in place, connectivity, deliverability, and flow assurance.

Using the intelligent planning approach, hardware, data acquisition, and the data integration plan are optimized to ensure the best performance from the asset, confirming reserves faster, maximizing production, and speeding the completion strategy.

The Ora platform provides a new digital user experience, delivering actionable insights for real-time decision making. It is already helping customers prove previously inaccessible reserves.

In Mexico, the Ora platform was the first wireline formation tester to collect high-quality gas condensate samples in a challenging carbonate formation with permeability below 0.03 mD at 360 degF and 20,000-psi pressure. This helped Pemex announce the tripling of estimated reserves for Mexico's most important land discovery in the last 25 years.

The Ora intelligent wireline formation testing platform leverages a new architecture and metrology for enhanced performance, enabling dynamic reservoir characterization in all conditions.



with digital skills and reskilling the existing workforce in emerging digital technologies. Schlumberger's long-standing ability to source talent globally enables us to compete for this scarce digital talent pool.

Future of Oil and Gas is Digital

Our industry will significantly benefit from increased performance across the E&P landscape. Performance will make our industry more competitive and more resilient as we continue delivering affordable energy to meet the world's needs.

We have a unique opportunity to regain our industry's attractiveness to a broad range of stakeholders and to be a high-performing sector through the energy transition. Digitally enabled performance drives efficiency sustainably and with responsibility to all our stakeholders, the environment, and the communities where we live and work—in essence, making possible a future in which performance supports a better, cleaner, and safer industry.

Digital technology will enable us to achieve the next leap in performance across the entire E&P value chain.

Together with our customers and technology partners, Schlumberger is leading the industry's digital journey to deliver high performance sustainably for the benefit of all.

Concert* well testing live performance brings digital automation and communication to well testing operations. This provides customers with the same real-time information and interactive capabilities as the operations personnel at the job site and experts in the remote operations center.

2019 Form 10-K

Schlumberger Limited

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3 Member, Finance Committee
4 Member, Nominating and Governance Committee
5 Member, Science and Technology Committee

Corporate Officers

Olivier Le Peuch
Chief Executive Officer

Stéphane Biguet
Executive Vice President and
Chief Financial Officer

Alexander C. Juden
Secretary and General Counsel

Ashok Belani
Executive Vice President,
Schlumberger New Energy

Jean-François Poupeau
Executive Vice President,
Corporate Engagement

Khaled Al Mogharbel
Executive Vice President, Operations

Hinda Gharbi
Executive Vice President, Reservoir
and Infrastructure

Patrick Schorn
Executive Vice President, Wells

Abdellah Merad
Executive Vice President,
Performance Management

Donald Ross
President, North America Land

Rajeev Sonthalia
President, Integrated Performance
Management

Demosthenis Pafitis
Chief Technology Officer

Pierre Chéréque
Vice President and Director of Taxes

Gavin Rennick
Vice President, Human Resources

Simon Farrant
Vice President, Investor Relations

Kevin Fyfe
Vice President and Controller

Howard Guild
Chief Accounting Officer

Claudia Jaramillo
Vice President and Treasurer

Vijay Kasibhatla
Director, Mergers and Acquisitions

Saul Laureles
Director, Corporate Legal Affairs,
and Assistant Secretary

Corporate Information

Stockholder Information
Schlumberger's common stock is listed on the New York Stock Exchange, trading symbol "SLB," and on the Euronext Paris, London, and SIX Swiss Stock Exchanges.

For quarterly earnings dividend announcements and other information, please call (800) 997-5299 from the United States and Canada, or +1 (813) 774-5043 outside North America. You may also visit www.investorcenter.slb.com.

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Form 10-K
The Schlumberger 2019 annual report on Form 10-K filed with the Securities and Exchange Commission is available without charge. To obtain a copy, call (800) 997-5299 within North America and +1 (813) 774-5043 outside North America. Alternatively, you can view and print all of our SEC filings online at www.investorcenter.slb.com or write to: Vice President, Investor Relations, Schlumberger Limited, 5599 San Felipe, Houston, Texas 77056.

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Schlumberger supports and encourages a range of community development programs—both local and global—many of which are supported by employee volunteers. We have chosen to focus on science, technology, engineering, and mathematics (STEM) education and community health and safety. To learn more about these programs, please see the latest edition of the Schlumberger Global Stewardship Report at www.slb.com.

Internet
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