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| Insurance | <i>Jean Francois Corbel Connie Guy</i> | <i>Maryann Mannen</i> |
| Business Workstreams | | |
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| Subsea Services | <i>Jamie Hinch Jean Jacques Quesnel</i> | <i>Barry Glickman</i> |
| Products (including Manufacturing) | <i>Jean-Louis Rostaing</i> | <i>Julian Waldron</i> |
| Onshore / Offshore | <i>Massimo Bianchi</i> | <i>Nello Uccelletti</i> |
| Surface | <i>Iain Duncan</i> | <i>Richard Alabaster</i> |

Next steps

We will identify regional integration leads and the remaining functional leads. In the meantime, our joint integration planning teams will continue to work toward the successful execution of the proposed merger, paving the way for the creation of a new and unique company.

Business as usual

While these efforts continue, it is vital that both companies independently remain fully focused on execution and serving our customers. Thank you for your continued support and flexibility throughout this critical pre-merger phase.

Julian Waldron and Nicolas Gillier



information, future events or otherwise, except to the extent required by law.

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