

Dianne Blackwell Ralston



SKILLS PROFILE

- C-suite executive with demonstrated leadership and significant international experience leading energy technology organizations through strategic transitions and responsible for legal, government affairs, facilities, compliance, and shared services functions.
- Significant M&A experience, including successful management of post-closing integration.
- Crisis management experience, including management of financial, cybersecurity, regulatory, and geopolitical incidents.
- Expertise in global corporate governance practices, particularly US, UK, and France.
- Non-profit board experience.

PROFESSIONAL EXPERIENCE

SLB, formerly Schlumberger, Ltd. (NYSE and Euronext Paris: SLB), the world's largest energy technology company (\$28 billion revenue, 100,000 employees, operating in more than 100 countries). (2020 – present) and (1998 – 2014)

Current Role: Chief Legal Officer and Corporate Secretary

- Transformed 400-person global legal department, including high-value centers in Bogota, Bucharest, and Kuala Lumpur, to effectively manage operational, regulatory, intellectual property, and commercial risk to support 20% revenue growth with flat cost and headcount while also achieving a company-leading 18% increase in employee engagement.
- Co-led company's cultural transformation to preserve historic focus on technology innovation and to foster greater agility and collaboration to evolve culture to align with re-branding as an energy technology company innovating across multiple sectors to accelerate energy decarbonization.
- Integrated enterprise risk management with strategy to ensure identification and proper assessment of enterprise-level risks, including geopolitical (regional instability, evolving trade relations and sanctions, and localization mandates), climate, cybersecurity, and energy transition risks, and to enhance implementation of risk mitigation or response plans.
- Managed board refreshment strategy to successfully transition 25% of the board securing recognition as one of Fortune's Top 25 Modern Boards (2023).
- Significant experience effectively managing crisis events, including engagement strategies with media, regulators, shareholders, and other key stakeholders, including:
 - Public engagement, media, and environmental remediation strategies following media focus on Midland, TX facility organized by activist Erin Brockovich;
 - Congressional inquiry, regulatory investigations, and private litigation following Deepwater Horizon disaster and the deaths of 2 employees;
 - Government engagement and media strategy to negate public pressure to require disclosure of valuable, proprietary intellectual property; and
 - Cybersecurity incidents.

- Developed intellectual property strategies to actively assess competitive landscapes, to protect IP investments in cost- and tax-efficient structures, and to enforce IP rights through licensing and litigation, including:
 - Patent infringement jury award of \$105 million, including global lost profits.
- Developed digital commercialization strategies to address developed open architecture platforms, integration of third-party applications, allocation of intellectual property rights, and cloud hosting strategies, including the impact of data residency requirements.
- Significant M&A and integration experience, including:
 - \$2 billion joint venture between SLB and Cameron, OneSubsea, to manufacture and sell subsea production equipment, and
 - The acquisition of multiple software companies to create SLB's industry-leading digital platform.

Prior Positions:

- Deputy General Counsel – Corporate (2012-2014)
- Deputy General Counsel – Government Affairs and Litigation (2010-2012)
- Chief Compliance Officer (2009-2010)
- Digital Sales Manager, Schlumberger Information Solutions (2008-2009)
- General Counsel, Schlumberger Information Solutions (2004-2008)
- Senior Counsel, Network and Satellite Infrastructure (2003-2004)
- Legal Counsel, Oilfield Services (1998-2003)

TechnipFMC plc (NYSE and Euronext Paris: FTI), a \$20 billion revenue, UK-based, global subsea and terrestrial Engineering, Construction, Procurement, and Installation (EPCI) company formed via the merger-of-equals of US-based FMC Technologies Inc. and French-based Technip. (2017 – 2020)

Position: Executive Vice President, Chief Legal Officer, and Corporate Secretary

- Co-led post-merger integration to deliver \$200 million in cost synergies and \$100 million in revenue synergies and to create a single, unified culture while maintaining project execution focus and profitability.
- Planned initial public offering and related separation plan for the terrestrial EPC company, including obtaining regulatory and French sovereign wealth fund approval, and co-developed the investor equity story to support the initial public offering (IPO). (Planned 2020 IPO was postponed due to COVID-19 and was completed in 2021 to launch Technip Energies (Euronext Paris: TE)).
- Responsible for the Facilities function and its portfolio of 150 owned and leased facilities worldwide, including the development of a new base in Guyana and the consolidation and sublease of redundant facilities.
- Developed metrics-based sustainability reporting program.
- Managed required financial restatement, subsequent regulatory inquiries, and the implementation of controls to eliminate material weakness.
- Negotiated the resolution of a multi-jurisdictional corruption investigation regarding activities in Brazil and the Middle East and negotiated the first joint resolution among all US and Brazilian enforcement agencies.
- Led 400-member legal, contracts, and compliance department, including implementation of a global shared services delivery model to reduce support costs.

FMC Technologies, Inc. (NYSE: FTI), a \$10 billion revenue global subsea Engineering, Construction, and Procurement (EPC) company (2015 – 2017)
Position: Executive Vice President, Chief Legal Officer, and Corporate Secretary

- Structured, negotiated, and executed unique merger of equals between the Company and Technip, including creating investor equity story and obtaining sovereign wealth fund and other French regulatory approvals, to create a dual-listed (NYSE, Euronext Paris), UK-incorporated company.
- Successfully resolved SEC whistle-blower investigation into certain tax treatments.
- Implemented intellectual property strategy, including cost-effective defensive protection and the successful invalidation of competitor patent portfolio.

Weatherford International plc (NYSE: WFT), a \$15 billion revenue global oilfield services company (2014 – 2015)
Position: Executive Vice President, General Counsel, and Corporate Secretary

Schlumberger Ltd., now known as SLB (1998 – 2014)
See description above

Cook and Roach, L.L.P., litigation and appellate law firm (1996 – 1998)
Position: Associate Lawyer

Norton Rose Fulbright, L.L.P., formerly Fulbright and Jaworski L.L.P., international law firm (1994 – 1996)
Position: Associate Lawyer – Energy and Environmental

Shell Oil Company, integrated international oil and gas company (1989 – 1991)
Position: Purchasing Analyst

EDUCATION

- University of Houston Law Center, Juris Doctorate, *magna cum laude*, 1994
- Texas A&M University, Lechner Fellow, dual B.B.A.s, Marketing and Operations Management, 1988

NON-PROFIT ACTIVITIES

- United Way of Greater Houston, Board of Trustees (2021 – present)
- University of Houston Energy Advisor Board (2021 – present), advising the University on research, advocacy, and educational programs necessary to accelerate energy transition while ensuring energy access and security, especially for developing economies.
- Make-a-Wish Texas Gulf Coast and Louisiana, Board Member (2022-present)

PERSONAL

- Married to Andrew Ralston (SVP and GC, Ascend Performance Materials); daughters Reagan (23) and Peyton (18)
- "25 Most Influential Women in Energy" (2022), Hart Energy
- Commencement Speaker, University of Houston Law Center (2022)
- "Houston General Counsel of the Year" (2022), Texas Lawbook
- "50 Most Powerful Women in Oil and Gas" (2018), National Diversity Council
- "Women Who Mean Business – Outstanding Leader in Energy" (2017), Houston Business Journal