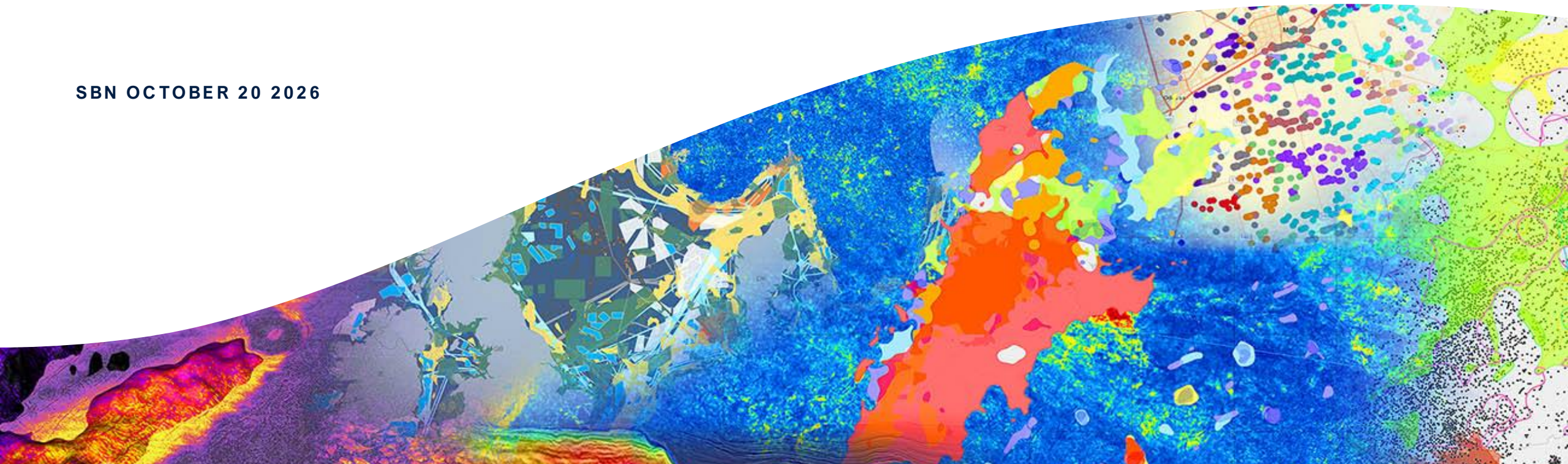




TGS transformational journey to SAP best practice

SBN OCTOBER 20 2026



Meet the Speakers



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& Special Projects

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ELEVATE JOURNEY

A single transformation story

From purpose and blueprint to realization and adoption

Agenda

- 01 Backdrop
- 02 Vision, Business Case and underlying assumptions
- 03 Project scope and important decisions
- 04 Project Organization, Milestones, Current status
- 05 Next Steps and Roadmap
- 06 Key Takeaways

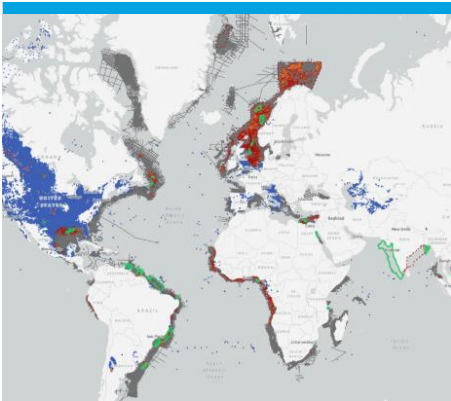




1 Backdrop

This is TGS

An integrated energy data and services portfolio spanning data, acquisition, imaging, digitalization and new energy.



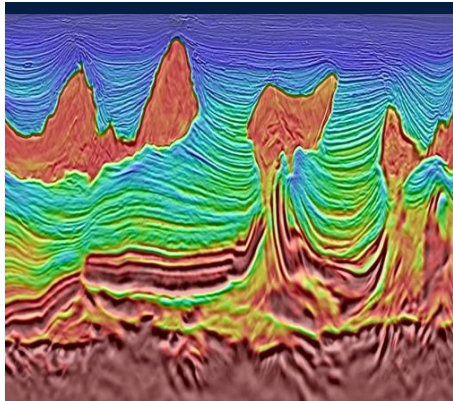
MULTI-CLIENT

Global seismic and geoscience data across mature, emerging and frontier basins.



MARINE ACQUISITION

High-quality marine data for oil & gas with Ramform, GeoStreamer and OBN.



IMAGING

Advanced processing with Imaging AnyWare® in the cloud or on-premises, including FWI and ML/AI.



DIGITALIZATION

Cloud platforms, analytics and ML/AI for faster, data-driven decisions.



NEW ENERGY

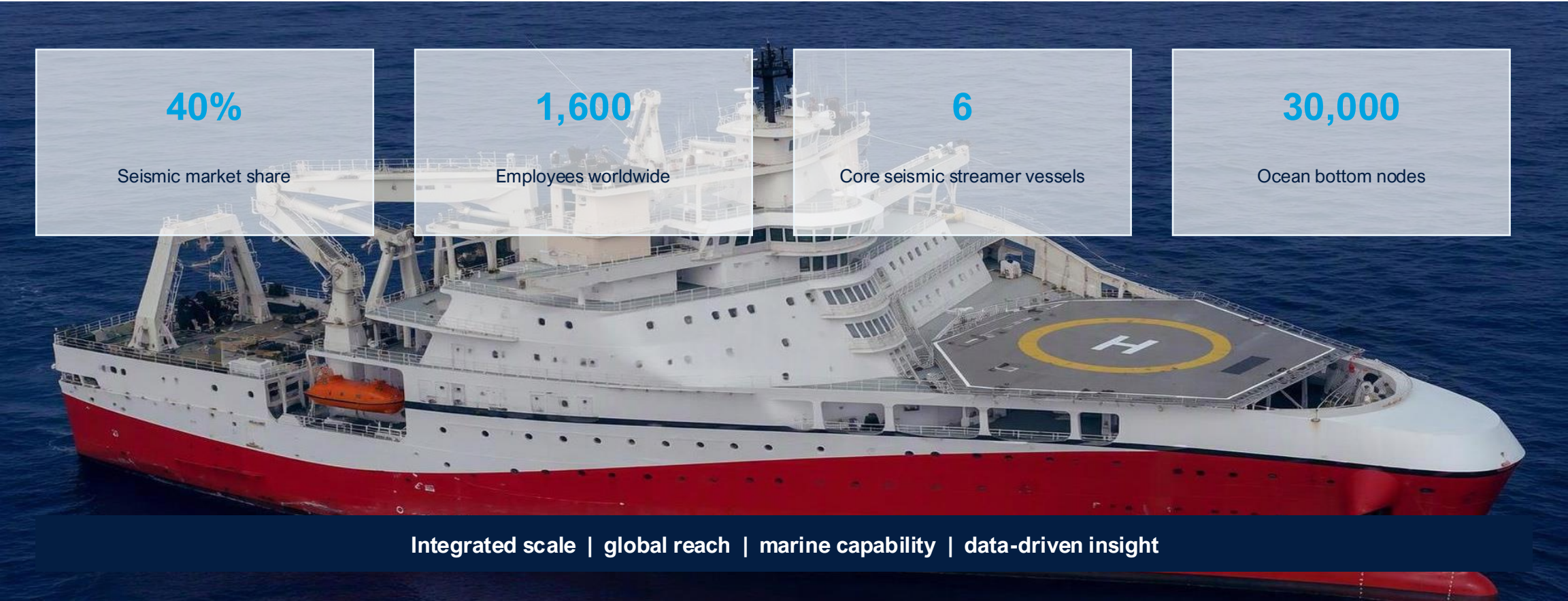
Subsurface data models for wind, geothermal, offshore minerals and CCS.

One integrated portfolio | Better-informed decisions across the energy mix

The fully integrated subsurface data company



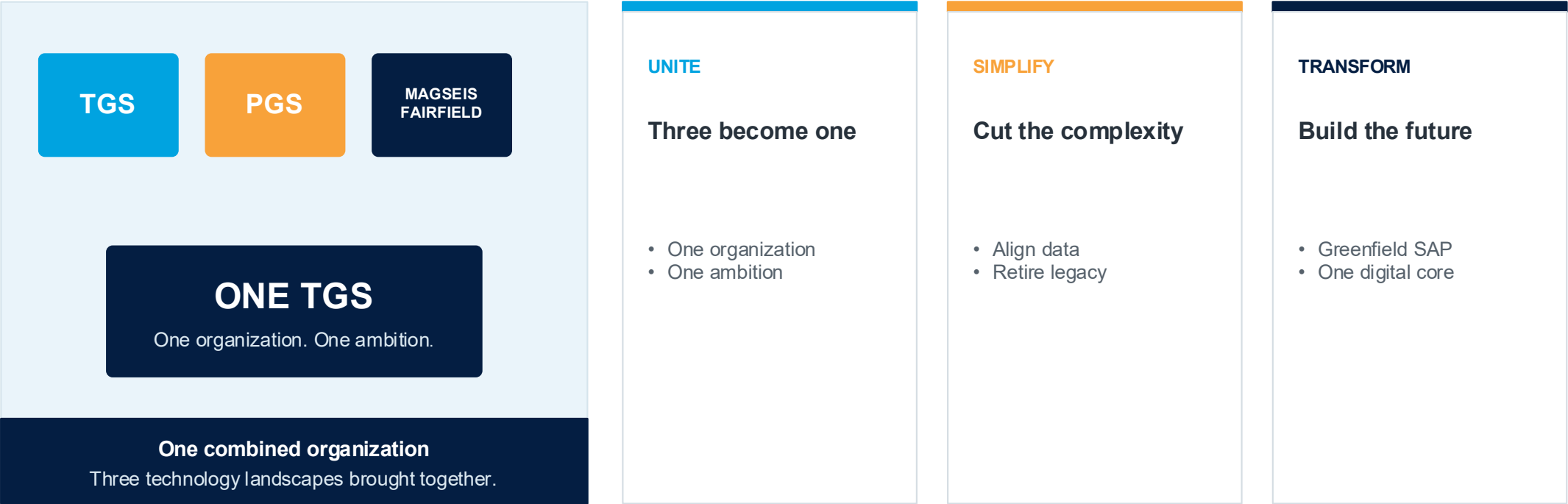
Scale, capability and operational reach across the seismic value chain.





From three companies to one digital core

Mergers created overlapping processes, data and IT systems that now need consolidation.



What Elevate delivers

UNIFY	one organization	SIMPLIFY	fewer systems	STANDARDIZE	global processes	MODERNIZE	one digital core
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Elevate creates one standardized digital foundation for the combined organization.



2 Vision, Business Case and underlying assumptions

A stronger, future-ready TGS

Bring people, processes and data onto one governed operational foundation.

One foundation for the future

Simplify the landscape while preparing TGS for continued change.

People

Empowered teams and easier work

- User-oriented experience
- Clear accountability
- Collaboration across TGS

Processes

Simplified and standardized execution

- Common ways of working
- Increased automation
- Focus on value-adding work

Platform

Trusted, scalable business foundation

- Integrated core processes
- Reliable operational data
- Readiness for future change

What Elevate enables

Simplify

fewer variants and manual handovers

Standardize

consistent global processes

Automate

less repetitive work and rework

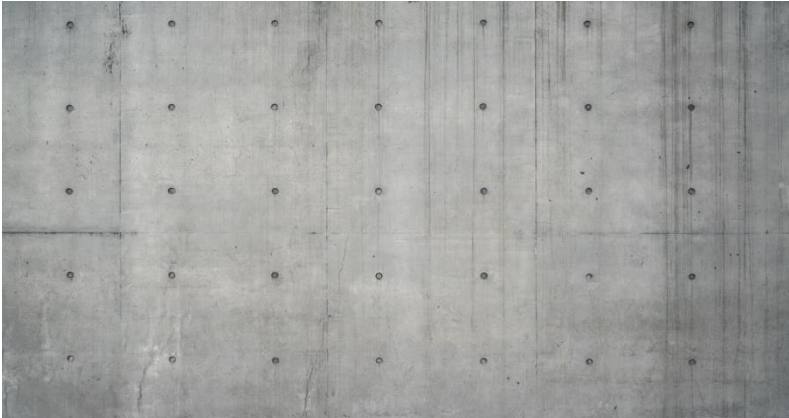
Collaborate

shared data and accountability

Elevate is a business transformation: simplify the core | standardize globally | automate intelligently | support our people

Well planned, professionally managed, anchored in reality

A global transformation built on clear scope, phased delivery, disciplined governance and leadership support.



Built on solid foundations
Structure and sponsorship turn ambition into controlled delivery.

Scope

Integrated business platforms

- ERP for core processes and supporting systems
- HR platform for employee data and people processes

Timeline

Phased delivery approach

- Understand and design the solution
- Implement through 2025–2026
- Core HR and payroll through Q1 2026

Principles

One consistent global solution

- Best-practice functionality
- Accountable, data-driven decisions
- Cost and value efficiency

How delivery is protected

Govern	structured management and transparency	Align	one culture and global stakeholders	Standardize	common processes and functionality	Sponsor	executive backing and cross-functional leadership
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Delivery foundation: clear scope | phased plan | global standards | rigorous governance | active leadership

Project Elevate

SAP S/4HANA synergy effects

Finance | Supply Chain | Maritime Operations

Executive message

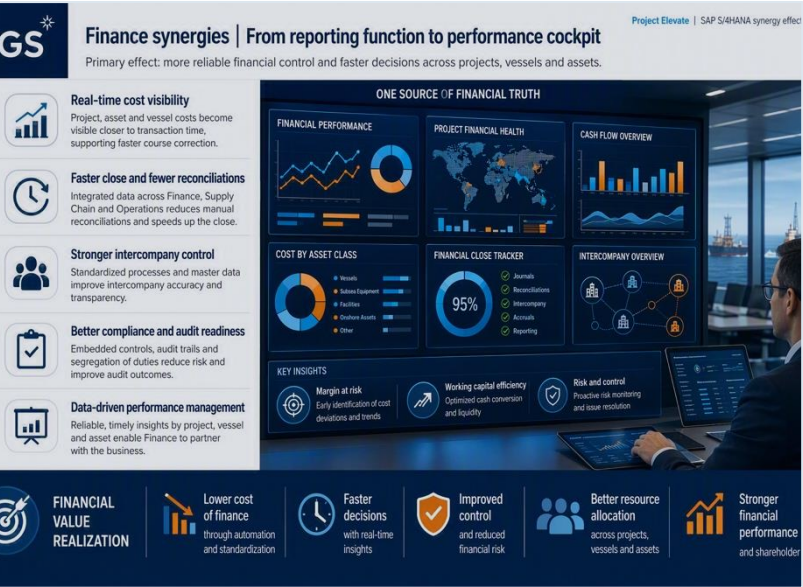
Elevate should be governed as a business transformation that creates one operational backbone, not an ERP replacement project.

- Value depends on disciplined standardization, master data ownership and legacy decommissioning.
- Synergies materialize through redesigned cross-functional value streams, not isolated functional improvements.
- Action is required on scope guardrails, accountability and benefit tracking ahead of detailed design.



One digital core, three reinforcing domains

The board-level opportunity is to convert a fragmented system landscape into one governed operating backbone.



Finance

Financial truth and performance control

- Common chart of accounts and controlling model
- Live project, vessel and asset cost visibility
- Close, intercompany and reporting process discipline
- Better basis for margin and working capital decisions

Supply Chain

External spend and operational availability

- Standard procure-to-pay with fewer local variants
- Spend under contract and supplier performance insight
- Inventory and replenishment linked to operational demand
- Reduced urgent buys, invoice exceptions and rework

Maritime Operations

Asset reliability and field execution

- Asset master data connected to finance transactions
- Maintenance plans tied to materials, procurement and cost
- Clear offshore/onshore role-based workflows
- Improved uptime planning and cost ownership

Current friction addressed

- Multiple ERP systems and point solutions
- Manual handovers and reconciliation work
- Inconsistent asset, supplier and financial data
- Complex interfaces tied to current workflows

Where synergies materialize

Procure-to-Pay	commitment visibility, contract compliance, materials availability	Asset-to-Maintain	cost traceability, spare parts planning, reliability execution
Project-to-Cash	margin visibility, procurement alignment, activity cost consistency	Record-to-Report	faster close, inventory valuation, auditability

Ext lens: protect scope | enforce standardization | assign data ownership | track value realization



3 Project scope and important decisions



Finance systems consolidation

Retire fragmented legacy finance systems and establish one governed SAP S/4HANA backbone.

LEGACY SYSTEMS TO RETIRE

IFS / eye-share

Fixed assets accounting
Supplier invoice processing and approval
PO-to-invoice matching

Oracle

Project accounting
Supplier payments and bank reconciliation
Intercompany, customer billing and allocations

Legacy SAP & point solutions

Financial accounting and reporting
Project management, purchasing, planning and inventory

NEW SAP PLATFORM

SAP S/4HANA

One integrated finance platform

54

company codes

19

countries

Standardized processes | improved data quality | real-time visibility

Standardize

one global finance model

Simplify

fewer systems and interfaces

Control

governed data and processes

See

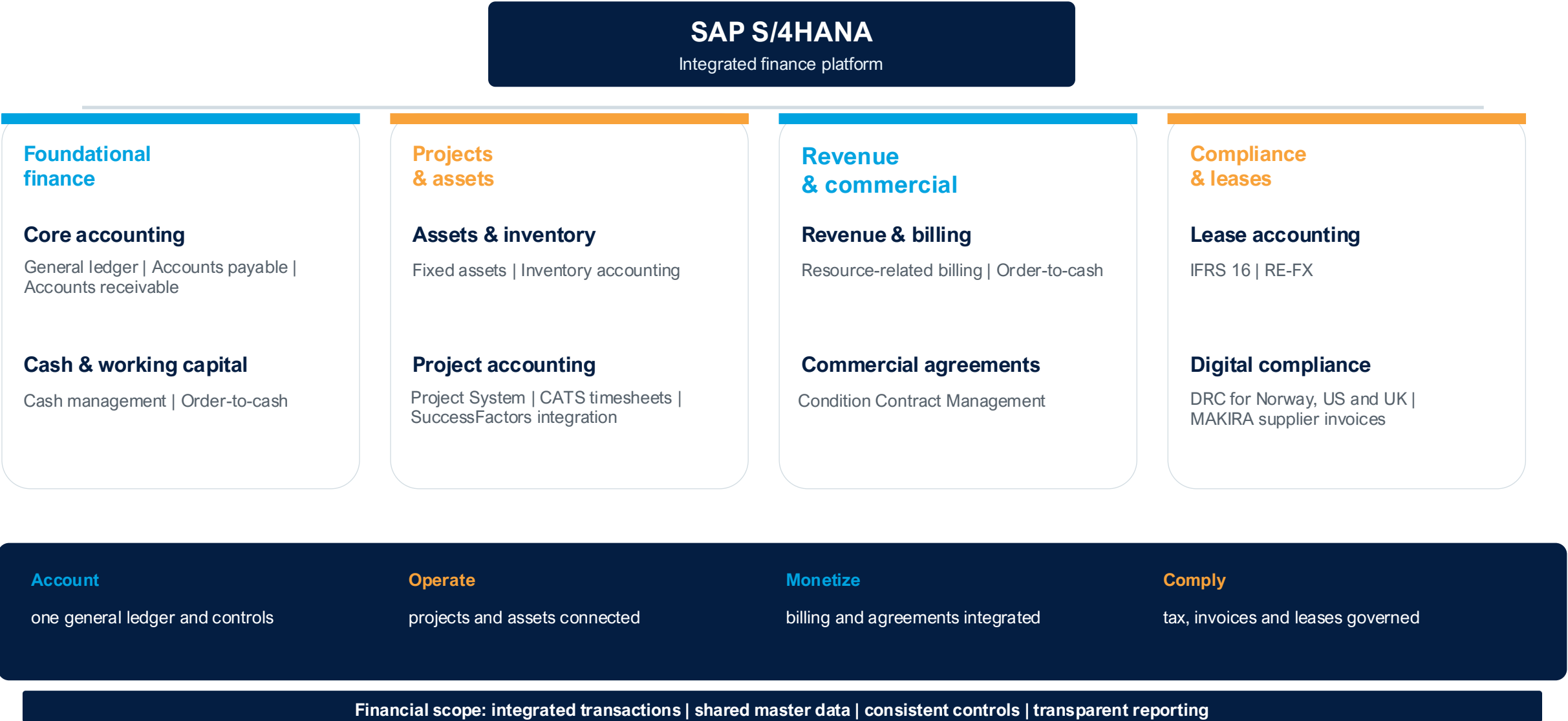
real-time financial insight

Consolidation outcome: one finance backbone | common processes | trusted data | scalable control



Elevate financial scope

An integrated finance platform connecting core accounting, projects, assets, revenue, compliance and leases.



Keep the core clean

Adopt SAP best practices and standards while governing genuine business exceptions.

Core principle – adopt to SAP best practice and standards – but...

TGS

In addition to the contracted scope with NTT there is a list of “Open Items” (functional enhancements, additional functionalities/modules, etc.)

- List to be cleaned by January 16
- Most of it will either be declined as scope or parked for later review (continuous improvement) after Go-Live
- Some items might be included from an approved Change Request
 - NodeTracker?
 - Readsoft?
 - Tax calculation engine (Vertex / Fonoa / Avalara) ?
 - Multiple client set up?
 - ++

Aim to keep the core cle

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Decline

Remove non-essential scope

- Clean the open-item list
- Decline items outside agreed scope
- Protect the implementation baseline

Defer

Park for continuous improvement

- Review after go-live
- Separate must-have from nice-to-have
- Avoid late design disruption

Approve

Use formal change control

- Include only approved change requests
- Assess value, risk and dependency
- Maintain transparent decisions

Open items requiring governance

NodeTracker

confirm scope decision

Readsoft

assess future need

Tax engine

evaluate solution options

Client setup

confirm architecture

Core principle: adopt SAP standard | challenge deviations | approve exceptions deliberately | keep the core clean

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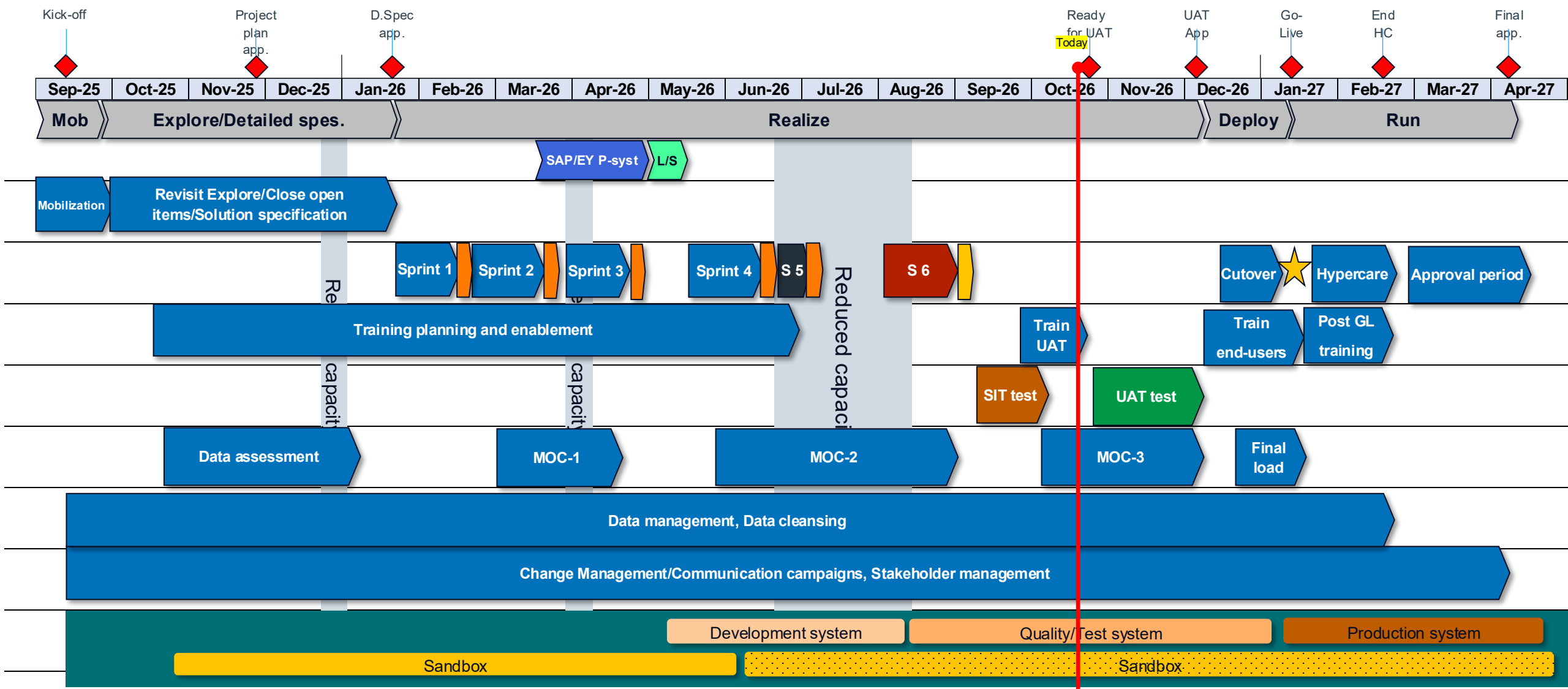
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4 Project Organization, Milestones, Current Status

Project timeline – Plan on a page

No.	Milestone description	Start date	End date	Status	Revised date
MS0	Start Project	01.09.2025	01.09.2025	✓	
MS1	Project kick-off	10.09.2025	10.09.2025	✓	
MS2	Project and progress schedule approval	02.09.2025	28.11.2025	✓	12/12/2025
MS3	Delivery and approval of detailed specifications	01.10.2026	16.01.2026	✓	
MS4	Solution ready for acceptance test	17.01.2026	16.10.2026	□	23.10.2026
MS5	Approval of the Customer's acceptance test	19.10.2026	27.11.2026	□	26.10.2026-04.12.2026
MS6	Commissioning (golive)	11.01.2027	11.01.2027	□	
MS7	Hypercare ended (4 weeks)	11.01.2027	12.02.2027	□	
MS8	Final approval (3 months) - Delivery Day	11.01.2027	11.04.2027	□	



One team – clear accountability



A joint TGS and NTT DATA delivery structure connecting governance, project leadership and business workstreams.

GOVERNANCE

Project Owners | Executive sponsorship and accountability

Management Group | Business leadership and project direction

TGS PROJECT LEADERSHIP

Project Manager
PMO

NTT DATA PROJECT LEADERSHIP

Project Manager
PMO

FINANCE

TGS Lead
NTT DATA Lead

SUPPLY CHAIN

TGS Lead
NTT DATA Lead

OPERATIONS

TGS Lead
NTT DATA Lead

TECHNICAL STREAMS

Data
Integration & Technology

ASSURANCE & ENABLEMENT

Test Management
Training Management

SUPPORTING CAPABILITIES

IT Infrastructure | Data Migration | Roles & Authorizations | Change Management | Super Users & SMEs

Governance sets direction | project leadership integrates delivery | workstreams own outcomes



5 Next Steps and Roadmap

From readiness to sustainable operations

Complete go-live preparation, stabilize the new SAP platform and transition into governed continuous improvement.





6 Key Takeaways

Blueprint discipline and active change control

Greenfield delivery requires strong business ownership, clear priorities and enough flexibility to absorb uncertainty.

BLUEPRINT & CHANGE REQUESTS

From approved blueprint to controlled delivery

- 1 Blueprint approved
- 2 Detailed specification phase
- 3 Build phase
- 4 High number of change requests

Govern scope deliberately | protect the baseline

WHAT MADE THE DIFFERENCE

Greenfield priorities

Attention and priorities in SAP are challenging.

Executive involvement

Visible and sustained executive involvement is essential.

Business process owners

Business process owners must stay actively involved.

Co-location

Co-locate key teams with the implementation partner.

Robust planning

Plan with capacity to handle the unknown unknowns.

Delivery principle: protect the blueprint | govern change | keep leaders and process owners engaged | plan for uncertainty



Thank you