



Thank you, Stephane. Ladies and gentlemen, as we conclude, let me leave you with this:

Digital is becoming central to how this industry plans, operates, and creates value. And what you have heard today reflects a leading position SLB has built over many years.

It is one that is powered by science, accelerated by AI, and built for the complexity of energy operations. We are the only company that brings together the domain expertise, the technology, the partnerships, and global execution to redefine what is possible where it matters most.

But this is just the beginning.

In the age of artificial intelligence, new opportunities are being unlocked across all industries, and we are pursuing them not only through the digital offerings we discussed today, but also through our Data Center Solutions business.

There, we are extending our work with hyperscalers — the same partners we collaborate with in our Digital upstream business — to deliver the physical infrastructure required to scale AI.

In that sense, SLB is uniquely positioned to benefit from the secular growth of AI in two ways: through the platforms and digital solutions that transform energy operations, and through the infrastructure that enables AI to scale.

So, if there is one takeaway, it is this: our digital leadership is real, it is differentiated, and it is creating long-term value for SLB and its shareholders.

Thank you for joining us today and for your engagement throughout the session. With that, I would like to invite today's speakers to join me on stage for Q&A.