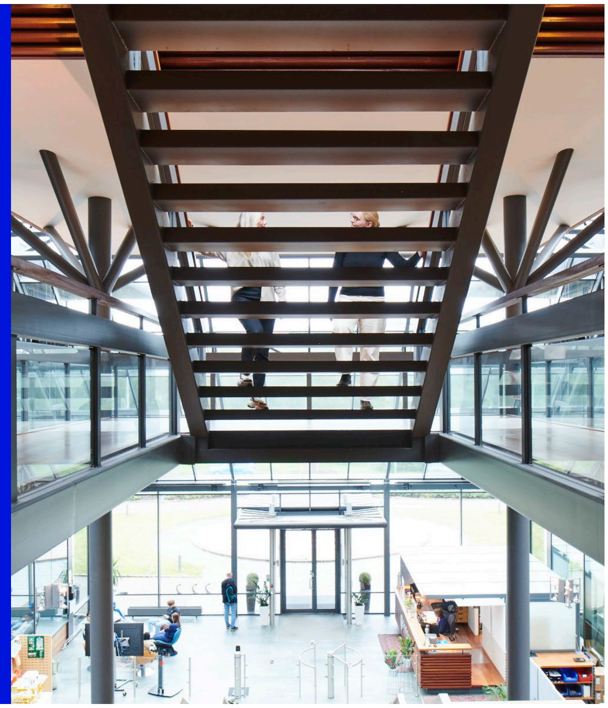
Thank you, Mark, and good afternoon Ladies & Gentlemen.

I first want to thank everyone for spending the day with us. I hope it was a valuable use of your time, bringing to life our vision and giving you insights on our strategic and operational initiatives.

I will conclude the day by providing you with a view of how those strategic plans come together to deliver financial outperformance and significant value to investors. On that note, I will close with some exciting news regarding our future returns to shareholders.

Financial Achievements

- Portfolio management
- Cost management
- Capital stewardship
- Balance sheet strength



Let me first review what we have done since 2019 to reposition SLB from a strategic and financial standpoint. This will provide some perspective and set the context of what is ahead of us.

As you all know, we have made a number of important and impactful changes since 2019: we meaningfully refocused our portfolio; we significantly reduced our cost base and implemented a new and leaner organization; we launched a comprehensive capital stewardship program; and we became much more effective at managing costs and cash flows—something I was obviously very happy to see.

These actions have had great results—strengthening our balance sheet and creating a returns-driven culture at the company.

Let me go into more detail.

First, we have enhanced our portfolio management process and successfully repositioned SLB as a less capital-intensive business, with a much-improved returns and free cash flow generation profile.

We consistently evaluate our portfolio to ensure each new and existing business generates compelling returns, which enables us to focus our activities to the most value-accretive areas of our business.

Let me give you some examples:

In North America, we high-graded our portfolio by divesting the margin-dilutive and capital-intensive businesses of OneStim pressure pumping and Low Flow Artificial Lift solutions.

With a more focused portfolio, we are now well positioned in the accretive drilling value chain, complemented by an impressive offering of production systems and services. Our North America business is fully leveraging the ongoing upcycle and has been growing at an accelerated pace in the last 18 months, led by our Well Construction division which is expected to grow by more than 50 percent this year.

The portfolio shifts, together with other margin-enhancement actions, resulted in our North America business now generating pretax operating margins of approximately 18 percent. This is well into the "double digit" target we had set back in 2019 and represents a visible improvement from the 5 percent margin we were generating at the time.

Of course, our work on refocusing the portfolio was not limited to North America:

For example, at the end of 2019, we divested our lower margin Fishing and Remedial business. We also significantly reduced future capital commitments related to our Asset Performance Solutions—or APS—business. Specifically, we ceased investing in new APS projects, sold our interest in our asset in Argentina, and disengaged from several other projects.

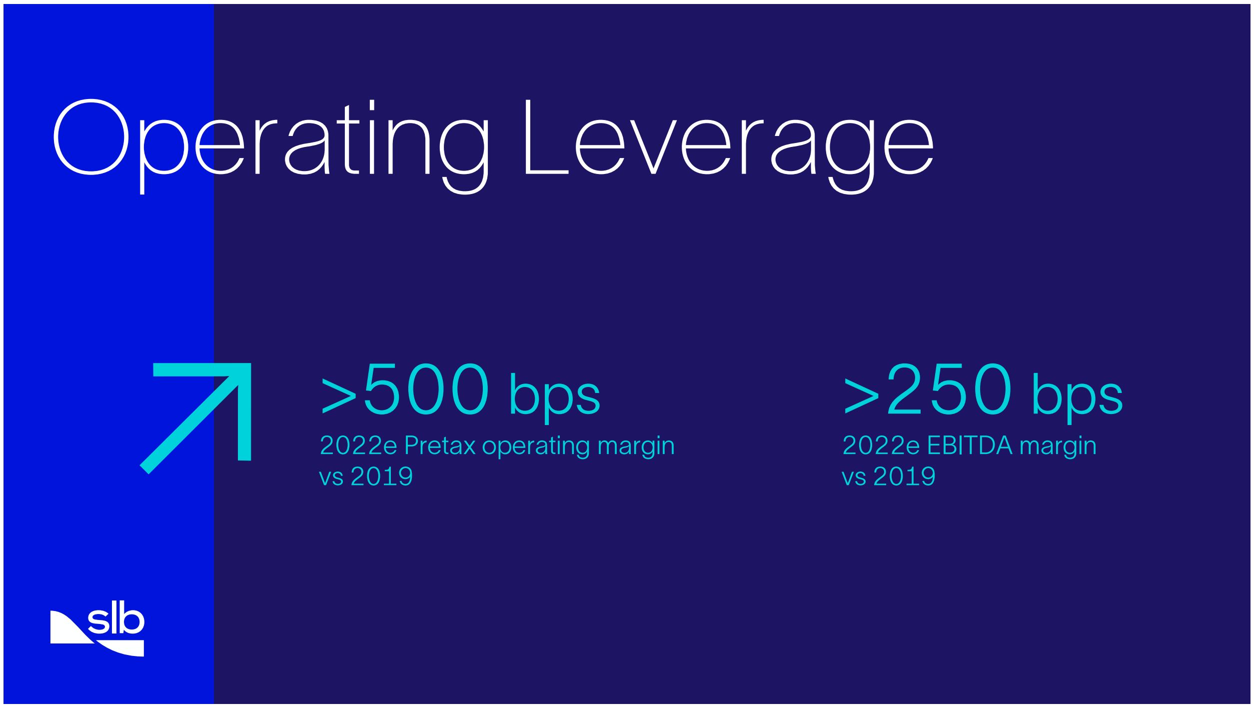
While our initial focus has been on pruning those parts of our business that did not meet our returns thresholds or no longer align with our strategic vision, we have also been working to reposition our portfolio for resilience and long-term growth. The transaction we recently announced in the Subsea market is a good example of this: With the joint venture between SLB, Aker Solutions, and Subsea 7, we will leverage a growing offshore market outlook and offer life-of-field solutions on a significant subsea installed base, thereby building a long tail of revenue for the future.

We will continue to actively manage our portfolio across our Core, Digital, and New Energy growth engines to ensure that our various businesses generate compelling returns and position us optimally in all markets where we operate.

The second major action we took was to significantly lower our cost base across the company.

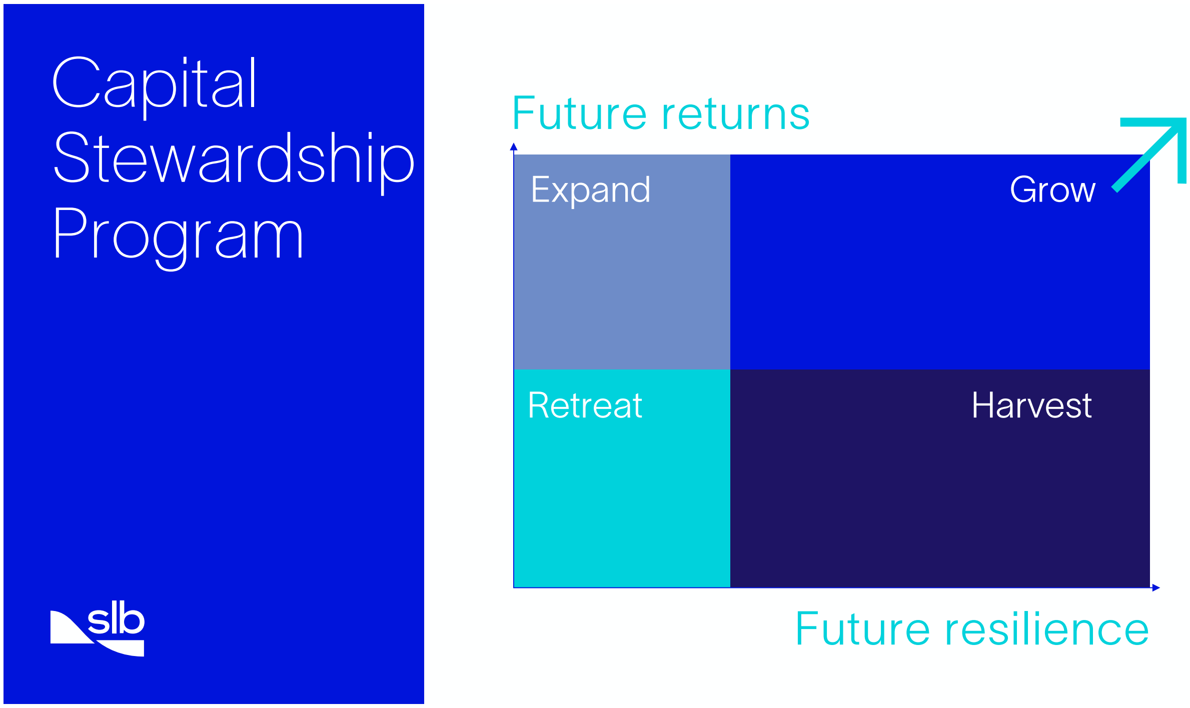
We have taken out $1.5 billion of structural costs by removing layers of management, merging support functions, and simplifying the organization from 17 product lines to four customer-focused divisions.

In our manufacturing and field operations, our performance focus and digital enablement have generated significant efficiencies, reducing our overall cost of product and service delivery.



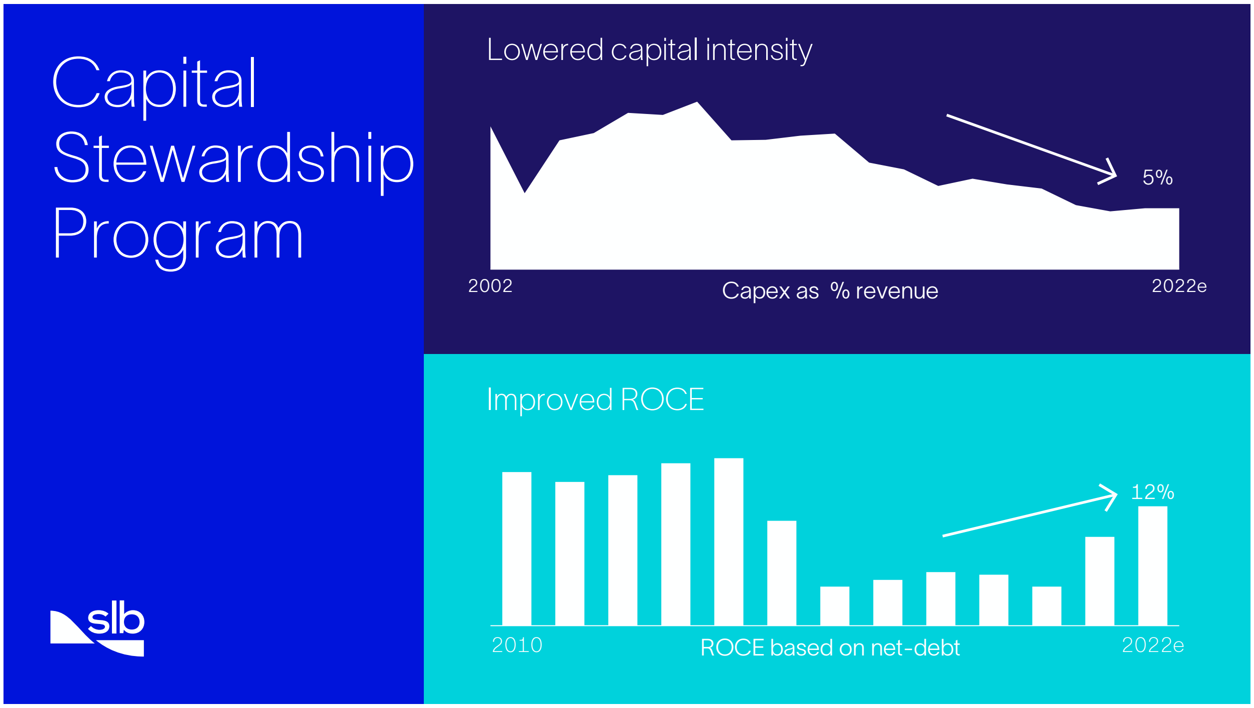
Together, the portfolio and cost actions have allowed us to substantially improve operating leverage over the last three years. Despite a lower revenue base, our pretax operating margins in 2022 will be at least 500 bps higher than they were in 2019, and our adjusted EBITDA margins will be more than 250 bps higher.

Going forward, our improved operating leverage puts us in an ideal position to continue expanding margins as activity grows across the world.



Besides our focus on cost, we have become much more granular in terms of resource allocation and where we spend our capital.

To achieve this, in 2019, we introduced a capital stewardship program that spans across the company. This program ensures that our assets are deployed in priority to the business units with the highest return opportunities and the most resilient markets.



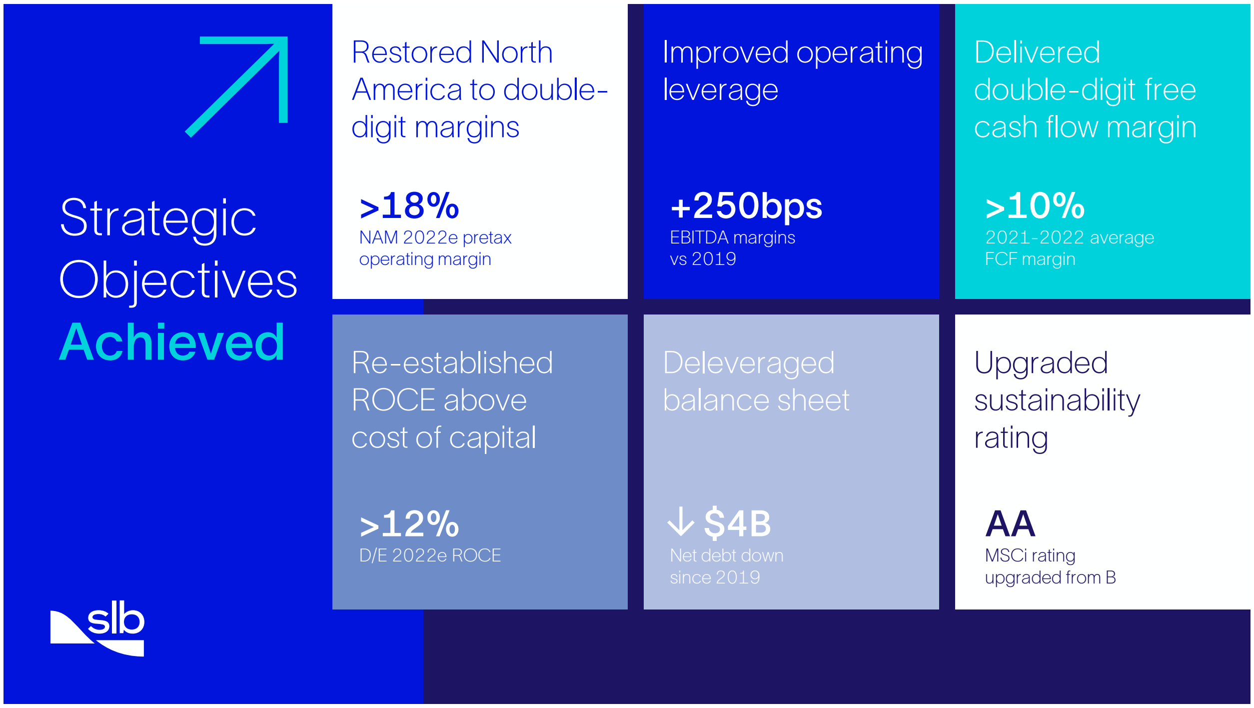
As a result, we have significantly lowered our capital intensity. Capex will represent, on average, 5 percent of revenue in 2021 and 2022. This is a substantial improvement from historical levels, which averaged 10 percent prior to 2019.

Likewise, return on capital employed—or ROCE—will have improved from mid-single digits in 2019 to over 12 percent as we close 2022. For context, we have not reached this level since 2014.

Finally, thanks to these actions, we were able to meaningfully strengthen our balance sheet.

By the end of this year, we will have reduced net debt by well over $4 billion as compared to the end of 2019. We are also on track to lower our net debt-to-EBITDA leverage ratio to less than 1.4 times by the end of this year, a level not seen since 2015.

As we look forward, our balance sheet provides us with ample flexibility to invest for the future and further enhance returns to shareholders.

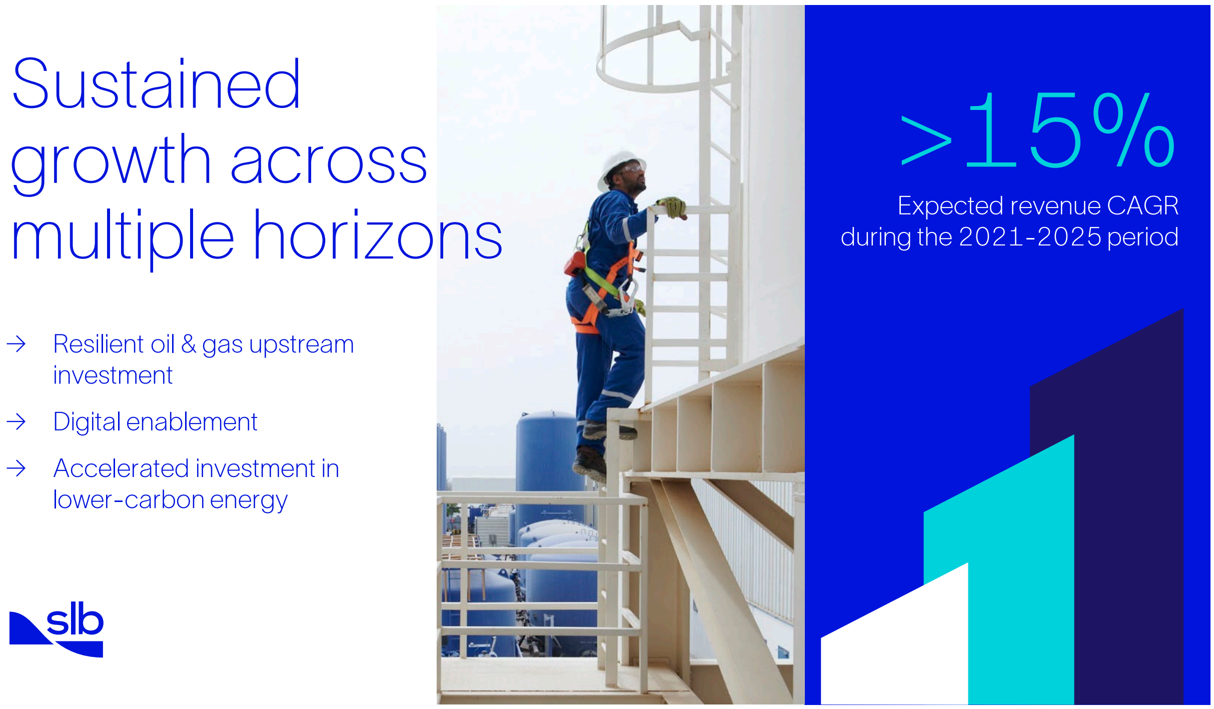


Overall, we are extremely proud of the significant strides we made over the last three years. We have achieved all the financial objectives set in 2019, despite the macro headwinds caused by the global pandemic.

When I look back at the heavy lifting of the last three years, I can say that SLB is now more agile, less capital intensive and more returns-focused than ever before. We have significantly strengthened the foundations of the company and are now poised to outperform financially and lead in sustainability in the years to come.

So now that I have demonstrated our ability to execute and deliver on our strategic commitments, what's next?

How can we leverage and build upon those achievements? What are our financial ambitions in light of what we believe to be a very favorable industry outlook?



As you heard from Olivier this morning, the combination of resilient oil and gas upstream investment, digital enablement, and accelerated investment in lower-carbon energy is creating the conditions for sustained growth in the energy industry—now and in decades to come.

In this context, we are optimally positioned with our Core, Digital and New Energy businesses, providing us with a powerful and diverse combination of growth through multiple time horizons.

So, how does this constructive backdrop translate into our financial targets?

I am sure you noticed from Olivier's talk, our ambition is for SLB's overall revenue to grow at an annual compound rate of more than 15 percent for the period 2021 through 2025.

We are off to a great start, with steady momentum building through 2022 as you have seen from our recent results. Our year-on-year revenue growth rate is at the highest it's been in more than a decade.

Under this top-line growth scenario, we will deliver a "triple-double" consisting of the following:

- Double-digit EBITDA CAGR
- Double-digit ROCE
- And double-digit FCF margin

Let me give you here some more specifics:

First, a double-digit EBITDA CAGR—more precisely, we expect SLB's overall EBITDA to grow at a CAGR of more than 20 percent for the period 2021 through 2025.

What this means is that we expect both EBITDA CAGR and revenue CAGR to exceed those achieved in the prior growth cycle of 2009 to 2014.

Much of this growth is going to be driven by our Core as well as our Digital business.

In our Core, we believe that the attributes of the current cycle—in particular the favorable international and offshore activity mix—all play to SLB's strengths and will allow us to outperform.

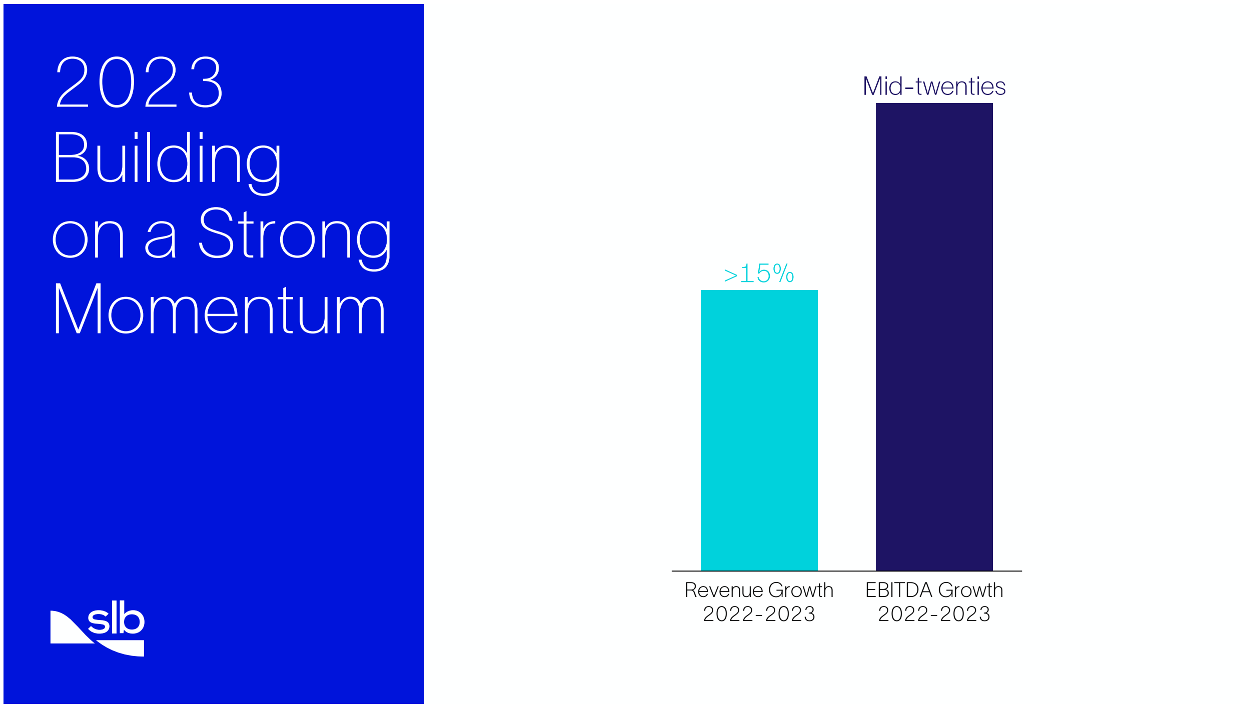
Digital, as highlighted earlier by Rajeev, is expected to double in size from 2021 to 2025. The fast pace of growth in Digital, combined with its accretive margin profile, will provide accelerated earnings growth for the company, boosting our overall financial performance.

The second leg of our "triple double" ambition is to deliver sustained double-digit ROCE in line with our focus on returns and consistent with our capital stewardship program. ROCE in the next few years will certainly exceed 15 percent, which is what we achieved during the last growth cycle.

Finally, a double-digit FCF margin: we aim to deliver free cash flow margin of more than 10 percent over the cycle. With the strong growth we are expecting, this will clearly translate into meaningful excess cash, providing us with tremendous optionality in our capital allocation as you will hear in a few minutes.

Now, I just laid out our triple-double targets through 2025. However, the ongoing growth cycle may well extend beyond the 2025 horizon, providing further tailwinds for margin expansion and cash generation.

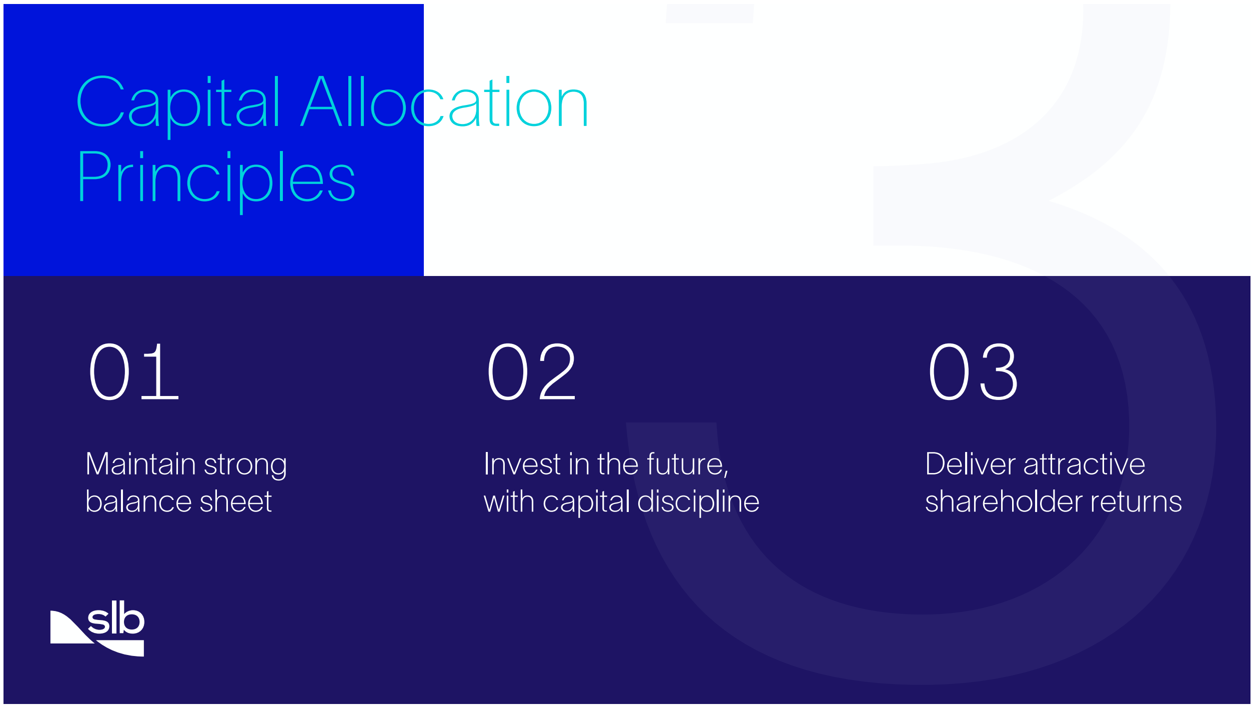
So, as you can see, we are very well positioned for the future—but you may wonder what will happen in the shorter term.



Specifically for 2023, we expect revenue to grow in excess of 15 percent compared to 2022, supported by a continuation of the international and offshore momentum, complemented by a significant activity increase in the Middle East. As a result, year-on-year EBITDA growth should be in the mid-twenties, driven by continued margin expansion beyond the expected strong exit rate of 2022.

In short, our financial performance this year was only the beginning. This is a very compelling time for SLB, and, through the “triple-double”, we will fully seize the growth cycle to maximize earnings and cash flow generation.

Your next question is probably: How are you going to use the significant cash that you will generate in the next few years?

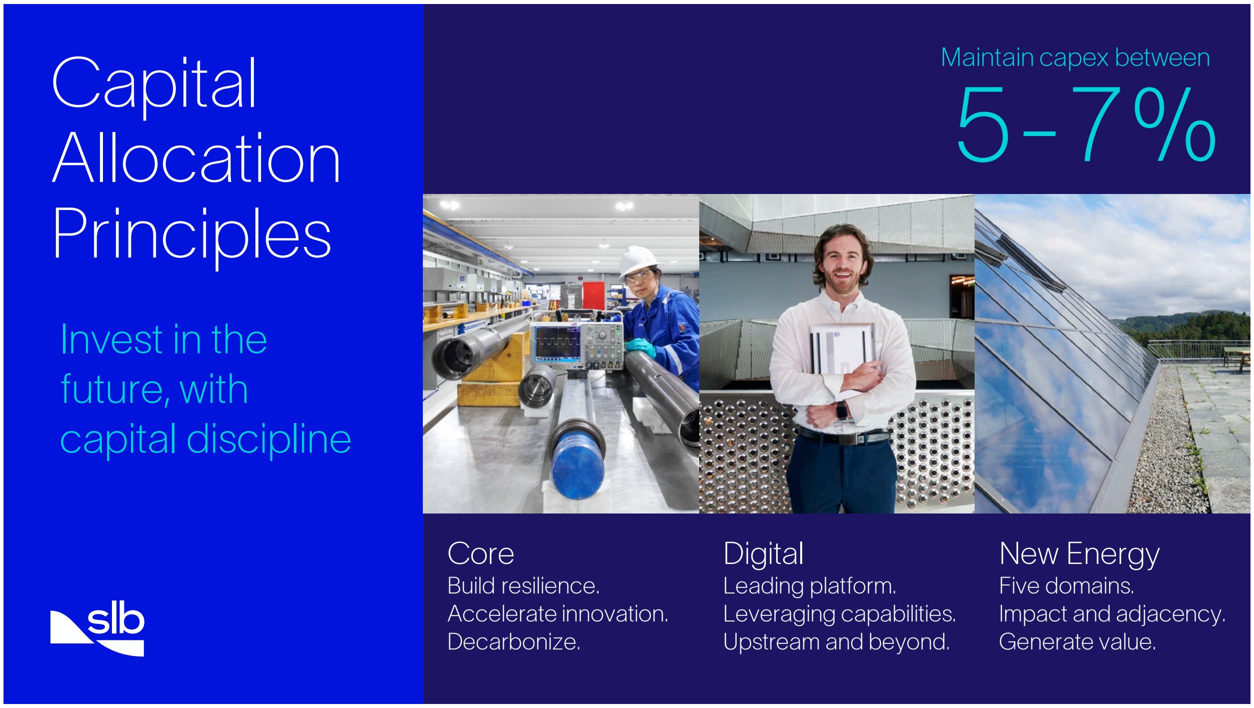


Our capital allocation framework can be boiled down to three simple principles:

- Maintain a strong balance sheet
- Invest in accretive return growth opportunities, while maintaining capital discipline
- Deliver attractive returns to shareholders through sustainable dividends and share buybacks.

The premise of the first principle is that we remain focused on protecting the strength of our balance sheet. This will allow us the flexibility to make smart investments in positioning SLB for the future, while providing ample resources to consistently return value to shareholders.

We currently have an A credit rating from both S&P and Moody's, and are committed to maintaining our strong investment grade rating. In this regard, our ambition is to sustain a Net Debt-to-EBITDA leverage ratio of no higher than 1.5 times over the long term.



The second element of our capital allocation framework relates to investing in growth opportunities that are accretive to returns, while maintaining a balanced approach to capital investments.

To start with, we expect to maintain Capex between 5 to 7 percent of revenue, which we believe will support both sustained earnings growth and free cash flow generation throughout the cycle. This excludes capital deployed in our APS projects, which have their own investment and cash flow profile.

In addition, as you heard throughout the day, we are looking at opportunities in the Core, Digital, and New Energy that can expand SLB's addressable market and support our long-term growth.

In the Core, we are focused on investments that build resilience and address white spaces, or bolt-on technology acquisitions that accelerate innovation and the decarbonization of the industry—such as the recently-announced acquisition of Gyrodata that will significantly improve well construction efficiency while advancing SLB's autonomous drilling capabilities.

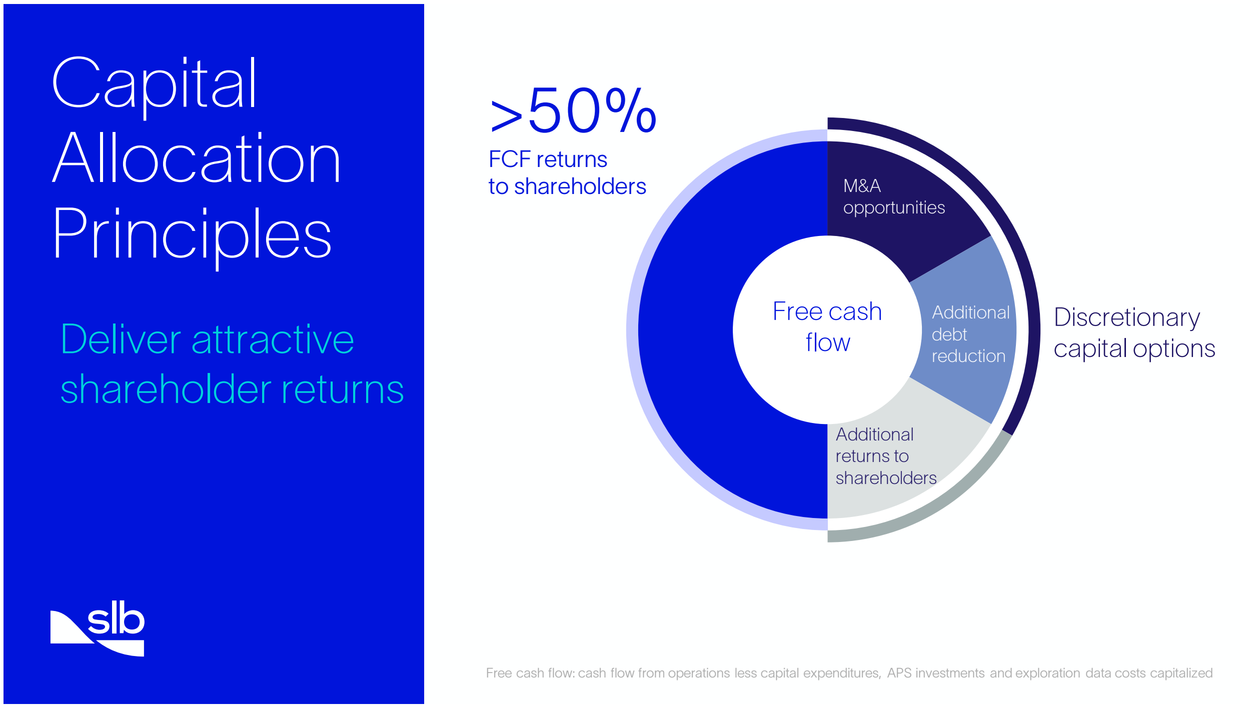
In Digital, we have already made most of the key investments to create the leading platform we have today in upstream. However, we continue to keep our investment options open for opportunities to leverage our digital capabilities beyond upstream, in carbon management and in the broader energy sector.

Finally, we expect that New Energy will drive a significant portion of the company's revenue growth in the long term. In this regard, our investment approach is focused on the five technology domains which Gavin highlighted this morning, where we believe we can make a substantial contribution and generate value

I want to emphasize here how our approach to new energy is relying on partnerships and ventures, which provide exposure to the most promising technologies, without the capital intensity and risks of starting new projects alone. We are also seeking to fully leverage government-sponsored financing programs to help de-risk the portfolio.

While we are setting some ambitious long-term goals for these businesses, let me assure you that investments in digital and new energy will continue to be evaluated through a robust process that ensures investments in future growth meet criteria on financial returns, adjacency to current positions, and scalability, with guidance from the New Energy and Innovation Committee of our Board of Directors.

All in all, we believe our disciplined and balanced approach to investment will allow us to harness the current demand growth in our Core, while extending our leading position in Digital and accelerating our New Energy journey.



The third element of our capital allocation framework is delivering sustainable and attractive returns to our shareholders.

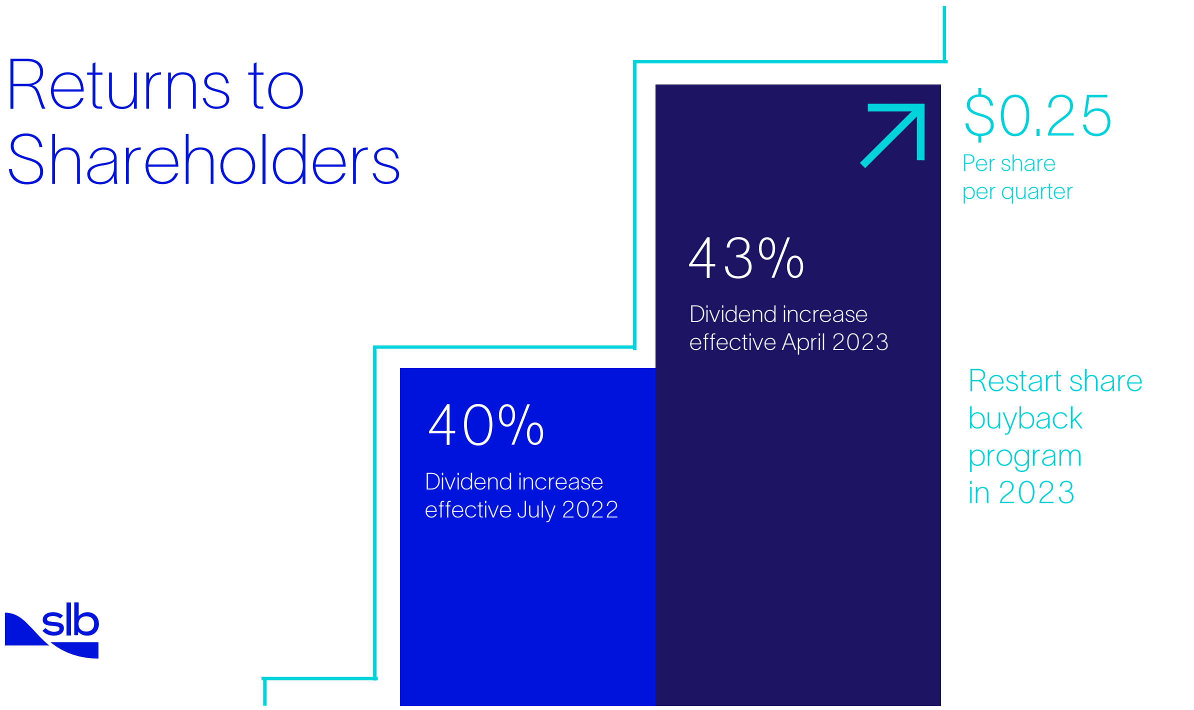
Over the next three years, we expect to return a minimum of 50 percent of free cash flow to our shareholders in the form of dividends and share buybacks.

We will allocate the remaining free cash flow to:

- Potential M&A opportunities
- Further debt reduction
- Further enhancements to shareholder returns.

The mix of these discretionary capital options will likely change from year to year and will be modulated based on when and what investment opportunities present themselves.

So how are we going to translate these principles into action?

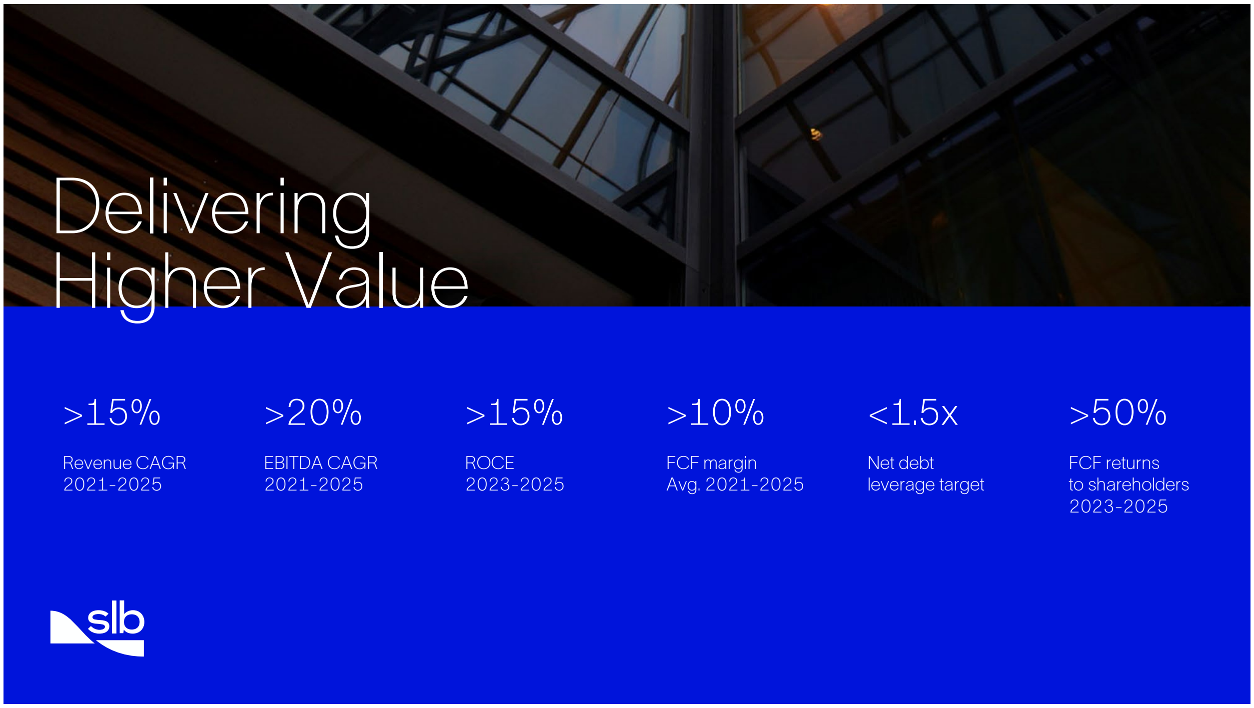


As you are aware, earlier this year, we took a first step in improving returns to shareholders by increasing our dividend by 40 percent.

Today, I am very pleased to announce that, based on our projections for growth and disciplined investment over the next few years, our Board of Directors has agreed to increase our quarterly dividend by 43 percent to $0.25 per share, effective with the dividend payment in April 2023.

In addition, to further bolster returns to our shareholders, and commencing next quarter, we will be resuming our stock buyback program, under which we have $9 billion of remaining authorization.

These actions demonstrate our confidence in the strength of the current growth cycle and in the longer-term outlook across our three engines of growth.



In closing, SLB is poised for continuous earnings and cash flow growth; and is focused on delivering enhanced returns to shareholders as we execute on our strategic ambition of:

- Driving Energy Innovation
- Delivering Higher Value
- Lower Carbon

... across our Core, Digital and New Energy businesses.

Thank you so much again for spending the day with us. I will now turn it back to Mark.