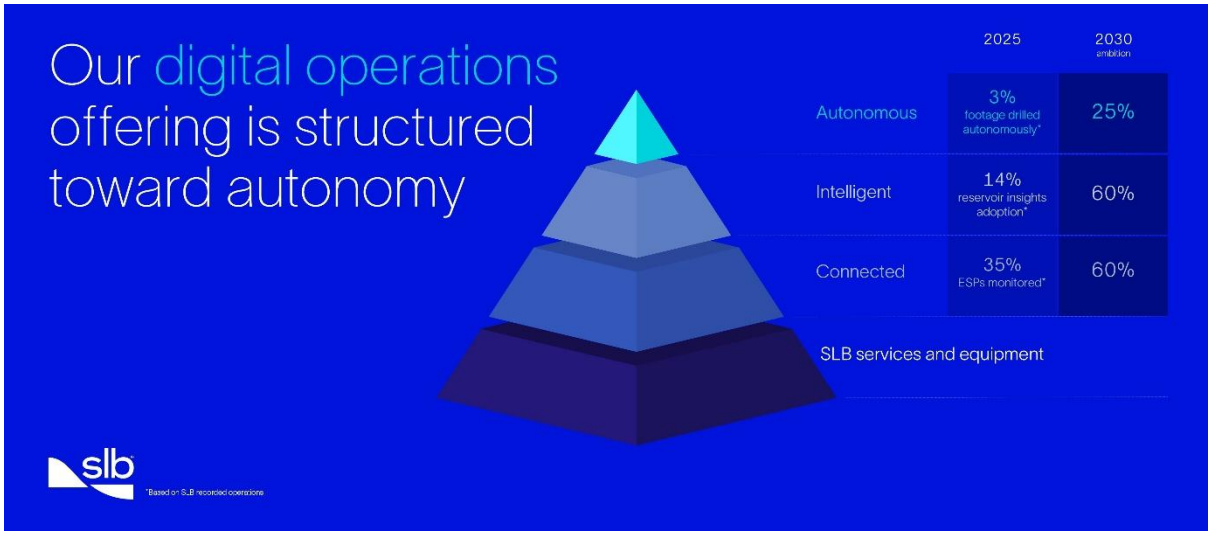
Thank you, Rakesh. I'm Cecilia Prieto.

What I'm going to do today is take you to the physical world, where digital meets operations and delivers results.

Our industry is very clear about where it's going: autonomous operations.
That's the destination. The challenge isn't the feasibility — we've already proven autonomy works. The question is, how do we scale?

This can only happen by applying digital in every operation.

In the next few minutes, I'll tell you how digital has a material impact on our customers' production and lifting costs – and why SLB is best positioned to truly transform the way it is done today.



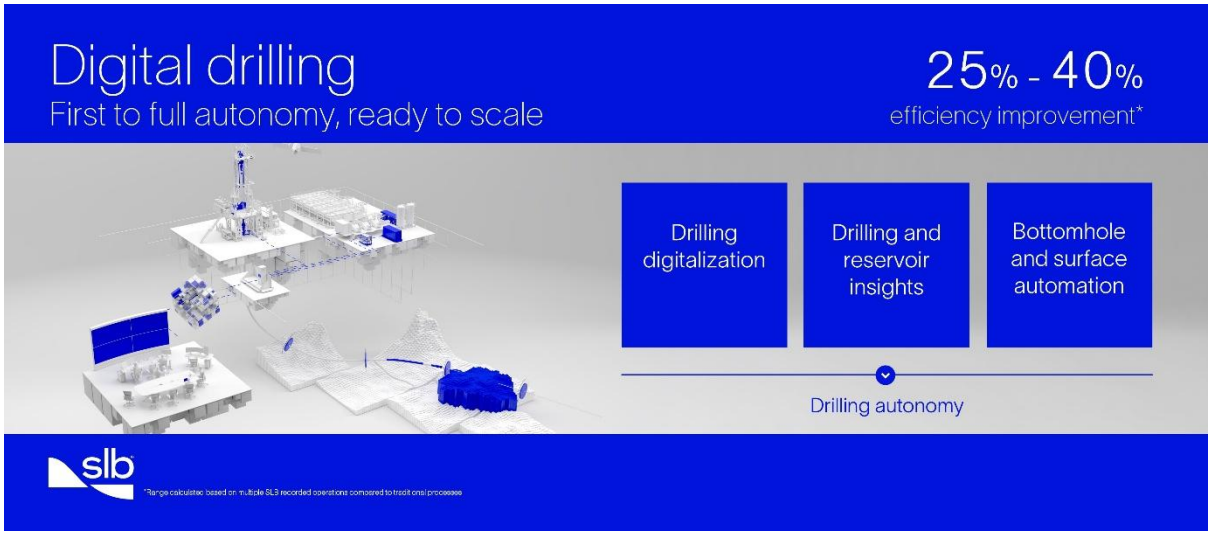
To understand what we can offer and how fast we are scaling, let's take this story from the beginning.

We have a vast footprint of services and equipment in the field, delivered by our Reservoir Performance, Well Construction, Production Systems divisions. This is our sandbox.

Our first step is to connect this footprint. That's how we collect data and enable surveillance and control. Our customers pay for this value. Here's just one of many examples: today, 35% of our electrical submersible pumps are connected and monitored. By 2030, we aim to reach 60%.

The next tier is intelligent solutions and services. This is where operational data is turned into actionable insights. Another example: today, about 14% of our formation evaluation operations, run with a digital insight add-on. By 2030, our ambition is to drive 60% adoption amongst our customers.

And the final destination... autonomy. It's not a dream. It is happening today. 3% of the footage we drill is done autonomously. By 2030, we aim to reach 25%. This is the most advanced form of digital operation, and where the industry will unlock the biggest value.



Here is the reality: drilling a well is extremely challenging. The wells we drill keep getting longer, and our reservoir targets are miles and miles away from the wellhead, with lots of unknowns on the way. Unknown rock properties, unknown pressure levels, unknown fractures, porosity and so much more.

Every day, something goes wrong. The industry wastes about $4 billion dollars every year to remediate high impact events. It can take a few days, or even a few weeks, to regain well control and resume operations. Complexity is multiplied because drilling involves several service companies and rig contractors, spanning many individual workflows.

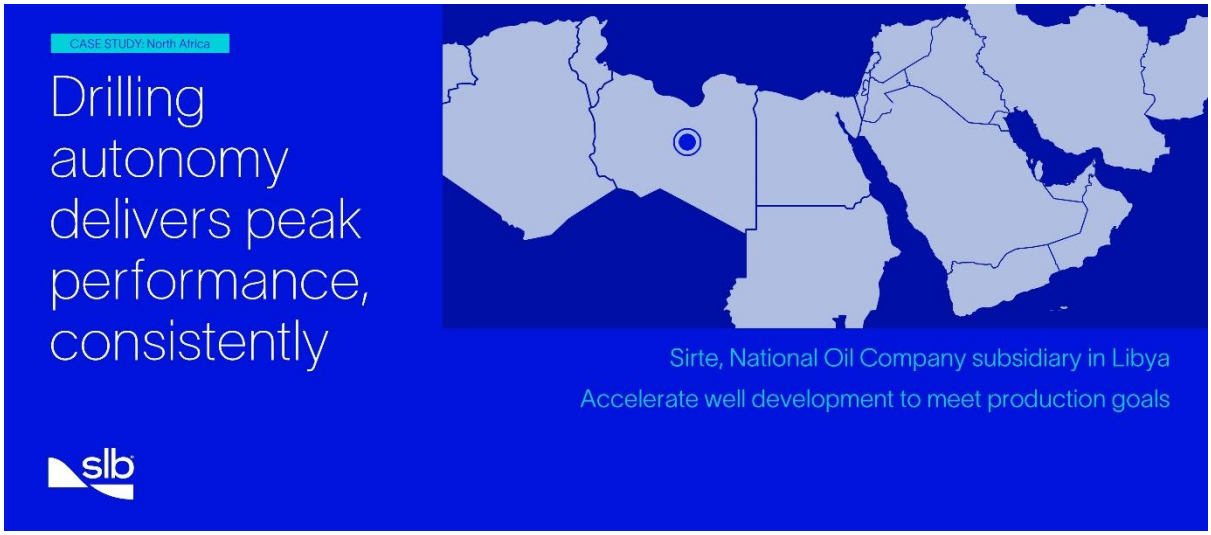
Two decades ago, we began digitalizing drilling by collecting and interpreting data in remote operations centers where SLB and our customers worked side by side. We needed less personnel at rig sites but preserved key expertise in those centers. Until recently, manual lab measurements and Excel files were still the norm.

Directional drillers, fluids experts and subsurface experts were each receiving more data to interpret and act on. It was a step forward, but they were still working in silos. More integration was needed.

So, that is exactly what we did. We integrated data and workflows into what we call drilling insights. They provide intelligent recommendations, in a standalone workflow or across multiple ones. This is where we generate about 80% of our digital drilling revenue today, on top of SLB drilling services or as a generic application.

When we combine drilling insights with bottom hole and surface automation, drilling autonomy becomes a reality. The most optimal decisions are recommended and executed in real time by the system, without slowing drilling down. Many decisions can be taken and executed simultaneously. This is simply not humanly possible.

Drilling autonomy is how we drill wells faster and better, always placing them in the production sweet spot. It's how we improve drilling efficiency by 25 to 40% and help our customers produce more and reduce their lifting costs.



Now, let me tell you about a real example.

In Libya, we have been working with Sirte, a subsidiary of the national oil company, to accelerate well development.

Autonomous drilling is the answer.

Today, Sirte produces around 110,000 barrels of oil per day with ambitions to increase this further, and fast. This is critical to the country's national production and economical development.

We deployed DrillOps automation with all drilling insights orchestration, autonomous well placement and bottom hole automation for directional control.

Here, the autonomous drilling system decides on all directional changes to remain in the best zone of the reservoir, all while optimizing speed and safety parameters.

It only needs fifteen seconds to interpret data, decide to change the drilling plan and send the change command to the bottom hole assembly.

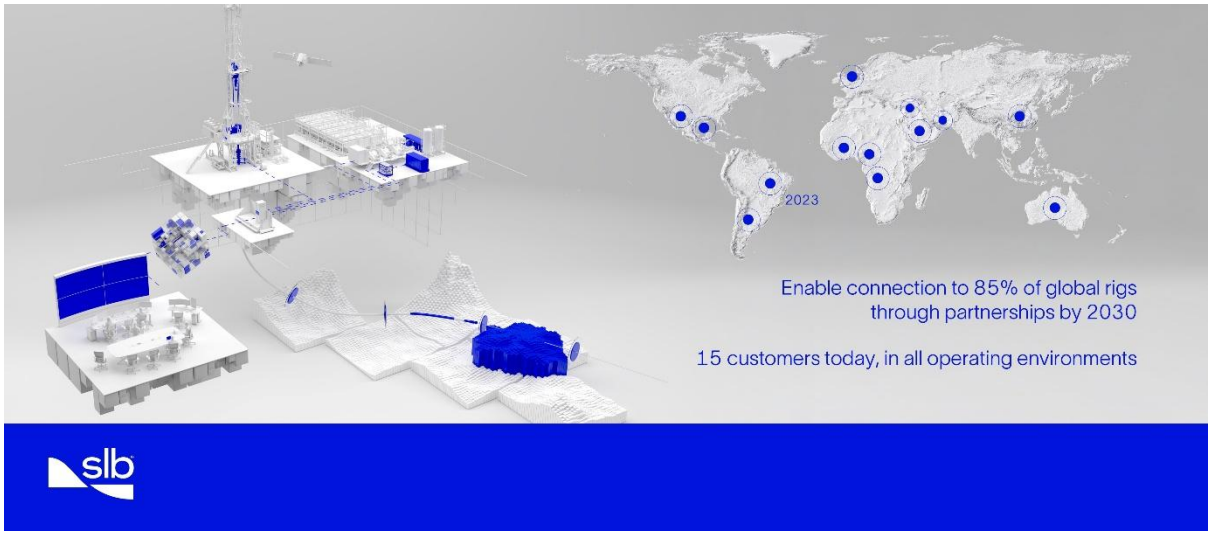
All of this would have taken forty-five minutes without automation. If you were drilling at a hundred feet per hour, it took seventy-five feet before the course of your well could be updated. It's like missing your exit when driving at full speed on the highway and only realizing it miles later.

Tela, our agentic AI assistant, is already embedded in the system to help users who may decide to go back to manual mode.

Here are the results. We doubled drilling efficiency and placed the well 100% in the reservoir.

Our preferred monetization for a full drilling autonomy project like this is a performance model where we capture a portion of our customers' cost savings.

As you can imagine, the revenue impact can be meaningful.



In 2023, SLB was the first company in the world to drill a well with full autonomy in Brazil. But we could only deploy drilling autonomy on rigs equipped with our own control systems.

To scale, we needed to develop interfaces to enable connection to a wide range of rig control systems. That is why we partner with rig companies such as Nabors and H&P for land rigs, or TransOcean and NOV for offshore operations.

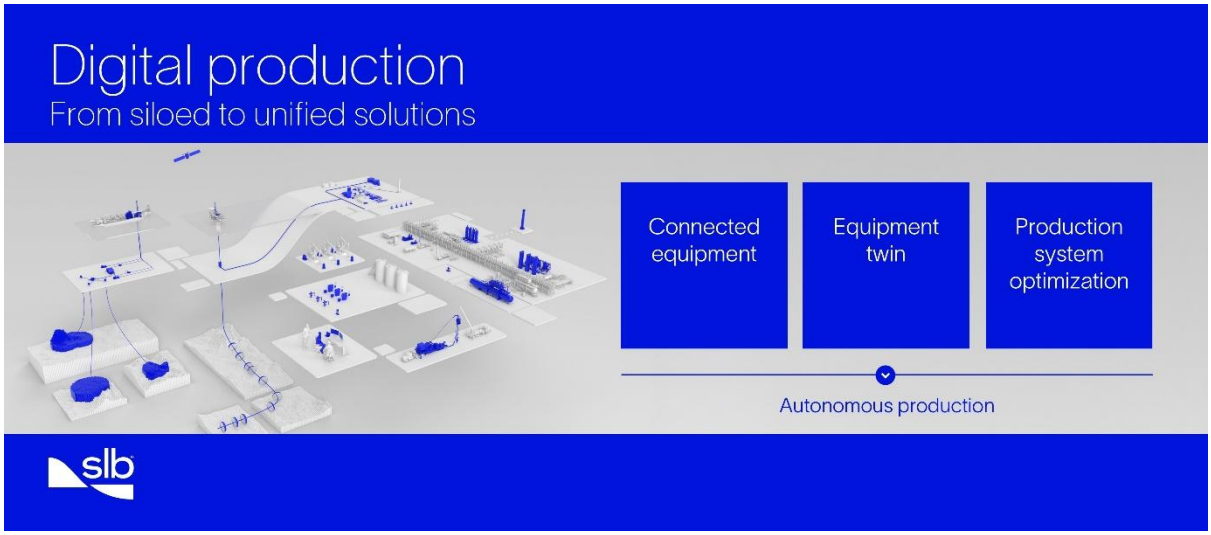
Thanks to this, we have the potential to automate 25% of rigs worldwide today. By 2030, we will be able to connect to 85% of rigs. Today, we drill autonomously for 15 customers in every type of environment and geography, and we hold the most patents, by far.

We continue to innovate our drilling assemblies to bring new levels of control, precision and speed. The AI brain in autonomous drilling learns from every well and makes every well better than the last. This is how we will stay ahead of our competitors. We are creating value for our customers, for our partners, and for ourselves. And speaking about the value we create for our customers, let's hear from one of them.

[Eni customer testimonial video plays]

Hearing one of our major customers talk like this about our collaboration makes me very proud, and I look forward to seeing what else we will achieve together in the drilling space.

Now, let me take you to the world of production.



Complexity is heightened here. We battle disconnected equipment installed by different companies and across multiple decades. A lot of it is still analog.

This fragmented physical reality is found at the well level, across surface production systems, along pipelines and in facilities. The monitoring process still requires a human to travel to the field to collect measurements.

That is why connectivity is the foundation. It enables basic surveillance that generates data from SLB equipment or other providers' hardware. That's how we bring production into the digital age.

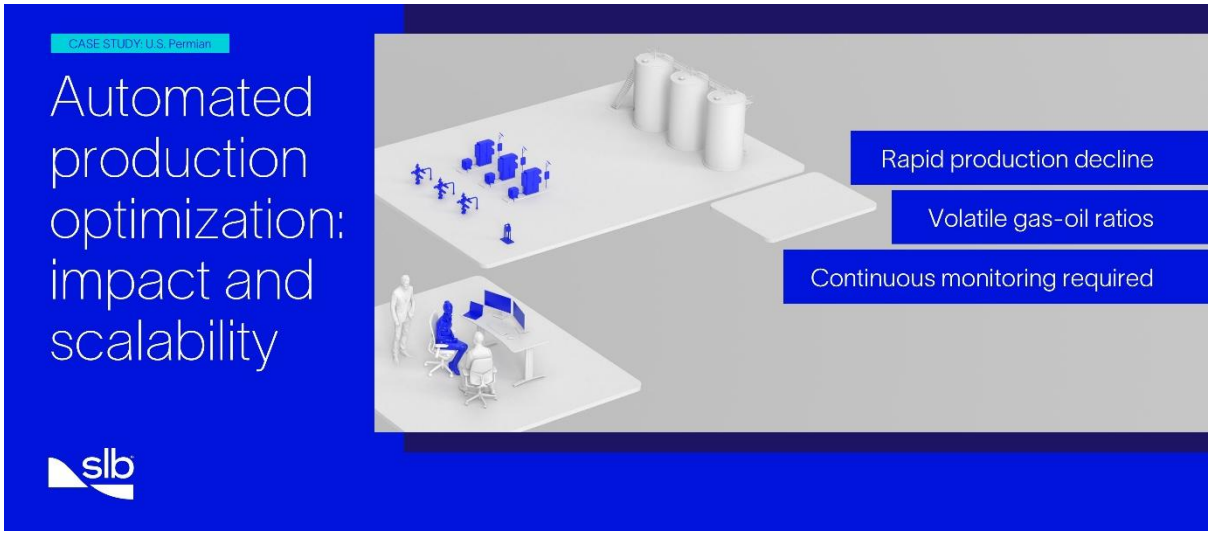
Once the data stream is enabled, we can optimize equipment with digital twins. We combine physics-based models with AI and our domain intelligence to identify equipment constraints sooner and deliver real-time insights to take the right actions at the right time. This means more equipment uptime, leading to more production.

Going further, digital enables optimization at a system level. It breaks silos between all the equipment that coexists in a production operation and finally connects all elements, from reservoir to point of sale to maximize production and ultimate recovery.

And just like drilling, production is moving toward full autonomy—where technology not only informs intelligent decisions but also makes them.

Imagine a production agent that is scanning equipment operating parameters continuously. Imagine how it intuitively understands the impact a single change has on the entire production system. It acts autonomously and ensures that a single set point optimization continues to trickle through the production system to optimize it entirely; from reservoir, to wells, surface equipment, pipelines and to facilities.

It sounds simple when you say it like that, but in fact, it is a highly complex, multi-variable and cross-main domain workflow. This is what we're actively working towards.



This future is not so far ahead of us.

In the U.S. Permian basin, all wells are equipped with pumps that help lift oil to the surface. Production can decline rapidly due to dynamic reservoir changes, and as a result, operations require continuous monitoring of artificial lift equipment.

We worked with a major operator to provide real-time optimization recommendations that can be deployed on SLB and other providers' electrical submersible pumps. These recommendations are transmitted instantly to their innovative closed-looped control technology. The system was deployed on an initial 26-wells pilot.

It continuously monitors well conditions, generates optimal operating setpoints, validates them and implements the adjustments – in a fully automated cycle.

Full optimization, which initially took twenty-nine days manually, was cut down to three days. That's a 90% improvement. Equipment downtime was reduced by half. Working hours needed to monitor wells and optimize them were significantly reduced as well. Production per well was increased by 10% based on Permian average.

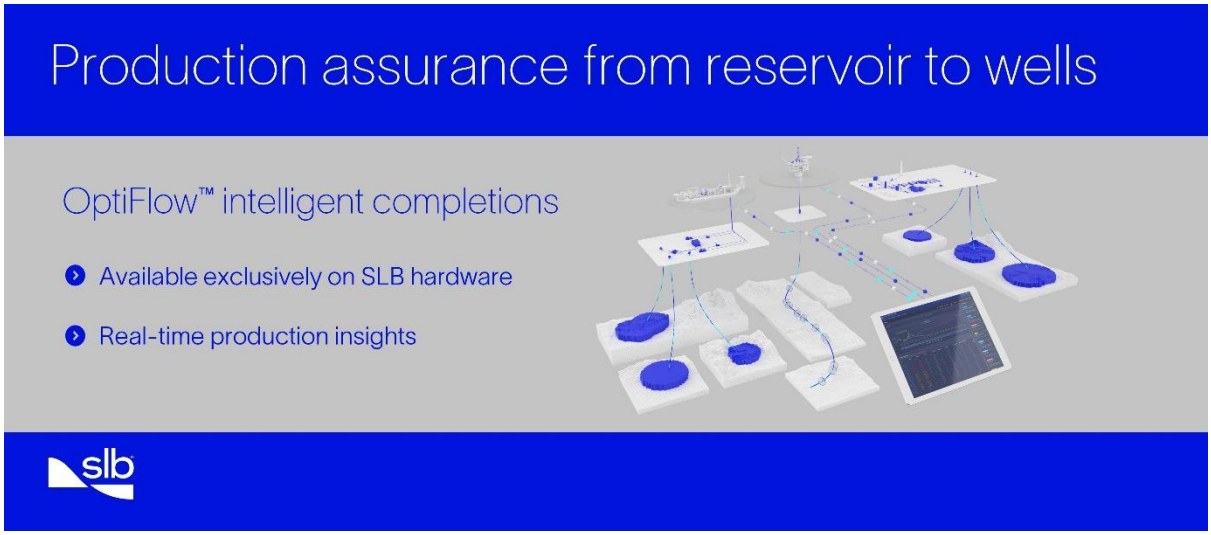
After the success of this pilot, we signed a three-year enterprise agreement for all their Permian ESPs, and to monitor all other lift systems in the U.S., including gas lifts, plunger and rod lift systems.

As of today, eight hundred wells are actively using this closed-loop system, and we are running surveillance and optimization workflows on their eleven thousand wells in the U.S.

With the integration of ChampionX, we expanded our reach with an additional footprint of production equipment. Today, our installed base includes 200,000 pieces of physical equipment that is either already connected or can be in the future, from artificial lift systems, which we just talked about, to flowmeters, chemical tanks, processing equipment, wellheads and completions hardware.

All of this is our initial playground to deploy more digital production solutions.

We are on a clear path to scale, on this SLB installed base...and beyond.



Looking at production system optimization, I'd like to talk to you about a digital solution we are very excited about. It truly showcases that we innovate every single day. We built on our existing OptiFlow offering, which unifies reservoirs and wells into a single intelligent ecosystem, to create a module exclusively available on our intelligent completions hardware.

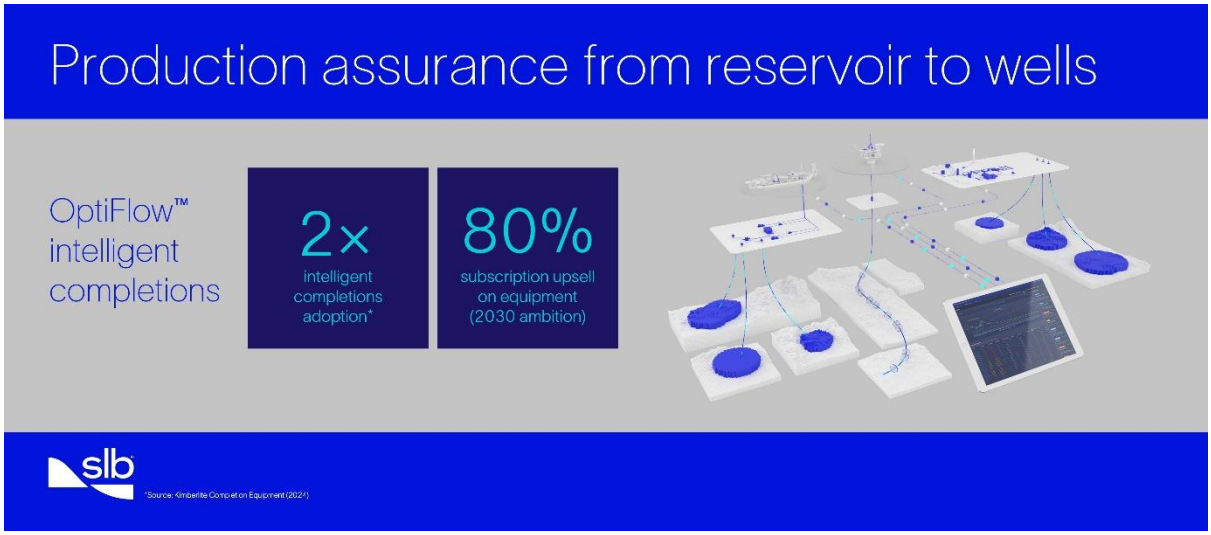
We are piloting it with 3 of our largest customers in deepwater West Africa, in the Middle East, and in the Caspian region. What we give them is production insights they would not have dreamed of before, without overengineering their completion.

Customers can see water or gas breakthrough data in real time and a zone-by-zone productivity index. With the active inflow control provided by our electric completions – which are the higher tier of intelligent completions – they can act on these insights immediately.

Production is optimized in minutes by closing, opening or regulating flow from individual producing zones, all without additional intervention or workover. No more guessing and waiting, which often results in production loss. For high-producing wells, like deepwater wells, it promises to be a game-changer.

It's like wearing a smartwatch and continuously monitoring your heart rate and blood pressure, getting alerts and recommendations, without having to go see a doctor to get your ECG measured.

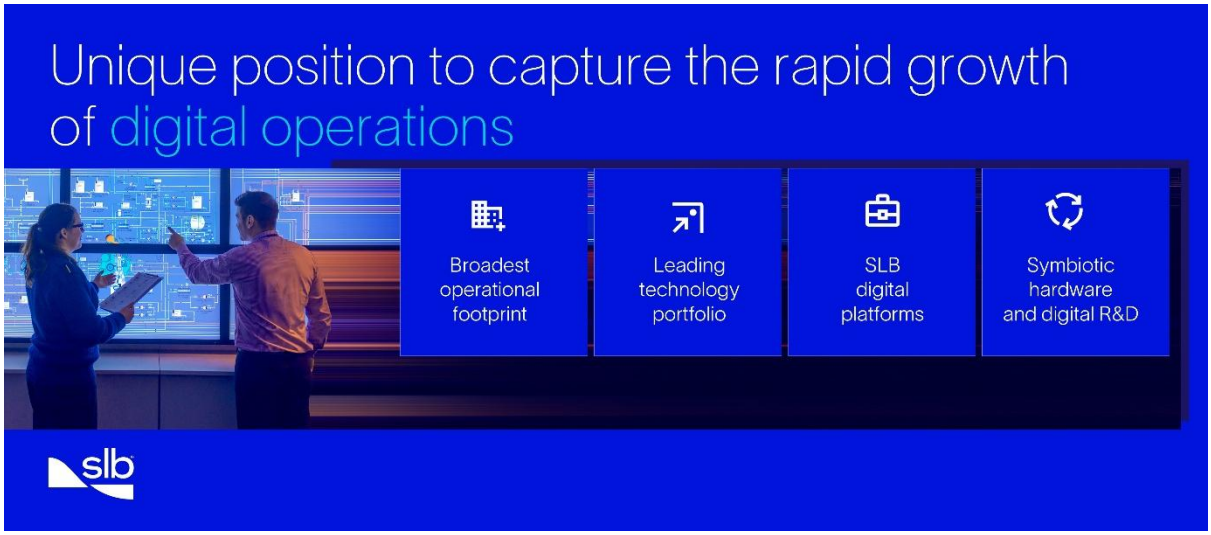
OptiFlow is patent-protected. It is one-of-a-kind because it leverages our production domain understanding and digital expertise, combined with truly differentiating completion equipment. Simply put, it will be hard for our competition to replicate.



According to Kimberlite Research, the intelligent completions market will double in the next 2 to 3 years. SLB will quadruple installations of electric completions specifically. Amongst our top fifteen completions customers, eight of them have already adopted them due to the immediate reservoir control benefits.

Our ambition is to up-sell OptiFlow on more than 80% of our electric completions. And we know we can do it, because for our early pilots, all customers have already signed their subscription. Traditionally, operators follow a longer adoption path from proof of concept to proof of value before committing to long-term commercial contracts.

The speed of adoption we are seeing with OptiFlow for completions is unprecedented.



So, after all this, what are the key takeaways? It's that SLB has a unique advantage to capture the rapid growth in digital operations. Here's why we are confident.

First, we have the industry's broadest operational footprint across all key environments and geographies. Every year, we drill or complete 20,000 wells, execute 100,000 intervention operations and install more than 8,000 ESP pumps. Every drilling or production operation is an opportunity to introduce and up-sell a digital solution.

Second, SLB has a technology portfolio no other company in the sector can replicate, from our physical product and services to our digital platforms and solutions, covering all industry workflows.

Third, we leverage our digital platforms. All of our digital operations solutions run on Delfi™. It means that they inherit robust cybersecurity standards, cloud integration, data management and a common edge infrastructure. This speeds up deployment and provides the foundation to scale AI in our operations.

And finally, we never stop innovating. Our process is symbiotic between innovation in hardware and software. Innovation projects are often linked, as we demonstrated with our intelligent completions example.

As the digital operations solutions mature and ingest more data, our systems get more intelligent. Our leadership position gets stronger. And the gap with our competition widens. The race to scale is on, and we're leading it.

Now, let me hand it over to Shashi, who will tell you more about AI, its transformative power, and where our growth efforts are focused.

Thank you.