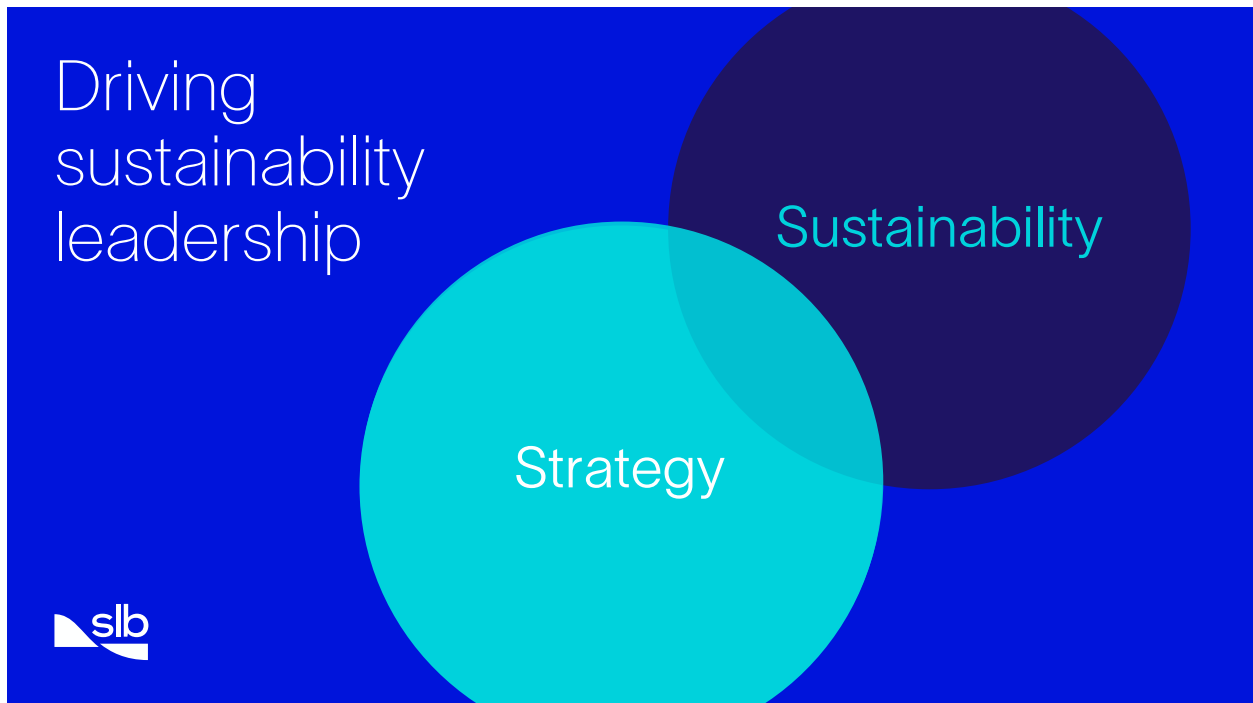




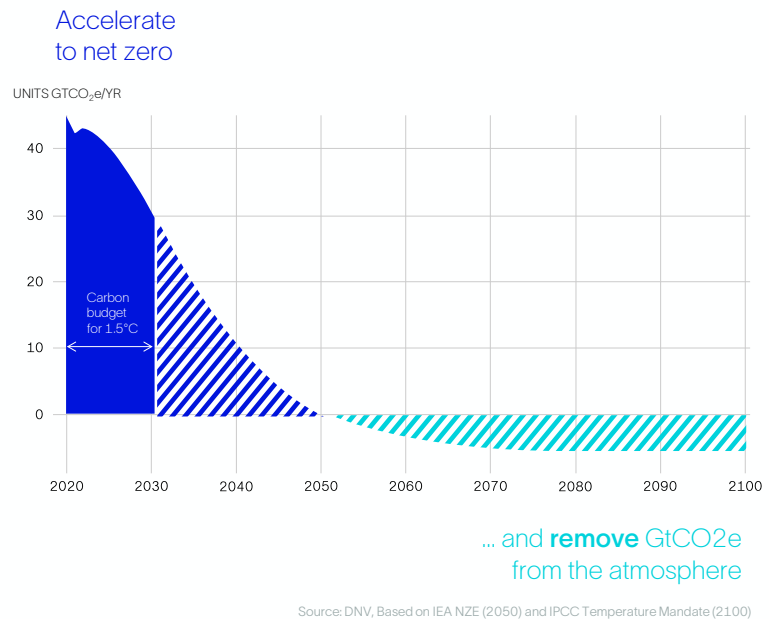
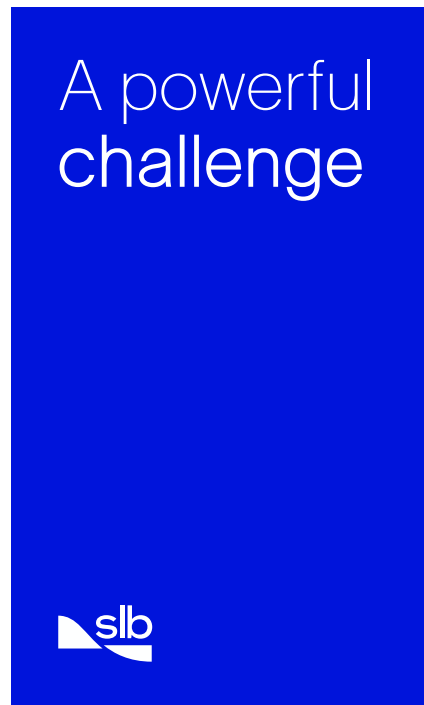
Good afternoon. What you've seen here today is a vision and a roadmap for how we go further. Further to innovate oil and gas. Further to decarbonize the industry and scale the new energy systems of tomorrow. And further with digital and sustainability in everything that we do. And all of that for a balanced planet.

When astronauts go into space, many experience what's called the "overview effect." It means that the person sees the earth in a unique way, almost as a reminder of how small and fragile this planet of ours really is and how much we need to protect it. I experienced something similar during an expedition to Greenland in 2019. Seeing what was happening in that part of the world drove me to want to do something. To dedicate a part of my career to address this enormous challenge. And SLB is what gave me that opportunity.

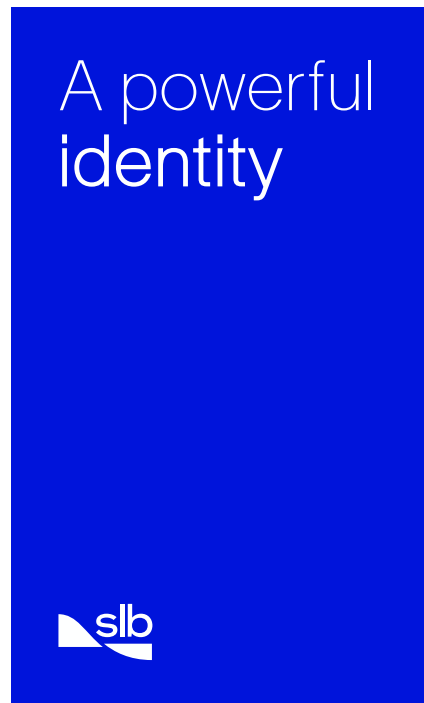


This role is very personal to me—an incredible opportunity was created by combining strategy and sustainability within a company that is so focused on addressing the energy challenge. I believe that the two are interlinked and one cannot exist without the other in our industry. By having a clear strategy for what's ahead and completely linking sustainability goals to this strategy, our company will drive real change. The creation of this role was a bold declaration of our priorities—and on how central strategy and sustainability has become.

To put this in context, upstream, midstream and downstream operations are responsible for around 5.2 GtCO₂eq—that is about 10 percent of global carbon emissions. SLB has a powerful role and the ability to play in decarbonizing oil and gas and other industries while finding a way to meet the enormous demand for energy. I am incredibly excited to be at the forefront of driving this change.



Today, you have seen SLB in action and what makes our company so very special. We have a proud history. And we have an even more exciting future ahead of us. But to preserve that future, it will require a balancing act. For us to meet the challenge of providing affordable, accessible, and reliable energy in a world with strongly growing demand while we have to address what's on the screen behind me. This is the carbon budget curve. It shows the maximum amount of cumulative net global CO₂ emissions that would result in limiting global warming to 1.5 degrees Celsius. It's a reminder that we not only need to get to net zero, but we also need to accelerate our journey toward it. And then, when we finally get there, we need to keep going for a long time.



We could think of no better way to use this shape—this reminder of the challenge ahead—than to put it at the center of our new identity. To put it at the center of our company—at the center of who we are. This is why sustainability and our strategy are so closely linked and will guide us forward. And our customers are no different. Their focus on lower-carbon products and services creates major opportunities for us.

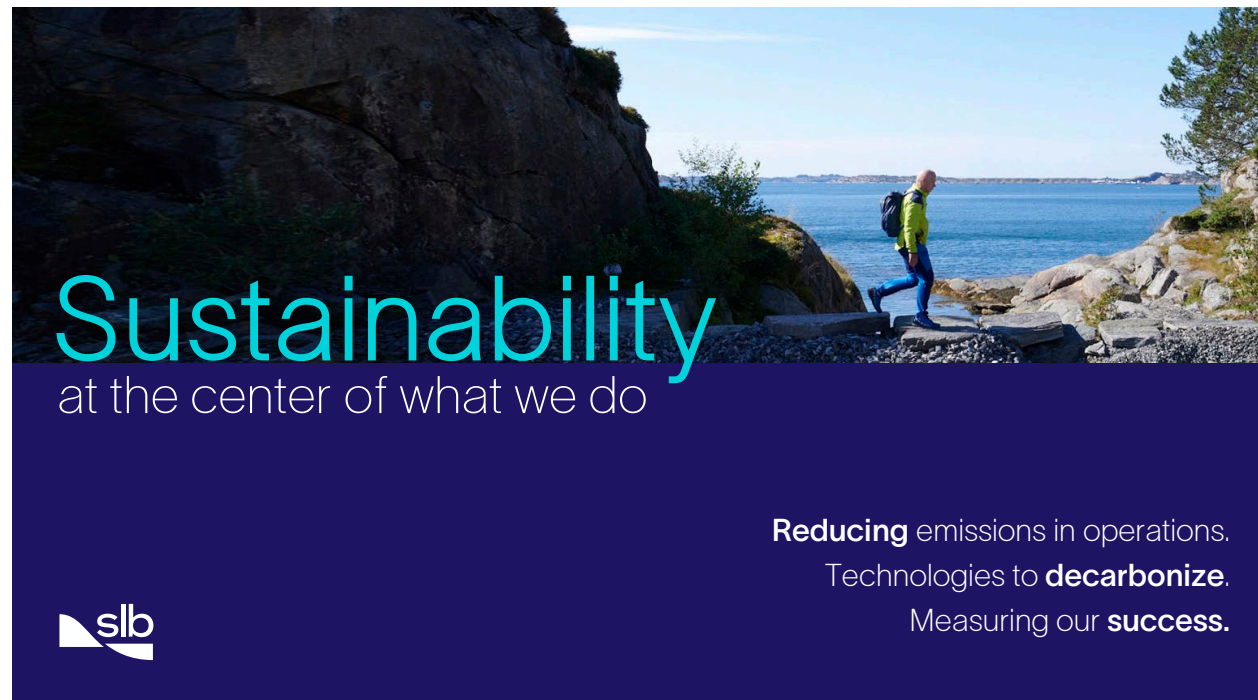
You've seen today how we are already on this strategic path. You heard about our innovation efforts to eliminate methane emissions with our end-to-end solutions business. You learned about how our Transition Technologies™ portfolio is directly reducing emissions in our customers' operations every day. We've shown you our sustainability platform, which enables heavy-emitting industrial companies to collect, measure, report, and verify sustainability data accurately and efficiently. And finally, you saw our plans to implement breakthrough, exciting solutions in new and low-carbon energy. When our customers in both oil and gas and clean energy look for a partner to drive energy innovation and help them on their sustainability journey, they will turn to us.



This is reflected in our strategy and serves as the common theme across our three engines of growth.

- We are the industry leader driving innovation in our oil and gas core. A key aspect of our innovation efforts is our commitment to decarbonizing our operations.
- We are a data solutions provider in the energy domain and beyond with our digital business, which helps drive performance, efficiency, and sustainability.
- And we are a technology solutions provider that develops and scales the new energy systems of tomorrow. You heard Gavin talk about addressing global emissions by targeting the industrial sector. We have a powerful role to play in reducing emissions across many industries while scaling new energy systems to help meet the enormous demand.

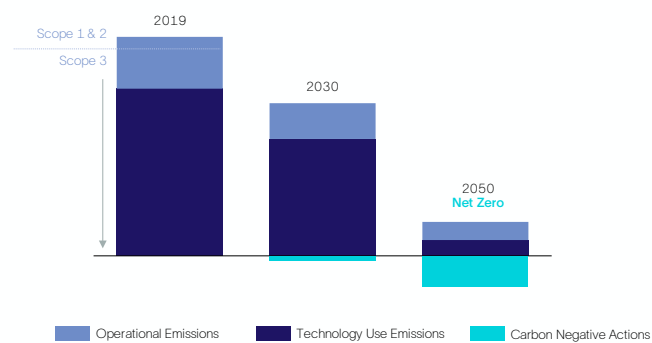
In all three pillars of our company, our strategy is to expand based on adjacencies—into those growth markets that show accretive margin levels. And we are able to do this because of our unique strengths and the capabilities of our people. Our strength in subsurface, our technologies, and the capability to industrialize globally at very high speed gives us the right to play in these markets—with a significantly larger total addressable market compared to today.



Before Stephane walks you through our financial targets, I want to show you how we are integrating both strategy and sustainability in everything we do:

- 1) First, I'd like to talk specifically about how we are reducing emissions in our own operations.
- 2) Secondly, I'd like to give some examples of how we are using technology to lower our customers' emissions.
- 3) And thirdly, I'd like to talk a little about how we are measuring our success—since the ability to measure is an important enabler.

Science-based
commitment to
net zero



Comprehensive near-term interim targets:

2025	2030	2030
-30%	-50%	-30%
Scope 1 & 2	Scope 1 & 2	Scope 3

To underline our commitment to sustainability, I'm particularly proud of our bold science-based targets, which are aligned with the Paris Agreement. We launched these last year to reach net-zero emissions by 2050. And we are the first company in the energy services industry to include Scope 3 emissions in our 2050 net-zero target, which is a bold step.

While they are ambitious, they are achievable and required to drive the necessary change. We are implementing a detailed roadmap of actions within each division and geography to ensure steady progress. And we measure consistently.

We have prioritized climate action, people, and nature to operationalize sustainability throughout the company. Using these three focus areas as well as a global governance program, we are scaling our in-country value investments and our local partnerships. These drive positive actions in support of the UN's Sustainable Development Goals. And we are doing this with a significant focus on affordable and clean energy, to have a greater impact where we live and work.

We are extremely proud of our "sustainability mindset". We have several examples of local initiatives from around the world, which we proudly share in our most recent sustainability report.

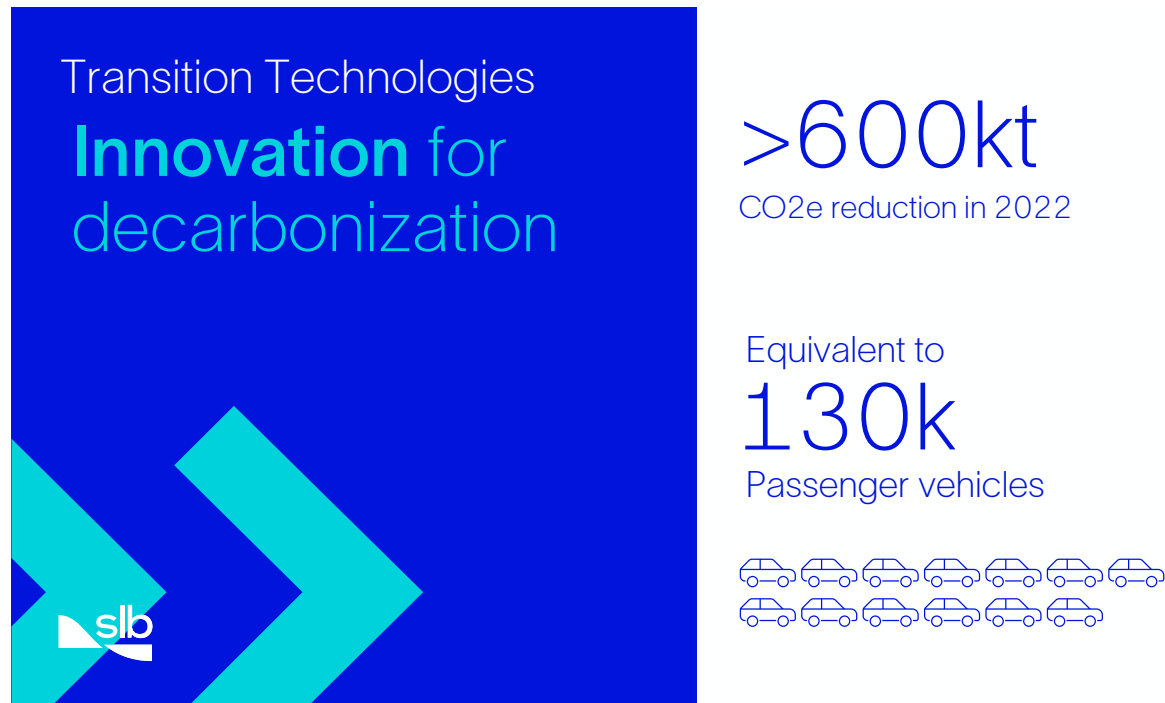
We have also accelerated our journey through technology, innovation, and the right partnerships to take significant steps to reduce Scopes 1 and 2. We've created a comprehensive digital platform for greenhouse gas tracking that allows the visibility we need to prioritize and take action across our businesses. We're also using our own technology where we can. For example, using our own Celsius Energy installation in our Clamart facility in France, we have reduced as much as 90 percent of carbon emissions related to the building's heating and cooling. And we are tapping into green energy sources in nearly all countries where they are available.



Now, here's how we are helping our customers.

To provide some context for our industry—when looking at our top 50 largest customers, more than 75 percent of them have committed to emission reduction targets.

What is important to remember is that the service industry's Scope 3 emissions are effectively part of the Scope 1 and 2 emissions of our customers as they consume our products and services. This creates a unique business opportunity for us, and a collaborative mission between us and our customers as we are heading in the same direction—one that is built on the common goal of lowering emissions. In essence, we've tied parts of our success to theirs. And this creates a natural alignment on sustainability for us and our customers.



You've seen today, SLB is already well on the path to offering a comprehensive portfolio of products and services to help our customers with these challenges. Our emissions business, our transition technologies, and our recently launched sustainability platform, are all examples of how we are innovating the industry and helping our customers with their biggest challenges.

We've already seen significant success with our Transition Technologies portfolio. We know our customers appreciate the transparency that we bring to the subject, with all the endorsed technologies going through rigorous qualification processes. This results in us being able to accurately quantify emission reduction during use.

While you heard that the portfolio will cross the \$1 billion revenue mark next year, another important fact is that we can point to around 600,000T of avoided CO₂ emissions just this year alone through the selection of transition technologies. This is equivalent to taking more than 130,000 cars off the road this year, and that impact will obviously only compound.

To give you just one example:

In Kazakhstan, we have been using our zero flaring well testing and cleanup package to avoid unnecessary emissions by eliminating the need to flare hydrocarbons. For KPO, one of our key customers in the region, this service avoided 1.3 million metric tons of CO₂ equivalent emissions over the past four years, compared to conventional production boosting techniques. The project was so successful that we've been awarded an additional three-year contract to continue the work.

Given how new these technologies are, these are tremendous results.

Accelerating decarbonization with digital

Digital sustainability platform
for hard-to-abate industries
SLB and Saudi Aramco

I'm also very excited about the recently-announced collaboration between SLB and Saudi Aramco. Our two companies are developing a digital platform that will provide sustainability solutions for hard-to-abate industries.

This platform will focus on industries such as oil and gas, chemicals, utilities, cement, and steel. It will allow customers to collect, measure, report, and verify their emissions, while also evaluating different decarbonization pathways.

This is one of the perfect examples of how we can weave digital throughout all that we do. Digital is something the industry is still integrating throughout operations, but when you combine sustainability goals with digital enablement, you see how it can drive transparency, better measurement, more effective planning, and much more impactful outcomes with integrity—and that is what the industry needs!



We have an ambitious path in front of us, and we are already leading today. We continue to be one of the highest-ranked companies in our industry across the four main ratings agencies: CDP, MSCI, ISS and Sustainalytics. Our MSCI rating of AA and our ISS rating of C is the highest ranking anyone in our industry category has achieved. This is an impressive recognition that confirms our commitment both internally and externally, and one that isn't easy to achieve. And we are committed to focusing on areas such as emissions reduction targets, board independence and diversity, cyber security and governance, and others, to maintain and even exceed our current rating.



To wrap up, I want to leave you with a final thought: We are generating significant momentum and building a more sustainable company at SLB. We will continue to challenge ourselves to deliver results with lower-carbon emissions and elevate our impact through collaboration with strategic partners. We are taking bold steps with climate action, evolving our portfolio, making new investments, and empowering local communities to make an impact.

I hope you've seen today how our actions across our entire business are helping reduce our carbon output, and how we are demonstrating how sustainability is integrated within every facet of our strategy. We believe that SLB is in a distinct position to lead the energy transition. And we believe it so much we've put it at the center of our identity. That is powerful and bold. And it is our commitment.

On behalf of my entire team and the SLB employee base, we are extremely proud to lead the industry forward.

Thank you for your time and I will now turn it over to Stephane.