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Well, hello, everyone. I am delighted to share with you today what we see is happening in Manufacturing on AI and how are we capitalizing on this opportunity. Leading manufacturers are leveraging AI, embedding it into their product, embedding it into their workflows. They are driving agentic execution to unlock value. In fact, in our recently published Manufacturing tech index, 75% of the manufacturers embed AI into their enterprise strategy.

Now we see three big areas of opportunity for us. Number one, everything is getting connected. And what that means is, it is driving investments into smarter products, smarter operations and as-a-service models. Now it has been talked about before, but the industry has got a rigid tech stack. That is leading to and driving AI-led modernization. That is opportunity number two. Now AI lives on data. And manufacturers have a treasure trove of data. They have it in the smarter products across operations. And so that is opportunity number three.

Now as we look at the manufacturing value chain from design to service, we are obviously seeing a huge amount of applicability of AI. But let me talk about the make part of AI. Now it makes sense that I talk about this because this has the potential to drive operational performance improvements and agility.

As an example, for a leading industrial manufacturer, we are leveraging computer vision and AI to assess product quality in their manufacturing operations. This is driving a 10% increase in throughput. Now it is not only across the value chain. We see now that we are able to solve much more complex problems leveraging AI, and we are unlocking a lot more value. And this is cutting across also the horizontal areas like finance, HR and legal.

Now let me make it real with a couple of examples. This is a mission-critical process at Rolls-Royce. You know Rolls-Royce manufactures and sells aircraft engines on a power-by-the-hour basis. Engines require maintenance. They need to come into the shop for overhaul, for maintenance, and they come to the Rolls-Royce MRO facilities for that. Every time an engine comes, it means that aircraft or the airlines could be facing an aircraft on-ground situation and Rolls-Royce could be losing revenues. So you can understand that the imperative is to try and get the engine back on wing and not idle as quickly as possible. The process in question is the reviewing and authoring of the repair procedures of every engine that comes in. Now each engine is unique because it has its own unique operating parameters. The multi-agentic solution that we have developed for Rolls-Royce is delivering significant benefits, a 40% reduction in engineering effort. First-time right rates are increasing from under 40% to 75%. And because we are able to accelerate the entire process, it is providing a multimillion-pound revenue uplift for Rolls-Royce.

In the words of Declan, as you can see, Infosys has successfully operationalized the Agentic AI solution. It is an approved EASA, which is the regulator. Remember, this process is manual. It is highly regulated and safety first. It is an EASA approved European Union Aviation Safety Agency approved solution. And that means we can now scale it across Rolls-Royce.

The second example is on GE Vernova. It has been referenced before. Now GE Vernova is a $40 bn in revenues company. It is a leader in power, wind and electrification. They are at the forefront of the energy transition, and their aim is to electrify the world while simultaneously decarbonizing it. They selected us as the AI strategy partner for them. This is from strategy all the way to execution.

The reason why they selected us was because of what they saw we were doing internally to become an AI-first company. We are able to bring together not only the AI expertise, but the knowledge that we have in product engineering, in business process as well as in IT, seamlessly to deliver this significant transformation at scale. We have already delivered over 25-plus agents, multi-agent use cases for GE Vernova in production. We are delighted to be a partner to GE Vernova on this exciting journey.

I want to leave you with three key takeaways from manufacturing. Number one, the AI opportunity for manufacturing is massive, and we are already delivering value at scale. Number two, we have the depth and breadth in not only in AI expertise, but the knowledge in product engineering, in business process as well as IT to again drive this transformation. And lastly, as you heard in the video, we have the capabilities to drive this from AI strategy to scaled execution. Thank you.