



Investor Day 2020 - Patrick Pouyanné's Introductory Remarks

Strategy & Outlook – 30/9/2020

Good Morning New York. Good afternoon Paris and London. Good Evening Singapore.

Welcome to the traditional September Total Strategy & Outlook session.

First I hope that you are all safe and sound and coping well with the current Covid situation.

To be honest, considering the number of short term challenges and the very high degree of uncertainty that we are facing in these extraordinary times, we asked ourselves whether we should maintain or not this Strategy presentation as it will be difficult to answer any question on the very near future.

But **Because** our action plans to tackle the present challenges are well into force,

Because we demonstrated our higher resilience since the beginning of the crisis, thanks to the work done in past years to high-grade the portfolio, lower the breakeven, and deleverage the company to strengthen our resilience,

Because Energy is a matter of medium and long term,

In the same way that we announced our Climate Ambition to Get to Net Zero in May at the worst time of the Covid lockdown, we have decided finally to maintain the Strategy Presentation – and this is probably the most important one I have done since 2015.

Today we will elaborate more precisely, looking to the next decade, how we are willing to reach our ambition to get to Net Zero by 2050, how we want to TRANSFORM Total to meet the dual challenge as summarized yesterday by Helle : more energy, less carbon.

Today, you will hear how TOTAL, “Total the oil company” as we are often designated, will become TOTAL EnergieS with a big S, a broad energy company which will be the first oil & gas major to take the commitment that it will reduce by 2030 the Scope 3 emissions of its customers, in absolute value compared to 2015.

Our customers, the demand, that are the key words shaping our strategy. Our strategy derives from demand and energy markets evolution, not supply availability. Yesterday, Helle told you that the Total 2020 Energy Outlook focuses on energy demand, not energy supply. This was intentional. Because changing the world energy mix to meet the climate challenge will in priority require us to change the demand patterns together with our customers, together with society.

Today, we will use concrete examples of successful projects to demonstrate proof of concept that building a multi energy company is possible.

Today, we will explain why becoming a broad energy company is consistent with our long-term strategy to invest for profitable growth, with our capital disciplined approach targeting increased cash flows and returns.

Today, we will show you how our oil & gas businesses will fund the transition even at 40 \$/b for profitable growth in renewables and electricity while supporting the dividend at same time.

Because the Time is right to **accelerate** growth into low carbon: the Surge in demand for green energy and climate action is triggering a wave of supportive government policies and attracting new financial partners, and it is creating opportunities to grow in new areas and unconsolidated markets.

Strategically, we recognize **sustainability** is the key to long-term success

- The Shift in demand-driven low-carbon sales mix underpins Scope 3 neutrality
- Diversifying activities by growing renewable power generation increases resilience and mitigates oil price volatility

Accelerating energy transition and transforming to broad energy company is a matter of **leveraging** expertise and competitive advantages to selectively capture opportunities and build long-term positions that will enable us to achieve our ambition of moving forward with society and our stakeholders to grow the company sustainably and profitably and get to Net Zero by 2050 or sooner.

The next decade 2020/2030 will be a **transformative decade** for Total.

- Further high-grading the portfolio, favoring gas over oil, accelerating expansion of low-carbon electricity and decarbonizing the sales mix – all within the framework of strict capital discipline.

The energy transition is **an inevitable evolution** – cleaner energies will continue to displace traditional energies at an accelerating rate.

- The real risk is not participating in the transition and being left behind.
- We have the knowledge, technology and financial strength needed to thrive in fast-growing areas like renewables, bio-refining and carbon capture.
- We have studied this for years and developed our in-house expertise, we have **visibility** and we are confident on the returns we can expect in next 5 years from this strategy - so now we go to work, we will execute and deliver.

In 10 years, we will increase energy production and reduce emissions. And so bring our answer to the dual challenge: more energy, less carbon

- We talk the walk, and we walk the talk.

Let's go for one hour of presentation!