

2020 Results & Outlook – Patrick Pouyanné’s Introductory Remarks

February 9, 2021

Good morning, Good afternoon, welcome to this session of our 2020 Results and Outlook.

All of us will remember 2020 as a landmark year that brought unexpected challenges and led to significant changes.

- We will look back and think of our lives in terms of “before Covid” and “after Covid”.
- The pandemic has taken a terrible toll on people – with global estimates of more than 100 million cases and more than 2 million lives lost thus far.
- In response to the virus, widespread lockdowns disrupted the global economy on a world-war scale, wrecking businesses and livelihoods to an unimaginable extent.
- We will look back at 2020 and remember it as a punishing year for the industry : while dealing with the Covid-related health and safety concerns, as well as maintaining continuity of operations, Brent fell below 20 \$/b – and it became a real test of faith.

So 2020 was full of “short term” challenges that we had to tackle and once again TOTAL demonstrated its resilience.

But 2020 is also a pivoting year in terms of global consciousness of the planet’s fragility : we have built over the past 30 years a global interconnected world, interconnected for the best – elevating billions of people out of poverty - but also interconnected for the worst – pandemic, climate change, biodiversity...

In many ways, we recognize the world has changed dramatically – there is no going back from here; there is only the way forward.

- The move to digitalization, for example, has accelerated and is changing the way we do business – making everything more efficient.
- Europe is leading the way on the Green Deal – and now this is becoming a global effort, with other major markets moving in same direction, including the US, Japan and Korea, China, India...

That’s why we also need to think “long term”. In the midst of the 2020 global crisis, Total launched a bold new strategy to transform itself into a broad energy company with the view to Get to Net Zero Emissions by 2050 or sooner, together with society.

We see how science and technology has been able to identify the Covid-19 virus, develop new vaccines and launch a campaign to provide global immunity – all within a single year.

- We share the same optimism in science and technology to face and solve the climate challenge.

For Total, indeed for the whole energy industry, the energy transition means a dual challenge: satisfying growing global demand with more energy, while safeguarding the environment with less emissions.



- We see it as an exciting challenge, and it comes at a time when we need to become a stronger company playing a positive role in an evolving society.

At the same time:

- We remain fully committed to the four priorities: HSE, operational excellence, cost reduction and cash flow generation.
- While transforming, we will maintain strict financial discipline to keep the breakeven low and the balance sheet strong.
- Diversifying the company will strengthen the resilience that allowed us to weather the 2020 storm.

Jean-Pierre will comment on our resilient 2020 performance – the strongest among our peers – that demonstrates the company is on the right track and that all of us at Total are aligned and ready for the transformation.

Thanks to this resilience and because we value the trust of our shareholders to come along with us in this transformation, we maintained our policy to support the dividend through the cycle.

The dividend highlights an issue that has become pressing during this pivotal time period – the future of the major oils.

- In my mind, there is no doubt that Total offers a compelling investment proposition – and the dividend is central to that thesis.
- However, questions about the long-term future of oil & gas companies has become a weight on their valuations.
- As an optimist, I believe the transformation will resolve those questions, as we redefine ourselves with ambitions that satisfy the long-term needs of an evolving global society.

As Helle will explain, the writing is on the wall – clean low-carbon energy is the future.

- In 2020, global energy demand fell by 5% – oil demand fell by 9% – but demand for LNG and Renewable power actually grew. Good news! In the context of achieving our climate ambitions while creating value, our strategy for profitable growth is focused on 2 pillars: LNG and Renewable electricity generation.

As I explained in September, we are entering into a decade of transformation because the transition will need time. Today, we put on the table 4 new elements which are comforting this strategy of transformation:

- We upgrade our climate roadmap by setting new objectives on Scope 1+2 by 2030, – 40% vs 2015.
- We increase disclosure on our growing renewables business as you are expecting.
- We integrate our climate ambition into our financing policy as all our bond emissions will be Climate-KPI linked.
- And last but not least we propose to anchor this new strategy in our identity and change our name into TotalEnergies (in one single word).



This new name, TotalEnergies, embodies the course we have resolutely charted for ourselves: that of a broad energy company committed to providing energies that are ever more affordable, reliable and clean.

This is consistent with our social values and ambition to achieve Net Zero Emissions by 2050 or sooner together with society and more globally, to become a stronger company playing a positive role in an evolving society, putting Sustainability at the core of our Purpose.