

2022 Strategy & Outlook



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TotalEnergies' Executive Committee





Patrick Pouyanné
Chairman and Chief Executive Officer



Bernard PinatelPresident, Refining & Chemicals



Helle Kristoffersen
President, Strategy & Sustainability



Jean-Pierre Sbraire
Chief Financial Officer



Stéphane Michel
President, Gas, Renewables & Power



Namita Shah
President, OneTech, People & Social Engagement



Thierry Pflimlin
President, Marketing & Services



Nicolas Terraz
President, Exploration & Production



Safety: core value



Objectives



Zero fatalities



Continuously reducing the TRIR

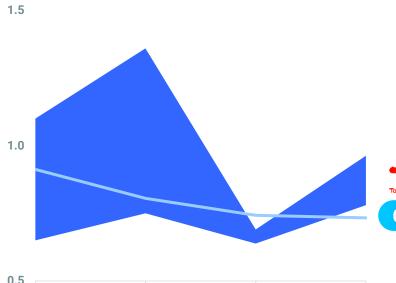


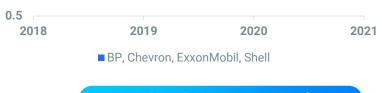
Preventing the occurrence of major industrial accidents



Maintaining and promoting the health of our employees

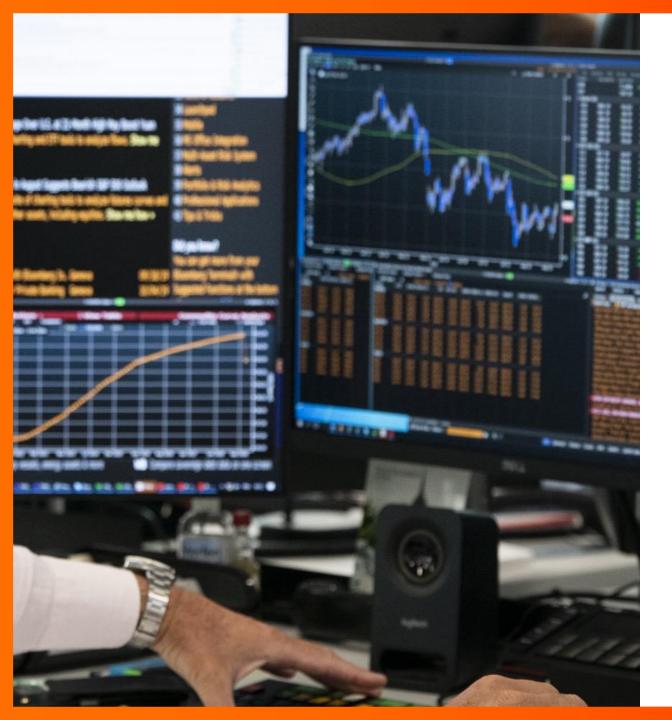
Total recordable injury rate per million man-hours





3 fatalities in 2022*

^{*} as of September 2022

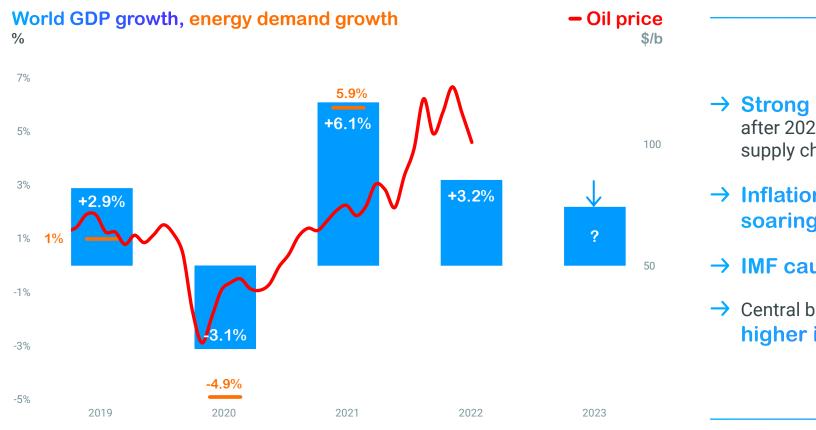




Energy markets supported by energy transition

2021 economic recovery created market tensions, exacerbated in 2022 by war in Ukraine





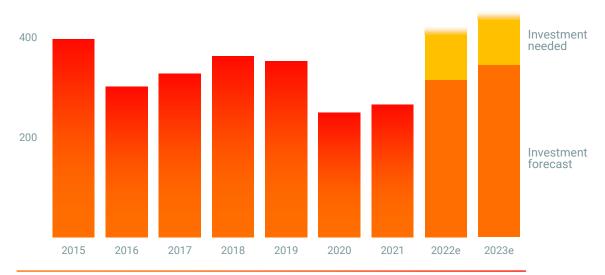
- → Strong economic recovery in 2021 after 2020 recession, created tension on supply chains even before the war
- → Inflationary pressures driven by soaring energy prices in 2022
- → IMF cautious on 2022 and 2023
- → Central banks countering inflation with higher interest rates

Oil market tightened by low investment and crises



Upstream oil investment

В\$



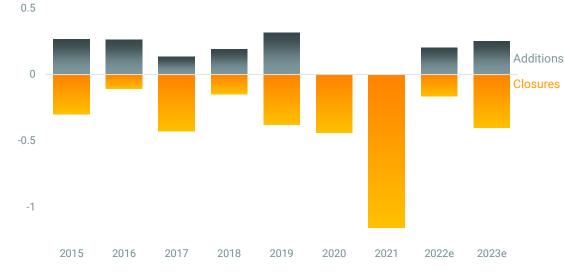
- → Pandemic exacerbated low industry investment
- → Limited spare global capacity

Source: Rystad

- → ~100 B\$/y additional investment needed to balance markets, rebuild spare capacity and offset natural decline (~4%/y)
 - · OPEC+ and shale oil industry discipline maintained
 - · Developing new conventional oil supply takes years

Europe and North America refining capacity

Additions & closures* - Mb/d



- → Pandemic accelerated closures, mainly West of Suez
- → Distillate short in Atlantic Basin yielding record margins in 2022...
- → ...amplified by ban on Russian petroleum products from 2023
- → Anticipated capacity additions post-2022 mainly East of Suez

^{*} Including conversions to biorefineries Source: Company data

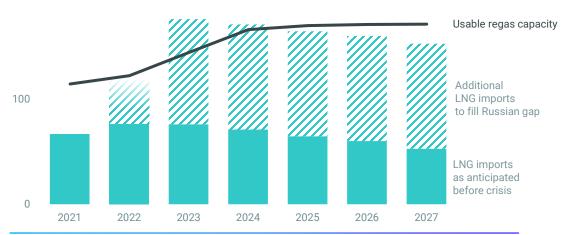
Europe: end of Russian gas dependency creating tensions on LNG and gas markets



European LNG import potential*

Scenario: no Russian gas from 2023 and -3%/y European gas demand Mt

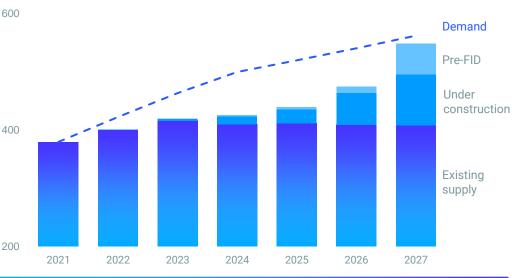
200



- A new ~100 Mt/y market for LNG (25% of LNG world demand)
- New European LNG demand competing with Asia and driving high prices
- EU call on LNG partially offset by potential demand destruction
- Medium-term TTF price driven by the cost of US LNG imports

Global LNG supply & demand





- Most new LNG projects coming onstream from 2026+ (Qatar, USA)
- LNG prices expected to remain high for several years due to market imbalance
- European crisis emphasizes the role of natural gas as a transition fuel

Growing power market supported by energy transition



Worldwide solar and wind capacity GW

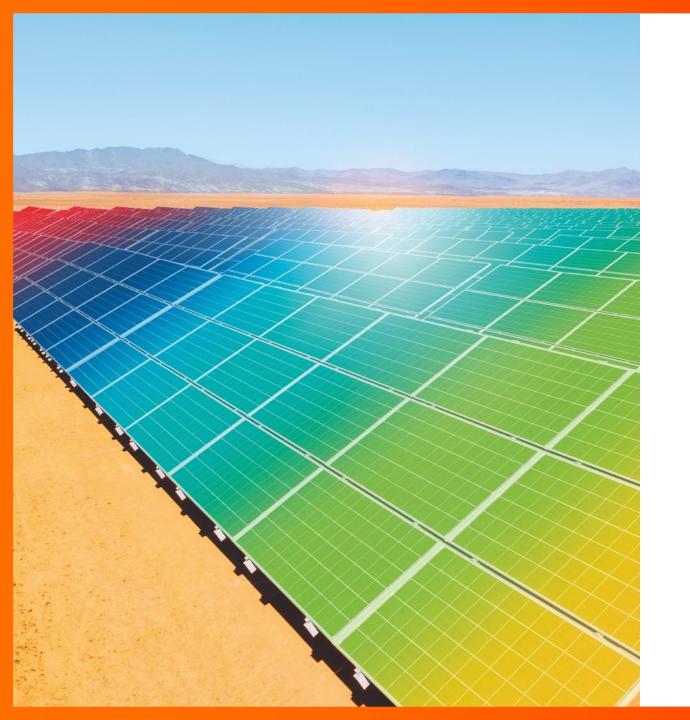


- Power: the fastest growing energy market globally (+5.6% in 2021)
- Europe and USA: ~40% of solar and wind capacity growth
- Flexible power investments necessary to complement renewables intermittency

Low carbon power investment



- ~700 B\$ annual investment in renewable power and electric networks at present
- ~1,000-1,500 B\$/y required from 2023 to achieve national carbon neutrality pledges





Growing shareholder returns while transitioning to a multi-energy company

Russia excluded from outlook

Unique match between TotalEnergies' strategy and market trends









Highgraded portfolio

- → 50% Upstream portfolio change since 2015: accretive acquisitions (Maersk in 2018, Brazil in 2021), divestment from high-cost/highemission assets
- → > 100% oil Reserves Replacement Ratio over 2015-21 (without Russia)
- → Stable production: 1.3-1.35 Mbopd over 2022-27

Reduced costs, breakeven and emissions

Built a unique globally integrated **LNG** position

- → Acquisition of Engie LNG portfolio in 2018
- → Future growth opportunities: Qatar, US, PNG, Mozambique
- → #1 US LNG exporter
- → #1 Europe regas capacity holder

Large portfolio to deliver LNG growth without Russia

Accelerated development of a profitable Renewable portfolio

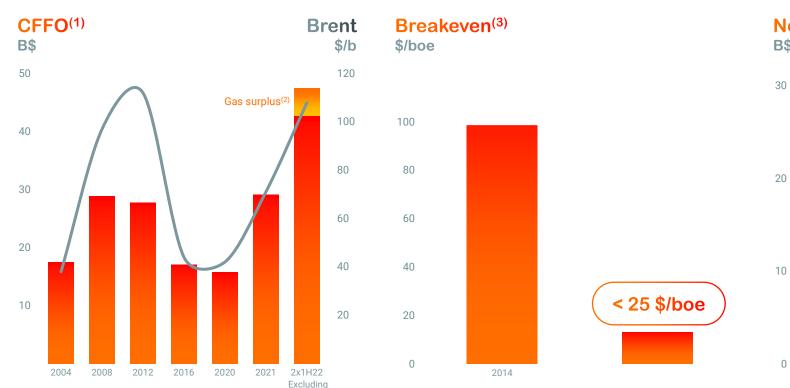
- → 35 GW by 2025 fully secured
- → Portfolio worth > 35 B\$
- → Driving profitability from competitive acquisitions and integration

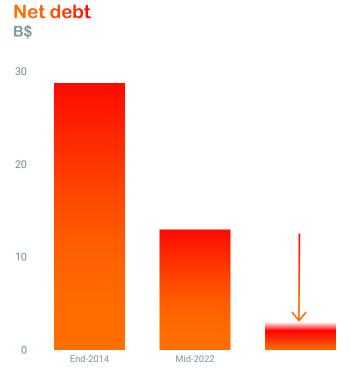
Leveraging strong balance sheet in volatile power markets

Balanced strategy between Oil, LNG & Electricity

TotalEnergies entering a new era: historic high cash generation and "zero" net debt







Russia

^{1.} Before working capital variation

^{2.} Gas surplus cash flow generated at NBP/TTF > 10 \$/Mbtu

^{3.} Pre-dividend organic cash breakeven

Cash allocation strategy

Guidance of 35% - 40% cash payout through the cycles



1
Dividend

2 Capex

3
Balance sheet

4 Surplus cash-flow

A sustainable dividend through the cycles

Dividend Increase supported by underlying cash flow growth & comforted by balance sheet and share buybacks Capex supporting balanced transition strategy

Grade A credit rating through the cycles

Flexibility to capture counter cyclical opportunities

Sharing surplus cash flow from high oil and gas prices through buybacks + special dividends in case of very high prices

2022: +5% interim dividends (0.69 €/share)

14-18 B\$/y

End 2022: Gearing ~5%

2022: 7 B\$ share buybacks + 1 €/share special interim dividend

2022 cash payout > 35%

Special reward to shareholders in 2023: an innovative solution to exit Canadian oil sands





Exit rationale

- → Asset with growth potential not fitting with TotalEnergies' lowcarbon strategy
- → 2022 CFFO > 1.5 B\$

Spin-off solution

- → SpinCo to hold Surmont + Fort Hills, plus midstream and trading-related activities
- → Listing on TSX
- → TotalEnergies to retain minority shareholding temporarily to smooth transition

To be submitted to vote at next Annual Shareholders' Meeting

→ May 2023

Direct reward to TotalEnergies shareholders

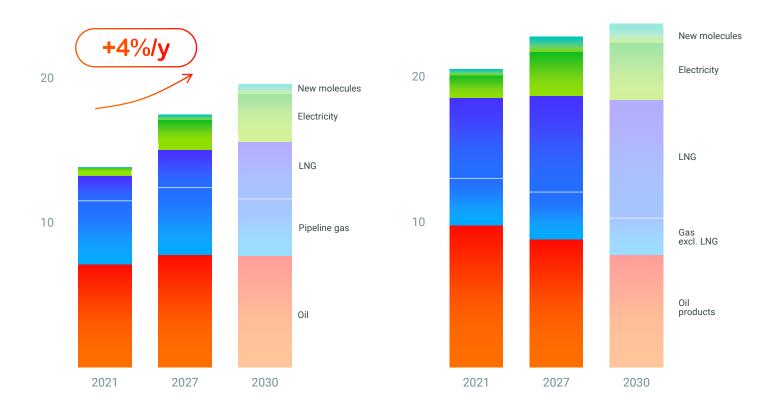
A decade of growth and transformation to build a multi-energy company



Energy production

PJ/d (excluding Russia)

Energy sales PJ/d (excluding Russia)



Oil

- → Maintaining the engine of the transformation
- → Aligning sales to demand & production

Gas

- → Growing LNG production without Russia
- → Sustaining domestic production

Electricity & Renewables

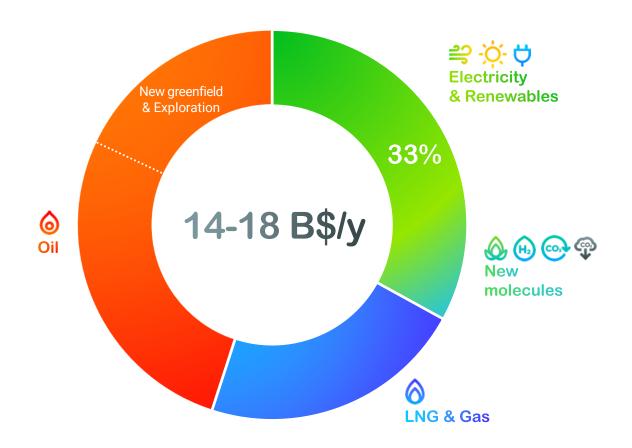
- → Creating value from integration in electricity
- \rightarrow Renewables: 100 GW by 2030, ROE > 10%

New molecules

- → Growing biofuels (SAF), biogas, CCS business
- → Launching first clean H2 projects

Accelerating capital investment to support the transformation'





- → Invest in LNG to address growing demand
- → Accelerate in energy transition businesses: > 4 B\$ in 2022
- Increasing carbon reduction program: 1 B\$/y in energy efficiency, CCS, NBS, methane,...
- → Piloting Capex level vs. price volatility within 14-18 B\$/y range

Countering inflation through discipline and efficiency



Keep strict investment criteria

Hydrocarbon projects

Profitability assessment

50 \$/b environment

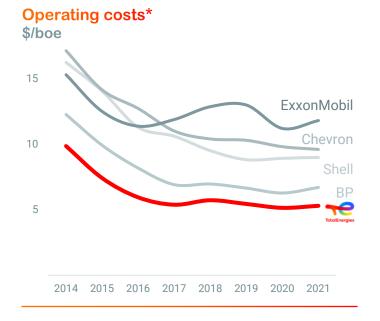
100 \$/t carbon price

Focus on low-cost projects

< 20 \$/boe or Capex + Opex

< 30 \$/b
After-tax breakeven

Maintain best in class position



- Unchanged criteria to ensure profitability and sustainability through the cycles
- → Keep discipline through tight cost control
- → Targeting < 5 \$/boe

Strong focus on energy costs

Switch from natural gas to LPG

> 50% natural gas reduction vs. 1H21 in our European refineries**

Energy saving special program

1 B\$ additional Capex in 2023 - 24 Will contribute to lower Scope 1+2 target by 2025

→ Control energy costs and accelerate emissions reduction

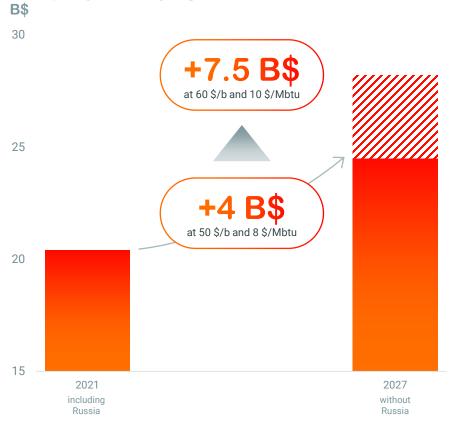
^{*} ASC932



Delivering cash flow growth supporting sustainable dividend growth







Significant upside to oil and gas prices

2022 CFFO sensitivity

+3.2 B\$/y

 $+0.5 B / y^*$ for +2 \$/MBtu NBP/TTF

** Including impact of UK Energy Profit Levy

CFFO excluding working capital variation, restated to 50 \$/b Brent, 8 \$/Mbtu TTF/NBP, 3 \$/Mbtu HH and 35 \$/t European refining margin

Significant progress toward Net Zero and clear commitment to reduce emissions over the decade

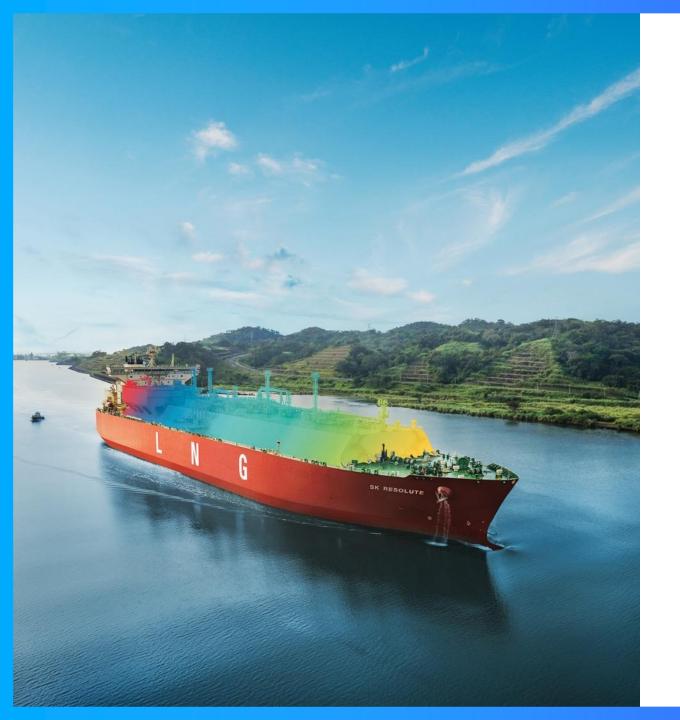


			2015	2021*	2025	2030
Net Zero worldwide on operated activities	Scope 1+2 net emissions	Mt CO ₂ e	46	37	< 40 Mt Under review	> -40%
		vs 2015		-20%		
	Methane emissions	kt CH ₄	94	49	-50%	-80%
		vs 2020		-23%		
	Routine flaring	Mm³/d	2.3(1)	0.7	< 0.1	0
Net Zero worldwide for indirect emissions ⁽²⁾	Scope 3 intensity	100 in 2015	-	-8%	> -10%	> -20%
	Scope 3 worldwide Oil	Mt CO ₂ e	350	285	Under review	> -30%
		vs 2015		-19%		
	Scope 3 worldwide emissions	Mt CO ₂ e	410	400	Under review	< 400

^{*} Excluding Covid impact

^{1.} Volumes estimated upon historical data

^{2.} Related to the use by our customers of energy products





Gas

Leveraging and developing our unique integrated LNG position

A global and integrated LNG top player





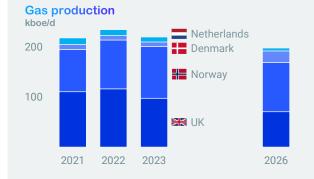
Unique position to benefit from Europe's new gas demand







Strong leverage to NBP & TTF



- → Short-cycle increasing 2022 production
- → Brownfield developments to slow decline (Denmark: Tyra, UK: Quad 9 blowdown)



> 18 Mt/y in Europe (15% market share)



- From 50% (2021) to **>90**% utilization (2022)
- → 2 Floating regas terminals (FSRU) projects with access to LNG capacity in France and Germany to potentially start by end-2023

Upstream assets:

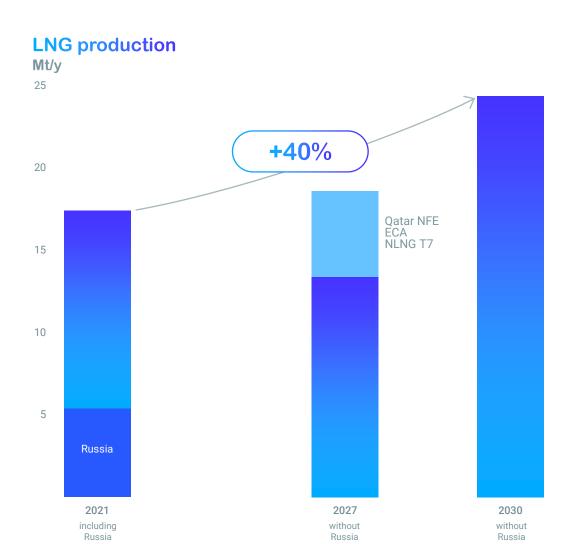
Share of gas and oil

LNG regasification capacity:



New opportunities fueling LNG growth without Russia





2027+ growth drivers



Qatar North Field East & North Field South 3.5 Mt/y



United States Cameron Ph. 2, ECA ~2 Mt/y



Papua New Guinea Papua LNG ~2 Mt/y



Mozambique Giant Area-1 resources ~3 Mt/y

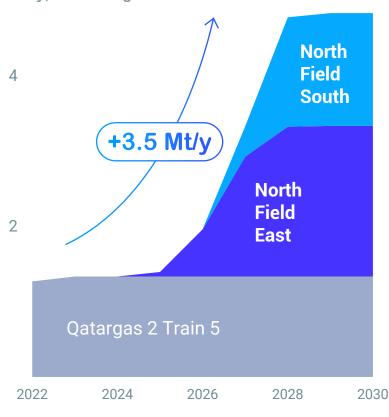
Ras Laffan liquefaction terminal, Qatar

Profitably expanding in Qatar



LNG equity production in **Qatar**

Mt/y, TotalEnergies share

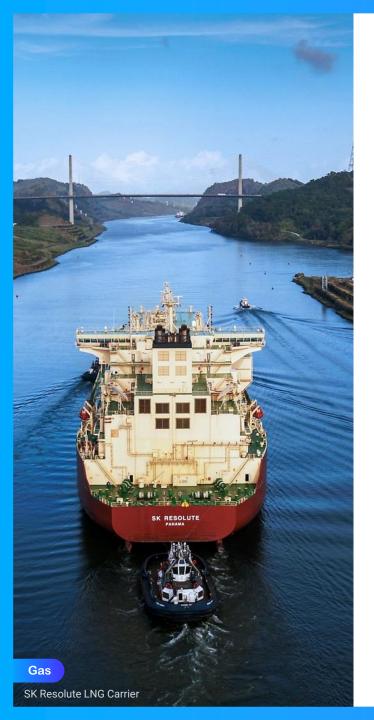


Strengthening partnership

- → Longstanding partner of Qatar
- → Leveraging European regas capacity

Low-cost and low-emission LNG

- → Total Capex of 3.5 B\$ (estimate TotalEnergies share)
- → ~1.3 Bboe (TotalEnergies share over 27 years)

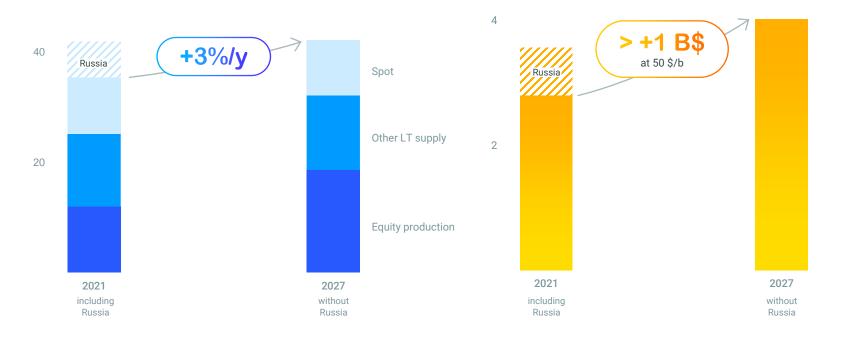


Growing integrated LNG portfolio and cash flow



LNG sales Mt/y

Underlying cash flow*



CFFO excluding working capital variation, restated to 50 \$/b Brent, 8 \$/Mbtu TTF/NBP, 9 \$/Mbtu JKM and 3 \$/Mbtu HH





Oil

Leveraging high-graded portfolio

Leveraging our oil portfolio





Accretive M&A

- → 5 B\$ equity + 2.5 B\$ debt
- → High quality oil assets:
 - · North Sea (Johan Sverdrup), Algeria (Berkine), US GoM (Jack)
- → 2022 production: ~190 kboe/d





Timely acquisitions of Sépia and Atapu

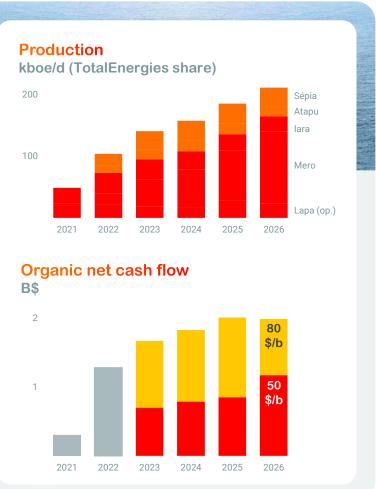
- → Successful bid in a 60 \$/b environment (Dec '21)
- → Contributing 2022 CFFO >700 M\$ (~25% of purchase price)

Mero reaching plateau by 2026

→ 4x 180 kb/d FPSOs (First oil 2022-25)

Low-cost and low-emission production with future growth options

- → Lapa Southwest tie-back (FID end-2022)
- → 2nd FPSO on Sépia and Atapu (FIDs end-2023)
- → Exploration upside



Short-cycle investment capturing high prices



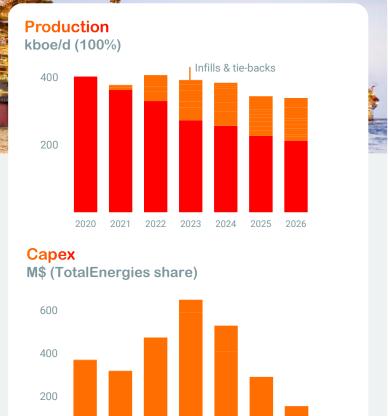


Infills and tie-backs already contributing

- → Block 17 CFFO
 - 2022: > 2 B\$ at 90 \$/b
 - 2023-26: ~1.5 B\$/y at 80 \$/b, > 1 B\$/y at 50 \$/b
- → 3 FIDs in 2022: CLOV Phases 2 & 3, Begonia
- → Controlling costs through rig contracts extensions and subsea equipment standardization

Investing to extend life of 4 FPSOs

- → License extension to 2045 signed in 2019
- → Carbon Footprint Reduction initiatives (CFR): Maintaining GHG <18 kgCO₂e/boe despite decline



2020 2021 2022 2023 2024 2025 2026



30+ short-cycle projects to be mobilized over **2022-24**, starting-up 2023-26

- → ~1.5 Bboe resources
- → **75%** oil
- → Average Capex < 4 \$/boe</p>
- \rightarrow >+1 B\$/y from 2024 at 50 \$/b

Developing new oil projects





Project sanctioned in February 2022

- → Tilenga (upstream) + EACOP (pipeline)
 - Drilling start end-2022
 - · Biodiversity program in action

130 kboe/d*, > 800 M\$/y CFFO*

→ First oil 2025



New hub in Angola

- → Blocks 20 & 21 (80% op.)
- → 70 kboe/d FPSO

Leveraging synergies with operations in Angola

Targeting FID in 2023, > 500 M\$/y CFFO*

→ First oil from 2026



Lean exploration plan (Capex < 500 M\$) yielding results for 2027+ growth

- → Venus (Namibia)
 - · Giant oil and gas discovery
 - · Appraisal and testing beginning 2023
- Block 58 (Suriname) Appraisal ongoing to confirm first development

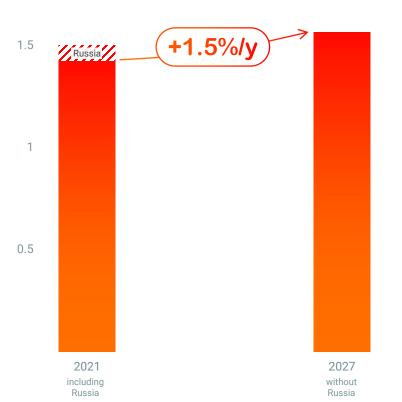


Growing cash flow to 2027



Liquids production

Mboe/d



E&P underlying cash flow*



^{*} CFFO excluding working capital variation, restated to 50 \$/b Brent, 8 \$/Mbtu TTF/NBP and 3 \$/Mbtu HH

Refining & Chemicals: delivery and transition

R&C contributing to +0.5 B\$ CFFO by 2027





Reinforce competitiveness

- → Improve refining utilization rate
 From 64% to > 80%, capturing margin-high
 environment
- → Accelerate on energy efficiency
- → Upgrade assets

 Donges refinery modernization: start-up mid-2023



Grow in Petrochemicals

- → US ethane cracker and PE Startup in 2022, 1 Mt/y ethylene capacity, full monomer / polymer integration
- → Advantaged feedstocks
 From 40% in 2017 to > 60% from 2025



Invest in low-carbon products

- → Biofuels outlets and markets
 Priority to SAF, targeting 10% market share by 2030 (1.5 Mt/y)
- → Biofuels feedstock strategy Priority to waste & residues (> 75%), securing supply
- → Circular polymers
 1 Mt of high-value circular polymers in
 2030

Marketing & Services: growing value while transitioning

EV Charging and new energies contributing to ~+0.3 B\$ CFFO by 2027





Transition retail

- → Increasing non-petroleum revenues > 50% of retail CFFO in Europe by 2026
- → Converting service-stations ~1,000 stations converted into multienergy sites (EV hub or HPC site) by 2026



Support our customers' energy transition

- → Being selective on oil sales
 - · No more fuel oil sold to power generation from 2025
 - Promoting actively SAF for airline companies
- → Develop low-carbon markets and new energies Build on 1M B2B customers



Develop top tier positions in e-mobility

Targeting 150,000 EV charging points

- → Leverage our network > 800 HPC sites on main corridors in Western Europe by 2026
- → Take position on public concessions in large metropolitan areas 60,000 operated charging points by 2026
- → Selective B2B fleet charging offer

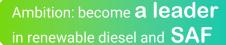
New molecules for energy transition

Targeting 0.5 - 1 B\$ CFFO in 2027





Biofuels



- → 10% SAF market share in 2030
 1.5 Mt/y
- → Priority to waste and residues> 75% from 2024
- → Grandpuits biojet
 > 70% feedstocks already secured



Recycled & biopolymers

Targeting **1 Mt/y** of high value circular polymers in 2030

- → Mechanical recycling
- → Advanced recycling
- → Biopolymers



Biogas



- → Strong demand for bio-LNG bio-CNG for transportation use will drive higher value
- Increasing ambition in step with regulations, particularly in Europe
- → Pipeline of projects to meet demand growth in Europe, USA, India: +300 GWh in 2023



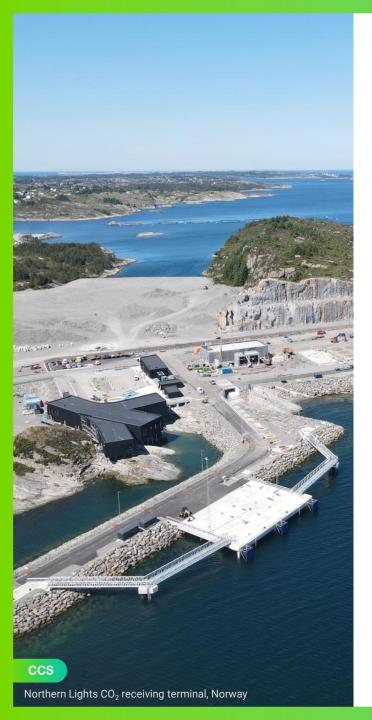


Hydrogen & e-fuels

Ambition: **pioneer** in mass production of clean hydrogen

- → Partnership with Adani to create world class producer
 1 Mt/V green H₂ by 2030
- → Deliver clean hydrogen projects to fully cover European refining demand
- → Partnership with Masdar and Siemens in e-fuels, to produce SAF from green H₂ and CO₂

Focusing on high value applications and attractive markets



Deploying CCS strategy





Incorporating CCS in our assets

- Avoid emissions in greenfield projects
 - North Field East & South (Qatar)
 - Papua LNG
- Reduce emissions from existing assets
 - **Ichthys** (Australia) awarded GHG storage assessment permit
 - Cameron LNG (US) Hackberry Carbon Sequestration project under development
 - Refineries

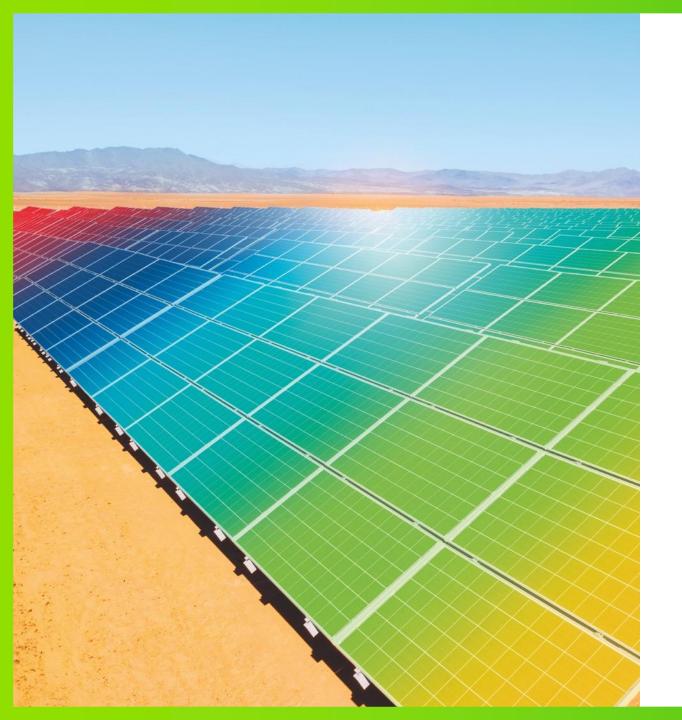
Offering Carbon Transport & Storage services

- → Build a profitable, scalable business and reduce Scope 3 emissions by offering CCS solutions to our customers
- → North Sea core area
 - Northern Lights (up to 5 Mt/y; TotalEnergies, 33%) Ph 1a: 0.8 Mt/y (100%) from 2025, under construction
 - >10 Mt/y under development for start-up by 2030
 - Focusing on our depleted assets and saline aguifers
 - Aramis (NL, op.), Bifrost (Denmark, op.), NEP (UK)
- Worldwide (US) growth options



Growing investment to

~300 M\$/v

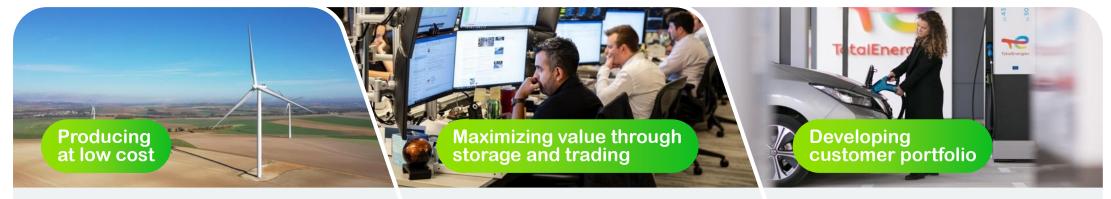




Electricity & Renewables Creating value from integration

Creating value from integration in electricity





- → Investing in cost-competitive projects worldwide with > 10% ROE
- → Growing portfolio with attractive M&A
- → Enforcing cost culture, growing from 30% to 50% capacity operated
- Leveraging core competencies in project management and offshore development

~130 TWh production in 2030

- → Targeting ~30% merchant production in deregulated markets
- → Developing major trading capacities
- → Building storage capacities to capture value from intermittency
- → Benefiting from flexible power plants

- Addressing customer green electricity needs with Corporate PPAs
- → Expanding distributed generation
- → Directly supplying ~10 million retail customers in Europe
- → Targeting **150,000** EV operated charging points

∼5 GW storage in 2030

~130 TWh sales in 2030

Renewables: highly valuable portfolio built through selective transactions and organic growth





India 20% in 2021

2 B\$ paid in 2021 worth ~10 B\$*



USA **50%** in 2022 1.6 B\$ cash payment while leveraging partial sale of Sunpower

→ 9x EBITDA net valuation for the 2 listed entities



Worldwide

Option to acquire 100%

Exercising call option at multiples negotiated in 2016



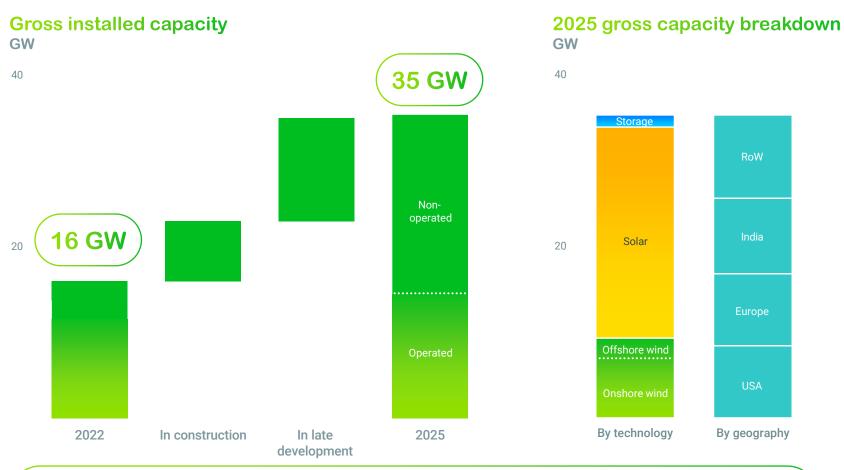
Worldwide Organic platform

> 10% ROE after financing and farm-down

Electricity & Renewables Champagne Conlinoise wind farm, France

Secured portfolio of 35 GW by 2025

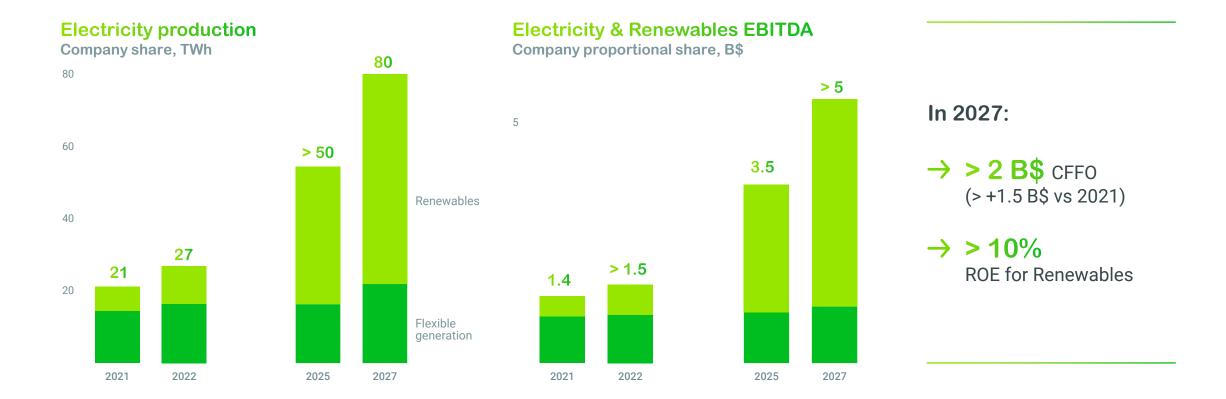




35 GW renewables portfolio in 2025 worth > 35 B\$

Growing profitable Electricity & Renewables business









Investing in TotalEnergies

Growing shareholder returns while transitioning to a multi-energy company

Low cost, low emission oil & gas portfolio capturing upside from high energy prices

- → Lowest cost producer breakeven < 25 \$/boe
- → #2 player in LNG global LNG portfolio leveraged to oil and spot gas markets
- → Absolute reduction targets on CO₂ and methane

Multi-energy integrated model to take advantage of energy market transition

- → Transition is a matter of **molecules** (bio, H₂, CO₂) core competencies of O&G companies...
- → ... and **electrons**: growing power, a secondary energy, increasing markets interconnection & complexity
- → Underpinning our multi-energy and integrated strategy
- → Management of complexity: DNA of large integrated company



TotalEnergies

Compelling investment case

Increasing attractive and sustainable return to shareholders

- → 35%-40% payout through the cycles
- → Cash flow growth will support dividend increase over next 5 years, comforted by balance sheet and share buybacks
- → Accelerating capital investment strategy: 14-18 B\$/y
- → Leader in extra-financial ESG reporting & progress

Competitive advantages to profitably grow along electricity value chain

- → Drive value from integration: production, storage, trading, supply
- → Strong balance sheet enhancing ability to capture value from volatility in electricity markets
- → Leveraging global footprint, project management and offshore expertise
- → Selecting projects with > 10% return on equity



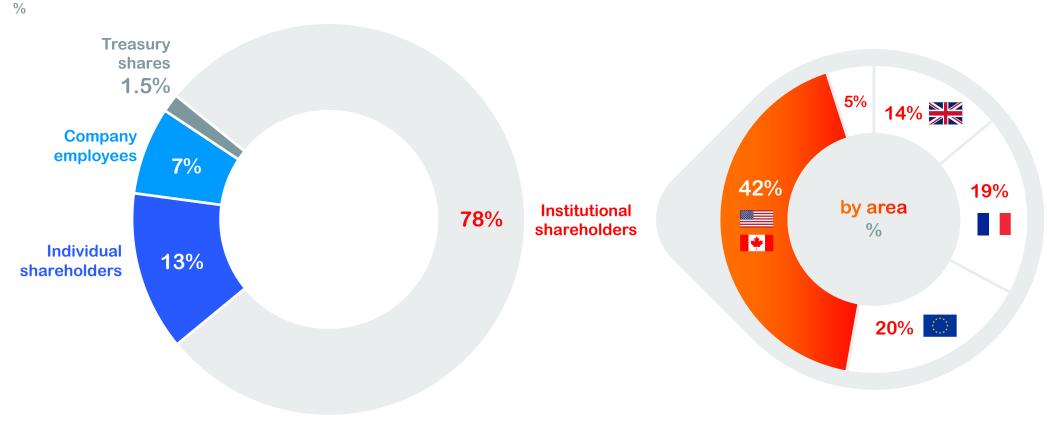


Appendix

TotalEnergies shareholding structure



Shareholding structure by shareholder type



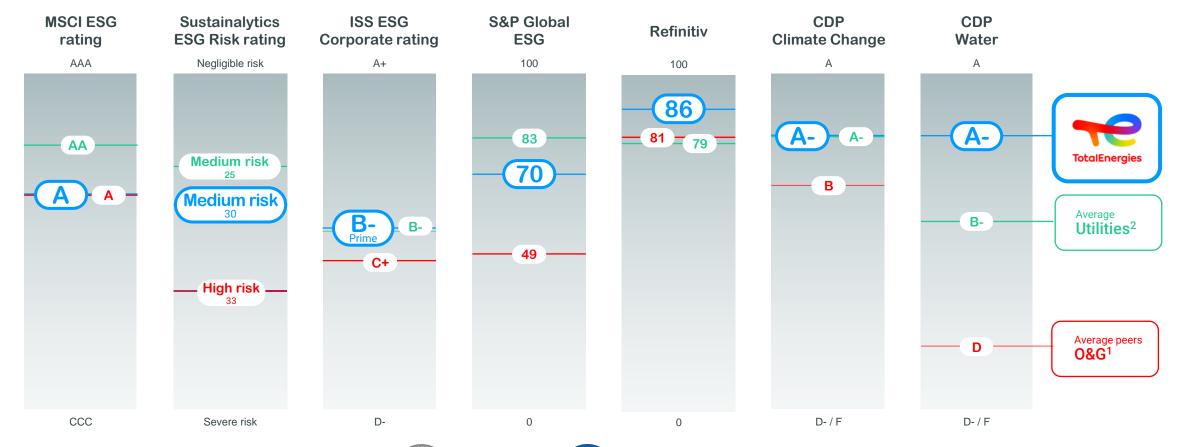
Since 2000, French State has no stake or golden share in TotalEnergies

Improving ESG performance through benchmarks

WØRLD ECONOMIC

FORUM





United Nations

Global Compact



SASB

² Peers Utilities: Enel, Iberdrola, Engie, RWE, NextEra Data as of July 20, 2022



Disclaimer

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Financial information by business segment is reported in accordance with the internal reporting system and shows internal segment information that is used to manage and measure the performance of TotalEnergies. In addition to IFRS measures, certain alternative performance indicators are presented, such as performance indicators excluding the adjustment items described below (adjusted operating income, adjusted net operating income, adjusted net income), return on equity (ROE), return on average capital employed (ROACE), gearing ratio, operating cash flow before working capital changes, the shareholder rate of return. These indicators are meant to facilitate the analysis of the financial performance of TotalEnergies and the comparison of income between periods. They allow investors to track the measures used internally to manage and measure the performance of TotalEnergies.

These adjustment items include:

1. Special items

Due to their unusual nature or particular significance, certain transactions qualified as "special items" are excluded from the business segment figures. In general, special items relate to transactions that are significant, infrequent or unusual. However, in certain instances, transactions such as restructuring costs or asset disposals, which are not considered to be representative of the normal course of business, may be qualified as special items although they may have occurred within prior years or are likely to occur again within the coming years.

2. Inventory valuation effect

The adjusted results of the Refining & Chemicals and Marketing & Services segments are presented according to the replacement cost method. This method is used to assess the segments' performance and facilitate the comparability of the segments' performance with those of TotalEnergies' principal competitors.

In the replacement cost method, which approximates the LIFO (Last-In, First-Out) method, the variation of inventory values in the statement of income is, depending on the nature of the inventory, determined using either the month-end price differentials between one period and another or the average prices of the period rather than the historical value. The inventory valuation effect is the difference between the results according to the FIFO (First-In, First-Out) and the replacement cost.

3. Effect of changes in fair value

The effect of changes in fair value presented as an adjustment item reflects, for some transactions, differences between internal measures of performance used by TotalEnergies' management and the accounting for these transactions under IFRS.

IFRS requires that trading inventories be recorded at their fair value using period-end spot prices. In order to best reflect the management of economic exposure through derivative transactions, internal indicators used to measure performance include valuations of trading inventories based on forward prices.

TotalEnergies, in its trading activities, enters into storage contracts, whose future effects are recorded at fair value in TotalEnergies' internal economic performance. IFRS precludes recognition of this fair value effect.

Furthermore, TotalEnergies enters into derivative instruments to risk manage certain operational contracts or assets. Under IFRS, these derivatives are recorded at fair value while the underlying operational transactions are recorded as they occur. Internal indicators defer the fair value on derivatives to match with the transaction occurrence.

The adjusted results (adjusted operating income, adjusted net operating income, adjusted net income) are defined as replacement cost results, adjusted for special items, excluding the effect of changes in fair value.

Euro amounts presented for the fully adjusted-diluted earnings per share represent dollar amounts converted at the average euro-dollar $(\in \cdot \$)$ exchange rate for the applicable period and are not the result of financial statements prepared in euros.

This document is not, does not contain and may not be deemed to constitute an offer for the sale or the subscription of securities.

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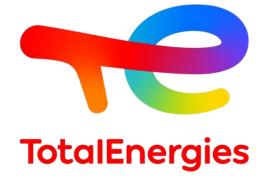
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For more information go to totalenergies.com













