

## 2023 ANNUAL SHAREHOLDERS MEETING

### Speech by the Chairman and CEO

Ladies and gentlemen, dear shareholders,

It is a great pleasure to be with you again, here in the Salle Pleyel.

I would like to begin by thanking the 500 shareholders who are here in person and had the courage to join us, and I hope they will be pleased they did. Please accept my thanks for coming today, because I especially value this exchange with our shareholders, a highlight in the company's calendar.

I'd also like to welcome all of you who are following this event online.

I must say that we deeply regret the conditions in which this Annual Meeting is taking place, the need to call on law enforcement to ensure it can proceed and to take very strict measures to control access and the use of communication devices. I truly regret that, because Respect for Each Other, regardless of people's opinions, is one of our Company's core values, and I want us to be able to share that value with all of our stakeholders.

This year, we again gave you the opportunity to share your concerns ahead of the Annual Meeting by creating a special page on our website between May 5 and May 19, allowing people to ask their questions. We may be able to address those questions during the question-and-answer session, but our main focus will be on our dialogue with those of you here in person.

On this occasion, I would also like to acknowledge our 1.5 million non-employee individual shareholders across Europe and the United States in 2022. Their numbers have increased, and they now hold 13.6% of our capital. With our employees, that means individual investors collectively hold more than 20% of TotalEnergies' capital. That's quite remarkable, and as you know, it reflects the stability of our shareholder base.

As is traditional at our Annual Meeting, I would like to take a look back at 2022, which was an exceptional year in several respects, especially from a geopolitical standpoint, with the turmoil brought on by the war in Ukraine and its serious impact on energy prices. Actually, I would describe the year as paradoxical, with TotalEnergies being the focus of debate across society.

Economically, as Jean-Pierre Sbraire has described, 2022 brought a sharp rise in energy prices, with oil rising above \$100/barrel and the price of natural gas in Europe and LNG climbing to unprecedented highs of nearly \$200/barrel. Those increases were the direct result of the war in Ukraine, which amplified the upward trend in prices that began in 2021, driven primarily by chronic underinvestment in oil and gas production coupled with a return to pre-pandemic levels of demand.

In that exceptional and highly volatile price environment, your Company has shown the strength of its multi-energy strategy, emerging as the most profitable major and also the one that has invested the most in new energies. That's the first point I'd like to address.

TotalEnergies was the most profitable of the five majors in 2022, with a return on capital employed of over 28% – a testament to the financial strength of our business model. That remarkable performance didn't come about by chance: it happened as your Company embarked on a plan in 2020 to transform its business model by wholly embracing a multi-energy strategy, symbolized by our change from Total to TotalEnergies.

That strategy is based on striking a balance between, first, our intention to play our part in maintaining the supply of oil and gas – the energies we need today and that make our lives possible – and second, our intention to establish ourselves as a major player in electricity, integrated across the entire value chain from renewable power generation to the market.

In oil, our strategy involves responding to demand, which remains high, but also adapting to the anticipated drop in demand from 2030. In 2022, TotalEnergies continued to reorient its oil portfolio toward low-cost assets and projects (i.e. under \$20/barrel) with low greenhouse-gas emissions intensity (under 19 kilos of CO<sub>2</sub>/barrel from this point forward). That is the strategy we applied in Brazil, with our newly acquired stakes in the massive Sepia and Atapu fields (with the output from those fields immediately benefiting from high prices), and more recently in the SARB and Umm Lulu concession in Abu Dhabi. Thanks to that strategy, TotalEnergies now boasts a more resilient, more profitable portfolio.

TotalEnergies' ambition in oil is to maintain production over the course of the decade and then adapt to falling demand, and to realign our distribution and refining capacity with production in anticipation of that decline in demand, especially in Europe.

Remember that oil fields naturally decline by 3% to 4% a year, so to maintain production, we need to invest in new fields.

Bear in mind, too, that demand for oil is rising worldwide, and if TotalEnergies doesn't meet that demand, other companies will do so in our place. TotalEnergies alone will not decide what our customers need, even though we can and do act on customer demand by diversifying our energy offerings to include lower-carbon energies, as I will explain.

Our balanced strategy includes our decision to expand our gas activities, especially liquefied natural gas, because gas has a positive role to play in the energy transition, for two main reasons. First, natural gas can secure a reliable supply of electricity to our customers, by offsetting intermittent renewables. Second, gas is replacing coal for power generation in many countries, and a gas-fired power plant emits half as much CO<sub>2</sub> as a coal-fired plant.

We estimate that, by replacing coal or fuel oil in power generation, our 2022 sales of liquefied natural gas helped to prevent 70 million tons of carbon emissions during the year.

As Marie-Christine explained, in 2022 we cemented our status as a major player in liquefied natural gas by acquiring stakes in two projects in Qatar. Those decisions will help us ensure, just as we did in 2022, that Europe has a secure supply of LNG in the coming years.

Dear shareholders, you will note that in this area TotalEnergies has once again been very quick to shoulder its responsibilities. Since the outbreak of the war in Ukraine, we have mobilized on behalf of energy security for the countries of the European Union. In doing so, we publicly affirmed the responsible principles of conduct that govern our business as it relates to Russia.

We helped to establish new import facilities for liquefied natural gas in Europe, which lacked such facilities, by bringing in floating regasification units stationed elsewhere in the world. Examples include the Lubmin terminal in Germany, which we commissioned in early January, and the terminal at the port of Le Havre, France, which will come onstream at the end of September. Given our role as the European regasification leader, TotalEnergies has made a considerable contribution to securing Europe's energy supply by meeting more than 20% of the continent's LNG needs.

As the third pillar of our multi-energy strategy, in 2022 our Company again invested more heavily than any other major in building the energy model of the future, based on electricity, and particularly power generated from renewables and new low-carbon fuels. We invested nearly \$4 billion in 2022, and that figure will rise to \$5 billion in 2023. Contrary to what some

have suggested, the sums I just mentioned do not include investments in gas or LNG; they relate solely to electricity, primarily from renewable sources, and low-carbon fuels, biofuel, biogas, hydrogen and carbon storage.

I want to emphasize how much we have increased investment in the energy transition: \$2 billion in 2020, \$3 billion in 2021, \$4 billion in 2022, \$5 billion in 2023. Those figures will represent one third of our total annual investment for the rest of the decade, which is hugely significant and will enable us to build an industrial base that can supply a mix of lower-carbon, inexpensive energy products to our customers.

And in response to the whining accusations of greenwashing, let me describe those investments precisely. In 2022, we acquired a 50% stake in the fifth largest developer of renewables in the US, for \$1.6 billion. We invested a total of \$1.2 billion in offshore wind projects in the United States, Scotland and Taiwan. We put \$700 million into solar and wind power projects in France and the United States, and \$300 million into biodiesel, biogas and carbon storage projects.

We are maintaining that momentum in 2023, with the complete buyout of our Total Eren affiliate for nearly \$2 billion and our acquisition of a stake in Casa dos Ventos, the Brazilian renewable energy company, for \$500 million. We are investing a total of \$1.4 billion in solar projects in Spain (3 GW), France and the United States, and we are accelerating our efforts in biofuels, sustainable aviation fuel, biogas and hydrogen with investments totaling \$800 million.

In other words, out of \$10 billion dollars of investment in new energy capacity, more than half is devoted to new energies for building the low-carbon energy of the future. The rest, just under half, is allocated to oil and gas so we can continue to provide the energy our societies need, and particularly those living in emerging countries with aspirations for a better standard of living.

Dear shareholders, as you can see, since 2020 your Company has been committed to an ambitious strategy for a balanced transformation that combines profitable growth and sustainable development, in order to meet the challenge of providing more energy to a growing population while generating fewer emissions.

That's because your Company has also set a goal of reducing those emissions, with the ambition of getting to net zero emissions by 2050,

together with society, as an active participant in the energy transition. I'd now like to address that second point.

In addition to the very positive financial results we presented to you, we are also proud of the tangible progress we have made in the energy transition and emissions reduction. Our continued progress in 2022, in line with our objectives for 2030, demonstrates our firm commitment to our Company's transformation in pursuit of our 2050 ambition.

At the same time as stepping up our investment in low-carbon energies, as I've just described, we have also proposed, at this Annual Meeting, to increase our emissions reduction targets.

The so-called Scope 1 and 2 emissions, which are emissions from our operated facilities and are therefore directly linked to our industrial activities, fell by nearly 30% in our oil and gas operations between 2015 and 2022. Our entire workforce has mobilized to achieve real results.

Meanwhile, as you know, we have begun work to create a network of gas-fired plants to generate power as part of our electricity strategy. Those plants emitted very high levels of carbon – 7 million tons – in 2022, because they are in Europe and, in the current crisis, we helped to provide electricity in order to offset the various shortfalls. So in 2022 our overall reduction from 2015 levels, Company-wide, amounted to 13%.

In March of this year, your Board decided to raise our reduction targets for those Scope 1 and 2 emissions, with a goal of reducing our emissions in absolute terms to below 38 million tons by 2025, compared to our previous goal of 40 million tons. We will make that possible by mobilizing our entire workforce as part of a \$1 billion energy efficiency program over two years (2023 and 2024) at all of our sites. That program, with a four-year return on investment, is clearly consistent with our desire to produce low-cost, low-emission energy.

Reducing methane emissions is also essential for a Company like ours that is basing its growth in energy production on natural gas, which will account for half of our sales by 2030. In that light, we need to be exemplary on the issue of methane emissions, which were singled out as a major challenge at the recent UN Climate Change Conferences in Glasgow and Sharm El-Sheikh.

For that reason, in the Sustainability & Climate 2023 Progress Report that the Board of Directors is submitting to you today, we have reiterated our ambition of working toward zero methane. In concrete terms, we are

aiming to achieve a 50% reduction in our methane emissions from 2020 levels by 2025 and an 80% reduction by 2030.

We're on target to meet those objectives, thanks in particular – and I want to stress this – to the work by our R&D teams in developing technology for measuring and detecting methane emissions that is currently considered the most accurate in the world. It has just won recognition from the European Union and the US government as part of a partnership with Colorado State University to develop measurement methodologies for worldwide use. The technology is installed on the drones you saw in the introductory video, and it's currently in use at all of our sites. We are also providing that technology to our partners at sites we do not operate.

Managing these Scope 1 and 2 methane emissions certainly falls under our direct responsibility, because we can act on them, but we are also committed to helping our customers cut their emissions as well.

This year, as is also detailed in the report, we proposed to make bigger reductions in the carbon intensity of the energy mix we sell to our customers: we are proposing to cut that carbon intensity by at least 25% from 2015 levels by 2030, and at least 15% by 2025. That's a key metric for the Company's transformation. We have already reduced this figure by 12% since 2015, which marks us out as the undisputed leader among our peers in decarbonizing our energy mix.

That is an ambitious decarbonization trajectory, and a very direct contribution to the goals in the Paris Agreement of keeping the average temperature rise from pre-industrial levels well below two degrees Celsius.

The Sustainability and Climate report contains information that lets you see for yourselves whether our Scope 1 and 2 emissions reduction targets are aligned with the International Energy Agency's Net Zero scenario, and whether our carbon intensity reduction target for the products we sell to our customers is consistent with its Announced Pledges Scenario for a 1.7°C temperature rise.

At this point I think it is appropriate for me to address the broader issue of Scope 3 emissions, which are the subject of a resolution tabled by a group of shareholders. That resolution calls on the Board of Directors to align its existing 2030 targets for reducing greenhouse-gas emissions from the use of its energy products (i.e. Scope 3 indirect emissions) with the Paris Climate Agreement.

It suggests that Scope 3 emissions could be aligned with the Paris Agreement solely at TotalEnergies' own initiative, and that the Company's strategy in that respect is inadequate.

Dear shareholders, I want to tell you quite frankly that this resolution does not represent a credible response to the challenges posed by climate change and is contrary to the Company's interests and those of its shareholders.

First, bear in mind that Scope 3 emissions are the combined Scope 1 emissions of other economic actors making decisions about their use of energy for their own operations and defining their own needs.

Let me give you a concrete example: when we sell kerosene for aviation, the emissions associated with the use of that kerosene are Scope 1 emissions for the airline, which must decide how many passengers it will carry on its planes, but they also count as Scope 3 emissions for the aircraft's manufacturer, the aircraft engine's manufacturer, the airport and TotalEnergies, which supplied the kerosene. Those Scope 3 emissions are not added together; they are redundant. Only Scope 1 emissions can be added together, and that total reflects the actions the responsible party has taken to address its greenhouse-gas emissions. The entire issue of emissions involves interconnections and cooperation between parties.

If it were to adopt this resolution, TotalEnergies would assume sole responsibility for those emissions, but we play no role in the production and distribution chain for goods and equipment that use energy or require energy for their manufacture. We do not manufacture airplanes or automobiles or cement or steel. So we cannot be held responsible for reducing emissions stemming from the use made of those products by those customers. Let me be clear: it is our duty as a responsible industrial company to take action, and we are taking action to spur changes in energy demand among our customers and thereby help them reduce their Scope 1 and 2 emissions. As I mentioned, we are expanding our offerings to provide a wider array of energy products, including decarbonized products, such as sustainable aviation fuels in the aviation industry. We are also providing support to our customers for their decarbonization plans, including the development of carbon storage for cement makers. But it is concerted action by companies at every link in the chain that can have a real impact on global greenhouse-gas emissions and prompt changes in how we use energy, and that's what I truly hope to see.

In reality, asking a company like TotalEnergies to unilaterally make drastic reductions in its global Scope 3 emissions in absolute terms, as the resolution proposes, when our customers have not themselves set targets for reducing their Scope 1 emissions and when the structure of global energy demand is in flux, is not an effective way to reduce global emissions. On the contrary, it would only prompt energy demand to shift to other suppliers, and specifically to oil companies in countries whose national transition plans, if indeed they exist, may not be as ambitious as that of a company like TotalEnergies.

Your Board of Directors therefore believes that the resolution proposed by this group of investors is contrary to the interests of the Company and its shareholders. It would mean an anti-growth strategy forcing TotalEnergies to sell assets to other parties. And remember, those assets would continue to operate, producing energy and, by extension, emissions. At the same time, it would hamper our ability to pursue our ambition, which is predicated on substantial investment capacity and continued value creation in the interests of our shareholders to ensure we can successfully navigate the energy transition – because we can act for the climate by building the new energy system the world needs, a task to which we are firmly committed.

As you can see, climate is our core focus. We believe our transition plan is credible. For that reason, in accordance with our pledge, we are submitting our progress to you today for an advisory vote. Last year, a very large majority of our shareholders supported our plan. This year, we have not only shown that we can fulfill our commitments without compromising on our target return for shareholders, but we have also strengthened those targets with the aim of accelerating our transition.

We hope you will renew your confidence by voting for Resolution 14 and against Resolution A.

Lastly, being a responsible company also means creating value and sharing that value. I'd like to talk now about the way our Company shares value fairly.

We create value in nearly 130 host countries, and it is our social responsibility to share that value by looking after our stakeholders, without whom we could not grow our businesses. We also take the view that it is extremely important to be completely transparent about how that value is redistributed, to our employees in particular, to our customers and our host countries and, of course, to you, Ladies and Gentlemen, our shareholders.



In 2022, your Company generated a record \$75 billion in value added. Some people talked about superprofits and the need to tax them. I don't know what "superprofits" are. What I do know is that we earned higher profits because energy prices were higher, and in particular, as Jean-Pierre mentioned, because our breakeven point is low.

Those profits are – and I want to emphasize this – first and foremost the result of the efforts by your Company's 100,000 employees. They are also the outgrowth of the profitable strategies that TotalEnergies has pursued, such as betting heavily on liquefied natural gas a few years ago. We are proud of those accomplishments, which enabled us to achieve those historic results in 2022, and they will continue in 2023.

As for the taxation of profits, which has been the focus of extensive debate in France, I would simply like to remind you of the reality at your Company. In 2022, out of that \$75 billion, TotalEnergies paid \$33 billion in taxes on production worldwide. We went from \$16 billion in 2021 to \$33 billion in 2022 – more than double – and our apparent tax rate was over 50%. That's not inconsiderable. But we are paying that tax in countries where we generate profits, meaning, for the most part, countries where we produce energy.

Then we share our value with our primary stakeholders, our employees. We consider that essential. In 2022 we did that in a variety of ways, including payment of a one-time bonus to all of our employees worldwide equal to one month of compensation. In France, employees covered by the common corpus of labor agreements, totaling some 14,000 employees, received a 7.5% pay increase to keep pace with inflation, coupled with a 15% increase in the budget allocated to bonuses for non-managers (OETAM) and incentives for management-level employees (*cadres*), to reflect these exceptional results. Employees covered by the common corpus of labor agreements in France saw their pay increase by an average of 10%. In addition, employees in France were entitled to discretionary and non-discretionary profit-sharing, which averaged nearly €9,000 with a minimum of €7,000.

As I said in my introduction, we are very committed to expanding employee shareholding: I consider it integral to our value-sharing policy, because it provides a way to tie employees to the Company's financial performance, strengthen their sense of belonging and, above all, align their interests with yours, as shareholders in the Company.

The decision your Board took in 2015 to conduct a capital increase for employees with a discounted share price every year, rather than every two or three years as we did previously, is a reflection of that, as is our continuing effort to increase the number of employees entitled to receive performance shares, which now includes more than 11,000 non-executive employees worldwide. This year, TotalEnergies employees reaffirmed their attachment to the Company by subscribing for the capital increase reserved for employees in large numbers. Forty-six percent of employees subscribed, a five-point increase in the participation rate, investing a total of €350 million of their savings in our Company – an average of €7,000 each.

I want to stress that that increase is the result of our labor-management dialogue within the Company, since we agreed to a request from the employee representatives, allowing the employees, as of 2023, to reinvest their profit-sharing in the Company by purchasing shares. As Chairman and Chief Executive Officer, I am very proud of that result, which strengthens my conviction that our employees fully support TotalEnergies' transformation into a multi-energy company.

I also welcome the recent report from the European Federation of Employee Share Ownership, which ranks TotalEnergies second among European companies for employee share ownership as measured by the amount of capital held by employees. Employees held over 7% of the Company's share capital, amounting to more than €10 billion, entitling them to some €700 million in dividends in 2022.

I would also like to take this moment to commend the responsibility and quality of our labor relations, as a result of which, and with the backing of our employee shareholders, we can submit a resolution today that eliminates double voting rights – because in fact, that double voting right, which accrues to shares registered in the name of the same holder for more than two years, now primarily benefits our employees. As part of an ambitious agreement designed to boost employee shareholding to 10% of our capital, we have agreed on terms that will encourage even more of our employees to become shareholders in 2024 and beyond.

The third partner in our value sharing is our customers. The crisis in energy prices has put this issue in the spotlight. In 2022, prices soared to very high levels and remain there today. We are mindful that this has a significant impact on our customers' purchasing power, because energy is an essential good. We have conducted several campaigns, particularly in

France, to help curb cost increases for energy that our customers use in their day-to-day lives.

In our service stations, to counter the rising price of fuel, we began offering discounts very early on, beginning in early February 2022, at rural stations, on highways and later via rebates at the pump. In all, those campaigns represent a transfer of more than €500 million to our customers in France. In early 2023 we also pledged to combat the rising cost of fuel by offering a guarantee that the price of diesel and gasoline would not exceed €1.99 per liter at any of our 3,400 service stations in France.

And we have helped our electricity and gas customers cope with higher energy costs as well, by offering rebates and spreading costs when necessary on behalf of restaurants, bakeries and other small and medium-sized businesses in France.

Last but not least, alongside those measures we have encouraged energy conservation – an important factor during this crisis. During the past winter, for example, we offered a special bonus to residential and small business customers who cut their power use by at least 5% from the previous winter. We were delighted to see that our call to save energy was heard. During the 2022-2023 winter, more than half of our customers who were eligible for that bonus reduced their electricity use, saving an average of 15% compared to the previous winter. We were pleased to reward them with a check for €90 on average, at a total cost to the Company of €100 billion, as part of a positive initiative that, in addition to cutting energy bills, generated energy savings equivalent to the monthly demand of 900,000 residents – with the corresponding drop in emissions.

And obviously I can't forget our final partner in value sharing, which is you, Ladies and Gentlemen, our shareholders. In 2022 shareholder return accounted for 37% of your Company's cash flow, totaling \$17 billion.

As you know, we strive to create lasting value in order to provide you with a profitable, long-term investment in our Company. Over the past ten years, your share has yielded an annual return of 10.4%, based on the dividends paid to you and the change in the stock price. May I remind you that the Company's dividends have not been reduced since 1982, more than forty years ago – even when your Company was navigating crises such as the pandemic. That is a very strong show of confidence in the Company by your Board.

In our view, it's essential during this period of transformation that we maintain and even enhance shareholder confidence. With breakeven

below \$25/barrel, as Jean-Pierre indicated, TotalEnergies is a much more profitable company today than it was a decade ago. At the equivalent price for oil and gas, your Company generated an additional \$15 billion in cash flow. As a result, our net debt-to-equity ratio has fallen sharply to 7%, enabling us to accelerate our strategy of transformation and offer an attractive shareholder return policy.

Against that backdrop, last September your Board decided that we would now allocate an average of 35-40% of cash flow to shareholder return on a through-cycle basis. That is because your Board believes in your Company's ability to ensure profitable, long-term growth and wants to share those results with our shareholders.

In concrete terms, for 2022 that means an ordinary dividend up 6.5%, as well as a special dividend of one euro per share to be paid out in December, subject to your approval today. We have also instituted a share buyback program totaling \$7 billion, because we believe that the TotalEnergies share price, compared to that of our US rivals, has room to grow and that investment in your Company will, we hope, help us reach the same levels of multiples as our competitors in the US. Apart from their impact on the dividend, those share buybacks will also allow us to conduct capital increases, award performance shares to our employees and create the conditions for facilitating certain acquisitions paid for in part with TotalEnergies shares, such as our acquisition of Maersk Oil in 2017.

On the strength of the Company's results, your Board of Directors recently confirmed the 7.25% increase in the interim dividend for fiscal year 2023 and that share buybacks totaling \$4 billion would continue during the first half of 2023.

In conclusion, Ladies and Gentlemen, I want to say that, every day, TotalEnergies is proving that it is possible to be a profitable, indeed the most profitable company, even as we effect our transformation, reduce our emissions, invest heavily in the energies of the future and share value with all of our stakeholders, including our employees, our customers, our host nations and our shareholders. Just as we are equipped to confront the challenges of the future – economic uncertainty over interest rates and inflation, geopolitical uncertainty, the rise of artificial intelligence – we are also prepared to respond to conflicting requirements for energy and climate, because we firmly believe that our transformation is based on a balanced strategy – the right strategy: more energy, less emissions for the

benefit of all, including our employees, our customers and you, our shareholders.

I am proud to be Chairman and CEO of a Company that is resolutely committed to playing a positive role in the energy transition. I am proud of the commitment by TotalEnergies employees, without whom none of this would be possible, and who come to work every day determined to see our strategy prove a success. I am proud of our shareholders, who have placed their trust in us for many years and are supporting us through this transition.

Thank you for your confidence and your loyalty.