



# CHRISTOPHE DE MARGERIE

Chairman & CEO, Total

Good afternoon, Your Highness, Excellency, dear friends. I always prefer 'my dear friends' because we are always meeting at least once a year to talk about energy and the environment. I have once more been elected – if I can say this – to be in charge not of moderating – as my friend Bill would say, 'Never ask Christophe to moderate anything' – but of chairing, which I can do, and then of course to leave the floor to all of those who have things to say about subjects which, while not difficult to tackle, are very difficult to handle, especially these days. Tackling and handling are a little bit different. There will be two sessions. The first one will be 'Can economies perform with high-energy cost?' and the second one will be 'Will the quest for competitive energy solutions bury the fight against climate change?', but the session as a whole is, as usual, 'Energy and Environment'.

Being chairman of this session, I will open with brief remarks and then leave the floor to others. I will have the chance for a conclusion, which is a big privilege,. The first thing I would like to say is that, once more, energy and environment cannot be split up, I am not saying that it is the same subject, but we cannot just deal with one without talking about the other. At the same time, as far as we need to be clear enough for everybody to understand, we also need to explain one and the other, and that is why we have two sessions today and not only one.

The second thing I have to say is that today everybody is talking about big revolutionary changes. The world has always been changing and, maybe being older than some others, we have been through so many revolutions and we were already saying it was revolutionary, for example the Suez Canal, 1973/1974, 1985. I could enlarge the list. All of those were considered as revolutionary, but what is a revolution? It is what you are living through at a precise time, and when it has already happened for others it is not a revolution anymore. It is history. However, today, frankly, in my view it is not a revolution. It is a huge change. We are experiencing many changes. We have to cope with it and our world is making it impossible not to listen to what is going on in China, in the US, in Europe, in Latin America, in Africa, in emerging countries, in mature countries. They are all different but all are part of the same system. It is called the world and the world is working as the world, so sometimes, for reasons which will be debated, we have specific markets, we have specific geo-political problems or economic crisis, but in the end, oil is one commodity. Gas is different, coal is different and renewables are different, but even oil cannot be considered as specific, even if it has its specific problems, specific issues and concerns, which for all is a cleaner environment.

For me, the only new revolution that now, except for a small number of people, we are all absolutely clear about is that climate change is a real issue and not even the CEO of an international oil and gas company will dare to say that it does not exist. Why? Because we have to face it and really do something about it, not just engage in 'greenwashing', or whatever word might be used. However, at the same time being in charge of a corporation, we just cannot have people tell us everything except what we can or cannot do, so we have to be very careful to leave those in charge, be they governments, NGOs or stakeholders, take their responsibilities. At the same time, companies have to be more vocal than they used to be. Companies have to say what they can or cannot do and most importantly they have to say what is doable in terms of price and economics and if it is not the case, people have to take responsibility.

It is very important that we do not consider that we are all just simply responsible. No, we are responsible in different ways. We all have different responsibilities. Maria has a lot of responsibilities. That is why I love her, and I would never take her job.

**Maria Van der Hoeven, Executive Director, International Energy Agency**

I would never take yours.

**Christophe de Margerie, Chairman & CEO, Total**

Good. Seriously, yes, as a company, and especially as an oil and gas and now as an energy company, we have a responsibility. Our responsibility is, first, to do things better and to definitely consider that efficiency is the first way to be cleaner, but at the same being richer, being capable of developing other sources of energy. We have a role to play and we can do it, but not as a substitution. I hate the word 'substitution'. I am trying to be diplomatic. I do not like to talk about de-carbonising. Yes, we have to reduce the carbon print, but de-carbonising means something which is just not doable, at least for the time being. But we have to ask ourselves : 'What can we achieve, what can we do to be both cleaner and to bring more energy to our clients?' Those new clients definitely deserve access to energy. They cannot be left on the side of the road. However, with our experience, capabilities and skills we can do it in a better way. Then I insist again, because it is not a way of avoiding our responsibilities, that we need to tell those in charge - namely the producing countries, non-producing countries or just states – to be careful because at the end of the day, you are elected, your citizens cast their votes for you and you will be judged by your electorates, not us.

We accept part of this responsibility because it is a noble duty, now called acceptability in our new world. In my words it is just called being a responsible manager. However do not use revolution as an excuse. Do not use something like 'all is green' as an excuse. Just say we need cleaner energy for everybody. That is a message I wanted to deliver before we enter into the real problems: how do we achieve these goals, talking about not only access to energy, not only about security of supply –but also about climate change and the responsibility of global warming. At the end of this session if we cannot reach a conclusion, at least we can get to an additional level of understanding of how we can do better looking forward to next year's energy session. Then we will have made a great deal of progress. That is what I wanted to say as an introduction and now to make sure that the debate is very controlled and that we stay within the limits I will leave Cécile in charge of moderating.