

## CONCLUSION

## Arnaud Breuillac, Senior Advisor to the Chairman & Chief Executive Officer of TotalEnergies

Thank you, Peter and Marc-Antoine. I am afraid we are not going to be able to take any more questions. I will not dare to wrap up on all of the very dense and rich presentations that have been made. I think the dominant point is clearly about urgency. Also, knowledge, skills and technology are important. Very often people are afraid without knowing, so that is quite important. I would like to thank all of the presenters for their contributions to this workshop and thank you for all of the questions that have been asked. Thank you to all of you and I wish you a nice conference.