



OPPORTUNITIES AND CHALLENGES IN AN INCREASINGLY COMPLEX ENVIRONMENT

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INTRODUCTION : A NEW ENVIRONMENT

Changing parameters :

- Geopolitical
- Technical
- Economical

Our role :

- Development of new oil and gas resources to meet energy demand
- Acceptability of our operations

OIL AND GAS FUNDAMENTALS

Predominance of fossil fuels by 2030

- Fossil fuel : $\frac{3}{4}$ of energy supply by 2030
- Oil remains predominant in the energy mix
- Rapid growth of natural gas

Geography of oil and gas reserves

- Middle East
- Americas and non conventional resources

Our common challenge : unlocking of resources and recovery improvements

NOC-IOC PARTNERSHIPS

The NOC-IOC distinction is gradually loosening :

- Common challenges
- Complementary of the two partners
- Partnerships in international activities

Key elements for successful partnerships:

- Alignement of interests
- Sharing research and development
- Optimizing exposure and knowledge
- Mitigating risks
- Preparing the future together
- Maintaining the dialogue

OUR FOOTPRINT

- **A common challenge** : managing our footprint whether environmental, economic and social
- **Job creation and the development of local economy**
- **Education and scholarship**

CONCLUSION

Common challenges in an increasingly complex environment

New opportunities if we focus on acceptability

What can bring an IOC in such a context