

Check against delivery.

Thank you Deborah and good morning, I am honored to be here today and excited to see many familiar faces.

This inaugural event is important because it provides a forum to discuss the future of energy and to explore CPP Investments' role in the economy-wide transition to net zero.

Today, I will share my thoughts on three areas

First, I'll touch on the idea that sustainability today is much like the digital revolution that significantly impacted the entire global economy.

Next, where we see attractive investment opportunities across the entire energy spectrum

And finally how we are working to better anticipate the transition pathways of our investments.

Why is sustainability the new digital?

Like the digital revolution that started in the 1990's, the sustainability revolution is a full economy-wide transition. Every industry and consumer will need to change their behaviour and practices to achieve global net zero goals.

The sustainability transformation will arguably become even more pervasive by impacting every sector and requiring:

- unprecedented scale
- capital
- project management expertise
- patience
- and, engineering know how.

Exactly the kind that Alberta is known for.

We see an opportunity for Canada to demonstrate leadership on the global stage by showing how we understand the net zero transition to be about more than energy alone.

That's why we chose to host our inaugural Energy and Growth Forum here in Calgary.

Everyone here knows and understands why decarbonizing the global economy is important.

Doing so responsibly, is the challenge.

We are focused on securing high-quality, long-term opportunities that will support a more sustainable future while also generating attractive risk-adjusted returns...whether that's supporting transformation in hard-to-abate industries or emerging technologies like carbon capture utilization and storage or hydrogen.

We are supporting the economy's transition to net zero by investing across industries, to help decarbonize their operations.

Navigating the shift from oil and gas to renewable sources of energy will require an integrated approach and sheer perseverance.

At CPP Investments this means continuing to fund businesses across the entire energy spectrum in the most responsible way possible.

Alberta's energy sector operates at a unique nexus...it has both the incentive and expertise to thrive in a net zero paradigm.

This new paradigm impacts investors like us as much as it impacts business owners and operators.

It requires the reallocation of capital.

We are navigating increased carbon costs, shifting regulation, and changing public sentiment toward energy use. And it is in all our best interests to work together to solve this global challenge.

CPP Investments will continue to fund the traditional energy sector when its expertise and innovation is needed most.

We are determined to have our stakeholders understand the important distinction between making a long-term bet on oil and gas, in isolation versus supporting leading conventional energy producers in their strategic transformation.

Our support and confidence are with the people and their skillset. Our focus is on the future and the opportunities ahead of us.

We have confidence that our approach is realistic and prudent because we play the role of capital partner, not just capital provider.

With expertise, resources, and experience across a diversified portfolio we help inform companies' transition strategies and identify innovation opportunities which can extend the life cycle of our investment.

As active owners we engage with our portfolio companies to generate more sustainable value.

NOVEMBER 23, 2021

We expect boards to ensure climate change risks and opportunities are considered and integrated into company strategy.

When these expectations are not met we take action through our shareholder voting practices and our board representation.

Ultimately, if a company stagnates without a credible plan, the risk becomes untenable, and we will withhold our capital.

That's not divestment, that's investment discipline.

In carbon-intensive industries, the energy evolution will take time — years, likely decades. Yet given that many investors prioritize quarterly or annual performance, short-term investors are ill suited to evaluate and facilitate the long-term opportunities in this space.

Rather, companies need patient long-term capital to fund the transition and tap into related opportunities. CPP Investments will continue to utilize its comparative advantage as a long term investor.

We will continue to build value by selectively shepherding companies to low carbon business models that will survive and prosper not just in the years but in the decades to come.

Next, I want to share how we are thinking about environmental disclosure and the role of data.

We are a proponent of transparent and consistent ESG disclosure. This will ensure clearer, more actionable roadmaps to implement transition plans. We will work with all players across the energy spectrum to understand their path to a decarbonized business model, and to help them achieve their desired end-state.

To do this effectively while maximizing our returns we take a bottom-up view of what business can do today and going forward to abate emissions given current costs, regulations, and technologies.

We believe boards would benefit from conducting an “Abatement Capacity Assessment” to determine which of their companies’ emissions are *actually* economic to abate now which will become economic over time and under escalated carbon prices and which may require more drastic approaches to address.

Reporting the outcome of this assessment as “Projected Abatement Capacity” would provide issuers, regulators, innovators and capital providers both the insights, and incentives to accelerate actions that decarbonize the economy.

The intelligence provided by this assessment would fill critical gaps for businesses and for investors about the current state of an organization’s carbon abatement capacity and how it’s likely to evolve. For corporate boards and senior management this would inform strategic decisions about how to increase a company’s competitiveness and its progress toward climate commitments.

NOVEMBER 23, 2021

For investors, it will light up pathways for capital investment to achieve the greatest carbon reduction impact. We believe that such a framework can have material implications and could be applied across industries and geographies.

I encourage you to read more about this on our website.

Finally, I want to share our approach to safeguarding the value of our existing portfolio throughout the energy evolution. And, how we plan to utilize our knowledge of the energy transition to seek out and capitalize on the transition potential of companies across the energy spectrum.

The transition landscape remains in its early years. Yet it's premature of the market to write off entire sectors like oil and gas before having viable, scalable alternatives in place.

For some sectors the road ahead is clear. For other essential sectors such as chemicals, steel or agriculture the path is less clear.

Where we see attractive return opportunities, we can provide capital to facilitate the transition of these vital sectors. These sectors support the net zero economy of the future and need viable, clean substitutes as demands grow.

That's why we are deliberately building up the internal competency to help our investee companies by giving them partnership driven capital and supporting them as they adopt more sustainable business models and practices.

We're also actively working with companies in our portfolio that are early in their transition and facing pressures to become net zero. We're helping them improve their ESG disclosure, anticipate and interpret the regulatory or policy landscape and, sharing our institutional knowledge built through our global investing experience.

We bring the full-weight of the "CPPIB-advantage" by providing global, cross-asset class data and insights into climate changes' physical and transition related risks.

We are not walking away, we are rolling up our sleeves.

We are looking for opportunities to support innovation and transformation in power generation and utilities, many parts of the oil and gas value chain, vehicle transport, cement and construction and agriculture.

If we seed and build the right businesses today, they will become the unicorns of tomorrow's low-carbon economy.

A few last words.

The keys to a responsible and equitable global energy transition exist here in this room, this province, and this country. Some of the smartest people in the world are working in the oil and gas sector.

NOVEMBER 23, 2021

With this provinces' talent, capabilities, history of innovation in the natural resource sector and openness to long-duration partnerships, we have what it takes to unlock the solutions to climate change.

We want to be and we are...well positioned to take advantage of the innovation that results as many traditional energy companies become more sustainable.

You will hear more on this from our Global Head of Real Assets and Chief Sustainability Officer, Deb Orida and the Head of our Sustainable Energies Group Bruce Hogg.

We agree that achieving net zero is in the best interests of our contributors and beneficiaries but that to *get there* requires continuing to invest in the energy evolution.

Thank you.

I look forward to my panel discussion and taking your questions.