

# Safety, a core value Cornerstone of operational efficiency

Total Recordable Injury Rate for Total and peers\*
Per million man-hours

2



2017

1 fatality in 2017

Continuing to **improve safety performance** across all segments

Strong focus on major industrial risks

Strengthening engagement with our main suppliers on safety



2013

<sup>\*</sup> Group TRIR excl. Specialty Chemicals Peers: BP, Chevron, ExxonMobil, Shell

# Responsible energy major <u>Leadership on transparency and collective action</u>

Transparency and engagement



Annual report since 2016

Integrating climate into our strategy



Support to **TCFD**, reporting in 2017



Endorsement of CEO guide on climate-related financial disclosures

Leadership and collective action



**UN SDG Pioneer** driving partnerships in low-carbon investments



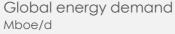
Oil & Gas Climate Initiative and Climate Investments fund



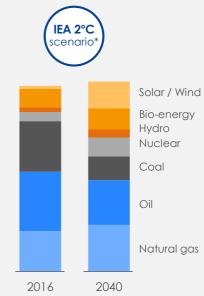
Guiding principles on reduction of methane emissions along gas value chain

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# Integrating climate into strategy Taking into account anticipated market trends



300



\* IEA Sustainable Development Scenario

Focusing on oil projects with low breakeven



Expanding along the gas value chain



Growing profitable low-carbon business

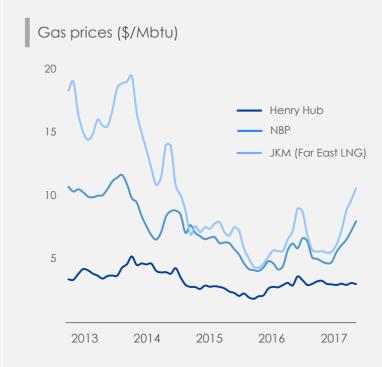


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## Price recovery driven by robust demand and OPEC-NOPEC policy Volatility in energy markets



Oil demand increased by 1.6 Mb/d in 2017



LNG demand increased by 10% in 2017

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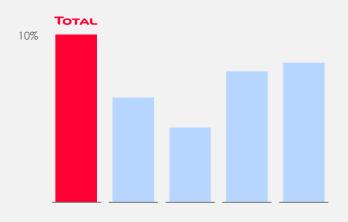
## Strong 2017 results

Best-in-class profitability with ROE > 10%

Adjusted net income B\$



Return on Equity %



<sup>\*</sup> Peers: BP, Chevron, ExxonMobil, Shell – based on public data



Brent (\$/b) ERMI (\$/t)

# Growing free cash flow generation Increasing leverage to oil price in line with guidance

Cash flow allocation B\$



Organic free cash flow B\$

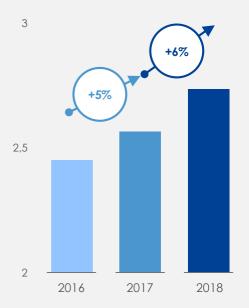


Organic pre-dividend breakeven 27 \$/b in 2017

## Continuing to deliver strong production growth

In line with 5% CAGR target for 2016-22

Production growth Mboe/d



**14 major start-ups** in 2017-18\*

Managing decline rate at ~3%

**95%** reserve replacement rate in 2017

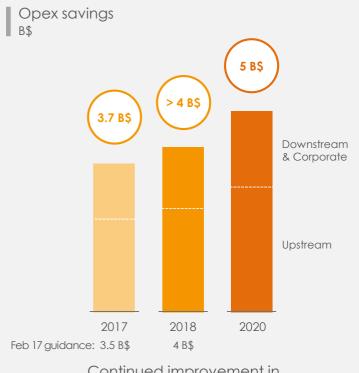
- 101% excluding sales and acquisitions
- 5-year average > **100%**
- > 12 years of proved reserves, 20 years of proved and probable reserves

Integrating Maersk Oil end 1Q18

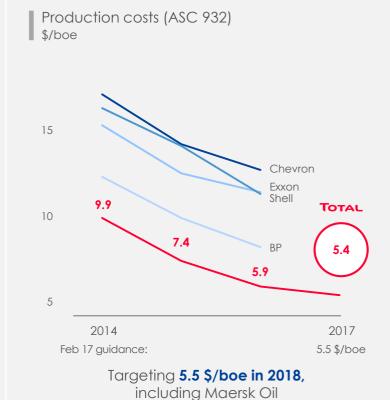


<sup>\*</sup> See list of major start-ups in annex

## Competitive advantage on cost Lowest production costs



Continued improvement in efficiency and digitalization





## Investing with discipline

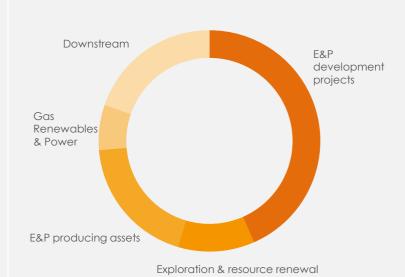
### Sustainable Capex underpinning legacy and growth projects

Organic Capex B\$



13-15 B\$ Organic Capex in 2018-20

2018 Capital investment\*



#### Including 2 B\$ net acquisitions

\* Organic Capex + net acquisitions



## Launching > 10 high return projects in 2017-18

Leveraging optimized designs and low cost environment

Main project FIDs

Working interest, 100% capacity

Sanctioned in 2017				
Absheron 1	Azerbaijan	40% op.	35	kboe/d
Vaca Muerta	Argentina	41% op.	100	kboe/d
Halfaya 3	Iraq	22.5%	200	kb/d
Tyra future*	Denmark	31.2% op.	60	kboe/d
Libra – Mero 1	Brazil	20%	150	kb/d

To be sanctioned			
Fenix	Argentina	37.5% op.	60 kboe/d
lkike	Nigeria	40% op.	45 kb/d
Johan Sverdrup 2*	Norway	8.44%	220 kb/d
Kashagan CC01	Kazakhstan	16.8%	80 kb/d
Lake Albert	Uganda	44.1% op.	230 kb/d
Libra - Mero 2	Brazil	20%	150 kb/d
South Pars 11	Iran	50.1% op.	370 kboe/d
Zinia 2	Angola	40% op.	40 kb/d

<sup>\*</sup> Maersk Oil projects

Net capacity & IRR for projects at 60 \$/b kboe/d net



Average Capex ~8 \$/boe



# New exploration strategy beginning to deliver results 2018 budget of 1.2 B\$



#### **Successful results** in 2017

- Ballymore major oil discovery (US GoM)
- Proving commerciality of Preowei (Nigeria)
- Confirming Vaca Muerta world class oil & gas resources (Argentina)

#### Entering key hotspots at competitive cost

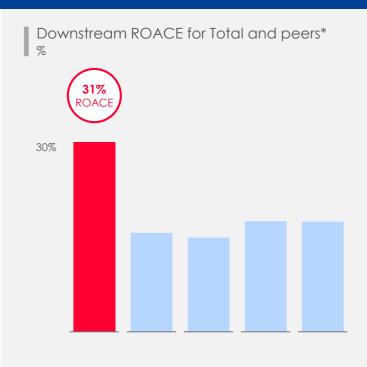
- Senegal and Mauritania prolific areas
- Proven oil basin in Guyana
- Angola high potential Block 48

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### Best-in-class Downstream

### Sustainable 7 B\$ cash flow from operations





<sup>\*</sup> Peers: BP, Chevron, ExxonMobil, Shell – based on public data



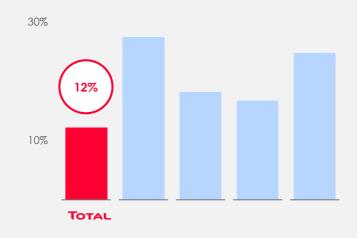
# Strengthening balance sheet Lowering gearing through the cycle

Net-debt-to-equity %



1.9 B\$ non-recurring items in 2017

Net-debt-to-capital for Total and peers\*\*
End-2017, %



#### Best-in-class gearing

\*\* Peers: BP, Chevron, ExxonMobil, Shell – based on public data

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<sup>\*</sup> Closed January 12, 2018

## Delivering on objectives

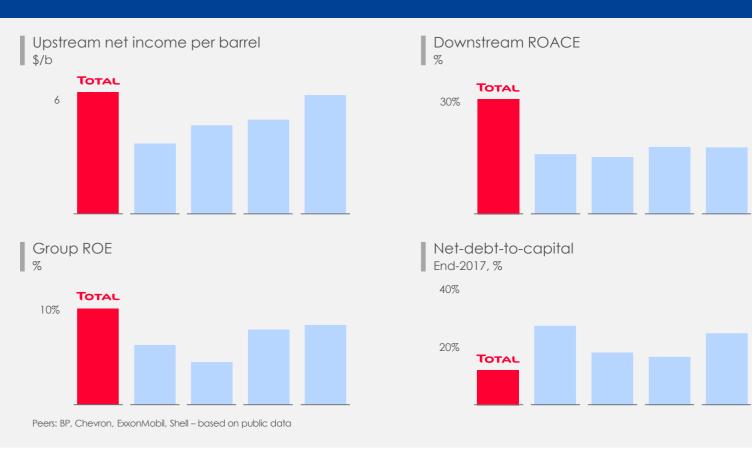
### 2017 objectives

	Target	Realized	
Organic Capex	14-15 B\$	14.4 B\$	<b>✓</b>
Cost reduction	3.5 B\$	3.7 B\$	<b>~</b>
Upstream Opex	5.5 \$/boe	5.4 \$/boe	<b>✓</b>
Production growth	> 4%	+5%	<b>✓</b>
Downstream CFFO	~ 7 B\$	6.9 B\$	<b>✓</b>
2015-17 disposal program	10 B\$	> 10 B\$	<b>✓</b>
Organic pre-dividend breakeven	< 30 \$b	27 \$/b	<b>✓</b>



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## Outperforming peers in 2017





Outlook

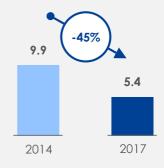
### Resetting the company through the cycle

Operational excellence across all segments

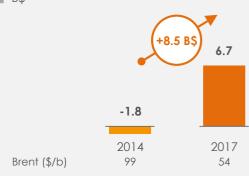




## Production cost (ASC932) \$/boe



### Organic free cash flow



### Net-debt-to-equity

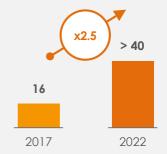


# Taking advantage of the cycle to prepare the future Upgrading portfolio and launching profitable projects



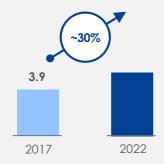


## LNG growth





Downstream free cash flow B\$





# Upgrading portfolio Building on our strengths

#### Middle East & North Africa ADCO, Al-Shaheen, South Pars 11



#### North Sea

Maersk Oil acquisition



#### Africa

Moho Nord, Egina, Kaombo start-ups



#### Deep offshore

Brazil: Libra, Iara, Lapa



#### LNG

Engie LNG acquisition, Yamal and Ichthys start-ups

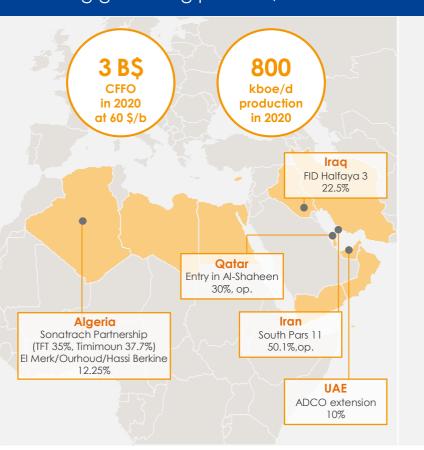


## Acquisitions and divestments 2015-17 B\$



> 5 Bboe of resources added at < 2.5 \$/boe

## Expanding legacy position in Middle East – North Africa Adding giant long plateau, low cost resources



#### Enhancing core positions

- ADNOC partnership, Sonatrach partnership
- Launching Halfaya 3

#### Entering attractive assets

 Al-Shaheen, Berkine basin assets, South Pars 11

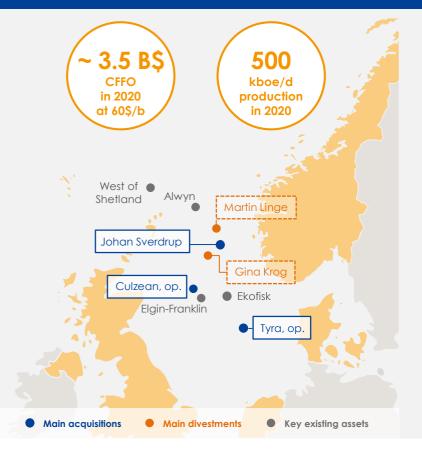
#### Improving **profitability**

• ROACE > 20%

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### Rejuvenating North Sea portfolio

Combining operational skills of Total and Maersk Oil



#### Highgrading the portfolio

- Acquiring large low breakeven assets
- Divesting high cost assets

#### **Maersk Oil integration**

- Cash accretive from 2018, CFFO of ~30 \$/b
- > 400 M\$/y synergies

#### **Streamlining operations**

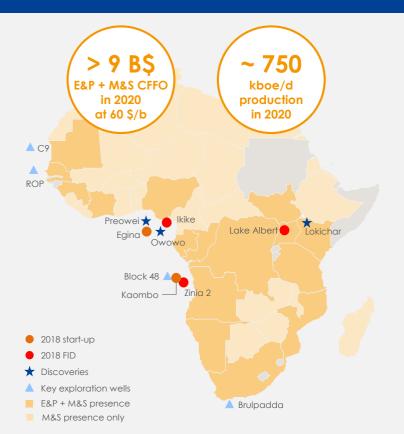
Leveraging scale as 2<sup>nd</sup> largest operator

On track to close Maersk Oil deal in 1Q18

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## The leader in Africa

#### Unique presence across the continent



Moho Nord started up in 2017

**Egina** and **Kaombo** to start up in 2018

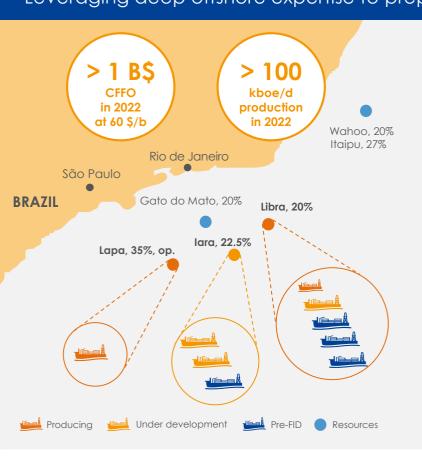
Launching Lake Albert, Zinia 2, Ikike in 2018

#### Preparing future

- Development of Preowei and Owowo
- Captured high-quality exploration acreage
- Access to Kenya resources

Largest retail network in > 40 countries, on track to reach 20% market share

## Building new core area at competitive cost in Brazil Leveraging deep offshore expertise to prepare future growth



> 1 Bboe pre-salt resources being developed

#### Developing giant low-breakeven Libra field

- Libra Pioneiro started up
- Mero 1 FPSO FID taken
- Mero 2 FPSO FID planned in 2018

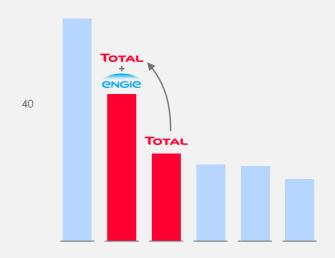
#### Strategic Alliance with Petrobras

- Lapa, first IOC operator in pre-salt
- lara to start up end-2018

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# Engie LNG acquisition, step change in fast growing market #2 LNG player managing > 10% of worldwide market

2020 LNG portfolio Mt/y for Total\*, BP, Chevron, ExxonMobil and Shell



#### Taking advantage of strong LNG demand

- +7% in 2016, +10 % in 2017
- 5%/y 2018-25 driven by Asia, notably China

Leveraging size and flexibility in increasingly commoditized market

Building **integrated position in the US** with Barnett shale and Cameron LNG

#### 3 B\$/y CFFO from integrated LNG by 2020

 Integrated Gas, Renewables & Power reporting from 2019



<sup>\*</sup> Subject to closing of the Engie LNG acquisition

### Leading LNG player with global reach

Leveraging size and flexibility in increasingly commoditized market

2020 portfolio\* Mt/y



**80%** of supply with **Asian or flexible destination** 

\* Subject to closing of the Engie LNG acquisition

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### Expanding high return petrochemicals

Building on worldclass integrated platforms

Petrochemical projects



**2 B\$/y CFFO** by 2020\*

Adding value from **low cost gas feedstock** 

Leveraging integrated platforms to maximize synergies and minimize Capex

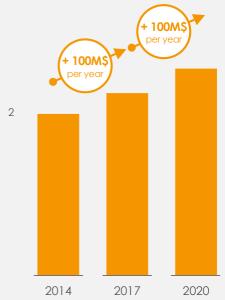
Differentiated polymer technology

\* In 2017 petchem environment



# Continuing to grow Marketing & Services Diversified, non-cyclical source of sustainable cash flow

Marketing & Services CFFO B\$



Expanding retail and lubricants in large, fast growing markets

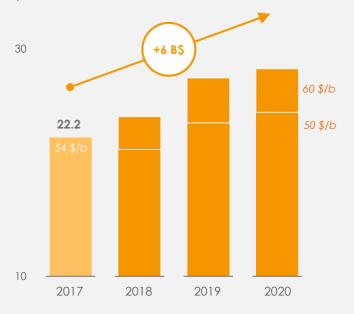




Committed to shareholder return

# Visibility on growing cash flow Strong balance sheet

Debt adjusted cash flow (DACF)\*
B\$



#### Cash-accretive production growth

- +2 B\$ from Maersk and Brazil
- +2.5 B\$ from Ichthys, Egina and Kaombo
- CFFO from major start-ups > 30 \$/boe

#### Increasing leverage to oil price

- 2.8 B\$ in 2018 for 10 \$/b change
- ~3.3 B\$ by 2019

#### 12% net-debt-to-capital end-2017

Flexibility to maintain gearing < 20%\*</li>

<sup>\*</sup> ERMI = 35\$/†

<sup>\*</sup> Excluding IFR\$16 impact (under evaluation)

### Increasing dividend

### Free cash flow yield significantly above dividend yield

Organic free cash flow and dividend per share \$/share



#### Growing dividend by 10% over 3 years

 From 2.48 €/share in 2017 to 2.72 €/share in 2020

#### Increasing first 2018 interim dividend by 3.2%

• From 0.62 €/share to 0.64 €/share

#### Full cash dividend equivalent

 From 1Q18, buy back all new scrip shares issued with no discount

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# Shareholders to benefit from oil price upside through share buyback



#### Up to 5 B\$ share buyback over 2018-20

- Subject to oil price recovery
- In addition to scrip shares buy back

## Clear priorities for cash flow allocation for next 3 years



### Growing cash and increasing return to shareholders Maintaining discipline while pursuing an ambitious strategy



#### **Delivering growth**

- Operational excellence
- Leadership on costs
- Cash-accretive production growth

#### Preparing the future

- Upgrading portfolio and launching profitable projects
- Integrated gas and low carbon business
- Growing petrochemicals, retail and lubricants

Committed to shareholder return



## **Appendix**

## 2017-19 major start-ups

			0.1		
		kboe/d	Share		Country
2017	Kashagan	370	16.8%		Kazakhstan
	Moho Nord	100	54%	Op.	Rep. of Congo
	Edradour-Glenlivet	35	60%	Op.	UK
	Libra Pioneiro	50	20%		Brazil
	Yamal LNG	450	20%		Russia
	Fort Hills	180	26%		Canada
	Tempa Rossa	55	50%	Op.	Italy
2018	Ichthys LNG	340	30%		Australia
	Vaca Muerta	100	41%	Op.	Argentina
	Halfaya 3	200	22.5%		Iraq
	Timimoun	30	38%		Algeria
	Kaombo North	115	30%	Op.	Angola
	Egina	200	24%	Op.	Nigeria
	lara 1	150	22.5%		Brazil
	Kaombo South	115	30%	Op.	Angola
2019	Culzean*	100	49.99%	Op.	UK
	Johan Sverdrup 1*	440	8.44%		Norway
	lara 2	150	22.5%		Brazil

<sup>\*</sup> Maersk Oil projects



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This document may contain forward-looking information on the Group (including objectives and trends), as well as forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, notably with respect to the financial condition, results of operations, business, strategy and plans of TOTAL. These data do not represent forecasts within the meaning of European Regulation No. 809/2004.

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Financial information by business segment is reported in accordance with the internal reporting system and shows internal segment information that is used to manage and measure the performance of TOTAL. Performance indicators excluding the adjustment items, such as adjusted operating income, adjusted net operating income, and adjusted net income are meant to facilitate the analysis of the financial performance and the comparison of income between periods. These adjustment items include:

#### (i) Special items

Due to their unusual nature or particular significance, certain transactions qualified as "special items" are excluded from the business segment figures. In general, special items relate to transactions that are significant, infrequent or unusual. However, in certain instances, transactions such as restructuring costs or asset disposals, which are not considered to be representative of the normal course of business, may be qualified as special items although they may have occurred within prior years or are likely to occur again within the coming years.

#### (ii) Inventory valuation effect

The adjusted results of the Refining & Chemicals and Marketing & Services segments are presented according to the replacement cost method. This method is used to assess the segments' performance and facilitate the comparability of the segments' performance with those of its competitors.

In the replacement cost method, which approximates the LIFO (Last-In, First-Out) method, the variation of inventory values in the statement of income is, depending on the nature of the inventory, determined using either the month-end price differentials between one period and another or the average prices of the period rather than the historical value. The inventory valuation effect is the difference between the results according to the FIFO (First-In, First-Out) and the replacement cost.

#### (iii) Effect of changes in fair value

The effect of changes in fair value presented as an adjustment item reflects for some transactions differences between internal measures of performance used by TOTAL's management and the accounting for these transactions under IFRS.

IFRS requires that trading inventories be recorded at their fair value using period-end spot prices. In order to best reflect the management of economic exposure through derivative transactions, internal indicators used to measure performance include valuations of trading inventories based on forward prices.

Furthermore, TOTAL, in its trading activities, enters into storage contracts, which future effects are recorded at fair value in Group's internal economic performance. IFRS precludes recognition of this fair value effect.

The adjusted results (adjusted operating income, adjusted net operating income, adjusted net income) are defined as replacement cost results, adjusted for special items, excluding the effect of changes in fair value.

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