

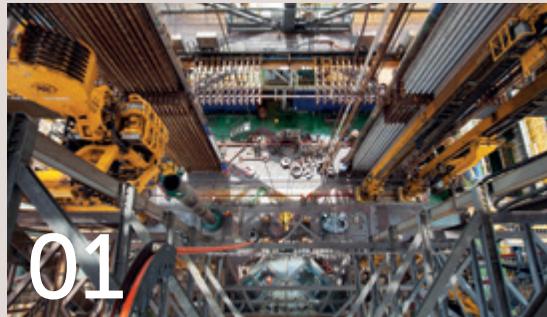
# At a Glance

2018



**TOTAL**

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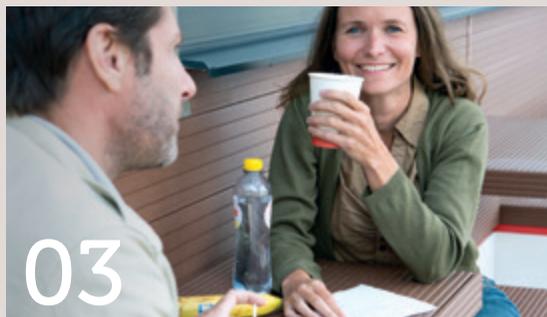
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## EDITORIAL

The brochure you're holding has the challenging task of taking you on a tour of our wide-ranging activities in just a few short pages. Total has been a leader throughout the energy value chain around the world for nearly a century. We explore the subsurface, produce oil and gas, refine oil into various petroleum products, including biofuels, and convert it into plastics. We produce power from both gas and renewable energies. We serve millions of customers a day, striving to understand and most of all anticipate their needs and wants.

Despite having deep historical and regional roots, we're also a forward-looking company with plans for the future. We know that energy demand will climb and that it's imperative to fight climate change. We're part of the problem, but we can also be part of the solution.



**"Total intends to become the responsible energy major."**

That's why, as the energy landscape around us changes, we want to seize every opportunity. While remaining an oil and gas major, we have announced that 20% of our assets will be in low-carbon businesses in 20 years' time. This goal is inseparable from our ambition to become the responsible energy major.

I hope this brochure persuades you that our mission makes sense. Enjoy it and thank you for your loyalty to Total.

Patrick Pouyanné  
Chairman and Chief Executive Officer

# OUR ACTIVITIES

An oil and gas producer for nearly a century, Total is active across the energy value chain, from exploration wells to end customers. We're also a major player in low-carbon energies. Here's a close-up look at our activities.



## EXPLORING AND PRODUCING

- 1 OIL AND GAS
- 2 SOLAR
- 3 BIOMASS

## PROCESSING AND UNLOCKING VALUE

- 4 SPECIALTY CHEMICALS
- 5 POLYMERS
- 6 REFINING AND PETROCHEMICALS

## TRANSPORTING AND MARKETING

- 7 TRADING AND SHIPPING
- 8 PRODUCTS AND SERVICES
- 9 GAS AND POWER MARKETING

## 2017 HIGHLIGHTS



**MARCH 15**

Total announces first oil from the Moho Nord project, which lies 75 kilometers off Pointe-Noire in the Republic of the Congo.

**MARCH 27**

Total invests in a joint venture with NOVA Chemicals and Borealis to build a world-class ethane cracker at the integrated Port Arthur complex in the United States.

**APRIL 12**

Hanwha Total Petrochemical invests \$450 million to expand the Daesan complex in South Korea.

**MAY 3**

The acquisition of PitPoint allows Total to significantly step up its growth in the natural gas fuel sector, in particular for trucks and transporters. The aim is to become the European leader in this segment by 2022.

**MAY 11**

Inauguration of the Carling site in France, which underwent a far-reaching transformation and is now a leader in high-value-added hydrocarbon resins and polymers.

**JULY 3**

Total and National Iranian Oil Company (NIOC) sign an agreement to develop and produce South Pars Phase 11.

**JULY 14**

North Oil Company, a Total and Qatar Petroleum joint venture, takes over as operator of the giant Al-Shaheen offshore oil field for 25 years.

**OCTOBER 12**

Total enters into an agreement with GASORED of Mexico to rebrand its network of around 250 service stations in and around Mexico City under the Total brand.



**NOVEMBER 30**

After five years of work, the Antwerp complex in Belgium inaugurates its new units. Upwards of €1 billion was spent to upgrade the site and make it more competitive.

**DECEMBER 1**

Total speeds up its growth in renewables by acquiring a 23% interest in Eren RE, renamed Total Eren.



**AUGUST 21**

The acquisition of Denmark's Maersk Oil gives Total a portfolio of exploration and production assets that combines exceptionally well with our own.



**OCTOBER 5**

Total steps up expansion in the B2C gas and power distribution market in France with the introduction of Total Spring, a natural gas and green power offering that is 10% cheaper.

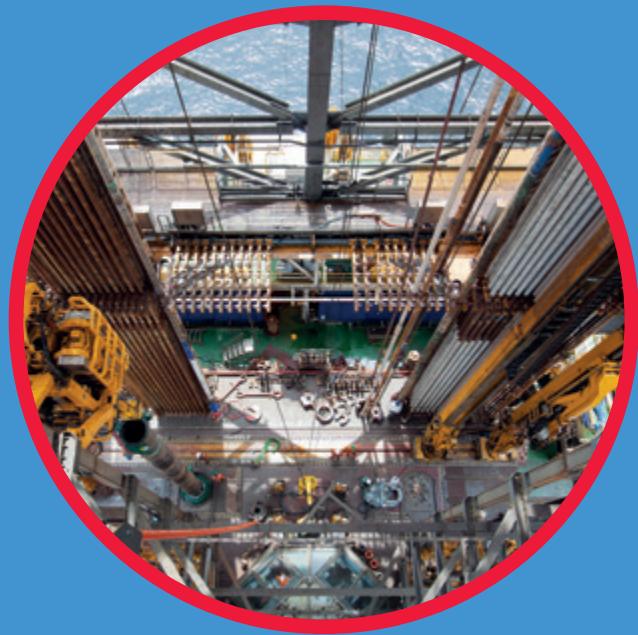


**DECEMBER 8**

Total inaugurates Yamal LNG, alongside Russia's Novatek and China's CNPC.

01

# MEETING the Energy Demand of a Growing Population



Energy is a key engine of economic development and improved living conditions. To move toward sustainable growth, we must provide affordable, available and clean energy.

## AFFORDABLE OIL AND GAS

Thirty years from now, Total will still be an oil and gas major. In fact, the International Energy Agency (IEA) predicts that oil and gas will still make up over 40% of the energy mix in 2035, down from 60% today.



Oil has a future at Total because we select profitable assets that will supply affordable energy. Examples include our acquisition of Denmark's national champion Maersk Oil, a stake in the Al-Shaheen concession in Qatar and first oil from the Moho Nord field in the Republic of the Congo.

### BECOMING THE SECOND-LARGEST OPERATOR IN THE NORTH SEA

The acquisition of Denmark's Maersk Oil, which closed in 2018, deepens our roots in longtime host regions while boosting the share of our assets in OECD countries. The transaction — the biggest since the TotalFina-Elf merger — reinforces our strategy of banking on competitive oil, by leveraging Maersk Oil's currently very low production costs.

### EXPANDING OUR PRESENCE IN THE MIDDLE EAST

Producing 300,000 barrels a day, Al-Shaheen accounts for nearly half of Qatar's output. In 2017, Total took over as the concession's operator for 40 years. The move is part of our strategy to lower our breakeven point by producing giant fields.



FOR MORE INFORMATION  
<http://tot.al/BSNKhg>

### MOHO NORD, AN INNOVATION SHOWCASE

The deep offshore Moho Nord field is the biggest development ever carried out in the Republic of the Congo. A showcase for our operational excellence, the project combines a latest-generation floating production unit (FPU) and a tension leg platform (TLP) in the same production system for the first time. Moho Nord's facilities were designed to minimize their environmental impact: there is no routine flaring of gas and all produced water is treated and reinjected.

5% 

Annual growth in our oil and gas production for the 2016-2022 period

# A GROWING SHARE FOR GAS

Natural gas is twice as clean as coal for power generation. It is abundant, easy to transport when liquefied and ideal for offsetting the variability of renewables.



**5.5 million tons**

The capacity of each Yamal LNG plant liquefaction train



FOR MORE INFORMATION  
<http://tot.al/NHfxA5>



## STRENGTHENING OUR LNG PORTFOLIO

The planned acquisition of Engie's liquefied natural gas assets would make Total the world's second-largest LNG producer. The deal, set to close in mid-2018, will cement our positions in the fast-growing LNG market and allow us to deploy our integrated strategy across the gas value chain faster.

Natural gas, the least polluting fossil fuel, can be used to generate power. That's why we're working to boost its share of our hydrocarbon production from 50% today to 60% in 2035.

## YAMAL LNG, AN ICONIC PROJECT CARRIED OUT UNDER EXTREME CONDITIONS

Located onshore in Russia's Far North, the Yamal LNG liquefaction plant is built on thousands of piles that raise it to insulate it from the cold. Temperatures can plunge to minus 50°C in the winter. Though one of the world's most complex projects, Yamal LNG is still very competitive due to the peninsula's immense gas resources. Two hundred wells and three liquefaction trains will produce 16.5 million tons of LNG a year. The first cargo departed the port of Sabetta aboard the ice-class LNG carrier *Christophe de Margerie* in December 2017.

## PRODUCING AND DELIVERING ALL OVER THE WORLD

We produce gas around the globe. Locations range from the United States and Argentina with their shale formations to the North Sea, long familiar territory, Algeria, Angola, Asia and even the Pacific, where we're developing the giant Ichthys field in Australia and a project in Papua New Guinea. Liquefying gas gives us considerable supply flexibility — we can serve all regional markets and our customers, regardless of location.

# A GLOBAL PRESENCE IN REFINING AND PETROCHEMICALS

Total processes crude oil and gas into intermediate and finished products for everyday applications, such as fuel, plastics and resins. To do that, we have opted to focus our resources on six integrated complexes.

Though oil may be virtually unusable in its crude state, the intermediate and finished products refined from it — fuel, home heating oil and the polymers used to make plastics — are part of our everyday lives. Thanks to our six integrated refining and petrochemical complexes, we are ideally positioned to serve every market in the world. Our number-one priority is the safety of our employees and assets.

**6** 

integrated refining and petrochemical complexes worldwide

## OUR SIX INTEGRATED REFINING & PETROCHEMICAL COMPLEXES WORLDWIDE



Normandy



Daesan



Port Arthur



Jubail



Antwerp



Qatar

02

# RISING to the Climate Challenge



### A Strategy Built Around the Climate

In 2015, the Paris Agreement underscored the need to keep the rise in the planet's average temperature well below 2°C. Total plans to help reach this goal by developing the use of low-carbon energies, such as gas and renewables.

# MAKING OUR ACTIVITIES LESS CARBON INTENSIVE

In practice, making the climate part of our strategy means giving priority to producing gas and adding more low-carbon businesses to our portfolio. We aim to have downstream gas, renewable energies and storage, energy efficiency, clean fuel and carbon capture, utilization and storage (CCUS) account for 20% of our businesses in 2035.

Profitable operations in our core oil and natural gas businesses have enabled us to start diversifying into low-carbon activities, supporting our ambition to be the responsible energy major. Total also exited all coal-related activities in 2015.

### TAKING FAST ACTION ON BEHALF OF THE CLIMATE, WITH NATURAL GAS

Gas is the least polluting fossil fuel and is also abundant and flexible. These qualities make it an ideal partner for the naturally variable renewable energies used to produce power.

### DEVELOPING BIOFUELS

We've been producing biofuels for over 20 years and are the leading biofuel marketer in Europe. First-generation biofuels emit 50% less carbon than conventional fuels and are readily available. At the same time, we're working to develop second-generation biofuels, an option that monetizes biomass and will help shrink the transportation sector's carbon footprint. In mid-2018, a European-class biorefinery is set to begin operations in La Mède, France, producing 500,000 tons of premium biodiesel a year.



### CARBON CAPTURE, UTILIZATION AND STORAGE (CCUS)

Six billion tons of carbon will have to be captured and stored in 2050 according to the IEA's 2°C scenario. Total is a pioneer in carbon capture, utilization and storage (CCUS). We're partnering on a commercial-scale carbon storage project in Norway, which is aiming for an annual capacity of around 1.5 million tons during the first phase.



FOR MORE  
INFORMATION

<http://tot.al/DkMK5q>

# 20%

of our portfolio made up  
of low-carbon energies  
in 2035

# ACQUISITIONS TO ADVANCE OUR LOW-CARBON STRATEGY

One way we plan to improve access to clean, efficient energy is through targeted acquisitions.

## ACCELERATING THE SOLAR ENERGY TRANSITION

Total has been a believer in harnessing the energy produced by the sun for more than 40 years. Through Total Solar, SunPower and now Total Eren, we are a top-tier solar manufacturer in a fast-growing market. Integrated across the value chain, we produce high-tech photovoltaic solar cells, develop solar farms and distributed solar solutions, and market power to our customers. Our 23% equity interest in Total Eren also adds wind power to our portfolio. Total aims to produce 10 GW of power from renewables within five years.

## BECOMING A STORAGE EXPERT WITH SAFT

Renewables won't really take off until we can store power. In 2016, we acquired Saft, a French specialist in the design, production and marketing of high-tech batteries for industry. Saft is developing compact lithium-ion batteries that can store a large amount of power.

More than  
**5,000**  
Total service stations  
and sites will be solarized  
by 2021



## ENERGY EFFICIENCY TO MANAGE GREENHOUSE GAS EMISSIONS

The best way to save energy is to not use it in the first place. That's why energy efficiency is a key component of our climate strategy. Through our affiliates GreenFlex, BHC Energy and TENAG, we offer customers an array of services and solutions to better manage their energy, through a combination of smart data and equipment management and financing.

# CLIMATE INITIATIVES

The fight against climate change needs determined allies in the private sector. As an engaged industrial operator, we help drive initiatives such as the Oil and Gas Climate Initiative (OGCI), Breakthrough Energy Ventures and the Climate Leadership Coalition.



**\$1 billion**  
is the starting stake of the fund created  
by OGCI



## PUTTING A PRICE ON CARBON

Total actively supports carbon pricing, a mechanism that promotes the most eco-friendly investments by penalizing emissions. We already voluntarily apply a carbon price when considering oil and gas projects, to make sure they are viable long term. We have teamed up with five other oil industry leaders in the Paying for Carbon Coalition and are a member of the World Bank's Carbon Pricing Leadership Coalition. We're also a founding member of the Climate Leadership Coalition in the United States.

Because our industry is part of the problem, it has to be part of the solution, too. This realization sparked our determination to take active steps to reduce our emissions. Besides adopting specific measures at our facilities, we partner with initiatives spearheaded by international organizations and businesses from the private sector.

## TAKING PRACTICAL STEPS TO CUT GREENHOUSE GAS EMISSIONS WITH OGCI

Launched in 2014 during the United Nations Climate Change Conference, the Oil and Gas Climate Initiative (OGCI) comprises ten of our industry's biggest international players, who produce more than a quarter of the world's oil and gas. The voluntary initiative is led by the CEOs of the companies themselves, eager to share knowledge, assessments and resources. In 2016, OGCI set up OGCI Climate Investments, a \$1 billion investment arm to sharply reduce greenhouse gas emissions. The technologies it invests in are economically viable and have marketing-ready business models.

## FINANCING CLEANER TECHNOLOGIES WITH BREAKTHROUGH ENERGY VENTURES

We partner with the fund created by Microsoft founder Bill Gates to promote the development of technologies that can produce low-carbon energy. As a technical and strategic partner, we will provide all our expertise in this area. We will work alongside a multidisciplinary team of scientists and entrepreneurs to help pinpoint the most promising ideas and take them from lab to market.

03

## CHANGING With Our Customers



We pay close attention to tomorrow's trends such as the **digital transition, new consumer habits and demand for innovative services**, so we can anticipate them and offer them to our customers.

## STAYING CLOSE TO OUR CUSTOMERS

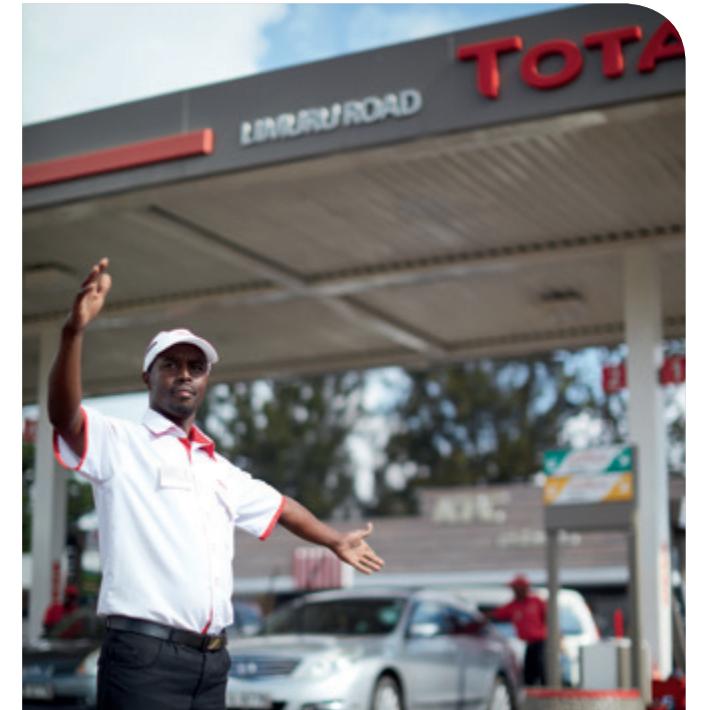
Each day we serve 8 million customers worldwide. We know them well, because we have a local presence and never take our eye off their needs. It's the only way to offer ever more innovative, high-quality solutions.

### SERVICE STATIONS TAILORED TO LOCAL REQUIREMENTS

**Knowing customers means being able to adapt to their needs. That's what we do in our 130 host countries.** Our retail outlets sell products and services that genuinely meet local demand. In Asia, for example, where motorbikes are everywhere, we're rolling out Rapid Oil Change centers for motorcyclists. We constantly upgrade our line of products and services to make them more innovative.

### MAKING HIGHWAY STOPS ENJOYABLE

**A highway service station is much more than a place to fill up.** It's also a place to take a break, a vital breather for both drivers and their passengers. A Total station is a welcoming, friendly place that offers customers a range of outstanding services, including Wi-Fi, hot and cold food, convenience store items, toys for the kids and in-store spaces for partner brands. We do everything we can to make customers feel at home.



## The top fuel retailer in Africa

### MULTISERVICE STATIONS IN AFRICA

In Africa, where nearly 80% of the population has no bank account, Total offers mobile payment solutions. We have close to 200 food outlets in our African service stations and plan to add new services to our existing line, such as online purchases and parcel pickup. To top it all off, our retail outlets sell solar solutions for low-income households that have a tough time accessing energy.



FOR MORE  
INFORMATION

<http://tot.al/AT3Q7P>

# INNOVATIVE SERVICES IN OUR STATIONS

Customers must be able to get the products and services they need, when they need them, making it easier take care of business and travel. That means we must listen to them and constantly innovate.

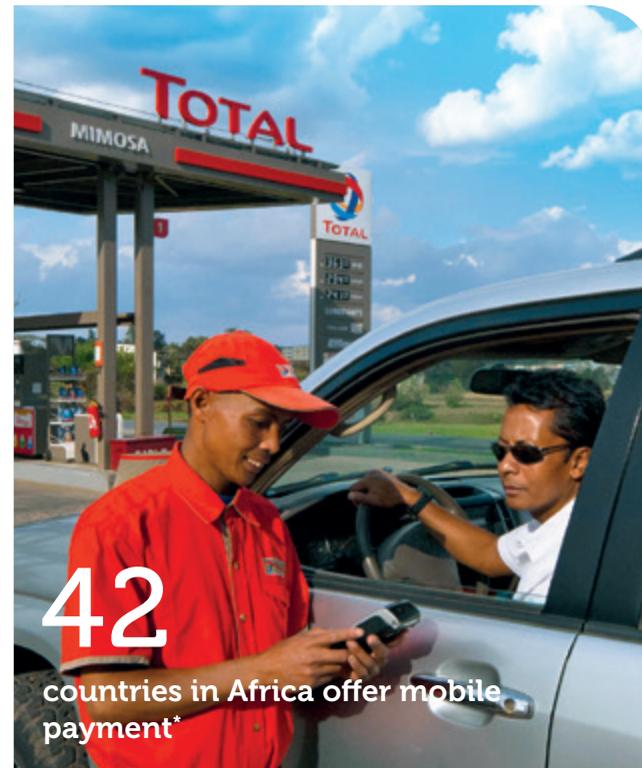
Products and services exist to make life easier. Innovating makes sense only if the result boosts efficiency and simplifies things. That's what we aim to provide our customers.

## OFFERING INNOVATIVE PRODUCTS IN OUR STATIONS

Keeping engines clean and reducing friction decreases fuel consumption, increasing energy efficiency. To help our customers be smarter, more frugal consumers, we created the Total Excellium fuel and Fuel Economy lubricant lines. Both come from our research labs and are put through demanding tests — a true guarantee of their sustainability.

## TAKING THE FIRST STEP TOWARD TRANSFORMATION WITH THE DIGITAL TRANSITION

We regularly develop new mobile apps, such as the e-wallet at our service stations in Germany and Belgium. We're also installing contactless payment solutions based on near field communication (NFC). Just place your phone near an e-payment terminal or scan the QR code to pay for your purchases. It's really that simple. We also offer free Wi-Fi at all our service stations. We definitely do much more than just sell fuel.



**42**  
countries in Africa offer mobile payment\*

\*Source: GMSA, *The Mobile Economy 2016*.



### SOLARIZING OUR STATIONS

If we want to be the responsible energy major, our own sites and facilities are the place to start. We aim to install photovoltaic solar panels at more than 5,000 service stations by 2021, a huge undertaking already in progress.



FOR MORE  
INFORMATION  
<http://tot.al/sUqUZg>

# MOVING MOBILITY GOALPOSTS

Offering more than one type of fuel at our service stations is crucial to encourage new mobility practices, as our customers' needs are no longer confined to gasoline and diesel vehicles.

In the last few years, we've been opening our service stations up to other fuels, such as natural gas vehicle fuel and hydrogen, and providing charging stations for electric vehicles.

## PROVIDING NATURAL GAS VEHICLE FUEL, AN ALTERNATIVE FOR TODAY'S MOBILITY

Our acquisition of the Dutch company PitPoint in 2017 hastened the availability of natural gas vehicle fuel, destined mainly for trucks and transporters. We intend to become the sector leader, with over 700 NGV fuel stations worldwide in 2022, including 350 operated in Europe. Promoting an alternative, sustainable energy is a deliberate choice. That's because NGV fuel emits far fewer nitrogen oxide (NOx) particulates than regular fuels do.

## SUPPORTING ELECTRIC MOBILITY, THE OTHER CHALLENGE IN A FAST-CHANGING WORLD

We're advancing the cause of EV transportation by installing just over 1,000 ultra-fast charging points at 300 of our European service stations. Although internal combustion vehicles will play a major role in transportation for a long time to come, we also want to encourage the use of electric cars in city centers and for short trips.



## SELLING HYDROGEN AT 50 FUELING STATIONS IN GERMANY

Drivers can fill up in under four minutes at hydrogen stations, located in major cities and on major roads. Hydrogen is one of the alternative transportation fuels Total is exploring. That's the reason for H2 Mobility, a project we launched with 12 other industrial operators to drive the growth of this fuel of the future.



### NEW-WAVE SHIPS OPERATING ON LIQUEFIED NATURAL GAS

Total is also bringing ships into the future, as shown by our recent agreement with CMA CGM to power the shipper's future giant container ships with liquefied natural gas. The deal clearly illustrates our growth strategy for marine LNG, which will improve the shipping industry's environmental performance.



FOR MORE  
INFORMATION  
<http://tot.al/AazB1>

More than  
**700**

NGV fuel stations worldwide  
by 2022

04

# INNOVATING

Is in Our DNA



### Innovation is the engine of our growth.

For almost 100 years, it has been clear to us that encouraging a culture of innovation is the key to meeting the needs of our many stakeholders.

# INNOVATION,

## A CORNERSTONE OF OUR AMBITION

At Total, we see innovation primarily as a state of mind, a way of working and being. It enables us to create new products and services that anticipate social changes and customer wants and needs.



Advances and technological capabilities can speed up the appearance of new products, services, processes and technologies. To supplement our own R&D, we rely on venture capital and open innovation, to give two examples.

### STAYING ON THE CUTTING EDGE OF INNOVATION WITH TOTAL ENERGY VENTURES

By acquiring interests in energy-related start-ups, Total Energy Ventures, our venture capital arm, supports the growth of fledgling companies innovating in areas of interest to us. In 2017, we acquired a stake in Xee, a platform that collects, processes and manages data from connected cars, and the OnTruck platform, which optimizes freight transportation by road. By financially assisting these start-ups, Total can get a jump on the technological breakthroughs that will be the norm in the future.

### PROMOTING DIGITAL INNOVATION WITH PLANT 4.0

When in 2016 we launched our start-up incubator for the plant of the future, we wanted to help bring digital technology into our production activities. The idea was to optimize production site design, operation and organization by deploying digital innovations to drive operational performance. Our open innovation initiative was repeated in 2017 and widened to include other industrial partners. By spotting the start-ups that offer workable solutions for manufacturers' operational needs, Plant 4.0 can test their best concepts under real-world conditions. In return, the start-ups can tap into our expertise and that of our partners.



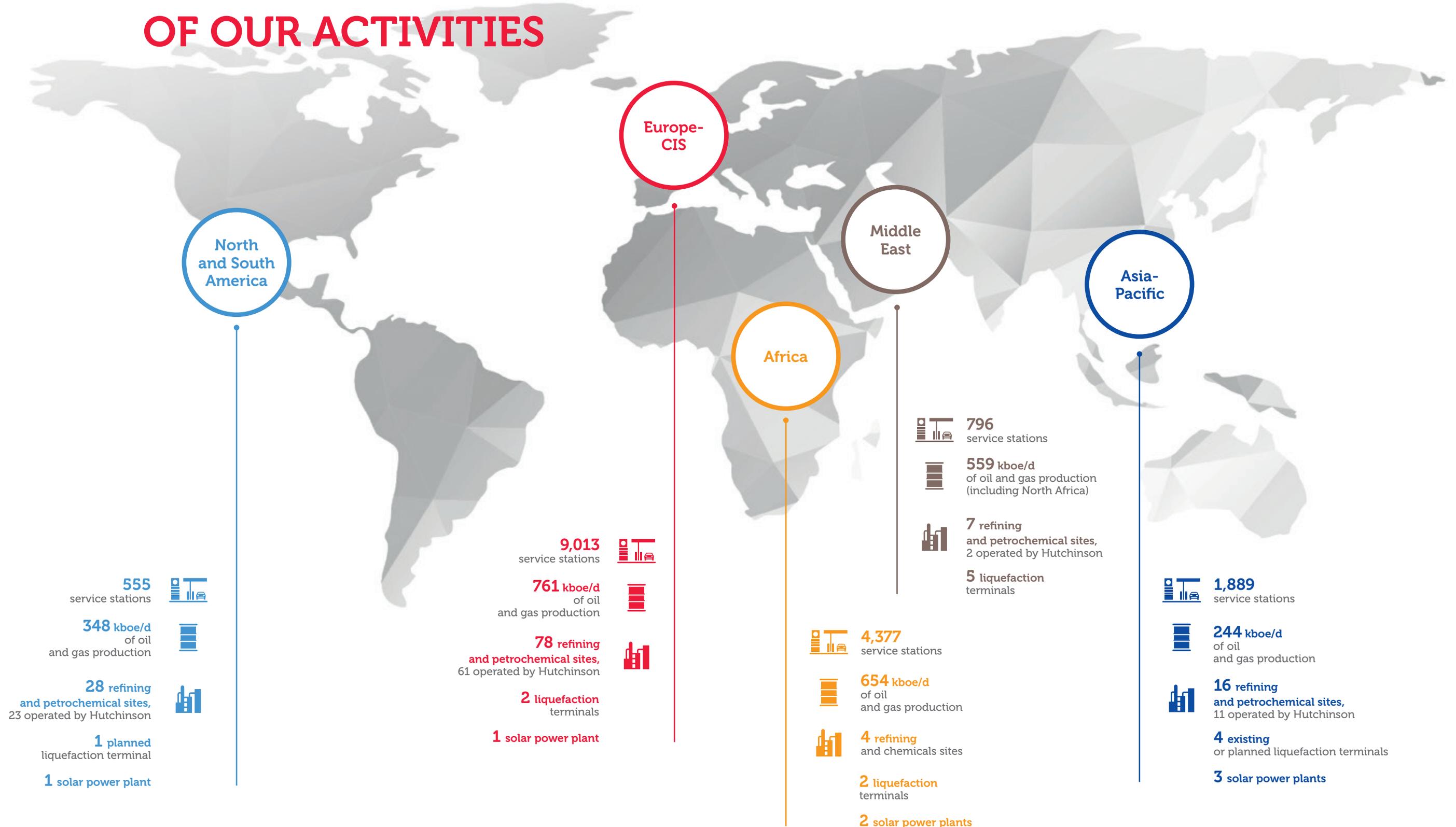
FOR MORE INFORMATION  
<http://tot.al/fQ2JrS>

### DIGITAL TECH ENHANCES SAFETY

Sensors, automated systems, cloud computing and other digital innovations have one thing in common: they improve site safety and operational efficiency by means of mobile devices and apps or augmented reality. The result is more reliable, safer facilities.

IN 2017, TOTAL TOOK **first place** IN THE ECAC40 RANKING COMPILED BY *LES ECHOS EXECUTIVES*.

# GLOBAL SURVEY OF OUR ACTIVITIES



KEY FIGURES

OIL AND GAS PRODUCTION

2.56 Mboe/d

REFINING CAPACITY

2 Mb/d

SERVICE STATIONS

16,630

WORKFORCE

98,277 employees

33.3% women

151 nationalities

ADJUSTED NET INCOME (GROUP SHARE)

\$10.6 billion

\$116.44 billion

Market capitalization at December 31, 2017



MORE

Find all our publications at [total.com](http://total.com) and more information about our projects and commitments in our online ecosystem.



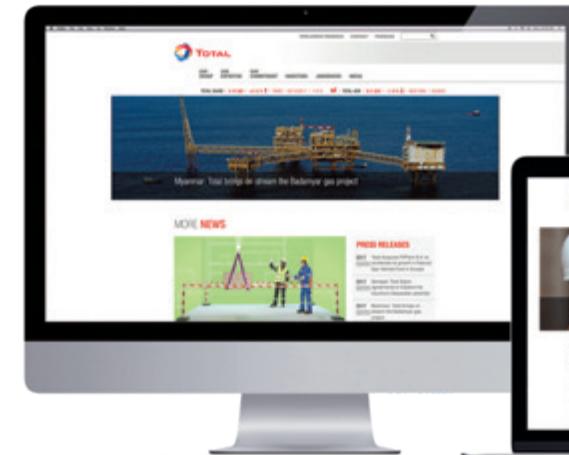
Registration Document



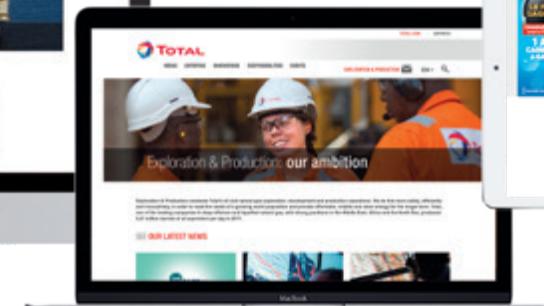
Integrating Climate into Our Strategy



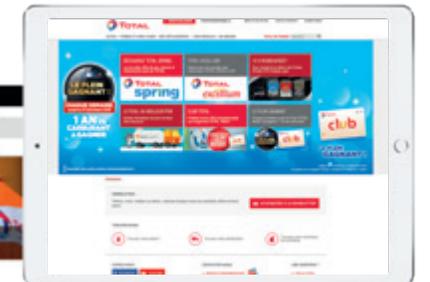
Total en France (in French only)



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total.com



Total is a major energy player committed to supplying affordable energy to a growing population, addressing climate change and meeting new customer expectations.

These commitments guide what we do. With operations in more than 130 countries, we are a global integrated energy producer and provider, a leading international oil and gas company, and a major player in low-carbon energy. We explore for, produce, transform, market and distribute energy in a variety of forms, to serve the end customer.

Our 98,000 employees are committed to better energy that is safer, cleaner, more efficient, more innovative and accessible to as many people as possible. We focus on ensuring that our operations consistently deliver economic, social and environmental benefits. Our ambition is to become the responsible energy major.



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