

At a Glance

2019



CONTENTS

01

MEETING
GROWING DEMAND

p. 04

02

TAKING CLIMATE
CHALLENGES
INTO ACCOUNT

p. 10

03

ACTING FOR
AND WITH
THE COMMUNITY

p. 16

Total invests in natural gas
to shrink the carbon footprint
of the global energy mix.

EDITORIAL

Total's business purpose is to supply affordable energy to a growing population while taking climate challenges into account.

Each day, we produce and market petroleum products, natural gas and power to businesses and consumers.

Our ambition is to become the responsible energy major. Our five drivers to achieve that include more energy-efficient operations, integrated growth across the natural gas value chain, stepping up our involvement in low-carbon electricity, promoting sustainable biofuels and storing carbon.

Total's 100,000 committed employees make it possible to rise to those challenges. Together, they are working and innovating to provide a comprehensive, diversified and growth-generating response to the issues the energy sector faces.

Our people also share Total's commitment to society at large. It is through deep, established geographical roots that Total will be recognized as a long-term economic and social partner for our host regions.

Becoming the responsible energy major also involves making Total's growth a driver of progress for as many people as possible.

“Becoming the
responsible energy
major.”

PATRICK POUYANNÉ
Chairman and
Chief Executive Officer



TOTAL IN NUMBERS

Active in 130 countries worldwide, Total is a major energy operator, producing and marketing fuels, natural gas and low-carbon electricity. Our 100,000 employees are committed to better energy that is safer, more affordable, cleaner and accessible to as many people as possible.

MORE THAN
130
COUNTRIES

NEARLY
800
PRODUCTION SITES

MORE THAN
8
MILLION
CUSTOMERS SERVED IN OUR
14,000 SERVICE STATIONS
EACH DAY

6
MAJOR
INTEGRATED REFINING AND
PETROCHEMICAL COMPLEXES

100,000
EMPLOYEES
REPRESENTING MORE THAN
150 NATIONALITIES

\$1
BILLION
SPENT ON R&D IN 2018

143
MILLION TONS
OF CRUDE AND REFINED
OIL SHIPPED BY SEA

PRODUCTION OF
2.8
MBOE/DAY

in 2018,
a year-on-year
INCREASE OF 8.1%

LNG
THE WORLD'S
NO. 2
LIQUEFIED NATURAL
GAS OPERATOR

10 GW
OF LOW-CARBON
ELECTRICITY
GENERATION
CAPACITY BY 2023

A GLOBAL
TOP
10
REFINER AND
PETROCHEMICAL
MANUFACTURER

2018 ADJUSTED
NET INCOME
\$13.6
BILLION

4,000+
RESEARCHERS

Qatar has the world's third-largest gas reserves, after Russia and Iran. Pictured is one of our employees at the Qatargas site.



01

MEETING GROWING DEMAND

Becoming the responsible energy major means meeting the growing demand for energy and our customers' expectations.

INCREASING NATURAL GAS AS A SHARE OF OUR PRODUCTION

Our oil and gas production was up 8% in 2018, a record that helps meet the world's growing appetite for energy. Yet we're committed to reducing the carbon intensity of the energy we produce by increasing the share of natural gas in our production.



When liquefied, natural gas offers considerable transportation flexibility.

TOTAL, THE WORLD NO. 2 IN LNG

Total has upward of 40 years of experience producing and marketing natural gas, which now accounts for half our total oil and gas production. Gas emits fewer greenhouse gases than any other fossil fuel and is very flexible to ship and use, especially in liquefied form (LNG). Our acquisition of Engie's upstream LNG assets made Total the world's second-largest LNG operator, targeting a 10% global market share by 2020.

KEY SUCCESS STORIES IN 2018

In Russia, Yamal LNG reached its full production capacity of 16.5 million tons of LNG per year. Built and operated under harsh conditions, the project is a new turning point in the development of the Russian Arctic. In Australia, the first shipment of Ichthys LNG left the Bladin Point liquefaction plant onboard LNG carriers for export, notably to Asia, where most customers are located.

A PROMISING OUTLOOK

Agreements have been signed to develop the Arctic LNG 2 project in Russia, Driftwood LNG in the United States and Papua LNG in Papua New Guinea, holding out the promise of a bright future for our LNG business. And a new chapter should be written with Mozambique LNG following Total's contingent bid for Anadarko's African assets.

WORLD
No.2
IN LNG

\$1.2
billion allocated
to exploration in 2018

TWO MAJOR OFFSHORE START-UPS

Egina offshore Nigeria and Kaombo offshore Angola are two major projects that came on stream in 2018. Kaombo involves two floating production, storage and offloading (FPSO) vessels, Kaombo Norte and Kaombo Sul, which will ultimately produce 230,000 barrels of oil per day. Kaombo is a prolific record-holder, with \$16 billion in capital expenditure, 100 million hours worked and 365 kilometers of pipeline laid on the seabed. Egina, a field located in a water depth of 1,600 meters, will produce around 200,000 barrels per day of oil, increasing Nigeria's domestic production by 10%. The FPSO Egina is the largest built by Total to date.

SECOND-RANKED NORTH SEA OPERATOR

Our acquisition of Maersk Oil with its nearly 3,000 employees — plus flagship projects Tyra, Culzean and Johan Sverdrup — has made us the second-ranked operator in the North Sea, producing 500,000 barrels of oil equivalent per day. Our biggest acquisition since our merger with Elf in 1999, it creates significant synergies across our different activities, especially in the OECD countries where 85% of Maersk Oil's activities are located.

INNOVATING TO GO THE DISTANCE

Total's R&D teams partner with other companies and organizations to develop innovative solutions and new products, services, processes and technologies. An example is our partnership with Google Cloud to develop artificial intelligence (AI) solutions that can speed up and improve our oil and gas exploration and reservoir appraisal.

EXPLORING NEW HORIZONS

An ambitious exploration program on which we spent \$1.2 billion in 2018 led to the discovery of oil in the deepwater Gulf of Mexico and gas offshore the United Kingdom and in Myanmar.



SATISFYING OUR CUSTOMERS' NEEDS AND EXPECTATIONS

Every day, worldwide, we meet the challenge of converting energy into products that we can market and distribute by investing in our infrastructure and making sure we're close to our markets.



Port Arthur, Texas in the United States is a prime example of our strategy to maximize synergies at our complexes.

SYNERGIES IN PETROCHEMICALS

In 2018, we signed an agreement with Saudi Aramco to develop a giant petrochemical complex in Jubail on the Saudi Arabian coast, adjacent to the SATORP refinery. The new facility will boast a world-class steam cracker near high-demand markets, the first in the Gulf region to be integrated with a refinery. At our Port Arthur, Texas, refinery in the United States, we began building a new ethane cracker in 2018 that will supply ethylene to our Bayport polyethylene plant. It is a perfect example of our strategy of expanding in petrochemicals — we capitalize on our Port Arthur integrated complex while taking advantage of the region's abundant, cheap ethane as feedstock.

VORSINO BLENDING PLANT STARTS UP IN RUSSIA

The Vorsino blending plant has a capacity of 40,000 tons per year and the flexibility to eventually produce 75,000 tons per year of our various lubricants to meet market demand. The facility is located in an industrial park served by rail and has an integrated tank farm, allowing us to optimize both supply of feedstock for our products and product distribution.



6
major integrated
refining and
petrochemical
complexes
worldwide



No. 4
lubricant retailer
in the world



EXPANDING OUR SERVICE STATION OFFERING AND NETWORK

Each day, we serve 8 million customers at our 14,000-plus service stations worldwide. Our ambition now is to keep transforming our stations into community hubs/one-stop shops, consolidate our market share in Western Europe and Africa, and actively monitor the situation in high-potential countries after entering Mexico, Brazil, India and Saudi Arabia.

No. 1
retailer of petroleum
products
in Africa



INNOVATING TO MEET THE NEEDS OF ELECTRIC VEHICLES

With our R&D teams' development of Total Quartz EV Fluid and Total Rubia EV Fluid, we offer the market's first range of fluids for electric and hybrid vehicles. Used by car and original equipment manufacturers to factory fill motors and engines, reducers, power electronics and batteries, the fluids will be produced at our 40 blending plants around the world, especially in China, which is already a global electric vehicle leader.

PARTNERING TO INNOVATE

In 2018, Total and Citroën celebrated 50 years of a manufacturing, marketing and R&D partnership that has helped drive the French automaker's success and our product range's growth. Our latest advances in high-tech motor oils are actively curtailing Citroën car emissions.



02

TAKING CLIMATE CHALLENGES INTO ACCOUNT

Becoming the responsible energy major means taking climate challenges into account and committing to cleaner energy.

5,000 service stations will be solarized by 2021, cutting our carbon emissions by 100,000 tons a year.

REDUCING THE CARBON INTENSITY OF OUR PRODUCTS

In line with our integrated business model, we operate across the energy value chain to offer customers an energy mix whose carbon intensity is shrinking.



Demand for electricity will outpace overall energy demand in the next two decades.

ELECTRICITY IS CENTRAL TO OUR LOW-CARBON STRATEGY

Low-carbon electricity is power generated using either natural gas or renewables. A longtime producer, Total now markets natural gas and power to consumers in Europe, through the Total Direct Énergie umbrella brand, which aims to have more than 7 million B2C customers by 2022.

BANKING ON RENEWABLES

Gas is one of the fastest and cheapest ways to generate power. We’re also looking to expand renewables — solar and wind power, hydropower — notably through our Quadran and Total Solar affiliates, to meet surging power needs sustainably.

DEVELOPING STORAGE SOLUTIONS

Because we cannot step up the use of renewables unless we can store their energy, we are investing in the development of new storage solutions, especially via our affiliate Saft. This global leader in advanced technology battery solutions turned 100 in 2018.

\$1.5 to \$2 billion
invested in low-carbon electricity each year

10 GW
of low-carbon power generation capacity by 2023



ENERGY EFFICIENCY TO MANAGE CARBON EMISSIONS

Continuously improving our energy efficiency, based on an average annual target of 1% over the period 2010-2020, is a major driver to alter the trajectory of energy-related carbon emissions. We have already surpassed our goal with an 11% decrease over the period 2010-2018. We achieved this with measures such as significantly reducing routine flaring at our production sites, installing solar panels at service stations and switching to LED lighting in our offices. We are helping our customers enhance their energy efficiency through our affiliate GreenFlex, which offers a line of services and solutions to cut their total energy use.

PLASTIC HELPS HOLD DOWN CARBON EMISSIONS

Plastic’s strength, lightness and low cost still makes it a prime choice for a wide range of applications, including medical devices, the food industry and transportation. It also helps create a lower-carbon society by improving building insulation and making vehicles and packaging lighter. Alongside conventional plastics, we are developing materials produced from biomass. In 2018, we started up a plant in Thailand that manufactures polylactide acid (PLA), a biobased polymer made from GMO-free sugar cane, with our Dutch partner Corbion. The facility is the second-largest PLA plant in the world, with a capacity of 75,000 tons per year. Fully biobased, recyclable and biodegradable, PLA can be mechanically or chemically recycled or, in some cases, composted and used as fertilizer.

THE ALLIANCE TO END PLASTIC WASTE

Total is a founding member of The Alliance to End Plastic Waste, whose 30 or so industry members operate across the plastic value chain. The alliance has committed \$1.5 billion to provide solutions to eliminate plastic pollution in the environment, particularly the oceans.

PROVIDING SOLUTIONS FOR MORE SUSTAINABLE TRANSPORTATION

From electric vehicles and trucks to maritime and air transportation, we have demonstrated a long-term commitment to limit the environmental footprint of transportation options.



For maritime transportation, the energy transition is both a challenge and an opportunity for everyone involved.

SHIPPING CHARTS A NEW COURSE

More than 90% of freight is shipped by sea. The global marine fuels market totals approximately 265 million tons, making the sector one of the biggest contributors to greenhouse gas emissions. The goal of the International Maritime Organization's (IMO) new sulfur cap, which will take effect on January 1, 2020 and force ship owners to change their practices, aims to drastically curtail those emissions.

To help our customers comply, we are offering new solutions such as LNG bunker, which doesn't emit sulfur oxides. Total has signed supply agreements with Brittany Ferries for the first French LNG-powered ferry effective in 2019, and with CMA CGM to supply its nine giant container ships with 300,000 tons of LNG per year over 10 years starting in 2020.

No. 5
supplier of marine
fuels among
the majors,
at around
7 million
tons

DRIVING ON NATURAL GAS, WITHOUT BREAKING THE BANK

For years we've been trying to speed up the adoption of natural gas vehicle fuel, mainly for use by professional transporters. Signed in 2018, our partnership with Clean Energy aims to encourage heavy-duty vehicles in North America to switch to natural gas. With our support, Clean Energy is launching an innovative leasing program that will let trucking businesses acquire heavy-duty vehicles with a cleaner natural gas engine for the same cost as a diesel engine, while guaranteeing a natural gas fuel price lower than diesel's.



FIRST WORLD-CLASS BIOREFINERY IN FRANCE

Biofuels cut carbon dioxide emissions by at least 50%. A sustainable biofuel producer for 20 years, Total is in the process of starting up the La Mède biorefinery, near Marseille, France. It is one of Europe's biggest biorefineries, with the capacity to produce 500,000 tons of high-quality biodiesel called HVO, which is made from waste oil (used cooking oil, animal fat, pulp and paper industry waste, etc.) and vegetable oil (rapeseed, soybean, palm and sunflower). Out of a concern for ethics and sustainability, we have selected responsible feedstock suppliers that are helping to build and advance their sectors.



SUPPORTING ELECTRIC MOBILITY IN EUROPE

Alongside gas, electric power is playing a growing role in new transportation solutions, as manufacturers develop electric vehicles. Our acquisition of the French start-up G2mobility is accelerating our growth in EV charging. We offer charging stations at Total retail outlets, at businesses and in municipalities.





03

ACTING FOR AND WITH THE COMMUNITY

Becoming the responsible energy major means meeting the expectations of our employees and engaging with neighboring communities.

An employee arrives at our Total-Corbion PLA joint venture plant, which makes bioplastics, in Rayong, Thailand.

ATTRACTING AND DEVELOPING THE BEST TALENT

Our performance depends first and foremost on the women and men who work at Total, both now and in the future. As a responsible company, we're committed to offering employees opportunities to grow and thrive professionally.



Our employees' growth, personal development and engagement are central to our performance.

OUR EMPLOYEES ARE OUR STRENGTH

Every day, more than 100,000 people of 150 nationalities come to work for Total around the world. Whether at our service stations, on the road or in our offices and R&D centers, on our platforms and at our production sites, the people we employ are our strength.

DIVERSITY IS A MAJOR TOTAL ASSET

We employ people in over 500 professional fields, making talent diversity a decisive factor in our competitiveness and attractiveness as an employer. Our diversity is a source of both innovative solutions and new opportunities. We are committed to recruiting and training employees and helping them grow and advance throughout their careers.

In 2018, more than
13,500
employees
were hired ,
85%
of them outside France

OUR AMBITION IS UNERPINNED BY FIVE VALUES

- Safety
- Respect for Each Other
- Pioneer Spirit
- Stand Together
- Performance-Minded

THE RADÈS TRAINING CENTER: BUILDING OUR KNOW-HOW

Total has training centers around the world that develop employee expertise and know-how. The Radès Training Center in Tunisia is responsible for upgrading the HSE and logistics skills both of Total and contractor employees. Learners take part in simulation exercises using technical equipment and infrastructure that include a 500-cubic-meter tank of finished products, a test bench for inspecting tank trucks and driving simulators.

THE YOUNG GRADUATE PROGRAM: TRAINING TOMORROW'S TALENT

Total launched the Young Graduate Program in 2014 because education systems don't always prepare young people for the jobs businesses have to offer. The program gives graduates under 25, in our African host countries, a chance to complete 18 months of work experience, including 12 outside their home country. To date, more than 380 young people have added to their technical, marketing and business skills, making them more employable.



ENGAGING WITH OUR LOCAL COMMUNITIES

Because we're an integral part of our host regions and communities, we want to do more than our economic contribution to help them thrive.



France's production schools teach industry professions to young people aged 15 and older.

TOTAL FOUNDATION: LIVING UP TO OUR CIVIC RESPONSIBILITIES

Through Total Foundation, our global citizenship program, we aim to contribute to the sustainable development of our host communities and regions through our four priority areas of action: road safety, forests and climate, youth inclusion and education, and cultural dialogue and heritage.

OUR COMMITMENT TO ROAD SAFETY

As a company involved in mobility and in keeping with our core value of safety, we want to help save lives. A founding member of the UN Road Safety Trust Fund, Total pledged \$1 million to launch this initiative in 2018 and support its goal to halve the number of deaths and injuries from road traffic accidents worldwide.

EVERYONE'S ENERGY IS NEEDED: OUR EMPLOYEES PITCH IN

The Action! program was launched in 2018 to give all employees a chance to volunteer in the community for up to three days of work time a year. Mentoring a young person in school, cleaning up forest areas, educating the public about road safety and participating in a heritage restoration project are just some of the volunteer opportunities open to our employees.



€125
million
over five years
(2018-2022)
Corporate foundation budget



REACHING OUT TO HOST COMMUNITIES

We make stakeholder dialogue a priority in every project and all our current or future host regions. Being the responsible energy major means realizing that society expects us to be involved in more than just our business activities. It means fostering outreach initiatives for and with the communities around us.

In Papua New Guinea, for example, we've been continuously in contact with all our stakeholders, especially local communities, since we arrived in 2015. We have created specific programs to facilitate access to medical care in partnership with the government agency National Volunteer Service of Papua New Guinea (NVS). And we've hired a Community Liaison Officer to make sure that all members of the community are fully represented.



MORE

For more information about our activities and Total's community engagement:



total.com

foundation.total

sustainable-performance.
total.com

total.com



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