



# 2013 INVESTORS' DAY

## Outlook & objectives

*London, 23 September*

# **Oil & Gas market outlook**

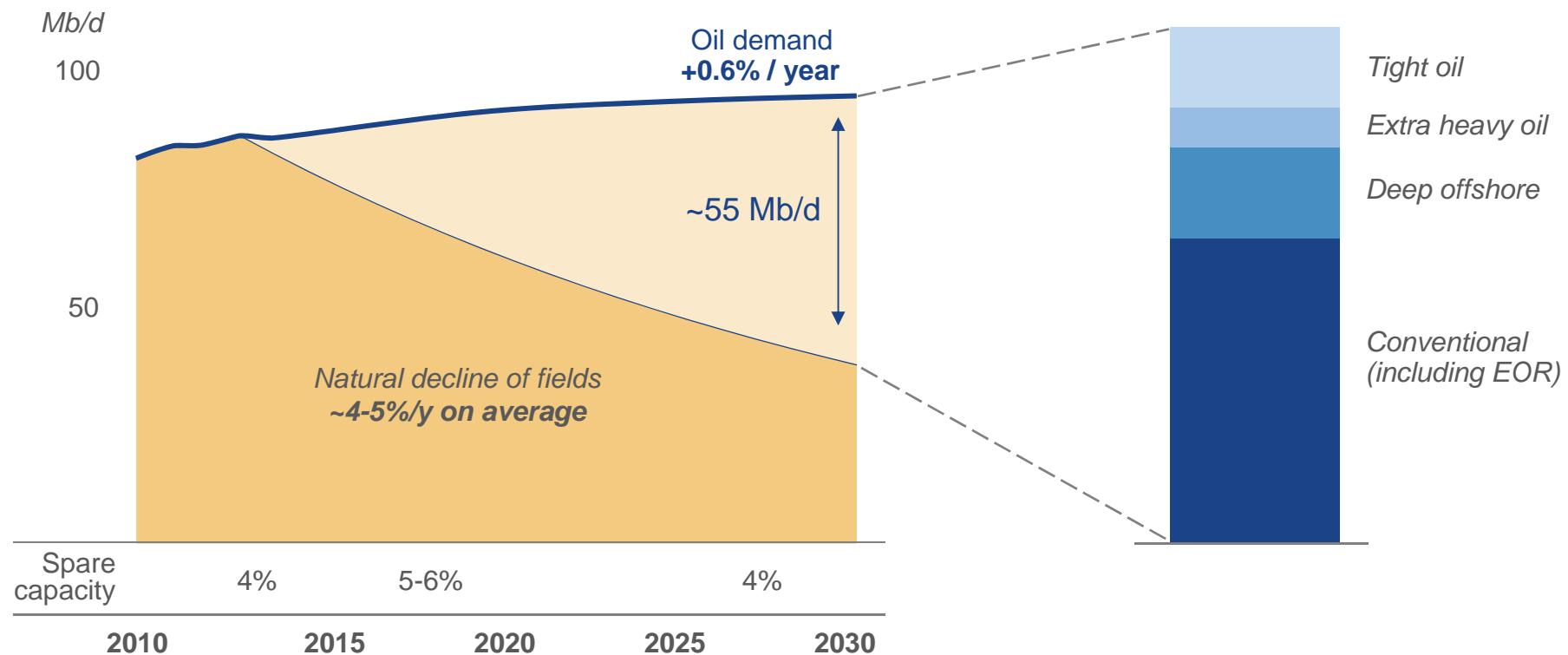


**Helle Kristoffersen**  
Senior Vice President Strategy

# Evolving oil supply mix

Oil supply-demand

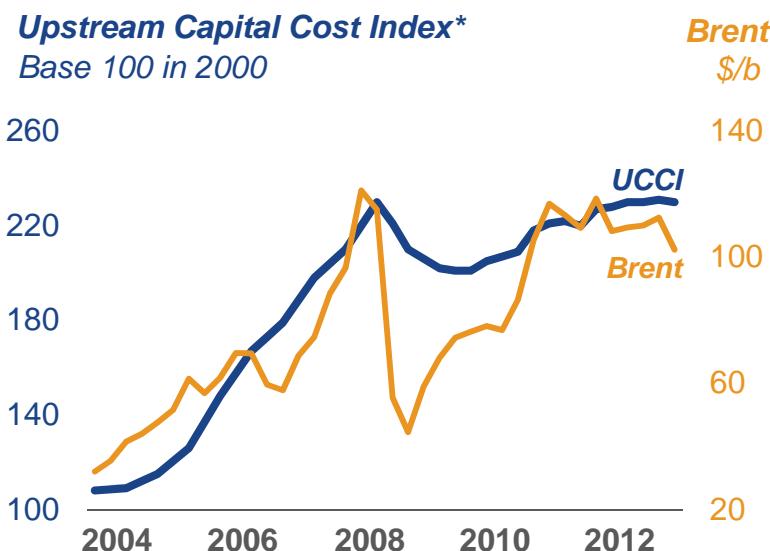
New supply by technology



Significant investments required to satisfy demand

# Oil price consistent with industry costs and geopolitical risks

Rising costs



OPEC influence  
2030 production capacity

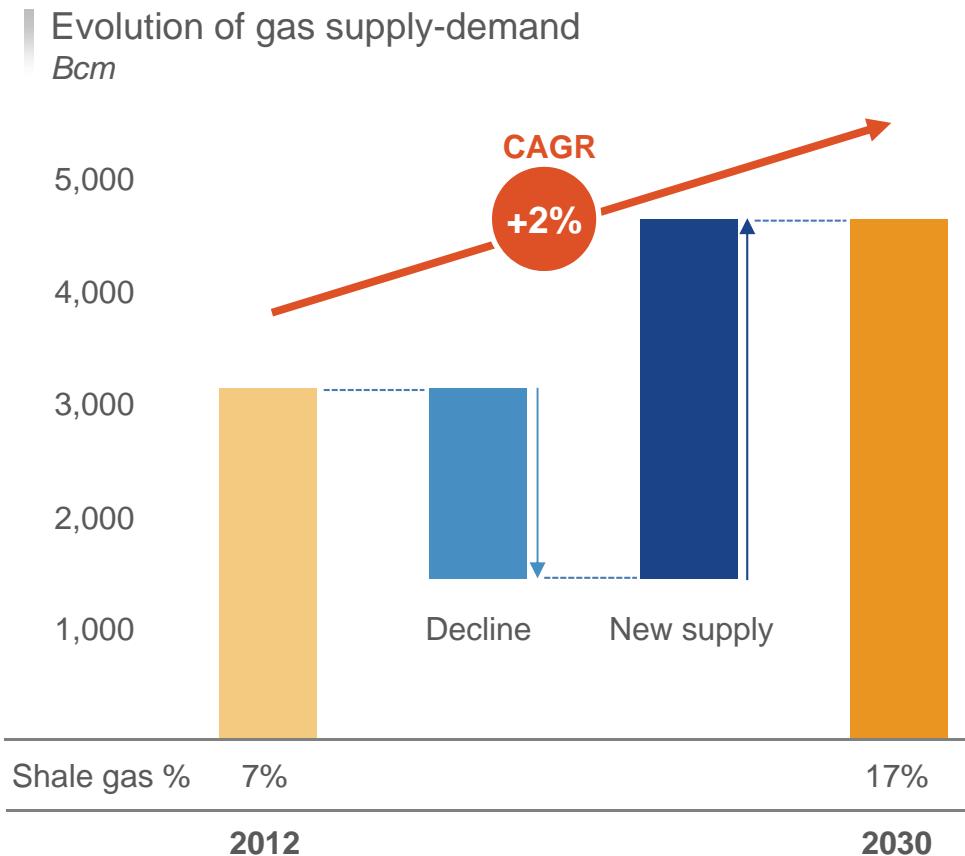


- Cost **inflation** and increasing project **complexity**
- Influence of **OPEC** to manage market balance
- **Geopolitical risks** increase market tension

Fundamental support for 100 \$/b Brent scenario

\* Source IHS CERA

# Strong growth in global gas demand



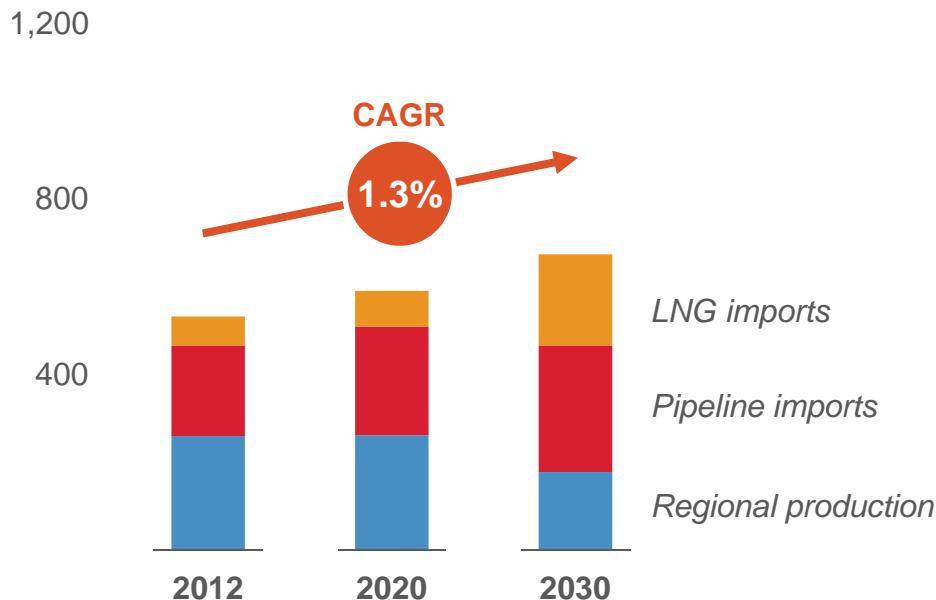
Between now and 2030

- More than half of additional demand coming from **Asia** and **Middle East**
- Need to add **equivalent of existing supply** to meet strong demand and offset decline
- One-third of new supply from **North America**

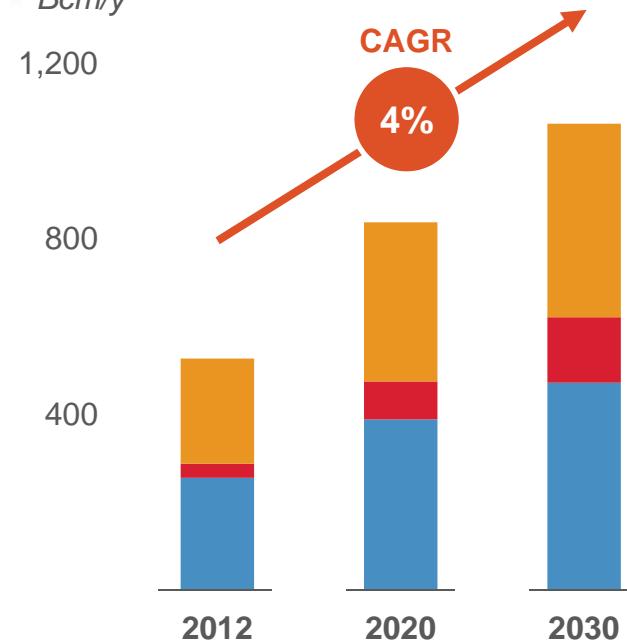
Growing demand creates opportunities for new projects

# Gas markets vary by region

Supply-demand in Europe  
Bcm/y



Supply-demand in Asia  
Bcm/y

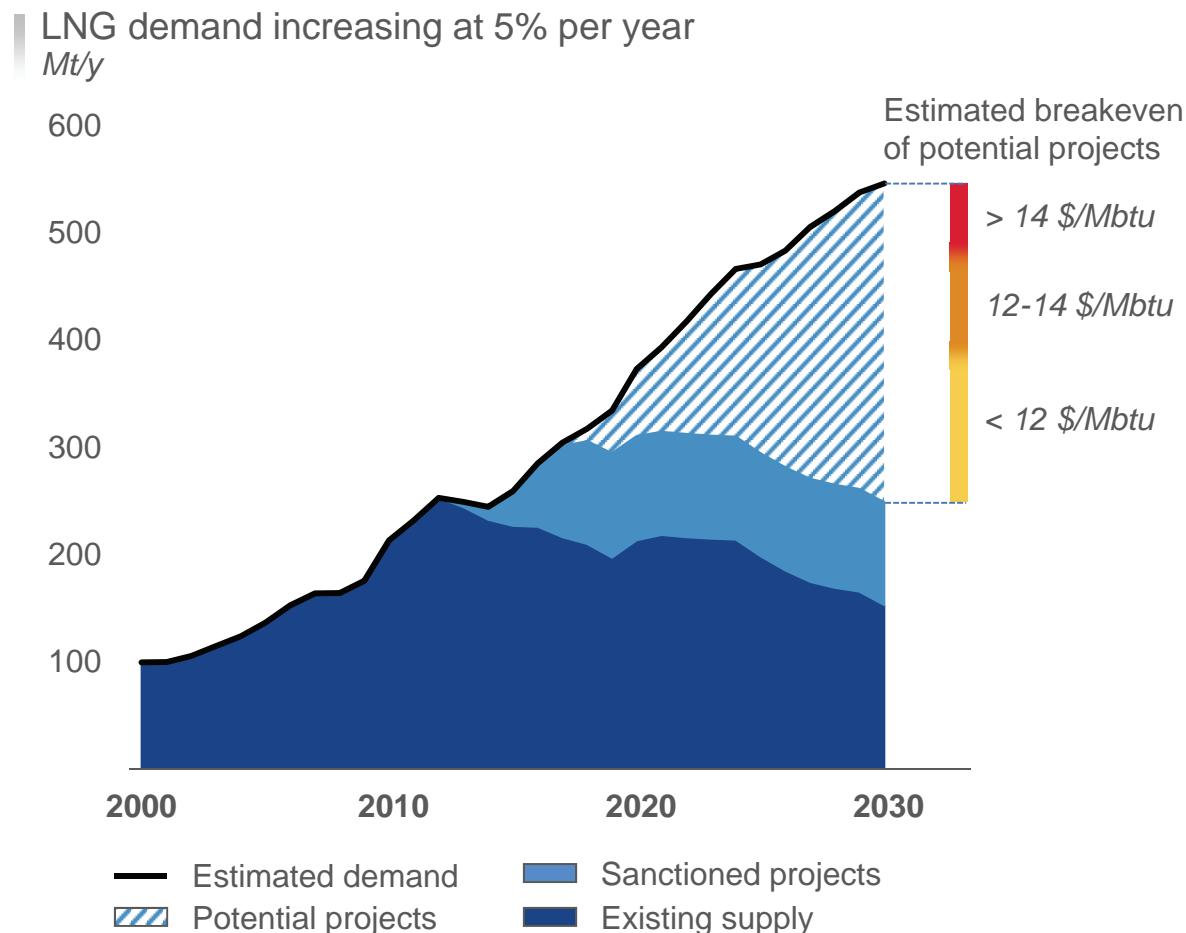


- Increasing share of **spot component** in prices
- Prices driven by **marginal cost of LNG** imports and influence of **Russia**

- All supply sources necessary to satisfy **strong demand**
- Attractive price structure required to develop **new supply**

Pricing reflects regional fundamentals

# LNG, fastest growing gas segment



**LNG share** in gas markets increasing from **11% to 16%** 2012-30

Sanctioned projects offsetting decline

**North America** to become new LNG export region

Potential projects with higher breakevens at risk

Attractive long-term price structure required for potential projects

# Safety & CSR



**Christophe de Margerie**  
Chairman and Chief Executive Officer

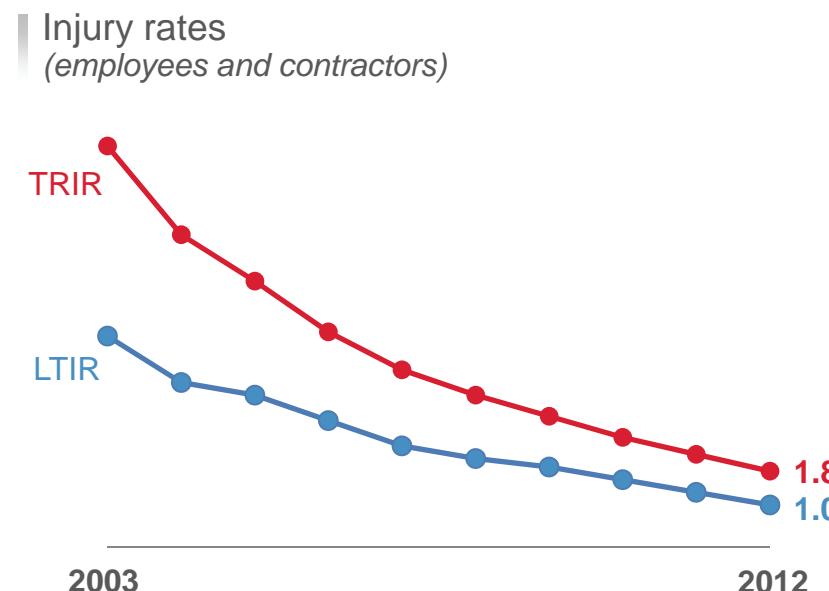
# Safety and CSR as cornerstones of our activities



**CSR integrated** into strategy to increase acceptability, create opportunities and manage risk

**Safety central** to decision-making process

- Emphasis on risk management and operational excellence
- Robust policies and procedures to assess, prevent and mitigate risk
- Strong incentive to raise safety awareness



TRIR: Total Recordable Injury Rate; LTIR: Lost Time Injury Rate



# Upstream



**Christophe de Margerie**  
Chairman and Chief Executive Officer



# Entering a new phase of Upstream growth



Focusing on **execution**

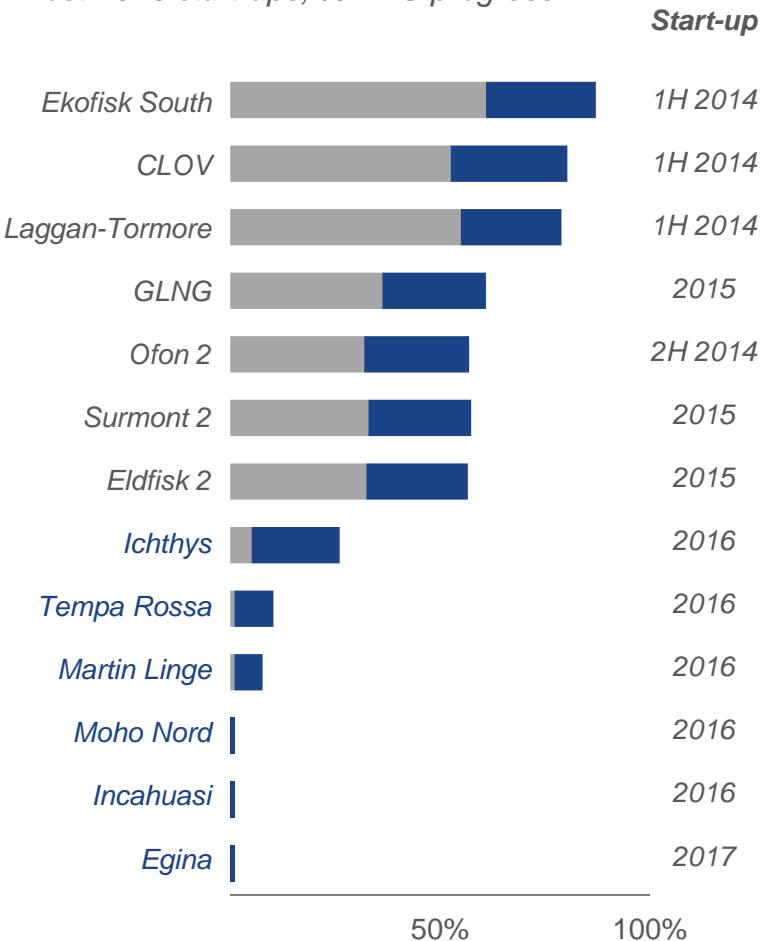
Delivering **new production** and **cash flow**

Reducing organic **Capex**

Emphasizing **exploration**

# On track to deliver top-tier projects

Status of major projects  
Post-2013 start-ups, % EPC progress



Nearly **doubling** number of **start-ups** in next 3 years compared to previous 3 years

**Execution on track**, within 7% of target schedule on average

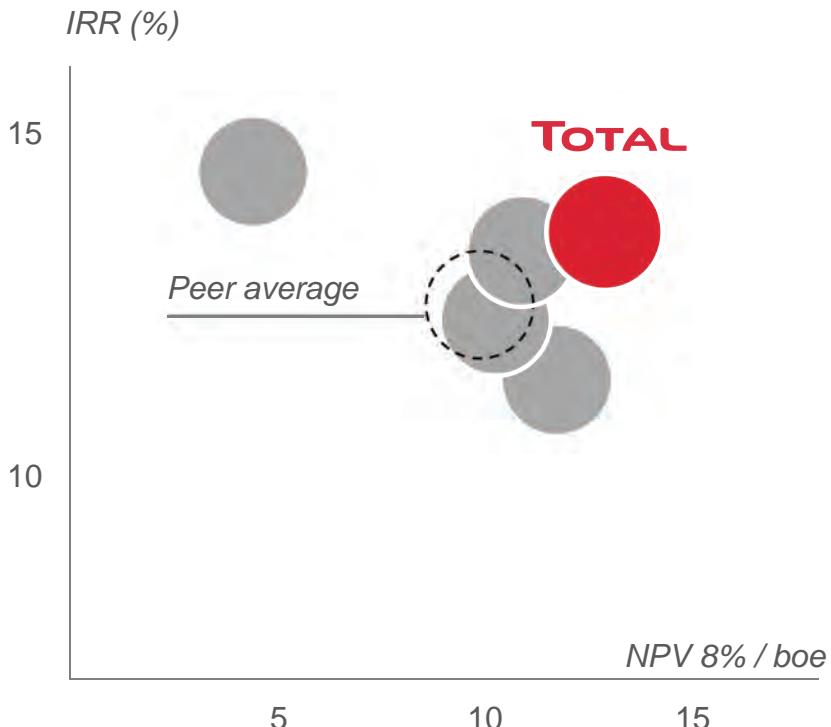
Sanctioned 2013-17 start-ups contributing **>750 kboe/d** of production in 2017

- 45% from **OECD** countries
- 75% **liquids** or **oil-indexed** gas
- 40% **long-plateau** projects
- ~50 \$/boe **cash flow** on average

■ Progress since Sept 2012   In blue: projects sanctioned in 2012-2013

# High-quality Upstream projects

Expected return of 2013-17 start-ups in development\*



Intensive investment program with **competitive** profitability

New projects **accretive** to cash flow

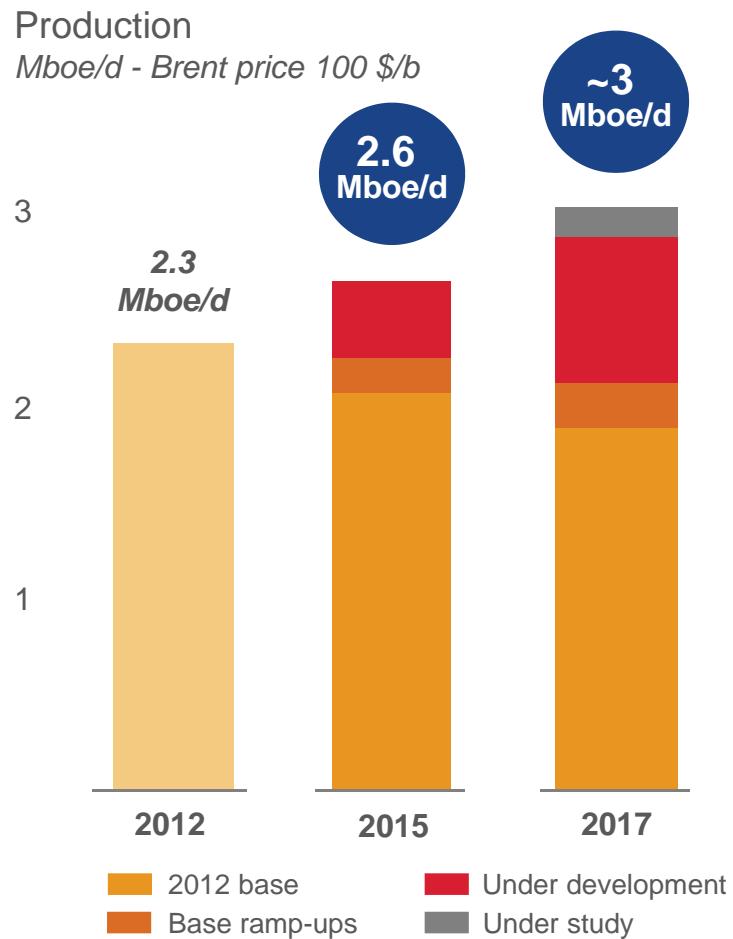
More than **40%** of 2017 Upstream cash flow from operations generated by new projects

**Long-plateau** projects strengthening base

**Investing with discipline in competitive growth projects**

\* Based on Wood Mackenzie CBT data Q2 2013 (including only oil sands for onshore North America)  
Peers: BP, Chevron, Exxon and Shell ; Brent LT 85 \$<sub>13</sub>/b ; NPV 8% forward

# Production growth targets



95% of 2017 target in production or under development

Reducing base decline of 3-4% through long-plateau projects and ramp-ups

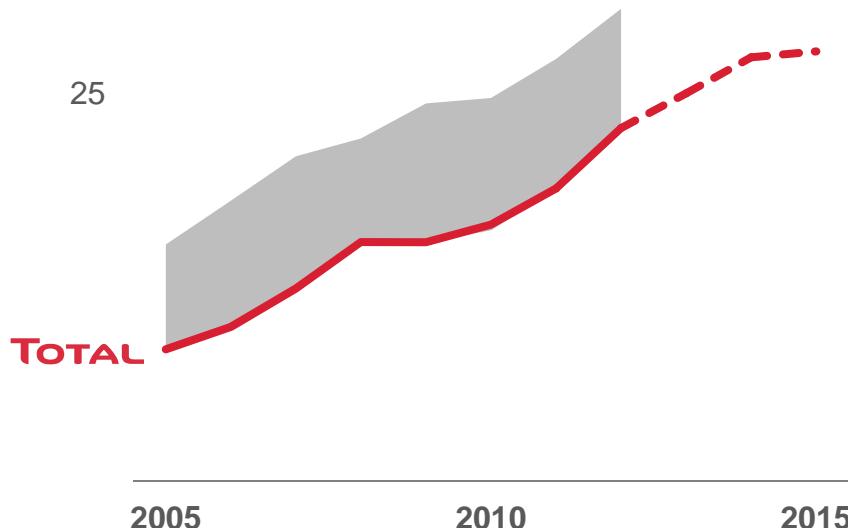
## Upside/Downside

- Adco renewal
- Novatek equity
- Projects under study

On track to achieve production potential of ~3 Mboe/d

# Effectively managing Upstream costs

Technical costs for Total and peers\*  
\$/boe



Strict **cost management**

More **resilient** over a range  
of hydrocarbon prices

**DD&A/boe** increasing with major project  
start-ups and **stabilizing from 2015**

**Lowest technical costs among the Majors**

\* Public data. Opex + exploration expenses + DD&A for entitlement production from consolidated subsidiaries based on ASC932  
Peers: BP, Chevron, Exxon, Shell

# An industry leader in deep offshore



**60% of industry oil discoveries\*** in past 5 years from deep offshore

High tech and **high return** projects

Total to operate **8 FPSOs** with **~1.5 Mb/d capacity** in 2017, a leading position among Majors

**10%** of Total's production, **>25%** of Upstream results

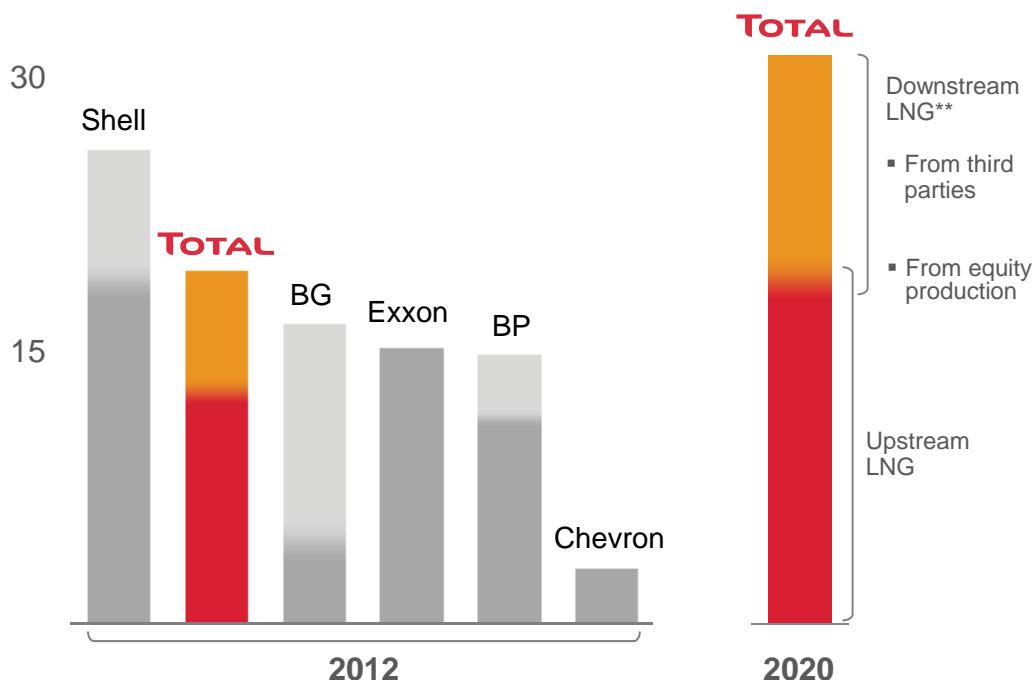
**Technological expertise driving high returns**

\* Source IHS

# A top-tier position in LNG

Upstream & downstream LNG positions\*

Mt/y



Highest growth gas segment,  
led by Asian demand

**20% of Total's production,  
>25% of Upstream results**

Leveraging strong upstream  
and downstream positions

## Continuing to grow

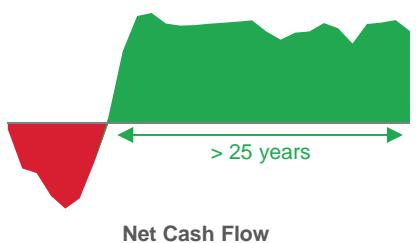
- Upstream: Ichthys, Gladstone, Yamal...
- Downstream: Sabine Pass

**Strong position throughout the LNG value chain**

\* Estimates based on public data

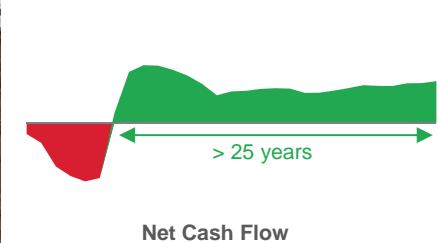
\*\* LNG purchases by the Group, including those from subsidiaries and participations that are part of the Upstream LNG portfolio

# 2 major long-plateau projects for the future



## Yamal, a competitive LNG project

- Giant proved and probable reserves  
32 Tcf gas, 196 Mb condensate
- 16.5 Mt/y LNG
- LNG marketing to Europe and Asia progressing
- FID expected by year-end
- Start-up envisaged 2017
- Total 20%, Novatek 60%, CNPC 20%\*



## Fort Hills, a robust oil sands project

- Giant proved and probable reserves  
> 2.5 Bb bitumen
- 180 kb/d open-pit mining production
- Capacities secured in various pipeline projects
- FID expected by year-end
- Start-up envisaged 2017
- Total 39.2%, Suncor 40.8%, Teck 20%

**Building blocks for a stronger production profile**

\* Subject to closing

# Progressing with bold exploration program

- ★ 2013 discoveries
- ▲ 2013 main new acreage
- 2013-14 big cat and elephant wells to drill



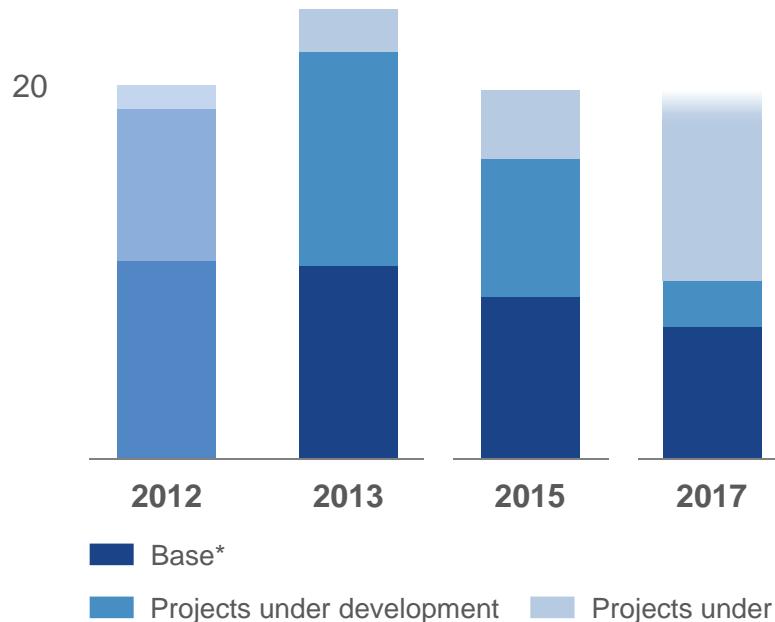
Drilling more than 15 high-impact wells by end-2014

Bolivia, Uruguay and South Africa new acreage subject to closing  
\* Based on Wood Mackenzie's Exploration Service Insight, June 2013



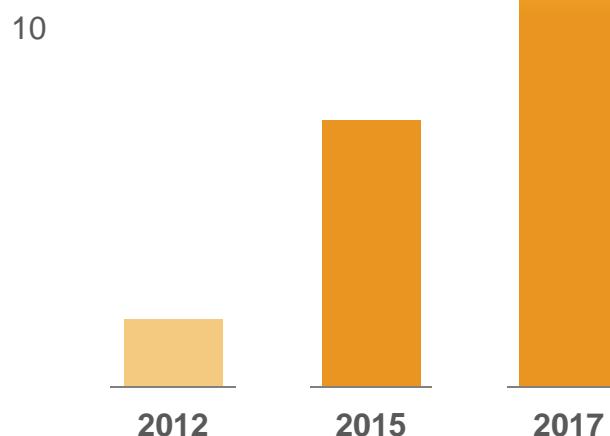
# Reducing organic Capex and increasing free cash flow

Upstream organic Capex  
B\$



- Starting-up new projects **on-time** and **in-budget**
- Demonstrating **selectivity** and **capital discipline**

Upstream free cash flow\*\*  
B\$



- Cash flow from operations increasing by ~30% from 2012 to 2017
- More than **40%** of 2017 Upstream cash flow from operations generated by new projects

\* Base Capex including ramp-ups, maintenance, turnarounds and exploration

\*\* 2013-17 in a Brent 100 \$/b scenario, free cash flow = cash flow from operations - net investments

# Refining & Chemicals



**Christophe de Margerie**

Chairman and Chief Executive Officer

# R&C capturing initial benefits from restructuring

Net operating income



Priority to **safety** and **environment**

**Adapt capacities** to demand evolution in Europe and focus on integrated platforms

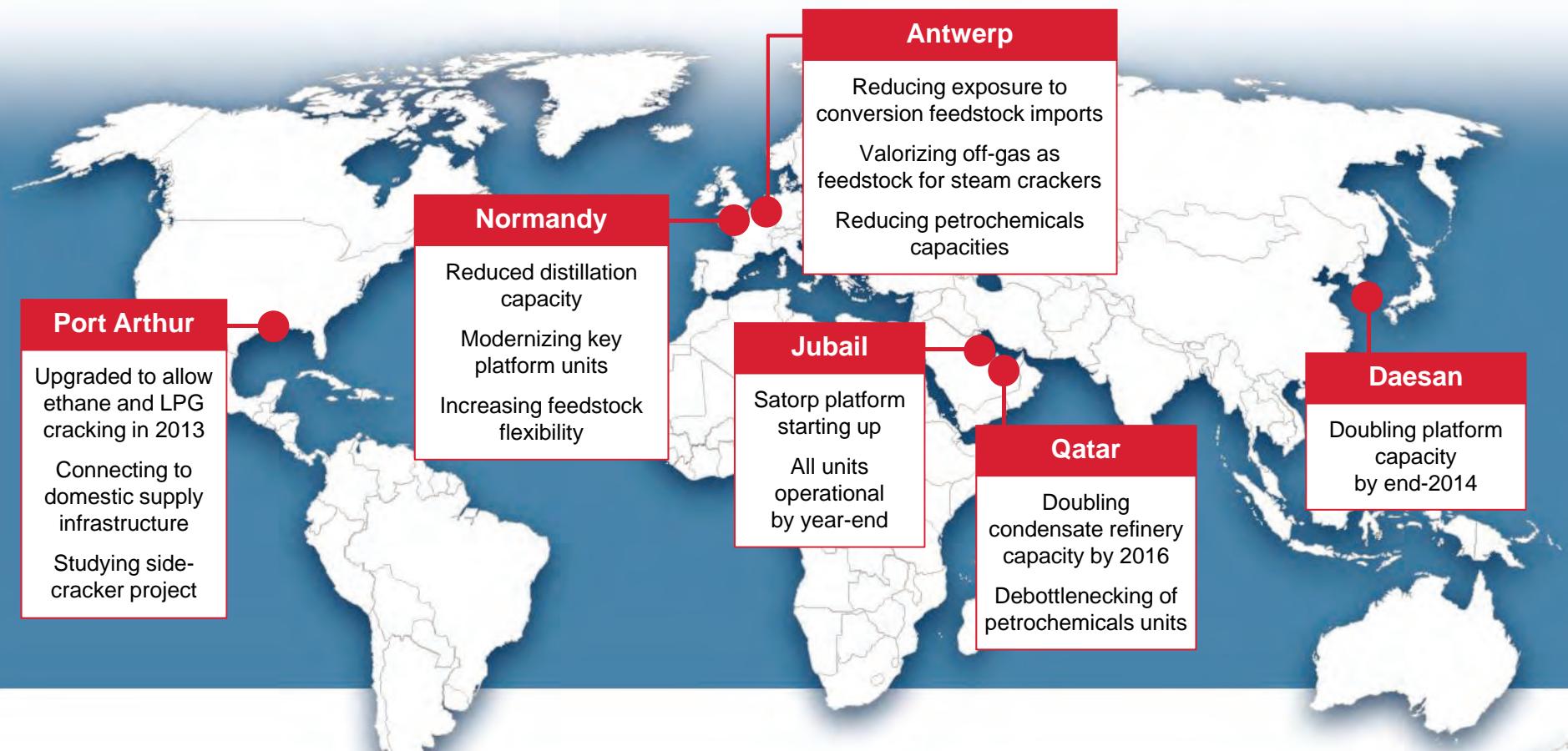
Expand profitably in **Middle East** and **Asia**

Consolidate and seize opportunities in the **United States**

Differentiate through **process** and product **innovation**

**Implementing dynamic strategy**

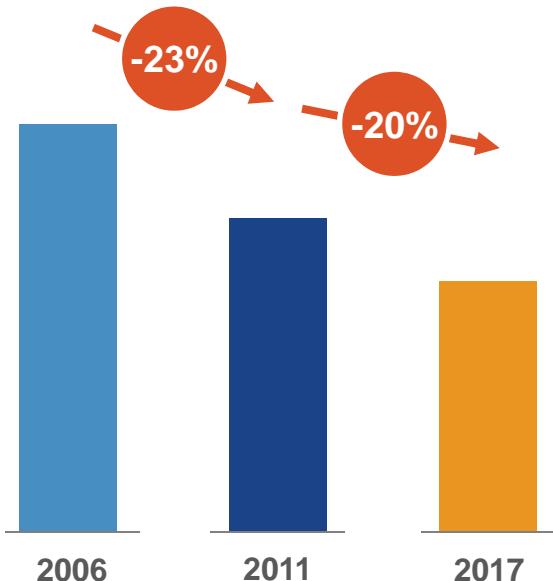
# Six major platforms shaping the future of R&C



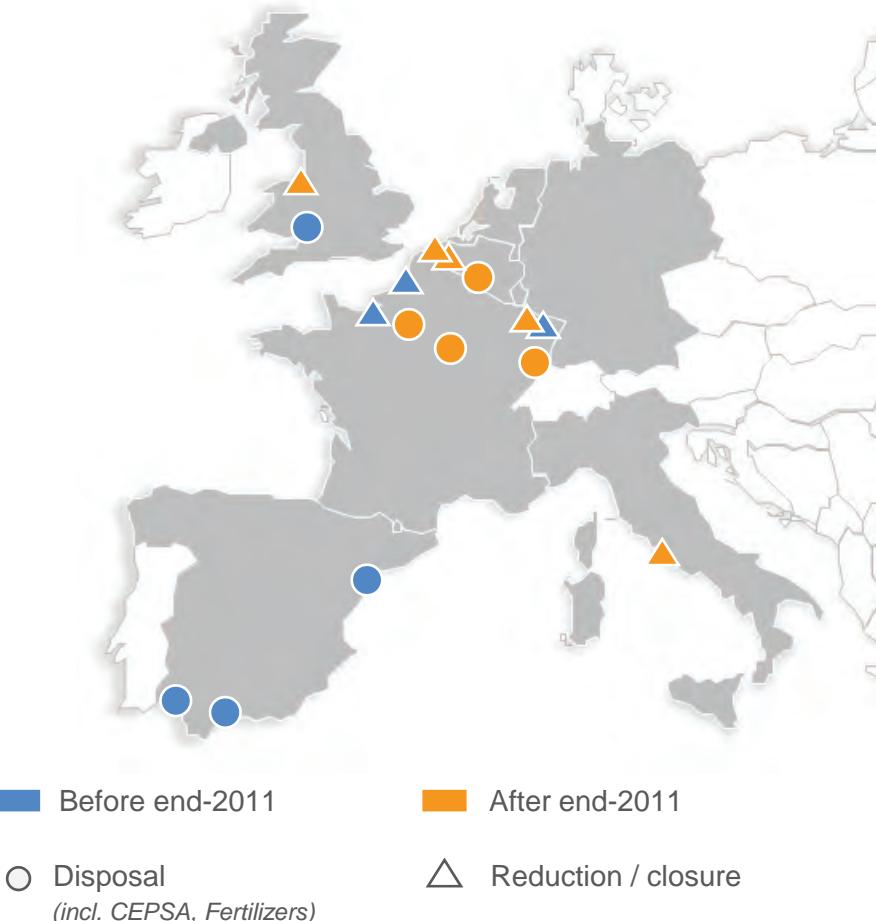
**Integrated platforms to represent 70% of capital employed and 75% of refining & petrochemicals net income by 2017**

# Reducing footprint in Europe

Total's refining and petrochemicals  
European exposure  
Base 100 end-2011



2006-13 Total's European capacity reduction

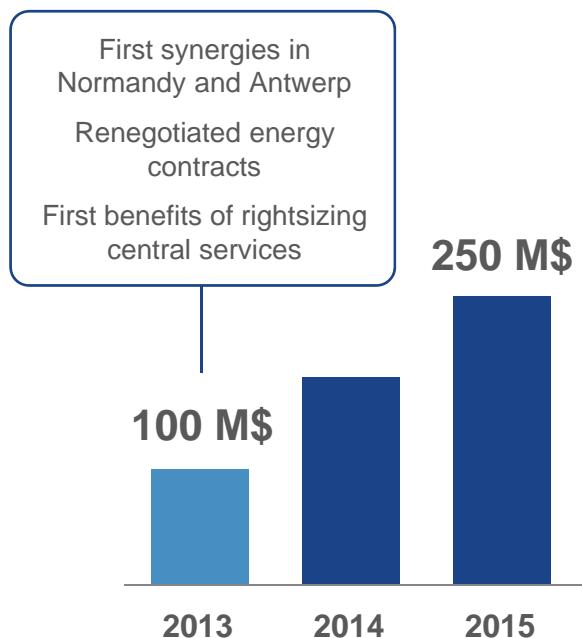


Carling: subject to information and/or consultation procedures

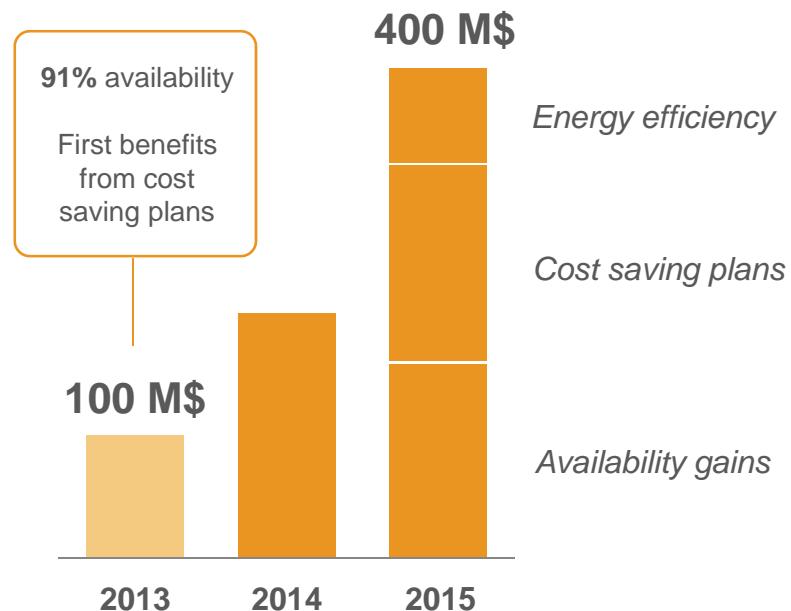


# Capturing synergies and efficiencies

Synergies  
*Net operating income*



Efficiency plans  
*Net operating income*

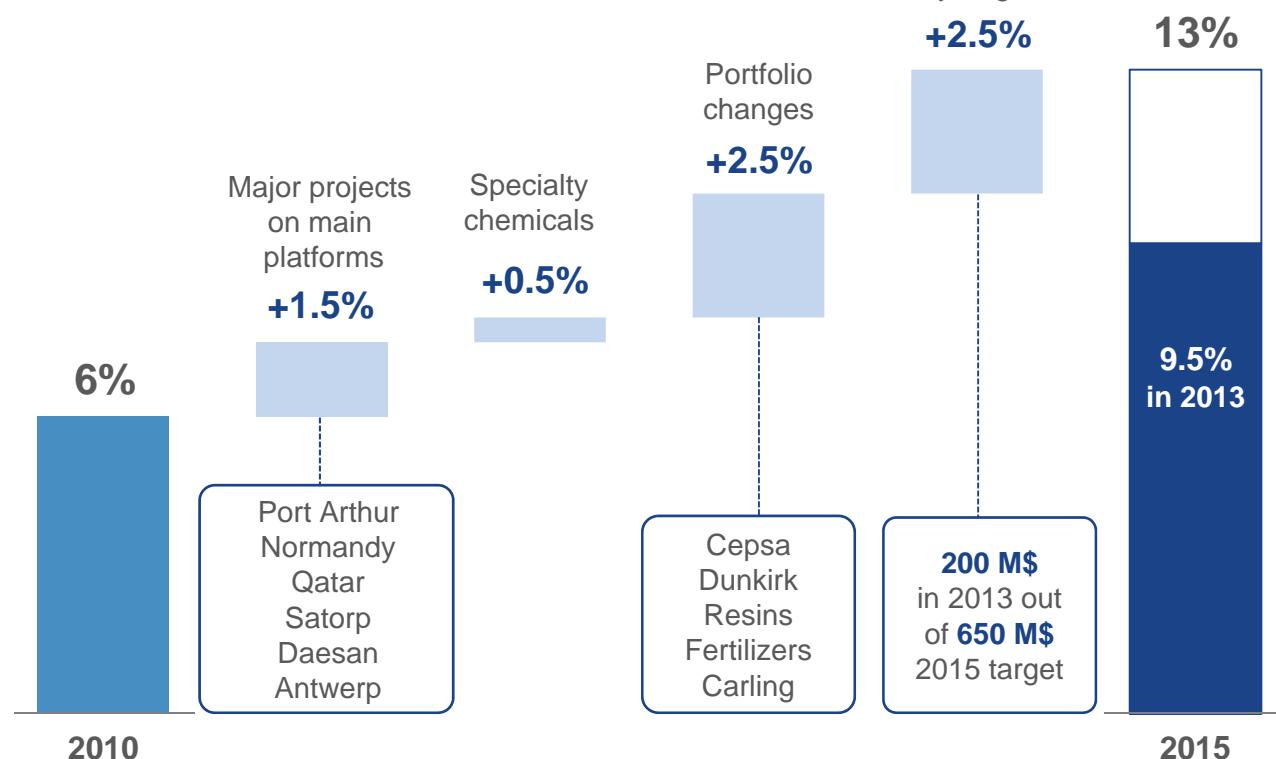


On track to achieve 200 M\$ in 2013 and 650 M\$ by 2015

# On track to achieve profitability target



## Profitability roadmap *ROACE in 2010 environment (ERMI 27 \$/t)*

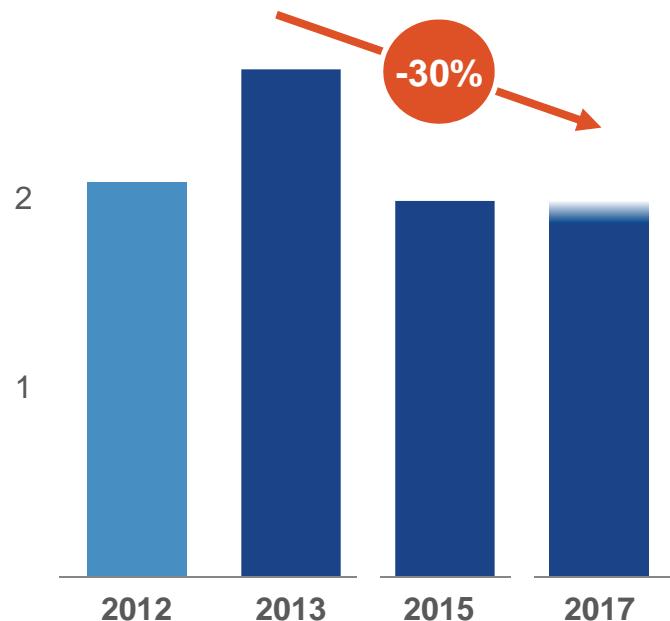


Collective focus on transformational change

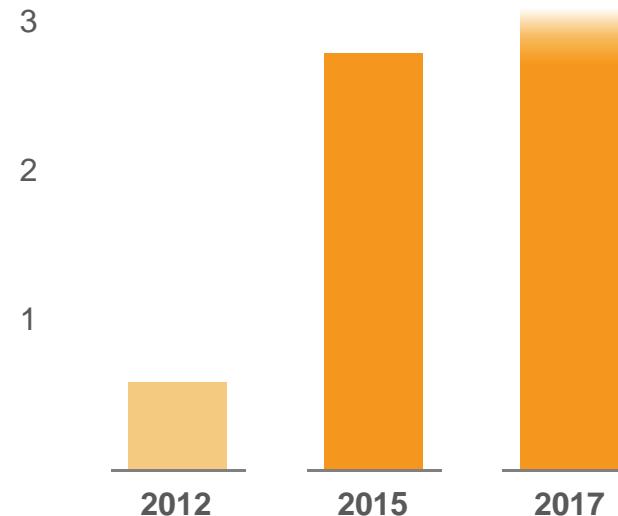
Carling: subject to information and/or consultation procedures

# Growing contribution to Group results

R&C organic Capex  
B\$



R&C free cash flow\*  
B\$, with ERMI = 35 \$/t in 2017



Strong capital discipline enhancing sustainable contribution

\* Free cash flow = cash flow from operations - net investments

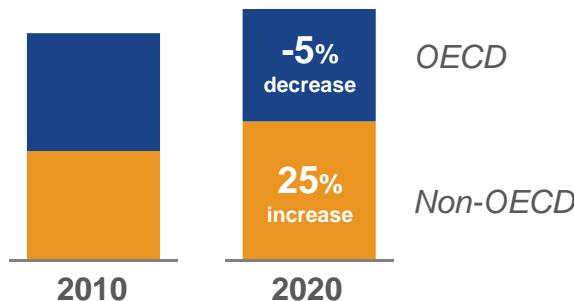
# Marketing & Services



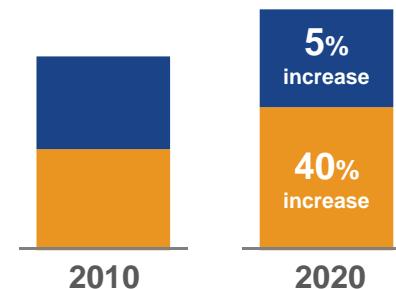
**Philippe Boisseau**  
President Marketing & Services

# Marketing & Services key businesses

Worldwide oil products demand growth



Worldwide lubricants demand growth



## Average retail network market share

- **13%**, leader in high return Africa and Middle East
- **13%** in 5 key European markets

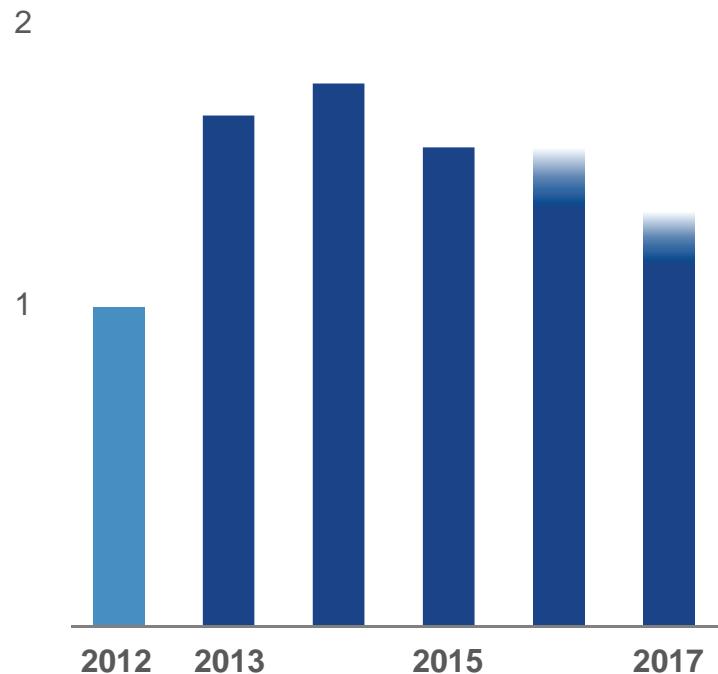
Fast-growing worldwide **lubricants** sales

**Services** and **multi-energy** solutions provider

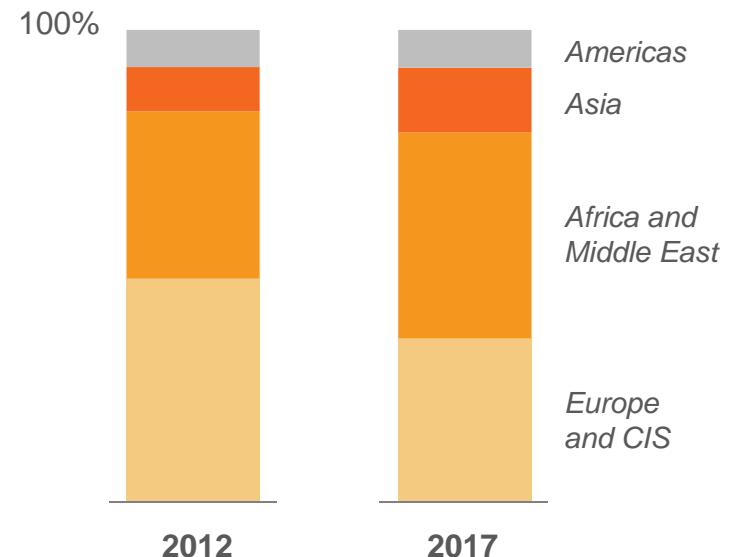
**Differentiated asset base and regional expertise**

# Investing to strengthen and rebalance M&S

M&S organic Capex  
B\$



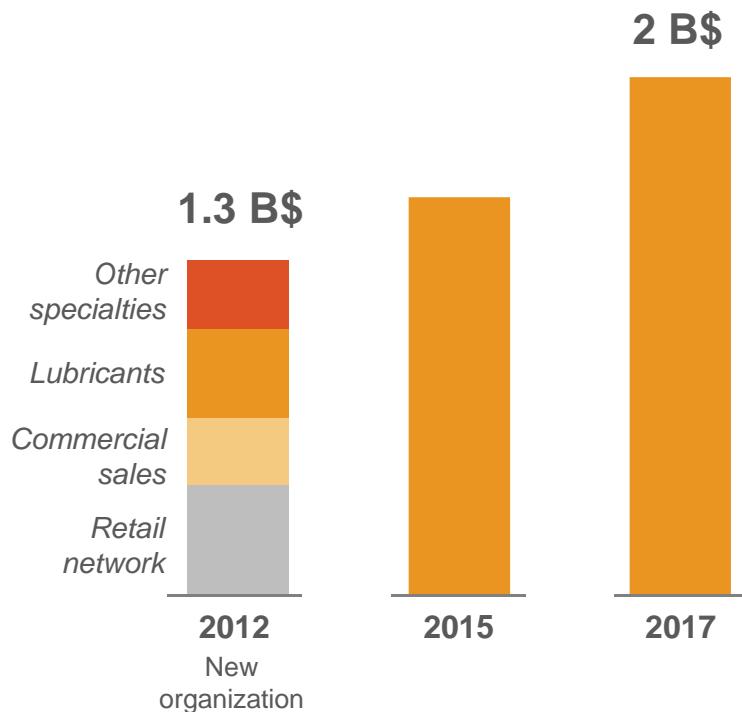
Capital employed



Marketing & Services restructured to unlock value

# Growing while delivering high profitability

M&S net operating income



Adapting in Europe and growing in Africa and Middle East

Developing **high-return lubricants** business worldwide

Focusing on **cost management**

Developing **less capital intensive** business models

Leveraging **brands and innovation**

Delivering ROACE > 17%

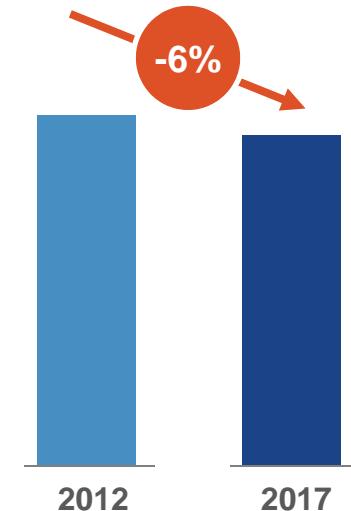
# Maximizing results in Europe



Net operating income  
B\$



Operating expenses  
€/t, base 100 in 2012

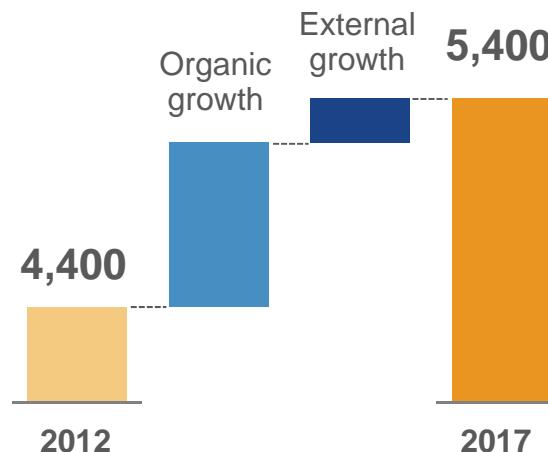


Optimizing European businesses and focusing on cost reduction

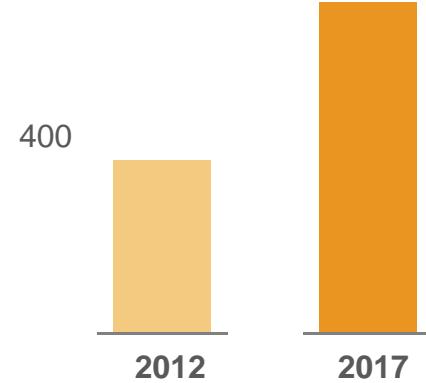
# Expanding in high-potential growth markets in Africa and Middle East



Retail stations  
in Africa and Middle East



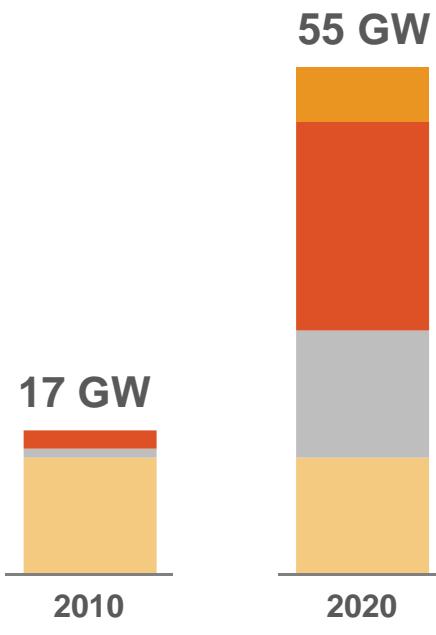
Lubricant sales  
Kt



Capitalizing on leadership positions

# Well-positioned to create value in solar

Photovoltaic global demand



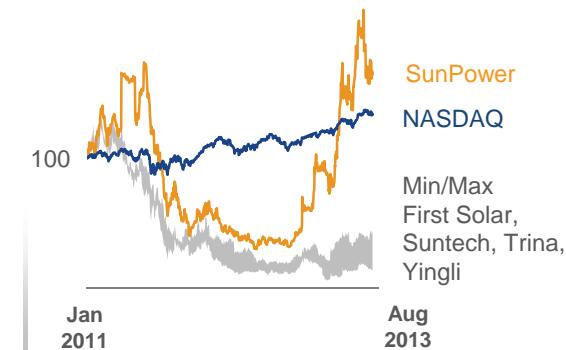
SunPower firmly established  
**among world leaders**

Differentiated **technology**

Aggressive **cost reduction** plan

Strong **project pipeline**

Share performance



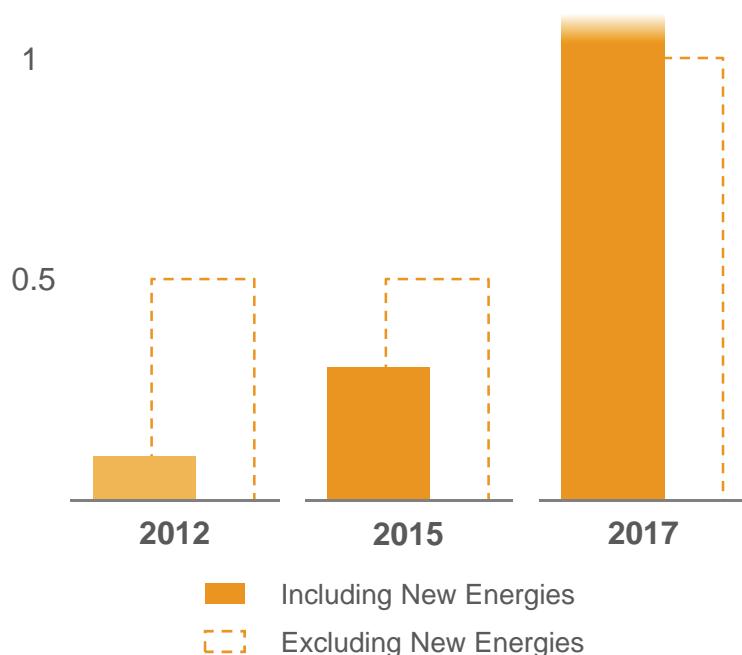
■ Europe      ■ Americas  
■ Asia / Pacific      ■ Middle East / Africa

Opportunities to expand SunPower beyond the Americas



# A 5-year plan to increase free cash flow

M&S free cash flow\*  
B\$



**Marketing** activities benefiting from a more intensive investment phase

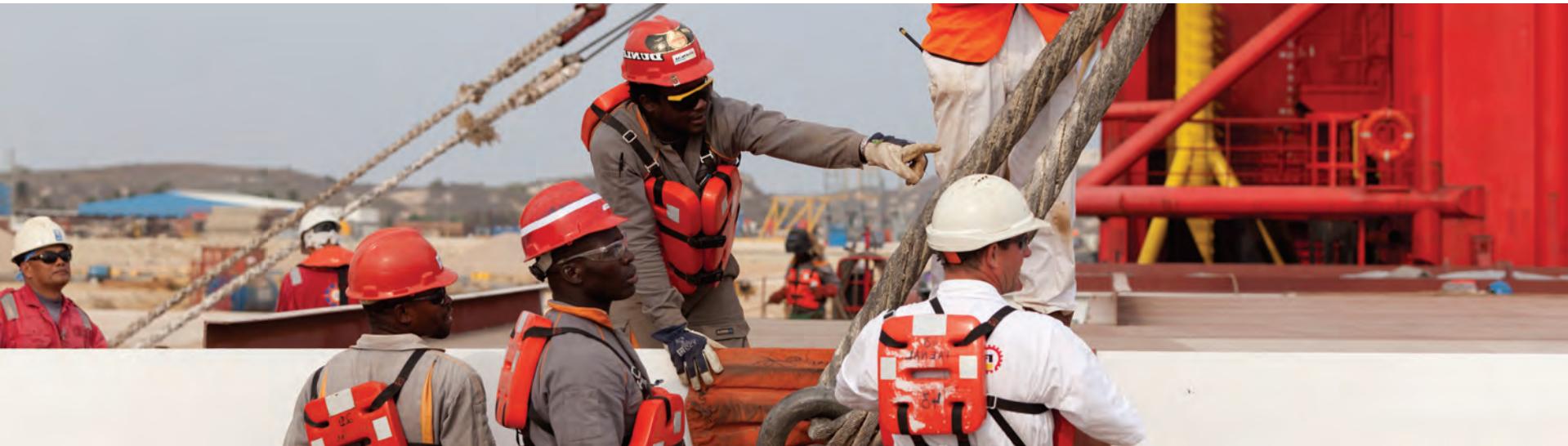
Strengthening leadership in **solar**

Delivering over **1 B\$ free cash flow** by 2017

**Expanding and rejuvenating Marketing & Services**

\* Free cash flow = cash flow from operations - net investments

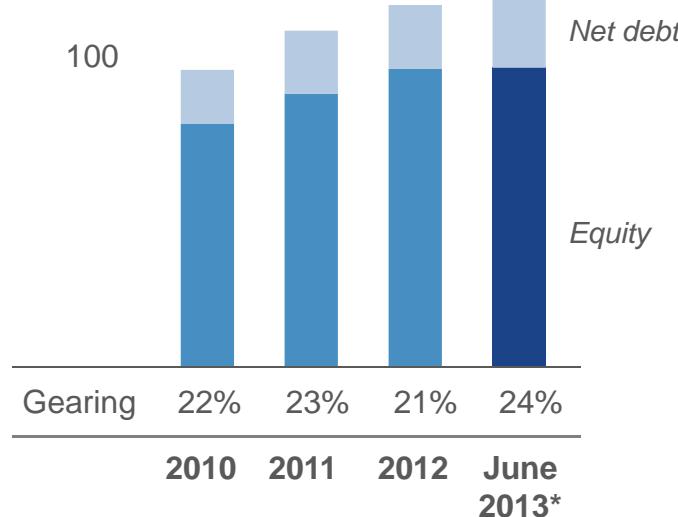
# Corporate



**Patrick de La Chevardière**  
Chief Financial Officer

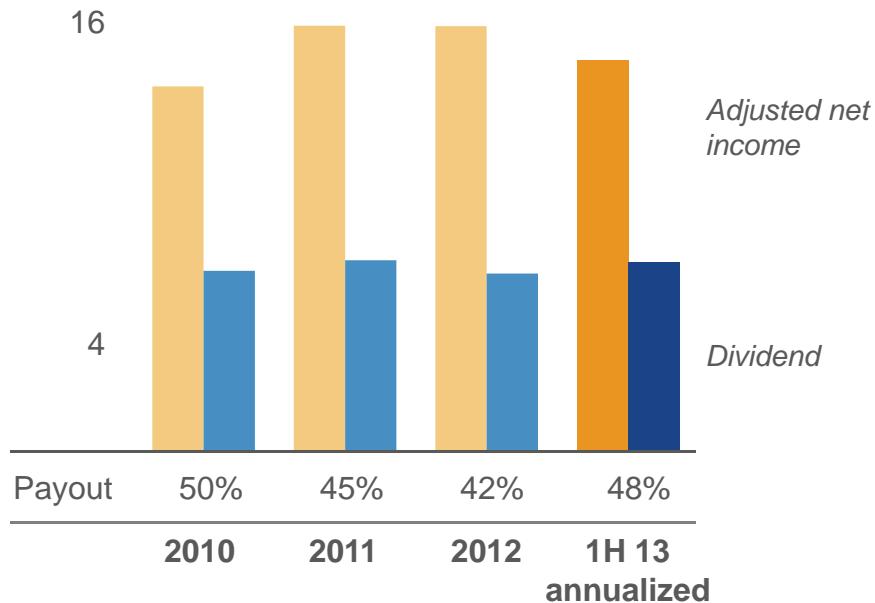
# Strong balance sheet and return to shareholders

Strong balance sheet  
B\$



**20-30%** target range for gearing

Adjusted net income and dividend  
B\$



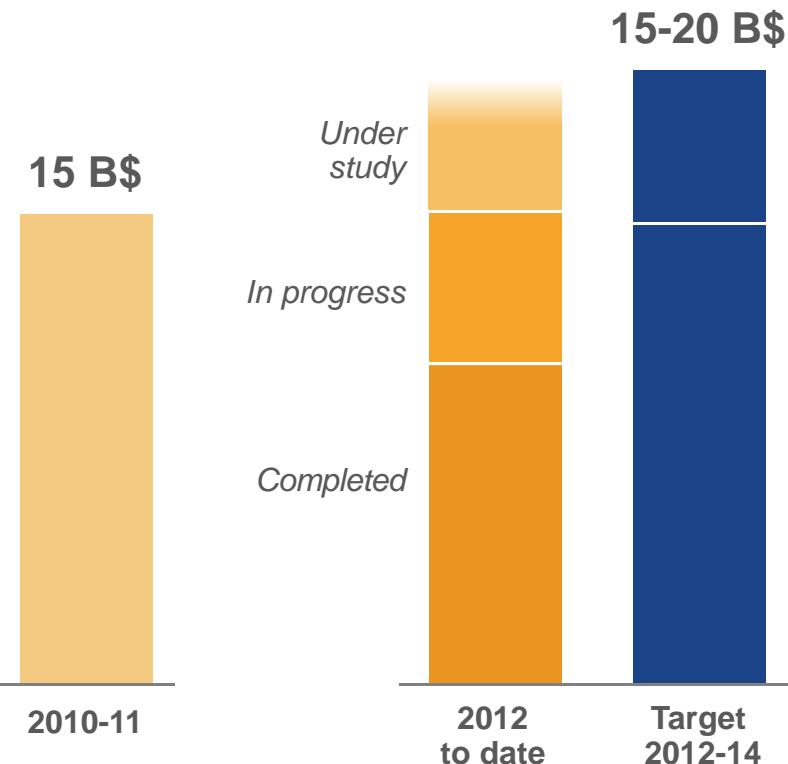
Dividend policy **50%** average payout ratio

**Committed to sustaining a competitive shareholder return**

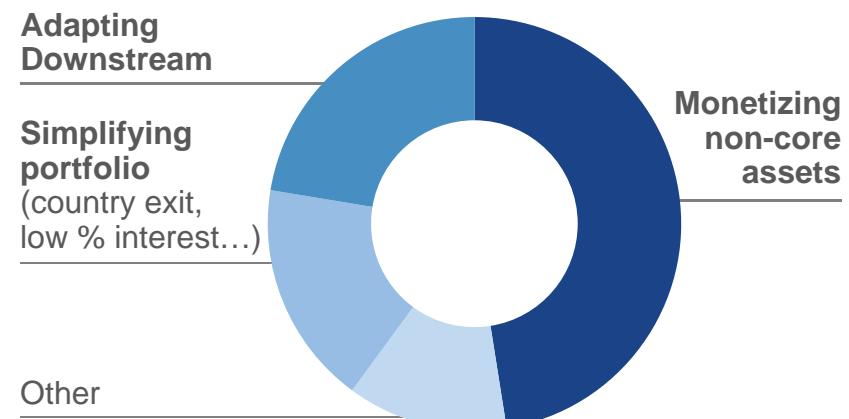
\* Pro-forma TIGF closing July 2013

# On track to achieve asset sale target

Asset sales



2010-to-date asset sales



Reshaping portfolio and unlocking value

# Organic Capex peaking in 2013

Group organic Capex  
B\$



Investing with **discipline**  
in **profitable** projects

Capex under study **flexible**

Active **project management**  
and effective **cost control**

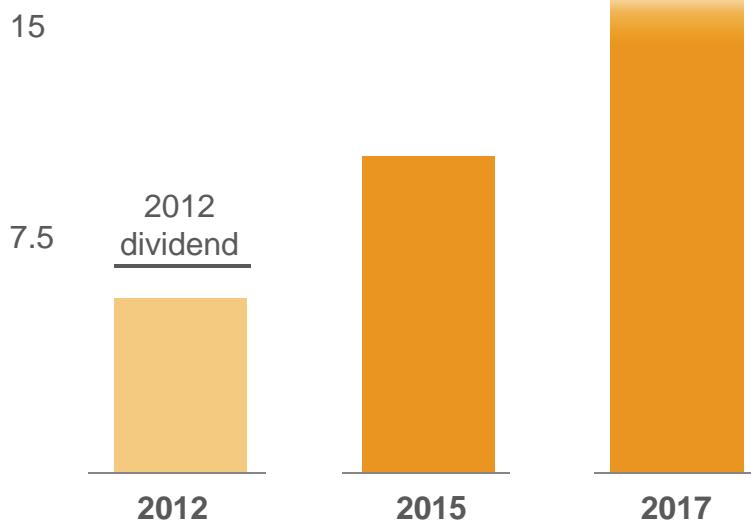
Ending an intensive investment cycle



\* Base Capex including ramp-ups, maintenance, turnarounds and exploration

# Accelerating free cash flow growth

Group free cash flow\*  
B\$



## Accelerating **cash flow growth**

- Production growth
- Cash accretive Upstream start-ups
- Increasing contribution of Downstream

End of an intensive investment cycle

**Free cash flow to strengthen financial position  
and shareholder return**

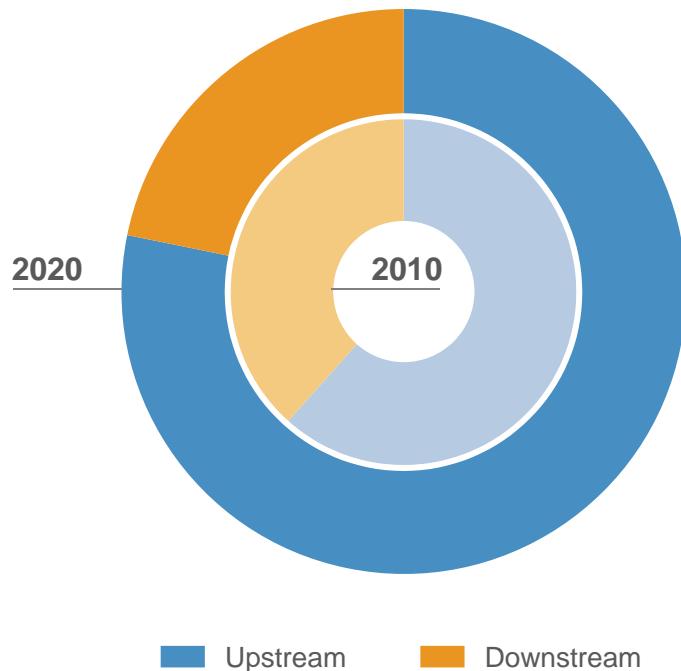
# Conclusion



**Christophe de Margerie**  
Chairman and Chief Executive Officer

# Building long-term performance

Allocation of capital employed



Group increasingly leveraged to **Upstream**

Upstream benefitting from **exploration** and new generation of **long-plateau** projects

Refining & Chemicals more **efficient** and **adapted** to markets

Marketing & Services **expanded** and **rebalanced**

Creating value in a responsible and sustainable manner

# Focusing on execution and delivery



Increasing production

Revitalizing Downstream

Reducing Capex

Delivering free cash flow growth

Increasing return to shareholders

A clear path forward

# Appendix

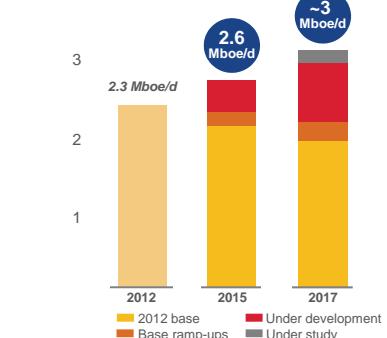


# Portfolio of major projects

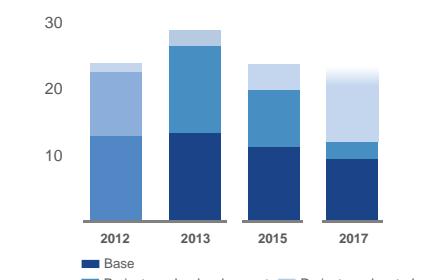
End-2013

Projets	Countries		Capacity (kboe/d)	Share	Op*	Status
Sulige	China	Gas	50	49%		LT test
Angola LNG	Angola	LNG	175	13.6%		Prod
Kashagan Ph.1	Kazakhstan	Liquids	370	16.8%		Prod
OML 58 Upgrade	Nigeria	Gas/Cond.	70	40%	✓	Dev.
Ekofisk South	Norway	Liq/Gas	70	39.9%		Dev.
West Franklin Ph.2	UK	Gas/Cond.	40	46.2%	✓	Dev.
CLOV	Angola	Deep off. liquids	160	40%	✓	Dev.
Laggan-Tormore	UK	Deep off. gas/cond	90	80%	✓	Dev.
Ofon 2	Nigeria	Liq/Gas	70	40%	✓	Dev.
Eldfisk 2	Norway	Liq/Gas	70	39.9%		Dev.
Surmont Ph.2	Canada	Heavy oil	110	50%		Dev.
GLNG	Australia	LNG	150	27.5%		Dev.
Termokarstovoye	Russia	Gas/Cond.	65	49%		Dev.
Vega Pleyade	Argentina	Gas	70	37.5%	✓	FEED
Moho North (incl. Ph.1bis)	Congo	Deep off. liquids	140	53.5%	✓	Dev.
Elgin/Franklin redev	UK	Gas	35	46.2%	✓	FEED
Incahuasi	Bolivia	Gas	50	60%	✓	Dev.
Tempa Rossa	Italy	Heavy oil	55	50%	✓	Dev.
Martin Linge	Norway	Liq/Gas	80	51%	✓	Dev.
Ikike (OML 99)	Nigeria	Liq/Gas	55	40%	✓	FEED
Halfaya Ph.3	Iraq	Liquids	335	18.75%		FEED
Ichthys	Australia	LNG	335	30%		Dev.
Gina Krog (Dagny)	Norway	Liq/Gas	95	38%		Dev.
Block 32 - Kaombo	Angola	Deep off. liquids	200	30%	✓	FEED
Egina	Nigeria	Deep off. liquids	200	24%	✓	Dev.
Yamal LNG	Russia	LNG	~450	20%**		FEED
Fort Hills	Canada	Heavy oil	180	39.2%		FEED
Blocks 1, 2 and 3A	Uganda	Liquids	200-250	33.3%	✓	Study
Ahnet	Algeria	Gas	70	47%		Study
Linnorm	Norway	Gas	100	20%		FEED
Shah Deniz Ph.2	Azerbaijan	Gas	380	10%		FEED
Surmont Ph.3	Canada	Heavy oil	120	50%		FEED
Absheron Ph.1	Azerbaijan	Gas	130	40%	✓	Study
Brass LNG	Nigeria	LNG	300	17%		FEED
Bonga South West	Nigeria	Liquids	165	12.5%		Study
Joslyn North Mine	Canada	Heavy oil	100	38.25%	✓	FEED
IMA (OML 112)	Nigeria	Gas	60	40%		Study

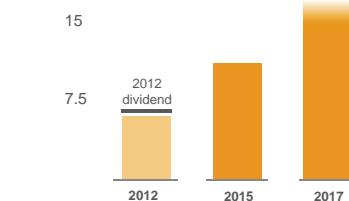
Production  
Mboe/d - Brent price 100 \$/b



Group organic Capex  
B\$



Free cash flow  
B\$



\* Total operated; in Uganda, Total operator of block 1 only

\*\* Direct stake in the project only

# Disclaimer

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. Such forward-looking information and statements included in this document are based on a number of economic data and assumptions made in a given economic, competitive and regulatory environment. They may prove to be inaccurate in the future, and are subject to a number of risk factors that could lead to a significant difference between actual results and those anticipated, including currency fluctuations, the price of petroleum products, the ability to realize cost reductions and operating efficiencies without unduly disrupting business operations, environmental regulatory considerations and general economic and business conditions. Certain financial information is based on estimates particularly in the assessment of the recoverable value of assets and potential impairments of assets relating thereto. Neither TOTAL nor any of its subsidiaries assumes any obligation to update publicly any forward-looking information or statement, objectives or trends contained in this document whether as a result of new information, future events or otherwise. Further information on factors, risks and uncertainties that could affect the Company's financial results or the Group's activities is provided in the most recent Registration Document filed by the Company with the French *Autorité des Marchés Financiers* and annual report on Form 20-F filed with the United States Securities and Exchange Commission ("SEC").

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 prices differential 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 trading inventories and storage contracts, 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.

Dollar amounts presented herein represent euro amounts converted at the average euro-dollar exchange rate for the applicable period and are not the result of financial statements prepared in dollars.

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