# **Results & Outlook**

February 2016





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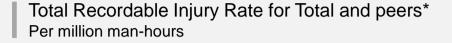


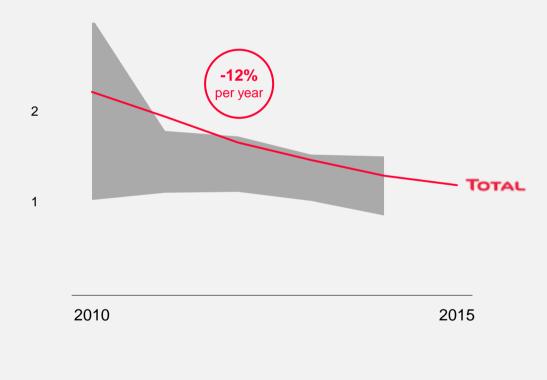
Patrick Pouyanné
Chairman and CEO



### Safety, a core value

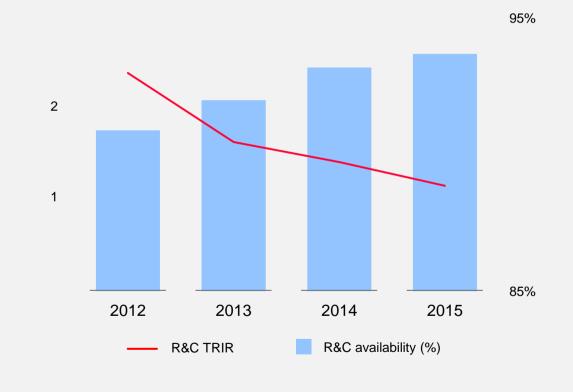
#### The cornerstone of operational efficiency





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

#### Safety and operational performance go hand in hand





### **Resilient 2015 performance**

Safety, Delivery, Costs and Cash



Benefiting from the integrated model

9.4% production growth

8 B\$ Downstream cash generation

Exceeded **cost reduction** targets



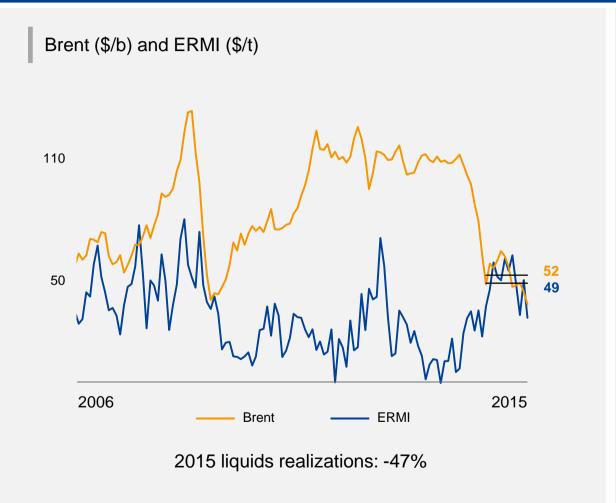


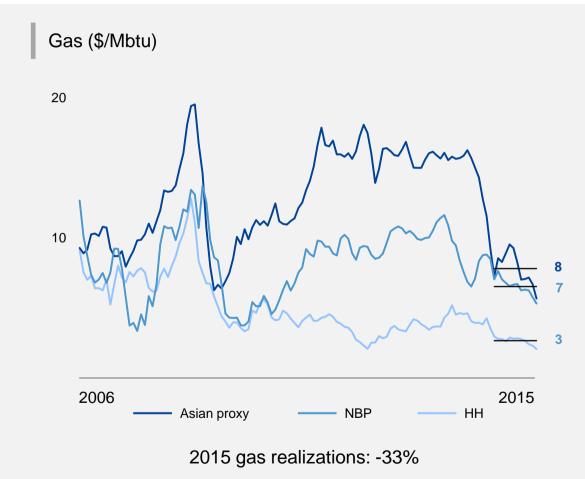
2015 Results

Patrick de La Chevardière
Chief Financial Officer

### **Steep decline in commodity prices**

One year into the cycle

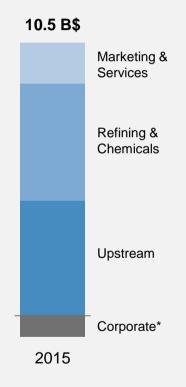




#### **Resilient 2015 results**

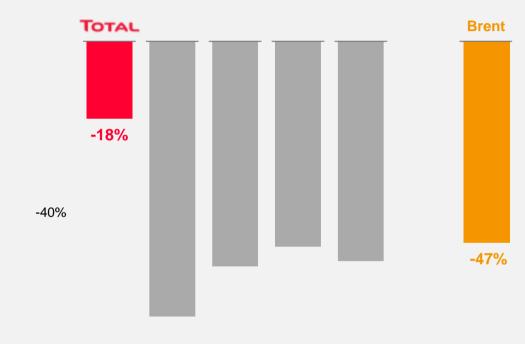
#### Strong Downstream contribution

Adjusted net income B\$



<sup>\*</sup> Including net cost of net debt and minority interests

## Adjusted net income % change 2015 vs 2014 for Total and peers\*\*

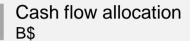


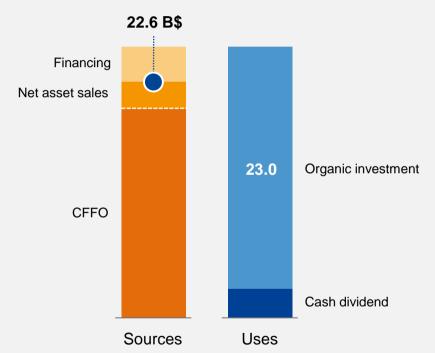


<sup>\*\*</sup> Peers: BP, Chevron, ExxonMobil, Shell – based on public data

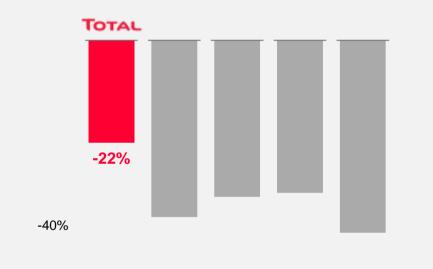
### Robust 2015 cash generation

Leveraging the integrated business model





## Cash flow from operations % change 2015 vs 2014 for Total and peers\*







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

#### Portfolio management integrated into strategy

On track to achieve 2015-17 sales program



**Delivering** asset sales as planned

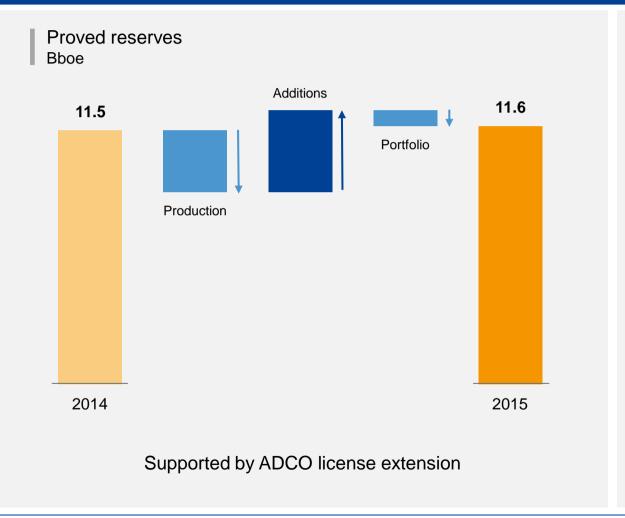
2016 target **increased to 4 B\$** in response to environment

Monetizing **non-core** assets and optimizing portfolio

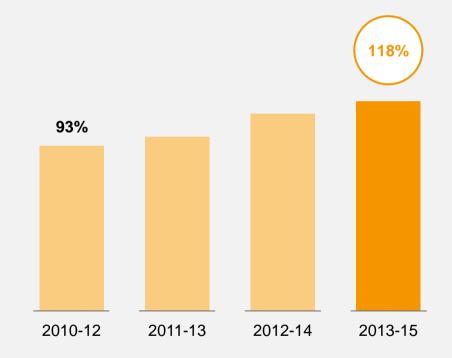


#### Securing future with 107% reserve replacement ratio

>20 years of proved and probable reserves



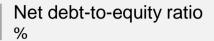
Organic reserve replacement rate 3-year average

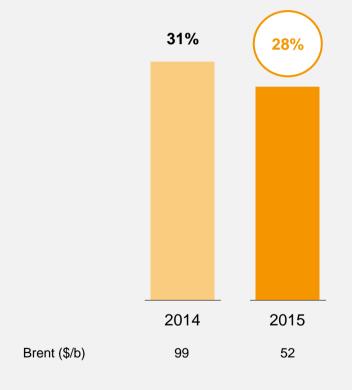




## **Priority to strong balance sheet**

Lower gearing despite weaker environment





Access to financial markets on attractive terms

Maintaining sufficient liquidity

5.4 B\$ after-tax impairments in 2015



# Delivering on our commitments

### Building on a solid 2015 track record

#### 2015 objectives

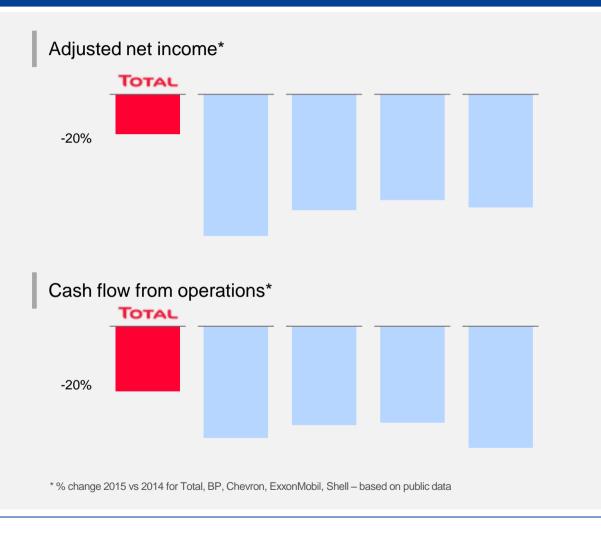
	Target	Realized	
Capex	23-24 B\$	23.0 B\$	/
Opex savings	1.2 B\$	1.5 B\$	/
Exploration	1.9 B\$	1.9 B\$	
2014 asset sales closed	4 B\$	3.5 B\$	
2015 asset sales signed	5 B\$	4 B\$	_
Production growth	> 8%	+9.4%	
Reserve additions (explo. + DRO)	1.2 Bboe < 3 \$/boe	2.1 Bboe ~2 \$/boe	/

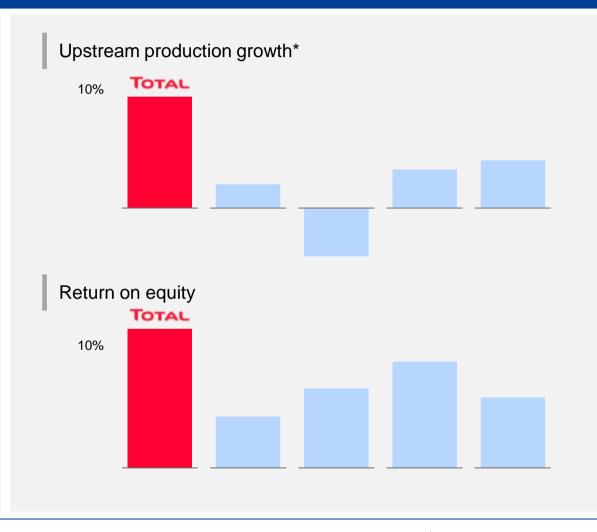




### **Outperforming peer group in 2015**

Strong performance across all segments







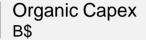


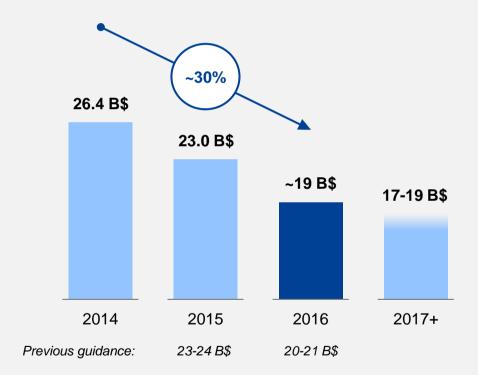
2016 Outlook

Patrick Pouyanné
Chairman and CEO

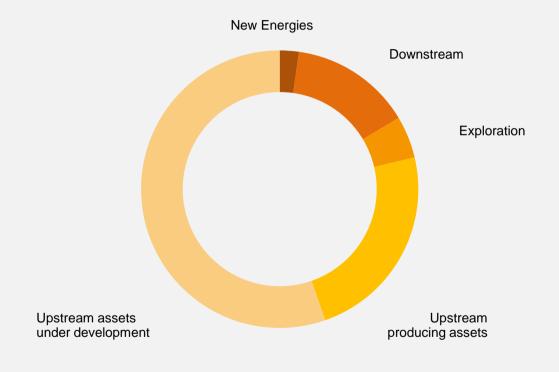
### **Adapting 2016 Capex to lower oil price**

Increasing flexibility as projects start up





## 2016 Organic Capex B\$





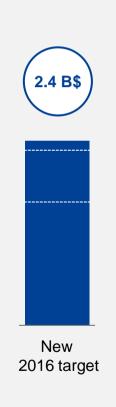
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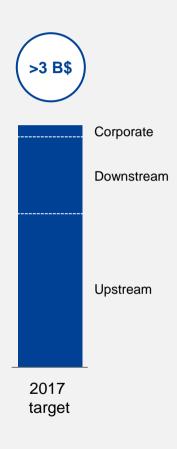
### Company fully mobilized on Opex reduction

2015 Opex savings target surpassed

2015-17 Opex reduction
Contribution to operating results\* - B\$





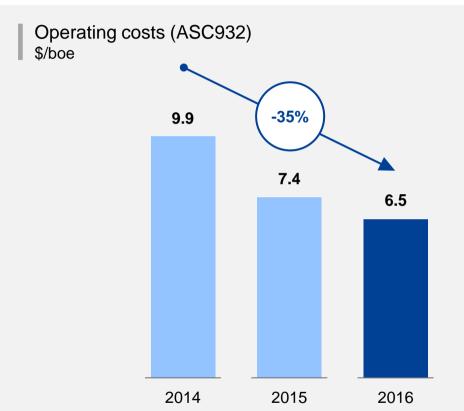


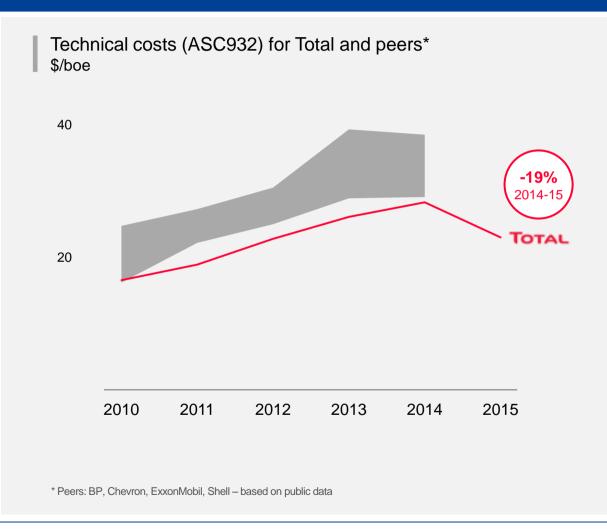


<sup>\*</sup> Including impact of deflation

### **Driving down E&P Opex by 35%**

Lowest technical costs among peers

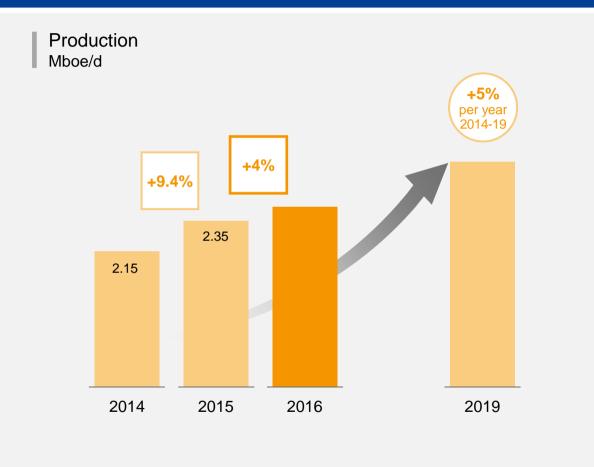


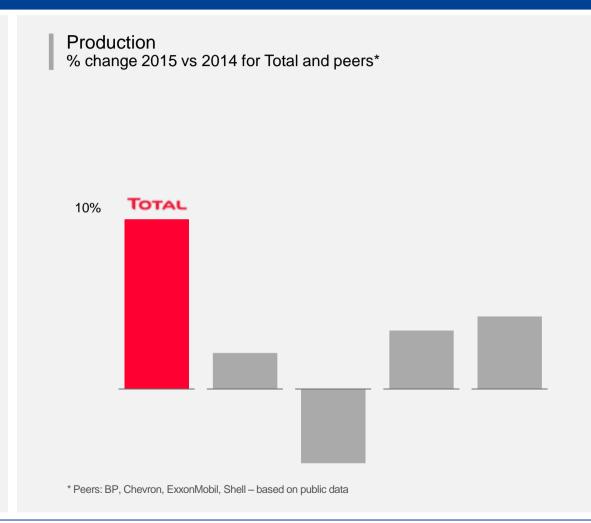


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## Strong production growth

Exceeded 2015 target







#### Five major projects starting up in 2016

Ramping up nine 2015 start-ups

Laggan-Tormore, UK Total 60% op., 90 kboe/d\*



Vega Pleyade, Argentina Total 37.5% op., 70 kboe/d\*



Incahuasi, Bolivia Total 60% op., 50 kboe/d\*



\* 100% capacity

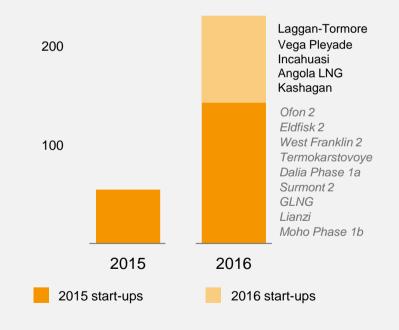
Angola LNG Total 13.6%, 150 kboe/d\*



Kashagan, Kazakhstan Total 16.8%, 370 kboe/d\*



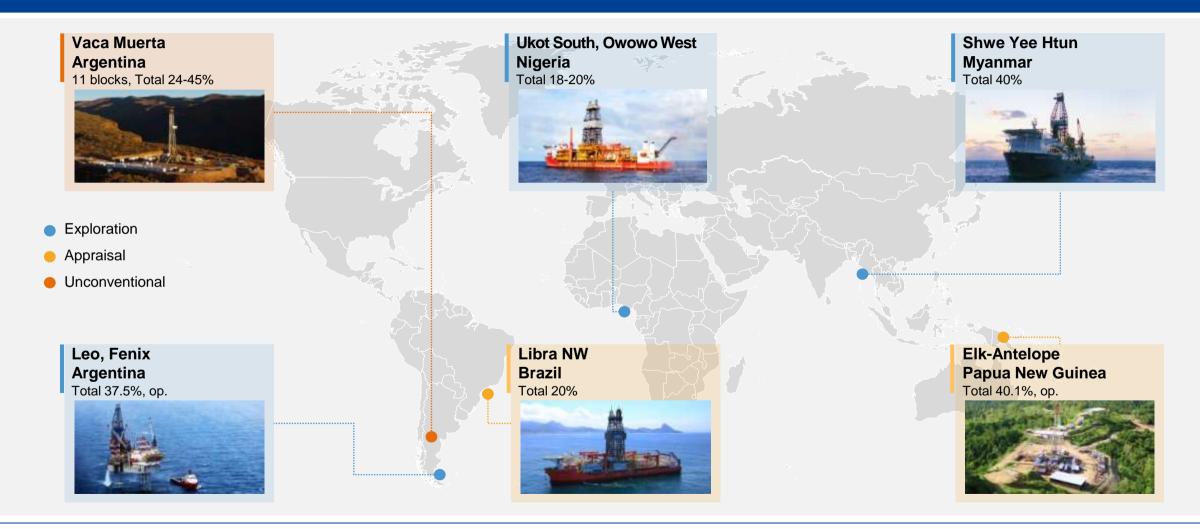
#### Production from new start-ups kboe/d





### Focused exploration program starting to deliver results

2016 budget of 1.5 B\$

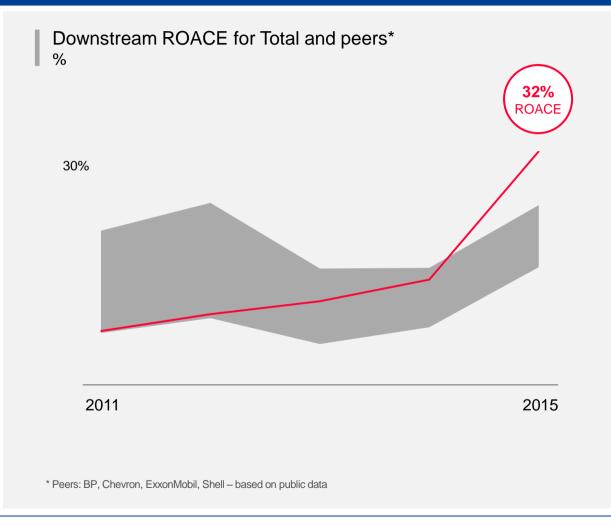




#### Harvesting benefits of Downstream restructuring

Strong contribution expected in 2016







### More than 500 M\$/y additional cash from R&C projects

20% European capacity reduction achieved by end-2016



TOTAL

#### M&S generating close to 2 B\$ of cash flow from operations

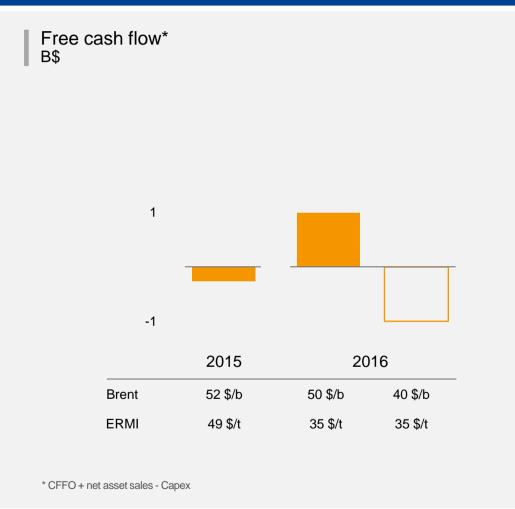
Growing retail and lubricants by 4% per year

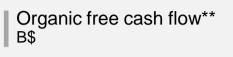




### Reducing cash flow breakeven

Maintaining scrip dividend in 2016







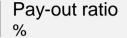
	2017	2019
Brent	60 \$/b	60 \$/b
ERMI	25 \$/t	25 \$/t

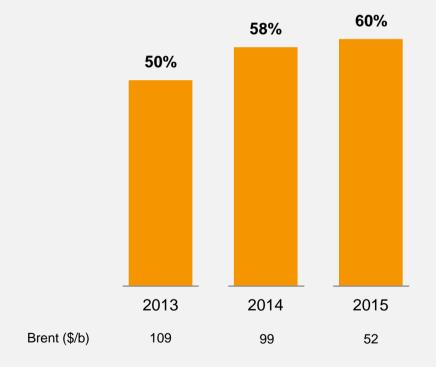
\*\* CFFO - Capex



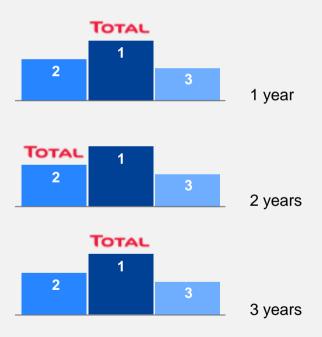
#### Committed to shareholder return

100% cash dividend at 60 \$/b from 2017





Total shareholder return ranking\* As of December 31, 2015 - \$

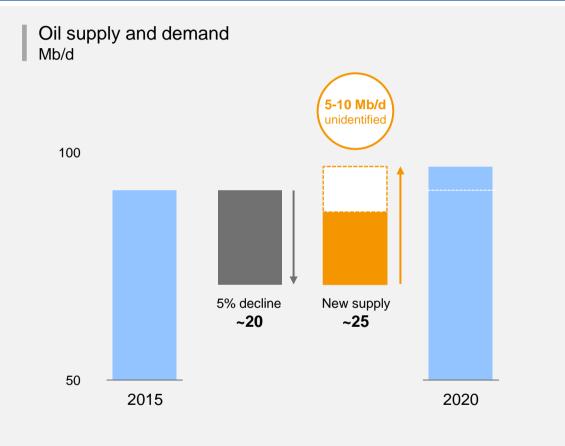


<sup>\*</sup> Bloomberg data for Total, BP, Chevron, ExxonMobil and Shell for an investment made December 31, 2014, 2013 and 2012 respectively



## Lower prices jeopardizing global oil supply

1/3 of new supply needed for 2020 at risk



**Decline** accelerating

Reducing activity in North America

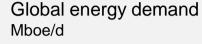
Industry delaying FIDs

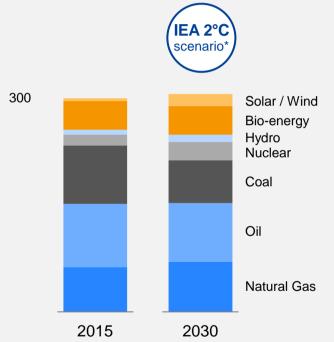
Low level of OPEC spare capacity



## Group strategy integrating 2°C roadmap

#### Sustainable business model





Focusing on oil projects with low breakevens

Prioritizing gas projects

**Exiting** coal business

Growing in renewables and biofuels



<sup>\*</sup> International Energy Agency 450 ppm scenario

### Ramping up response to 2016 environment

Staying the course to reduce breakeven



Safety, a core value

#### **Delivering** in all segments

- Project execution
- Operational efficiency

#### Reducing 2016 costs

- Capex decreased to ~19 B\$
- Opex savings increased to 2.4 B\$

Lowering cash breakeven



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Patrick Pouyanné
Chairman and CEO

Patrick de La Chevardière CFO



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