Building Solutions for the Energy Industry

Hallvard Hasselknippe – President Subsea
Safe Harbor

This presentation contains both historical and forward-looking statements. These forward-looking statements are not based on historical facts, but rather reflect our current expectations concerning future results and events and generally may be identified by the use of forward-looking words such as “believe”, “aim”, “expect”, “anticipate”, “intend”, “foresee”, “likely”, “should”, “planned”, “may”, “estimates”, “potential” or other similar words. Similarly, statements that describe our objectives, plans or goals are or may be forward-looking statements. These forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause our actual results, performance or achievements to differ materially from the anticipated results, performance or achievements expressed or implied by these forward-looking statements. Risks that could cause actual results to differ materially from the results anticipated in the forward-looking statements include, among other things: our ability to successfully continue to originate and execute large services contracts, and construction and project risks generally; the level of production-related capital expenditure in the oil and gas industry as well as other industries; currency fluctuations; interest rate fluctuations; raw material, especially steel as well as maritime freight price fluctuations; the timing of development of energy resources; armed conflict or political instability in the Arabian-Persian Gulf, Africa or other regions; the strength of competition; control of costs and expenses; the reduced availability of government-sponsored export financing; losses in one or more of our large contracts; U.S. legislation relating to investments in Iran or elsewhere where we seek to do business; changes in tax legislation, rules, regulation or enforcement; intensified price pressure by our competitors; severe weather conditions; our ability to successfully keep pace with technology changes; our ability to attract and retain qualified personnel; the evolution, interpretation and uniform application and enforcement of International Financial Reporting Standards, IFRS, according to which we prepare our financial statements as of January 1, 2005; political and social stability in developing countries; competition; supply chain bottlenecks; the ability of our subcontractors to attract skilled labor; the fact that our operations may cause the discharge of hazardous substances, leading to significant environmental remediation costs; our ability to manage and mitigate logistical challenges due to underdeveloped infrastructure in some countries where we are performing projects.

Some of these risk factors are set forth and discussed in more detail in our Annual Report. Should one of these known or unknown risks materialize, or should our underlying assumptions prove incorrect, our future results could be adversely affected, causing these results to differ materially from those expressed in our forward-looking statements. These factors are not necessarily all of the important factors that could cause our actual results to differ materially from those expressed in any of our forward-looking statements. Other unknown or unpredictable factors also could have material adverse effects on our future results. The forward-looking statements included in this release are made only as of the date of this release. We cannot assure you that projected results or events will be achieved. We do not intend, and do not assume any obligation to update any industry information or forward looking information set forth in this release to reflect subsequent events or circumstances.

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Technip 3Q 2016 Operational and Financial Highlights
3Q 2016 Highlights

CLIENT INSIGHT

Highly valued project management expertise and long-lasting customer relationships supported group profitability at c.10%

EFFICIENCY

Continued cost reductions to achieve €1 billion by 2017 of which €900 million in 2016

BALANCE SHEET

Solid balance sheet with net cash at €1.8 billion

BROAD-BASED OFFER

€1.5 billion order intake showcasing selective approach, diversified portfolio and high-end capabilities

MERGER

Most regulatory milestones completed
Shareholder meetings to be held on December 5th
Sound Quarterly Order Intake Showcases Technip’s Proven Strategy

- **Jebel Ali Refinery expansion**
  - *Long-lasting client relationship*
  - **Client:** ENOC
  - Large EPC\(^{(2)}\) for the design and construction of new processing units and ancillary units
  - 50% capacity expansion of refinery delivered by Technip in 1999

- **Dvalin**
  - *Unique long tie-back solutions*
  - **Client:** DEA Norge
  - Important subsea EPCI\(^{(3)}\) for the subsea development of the Dvalin (previously named Zidane) field
  - 15km long Pipe-in-Pipe tieback

- **Lancaster**
  - *First Alliance award*
  - **Client:** Hurricane
  - Alliance selected as exclusive provider of subsea solutions for the Lancaster EPS\(^{(1)}\) and for subsequent development of the Greater Lancaster Area

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\(^{(1)}\) Early Production System  
\(^{(2)}\) Engineering, Procurement and Construction  
\(^{(3)}\) Engineering, Procurement, Construction and Installation
Backlog and Contracted Work Provides Visibility for 2017 and Beyond

Subsea

- 3Q 2016 Order Intake: €486 million
- 2016 (3 months): €1.0 billion
- 2017: €2.6 billion
- 2018 & beyond: €1.5 billion

Onshore & Offshore

- 3Q 2016 Order Intake: €1,028 million
- 2016 (3 months): €1.3 billion
- 2017: €3.6 billion
- 2018 & beyond: €2.2 billion

Non-backlog elements

- €2.1 billion

Note: for detailed scheduling please refer to page 4 of 3Q16 Press Release
Market Outlook

Broad portfolio of solutions to seize Upstream and Downstream opportunities
€1 Billion Cost Reduction Plan On-Track

- **SG&A(1) reduction**
- **Footprint rationalization**
- **Fleet streamlining**
- **Company resizing**

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**SG&A(1)** accelerated decrease with (17)% compared to 3Q15

**Fleet streamlining and improved efficiency**

- Olympic Challenger returned to owner in 3Q16
- €195 million OPEX savings expected in 2016 compared to 2014

**Footprint rationalization**

- Closing of regional offices (Mexico, Milton Keynes, Dusseldorf, etc.)

**Company resizing**

- Expanded refocus on main operating centers
- Headcount close to 31,000 in September 2016

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(1) Selling, General and Administrative Expenses
**Integrated Solutions: A Proven Model**

<table>
<thead>
<tr>
<th>Location</th>
<th>Company</th>
<th>Country</th>
<th>Services Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jangkrik, ENI</td>
<td>ONSHORE/OFFSHORE</td>
<td>Indonesia</td>
<td>Design, EPCI(1) and commissioning of flexibles and umbilical, EPC(2) of onshore gas treatment plant</td>
</tr>
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<td>Juniper, BP</td>
<td>ONSHORE/OFFSHORE</td>
<td>Trinidad &amp; Tobago</td>
<td>FEED and detailed engineering work involving Genesis, Design and installation of flexibles, EPC(2) of topside and jacket</td>
</tr>
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<td>Malikai, Shell</td>
<td>ONSHORE/OFFSHORE</td>
<td>Malaysia</td>
<td>Fabrication of pipelines, Transportation, installation and pre-commissioning of pipelines, EPC(2) of Tension Leg Platform</td>
</tr>
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<td>Prelude FLNG</td>
<td>ONSHORE/OFFSHORE</td>
<td>Australia</td>
<td>FEED, Fabrication of rigid flowline, PLETs(3), flowline appurtenances and rigid spools, Design and EPC(1) of flexible and flowlines, Design and EPC(2) of Floating Liquefied Natural Gas facility</td>
</tr>
<tr>
<td>Bahr Essalam, Mellitah</td>
<td>ONSHORE/OFFSHORE</td>
<td>Central Mediterranean Sea</td>
<td>Fabrication umbilicals, Design, detailed engineering and EPCI(1), Revamping of existing infrastructure and project management</td>
</tr>
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(1) Engineering, Procurement, Construction and Installation  
(2) Engineering, Procurement and Construction  
(3) Pipeline End Termination  
(4) Engineering, Procurement, and Construction management
## 2016 Objectives: Guidance Upgrade

### Subsea - Upgraded

- Adjusted revenue above €5.0 billion (previously between €4.7 and €5.0 billion)
- Adjusted operating income from recurring activities\(^{(1)}\) around €700 million (previously around €680 million)

### Onshore / Offshore - Unchanged

- Adjusted revenue between €5.7 and €6.0 billion
- Adjusted operating income from recurring activities\(^{(1)}\) around €280 million

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\(^{(1)}\) Adjusted Operating Income from Recurring Activities after Income/(Loss) of Equity Affiliates
TechnipFMC Merger at a Glance
TechnipFMC: Broadest Portfolio of Solutions for the Production and Transformation of Oil and Gas

**ONSHORE/OFFSHORE**
- Deepwater
- Mining & Metals
- Shallow Water
- LNG
- FLNG
- Petrochemicals
- Refining & Hydrogen

**SURFACE**
- Surface Production & Drilling Systems
- Jetty Loading Arms

**SUBSEA**
- Life of field and monitoring
- SURF: Subsea umbilicals, risers and flowlines
- SPS: Subsea production systems (incl. processing)
- FEED and sub-surface expertise
Offshore Remains Critical to the Future…

~36 Million Barrels / Day of Incremental Production Required by 2025e…

...With a Large Portion to Come from Deepwater

Source: Rystad Energy Supply Study; October 2016
...and it accounts for majority of majors’ production.

2016 Production by Classification (%) (1)

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<th>Shell</th>
<th>ExxonMobil</th>
<th>Chevron</th>
<th>Statoil</th>
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Remaining 2P reserves by classification (%) (1)

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Source: Wood Mackenzie

1 Production and proved reserves as of 2Q 2016
Supported by Most Recent Achievements of the Alliance

**Unique Subsea Integrated Design**

**First Alliance Award**

- Client: Hurricane
- Alliance selected as exclusive provider of subsea solutions for the Lancaster EPS\(^{(1)}\) and for subsequent development of the Greater Lancaster Area

**Strong market acceptance with 17 integrated FEEDs since inception in June 2015**

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\(^{(1)}\) Early Production System
TechnipFMC is the Sole Player Offering Full Suite of Capabilities

**Conceptual Design & FEED**
- Rationalized subsea architecture and design
- Optimized technology applications
- Improved field performance

**Project Execution**
- Joint SPS+SURF R&D for improved technology application and combination
- Reduced project interfaces and contingencies
- Shortened time to first oil and offshore installation through better planning
- Strengthen leverage on procurement

**Life-of-Field & Maintenance**
- Maximised reliability and uptime
- Increased aftermarket capabilities
- Improved performance over the life of field

**Decommissioning**
- Unique asset and technological capabilities
- Best possible line-up to undertake client challenges

**Leading market players**
- SPS and SURF

**Leading market players**
- Genesis Oil & Gas Consultants and Forsys Subsea joint venture

**Accelerate time to first oil**

**Superior project execution**

**Maximize production uptime**
Reinvent Products

- Reduce product complexity with proprietary technology
- Create differentiated products that focus on deliverability and installability
- Case Study: Traditional versus Compact Subsea Manifold
  - Simplicity – 50% fewer parts
  - Deliverability – 50% schedule reduction
  - Installability – 50% less weight
Integrate Complementary Technologies

- Subsea processing
- Connector
- Flexible pipe
- ETH PiP (1)
- Increased efficiency
- Optimized connectivity
- Simplified architecture

(1) ETH PiP: Electrically Trace Heated Pipe-in-Pipe
TechnipFMC: Driving Change by Redefining the Production and Transformation of Oil & Gas

Builds a comprehensive and flexible offering across each market from concept to project delivery and beyond

| Subsea | Products: best-in-class equipment and systems provider
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<td>▪ Leading and highly complementary equipment offering; scaling up best-in-class technology through enhanced R&amp;D</td>
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| Projects: unique capabilities throughout project life-cycle
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<td>▪ From concept to project delivery and beyond; setting new project economic standards</td>
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| Services: enhanced service proposition
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<td>▪ Leveraging FMC Technologies’ leading solutions to service a larger installed base; expanding scope of service offering</td>
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| Onshore / Offshore | Strong midstream/downstream footprint
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<td>▪ Leveraging further on Technip’s engineering capabilities</td>
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<td>▪ From concept to technology to project delivery</td>
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<td>▪ 60 years of complex developments &amp; client relationships</td>
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| Surface | Global product and service platform
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<td>▪ Enhanced offering in North America</td>
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<tr>
<td>▪ Strengthened international presence</td>
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