TECHNIP ENERGIES

January 2021

Technip Energies

Capital Markets Day

ADVERTISEMENT

Today’s speakers

Arnaud Pieton
CEO-elect

Bruno Vibert
CFO-elect

Marco Villa
COO-elect

Magali Castano
SVP People & Culture

Phillip Lindsay
Investor Relations

Alain Poincheval
Fellow Executive Project Director

Stan Knez
SVP Process Technology

Charles Cessot
SVP Strategy

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Key risk factors for consideration

The following is a selection of the key risks that relate to the Company's industry and business, operations and financial conditions, based on the probability of their occurrence and the expected magnitude of their negative impact. In making this selection, Technip Energies has considered circumstances such as the probability of the risk materializing on the basis of the current state of affairs, the potential impact that the materialization of the risk could have on the Company's business, financial condition, results of operations and prospects, and the attention that management of Technip Energies would on the basis of the current expectations have to devote to these risks if they were to materialize. The risk factors listed below should not be regarded as a complete and comprehensive statement of all potential risks and uncertainties that the Company faces.

- The Company operates in a highly competitive environment and unanticipated changes relating to competitive factors in its industry may impact its results of operations.
- Demand for the Company's products and services depends on oil and gas industry activity and expenditure levels, which are directly affected by trends in the demand for and price of crude oil and natural gas.
- COVID-19 has significantly temporarily reduced demand for the Company's products and services, and has had, and may continue to have, an adverse impact on the Company's financial condition, results of operations, and cash flows.
- The Company may lose money on fixed-price contracts.
- The Company's failure to timely deliver its backlog could affect future sales, profitability, and relationships with its customers.
- The Company faces risks relating to its reliance on subcontractors, suppliers, and its joint venture partners.
- The Company may not realize revenue on its current backlog due to customer order reductions, cancellations or acceptance delays, which may negatively impact its financials.
- Currency exchange rate fluctuations could adversely affect the Company's financial condition, results of operations, or cash flows.
- The Company is subject to an ongoing investigation by the French Parquet National Financier related to historical projects in Equatorial Guinea and Ghana.
- Its operations require the Company to comply with numerous regulations, violations of which could have a material adverse effect on its financial condition, results of operations, or cash flows.
- Compliance with environmental and climate change related laws and regulations may adversely affect the Company's business and results of operations.
- The Company is subject to the tax laws of numerous jurisdictions; challenges to the interpretation of, or future changes to, such laws could adversely affect it.
- Historically, the Technip Energies Business was operated as a business segment of TechnipFMC and the Company's historical financial information is not necessarily representative of the results that the Technip Energies Business would have achieved as an independent public company and may not be a reliable indicator of its future results.
- The Company may not achieve some or all of the expected benefits of the separation and spin-off, and the separation and spin-off may adversely affect its business.
- The combined post-spin-off value of Technip Energies Shares and TechnipFMC Shares may not equal or exceed the aggregate pre-spin-off value of TechnipFMC Shares.

Today's Agenda

Technip Energies Capital Markets Day

14:00 – 14:30	Opening remarks	Phillip Lindsay, Investor Relations
	Introduction	Arnaud Pieton, CEO Technip Energies
14:30 – 15:45	Pioneer downstream and gas evolution	Alain Poincheval, Fellow Executive Project Director
	Accelerate the energy transition	Stan Knez, SVP Process Technology
	Leverage capabilities to expand opportunity set	Charles Cessot, SVP Strategy
15:45 – 16:15	Q&A	
16:15 – 16:30	Break	
16:30 – 17:45	Outstanding delivery	Marco Villa, COO Technip Energies Magali Castano, SVP People & Culture
	Financial strength and delivery	Bruno Vibert, CFO Technip Energies
17:45 – 18:30	Closing remarks	Arnaud Pieton, CEO Technip Energies
	Q&A	

Transaction rationale and highlights

Create two independent companies via spin-off of 50.1% of Technip Energies

Distinct and expanding market opportunities with specific customer bases

Enhanced focus of management, resources and capital

Compelling and distinct investment profiles

TECHNIP ENERGIES • TechnipFMC

Bpifrance to invest $200M and become long term reference shareholder

TechnipFMC to conduct an orderly sale of its minority stake in Technip Energies

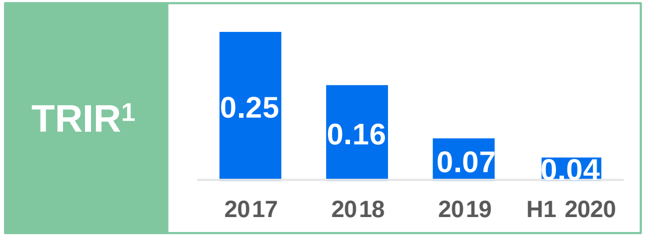
Euronext Paris listing with American Depository Receipts (“ADRs”)

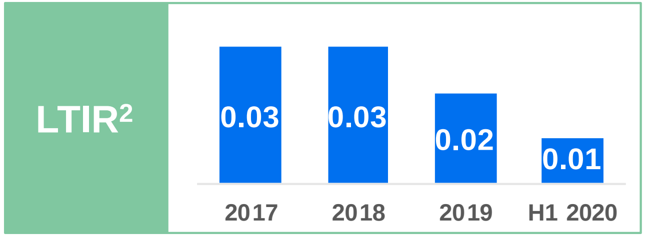
Targeting deal completion in Q1 2021

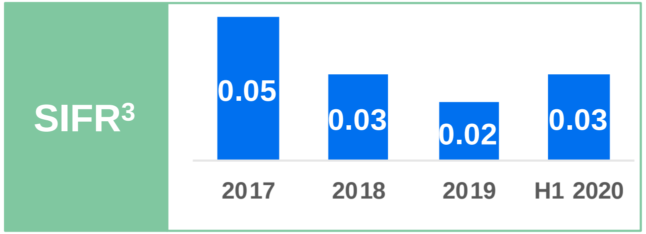
We are

TECHNIP ENERGIES

Safety at the heart of everything we do







BAPCO - 30 Mmh[4] without LTI

HURL - 10 Mmh[4] without LTI

Midor - 5 Mmh[4] without LTI

ALNG 2 - 20 Mmh[4] without LTI

[1]Total Recordable Incident Rate.
[2]Lost Time Injury Rate.
[3]Serious Incident and Fatality Rate.
[4]Mmh: Million manhours.

A compelling investment case

Pioneer downstream and gas evolution	Accelerate the energy transition	Leverage capabilities to expand opportunity set	Outstanding delivery	Financial strength and stability
World leader in LNG and ethylene[1,2]	H_2, sustainable chemistry and CO_2 management	CO_2 free solutions, services, adjacent industries	Selectivity driving high-quality backlog	Asset light, sustainable returns

[1]World leader in LNG - based on delivery of over 20% of operating LNG capacity. Percentage is based on operating capacity. delivered by Technip Energies / total industry operating capacity as of December 2019; source: IHS.
[2]World leader in ethylene - based on the number of ethylene production facilities awarded or technology licences selected since 2010; source IHS.

Technip Energies at a glance

TE
Euronext Paris listing ticker
ADRs for US investors

Paris
Headquarters

The Netherlands
Incorporated

€6.1B[1]
Revenue

A leading E&T[2] company for the Energy Transition

€13.2B[1]
Backlog

60+
Years of operations

BBB
Investment grade rating[3]

~15,000
Employees in 34 countries

Note: Financial information is presented under adjusted IFRS framework, which records Technip Energies' proportionate share of equity. affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information on calculation.

[1]Revenue for 12-months ending June 30, 2020 and backlog position as of June 30, 2020.
[2]Engineering & Technology.
[3]Rating evaluation of S&P Global: BBB negative outlook.

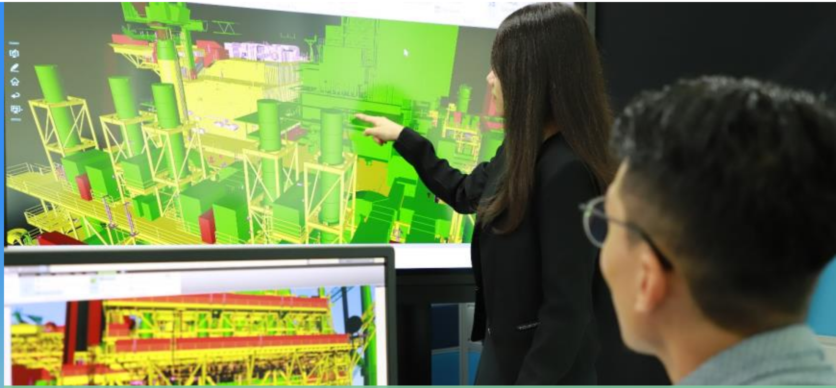
Technip Energies - what we do

A diversified provider of projects, technologies, products and services

Projects Delivery

€5.0B[1] revenue

- Engineering and project management expertise
- Technology integration on complex projects
- Diverse commercial strategies, selective model



Technology, Products & Services

€1.1B[1] revenue

- Process technologies and proprietary products
- Concept, feasibility, FEED, studies and licensing
- Advisory and consultancy enabled by digital

Note: Financial information is presented under adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information on calculation.
[1]Revenue for Technip Energies for 12 months ending June 30, 2020.

Our ESG pledge for a sustainable future

Making a better tomorrow

Energy transition is our business

- **Deliver** low-carbon technologies, solutions and projects
- **Establish** carbon footprint reduction targets for Scope 1, 2 & 3
- **Minimize** waste generation and water consumption; expand circularity

Valuing People is our priority

- **Promote** a culture of fair representation, diversity and inclusion
- **Promote** workplace well-being, with focus on mental and physical health
- **Energize** and collaborate with the communities where we live and work

Acting responsibly is our standard

- **Accountability** at CEO and Board-level; ESG-linked remuneration
- **Ensure** continuous improvement in HSE across Company
- **Embed** robust ethics & compliance culture across Company and supply chain

ESG Ambitions

Today

- Code of business conduct, HSE and D&I policies
- Committed to UN Global Compact and UN SDGs

First year

- Launch Sustainability Roadmap
- Integrate into business strategy

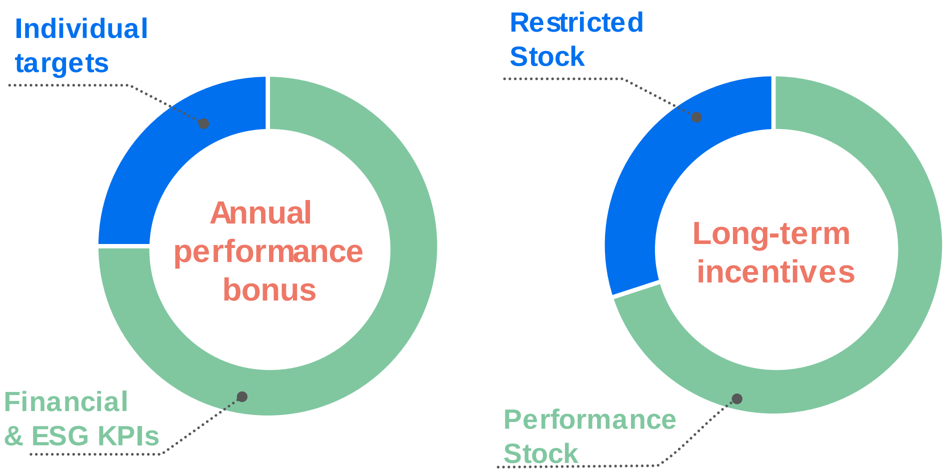
Every year

- Annual Sustainability Report and scorecard

Accountability at CEO and Board-level

Aligning ESG performance with management compensation

Leadership team remuneration metrics



Financial and ESG KPIs to be implemented in 2021

8 Directors

- **Board Continuity –** 5 non-executive directors joining from TechnipFMC Board
- **Independent non-executive Chairman Joseph Rinaldi**
- **CEO Arnaud Pieton**

3 Committees

- Audit
- Compensation
- ESG

A transforming energy market

More energy, less carbon: gas & renewables gaining share in the energy mix

2019-2040

Primary energy mix evolution

Increasing:
- Natural gas
- Renewables
- Biomass
- Nuclear

Decreasing:
- Oil
- Coal

- Natural gas continues to play a key role (power, heat, transport)
- Growth in renewables driven by mass electrification
- Hydrogen enables decarbonization of hard-to-abate industries
- Oil demand expected to plateau by 2030; coal demand expected to decline sharply by 2030

Source: IEA World Energy Outlook 2020 – Stated Policies scenario & Sustainable Development scenario.

Assisting customers towards net-zero

Technip Energies has a critical role to play

Energy paradox facing our customers

- Meeting rising global demand for energy
- Meeting environmental & climate targets
- Rising social & political pressures
- Needing affordable, reliable energy supply

O&G and energy companies

Pure downstream players

Chemical companies

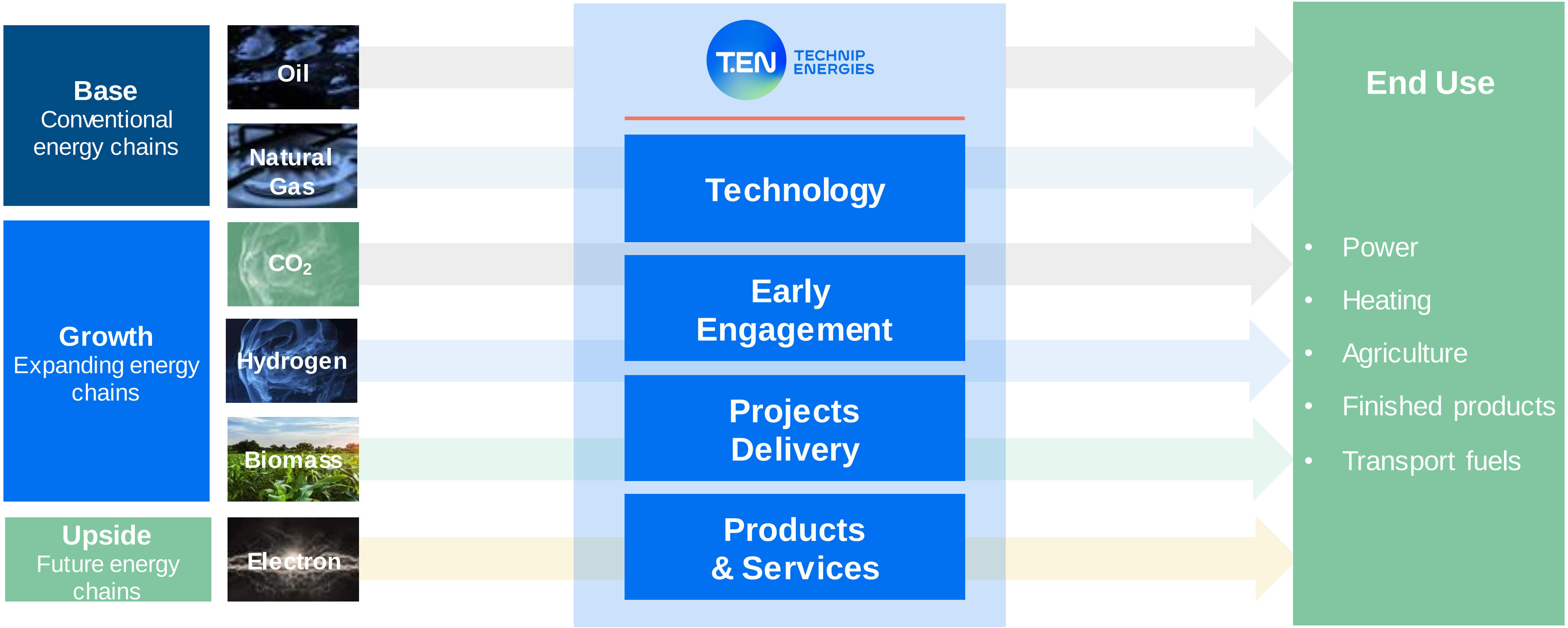
Utilities and developers

- Lowering emissions of traditional industries
- Decarbonizing the global energy system
- Diversifying without diluting returns
- Emerging clean energy technologies

Providing solutions to challenges

Central capabilities throughout the energy landscape

Technip Energies full-cycle offering – target best risk-reward scope



Energy Transition is our business

Applying our core capabilities to today and tomorrow's key energy challenges

LNG

Onshore and offshore liquefaction

Sustainable chemistry

Biofuels, biochemicals, circular economy

Carbon-free energy solutions

Green hydrogen, offshore wind, nuclear

Decarbonization

Energy efficiency, Blue hydrogen, CCUS[1]

Strategic flexibility – 'architect mindset' meeting customer needs from energy source to end-use

- **Feedstock agnostic** – outstanding energy molecule transformation capabilities
- **Technology-driven** – integrate complex technologies, including proprietary, to meet project specificities and economic hurdles

Exceptional execution – proven operating model, highly applicable to sustainable energy solutions

[1]CCUS: Carbon Capture, Utilization and Storage.

Significant and diversified market opportunity set

Leveraging capabilities to meet customer needs and energy transition challenges

		Annual addressable market[1]	Mid-term trend[1]
BASE	**Traditional markets** LNG, downstream[2] and offshore	>€70B	1-5% CAGR
GROWTH	**Growth markets** Hydrogen, Sustainable Chemistry, CO_2 management	>€15B	5-15% CAGR
UPSIDE	**Adjacent markets** Carbon-free portfolio expansion, services and other industries	>€15B	5-15% CAGR

KEY DRIVERS

- Global need to reduce CO_2 emissions
- GDP growth
- Population growth
- Government energy policies evolution
- End-user needs

[1]Technip Energies estimates derived from IEA, IHS, Woodmac, Rystad and Hydrogen Council.
[2]Defined as refining, processing, petrochemicals and fertilizers.

Pioneer downstream and gas evolution

Accelerate the energy transition

Leverage capabilities to expand opportunity set

Outstanding delivery

Financial strength and stability

01 Pioneer downstream and gas evolution

Highly competitive offering to address significant market opportunity

Base - pioneer downstream and gas evolution

Highly competitive offering to address significant market opportunity

€10-15B
Annual addressable market

T EE P S

- A world leader in LNG and GTL[1]
- Proprietary technologies for gas processing and natural gas liquids

€10-15B
Annual addressable market

T EE P S

- A world leader in Floating LNG[2]
- Pioneer in gas FPSO

€40-45B
Annual addressable market

T EE P S

- A world leader in ethylene[3]
- Proprietary technology and equipment provider in petrochemicals

Note: T Technology, EE Early Engagement, P Project Delivery, S Products and Services
Technip Energies annual addressable market estimates derived from IEA, IHS, Woodmac and Rystad.
[1]Provided front-end engineering for the Fischer Tropsch section of more than 60% of Gas to Liquids capacity worldwide.
[2]Delivered three out of only four FLNG units ever built.
[3]World leader in ethylene - based on the number of ethylene production facilities awarded or technology licences selected since 2010; source IHS.

T.EN TECHNIP ENERGIES

Transition to a low carbon world - gas displacing coal

New LNG capacity to be sanctioned to meet demand

~550Mtpa[1]
Operating / Under construction
Supply at year-end 2020

>140 Mtpa[1] supply gap

Equivalent to >25% of current capacity

>690Mtpa[1]
Estimated 2035 LNG Demand

Equivalent to ~15 Mega[2] projects to be sanctioned to meet LNG demand by 2035

[1]Expressed in Mtpa: Million metric tons per annum, and based on Technip Energies estimates (derived from reported industry data and IEA estimates).
[2]Defined as projects with capacity of approximatively 10Mtpa.

An LNG leader and pioneer with 50+ year track record

An onshore & floating LNG leader

105 Mtpa
Global production delivered

>20%
Of operating LNG capacity[1]

7.8 Mtpa
World's largest LNG trains delivered[2]

Pioneering LNG innovations

Low-to-zero carbon LNG

Onshore modularization

Mid-scale LNG

Floating LNG

[1]Percentage equal to operating capacity delivered by Technip Energies as a percentage of IHS aggregated industry operating capacity as of December 2019.
[2]Six AP-X mega-trains of 7.8Mtpa built between 2004 and 2010.

Zoom on Yamal LNG and Arctic LNG 2

Yamal LNG

"… an unprecedented achievement for the LNG industry…." [1]

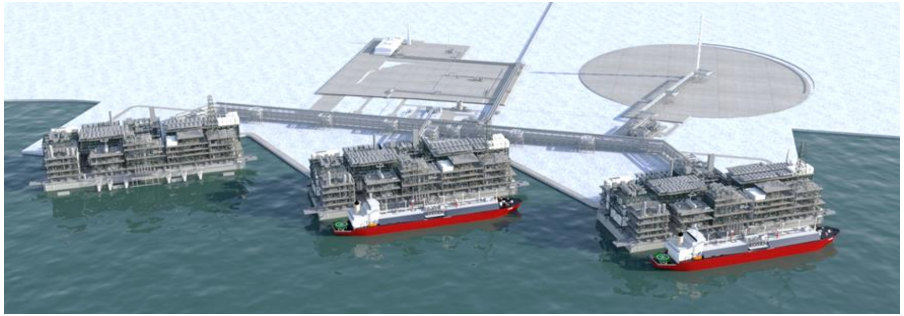
- Modularized facility
- 16.5 Mtpa (3 trains)
- **Partners**: Chiyoda and JGC

Trains 1 & 2 commissioned in record time

Train 3 delivered 12 months ahead of schedule

Arctic LNG 2

"…The Yamal team joins a larger, more innovative project…" [1]



- Modularized facility
- 19.8 Mtpa (3 trains)
- **Partners:** Saipem and NIPIGas

Gravity-based structures concept

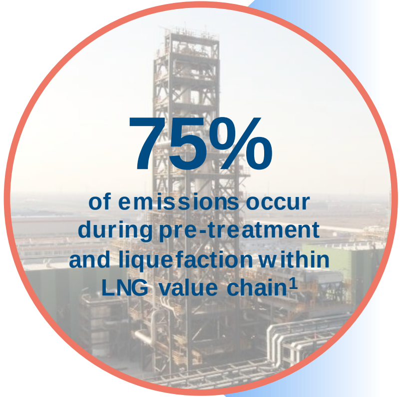
Multi-center execution

Mega Project	Harsh environment	Multi-center execution	Large module fabrication & integration	Yard management

[1]Source: Project quotes from public press releases by Novatek on November 22, 2018, and May 20, 2019.

Low-to-zero carbon LNG

Providing cleaner solutions for brownfield and greenfield LNG projects



Our solutions

CO_2 from feedstock	• Compression of CO_2 • Dehydration of CO_2
CO_2 from gas turbines	• Increase process & power generation efficiency • Fuel gas decarbonization through H_2 substitution and/or CCUS • Power generation with CCUS or renewables
CO_2 and methane leaks	• Venting / flaring reduction • Minimize fugitive emissions • Minimize water use, wastes and sludges

Unique combination of LNG, hydrogen, renewables and CCUS expertise

[1]Technip Energies estimates.

Extensive offshore expertise and track record

Bridging customer needs for decarbonized, economical offshore solutions

50+ years of distinctive offshore capabilities

- Lay out & modularization
- HSE design
- Weight & center of gravity management
- Transport and installation
- Upstream process

Leader in offshore LNG

- Pioneer and leader in FLNG and near-shore LNG
- Optimizing economics through megamodule™ concept
- Harsh environment and yard management expertise

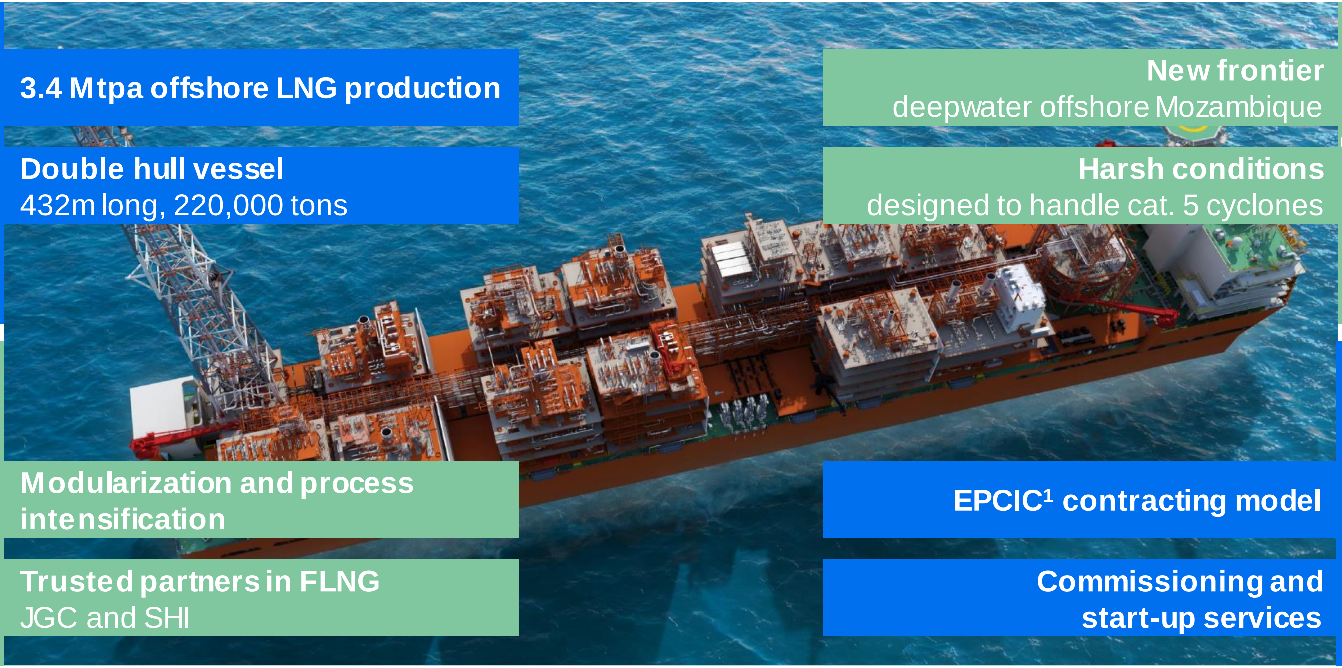
High value module approach

Modular approach for new projects and existing infrastructure revamps:

- Gas processing
- Utilities management
- Unmanned options
- Decarbonization enablers

Zoom on Coral South FLNG

A first for Mozambique, showcasing Technip Energies' offshore capabilities



Unique project

3.4 Mtpa offshore LNG production

Double hull vessel
432m long, 220,000 tons

Challenging conditions

New frontier
deepwater offshore Mozambique

Harsh conditions
designed to handle cat. 5 cyclones

Built on experience

Modularization and process intensification

Trusted partners in FLNG
JGC and SHI

Expanding into services

EPCIC[1] contracting model

Commissioning and start-up services

"Coral South is a pioneering project that will trigger further developments and new investments"[2]

[1]Engineering, Procurement, Construction, Installation, Commissioning and Start-up.
[2]Source: Project quotes from press release issued by Eni on January 14, 2020.

A diversified and innovative downstream offering

Creating value across the downstream value chain

>40% ethylene licensing market share[1]

>45 grassroot ethylene plants

>30 large refineries

>350 fertilizer facilities

>200 modernization & revamping engagements

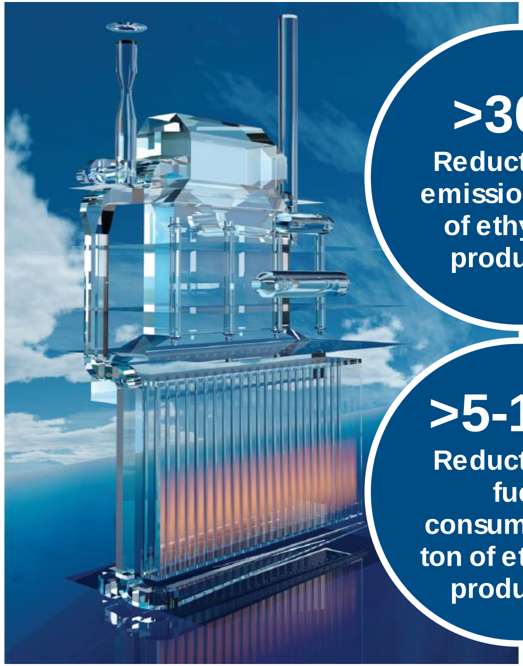
Differentiated offering

- **Emission reductions through efficiency gains and beyond**
- **Digitally-enabled process monitoring, lifecycle services**
- **Smart revamps for feedstock flexibility and HSES upgrades**
- **Optimize production, refining / petchem integration**

[1]Based on the number of ethylene production facilities awarded or technology licences selected since 2010; source IHS.

Zoom on decarbonizing ethylene

Proprietary technology and equipment innovation to reduce environmental footprint



>30%
Reduction in emissions / ton of ethylene produced[1]

>5-10%
Reduction in fuel consumption / ton of ethylene produced[1]

Continuous innovation

New cracking furnace design: significant modernization contract for Shell Moerdijk

- Reduce total annual emissions at facility by 10%
- Replace 16 older units with eight new units, without reducing capacity
- Modular approach to enable continuous operations throughout project

"Contributes to Shell's ambition of becoming a net-zero emissions business by 2050 or sooner"[2]

[1]Technip Energies estimates of in-house innovations contribution to emissions reduction.
[2]Source: quotes from Shell Moerdijk general manager in press release issued by TechnipFMC on September 30, 2020.

Key takeaways

Pioneer downstream and gas evolution

Pioneer downstream and gas evolution

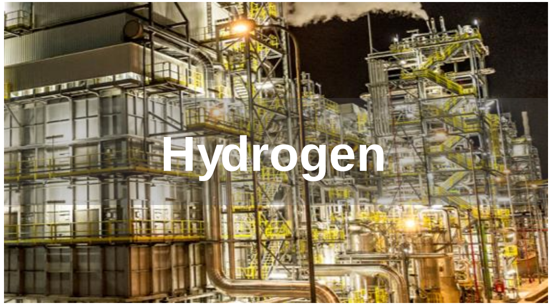
- Recognized partner of choice globally with 50+ year track record and leading positions in LNG and ethylene
- Positioned to capitalize on robust medium-term outlook with highly competitive offering & technology portfolio
- Decarbonization and efficiency innovations enabling sustainable solutions for greenfield and brownfield projects

02 Accelerate the energy transition

Unlocking energy chains of tomorrow

Growth - accelerate the energy transition

Unlocking the energy chains of tomorrow



€5-10B Annual addressable market

T EE P

- A world leader[1] with >270 plants delivered (>35% of installed base)
- Recognized partner of choice (Air Products, McPhy)

€5-10B Annual addressable market

T EE P

- Key proprietary technologies in biochemicals and biofuels
- Notable alliances such as with Neste, PLAnet

€1-5B Annual addressable market

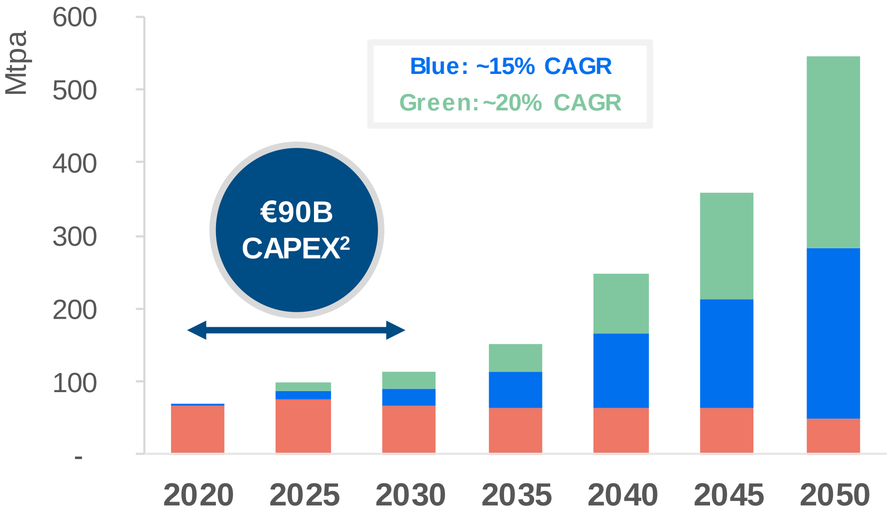
T EE P

- >50 references for CO_2 removal solutions
- Strategic alliance with Shell CANSOLV® on CO_2 capture

Note: T Technology, EE Early Engagement, P Project Delivery, S - Products and Services.
Technip Energies annual addressable market estimates derived from IEA, IHS, Hydrogen Council and Technip Energies estimates.
[1]Market leader position based on installed base of hydrogen plants.

A hydrogen leader ready to tackle new megatrend

From refinery commodity to energy transition enabler



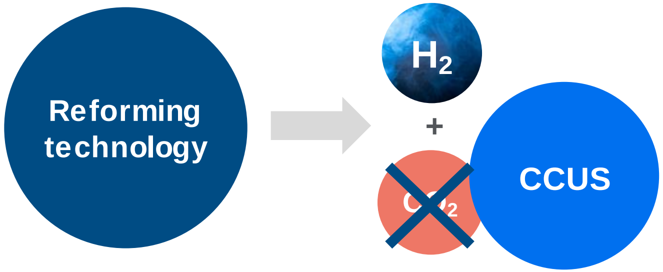
- **50 years of core competence**
- **Proprietary steam reformer technology**
- **#1 in hydrogen[1] with >35% installed base**
- **Extensive references; >270 plants**
- **Global alliances and member of Hydrogen Council**

[1]Market leader position based on installed base of hydrogen plants.
[2]Global investment in hydrogen production.
Chart source: world hydrogen demand data derived from Hydrogen Council and IEA estimates.

Hydrogen future is both blue and green

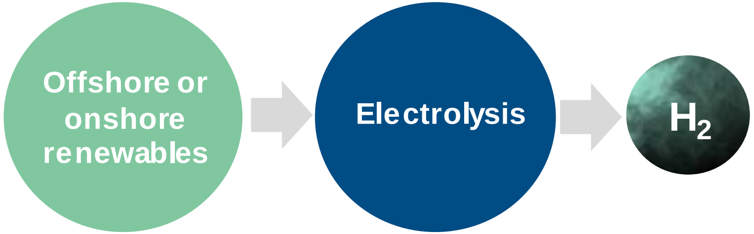
Leverage leading position to provide decarbonized and carbon-free hydrogen solutions

Blue hydrogen – extensive capabilities



- 50+ references with CO_2 removal solution; in-house capabilities to deliver blue hydrogen plants
- 10-20 CO_2 capture units expected to be retrofitted to existing assets in medium-term[1]
- Technology approach:
  - Proprietary steam methane reforming technology and license agreement for Autothermal reforming technology
  - Strategic alliance with Shell CANSOLV on CO_2 capture

Green hydrogen – growth opportunity



- Several studies and pilot project references; actively bidding larger Green Hydrogen projects
- Working with customers and partners to improve economics to enable future large-scale projects, onshore and offshore
- Technology approach:
  - MOU and technology collaboration with Tier 1 electrolyzer supplier McPhy

[1]Technip Energies internal estimates considering government regulations and customer self commitment.

Zoom on McPhy strategic investment & partnership

Accelerate the development of large-scale and competitive green hydrogen solutions

T.EN TECHNIP ENERGIES

McPhy
Driving clean energy forward

Shape today	Address commercial opportunities, integrate offerings and manage project delivery to drive production costs down
Prepare tomorrow	Leverage competencies for effective R&D on integrated technologies and system scale-up

"An important milestone for the future of the green hydrogen industry"[3]

Tier 1 electrolyzer supplier[1]

#1 leading technology & execution partner[2]

Picture source: copyright – McPhy.

[1]Tier 1 electrolyzer supplier defined as companies that have been awarded +20MW green hydrogen projects.

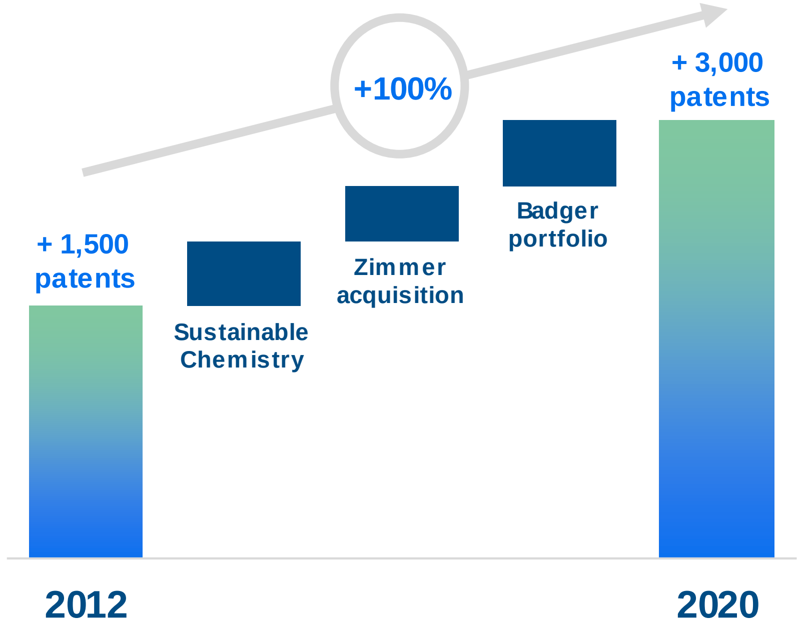
[2]Technip Energies market leading position based on installed base of hydrogen plants.

[3]McPhy press release October 14, 2020; CEO statement.

Proprietary technology portfolio

A leading portfolio of process technologies

Intellectual property portfolio expansion



#1 in Hydrogen[1]
270 plants

#1 in Ethylene[2]
150 plants

- Key growth platforms in sustainable chemistry & polymers
- R&D to enhance existing portfolio and develop new processes
- Process technology as a key enabler for project pull-through

[1]Based on installed base of hydrogen plants
[2]Based on the number of ethylene production facilities awarded or technology licences selected since 2010; source IHS.

Sustainable chemistry

Biomass displacing fossil as feedstock, recycling for virtuous resource consumption

Bio-fuels	Bio-chemicals	Circular economy
• +2G[1] Bio-ethanol • +2G[1] Bio-diesel	• Drop-in chemicals • Bio-polymers	• Plastics to bio-oil • Plastics to monomers

Bio-fuels

Proprietary technologies:

- Hummingbird® on bioethanol

Key partnerships:

- Neste on NEXBTL™ renewable diesel
- BTG-BTL on bio-oil

Bio-chemicals

Proprietary technologies:

- Epicerol
- Polyesters (PEF, PTT, PBAT, PBS[2])

Key partnerships:

- PLAnet with Sulzer and Futerro on polylactic acid

Circular economy

Key partnerships:

- BP on Infinia PET[3] plastic waste technology

Proprietary technologies

Global cooperations & alliances

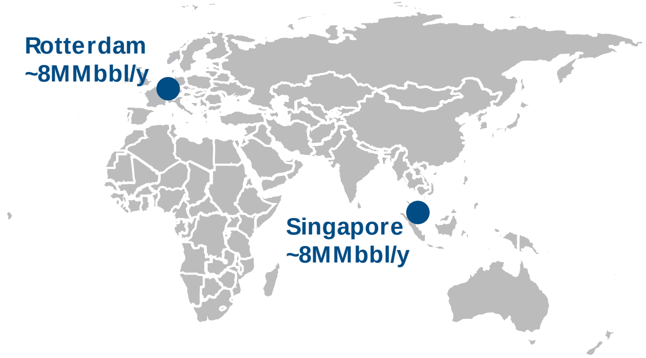
Key R&D centers in Frankfurt and Boston area

[1]Second generation.
[2]Polyethylene furanoate, polytrimethylene terephthalate, polybutylene adipate terephthalate and polybutylene succinate.
[3]Polyethylene terephthalate.

Zoom on Neste partnership

A collaboration for future NEXBTL™ renewable diesel projects

Successful realization of two world scale renewable diesel plants in the late 2000's



NESTE

Ongoing expansion project in Singapore
Significant reimbursable contract (EPCm)

"Neste's partner of choice for future NEXBTL™ projects"[1]

Key provider of FEED services for NEXBTL™

Enabling up to 90% reduction in GHG emissions[2]

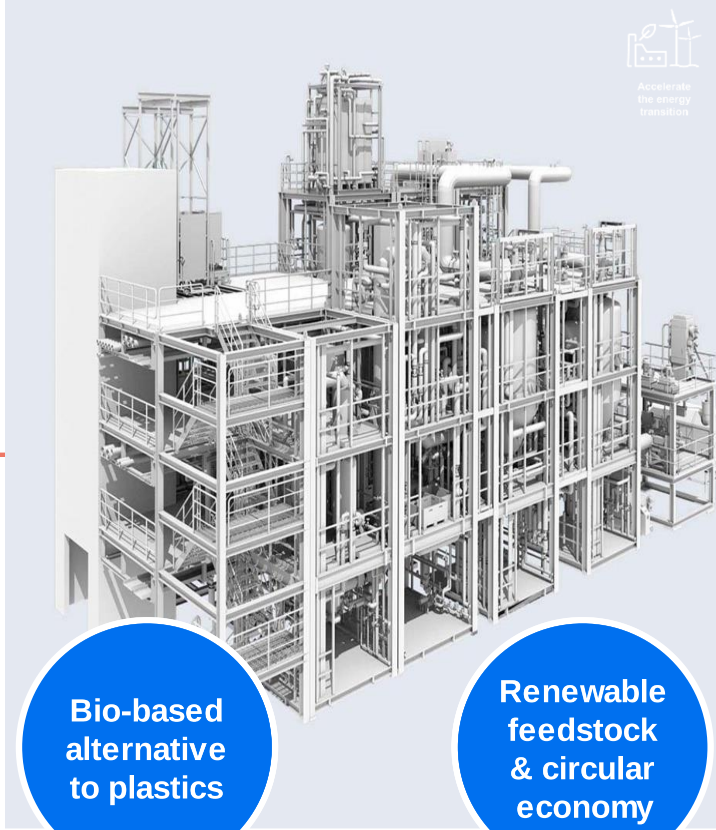
[1]Technip Energies' press release March 11, 2020.
[2]Neste's public information regarding NEXBTL renewable diesel, comparison with conventional fossil fuel.

Zoom on PLAnet^{TM} alliance

Enabling sustainable bio-plastics

Sugars → **Lactic acid** → **PolyLactic Acid (PLA) plastic** → **Recycling unit or composting**

“A fully integrated technology offering from sugars to PLA”



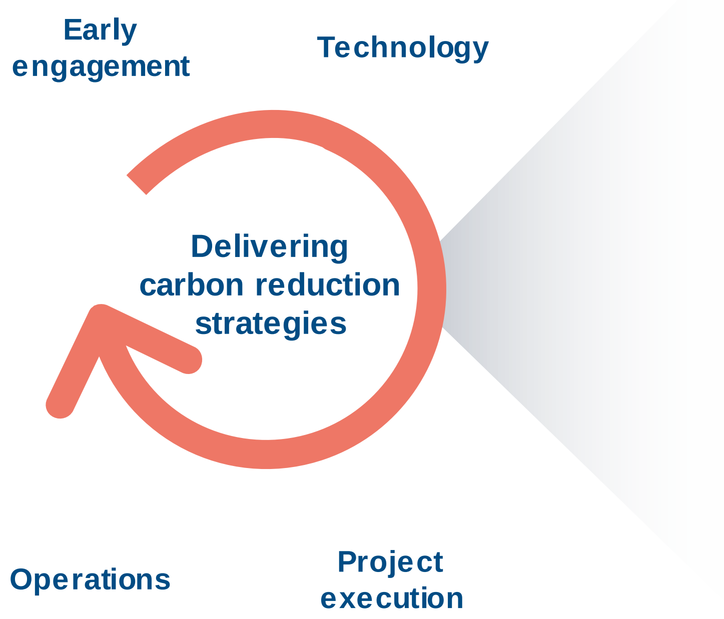
PLAnet Alliance

Futerro, Sulzer, Technip Energies

Picture ©Sulzer Ltd.

CO_2 management throughout project lifecycle

Delivering innovative solutions to fulfill customer low-carbon ambitions



Digital advisory services

Gen-CAT™ – proprietary carbon assessment tool

- Assessment of direct / indirect emissions throughout entire project lifecycle
- Enable customers to make carbon-conscious choices

Energy efficiency

Efficiency increase solutions

- Increase efficiency of proprietary and alliance technologies and equipment
- Decarbonize existing assets (e.g. electrification)

CCUS

Carbon capture, utilization and storage solutions

- Develop affordable and scalable capture solutions
- Enable permanent sequestration and utilization of CO_2

Zoom on Acorn CCS and Hydrogen

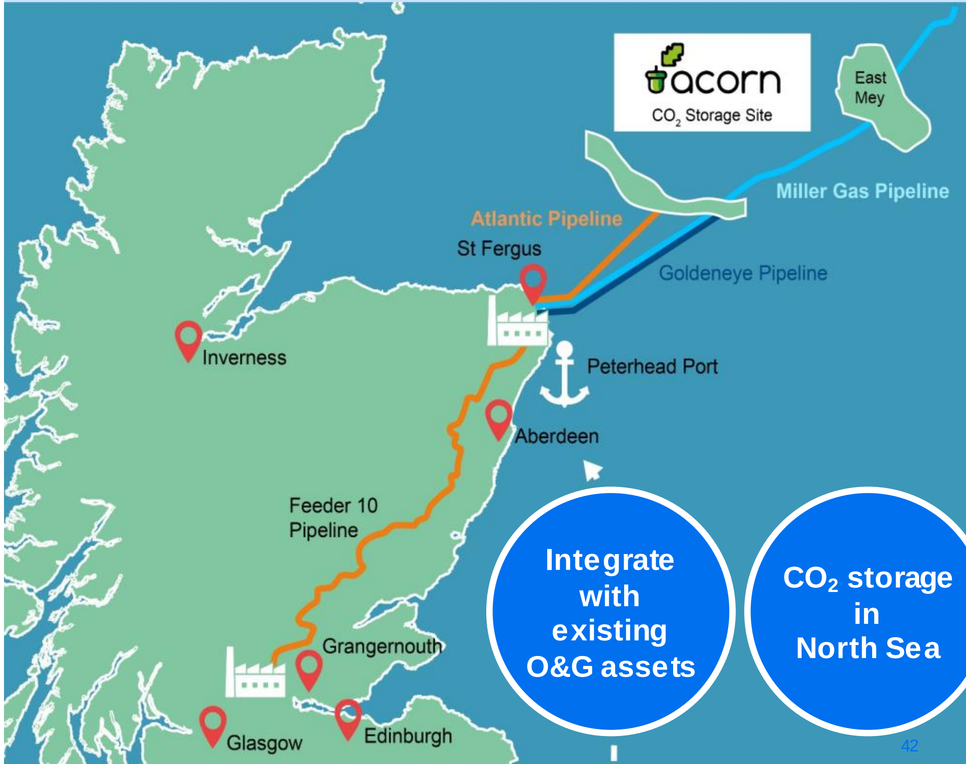
Making best use of existing assets to deliver low-carbon infrastructures

Objective: Create a major hydrogen and CCS hub in Scotland

Our scope: screening & feasibility study
Deliver a cost-competitive and low-risk project

- Capture CO_2 from Scotland's industrial central belt
- Export CO_2 via existing pipeline infrastructure and; re-inject into depleted North Sea reservoir
- Build blue hydrogen plant benefitting from CO_2 storage

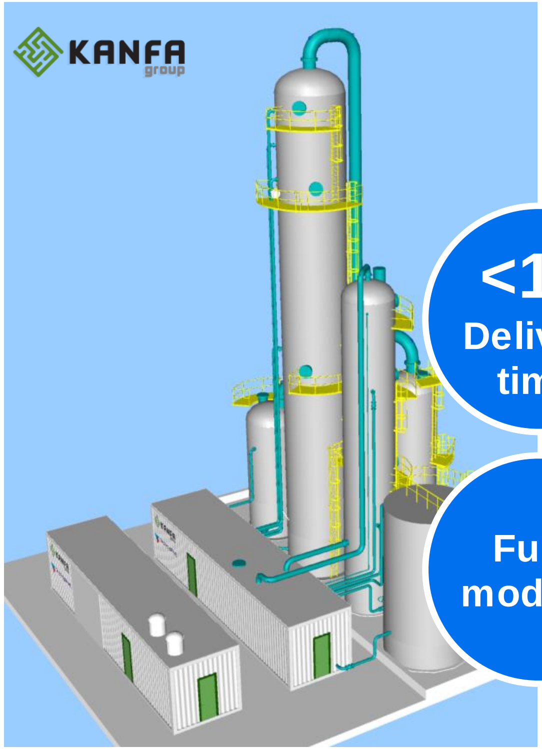
"Cutting-edge technology to reduce emissions"[1]



Source: https://pale-blu.com/acorn/.
[1]pale-blue press release December 6, 2018.

Zoom on carbon capture as a product offering

Delivering high value carbon capture module to any industrial application



<1Y
Delivery time

Fully modular

Pilot plant successfully delivered, paves way towards a full-scale solution

Pilot project in FOV waste-to-energy plant

- CO_2 capture plant delivered in 21 weeks
- Based on Shell CANSOLV® amine technology
- ~2,000 tons CO_2 to be captured annually

FEED results supportive of potential full-scale plant at Klemetsrud designed to capture ~400,000 tons CO_2

Key takeaways

Accelerate the energy transition

Accelerate the energy transition

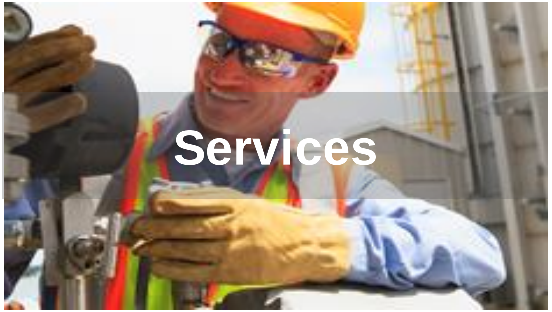
- Leveraging a pioneering mindset to remain at the forefront as the market evolves towards new energy chains
- Market shift towards hydrogen, sustainable chemistry and low-carbon infrastructures plays to our strengths
- Differentiate with full-cycle energy transformation offering from proprietary technologies to projects delivery and beyond

03 Leverage capabilities to expand opportunity set

Bring core capabilities to attractive new markets

Upside - leverage capabilities to expand opportunity set

Bring core capabilities to attractive new markets



T EE S

€5-10B
Annual addressable market

- Advisory & consulting
- Project Management Consultancy
- Digital plant performance improvement

T EE P S

€1-5B
Annual addressable market

- Offshore wind
- Offshore hydrogen
- Offshore CO_2 hub

T EE P S

€5-10B
Annual addressable market

- Life sciences
- Metals & Nuclear
- Agritech

TECHNIP ENERGIES

Note: T Technology, EE Early Engagement, P Project Delivery, S Products and Services
Technip Energies annual addressable market derived from Technip Energies estimates.

Enhance our high value services to customers

Display our unique capabilities through advisory and project management consulting

Advisory services

Advising customers towards net zero

Proprietary tools
Ultra Front End Suite™, Gen-CAT™

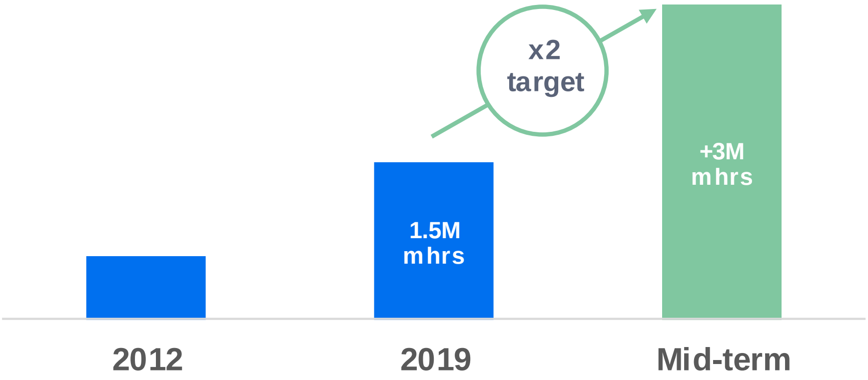
GENESIS

Transforming project economics

Two streams:
Oil & Gas, Energy Transition

Project Management Consultancy (PMC)

- Support customers to achieve investment and safety goals
- De-risk execution from technology selection to delivery
- Best-in-class project management competence
- Fully integrate with customer teams



Zoom on Plant Performance Improvement

Support advisory by unlocking life-of-plant opportunities with real-time process monitoring

Cloud-based universal process tool

Offshore and onshore

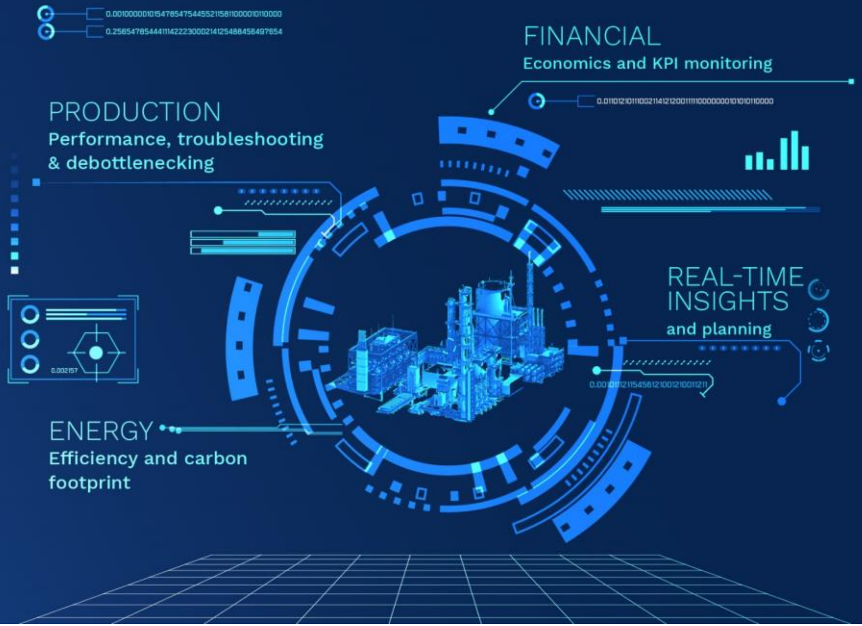
Energy transition (CCUS, sustainable chemistry, hydrogen)

From upstream to downstream

Data intelligence powered by machine learning

Real-time data streaming

Enabling multiple optimization



Leverage capabilities to expand opportunity set

An ideal partner for floating offshore wind

Applying offshore capabilities to full-scale renewable energy projects

Hywind for Equinor
-
Delivered first industrial size floating wind project

Development – from wind farm architecture to operations

Technology – economical floater design and scale-up

Project delivery – leverage harsh environment experience

PMC – support developer through project management oversight

T.EN TECHNIP ENERGIES

Positioning in offshore electron to hydrogen

Leverage capabilities to expand opportunity set

Bridging offshore wind and hydrogen transformation to unlock new possibilities

Integration capabilities – from electron to hydrogen molecule, and offshore to onshore

Differentiated design and execution capabilities – leverage 50+ years of offshore experience

Hydrogen as a clean energy carrier

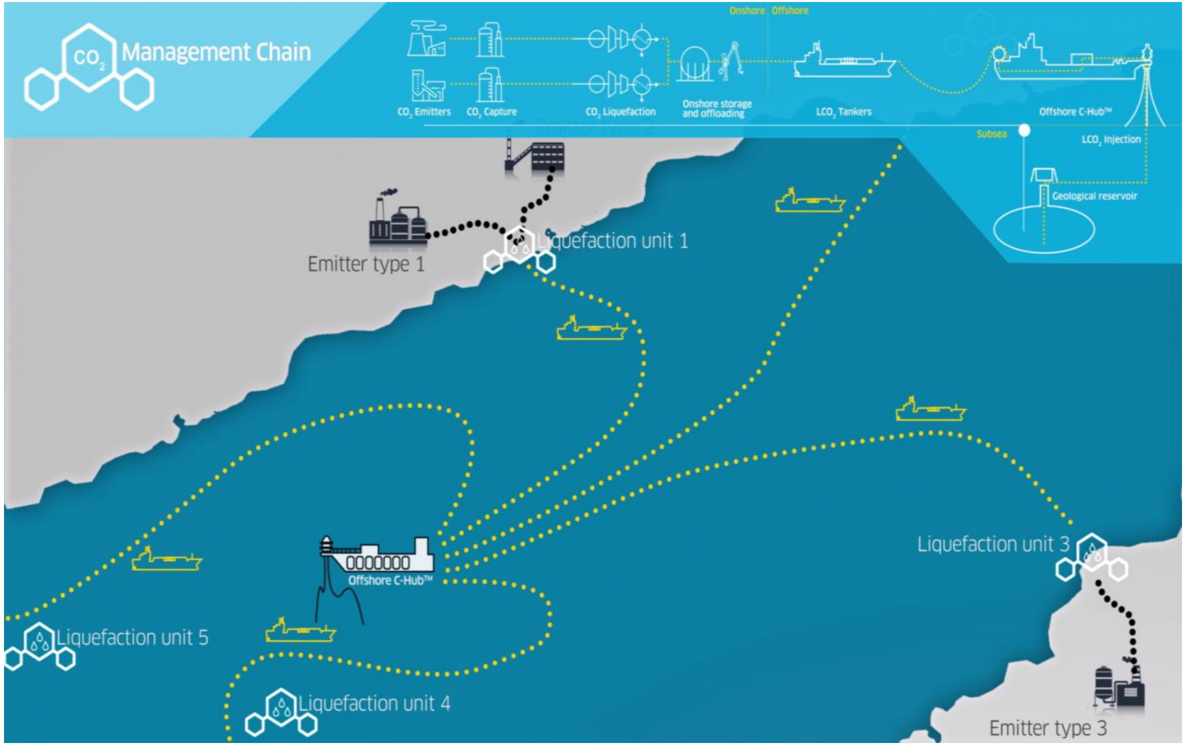
Ensure stable supply in remote areas

Feed maritime and industries with hydrogen hubs in ports

Integrating offshore, hydrogen process and architecture design capabilities

Zoom on Offshore C-Hub™ concept

Innovative solution to overcome CO_2 management challenges



Adaptable, relocatable and flexible

- Optimal for emissions from multiple locations with various sources / quantities
- Onshore CO_2 capture and liquefaction
- LCO_2 carriers transport liquefied CO_2 to the injection host: Offshore C-Hub™
- CO_2 is permanently sequestrated

<2%

Early assessment of emissions / Total CO_2 stored[1]

[1] Internal estimates considering a 25-year life of field.

Servicing other industries

Applying our core capabilities and leveraging international footprint beyond energy

Life sciences

- Resilient customer spending: steady baseload demand and relocation wave.
- Substantial track record with +300 facilities delivered worldwide
- A leading engineering service provider in France[1]; international expansion potential

Metals & Nuclear

- Crucial market for energy transition: key carbon-free energy and raw material supply
- Key references in several metals including lithium and in nuclear waste circularity
- Provide high-value services and technologies for decarbonization

Agritech

- Fast-evolving market adapting to decarbonization and circular trends
- Recent reference; Ynsect second production unit for insect vertical farming
- Leverage process scale-up expertise to support value creation

Selectivity mantra and services approach applied to new growth platforms

[1]Market position based on Technip Energies revenue / market size ratio indicating a market share of approximatively 50%.

Propel innovation via platforms in key ecosystems

Bringing external and internal energies together

Incubating & developing technologies

T.EN TECHNIP ENERGIES Weymouth R&D center

T.EN TECHNIP ENERGIES Frankfurt R&D center

cybernetix

Supporting scale-up of breakthrough technologies

CHEMETRY · btg bioliquids · CLARIANT · Ynsect · FREELTECH® · Carbon Engineering

Collaborating with institutions on R&D

cea · MIT · Indian Institute of Science · Indian Plastics Institute · Indian Institutes of Technology

T.EN TECHNIP ENERGIES

Key takeaways

Leverage capabilities to expand opportunity set

Leverage capabilities to expand opportunity set

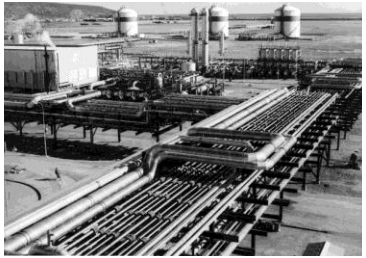
- Expanded advisory and high value services offering without compromising selectivity
- Utilizing core skills in bridging electron to molecule and project delivery expertise to expand into carbon-free markets
- Applying core capabilities to diversifying business lines beyond energy

04 Outstanding delivery

Selectivity in an opportunity-rich environment

60+ years of successful delivery

Transforming energies with a pioneering spirit



Camel LNG
World’s first LNG plant (1964)

Prelude and Satu
World’s first FLNGs

Yamal LNG
Largest Arctic Project

Neste Singapore
World’s largest bio-diesel plant

Jubail
World’s deepest conversion refinery

CP Chem
One of the world’s largest ethylene plants

Aasta Hansteen
World’s biggest Spar

Oryx gas-to-liquids
World’s first high capacity GTL plant

Etileno XXI
Latin America’s biggest petrochemical complex

Burgas
World’s biggest heavy oil residue hydrocracker

Proven and disciplined operating model

Selectivity, our recipe for outstanding delivery

Early engagement

Proprietary technology portfolio

Strong risk management & controls

Technical and project management expertise

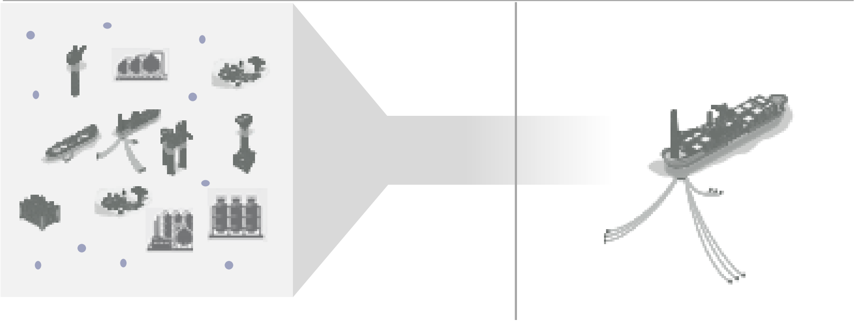
Digital as an enabler

Early engagement

Making projects economically viable

Apply optimal technologies & define specifications

Scenario Development | **Feasibility** | **Concept Selection**



GENESIS

For best execution and project economics

- Reduce risk for project execution
- Ensure continuity through the project lifecycle
- Reduce overall investment cost, schedule and carbon impact

From value creation to value realization

Appraise/Select → **Pre-FEED** → **FEED** → **EPC**

Most of our major projects start with early engagement

TECHNIP ENERGIES

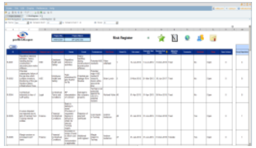
Risk management & controls

Efficient, consistent and safe execution

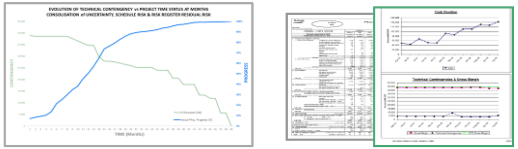
Risk management & control methodology

Pre-bidding / Proposal phase / Execution phase

- Pre-qualification
- Early tendering



- Risk evaluation



- Continuous risk assessment
- Project Management Report
- Cost sensitivity analysis

✓ **Authorization to tender** ✓ **Authorization to submit** ✓ **Executive project reviews**

Project selectivity + Partner selection + Flexible contracting models + Execution scheme

Culture of transparency reinforces strong risk management processes

[1]Quality, health, safety, environment and security.

Zoom on disciplined commercial approach

Project selectivity - key to delivering solid operational and financial performance

	Early Engagement[1]	Technologies[2]	Known partners	Known geography
NOVATEK - ARCTIC LNG 2	✓	–	✓	✓
BAPCO - BMP REFINERY	✓	✓	✓	✓
MIDOR - REFINERY EXPANSION	✓	✓	✓	✓
BP - TORTUE FPSO	✓	–	✓	✓
LONG SON PETROCHEMICALS	✓	✓	✓	✓
ENI - CORAL FLNG	✓	✓	✓	–
NESTE - SINGAPORE EXPANSION	✓	✓	✓	✓
ANOPC - ASSIUT REFINERY	✓	✓	✓	✓
HURL - SINDRI & BARAUNI FERTILIZER PLANTS	✓	✓	✓	✓
ENERGEAN - KARISH FPSO	✓	✓	✓	✓
SEMPRA - ENERGIA COSTA AZUL	✓	✓	✓	✓

Risk mitigation

Note: Project list consists of Technip Energies top ongoing projects by value as of June 30, 2020 plus ANOPC Assiut refinery and Sempra ECA LNG projects.

[1]Technip Energies has performed FEED or Pre-FEED study on the project.

[2]Technip Energies' proprietary technology or alliance partner technology.

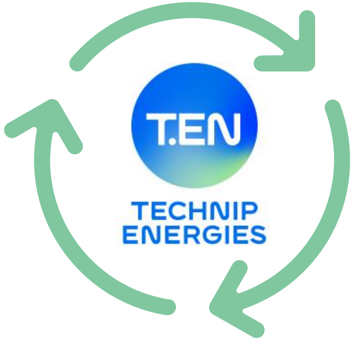
Digital - derisking execution, creating opportunities

Connecting proprietary solutions to optimize the full asset lifecycle

Early engagement	Proprietary technology portfolio	Strong risk management & controls	Technical and project management expertise
Ultra Front-end™ Suite	**SPYRO®**	**EASYPLANT®**	**SPEED™ model**

Data & analytics as foundations

Innovative digital project execution



Digital services offering

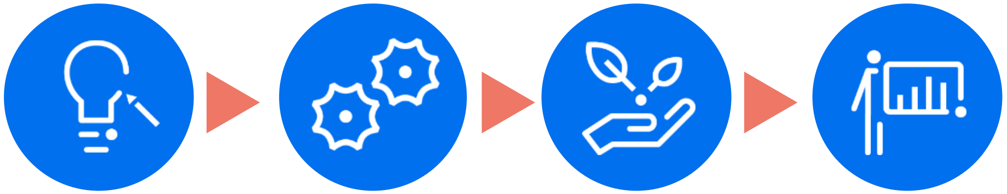
Digital asset delivery

Zoom on Ultra Front End™ Suite

Digital engagement with customers during the earliest planning phase

An open cloud platform

OPTION id	CLOUD ADEPT	GEN-CAT™	REPORT
Framing and analyzing the solution set	Automated engineering & cost estimating	Realize greater carbon-conscious decisions	Presenting data to give clarity in decisions



Identification & Screening	Engineering	Analysis	Clear decisions

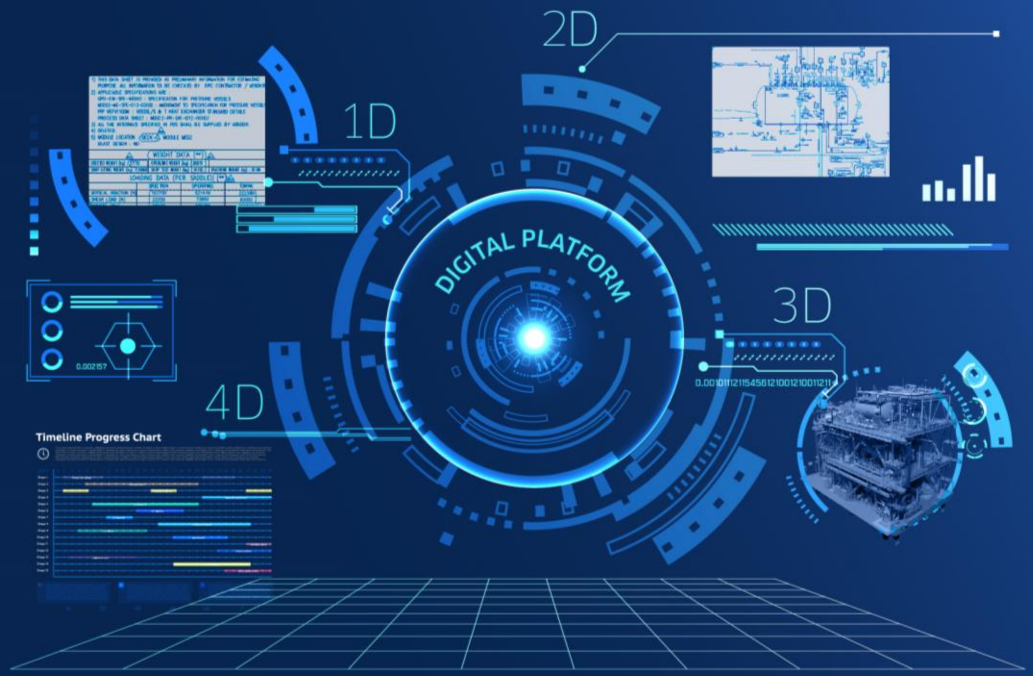
- **Digital toolbox** – help customers to evaluate asset development opportunities faster, with greater clarity
- **Reduce impact of changes** – leverage cloud to reduce the impact of changes
- **Unlock value in development** – explore wider range of scenarios, technologies and profiles to identify optimum value.
- **Gen-CAT™** – carbon assessment tool applicable to diverse set of assets

T.EN TECHNIP ENERGIES

Zoom on SPEED™ model

Taking system engineering to the next level

Data-centric & customized approach



Standardized & designed offer

Up to 20% of time saving for dedicated tasks	Collaborate with customers on cost & schedule optimization
Applicable to both proprietary and third-party technologies	Stable workload & competencies enforcement

Talented global workforce across 34 countries

Passion to deliver whatever the challenge

~15,000 skilled and engaged employees providing flexible execution and proximity to customers

TECHNIP ENERGIES

Experienced, diverse and dynamic workforce

104
Nationalities

9y
Average seniority
(time spent at the Company)

28%
Women

46%
Millennials and Generation Z

~310
Technical experts
with industry leadership

~450
Project managers[1]

[1]From project manager level 1 up to fellow executive project director, including project engineering and control managers.

Human Energies - project organization at the core

Ability to drive execution from young engineers to fellow executive project directors

Arunika
Process engineer

- Recent graduate engineer
- Bachelor in Chemical engineering

New Delhi

Lay Menn
Senior project engineer

- 16Y experience on both FEED and EPC
- Offshore & downstream experience
- PMP certified

Kuala Lumpur

Elisabeth
Project manager

- Joined company upon graduation
- 15Y on international construction sites
- Former quality director on Yamal

Paris

Marie-Aude
Project director

- 22Y experience with international exposure
- Business development & project experience
- Various project types: LNG, nuclear, mining

Paris

Enzo
Executive project director

- +30Y experience
- Functional senior leadership roles
- Former project director on major projects

Rome

Jean-Marc
Fellow executive project director

- Former regional CEO
- Former project director on major projects
- Fellow EPD on Yamal and Arctic projects

Paris

Human Energies - technical expertise at the core

Ability to integrate technologies from young engineers to fellow experts

Dhivaahar
Process safety engineer

- 5Y experience
- Focus on HSE Design
- Working on Arctic LNG Project

Chennai

Nicole
Senior process engineer

- 8Y experience
- Experience as process lead
- Expertise in failure trend and fluid dynamics

Claremont

Manikandan
Project development director

- 28Y experience
- Design, engineering, implementation and ops
- Wide range of processes, onshore & offshore

Kuala Lumpur

Gauthier
Gas consulting services manager

- 25Y experience incl. leadership roles
- Led R&D, technology developments
- Expertise in gas conditioning and CCUS

Paris

Nicola
Head of process engineering

- 35Y experience
- From chemical engineer to leadership role
- Gasification and CO_2 capture background

Houston

Dominique
Fellow technology expert

- +25Y experience in leadership roles
- Technology, BD and projects
- Industry-leading papers and lecturer

Paris

Technip Energies leadership team

Average 25+ years of industry expertise

Stan Knez
SVP Process Technology

Alain Poincheval
Fellow Executive Project Director of Arctic LNG 2

Christophe Bélorgeot
SVP Communications

Marco Villa
COO-elect

Arnaud Pieton
CEO-elect

Bruno Vibert
CFO-elect

Magali Castano
SVP People & Culture

Christophe Virondaud
SVP Commercial

Charles Cessot
SVP Strategy

Key takeaways

Outstanding delivery

Outstanding delivery

- Proven operating model combining digital solutions, early engagement, technology and risk management
- A disciplined commercial approach underpinned by stringent selectivity criteria
- Human Energies - a global team of ~15,000 professionals with deep technical and domain expertise

05 Financial strength and stability

A foundation for sustainable shareholder returns

Financial strength and stability

A foundation for sustainable shareholder returns

Strong revenue & margin visibility

Early cash conversion of earnings

Asset light & strong balance sheet

High ROIC potential & Dividend commitment[1]

A unique platform for value creation in the Energy Transition

[1]Subject to approval from Technip Energies Board of Directors

Two leading business units

Key financial highlights

Projects Delivery

€5.0B[1]
Revenue

€12.1B[2]
Backlog

- Long-cycle
- Backlog-linked revenue growth
- Cash generation through the cycle

Technology, Products & Services

€1.1B[1]
Revenue

€1.1B[2]
Backlog

- Shorter Cycle
- Strategic revenue growth
- Accretive margins

Note : Financial information is presented under adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information.

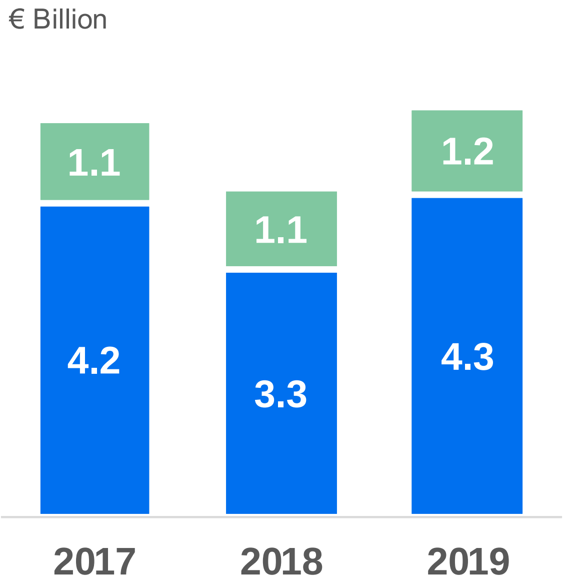
[1]Trailing 12-month revenue ending June 30, 2020.

[2] Backlog position as of June 30, 2020.

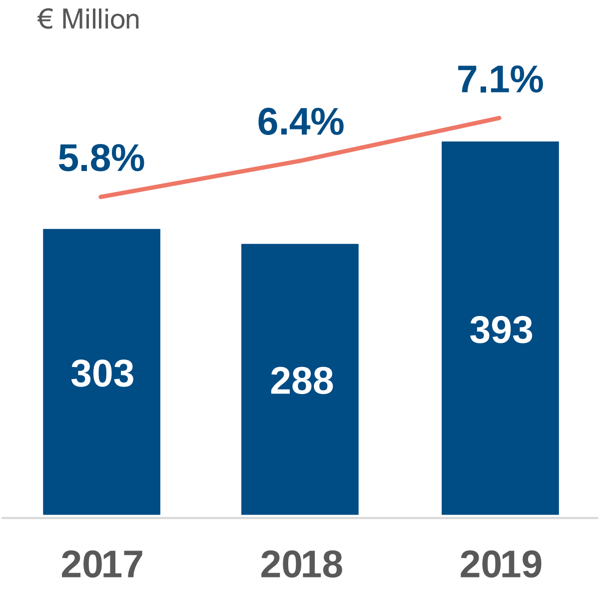
Delivering industry leading performance

Selectivity and execution driving robust margins

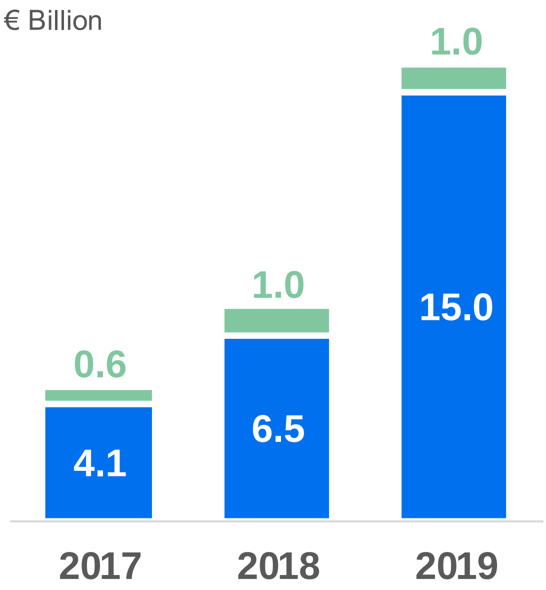
Revenue[1]



EBIT[1]



Backlog[2]



■ Projects Delivery ■ Technology, Products & Services

Note : Financial information is presented under adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information.

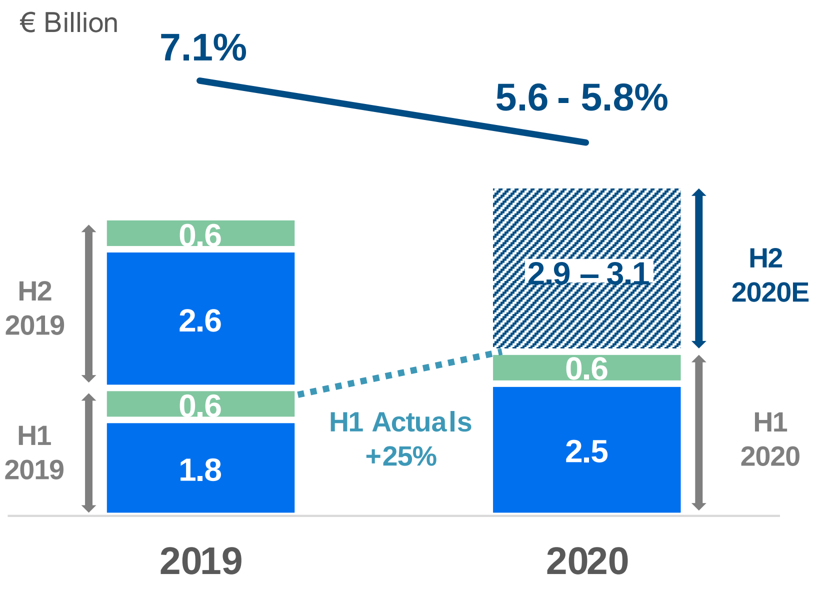
[1] Adjusted recurring EBIT: adjusted profit before net financial expense and income taxes adjusted for items considered as non-recurring.

[2] Backlog comprises secured & confirmed orders from customers which will generate future revenues with a high probability.

Strong earnings delivery

Financial resilience in unprecedented times

Revenue & EBIT[1] margin



Backlog[2]

- Resilient performance despite COVID-19; significant year-over-year revenue growth
- Margin decrease as anticipated; lower Yamal LNG contribution and projects in early phases of execution
- No backlog cancellations; strong resilience of TPS with book to bill of 1.2x in H1 2020 (€645M of orders)

■ Project Delivery ■ Technology, Products & Services

Note : Financial information is presented under adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information.

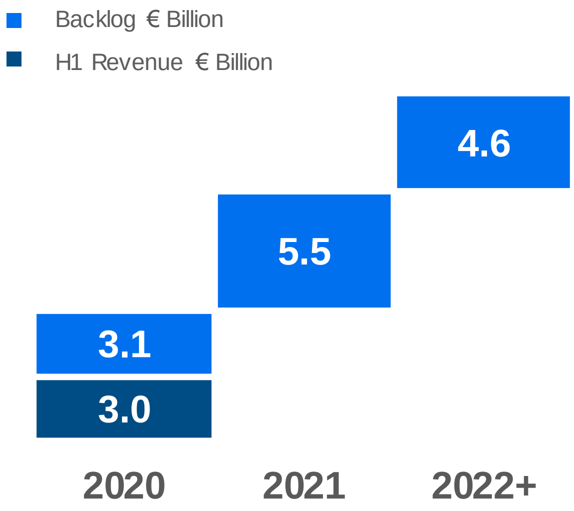
[1] Adjusted recurring EBIT: adjusted profit before net financial expense and income taxes adjusted for items considered as non-recurring.

[2] Backlog comprises secured & confirmed orders from customers which will generate future revenues with a high probability.

Well diversified and Energy Transition-ready backlog

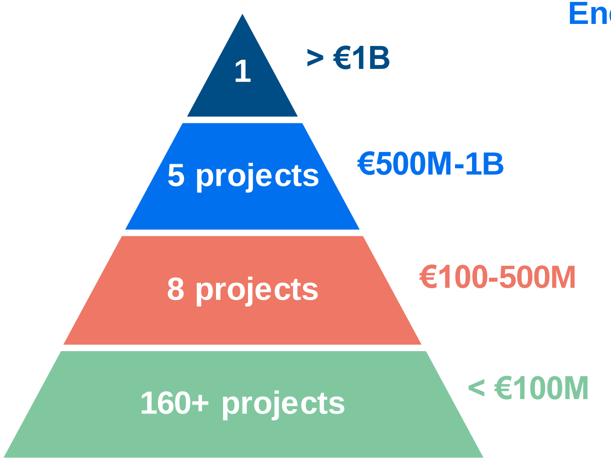
Providing strong future earnings visibility

Backlog scheduling



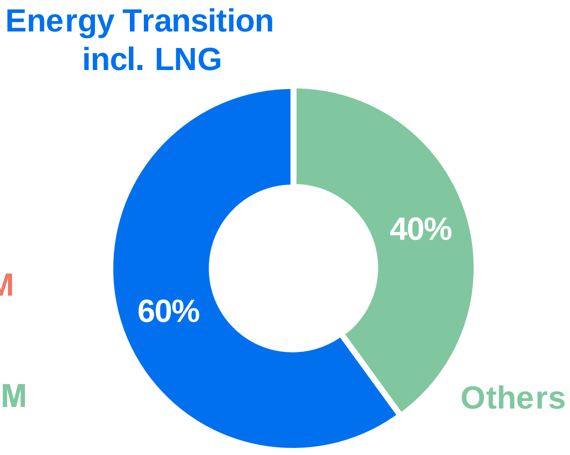
Strong medium-term visibility

By project value



Extensive portfolio beyond mega projects

By market



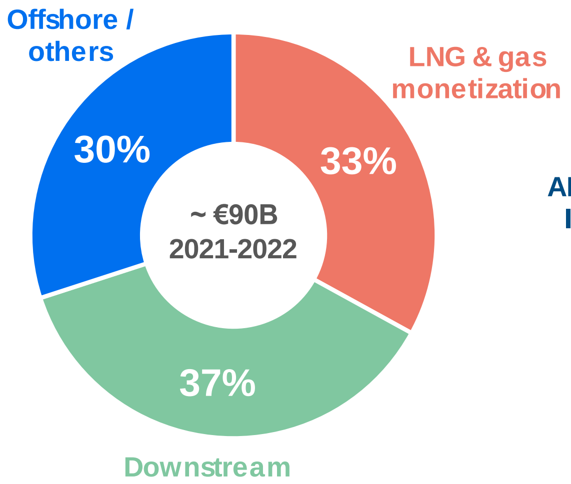
Energy transition is our business

Note 1: Financial information is presented under adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information.
Note 2: Backlog comprises secured & confirmed orders from customers which will generate future revenues with a high probability.
Note 3: Data derived from backlog as of June 30, 2020.

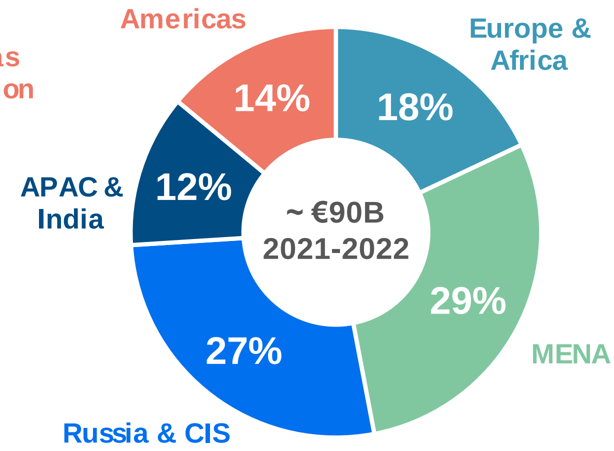
Selective growth and upside potential

Clear momentum of Energy Transition prospects beyond LNG

By traditional markets and geography

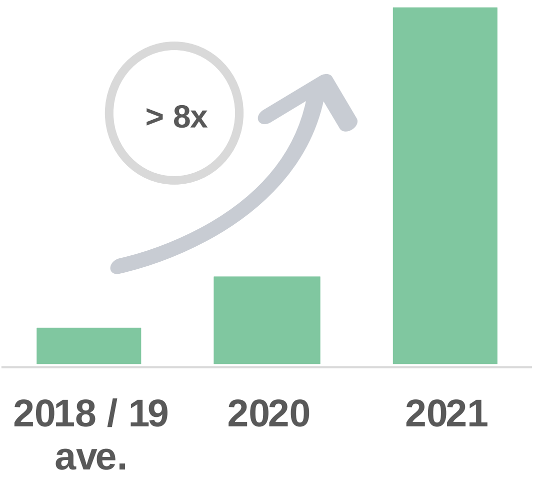


Balanced opportunity; early engagement strategy



Well diversified by region; low concentration risk

Energy transition (ex-LNG)



Accelerating opportunity set led by sustainable chemistry and decarbonization

Note : Pipeline based on aggregate of internal estimates of prospects with active engagement.

Financial outlook and guidance

Selective growth and upside potential

	2020e	2021e	Medium-term outlook
Revenues	€5.9 – 6.1B[1]	€6.5 - 7.0B	• Single-digit growth, constant currency • Backlog execution & substantial pipeline
EBIT margin[2]	5.6% - 5.8%	5.5% - 6.0% (exc. one-off cost of €30M)	• Target 100bps+ increase for medium-term • Cost reduction, project mix & maturity
Effective tax rate	30 - 35%	30 - 35%	• No material deviation from 2021e

Yamal net adjusted contract liability expected to decrease by circa €200 – 250M in 2020 and €150 – 200M in 2021

Note : Financial information is presented under adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information.

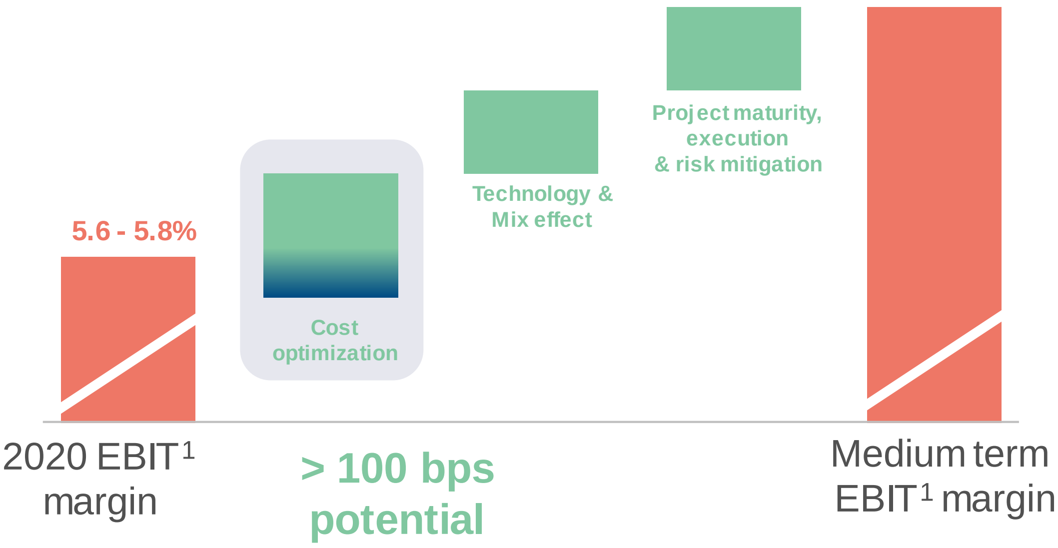
[1] 2020 revenue guidance reflects foreign exchange movements in H2 2020 vs backlog calendarization calculated as of June 30, 2020.

[2] Adjusted recurring EBIT: adjusted profit before net financial expense and income taxes adjusted for items considered as non-recurring. Depreciation and amortization expense for 2021 is expected to be in line with 2019 with implied Adjusted Recurring EBITDA in a range from 6.9% to 7.4% of Adjusted Revenues

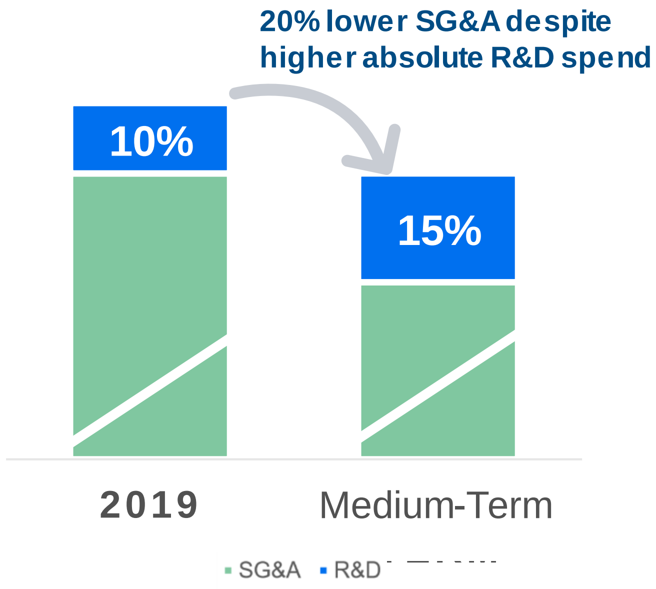
A clear path to increased profitability

Investment focused on growth while improving margins

Medium-term margin potential



Cost optimization



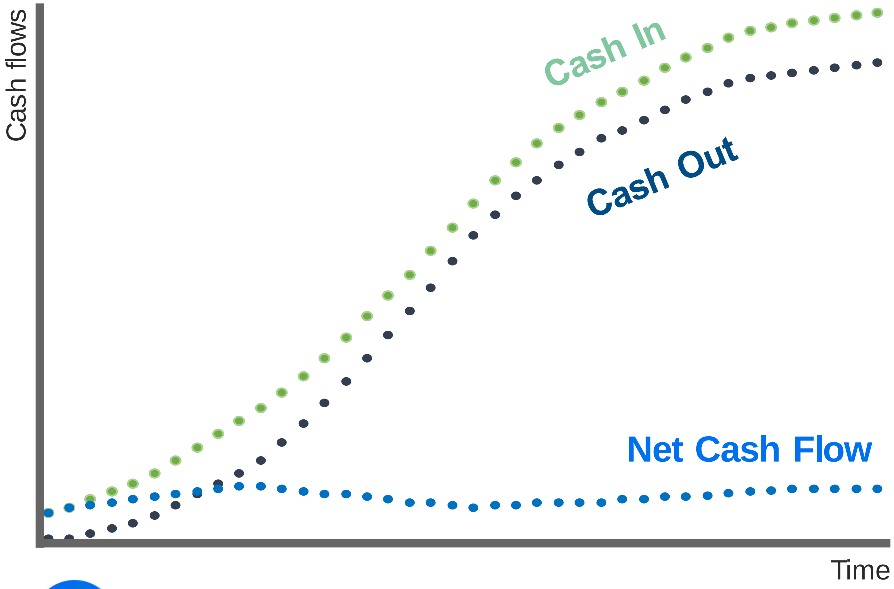
Note : Financial information is presented under adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information.

[1]Adjusted recurring EBIT: adjusted profit before net financial expense and income taxes adjusted for items considered as non-recurring.

Financial principles - project cash flow curve

Key business objective - a positive cash position through project lifecycle

Typical project cash flows



Key drivers

- Bidding principle - net cash flow positive throughout the project lifecycle
- Project execution with a resolute cash management focus
- Early cash conversion of earnings - negative working capital due to advance and milestone payments

Strong balance sheet enables strategic growth

Platform for high returns on invested capital

Pro forma adjusted capital structure (EUR billion)

Goodwill 2.2B

Non-current asset 0.6B

Contract Asset 0.4B

Other current asset 1.5B
(incl. receivables 0.9B)

Cash
2.9B

Equity 1.2B

Debt 0.7B

Non-current liability 0.5B

Current liability
2.2B

Contract liability
3.0B

Capital structure highlights

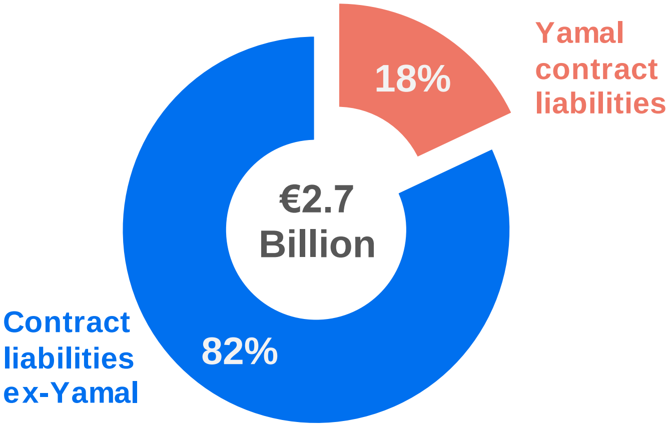
- "People" business – low tangible fixed assets and low capital investment needs
- Adjusted Gross cash of €2.9B after final contemplated capital structure allocations
- Gross debt of €0.75B (targeting Gross Leverage Ratio of ~1.0x over long term)
- Negative working capital with net contract liabilities of €2.6B

Note 1: Financial information is presented under adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information on calculation.
Note 2 : Adjusted capital structure derived from November 30 capitalization and indebtedness table. See slide 104 for detail

Cash flow conversion of earnings through NCL

Net contract liability includes future earnings already cashed-in

Net contract liability (NCL)[1]
As of June 30, 2020



- NCL corresponds to future project costs and profits already cashed-in
- NCL eliminated by milestone achievement; execution enables contingency releases

Yamal illustration

Reduction in contract liabilities: €75.0M
December 31, 2019 to June 30, 2020

Payments to Vendors or Technip Energies

Vendor
(Cost)

T.EN TECHNIP ENERGIES

Continued strong execution and plant performance will reduce project risks & costs, increasing Technip Energies profit

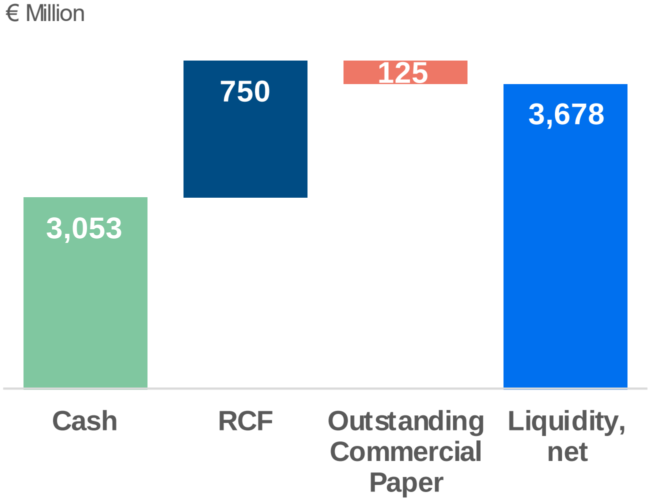
Note 1: Financial information is presented under adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information.
Note 2 : H1 2020 Yamal net adjusted contract liability reduced by €75 million; expect full year 2020 reduction of €150-200 million
[1]Adjusted net contract liability as of June 30, 2020.

Differentiated capital structure

Strong liquidity and limited leverage

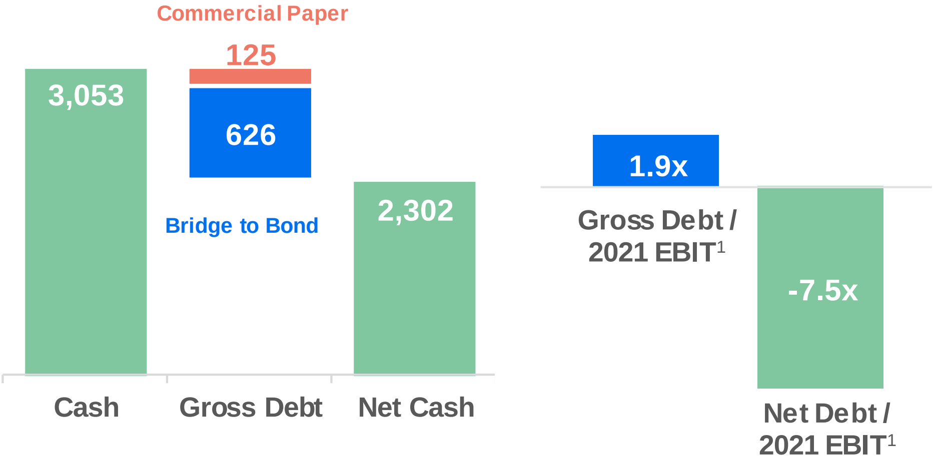
IFRS view

Strong liquidity



- €3.7B liquidity incl. €3.1B of cash
- Commercial paper fully backstopped by the RCF

Limited leverage



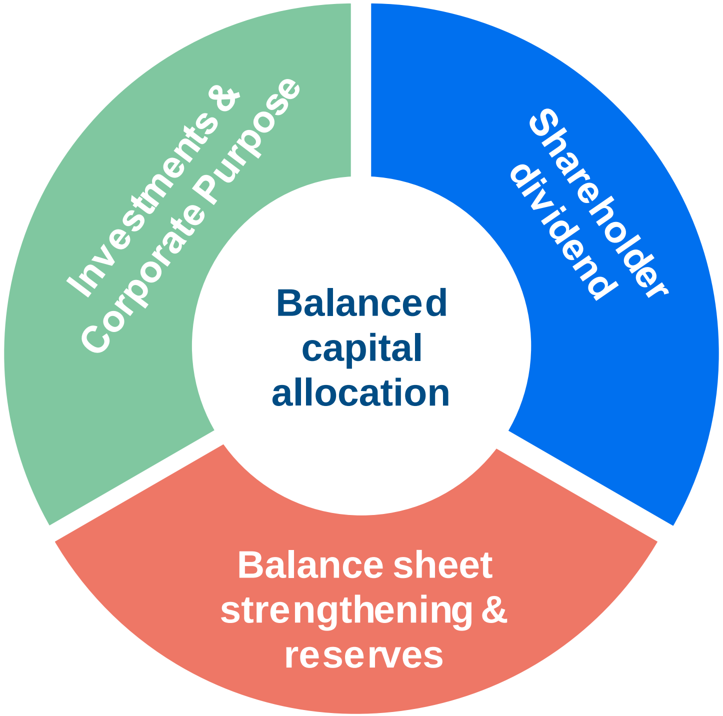
- "BBB" investment grade rating provided by S&P Global
- Net cash position and no financial covenant on debt instruments

Note : Financial information is presented under IFRS framework. See slide 104 for more details

[1]Based on 2021 mid-range guidance presented slide 77.

Capital allocation focused on strong balance sheet

Consistency in financial performance drives high returns on invested capital



Sustainable high ROIC[1]

Consistent dividend policy

- Asset light, low capital intensity
- Strong through-cycle free cash flow generation
- Solid balance sheet

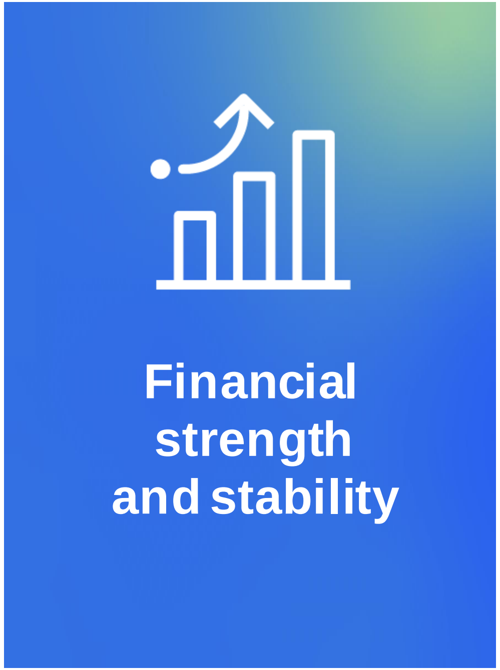
Subject to Board approval:

- Target to pay annual dividend in 2022; initially aimed at a minimum of 30% of 2021 Net profit

[1]Return on invested capital calculated as : NOPAT (Net Operating Profit After Tax) / Invested Equity (Equity + Financial Debt excl. IFRS 16 lease). Equity & financial debt based on target opening capital structure. 2019 NOPAT based on IFRS adjusted actual figures and 2020/2021 based on implied [min;max] outlook presented.

Key takeaways

Financial strength and stability



- Industry leading financial performance supported by commercial astuteness and robust project execution
- Quality backlog and strong prospective pipeline underpinning guidance; initiatives to drive medium-term margin expansion
- A unique platform for high returns on invested capital through the cycle

Closing remarks

Making a better tomorrow

A compelling investment case

Pioneer downstream and gas evolution

Accelerate the energy transition

Leverage capabilities to expand opportunity set

Outstanding delivery

Financial strength and stability

A leading Engineering and Technology company for the Energy Transition

Note: world leader in LNG - based on delivery of over 20% of operating LNG capacity. Percentage is based on operating capacity delivered by Technip Energies / total industry operating capacity as of December 2019; source: IHS.
World leader in ethylene - based on the number of ethylene production facilities awarded or technology licences selected since 2010; source IHS.

T.EN TECHNIP ENERGIES

Where energies make tomorrow

Unique capability set to enable the energy transition

Selectivity underpinning 60+ years of operational excellence

Asset light model with sustainable returns potential

Appendix

Leadership Team

Average 25+ years of diverse industry expertise

Arnaud Pieton
CEO-elect

Current: President Technip Energies

Prior experience: 22 years of industry experience. With TechnipFMC for over 15 years; ELT member since merger.

Bruno Vibert
CFO-elect

Current: SVP Finance Technip Energies

Prior experience: 20 years in global oil & gas industry, across finance and consultancy. Joined TechnipFMC in 2015.

Marco Villa
COO-elect

Current: President Operations, Technip Energies

Prior experience: 30 years in operations and finance. With TechnipFMC for 25 years.

Stan Knez
SVP Process Technology

Current: SVP Process Technology, Technip Energies

Prior experience: 25 years in global upstream and downstream industry – focused on technology portfolios and alliances. Joined TechnipFMC in 2012.

Magali Castano
SVP People & Culture

Current: VP People & Culture, Technip Energies

Prior experience: 10 years with Shell, holding various positions in HR management, in Downstream Europe business. Joined TechnipFMC in 2011.

Alain Poincheval
Fellow Executive Project Director of Arctic LNG 2

Current: Fellow Executive Project Director

Prior experience: With TechnipFMC for 34 years; held various positions across onshore and offshore, including project director for Shell FLNG Prelude.

Charles Cessot
SVP Strategy

Current: SVP Strategy, Technip Energies

Prior experience: 15 years of industry experience including Manager at Ernst & Young across transaction services and advisory. Joined TechnipFMC in 2011.

Christophe Virondaud
SVP Commercial

Current: SVP Business Development, Technip Energies

Prior experience: 28 years in global business development, operational and sales. With TechnipFMC for 17 years.

Christophe Bélorgeot
SVP Communications

Current: SVP Corporate Engagement, TechnipFMC

Previous experience: 28 years of energy industry experience. With TechnipFMC for 15 years; ELT member since 2018.

Peers landscape

Projects Delivery

E&C players

LNG

- SAIPEM
- BECHTEL
- CHIYODA CORPORATION
- JGC

- FLUOR
- TECNICAS REUNIDAS
- SBM OFFSHORE
- MCDERMOTT
- Maire Tecnimont

Technology, Products & Services

Engineering consultancy

- wood.
- WorleyParsons resources & energy

Technology portfolio

- Uhde ThyssenKrupp
- Axens Powering integrated solutions
- Stamicarbon
- HALDOR TOPSØE
- LUMMUS TECHNOLOGY
- Air Liquide creative oxygen
- THE LINDE GROUP
- AIR PRODUCTS
- KBR
- JM Johnson Matthey Davy Technologies
- UOP A Honeywell Company

Energy transition pure players

- AKER CARBON CAPTURE
- HYON
- AKER OFFSHORE WIND

Accounting principles explained

Adjusted IFRS – our approach for greater transparency

The adjusted view

Showing the economical view of project Joint Ventures; integrating line by line for respective share of joint venture project entities

Leading to an **Adjusted Recurring View** to isolate non-recurring items from operational performance

- Restructuring expenses
- Merger and integration costs
- Litigation costs

Proportional adjustments

Yamal LNG

- 50% proportional share
- Adjusted financial statements free from the JV partners redeemable liability complexity

Eni Coral FLNG

- 50% proportional share

BAPCO Sitra refinery

- 36% proportional share

Arctic LNG 2 in-country scope

- 33.3% proportional share

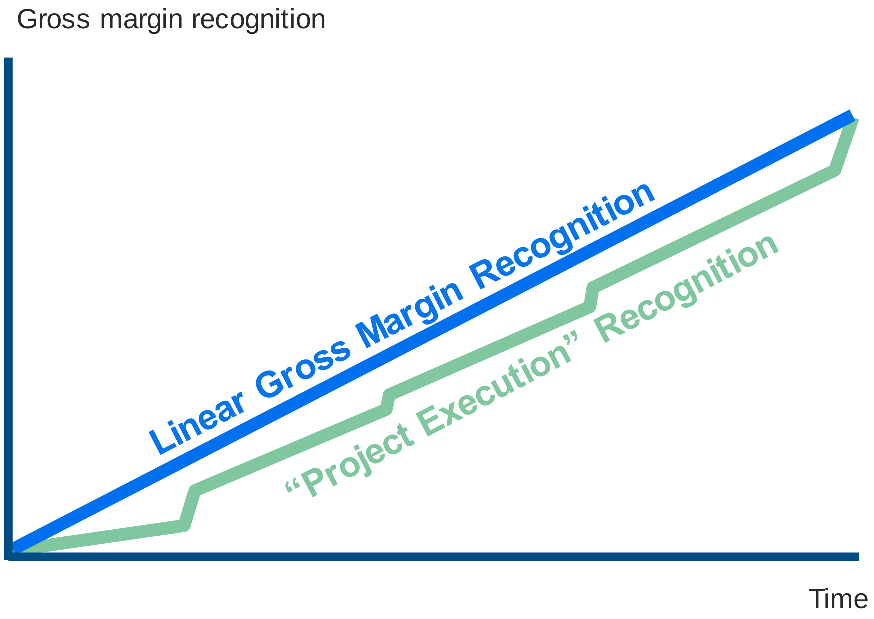
ExxonMobil Rovuma LNG

- 33.3% proportional share

Financial principles – gross margin recognition

A prudent approach to gross margin recognition

Recognition on a typical project



Key drivers

Non-linear margin recognition; conservative recognition in early stages of a project

Gross margin recognition subject to:

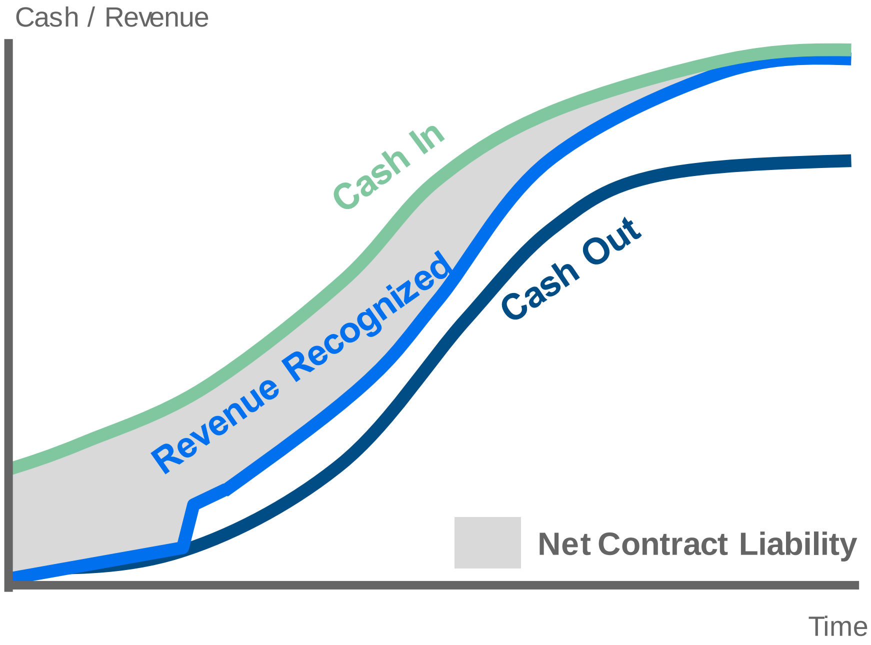
- Project specificities
- Milestones and project maturity
- Risks evaluation & mitigation

Risk assessment model built over 60 years of project execution experience

Financial principles – net contract liabilities

Balance sheet mirror revenue recognition and cash collection

Contract liabilities



Typical project example

Payment received from customer (project to date)	**100**	*A*
Expenses (costs incurred) – project to date	70	
Gross margin	5	
Revenue recognized – cost-to-cost progress	75	*B*
Net contract liabilities	**25**	*A-B*

- Net contract liability (NCL) corresponds to future project costs and profits already cashed-in
- Contract liability evolution linked to backlog evolution; mega project inbound and maturity a key factor
- NCL eliminated by milestone achievement; effective execution enables contingency releases
- Mega project inbound and maturity a key factor;

Income statement

in € Million

	2017	2018	2019	H1 2020
Order Intake	3,787.4	6,924.0	12,779.6	1,162.1
Revenues	5,242.3	4,467.1	5,529.8	3,011.1
Gross Margin	699.8	682.7	853.3	412.5
% Gross Margin	**13.3%**	**15.3%**	**15.4%**	**13.7%**
Indirect costs	(364.3)	(374.8)	(363.0)	(196.2)
EBITDA (excl. Charges)	**335.5**	**307.9**	**490.3**	**216.3**
% EBITDA Margin	**6.4%**	**6.9%**	**8.9%**	**7.2%**
Total Depreciation & Amortization	(33.0)	(20.4)	(97.0)	(52.1)
Recurring EBIT	**302.5**	**287.5**	**393.3**	**164.2**
% Recurring EBIT	**5.8%**	**6.4%**	**7.1%**	**5.5%**

Note: Financial information is presented under adjusted IFRS framework, which records the Company's proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information on methodology.

Income statement – adjusted recurring EBIT

in € Million

	2017	2018	2019	H1 2020
Profit before financial expense, net and income taxes - Adjusted	**228.3**	**40.0**	**270.3**	**198.8**
Restructuring and other non-recurring items	48.0	11.3	52.4	(46.8)
Exceptional Items				
Merger and integration costs allocated	*26.2*	*15.4*	*15.2*	-
Separation costs	-	-	*36.7*	*12.2*
Litigation costs	-	*220.8*	*18.8*	-
Adjusted recurring EBIT	**302.5**	**287.5**	**393.3**	**164.2**
Amortization and Depreciation	33.0	20.4	97.0	52.1
Adjusted recurring EBITDA	**335.5**	**307.9**	**490.3**	**216.3**

Note 1 : Financial information is presented under adjusted IFRS framework, which records the Company's proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information on methodology.
Note 2 : Adjusted recurring EBIT: adjusted profit before net financial expense and income taxes adjusted for items considered as non-recurring.
Note 3 : Adjusted recurring EBITDA: adjusted profit before net financial expense, income taxes and Amortization & Depreciation adjusted for items considered as non-recurring.

Balance sheet

in € Million

	2017	2018	2019	H1 2020
Goodwill & non-current assets	2,477	2,525	2,885	2,842
Trade receivables	706	1,124	989	989
Cash and cash equivalents	2,681	2,470	3,053	3,509
Contract assets	445	272	400	362
Other current assets	698	448	534	720
Total assets	**7,008**	**6,838**	**7,861**	**8,422**
Total invested equity	2,186	1,731	1,728	2,015
Financial debt	718	630	583	513
Accounts payables	1,498	1,073	1,409	1,392
Contract liabilities	1,539	2,097	2,749	3,088
Other current & non current liabilities	1,068	1,308	1,392	1,414
Total equity and liabilities	**7,008**	**6,838**	**7,861**	**8,422**

Note: Financial information is presented under adjusted IFRS framework, which records the Company's proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information on methodology.

Cash flow statement

In € Million

	2017	2018	2019	H1 2020
Cash and cash equivalents, beginning of period	**3,545.9**	**2,681.1**	**2,469.5**	**3,053.1**
Cash provided (required) by operating activities	183.7	492.8	1,193.2	697.8
Cash provided (required) by investing activities	(13.4)	(11.7)	(36.8)	(20.4)
Cash provided (required) by financing activities	(627.1)	(800.7)	(618.0)	(225.2)
Effect of changes in foreign exchange rates on cash and cash equivalents	(408.0)	108.0	45.1	3.8
Cash and cash equivalents, end of period	**2,681.1**	**2,469.5**	**3,053.1**	**3,509.0**

Note: Financial information is presented under adjusted IFRS framework, which records the Company's proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information on methodology.

H1 2020 Income statement

Reconciliations from IFRS consolidated to adjusted IFRS

in € Million	H1 2020 Consolidated	Adjustments	H1 2020 Adjusted
Revenues	2,829.4	181.7	3,011.1
Total Costs and expenses	2,552.0	231.5	2,783.5
Other income (expense), net	(23.8)	(5.2)	(29.0)
Income from equity affiliates	5.0	(4.8)	0.2
Profit (loss) before financial expense, net and income taxes	**258.6**	**(59.8)**	**198.8**
Financial income (expense), net	(75.1)	74.4	(0.7)
Profit (loss) before income taxes	**183.5**	**14.6**	**198.1**
Provision for income taxes (expense)	(68.5)	3.1	(65.4)
Net profit (loss)	**115.0**	**17.7**	**132.7**

Note: Financial information is presented under adjusted IFRS framework, which records the Company's proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information on methodology.

H1 2020 Tax statement (interim)

Reconciliations from IFRS consolidated to adjusted IFRS

in € Million	H1 2020 Consolidated	Adjustments	H1 2020 Adjusted
YTD PBT	**183.5**	**14.6**	**198.1**
YTD projected tax (expense)/benefit	(73.3)		(73.3)
Discrete adjustments (expense)/benefit	4.8	3.1	7.9
Total Tax expense	**(68.5)**		**(65.4)**
Effective tax rate	**37.4%**		**33.0%**

Note: Financial information is presented under adjusted IFRS framework, which records the Company's proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information on methodology.

H1 2020 Balance sheet

Reconciliations from IFRS consolidated to adjusted IFRS

in € Million	H1 2020 Consolidated	Adjustments	H1 2020 Adjusted	Adjustments	Pro-forma Capital Structure Day 1 of trading
Goodwill & non-current assets	2,910	(68)	2,842	(33)	2,809
Trade receivables	942	47	989	(73)	916
Cash and cash equivalents	3,672	(163)	3,509	(619)[1]	2,890
Contract assets	362	-	362	-	362
Other current assets	688	32	720	(72)[2]	648
Total assets	**8,575**	**(152)**	**8,422**	**(797)**	**7,625**
Total invested equity	2,018	(2.6)	2,015	(812)[1]	1,203
Financial debt	513	-	513	238[1]	751
Accounts payables	1,139	253	1,392	-	1,392
Contract liabilities	3,304	(217)	3,088	(125)	2,963
Other current & non current liabilities	1,600	(185)	1,414	(98)[1]	1,316
Total equity and liabilities	**8,575**	**(152)**	**8,422**	**(797)**	**7,625**

Note: Financial information is presented under adjusted IFRS framework, which records the Company's proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information on methodology.

[1] Refer to slide 104 on Capitalization and indebtedness.

[2] Other receivable allocated to TechnipFMC as per Capital Structure allocation

H1 2020 Cash flow statement

Reconciliations from IFRS consolidated to adjusted IFRS

in € Million	H1 2020 Consolidated	Adjustments	H1 2020 Adjusted
Cash and cash equivalents, beginning of period	**3,563.6**	**(510.6)**	**3,053.1**
Cash provided (required) by operating activities	473.3	224.5	697.8
Cash provided (required) by investing activities	(20.4)	-	(20.4)
Cash provided (required) by financing activities	(348.1)	122.9	(225.2)
Effect of changes in foreign exchange rates on cash and cash equivalents	3.8	-	3.8
Cash and cash equivalents, end of period	**3,672.2**	**(163.3)**	**3,509.0**

Note: Financial information is presented under adjusted IFRS framework, which records the Company's proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information on methodology.

2019 income statement

Reconciliations from IFRS consolidated to adjusted IFRS

in € Million	2019 Consolidated	Adjustments	2019 Adjusted
Revenues	5 768.7	(238.9)	5 529.8
Total Costs and expenses	5 059.7	156.8	5 216.5
Other income (expense), net	(38.7)	(6.4)	(45.1)
Income from equity affiliates	2.9	(0.8)	2.1
Profit (loss) before financial expense, net and income taxes	**673.3**	**(402.9)**	**270.4**
Financial income (expense), net	(334.8)	354.0	19.2
Profit (loss) before income taxes	**338.5**	**(48.9)**	**289.6**
Provision for income taxes	185.2	(19.3)	165.9
Net profit (loss)	**153.3**	**(29.6)**	**123.7**

Note: Financial information is presented under adjusted IFRS framework, which records the Company's proportionate share of equity affiliates and restates the share related to non-controlling interests.

2019 tax statement

Reconciliations from IFRS statements to normalized tax rate

in € Million	2019 Consolidated	Non-recurring Items Adjusted	2019 Normalized
PBT	**338.6**	**71.1**	**409.7**
At French tax rate (34.43%)	(116.6)	(14.6)	(131.2)
Mix and Valuation allowance	(34.1)	32.9	6.1
Net change in tax contingencies	5.1	-	5.1
Non deductible expense	(28.2)	14.2	(21.4)
Deferred tax adjusted (tax rate change)	(8.8)	6.5	(2.4)
Other	(2.6)	2.1	(0.5)
Total Tax expense	**(185.2)**		**(144.2)**
Effective tax rate	**55%**		**35%**

Note: Financial information is presented under adjusted IFRS framework, which records the Company's proportionate share of equity affiliates and restates the share related to non-controlling interests.

Capitalization and indebtedness

Projected capital structure based on November 30, 2020 position

in € Million	As of June 30, 2020	Movements[1]	As of November 30, 2020	Adjustments For financing & consumption of spin-off	As adjusted
Cash and cash equivalents	3,672.2	(369.4)	3,302.8	(249.8)	3,053.0
Traded Securities	8.7	2.5	11.2	-	11.2
Liquidity	**3,680.9**	**(366.9)**	**3,314.0**	**(249.8)**	**3,064.2**
Lease liabilities and others	45.4	2.9	48.3	-	48.3
Commercial Paper	513.4	(55.4)	458.0	(332.7) [2]	125.3
Loans due to TFMC	64.4	(19.9)	44.5	(44.5)	-
Current Financial Debt	**623.2**	**(72.4)**	**550.8**	**(377.2)**	**173.6**
Lease liabilities	237.7	(33.5)	204.2	-	204.2
Bridge Term Facility	-		-	626.3 [3]	626.3
Non-Current Financial Debt	**237.7**	**(33.5)**	**204.2**	**626.3**	**830.5**
Invested Equity	**2,017.6**	**(241.6)**	**1,776.0**	**(569.9) [4]**	**1,206.1**

Note: Financial information is presented under IFRS framework.

1. The movements from June 30, 2020 to November 30, 2020 are comprised notably of repayments of outstanding indebtedness and equity distribution to TFMC.
2. Based on November 30 position, as of the date of the spin-off, Technip Energies will have in place a EUR 750 million under the New Revolving Credit Facility with an available amount for additional drawings of EUR 624.7 million, corresponding to the total capacity reduced by the outstanding commercial paper.
3. Based on November 30 position, as of the date of the spin-off, Technip Energies will have EUR 626.3 million of outstanding borrowings under the Bridge Term Facility. The Bridge Term Facility will have an initial term of twelve month, with the potential for up to two six-month extensions.
4. The adjustment to Invested Equity reflects EUR 569.9 million that will be distributed from the Company to TechnipFMC in connection with the spin-off as part of the capital structure allocation.

Return On Invested Capital (ROIC)

in € Million	2019 Actuals	2020F		2021F	
		Min[3]	Max[3]	Min[3]	Max[3]
Revenues	5,530	5,900	6,100	6,500	7,000
EBIT %	7.1%	5.6%	5.8%	5.5%	6.0%
EBIT (€ Million)	393	330	354	358	420
Normalised Tax Rate	35%	35%	30%	35%	30%
Normalised Tax exp.	137	116	106	125	126
NOPAT[1]	**256**	**214**	**248**	**233**	**294**
Shareholder Equity[2]	1,206	1,206	1,206	1,206	1,206
Financial Debt[2]	**752**	**752**	**752**	**752**	**752**
Invested Equity	**1,958**	**1,958**	**1,958**	**1,958**	**1,958**
ROIC	**13.0%**	**11.0%**	**12.7%**	**11.9%**	**15.0%**

[1] NOPAT (Net Operating Profit After Tax).
[2] Invested Equity and Financial Debt (Bridge Term Facility and Commercial Paper) "As Adjusted" shown in Capitalization & Indebtedness table derived from November 30, 2020 position. Refer to slide 104.
[3] Amounts derived from 2020 and 2021 Guidance and Outlook. Refer to slide 77.

Yamal LNG – Interpreting the disclosures

Adjusted IFRS View

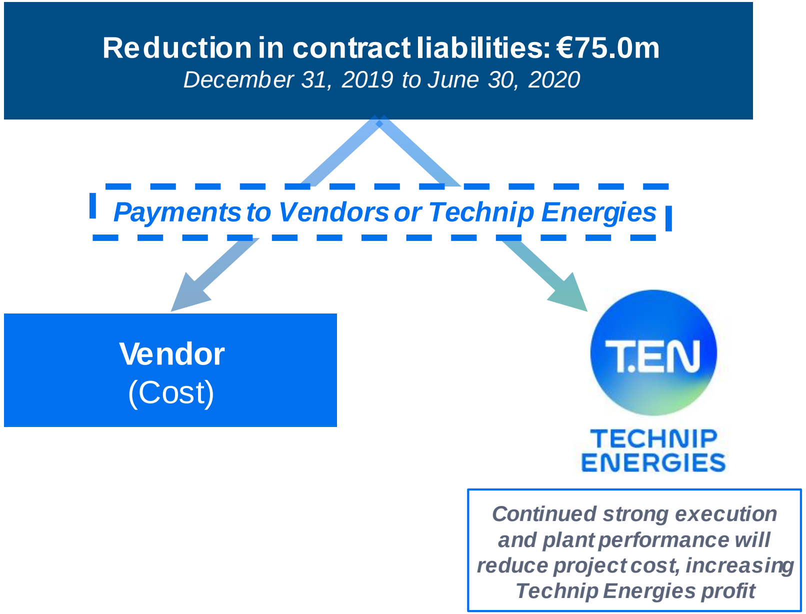
Project disclosure data

In € Millions

	Dec 31, 2019	Jun 30, 2020
Contract liabilities	564.9	489.9

	Dec 31, 2019 Twelve months ended	Jun 30, 2020 Six months ended
Cash required by operating activities	31.0	-18.4

Contract liabilities structure



Note: Financial information is presented under adjusted IFRS framework, which records the Company's proportionate share of equity affiliates and restates the share related to non-controlling interests. Refer to slide 91 for further information on methodology.

Yamal LNG – Interpreting the disclosures

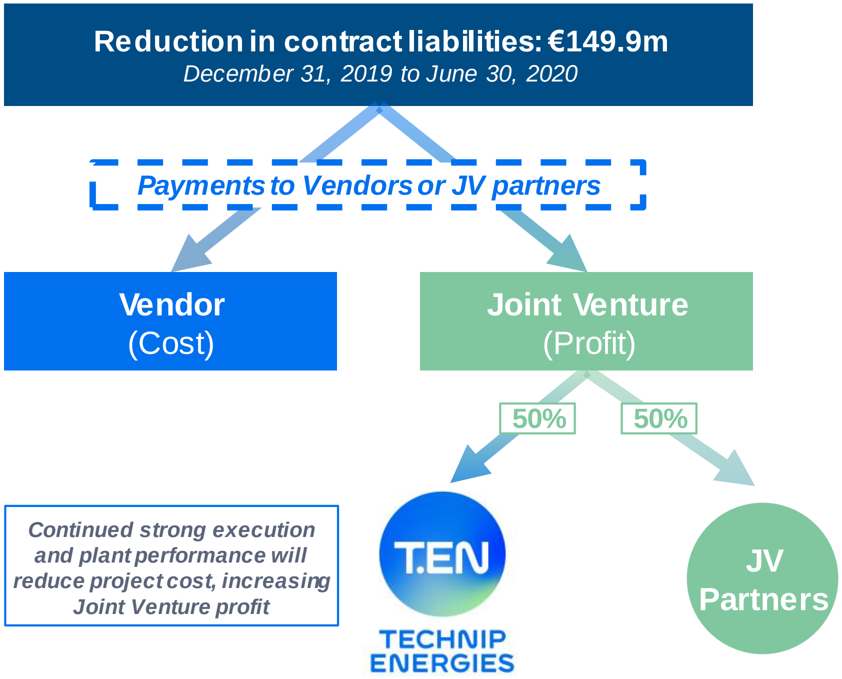
IFRS View

Project disclosure data

In € Millions	Dec 31, 2019	Jun 30, 2020
Contract liabilities	1 129.7	979.8
Mandatorily redeemable financial liability	239.3	196.3

	Dec 31, 2019 Twelve months ended	Jun 30, 2020 Six months ended
Cash required by operating activities	62.0	-36.8
Settlements of mandatorily redeemable financial liability	-502.7	-122.9

Contract liabilities structure



Thank You

TECHNIP ENERGIES