

Barclays CEO Energy-Power Conference

Reshaping Our Future

September 3, 2019

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Forward-looking statements

We would like to caution you with respect to any “Forward-looking statements” made in this presentation as defined in Section 27A of the United States Securities Act of 1933, as amended, and Section 21E of the United States Securities Exchange Act of 1934, as amended. Words such as “expect,” “plan,” “intend,” “would,” “will,” and similar expressions are intended to identify forward-looking statements, which are generally not historical in nature, and include any statements with respect to the potential separation of the Company into RemainCo and SpinCo, the expected financial and operational results of RemainCo and SpinCo after the potential separation and expectations regarding RemainCo’s and SpinCo’s respective businesses or organizations after the potential separation.

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Successful merger and outstanding performance

Merger extended subsea leadership with integrated model

- Redefined subsea economics resulting in a transformation of the industry
 - iEPCI™ model has become the industry standard
 - Advanced technology development and innovation across a broader scope
-

Onshore/Offshore positioned for independent success

- Industry-leading performance through the successful delivery of landmark projects
 - Order inbound provides unprecedented backlog to support future growth
 - Well-positioned to capitalize on growth in natural gas consumption (LNG, ethylene)
-

Transaction to drive additional value of the two businesses

Creating two diversified pure-play market leaders

RemainCo

- Proven winning strategy for Subsea
- Greater opportunity for integration in surface production

SpinCo

- Will capitalize on operational performance and strength in backlog
- Leadership in LNG; opportunities in biofuels, green chemistry and other energy alternatives

Strategic Rationale

- Diverging customer bases
- Distinct and compelling market opportunities
- Strong balance sheets and tailored capital structures
- Distinct business profiles with differentiated investment appeal
- Increased management focus
- Enhanced ability to attract, retain and develop talent

Each business will be uniquely positioned to achieve even greater success

Transaction summary

Creating two diversified pure-play market leaders:

- SpinCo, a leading E&C player, poised to capitalize on the global energy transition
- RemainCo, a fully-integrated technology and services provider, continuing to drive energy development

Pursuing tax free spin of SpinCo for certain shareholders where permissible, including the United States

Anticipating investment grade credit metrics for both entities

Expect transaction to be completed in first half of 2020, subject to customary conditions and final Board approval

TechnipFMC – Creating two undisputed industry leaders

RemainCo

Unlocking value, realizing potential



Revenue: \$7 billion^{1,2}

Backlog: \$10 billion^{1,3}

Listings: NYSE, Euronext Paris

HQ: Houston; Domicile: United Kingdom

Management: Chairman and CEO Doug Pferdehirt
CFO Maryann Mannen

Employees: ~22,000

SpinCo

Capitalizing on structural growth trends



Revenue: \$6 billion^{1,2}

Backlog: \$19 billion^{1,3}

Listing: Euronext Paris

HQ: Paris; Domicile: Netherlands

Management: CEO-elect Catherine MacGregor
CFO-elect Bruno Vibert
COO-elect Marco Villa

Employees: ~15,000

1. In accordance with U.S. generally accepted accounting principles (GAAP). Following separation, RemainCo and SpinCo will be subject to immaterial carve-out adjustments.
2. As of July 24, 2019. For RemainCo, midpoint of TechnipFMC 2019e revenue guidance for Subsea (\$5.7B) and Surface Technologies (\$1.7B). For SpinCo, midpoint of TechnipFMC revenue guidance for Onshore/Offshore.
3. As of June 30, 2019. For RemainCo, backlog includes Subsea (\$8.7B consolidated, \$0.9B non-consolidated) and Surface Technologies (\$0.4B). For SpinCo, backlog includes Onshore/Offshore (\$16.6B consolidated, \$2.8B non-consolidated).

RemainCo – an integrated production-focused leader

Company overview



Pioneered proven fully-integrated Subsea model delivering sustainable improvements in project economics



Implementing Subsea model in surface production to drive similar success



Uniquely positioned for growth in deepwater, conventional and unconventional

\$10B

Backlog

#1

iEPCI™

#1

Precision robotics

\$7B

Revenue

>50%

Of offshore production flows through our technology

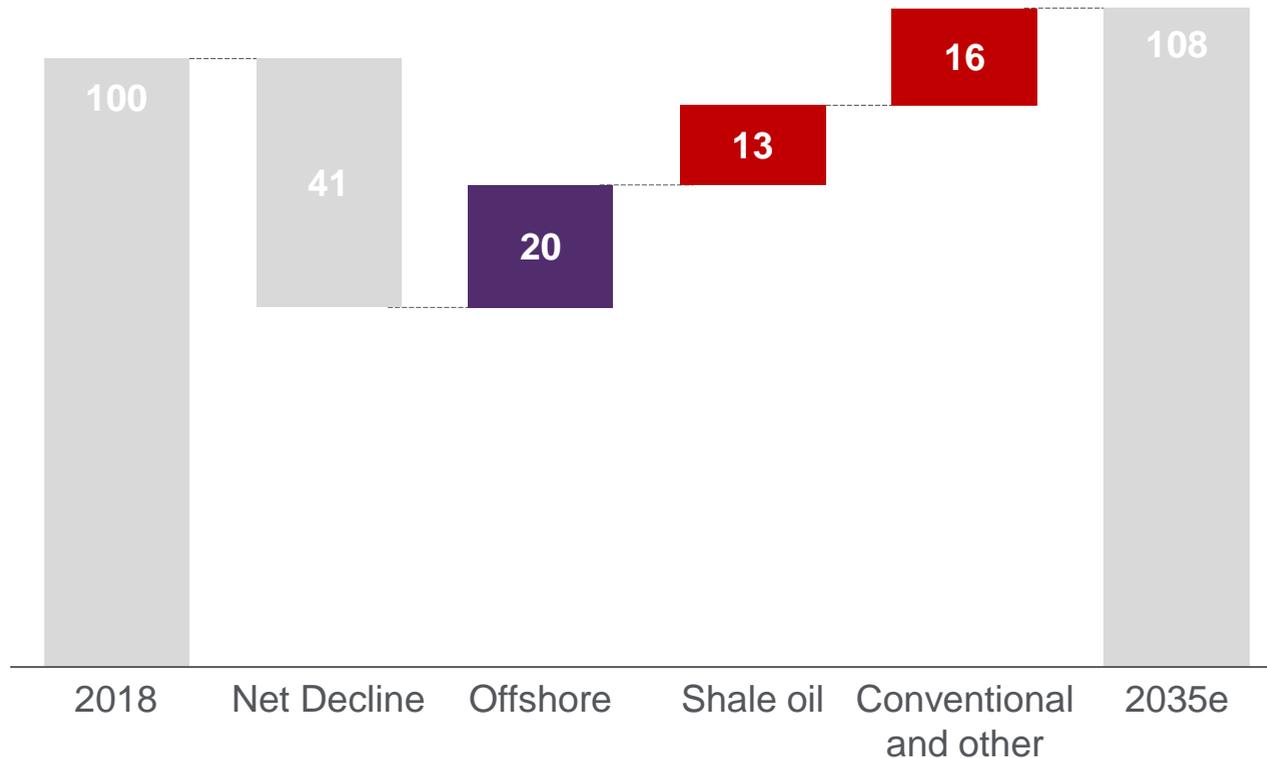
~22K

Employees;
HSE is top priority

Positioned to meet growing demand

Liquids production

Crude, condensate and natural gas liquids; MMb/d



RemainCo uniquely positioned across all 3 resource classes

Source: TechnipFMC, McKinsey & Company Energy Insights: Global Energy Perspective, January 2019

49MMb/d of new liquids production is required to meet expected demand

Offshore

- Subsea industry leader
- Proven success with integrated subsea commercial model
- Differentiated by proprietary technologies

Shale oil and conventional

- Leader in conventionals
- Leverage learnings from integrated commercial model
- Capitalize on Subsea technology innovation

iEPCI™ – The industry standard

iEPCI™ is a structural transformation

Integrated awards to TechnipFMC are growing in both value and as a percentage of Subsea orders



- Widespread adoption of integrated model across regions and clients
- Integrated awards a growing proportion of Subsea order inbound
- iEPCI™ provides a differentiated growth engine for TechnipFMC

iEPCI™ acceleration

\$3B+

iEPCI™ awards *as of August 26, 2019*

11

New
iEPCI™ projects
in 2019

5

Repeat
iEPCI™
customers

5

New
iEPCI™
alliances

- iFEED™ conversion drives iEPCI™ momentum
- iEPCI™ >50% of TechnipFMC Subsea orders in first half of 2019
- Expanding the iEPCI™ reach with new customers and alliances

iProduction™ leadership

Subsea

Proven playbook

- iEPCI™
- Subsea 2.0™
- Alliances



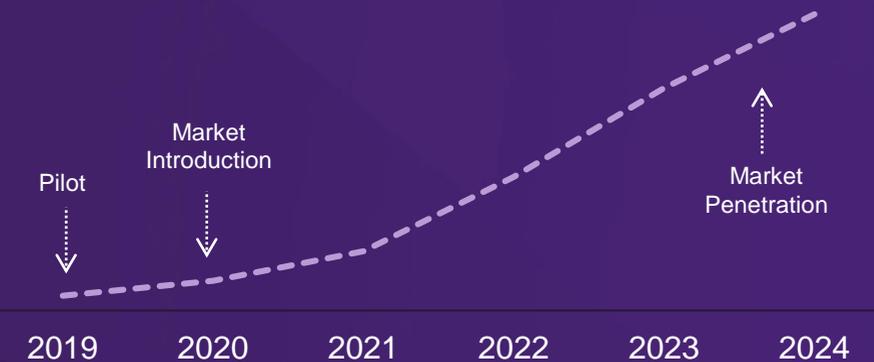
Commercial model
Technology
Client intimacy

Surface Technologies

Significant opportunity

- Integrated commercial model
- Technology transfer from Subsea
- Alliances

Market capital expenditures for surface >2x that of subsea



Applying proven integrated approach from Subsea to capture the significant opportunities in surface production

Source: TechnipFMC, McKinsey & Company Energy Insights: Global Energy Perspective, January 2019

SpinCo – a differentiated E&C leader

Company overview



World-class execution supported by highly experienced engineers



Leading market positions



Unrivaled product and technology portfolios



Demonstrated ability to manage the most complex projects



Proven record of success

\$19B

Backlog

>20%

Of operating LNG capacity¹

>25

Leading proprietary technologies

\$6B

Revenue

#1

In Ethylene and Hydrogen (*installed base*)

~15K

Employees; HSE is top priority

1. Percentage is based on 89 / 406 Mtpa of TechnipFMC delivered and operating / industry operating capacity as of July 2019; source: IHS.

Growth potential driven by LNG market leadership

Market leadership

105 Mtpa

Global production delivered

>20%

Of operating LNG capacity

7.8 Mtpa

World's largest LNG trains delivered

50 year track record in LNG

- World's first LNG *Algeria (1964)*
- World's largest LNG trains *Qatar*
- Largest Arctic project *Yamal*

Pioneer in floating LNG (FLNG)

- World's first FLNG delivered *Petronas Satu in Malaysia*
- World's largest floating vessel *Shell Prelude in Australia*
- New frontier *Eni Coral in Mozambique*

Diversity in projects and technologies



Pioneer in modularization

- Onshore LNG trains on an unprecedented scale
- Greater cost and schedule certainty in extreme locations



Next generation mid-scale LNG

- Economic solutions for smaller reserves (1-3 Mtpa)
- Standardized, modularized design enables repeatability



Pioneer in next generation FLNG

- Liquefaction engineered for minimal footprint
- Split construction to minimize module integration

Proven disciplined operating model

Risk and safety management

Early engagement

Project selectivity

Technology and innovation

Project execution



Consistency in financial performance



Best-in-class profitability though the cycle

Creating two industry leaders

Distinct and compelling market opportunities

Unique business profiles with differentiated investment appeal

Strong balance sheets and tailored capital structures

Focus, agility and strategic flexibility

Continuing to reshape the energy industry and create value for all stakeholders

