



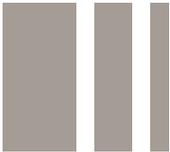
# Building Solutions for the Energy Industry

**Laurent Decoret** – *Group SVP Innovation & Technology*

**Aurélia Baudey-Vignaud** – *Head of Investor Relations*

Global Natural Resources Conference – Goldman Sachs - London, November 9, 2016

**Technip**  
take it further.®



## 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.*

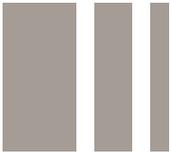
*Some of these risk factors are set forth and discussed in more detail in our Annual Report. Should one of these known or unknown risks materialize, or should our underlying assumptions prove incorrect, our future results could be adversely affected, causing these results to differ materially from those 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.*

\*\*\*\*

*This presentation does not constitute an offer or invitation to purchase any securities of Technip in the United States or any other jurisdiction. Securities may not be offered or sold in the United States absent registration or an exemption from registration. The information contained in this presentation may not be relied upon in deciding whether or not to acquire Technip securities.*

*This presentation is being furnished to you solely for your information, and it may not be reproduced, redistributed or published, directly or indirectly, in whole or in part, to any other person. Non-compliance with these restrictions may result in the violation of legal restrictions of the United States or of other jurisdictions.*

\*\*\*\*



## 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



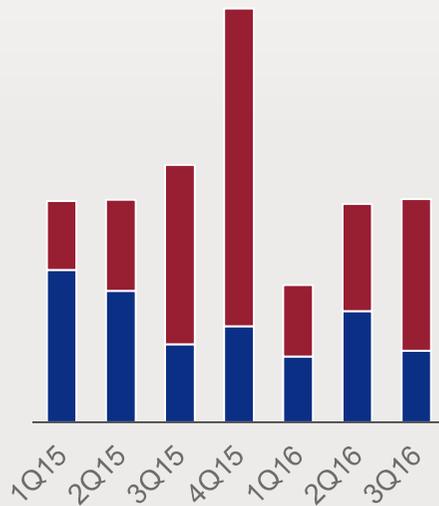
### MERGER

Most regulatory milestones completed  
Shareholder meetings to be held on December 5<sup>th</sup>

# Project Execution and Cost Reduction Supporting Profitability

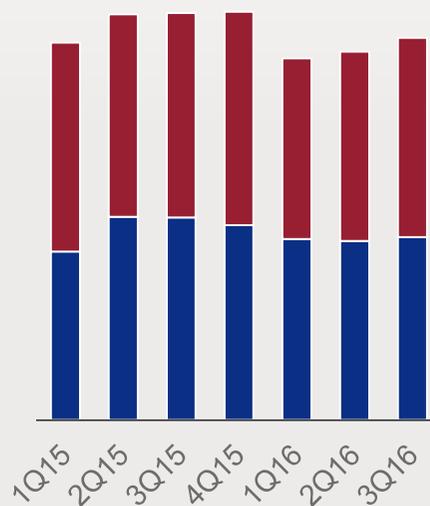
Order Intake

€1.5 billion



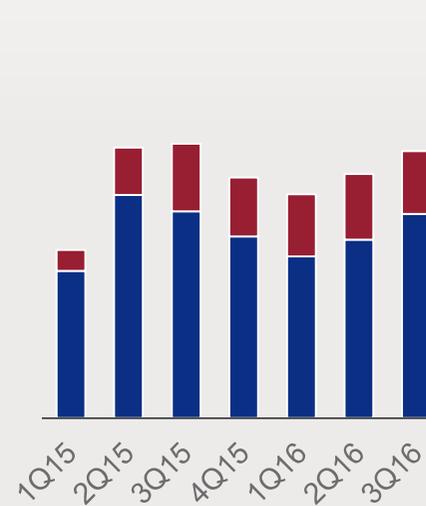
Adjusted Revenue

€2.9 billion



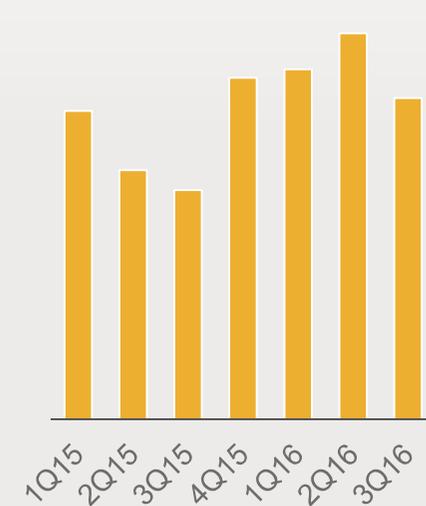
Adjusted OIFRA<sup>(1)</sup>

€285 million



Adjusted Net Cash

€1.8 billion



■ Onshore / Offshore ■ Subsea ■ Group

<sup>(1)</sup> Adjusted Underlying Operating Income from Recurring Activities after Income/(Loss) of Equity Affiliates

# Sound Quarterly Order Intake Showcases Technip's Proven Strategy



## Jebel Ali Refinery expansion *Long-lasting client relationship*

- § Client: ENOC
- § Large EPC<sup>(2)</sup> for the design and construction of new processing units and ancillary units
- § 50% capacity expansion of refinery delivered by Technip in 1999

**[ Seamless execution:  
Long-term partner of  
choice**



## Dvalin *Unique long tie-back solutions*

- § Client: DEA Norge
- § Important subsea EPCI<sup>(3)</sup> for the subsea development of the Dvalin (previously named Zidane) field
- § 15km long Pipe-in-Pipe tieback

**[ Cost-effective  
technologies:  
Project enabler**



**Technip** **FMC Technologies**  
*take it further.*

## ALLIANCE

## Lancaster *First Alliance award*

- § Client: Hurricane
- § Alliance selected as exclusive provider of subsea solutions for the Lancaster EPS<sup>(1)</sup> and for subsequent development of the Greater Lancaster Area

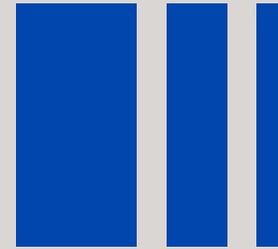
**[ Unique leadership:  
Integrated SPS+SURF  
solutions**

<sup>(1)</sup> Early Production System

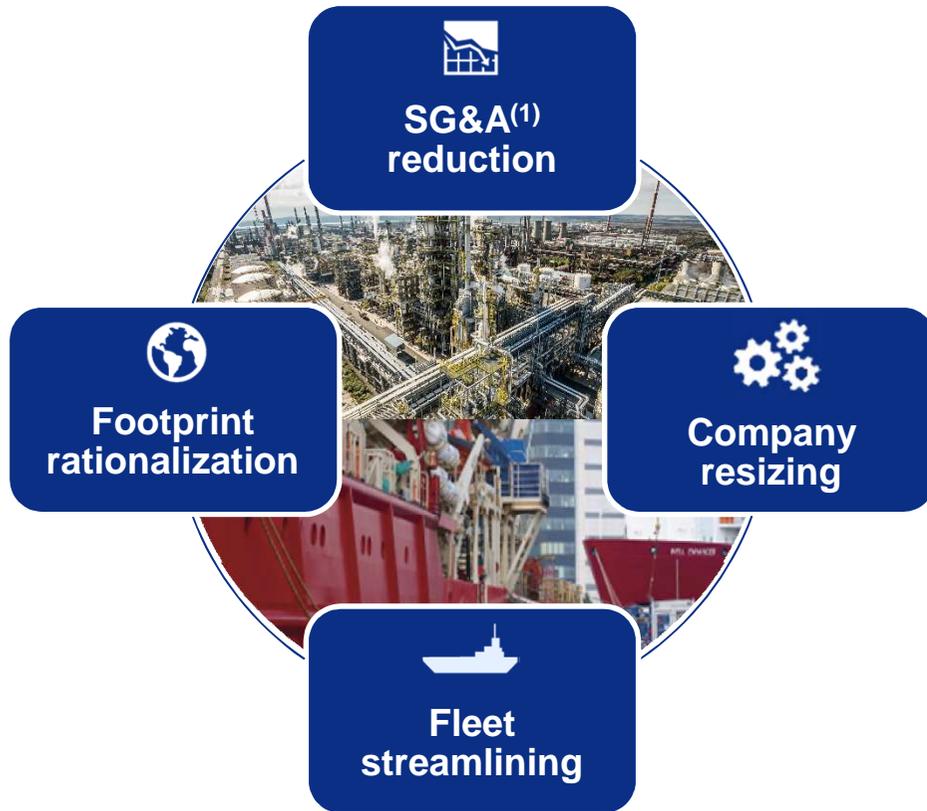
<sup>(2)</sup> Engineering, Procurement and Construction

<sup>(3)</sup> Engineering, Procurement, Construction and Installation

# 3Q 2016 Operational and Financial Highlights



# €1 Billion Cost Reduction Plan On-Track



 **SG&A<sup>(1)</sup>** 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**

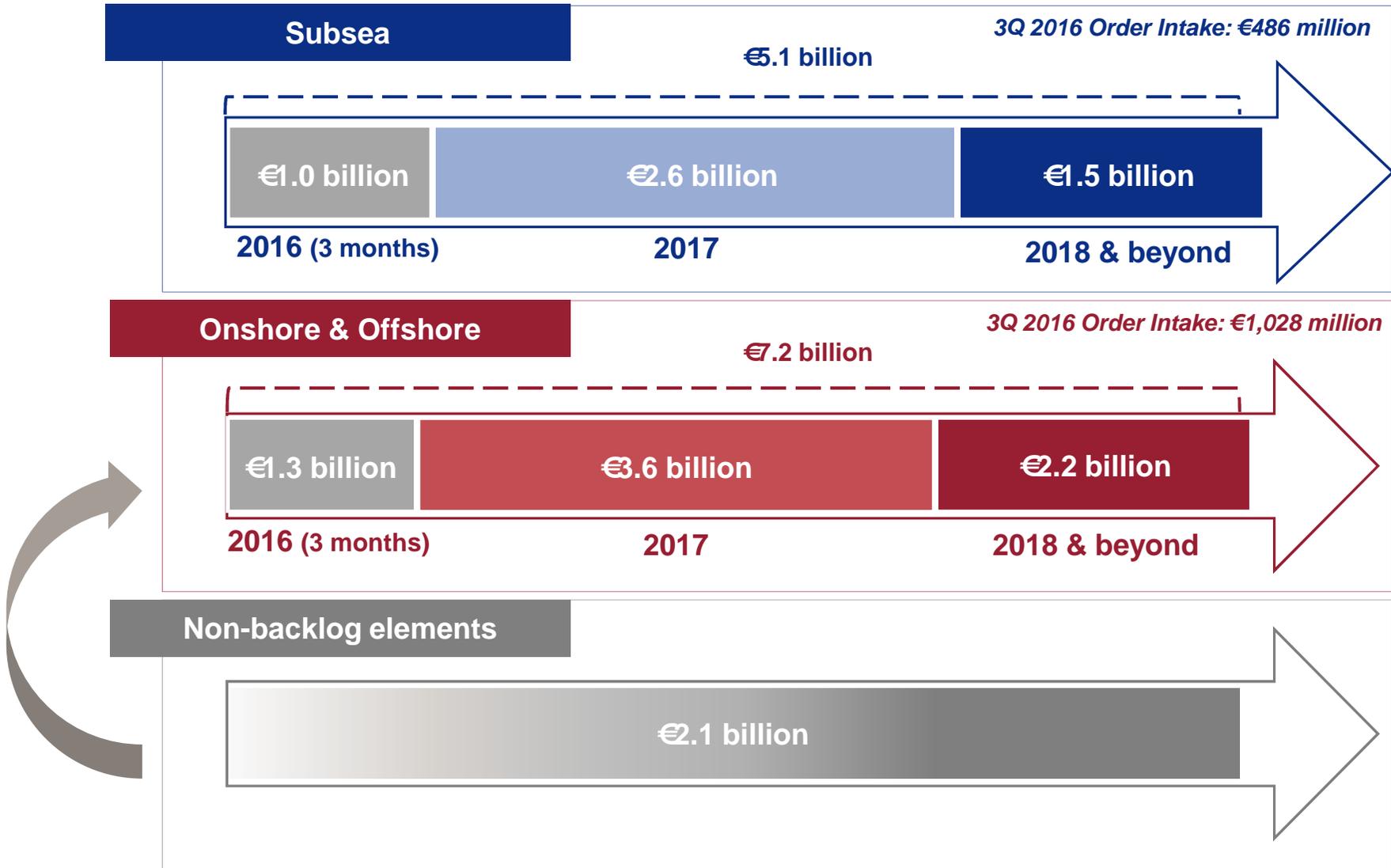
§ Expanded refocus on main operating centers

§ Headcount close to 31,000 in September 2016

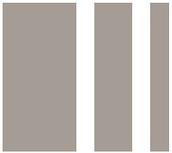
**R&D spending maintained**

<sup>(1)</sup> Selling, General and Administrative Expenses

# Backlog and Contracted Work Provides Visibility for 2017 and Beyond



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



## 2016 Objectives: Guidance Upgrade

### Subsea - Upgraded

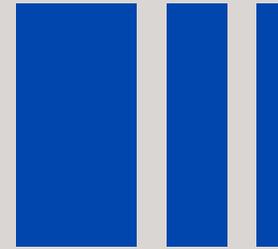
- § Adjusted revenue above **€5.0 billion** (previously between **€4.7** and **€5.0 billion**)
- § Adjusted operating income from recurring activities<sup>(1)</sup> around **€700 million** (previously around **€680 million**)

### Onshore / Offshore - Unchanged

- § Adjusted revenue between **€5.7** and **€6.0 billion**
- § Adjusted operating income from recurring activities<sup>(1)</sup> around **€280 million**

<sup>(1)</sup> Adjusted Operating Income from Recurring Activities after Income/(Loss) of Equity Affiliates

# Technip in the Current Market Environment



# Yamal Project: 2016 Objectives Achieved Paving the Way to 2017 Train 1 Delivery

Successful sail away of all 78 modules for Phase 1<sup>(1)</sup>



KEY  
FACTS

- § 75 modules<sup>(1)</sup> delivered and being installed in Sabetta, Russia
- § Largest fleet of heavy carriers making successive shipments through the Northern Sea Route
- § Growing mobilization in Sabetta with 10,000 people on-site

Central control building module (103m long) aboard BigRoll Bering

<sup>(1)</sup> 6 modules delivered in 2015 and 69 modules in 2016, 3 modules underway

# Differentiating Vessel Capabilities Supporting Pre-salt Development in Brazil



Skandi Açú

- § Successful delivery on August 13, 2016
- § Chartered until 2024
- § 650t crane vessel: largest tension capacity in Brazil
- § Sister ship Skandi Buzios on track for delivery early 2017



Skandi Vitória

§ Renewed in May 2016



Skandi Niterói

§ Renewed in June 2016



Estrela Do Mar

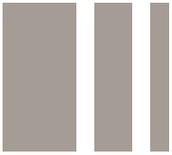
§ Chartered until 2020



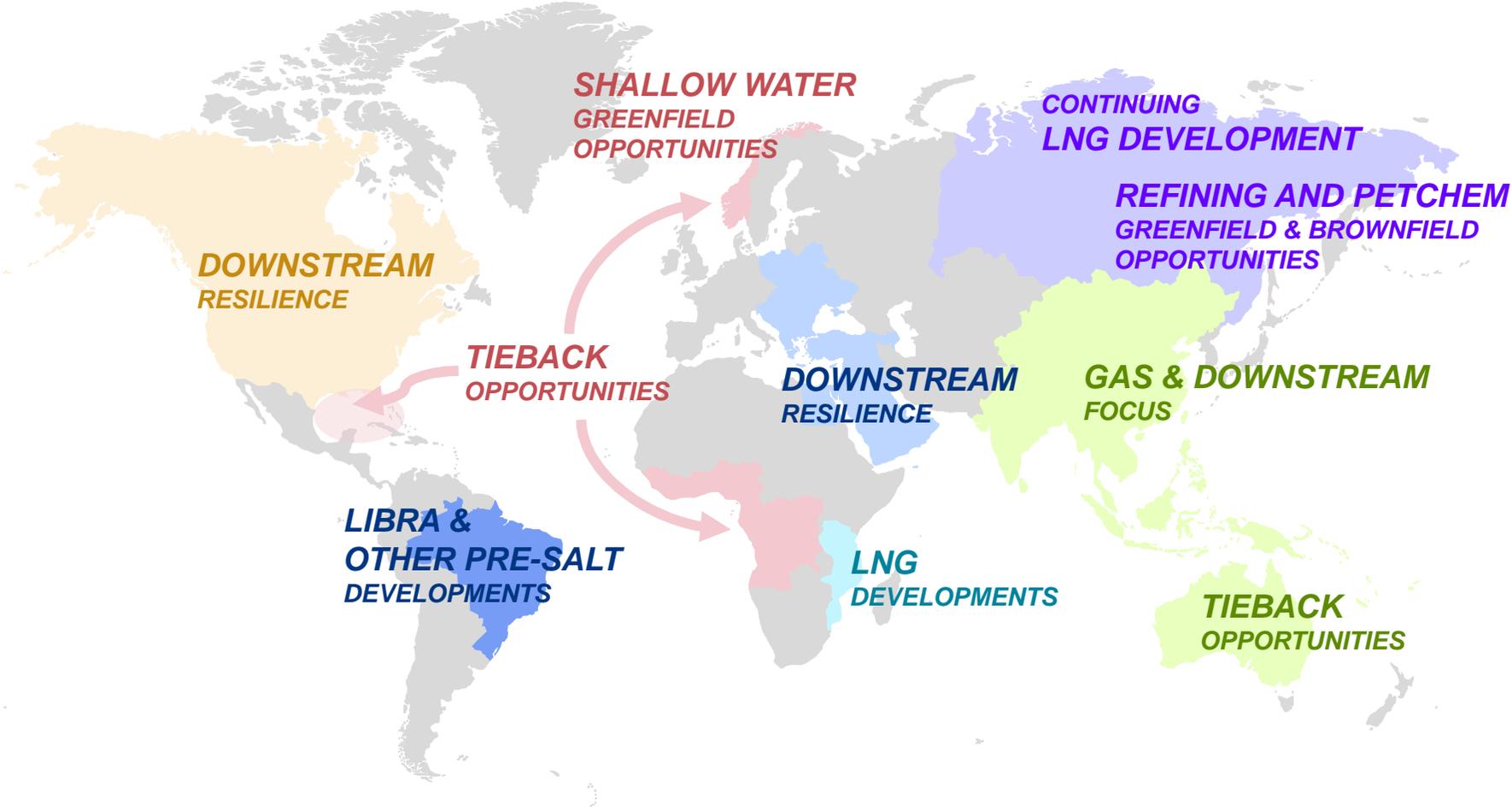
Coral Do Atlantico

§ Chartered until 2020

5 high-end vessels operating in Brazil  
including 2 Brazilian flagged



# Market Outlook



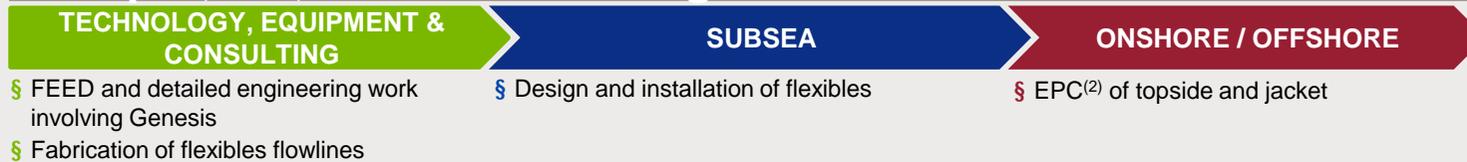
**Broad portfolio of solutions to seize Upstream and Downstream opportunities**

# Integrated Solutions: A Proven Model

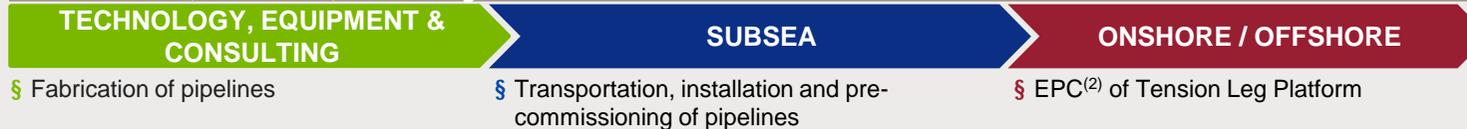
## Jangkrik, ENI, Indonesia



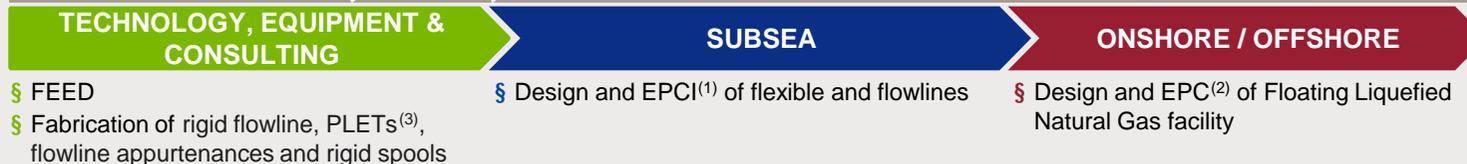
## Juniper, BP, Trinidad & Tobago



## Malikai, Shell, Malaysia



## Prelude FLNG, Shell, Australia



## Bahr Essalam, Mellitah, Central Mediterranean Sea

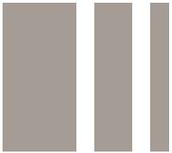


(1) Engineering, Procurement, Construction and Installation

(2) Engineering, Procurement and Construction

(3) Pipeline End Termination

(4) Engineering, Procurement, and Construction management



# Technip: Taking the Industry Further



## CLIENT INSIGHT

Project management valued expertise, differentiating assets and solid track record **best position Technip**

---



## EFFICIENCY

Cost reduction efforts to **protect profitability**

---



## BALANCE SHEET

**Shape the future sustainably** for all our stakeholders

---



## BROAD-BASED OFFER

Proven integrated business model and high-end technologies **supporting unique offering and leadership**

---



## MARKET LEADERS TO COMBINE

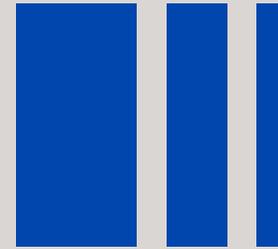
**Drive change** in the Oil and Gas industry

Create a **unique player** with the **broadest-offering** and **ground-breaking technologies** across upstream and downstream

TechnipFMC to become a **leading integrated solution provider** for the Oil and Gas Industry

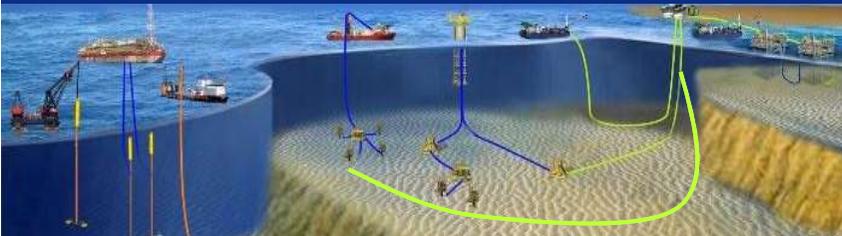
# Annex

# Technip at a Glance



# Technip: World Leader Bringing Innovative Solutions to the Energy Industry

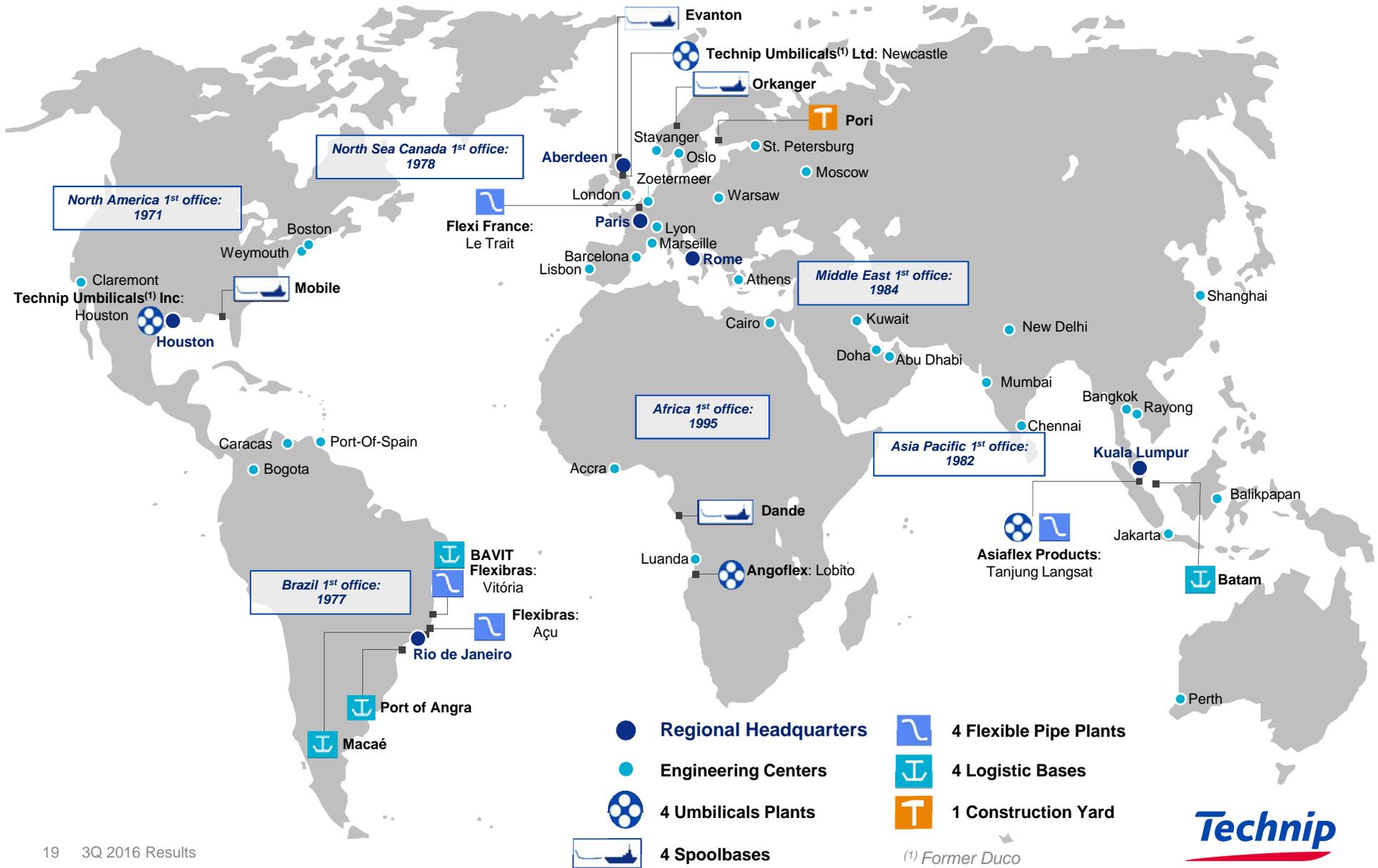
- § A world leader in project management, engineering and construction for oil & gas, chemicals and energy companies
- § ~31,000 people in 45 countries
- § 2015 Adjusted Revenue: €12 billion; Adjusted OIFRA<sup>(1)</sup>: €802 million

Subsea	Onshore/Offshore
	
Ultra-deep water infield lines	
Deepwater infield lines	
Deep-to-shore	
<p><b>§ Financials</b></p> <ul style="list-style-type: none"> <li>§ 2015 Adjusted Revenue: €5,876 million</li> <li>§ Adjusted OIFRA<sup>(1)</sup>: €851 million</li> <li>§ Positive capital employed</li> </ul> <p><b>§ Segment activity / Know-how</b></p> <ul style="list-style-type: none"> <li>§ Subsea field architecture &amp; integrated subsea design</li> <li>§ Manufacturing, Spooling &amp; Installation pipelines</li> <li>§ Project management: engineering, procurement, construction, logistics and installation using our high-end fleet</li> </ul>	<p><b>§ Financials</b></p> <ul style="list-style-type: none"> <li>§ 2015 Adjusted Revenue: €6,333 million</li> <li>§ Underlying Adjusted OIFRA<sup>(2)</sup>: €218 million</li> <li>§ Negative capital employed</li> </ul> <p><b>§ Segment activity / Know-how</b></p> <ul style="list-style-type: none"> <li>§ Preliminary studies to detail design</li> <li>§ Project management: engineering, procurement, construction</li> <li>§ Technology supply and project management</li> </ul>

<sup>(1)</sup> Adjusted operating income from recurring activities after Income/(Loss) of Equity Affiliates

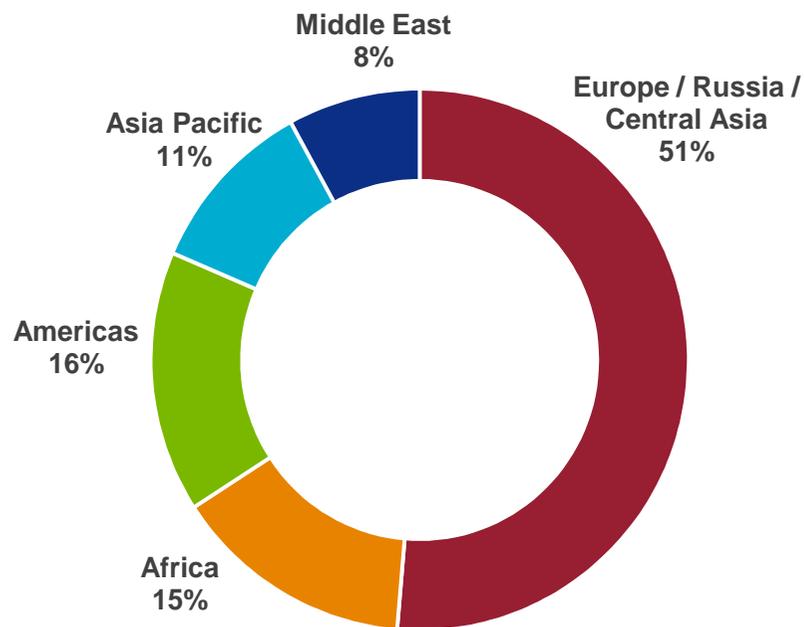
<sup>(2)</sup> Adjusted operating income from recurring activities after Income/(Loss) of Equity Affiliates excluding exceptional items

# Global Business with Unique Worldwide Footprint

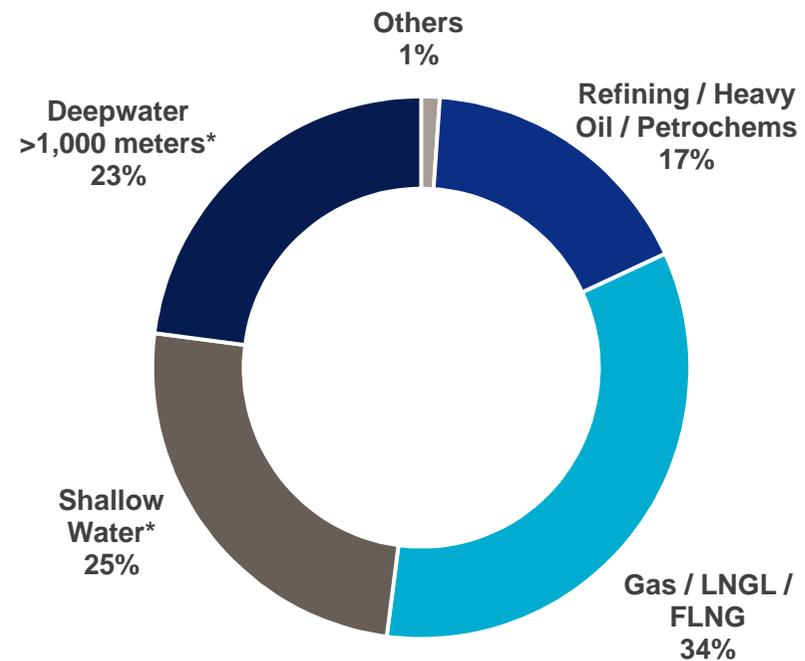


# Worldwide Presence across Multiple Markets Addressing all Clients

Backlog of €12.3 billion diversified by geography and by market split



As of September 30, 2016



As of September 30, 2016

\* Includes subsea & offshore

# Pursue a Balance of Contract Sizes<sup>(1)</sup>

Subsea	Onshore & Offshore
<p>§ <b>€5.1 billion backlog</b></p>	<p>§ <b>€7.2 billion backlog</b></p>
<p>§ <b>Largest projects:</b></p>	<p>§ <b>Largest projects:</b></p>
<p>§ Kaombo, <i>Angola</i></p>	<p>§ Yamal LNG, <i>Russia</i></p>
<p>§ Bahr Essalam, <i>Mediterranean Sea</i></p>	<p>§ Jebel Ali refinery expansion, <i>UAE</i></p>
<p>§ Jangkrik, <i>Indonesia</i></p>	
<p>§ <b>11 projects in €100 - 300 million</b></p>	<p>§ <b>7 projects in €100 - 300 million</b></p>
<p>§ Mariscal Sucre Dragon APS, <i>Venezuela</i></p>	<p>§ Umm Lulu offshore facilities, <i>UAE</i></p>
<p>§ Greater Enfield, <i>Australia</i></p>	<p>§ Sasol ethane cracker EPCm, <i>USA</i></p>
<p>§ Moho Nord, <i>Congo</i></p>	<p>§ Duslo ammonia plant, <i>Slovakia</i></p>
<p>§ Block 15/06, <i>Angola</i></p>	<p>§ Martin Linge platform, <i>Norway</i></p>
<p>§ Edradour, <i>Scotland</i></p>	<p>§ Unipetrol polyethylene plant, <i>Czech Republic</i></p>
<p>§ Lula Alto, <i>Brazil</i></p>	
<p>§ <b>~35 projects in €10 - 100 million</b></p>	<p>§ <b>20 projects in €10 - 100 million</b></p>
<p>§ Bavit Logistic Base, <i>Brazil</i></p>	<p>§ Juniper field, <i>Trinidad &amp; Tobago</i></p>
<p>§ Juniper, <i>Trinidad &amp; Tobago</i></p>	<p>§ Omsk refinery, <i>Russia</i></p>
	<p>§ CHS hydrogen plant, <i>USA</i></p>
	<p>§ Phu My ammonia plant, <i>Vietnam</i></p>

<sup>(1)</sup> Backlog as of September 30, 2016. Long term charters not included, reflects the new application of IFRS 10, 11 & 12

# Key Projects Worldwide

## North America

- § Sasol ethane cracker, Louisiana, USA
- § CPChem, Polyethylene Plants, Texas, USA
- § Juniper, Trinidad and Tobago
- § Blind Faith 2, US Gulf of Mexico



Lucius Spar, US Gulf of Mexico

## Brazil

- § Flexible pipe supply for ultra-deep pre-salt developments: **Sapinhoá & Lula Nordeste, Iracema Sul, Sapinhoá Norte & I5, Iracema Norte, Lula Alto, Libra EWT<sup>(1)</sup>**

## North Sea Canada

- § Åsgard Subsea Compression, Norway
- § Edradour & Glenlivet, Scotland
- § Kraken, Scotland
- § Johan Sverdrup & Oseberg Vestflanken, Norway



LNG, Nigeria

## Africa

- § GirRI Phase 1 and 2, Angola
- § Egina flexible pipe supply, Nigeria
- § Kaombo, Angola
- § Bahr Essalam, Mediterranean Sea



ADMA-OPCO, UAE

## Asia Pacific

- § Prelude FLNG, Australia
- § Wheatstone, Australia
- § Block SK 316, Malaysia
- § Jangkrik, Indonesia
- § RAPID, Malaysia



Prelude FLNG, Australia

## Middle East

- § Umm Lulu package 2, UAE
- § FMB platforms, Qatar
- § Nasr Phase II Full Field Development, UAE

<sup>(1)</sup> Extended well test

# Onshore/Offshore: Strong Enabler to Capture Downstream Market Resilience in 2016 & 2017



**EBIT margins to rise over 2015-2017**

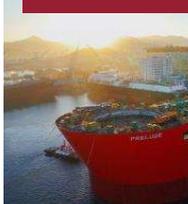
**Negative Capital Employed**

**MIDOR refinery, Egypt**



- § Involvement since refinery construction in the 1990's
- § Direct FEED award leading to EPC
- § Technip helped arrange ECA<sup>(1)</sup> and project financing

**Prelude FLNG, Australia**



- § Integrating onshore / offshore and subsea capabilities
- § Capitalize on long-term relationship with Shell
- § Front-runner in FLNG

**Yamal LNG, Russia**



- § Early involvement
- § Strong track-record in large-scale LNG
- § Modularization proven know-how

<sup>(1)</sup> Export Credit Agency  
<sup>(2)</sup> Engineering, Procurement, Construction

# Technip Onshore Capabilities



## Full Range of Expertise

Gas Monetization	Petrochemicals	Refining	Others
§ LNG <sup>(1)</sup>	§ Ethylene	§ Clean Fuels	§ Mining and Metals
§ NGL <sup>(2)</sup>	§ Polyolefins	§ Grassroots	§ Infrastructures
§ GTL <sup>(3)</sup>	§ Aromatics	§ Heavy Oil	§ Renewable Activities
§ Gas Treatment	§ Fertilizers	§ Upgraders	§ Life Sciences
		§ Hydrogen	§ Nuclear

## Solid Reputation



Jinxi fertilizer plant, China



Midor refinery, Egypt

**The LNG industry's longest-serving turnkey contractor**

**Global leader in the design and supply of hydrogen plant**

**50 years of experience in the oil refining sector**

**Largest cracking furnaces in the world (Yansab, KSA)**

**One of four ethylene licensors worldwide**

**One of the few with extensive experience in large scale GTL facilities**

**World leading technologies for Sulfuric, Phosphoric, Ammonia, Urea, Nitric acid and Ammonium Nitrate**

(1) Liquefied Natural Gas

(2) Natural Gas Liquids

(3) Gas-to-liquid

# Technip Offshore Capabilities



## Floating Platforms

- § Leader in **FLNG** with a combination of onshore and offshore technologies
- § Delivered some of the world's largest **FPSOs**
- § Designed tailor-made **semi-submersible platform**
- § Leader in **Spar** design & delivery
- § Delivered our first **TLP** in Malaysia

## Fixed Platforms

- § Small and large **conventional platforms** with topsides installation by heavy lift vessel, floatover or crane
- § Designed **GBS platforms** with floatover topsides
- § Designed the 3 largest self-installing **TPG 500** production jack-up platforms in the world
- § Designed facilities located on **artificial islands** in the Middle East and shallow water ice-prone areas



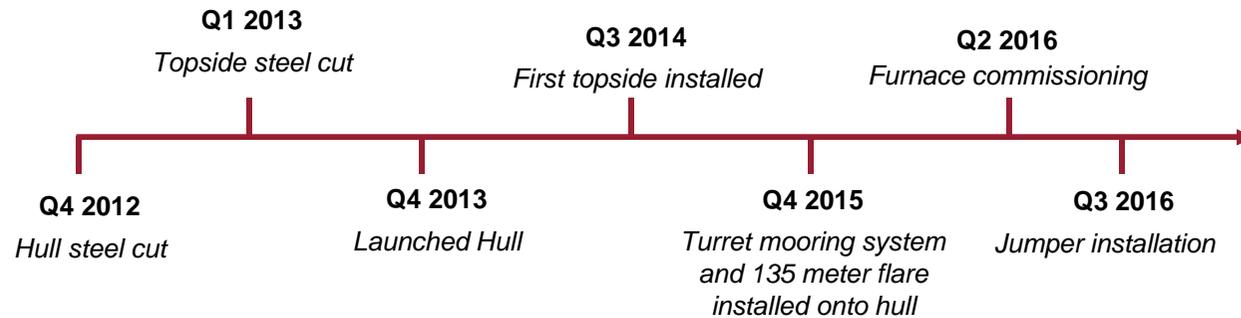
# FLNG Leader with First Mover Advantage



## Shell Prelude FLNG



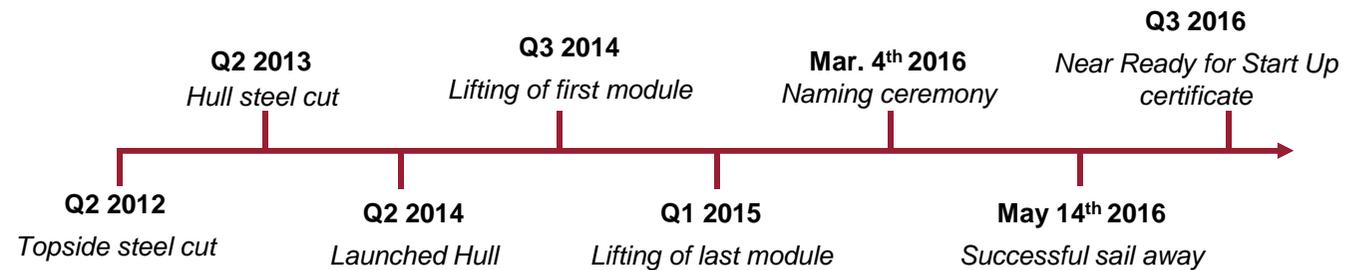
- § LNG capacity: 3.6 mtpa
- § Field: Prelude, Western Australia
- § Major project



## Petronas FLNG Satu



- § LNG capacity: 1.2 mtpa
- § Field: Offshore Malaysia

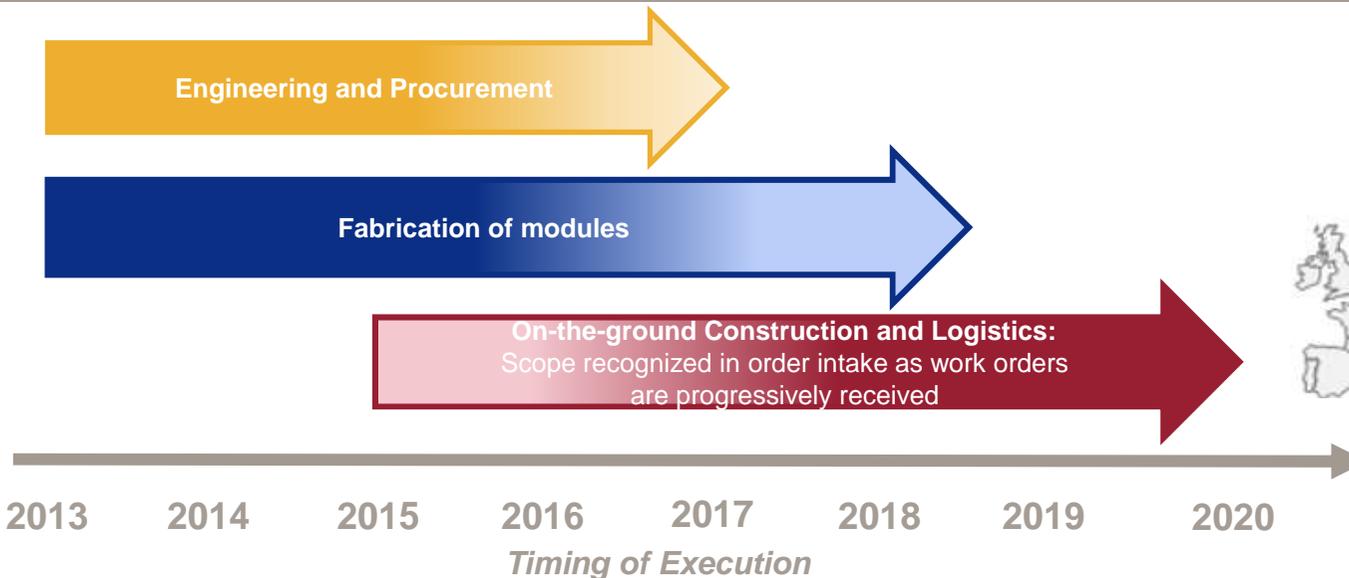


# Yamal LNG Project Overview



## Project Overview

- § Client: Yamal LNG (Novatek, Total, CNPC, Silk Road Fund)
- § Technip leader of partnership (50%) with JGC (25%) & Chiyoda (25%)
- § 3 trains of 5.5 mtpa capacity each
- § ~ 200 modules weighing ~450,000 tons in total to be shipped to Sabetta
- § **Early involvement** with 14 months of project planning and openbook estimates
- § **Strong experience in LNG and Modularization:** Qatargas, Yemen LNG, Nigeria LNG, FLNGs and FPSOs
- § **Initial contract value:**
  - § Lump-sum scope €4.5 billion: engineering, procurement and modules fabrication
  - § Reimbursable scope ~\$4 billion: logistics and on-the-ground construction



# Onshore/Offshore: Diversified Projects and Worldwide Footprint



What we do	Example of on-going projects
<b>Gas Monetization</b> Gas treatment LNG <sup>(1)</sup> FLNG <sup>(2)</sup> GTL <sup>(3)</sup>	§ <b>Prelude FLNG, EPCI, Australia</b> § <b>Yamal LNG, EPC, Russia</b>
<b>Refining</b> Hydrogen Clean fuels Heavy oil upgraders	§ <b>RAPID, UIO<sup>(4)</sup>, Malaysia</b> § <b>MIDOR Refinery, Early Works, Egypt</b> § <b>ENOC Jebel Ali Refinery Expansion Project, Dubai</b>
<b>Petrochemicals</b> Ethylene Polyolefins Aromatics Fertilizers	§ <b>Braskem Ethylene XXI, EPC, Mexico</b> § <b>CPCChem Polyethylene plants, EPC, USA</b> § <b>Sasol Ethane Cracker, EPCm, USA</b> § <b>Phu My Ammonia plant, EPC, Vietnam</b> § <b>Unipetrol Polyethylene plant, EPC, Czech Republic</b> § <b>DUSLO Ammonia plant, EPC, Slovakia</b>



Yemen LNG, Yemen



Yamal LNG, Russia



Jubail, Saudi Arabia

<sup>(1)</sup> Liquefied Natural Gas

<sup>(2)</sup> Floating Liquefied Natural Gas

<sup>(3)</sup> Gas-to-Liquids

<sup>(4)</sup> Utilities, Interconnecting and Offsites

# Technology, Equipment and Consulting



## How we built these businesses

Partnerships	Acquisitions	Capex	R&D
<ul style="list-style-type: none"> <li>§ FMC Technologies</li> <li>§ RPS Group</li> <li>§ Sasol GTL<sup>(1)</sup></li> <li>§ Badger - ExxonMobil</li> <li>§ PTA Alliance – BP</li> </ul>	<ul style="list-style-type: none"> <li>§ Stone &amp; Webster Process Technology</li> <li>§ Zimmer</li> <li>§ Marine Offshore</li> </ul>	<ul style="list-style-type: none"> <li>§ Asiaflex plant</li> <li>§ Açu plant</li> <li>§ Le Trait upgrade</li> <li>§ Newcastle upgrade</li> <li>§ Brazilian PLSVs</li> </ul>	<ul style="list-style-type: none"> <li>§ Sustained investments in 2015: €86 million</li> <li>§ Innovation Technology Centers in France and Brazil</li> </ul>

## What they bring

**A competitive differentiation in winning EPC(I) projects**

**An alternative to EPC(I) projects**

**Added-value throughout the project life-cycle**

**Different risk profile**

**Enabling technologies to unlock complex/marginal field developments**

<sup>(1)</sup> Gas-To-Liquids

# Integrated Subsea Solutions at Conceptual Stage



**GENESIS (1)**  
*Providing independent subsea architecture development and component selection*

**Subsea Field Architecture**

- § Pre-FEED and FEED
- § Offshore field development studies
- § Innovative technology solutions for platform and subsea challenges

**Technip**

**Proprietary Technologies**

<b>Electrically Trace Heated Pipe-in-pipe</b>	<b>In-line Monitoring Technologies</b>
<b>Umbilicals (Power &amp; control)</b>	<b>Integrated Production Bundle</b>

*Integrating Technip subsea proprietary technologies and offshore platform know-how with third party processing equipment to provide innovative development*

**FORSYS SUBSEA (2)**  
*Improving equipment and installation converge in subsea architecture*

**Integrated Subsea Design**

- § Integrated concept selection phase of FEED, combining industry-leading technologies
- § Innovative technology solutions from Subsea Tree to Floater

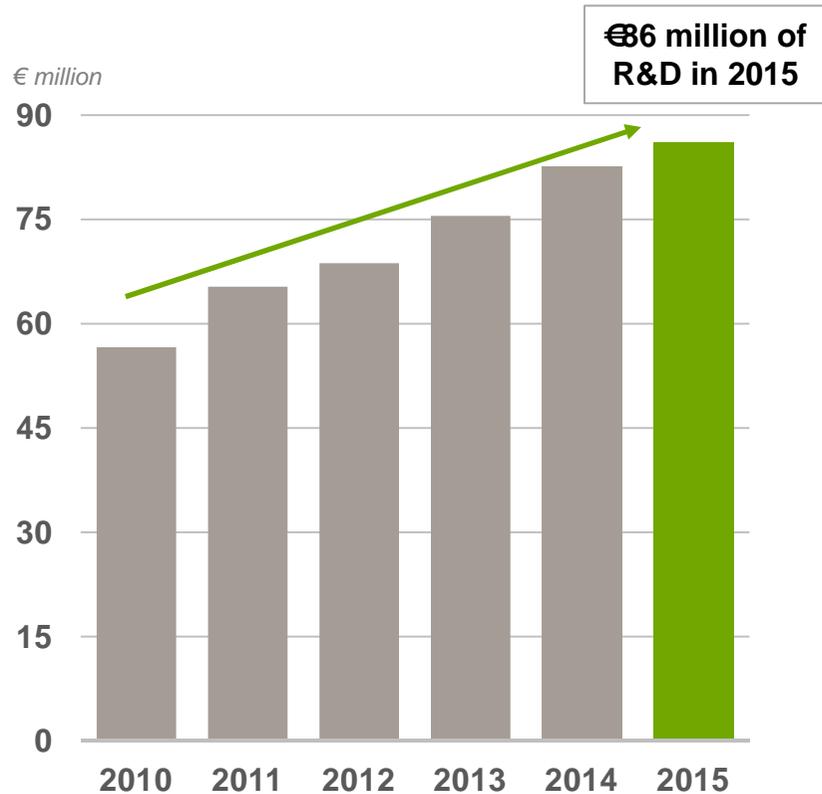
(1) Genesis Oil & Gas Consultants, a wholly owned & fully independent subsidiary of Technip

(2) Forsys Subsea, a 50/50 JV of Technip and FMC Technologies created in April 2015

# Technology: A Clear Market Differentiator



## Sustained R&D Investments

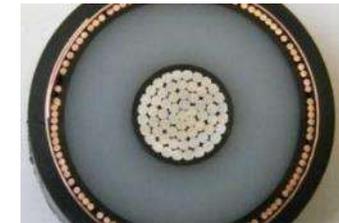


## Examples of Subsea Technologies

§ Electrically Trace Heated Pipe-in-Pipe



§ AI Cable Power Umbilical

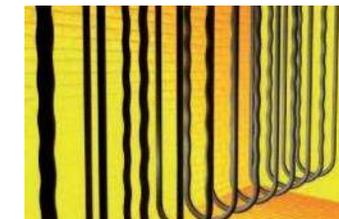


## Examples of Process Technologies

§ DIESTA: Dual enhanced heat transfer surfaces for tubes in air fin coolers



§ Swirl Flow Tube technology

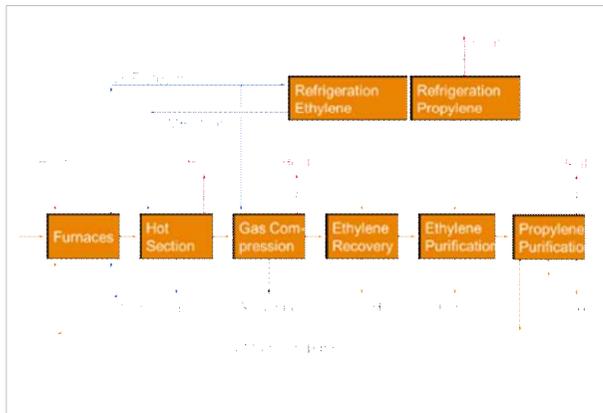


# Technip Process Technology Diversifies Revenue Streams



## Offering three types of services

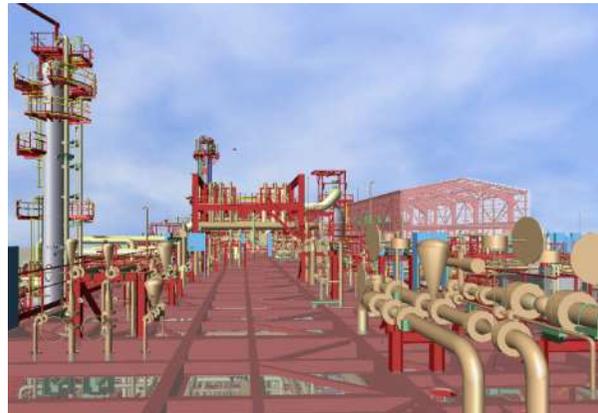
### Licenses



§ Licensed proprietary technologies chosen at early stage of projects

<US\$5 million\*

### Process Design / Engineering



§ Process design packages / engineering to guarantee plant performance

§ Assistance to plant start-up and follow-up during plant production

<US\$50 million\*

### Proprietary Equipment



§ Design, supply and installation of critical proprietary equipment

~US\$50 million\*

\* Project size order of magnitude

# Broad Offer of Technology, Equipment and Consulting Solutions



What we do	Example of on-going projects
Equipment Supply	<ul style="list-style-type: none"> <li>§ Libra and Lula Alto pre-salt flexible supply, <i>Brazil</i></li> <li>§ Block 15/06 East Hub umbilical supply, <i>Angola</i></li> </ul>
Early Involvement	<ul style="list-style-type: none"> <li>§ Shell frame agreement</li> <li>§ Forsys FEEDs</li> <li>§ Genesis</li> </ul>
PMC <sup>(1)</sup>	<ul style="list-style-type: none"> <li>§ RAPID, <i>Malaysia</i></li> <li>§ Trans Adriatic Pipeline, <i>European Market</i></li> <li>§ Basra Refinery, <i>Iraq</i></li> </ul>
Technology and Licensing	<ul style="list-style-type: none"> <li>§ Kochi, Hydrogen reformer, <i>India</i></li> <li>§ Qingdao plant, EBSM<sup>(2)</sup>, <i>China</i></li> <li>§ Sasol Lake Charles Ethane cracker, <i>USA</i></li> <li>§ Unipetrol Polyethylene plant, <i>Czech Republic</i></li> <li>§ SP Olefins Ethylene plant, <i>China</i></li> <li>§ Glogow I Copper Smelter Optimization Project, <i>Poland</i></li> <li>§ Air Products Hydrogen plant in Baytown, <i>USA</i></li> </ul>



Le Trait, *France*



Refinery unit



Flexibras, *Brazil*

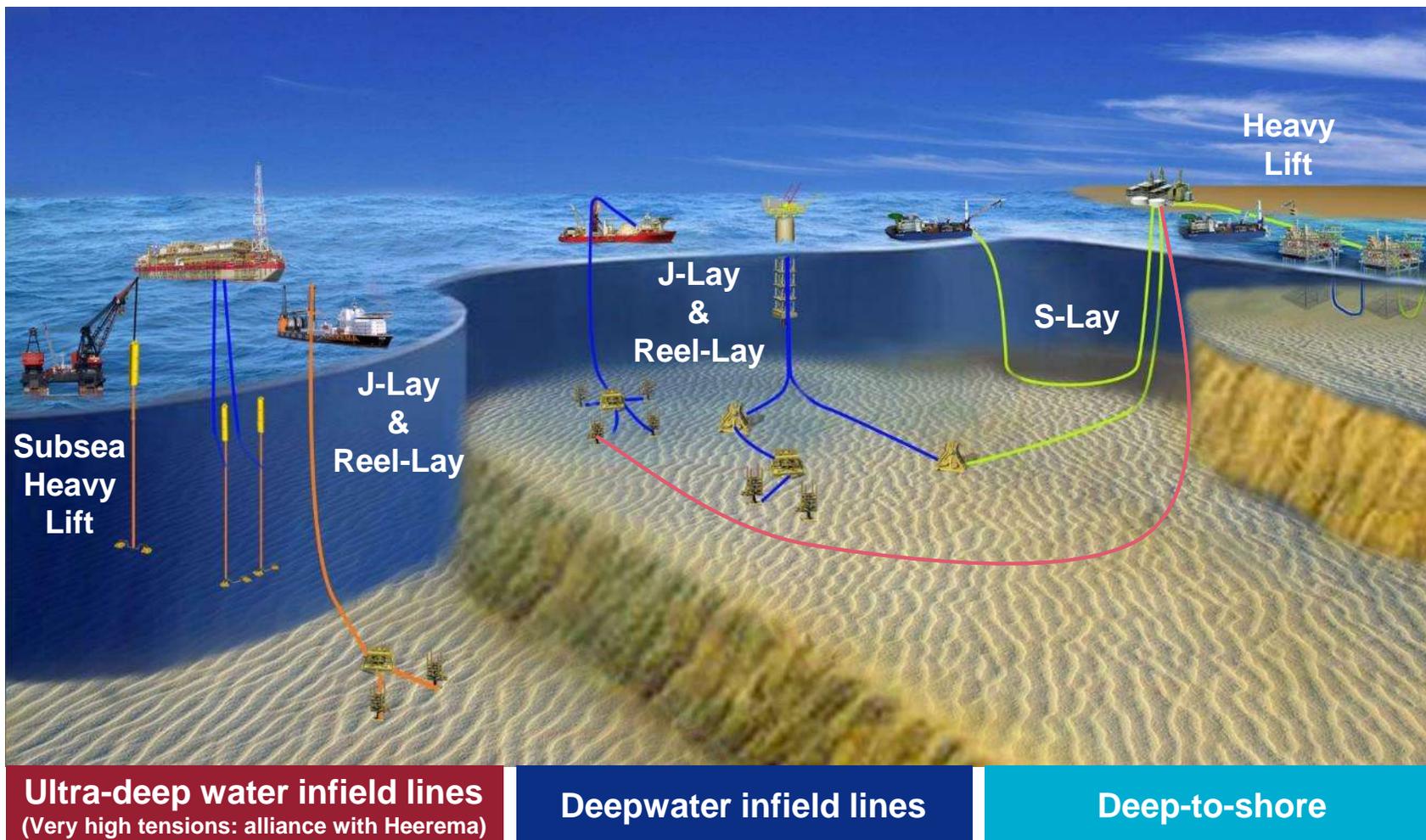
<sup>(1)</sup> Project Management Consultancy

<sup>(2)</sup> Ethylbenzene Styrene Monomer

<sup>(3)</sup> Purified Terephthalic Acid

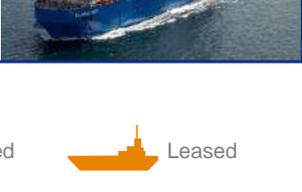
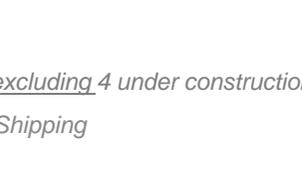


# Broad Execution Capabilities in Subsea

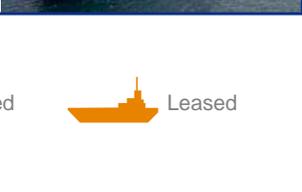


# High Performing Fleet<sup>(1)</sup> Per Type of Vessel



<b>Flexible Lay &amp; Construction</b> <b>10 vessels</b>	Deep Orient	         
	Deep Pioneer	
	North Sea Atlantic	
	North Sea Giant	
	Skandi Africa	
	Coral Do Atlantico	
	Estrela Do Mar	
	Skandi Niteroi	
	Skandi Vitoria	
	Skandi Açú	

<b>Diving Multi Support Vessel</b> <b>3 vessels</b>	Deep Arctic	  
	Wellservicer	
	Orelia	

<b>S-Lay Heavy Lift</b> <b>2 vessels</b>	Global 1200	 
	Global 1201	

<b>Rigid Reel Lay &amp; J-Lay</b> <b>3 vessels</b>	Apache II	  
	Deep Blue	
	Deep Energy	

Wholly-owned/controlled   
 Jointly-owned   
 Leased

<sup>(1)</sup> As of September 30, 2016 - fleet of 18 vessels excluding 4 under construction: 3 PLSVs in Brazil, Deep Explorer (DSV)

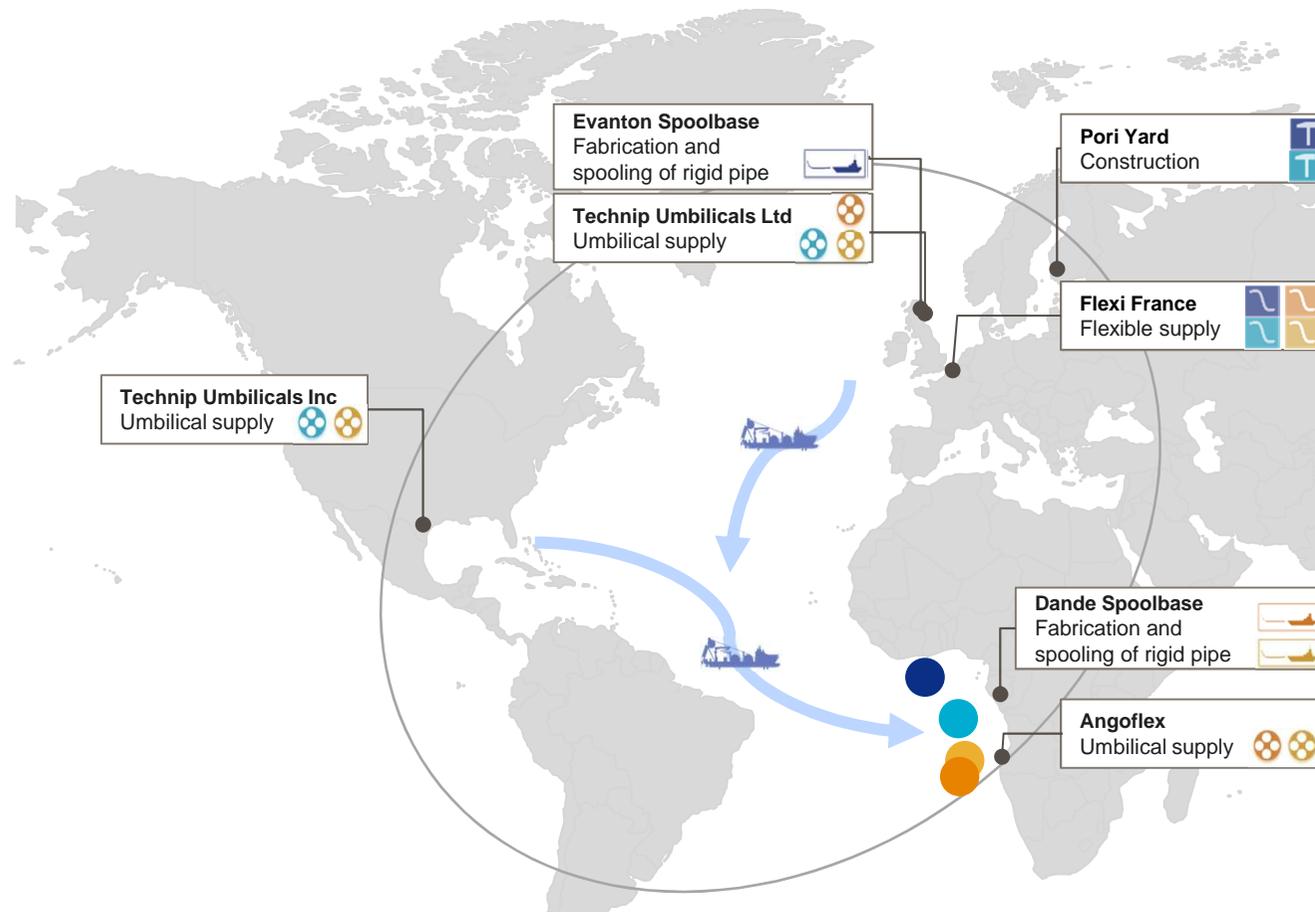
<sup>(2)</sup> Photo by Bjørn Ottosen, courtesy of North Sea Shipping

# Flexibility in Fleet Management



	2013	2014	2015	2016-2017
 <b>New</b>			+1 (Deep Arctic)	+1 (Deep Explorer)
 <b>Divested</b>		-8	-2	-2
<b>Wholly-owned</b>	19 	11 	10 	9 
 <b>New</b>		+2		+1 (Skandi Buzios)
 <b>Divested</b>			-1	
<b>Jointly-owned</b>	3 	5 	4 	6 
 <b>New</b>		+1	+1 (Skandi Africa)	
 <b>Divested</b>		-1	-1	-1-2
<b>Leased</b>	5 	5 	5 	3-4 
<b>Under Construction</b>	9	6	5	2
<b>Total Fleet</b>	<b>36</b>	<b>27</b>	<b>24</b>	<b>20-21</b>

# West African Projects Driving Multiple Activities



## TEN, Ghana

- § Main offshore campaigns spread from 2015 to 2016
- § Main Technip vessels: Deep Energy, Deep Pioneer

## Moho Nord, Congo

- § Main offshore campaigns spread from late 2014 to 2016
- § Main Technip vessels: G1200, Skandi Africa, Deep Pioneer, Orelia

## Block 15/06, Angola

- § Main offshore campaigns spread from 2014 to 2016
- § Main Technip vessels: Deep Pioneer, Deep Orient, Deep Energy, Olympic Challenger, Skandi Achiever

## Kaombo, Angola

- § Offshore campaign to start late 2016 until 2018
- § Main Technip vessels: Deep Blue, Skandi Africa, North Sea Atlantic

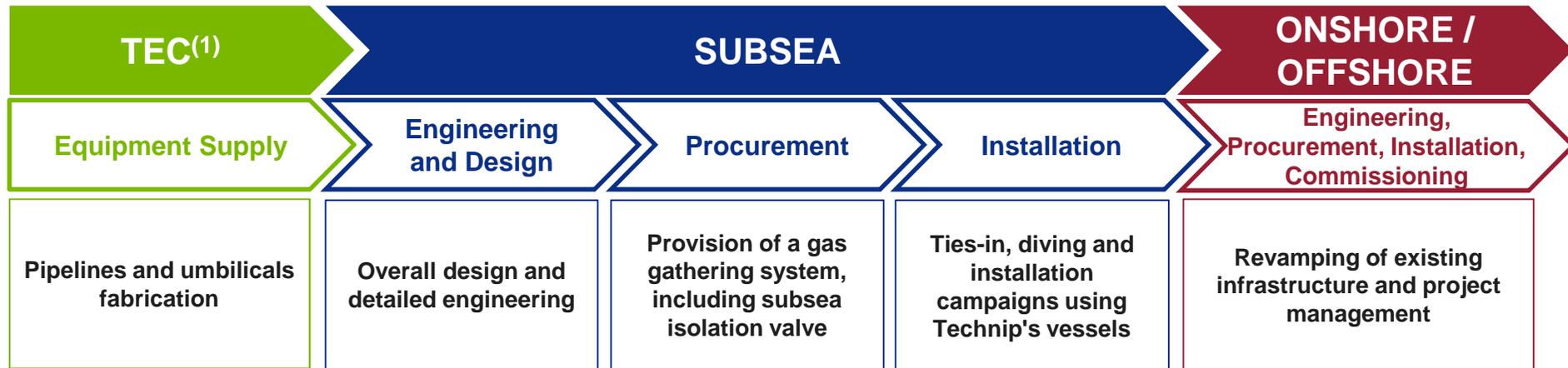
**Around 40 vessels mobilized on Technip's West African projects including 5 Technip vessels in 2Q16**

# Leveraging our Broad-based Solutions: Mellitah, Bahr Essalam



## Project Overview

- § **Client:** Mellitah Oil & Gas, a consortium between National Oil Corporation and ENI
- § Major natural gas field development tied back to the Sabratha platform in the Central Mediterranean Sea
- § Operations to be performed from Malta



Vessel utilization and backlog visibility up to 2H 2018

# Subsea: Multiple Projects Filling Plant & Assets Utilization



What we do	Example of on-going EPCI projects
<b>Frontier Projects</b> Ultra-deep water	§ <b>Stones, GoM</b> § <b>Odd Job, GoM</b> § <b>South Santa Cruz and Barataria fields, GoM</b>
<b>First Class Partnerships</b>	§ <b>T.E.N., Ghana (with subsea 7)</b> § <b>Kaombo, Angola (Alliance with  )</b>
<b>Vertical integration</b> FEED Manufacturing EPC(I)	§ <b>Bahr Essalam, Mediterranean Sea</b> § <b>Quad 204, Scotland</b> § <b>Moho Nord, Congo</b> § <b>Juniper, Trinidad and Tobago</b> § <b>Jangkrik, Indonesia</b> § <b>Edradour, Shetlands</b> § <b>Johan Sverdrup and Oseberg Vestflanken, Norway</b>



# Technip: Long Term Partner<sup>(1)</sup>

## § Serimax

A strategic partnership to invest in joint R&D programs and innovative reel-lay welding solutions to meet the growing technical challenges of projects

## § BP

Long-standing agreement in the purified terephthalic acid domain. Also the exclusive provider of the Inside Battery Limit FEED to BP for third-party licensing

## § COOEC

Combines the know-how, technical resources, complementary assets, commercial and financial capabilities of both companies to target deepwater EPCI SURF projects in China

## § ExxonMobil

Creation of a JV. Badger Licensing LLC to offer technology in the area of phenolics to produce cumene and bisphenol-A (BPA) and in the area of styrenics to produce ethylbenzene and styrene

## § FMC Technologies

Agreement to form an exclusive alliance and to launch Forsys Subsea, a 50/50 joint venture that will unite the skills and capabilities of two subsea industry leaders

## § METabolic Explorer

Agreement to assess the feasibility of offering a combined technology package consisting of the companies' respective PDO and PTT technologies



## § Heerema

Alliance through combination of unique assets and engineering resources to help clients best address the fast growing subsea ultra-deepwater market

## § HQC

Two joint ventures to improve access to the European and Chinese procurement markets

## § MMHE

Long-term strategic collaboration to work jointly on onshore and offshore projects, designing and building offshore platforms, exchanging expertise and developing technology

## § Sasol

Front-end engineering services for future Sasol GTL projects

## § Shell

Agreement to enhance collaboration on the design, engineering, procurement, construction and installation of future FLNG facilities

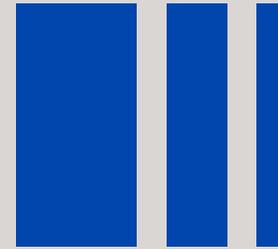
## § Air Products

20-year milestone of the longest and most productive global hydrogen alliance supporting the oil and gas industry

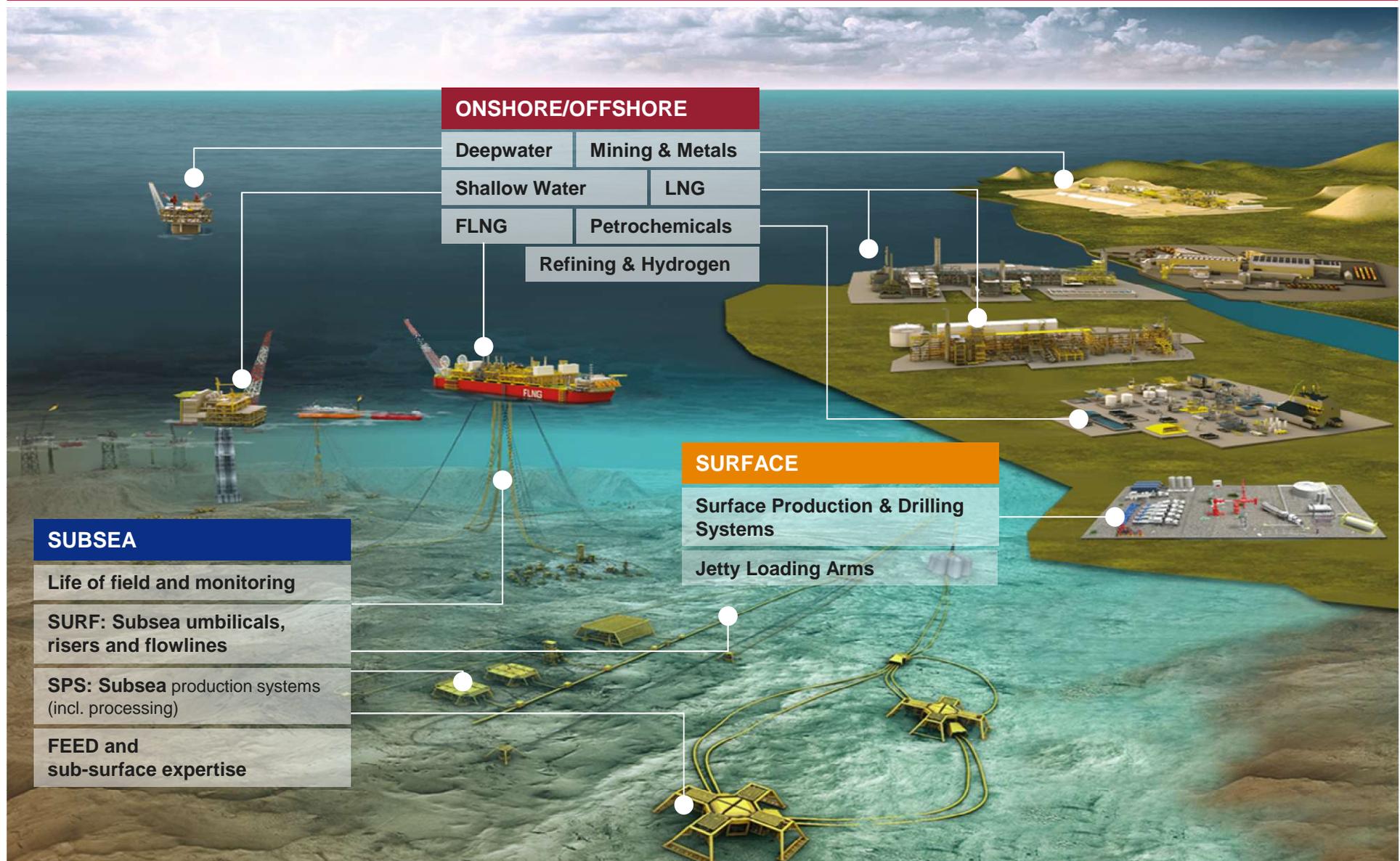
## § GE Oil & Gas

Memorandum for a joint project to explore areas to co-develop digital solutions for the LNG industry, with a focus on the design and build phase of new LNG projects

# TechnipFMC Merger at a Glance



# TechnipFMC: Broadest Portfolio of Solutions for the Production and Transformation of Oil and Gas



# Key Terms of the Transaction

All-Stock Merger	Transaction Structure	<ul style="list-style-type: none"> <li>§ TechnipFMC incorporated in the U.K.</li> <li>§ U.S. reverse triangular merger for FMC Technologies and European cross-border merger for Technip</li> </ul>
	Listing	<ul style="list-style-type: none"> <li>§ Shares listed on the NYSE and Euronext Paris with TechnipFMC seeking inclusion in S&amp;P 500 and CAC40 indices</li> </ul>
	Transaction Terms	<ul style="list-style-type: none"> <li>§ At closing, each share of Technip common stock will be converted into 2.0 ordinary shares of TechnipFMC and each common share of FMC Technologies will be exchanged for 1.0 ordinary share of TechnipFMC</li> <li>§ It is anticipated that immediately following completion of the mergers, former FMC Technologies stockholders will own approximately 49.1% of TechnipFMC on a fully diluted basis and former Technip stockholders will own approximately 50.9% of TechnipFMC on a fully diluted base</li> </ul>
Clear Leadership and Balanced Governance	Management and Corporate Governance	<ul style="list-style-type: none"> <li>§ <b>Management team</b> <ul style="list-style-type: none"> <li>– <b>Executive Chairman – Thierry Pilenko</b></li> <li>– <b>Chief Executive Officer – Doug Pferdehirt</b></li> <li>– <b>Chief Financial Officer – Maryann Mannen</b></li> <li>– <b>Chief Operating Officer – Julian Waldron</b></li> </ul> </li> <li>§ Board: 14 members with an equal number of historical FMC Technologies and Technip Directors</li> </ul>
	Headquarters	<ul style="list-style-type: none"> <li>§ Headquarters in Paris, Houston and London</li> </ul>
Timeline to Closing	Achieved Approvals	<ul style="list-style-type: none"> <li>§ Antitrust approvals in the U.S., Turkey, India, Russia, Mexico and Australia<sup>(1)</sup></li> <li>§ Work council consultation process in Europe</li> <li>§ S-4 declared effective</li> <li>§ CFIUS and MINEFI</li> </ul>
	Next Steps	<ul style="list-style-type: none"> <li>§ Conclusion of antitrust review in remaining countries<sup>(2)</sup>, other approvals and customary closing conditions</li> <li>§ Shareholders' votes for both Technip and FMC Technologies on December 5, 2016</li> <li>§ Closing expected early 2017</li> </ul>

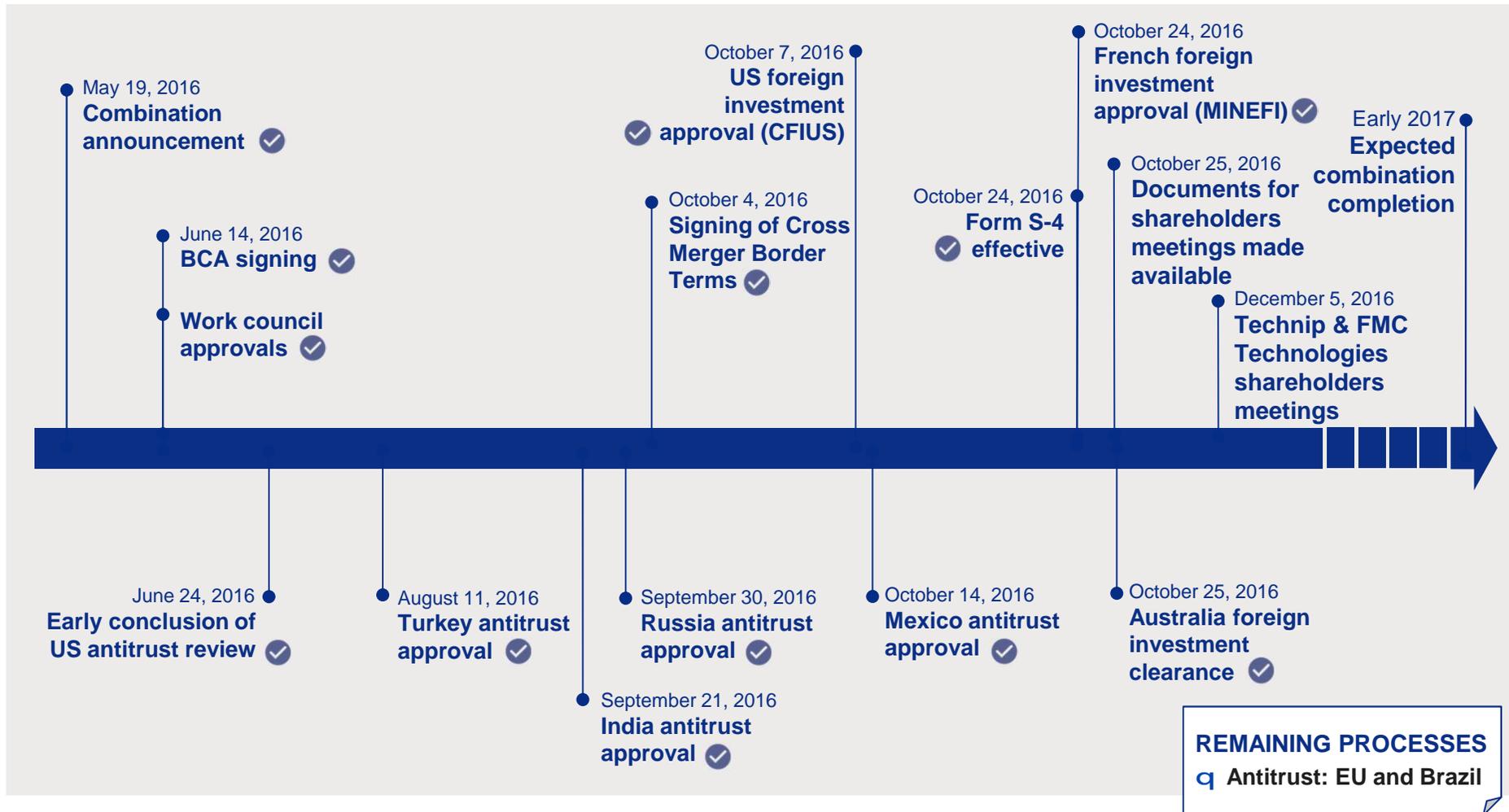
<sup>(1)</sup> In addition, clearance from Australian's Foreign Investment Review Board

<sup>(2)</sup> EU and Brazil

# The Future Executive Leadership Team



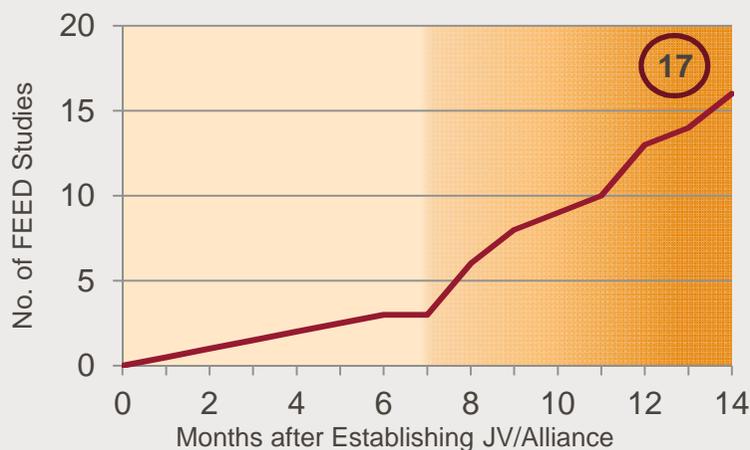
# Good Progress on Technip and FMC Technologies Merger Process



# Supported by Most Recent Achievements of the Alliance



## Unique Subsea Integrated Design



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

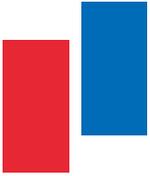
## ALLIANCE



## First Alliance Award

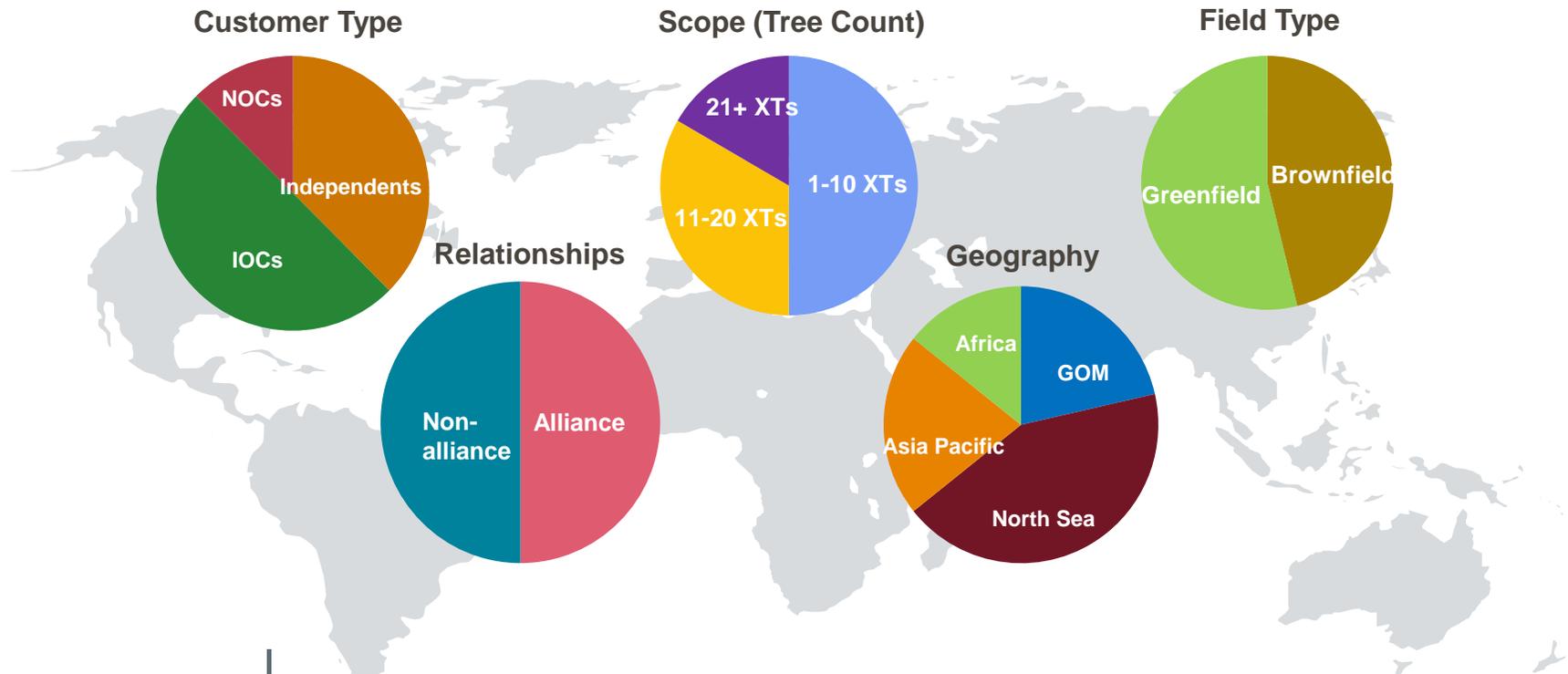
- § Client: Hurricane
- § Alliance selected as exclusive provider of subsea solutions for the Lancaster EPS<sup>(1)</sup> and for subsequent development of the Greater Lancaster Area

**Unique leadership: Integrated SPS+SURF solutions**



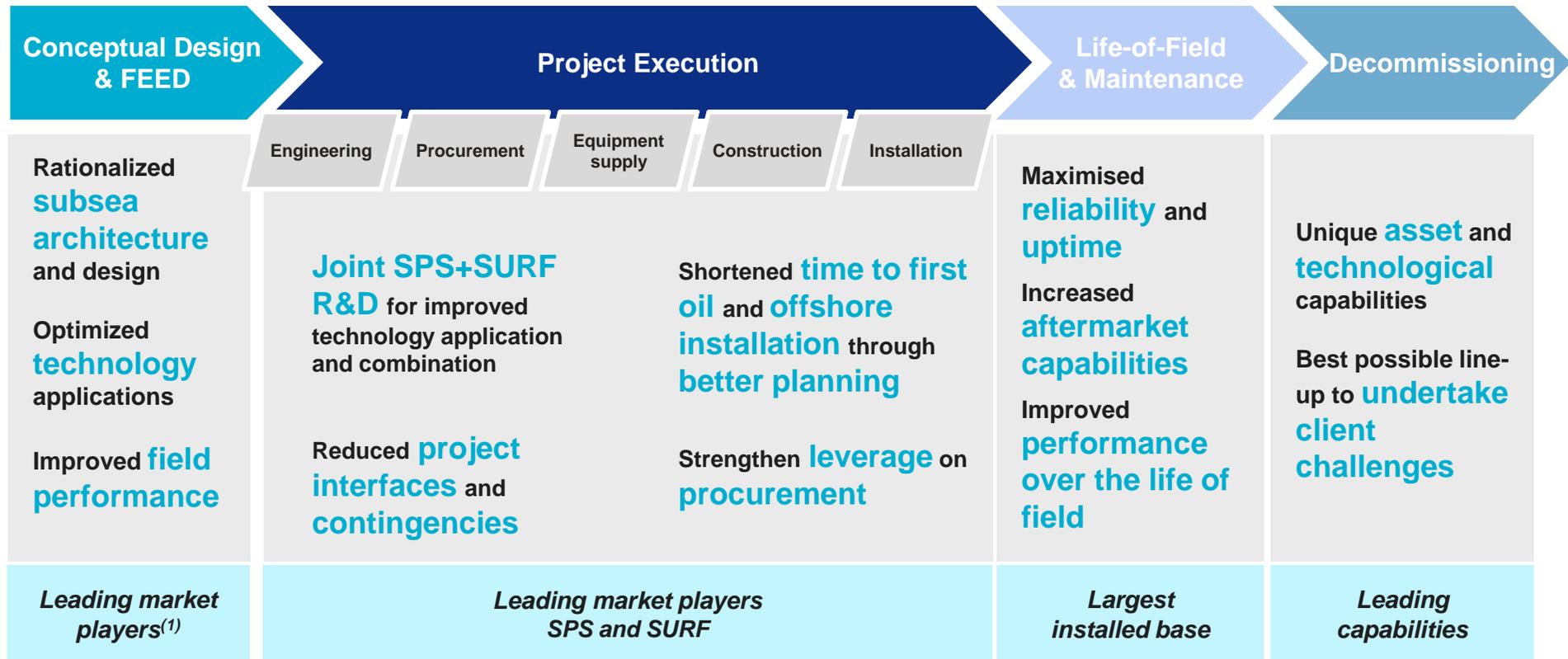
# Diversified Mix of Integrated FEED Studies

## Forsys Subsea studies by type



The Forsys Subsea studies cover all types of clients, scopes, fields worldwide

# TechnipFMC is the Sole Player Offering Full Suite of Capabilities



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



ETH PiP<sup>(1)</sup>



Increased efficiency



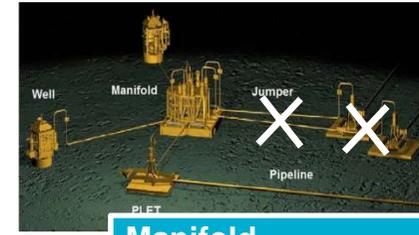
Connector



Flexible pipe



Optimized connectivity



Manifold



Direct Tie-In



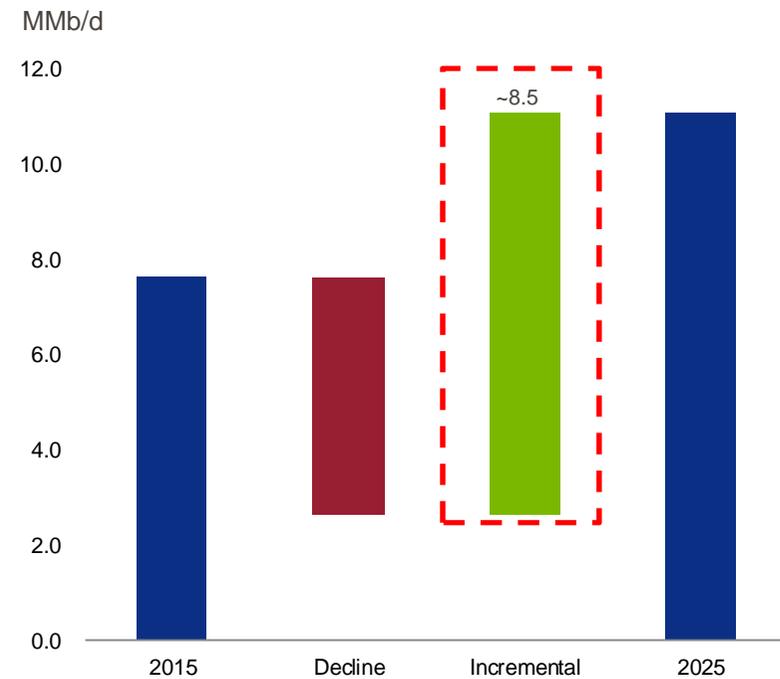
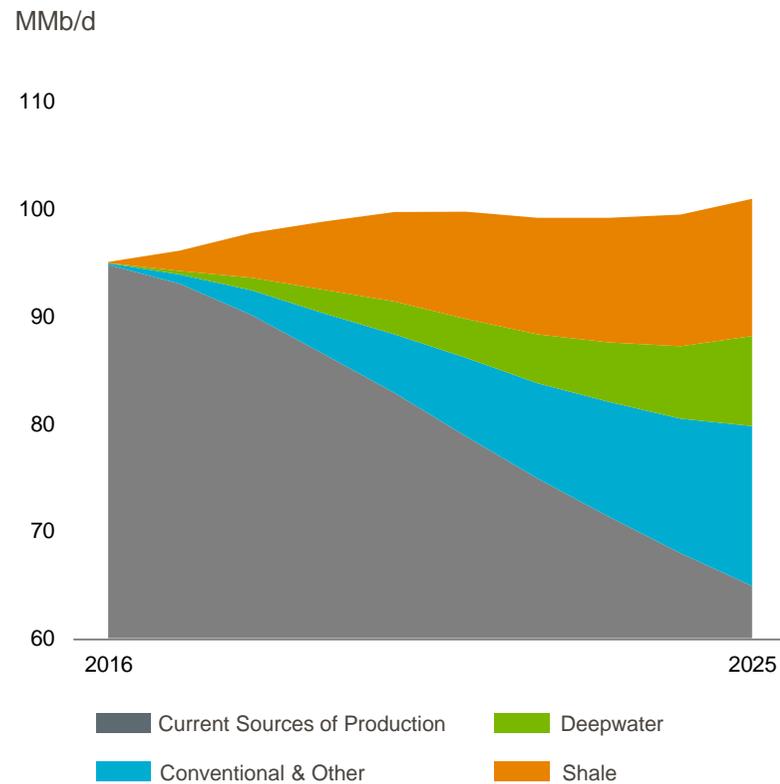
Simplified architecture

(1) ETH PiP: Electrically Trace Heated Pipe-in-Pipe

# Offshore Remains Critical to the Future...

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

...With a Large Portion to Come from Deepwater



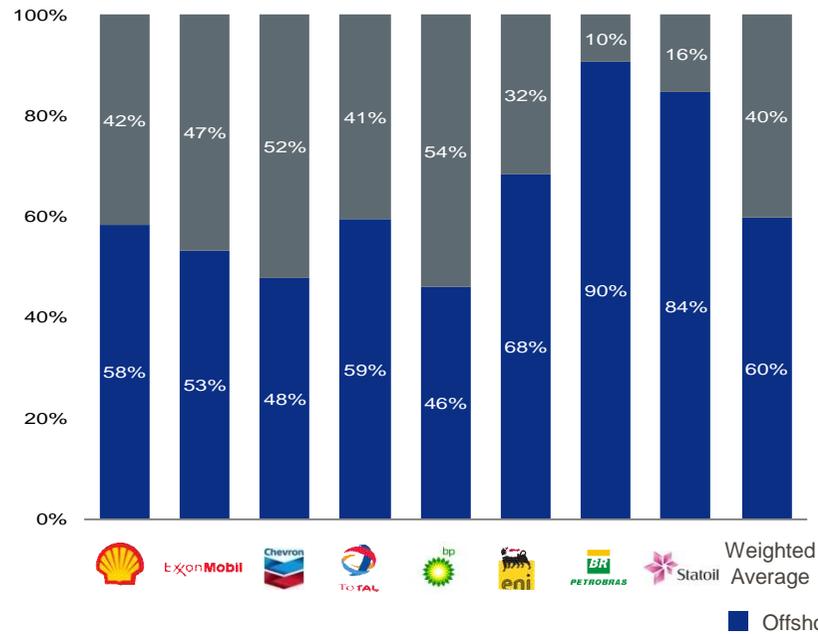
Source: Rystad Energy Supply Study; October 2016

Source: Rystad Energy Supply Study, FMC Technologies; October 2016

# ...and It Accounts for Majority of Majors' Production

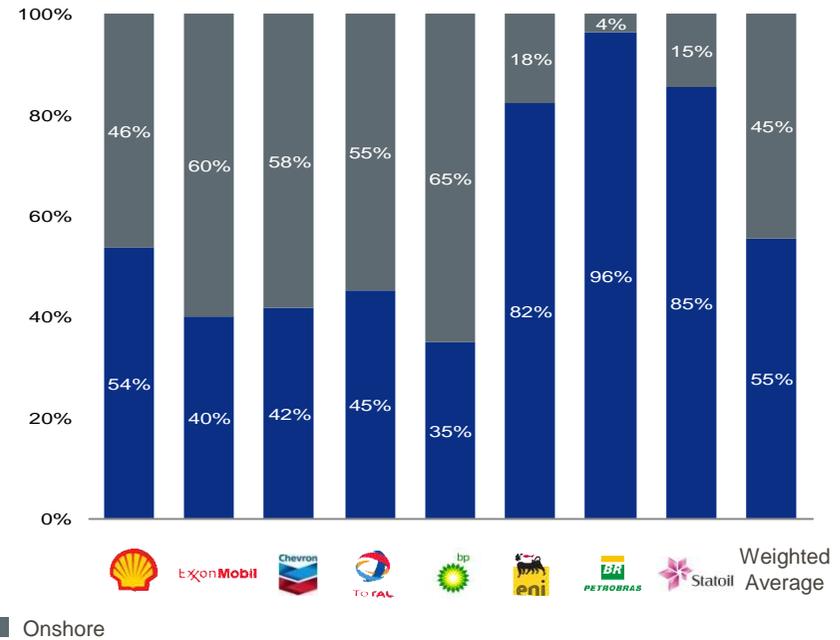
## Offshore Contributes Significantly to Majors' Production...

2016 Production by Classification (%) <sup>(1)</sup>



## ...While More Than 50% of the Majors' 2P Reserves Remaining Is Offshore

Remaining 2P Reserves by Classification (%) <sup>(1)</sup>



Source Wood Mackenzie

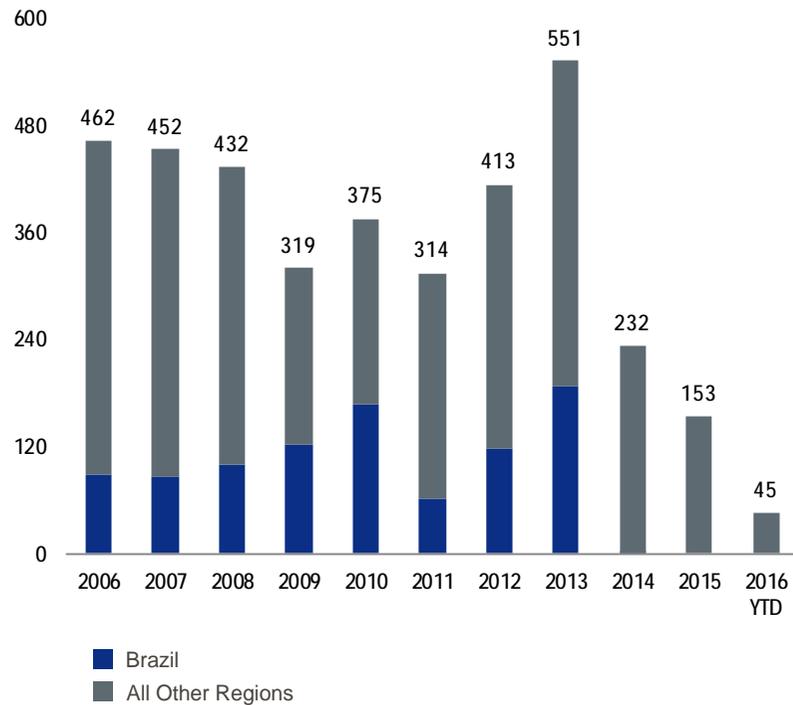
<sup>1</sup> Production and proved reserves as of 2Q 2016

# SPS and SURF Remain Critical Components of Offshore Development

SPS and SURF components represent up to 1/3<sup>rd</sup> of deepwater development costs and remain well-positioned for a market recovery given the importance of offshore production to future hydrocarbon supply

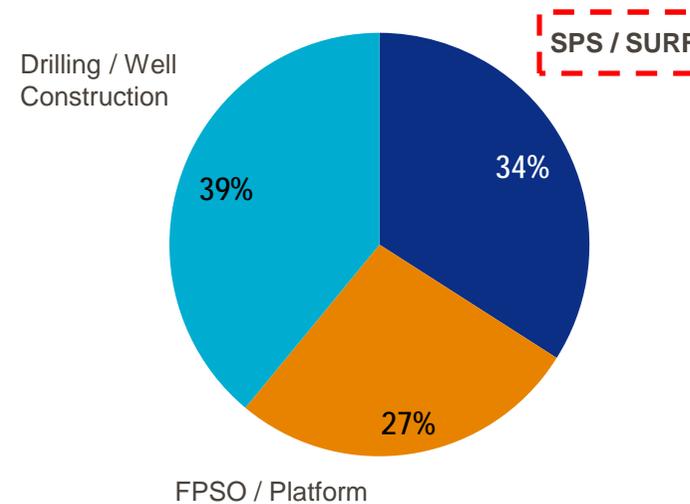
## Strong History of Subsea Tree Orders

Subsea Tree Orders by Region 2006-2016 YTD (Trees)



Source Quest Offshore

## SPS / SURF is One of the Largest Component of Project Costs



Source: Morgan Stanley Research, FMCTI Internal Analysis

# Significant Potential for Cost Synergies...

Pre-Tax Cost Synergies of approximately \$400m expected by 2019

## Supply Chain

- § Commodity raw material cost savings
- § Better terms with shared suppliers
- § Beneficial scale effect from higher volumes

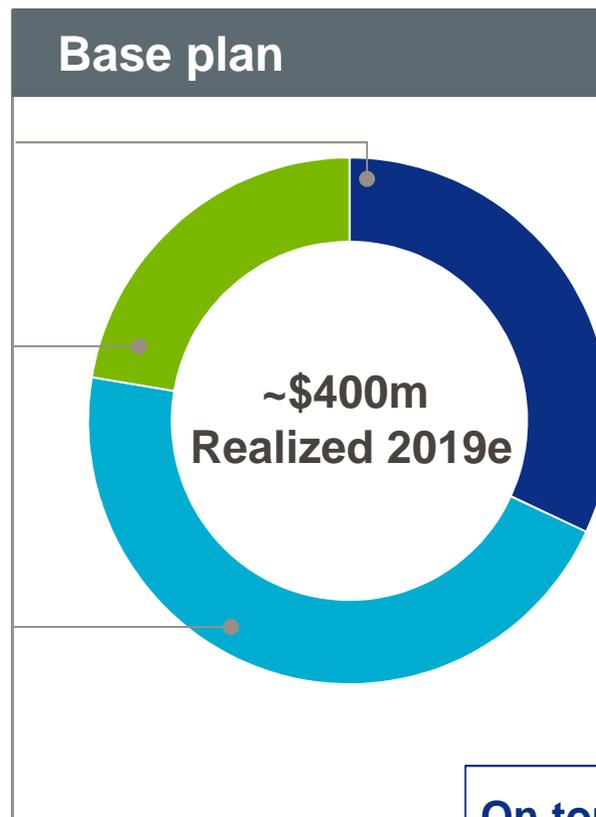
## Corporate and Others

- § One Board of Directors
- § One management team
- § Leverage global shared services

## Infrastructure

- § Right-size general & administrative expense
- § Rationalize real-estate footprint
- § Leverage regional shared services

### Base plan

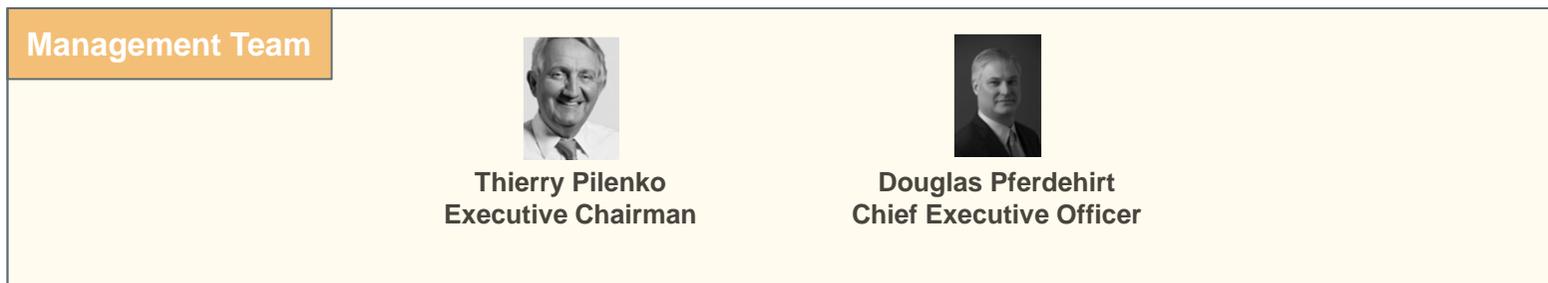
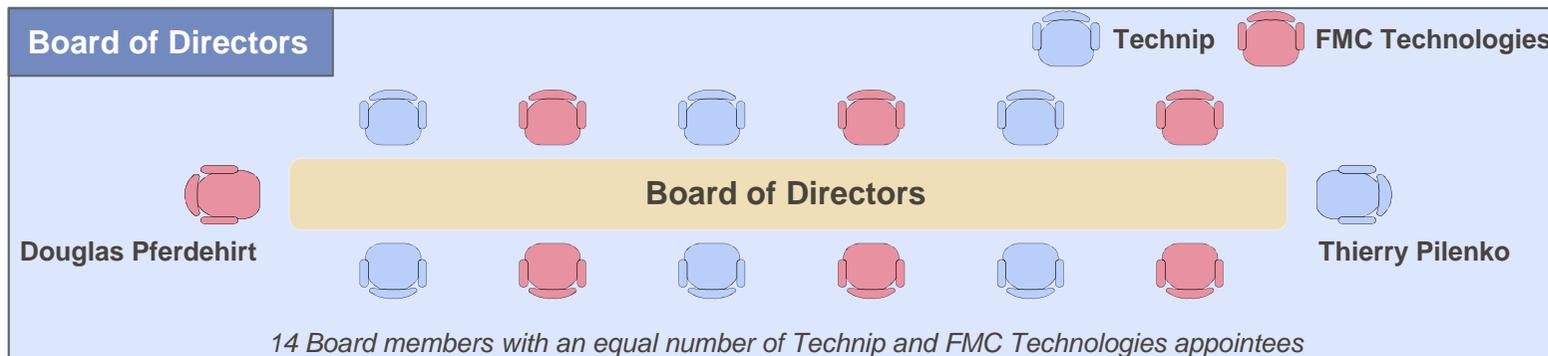


### Stretch

- § Additional cost reduction opportunities
- § Other financial upside including balance sheet and liquidity management

On top of each company's existing cost saving initiatives

# Clear Leadership and Balanced Governance



# Strong Financial Profile

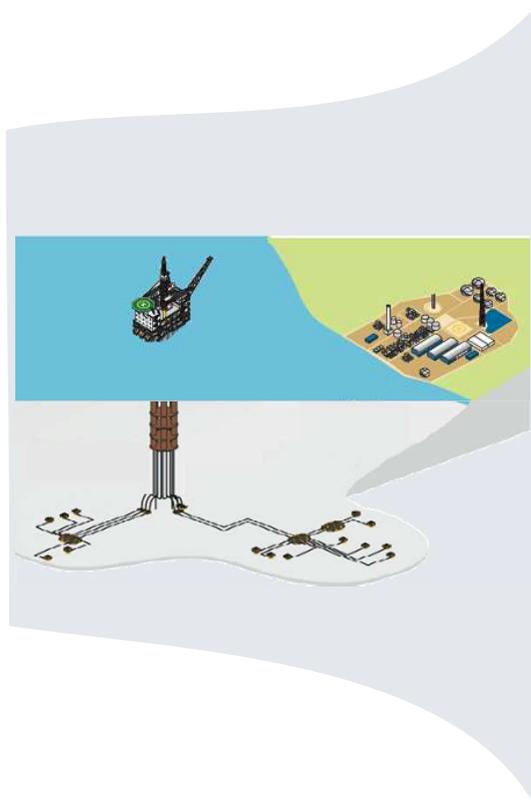
	<b>Technip</b>	<b>FMC Technologies</b>	<b>TechnipFMC</b>
<b>Backlog</b>	\$16bn	\$4bn	c.\$20bn
<b>Revenue</b>	\$13.5bn	\$6.4bn	c.\$20bn
<b>EBITDA<sup>1</sup> Margin (%)</b>	\$1.4bn 10.6%	\$1.0bn 15.2%	<b>\$2.4bn</b> 12.1%
<b>Gross Cash Position</b>	\$4.7bn	\$1.0bn	<b>\$5.7bn</b>
<b>Shareholder Return Mechanism</b>	Offer shareholders an attractive and sustainable dividend	Share repurchase program	<b>Attractive shareholder return policy including market based dividend; and share buy-back in line with cash flow generation</b>
<b>Credit Rating</b>	BBB+	BBB / Baa2	<b>Target solid investment grade credit rating</b>

Notes: Revenue and operating profit as of YE2015.. Backlog, debt and cash position as of 31-Mar-2016

EBITDA before restructuring, impairment and other exceptional items as defined by both companies in their respective previous public filings

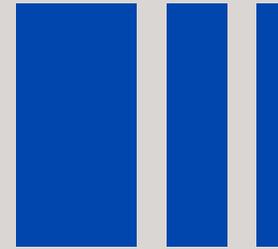
# TechnipFMC: Driving Change by Redefining the Production and Transformation of Oil & Gas

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



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

# Technip Financials



# P&L Performance: Group OIFRA at c.10%

9M 15 <sup>(1)</sup>	9M 16 <sup>(1)</sup>	Y-o-Y Change	€ million	3Q 15 <sup>(1)</sup>	3Q 16 <sup>(1)</sup>	Y-o-Y Change
9,091	8,494	(7)%	Revenue	3,109	2,919	(6)%
968	982	1%	Underlying EBITDA <sup>(2)</sup>	372	353	(5)%
10.7%	11.6%	90bp	EBITDA Margin	12.0%	12.1%	12bp
745	781	5%	Underlying OIFRA <sup>(3)</sup>	292	285	(2)%
8.2%	9.2%	100bp	Operating Margin	9.4%	9.7%	36bp

## 3Q Revenue

### § Subsea (10)%

- § 86% vessel utilization
- § Completion of T.E.N. in Ghana
- § Large projects such as Kaombo still in early phases

### § Onshore/Offshore (2%)

- § Yamal LNG milestones
- § Malikai TLP completion in Malaysia

## 3Q OIFRA<sup>(3)</sup>

### § Subsea at €229 million

- § Margin sustained at 16.4%

### § Onshore/Offshore recovering to €70 million:

- § Margin at 4.6%

### § SG&A reduced by 17% YoY

<sup>(1)</sup> Adjusted figures

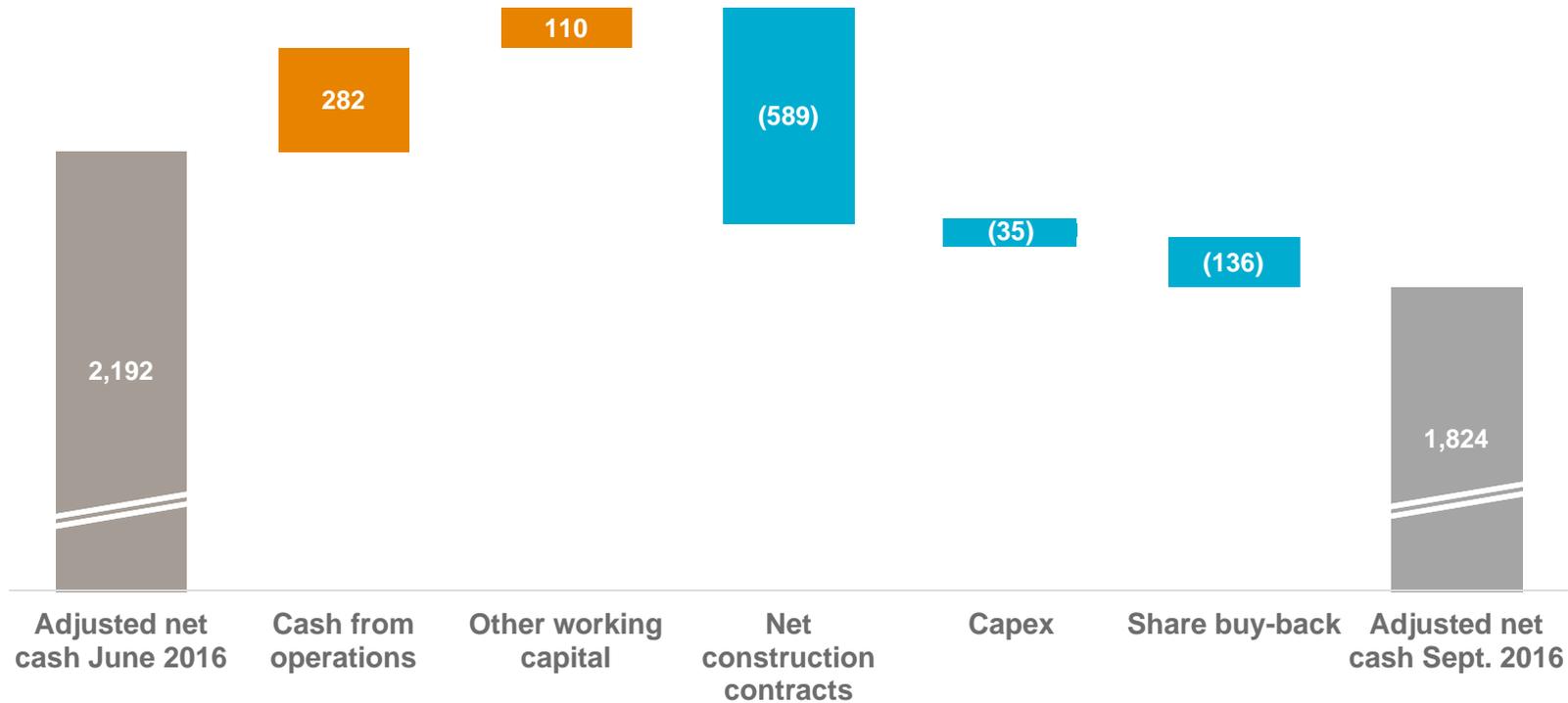
<sup>(2)</sup> Adjusted OIFRA after Income / (Loss) of Equity Affiliates excluding exceptional items, depreciation and amortization

<sup>(3)</sup> Adjusted OIFRA after Income / (Loss) of Equity Affiliates excluding exceptional items

# Resilient Cash Flow Conversion

## Adjusted Net Cash Bridge

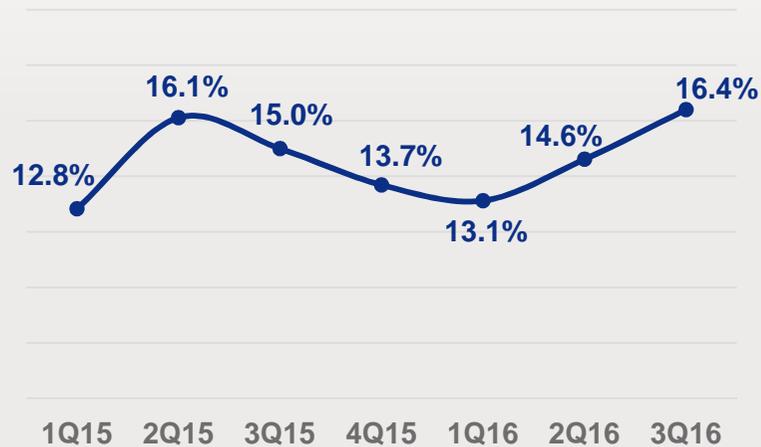
€ million



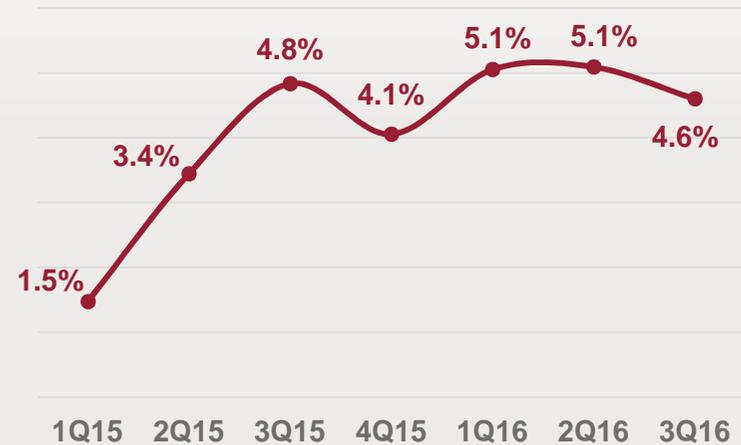
**Adjusted Net cash of €1.8 billion end of September 2016**

# Margins Performance 2015-2016 Year-to-date

## Adjusted OIFRA margin<sup>(1)</sup> Subsea

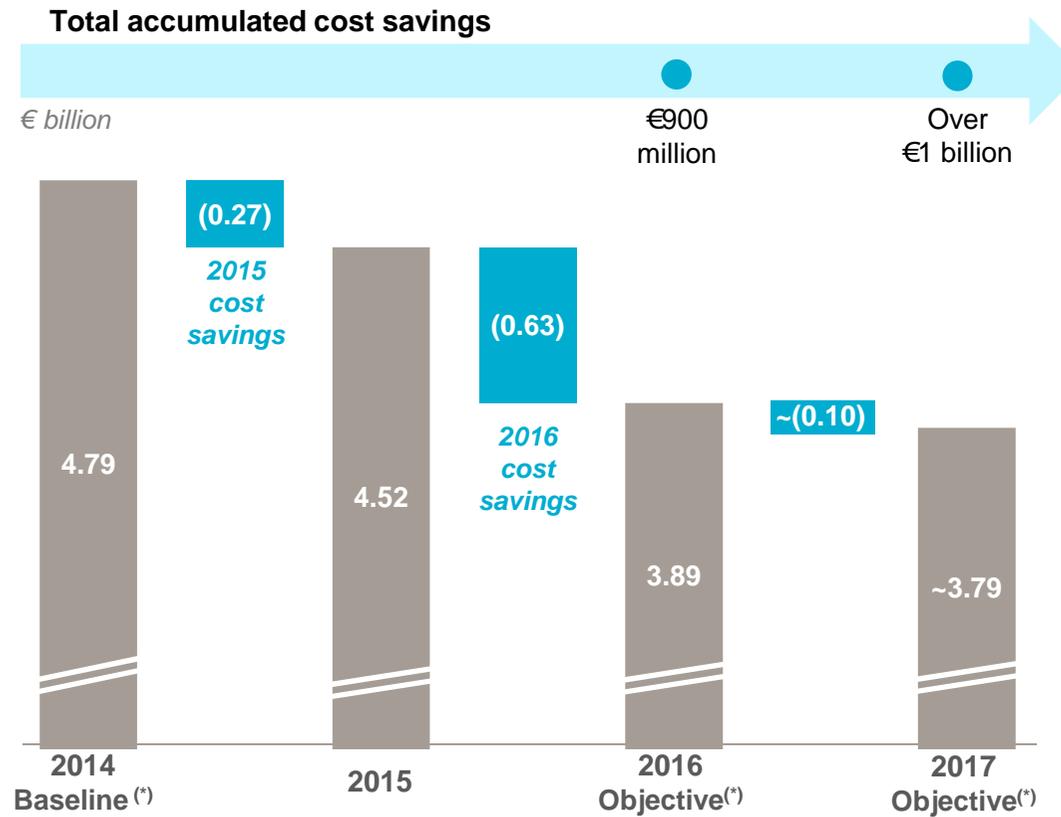


## Adjusted OIFRA margin<sup>(1)</sup> Onshore/Offshore



<sup>(1)</sup> Adjusted Underlying Operating Income from Recurring Activities after Income/(Loss) of Equity Affiliates

# Cost Reduction Delivery Ahead of Schedule: €900 million to be Achieved in 2016



**Over €1bn savings by 2017**

(\*) At constant 2015 Foreign Exchange rate

# Consolidated P&L

€ million (except Diluted Earnings per Share and Diluted Number of Shares)

	Third Quarter Not audited			9 months Not audited		
	2015	2016	Change	2015	2016	Change
<b>Revenue</b>	<b>3,108.9</b>	<b>2,919.4</b>	<b>(6.1)%</b>	<b>9,090.6</b>	<b>8,494.4</b>	<b>(6.6)%</b>
<i>Subsea</i>	1,547.0	1,397.2	(9.7)%	4,388.4	4,148.8	(5.5)%
<i>Onshore/Offshore</i>	1,561.9	1,522.2	(2.5)%	4,702.2	4,345.6	(7.6)%
Gross Margin	456.8	424.6	(7.0)%	1,059.4	1,227.9	15.9%
Research & Development Expenses	(19.4)	(19.7)	1.5%	(61.0)	(60.8)	(0.3)%
SG&A and Other	(150.9)	(125.6)	(16.8)%	(459.8)	(397.7)	(13.5)%
Share of Income/(Loss) of Equity Affiliates	5.5	5.3	(3.6)%	22.2	11.5	(48.2)%
<b>OIFRA after Income/(Loss) of Equity Affiliates</b>	<b>292.0</b>	<b>284.6</b>	<b>(2.5)%</b>	<b>560.8</b>	<b>780.9</b>	<b>39.2%</b>
<i>Subsea</i>	232.0	229.1	(1.3)%	647.5	610.6	(5.7)%
<i>Onshore/Offshore</i>	75.5	70.3	(6.9)%	(32.2)	213.5	(763.0)%
<i>Corporate</i>	(15.5)	(14.8)	(4.5)%	(54.5)	(43.2)	(20.7)%
Non-Current Operating Result	(14.0)	(21.6)	54.3%	(417.8)	(125.9)	nm
<b>Operating Income</b>	<b>278.0</b>	<b>263.0</b>	<b>(5.4)%</b>	<b>143.0</b>	<b>655.0</b>	<b>nm</b>
Financial Result	(39.2)	4.1	nm	(106.5)	(63.2)	(40.7)%
<b>Income/(Loss) before Tax</b>	<b>238.8</b>	<b>267.1</b>	<b>11.9%</b>	<b>36.5</b>	<b>591.8</b>	<b>nm</b>
Income Tax Expense	(70.3)	(83.4)	18.6%	(84.2)	(170.7)	nm
Non-Controlling Interests	(4.6)	0.6	nm	(9.2)	0.9	nm
<b>Net Income/(Loss) of the Parent Company</b>	<b>163.9</b>	<b>184.3</b>	<b>12.4%</b>	<b>(56.9)</b>	<b>422.0</b>	<b>nm</b>
Diluted Number of Shares	125,439,384	126,896,391	1.2%	114,325,725	125,301,723	9.6%
<b>Diluted Earnings per Share (€)</b>	<b>1.35</b>	<b>1.46</b>	<b>8.0%</b>	<b>(0.50)</b>	<b>3.44</b>	<b>nm</b>

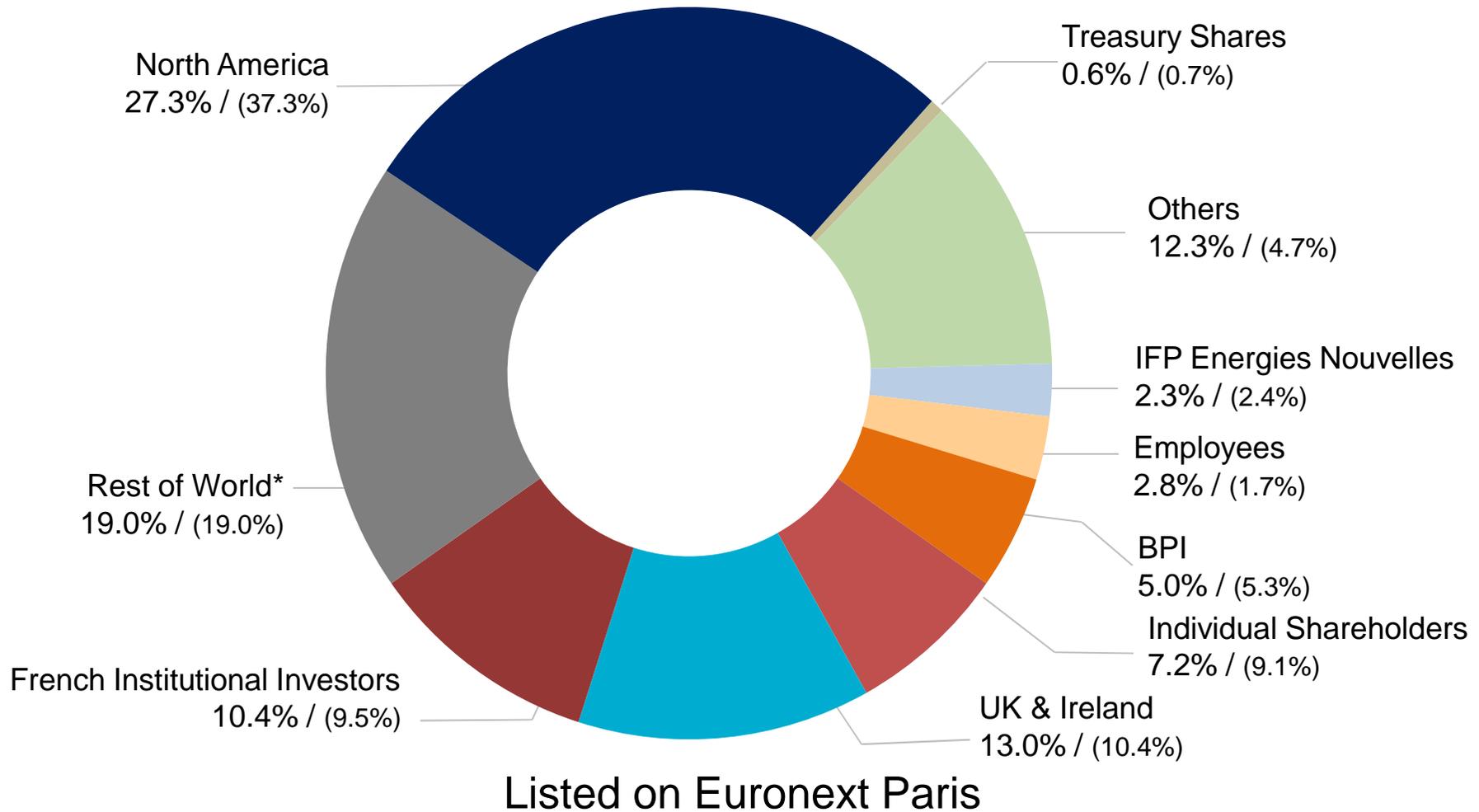
# Adjusted Consolidated Statement of Financial Position

€ million	June 30, 2016	September 30, 2016
Fixed Assets	6,363.8	6,277.4
Deferred Tax Assets	508.4	471.9
<b>Non-Current Assets</b>	<b>6,872.2</b>	<b>6,749.3</b>
Construction Contracts – Amounts in Assets	647.8	885.7
Inventories, Trade Receivables and Other	3,618.3	3,651.8
Cash & Cash Equivalents	4,495.0	4,146.6
<b>Current Assets</b>	<b>8,761.1</b>	<b>8,684.1</b>
Assets Classified as Held for Sale	0.7	0.6
<b>Total Assets</b>	<b>15,634.0</b>	<b>15,434.0</b>
Shareholders' Equity (Parent Company)	4,715.5	4,817.0
Non-Controlling Interests	8.3	19.5
<b>Shareholders' Equity</b>	<b>4,723.8</b>	<b>4,836.5</b>
Non-Current Financial Debts	1,555.5	1,560.8
Non-Current Provisions	217.2	210.7
Deferred Tax Liabilities and Other Non-Current Liabilities	204.8	195.0
<b>Non-Current Liabilities</b>	<b>1,977.5</b>	<b>1,966.5</b>
Current Financial Debts	748.0	761.9
Current Provisions	523.9	580.4
Construction Contracts – Amounts in Liabilities	2,036.0	1,721.7
Trade Payables & Other	5,624.8	5,567.0
<b>Current Liabilities</b>	<b>8,932.7</b>	<b>8,631.0</b>
<b>Total Shareholders' Equity &amp; Liabilities</b>	<b>15,634.0</b>	<b>15,434.0</b>
<b>Net Cash Position</b>	<b>2,191.5</b>	<b>1,823.9</b>

# Adjusted Consolidated Statement of Cash Flows

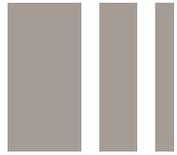
<i>€ million</i>	<b>9 Months Not Audited 2015</b>	<b>9 Months Not audited 2016</b>
Net Income/(Loss) of the Parent Company	(56.9)	422.0
Depreciation & Amortization of Fixed Assets	266.1	200.9
Stocks Options and Performance Share Charges	19.9	13.5
Non-Current Provisions (including Employee Benefits)	145.3	(3.9)
Deferred Income Tax	(72.8)	(59.8)
Net (Gains)/Losses on Disposal of Assets and Investments	(28.3)	15.5
Non-Controlling Interests and Other	13.4	18.1
<b>Cash Generated from/(used in) Operations</b>	<b>286.7</b>	<b>606.3</b>
<b>Change in Working Capital Requirements</b>	<b>123.0</b>	<b>(281.7)</b>
<b>Net Cash Generated from/(used in) Operating Activities</b>	<b>409.7</b>	<b>324.6</b>
Capital Expenditures	(218.2)	(97.1)
Proceeds from Non-Current Asset Disposals	5.2	(71.3)
Acquisitions of Financial Assets	(2.3)	-
Acquisition Costs of Consolidated Companies, Net of Cash Acquired	(31.7)	-
<b>Net Cash Generated from/(used in) Investing Activities</b>	<b>(247.0)</b>	<b>(168.4)</b>
Net Increase/(Decrease) in Borrowings	(102.7)	(287.9)
Capital Increase	21.3	0.7
Dividends Paid	(88.9)	(100.8)
Share Buy-Back and Other	(5.8)	(135.7)
<b>Net Cash Generated from/(used in) Financing Activities</b>	<b>(176.1)</b>	<b>(523.7)</b>
Net Effects of Foreign Exchange Rate Changes	78.2	12.8
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>64.8</b>	<b>(354.7)</b>
Bank Overdrafts at Period Beginning	(0.9)	(0.1)
Cash and Cash Equivalents at Period Beginning	3,738.3	4,501.4
Bank Overdrafts at Period End	-	-
Cash and Cash Equivalents at Period End	<b>3,802.2</b>	<b>4,146.6</b>

# Shareholding Structure, May 2016 (November 2015)



Source: Nasdaq, Shareholder Analysis, May 2016

\* Andorra, Australia, Austria, Bahrain, Belgium, China, Croatia, Cyprus, Denmark, Finland, Germany, Greece, Hong Kong SAR, Ireland, Italy, Japan, Korea, Rep. (South), Kuwait, Liechtenstein, Luxembourg, Malaysia, Monaco, Netherlands, Norway, Portugal, Saudi Arabia, Singapore, Slovenia, South Africa, Spain, Sweden, Switzerland, Taiwan and United Arab Emirates



## Technip's Share Information

**TEC**  
**LISTED**  
**EURONEXT**

**ISIN: FR0000131708**

**Bloomberg: TEC FP**

**Reuters: TECF.PA**

**SEDOL: 4874160**

**OTC ADR ISIN: US8785462099**

**OTCQX: TKPPY**

**Convertible Bonds:**

**OCEANE 2011 ISIN: FR0011163864**



**ROBECOSAM**  
Sustainability Award  
Industry Leader 2016

MEMBER OF

**Dow Jones**  
**Sustainability Indices**

In Collaboration with RobecoSAM

**Technip**



OTC QX30

§ **Technip has a sponsored Level 1 ADR**

§ **Bloomberg ticker: TKPPY**

§ **CUSIP: 878546209**

§ **OTC ADR ISIN: US8785462099**

§ **ADR ratio: 1 ORD: 4 ADRs**

§ **Depository bank:**

§ Citibank Shareholder Services

§ **Depository bank contacts:**

§ ADR broker helpline:

§ London: +44 207 547 6500  
[michael.woods@citi.com](mailto:michael.woods@citi.com)

§ New York: +1 212 723 4483  
[michael.oleary@citi.com](mailto:michael.oleary@citi.com)

§ ADR website: <https://www.citiadr.idmanagedsolutions.com/stocks>

§ Depository bank's local custodian: Citibank International Limited