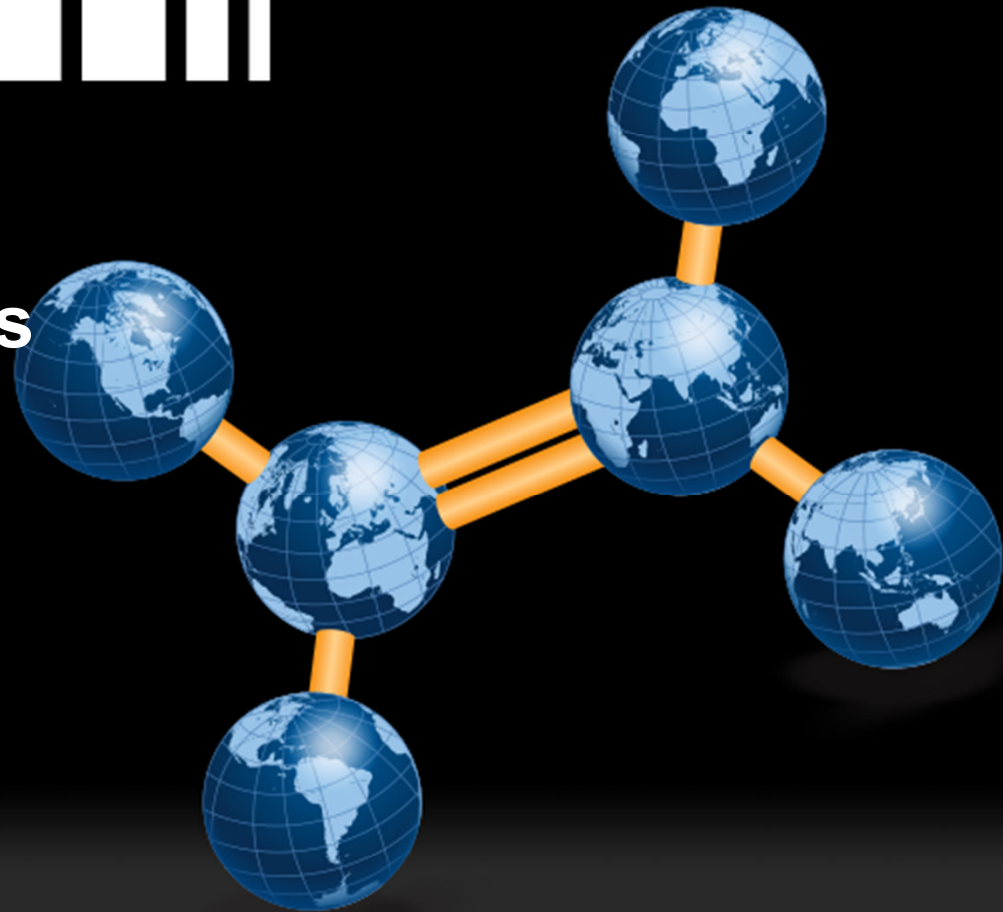


## Inaugural Ethylene Forum

# Providing Solutions to the Energy Industry

**Thierry Pilenko**  
Chairman & CEO  
Technip



**Technip**



# Energy at the Heart of Our Business

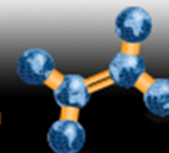
**38,000**  
People\*

**€15.9 billion**  
backlog\*

**Acquisitions**  
of Global Industries  
and Stone & Webster

**A Strategic Alliance**  
with Heerema

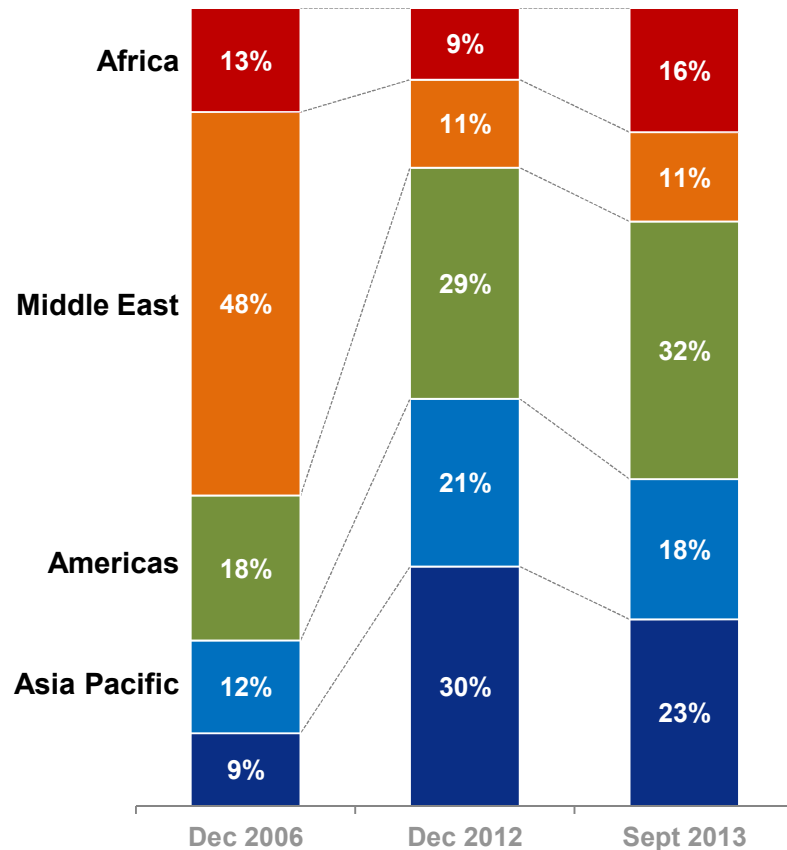
\*As of September 30, 2013



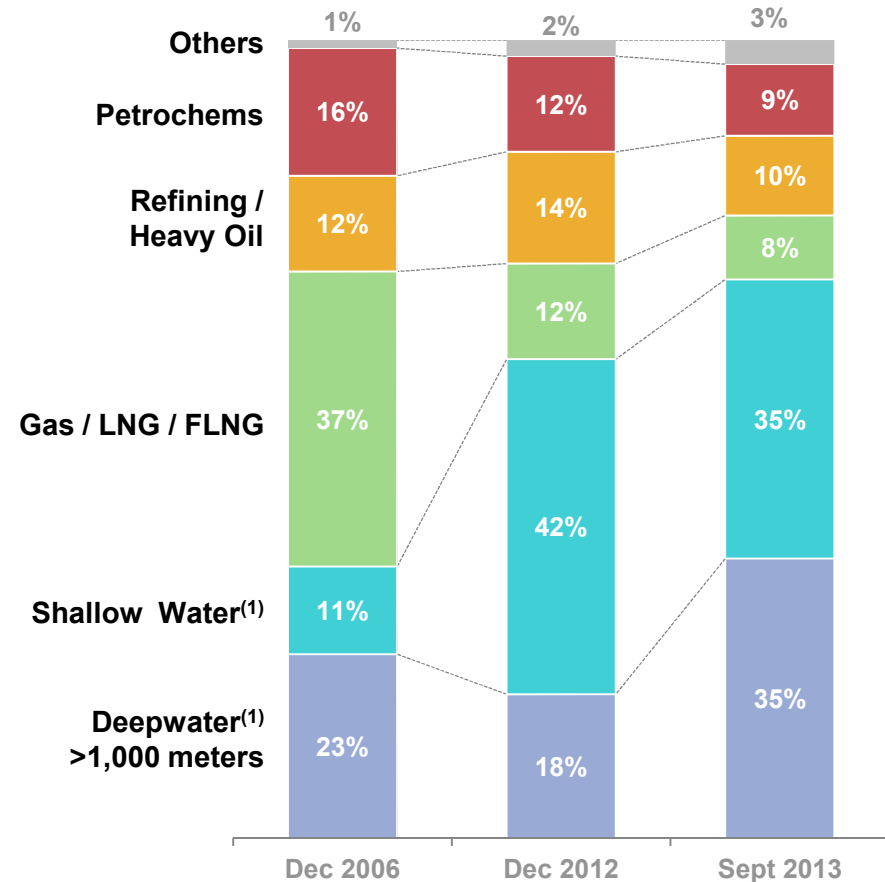


# Diversified Backlog

Backlog by Geography \*



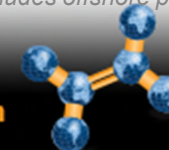
Backlog by Market Split \*



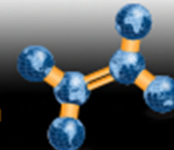
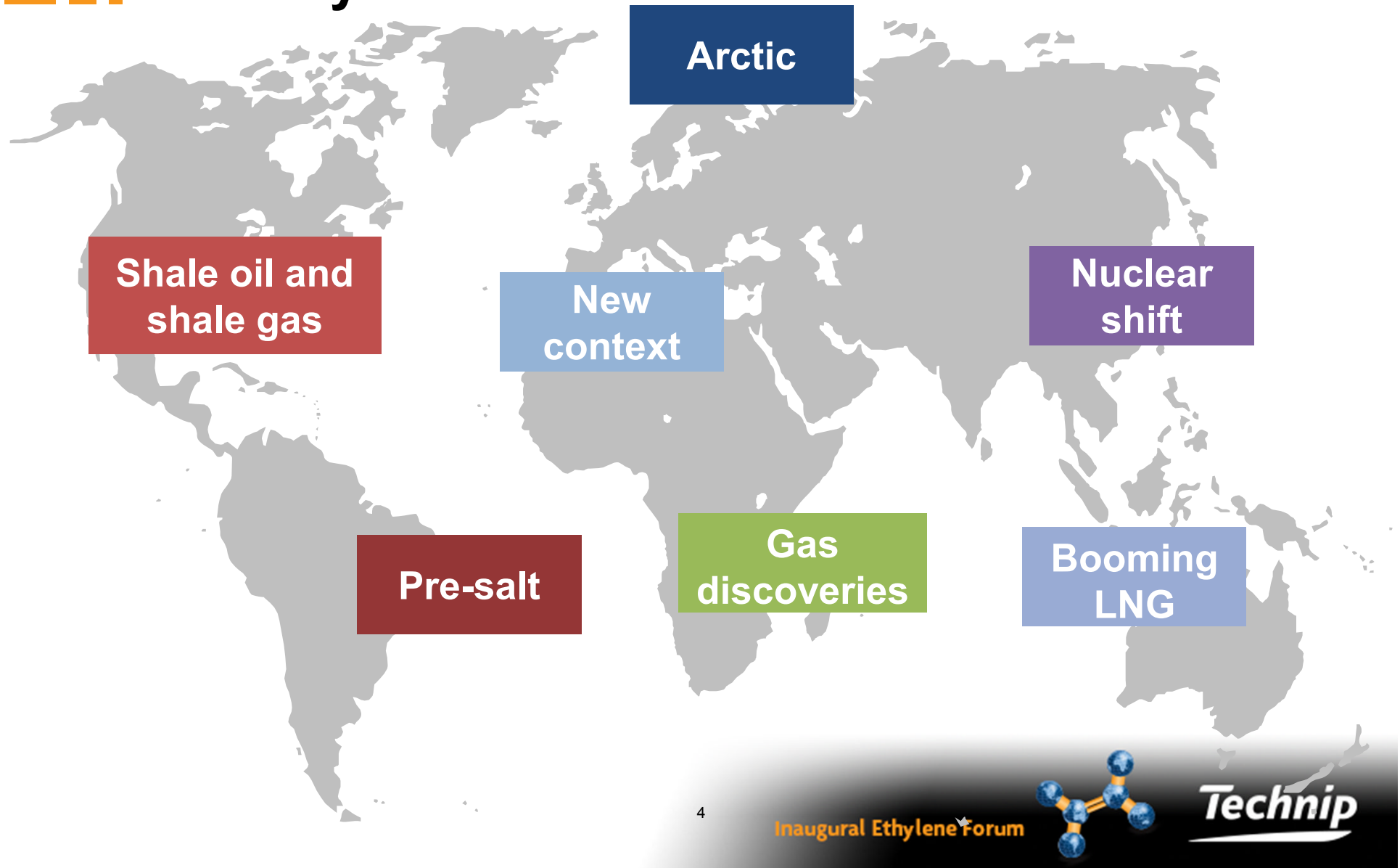
Backlog as of:  
 December 2006: €10.3 billion  
 December 2012: €14.3 billion  
 September 2013: €15.9 billion

\*As of September 30, 2013

<sup>(1)</sup> Includes offshore platforms and subsea projects



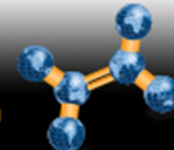
# A New Business Environment for Our Industry



## What Our Clients Are Saying (1/2)

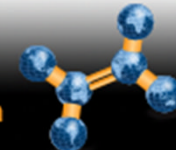
“Five major projects worth \$1 billion or more, is what we were proud of 10 years ago.

Today we are proud of the several that are worth more than \$10 billions, alongside our portfolio of projects worth one billion, which has been multiplied by ten!”



## What Our Clients Are Saying (2/2)

“Not only are today’s projects **much larger** in terms of capital investment, but they also are far **more demanding technically**, with many embodying significant amounts of new technology. They are also **more challenging** to execute, featuring complex contracting consortia, multiple execution centers and **frontier locations.**”

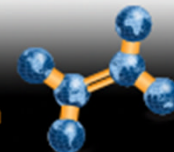




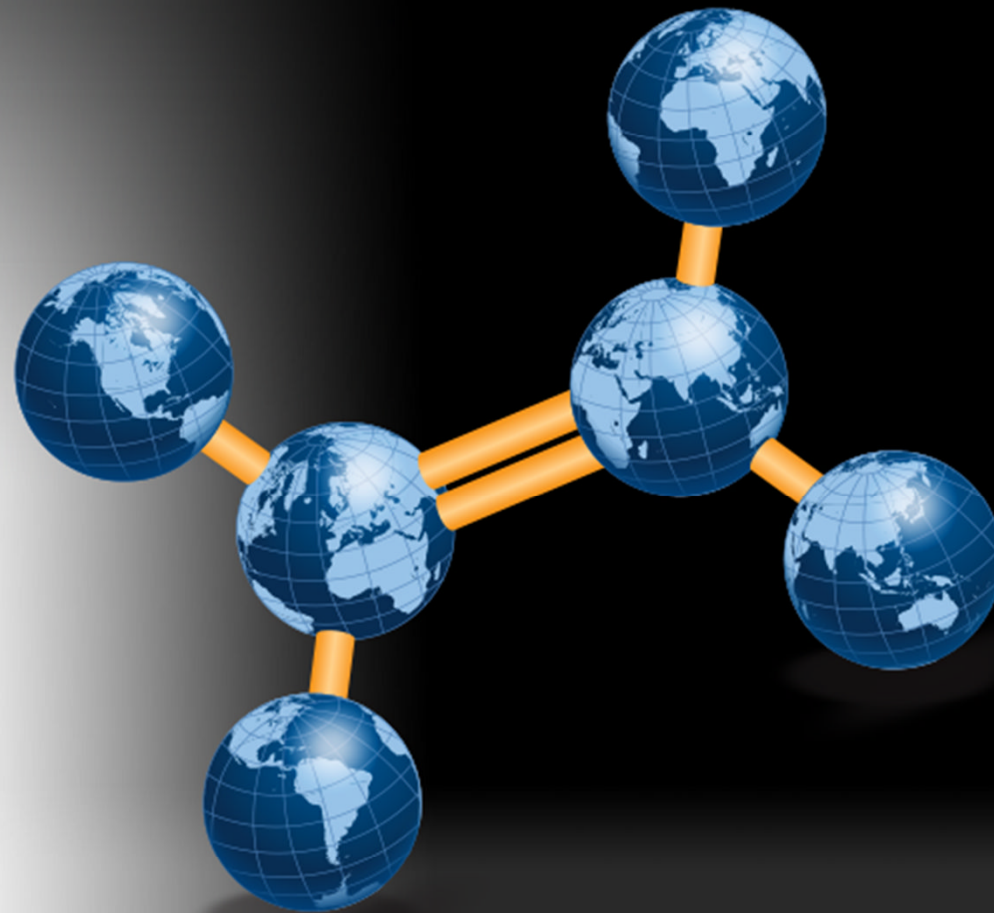
## The Key Challenges for Our Industry

- Focusing on Quality and HSE\*
- Managing increasing risks
- Working together
- Increasing the National Content
- Developing our People

\*Health, Safety, Environment



**Focusing on  
Quality and HSE**

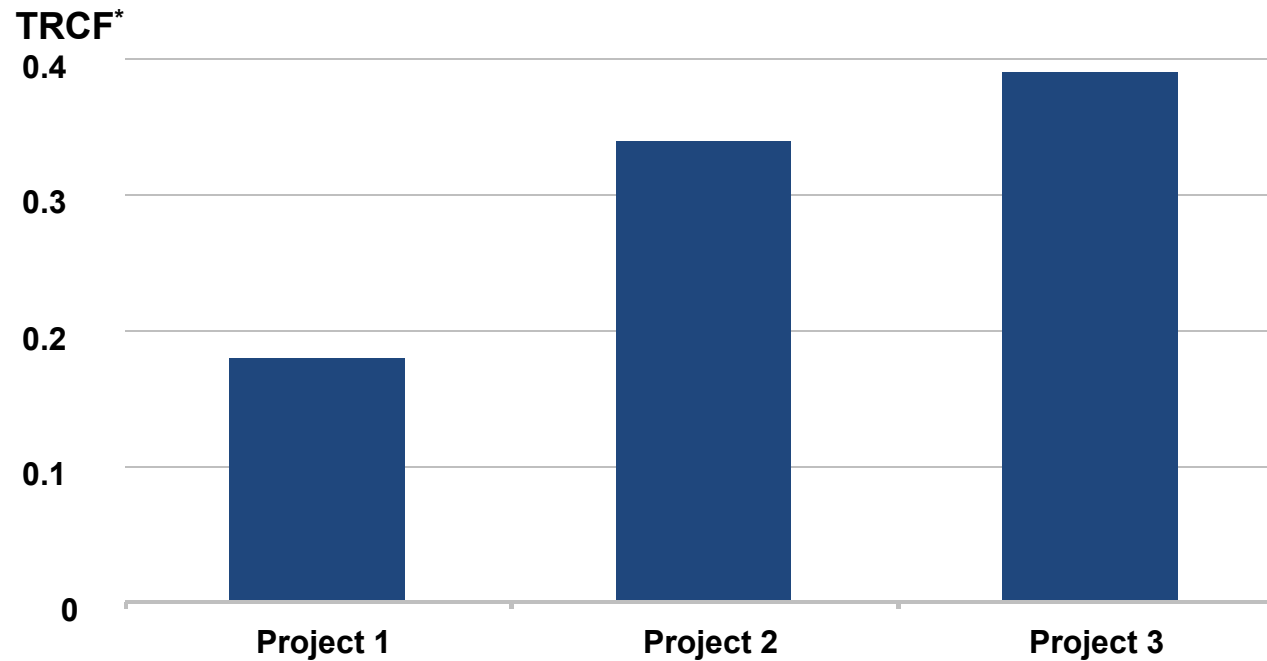


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# HSE: Makes the Difference

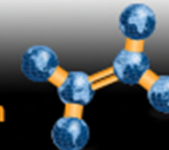


Leadership

Alignment

Trust in the system(s)

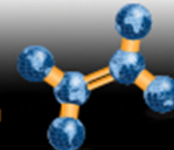
\*Total Recordable Case Frequency rate





## Together, Let's Keep Focusing on HSE...

- Industry-wide leading indicators and guidelines
- Consistency across the globe
- Client/contractor/subcontract or joint initiatives
- Lessons learnt continuously shared
- QHSE, a key element in leaders' careers

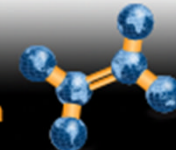


## ... as Well as on Quality

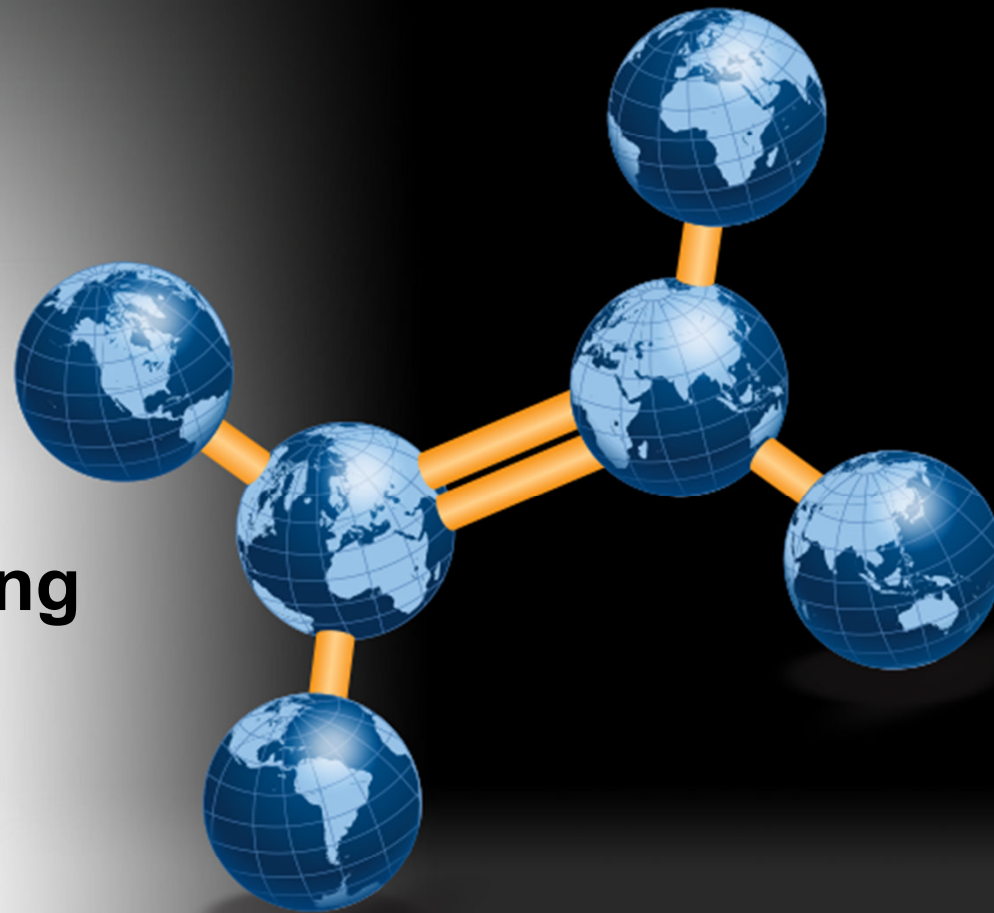


### Quality has moved up on the agenda of our Industry

- “Be proactive by identifying waste in the system”
- “Through simplicity & standardization, and leveraging proven techno, we minimize risk. Our focus is not to squeeze the margins of the supply chain, but to eliminate waste”
- “Many super majors are stepping back on a number of investments that do not represent the right risk/reward”

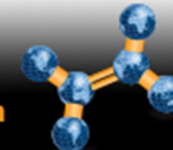
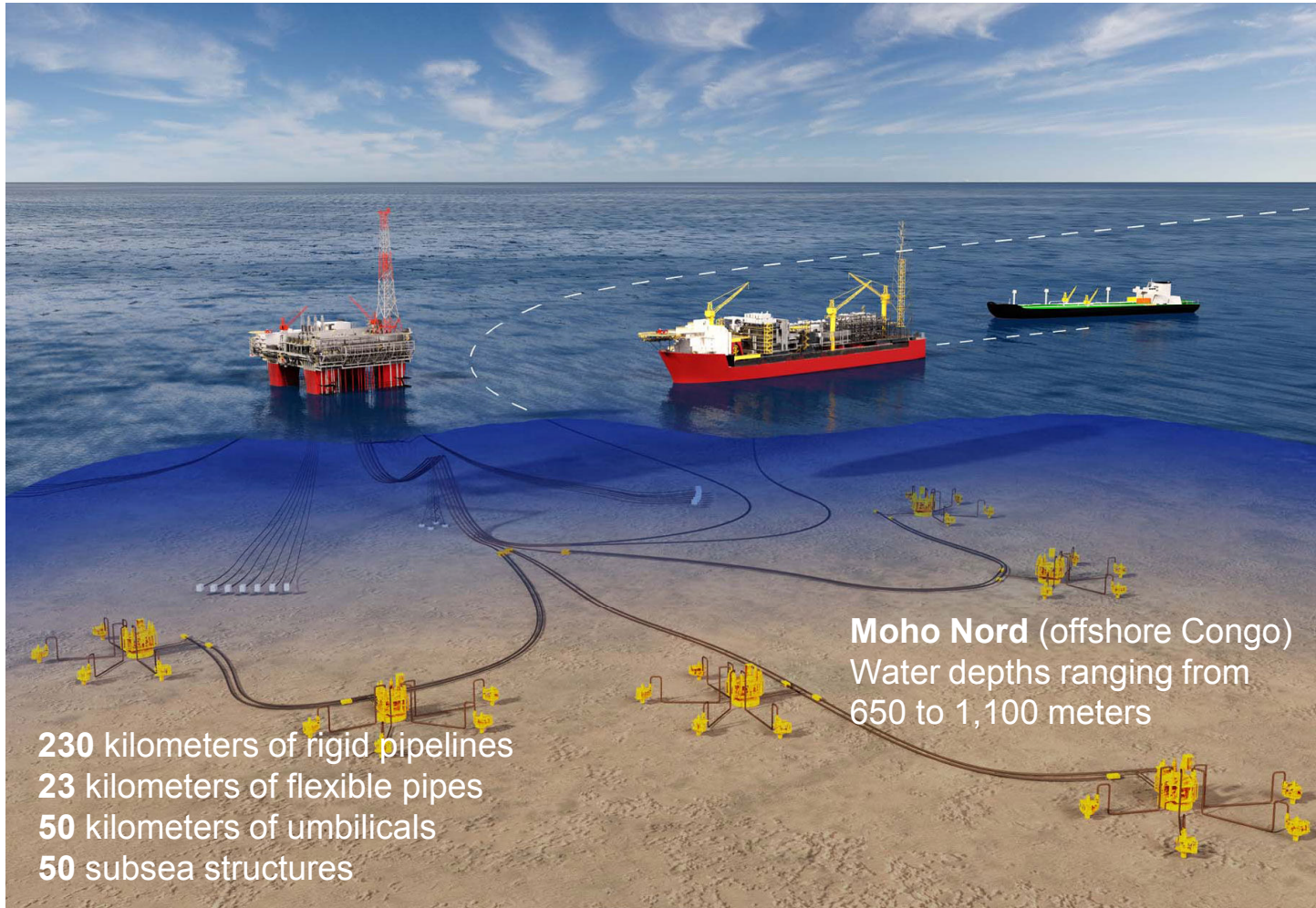


# Managing Increasing Risks



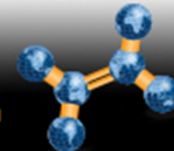
***Technip***

# Larger and Deeper Subsea Developments






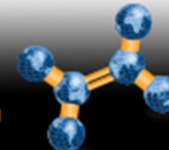
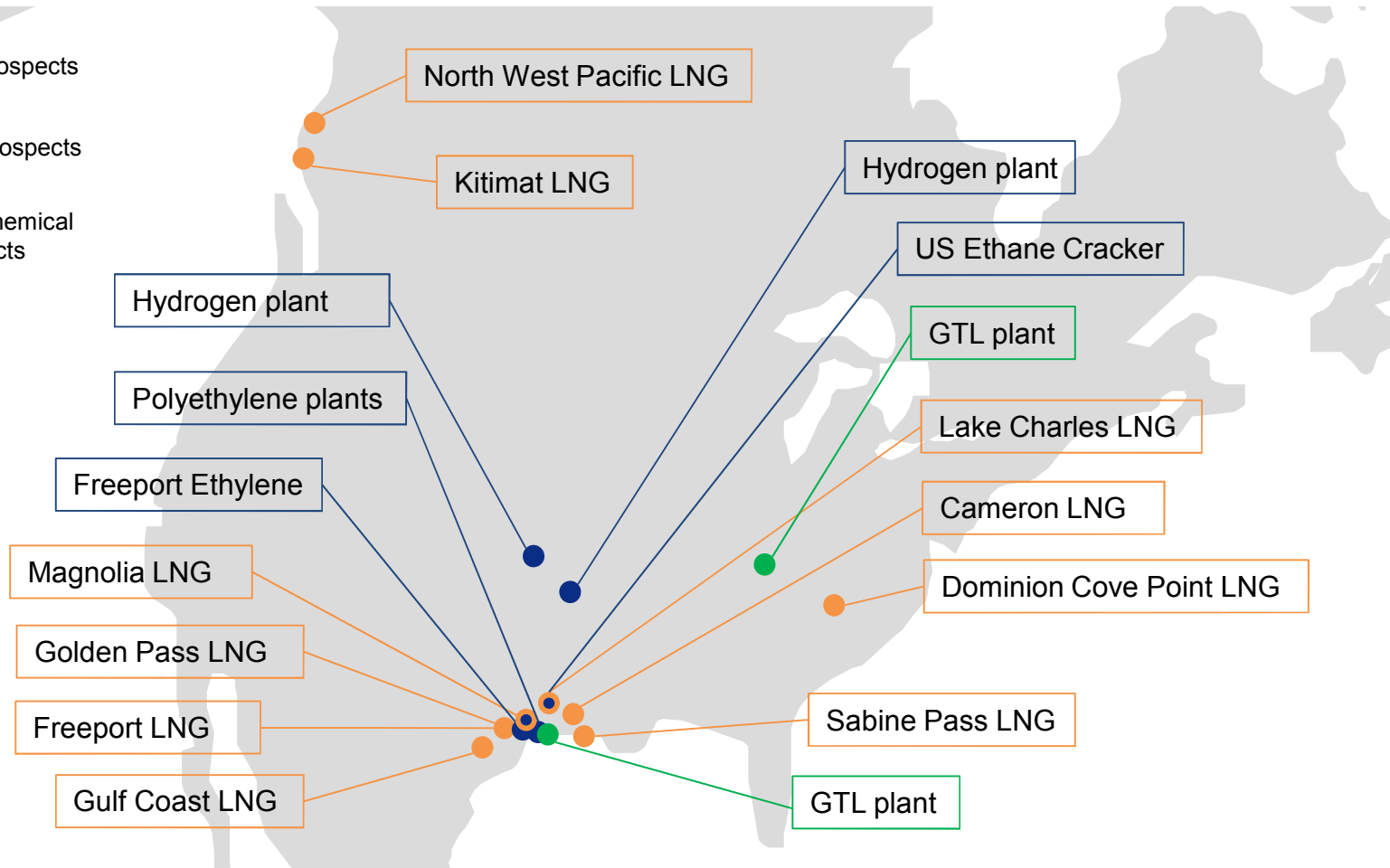


# Bigger, More Complex Onshore Projects



# Booming Market in North America

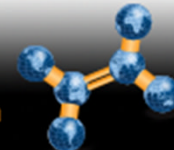
-  GTL prospects
-  LNG prospects
-  Petrochemical prospects





## Technip Growth in North America

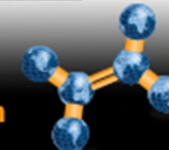
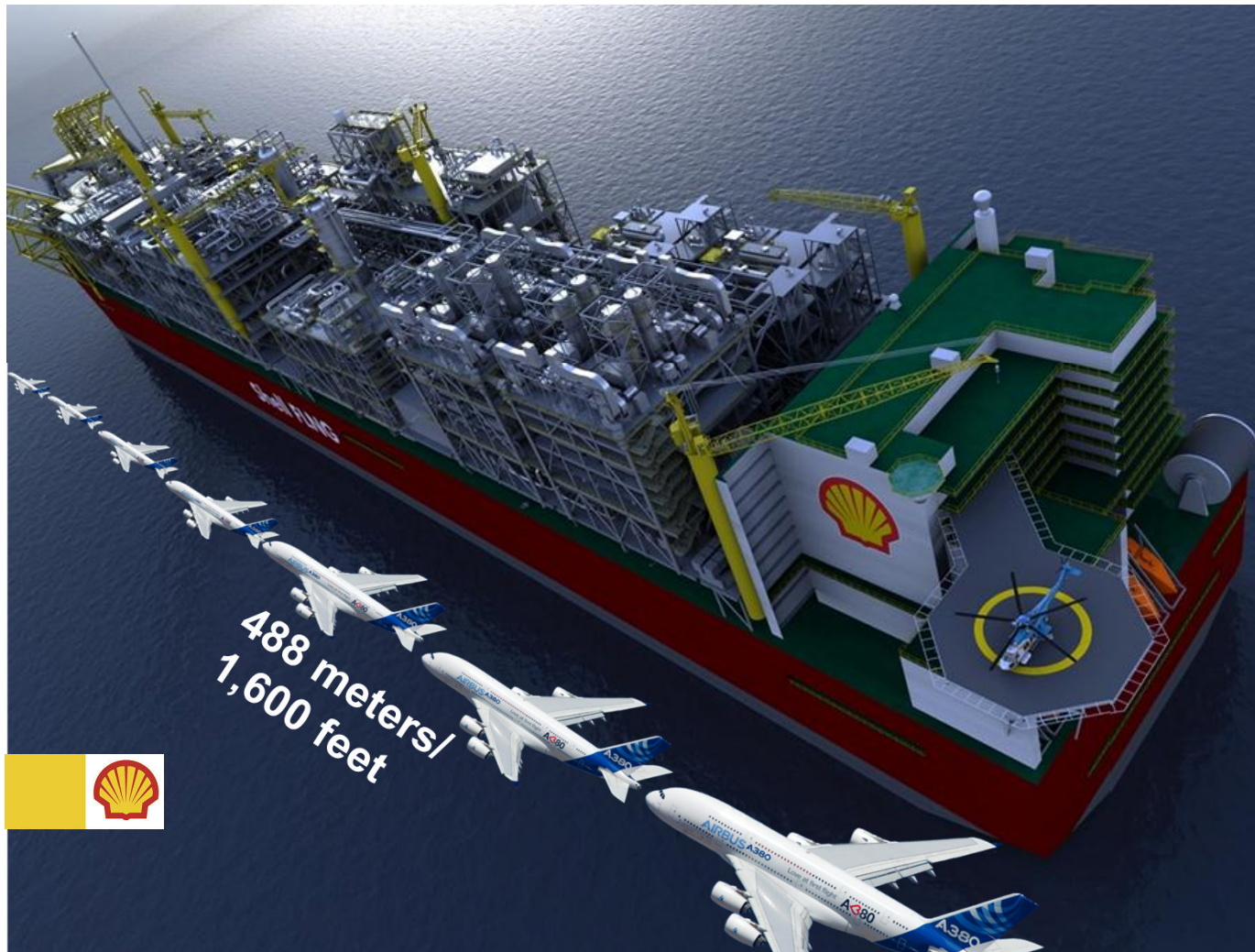
- Stone & Webster Process Technology Acquisition:
  - Nearly 50% of installed ethylene capacity
    - Offering 2 world-class ethylene technologies with portfolio of 150 grassroots plants
    - Clients benefit from optimized solutions and broader offer
- Technip is working with clients at both early and EPC stages



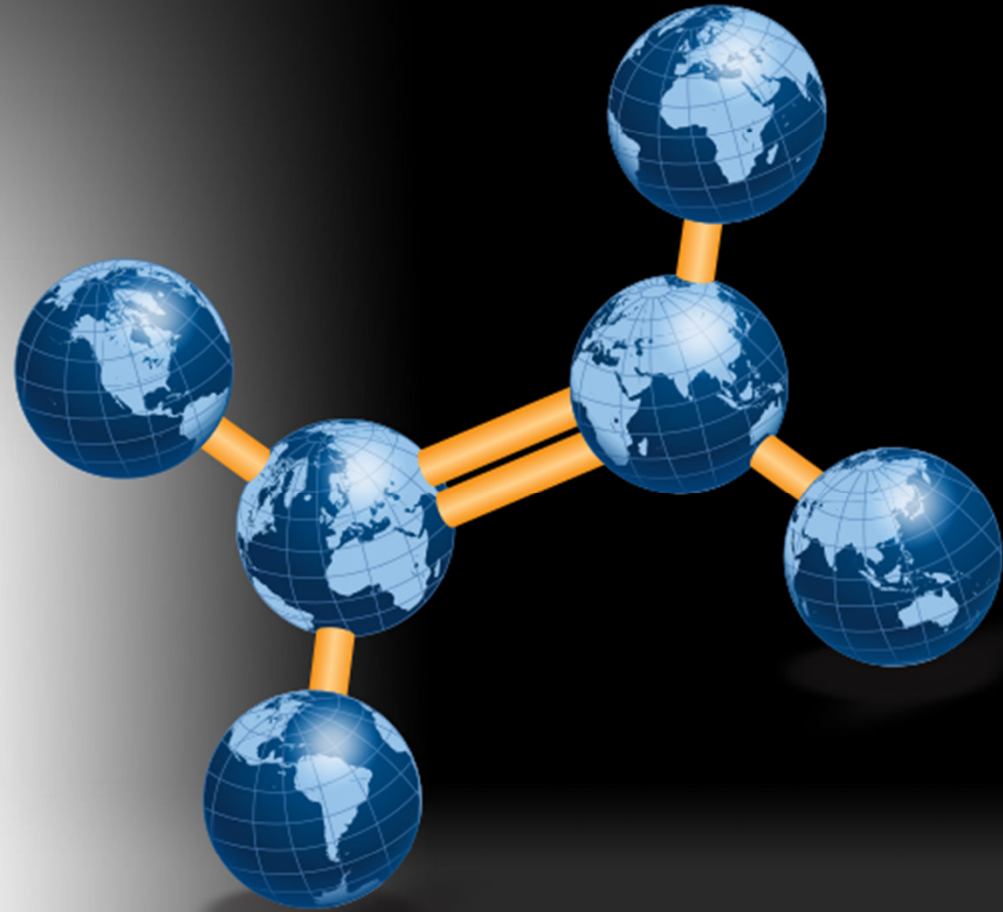




# FLNG, A Revolution for the Energy Industry

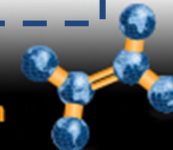
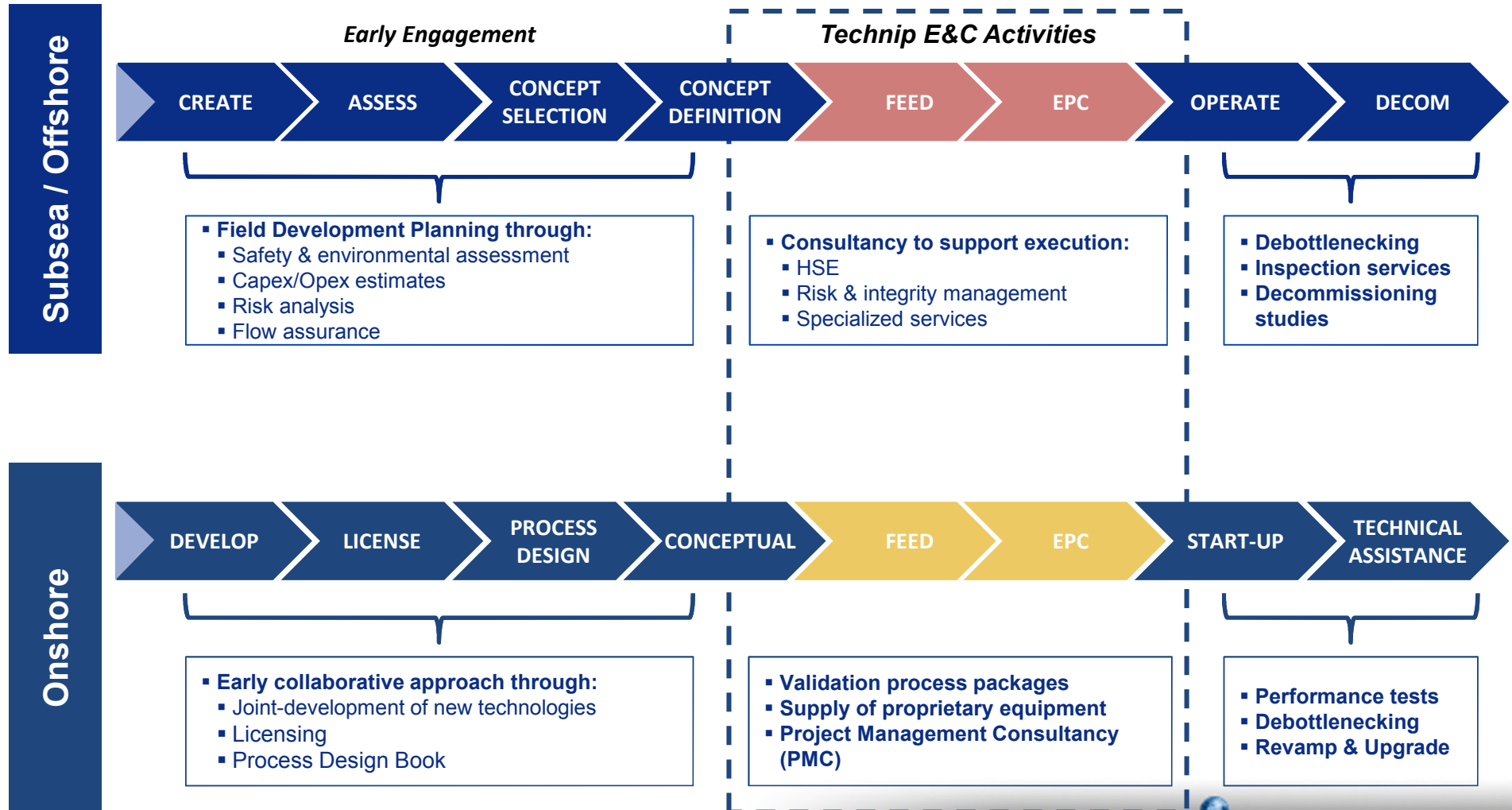


**Working Together**

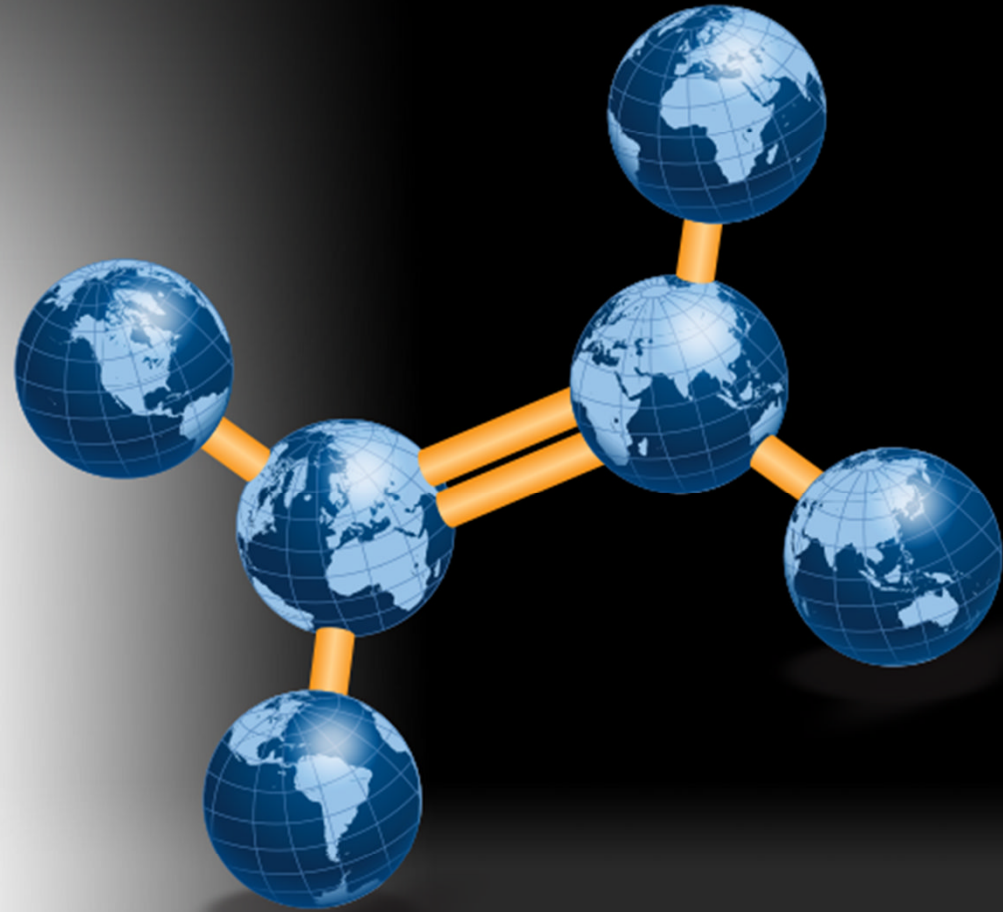


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# Early Involvement Improving Client Satisfaction



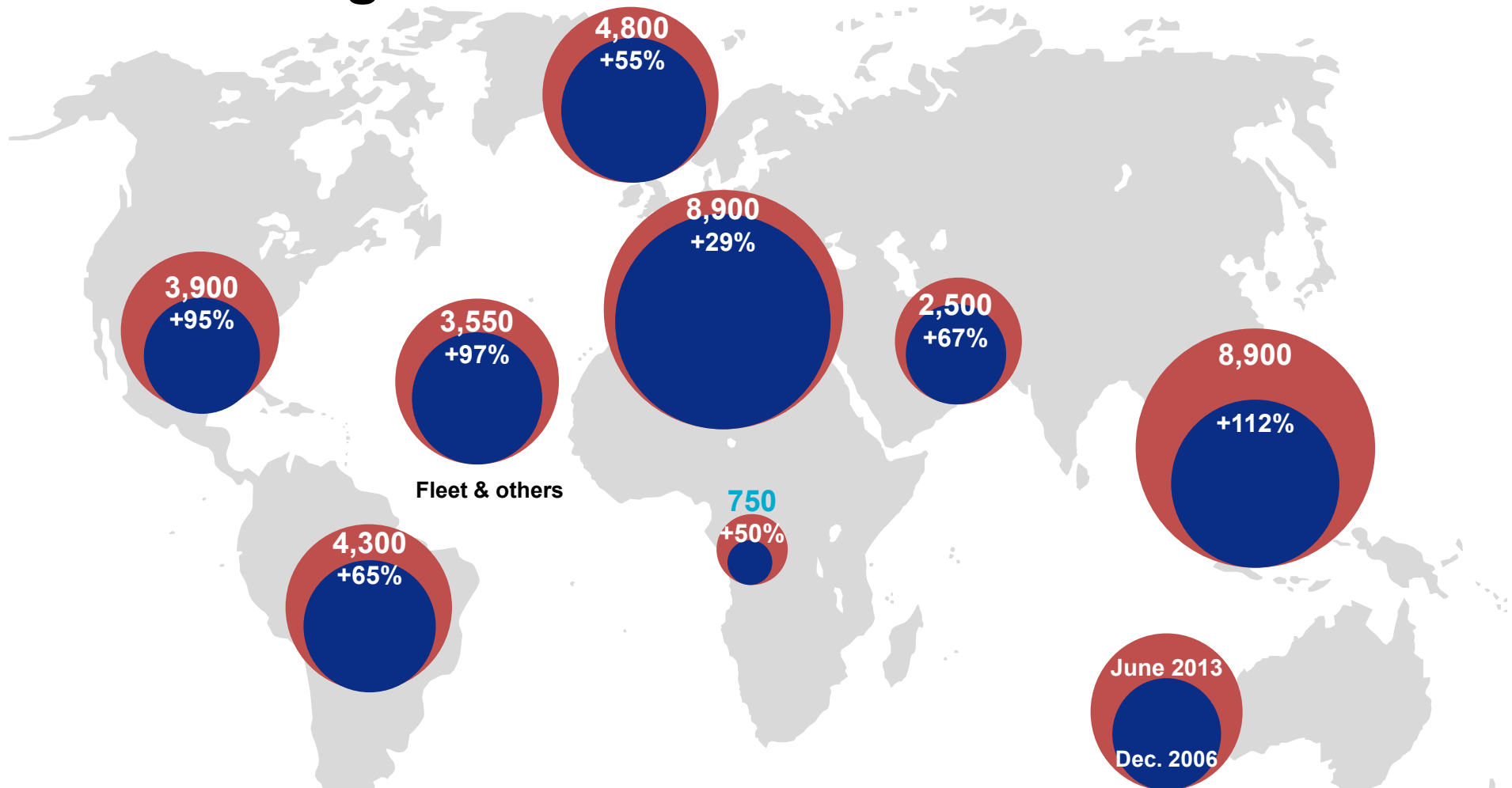
# Increasing National Content



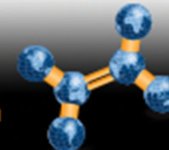
***Technip***



# 38,000 People Throughout the World, Growing Close to Clients

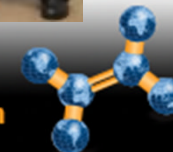


109 nationalities across 48 countries

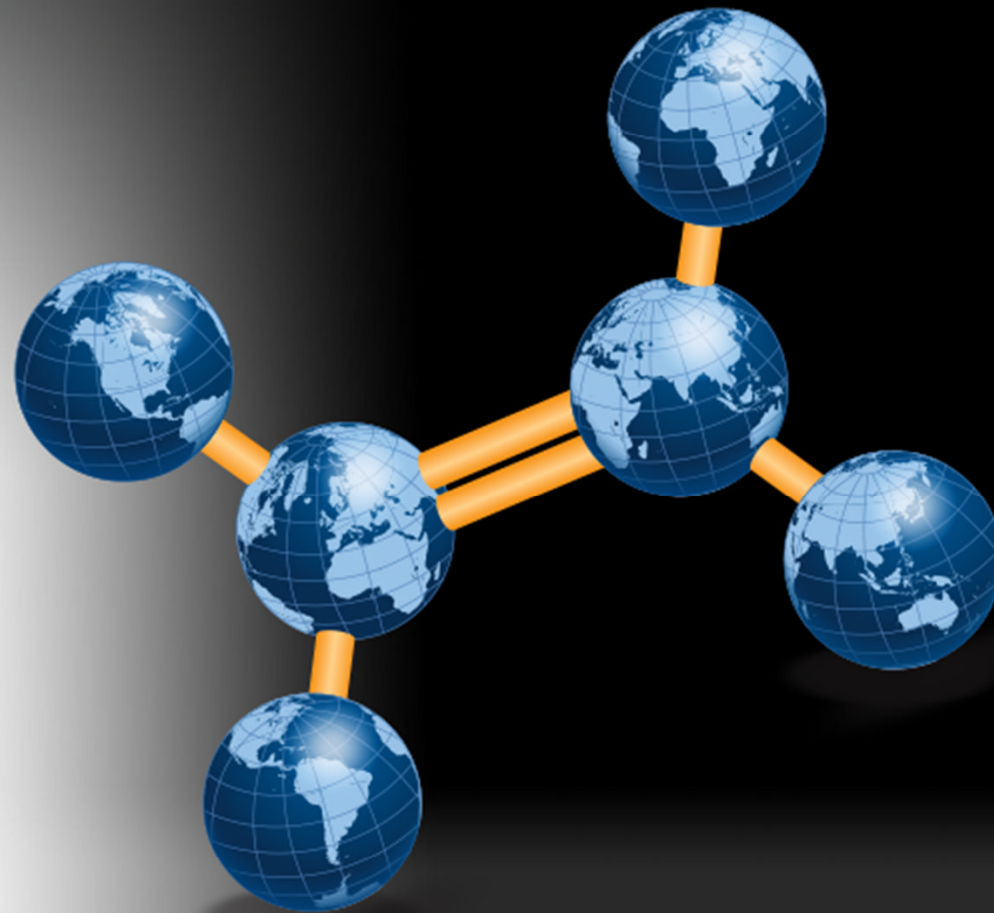


## Going Beyond the Project's Life

- Increasing the national content of our projects
- Building close relationships with local communities
- Establishing sustainable presence



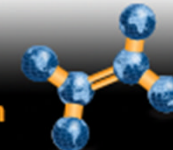
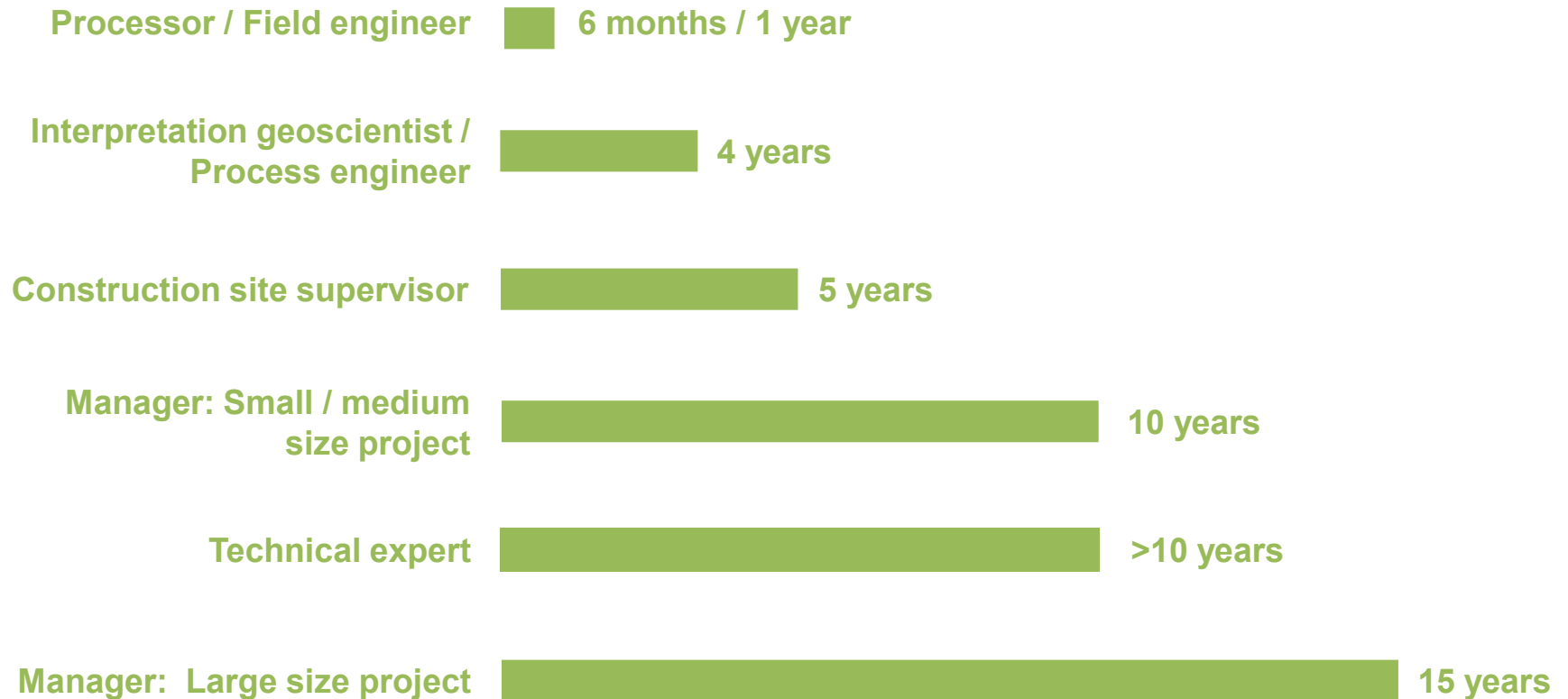
# Developing Our People



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# Managing Complex Projects Requires Experienced Teams

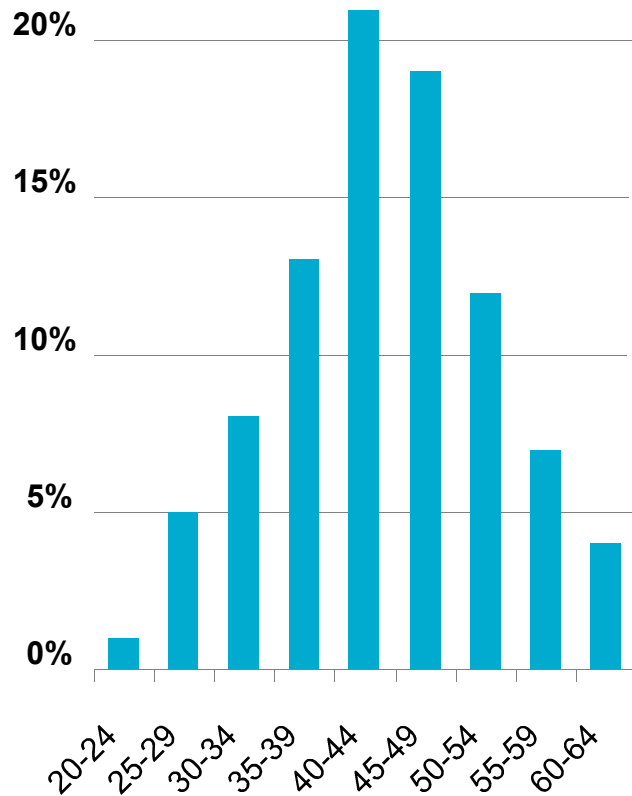
## Skills



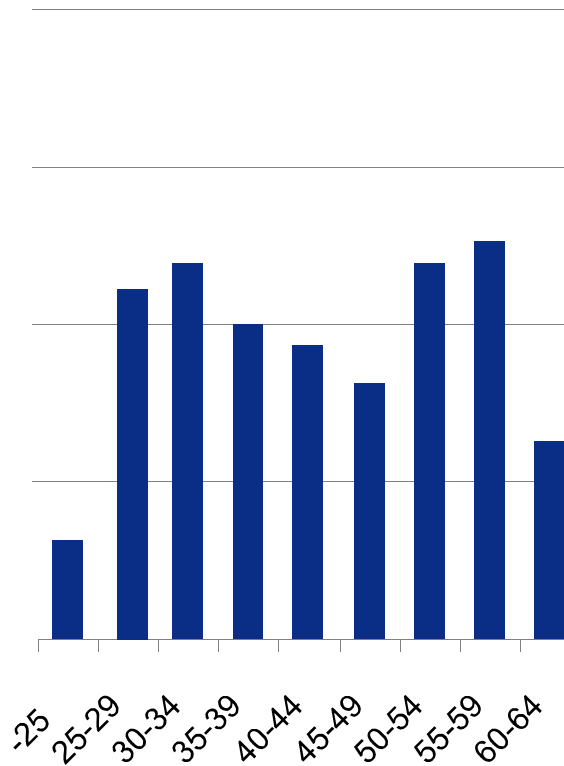




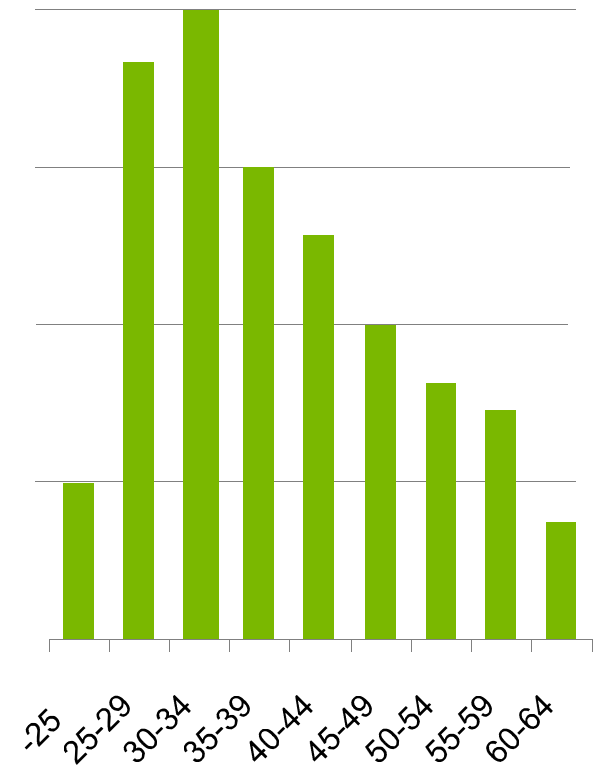
# Technip Age Pyramid



SPE\* members 2000

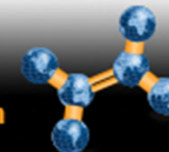


SPE\* members 2012



Technip 2012

SPE: TBC  
Sources: Technip





# Our Strategic Framework

Well diversified, profitable backlog

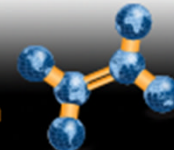
Key differentiating assets

Technology

Execution capability

Vertical integration

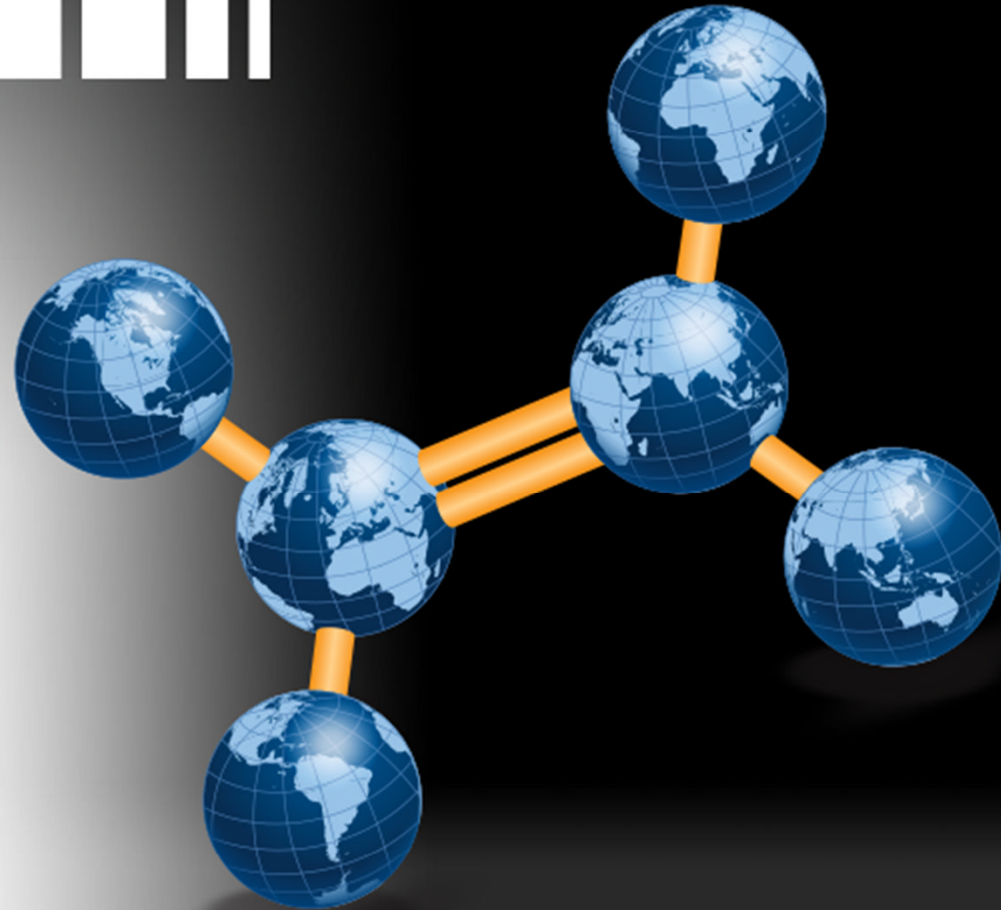
National content



# Inaugural Ethylene Forum

## Thank you!

**Thierry Pilenko**  
Chairman & CEO  
Technip



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