



Analyst Day 2017

Break-out presentations

Disclaimer

Forward-looking statements

We would like to caution you with respect to any “forward-looking statements” made in this commentary 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. The words such as “believe,” “expect,” “anticipate,” “plan,” “intend,” “foresee,” “should,” “would,” “could,” “may,” “estimate,” “outlook” and similar expressions are intended to identify forward-looking statements, which are generally not historical in nature.

Such forward-looking statements involve significant risks, uncertainties and assumptions that could cause actual results to differ materially from our historical experience and our present expectations or projections, including the following known material factors: demand for our products and services, which is affected by changes in the price of and demand for crude oil and gas; our ability to develop and implement new technologies and services and protect and maintain critical intellectual property assets; potential liabilities arising out of the installation or use of our products; cost overruns related to our fixed price contracts or asset construction projects that may affect revenue; disruptions in the timely delivery of our backlog; risks related to our reliance on subcontractors, suppliers and joint venture partners; piracy risks; the cumulative loss of major contracts or alliances; failure of our information technology infrastructure or any significant breach of security; ability to pay dividends or repurchase shares in accordance with our announced capital allocation plan; tax-related risks; risks related to integration; risks related to our clientele; unanticipated changes relating to competitive factors in our industry; ability to hire and retain key personnel; changes in legislation or governmental regulations affecting us; international, national or local economic, social or political conditions; conditions in the credit markets; risks associated with accounting estimates, currency fluctuations and foreign exchange controls; and such other risk factors as set forth in our filings with the United States Securities and Exchange Commission, which include our Registration Statement on Form S-4, Annual Reports on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K.

We caution you not to place undue reliance on any forward-looking statements, which speak only as of the date hereof. We undertake no obligation to publicly update or revise any of our forward-looking statements after the date they are made, whether as a result of new information, future events or otherwise, except to the extent required by law.



Analyst Day 2017

Subsea Services - iLoF™

Subsea services



Wellheads



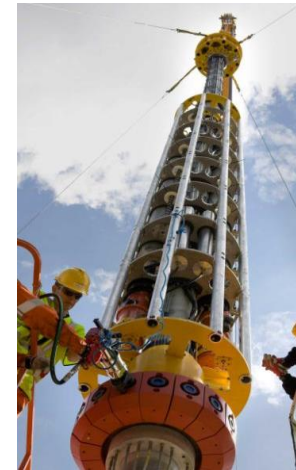
Installation & Completion



Asset Refurb & Upgrade



IMR



Well Intervention



Plug & Abandonment

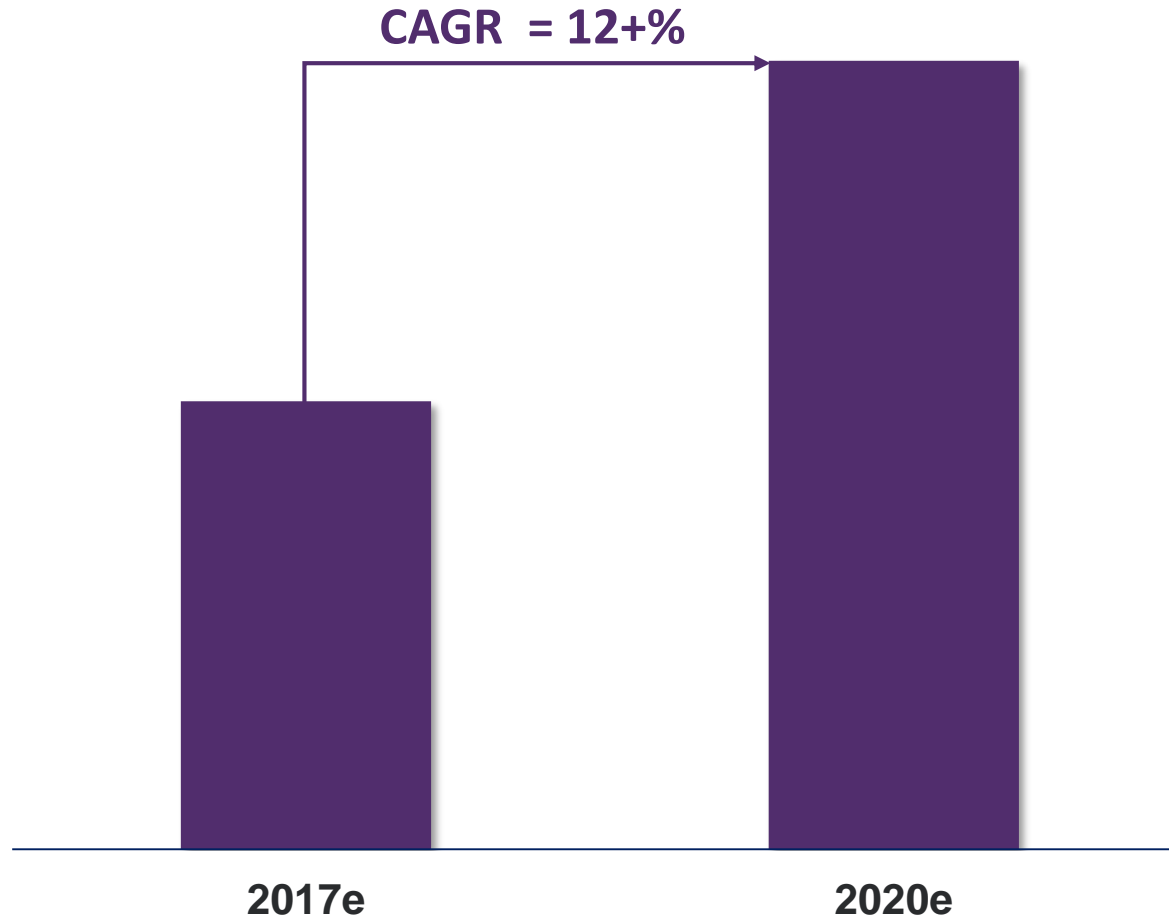
Monitoring & Data Analytics



ROVs



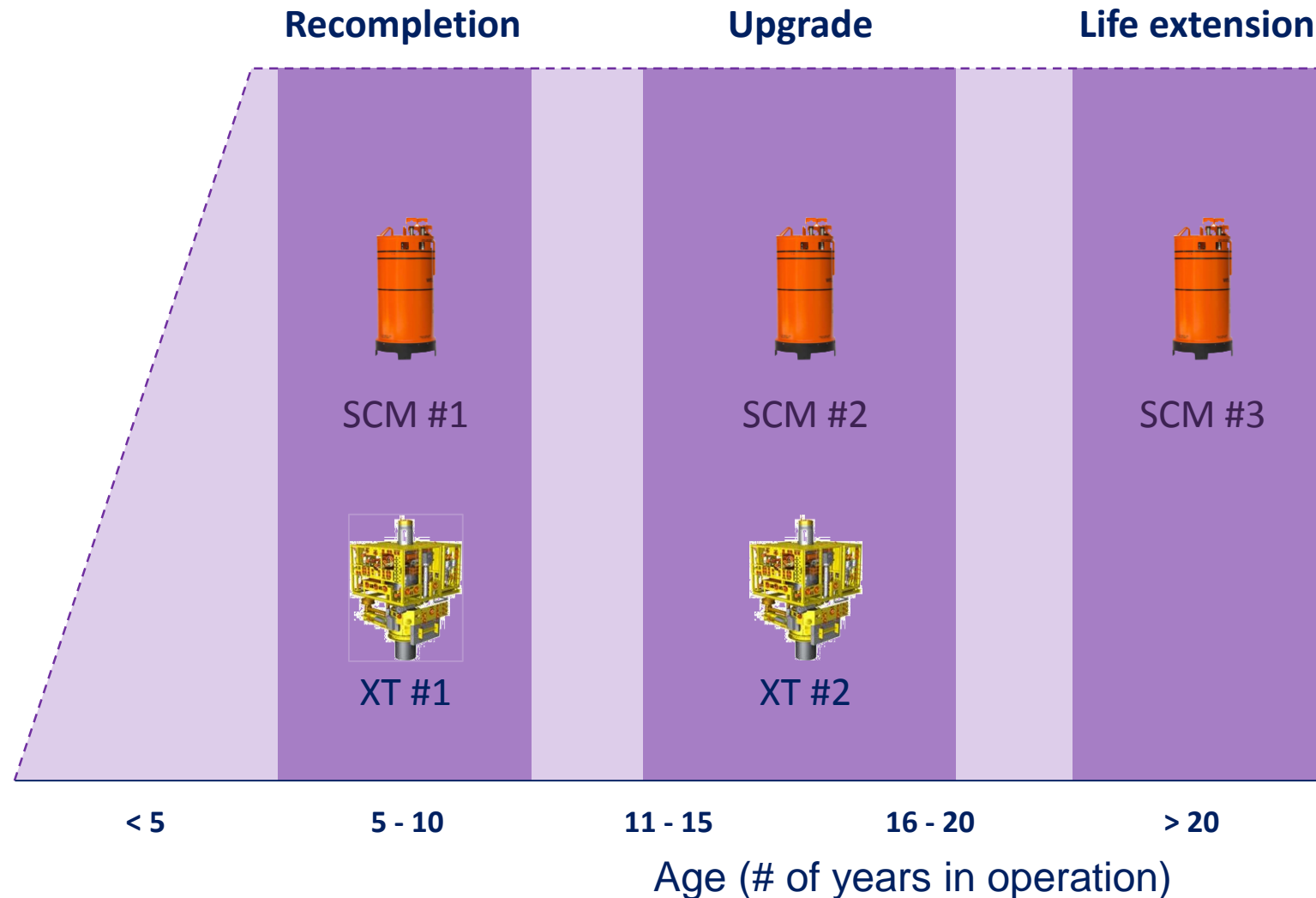
Subsea services sales



Growth drivers

- ▶ Installed base size & aging
- ▶ Inspection, maintenance & repair
- ▶ Vessel-based well intervention
- ▶ iLoF™ SPS + SURF integrated services
- ▶ Digital services

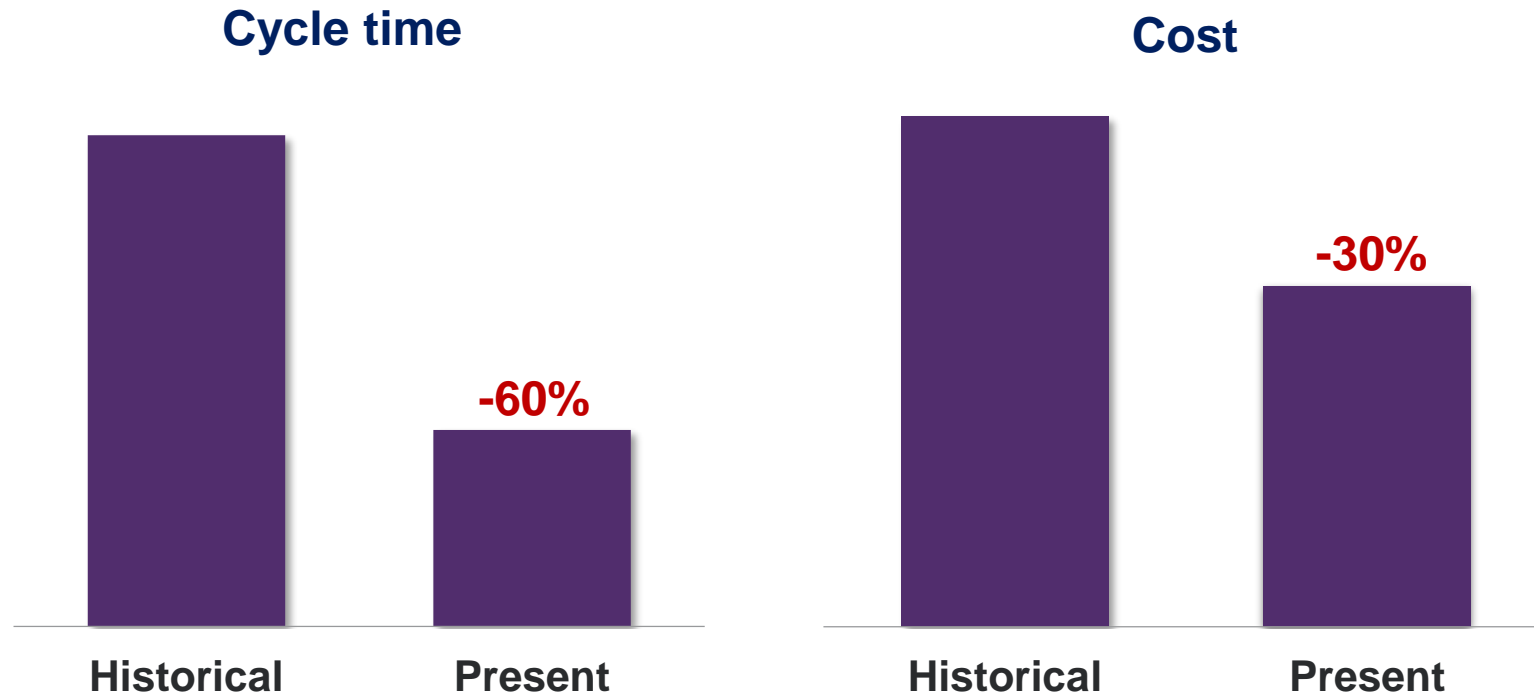
Subsea tree and control module lifecycle



Refurbishment & upgrade drivers

- ▶ Completion rework (after ~ 7 years)
- ▶ Upgrade equipment performance
- ▶ Field life extensions

Driving execution



**Actions
taken**



- ▶ Facility investments
- ▶ Condition based monitoring
- ▶ Customer collaboration

Subsea tree refurbishment – before and after



Subsea robotics

Three decades of leadership

Consistent focus



Productivity



Ease of use

Evidenced by:

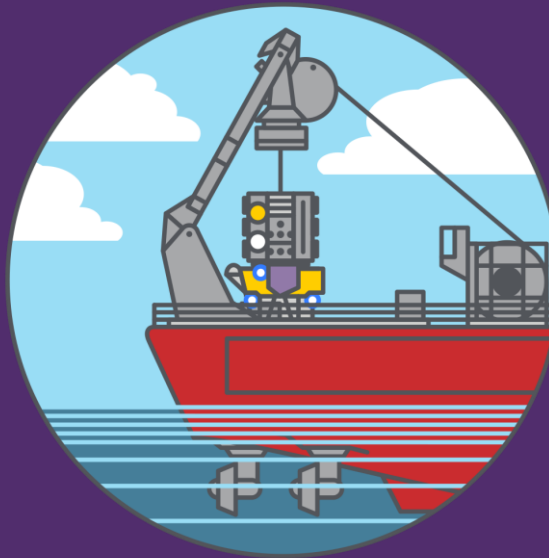
Subsea manipulators



#1

Evidenced by:

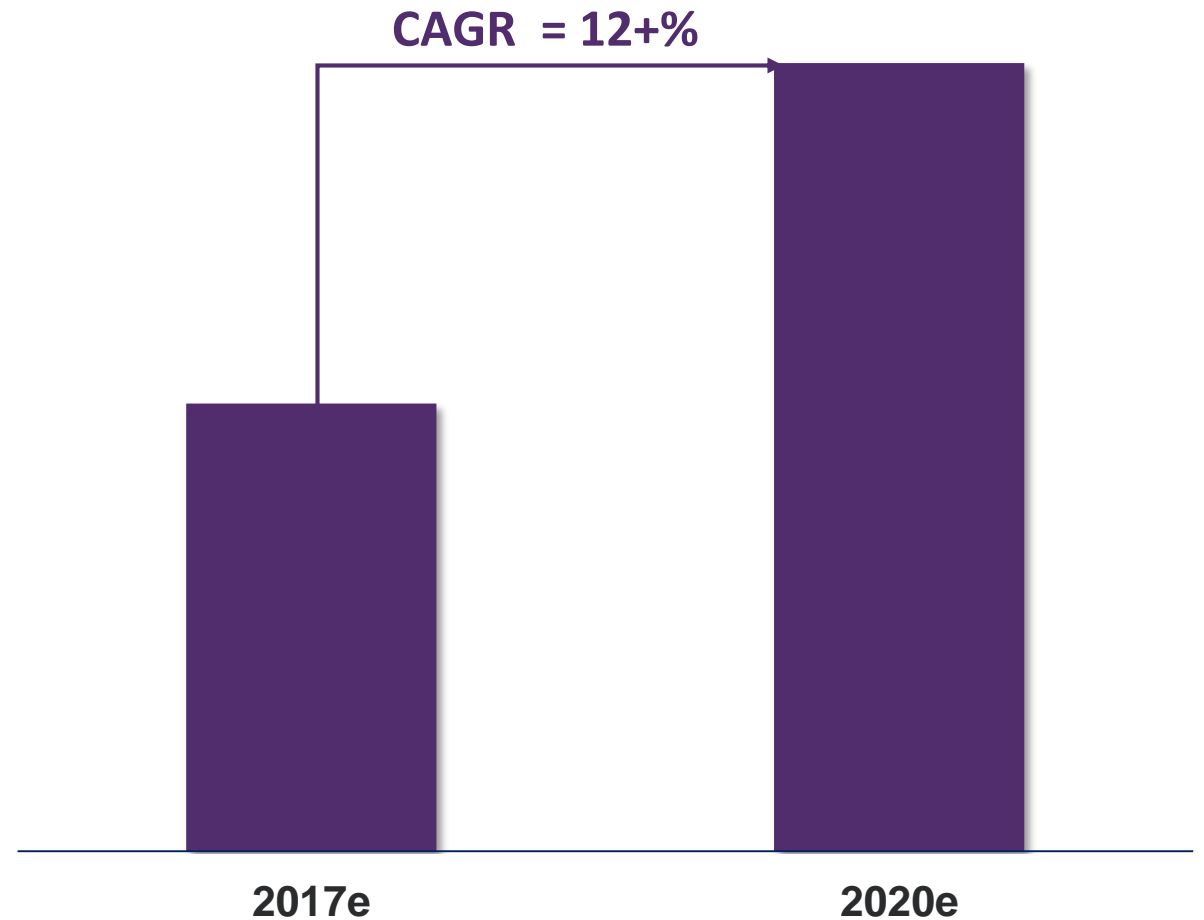
ROV systems



More users
than all providers combined

Subsea services – summary

- \$3.5b current market...wellheads + installation + refurb + intervention tools
- \$6.5b additional market...integrated vessel-based IMR + intervention + P&A + SPS/SURF
- Total market = 9% CAGR...new wells account for < 15% of growth
- TechnipFMC sales > 9% CAGR, due to combined strengths:
 - ▶ Marine operations + ROV fleet + intervention
 - ▶ iLoF™ SPS + SURF installed base
 - ▶ Digital services





Analyst Day 2017

Onshore/Offshore – World Class Execution

Our focus areas in Onshore/Offshore

ONSHORE



Gas processing

- Gas treatment
- GTL
- LNG



Petrochemicals

- Ethylene
- Polyolefins
- Aromatics
- Fertilizers



Refining

- Clean fuels
- Grassroots
- Heavy oil upgraders
- Hydrogen

Historic lows for onshore market during 2016-2018, with still many projects being sanctioned

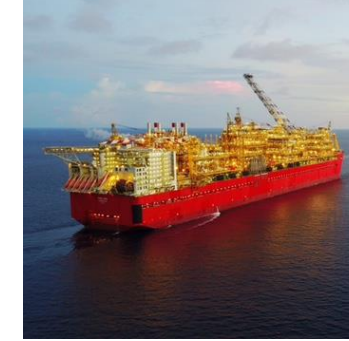
TechnipFMC foresees an upward trend from 2019, linked to gas recovery which is in addition to the current projects stream in refining & petrochemical

OFFSHORE



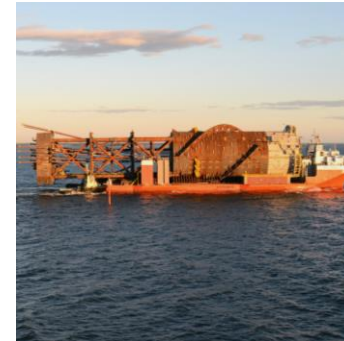
Fixed platforms

- Conventional jackets
- TPG 500
- GBS
- Artificial Islands



FLNG

- FPSO



Floating platforms

- Spar
- TLP
- Semi-submersible

Market is dominated by conventional fixed platforms

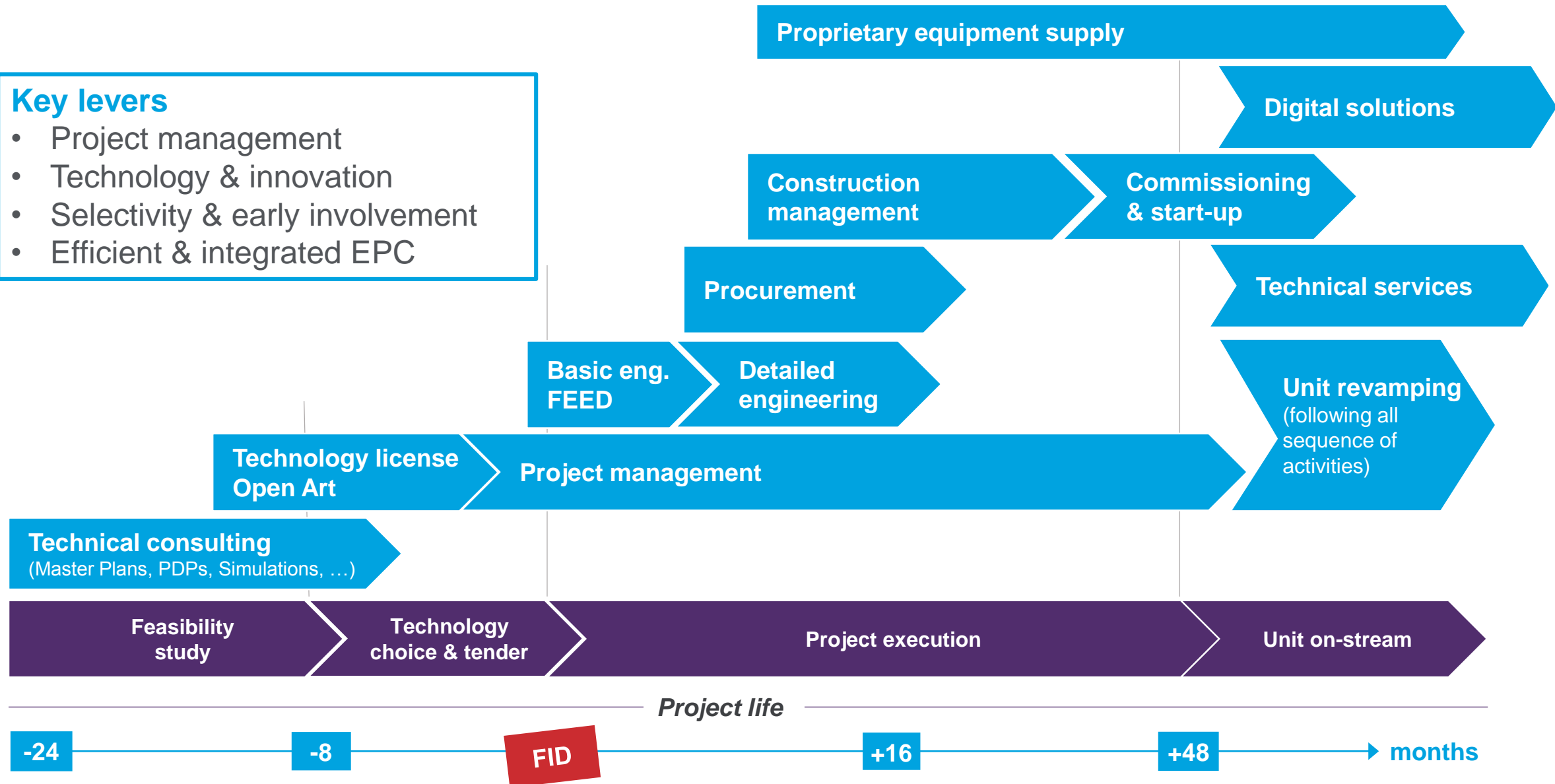
Floating market still expected to see delays across many projects

On-going development for unmanned wellhead fixed platforms

Our competencies support our unique business model

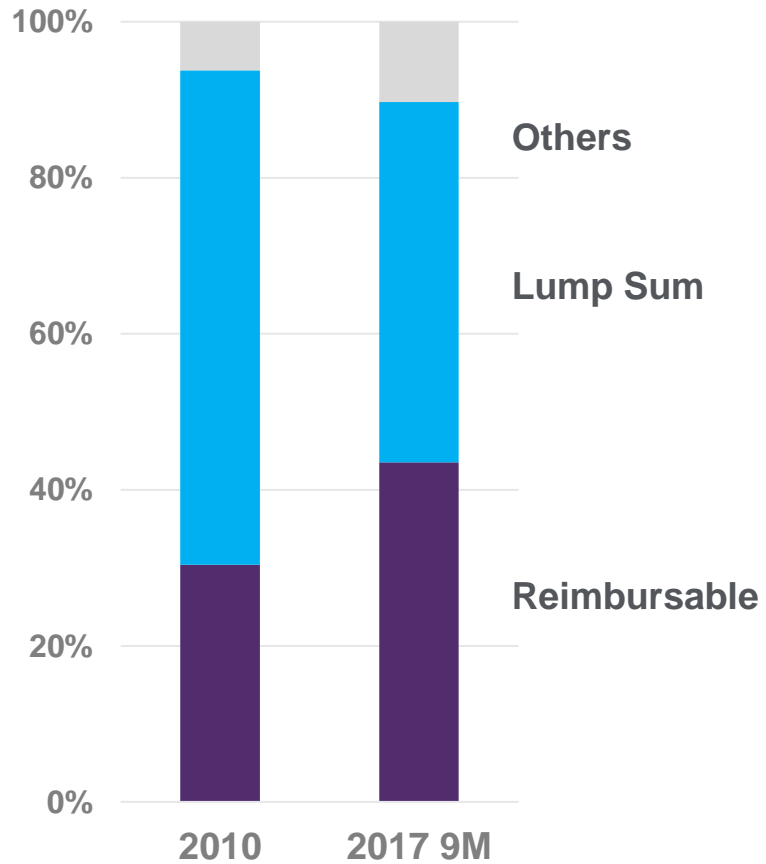
Key levers

- Project management
- Technology & innovation
- Selectivity & early involvement
- Efficient & integrated EPC



We have a balanced portfolio and a global geographical footprint

Revenue breakdown

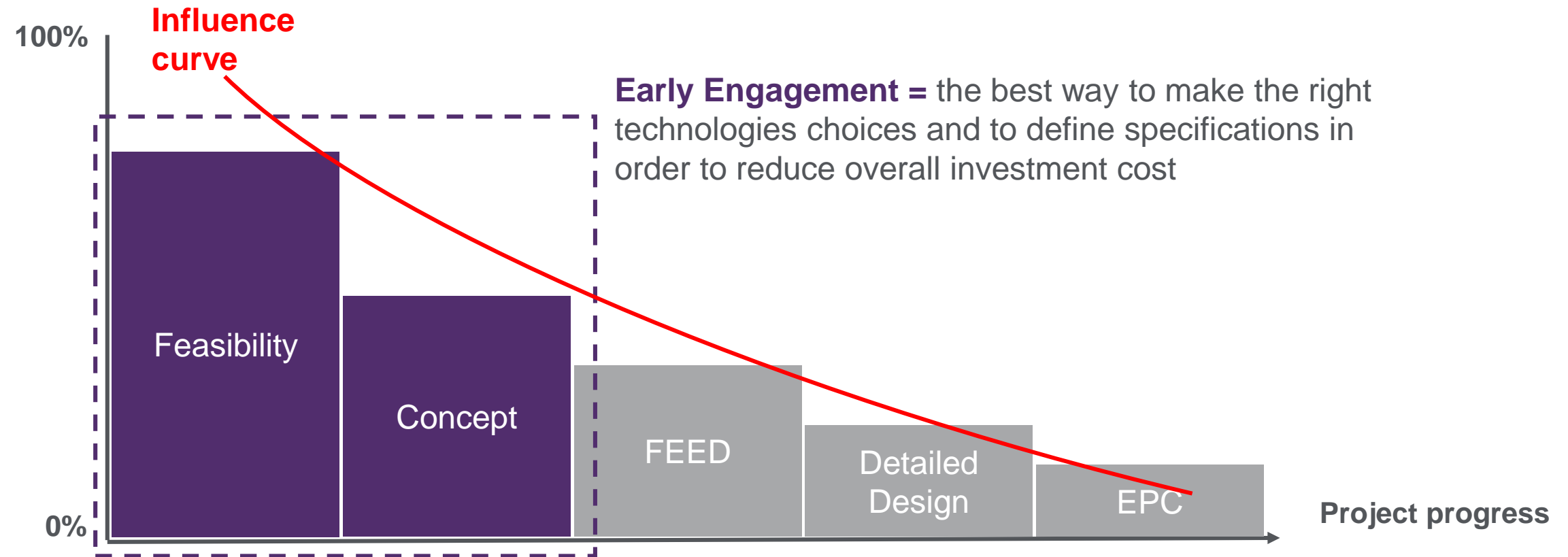


Source: Company data



Early engagement is making projects economically viable

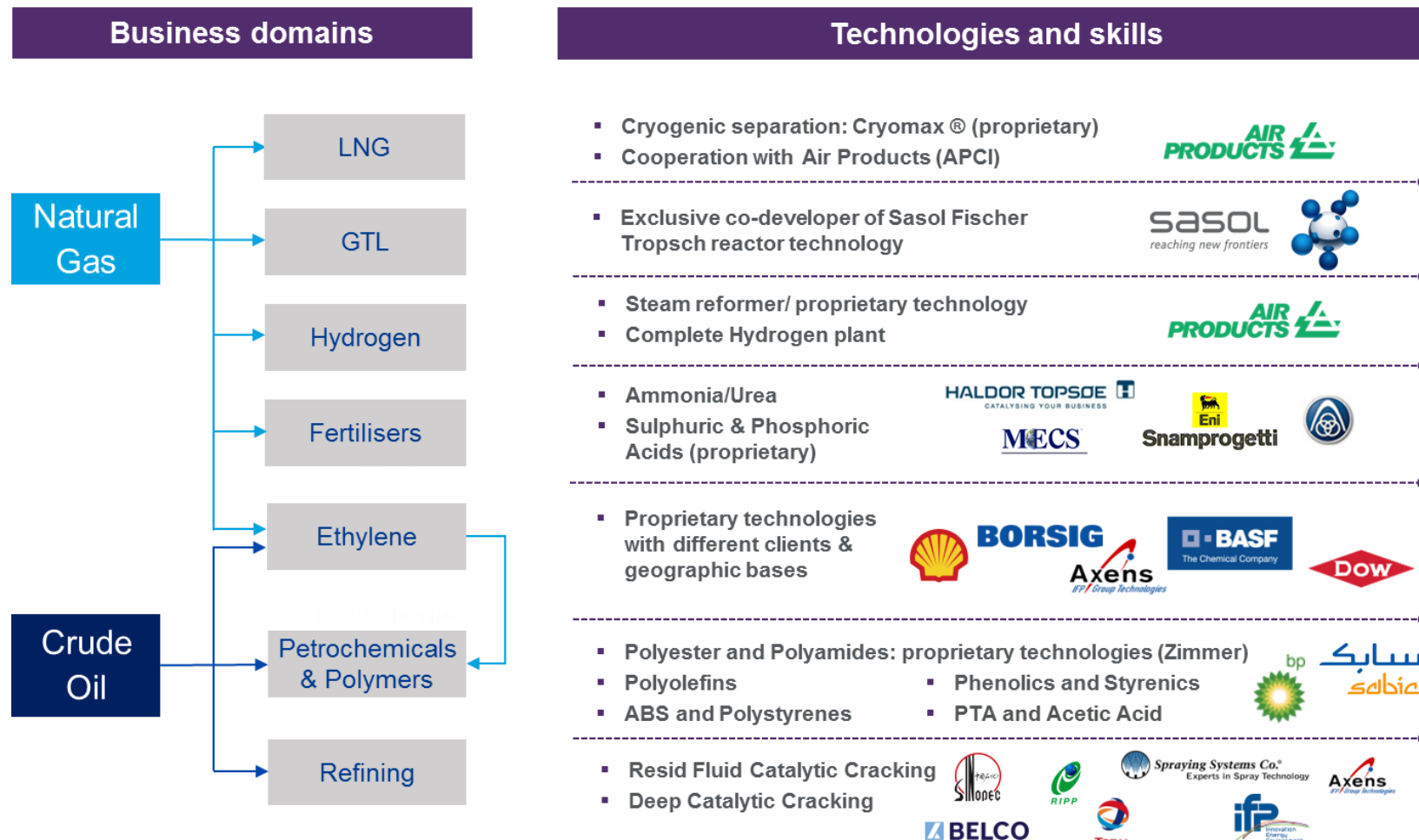
Opportunity to influence value



➤ **Most of our major projects started with early engagement**

(Technology, Basic design, Front-end design or Validation, Open book estimate)

Innovation and technology drive our differentiation



- Every project starts with the choice of a technology
- We continuously invest in technology & proprietary equipment
- Digital solutions and data analytics are making plants and equipment smarter and more respectful of environment
- Selective positioning in renewables: e.g., biofuels, green chemistry, carbon capture sequestration

Managing risks and partners for efficient and integrated EPC



Risk management process

Pre-bidding

Proposal phase

Execution phase

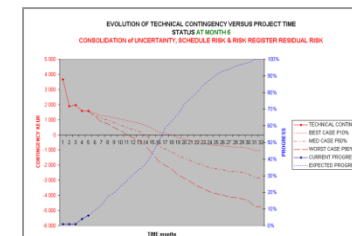
Pre-qualification
Early tendering

Risk evaluation
Authorization to tender
Authorization to commit

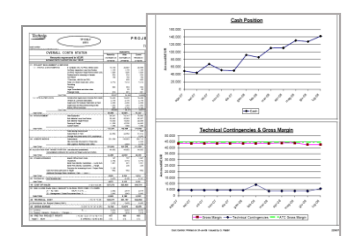
Continuous risk assessment
Project management report
+ cost sensitivity analysis

Risk potential
evaluation table

Risk register



Probabilistic risk
quantification analysis



Project management
report + cost sensitivity
analysis

Right execution partner selection and management

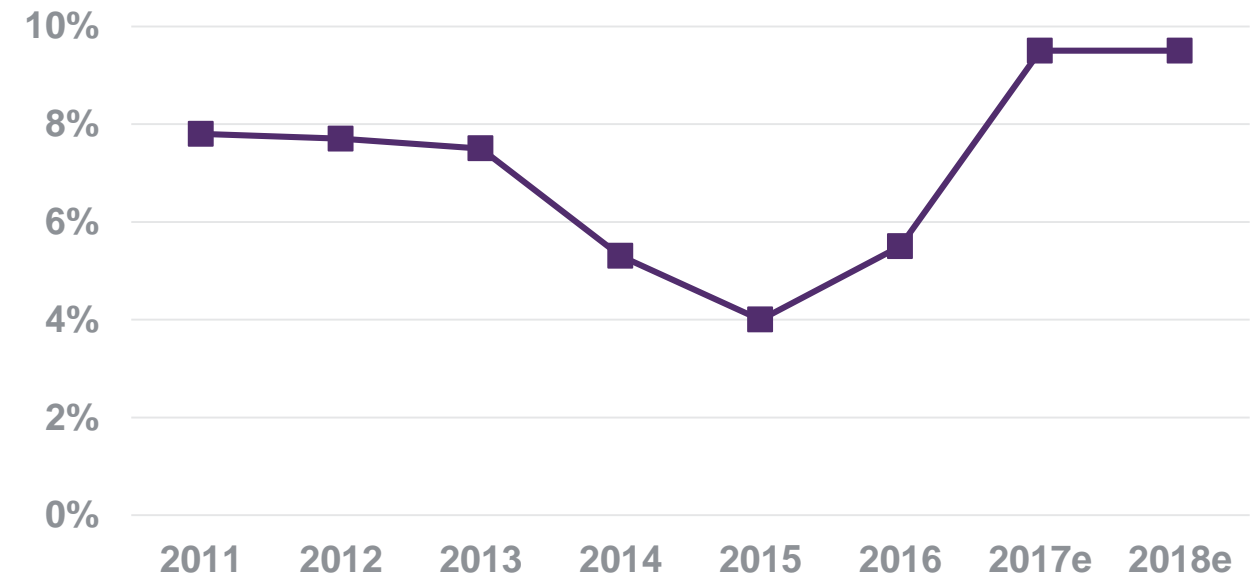
- > Coping with projects size, geographical locations and complexity
- > Accessing different capabilities to offer robust execution schemes
- > Reinforcing clients' access to multiple sources of financing

Onshore/Offshore operating model delivers industry leading financial performance

Elements of unique operating model

- Early engagement
- Project selectivity
- Technology and innovation
- Risk management
- Project execution

2011-2018e Adjusted EBITDA Margin¹



- Our Onshore/Offshore activities generate relatively stable performance due to our diversified revenue streams
- Our business requires minimal capital employed and has a negative working capital

¹ Adjusted EBITDA Margins for 2011 through 2016 were calculated from legacy Technip S.A.'s publicly available financial information. Adjusted EBITDA Margin is a non-GAAP measure. Adjusted EBITDA Margin as presented excludes the impact of restructuring charges as identified in the reconciliation of GAAP to non-GAAP financial schedule included in this presentation. Adjusted EBITDA Margin for 2017e and 2018e were provided in the Company's earnings release for the quarter ended September 30, 2017. We are unable to provide reconciliation to a comparable GAAP measure on a forward-looking basis without unreasonable effort because of the unpredictability of the individual components of the most directly comparable GAAP measure and the variability of items excluded from such measure. Such information may have a significant, and potentially unpredictable, impact on our future financial results.

We are keeping focused on our main priorities

SELECTIVITY

- ▶ Balancing our portfolio
- ▶ Leveraging our relationships to maintain early engagement
- ▶ Following-up on our accessible markets

DIFFERENTIATION

- ▶ Leveraging technology capabilities, client intimacy and geographical presence
- ▶ Helping our clients to structure project financing
- ▶ Supporting selectively our diversification by industry

EXCELLENCE IN EXECUTION

- ▶ Leverage our complex execution capabilities & technological skills
- ▶ Exploiting multi-center execution schemes to boost our competitiveness
- ▶ Taking our digital business solutions further

Shell Prelude FLNG

Building the future of LNG



Appendix

Reconciliation of GAAP to non-GAAP financial measures

Onshore/Offshore Segment						
in millions EUR, unaudited	FY 11 Actuals	FY 12 Actuals	FY 13 Actuals	FY 14 Actuals	FY 15 Actuals	FY 16 Actuals
Revenues	3,841.0	4,156.3	5,220.1	5,844.1	6,332.7	5,761.7
Operating Income (Loss) from Recurring Activities after Income (Loss) of Equity Affiliates	273.7	290.4	351.4	276.2	33.9	278.6
Restructuring costs	-	-	-	-	(184.1)	-
Operating Income (Loss)	273.7	290.4	351.4	276.2	218.0	278.6
Depreciation and Amortization	26.8	30.7	37.7	32.7	38.2	40.5
Adjusted EBITDA	300.5	321.1	389.1	308.9	256.2	319.1
Adjusted EBITDA Margin	7.8%	7.7%	7.5%	5.3%	4.0%	5.5%



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Surface Technologies – Integrated Commercial Models

Value of integrated approach

> Time saved for operator

50%

Rig up – Well Prep

25%

Rig up - Frac

50%

Rig up – Drillout

50%

Rig up – Flowback

25%

Rig Down

20%

Reduction in manpower

35%

Reduction in completion costs

\$1m

Savings per well



Thank you