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3. Project management: the Technip way
4. Examples of key projects

Annex
1. Who we Are
Technip Today

- With engineering, technologies and project management, on land and at sea, we safely and successfully deliver the best solutions for our clients in the energy business
- Worldwide presence with 38,000 people in 48 countries
- Industrial assets on all continents, a fleet of 34 vessels (7 of which under construction)
- 2012 revenue: €8.2 billion

Energy is at the core of Technip
Key Figures

- A regular workforce of 38,000 in 48 countries
- Industrial assets on all continents
- A fleet of 34 vessels (7 of which under construction)
- Revenue (2012): €8.2 billion
- Backlog (September 2013): €15.9 billion
Two Business Segments, One Technip

Subsea

- Design, manufacture and supply of deepwater flexible and rigid pipelines, umbilicals and riser systems
- Subsea construction, pipeline installation services and Heavy Lift
- Six state-of-the-art flexible pipe and / or umbilical manufacturing plants
- Five spoolbases for reeled pipeline assembly as well as four logistic bases
- A constantly evolving fleet strategically deployed in the world's major offshore markets

Onshore/Offshore

- Gas treatment and liquefaction (LNG), Gas-to-Liquids (GTL)
- Oil refining (refining, hydrogen and sulphur units)
- Onshore pipelines
- Petrochemicals (ethylene, aromatics, olefins, polymers, fertilizers)
- Process technologies (proprietary or through alliances)
- Biofuel and renewable energies (including offshore wind)
- Non-oil activities (principally in life sciences, metals & mining, construction)

The best solutions across the value chain
A Unique Worldwide Footprint
Around 38,000 People Throughout the World, Growing Close to Clients

109 Nationalities across 48 countries

- 3,900 +95%
- 3,550 +97%
- 4,300 +65%
- 8,900 +29%
- 2,500 +67%
- 750 +50%
- 8,900 +112%

June 2013

Fleet & others

Dec. 2006
A High Performing Fleet

**Flexible-Lay & Construction**
- **15 units**
  - Deep Pioneer
  - Normand Pioneer
  - Sunrise 2000
  - Deep Constructor
  - North Sea Giant
  - 2 x 650t PLSVs*
  - Skandi Niteroi
  - Skandi Vitoria
  - 2 x 550t PLSVs*
  - ST 261*
  - Deep Orient*
  - 2 x 300t PLSVs*

**Rigid S-Lay and Heavy Lift**
- **2 units**
  - G1200
  - G1201
  - Deep Blue
  - Deep Energy
  - Chickasaw
  - Apache II

**Diving & multi support**
- **13 units**
  - Skandi Achiever
  - Global Orion
  - Skandi Arctic
  - Alliance
  - Wellservicer
  - Orelia
  - Pioneer
  - O. Challenger
  - N. Commander
  - Seamec Princess
  - Seamec 1
  - Seamec 2
  - Seamec 3

* Under construction

Technip Presentation
Our Vision and Mission to Take Technip Further

- **Our vision:** “meet the world energy challenge through our projects”
  
  If energy were easy, there would be no need for a company like Technip. Today and tomorrow, we work with our clients, wherever they are, to bring energy to the world. We will continue to contribute to their success, through our constant customer focus and our integrated and sustainable project approach. As the industry reference, we will demonstrate the know-how, the commitment and the inspiration to help all of our partners push further to achieve their goals.
  
  This is our vision and above all, it is our passion.

- **Our mission:**
  
  Our mission is to deliver safe and successful energy projects across the world for the benefit of our all stakeholders.
  
  We maintain that focus whether faced with the biggest challenges or the smallest details.
Our Values

- Our values are operational. They have ensured our success to the present and will take us forward.
  - We are inspired by them
  - Our industry believes in them
  - Our clients experience them
  - Our brand reflects them
Commitment to Sustainable Development

- Strong commitment to sustainable development and ethics set forth in 6 charters defining the Group’s core principles
- Technip supports and promotes the 10 universal principles of the UN Global Compact
- Recognized performance in the Dow Jones Sustainability Indexes
An Absolute Commitment to HSE…

- **Health, Safety and Environment (HSE) Policy**
  - Our goal: create and sustain an incident-free environment delivering excellent HSE performance at every level
  - 3 main focus areas:
    - The maintenance of effective HSE management systems
    - Establishing meaningful leading and lagging indicators to measure and manage performance
    - Creating a climate that is intolerant of inappropriate HSE behaviours and unsafe situations

- **Safety as a value and a culture**
  - Clear commitment to safety by management
  - Workforce participation and ownership of safety problems and solutions
  - Trust between shop floor and management
  - Good communications
  - A competent workforce
  - Pulse: a program now adopted by major clients (Wheatstone project in Australia for Chevron, FLNG for Shell)

“The health and safety of our people is a core value and an absolute commitment” Thierry Pilenko, Chairman and CEO of Technip
… and to Quality

- Accompanying our clients in improved performance
  - Within an increasingly challenging Oil & Gas business environment, our clients expect their contractors to support them with innovative solutions to improve project performances in term of safety, quality, cost and schedule.

- Deployment of two quality management principles:
  - **LEAN**
    - “Do the right thing”
    - Lean focuses on Cost and Schedule improvement by reducing wastes
  - **6 σ**
    - “Do the thing right”
    - Six Sigma focuses on Quality by reducing defect rate
2. Market Positioning
Our Strategic Framework to Deliver Sustainable & Profitable Growth

- Well diversified, profitable backlog
- Key differentiating assets
- Technology
- Execution capability
- Vertical integration
- National content
Recent Acquisitions – Consolidating our Leadership

Developing our position in the renewables market

Unique know-how and technological expertise in asset integrity management

Enhancing our position as a technology provider to the onshore market

Recent Acquisitions – Consolidating our Leadership

Jan 2011
Subocean Group

July 2011
AETech

Nov 2011
Cybernétix

Dec 2011
Global Industries

Aug 2012
Stone & Webster Process Technologies and Associated Oil & Gas Engineering Capabilities

Mar 2013
Ingenium AS

Reinforcing our portfolio in the subsea business with acoustic emission technology

Expanding our addressable market in subsea and the execution of complex projects from deep-to-shore

Strengthening our offshore expertise and engineering capabilities in Norway
Subsea: Worldwide Leading Integrated Player

**Services**
- Deep water installation & construction
- Flexible/rigid pipelaying (Reel, S-Lay & J-Lay) Heavy Lift Operations
- Inspection, repair & maintenance

**Products**
- Flexible pipe (in house manufacturing)
- Rigid pipelines
- Umbilicals (in-house manufacturing)

**Architecture**
- Vertical integration
- In-house technologies
- Worldwide leadership
- First class assets
Offshore: Expertise in High Added-value Technology

- Innovative capabilities
- Heavy lift capabilities
- Proprietary platform design
- Proven track record in engineering & construction
Subsea & Offshore: Project Execution Capabilities

Ultra-deep water infield lines (Very high tensions: alliance with Heerema)

Deepwater infield lines

Deep-to-shore
# Subsea & Offshore: Customer Support from Concept to Execution

## Concept

- **Upstream Engineering**
  - Pre-FEED* and FEED
  - Offshore field development studies
  - Innovative technology solutions for platform and subsea challenges

## Execution

### Project Engineering & Procurement

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<thead>
<tr>
<th>Manufacturing</th>
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<tr>
<td>Flexible risers and flowlines</td>
<td>Rigid Pipeline Welding/Spooling</td>
<td>Umbilicals</td>
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### Installation

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<th>Installation</th>
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<tr>
<td>Flexible-Lay</td>
<td>Rigid Reel-Lay</td>
<td>Heavy Lift for Subsea infrastructure</td>
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<td>Umbilical-Lay</td>
<td>Rigid J-Lay</td>
<td>Offshore topside installation</td>
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<tr>
<td>Associated construction</td>
<td>Rigid S-Lay</td>
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### Support, Diving & Logistics

**R&D, Proprietary Software & Hardware**

*FEED: Front End Engineering Design

Technip Presentation
Technip Onshore Activity

- Refining & heavy oil
  - Clean fuels
  - Grassroots
  - Heavy oil upgraders
  - Hydrogen

- Gas Processing
  - Gas treatment
  - GTL
  - LNG

- Petrochemicals
  - Ethylene
  - Polyolefins
  - Aromatics
  - Fertilizers

- Others
  - Mining and metals
  - Infrastructures
  - Buildings
  - Life sciences,…

Project management consultancy
Strong process engineering capabilities
Process technologies (Hydrogen, Ethylene, Refining, Petrochemical & GTL)
Solid reputation with NOCs & IOCs
Strategic Breakthroughs

- Pazflor (Angola)
- IPB Papa Terra (Brazil)
- Islay ETH-PiP (North Sea)
- Agbami (Nigeria)
- Cascade & Chinook (Gulf of Mexico)
- 3,000m Delta House Project, Gulf of Mexico

- Perdido Spar (USA)
- Akpo FPSO (Nigeria)
- P-56 semisub (Brazil)

- Qatargas 2, 3 and 4, Rasgas III (Qatar)
- Yemen LNG
- Shtokhman (Russia)
- FLNG (Shell, Petronas)

- Dung Quat (Vietnam): refinery
- Horizon (Canada): coking unit & hydrogen units
- FLNG (Shell, Petronas)
- Jubail export refinery (Saudi Arabia)

- Shuaiba (Kuwait): Olefins II Project: Ethylene Unit
- Ras Laffan (Qatar): steamcracker
- Yanbu (Saudi Arabia): steamcracker

- Integration of Stone & Webster process technologies and associated oil & gas engineering capabilities
Technological Solutions to Address Deeper Water

- Spar operating with the deepest water depth: 2,350 m
- Subsea pipelines (depth: 2,950 m)
- Extend flexible risers water depth and pressure capability to 3,000 meters and beyond through innovative solutions
- Initial results from ultra-deep offshore test of 7", 9" and 11" flexible pipe for sweet and sour service were successful

Towards 3,000 meters and beyond

- A new application of FSHR further to the PDET project with Petrobras
  - 5 Free Standing Hybrid Risers
  - Water depth: 2,500 - 2,640 m

- Following first supply and installation of 8 IPB risers on the Dalia field, new contract for 2 IPB risers on the Pazflor project, offshore Angola
  - Water depth: 800 m
Floating LNG Solutions

A unique combination of technologies and know-how from our 3 business activities
3. Project Management: the Technip Way
Bidding Process

Ensure appropriate risk/reward achieved on each contract

Receipt of Invitation to Bid documents → Bid preparation:
- Cost estimate
- Project execution plan
- Contractual and financial review → Risk Assessment → Review with Technip management: Authorization to Tender (ATT) → Bid submission

Bid review with client → Authorization to Commit (ATC) by Technip management → Contract award
Two principles are implemented concurrently:

- **Project Director**: single point of accountability for each project
- **Senior Management**: hands-on policy, supported by central expertise
4. Examples of Key Projects
Pazflor Subsea Project, Angola

- Client: Total
- Water depth: 1,200 m
- EPC Project: risers, flowlines and umbilicals
- Value > $1.7 billion
- Installation completed

The largest Subsea contract ever, Technip share > $1.1 billion, high level of local content.
Agbami Field in Nigeria

- Client: Chevron
- Water depth: 1,550 m
- Project scope: risers, flowlines and umbilicals
- Value: $840 million
- Project completion: end of 2008

This is the largest deepwater contract ever awarded to Technip and strengthens the Group’s leadership position on the West African subsea market.
Three Generations of Spar Platforms

Technip has delivered 15 out of the 18 spars worldwide, in a water depth range of 590 – 2,382 meters using both dry and wet tree completions.
Perdido Spar, Gulf of Mexico

- Client: Shell Offshore Inc
- Water depth: 2,385 m
- Hull: 170 m x 36 m
- Production capacity: up to 130,000 barrels/day
- Delivered: 2008

This record breaking Spar, the 14th ever installed by Technip, is the deepest Spar production facility in the world and the first with Direct Vertical Access.
P-51 Platform, Brazil

- Client: Petrobras
- Semi-submersible platform
- Capacity: 180,000 barrels of oil and 6 million m$^3$ of gas per day
- Value: $639 million
- First oil: January 2009

P-51 is the first semi-submersible platform to be constructed entirely in Brazil. It is anchored at a water depth of 1,255 m.
Akpo FPSO*, Nigeria

- Client: Total
- Water depth: 1,325 m
- Production capacity: 185,000 barrels/day
- Value: $1,080 million
- Execution: Technip / Hyundai
- First oil: March 2009

Akpo confirms Technip’s capability and know-how in large-sized FPSOs

* FPSO: Floating Production Storage & Offloading Unit
Prelude FLNG (Australia)

- 1st floating liquefied natural gas (FLNG) unit in the world
- Client: Shell
- Consortium with Samsung Heavy Industries
- Scope:
  - Generic FEED, Aug 2009 – Jan 2011
  - Prelude FEED (Australia), Apr 2010 – Mar 2011
  - Prelude – notice to proceed to construction, May 2011
- Specifications
  - 488m x 74m
  - A weight of around 600,000 tonnes
  - A capacity of 3.6 MM t/yr of LNG

A breakthrough project combining Technip’s expertise of its 3 business segments
LNG Projects in Qatar

- Construction of the six largest LNG trains in the World:
  - Qatargas 2: trains 4 & 5
  - Qatargas 3 and 4: trains 6 & 7
  - Rasgas III: trains 8 & 9

- Increase of the capacity of the existing 1, 2, 3 LNG trains (Qatargas)

Technip, in a joint venture, has delivered 6 of the largest LNG trains in the world, with a capacity of 7.8 million tons/year each.
Yemen’s First LNG Plant

- Client: Total, Yemen Gas & partners
- Capacity: 2 x 3.4 million tons/year
- Value: $ 667 million (Technip share)
- Execution: equal JV between Technip (leader), JGC (Japan) and KBR (USA)
- Train 1 commissioning: 2009
- Train 2 commissioning: 2010

Using its LNG expertise and supported by its presence in the Middle East, Technip and its partners are building Yemen’s first LNG plant.
Grassroots Gas Plant – Khursaniyah, Saudi Arabia

- Client: Saudi Aramco
- Contractual scheme: convertible EPC
- Value: US$ 3.6 billion (50/50 JV with Bechtel)
- Commissioning: 2010

A huge and challenging project consolidating Technip’s long lasting collaboration with Saudi Aramco
Dung Quat Refinery, Vietnam

- Client: PetroVietnam
- Production: 145,000 barrels/day
- Execution: Technip and partners
- Start-up: beginning of 2010

This first crude oil refinery in Vietnam was awarded to Technip, as leader of a consortium with JGC and Tecnicas Reunidas.
Oil Sands Project – Primary Upgrading, Canada

- **Client:** Canadian Natural Resources Limited
- **Value:** US$ 726 million
- **Completion:** 2008
- **Project:** 292,400 BPSD Diluent Recovery Unit / 123,000 BPSD Delayed Coking Unit

A very challenging mega-project executed in extremely harsh climate
Client: Saudi Aramco/ Total JV (SATORP)
Production: 400,000 BPSD
Engineering, procurement and construction of two packages:
- the hydro and catalytic cracking conversion process units
- some of the utility units as well as the interconnecting network and process control system of the entire refinery

Grass-root full conversion refinery with high technological content
SHARQ Grassroots Ethylene Plant* (Saudi Arabia)

- Client: Eastern Petrochemical Company (SHARQ)
- Services: Proprietary technology, engineering, procurement, construction management and operational support
- Completion: 2010

Technip continues to strengthen its global reputation for providing ethylene plants with high operational reliability and superior performance.

*Project executed prior to completion of the acquisition of Stone & Webster process technologies and associated oil and gas engineering capabilities by Technip on August 31, 2012.
Renewable Activities at Technip

- **Main markets**
  - Biofuels (1\textsuperscript{st} and 2\textsuperscript{nd} generation)
  - Solar photovoltaic grade polysilicon plant
  - Marine energies (Offshore wind, tidal…)
  - Carbon Capture and Storage

- **Key references**
  - Technip is currently responsible on a EPCM basis of the construction of the two largest new generation of biodiesel plant in the world in Singapore and Rotterdam for Neste Oil
  - Technip realized on a EPCI basis the complete construction and installation of the world first floating wind turbine for Statoil

Technip is committed to diversify its activities towards “low carbon” energy and transfers its first class EPC contractor services and know how from its core business activities to position itself as a world leader in this domain
Koniambo Ferro Nickel-Smelter

XSTRATA, Koniambo ore deposit, New Caledonia, 2005 - 2011

- Falconbridge Modularisation Study awarded to Technip March 2003
- Bankable Feasibility Study awarded to Technip / Hatch JV August 2003
- Delivered in 2013

- Facilities: Nickel Plant 60,000 t/yr, Total investment USD 4.0 - 4.5 billion
- Technip Man-hours EPCM: 1.3 million

New Caledonia

Koniambo
Annex
Shareholding Structure, May 2013

Institutional Investors 83.0%

- North America 33.5%
- UK & Ireland 10.2%
- Rest of World 19.6%
- French Institutional Investors 15.5%
- FSI 5.2%
- IFP Energies Nouvelles 2.5%
- Employees 2.6%
- Others 2.4%
- Individual Shareholders 6.2%
- Treasury Shares 2.3%

Listed on NYSE Euronext Paris

Source: Thomson Reuters, Shareholder Analysis, May 2013
A diversified and profitable backlog (€15.9 billion)

As of September 2013

Backlog by Geography

- Asia Pacific: 32%
- Americas: 11%
- Africa: 16%
- Middle East: 23%
- Europe/Russia/Central Asia: 18%

Backlog by Market Split

- Shallow Water (1): 35%
- Deepwater > 1,000 meters: 35%
- Gas/LNG/FLNG: 10%
- Refining/Heavy Oil: 8%
- Petrochems: 9%
- Others: 3%

(1) Includes offshore platforms and subsea projects
Technip Presentation