Investor Relations Overview

March 2020
Disclaimer
Forward-looking statements

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

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: risks associated with the impact or terms of the potential separation; risks associated with the benefits and costs of the potential separation, including the risk that the expected benefits of the potential separation will not be realized within the expected time frame, in full or at all; risks that the conditions to the potential separation, including regulatory approvals and consultation of employee representatives, will not be satisfied and/or that the potential separation will not be completed within the expected time frame, on the expected terms or at all; the expected tax treatment of the potential separation, including as to shareholders in the United States or other countries; changes in the shareholder bases of the Company, RemainCo and SpinCo, and volatility in the market prices of their respective shares; risks associated with any financing transactions undertaken in connection with the potential separation; the impact of the potential separation on our businesses and the risk that the potential separation may be more difficult, time-consuming or costly than expected, including the impact on our resources, systems, procedures and controls, diversion of management’s attention and the impact on relationships with customers, governmental authorities, suppliers, employees and other business counterparties; unanticipated changes relating to competitive factors in our industry; our ability to timely deliver our backlog and its effect on our future sales, profitability, and our relationships with our customers; our ability to hire and retain key personnel; U.S. and international laws and regulations, including existing or future environmental or trade/tariff regulations, that may increase our costs, limit the demand for our products and services or restrict our operations; disruptions in the political, regulatory, economic and social conditions of the countries in which we conduct business; downgrade in the ratings of our debt could restrict our ability to access the debt capital markets; and such other risk factors as set forth in our filings with the U.S. Securities and Exchange Commission and in our filings with the Autorité des marchés financiers or the U.K. Financial Conduct Authority.

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.
Contents

1 Q4 2019 Financial and operational highlights
2 Reshaping Our Future
3 Company overview
Section 1:
Q4 2019 Financial and operational highlights
Total Company inbound orders of $22.7 billion, backlog of $24.3 billion

Significant order growth, driven by LNG and acceleration of integrated Subsea awards

Improved visibility, with $12.7 billion in backlog scheduled for execution beyond 2020

2019 growth versus 2018
Higher activity across all segments drives revenue growth

- Higher mix of integrated project (iEPCI™) activity
- 15% revenue growth in Subsea Services
- 14% revenue growth in Subsea
- Segment revenue inflected from 2018 trough
- Three quarters of sequential revenue growth
- Non-Yamal revenue growth exceeded 25%
- International revenues 50%+ of segment total
- 15%+ revenue growth outside North America
- 2% revenue growth despite North America decline

Total Company revenue of $13.4 billion, representing 7% growth versus 2018

Book-to-bill of 1.7x for the full year
2020 outlook and segment guidance

**Subsea**
- Continued strength in brownfield activity for small/mid-sized project FIDs; healthy outlook for greenfield project FIDs next 24 months (timing impacts 2020 order growth)
- Expect double-digit growth in services driven by digital monitoring, well intervention, and asset refurbishment
- Following normal seasonal impact in the first quarter, margin to improve due to project timing and increased asset utilization over remainder of year

**Onshore/Offshore**
- Natural gas a critical enabling fuel in the energy transition; additional LNG capacity required to meet growing demand
- Expect additional LNG projects to be sanctioned near-to-intermediate term
- Opportunity-rich downstream environment; leverage early engagement and process technologies in selective pursuit of refining, petrochemical, and biofuel projects
- Guidance includes the impacts that we can estimate at this time for the Coronavirus

**Surface Technologies**
- Anticipate double-digit growth in international markets driven by market activity; notable strength in the Middle East, Asia Pacific, and the North Sea
- Anticipate North America activity to decline 10% versus 2019; drilling and completions activity to improve in second half of 2020

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2020 segment guidance is reflective of the new business perimeters related to the Company’s announced separation. Businesses with ~$120 million of revenue in 2019, most of which was in Surface Technologies, are now included in Onshore/Offshore guidance for 2020.

- **Revenue** in a range of $6.2–6.5 billion
- **Adjusted EBITDA** margin at least 11%

- **Revenue** in a range of $7.5–7.8 billion
- **Adjusted EBITDA** margin at least 10%

- **Revenue** in a range of $1.4–1.6 billion
- **Adjusted EBITDA** margin at least 12%

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1Our guidance measures adjusted EBITDA margin (a non-GAAP financial measure) which excludes amortization related impact of purchase price accounting, and other charges and credits. We are unable to provide a 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 financial 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.
Maintaining market leadership position in Subsea
Maximizing flexibility to deliver integrated solutions (iEPCI™)
Aligning our assets with the right strategic partners and geographies

Leveraging strong international franchise for further growth
Customer focus on efficiency, footprint and emissions
Optimizing North American services and operating geographies

New growth cycle underpinned by strength in backlog
Maintaining intense focus on execution
Selecting projects that provide the best opportunity for success for customer and TechnipFMC

Proactively taking actions to better position ourselves for 2020 and beyond
Technip Energies

- A leading E&C player, poised to capitalize on the global energy transition
- Transaction remains on-track for completion in second quarter of 2020
- Technip Energies to host Capital Markets Day ahead of transaction

Reshaping our future

TechnipFMC

- A fully-integrated technology and services provider, continuing to drive energy development
- Further optimization to strengthen our leadership position in Subsea
- Leverage leading Surface Technologies position to capitalize on international market growth as we transform our North American business
Q4 2019 Company results

- Revenue of $3.7 billion
- Adjusted EBITDA of $404 million
- Backlog of $24.3 billion
- Operating cash flow of $559 million

Q4 2019 EPS walk

<table>
<thead>
<tr>
<th>Item</th>
<th>$ millions</th>
<th>$ / Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP Net income, as reported</td>
<td>$ (2,414.0)</td>
<td>(5.40)</td>
</tr>
<tr>
<td>Charges and credits, after-tax</td>
<td>$ 2,429.1</td>
<td>5.43</td>
</tr>
<tr>
<td>Adjusted Net Income, as reported</td>
<td>$ 15.1</td>
<td>0.03</td>
</tr>
</tbody>
</table>

Other items impacting results:
- Foreign exchange (F/X) losses, after-tax: $ 56.5, $ 0.13
- Increased liability payable to joint venture partners (MRL) $ 99.1, $ 0.22

Items of note:
- Company does not provide guidance for F/X or MRL; if these expenses were excluded, adjusted net income would have been $0.38 per diluted share
- F/X impact largely driven by the significant devaluation of the Angolan Kwanza
- Company fully remediated all previously disclosed material weaknesses

1 MRL = Mandatorily redeemable financial liability
## Q4 2019 Segment results

### Subsea

**Operational highlights**
- Revenue increased 21%: double-digit growth in both project and service activities
- Adjusted EBITDA margin increased 40 bps to 12.4%: cost reduction activities and project completions offset the impact of more competitively priced backlog
- Inbound orders of $1.2 billion; book-to-bill of 0.8; period-end backlog at $8.5 billion

<table>
<thead>
<tr>
<th></th>
<th>USD, in millions</th>
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<tbody>
<tr>
<td>Revenue (4Q18)</td>
<td>1,233</td>
</tr>
<tr>
<td>Revenue (4Q19)</td>
<td>1,487</td>
</tr>
<tr>
<td>Adjusted EBITDA margin (4Q18)</td>
<td>12.0%</td>
</tr>
<tr>
<td>Adjusted EBITDA margin (4Q19)</td>
<td>12.4%</td>
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</table>

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Revenue (4Q18)</td>
<td>1,672</td>
</tr>
<tr>
<td>Revenue (4Q19)</td>
<td>1,832</td>
</tr>
<tr>
<td>Adjusted EBITDA margin (4Q18)</td>
<td>13.0%</td>
</tr>
<tr>
<td>Adjusted EBITDA margin (4Q19)</td>
<td>14.2%</td>
</tr>
</tbody>
</table>

### Onshore/Offshore

**Operational highlights**
- Revenue increased 10%: higher activity in Europe, Asia and North America as well as our Process Technology group, partially offset by lower activity on the Yamal LNG project
- Adjusted EBITDA margin increased 120 bps to 14.2%: benefited from strength in execution across the portfolio, particularly Yamal LNG
- Inbound orders of $1.1 billion; book-to-bill of 0.6; period-end backlog at $15.3 billion

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Revenue (4Q18)</td>
<td>417</td>
</tr>
<tr>
<td>Revenue (4Q19)</td>
<td>408</td>
</tr>
<tr>
<td>Adjusted EBITDA margin (4Q18)</td>
<td>-2%</td>
</tr>
<tr>
<td>Adjusted EBITDA margin (4Q19)</td>
<td>15.6%</td>
</tr>
</tbody>
</table>

### Surface Technologies

**Operational highlights**
- Revenue decreased 2%: lower completions related activity in North America, largely offset by revenue growth in international markets
- Adjusted EBITDA margin decreased 190 bps to 13.7%: further declines in volume and pricing in North America, partially offset by cost reduction activities
- Inbound orders of $432 million; book-to-bill of 1.1; period-end backlog at $473 million

<table>
<thead>
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<td>Revenue (4Q18)</td>
<td>11</td>
</tr>
<tr>
<td>Revenue (4Q19)</td>
<td>11</td>
</tr>
<tr>
<td>Adjusted EBITDA margin (4Q18)</td>
<td>13.0%</td>
</tr>
<tr>
<td>Adjusted EBITDA margin (4Q19)</td>
<td>13.7%</td>
</tr>
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</table>

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Strong Q4 operating cash flow drives solid full year result

**Operating cash flow**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>1Q19</th>
<th>2Q19</th>
<th>3Q19</th>
<th>4Q19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flow (in $ millions)</td>
<td>121</td>
<td>74</td>
<td>94</td>
<td>559</td>
</tr>
</tbody>
</table>

**Q4 2019 Cash flow walk**

<table>
<thead>
<tr>
<th>Item</th>
<th>4,504</th>
<th>559</th>
<th>(86)</th>
<th>(58)</th>
<th>(119)</th>
<th>292</th>
<th>98</th>
<th>5,190</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; cash equivalents at Sep 30, 2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,504</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash flow from operating activities</td>
<td></td>
<td>559</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital expenditures</td>
<td></td>
<td></td>
<td>(86)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shareholder distributions</td>
<td></td>
<td></td>
<td></td>
<td>(58)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mandatorily redeemable liability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(119)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased borrowings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>292</td>
<td></td>
<td></td>
</tr>
<tr>
<td>All other (incl. FX)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>98</td>
<td></td>
</tr>
<tr>
<td>Cash &amp; cash equivalents at Dec 31, 2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5,190</td>
</tr>
</tbody>
</table>

**Items of note**

**Q4 2019**

- Operating cash flow of $559 million
  - Benefited from timing differences between project milestone and vendor payments
- Yamal JV partner payments of $119 million

**FY 2019**

- Operating cash flow of $849 million
- Shareholder distributions of $326 million
  - $233 million dividends, $93 million share repurchase
### 2020 Financial guidance

#### 2020 Revenue coverage from backlog

<table>
<thead>
<tr>
<th>Subsea Services / Book &amp; Turn</th>
<th>Onshore/Offshore Book &amp; Turn</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$6.35B</strong> midpoint</td>
<td><strong>$7.65B</strong> midpoint</td>
</tr>
<tr>
<td>2020 Backlog</td>
<td>2020 Backlog</td>
</tr>
<tr>
<td>71% coverage</td>
<td>86% coverage</td>
</tr>
</tbody>
</table>

- **Subsea revenue coverage driven by:**
  - Backlog scheduled for 2020 execution is ~71% at revenue midpoint
  - Services revenue >$1 billion expected; minimal amount in backlog
- **Onshore/Offshore revenue coverage driven by:**
  - Backlog scheduled for 2020 execution is ~86% at revenue midpoint
  - Anticipate $400-500 million in revenue from Yamal LNG

#### 2020 Corporate guidance

- **Corporate expense, net** $180 – 190 million for the full year (excluding the impact of foreign currency fluctuations)
- **Net interest expense** $80 – 90 million for the full year (excluding the impact of revaluation of partners’ mandatorily redeemable financial liability)
- **Tax rate** 28 – 32% for the full year
- **Capital expenditures** approximately $450 million for the full year
- **Cash flow from operating activities** to exceed $1 billion for the full year

#### Additional items of note

- 2020 segment guidance is reflective of the new business perimeters related to the Company’s announced separation
- Businesses with ~$120 million of revenue in 2019, most of which was in Surface Technologies, are now included in Onshore/Offshore guidance for 2020
Highlights

- Subsea revenue benefited from increased activity; accelerated adoption of new technologies and iEPCI™
- Onshore/Offshore delivered third quarter of sequential revenue growth; clear inflection from 2018 trough
- Generated $559 million in operating cash flow; $849 million in 2019, positive in all four quarters

Key takeaways

- Strong revenue coverage for both Onshore/Offshore and Subsea with more than $24 billion of secured backlog
- Taking action in support of our focus on market leadership and continued business transformation
- Expect operating cash flow to improve versus 2019; anticipate exceeding $1 billion in 2020
Section 2: Reshaping Our Future
Successful merger and outstanding performance

Merger extended subsea leadership with integrated model

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

Onshore/Offshore positioned for independent success

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

Transaction to drive additional value of the two businesses
Creating two diversified pure-play market leaders

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

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

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

Each business will be uniquely positioned to achieve even greater success
Transaction summary

Creating two diversified pure-play market leaders:
- SpinCo, a leading E&C player, poised to capitalize on the global energy transition
- RemainCo, a fully-integrated technology and services provider, continuing to drive energy development

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

Anticipating investment grade credit metrics for both entities

Expect transaction to be completed in first half of 2020, subject to customary conditions and final Board approval
TechnipFMC – Creating two undisputed industry leaders

**RemainCo**
*Unlocking value, realizing potential*

- **Revenue:** $8 billion\(^1,^2\)
- **Backlog:** $10 billion\(^1,^3\)
- **Listings:** NYSE, Euronext Paris
- **HQ:** Houston; Domicile: United Kingdom
- **Management:** Chairman and CEO Doug Pferdehirt  
  CFO Maryann Mannen
- **Employees:** ~22,000

**SpinCo**
*Capitalizing on structural growth trends*

- **Revenue:** $8 billion\(^1,^2\)
- **Backlog:** $18 billion\(^1,^3\)
- **Listing:** Euronext Paris
- **HQ:** Paris; Domicile: Netherlands
- **Management:** CEO-elect Catherine MacGregor  
  CFO-elect Bruno Vibert  
  COO-elect Marco Villa
- **Employees:** ~15,000

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1. In accordance with U.S. generally accepted accounting principles (GAAP). Following separation, RemainCo and SpinCo will be subject to immaterial carve-out adjustments.
3. As of December 31, 2019. For RemainCo, backlog includes Subsea ($8.5B consolidated, $0.8B non-consolidated) and Surface Technologies ($0.5B). For SpinCo, backlog includes Onshore/Offshore ($15.3B consolidated, $3B non-consolidated).
# Distinct business profiles

<table>
<thead>
<tr>
<th></th>
<th>RemainCo</th>
<th>SpinCo</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customers</strong></td>
<td>Upstream focus</td>
<td>Midstream/Downstream leverage</td>
</tr>
<tr>
<td><strong>Capital intensity</strong></td>
<td>Medium</td>
<td>Low</td>
</tr>
<tr>
<td><strong>Investment horizon (cycle)</strong></td>
<td>Medium</td>
<td>Long</td>
</tr>
<tr>
<td><strong>Services opportunity</strong></td>
<td>Very High</td>
<td>Medium</td>
</tr>
<tr>
<td><strong>ROIC potential</strong></td>
<td>High</td>
<td>Very High</td>
</tr>
</tbody>
</table>

Each company will have distinct investment appeal
Creating two industry leaders

Distinct and compelling market opportunities

Unique business profiles with differentiated investment appeal

Strong balance sheets and tailored capital structures

Focus, agility and strategic flexibility

Continuing to reshape the energy industry and create value for all stakeholders
A differentiated E&C leader
Company overview

- World-class execution supported by highly experienced engineers
- Leading market positions
- Unrivaled product and technology portfolios
- Demonstrated ability to manage the most complex projects
- Proven record of success

- $18B Backlog
- $8B Revenue
- >20% Of operating LNG capacity
- >25 Leading proprietary technologies
- ~15K Employees; HSE is top priority

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

**Catherine MacGregor**  
**CEO-elect**  
23 years of international experience with Schlumberger  
Currently serves as President Onshore/Offshore business unit  
Previous responsibilities with Schlumberger have included leadership of global divisions representing up to $9 billion in annual revenues:  
- President, Drilling Group  
- President, Reservoir Characterization Group  
- President, Europe and Africa  
- President, Wireline  
- Vice-President, Human Resources

**Bruno Vibert**  
**CFO-elect**  
5 years with TechnipFMC and more than 20 years of international experience in finance, public accounting and consultancy for the oil and gas industry  
Currently serves as Vice-President Finance for the Onshore/Offshore segment and Joint Venture CFO for the Yamal project  
Previous responsibilities have included:  
- Chief Accounting and Treasury Officer (North America), Technip  
- Partner, Fair Links  
- Auditor/Senior Manager, Arthur Andersen and EY

**Marco Villa**  
**COO-elect**  
25 years with TechnipFMC and more than 30 years of international experience in operations and finance  
Currently serves as President of Europe, Middle East, India and Africa (EMIA) and as deputy to the President of Onshore/Offshore  
Previous responsibilities have included:  
- Regional President and CFO, Technip  
- Chief Financial Officer (Italy), Technip  
- Head of Finance and Risk Management, Telespazio SpA (Telecom Italia Group)  
- Group Treasury and Financial Planning, Finmeccanica
Market outlook

Gas

- Gas is the only fossil fuel gaining share
- Unprecedented demand in LNG to drive future growth
- Significant greenfield and brownfield opportunities – selectivity is key

Liquids

- Economics favorable for petrochemicals
- Significant refinery and petrochemical activity foreseen
- Increasing adoption of green chemistry

## Growth potential driven by LNG market leadership

### Market leadership

<table>
<thead>
<tr>
<th><strong>105 Mtpa</strong></th>
<th><strong>&gt;20%</strong></th>
<th><strong>7.8 Mtpa</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Global production delivered</td>
<td>Of operating LNG capacity</td>
<td>World’s largest LNG trains delivered</td>
</tr>
</tbody>
</table>

### 50 year track record in LNG

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

### Pioneer in floating LNG (FLNG)

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

### Diversity in projects and technologies

#### Pioneer in modularization

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

#### Next generation mid-scale LNG

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

#### Pioneer in next generation FLNG

- Liquefaction engineered for minimal footprint
- Split construction to minimize module integration
A diversified pure-play with extensive capabilities

**Projects**
- LNG
- Floating LNG
- Fixed and floating platforms

**Services**
- Feasibility studies
- Consulting
- Project management consultancy

**Process Technology**
- Ethylene
- Hydrogen
- Oil refining

**Products**
- Cryogenic loading arms
- Reformers, heat exchangers
- Furnaces
Proven disciplined operating model

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

- Consistency in financial performance
- Best-in-class profitability though the cycle
Well-positioned for the energy transition

**Gas and green chemistry – a platform for sustainable growth**

**Gas**
- A fundamental role to play in the transition

- **Gas Processing**
  - Top 3

- **LNG**
  - Leader

- **FLNG**
  - Leader

- **Petrochemicals**
  - Top 3

**Green Chemistry**
- A structural growth opportunity

- **Biological Components**
  - Biofuels
  - Biopolymers

- **Circular Chemistry**
  - Plastics
  - Waste to Fuel

- **Brown to Green Chemistry**
  - Hydrogens to Chemicals

**Gas-enabled transition requires significant infrastructure**

**Market to triple over the next 10 Years**

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Building blocks for incremental growth

| Installed base | Digital twin | Services maintenance opportunities | Revamp project opportunities |

Service and project opportunities driven by digital capabilities
SpinCo – a compelling investment opportunity

A global leader in E&C

- Diversified pure-play with undisputed leadership positions in major end markets
- Positioned to play a key role in the energy transition
- Broadening service capability and growing green portfolio

Proven, differentiated project execution

- Early engagement and strong risk management drive operational excellence
- Commercial discipline and selectivity
- Trusted partner executing the world’s largest, most challenging projects

Attractive financial attributes

- Sector leading and consistent financial performance with high return on invested capital
- Order inbound provides unprecedented backlog to support future growth
- Well-capitalized to support growth initiatives and shareholder returns

Capitalizing on unique attributes to capture market opportunity and drive sustainable value creation
An integrated production-focused leader

Company overview

- Pioneered proven fully-integrated Subsea model delivering sustainable improvements in project economics
- Implementing Subsea model in surface production to drive similar success
- Uniquely positioned for growth in deepwater, conventional and unconventionals

- $10B Backlog
- #1 iEPCI™
- #1 Precision robotics

- $8B Revenue
- >50% Of offshore production flows through our technology
- ~22K Employees; HSE is top priority
Positioned to meet growing demand

Liquids production
Crude, condensate and natural gas liquids; MMb/d

- **49** MMb/d of new liquids production is required to meet expected demand
- **20** MMb/d is expected to come from offshore
- **13** MMb/d is expected to come from Shale oil

Positioned to meet growing demand

Liquids production
Crude, condensate and natural gas liquids; MMb/d

RemainCo uniquely positioned across all 3 resource classes


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

Shale oil and conventional
• Leader in conventional
• Leverage learnings from integrated commercial model
• Capitalize on Subsea technology innovation

49MMb/d of new liquids production is required to meet expected demand
Supporting the supply of gas for LNG

Gas production

Bcm

- 45% of new gas production is expected to come from offshore sources
- Onshore gas will primarily supply pipeline flows or be consumed near source
- Offshore gas will primarily supply LNG flows

iEPCI™ – The industry standard

iEPCI™ is a structural transformation

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

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

iEPCI™ acceleration

$3B+ iEPCI™ awards as of December 31, 2019

- New iEPCI™ projects in 2019: 13
- Repeat iEPCI™ customers: 5
- New iEPCI™ alliances: 5

- iFEED™ conversion drives iEPCI™ momentum
- iEPCI™ >40% of TechnipFMC Subsea orders in 2019
- Expanding the iEPCI™ reach with new customers and alliances
Unique drivers of revenue growth

Services

- Diversified, growing revenue base that exceeds $1 billion
- Resilient, margin-accrretive aftermarket services
- Service potential on ~50% of subsea installed base

Alliance partners

- Long-term, mutually beneficial relationships
- iEPCI™ alliances utilize full integrated offering
- Exclusive alliances result in direct awards

CAGR = 12+%
iProduction™ leadership

**Subsea**
*Proven playbook*
- iEPCI™
- Subsea 2.0™
- Alliances

**Surface Technologies**
*Significant opportunity*
- Integrated commercial model
- Technology transfer from Subsea
- Alliances

---

### iEPCI % of FTI Subsea orders

- **2016: 0%**
- **2017: <40%**
- **2018: >40%**
- **2019: >40%**


---

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

Integration technologies

Using differentiated technologies to bring significant additional value as part of an integrated system

Digital and automation

Applying Subsea digital and automation technologies to transform Surface Technologies

Robotics

Utilizing mechatronics to transform subsea production system via robotic and mechanical systems integration
RemainCo – applying integrated model to drive further value

A global leader

• **Diversified pure-play** uniquely positioned to capitalize on growth in deepwater, conventional and unconventional production
• **Undisputed leader** in subsea with pioneering iEPCI™ commercial model
• **Leading provider** of technologies and services for surface markets

A differentiated strategy

• Extending market adoption of integrated model through iFEED™, iEPCI™ and iLoF™
• **Continued growth** through strengthening of long-term alliances and new partnerships
• Leveraging proven subsea integrated model to shale and conventional market

Attractive financial attributes

• **Growth** opportunity for both integrated model and services
• **Well-capitalized** balance sheet supports future growth initiatives
• **Returns-focused** growth with commitment to shareholder distributions

Reshaping our future, again
Creating two industry leaders

- Distinct and compelling market opportunities
- Strong balance sheets and tailored capital structures
- Unique business profiles with differentiated investment appeal
- Focus, agility and strategic flexibility

Continuing to reshape the energy industry and create value for all stakeholders
Section 3: Company overview
TechnipFMC snapshot

1 Integrated solutions provider for the oil and gas industry

2 Stock exchange listings – NYSE and Euronext Paris

$7B Total company market capitalization

$13B Total company revenue

$24B Total company backlog

$5B Total company cash balance

1 Public market quote from Bloomberg, LLP; TechnipFMC market capitalization as of February 26, 2020.
3 Backlog as of December 31, 2019; Source: Form 8-K filed on February 26, 2020.
4 Cash and cash equivalents as of December 31, 2019; Source: Form 8-K filed on February 26, 2020.
Broadest portfolio of solutions for the oil & gas industry

- **SUBSEA**
  - Products and systems used in deepwater exploration and production of crude oil and natural gas
  - Systems used to control the flow of crude oil and natural gas from the reservoir to a host processing facility
  - Integrated design, engineering, manufacturing and installation services for infrastructure and subsea pipe systems

- **ONSHORE/OFFSHORE**
  - Onshore facilities related to the production, treatment and transportation of crude oil and natural gas, as well as transformation of petrochemicals such as ethylene, polymers and fertilizers
  - Combines engineering, procurement, construction and project management within the entire range of fixed and floating offshore crude oil and natural gas facilities

- **SURFACE**
  - Products and systems used in offshore exploration and production of crude oil and natural gas
  - Wellhead systems and high pressure valves and pumps used in stimulation activities for oilfield service companies
  - Full range of drilling, completion and production wellhead systems
Portfolio leverage to major energy growth platforms

**Subsea**
- **iEPCI™**
  - Transforming subsea project economics
- **Subsea 2.0™**
  - Revolutionary product platform – simpler, leaner, smarter
- **iLoF™**
  - A growth engine

**LNG**
- **>105 Mtpa**
  - Global production delivered
- **7.8 Mtpa**
  - World’s largest LNG trains delivered
- **>20%**
  - Of operating LNG capacity¹

**Unconventional**
- **Product reliability**
  - Leading positions in several products
- **Technology**
  - Extending asset life and improving returns
- **Integrated offering**
  - $1m savings per well; unique growth platform

¹ Percentage is based on 88.0 / 382.2 Mtpa (million metric tons per annum) of TechnipFMC / industry operating capacity as of December 31, 2018; source: IHS, TechnipFMC.
Subsea competitive strengths

Market leading positions built upon innovation and deep industry knowledge

Differentiated offering of integrated products, services: iFEED™, iEPCI™ and iLoF™

Technology advancements to drive greater efficiency and simplification

FEED Studies | Subsea Production Systems | Flexibles | Umbilicals | Installation | iEPCI™ | Field Services
**SPS / SURF - critical components of offshore development**

**Oil & gas industry has strong history of subsea tree orders**

Subsea tree orders by region 2006-2019 (trees)

- Brazil
- All other regions

Source: Wood Mackenzie, November 2019

**SPS / SURF is one of the largest components of project costs**

Drilling / Well Construction

- SPS / SURF: 34%
- FPSO / Platform: 39%
- Construction: 27%

Source: Morgan Stanley Research, TechnipFMC Internal Analysis
Improving project economics for deepwater projects

- More than 400 deepwater discoveries have yet to be developed
- Good progress on deepwater cost reductions with potential for additional savings
- Standardization, technology and strong project execution can deliver sustainable savings
- Integrated business model can reduce costs of SPS/SURF scope

Source: Wood Mackenzie, Rystad
Subsea offers a full suite of capabilities

**Conceptual Design & FEED**
- Rationalized subsea architecture and design
- Optimized technology applications
- Improved field performance

**Project Execution**
- Engineering
- Procurement
- Equipment supply
- Construction
- Installation

- Joint SPS+SURF R&D for improved technology application and combination
- Reduced project interfaces and contingencies
- Shortened *time to first oil* and *offshore installation* through better planning
- Strengthen leverage on procurement

**Life-of-Field and Maintenance**
- Maximized *reliability* and *uptime*
- Increased *aftermarket capabilities*
- Improved *performance over the life of field*

**Unique asset and technological capabilities**
- Best possible line-up to undertake client challenges

iFEED™ is an enabler
iEPCI™ is a differentiator
iLoF™ is a growth engine

---

1 Genesis Oil & Gas Consultants TechnipFMC
Subsea – integrated approach redefining subsea project economics

Traditional approach

Enhancements

- One global contractor
- Integrated procurement
- Optimized subsea architecture
- Fewer subsea production system interfaces
- Reduced flowline and riser lengths
- Less complexity through reduced part counts

Key benefits

- Reduced material costs
- Simplified equipment set-up
- Optimized flow assurance
- Reduced installation phase
- Accelerated time to first oil

A field design incorporating Subsea 2.0™ and iEPCI™ can remove over half of the subsea structures while maintaining the same field operability
TechnipFMC is changing the subsea paradigm from a long-cycle to a short-cycle business, using Subsea 2.0™ and a truly integrated approach (iEPCI™) to field development.
Onshore/Offshore competitive strengths

A market leader, notably in the areas of gas and downstream

Balanced portfolio of projects, clients, geographies, and contracts

Mega-project capability, world class execution

Offshore

Fixed Platforms  Floating Platforms  FLNG

Onshore

LNG  Ethylene  Refining  Petrochemicals
### Process Technologies / PMC

- **Rising demand for petrochemicals**
  - Favorable feedstock to product differentials
  - Technology definition and selection activity
  - 2nd wave of ethylene crackers emerging

- **Process Technologies**
  - Ethylene
  - Hydrogen
  - Fluid catalytic cracking (FCC)

- **Portfolio expansion**
  - Epicerol
  - KEM ONE alliance on vinyls

- **Project management consultancy (PMC)**
  - Reimbursable opportunities

### LNG

- **Improving market dynamics**
  - Rising FEED activity
  - Increasing tendering opportunities
  - Greenfield and brownfield projects

- **FEED awards**
  - Sempra Energia Costa Azul

- **Execution**
  - Yamal
  - Coral FLNG
  - Novatek-led Arctic LNG

- **Adjacent opportunities**
  - Gas FPSO
Onshore/Offshore – industry leading financial performance

Differentiated operating model delivering outperformance

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

2011-2019 Adjusted EBITDA Margin

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 2017, 2018 and 2019 was provided in the Company’s Forms 10-K filed with the Securities and Exchange Commission. 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.
Surface Technologies competitive strengths

Leading market positions in several niche product offerings

Delivering technology that extends asset life, improves returns

Integrated offering delivers up to $1m in savings per well, creates unique growth platform

<table>
<thead>
<tr>
<th>Wellhead</th>
<th>Flowline</th>
<th>Frac, Flowback and Pumps</th>
<th>Midstream/Transportation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drilling</td>
<td>Completion</td>
<td>Production</td>
<td></td>
</tr>
</tbody>
</table>
Comprehensive offering – from concept to project delivery and beyond

A unique global leader in oil and gas projects, technologies, systems and services

<table>
<thead>
<tr>
<th>Subsea</th>
<th>Onshore/Offshore</th>
<th>Surface</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Subsea products</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trees, manifolds, control, templates, flowline systems, umbilicals &amp; flexibles</td>
<td>Project management, proprietary technology, equipment and early studies to detailed design</td>
<td>Drilling, completion and production wellhead equipment, chokes, compact valves, manifolds and controls</td>
</tr>
<tr>
<td>Subsea processing</td>
<td>Offshore</td>
<td>Treating iron, manifolds, and reciprocating pumps for stimulation and cementing</td>
</tr>
<tr>
<td>ROVs and manipulator systems</td>
<td>Fixed platforms (jackets, self-elevating platforms, GBS, artificial islands) and floating facilities (FPSO, semi submersibles, Spar, TLP, FLNG)</td>
<td>Advanced separation and flow-treatment systems</td>
</tr>
<tr>
<td><strong>Subsea projects</strong></td>
<td>Onshore</td>
<td>Flow metering products and systems</td>
</tr>
<tr>
<td>Field architecture, integrated design</td>
<td>Gas monetization, refining, petrochemicals, onshore pipelines, furnaces, mining and metals</td>
<td>Marine, truck, and railcar loading systems</td>
</tr>
<tr>
<td>Engineering, procurement</td>
<td>Services</td>
<td>Installation and maintenance services</td>
</tr>
<tr>
<td><strong>Subsea services</strong></td>
<td>Project management consultancy, process technologies</td>
<td>Frac-stack and manifold rental and operation services</td>
</tr>
<tr>
<td>Drilling systems</td>
<td></td>
<td>Flowback and well testing services</td>
</tr>
<tr>
<td>Installation using high-end fleet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asset management &amp; production optimization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field IMR and well services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A unique global leader in oil and gas projects, technologies, systems and services

TechnipFMC
## Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bcm</td>
<td>Billion Cubic Meters per Annum</td>
</tr>
<tr>
<td>CAGR</td>
<td>Compound Annual Growth Rate</td>
</tr>
<tr>
<td>E&amp;C</td>
<td>Engineering and Construction</td>
</tr>
<tr>
<td>FID</td>
<td>Final Investment Decision</td>
</tr>
<tr>
<td>FLNG</td>
<td>Floating LNG</td>
</tr>
<tr>
<td>F/X</td>
<td>Foreign exchange</td>
</tr>
<tr>
<td>GOM</td>
<td>Gulf of Mexico</td>
</tr>
<tr>
<td>HP/HT</td>
<td>High Pressure / High Temperature</td>
</tr>
<tr>
<td>HSE</td>
<td>Health, Safety and Environment</td>
</tr>
<tr>
<td>iEPCI™</td>
<td>Integrated Engineering, Procurement, Construction and Installation</td>
</tr>
<tr>
<td>iFEED™</td>
<td>Integrated Front End Engineering and Design</td>
</tr>
<tr>
<td>iLOF™</td>
<td>Integrated Life of Field</td>
</tr>
<tr>
<td>LNG</td>
<td>Liquefied Natural Gas</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>MMb/d</td>
<td>Million Barrels per Day</td>
</tr>
<tr>
<td>MRL</td>
<td>Mandatorily redeemable financial liability</td>
</tr>
<tr>
<td>Mtpa</td>
<td>Million Metric Tonnes per Annum</td>
</tr>
<tr>
<td>NAM</td>
<td>North America</td>
</tr>
<tr>
<td>ROIC</td>
<td>Return on Invested Capital</td>
</tr>
<tr>
<td>ROV</td>
<td>Remotely Operated Vehicles</td>
</tr>
<tr>
<td>ROW</td>
<td>Rest of World</td>
</tr>
</tbody>
</table>
### 2020 Financial guidance

<table>
<thead>
<tr>
<th>Subsea</th>
<th>Onshore/Offshore</th>
<th>Surface Technologies</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Revenue in a range of $6.2–6.5 billion</td>
<td>- Revenue in a range of 7.5–7.8 billion</td>
<td>- Revenue in a range of $1.4–1.6 billion</td>
</tr>
<tr>
<td>- EBITDA margin at least 11% (excluding charges and credits)</td>
<td>- EBITDA margin at least 10% (excluding charges and credits)</td>
<td>- EBITDA margin at least 12% (excluding charges and credits)</td>
</tr>
</tbody>
</table>

2020 segment guidance is reflective of the new business perimeters related to the Company’s announced separation. Businesses with ~$120 million of revenue in 2019, most of which was in Surface Technologies, are now included in Onshore/Offshore guidance for 2020.

### TechnipFMC

- **Corporate expense, net** $180 – 190 million for the full year (excluding the impact of foreign currency fluctuations)
- **Net interest expense** $80 – 90 million for the full year (excluding the impact of revaluation of partners’ mandatorily redeemable financial liability)
- **Tax rate** 28 – 32% for the full year
- **Capital expenditures** approximately $450 million for the full year
- **Cash flow from operating activities** to exceed $1 billion for the full year

---

1Our guidance measures EBITDA margin (excluding amortization related impact of purchase price accounting, and other charges and credits), corporate expense, net (excluding the impact of foreign currency fluctuations), net interest expense (excluding the impact of revaluation of partners’ mandatorily redeemable financial liability), and tax rate are non-GAAP financial measures. We are unable to provide a 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 financial 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.
4Q19 Updates: Subsea opportunities in the next 24 months

**PROJECT UPDATES**

**Added**
- ENI Agogo Full Field
- PETROBRAS Lula
- PETROBRAS Mero 3

**Removed**
- ENI Zabazaba
- EQUINOR Carcara
- PETROBRAS Buzios V

- CHEVRON Anchor
- EQUINOR Bay Du Nord
- TOTAL North Platte
- EXXONMOBIL Hammerhead
- EXXONMOBIL Payara

- ENI Preowei
- TOTAL Acce
- TOTAL A6
- BP Tortue 2
- BP PAJ
- PETRONAS Limbayong

$250M to $500M
$500M to $1,000M
above $1,000M

---

^1February 2020 update; project value ranges reflect potential subsea scope

*Value of remaining scope is less than $250M following partial project award
Financial disclosures – Yamal LNG

**Project disclosure data**

<table>
<thead>
<tr>
<th>Description</th>
<th>December 31, 2019</th>
<th>September 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract liabilities</td>
<td>$1,268.7</td>
<td>$1,437.3</td>
</tr>
<tr>
<td>Mandatorily redeemable financial liability</td>
<td>266.8</td>
<td>288.8</td>
</tr>
<tr>
<td>Cash required by operating activities</td>
<td>$68.2</td>
<td>$9.1</td>
</tr>
<tr>
<td>Settlements of mandatorily redeemable financial liability</td>
<td>$(119.1)</td>
<td>$(223.1)</td>
</tr>
</tbody>
</table>

Source: Q4 2019 earnings release schedules (Exhibit 6)

**Contract liabilities structure**

- **Reduction in contract liabilities:** $169m
  - **September 30, 2019 to December 31, 2019**
  - **Payments to Vendors or JV partners**
  - **Vendor (cost)**
  - **Joint Venture (profit)**

- **Continued strong execution will reduce project cost, increasing Joint Venture profit**

- **TechnipFMC (remains with FTI)**
- **JV partners (included in MRL)**

Source: Q4 2019 earnings release schedules (Exhibit 6)
### Backlog visibility

#### Subsea

<table>
<thead>
<tr>
<th>Year</th>
<th>Inbound Orders</th>
<th>2020</th>
<th>2021</th>
<th>2022 &amp; beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,172 million</td>
<td>$138 million</td>
<td>$136 million</td>
<td>$893 million</td>
</tr>
</tbody>
</table>

1. Backlog does not capture all revenue potential for subsea services.

#### Onshore/Offshore

<table>
<thead>
<tr>
<th>Year</th>
<th>Inbound Orders</th>
<th>2020</th>
<th>2021</th>
<th>2022 &amp; beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,115 million</td>
<td>$8.5 billion</td>
<td>$4.5 billion</td>
<td>$2.5 billion</td>
</tr>
</tbody>
</table>

#### Surface Technologies

<table>
<thead>
<tr>
<th>Year</th>
<th>Inbound Orders</th>
<th>2020 &amp; 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$432 million</td>
<td>$473 million</td>
</tr>
</tbody>
</table>

#### Non-consolidated Backlog

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022+</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$138 million</td>
<td>$136 million</td>
<td>$525 million</td>
</tr>
<tr>
<td></td>
<td>$893 million</td>
<td>$874 million</td>
<td>$1,209 million</td>
</tr>
</tbody>
</table>

2. Non-consolidated backlog represents our proportional share of backlog relating to joint venture work where we do not have a majority interest in the joint venture.

3. 12 months.
## Inbound orders reconciliation

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td><strong>Exchange rate</strong></td>
<td>1.37</td>
<td>1.37</td>
<td>1.33</td>
<td>1.25</td>
<td>1.10</td>
<td>1.13</td>
</tr>
<tr>
<td>Technip Subsea(^1)</td>
<td>2,818</td>
<td>3,070</td>
<td>1,686</td>
<td>1,587</td>
<td>493</td>
<td>852</td>
</tr>
<tr>
<td>FMC Technologies Subsea(^2)</td>
<td>1,919</td>
<td>850</td>
<td>1,072</td>
<td>1,706</td>
<td>346</td>
<td>334</td>
</tr>
<tr>
<td><strong>Subsea(^3)</strong></td>
<td>4,737</td>
<td>3,920</td>
<td>2,759</td>
<td>3,293</td>
<td>839</td>
<td>1,186</td>
</tr>
<tr>
<td>Onshore/Offshore(^4)</td>
<td>991</td>
<td>6,636</td>
<td>1,246</td>
<td>2,444</td>
<td>533</td>
<td>823</td>
</tr>
<tr>
<td>Surface Technologies(^5)</td>
<td>669</td>
<td>610</td>
<td>678</td>
<td>588</td>
<td>332</td>
<td>205</td>
</tr>
<tr>
<td><strong>Eliminations</strong></td>
<td>(7)</td>
<td>(3)</td>
<td>4</td>
<td></td>
<td>(7)</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Total Company(^6)</strong></td>
<td>6,397</td>
<td>11,159</td>
<td>4,680</td>
<td>6,328</td>
<td>1,697</td>
<td>2,213</td>
</tr>
</tbody>
</table>

1. Order intake for Subsea business segment as reported by Technip S.A. Translated from Euros to U.S. dollars using a quarterly average exchange rate that is specified in the table above.
2. Inbound orders for Subsea Technologies business segment as reported by FMC Technologies, Inc.
3. Represents the combination of subsea order intake for the legacy companies for years 2014 through 2016; (Technip Subsea + FMC Technologies Subsea).
4. Order intake for Onshore/Offshore business segment as reported by Technip S.A. for years 2014 through 2016 Translated from Euros to U.S. dollars using a quarterly average exchange rate that is specified in the table above.
5. Combined inbound orders for Surface Technologies and Energy Infrastructure business segments as reported by FMC Technologies, Inc. for years 2014 through 2016.
Select financial data

<table>
<thead>
<tr>
<th>Revenue</th>
<th>December 31, 2019</th>
<th>September 30, 2019</th>
<th>Three Months Ended</th>
<th>June 30, 2019</th>
<th>March 31, 2019</th>
<th>December 31, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsea</td>
<td>$1,406.8</td>
<td>$1,342.3</td>
<td>$1,308.7</td>
<td>$1,185.3</td>
<td>$1,235.3</td>
<td></td>
</tr>
<tr>
<td>Onshore/Offshore</td>
<td>$1,832.4</td>
<td>$1,763.1</td>
<td>$1,750.5</td>
<td>$1,351.4</td>
<td>$1,572.4</td>
<td></td>
</tr>
<tr>
<td>Surface Technologies</td>
<td>$497.0</td>
<td>$396.1</td>
<td>$420.5</td>
<td>$392.6</td>
<td>$417.3</td>
<td></td>
</tr>
<tr>
<td>Corporate and Other</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$3,736.8</td>
<td>$3,335.1</td>
<td>$3,434.2</td>
<td>$2,943.0</td>
<td>$3,232.0</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Adjusted EBITDA</th>
<th>December 31, 2019</th>
<th>September 30, 2019</th>
<th>Three Months Ended</th>
<th>June 30, 2019</th>
<th>March 31, 2019</th>
<th>December 31, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsea</td>
<td>$185.0</td>
<td>$139.1</td>
<td>$166.2</td>
<td>$139.7</td>
<td>$143.5</td>
<td></td>
</tr>
<tr>
<td>Onshore/Offshore</td>
<td>$239.7</td>
<td>$204.4</td>
<td>$201.9</td>
<td>$194.8</td>
<td>$217.2</td>
<td></td>
</tr>
<tr>
<td>Surface Technologies</td>
<td>$55.0</td>
<td>$44.4</td>
<td>$46.7</td>
<td>$30.1</td>
<td>$64.0</td>
<td></td>
</tr>
<tr>
<td>Corporate and Other</td>
<td>($64.2)</td>
<td>($108.1)</td>
<td>($64.8)</td>
<td>($68.1)</td>
<td>($88.2)</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$404.4</td>
<td>$393.2</td>
<td>$450.0</td>
<td>$295.8</td>
<td>$342.4</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Adjusted EBITDA Margin</th>
<th>December 31, 2019</th>
<th>September 30, 2019</th>
<th>Three Months Ended</th>
<th>June 30, 2019</th>
<th>March 31, 2019</th>
<th>December 31, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsea</td>
<td>12.0%</td>
<td>10.4%</td>
<td>12.3%</td>
<td>11.8%</td>
<td>12.0%</td>
<td></td>
</tr>
<tr>
<td>Onshore/Offshore</td>
<td>14.2%</td>
<td>19.1%</td>
<td>18.7%</td>
<td>14.0%</td>
<td>13.0%</td>
<td></td>
</tr>
<tr>
<td>Surface Technologies</td>
<td>15.7%</td>
<td>11.2%</td>
<td>11.1%</td>
<td>7.7%</td>
<td>15.6%</td>
<td></td>
</tr>
<tr>
<td>Corporate and Other</td>
<td>10.0%</td>
<td>11.4%</td>
<td>13.1%</td>
<td>10.2%</td>
<td>10.3%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inbound Orders (1)</th>
<th>December 31, 2019</th>
<th>September 30, 2019</th>
<th>Three Months Ended</th>
<th>June 30, 2019</th>
<th>March 31, 2019</th>
<th>December 31, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsea</td>
<td>$1,172.3</td>
<td>$1,192.0</td>
<td>$2,527.7</td>
<td>$2,817.3</td>
<td>$2,877.0</td>
<td>$880.6</td>
</tr>
<tr>
<td>Onshore/Offshore</td>
<td>$1,114.5</td>
<td>$960.0</td>
<td>$8,131.2</td>
<td>$3,353.9</td>
<td>$1,699.4</td>
<td></td>
</tr>
<tr>
<td>Surface Technologies</td>
<td>$461.6</td>
<td>$404.7</td>
<td>$415.7</td>
<td>$368.0</td>
<td>$435.1</td>
<td></td>
</tr>
<tr>
<td>Corporate and Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,748.4</td>
<td>$2,563.0</td>
<td>$11,179.6</td>
<td>$6,184.0</td>
<td>$2,927.1</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Order Backlog (2)</th>
<th>December 31, 2019</th>
<th>September 30, 2019</th>
<th>Three Months Ended</th>
<th>June 30, 2019</th>
<th>March 31, 2019</th>
<th>December 31, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsea</td>
<td>$8,470.6</td>
<td>$8,655.8</td>
<td>$8,747.0</td>
<td>$7,477.3</td>
<td>$5,999.6</td>
<td></td>
</tr>
<tr>
<td>Onshore/Offshore</td>
<td>$13,281.1</td>
<td>$15,030.8</td>
<td>$16,602.3</td>
<td>$9,862.7</td>
<td>$8,086.5</td>
<td></td>
</tr>
<tr>
<td>Surface Technologies</td>
<td>$475.2</td>
<td>$428.7</td>
<td>$426.6</td>
<td>$457.6</td>
<td>$466.9</td>
<td></td>
</tr>
<tr>
<td>Corporate and Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$24,238.1</td>
<td>$24,115.3</td>
<td>$25,818.0</td>
<td>$17,777.6</td>
<td>$14,580.0</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Book-to-Bill (3)</th>
<th>December 31, 2019</th>
<th>September 30, 2019</th>
<th>Three Months Ended</th>
<th>June 30, 2019</th>
<th>March 31, 2019</th>
<th>December 31, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsea</td>
<td>0.8</td>
<td>1.1</td>
<td>1.7</td>
<td>2.3</td>
<td>0.7</td>
<td></td>
</tr>
<tr>
<td>Onshore/Offshore</td>
<td>0.6</td>
<td>0.4</td>
<td>2.4</td>
<td>2.4</td>
<td>1.0</td>
<td></td>
</tr>
<tr>
<td>Surface Technologies</td>
<td>1.1</td>
<td>1.0</td>
<td>1.0</td>
<td>0.9</td>
<td>1.0</td>
<td></td>
</tr>
<tr>
<td>Corporate and Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>0.7</td>
<td>0.8</td>
<td>3.2</td>
<td>2.1</td>
<td>0.9</td>
<td></td>
</tr>
</tbody>
</table>

(1) Inbound orders represent the estimated sales value of confirmed customer orders received during the reporting period.
(2) Order backlog is calculated as the estimated sales value of unfulfilled, confirmed customer orders at the reporting date.
(3) Book-to-bill is calculated as inbound orders divided by revenue.
### TECNOFMC PLC AND CONSOLIDATED SUBSIDIARIES

**RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES**

(In millions, unaudited)

**Charges and Credits**

In addition to financial results determined in accordance with U.S. generally accepted accounting principles (GAAP), the fourth quarter 2019 Earnings Release also includes non-GAAP financial measures (as defined in Item 10 of Regulation S-K of the Securities Exchange Act of 1934, as amended) and describes performance on a year-over-year basis against 2018 results and measures. Net income, excluding charges and credits, as well as measures derived from it (excluding Diluted EPS, excluding charges and credits, Income before net interest expense and taxes, excluding charges and credits, (“Adjusted Operating profit”); Depreciation and amortization, excluding charges and credits, earnings before net interest expense, income taxes, depreciation and amortization, excluding charges and credits, (“Adjusted EBITDA”); and net cash from non-GAAP financial measures. Management believes that the exclusion of charges and credits from these financial measures enables investors and management to more effectively evaluate TechnipFMC’s operations and consolidated results of operations period-over-period, and to identify operating trends that could otherwise be masked or misleading to both investors and management by the excluded items. These measures are also used by management as performance measures in determining certain incentive compensation. The foregoing non-GAAP financial measures should be considered in addition to, not as a substitute for or superior to, other measures of financial performance prepared in accordance with GAAP. The following is a reconciliation of the most comparable financial measures under GAAP to the non-GAAP financial measures.

<table>
<thead>
<tr>
<th>Three Months Ended</th>
<th>December 31, 2019</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Net income (loss) attributable to TechnipFMC plc</th>
<th>Net income (loss) attributable to non-controlling interests</th>
<th>Provision for income taxes</th>
<th>Net interest expense</th>
<th>Income (loss) before net interest expense and income taxes</th>
<th>Depreciation and amortization</th>
<th>Earnings before net interest expense, income taxes, depreciation and amortization (EBITDA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TechnipFMC plc as reported</td>
<td>(2,414.0)</td>
<td>(24.3)</td>
<td>179.8</td>
<td>106.0</td>
<td>(2,144.5)</td>
<td>121.1</td>
<td>(2,013.4)</td>
</tr>
<tr>
<td>Charges and (credits):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impairment and other charges</td>
<td>2,388.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,388.6</td>
</tr>
<tr>
<td>Restructuring and other charges</td>
<td>(1.1)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(1.1)</td>
</tr>
<tr>
<td>Separation costs</td>
<td>47.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>47.1</td>
</tr>
<tr>
<td>Purchase price accounting adjustment</td>
<td>6.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6.5</td>
</tr>
<tr>
<td>Valuation allowance</td>
<td>102.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>102.0</td>
</tr>
<tr>
<td>Adjusted financial measures</td>
<td>15.1</td>
<td>(4.8)</td>
<td>177.0</td>
<td>166.0</td>
<td>201.8</td>
<td>122.6</td>
<td>404.4</td>
</tr>
</tbody>
</table>

| Diluted earnings (loss) per share attributable to TechnipFMC plc as reported | (5.40) |
| Adjusted diluted earnings per share attributable to TechnipFMC plc | 0.63 |
### Exhibit 7

**TECHNIPCM PLC AND CONSOLIDATED SUBSIDIARIES**

**RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES**

(In millions, unaudited)

#### Charges and Credits

In addition to financial results determined in accordance with U.S. generally accepted accounting principles (GAAP), the fourth quarter 2019 Earnings Release also includes non-GAAP financial measures (as defined in Item 10 of Regulation S-K of the Securities Exchange Act of 1934, as amended) and describes performance on a year-over-year basis against 2018 results and measures. Net income, excluding charges and credits, as well as measures derived from it (excluding Diluted EPS, excluding charges and credits, Income before net interest expense and taxes, excluding charge and credit; (“Adjusted Operating profit”); Depreciation and amortization, excluding charges and credits; Earnings before net interest expense, income taxes, depreciation and amortization, excluding charges and credits; (“Adjusted EBITDA”), and net cash) are non-GAAP financial measures. Management believes that the analysis of charges and credits from these financial measures enables investors and management to more effectively evaluate TechniPCM’s operations and consolidated results of operations period-over-period, to identify operating trends that could otherwise be masked or misleading to both investors and management by the excluded items. These measures are also used by management as performance measures in determining certain incentive compensation. The foregoing non-GAAP financial measures should be considered by investors in addition to, not as a substitute for or superior to, other measures of financial performance prepared in accordance with GAAP. The following is a reconciliation of the most comparable financial measures under GAAP to the non-GAAP financial measures.

<table>
<thead>
<tr>
<th>Three Months Ended</th>
<th>December 31, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Net income (loss)</td>
</tr>
<tr>
<td>TechniPCM plc, as reported</td>
<td>$(2,519.9)</td>
</tr>
</tbody>
</table>

**Charges and credits:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Net income (loss) attributable to TechniPCM plc</th>
<th>Provision for income taxes</th>
<th>Net interest expense</th>
<th>Income (loss) before net interest expense and income taxes (Operating profit)</th>
<th>Depreciation and amortization</th>
<th>Earnings before net interest expense, income taxes, depreciation and amortization (EBITDA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implantation and other charges</td>
<td>1,614.8</td>
<td>—</td>
<td>—</td>
<td>1,778.5</td>
<td>—</td>
<td>1,778.5</td>
</tr>
<tr>
<td>Restructuring and other severance charges</td>
<td>11.5</td>
<td>—</td>
<td>—</td>
<td>20.1</td>
<td>—</td>
<td>20.1</td>
</tr>
<tr>
<td>Business combination transaction and integration costs</td>
<td>5.7</td>
<td>—</td>
<td>—</td>
<td>15.0</td>
<td>—</td>
<td>15.0</td>
</tr>
<tr>
<td>Legal provision</td>
<td>250.0</td>
<td>—</td>
<td>—</td>
<td>250.0</td>
<td>—</td>
<td>250.0</td>
</tr>
<tr>
<td>Purchase price accounting adjustments</td>
<td>17.0</td>
<td>—</td>
<td>—</td>
<td>22.3</td>
<td>(74.0)</td>
<td>15.9</td>
</tr>
<tr>
<td>Tax reform</td>
<td>11.8</td>
<td>(11.4)</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Voluntary severance</td>
<td>292.4</td>
<td>(292.4)</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Adjusted financial measures</strong></td>
<td>$(2,40.0)</td>
<td>$12.1</td>
<td>$242.6</td>
<td>$116.6</td>
<td>$221.5</td>
<td>$112.9</td>
</tr>
</tbody>
</table>
### TECHNIPFMC PLC AND CONSOLIDATED SUBSIDIARIES
### RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES

(In millions, unaudited)

<table>
<thead>
<tr>
<th></th>
<th>Three Months Ended</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>December 31, 2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Subsea</td>
<td>Onshore/Offshore</td>
<td>Surface Technologies</td>
<td>Corporate and Other</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td>$1,886.8</td>
<td>$1,832.4</td>
<td>$407.6</td>
<td></td>
<td>$3,126.8</td>
<td></td>
</tr>
<tr>
<td>Operating profit (loss), as reported (pre-tax)</td>
<td>$(1,512.7)</td>
<td>$245.3</td>
<td>$(698.2)</td>
<td>$(178.9)</td>
<td>$(2,144.5)</td>
<td></td>
</tr>
<tr>
<td>Charges and (credits):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impairment and other charges*</td>
<td>1,671.7</td>
<td></td>
<td>684.9</td>
<td></td>
<td>2,356.6</td>
<td></td>
</tr>
<tr>
<td>Restructuring and other charges*</td>
<td>(57.5)</td>
<td>5.9</td>
<td>37.0</td>
<td>13.1</td>
<td>(1.5)</td>
<td></td>
</tr>
<tr>
<td>Separation costs</td>
<td></td>
<td></td>
<td></td>
<td>62.7</td>
<td>62.7</td>
<td></td>
</tr>
<tr>
<td>Purchase price accounting adjustments</td>
<td>8.5</td>
<td></td>
<td></td>
<td></td>
<td>8.5</td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>1,622.7</td>
<td>5.9</td>
<td>721.9</td>
<td>75.8</td>
<td>2,426.3</td>
<td></td>
</tr>
<tr>
<td>Adjusted Operating profit (loss)</td>
<td>110.0</td>
<td>231.2</td>
<td>23.7</td>
<td>(103.1)</td>
<td>281.8</td>
<td></td>
</tr>
<tr>
<td>Adjusted Depreciation and amortization</td>
<td>75.0</td>
<td>8.5</td>
<td>32.2</td>
<td>6.9</td>
<td>122.6</td>
<td></td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>$(185.0)</td>
<td>$239.7</td>
<td>$33.9</td>
<td>$(96.2)</td>
<td>$(404.4)</td>
<td></td>
</tr>
<tr>
<td>Operating profit margin, as reported</td>
<td>-101.7%</td>
<td>13.4%</td>
<td>-171.3%</td>
<td></td>
<td>-57.5%</td>
<td></td>
</tr>
<tr>
<td>Adjusted Operating profit margin</td>
<td>7.4%</td>
<td>13.7%</td>
<td>5.8%</td>
<td></td>
<td>7.6%</td>
<td></td>
</tr>
<tr>
<td>Adjusted EBITDA margin</td>
<td>12.4%</td>
<td>14.2%</td>
<td>13.7%</td>
<td></td>
<td>10.9%</td>
<td></td>
</tr>
</tbody>
</table>

*On December 30, 2019, the Company completed the acquisition of the remaining 50 percent of Technip Odebrecht PLSV CV, which resulted in a net loss of $0.9 million that was recorded in the Subsea segment. The net loss comprises an impairment charge of $84.2 million included within impairment and other charges and a bargain purchase gain of $83.3 million included within restructuring and other charges.
## TECHNIPFMC PLC AND CONSOLIDATED SUBSIDIARIES
### RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES
(In millions, unaudited)

<table>
<thead>
<tr>
<th></th>
<th>Three Months Ended</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>December 31, 2018</td>
<td>Subsea</td>
<td>Onshore/Offshore</td>
<td>Surface Technologies</td>
<td>Corporate and Other</td>
</tr>
<tr>
<td>Revenue</td>
<td>$1,233.3</td>
<td>$1,672.4</td>
<td>$417.3</td>
<td>$  —</td>
<td>$  —</td>
</tr>
<tr>
<td>Operating profit (loss), as reported (pre-tax)</td>
<td>$(1,729.5)</td>
<td>$206.4</td>
<td>$38.8</td>
<td>$(393.6)</td>
<td>$(1,887.9)</td>
</tr>
<tr>
<td>Charges and (credits):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impairment and other charges*</td>
<td>1,775.6</td>
<td>$  —</td>
<td>2.9</td>
<td>$  —</td>
<td>1,778.5</td>
</tr>
<tr>
<td>Restructuring and other severance charges</td>
<td>7.2</td>
<td>2.4</td>
<td>2.9</td>
<td>7.6</td>
<td>20.1</td>
</tr>
<tr>
<td>Business combination transaction and integration costs</td>
<td>$  —</td>
<td>$  —</td>
<td>$  —</td>
<td>15.6</td>
<td>15.6</td>
</tr>
<tr>
<td>Legal provision</td>
<td>$  —</td>
<td>$  —</td>
<td>$  —</td>
<td>280.0</td>
<td>280.0</td>
</tr>
<tr>
<td>Purchase price accounting adjustments - non-amortization related</td>
<td>$(3.3)</td>
<td>$  —</td>
<td>1.4</td>
<td>0.1</td>
<td>$(1.8)</td>
</tr>
<tr>
<td>Purchase price accounting adjustments - amortization related</td>
<td>23.6</td>
<td>$  —</td>
<td>0.4</td>
<td>$  —</td>
<td>24.0</td>
</tr>
<tr>
<td>Subtotal</td>
<td>1,803.1</td>
<td>2.4</td>
<td>7.8</td>
<td>303.3</td>
<td>2,116.4</td>
</tr>
<tr>
<td>Adjusted Operating profit (loss)</td>
<td>63.6</td>
<td>208.8</td>
<td>45.4</td>
<td>$(90.5)</td>
<td>228.5</td>
</tr>
<tr>
<td>Adjusted Depreciation and amortization</td>
<td>84.9</td>
<td>8.4</td>
<td>18.3</td>
<td>2.1</td>
<td>113.9</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>$148.5</td>
<td>$217.2</td>
<td>$61.9</td>
<td>$(88.2)</td>
<td>$342.4</td>
</tr>
</tbody>
</table>

Operating profit margin, as reported | -141.6% | 12.3% | 9.3% | -56.8% |
Adjusted Operating profit margin | 3.2% | 12.3% | 11.1% | 6.9% |
Adjusted EBITDA margin | 12.6% | 13.0% | 15.6% | 10.3% |
### TECHNIPFMC PLC AND CONSOLIDATED SUBSIDIARIES

**RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES**

(In millions, unaudited)

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2019</th>
<th>December 31, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$5,190.2</td>
<td>$5,540.0</td>
</tr>
<tr>
<td>Short-term debt and current portion of long-term debt</td>
<td>(495.4)</td>
<td>(67.4)</td>
</tr>
<tr>
<td>Long-term debt, less current portion</td>
<td>(3,980.0)</td>
<td>(4,124.3)</td>
</tr>
<tr>
<td>Net cash</td>
<td>$714.8</td>
<td>$1,348.3</td>
</tr>
</tbody>
</table>

**Net (debt) cash** is a non-GAAP financial measure reflecting cash and cash equivalents, net of debt. Management uses this non-GAAP financial measure to evaluate our capital structure and financial leverage. We believe net debt, or net cash, is a meaningful financial measure that may assist investors in understanding our financial condition and recognizing underlying trends in our capital structure. Net (debt) cash should not be considered an alternative to, or more meaningful than, cash and cash equivalents as determined in accordance with U.S. GAAP or as an indicator of our operating performance or liquidity.
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