TechnipFMC

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.

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TechnipFMC

Section 1:
Q4 2019 Financial and operational highlights

2019 Growth

- 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

59%
Inbound growth[1]

67%
Backlog growth[1]

>2x
Value[1] of scope in iEPCI™ awards

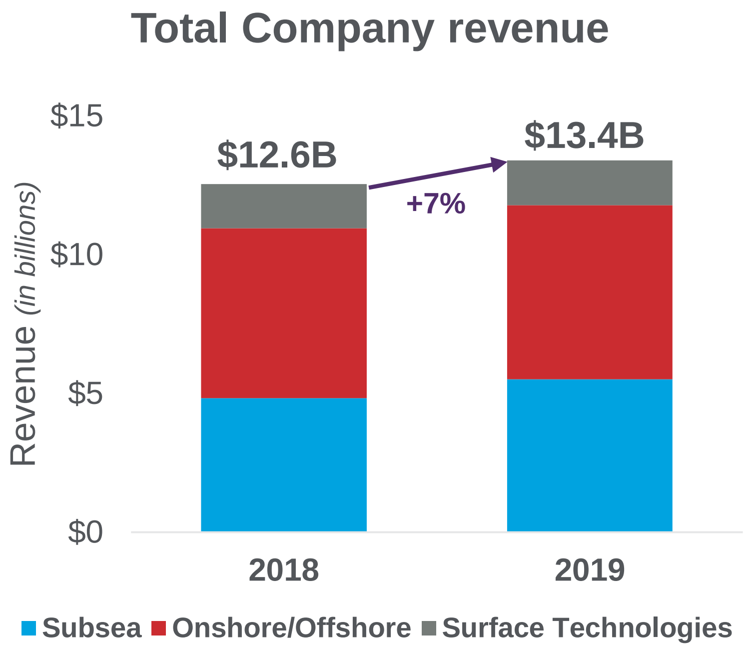
37%
Subsea backlog growth[1]

>$8B
LNG awards

89%
Onshore/Offshore backlog growth[1]

[1]2019 growth versus 2018

Higher activity across all segments drives revenue growth



- Total Company revenue of $13.4 billion, representing 7% growth versus 2018
- Book-to-bill of 1.7x for the full year

Subsea

- Higher mix of integrated project (iEPCI™) activity
- 15% revenue growth in Subsea Services
- 14% revenue growth in Subsea

Onshore/ Offshore

- Segment revenue inflected from 2018 trough
- Three quarters of sequential revenue growth
- Non-Yamal revenue growth exceeded 25%

Surface Technologies

- International revenues 50%+ of segment total
- 15%+ revenue growth outside North America
- 2% revenue growth despite North America decline

2020 outlook and segment guidance[1]

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

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.

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

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

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

[1]Our 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.

2020 & Beyond

TechnipFMC

Subsea

Leading

- Maintaining market leadership position in Subsea
- Maximizing flexibility to deliver integrated solutions (iEPCI™)
- Aligning our assets with the right strategic partners and geographies

Surface Technologies

Transforming

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

Technip Energies

Onshore/Offshore

Transitioning

- 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

Reshaping our future

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

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

	$ millions	$ / Share
GAAP Net income, as reported	**$ (2,414.0)**	**$ (5.40)**
Charges and credits, after-tax	$ 2,429.1	$ 5.43
Adjusted Net Income, as reported	**$ 15.1**	**$ 0.03**
Other items impacting results:		
Foreign exchange (F/X) losses, after-tax	*$ 56.5*	*$ 0.13*
Increased liability payable to joint venture partners (MRL[1])	*$ 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*

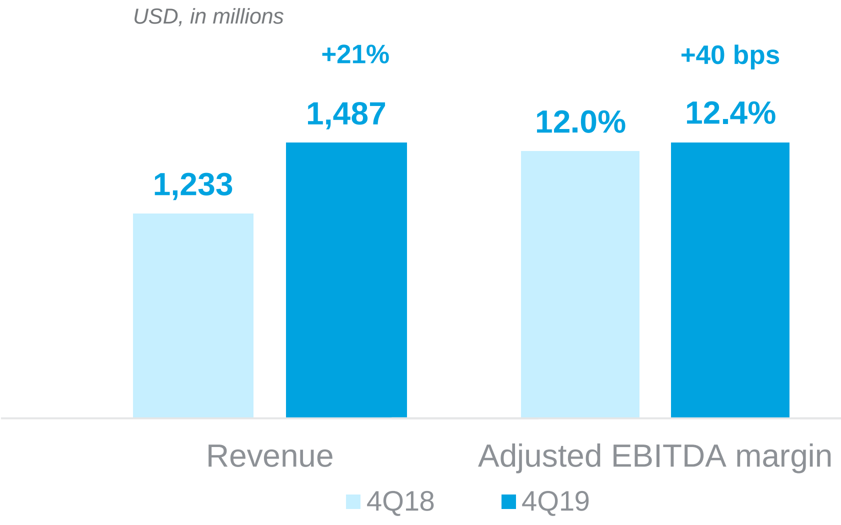
- **Company fully remediated all previously disclosed material weaknesses**

[1]MRL = Mandatorily redeemable financial liability

TechnipFMC

Q4 2019 Segment results

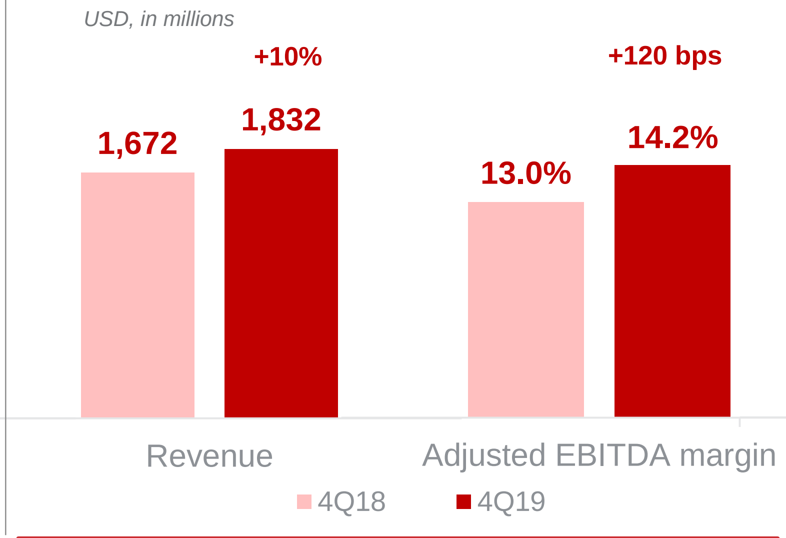
Subsea



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

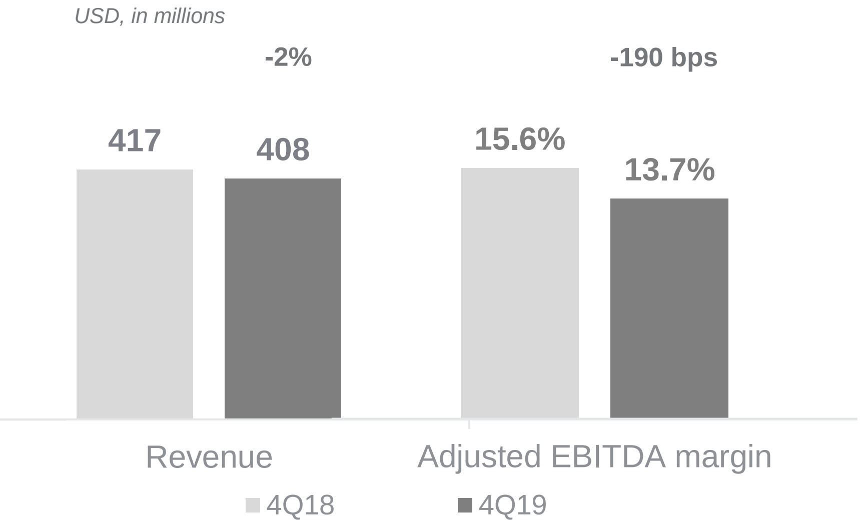
Onshore/Offshore



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

Surface Technologies



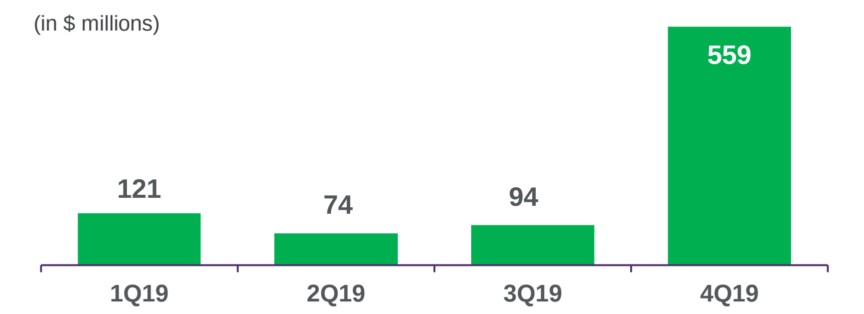
Operational highlights

- 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

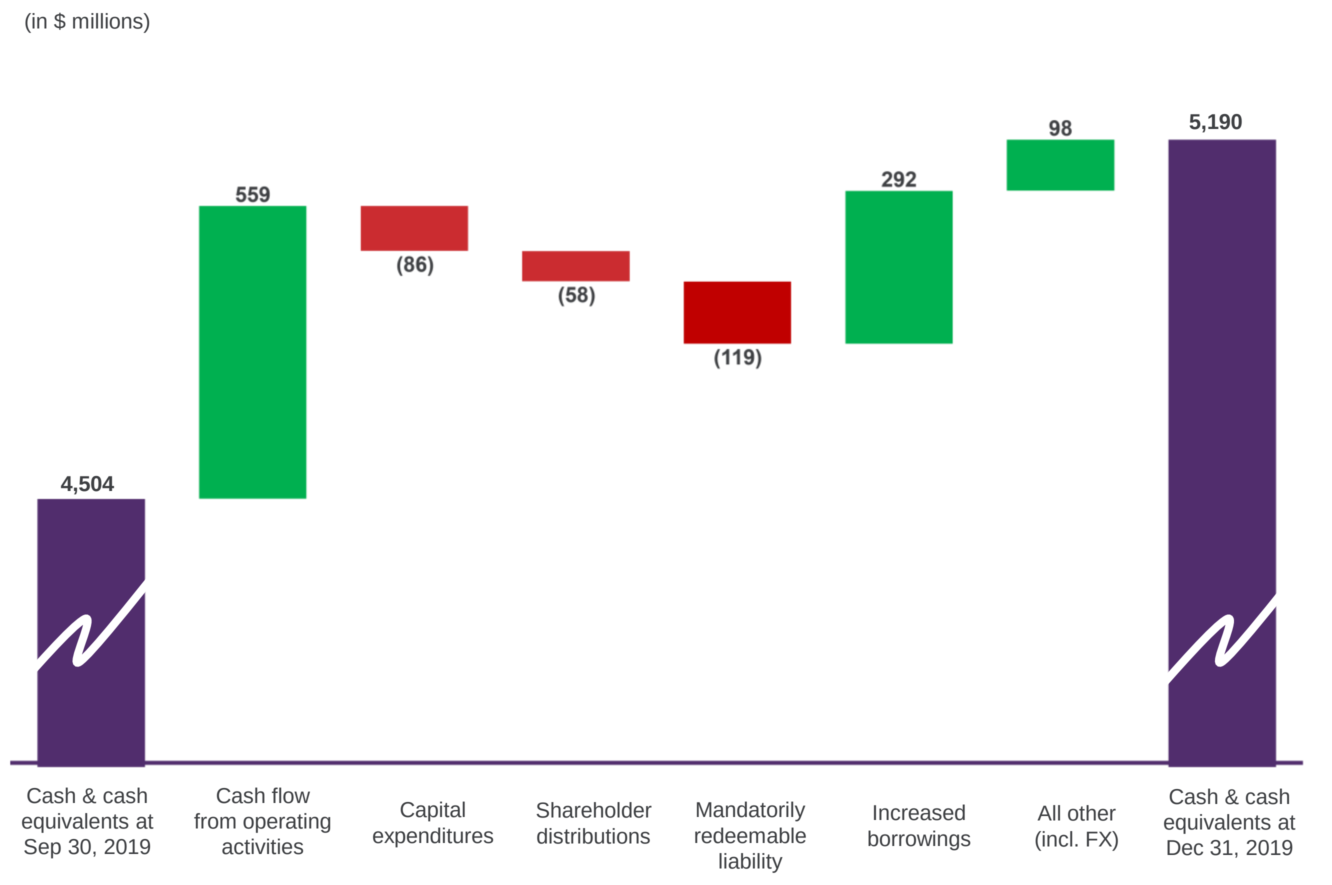
TechnipFMC

Strong Q4 operating cash flow drives solid full year result

Operating cash flow



Q4 2019 Cash flow walk



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**

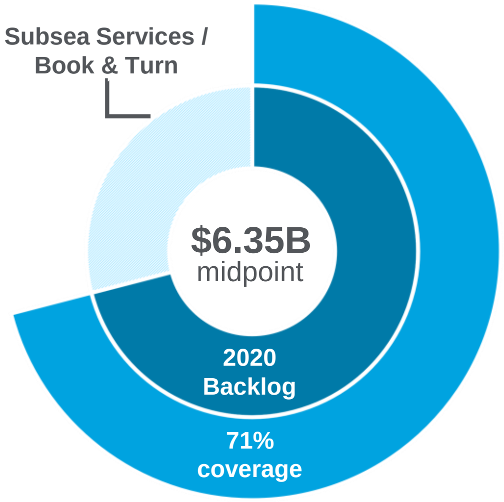
FY 2019

- **Operating cash flow of $849 million**
- **Shareholder distributions of $326 million**
  - $233 million dividends, $93 million share repurchase

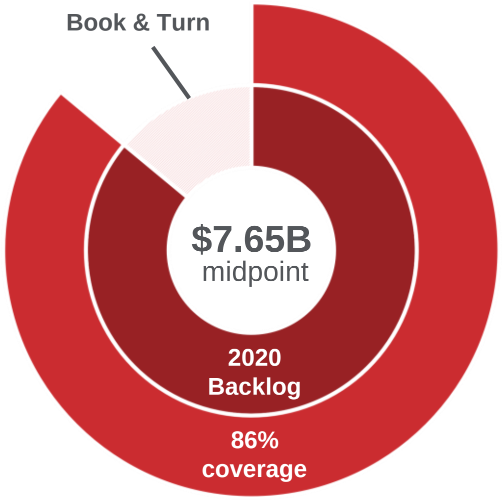
2020 Financial guidance

2020 Revenue coverage from backlog

Subsea
(at midpoint of guidance range)



Onshore/Offshore
(at midpoint of guidance range)



- **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

1. In accordance with U.S. generally accepted accounting principles (GAAP). Following separation, RemainCo and SpinCo will be subject to immaterial carve-out adjustments.
2. As of February 26, 2020. For RemainCo, midpoint of TechnipFMC 2020e revenue guidance for Subsea ($6.35B) and Surface Technologies ($1.5B). For SpinCo, midpoint of TechnipFMC revenue guidance for Onshore/Offshore ($7.65B).
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

	RemainCo	**SpinCo**
Customers	Upstream focus	Midstream/Downstream leverage
Capital intensity	Medium	Low
Investment horizon (cycle)	Medium	Long
Services opportunity	Very High	Medium
ROIC potential	High	Very High

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

SpinCo

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	**>20%** Of operating LNG capacity[1]	**>25** Leading proprietary technologies
$8B Revenue	**#1** In Ethylene and Hydrogen (*installed base)*	**~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

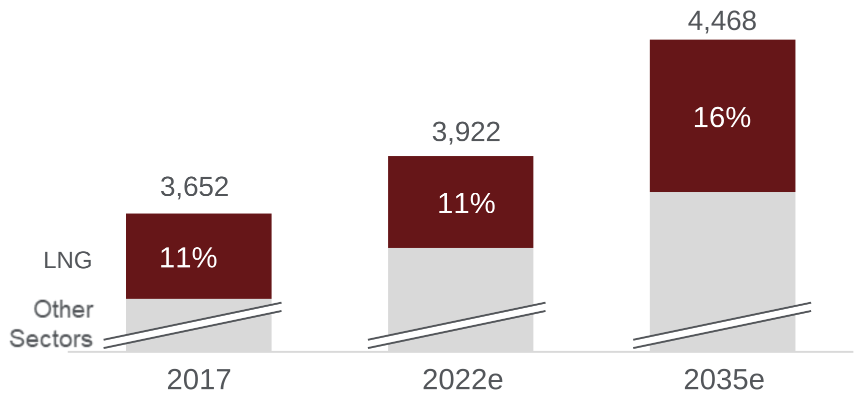
Previous responsibilities have included:

- 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

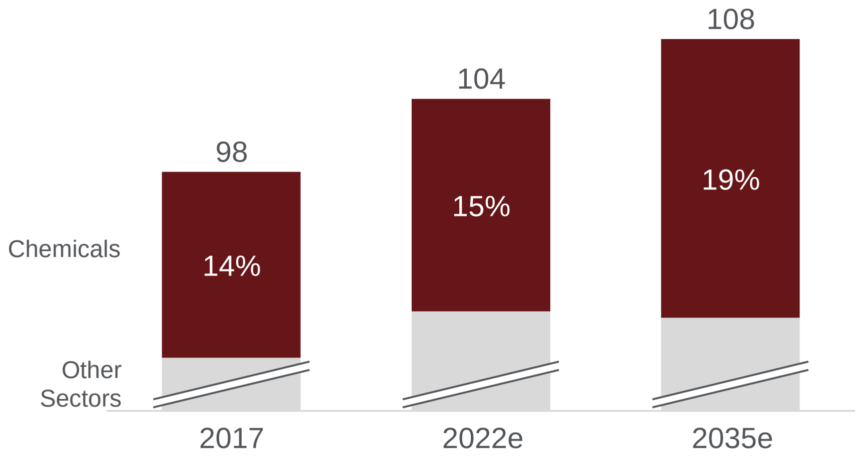
Total gas demand:
Bcm



- 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

Total liquids demand:
Crude, condensate and natural gas liquids; MMb/d



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

SpinCo is positioned at each major step of hydrocarbon transformation chain

Source: TechnipFMC, McKinsey & Company Energy Insights: Global Energy Perspective, January 2019

TechnipFMC

Growth potential driven by LNG market leadership

Market leadership

105 Mtpa
Global production delivered

>20%
Of operating LNG capacity

7.8 Mtpa
World's largest LNG trains delivered

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

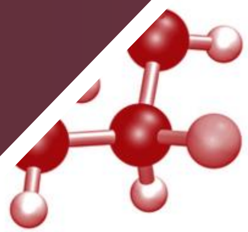
- LNG
- Floating LNG
- Fixed and floating platforms
- Gas monetization
- Refining
- Ethylene, petrochemicals

Services

- Feasibility studies
- Consulting
- Project management consultancy

Process Technology

- Ethylene
- Hydrogen
- Oil refining
- Petrochemicals, polymers
- Gas monetization
- Renewables



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

Green Chemistry
A structural growth opportunity

Gas Processing	Top 3
LNG	Leader
FLNG	Leader
Petrochemicals	Top 3

Gas-enabled transition requires significant infrastructure

Biological Components	Biofuels Biopolymers
Circular Chemistry	Plastics Waste to Fuel
Brown to Green Chemistry	Hydrogens to Chemicals

Market to triple over the next 10 Years[1]

1. Source: TechnipFMC, McKinsey & Company Energy Insights: Global Energy Perspective, January 2019

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

RemainCo

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

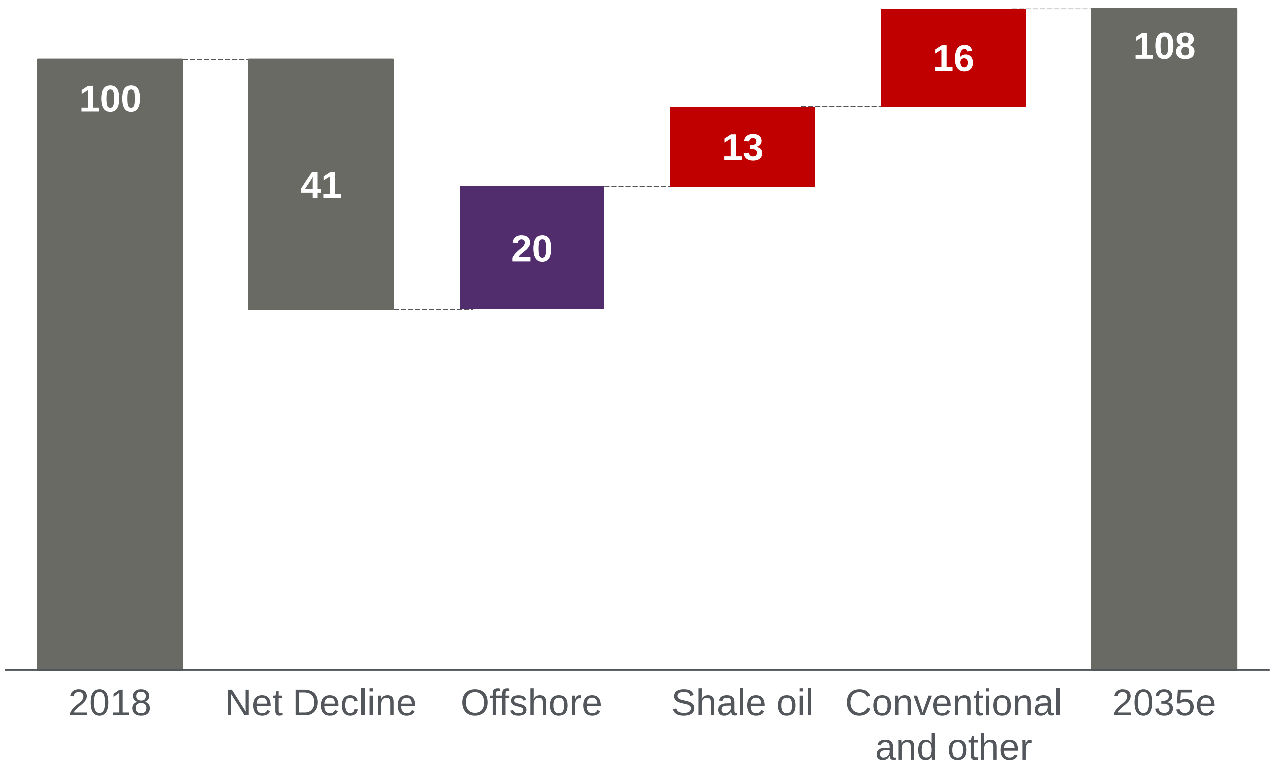
>50%
Of offshore production flows through our technology

~22K
Employees;
HSE is top priority

Positioned to meet growing demand

Liquids production

Crude, condensate and natural gas liquids; MMb/d



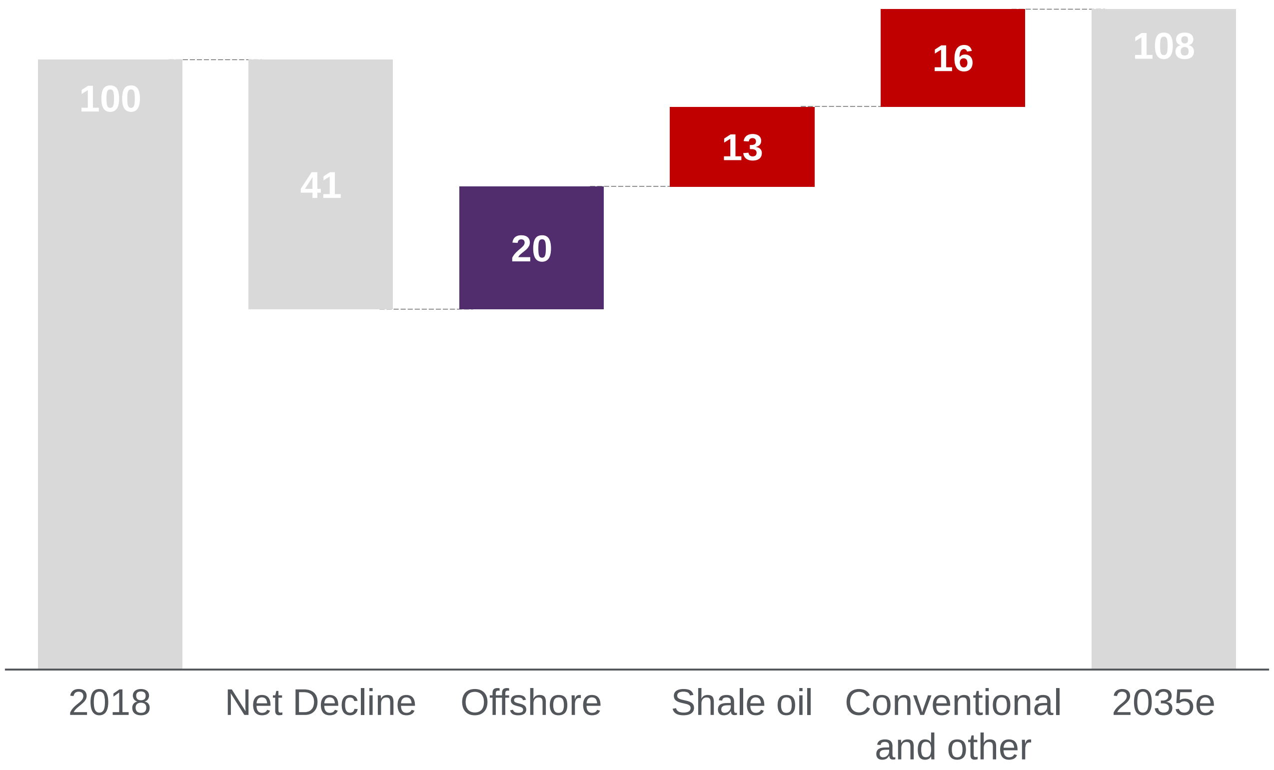
Source: TechnipFMC, McKinsey & Company Energy Insights: Global Energy Perspective, January 2019

- **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

Source: TechnipFMC, McKinsey & Company Energy Insights: Global Energy Perspective, January 2019

TechnipFMC

49MMb/d of **new liquids production** is **required** to meet expected **demand**

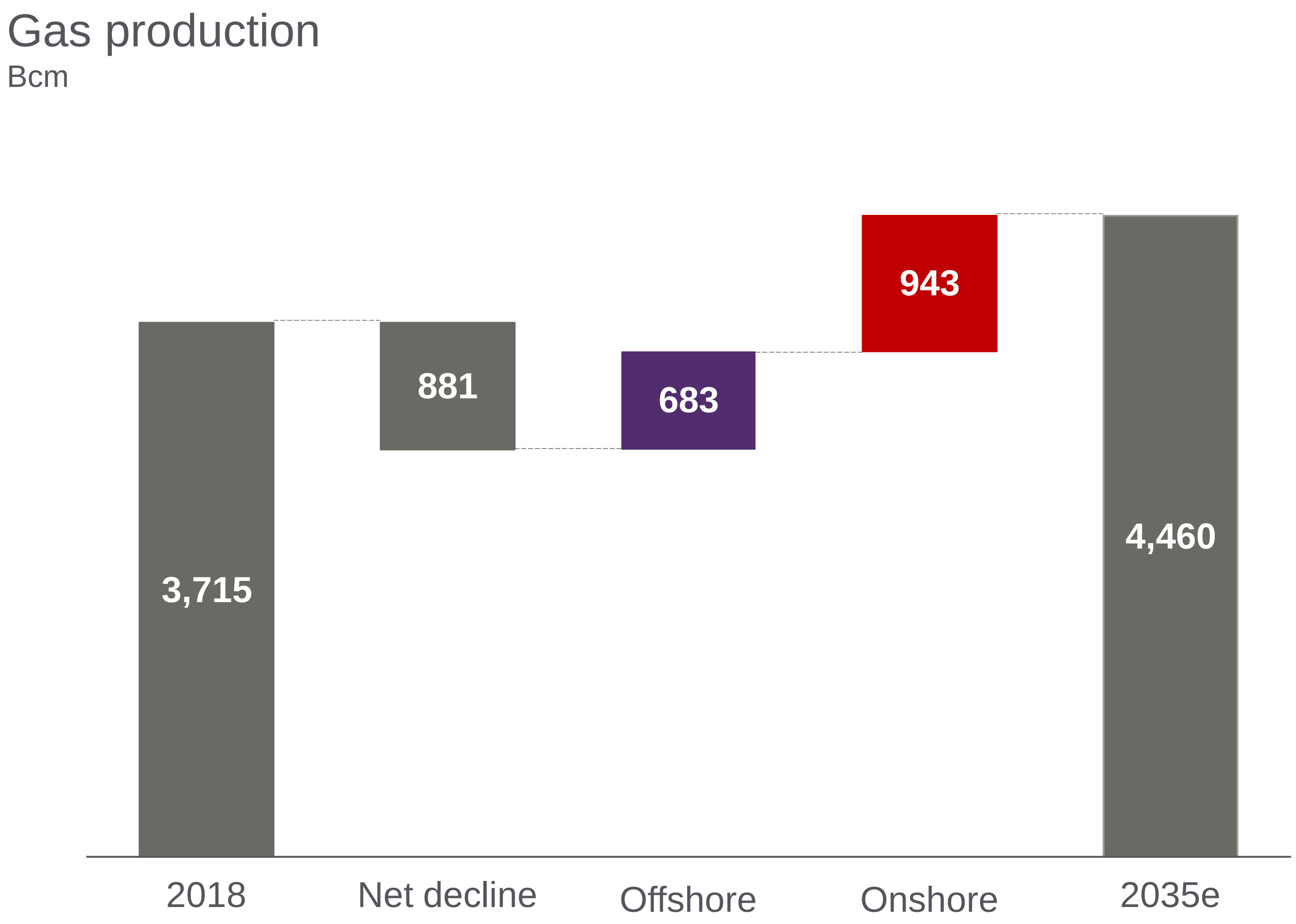
Offshore

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

Shale oil and conventional

- Leader in conventionals
- Leverage learnings from integrated commercial model
- Capitalize on Subsea technology innovation

Supporting the supply of gas for LNG



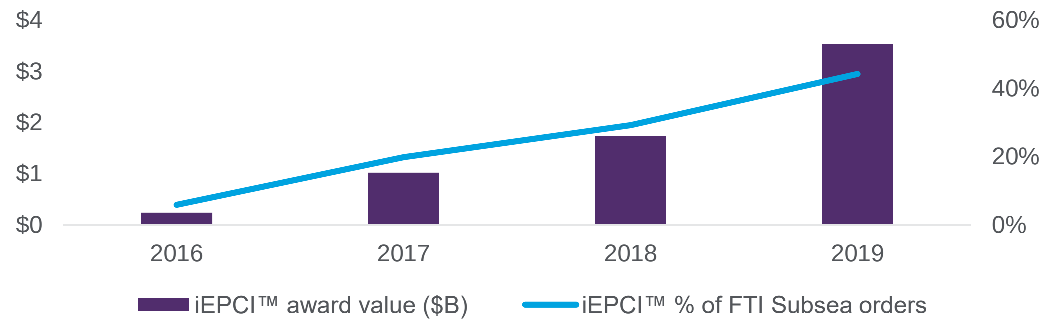
- **45**% of new gas production is expected to come from **offshore** sources
- **Onshore** gas will primarily supply pipeline flows or be consumed near source
- **Offshore** gas will primarily supply **LNG** flows

Source: TechnipFMC, McKinsey & Company Energy Insights: Global Energy Perspective, January 2019

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*

13 **New** iEPCI™ projects in 2019

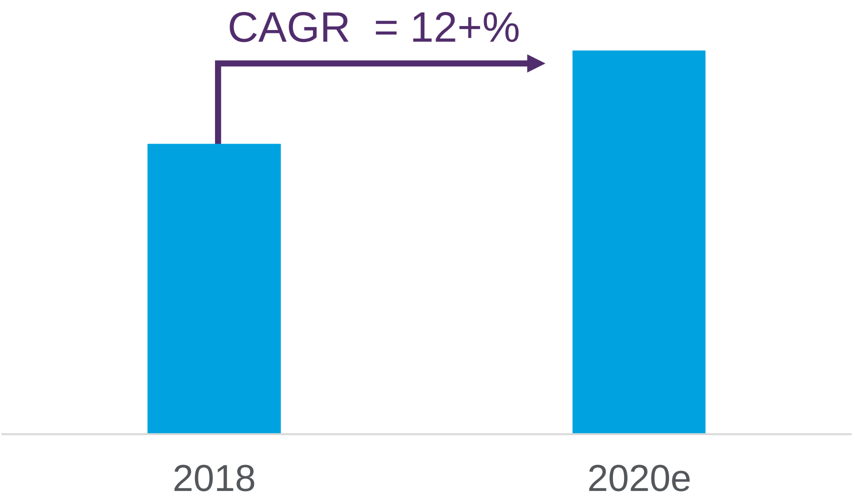
5 **Repeat** iEPCI™ customers

5 **New** iEPCI™ alliances

- 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 $1billion
- Resilient, margin-accretive aftermarket services
- Service potential on ~50% of subsea installed base

Alliance partners

Anadarko
ConocoPhillips
LLOG exploration
wintershall dea
bp
ENERGEAN OIL & GAS
PETROBRAS
Hurricane
HESS
equinor
NEPTUNE ENERGY
Lundin Petroleum
woodside

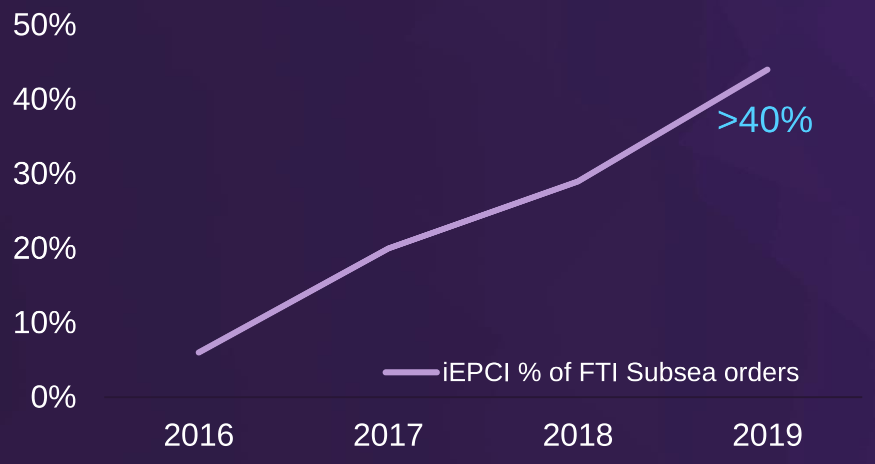
- Long-term, mutually beneficial relationships
- iEPCI™ alliances utilize full integrated offering
- Exclusive alliances result in direct awards

iProduction™ leadership

Subsea

Proven playbook

- iEPCI™
- Subsea 2.0™
- Alliances



Commercial model

Technology

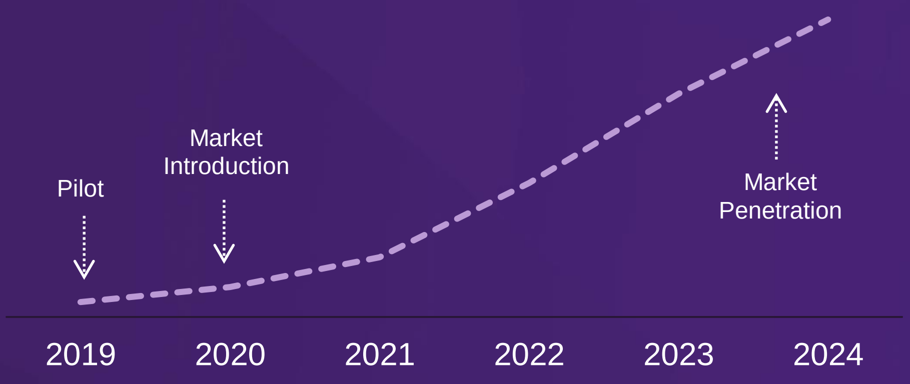
Client intimacy

Surface Technologies

Significant opportunity

- Integrated commercial model
- Technology transfer from Subsea
- Alliances

Market capital expenditures for surface >2x that of subsea



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

Source: TechnipFMC, McKinsey & Company Energy Insights: Global Energy Perspective, January 2019

Technology leadership

Integration technologies

Subsea 2.0™

iProduction™

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

Digital and automation

NextGen
subsea controls

Surface production
automation

Applying Subsea digital and automation technologies to transform Surface Technologies

Robotics

Precision
robotics for ROV

Subsea
mechatronics

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

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

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[1]

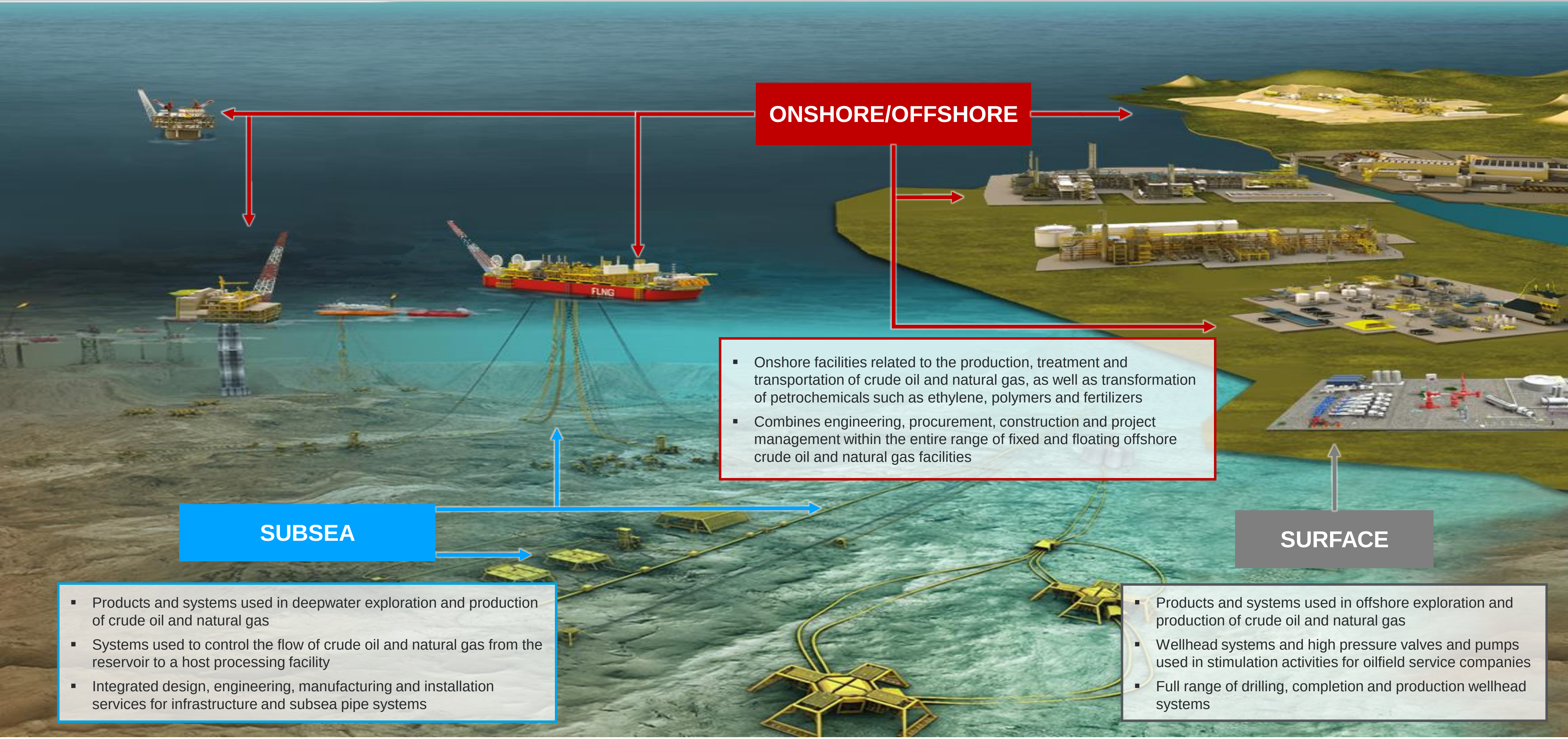
$13B
Total company revenue[2]

$24B
Total company backlog[3]

$5B
Total company cash balance[4]

[1] Public market quote from Bloomberg, LLP; TechnipFMC market capitalization as of February 26, 2020.
[2] Trailing four quarters revenue as of December 31, 2019. Source: Form 8-K filed on 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



- 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

- 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

- 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™

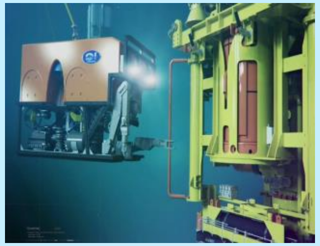
Transforming subsea project economics

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 capacity[1]

Unconventional

Product reliability

Leading positions in several products

Technology

Extending asset life and improving returns

Integrated offering

$1m savings per well; unique growth platform

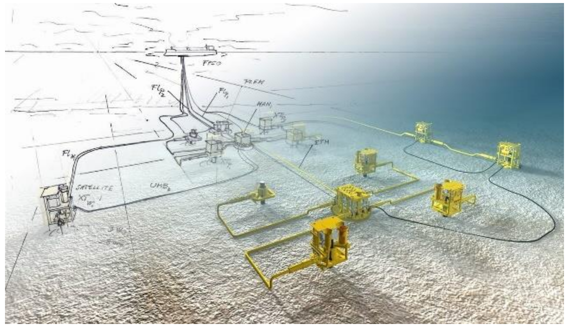
[1] Percentage is based on 88.0 / 382.2 Mtpa (million metric tons per annum) of TechnipFMC / industry operating capacity as of December 31, 2018; source: IHS, TechnipFMC.

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

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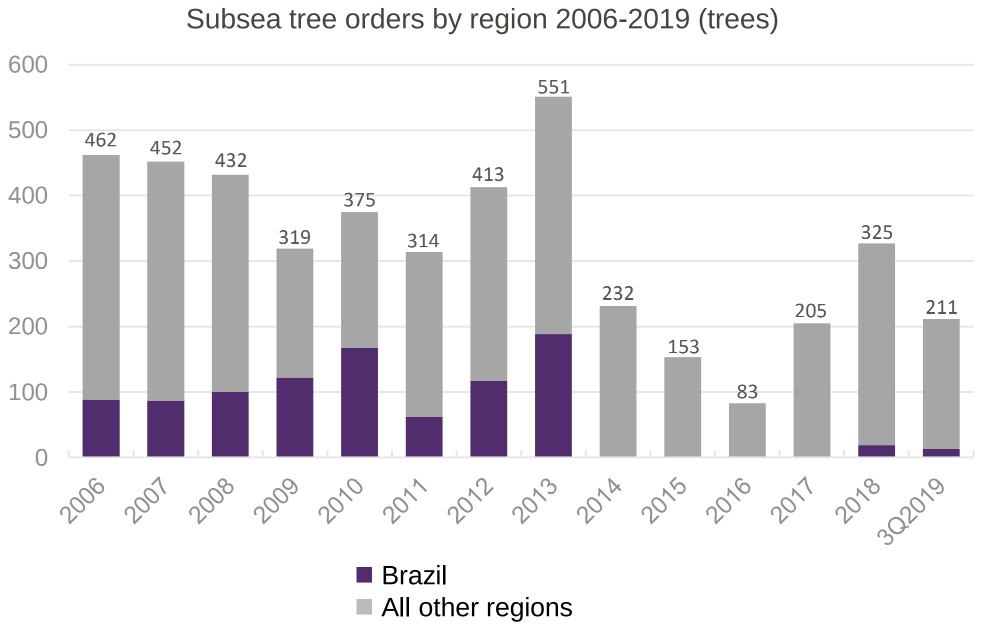
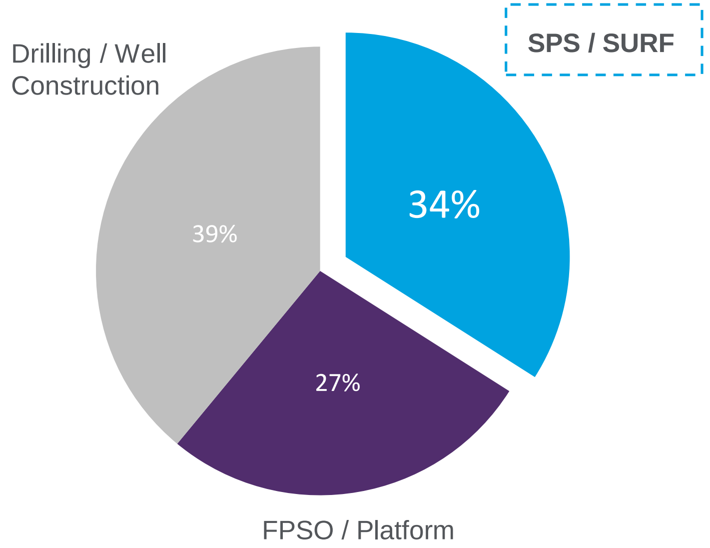
SPS / SURF - critical components of offshore development

Oil & gas industry has strong history of subsea tree orders



Source: Wood Mackenzie, November 2019

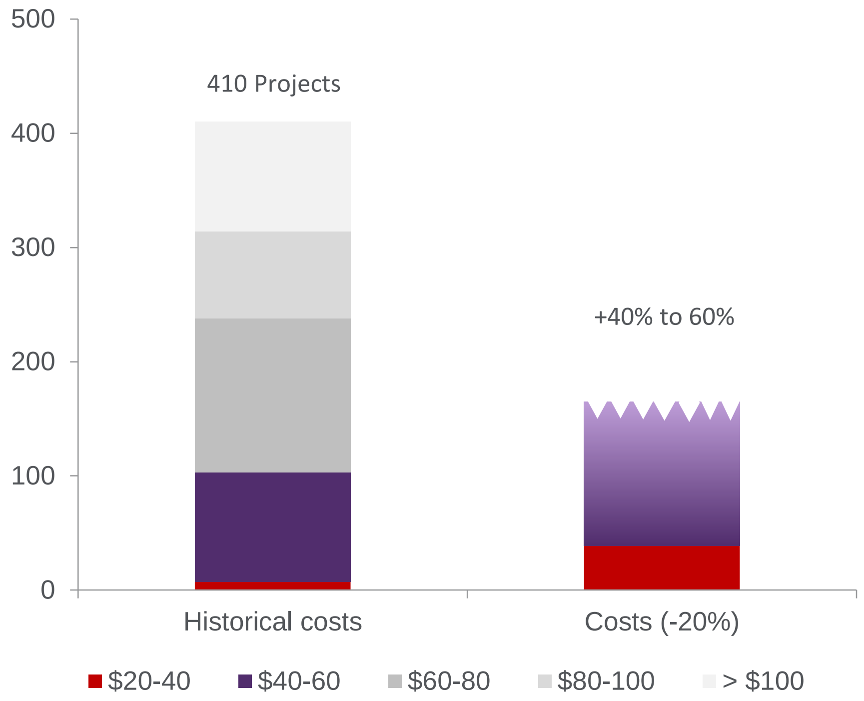
SPS / SURF is one of the largest components of project costs



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

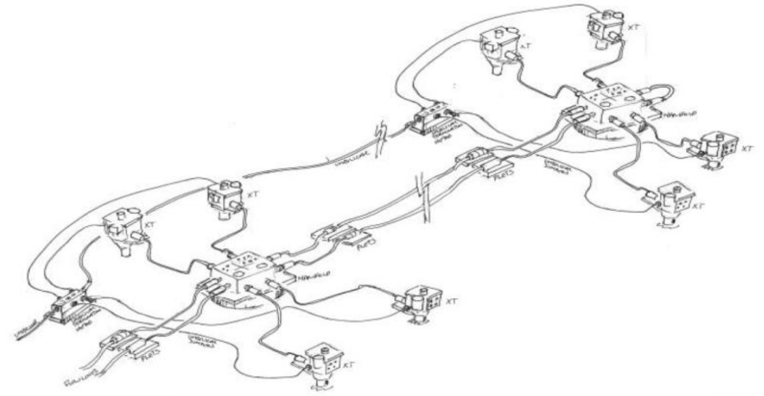
Subsea offers a full suite of capabilities

Conceptual Design & FEED[1]	Project Execution	Life-of-Field and Maintenance
Rationalized **subsea architecture** and design Optimized **technology** applications Improved **field performance**	*Engineering* · *Procurement* · *Equipment supply* · *Construction* · *Installation* **Joint SPS+SURF R&D** for improved technology application and combination Shortened **time to first oil** and **offshore installation** through **better planning** Reduced **project interfaces** and **contingencies** Strengthen **leverage** on **procurement**	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**

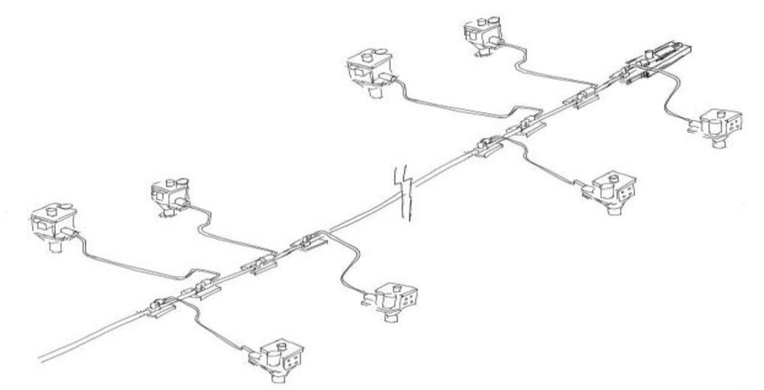
[1] Genesis Oil & Gas Consultants TechnipFMC

Subsea – integrated approach redefining subsea project economics

Traditional approach



Subsea 2.0™ an enabler to iEPCI™



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

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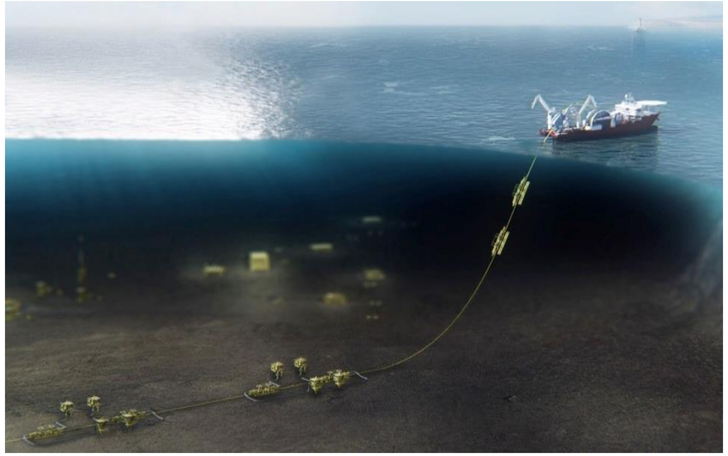
Subsea – making subsea short-cycle with Subsea 2.0™ + iEPCI™

Shell Kaikias → Subsea 2.0™ + iEPCI™ = 6 month schedule reduction | Break-even price <$30/bbl



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			Onshore			
Fixed Platforms	Floating Platforms	FLNG	LNG	Ethylene	Refining	Petrochemicals

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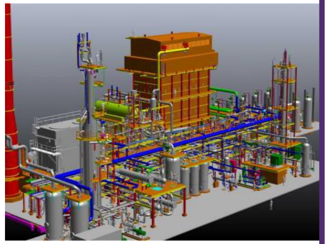
Onshore/Offshore – differentiated growth opportunities

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

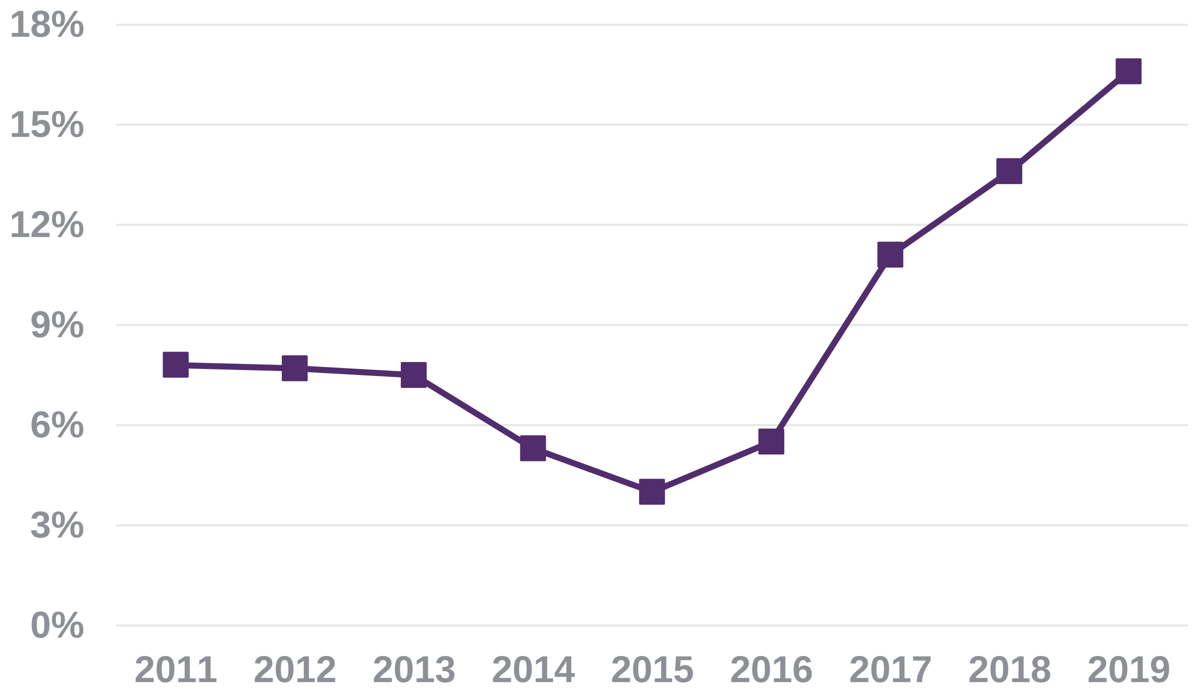
- **Execution**
  - Yamal
  - Coral FLNG
  - Novatek-led Arctic LNG
- **Adjacent opportunities**
  - Gas FPSO

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]



[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

Wellhead	Flowline	Frac, Flowback and Pumps		
Drilling	**Completion**		**Production**	**Midstream/ Transportation**

Comprehensive offering – from concept to project delivery and beyond

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

Subsea

Subsea products
- Trees, manifolds, control, templates, flowline systems, umbilicals & flexibles
- Subsea processing
- ROVs and manipulator systems

Subsea projects
- Field architecture, integrated design
- Engineering, procurement

Subsea services
- Drilling systems
- Installation using high-end fleet
- Asset management & production optimization
- Field IMR and well services

Onshore/Offshore

Project management, proprietary technology, equipment and early studies to detailed design

- **Offshore**
  Fixed platforms (jackets, self-elevating platforms, GBS, artificial islands) and floating facilities (FPSO, semi submersibles, Spar, TLP, FLNG)
- **Onshore**
  Gas monetization, refining, petrochemicals, onshore pipelines, furnaces, mining and metals
- **Services**
  Project management consultancy, process technologies

Surface

- Drilling, completion and production wellhead equipment, chokes, compact valves, manifolds and controls
- Treating iron, manifolds, and reciprocating pumps for stimulation and cementing
- Advanced separation and flow-treatment systems
- Flow metering products and systems
- Marine, truck, and railcar loading systems
- Installation and maintenance services
- Frac-stack and manifold rental and operation services
- Flowback and well testing services

Appendix

Glossary

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

Term	Definition
MMb/d	Million Barrels per Day
MRL	Mandatorily redeemable financial liability
Mtpa	Million Metric Tonnes per Annum
NAM	North America
ROIC	Return on Invested Capital
ROV	Remotely Operated Vehicles
ROW	Rest of World

2020 Financial guidance[1]

Subsea	Onshore/Offshore	Surface Technologies
Revenue in a range of $6.2–6.5 billion **EBITDA** margin at least 11% (excluding charges and credits)	**Revenue** in a range of 7.5–7.8 billion **EBITDA** margin at least 10% (excluding charges and credits)	**Revenue** in a range of $1.4–1.6 billion **EBITDA** margin at least 12% (excluding charges and credits)

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.

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- **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

[1]Our 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[1]

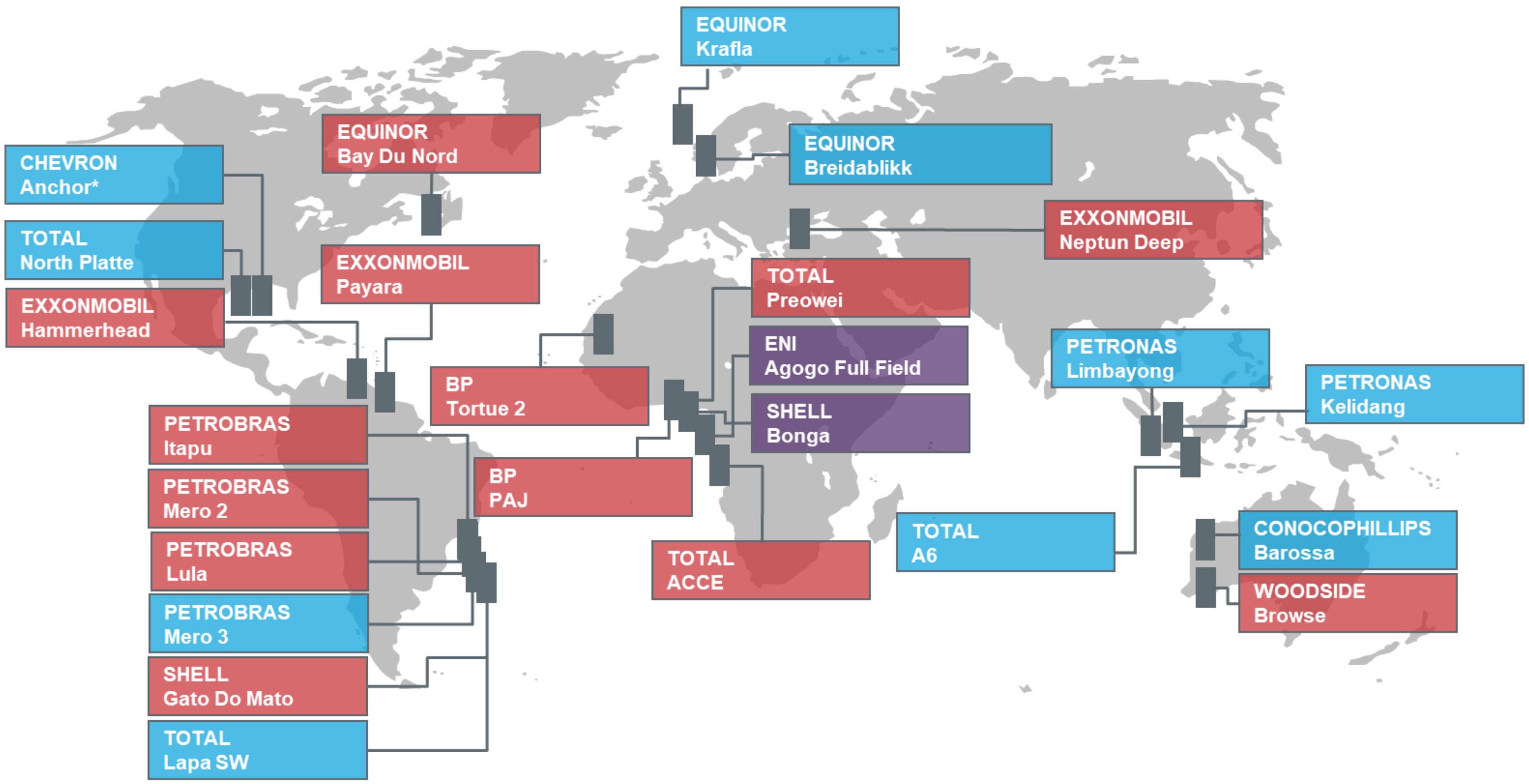
PROJECT UPDATES

Added	Removed
ENI Agogo Full Field	ENI Zabazaba
PETROBRAS Lula	EQUINOR Carcara
PETROBRAS Mero 3	PETROBRAS Buzios V

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

[1]February 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

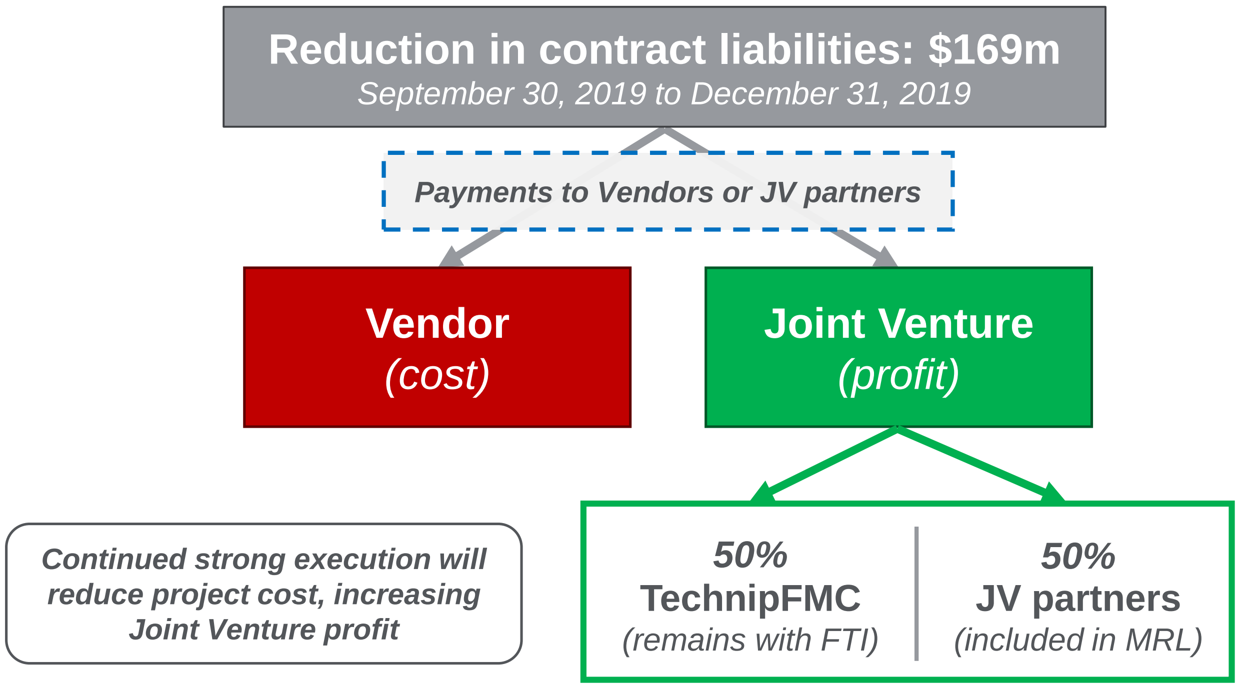
TechnipFMC plc and Consolidated Subsidiaries
Business Segment Data for Yamal LNG Joint Venture
(In millions, unaudited)

	December 31, 2019	September 30, 2019
Contract liabilities	$ 1,268.7	$ 1,437.3
Mandatorily redeemable financial liability	268.8	288.8

	Three Months Ended December 31, 2019	Three Months Ended September 30, 2019
Cash required by operating activities	$ 58.2	$ 9.1
Settlements of mandatorily redeemable financial liability	(119.1)	(223.1)

Source: Q4 2019 earnings release schedules (Exhibit 6)

Contract liabilities structure



Backlog visibility

Subsea[1]

4Q 2019 Inbound orders: $1,172 million

$8.5 billion

2020	2021	2022 & beyond
$4.5 billion	$2.5 billion	$1.5 billion

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

Onshore/Offshore

4Q 2019 Inbound orders: $1,115 million

$15.3 billion

2020	2021	2022 & beyond
$6.6 billion	$5.1 billion	$3.6 billion

Surface Technologies

4Q 2019 Inbound orders: $432 million

$473 million

2020 & 2021
$473 million

Non-consolidated Backlog[2]

Subsea

2020[3]	$138 million
2021	$136 million
2022+	$525 million
	$799 million

Onshore/Offshore

2020[3]	$893 million
2021	$874 million
2022+	$1,209 million
	$2,976 million

[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.

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Inbound orders reconciliation

TechnipFMC Inbound Orders																								
in $ millions, unaudited																								
Inbound Orders	**2014**				**2015**				**2016**				**2017**				**2018**				**2019**			
	Q1	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Exchange rate	*1.37*	*1.37*	*1.33*	*1.25*	*1.13*	*1.11*	*1.11*	*1.10*	*1.10*	*1.13*	*1.12*	*1.08*												
Technip Subsea[1]	2,818	3,070	1,686	1,587	1,163	987	590	713	493	852	542	505												
FMC Technologies Subsea[2]	1,919	850	1,072	1,706	552	1,012	1,049	490	346	334	401	570												
Subsea[3]	**4,737**	**3,920**	**2,759**	**3,293**	**1,715**	**1,999**	**1,639**	**1,203**	**839**	**1,186**	**943**	**1,074**	**666**	**1,773**	**980**	**1,725**	**1,228**	**1,516**	**1,554**	**881**	**2,678**	**2,633**	**1,510**	**1,172**
Onshore/Offshore[4]	**991**	**6,636**	**1,246**	**2,444**	**527**	**683**	**1,353**	**2,363**	**533**	**823**	**1,147**	**1,180**	**682**	**1,104**	**1,153**	**874**	**1,850**	**2,301**	**1,666**	**1,609**	**3,139**	**8,131**	**696**	**1,115**
Surface Technologies[5]	**669**	**610**	**678**	**588**	**422**	**419**	**480**	**348**	**332**	**205**	**298**	**233**	**242**	**276**	**329**	**393**	**410**	**415**	**427**	**435**	**368**	**416**	**405**	**432**
Eliminations		**(7)**	**(3)**	**4**	**(5)**	**(5)**	**(3)**	**(4)**	**(7)**	**(1)**	**(7)**	**(9)**												
Total Company[6]	**6,397**	**11,159**	**4,680**	**6,328**	**2,660**	**3,096**	**3,469**	**3,910**	**1,697**	**2,213**	**2,381**	**2,478**	**1,590**	**3,153**	**2,462**	**2,992**	**3,487**	**4,232**	**3,647**	**2,925**	**6,185**	**11,180**	**2,611**	**2,718**

[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.

[6] Sum of "Subsea" + "Onshore/Offshore" + "Surface Technologies" for years 2014 through 2016.

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Select financial data

Revenue	Three Months Ended December 31, 2019	September 30, 2019	June 30, 2019	March 31, 2019	December 31, 2018
Subsea	$ 1,486.8	$ 1,342.2	$ 1,508.7	$ 1,185.3	$ 1,233.3
Onshore/Offshore	$ 1,832.4	$ 1,596.3	$ 1,505.0	$ 1,335.1	$ 1,672.4
Surface Technologies	$ 407.6	$ 396.6	$ 420.5	$ 392.6	$ 417.3
Corporate and Other		$ -	$ -	$ -	$ -
Total	$ 3,726.8	$ 3,335.1	$ 3,434.2	$ 2,913.0	$ 3,323.0

Adjusted EBITDA	Three Months Ended December 31, 2019	September 30, 2019	June 30, 2019	March 31, 2019	December 31, 2018
Subsea	$ 185.0	$ 139.1	$ 186.2	$ 139.7	$ 148.5
Onshore/Offshore	$ 259.7	$ 304.2	$ 281.9	$ 194.8	$ 217.2
Surface Technologies	$ 55.9	$ 44.4	$ 46.7	$ 30.1	$ 64.9
Corporate and Other	$ (96.2)	$ (108.5)	$ (64.8)	$ (68.8)	$ (88.2)
Total	$ 404.4	$ 379.2	$ 450.0	$ 295.8	$ 342.4

Adjusted EBITDA Margin	Three Months Ended December 31, 2019	September 30, 2019	June 30, 2019	March 31, 2019	December 31, 2018
Subsea	12.4%	10.4%	12.3%	11.8%	12.0%
Onshore/Offshore	14.2%	19.1%	18.7%	14.6%	13.0%
Surface Technologies	13.7%	11.2%	11.1%	7.7%	15.6%
Corporate and Other					
Total	10.9%	11.4%	13.1%	10.2%	10.3%

Inbound Orders (1)	Three Months Ended December 31, 2019	September 30, 2019	June 30, 2019	March 31, 2019	December 31, 2018
Subsea	$ 1,172.3	$ 1,509.9	$ 2,632.7	$ 2,677.6	$ 880.6
Onshore/Offshore	$ 1,114.5	$ 696.0	$ 8,131.2	$ 3,138.9	$ 1,609.4
Surface Technologies	$ 431.6	$ 404.7	$ 415.7	$ 368.0	$ 435.1
Corporate and Other					
Total	$ 2,718.4	$ 2,610.6	$ 11,179.6	$ 6,184.5	$ 2,925.1

Order Backlog (2)	Three Months Ended December 31, 2019	September 30, 2019	June 30, 2019	March 31, 2019	December 31, 2018
Subsea	$ 8,479.8	$ 8,655.8	$ 8,747.0	$ 7,477.3	$ 5,999.6
Onshore/Offshore	$ 15,298.1	$ 15,030.8	$ 16,608.3	$ 9,862.7	$ 8,090.5
Surface Technologies	$ 473.2	$ 428.7	$ 426.6	$ 437.6	$ 469.9
Corporate and Other					
Total	$ 24,251.1	$ 24,115.3	$ 25,781.9	$ 17,777.6	$ 14,560.0

Book-to-Bill (3)	Three Months Ended December 31, 2019	September 30, 2019	June 30, 2019	March 31, 2019	December 31, 2018
Subsea	0.8	1.1	1.7	2.3	0.7
Onshore/Offshore	0.6	0.4	5.4	2.4	1.0
Surface Technologies	1.1	1.0	1.0	0.9	1.0
Corporate and Other					
Total	0.7	0.8	3.3	2.1	0.9

(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 unfilled, confirmed customer orders at the reporting date.
(3) Book-to-bill is calculated as inbound orders divided by revenue.

TECHNIPFMC 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 (including 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) are 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 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.

	Three Months Ended December 31, 2019						
	Net income (loss) attributable to TechnipFMC plc	Net income (loss) attributable to noncontrolling interests	Provision for income taxes	Net interest expense	Income (loss) before net interest expense and income taxes (Operating profit)	Depreciation and amortization	Earnings before net interest expense, income taxes, depreciation and amortization (EBITDA)
TechnipFMC plc, as reported	$ (2,414.0)	$ (16.3)	$ 179.8	$ 106.0	$ (2,144.5)	$ 131.1	$ (2,013.4)
Charges and (credits):							
Impairment and other charges	2,268.6	—	88.0	—	2,356.6	—	2,356.6
Restructuring and other charges	(1.1)	—	(0.4)	—	(1.5)	—	(1.5)
Separation costs	47.1	—	15.6	—	62.7	—	62.7
Purchase price accounting adjustment	6.5	—	2.0	—	8.5	(8.5)	—
Valuation allowance	108.0	—	(108.0)	—	—	—	—
Adjusted financial measures	$ 15.1	$ (16.3)	$ 177.0	$ 106.0	$ 281.8	$ 122.6	$ 404.4
Diluted earnings (loss) per share attributable to TechnipFMC plc, as reported	$ (5.40)						
Adjusted diluted earnings per share attributable to TechnipFMC plc	$ 0.03						

Exhibit 7

TECHNIPFMC 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 (including 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) are 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 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.

	Three Months Ended December 31, 2018						
	Net income (loss) attributable to TechnipFMC plc	Net income (loss) attributable to noncontrolling interests	Provision for income taxes	Net interest expense	Income (loss) before net interest expense and income taxes (Operating profit)	Depreciation and amortization	Earnings before net interest expense, income taxes, depreciation and amortization (EBITDA)
TechnipFMC plc, as reported	$ (2,259.3)	$ 12.8	$ 242.0	$ 116.6	$ (1,887.9)	$ 137.9	$ (1,750.0)
Charges and (credits):							
Impairment and other charges	1,688.8	—	89.7	—	1,778.5	—	1,778.5
Restructuring and other severance charges	11.6	—	8.5	—	20.1	—	20.1
Business combination transaction and integration costs	8.7	—	6.9	—	15.6	—	15.6
Legal provision	280.0	—	—	—	280.0	—	280.0
Purchase price accounting adjustment	17.0	—	5.2	—	22.2	(24.0)	(1.8)
Tax reform	11.8	—	(11.8)	—	—	—	—
Valuation allowance	202.4	—	(202.4)	—	—	—	—
Adjusted financial measures	$ (39.0)	$ 12.8	$ 138.1	$ 116.6	$ 228.5	$ 113.9	$ 342.4
Diluted earnings per share attributable to TechnipFMC plc, as reported	$ (5.00)						
Adjusted diluted earnings per share attributable to TechnipFMC plc	$ (0.09)						

Exhibit 9

TECHNIPFMC PLC AND CONSOLIDATED SUBSIDIARIES
RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES
(In millions, unaudited)

	Three Months Ended December 31, 2019				
	Subsea	Onshore/ Offshore	Surface Technologies	Corporate and Other	Total
Revenue	$ 1,486.8	$ 1,832.4	$ 407.6	$ —	$ 3,726.8
Operating profit (loss), as reported (pre-tax)	$ (1,512.7)	$ 245.3	$ (698.2)	$ (178.9)	$ (2,144.5)
Charges and (credits):					
Impairment and other charges*	1,671.7	—	684.9	—	2,356.6
Restructuring and other charges*	(57.5)	5.9	37.0	13.1	(1.5)
Separation costs	—	—	—	62.7	62.7
Purchase price accounting adjustments	8.5	—	—	—	8.5
Subtotal	1,622.7	5.9	721.9	75.8	2,426.3
Adjusted Operating profit (loss)	110.0	251.2	23.7	(103.1)	281.8
Adjusted Depreciation and amortization	75.0	8.5	32.2	6.9	122.6
Adjusted EBITDA	$ 185.0	$ 259.7	$ 55.9	$ (96.2)	$ 404.4
Operating profit margin, as reported	-101.7%	13.4%	-171.3%		-57.5%
Adjusted Operating profit margin	7.4%	13.7%	5.8%		7.6%
Adjusted EBITDA margin	12.4%	14.2%	13.7%		10.9%

*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)

	Three Months Ended December 31, 2018				
	Subsea	Onshore/ Offshore	Surface Technologies	Corporate and Other	Total
Revenue	$ 1,233.3	$ 1,672.4	$ 417.3	$ —	$ 3,323.0
Operating profit (loss), as reported (pre-tax)	$ (1,739.5)	$ 206.4	$ 38.8	$ (393.6)	$ (1,887.9)
Charges and (credits):					
Impairment and other charges*	1,775.6	—	2.9	—	1,778.5
Restructuring and other severance charges	7.2	2.4	2.9	7.6	20.1
Business combination transaction and integration costs	—	—	—	15.6	15.6
Legal provision	—	—	—	280.0	280.0
Purchase price accounting adjustments - non-amortization related	(3.3)	—	1.4	0.1	(1.8)
Purchase price accounting adjustments - amortization related	23.6	—	0.4	—	24.0
Subtotal	1,803.1	2.4	7.6	303.3	2,116.4
Adjusted Operating profit (loss)	63.6	208.8	46.4	(90.3)	228.5
Adjusted Depreciation and amortization	84.9	8.4	18.5	2.1	113.9
Adjusted EBITDA	$ 148.5	$ 217.2	$ 64.9	$ (88.2)	$ 342.4
Operating profit margin, as reported	-141.0%	12.3%	9.3%		-56.8%
Adjusted Operating profit margin	5.2%	12.5%	11.1%		6.9%
Adjusted EBITDA margin	12.0%	13.0%	15.6%		10.3%

Exhibit 12

TECHNIPFMC PLC AND CONSOLIDATED SUBSIDIARIES
RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES
(In millions, unaudited)

	December 31, 2019	December 31, 2018
Cash and cash equivalents	$ 5,190.2	$ 5,540.0
Short-term debt and current portion of long-term debt	(495.4)	(67.4)
Long-term debt, less current portion	(3,980.0)	(4,124.3)
Net cash	$ 714.8	$ 1,348.3

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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