

WHAT IF PEOPLE WERE THE KEY TO OUR SUCCESS?

2013

Activity and Sustainable
Development Report



Technip

take it further.



Technip would like to thank its employees for their contribution to our 2013 internal photo contest. Several pictures are used in this Report.

They are marked by this symbol: 

**40,000 PEOPLE,
ONE TECHNIP**

Technip is a world leader in project management, engineering and construction for the energy industry.

From the deepest subsea oil and gas developments to the largest and most complex offshore and onshore infrastructures, the men and women of Technip work together to offer the best solutions and most innovative technologies for meeting the world's energy challenges.

Present in 48 countries, we have state-of-the-art industrial assets on all continents and operate a fleet of specialized vessels for pipeline installation and subsea construction. Our technology portfolio is powered by a strong commitment to R&D. We work closely with our partners to deliver safe and successful projects that are nothing short of amazing.

Because taking it further is what we do.

TECHNIP IN 2013



40,000
people



Presence in
48 COUNTRIES



€16.6 BILLION
backlog at the end of 2013



€9.3 BILLION
revenue



€845 MILLION
*Operating income from
recurring activities*



INDUSTRIAL ASSETS
on all continents



35 VESSELS
*of which 9 under
construction*



LISTED
on the Euronext Paris Exchange



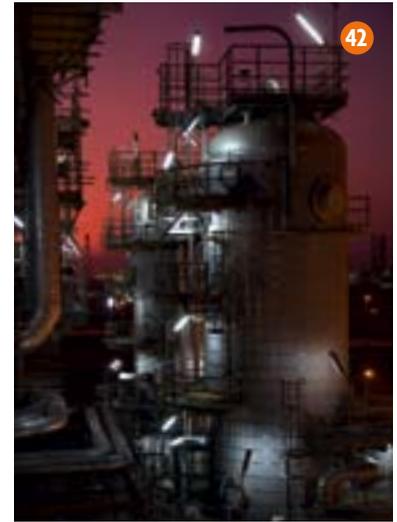
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Thierry Pilenko
Chairman and Chief Executive Officer

“2013 has been a year of both achievements and challenges.”



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SUBSEA

Our talented people – combined with innovation and technologies, a leading-edge fleet and international assets – make us a global leader from deep to shore.



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SUSTAINABILITY

“The only way our development can be sustainable is when all parties learn from each other for their mutual benefit.”

ONSHORE/ OFFSHORE

Our onshore/offshore activities cover platforms at sea as well as land-based facilities required by a wide range of industries, including oil and gas, renewable energies, mining and metals.

PEOPLE

The passion and expertise of our 40,000 people are key to take Technip further.



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TECHNIP IN 2013

**What if One
Technip was the
combination
of each of our
40,000 people?**

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TECHNIP WORLDWIDE

A multi-local company

Wherever in the world our clients operate, we have the resources to make their projects a success, with almost 40,000 people in 48 countries, industrial assets on all continents and a leading-edge fleet of 35 vessels.



A UNIQUE FLEET

To undertake our offshore operations, we operate a specialized fleet comprised of **35*** vessels (of which 9 are under construction) which is unique in the industry.



*As of February 2014.



INTERVIEW

Thierry Pilenko

Chairman and Chief Executive Officer

“2013 has been a year of both achievements and challenges.”

How would you sum up the year 2013?

2013 has been a year of both achievements and challenges. Throughout 2013, we continued to make progress in line with our strategic objectives.

We maintained our focus on project execution and completed several key projects such as the Lucius Spar for the Gulf of Mexico, the Jubilee project in Ghana, the Koniambo nickel project in New Caledonia or the Jubail refinery in Saudi Arabia, which will be one of the largest in the world.

Our state-of-the-art vessel Deep Orient is now operating in Asia and the Deep Energy recently started work in the Gulf of Mexico. In addition, we progressed on the construction of our new flexible pipe manufacturing plant in Açú, Brazil, which will progressively ramp-up production in 2014 and will enable us to lead the Brazilian pre-salt adventure.

We continued to invest in technology as illustrated by the opening of our new Innovation and Technology Center near Paris. Last but not least, we were awarded a record level of orders worth 12 billion euros in 2013, won in all our activities.

I am notably thinking of the largest ever subsea project awarded to Technip, Moho, offshore Congo, the Polyethylene project in the USA for Chevron Phillips Chemical which leverages our wider onshore offer

following the acquisition of Stone & Webster process technologies, and the Umm-Lulu project in the Middle East for an impressive set of conventional platforms.

Can you comment on Technip's financial results?

In our Onshore/Offshore segment, our 2013 operational performance was overall in line with our objectives. In Subsea however, after nine months of revenue and profit growth, we had to slightly revise our expectations for the year.

But I would like to state that the Group met all its revised financial and operational goals.

Looking at the overall year, we delivered a strong growth in revenue with an increase of 14% compared to 2012, to 9.3 billion euros. We sustained a good level of profitability at operating and net income level, with an increase of the net income of 4% year-on-year, to 563 million euros and an operating margin at 9%.

At the same time we reinforced our teams, which now represent almost 40,000 people, and I would like to emphasize that their passion, dedication and expertise are key for the development of the Group.

What is your outlook on your markets?

We have a record backlog level at 16.6 billion euros that is well diversified. This is a great position from which to start the year. This relatively high level of visibility on our business outlook has enabled us to set out realistic and achievable financial targets for 2014 and 2015. Accordingly, and following the growth in 2013 of our revenues, profit and cashflow, we propose to shareholders a 10% increase in our dividend to 1.85 euro per share.

We see that our clients' investments still continue to increase globally, even if at a more moderate pace than in the past decade. The fast depletion of mature reservoirs, the abundance of new finds potentially to replace them, a long-term trend towards gas production, and the importance of shale gas to the US onshore market allow us to be confident in the growth drivers of our markets.

Technip is well placed to benefit from its presence in geographic regions such as Brazil, Africa or North America, or technology areas such as FLNG, where client investments are rising. We are also able to help our clients optimize their investment cost, participating in projects from conceptual to front-end engineering design and engineering, procurement and construction. Furthermore, we can offer technology and engineering solutions to make projects, large and small, successful, safe and cost-effective.

What will be your areas of focus for 2014?

Our focus in the year ahead will be on demonstrating our execution capability, delivering our projects reliably, and continue to grow profitably over 2014, 2015 and beyond. It involves a particular attention to quality and safety as well as the continuous development of our people's know-how and expertise. Sustainable development aspects will be even more deeply integrated into our daily activities throughout the years to come. Technip is a global company, present in many countries, and we have a key role to play in corporate social responsibility. We will also maintain our strategic direction – profitability and diversification in our project portfolio, investment in key assets and proprietary technology, and being closer to our clients through national content. This will allow us to reinforce our leading position in our industry.



You can find the video of the interview on
2013activityandsd.technip.com

INTERVIEW

Colette Casimir

*Senior Vice President,
Head of Sustainable Development*

“The only way our development can be sustainable is when all parties learn from each other for their mutual benefit.”

What is Technip's vision when it comes to sustainable development?

Sustainable development has a very clear objective for us: inspiring positive energy and executing our activities while adding more value in the long term for all our stakeholders. One of the most important contribution of sustainable development is its ability to foster innovation, knowledge transfer and allow the best ideas to become a reality. Development turns to be truly sustainable when all parties learn from each other for their mutual benefit.

What is your approach to national content?

In many markets around the world, the projects we bid for require a certain level of national content. But this goes beyond than solely hiring local workforce. At Technip, it means developing local skills, knowledge and technology transfer, supporting local school and university schemes, as well as working with local suppliers and subcontractors (*see page 70*). Our aim is to improve local employability and contribute to the growth of national economies.

Increasing the national content of our projects is, therefore a priority. Already, 81% of the staff working at Technip is local. Because every context is unique at local level, we develop a specific national content plan for each project.

Can you give us an example of challenges you face?

In some countries it is challenging to find local talents with the appropriate qualifications. To overcome this, Technip is developing partnerships with schools and universities. For example, Technip in Ghana established a partnership with the Kwame Nkrumah University of Science and Technology (KNUST) in 2011 and with the Regional Maritime University (RMU) in 2013 to develop talents and entrepreneurship. In 2012, Technip equipped KNUST with a computer room to support a business incubator. The aim is to accelerate the transfer of technical and management knowledge for university-level students. In 2013, we also developed an intergenerational knowledge transfer program in which retired Technip engineers and managers are requested to teach in local universities. The first teachers will be sent abroad in 2014.

Also, Technip supports educational programs for youth in several countries. Technip's goal is to provide positive role models to secondary school students in underprivileged areas through mentoring. In 2013, we created the company-wide initiative *Technip Inspiring Youth*.

Which new initiatives are you focusing on?

Best practices are key to knowledge transfer. An important part of 2013 was dedicated to identifying the best actions in sustainable development that exist in all Technip areas of operation. Relevant practices will be formalized to be adapted and promoted throughout the organization. This best practice process will be reinforced by the “Sustainability and Innovation” department created in 2013. The goal is to develop a Reference Catalogue of solutions that are innovative, and integrate social, economic and environmental sustainability. It will also be an opportunity to make Technip's best practices more visible, both internally and externally.

How do you engage with your stakeholders on sustainable development?

Sustainable development has a positive impact beyond the Group itself and our partners. Progressively, investors are looking at it when deciding which shares to include in their portfolio. Our sustainability actions were rewarded in January 2014 with the Silver Medal in the Sustainability Yearbook of RobecoSAM. Technip has also been part of the Dow Jones Sustainability Indices (DJSI) since 2001 and has been highly scored by the CSR rating agency Vigeo. Sustainable development also impacts recruitment. Technip received the Top Employer label in 2013 in Europe and Brazil. These rankings and awards reflect our commitment to carrying out sustainable development actions towards all our stakeholders.



You can find the video “Sustainable
Development in action” on
2013activityandsd.technip.com

GOVERNANCE AND ORGANIZATION

What if governance was a process of continuous improvement?

At Technip, we are always improving our corporate governance practices. In 2013, not only did we continue to comply with the French AFEP-MEDEF Code for corporate governance of listed companies, but we also made inroads in several important areas including due diligence procedures and diversity within our governance structures.



Executive Committee: making key decisions

The Chairman and Chief Executive Officer (CEO) is responsible for the general management of Technip and is assisted by the Executive Committee. In January 2014, the composition of this Committee evolved to focus even more on all the new challenges we are facing and on profitable and sustainable delivery of our projects.

1 KNUT BOE
SENIOR VICE PRESIDENT
NORTH SEA CANADA

"Through our continuous investment in our fleet, the average vessel age has reduced and the robustness of our project execution has improved."

2 HALLVARD HASSELKNIPPE
CHIEF OPERATING OFFICER
SUBSEA

"In 2013 we further enhanced our technology and asset focus. The Innovation and Technology Center in Paris, the newbuilt vessels Deep Energy and Deep Orient were successfully introduced to the market. In 2014 we will further reinforce our unique position as a vertical integrated global leader in subsea deep and shallow water."

3 PHILIPPE BARRIL
PRESIDENT AND
CHIEF OPERATING OFFICER

"In 2013 we have progressed on our portfolio of projects, expanded our assets base and strengthened our partners relationships. In 2014 we will maintain a strong focus on delivery with a priority on safety and quality."

4 THIERRY PILENKO
CHAIRMAN AND
CHIEF EXECUTIVE OFFICER

"In 2014 we will maintain our strategy to reinforce our leading position in our industry."

The Executive Committee is now comprised of the Chairman and CEO, the President and Chief Operating Officer (COO), in charge of all Regions as well as our two business segments, two COOs from our business segments (Subsea and Onshore/Offshore) and one Senior Vice President from the operational business. The Chief Financial Officer, Group Human Resources Director and General Counsel

represent three key support functions. The Executive Committee prepares decisions for approval by the Board of Directors, including those related to objectives, strategic orientations, budgets, accounts, investments and divestments. It supervises the monitoring of major contracts and evaluates key investment decisions. It also examines plans and recommendations regarding

internal audits, information systems and telecommunications, human resources and asset management. Three special committees report to the Chairman and CEO: the Sustainable Development Board, the Ethics and Compliance Committee and the Disclosure Committee.



④ JULIAN WALDRON
CHIEF FINANCIAL OFFICER

“Through a combination of technical meetings, site visits, senior management roadshows and access to regional management and specialist teams, we foster a regular and transparent dialogue with all parts of the financial community.”

⑤ NELLO UCCELLETTI
CHIEF OPERATING OFFICER
ONSHORE/OFFSHORE

“In Onshore/Offshore, our operational performance was in line with our objectives. We delivered major projects such as the Lucius Spar and the Jubail refinery, and our acquisition of Stone & Webster process technologies began to bear fruits.”

⑦ THIERRY PARMENTIER
GROUP HUMAN RESOURCES
DIRECTOR

“Whether in terms of culture, age or gender, our diversity is a strong asset for the Group. We continued to strengthen our commitment through the implementation in 2013 of a long-term actions plan dedicated to gender diversity.”

⑧ JOHN HARRISON
GENERAL COUNSEL

“We continued to foster cooperation between Technip centers and to share our common values of Doing the right thing, Trusting the team, Encouraging a fair return for all and Building the future.”

Governance and Organization

COMPOSITION OF THE BOARD OF DIRECTORS AS OF FEBRUARY 28, 2014:



THIERRY PILENKO
TECHNIP'S CHAIRMAN
AND CEO



OLIVIER APPERT
CHAIRMAN OF IFP ÉNERGIES
NOUVELLES



ALEXANDRA BECH GJØRVIK*
PARTNER IN ADVOKATFIRMAET
HJORT DA



C. MAURY DEVINE*
CORPORATE DIRECTOR



MANISHA GIROTRA*
CHIEF EXECUTIVE OFFICER
OF MOELIS & COMPANY IN INDIA



GÉRARD HAUSER*
MEMBER OF THE BOARDS
OF DIRECTORS OF ALSTOM
AND IPSEN

Empowering Regions to generate sustainable growth

Technip is organized in Regions: Asia Pacific, Brazil, Middle East, North America, North Sea-Canada, Region A (Western Europe, Africa, India and Pakistan) and Region B (Italy, Greece, Eastern Europe/Russia/CIS, South America and Canada for onshore/offshore activities). Each Region is responsible for its own client relations, operations and financial results.

The head office, comprised of our senior management and corporate teams, supports the Regions with advice and expertise in cross-functional areas such as quality, health, safety, security,

environment, finance, tax and legal affairs, human resources, product lines, communications and information systems.

Diversities to lead the way

Made up of 12 members, including nine Independent Directors, the Board of Directors determines the strategic business directions of Technip and supervises their implementation.

With five women and eight nationalities, the Board reflects Technip's commitment to diversity and complies with legislation, which requires women to make up at least 40% of the board members of French listed companies by 2016.



PASCAL COLOMBANI*
CHAIRMAN OF THE BOARD
OF DIRECTORS OF VALEO



LETICIA COSTA*
ASSOCIATE OF PRADA
ASSESSORIA



MARIE-ANGE DEBON
DEPUTY CHIEF EXECUTIVE OFFICER
IN CHARGE OF INTERNATIONAL
ACTIVITIES OF SUEZ ENVIRONNEMENT



JOHN O'LEARY*
CHIEF EXECUTIVE OFFICER
OF STRAND ENERGY



JOSEPH RINALDI*
PARTNER IN DAVIS POLK
& WARDWELL



PIERRE-JEAN SIVIGNON*
CHIEF FINANCIAL OFFICER
OF CARREFOUR GROUP

* Independent Director

The Board is assisted in its duties by four special committees:

- The Audit Committee assists the Board in ensuring the quality of internal controls as well as the integrity of the information disclosed to shareholders and financial markets.
- The Nominations and Remunerations Committee makes recommendations to the Board on the appointment of Directors, examines the policy governing the compensation of Executive Committee members, and proposes the remuneration of the Chairman and CEO of Technip.

- The Strategic Committee assesses the overall strategy of the Group (strategic orientations, plans and budgets, investments, acquisition and disposal of assets) as proposed by the Chairman and CEO.
- Finally, the Ethics and Governance Committee promotes best practices regarding governance and ethics within the Group.

The activities of the Board of Directors are governed by a set of internal regulations. A Directors charter defines the rules of conduct and duties of Board members.



2013 IN PICTURES

The year in review



On September 19, we celebrated the "One Technip Day", a tribute to the Technip family worldwide.



Technip's Innovation and Technology Center was created to boost innovation in our subsea activity and coordinate R&D centers.



2013 in pictures





A major step was taken in the Shell Prelude FLNG breakthrough project with the hull floatout.



2013 in pictures





Deep Energy, the fastest and one of the largest and most capable pipelay vessels, began operations.



2013 in pictures





Lucius, the first Spar to be installed in the Gulf of Mexico over the last five years, was delivered to Anadarko.



2013 in pictures



Technip and Air Products celebrated the 20 years of operational excellence of their global hydrogen alliance.



Technip safely delivered the first package of the Jubail refinery in Saudi Arabia.



2013 in pictures





Technip has been selected in the Dow Jones Sustainability Indexes for the 12th consecutive year, a recognition of our sustainable development approach and achievements.

In Ghana for instance, Technip has been awarded Best Corporate Social Responsibility Company of the Year 2013 by the Association of Ghana Industry.

2013 IN FIGURES

Key figures

2013 was a record year for Technip in terms of revenue, profitability, order intake and number of employees. Our backlog remains diversified, giving us a good visibility to start 2014.



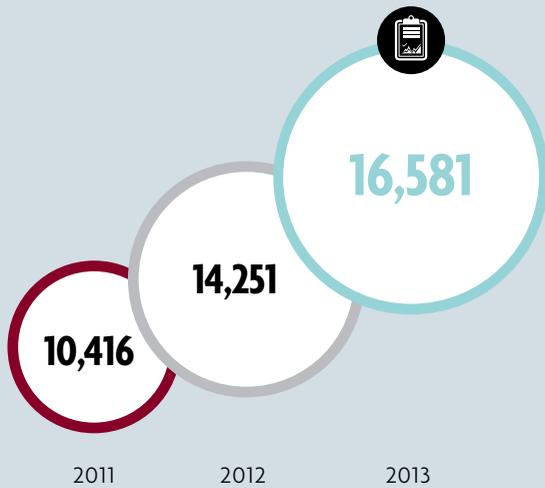
REVENUE*
(€ MILLION)

Subsea revenue in 2013 reflected an array of deep and shallow water projects as well as small to very large awards during the year. Most of the regions where Technip operates showed signs of active business, in particular West Africa and Brazil. Operational performance was satisfactory overall in all regions except

the Gulf of Mexico which impacted financial performance in the fourth quarter. Subsea operating margin was 14.3% for full year 2013 versus 15.0% in 2012, reflecting the progress of large projects in their early phases, start-up costs of various assets and the operational performance on projects in the Gulf of Mexico.

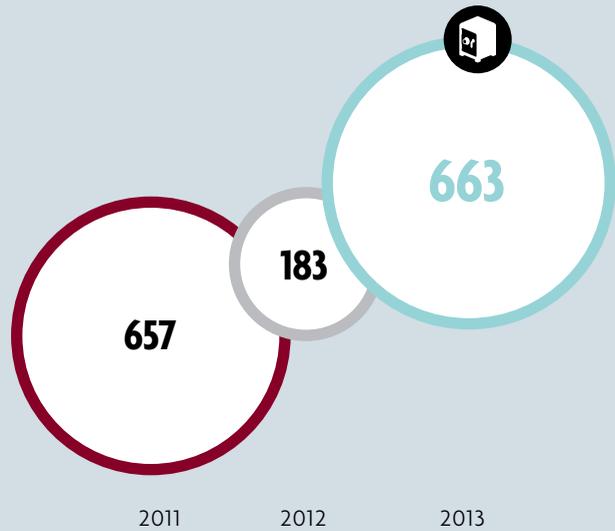
OPERATING INCOME FROM RECURRING ACTIVITIES* (€ MILLION)

Onshore/Offshore revenue reflected growth in our backlog and progress on diversified projects around the world, including onshore downstream projects in the USA, and offshore production facility projects in the Gulf of Mexico, Asia Pacific and the Middle East. Onshore/Offshore operating margin was 6.7% for full year 2013 versus 7.1% in 2012.



BACKLOG*
(€ MILLION)

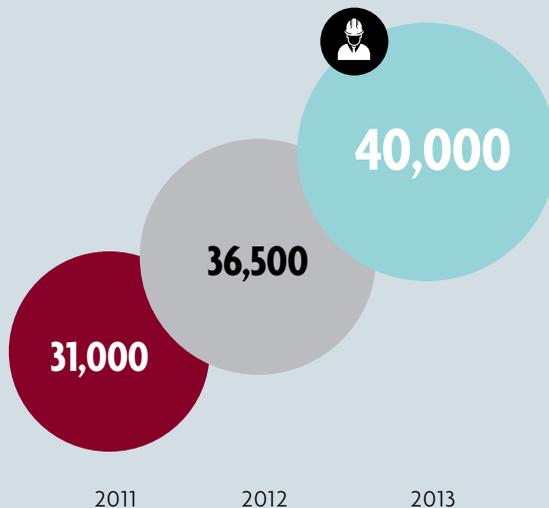
At the end of the fourth quarter 2013, Technip's backlog rose to the record level of 16.6 billion euros, compared with 15.9 billion euros at the end of third quarter 2013, and 14.3 billion euros at the end of fourth quarter 2012. It remains diversified in terms of project types, sizes, technologies and geographical areas.



NET CASH*
(€ MILLION)

As of December 31, 2013, the Group's net cash position was 663 million euros compared to 183 million euros at the end of December 2012.

Concerning capex, we spent 556 million euros net in 2013. Technip's investment in key differentiating assets during the year included milestone payments for the Deep Energy, Deep Orient, Açuflex flexible pipe plant and Newcastle umbilical plant upgrade. We also accelerated our asset and vessel disposal program in the second half of the year.



PEOPLE

Technip increased the number of its employees by almost 30% since 2011. Our headcount reached nearly 40,000 people in 2013, in 48 countries.

* 2012 fiscal year restated for retrospective application of amended IAS 19 standard "Employee Benefits" as of January 1, 2013.

2013 in figures

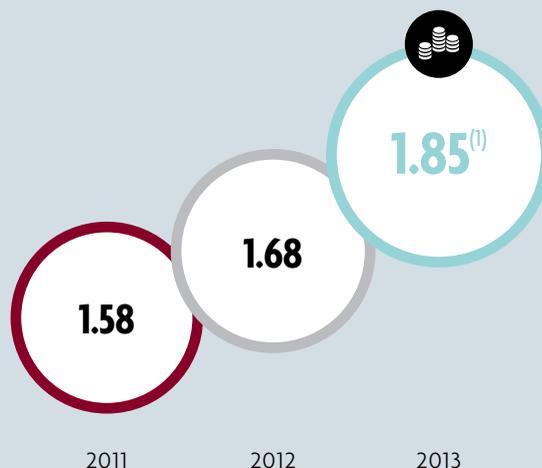
Technip on the stock market

Technip's shares are listed on the Euronext Paris Stock Exchange, and in the United States, within the OTC market in the form of American Depositary Receipts (ADR), one Technip share representing four ADRs.

As of December 31, 2013, Technip's shares ranked 35th on the CAC 40 by weighted capitalization (0.84%), compared to 36th (0.64%), when Technip joined the index in September 2009.

In 2013, in a very challenging sector context, Technip's share price decreased by 20% which underperformed the STOXX® 600 Oil & Gas Index by over 23% and the CAC 40 index by 38%.

In 2013, Technip continued to implement its strategy focused on a profitable and sustainable growth particularly based on successful project execution, technological excellence and diversified order intake. At the start of 2013, Technip's share price was 89.33 euros compared to 69.86 euros on December 31, 2013.



DIVIDEND FOR THE FISCAL YEAR (€ PER SHARE)

Following the growth in 2013 of our revenues, profit and cashflow and confident in our prospects, Technip recommended an increase in our dividend for our shareholders, namely a 10% increase, to 1.85 euro per share.

(1) Recommendation of Technip's Board of Directors to be approved during the Annual General Meeting.

SUSTAINABLE DEVELOPMENT INDEXES

Sustainable development concerns are integrated into Technip's approach to project execution and in defining and applying its values. Thanks to our achievements in sustainable development, the Group has been part of the Dow Jones Sustainability Indexes (DJSI) since 2001 and has been highly scored by the CSR rating agency Vigeo. Besides, our sustainability actions were rewarded in January 2014 with the Silver Medal in the Sustainability Yearbook of RobecoSAM.

SHAREHOLDERS AND INVESTORS CONTACTS

Technip's financial communications team is available to answer questions and provide information to individual shareholders, institutional investors and financial analysts in French and English:

Individual shareholders relations

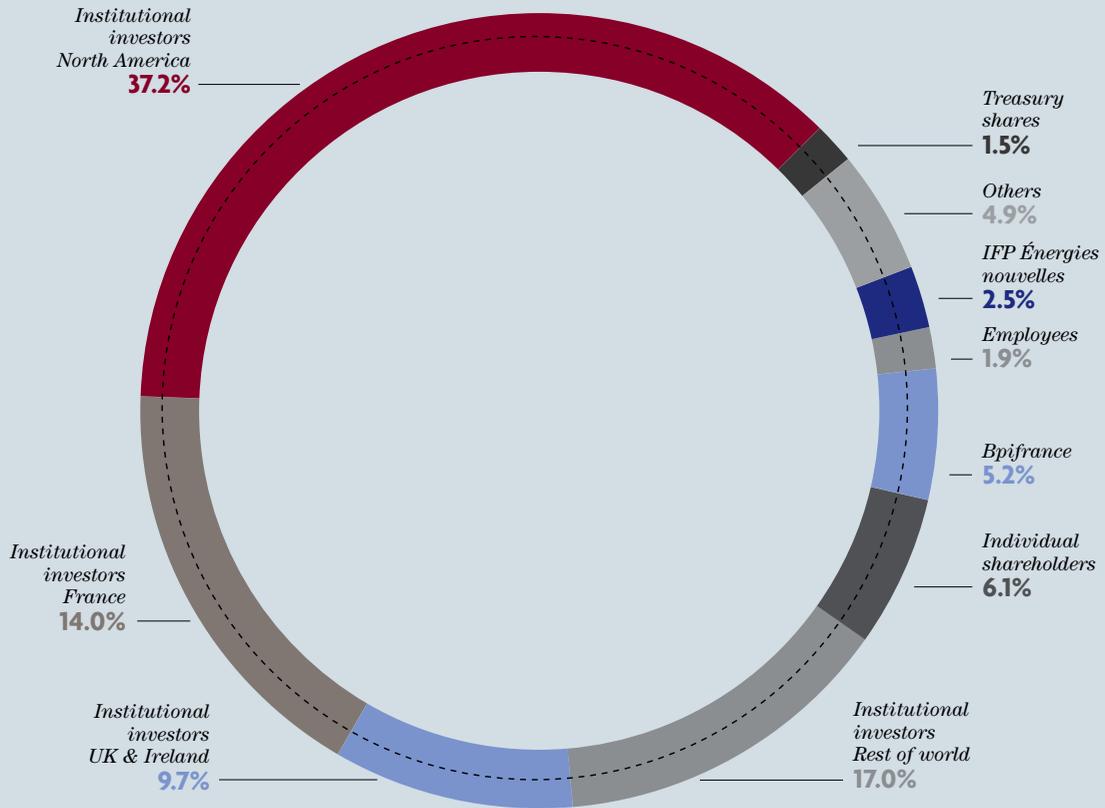
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E-mail: investor-relations@technip.com



SHAREHOLDING STRUCTURE
AS OF NOVEMBER 2013

Source: Thomson Reuters, Shareholder Analysis, November 2013.

TECHNIP'S FINANCIAL CALENDAR

FEBRUARY 20
2013 fourth quarter and full-year results

APRIL 24
2014 first quarter results
Annual General Meeting

JULY 24
2014 second quarter results

OCTOBER 30
2014 third quarter results

MAIN EXHIBITION IN 2014

MARCH 24-27
GASTECH
Seoul, Korea

MARCH 25-28
OTC ASIA
Kuala Lumpur, Malaysia

MAY 5-8
OTC HOUSTON
Houston, USA

JUNE 15-19
WPC
Moscow, Russia

AUGUST 25-28
ONS 2014
Stavanger, Norway

SEPTEMBER 15-18
RIO OIL & GAS 2014
Rio de Janeiro, Brazil

NOVEMBER 10-13
ADIPEC,
Abu Dhabi, UAE

OPERATIONS

What if our projects were playing a key role in meeting the world's energy challenge?

34 / MARKETS AND STRATEGY

36 / OUR ACTIVITIES

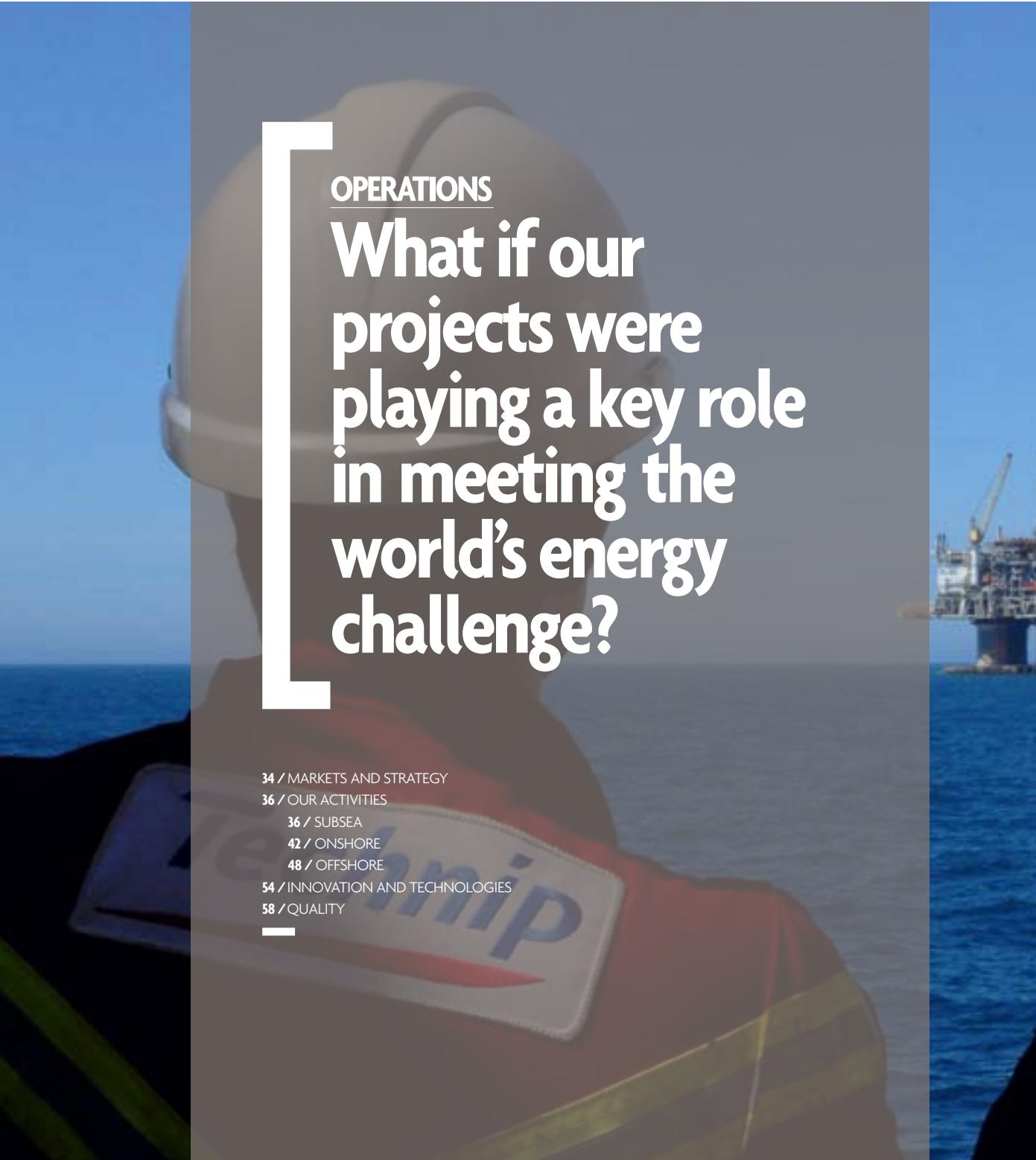
36 / SUBSEA

42 / ONSHORE

48 / OFFSHORE

54 / INNOVATION AND TECHNOLOGIES

58 / QUALITY





MARKETS AND STRATEGY

What if focusing on our strategy was our best strategy?

According to the International Monetary Fund, the global economy grew by 2.6% year on year in 2013 and is expected to grow 3.6% in 2014. Globally, the outlook for the oil and gas industry remains positive, providing favorable conditions for pursuing the implementation of our strategic framework.



STILL PROMISING OIL CONSUMPTION

Although global Gross Domestic Product (GDP) growth slowed in 2013, it is expected to begin rising again in 2014. Oil demand in 2013⁽¹⁾ was moderately higher than previously thought and projected demand is expected to grow in 2014. The outlook for oil consumption is also promising in the medium and long term. The International Energy Agency (IEA) revised its forecast for 2035 from 99 to 101 million barrels per day.

Crude oil prices have been relatively stable above USD 100/barrel over 2013, and there is a consensus that they will remain around this level in the short to medium term. This contributes to supporting the profitability of our clients' activities, thus projects investments.

(1) Oil demand: 91.2 million barrels per day (Mb/d) in 2013, forecasted at 92.4 Mb/d in 2014 [Source: International Energy Agency, IEA].

1 Enhancing our fleet and plants is part of our vertical integration strategy in subsea.

A BUOYANT MARKET FRAMEWORK FOR TECHNIP

We expect the oil and gas infrastructure market to keep growing in 2014 and beyond, despite some slowdown of the growth in the short/medium term for overall capital expenditure. We have continued to observe a good momentum in tendering, while our clients still want us to be involved at the very early stage of projects. Besides, considering our portfolio of projects so far and the upstream investments particularly, the visibility that we have enables us to remain confident in the growth drivers of our markets. Natural gas, for example, is the fastest growing fossil fuel in the medium to long term. The IEA sees a 48% increase in 2035 compared to 2011, thanks to the development of conventional and unconventional resources.

A STRATEGY THAT BENEFITS THE CLIENTS FIRST

In a business environment which is more and more competitive, the Group has grown significantly over the last four years. The projects of our clients are increasingly complex. Hence, in order to continue to deliver profitably and sustainably all our projects, we have maintained our strategic framework focused on: diversified and profitable backlog, key differentiating assets, technology, vertical integration, execution capabilities and national content. In 2013, significant progress was made in each of those strategic orientations.

To continue delivering superior operational performance, we signed several partnerships. In subsea, our alliance with Heerema Marine Contractors in 2012 made us a major player for ultra-deepwater projects. We also added engineering capacity in high value countries, thanks to the Stone & Webster process technologies acquisition, and Portugal, where we opened an engineering office.



- ② Technip focuses on its clients to deliver profitably and sustainably their projects.
- ③ Oil and gas account for more than 50% of the energy consumed by the world's population.



In terms of technology, 2013 saw the opening in France of the Technip Innovation and Technology Center including the strengthening of the entire subsea R&D network. We maintained R&D efforts in our two segments and the Technip Stone & Webster Process Technology business unit gained its full potential in 2013.

To ensure greater control of the value chain, enhance our profitability, and better monitor the manufacturing risks, we pursued investment in vertical integration. Differentiating assets strategy continued with the construction of Açuflex and Duco manufacturing facilities, in Brazil and the UK respectively, and the delivery of our two latest state-of-the-art vessels: Deep Energy and Deep Orient. We ended 2013 with the highest backlog ever recorded, reaching 16.6 billion euros, and our diversified project portfolio enables us to continue to deliver diversified and profitable growth.

“In 2013 progress was made in each of our six strategic orientations.”

Finally, our efforts to increase national content levels reached new heights in 2013, thanks notably to the successful integration of Stone & Webster staff in the US, the acquisition of Ingenium in Norway, our joint venture with MMHE, that was awarded substantial contract for the Malikai project in Malaysia, the two agreements signed with State Corporation Russian Technologies (Rostec), aiming at manufacturing flexible pipes and umbilicals in Russia, for the Arctic region and the Black Sea oil fields, as well as the two new onshore procurement joint ventures signed with China Huanqiu Contracting & Engineering Corporation (HQC). In Brazil, construction began on two flagship pipelay support vessels with a high level of national content.



SUBSEA



GLOBAL INDUSTRIES ACQUISITION 2011

ALLIANCE WITH HEEREMA 2012

Subsea operations

Our people help energy industry push forward subsea frontiers

In the subsea business, we are a vertically-integrated, technology leader, at the forefront of frontier projects such as ultra-deepwater, high-pressure/temperature flexible pipe and asset integrity technologies. This dedication to excellence is driven by our strong internal research and development (R&D) programs, and is reflected in our acquisitions of state-of-the-art technology companies.

Our talented people – combined with innovation and technologies, a leading-edge fleet and assets worldwide – make us a global leader from deep to shore.

FAST FACTS

Worldwide leadership

Unique vertical integration:

- from engineering to installation
- Design and project management, manufacturing and spooling, installation
 - Advanced rigid and flexible pipes

Acquisition of Global Industries in 2011

and strategic alliance with Heerema Marine Contractors in 2012

Among our largest projects

Moho (Congo), Pazflor (Angola), Quad 204 (United Kingdom)

R&D, differentiating technologies and first-class assets

- New assets in 2013-2014: Deep Energy rigid and flexible pipelay vessel, Deep Orient construction and flexlay vessel, Açuflex flexible pipe manufacturing plant in Brazil, evolution of our steel tube umbilical plant in the United Kingdom
- Seven manufacturing plants (flexible pipes and umbilical – see our map page 06)
 - 35 high-performing vessels

Almost 15 projects

between 100-350 million euros

Almost 65 projects

between 10-100 million euros

FOCUS ON...
FLEXIBLE PIPE

What if going deeper made us more flexible?

Deepwater projects just keep going deeper. 15 years ago, “ultra-deepwater” referred to projects operating at a depth of 500 meters. Today, the deepwater market includes production operations close to 3,000 meters below sea-level. Much of this subsea progress has been made possible by Technip innovation in flexible pipes as well as our integrated approach, with a continuous focus on excellence.

INNOVATION THAT IS 40 YEARS YOUNG

In subsea, the story of Technip is the story of constantly pushing back the limits of deepwater operations by making pipes and field installations stronger and smarter. Today we are the only company in the world to have tested a pipe in real-world conditions at a depth of 3,000 meters.

This achievement was made possible by 40 years of constant innovation in pipe technologies, and in particular flexible pipes. To date over 10,000 kilometers of Technip high-pressure flexible pipe have been installed around the world. Besides, Technip leverages its unique vertically-integrated position: we are spanning control on the whole value-chain and processes. This ensures maximum reliability, key to meet deepwater challenges.



① Our R&D centers, such as Technip Innovation and Technology Center opened in 2013 in France, are taking flexible pipe technologies further.

ENSURING THE LEAD IN FLEXIBLES

Flexible pipe solutions are particularly well suited to the pressure, temperature and corrosion encountered when producing oil and gas at great depths. With each products generation, the capabilities of Technip flexibles increase. Among our latest developments in flexible technologies are:

- **Integrated Production Bundle (IPB):** to meet the needs of flow assurance, Technip's IPB flexible pipe has an incorporated electrical heating system temperature monitoring.
- **Anti-H₂S sheath:** our patented anti-hydrogen sulfide (H₂S) layer is made of a composite material that is placed between the pressure sheath and the pressure vault. It allows flexibles for sour oil to be made of sweet service steel grades, which have advantageous mechanical properties, while protecting against H₂S corrosion.
- **Carbon Fiber Armor:** Technip Carbon Fiber Armor replaces steel in risers with layers of carbon composite. The result is a riser five times lighter and twice as strong as steel and naturally resistant to H₂S. The riser is, therefore, less subject to tensile fatigue and does not require additional buoyancy systems.



2 3 4

Flexible pipes are fabricated in Technip's plants around the world, including our new Açuflex facility in Brazil.



3

TAKING OUR PIPES' INTELLIGENCE EVEN DEEPER

At Technip, our subsea expertise goes beyond providing pipes. We are also a leader in subsea services including inspection, repair, maintenance, decommissioning and Asset Integrity Management (AIM). In the North Sea alone, we were awarded four contracts by Shell, Fairfield Energy, Ithaca Energy and TAQA for life of field services in 2013.

Technip is forging ahead in AIM, and Technip AIM Services is a major player in this emerging sector. This business unit focuses on life of field to reduce the risk of asset failure and accidents. Its two main products are vibrating wire gauge and acoustic emissions monitoring. The former is for monitoring steel catenary hybrid risers and riser towers. The latter is for monitoring the integrity of tensile armor wires in flexibles.



4

REAPING THE REWARDS OF RECENT STRATEGIC MOVES

In 2012, Technip integrated Global Industries and formed an alliance with Heerema Marine Contractors in order to maintain our position as one of the leading subsea contractors in the world. The value of these strategic moves was confirmed in 2013, with Technip winning several subsea contracts.

Petrobras picked us to supply flexible pipes capable of meeting its requested service life for its pre-salt projects. Our operating center in Rio de Janeiro, Brazil, will perform the engineering and project management. The flexibles will be fabricated at our existing plant in Vitória, Brazil, and our new plant in Açú, Brazil. Our Flexi France plant in Le Trait, France, will fabricate flexibles for important contracts such as the Total Egina project, Tullow TEN and one for Statoil. On the other side of the world, our Asiaflex Products plant was awarded 17 projects for the supply of flexibles, from 15 different clients for projects in Asia, Africa and the Gulf of Mexico.



1 2

Flexible pipes are contributing to take the water-depth frontier further on our projects.



As far as our fleet is concerned, Deep Energy and Deep Orient, Technip's two latest pipelay vessels, entered into service in 2013. Deep Energy is the fastest and one of the largest pipelay vessels ever built, capable of supporting subsea developments in shallow to ultra-deepwaters of up to 3,000 meters. Deep Orient is a medium construction vessel, dedicated to subsea construction and flexible pipelay projects at depths of up to 2,300 meters.

“State-of-the-art assets, technologies and vertical integration are key in our subsea business.”



3 questions to...

Daniela Riva

Manager of the R&D center in Brazil talks about innovation in action

Why was a R&D center created in Brazil?

The ultra-deepwater oil and gas fields offshore Brazil require very technological products. Most of the developments have been and are considering a flexible pipe solution, for which Technip has been the main supplier locally for years. With that in mind, the R&D center in Brazil was created to conduct R&D and qualification programs tailor-made for Brazilian technical challenges.

Having grown steadily over the past years, more than 80 people now work in the R&D department, with the main office being in Rio de Janeiro and the technological center (CTF – Center of Technology of Flexibras) in Juçu, near one of our flexible pipe manufacturing plant in Vitória.

How does the R&D center help us to keep our leadership?

Working close to our main client, Petrobras, allows us to considerably improve communication between both groups of experts. This is a key factor for the success of developing flexible solution for the recently discovered and challenging pre-salt fields. The pre-salt resources are developed by Petrobras in partnership with other oil companies, which could also in the future adopt and replicate the flexible pipe solution on worldwide developments, increasing Technip leadership of flexible products.

How is the R&D center interacting with the Innovation and Technology Center (ITC) and the other R&D centers?

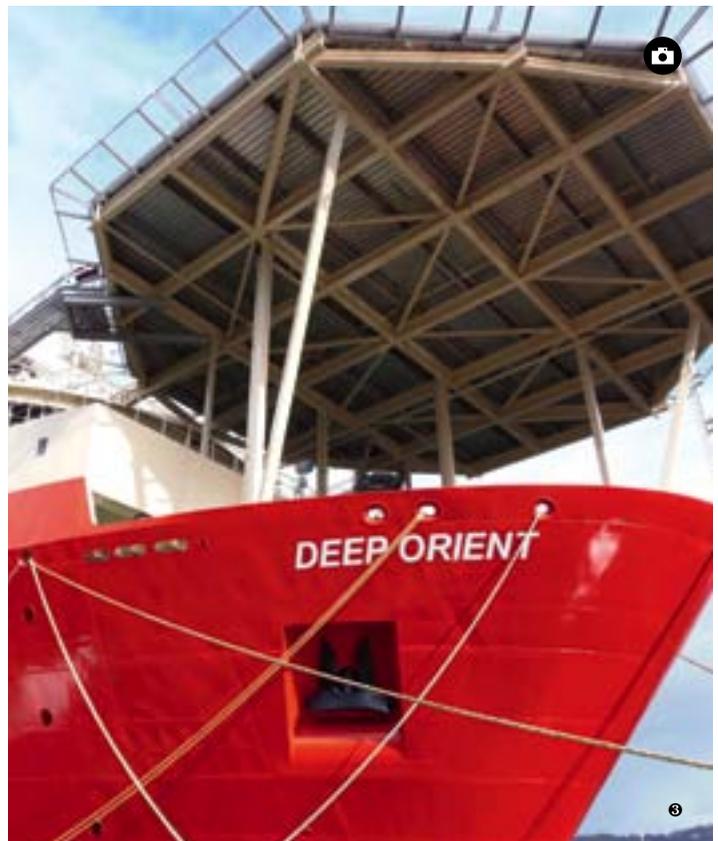
We are fully aligned with ITC strategic development and orientation for flexible pipe technology. We are supporting some of ITC initiatives locally in Brazil by developing projects for our main clients.

Our R&D program complements the one of the Product Engineering Division, the original flexible R&D center of expertise, and our teams work together all year long to develop innovative flexible solutions.

SUBSEA

OUTLOOK FOR 2014

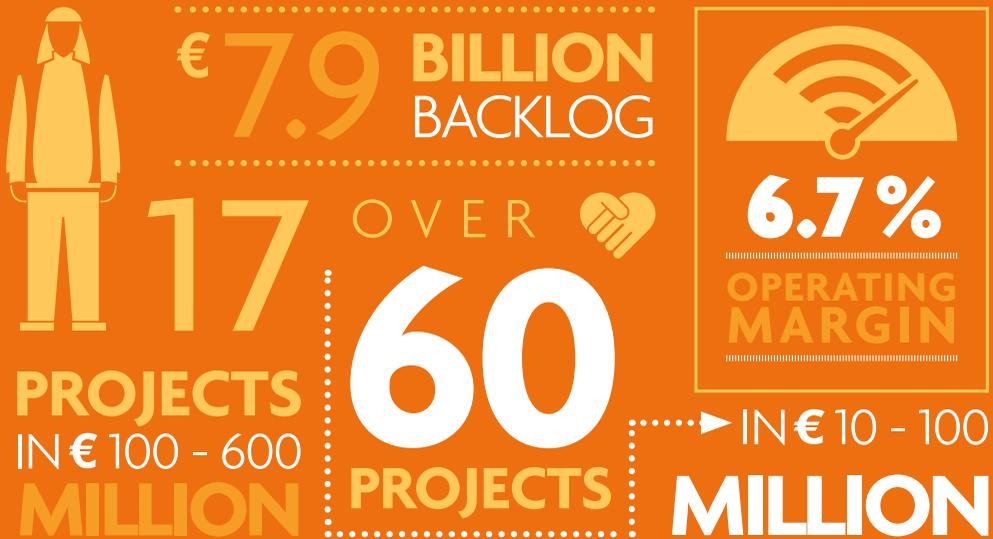
In 2014, Technip will continue to deliver flexibles, more specifically for projects in the North Sea, Asia Pacific, the Gulf of Mexico and Brazil. In fact, eyes will be on Brazil, as our fourth flexible pipe manufacturing plant, located in Açú, will begin delivering its first pipes. These will include the gas injection pipes for Petrobras' Iracema Sul field, located in the Santos Basin pre-salt area. These lines were designed for high internal pressure, using patented Teta wires developed by Technip's R&D team in its Flexi France plant.



④ The Deep Orient, one of our latest vessels, is dedicated to subsea construction and flexible pipelay projects.



ONSHORE OFFSHORE



Onshore operations

Leveraging our reach and technologies

Onshore covers the land-based facilities required by a wide range of industries, including oil and gas, upstream and downstream, renewable energies, mining and metals. In 2013, we reinforced our leadership in the downstream business, as our acquisition of Stone & Webster process technologies in 2012 began to bear fruits. Throughout the year, we continued to balance the mix of contracts to reduce our overall risk profile and to get a good geographical diversification.

FAST FACTS

Proven track record with clients

and business partners:
engineering and construction,
project management expertise

Know-how: high added-value

process skills, proprietary technologies
combined with close relationship
with licensors

Low capital intensity

Integrated business model:

target contracts from project
early stages

Largest on-going project:

Jubail (Saudi Arabia)

Onshore downstream unique position,

ethylene and petrochemicals derivatives,
refining, liquefied natural gas (LNG)
& gas-to-liquids (GTL), fertilizers

Newly created business unit,

Technip PMC, focused
on project management consultancy
services, successfully began
its operations in 2013

Strategic acquisition:

Stone & Webster process
technologies in 2012

FOCUS ON...
DOWNSTREAM BUSINESS

What if shale gas was the stepping stone for a new era in the downstream market?

Shale gas is transforming the North American energy industry and generating abundant and competitive gas. Although Technip, through its activities, is not involved in fracking or in extraction, the company provides services enabling to take advantage of the ensuing investment growth in gas monetization, petrochemical and fertilizer complexes.

BENEFITING FROM THE SHALE GAS REVOLUTION

Thanks to the boom in shale gas, North America – the USA and Canada – has drastically reduced the import of natural gas and the trend is to become 100% independent in natural gas in 2017 (source: *Outlook BP*). This abundance has increased the competitiveness of US gas and has made export of LNG to Asia commercially attractive. There are dozens of LNG export terminal projects planned in the region. The competitive price of gas and NGL (natural gas liquids) feedstock is also creating favorable conditions for investment in GTL projects, methanol and ammonia capacity, and petrochemical complexes.

WELL POSITIONED IN NORTH AMERICA

Technip's successful acquisition of Stone & Webster process technologies in 2012 strengthened its portfolio of cutting-edge technologies in refining, hydrogen, ethylene, petrochemicals and GTL. This enabled us to set up a worldwide technology licensing business under the Technip Stone & Webster Process Technology brand. In petrochemicals we have the Badger Joint Venture with ExxonMobil, in addition to our existing technology alliances with leading players such as Ineos, BP, Topsøe, Total and Sabic.

The acquisition also allowed us to add engineering resources, including 1,200 people, to support the rapid



“New opportunities for downstream activities.”



development of our onshore activity in Houston, Claremont and Boston. The diversity of our activity and the caliber of our projects have enabled us to recruit top-notch talent. Today, Technip has over 4,100 employees in the US, with specialists originating from both Technip and Stone & Webster.

Gas monetization, meaning transforming methane-rich feedstock into high-value products, will be a major investment thrust in North America, and Technip has an enviable record in this field. We have delivered process plants around the world in every category and have long-standing relationships with the leading technology suppliers:

- **LNG:** we have a high market share of plants using Air Products natural gas liquefaction process technology.
- **GTL:** we collaborate with Sasol, owner of the market leading Fischer Tropsch technology.
- **Ammonia and methanol:** we work closely with Haldor Topsøe.

1 2 3

Thanks to the acquisition of Stone & Webster process technologies, Technip masters a wide range of process technologies in the fields of refining, hydrogen, ethylene, petrochemicals and GTL.



In the downstream petrochemical industries, investments of around 40 million tonnes (Mt) of additional capacity have been announced in North America, and another 45 Mt may come online by 2030 (source: IHS, 2013 *World Petrochemical Conference*). Together, these projects represent nearly USD 120 billion (almost 88 billion euros) of investment, most of which will be in the ethylene chain. We hold a leading position in key technologies for ethylene and most ethylene derivatives. Our focus on these technologies paid off late in the year, with a Technip-Zachry Industrial partnership winning a substantial contract to design and build two polyethylene plants for Chevron Phillips Chemical as a part of its US Gulf Coast Petrochemicals project in Old Ocean, Texas.



EARLY ENGAGEMENT ON TECHNOLOGY-BASED PROJECTS

With our clear leadership in onshore technologies, we have been very active in early study phases, which increase the likelihood of being involved at later project stages, including engineering, procurement and construction (EPC). Examples of this include many projects, where we are involved in the early stages, such as Trunkline LNG Export, LLC's LNG liquefaction project, Sasol's ethane cracker, both in Lake Charles, Louisiana, but also Sasol's GTL facility in Louisiana.

Moreover, several of our current EPC contracts started with front-end engineering and design including Nova polyethylene in Joffre, Alberta, and Etileno XXI in Mexico.



LNG AND GTL DOMINATE POTENTIAL ORDER INTAKE WORLDWIDE

Transforming natural gas into a transportable liquid is attracting considerable investment. Our credentials as a LNG plant designer, technology solutions provider and EPC contractor are as sound as our involvement in this sector is long-standing.

In the past few years, we have delivered the Middle East's first GTL plant in Qatar and, as part of the Yemgas joint venture, we completed a major turnkey contract for Yemen's first LNG plant. As part of a joint venture, we delivered the world's six largest LNG trains, which allowed Qatar to become the world's largest LNG producer. This year, work continued on the Shell Prelude and Petronas Floating LNG projects (see *Offshore chapter, page 50*).

“Being present alongside our clients in the early stages of their projects is part of our strategy.”



1 2

Technip is a leading LNG player, with notably the construction of the world's largest LNG trains, in Qatar.

“Through Technip PMC, we transform EPC experience into market-leading PMC excellence.”

LEVERAGING TECHNIP PMC

Technip PMC is a new business unit of the Group dedicated to project management consultancy services from the definition to the delivery phases of projects. Based in Milton Keynes in the UK, Technip PMC provides experienced personnel to manage projects on behalf of our customers. Carrying out large-scale projects requires more than just having exceptional execution capabilities and tools. It requires people with the right experience and the keen understanding of how to deliver projects successfully. Technip PMC gathers in one entity all the know-how and expertise we have acquired over the years, in executing some of the world's most challenging projects.

The worldwide PMC market is vast. A lot of the opportunities are in onshore, but there are some in offshore and subsea as well. This business has strong potential for growth and complements our existing range of services very well. In 2013, Technip PMC got off to a good start, with a strong order intake and workload for the six coming years.



③ We are engaged at early stages of projects through our process technologies and engineering services.

④ With Technip PMC, we capitalize on our project management experience to deliver high-quality PMC services.

€ **5.2**
 BILLION
 ORDER INTAKE



€ **5.3**
 BILLION
 REVENUES

ONSHORE OFFSHORE



€ **7.9** BILLION
 BACKLOG

6.7%
 OPERATING
 MARGIN

17
 PROJECTS
 IN € 100 - 600
 MILLION



OVER
60
 PROJECTS



▶ IN € 10 - 100
 MILLION

Offshore operations

Consolidating our expertise to prepare for tomorrow

Our offshore activities include engineering, procurement, construction (EPC) and installation of fixed and floating platforms for the energy industry. We use our world-class standards and advanced technologies to deliver fit-for-purpose solutions. We have a long-standing track record for fixed platforms in shallow water, with conventional sub-structures and self-installing platforms, and for deepwater facilities, including Spars, semi-submersibles, tension leg platforms (TLP) and floating production, storage and offloading (FPSO) units, as well as a leadership position in the emerging floating liquefied natural gas (FLNG) business. Thanks to our expertise, multi-local footprint and ability to staff with national content, we are well positioned within this very promising market.

FAST FACTS

Reinforced leadership position

in offshore production facilities,
notably on FLNG and Spars

Proven track record with clients and business partners:

engineering and construction,
project execution expertise

Know-how:

high added-value process skills,
proprietary platform design

FLNG, an innovative solution for clients:

two facilities under construction after
front-end engineering design (FEED)
completion for Shell and Petronas, several
conceptual studies for various clients

Main offshore ongoing projects:

Shell Prelude (Australia), Umm Lulu (UAE),
Martin Linge (Norway), Block SK316
(Malaysia), HEJRE (Denmark)

Expertise in full range

of offshore facilities: FLNG, Spars,
fixed platforms, FPSO

FOCUS ON...
FLNG

What if we brought LNG plants to the offshore gas instead of the other way around?

Many of the world's gas reserves are not located near where energy is most needed. Technip is spearheading the development of a major innovation that will move the production and processing of liquefied natural gas (LNG) out to sea.

COMBINING ALL OUR KNOW-HOW TO REVOLUTIONIZE LNG

FLNG represents a breakthrough in the oil and gas industry. By placing gas liquefaction facilities on a vessel directly over offshore gas fields, FLNG units eliminate the need for long-distance pipelines and extensive onshore infrastructure.

It also situates LNG production closer to the regions where demand is the highest to reduce transportation costs. Take Asia for example. Over 70% of global demand for LNG comes from the region, which accounts for less than 10% of the world's supply (*Source: GIIGNL study, 2013*). Many of the offshore gas fields that could be developed in the region are small. In addition, their distance from shore and the presence of subsea falls on the route to shore make the installation of connecting underwater pipelines much

more challenging. To help our clients overcome these challenges and unlock the potential of these remote fields, Technip has played a leading role in FLNG since its inception by bringing together our expertise, not only in offshore, but also in subsea and onshore.

MAJOR FLNG MILESTONES IN 2013

Moving from concept to reality, FLNG was one of the main points of interest in our offshore activities in 2013. We achieved two major milestones. In December, the hull of the Shell Prelude FLNG was floated out of dry dock in Korea. A consortium comprised of Technip and Samsung Heavy Industries is building Shell Prelude as part of a contract signed with the oil company in 2009. The same consortium also signed a 15-year master agreement with Shell for the design, construction and installation of multiple FLNG facilities over the span

“Technip has played a leading role in the FLNG since its inception.”



1 FLNG is combining all of Technip's know-how coming from our subsea, offshore and onshore activities.



“The FLNG concept represents a breakthrough in the oil and gas industry.”

of the contract, and in 2012, Technip was awarded a large subsea installation contract for the Prelude project. At the end of 2013, the keel of the Petronas FLNG1 was laid in Daewoo Shipbuilding & Marine Engineering's dry dock. The Technip-Daewoo Consortium was awarded the EPC contract for this FLNG in 2012.

FIRST MOVER ADVANTAGE

Technip FLNGs present several advantages. They are being built using modular construction methods that have been tried and tested on our wide range of floaters, which include Spar, semi-submersible and tension leg platforms (TLP), and FPSO vessels. The most notable example of this expertise is the AKPO unit, which was commissioned in mid-2005 by Total following the successful development of the Akpo oil and gas field. The Akpo unit includes the largest FPSO topsides ever built, at 37,000 tonnes.

In addition to helping avoid the environmental impact of constructing and operating a LNG plant and the associated pipelines on land, FLNGs offer other advantages. Most notably, FLNG enables the field development cycle to start earlier than normal, because if the estimated reserves fail to materialize or external factors prevent the project from going forward, the FLNG can be redeployed to another field.



② The passion of our teams helps us to take our offshore projects further.

③ Under a 15-year frame agreement with Shell, Technip and Samsung Heavy Industries are building the Prelude FLNG unit, to be installed offshore Australia.

As a first mover in the emerging FLNG sector, Technip has today an unrivalled position and unique competitive advantages, which will help the energy industry to further improve benefit of future generations of FLNGs. We are currently working on several improvements, including high-intensity liquefaction and more compact facilities, without compromising on safety, efficiency or reliability. Finally, as part of our ongoing efforts to eliminate safety risks, we are using advanced modeling technologies and screening methodologies to protect the vessel's systems and steel structures.

LOOKING FORWARD

Technip will continue to focus on excellence in project execution and delivery, with special attention being paid to FLNG, Arctic and deepwater projects. 2014 will see progress on processing, improvements in our ability to deliver TLPs worldwide, delivery of a Spar platform for Arctic waters (*see box*) and the first application of the Heave & VIM⁽¹⁾ Suppressed (HVS) hull design for semi-submersible platforms. The HVS hull has a clever combination of pontoon and blister geometry that helps to reduce vortex shedding,

and also tends to cancel out the effects of those that do form. We will keep developing fabrication partnerships and expand our post-delivery service offering for existing floaters, including maintenance and operations and upgrades. This progress would not be possible without our people, which is why we will continue to increase the skills and capacity of our staff through our Expert Network, Technip University and e-learning programs.

(1) Vortex Induced Motion (VIM).

HEADING NORTH SAFELY

Another region of the world with remote fields is the Arctic Circle. Here again, Technip has been leading efforts to provide its customers with technologies and solutions that contribute to the safe and environmentally responsible development of these reserves.

In 2013, our consortium with Hyundai Heavy Industries continued EPC work on a Spar hull for Statoil's Aasta Hansteen field within the Arctic Circle, offshore Norway. Installed at a depth of about 1,300 meters, it will be the first Spar to combine production facilities with product storage, and it will be the largest Spar ever built. This contract followed the successful execution of the front-end engineering and design.

One of the key technical challenges in the Arctic Circle is how to protect platforms from ice. Technip is working with Cervval (a software company) and Bureau Veritas to develop a computer model of ice impacts on fixed and floating structure. The program will help optimize platform structures, and minimize ice loadings and ice rubble build-up, prior to final design verification in an ice-test basin.

Since several projects are imminent in the North Caspian Sea, the model is initially being developed to predict ice behavior in shallow waters, but it will be equally useful for projects in deepwater Arctic regions.



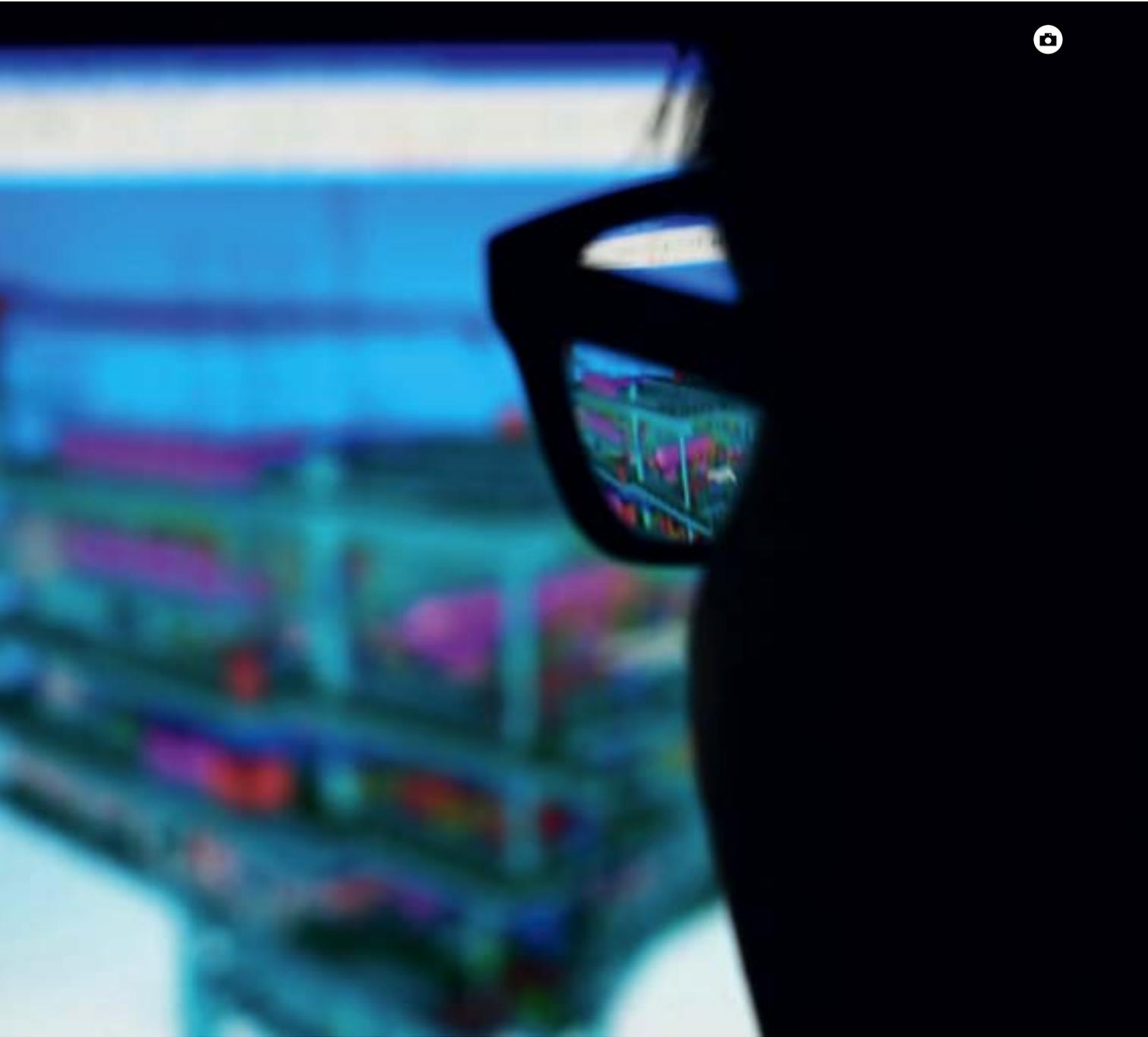
1 Technip is adapting its platforms to the extreme conditions of the Arctic Circle.



The float out of Shell Prelude's hull out of dry dock was one of the 2013 milestones in FLNG.



	SHELL PRELUDE	PETRONAS
Hull size, length x width	488m X 74m	300m X 60m
ANNUAL PRODUCTION IN MILLION TONNES PER ANNUM (MTPA)		
Liquefied Natural Gas (LNG)	3.6 Mtpa	1.2 Mtpa
Liquid Petroleum Gas (LPG)	0.4 Mtpa	–
Condensate	1.3 Mtpa	–
Location	North-West Australia	East Malaysia
Water depth	200m-250m	70m
Notice to proceed	May 2011	June 2012



Over 370 Technip professionals are dedicated to subsea R&D worldwide, and operating in our centers located in France, the UK and Brazil.

Innovation and technologies

Building the future through today's most ambitious innovations

Innovation plays an essential role in all our activities. It helps us meet our clients' needs by providing tailored, high-performance solutions. Our research and development (R&D) teams are the driving force behind our track record of successful innovation.

FAST FACTS

600+ patent families registered,
in over 90 countries

Over €75 million
R&D investment annually

Global network
of more than 500 experts

Over 10 R&D centers,
covering our business segments,
worldwide (Benelux, Brazil,
France, India, UK, US)

Leadership in proprietary technologies
for the onshore sector

R&D effort focused
on proprietary platform designs,
new frontier areas (e.g. ultra-deepwater)
and technological transfer for national
content in the offshore business

Subsea R&D primary focus:
pipe technologies

Latest technological firsts:
world's first large application of ethylene
from fuel gas (for Reliance),
certification of the carbon armor flexible
pipe by Bureau Veritas

FOCUS ON... |||

THE ORGANIZATION OF OUR R&D

What if the secret to innovation was to better share our knowledge?

Innovating and developing new technologies is one of the main ways Technip helps clients to push forward frontiers with reliable solutions and expand their production capabilities. Our research and development (R&D) organization received a major boost this year with the opening of a dedicated subsea R&D center.

Over the past five years, Technip has more than doubled its R&D expenditures and invests more than 75 million euros annually. We have a global network of R&D centers that design, develop and execute a constant stream of new technologies. Over 600 patent families are registered and in force in more than 90 countries.

Committed to sustainable development, we pursue even more the association of sustainability and innovation to reinforce the eco-friendliness of some of our solutions.

In 2013, Technip's R&D continued at a brisk pace in all three business areas: onshore, offshore and subsea. Above and beyond our daily work, we made two important changes this year to the way R&D is done within the subsea organization.



1 Technip ITC focuses on subsea R&D.

TECHNIP INNOVATION AND TECHNOLOGY CENTER OPENS

As our clients push into more and more challenging environments, our technology is becoming an increasingly important differentiator for winning new contracts. And nowhere is this truer than in subsea, where it is vital that we ensure our position as a global leader in these challenging projects.

In this context, we decided to streamline our subsea technology organization and open an Innovation and Technology Center (ITC) dedicated to subsea in 2013. Based in Rueil-Malmaison, France, near our headquarters and staffed by a core team of specialists, the ITC is a central hub for the management of subsea technology developments.

One of the ITC's main missions is to coordinate and consolidate the efforts of our different dedicated subsea R&D centers around the world – the Product Engineering Division in Le Trait, France, the R&D Department in Brazil; the Offshore Engineering Division in Aberdeen; Duco R&D in Newcastle, UK

and Seal Engineering (Nimes, France). The goal is to ensure that our R&D programs are structured and aligned with our regional business objectives and strategic market orientations.

The ITC focuses primarily on ultra-deepwater, difficult reservoir conditions, asset integrity management, intelligent pipelines and advanced subsea architectures. The center is in charge of establishing the overall strategic R&D plan.

Located at the heart of our subsea R&D, the ITC is also a platform for leveraging the wide-ranging expertise within Technip and cross-fertilizing between technologies and centers. Another of its key roles is actively encouraging a mindset of innovation throughout the Group, developing and promoting Technip technologies internally and with clients and partners.

ORGANIZATIONAL CHANGES PROMOTE STRONGER TIES

The opening of the ITC was just one of the drivers implemented for an even more flexible innovation and technology organization. Today, it is organized into three areas— advanced subsea architectures, subsea technology development and flexible pipe products—and brings together our 370 subsea researchers and developers working worldwide.

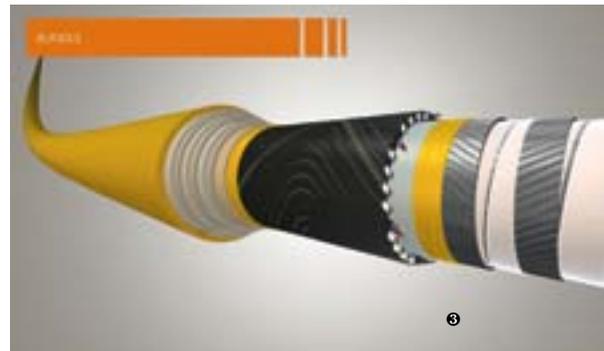
In parallel, a new position of Regional Technology Officer was created in each major subsea region of Technip. To begin with, this role will focus on enhancing the Technip technology plan and promoting our current emerging technologies from the Group R&D units. It will build technology development and relationships with our clients, universities and research institutions in the Region. Later, it will take on the work of sponsoring strategic R&D initiatives and executing regional R&D projects with strong regional or Group added value.



2



In addition to a traditional showroom, the ITC developed an extensive set of virtual content tools enabling visitors to interact with our technologies.



3

QUALITY

What if our passion for quality made the difference?

Quality has long been a strategic focus for Technip but in 2013 it moved into high gear with the elaboration of the Quartz program launched early 2014. The goal is to move from focusing on quality to solidly instigating a true culture of excellence. This shift is of strategic importance for the Group.



Technip's mission revolves around the successful execution of projects for its clients to help them take up energy challenges. As quality is key to serving our objective of executing profitable projects sustainably, we have laid down for the past several years the foundations of our quality strategy by focusing on the technical aspects of delivering quality products and services.

STRONG FOUNDATIONS

We progressively implemented the methodologies, processes, knowledge management, risk management, key performance indicators and measurement systems needed to improve the quality performance of our projects. Today, the quality management systems of all our operating centers are ISO 9001 certified.

① Our people are passionate for quality.

To gauge client satisfaction, we measure ten indicators for all projects: health safety and environment (HSE), quality, project delivery, client relationships, documentation, scheduling, costs, resources, contract management and installation performance. We use questionnaires over the duration of the project, to understand clients' expectations and identify potential improvements. About 200 surveys were conducted in 2013 and the results showed a slightly higher overall level of satisfaction, on par with 2012. In 2014, we will continue executing client satisfaction surveys, refining our strategy of execution in order to ensure a better coverage of our business. To capitalize on the lessons learned, we have extended a new knowledge management system across all our Regions.

In 2013, we also maintained our focus on costs and scheduling to further improve competitiveness. Following the introduction in 2010 of Lean principles for operations and Six Sigma quality

improvement, more than 200 Lean-Six Sigma leaders have been trained to spread the programs throughout the organization. Also, more than 150 improvement initiatives have been launched in all our business areas and we aim to reach their full implementation across the Group in 2014.

AIMING FOR FLAWLESS QUALITY

Quartz is the next step on Technip's journey to excellence in quality. Developed in 2013 and implemented starting from 2014, this program aims at building a culture of excellence and continuous improvement throughout the Technip organization. Comparing with previous quality programs, mainly based on technical aspects, like systems, performance, controls, improvement as well as suppliers and subcontractors management, Quartz focuses in addition on the human behavior dimension. Through education and awareness, this program will give everyone in the Group the power to improve our quality leadership.



In 2014 we launched a communication campaign to promote the Quartz quality program.

Consequently, Quartz builds on the foundations established by previous quality plans and unites all of the company's efforts under a single banner. Using a framework inspired by Technip's highly successful Pulse program for HSE cultural change, Quartz takes quality further to develop an in-house culture of quality that permeates every level of the company.

Like Pulse, Quartz benefits from strong branding and an internal awareness campaign. Rollout of the campaign has begun in 2014. It celebrates our people's passion for quality and drive continuous improvement within the company. At the same time, we are maintaining our focus on clients satisfaction and gauge our performance improvements in order to continue to rise the bar. Finally, we will strengthen how we evaluate the value offered by our suppliers and subcontractors, as they play a key role in helping us execute quality projects, products and services. The risks, costs and resources associated with working with each supplier and subcontractor will be balanced to ensure we deliver sustainable excellence together.



Quality, as well as safety, is our main focus to deliver profitably and sustainably our projects.



SUSTAINABILITY

What if engaging with our stakeholders took us further?

62 / HUMAN RESOURCES

66 / HEALTH, SAFETY AND SECURITY

70 / NATIONAL CONTENT AND SUPPORT TO COMMUNITIES

74 / ENVIRONMENT

78 / ETHICS AND COMPLIANCE







Women represent 25% of our workforce.

Human resources

Developing our passionate and talented teams

Our Human Resources (HR) strategy aims to support Technip's development, notably by providing talented personnel, improving people management and standardizing best practices across the Group. In 2013, we put the accent on two key initiatives, gender diversity and the project management family.

FAST FACTS

40,000 people

114 nationalities, 48 countries

A nearly 50% increase

in the total workforce in 2013, compared to 2010

One employee out of four

was a woman at Technip in 2013

Top Employer label:

10 entities were certified in 2013 and rewarded for their excellence in HR practices: Belgium, Brazil, France, Germany, Greece, Italy, Netherlands, Norway, Spain and United Kingdom

Accompanying the growth

with recruitment: use of social media and employee referrals, school partnerships (in France, Technip and its IFP School partner sponsored 17 students from Europe, Asia, Latin America, Africa and the United States), recruitment days, fairs...

Preparing for the future:

redesigned Group's Leadership Development program and job classification initiatives within the HR Without Borders program

The first three areas

in terms of headcount: Europe (35%), Americas (28%) and Asia Pacific (27%)



FOCUS ON...

DIVERSITY AND PROJECT MANAGEMENT

What if a diverse workforce was our strongest asset?

Technip firmly believes that the Group's performance is tied to the diversity of its workforce. A conviction shared at the highest level of the Group, up to its Chairman and Chief Executive Officer (CEO), Thierry Pilenko. Diversity creates a rich melting pot of backgrounds, ideas and skills that result in stronger projects and greater customer intimacy.



1 The One Technip Day was the occasion to celebrate the diversity and passion of our teams.

Technip is already a very diverse company. Our workforce is comprised of 114 nationalities. Our Board of Directors is made up of eight nationalities and five of the 12 members are women. But the quest for greater diversity never stops. While geographic diversity is high at Technip, gender diversity throughout the ranks must be improved.

PUTTING THE ACCENT ON GENDER DIVERSITY

Gender diversity is a competitive advantage. Real world experience on projects has shown us that it helps improve the performance of our teams. Also, in the war for recruitment, it is essential that Technip is able to attract the best people. Over 50% of university graduates in many parts of the world are women, and they are increasingly attracted to organisations that show real commitment to gender diversity by having women in senior positions.



To support this journey towards gender diversity, a logo and visual identity in line with Technip's corporate values have been developed.

“Project management is at the heart of Technip’s activity.”

Increasing our gender diversity reflects another facet of Technip’s ability to anticipate and innovate. Gender diversity might not be currently an issue at the top of the agenda in the oil and gas industry. But we think that it soon will be, and Technip wants to be a leader in this domain, not a follower. Finally, in keeping with the spirit of our corporate values, increasing gender diversity is “doing the right thing.”

Sponsored by the Technip Chairman and CEO, gender diversity was, therefore, a strategic business objective for the Group in 2013. Our organization fully reflects this priority: a Vice President Group Gender Diversity was appointed in November, and is supported by an Executive Steering Committee and an Advisory Committee. In parallel, a woman has been appointed Senior Vice President of one of our seven Regions (North America) for the first time.

The first meeting of the Gender Diversity Steering Committee took place in November and validated the high-level global action plan for 2014 and beyond, which will energize Technip and measure as well as communicate its progress.

Rather than take a one-size-fits-all, quota based approach, Technip has empowered each Region to set its own targets, take full ownership and deploy a locally effective gender diversity plan in order to address the specific context and challenges of each part of the world.



- ② Diversity – of geographical origins, genders and age – is one of our strength.
- ③ The Project Management Days gathered 150 senior project managers in September 2013.



BUILDING THE PROJECT MANAGEMENT FAMILY

Since Technip is at heart a project management company, the other main priority for Human Resources in 2013 was the Project Management family. It was a year rich in initiatives aimed at increasing resources for this population and enhancing its engagement and development. On the resourcing front, stronger workforce analysis and forecasting allowed us to make better decisions and develop a global sourcing strategy.

Reinforced engagement was one of the outcomes of the first Project Management Days held in September 2013, which gathered 150 senior project managers in Paris. In addition to discussing Technip’s future and how project managers will contribute to making it happen, this year’s event saw the creation of the Fellow Executive Project Director function, a title that reflects the excellence of our most experienced project directors.

Two project directors were nominated by the Chairman & CEO for this role and, as such, are now part of the Senior Management of the Group.

Technip University has been on the forefront in developing current and future project managers. With a clear objective – turning 99 employees into project managers by 2015 – Technip University has launched a unique mix of competency assessment, individual development planning, and the flagship Knowledge Transfer program, involving our most senior project management experts. The program is now at full speed and is delivering beyond expectations.



Safety is everyone's responsibility.

Health, safety and security

Protecting people

From project sites to offices, from manufacturing facilities to vessels, we strive to protect our 40,000 employees as well as our clients, partners and subcontractors. We do so by defining and strictly applying an ambitious health, safety and environment (HSE) policy, as well as an uncompromising security strategy.

FAST FACTS

OUR OBJECTIVES FOR 2014

In term of safety:

- Improve our performance standards to manage Technip's key risk conditions across the Group in all our operations and continue to focus on the prevention of serious injuries and fatalities
 - Continue to implement the Pulse HSE leadership and communication program
 - Further increase the visible leadership shown by management on safety in the field or on-site through visits and safety tours
 - Full implementation of Technip's behavior-based safety programs across the Group
 - Set a strong focus on contractor management
-

In terms of security:

- Our priority: maintain the quality of standards and measures implemented to guarantee the security of Technip's people
 - Special attention to protection of data and information systems
-

In terms of health:

- Implementing and following up of risk assessments
 - Improving the health surveillance process
 - Deploying performance indicators
-

FOCUS ON...
SAFETY

What if a culture of safety was built on simplicity and actionable data?

A total of 187 million man-hours were worked at Technip's facilities and project sites worldwide in 2013. We are permanently challenging and improving health, safety and environment (HSE) management to increase performance and set the benchmark for our industry.



1 Strong processes as well as regular training and exercises help us to achieve our objective to be the reference company when it comes to safety.

In 2013, we continued to focus on the serious injury and fatality frequency (SIFF) in our reporting. Based on this data and the lessons learnt by our investigations, Technip developed a new campaign called 12 Safety Actions and significantly improved the management of the risk dimensions that can be involved in our operations.

LEARNING FROM THE DATA

Our total recordable case frequency (TRCF), which measures the recordable incidents per 200,000 hours worked, rose from 0.24 in 2012 to 0.26 in 2013. Even if the severity of incidents, measured by the SIFF, decreased, we were saddened by two fatal accidents amongst our subcontractors during the year. Following our investigations, increased subcontractor management and control will be a primary focus in 2014. In addition, we will carry out actions to develop easy-to-understand guidelines for all workers.

TECHNIP'S 12 SAFETY ACTIONS

HSE is essential to our industry and is an absolute priority for Technip. We relentlessly focus on improving employees' working conditions in terms of health, safety and environment. It is also the responsibility of everyone at Technip to ensure a safer environment on our worksites throughout the world.

Although HSE is a vital and fundamental subject, it is also complex, especially when it comes to asking every employee and subcontractor to understand and apply all the guidelines and procedures. Our years of HSE data show us that if workers respect 12 golden rules they can significantly reduce the risk of accidents for themselves and their colleagues. That is why in September 2013 Technip implemented 12 Safety Actions throughout the Group, to prevent serious injuries and fatalities.

These actions, which must be learned and adopted by everyone to ensure a greater level of safety on Technip sites, consist of six Do's and six Don'ts (see poster on the right).

Their implementation was accompanied by a company-wide communication campaign that included emails, face-to-face training, e-learning, posters, booklet and dedicated intranet page. The entire workforce is being trained to apply the 12 Safety Actions since September 2013 prioritizing workers on site.

This new grassroots approach complements the traditional methods that have been implemented in the past years. Technip believes that it will help steer the company towards becoming the industry reference for HSE.

CONTINUING THE PULSE PROGRAM

Our Pulse program is the main way we develop a positive HSE culture within Technip. It aims to create awareness of the challenges posed by safety, and of the human, material and financial costs of accidents. So far, more than 28,000 people have attended Pulse sessions, ranging from senior managers and managers/supervisors to the general workforce and engineers. 22% of non-Technip staff also received Pulse training.



Our Pulse program is leveraging leadership and communication to improve HSE culture and behaviors within the Group.



The cornerstone of Pulse is a special leadership and communication program that trains each employee to become safety leaders. The goal is to train three-quarters of Technip's employees by 2015.

In 2013, Technip top management and executives conducted more than 500 HSE leadership visits and 7,000 management walkthroughs.

INCREASING BEHAVIOR-BASED SAFETY

Behavior-based safety (BBS) programs are currently applied in some of our Regions. They work by showing how individual actions affect those around us. They demonstrate how all employees play a life-saving role in HSE best practices. In 2014, we will increase our focus on the implementation of BBS programs to extend their coverage into a wider range of activities. Our roadmap foresees full implementation of BBS in all our operational activities in the next three years. This will ensure that all individuals in our organization hold safety, not only as a priority but also as a value, that they take responsibility for the safety of their colleagues and not just themselves, and that all employees are willing and able to go beyond the call of duty to ensure safety.



- ② In 2013 we launched a campaign on 12 Safety Actions, which must be adopted to ensure a greater level of safety on Technip sites.
- ④ Our security teams are striving to keep our people out of harm's way.

For safety, we will continue to monitor serious injury and fatality rates and address key risk conditions across the Group. We will continue to implement Pulse, increase leadership visibility, deploy BBS programs and strengthen our focus on subcontractor management.

NATIONAL CONTENT AND SUPPORT TO COMMUNITIES

What if investing in national capabilities was the catalyst of our success?

Technip takes a sustainable approach to its presence in the countries where it operates. Our focus is on contributing to the development of local communities and increasing national capabilities. Our guiding principle is simple: encouraging local talents and economies go hand in hand with ensuring the success of our projects.



Technip is committed to encouraging a fair return for all.

Technip is a multi-local company present in 48 countries. Increasing the level of national content in our projects not only helps us meet our clients' requirements but also is key to the success of our projects and ensures a fair return for local communities.

NATIONAL CONTENT AT THE HEART OF OUR STRATEGY

Whenever applicable, when we win a contract we see it as an opportunity to enhance employability, to strengthen our relationship with local suppliers, subcontractors and communities and establish a long-term presence in the country. To ensure the sustainability of our actions, we focus on three fundamentals:



Investment in education and training of local communities is a strong leverage to build the future.



- complying with local and international regulations and standards,
- boosting local employability including long-term partnerships with local universities,
- nourishing the local economic ecosystem.

However, it is nearly impossible to take a “one-size-fits-all” approach to national content and local communities. This is why at Technip each Region is in charge of implementing the strategy best adapted to the local context, yet inspired and guided by strong Group principles.

In 2013, Technip created and staffed the position of National Content and Human Rights Coordinator and adopted a more proactive approach to the subject. Technip’s involvement in specifically dedicated seminars and working groups gives us the opportunity to hold discussions with a broad range of stakeholders to identify the most

relevant methods to respond to the increasing need for national content in countries where we operate. We willingly disclose our sustainable development initiatives, with particular focus on the national content aspect to allow continuous improvement. In 2013, this topic was the subject of a specific assessment on behalf of one of our investors, Natixis.

DEVELOPING LOCAL SKILLS

Our approach to national content always takes into account local specificities. In many countries, one of the main challenges is the training of qualified technicians and engineers.

In Ghana, we have established a program to satisfy this need that we plan to adapt in other countries. Technip first set foot in Ghana, an emerging oil and gas country, in 2009 when we opened a sales office. Three years later, we reinforced our presence and inaugurated an engineering center, as part

“Skills transfer and cooperation between centers are at the heart of our national content strategy.”

of a joint venture with the Ghana National Petroleum Company. Today, over four out of five employees in this Center are Ghanaian.

More recently, we began working with two national universities to train the next generation of Ghanaian engineers. Those trainings are based on a three-year approach: one year for providing them support during their studies at universities, one for training them inside the Group and another year of ramp-up to finalize their operational readiness. These partnerships are helping us meet the country's local content law that requires oil companies to have 90% of Ghanaian staff working

on their projects within 10 years. Technip believes that national content goes far beyond the obligation of compliance to local regulations. At a time when countries are formalizing their own national content requirements, we confirm that we have anticipated this fundamental requirement in many countries, including Brazil (more than 95% of our employees are Brazilians), Malaysia (more than 85%), Ghana (100%) and Angola (100%).

By prioritizing local recruitment, Technip plays a key role in local employment. Right across the Group, 81% of our employees correspond to local staff. This recruitment

policy is based on close cooperation between operating centers in the context of specific projects and skills transfer. It also raises the multicultural profile of Technip, at the same time as broadening the expertise of the Group. Today, there are over 114 nationalities, all contributing to "One Technip".

“81% of our employees are local staff.”



① National content is one of our six strategic priorities, illustrated by our local investments and hiring.

ENCOURAGING THE GROWTH OF LOCAL SOCIOECONOMIC ECOSYSTEMS

Technip teams up with various partners on a project. When choosing subcontractors and suppliers, we focus on sustainability criteria along with technical performance data and use local companies whenever possible. We require all our suppliers to comply with the United Nations Global Compact, and we strive to monitor their compliance regularly. For instance, Technip in Italy involved 84 suppliers and construction contractors in its “CSR Evaluation Process” in 2013 (compared with 45 in 2012), contracted during bidding and execution phases of different projects. To make sure that our local subcontractors are able to meet our technical requirements for a project without compromising quality or HSE practices, we train them regularly. In 2013, local subcontractors received approximately 9,000 hours of *Pulse for the Workforce* training, Technip’s unique global HSE leadership program, in addition to the standard HSE awareness training that all subcontractors receive.

A CLOSE AND SUSTAINED RELATIONSHIP WITH LOCAL COMMUNITIES

The third way we contribute to local development is by maintaining an open and transparent relationship with local communities that balances long-term programs with readily available help in the case of an emergency or disaster.

Most of our long-term initiatives focus on youth’s health and education, with strong links to local partners and universities. In Colombia, for example, Technip’s center in Bogota supports “Merquemos Juntos”, a local cooperative organization started 18 years ago to promote economic

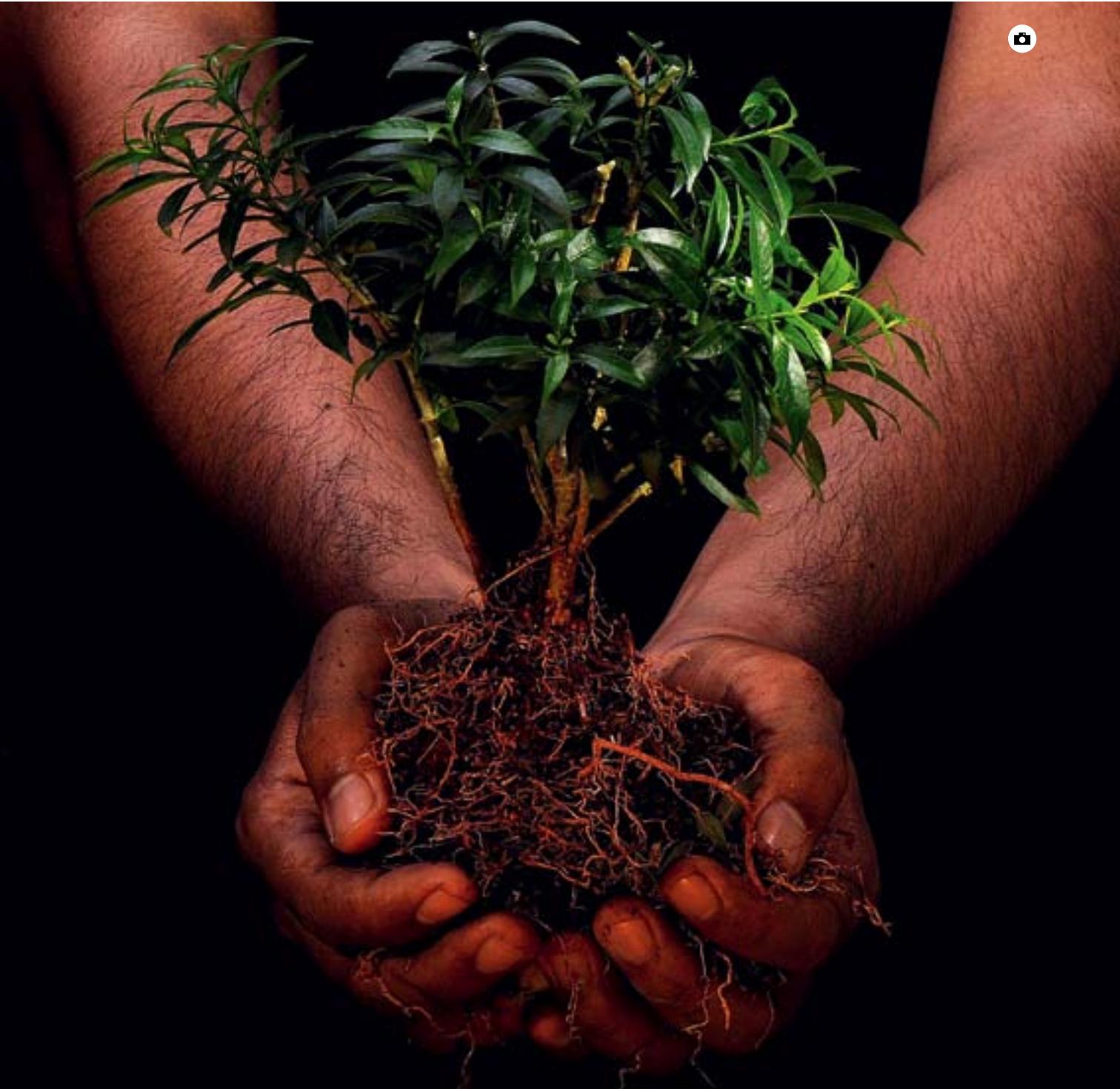


② In 2013, Technip Relief and Development Fund organized a fundraising campaign to assist the victims of the typhoon Haiyan in the Philippines.

③ In Brazil, Technip is carrying out actions to the benefit of underprivileged communities in the favelas of Vitória.

empowerment for women as a way of counteracting the violence endemic to the Barrancabermeja region where we operate. To date, over 1,750 people have directly benefited from this program. Other initiatives include Technip Asiaflex Products in Malaysia, which is helping a local indigenous community become economically self-sufficient thanks to ecotourism; Technip in Brazil, which aids young people from disadvantaged neighborhoods to prepare for university entrance exams; and Technip in Ghana, which has been collaborating with OrphanAid Africa since 2011 to help families of children at risk of abandonment and give them secure futures in their communities.

The Technip Relief and Development Fund supports non-profit social and general interest projects with donations. It also contributes to emergency missions in the event of natural disasters. The Fund held a fundraising campaign in 2013 to assist the victims of the typhoon Haiyan in the Philippines. Collectively, employees donated over 90,000 euros which were matched one-to-one by the Group. All the donations were distributed to the international Federation of Red Cross/Red Crescent. In addition, Technip supports the Red Cross READY Fund since 2012. In 2013, Technip donated 50,000 euros and it will renew its support in 2014 as part of a long-term partnership.



For Technip, building the future also means innovating to preserve the environment.

Environment

Sustainable response to environmental challenges

While energy players have a critical role to play in meeting the planet's environmental challenges, Technip strives to minimize the impact of its operations and those of its clients on the environment. This commitment comes along with a new approach that combines sustainability with innovation to take up environmental challenges and generate progress for all stakeholders.

FAST FACTS

Our main 2014 objectives for the environment:

- prevention of environmental impact by implementing proactive environmental management and stewardship for Technip's operations, and by promoting mitigation measures and responsibilities,
- continuous identification of high-level environmental risks on business and operations,
- improvement of performances through the implementation of specific programs to identify, measure, promote reduction in waste generation, energy and resource use across the Group's operations

One Technip

Environmental charter

Creation in 2013

of a new "Sustainability and Innovation" department within the Group Sustainable Development organization

Specific initiatives implemented

all over the world, for example in our manufacturing plant in Vitória, Brazil, we facilitated the development of a self-sustainable business managed by the women of the surrounding community. They recycled the wastes of the plant, transformed them into consumer goods and sold them through the cooperative.

This resulted in a source of income for 20 women and succeeded to recycle about 90% of the plant waste in 2013. The cooperative will continue to grow in the coming years

Technip is active

in renewable energies, covering biofuels, marine energy and offshore wind, carbon capture and storage, as well as geothermal energy



FOCUS ON... SUSTAINABILITY AND INNOVATION



Technip is at the forefront of projects to preserve the environment, such as the Marine Well Containment System (MWCS) which aims to prevent oil spills in the event of an incident in the Gulf of Mexico.

What if greater innovation led to greater sustainability?

At Technip, we have established a new holistic approach to sustainability. In 2013, we took several important steps to foster not only the development, from design to delivery, but also the application of solutions that are both innovative and economically-socially-environmentally sustainable.

Technip has been committed to a recognized and rigorous sustainable development policy for over a decade. In 2003, we signed the United Nations Global Compact on human rights, work standards, the environment and anti-corruption and apply the Compact's ten principles in our activities.

Regarding environment, we support our clients in their efforts to minimize greenhouse gas emissions and reduce the environmental footprint of their operations. Internally, we have been running a Green Office program since 2010 to reduce the environmental footprint of our offices, and we conduct many sustainability initiatives each year in our different locations, all over the world.

We are convinced that the implementation of sustainable and innovative solutions will allow our clients to improve their business generating progress for all stakeholders.

Therefore, our new approach is based on four pillars (environmental-economic-social sustainability and innovation), which represents the tangible engineering translation of our values (Doing the right thing, Trusting the team, Encouraging a fair return for all, Building the future).

Progressively, we are willing to implement in all activities, from research and development (R&D) to engineering-procurement-construction, from project management to procurement,

from finance to administration, a new model of value generation that provides long-term responsible benefits to our clients and stakeholders: Technip's employees, partners, suppliers, institutions, associations, universities, local communities, non-governmental organizations.

To make this happen, the Group Sustainable Development organization created, in 2013, a new department named "Sustainability and Innovation".

COMBINING SUSTAINABILITY WITH INNOVATION IS THE SECRET

Our approach goes beyond reducing the environmental and social impact of our business or helping clients reduce energy consumption. At Technip we are convinced that for something to be sustainable and become a competitive advantage, it must be innovative.

We have unique references in designing and applying sustainable and innovative solutions, and one of the main goals for the coming years is to make those references more visible, both internally and externally, by creating a "Technip Reference Catalogue of Sustainable and Innovative Solutions".

This catalogue will include solutions covering engineering, procurement, construction, commissioning and operation which have been already either:

- applied in projects with the support of Technip's Experts (more than 600 engineers) and product lines,
- licensed by Technip Stone & Webster Process Technology,



2 We are active in pioneering renewable energies projects, such as the Hywind floating wind turbine offshore Norway.



3 Our teams actively participate in environmental initiatives benefiting local communities, like tree planting.

- created by Technip Innovation and Technology Center and R&D centers,
- developed by Technip divisions and departments (such as EDWARE emissions monitoring and predictive system, life cycle assessment methodology, bio-engineering solutions, advanced systems engineering software applications and optimization tools, eco-efficient civil and building design),
- or yearly awarded as part of the internal Jacques Franquelin Award.

Highlighting these solutions, the catalogue will allow our clients, stakeholders and employees to select those better fitting to their expectations and project requirements or to create new solutions inspired by them.

INTERNAL SYNERGIES AND REPUTABLE COLLABORATIONS

Another important objective of the new Sustainability and Innovation department is to foster internal synergies across our three activities (onshore, offshore, subsea) and to establish collaborations and partnerships with external entities.

We believe in this systemic approach and we are evaluating collaborations with internationally recognized research institutes and establishing contacts with several organizations (non-profit organizations, institutions, companies) involved in environmental protection, renewable energies and bio-based solutions.

Recently, Technip also became a member of the World Ocean Council⁽¹⁾ and the Kyoto Club⁽²⁾ in order to provide a direct contribution to the diffusion and application of sustainable practices in industrial plants, marine installations, cities and social communities.

(1) **World Ocean Council (WOC)** is the international, cross-sectoral industry leadership alliance on Corporate Ocean Responsibility. The WOC brings together the diverse ocean business community (including shipping, fisheries, oil and gas, aquaculture, offshore renewable energy, tourism, marine technology, manufacturers, retailers, insurers and finance) to achieve business benefits from collaboration in addressing shared marine environmental issues.

(2) **Kyoto Club** is a non-profit organization founded in February 1999. Its members are business companies, associations and local municipalities and governments engaged in achieving the greenhouse gases reduction targets set by the Kyoto Protocol. To reach its goals the Kyoto Club promotes awareness-raising initiatives, information and training to foster energy efficiency, renewable energy sources and sustainable mobility. Kyoto Club puts forward policy proposals to public decision-makers to make decisions in the energy field increasingly environmentally friendly.



1 Ethics is shedding light on the way we do business.

ETHICS AND COMPLIANCE

What if compliance was a key driver of competitiveness?

One of Technip's corporate values is "doing the right thing" which means doing business with the highest moral standards. Ethical behavior fosters innovation and reinforces the trust of our employees, clients and partners. Therefore, it is a way to increase our competitiveness.

Technip continues to have a strong commitment to conducting business with honesty, integrity and fairness. We conduct business according to the highest standards and in accordance with the legislation in place and the United Nations Global Compact principles. Technip employees are thoroughly trained and we regularly update our procedures to ensure they meet best practices.

ETHICS AND COMPLIANCE COMMITTEE ENLARGED

Our compliance program has a dedicated structure that stretches from the Board of Directors to every level of the Group.

Created in December 2008, the Ethics and Governance Committee is composed of Board members and assists the Board of Directors in promoting best practices. Composed of senior managers from across the Group, the Ethics and Compliance

Committee reports directly to the Chairman and Chief Executive Officer and was expanded to 11 members in 2013 to broaden the representation of Technip's operations. It oversees the implementation of Technip's Ethics charter and related policies and procedures. Chaired by the Chief Compliance Officer, it submits an annual review to the Chairman and CEO and recommends improvements. Regional Compliance Officers are in charge of applying Technip's anti-corruption and compliance policies at the regional level.

MORE INDEPENDENT WHISTLEBLOWING

Each of Technip's 40,000 people can report to the Ethics and Compliance Committee any suspected non-compliance through a whistleblowing process. In 2013 this was expanded to include an independent third-party service provider to provide an additional avenue of reporting and to further protect whistleblowers.

ROBUST COMPLIANCE FRAMEWORK

As an international organization, we are committed to having clear and firm policies against bribery and corruption. Therefore, we have developed specific policies and procedures for guidance to our employees and for validation of our business partners.

The Doing Business Abroad-Anti-Corruption policy sets out the rules for sensitive relationships such as negotiating with third parties and making decisions about contracts. The Know Your Partner procedure requires potential business partners to complete a detailed questionnaire and sign a declaration of compliance. We then perform due diligence internally and any concerns must be suitably resolved before a commercial relationship can be established. We also have standards for giving or receiving gifts and hospitality.

In 2013 we continued to roll out the due diligence procedures for subcontractors and for joint ventures and consortium partners. We also launched a new due diligence procedure for social donations and charitable contributions, as well as customs agents and freight forwarders.

CODE OF CONDUCT READY FOR DISTRIBUTION

In 2012 we launched a large initiative to create Technip's first Code of Conduct. Most of the work was done in 2013 and covered a wide range of best practices for our entire business. It should be published in 2014 and accompanied by an expanded e-learning program.



② Moral standards and full commitment to our values are expected from Technip employees.

PROTECTING HUMAN RIGHTS

Technip respects all Human Rights legislation including the 1948 Universal Declaration of Human Rights and the International Labor Organization's (ILO) Fundamental Conventions regarding the elimination of discrimination and forced labor, the abolition of child labor, the protection of rights at work, the creation of decent employment opportunities, the enhancement of social protection and the enforcement of dialogue on work-related issues.

At the end of 2013, Technip strengthened its ethics structure by creating two new positions: National Content and Human Rights Coordinator and Vice President Group Gender Diversity.

As safety is Technip's first priority, the Group applies a strict health, safety and environmental protection (HSE) policy (see pages 66 and 74). Based on the recommendations of HSE inspections in 2013, the Human Rights aspects are adopted as a guide to future improvements.

In 2014, Technip will continue enhancing its Human Rights compliance procedures, with two priorities:

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EXPOLINK IS A COMPLETELY INDEPENDENT COMPANY. YOUR CONVERSATION WILL NOT BE RECORDED. YOU CAN CHOOSE TO REMAIN COMPLETELY ANONYMOUS, WITH ONLY DETAILS CONCERNING YOUR REPORT BEING PASSED BACK TO YOUR EMPLOYER.

EXPOLINK Hotline Technip

③ In 2013 an awareness campaign has been launched on the whistleblowing process.

- increasing our interactions with clients and partners regarding sustainable development issues,
- introducing a Group-level Human Rights charter, the terms of which will comply with OECD guidelines.

These priorities form the basis for the development of a due diligence process as recommended by the OECD, which Technip will strive to develop further from 2015 onwards.

INDICATORS

**What if
transparency
helped us
improve our
performance?**

82 / REPORTING SCOPE

84 / SOCIAL DATA

86 / ENVIRONMENTAL INDICATORS

88 / SUMMARY OF FINANCIAL INFORMATION





INDICATORS

Reporting scope

SOCIAL DATA

The 2013 reporting scope follows the financial and legal scopes of consolidation. This includes the 84 entities present in the Group as of December 31, 2013 including Ingenium AS, a newly acquired Norwegian subsidiary of 25 persons, and entities newly consolidated in 2013 (current perimeter) which are located in Algeria, Bulgaria, Myanmar and Qatar (+403 persons).

To facilitate the comparison between two consecutive years, and to be consistent, the reporting on training and absenteeism does not take into account data collected from entities that have not been present within the Group throughout the whole year.

The input, collection and consolidation of social data have been established using a common software tool across the Group. A protocol defining the social indicators is reviewed and improved each year based upon feedback from the entities and auditors and the problems observed.

Data consolidation is centralized by the Group Human Resources division. However in order to improve the quality of the reporting, a new step in the checking process of social data has been implemented upstream within two headquarters as "pilot" (France and United Kingdom). These two headquarters cover 21 entities within 12 countries.

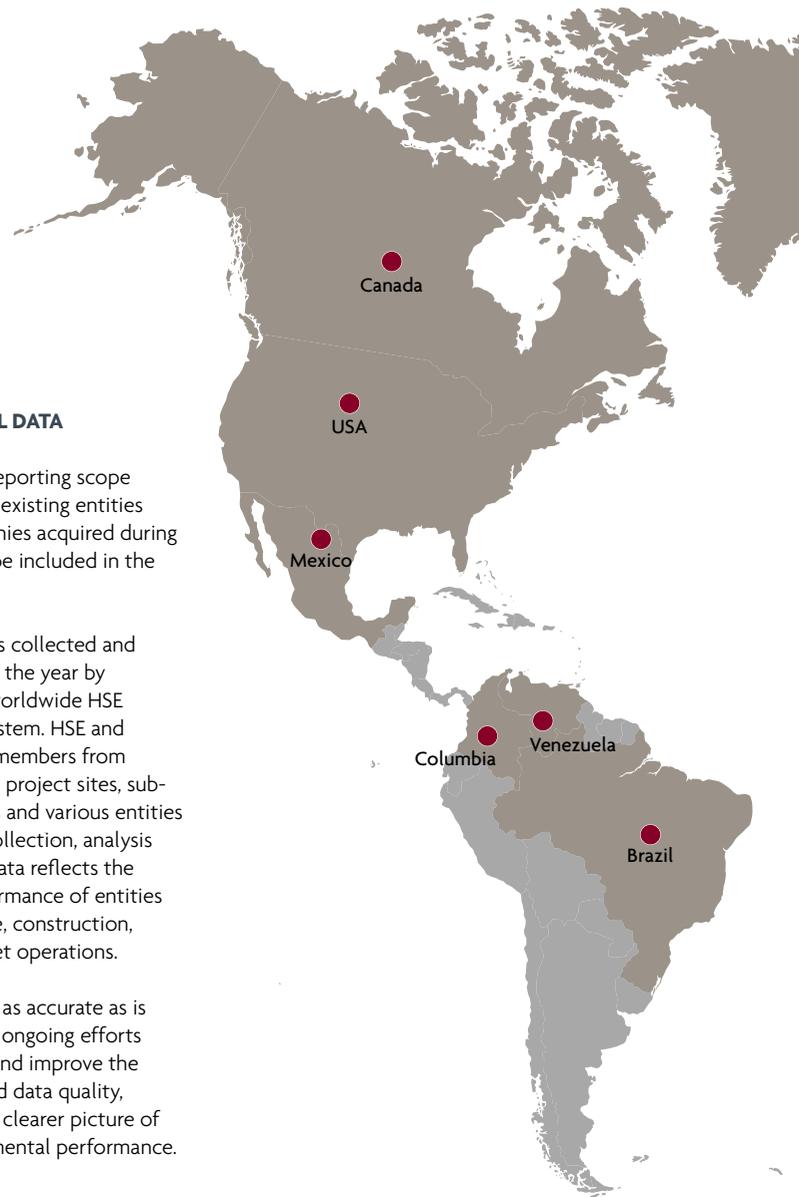
ENVIRONMENTAL DATA

The environmental reporting scope of this report covers existing entities and excludes companies acquired during the year, which will be included in the 2014 report.

Environmental data is collected and reported throughout the year by means of Technip's worldwide HSE data management system. HSE and administration staff members from all Regions, including project sites, sub-contractors, facilities and various entities participate in data collection, analysis and reporting. This data reflects the environmental performance of entities involved in the office, construction, manufacture and fleet operations.

Although this data is as accurate as is reasonably practical, ongoing efforts are made to review and improve the reporting process and data quality, in order to provide a clearer picture of the Group's environmental performance.

Additional information on the scope and methodology of the environmental reporting is communicated in Annex E of the 2013 Reference Document.





■ Countries in which Technip entities have reported their social and/or environmental data (including offices, construction sites and industrial sites).

● Countries in which Technip has carried out initiatives in favor of local communities in 2013.

INDICATORS

Social data

BREAKDOWN OF TOTAL WORKFORCE BY CONTRACT

(Coverage rate: 100% of employees on payroll and contracted workforce)

	12/31/2013	12/31/2012
Employees on payroll	32,243	30,241
Permanent employees	28,593	26,279
Temporary employees (fixed-term)	3,650	3,962
Contracted workforce	6,588	6,267
Contracted workers at industrial sites (plants, spoolbase and yard) and fleet	2,537	2,749
Other contracted workforce	4,051	3,518
Total workforce	38,831	36,508

BREAKDOWN OF EMPLOYEES BY GEOGRAPHIC ZONE

(Coverage rate: 100% of employees on payroll)

	12/31/2013	12/31/2012
Europe	11,239	10,551
Americas	8,924	9,054
Asia Pacific	8,690	7,827
Middle East	2,427	2,011
Africa	737	555
Russia and Central Asia	226	243
Total employees on payroll	32,243	30,241

PAYROLL EMPLOYEES: HIRES AND DEPARTURES

(Coverage rate: 100% of employees on payroll)

	2013	2012
Hires	7,055	7,651
Permanent employees	4,611	5,027
Temporary employees (fixed-term)	2,444	2,624
Departures	5,595	4,295
Permanent employees	2,964	2,772
Temporary employees (fixed-term)	2,631	1,523
Renewal rate of permanent positions ⁽¹⁾	1.56	1.81

(1) Start/termination of permanent positions.

REASONS OF DEPARTURES (PERMANENT EMPLOYEES)

(Coverage rate: 100% of permanent employees on payroll)

	2013	2012
Voluntary reasons of leaving (resignations, retirements)	1,997	2,008
Lay-off/redundancy/dismissal	597	440
Of which economic lay-offs (according to article L. 1233-3 of French Labor Code)	0	0
Transfers between entities	174	135
Other reasons	196	189
Total	2,964	2,772

BREAKDOWN WOMEN/MEN BY CATEGORY

(Coverage rate: 100% of employees on payroll)

	12/31/2013	12/31/2012
Managers⁽²⁾	3,747	3,337
Women	19%	18%
Men	81%	82%
Non-Managers	26,108	24,061
Women	27%	27%
Men	73%	73%
Blue Collar employees⁽³⁾	2,388	2,843
Women	7%	5%
Men	93%	95%
Total	32,243	30,241
Women	25%	24%
Men	75%	76%

(2) Employees who appraise subordinates in accordance with the Human Resources Without Borders program.

(3) Employees who perform physical work. A blue collar employee with a management role, as defined above, will be qualified as a "Manager".

BREAKDOWN WOMEN/MEN BY GEOGRAPHIC ZONE

(Coverage rate: 100% of employees on payroll)

12/31/2013	Women	Men
Africa	141	596
Asia Pacific	2,284	6,406
Europe	3,016	8,223
Russia & Central Asia	109	117
Middle East	261	2,166
North America	1,062	3,097
South America	1,096	3,669
Total	7,969	24,274

PROFIT SHARING (IN € THOUSANDS)

	12/31/2013	12/31/2012
Amounts allocated to incentive profit sharing (France, Spain, Italy)	15,449	19,715
Amounts allocated to mandatory profit sharing (France)	5,253	16,875

SOCIAL DATA

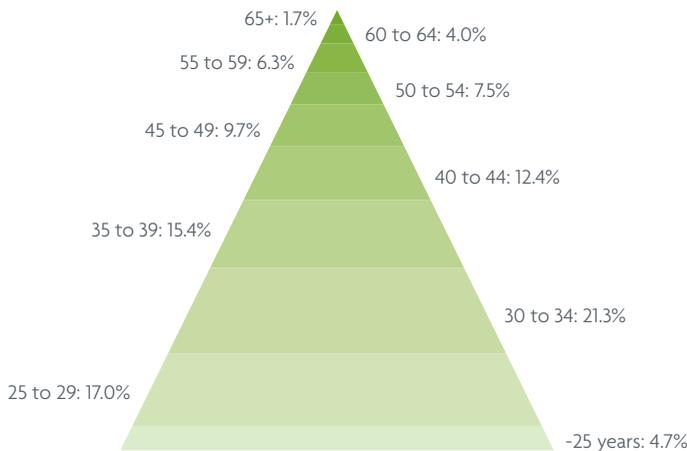
ABSENTEEISM (Excluding acquisitions)
(EXCLUDING OTHER REASONS THAN ILLNESS OR INJURY)
 (Coverage rate: 99% of employees on payroll)

	2013	2012
Occupational illness or injury	0.01%	0.01%
Occupational injury	0.04%	0.03%
Non-occupational illness	1.78%	1.69%
Non-occupational injury	0.05%	0.06%
Total (illness/injury)	1.88%	1.79%

BREAKDOWN OF EXPATRIATES BY HOME OFFICE
 (Coverage rate: 100% of employees on payroll)

	12/31/2013	12/31/2012
Europe	785	698
Asia Pacific	392	342
Middle East	172	177
South America	110	78
North America	66	72
Russia and Central Asia	3	1
Africa	2	1
Total	1,530	1,369

AGE PYRAMID – 12/31/2013
 (Coverage rate: 100% of employees on payroll)



TRAINING OF EMPLOYEES ON PAYROLL
 (Coverage rate: 99% of employees on payroll)

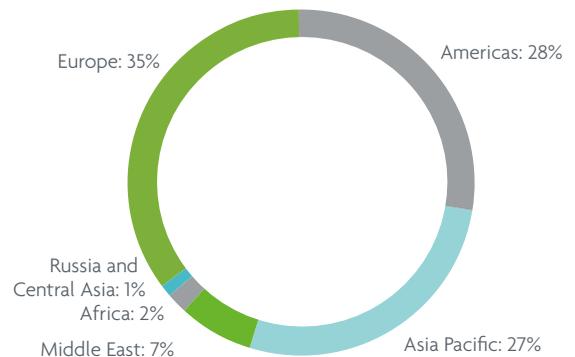
	2013	2012
Training hours	874,469	863,714
Technical training	301,162	226,864
Non-technical training (including management, cross disciplines, IT and certification)	216,856	294,770
Project management training	22,990	n/a
Health, safety, security (including Pulse training)	234,805	204,092
Languages	76,397	101,223
Human rights, ethics and Technip values awareness training	22,259	36,765
Number of employees on payroll who benefited from at least one training course during the year	25,153	23,402
Women	6,621	5,635
Men	18,532	17,767

ORGANIZATION OF WORKING HOURS

(Coverage rate: 100% of employees on payroll except overtime hours, which coverage rate is 51%)

	12/31/2013	12/31/2012
Number of full-time employees	31,637	29,666
Number of part-time employees	606	575
Number of employees working in shifts	2,972	3,400
Overtime hours (France and main headquarters)	1,310,954	1,421,931

EMPLOYEES PER GEOGRAPHICAL ZONE



INDICATORS

Environmental indicators

CONSUMPTION	2013	2012	2013 breakdown			
			Construction sites	Industrial sites	Fleet	Offices
Paper						
Paper (tonnes)	1,056	898	172	56	0	828
Energy						
Direct energy consumption (MWh)						
Natural gas and LPG (MWh)	27,010	19,073	11,264	9,606	0	6,140
Fuel-oil, diesel, gasoline (MWh)	1,842,349	1,720,743	267,027	109,591	1,453,611	12,120
Indirect energy consumption (MWh)						
Electricity (MWh)	122,398	127,721	1,626	60,310	0	60,462
Water						
Water consumption (m ³)	1,418,924	1,977,630	612,600	240,734	173,174	392,416
PRODUCTION						
Waste water⁽¹⁾						
Industrial, domestic and ballast effluents (m ³)	808,456	745,835	296,807	60,558	217,119	233,972
Waste						
Non-hazardous waste (tonnes)	156,558	86,195	128,686	19,710	5,168	2,994
Hazardous waste (tonnes)	5,881	6,761	427	3,034	2,357	63
Total waste (tonnes)	162,439	92,956	129,113	22,744	7,525	3,057
Atmospheric emissions CO₂						
Direct emissions (t CO ₂ equiv)	497,101	460,252	73,082	31,225	388,395	4,399
Indirect emissions (t CO ₂ equiv)	42,103	45,153	885	14,831	0	26,387
Total emissions (t CO₂ equiv)	539,204	505,405	73,967	46,056	388,395	30,786
CHARACTERISTICS						
Annual expenditure on environmental protection (k€)						
Total environmental expenditure (k€)	2,481	2,773	551	999	772	159
Total capital expenditure committed (k€)						
Provisions and guarantees to cover environmental risks (k€)	0	0	0	0	0	0
Decontamination costs (k€)	0	0	0	0	0	0
Number of fines and compensation awards (k€)	0	0	0	0	0	0
Amount of fines and compensation awards (k€)	0	0	0	0	0	0
MANHOURS WORKED IN ENTITIES CONTRIBUTING TO ENVIRONMENTAL REPORTING (MILLIONS)⁽²⁾						
	158.4	110.6	82.2	11.8	18.0	46.3
Performance indicators						
Energy consumption (kWh/h)	12.57	16.88	3.41	15.17	80.61	1.70
Water consumption (l/h)	8.96	17.88	7.45	20.34	9.60	8.47
Waste (kg/h)	1.03	0.84	1.57	1.92	0.42	0.07
Greenhouse gas emissions (kg eq CO ₂ /h)	3.40	4.57	0.90	3.89	21.54	0.66

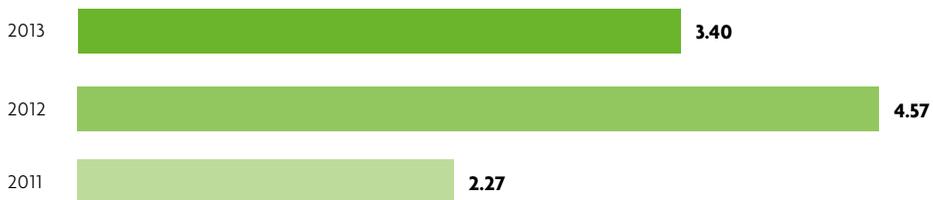
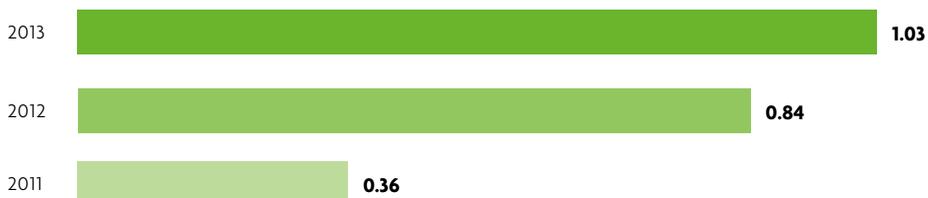
(1) Effluents treated in water treatment plants either on site or offsite and discharged into the natural environment, including ballast water.

(2) This year, major changes were implemented in the reporting methodology and scope, including the manhours used to calculate performance indicators. Consequently, manhours were recalculated also for 2012 which explains the differences since 2012 Activity and Sustainable Development Report.

TECHNIP'S MAIN ENVIRONMENTAL INDICATORS

In 2013, a larger environmental reporting coverage was recorded among the Group both in terms of number of entities reporting data and total number of manhours worked.

Some indicators increased mainly due to the increasing operations within the Group, the improved level of reporting, a new methodology to estimate some indicators and the nature of works on some construction sites. Nevertheless, the global impact of Technip's operations on the environment has decreased, which demonstrates the greater commitment towards the environment across the Group.

Greenhouse gas emissions (kg equivalent CO₂ per hour)**Waste (kg per hour)****Water consumption (liters per hour)**

INDICATORS

Summary of Financial Information

CONSOLIDATED STATEMENT OF INCOME IFRS

€ million (Except Diluted Earnings per Share, and Diluted Number of Shares)	Full year (audited)	
	2013	2012*
Revenue	9,336.1	8,203.9
Gross Margin	1,617.4	1,551.6
Research & Development Expenses	(75.5)	(68.7)
SG&A and Other	(697.4)	(654.2)
Operating Income from Recurring Activities	844.5	828.7
Non-Current Operating Result	–	(9.5)
Operating Income	844.5	819.2
Financial Result	(84.3)	(67.3)
Share of Income / (Loss) of Equity Affiliates	1.1	1.0
Income / (Loss) before Tax	761.3	752.9
Income Tax Expense	(191.3)	(206.2)
Non-Controlling Interests	(6.9)	(3.4)
Net Income / (Loss)	563.1	543.3
Diluted Number of Shares	124,777,476	124,419,663
Diluted Earnings per Share (€)	4.68	4.53

* Restated for retrospective application of amended IAS 19 standard "Employee Benefits" as of January 1, 2013.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION IFRS

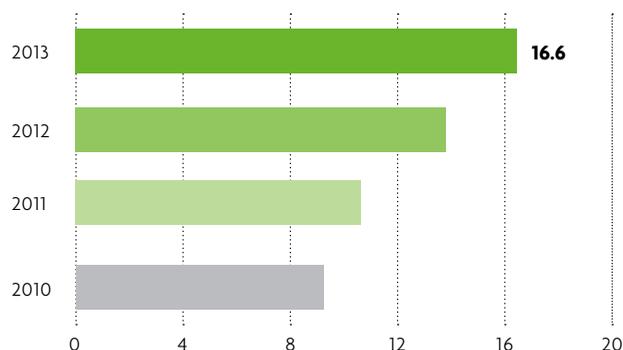
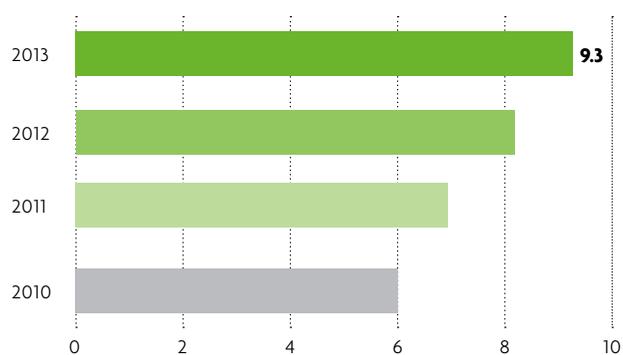
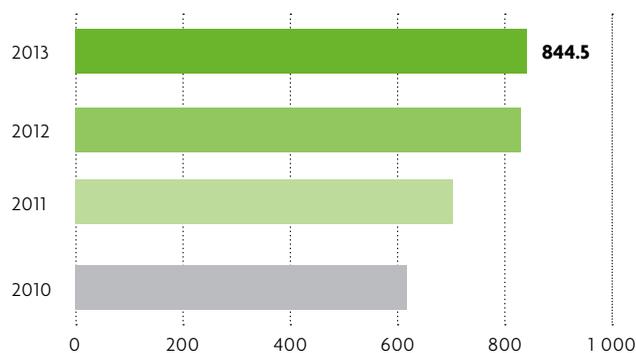
€ million	Dec. 31, 2013 (audited)	Dec. 31, 2012* (audited)
Fixed Assets	6,136.5	6,033.8
Deferred Tax Assets	274.8	333.0
Non-Current Assets	6,411.3	6,366.8
Construction Contracts – Amounts in Assets	405.0	454.3
Inventories, Trade Receivables and Other	3,189.7	2,504.1
Cash & Cash Equivalents	3,241.0	2,289.3
Current Assets	6,835.7	5,247.7
Assets Classified as Held for Sale	4.0	9.9
Total Assets	13,251.0	11,624.4
Shareholders' Equity (Parent Company)	4,156.8	3,948.9
Non-Controlling Interests	173	13.2
Shareholders' Equity	4,174.1	3,962.1
Non-Current Financial Debts	2,403.4	1,705.7
Non-Current Provisions	261.8	229.0
Deferred Tax Liabilities and Other Non-Current Liabilities	254.1	285.8
Non-Current Liabilities	2,919.3	2,220.5
Current Financial Debts	174.5	400.4
Current Provisions	220.9	361.0
Construction Contracts – Amounts in Liabilities	1,721.4	873.0
Trade Payables & Other	4,040.8	3,807.4
Current Liabilities	6,157.6	5,441.8
Total Shareholders' Equity & Liabilities	13,251.0	11,624.4
Net Cash Position	663.1	183.2

* Restated for retrospective application of amended IAS 19 standard "Employee Benefits" as of January 1, 2013 and restated with assessment of purchase price allocation of Stone and Webster Process technologies.

CONSOLIDATED STATEMENT OF CASH FLOWS
IFRS, AUDITED

€ million	Full Year	
	2013	2012
Net Income / (Loss) of the Parent Company	563.1	543.3
Depreciation & Amortization of Fixed Assets	233.5	194.9
Stock Options and Performance Share Charges	46.0	48.6
Non-Current Provisions (including Employee Benefits)	22.9	17.2
Deferred Income Tax	13.8	54.3
Net (Gains) / Losses on Disposal of Assets and Investments	(18.7)	(5.6)
Non-Controlling Interests and Other	36.7	30.9
Cash Generated from / (Used in) Operations	897.3	883.6
Change in Working Capital Requirements	421.3	(438.9)
Net Cash Generated from / (Used in) Operating Activities	1,318.6	444.7
Capital Expenditures	(623.0)	(518.9)
Proceeds from Non-Current Asset Disposals	79.3	43.8
Acquisitions of Financial Assets	–	(3.3)
Acquisition Costs of Consolidated Companies, Net of Cash acquired	(8.2)	(245.0)
Net Cash Generated from / (Used in) Investing Activities	(551.9)	(723.4)
Net Increase / (Decrease) in Borrowings	525.0	(39.8)
Capital Increase	25.6	115.8
Dividends Paid	(186.0)	(172.6)
Share Buy-Back	(40.0)	(107.9)
Net Cash Generated from / (Used in) Financing Activities	324.6	(204.5)
Net Effects of Foreign Exchange Rate Changes	(141.7)	(36.4)
Net Increase / (Decrease) in Cash and Cash Equivalents	949.6	(519.6)
Bank Overdrafts at Period Beginning	(0.3)	(0.1)
Cash and Cash Equivalents at Period Beginning	2,289.3	2,808.7
Bank Overdrafts at Period End	(2.4)	(0.3)
Cash and Cash Equivalents at Period End	3,241.0	2,289.3
	949.6	(519.6)

* Restated for retrospective application of amended IAS 19 standard "Employee Benefits" as of January 1, 2013.

2013: A RECORD YEAR
Backlog (€ billion)

Revenue (€ billion)

Operating income from recurring activities (€ million)


Glossary

BIOMASS-BASED FUEL

These include, but are not limited to, wood, sawdust, grass cuttings, biodegradable domestic refuse, charcoal, agricultural waste, crops and dried manure.

CARBON FIBER ARMOR

An exclusive technology for the composition of flexible risers, for use in deepwater, allowing them to weight 50% less than traditional flexible pipes while offering excellent corrosion and fatigue resistance.

CCS (CARBON CAPTURE AND STORAGE)

The CCS is a solution for reducing greenhouse gas emissions from industrial installations in response to global warming.

CSR

(CORPORATE SOCIAL RESPONSIBILITY)

A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. CSR concerns actions by companies over and above their legal obligations towards society and the environment. (European Commission definition)

DEVELOPMENT (OF A GAS OR OIL FIELD)

All operations associated with the exploitation of an oil or gas field.

DJSI

(DOW JONES SUSTAINABILITY INDEXES)

Launched in 1999, the European and World DJSI indexes were the first to track the financial performances of leading sustainability-driven companies worldwide. Technip's share has been part of the indexes for 12 years.

EPC (ENGINEERING, PROCUREMENT, CONSTRUCTION)

Type of contract comprising management and engineering services, procurement of equipment and materials, construction.

ETH-PIP (ELECTRICALLY TRACE HEATED PIPE-IN-PIPE)

A new technology developed and qualified by Technip for use in shallow and deepwater applications alike, and qualified by Technip and Total for higher temperature applications. Successful deployment of ETH-PIP will enhance or enable production operability in certain flow and temperature conditions, where subsea pipelines transporting hydrocarbons are liable to blockage through the formation of hydrates or wax.

FEED

(FRONT-END ENGINEERING DESIGN)

Engineering studies whose detail allows the client to launch the bidding process for the execution of the project.

FLNG

(FLOATING LIQUEFIED NATURAL GAS)

In a FLNG solution, the gas liquefaction installations are situated directly above the offshore gas field, thus making the construction of long subsea pipelines and large onshore infrastructure unnecessary.

FLOATOVER

Installation method of an integrated production deck (topsides) on a fixed or floating offshore structure without heavy-lift operations.

FLOWLINE

Flexible or rigid pipe laid on the seabed for the transport of production or injection fluids.

FPSO (FLOATING, PRODUCTION, STORAGE AND OFFLOADING)

A converted ship or custom-built vessel used to process oil and gas and for temporary storage of the oil prior to transport.

GLOBAL COMPACT

International initiative of the United Nations, launched in 2000. It unites businesses, United Nations bodies, labor groups and civil society around ten universal principles relating to human rights, labor and the environment. Technip has been an official member of the Global Compact since 2003.

GREENHOUSE GAS

Any of the atmospheric gases that contribute to the greenhouse effect by absorbing infrared radiation produced by the solar warming of the Earth's surface. Greenhouse gases include carbon dioxide, methane, nitrous oxide and water vapour. These gases can be naturally occurring or produced by human activity.

GRI (GLOBAL REPORTING INITIATIVE)

A network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. In order to ensure the highest degree of technical quality, credibility, and relevance, the reporting framework is developed through a consensus-seeking process with participants drawn globally from business, civil society, labor, and professional institutions.

GTL (GAS-TO-LIQUIDS)

Transformation of natural gas into liquid fuels (Fischer Tropsch technology).

HSE

(HEALTH, SAFETY AND ENVIRONMENT)

Defines all measures taken by Technip to guarantee the occupational health and safety of individuals and the protection of the environment during the performance of its business activities, whether in offices or on construction sites.

HVS (HEAVE AND VORTEX-INDUCED MOTION SUPPRESSED)

SEMI-SUBMERSIBLE PLATFORM

A low-motion semi-submersible platform, reducing the fatigue on risers connected to it, enabling it to support large diameter steel catenary risers in water depths that would not be possible for conventional semis. As such, it is a technology suited to deepwater developments.

IPB

(INTEGRATED PRODUCTION BUNDLE)

A flexible pipe with an incorporated electrical heating system aimed to increase internal fluid temperature, thus increasing oil flow.

ISO 9001

A standard dealing with quality management systems.

ISO 14001

A standard dealing with environmental management systems.

LEAN AND SIX SIGMA

To improve competitiveness, Lean focuses on cost and schedule improvement and Six Sigma on quality by reducing defect rate. Technip integrated a quality program based on these methods at the end of 2010.

LNG (LIQUEFIED NATURAL GAS)

Natural gas, liquefied by cooling its temperature to -162°C, thus reducing its volume 600 times, allowing its transport by LNG tank.

NATURAL GAS

Largely comprises methane (CH₄) with some carbon dioxide and other impurities such as sulphur-based gases.

PETROCHEMICALS

Industry relating to chemical compounds derived from hydrocarbons.

PIP (PIPE-IN-PIPE)

Steel pipes assembly consisting of a standard production pipe surrounded by a so-called carrier pipe. The gap between the carrier and production pipes is filled with an insulation material. As the insulation is protected from the external pressure by the carrier pipe, a high-thermal performance material can be used.

PIPELINE INSTALLATION

Technip's fleet masters the three installation methods for rigid pipes: J-Lay (a vertical lay system, in deepwater), S-Lay (the most common installation method for steel pipe in medium to shallow water. A horizontal lay from the back of a vessel, under tension, which gives it an "S" configuration) and Reel-Lay (an onshore assembly of rigid steel pipeline, made of long sections welded together as they are spooled onto a vessel-mounted reel for transit and subsequent cost-effective unreeling onto the seabed. Minimum welding is done at sea), as well as Flexible-Lay (including the Vertical-Lay System – VLS, a proprietary technology for installation of flexible pipes in deepwater).

RISER

Pipe or assembly of flexible or rigid pipes used to transfer produced fluids from the seabed to surface facilities, and transfer injection or control fluids from the surface facilities to the seabed.

SEMI-SUBMERSIBLE PLATFORM

Offshore platform that is stabilized by pontoons whose degree of immersion can be changed through ballasting and de-ballasting.

SHALE GAS

Natural gas held in shale, rocks made up of thin layers of fine-grained sediments. Shale formations have very low permeability.

SPAR

A cylindrical, partially submerged offshore drilling and production platform that is particularly well-adapted to deepwater.

SST (SPIRAL STACK TURRET)

A flexible hose-based alternative to the traditional mechanical swivel stack to be used in floating units.

SUSTAINABLE DEVELOPMENT

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. (Definition from the United Nations' 1987 Report of the World Commission on Environment and Development)

SYNGAS

An abbreviation of "synthesis gas", a mixture of gases made as feedstocks. It is produced by reacting steam, or steam and oxygen, with a heated carbon-containing material such as natural gas.

TECHNIP PMC (PROJECT MANAGEMENT CONSULTANCY)

Technip's business unit in charge of assisting its clients in achieving their business objectives, from the technology and licensor selection phase to the management of multinational consortia in the execution and successful delivery of world-scale, lump-sum turnkey projects.

TECHNIP STONE & WEBSTER PROCESS TECHNOLOGY

Technip's business unit looking after technologies which are wholly and jointly owned, along with others that are offered through licenses with third parties.

TLP (TENSION LEG PLATFORM)

Floating production platform anchored by tensioned cables, thus limiting vertical movement caused by heavy swells. This platform design allows for the well heads to be located at the surface, on the platform.

ULTRA-DEEPWATER

Waters deeper than 1,500 meters.

UMBILICAL

An assembly of steel tubes and/or hydraulic hoses which can also include electrical cables or optic fibres used to control subsea structures from a platform or a vessel.

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