

Investor Presentation











November 2016

Safety Excellence Innovation Teamwork Transparency

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Agenda

- 1. Company overview
- 2. Market fundamentals
- 2. Strategy and activity
- 4. Financials
- 5. Outlook
- **Appendices**





Company overview



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GTT, a French engineering company, global leader in liquefied gas containment systems

Company overview

Profile

- Leading engineering company
- Expert in liquefied gas containment systems
- More than 50-year track record

Activities

- **Designs and licenses membrane** technologies for containment of liquefied gas during shipping or onshore and offshore storage
- **Provides** design studies, construction assistance and innovative services

Key figures

in € million	FY 2014	FY 2015
Total Revenues	226.8	226.5
Royalties	216.4	209.3
Services	10.4	17.2
Net Income	115.4	117.2
Net margin (%)	50.9%	51.8%



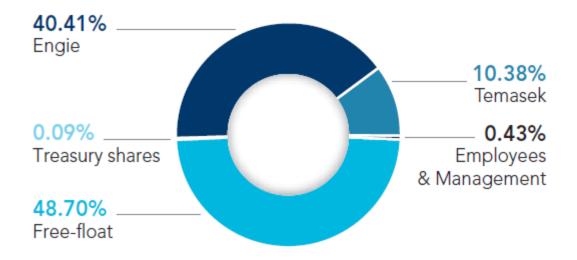
As at December 2015

- 378 employees
- Executives: 69%



Capital structure

Since March 31, 2016



Stabilised capital structure

Innovation



GTT offers broad exposure across the liquefied gas shipping and storage value chain

Exploration & Production

Liquefaction

Shipping

Re-Gasification

Off Take / Consumption

Offshore clients: shipyards



Platform / Installation



Floating LNG Production, Storage and Offloading unit (FLNG)



Carriers



Liquefied Natural Gas Carrier (LNGC)



Ethane/ multigas



Floating Storage and **Regasification Unit** (FSRU)







Onshore storage regasification terminal

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LNG-fuelled

LNG fuelled

ship

Tank in industrial plant



Gas-to-wire



Power plant

Onshore clients: **EPC** contractors

Source: Company data

Innovation

Onshore storage

liquefaction plant

Prescription of GTT's containment technology

Oil & Gas **Companies**

▶ End clients and prescribers

GTT provides services

Classification **Societies**

▶ Regulatory oversight of the industry

> GTT receives new technology certification and approval



Shipowners

End clients and prescribers

17 SC

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Golar LNG

TEEKAY LNG PARTNERS L.P.

AWILCO LNG

MOL

CONRAD Industries Inc.

GTT provides services and maintenance

Shipyards

Direct clients



licences its membrane technology and receives royalties

provides engineering studies, on-site technical and maintenance assistance



Source: Company data

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Breakdown of order book as at Sept 30, 2016

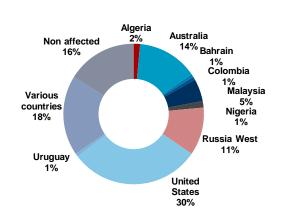
Strong order book of 103 units

- ▶ 91 LNGC/VLEC⁽¹⁾
- 7 FSRU/RV⁽¹⁾
- 1 LNG bunker barge
- 2 FLNG
- 2 Onshore storage

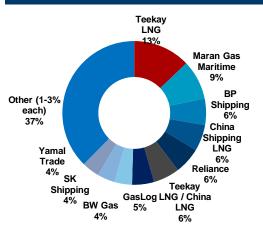
9M 2016 movements in the order book

- Deliveries: 17 (15 LNGC, 1 FSRU, 1 FLNG)
- ► New orders: 2 LNGC

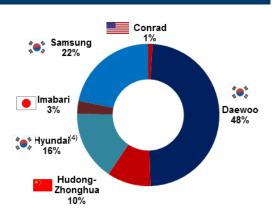
Balanced geographical breakdown⁽²⁾



Diversified shipowners⁽³⁾



6 shipyard clients⁽³⁾



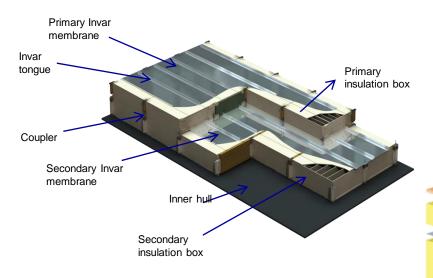
Notes: LNGC – Liquefied Natural Gas Carrier, VLEC – Very Large Ethane Carrier, FSRU – Floating Storage and Regasification Unit, RV – Regasification Vessel, FLNG – Floating Liquefied Natural Gas

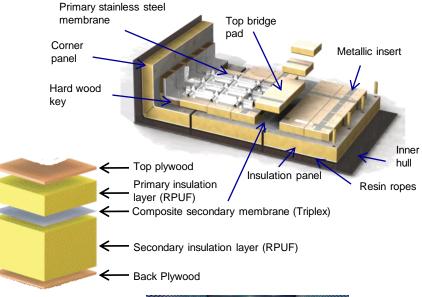
- Including a LNGC order conversion into a FSRU order
- 2) As at Dec. 31, 2015 / Excluding onshore storage
- (3) As at Sept. 30, 2016 / Excluding onshore storage
- (4) Hyundai Group includes Hyundai Heavy Industries and Hyundai Samho Heavy Industries orders



GTT membrane technologies

NO 96 Mark III







Excellence



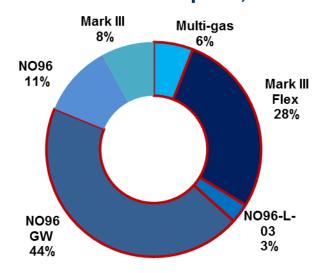


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Innovation is key

Diversified technologies

Recently developed technologies represent more than 80% of the order book as at Sept 30, 2016



- R&D and innovation 2015 key figures:
 - 116 employees
 - €21 M of operating expenses
 - 900+ patents

New technologies going forward

- Mark V (BOR (1) of 0.07%)
 - Two cooperation agreements with Samsung and Hyundai
 - General Approval from 2 classification societies



- NO96 Max (BOR ⁽¹⁾ of 0.09%)
 - Cooperation agreement with Daewoo
 - AIP from main classification societies
- **Development of Mark FIT for LNG as** fuel



Boil off rate per day

Focus on GTT's competitive advantages

GTT's technology positioning (1)

	GTT ■	Moss	SPB •	KC-1 🌅
Technology	► Membrane	► Spherical tank	► Tank	► Membrane
Construction costs	 Requires less steel and aluminum than tanks for a given LNG capacity 	► Higher costs	► Higher costs	Slightly higher costs than GTT
Operating costs	More efficient use of spaceLimited BOR (0.07%)	► Higher fuel / fee costs	► Higher fuel / fee costs	► Higher opex due to BOR (0.16%)
LNGCs in construction	▶ 85	▶ 21	4	▶ 2
LNGCs in operation	▶ 305	▶ 97	▶ 2 small	► None
Other	► Value added services	 Higher centre of gravity; harder to navigate 	 Japanese technology developed 25 years ago. No significant experience 	 Korean technology with no experience at sea

GTT technologies : cost effective, volume optimisation and high return of experience



Source: Company data and comment (September 30, 2016)

(1) Other technologies have been developed, however are not known to have obtained final certification or orders to date. Excludes vessel orders below 30,000 m³

A responsible company

- Social and societal responsibility
 - Social
 - ▶ Employment: recruit, retain and develop talents >>> 4.2% of turnover in 2015
 - Compensation: implement an attractive and evolutive system
 - ▶ Training: develop employability and expertise >>> 8,316 hours of training in 2015
 - Safety: improve preventive measures through action plans
 - ► Health: annual survey on working conditions >>> Satisfaction rate of 83% in 2015
 - Societal: continuous and constructive dialogue with all the LNG stakeholders

Environmental responsibility

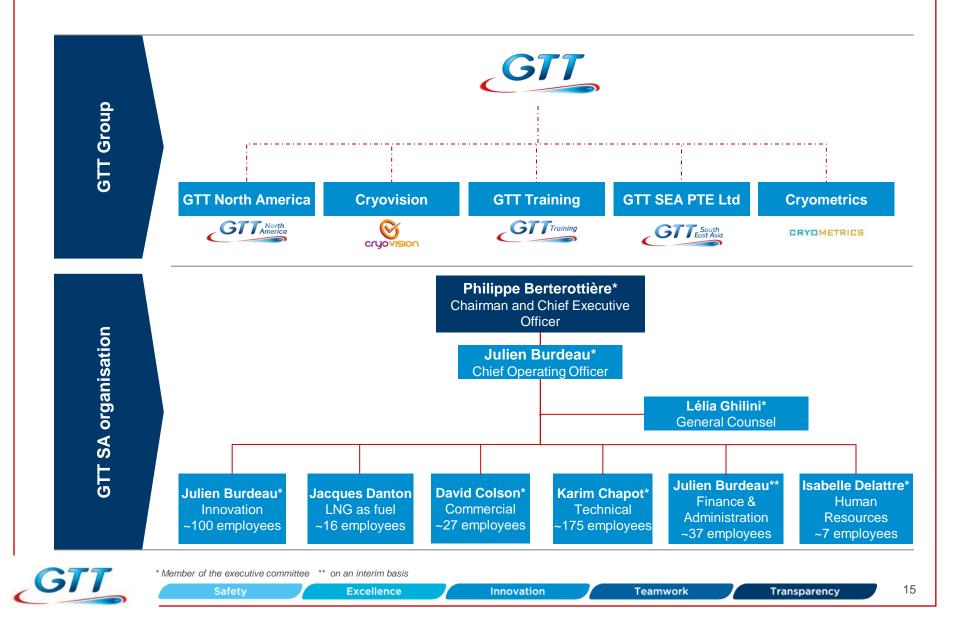
- Stakeholders
 - Performance of GTT systems
 - Safety of installations and crew
 - LNG training sessions for customers and partners
 - Hotline for shipowners
- GTT
 - Environmental responsibility at site







A streamlined group and organisation





Market fundamentals

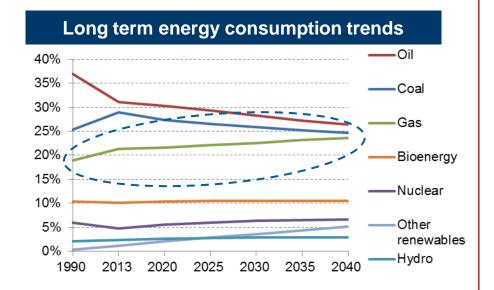


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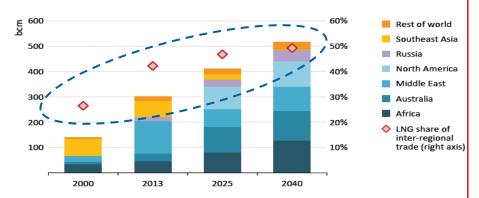
Natural gas, the fastest-growing fossil fuel worldwide

Natural gas demand drivers

- Natural gas is the fastest growing major energy source
- Close to 25% of energy consumption in 2040, at the same level as coal
- Small (8.6%) but increasing share of LNG in natural gas consumption
- **Increase of trade gas**
- Why?
 - Abundant, widespread resources
 - Least carbon intensive fossil fuel
 - Geopolitical and regional drivers



Gas exports and LNG share

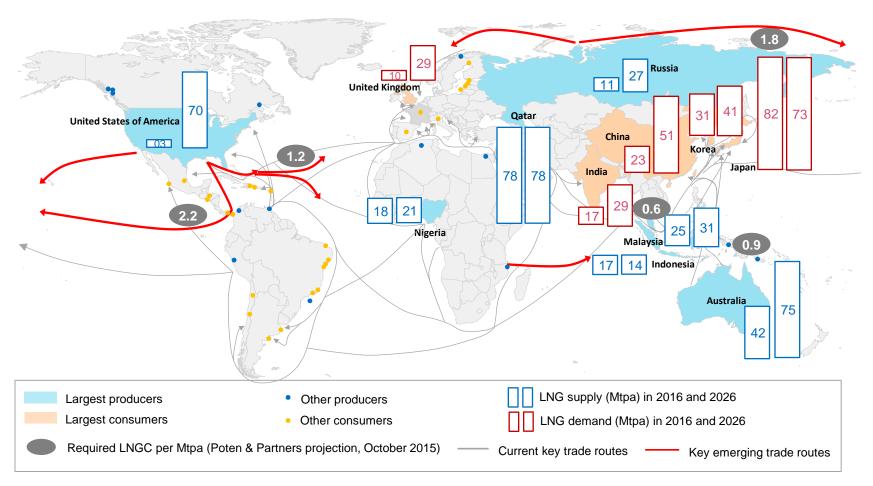






Source: IEA data 2015 WEO

Key emerging LNGC trade routes



Increasing distance between export and import areas is supporting demand for LNG carriers



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Major liquefaction projects to come, mainly in the US

Some major liquefaction projects with a FID expected in the next few years



Projects already decided:

- 8 major projects obtained a FID
- 50+ Mtpa of additional capacity
- ~50 LNG carriers still to be ordered for these projects

H2 2016 and beyond:

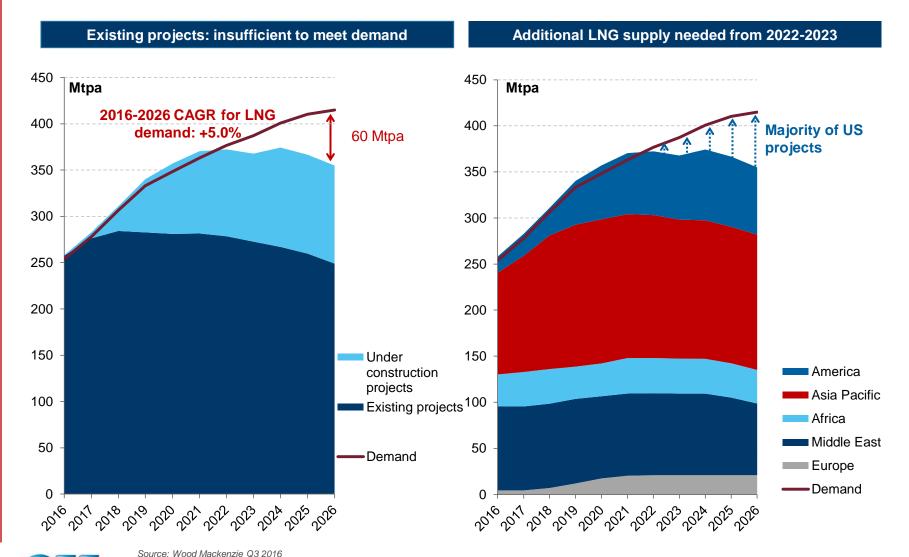
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- FID obtained on July 1, 2016 by Tangghu P2
- 24 projects with a possible FID
- **185 Mtpa** of additional capacity



Note: FID - Final Investment Decision / Main sources: GTT. Wood Mackenzie. Aspen Institute

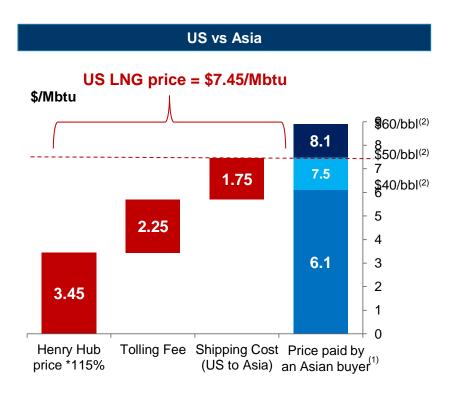
Market drivers: a strong anticipated LNG demand





ource. Wood Mackerizie Q3 20

Market drivers: LNG pricing update (US vs Asia)



US projects still competitive

- Source of diversification for Asian and European buyers
- A way to avoid oil indexation

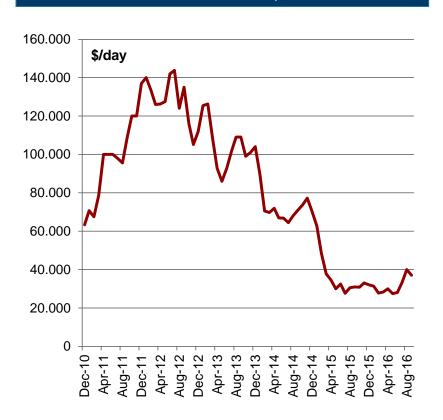
Source: Morgan Stanley for shipping cost via Panama canal

- (1) Hyp: oil linkage formula 14% + 0.5\$/bl
- (2) Oil price equivalent



Market drivers: charter rates have picked-up since the beginning of H2 2016

Charter rates evolution for 160,000 cbm LNGC



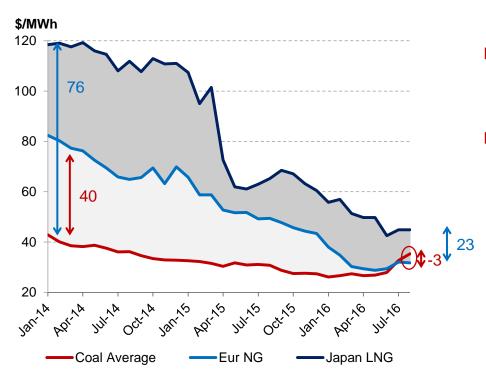
Increase of the charter rates during the 2016 summer: trend to be confirmed



Source: Clarkson

Market drivers: pricing update

Gas vs coal

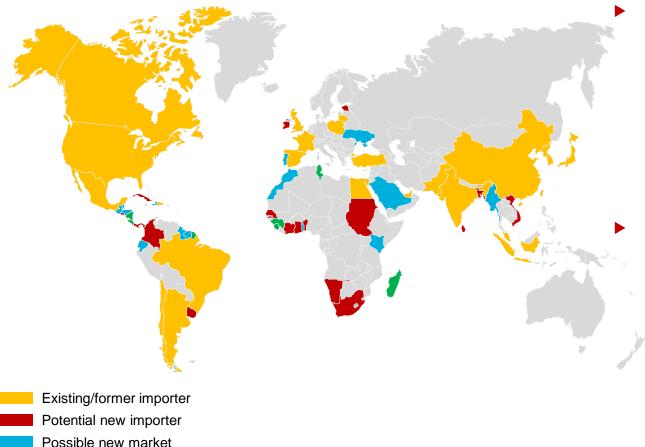


- Coal prices higher than European NG price
- Decline in LNG prices will accelerate the switch from coal to gas



Source: World Bank

Market drivers: new LNG importers will drive new LNG trade routes and new storage capacities



From 36 importing markets today to possibly more than 90 in 2025

- 2015: Egypt, Jordan and Pakistan
- Next in the short term?
 Jamaica, Colombia,
 Ghana

Key determinants:

- Current oil, diesel, or gas use in power & industrial sectors
- Willingness to switch to a cleaner fuel for countries
- Existing infrastructure
- Gas supply sustainability



Less likely new market

Source: GTT based on Wood Mackenzie and IHS data

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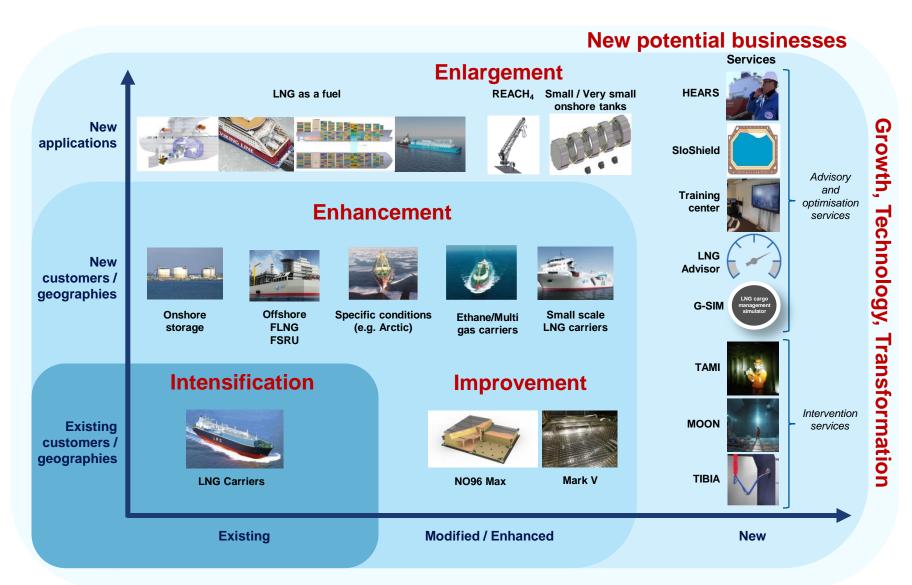


Strategy and activity



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Continuation of the organic growth strategy





Strategy and activity

Consolidate our position in LNG shipping industry

Capitalise on the expected potential in adjacent sectors

Expand innovative service offering to shipowners and oil & gas companies

Create growth opportunities through selected tech acquisitions



Strategy and activity update: LNG Carriers

LNGC: our core business

- Vessel equipped for transporting LNG
- Existing fleet: 406 units⁽¹⁾
- ▶ In order: 85 units
- 21 construction shipyards under license
- GTT order estimates over 2016-2025:270 -280 units

Main drivers

- Natural gas demand expected to increase by 5%⁽²⁾ over 2016-2026
- Natural gas exports are increasing
- Share of LNG is still small, but increasing
- Need for additional liquefaction capacity from 2022
- New trade routes support demand for LNG carriers



% sales⁽³⁾ 9M 2016 **85.6**%

(1) As of Sept 30, 2016. Excludes vessel orders below 30,000 m³

2) Source Wood Mackenzie

Including ethane carriers



Strategy and activity update: other applications

FSRU

 Stationary vessel capable of loading LNG, storing and re-gasifying it

Existing fleet: 24 FSRU

In order: 7 units

▶ GTT order estimates over 2016-2025: 25-35 units

The solution for emerging countries



% sales 9M 2016

8.1%

FLNG

- Floating unit which ensure treatment of gas, liquefy and store it
- Existing fleet: 1
- In order: 2 units
- GTT order estimates over 2016-2025: 7-13 units

The new frontier of the LNG world



% sales 9M 2016

0.9 %

Onshore storage

- Tank installed next to LNG loading or unloading terminals
- Existing GTT tanks: 34
- ► In order: 2 units
- ▶ GTT order estimates over 2016-2025: 10-15 units

A proven containment storage solution



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% sales 9M 2016

0.1 %

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Strategy and activity update: why LNG as fuel now?





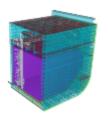
Restriction of emission in key areas and local initiatives



- LNG is green
 - No particule, no SOx, almost no NOx, less CO₂



- Sustainable Economic concerns
 - Low price of LNG + Lean LNG Supply Chain



- **Industry** is ready
 - Membrane outfitters are ready



Strategy and activity update: LNG as a fuel solutions market drivers

Stricter emissions standards

- Stricter emissions standards in ECAs for SOx and NOx since 2015
 - ~5,700 commercial ships concerned by current ECAs
 - Possible extension of areas
- ► Stricter global emissions standards (SOx <0.5%) in 2020 (following 28 Oct. 2016 IMO announcement)
- ► Local initiatives limiting emissions in California, Hong-Kong, Sidney, Turkish ports...

Incentives to use LNG as a fuel

- ► Local funding programs for the creation of LNG fueled vessels
- Port initiatives offering fees discount for ships with environmental certificate
- National or federal Tax discount targeting LNG in Canada, USA





imposed by IMO (International Maritime Organisation) in ECAs (Emission Control Areas)

Strategy and activity update: GTT LNG solutions offering

Container ship offer

- Both retrofit or new built
- Easy to install
- Reduced planning impact (few weeks)



LNG supply chain

- LNG is available everywhere
- Simple bunkering solutions exist

5.000 cbm LNG barge designed by

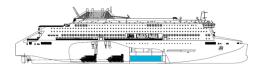


% sales 9M 2016

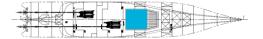
0.2 %

Cruise ship offer

Superior compacity is the main driver







Small LNG tank offer

LNG Brick is a package dedicated to smaller ships (<1,000 cbm tank)

Easy process (design, construction. transport and integration)

for a short lead time



Strategy and activity update: expand innovative services

Advisory and optimisation services



LNG Advisor Boil-off Gas monitoring system

SLOSHIELD

Sloshing prediction &

monitoring

system



HEARS

Hotline **Emergency** Assistance & Response Service



TRAINING

Training tool for LNGC crew members



G-SIM

LNG cargo management simulator







TIBIA

Intervention services

Inspection tool for **FLNG** inspection



MOON

MOtorized BalloON for **primary** membrane inspection



GTT ON SITE

Technical assistance maintenance & repair







TAMI

Thermal camera for **secondary** membrane inspection

SUPPLIERS' **APPROVAL** Materials quality

> % sales 9M 2016





Large range of services to support shipowners and oil & gas companies





Safety

STUDIES

PRE-PROJECT

Vessel modification

feasibility studies front end engineering

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Strategy and activity update: external growth policy

Deepen our technological know-how on core markets

Strengthen GTT position as the LNG expert

Objective

Accelerate our penetration on adjacent markets

Leverage technological potential

▶ Generate technical and commercial synergies on adjacent markets

► Cryogenics, thermal efficiency, marine engineering are key skills of GTT

Criteria

Sector attractiveness; business model; differentiation through technology; size and profitability; integration

If no acquisition opportunity, excess cash will be given back to shareholders

Innovation





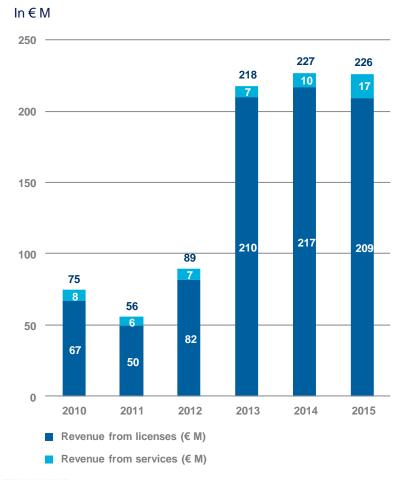
Financials



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Sustained level of revenue since 2013 reflecting increase in order intake

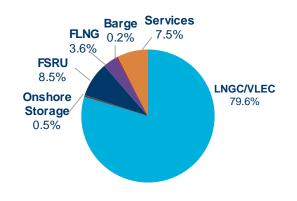




Order book evolution



2015 Revenue Breakdown





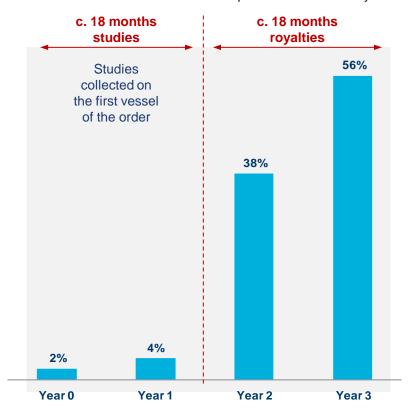
Source: Company

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Illustrative LNGC revenue recognition summary

Illustrative revenue /cash recognition

% of total revenues – order of 4 LNGCs placed on June 30 of year 0



2015 key statistics





Source: Company

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An attractive business model supporting high cash generation

Invoicing and revenue recognition

Business model supports high cash generation



- Revenue is recognized pro-rata temporis between milestones
- Timing of invoicing and cash collection according to 5 milestones leading to structurally negative working capital for **GTT**
 - Initial payment collected from shipyards at the effective date of order of a particular vessel (10%)
 - Steel cutting (20%)
 - Keel laying (20%)
 - Ship launching (20%)

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Delivery (30%)



Source: Company

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Illustrative cycle for the first LNGC ordered by a particular customer, including engineering studies completed by GTT

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H1 2016 financial performance

Summary financials				
In € M	H1 2015	H1 2016	Change	
Total Revenues	104.9	116.9	+11.4%	
EBITDA ⁽¹⁾	66.0	73.7	+11.8%	
Margin (%)	62.9%	63.1%		
Operating Income	64.6	72.1	+11.7%	
Margin (%)	61.5%	61.7%		
Net income	54.2	60.5	+11.6%	
Margin (%)	51.7%	51.8%		
Cash Flow	65.0	70.9	+9.0%	
Change in Working Capital ⁽²⁾	(10.1)	(30.5)	nm	
Capex	(3.8)	(1.3)	-65.8%	
Dividend paid	43.0	50.4	+17.2%	
in € M	30/06/2015	30/06/2016		
Cash Position	52.4	59.6	nm	
Working Capital Requirement ⁽³⁾	(3.5)	15.8	nm	

Key highlights

- ► Increase in revenues (+11.4%)
 - Revenues derived from royalties (+15.2%)
 - Increase of 19.5% in royalties coming from LNG and ethane carriers, and 25.5% from FSRU
 - Despite time lap in shipbuilding milestones
 - Decrease of 32% for revenues from services due to a comparatively high first half 2015 (studies)
- Strong margins
 - Increase of 11.6% to 11.8% in EBITDA, EBIT and net income thanks to
 - Limited costs
 - Flexibility of the business model
 - EBITDA, EBIT and net margins stand at a high level
- Cash Flow
 - Increase of 9% due to growth of EBITDA
 - Negative change in working capital, mainly due to construction milestones and payments, and the decrease in new orders since the end of 2015
- High cash position of €59.6 M despite the €50.4 M dividend payment in H1 2016
 - And financial investments of €19.9 M

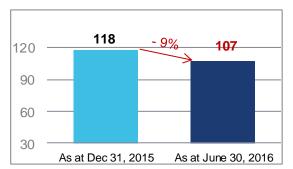
- (1) Defined as EBIT + the depreciation charge on assets under IFRS
- (2) Defined as December 31 working capital June 30 working capital
 - Defined as trade and other receivables + other current assets trade and other payables other current liabilities



Strong order book and visibility on future revenues

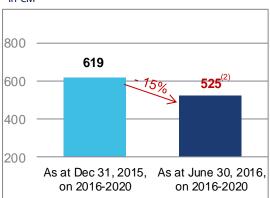
Order book in units

In units



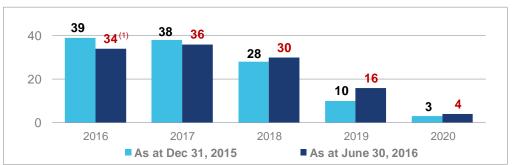
Order book in value

In €M



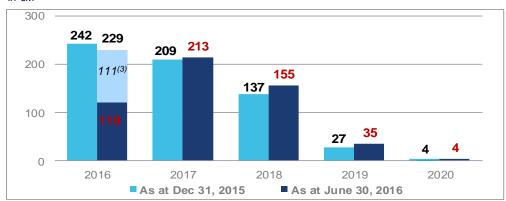
Order book by year of delivery (units per year)

In units



Revenues from current order book

In €M



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(1) 2016 deliveries include 13 vessels delivered until June 30, 2016 / Delivery dates could move according to the shipyards/EPCs' building timetables. (2) Taking into account 2016 H1 revenues from royalties (€111M), the total amount would have been €636M. (3) 2016 H1 revenues from royalties.



A cost base offering a high operating leverage

GTT operational costs ⁽¹⁾				
H1 2015	H1 2016	Change (%)		
(17.1)	(17.5)	+2.3%		
(0.8)	(0.5)	-40.7%		
(3.0)	(3.0)	-0.8%		
(20.9)	(21.0)	+0.4%		
47%	46%			
(10.3)	(8.7)	-15.9%		
(2.5)	(2.6)	+4.8%		
(3.7)	(4.4)	+18.7%		
(3.6)	(5.0)	+39.3%		
(20.1)	(20.7)	+2.9%		
46%	45%			
(3.0)	(3.8)	+25.4%		
(44.0)	(45.5)	+3.3%		
(42%)	(39%)			
	H1 2015 (17.1) (0.8) (3.0) (20.9) 47% (10.3) (2.5) (3.7) (3.6) (20.1) 46% (3.0) (44.0)	H1 2015 H1 2016 (17.1) (17.5) (0.8) (0.5) (3.0) (3.0) (20.9) (21.0) 47% 46% (10.3) (8.7) (2.5) (2.6) (3.7) (4.4) (3.6) (5.0) (20.1) (20.7) 46% 45% (3.0) (3.8) (44.0) (45.5)		

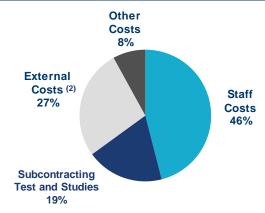
Cost flexibility

- Operational costs decreased from 42% of sales to 39% of sales on the period
 - Stability in staff expenses
 - Compensation between subcontracting test and studies and travel expenditures / other external costs (fees)
- Cost flexibility sources:
 - c.20% of staff with non permanent contracts (as of June 30, 2016)

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- Subcontracting linked to level of activity
- Profit sharing based on profit and activity criteria

GTT H1 2016 costs by nature





Excl. depreciation and amortization, provisions and other operating income/expenses (mainly investment/ R&D subsidies) Excl. Subcontracting Test and Studies

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9 months 2016 revenues up+12%

Summary financials				
in € M	9M 2015	9M 2016	Change (%)	
Revenues	158.4	176.7	+11.6%	
Royalties	146.7	167.7	+14.4%	
% of revenues	93%	95%		
LNGC/VLEC	128.2	151.3	+18.0%	
% of revenues	81%	86%		
FSRU	12.0	14.3	+19.6%	
% of revenues	8%	8%		
FLNG	5.7	1.6	-71.9%	
% of revenues	4%	1%		
Onshore storage	0.5	0.2	-53.6%	
% of revenues	1%	0%		
Barge	0.3	0.3	+22.2%	
% of revenues	0%	0%		
Services	11.7	9.0	-23.2%	
% of revenues	7%	5%		

Key highlights

- ► Total revenues: €176.7 million
- Revenues from royalties: + 14.4% at €167.7 million mainly driven by
 - ▶ LNGC/VLEC: + 18.0%
 - FSRU: + 19.6%
- Revenues from services: €9.0 million
 - Mainly driven by maintenance contracts for ships in service, studies, and suppliers' approvals
 - Down due to a comparatively high 2015





Outlook



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2016 Outlook

GTT revenue

In the absence of any significant postponements or cancellations in orders, 2016 revenue estimated at around €240 M

Net margin

► Net margin above 50%

Dividend Payment⁽¹⁾

▶ 2016 and 2017 dividend amount at least equivalent to 2015



(1) Subject to approval of Shareholders' meeting. GTT by-laws provide that dividends may be paid in cash or in shares based on each shareholder's preference.

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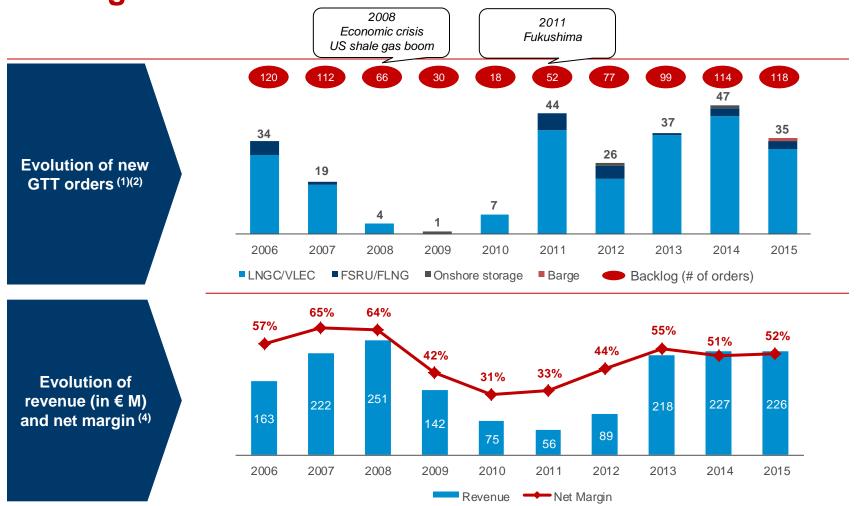


Appendices



Transparency 45

Track record of high margin and strong increase in backlog since 2010



Source: Company

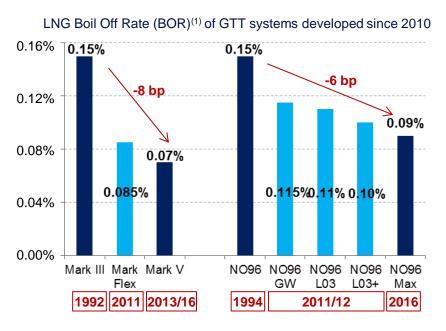
- (1) Orders received by period
- 2) Excl. vessel conversions
- (3) Represents order position as at December based on company data, including LNGC, VLEC, FLNG, FSRU and on-shore storage units
- 4) Figures presented in IFRS from 2010 to 2015, French GAAP from 2006 to 2009

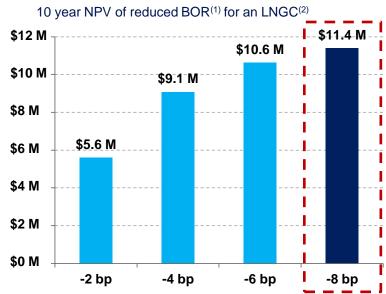


Focus on GTT's competitive advantages

Performance of GTT technologies

Value of reducing BOR⁽¹⁾ to a shipowner





Reduction of BOR⁽¹⁾ represents significant savings for the shipowner, up to \$11.4M in a 10-year period

Innovation

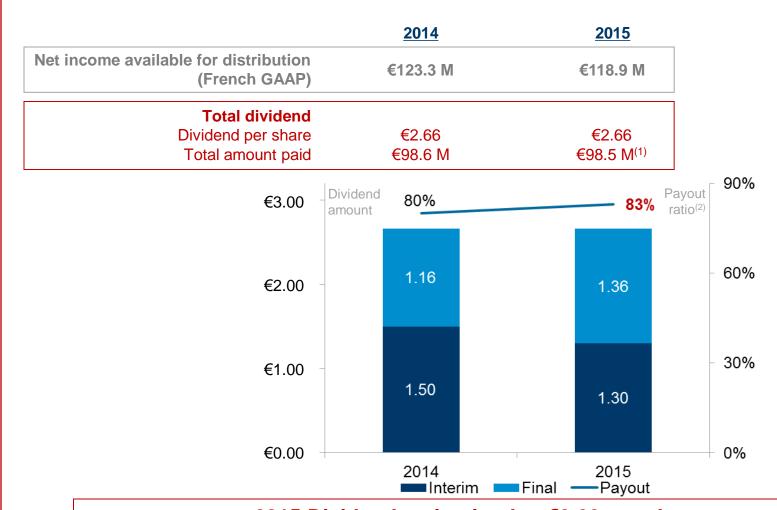
Source: Company

Boil off rate per day

Assuming 174,000 m3 vessel equipped with NO96 membrane; using 6% discount rate; \$7.15/Mbtu Asian gas price assumption. NPV calculated vs. a BOR of 0.15%



Dividend





Total amount paid depends on the number of treasury shares at the time of the final dividend payment.

Dividend payout ratio calculated on profit distributed (and possible distribution of reserves) as % of French GAAP net profit for the financial year.



Transparency

Information about the KFTC enquiry

- ▶ On January 29, 2016, GTT was notified by the Korean Fair Trade Commission (KFTC) that an enquiry had been opened.
- ► Concerns a possible abuse by the Company of dominant position because of its commercial practices in Korea.



- ▶ We have received a first request for information (RFI) from the KFTC setting forth its demands.
- Our representatives in Korea have been in contact with the KFTC. The nature of these exchanges remains confidential
- ► The opening of this enquiry should not lead to any prejudgement as to its outcome.
- ► At this stage, it is not possible to estimate either the length of the enquiry or its potential outcome.
- ▶ GTT believes that its business practices are compliant with the relevant competition laws and intends to fully cooperate with the KFTC.
- ► The Company will keep the markets updated as to any significant developments in this respect.



Thank you for your attention

information-financiere@gtt.fr



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Excellence