



March 2022

# Technip Energies Investor Relations Overview

# Disclaimer

This Presentation is intended for informational purposes only for the shareholders of Technip Energies. This Presentation is not intended for distribution in jurisdictions that require prior regulatory review and authorization to distribute a Presentation of this nature.

## Forward looking statements

This Presentation contains “forward-looking statements” as defined in Section 27A of the United States Securities Act of 1933, as amended, and Section 21E of the United States Securities Exchange Act of 1934, as amended. Forward-looking statements usually relate to future events and anticipated revenues, earnings, cash flows or other aspects of Technip Energies’ operations or operating results. Forward-looking statements are often identified by the words “believe”, “expect”, “anticipate”, “plan”, “intend”, “foresee”, “should”, “would”, “could”, “may”, “estimate”, “outlook”, and similar expressions, including the negative thereof. The absence of these words, however, does not mean that the statements are not forward-looking. These forward-looking statements are based on Technip Energies’ current expectations, beliefs and assumptions concerning future developments and business conditions and their potential effect on Technip Energies. While Technip Energies believes that these forward-looking statements are reasonable as and when made, there can be no assurance that future developments affecting Technip Energies will be those that Technip Energies anticipates.

All of Technip Energies’ forward-looking statements involve risks and uncertainties (some of which are significant or beyond Technip Energies’ control, such as the situation in Ukraine, the sanctions imposed against Russia and the impact they will have on our and/or our customers’ activities conducted in or related to Russia) and assumptions that could cause actual results to differ materially from Technip Energies’ historical experience and Technip Energies’ present expectations or projections. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those set forth in the forward-looking statements.

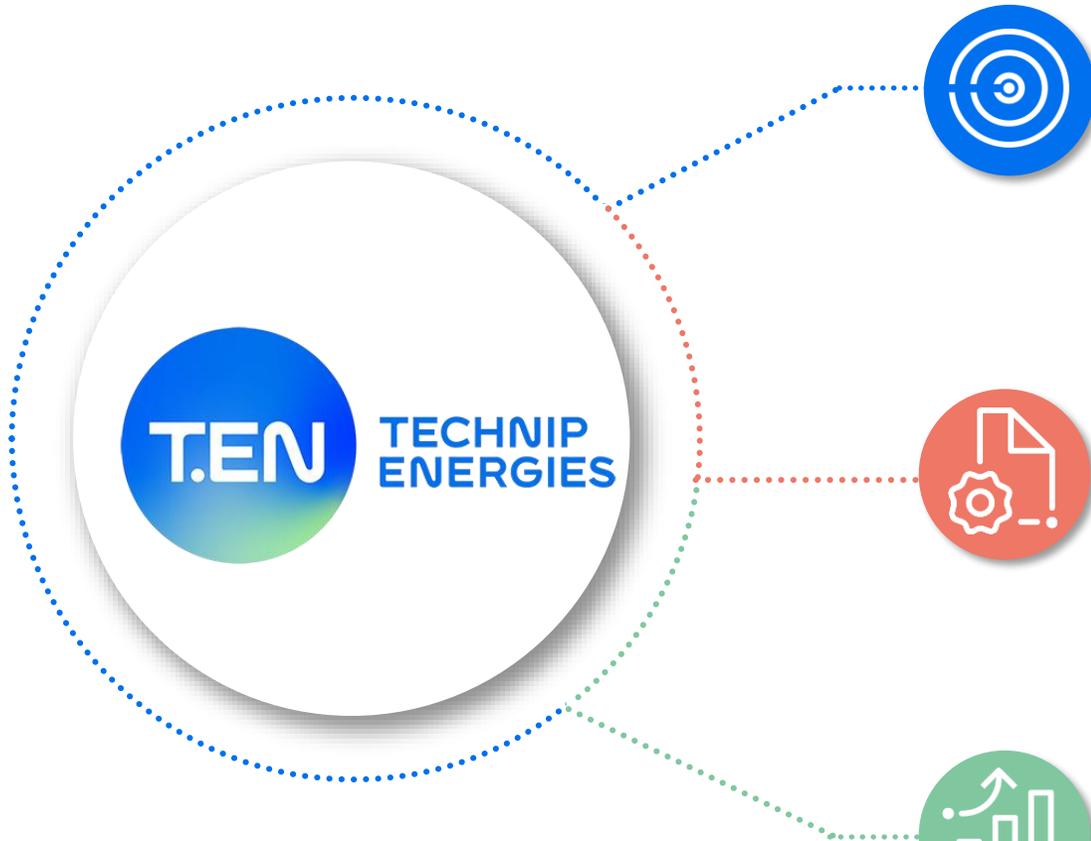
For information regarding known material factors that could cause actual results to differ from projected results, please see Technip Energies’ risk factors set forth in Technip Energies’ filings with the U.S. Securities and Exchange Commission, which include amendment no. 4 to Technip Energies’ registration statement on Form F-1 filed on February 11, 2021.

Forward-looking statements involve inherent risks and uncertainties and speak only as of the date they are made. Technip Energies undertakes no duty to and will not necessarily update any of the forward-looking statements in light of new information or future events, except to the extent required by applicable law.

# Technip Energies at a glance

# A leading E&T company for the Energy Transition

## Why invest in Technip Energies



### Strong positioning

- **Leadership**<sup>1</sup> in LNG, H<sub>2</sub> & ethylene
- **Growing** in blue and green H<sub>2</sub>, sustainable chemistry & CO<sub>2</sub> management

### Relevant capabilities

- Global **project delivery** partner – with local expertise, smart energy engineers and trusted execution
- Extensive and evolving **technology portfolio** – ability to **integrate & scale up** technologies

### Financially robust

- **Extensive backlog** & pipeline, strong **revenue visibility** with **margin expansion** potential
- **Asset light** with **strong balance sheet** – early cash conversion, **high ROIC**<sup>2</sup> potential and **dividend commitment**

# At a glance

<b>TE</b> Euronext Paris listing ticker ADRs for US investors	<b>Paris</b> Headquarters (the Netherlands incorporated)	<b>60+</b> Years of operations
<b>€6.7B<sup>1</sup></b> Revenue	A leading E&T <sup>2</sup> company for the Energy Transition	<b>€16.4B<sup>3</sup></b> Backlog
<b>€0.45/sh</b> Proposed dividend for 2021	<b>BBB-</b> Investment grade rating <sup>4</sup>	<b>~15,000</b> Employees in 34 countries

Financial information is presented under an adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests (see Appendix 9.0 of 9M 2021 Results Release), and excludes restructuring expenses, merger and integration costs, and litigation costs.

<sup>1</sup> Revenue for 12-months ending December 31, 2021

<sup>2</sup> Engineering & Technology

<sup>3</sup> Backlog comprises secured & confirmed orders from customers which will generate future revenues with a high probability. Backlog at FY 2021 benefited from a foreign exchange impact of €483.5 million. Backlog at FY 2021 included approximately €3.8 billion associated with projects under execution in Russia..

<sup>4</sup> Rating evaluation of S&P Global: BBB-, outlook stable, as of March 11, 2022.

# Our business

A diversified provider of projects, technologies, products and services



- Engineering and project management expertise
- Technology integration on complex projects
- Diverse commercial strategies, selective model



- Process technologies and proprietary products
- Concept, feasibility, FEED, studies and licensing
- Advisory and consultancy enabled by digital

# Energy Transition is our business

Strong track record in delivering sustainable products and solutions



## LNG

Onshore and offshore liquefaction



## Sustainable chemistry

Biofuels, biochemicals, circular economy



## Carbon-free energy solutions

Green hydrogen, offshore wind, nuclear



## Decarbonization

Energy efficiency, Blue hydrogen, CCUS<sup>1</sup>

**Strategic flexibility** – 'architect mindset' meeting customer needs from energy source to end-use.

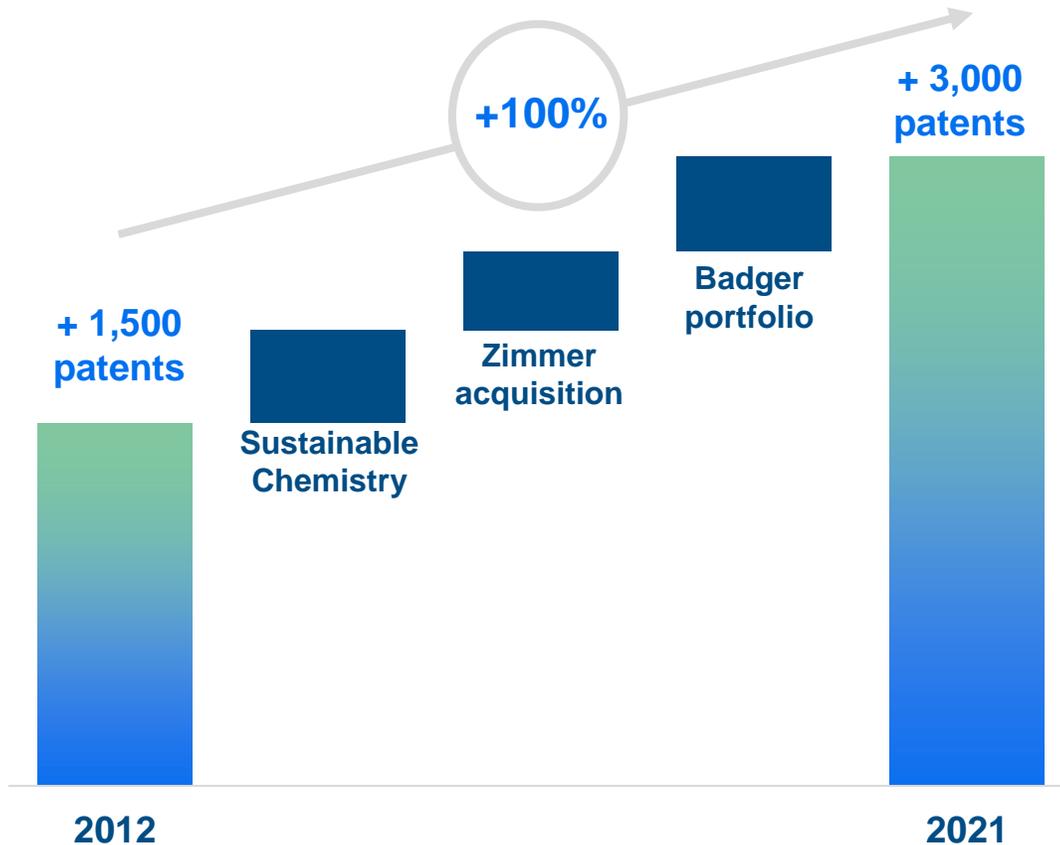
- **Feedstock agnostic** – outstanding energy molecule transformation capabilities.
- **Technology-driven** – integrate complex technologies, including proprietary, to meet project specificities and economic hurdles.

**Exceptional execution** – proven operating model, highly applicable to sustainable energy solutions.

# Proprietary technology and innovation platforms

A leading portfolio of process technologies; bringing external / internal energies together

Intellectual property portfolio expansion



Incubating & developing technologies



Scale-up of breakthrough technologies



Working with institutions on R&D



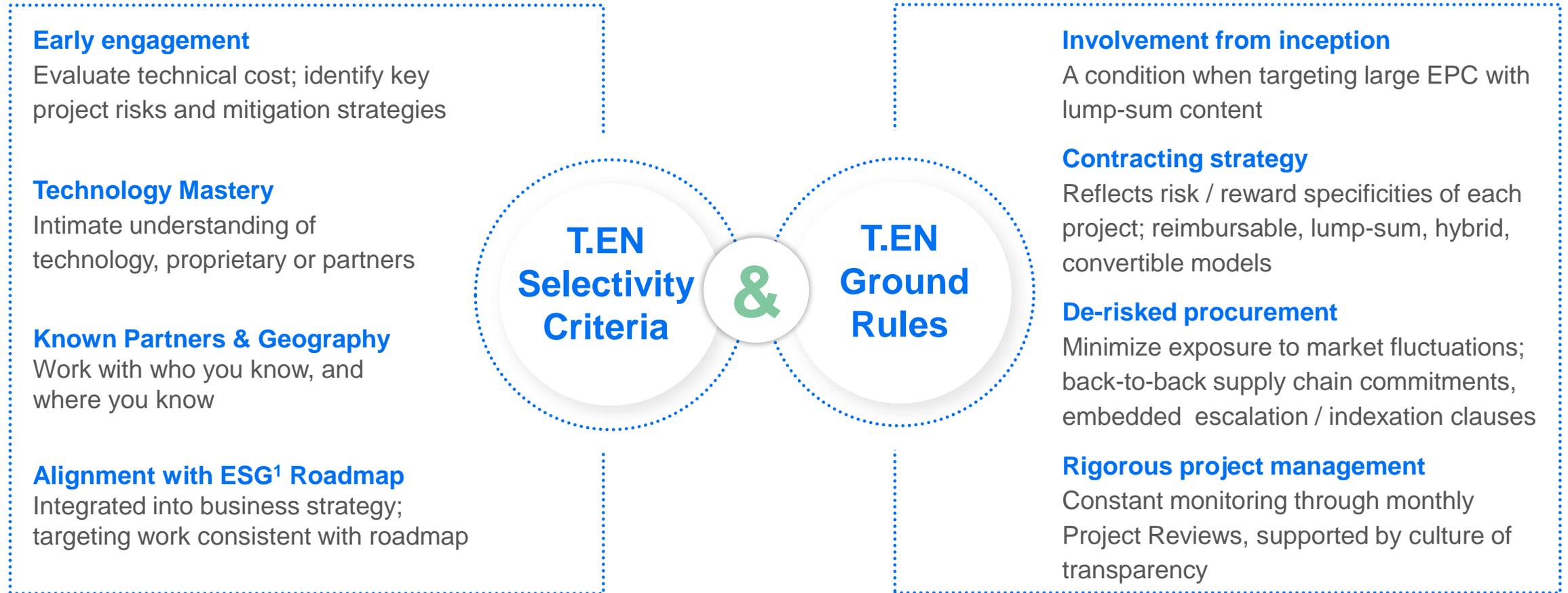
Indian Plastics Institute



Stanford ENERGY Corporate Affiliates

# Disciplined commercial approach reduces risk

Ensures quality backlog, de-risked execution & consistent performance



# 2021 highlights

# Solid all-round performance in 2021

€6.7 bn

Adjusted Revenue

€431 m

Adjusted Recurring EBIT<sup>1</sup>

€251 m

Adjusted Net profit<sup>2</sup>

## FY 2021 Financial Highlights

€9.8 bn

Adjusted Order Intake

1.5

Book-to-bill

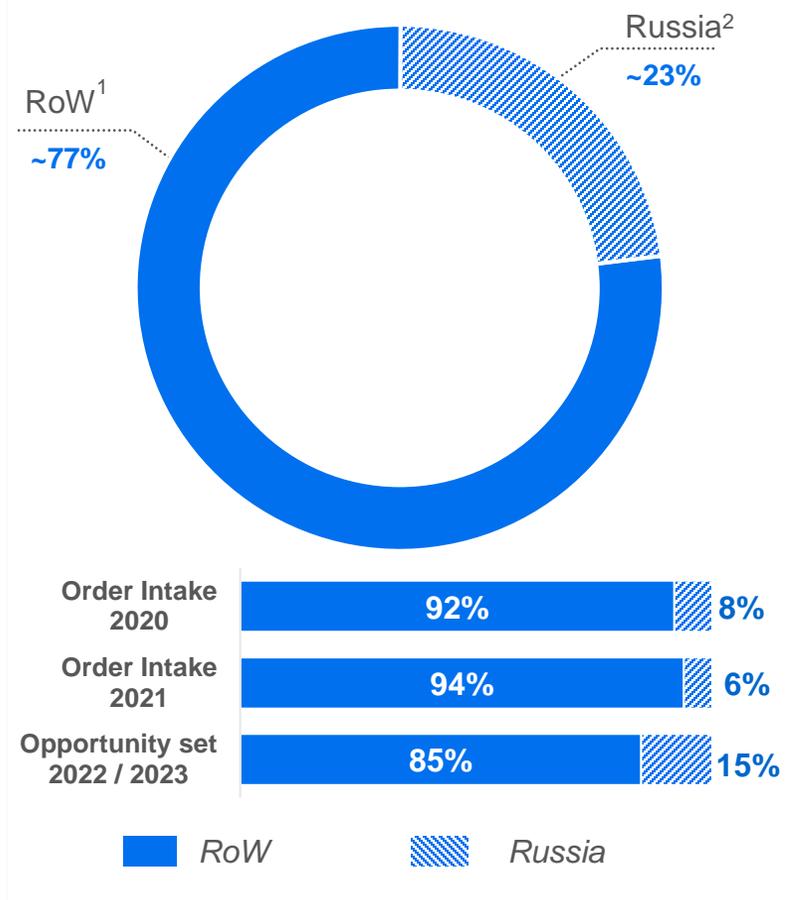
€3.1 bn

Adjusted Net cash

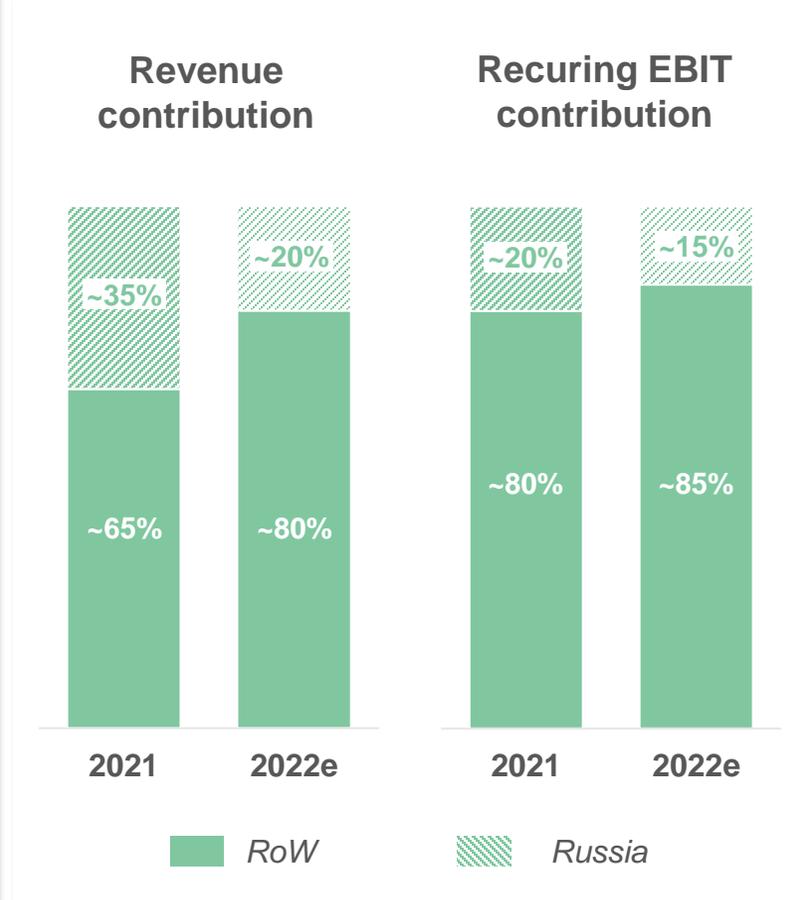
# Russia / Ukraine conflict: context for T.EN

The safety of our people and their families remain our first priority

## Backlog Estimated Contribution As of 2021 y/e



## P&L Estimated Contribution 2021 vs 2022e



## Context

**T.EN:** a global company with an energy transition strategy and geographically diverse operations.

- Contracting discipline ensures positive cash / exposure through life of contract.
- Contractual mechanisms and protection mitigates risk, limits impact to bottom line and cash position.

### Financial strength

- Gross cash: €3.8Bn; Liquidity, net: €4.5Bn.
- Resilience in revenue and EBIT margins.
- Capital allocation framework intact – dividend confirmed and capacity to invest.

### Outlook impact

- Crisis to accelerate Energy Transition and energy independence agendas, notably in Europe.

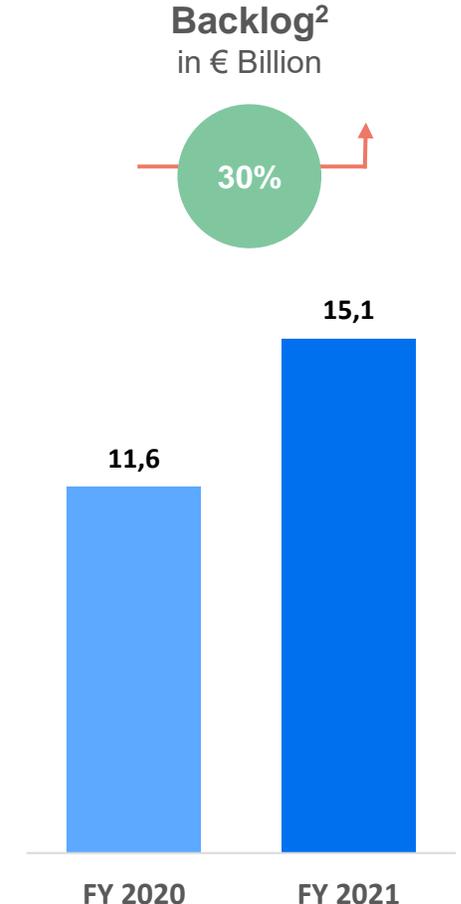
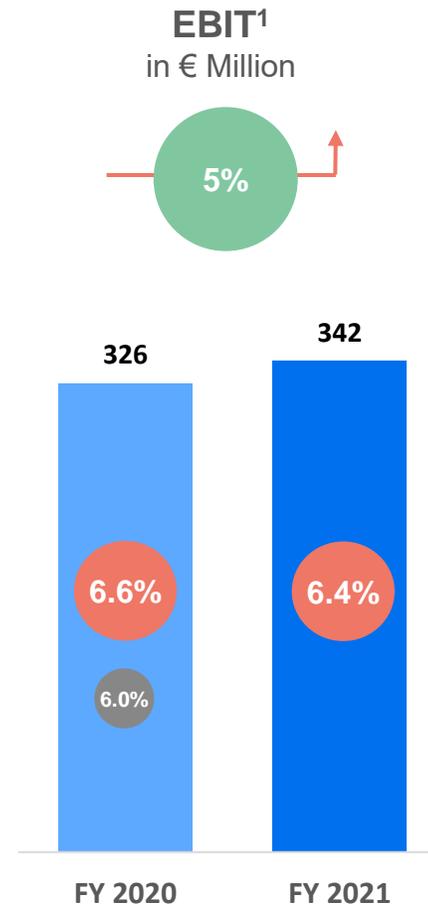
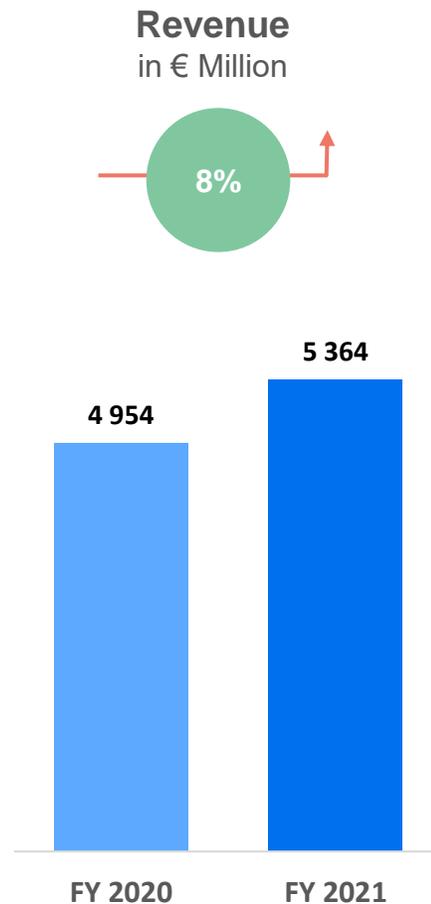
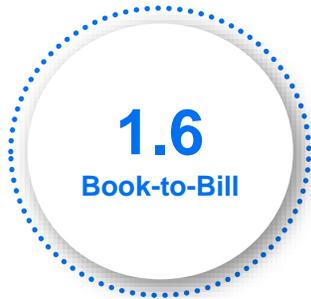
<sup>1</sup> RoW : Rest of the World.

<sup>2</sup> Estimated contribution related to projects under execution in Russia.

# Projects Delivery

## Solid growth and resilient margins

- High single digit growth despite challenging external environment.
- Strong execution delivering stable margins Y/Y. 2020 EBIT margin excluded COVID-19 costs.
- Key Q4 win: Borouge, contributing to significant Y/Y backlog growth of 30%.



● EBIT margin  
● EBIT margin including COVID-19 cost

Financial information is presented under an adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests (see Appendix 9.0 of FY 2021 Results Release), and excludes restructuring expenses, merger and integration costs, and litigation costs.

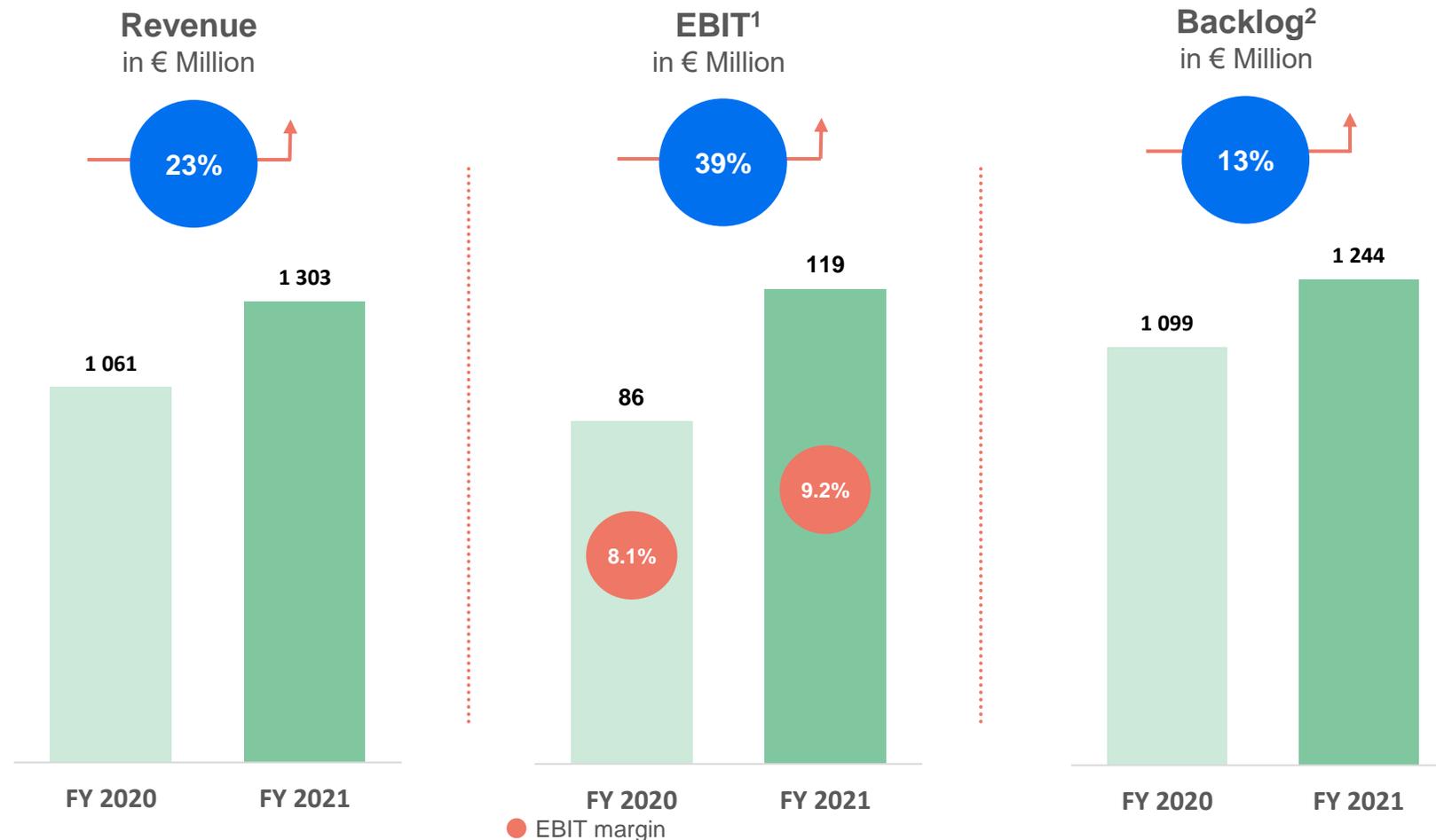
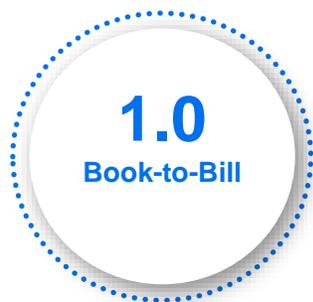
<sup>1</sup> Adjusted recurring EBIT: adjusted profit before net financial expense and income taxes adjusted for items considered as non-recurring.

<sup>2</sup> Backlog comprises secured & confirmed orders from customers which will generate future revenues with a high probability. FY 2021 backlog includes approximately €3.8 billion related to Russian projects under execution, compared to €6.3 billion at FY 2020.

# Technology, Products & Services

Robust full year performance bolstered by an excellent fourth quarter

- Strong growth in Services, Process Technology and Loading Systems.
- Margins benefit from higher activity levels overall and mix.
- Solid order momentum driving backlog growth.



Financial information is presented under an adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests (see Appendix 9.0 of FY 2021 Results Release), and excludes restructuring expenses, merger and integration costs, and litigation costs.

<sup>1</sup> Adjusted recurring EBIT: adjusted profit before net financial expense and income taxes adjusted for items considered as non-recurring.

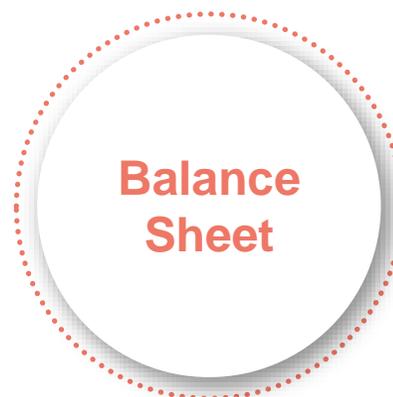
<sup>2</sup> Backlog comprises secured & confirmed orders from customers which will generate future revenues with a high probability.

# Other key metrics and balance sheet

SG&A target achieved, and maiden dividend proposed



Corporate costs	<b>€30.3 million</b>	Substantially lower Y/Y; streamlined corporate structure with 20% SG&A target reduction achieved.
Effective tax rate	<b>29.7%</b>	Low-end of FY 2021 guidance.
Dividend	<b>€0.45/sh</b>	Consistent with our capital allocation framework.

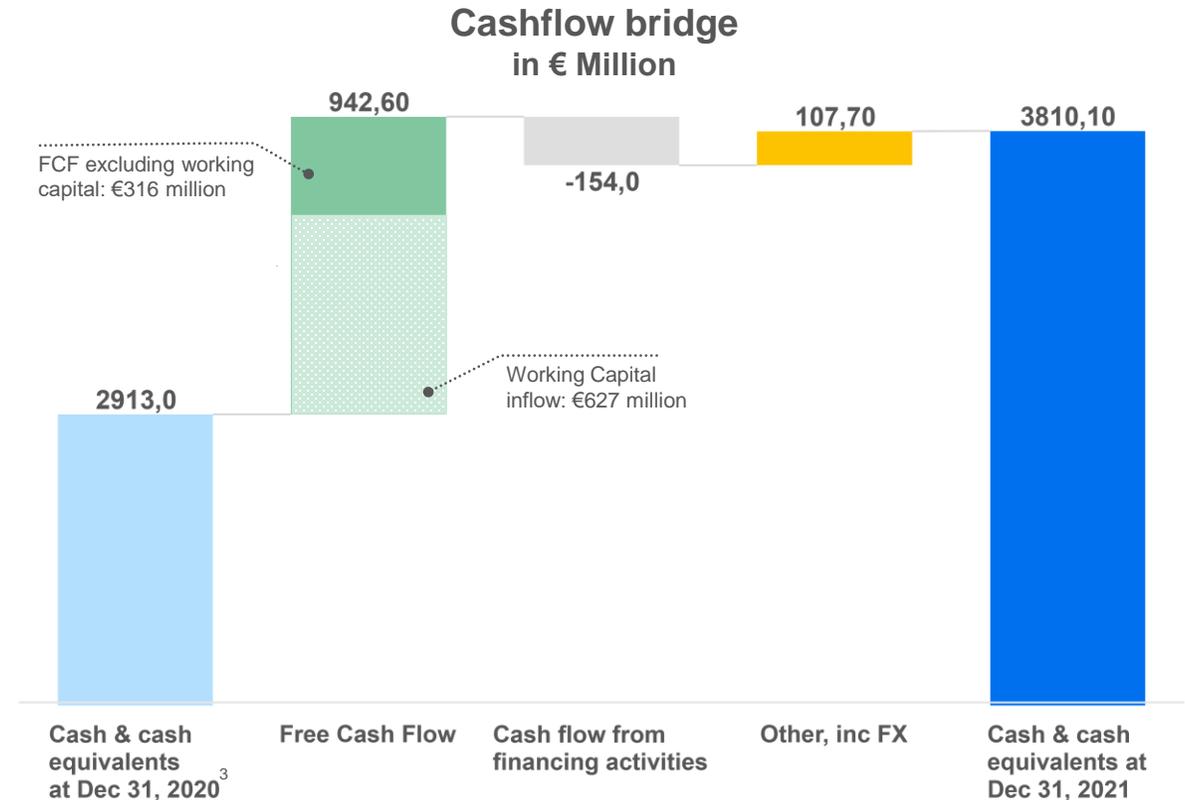


Gross debt	<b>€683 million</b>	87% long-term debt associated to our inaugural bond offering.
Net cash	<b>€3.1 billion</b>	Enabled by strong free cash flow.
Net contract liability	<b>€3.0 billion</b>	Slightly down versus position at Q3 2021.

Financial information is presented under an adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests (see Appendix 9.0 of FY 2021 Results Release), and excludes restructuring expenses, merger and integration costs, and litigation costs.

# Robust Free Cash Flow strengthens cash position

- Operating cash flow: ~€1 billion reflects strong operational performance and significant working capital benefit<sup>1</sup> associated with new awards and milestones.
- €316m of Free Cash Flow<sup>2</sup> excluding working capital; 127% conversion of net profit.
  - Capex of €50 million:
    - IT / ERP infrastructure to support growth, and digital transformation.
    - Growth initiatives including pilot plants, lab investment and CO<sub>2</sub> capture development / modules.
- Cash flow from financing includes €20 million share repurchase, €71 million of lease principal repayment, and €48m of debt reduction.



# Outlook

# 2022 financial framework



Revenues

**€5.0 - 5.5bn**

Excludes estimated €1.4 billion contribution from projects under execution in Russia



EBIT margin<sup>1</sup>

At least **6.5%**

Excludes estimated EBIT contribution of less than €70 million from projects under execution in Russia



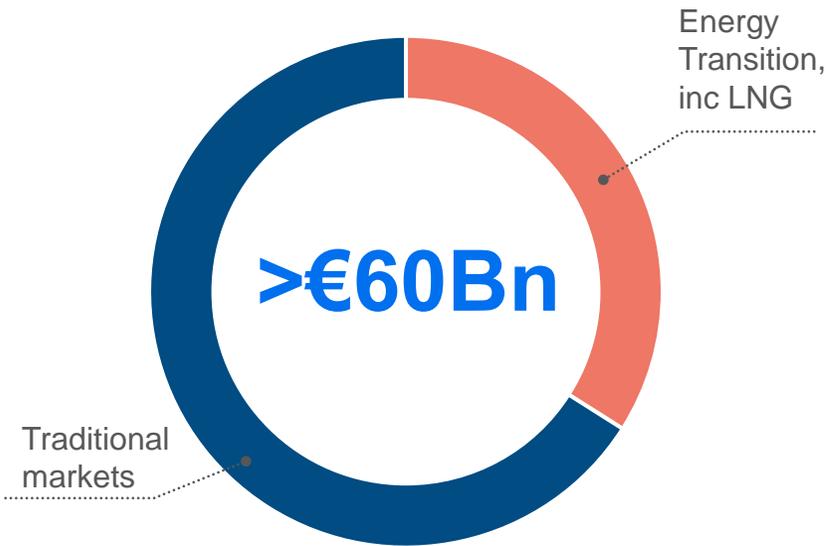
Effective tax rate

**28 - 32%**

# Continued momentum in commercial outlook

The importance of selectivity in a changing energy environment

## Total commercial pipeline, ex Russia 2022 / 23



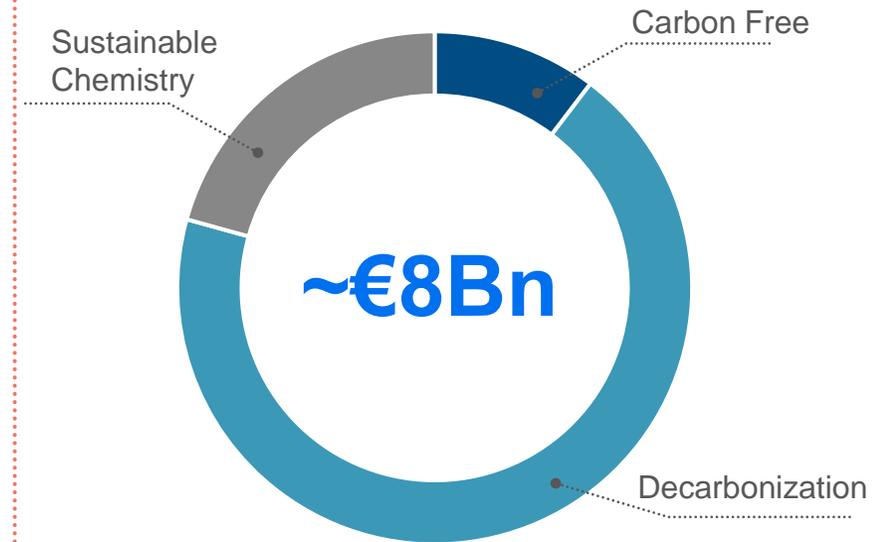
- Substantial pipeline of conventional market opportunities
- Commercial strategy centred on Energy Transition, including LNG

## Energy Transition contracts<sup>1</sup> secured in FY 2021



- Strong Y/Y momentum in Energy Transition contract awards
- Majority of prospects remain in concept and study phase

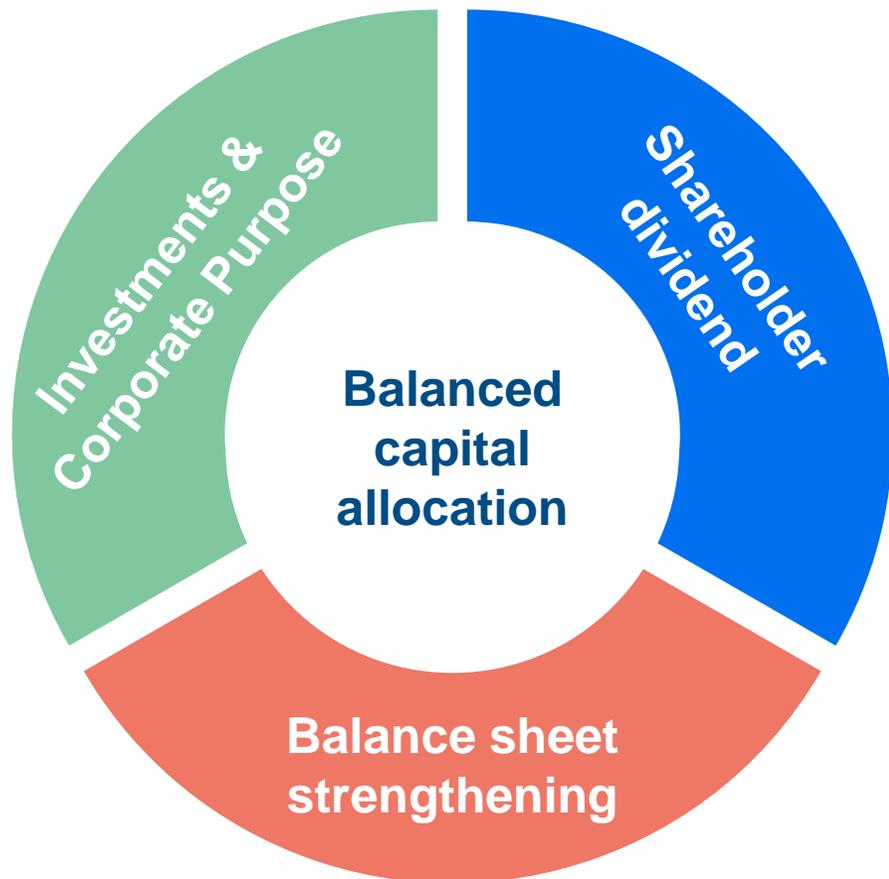
## Energy transition, ex LNG, ex Russia Commercial pipeline, 2022 / 23



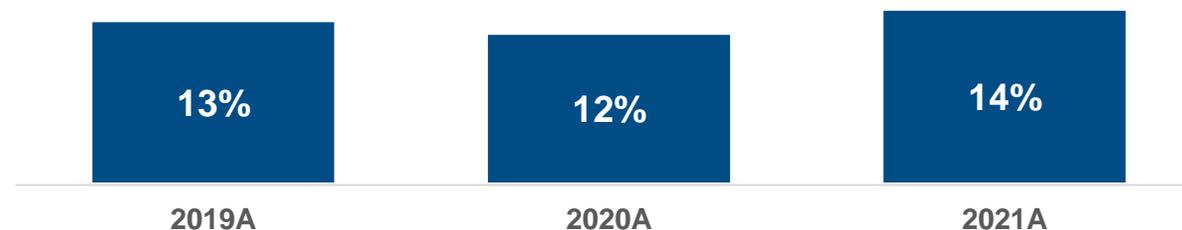
- FID inflection point in 2022; Acceleration in 2023+
- Driving opportunities in Project Delivery and TPS

# Capital allocation – a flexible framework

Consistency in financial performance drives high returns on invested capital



Sustainable high ROIC<sup>1</sup>



- **Shareholder dividend.** Intent to pay a dividend annually that is sustainable with potential for growth over time. 2021: €0.45/sh<sup>2</sup>
- **Investments.** Deploying capital to capture energy transition technologies / opportunities, and associated business models.
- **Balance sheet strengthening.** Allowing utilization of excess cash flow to strengthen balance sheet and reserves.

# ESG

## Together

by  TECHNIP ENERGIES

Global cooperation and collaboration are more vital than ever. At Technip Energies, we believe our role goes beyond business.

Our ambition is to foster a sustainable industry ecosystem by using our abilities to unleash talents to resolve complexity and overcome challenges.

In 2021, we started this new journey. Together with our stakeholders, we built our Environmental, Social, and Governance Roadmap.

*Together by T.EN* is our ESG pledge for a sustainable future.

**Our ESG Roadmap**

# Technip Energies' DNA

## Our Purpose

Breaking boundaries *together* to engineer a sustainable future

## Our Values

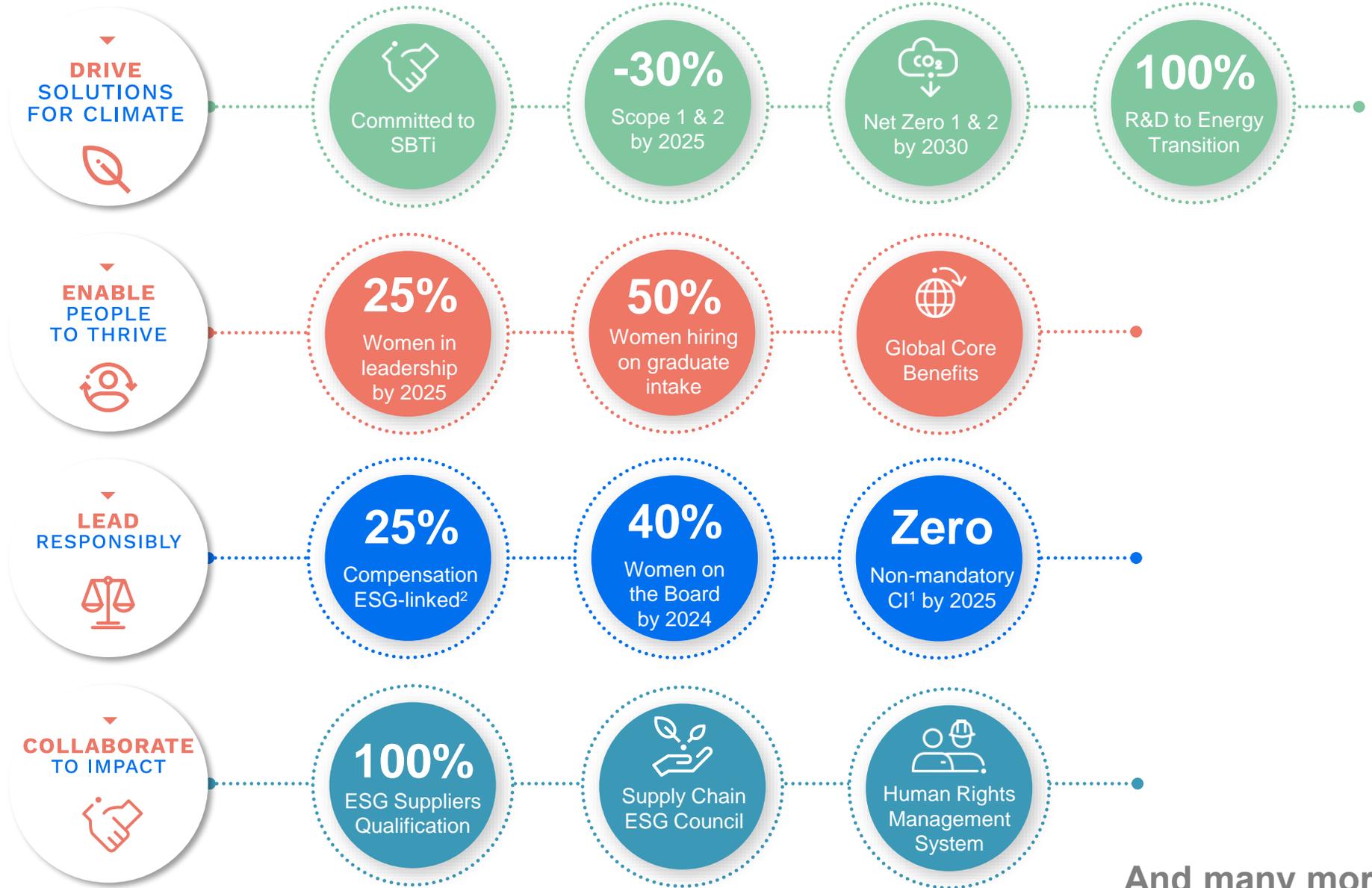
*We*

- actively listen
- are inclusive and collaborative
- strive for excellence
- drive sustainable change
- don't compromise on safety and integrity

## Our ESG Roadmap



# ESG ROADMAP Highlights



And many more...

<sup>1</sup> CI: Commercial Intermediaries

<sup>2</sup> 25% of the Annual Bonus Performance and 25% of Performance Stock for the CEO, ExCom and all eligible employees

# Appendix



# ESG SCORECARD

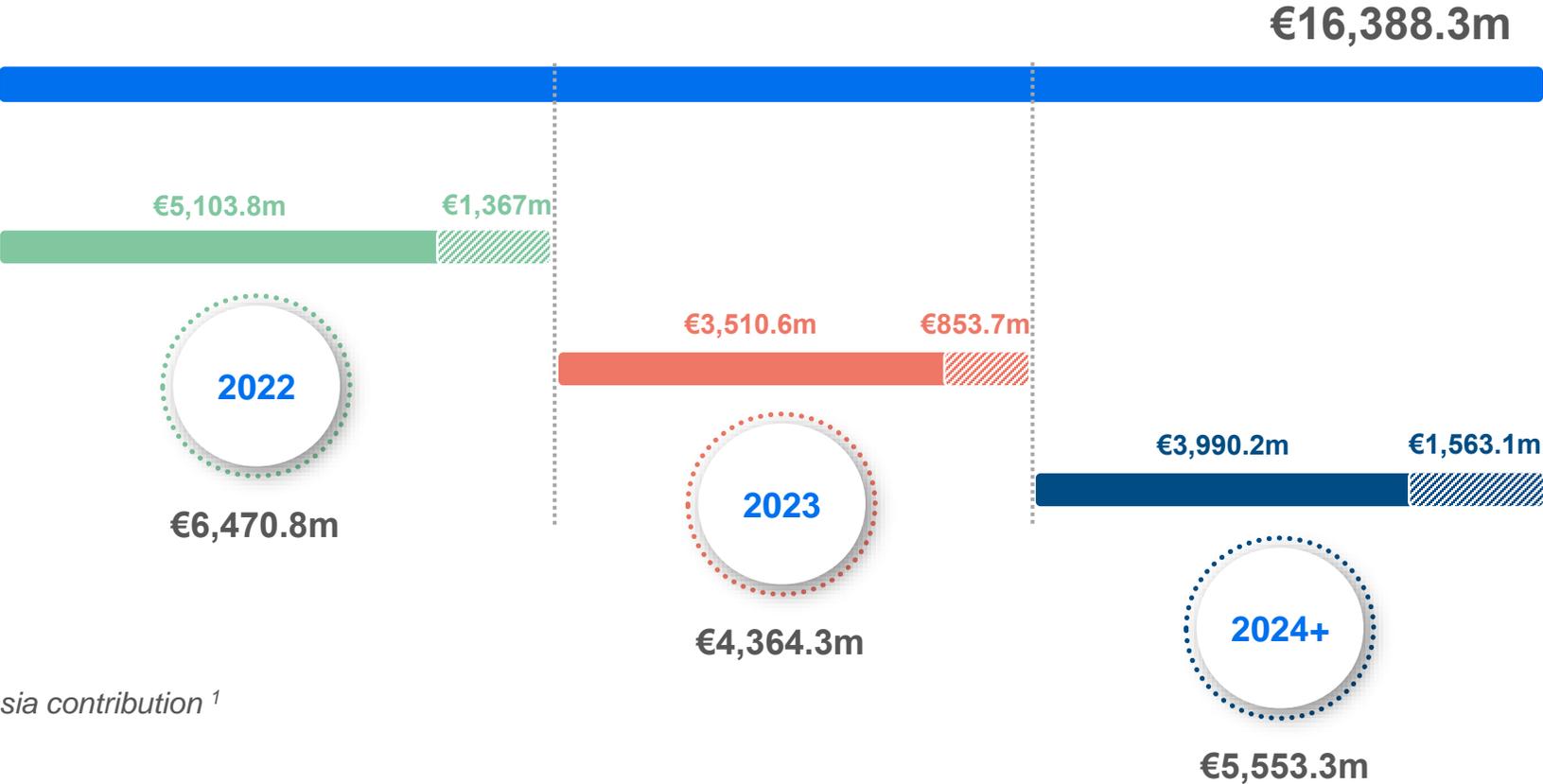
Pillar	Ambition	2021 Status	Target <sup>1</sup>
	Reduce Scope 1 & 2 emissions compared to 2019	-8%	-30% by 2025
	Net Zero scope 1 & 2	18.8 kt CO <sub>2</sub> eq	Net Zero by 2030
	Data centers zero carbon footprint certified		100% by 2025
	Report full scope 3 emissions		Complete by 2023
	R&D budget allocation to our Energy Transition Pillars	68%	100% by 2025
	Main entities ISO 14001 certified	63%	100% by 2025
	Water consumed on sites from reused sources	21.3%	50% by 2025
	Waste valorized	75%	85% by 2025
	Women hiring on yearly graduate intake	50%	50% yearly
	Women in leadership positions	12%	25% by 2025
	Main countries <sup>2</sup> have local diversity action plan		100% by 2025
	Eligible construction sites with BBS program	50%	100% by 2025
	Entities complying with our new core benefits standard worldwide		> 90% by 2025
	Employees participating in the ESG learning		> 90% by 2022
	International Graduate Program dedicated to Energy Transition		Done by 2023
	Women on the Board of Directors	30%	40% by 2024 <sup>1</sup>
	Link compensation to ESG Roadmap performance annually	Completed 2021	Complete yearly
	Yearly ABC training for all at risk functions and gatekeepers	75%	>90% yearly
	Continued reduction of non-mandatory commercial intermediaries		-100% by 2025
	Supplier and subcontractor qualification integrates ESG criteria		100% by 2023
	Key suppliers and subcontractors monitored and audited on ESG performance		100% by 2025
	Eligible projects with Human Rights Management System		100% by 2025
	Volunteering hours	14,360	30,000 by 2025

<sup>1</sup> Technip Energies consider all targets to be achieved and completed by the end of the year committed. With the exception, the 40% of Women on the Board of Directors is planned to be achieved and reported on or before the Company's 2024 AGM.

<sup>2</sup> France, India, Italy, USA, UAE, Malaysia, Spain, United Kingdom, Netherlands, Colombia

# Backlog schedule

**Total Backlog**



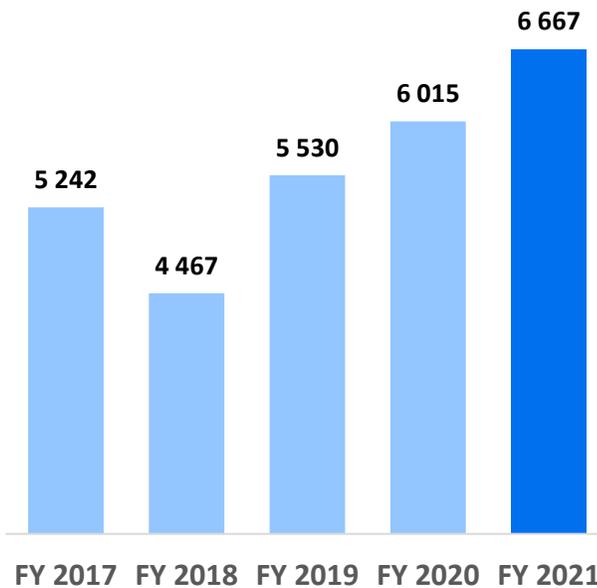
 *Russia contribution*<sup>1</sup>

Backlog comprises secured & confirmed orders from customers which will generate future revenues with a high probability. Backlog at FY 2021 benefited from a foreign exchange impact of €483.5million.

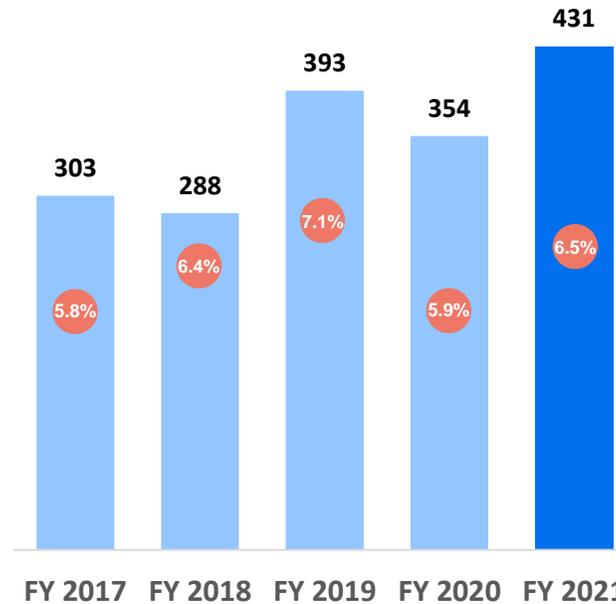
<sup>1</sup> Estimated contribution related to projects under execution in Russia.

# Financial performance – a long-term perspective

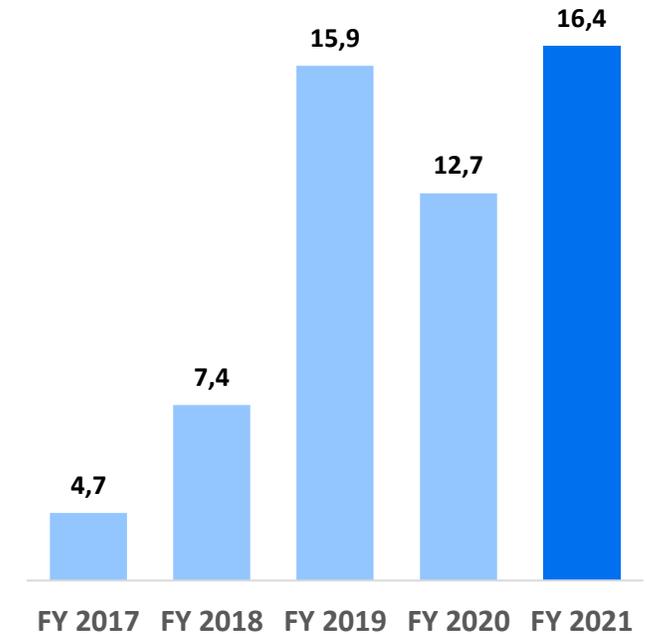
**Adjusted Revenue**  
in € Million



**Adjusted Recurring EBIT<sup>1</sup>**  
in € Million



**Adjusted Backlog<sup>2</sup>**  
in € Billion



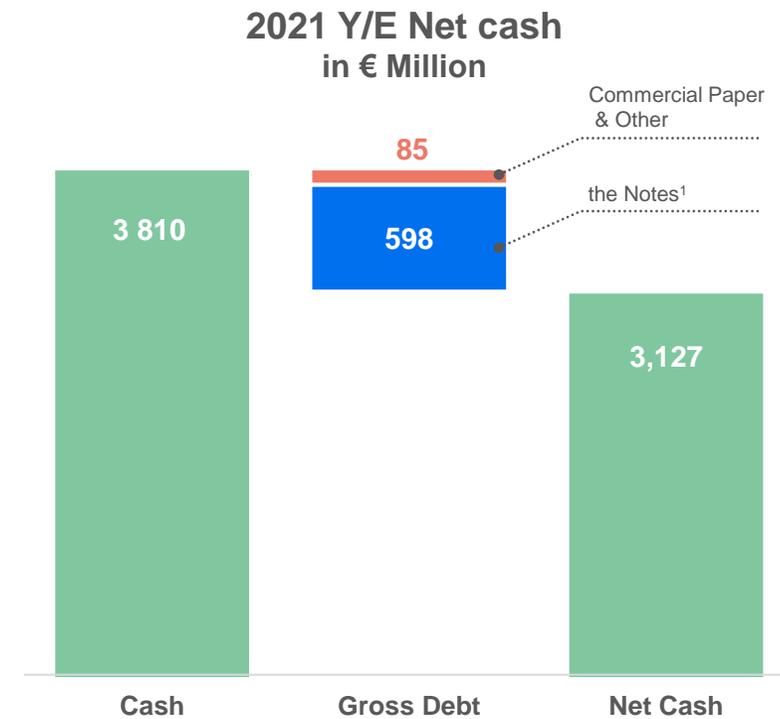
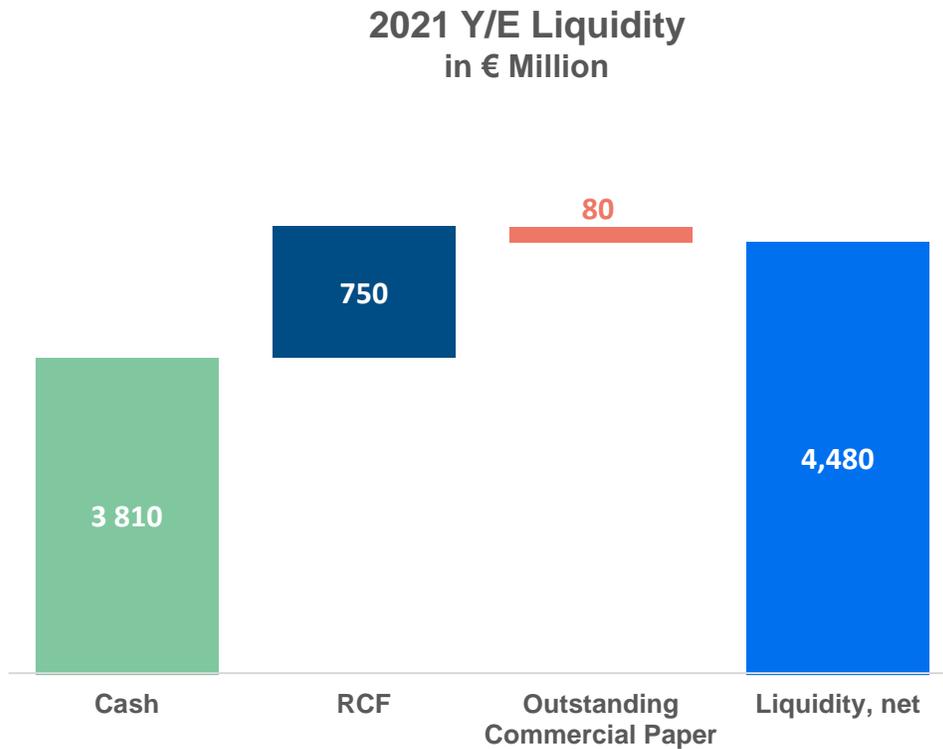
● EBIT margin

Financial information is presented under an adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests (see Appendix 9.0 of FY 2021 Results Release), and excludes restructuring expenses, merger and integration costs, and litigation costs.

<sup>1</sup> Adjusted recurring EBIT: adjusted profit before net financial expense and income taxes adjusted for items considered as non-recurring.

<sup>2</sup> Backlog comprises secured & confirmed orders from customers which will generate future revenues with a high probability.

# Differentiated capital structure



- Robust liquidity position comprising of €3,8 billion of gross cash plus €670 million available capacity under the RCF; net of €80 million outstanding commercial paper.

- Strong net cash position of € 3.1 billion.
- Short-term debt accounts for 12.4% of total.

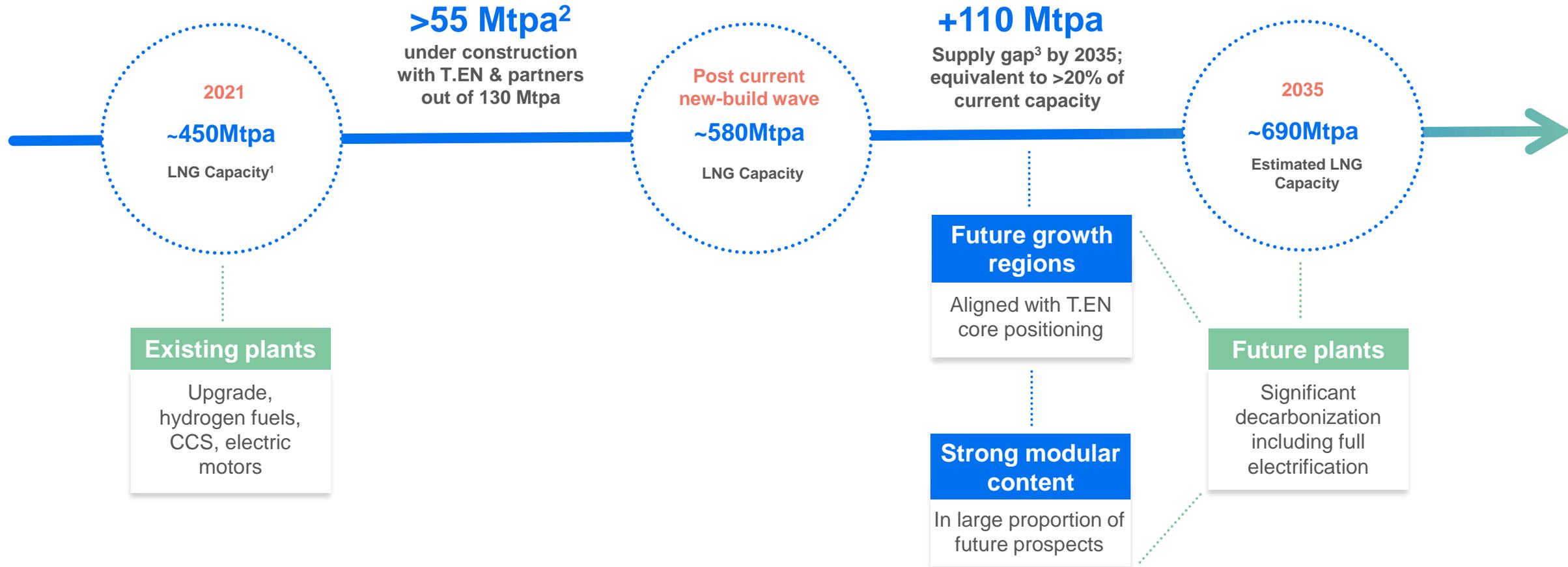
Financial information is presented under an adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests (see Appendix 9.0 of FY 2021 Results Release), and excludes restructuring expenses, merger and integration costs, and litigation costs.

<sup>1</sup> 1.125% senior unsecured notes due 2028; €598 million reflects the €600 million Notes net of fees and redemption premium.

# Leading position in LNG – a critical transition fuel

The future is low-carbon LNG

## Global LNG capacity



<sup>1</sup> LNG nameplate capacity, excluding 130Mtpa under construction at September 30, 2021.

<sup>2</sup> IHS Markit liquefaction database as of September 30, 2021.

<sup>3</sup> Based on Technip Energies estimates derived from reported data and IEA estimates.

# Industry-leading solutions for blue hydrogen

**BlueH<sup>TM</sup>**  
by T.EN 2

Full suite of deeply-decarbonized solutions for blue hydrogen

## Lowest Levelized Cost of Hydrogen (LCOH)

- Maximum hydrogen yield
- Minimum energy demand (fuel + power)

## Up to 99% reduction in CO<sub>2</sub>

- Compared to traditional hydrogen production
- Highly-efficient carbon avoidance and CCUS<sup>1</sup> techniques

## Proprietary Technology

- Recuperative reforming through TPR®<sup>2</sup> and EARTH®<sup>3</sup>
- Enhanced SMR<sup>4</sup>
- Achieves complete steam balance & reduced carbon footprint

## In-house technical expertise

- Heat integration & high efficiency
- DeepShift - Deep carbon shifting
- Tailored product purification

## Key geographic basins

- North Sea
- Russia
- North America
- Middle East

## Flexible applications

- Facilitating clean energy carriers
- Decarbonization of LNG, steel, cement, power, chemicals, etc.



<sup>1</sup> Carbon capture, utilization and storage.

<sup>2</sup> Technip Parallel Reformer.

<sup>3</sup> Enhanced Annular Reactor Tubes for Hydrogen.

<sup>4</sup> Steam Methane Reformer.

# Clean Hydrogen - a rapidly evolving market

Positioning for long-term growth with relevant expertise

## T.EN at forefront of technology integration and scale-up

- **Single-point systems integrator** with standardized digital solutions. **Modular solutions:** leveraging modular expertise in design and integration.
- **McPhy:** strategic investment & technology agreement; jointly pursuing commercial opportunities.
- **Technology agnostic:** importance of agility and partnerships as industry evolves.

## First PEM<sup>1</sup> electrolyzer project secured

- **EPCC contract** for India's largest PEM based hydrogen project for NTPC.
- **5MW Hydrogen Generation Plant** utilizing PEM electrolysis.
- Potential to convert to a large-scale green hydrogen facility.

**>20GW**  
accessible  
opportunities globally

- **7x increase** in Green Hydrogen project engagement year-on-year.
- **15+** Green Hydrogen studies completed or ongoing.
- **Regional concentration:** Europe, India and APAC, supported by policy drive; **Longer-term potential** in North America, Middle East.

# A diversified and innovative downstream offering

Creating value across the downstream value chain



**>40%** ethylene licensing market share<sup>1</sup>



**>45** grassroots ethylene plants

**>30** large refineries

**>350** fertilizer facilities



**>200** modernization & revamping engagements

## Differentiated offering

**Emission reductions through efficiency gains and beyond**

**Digitally-enabled process monitoring, lifecycle services**

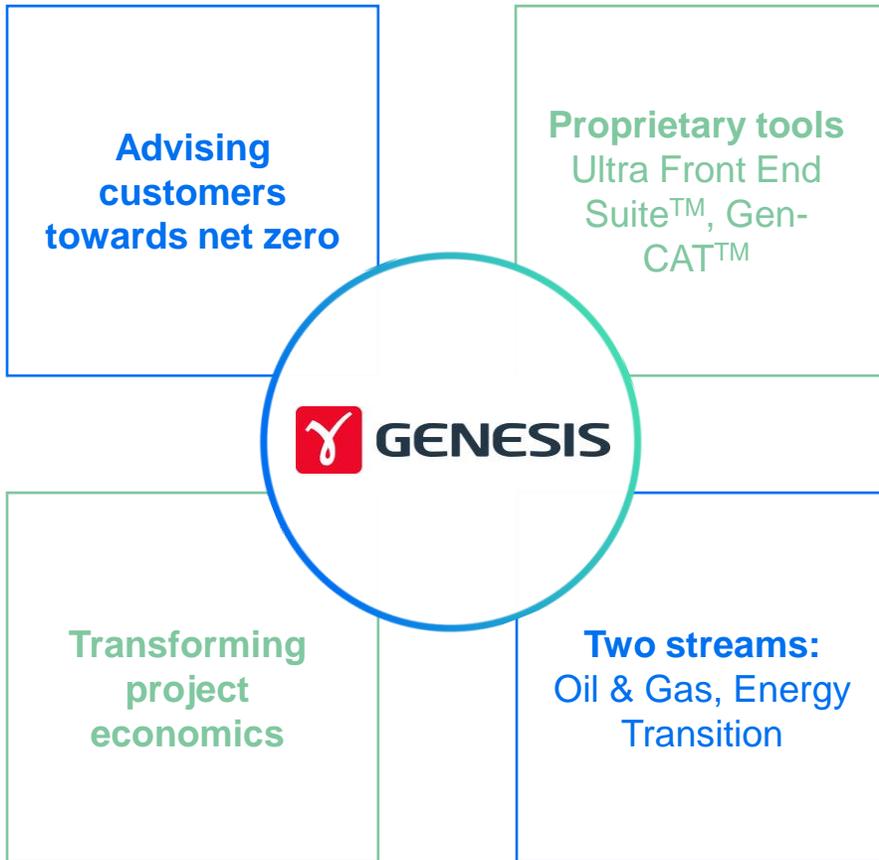
**Smart revamps for feedstock flexibility and HSES upgrades**

**Optimize production, refining / petchem integration**

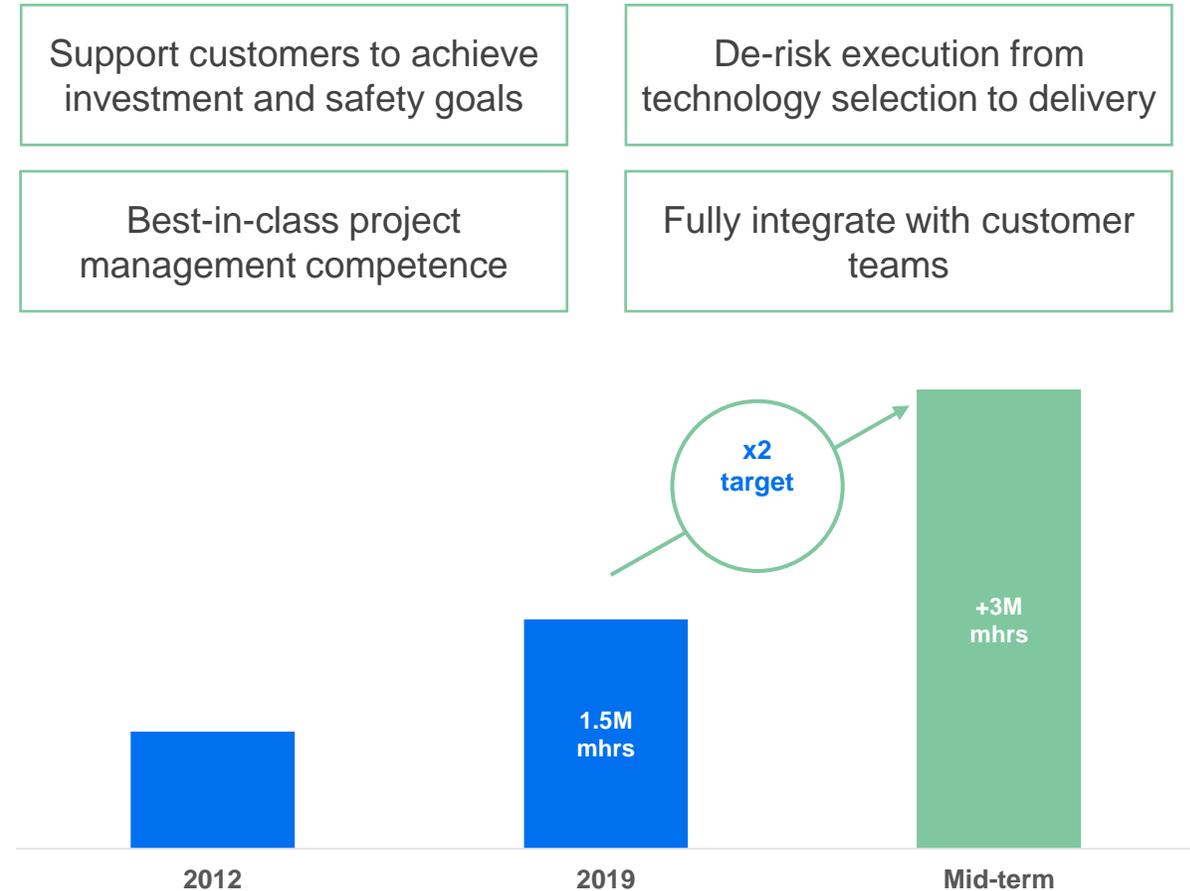
# Enhance our high value services to customers

Display our unique capabilities through advisory and project management consulting

## Advisory services



## Project Management Consultancy (PMC)



# Positioning in growth markets

## Sustainable Chemistry



### Bio-fuels

- **Technology integration**  
Intimate understanding of Neste's NEXBTL
- **Technology enabling**  
Hummingbird® selected by LanzaTech for SAF<sup>1</sup>



### Bio-chemistry

- **Technology integration**  
UPM Biochemicals; Europe's largest biorefinery
- **Technology enabling**  
Epicerol® selected by Meghmani Finechem



### Circular economy

- **Technology development**  
IBM and Under Armour JV for PET<sup>2</sup>
- **Technology commercialisation**  
Synova's plastic waste-to-olefins

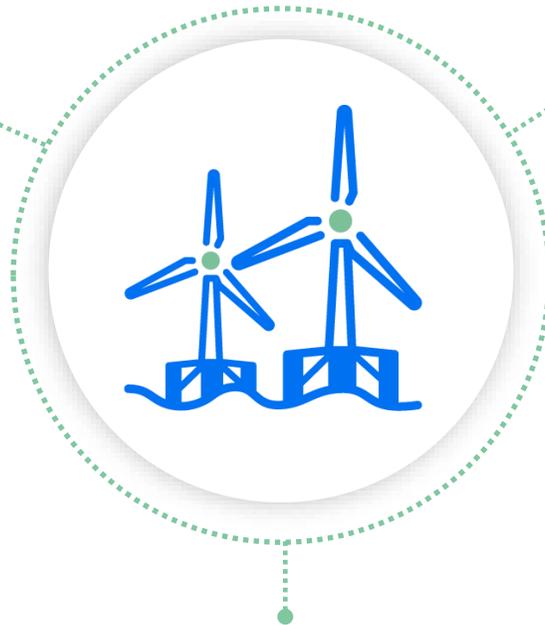
Technology driven approach  
for a better tomorrow

# Floating Offshore Wind – our capabilities

The experience, IP and know-how to be a leading player

## Relevant expertise and technology position

- **Global leader in floating solutions** – No. of naval architects ~50
- **Scalable INO 12MW proprietary floater** – basic design approval received from DNV
- **X1 Wind investment** - innovative & disruptive floater with major operational & environmental benefits



## Digitally-enabled and scalable offering

- Capacity to **industrialize** and **mass fabricate** at favourable economics
- **State-of-the-art software** and **simulation tools** to optimize full windfarm
- **Life-of-field services offering** including digital twin

## Flexible commercial models for a high growth market

- **Dedicated BU created**; EPCI and Services commercial models
- **PMC** business securing services work, active pursuit of several other opportunities
- **Significant opportunity**: ~6GW of capacity to be commissioned by 2030<sup>1</sup>

# Yamal LNG – Interpreting the disclosures

## Project disclosure data

In € Millions

### Contract liabilities, proportionate share

**345**

Dec 31, 2020

**166**

Dec 31, 2021

### Cash required by operating activities, proportionate share

**(26.0)**

Dec 31, 2020  
12 months ended

**(21.9)**

Dec 31, 2021  
12 months ended

## Contract liabilities structure

### Reduction in contract liabilities: €179m

*December 31, 2020 to December 31, 2021*



Payments to Vendors or Technip Energies



Vendor  
(Cost)



Continued strong execution and plant performance will reduce project cost, increasing Technip Energies profit

# Peers landscape

## Projects Delivery

**E&C players**

SAIPEM  
BECHTEL  
LNG  
CHIYODA CORPORATION  
JGC  
FLUOR  
TECNICAS REUNIDAS  
SBM OFFSHORE  
MCDERMOTT  
Maire Tecnimont

## Technology, Products & Services

**Engineering consultancy**

wood.  
WorleyParsons  
resources & energy

**Technology portfolio**

Uhde ThyssenKrupp  
Axens  
Stamicarbon  
HALDOR TOPSOE  
LUMMUS TECHNOLOGY  
Air Liquide creative oxygen  
THE LINDE GROUP  
AIR PRODUCTS  
KBR  
Johnson Matthey Davy Technologies  
Uop A Honeywell Company

## Energy transition pure players

AKER CLEAN HYDROGEN  
AKER CARBON CAPTURE  
HYON  
AKER OFFSHORE WIND

# Stock information and ADR

## Stock



Listed on Euronext Paris / SBF 120 index



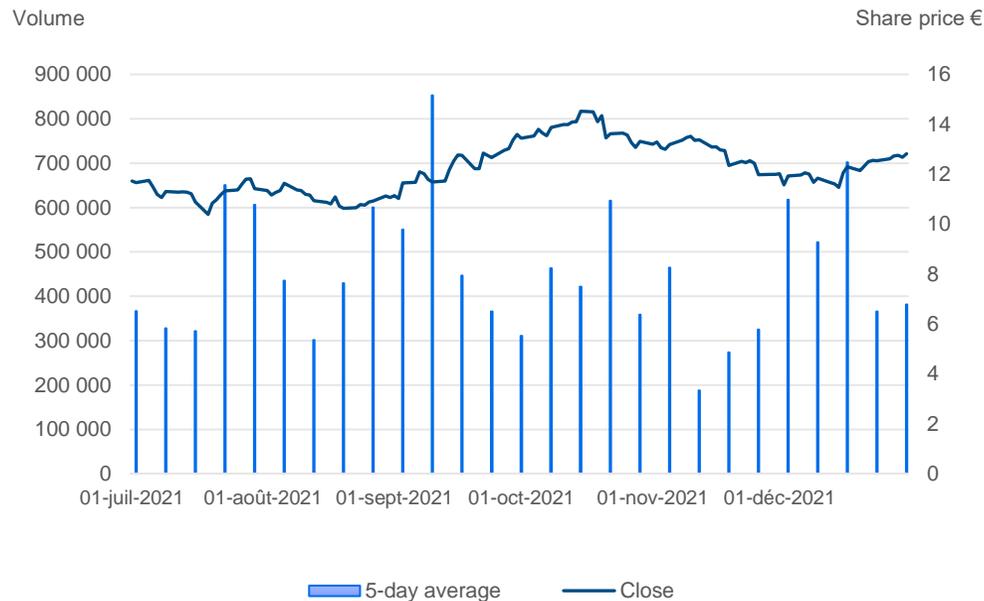
Ticker code: TE / ISIN code: NL0014559478



Free float: 128.5 million / Outstanding shares: 179.8 million



Market Cap at December 31, 2021: €2.3 billion



## ADR program



Exchange: Over-the-Counter



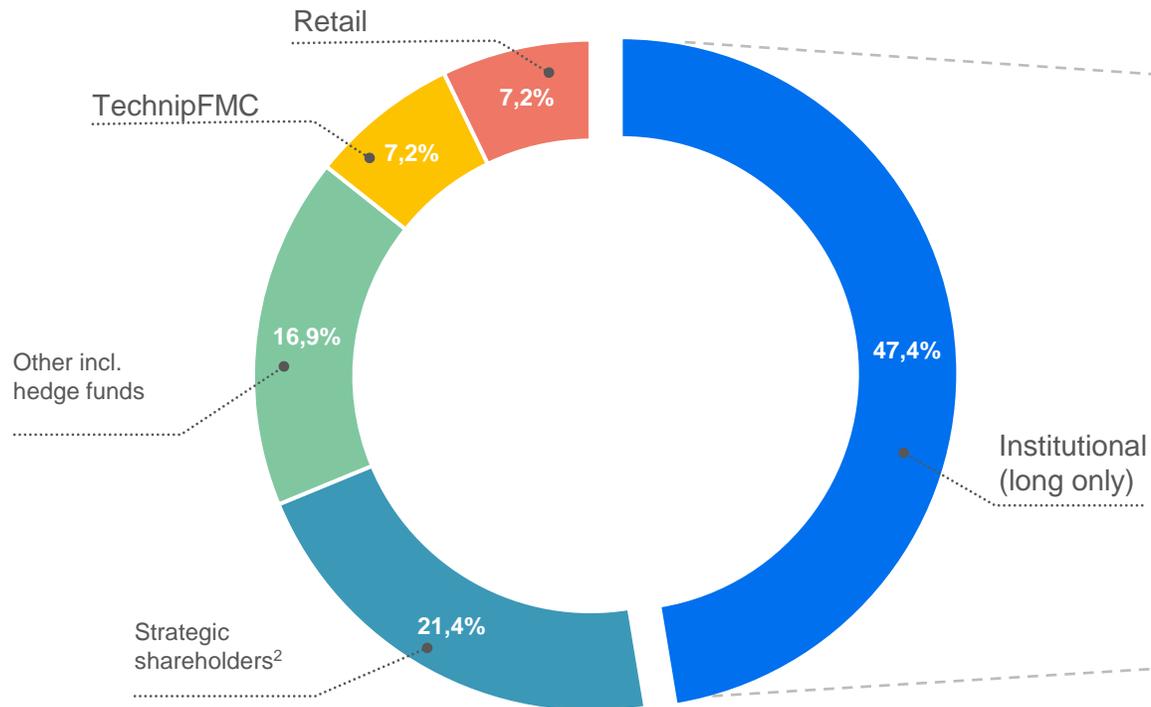
Ratio: 1 ADR : 1 ORD

- **DR ISIN:** US87854Y1091
- **Symbol:** THNPY
- **CUSIP number:** 87854Y109
- **American Depositary Receipt (ADR) Program:**  
Sponsored Level I
- **Sponsor of ADR program:**  
J.P. Morgan Chase Bank, N.A.
- **For further information:**  
<https://www.adr.com/drprofile/87854Y109>

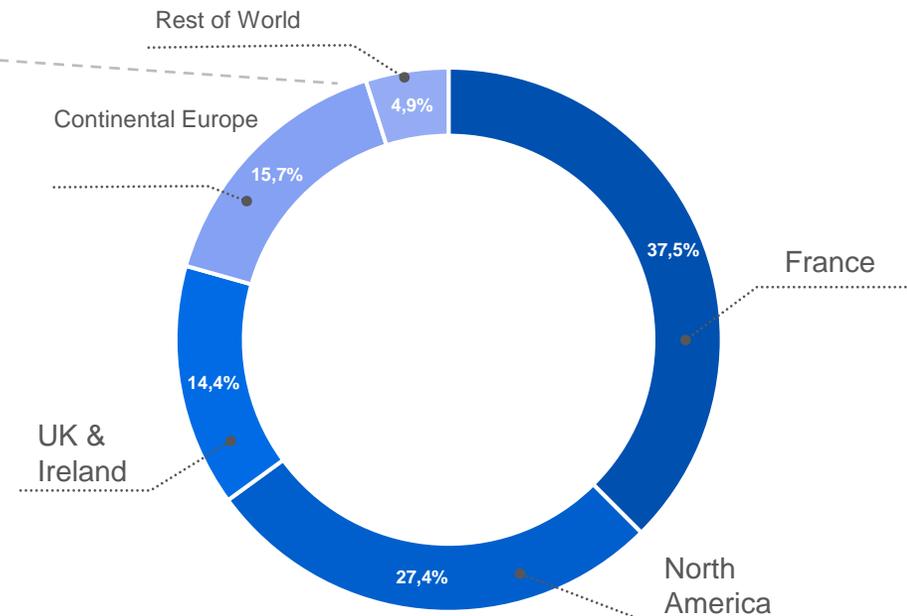
# A diversified shareholder structure

A geographically diverse shareholder base forming

**Equity Split – pro-forma view<sup>1</sup>**  
As a % of Shares Outstanding



**Institutional Investors**  
Regional split



- HAL / bpifrance increase stake to 11.8% / 8.9% respectively<sup>1</sup>
- TechnipFMC stake reduces to ~7% from ~50% at spin

- Well-diversified across key geographies

**Investor Relations**

**Phillip Lindsay**

Vice President, Investor Relations

Tel: +44 20 7585 5051

[phillip.lindsay@technipenergies.com](mailto:phillip.lindsay@technipenergies.com)

**Investor Relations**

**Corentin Cargouet**

Investor Relations

Tel: +33 1 85 67 70 94

[corentin.cargouet@technipenergies.com](mailto:corentin.cargouet@technipenergies.com)