



TECHNIP
ENERGIES

Where energies make tomorrow ●

A photograph of two workers, a man and a woman, wearing yellow safety suits, green hard hats, and safety glasses. They are standing on a construction site with scaffolding in the background. The man is pointing at a set of plans held by the woman. The text '2025 Annual Report' is overlaid on the image.

2025 Annual Report

Message from the Chair	2		
Message from the Chief Executive Officer	4		
1 Presentation of Technip Energies	6	5 Corporate governance	224
Breaking boundaries together to engineer a sustainable future	8	5.1. The Technip Energies Board	226
1.1. Technip Energies at a glance	11	5.2. Share capital	252
1.2. Our DNA	12	5.3. Disclosures pursuant to Decree Article 10 EU-Directive on Takeovers	254
1.3. Financial highlights	16	5.4. Corporate governance statement	256
1.4. Shareholder structure	19	5.5. Limitation on liability and indemnification matters	259
1.5. A presence in traditional and emerging markets	20	5.6. Shareholders' General Meetings	259
1.6. Key events 2025-2026	34		
1.7. Forward-looking statements	37	6 Remuneration report	262
		Message from the Chair of the Compensation Committee	264
2 Value creation, businesses and financial performance	38	Technip Energies' core principles and key practice in determining executive remuneration	266
2.1. Sustainable long-term value creation	40	6.1. Remuneration at a glance	267
2.2. Our offering: Technology, Products & Services and Project Delivery	48	6.2. Main elements of the current remuneration policy	269
2.3. Operating and financial review	64	6.3. The compensation peer group	271
		6.4. Other arrangements	272
3 Sustainability	78	6.5. Application of the Remuneration Policy in 2025	273
Message from the Chair of the Sustainability Committee	80	6.6. Looking ahead to 2026	284
Sustainability in action	81		
3.1. General disclosures	86	7 Board Members responsibility statement	288
3.2. Environmental information	115	7.1. Management report	290
3.3. Social information	151	7.2. CEO statement	290
3.4. Governance information	189	7.3. Board statements	291
Limited assurance report of the Independent Auditor on the sustainability statement	196		
Additional non-material information	199	8 Annual accounts	292
4 Risk and risk management	202	8.1. Consolidated financial statements for the year ended December 31, 2025	294
4.1. Risk management overview	204	8.2. Technip Energies Company financial statements	358
4.2. Enterprise Risk Management framework	205	8.3. Independent Auditor's report	373
4.3. Risks to which we are exposed	208		
		Glossary	382



This document is the PDF/printed version of the 2025 Annual Report of Technip Energies and has been prepared for ease of use. The 2025 Annual Report was made publicly available pursuant to section 5:25c of the Dutch Financial Supervision Act (Wet op het financieel toezicht), and was filed with the Netherlands Authority for the Financial Markets (Autoriteit Financiële Markten) in European single electronic reporting format (the ESEF package). The ESEF package is available on the Company's website at <https://investors.technipenergies.com/shareholder-information/reports-and-presentations> and includes a human readable XHTML version of the 2025 Annual Report in combination with XBRL tagging of the financial statements and the explanatory notes thereto. In case of any discrepancies between this PDF version and the ESEF package, the latter prevails.

References to the "Technip Energies Group", "Technip Energies", "the Group" or "the Company" refer to Technip Energies N.V. and all the companies included in the scope of consolidation except where the context provides otherwise. "Technip Energies N.V." refers only to the parent company of the Group. Likewise, the words "we", "us" and "our" may also be used to refer to these entities or their employees. The entities in which Technip Energies N.V. directly or indirectly owns a shareholding are separate and independent legal entities.

Designing a world to last

Technip Energies is a global technology and engineering powerhouse, dedicated to advancing the energy transition. We bring our clients' game-changing projects to life, unwavering in our mission to enhance their performance. We excel in combining engineering and technology, enabling us to develop low-carbon solutions to tackle climate change.

Our story is one of a proud legacy, marked by many world firsts and a pioneering spirit that drives us to shape the future of energy. Since our inception in 1958, our passion for engineering, technology, and project management runs through our DNA. Our commitment to the highest standards of safety, integrity and quality while addressing growing energy demand to our clients' satisfaction defines our unparalleled track record.

In the face of critical global challenges such as climate change, inequality, waste management, and depleted natural resources, the need for innovative energy solutions has never been greater. We prioritize technological advancements and the development of new ecosystems to accelerate the transition to scalable and affordable solutions. In that logic, Technip Energies announced the acquisition of the Advanced Materials & Catalysts business from Ecovyst Inc., creating a scalable catalysts platform and enhancing R&D through expertise in catalyst design and materials science complementary to existing technologies. Through our comprehensive suite of decarbonization offerings, energy-efficient plant designs, and entities like Rely, Reju, and Ekwil, we aim at reconciling prosperity and sustainability.

At Technip Energies, our 18,000+ professionals lead collaborative efforts for sustainable change, developing solutions that support the industrialization of the energy transition. We believe in breaking boundaries by incubating, developing, and scaling technologies, collaborating with partners, adopting innovative methods, defining breakthrough projects, promoting circularity, accelerating digital transformation, and integrating top-tier sustainability practices into our operations for lasting impact.

We are
Technip Energies.
Where energies make
tomorrow.



Technip Energies is listed on Euronext Paris, headquartered in Nanterre, France, and registered in the Netherlands. The annual report can be viewed and downloaded at ten.com

“It has been a privilege to serve as Chair during these formative years and to work alongside Arnaud and the talented teams across Technip Energies to build the foundations for long-term and sustainable growth.



Joseph Rinaldi

Chair

Dear Stakeholders,

As I prepare to retire from the Board at the conclusion of the upcoming Annual General Meeting, I do so with immense pride in what the Company has achieved since its inception in 2021. It has been a privilege to serve as Chair during these formative years and to work alongside Arnaud and the talented teams across Technip Energies to build the foundations for long-term and sustainable growth.

From the outset, our ambition was clear: to become a leading engineering and technology company for the energy transition while delivering sustainable long-term value for our stakeholders. We set out a clear strategy focused on growing revenue and margins in Project Delivery while accelerating the development of our shorter-cycle Technology, Products and Services (“**TPS**”) businesses that enhance overall margins and profitability.

Leveraging Technip Energies’ technology and engineering leadership to develop affordable and scalable decarbonization solutions in both Project Delivery and TPS businesses

as a competitive differentiator and establishing strong positions in targeted, nascent low carbon energy markets has been another critical element of our plan.

Delivering on Our Plan in 2025

Technip Energies continued to successfully deliver on this plan in 2025. Solid project execution and the strength of our hybrid operating model contributed to a 5% year-on-year increase in both revenue and EBITDA with high free cash flow generation. As a result, Technip Energies is trending ahead of the 2028 financial framework presented during the 2024 Capital Markets Day.

Within Project Delivery, Technip Energies has maintained industry-leading margins through strict project selectivity, disciplined risk management and productivity improvements. Our opportunity pipeline remains robust, not only in LNG and energy derivatives, but also in targeted areas such as sustainable aviation fuels (SAF) and carbon capture. Early 2026 awards, including the Qatar NFW project and the SkyNRG SAF project confirm the strong growth trajectory for the business.

At the same time, we continue to accelerate the growth of our TPS businesses, both organically and through financially accretive and synergistic acquisitions such as the AM&C transaction that closed at the end of 2025. AM&C strengthens Technip Energies' capabilities in material sciences and catalysts while creating platforms for further product and solution development that will drive additional growth in TPS.

Through innovation and strategic partnerships, Technip Energies has built strong positions and references in carbon capture, sustainable fuels, blue hydrogen and ammonia, and circularity solutions. While affordability and scalability challenges and an uncertain policy environment have impacted the pace of the energy transition, Technip Energies remains committed to delivering the market driven low-carbon solutions our clients need today while remaining disciplined as we make investments that position Technip Energies for future value creation in these markets. Our leadership across both conventional and emerging energy markets gives us confidence that Technip Energies will succeed under a range of transition scenarios.

Digital technology, and particularly artificial intelligence, represents another important driver of value creation. Our Digital Acceleration Program (DAP), leveraging advanced analytics and large language models, remains on track to improve operational performance and deliver material cost savings. Beyond the cost efficiencies that DAP is delivering, Technip Energies remains focused on the broader opportunities to improve productivity, enhance safety, reduce risk and develop new product solutions that evolving AI models and use cases provide. This will remain a key focus for management and the Board in 2026 and beyond.

Capital Allocation

Strong free cash flow generation and a robust balance sheet allow us to invest in innovation, talent and targeted acquisitions while delivering consistently healthy returns to shareholders. This year, the Board proposed a dividend of €1 per share, representing an 18% increase over the prior year, and approved a share buyback of up to €150 million.

Importantly, heading into 2026 Technip Energies retains the financial muscle and flexibility required to support future strategic growth

initiatives, including through investment in adjacent business models such as the Reju fabric recycling business and acquisitions that grow revenue and earnings quality in TPS, while maintaining a robust shareholder return policy.

Sustainability is a Driver of Value

Over the past five years, sustainability has been embedded as a core principle across the organization and we are grateful this success has earned recognition from external agencies. From the beginning, Technip Energies has viewed sustainability not as an adjunct to performance, but as integral to it. In 2025, the Board approved a new five-year sustainability roadmap and scorecard that even more closely aligns sustainability objectives with our growth strategy.

The new roadmap includes impactful targets linked to innovation in sustainable technologies, awards incorporating decarbonization solutions, avoided emissions for clients and progress in our own decarbonization efforts. Safety, employee development, and community engagement remain central priorities. In particular, safeguarding the more than 100,000 people working across Technip Energies sites is paramount. While our safety performance in 2025 continued to be strong, we recognize that constant vigilance and attention at every level of the organization, including at Board level, is essential to remaining the industry standard for safety we are today.

Board Evolution

At the upcoming Annual General Meeting, shareholders will be asked to elect two new Directors, John O'Higgins and Luc Rémont, and to re-elect the current Directors, with the exception of Francesco Venturini and myself, who will step down.

On behalf of the Board, I would like to thank Francesco for his valuable contributions to Board discussions and to the work of the Audit Committee.

Following a structured succession process, the Board has selected John O'Higgins to succeed me as Non-Executive Chair. John brings extensive experience leading listed industrial and technology companies, both as CEO and as a Non-Executive Director and Chair. Luc Rémont contributes significant CEO-level experience in energy and critical infrastructure, along with leadership experience in large-scale, technology-focused organizations undergoing digital transformation.

I am immensely proud of the Board that has been assembled. It brings the experience, diversity of perspective and rigor required to guide Technip Energies through its next phase of growth with independence and ambition.

A Personal Thank You

The progress achieved over the past five years would not have been possible without the leadership of Arnaud and his management team, the dedication of our employees, the trust of our clients, and the continued confidence of our shareholders.

I extend my sincere thanks to all who have contributed to building the Company into the success it is today.

It has been an honor to serve as Chair of Technip Energies.

“I am confident that our strategic direction, commitment to technological innovation, and disciplined execution will drive sustained value for all stakeholders.



Arnaud Pieton

Chief Executive Officer

Dear Stakeholders,

A Year of Focused Execution and Strategic Progress

As we look back on 2025, I am proud to share that this year has been a defining chapter in the ongoing journey of Technip Energies. Following two successive years of strong order intake, 2025 was poised to be a year dedicated to “Execution”. Execution of the projects in our backlog and Execution of our strategy presented during our Capital Markets Day in November 2024, with, notably, the growth of our Technology, Products & Services segment (TPS). Our teams worldwide have demonstrated professionalism, flexibility and relentless drive to meet our ambitious goals, even amid a challenging macroeconomic environment.

Strengthening Our Business Model and Portfolio

Throughout the year, the robustness of our hybrid business model has been evident. Combining long-cycle Project Delivery (PD) with higher-margin, short-cycle TPS, we have maintained a balanced portfolio that offers resilience and agility.

Our disciplined approach to project execution has resulted in securing major awards, including the Blue Point Number One blue ammonia project for CF Industries and the large authorization by Commonwealth LNG for key equipment purchase orders for its LNG facility, both in Louisiana, USA, or the award by Repsol to transform, at scale, non-recyclable municipal solid waste and biomass into renewable and circular methanol.

Our commercial pipeline remains vibrant, exceeding €70 billion in prospects. It reflects the confidence our clients have in our capabilities and our strategic positioning across diverse markets, and will drive sustained growth in both our segments. An important attribute of our equity story is the clarity and confidence afforded by our multi-year backlog. This is not just our baseload, it is the foundation upon which we build sustainable free cash flow, and our enabler for effective deployment of capital and the growth of TPS. It is what allows us to look to the future with certainty and ambition.

Driving Innovation and Technological Leadership

Innovation remains at the core of our strategy. Our investments in R&D are focused on scalable, affordable, and decarbonized solutions that align with societal needs and market demands. Establishing state-of-the-art laboratories in Boston, Frankfurt, Lyon, and Chennai underscores our commitment to pioneering research that supports our clients' transition to low-carbon energy.

In 2025, we have strengthened our industry collaborations, such as our Carbon Capture Alliance with Shell or our partnerships on SAF with LanzaJet. And our Reju initiative on textile circularity is progressing well with the demonstration of the technology at industrial scale at our pilot in Frankfurt and the selection of three industrial sites in the Netherlands, France and the USA.

In parallel, we launched our Digital Acceleration Plan, targeting €100 million in cost savings and incremental revenues by 2028, and implemented the "AI for All" program to strengthen the skills of all our employees.

The acquisition and successful integration of Ecovyst's Advanced Materials & Catalysts (AM&C) business have further bolstered our technological capabilities. This strategic move positions us at the forefront of catalysts and materials science, enabling us to offer innovative solutions across industries and accelerate our growth in sustainable chemicals and materials.

Advancing Sustainability and People-Centric Initiatives

Sustainability remains a fundamental pillar of our corporate purpose. In 2025, we made significant strides on our sustainability commitments, including avoiding emissions for our clients, safety improvements, and learning opportunities for our employees.

Technip Energies achieved an outstanding milestone in 2025, reaching 323 million workhours without fatality. This is a true testament to our strong HSE culture. Safety excellence requires constant vigilance. Safety is not just a priority, but a core value with zero tolerance for deviation. We now move forward with a new ambitious sustainability program for the 2026 – 2030 period. Named Evolve and supported by 3 pillars - Innovate, Deliver and Empower – it is designed to accelerate change across our business and deliver lasting value.

Our people being our greatest assets, I am proud of the WeCare program, launched in early April, and which exemplifies our dedication to their well-being, fostering a safe, inclusive, and balanced work environment. And we continue to invest in talent development to ensure that our teams are equipped with the skills and mindset necessary to lead in an evolving energy landscape.

Financial Strength and Shareholder Value

In 2025, we set new benchmarks for revenue and EBITDA at respectively €7.2 billion and €638 million, with high free cashflow generation. Reflecting the strength of these results and our solid business outlook, we propose an 18% annual dividend increase and announce the launch of a €150 million share buyback program, affirmations of our confidence in sustained growth and value creation.

Our strategic priorities are clear: be the reference company in project delivery, grow our services business, be a recognized technology and solutions player and have the financial capacities to venture into adjacent business models.

Looking Ahead: Opportunities and Challenges in 2026

The global energy landscape continues to evolve, driven by megatrends such as rising energy demand, decarbonization imperatives, and the shift toward circular solutions.

We are constantly reminded that there will be no transition that is not an affordable one. Our role at Technip Energies is to find and deliver those affordable solutions, at an industrial scale. We have built strong positions in some transition markets (SAF, hydrogen, CCS), and while the growth in those markets may be slower than projected a few years ago, Technip Energies is present and a recognized leader. Importantly, this comes in addition to the long-term growth outlook for our core markets, which remains compelling with natural gas and circularity being critical to power and decarbonize the world. Our diversified portfolio, technological leadership, and operational excellence position us well to navigate this complex environment: with already the SkyNRG SAF greenfield plant award in the Netherlands in January and the major NFW LNG award in Qatar in February, we expect to achieve our highest-ever annual order intake in 2026.

The context formed by our business environment and our competition confirms the need to continue modernizing our EPC practice to remain the leader we are. The power of "replication" is immense, and replication is favored everywhere possible (Coral Norte FLNG following Coral Sul FLNG or NFW LNG following NFS LNG); the solutions delivered through our Digital Acceleration Plan, which for most are powered by AI are being widely adopted. So, we enter 2026 in a very strong financial health with a strengthening backlog and net cash of approximately €1 billion, providing flexibility to invest strategically in technology, growth opportunities, and shareholder returns. We are also initiating 2026 guidance, anticipating further year-over-year growth in revenue and EBITDA, and we are trending comfortably ahead in establishing Technip Energies as an €800 million-plus EBITDA company, an ambition we first declared at our 2024 Capital Markets Day.

A Heartfelt Thank You and a Confident Outlook

In conclusion, I would like to extend my sincere appreciation to our Chair Joe Rinaldi for his five years of exemplary leadership of our Board, marked by professionalism, authority, and care, as well as for his valuable guidance in my position of CEO. I also wish to express my deep gratitude to our dedicated teams around the globe; your engagement, creativity, and resilience remain fundamental to our continued success. Looking ahead to 2026, I am confident that our strategic direction, commitment to technological innovation, and disciplined execution will drive sustained value for all stakeholders.

Together, we are building a world designed to last, delivering affordable, sustainable, and resilient energy solutions that meet the needs of today and tomorrow. Thank you for your trust, partnership, and ongoing commitment to our shared purpose.

1. Presentation of Technip Energies

	Breaking boundaries together to engineer a sustainable future	8
	Our approach	10
1.1.	Technip Energies at a glance	11
1.2.	Our DNA	12
1.2.1.	Our purpose	13
1.2.2.	Our values	14
1.2.3.	Sustainability at Technip Energies	15
1.3.	Financial highlights	16
1.4.	Shareholder structure	19



1.5. — **A presence in traditional and emerging markets** 20

1.5.1. Energy 20

1.5.2. Energy Derivatives 22

1.5.3. Decarbonization 27

1.5.4. Circularity 33

1.6. — **Key events 2025-2026** 34

1.7. — **Forward-looking statements** 37



Breaking boundaries *together* to engineer a sustainable future

Key figures

€7.2 bn*
revenue

€16.0 bn*
significant and
high-quality
backlog

~9.0%*
EBITDA margin

€1.00
proposed
dividend
per share

Expertise

~2,850
granted patents

60+
proprietary
technologies

~500
recognized
technical experts
in the Technical
Expertise Program

40+
technology
alliances

* Financial information is presented under adjusted IFRS. See section 2.3.3. Non-GAAP measures.



Research & Development

4 R&D labs
and a global
R&D network
supported
by technology
hubs across
Europe and
the USA

All Technology
and Innovation
programs
dedicated to
sustainability

Iconic contracts & projects

Low-carbon LNG:
civil works
underway for
two LNG plants
in the Middle
East, **Ruwais**
and **Marsa**,
using electric-
driven motors

Circularity:
services
contracts
award by
Repsol for
first-of-a-kind
waste-to-
methanol
Ecoplanta
project, Spain

Carbon capture:
site preparation
and CO₂ absorber
fabrication
underway for **NZT Power**, which
aims to be
the world's first
gas-fired power
station with CCS

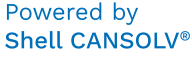
Sustainable aviation fuel:
world-first SAF
produced from
non-oil-based
feedstock by
LanzaJet, using
Hummingbird™
technology

We innovate
for impact

100%
R&D efforts dedicated
to the energy transition

69
solutions in
our decarbonization
and sustainability catalog

**Key decarbonization solutions
and strategic partnerships**





We deliver
sustainability at the core



15.6
million tCO₂e avoided
for our clients



46%
reduction in Scope 1 & 2
emissions



72
companies part
of our Sustainability
Councils for suppliers
and subcontractors



Biodiversity
Zero projects in IUCN
management Cat. I and II

on our values



8,600+
participants
(HSE culture
& engagement
program)



92%
of employees trained
on the Code of Business Conduct



100,000+
workers reached
in our projects through
human rights action

We empower
our people



18,000+
employees worldwide

120
nationalities



33%
women in the workforce

50%+
women graduate intake
for five consecutive years



Global benefits
and well-being
program



31.1
learning hours
per employee



84%
engagement rate
in our My Voice survey

communities



34,000+
volunteering hours

949,000+
people benefited since 2021

Our approach

We execute

our strategy and serve our markets thanks to the strength of our unique operating model, based on two complementary business segments. To address current and future challenges and drive sustainable development, we leverage our core capabilities across key markets: energy (LNG and low-carbon LNG), energy derivatives (ethylene and decarbonized ethylene, hydrogen and chemicals), decarbonization (blue and green hydrogen, ammonia & derivatives, SAF and eFuels, carbon capture management), and circularity (plastic and polyesters). In addition, we have leading positions in green hydrogen and power-to-X, textile-to-textile regeneration, and floating offshore wind markets respectively through our entities Rely, Reju, and Ekwil.

We develop

a full range of design and project development services to our customers, spanning from early engagement, technical consulting through project delivery. We have a track record of more than 65 years in managing large engineering, procurement, and construction ("EPC") projects.

We offer

a comprehensive portfolio of technologies, products, projects, and services with capabilities spanning across early studies, technology licensing, proprietary equipment and project management to full engineering and construction. Digital is a core enabler of sustainable and profitable business performance from improved internal efficiency, enhanced collaboration across the entire value chain, and creation of new business models. We believe that digital is an accelerator for the energy transition and the transformation of the energy industry.

We manage

market-oriented research and development ("R&D") programs as there can be no energy transition without sustained, long-term investments in technology and innovation. In 2025, we confirmed our commitment to innovation by pledging an investment of 1% of revenues to R&D activities. We have also committed, through our sustainability scorecard, to dedicating our R&D effort to the energy transition, achieving this goal two years ahead of our 2025 milestone. This involves organic development, but also alliances and equity investments, particularly in start-ups, and new business models.

We partner

with prominent players in technologies, equipment, and construction worldwide. We engage with start-ups to support the scale-up of breakthrough technologies, and we collaborate with world-class institutions to bring new discoveries to reality.

1.1. Technip Energies at a glance

Technip Energies is a global technology and engineering powerhouse. With leadership positions in LNG, hydrogen, ethylene, sustainable chemistry, and CO₂ management, we are contributing to the development of critical markets such as energy, energy derivatives, decarbonization, and circularity. Our complementary business segments, Technology, Products and Services (TPS) and Project Delivery, turn innovation into scalable and industrial reality.

Through collaboration and excellence in execution, our 18,000+ employees across 35 countries are fully committed to bridging prosperity with sustainability for a world designed to last.

Technip Energies generated revenues of €7.2 billion in 2025 and is listed on Euronext Paris. The Company also has American Depositary Receipts trading over-the-counter.

We are positioned to play a critical role in assisting our clients reach their emissions reduction targets and deliver an affordable, reliable and sustainable energy supply. Although oil and gas currently have a predominant place in the energy mix and will continue to do so for some years, our solutions help decarbonize production and processes as well as improve the environmental footprint of hydrocarbon use. The energy transition covers different realities depending on our clients' countries, their existing energy mix, economic maturity, and transition ambitions. However, a common reality is that both electrons and molecules will be necessary, co-existing in the energy mix and requiring a bridge between them.

The energy transition is our business, for which we deploy our core capabilities to meet the energy challenges of today and tomorrow and accelerate developments, whether in **energy** (LNG and low-carbon LNG in particular), in **energy derivatives** (ethylene and decarbonized ethylene, hydrogen and chemicals), in **decarbonization** (blue and green hydrogen, ammonia & derivatives, SAF and eFuels, carbon capture management), and in **circularity** (plastic and polyesters).

At Technip Energies, we design and deliver added-value solutions for our clients around the world with the technologies, expertise and know-how that will enable the energy transition to take place at the best possible pace. It requires improving existing technologies, lowering costs, and implementing large-scale industrialization processes. It calls for replicable models and a major standardization effort that we are able to provide.



1.2. Our DNA

As a global technology and engineering powerhouse, we are an industry pioneer at the forefront of the energy transition. We are choosing to concentrate our collective experience, our expertise, and our passion for the industry on delivering a low-carbon future.

Our Company DNA is what we share and recognize in ourselves and in each other. It reflects our strong foundations, our rich experience, and is embedded in our culture.

It is at the heart of our brand and our signature:



Where energies make tomorrow

We express our DNA through:

Our purpose



Why
we exist

Our values



How
we work

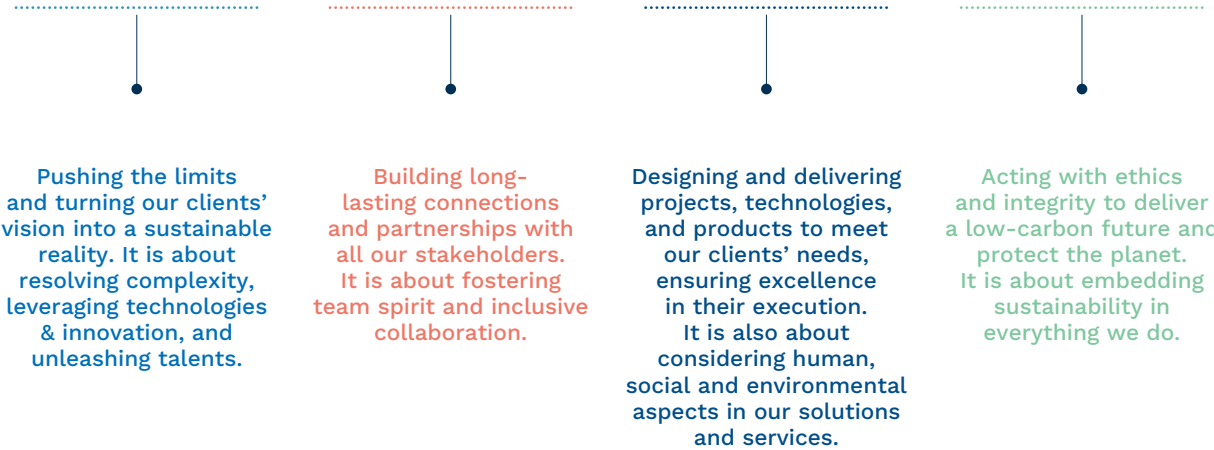
Our sustainability
commitments



What
truly matters to us
and our strategic
priorities

1.2.1. *Our* purpose

Breaking boundaries *together*
to engineer *a sustainable future*



What does it mean?

It allows us to focus our collective energies to deliver a better tomorrow and captures the essence of who we are and why we do business. It demonstrates our passion and defines what we contribute to the world. It guides us in our mission to design and deliver added-value energy solutions to accelerate the energy transition. Our Purpose federates all our stakeholders around a lasting and shared goal and

differentiates us by highlighting what Technip Energies is really and uniquely about. It also broadens the horizon to realize the potential of our 18,000+ talented professionals across the world to kick off an ambitious and transformative journey in pursuit of sustainable change for our clients, our people, our communities, and our planet.



1.2.2. *Our* values

The role of our company Values is to translate the Company's culture into actions. They are a driving force behind our global, collective sense of identity and a key part of our brand. These Values frame the way Technip Energies wants to do business, to inspire employees, and to deliver the best experience to clients.

Our Values are purposefully action-oriented because we want them to be fully embedded in the way we behave, in the way we run our business and manage our projects. The use of "we" that figures prominently in our Values emphasizes the importance of working together and collaborating and highlights the human energies in action in our Company.

Indeed, Technip Energies is a people company and our performance and success rely largely on the actions, team spirit, and commitment of everyone involved.

We ensure that our Values are embedded in the Company's management and leadership style, as well as in the way employees are recruited, assessed, and work together.

We actively listen

Actively listening at all times is key to building trust. At Technip Energies, we focus on understanding the messages, views and priorities of our internal and external stakeholders. This helps us to clarify their challenges and provide them with the best solutions.

We are inclusive and collaborative

Inclusion allows us to leverage diversity and promotes collaboration toward shared goals. At Technip Energies, we care for our people and do whatever it takes to foster well-being. We value respect, nurture team spirit, support one another, and treat everyone fairly.

We strive for excellence

Excellence is the key to achieving a high standard of performance, and it starts with everyone's accountability. At Technip Energies, we give our very best to meet our clients' challenges, delivering outstanding solutions, projects, services, and technologies. We provide the best quality at the right cost.

We drive sustainable change

Change is the only option as the world strives to deliver a better tomorrow. At Technip Energies, we challenge the status quo. We champion creativity and innovation which encourages entrepreneurship and drives our commitment to transform the industry, positively impacting the future.

We don't compromise on safety and integrity

Safety and integrity are part of our DNA. At Technip Energies, wherever we are, whatever we do, safety and integrity frame the way we carry out our projects, do business, and act every day. Safety is about protecting the physical and mental health of our people.

Our Values underpin value creation, see section 2.1. Sustainable long-term value creation.

Refer to chapter 3. Sustainability, where we describe how our Values support our sustainability journey and to chapter 6. Remuneration report.



1.2.3. *Our* sustainability commitments

Our sustainability strategy is set forth in chapter 3. Sustainability.

Evolve is our new **sustainability program**, designed to accelerate sustainable transformation across Technip Energies and generate lasting value. Its aim is to build a more sustainable and resilient future by mobilizing all our stakeholders around a shared ambition.

The program provides a structured framework built on three strategic drivers that anchor our sustainability ambition in a business-focused approach: *Innovate*, *Deliver*, *Empower*. Together, these drivers guide our actions and ensure that sustainability is embedded in everything we do.



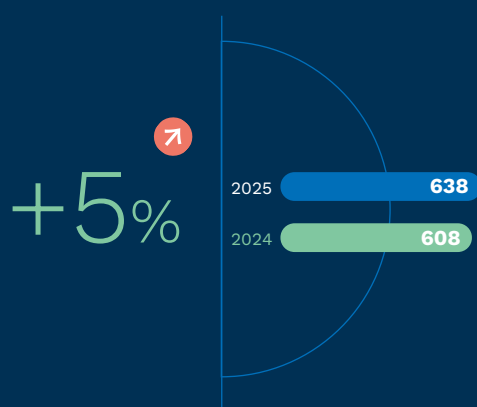
1.3. Financial highlights⁽¹⁾

2025 was another successful year for Technip Energies, marked by strong execution and excellent results. The Company set new benchmarks for revenue and EBITDA with high free cashflow generation, demonstrating the commitment and expertise of our teams worldwide. Both of our business segments delivered year-over-year growth in EBITDA, with a robust Project Delivery performance, and solid margin growth in Technology, Products & Services ("TPS") to above 14%.

Reflecting the strength of these results and our solid business outlook, we propose an 18% annual dividend increase and a €150 million share buyback program to be carried out this year. We are also initiating 2026 guidance, anticipating further year-over-year growth in revenue and EBITDA, and we are trending comfortably ahead in establishing Technip Energies as an €800 million-plus EBITDA company, an ambition we first declared at our 2024 Capital Markets Day.

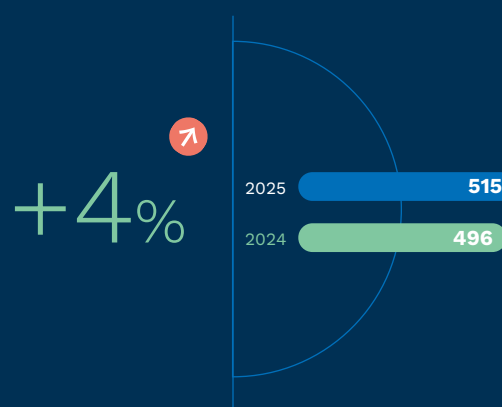
Adjusted recurring EBITDA⁽²⁾

(In millions of €)



Adjusted recurring EBIT⁽²⁾

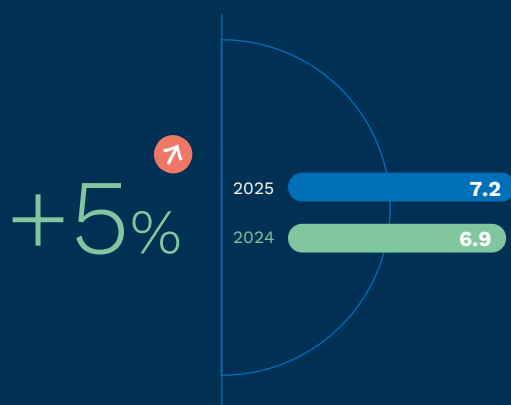
(In millions of €)



Adjusted recurring EBITDA/EBIT increased by 5%/4% year-on-year respectively to €638 million/€515 million. Adjusted recurring EBITDA and EBIT margins remained stable at 8.9% and 7.2% respectively. Despite a modest year-over-year decline (20/30 basis points), Project Delivery continued to deliver best-in-class margins and demonstrated resilience to a re-balancing in the project portfolio, with a larger share of early-stage projects with limited margin contribution. TPS adjusted recurring EBITDA/EBIT margin expanded by 140/120 basis points year-over-year to 14.3%/12.9%, benefiting from delivery milestones on proprietary products, catalyst supply, and Project Management Consultancy ("PMC"), despite the contraction in revenues.

Adjusted revenue

(In billions of €)



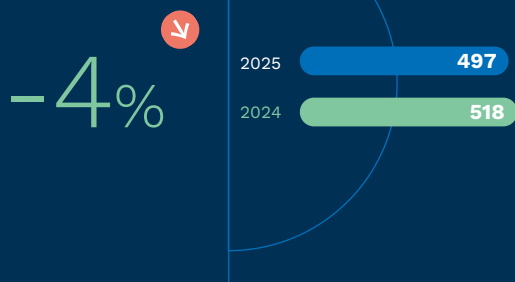
2025 adjusted revenue increased year-on-year by 5%, reaching €7.2 billion. This solid growth is driven primarily by Project Delivery, which delivered 11% year-over-year growth to €5.4 billion, resulting from project activity growth in LNG, decarbonization and offshore contracts. Meanwhile, TPS segment revenues were 9% lower year-over-year at €1.8 billion, due to reduced activity in technology licensing and proprietary equipment in energy derivatives projects.

(1) Financial information is presented under adjusted IFRS. See section 2.3.3. Non-GAAP measures.

(2) Adjusted recurring EBITDA: adjusted profit before net financial expense, income taxes, depreciation and amortization, adjusted for items considered as non-recurring.
Adjusted recurring EBIT: adjusted profit before net financial expense and income taxes adjusted for items considered as non-recurring.

Adjusted free cash flow, excluding working capital and provisions

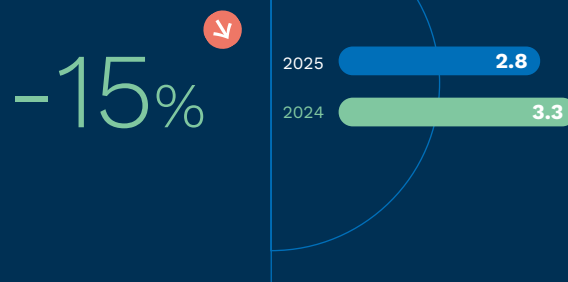
(In millions of €)



Due to the specific nature of our business model and cash flows, our preferred metric to monitor underlying cash flow generation is adjusted free cash flow, net of working capital and provisions. On this basis, free cash flow for 2025 was €497 million. Conversion from adjusted recurring EBITDA/EBIT was 78%/97%, which highlights the benefits of our asset-light business model, emphasizes the ongoing strength of operational execution, and reflects the positive impact of interest income. Adjusted free cash flow is also stated after capital expenditures of €89.0 million — equating to approximately 1% of our 2025 revenues. Working capital can be lumpy due to the timing of large awards and associated upfront and milestone payments, but the impact of working capital on a longer-term basis should be broadly neutral.

Adjusted net cash

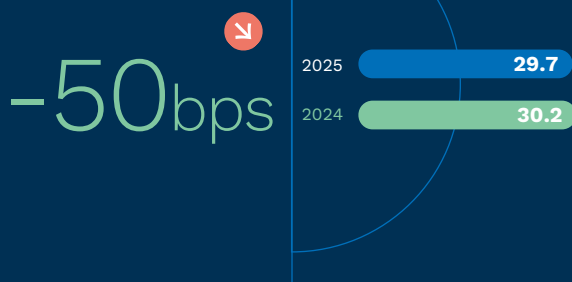
(In billions of €)



Adjusted net cash at December 31, 2025 was €2.8 billion compared to the position at December 31, 2024, of €3.3 billion. Additionally, cash and cash equivalents at December 31, 2025 were slightly lower compared to the previous year, totaling €3.8 billion. After the completion of the AM&C transaction at the end of 2025, we maintain a strong balance sheet providing us with significant flexibility for capital allocation.

Adjusted effective tax rate

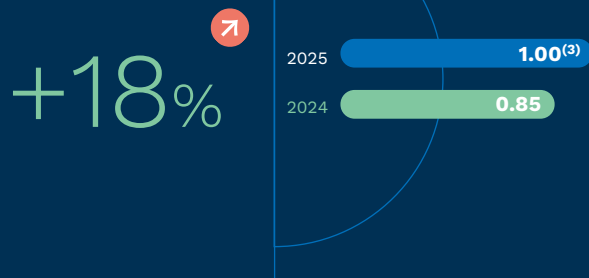
(In %)



Adjusted effective tax rate at 29.7% is consistent with the upper-end of the guided range of 26%-30%.

Dividend per share

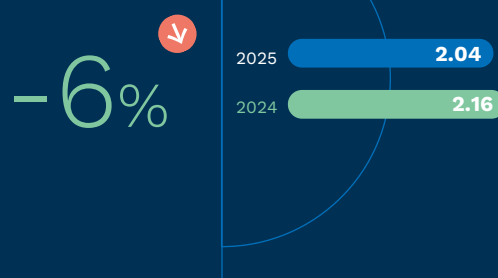
(In €)



Reflecting both the robustness of these results and confidence in our business outlook, and in line with our stated dividend policy⁽⁴⁾, we are pleased to announce a 18% increase in dividend to €1.00 per share, which is subject to approval at our Annual General Meeting of shareholders on May 5, 2026. The dividend reflects our commitment to shareholder distributions as a key component of our capital allocation strategy.

Adjusted earnings per share

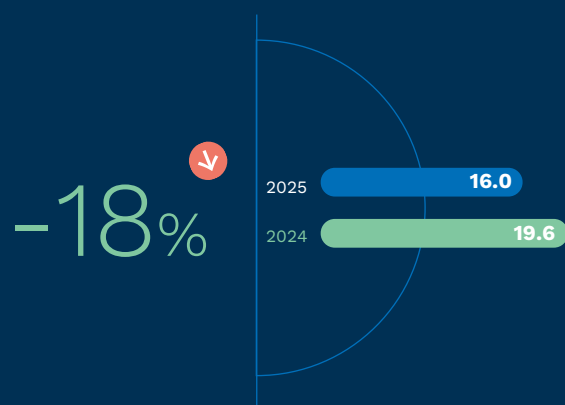
(In €, diluted)



Adjusted diluted earnings per share (EPS) decreased year-over-year to €2.04. It reflects a lower net financial income and a higher non-recurring items mainly associated to AM&C acquisition and the development of Reju.

Adjusted backlog

(In millions of €)



Adjusted backlog decreased by 18% to €16.0 billion, equivalent to 2.2 times the Company's 2025 revenues. Project Delivery delivered an order intake of €3.1 billion (2024: €7.8 billion) with some major awards shifting right in 2025. However, our near-term award momentum is very strong and we anticipate an inflection that will reinforce our growth outlook. TPS order intake reached €1.5 billion in 2025 (2024: €2.2 billion), as strength in services awards was more than offset by lower Technologies & Products orders. In addition, adjusted backlog was negatively impacted by foreign exchange of €808.5 million.

⁽³⁾ Subject to approval at the Annual General Meeting of shareholders on May 5, 2026.

⁽⁴⁾ As provided in its dividend policy, Technip Energies intends to pay a dividend annually.

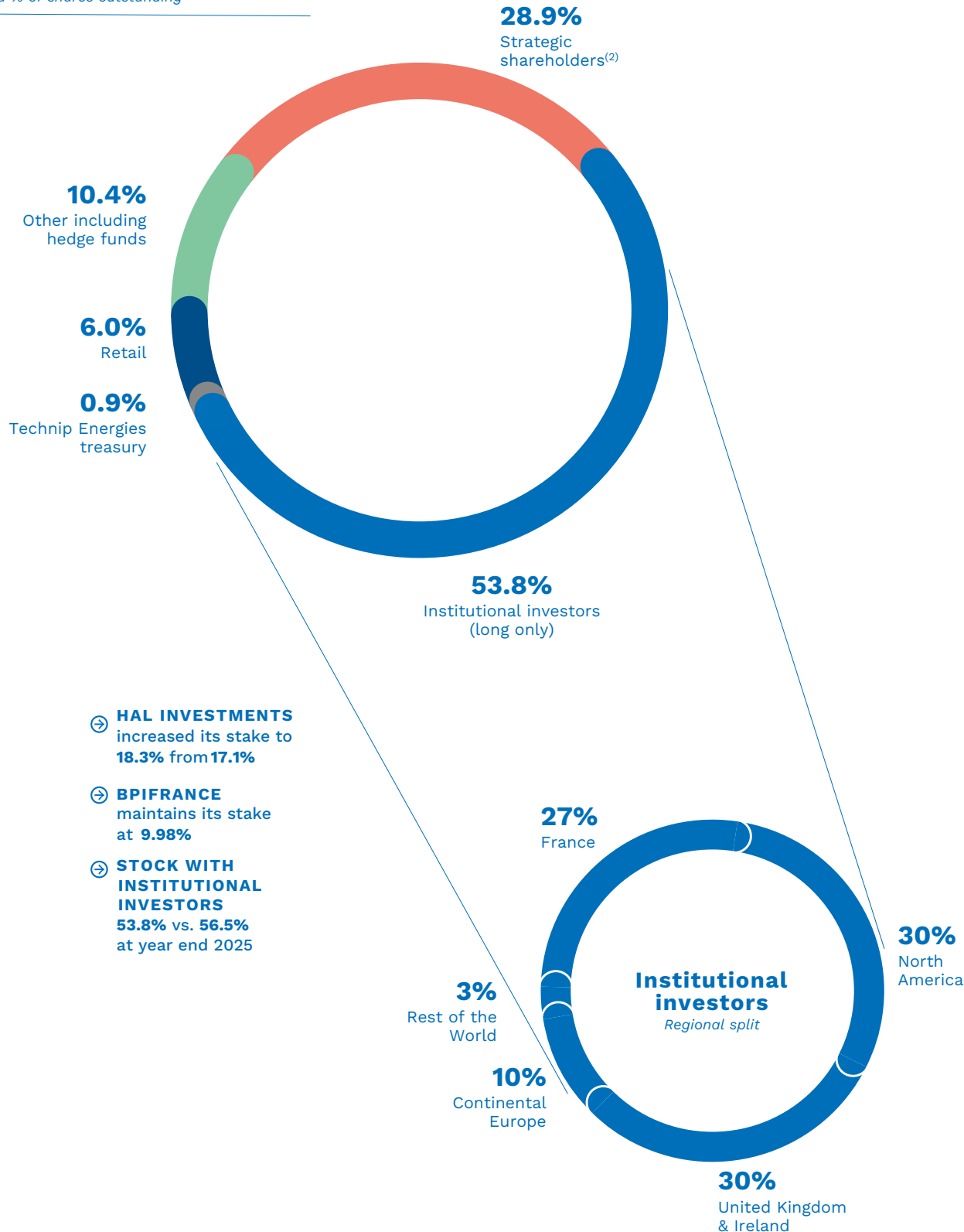
The Company anticipates proposing to pay a dividend that is sustainable with potential for growth over time.

1.4. Shareholder structure

The shareholder structure of Technip Energies was as follows (as of December 31, 2025):

Equity split⁽¹⁾

As a % of shares outstanding



(1) Source: S&P Global shareholder analysis as of December 31, 2025.
(2) Includes stock held by HAL Investments B.V., Bpifrance, IFP Énergies Nouvelles, and members of the Board.

1.5. A presence in traditional and emerging markets

The Group leverages its core capabilities across key markets — energy (LNG and low-carbon LNG in particular), energy derivatives (ethylene and decarbonized ethylene, hydrogen, and chemicals), decarbonization (blue and green hydrogen, ammonia & derivatives, SAF and eFuels, carbon capture management), and circularity (plastic and polyesters) — to address current and future energy challenges and drive sustainable development.

1.5.1. Energy

Natural gas is a critical transition fuel, reducing CO₂ emissions from power generation by approximately 50% compared to coal. It is the only fossil fuel for which demand is expected to increase by 2040 as the world transitions to lower-carbon energies. The markets addressed by Technip Energies include liquefied natural gas (“LNG”) comprised of onshore LNG and offshore LNG (including floating LNG, “FLNG”).



LNG and low-carbon LNG

The demand for LNG, representing approximately 15% of the overall international gas market, is expected to grow significantly, up to a 20% share by the end of the decade, as the world seeks greater security of gas supply. Technip Energies forecasts a total installed base of more than 750 million tonnes per annum (Mtpa) by 2035.

The Group offers a complete range of services and solutions across the gas value chain to support its clients' capital projects from concept to delivery, startup, and after-commissioning work and services. The Group's capabilities include the design, construction of facilities, and setup of equipment related to gas treatment, natural gas liquid recovery, natural gas liquefaction, regasification, and LNG-to-power.

ONSHORE LNG

With over 65 years of experience, Technip Energies is the industry leader in LNG. Technip Energies pioneered base-load LNG plant construction by building the first-ever base-load facility in Arzew, Algeria (Camel LNG). Working with its partners, the Group has built facilities that can deliver 110 Mtpa, representing approximately 25% of the global liquefaction capacity in operation today (i.e., approximately 475 Mtpa production delivered worldwide). Technip Energies has engineered and delivered a broad range of LNG plants and terminals, comprising small-scale trains (below 1.5 Mtpa), mid-scale trains (1.5 to 3 Mtpa), large-scale trains (3 to 6 Mtpa), and very large-scale trains (from 6 up to 8 Mtpa), including plants in remote locations operating in the harshest environments. The Company's engineering experience runs from conceptual design studies to EPC and support to Operation and Maintenance activities. The Group currently has more than 60 Mtpa under project execution, accounting for more than 35% of the additional production which will be available on the market during the coming years.

The future of LNG is changing – one reason being that the production of this critical fuel needs to be decarbonized. When considering the LNG supply chain from well-head to gas grid in the consumer country, the Group estimates that 75% of emissions occur in the LNG plant, during pre-treatment and liquefaction, including supporting utilities and offsites.

Future LNG infrastructure will be low-carbon, notably by resorting to electrification (via a greener grid), the use of which is growing. To achieve a low-to-zero carbon LNG scenario, expertise will be required from multiple domains including hydrogen production, carbon capture utilization and storage, and renewable power. As Technip Energies possesses skills in these domains, the Group is uniquely positioned to help the industry succeed in decarbonizing production of LNG, for both brownfield and greenfield projects.

The type of LNG plant is also changing with an increase in the demand for small to mid-size train projects requiring schedule certainty (early monetization), cost competitiveness, and a low-emissions approach. To address this market and as a pioneer in modular applications, Technip Energies has developed its own mid-scale capacity modular LNG plant called SnapLNG by T.EN™. SnapLNG by T.EN™ is a complete 2.5 Mtpa electrically driven LNG train solution consisting of reproducible modules that are ready for delivery and installation. These modules operate autonomously and are pre-commissioned, for the delivery of a complete natural gas liquefaction plant, reducing time to market. This design permits the treatment of most gas compositions in various onshore environments. See section 2.2.1.2. Products and proprietary equipment for more detail on SnapLNG by T.EN™.

By virtue of scale, projects require simultaneous construction across multiple module yards, at integration yards, and at the LNG plant itself. The Group has perfected project management systems that allow on-time delivery of massively modularized projects.

TECHNIP ENERGIES REFERENCE PROJECTS INCLUDE:

- LNG trains in Qatar (the six largest ever constructed with a capacity of 7.8 Mtpa per train);
- Yemen LNG;
- a series of mid-scale LNG plants in China; and
- the Yamal LNG plant in the Russian Arctic, which achieved production one year ahead of the contractual schedule. This plant was assembled from 142 modules some of which weighed as much as 7,000 tonnes.



PLANTS CURRENTLY UNDER CONSTRUCTION BY TECHNIP ENERGIES INCLUDE:

- Energia Costa Azul project awarded by Semptra in 2020;
- Qatar NFE project awarded by QatarEnergy in 2021;
- Qatar NFS project awarded by QatarEnergy in 2023;
- Xi'an LNG project awarded by Shaanxi LNG Reserves & Logistics Co. in 2023;
- Marsa LNG project awarded by TotalEnergies and OQ in 2024; and
- Ruwais LNG project awarded by ADNOC in 2024.

The Group has recently been awarded a major¹ contract in the United States for Commonwealth LNG, which leverages our modular SnapLNG by T.EN™ solution. This award is pending Final Investment Decision ("FID").

OFFSHORE LNG

FLNG is an alternative to onshore plants for LNG production in remote or security-sensitive areas, or where onshore environmental protection does not allow construction of a plant. It is a suitable solution for remote and stranded offshore gas fields that were previously deemed uneconomical as well as for offshore associated gas monetization. It is replicable by design for a phased development approach of an LNG project. It can also be a reliable solution to deploy at shore or near shore in certain areas.

New near-shore FLNG or offshore fixed facilities projects have been developed as a fast and convenient way to bring LNG to market. In addition, FLNG is an accessible solution for greenhouse gas ("GHG") emissions reduction by avoiding flaring of associated gas on existing oil fields in various producing countries. Electric driven at-shore or near-shore FLNG solutions are also being considered to reach low-to-zero carbon LNG. These distinct market segments are opening up new opportunities for small and mid-scale FLNG for which Technip Energies is qualified and well positioned, as a leader in FLNG, leveraging more than 50 years of offshore and LNG experience. The Group has deep know-how and extensive experience from early engineering studies to EPC and support to operations.

TECHNIP ENERGIES PIONEERED THE FLNG INDUSTRY BY ENGINEERING AND DELIVERING:

- the world's first facility in Malaysia, Satu FLNG;
- the world's largest facility in Australia, Prelude FLNG; and
- the world's first deep offshore large facility in Mozambique, Coral Sul FLNG, a 3.4 Mtpa production facility involving a 432 m long double-hull, and turret moored in 2,000 m water depth.

PLANTS CURRENTLY UNDER CONSTRUCTION BY TECHNIP ENERGIES INCLUDE:

- Coral Norte FLNG, in Mozambique, an exact replication of Coral Sul FLNG, leveraging the success of the original facility delivered in 2022. The launch of the Coral Norte FLNG hull occurred in January 2026.

In addition to its extensive experience in FLNG, Technip Energies also delivers gas FPSO facilities and provides engineering services for very large offshore fixed gas-treatment platforms, both of which supply gas to onshore liquefaction trains or power plants.

⁽¹⁾ A "major" award is a contract award representing above €1 billion of revenue.

1.5.2. Energy Derivatives

Energy derivatives encompass ethylene and decarbonized ethylene as well as chemicals, comprising fuels, fertilizers, petrochemicals, and biochemicals.



Ethylene and decarbonized ethylene

Ethylene is usually produced through steam cracking, in which hydrocarbons and steam are heated to convert large hydrocarbons into smaller ones. Ethylene, propylene and other base products produced from steam cracking are the building blocks for many molecules in the petrochemical industry including plastics, solvents, cosmetics, paints, and packaging.

Global demand growth for ethylene and associated products typically follows global GDP. The annual growth rate for the next ten years is forecast to be approximately 2.5% per annum with most of the new capacity addition expected in China, North America, India, and Middle Eastern countries (Saudi Arabia and the UAE). Apart from an overall increase in demand, some investments in ethylene are driven by a desire to reduce imports of olefins, and refiners looking to move into olefin production to counter forecast flattening, or reductions, of fuel demand.

Technip Energies is a world leader in the ethylene industry. Based on ethylene capacity, the Group estimates that it has accounted for over 40% of new licenses granted since 2010. With more than 150 grassroots plants designed, the Group is also the global leader in terms of the number of active ethylene facilities and their installed production capacity.

Technip Energies has proprietary technologies relating to the design and construction of ethylene steam crackers, its power generation furnace including low emission furnaces, Large Scale Vortex (LSV™) burners, radiant "swirl" coil technologies, heat transfer equipment, Ripple Trays™, and SPYRO™.

The Group designs steam crackers, from concept stage through construction, startup, and performance testing, for both new plants (including mega-crackers) and plant expansions.

KEY REFERENCES IN TECHNOLOGY IMPLEMENTATION AND FEED INCLUDE (ALL IN TERMS OF ETHYLENE CAPACITY):

- the world's largest operating steam cracker (2,000 kta);
- the world's largest mixed feed cracker (1,800 kta); and
- the world's largest refinery off-gas cracker (2,100 kta).

Technip Energies is strategically positioned to be both a licensor and an EPC contractor, relying on its portfolio of technologies. The Group's technological developments have improved the energy efficiency of furnaces in ethylene plants and reduced the compression power required per tonne of ethylene produced. CO₂ emissions produced per tonne of ethylene declined by 30% over the past 25 years, and feed consumption per tonne of ethylene declined by 5-10% over the same period. Technip Energies also has extensive experience in revamping ethylene furnaces, including furnaces originally designed by competitors in ethylene licensing.

Technip Energies' continuous innovation in ethylene technologies has resulted in significant capital cost reductions and improved operating efficiencies for its clients. A recent example is the deployment, with a modular approach enabling continuous operations during the project upgrade at Shell's Moerdijk facility, of a new cracking furnace design with the replacement of 16 older units with eight new units, without reducing capacity, while reducing total annual CO₂ emissions at the facility by 10%.

As cracking furnaces are the largest source of Scope 1 CO₂ emissions in ethylene plants, Technip Energies deploys its resources and skills to develop emissions reduction solutions:

- a patented low-emission and low CO₂ design of a cracking furnace;
- 100% hydrogen firing with proprietary LSV™ burners technology;
- reforming of fuel gas to hydrogen for firing in the furnaces, using proprietary BlueH₂ by T.EN™ technology;
- designs for electrified crackers; and
- application of carbon capture to ethylene plants.

In 2021, the Group was awarded a substantial EPC contract by Abu Dhabi Polymers co. Ltd. (Borouge) for the construction of a new ethane cracker unit, which will be integrated into the Borouge 4 petrochemical complex in Ruwais, UAE. This plant is the first cracker in the world to be constructed with a design which can accommodate a carbon capture and storage unit at a later date, allowing a CO₂ equivalent emissions reduction of approximately 80%.

As a leader in ethylene technologies with a drive to constantly innovate, Technip Energies is developing breakthrough technologies such as Rotating Olefins Cracker and electric furnaces. Indeed, Technip Energies is investing in R&D and intensive deployment of resources in order to position itself as the pioneer company for the evolution of green ethylene production.

Ultimately, furnace performance is predicted using Technip Energies' proprietary digital technology SPYRO™, which is being constantly upgraded and licensed to cracker operators worldwide, representing 80% of installed ethylene nameplate capacity to enable such operators to get the maximum out of the assets. For further information on SPYRO™, see section 2.2.1.2. Products and proprietary equipment.



Chemicals

FUELS

Technip Energies has over 65 years of experience in refining projects and offers a complete range of services from strategic planning, through technology licensing to full project delivery for grassroots refineries, integrated refinery and petrochemical complexes, as well as major upgrades and revamps. The Company's capabilities include refinery modeling (through close collaboration with international licensors), concept definition, design, and construction of facilities and associated infrastructure.

Technip Energies has been supporting the refining industry in its transformative journey, licensing leading hydrogen technologies and catalytic cracking solutions, maximizing olefin production, and offering low-cost routes to petrochemicals. The refining sector is in transition as it looks to manage costs, improve carbon efficiency, and move away from fuels toward petrochemicals production. Substantial opportunities remain, particularly in Africa, for new grassroots units that can support the African economies by transitioning away from imported fuels to leverage their natural resources, and provide cheap and reliable energy as part of their economic and energy transition journey.

The industry is decarbonizing its own operations as well as diversifying its feedstocks and product portfolio. Technip Energies brings its rich experience and knowledge of refining and downstream units to support small and large assets from the planning phase to execution and operations.

Technip Energies works with refiners to implement innovative solutions and strategies that improve asset efficiencies, reduce carbon footprint, process greener feedstock, and integrate downstream with chemicals and petrochemicals while also repurposing assets to produce biofuels. This enhances the sustainability quotient of refineries and provides refiners with feedstock and product flexibility.

Technip Energies is a leader in the design and construction of refineries with a track record of 30 refining complexes built worldwide (of which seven have been built since 2000) as well as more than 110 major expansion or revamping projects and approximately 850 process units built.



KEY INDUSTRIAL REFERENCES INCLUDE:

- the SOGARA hydrocracker FEED - brownfield in Gabon (ongoing);
- the Dung Quat refinery in Vietnam;
- the Jubail refinery in Saudi Arabia;
- the expansion of Burgas in Bulgaria with the world's largest heavy oil residue hydrocracker;
- Petronas' Refinery and Petrochemical Integrated Development (RAPID) integrated refinery in Malaysia;
- the expansion of the Middle East Oil Refinery (MIDOR) in Egypt;
- the modernization and expansion of the Bahrain Petroleum Company's (BAPCO) refinery in Bahrain;
- the new Hydrocracking Complex for Assiut National Oil Processing Company (ANOPC) in Egypt; and
- the reconversion of the TotalEnergies La Mède refinery in France into a biorefinery.

The Company also offers tailored digital services for improved plant performance, helping clients define profitable solutions in terms of performance, feedstock and energy efficiency, operational savings, safety improvements, and ease of maintenance.

Technip Energies works to secure the highest performance of new refining projects, whether by way of greater efficiency in the use of raw materials, energy efficiency, emission control, or pollution prevention.

RECENT PROJECTS INCLUDE:

- refinery upgrading projects with high energy efficiency and performance requirements in terms of product quality (clean fuels), carbon and energy efficiency, as well as waste management to minimize the impact on the environment;
- projects lowering the carbon intensity of transportation fuels (production of renewable fuels such as renewable diesel and sustainable aviation fuel within refineries, through new units or the adaptation of existing facilities);
- projects supporting the refining industry's efforts to diversify its production portfolio through the conversion of crude and motor fuels to chemicals;
- projects for existing refineries with the objective of reducing emissions of greenhouse gases and other contaminants from operations (by way of energy efficiency, electrification, energy recovery, zero flaring, and control of NOx emissions);
- refining projects that integrate the supply of decarbonized and low-carbon energy and hydrogen (renewable energy, low-carbon hydrogen, and green hydrogen);
- refining projects incorporating circularity principles (recycling of plastic waste); and
- studies addressing all of the above and enabling refineries to define achievable strategies and roadmaps.

FERTILIZERS

Technip Energies has extensive experience in fertilizers, having engineered and delivered approximately 350 process units, including integrated fertilizer complexes across 40 countries. Our notable projects include collaborations with OCP, PetroVietnam Fertilizer and Chemicals Corp., Duslo A.S., Fosfertil (Mosaic Brazil), Industries Chimiques du Sénégal, Copebras, Indo-Jordan (IJC), OMIFCO, and two world-scale ammonia/urea projects recently implanted in India for Hindustan Urvarak and Rasayan Limited (HURL). The Company's expertise spans the entire value chain from phosphate geology and mining to beneficiation, sulfuric or phosphoric acid plants, phosphate and potash fertilizer plants, as well as ammonia and urea plants.

The Group's service offerings range from global strategic planning, technical consulting and feasibility studies to complete turnkey facilities and further assistance in production, debottlenecking, and revamping. The Company provides a wide selection of basic and specialty chemicals processes, including associated effluent treatments.

TECHNIP ENERGIES OFFERS LEADING TECHNOLOGIES:

- proprietary technologies and processes including calcination (Dorr-Oliver/FluoSolids™), and phosphoric acid DH technology; and
- technologies in cooperation and alliance with leading companies as licensors: sulfuric acid with MECS®, ammonia with Topsoe (previously Haldor Topsoe), urea synthesis with Saipem, urea granulation with ThyssenKrupp-UFT, nitric acid, ammonium nitrate, and phosphate fertilizers.

Technip Energies is also helping clients find sustainable solutions for better feedstock uses and production performance improvement in the field of phosphoric fertilizers sector through its R&D laboratory facility.

The Company's laboratory pilot testing unit located in Thoothukudi (Tamil-Nadu, India) supports R&D efforts to optimize phosphoric acid process technology. The Company offers tailored solutions designed to meet "Zero Liquid Discharge" requirements to the most stringent environmental standards. Phosphoric acid production is a "no-oil" and low energy-intensive process, based on natural feedstock (phosphate rocks) and utilizes sulfuric acid that generally generates ample quantities of CO₂-free energy during phosphoric acid production, thereby ensuring the overall energy balance of a production complex. Gypsum, which is a by-product of the process, may be reused and recycled as part of a circularity model.

PETROCHEMICALS

Technip Energies is successfully delivering projects around the globe and offering market-leading technologies in the field of petrochemicals. Providing solutions to improve carbon efficiency and feedstock resilience, the Group brings value to its stakeholders through proven services and technologies, which include:

- licensed (own and/or partner) technologies;
- applied research and development;
- master planning; and
- EPC projects.

A world leader in the process design, engineering, procurement and construction of units for the production of polymer resins and other petrochemical derivatives, Technip Energies has delivered more than 350 facilities over the last 50 years. The Group extends a unique offering combining technologies and project delivery capabilities.

Technip Energies' project execution track record for EPC delivery has been made possible by its know-how, methods, and practices, and project execution teams. Technip Energies has been awarded licensing, PDP and Front-End Engineering Design (FEED) contracts in many geographical zones.



The petrochemical market's annual growth rate, which stands at approximately 4%, is sustained and follows the expansion of GDP and population growth. The Group is seeing a rapid push for integration between refiners and the petrochemical industry as the energy transition is forcing refiners to switch product mix from fuels to petrochemical and chemical feedstocks. The Group is also expecting a trend toward integrated large-capacity complexes. These complexes are located close to conventional feedstock sources and represent a first step in improving the cost of production as well as building energy and carbon-efficient clusters.

Technip Energies, world leader in its proprietary BPA (Bisphenol A) technology used for production of polycarbonate, provided licensor services for successful startup of three BPA plants in China in 2025.

The Company is helping decarbonize industry through the improvement of its leading technology portfolio, having access to more than 20 petrochemical technologies. Technip Energies owns proprietary technologies in the value chains of polyesters, phenolic, and styrenic resins. The Company also partners with leading licensors in the polyolefin, vinylic and aromatic value chains. The Group has continued to expand its technology portfolio offering, notably with the propanediol technology acquired in 2020, which enabled the first industrial facility to start producing the first volumes of propanediol in 2025.

TECHNIP ENERGIES' KEY PROJECTS AND REFERENCES INCLUDE:

- Reliance Industries Ltd, PVC plant EPs, India;
- ADNOC/TAZIZ, PVC plant FEED, UAE;
- Shaanxi Yuneng, BPA plant, License & PDP, China;
- OXYCHEM, Chor Alkali plant modernization, EPsCm, USA;
- GAIL, PTA plant, EPsCm, India;
- Ningmei, LDPE plant, BEDP & DD (HP part), China;
- CSBP, NaCn plant upgrade, EPsCm, Australia;
- IOCL, IPA plant, License & PDP & Proprietary Equipment & Catalysts, India; and
- BPCL Bina, PP Plant, EPC, India.

BIOCHEMICALS

Bio-based chemicals are intermediates (monomers) or products derived from biomass such as biopolymers, which are in turn used for a variety of energy or industrial applications and the breakdown, reuse, or recycling of other waste products for industrial or energy applications. As bio-based chemicals represent a very diverse field of products and technologies, market growth and prediction will vary, though future growth rates are expected to exceed those of the traditional petrochemical business. For biochemicals, the Company expects a yearly average growth rate in revenues of 8% to 10% until 2030, with an acceleration of the adoption of these technologies toward the end of the decade.

Technip Energies offers the glycerin-to-epichlorohydrin ("ECH") proprietary technology (Epicerol™), which is used for the production of epoxy resins, adhesives, electronics, and composites. It is a breakthrough technology compared to conventional propylene-based processes and presents major advantages relative to other glycerin-based technologies. It uses renewable materials, produces fewer CO₂ emissions and fewer effluents, and has lower utility consumption.

Technip Energies implemented its first Epicerol™ Technology to produce ECH, for Meghmani Finechem Ltd. (now Epigral) in India. The unit has been in operation since 2022. The Group has subsequently supplied technology packages and proprietary equipment for ECH units to Birla Grasim India and OCI-Kumho Malaysia. After successful performance of the first ECH unit, in 2025, Technip Energies again implemented its Epicerol™ & Pure.rBrine™ technologies for Epigral's second ECH unit.

Technip Energies is also present in bio-based and biodegradable polymers and has developed proprietary technologies for the production of PBAT and PBS polymers, which have been licensed in China, Taiwan, South Korea, and Vietnam. The Company expects that this currently niche market segment will see a significant growth over the coming years, especially on the Asian market. Technip Energies' technology is likely to allow the Company to retain a solid market share in the licensing and engineering of sustainable plastics solutions.

In 2022, the Group acquired the bio-MEG technology, which provides a bio-sourced route to produce bio-polymer PEF supporting the Group's ambition to transform the existing PET market (PetChem Polymer) into PEF (BioPolymer). This technology, along with Shell's glycol purification technology acquired by the Group in 2024, is ready to be marketed to customers under the Bio-2-Glycols™ trademark, with potentially a first award in the next two to three years.

The Group also acquired the bio-succinic acid technology "Biosuccinium™" from DSM. This technology provides a bio-sourced route to succinic acid and is the base material for the production of PBS, a biodegradable polymer. Early engagement scouting works on Biosuccinium are under discussion with potential customers, with potentially a first commercial license award in the next three to five years.

Technip Energies also invests in technology development, innovation and R&D, both in its own facilities (Weymouth in the USA, Frankfurt in Germany, and Lyon in France) and in its partners' laboratories. The acquisition of the Processium laboratory, near Lyon, France, in 2023 adds a third R&D facility providing the opportunity for Technip Energies to develop fermentation expertise and engage with new technologies potentially entering the market at very early stages. Moreover, the Group is extending and complementing existing drop-in of bio components into chemical value chains and is improving the carbon footprint through more energy and monomer-efficient processes. The licensing of these new products, combined with such improved energy and (bio)monomer processes, allows the Company to play an active role in the energy transition, optimizing the use of carbon for chemicals, and be efficient. Classic techniques may be applied to processing facilities:

- to improve energy and raw material efficiencies or substitution with bio-based raw material; and
- to capture carbon and introduce electrification as an energy source to replace fossil fuels.

TECHNIP ENERGIES' KEY PROJECTS AND REFERENCES INCLUDE:

- OCI Kumho, Meghmani (Epigral) and Birla Grasim ECH plants—Epicerol™ technology services and licensing, Malaysia and India;
- PBAT/PBS biodegradable polymer plants—proprietary technology services, equipment sales, and licensing, China, Taiwan, Korea, and Vietnam.



In Norway, the Carbon Centric Rakkestad carbon capture unit, using Technip Energies' Canopy C10 solution, was inaugurated in October 2025.

1.5.3. Decarbonization

New energies and related technologies are essential to support the global energy transition. Technip Energies specializes in post-combustion carbon capture by offering a wide range of services from concept studies to project execution to help clients meet their decarbonization goals.

Blue and Green Hydrogen, Ammonia and Derivatives

LOW-CARBON HYDROGEN AND ASSOCIATED DERIVATIVES

“Blue” or low-carbon hydrogen is defined as hydrogen produced with a 70-95% CO₂ reduction target with an ever-increasing stretch toward 99% or more. Low-carbon hydrogen is a necessary stop-gap to expand renewables infrastructure and decarbonize hard-to-abate industries, long-distance transportation and electricity generation systems. In the short-term, low-carbon hydrogen projects are viable when the following three criteria are met:

- availability of affordable or cheap natural gas;
- existing pipeline infrastructure; and
- CO₂ sequestration potential (i.e., subsurface reservoirs).

Low-carbon hydrogen is likely to be prioritized in specific geographical areas such as the North Sea, parts of North America, the Middle East, and Australia. Consequently, the development of concentrated hydrogen hubs in these regions appears highly probable. Technip Energies expects a steady growth in hydrogen demand from the current 107 Mtpa to 130 Mtpa by 2040 mainly driven by new usage for shipping, power, steel etc. Technip Energies is currently involved in a series of low-carbon hydrogen prospects and projects developing in North America, Europe, and to a certain extent in Australia. Projects in Europe are facing challenges due to significant investment requirements for the necessary infrastructure and extremely stringent legislation. Projects in the USA are favored by government incentives. In the Middle

East, blue ammonia is being developed in anticipation of potential export markets in Europe and East Asia.

Technip Energies aims to combine CO₂ management capabilities with hydrogen and associated derivatives production experience, offering more sustainable modes of production to clients. The Group's expectation is that low-carbon hydrogen will also be deployed to support the decarbonization of refinery and petrochemical plants, steel, power, LNG, and other industries.

To address the growing market for low-carbon hydrogen and derivatives, Technip Energies leverages its recognized know-how and technologies in hydrogen. Indeed, the Group has delivered more than 275 hydrogen plants to its clients over the past 65 years, an estimated 30% of the installed base for on-purpose hydrogen, which represents the largest share of plants that a single engineering and technology company has delivered. The Group offers a single point of responsibility for the design and construction of hydrogen and synthesis gas production units, with solutions ranging from process design packages to full lump-sum turnkey projects, including startup operations. The Group also offers life-cycle support services for maintenance and performance optimization of running units through in-house developed digital tools.

Technip Energies' BlueH₂ by T.ENTM suite provides a full set of affordable decarbonized solutions for hydrogen production. This suite of solutions is comprised of proven proprietary technologies, including Steam Methane Reformer (SMR), Recuperative Reforming Technologies (TPR & EARTH™), and Auto Thermal Reformer (ATR) to reduce carbon emissions by up to 99% for large-capacity plants compared with conventional hydrogen production. The suite offers affordable solutions for decarbonization of existing hydrogen production plants as well as grassroots units through in-house technologies such as hydrogen firing.

Technip Energies also focuses on the effective use of the produced hydrogen to decarbonize traditional hydrogen plant operators such as refineries, and on alternative hydrogen manufacturing technologies such as methane pyrolysis that enables low-carbon hydrogen production in geographies where carbon sequestration capabilities are limited.

Technip Energies provides a wide array of solutions and technologies to achieve the lowest leveled cost of hydrogen for a full range of capacities and carbon capture rates. Its references include several of the world's largest single-train hydrogen/syngas applications. These references are rapidly expanding as the Company addresses the mandate to raise efficiency and reduce carbon emissions.

Technip Energies has also positioned itself across the value chain of the low-carbon hydrogen ecosystem through its expertise in delivering large ammonia, methanol and integrated ammonia/urea units worldwide. While ammonia is currently a key intermediary for industrial fertilizer production, low-carbon ammonia offers the promise of being a low-emission fuel for the power industry. Ammonia-fired gas turbines are being developed for power generation, which is expected to stimulate growth in marine fuels and other markets as technology continues to mature.

Demand for low-carbon ammonia as a hydrogen transport vector is also expected to drive growth, as it provides a cost-effective liquid energy vector with a very high volumetric energy density compared to other modes of hydrogen transportation. To address this market, Technip Energies offers its highly-efficient, low-energy intensity Hynext by T.EN™ ammonia cracking technology solution.

Drawing on its leading position in the global hydrogen market, Technip Energies supports clients by designing and building low-carbon ammonia production units and import facilities. Its offering covers the full project life cycle, from early studies to lump sum turnkey project delivery, leveraging on a long-standing partnership with Topsoe in ammonia technologies established in the 1970s.

TECHNIP ENERGIES' KEY PROJECTS AND REFERENCES INCLUDE:

- Blue Point Number One Blue Ammonia EPFCm in the USA;
- ExxonMobil Baytown BlueH₂ FEED in the USA;
- BP H₂Teesside project FEED for a low-carbon hydrogen production facility in the UK;
- Lake Charles Blue MeOH FEED in the USA;
- 275+ plants using reformer technology worldwide;
- several of the world's largest single-train hydrogen/syngas applications;
- reference fleet rapidly evolving to address the mandate of raising efficiency and reducing carbon emissions;
- 50+ references of CO₂ capture in hydrogen plants;
- 30 hydrogen plants with deep CO shift; and
- 17 hydrogen plants with recuperative reforming technologies.

GREEN HYDROGEN AND POWER-TO-X WITH RELY

Green hydrogen and derivatives

A green hydrogen molecule is generated principally through water electrolysis. When combined with other molecules (such as nitrogen to produce ammonia or captured carbon to produce methanol), hydrogen is referred to as "power-to-X." power-to-X includes electrofuels (also known as e-fuels or synthetic fuels) which are manufactured using captured carbon dioxide or carbon monoxide with hydrogen obtained from sustainable electricity sources such as wind, solar and nuclear power.

Green hydrogen and its derivatives (power-to-X) are used by hard-to-abate industries, such as the fertilizer, refining, and steel industries but also maritime transport, which cannot reach their decarbonization goals through electrification.

Year two of Rely

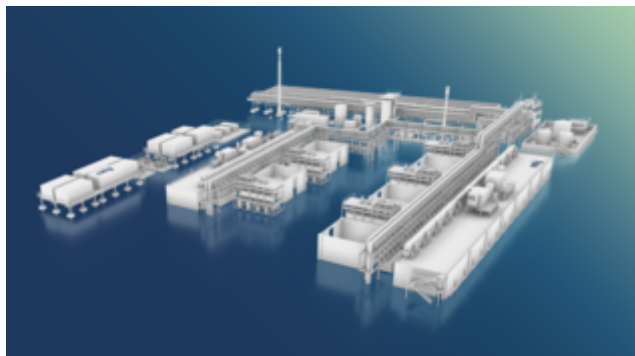
Technip Energies and John Cockerill announced the launch of Rely, a provider of integrated and competitive green hydrogen and power-to-X solutions in 2023. Rely is registered and headquartered in Belgium and is owned 60% by Technip Energies and 40% by John Cockerill. It leverages the joint expertise of its two shareholders. Technip Energies' activities in green hydrogen are now carried out through Rely.

Rely is a technology integrator and service provider that specializes in integrated, innovative and competitive solutions for the production and use of green hydrogen and its derivatives. Designed to bridge the gap between green electrons and molecules, Rely solutions contribute to the decarbonization of hard-to-abate industries, transportation and off-takers. Rely offers end-to-end services from feasibility studies to project execution and operations.

These include pre-FID services such as technical and financial advisory services, proprietary products, project execution capabilities, and operation and maintenance services during the life of the assets of Rely's customers. Rely combines a commitment to a standardized approach with the ability to develop a unique portfolio of solutions for projects of 100 MW and above capacity, and is leveraging its technology and engineering expertise to drastically reduce the leveled cost of hydrogen (LCOH). It thus positions itself to clients as their sole contact for developing technologies, building factories, and then ensuring their operations and maintenance.

Innovation to drive down LCOH

As innovation will be instrumental in reducing cost barriers and enabling the rapid growth of green hydrogen and power-to-X markets, Rely has set up unique research and development platforms that aim to deliver technology enhancements, new technologies, and products, thereby securing improved project economics for green hydrogen and power-to-X markets.



Green hydrogen production

This innovation program is led hand in hand with John Cockerill Hydrogen, a subsidiary of John Cockerill of which Rely is a shareholder, through a joint innovation platform. Together, we develop technologies and enhancements that improve hydrogen generation across stacks, balance of plant, and balance of site.

Power-to-X applications

This innovation program is exclusively led by Rely innovation teams, through the Rely Technology Center. They explore and develop power-to-X applications, specifically focusing on using green hydrogen as a feedstock in producing ammonia and e-fuels such as e-methanol, e-SAF, and e-methane.

Clear100+ new generation

In 2024, Rely launched its first product, Clear100+, a derisked, standardized yet configurable green hydrogen plant, reducing the cost of the hydrogen molecule and time to market.

With an output of 100 MW, Clear100+ consists of scalable 20 MW blocks, with John Cockerill Hydrogen pressurized alkaline electrolyzer. Beyond advantages of its cost-effective design, this integrated productized plant allows for the full safety of operations, a compact footprint, and enhanced maintainability. This standardized full-plant design with adaptable features permits adaptation to the normative frameworks and industrial sequences of our clients' sites, ensuring seamless integration into their operations.

This new generation, launched in May 2025, is more scalable, offers a faster lead time, and is even more de-risked due to pre-assembled units and quality control. Thanks to its modular approach, the Clear100+ new generation is adaptable to more plots.

Building India's largest green ammonia complex

Rely is currently executing for AM Green an EPsCm contract to convert an existing gray ammonia plant located in Kakinada (Andhra Pradesh, India) into a green ammonia complex powered by renewable energy sources. Rely is responsible for the design, detailed engineering, procurement services, construction management, and commissioning ("EPsCm") services for the entire facility, consisting in electrolyzers for green hydrogen production, air separation units for nitrogen, two ammonia synthesis trains, ammonia storage, ammonia loading facilities at the port, and offsite utilities. The pressurized alkaline electrolyzers will be provided by its partner John Cockerill Hydrogen.

The project is a pioneering example of converting existing gray ammonia production to green ammonia. This transformation is a crucial step in decarbonizing various industries, demonstrating that large-scale, green alternatives are feasible and scalable. The development reached its FID in 2024 and is expected to deliver 1 Mtpa of RED3 RFNBO compliant green ammonia.

The ability to carry out project execution for Rely's clients is reinforced by its access to supply chains, which are to be manufactured by John Cockerill Hydrogen, a specialist in the production of such equipment.



Verso Energy Awards FEED Contract to Rely for the DEZiR Project. Antoine Huard, CEO Verso Energy (left) and Damien Eyriès, CEO Rely (right).

Rely's strategic advances in eSAF development

In 2025, Rely has made significant strides into the eSAF market through two major initiatives in France. In October, Rely was awarded a contract to assist H4 Marseille Fos in early engineering studies for a landmark project aimed at producing eSAF in Fos-sur-Mer. This project seeks to establish the industrial-port zone as a European hub for hydrogen and eSAF production, aligning with France's and Europe's broader decarbonization goals. In November, Rely was selected by Verso Energy to deliver the FEED for the DEZiR eSAF project in Petit-Couronne, Normandie. Prior to reaching this milestone, Rely signed a Memorandum of Understanding (MoU) with Verso Energy to develop a long-term partnership focused on seven e-Fuels production plants across France, Finland, and the United States. These facilities are expected to produce over 500,000 tons of SAF annually, with up to 90% lower life-cycle emissions than conventional jet fuel. As the first industrial-scale eSAF project in France to reach the FEED stage and one of the most advanced in Europe, DEZiR represents a major milestone in the technical development of SAF. These initiatives underscore Rely's strategic entry into the eSAF market, positioning the Company at the forefront of innovative solutions to decarbonize aviation and support Europe's transition to sustainable energy sources.



Featuring one of the world's largest green hydrogen facilities, the Kakinada project demonstrates that large-scale, green alternatives are feasible and scalable, therefore accelerating the decarbonization of various industries.

Carbon Capture Management

In 2025, the carbon capture utilization and storage (“CCUS”) market reached greater maturity, as the advanced project pipeline continued to expand, while industry players became fully aware of the economic and organizational challenges ahead to realize full market potential. Major clients are consolidating their projects, placing stronger emphasis on preparation and investability, combined with a pragmatic approach.

The number of **FIDs** remains stable, and interest in CCUS among key players remains strong, particularly in power generation, cement and energy from waste, despite policy shifts in some regions. In North America, the rise of companies focused on electrifying new data centers is creating fresh opportunities for low-carbon power provision through CO₂ capture. In Europe, the UK, still a regional pioneer, continues its decarbonization efforts while streamlining project timelines and investments. Large-scale CO₂ transport and storage infrastructure projects, many of them cross-border, are moving forward, finally providing the outlets needed for the global CCUS value chain. For example, Norway’s Northern Lights site has commissioned Phase 1 and launched its second expansion phase. In the UK, the East Coast Cluster and HyNet Cluster have been designated as priority investments, along with associated CO₂ capture projects. On the continent, cross-border initiatives such as Aramis in the Netherlands and Nautilus in Denmark are backed by the EU, offering opportunities for industrial emitters across Northern Europe. Finally, Germany’s decision, formalized in 2025, to allow onshore CO₂ transport and storage will support its ambitious government plan to invest in low-carbon power generation. These are positive signals that reinforce the Group’s strategy in the CCUS sector.

Across very different scales and applications, two projects illustrate Technip Energies’ capability, together with its exclusive partner Shell, to address client challenges in post-combustion amine-based CO₂ capture:

- **NZT Power**, our flagship project, which aims to be the world’s first gas-fired power station with carbon capture and storage, has reached significant milestones with the construction site opening mid-year. Technip Energies leading a consortium with GE Vernova, with the support of construction partner Balfour Beatty, are delivering a highly efficient combined cycle plant with a state-of-the-art carbon capture plant using the Canopy by T.EN™ solution, powered by Shell’s CANSOLV® CO₂ Capture System. Up to two million tonnes of CO₂ a year will be captured from NZT Power and then transported and stored by the Northern Endurance Partnership (NEP) infrastructure, the UK’s first CO₂ transportation and storage infrastructure project. Beyond the site opening, the project is advancing with the procurement of long-lead equipment and the start of manufacturing major modular components.
- **The Rakkestad project**, consisting of a 10 kta CO₂ capture unit integrated into an existing municipal waste treatment facility, awarded by Carbon Centric in 2024. At Rakkestad, Norway, the captured CO₂ is purified for food-grade applications and liquefied. The unit was successfully commissioned in the fall of 2025.

In a market that is reaching maturity, clients are seeking the quality delivered by Shell CANSOLV® and Technip Energies, including globally recognized references, the benefit of shared operational experience and continuous technological improvement, comprehensive solutions at the best cost, and a partner able to support every stage, from concept design to full unit delivery, underpinned by the full CANSOLV® guarantee.



RECENT SUCCESSES IN THE CARBON CAPTURE MANAGEMENT DOMAIN INCLUDE:

- 2025 marked the realization of the exclusivity agreement between Technip Energies and Shell Catalysts & Technologies CANSOLV® CO₂ Capture System, announced in 2024: on this basis, we are now exclusively partnering on post-combustion amine-based carbon capture projects. The alliance has generated strong interest among many of our clients, as it addresses the industry’s need for standardized and cost-effective solutions;
- our Canopy product line is now offered to clients in a still dynamic market, extending beyond Northern Europe to North America and Asia;
- the Northern European market remains active, with numerous requests for studies on small to medium-capacity sites, primarily in the waste-to-energy sector;
- front-end studies for large-scale power projects will showcase pre-engineered solutions that incorporate lessons learned from the NZT Power project, delivering significant time savings in project execution, particularly in the UK and North America;
- our pre-combustion activities continue, for example through ongoing collaboration with ExxonMobil; and
- interest in DAC technology, where the Group offers proprietary equipment, remains strong in North America.



TECHNIP ENERGIES' KEY PROJECTS AND REFERENCES INCLUDE:

- 50+ CCUS references and 200+ prospects;
- Uniper Connah's Quay FEED competition, UK;
- VERSO Energy, studies for carbon capture on several plants in France and North America;
- ExxonMobil – LaBarge Carbon Capture capacity increase – EP services, USA;
- Hindustan Urvarak and Rasayan Limited (HURL) Syngas CO₂ purification for urea plant – EPC Project, India;
- EPC package for the NZT Power project in the UK, with carbon capture and storage, Technip Energies-led consortium with GE Vernova alongside partner Balfour Beatty;
- FEED with ADNOC for its Ghasha mega project including carbon capture integration, Abu Dhabi;
- Qatar NFE LNG, includes capture and sequestration of CO₂ – EPC, Qatar;
- Qatar NFS LNG, includes capture and sequestration for 1.5 Mtpa of CO₂ – EPC, Qatar;
- PTTEP Lang Lebah Onshore Gas Plant associated with Carbon Capture – FEED, Malaysia;
- Elk and Antelope onshore gas fields production associated with CO₂ capture and sequestration – FEED, Papua New Guinea;
- ExxonMobil – Pecan Island Carbon Capture – FEED, USA;
- Heidelberg / Lehigh – Edmonton Carbon Capture Project – FEED, Canada;
- Viridor – Runcorn EfW CCS – FEED, UK;
- CALPINE Baytown Capture Project – FEED, USA;
- Northern Endurance Partnership (NEP) carbon capture and sequestration project (subsea) – FEED, UK (by Genesis, Technip Energies' consultancy division); and
- 1Point5 – Worley DAC Direct Air Capture project – EP services, USA.

Biofuels and SAF

The demand for sustainable fuels is increasing with bioethanol leading in terms of market size, driven largely by fuel blending legislation in different regions of the world, followed by renewable diesel and SAF.

For the next decade or so, bioethanol and renewable diesel will see applications in road transportation, with electric vehicles expected to dominate once renewable energy infrastructure is in place. Feedstocks and assets for production of biofuels can then be leveraged to produce SAF for the aviation sector, which is expected to be the leading biofuel in terms of demand (together with maritime) and production at that time.

Decarbonization of the transport sector (including aviation and maritime) is a key target for most geographies, and biofuels will play an important role in meeting these goals. Biofuels are liquid or gas fuels derived from biomass and waste streams. Research and application in this area include second-generation bioethanol, renewable methanol and SAF, which can be manufactured or extracted from non-food biomass and waste products using a variety of technology pathways, thereby reducing the agricultural land required to produce such fuel sources and the intensity of water and other inputs. Based on current forecasts, market demand for biofuels is seen as growing strongly, pushed by legislation, voluntary commitments by companies, and consumer behavior. As of the start of 2025, the UK and Europe have instigated a two percent SAF blend mandate, which will rise rapidly to 2030 (to 10% and 6% respectively) and beyond. Other countries are also implementing, or considering implementing similar SAF blend requirements prior to 2030.

Technip Energies successfully completed the expansion of Neste's biorefinery in Singapore to now produce approximately 1 Mtpa of SAF. Neste's Singapore plant upgrade is a direct consequence of the successful realization of Neste's Singapore (the largest renewable diesel plant in the world) and Rotterdam world-scale renewable diesel plants in the late 2000s. As part of the execution partnership with Neste on Neste's NEXBTL technology projects, Technip Energies is currently executing EPsCm services for the expansion of the Rotterdam site which, once completed, will be the largest SAF production facility in Europe.

Technip Energies is contributing to SAF market development across all commercial pathways with both technology and partners. The SAF market is still in its early stage of development and is expected to grow quickly over the next decades with an anticipated Compound Annual Growth Rate (CAGR 2025–2030) of over 25% in Europe and over 70% in North America (the Grand SAF Challenge). Technip Energies and LanzaJet Inc. collaborate in the production of SAF via the Alcohol-to-Jet (“AtJ”) pathway (in accordance with ASTM D 7566, the specification covering the manufacture of aviation turbine fuel with blends of conventional and synthetic components), by combining the Hummingbird™ Ethanol dehydration technology owned by Technip Energies with the LanzaJet oligomerization technology to bring a SAF solution to the market. Technip Energies not only provides a technology solution, but also the execution, modularization and delivery capability to deliver SAF at scale. This combination of technologies is being used for the production of SAF in the world’s first commercial demonstration of AtJ technology at LanzaJet’s Freedom Pines Fuels (FPF) biorefinery located in Soperton, Georgia, USA. In a global first, on-specification SAF was produced from the FPF unit in November 2025. There are currently multiple ongoing projects and opportunities based on this joint collaboration encompassing over 2 Mtpa of SAF. Similar project initiatives are gaining traction in Europe, America, India, and Australia, leveraging the AtJ pathway for SAF production.

TECHNIP ENERGIES’ KEY PROJECTS AND REFERENCES INCLUDE:

- OMV SAF Unit (Belgium) – FEED leveraging HEFA based technologies;
- SkyNRG DSL-01 (Netherlands) – EPC award (full release pending Permit Consultation);
- Neste biofuels plants for production of SAF based on NEXTBTL technology – EPSCm services, Rotterdam;
- LanzaJet’s Freedom Pines biorefinery to produce SAF using our proprietary Hummingbird™ technology – License Package and proprietary catalyst supply, USA (in start-up);
- LanzaJet’s “JetZero,” “IOCL” and “Speedbird” projects for AtJ-based SAF production using our proprietary Hummingbird™ technology – License Package, Catalyst Supply and PDP/FEED services;
- TotalEnergies biofuels SAF (HEFA) plants based on third-party technologies – EPSCm services, France;
- 2G Ethanol plant for HPCL Bhatinda based on third-party technology – EPSCm services, India;
- GALP Energia biofuels plant to produce SAF (HEFA) based on third-party technology–EPSCm services, Portugal; and
- ARCADIA eFuel’s eSAF plant based on third-party technologies – FEED services Denmark.

Floating Offshore Wind with Ekwil

Floating offshore wind (“**FOW**”) technology plays a key role in global decarbonization by enabling renewable power generation in deep waters. The Group anticipates rapid growth, with current global capacity of around 300 MW expected to reach approximately 60 to 70 GW by 2040.

Capitalizing on a 50-year offshore track record and as an already well-recognized global leader in floating solutions, the Group is a trusted partner for offshore renewables projects. Strategic collaboration agreements with Equinor and Skyborn Renewables were signed to develop floating wind steel semi-substructures and further enhance industrialization.



Ekwil

In 2024, SBM Offshore and Technip Energies announced the creation of Ekwil, a 50/50 joint venture. Bringing together the industry-leading expertise and experience of two energy transition leaders, Ekwil is a pure player in FOW. Headquartered in Paris, Ekwil operates with a core team of 40 specialists who bring a wealth of experience in Engineering, Procurement, Construction, and Installation (“**EPCI**”).

Ekwil is committed to delivering smart, flexible, and competitive solutions for the FOW sector. Its approach includes the development of two primary technology families: the Float4Wind™ Tension Leg Platforms, which offer unique motion performance that closely mimics fixed location parameters, and the INO semi-submersible platforms family, which provide a solution capable of operating on any site while ensuring secure and efficient support for any turbine size. These technologies are designed to maximize compatibility with existing and future turbine models, allowing for flexibility across diverse ocean environments. By leveraging both standardized components and site-specific adaptability, Ekwil aims to streamline project execution and reduce costs across the life cycle of floating wind projects.

With a clear mission to contribute to global energy transition goals, Ekwil seeks to make FOW a viable, large-scale contributor to the renewable energy mix. As part of this mission, Ekwil emphasizes delivery excellence, a collaborative approach with its parent companies, and a commitment to minimizing the environmental footprint of its operations.

Ekwil’s vision is not only to lead in technology but to set a new standard for reliable, cost-effective renewable energy solutions, making offshore wind energy a key resource for emissions reduction.

TECHNIP ENERGIES’ KEY PROJECTS AND REFERENCES INCLUDE:

- HYWIND Demo for Equinor, Norway (2009) – first full-scale offshore floating wind turbine;
- Nextfloat project with X1 Wind technology at PLEMCAT site in Spain;
- Firefly/Bandibuli Project for Equinor South Korea Co Ltd – completion of FEED contract for a large commercial FOW farm offshore South Korea (750 MW) using the INOC in-house floater;
- Renexia MedWind – conceptual studies and FEED for the development of an offshore wind farm west of Sicily, which would be the largest worldwide (2.8 GW); the conceptual study was finally kicked off in 2024; and
- Award of Floating Offshore Wind Readiness (FLOWIN) prize for Phase Two by the U.S. Department of Energy and qualification for the next phase.

1.5.4. Circularity

Circular solutions

Technip Energies is committed to provide recycling solutions across all of the Group's polymer-producing technologies. Using an open and innovative approach, the Group is developing proprietary technologies and cooperating with market-leading companies for the commercialization of circularity technology solutions to provide an array of approaches to go from plastic waste back to virgin-like material. The Group also supports circularity projects with engineering and onward services, such as EPC, for clients with their own technologies.

Technip Energies continues to see a considerable level of interest in circularity from a range of sectors, namely:

- refining and cracker operators, looking to process feedstocks derived from recycled plastics;
- waste owners, looking to improve the use of the new commodity; and
- project developers and trading companies, looking to facilitate and support the new circular economy.

The Group aims to leverage its technologies and those of its partners, and provide onward engineering services to support this nascent, high-growth ecosystem within circularity. To this end, the Company has developed proprietary processes to purify products of recycling, for example in the Pure.rGas™ technologies. Technip Energies has continued its Joint Development and Cooperation Agreements for the combination of technologies. As an example, Pure.rGas™ and Synova (in connection with the development and realization of a commercial plant with SABIC) have continued to meet all the milestones committed to between the parties. These ongoing cooperations allow the Group to supply comprehensive solutions from plastic waste to purified feedstock to re-produce olefin monomers and polyolefins plastics. In 2025, Technip Energies filed one patent application within Circularity and has eight in drafting, demonstrating the progress with the technology evolution.

The Company has progressed its collaboration agreement with Alterra and Neste to advance plastic circularity. This partnership offers a standard modular solution based on Alterra's proprietary liquefaction technology, to parties interested in building capacity for chemical recycling. This approach looks to minimize pre-FID cost and schedule while maximizing the deployment of repeat units by offering more certainty in performance due to its proven-in-use status.

Brand owners and government policies have set targets for recycling content in packaging, including Europe's Circular Economy Action Plan, the UK's Plastic Packaging Tax, the U.S. Plastic Pact, and China's 2021-2025 Five-Year Action plan for promoting recycling solutions. By 2030, in order to meet these targets, the installation of hundreds of new recycling plants is anticipated, representing a high growth in recycle production, although this growth rate has been dampened compared to last year due to delayed regulation implementation. Technip Energies is well-positioned to support this rapid growth through its comprehensive circularity solutions.



Progressive textile-to-textile regeneration with Reju

The world's textile fiber production amounted to 140 million tons in 2025, and will reach 169 million tons in 2030 and 205 million tons in 2035. In 2025, the world generated 127 million tons of textile waste, with less than 1% recycled into new fibers. This amount is expected to increase to 148 million tons by 2030 and 180 million tons by 2035 as textile production, consumption, and related waste continue to grow. This is a problem of massive scale which Reju is working to transform into a business opportunity by turning textile waste into new textiles.

In 2021, Technip Energies established a joint venture with IBM Corporation and Under Armour, Inc. to jointly develop VolCat, a glycolysis-based depolymerization process based on IBM patents for recycling waste polyethylene terephthalate ("PET"), a polymer which is commonly used in the manufacture of synthetic fibers, plastic bottles, and rigid food packaging.

In 2023, Technip Energies announced the launch of Reju, a wholly owned company focused on creating new solutions at scale to address the vast amount of PET fiber in textiles that is unrecycled and ends up as waste. Reju is Volcat's exclusive licensee.

Reju is headed by Patrik Frisk, a former Under Armour CEO and apparel industry veteran, as its Chief Executive Officer and Alain Poincheval, as its Chief Operating Officer. Relying on Volcat technology, Reju's ambition is to develop a standalone circular business model for collecting, sorting, reusing, and recycling textile waste, which will involve brands, consumers, local authorities, NGOs, sorting centers, waste managers, and polymerizers.

Reju's process demonstration plant in the Frankfurt-Seckbach industrial park, Germany, was completed in less than a year. The plant processes polyester into recycled Bis(2-Hydroxyethyl) terephthalate monomer (rBHET) which must then be repolymerized into PET. Reju's ambition is to bring the PET textile recycling value chain to global commercial scale as quickly as possible, and is aiming to build multiple Regeneration Hubs with an approximate production capacity of 50,000 tons of rBHET per year each.

1.6. Key events 2025-2026

2025

08
April

Award of a Major⁽¹⁾ Contract for Blue Point Number One ATR, the World's Largest Low-Carbon Ammonia Plant (United States)

Leveraging its expertise in modularization and project delivery, Technip Energies to perform engineering, procurement, equipment, and module fabrication for the production facility, collaborating with Topsoe to integrate its SynCOR Ammonia™ technology.



28
April

Award of a Significant⁽²⁾ Contract for the North Field Production Sustainability Offshore Compression Project (Qatar)

The contract was awarded by Larsen & Toubro Limited Hydrocarbon Business for QatarEnergy LNG's North Field Production Sustainability Offshore Compression Project. Technip Energies to provide Detailed Engineering Design for two offshore compression complexes.

20
May

Selection of Regeneration Hub One, Reju's First Industrial-Size Textile-to-Textile Recycling Center (Netherlands)

Reju selected Chemelot Industrial Park in Sittard, Netherlands, for its first industrial scale regeneration center. The project aims to accelerate the development of a circular infrastructure for textile waste regeneration at scale. The final investment decision by the Board of Technip Energies, Reju's parent company, remains pending.



(1) A "major" award is a contract award representing above €1 billion of revenue.
(2) A "significant" award is a contract award representing between €50 million and €250 million of revenue.

11

July

Award of a Large⁽³⁾ Contract for Eni's Coral Norte Floating Liquefied Natural Gas (FLNG) project (Mozambique)

Technip Energies to perform preliminary activities for Eni's Coral Norte FLNG unit in Mozambique. The FLNG hull was successfully launched on January 16, 2026.



17

July

Signing of a Global Alliance Agreement with Shell Catalysts & Technologies for Carbon Capture Delivery

Technip Energies and Shell Catalysts & Technologies to work exclusively together to deliver a post-combustion amine-based carbon capture solution using Shell's CANSOLV CO₂ Capture System.

04

August

Award of a Major Contract for Commonwealth LNG export facility (United States)

Technip Energies to provide EPC⁽⁴⁾ services for Commonwealth LNG's 9.5 Mtpa⁽⁵⁾ LNG facility in Cameron Parish, Louisiana. The contract covers six identical liquefaction trains using Technip Energies' SnapLNG by T.ENTM modular and scalable solution. On December 22, 2025, Commonwealth LNG authorized key equipment purchase orders as part of this contract.

11

September

Technip Energies to Acquire Ecovyst's Advanced Materials & Catalysts Business

The Company entered into a definitive agreement to acquire Ecovyst Inc.'s Advanced Materials & Catalysts business for US\$556 million. This acquisition will allow Technip Energies to expand its catalyst capabilities and technology offering, secure its leading position in traditional markets such as polyethylene or hydrocracking, and unlock promising growth avenues in emerging end uses such as sustainable aviation fuels, biocatalysis, and chemical recycling.

Technip Energies Promoted into the CAC Next 20 and CAC Large 60 Indices

Following the annual CAC Family indices review, Euronext announced Technip Energies' inclusion in the CAC Next 20 and CAC Large 60 indices, effective September 22, 2025.



(3) A "large" award is a contract award representing between €250 million and €500 million of revenue.

(4) EPC: Engineering, Procurement, and Construction.

(5) Mtpa: million tons per annum.

01
October

Award of Two Services Contracts for First-of-a-Kind Waste-to-Methanol Ecoplanta Project (Spain)

Technip Energies to provide engineering and procurement services for the Ecoplanta project in El Morell, near Tarragona. Leveraging Enkern's gasification technology, the facility will process residual municipal waste to produce methanol. Two contracts were awarded: one for the Enkern Core Process, developed with Enkern, and another for the Balance of Plant, ensuring integration of all project units.



17
November

Technip Energies to Supply Liquefied CO₂ Marine Loading Arms for Northern Lights Phase 2 (Norway)

Technip Energies to provide three fully electric marine loading arms. Installed at the new jetty, these arms are fully qualified for liquefied CO₂ transfer. The first-of-a-kind electric design eliminates hydraulics, setting a new industry standard for operability, safety, and environmental performance.



02
January

Completion of the Acquisition of Ecovyst's Advanced Materials & Catalysts Business

Following the acquisition, the Advanced Materials & Catalysts business will continue to operate under its existing leadership, supported by dedicated R&D, manufacturing, and commercial teams across three facilities in the United States and Europe.

07
January

Award of Two Large Contracts for New Units at Bina and Mumbai Refineries (India)

Bharat Petroleum Corporation Limited (BPCL) has awarded two contracts. The first one covers EPCC⁽⁶⁾ for new polypropylene and Butene-1 units at the Bina refinery in Madhya Pradesh while the second one covers EPsCm⁽⁷⁾ services for a 3 MMTPA⁽⁸⁾ Petro Resid Fluidized Catalytic Cracker Unit (PRFCC) at the Mumbai Refinery in Maharashtra.

(6) EPCC: Engineering, Procurement, Construction, and Commissioning.
(7) EPsCm: Engineering, Procurement and Construction management.
(8) MMTPA: million metric tons per annum.



1.7. Forward-looking statements

This Annual Report contains forward-looking statements that reflect Technip Energies' intentions, beliefs or current expectations, and projections about the Company's future results of operations, anticipated revenues, earnings, cash flows, financial condition, liquidity, performance, prospects, anticipated growth, strategies and opportunities, and the markets in which the Company operates.

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 negatives thereof. The absence of these words, however, does not mean that the statements are not forward-looking. These forward-looking statements are based on the Company's current expectations, beliefs and assumptions concerning future developments and business conditions, and their potential effect on the Company. While the Company 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 the Company anticipates.

All of the Company's forward-looking statements involve risks and uncertainties, some of which are significant or beyond the Company's control, and assumptions that could cause actual results to differ materially from the Company's

historical experience and the Company's 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 the Company's risk factors set forth in this Annual Report in chapter 4. Risk and risk management as well as in sections 2.3. Operating and financial review, 3.1.3.3. Material impacts, risks and opportunities, and 3.1.4.1. Materiality assessment process, which include a discussion of the factors that could affect the Company's future performance and the markets in which the Company operates. Additional risks currently not known to the Company or that the Company has not considered material as of the date of this Annual Report could also cause the forward-looking events discussed in this Annual Report not to occur. Forward-looking statements involve inherent risks and uncertainties and speak only as of the date they are made. The Company 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.

2. Value creation, businesses and financial performance



2.1. Sustainable long-term value creation 40

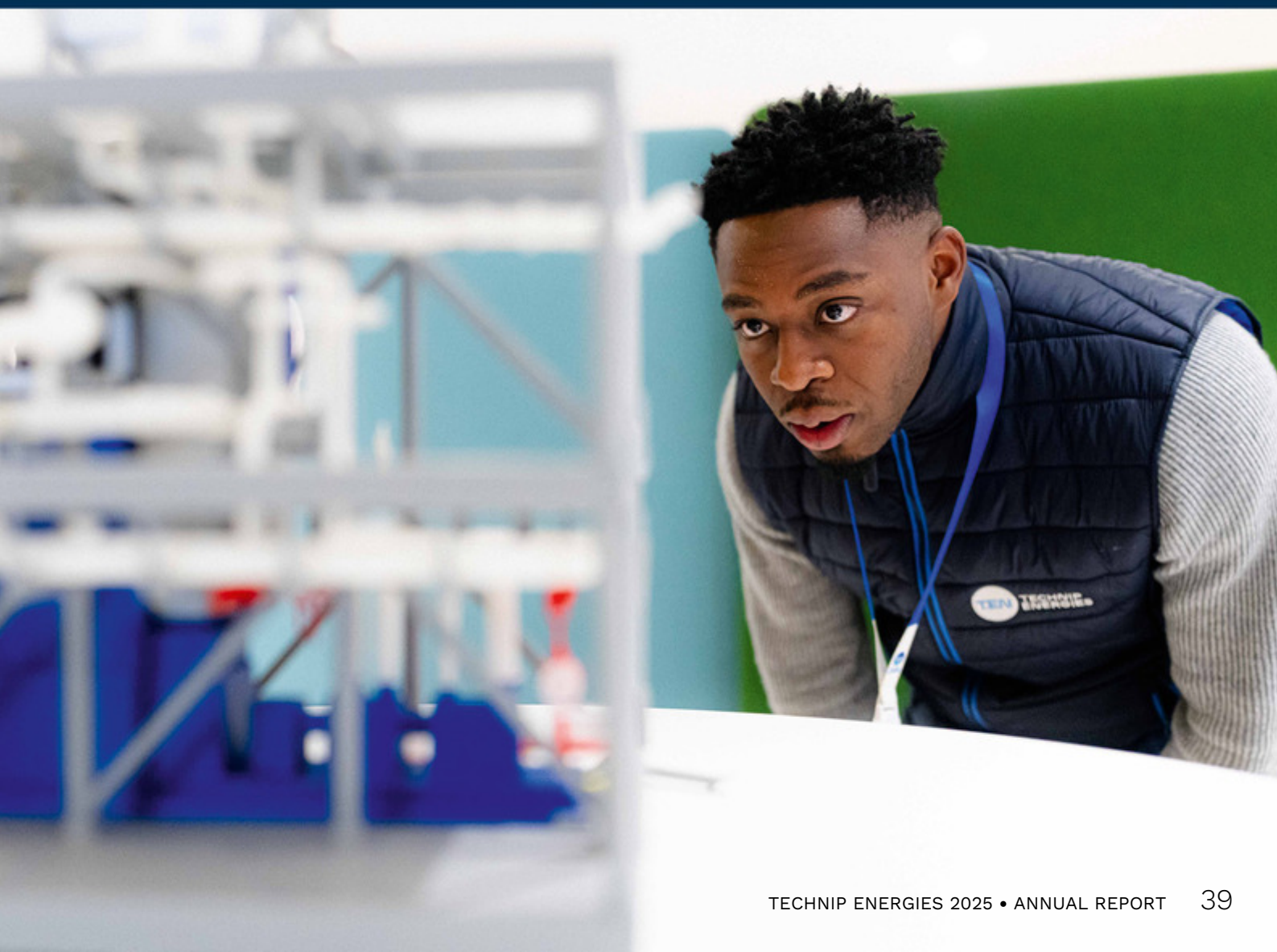
2.1.1. Selectivity and project execution	42
2.1.2. Building a sustainable energy transition business	42
2.1.3. Growing Technology, Products & Services	42
2.1.4. Technology & Innovation	43
2.1.5. Digital	46
2.1.6. Our financial framework	47

2.2. Our offering: Technology, Products & Services and Project Delivery 48

2.2.1. Technologies, Products & Services	48
2.2.2. Project Delivery	59
2.2.3. One T.EN Delivery	62

2.3. Operating and financial review 64

2.3.1. Business outlook	64
2.3.2. Consolidated results of operations	67
2.3.3. Non-GAAP measures	71
2.3.4. Business segments highlights	72
2.3.5. Liquidity and capital resources	75
2.3.6. Critical accounting estimates	77
2.3.7. Other matters	77



Energy transition is at the heart of Technip Energies' strategy as it aims to break the correlation between increased energy demand and higher greenhouse gas emissions. Technip Energies' business model is focused on developing decarbonization

technologies, carbon-free and new energy solutions to help achieve emissions reductions for all its stakeholders. See sections 1.5.1. Energy, 1.5.2. Energy Derivatives, 1.5.3. Decarbonization, and 1.5.4. Circularity.

2.1. Sustainable long-term value creation

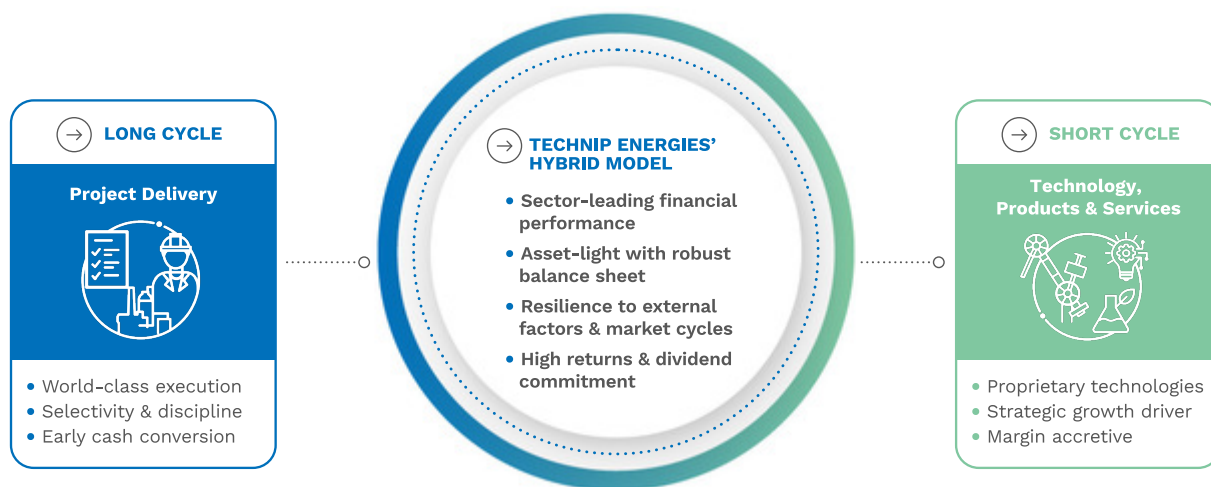
The world requires an energy system that balances affordability, availability, and sustainability. Consistent with Technip Energies' "Breaking boundaries together to engineer a better future" Purpose, the Group's ambition is to help solve this dilemma and be recognized as an architect of the energy transition.

Technip Energies is committed to taking into account climate risk and to adapting to climate change, notably through an offering which contributes to greenhouse gas reduction as well as to carbon emission offsetting. Technip Energies has the prerequisite skills, business attributes, and strategic drive to help many industries reach their decarbonization targets. Through investments in energy transition, the Group provides innovative clean energy technologies, tools to reduce emissions in traditional industries, and decarbonization solutions for the global energy chain, enabling clients to diversify their offerings without diluting returns.

Technip Energies has adopted a holistic approach which includes Technology, Products and Services, and project delivery for the energy transition to create value for all its stakeholders. The Group has refocused its offering to meet the challenges of today and build tomorrow. Its key markets are in gas & low-carbon energies, sustainable fuels and chemicals, circularity, decarbonization solutions (including carbon capture utilization and sequestration), green hydrogen, and power-to-X, with a cross-border portfolio of solutions which include consulting, digital tools, and technologies.

Our Hybrid Business Model offers complementary revenue and reduces the risk profile, with the combination of the longer-cycle Project Delivery and the shorter-cycle value-enhancing Technology, Products & Services ("TPS"). This model provides an ideal mix for the Company to be successful across energy cycles and ensure sustainable long-term value creation.

Project Delivery and TPS offer complementary and offsetting risk and business profiles, enabling sustainable long-term value creation and positioning Technip Energies for any transition scenario.



For an overview of our business model, please see section 3.1.3.1. Strategy, business model and value chain.

Developments in relation to the Company's objectives are discussed in the Message from the Chair, the Message from the Chief Executive Officer and in section 2.3.1. Business outlook.

Technip Energies' values are fundamental to driving value creation. These core principles guide the Company's actions and decisions, ensuring a commitment to sustainability, innovation, and excellence. By fostering a culture of integrity, collaboration, and continuous improvement, Technip Energies enhances its operational efficiency but also strengthens its relationships with clients and stakeholders. This value-driven approach enables the Company to deliver high-quality solutions that meet the evolving needs of the energy sector, ultimately contributing to long-term success and growth.

Value	Examples of how our Values contribute to value creation
We actively listen	In 2025, Technip Energies conducted the fourth edition of its annual “My Voice” employee engagement survey, achieving an 89% response rate (up from 86% in 2024). The 15,185 employees invited to participate included permanent employees hired before June 30, 2025, and fixed-term employees who were converted to permanent status before September 12, 2025. The results reaffirmed our strengths in client focus, HSE, manager relationship, and ethics and integrity. By actively listening to our employees, we foster continuous engagement, enhance satisfaction, and empower our workforce to deliver first-in-class products and services, thereby creating value for all. See section 3.3.1.2. Engagement with our employees for more details.
We are inclusive and collaborative	The Group continues to prioritize gender equality and diversity, recognizing their role in attracting prospective talent. Our commitment to hiring graduates with women representing at least 50% of our entry-level intake was achieved in 2021 and has been surpassed each year since, reaching 58% in 2025. To build an inclusive and collaborative environment, we launched an ambitious and comprehensive learning program aligned with our Diversity & Inclusion (“D&I”) policies in 2024 and partnered with external experts. Since 2024, T.EN University has conducted over 145 “Inclusive Collaboration” sessions for all employees and 50 “Inclusive Leadership” sessions for managers. Our established D&I governance, supported by 66 D&I Champions across various countries, actively sustains the D&I culture within Technip Energies. In France, Technip Energies France upholds guidelines to ensure the continued employment and professional integration of people with disabilities, contributing to more innovative, efficient and successful teams. We Volunteer, our global volunteering program, empowers employees to contribute to the development of local communities. In 2025, reflecting our dedication to supporting employee well-being, we launched WeCare, our global benefits and well-being program built on three pillars: Stay Healthy, Embrace Life, and Feel Safe. These are supported by a strong foundation - Be yourself - our inclusive and speak-up culture. WeCare offers consistent, high-quality benefits and resources to help employees and their families navigate life’s challenges, reinforcing our collaborative and caring culture. See also section 3.3.1.4. Promoting the best working conditions.
We strive for excellence	The development of our employees is critical to Technip Energies’ continued success. Building on the launch of T.EN University in 2023 and the Future Ready Program in 2024, the Group introduced QUARTZ, its quality program, in 2025. QUARTZ aims to raise awareness of quality’s impact, promote transformative behaviors, enable immediate application through real business cases, and foster a culture of excellence by encouraging collaboration among diverse teams. For further details, see section 3.3.4.1. Engagement with clients. In 2024, we launched an ambitious Digital Acceleration Plan designed to generate value across the organization. At the end of 2025, more than 55 digital and Artificial Intelligence (“AI”) initiatives aligned with business priorities have been launched, and more than 20 minimum viable products (MVPs) have been delivered. The “AI for all” engagement program launched in 2025 aims to upskill all employees on the effective and responsible use of AI for daily workday productivity. Our Digital Acceleration Plan is detailed in section 2.1.5. Digital.
We drive sustainable change	Technip Energies is building up its portfolio of sustainable solutions across key sectors through a set of decarbonization solutions, in green hydrogen and power-to-X through Rely, in textile-to-textile regeneration with Reju, in floating offshore wind through Ekwil, and in sustainable aviation fuel (“SAF”). In November 2025, LanzaJet’s Freedom Pines site in Soperton, Georgia achieved a world first when it produced SAF from a non-oil based feedstock. Their Alcohol-to-Jet (“AtJ”) platform, incorporating Technip Energies’ Hummingbird™ technology, converts bioethanol derived from waste, off-gases, CO₂, or biomass, to produce SAF compatible with today’s aircraft and infrastructure, supporting aviation decarbonization. Furthermore, we hosted the European Contractors Conference in October 2025, bringing together 17 leading EPC companies in the energy industry to discuss market challenges and the sector’s future, including how to advance the commercial strength of low-carbon energy projects in Europe and beyond.
We don’t compromise on safety and integrity	Safety is at the core of Technip Energies’ values. We are committed to the Health, Safety, Environment, and Security (“HSES”) of our employees and anyone affected by our business activities through our Global HSES Policy, our Pulse HSE culture and engagement program, and Behavior-Based Safety (“BBS”) training. We allocate adequate resources and expertise to proactively eliminate hazards, reduce risks, and prevent injuries, ill health, and environmental impacts related to our activities. For further details, see section 3.3.1.3. Occupational health and safety. Technip Energies considers that integrity is doing the right thing in everything that we do, everywhere, and at all times. We maintain zero tolerance for corruption, believe in fair competition, reject any form of human slavery, and protect personal data and human rights. Building on our Integrity @ the core campaign, launched in late 2023, we revised our Code of Business Conduct and introduced a new speak-up line in January 2025, empowering employees to uphold the principles of the code and to report concerns.

Also see section 1.2.2. Our values.

Our sustainability roadmap has also been designed to help us accelerate our clients’ ambition for a low-carbon energy transition and deliver robust financial performance. See chapter 3. Sustainability.

The effects the Company’s products, services, and activities are having on people and the environment are reviewed on a regular basis, including as part of the extensive double materiality exercise which was conducted during 2025, during which we took into account the interests of stakeholders as part of our assessment. This is leading to the formulation of actions and objectives which will be developed and monitored over the coming years. See chapter 3 and sections 3.1.3.3. Material impacts, risks and opportunities and 3.1.4.1. Materiality assessment process.

2.1.1. Selectivity and project execution

Long-term value creation at Technip Energies is made possible through strict and disciplined selectivity criteria, world-class project management and execution capabilities. The Group's selective approach includes early engagement, technology know-how including proprietary technology, and stakeholder management, as well as more than 65 years of successful project execution around the world. The Group also bases its selectivity on carbon-based metrics, compliance and governance standards.

Technip Energies believes in early engagement as the route to define and optimize a project's scope, by proposing optimized designs and best technology solutions, whether utilizing proprietary technologies or alliance partner technologies. Early engagement also helps define specifications to reduce overall investment cost and de-risk a project up-front. Ultimately, this ensures economic viability and sets the conditions for successful project execution to benefit both external stakeholders and Technip Energies.

Technip Energies is also enhancing its robust project execution capabilities through operating centers established

around the globe, allowing a collaborative project delivery model. See section 2.2.2. Project Delivery.

Strong selectivity principles guide Technip Energies' evaluation of prospects. The Company's commitment to maintaining such discipline will enable it to consistently generate value from its Project Delivery portfolio over the long term.

Selectivity is also a factor in respect of the geographies we are engaged in. While larger contracts included in our backlog may give prominence to a limited number of countries in any given year, our backlog is being constantly replenished and geographic concentration will therefore vary from year to year. Revenue concentration can be markedly lower than backlog concentration in any given year due to timing of project execution and revenue recognition. In the medium to long term, the growth of our TPS businesses is going to expand our portfolio through the inclusion of a larger number of diverse contracts, which are expected to be more spread out geographically. In terms of short-term developments during 2025, refer to 1.6. Key events 2025-2026.

2.1.2. Building a sustainable energy transition business

The Group's strategy is to drive change within the energy mix toward cleaner and more affordable energies. Technip Energies believes its role is to contribute to the global energy transition by applying its skills to decarbonize the global energy value chain. Current initiatives combined with its flexible operating model will allow the Group to unlock the energy chains of tomorrow and gain share in high-growth markets.

Technip Energies has outstanding energy molecule transformation skills and engineering capabilities, allowing the Group to define the optimal architectural design from energy source to energy demand. The Group integrates complex technologies to match project needs and determine the best economics. These are often technologies proprietary to Technip Energies, but alliance partners' technologies can also be integrated. This flexible operating model provides many avenues to be successful in the energy transition markets.

Navigating the energy transition, the Company is equipped to address key growth markets including carbon capture, utilization and sequestration, low-carbon hydrogen, renewable fuels and sustainable chemicals, plastic and waste advanced recycling, and renewable or low-carbon energies such as floating offshore wind. Thus, Technip Energies brings differentiation by developing, scaling up and delivering new solutions and technologies in an economical manner, driving higher value for the Company and its customers.

Energy transition also includes the critical task of decarbonizing traditional industries. For Technip Energies, this market reality is evidenced by two key trends: first, TPS continues to deliver strong margins, despite a recent reduction in capital expenditures for low-carbon solutions, with overall confidence in future growth remaining high; second, the Project Delivery portfolio maintains robust momentum, driven by solid revenue growth, a healthy backlog, and resilient margins.

2.1.3. Growing Technology, Products & Services

Technip Energies' ambition is to develop and grow its Technology, Products & Services ("TPS") segment. This segment consists of higher-value revenue streams and offers a different risk profile compared to the Project Delivery segment, while also delivering premium margins. The objective is to increase the Company's valuation over time and align with the growing and evolving energy opportunity set in traditional and new markets.

This growth can be achieved via different routes. The aim is to capture a greater share of existing markets both during the construction and development phases as well as during the operational cycle. Technip Energies' technology positioning and proprietary equipment offering can be enhanced through innovation, as well as through inorganic additions by way of partnerships or acquisitions.

As part of this TPS growth strategy, Technip Energies announced completion of its acquisition of the Advanced Materials & Catalysts business from Ecovyst Inc., a global leader in specialty catalysts and advanced materials.

This will allow Technip Energies to expand its catalyst capabilities and technology offering. Catalysts are materials that accelerate chemical reactions, improve process efficiency, and are at the core of many process technologies. Associated applications will enable Technip Energies to secure its leading position in traditional markets with long-term visibility, such as polyethylene or hydrocracking, and unlock promising growth avenues for Advanced Materials & Catalysts' advanced materials and catalyst portfolio in emerging end uses such as Sustainable Aviation Fuels ("SAF"), biocatalysis, and chemical recycling.

This acquisition will establish a scalable catalysts platform built on high-value silicas and zeolites, supporting the development of Technip Energies' process technologies.

It will also enable enhanced R&D capabilities by bringing world-leading expertise in catalyst design and materials science complementary to Technip Energies' process technologies laboratories.

2.1.4. Technology & Innovation

2.1.4.1. Mission and Principles

The purpose of Technip Energies' technology and innovation activities is to improve existing technologies, products, and services, and to create new and differentiated products and services that meet growing customer needs. Technology and innovation are at the heart of Technip Energies' strategy and are carried out under the direction of the Company's Chief Technology Officer.

Among all the technology and innovation activities, market-oriented Research and Development ("R&D") is a major part. The goal of Technip Energies R&D is to deliver new technologies, products, and services to propel the growth of

our business and to enable Technip Energies to become a leader in the energy infrastructure markets.

Technip Energies' R&D process is developed and maintained by the Technology and Innovation ("T&I") organization. It starts with technology roadmaps, which are the result of collaboration within the T&I team, corporate strategy, and business. These roadmaps feed into and align with Technip Energies' business strategy. R&D programs are then defined accordingly. An illustration of the guiding principles of R&D, its process, and its outcomes is set forth below.

OUR MISSION IS TO ENABLE BUSINESS OUTCOMES



Within the T&I organization, the heads of technology oversee R&D for the following focus areas:

- low-carbon LNG and gas processing, including offshore;
- hydrogen and derivatives;
- sustainable fuels, chemicals and circularity; and
- decarbonization (carbon capture, utilization and storage — CCUS).

All R&D activities fall within these portfolios and are executed by Technip Energies' technical talent across the Operating Centers. Each head of technology provides oversight and drives the execution of R&D programs across the global technology centers. This R&D process allows our global teams to work efficiently to advance technologies at different levels of maturity.

A lean global R&D management structure: market- and delivery-focused structure, maximizing productivity

BUSINESS LINE SPONSORSHIP TO ENSURE BUSINESS OUTCOMES



* Incubation stage.

2.1.4.2. Technology Focus Areas to Enable Future Growth

Technip Energies' investment in technology and innovation is to enable a decarbonized energy system, and its R&D programs cover the development of solutions for low-carbon and carbon-free energies, hydrogen and derivatives, sustainable fuels, chemicals, and circularity. Depending on the nature and maturity of the technology addressed by a development program, its output allows Technip Energies to maintain and improve its competitiveness in the marketplace, to bring new products and solutions to expand beyond the current market offering, or to create new business models to meet new demands.

Through a combination of approaches including improved process efficiency, process electrification, fuel substitution, and carbon capture, decarbonized technologies enable Technip Energies' customers to reduce the carbon footprint of processes and operations in existing and new facilities. One of our objectives is also to develop a recycling or sustainable solution for each of the process technologies we offer. In addition, and in order to decarbonize Technip Energies' process technologies, a substantial portion of innovation activities is focused on the advancement and commercialization of low-carbon or carbon-free solutions, such as renewable fuels, sustainable chemicals, carbon dioxide management, clean hydrogen, and derivatives.

2.1.4.3. Technology & Innovation Footprint

Innovation is central to our success, with our laboratory and engineering centers working to add strength to our technology offering. Technip Energies' technologies and innovation footprint includes:

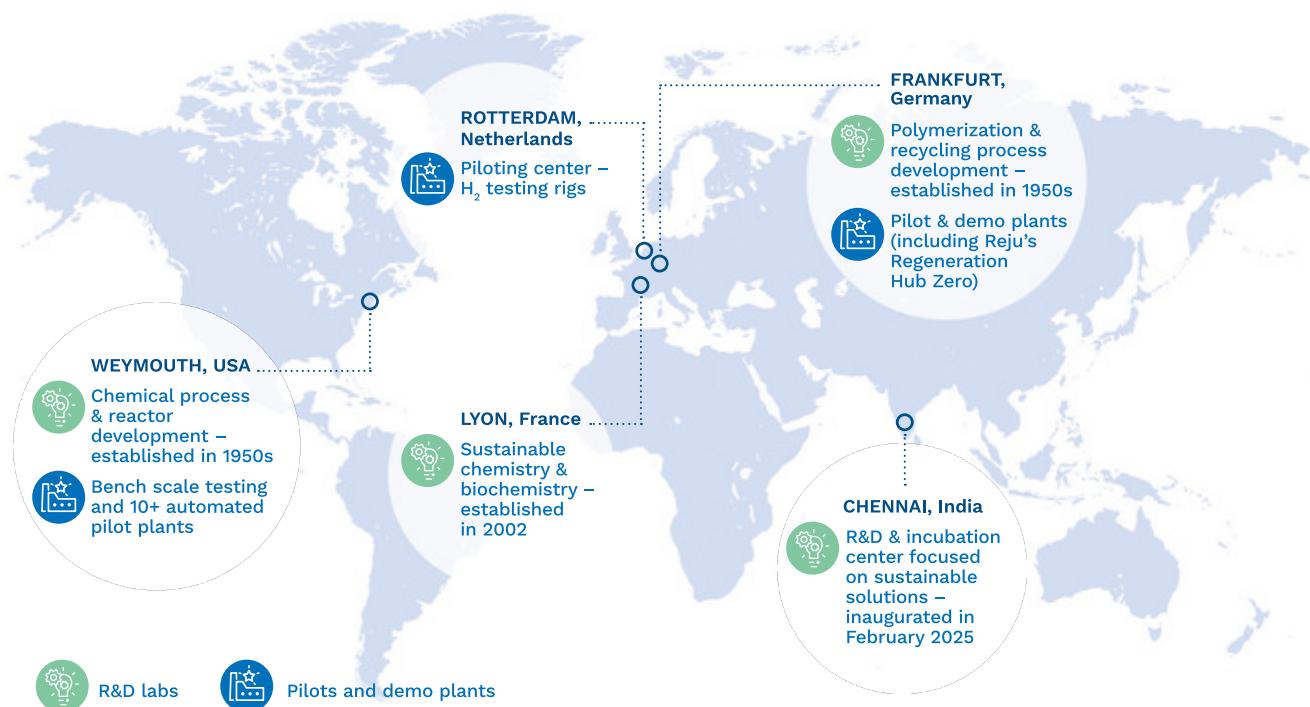
- an R&D lab in Weymouth, Massachusetts, United States, which focuses on testing and developing process technologies used in petrochemical and sustainable chemical applications. The facility operates ten fully automated pilot plants for catalyst evaluations and gathering of design data required to successfully scale up processes for commercialization. Expansion and modernization work is underway to enhance the capacity and performance of this facility. With over 60 years of experience at this facility, we can accurately evaluate a technology to determine its technical and economic viability and to advance its maturity;
- R&D facilities in Frankfurt, Germany, which are dedicated to technology development in the field of conventional and sustainable polyesters and polyamides and their respective recycling processes. The facilities include an analytical lab, pilot and demo plants including Reju's Regeneration Hub (see section 1.5.4. Circularity). The facilities have key expertise to develop and pilot new polymer recipes and recycling technologies, as well as to demonstrate new sustainable polymer and recycling solutions on a semi-commercial scale;
- Processium, a laboratory in Lyon, France, excels in designing and developing next-generation processes to support the energy transition and enhance manufacturing competitiveness in the field of sustainable chemicals. It provides process development services that accelerate and de-risk new technology introduction for clients ranging from start-ups to large industrial companies;

- a burner test facility located at Plant One in Rotterdam, The Netherlands, where we demonstrate our low nitrogen oxide ("NOx") burners with low-carbon fuels for use in fired heaters, steam reformers, and ethylene furnaces. This is an important step in decarbonizing existing industrial processes.

This test facility also hosts other Technip Energies pilot projects, including our feed-effluent transfer line exchanger demo for the low-emission cracking furnace technology, and our ammonia cracking pilot;

- a new research and innovation center set up at the Indian Institute of Technology Madras (IITM) Research Park in Chennai, India. This center is focused on research and technology development in critical fields including low-carbon energy derivatives, industrial decarbonization, and circularity, leveraging on the innovation ecosystem of academic research, start-ups and other industrial research facilities within the IITM Research Park;
- a laboratory located at Southern Petrochemical Industries Corporation Limited's (SPIC) fertilizer complex in Thoothukudi, Tamil-Nadu, India. This laboratory focuses on phosphoric acid pilot testing and is supported by the SPIC fertilizer complex central laboratory for analysis. It is crucial for designing phosphoric acid units and evaluating phosphate rock feedstock. The facility is used to develop new technology solutions for phosphoric acid and phosphate products, assist producers for production performance improvement, and design new units based on Technip Energies' phosphoric acid dihydrate process; and
- technology development centers in various locations worldwide. The diverse expertise, proximity to markets, and access to technology partnerships add significant strength to Technip Energies' R&D efforts.

Technip Energies' global footprint of labs and pilots



2.1.4.4. External Collaborations and Partnerships

Collaboration with industry partners and technology start-ups also represents a substantial portion of our technology and innovation portfolio. These collaborations and partnerships bring together unique and complementary expertise and accelerate the development and commercialization of new technology solutions.

The T&I organization is supported in these efforts by the Mergers & Acquisitions team, which is tasked with carrying out business acquisitions and consolidations.

New technology collaborations are established through relationships within the industry, as well as through partnerships with academia and research institutions. Salient examples include:

- the exclusive collaboration with LanzaJet to support the global deployment of the LanzaJet® Alcohol-to-Jet ("AtJ") process technology, which integrates our Hummingbird™ technology for converting ethanol to ethylene into the overall LanzaJet AtJ process to produce SAF;
- the collaboration with Enerkem, Inc. to accelerate the deployment of its technology platform for biofuels and circular chemical products from non-recyclable waste materials, which involves the gasification of the waste stream into biofuels, such as sustainable aviation or marine fuels;
- the agreement to integrate Versalis' Hoop® technology and our Pure.rOil™ and Pure.rGas™ purification technologies to develop a technological platform for advanced chemical recycling of plastic waste;
- the collaboration with Casale to integrate its Advanced Auto Thermal Reforming (ATR) and Partial Oxidation (POx) technologies with our BlueH₂ by T.EN™ suite, which utilizes CCUS technology amongst an arsenal of solutions to decarbonize industrial hydrogen production down to emission levels that are comparable with green hydrogen emissions;
- the collaboration with Siemens Energy in the development and commercialization of a Rotating Olefins Cracker ("ROC"), which is a step-out technology in decarbonizing ethylene production, enabling electrification of the process at higher process efficiency and productivity;
- a joint development agreement with SOCAR R&D for its Plate Catalytic Membrane Reactor (PCMR) technology for the production of biofuels from microalgae biomass;
- membership in the Massachusetts Institute of Technology's (MIT) Industrial Liaison Program (ILP) with the aim of monitoring research in sustainable technologies, collaborating with industry working groups, sourcing development and commercialization opportunities in energy transition, and facilitating interactions with the startup community;
- our affiliate membership in the Stanford Carbon Removal Initiative (SCRI), which fosters interaction with other energy community participants including through webinars, workshops and specific research in the field of carbon capture and utilization;
- the collaboration, which has been ongoing since 2011, on innovation and technology with the *Commissariat à l'énergie atomique et aux énergies alternatives (CEA)* with the current focus being renewable fuels and digital solutions;
- the founding membership in the Energy Consortium with the Indian Institute of Technology Madras (IITM), an Industry-academia-government collaborative effort aimed at accelerating the development of technologies for energy transition giving access to early-stage research, an energy industry network, and local top talent;
- multiple collaborations of the India Operating Center with premier engineering and research institutes such as the Indian Institute of Petroleum (IIP) in Dehradun, the Indian Institute of Science (IISc) in Bangalore, and the different Indian Institutes of Technology (IITs), as well as with the highly respected R&D centers of several major Indian

2 Value creation, businesses and financial performance

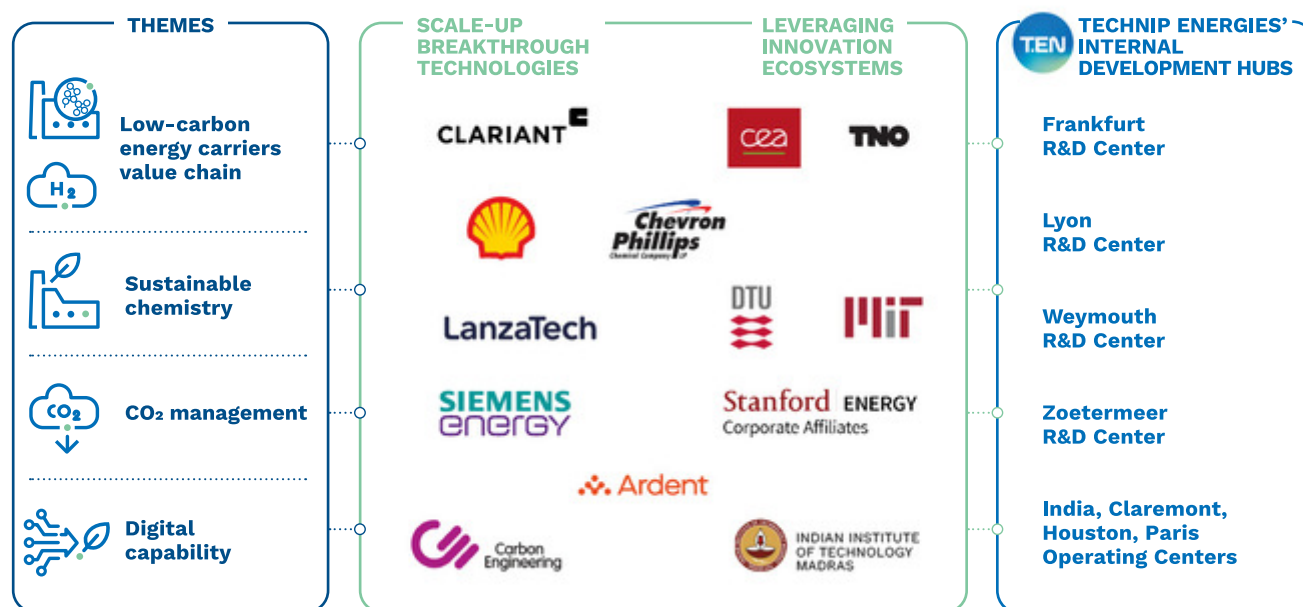
Sustainable long-term value creation

corporations, including Indian Oil Corporation Ltd R&D, Bharat Petroleum Corporation Ltd. R&D, and Hindustan Petroleum Corporation Ltd. R&D; and

- the METHAREN project, an innovation actions project funded by the European Union under the Horizon Europe

program. Technip Energies leads the consortium of 18 partners in this project. It aims to demonstrate a cost-effective, innovative, more sustainable, and circular biomethane production system enabling renewable energy sources intermittency management.

Leveraging innovation - Bringing external and internal energies



2.1.4.5. Intellectual Property

We own numerous intellectual property assets, including patents, trademarks, copyrights, and trade secrets, and we have access to third-party intellectual property through a variety of licensing relationships. These intellectual property assets are cumulatively important to our business. However, we do not believe that any single patent, or group of related patents, is currently of material importance in relation to our business as a whole. As part of our ongoing technology and innovation focus, we analyze our intellectual property portfolio as a whole to determine the most effective forms of intellectual property protection for new products, services, and other commercial offerings, as well as improvements to existing ones.

We hold about 325 granted patent families comprising approximately 2,850 granted patents globally. We also license intellectual property rights to or from third parties.

We own numerous trademarks and trade names, including approximately 100 distinct trademarks with about 680 total trademarks that protect our commercial offerings.

We monitor the activities of competitors and other third parties with respect to the use of our intellectual property. When appropriate, we enforce our rights against infringement or other unauthorized use. Similarly, we may receive allegations that we are infringing the intellectual property rights of others. Where necessary, we pursue or defend our position through legal proceedings if such disputes cannot be resolved otherwise.

2.1.5. Digital

A core enabler for sustainable and profitable business performance

Technip Energies possesses extensive experience in successfully executing digital projects aimed at improving efficiency, productivity, quality, and safety in our operations execution while creating novel business opportunities. In today's fast-changing energy sector, Technip Energies is committed to embracing digital solutions as a core enabler of sustainable and profitable business performance.

In 2024, Technip Energies launched an ambitious and comprehensive Digital Acceleration Plan that aims to deliver value across the Company. The digital acceleration portfolio

has two key pillars with several identified business priorities under each pillar:

1. Reinforce operational efficiency and certainty in execution
 - Improved quantity management;
 - Enhanced engineering quality and productivity;
 - Right-on-time procurement;
 - Optimized construction timelines; and
 - Top-notch QHSES standards.
2. Innovate and develop digital solutions to anticipate new client needs
 - Digital for Markets;
 - Digital for Consulting & Systems; and
 - Digital for T&I.

With a product-focused agile operating model and a structured change management approach, IT teams are working hand-in-hand with the business to drive digital innovation, adoption and modernize Technip Energies' tools.

As of the end of 2025, more than 55 digital and Artificial Intelligence ("AI") initiatives aligned with these business priorities have been launched and more than 20 minimum viable products (MVPs) have been delivered. To refresh the digital portfolio, a company-wide digital innovation process has been implemented to collect ideas from employees; this process is open all year round and qualifies ideas for inclusion into the portfolio on a quarterly basis.

Technip Energies' Digital Acceleration Plan has the potential to deliver €100m of annualized cost saving and drive incremental TPS revenues by 2028+.

Leveraging data with AI solutions to drive productivity, certainty, and safety

At Technip Energies, AI is a fundamental enabler of our overall digital strategy and how we execute digital projects. ~50% of launched initiatives under the Digital Acceleration plan are enablers for AI/GenAI or embedding AI/GenAI.

Technip Energies positions itself as a data-driven Company by adopting a fully data-centric approach built around processes, engineering, and technology. Leveraging the Company's extensive datasets with AI and digital technologies will allow Technip Energies to drive efficiency, enhance safety, and ultimately deliver more sustainable projects for our clients.

Some examples where the Company is deploying AI and digital solutions to its proprietary datasets include:

- AI-routing for electrical and instrumentation cabling in 3D models, which will drive better engineering quality, and enhanced cost accuracy as well as time savings in the design process;
- AI-generated quantities of materials for a plant at the tender stage based on our as-built plant datasets, which will drive the optimization of project costs;
- AI-assisted security: we use AI-backed CCTV and geo-localization for remote safety based on our previous incident datasets; this enhances the deployment of safety resources as well as anticipating safety needs.

These initiatives collectively position Technip Energies at the forefront of leveraging digital technologies for sustainable and profitable business outcomes.

Upskilling our employees on digital and AI

We retain and develop our employees thanks to a strong corporate culture forged over 60 years, which we continue to strengthen under a CEO-led vision to adopt a "People with AI" posture.

To provide a foundation for our employees to explore AI, we launched an "AI for all" engagement campaign in 2025 to upskill all employees on the effective and responsible use of GenAI for daily workday productivity. Employees are offered tailor-made e-learning modules, practical training sessions, and challenges under different thematic episodes launched regularly.

See also sections 2.2.1.2. Products and proprietary equipment and 2.2.1.3. Services for additional information on the Company's digital capabilities.

2.1.6. Our financial framework

Our financial framework was designed to provide a basis for sustainable long-term value creation for our shareholders:

- Technip Energies' differentiated business model with its complementary long- and short-cycle business segments (Project Delivery and Technology, Products & Services) provides the ideal blend to drive robust financials across energy cycles;
- owing to our large backlog and extensive commercial pipeline, we have excellent visibility in terms of revenues and margins with a proven ability to insulate the Company against the various cycles that the energy industry experiences over time;
- our contracting discipline and operating model delivers positive cash flows throughout a project's life cycle enabling an early cash conversion of earnings, securing future project execution, as well as providing flexibility and reliability for our capital allocation;
- we are an asset-light business with limited capital expenditure requirements – our assets are primarily our people, processes and technologies, and catalysts – thereby ensuring high cash-flow conversion, flexibility in our operating models, as well as an ability to invest for increased value creation rather than safeguarding of fixed assets;
- our business model is also supported by a robust balance sheet with strong liquidity and limited leverage, which should enable us to implement sustainable capital

allocation principles over the long term; and with ~€1.0 billion of net cash (adjusted for project-associated cash), and free cash flow conversion from EBITDA sustainably in the 70%-85% range, excluding working capital, the Company is committed to a disciplined and effective capital allocation that prioritizes shareholder returns and accretive investments while maintaining its investment grade balance sheet:

- **Dividends.** The Company intends to pay a minimum range of 25%–35% of free cash flow, excluding working capital, provisions, and non-recurring items, with growth aligned to its earnings trajectory;
- **Value-accretive investments.** Allocation of free cash flow to enhance differentiation and capture more value through TPS-focused M&A and investment in adjacent business models, including co-development and equity stakes.

Subject to investment opportunities and market conditions, supplemental shareholder returns will be considered, including share buybacks.

In summary, our financial framework provides the basis for high returns throughout the cycle, and is fully supportive of a long-term dividend policy commitment while bestowing flexibility for investments yielding incremental growth and value creation.

2.2. Our offering: Technology, Products & Services and Project Delivery

Technip Energies is positioned in two business segments addressing its key markets: (i) Technology, Products & Services (“**TPS**”) and (ii) Project Delivery (“**PD**”). TPS businesses are shorter cycle and offset PD’s longer-cycle projects. These businesses offer complementary and offsetting risk and business profiles. Each business segment builds on complementary strengths and strategies. See section 2.1.3. Growing Technology, Products & Services.

The Group has also set up One T.EN Delivery, a global resource for gathering and managing talents and capabilities, supporting both TPS and PD activities. One T.EN Delivery delivers projects via operating centers established around the globe and supplies resources to support our R&D growth. One T.EN Delivery ensures excellence in execution and accelerates the adoption of digital solutions that are critical not only for large projects but also for the smaller projects characterizing the energy transition markets. See section 2.2.3. for additional details related to One T.EN Delivery.

2.2.1. Technologies, Products & Services

Activities within the TPS segment, encompassing proprietary technologies and equipment, early engineering and consulting services as well as the sale of products, are typically shorter cycle than those carried out within the PD segment. Both segments have clear cross-synergies leveraging technological knowledge and project execution capabilities. TPS offers a differentiated risk and reward profile through its proprietary technologies, products, and higher-value service lines as evidenced by the 2025 380-basis point profitability difference.

TPS is comprised of the following activities:

- Technologies – see section 2.2.1.1.;
- Products and proprietary equipment – see section 2.2.1.2.; and
- Services – see section 2.2.1.3.

2.2.1.1. Technologies

Technip Energies’ portfolio of proprietary process technologies provides opportunities for early involvement in projects.

The Group develops, designs, commercializes, and integrates a wide range of technologies to complement and expand its offering. Technip Energies has experience in the commercial application of breakthrough technologies.

The Company’s differentiating portfolio includes technologies in gas monetization, hydrogen, sustainable fuels and refining, steam crackers and downstream processing such as petrochemicals and fertilizers, and circularity solutions.

This includes the following:

- in gas monetization, the Company has experience in delivering plants using Sasol’s “Slurry Phase Distillate” technology based on a long standing framework partnership. Technip Energies has provided FEEDs for the Fischer-Tropsch section of more than 60% of commercial Gas-to-Liquids (“**GTL**”) capacity worldwide;
- in natural gas liquid (“**NGL**”) recovery, the development and inclusion of cryogenic processes in large gas treatment plants has been one of Technip Energies’ hallmarks since the early 1980s. Our process designs provide energy-efficient and cost-optimized solutions for a wide range of gas processing requirements. Our CRYOMAX® family of processes for gas fractionation can be used for:
 - recovery of C₂+ and C₃+ hydrocarbons from natural gas and refinery off-gases,

- achieving a high NGL recovery rate and reducing the investment cost per ton of produced ethane or propane as compared to conventional expander plants, and
- when associated with LNG, enabling the efficient production of ethane and propane as make-up for mixed refrigerant processes and potential export as valuable products;
- in hydrogen, Technip Energies has delivered proprietary Steam Methane Reforming (SMR) technologies for approximately 60 years, based on which it has installed an estimated 30% of the world’s on-purpose hydrogen generation capacity. Technip Energies offers cost-optimal, high-efficiency and reliable production solutions through its BlueH₂ by T.EN™ portfolio of low-carbon solutions:
 - proven technologies and tailored solutions, such as Technip Energies’ Parallel Reformer (TPR™), and Enhanced Annular Reforming Tube for Hydrogen (EARTH™) co-developed with Clariant;
 - in-house combustion and burner technologies, such as the ultra-low NO_x Large-Scale Vortex (LSV™) burner, now commercially applied for 100% hydrogen firing;
 - for large-scale blue hydrogen, the ROX (Recuperative and Oxidative Reforming) solution, based on Autothermal Reforming Technology in partnership with Casale, operating in tandem with Technip Energies’ TPR™;
 - tailored solutions for Industry Decarbonization, applied to refining, (petro)chemicals, steel, power etc.;
 - in the low-carbon ammonia value chain, Technip Energies introduced HyNext by T.EN™, its highly efficient, low-energy intensity ammonia cracking technology solution, yielding the lowest LCOH hydrogen production from ammonia (energy/hydrogen) carrier;
- in refining, the Company has capabilities in maximizing production of light olefins using fluid catalytic cracking, hydrogen, carbon dioxide management, sulfur recovery units, water treatment, and zero flaring, as well as digital tools such as FAST for plant performance improvement;
- Technip Energies is a leader in the ethylene industry with a portfolio of 150 grassroots plants and a large number of modernizations. Relying on a variety of associated proprietary technologies, the Group allows its clients to reduce the capital costs of new furnaces and improve the operational efficiency of existing furnaces. The Group now offers a low-emission furnace that reduces fuel consumption by 30%, resulting in 30% reduction in CO₂ emissions. In parallel, Group research centers develop and test technologies for polymer and petrochemical

applications, where fully automated pilot plants gather design data to scale up processes for commercialization. The Group's development programs include designing electric ethylene cracking furnaces as well as Rotating Olefins Crackers;

- in downstream petrochemicals and fertilizers, Technip Energies holds a portfolio of more than 30 chemical technologies, including Badger Licensing technologies and Zimmer Polymer Technologies, which were developed through technology and innovation and R&D programs or long-standing partnerships with leading manufacturing companies and technology providers. This portfolio includes technologies in the field of phosphoric acid, styrenics and phenolics, polyesters and polyamides, and related monomers technologies. In addition, Technip Energies acts as engineering service provider on third-party technology packages for various polyolefin technologies like polyethylene and polypropylene;
- in sustainable fuels, Technip Energies has largely referenced its first-generation ethanol technology, and is working across the SAF pathways with a strong focus and technology position on the Alcohol-to-Jet ("AtJ") pathway with LanzaJet. The LanzaJet AtJ SAF technology utilizes Technip Energies' Hummingbird™ technology as implemented in the world's first commercial facility, the Freedom Pines Unit in Georgia, USA;
- in sustainable chemistry, Technip Energies has developed or acquired technologies such as ethanol-to-ethylene technology (Hummingbird™), glycerol to epichlorohydrin technology (Epicerol™), biobased Succinic Acid technology, biobased MEG (bio2Glycols™) and, based on the Group's proprietary Zimmer Polymer technologies, bio-based/biodegradable plastics, such as PBAT/PBS and PEF;
- as part of its circularity strategy, Technip Energies has been developing a range of technology-driven solutions, including standardized plug-and-play products, pure technology licensing models, and a Build-Own-Operate adjacent business. The Company has adopted two main positions:
 - recycled polyolefins pathway: this approach focuses on converting end-of-life plastic waste into waste plastic pyrolysis oil and waste plastic pyrolysis gas, which are then purified and reused to regenerate olefins and polyolefins via petrochemical assets. Technip Energies has established strategic partnerships with Synova, Alterra, and Neste for the pyrolysis technology component. Additionally, two proprietary technologies, Pure.rOil™ and Pure.rGas™ have been developed to address purification and integration challenges;
 - textile industry transformation: aiming to radically reshape the textile sector, Technip Energies has launched a business called Reju, which introduces a novel textile-to-textile recycling system. Reju leverages Volcat, a glycolysis-based depolymerization technology that rejuvenates complex PET-based textile waste into virgin-like PET fibers. This innovation supports the mission of establishing a new circular textile industry. Volcat was co-developed in collaboration with IBM and Under Armour. See also section 1.5.4. Circularity.

2.2.1.2. Products and proprietary equipment

In response to the rapid growth of energy demand, productization of plants enables faster delivery and reduces overall costs, thereby making projects more economically viable and bankable for clients whilst allowing Technip Energies to improve its margins and revenue mix. Technip Energies keeps developing and improving its product and proprietary equipment portfolio through its R&D programs.

Products

Canopy by T.EN™



In 2023, Technip Energies launched Capture.Now™, a set of decarbonization solutions to capture and transform carbon into opportunities for the industry and address a wide range of applications, from the Oil & Gas sector to heavy industry, cement, and power.

The same year, Technip Energies announced the launch of its Canopy by T.EN™ brand for a flexible, integrated suite of post-combustion carbon capture solutions for any type of emitter, powered by Shell's leading CANSOLV® technology. These products allow the Group's clients to de-risk their projects, capture CO₂ and meet their targets quickly, efficiently, and affordably, regardless of scale, industry or location.

The Canopy by T.EN™ C200 solution is Technip Energies' flagship modularized product within the Canopy by T.EN™ range, offering leading carbon capture technology combined with optimized modular architecture and seamless integration with clients' facilities. The C200 is the only 200 kta solution currently offered on the market as a standard, modularized and configurable package, thereby maximizing capacity and value.

Also included in the Capture.Now™ platform is BlueH₂ by T.EN™, the Group's approach to producing low-carbon hydrogen from fossil sources, which consists of a suite of fully integrated, low-carbon hydrogen technology, and EPC solutions to deliver the best possible levelized cost of production with the lowest carbon footprint across any type or scale of plant.

SnapLNG by T.EN™

SnapLNG by T.EN™ combines a compact modular design for mid-scale LNG trains with standardized components and technology. The system benefits from speed to market with greater certainty around cost and schedule, as well as best-available process technology, including the liquefaction process and associated refrigerant compression and digitalization.

SnapLNG by T.EN™ offers lower emissions and is suited to low-to zero-carbon footprint LNG. With SnapLNG by T.EN™, Technip Energies provides a pre-engineered and tangible product which significantly shortens the overall execution schedule as compared with the usual project development sequence from feasibility study to the end of the modules' engineering, procurement and fabrication ("EPF").

The key features of SnapLNG by T.EN™ have been developed by way of a robust and reliable FEED design based on Technip Energies' experience from concept to delivery of modularized LNG plants. They are as follows:

- a nominal large plant capacity to bring economies of scale with a four-module 2.5 Mtpa LNG train ready for transportation and installation, the actual and precise plant capacity being tuned depending on project specificities (mainly gas composition and conditions as well as ambient conditions);
- three utility modules supporting the operation of the pre-engineered LNG train;
- a fully electrified design to eliminate GHG emissions including electric motor drivers of approximately 50 MW for refrigeration compressors;
- Air Products' (now part of Honeywell Group) air-cooled AP-DMR liquefaction process and equipment, which are the most efficient in energy consumption and easiest to modularize;
- module sizing (both in terms of dimensions and weights) which is compatible with the constraints of sea and land transportation;
- maximized activities (including commissioning) at module fabrication yards;
- extensive use of digital solutions, including data management digitalization during FEED and identification of tested digital solutions for the EPF phase; and
- identification of environmental solutions to limit and detect GHG and volatile organic compounds emissions.

Optimized cost is achieved through standardization, digitalization, assembly in the high-productivity environment of specialized module yards, and a very substantial reduction in onsite construction worked hours.

Heat transfer technologies and products

Technip Energies, Wieland Thermal Solutions and Kelvion Thermal Solutions have successfully developed and implemented in the past two decades a wide range of enhanced heat transfer technologies for key industries such as LNG and ethylene production.

With Wieland Thermal Solutions, Technip Energies developed for TEMA type heat exchangers, two dual enhanced tube families, GEWA PB and GEWA-KLF, respectively, for evaporation and condensation of light hydrocarbons (C₂, C₃ and C₄). More than 160 Mtpa of LNG are currently processed worldwide using these dual enhanced tube technologies.

Technip Energies and Kelvion Thermal Solutions offer DIESTA (Dual Internally and Externally enhanced Structured Tube for Air Cooler), which is used to clean gas and liquid cooling services and light hydrocarbon condensing services.

References are available in multiple areas, in refining and gas treatment as well as in LNG plants.

These technologies allow increased plant compactness, thereby reducing capital expenditure ("CAPEX") by lowering equipment, piping, structure and civil engineering investment, reduce CO₂ emissions and lower power consumption (with lower fuel gas consumption for turbines), and improve the sustainability of the plant.

Technip Energies integrated LNG-to-Power Solutions

Technip Energies leverages its expertise in LNG and offshore technologies to offer competitive LNG-to-Power plug-and-play solutions, enabling low-carbon energy with unique flexibility.

Integrated LNG-to-Power solutions by Technip Energies respond to the need for clean power production in remote or critical locations, including for energy-intensive industries (such as mining), as well as for fast-growing markets (such as Southeast Asia and Africa). These include:

- iLNGP™ by T.EN which performs all the functions of an LNG terminal and a gas power plant on a single prefabricated floating unit, thereby securing project execution in complex environments, enabling rapid deployment at site, and allowing for possible relocation. With no permanent impact on site and no land area required, this solution facilitates permitting even in congested locations; and
- iRPB™ by T.EN which further reduces capital expenditures and deployment schedule using a separate LNG floating storage unit that facilitates construction and enhances flexibility.

Technip Energies' LNG-to-Power solutions optimize efficiency with combined cycle gas turbine technology ensuring heat recovery, or high-performance gas engines for optimum performance even at partial or variable loads, from small- to large-scale power generation.

iLNGP™ and iRPB™ also feature a CCS option, reducing by up to 95% CO₂ emissions thanks to Shell's CANSOLV CO₂ capture's performance system based on regenerable amine technology.

To address the local impact of the traditional power plant cooling system that discharges large quantities of warm seawater, Technip Energies has also implemented an onboard closed-loop cooling tower configuration that aims to prevent any impact on local marine life.

Technip Energies' integrated LNG-to-Power solutions offer affordable plug-and-play clean power, secured fast-track execution in complex locations, and flexible solutions enabling relocation and operating lease models.

Loading Systems

Loading Systems provides land-based and marine-based loading and transfer systems services to oil & gas, petrochemical, chemical and decarbonization industries using articulated rigid loading arms and swivel joint technologies. While its marine systems are typically constructed on a fixed jetty platform, the Company has developed and is now the leader in advanced loading systems that can be mounted on a vessel or offshore structure. This facilitates ship-to-ship and tandem loading and offloading operations in open seas or exposed locations. Loading Systems has pioneered cryogenic loading arms, which are necessary for the transport of liquefied gases such as LNG, emergency release systems (ERS) and quick connect/disconnect couplings (QC/DC). Technip Energies' patented technology can be applied in exposed locations to enable offloading with permanent movements, helping clients reduce breakwater costs.

Loading Systems has also developed and launched the eMAX series, a new generation of marine loading arm which integrates electric actuators instead of hydraulic ones, as well as automatic connection and monitoring capabilities to improve both operational and maintenance aspects of the loading arm. In 2025, Loading Systems materialized this breakthrough innovation through two awards for the supply of electric loading arms, including one by Equinor for the Northern Lights Phase 2 project. The Company has also delivered the world's first CO₂ marine loading arms for a full-scale carbon capture and storage project in Norway. Technip Energies is developing products and services, including digital solutions, to help the industry address the energy transition and propose transfer solutions for hydrogen and its derivatives (e.g., ammonia and liquid organic hydrogen carriers such as toluene). The Group keeps investing in technology and innovation to support customers with the best products and services.

Loading Systems' worldwide service network consists of professionals based in locations across the globe who ensure a close, personal approach to each client to meet their needs. Loading Systems' services include:

- highly trained field service technicians for installation, commissioning, and maintenance;
- preventive maintenance inspections;
- modular or tailor-made training programs, including training with virtual reality tools;
- a large range of supplies for new and long-lived systems spare parts;
- upgrade, repair and revamp expertise; and
- digital services solutions (e.g., remote inspections with smart glasses).

Proprietary Equipment

Across its various technologies, Technip Energies is developing IP associated with proprietary equipment involved at the core of the process, allowing an improved yield and offering our clients the best end molecules quality, taking into account the need to decarbonize our industries. Key examples are the cracking furnaces, burners, UCEGO™ filters, ripple trays, and other equipment detailed in Technip Energies' technology handbook.

Systems & digital offering

Operations automation systems

Technip Energies provides specialized robotics solutions (crawlers, drones, ROVs, dexterous arms) for Inspection, Maintenance, and Repair (IMR) in extreme environments such as marine, contaminated, high-temperature, and hazardous areas. The robotics solutions are designed for operations in areas where human access is limited or dangerous. The robotics fleet is piloted by Technip Energies' proprietary software CyXense™ Commander, integrating robots developed by Technip Energies, such as Lucy for ATEX environments, TST-BOT for remote operations in power overhead lines, or Maestro for subsea diverless and ROVless activities, or robots from the market. From the remote-control center, the operator can execute full autonomous navigation and operation missions powered by artificial intelligence integrated into CyXense™ Commander. These solutions also enable operators to automate multiple operations starting from autonomous monitoring. (example: monitoring of subsea cables and pipeline initiating autonomous vessels inspection).

Operation Automation

Integrating software and robotics hardware solutions for remote low-manned operations.

CyXense® Commander, an open environment for robotics fleet management



Key benefits

- Integrate robots from multiple providers in a consolidated environment
- Simulate robotic missions for maximum deployment impact
- Execute full autonomous missions in harsh environments
- Benefits from embedded AI capabilities for autonomous decision making

Monitoring systems

Technip Energies offers advanced solutions for integrity and safety monitoring of people, subsea, offshore and onshore assets. The comprehensive suite of surveillance and monitoring technologies, designed for the specific needs of the energy industry, ensures asset integrity and security while minimizing maintenance costs and reducing operational risks.

The Technip Energies CyXense™ Surveyor platform integrates artificial intelligence for hazard detection and safety management.

Since 2000, Technip Energies has deployed multiple mooring monitoring and riser monitoring systems to improve the safety of offshore oil and gas producing infrastructures.

Monitoring

True real time data for improved safety and security decision making

CyXense® Surveyor, a unified software platform, dedicated to safety and security management



Key benefits

- Ensures consistent data quality
- Adapts to client requirements through highly configurable capabilities
- Interfaces easily with 3rd party sensors and software
- Benefits from embedded AI capabilities for faster decision making

Inspection systems

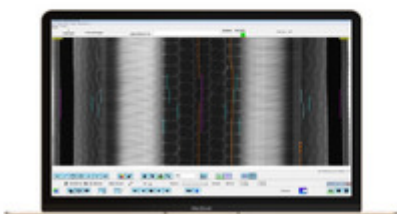
Technip Energies leverages advanced inspection technologies, from X-ray and infrared thermography to high-energy computed tomography, to ensure structural integrity and operational safety. The non-intrusive solutions provide accurate, real-time diagnostics that extend product lifespan, reduce maintenance costs, and improve compliance with industry standards. Technip Energies delivers a wide range of

X-ray inspection systems, integrating hardware with analysis AI driven software for the tire, defense, aerospace and energy industries that detects default automatically. For the past 20 years, our systems are piloted by our software CyXense™ Expert that provides modules for image acquisition, AI powered defect recognition and 2D/3D reconstruction.

Inspection

Automated X-Ray inspection software

CyXense® Expert, integrated image acquisition and software analysis with Automatic Defect Recognition



Key benefits

- Provides accurate defect recognition through deep-learning camera vision
- Complies with regulatory requirements
- Reduces manufacturing waste by automated decision making
- Benefits from embedded AI capabilities for faster decision making

INO and INOC offshore wind platforms

Technip Energies contributes to the advancement of floating offshore wind (“**FOW**”) through proven technologies now operated within Ekwil, its joint venture with SBM Offshore.

The FOW market is a dynamic and rapidly expanding industry, presenting unique challenges and opportunities. Technip Energies’ expertise lies in developing tailored floaters to withstand the harshest conditions, while integrating mass production capabilities.

Technip Energies has developed the INO platforms family, a range of semi-submersible solutions designed to operate efficiently in challenging offshore environments. The INO was initially developed by the Company’s subsidiary Inoceen in 2021. Recognized for its excellence, the concept has received Basic Design Approval from DNV and Approval in Principle from BV.

The INO concept represents a 3-column semi-submersible foundation designed to withstand diverse environmental conditions worldwide. This foundation embodies efficiency and resilience with its DNA rooted in lean design principles.

As part of the INO program, Technip Energies leveraged its in-house simulation tools to thoroughly analyze the dynamics between the floating platform and its integrated turbine. It has actively engaged in discussions with various fabrication yards to gain insights into manufacturing processes. This collaborative effort aimed to identify pain points and costly operations, ultimately streamlining the INO design. Implementing these solutions paves the way toward mass production, delivering an efficient and cost-effective solution.

The INO platforms have been engineered for flexibility across a wide range of turbine sizes and site conditions. The design has evolved from earlier concept studies toward INOC, the latest-generation semi-submersible floater optimized for industrial-scale deployment.

INOC represents an advanced evolution of the flagship INO concept, building on Technip Energies’ extensive offshore experience to achieve design efficiency, operational reliability, and streamlined fabrication. The INOC platforms offer a tower-centric adaptation of the original INO design, developed by Inoceen, our Norwegian subsidiary. The design retains the key advantages of the INO family:

- flexible and scalable deployment adaptable to any site and turbine size;
- compatibility with current and future turbine technologies; and
- optimized offshore installation and maintenance.

Today, these proven technologies form part of the portfolio of Ekwil, the 50/50 joint venture between Technip Energies and SBM Offshore. Through Ekwil, the INO and INOC semi-submersible platforms, together with the Float4Wind™ Tension Leg Platforms family, are brought to the market to deliver reliable, bankable, and cost-competitive FOW solutions worldwide.

SPYRO™

SPYRO™ is the ethylene industry standard for steam cracking yield prediction and complete furnace simulation of gas or liquid feedstocks. Since its introduction in 1979, SPYRO™ has been adopted by ethylene producers worldwide representing 80% of installed nameplate capacity. SPYRO™ has become an important guide for energy transition, as evidenced by Technip Energies’ Low-Emission Furnace which could not have been developed without SPYRO™. In ethylene plants, Integrated SPYRO™ is powering Advanced Process Control and Real-Time Optimization solutions from all major APC/RTO vendors. Many of Technip Energies’ proprietary technologies for both ethylene and hydrogen have been developed with the help of SPYRO™, such as Swirl-Flow Tube (SFT™), EARTH™, WATT™ and TPR™.

2.2.1.3. Services

Leveraging on its PD expertise and technological know-how, Technip Energies aims to further develop and promote its services offering. These offers allow Technip Energies to be positioned along the whole value chain, from inception to plant operations:

- The Group is offering early engineering services, which are embedded in the different business lines, including T.EN X – Consulting and Products, a cross-market business line providing both consulting and products. Consulting is divided between Technical Advisory (including Genesis), Project Management Consulting (“**PMC**”) and Operations & Maintenance Consulting (“**OMC**”).

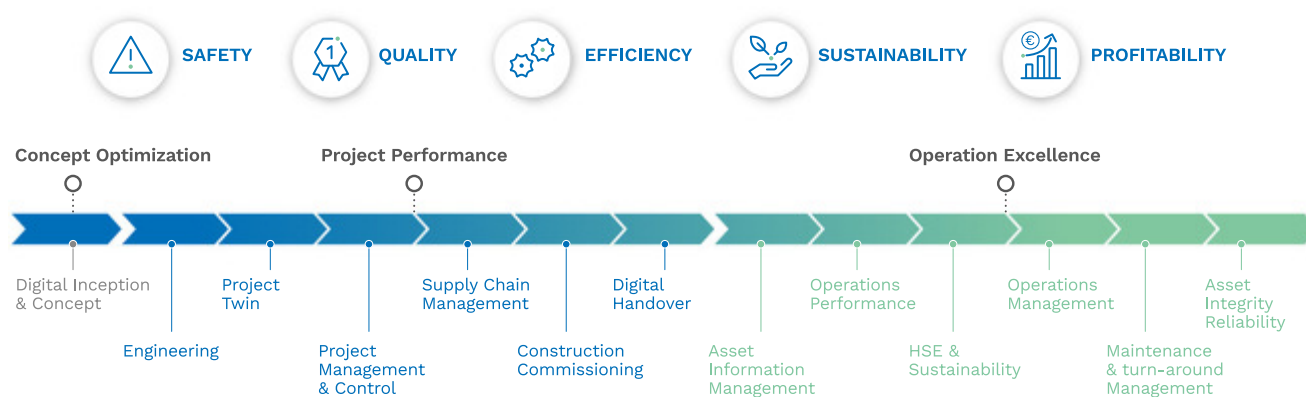
Early engineering studies include various studies, notably Conceptual Studies, pre-FEED and FEED and are proposed not only as a pull-through opportunity for PD but also to secure for Technip Energies early access to clients. Early phase engagement enables the Company to bring value to clients as they can appraise and select the most compatible pre-FEED solution. Technip Energies assists clients in modeling multiple development scenarios and project concepts in order to optimize technological and design specifications for a given site and end-market and takes into account the other constraints and opportunities of specific projects. By focusing on early engagement, the Company offers the potential for reduced project execution risk and overall CAPEX spend.

- Engaging with clients at an early stage has become a crucial aspect of the Group’s strategy, particularly in light of the push toward a carbon-neutral economy. This shift has created a more unpredictable environment for the Group’s clients, where engineering expertise and rapid

development of solutions are critical. The Group recognizes the importance of being proactive in engaging early with clients to ensure their needs are met in a timely and effective manner. With a global presence and over six decades of experience, Technip Energies is well-equipped to comprehend its clients’ objectives from the project conceptualization stage. The Company’s knowledge of cutting-edge technologies also enables it to identify the full spectrum of possibilities in its clients’ emissions reduction aspirations. During the initial stages of client engagement, Technip Energies can also leverage its array of process technologies, which may be proprietary or obtained through third-party licenses. The Company offers guidance to clients throughout the planning and development phases of projects, providing various options related to critical aspects of a project’s financial viability, including life cycle expenses (such as CAPEX, future upgrades, OPEX and decommissioning), projected production levels, adaptability to different future scenarios, project risks and uncertainties, and HSE risk assessment.

- By leveraging its expertise, the Company establishes an optimized project profile. Early engagement may involve pre-FEED and FEED stages, during which Technip Energies provides additional support to clients in the evaluation and development of critical aspects of a particular project. The completion of these studies is also essential for ensuring successful EPC execution, and the Company requires to be part of FEED studies before progressing to the EPC phase.

- Early engagement enables the Group to better address clients' requirements in subsequent phases, thereby increasing the demand for other services and strengthening the Company's presence across the entire value chain.
- Adaptive life cycle planning and scheduling also allow for tighter execution and contribute to securing a lower-carbon impact. By being engaged in the early phases of projects, Technip Energies commits to stakeholder management, contributing added value at all stages of the value chain.
- Using its EPC know-how and de-risking its activity, Technip Energies is offering Engineering Procurement Services and Construction Management ("EPsCm") in various markets.
- The Group provides Operations and Maintenance ("O&M") services for any type of energy-related assets. By leveraging the Group's advanced digital expertise, Technip Energies can pursue smarter ways to design, build, monitor and optimize the performance of assets. With this type of service, Technip Energies has positioned itself on a longer-term business cycle. Plant performance services help ensure that the Company's technologies and products reach their full potential during the operations phase of a plant.
- Technip Energies focuses on providing business values to its clients. The Group is offering digital consulting services aligned to client's business strategies at all stages of asset life cycle. The solutions aim to optimize the conceptual phase, improve performance during project execution and achieve excellence during operation and maintenance of the asset.



Technip Energies has developed a comprehensive digital offering to support the industry's evolving needs. It provides an extensive range of technologies and services aimed at enhancing efficiency, safety, and sustainability across industries. By integrating cutting-edge digital technologies, Technip Energies enables clients to transition to a data-driven operational model, enhancing their effectiveness in an ever-evolving digital landscape.

Consultants provide strategic guidance on digital transformation to support business objectives and maximize impact. Technip Energies tailored digital roadmaps are designed to enhance operational resilience and deliver improved Return on Investment.

Technip Energies delivers energy architecture and field development conceptual studies supported by digital solutions.

Advisory
Provide early-life solutions in terms of plant design and digital design

Odyssey is an investment decision tool for green energy architecture

Key benefits

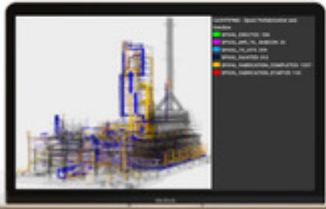
- Better decision with refined results on green molecules produced
- Cash flow tracking over a period of exploitation
- Sensitivity analysis to see the most impacting factors on projects
- Calculation of loan capital, interest rate, EBITDA, subsidies on projects

Technip Energies offers end-to-end project management services, ensuring the smooth implementation of digital solutions with minimal disruption. Our phased approach ensures seamless integration, effective knowledge transfer, and high adoption rates, leading to sustained operational improvements.

Project execution

Integrated end-to-end solution for project control management

Comprehensive project control, execution platform, and construction management for optimized EPC performance



Key benefits

- Clear picture of project and construction progress at any time
- Forecast project activities
- Tracking of project and construction cost and schedule, including forecast
- Reliable information between stakeholders

Technip Energies' comprehensive digital consulting spans across the asset life cycle during O&M, emphasizing sustainability and safety and reducing operations costs. Through the integration of advanced digital technologies, Technip Energies dismantles operational silos, improving decision-making to enhance operational outcomes.

As a digital systems integrator, Technip Energies collaborates closely with clients to deliver technology-agnostic solutions

tailored to their unique requirements. Technip Energies' unwavering commitment to innovation and excellence ensures that every digital program drives measurable business impact, empowering clients to navigate the complexities of the energy transition and achieve their operational goals.

Operations Excellence

*Digital operation consultancy
Optimizing asset performance:
the new frontier*

Digital solutions for operations and maintenance margin improvement



Key benefits

- Apply Technip Energies' plant expertise to operations and maintenance
- Optimize asset beyond its limitations
- Consolidate and report production and operational margins
- Reduce carbon emissions

Genesis

Genesis is an independent market-leading advisory company specializing in high-value services for the energy industry. By offering a unique combination of techno-economic, engineering, environmental and strategic consulting services, Genesis enables our clients to make informed strategic decisions in the early stages of a development. In 2025, Genesis received again industry recognition, from Forbes as one of the World's Best Management Consulting Firms in the "Energy, Utilities & Environment" category.

With more than 35 years, Genesis has been supporting clients to develop key energy projects across the world.

This support is proving to be ever more valuable as our clients seek responsive support to navigate the immediate market uncertainty while also adapting to the long-term pressures from emissions reduction commitments and geopolitical block shifts.

As a wholly owned company of Technip Energies, Genesis operates as an independent advisory service business, uniquely positioned to tailor its approach to client challenges. Genesis has the flexibility to leverage its parent company's extensive expertise and resources as needed, enhancing its ability to deliver the best solutions and can offer full phase of project life-cycle solutions for its clients.



Genesis' mission is to be the trusted advisor for its clients in their journey to a sustainable future. Its commitment to sustainability is evident in every aspect of its work. From the initial master planning and concept selection to providing assurance during execution phases, Genesis strives to minimize environmental impact whilst identifying sustainable solutions that ensure the longevity of our clients' business.

Genesis operates through three core practices:

1. advisory solutions focused on due diligence, rapid techno-economic assessments and strategic guidance, typically completed in 4 to 10 weeks;
2. development solutions, dedicated to Genesis' fundamental activities, from feasibility through to Front-End Engineering Design;
3. asset impact solutions, targeting enhanced operation efficiencies and carbon reductions of existing assets.

In 2025, Genesis experienced a significant growth in its subsea, environmental and asset life extension services, reflecting our expanding global capabilities.

Genesis has demonstrated its values through dedicated involvement in the Northern Endurance Partnership (NEP) and the NZT Power CCS projects, and previously, the White Rose project. From initial conceptual development to construction, Genesis has consistently supported NZT Power and NEP at each stage of their progress. At present, we are delivering system integration services throughout the offshore execution phase, highlighting our continued commitment to assisting clients in meeting their business goals and sustainability objectives.

Looking ahead to 2026, Genesis will relaunch its advisory offerings with an enhanced focus on environmental and sustainability services. The new Environmental & Advisory Solutions practice will support our clients to navigate and assess whether investments align with environmental and social goals, providing the agility to adapt early if necessary.

With initial expansion in Europe and South Asia, this practice is strategically positioned to deliver high-value services on a global scale.

Project Management Consulting (PMC)

Capitalizing on project management core competencies, Project Management Consulting provides a range of project management consulting services. PMC services allow the Group's clients to achieve investment and safety objectives, as well as de-risk execution from technology selection to final delivery. This work is typically delivered on a reimbursable basis, providing the Group with a high-value and low-risk stream.

Furthermore, PMC grants Technip Energies early access to clients in the initial stages of their projects by providing services focused on implementation of transparent, auditable governance processes, thereby enabling such projects to build a positive international reputation and improve their profitability. Technip Energies' PMC serves clients in multiple sectors including oil & gas, energy transition, fertilizer and infrastructure.

Technip Energies has grown its PMC business organically with the creation of a dedicated PMC work stream ten years ago. The Company has now carried out approximately 15 million worked hours for its customers, including large roll-on projects such as Petronas' Refinery and Petrochemical Integrated Development in Malaysia. It has also entered into PMC framework agreements with several major clients. Activity levels were approximately 1.6 million worked hours last year, and the Group aims to reach the target of 3 million worked hours over the medium term.

Operations & Maintenance Consulting (OMC)

Technip Energies' OMC business assists clients in unlocking and maximizing the full value of their assets through operational excellence across the entire asset life cycle.

OMC provides a full range of solutions, from standalone, ad-hoc technical and engineering services for specific operational needs, to multi-year integrated services packages, all of which are enabled by digital and innovative solutions. OMC services allow the Group's clients to make and implement the right decisions that enhance safety, reliability and sustainable performance, optimize and ensure the life-cycle cost of their assets.

Leveraging Technip Energies' leadership and expertise in engineering, technologies and project delivery, OMC brings a holistic understanding of industrial assets' operations and supports performance of facilities in the manner the facilities were designed to operate. Technip Energies' O&M Consulting teams also support operators in identifying, assessing and implementing improvements and modifications to increase efficiency, exceed production targets, extend the life of the assets, reduce environmental impact, and replace end-of-life equipment. OMC serves all of Technip Energies' core markets, including downstream and energy transition.

Through OMC, Technip Energies offers a trusted partnership that spans the full asset life cycle, transforming design intent into reliable and value-generating operations.

Recent industrial references of O&M activities include the re-instrumentation of an existing Ethylene/Propylene Plant of the State Oil Company of Azerbaijan (SOCAR), a facility assessment and life extension study of North Field Alpha (NFA) facilities of QatarEnergy in Qatar, and several studies under the engineering services frame agreement with Nghi Son Refinery and Petrochemical (NSRP) in Vietnam, among others.

2.2.1.4. Key TPS highlights in 2025

Listed below are the key TPS highlights for 2025.

Key TPS operational milestones

Freedom Pines Biorefinery (United States)

Hummingbird™ technology enables world's first production of jet fuel from ethanol at commercial-scale plant.

Basra Refinery - PMC (Iraq)

Successful operational commencement of the new refinery complex in December 2025.

Northern Lights (Norway)

CO₂ loading arms up and running for injection of first CO₂.

NZT Power Project (UK)

Activity related to the fabrication of the CO₂ absorber has reached its peak.

INEOS Project One (Belgium)

Last furnace modules shipment arrived in Antwerp. Furnaces positioned on their foundations.

Carbon Centric Rakkestad (Norway)

Carbon capture plant (Canopy C10) started operations.

GALP Green Hydrogen Unit (Portugal)

Main electrolyzer shelter and pipe racks erection in progress.

GALP HVO Unit (Portugal)

Major equipment installed (reactors, columns) or ongoing (heaters, compressors).

Neste Renewable Products Refinery Expansion - Site Development Project, Rotterdam (Netherlands)

Start of Sustainable Aviation Fuel production.

Neste Renewable Products Refinery Expansion - Capacity Growth Project, Rotterdam (Netherlands)

Piping erection ramping up and piping hydrotest activity started in utilities unit.

Reliance NMD and DMD Cracker (India)

Equipment order completed and piling works in progress in Dahej Manufacturing Division.

Numaligarh Refinery Expansion (India)

Successful transportation and installation of the vacuum distillation column.

Shell Skyline Ethylene Furnace Revamp EPF (Netherlands)

Fourth furnace, out of eight, started up in March.

AM Green Kakinada Project - Rely (India)

Successful completion of the first ammonia tank raft foundation.

Key TPS commercial and strategic highlights

Technip Energies - Acquisition of Ecovyst's Advanced Materials & Catalysts business

Technip Energies announced completion of its acquisition of Ecovyst Inc.'s Advanced Materials & Catalysts (AM&C) business. This strategic transaction broadens the Group's capabilities in advanced catalysts and supports its disciplined growth strategy for the TPS business segment in established markets by increasing recurring revenues while accelerating opportunities in sustainable fuels, circular chemistry, and carbon capture, key drivers of long-term value creation and critical areas for the energy transition.

PTTEP Arthit Carbon Capture and Storage (CCS) Project (Thailand)

Technip Energies was awarded a detailed engineering contract by Thoresen Jutal Offshore Engineering Heavy Industries Limited (Thailand). PTTEP is leading the Arthit CCS Project. Technip Energies' scope includes detailed engineering for new CCS processing units and CO₂ injection facilities with brownfield modifications to the existing Arthit Central Processing Platform.

Northern Lights (Norway)

Technip Energies Loading Systems was awarded a contract to supply three fully electric marine loading arms fully qualified to transfer liquefied CO₂ for phase 2 of the Northern Lights CO₂ transport and storage project in Øygarden, Norway.

Rely - European Green Aviation Fuel Hub (France)

Rely was awarded to assist H4 Marseille Fos in early engineering studies to solidify plant definition and support permitting for a landmark project dedicated to producing sustainable aviation fuel (e-SAF) in Fos-sur-Mer, France.

Ecoplanta Waste-to-Methanol Project (Spain)

Technip Energies was awarded two engineering services contracts by Repsol for the Ecoplanta project in El Morell, Spain, a first-of-a-kind waste-to-methanol facility in Europe. The project will convert non-recyclable municipal waste and biomass into renewable methanol, supporting circularity and decarbonization objectives.

Plas-TCat® Chemical Recycling Technology

Technip Energies and Anellotech launched the commercialization of Plas-TCat®, an innovative catalytic cracking technology converting mixed plastic waste directly into high-value base chemicals. The technology enables scalable and circular chemical recycling, supporting the transition to a more sustainable plastics value chain.

Reju – Circle-8 Textile Ecosystems Partnership (UK)

Reju announced a partnership with Circle-8 Textile Ecosystems to support the development of a large-scale textile-to-textile recycling ecosystem. The collaboration secures pre-sorted textile waste feedstock for Reju's future European regeneration hubs, supporting the transition of UK brands and retailers toward a circular textile industry.

North Field Production Sustainability Offshore Compression Project – NFPS COMP 4 (Qatar)

Technip Energies was awarded a significant Detailed Engineering Design contract by L&T Hydrocarbon Business for the North Field Production Sustainability Offshore Compression Project of QatarEnergy LNG. The scope covers detailed engineering for two offshore compression complexes, following the FEED phase successful completion.

Cyprus LNG Import Terminal – ETYFA (Cyprus)

Technip Energies was selected by the Natural Gas Infrastructure Company (ETYFA) to complete the LNG import terminal project in Vassilikos, Cyprus. The project is part of an EU Project of Common Interest and aims to support Cyprus' transition from oil to cleaner energy sources.

Rely – Clear100+ Green Hydrogen Product

Rely unveiled the new generation of its 100 MW de-risked green hydrogen configurable productized plant, Clear100+. The solution consists of scalable 20 MW blocks integrating John Cockerill Hydrogen alkaline electrolyzers, offering a modular, pre-engineered and performance-guaranteed solution to enable fast and cost-effective deployment of industrial-scale green hydrogen projects.

Reju – Regeneration Hub One (Netherlands)

Reju announced the selection of Chemelot Industrial Park in Sittard-Geleen, Netherlands, for its first industrial-scale

textile-to-textile regeneration center, Regeneration Hub One. Subject to final investment decision, the hub will support large-scale circular textile regeneration, with a planned capacity to process the equivalent of 300 million articles annually.

Reju – Strategic Partnerships with Rematrix, Utexa and Antex

Reju announced a partnership with Rematrix in Italy to secure a compliant and sustainable supply of end-of-life textiles, supporting upcoming Extended Producer Responsibility regulations. In parallel, Reju announced product validation plans with Utexa and Antex for the commercial adoption of REJU Polyester™ in multifilament yarn applications across Europe and the Americas.

Technip Energies – MMY Dahej Yard Rooftop Solar PV (India)

Technip Energies announced the installation of a 750 kWp rooftop solar photovoltaic system at its MMY Dahej yard, expected to generate approximately 1,000 MWh of renewable electricity per year and reduce Scope 2 emissions by more than 50%.

Rely – Verso Energy e-Fuels Projects (Worldwide)

Rely and Verso Energy announced the selection of Rely to deliver the FEED for the DEZIR eSAF project in Petit-Couronne, France. This major step follows the Memorandum of Understanding signed in 2025 and marks a significant milestone in the technical development of DEZIR, a project that is part of a broader initiative to develop seven e-Fuels production plants worldwide. Together, these facilities aim to produce over 500,000 tons of SAF annually, with up to 90% lower lifecycle emissions compared to conventional jet fuel.

Technip Energies – Expansion in India

Technip Energies announced a strategic expansion in India with the opening of a new office in GIFT City, near Ahmedabad, and the inauguration of a Research & Innovation Center at IIT Madras Research Park in Chennai. These initiatives strengthen the Group's footprint in India, supporting innovation, talent development, and the delivery of sustainable energy solutions, with the new Ahmedabad office expected to employ around 300 people in 2025.

Reju – Cibutex Partnership (Europe)

Reju announced a partnership with Cibutex to establish a circular textile ecosystem, securing feedstock supply of post-consumer textile waste for the production of regenerated Reju Polyester™. Materials from Cibutex member companies will be processed at Reju's Regeneration Hub Zero in Frankfurt and future regeneration hubs, supporting the development of a large-scale circular textile infrastructure.

Technology, Products & Services (TPS) – Adjusted IFRS ⁽¹⁾

(In millions of €)	2025	2024	% Change
Revenue	1,820.2	1,997.3	(8.9%)
Recurring EBITDA	260.4	257.5	1.1%
Recurring EBITDA Margin %	14.3%	12.9%	140 bps ⁽²⁾
Recurring EBIT	196.4	192.0	2.3%
Recurring EBIT Margin %	10.8%	9.6%	120 bps ⁽²⁾

(1) Financial information is presented under adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests (see section 2.3. Operating and financial review), and excludes restructuring expenses, merger and integration costs, and litigation costs.

(2) Basis points.

2.2.2. Project Delivery

At Technip Energies, PD combines mature engineering, procurement & supply chain, construction management, and commissioning & startup.

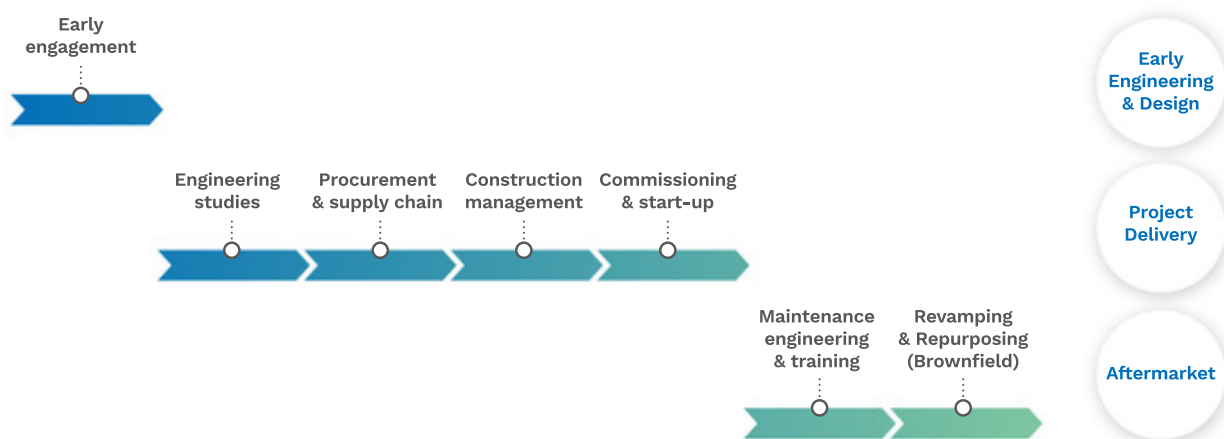
As part of Services (refer to section 2.2.1. Technologies, Products & Services), early phase engagement enables the Company to bring value to clients as they can appraise and select the most compatible pre-EPC solution.

Adaptive life-cycle planning and scheduling also allow for tighter execution and contribute to securing a lower-carbon

impact. By being engaged in the early phases of projects, Technip Energies commits to stakeholder management, contributing added value at all stages of the value chain.

Once the most suitable technology and design solution has been identified, the Company applies its execution capabilities by leveraging its FEED and EPC services, forming part of our “PD” services.

Technip Energies has the ability to span the entire value chain:



Technip Energies targets a balanced portfolio, applies diversified contract models and has a commercially selective approach.

2.2.2.1. Engineering studies

Technip Energies’ project-driven capabilities include engineering studies for processes, HSE design, itemized equipment (which includes heaters, boilers, package units, rotating equipment, pressure vessels, heat exchangers, and other equipment for industry), control systems and instrumentation, electrical facilities, piping, civil engineering, structural and architectural engineering, information management, and document control for new facilities and revamps. Consistent with a data-centric approach, engineering studies are managed within Technip Energies and are supported by proven work processes and the use of external software providers as well as powerful proprietary and in-house developed engineering tools.

Depending on the nature of the project and the Group’s involvement, some or all of the following engineering studies may be conducted in respect of such projects as part of PD:

- Front-End Engineering Design (“FEED”), performed in competition mode or to target EPC, covers mechanical data sheets for the main equipment, starting from the process specifications issued during the BED and incorporating the specific requirements of codes and standards to be applied to the project. It also includes, amongst other items, the preparation of tender packages for the main equipment as well as all studies to be performed before ordering the main equipment. FEED studies facilitate an accurate cost estimate, provide a technical appendix to an EPC contract and make it possible to obtain firm, reliable and comparable offers. A FEED study is a crucial stage of a given project involving advanced engineering and construction. It permits the assessment of every aspect of the project, including possible difficulties and potential risks that may arise after the project starts operations. By having delivered

a complete FEED package, a proper foundation is laid for successful construction, thereby securing future opportunities to bid on and collaborate on other FEED studies and EPC projects. A well-planned and well-executed FEED package gives project owners and investors the confidence to proceed with funding the required capital for a given project; and

- Detailed Engineering includes, among other items, the purchasing of equipment (main and bulk) as well as issuance of all required construction documents and drawings up to the Approved for Construction (AFC) stage for the construction. Project sequence simulations are also carried out to anticipate criticalities and priorities in the execution strategy and support the Advanced Work Packaging (AWP). Startup procedures, final documentation, user manual and data handover are also prepared at this stage.

2.2.2.2. Procurement and supply chain

Technip Energies manages purchasing activities, purchase order execution, logistics operations, vendor quality, and performance through its Global Sourcing & Procurement (“GSP”) department. GSP has developed a strong group of professionals with extensive experience and know-how in supply chain management. This is crucial in meeting a client’s priorities, deadlines, and specifications.

GSP professionals are present in each of our major operating centers and are organized around five main functions. This enables the leveraging of the supplier base and the provision of services to local operations where the majority of projects are executed. Integrated corporate teams are organized to best leverage the supply market and manage the majority of the Group’s global spend as well as supplier relationships.

In the sequence of sourcing and procurement, category managers play a strategic role in identifying the pool of potential suppliers, in initiating strategies for the establishment of possible global framework agreements, and in providing market intelligence.

Buyers establish the cost-base of projects, by negotiating and establishing the contracts. Vendor performance managers lead the expediting and inspection of the products, before handing the equipment over for transport. Indirect Procurement is also involved in buying products and services to support our operating centers.

As a key support function at the heart of our business, GSP has a role that is evolving, from one of building resilience to one of anticipation. An Emerging Technologies Sourcing department has been created to work closely with business lines to understand the dynamics and anticipate market trends for products that will be needed in the future, notably associated with the energy transition. Industrialization and digitalization are becoming ever more core in the Group's procurement activities.

Moreover, the Group works to instill sustainability in its operations, incorporating environmental footprint and social and governance records in supplier qualification, selection, and management. In 2025, Technip Energies hosted the third edition of its Sustainability Suppliers Council, its landmark annual *rendez-vous* for suppliers to share best practices and to strengthen long-term relationships, aiming to foster a supply chain that is sustainable, responsible, and resilient.

Committed to stakeholder management, Technip Energies commits to dealing with clients, suppliers, and subcontractors with respect, transparency, and vigilance on human rights. Technip Energies aspires to develop business only with suppliers who comply with the Company's Values. The Group regularly assesses the performance of suppliers to ensure that standards and expectations in delivery, quality, and response to supply chain matters are met. Also, assessments are carried out to monitor suppliers' compliance with regulations and guidelines relating to modern slavery, sustainability, human rights, anti-bribery, tax evasion, and data protection, amongst other topics.

2.2.2.3. Construction management

Construction management is at the core of Technip Energies' competencies and allows the Group to deliver some of the world's most complex projects, including in Mozambique (Coral FLNG), in Australia (Prelude FLNG), in Egypt (Midor Refinery), in Mexico (Etileno XXI), in Qatar (the NFE and NFS LNG projects), in the Netherlands (Neste Biorefinery), in Bahrain (BAPCO Refinery), in the UAE (Borouge Ethane cracker and Ruwais LNG project), and in the UK (NZT Power).

Construction is involved with engineering and procurement in the earliest phases of projects, putting safety and quality always at the heart of the Company's priorities.

Technip Energies designs customized construction strategies to suit the size and complexity of each project. Additionally, the construction methods center drives innovation to continuously improve construction delivery, by identifying new technologies, enhancing work processes and construction systems. For instance, the Group has developed and deployed the EasyPlant™ software, an in-house construction web-based application that manages the entire construction life cycle, which now features with mobile accessibility.

The Company has also developed 3D Construction and Workfront Management systems, which are combined with

advanced Business Intelligence (BI), allowing the Company to visualize, plan, analyze, and control all construction activities, thereby supporting Advanced Work Packaging best practices.

2.2.2.4. Commissioning and startup

Technip Energies is recognized as a leader in commissioning, which is key for ensuring safe plant delivery to clients. The Company's expertise covers home office preparatory works and site pre-commissioning, commissioning, startup, initial operation, as well as maintenance and training. The completion management system powered by EasyPlant™ allows the entire production chain to be controlled.

Technip Energies' Smooth startup program identifies during the early engineering phase corrective actions coming from feedback and failure mode analysis with a special focus on the first startup. It aims to minimize or eliminate the possible causes of unplanned shutdowns to achieve stable operations and production. In addition, a pre-startup safety review is applied to all projects to deliver a plant designed in line with high standards and started up safely.

2.2.2.5. Maintenance engineering and training

Technip Energies develops several maintenance programs and deploys a variety of integrated maintenance tools and techniques to increase the probability that equipment or systems will perform correctly over an extended life cycle.

These services also include specialized job training, customized training solutions, and dynamic operator training simulation (OTS).

2.2.2.6. Revamping & Repurposing

Reaching carbon neutrality requires building new carbon-neutral facilities, but also revamping or repurposing existing assets as existing plants need to see their energy efficiency improved, as well as their greenhouse gases emissions reduced. Technip Energies has the ability to offer its project delivery know-how in such cases.

The Group is also offering technologies to be installed on existing assets, increasing capacity, conversion, selectivity, and/or reliability. Technip Energies offers services that complete its repurposing offer from planning studies to assistance for operations according to client needs.

2.2.2.7. Main Project Delivery projects under execution in 2025

Below are some of the main Project Delivery projects in the execution phase during 2025.

QatarEnergy North Field East (NFE) – Qatar

An EPCC¹ contract for QatarEnergy for the onshore facilities of the NFE project. The project covers the delivery of four mega LNG trains of 8 Mtpa each, associated utility facilities, and a large CO₂-capture and sequestration facility enabling a reduction in greenhouse gas emissions of over 25% compared with similar LNG plants. The facility will process approximately 6 bscfd² of feed gas from the eastern sector of Qatar's North Field, the world's largest non-associated gas field. The expansion project will produce approximately 33 Mtpa of additional LNG.

QatarEnergy North Field South (NFS) – Qatar

An EPCC contract for QatarEnergy for the onshore facilities of the NFS project, covering the delivery of two mega LNG trains of 8 Mtpa each, a 1.5 Mtpa CO₂-capture and

⁽¹⁾ EPCC: Engineering, Procurement, Construction, and Commissioning.

⁽²⁾ bscfd: billion standard cubic feet per day.

sequestration unit, enabling over 25% greenhouse gas emissions reduction versus comparable facilities. The expansion will add approximately 16 Mtpa of LNG, increasing Qatar's total production capacity to 126 Mtpa.

GranMorgu FPSO – Offshore Suriname

A contract for TotalEnergies for the construction and installation of the first FPSO vessel in Suriname, located in Block 58. The project features an all-electric drive FPSO configuration, zero routine flaring and full reinjection of associated gas into the reservoirs. Power usage will be optimized thanks to waste heat recovery units and optimized water cooling systems. The project will also include permanent methane detection and monitoring systems.

Coral Norte FLNG – Offshore Mozambique

A contract from Eni to perform preliminary activities for the Coral Norte Floating LNG project, designed as an exact replication of Coral Sul FLNG delivered in 2022. The launch of the FLNG hull occurred in January 2026.

Lower-Carbon Ruwais LNG Project – UAE

An EPC contract from ADNOC for two natural-gas liquefaction trains totaling 9.6 Mtpa located in Al Ruwais Industrial City, Abu Dhabi. The plant will use electric-driven motors rather than gas turbines and will be powered by clean energy, positioning it among the world's lowest-carbon-intensity LNG facilities. It will more than double ADNOC's LNG production capacity.

Sempra LNG Energía Costa Azul (ECA) – Mexico

An EPC contract for Sempra LNG and IEnova to add a 3.25 Mtpa natural-gas liquefaction unit to the existing regasification terminal. The compact, high-efficiency mid-scale design will allow for natural gas liquefaction and LNG export capability at the ECA LNG facility in Baja California, Mexico.

Borouge 4 Ethylene Project – UAE

An EPC contract awarded by Borouge to the Technip Energies–TARGET consortium for a new ethane cracker unit forming part of the fourth olefins and polyolefins complex. The expansion will bring the Borouge Ruwais polymer plant production to approximately 6 Mtpa. The ethane cracker is designed to accommodate a post-combustion CO₂ capturing unit at a later date. Technip Energies performed the FEED prior to award.

Marsa LNG Bunkering Project – Oman

An EPC contract awarded by TotalEnergies and OQ for a 1 Mtpa LNG liquefaction train, using electric-driven motors fully powered by renewable electricity from an adjacent solar farm, instead of gas turbines.

LNG output will notably be used as a marine fuel to reduce the shipping industry's carbon footprint.

Blue Point Number One ATR – United States

An EPC contract by Blue Point Number One, a joint venture between CF Industries, JERA, and Mitsui & Co, for the delivery of a 1.4 million-metric-ton-per-year ammonia plant in Donaldsonville, Louisiana. The plant is expected to enable more than 95% CO₂ recovery. Technip Energies collaborates with Topsoe to integrate its SynCOR Ammonia™ technology.

BAPCO Refinery Expansion – Bahrain

An EPCC contract from Bahrain Petroleum Company (BAPCO) to expand the Sitra oil refinery's capacity from 267,000 to 360,000 barrels per day, enhance energy efficiency, valorize the heavy part of the crude oil barrel (bottom of the barrel), enhance product slate, and adhere to environmental compliance.

Aramco Sulfur Recovery Units (SRU) Riyadh – Saudi Arabia

A contract awarded under Technip Energies' long-term agreement with Aramco to upgrade sulfur recovery facilities at the Riyadh Refinery. The project covers the implementation of three new tail gas treatment (TGT) units to improve the performance of three existing SRUs, enabling over 99.9% recovery efficiency and compliance with more stringent sulfur dioxide emission regulations.

Commonwealth LNG – United States

An EPC contract for Commonwealth LNG's 9.5 Mtpa LNG facility in Cameron Parish, Louisiana. The project includes six identical liquefaction trains using Technip Energies' modular and scalable SnapLNG™ design, enabling schedule acceleration, cost optimization, and greater predictability. The award follows successful FEED completion and is pending full Final Investment Decision.

Assiut Hydrocracking Complex – Egypt

An EPC contract for ANOPC to convert fuel-oil products from the existing ASORC refinery into cleaner products to meet growing local demand. Process configurations screening, economic analysis, and FEED were performed prior to the award. The hydrocracking unit is designed for a capacity of 47,200 barrels per day.

IOCL Paradip PTA Plant – India

An EPCC contract by Indian Oil Corporation Limited (IOCL) for the delivery of a new 1.2 Mtpa Purified Terephthalic Acid (PTA) plant and associated facilities at Paradip, Orissa, on the East coast of India.

Project Delivery – Adjusted IFRS ⁽¹⁾

(In millions of €)	2025	2024	% Change
Revenue	5,366.3	4,857.5	10.5%
Recurring EBITDA	432.4	403.0	7.3%
Recurring EBITDA Margin %	8.1%	8.3%	(20) bps ⁽²⁾
Recurring EBIT	373.2	356.1	4.8%
Recurring EBIT Margin %	7.0%	7.3%	(30) bps ⁽²⁾

(1) Financial information is presented under adjusted IFRS framework, which records Technip Energies' proportionate share of equity affiliates and restates the share related to non-controlling interests (see section 2.3. Operating and financial review), and excludes restructuring expenses, merger and integration costs, and litigation costs.

(2) Basis points.

2.2.3. One T.EN Delivery

One T.EN Delivery (“**OTD**”) is the global delivery organization of Technip Energies. It supports the Company’s offer at the tender, estimation, and project execution stages, by calling on the Group Operating Centers’ respective competencies to respond competitively to business needs. OTD supports both TPS, by developing and promoting technologies and expanding the Company’s technological footprint and know-how, and PD, by offering to our clients an integrated lump-sum turnkey offering from detailed engineering until plant start-up.

OTD comprises a network of 30 Operating Centers organized under seven Operating Center Clusters. Each Operating Center Cluster includes a group of Operating Centers under the umbrella of a main Operating Center. Our main Operating Centers are Paris, Rome, Houston, London, Abu Dhabi, Kuala Lumpur, and Mumbai.

OTD’s purpose and key missions can be summarized as follows:

- support the development of Technip Energies technologies and manage the activities of OTD Laboratories;

- focus on delivering proposals and projects;
- perform Engineering, Procurement, Construction and Project Management services for Company-owned technologies, and capital projects as well as for proprietary equipment;
- develop and preserve the technical knowledge associated with Technip Energies’ own technologies and proprietary items to foster organic innovation and support technology and innovation as well as R&D projects;
- manage and develop knowledge, competencies, and talents in coordination with the Company’s People and Culture department, with the Technology & Innovation department’s input;
- develop and/or maintain methods and tools required to deliver tenders, estimates, and projects; and
- balance workload across the Group, drive global allocation of resources, project management expertise as well as technology integration on complex projects, and optimize staffing and execution schemes in liaison with the Group’s divisions.

Delivery Excellence

Operational efficiency

Technip Energies is continuously improving project execution by reducing schedules, reducing CAPEX and OPEX, improving safety, and improving the quality of the information produced. Digital solutions also support reduction of a project’s carbon footprint as does the continuous monitoring of greenhouse gas emissions.

As part of the OTD and Group Operations and Transformation functions, a roadmap with multiple digital acceleration initiatives including eProject participates in harmonizing and standardizing processes, methods, and tools for TPS & PD tenders and projects. Technip Energies widely uses Visual Intelligence to support EPC project execution.



Visual Intelligence:
Digital insight for
construction projects

A new service that aims to support project execution through a “field digital twin”, built on 2D/360 images and point clouds integrated with EPC data.

Key facts

- Vision computing capabilities supporting main construction activities such as work-front management, progress tracking, QC inspection, carry-over works, commissioning and handover
- Suite of integrated tools connecting project stakeholders to anticipate and de-risk execution
- A main step to enable sustainable and digital construction sites

- Already operating for six projects in four countries
- 2,000,000 sqm and 400,000 pictures
- Hundreds of users have access to the field digital twin to pilot construction activities



Technip Energies has also developed its own software to manage Construction phases in EPC projects.



EasyPlant®:
Our unique & integrated
digital construction
application

Technip Energies in-house construction application enables the proactive piloting and management of all phases of our construction activities

Key facts

- Global and standard web-based application for Technip Energies projects
- Collaborative platform for clients, partners and subcontractors
- Full control of site activities until final handover to client
- Enhanced capabilities with mobile applications
- Full integration with 3D for better decision-making
- Powered by built-in Business Intelligence and AI features
- Enables benchmarking for improved estimation and prediction



Digital ecosystem

Technip Energies is committed to developing digital solutions that reinforce operational efficiency and certainty in execution as well as anticipating client needs. Leveraging our digital ecosystem – listening closely to client needs, systematically scanning the external competitor environment, regularly monitoring AI and digital trends, and actively engaging with key digital thought leaders – enables us to identify and deliver best-in class solutions.

We regularly identify opportunities for partnering with or participating in digital ecosystems to support our long-term strategic ambitions and accelerate the value that digital can bring to our enterprise.

2.3. Operating and financial review

The following discussion and analysis should be read in conjunction with the rest of this Annual Report, including the consolidated financial statements and accompanying notes, which are included in section 8.1. Consolidated financial statements for the year ended December 31, 2025 of this document and the auditor's report thereon in section 8.3. Independent Auditor's report. Except as otherwise stated, this operating and financial review is based on the consolidated financial statements, which are prepared in accordance with the International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB").

Rounding and negative amounts. In preparing the consolidated financial statements, most numerical figures are presented in millions of euros. For the convenience of the reader of this document, certain numerical figures are rounded to the nearest thousand.

As table totals are based on unrounded figures, there may be discrepancies between these totals and the sum of their rounded component figures.

The percentages (as a percentage of revenues or costs and period-on-period percentage changes) presented in the textual financial disclosure in this document are derived directly from the financial information contained in the consolidated financial statements. Such percentages may be computed using the numerical figures expressed in millions of euros in the consolidated financial statements. Therefore, such percentages are not calculated on the basis of the financial information in the textual disclosure that has been subjected to rounding adjustments in this document.

In tables, negative amounts are shown in brackets.

Currency. All references in this section to "€" are to the single currency introduced at the start of the third stage of the European Economic and Monetary Union pursuant to the Treaty on the functioning of the European Community, as amended from time to time. All references to "\$" are to the lawful currency of the United States ("U.S.").

2.3.1. Business outlook

In the context of the current situation in the Middle East, Technip Energies activated its crisis management protocols on February 28 and implemented precautionary measures across the affected countries in the Middle East, in alignment with guidance from local authorities and in close coordination with clients.

These measures include the activation of local and corporate response teams, the implementation of local emergency protocols, and the suspension of all travel to and from, including transit through, the concerned countries.

The safety and security of Technip Energies personnel remain the absolute priority. The Company is fully mobilized and is working closely with local leadership to ensure appropriate measures remain in place.

The situation continues to evolve, and developments are being closely monitored. As Technip Energies is focusing on the safety of its people and business continuity, the Company will continue to evaluate the situation and provide updates as appropriate.

The situation in the Middle East adds a further layer of complexity to the evolving macro-economic environment. While geopolitical shifts and policy uncertainty persist, the underlying fundamentals remain robust and supportive across our core markets.

Demand for energy is growing, plastics consumption will continue to increase, and decarbonization remains a central theme.

In a world accelerating toward electrification, grid stability is essential. And this is why the role of natural gas remains highly pertinent – without gas, there is no supply stability, and without stability, renewables are challenged.

The global energy system build-out increasingly requires a level of innovation and technical sophistication that few companies possess – Technip Energies is bringing solutions.

The investment cycle in natural gas and LNG will play out over the long-term, with market attention now turning from near-term oversupply fears to the risk that the market will not be adequately supplied into the 2030s.

It is increasingly clear that the world requires a pragmatic decarbonization, but we need to win the affordability battle to drive acceleration in carbon capture, clean fuels, and other low-carbon and circularity markets.

And while we prepare for the era of circularity through Reju and other industrial collaborations, we will selectively target adjacent market opportunities including nuclear.

Driven by its pioneering spirit, best-in-class engineering expertise, technology scale-up and integration, and project execution capabilities, Technip Energies delivers sustainable and economically viable solutions at the scale the world needs in the markets of today and tomorrow.

Technip Energies accomplishes these feats through its business models, which are characterized by complementary strengths and cycles:

- **Project Delivery:** this segment provides an extremely robust baseload of activity and cash flows derived from a de-risked and dynamic projects portfolio. Furthermore, its long business cycle provides several years of visibility in terms of workload, cash flows and earnings. Project Delivery encompasses a variety of projects and contracts, thereby minimizing the risk associated with project management and execution. Indeed, the overall risk of our portfolio of projects is mitigated for four main reasons:
 - firstly, discipline and selectivity criteria. Technip Energies does not bid for any major project unless it is the architect having performed the front-end engineering before it reaches the final investment decision. Equally, we require intimate knowledge of the technology (either company-owned or through alliance partnerships). We ensure we work in known geographies and with known customers. Finally, all projects must have a positive cash flow profile from award and through the entire project life cycle;
 - secondly, the risks in our projects are rigorously managed at the project level with built-in mitigation strategies tailored to each project;
 - thirdly, we employ a range of contracting schemes, from lump-sum turnkey to reimbursable, as well as convertible and hybrid models. By strategically

adjusting from one contract type to another and from one project to another, we actively manage our overall risk exposure;

- fourthly, our risks are further mitigated by a diverse mix of projects, which vary in size, geographical location, customer type, and execution phases. Some projects are in the early stages, while others are nearing completion.

■ **Technology, Products & Services (“TPS”)**: this segment, characterized by shorter-cycle contracts, provides accretive margins and can also act as a pull-through to Project Delivery. It enables us to broaden our offerings and enhance our differentiation through innovative commercial offerings based on technology deployed through proprietary products, and provides a high level of utilization of our engineers and project managers through the broad range of services offered to customers. As a gateway to distinctive new offerings, clients and projects, TPS represents a core focus of our capital deployment – both organic and inorganic.

Project Delivery and TPS are highly complementary and synergistic. For instance, our carbon capture offering utilizing the Shell CANSOLV® technology began as a TPS initiative, but has evolved into commercial offerings for Project Delivery, and both segments will benefit as we grow in the carbon capture market. Similarly, our proprietary Hummingbird™ technology, which is crucial to the development and deployment of the Alcohol-to-Jet sustainable aviation fuel pathway, began and continues as a TPS initiative, with plans for deployment into larger-scale projects.

In addition to our two main business segments, as part of our capital allocation strategy, we are evaluating investments in adjacent business models that emphasize long-term value retention and enhanced value creation for our shareholders. As a tangible example, we launched Reju in 2023, a new company dedicated to PET (Polyethylene terephthalate) recycling (rPET) of textiles. Any investment undertaken by Technip Energies into ventures like Reju is subject to strict return-on-investment criteria.

2025 has been a successful year of delivery, with strong project execution, important awards and positioning, and the completion of our first major acquisition.

- We set **new benchmarks for revenue and EBITDA** with high free cashflow generation, demonstrating the commitment and expertise of our teams worldwide. Both of our business segments delivered year-over-year growth in EBITDA, with a robust performance for Project Delivery, and solid margin growth in TPS to above 14%.
- During the year, we achieved major commercial success in decarbonization, including the award of Blue Point Number One – the world’s largest low-carbon ammonia facility. We also continued to **position Technip Energies for mega-projects** that are expected to materialize in 2026 and 2027, including LNG developments in the U.S., Africa, and the Middle East. This includes the award signed in February 2026 for the NFW project in Qatar, building on our successful collaboration on the Qatar NFE and NFS projects. We also secured a large authorization to place purchase orders for critical equipment for Commonwealth LNG in the United States ahead of its expected final investment decision in 2026.
- 2025 was further distinguished with the completion of our first major acquisition of Advanced Materials & Catalysts (“AM&C”). This transaction is aligned with our **disciplined capital allocation strategy to enhance our Technology and Products offering**, extending Technip Energies’ capabilities across materials science and the catalyst value chain. The addition of AM&C is immediately financially accretive and provides a strong platform to unlock further value for our stakeholders.

Following two highly successful years in 2023 and 2024, where annual order intake exceeded €10 billion, 2025 was impacted by macro-economic, geopolitical and policy uncertainty. This backdrop led to several anticipated awards to be delayed or put on hold. As such, adjusted order intake for 2025 of €4,630.0 was materially lower than we experienced in prior years.

Notwithstanding this, our backlog at €16.0 billion, equivalent to 2.2x 2025 revenue, remains substantial and a source of business strength for Technip Energies. This robust backlog provides us with excellent visibility into future earnings and enhances our resilience to economic cycles. Notably, more than 55% of the backlog is slated for execution in 2027 and beyond, underscoring the clarity we possess regarding future operations and the anticipated revenue growth.

Our commercial pipeline remains rich and we expect to **achieve our highest-ever annual order intake** in 2026. This would likely drive backlog to reach new highs. Furthermore, the long-term growth outlook for our core markets remains compelling and natural gas and circularity being critical to power and decarbonize the world. Technip Energies is ideally positioned to engineer this world designed to last.

At Technip Energies, we are constantly scanning the horizon for promising ideas and early-stage technologies that can be implemented effectively. We achieve this by leveraging the strength of our people and laboratories, and partnering seamlessly across our innovation ecosystem, which spans start-ups, mature companies, and leading universities.

One of our defining strengths is our ability to test and develop technologies all the way from initial proof of concept in our labs, through pilot programs, and ultimately to full-scale commercial implementation in industrial plants.

- This is exactly the path that we have been on with Shell for carbon capture, which has led to the signing of an exclusive global alliance to deliver post-combustion carbon capture solutions. Our shared ambition is to enable hard-to-abate industries to decarbonize more cost-effectively and with greater certainty;
- Technip Energies is also advancing its proprietary technology portfolio. A recent milestone is the successful commercialization of our low-emission cracking furnace technology for the ethylene industry, with our first award currently under execution for CPChem in the US.

In summary, our approach to technology and innovation is enabling development at scale and enhancing overall economics – Technip Energies really is part of the solution.

These initiatives are underpinned by our robust technological and product capabilities. Indeed, Technip Energies leverages a network of four labs and pilot plants strategically located across the globe, bringing together over 700 of our employees. This commitment to innovation is evidenced by our portfolio of approximately 2,850 granted patents, over 60 proprietary technologies, and more than 40 alliances for co-development. Furthermore, we are continuously enhancing our capabilities, as illustrated by the acquisition of AM&C in the United States and the inauguration of a new lab in Chennai, India, in 2025.

As we have entered new markets, we have broadened our customer base across emerging sectors such as cement, steel, aviation, and utilities. Furthermore, we notice a notable degree of cross-fertilization between these new clients and our traditional customer base. Established customers are increasingly seeking our expertise to mitigate their Scope 1 and 2 emissions, while our new clients are engaging us to accelerate innovation. In essence, Technip Energies is tasked with the industrialization of core markets that support the energy transition, and we are well placed to achieve these goals due to our well-recognized R&D

strengths, our ability to build large-scale and complex plants, and our proven capability to scale up and integrate new technologies.

Looking ahead, our commercial pipeline is expansive and supported by favorable fundamentals discussed above. We have observed a transformation in our commercial pipeline in recent years – where previously it was predominantly focused on LNG and the Middle East. Today, our commercial pipeline, valued at €70 billion, is characterized by diversification. Geographically, no single region accounts for more than 25% of the total opportunity set, and there has been a most notable shift within decarbonization, which was negligible at company creation in 2021 but now represents a €20 billion-plus opportunity set.

In conclusion, we maintain our leadership in traditional markets, and have strategically positioned Technip Energies as a leader in markets that promise accelerated growth and potential such as sustainable aviation fuels, carbon capture, low-carbon hydrogen and its derivatives, and circularity. While the pace and trajectory of the transition may be subject to debate, our undisputed portfolio of solutions allows us to thrive in any energy scenario. Furthermore, Technip Energies has demonstrated its pertinence and early leadership in new markets through important contract awards.

From a forward-looking standpoint, we will continue to remain highly disciplined in targeting prospects and remain true to our selectivity principles and rules of engagement. Indeed, there is no “must win” project at Technip Energies. We consistently prioritize quality and robustness over quantity – looking to preserve the integrity and reinforce the quality of our backlog.

Furthermore, we will continue to expand our accretive TPS segment. Specifically, we plan to acquire and further develop our Technologies and Products offerings, as they deliver the

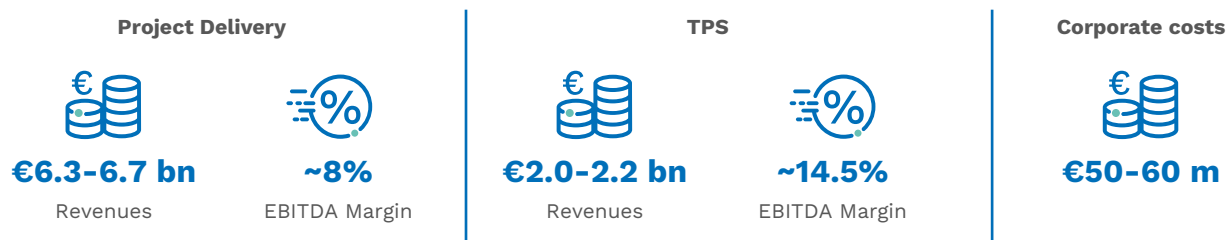
most accretive margins and present the best growth opportunities.

Our key short-term priorities are as follows:

- enhance our project execution capability and strengthen our leadership in Project Delivery by:
 - upskilling our people and growing our talent pool;
 - accelerating our digital transformation, particularly through a more efficient adoption of AI across our operations, to generate further efficiency gains and margin; and
 - maintaining our modularized and productized expertise, which enables us to accomplish more with the same resource base;
- expand and accelerate the growth of our TPS offerings by:
 - enhancing R&D programs to improve competitiveness and differentiation, including the delivery of technology demonstration plants that serve to de-risk and validate technologies for commercialization on an industrial scale;
 - continuing to build robust ecosystems through partnerships and alliances to facilitate the deployment of clean solutions; and
 - leveraging our ~€1.0bn of net cash (adjusted for project-associated cash) for investment, to drive incremental growth by pursuing inorganic opportunities, with a particular focus on Technologies and Products.

In summary, driven by solid fundamentals, and a positive commercial outlook across our end markets, we are confident in our ability to capture greater value and generate high returns for our shareholders. This confidence is underpinned by our asset-light business model, our leadership in high-growth markets, and the robustness of our balance sheet.

On February 26, 2026, we announced the following financial guidance for 2026:



1. Project Delivery

Adjusted revenue guidance for Project Delivery is projected in a range between €6.3 billion and €6.7 billion, representing approximately 21% growth compared to 2025 at the midpoint. Benefiting from a robust backlog, we are confident in our ability to achieve sustainable and controlled growth, supported by the strength of our markets and commercial opportunities.

In terms of margin, the Adjusted EBITDA margin is expected to be around 8%, in line with the prior year. This margin level reflects the quality of the portfolio, confidence in our execution capabilities and portfolio phasing, and maturity. The latter is driven by very strong order intake in 2023 and 2024 that will initially yield limited margin due to projects being in the early phases; accretive phases are expected in subsequent years. We remain constant in our commitment to maintaining the consistency and quality of our portfolio while preserving our best-in-class execution standards.

2. Technology, Products and Services

Adjusted revenue guidance for TPS is anticipated to range between €2.0 billion and €2.2 billion, reflecting approximately 15% growth compared to 2025 at the midpoint. The expected growth partially reflects the full year contribution of the AM&C business in 2026. This guidance aligns with our strategy to enhance TPS, with a particular focus on Technology and Products, providing high double-digit EBITDA margins.

From a profitability standpoint, we expect an Adjusted EBITDA margin of approximately 14.5%. This anticipated growth in margin leverages our extensive technology portfolio, which we are actively deploying, developing and commercializing. Beyond our established leadership in ethylene and hydrogen, Technip Energies offers relevant solutions in high-growth markets such as carbon capture, low-carbon hydrogen, and sustainable fuels.

3. Corporate costs, tax and adjacent business models

Corporate costs are projected to range between €50 million and €60 million, in line with the previous three years.

We expect an effective tax rate – on an adjusted basis – in the range of 26% to 30%.

Finally, we expect to invest up to €50 million in adjacent business models. Through 2023 and 2025, we have been investing and accelerating into new business ventures and start-ups – including Reju and others – that have potential to yield significant future value. These are costs associated with development projects which are distinct from our two operating segments and corporate. Therefore, we report them separately as part of non-recurring items. If we are successful and reach a final investment decision on the first proprietary plants, we could envisage in the future the creation of a third reporting segment for these adjacent business models.

Capital allocation

Regarding our capital allocation strategy, we intend to capitalize on the strength of our balance sheet. Indeed, with around €1 billion of net cash (adjusted for project-associated cash), coupled with sustainable free cash flow generation, this strategy underpins Technip Energies' commitment to a disciplined and effective capital allocation. Our approach prioritizes shareholder returns and accretive investments while maintaining our investment-grade balance sheet.

The Company's priorities are:

- **Dividends:** to pay out a minimum range of 25%–35% of free cash flow, excluding working capital, provisions, and non-recurring items, with growth aligned to its earnings trajectory; and
- **Value-accretive investments:** to allocate free cash flow to enhance differentiation and capture more value through TPS-focused M&A and investment in adjacent business models, as illustrated by Reju – a Technip Energies company focused on progressive textile-to-textile regeneration.

Subject to investment opportunities and market conditions, supplemental shareholder returns will be considered, including share buybacks.

2.3.2. Consolidated results of operations

Components of results of operations

Revenue

The Company's principal revenue streams originate from either Project Delivery or Technology, Products & Services activities, which correspond to Technip Energies' two operating segments.

The Project Delivery segment provides comprehensive engineering, procurement and construction delivery capabilities globally. The Company's key capabilities leverage its operational and technical excellence as a global provider of engineering, procurement and construction services for the markets described in the introductory chapter of this Annual Report under section 1.5. A presence in traditional and emerging markets. EPC contracts are undertaken under various contractual schemes and include fixed lump-sum, reimbursable and hybrid contracting models based on selectivity and risk assessment work carried out by Technip Energies' teams during the early engagement phases.

The activities within the Company's Technology, Products & Services segment are more versatile, combining proprietary technologies with associated licensing fees and equipment such as LNG Loading Arms and associated knowledge-based services into a global business for ethylene, refining, petrochemicals, inorganic and specialty chemicals as well as gas monetization. From technology definition, early engagement through scope definition, advanced technologies and project life cycle support, the Company works closely with clients to provide the optimal approach to maximize their return on investment. Consulting and services may be provided under the Company's specialist consulting brand, Genesis, or through the Company's Project Management Consulting or engineering services businesses.

See sections 2.2.1. Technologies, Products & Services and 2.2.2. Project Delivery for more detailed descriptions of the capabilities of both business segments.

Cost of sales

The principal components of the Company's cost of sales include: (i) contract procurement and subcontract costs, (ii) staff costs on contracts, including salaries, bonuses, benefits and share-based compensation expense, and facilities costs, and (iii) rental, utilities, and maintenance costs.

Selling, general and administrative expense

Selling expenses primarily consist of costs incurred to win a contract including commercial team costs, studies for the bidding process, tender preparation costs, and advertising expenses.

General and administrative expenses consist mainly of salaries, bonuses, benefits, and share-based compensation expenses for the Company's management and administrative employees, professional services fees, office facilities, and other support overhead costs.

Research and development expense

Research and development expenses include direct personnel, material, and service costs, as well as certain indirect and other costs incurred in research and development activities.

Impairment, restructuring and other expense

Impairment, restructuring and other expenses consist of one-off costs incurred mainly related to investment in adjacent business models, impairment on intangible assets and severance costs as well as costs arising from significant litigation that have occurred outside of the ordinary course of business.

Acquisition and integration costs

Acquisition and integration costs refer to expenses incurred in connection with the business combination, primarily transaction-related costs.

Other operating income (expense), net

Other operating income (expense), net mostly reflects foreign currency gains and losses, including gains and losses associated with the remeasurement of net cash positions.

Share of profit (loss) of equity-accounted investees

Share of profit (loss) of equity-accounted investees reflects the Company's percentage share of operating results from equity method investments. This typically represents a portion of project revenue for those projects that the Company performs as part of a joint venture and where it is a minority participant in the project joint venture.

Financial income (expense), net

Financial income (expense), net mainly includes interests on fixed-term deposits of cash and cash equivalents, fair value of quoted equity instruments, expenses associated with leases, and external debt.

Income tax (expense) profit

Income tax (expense) profit reflects management's best assessment of estimated future taxes to be paid, including current and deferred income taxes.

The Company's effective tax rate can fluctuate depending on the applicable country's mix of earnings, which may vary based on changes in the jurisdictions in which the Company operates.

Recent significant transactions

The comparability of the year-to-year results of the Company's operations can be significantly affected by acquisitions and divestments and other transactions. The

transactions of significance during 2025 and 2024 are described below.

Significant transactions in 2025

For significant acquisitions or divestitures, see section 8.1. Consolidated financial statements for the year ended December 31, 2025 Note 2. Changes in the scope of consolidation.

Significant transactions in 2024

The Group did not make any significant acquisitions or divestitures during the twelve months ended December 31, 2024.

Going concern

As of December 31, 2025, the backlog year-end was at €16.0 billion, remaining strong and the equivalent of more than 2.2 times our annual revenues. The level of backlog provides excellent multi-year visibility.

Based on the above, the Technip Energies Group's management considers that the Company has sufficient resources (including the unused capacity of the Revolving Facility and commercial paper program as referred to in Note 2.3.5. Liquidity and capital resources) to continue operational existence for the foreseeable future and that there are no material uncertainties about the Company's ability to continue as a going-concern. For this reason, Technip Energies continues to adopt the going-concern basis in preparing the consolidated financial statements. Climate-related matters as well as the evolution of macroeconomic conditions were considered as part of this assessment and are discussed in more detail in Note 1.7. Other sources of estimation uncertainty.

Results of operations

The tables below set out the results of operations of the Company for the years ended December 31, 2025 and 2024:

	December 31, 2025	December 31, 2024
<i>(In millions of €)</i>		
Revenue	7,203.8	6,718.9
Costs and expenses		
Cost of sales	(6,239.6)	(5,800.8)
Selling, general and administrative expense	(382.6)	(392.0)
Research and development expense	(63.9)	(72.9)
Impairment, restructuring and other expense	(72.1)	(30.0)
Acquisition and integration costs	(8.6)	—
Other operating income (expense), net	(8.9)	26.4
Operating profit (loss)	428.0	449.6
Share of net profit (loss) of equity-accounted investees	6.0	18.6
Profit (loss) before financial expense, net and income tax	434.1	468.1
Financial income	115.0	149.2
Financial expense	(30.7)	(35.6)
Profit (loss) before income tax	518.4	581.8
Income tax (expense) profit	(151.3)	(172.3)
NET PROFIT (LOSS)	367.1	409.4
Net profit (loss) attributable to Technip Energies Group	363.8	390.7
Net profit (loss) attributable to non-controlling interests	3.4	18.7

Year ended December 31, 2025 compared to year ended December 31, 2024

Revenue

The Company's revenue increased by 7.2%, or €485.0 million, to €7,203.8 million for the year ended December 31, 2025, from €6,718.9 million for the year ended December 31, 2024, due to growing activities in LNG in the Project Delivery segment and continuous activities in Technology, Products & Services.

(In millions of €)	December 31, 2025	December 31, 2024	% Change
Project Delivery	5,406.6	4,741.6	14.0 %
Technology, Products & Services	1,797.2	1,977.3	(9.1) %
TOTAL REVENUE	7,203.8	6,718.9	7.2 %

Project Delivery revenues increased by 14.0% mainly driven by the growing activities in the LNG projects' portfolio under execution, as well as the ramp-up of the GranMorgu offshore project. The contribution of Low-carbon solutions projects is also increasing with the award of the Blue Point Number One project, as well as with the ramp-up of projects under execution.

The decrease in Technology, Products & Services by 9.1% is driven by reduced proprietary equipment contribution in the energy derivatives projects, partially offset by strong volumes

in consultancy, engineering services and studies, as well as with the ramp-up of activity on carbon capture proprietary products.

In terms of geographic location, the increase in revenue is primarily driven by the Americas and Africa & Middle East regions. It is partially compensated by the decrease in Asia-Pacific region. The following table sets forth our revenue by geographic location for the years ended December 31, 2025 and 2024.

(In millions of €)	December 31, 2025	December 31, 2024	% Change
Europe & Central Asia	1,074.7	1,131.0	(5.0) %
Africa & Middle East	4,242.6	3,989.2	6.4 %
Asia Pacific	559.4	730.8	(23.5) %
Americas	1,327.1	867.8	52.9 %
TOTAL REVENUE	7,203.8	6,718.9	7.2 %

Our revenue in Africa & Middle East increased by 6.4%, or €253.4 million, and remains strong with the high contribution of Qatar NFS and NFE LNG projects, as well as LNG projects in the early stage of execution. The revenue increase from Americas by 52.9%, or €459.3 million, is explained by the ramp-up of GranMorgu offshore project as well as the newly awarded Blue Point Number One project in low-carbon solutions. These increases are partially compensated by the Asia-Pacific decrease by 23.5% less to €559.4 million with a portfolio of projects progressing toward completion. Europe & Central Asia is decreasing slightly by 5.0% but remains strong with a revenue of €1,074.7 million.

Cost of sales

Cost of sales increased by 7.6%, or €438.8 million, to €6,239.6 million for the year ended December 31, 2025, from €5,800.8 million for the year ended December 31, 2024. The increase is directly related to the evolution of the projects detailed above under "Revenue."

Selling, general and administrative expense

Selling, general and administrative expense decreased by 2.4%, or €9.4 million, to €382.6 million for the year ended December 31, 2025, from €392.0 million for the year ended December 31, 2024. It is coming from lower selling activities and reduced general and administrative expense partially offset by the impact of the supplemental French social charges on long-term incentive plans that notably affected the first half of 2025.

Research and development expense

Research and development expense decreased by 12.3%, or €9.0 million, to €63.9 million for the year ended December 31, 2025, from €72.9 million for the year ended December 31, 2024, with a continuous focus on proprietary technologies development in the energy transition domain, such as hydrogen, carbon management, and floating offshore wind, as well as in sustainable chemistry and circularity.

For further information on the Company's innovation and research and development activities, see section 2.1.4. Technology & Innovation.

Impairment, restructuring and other expense

Impairment, restructuring and other expense increased by €42.1 million, to an expense of €72.1 million for the year ended December 31, 2025, compared to €30.0 million for the year ended December 31, 2024. This increase is related to investment in adjacent business models, notably Reju, in addition to strategic initiatives and severance costs.

Acquisition and integration costs

Acquisition and integration costs related to Advanced Materials & Catalysts amount to €8.6 million for the year ended December 31, 2025.

Other operating income (expense), net

Other operating income (expense), net decreased by €35.3 million to a net loss of €8.9 million for the year ended December 31, 2025 from a net gain of €26.4 million for the year ended December 31, 2024. The increase is mainly coming from the deterioration of foreign currency result.

Share of profit (loss) of equity-accounted investees

Share of profit (loss) of equity-accounted investees decreased by €12.6 million, to a profit of €6.0 million for the year ended December 31, 2025 from a profit of €18.6 million for the year ended December 31, 2024.

Financial income (expense), net

Financial income (expense), net decreased by €29.3 million, to a net profit of €84.3 million for the year ended December 31, 2025 from a net profit of €113.6 million in 2024. The decrease is primarily due to lower interest income from cash and cash equivalents, driven by decreased volumes of cash deposits compared to the previous year.

Order Intake and Backlog

Order Intake represents the estimated sales value of confirmed customer orders received during the reporting period. For service or consulting contracts in which the customer is charged a fixed rate based on the time spent,

Income tax (expense)/profit

Income tax expense decreased by 12.2%, or €21.0 million, to €151.3 million for the year ended December 31, 2025, from €172.3 million for the year ended December 31, 2024. This tax expense reflects a slight reduction in the effective tax rate year-over-year of 29.2% in 2025 versus 29.6% in 2024. The main components of the effective tax rate are related to the mix of earnings (i.e., breakdown of the countries from which the Company sources its income before tax), which include jurisdictions where the Company is not able to recognize deferred tax assets.

this corresponds to the value transferred to the customer, the Company recognizing Order Intake when it has the right to invoice as service has been rendered.

(In millions of €)	December 31, 2025	December 31, 2024
Order Intake	4,353.9	10,033.3

Order Intake as of December 31, 2025 decreased by €5,679.4 million compared to December 31, 2024. While 2023 and 2024 were including several major awards in LNG, offshore and low-carbon solutions, building a consequent backlog, 2025 is a year under execution of projects. Nevertheless, Technip Energies secured in 2025 a major project in low-carbon solutions, Blue Point Number One, and received a large authorization from Commonwealth LNG. Technology, Products & Services continues to contribute to the Order Intake of the Group.

Order Backlog is calculated as the estimated sales value of unfilled, confirmed customer orders at the reporting date. Order Backlog is recognized for both lump-sum turnkey contracts, as well as reimbursable contracts up to the firm contract amount agreed with the client that is expected to be recovered from the client to satisfy the Company's performance obligation.

(In millions of €)	December 31, 2025	December 31, 2024
Order Backlog	16,026.2	19,708.3

Order Backlog at December 31, 2025 decreased by €3,682.0 million compared to December 31, 2024, including a negative foreign exchange impact of €(794.9) million. 2024 backlog was the highest of Technip Energies since the

Company's inception in 2021 with major awards in 2023 and 2024. 2025 is a year in which we successfully delivered. The backlog remains strong representing more than 2.2 times 2025 annual revenues.

2.3.3. Non-GAAP measures

Alternative Performance Measures – Definitions

Certain parts of this Annual Report contain the following non-IFRS financial measures: Adjusted Revenue, Recurring EBIT, Adjusted Recurring EBIT, Adjusted Recurring EBITDA, Adjusted net (debt) cash, Adjusted Order Backlog, and Adjusted Order Intake, which are not recognized as measures of financial performance or liquidity under IFRS and which the Company considers to be Alternative Performance Measures (“APMs”).

The APMs presented are not measures of financial performance under IFRS, but measures used by management to monitor the underlying performance of the Company's business and operations and, accordingly, they have not been audited. Further, they may not be indicative of the Company's historical operating results, nor are such measures meant to be predictive of the Company's future results. These APMs are presented in this Annual Report because management considers them important supplemental measures of the Company's performance and believes that similar measures are widely used in the industry in which the Company operates as a means of evaluating a company's operating performance and liquidity.

However, not all companies calculate APMs in the same manner or on a consistent basis. As a result, these measures and ratios may not be comparable to measures used by other companies under the same or similar names. Accordingly, undue reliance should not be placed on the APMs contained in this Annual Report and they should not be considered as a substitute for revenue, operating profit for the year, cash flow, or other financial measures computed in accordance with IFRS.

The presentation of the APMs in this Annual Report should not be construed as an implication that the Company's future results will be unaffected by exceptional or non-recurring items.

The APMs are determined by integrating line-by-line, for their respective share, incorporated construction project entities that are not fully owned by the Company, as follows:

- Jointly controlled entities or equity-accounted investees under IFRS contribute line-by-line at their respective proportionate share, reflecting the portion owned by the Company;
- Controlled entities consolidated under IFRS and where non-controlling interests exceed 25% contribute proportionally in the APMs to reflect the Company's share in these entities.

Each of the APMs is defined below:

- **Adjusted Revenue:** represents the revenue recognized under IFRS as adjusted according to the method described above. For the periods presented, the Company's proportionate share of joint-venture revenue from the following most material projects was included: the revenue from ENI CORAL FLNG and NFE is included at 50%, the revenue from BAPCO Sitra Refinery is included at 36%, the revenue from GranMorgu project is included at 48%, and that of the Ruwais project at 40%. The Company believes that presenting the proportionate share of its

joint-venture revenue in construction projects carried out in joint arrangements enables management and investors to better evaluate the performance of the Company's core business period-over-period by assisting them in more accurately understanding the activities actually performed by the Company on these projects.

- **Adjusted Recurring EBIT:** represents profit before financial expense, net, and income taxes recorded under IFRS as adjusted to reflect line-by-line for their respective share incorporated construction project entities that are not fully owned by the Company (applying the method described above under Adjusted Revenue) and adds or removes, as appropriate, items that are considered as non-recurring from EBIT (such as restructuring expenses, costs arising out of significant litigation that have arisen outside of the ordinary course of business, expenses incurred in connection with the business combination, and other non-recurring expenses). The Company believes that the exclusion of such expenses or profits from these financial measures enables investors and management to evaluate the Company's operations and consolidated results of operations period-over-period, and to identify operating trends that could otherwise be masked to both investors and management by the excluded items.
- **Adjusted Recurring EBITDA:** corresponds to the adjusted recurring EBIT as described above before depreciation and amortization expenses.
- **Adjusted net (debt) cash:** reflects cash and cash equivalents, net of debt (including short-term debt), as adjusted according to the method described above under adjusted revenue. Management uses this APM to evaluate the Company's capital structure and financial leverage. The Company believes adjusted net (debt) cash is a meaningful financial measure that may assist investors in understanding the Company's financial condition and recognizing underlying trends in its capital structure.
- **Adjusted Backlog:** backlog is calculated as the estimated sales value of unfilled, confirmed customer orders at the relevant reporting date. Adjusted Backlog takes into account the Company's proportionate share of backlog related to equity affiliates (mainly in relation to ENI Coral FLNG, BAPCO Sitra Refinery, and two affiliates of the NFE joint venture). The Adjusted Backlog from the GranMorgu project is included at 48% and that from the Ruwais project at 40%. The Company believes that the Adjusted Backlog enables management and investors to evaluate the level of the Company's core business forthcoming activities by including its proportionate share in the estimated sales coming from construction projects in joint arrangements.
- **Adjusted Order Intake:** order intake corresponds to signed contracts which have come into force during the reporting period. Adjusted Order Intake adds the proportionate share of orders signed related to equity affiliates (mainly in relation to ENI Coral FLNG, BAPCO Sitra Refinery, and two affiliates of the NFE joint venture). This financial measure is closely connected with the adjusted backlog in the evaluation of the level of the Company's forthcoming activities by presenting its proportionate share of contracts which came into force during the period and that will be performed by the Company.

2.3.4. Business segments highlights

Project Delivery – Adjusted IFRS

(In millions of €)	December 31, 2025	December 31, 2024	% Change
Revenue	5,406.6	4,741.6	14.0%
Adjustments ⁽¹⁾	(40.3)	115.9	
Adjusted Revenue	5,366.3	4,857.5	10.5%
EBITDA	406.7	396.3	2.6%
Adjustments ⁽²⁾	25.0	9.6	
Recurring EBITDA	431.7	405.9	6.3%
Adjustments ⁽¹⁾	0.7	(2.9)	
Adjusted Recurring EBITDA	432.4	403.0	7.3%
ADJUSTED RECURRING EBITDA MARGIN %	8.1%	8.3%	(20) bps
EBIT	348.0	350.0	(0.6%)
Adjustments ⁽²⁾	25.0	9.6	
Recurring EBIT	372.9	359.6	3.7%
Adjustments ⁽¹⁾	0.2	(3.4)	
Adjusted Recurring EBIT	373.2	356.1	4.8%
ADJUSTED RECURRING EBIT MARGIN %	7.0%	7.3%	(30) bps

(1) For an explanation of the adjustments, see section 2.3.3. Non-GAAP measures above.

(2) Recurring EBITDA/EBIT adjustments add or remove, as appropriate, items considered as non-recurring from EBITDA/EBIT, including: (i) restructuring expenses, (ii) costs arising out of significant litigation that have arisen outside of the ordinary course of business, (iii) expenses incurred in connection with the business combination. The Company believes that the exclusion of such expenses or profits from EBITDA/EBIT enables investors and management to evaluate the Company's operations and consolidated results of operations period-over-period, and to identify operating trends that could otherwise be masked to both investors and management by the excluded items.

Adjusted Revenue increased year-over-year by 10.5% to €5,366.3 million mainly driven by the growing activities in the LNG projects' portfolio under execution including strong volumes from the Qatar NFS and NFE projects, as well as the ramp-up of the GranMorgu offshore project. The contribution of low-carbon solutions projects is also increasing with the award of the Blue Point Number One project, as well as with the ramp-up of projects under execution.

Adjusted Recurring EBITDA increased by 7.3% to €432.4 million. **Adjusted Recurring EBIT** increased year-over-year by 4.8% to €373.2 million.

Adjusted Recurring EBITDA margin decreased by 20 basis points to 8.1%. **Adjusted Recurring EBIT margin** decreased by 30 basis points to 7.0%. It demonstrates resilience to a re-balancing in the project portfolio with a larger share of early-stage projects with limited margin contribution.

(In millions of €)	December 31, 2025	December 31, 2024	Change
Order Intake	2,854.1	7,872.6	(5,018.5)
Adjustments ⁽¹⁾	260.7	(64.5)	325.2
ADJUSTED ORDER INTAKE	3,114.8	7,808.1	(4,693.3)

(1) For an explanation of the adjustments, see section 2.3.3. Non-GAAP measures above.

Adjusted Order Intake as of December 31, 2025 decreased by €4,693.3 million compared to December 31, 2024. While 2023 and 2024 were including several major awards in LNG, offshore and low-carbon solutions, building a consequent backlog, 2025 is a year under execution of projects. Nevertheless, Technip Energies secured in 2025 a major project in low-carbon solutions, Blue Point Number One, and received a large authorization from Commonwealth LNG.

(In millions of €)	December 31, 2025	December 31, 2024	Change
Order Backlog	14,515.3	17,702.6	(3,187.3)
Adjustments ⁽¹⁾	(79.2)	(166.4)	87.2
ADJUSTED ORDER BACKLOG	14,436.1	17,536.2	(3,100.1)

(1) For an explanation of the adjustments, see section 2.3.3. Non-GAAP measures above.

Adjusted Order Backlog as of December 31, 2025 decreased by €3,100.1 million compared to December 31, 2024, including a negative foreign exchange impact of €(808.5) million. 2024 backlog was the highest of Technip Energies since the Company's inception in 2021 with major awards in 2023 and 2024. 2025 is a year in which we successfully delivered. The backlog remains strong representing more than 2.2 times 2025 annual revenues.

Technology, Products & Services (TPS) – Adjusted IFRS

(In millions of €)	December 31, 2025	December 31, 2024	% Change
Revenue	1,797.2	1,977.3	(9.1%)
Adjustments ⁽¹⁾	23.0	20.0	
Adjusted Revenue	1,820.2	1,997.3	(8.9%)
EBITDA	231.3	243.2	—
Adjustments ⁽²⁾	28.7	12.8	
Recurring EBITDA	259.9	256.0	1.5%
Adjustments ⁽¹⁾	0.4	1.5	
Adjusted Recurring EBITDA	260.4	257.5	1.1%
ADJUSTED RECURRING EBITDA MARGIN %	14.3%	12.9%	140 bps
EBIT	168.1	178.4	(5.8%)
Adjustments ⁽²⁾	28.7	12.8	
Recurring EBIT	196.8	191.3	2.9%
Adjustments ⁽¹⁾	(0.4)	0.8	
Adjusted Recurring EBIT	196.4	192.0	2.3%
ADJUSTED RECURRING EBIT MARGIN %	10.8%	9.6%	120 bps

(1) For an explanation of the adjustments, see section 2.3.3. Non-GAAP measures above.

(2) Recurring EBITDA/EBIT adjustments add or remove, as appropriate, items considered as non-recurring from EBITDA/EBIT, including: (i) restructuring expenses, (ii) costs arising out of significant litigation that have arisen outside of the ordinary course of business, (iii) expenses incurred in connection with the business combination. The Company believes that the exclusion of such expenses or profits from EBITDA/EBIT enables investors and management to evaluate the Company's operations and consolidated results of operations period-over-period, and to identify operating trends that could otherwise be masked to both investors and management by the excluded items.

Adjusted Revenue decreased year-over-year by 8.9% to €1,820.2 million driven by reduced proprietary equipment contribution in energy derivatives projects, partially offset by strong volumes in consultancy, engineering services, and studies, as well as with the ramp-up of activity on carbon capture proprietary products.

Adjusted Recurring EBITDA increased by 1.1% to €260.4 million. **Adjusted Recurring EBIT** increased year-over-year by 2.3% to €196.4 million.

Adjusted Recurring EBITDA margin increased by 140 basis points to 14.3%. **Adjusted Recurring EBIT margin** increased by 120 basis points to 10.8%. Year-over-year margin expansion was achieved despite the contraction in revenues, benefiting from delivery milestones on proprietary products, catalyst supply, and PMC.

(In millions of €)	December 31, 2025	December 31, 2024	Change
Order Intake	1,499.8	2,160.7	(660.9)
Adjustments ⁽¹⁾	21.4	42.0	(20.6)
ADJUSTED ORDER INTAKE	1,521.2	2,202.7	(681.5)

(1) For an explanation of the adjustments, see section 2.3.3. Non-GAAP measures above.

Adjusted Order Intake as of December 31, 2025 decreased by €681.5 million compared to December 31, 2024. While 2024 was including a large award in low-carbon solutions, 2025 is having a strong base in engineering services and studies, as well as in consultancy.

(In millions of €)	December 31, 2025	December 31, 2024	Change
Order Backlog	1,510.9	2,005.7	(494.8)
Adjustments ⁽¹⁾	8.3	14.1	(5.8)
ADJUSTED ORDER BACKLOG	1,519.2	2,019.8	(500.5)

(1) For an explanation of the adjustments, see section 2.3.3. Non-GAAP measures above.

Adjusted Order Backlog as of December 31, 2025 decreased by €500.5 million compared to December 31, 2024, in line with the level of order intake.

Corporate and other items

(In millions of €)	December 31, 2025	December 31, 2024	Change
EBITDA	(82.1)	(60.5)	(21.5)
Adjustments ⁽¹⁾	27.2	7.6	19.6
Recurring EBITDA	(54.9)	(52.9)	(2.0)
Adjustments ⁽²⁾	—	0.4	(0.4)
ADJUSTED RECURRING EBITDA	(54.9)	(52.6)	(2.4)
EBIT	(82.1)	(60.3)	(21.7)
Adjustments ⁽¹⁾	27.2	7.6	19.6
Recurring EBIT	(54.9)	(52.7)	(2.2)
Adjustments ⁽²⁾	—	0.4	(0.4)
ADJUSTED RECURRING EBIT	(54.9)	(52.4)	(2.6)

(1) Recurring EBITDA/EBIT adjustments add or remove, as appropriate, items considered as non-recurring from EBITDA/EBIT, including: (i) restructuring expenses, (ii) costs arising out of significant litigation that have arisen outside of the ordinary course of business, (iii) expenses incurred in connection with the business combination. The Company believes that the exclusion of such expenses or profits from EBITDA/EBIT enables investors and management to evaluate the Company's operations and consolidated results of operations period-over-period, and to identify operating trends that could otherwise be masked to both investors and management by the excluded items.

(2) For an explanation of the adjustments, see section 2.3.3. Non-GAAP measures above.

Adjusted Recurring EBITDA/EBIT decreased by €2.4/€2.6 million, reaching €(54.9) million. It includes the impact of supplemental French social charges on long-term incentive plans that notably affected the first half of 2025, partially compensated by lower corporate costs.

Adjusted net (debt) cash

The following table provides a reconciliation of the Company's Adjusted cash and cash equivalents to Adjusted net (debt) cash, utilizing details of classifications from the Company's consolidated statement of financial position:

(In millions of €)	December 31, 2025	December 31, 2024	Change
Cash and cash equivalents	3,643.5	3,846.7	(203.2)
Adjustments ⁽¹⁾	199.5	211.3	(11.8)
Adjusted cash and cash equivalents	3,843.0	4,058.0	(215.0)
Less: Adjusted debt	1,015.5	736.2	279.3
ADJUSTED NET (DEBT) CASH	2,827.5	3,321.8	(494.3)

(1) For an explanation of the adjustments, see section 2.3.3. Non-GAAP measures above.

Adjusted net cash decreased by 14.9% or €494.3 million between December 31, 2025 and December 31, 2024, from €3,321.8 million to €2,827.5 million, primarily due to the decrease by €215.0 million of adjusted cash and cash equivalents (see 8.1.4. Consolidated statement of cash flows) and the increase by €279.3 million of debt (see 8.1.6. Notes to consolidated financial statements – Note 22. Debt (long and short-term debt)).

Off-balance-sheet arrangements and contingent liabilities

The Company has no special-purpose financing or partnership entities or other off-balance-sheet arrangements that have or are reasonably likely to have a current or future effect on the Company's financial condition, changes in financial condition, revenues or expenses, results of operations, liquidity, capital expenditures, or capital resources that is material to investors.

Impact of foreign currency fluctuations

For purposes of mitigating the effect of changes in exchange rates, Technip Energies holds derivative financial instruments to hedge the risks of certain identifiable and anticipated transactions and recorded assets and liabilities in the consolidated statement of financial position.

2.3.5. Liquidity and capital resources

General

Cash management is centralized and the Company's liquidity needs are mainly managed through internal cash pooling arrangements with a central treasury management subsidiary, T.EN Eurocash SNC. The Company's cash and cash equivalents are comprised of cash held by Technip Energies' legal entities. Cash and cash equivalents in the consolidated financial statements reflect the ownership by the legal entities that are part of the Technip Energies Group.

As of December 31, 2025, the Company has cash and cash equivalents of €3,643.5 million compared to €3,846.7 at December 31, 2024.

As of December 31, 2025, the Company has debt of €987.8 million compared to €731.4 million at December 31, 2024. For further details, see 8.1.6. Notes to consolidated financial statements – Note 22. Debt (long and short-term debt).

We believe our financial resources are sufficient to meet our present requirements.

Cash flows

Cash flows for the years ended December 31, 2025 and 2024 were as follows:

(In millions of €)	December 31, 2025	December 31, 2024
Cash provided (required) by operating activities	660.9	845.2
Cash provided (required) by investing activities	(602.2)	(97.5)
Cash provided (required) by financing activities	(82.4)	(364.8)
Effect of changes in foreign exchange rates on cash and cash equivalents	(179.5)	92.8
(Decrease) Increase in cash and cash equivalents	(203.2)	475.7
Cash and cash equivalents, beginning of period	3,846.7	3,371.0
CASH AND CASH EQUIVALENTS, END OF PERIOD	3,643.5	3,846.7

Cash flows provided (required) by operating activities – During 2025, the Company generated €660.9 million in cash flows from operating activities as compared to €845.2 million for the year ended December 31, 2024, resulting in a €184.3 million decrease compared to 2024, which is primarily driven by a working capital degradation in 2025 of €103.0 million compared to a positive impact of €268.4 million as of December 31, 2024.

Cash flows provided (required) by investing activities – Investing activities used €602.2 million and €97.5 million during the year ended December 31, 2025 and 2024, respectively, primarily due to acquisition of Advanced Materials & Catalysts, new investments in subsidiaries as well as acquisition of property, plant, equipment, and intangible assets.

Cash flows provided (required) by financing activities – Financing activities used €82.4 million and €364.8 million during the years ended December 31, 2025 and 2024, respectively. Compared to 2024, the outflow decrease of €282.4 million was mainly due to the share buy-back program executed in 2024 resulting in a cash outflow of €100.0 million compared to an outflow of €45.0m in 2025, as well as the decrease of the settlement amount of the mandatorily redeemable financial liability in 2025 compared to 2024. Additionally, a cash inflow in 2025 of €220.0 million related to the increase of the Group's Negotiable European Commercial Papers.

Debt and liquidity

The Company's sources of liquidity are its Revolving Facility and T.EN Eurocash SNC's (a wholly owned subsidiary of Technip Energies) commercial paper program and cash pooling resources.

On March 14, 2025, Technip Energies N.V. and T.EN Eurocash SNC entered into a senior unsecured Revolving Facility with Crédit Agricole Corporate and Investment Bank, as agent, and the lenders party thereto. As a result, the revolving facility entered into on February 10, 2021 was simultaneously terminated and replaced. The Revolving Facility provides for an initial five-year tenor from the signing date with two possible extensions of one year each. The first extension was successfully completed on January 16, 2026. Consequently, the termination date of the Revolving Facility is March 14, 2031.

Total commitments under the 2025 Revolving Facility are €750 million. Subject to certain conditions, the Company may request the aggregate commitments to be increased by up to €250 million to reach €1.0 billion. The Revolving Facility is available in euro only.

The Company does not intend to draw upon the Revolving Facility in the ordinary course. Borrowings under the Revolving Facility bear interest at the EURIBOR rate applicable to the relevant interest period (floored at zero), plus an applicable margin between 0.25% and 0.80% p.a., depending on the Company's credit rating. For "BBB" rating, the margin is 0.45% p.a. The applicable margin for the Revolving Facility loans is also adjusted depending on the successful completion by the Company of sustainability key performance indicators.

The Revolving Facility contains customary covenants, representations and warranties, mandatory prepayments, and events of default for investment-grade credit facilities of this type. It does not include any financial covenant. The Revolving Facility retained the sustainability key performance arrangements and the three sustainability key performance indicators from the revolving facility signed in 2021. They shall be updated by March 31, 2026 at the latest.

On May 28, 2021, the Company issued its inaugural €600 million 1.125% senior unsecured notes due in 2028 (the “Notes”), the proceeds of which are for general corporate purpose, including the refinancing (which occurred on May 31, 2021) of €620 million drawings under a bridge facility made available to the Company in connection with the Spin-off from TechnipFMC. The interest on the Notes is paid annually on May 28 of each year, beginning on May 28, 2022. The Notes are admitted to trading on the regulated market of Euronext Paris and rated “BBB” by S&P Global as of the date of this Annual Report.

On November 28, 2025, Technip Energies N.V. entered into a senior unsecured Facility Agreement of €40 million with the European Investment Bank (EIB). As part of the EIB’s TechEU initiative, the financing aims to support Technip Energies’ clean and circular technologies research and development investments over the period up to 2028, as well as the

Company’s textile recycling subsidiary Reju and its demonstration hub. The EIB Facility was fully drawn down on December 19, 2025. The final maturity date of the loan will be December 19, 2039. The EIB Facility contains customary covenants, representations and warranties, mandatory prepayments and events of default for similar facilities with the EIB, and they are largely aligned with that of the Revolving Facility. The EIB Facility does not include any financial covenant.

The negotiable European commercial paper program of T.EN Eurocash allows issuance of up to €750 million. The program is rated “A-2” by S&P Global as of the date of this Annual Report. On December 31, 2025, the outstanding balance was €298.6 million (see 8.1.6. Notes to consolidated financial statements – Note 22. Debt (long and short-term debt)).

Contractual obligations

The following table summarizes the Company’s contractual obligations and other commercial commitments at December 31, 2025, as well as the effect that these obligations and commitments are expected to have on the Company’s liquidity and cash flow in future periods, on an actual basis.

(In millions of €)	Payment Due by Period				
	Total	Less than 1 year	1-3 years	3-5 years	After 5 years
Financial Debts	987.8	309.5	598.2	—	80.1
Lease liabilities ⁽¹⁾	256.2	61.6	39.5	48.9	106.3
Pension and other post-retirement benefits ⁽²⁾	97.8	16.8	30.1	27.7	23.2
Other contractual obligations ⁽³⁾	0.1	0.1	—	—	—
TOTAL CONTRACTUAL OBLIGATIONS	1,342.0	388.0	667.8	76.6	209.6

(1) For further information regarding assumptions used to determine the lease liabilities, refer to Note 16. of the Consolidated Financial Statements included in this document.

(2) For further information, refer to Note 24 of the Consolidated Financial Statements included in this document.

(3) Other contractual obligations include the mandatorily redeemable financial liability. For further information, refer to Note 20 of the Consolidated Financial Statements included in this document.

For other contingencies, see section 8.1. Consolidated financial statements for the year ended December 31, 2025, Note 29. Commitments and contingent liabilities.

Effects of transactions with related parties

The consolidated financial statements comprise transactions (receivables, payables, revenues, and expenses) with related parties, defined as Technip Energies’ key management personnel (including Directors) as well as persons and entities related thereto, Technip Energies’ main shareholders and direct and indirect affiliates, joint ventures, and associates.

For details on related parties’ disclosures, see section 8.1. Consolidated financial statements for the year ended December 31, 2025, Note 27. Related party transactions.

2.3.6. Critical accounting estimates

The Company's significant accounting policies are set out in Note 1.5. Summary of significant accounting policies, section 8.1. Consolidated financial statements for the year ended December 31, 2025, of which the consolidated financial statements are prepared in accordance with IFRS.

Given the uncertainties inherent in the Company's business activities, it must make certain estimates and assumptions that require difficult, subjective and complex judgments. Because of uncertainties inherent in such judgments, actual outcomes and results may differ from the Company's assumptions and estimates, which could materially affect the consolidated financial statements.

2.3.7. Other matters

The Group is involved in various pending or potential legal actions, disputes, and proceedings, whether initiated by the Company or by third parties, any of which could result in sanctions of a financial, administrative, or criminal nature. Management is unable to predict the ultimate outcome of these actions because of their inherent uncertainty. However, management believes that the most probable, ultimate resolution of these matters will not have a material adverse effect on the Technip Energies Group's financial position or profitability.

Subsequent events

Please refer to Note 32. Subsequent events in section 8.1. Consolidated financial statements for the year ended December 31, 2025 and to section 8.2.4.16. Events after end of reporting in the Technip Energies Company financial statements.

3. sustainability

	Message from the Chair of the Sustainability Committee	80
	Sustainability in action	81
3.1.	General disclosures	86
3.1.1.	Basis for preparation	86
3.1.2.	Governance over sustainability matters	88
3.1.3.	Strategy	89
3.1.4.	Impact, risk and opportunity management	104
3.2.	Environmental information	115
3.2.1.	Climate change	116
3.2.2.	Water	133
3.2.3.	Biodiversity and ecosystems	137
3.2.4.	Resource use and circular economy	140
3.2.5.	EU Green Taxonomy	146



3.3.

Social information

151

3.3.1. Own workforce	151
3.3.2. Workers in the value chain	174
3.3.3. Affected communities	180
3.3.4. End-users	186

3.4.

Governance information

189

3.4.1. Business conduct	189

Limited assurance report of the Independent Auditor on the sustainability statement	196
Additional non-material information	199



Message from the Chair of the Sustainability Committee

Dear Stakeholders,

As Chair of the Sustainability Committee, I am delighted to share the progress Technip Energies has made in advancing our sustainability journey in 2025. This year stands as a testament to our commitment to continued innovation, environmental stewardship, and sustainable value creation, thanks to the dedication of our more than 18,000 talented professionals globally.

Delivering on our values

Sustainability is at the core of Technip Energies' purpose and values, guiding our decisions and driving value creation across every aspect of our organization.

In 2025, we launched our comprehensive global care initiative, **WeCare** — a program designed to foster a culture of well-being and support our people in all dimensions of their personal and professional lives.

We also introduced **QUARTZ**, our quality program that promotes a culture of quality leadership and continuous improvement. The training program, launched this year, has empowered our teams to deepen their quality mindset, reinforcing excellence throughout our operations.

Integrity is at the core of everything we do. In 2025, we strengthened this commitment through a company-wide communication campaign around the launch of our new integrity line. This communication emphasized the importance of reporting deviations from our Code of Business Conduct and reaffirmed our dedication to ethical conduct and transparency. **Integrity @ the core** is embedded across Technip Energies, and it shapes our actions and decisions every day and everywhere.



Colette Cohen

Chair of the Sustainability
Committee

2025 achievements and recognitions

We are proud to have made solid progress on our scorecard ambitions, reflecting our positive momentum and dedication to continuous improvement.

Our efforts have been recognized externally as well. Technip Energies received the prestigious Industry Mover award from S&P, which positions us amongst the top companies in sustainability performance. This recognition highlights our commitment to integrating sustainability into every strategic decision.

We also maintained our EcoVadis Platinum rating for the second consecutive year, placing us in the top 1% of companies assessed globally. This recognition reflects the strength of our sustainability management system and our commitment to a transparent value chain.

Advancing our decarbonization commitments

We progress on **our decarbonization journey**. Since 2021, we have reduced Scope 1 and 2 emissions by 46% while actively collaborating with our supply chain to reduce Scope 3 emissions.

We are also delivering innovative, market-leading solutions to support our **clients' decarbonization journeys**. In 2025, we exceeded our target, achieving 15.6 MtCO₂eq avoided emissions and establishing Technip Energies as a frontrunner in decarbonization with flagship projects currently under execution.

Looking ahead

Our journey is evolving. In 2025, we enhanced our strategy and developed our 2026-2030 scorecard, further integrating sustainability as a core driver of value creation. This new scorecard aims to deliver excellence in sustainability performance, impact through continued innovation, and empower our stakeholders for a fair and responsible future.

At Technip Energies, sustainability is not just a priority, it is the foundation of our purpose and the lens through which we shape every decision. Our achievements in 2025 reaffirm that progress and responsibility go hand in hand, and we remain steadfast in our mission to create long-term value for all stakeholders.

Our commitment is clear: to accelerate innovation, deepen collaboration, and lead the transition to a low-carbon, circular future with integrity and ambition.

Sustainability in action

For Technip Energies, sustainability means driving our business with innovative thinking and a broader definition of value for people and the planet. We are proud of our sustainability achievements in 2025.

Since our inception in 2021, we have remained committed to driving decarbonization and circularity, positioning Technip Energies as a leader in the energy transition. Demonstrating this commitment, we have accelerated the low-carbon transition through pioneering technology delivery, innovative solutions, and impactful partnerships. Through these efforts, as well as our ongoing dedication to environmental responsibility and social impact, Technip Energies has achieved significant milestones that contribute to a more sustainable and resilient future for all.

In 2025, Technip Energies continued to make substantial progress in sustainability, solidifying our position as an

Pioneering sustainable projects

In 2025, Technip Energies made progress on significant contracts, demonstrating our commitment to pioneering innovative and sustainable solutions:

■ **Low-carbon LNG:** The Ruwais LNG project in Abu Dhabi will have two liquefaction trains with a total capacity of 9.6 Mtpa, powered by clean energy. The Marsa LNG project in Oman will have a 1 Mtpa train, powered entirely by renewable electricity from a nearby solar farm. The LNG produced will notably be used as a marine fuel to reduce the shipping industry's carbon footprint. These projects, now under execution, highlight Technip Energies' leadership in low-carbon LNG solutions.

■ **Carbon Capture and Storage ("CCS"):** Technip Energies leads a consortium with GE Vernova, alongside construction partner Balfour Beatty, to deliver NZT Power, set to be the world's first gas-fired power station with carbon capture and storage. This project will capture up to 2 million tonnes of CO₂ annually, significantly reducing GHG emissions. NZT Power is expected to create over 3,000 jobs during the construction phase, attracting private investment and aligning with the UK's 2050 net zero ambition.

A contract was awarded for Northern Lights Phase 2 in Norway to supply fully electric marine loading arms for liquefied CO₂ transfer. This project enables large-scale carbon storage in the North Sea and supports Europe's ambitions for carbon neutrality.

Technip Energies has been awarded a contract for Thailand's first CCS project — the Arthit CCS facilities in the Gulf of Thailand. This pilot project will leverage existing infrastructure while adding new CCS processing units and CO₂ injection facilities. Once operational, it will gradually ramp up to capture around 1 million tonnes of CO₂ annually, supporting Thailand's climate goals under its Nationally Determined Contribution Action Plan. This award marks a strategic step in advancing CCS in Asia.

■ **Circularity:** In Spain, Technip Energies is developing the Ecoplanta waste-to-methanol project, the first plant in Europe to convert 400,000 tonnes of non-recyclable waste annually into 240,000 tonnes of renewable methanol. By diverting waste from landfills, the project will avoid 3.4 million tonnes of CO₂eq over 10 years, demonstrating our leadership in circular economy and low-carbon solutions.

industry leader. A clear illustration of this momentum is that revenues from our decarbonization solutions — including carbon capture, sustainable aviation fuel ("SAF"), blue and green hydrogen & ammonia — more than doubled between 2024 and 2025. We have also continued to pursue strategic investments to advance circularity solutions.

Alongside these advancements, we continue to promote social progress and uphold human rights across our operations and communities. Together, these achievements have been recognized globally, reflecting our sustained commitment to innovative, responsible, and inclusive solutions that support the energy transition and create long-term value for stakeholders and the planet.

■ **Sustainable Aviation Fuel:** In 2025, Rely was selected to assist H4 Marseille Fos with early engineering studies (pre-FEED) to solidify plant definition and support permitting for a landmark project dedicated to producing sustainable aviation fuel (e-SAF) in Fos-sur-Mer, near Marseille, France. This initiative aims to position the industrial-port zone as a European hub for hydrogen and e-SAF production. It supports France's and Europe's decarbonization ambitions, namely through the 10% e-SAF adoption by 2040.

■ **Low-carbon ammonia:** Technip Energies has been awarded a major contract by Blue Point Number One, a joint venture between CF Industries, JERA, and MITSUI & CO, for the Blue Point Number One ATR Project in Donaldsonville, Louisiana. The Blue Point Number One ATR Project is expected to enable more than 95% CO₂ recovery, representing a significant step forward for the ammonia industry. The low-carbon ammonia produced will be used to meet what is expected to be robust global demand for both traditional and new applications. Ammonia offers a low-cost liquid energy vector compared with other modes of hydrogen transport. The significant improvement in technology will contribute to its further development as a viable, low-carbon solution for power generation, marine fuels, and other markets.

Leading the way in sustainability performance

In 2025, Technip Energies' sustainability performance was recognized by leading ESG rating agencies, reflecting the strength of our environmental, social, and governance practices. These assessments provide an independent validation of our progress and underscore our commitment to creating long-term value for stakeholders and the planet.

This strong performance is reflected in the ratings we receive from leading ESG agencies: Technip Energies has been scored by **MSCI** as an industrial leader (AAA) since 2022. For the second year running, we have received the prestigious Platinum distinction from **EcoVadis**, and we kept our Prime status with **ISS ESG** rating. **Sustainalytics** now ranks us among the top 3% of companies in our sector, and we have been recognized as an industry mover in the **S&P Global Sustainability Yearbook 2025**. Additionally, **CDP** awarded us an improved B score for climate change.

Our sustainability strategy

At Technip Energies, we have made sustainability a priority, convinced that sustainability is inextricably linked to economic and social prosperity. Technip Energies leverages its sustainability scorecard to turn ambition into measurable action. Our 2021–2025 scorecard ignited a transformative journey — embedding a sustainability mindset across the

Company and supply chain, driving stronger stakeholder engagement, reinforcing governance, and elevating Technip Energies' position as a trusted leader in the energy transition.

With our new program, we will continue to drive business transformation, deliver positive impact, and innovate.

ESG Scorecard 2021–2025

SDG	→ Pillar	Ambition	Target	2025	2024
 		1. Reduce Scope 1 & 2 emissions compared to 2021	-45% by 2025 -90% by 2030 ⁽¹⁾ offset on residual 10%	-46%	-41%
		2. Report Scope 3 emissions	Completed ⁽²⁾	100%	87%
		3. Avoid GHG emissions for our clients	-15 MtCO ₂ e by 2025	-15.6	-11.2
		4. Technology and Innovation R&D efforts dedicated to sustainability	100% by 2025	100%	100%
		5. Reused water ⁽³⁾	20% by 2025 (updated)	10%	18%
		6. Recovered waste	85% by 2025	94%	96%
		7. Biodiversity: zero projects in IUCN management Categories I and II	Zero yearly	Zero project	Zero project
 		8. Women on the permanent workforce (employees)	35% by 2030 50% by 2050	33.03%	31.77%
		9. Women in leadership positions (permanent employees)	25% by 2025	24.6%	23.6%
		10. Zero fatalities	Zero yearly	Zero fatalities	1 fatality
		11. Total Recordable Incident Rate (TRIR) per 200,000 hours worked ⁽³⁾	<0.20 yearly (updated)	0.13	0.16
		12. Average number of learning hours per employee per year	30 hours by 2025	31.1	27.4
		13. Volunteering hours	30,000 by 2025	34,012	29,228
		14. Number of lives benefited from social initiatives since 2021	750,000 cumulated by 2025	949,935	813,974
 		15. Women on the Board of Directors	40% by 2024	40%	40%
		16. Eliminate non-mandatory commercial intermediaries	-100% by 2025	-100%	-67%
		17. Key suppliers and subcontractors monitored on ESG performance	100% by 2025	91%	64%
		18. Human Rights Due Diligence program and mitigation plans on eligible projects	100% by 2025	100%	67%

(1) The Scope 1 & 2 emissions reduction trajectory will be reviewed in 2026 to reflect the integration of the Advanced Materials & Catalysts acquisition.

(2) 100% of the Scope 3 emissions categories are reported, while 13 out of 15 were reported in 2024.

(3) The visual showing the level of achievement of the 2024 target has been updated to take into account the revised target for 2025.

Reaching our ambition

In 2025, we continued to make progress toward achieving our targets.

Climate and Environment

We reduced Scope 1 and 2 emissions by 46% compared to 2021, exceeding our revised 2025 target of -45% and significantly surpassing our original -30% goal. This achievement reflects the impact of our action plan to reduce the carbon footprint of our offices and industrial sites and marks a major milestone in our decarbonization journey.

Supported by our ongoing commitment to fully dedicate our R&D efforts to sustainability solutions, we enabled our clients to avoid 15.6 MtCO₂eq emissions in 2025, exceeding our target.

In 2025, we maintained our commitments regarding biodiversity: we do not participate in any projects in IUCN Management Categories I and II.

Our teams are continuously working to improve the rate of water recycled and reused across our value chain. Water reuse opportunities are highly dependent upon project phase. In 2025, the rate reached 10%, which is below our revised target of 20%. The 2025 result is primarily attributable to two major projects that reached more water-intensive phases, which significantly increased total water consumption with limited reuse opportunities.

People

This year, we added 3,139 new talents, surpassing 18,000 employees worldwide.

Diversity and Inclusion remain key priorities, leading to tangible improvements in gender representation. Currently, 33.03% of our permanent employees are women, and 24.6% of leadership positions are held by women. We remain committed to achieving at least 25% female representation in leadership across the Group.

On average, our employees completed 31.1 hours of learning, exceeding our target of an average of 30 learning hours per permanent employee. T.EN University programs remain central to this upskilling journey.

In 2025, our global teams went beyond expectations, contributing 34,012 volunteering hours, well above our 30,000-hour target. We also surpassed our ambition to positively impact 750,000 lives through our social initiatives, benefiting 949,935 people over the 2021–2025 period.

We continue to strengthen our prevention programs to minimize incidents across all operations, which positively resulted in an improved TRIR of 0.13 in 2025. We also successfully met our zero-fatality target for employees and subcontractors across all entities and projects. Recognizing the complexity of our ongoing projects and our commitment to broad incident reporting, in 2025, we revised the TRIR target to <0.20 to maintain engagement and momentum across all teams while ensuring transparency and continuous improvement.

Trust

By December 31, 2025, the Company successfully terminated all agreements with the 15 non-mandatory commercial intermediaries identified in its 2021 baseline, achieving its stated ambition.

In 2025, we continued to reinforce our **Integrity @ the core** culture by ensuring our workforce is well-trained on our Code of Business Conduct, reaching 92% coverage. We also successfully strengthened awareness of all available confidential reporting channels, ensuring employees can report without fear of retaliation. In 2025, 96% of MyVoice participants indicated they know how to report ethical concerns or observed misconduct. This achievement further fosters a safe, ethical environment across our organization.

We advanced considerably in implementing processes to monitor our key suppliers and subcontractors on ESG matters, achieving a 91% monitoring rate compared to 64% in 2024. This contributes to enhancing the sustainability, responsibility, and resilience of our supply chain.

With regard to human rights due diligence, in 2025, we accomplished our ambition to implement mitigation plans for all eligible at-risk projects, under our due diligence program. This represents significant progress from 67% coverage in 2024.

Sustainability Scorecard 2026–2030

Evolve: accelerating sustainable transformation

At Technip Energies, sustainability is central to our strategy, driving long-term economic growth while protecting the environment and advancing social progress. This ambition comes to life through **Evolve**, our sustainability program designed to accelerate change across our business and deliver lasting value.

With clear objectives and an ambitious roadmap, **Evolve** mobilizes our entire ecosystem — employees, clients, suppliers, and partners — around a shared purpose: building a more sustainable and resilient future. The program unites strategy and execution, turning commitment into measurable impact.

Through Evolve, we are taking a business-focused approach based on three strategic drivers:

- **Innovate:** We develop cutting-edge technologies and solutions that accelerate decarbonization and enable circularity, shaping the energy systems of tomorrow.
- **Deliver:** We create shared value for our clients through reliable, efficient energy solutions and world-class project execution.
- **Empower:** We invest in people, support thriving communities, and strengthen partnerships to build a better future for all.

Evolve also relies on **no-compromise principles**, which guide every decision we make. These principles are embedded in our Values and DNA. They define our culture and standards for responsible business:

- zero fatalities;
- no compromise on human rights;
- zero projects in IUCN Management Categories I & II; and
- zero tolerance for corruption.

We also further strengthen our commitment to biodiversity protection through our ongoing engagement in the Act4Nature initiative.

The new 2030 scorecard

Impact-driven and business-focused, the 2030 Scorecard translates our strategic ambitions into concrete, measurable actions. It sets clear targets and tracks performance across innovation, delivery, and social impact, ensuring accountability and continuous improvement.

In our **new scorecard**, we maintained several existing commitments and introduced new ambitions, such as increasing the number of contract awards for technologies that enable decarbonization or circularity, and ensuring that 60% of our sold products are in line with science-based decarbonization trajectories — demonstrating our continued maturity. Regarding people development, we continue to foster a diverse and inclusive workplace, and our emphasis remains on delivering high-quality learning, with upskilling as the central pillar of our learning and development strategy. We are committed to providing more than 20 hours of learning per employee annually through 2030.

Our continued journey

Combined, **Evolve's** three strategic drivers, no-compromise principles, and scorecard fully integrate sustainability into our business model. Sustainability becomes a **project enabler** — supporting project financing, local content development, and positive social impact, while minimizing the environmental footprint through responsible water and waste management, protecting biodiversity, and addressing climate resilience. Evolve marks a defining milestone in our sustainability journey. It reinforces who we are, what we stand for, and the value sustainability creates, both within our company and beyond. Through this program, we strengthen our role as a partner of choice in the energy transition, addressing critical challenges such as affordability, competitiveness, and long-term resilience.

At Technip Energies, **Evolve is our catalyst** — accelerating transformation and powering a more sustainable future.



SDG	Driver	Ambition	Indicator	Target 2030
 	Innovate	Drive Technology & Innovation toward sustainability	Technology & Innovation R&D dedicated to sustainability	>75% yearly
		Offer affordable technologies in circularity & decarbonization	Contract awards including technologies enabling decarbonization or circularity	+100% (2026-2030)
		Accelerate the adoption of sustainable innovative solutions	Commercial offers with a completed sustainability assessment and customer-funded workshop	80%
 	Deliver	Support our clients' carbon reduction journey	Avoided emissions as per WBCSD*	18 MtCO₂eq yearly
		Advance our decarbonization trajectory	Reduction trajectory for offices since 2021 (Scopes 1 & 2)	-90% offset on residual 10%
			Reduction trajectory for industrial sites (Scopes 1 & 2)	Plan ready in 2026
		Leverage a responsible supply chain	Sold products in line with science-based decarbonization trajectories** (Scope 3)	60% (2026-2030)
			Average EcoVadis (or equivalent) score of rated key suppliers and subcontractors	>60
 	Empower	Foster a workplace for people to thrive	Women in the permanent workforce (including 25% in leadership positions)	35%
			Invest in the future workforce	1,000 career opportunities yearly
		Cultivate integrity	Average learning hours per permanent employee	>20 hours yearly
			Employees trained on the Code of Business Conduct and cybersecurity	95% yearly
		Boost socioeconomic impacts on local communities	Individuals benefiting from socioeconomic initiatives and programs worldwide	1,000,000 people (2026-2030)
			Volunteering hours given to communities	150,000 hours (2026-2030)

* WBCSD: World Business Council for Sustainable Development.

** The science-based sectoral decarbonization trajectories follow the Science Based Targets initiative (SBTi) methodology.

The Group discloses material sustainability information in alignment with the European Sustainability Reporting Standards (“**ESRS**”) as set out in the Corporate Sustainability Reporting Directive (“**CSRD**”). In accordance with the “Quick Fix” amendment to Delegated Regulation (EU) 2023/2772, which entered into force on November 13, 2025, the Group has decided not to disclose certain phased-in requirements listed in Appendix C of ESRS 1 in its 2025 Annual Report.

Our sustainability statement is presented under the following sections:

- 3.1. General disclosures
- 3.2. Environmental information
- 3.3. Social information
- 3.4. Governance information

3.1. General disclosures

3.1.1. Basis for preparation

The CSRD was adopted by the European Parliament on November 10, 2022, as part of the European Green Deal, in order to standardize and improve the transparency and comparability of sustainability reports.

The 2025 sustainability statement has been prepared to align with the requirements of the CSRD. It is prepared on a consolidated basis. The scope of consolidation is the same as for the financial statements.

As outlined in *Note 2. Changes in the scope of consolidation* of the financial statements, the Company acquired 100% of the Advanced Materials & Catalysts business from Ecovyst Inc. on December 31, 2025. Due to the timing of this acquisition, the activity is not included in our 2025 double materiality assessment, and the information disclosed in our 2025 sustainability statement does not cover this newly acquired business, except for the section 3.2.5. EU Green Taxonomy. The impact on the 2025 sustainability statement is not material.

In addition to its own operations, the consolidated sustainability statement (hereafter the sustainability statement) covers the Group’s value chains through the following considerations:

- The identification and materiality assessment of our impacts, risks and opportunities have taken into account our value chain (see 3.1.4.1. Materiality assessment process), both upstream (procurement, subcontracting) and downstream (our clients), for environmental, social and governance aspects.
- Reaching our targets calls for collaborative actions. With this in mind, we work with our value chain stakeholders (clients, partners, suppliers, and subcontractors) and create partnerships to find solutions to accelerate positive impacts and mitigate negative impacts. Some of our policies also have direct impacts on how we conduct our business across the value chain and with whom we partner to deliver selected projects.
- We publish ESG indicators that include upstream and downstream value chain information whenever these are linked to material matters. This results in numerous entity-specific quantitative disclosures, as our material

When relevant for external stakeholders, we disclose certain non-material information related to our own operations alongside topics that are material due to impacts from our value chain.

Following our sustainability statement, we also disclose non-material information that supported our double materiality assessment and appears relevant to external stakeholders (refer to Additional non-material information).

impacts primarily stem from our value chain activities rather than from our own operations.

In particular, with respect to environmental and safety topics, Technip Energies is also HSE accountable for some third-party sites in addition to its HSE responsibilities for its own sites. This is the case for many EPC project sites, depending on the agreement signed with the client. HSE accountability means that the Group oversees the management of HSE aspects (including resource planning, standards and procedures implementation, and performance monitoring) on these sites. We disclose entity-specific indicators for third-party sites under our HSE accountability, for sustainability matters that are material due to our EPC activities.

The organizational boundary and the definitions of the metrics are provided alongside the disclosures to ensure full understandability of the information.

Technip Energies has not made use of the option to omit certain information relating to intellectual property, know-how or the results of innovation. Moreover, the Group has chosen not to use any exemptions provided for in Article 29a(3) of Directive 2013/34/EU of the European Parliament and of the Council of the European Union in the preparation of its sustainability statement.

Time horizons

In general, we assess material impacts, risks and opportunities over the short, medium and long term:

- Short term: one year (2026);
- Medium term: two to five years (2027 to 2030); and
- Long term: more than five years (after 2031).

Value chain estimation

Estimates of value chain data were used only to calculate GHG emissions. Estimates include the use of emission factors. The details of the carbon footprint calculation are disclosed in section 3.2.1.1. Reducing the impact on climate change.

Sources of estimation and outcome uncertainty

The preparation of Technip Energies' consolidated sustainability statement requires the use of key judgments and estimates, either at the reporting date or during the period that affects reported information.

Management exercises its best judgment based upon its experience and the circumstances prevailing as of the reporting date. Judgments and estimates are reviewed periodically, on an ongoing basis, and may be reassessed if the circumstances and assumptions on which they were based change, if new information becomes available, or because of greater experience.

For the carbon footprint, especially for disclosed GHG emissions (Scopes 1, 2 and 3), the metrics are subject to a higher degree of judgment and complexity. A large volume of information can already be collected from our databases and other IT tools, but when data is not 100% available, quantitative data is estimated. Our estimation methodology is robust, and as a result, we do not consider the disclosed data to present a high level of measurement uncertainty.

Changes in preparation or presentation of sustainability information

Changes in the double materiality assessment compared to last year are highlighted in our disclosure of material impacts, risks, and opportunities.

In 2024, non-material information was isolated to exclude it from the sustainability statement. In 2025, non-material information related to topics that are material because of impacts in the value chain is disclosed within the sustainability statement. This change makes the data more accessible for external readers searching for the information. Non-material information is included in the sustainability statement in sections 3.2.2.4. Water metrics - Technip

Energies sites, 3.2.3.4. Biodiversity metrics - Technip Energies sites, and 3.2.4.3. Waste management - *Waste metrics - Technip Energies sites*.

Information relating to the *energy consumption of Technip Energies' sites* and *pollution* is still presented in the dedicated Additional non-material information section following the sustainability statement.

In 2025, our metrics table includes references to the corresponding ESRS datapoints. Where a metric is specific to the reporting entity, it is labeled "*Entity spec.*" Where the disclosed metric pertains to value chain data, it is indicated as "*Entity spec. VC.*"

Where available, we disclose data from the two preceding years to support trend analysis. In instances where metric definitions have evolved, we provide historical data either recalculated according to the updated definitions or accompanied by sufficient contextual information to ensure transparency and comparability.

The remaining metrics required by Disclosure Requirement E1-6 relating to Scope 3 categories 11 and 12, as well as greenhouse gas intensity based on net revenue were disclosed for 2025. All relevant information is provided in section 3.2.1.1. Reducing the impact on climate change.

Regarding water metrics, we have fully aligned water withdrawal definitions with those of the CSRD. In addition, areas at water risk have been redefined in view of CSRD-compliant reports from other companies. All updates to prior-year data and changes in definitions are clearly disclosed alongside the water metrics.

For performance management metrics, stricter criteria were applied to determine whether a performance review was completed. The 2024 data was updated accordingly.

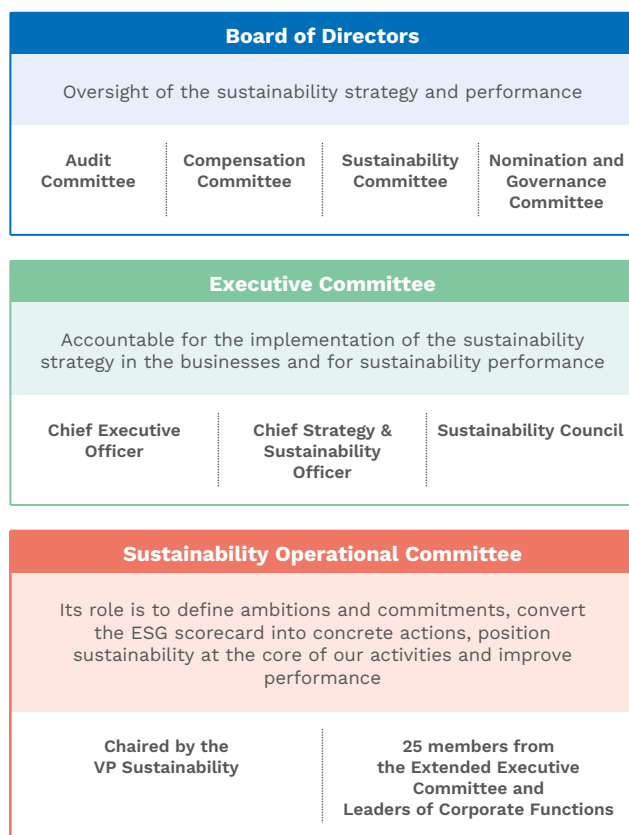
Incorporation by reference

Information incorporated by reference is clearly indicated in the dedicated section of the sustainability statement and listed in the table below:

Standard	Disclosure Requirement	Section of the management report covering the information
ESRS 2	GOV-1 - The role of the administrative, management and supervisory bodies	Section 5.1.2. Board composition and diversity Section 5.1.4. Board skills and experience matrix Section 5.1.10.3. Sustainability Committee Section 5.1.11. Board and its Committees' Oversight on Sustainability
ESRS 2	GOV-2 - Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Section 5.1.10.3. Sustainability Committee
ESRS 2 and ESRS E1	GOV-3 - Integration of sustainability-related performance in incentive schemes	Chapter 6 of the Annual Report corresponding to the Remuneration report (in particular, refer to sections 6.2. Main elements of the current remuneration policy, 6.5. Application of the Remuneration Policy in 2025, and 6.6. Looking ahead to 2026)
ESRS 2	GOV-5 - Risk management and internal controls over sustainability reporting	Section 4.2.3. Enterprise Risk Management and Internal Control

3.1.2. Governance over sustainability matters

3.1.2.1. Sustainability Governance organization



Board of Directors and Sustainability Committee

Within Technip Energies, the **Board of Directors** (the “**Board**”) is responsible for overseeing the Company’s sustainable long-term value creation strategy. In all its dealings, the Board considers the impact of the Group on people and the environment, taking into account the interests of all relevant stakeholders. For detailed information on the Board’s composition, diversity and experience, refer to sections 5.1.2. Board composition and diversity and 5.1.4. Board skills and experience matrix.

The Board has established a dedicated **Sustainability Committee**, which is responsible for assisting the Board in formulating the Company’s sustainability strategy and related objectives. The Sustainability Committee reviews and monitors the development and implementation of targets, standards, metrics, scorecards, and methodologies established to assess and track the Company’s sustainability performance. It monitors the development and implementation of the Company’s compliance program to ensure that the Company complies with the principles of ethical conduct and good governance. The Sustainability Committee issues recommendations to the Board on the Company’s solutions and services that promote decarbonization, and the Company’s sustainability culture and business model. Refer to sections 5.1.10.3. Sustainability Committee and 5.1.11. Board and its Committees’ Oversight on Sustainability for a detailed overview of the Committee’s main responsibilities and activities throughout 2025.

Executive Committee and Sustainability Council

Our Executive Committee members, who form the Sustainability Council, are accountable for implementing our sustainability strategy across our businesses.

Arnaud Pieton, our Chief Executive Officer, sets the direction for the Company’s sustainability strategy in line with our Purpose and Values. He is accountable for our sustainability performance and for creating value for our stakeholders.

The Chief Strategy & Sustainability Officer oversees strategy and sustainability. Under his organization, the Vice President Sustainability is responsible for delivering our ESG commitments, igniting our sustainability vision, and positioning sustainability at the core of our actions and performance.

Additionally, the Chief Financial Officer oversees the sustainability agenda, ensuring its alignment with the Company’s financial performance. He ensures our sustainability statement is fully aligned with the evolving European regulations and provides transparent and reliable information to our stakeholders within a robust internal control framework. He works closely with the Chief Strategy & Sustainability Officer. Together, they oversee the processes to identify and assess material sustainability-related impacts, risks and opportunities and their integration within the Company strategy.

The Sustainability Council validates the sustainability strategy, roadmap, and scorecard, which encompass the Company’s ambitions for long-term value creation and leadership across environmental stewardship and people-centric initiatives throughout our markets and operations. It regularly assesses the sustainability strategy’s implementation. The Sustainability Operational Committee assists the Sustainability Council as detailed below.

Sustainability Operational Committee

The Sustainability Operational Committee is composed of 25 members from the extended Executive Committee, including Senior Vice Presidents (“**SVPs**”) of Business Lines and SVP “One T.EN Delivery,” as well as heads of corporate functions with various sustainability responsibilities, including Quality, Health, Safety, Environment and Security (“**QHSES**”), People Development, Compensation & Benefits, Social Affairs, Real Estate & Facilities, Strategy, Accounting, Treasury, Financing & Risk, Investor Relations, Sales, Technology & Innovation, Legal, Compliance, Global Sourcing & Procurement, Digital for Business Lines & Operations, and Communications. Chaired by the VP Sustainability, its role and mission are to:

- embed sustainability into the Group’s strategy, build and update the sustainability roadmap, and ensure its integration into business operations through tangible action plans with milestones and resources;
- onboard the full organization and share insights into external sustainability business trends; and
- monitor the progress of the sustainability roadmap.

Corporate Sustainability Department

The Corporate Sustainability Department is led by the Vice President Sustainability and is responsible for:

- overseeing the Company's sustainability strategy and its implementation with due focus on material topics;
- overseeing the setting of sustainability targets and metrics, as well as the development and deployment of sustainability initiatives, in line with the Company's business objectives while meeting stakeholder expectations;
- developing and implementing some of the sustainability programs and projects such as volunteering, human rights and climate change to create value for the Company and its stakeholders;
- monitoring and reporting on the Company's sustainability performance;
- ensuring accountability and compliance with relevant sustainability standards, regulations, and best practices; and
- promoting a culture of sustainability within the Company, raising awareness and education among employees, and building stakeholder engagement externally and internally.

Sustainability Performance Managers

The Sustainability Performance Managers are appointed in our main Operating Centers ("OCs") around the world. OC Directors are accountable for the local deployment of the Group's sustainability roadmap. Through their delegation, the Sustainability Performance Managers implement the sustainability strategy at OC level and deploy our global policies on sustainability topics. They mobilize stakeholders to ensure that sustainability is at the core of the business, and promote the importance of sustainability to all employees at the OC level.

3.1.2.2. Sustainability in incentive schemes

Technip Energies' commitment to creating long-term value and integrating sustainable, socially responsible and ethical business practices is reflected in its Remuneration Policy, which is available on our website (<https://www.ten.com/sites/energies/files/2023-07/2023-remuneration-policy.pdf>).

Accordingly, in line with this Policy, the Executive Director's remuneration includes short- and long-term incentive programs that incorporate performance indicators related to sustainable development. For detailed information on the integration of sustainability and climate-related considerations, including criteria, weighting, and payout calculation, please refer to chapter 6. Remuneration report.

In addition, the short- and long-term incentive plans for senior managers and employees are aligned with those of the Executive Director's remuneration in the same proportions, to ensure consistency and alignment with the decision-making and value-creation chains in these areas.

Finally, as per the Policy, non-Executive Directors are not entitled to any long-term incentives or performance-based compensation.

3.1.2.3. Statement on due diligence

As a member of the United Nations Global Compact, we are committed to responsible business conduct. We have some due diligence processes to identify, prevent when possible, mitigate, and monitor our actual or potential negative impacts on the environment or people across our value chain.

We implement a risk-based approach in order to focus our efforts where relevant and where we can have greater influence. Part of these efforts is the monitoring of sustainability matters in our upstream supply chain, as this is essential to ensure compliance with human rights and safety standards, as well as environmental regulations.

We have mapped the information provided about the core elements of our due diligence process in the reference table of section 3.1.4.2. Sustainability statement disclosures.

3.1.2.4. Risk management and internal controls over sustainability reporting

For an overview of the main features of our risk management and internal control system designed for sustainability reporting, please refer to section 4.2.3. Enterprise Risk Management and Internal Control.

3.1.3. Strategy

3.1.3.1. Strategy, business model and value chain

Technip Energies is a technology and engineering powerhouse for the energy transition with operations in 35 countries and more than 18,000 employees worldwide.

Our workforce

ESRS ref.	Indicator (in number)	2025	2024	2023
Headcount by geographical area				
2-SBM-1, 40(a)iii	■ Africa & Middle East	3,063	2,504	2,044
2-SBM-1, 40(a)iii	■ Asia Pacific	6,203	5,624	4,970
2-SBM-1, 40(a)iii	■ Europe & Central Asia	7,544	7,253	6,745
2-SBM-1, 40(a)iii	■ Americas	1,764	1,847	1,739
	TOTAL	18,574	17,228	15,498

Headcount is the number of permanent and temporary employees (including apprentices) of Technip Energies' consolidated legal entities at the end of the reporting period.

As part of the Dutch law requirements, the table below shows the distribution of headcounts within and outside the Netherlands.

Indicator	2025	2024	2023
Headcount in the Netherlands	352	355	345
Corporate ⁽¹⁾	13	12	12
Operating Centers	339	343	333
Headcount outside the Netherlands	18,222	16,873	15,153
Corporate ⁽¹⁾	801	750	657
Operating Centers	17,421	16,123	14,496
TOTAL	18,574	17,228	15,498

(1) Corporate consists of headcount in legal entities covering group support functions, as well as the Global Business Services legal entity.

Our strategy

Technip Energies proposes a large portfolio of solutions to accelerate the energy transition, including decarbonization and circularity solutions. Our goal is to be a solutions provider to foster prosperity by contributing to the provision of affordable energy, while ensuring the availability of sustainable production solutions.

Our markets are:

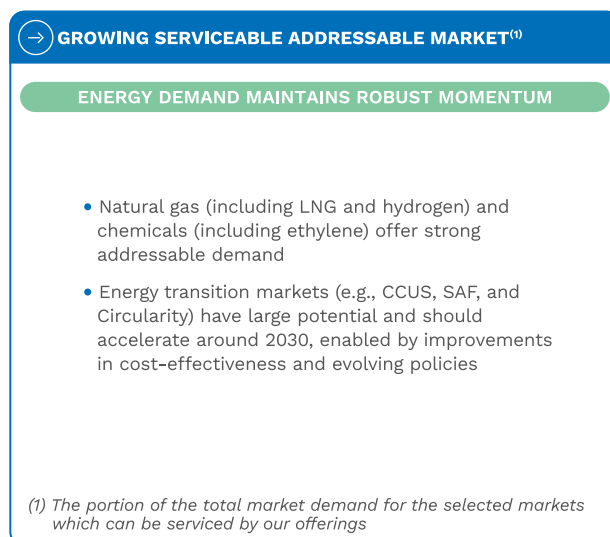
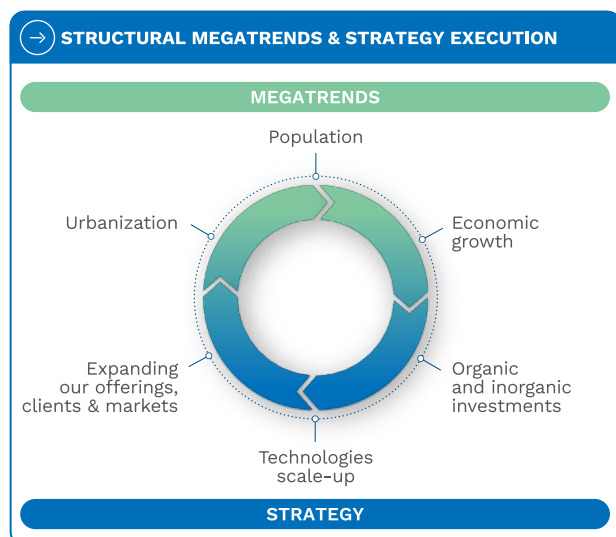
- Energy & energy derivatives: onshore and offshore LNG, ethylene;
- Decarbonization & circularity: carbon capture, low-carbon hydrogen ("Blue" hydrogen) and its associated derivatives (ammonia, methanol), green hydrogen and ammonia, sustainable aviation fuels, biochemicals, floating offshore wind, circularity.

Our strategy focuses on expanding our portfolio of technology, product and service offerings related to decarbonization and circularity to capitalize on the growing market. At the same time, we aim to maintain our excellence in project execution while leveraging new digital solutions.

Together with our clients, partners, and suppliers, we envision and develop ambitious projects, technologies, products, and services that help reduce environmental impacts. Our goal is to support the achievement of GHG emissions reduction targets by providing affordable, reliable, and sustainable energy solutions, while maintaining the highest standards of operational excellence, quality, and safety.

Our R&D efforts are bolstered by our four dedicated laboratories.

Growing addressable markets



For detailed information about our markets, please refer to 1.5. A presence in traditional and emerging markets.

Our clients

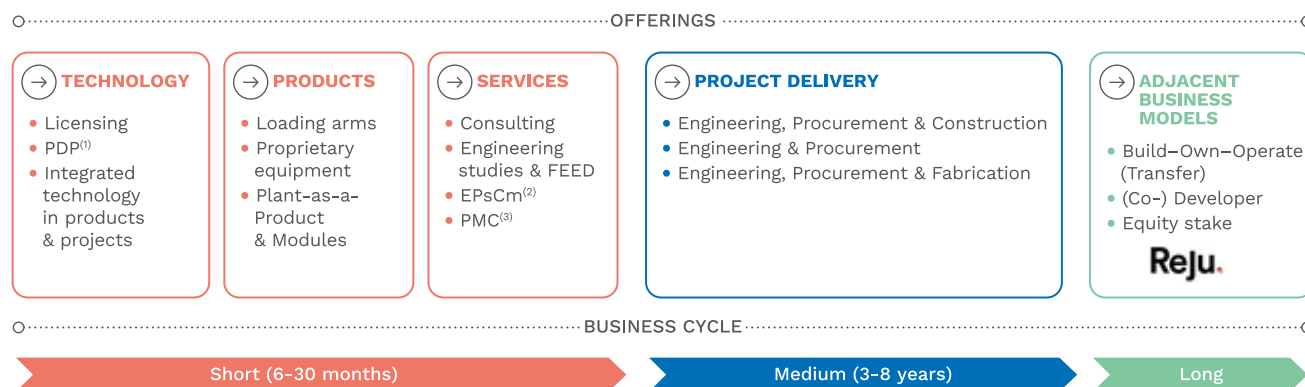
Our clients all operate in the industrial sector.

Our client landscape



Our offerings and complementary business models

We have complementary business models to support our offerings.



(1) Process Design Package.

(2) Engineering & Procurement services and Construction management.

(3) Project Management Consultancy.

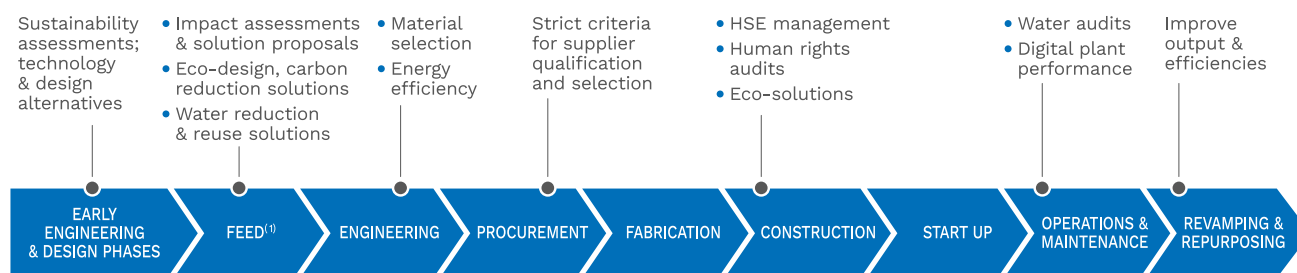
Our hybrid mix of activities provides resilience to external shocks and market cycles and is an ideal blend to deliver a robust financial performance. Our business model is designed to support the energy transition framework.

The activities carried out by Technip Energies may be subject to national and/or international trade control laws and regulations. The Group complies with such laws and regulations.

For more information on how the Group manages applicable regulations, please refer to 4.3.2.7. Our operations require us to comply with numerous regulations.

For more details on Technip Energies' offerings, please refer to section 2.2. Our offering: Technology, Products & Services and Project Delivery. Revenues and margins of our business models are presented in section 2.3.4. Business segments highlights.

Sustainability at every step of a project life cycle



(1) FEED: Front-End Engineering Design.

Our Bid Organization standard mandates that sustainability impacts, risks and opportunities are assessed and presented at two critical decision points: the *Invest* and *Submit* meetings. The *Invest* meeting determines whether to proceed in the preparation of a proposal by assessing risks and the commercial viability of the planned project. The *Submit* meeting validates the offer before submission to the client.

At these two key stages, the following sustainability aspects are assessed:

- Biodiversity and water-related impacts and risks are evaluated, taking into consideration whether the project is located in an environmentally sensitive area or in a water-stressed region;
- For projects involving site activities (e.g., EPC), workers' human rights exposure risks are assessed, and potential social or environmental impacts on adjacent communities are also evaluated;
- For all projects including FEED, the estimated project carbon intensity is calculated; and

■ Regarding sustainability opportunities, the project's invitation to bid is reviewed to determine whether it supports the energy transition and circular economy, as well as how Technip Energies can create or increase energy transition value through appropriate solutions.

Key actions proposed based on these analyses include implementing a biodiversity plan (depending on the level of risk), assigning dedicated resources during the execution phase of projects having human rights risk exposure — such as a Project Human Rights Officer — and preparing a cost estimate and benefits analysis of alternative water and decarbonization solutions, as well as proposing additional sustainability services to the client.

The Head of Sales Excellence is responsible for the policy's implementation.

In addition, Technip Energies' offering includes a sustainability workshop to help clients align with funding opportunities and strategic objectives. While implementation depends on client decisions, our proactive approach addresses the trilemma of affordability, operability, and sustainability, leveraging parameters such as subsidies and innovation funds, to tailor optimal solutions.

Our value chains

Project Delivery

Project Delivery at Technip Energies combines engineering, procurement & supply chain, construction management, commissioning & start-up, maintenance engineering & training, as well as revamping & repurposing.

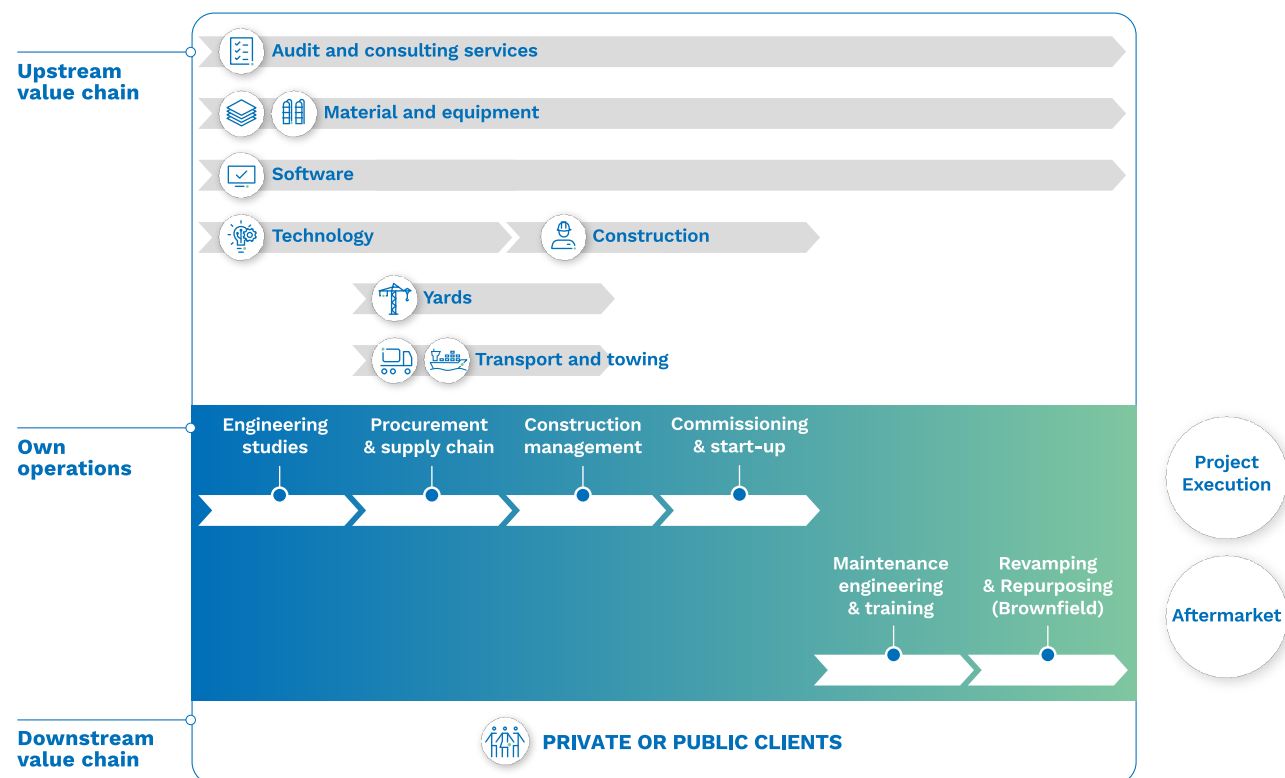
Technip Energies offers early-phase engagement services that are complementary to its Project Delivery business. These services enable the Company to add value for its clients by enabling them to assess and select the most suitable concept solution. Technip Energies assists clients in modeling various development scenarios and project concepts to optimize technology specifications and designs, taking into account project characteristics. Once the most appropriate technology and design solution is identified, the

Company leverages its project execution capabilities through its FEED and EPC expertise.

Thanks to this early engagement, Technip Energies offers the potential for a reduced project execution risk and optimized project economics.

For each project location, Technip Energies proactively assesses all water and energy requirements and integrates them into the project execution strategy. This is done in close collaboration with our clients to ensure that site-specific adaptations are anticipated, thereby preventing any impact on project delivery and, more importantly, minimizing environmental consequences.

The Project Delivery value chain is illustrated below:

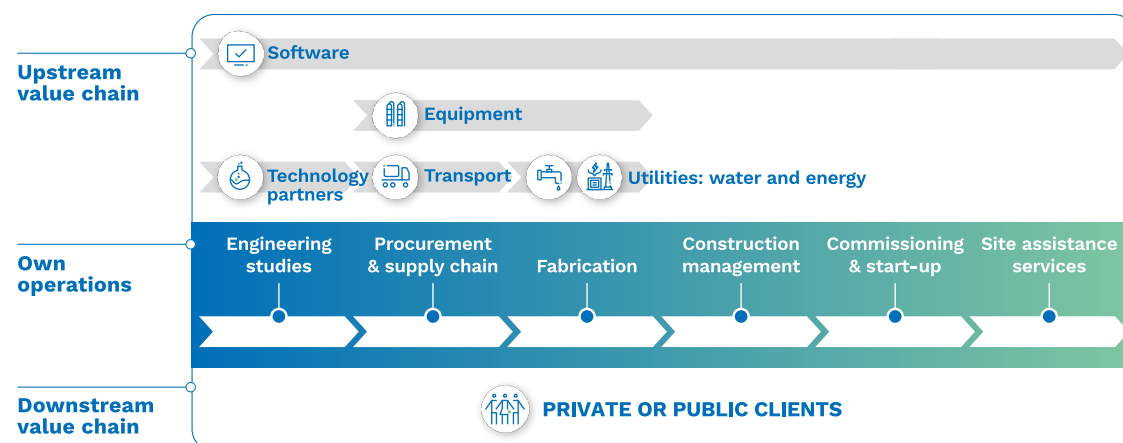


Technology, Products & Services

Technology

Technip Energies' expertise enables the integration of various complex technologies to meet project needs, thereby offering the best economic solutions to clients. In addition to the 60+ proprietary technologies that we develop, design, market, and integrate, we have established partnerships with third-party technology providers.

The Technology value chain is illustrated below:



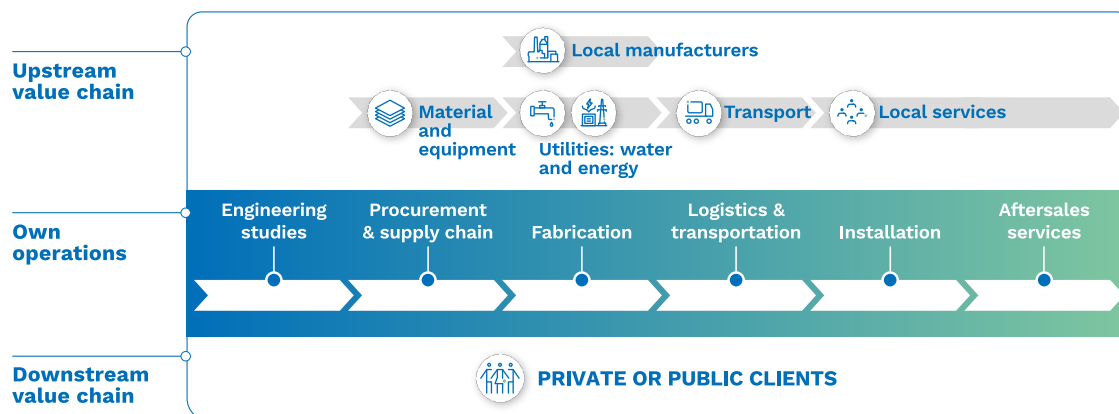
Products

Technip Energies continuously expands and enhances its product and proprietary equipment portfolio through robust R&D programs, offering clients innovative solutions to reduce asset emissions. The Group also provides proprietary solutions to address the need for plant productization, unlock faster delivery, and reduce overall costs, thereby making projects more economically viable for clients.

In addition, Technip Energies manufactures loading arms at its own factory in Sens, France.

Across the entire product manufacturing value chain, Technip Energies ensures all utility needs are met through a robust sourcing strategy and a strong commitment to environmental accountability, delivering products with the highest standards of sustainability.

The Products value chain is illustrated below:

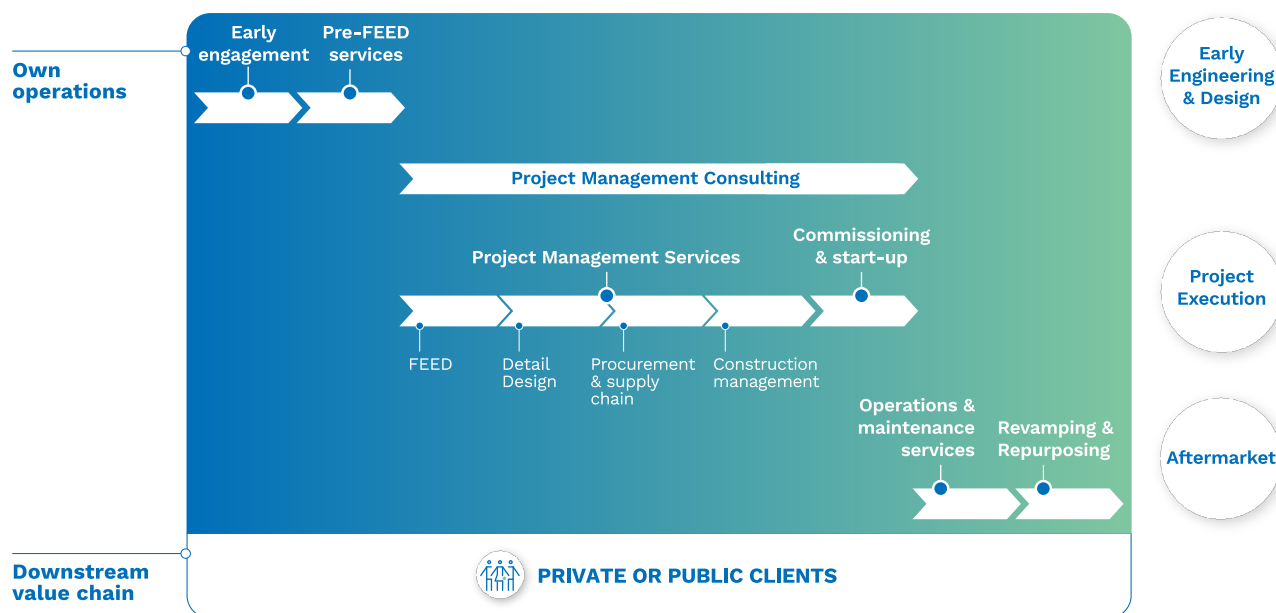


Services

Technip Energies delivers high-value services to its clients throughout the entire Project Delivery value chain. Additionally, Technip Energies offers digital services that enhance client value by supporting the complete plant life

cycle, providing a competitive edge in conceptual optimization, project performance, and operational excellence.

The Services value chain is illustrated below:



Business relationships

Technip Energies' business relies on various types of relationships throughout the ecosystem.

Technip Energies has established incubation relationships to support the development of promising start-ups. It has also built strong connections with universities, academia, and research institutions.

Technip Energies is engaged in numerous commercial alliances and partnerships with third parties, aimed at increasing our ability to secure future revenue. Additionally, the Company has several technology collaborations with industrial partners to jointly develop, integrate, scale up, or industrialize innovative technologies.

The joint-venture model is employed by Technip Energies in two distinct contexts: to enter new business areas with key partners (such as green hydrogen and offshore wind) or to support project execution.

Furthermore, Technip Energies' procurement and subcontracting teams around the world work directly with suppliers and subcontractors to meet project cost targets and align with clients' priorities, deadlines, and specifications.

For further details, please refer to section 3.1.3.2. Stakeholder engagement.

Main impacts, risks and opportunities of the sector

Technip Energies operates in a risky energy market, which is closely tied to geopolitical evolutions, regulatory frameworks, and the social conditions of the countries where we operate. Our business activities also depend on the availability of materials, feedstocks, the stability of the supply chain, and the impacts of climate change.

Therefore, Technip Energies and its stakeholders must consider several key risks in the energy sector when conducting business: strategic, operational, financial, legal, regulatory, reporting, taxation, and ownership of Technip Energies shares. Additionally, sustainability risks for Technip Energies encompass climate change, environmental protection, safe working conditions, respect for human rights, anti-bribery and corruption practices, and compliance with relevant laws and regulations.

To know more about our process to identify, assess and manage our impacts, risks and opportunities, please refer to sections 3.1.3.3. Material impacts, risks and opportunities and 3.1.4. Impact, risk and opportunity management. Further information on Risk Management at Technip Energies is available in chapter 4. Risk and risk management.

3.1.3.2. Stakeholder engagement

Creating value for all stakeholders begins with actively engaging and collaborating with them to foster a culture of sustainability, inclusion, and responsibility. The purpose of stakeholder engagement is to ensure that the interests, views, and expectations of our stakeholders are considered when defining the Company's sustainability strategy.

We ensure the Executive Committee and Board of Directors are regularly informed of the main outcomes of our stakeholder engagement, which are taken into consideration to evolve the Group's strategy and operations and are used in building our sustainability roadmap and scorecard. These channels of communication vary based on the specificities and context of engagements with each stakeholder group. Channels include, but are not limited to, periodic steering committees involving representatives from our key stakeholder groups and relevant Executive Committee members, or periodic reports prepared for board-specific Committees on the outcomes of key stakeholder engagements.

As part of the double materiality assessment process, we have taken into consideration the feedback received from our different stakeholders. This engagement has provided critical insights into how our stakeholders perceive our strategy and business model, particularly in relation to our sustainability performance. By incorporating stakeholder views, we have

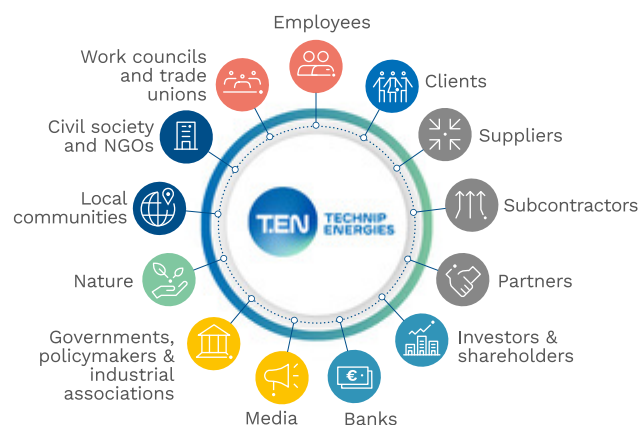
ensured that our strategy not only addresses regulatory requirements but also meets the expectations of those we serve and impact. The mobilization of our stakeholders on our sustainability journey contributes to managing our impacts, risks, and opportunities. (See more in section 3.1.4.1. Materiality assessment process).

Stakeholder Engagement Policy

To establish and ensure effective stakeholder engagement, Technip Energies adopted a Stakeholder Engagement Policy, approved by the Board of Directors in 2023. This policy aims to create a framework for corporate stakeholder engagement that is consistently applied worldwide across the Company's activities. It recognizes the importance of stakeholder engagement in creating sustainable long-term value and considers the impact of the Company's actions on people and the environment. The policy outlines the identification of relevant stakeholders, engagement methods, engagement risks, information disclosure, documentation of engagement outcomes, and public reporting.

Our Stakeholder Engagement Policy is publicly available on our website at <https://www.ten.com/en/about/corporate-governance>.

Engagement with our key stakeholders



The purpose of our engagement, how it is organized and how the results of the engagement feed our strategy is presented in the table below, for the key stakeholders with whom we actively engage. Feedback received thanks to this engagement helps us continuously improve our stakeholder relationships.

Purpose of engagement

How engagement is organized and feeds our strategy



EMPLOYEES, WORK COUNCILS AND TRADE UNIONS

■ Understand employees' needs and interests; ■ Boost employee satisfaction by encouraging open dialogue; ■ Increase motivation; ■ Enhance retention by creating a positive and diverse work environment; ■ Improve collaboration; ■ Drive innovation by encouraging creativity; and ■ Build a strong and cohesive culture aligned with the Company's values and purpose.	■ Employee Value Proposition ("EVP") "Be Part of the Solution": to attract, engage, and retain talent, and enhance the learning mindset of the organization; ■ "My Voice" employee engagement survey each year. In 2025, the response rate was 89%. Results are used as a key element in the definition of the annual objectives for each department and especially in the People & Culture roadmap; ■ "We Care," our global benefits and well-being program launched this year, to promote physical and mental well-being, safety and security; ■ Global and local town hall meetings held once a year; ■ My Development: for employees to build individual development plans with their managers; ■ My Performance: annual performance appraisal and goal-setting process; ■ Learning programs (T.EN University and the Future Ready Program rolled out to all employees); ■ Pulse: our global HSE leadership and engagement program; ■ Quarterly "T.EN Talk" webinars: to inform and engage employees on global topics presented by senior leaders; ■ Monthly "Experts Explain" webinars: to engage employees on specific technical topics; ■ Technology Day: global webinars and local events to educate our employees about our technologies and the new developments within the company, and nurture an innovation culture; ■ Regular articles on main business events or other Company updates to keep all employees informed; ■ Leadership calls to engage our managers and, through the cascade effect, all employees on our strategy, financial results, sustainability, and other relevant subjects; ■ European Works Council twice a year; and ■ International days celebrations, such as International Women's Day, World Day for Safety and Health at Work, World Quality Week, World Environment Day, and World Mental Health Day.



LOCAL COMMUNITIES

■ Identify and address potential negative impacts on local communities; ■ Reduce complaints and delays by involving the communities early and addressing their concerns; ■ Contribute to the economic and social development of local communities; ■ Demonstrate to potential clients and partners our ability to collaborate with local communities and address their needs; and ■ Foster a positive work environment: volunteering can lead to a greater sense of purpose and fulfillment for our employees and promote teamwork and the development of new skills.	■ "We Volunteer" program available through a dedicated platform for employees to subscribe to volunteering initiatives in their local communities, both in our permanent centers and in our project locations; ■ Community development programs on some projects including, but not limited to initiatives in community health and well-being, skills development and education; ■ Community Grievance Mechanisms on some of our projects to capture and bring community complaints and suggestions to an acceptable resolution; ■ Platforms for local stakeholder engagement on some projects to listen to the needs of local communities, bringing together our clients, partners and community representatives such as local authorities, businesses, education and training providers, and residents; and ■ Flagship, multi-thematic CSR program in India, with initiatives across local community development, empowerment of women through STEM learning and environmental sustainability.

Purpose of engagement

How engagement is organized and feeds our strategy



CLIENTS

- Understand and meet client expectations, including their need to work with sustainable and reliable partners that consider environmental and social impacts (carbon footprint, human rights, local communities' interests) in the way they do business;
 - Explain and keep clients aware of our value proposition by highlighting how our sustainable solutions and practices can address clients' needs;
 - Drive innovation through collaboration; and
 - Expand market opportunities by penetrating new market segments that prioritize sustainability, in particular decarbonization solutions and circularity.
- Daily engagement with our customers through joint taskforces embedded in project delivery activities and complemented by quarterly or annual Steering Committees involving senior members of the client organization;
 - Measurement of client satisfaction through formal surveys conducted at key project gateways — such as the end of proposals, project completion, and major milestones — which include a dedicated section on HSE performance, enabling structured feedback;
 - Systematic collection of lessons learned from projects and proposals at key gateways such as the end of proposals, project completion, and major milestones, using these insights to strengthen client relationships, enhance work processes, and refine our offerings;
 - Participation in 52 trade shows in 31 countries in 2025, highlighting our innovative solutions for the energy transition;
 - For global Key Accounts, we conduct regular operational meetings and at least one annual Steering meeting;
 - Conducting market surveys with existing and prospective clients through our Customer Relationship Management platform to gather feedback on our new technology solutions; and
 - Early engagement with clients either as technology provider or in an advisory role.



SUPPLIERS (PROVIDERS OF MATERIALS, EQUIPMENT, GOODS, OR SERVICES)

- Increase our positive impact by involving suppliers in environmental and social actions beyond our own operations, ensuring that good practices are adopted throughout the supply chain;
 - Collaborate with suppliers to develop innovative technologies to achieve our sustainability goals; and
 - Reduce impacts and risks by engaging with suppliers on climate change, human rights violations, and worker safety topics.
- Annual Sustainability Suppliers Council since 2023 to exchange on best practices, address sustainability challenges, and build lasting relationships. Our 2025 Sustainability Council brought together more than 50 suppliers;
 - Sustainability criteria embedded in our supplier qualification process;
 - Suppliers' ESG declarations in our Invitations to Bid and results included in our Commercial Bid Tabulations;
 - Monitoring of key suppliers' ESG performance through questionnaires and clarification calls;
 - We request our suppliers to register with EcoVadis;
 - On-site inspections, also covering sustainability topics; and
 - Development of a Biodiversity Charter in collaboration with our Global Environment Team and our suppliers to reduce biodiversity impacts of our supply chain.



SUBCONTRACTORS (PROVIDERS OF CONSTRUCTION SERVICES)

- Ensure sustainable practices are adopted: among other topics, we share best practices on water/waste consumption and recycling, worker welfare, human rights, and safety; and
 - Reduce impacts and risks by engaging subcontractors on climate change, biodiversity, human rights violations, and worker safety.
- Our first Sustainability Subcontractors Council brought together 22 subcontractors from 11 countries for exchanges on respective sustainability best practices;
 - Deployment of QualifyMe tool (to reference construction companies and qualify subcontractors) and procedure for qualification and performance assessment of subcontractors;
 - Sustainability criteria embedded in our subcontractor qualification process;
 - We request our subcontractors to register with EcoVadis and QualifyMe. EcoVadis scoring gives insights into subcontractor performance on sustainability topics, as well as areas of strength and improvement, to mitigate possible risks;
 - Regular meetings on projects to monitor performance on human rights due diligence and other sustainability topics; and
 - Audits on construction sites aimed at monitoring the living and working conditions of workers.

Purpose of engagement

How engagement is organized and feeds our strategy



PARTNERS

- Address global challenges: Technip Energies leverages cross-sector cooperation to foster best practices on sustainability topics, particularly on climate change, environmental stewardship, safety, and human rights;
 - Accelerate innovation and expand capabilities: collaborations drive innovation by combining diverse expertise and resources. For example, Technip Energies' partnerships in green hydrogen, sustainable aviation fuel, and CO₂ management technologies help accelerate the development of sustainable energy solutions;
 - Meet regulatory standards: collaboration across the industry allows alignment with technological and regulatory standards, ensuring that new technologies are scalable;
 - Enhance market position;
 - Scout start-ups that Technip Energies can collaborate with to grow our business offerings;
 - Seize business opportunities by offering our scale-up expertise to start-ups to accelerate the commercialization of cleantech solutions; and
 - Continuously upskill our employees on cutting-edge technologies through our partnerships with universities and research centers.
- Our third International HSE Forum, held in 2025, brought together senior HSE representatives from 13 main contractors to discuss ideas on how to increase the focus on the Human Factor and AI in HSE to reach zero incidents;
 - Member of EpE (*Entreprises pour l'Environnement*), an association of around 60 French and international companies committed to the ecological transition;
 - Member of Building Responsibly, a group of 20 leading engineering and construction companies that work together to improve the rights and welfare of workers across the industry;
 - Investments in innovative funds in the energy infrastructure sector;
 - Regular meetings with our partner research centers. As examples of those partnerships, Technip Energies is a member of the Industrial Liaison Program at the Massachusetts Institute of Technology (USA), the Center for Carbon Storage at Stanford University (USA), the Energy Consortium at Indian Institute of Technology Madras (India), and the Rice Alliance for Technology and Entrepreneurship (USA);
 - Regular engagement with energy infrastructure start-ups through conferences, sponsorships, and regular meetings;
 - EvolenUp: a startup accelerator for the energy sector where Technip Energies has access to the French startup ecosystem;
 - Member of Cap Energies: a competitiveness cluster to accelerate the energy transition bringing together start-ups, labs, universities, and companies in the French ecosystem;
 - Technip Energies, in partnership with Université Gustave Eiffel, Valeco, and OPEN-C Foundation, is leading the PAREF project, an R&D program aimed at accelerating industrial-scale development of floating wind;
 - Technip Energies is leading the METHAREN project, an EU-funded initiative involving 18 partners from various industries, research centers, universities, and associations across eight countries. The project's goal is to develop innovative technologies for gasification and methanation plants, with an emphasis on applying circular economy principles; and
 - The Claremont office of Technip Energies U.S. and U.S. clean energy technology company Graphitic Energy, formerly C-Zero, have a strategic collaboration to scale clean hydrogen technology.
- For information about our partnerships that support our offerings in emerging energy transition and circularity markets, please refer to 1.5. A presence in traditional and emerging markets.

Purpose of engagement

How engagement is organized and feeds our strategy



INVESTORS, SHAREHOLDERS & BANKS

- Enhance transparency. Investors' questions on sustainability mostly relate to climate change, biodiversity, human rights due diligence, diversity, and governance (including bribery and corruption risk management);
 - Build trust and enhance reputation by demonstrating a genuine commitment to sustainable practices while improving investor confidence;
 - Attract investment from socially responsible investors;
 - Support investment decisions as investors may favor companies with strong sustainability credentials;
 - Highlight how sustainable practices contribute to long-term profitability and shareholder value;
 - Meet regulatory requirements; and
 - Enhance relationships with banking partners and promote sustainability-linked financing solutions.
- Strategically planned investor relations calendar to reach our existing investor base and new target shareholders;
 - Annual General Meeting;
 - Roadshows throughout the year (especially after financial results), mostly in Europe and the U.S.;
 - Governance roadshows for sustainability topics;
 - Participation in industry-specific investor conferences;
 - Regular meetings with investors, shareholders, brokers, and banks, some of which are dedicated to sustainability;
 - Periodic meetings with the banks and their sustainability teams. Annual performance report of the sustainability KPIs under the Revolving Credit Facility;
 - Dedicated investor relations website;
 - Recurring themes highlighted by investors are reported to management to evolve our strategy; and
 - In 2025, we conducted a perception study with 15 shareholders and three sell-side analysts, in order to understand investors' perceptions of, and market sentiment toward, Technip Energies, across all major dimensions including sustainability.



MEDIA

- Keep our audience informed about our technologies and business activities, including our contributions to the decarbonization journey;
 - Strengthen our reputation by educating the media about our Purpose and Values;
 - Increase brand awareness;
 - Share our best practices on sustainability topics such as human rights due diligence and gender equity initiatives;
 - Highlight our competencies; and
 - Attract new talents to the Company.
- Press releases covering projects, partnerships, sustainability milestones, financial results, and other topics;
 - A monthly one-to-one press meeting between our CEO and a different journalist each time;
 - Quarterly press conferences about financial results;
 - Online press webinars on key transition technologies;
 - We maintain an active social media presence by highlighting major contract awards, news stories from our business, our Employee Value Proposition, and key industry events. We publish weekly posts across LinkedIn, Instagram, YouTube, Facebook, and X;
 - Online press webinars on specific topics;
 - Informal meetings and site visits with journalists;
 - Regular videos presenting our Employee Value Proposition; and
 - Employee advocacy program to promote the visibility of Technip Energies on LinkedIn and other social media.



GOVERNMENTS, POLICYMAKERS, AND INDUSTRIAL ASSOCIATIONS

- Help Technip Energies to gain notoriety, trust, and influence particularly in the areas of the energy transition, waste recycling, and decarbonization.
- Regular engagement is specified in our Public Affairs' Roadmap 2025 and advocacy plan (France, UK, EU);
 - Meetings with public authorities (France, Netherlands, Germany, EU, UK, USA);
 - In May 2025, our CEO and public affairs team met with members of the European Commission in Brussels;
 - In May 2025, our CEO and our SVP Public Affairs and communications attended Choose France, an event organized by the President of France;
 - Technip Energies' representatives attended institutional events such as: The World Economic Forum in Davos and *Les Rencontres Économiques d'Aix-en-Provence*;
 - Visit to the Reju demo plant with European and Member States policymakers;
 - The public affairs team attended *La Ref (Université d'été du Medef)*; and
 - The public affairs team responded to consultations and calls for evidence on policy issues relevant to our business interests.

3.1.3.3. Material impacts, risks and opportunities

We have identified our material impacts, risks and opportunities relating to sustainability to report information that is relevant and significant. The process to conduct our double materiality assessment is described under section 3.1.4.1. Materiality assessment process.

Impact materiality

Material sustainability impacts relate to significant effects, whether positive or negative, on people and the environment, resulting directly from our business operations or from the activities performed in our value chain.

Financial materiality

A sustainability matter is material from a financial perspective when Technip Energies' financial position can be affected by

risks and opportunities triggered by the environmental, social and business dynamics relevant to our operations.

The material impacts, risks and opportunities identified are all covered by ESRS disclosure requirements. For the impacts relating to our value chain, some entity-specific metrics have been developed to monitor them.

2025 double materiality assessment

In addition to the topics already assessed as material in 2024, *Relationships with suppliers and subcontractors* is a material matter this year. This addition is not due to a change in our business model but reflects a broader understanding of what this matter encompasses.

	→ IMPACT MATERIALITY	→ IMPACT & FINANCIAL MATERIALITY	→ FINANCIAL MATERIALITY
 ENVIRONMENTAL MATTERS	- Water (in the value chain) - Biodiversity and ecosystems (in the value chain)	- Climate change mitigation - Climate change adaptation - Resource use and circular economy	
 SOCIAL MATTERS	- Health and safety of our own workforce and workers in the value chain - Local communities - Safety of end-users	- Other working conditions of our own workforce - Diversity and inclusion - People development - Human Rights in the value chain	
 GOVERNANCE MATTERS			- Corporate culture and business ethics - Relationships with suppliers and subcontractors

"Health and safety of our own workforce and workers in the value chain" was considered as two separate matters in our double materiality assessment process. That is why 15 material matters are mentioned in section 3.1.3.3. Material impacts, risks and opportunities.

The table below presents sustainability topics that are material for the Group and their interactions with our strategy and business model.

ENVIRONMENT		
TOPIC	MATERIALITY TYPE	CONNECTION WITH OUR STRATEGY AND BUSINESS MODEL
Climate change mitigation (E1) (Refer to 3.2.1.1. Reducing the impact on climate change)	Negative and positive impacts Risks and opportunities	Climate change is one of the greatest challenges of our time, and we believe it calls for bold, systemic transformation. That's why we've reimagined our business model to become a catalyst for decarbonization and a leader in a low-carbon future. Since 2023, we have dedicated 100% of our R&D efforts to sustainability. Looking ahead, we will continue to prioritize sustainability, dedicating at least 75% of our R&D resources from 2026 to 2030. This adjustment reflects the need to support the evolution of traditional activities through innovation, while keeping our focus on sustainability-driven breakthroughs. Our innovation pipeline is accelerating progress in hydrogen, carbon capture, sustainable fuels, sustainable chemistry, ethylene, and offshore wind — solutions that are reshaping the future of energy and industry. Through this strategic evolution, we aim to help our clients avoid 18 million tonnes of CO₂ equivalent annually between 2026 and 2030 via the decarbonization solutions we deliver. We're not just integrating sustainability into new offerings, we're embedding it across everything we do: optimizing construction practices and collaborating with suppliers to reduce environmental impact across the value chain. Within our sector, we strive to lead by example, setting the benchmark for sustainable practices in our operations. We have already reduced our Scope 1 and 2 emissions by 46% compared to 2021. Moreover, we are evolving to decarbonize our offers: by 2030, we aim for 60% of our sold products to be in line with science-based sectoral decarbonization trajectories. This transformation positions us not only as an engineering and technology powerhouse, but also as a trusted partner for high-emitting, hard-to-abate sectors seeking effective, scalable climate solutions.

ENVIRONMENT		
TOPIC	MATERIALITY TYPE	CONNECTION WITH OUR STRATEGY AND BUSINESS MODEL
Climate change adaptation (E1) (Refer to 3.2.1.2. Adapting to climate change)	Negative impact Physical risk	The rising frequency and intensity of extreme climate events pose significant risks to our people and threaten business continuity. To address these challenges, we are working to enhance the resilience of our facilities and implementing context-specific measures on our EPC project sites. Because the safety of our people is of the utmost importance, we have established rigorous safety and preparedness measures to protect personnel from climate-related hazards for all locations where we operate. Moreover, our business continuity plans help to minimize disruptions caused by extreme weather, safeguarding the reliability of our operations in a changing climate.
Water (E3) (Refer to 3.2.2. Water)	Negative impact in the value chain	EPC projects can exert significant pressure on local water resources. To address this impact, Technip Energies incorporates water management solutions from the design stage to address client challenges while minimizing environmental impacts. Our water management philosophy is based on the 3R concept (Reduce, Reuse, Recycle). Solutions such as desalination to convert saline water into industrial water, high-purity water production, and effluent recycling to achieve zero liquid discharge ensure sustainable water management stewardship throughout the life cycle of a project. We also offer our clients water management strategy design services and usage assessments to identify opportunities for water conservation.
Biodiversity and ecosystems (E4) (Refer to 3.2.3. Biodiversity and ecosystems)	Negative impact in the value chain	As an EPC contractor, we are part of a value chain in the construction and industrial sectors. These sectors have a negative impact on biodiversity because they contribute to ecosystem degradation. To safeguard biodiversity in protected areas, Technip Energies has committed not to participate in any projects located in areas classified under IUCN Management Categories I and II since 2023. We promote sustainable biodiversity management through mitigation plans on sites for which we are HSE accountable. Additionally, we provide biodiversity impact assessments and enhancement services to our clients, supporting their efforts to minimize ecological impacts.
Resource use and circular economy (E5) (Refer to 3.2.4. Resource use and circular economy)	Positive and negative impacts Opportunity	As a testament to our commitment to integrate sustainability into our business, we pledge to dedicate at least 75% of Technology & Innovation R&D to sustainability between 2026 and 2030. This investment includes refining existing solutions to advance circularity and pioneering new ones, including initiatives to recycle or prevent plastic waste. Our solutions encompass advanced recycling and the creation of biodegradable polymer replacements for existing polymers and plastics. One of our initiatives in this area is the creation of Reju, an innovative company for the regeneration of polyester textiles (to find out more, refer to 1.5.4. Circularity). Additionally, we provide services in technology scale-up, modularization, and process commercialization to support clients in developing circular projects. Over the next five years, we aim to double the number of contract awards for technologies that enable decarbonization and circularity, compared with the 2021–2025 period. Our traditional EPC contractor activities consume high quantities of material, such as cement and steel, to deliver clients' projects. Through collaborative work with the value chain, we aim to evolve current practices to integrate eco-design and sustainable procurement criteria. In addition, we engage in responsible waste management based on the waste hierarchy (Reduce, Reuse, Recycle/Compost, Disposal with Energy Recovery, and Disposal without Energy Recovery). We promote best practices to reduce waste generation and reuse waste generated when possible. To support our clients in their waste stewardship journey, we offer services such as life cycle assessments and waste management strategy design.

SOCIAL		
TOPIC	MATERIALITY TYPE	CONNECTION WITH OUR STRATEGY AND BUSINESS MODEL
Health and safety of our own workforce and workers in the value chain (S1 and S2) (Refer to 3.3.1.3. Occupational health and safety)	Negative impact	We do not compromise on safety. We are committed to ensuring the security and safety of all workers on sites under our HSE accountability, whether directly employed or part of our value chain. Through rigorous safety measures and our HSE culture engagement program “Pulse,” we work to proactively prevent incidents and continuously learn from those that occur. We monitor the efficiency of our safety programs, which aim to eliminate incidents: our target is to maintain the TRIR below 0.20 (per 200,000 worked hours) each year.
Other working conditions of our own workforce (S1) (Refer to 3.3.1.4. Promoting the best working conditions)	Positive impact Opportunity	We are a technology and engineering company, and our people are our most valuable asset. The Group is dedicated to continuously improving working conditions. A positive environment is essential for motivating and engaging employees, attracting and retaining talent, preserving the Company’s knowledge, and ensuring successful project delivery and innovation. By empowering employees to “ Be part of the solution, ” Technip Energies fosters a culture of meaningful contribution across all roles. In 2025, our employee engagement survey, MyVoice, had an 89% response rate, with 82% of respondents having reported feeling a sense of personal accomplishment. Our reward practices are fair, market competitive, and recognize collective and individual performance. In 2025, we launched a global care program, “ We Care, ” aiming to cultivate a supportive work environment for all employees, promote work-life balance, and enhance working conditions.
Diversity and inclusion (S1) (Refer to 3.3.1.5. Diversity and inclusion)	Negative impact Risk	Fostering a diverse and inclusive environment is essential for keeping employees engaged, retaining top talent, and fueling continuous innovation. Without it, there is a risk of losing people and productivity. Technip Energies is committed to eliminating discriminatory practices and maintaining a positive, respectful, and inclusive workplace. It starts with improving diversity within our workforce. We seek to increase the representation of women within our permanent workforce: our target is to reach a minimum of 35% women by 2030 . We also aim to improve diversity within our top management: we remain committed to achieving at least 25% female representation in leadership across the Group.
People development (S1) (Refer to 3.3.1.6. People development)	Positive impact Risks	Attracting and retaining talent is essential to our success. We aim to foster a workplace where contributions are recognized, continuous skill development is encouraged, and performance is rewarded in alignment with Company success. Between 2026 and 2030, we aim to invest in the future workforce by offering 1,000 career opportunities annually. To support the continued development of our employees, we achieved an average of 31.1 learning hours per employee in 2025. For the 2026-2030 period, we aim to exceed 20 learning hours per permanent employee annually. This updated target ensures we are equipping our workforce with the skills to support the Group’s transformation toward sustainability, while also meeting the demands of a growing and evolving business.
Human rights in the value chain (S2) (Refer to 3.3.2.1. Our material impacts and risks)	Negative impact Risks	Our priority is to uphold and respect human rights across our value chain. As a global company, we recognize that some regions in which we operate carry higher risks of human rights violations. To prevent any human rights incidents from occurring, our due diligence relies on a risk-based approach. We are committed that all projects that are evaluated as at-risk have a mitigation plan in place. Through our human rights due diligence program, we integrate responsible practices into our business and promote them across our value chain. In addition, we offer compliance assistance aligned with recognized human rights standards to empower our clients in managing human rights effectively.

SOCIAL		
TOPIC	MATERIALITY TYPE	CONNECTION WITH OUR STRATEGY AND BUSINESS MODEL
Local communities (S3) (Refer to 3.3.3. Affected communities)	Negative impact	Local communities are key stakeholders for Technip Energies. We collaborate closely with our EPC clients and have implemented local engagement programs and volunteering initiatives to minimize negative impacts and contribute to community welfare. In 2025, we achieved 34,012 volunteering hours, and we surpassed our 2021-2025 target of 750,000 beneficiaries from our social initiatives, reaching 949,935 individuals. Building on this momentum, our 2026-2030 scorecard targets 150,000 cumulative volunteering hours worldwide and aims to reach a total of 1,000,000 beneficiaries through our socioeconomic initiatives. To support our clients' engagement with local communities, we offer local community engagement enhancement services and consulting for local content strategies (e.g. community employment, benefits, and supply chain).
Safety of end-users (S4) (Refer to 3.3.4. End-users)	Negative impact	We are committed to designing and delivering safe, reliable solutions to our end-users. From the engineering phase to the operation of our plants and products, safety is embedded in our approach to project execution. We proactively engage with our clients to guarantee our solutions meet the highest safety and quality standards. Our commitment to excellence is reflected in our Client Satisfaction Survey ratings, which have consistently remained above our target of 8.5/10 for the past three years. In addition, we have a yearly target for 100% of our completed detailed engineering projects to have performed a Hazard and Operability review, and we aim for 100% of our eligible legal entities to achieve ISO 9001 certification. These targets reinforce our dedication to quality management and continuous improvement in offering the highest safety standards.

GOVERNANCE		
TOPIC	MATERIALITY TYPE	CONNECTION WITH OUR STRATEGY AND BUSINESS MODEL
Corporate culture and business ethics (G1) (Refer to 3.4.1. Business conduct)	Risk	As a global company, the risks associated with poor business conduct are significant and can have far-reaching consequences. Technip Energies strives to uphold the highest legal and ethical standards across all our activities. Our Code of Business Conduct promotes integrity at every level. Our robust Integrity @ the core program is designed to embed integrity into our business, which contributes to preventing incidents of corruption and bribery. The program is reinforced by an integrity line accessible to all stakeholders, to ensure any concerns can be reported and addressed. We also provide extensive training. In our 2026-2030 scorecard, we have a yearly goal to achieve 95% training coverage for our employees on the Code of Business Conduct and cybersecurity, strengthening our culture of integrity, vigilance, and responsible business practices. Additionally, we set a yearly target to train at least 90% of employees in at-risk functions on our Anti-Bribery and Corruption program. In 2025, we successfully met our target of eliminating all non-mandatory commercial intermediaries.
Relationships with suppliers and subcontractors (G1) (Refer to 3.4.1. Business conduct)	Risk	We rely on many suppliers and subcontractors to ensure our value chain complies with sustainable practices. We prioritize quality, sustainability, ethical conduct, and safety throughout our supply chain. Through diligent qualification and ongoing monitoring, we strive to ensure responsible practices from all our counterparts. To further enhance responsible practices in our supply chain, we have set a 2030 target to achieve an average EcoVadis (or equivalent) score greater than 60 among our rated key suppliers and subcontractors.

To support our ambition to embed sustainability practices across all environmental, social, and governance dimensions from the earliest stages of a project, we offer dedicated sustainability workshops to our clients and prospects. These workshops highlight the full spectrum of Technip Energies' solutions aimed at minimizing environmental impacts and

addressing sustainability-related risks. To ensure this offering is systematically proposed whenever possible, our 2026-2030 scorecard includes a target: 80% of our commercial proposals should include both a completed sustainability assessment and a customer-funded sustainability workshop.

3.1.4. Impact, risk and opportunity management

3.1.4.1. Materiality assessment process

Each year, Technip Energies identifies and assesses its environmental, social and governance (“ESG”) impacts, risks, and opportunities (“IROs”) and how they interact with our strategy and business model. The analysis is carried out across our whole value chain. In 2025, we conducted a benchmarking exercise with CSRD-compliant reports from other companies within the energy and industrial sectors. Through this exercise, we critically evaluated the process and outcomes of our 2024 double materiality assessment, identifying areas for improvement ahead of the 2025 assessment.

Governance of the double materiality assessment process

Double materiality is a key exercise for assessing Technip Energies’ material sustainability subjects and drives our future strategy and action plans. The process involves many Group departments and is controlled and validated at the highest level of the organization.

This section describes the roles and responsibilities of stakeholders in the double materiality process.

Sponsors

The double materiality assessment was conducted under the sponsorship of both the Chief Strategy & Sustainability Officer and the Chief Financial Officer. They are accountable for the compliance of the process, ensure adequate resources, and formally validate each step of the assessment process.

Double materiality core team

The double materiality assessment has been led by a core team of seven people:

- the CSRD implementation Project Director is accountable for conducting the exercise in compliance with the ESRS;
- the Group Sustainability Performance Manager ensures that the validation steps are carried out and that the results are incorporated in our sustainability strategy and scorecard;
- the Stakeholder Engagement Lead ensures the views of internal and external stakeholders are taken into account;
- the Sustainability Ratings Lead brings the broader market view on the sustainability topics;
- the Enterprise Risk Manager ensures coherence with the Group ERM methodology and integrates insights derived from risk discussions held across all levels of Technip Energies’ organization;
- the Sustainability Finance Manager supports the identification and estimation of financial risks and opportunities, and ensures connectivity with the financial statements;
- the Legal Manager considers the links with other regulations.

IRO leads and reviewers

Each sustainability matter is under the responsibility of one or more IRO lead. These IRO leads are chosen within the Group due to their expertise in the considered topic.

The IRO reviewers are VP or SVP of departments in charge of the considered topics. They are usually chosen from among the Sustainability Operational Committee members. They are responsible for reviewing the work performed by the IRO leads.

Sustainability Operational Committee

The Sustainability Operational Committee also comments on and validates each step of the double materiality exercise, before formal validation by the Sponsors.

Sustainability Council and Sustainability Committee

The Sustainability Council and Sustainability Committee are informed of each step of the assessment process to ensure alignment with the Company’s strategy and interests of stakeholders. They can provide their feedback during the process and it will be integrated as required.

Internal control team

The internal control team is informed at each step of the double materiality assessment and all documentation is shared with them. They perform an assessment on the control of the double materiality process.

Taking into account the views of stakeholders

The interests, views and expectations of our stakeholders are considered at each step of the double materiality assessment. Our direct engagement process and topics addressed with stakeholders are described in section 3.1.3.2. Stakeholder engagement.

We also consult external experts on more technical subjects, to support our assessment. We use specialized and recognized instruments such as the World Resources Institute or the Integrated Biodiversity Assessment Tool (“IBAT”) database to assess environmental impacts.

Materiality assessment process steps

Framing the relevant sustainability matters

We analyze our business models, end-to-end value chains, matters usually relevant for our sector’s activity, and stakeholder feedback to identify relevant sustainability matters. We then ensure that all topics mentioned in the ESRS are covered at the most granular level.

The outcome of the 2025 framing exercise was consistent with that of 2024: the same 19 matters were considered relevant for the double materiality assessment.

Identifying impacts, risks and opportunities

In 2024, each sustainability matter was overseen by a dedicated Sustainability Matter Lead. To enhance our assessment in 2025, when relevant, we expanded our approach by appointing multiple IRO leads for each matter, ensuring a more comprehensive and robust evaluation. For each of the 19 sustainability matters, IRO Leads gather appropriate internal and external information in order to identify both positive and negative impacts, actual or potential, and associated risks and opportunities, taking into account the specificities of each business activity and related value chain. They consider the short-, medium- and long-term horizons. Impacts can result in consequential risks and opportunities, in which case the link between the two sides of the materiality assessment has been materialized in the process.

We also have risks and opportunities arising from dependencies related to the social context and business regulations of the market in which we operate.

Impacts have been clearly and distinctly identified between those occurring due to our own operations, and those occurring in the value chain at the upstream and downstream level.

Assessing the impacts, risks and opportunities

We have embedded our Enterprise Risk Management (“ERM”) methodologies and evaluation grids into the double materiality assessment process, to ensure a coherence between this exercise and our Enterprise Risk Management processes. The ERM grids have been adapted to cover all ERSR criteria. Impact materiality grids include scale, scope, irremediable character, and likelihood; financial materiality grids include the magnitude of financial effects and likelihood. The assessment of each impact, risk and opportunity is based on these grids. The threshold used to determine whether an IRO is material is the same as in our ERM methodology. For more information about risk management at Technip Energies, refer to 4.1. Risk management overview.

The assessment is performed by the IRO Leads based on their expertise, interactions with other internal experts, and views of impacted stakeholders. The proposed assessment is discussed and reviewed with the Core Team and Sustainability Matter Reviewers. The final resulting assessment follows the validation process with the sponsors at Executive Committee level, and it is shared with the Board.

If there is at least one material impact, risk or opportunity relating to a sustainability matter, this matter is tackled as a material matter for reporting purposes. Of the 19 relevant sustainability matters, 15 matters are considered material following the IRO assessment.

The result of our materiality assessment is taken into account in our strategy and objectives.

Additional information on the materiality assessment process relating to specific matters

Climate change

Climate change mitigation

In order to reduce our carbon footprint, Technip Energies quantified the GHG emissions from its own activities and its value chain: “we can’t cut what we can’t count!” Since 2021, Technip Energies has developed carbon footprint quantification methodologies based on Greenhouse Gas Protocol requirements and performed GHG emissions calculations to assess its actual and potential impacts on climate change. The methodologies and the values are detailed in section 3.2.1.1. Reducing the impact on climate change, subsection “Our performance.” This inventory has revealed that the impact of our own operations on GHG emissions is limited, Scope 1 and 2 emissions representing only 10,986 tonnes of CO₂ equivalent. However, emissions generated in our value chain are significant, with Scope 3 emissions reaching 10,136,734 tonnes of CO₂ equivalent. This level of emissions has shaped our understanding of the materiality of our impact on climate change, which stems from our Scope 3 emissions.

Furthermore, to assess the materiality of the impact of our solutions on reducing our clients’ CO₂ emissions, as well as the risks and opportunities associated with transition risks, we have internally developed transition scenarios that take into consideration possible evolutions of our market segments. In 2023, our Climate Change and Actions team conducted a comprehensive quantitative analysis of climate transition scenarios. This analysis was updated in 2024 and remained unchanged for 2025.

An internal methodology was used to simulate multiple pathways of the GHG emissions associated with our solutions. Based on market analysis, we defined the locations where the future demand from our clients will be, and what parameters would trigger the investments. To build the scenarios, we have concatenated the business hypotheses of

each of our business lines. The objective is to develop strategies that align with a low-carbon economy and limit global warming, in line with the recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”) and the Carbon Disclosure Project (“CDP”), consistent with the scientific research from the Intergovernmental Panel on Climate Change (“IPCC”).

Technip Energies combines:

- transitional scenarios that integrate assumptions regarding political and regulatory developments, final consumer behaviors, technologies to limit GHG emissions, and demographic evolution;
- internal assumptions on climate-related transition events such as future markets by promoting sustainable solutions to change client behavior, technology development by substituting existing technologies with less carbon-intensive technologies and green technologies; and
- its portfolio adaptation.

This approach has led to the development of multiple plausible pathways. These pathways reflect uncertainties about climate system dynamics, economic conditions, energy use, available technologies, and the timing and scope of policy action, resulting in different levels of global emissions.

The different scenario pathways are based on the public transitional scenarios from the IPCC and the International Energy Agency (“IEA”):

- STEPS (Stated Policies Scenario) from IEA;
- APS (Announced Pledges Scenario) from IEA, correlated with IMP-GS (Illustrative Mitigation Pathway - Gradual Strengthening) and IMP-Neg (Illustrative Mitigation Pathway - Net Negative Emissions) from IPCC;
- NZE (Net Zero Emissions by 2050 Scenario) from IEA, correlated with IMP-LD (Illustrative Mitigation Pathway - Low Demand) and IMP-SP (Illustrative Mitigation Pathway - Shifting Pathways) from IPCC.

The main driver which influences the GHG emissions of the industrial facilities operated by our clients is the electrification of their equipment, in particular the ones which are highly carbon intensive (furnaces, power generators, compressors, etc.). To generate GHG reduction scenarios with the electrification of the equipment, we use the projections of carbon intensity of the local electricity generation by region and by scenario from the World Energy Outlook (2022 and 2023) of the IEA. To reduce GHG emissions, Technip Energies, as an engineering and technology powerhouse, proposes new electrified technologies and products such as:

- SNAP LNG, an electrified process LNG train emitting no CO₂ (using compressors driven by electrical motors instead of gas compressors);
- green hydrogen generation with Rely;
- carbon capture units plugged into the local electrical grid; and
- electrified ethylene furnaces, to be scaled up at industrial level, which could bring the carbon intensive ethylene industry to low-carbon emissions.

The assumptions made in the scenarios highlight that our technologies and solutions for the decarbonization journey are highly dependent on the governmental policies and local regulations applied to our clients, regional and local incentives (e.g., Green Deal in Europe), and the carbon intensity of the local electrical grids. In addition, the availability of low CO₂ electricity in all countries needs significant efforts from governments.

Two main factors affect the positive impact our solutions might have and the materialization of our business opportunities:

- The availability of low CO₂ electricity, which varies considerably around the world. The timing of when this will be available also varies significantly. Without this, electrification solutions will not bring a reduction in CO₂ emissions as expected.
- The timing of when clients want to move forward with decarbonization. For any projects being executed today, technically viable solutions are required, such as electrical equipment, hydrogen as feed gas, and post-combustion carbon capture.

Climate change adaptation

To strengthen our long-term resilience to climate change, we conducted a comprehensive physical climate risk assessment in 2025. Supported by an external expert consulting firm, we analyzed 100 sites across 31 countries. Of these, 50 sites are leased or owned by Technip Energies (offices, data centers and industrial sites), and 50 are third-party sites where the Group is delivering projects. The assessment applies advanced climate modeling and scenario analysis aligned with IPCC and Coupled Model Intercomparison Project Phase 6 (“CMIP6”) standards, and guided by TCFD recommendations, using data sourced from Jupiter Intelligence. Physical climate-related risks were evaluated across eight acute hazards (heatwave, wildfire, flood, storm, drought, cold stress, heavy precipitation, and landslide) and three chronic risks (sea-level rise, temperature change, and precipitation change). Risk scores were calculated for each site under three climate scenarios, called Shared Socioeconomic Pathways (“SSP”): SSP1-2.6 (below 2 °C), SSP2-4.5 (2.7 °C), and SSP5-8.5 (4.4 °C), as well as across multiple time horizons (2030, 2040, 2050).

In 2025, we also conducted two internal reviews to assess the Group’s business resilience in the event of an extreme scenario:

- Quantitative review: This focused on the potential loss of value for our assets (buildings, industrial sites, and

equipment). The analysis confirmed low financial materiality thanks to robust Group insurance coverage, including business disruptions for industrial sites. This assessment was based on the “at-risk” assets identified in the previous 2023 risk diagnostic. In addition, the Group operates an asset-light model, which further limits exposure and supports the conclusion that the financial value at risk remains low.

- Qualitative review: This review analyzed our operational business resilience on projects, as Technip Energies could incur significant losses if severe hazards affect major sites under construction. Such events could cause physical damage and disrupt production, logistics, or construction activities, leading to workforce unavailability and emergency/remediation costs. The review highlighted the strong integration of “generally known acute hazards” within each project department. Examples include heatwaves in Qatar and flooding in England, where gross risk is mitigated through contractual clauses, project insurance, HSE processes, and risk engineer assessments.

The outcome of the physical risk assessment study and our two internal reviews have supported the identification of material impacts and risks as a result of climate change adaptation (see section 3.2.1.2. Adapting to climate change).

Environmental matters

Technip Energies employs a comprehensive and systematic approach to identify potential environmental impacts across its operations. This process is integral to our Environmental Management System (“EMS”).

Our EMS is part of our HSE Management, which includes the allocation of appropriate resources to achieve the stated and agreed environmental goals and objectives. It is overseen by the Chief Operating Officer (“COO”), and supported by the Vice President Quality, Health, Safety, Environment and Security (“QHSES”). All entities and projects are responsible for developing, maintaining, and continually improving an EMS in accordance with ISO 14001 standards.

In 2025, 95% of our eligible entities achieved ISO 14001 certification, reinforcing the implementation of advanced environmental management systems to minimize environmental impacts. Our remaining eligible entity is planned to be certified in 2026.

ESRS ref.	Indicator	Target	2025	2024
ISO 14001 ELIGIBILITY AND CERTIFICATION				
Entity spec.	Number of legal entities eligible for ISO 14001 certification		20	22
Entity spec.	Percentage of legal entities certified ISO 14001	100% by 2025	95%	82%

Metrics definitions

As per our Certification Management standard, Technip Energies’ legal entities are eligible for ISO 14001 certification if they have 50+ employees as of January 1 of the reporting year. For R&D entities (laboratories), the threshold is 80+ employees.

New entities meeting these criteria must certify within three years of acquisition or merger. Certification is not required for entities for which it is not relevant, notably entities that solely provide services without managing business activities.

Our Environmental Aspects and Impacts Identification (“ENVID”) framework underlines how to perform the impact identification process. The first key step in this approach is impact assessment. Environmental matters and impacts are identified for all activities, including design, construction, commissioning, and operations. Each identified aspect undergoes an environmental impact assessment. This assessment considers normal and abnormal conditions, regulatory requirements, and potential consequences on people and nature. Water risk is assessed using site locations and the World Resource Institute’s Aqueduct Water Risk Atlas. Regarding biodiversity, Technip Energies collaborated with an environmental consultancy in 2025 to review our biodiversity impacts and dependencies.

This external review, which used the Locate, Evaluate, Assess, and Prepare (“LEAP”) approach from the Taskforce on Nature-related Financial Disclosures (“TNFD”), confirmed the results of our double materiality assessment for biodiversity. Once impacts are assessed, specific environmental management plans are developed for each project. These plans outline measures to mitigate identified impacts and ensure compliance with environmental standards. The plans are implemented throughout the project life cycle, ensuring that all environmental aspects are managed effectively.

It is important to note that transparent communication with local communities and stakeholders is maintained to manage contributions, queries, and complaints. This fosters a positive environmental culture and promotes environmental stewardship. Moreover, environmental Key Performance Indicators (“KPIs”) and targets are regularly monitored and reported. This ensures continuous improvement and accountability in environmental performance. Finally, regular audits and inspections are conducted to ensure the concerned sites are compliant and allow for the identification of areas for improvement.

These existing environmental impact identification processes, which are performed on all HSE accountable project sites, have served as a basis for the impact materiality assessment of environmental matters.

3.1.4.2. Sustainability statement disclosures

We present in the table below the disclosure requirements that Technip Energies has complied with in preparing the sustainability statement, following the outcome of the materiality assessment. We also present the references that

Business conduct

We considered the risk inherent in our business sector and our project locations to identify our material impacts, risks and opportunities linked to business conduct.

We conduct regular anti-bribery and corruption risk assessments, which may result in remedial work plans (refer to section 3.4.1.4. Anti-corruption and anti-bribery compliance).

The materiality assessment guides the evolution of our sustainability roadmap, as our strategy is continuously adjusting to prioritize issues that are highly significant to our stakeholders and where we can make a significant business impact. It also determines the disclosures incorporated in our sustainability statement. These are presented in the below section.

are instrumental in understanding our due diligence process on environmental and social matters. (Refer to column *Due diligence elements*.)

Disclosure Requirement	Reference	Due diligence elements	Page
ESRS 2: GENERAL DISCLOSURES			
BP-1 – General basis for preparation of sustainability statements	3.1.1. Basis for preparation		Page 86
BP-2 – Disclosures in relation to specific circumstances	3.1.1. Basis for preparation		Page 86
GOV-1 – The role of the administrative, management and supervisory bodies	3.1.2.1. Sustainability Governance organization		Page 88
GOV-2 – Information provided to and sustainability matters addressed by the undertaking’s administrative, management and supervisory bodies	3.1.2.1. Sustainability Governance organization – <i>Board of Directors and Sustainability Committee</i>	governance, engaging with stakeholders	Page 88
GOV-3 – Integration of sustainability-related performance in incentive schemes	3.1.2.2. Sustainability in incentive schemes	governance	Page 89
GOV-4 – Statement on due diligence	3.1.2.3. Statement on due diligence		Page 89
GOV-5 – Risk management and internal controls over sustainability reporting	3.1.2.4. Risk management and internal controls over sustainability reporting		Page 89
SBM-1 – Strategy, business model and value chain	3.1.3.1. Strategy, business model and value chain		Page 89
SBM-2 – Interests and views of stakeholders	3.1.3.2. Stakeholder engagement	engaging with stakeholders	Page 95
SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	3.1.3.3. Material impacts, risks and opportunities	strategy, business model and material negative impacts assessment	Page 100
IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities	3.1.4.1. Materiality assessment process	engaging with stakeholders, material negative impacts assessment	Page 104
IRO-2 – Disclosure requirements in ESRS covered by the undertaking’s sustainability statement	3.1.4.2. Sustainability statement disclosures		Page 107

Disclosure Requirement	Reference	Due diligence elements	Page
ESRS E1: CLIMATE CHANGE			
ESRS 2 GOV-3 Integration of sustainability-related performance in incentive schemes	3.1.2.2. Sustainability in incentive schemes	governance	Page 89
E1-1 – Transition plan for climate change mitigation	3.2.1.1. Reducing the impact on climate change - <i>Our actions</i>	taking action addressing adverse impacts	Page 117
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	3.2.1.1. Reducing the impact on climate change - <i>Our material impacts, risks and opportunities</i>	strategy, business model and material negative impacts assessment	Page 116
	3.2.1.2. Adapting to climate change - <i>Our material impacts and risks</i>	strategy, business model and material negative impacts assessment	Page 131
ESRS 2 IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities	3.1.4.1. Materiality assessment process	material negative impacts assessment	Page 104
E1-2 – Policies related to climate change mitigation and adaptation	3.2.1.1. Reducing the impact on climate change - <i>Our policies</i>	taking action addressing adverse impacts	Page 116
	3.2.1.2. Adapting to climate change - <i>Our policies</i>		Page 131
E1-3 – Actions and resources in relation to climate change policies	3.2.1.1. Reducing the impact on climate change - <i>Our actions</i>	taking action addressing adverse impacts	Page 117
	3.2.1.2. Adapting to climate change - <i>Our actions</i>		Page 131
E1-4 – Targets related to climate change mitigation and adaptation	3.2.1.1. Reducing the impact on climate change - <i>Our performance</i>	tracking effectiveness	Page 119
	3.2.1.2. Adapting to climate change - <i>Our performance</i>	tracking effectiveness	Page 132
E1-6 – Gross Scopes 1, 2, 3 and Total GHG emissions	3.2.1.1. Reducing the impact on climate change - <i>Our performance</i>	tracking effectiveness	Page 119
E1-7 – GHG removals and GHG mitigation projects financed through carbon credits	3.2.1.1. Reducing the impact on climate change - <i>Our performance (mention of no GHG removals nor GHG mitigation projects)</i>		Page 119
ESRS E2: POLLUTION			
ESRS 2 IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities	3.1.4.1. Materiality assessment process	material negative impacts assessment	Page 104
ESRS E3: WATER & MARINE RESOURCES			
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	3.2.2.1. Our material impacts	strategy, business model and material negative impacts assessment	Page 133
ESRS 2 IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities	3.1.4.1. Materiality assessment process	material negative impacts assessment	Page 104
E3-1 – Policies related to water and marine resources	3.2.2.2. Our policies	taking action addressing adverse impacts	Page 133
E3-2 – Actions and resources related to water and marine resources	3.2.2.3. Our actions	taking action addressing adverse impacts	Page 134
E3-3 – Targets related to water and marine resources	3.2.2.5. Our performance in monitoring value chain impacts	tracking effectiveness	Page 136
E3-4 – Water consumption	3.2.2.5. Our performance in monitoring value chain impacts	tracking effectiveness	Page 136
ESRS E4: BIODIVERSITY & ECOSYSTEMS			
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	3.2.3.1. Our material impacts	strategy, business model and material negative impacts assessment	Page 137
ESRS 2 IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities	3.1.4.1. Materiality assessment process	material negative impacts assessment	Page 104
E4-2 – Policies related to biodiversity and ecosystems	3.2.3.2. Our policies	taking action addressing adverse impacts	Page 137

Disclosure Requirement	Reference	Due diligence elements	Page
E4-3 – Actions and resources related to biodiversity and ecosystems	3.2.2.3. Our actions	taking action addressing adverse impacts	Page 137
E4-4 – Targets related to biodiversity and ecosystems	3.2.2.5. Our performance in monitoring value chain impacts	tracking effectiveness	Page 139
ESRS E5: RESOURCE USE & CIRCULAR ECONOMY			
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	3.2.4.1. Contribution to circular economy solutions - <i>Our material impacts and opportunities</i>		Page 140
	3.2.4.2. Eco-design and sustainable procurement - <i>Our material impacts</i>	strategy, business model and material negative impacts assessment	Page 141
	3.2.4.3. Waste management - <i>Our material impacts</i>		Page 143
ESRS 2 IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities	3.1.4.1. Materiality assessment process	material negative impacts assessment	Page 104
E5-1 – Policies related to resource use and circular economy	3.2.4.2. Eco-design and sustainable procurement - <i>Our policies</i>	taking action addressing adverse impacts	Page 141
	3.2.4.3. Waste management - <i>Our policies</i>		Page 143
E5-2 – Actions and resources related to resource use and circular economy	3.2.4.1. Contribution to circular economy solutions - <i>Our actions</i>	taking action addressing adverse impacts	Page 140
	3.2.4.2. Eco-design and sustainable procurement - <i>Our actions</i>		Page 142
	3.2.4.3. Waste management - <i>Our actions</i>		Page 143
E5-3 – Targets related to resource use and circular economy	3.2.4.1. Contribution to circular economy solutions - <i>Our performance</i>		Page 141
	3.2.4.2. Eco-design and sustainable procurement - <i>Our performance</i>	tracking effectiveness	Page 142
	3.2.4.3. Waste management - <i>Our performance in monitoring value chain impacts</i>		Page 145
E5-5 – Resource outflows	3.2.4.1. Contribution to circular economy solutions		Page 140
	3.2.4.3. Waste management - <i>Our performance in monitoring value chain impacts</i>	tracking effectiveness	Page 145

Disclosure Requirement	Reference	Due diligence elements	Page
ESRS S1: OWN WORKFORCE			
ESRS 2 SBM-2 – Interests and views of stakeholders	3.1.3.2. Stakeholder engagement	engaging with stakeholders	Page 95
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	3.3.1.3. Occupational health and safety - <i>Our material impacts</i>		Page 155
	3.3.1.4. Promoting the best working conditions - <i>Our material impacts and opportunities</i>	strategy, business model and material negative impacts assessment	Page 160
	3.3.1.5. Diversity and inclusion - <i>Our material impacts and risks</i>		Page 163
	3.3.1.6. People development - <i>Our material impacts and risks</i>		Page 167
S1-1 – Policies related to own workforce	3.3.1. Own workforce		Page 151
	3.3.1.3. Occupational health and safety - <i>Our policies</i>		Page 155
	3.3.1.4. Promoting the best working conditions - <i>Total Rewards and Well-being of our employees</i>	taking action to address adverse impacts	Page 160 Page 162
	3.3.1.5. Diversity and inclusion - <i>Our policies</i>		Page 164
	3.3.1.6. People development - <i>Talent Acquisition, Learning and development, and Talent management</i>		Page 167 Page 168 Page 172 Page 173
S1-2 – Processes for engaging with own workforce and workers' representatives about impacts	3.3.1.2. Engagement with our employees	engaging with stakeholders	Page 153

Disclosure Requirement	Reference	Due diligence elements	Page
S1-3 – Processes to remediate negative impacts and channels for own workforce to raise concerns	3.3.1.2. Engagement with our employees	engaging with stakeholders	Page 153
S1-4 – Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	3.3.1.3. Occupational health and safety - <i>Our actions</i>	taking action to address adverse impacts	Page 156
	3.3.1.4. Promoting the best working conditions		Page 160
	3.3.1.5. Diversity and inclusion - <i>Our actions</i>		Page 162
	3.3.1.6. People development - <i>Talent Acquisition, Learning and development, and Talent management</i>		Page 164
			Page 167
S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.3.1.3. Occupational health and safety - <i>Our performance</i>	tracking effectiveness	Page 169
	3.3.1.4. Promoting the best working conditions		Page 172
	3.3.1.5. Diversity and inclusion - <i>Our performance</i>		Page 162
	3.3.1.6. People development - <i>Talent Acquisition, Learning and development, and Talent management</i>		Page 165
			Page 168
S1-6 – Characteristics of the undertaking's employees	3.3.1.1. Employees overview		Page 171
S1-8 – Collective bargaining coverage and social dialogue	3.3.1.2. Engagement with our employees - <i>Engaging with workers' representatives</i>	engaging with stakeholders	Page 151
S1-9 – Diversity metrics	3.3.1.5. Diversity and inclusion - <i>Our performance</i>	tracking effectiveness	Page 153
S1-10 – Adequate wages	3.3.1.4. Promoting the best working conditions - <i>Our performance</i>	tracking effectiveness	Page 165
S1-13 – Training and skills development metrics	3.3.1.6. People development - <i>Our performance</i>	tracking effectiveness	Page 160
S1-14 – Health and safety metrics	3.3.1.3. Occupational health and safety - <i>Our performance</i>	tracking effectiveness	Page 171
S1-16 – Remuneration metrics (pay gap and total remuneration)	3.3.1.4. Promoting the best working conditions - <i>Our performance</i>	tracking effectiveness	Page 158
S1-17 – Incidents, complaints and severe human rights impacts	3.3.1.2. Engagement with our employees - <i>Channels to raise concerns, complaints and incidents</i>	engaging with stakeholders, taking action to address adverse impacts, tracking effectiveness	Page 161
ESRS S2: WORKERS IN THE VALUE CHAIN			
ESRS 2 SBM-2 – Interests and views of stakeholders	3.1.3.2. Stakeholder engagement	engaging with stakeholders	Page 154
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	3.3.2.1. Our material impacts and risks	strategy, business model and material negative impacts assessment	Page 95
S2-1 – Policies related to value chain workers	3.3.1.3. Occupational health and safety - <i>Our policies</i>	taking action to address adverse impacts	Page 174
	3.3.2.2. Our policies to uphold human rights	taking action to address adverse impacts	Page 155
	3.3.2.3. Engagement with value chain workers and channels for raising concerns	engaging with stakeholders	Page 174
	3.3.2.4. Workers on construction sites	taking action to address adverse impacts	Page 176
	3.3.2.5. Workers in our procurement value chain	taking action to address adverse impacts	Page 178
S2-2 – Processes for engaging with value chain workers about impacts	3.3.2.3. Engagement with value chain workers and channels for raising concerns	engaging with stakeholders	Page 180
S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns	3.3.2.3. Engagement with value chain workers and channels for raising concerns	engaging with stakeholders	Page 176

Disclosure Requirement	Reference	Due diligence elements	Page
S2-4 – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	3.3.2.4. Workers on construction sites	taking action to address adverse impacts	Page 178
	3.3.2.5. Workers in our procurement value chain	taking action to address adverse impacts	Page 180
S2-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.3.2.4. Workers on construction sites	tracking effectiveness	Page 180
ESRS S3: AFFECTED COMMUNITIES			
ESRS 2 SBM-2 – Interests and views of stakeholders	3.1.3.2. Stakeholder engagement	engaging with stakeholders	Page 95
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	3.3.3.1. Our material impacts	strategy, business model and material negative impacts assessment	Page 180
S3-1 – Policies related to affected communities	3.3.3.2. Our policies	taking action addressing adverse impacts	Page 181
S3-2 – Processes for engaging with affected communities about impacts	3.3.3.3. Local communities engagement	engaging with stakeholders	Page 181
S3-3 – Processes to remediate negative impacts and channels for affected communities to raise concerns	3.3.3.3. Local communities engagement	engaging with stakeholders	Page 181
S3-4 – Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	3.3.3.4. Our actions	taking action addressing adverse impacts	Page 182
S3-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.3.3.5. Our performance	tracking effectiveness	Page 185
ESRS S4: CONSUMERS & END-USERS			
ESRS 2 SBM-2 – Interests and views of stakeholders	3.1.3.2. Stakeholder engagement		Page 95
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	3.3.4.2. Our material impacts		Page 186
S4-1 – Policies related to consumers and end-users	3.3.4.3. Quality of our solutions - <i>Our policies</i>		Page 186
	3.3.4.4. Safety of our solutions - <i>Our policies</i>		Page 188
S4-2 – Processes for engaging with consumers and end-users about impacts	3.3.4.1. Engagement with clients		Page 186
S4-3 – Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	3.3.4.1. Engagement with clients		Page 186
S4-4 – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	3.3.4.3. Quality of our solutions - <i>Our actions</i>		Page 187
	3.3.4.4. Safety of our solutions - <i>Our actions</i>		Page 188
S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.3.4.3. Quality of our solutions - <i>Our performance</i>		Page 187
	3.3.4.4. Safety of our solutions - <i>Our performance</i>		Page 188

Disclosure Requirement	Reference	Due diligence elements	Page
ESRS G1: BUSINESS CONDUCT			
ESRS 2 GOV-1 – The role of the administrative, supervisory and management bodies	3.1.2.1. Sustainability Governance organization – <i>Board of Directors and Sustainability Committee</i>		Page 88
ESRS 2 SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	3.4.1.1. Our material risks		Page 189
ESRS 2 IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities	3.1.4.1. Materiality assessment process	material negative impacts assessment	Page 104
G1-1– Business conduct policies and corporate culture	3.4.1.2. Corporate culture and business conduct		Page 189
G1-2 – Management of relationships with suppliers	3.4.1.3. Relationship with our supply chain		Page 191
G1-3 – Prevention and detection of corruption and bribery	3.4.1.4. Anti-corruption and anti-bribery compliance		Page 194
G1-4 – Incidents of corruption or bribery	3.4.1.4. Anti-corruption and anti-bribery compliance – <i>Our performance for preventing corruption and bribery</i>		Page 195

The outcome of the double materiality assessment has guided the preparation of the disclosures embedded in the sustainability statement. With regard to Technip Energies' identified material IROs, not all the datapoints mentioned in the ESRS were relevant. In this case, those datapoints have not been disclosed. When appropriate, we disclose some entity-specific datapoints, in particular for the material IROs resulting from our activities on EPC projects within our value chain.

For each material topic, the CSRD requires the presentation of associated policies. Technip Energies has both policies and global standards. These global standards correspond also to policies as per CSRD definitions. This explains why both our policies and standards are presented together with the needed Minimum Disclosure Requirements for policies as required per the CSRD.

Datapoints deriving from other EU legislation

As requested by the CSRD, the datapoints that derive from other EU legislation are presented for each of the disclosure requirements, alongside the page where they can be found in the sustainability statement or in the section the sustainability statement refers to for this disclosure.

SFDR: Sustainable Finance Disclosures Regulation. Regulation (EU) 2019/2088 of the European Parliament and of the Council of November 27, 2019 on sustainability-related disclosures in the financial services sector.

Pillar 3: Regulation (EU) No 575/2013 of the European Parliament and of the Council of June 26, 2013 on prudential requirements for credit institutions and investment firms and amending Regulation (EU) No 648/2012 (Capital Requirements Regulation "CRR").

Benchmark Regulation: Regulation (EU) 2016/1011 of the European Parliament and of the Council of June 8, 2016 on indices used as benchmarks in financial instruments and financial contracts or to measure the performance of investment funds and amending Directives 2008/48/EC and 2014/17/EU and Regulation (EU) No 596/2014.

EU Climate Law: Regulation (EU) 2021/1119 of the European Parliament and of the Council of June 30, 2021 establishing the framework for achieving climate neutrality and amending Regulations (EC) No 401/2009 and (EU) 2018/1999 ('European Climate Law').

Datapoint deriving from other EU legislation	Other EU legislation	Sustainability statement paragraph	Page
ESRS 2: GENERAL DISCLOSURES			
GOV-1 21 (d) – Board's gender diversity ratio	SFDR Benchmark Regulation	5.1.2. Board composition and diversity – <i>Board Diversity</i>	Page 227
GOV-1 21 (e) – Percentage of Board members who are independent	Benchmark Regulation	5.1.2. Board composition and diversity – <i>Board Diversity</i>	Page 227
GOV-4 30 – Statement on due diligence	SFDR	3.1.2.3. Statement on due diligence Mapping in Sustainability statement disclosures reference table	Page 89 Page 107
SBM-1 40 (d) i – Involvement in activities related to fossil fuel activities	SFDR Pillar 3 Benchmark Regulation	Not material (not applicable to our business model)	
SBM-1 40 (d) ii – Involvement in activities related to chemical production	SFDR Benchmark Regulation	Not material (not applicable to our business model)	
SBM-1 40 (d) iii – Involvement in activities related to controversial weapons	SFDR Benchmark Regulation	Not material (not applicable to our business model)	
SBM-1 40 (d) iv – Involvement in activities related to cultivation and production of tobacco	Benchmark Regulation	Not material (not applicable to our business model)	

Datapoint deriving from other EU legislation	Other EU legislation	Sustainability statement paragraph	Page
ESRS E1: CLIMATE CHANGE			
E1-1 14 - Transition plan to reach climate neutrality by 2050	EU Climate Law	Refer to 3.2.1.1. Reducing the impact on climate change - <i>Our actions</i> for our actions to reduce GHG emissions	Page 117
E1-1 16 (g) - Undertakings excluded from Paris-aligned Benchmarks	Pillar 3 Benchmark Regulation	3.2.1.1. Reducing the impact on climate change - <i>Our material impacts, risks and opportunities</i>	Page 116
E1-4 34 - GHG emission reduction targets	SFDR Pillar 3 Benchmark Regulation	3.2.1.1. Reducing the impact on climate change - <i>Our performance</i> No disclosure of Scope 3 emissions reduction target	Page 119
E1-5 38 - Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	SFDR	Not material	
E1-5 37 - Energy consumption and mix	SFDR	Not material	
E1-5 40 to 43 - Energy intensity associated with activities in high climate impact sectors	SFDR	Not material	
E1-6 44 - Gross Scopes 1, 2, 3 and Total GHG emissions	SFDR Pillar 3 Benchmark Regulation	3.2.1.1. Reducing the impact on climate change - <i>Our performance</i>	Page 119
E1-6 53 to 55 - Gross GHG emissions intensity	SFDR Pillar 3 Benchmark Regulation	3.2.1.1. Reducing the impact on climate change - <i>Our performance</i>	Page 119
E1-7 56 - GHG removals and carbon credits	EU Climate Law	3.2.1.1. Reducing the impact on climate change - <i>Our performance (mention of no GHG removals nor GHG mitigation projects)</i>	Page 119
E1-9 66 - Exposure of the benchmark portfolio to climate-related physical risks	Benchmark Regulation	Phased-in	
E1-9 66 (a) - Disaggregation of monetary amounts by acute and chronic physical risk	Pillar 3	Phased-in	
E1-9 66 (c) - Location of significant assets at material physical risk	Pillar 3	Phased-in	
E1-9 67 (c) - Breakdown of the carrying value of its real estate assets by energy-efficiency classes	Pillar 3	Phased-in	
E1-9 69 - Degree of exposure of the portfolio to climate-related opportunities	Benchmark Regulation	Phased-in	
ESRS E2: POLLUTION			
E2-4 28 - Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil	SFDR	Not material	
ESRS E3: WATER & MARINE RESOURCES			
E3-1 9 - Water and marine resources	SFDR	3.2.2.2. Our policies	Page 133
E3-1 13 - Dedicated policy	SFDR	Not material	
E3-1 14 - Sustainable oceans and seas	SFDR	Not material	
E3-4 28 (c) - Total water recycled and reused relating to own operations	SFDR	3.2.2.4. Water metrics - Technip Energies sites	Page 135
E3-4 29 - Total water consumption in m ³ per net revenue on own operations	SFDR	3.2.2.4. Water metrics - Technip Energies sites	Page 135
ESRS E4: BIODIVERSITY & ECOSYSTEMS			
SBM-3 16 (a) i - Activities negatively affecting biodiversity sensitive areas	SFDR	Not material	
SBM-3 16 (b) - Material negative impacts with regards to land degradation, desertification or soil sealing	SFDR	Not material	
SBM-3 16 (c) - Operations that affect threatened species	SFDR	Not material	
E4-2 24 (b) - Sustainable land/agriculture practices or policies	SFDR	Not material	
E4-2 24 (c) - Sustainable oceans/seas practices or policies	SFDR	Not material	
E4-2 24 (d) - Policies to address deforestation	SFDR	Not material	

Datapoint deriving from other EU legislation	Other EU legislation	Sustainability statement paragraph	Page
ESRS E5: RESOURCE USE & CIRCULAR ECONOMY			
E5-5 37 (d) - Non-recycled waste	SFDR	3.2.4.3. Waste metrics - Technip Energies sites	Page 144
E5-5 39 - Hazardous waste	SFDR	3.2.4.3. Waste metrics - Technip Energies sites	Page 144
E5-5 39 - Radioactive waste	SFDR	Not material	

Datapoint deriving from other EU legislation	Other EU legislation	Sustainability statement paragraph	Page
ESRS S1: OWN WORKFORCE			
SBM-3 14 (f) - Risk of incidents of forced labour	SFDR	Not material (<i>no significant risk of incidents of forced labor or compulsory labor</i>)	
SBM-3 14 (g) - Risk of incidents of child labour	SFDR	Not material (<i>no significant risk of incidents of child labor</i>)	
S1-1 20 - Human rights policy commitments	SFDR	3.3.2.2. Our policies to uphold human rights	Page 175
S1-1 21 - Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8	Benchmark Regulation	3.3.2.2. Our policies to uphold human rights	Page 174
S1-1 22 - processes and measures for preventing trafficking in human beings	SFDR	3.3.2.2. Our policies to uphold human rights	Page 174
S1-1 23 - workplace accident prevention policy or management system	SFDR	3.3.1.3. Occupational health and safety - <i>Our policies</i>	Page 155
S1-3 32 (c) - grievance/complaints handling mechanisms	SFDR	3.3.1.2. Engagement with our employees - <i>Channels to raise concerns, complaints and incidents</i>	Page 154
S1-14 88 (b) and (c) - Number of fatalities and number and rate of work-related accidents	SFDR Benchmark Regulation	3.3.1.3. Occupational health and safety - <i>Our performance</i>	Page 158
S1-14 88 (e) - Number of days lost to injuries, accidents, fatalities or illness	SFDR	3.3.1.3. Occupational health and safety - <i>Our performance</i>	Page 158
S1-16 97 (a) - Unadjusted gender pay gap	SFDR Benchmark Regulation	3.3.1.4. Promoting the best working conditions - <i>Total Rewards</i>	Page 160
S1-16 97 (b) - Excessive CEO pay ratio	SFDR	3.3.1.4. Promoting the best working conditions - <i>Total Rewards</i>	Page 160
S1-17 103 (a) - Incidents of discrimination	SFDR	3.3.1.2. Engagement with our employees - <i>Channels to raise concerns, complaints and incidents</i>	Page 154
S1-17 104 (a) - Non-respect of UNGPs on Business and Human Rights and OECD Guidelines	SFDR Benchmark Regulation	3.3.1.2. Engagement with our employees - <i>Channels to raise concerns, complaints and incidents</i>	Page 154
ESRS S2: WORKERS IN THE VALUE CHAIN			
SBM-3 11 (b) - Significant risk of child labour or forced labour in the value chain	SFDR	3.3.2.1. Our material impacts and risks	Page 174
S2-1 17 - Human rights policy commitments	SFDR	3.3.2.2. Our policies to uphold human rights	Page 174
S2-1 18 - Policies related to value chain workers	SFDR	3.3.2.2. Our policies to uphold human rights	Page 174
S2-1 19 - Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8	Benchmark Regulation	3.3.2.2. Our policies to uphold human rights	Page 174
S2-1 19 - Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	SFDR Benchmark Regulation	3.3.2.3. Engagement with value chain workers and channels for raising concerns	Page 176
S2-4 36 - Human rights issues and incidents connected to its upstream and downstream value chain	SFDR	3.3.2.1. Our material impacts and risks	Page 174
ESRS S3: AFFECTED COMMUNITIES			
S3-1 16 - Human rights policy commitments	SFDR	3.3.3.2. Our policies	Page 181
S3-1 17 - Non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines	SFDR Benchmark Regulation	3.3.3.2. Our policies	Page 181
S3-4 36 - Human rights issues and incidents	SFDR	Not material (<i>no severe human rights issues and incidents connected to affected communities</i>)	
ESRS S4: CONSUMERS & END-USERS			
S4-1 16 - Policies related to consumers and end-users	SFDR	Not material	
S4-1 17 - Non-respect of UNGPs on Business and Human Rights and OECD guidelines	SFDR Benchmark Regulation	Not material	
S4-4 35 - Human rights issues and incidents	SFDR	Not material	

Datapoint deriving from other EU legislation	Other EU legislation	Sustainability statement paragraph	Page
ESRS G1: BUSINESS CONDUCT			
G1-1 10 (b) - United Nations Convention against Corruption	SFDR	Not material (<i>the Group has a policy consistent with the United Nations Convention against Corruption - see Page 189</i>)	
G1-1 10 (d) - Protection of whistleblowers	SFDR	Not material (<i>the Group has a policy on the protection of whistleblowers - see Page 258</i>)	
G1-4 24 (a) - Fines for violation of anti-corruption and anti-bribery laws	SFDR Benchmark Regulation	3.4.1.4. Anti-corruption and anti-bribery compliance - Our performance for preventing corruption and bribery	Page 195
G1-4 24 (b) - Standards of anti-corruption and anti- bribery	SFDR	3.4.1.4. Anti-corruption and anti-bribery compliance - Our performance for preventing corruption and bribery	Page 195

3.2. Environmental information

We recognize that climate change mitigation and adaptation, biodiversity, water management, resource use, and the circular economy are interconnected and require a coordinated and integrated approach to effectively manage IROs. Our Global Health, Safety, Environment, and Security (“HSES”) Policy, under the oversight of our CEO, provides this holistic framework, ensuring climate considerations are addressed alongside the aforementioned environmental priorities.

Our environmental strategy focuses on limiting and reducing our impact on planetary boundaries, developing the environment as a key differentiator for our business, and leveraging environmental initiatives as catalysts to transform Technip Energies into a more resilient and sustainable organization that delivers long-term value.

To achieve this, we have established three strategic pillars:

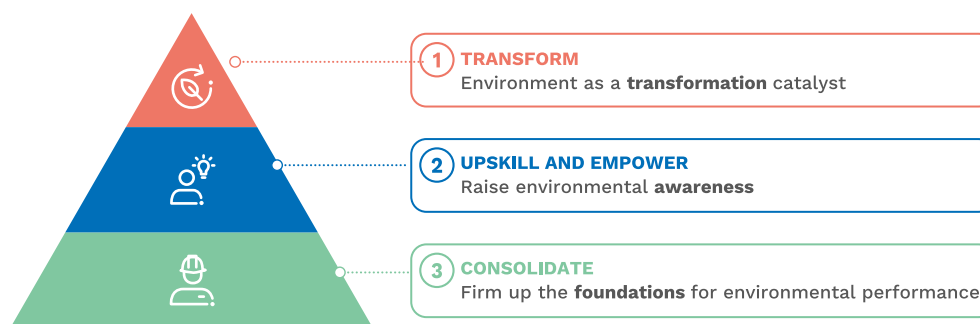
- **consolidating** our foundations for environmental performance by strengthening our EMS;

- **upskilling and empowering** our teams through increased awareness, learning, and communication; and

- **transforming** our approach by using environmental considerations as drivers for innovation and new methodologies.

These efforts are integrated into our broader sustainability strategy, which aligns with our overall business objectives. In parallel, we collaborate with our supply chain and run internal communications and awareness campaigns, including themes for World Environment Day such as plastic pollution in 2025. This roadmap reflects our commitment to integrating environmental responsibility into our operations, supporting continuous improvement across our value chain, and aligning sustainability with long-term business performance.

Environmental Strategic Pillars - Foster excellence, resilience and sustainability



In our pursuit of environmental excellence, Technip Energies is guided by a robust framework overseen by our Chief Operating Officer (“COO”) and supported by our Vice President of Quality, Health, Safety, Environment, and Security (“QHSES”). This framework is upheld by dedicated QHSES managers overseeing entities and projects throughout the Company, along with a team of over 150 QHSES engineers and supervisors responsible for implementing environmental standards. Upholding our commitment to environmental stewardship, all employees are encouraged to undergo environmental training in line with our Code of Business Conduct.

Central to our environmental management efforts is the team of our Global Environmental Manager, tasked with monitoring potential impacts, risks, and opportunities across our operations. This team collaborates closely to continually enhance our environmental management system (“EMS”) and our ambitions, consolidating and analyzing environmental data to coordinate efforts company-wide.

Complementing these efforts, our dedicated Climate Change and Actions team develops methodologies to quantify our carbon footprint and support the Company’s decarbonization strategy. This team is managed by the Head of Climate Change and Actions, who reports to the Vice President Sustainability under the supervision of the Chief Strategy & Sustainability Officer (“CSSO”).

3.2.1. Climate change

3.2.1.1. Reducing the impact on climate change

Our material impacts, risks and opportunities

IRO TYPE ¹	DESCRIPTION
Actual negative impact upstream and downstream value chain (all time horizons)	As an engineering company involved in industrial projects across various sectors, we are part of a value chain that contributes to greenhouse gas (“GHG”) emissions. Those Scope 3 emissions contribute to global warming and can significantly affect the natural environment and human lives. We have a high level of Scope 3 greenhouse gas emissions from the production of necessary equipment and construction materials, their transportation to construction sites, energy consumption during construction, and the use of our proprietary equipment by clients throughout the operational phase of their assets.
Transition risk Market-related own operations and downstream value chain (all time horizons)	Demand for our products and services is highly dependent on pressure from regulations, investors, and stakeholders. Our business model needs to evolve in step with the world’s energy transition requirements: the competition on our activities is worldwide and should our competitors not be subject to the same level of regulatory pressure, this could lead to the other actors continuing to deliver high-emitting projects, while limiting our ability to deliver our low-carbon solutions and so reducing our revenue.
Actual positive impact downstream value chain (all time horizons)	We offer decarbonization solutions for industrial actors seeking to reduce their climate impact. Our industrial projects include carbon capture units or electrification solutions. These initiatives contribute to climate change mitigation, particularly in high-emission and hard-to-abate sectors, while supporting essential activities to meet energy and equipment demand.
Transition risk Technology-related own operations (medium term)	Low-carbon solutions can depend on emerging technologies. The proposed solutions may not perform as expected or may fail to be competitive or economically sustainable. This could impair the revenue growth and profitability that we anticipate from these emerging technologies.
Market-related opportunity own operations and downstream value chain (all time horizons)	We are dedicated to reducing the energy industry’s environmental footprint by offering clients the most efficient technologies and minimizing the impact of our activities. We anticipate growth in our market share and revenues due to our reputation as a reliable energy-transition partner, and we are expanding our client portfolio by addressing the decarbonization needs of industrial sectors that are not part of our historical portfolio.
Technology-related opportunity own operations and downstream value chain (all time horizons)	We develop new offers at the cutting edge of energy transition innovation thanks to our investments in R&D and strategic partnerships; this will lead us to capture market share in growing markets.

(1) The following 2024 negative impact was assessed as non-material in 2025: “By developing solutions that focus on reducing GHG emissions, there is a risk of overlooking other environmental issues, such as the damage caused to ecosystems by the opening of numerous mines for minerals needed for the energy transition and green technologies. These new activities could have adverse effects on biodiversity, marine resources, water consumption, and rare-earth metal resources.” This change reflects a revised assessment of market conditions, resulting in a lower likelihood of the impact due to more moderate growth expectations for these technologies.

We have undertaken a comprehensive analysis of our Company’s long-term resilience to climate change to address potential transition risks across our entire value chain, from upstream to downstream. While this analysis is presented in section 3.1.4.1. Materiality assessment process, it remains an evolving process, providing valuable insights into the potential climate-related impacts on our business over various time horizons. These insights were instrumental in identifying the aforementioned risks and opportunities.

Reducing CO₂ emissions is not solely within the control of companies; it requires that governments and regulators establish the enabling conditions, through supportive policies, infrastructure, and market mechanisms, that allow businesses to transition effectively and sustainably.

Technip Energies is currently building a transition plan to reduce GHG emissions based on science-based scenarios, supporting the effort to limit global warming.

Technip Energies is not excluded from the EU Paris-aligned Benchmarks.

Our policies

Technip Energies has integrated climate change considerations into its operations by embedding carbon footprint calculations and decarbonization solutions into its tendering process. This approach is governed by our global Bid Organization standard, ensuring that all entities within Technip Energies adhere to these requirements. This policy, available on the intranet through the Global Business Performance Management System (“GBPMS”), reflects our commitment to reducing environmental impacts and promoting sustainable practices across the organization.

In 2023, we issued an internal **Charter for reducing Scope 3 GHG emissions**, demonstrating our commitment and actions to promote innovative project designs that reduce greenhouse gas emissions. This Charter was developed with the involvement of over 280 participants from 15 operating centers. It emphasizes responsible design to lower emissions both from our supply chain and from the usage of the infrastructures, technologies, and products we deliver.

Our actions

Tackling climate change requires the engagement of all stakeholders. We contribute to raising collective awareness to address this issue:

- **Eco Awareness module:** It includes 15 climate-related online classes out of a total of 25 and has been rolled out to all employees as part of our upskilling program.
- **Climate Fresk participation:** Since 2021, 3,962 employees have taken part in the Climate Fresk, along with 561 stakeholders from our value chain and local communities.

Reducing value-chain GHG emissions remains a key priority. We strengthened our measurement capabilities this year and now disclose all relevant Scope 3 categories — including category 11, “use of sold products,” and category 12, “end-of-life treatment of sold products.” We expect the upcoming revision of the GHG Protocol to further support consistent reporting in our sector.

In parallel, we continue to support our clients in reducing their own GHG emissions.

Together, these two pillars form the foundation of our future transition plan, which we will continue to strengthen and refine in the coming years.

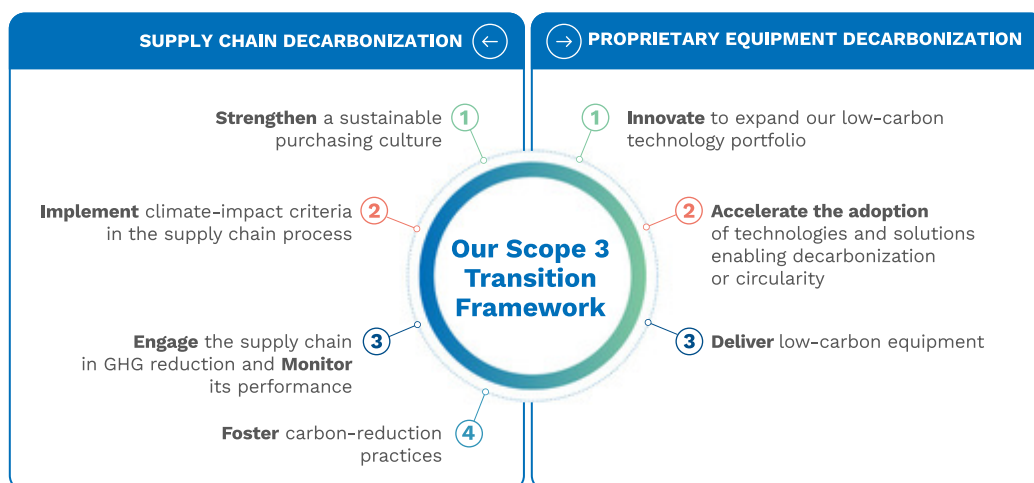
Progressing on our transition journey

Identifying relevant sources of GHG emissions is the first step. Technip Energies owns or operates very few production assets and our business model is primarily centered on delivering design, technology, and project management services. As a result, most of our emissions fall under Scope 3.

Quantifying GHG emissions is the second step. We have adopted a transparent and robust methodology based on the globally recognized GHG Protocol. This methodology covers Scope 3 categories related to general activities, project-execution activities, and downstream emissions linked mainly to the use of our sold proprietary equipment.

Reducing emissions is the final step, and the core purpose, of our transition journey. The most relevant pillars of our transition framework are:

- a dedicated program to decarbonize our supply chain, aiming to collectively reduce GHG emissions; and
- customized actions to strengthen the decarbonization of our proprietary equipment offering.



Pillar 1: Reducing our upstream emissions

GHG emissions from projects

The Scope 3 upstream GHG emissions from our projects under execution are attributed to the purchase of equipment and materials, their transportation to fabrication yards and construction sites, construction activities, and waste generated during construction activities.

Technip Energies is engaging its supply chain in its decarbonization efforts. In 2024, we set up a GHG reduction program to drive actions and obtain commitments from suppliers and subcontractors. The main highlights in 2025 are:

- **Strengthen a sustainable purchasing culture** by engaging our procurement team in the decarbonization journey.
 - Technip Energies contributed to an ESG guide supporting small and medium-sized enterprises in meeting sustainable development requirements.
 - 28 buyers participated in an industry webinar on responsible procurement.

- Procurement Category Managers are fully involved in embarking suppliers in decarbonizing their own operations and supply chain.
- Sustainability topics and use cases were integrated into the Procurement Team’s bi-annual “Market Trend” sessions.

- **Implement climate-impact criteria in the supply chain:** the global subcontracting standard was updated to include climate-related qualification questions and new climate requirements in inquiry dossiers and contractual clauses.
- **Engage the supply chain in GHG reduction and monitor its performance:** we mobilize the supply chain on sustainability best practices through onboarding, webinars, and surveys. In addition to the annual Sustainability Suppliers Council, the Subcontracting Team held the first Sustainability Subcontractors Council. We have started requesting carbon footprints and calculation methodologies from bidders. We have also set a target for key suppliers and subcontractors rated through EcoVadis (or equivalent) to reach an average score above 60 by 2030.

■ **Foster carbon-reduction practices:** project teams apply best practices to limit GHG emissions during project execution by reducing energy use, waste, and emissions on construction sites. We also aim to increase the use of sustainable materials, energy-efficient equipment, environmentally responsible logistics, and sustainable construction methods. For the first time in 2025, a major project adopted low-carbon concrete and low-carbon steel as highlighted in the below example.

Case study: NZT Power-NEP Project low-carbon concrete initiative

The NZT Power-NEP project reached a significant milestone to reduce the project's overall carbon footprint by utilizing low-carbon concrete, harnessing Heidelberg Material's evoZero cement. The evoZero cement is produced at Heidelberg's Brevik facility, where captured CO₂ is permanently stored beneath the North Sea via the Northern Lights project, contributing directly to the project's decarbonization efforts.

The low-carbon solution did not impact existing concrete mix design, curing times, or construction procedures, and it maintained seamless integration into the project workflow. This initiative exemplifies how targeted material innovations can deliver emissions reductions while maintaining project integrity. It reflects the project's ongoing commitment to sustainable construction practices.

GHG emissions from general activities

GHG emissions from general activities — mainly business travel, employee commuting, indirect purchasing, and Scope 3 upstream of our two industrial sites (Sens, France and Dahej, India) — represent around 5% of the total upstream Scope 3 emissions.

For business travel emissions, Technip Energies encourages teams to limit travel and use remote tools whenever possible, unless travel is essential.

For employee-commuting emissions, Technip Energies promotes local initiatives that raise awareness of low-carbon mobility options. In 2025, an eco-driving awareness slide deck was developed and shared with employees. Our Abu Dhabi operating center also launched a carpooling initiative, selecting a mobile application to facilitate employee participation.

Pillar 2: Reducing our downstream emissions

Downstream Scope 3 emissions arise from the use-phase of our proprietary equipment over its full operational life. The most emissive proprietary equipment is:

- Hydrogen furnaces (e.g., steam methane reformers); and
- Ethylene cracking furnaces.

Our key decarbonization actions for our most emissive proprietary equipment are:

1. Innovation

We drive technology and innovation toward sustainability. Our investment in R&D resulted in a portfolio of technological solutions to reduce the GHG emissions of our most emissive proprietary equipment:

- a. For hydrogen furnaces, we offer BlueH₂ by T.EN™, our proven suite of Auto Thermal Reforming ("ATR") and Steam Methane Reforming ("SMR") technologies. These technologies deliver the best possible levelized cost for blue hydrogen production. They also provide the lowest carbon footprint, regardless of plant type or scale. Together, they enable carbon capture rates of 99% or

higher. This suite includes a set of individually proven building-block solutions to increase efficiency and reduce CO₂ emissions: Technip Energies' Parallel Reformer (TPR™), Enhanced Annular Reforming Tube for Hydrogen (EARTH™), Large Scale Vortex (LSV™) Burner and the Dual Chamber Process Gas Boiler.

- b. For ethylene cracking furnaces, we pioneer the evolution of low-carbon ethylene production:
 - Low-CO₂ cracking furnaces designed to reduce emissions by 15–20% by combining several technologies on traditional furnaces, including the electrification of compressors, pre-heating, Transfer Line Exchanger, and Wieland Dual Enhanced Tubes for air coolers;
 - a patented Low-Emission Cracking Furnace, designed to improve fuel efficiency and reduce CO₂ by 30% to 40%;
 - the Rotating Olefins Cracker;
 - our proprietary Large Scale Vortex (LSV™) Burner technology which enables the use of 100% hydrogen in furnace firing as opposed to reformed fuel gas;
 - designs for electrified crackers; and
 - the application of carbon capture to ethylene cracking furnaces.

2. Adoption

With a strong portfolio of innovative solutions, our priority is to make low-carbon technologies affordable, driving faster adoption.

Our Sales and Tendering teams play a key role in engaging clients, promoting our lowest-emitting equipment, and championing value-adding solutions. Over the next five years, we aim to double the number of contract awards that include technologies enabling decarbonization or circularity.

We propose decarbonization solutions as a commercial standard, integrating low-carbon technologies and design alternatives into our proposals and engaging clients early through sustainability workshops. Clients remain the sole decision-makers.

3. Delivery

Through the adoption of our innovative solutions, we aim to deliver proprietary equipment that aligns with sectoral decarbonization trajectories.

We had the support of an expert consultant to develop our methodology. We defined physical carbon intensity ratios by equipment. These ratios are compared against the SBTi's "Sectoral Decarbonization Approach" pathways — High Value Chemicals for ethylene cracking furnaces and Hydrogen/Ammonia for hydrogen production units. Our ambition is that, by 2030, 60% of our sold products will align with science-based sectoral decarbonization trajectories.

Additionally, we aim to support our clients in growing their activities while emitting lower levels of greenhouse gas emissions.

Supporting clients in their decarbonization journey

We aim to provide the industrial sector with a wide range of decarbonization solutions to support its transition. We promote innovative technologies and maintain strong partnerships with clients and collaborators to advance new energy solutions, including Carbon Capture, Utilization, and Storage ("CCUS"), green hydrogen energy, sustainable fuels, circular economy practices, and other integrated solutions.

In 2025, the main highlights are:

- **Addressing carbon footprint in the bidding process:** We systematically complete sustainability assessments for our proposals to promote the most environmentally efficient solutions to our clients. The solutions ultimately selected by the client have a direct impact on reducing their Scope 1 and 2 emissions.

This systematic approach is strategic for the Group and is one of the criteria of the annual performance bonus calculation. This reflects our commitment to making low-carbon design an essential component of our commercial strategy and a driver of long-term value. (please refer to chapter 6. Remuneration report).

- **Seeking the best technologies:** Besides plant electrification, our key solutions include Capture.Now™ and Canopy by T.EN™. These standardized, modularized solutions simplify supply chains, reduce risk, and accelerate market entry, while strengthening our position in the decarbonization market.
- **Reducing GHG emissions by design:** The plants we deliver have long life cycles, making sustainable design essential. In 2025, we completed our Catalog of Decarbonization Solutions, which includes 69 decarbonization and sustainability solutions, along with related services such as carbon assessments.

Our performance

Scope 3 GHG emissions can fluctuate from year to year due to the varying geographies, scopes of work, phases, and scales of our ongoing projects. Between 2024 and 2025, the main drivers of change were:

- **Purchased goods and services, and upstream transportation and distribution:** emissions increased due to very high progress rates on the NFS (+23%) and Energia Costa Azul (+19%) projects, as well as the start of the Coral Norte EPC project. These increases were partly offset by lower progress compared to last year on the NFE and INEOS Project One Ethane Cracker projects.
- **Waste generated in operations:** emissions decreased because NFE and NFS project calculations now rely on primary data

- **Partnering with our clients, suppliers, and subcontractors:** We have established a broad range of partnerships and alliances to expand and enhance our decarbonization offering. Our key partners include:

- John Cockerill, with whom we are developing our green hydrogen business through Rely;
- Casale, for the development of decarbonized blue hydrogen production units;
- LanzaJet for the deployment of Alcohol-to-Jet production units;
- SBM Offshore, through our joint venture Ekwil, to advance floating offshore wind solutions;
- IBM and Under Armour, to create Reju, a company dedicated to innovative technologies for plastic fiber regeneration;
- Shell Catalysts & Technologies, with whom we have signed a global alliance agreement for carbon capture delivery. Under this agreement, we will work exclusively together to provide a post-combustion amine-based carbon capture solution using Shell's CANSOLV™ CO₂ Capture System, a model we believe is essential to making carbon capture more investable, scalable, and accessible for industrial sectors.

from construction sites, whereas previous years were based on forecasted quantities.

- It is to be noted that employee commuting emissions only rose by 2% while headcount increased by 8%.
- **Use of sold products and end-of-life treatment of sold products:** we calculated and disclosed emissions for both categories. The emissions decreased due to the ongoing fabrication of proprietary equipment approaching the completion phase. These categories are volatile as they depend on the number of contract awards, their associated carbon intensity, and fluctuations in emissions reported during contract execution.



ESRS ref.	Indicator	Target 2025	2025	2024	2023
GREENHOUSE GAS EMISSIONS (IN TONNES CO₂EQ)					
E1-6, 44(a) & 48(a)	Scope 1 (direct)		2,234	2,158	3,327
	■ Offices		1,197	1,113	2,399
	■ Industrial Sites		756	675	730
	■ Data Centers		—	8	—
	■ Service Vehicles		281	362	198
E1-6, 44(b) & 49(a)	Scope 2 - Location-based (indirect)		12,592	14,521	15,518
	■ Offices		11,212	13,289	13,569
	■ Industrial Sites		1,128	982	1,653
	■ Data Centers		251	250	296
	■ Service Vehicles		1	0	0
E1-6, 44(b) & 49(b)	Scope 2 - Market-based (indirect)		8,752	9,877	11,416
	■ Offices		7,354	8,780	9,339
	■ Industrial Sites		1,271	977	1,810
	■ Data Centers		125	120	267
	■ Service Vehicles		1	0	0
	Total Scopes 1 & 2 (location-based)		14,826	16,679	18,845
	Total Scopes 1 & 2 (market-based)		10,986	12,035	14,743
	 Scope 1 & 2 emissions (market-based) reduction versus 2021 base year (in %)	-45%	-46%	-41%	-28%
	Scope 3 (indirect) – Upstream		2,016,870	1,697,164	1,534,295
E1-6, 51	1. Purchased goods and services		1,839,026	1,526,150	1,395,823
E1-6, 51	2. Capital goods		4,076	8,108	3,151
E1-6, 51	3. Fuel- and energy-related activities (not included in Scopes 1 and 2)		1,723	838	971
E1-6, 51	4. Upstream transportation and distribution		119,245	80,588	68,991
E1-6, 51	5. Waste generated in operations		11,940	39,694	29,202
E1-6, 51	6. Business travel		25,243	26,502	19,274
E1-6, 51	7. Employee commuting		15,616	15,284	16,882
E1-6, 51	8. Upstream leased assets (not included in Scopes 1 or 2)		Negligible	Negligible	Negligible
	Scope 3 (indirect) – Downstream		8,119,864	21,199,803	2,762
E1-6, 51	9. Downstream transportation and distribution		929	753	1,403
E1-6, 51	10. Processing of sold products		10	11	13
E1-6, 51	11. Use of sold products		8,116,075	21,194,143	In progress
E1-6, 51	12. End-of-life treatment of sold products		2,582	4,188	In progress
E1-6, 51	13. Downstream leased assets (leased or sub-leased assets not included in Scopes 1 or 2)		268	708	1,346
E1-6, 51	14. Franchises		Not applicable	Not applicable	Not applicable
E1-6, 51	15. Investments (legal entities with equity share under 15%)		Negligible	Negligible	Negligible
E1-6, 44(c)	Total Scope 3		10,136,734	22,896,967	1,537,057
E1-6, 44(d) & 52(a)	TOTAL GHG EMISSIONS (LOCATION-BASED)		10,151,560	22,913,646	1,555,902
E1-6, 44(d) & 52(b)"	TOTAL GHG EMISSIONS (MARKET-BASED)		10,147,719	22,909,002	1,551,800
	Revenue (€m)		7,203.8	6,718.9	--
GREENHOUSE GAS EMISSIONS INTENSITY (IN TONNES CO₂EQ PER €)					
E1-6, 53	GHG intensity (location-based)		0.0014	0.0034	--
E1-6, 53	GHG intensity (market-based)		0.0014	0.0034	--

Carbon footprint methodology

Technip Energies has established a **global Carbon Footprint Annual Reporting Consolidation standard**. This standard outlines the procedures for consolidating and reporting the annual quantities of GHG emissions associated with its activities, within the defined boundaries and scopes, as specified by the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (“**GHG Protocol**”) and in compliance with the CSRD. Additionally, the Group has developed specific calculation methodologies for Scopes 1, 2 and 3.

The Chief Strategy & Sustainability Officer is accountable for implementing this standard, which is part of our Global Business Process Management System, available on the Group intranet.

Scope of consolidation

The scope of consolidation is the same as for the financial statements.

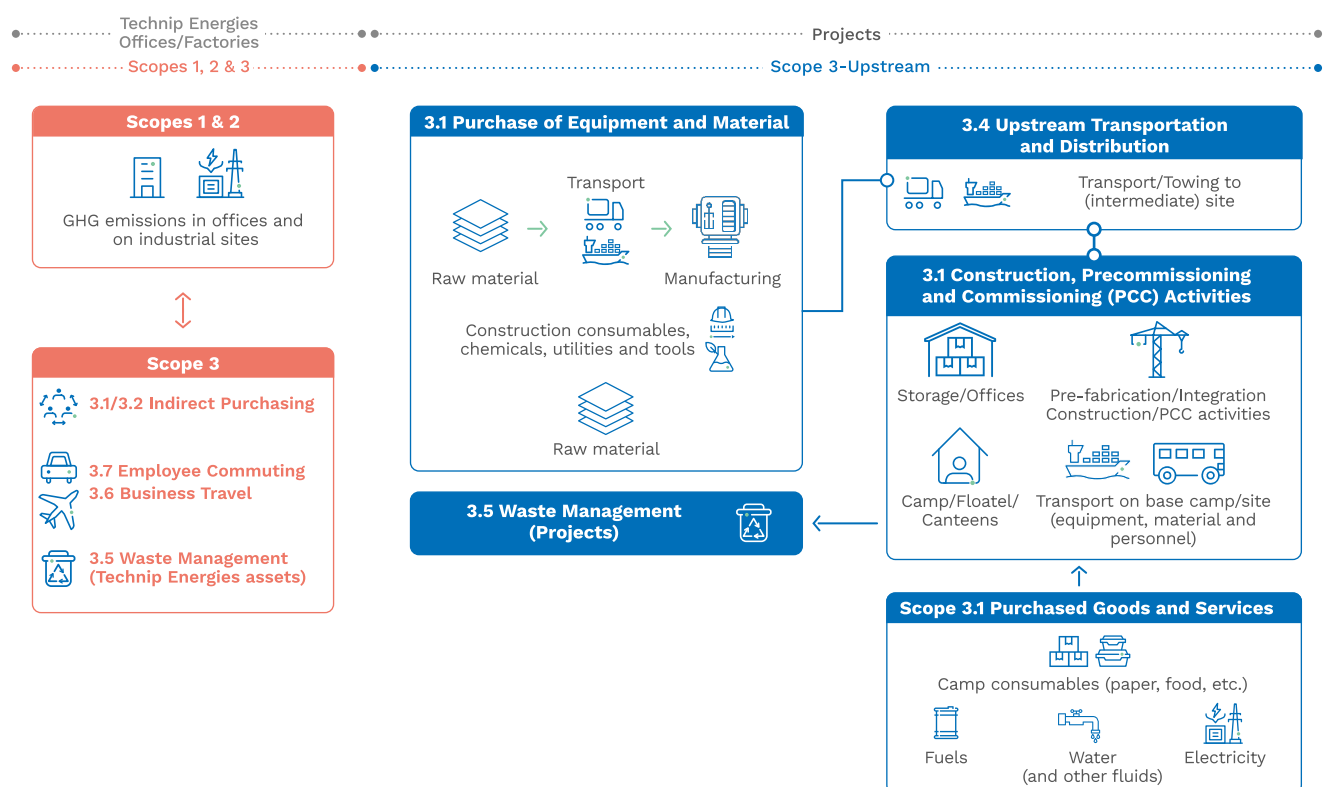
Technip Energies discloses GHG emissions according to the GHG Protocol, using the operational control approach, as follows:

- Fully consolidated entities: 100% of Scope 1, 2 and 3 emissions.
- Joint arrangements (proportionally consolidated entities): emissions are proportionate to the percentage of consolidation applied to Scope 1, 2 and 3 emissions.
- Net equity-accounted associates or joint ventures and non-consolidated investments: Scope 1, 2 and 3 emissions are reported as Scope 3 emissions for the proportion that is part of our value chain. For project joint ventures, the ownership proportion correlates with the proportion of the joint venture that is part of Technip Energies’ value chain.

Technip Energies generates GHG emissions through its various activities. The split between Scopes 1, 2 and 3 and between the categories of each scope is done in accordance with the definitions provided by the GHG Protocol.

Technip Energies GHG emissions Scopes 1, 2 and 3:

Overview of life-cycle stages for typical onshore/offshore EPC projects



Data collection, management, and control

A large volume of information is already collected in our databases and other IT tools to support various existing activities on projects and for support functions. This digitalized information has been analyzed for the new purpose of GHG emissions quantification, with a focus on ensuring the completeness and accuracy of the data. Where necessary, estimation approaches have been used to fill in any gaps.

Since 2023, GHG calculation methodologies have been deployed across all Operating Centers and ongoing projects. This ensures that each project and function is responsible for the quality of the reported data and the implementation and tracking of GHG emissions reduction actions. The Operating Centers use web applications powered by Microsoft Power Apps to ensure complete traceability and transparency in the process of collecting and calculating GHG emissions data. There are two web applications: one for Scopes 1 and 2, managed by Real Estate & Facilities, and another for Scope 3 related to projects under execution, managed by Climate Change and Actions.

Each project team leverages its engineering and construction expertise to make calculations based on physical, quantified, actual, and certified data originally developed and used by other disciplines for different purposes. This approach ensures a high level of accuracy in the calculated figures, based on proven and reliable processes and data sources that have been well-tested internally and by our clients.

On each project, the Technip Energies Project Director is responsible for the carbon footprint quantification. The quality and accuracy of the quantification are expected at each step of project development, in line with Technip Energies methodologies and guidelines, even if the quantification is carried out by a joint-venture partner, a specialized consultant, the client, or their consultants.

Annual GHG reporting is reviewed and validated by internal control as part of Technip Energies' review process. This process ensures that the inventory is complete and accurate, supporting continuous improvement and the performance of any ongoing sustainability reporting programs, KPIs, and targets.

Scopes 1 and 2

Following an operational control approach and aligned with our financial reporting under IFRS 16, only emissions related to our own use of permanent facilities are reported in Scopes 1 and 2 as part of Technip Energies facilities, while temporary facilities and other activities related to our clients' assets (i.e. our projects) are reported separately under Scope 3.

For these types of activities, carbon footprint annual reporting is based on actual accounted quantities for each calendar year.

The quantification methods used for the inventory adhere to best practices as outlined by the GHG Protocol, utilizing the most recent emission factors available.

Usage or "activity" data from emission sources is used to calculate the emissions. The activity data is multiplied by the correlating emission factor. This allows us to quantify the emissions of carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), hydrochlorofluorocarbons (HCFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), and nitrogen trifluoride (NF₃).

All GHG emissions are calculated in metric tonnes of pollutant and converted to metric tonnes of CO₂ equivalent (CO₂eq) using the corresponding global warming potentials ("GWPs"). The GWPs allow policymakers to compare the impacts and reductions associated with various gases in our environment, relative to a reference gas. Carbon dioxide is the reference gas and has a GWP equivalent to 1.

GWPs for Technip Energies' inventory are taken from the Intergovernmental Panel on Climate Change ("IPCC") Fifth Assessment Report (AR5) using 100-year values. For direct emissions (Scope 1), fuel-specific emission factors for CO₂, CH₄, and N₂O are used for all sites worldwide using the Defra emissions dataset.

Since 2023, Technip Energies' inventory follows the dual reporting methods: the location-based accounting method and the market-based accounting method to calculate Scope 2 emissions.

For the location-based method, Technip Energies uses the national or regional emission factors defined by the following methods:

- For UK sites, Department for Environment, Food and Rural Affairs ("Defra") emission factors;
- For U.S. sites, the U.S. EPA Emissions & Generation Resource Integrated Database ("eGRID"). Emission factors are selected based on the following order of priority: first, we use the regional or subnational grid average; if this is not available, we use the national grid average; and
- For all other geographies, International Energy Agency ("IEA") emission factors.

For the market-based method, Technip Energies uses the latest available emission factors, published by energy suppliers, specifically related to the carbon intensity of the procured energy. Market-based emission factors for the reporting year are collected, along with supporting evidence, such as Energy Attribute Certificates and supplier invoices. When energy certificates or supplier-specific emission rates are not available, the residual mix should be used, including RE-Diss Europe and the U.S. residual mix (Green-e).

For the 2025 inventory, we collected financial and operational data from each site exceeding 500 sqm. Collectively, these sites represent 99% of the total surface area of buildings owned or rented for our business operations.

One site in India is excluded from the reporting as it remains closed and non-operational. Sites that are either fully or partially subleased, or shut down and not contributing to our business operations, are accounted for under Scope 3.13.

The data management process includes the collection of electricity, heat, cooling, and fuel consumption, as well as refrigerant leakages, which is fulfilled monthly by data owners. Data is controlled by the regional Real Estate Manager and by the Real Estate and Facilities Sustainability Manager before being published. Activity data is converted to the appropriate units for calculating emissions with standard emission factors.

When data is not available for one or several months for a building (e.g., because the invoice is not yet available), the energy consumption is estimated on the basis of the data history.

To cover the sites not included in the data collection (those under 500 sqm and one non-active site), we have voluntarily and conservatively added a 5% contingency to the total GHG emissions related to our buildings.

The main tools used at Technip Energies for data collection, consolidation, analytics, visualization, and monitoring of our CO₂ emissions have been developed internally.

The data management process includes the collection of invoices and other primary evidence (such as sourcing reports and extracts from the third-party providers' reports) for quality control and assurance purposes.

The same data collection process was applied to the few external data centers. Emissions from data centers hosted within our buildings are included in the building's emissions.

Since 2023, emissions from the fleet of vehicles (service vehicles) associated with the buildings and used for our direct operations have been included in Scope 1 and 2 emissions. Emissions from company cars and vehicles used for commuting to and from work are reported under Scope 3.

Scope 3 reporting boundaries

Technip Energies offers the following services and products:

1. Services

- Technip Energies provides engineering studies at different stages of projects (feasibility, conceptual, pre-FEED, FEED, basic design, detailed design, etc.).
- Technip Energies supplies manpower to our clients for specific activities (advisory, expertise, studies, technical audits, consulting, Project Management Consultancy, assistance to clients, etc.).
- Technip Energies sells licensing for technologies.

As Technip Energies delivers intellectual services, the carbon footprint of those services is counted in Scopes 1 and 2 and part of Scope 3 upstream (categories 1 for indirect procurement, 3, 5, 6 and 7). There is no carbon footprint to be counted in Scope 3 downstream.

2. EPC services

Technip Energies provides its expertise in Project Management to manage the delivery of clients' projects on their behalf. The activities include producing the detailed design of the project, procurement services to acquire equipment and materials on behalf of clients (purchase orders are between clients and suppliers), subcontracting services to contract construction companies on behalf of the clients (subcontracts are between clients and subcontractors) and managing the construction of the units (construction performed by the construction companies). In these EPC services, all actions performed by Technip Energies are reviewed, approved, and decided by our clients; Technip Energies acts as an advisor, proposing different solutions and providing recommendations.

The contract types associated with EPC services are Engineering and Procurement services ("EPs"), Engineering, Procurement services and Construction management ("EPsCm"), Engineering, Procurement services and Construction assistance ("EPsCa") and all other reimbursable scopes of works embedded in contracts.

Technip Energies is involved in the execution of the project by delivering intellectual services. The client is the sole

decision-maker. The carbon footprint of these services is counted in Scopes 1 and 2 and part of Scope 3 upstream (categories 1 for indirect procurement, 3, 5, 6 and 7). There is no carbon footprint to be counted in Scope 3 upstream related to Purchased goods and services on projects, upstream transportation, construction services, and in Scope 3 downstream, as all contracts (purchase orders and subcontracts) are placed by the client.

3. EPC lump sum services

These services are similar to EPC services, with the key difference being that the purchase orders and subcontracts are between Technip Energies and the suppliers and subcontractors. Technip Energies has a certain level of decision-making authority regarding the choice of suppliers, subcontractors, and materials within the contractual framework of the EPC lump sum. However, whether during the tendering phase or the execution phase of the EPC, Technip Energies, as the EPC contractor, has no leverage to implement design solutions that reduce the GHG emissions of the future constructed facility during its operation. Any modifications or deviations to the technical requirements of the FEED package and the EPC contract must be approved by the client.

The contract types associated with EPC lump sum services are Engineering and Procurement ("EP"), Engineering, Procurement and Construction management ("EPCm"), Engineering, Procurement and Construction ("EPC"), Engineering, Procurement, Construction and Installation ("EPCI") and Engineering, Procurement and Fabrication ("EPF").

As Technip Energies is delivering intellectual services, the carbon footprint of those services is counted in Scopes 1 and 2 and part of Scope 3 upstream (categories 1 for indirect procurement, 3, 5, 6 and 7). As Technip Energies is a decision-maker for the procurement activities, the carbon footprint is also counted in Scope 3 upstream related to category 1 "purchased goods and services on projects" and category 4 "upstream transportation and distribution."

There is no carbon footprint to be counted in Scope 3 category 11 "Use of sold products" and category 12 "end-of-life treatment of sold products." First, as Technip Energies provides services, the direct use-phase emissions are null. Additionally, we have no leverage to implement design solutions to reduce the GHG emissions of the future constructed facility during its operation, so the indirect use-phase emissions are excluded. Indeed, applying the "Influence" criterion of the "Relevance" principle from the GHG Protocol shows that categories 11 and 12 are not applicable. If applicable, category 12 would have been negligible.

4. Equipment

Technip Energies sells equipment. The carbon footprint of the equipment is counted in the different categories of Scope 3.

To summarize:

Products	Scope 3 upstream categories linked to employees' activities	Other Scope 3 upstream categories	Scope 3 downstream
Services	Yes	No	No
EPC services	Yes	No	No
EPC lump sum services	Yes	Yes	No
Equipment	Yes	Yes	Yes

The GHG emissions calculation boundary limits align with our contractual project scope, which may only represent a portion of a larger project developed by our clients.

The GHG emissions calculation and assessment approach can follow two methodologies, which can be combined to ensure comprehensive quantification:

- Data collection approach based on actual measured data. This methodology is used for activities that have been completed;
- Estimation approach based on data quantification. This methodology is generally used for activities not yet completed or when data is not fully available (remaining or planned work).

Technip Energies bases its calculations as much as possible on real data, measured or collected from clients and suppliers, and regularly updates the calculations throughout the project until its completion. For example, if during the lifetime of a project, the configuration is planned to change from fossil energy produced in situ to electrification with renewable energy, the benefit of this change, if sufficiently documented and secured, is incorporated into the calculation.

If a carbon footprint calculation has not been performed for an ongoing project within Technip Energies' portfolio, the carbon footprint is estimated by extrapolation from other projects using GHG emissions intensity per revenue.

Technip Energies applies a progressive carbon footprint reporting mechanism for its ongoing projects.

"Ongoing projects" refers to those under development from the contract award until 100% revenue progress is achieved. Each year, the portion of the project's carbon footprint corresponding to the revenue progress achieved during the reporting year is reported, starting from the year of contract award to the year of project completion. This approach aligns with IFRS 15 regarding revenue progress and recognition, synchronizing Technip Energies' annual carbon footprint reporting with its annual revenue recognition. Although this method is not outlined in the GHG Protocol, it is considered suitable for Technip Energies' profile, which handles projects with values exceeding its own annual revenue and requiring several years of development from contract award to final acceptance. For more information on revenue recognition from long-term contracts, please refer to section 8.1.6. Notes to consolidated financial statements.

Scope 3 GHG emissions calculation methodologies

The carbon footprint of Technip Energies is classified as below:

- "Out of Project" covers activities related to buildings, offices, and factories, and associated commodities managed by Real Estate & Facilities, employee commuting and business travel, for which the GHG emissions annual reporting is based on actual GHG emissions accounted for each calendar year;
- "On Project" encompasses activities related to ongoing projects. For completed activities, actual measured data is used. For activities yet to be completed, forecasted data is utilized.

CFP Breakdown Structure	Metrics	Basis for preparation – Data from indirect sources	Level of accuracy	Planned actions to improve data accuracy
3.1 Purchased goods and services				
Purchase of services, equipment, material out of projects	EUR	Spend-based approach: ■ annual expenses by cost type ■ monetary emission factor from ADEME 2023 by cost type	■ exact quantities purchased ■ ADEME process applied. The level of accuracy of the Emission Factors ("EFs") is the same as that of ADEME.	No action planned
Purchase of direct services, equipment, bulk, material on projects	Units purchased by category (kg, m ³ , lm, etc.) converted to tonnes	Average-based approach (90% of the GHG emissions): ■ project-based forecasted and actual purchased quantities ■ emission factors from different databases depending on the type of items: EcoInvent 3.10, French ADEME, French INIES, ICE DB V4.0, supplier's EPD and Technip Energies custom database Extrapolation-based approach (10% of the GHG emissions): for projects where GHG emissions calculations have not been performed, a carbon intensity ratio derived from the average-based approach (based on revenue) is applied.	Average-based approach: ■ high accuracy of quantities purchased ■ accuracy of EFs same as that of the databases Extrapolation-based approach: ■ low accuracy	Average-based approach: ■ long-term action: collect real data from suppliers Extrapolation-based approach: ■ minimize the share of the extrapolation-based approach

CFP Breakdown Structure	Metrics	Basis for preparation – Data from indirect sources	Level of accuracy	Planned actions to improve data accuracy
Purchase of direct construction services on projects	kWh for electricity and m ³ for fuels	Average-based approach (94% of the GHG emissions): ■ project-based forecasted and actual consumed quantities ■ emission factors from different databases depending on the type of energy: IEA 2021 for electrical grids, Defra 2025 for fuels Extrapolation-based approach (6% of the GHG emissions): for projects where GHG emissions calculations have not been performed, a carbon intensity ratio derived from the average-based approach (based on revenue) is applied.	Average-based approach: ■ high accuracy on quantities consumed ■ accuracy of EFs same as that of the databases Extrapolation-based approach: ■ low accuracy	Distance-based approach: ■ long-term action: collect real data from suppliers Extrapolation-based approach: ■ minimize the share of the extrapolation-based approach
3.2 Capital goods	EUR	Spend-based approach: ■ annual expenses by cost type ■ monetary emission factor from ADEME 2023 by cost type	■ exact quantities purchased ■ ADEME process applied. The level of accuracy of the Emission Factors (“EFs”) is the same as that of ADEME.	No action planned
3.3 Fuel- and energy-related activities (not included in Scopes 1 and 2) It covers the extraction, production, and transport of fuel and energy related to Scopes 1 & 2 (well-to-tank).	kWh for electricity and m ³ for fuels	Average-based approach: ■ actual consumed quantities used for Scopes 1 & 2 ■ emission factors from different databases depending on the type of energy: IEA 2021 for electrical grids, Defra 2025 for fuels	■ exact quantities consumed ■ accuracy of EFs same as that of the databases	■ long-term action: collect real data from suppliers
3.4 Upstream transportation and distribution Transportation of goods, modules, towing, offshore campaigns on projects	Transported quantities in weight (tonnes) and distance (km)	Distance-based approach (79% of the GHG emissions): ■ project-based forecasted quantity of goods purchased ■ estimated and actual distance by type of transportation ■ emission factor in tonnes CO₂eq / tonnes.km from ADEME 2023, Defra 2022, Ecoinvent, GLEC and McKinnon, by type of transportation (air, truck, train, etc.) Extrapolation-based approach (21% of the GHG emissions): for projects where GHG emissions calculations have not been performed, a carbon intensity ratio derived from the distance-based approach (based on revenue) is applied.	Distance-based approach: ■ high accuracy on weight of quantities transported ■ high accuracy on distance (using dedicated websites) between supplier sites to delivery sites ■ The level of accuracy of the Emission Factors (“EFs”) is the same as that of ADEME. Extrapolation-based approach: ■ low accuracy	Distance-based approach: ■ long-term action: collect real data from suppliers Extrapolation-based approach: ■ minimize the share of the extrapolation-based approach

CFP Breakdown Structure	Metrics	Basis for preparation – Data from indirect sources	Level of accuracy	Planned actions to improve data accuracy
3.5 Waste generated in operations	Weight of waste (tonnes)	Waste-type specific approach (91% of the GHG emissions): - actual waste quantities of Technip Energies' sites - project-based forecasted quantities of waste and actual quantities recorded in HSE reporting tool - emission factors from ADEME, DEFRA 2024 and Ecoinvent 3.10 databases depending on the type of waste and the waste treatment method Extrapolation-based approach (9% of the GHG emissions): for projects where GHG emissions calculations have not been performed, a carbon intensity ratio derived from the waste-type specific approach (based on revenue) is applied.	Waste-type specific approach: - exact quantities collected for Technip Energies' sites - high accuracy of waste quantities for project sites - accuracy of EFs same as that of the databases Extrapolation-based approach: - low accuracy	Waste-type specific approach: - long-term action: collect real data from waste collectors Extrapolation-based approach: - minimize the share of the extrapolation-based approach
3.6 Business travel	Distance (km)	Distance-based approach: - distance traveled by type of transportation and class - number of hotel nights - emission factors from Defra 2025 and travel agencies	When provided by travel agencies: - exact distance by type of transportation and class - exact number of hotel nights per country Estimations when not provided - accuracy of EFs same as that of the databases	Monitoring will be updated following the change of travel agency
3.7 Employee commuting	Distance (km)	Distance-based approach: - distance by type of transportation based on an employee commuting survey - emission factor in g CO₂/passenger.km from Defra 2025	- based on quantities collected by an employee survey, then extrapolated to cover 100% of the employees - accuracy of EFs same as that of the databases	Increase employee participation rate in the survey (6,023 responses, representing a 35% participation rate in the 2025 survey)
3.8 Upstream leased assets	Negligible			
3.9 Downstream transportation and distribution Transportation of equipment by the client from our industrial sites or fabrication yards to client's sites	Transported quantities in weight (tonnes) and distance (km)	Distance-based approach: - project-based forecasted quantity of goods - distance traveled by type of transportation - emission factor in g CO₂eq/T. km from ADEME 2023, Defra 2022, Ecoinvent, GLEC and McKinnon, by type of transportation (air, truck, train, etc.)	- high accuracy of transported quantities - high accuracy on distance of transportation (using dedicated websites) - The level of accuracy of the Emission Factors ("EFs") is the same as that of ADEME.	long-term action: collect real data from clients
3.10 Processing of sold products Integration of equipment by the client into the client's site	kWh for electricity and m ³ for fuels	Site-specific approach: - estimated consumed quantities - emission factors from different databases depending on the type of energy: IEA 2021 for electrical grids, Defra 2024 for fuels	- medium accuracy on quantities consumed - accuracy of EFs same as that of the databases	No action planned

CFP Breakdown Structure	Metrics	Basis for preparation – Data from indirect sources	Level of accuracy	Planned actions to improve data accuracy
3.11 Use of Sold Products	kWh for electricity, m3 for fuels, year for lifetime	Average-based approach (91% of the GHG emissions): ■ estimated energy consumption during use (20 to 25 years) ■ emission factors from IEA 2022, US EPA eGrid 2021 and 2022 Extrapolation-based approach (9% of the GHG emissions): for projects where GHG emissions calculations have not been performed, a carbon intensity ratio derived from the average-based approach (based on revenue) is applied.	Estimation is based on technical specifications	No action planned
3.12 End-of-life treatment of sold products GHG emissions during the deconstruction of the equipment, and the treatment of the waste	Weight of waste (tonnes)	Waste-type specific approach (84% of the GHG emissions): ■ actual quantities of equipment sold ■ emission factors from different databases depending on the type of waste and waste treatment method: ADEME, DEFRA 2024 EcoInvent 3.10 Extrapolation-based approach (16% of the GHG emissions): for projects where GHG emissions calculations have not been performed, a carbon intensity ratio derived from the waste-type specific approach (based on revenue) is applied.	■ exact quantities collected ■ accuracy of EFs same as that of the databases	No action planned
3.13 Downstream leased assets (leased or subleased assets not included in Scopes 1 or 2)	kWh for electricity, kg for refrigerants, m3 or kWh for fuels	Asset-specific method: ■ actual consumed quantities or estimated consumption on the basis of the data history ■ emission factors from different databases depending on the type of energy: IEA 2025, US EPA, Green-e, Defra 2025, ADEME 2024 and AIB 2024 for electrical grids, Defra 2025 for fuels and refrigerants	■ exact quantities consumed or estimated quantities when not available ■ accuracy of EFs same as that of the databases	No action planned
3.14 Franchises	Not applicable			
3.15 Investments (legal entities with equity share under 15%)	Negligible			

Technip Energies does not finance any GHG removals and GHG mitigation projects, either directly or through carbon credits.
Technip Energies has not implemented any internal carbon pricing schemes.

Reaching GHG emissions reduction targets on our own operations

Although our company is not materially significant for Scope 1 and 2 emissions, we have proactively established an ambitious reduction trajectory. In 2024, we accelerated our reduction plan by increasing our 2025 CO₂ reduction target from 30% to 45%, while maintaining the objective of a 90% reduction by 2030. The remaining 10% of our Scope 1 and 2 carbon footprint will be compensated for by investing in carbon offset projects.

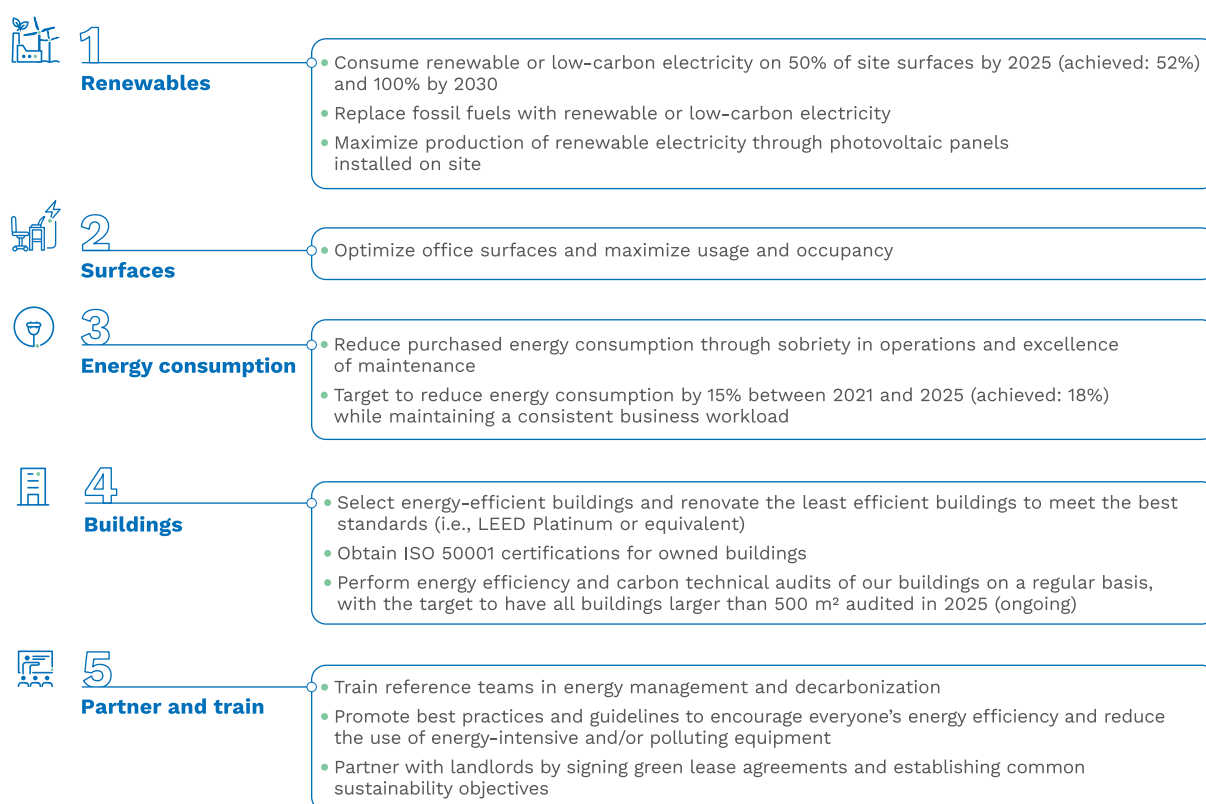
In 2026, we will update our 2026–2030 scorecard to reflect the evolving structure of our operations. This includes distinguishing reduction trajectories between office locations and industrial sites. Office locations (including data centers and service vehicles) will retain the ambitious target of

a 90% reduction in CO₂ emissions by 2030, while the trajectory for industrial sites will be reassessed in 2026. All data presented in this report is based on the current scorecard and includes information from offices, industrial sites, service vehicles, and data centers.

Our Five-Point Action Plan

To reach our emission reduction target, we established a global Five-Point Action Plan for offices, industrial sites (including research & development centers, laboratories and manufacturing sites), and data centers. This is being rolled out across our main operating centers.

The Five-Point Action Plan includes:



Thanks to our Five-Point Action Plan and the 2025 achievements detailed below, we have reduced our Scope 1 and 2 GHG emissions (market-based) by 46% compared to our 2021 baseline, which is slightly above our revised target of 45% and significantly ahead of our original 2025 target of 30%.

This emissions reduction was realized despite an increase in the number of employees occupying the offices between 2021 and 2025 (+19%), driven by business growth.

ESRS ref.	Indicator (in tonnes CO ₂ eq)	Target 2030	2025 Actuals	2024 Actuals	2021 Baseline
E1-6, 44(a) & 48(a)	Scope 1 (direct)		2,234	2,158	2,990
	Reduction (%)		-25%	-28%	
E1-6, 44(b) & 49(b)	Scope 2 - Market-based (indirect)		8,752	9,877	17,446
	Reduction (%)		-50%	-43%	
E1-4, 34(a) & E1-4, 34(b)	TOTAL SCOPES 1 & 2 (MARKET-BASED)	2,044	10,986	12,035	20,436
E1-3, 29(b) & E1-4, 34(a) & E1-4, 34(b)	 Scope 1 & 2 emissions reduction (%)	-90%	-46%	-41%	

2025 achievements

In our office portfolio specifically, Scope 1 and 2 emissions have decreased by 51% compared to 2021. This substantial reduction reflects the combined impact of energy-efficiency measures, optimization of surfaces, and the progressive decarbonization of electricity grids in several countries where we operate. The reduction trajectories for Scope 1 and 2 emissions vary by country, influenced by local grids and constraints. In some countries, for our offices, we have significantly exceeded our emissions reduction targets: Italy achieved an impressive 83% reduction in emissions, followed by France with 71%, India achieved a remarkable reduction of 54%, especially given the simultaneous growth over the same period. The USA also achieved a 54% reduction thanks to office surface optimization. Our offices in India, the Middle East, and Malaysia have the highest emissions, primarily due to air conditioning requirements and, in some cases, the age and quality of infrastructure managed by landlords.

On our industrial sites, emissions-reduction efforts are influenced by specific technical and technological constraints, as well as by fluctuations in energy consumption linked to production levels.

The following actions have been taken in 2025 toward the Five-Point Action Plan established in 2022.

■ Renewables:

We actively encourage sites to consume renewable electricity, whether purchased or generated on site.

In 2025, 54% of our electricity consumption came from renewable sources (purchased and produced), covering 52% of our site surface, exceeding our initial target of 50% by 2025. Most sites in Europe, three main sites in India and the Claremont offices in the USA purchase renewable electricity.

In some countries, purchasing renewable electricity from private providers is not yet possible due to regulatory or market constraints. In these cases, emission reductions related to electricity consumption will depend on the progressive decarbonization of the national grid. Countries' efforts to decarbonize their grids are not yet fully reflected in the local emission factors.

Additionally, some sites in Paris, Sens, Marseille, Rome, Doha, Dahej, Zoetermeer, and Kuala Lumpur are producing renewable electricity via photovoltaic panels.

One notable example of on-site renewable electricity production is the rooftop solar photovoltaic system installed at the Modular Manufacturing Yard in Dahej, India. Completed under a net-metering agreement with the regional electricity distribution company and an energy producer, the system is expected to cover approximately 50% of the site's electricity consumption. Through this arrangement, the site can directly use the solar electricity it generates, and any surplus is fed back into the grid.

■ Surfaces:

Efforts to optimize office space utilization remain steady as Technip Energies continues to grow.

As announced in 2024, the Lyon team relocated in early 2025 to a new, state-of-the-art office building. Previously spread across three separate buildings, the team is now consolidated into a single, more efficient space. This move reduced total surface area by 27% and is driving improved energy performance, further supported by the building's use of 100% renewable electricity.

In November 2025, we completed the relocation of our London office to a modern open-space environment, reducing the surface area by 64%. With the lease coming to an end, this move provided an opportunity to rethink our workplace strategy, opting for a more sustainable and

efficient space aligned with our environmental and operational goals. The transition also introduced a desk-sharing model, significantly reducing our physical footprint.

In December 2025, in Oslo, our team relocated to a renovated building designed to optimize space and sustainability. By rationalizing office layouts according to workforce needs, we achieved a 44% reduction in surface area. The new premise is also powered by renewable electricity, reinforcing our commitment to reducing emissions.

At the same time, we supported the growth of our activities by opening new sites. For example, we opened a new operating center in Ahmedabad, a state-of-the-art R&D center in Chennai, and expanded space in the Middle East.

■ Energy consumption:

Between 2021 and 2025, we reduced our energy consumption by 18%, exceeding our initial target of 15%, despite increased business activity. This progress was made possible through targeted initiatives across our sites.

For instance, in Mont-Saint-Aignan, France, the relocation of the team to a new sustainable building with a PassivHaus certification in early 2025 led to a 41% reduction in their electricity consumption.

We continue to implement energy-savings plans in several offices (e.g., Al Khobar, Jakarta, Kuala Lumpur, Delhi), including measures such as limited lift operation after working hours, installing LED lighting, timer panels for lighting and air conditioning, motion sensors, and adjusting the indoor temperatures of our offices to reduce the gap with outdoor conditions.

We have continued to upgrade equipment and systems across several sites to further improve energy efficiency. In Noida, installing an energy-efficient chiller unit helped reduce electricity consumption. In Chennai, we enhanced the ventilation system by replacing older equipment with more energy-efficient fans, helping reduce electricity use while improving indoor comfort. At our Shanghai office, we upgraded the heating, ventilation and air-conditioning ("HVAC") system to allow remote and scheduled shutdowns and optimized cooling settings.

Regular maintenance of HVAC systems contributes to the optimization of energy efficiency and the extension of infrastructure lifespan. Maintenance routines help to avoid refrigerant leakages.

At our manufacturing site in Sens, France, ceiling fans were installed in the workshop and part of the roof insulation was upgraded to reduce energy consumption.

In parallel, we continue to raise employee awareness to promote energy sobriety, encouraging simple practices such as turning off computers and appliances at night. By educating our team and sharing best practices on the importance of saving energy, we aim to foster a culture of sustainability within our organization.

■ Buildings:

When relocating offices, we prioritize energy efficiency and aim to select premises with sustainable development certifications. Below are some examples showcasing the sustainability features of our offices:

- The new offices into which our team moved at the end of 2024 continue to obtain certifications. For example, the new Houston office has been awarded the Tenant Energy Star certificate and the Weymouth office has been recognized with a LEED Gold Commercial Interior certification. In early 2025, our Lyon teams moved into a building that has achieved multiple certifications, including BREEAM Excellent, E+C level E2C1, and the Osmoz label.

- Our London team was relocated to a cutting-edge building in sustainable construction. It is the first of its kind in London to implement material passports, with over 80% of construction materials, representing more than 5,000 references, digitally logged. This innovation facilitates maintenance throughout the building's life cycle and supports future reuse.

Key sustainability features of the London building include air-source heat pumps, water recycling systems, a fully electric infrastructure, low-carbon construction methods, photovoltaic panels, and flexible floor layouts. Unlike the previous building, which relied on gas heating, the new facility uses 100% renewable electricity. The building has received widespread recognition, including the "Best New Place to Work" award at the BusinessLDN London Planning Awards 2025. It holds an Energy Performance Certificate A rating and is currently applying for BREEAM Outstanding, WELL Platinum Enabled, Wired Score Platinum, and Smart Score Platinum certifications.

- Our Oslo team moved to a renovated building with high environmental ambitions, as the landlord is pursuing BREEAM-NOR Excellent certification and applying for admission to the FutureBuilt program. FutureBuilt is a Norwegian initiative that promotes climate-friendly buildings and urban areas, requiring projects to cut greenhouse gas emissions by at least 50% compared to current standards while ensuring high architectural quality.
- Our new office in Ahmedabad is located in India's first operational smart city, Gift City, designed to promote low-carbon infrastructure, energy-efficient buildings and sustainable urban planning. Gift City features advanced infrastructure such as centralized cooling, automated waste management, and underground utility tunnels. The building was designed according to international sustainability standards and incorporates features compatible with LEED and Energy Star certification frameworks.
- In Frankfurt, we completed the first phase of relocating and modernizing our R&D center. The team and laboratory moved into a modern, refurbished building equipped with heat pumps and photovoltaic panels. The refurbishment was carried out in compliance with QNG and DGNB requirements, two recognized German

sustainability standards. In collaboration with the landlord, we aim to achieve the DGNB Gold rating.

- In India, most of our offices, including the four operating centers, the yard, and two satellite offices, are now certified with ISO 50001, an international standard for energy management systems. This will help our teams in India improve energy performance and increase efficiency.

Energy efficiency audits were not yet completed for all our buildings as initially planned in our Five-Point Action Plan. Nonetheless, continuing these audits remains a priority, as they are a powerful driver for identifying building and equipment improvements. Audits also play a key role in fostering dialogue and partnerships with landlords to enhance building energy performance.

■ Partner and train:

Collaborating with landlords allows us to implement energy-saving measures, share best practices, leverage new technologies, and ensure our leased spaces are energy efficient. For example, our new lease in London includes green clauses with the landlord (e.g., sustainable use and renewable energy sourcing).

In 2023, we initiated one voluntary carbon contribution project in France. In partnership with the landlord of our Paris headquarters, we have selected a program focused on urban reforestation in the Paris area. This program aims to create a green corridor by linking two existing forests, prioritizing a diverse range of predominantly native species that are resilient and adaptable to climate change. This initiative not only enhances urban biodiversity but also contributes to the long-term sustainability of our environment.

Data centers

Our data centers, whether owned, leased, or subcontracted, are transitioning to sustainable practices. We are consolidating them into large regional collocations and cloud services that meet advanced energy management standards.

Our goal is for 95% of IT capabilities to be hosted in locations with high energy and environmental standards, such as ISO 50001 and LEED Gold or Platinum certifications. In 2025, we increased our global ratio of green capacity to 74%, up from 64% in 2024.

Our focus on decarbonization solutions

We continue to pursue a strategy focused on directing our R&D efforts toward decarbonization solutions. In 2025, our R&D investments remained fully aligned with this objective.

ESRS ref.	Indicator	Target	2025	2024	2023
Entity spec.	 Technology and Innovation R&D efforts dedicated to sustainability	100% by 2025	100%	100%	100%

We estimate that our carbon capture projects enabled 15.6 million tCO₂eq of avoided emissions in 2025. This corresponds to the reduction in our clients' emissions achieved through our solutions compared with a reference scenario without their implementation.

ESRS ref.	Indicator	Target	2025	2024	2023
Entity spec.	 Avoided GHG emissions (in tonnes CO ₂ eq) - CCS projects	-15 MtCO ₂ eq by 2025	(15,578,443)	(11,198,337)	(10,489,915)

Metrics definitions

Avoided GHG emissions refer to clients' GHG emissions reductions resulting from the use of the delivered project after completion during a design lifetime of 25 years. These emissions are not part of Technip Energies' Scopes 1, 2 and 3. Technip Energies applies a progressive carbon footprint reporting mechanism for its ongoing Carbon Capture and Storage ("CCS") projects. "Ongoing projects" refers to those under development from the contract award until 100% revenue progress is achieved. Each year, the portion of the project's carbon footprint corresponding to the revenue progress achieved during the reporting year is reported, starting from the year of contract award to the year of project completion.

3.2.1.2. Adapting to climate change

Our material impacts and risks

IRO TYPE	DESCRIPTION
Actual negative impact own operations, upstream and downstream value chain (all time horizons)	The increasing frequency and severity of extreme weather events driven by climate change present substantial physical risks to workers and local communities. If such an event were to occur in or near a site for which Technip Energies is HSE accountable, the absence of a robust response plan could impact worker safety, especially during the construction phase of our projects. Our most recent climate risk assessment (refer to 3.1.4.1. Materiality assessment process for the methodology) covered 100 sites worldwide, across 31 countries, including offices, industrial facilities, data centers, and major project locations. The results highlight a clear escalation of physical climate risks over time. Regardless of time horizon, even considering the low-emission scenario (SSP1-2.6), some sites have the highest exposure to drought, heatwave, or flood. The study enables us to identify and prioritize the most exposed sites and activities, and to implement targeted adaptation and mitigation measures to enhance climate resilience across our activities.
Physical risk own operations, upstream and downstream value chain (all time horizons)	Technip Energies relies on subcontractors, suppliers, joint ventures, and consortium partners to fulfill its contracts. While the Company is not dependent on any single supplier, certain projects or regions may rely heavily on specific suppliers for materials or semi-finished goods. Extreme weather events pose a risk of disrupting the supply chain and business operations, potentially leading to equipment loss, damage to supplier facilities, transportation issues, workforce shortages, and reduced productivity. These disruptions could result in increased remediation costs and impact the Company's ability to complete projects on time or maintain profitability. This physical risk has dependencies on the availability of labor, equipment, raw materials, and transport services.

Our policies

Environmental management

As explained in section 3.1.4.1. Materiality assessment process, Technip Energies employs a comprehensive and systematic approach to identify potential environmental impacts across its operations. Once climate physical risks are identified, specific management plans are developed for each project or site on the basis of the local-context specification.

Crisis management and business continuity

Technip Energies has a comprehensive incident and crisis management policy designed to ensure preparedness and an effective response to emergencies. The policy mandates that projects, facilities, and operating locations be equipped to handle emergency situations through documented and annually tested response plans. These plans prioritize the protection of personnel and assets, and require the maintenance of emergency equipment through a documented program. Additionally, response personnel must be trained and qualified to provide the necessary support and treatment as outlined in the response plan. Finally, business continuity is secured either through a dedicated Business Continuity Management System, or through the mobilization of a dedicated Recovery Team.

The Vice President QHSES is accountable for implementing this policy. It ensures uniform and timely notification of events that could impact personnel, operations, assets, and reputation. The policy also covers the management of severe natural disasters, including extreme weather.

Heat and cold stress policy

Our heat and cold stress policy outlines guidelines and requirements for managing both heat and cold stress in various work environments. It includes measures for monitoring environmental conditions, implementing engineering and administrative controls, and ensuring proper training and awareness among personnel. These actions help mitigate the impacts of extreme temperatures, which are becoming more frequent and severe due to climate change. This policy applies to worksites where extreme temperatures pose a risk of heat or cold stress to personnel; its implementation is the responsibility of our Global HSE Director.

Our actions

Climate change adaptation in our offices and on our industrial sites

We are initiating studies across our sites to evaluate the risks posed by climate change to our buildings. These assessments will help us identify potential vulnerabilities and develop strategies to anticipate and mitigate the impacts of climate change, ensuring the long-term safety and sustainability of our infrastructures.

In 2024, we conducted a climate risk assessment as part of the relocation of our teams to a new office building in Houston, to ensure the site was resilient to future climate conditions. Building on this approach, we carried out a climate risk study in 2025 prior to relocating our teams to a new office building in Oslo. This assessment, which evaluated the building's exposure to climate hazards such as sea level rise, flooding, temperature extremes, and wind-related events, was a key factor in the decision-making process for selecting this location. The results indicated a low level of risk for the site.

This proactive approach reflects our commitment to ensuring that our infrastructures are resilient and adapted to future climate conditions.

Our goal is to continue expanding this type of study across our various sites, particularly those we own, and to integrate these assessments into team relocation projects. By doing so, we aim to ensure that all our facilities are prepared to face the challenges posed by climate change.

Climate change adaptation on EPC project sites

Technip Energies is managing climate change through comprehensive and context-specific adaptation actions in our EPC projects. To effectively manage climate risks, the Company employs a multi-faceted approach that begins with identifying local risks using the ENVID process. This involves evaluating potential hazards such as flooding, extreme heat, submersion, and tropical cyclones based on the 6th IPCC report. The global HSE team developed a country risk evaluation in 2022 to assess these risks. At the end of 2025, the team began the reassessment process to update this evaluation.

Based on identified risks, site teams refer to guidelines for implementing adaptation solutions within their HSE and risk management plans. The selection of measures is tailored to the specific context, legal and contractual obligations, and the capacities of each location.

For each project and site, emergency response plans are developed in coordination with the risk management, security, and HSE teams. These plans include specific responses to identified climatic threats. Additionally, our emergency notification system tool tracks potential acute climatic events, such as flooding, typhoons, tropical storms, and heatwaves. Alerts are sent to sites and employees, and emergency plans are activated as needed. To learn more about our emergency notification system, refer to the paragraph Security in section 3.3.1.3. Occupational health and safety.

Example of our heat stress management program

On sites subject to heat stress, several measures are implemented under the responsibility of HSE managers, construction managers, and discipline supervisors to prevent health and safety risks associated with heat stress. This is notably the case in our Middle East projects. The extreme hot climate of this area, where from April until October the temperature can reach more than 50 °C combined with high humidity, represents a serious risk for the onset of heat stress.

■ Frequent evaluation of the heat stress risk

The heat stress risk is directly related to the apparent temperature (Heat Stress Index) which can be evaluated by combining the values of environmental temperature and humidity.

This index helps classify the danger level and associated potential heat syndromes.

Illustrative example:

Danger category	Heat Stress Index (°C)	Heat syndrome
Caution	27 - 32	Fatigue possible with prolonged exposure and physical activity
Extreme caution	32 - 41	Heat exhaustion likely, heat stroke possible with prolonged exposure and physical activity
Danger	41 - 54	Heat exhaustion likely, heat stroke possible with prolonged exposure and physical activity
EXTREME DANGER	> 54	HEAT STROKE, SUNSTROKE IMMINENT

■ Preventive control measures

Depending on the heat stress index evaluated, appropriate measures are followed to ensure the safety of all workers on sites.

- Engineering control measures:
 - Air-conditioned shelters and shaded areas are set up in the immediate vicinity of workplaces.
 - These areas are complemented by ventilation systems, which are particularly useful in confined areas with poor air circulation.
- Administrative control measures:
 - Work and rest cycles are organized to minimize prolonged exposure to heat.

- Workers have access to cool drinks, maintained between 10 and 15 °C, enriched with mineral salts to prevent dehydration.
- Awareness campaigns are regularly conducted, including posters, field talks, and visual aids, to inform employees of good practices and the risks involved. Workers are encouraged to assess their own physical condition and report any symptoms of heat stress immediately.
- Supervisors carry out regular checks to monitor workers' conditions and prevent any incidents.

Illustrative example of recommendations associated with the levels of the Heat Stress Index:

Flag color	Heat Index	Water Consumption	Work Rest Period (min)	Control Examples
Green	27 - 32	1 cup every 15 min	40:10	No working alone
Green	33 - 41	1 cup every 10 min	30:10	Work under shade
Green	42 - 53	1 cup every 10 min	20:10	High-risk activities should be stopped
RED	> 54	STOP		

■ Heat stress training for all personnel

Every year, employees receive training on the risks involved and how to behave. Specific first-aid training complements the recognition of symptoms, and the emergency measures required in the event of heatstroke or other heat-related disorders.

■ Communication campaigns about heat stress risks and preventive measures

In the event of an emergency, an intervention plan is in place, based on early identification of symptoms, followed by immediate action such as hydration, cooling and, if necessary, calling for help.

Physical risks also impact our value chain, affecting raw material availability, energy, manufacturing, and transportation. To address these challenges, Technip Energies deploys business assurance measures within the upstream value chain. These measures include building shared resilience with supply chain partners, enhancing redundancy, adaptability, and prediction capabilities, and engaging with value chain partners to introduce barriers and resilience measures in high-risk locations. In cases where heightened physical risk is unavoidable, managed retreat in collaboration with local communities is considered.

Our performance

The monitoring tool mentioned above raised 18 alerts for extreme climatic events in 2025, including flooding, hurricanes, tropical storms, and typhoons. A total of 120 employees received these alerts. Each alert was addressed promptly, and the relevant information was communicated to the sites and all affected employees.

3.2.2. Water

3.2.2.1. Our material impacts

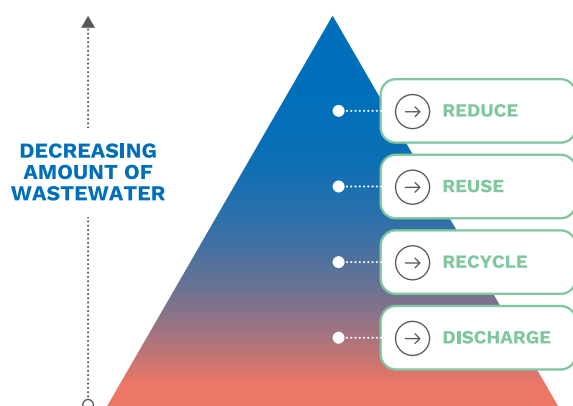
IRO TYPE	DESCRIPTION
Potential negative impact upstream and downstream value chain (all time horizons)	Technip Energies is involved in EPC projects where significant water consumption occurs during the construction phase for civil works, curing, tank hydrotesting, and piping leak testing. Additionally, equipment suppliers use water in their production processes in various countries. This high freshwater usage can have a material impact on local communities, especially in regions facing water scarcity or limited access. It contributes to the depletion of local water resources, affecting both the environment and community livelihoods. Many of the Company's construction projects, such as LNG developments in the Middle East and Central America, are located in high-risk areas for freshwater scarcity.

3.2.2.2. Our policies

As mentioned in the 2024 Annual Report, the Environment and Construction teams initiated a collaborative effort to shift the current non-mandatory water management guidelines into a global policy applicable across Technip Energies. This policy was finalized in 2025.

The new policy standardizes definitions related to water management, ensuring consistency and optimization across all sites for which Technip Energies holds HSE accountability. A key feature of the policy is its linkage between assessed water risk levels and the development of targeted water management plans. Specifically, sites classified as "High Water Risk" are mandated to develop and implement dedicated water management plans. Furthermore, the policy offers detailed guidelines to support the development of these plans, with particular emphasis on the preservation of freshwater resources. The Vice President QHSES is responsible for the policy's implementation. The policy is accessible internally on our GBPMS.

Water stewardship is integral to Technip Energies' sustainability mission. Our water management philosophy is based on the 3R concept (Reduce, Reuse, Recycle), a sequence of steps to optimize water usage and effluent management.



- Reduce (the ideal option): minimize water consumption of each usage.
- Reuse (the next best option): utilize wastewater from one unit as a source for another unit.
- Recycle (the next best option): reuse wastewater after it has undergone the necessary treatment.
- Discharge (the last resort option): release treated water into natural bodies. Industrial effluents shall be treated before discharge, in a dedicated unit on site or externally. In the latter case, a contractual agreement shall be put in place between both parties to specify the quantity and quality of effluents to be treated.

To comply with our water management policy, each water management plan shall:

- describe how and where water is withdrawn, consumed, and discharged;
- confirm adherence to local policies and regulations;
- identify the water-related impacts caused by the site's activities and the approach to address these impacts; and
- explain how water-related impacts are managed with all stakeholders, including the supply chain.

To optimize water management throughout the plant's life cycle, from the construction phase to the operational phase, the policy outlines solutions that can be implemented in the design, procurement, construction, and commissioning phases. For instance, the following design options can be considered to reduce water consumption:

- utilize air cooling whenever feasible;
- install side stream filters on cooling water networks;
- implement a continuous blowdown on boilers, controlled by conductivity sensors; and
- use storm water as fire water.

These measures can significantly contribute to more sustainable water usage in the plant's operations.

Additionally, to assist in reporting water usage trends, Technip Energies has Environmental Key Performance Indicators. Water withdrawals and discharges are recorded monthly by the sites under our HSE accountability and registered within our internal HSE reporting system. Furthermore, each discharge is tested to evaluate water quality and ensure it meets regulatory and clients' requirements. Finally, frequent inspections and audits are conducted to continuously improve water management performance. The results of the inspections and audits are documented, and any non-compliance is reported as an environmental incident and handled accordingly.

3.2.2.3. Our actions

Contributions of our experts

Our experts have actively contributed to projects and studies focused on water and effluent management for green hydrogen production, carbon capture units, and plastic recycling. Through innovative technical solutions, such as high-purity water production and effluent recycling to achieve zero liquid discharge, Technip Energies addresses specific client challenges while minimizing water usage and pollution risks. We also integrate specific solutions like desalination from the design stage to convert saline water into industrial-use water. Additionally, we offer comprehensive water services including water usage assessments, conservation opportunities identification, and water management strategy design to help clients optimize water efficiency and sustainability.

Since 2024, we have used an internal tool, B.WaRe (Biodiversity and Water Risk evaluation), which provides a comprehensive geographical mapping of our sites' local risk exposure to water stress levels using the World Resource Institute ("WRI") Aqueduct platform. According to WRI data, 83% of the third-party sites under our HSE accountability are located in water risk areas, highlighting the importance of proactive water management measures.

NFE Project: Sustainable Water Practices

Responsible water management during hydrotesting

The NFE project exemplifies a proactive approach to sustainable water management, reflecting its dedication to environmental stewardship and operational efficiency. When hydrotesting 41 large steel tanks, the projects managed to reuse over 30% of reused water from the total of 210,485 m³ water required, with maximization of tank-to-tank transfer, and utilization of hydrotest water for dust suppression. Multiple initiatives to reuse water used for equipment and piping hydrotests as well as leak tests of concrete structures have significantly reduced the project's freshwater demand, allowing the project to meet a key environmental objective which was set from day one.

Wastewater: a resource for sustainable vegetation

As part of our collaboration with QatarEnergy LNG, we have implemented several impactful measures to protect, restore, and develop natural flora, contributing to a greener and more sustainable future. These efforts take into account practices that eliminate the use of potable water, ensuring that our initiatives are both effective and sustainable.

Sustainable plantation practices and wastewater recycling

We have undertaken a significant plantation effort in collaboration with QatarEnergy LNG. The NFE Project total plot area will meet the requirement of being 3.5% landscaped with plantation. In addition, CTJV has supported the planting of 127,000 indigenous evergreen plants irrigated with the treated wastewater from the NFE manpower camps. These efforts align with regulatory compliance and ecological goals. The chosen species are adapted to local environmental

conditions including salinity, soil composition, and temperature. The irrigation of these plantations uses treated wastewater from a facility designed and built by CTJV (the joint venture between Chiyoda Corporation and Technip Energies) to treat sewage generated by the NFE project camps. This initiative conserves freshwater resources and aligns with circular economy principles.

World Environment Day activities

Since 2023, in addition to developing the land to plant 127,000 trees, CTJV has planted more than 1,300 trees within project camps. All plants are irrigated with treated wastewater, reinforcing our commitment to water sustainability.

Spreading water saving awareness

Raising awareness about water conservation is an important aspect of Technip Energies' water sustainability efforts, both internally and externally.

Our clients

We are committed to sharing our expertise with clients, highlighting the best solutions developed by our experts. By widely sharing these solutions, we aim to inspire positive change and encourage the adoption of environmentally responsible practices across the industry.

Our workforce

We recognize the importance of fostering a culture of water conservation among our employees. Since 2023, we have participated in the French "Éco d'Eau" (Save Water) initiative. This initiative, involving public and private stakeholders, seeks to transform our relationship with water resources in a sustainable way. Through this initiative, we have carried out internal communications on responsible water stewardship, encouraging behavioral change and the adoption of water-saving practices among employees.

We equip our engineering workforce with the technical skills to propose fit-for-purpose water management solutions across our projects. In 2025, we gathered several process engineers for an internal workshop led by our in-house experts on sustainable water technologies.

Our subcontractors

We promote responsible water practices among our subcontractors through water management criteria in our updated subcontract agreements and bid inquiries. Subcontractors are required to implement water reuse initiatives, report monthly on domestic and industrial water consumption, and provide a detailed Water Management Plan. This plan must outline water supply sources (including the percentage of fresh water), reuse and recycling measures, estimated water volumes, water quality requirements, and strategies for supply and discharge. Specific sections are dedicated to the following activities: pre-commissioning, commissioning, temporary site facilities, camp construction and operation, and construction activities. These criteria enable us to collaborate with subcontractors on sustainable water practices while maintaining the highest standards of construction quality.

3.2.2.4. Water metrics - Technip Energies sites

To meet the needs of our external stakeholders, we present in the table below the water indicators of our own operations, even though water is not assessed as a material topic for our sites.

ESRS ref.	Indicator (in m³)	2025	2024	2023
E3-4, AR 32	Total water withdrawal (offices and industrial sites)⁽¹⁾	202,044	183,784	194,382
WATER WITHDRAWAL PER ACTIVITY AND BY SOURCE TYPE				
E3-4, AR 32	■ Offices	176,950	169,290	167,766
E3-4, AR 32	Reused water from external sources	1,787	1,922	1,851
E3-4, AR 32	Third-party water (municipal)	142,948	145,669	141,998
E3-4, AR 32	Surface water	0	0	0
E3-4, AR 32	Groundwater	32,215	21,699	23,917
E3-4, AR 32	Seawater	0	0	0
E3-4, AR 32	■ Industrial sites	25,094	14,494	26,616
E3-4, AR 32	Reused water from external sources	0	0	0
E3-4, AR 32	Third-party water (municipal)	24,316	14,186	24,421
E3-4, AR 32	Surface water	0	0	0
E3-4, AR 32	Groundwater	778	308	2,195
E3-4, AR 32	Seawater	0	0	0
WATER WITHDRAWAL BY SUBSTANCE TYPE⁽¹⁾				
E3-4, AR 32	■ Freshwater (≤1,000 mg/L Total Dissolved Solids)	202,044	183,784	194,382
E3-4, AR 32	■ Saline water (>1,000 mg/L Total Dissolved Solids)	0	0	0
E3-4, AR 32	Total water discharges (offices and industrial sites)	137,707	108,267	101,756
WATER DISCHARGES BY DESTINATION				
E3-4, AR 32	■ Discharged to surface water or groundwater after internal treatment or quality control	3,357	2,699	7,245
E3-4, AR 32	■ Discharged to seawater after internal treatment or quality control	0	0	0
E3-4, AR 32	■ Sent to external wastewater treatment plant	101,623	80,495	71,420
E3-4, AR 32	■ Recycled or reused (externally)	32,727	25,073	23,091
E3-4, 28(a)	TOTAL WATER CONSUMPTION (OFFICES AND INDUSTRIAL SITES)	64,337	75,517	92,625
E3-4, 29	Water intensity within Technip Energies sites (m³/€m)	8.9	11.2	15.4
AREAS AT WATER RISK⁽²⁾				
E3-4, AR 32	Total water withdrawal in areas at water risk	136,142	116,924	--
E3-4, AR 32	Total water discharges in areas at water risk	79,593	66,190	--
E3-4, 28(b)	TOTAL WATER CONSUMPTION IN AREAS AT WATER RISK⁽²⁾	56,549	50,734	--
RECYCLED AND REUSED WATER				
E3-4, 28(c)	Total water recycled and reused (internally and externally)	32,985	24,930	26,124
Entity spec.	■ Offices	24,564	18,761	16,720
Entity spec.	■ Industrial sites	8,421	6,169	9,404

(1) In 2025, the definitions of the indicators were aligned with the ESRS definitions, which led us to exclude water recycled internally from water withdrawal. 2024 and 2023 data was revised accordingly.

(2) In 2025, the areas classified as "low to medium risk" by the World Resource Institute are not considered as "areas at water risk." As they were included in the 2024 Annual Report, 2024 data was revised accordingly.

3.2.2.5. Our performance in monitoring value chain impacts

In alignment with the stewardship principles outlined in our water policy, we aim to reduce freshwater withdrawals. One enabler of this reduction is increased water reuse. Our original target was 50% of water withdrawals from reused or recycled sources by 2025. As there are technical feasibility limitations on the one hand, and as we have limited influence over structural decisions at construction sites within our value chain on the other, we revised the target to a more realistic level of 20%.

In 2025, the water reuse rate was 10%. This outcome reflects the strong dependency of water performance on project phases and operational requirements. For example, certain activities necessitate specific water quality, while phases with intensive concrete production significantly increase overall water consumption.

The decrease in reuse performance compared to 2024 is primarily explained by the progression of two major projects into more water-intensive phases. Our teams are continuing their efforts to increase the recycle rate.

ESRS ref.	Indicator	Target	2025	2024	2023
Entity spec. VC	 Percentage of total water recycled and reused (within Technip Energies and on third-party sites)	20% by 2025 (updated)	10%	18%	18%

In the 2023 Annual Report, the water consumption of some workers' camps was included in the disclosures, whereas Technip Energies is not HSE accountable for these areas; this has been corrected from the 2024 disclosures.

The table below presents the quantities of water withdrawn, discharged, and consumed across third-party sites within our value chain that fall under our HSE accountability.

ESRS ref.	Indicator in m ³ (entity-specific: value chain information)	2025	2024	2023
Entity spec. VC	Total water withdrawal on third-party sites (construction sites and yards)⁽¹⁾	2,668,020	1,218,783	1,598,342
WATER WITHDRAWAL BY SUBSTANCE TYPE (VALUE CHAIN DATA)⁽¹⁾				
Entity spec. VC	 Freshwater (≤1,000 mg/L Total Dissolved Solids)	2,665,901	1,158,977	1,504,757
Entity spec. VC	 Saline water (>1,000 mg/L Total Dissolved Solids)	2,120	59,806	93,585
Entity spec. VC	Total water discharges on third-party sites (construction sites and yards)	749,085	578,266	1,121,151
Entity spec. VC	Water stored	128,178	--	--
Entity spec. VC	Changes in storage	128,178	--	--
Entity spec. VC	TOTAL WATER CONSUMPTION ON THIRD-PARTY SITES (CONSTRUCTION SITES AND YARDS)	1,790,757	640,517	477,191
AREAS AT WATER RISK⁽²⁾ (VALUE CHAIN DATA)				
Entity spec. VC	Total water withdrawal in areas at water risk	2,634,890	1,054,619	--
Entity spec. VC	Total water discharges in areas at water risk	736,321	480,808	--
Entity spec. VC	Water stored	128,178	--	--
Entity spec. VC	Changes in storage	128,178	--	--
Entity spec. VC	TOTAL WATER CONSUMPTION IN AREAS AT WATER RISK⁽²⁾	1,770,391	573,811	--
RECYCLED AND REUSED WATER (VALUE CHAIN DATA)				
Entity spec. VC	Reused water from external sources	41,150	33,395	4,925
Entity spec. VC	Reused water from internal sources	239,749	235,321	342,299

In the 2023 Annual Report, the water consumption of some workers' camps was included in the disclosures, whereas Technip Energies is not HSE accountable for these areas; this has been corrected from the 2024 disclosures. For our major projects, water camp withdrawal represented 636,794 m³ in 2023. This amount is still included in the above data disclosed for 2023.

(1) In 2025, the definitions of the indicators were aligned with the ESRS definitions, which led us to exclude water recycled internally from water withdrawal. 2024 and 2023 data was revised accordingly.

(2) In 2025, the areas classified as "low to medium risk" by the World Resource Institute are not considered as "areas at water risk." As they were included in the 2024 Annual Report, 2024 data was revised accordingly.

Metrics definitions

Water withdrawal: water drawn into the boundaries of the sites and used to cover site activities, from all sources, over the course of the reporting period.

Water discharge: the total volume of effluents leaving the organization's boundaries and released to surface water, groundwater, or third parties during the reporting period. It is to be noted that "dewatering water," which is surface water removed to allow excavation, is not included in the water discharge disclosures in the table above. On our two main projects in the Middle East, this dewatering water is saline water which is discharged back to surface water after decantation. In 2025, these projects discharged 2,782,479 m³ of saline dewatering water.

Water consumption: consumed water is calculated and equals water withdrawal minus water discharges, adjusted for changes in water storage.

For withdrawn, discharged, recycled, and reused water, the values come from direct measurements, invoice data or temporary estimations for invoices not yet received at the end of the year. The limits of this methodology are linked to the precision of the sensors in place and to invoicing frequency.

Areas at water risk: areas that are classified as medium to high risk, high risk or extremely high risk by the World Resource Institute ("WRI"). Based on the latest data from the WRI, 43% of the 164 countries assessed are classified as being at water risk (Aqueduct 4.0 Water Risk Atlas).

3.2.3. Biodiversity and ecosystems

3.2.3.1. Our material impacts

IRO TYPE	DESCRIPTION
Potential negative impact upstream and downstream value chain (all time horizons)	Technip Energies recognizes that its EPC activities can impact biodiversity by disturbing flora, fauna, and vital habitats. Construction and operation phases of client projects entail ecosystem degradation. The primary driver of this impact is land use change, particularly in greenfield and brownfield developments that lead to soil sealing. This process not only fragments habitats but also indirectly affects water quality through increased sedimentation in rivers caused by vegetation clearing. Moreover, the procurement activity to deliver the EPC project can significantly impact biodiversity. Procurement can exert pressure on nature to varying degrees throughout different stages: during raw material extraction, during equipment and goods manufacturing and transportation, and ultimately up to their end-of-life management.

3.2.3.2. Our policies

Technip Energies is committed to minimizing the impact of its operations on biodiversity. As a demonstration of this commitment, our Biodiversity Management Standard, under the accountability of the Vice President QHSES, has applied to all of our projects since June 2024. This policy is available on the Group's intranet within the GBPMS.

The starting point of our impact mitigation strategy is the risk assessment of all prospective and current sites for which Technip Energies is HSE accountable. This methodology consists of two steps:

- The first step is the global approach which evaluates prospects and sites based on their proximity to sensitive areas and the nature of their activities.

This evaluation consists in giving all sites two scores:

- a sensitivity biodiversity score based on their proximity to protected areas, key biodiversity areas, and biodiversity hotspots;
- a sensitivity activity score based on the nature of activities. For example, office sites are less impactful than project construction sites.

The aggregated score is categorized into one of four sensitivity levels: Extreme, High, Medium, or Low. Sites located in "exclusion zones" (protected areas classified as Category I and II by the International Union for the Conservation of Nature) are automatically assigned the Extreme level. This initial step identifies "exclusion zones" or "sites at risk," for which a biodiversity management plan must be developed.

- The second step refines the risk analysis during project execution using biodiversity indicators.

To mitigate the impact on biodiversity, Technip Energies has adopted a management philosophy based on a mitigation hierarchy:

- **"Avoid."** The primary principle is to consider, from the design phase and throughout the construction and procurement phases, solutions to avoid impacts on natural habitats.
- **"Minimize."** If impactful activities cannot be avoided, efforts should be directed to their reduction in duration and intensity.
- **"Restore."** When impacts do occur, sites are required to take steps to "restore" the natural environment. Examples of restoration actions are given in section 3.2.3.3. Our actions.

All HSE accountable projects assessed as having a medium or high biodiversity risk are required to have a mitigation plan in place. Our mitigation strategy is complemented by our commitment to raising team, client and partner awareness of biodiversity issues.

To encourage sustainable procurement practices that consider biodiversity, Technip Energies mandates that its sites inquire about suppliers' commitments and actions to preserve biodiversity. Commitment to biodiversity can be demonstrated in various ways: the supplier may have a biodiversity charter, be ISO 14001 certified, provide materials covered by a traceability system, or have a defined biodiversity action plan throughout its supply chain. Additionally, Technip Energies favors the purchase of materials from recycled sources that limit the use of natural resources, from sustainable certified sources such as PEFC (Pan European Forest Certification) and FSC (Forest Stewardship Council) certified wood suppliers, and from local sources.

3.2.3.3. Our actions

Technip Energies' participation in Act4nature International since 2022 underlines its dedication to nature conservation and pragmatic corporate commitments to biodiversity. In 2024, these commitments were updated and expanded into five strategic pillars:

- strategy and governance;
- assess risks and impacts;
- avoid and reduce pressures on biodiversity;
- develop partnerships and share knowledge; and
- raise awareness among our stakeholders about biodiversity topics.

Specific targets have been defined for each axis, covering the period 2025–2027.

The Company's environmental team regularly reports on the risk levels of all HSE accountable sites, considering proximity to protected areas and site activities. These frequent reports enable up-to-date management of risks associated with projects in sensitive areas.

To equip HSE managers with the right expertise to develop action plans specific to local ecosystem challenges, we have compiled and shared with all HSE teams a list of specialized external experts and firms, indicating the regions where they are active.

To avoid the potential impacts of projects, Technip Energies has identified the following set of measures:

- the design footprint or size of fixed infrastructures and facilities is adjusted or modified to prevent the degradation and fragmentation of threatened or sensitive habitats, vegetation types, or species;

- the location of fixed infrastructures and facilities is adapted, modified, or rerouted to avoid the destruction, degradation, or fragmentation of migration routes for mammals, nesting sites of endemic protected species, and sensitive habitats;
- project facilities are clustered on a single site to reduce the overall footprint. The organization prioritizes building on the most degraded lands;
- infrastructure underpasses and overpasses are used to reduce habitat fragmentation;
- activity scheduling is adapted by understanding and taking into account seasonal and diurnal patterns of species behavior (e.g., breeding, migration, roosting) and ecosystem functioning (e.g., river flow, tree fruiting patterns, vegetation growth cycle/pattern); and
- if conditions allow (season, technical feasibility) and subject to the approval of local authorities, it is possible to relocate the species to another area of the site.

Similarly, examples of measures identified to minimize and compensate residual impacts include:

- habitat restoration and enhancement: restoring and enhancing habitats affected by operations. Be it reforestation, wetland restoration, or the creation of wildlife corridors, the aim is to boost biodiversity and improve ecosystem services;
- monitoring and adaptive management: continuously monitoring biodiversity performance during project execution. If unexpected impacts occur, prompt corrective actions are taken based on real-time data;
- stakeholder engagement: collaborating with local communities, NGOs, and experts ensures that residual impacts are minimized. Innovative solutions emerge through collective efforts; and
- avoiding areas with high biodiversity: the Group refrains from actions that would negatively impact critical habitats or endemic species. Detailed risk assessments guide decision-making to prevent irreversible damage.

Technip Energies utilizes its extensive experience in Environmental Aspects and Impacts Identification (“ENVID”) during project development to provide clients with informed recommendations for minimizing their negative impact on biodiversity. Additionally, we are committed to offering clients the best available techniques to prevent and control industrial pollutant emissions, thereby reducing environmental footprints and potential harm to nature.

Additionally, addressing noise reduction in industrial installations remains a critical focus. Our team of acoustic experts conducts performance guarantee tests worldwide to ensure optimal results.

Fostering a culture of biodiversity stewardship

In 2024, during the Sustainability Suppliers Council, we introduced the initiative to develop and sign a common Biodiversity Charter, outlining shared commitments to protect, preserve, and promote biodiversity. In 2025, the Charter was developed in collaboration with several suppliers. During the 2025 Sustainability Suppliers Council, we presented the progress achieved: to date, 14 suppliers (including ten major suppliers) have signed the Charter. To also engage our subcontractors in this collective journey toward biodiversity protection, the Charter was presented during the first Sustainability Subcontractors Council, which took place in 2025.

To raise awareness of biodiversity among employees, Technip Energies has implemented three complementary training initiatives:

- We offer Biodiversity Collage workshops, aiming to raise awareness of biodiversity erosion, in several operating centers and project sites, with the ambition of deploying them more globally. 856 employees have participated in these workshops since 2022.
- As part of our Eco Awareness training program, available to all employees, three modules specifically address the challenges affecting biodiversity.
- In 2023, we introduced a dedicated biodiversity e-learning course to further strengthen knowledge. By the end of 2025, 5,100 employees had completed this training.

In addition to these training initiatives, we organized a company-wide conference in October 2025 on the link between biodiversity and human health. The expert speaker presented the “Nexus” report from IPBES (the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services).

Biodiversity conservation and awareness in the NFS project

The NFS project demonstrates a proactive approach to biodiversity conservation, highlighted by activities conducted around Environmental Day on June 5, 2025, dedicated to raising awareness of biodiversity. An online training session focused on biodiversity loss and the specific biodiversity context in Qatar was complemented by an on-site quiz for operators to reinforce understanding and engagement. Following the discovery of a dead dhub (lizard), a species classified as vulnerable on the IUCN Red List, the project responded by issuing an environmental bulletin to inform and educate stakeholders about the species’ importance. Additionally, a warning signal has been erected near the area to alert personnel and visitors about dhub crossings, aiming to minimize disturbance and protect this vulnerable species. These initiatives reflect the project’s commitment to safeguarding biodiversity through education, awareness, and protective measures.

3.2.3.4. Biodiversity metrics - Technip Energies sites

To meet the needs of our external stakeholders, we disclose certain biodiversity information related to our sites, even though biodiversity has not been assessed as a material topic for these locations.

Technip Energies does not own or lease any sites located in IUCN Management Categories I or II. The Company rents two office spaces in areas considered to present a high biodiversity risk: one in Perth (Australia) and another in Tarragona (Spain). These offices occupy floors within multi-tenant buildings located in city centers. Since we only lease a portion of these city-center buildings, we are not in a position to implement significant actions regarding biodiversity protection in these areas.

However, where feasible, such as in our Rome office, located in an area with a medium biodiversity risk, we develop and apply biodiversity management plans and contribute to local biodiversity preservation and restoration initiatives.

3.2.3.5. Our performance in monitoring value chain impacts

Since 2023, we have been committed to protecting biodiversity by not working on projects located in IUCN Management Category I and II areas.

Biodiversity risk exposure assessments and calculations are automated through the B.WaRe internal tool (Biodiversity and Water Risk evaluation) based on a geographic information system. It helps clients and our project teams to identify risk areas as early as possible in order to develop the right

mitigation plans. As part of the minimization layer of the mitigation hierarchy, in 2024, we defined a target to cover 100% of projects assessed as high biodiversity risk. At the end of 2025, we reached our target, as biodiversity action plans are implemented for our three ongoing high-risk projects. Additionally, seven medium-risk projects are covered by a biodiversity management plan.

The table below displays the number of projects on third-party sites within our value chain that fall under our HSE accountability. It discloses the coverage of high biodiversity risk projects with dedicated action plans.

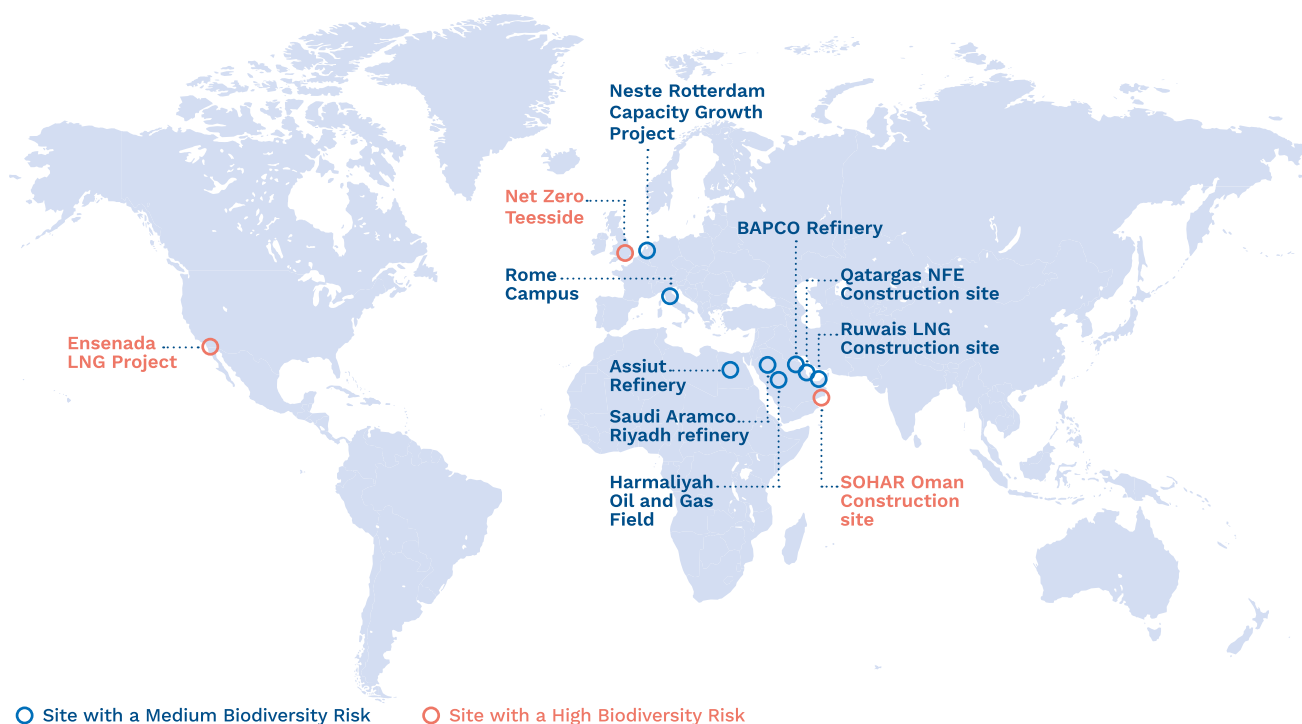
ESRS ref.	Indicator (entity-specific: value chain information)	Target	2025	2024	2023
DUE DILIGENCE ON PROJECTS AT BIODIVERSITY RISK					
Entity spec. VC	NUMBER OF PROJECTS ON THIRD-PARTY SITES		20	27	--
Entity spec. VC	 ■ Of which projects on sites located in IUCN Management Cat. I and II	Zero yearly	0	0	0
Entity spec. VC	■ Of which projects on sites with a high biodiversity risk rating		3	6	6
Entity spec. VC	Projects on sites (rated extreme or high risk) covered by a biodiversity action plan	100%	100%	50%	50%
COLLABORATING WITH STAKEHOLDERS					
Entity spec. VC	Percentage of major suppliers having signed the biodiversity common charter	75% by 2026	29%	--	--

Metrics definitions

Sites located in IUCN Management Cat. I and II: sites under Technip Energies' HSE accountability that are located in areas defined by the International Union for Conservation of Nature ("IUCN") as category Ia, Ib or II. Those sites have an extreme biodiversity risk rating.

Sites with a high biodiversity risk rating: sites under Technip Energies' HSE accountability that are assessed as high-risk, considering their proximity (less than five kilometers) to protected areas, key biodiversity areas and biodiversity hotspots, and the nature of their activities.

Major suppliers: 35 key suppliers that are monitored on ESG performance (see section 3.4.1.3. Relationship with our supply chain).



Biodiversity management plans at the end of 2025: 10 projects and 1 office.

3.2.4. Resource use and circular economy

Circularity is a process whereby existing materials and products retain their value and do not become waste. Ideally, this end-of-life material is restored to its virgin, original or “true” form (rather than being downgraded for other uses).

This can be achieved through a series of processes, known as “**chemical recycling**” (also known as advanced recycling). Technip Energies is a leader in chemical recycling technology and engineering services.

3.2.4.1. Contribution to circular economy solutions

Our material impacts and opportunities

IRO TYPE	DESCRIPTION
Potential positive impact own operations, upstream and downstream value chain (all time horizons)	Post-consumer plastics and polymer waste contribute significantly to environmental pollution — contaminating soil and water when landfilled, and polluting air when incinerated. While avoiding waste generation is the ideal, plastics and polymers remain essential in many applications due to the lack of cost-effective alternatives at scale. As a result, waste creation is often unavoidable. Technip Energies addresses this challenge through chemical recycling solutions and engineering services that transform polymer waste into feedstock for producing virgin-quality polymers. These technologies support the circular economy by enabling material circularity and reducing reliance on fossil-based resources. These solutions comprise in-house proprietary technologies as well as external collaborations granting access to third-party technologies.
	In addition to recycling solutions, by producing biodegradable alternatives to traditional plastics, Technip Energies can contribute to the reduction of plastic waste creation and the associated challenges of plastic waste management.
Opportunity own operations, upstream and downstream value chain (all time horizons)	Technip Energies has conducted a comprehensive analysis of both internal and market-available technologies, evaluating the market's size and needs. Technip Energies is strategically positioning itself as a leader in chemical recycling and biodegradable polymers, recognizing a significant opportunity to drive circularity revenues and enhance its reputation. The company is making significant investments in R&D to both improve existing solutions and pioneer new ones. This opportunity in circular economy applies to both the Project Delivery and Technology, Products & Services business segments.

Our actions

Technip Energies actively promotes and supports circularity, positively influencing all stakeholders — from the feedstock supply chain (collection, aggregation, and sorting of waste), to clients aiming to recycle waste, users of circular plant outputs as feedstock, and regulatory bodies — contributing to a more concrete regulatory framework to promote this activity. Within Technip Energies, this commitment is reflected at every level, starting from the organizational structure designed to promote solutions and business in this domain, to developing and marketing solutions that help our clients achieve their targets. Additionally, we are making significant investments in R&D to ensure the constant improvement and growth of our offerings.

Organization

Our “circularity” sub-business line is dedicated to focusing on circular markets and is staffed with a strong global team. This is a crucial step for Technip Energies to develop its position in the nascent and critical chemical recycling market. Through our technology offerings, we aim to design the most efficient systems to ensure circular solutions are both sustainable and economical. The key stakeholders involved in collective circular actions include:

- feedstock suppliers: responsible for the collection, aggregation and sorting of waste;
- clients: who set up the assets;
- downstream entities: that use the output of these circular solutions as feedstock; and
- governments and policy bodies: that provide the regulatory framework.

Technology, solutions & offer

Technip Energies is addressing the challenge of waste on two broad levels:

- managing existing and generated waste sustainably

through chemical recycling solutions; and

- eliminating the need for elaborate waste management systems by developing biodegradable polymer replacements for existing polymers and plastics.

Our scope includes developing solutions and offers, as well as supporting the engineering of circular systems to effectively drive the upstream (collection and sorting/waste management) and downstream (circular products) value chains. Simultaneously, we extend our expertise and know-how in technology scale-up, modularization, and process commercialization to our clients, helping them develop projects based on third-party technology, thereby making a positive contribution to the circular economy domain while generating revenue for the Group.

The solutions and offers can be broadly categorized into three domains:

A. Chemical recycling solutions:

- a. Mixed plastic waste (polyolefins) converted to pyrolysis oil through cooperation with pyrolysis technology providers. This pyrolysis oil can be upgraded via Technip Energies’ proprietary technology Pure.rOil™ to enable the liquid oil to be fed to units such as the steam cracker (as a naphtha replacement) to produce essential monomers like ethylene and propylene. Technip Energies has also signed a collaboration agreement with Neste & Alterra to globally offer a standardized modular chemical recycling solution, based on Alterra’s proprietary liquefaction technology, to help build chemical recycling capacity across geographies.
- b. Mixed plastic waste (polyolefins) converted to pyrolysis gas through cooperation with our partner, SYNOVA, providing the pyrolysis technology. This pyrolysis gas is treated via Technip Energies’ proprietary technology

Pure.rGas™ to enable the gas to be fed to steam crackers, bypassing the furnaces and integrating into the cold section of the plant. This unique offering allows all types of steam crackers to produce essential monomers, such as ethylene and propylene, with recycled content.

- c. Chemical recycling of polyamide through in-house technology and expertise. Waste polyamide is depolymerized to produce caprolactam — the monomer of polyamide that can be used to produce virgin-grade recycled polyamide.
- d. Chemical recycling of polyester textiles (Reju): Technip Energies and its partners have launched a company, Reju, and set up a pilot plant for advanced recycling of polyester textiles in Europe.

B. Biodegradable polymer solutions:

Technip Energies has existing solutions such as PBAT (polybutylene adipate terephthalate) and PBS (polybutylene succinate) and, through robust R&D and collaboration programs, is developing solutions for newer polymers that are biodegradable in nature and could be bio-sourced as well, which could replace traditional plastics and polymers across a range of applications.

C. Engineering services and Project Delivery:

Technip Energies works closely with several clients and third-party technology providers as a partner to scale and commercialize plants, thereby making a positive contribution to the circular economy. Our global experience and expertise in process scale-up and value engineering have made Technip Energies the leading partner for clients looking to scale up and build new facilities across the markets, including the circular economy space.

Notable projects include:

- Wastefront, which recycles end-of-life rubber tires into pyrolysis oil and recycled carbon black, an ingredient used in the manufacture of tires; and
- Ecoplanta Molecular Recycling Solutions, in collaboration with Enkern, which will be the first plant in Europe to transform, at scale, non-recyclable municipal solid waste and biomass into renewable and circular methanol.

We have certain solutions ready for deployment and are committed to both enhancing these and developing new ones through R&D, external collaborations, and the engineering of third-party technologies.

Our performance

We continually review our chemical recycling portfolio to ensure we offer solutions of interest to the markets served. As part of this process, we decided not to move forward with the Commercial Frame Licensing Agreement with Anellotech, based on current market timelines and the potential implications on the technology offering resulting from the recently published draft amendment to the EU Single-Use Plastics Directive.

Our target is to have at least one chemical recycling solution for each of the polymers or petrochemicals produced from the technologies in our portfolio, which is still in progress. This target was set internally based on our assessment of what is achievable. The rationale behind this decision to have recycling solutions for each polymer technology is based on scientific evidence which points out the negative impacts of plastic landfill on soil, water, and air quality. We are continuously improving our current range of solutions while investing in R&D and collaborating with our partners to build new solutions for a variety of polymers. To track progress, we monitor the number of solutions or offers available. For

business metrics, we measure the capacity of units developed, order intake, revenue, and the number of inquiries received from potential clients.

These metrics are based on the following assumptions:

- the more relevant solutions we have, the more opportunities we can target in the market;
- the number of inquiries indicates market interest; and
- order intake demonstrates the acceptance and effectiveness of our solutions (market creation and growth are influenced by government policies and mandates).

Since Technip Energies provides technology for and engineers polymer facilities, it plays a critical role in bringing solutions to the market that can help manage waste sustainably. The advanced recycling solutions not only eliminate the need for waste disposal but also reduce the dependency on virgin feedstock (primarily sourced from fossil fuels).

3.2.4.2. Eco-design and sustainable procurement

Our material impacts

IRO TYPE ¹	DESCRIPTION
Actual negative impact upstream and downstream value chain (all time horizons)	Technip Energies' project delivery to clients often involves specifying large quantities of equipment and materials, which negatively impacts planetary boundaries due to reliance on virgin and non-renewable resources. This extraction of raw materials, such as sand and steel, by suppliers and subcontractors, contributes to resource depletion.

(1) The following 2024 material risk was assessed as non-material in 2025: "Increased procurement costs in the case of higher prices for materials and equipment to include end-of-life management costs." As this price increase can usually be passed on to the client, this risk is not material for Technip Energies.

The following 2024 material opportunity was assessed as non-material in 2025: "If local authorities or client specifications impose circularity requirements, this could increase the competitiveness of eco-design practices and promote the sustainable use of resources." We do not foresee this trend becoming significant in the next five years, so due to the low likelihood, this opportunity is currently not material for the Group.

Our policies

The global HSE and Security policy states that the Group is committed to reducing the environmental impact of its activities. Our Circular Economy Management guideline defines circular economy as a shift from a linear "produce, consume, dispose" model to a circular one in which

resources are used more efficiently, leading to a reduced environmental impact. Decisions made during the design phase of our projects primarily influence the environmental impact. The guideline, available on the Group intranet, includes a focus on eco-design and sustainable procurement.

Eco-design systematically integrates environmental aspects into the design of our projects, aiming to reduce adverse environmental impacts while maintaining or improving performance. This approach often involves multiple criteria and includes a full life-cycle perspective (from design to end-of-life).

Our actions

Technip Energies takes a comprehensive approach to assessing the project’s environmental impacts in the early stages in order to build a dedicated, realistic action plan.

- The impact evaluation involves contributions by all disciplines that are part of the project in a collaborative manner. Various eco-design tools are used to support the impact assessment: environmental impacts identification review, a carbon footprint assessment tool, and life-cycle

Sustainable procurement considers the environmental and societal impacts of the resources needed for plant construction. It involves analyzing the supply chain to make sustainable purchases, prioritizing sustainably managed resources, ensuring responsible extraction and utilization of natural resources, and replacing non-renewable materials with renewable or recycled alternatives.

assessment are the main ones. During the evaluation, constraints linked to resources, technology, and client needs are considered in order to prioritize realistic objectives and targets.

- The action plan that is built based on the findings of the assessment phase incorporates actions for all disciplines (design, engineering, procurement, construction, etc.) and for the whole life cycle.

The table below gives examples of eco-design actions and sustainable procurement actions that are implemented on projects:

ECO-DESIGN	SUSTAINABLE PROCUREMENT
Reduce the weight, size, and numbers of materials in use in our design and simplify the process	Incorporate eco-conditionality into the purchased material or services (certification, eco-labels, recyclability performance, etc.)
Supply of renewable energy, reused water or recycled or bio-based material by design, instead of virgin materials	Optimize logistic flows to save resources, including with neighboring organizations
Replace the most hazardous substances in use with less hazardous ones	Consider geographical proximity as a main criteria when selecting materials or services
Render the product scalable/modular to enable future repair, replacement, remanufacture, and reuse (including associated instructions for the client for maintenance or dismantling)	Plan a material/packaging “take-back system” with the supply chain
For material/waste that cannot be recycled, develop environmentally sound energy recovery facilities and ensure state-of-the-art landfilling for residual waste (e.g., on-site incinerator)	Plan to avoid single-use plastic for packaging and prefer heat treatment for wood containers instead of chemical treatment

Furthermore, we are raising employee awareness of growing natural resource scarcity and the circular economy through Circular Economy Collage workshops. Since their launch in 2024, 360 employees have already participated.

Life cycle assessment

To support our clients in the energy transition and advance our own sustainability goals, Technip Energies France established an internal network of nine skilled Life Cycle Assessment (“LCA”) analysts. In 2025, these experts conducted several LCAs to assist the design teams in minimizing the environmental impact of Technip Energies’ operations, with a particular focus on climate-related effects.

The main highlights of each study are as follows:

- Confidential industrial process: One study examined a confidential industrial process, identifying major sources of environmental impacts throughout the value chain. It validated the effectiveness of eco-design strategies already in place, providing actionable insights to improve sustainability and optimize the project’s environmental performance.
- Hydraulic loading arm: Another study was conducted on a hydraulic loading arm produced in Sens and found that increasing the end-of-life metal recycling rate can significantly reduce CO₂-equivalent emissions compared to the current metal recycling rate. The study highlighted

how applying eco-design principles, such as prioritizing recycled and recyclable materials, designing for a simpler disassembly, and maximizing metal recycling at end-of-life can significantly reduce the environmental footprint of production activities.

- Reju technology: Through an ongoing LCA and targeted research, the LCA team is actively supporting the development of Reju technology, improving its innovative chemical recycling process for textile waste from an environmental perspective.
- Sustainable chemicals and circularity: Processium conducted initial LCAs on sustainable chemicals and circularity to identify environmental hotspots and inform business decisions. The studies noted that multi-functional technologies face commercialization challenges and uncertain environmental impacts. They found that the use and substitution potential of co-products significantly influence sustainability outcomes. This analysis helped prioritize commercialization scenarios, such as optimal country, feedstock, and market selection for co-product use, to maximize both sustainability and commercial viability.

Overall, these LCAs provided valuable, actionable insights, enabling us to make informed decisions, implement targeted sustainability improvements, and strategically advance innovative technologies for greater environmental and commercial impact.

Our performance

We are monitoring our main suppliers on their sustainability performance, as described in section 3.4.1.3. Relationship with our supply chain.

3.2.4.3. Waste management

Our material impacts

IRO TYPE	DESCRIPTION
Actual negative impact upstream and downstream value chain (all time horizons)	In order to deliver client projects, some waste is inevitably generated. When this waste cannot be recycled, it can result in the increased consumption of natural resources due to procurement, extraction, and transport activities. Furthermore, the disposal of non-recyclable waste can contribute to environmental pressures such as pollution. These impacts exist throughout the entire life cycle of a plant — from construction and operational use to its end-of-life phase.

Our policies

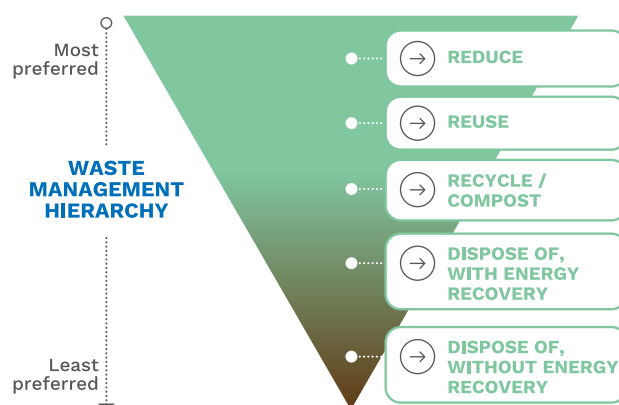
The waste management guideline outlines recommended practices for the management and disposal of hazardous and non-hazardous waste to minimize environmental impacts. The document is available for reference on the Group intranet.

The key aspects of the waste management philosophy are:

- Regulatory compliance: Each site monitors its applicable obligations and compliance status. Obligations include national regulations, international conventions, and clients' contractual requirements.
- Waste inventory and segregation:
 - Waste inventory: classify waste as hazardous or non-hazardous;
 - Waste segregation: physically separate waste according to its physical and chemical nature;
 - Hazardous waste management to enable necessary specific treatment.
- Recommendations for waste minimization (both hazardous and non-hazardous) and recovery in alignment with the waste management hierarchy:
 - Substitute materials or inputs with less hazardous or toxic materials that are easier to recover, or with those where processing generates lower waste volumes;
 - Apply best practices to convert materials efficiently, providing higher product output yields, including modification of design of the production process, operating conditions, and process controls;
 - Institute procurement measures that recognize opportunities to return usable materials such as containers and that prevent the over-ordering of materials.

- Waste final disposal is the least preferred level of the waste management hierarchy. Remaining waste is treated and disposed of to avoid potential impacts on human health and the environment.
- Performance and monitoring of waste management: Routine inspections are conducted to ensure proper waste segregation, storage conditions, and absence of leaks or spills. Internal audits and periodic auditing of third-party treatment facilities are recommended for continuous improvement.
- Training and awareness: Before starting site activities, all Technip Energies and subcontractor personnel receive environmental awareness training, including waste management.

Illustration of the waste management hierarchy:



Our actions

To foster sustainable waste management across our value chain, we offer our clients life cycle assessments as well as waste management strategy design.

Local waste management on project sites

At Technip Energies, waste management on project sites is directed by the guideline outlined above. Localized waste management plans are developed for the construction phase, ensuring compliance with local regulations and alignment with existing infrastructure and project characteristics. These plans involve close collaboration with local authorities and service providers to optimize waste handling and proper disposal. Particular attention is given to the nature of waste generated, its tracking and physical management throughout the process, and the potential for reusing or recycling materials and equipment. Examples of sustainable waste management on project sites include sourcing wood responsibly, composting wood and food scraps, and repurposing liquid waste. Contractual requirements and customer-specific technical guidelines are integrated into the approach, alongside the unique environmental context of each site, whether onshore or offshore, ensuring sustainable and responsible waste management practices.

A specific focus on plastic waste

In 2023, Technip Energies documented and deployed best practices regarding single-use plastics among its stakeholders, as part of its waste management guideline and its objective of becoming a single-use plastic-free company. Within the Company, this includes actively supporting and promoting initiatives among employees, clients, and visitors through information campaigns and actions aimed at avoiding or reducing plastic waste in offices, on sites, and at events, while raising awareness of the importance of protecting urban, rural, and marine environments. For instance, as part of our 2025 World Environment Day communications, we focused on raising awareness about plastic pollution through a short dedicated presentation shared across the Group to inspire collective action to address this global issue.

The Company requires its suppliers to minimize or avoid single-use plastics in their services, prioritizing alternatives with a low life-cycle carbon footprint. Where the use of plastics is unavoidable, materials with the least environmental impact are encouraged. Technip Energies also collaborates with partners to promote innovative projects and drive meaningful change in this domain.

Waste metrics - Technip Energies sites

To meet the needs of our external stakeholders, we present in the table below some waste indicators of our own operations, despite the fact that the waste management topic is not assessed as a material topic for our sites.

ESRS ref.	Indicator (in tonnes)	2025	2024	2023
E5-5, 37(a)	TOTAL WASTE GENERATED IN OFFICES AND ON INDUSTRIAL SITES	1,942	2,758	3,141
WASTE STREAMS				
E5-5, 38	■ Offices	895	1,035	1,219
E5-5, 38	Hazardous waste	15	37	21
E5-5, 38	Non-hazardous waste	880	999	1,197
E5-5, 38	• Mixed domestic waste	287	405	784
E5-5, 38	• Paper/cardboard	364	275	207
E5-5, 38	• Food waste	83	61	65
E5-5, 38	• Plastic	19	14	21
E5-5, 38	• Other non-hazardous	127	244	120
E5-5, 38	■ Industrial sites	1,047	1,722	1,922
E5-5, 38	Hazardous waste	250	84	282
E5-5, 38	Non-hazardous waste	798	1,638	1,640
E5-5, 38	• Scrap metal	362	598	572
E5-5, 38	• Wood	231	172	179
E5-5, 38	• Mixed domestic waste	27	41	53
E5-5, 38	• Other non-hazardous	178	827	836
WASTE GENERATED BY DESTINATION AND TYPE				
E5-5, 37(b)	Waste diverted from disposal (recovered waste)	1,426	2,343	2,359
Entity spec	Percentage of waste diverted from disposal (recovered waste)	73%	85%	75%
E5-5, 37(b)	Hazardous waste diverted from disposal	71	111	285
E5-5, 37(b)	■ Recycling	48	106	281
E5-5, 37(b)	■ Other recovery operations	22	5	4
E5-5, 37(b)	Non-hazardous waste diverted from disposal	1,355	2,231	2,073
E5-5, 37(b)	■ Recycling	1,284	2,173	1,530
E5-5, 37(b)	■ Other recovery operations	71	59	543
E5-5, 37(d)	Waste directed to disposal (non-recovered)	517	415	783
E5-5, 37(d)	Percentage of waste directed to disposal (non-recovered)	27%	15%	25%
E5-5, 37(c)	Hazardous waste directed to disposal	194	10	19
E5-5, 37(c)	■ Incineration	10	9	6
E5-5, 37(c)	• Incineration with energy recovery	10	8	1
E5-5, 37(c)	• Incineration without energy recovery	0	0	5
E5-5, 37(c)	■ Landfill	0	1	13
E5-5, 37(c)	■ Other disposal operations	184	1	0
E5-5, 37(c)	Non-hazardous waste directed to disposal	323	405	764
E5-5, 37(c)	■ Incineration	120	140	166
E5-5, 37(c)	• Incineration with energy recovery	120	140	166
E5-5, 37(c)	• Incineration without energy recovery	0	0	0
E5-5, 37(c)	■ Landfill	178	239	562
E5-5, 37(c)	■ Other disposal operations	25	26	36

Our performance in monitoring value chain impacts

Since 2023, we have exceeded our target of 85% recovered waste. In addition to the policies and action plans implemented, this over-achievement is linked to the current construction phases of our largest EPC projects.

The amount of waste generated increased significantly in 2025. This increase is largely driven by construction activities

on one of our largest EPC projects, which began to ramp up in 2024 and reached its peak in 2025. As a result, higher volumes of soil, rock, and dredging materials (non-hazardous) were generated compared to 2023. The majority of the soil will be used for backfilling.

Indicator	Targets	2025	2024	2023
 Percentage of total waste diverted from disposal (within Technip Energies and on third-party sites)	85% by 2025	94%	96%	91%

The table below displays the waste indicators on third-party sites within our value chain that fall under our HSE accountability.

ESRS ref.	Indicator (in tonnes)	2025	2024	2023
Entity spec. VC	TOTAL WASTE GENERATED ON THIRD-PARTY SITES (CONSTRUCTION SITES AND YARDS)	1,050,471	432,846	265,100
	WASTE STREAMS			
Entity spec. VC	Hazardous waste	743	3,062	6,230
Entity spec. VC	Non-hazardous waste	1,049,728	429,785	258,870
Entity spec. VC	■ Soil, rock, dredging material	985,295	387,620	218,563
Entity spec. VC	■ Concrete and construction waste	43,714	19,306	21,980
Entity spec. VC	■ Mixed domestic waste	7,007	8,528	8,146
Entity spec. VC	■ Wood	9,197	7,916	5,581
Entity spec. VC	■ Scrap metal	1,963	1,463	1,762
Entity spec. VC	■ Other non-hazardous	2,553	4,952	2,837
	WASTE GENERATED BY DESTINATION AND TYPE			
Entity spec. VC	Waste diverted from disposal (recovered waste)	988,806	415,506	242,115
Entity spec. VC	Percentage of waste diverted from disposal (recovered waste)	94%	96%	91%
Entity spec. VC	Hazardous waste diverted from disposal	295	577	447
Entity spec. VC	■ Recycling	295	576	376
Entity spec. VC	■ Other recovery operations	0	1	71
Entity spec. VC	Non-hazardous waste diverted from disposal	988,511	414,930	241,668
Entity spec. VC	■ Recycling	14,943	25,324	--
Entity spec. VC	■ Other recovery operations	973,568	389,606	--
Entity spec. VC	Waste directed to disposal (non-recovered)	61,666	17,340	22,985
Entity spec. VC	Percentage of waste directed to disposal (non-recovered)	6%	4%	9%
Entity spec. VC	Hazardous waste directed to disposal	448	2,485	5,783
Entity spec. VC	■ Incineration	93	208	121
Entity spec. VC	• Incineration with energy recovery	0	83	62
Entity spec. VC	• Incineration without energy recovery	93	125	59
Entity spec. VC	■ Landfill	83	307	178
Entity spec. VC	■ Other disposal operations	273	1,971	5,484
Entity spec. VC	Non-hazardous waste directed to disposal	61,217	14,855	17,201
Entity spec. VC	■ Incineration	126	277	221
Entity spec. VC	• Incineration with energy recovery	0	16	43
Entity spec. VC	• Incineration without energy recovery	126	262	178
Entity spec. VC	■ Landfill	37,496	10,089	12,035
Entity spec. VC	■ Other disposal operations	23,595	4,488	4,945

Metrics definitions

Hazardous waste shares the properties of hazardous materials (e.g., ignitability, corrosivity, reactivity, or toxicity), or other physical, chemical, or biological characteristics that may pose a potential risk to human health or the environment if improperly managed. Waste may also be defined as "hazardous" by local regulations or international conventions. Hazardous waste includes batteries, contaminated soil, electrical equipment and fluorescent tubes, medical waste, toner, waste oil, waste paint and solvents, chemical or paint tins, oil filters, oil rags, contaminated textiles, contaminated rubber, empty containers and drums used for hazardous substances.

Other non-hazardous waste includes tires, rubber, multi-laminates, and furniture.

Other recovery operations for non-hazardous waste include soil backfilling, which involves large amounts of material. It represents a significant portion of the waste diverted from disposal.

3.2.5. EU Green Taxonomy

Our Sustainability roadmap is deployed in a context where national governments and international bodies are implementing new policies to address the effects of a rapidly changing environment. The Taxonomy Regulation (the “**EU Green Taxonomy**”) is a key component of the European Commission’s action plan to redirect capital flows toward a more sustainable economy. It consists of a classification system establishing criteria for environmentally sustainable economic activities. The aim of the EU Green Taxonomy is to provide companies, investors and policymakers with clear definitions of economic activities that can be considered as environmentally sustainable.

The EU Green Taxonomy (Regulation (EU) 2020/852) came into force on July 12, 2020. It sets out the conditions an economic activity must meet to be qualified as environmentally sustainable. Based on Article 9 of the Regulation, the taxonomy focuses on six environmental objectives:

- climate change mitigation (CCM);
- climate change adaptation (CCA);
- the sustainable use and protection of water and marine resources (WTR);
- the transition to a circular economy (CE);
- pollution prevention and control (POL); and
- the protection and restoration of biodiversity and ecosystems (BIO).

The first delegated act (the **Climate Delegated Act** (EU) 2021/2139, adopted on June 4, 2021, and amended on June 27, 2023 by Regulation (EU) 2023/2485), established the technical screening criteria for economic activities that significantly contribute to the first two objectives (climate change mitigation and adaptation).

The **Complementary Delegated Act** (EU) 2022/1214, adopted in 2022, completed the Climate Delegated Act by including activities, technical criteria and specific disclosures for the nuclear and natural gas power generation sectors.

The **Environmental Delegated Act** (EU) 2023/2486, adopted on June 27, 2023, defined the criteria concerning the four other environmental objectives (sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control, protection and restoration of biodiversity and ecosystems).

On July 4, 2025, the European Commission adopted the **Simplified Delegated Act** (EU) 2026/73 amending the above regulation to reduce the reporting burden and complexity of the EU Green Taxonomy for non-financial undertakings, while preserving the framework’s core objectives. These amendments mainly aim to simplify the templates, introduce new thresholds for non-material activities, and amend Appendix C for pollution.

The measures outlined in this Delegated Act apply from January 1, 2026, and cover the 2025 financial year.

In accordance with Article 8 of the **Disclosures Delegated Act** (EU) 2021/2178 of July 6, 2021, amended by the **Complementary** and the **Environmental Delegated Act**, we set forth in this section the following KPIs representing the share of our Group’s revenue, capital expenditure (“**CAPEX**”) and operating expenditure (“**OPEX**”) for the reporting period 2025, which are associated with Taxonomy-eligible economic activities defined in the above regulation for the six environmental objectives.

Since the 2024 Annual Report, entities are required to disclose the proportion of their activities that are Taxonomy-eligible and Taxonomy-aligned in terms of their Turnover, CAPEX and OPEX for all the objectives. The alignment has been evaluated by identifying our activities or CAPEX covered by the Acts and assessing their alignment with:

- the technical criteria (for substantial contribution to the objectives);
- the “Do No Significant Harm” (DNSH) criteria with regard to the other five objectives; and
- the Minimum Safeguards Principle.

In accordance with the new Regulation 2026/73 effective from 2025 reporting, a threshold has been established whereby activities contributing less than 10% to the taxonomy KPIs are considered non-material (neither eligibility nor alignment are assessed).

Summary

Based on our 2025 analysis, and considering our upstream position in the value chain, whereby the Group provides products and services to clients engaged in activities covered by the EU Taxonomy (see section 3.1.3.1. Strategy, business model and value chain), our revenue is classified as Taxonomy-non-eligible. As the Group does not directly carry out the economic activities defined in the Climate and Environmental Delegated Acts, our main activities are not strictly covered by these Acts, and consequently the related capital and operating expenditures are also classified as Taxonomy-non-eligible.

In 2025, the Group carried out the eligibility assessment on 95% of its turnover. The remaining 5% is considered non-material.

The share of OPEX as defined by the EU Green Taxonomy is non-significant compared to the Group’s total consolidated operating expenses. In accordance with the Regulation, the materiality exemption for OPEX has therefore been applied.

The CAPEX reported below as Taxonomy-eligible refers to individual investments associated with outputs from Taxonomy-defined economic activities, such as certain building leases and our close-to-market research efforts on circularity, which are Taxonomy-aligned. It also includes other building leases, vehicle rentals (cars and vessels) and renovation activities that are not yet fully aligned.

CAPEX is reported as follows:

Capital expenditure (CAPEX)	2025	2024
Proportion of Taxonomy-Eligible economic activities (in %)*	37.0%	42.4%
Proportion of Taxonomy-Aligned economic activities (in %)*	7.2%	20.5%

* Main variance explanations are given in the CAPEX assessment section hereafter.

Our assessment

Turnover - Core business activities

As a global technology and engineering powerhouse for the energy transition, we contribute to reducing the environmental footprint of the energy industry by providing our clients with the most efficient technologies available and by limiting the impact of our activities. We are developing solutions in hydrogen, offshore wind farms, ethylene, sustainable chemistry (including biofuels and biochemicals), circularity, decarbonization projects, including low-carbon hydrogen and carbon capture, utilization, and storage, as well as carbon-free energy solutions (see section 1.5. A presence in traditional and emerging markets).

Taking the entire value chain into consideration, we expect to contribute to the energy transition and to GHG emission reductions by enabling the deployment of technologies that directly support these objectives.

Based on the current application of the eligibility criteria to the activities in which Technip Energies is involved, several sectors in which the Group operates — namely wind power, bioenergies (including biogas, biofuels, and bioliquids), ethylene, hydrogen, CO₂ storage, Carbon Capture (CCUS), and pharmaceuticals — are broadly referenced in the EU Taxonomy Delegated Acts. These are notably covered through activities such as “4.3 Electricity generation from wind power,” “3.14 Manufacture of organic basic chemicals,” “4.13 Manufacture of biogas and biofuels for use in transport and of bioliquids,” “3.2 Manufacture of equipment for the production and use of hydrogen,” “3.6 Manufacture of low-carbon technology,” and “1.1 Manufacture of active pharmaceutical ingredients (API) or drug substances.”

However, these activities primarily target the manufacture of products and technologies or the operation of facilities, and do not extend to engineering and construction activities. Consequently, while Technip Energies’ core activities are not themselves eligible under the EU Green Taxonomy, the Group nevertheless contributes to the sustainability performance and potential Taxonomy eligibility or alignment of its clients.

In addition, in the Complementary Climate Delegated Act, the Commission has included certain gas activities, notably through the activity “4.29 Electricity generation from fossil gaseous fuels,” for which the EU Green Taxonomy targets the gas energy activities as transitional activities, subject to specific conditions, by recognizing the role gas can play to help some regions in their transition from the most polluting solid fossil fuel energy sources, (e.g., coal) to renewable energy. Therefore, even though Technip Energies offers low-carbon capital expenditure solutions for the gas industry, our actual revenues in 2025 remain primarily not eligible, as our involvement is still upstream in the value chain. The Group does not operate facilities and is currently engaged in construction activities for the NZT Power-NEP project in the UK, which was non-material for the Group during 2025.

Concerning material recovery activities, they are addressed by the EU Green Taxonomy in the Climate Delegated Acts, through the activities “5.9. Material recovery from non-hazardous waste” and in the Environmental Delegated Act through the activity “2.7. Sorting and material recovery of non-hazardous waste.” However, the EU Green Taxonomy only covers mechanical transformation processes while Technip Energies provides solutions with chemical processes. Additionally, the activity “5.2 Sale of spare parts” is addressed only for certain sectors in which Technip Energies is not active.

Accordingly, in 2025, as in 2024, we have not yet identified any material Taxonomy-eligible (above 10% as per the revised 2025 regulation) or Taxonomy-aligned economic activities among those contributing to our 2025 annual consolidated

revenue. This does not exclude the possibility of future projects, which could lead to additional eligible activities for Technip Energies and increase its contribution to the Group’s turnover.

The Group performed the eligibility assessment on 95% of its turnover. The remaining 5% was considered non-material.

Operating expenses (OPEX)

The EU Green Taxonomy defines operating expenses (OPEX) as direct non-capitalized costs that relate to research and development, building renovation measures, short-term leases, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets of property, plants and equipment by the undertaking or third party to whom activities are outsourced that are necessary to ensure the continued and effective functioning of such assets.

Due to our economic activities and our economic model, our operating expenses consist primarily of cost of sales, representing more than 93.3% of the total consolidated OPEX in 2025 vs. 93.2% in 2024 (refer to section 8.1.1. Consolidated statement of income of this 2025 Annual Report).

Consequently, our total operating expenses that comply with the EU Green Taxonomy (denominator), as detailed above, represent for the 2025 financial year around €99.9 million (vs. €126.1 million in 2024) and 1.5% of our total consolidated operating expenses (vs. 2% in 2024). We therefore chose to use the materiality exemption offered by the Regulation, and not to compute this indicator numerator, which is considered as being equal to zero.

Capital expenditure (CAPEX)

The CAPEX KPI is defined as Taxonomy-eligible CAPEX (numerator) divided by our total CAPEX (denominator).

Total consolidated CAPEX (denominator) consists of additions to tangible and intangible fixed assets during the financial year, before depreciation, amortization and any re-measurements, including those resulting from revaluations and impairments, as well as excluding changes in fair value. It includes additions to fixed assets (IAS 16), intangible assets (IAS 38) and right-of-use assets (IFRS 16). Additions resulting from business combinations are also included.

Goodwill is not included in CAPEX as it is not defined as an intangible asset in accordance with IAS 38. For further details on our accounting policies and notes regarding our CAPEX, refer to section 8.1.6. Notes to consolidated financial statements of our 2025 Annual Report summarized below:

(In millions of €)	2025	2024	Notes in 8.1.6
Intangible assets	65.6	36.7	Note 14.
Acquisitions	40.5	36.7	
Business combinations	25.1		
Property, plant and equipment	145.6	76.9	Note 15.
Acquisitions	51.9	76.9	
Business combinations	93.7		
Right-of-use assets	99.7	68.5	Note 16.
Acquisitions	99.1	68.5	
Business combinations	0.6		
TOTAL CAPEX	310.9	182.2	

The total business combinations of assets integrated as of December 31, 2025 amounts to €119.5 million and represented 38.4% of the total CAPEX.

This amount corresponds to the acquisition price of Advanced Silicas’ assets from the Advanced Materials & Catalysts (AM&C) business acquired from Ecovyst Inc.

In accordance with question 152 of the Frequently Asked Questions (FAQ) from November 2024, the Group performed an eligibility assessment related to AM&C activities. Only individually eligible Category “C” CAPEX was identified in relation to its buildings (amounting to €18.9 million). Given the integration as of 31 December, 2025, the Group was not able to fully perform the alignment assessment and therefore considered all eligible CAPEX as non-aligned.

Consequently, at Group level, and regarding the numerator, only Category “C” CAPEX, purchase of output from Taxonomy-eligible and Taxonomy-aligned economic activities and individual measures enabling certain target activities to

become low-carbon or to lead to GHG reductions, has been taken into consideration (Article 8 and section 1.1.2.2. (c) of Annex I to the Disclosures Delegated Act).

Where an eligible activity exists under several environmental objectives, the Group performed its eligibility and alignment analysis over all the objectives.

Based on this assessment, we have identified the following economic activities in the Delegated Acts resulting in CAPEX that can be considered as individually Taxonomy-eligible. This CAPEX concerns purchases of output related to Taxonomy-eligible and Taxonomy-aligned economic activities:

	2025				2024			
	Eligible		Aligned		Eligible		Aligned	
	M€	%	M€	%	M€	%	M€	%
Capex activities								
6.5 Transport by motorbikes, passenger cars and commercial vehicles	3.1	1.0%	0.0	0.0%	3.8	2.1%	0.0	0.0%
6.10 Sea and coastal freight water transport, vessels for port operations	6.7	2.2%	0.0	0.0%	0.0	0.0%	0.0	0.0%
7.2 Renovation of existing buildings	4.0	1.3%	0.0	0.0%	0.0	0.0%	0.0	0.0%
7.3 Installation, maintenance and repair of energy efficiency equipment	1.0	0.3%	0.0	0.0%	0.0	0.0%	0.0	0.0%
7.7 Acquisition and ownership of buildings	91.4	29.4%	16.3	5.2%	52.4	28.8%	20.7	11.4%
8.1 Data processing, hosting and related activities	2.4	0.8%	0.0	0.0%	4.2	2.3%	0.0	0.0%
9.1 Close-to-market research, development and innovation	6.2	2.0%	6.2	2.0%	16.8	9.2%	16.8	9.2%
TOTAL TAXONOMY KPI	114.8	37.0%	22.5	7.2%	77.2	42.4%	37.5	20.6%
TAXONOMY KPI - without Business Combination	96.0	50.2%	22.5	11.8%				

The increase in CAPEX in 2025 is primarily explained by the acquisition of AM&C, complemented by significant new office leases in locations such as London (UK), Weymouth (USA), Frankfurt (Germany), Ahmedabad and Mumbai (India). It also reflects the renewal of several major office leases in Malaysia, China, Abu Dhabi, and Australia, as well as, to a lesser extent, the addition of new vessel leases.

Consequently, Technip Energies recorded a higher amount of Taxonomy-eligible CAPEX (+€37.6 million). However, the proportion of eligible CAPEX decreased by 5.4 points, as most of the AM&C assets integrated are not eligible (mainly trademarks, know-how, land, IT, machinery, and manufacturing equipment).

Without the AM&C acquisition, the eligible part would have increased by 7.8 points primarily due to office expenses and vessel rentals.

The decrease in the Group’s investments in Taxonomy-aligned activities (-13.4 points) is mostly due to the AM&C business combination for which the alignment process of eligible assets was still under analysis due to its late integration into the Group’s books (as of December 31, 2025), which has diluted the ratio.

Without the business combination, the alignment part would have decreased by 8.8 points primarily due to lower R&D investment of Reju entity in circularity (9.1) and fewer aligned offices in 2025 than in 2024, while more assets are either non-eligible or non-aligned (such as vessel leases or building renovation).

The alignment assessments made during 2025 have identified the below **Taxonomy-aligned** activities:

■ 7.7 Acquisition and ownership of buildings

In 2025, our Taxonomy-aligned CAPEX (classified in 7.7. activity) includes the increase in the right-of-use lease resulting from the annual rent indexation of our “Origine” headquarters located in Nanterre, France (as in previous years), as well as the leasing contract of our new office building in London, UK.

We assessed that our Origine headquarters contributes substantially to climate change mitigation by complying with the technical screening criteria of energy efficiency (consumption at 101 kWh/m²) and by identifying low/medium climate risk impacts on Bat Adapt (for the DNSH criteria). This alignment has been confirmed by the lessor.

Regarding the new London office, we assessed that it substantially contributes to the climate change mitigation objective by meeting all the technical screening criteria for an energy-efficient building built after December 31, 2020 (holding an energy performance certificate with an A rating and currently applying for BREEAM outstanding certification). Additionally, the building has incorporated adaptation measures for flooding, the primary high-risk factor identified in the climate change physical risk assessment (meeting the DNSH criteria).

■ 9.1 Close-to-market research, development and innovation

In 2025 (as in 2024), this CAPEX refers to Group investments in circular economy for the PET plastic and fiber bio recycling process of Reju with its demonstrator plant in Frankfurt (Germany), which can be considered as Taxonomy-aligned with climate change mitigation as it aims to indefinitely regenerate textile waste avoiding the GHG emissions of the virgin PET or textile industry. It does not harm climate change adaptation, contributes positively to the circular economy by giving new life to textile waste, does not increase the impact on water, or the pollution of air and soil, and does not harm the ecosystems surrounding its activities.

The composition of our Taxonomy-aligned CAPEX changed between 2024 and 2025 as follows: the acquisition and ownership of buildings category represented 72% in 2025 (Paris Origine office 16% and new London office 56%) versus 55% in 2024 (Paris Origine office 23% and the new Houston office 32%). The R&D share was 28% in 2025, down from 45% in 2024, reflecting lower R&D expenses from Reju.

Our **Taxonomy-eligible (but non-aligned)** CAPEX comprised:

- renting and leasing of vehicles, including extensions of existing lease contracts in activity “6.5. Transport by motorbikes, passenger cars and commercial vehicles,” for which some specific DNSH criteria are not known from lessors even for electric and hybrid vehicles;
- renting and leasing of vessels, including two new vessel contracts in 2025 within activity “6.10 Sea and coastal freight water transport, vessels for port operations” for which the lessor has confirmed non-alignment with EU regulations;
- building renovations related to the expansion of our research laboratory in Weymouth, USA, under activity “7.2. Renovation of existing buildings.” This project was not aligned with the regulation due to the absence of a climate risk assessment (DNSH criterion);
- investments concerning the installation of an HVAC system on the roof of our Frankfurt building under activity “7.6. Installation, maintenance and repair of renewable energy technologies.” These are not aligned with the regulation, as no protection measures have been taken to mitigate lightning risks, considered high in the climate assessment (DNSH criterion);
- acquisitions of buildings, including new, or extensions of existing lease contracts, independently of their use or energy efficiency in relation with the activity “7.7. Acquisition and ownership of buildings” of the Taxonomy Regulation. This includes non-aligned offices, despite sometimes high energy efficiency and sustainable certifications. For example, the Menara office building in Malaysia was certified GOLD in the Local Green Building Index and recognized for energy efficiency in the Large Green Buildings category by the Malaysian National Energy Awards; and
- some data center investments in activity “8.1 Data processing, hosting and related activities” transitioning toward sustainable practices mostly in India and Kuala Lumpur. However, they are not yet aligned to the specific European criteria for this activity.

Minimum safeguards

Following the “Minimum Safeguards” regulatory criteria set out in Articles 3 and 18 of Regulation 2020/852, Technip Energies addresses these topics through a set of standards, internal policies, and best practices applicable across its operations, as well as through specialized teams responsible for ensuring their consistent daily implementation.

To check the alignment of Technip Energies’ operations with the provisions of the OECD Guidelines for multinational companies, we conducted a self-assessment analysis of the Group’s internal procedures covering the main four Pillars listed below:

■ Human rights, including labor rights

The Technip Energies Code of Business Conduct recognizes human rights as fundamental principles, and the Company ensures compliance with human rights through numerous standards and policies (for more details, refer to section 3.3.2.2. Our policies to uphold human rights and the following sections regarding its implementation within the value chain).

■ Taxation

Technip Energies has adopted tax risk management strategies to ensure that the financial, regulatory, and reputational risks associated with taxation, described in section 4.3.5. Taxation risks, are fully identified and assessed. The Group Tax Policy is continuously adapted to address these evolving risks.

■ Anti-corruption

Similarly, Technip Energies has established dedicated standards and policies governing anti-corruption and anti-bribery compliance (for all information relating to Technip Energies’ anti-corruption framework, please refer to section 3.4.1.4. Anti-corruption and anti-bribery compliance). To date, the Group has not been subject to any controversial condemnation in this area.

■ Business ethics

The Company shows its commitment to promoting fair competition and Business Ethics in its Code of Business Conduct as described in section 3.4.1. Business conduct.

In relation to activities conducted by joint ventures and associates over which Technip Energies exercises significant influence and that are accounted for using the equity method, the Company leverages its position to encourage business partners to apply similar standards.

In conclusion, Technip Energies operates its economic activities with respect to the minimum safeguard guarantees, in line with the requirements of Article 18 of Regulation (EU) 2020/852.

Our EU Green Taxonomy reporting and indicators

The below tables include information relating to the KPIs listed in the templates provided in Annex II of Delegated Regulation 2026/73 of July 4, 2025, which amends Delegated Regulations 2023/2486 and 2021/2178, as well as to the templates included in EU Delegated Regulation 2022/1214, for economic activities in specific energy sectors such as gas and nuclear.

Table 1—Global indicators

KPI	2025				Breakdown by environmental objectives of Taxonomy aligned activities						Assessment			2024				
	Total	Proportion of Taxonomy Eligible activities		Taxonomy aligned activities	Proportion of Taxonomy Aligned activities		Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered non-material	Proportion of Taxonomy Eligible Activities year 2024	Taxonomy-aligned activities, year 2024	Proportion of Taxonomy-aligned activities, year 2024
	M€	%	M€	%	%	%	%	%	%	%	%	%	%	%	%	%	M€	%
TURNOVER	7,203.8	—%	-	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	5.0%	—%	—%	-	—%
CAPEX	310.9	37.0%	22.5	7.2%	7.2%	—%	—%	—%	—%	—%	—%	2.0%	—%	—%	42.4%	37.5	20.6%	—%
OPEX	99.9	—%	-	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	-	—%

Table 2—2025 CAPEX-Proportion of CAPEX from products or services associated with Taxonomy-aligned economic activities

CAPEX KPI	2025				Environmental objectives of Taxonomy aligned activities						Assessment		
	Code	Proportion of Taxonomy Eligible Activities	Taxonomy aligned activities	Proportion of Taxonomy Aligned Activities	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Proportion of enabling activities	Proportion of transitional activities	Proportion of Taxonomy aligned in Taxonomy eligible
		%	M€	%	%	%	%	%	%	%	(E)	(T)	%
Transport by motorbikes, passenger cars and commercial vehicles	CCM 6.5	1.0%	0.0	—%	—%	—%	—%	—%	—%	—%		T	—%
Sea and coastal freight water transport, vessels for port operations	CCM 6.10	2.2%	0.0	—%	—%	—%	—%	—%	—%	—%		T	—%
Renovation of existing buildings	CCM 7.2	1.3%	0.0	—%	—%	—%	—%	—%	—%	—%		T	—%
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	0.3%	0.0	—%	—%	—%	—%	—%	—%	—%	E		—%
Acquisition and ownership of buildings	CCM 7.7	29.4%	16.3	5.2%	5.2%	—%	—%	—%	—%	—%			14.2%
Data processing, hosting and related activities	CCM 8.1	0.8%	0.0	—%	—%	—%	—%	—%	—%	—%		T	—%
Close-to-market research, development and innovation	CCM 9.1	2.0%	6.2	2.0%	2.0%	—%	—%	—%	—%	—%	E		5.4%
Sum of alignment per objective					7.2%	—%	—%	—%	—%	—%			
TOTAL CAPEX		37.0%	22.5	7.2%	7.2%	—%	—%	—%	—%	—%	2.0%	—%	19.6%

3.3. Social information

3.3.1. Own workforce

At Technip Energies, we are committed to building an inclusive workplace focused on collaboration, well-being and personal development. Our call to action “Be part of the solution” invites each employee to contribute individually and collectively, promote excellence in all business and work aspects, eliminate discrimination, and make a positive impact inside and outside the Company.

This call to action is embodied in our **Employee Value Proposition** (“EVP”) strategy, launched in 2023 and centered on a powerful promise to both our employees and candidates: “Become an energy game-changer and engineer a sustainable future.” Through a process including employee feedback, leadership insights, external stakeholder engagement, creative workshops, and benchmark analyses, we developed an EVP that reflects our commitment to accelerating the energy transition.

The six pillars of the EVP capture Technip Energies’ corporate culture:

1. Sustainable future: We are pioneers in solving energy challenges and translating the priorities of today into tangible and sustainable solutions for a more sustainable future.
2. Skills for tomorrow: We boost our skills and reveal our expertise for tomorrow thanks to the development journeys that shape career progression and employability.
3. Innovative mindset: We demonstrate an innovative mindset and drive agile practices to transform new and flexible ideas into reality, accelerating the shift toward the Energy Transition.

4. Many voices, one team: We collaborate as one team, sharing knowledge and championing teamwork to deliver innovative energy projects.
5. Inclusive culture: We bring to life a diverse and inclusive culture that makes everyone feel welcome, respected, and engaged.
6. Safe environment: We prioritize safety and well-being, with a focus on HSE leadership, training, and well-being initiatives for all employees.

Supporting this framework, our Code of Business Conduct, presented in section 3.4.1.2. Corporate culture and business conduct, underlines our commitment to ethical and lawful behavior across the Company and recognizes human rights as a fundamental principle.

Our **Global Human Rights Policy** further reinforces this commitment by outlining our adherence to international frameworks, including the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, and International Labour Organization (“ILO”) Conventions. The policy applies to all people working within or affected by our business activities (employees, suppliers, partners, communities). It covers a wide range of topics, detailed in section 3.3.2.2. Our policies to uphold human rights. To raise awareness of these critical issues, an e-learning module on human rights is available to all employees.

3.3.1.1. Employees overview

The following table provides an overview of the total employee headcount of the Company as of December 31, 2023, 2024, and 2025, subdivided by geographical area.

ESRS ref.	Indicator	2025	2024	2023
HEADCOUNT BREAKDOWN BY CONTRACT TYPE AND BY GEOGRAPHICAL AREA				
S1-6, 50(b)i	Permanent employees	15,624	15,105	13,530
S1-6, 51	Africa & Middle East	1,570	1,634	1,229
S1-6, 51	Asia Pacific	5,129	4,780	4,303
S1-6, 51	Europe & Central Asia	7,240	6,919	6,373
S1-6, 51	Americas	1,685	1,772	1,625
S1-6, 50(b)ii	Temporary employees	2,950	2,123	1,968
S1-6, 51	Africa & Middle East	1,493	870	815
S1-6, 51	Asia Pacific	1,074	844	667
S1-6, 51	Europe & Central Asia	304	334	372
S1-6, 51	Americas	79	75	114
S1-6, 50(b)iii	Non-guaranteed hours employees	0	0	--
	TOTAL	18,574	17,228	15,498

In 2025, our headcount increased by 8% compared to 2024. This significant rise mostly stems from a higher workload on our projects in the Middle East. Additionally, the conversion of graduate engineer trainees to employees contributed to the growth in Asia Pacific. The headcount increase in India and Malaysia is driven by an expansion in the business

activities in this region, as well as our global project execution model, which includes a collaborative workload-sharing arrangement. In 2025, a new office was opened in Ahmedabad, India, to support this expansion. Additionally, the increase in India is also driven by higher activity on our Dahej industrial site.

The table below provides an overview of the employee headcount in our main countries of employment.

ESRS ref.	Indicator	2025	2024	2023
EMPLOYEE HEADCOUNT BY MAIN COUNTRIES				
S1-6, 50(a)	India	4,285	3,963	3,401
S1-6, 50(a)	France	3,890	3,672	3,501
S1-6, 50(a)	Italy	1,731	1,686	1,594
S1-6, 50(a)	United Arab Emirates	1,327	1,076	861
S1-6, 50(a)	Qatar	1,162	882	561
S1-6, 50(a)	United States	1,012	1,116	1,057
S1-6, 50(a)	Malaysia	1,009	772	711
S1-6, 50(a)	Spain	885	887	836

The table below provides an overview of the total employee headcount subdivided by contract type and by gender.

ESRS ref.	Indicator	2025	2024	2023
HEADCOUNT BREAKDOWN BY CONTRACT TYPE AND BY GENDER				
S1-6, 50(a)	EMPLOYEES	18,574	17,228	15,498
S1-6, 50(a)	■ Female	5,682	5,225	4,517
S1-6, 50(a)	■ Male	12,891	12,002	10,980
S1-6, 50(a)	■ Other	1	1	1
S1-6, 50(a)	■ Not Reported	0	0	0
S1-6, 50(b)i	Permanent employees	15,624	15,105	13,530
S1-6, 50(b)i	■ Female	5,161	4,799	4,127
S1-6, 50(b)i	■ Male	10,462	10,305	9,402
S1-6, 50(b)i	■ Other	1	1	1
S1-6, 50(b)i	■ Not Reported	0	0	0
S1-6, 50(b)ii	Temporary employees	2,950	2,123	1,968
S1-6, 50(b)ii	■ Female	521	426	390
S1-6, 50(b)ii	■ Male	2,429	1,697	1,578
S1-6, 50(b)ii	■ Other	0	0	0
S1-6, 50(b)ii	■ Not Reported	0	0	0
S1-6, 50(b)iii	Non-guaranteed hours employees	0	0	--

Wages, salaries and other pension costs related to the above-reported employees are indicated in Note 11 of the financial statements: €1,667.8 million.

Turnover rate

In 2025, the turnover rate, which includes transitions across permanent, fixed-term, and apprentice contracts, was 11.8%, compared to 13.2% in 2024. Voluntary attrition of permanent employees stood at 6.0% in 2025, a notable decrease from 7.4% in 2024. This reduction reflects our efforts to refine talent acquisition, strengthen our compensation & benefits

approach, enhance our development offerings, activate our employee value proposition, and foster a culture that not only attracts but also retains the talent driving our organization forward. Our programs and actions are detailed in the following sections.

ESRS ref.	Indicator	2025	2024	2023
S1-6, 50(c)	Number of employees who have left the undertaking	2,119	2,165	--
S1-6, 50(c)	Employee turnover (%)	11.8%	13.2%	16.1%
Entity spec.	Permanent employee attrition (voluntary) (%)	6.0%	7.4%	9.9%
Entity spec.	■ Female	5.4%	6.1%	--
Entity spec.	■ Male	6.3%	7.9%	--

Metrics definitions

Employee turnover: ratio of the number of employees who have left the undertaking during the reporting year (voluntarily or due to dismissal, retirement, or death in service) divided by the average number of employees between the beginning and end of the reporting period.

Permanent employee attrition: ratio of the number of permanent employees who have voluntarily left the undertaking during the reporting year divided by the average number of permanent employees between the beginning and end of the reporting period.

3.3.1.2. Engagement with our employees

Our Stakeholder Engagement Policy and engagement with our employees are disclosed in section 3.1.3.2. Stakeholder engagement.

“My Voice” - Actively listening to our employees

In 2022, Technip Energies launched an annual global employee engagement survey called “My Voice,” in collaboration with an independent company to ensure respondent anonymity. The survey is designed to gather employee feedback on different topics related to the main aspects of the work experience and assess employee engagement.

In 2025, 15,185 employees were invited to participate in the fourth edition of this survey. This group included permanent employees hired before June 30, 2025, and fixed-term employees who were converted to permanent status before September 12, 2025. The response rate increased to 89%, up from 86% in 2024, and the engagement rate also increased to 84% from 82% in 2024. Among the respondents, 87% expressed pride in working for Technip Energies, 82% felt a sense of personal accomplishment, 84% intended to stay with the Company for the next 12 months, and 83% would recommend Technip Energies as a great place to work. Overall, 18 out of 19 categories showed improvement, with the category related to client focus remaining stable at 86% favorability.

Our strengths in client focus, HSE, manager relationships, and ethics and integrity have been reinforced through specific actions such as learning paths for managers, and our programs: “My Development,” “Pulse,” and “Integrity at the core.” Nurturing a great workplace across all dimensions of the employee experience is a long journey, and for this reason, we are committed to continuously enhancing the work experience at Technip Energies.

The survey also identified areas for improvement, which we are addressing through targeted initiatives. For example, we are improving our internal communication channels to ensure all employees feel informed and connected, such as by offering T.EN Talks presented live by senior leaders with a Q&A session. Additionally, we are prioritizing reskilling and upskilling through a global learning offer and a mid-year development review focused on professional growth.

Analyzing the survey results involves a detailed examination of the feedback received, identifying key trends and areas that require attention. This analysis is conducted in collaboration with our independent partner to ensure objectivity and accuracy. Once the analysis is complete, the results are shared at different levels in the Company: Executive Committee, top management leadership group, country leadership teams, People & Culture representatives, and all employees, ensuring full transparency. These results are key inputs for designing global, country, and team action plans.

As we move forward, we will continue to listen to our employees’ voices and take action based on their feedback. Our goal is to create an environment where everyone feels valued, supported, and motivated to contribute to the success of Technip Energies.

Engaging with workers’ representatives

Technip Energies is committed to maintaining regular, open and constructive dialogue with employees or their representatives to better support its transformation and share its strategy.

2024 marked the first year of the European Works Council (“EWC”) of Technip Energies; it supplements national worker information and consultation systems. The second year of Technip Energies’ EWC continued to support social dialogue with two plenary meetings in 2025. The basis for Technip Energies’ EWC’s activities and operating rules is defined in the EWC agreement dated December 14, 2023 available on the Group intranet.

The EWC is a cross-border information and consultation body representing all Technip Energies employees from European Economic Area (“EEA”) countries where the Company operates. At the Company level, it serves as the uniform representation of the interests of approximately 7,000 employees across nine countries within the European Economic Area.

The creation of a transnational employee representation body provides a better channel for worker involvement and representation on transnational economic, financial and social issues of strategic importance to the Company and the workforce. The EWC contributes to the development of constructive social dialogue and the construction of a common culture, reinforcing a feeling of belonging within Technip Energies.

It should be noted that, in addition to discussions on the Company’s strategy and performance, the sustainability strategy and material matters are one of the recurring topics of information provided to the EWC, including our sustainability roadmap and the associated targets.

EWC meetings are held twice a year as a minimum and the EWC shall also be consulted, with the right to be assisted by an expert, in the event of exceptional circumstances significantly impacting the Company’s structure, organization, or employees.

Members of the Executive Committee, or their direct representative, are systematically present at the EWC meetings.

In 2025, 93% of our employees in the EEA were covered by collective bargaining agreements, with a coverage rate of 100% for our employees working in France, Italy, Spain, and Belgium. At Group level, the slight decrease in the percentage of employees covered by collective bargaining agreements (39% for 2025 vs. 42% for 2024) is attributable to the growing share of our workforce located in countries outside the EEA, where such coverage is not a standard practice.

Regarding social dialogue, workers’ representation is also more developed in Europe. In 2025, in EEA countries where Technip Energies has a significant headcount (France and Italy), 97% of employees benefitted from trade union and/or elected staff representation.

ESRS ref.	Indicator	2025	2024
COLLECTIVE BARGAINING COVERAGE			
S1-8, 60(a)	Percentage of employees covered by collective bargaining agreements	39%	42%
Employee Coverage – EEA countries			
S1-8, 60(b)	0-19%	Germany, Netherlands, Norway	Germany, Netherlands, Norway
S1-8, 60(b)	20-39%		
S1-8, 60(b)	40-59%		
S1-8, 60(b)	60-79%		
S1-8, 60(b)	80-100%	France, Italy, Belgium, Spain	France, Italy, Belgium, Spain
Employee Coverage – Non-EEA geographical areas			
S1-8, 60(c)	0-19%	UAE, India, Egypt, Malaysia, Thailand, USA, Qatar, Colombia	UAE, India, Egypt, Malaysia, Thailand, USA, Qatar, Colombia
S1-8, 60(c)	20-39%		
S1-8, 60(c)	40-59%		
S1-8, 60(c)	60-79%		
S1-8, 60(c)	80-100%		
SOCIAL DIALOGUE BY COUNTRY			
Workplace representation (EEA only)			
S1-8, 63(a)	0-19%		
S1-8, 63(a)	20-39%		
S1-8, 63(a)	40-59%		
S1-8, 63(a)	60-79%		
S1-8, 63(a)	80-100%	France, Italy	France, Italy

Metrics definitions

Percentage of employees covered by collective bargaining agreements: the scope of the calculation includes all employees from legal entities within the EEA and employees in legal entities outside the EEA representing at least 2% of the Group's headcount.

- in the European Economic Area ("EEA"): percentage of employees covered by collective bargaining agreements for each EEA country in which Technip Energies has employees;
- outside the EEA: percentage of employees covered by collective bargaining agreements for legal entities representing at least 2% of the Group's headcount.
- the calculation is: number of employees covered by collective bargaining agreements divided by total number of employees in the defined countries*100.

Workplace representation percentage refers to:

- the global percentage of employees covered by workers' representatives, reported at the country level for each EEA country in which Technip Energies has employees representing at least 10% of the Group's headcount;
- the calculation is: number of employees working in establishments with workers' representatives divided by the total number of employees in the defined countries*100.

Channels to raise concerns, complaints and incidents

As stated in our Code of Business Conduct, we encourage employees and others to raise questions and concerns through any of these channels:

- their direct manager or someone else in their management line;
- the Chief Compliance Officer or anyone in Ethics & Compliance;
- any officer of the Company;
- their People & Culture Department representative;
- their Legal Department representative; and
- an independent third party via the dedicated reporting Integrity Line.

Awareness of the available channels is promoted through e-learning, in-person training, the intranet, and posters displayed in offices.

In our 2025 "My Voice" survey, 96% of employees declared that they are aware of how to report ethical concerns or observed misconduct. Additionally, 84% are confident that a raised misconduct concern would be addressed.

Allegation management

Technip Energies takes all reports of suspected violations seriously and is committed to ensuring that they are investigated confidentially, thoroughly, and impartially, as is documented in our Whistleblower Policy, available on the Technip Energies website (www.ten.com/en/about/corporate-governance), and supported by the Code of Business Conduct. Necessary corrective actions are systematically taken, including disciplinary, termination, or legal action, as appropriate.

Anyone who reports a suspected violation of our Code – including those who choose to remain anonymous – will be informed of the receipt of the concern as well as the progress and closing of the investigation.

Details on which concerns should be reported, how to report them, the procedure followed once a report is made, and the protection for employees who report concerns are available in the Technip Energies Whistleblower Policy and the internal Allegation Management Standard. For more information about our commitment to transparency and our corporate culture, please refer to section 3.4.1.2. Corporate culture and business conduct.

Employees may be invited to participate in an investigation, to attend an interview, or to provide information. They are invited to cooperate honestly, openly, and fully.

Our incident metrics are presented in the table below. The decrease in reported incidents of discrimination is primarily attributable to the fact that, in 2024, multiple reports were linked to the same individual or situation. None of these reported incidents triggered any penalties or compensation.

We view the increase in other work-related complaints positively, as it reflects employees' confidence in speaking up and demonstrates a healthy and effective reporting culture, as highlighted in the 2025 "My Voice" survey.

ESRS ref.	Indicator	2025	2024
INCIDENTS AND COMPLAINTS AFFECTING OWN WORKFORCE			
S1-17, 103(a)	Number of incidents of discrimination, including harassment	20	32
S1-17, 103(b)	Number of other work-related complaints	96	17
CASES OF SEVERE HUMAN RIGHTS INCIDENTS AFFECTING OWN WORKFORCE			
S1-17, 104(a)	Number of severe human rights incidents	0	0

We use feedback from employees and their representatives, along with reported incidents and complaints, to guide how we manage our workforce, even if the workforce is not directly involved in setting and monitoring our targets.

3.3.1.3. Occupational health and safety

At Technip Energies, safety is at the core of our values, and we are committed to ensuring the health, safety, and well-being of all our employees and the people we work with.

As a global engineering and technology powerhouse, we undertake EPC projects that bring many operators onto construction sites to work alongside our own workforce. Although these external collaborators are not employed by

Technip Energies, they become our responsibility once they step onto project sites under our HSE accountability. Therefore, our management of material impacts regarding health and safety extends beyond our own workforce to include all workers on sites for which we are HSE accountable.

Our material impacts

IRO TYPE	DESCRIPTION
Actual negative impact own operations, upstream and downstream value chain (all time horizons)	Incidents related to the working environment or improper security and safety management can adversely affect the health and safety of employees and value chain workers, potentially leading to injuries, illnesses, or, in the most serious cases, fatalities. The Group's level of influence varies depending on the type of value chain worker: ■ for workers on construction sites and yards, primarily employees of subcontractors and some procurement suppliers, Technip Energies has HSE accountability and applies its policies, standards, and action plans directly to ensure the safety of all site workers; ■ for workers in the procurement value chain, influence is exercised through supplier qualification and engagement programs managed by Global Sourcing & Procurement (GSP).

Our policies

Our Global HSES Policy demonstrates our absolute commitment to the Health, Safety, Environment and Security ("HSES") of anyone directly or indirectly affected by our business activities. It ensures that these topics are managed as an integral part of our business, with genuine care and concern for people and the environment. We do not compromise on quality, safety, health, security, or environmental sustainability to achieve our financial objectives. For us, success means reducing incidents, risks, and our environmental footprint. Compliance with the policy is the responsibility of all employees and is led by Technip Energies' CEO.

Our policy is displayed in all the locations we work in and integrated into all our contractual obligations for suppliers and subcontractors. It is also disclosed on the Technip Energies website at <https://www.ten.com/en/about/qhes>.

A key element of our HSES management system is our set of global HSES management standards, which apply to all our sites and projects. After harmonizing all our HSES site execution standards, we have now structurally implemented these standards on all projects. Furthermore, several digitalization projects have started to simplify, globalize, and support the high-quality rollout of these HSES standards.

In addition, 95% of our eligible entities are certified ISO 45001, the international standard for occupational health and safety management systems, covering 83% of our employees and demonstrating the Group's responsible commitment.

Our actions

Our health and safety training and action plans are designed to prevent incidents and ensure the safety of all Technip Energies and subcontractor personnel in the workplace. It is a continuous process and our priority.

Pulse program



Pulse, our global HSE culture and engagement program, is designed to extend HSE principles to everyone we work and live with.

This flagship engagement program puts HSE at the heart of our operations. It focuses on physical and mental well-being to promote a work environment where we look after one another. Our latest employee survey highlighted that 82% of respondents know how the Pulse program contributes to the overall HSE culture improvement.

Pulse is for everyone, regardless of their role in the Company. It is a leadership program designed to educate people about their HSE responsibilities and create a HSE culture that emphasizes influence and expectations. At Technip Energies, we have deployed five tailored training modules to engage employees at all levels of the organization including our clients and subcontractors.

They are:

- Pulse HSE Leadership;
- Pulse for Engineering;
- Pulse for Frontline Supervision to engage subcontractor personnel;
- Pulse for Site Managers and Supervisors; and
- Pulse for the Office.

The program encourages everyone to identify actions within their scope of responsibility that can influence HSE performance at all levels of the Company. It uses a discovery learning approach with role plays and gamified activities. In 2025, we held 586 training sessions at our Operating Centers and on project sites with over 8,600 participants. In addition, Pulse is part of our onboarding process in the form of an e-learning program. The program allows us to move to the same beat, and work better and more safely together.

In 2026, we are launching a key initiative, called Pulse Evolution, with the objective to strengthen the program's relevance, impact, and cultural resonance.

Behavior-Based Safety ("BBS") program

We organize regular health and safety training, have dedicated safety moments, and employ specialized personnel. The Behavior-Based Safety ("BBS") program trains observers to monitor workers' behavior on site, identify blockers that prevent safe execution, and discuss ways of making work safer. Observers encourage a positive approach to HSE on site by acknowledging and reinforcing safe behaviors. Their findings are then raised at site steering committee meetings to discuss what improvements can be provided. All eligible projects under our HSE accountability now have the BBS program in place.

To make sure that safe behavior becomes automatic, we have designed a knowledge retention program to identify what gets forgotten. We have a dedicated team on project sites, whose role is to question workers and identify safety knowledge gaps, so that we can provide targeted training programs and reinforce knowledge to required levels. We maintain a cycle of measurement, training, and reassessment — an ongoing process that begins at project kickoff and continues through to completion.

QHSES leadership visits program

Technip Energies' QHSES leadership visits program is a key driver for our business, fostering a leadership culture centered on Quality, Health, Safety, Environment & Security ("QHSES"). Through practical and visible engagement, the Leadership Team proactively connects with employees, initiating positive QHSES conversations, listening actively, identifying improvement areas, and recognizing exemplary behaviors. The program leverages management skills to reinforce our QHSES values.

Accident and near miss management

Reporting near misses is one of the most powerful ways to prevent accidents as well as to learn and improve. Every near miss is a free lesson, an early warning that allows us to identify hazards, improve our processes, and protect our colleagues from harm. At Technip Energies, we strongly encourage reporting near misses, to strengthen safety and collective learning, foster a culture of openness, and ensure no opportunity for improvement is missed.

Furthermore, all incidents (accidents and near misses) are investigated. A process is implemented to define the extent of the necessary investigation based on the actual and potential risk of injury related to the event. The investigation identifies the root causes of the event and appropriate corrective or preventative actions to be taken to prevent re-occurrence. Lessons learned are shared with affected groups.

A Serious Injury and Fatality ("SIF") program supports the proactive identification and control of the highest-risk activities. By learning from actual and high-potential incidents, sharing lessons across projects, and engaging the Executive Committee, the SIF program drives continuous improvement and demonstrates our unwavering commitment to protecting people.

In addition, on a quarterly basis, the Incident Review Committees review and analyze current incidents and trends. It is a forum for sharing insights, fostering collaboration, and driving continuous learning. Each session turns incidents into opportunities for improvement, ensuring lessons learned strengthen our practices. This proactive approach enhances HSE and supports business excellence.

Human Performances initiative

We started to incorporate Human Performance Principles into our journey by strengthening their integration into our work programs and systems. By deepening our understanding of human error mechanisms and organizational performance levers, we will become better equipped to anticipate, prevent, and manage risks related to human behavior.

Artificial Intelligence initiative

AI is part of the HSE agenda to drive HSE further toward excellence. We are exploring AI's potential to enhance safety in a variety of contexts, from data management and analysis to direct, on-site applications. Through such initiatives and upskilling, we reinforce our commitment to harnessing advanced technologies for safer, more efficient, and sustainable operations.

HSE Main Contractors Summit

Since November 2023, the HSE Main Contractors Summit, led by Technip Energies, brings together senior HSE representatives from 13 global companies, under the theme “Be HSE Future-Ready.” These companies often work with us on common projects and share an interest in improving HSE conditions. The November 2025 Summit was again a huge success, further strengthening an improved structural approach.

The Summit fosters collaboration, with participants sharing information and discussing ideas on topics such as how to achieve zero incidents and leverage new technologies during workshops on the “Human Factor approach” and “AI in HSE.” Several working groups are driving the main topics to reach a shared way forward.

Medical support for workers on project sites

Expatriation and long-term missions

Working abroad, in sometimes remote locations, requires preparation and the ability, on any worksite, to implement a medical prevention program, to provide routine medical information and care, and to respond to medical emergencies. Technip Energies has developed three main processes to meet these needs:

- the Medical Management Plan (“MMP”) is prepared in cooperation with clients, peers, and contractors. This document assesses the required medical facilities in the surroundings of a project site and describes how we adapt the medical support needed on site for each project worksite in terms of medical facilities, medical staff, and equipment;
- the Health Risk Assessment (“HRA”) is conducted for all sites where Technip Energies employees are involved; it aims to mitigate health risks present in each work location and implement appropriate prevention measures;
- the Medical Emergency Response Plan (“MERP”) provides information on what to do in the case of medical events requiring specific treatments which cannot be provided at the worksite medical facilities.

These tools are the three main pillars of Technip Energies’ Health Policy. They are essential and are regularly monitored to ensure they meet every specific need.

Ensuring good health for each employee

Our expatriate employees must be in good physical and mental health. They work far from home, on remote worksites, in complex countries, in different cultures, and in a world impacted by climate change (heatwaves, fires, floods, tropical storms, hurricanes, drought, etc.). We support each employee with a medical assessment and screening before any expatriation, regardless of whether their assignment is short or long term. This ensures they face no greater health risk than in their home country, and helps assess and mitigate any additional risk.

This medical assessment is carried out in the employee’s home country. It can be repeated upon arrival in the country of expatriation and is adapted to the specificities of each job. Regular medical surveillance ensures employees remain in good health throughout their mobilization abroad.

The Group medical coverage includes medical check-ups for Technip Energies expatriates and their families.

Security

Security is a fundamental pillar of Technip Energies operations. In a world that is constantly evolving, with dynamic, interconnected, and often unpredictable risks, our mission is to safeguard company personnel, stakeholders, and assets from security threats – by detecting early warnings, implementing effective security measures, and keeping a permanent response capacity. These efforts aim to support operational resilience, foster stakeholder trust, and drive sustainable progress. At the core of our security strategy are five fundamental objectives: Anticipate, Prevent, Protect, Detect, and Respond.

In 2025, we upgraded our emergency notification system, now called T.EN Alert, to maintain the security of our people, whether they are traveling, on a project site, or working in an office. Constant monitoring by a team of experts enables the system to send timely alerts through several channels in the event of an emergency, active threat, or concerning situation.

Prevention is a critical pillar of our security management system. It involves proactive initiatives aimed at increasing awareness and fostering a strong security culture at both organizational and individual levels.

Technip Energies’ SMARTTravel program exemplifies this approach, providing all employees travelling — whether for business trips, project mobilizations, or expatriations — with travel security alerts, pre-trip advisories, and updated country briefings.

We believe that security fundamentally hinges on people. Every employee’s vigilance, adherence to security protocols, and proactive engagement are essential in creating a secure environment. This belief has led us to develop the “7 Security Golden Rules,” a simple and accessible program highlighting practical and easy-to-implement steps that each and every employee can take to contribute to enhancing overall security.

To secure our project operations, we are carefully integrating security considerations early in project tender phases, such as security specifications, layered physical and technical security measures, and vulnerability assessments to identify and address potential weaknesses. Furthermore, we conduct inspections and surveys of accommodations, worksites, and transportation modes in medium and high-risk areas, before and during project execution, ensuring that security measures are commensurate with the threat level.

We have also implemented comprehensive emergency and incident management protocols, which are supported by response teams at all organizational levels.

These teams undergo regular training and simulation exercises based on a wide range of realistic risk scenarios such as ransomware attacks, extreme climatic events, injured or missing personnel, fire or explosions to ensure our readiness to face any type of event.

Security within Technip Energies is about building a resilient foundation that protects our people, operations, and future growth.

Our performance

The latest employee survey confirmed the positive impact of our efforts to create a safe and transparent work environment: 93% of respondents stated that Technip Energies provides a safe environment, and 90% are comfortable reporting an HSE issue.

All safety incidents are recorded for both our own workforce and subcontractors, striving for zero fatalities, which was the case for 2025.

In addition to lagging indicators, we monitor our leading indicators such as BBS (Behavior-Based Safety) implementation (targeting 100% of eligible construction sites with a BBS program each year), QHSES leadership visits (targeting 95% participation of top leaders in at least one leadership visit per year), to improve HSE, for everyone under our responsibility (i.e., employees and workers in the value chain on sites under our HSE accountability).

Our BBS program is currently undergoing an upgrade. We plan to implement the updated program on projects that started in 2025 following completion of a testing phase. As a result, 2025 saw a decrease in BBS program implementation compared to previous years.

Throughout the year, we promote our HSE culture and safety best practices across our workforce and all those we collaborate with. Through capillarity, safe behaviors naturally extend beyond our activities, helping disseminate our HSE culture to other organizations and throughout the value chain.

Although safety is a core value of Technip Energies, we still face actual or potential SIF cases. Thanks to our “Fail Safe” barriers, none of these incidents resulted in fatalities; however, we had one serious incident with permanent impairment in 2025. Each case is treated as the highest priority level through the SIF-Call process, which involves a top management incident review. Following this, we ensure

the global implementation and follow-up of mitigation measures to prevent recurrence.

In 2025, we observed a decrease in the Total Recordable Incident Rate (“**TRIR**”) to 0.13 (per 200,000 hours worked) from 0.16 in 2024, meeting our yearly target of less than 0.20. Recognizing the complexity of our ongoing projects and our commitment to broad incident reporting, we established in 2025 a revised TRIR target of <0.20 (versus <0.10) to maintain engagement and momentum across all teams while ensuring transparency and continuous improvement. The subcontractor workforce represented around 95% of all recordable incidents. The Company’s approach to incident reporting is exhaustive and includes minor incidents (82% of recordable incidents in 2025 were Restricted Work Cases and Medical Treatment Injuries). A set of proactive actions have been implemented: specific site visits and audits, cold-eye reviews, exchanges of best practices among sites, integration of lessons learned to improve and positively impact safety on the sites.

Our track record on major projects is illustrative of this performance:

- a.** BAPCO Project: 41 million worked hours without Lost Time Injury (“**LTI**”);
- b.** Borouge Project: 25 million worked hours without LTI;
- c.** Assiut Project: 20 million worked hours without LTI;
- d.** PTA Project: 10 million worked hours without LTI;
- e.** NFE Project: 9 million worked hours without LTI;
- f.** MS Block Project: 7.5 million worked hours without LTI;
- g.** Coral Norte Project: 6 million worked hours without LTI;
- h.** Marsa LNG Project: 6 million worked hours without LTI;
- i.** NFS Project: 5.5 million worked hours without LTI.

When not clearly specified as related only to own workforce employees or non-employees, the indicators below cover Technip Energies' and subcontractor staff (value chain workers).

ESRS ref.	Indicator	Target	2025	2024	2023
LAGGING SAFETY INDICATORS					
Entity spec.	Number of worked hours		323,263,196	315,291,482	254,514,856
Entity spec.	 Total number of fatalities	Zero yearly	0	1	0
S1-14, 88(b)	■ Number of employee fatalities		0	0	--
S1-14, 88(b)	■ Number of non-employee fatalities		0	0	--
Entity spec. VC	■ Number of value-chain worker fatalities		0	1	--
Entity spec.	Number of Total Recordable Incidents (TRI)		203	245	134
S1-14, 88(c)	■ Work-related incidents for employees		8	15	--
S1-14, 88(c)	■ Work-related incidents for non-employees		8	2	--
Entity spec. VC	■ Work-related incidents for value-chain workers		187	228	--
Entity spec.	 Total Recordable Incident Rate (TRIR) (ratio per 200,000 hours worked)	<0.20 yearly (updated)	0.13	0.16	0.11
Entity spec.	Total Recordable Incident Rate (TRIR) (ratio per 1 million hours worked)		0.63	0.78	0.53
Entity spec.	Number of Lost Time Injuries (LTI)		36	34	16
Entity spec.	Lost Time Injury Rate (LTIR) (ratio per 200,000 hours worked)		0.02	0.02	0.01
Entity spec.	Lost Time Injury Rate (LTIR) (ratio per 1 million hours worked)		0.11	0.11	0.06
Entity spec.	Number of lost workdays		881	786	276
S1-14, 88(e)	■ Number of employee lost workdays		232	170	--
S1-14, 89	■ Number of non-employee lost workdays		9	0	--
Entity spec. VC	■ Number of value-chain worker lost workdays		640	616	--
LEADING SAFETY INDICATORS					
S1-14, 88(a)	Percentage of own workforce covered by health and safety management systems		100%	100%	--
Entity spec.	Number of legal entities eligible for ISO 45001 certification		19	22	--
Entity spec.	Percentage of eligible legal entities with ISO 45001		95%	77%	--
S1-14, 90	Percentage of employees covered by ISO 45001 certification		83%	84%	85%
Entity spec. VC	Number of QHSES leadership visits		638	583	636
Entity spec.	Participation of Top Leaders in at least one QHSES leadership visit (in %)	95% yearly	98%	96%	--
Entity spec. VC	Number of construction sites eligible for BBS program		13	17	15
Entity spec. VC	Percentage of eligible construction sites with BBS program or equivalent client program	100% yearly	69%	100%	100%

Metrics definitions

Technip Energies calculates metrics according to Occupational Safety and Health Administration ("OSHA") and ESRS requirements.

Number of worked hours: worked hours performed by everyone on sites under Technip Energies' HSE accountability. These sites cover both Technip Energies' locations and third-party sites, such as construction sites and yards. The calculation considers all people working on these sites, including Technip Energies' employees and those in the value chain.

TRIR (Total Recordable Incident Rate): rate of work-related incidents per 200,000 worked hours (OSHA) or per 1,000,000 worked hours (ESRS). An incident is deemed recordable as soon as nursing care is required, even if it is minor.

LTIR (Lost Time Injury Rate): rate of work-related incidents that triggered absence per 200,000 worked hours (OSHA) or per 1,000,000 worked hours (ESRS).

Number of lost workdays: Days lost due to work-related injuries from work-related accidents. The number of lost workdays begins the day after the injury and includes all subsequent days until a return is made to work (up to a maximum of 180 days).

QHSES leadership visits: site visits made by the top leaders, meaning Technip Energies Executive Committee members, business leaders, Operating Center Managing Directors, and leaders that are nominated and approved by the above groups. The objective of the QHSES leadership visit program is to positively engage our top leaders with our workforce and employees to have proactive QHSES conversations.

BBS program (Behavior-Based Safety program): HSE program deployed on eligible construction sites. Eligible construction sites are HSE accountable sites with EPC activities having a peak manpower above 500 workers.

3.3.1.4. Promoting the best working conditions

Ensuring good working conditions is one of Technip Energies' commitments as a member of the UN Global Compact. By providing fair and favorable working conditions, the Group actively contributes to the United Nations Sustainable Development Goal ("UN SDG") 3, which aims to "ensure healthy lives and promote well-being for all at all ages," and UN SDG 8, which seeks to "promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all."

Our material impacts and opportunities

IRO TYPE	DESCRIPTION
Actual positive impact own operations (all time horizons)	Technip Energies naturally creates a collaborative work environment, guided by its first two core values: "We actively listen" and "We are inclusive and collaborative." These principles are embedded in all aspects of the Company's operations and contribute to a safe, ethical, and supportive workplace that promotes both physical and psychological well-being.
Opportunity own operations (all time horizons)	Attracting and retaining talent is essential to Technip Energies' success and the development of its new businesses. Our strong employee value proposition not only enhances engagement and retention but also ensures the Company has the capabilities and mindset needed to innovate, adapt, and grow in emerging business areas while maintaining operational effectiveness in project delivery.

Total Rewards

The approach to Total Rewards is based on the following philosophy: at Technip Energies, we offer a fair, transparent and inclusive total rewards framework that is competitive with the market, recognizing collective and individual performance and promoting our Company values. This philosophy is underpinned by the fundamental principle of complying with regulations where Technip Energies operates, and in particular with regard to Gender Pay Gap and Pay Transparency.

Our policies

Technip Energies' Total Rewards Policy, which outlines the key components of our Total Rewards offer, was signed in 2025 and will take effect in 2026. It applies to all non-executive employees. The Chief People Officer is responsible for the implementation of the policy. Our Total Rewards strategy aims to be competitive in each market in which we operate, motivate our employees to achieve and exceed short-term and long-term business and sustainability objectives, uphold Technip Energies' Values and Purpose, and align employee interests with those of our shareholders.

Our pay-for-performance approach is supported by a robust performance management process, designed to ensure our employees' total remuneration remains competitive through market benchmarking. We also aim to provide short-term incentives, aligned with market practices and driven by the Group's and individual performance. For senior executives, high-potential and highly valued employees, we provide long-term incentives linked to the Company's long-term performance and value creation.

We believe our long-term success is directly linked to the caliber of the people we employ and the working environment that we create. We are committed to fair, bias-free pay practices, ensuring no disparities based on gender, ethnicity, or personal characteristics. Employees are encouraged to share feedback on their pay through managers, MyVoice, or our Integrity Line, promoting open dialogue and trust. For more information about our remuneration philosophy, refer to chapter 6. Remuneration report.

Our actions

Enhancing clarity in pay policies and practices at Technip Energies

In 2025, Technip Energies further strengthened its organization's collective knowledge, communication, and commitment regarding pay policies and practices. Several approved initiatives were sustained to reinforce our performance and remuneration culture, while new key actions were implemented to pave the way for compliance with the upcoming European Pay Transparency Directive.

■ **Adjusted pay gap:** In the 2024 sustainability statement, we disclosed an adjusted pay gap for the first time, establishing an important reference point for the Company. This measure is derived from multi-factor regression models, as the unadjusted gender pay gap needs to be complemented by a more sophisticated analysis. Introducing this adjusted metric has provided stakeholders with clearer insights into the factors driving gender pay disparities and has supported the development of targeted remediation actions to ensure a fair and sustainable remuneration structure.

■ **Compensation campaign communications and enablement tools:** Building on our well-structured and robust annual compensation cycles, such as the salary review and the short-term incentive process, we have progressively strengthened our support to all stakeholders across the employee Total Rewards journey. This journey includes elements closely linked to business ambitions, market competitiveness, legal requirements, performance, and company culture.

In 2025, particular emphasis was placed on salary bands and position in the range. These topics were explained and communicated to managers during the webinars held as part of the annual salary review campaign in June 2025, which reached more than 1,000 managers worldwide.

Both major compensation cycles were also supported with formal individual compensation statements, enabling clear communication of performance outcomes, indicator measurements, and overall decisions on short-term incentives and salary increases. This has significantly contributed to enhancing understanding of Technip Energies' remuneration policies and practices, while also preparing the organization for Article 7 of the EU Pay Transparency Directive – *Employee Right of Information* – which comes into effect in 2026. The short-term incentive payout and annual salary review statements reached over 90% of eligible employees.

■ **T.EN Talk webinar “How we recognize and care at Technip Energies”:** A T.EN Talk is a global webcast series designed to share strategic information across the Company through dynamic, one-hour live sessions open to all employees. On October 22, 2025, a T.EN Talk dedicated to Total Rewards was delivered twice, at different times, to cover multiple time zones. Hosted by Magali Castano, Chief People Officer, and Sébastien Thirion, Vice President Total Rewards, the event brought together more than 3,200 live participants and more than 300 views of the recording after the event. It sparked highly engaging discussions on Technip Energies’ remuneration philosophy, key guiding principles, core components of the Total Rewards framework, and the vision for 2026 onwards.

Our performance

All Technip Energies employees are paid adequate wages in line with applicable benchmarks. These wages are then controlled at both the national and global levels.

- The first level of control continually focuses on ensuring compliance with minimum pay requirements set by the government, industry agreements (where applicable), internal pay equity principles, and the external market. It also includes adherence to living-wage standards, which are derived from macro-level economic indicators and combined with a defined benchmark. This process involves setting minimum, average and maximum pay levels within the organization.
- The second level is to review the salaries of all our employees at least once a year to ensure consistency of practice and that Technip Energies’ ambition, as articulated in the Total Rewards Policy, is delivered.

Gender pay gap

We believe that the basic gender pay calculation needs to be supplemented by a more refined calculation, as not all the criteria that make up a job and a career are taken into account. In addition, Technip Energies’ global footprint can amplify these external factors to some extent, particularly when comparing countries with varying income levels and demographics. As a consequence, we adopted a more advanced methodology for calculating pay gaps: multi-factor regression models. This approach considers factors such as responsibility levels and overall seniority, among others, to identify pay gaps and their drivers for each employee group. To do this, we implemented a salary analysis solution provided by a world-leading company in this field, which offers a methodology certified by Universal Fair Pay Check® and EDGE. This reaffirms our commitment to understanding any underlying gender pay gap root causes and implementing direct remediation plans for a sustainable remuneration structure.

The introduction of this advanced methodology provided a more detailed breakdown of the Adjusted Pay Gap this year. The metric increased from 4% to 7% from 2024 to 2025, driven primarily by countries outside of Europe. These countries carry a higher weighting, as two thirds of the countries within the CSRD scope are located outside of Europe. This group also concentrates both the largest increase in headcount and the highest adjusted pay gaps. These figures also reflect local market shortages in certain regions and the competitive pressure to attract and retain key talent. The adjusted pay gap in Europe was 1% at the end of 2025.

ESRS ref.	Indicator	2025	2024
S1-16, 97(a)	Gender pay gap (%)	18%	19%
Entity spec.	Adjusted gender pay gap (%)	7%	4%

Metrics definitions

Scope of calculation: the gender pay gap calculation was conducted for the employees of 22 legal entities, covering more than 90% of the Group’s headcount as of January 1 of the reporting year. This scope includes all entities with more than 200 employees as of January 1 of the reporting year and the entity that employs the members of the Executive Committee.

Gender pay gap = annual remuneration (male) – annual remuneration (female) / annual remuneration (male).

Adjusted gender pay gap: ratio calculated through a multi-factor regression model comparing men’s and women’s annual remuneration, taking into account the following criteria: gender, job family, sub-job family, internal grade, and performance appraisal. When these criteria are equivalent, any remaining disparity is gender-related.

Annual remuneration ratio

Since Technip Energies’ first Remuneration Report published in 2022, and in accordance with the Dutch Governance Code, we have reported a pay ratio based on a different methodology to that indicated by the European Sustainability Reporting Standards. The pay ratio published in section 6.5.1. Executive Director remuneration is obtained by dividing the total remuneration of the Executive Director by the average Technip Energies full-time employee payroll cost (which includes wages, salaries, and pension costs as reported in Note 11. Expenses by nature). That explains why the ratios are different but remain broadly consistent.

We will continue to publish these two ratios until we have achieved a satisfactory depth of history on the ratio as requested by the European Sustainability Reporting

Standards. At that point, we will consider the relevance of maintaining the ratio as presented in section 6.5.1. Executive Director remuneration of this report.

Given the nature and complexity of Technip Energies’ activities, its revenue performance, its size and global presence as well as its strategic direction for the future, we believe that the level of our pay ratio demonstrates that our practice in terms of global remuneration is balanced, since it is below market practice in Europe and especially, outside Europe, in markets where Technip Energies has strong business stakes. It also illustrates that Technip Energies strives to maintain social consensus within the Company on remuneration issues in accordance with its remuneration objectives and philosophy.

ESRS ref.	Indicator	2025	2024
S1-16, 97(b)	Annual remuneration ratio	80	79
S1-16, 99	Annual remuneration ratio adjusted for purchasing power differences	75	71

Metrics definitions

Scope of calculation: the detailed annual remuneration calculation was conducted for the employees of 22 legal entities, covering more than 90% of the Group's headcount as of January 1 of the reporting year. This scope includes all entities with more than 200 employees as of January 1 of the reporting year and the entity that employs the members of the Executive Committee.

Annual remuneration ratio = annual total remuneration for the undertaking's highest paid individual / median employee annual total remuneration (excluding the highest paid individual). The annual total remuneration ratio includes bonuses, incentives and other benefits.

Annual remuneration ratio adjusted for purchasing power differences = annual total remuneration for the undertaking's highest paid individual adjusted for purchasing power differences / median employee annual total remuneration (excluding the highest paid individual) adjusted for purchasing power differences.

We accounted for purchasing power differences by applying a Cost of Living Adjustment ("COLA") on top of the annual total remuneration, considering a marital status with two children. The COLA is robust data representing the average cost of groceries for a family, provided by an independent third party.

Well-being of our employees

Launch of our global WeCare program



As mentioned in our 2024 Annual Report, we developed a competitive, comprehensive global care initiative. This program, WeCare, was launched and implemented throughout 2025. Our goal was for 90% of employees to be covered by the end of 2025, and we are proud to have achieved this milestone.

WeCare reflects our dedication to supporting employee well-being across all locations and roles. Anchored in the pillars of **Stay Healthy, Embrace Life, Feel Safe**, and grounded in an inclusive culture that encourages everyone to **Be Yourself**, WeCare provides consistent, high-quality resources to help employees and their families navigate life's challenges. More than just a benefits program, WeCare fosters a supportive environment where individuals feel safe, valued, and empowered to thrive both personally and professionally.

Stay Healthy is dedicated to fostering physical and mental well-being by offering robust healthcare coverage for employees and their dependents, extensive maternity support, proactive wellness programs, and accessible mental health services, ensuring consistent, high-quality care across all regions. Several operating centers have implemented sports and health initiatives, such as on-site gym facilities, to promote the physical well-being of our employees. We have also introduced a global Employee Assistance Program, serving as a confidential and reliable resource for supporting the mental and emotional well-being of employees and their families. In addition to psychological support, the program offers practical assistance during significant life events and equips managers with tools to effectively respond to related employee needs.

Under **Embrace Life**, we promote work-life balance through a holistic suite of initiatives, including a minimum of 16 weeks of fully paid parental leave for primary caregivers and two weeks for secondary caregivers, complemented by life coaching and return-to-work support for new parents. Some operating centers have implemented breastfeeding facilities and childcare facilities or financial support to improve parental well-being. Employees are also entitled to five paid caregiver days and additional bereavement leave. Life and disability insurance coverage is provided at a minimum of twice the annual base salary. Additional support is available through our Global Employee Assistance Program, which offers confidential access to counseling, legal and financial guidance, grief support, and a range of work-life services to assist employees and their families during challenging times.

The **Feel Safe** pillar reflects our strong commitment to fostering a workplace culture centered on safety and well-being. We support hybrid work arrangements, enabling remote work and adaptable schedules, and leverage Smart Working practices and digital collaboration tools to promote employee health and work-life balance. Additionally, our Pulse program reinforces this focus by embedding physical and mental health, safety, and environmental principles into daily operations. The SMARTTravel program further enhances employee security during international travel by providing essential resources and comprehensive risk management support. We also provide comprehensive and secure global mobility conditions to ensure employees are supported wherever they work. For further details, refer to section 3.3.1.3. Occupational health and safety.

Be Yourself is the foundation of the WeCare program, built on inclusivity, collaboration, and integrity. We make Diversity and Inclusion a fundamental business priority, embedding these values into our everyday actions. Our D&I framework is described in more detail in section 3.3.1.5. Diversity and inclusion. By respecting and valuing every individual's voice and talents, we foster a culture of openness where speaking up is not only encouraged but essential to our collective success. Our Speak-up program is described in more detail in the section 3.4.1.2. Corporate culture and business conduct (Technip Energies' speak-up culture and investigation process).

We view the WeCare program as a dynamic journey, designed to grow and improve through sustained efforts and future enhancements.

Smart Working

In recent years, we have adopted a remote work approach that prioritizes the health and well-being of our employees while ensuring business continuity. Our employees and managers have demonstrated their ability to work remotely with high levels of performance, both individually and as a team, always committed to our clients' success.

We are now moving from this necessity-driven approach to a strategic model we call "Smart Working," which is outlined in a global standard.

Our goal is to strike an ideal balance between remote work and face-to-face interaction that ensures:

- **Teamwork and office model preservation:** We aim to maintain the collaborative spirit of our office environment while integrating Smart Working practices, fostering a culture of empowerment and efficiency;
- **Client focus and competitiveness:** By applying Smart Working practices, we strive to enhance our competitiveness and maintain our strong client focus;
- **Cost and efficiency opportunities:** We seek to capitalize on the cost and efficiency benefits associated with Smart Working; and
- **Employee well-being:** The well-being of our employees is paramount, and we are committed to creating a work environment that supports their health and happiness, thus contributing to talent retention.

Additionally, our ambitions with Smart Working include:

- **Skills development:** We aim to develop new skills in virtual collaboration for managers and team members;
- **Technology adoption:** We are addressing the opportunities presented by the adoption of new technologies, such as digitalization and collaborative tools;
- **Process redesign:** We are redesigning some work processes to leverage remote capabilities, such as virtual site surveys and inspections; and
- **Carbon footprint reduction:** We aim to reduce our carbon footprint by decreasing emissions from travel and commuting.

Several templates included in the standard support the implementation of the Smart Working organization strategy, by identifying the essential tools and risks to enable optimal remote working conditions. The implementation follows a continuous improvement approach, allowing processes to evolve and adapt over time. It may vary by country, as local laws and regulations are considered to ensure compliance and relevance in all regions.

The standard applies to all Technip Energies operating centers and eligible employees. It is under the accountability of our Chief People Officer and is part of our Global Business Process Management System, accessible on the Group intranet.

Our performance

To monitor the performance of well-being, Technip Energies refers to a specific category of the engagement survey dedicated to well-being, tracking the results over the years. This survey category includes three specific dimensions: work-life balance, manageability of stress levels at work, and perception of the Company's attention to employee well-being.

The results from the My Voice survey participants have shown a steady improvement since 2022, with the overall favorable percentage for the category increasing from 62% in 2022 to 68% in the 2025 survey.

Based on the results obtained, dedicated action plans are developed annually at both the global level, such as the preparatory analysis for the well-being plan mentioned above, and at the operating center level. Additionally, action plans are developed at the team level with the support of line managers, who are responsible for the well-being of their team members.

3.3.1.5. Diversity and inclusion

Our diverse group of 18,000+ people brings a range of skills, strengths, and personalities, which define our Company's DNA. It is reflected in our Purpose and Values, as well as our sustainability commitments and strategic priorities. We believe that diversity and inclusion ("D&I") are key to achieving business excellence through collaborative and innovative solutions. By unlocking the full potential of our workforce, we aim to drive sustainable growth for our business and communities.

Our material impacts and risks

IRO TYPE	DESCRIPTION
Potential negative impact own operations (all time horizons)	A non-inclusive work environment could affect employee motivation, team cohesion, and efficient collaboration due to poor dialogue and biased communication. If employees felt excluded, discriminated against or harassed, this could seriously affect their mental well-being and ability to work.
Risk own operations (medium and long term)	A non-diverse work environment or discriminatory practices often result in increased attrition, disengagement, absenteeism, and temporary leave. This would degrade Group performance and could put business continuity at risk (e.g., due to strikes).

Our policies

Technip Energies is moving toward a more diverse and inclusive future, where every voice matters and every individual is valued. We outline our commitment to fostering an inclusive culture and promoting diversity at all levels of our organization through our D&I policy and standard.

Technip Energies' Diversity and Inclusion Policy

Our Diversity and Inclusion Policy, effective October 31, 2023, sets the stage for a more inclusive future and aims to promote diversity within our workforce and the Board. It is available to employees via the Group intranet and is published on the Group website (www.ten.com/en/about/corporate-governance).

The policy covers various aspects of diversity, including gender, gender identity, age, ethnicity, nationality, disability, sexual orientation, marital status, educational background, experience, faith, and religion.

It ensures equal opportunities for all employees, regardless of their personal characteristics. It seeks to ensure diversity of views and expertise within the Board and senior management to better understand current affairs and long-term risks and opportunities. Candidates for Board and senior management positions are selected based on merit, taking into account diversity factors. We prioritize increasing workforce diversity, believing it will enhance business performance, decision-making processes, and Board functioning.

The D&I Standard

Our D&I standard reflects our commitment to diversity and inclusion. It defines our philosophy and global approach related to inclusion and diversity.

The standard emphasizes that everyone has a personal responsibility to uphold it. Leaders at Technip Energies have an extra responsibility to both visibly uphold the standard and deliver D&I ambitions for their area.

All employees shall support the Company's continuous effort to grow a culture of fair representation and inclusion.

Our actions

Our focus extends beyond gender to include meaningful diversity representation such as disability, LGBTQ+, nationality, and different generations.

Governance and leadership commitment

We have established a robust governance structure to ensure that D&I remain at the forefront of our priorities.

Under the sponsorship of our Chief Technology Officer ("CTO"), we have formed the D&I Champions Network. Comprising 66 representatives from 15 different countries across our organization, this network convenes quarterly. Their active role involves advocating, promoting, and identifying solutions to overcome barriers, all in service of fostering a more inclusive culture. We firmly believe that positive impact stems from collective efforts. To strengthen our strategic approach to Diversity & Inclusion, we have developed a comprehensive plan at the Group level, with tailored implementations for the top ten countries by headcount. The top management, represented by the Chief Technology Officer, the Chief Operating Officer, and the Chief People Officer, are directly involved in annual validation and follow-up meetings for D&I and engagement action plans in those countries. These comprehensive plans address opportunities to boost the diversification of our workforce and to nurture an inclusive culture. Our commitment extends to areas such as hiring, promotion, compensation, and

retention. By proactively addressing these challenges, we create a more equitable and diverse workplace.

In our pursuit of diversity and inclusion excellence, D&I is embedded in Learning, Talent Management, and Talent Acquisition, with strong collaboration across these functions to align efforts and ensure that D&I initiatives are seamlessly integrated into our organizational processes. Together, we strive to create an environment where every individual feels valued, respected, and empowered.

At Technip Energies, we also promote a speak-up culture, encouraging employees to voice their concerns and ideas without fear of retaliation. Inappropriate behaviors are promptly addressed, reinforcing our commitment to a safe and respectful workplace.

Focused learning initiatives

Advancing diversity and inclusion: Technip Energies' ambitious learning program

Each year, we aim to train all employees on our Code of Business Conduct, which covers our zero-tolerance stance on discrimination and harassment. Since 2024, we have deployed an ambitious and comprehensive learning program for all employees, aligned with the Company's D&I policies and core values. The program aims to further develop skills and mindsets crucial to Technip Energies' DNA. It addresses how we collaborate with openness and curiosity, removing barriers to harness and benefit from everyone's contributions.

Program overview:

- **D&I learning as cornerstone:** The D&I learning program is a cornerstone of Technip Energies "TEN Mindset" pillar. It is at the heart of our T.EN University offer, and is available to all employees and managers within the "Future Ready Program," to prepare our people for current and future market challenges through upskilling and reskilling.
- **Strategic partnerships:** T.EN University has learning partnerships with external experts in the field of developing inclusive and collaborative cultures. Together, we developed a framework for inclusive behavior and skills development as an enabler of inclusion.
- **Customized learning paths:** Recognizing the diverse roles within the organization, T.EN University has distinct learning offers for employees, managers, People & Culture teams, and D&I champions. These offers are tailored to meet the needs of the specific target audience while providing common themes and methods that integrate seamlessly.
- **Common content:** All learning modules are designed around our four Gold Standards for Inclusion, which are: *We challenge our biases and embrace diversity of thought; No one has all the knowledge and solutions, collectively we do; We foster a caring environment where people are respected, comfortable to share and are heard; and We promote active listening for effective decisions and actions.* The modules address common themes such as barriers to inclusion, unconscious biases, and personal strategies to overcome them. A common approach allows us all to "speak the same language" and put in place achievable, day-to-day improvements to further enable our inclusive culture.
- **Inclusive collaboration for employees:** T.EN University has conducted over 145 "Inclusive Collaboration" classroom sessions for all employees since June 2024, with a self-assessment of inclusive behaviors and supporting digital learning. The multi-year delivery plan will continue for the entire workforce.
- **Inclusive leadership for managers:** Since 2024, the "Inclusive Leadership" track for managers has comprised 50 classroom sessions, with a self-assessment of inclusive behaviors and supporting digital learning.

Global and local action plans

In 2025, we continued our D&I journey with the goal of creating a work environment where employees across all locations feel welcomed and valued across multiple dimensions of diversity. Achieving this goal means engaging everyone in adopting inclusive behaviors and securing leadership commitment to define and implement actionable plans aligned with employee feedback from the “My Voice” survey.

Technip Energies emphasizes synergy between its global and local dimensions. In pursuit of this vision, the Group has developed a global roadmap based on three pillars:

- 1. Attract and source:** When engaging with candidates, we broadcast our D&I culture externally by focusing on several key areas. We aim to enhance our reputation and recognition by encouraging external networking activities that strengthen the Technip Energies brand within STEM associations. In terms of talent acquisition, we promote internally fair, inclusive and non-discriminatory talent acquisition practices. Our inclusive hiring guidelines are designed to increase the diversity of our talent pools. Finally, we are proactively sourcing diverse candidates and enhancing our sourcing capabilities by leveraging technology and expanding diverse collaborations with universities and STEM associations.
- 2. Retain and grow:** To support our D&I commitment, we have implemented robust Talent Management processes, including Performance Management and Mid-Year Development Reviews, to ensure fair opportunities for all employees. We are particularly focusing on the development of young graduates and women through local initiatives within our organization. For example, since 2024 in France, a targeted mentoring program for our female employees has provided guidance, support, and opportunities for professional growth. In 2025, 26 women benefited from this program. Additionally, since 2024 in France, 88 young graduates have formed the inaugural cohort of the Young Talents Club, a program that provides young recruits with key skills to develop within the Group. In India, our Graduate Engineer Trainee program benefited 174 young graduates in 2025.
- 3. Sustain and nurture:** Technip Energies closely monitors progress on diversity KPIs and related drivers such as attrition and hiring capacity. In line with the global roadmap, our operating centers in key countries developed 2025 engagement and D&I action plans based on emerging needs, opportunities, and employee feedback from the 2024 My Voice engagement survey.

Additionally, the Group actively encourages the formation of Employee Resource Groups (“ERGs”) across its operating centers to foster diversity and inclusion. Currently, three locations have active ERGs: the Netherlands, the Americas, and France. In 2025, ERGs gained momentum in Italy and India as well.

In France, the MixiTEN ERG focuses on gender diversity. The Americas region has the WIN (Women’s Initiative

Network), an ERG dedicated to diversity and inclusion, as well as the Family Network ERG. The Netherlands has ERGs for a women’s network, individuals with diverse abilities, LGBTQIA+ and allies, and the T.EN Family ERG, established in 2025. India saw the development of the Samyukta Women’s ERG in 2025, while Italy launched an ERG to support caregivers.

These ERGs play a vital role in promoting an inclusive workplace culture, providing support networks, and advocating for the needs and concerns of diverse employee groups within the organization.

Our performance

Our annual “My Voice” survey includes a dedicated section on Diversity, Equity, and Inclusion. This year’s results reflect the strength of our inclusive culture. A remarkable 84% of employees agree that they can be their authentic selves at work, an increase of one percentage point compared to 2024. Moreover, 86% of respondents feel that their team has a climate in which diverse perspectives are valued, progressing by three percentage points from last year. We also saw 77% of respondents express overall appreciation for our DEI efforts, marking an increase of two percentage points compared to 2024. Together, these results demonstrate our ongoing commitment to fostering an environment where everyone feels valued and respected.

Technip Energies has set specific diversity targets for the percentage of female directors and the number of women in leadership positions.

In 2025, we hired 58% women in our graduate intake. This contributed to the significant increase in the representation of women in our permanent workforce from 29.7% at the end 2022 to 33.03% at the end of 2025, which was largely driven by growth in India, the Emirates, Italy, and France.

In parallel, our efforts to elevate women into leadership positions saw tangible results. Women accounted for 18.1% of leadership roles in 2022, rising to 24.60% by December 2025, just below our 25% target. The remaining gap reflects the pace at which the candidate pipeline for senior executive leadership roles is developing, a dynamic that continues to represent an industry-wide challenge. To accelerate progress, we are strengthening hiring, retention, and leadership development of female talent. By reinforcing mentorship schemes and clarifying career pathways, we aim to provide women with clear visibility into the experience and skills required to progress. We are also deepening our focus on data analytics to review promotion and retention trends, identify attrition risks, and better understand barriers to advancement. We remain committed to promoting diversity and gender equality throughout our organization.

Technip Energies ensures that gender pay equity is effective within the Company. Please refer to 3.3.1.4. *Promoting the best working conditions - Total Rewards* for more information.

As a recognition of our D&I focus, Technip Energies was awarded the “Diversity & Inclusion Champion Award 2025” at the 16th L&D Leadership India Summit & Awards 2025. This recognition is a testament to our ongoing efforts to embed diversity across every level — from nurturing young trainees to empowering senior leadership — while fostering inclusive programs across our offices and sites in India.

ESRS ref.	Indicator	Target	2025	2024	2023
GENDER DIVERSITY					
S1-9, 66(a)	Executive Committee⁽¹⁾		11	11	10
S1-9, 66(a)	Female (%)		27%	27%	20%
S1-9, 66(a)	Male (%)		73%	73%	80%
S1-9, 66(a)	Top management level amongst employees		449	458	—
S1-9, 66(a)	Female		110	108	--
S1-9, 66(a)	Female (%)		24%	24%	--
S1-9, 66(a)	Male		339	350	--
S1-9, 66(a)	Male (%)		76%	76%	--
S1-9, 66(a)	Other		0	0	--
S1-9, 66(a)	Other (%)		—%	—%	--
Entity spec.	Top management level amongst permanent employees		443	454	404
Entity spec.	 Female (%)	25% by 2025	24.60%	23.57%	22.00%
Entity spec.	Male (%)		75%	76%	78%
Entity spec.	Other (%)		—%	—%	—%
Entity spec.	Permanent employees in managerial roles		2,573	2,332	1,571
Entity spec.	Female (%)		28%	28%	26%
Entity spec.	Male (%)		72%	72%	74%
Entity spec.	Other (%)		—%	—%	—%
S1-6, 50(b)i	Permanent employees		15,624	15,105	13,530
Entity spec.	 Female (%)	35% by 2030 50% by 2050	33.03%	31.77%	30.50%
Entity spec.	Male (%)		67%	68%	69%
Entity spec.	Other (%)		—%	—%	—%
Entity spec.	Graduate intake headcount		439	541	455
Entity spec.	Female (%)		58%	53%	52%
Entity spec.	Male (%)		42%	47%	48%
Entity spec.	Other (%)		—%	—%	—%

(1) The composition of the Executive Committee has changed since December 31, 2025. Please refer to section 8.2.4.16. for further details.

Metrics definitions

Graduate intake: The hiring of a recently graduated employee (college, Bachelor's degree, Master's degree, or PhD) on a permanent or fixed-term contract, with up to two years of professional experience at the time of hiring. The graduate intake headcount represents the number of graduate employees hired during the reporting year whose work contracts are still in force as of December 31.

ESRS ref.	Indicator	2025	2024	2023
OTHER DIVERSITY DIMENSIONS				
S1-9, 66(b)	Breakdown of employees (headcount) by age group	18,574	17,228	15,498
S1-9, 66(b)	≤ 30 years old (%)	21%	18%	17%
S1-9, 66(b)	30-50 years old (%)	58%	59%	60%
S1-9, 66(b)	≥ 51 years (%)	21%	23%	23%
Entity spec.	Breakdown of permanent employees (headcount) by length of service	15,624	15,105	13,530
Entity spec.	≤ 5 years (%)	49%	46%	46%
Entity spec.	6-10 years (%)	15%	16%	13%
Entity spec.	11-15 years (%)	14%	14%	15%
Entity spec.	≥ 16 years (%)	22%	24%	26%
Entity spec.	Number of nationalities represented in the payroll workforce	120	116	111

3.3.1.6. People development

Our employees are key to ensuring that our transformation initiatives effectively address the challenges of the energy transition. To embrace innovation, we must not only attract new talent and skills but also upskill our teams. Managing

and valuing our expertise and unique capabilities is essential to our success, which is why we foster a culture of continuous learning throughout the organization.

Our material impacts and risks

IRO TYPE	DESCRIPTION
Actual positive impact¹ own operations (all time horizons)	Technip Energies actively contributes to employee growth and engagement by investing in robust learning programs, consistent performance monitoring, and clear career development pathways. This increases our employees' employability on the job market.
Actual negative impact own operations (all time horizons)	Technip Energies' business is rapidly evolving to meet the demands of the energy transition and benefit from the opportunities presented by digitalization. Ineffective change management practices can hinder employees' ability to develop the necessary capabilities and mindset needed to successfully support the Group's transformation.
Risk own operations (all time horizons)	The current scarcity of STEM talent may limit the Group's ability to hire enough skilled and qualified professionals. This shortage could hinder business development by slowing project execution, innovation, and the Company's ability to meet strategic goals.
Risk² own operations (all time horizons)	A lack of training and competence on HSE, Legal & Compliance, Cybersecurity & Data topics can lead to incidents that disrupt business operations and expose Technip Energies to potential legal consequences.

(1) In 2024, the impact on employee skills and professional development was assessed as potentially negative. However, considering the learning opportunities and enhanced employability inherently linked to Technip Energies' jobs, we now recognize a positive baseline contribution to people development. This reassessment is made independently of our structured learning and development programs, which further reinforce this positive impact.

(2) This risk was assessed as material in 2025.

To promote people development, we have deployed a set of standards that guide our action plans and targets. These standards apply to all entities within Technip Energies, encouraging employees to reach their full potential. The

Chief People Officer is accountable for implementing these standards, which are integral parts of our Global Business Process Management System, accessible on the Group's intranet.

Talent Acquisition

Our policies

Talent Acquisition ("TA") is an expert function responsible for attracting and selecting talented candidates with diverse skills, knowledge, and backgrounds to meet Technip Energies' organizational needs. It aims to create a positive candidate experience and to build a strong employer brand by:

- communicating our EVP externally;
- engaging with diverse potential candidates by establishing strategic partnerships with schools, institutions, or other stakeholders;
- mapping labor market dynamics;
- monitoring and adapting to the latest recruitment technology and trends; and
- using data to improve the hiring process.

Our philosophy and process to attract the right talents is embedded in a global **Talent Acquisition standard**. This standard describes the end-to-end recruitment process (hiring plan, sourcing, assessment, offer management, and documentation) to meet the recruitment needs and interests of Technip Energies while ensuring a strong ethical approach and fostering diversity within the Company. At each step of the recruitment process, Technip Energies aims to create an inclusive environment that respects the interests and core values of the candidates.

This standard applies to all entities within Technip Energies, for both external and internal recruitment.

By implementing the Talent Acquisition standard, Technip Energies is committed to respecting the United Nations Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work.

Our actions

In 2025, Talent Acquisition built on the actions taken in 2024. Our hiring consisted of 71% men and 29% women, reflecting a continued positive trend in company growth.

Our ambitions focus on:

- Driving the successful adoption of Artificial Intelligence and our Applicant Tracking System ("ATS") by TA professionals;
- Meeting our hiring plan and gender diversity hiring targets; and
- Growing our candidate pool by leveraging our EVP and demonstrating its value at every stage of the TA process, while ensuring a diverse representation of the Company during interviews.

These goals were cascaded to all operational TA professionals, who received ongoing support throughout the year to ensure successful achievement.

Technological developments

The field of TA is rapidly evolving, and to keep pace with these developments, we have continued enhancing our ATS. The most notable changes launched this year were:

- **Embedded Artificial Intelligence ("AI"):** Leveraging AI, our system now recommends candidates and similar profiles directly from our internal database, accelerating the hiring process. Additionally, AI predicts time-to-fill, enabling TA professionals to manage expectations regarding arrival and onboarding timelines, ensuring timely staffing for departments and project teams.
- **Job briefing and feedback capture:** Capturing hiring and candidate requirements through job briefings and providing feedback on candidates are vital to a successful TA process. This year, we embedded scripted capture capabilities for both activities. The ultimate goal is to

foster an environment that enables objective, unbiased selection based on combined outcomes.

- **Data monitoring and analysis:** Four new dashboards now offer visibility into performance and support data-driven decision-making.
- **Hiring plan integration:** By directly integrating the hiring plan dashboard into our ATS, we can track developments in real time without additional steps for TA professionals, ensuring stronger data consistency.

To drive local adoption, we created a global network of champion users who receive in-depth ATS training and share feedback with stakeholders. This ensures responsive training and effective implementation.

As AI and related legal precedents evolve rapidly, we've introduced guidelines for using AI in Talent Acquisition. These provide best practices and real-life examples to help TA professionals and hiring managers apply AI effectively. AI is a decision-support tool — not a replacement for human judgment — so oversight remains essential to ensure fairness, mitigate bias, and reduce legal and compliance risks.

Process refinement

Staying responsive to internal and external developments is essential to remain competitive in today's talent market. To improve precision and efficiency in hiring planning, we introduced quarterly hiring-plan calibrations to ensure alignment with organizational needs and maintain the right focus. This approach enables Talent Acquisition to meet the Group's hiring requirements on time and secure the right talent.

To strengthen our employer brand, our goal is to always respond and recognize the efforts of our applicants, regardless of the outcome.

Growing our TA capabilities

In 2025, we continued our learning journey by introducing a dedicated TA learning path within Technip Energies University, featuring two core trainings:

- **Skill-based interviewing:** A comprehensive exploration of effective interview practices, including do's and don'ts,

Our performance

Throughout the year, the majority of our new hires were recruited in engineering disciplines, specifically focusing on process design, piping design and installation, as well as civil and structural engineering.

ESRS ref.	Indicator	2025	2024	2023
Entity spec.	Total number of new hires in headcount	3,139	3,498	3,319
Entity spec.	■ Female (%)	29%	31%	30%
Entity spec.	■ Male (%)	71%	69%	70%

Learning and development

Our policies

We invest in our people. The development of our employees is critical to Technip Energies' success. In this environment, our people have opportunities to upskill and reskill, benefiting both their personal development and career growth.

Employees, managers, and People & Culture work together to build a learning culture of continuous professional development. Employees are responsible for seeking new learning opportunities, while managers are responsible for identifying development needs and supporting growth. It is

and techniques to assess learning agility, a key predictor of consistent, high performance throughout a career at Technip Energies;

- **Becoming a Technip Energies Ambassador:** A lesson on crafting a compelling pitch to engage candidates throughout the TA process. Participants learn to identify strong evidence points and tailor messages to different audiences, ensuring each interaction leaves a lasting, positive impression of Technip Energies as an employer of choice.

Designed for TA professionals and hiring managers, these lessons aim to maximize impact and strengthen collaboration throughout the recruitment journey.

Enabling early careers

Our graduate hiring campaign resulted in the recruitment of 439 young graduates, of whom 58% were women and 42% were men.

This year, we engaged university and college campuses through more than 200 initiatives, ranging from career fairs to guest lectures and company presentations. We leveraged existing relationships, deepening our collaboration with them. We also broadened our reach by engaging with 40 new partners.

To support early-career starters from day one, we continued our Global Graduate Onboarding Program, available to all graduate new joiners since last year. Through quarterly onboarding sessions, we engage new hires during their first three months, ensuring a meaningful start. The program format was refined based on participant feedback to make it more relatable.

Our Energy Transition Graduate Program progressed with the first cohort completing their second rotation and advancing their careers within Technip Energies. This milestone demonstrates our ability to sustain international development opportunities for early-career professionals.

Of the new hires, 45% were on permanent contracts, 52% on fixed-term contracts, and 3% were apprenticeships. India, France, Abu Dhabi, and Malaysia were the top four hiring countries in 2025. Notably, we recruited 439 graduates, demonstrating our effort to attract young talent.

People & Culture's responsibility to facilitate learning and development activities and processes.

This philosophy is embedded in our Learning and Development standard, which outlines the Company's learning and development programs and activities. It applies to all permanent employees, whether full-time or part-time. Local standards may apply in addition to comply with country-specific legislation and requirements.

Our actions

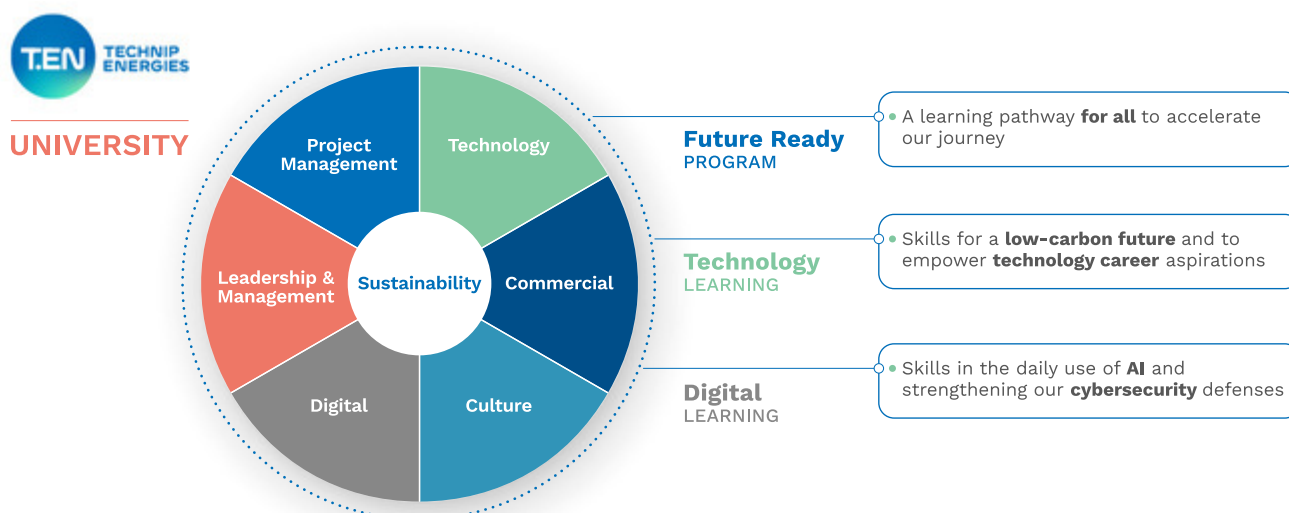
Technip Energies University

People are our most important asset. As we collectively drive the transformation of the energy industry, cultivating a future-ready workforce becomes imperative. **Technip Energies University** is an international learning center designed to foster a growth mindset and to drive the upskilling of our workforce to achieve our business and sustainability ambitions. Our learning center is built around seven key domains: technology, commercial, culture, digital, leadership and management, project management, with sustainability at the heart of everything we do. T.EN University aims to help individuals build, learn, evolve, and contribute to our shared purpose of breaking boundaries together to engineer a sustainable future.

Learning and development opportunities can be explored by everyone on the T.EN U learning platform, offering diverse options: in-person, online, virtual, team-based, or independent learning. Our objective is to bring people together to exchange, collaborate, and innovate. For this reason, we emphasize face-to-face learning within our overall mix of learning activities.

We have made significant progress in developing a comprehensive and global learning offer across all T.EN University domains. While maintaining our focus on the upskilling offer introduced since 2023, we have continued to add new offers aimed at supporting our people throughout our business transformation. Notably, this includes all-employee workshops to support the QUARTZ quality program and AI for ALL.

In 2025, we carried out a skills review to formulate our Upskilling Plan 2026-28, which will provide T.EN University with business direction for skills development over the next three years. As part of this review, we carried out an independent impact evaluation of 13 key T.EN University programs. Survey responses from over 1,300 employees who took part in at least one classroom event indicate an overall long-term performance improvement of 20% resulting from their participation.



Technology

Our unique offering is organized around five learning series that reflect our development priorities:

- i. Technology
- ii. Transversal Skills
- iii. Intellectual Property
- iv. Leadership
- v. Innovation

Programs are delivered in collaboration with internal subject-matter experts and newly formed academic and specialist learning partnerships with leading faculty and expertise in these topics. Key programs and pathways in the Technology domain delivered in 2025 included:

- **Business Design Methodology:** This blended certified program helps R&D managers and innovation and technology marketing professionals transform ideas into business value using a five-step methodology. In 2025, it was held in Rome and Chennai.
- **Advanced Industrial Carbon Capture Usage and Storage ("CCUS"):** This program provides a comprehensive understanding of industrial CCUS, from fundamentals to

applications. The hands-on activities and site visit enhance the two-and-a-half-day learning experience, enabling participants to apply their knowledge in real-world scenarios.

- **Electrochemical Engineering and power-to-X Applications:** A three-day bespoke course for senior engineers covering the fundamentals of electrochemistry driving the development of power-to-X processes and applications.
- **Technology Leadership Program:** A highly selective program for senior technology managers focusing on continuous development in innovation management, understanding the evolving R&D ecosystem in the energy industry, and fostering a culture of innovation in technology with an entrepreneurial mindset. Commencing the program in November 2024, 18 participants from our global technology expertise completed the program in 2025 with a project presentation to a panel comprising the CTO, COO, and CSO.

Culture: Future Ready Program

The **Future Ready Program**, which is specifically designed to address core upskilling needs to achieve our business transformation, offers a core curriculum of face-to-face and digital learning for all our people.

It comprises a range of learning modules on key topics to support our change management and to accompany each employee through a fair and sustainable transition. Learning activities have been developed with internal expertise and external learning partnerships to inspire, upskill, and increase networking and collaboration. The program is structured around three pillars:

Understanding the transformation, Who we are, and the Levers of change. It addresses the skills, knowledge, and mindsets that will help us achieve our goals. Content will adapt in line with evolving business needs.

By the end of the Future Ready Program, employees will be able to:

1. align their work with Technip Energies' transformation plans and vision;
2. ensure their actions uphold the Group's commitment to human rights, safety, quality, and compliance;
3. create a collaborative workplace that embodies our Values;
4. take actions to be sustainable, reduce environmental impact, and support our decarbonization journey;
5. explain the foundations of low-carbon technologies and the challenges in our industry;
6. generate innovative ideas and protect Technip Energies' intellectual property; and
7. leverage the digital transformation, use data effectively to drive innovation, and protect against cyber threats.

One of the key benefits of the Future Ready Program is the opportunity for our people to come together in face-to-face sessions, fostering collaboration, networking, and innovation. By the end of 2025, over 3,500 employees had taken part in our Values in Motion classroom event, with a similar number of participants in our Inclusive Collaboration workshops.

Sustainability

The **Eco Awareness** learning is designed for all employees. We have also included sustainability as a core topic in our Catalyst leadership development program.

We are preparing an expanded learning offer to put sustainability into action.

Digital

Technip Energies introduced an AI for All program, with a series of learning offers available to all. The first episode was introduced in July, and further episodes with local, hands-on sessions are being introduced over a period of one year, featuring aspects of ethical and proficient AI practices.

Commercial

We continued to invest in face-to-face and live virtual programs. The ongoing development of this key community included **Commercial Skills for the Future, Contracting Skills and Strategies, and Negotiation Skills and Strategies.**

Leadership and management

Our comprehensive offer in this domain comprises:

- **Managing Change:** This workshop equips participants with an understanding of the optimal conditions for change, how to maintain momentum in ambiguity, and the challenges of maintaining adaptive change.
- **Team Working for Leads and Supervisors:** This workshop complements our management development pathway for this critical part of the workforce. Over 870 leads and supervisors participated in three-day workshops to learn how to set clear goals, communicate effectively, build trust and respect, and hold team members accountable.
- Our commitment to developing competent and skilled People Developers continued with further global delivery

of our residential **People Developer 1** and **People Developer 2** programs. More than 970 people managers from 33 operating centers have participated since the program launch in November 2022.

- The purpose of our **Inclusive Leadership** workshop is to help teams collaborate with openness and respect, fully benefiting from everyone's contributions. This practical, one-day session equips all people managers with the tools and skills to model and apply this essential part of Technip Energies' DNA. By the end of 2025, 740 managers had participated.
- In 2025, we selected 40 future leaders who embarked on the Catalyst program. Delivered in partnership with INSEAD Business School, it started in October and will conclude in May 2026. The learning journey comprises two residential modules, an action learning project based on real business challenges presented by our Executive Committee, online business simulations, coaching, and masterclasses.

Boosting technology knowledge with Experts Explain

In 2025, inspiring and informative webinars on a range of business-driven topics were delivered by internal and external speakers. With experience in their fields, they were selected to speak on topics such as "Direct Air Capture," "Biodiversity and Human Health," and "Innovation Demystified" with MIT. These global webinars ran regularly through the year and were open to all employees to listen live and interact with questions or to browse at a later date on our learning management platform. Through Experts Explain webinars, employees can discover the latest information about company technology, our projects, products and services, and transformation programs. Employees gain practical insights which they can then apply to their work, helping them upskill to better take on new challenges. In 2025, around 970 seats were filled on our Experts Explain schedule.

Promoting Technical Expertise

Technip Energies is proud of its Technical Expertise Program, which was established to recognize outstanding expertise and reward technical experts while leveraging their expertise in learning and development upskilling initiatives such as Experts Explain.

Each year, we celebrate expertise through a worldwide event for all employees to engage and share knowledge. In 2025, Technology Day was celebrated with a two-day program, starting with four global webinars gathering 4,500+ employees, on the below topics:

- AI at Technip Energies;
- Shaping tomorrow today;
- Unlock your career in Technology;
- Inventing the future: stories of creativity and resilience; and
- Building a circular system: reinventing polyester with Reju.

On the second day, a company-wide event was held in 27 operating centers and 15 countries around a common theme: Inventors & innovation. As part of the event, 19 inventors were recognized worldwide for filing new patents in 2025. 200+ technical presentations were given on key topics ranging from Digital Innovation and Artificial Intelligence to Sustainable Technologies and Decarbonization, Career Development and Intellectual Property, Emerging Technologies and Technical Solutions, Global Collaboration, and Innovation Culture. Many of our locations also held exhibitions to demonstrate various technologies.

Today, there are 438 active Experts representing 30 disciplines in 16 countries. Some experts are dedicated to the energy transition with a key focus on sustainable solutions expertise.

Our performance

The Company has achieved a strong upward trend in learning engagement, increasing average annual learning hours per permanent employee from 10 hours in 2022 to 31.1 hours in 2025, surpassing the 30-hour target set for that year. This demonstrates both organizational commitment and employee engagement in continuous development.

We will continue to sustain strategic capability development at Technip Energies. A new Upskilling Plan 2026-28 has been defined and will guide further skills development. Our emphasis remains on high-quality learning, with upskilling as

the central pillar of our learning and development strategy. In 2026, the target is 25 hours, above the 20+ average committed in the Scorecard 2026-2030, to align with our operational and capability needs. We will maintain strong strategic upskilling through T.EN University while balancing it with learning tailored to local business conditions and priorities. Importantly, these efforts translate into real impact: in our employee survey, 81% of respondents agreed that their job makes good use of their skills and abilities, confirming that our investment in learning directly benefits both our people and our business.

ESRS ref.	Indicator	Target	2025	2024	2023
S1-13, 83(b)	Average number of training hours per employee and by gender		28	26	22
S1-13, 83(b)	Female		32	29	24
S1-13, 83(b)	Male		26	24	20
S1-13, 83(b)	Other		31	27	29
Entity spec.	 Average number of training hours per permanent employee and by gender	30 hours by 2025	31.1	27.4	22.9
Entity spec.	Female		34	30	24
Entity spec.	Male		30	26	22
Entity spec.	Other		31	27	29
Entity spec.	Average number of training hours per permanent employee and by age group		31.1	27.4	22.9
Entity spec.	≤ 30 years old		36	35	--
Entity spec.	30-50 years old		31	30	--
Entity spec.	≥ 51 years		27	16	--
Entity spec.	Average number of training hours per permanent employee and by length of service		31.1	27.4	22.9
Entity spec.	≤ 5 years		34	32	--
Entity spec.	6-10 years		28	41	--
Entity spec.	11-15 years		29	31	--
Entity spec.	≥ 16 years		28	17	--
Entity spec.	Average number of training hours per permanent employee and by organizational level		31.1	27.4	22.9
Entity spec.	Leadership positions		19	17	--
Entity spec.	Other positions		32	28	--
Entity spec.	Number of trainees/interns trained by gender		1,263	1,162	--
Entity spec.	Female (%)		53%	50%	--
Entity spec.	Male (%)		47%	50%	--
Entity spec.	Other (%)		—%	—%	--

Talent management

Our policies

Performance management at Technip Energies aims to foster a high-performance culture, reinforced by ongoing feedback between employees and managers. This process is centered around career-oriented conversations that align with organizational objectives.

Our philosophy and process for managing performance are embedded in a global Performance Management standard. This standard outlines the end-to-end performance management process, which includes goal setting at the beginning of the year and performance appraisal at the year's end. These processes include discussions about goals, performance, achievements, company values, attitude toward change, career aspirations, and learning priorities.

Our actions

Our development & performance management journey consists of an annual three-step process that has been enhanced, in times of tremendous change, to support each talent to be successful in their job.

The first step in our process is the goal-setting campaign, which takes place at the beginning of the year. This step is critical to ensure that our employees have clear objectives and a roadmap for achieving their goals for the upcoming year.

The second step is the mid-year development conversation with managers, which has been available to all permanent employees since 2023. It is an opportunity to explore career aspirations, review both technical and soft skills, identify learning opportunities, and design an individual development plan. This year, 83% of Technip Energies' permanent employees had a development conversation with their manager. This performance and development check-in supports our growth mindset and enables managers at Technip Energies to be key drivers of the professional growth and development process. The mid-year development review also includes Technip Energies' value skills assessment to help all employees translate our culture into actions, embody our values, and develop the right skills and behaviors beyond their current role. Our values express who we are and how we do business at Technip Energies. They remind us of what we believe in; they reflect the DNA that unites us and guide the way we deliver on our Purpose. This initiative not only

The performance appraisal is an annual, structured review where an individual's performance is formally assessed and discussed for further development. This includes setting SMART goals, aligning individual and team objectives, and defining milestones and success criteria. Learning priorities are jointly identified to enhance performance and support career growth. The process also encompasses self-evaluation, manager evaluation, consistency checks, and finalizing performance ratings. At each step of the performance management process, Technip Energies aims to create an inclusive environment that respects the interests and core values of employees.

fosters the acquisition of essential skills and behaviors beyond employees' current roles but also helps identify and cultivate the right behaviors to build individual development plans.

The third step of our performance management journey is the performance review campaign. Employees are assessed based on a five-point rating scale ranging from unsatisfactory to exceptional. The performance model is founded on a multidimensional approach: it has been enhanced to ensure that our managers are equipped to assess not only results, but also the ways in which we achieve those results. This is accomplished through a system based on three pillars that drive performance while staying true to our commitments and values and fostering a change-ready culture.

Technip Energies places strong emphasis on embracing change within performance management to ensure all employees are supported to succeed and thrive in an evolving environment. To encourage a change-ready mindset and help employees adapt to the complexity and opportunities that change brings, we introduced a dedicated pillar in our assessment process focused on this dimension.

The performance management and development process consists of a mandatory individual self-assessment, a recommended feedback collection, and managerial evaluation to ensure a fair and equal process for all.

Our performance

We are committed to equipping our employees with the tools and resources they need to achieve their goals and realize their full potential. By investing in our people, we invest in the future success of our Company. Feedback from our engagement survey reflects this commitment: the performance management category improved by three percentage points compared to 2024. Additionally, 81% of respondents agreed their manager clearly communicates performance expectations, and 78% said their manager provides useful feedback on their performance.

In 2025, 95% of our permanent employees benefited from a performance and career development review and 83% took part in Mid-Year Development reviews.

ESRS ref.	Indicator	2025	2024	2023
PERFORMANCE MANAGEMENT				
S1-13, 83(a)	Percentage of employees who participated in regular performance and career development reviews	86%	86%	--
S1-13, 83(a)	Female	91%	91%	--
S1-13, 83(a)	Male	84%	84%	--
S1-13, 83(a)	Other	100%	100%	--
Entity spec.	Percentage of permanent employees who participated in regular performance and career development reviews	95%	94%	91%
Entity spec.	Female	95%	94%	90%
Entity spec.	Male	95%	95%	92%
Entity spec.	Other	100%	100%	—%
Entity spec.	Percentage of permanent employees who participated in mid-year development reviews	83%	79%	--
Entity spec.	Female	84%	79%	--
Entity spec.	Male	82%	79%	--
Entity spec.	Other	100%	100%	--

2024 data was revised using the methodology applied in 2025, which introduces stricter criteria for determining whether a performance review was completed.

Metrics definitions

Percentage of employees who participated in regular performance and career development reviews: percentage of permanent and temporary employees present as of January 1, 2025 who completed a performance appraisal with their manager covering their 2024 performance, conducted as part of our global My Performance campaign. For employees hired after September 30, 2024, this review consists of the 2025 goal-setting discussion. Apprentices are not counted in the metrics, as their performance monitoring is managed by their mentor, in accordance with the requirements of their training organization.

Percentage of permanent employees who participated in mid-year development reviews: percentage of permanent employees who were part of the workforce as of April 30, 2025. Mid-year reviews are conducted from the beginning of May to mid-July.

Talking Talents

Talking Talents aims to identify and accelerate the development of high potential employees within Technip Energies through a structured and collaborative process. Our philosophy and approach to nurturing talent are embedded in a global Talking Talents standard. This standard outlines the end-to-end process (identification, review, calibration, and validation) to meet the talent development needs and strategic goals of Technip Energies while ensuring a strong ethical approach and fostering diversity within the organization.

The Talking Talents process adopts a bottom-up approach, starting with line managers in all Operating Centers who identify and review top talents within their teams. This initial identification is followed by a calibration phase, aligning these talent identifications with the next hierarchical level. The process culminates in a cross-calibration and validation of selections with Operating Center management and extends up to the Executive Committee level. These stages ensure a thorough and evidence-based review of potential candidates, focusing on diversity and inclusion to meet the Company's sustainability targets.

At each step of the Talking Talents process, Technip Energies aims to create an inclusive environment, recognizing and nurturing employees who consistently perform well and demonstrate leadership qualities such as agility, drive, motivation, and high growth potential.

Reinforcing succession planning to secure leadership continuity

Succession planning is integrated into this process to build sustainable talent pipelines for critical positions, ensuring business continuity and strategic execution. It allows us to assess organizational readiness for local, regional, functional, and senior management roles, ensuring that critical positions have strong successors in place. Our approach emphasizes building depth in leadership capabilities and accelerating development for key profiles, including female talent and emerging leaders. This year, we reinforced succession plans across all major functions, securing coverage for priority roles and confirming a strong pool of future leaders.

This comprehensive approach helps Technip Energies maintain a robust and diverse leadership pipeline, aligned with the Company's long-term goals and values.

3.3.2. Workers in the value chain

3.3.2.1. Our material impacts and risks

SAFETY	
Refer to section 3.3.1.3. Occupational health and safety, which presents Technip Energies' safety impact and management.	
HUMAN RIGHTS	
IRO TYPE ¹	DESCRIPTION
Potential negative impact upstream value chain (all time horizons)	Technip Energies acknowledges that human rights violations can occur within its value chain if not properly monitored. Indicators of forced labor or modern slavery as defined by the ILO include forced labor, abusive working conditions, intimidation, unfair wages, and ineffective whistleblower protections and can endanger the physical and psychological integrity of workers. Migrant workers are particularly at risk of human rights violations. It is to be noted that no severe human rights issues in the Group's upstream or downstream value chain have been reported.
Risk upstream and downstream value chain (all time horizons)	Human rights non-compliance within the Group's value chain can lead to business disruption and reputational damage, undermining Technip Energies' ability to operate within a business ecosystem aligned with its core values. This risk is heightened when collaborating on projects with stakeholders that uphold less stringent human rights standards. Additionally, the risk of human rights breaches in the value chain increases in regions where Technip Energies has extensive operations and relies heavily on migrant workers due to a limited local workforce.

(1) The following 2024 opportunity was assessed as non-material in 2025: "Attraction of more socially responsible investors through strong human rights due diligence." This change reflects the evolving investor landscape, where robust human rights due diligence is increasingly viewed as a standard expectation rather than a differentiating factor.

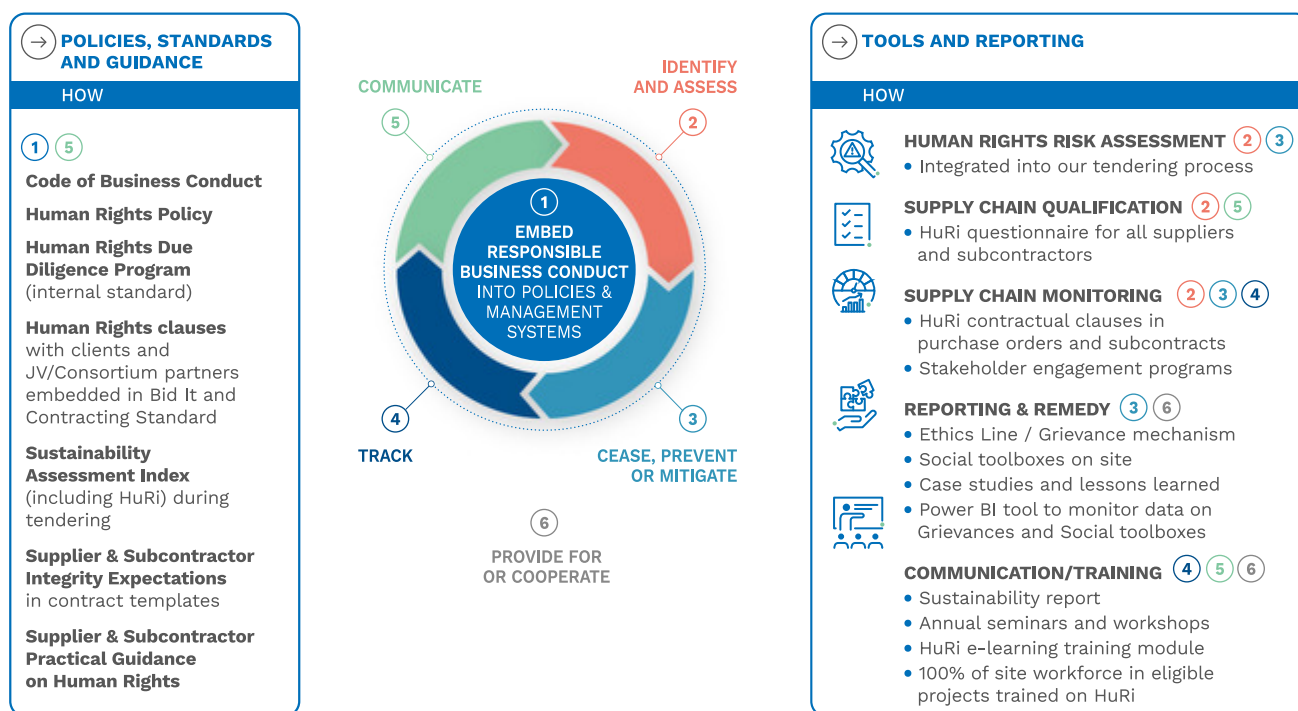
3.3.2.2. Our policies to uphold human rights

Ensuring human rights are respected across our value chain is a priority for Technip Energies. To support this, a dedicated Sustainability Human Rights function develops and implements strategies, policies, and programs related to human rights. This function works closely with other departments, such as Procurement, Subcontracting, Legal, Proposal, and Operations, to ensure that human rights considerations are integrated into all aspects of the Company's operations. In addition, dedicated points of contact for human rights in our main operating centers allow us to respond quickly and effectively to potential human rights issues.

Our Human Rights Due Diligence Program consists of policies and procedures aligned with the United Nations Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work. The foundation of our program is our Code of Business Conduct, which underscores our commitment to ethical, lawful behavior and recognizes human rights as

a fundamental principle. It also enforces a strict zero-tolerance policy toward human rights violations, including modern slavery, child labor, and forced labor, regardless of geographic location. The Technip Energies Supplier and Subcontractor Integrity Expectations work in conjunction with our Code of Business Conduct to ensure our value chain partners' commitment to conducting their business in compliance with all internationally recognized human rights standards. Technip Energies is strongly committed to monitoring the supply chain to promote awareness and ensure respect for these international standards. In joint-venture contexts, Technip Energies proactively engages with its partners to promote its Human Rights Program throughout the project execution. Results of the monitoring onsite are shared with subcontractors to encourage them to reach these international standards, which are sometimes more stringent than their local legislation. For more information about our Code of Business Conduct and Supplier & Subcontractor Integrity Expectations, refer to 3.4. Governance information.

Human Rights Due Diligence Program



Our Human Rights Policy

Our Global Human Rights Policy, signed by the Chief Executive Officer in December 2023, states that we are committed to conducting our operations in a manner that respects the rights and dignity of those working within or affected by our business activities. The policy is published on the Group website and is also available to employees on the Group Intranet.

We have defined our overall policy by engaging with external and internal stakeholders to embed respect for human rights in our operations and business relationships and promote the protection of human rights.

We are committed to upholding internationally recognized human rights across five key areas:

- ethical recruitment, including fair employment practices as well as prohibition of any form of forced labor, human trafficking, and illicit forms of child labor;
- fair labor practices that are free from discrimination or harassment and where rights to freedom of association and collective bargaining are respected;
- right to effective remediation: we encourage employees and others to report any concerns, ensure remediation is implemented as appropriate, and promote a zero-tolerance policy on retaliation against anyone for reporting suspected violations of its policies or Code of Business Conduct;
- community engagement through contributing to the development of local communities; and
- HSE and security engagement to all those affected by our business activities.

We assess potential human rights impacts from business activities and relationships and aim to apply effective prevention and mitigation actions as appropriate. Compliance with the policy is the responsibility of all management, employees, and contracted personnel. Through the integration of our Human Rights Policy into contractual

clauses, our suppliers, subcontractors, and business partners are expected to follow the principles of the policy when working with Technip Energies.

Our Human Rights Due Diligence Standard

Technip Energies' commitment to human rights is reflected in our Human Rights Due Diligence ("HRDD") program, which is summarized in a comprehensive standard that applies to the whole Group and serves as a tool to ensure that we do business in alignment with our principles and respect human rights. The HRDD standard is based on the Organisation for Economic Co-operation and Development ("OECD") Guidelines for Multinational Enterprises and Due Diligence Guidance for Responsible Business Conduct. These frameworks define the following essential elements of due diligence:

1. embed responsible business conduct into policies and management systems;
2. identify and assess adverse impacts in operations, supply chains, and business relationships;
3. cease, prevent, or mitigate adverse impacts;
4. track implementation and results;
5. communicate how impacts are addressed; and
6. provide for or cooperate in remediation when appropriate.

Technip Energies adopts a multi-step risk-based approach to identify and map risks in order to implement effective mitigation measures on each high-risk project. The areas of risk align with those covered by the Human Rights Policy, including forced labor, human trafficking, illegal forms of child labor, discrimination, harassment, freedom of association, and collective bargaining. Particular attention is given to migrant workers, who are considered vulnerable due to factors such as low wages, language barriers, and limited access to social protection and healthcare.

Tendering phase of the EPC project

For all our EPC projects, we conduct an initial human rights due diligence assessment during the tendering phase using a methodology embedded in our Human Rights Project Risk Mapping Tool. The assessment considers criteria such as site location, type of contract, nature of operations, and estimated workforce size. This methodology allows us to proactively capture potential risks early in the process and identify high-risk projects that are the “eligible projects” for our due diligence monitoring. To ensure mitigation measures remain effective, the Project Risk Mapping Tool’s calculations and criteria are periodically updated, with the latest update completed in April 2025.

Relevant mitigation measures to be implemented throughout the life cycle of the project are considered before the submission of the tender. The Company’s Bid It and Contracting Standard, which defines its bidding process, includes human rights clauses for clients and partners.

Supplier and subcontractor qualification

Subcontractors and suppliers are subject to a human rights qualification process to identify current and potential risks and understand their level of maturity on human rights topics. First, they complete the ESG questionnaire, which includes a maturity assessment on human rights, and provide the identified supporting documentation. This assessment is conducted by the Procurement teams for suppliers, in collaboration with the Human Rights function, as necessary. Concerning subcontractors, the assessment is managed directly by the Sustainability Human Rights team using a human rights module integrated into the QualifyMe Tool. Depending on the gaps between our requirements and their policies and performance, the subcontractors shall also

clarify further how they manage human rights impacts. The qualification process is closed before contract signature, and any area of improvement identified during the qualification phase shall be addressed. To find out more about our qualification process, refer to section 3.4.1.3. Relationship with our supply chain.

To support our Procurement and Subcontracting teams, the Sustainability Human Rights team provides internal guidance to increase awareness of the importance of human rights assessments during the qualification phase, as well as the methodologies for evaluating human rights risks. Additionally, collecting feedback is essential for the continuous improvement of our supply chain monitoring processes with respect to human rights considerations.

T.EN Supplier & Subcontractor Practical Guidance on Human Rights

We provide guidance on our website that aims to enhance suppliers’ and subcontractors’ human rights practices. It includes toolkits and templates designed to help address these topics effectively. While our suppliers and subcontractors may have their own compliance and human rights policies, which can be as robust as or even more stringent than ours, our practical guidance serves as a valuable resource to further improve their practices if needed.

Execution phase of the eligible projects

The project team is responsible for monitoring the implementation of the mitigation measures on eligible projects, supported by the assigned Project Human Rights Officer. For more information, refer to section 3.3.2.4. Workers on construction sites.

3.3.2.3. Engagement with value chain workers and channels for raising concerns

Our Stakeholder Engagement Policy provides a corporate framework to ensure consistent engagement with all stakeholders, including all our suppliers and subcontractors. For detailed information about our Stakeholder Engagement Policy, please refer to 3.1.3.2. Stakeholder engagement.

Collaboration is essential to address human rights impacts throughout the value chain, so we endeavor to discuss and align with all stakeholders from the earliest phase of tendering. We are a member of the United Nations Global Compact and a member of the Steering Committee of Building Responsibly, an association of leading engineering, construction and energy companies working together to promote and raise the bar on human rights across the sector. By developing shared standards and implementing programs aligned with the Building Responsibly “Worker Welfare Principles,” we strengthen our ability to address industry-specific human rights risks and amplify our influence across the value chain. Technip Energies participated in the bi-annual Building Responsibly meeting held in Houston in November. This key event offered an opportunity to engage with members, align on priorities, and set future goals for the initiative. The focus was on advancing human rights maturity across the sector by equipping stakeholders with practical guidance, tools, and methodologies to strengthen management systems in line with international standards.

The Sustainability Human Rights function is operationally responsible for ensuring engagement occurs and that the results inform the Company’s approach.

Human Rights & Welfare Program on an EPC site: the Ruwais LNG example

The Human Rights & Welfare Program is in place. Key measures include:

- mapping welfare indicators to assess workforce needs;
- maintaining a transparent and accessible grievance mechanism;
- fostering continuous engagement with workers and supply chain partners;
- engaging with local communities to build trust; and
- implementing regular human rights training sessions and toolbox talks to ensure these principles are embedded in site practices.

Robust monitoring systems are also operational to guarantee supply chain compliance.

These efforts are not one-time actions but part of a sustained strategy to enhance welfare and human rights across all project phases. Ruwais LNG continues to refine its processes, expand training coverage, and strengthen monitoring frameworks to maintain transparency and accountability. Through collaboration with internal stakeholders and external community, the program reinforces Ruwais LNG’s role as a responsible operator committed to ethical practices and workforce well-being.

Incident management

Anyone, including workers in the value chain, can report concerns by using our Integrity Line, available on our website (<https://www.ten.com/en/about/ethics-compliance>).

For more information on our speak-up culture and investigation process, refer to section 3.4.1.2. Corporate culture and business conduct.

Engagement and channels specific to workers on construction sites

In the execution phase of a project, Technip Energies engages with site value chain workers through several initiatives:

- **Stakeholder Engagement Programs:** Regular meetings with representatives of main subcontractors to discuss working conditions. The Human Rights team shares expectations and best practices aligned with international standards, covering topics such as working hours, overtime management, and fair payment for overtime.
- **Online surveys:** Accessible via QR codes to gauge site atmosphere and identify areas for improvement.



- **Human rights social audits:** Conducted as needed based on risks identified during engagement sessions or through the grievance mechanism. Subcontractors receive detailed reports and are required to develop action plans to strengthen their management systems.
- **Mandatory human rights training:** Delivered regularly to all workers and relevant staff on site.
- **Multi-channel grievance mechanism.**
- **Social toolboxes:** Direct workplace dialogue led by the Project Human Rights Officer to inform workers of their rights, understand their conditions, and raise awareness about grievance channels.

In 2025, we launched a dedicated digital tool to register and monitor grievance-related and social toolbox data. This innovation enhances our ability to respond proactively to recurring issues and enables more effective management of improvement areas, fostering a comprehensive and coordinated approach to addressing challenges across the organization.

Grievance mechanism

Our grievance mechanism provides access to remedy for potential victims of human rights violations by allowing anonymous complaints to be raised and addressed while not impeding access to other judicial or administrative remedies that might be available under the law or through existing arbitration procedures.

Our grievance procedure recommends acknowledging complaints within seven working days and resolving them within 30 days, with a maximum period of 60 days for implementation of the resolution.

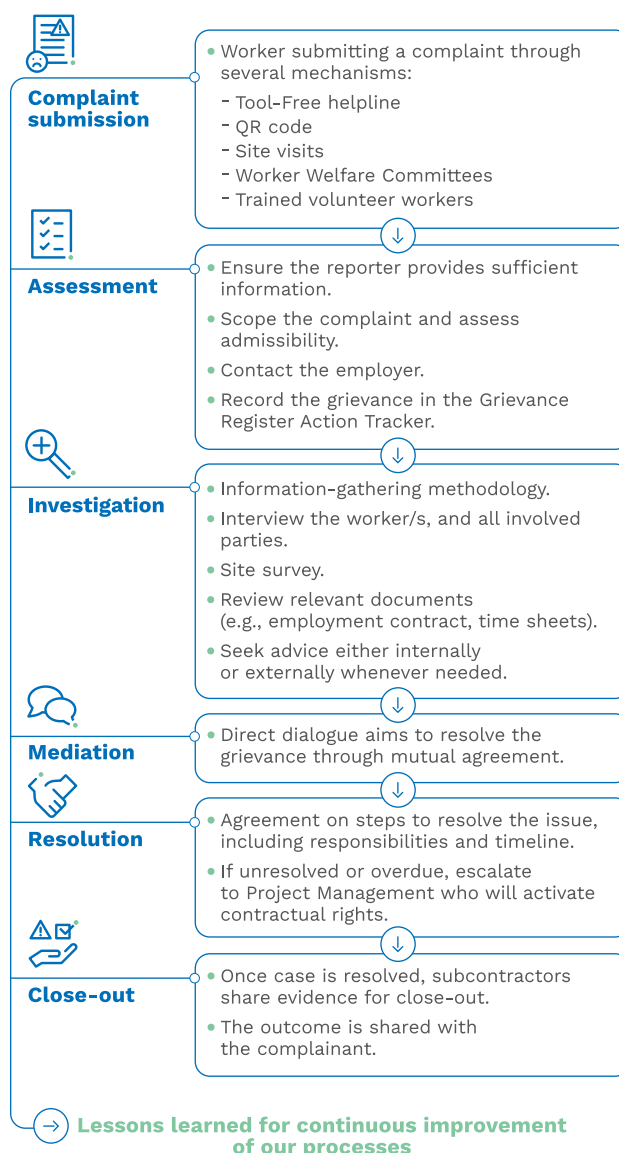
On eligible projects, to ensure that human rights topics are managed during operations, human rights actions and incident monitoring are discussed during the project operational meeting with project management. Incidents, lessons learned, and best practices are shared with Technip Energies' management.

Example of a grievance mechanism on an eligible project

Our grievance mechanisms, available in multiple languages, are accessible to all on-site workers, including those employed by direct subcontractors, tier-2 subcontractors, and beyond, whether they live in the projects' purpose-built camps or outside. This ensures everyone can raise concerns. Site workforce can submit complaints anonymously or identify themselves without fear of retaliation.

Engagement and channels specific to procurement suppliers

For our engagement with suppliers, refer to section 3.4.1.3. Relationship with our supply chain.



3.3.2.4. Workers on construction sites

Our policies

The Subcontracting General Principles standard applies to all our subcontractor agreements across all geographical areas. In 2025, human rights clauses in subcontractor agreements were reinforced to ensure remediation mechanisms for victims of human rights violations, when necessary. The revised provisions authorize the withholding of payments when the subcontractor or its supply chain within the project fails to meet human rights obligations, thereby enabling the implementation of corrective actions and/or the reimbursement of affected workers. To find out more about our policies for subcontractors, refer to 3.4.1.3. Relationship with our supply chain.

Our actions

Mitigation plans

The role of the Project Human Rights Officer

To implement the due diligence program on eligible large-scale, high-risk projects, the Project Human Rights Officer is responsible for conducting Human Rights training for the workforce, ensuring the availability of efficient communication channels with the workers, and managing the grievance mechanism.

The Project Human Rights Officer engages the main construction subcontractors in a stakeholder engagement program to share expectations on human rights, assess their maturity on the topic, and encourage best practices to monitor workers' working conditions, including overtime, payment of annual leave, and accommodation. Regular inspections are managed in full synergy with the HSE Team to ensure the well-being of our workforce.

Human rights commitment at Borouge 4: a quote from the Project Director

"The appointment of a dedicated Human Rights Officer at Borouge 4 has been instrumental in enhancing the relationships with our clients and partners, fostering a commitment to advancing human rights. Leveraging on the competences in international principles and best practices as well as mapping and engaging the stakeholders along the supply chain, the Project Human Rights Officer has built trust by facilitating open dialogue, engaging with the workers representatives or in toolbox talks with workers aiming at raising awareness of their rights. This approach has not only improved communication but also increased worker satisfaction by over 70%, based on grievances record, ensuring concerns were addressed transparently and promptly. Lenders' Consultants for the Borouge 4 complex program not only recognized and highly appreciated the positive impact of these efforts during their audits but also underscored the value of dedicated human rights leadership on site."

Illustration of worker welfare topics we address



LIVING CONDITIONS

- Mess halls at camps: cleanliness and operation
- Facilities: condition and maintenance
- Food and water: quality, quantity, variety
- Laundry: availability and functionality
- Leisure: recreation facilities, internet access
- Transportation: availability including during nights and on weekends



WORKING CONDITIONS

- Mess halls on worksite: conditions and operation
- Facilities: condition and maintenance
- Rest shelters: condition, location, and number
- Toilet facilities
- Drinking water stations
- Transportation between camps and site
- Fatigue management including overtime monitoring
- Respectful working relationships
- Health insurance
- Skills and training



EMPLOYMENT CONDITIONS

- No retention of personal documents or restriction of movement
- Ethical recruitment
- Timely and accurate salary payments
- Leave and termination policies
- Free choice of employment
- Workers' representatives on welfare committees

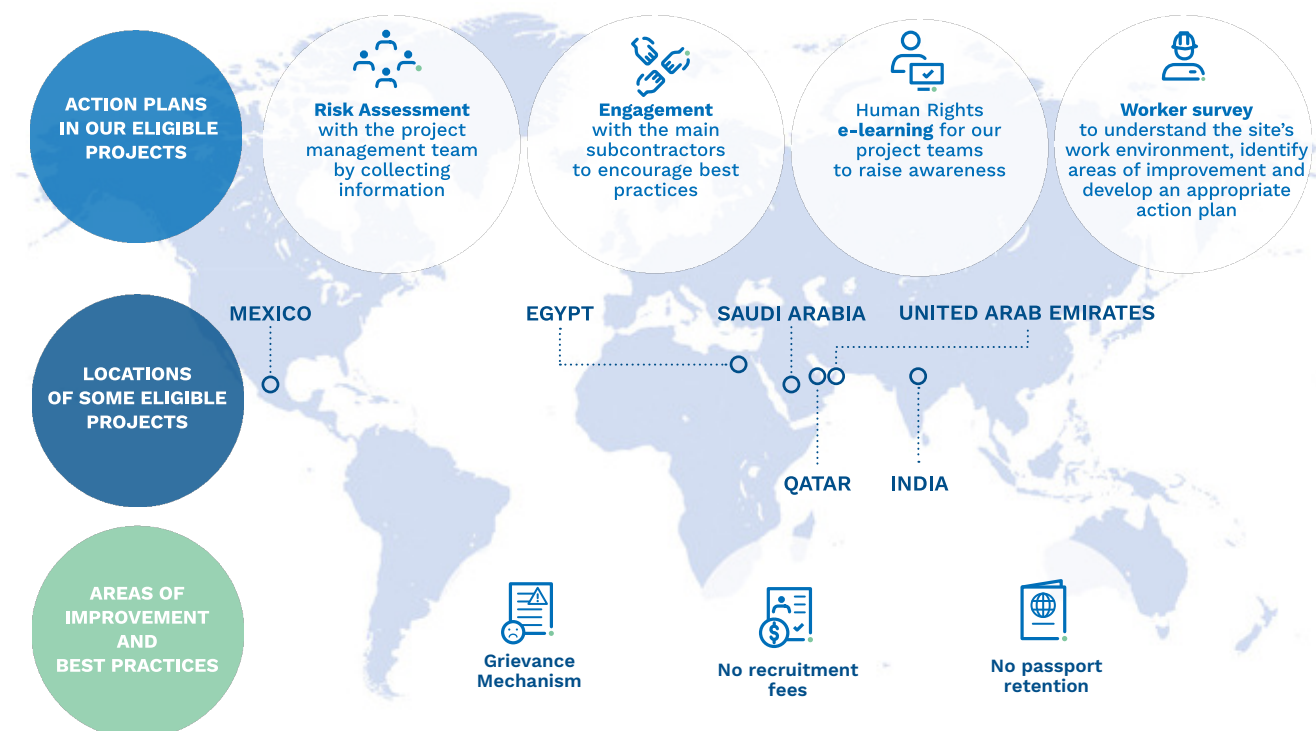


PERSONAL WELFARE incl. MENTAL HEALTH

- Protection against discrimination, harassment, and self-inflicted substance abuse
- Access to medical services
- Access to paid salaries and banking services
- Manageable stress levels at work
- Timely resolution of grievances
- Symptoms of depression, stress, and anxiety are addressed

Mitigation plans for ongoing eligible projects

Ongoing eligible projects are high-risk projects, already in execution as of October 2023 and with a physical progress below 70%. We identified ten ongoing eligible projects in countries including Egypt, India, Qatar, Mexico, Saudi Arabia, and the UAE. Mitigation actions for these projects are illustrated below:



Assiut Hydrocracking Complex EPC Project ("AHC") in Egypt

- Client: Assiut National Oil Processing Company (ANOPC)
- 10,000 workers at peak of construction
- 43% local workers (versus 30% target)
- 6.5% female (versus 3% target)
- 508 total grievances received (of which 74% anonymous)

In the AHC Project, the Human Rights team is dedicated to managing all labor aspects to ensure the implementation of Human Rights principles and compliance with local labor law. This is crucial in guaranteeing the project's alignment with the International Finance Corporation Standards and Building Responsibly principles.

The human rights program is implemented to ensure the project subcontractors comply with our human rights requirements. One of the best practices for raising awareness to the workers about their rights has proven to be the regular Social Toolboxes performed periodically in all the site areas. More than 7,500 workers were reached through the Social Toolboxes, in addition to the massive HSE Toolbox Talk and the random interviews performed in different dining tents, allowing the workers to speak freely and in a friendly atmosphere. We are very pleased with the level of engagement and interaction with the workers, especially with those who might face barriers in using the grievance mechanism, such as illiterate workers and workers afraid of retaliation. Over the years, the Social Team has built a strong foundation of trust with the workers, contributing to the creation of a fair workplace where every worker feels valued and heard.



At the Assiut Hydrocracking Complex, our diverse workforce is united by a shared principle: every person deserves dignity, safety, and respect. This principle guides both our HSE and Social operations, shaping an ethical and resilient ecosystem where all teams collaborate to uphold fairness and shared values. The synergy among our Social and HSE functions, together with the Project Team, allows us to foster daily practices to assure both safety and respect of human dignity, supporting every person working on site and building authentic connections with local communities."

Francesco Puccinelli, Project Director

Mitigation plans for new eligible projects

Since October 2023, the Project Risk Mapping Tool has been used during the tendering process to assess the level of risk related to human rights. EPC projects assessed as high risk are eligible.

The mitigation actions for the new eligible projects are:

- Include a human rights clause with clients and joint-venture partners, in addition to the clause already included in supplier and subcontractor contracts;
- Ensure positive closure of subcontractors' prequalification on human rights;
- Implement a stakeholder engagement program with the main subcontractors to assess their maturity on human rights topics;
- Perform a social audit on site under a risk-based approach, depending on criticalities identified considering the manpower characteristics, and the outcome of the stakeholder engagement with the value chain;
- Assign an e-learning module on human rights to the Technip Energies project team; and

■ Worker feedback channels:

- Grievance mechanism: In large-scale projects, a Human Rights Officer manages remediation efforts to ensure they are handled effectively.
- Social survey: In small-scale projects, social surveys are used to identify potential areas of attention or issues directly from the workers.

Human rights monitoring service for construction supply chains

We have developed an additional service available to our clients for EPC/EPCm projects: monitoring human rights compliance with local labor laws and international standards within the construction supply chain, aiming to mitigate risks related to employment conditions for site-based workers.

The service is delivered by a dedicated Project Human Rights Officer and includes a comprehensive set of activities:

- implementation and management of grievance mechanisms;
- social toolboxes;
- preparation and delivery of Human Rights training material;
- stakeholder engagement sessions; and
- social audits.

To ensure consistency and effectiveness, all activities have been standardized through a dedicated booklet containing tools, templates, and guidance materials to support the Project Human Rights Officer throughout the project life cycle.

Our performance

In 2025, we reached our target of 100% of eligible EPC projects having human rights due diligence and/or mitigation plans in place.

ESRS ref.	Indicator	Target	2025	2024	2023
HUMAN RIGHTS					
Entity spec. VC	Number of eligible projects (HuRi high-risk EPCs)		12	12	10
Entity spec. VC	 Human Rights due diligence for new eligible projects and Mitigation Plan for ongoing eligible projects (%)	100% by 2025	100%	67%	40%

Metrics definitions

Eligible projects (HuRi high-risk EPCs):

- Ongoing eligible projects: EPC projects that were in execution as of October 2023, had a physical progress of less than 70% at that time, and were assessed as high risk in terms of human rights.
- New eligible projects: EPC projects awarded from October 2023 onwards that are assessed as high risk in terms of human rights using the Project Risk Mapping Tool. This tool is used during the tendering process to evaluate the level of risk related to human rights.

Best practice on human rights: SA8000 standard

Technip Energies Italy is certified with the voluntary standard SA8000:2014, with its maturity grade level rising from 4.06 to 4.65 out of 5.00 in 2025. In their annual surveillance audit report, our third-party auditors formally recognized, as a best practice, our monitoring and mitigation of areas of concern during the execution phase with subcontractors, within the context of our Human Rights Program. The certification

demonstrates Technip Energies' commitment to protecting human rights in the workplace and along the supply chain. The SA8000 Standard is the leading social certification, based on the Universal Declaration of Human Rights and International Labour Organization ("ILO") conventions. Since 2011, Technip Energies Italy has been audited on a regular basis by an independent third party approved by Social Accountability International ("SAI").

3.3.2.5. Workers in our procurement value chain

Suppliers play a pivotal role in the success of our projects and objectives. Supplier qualification and performance monitoring are integral to the Global Sourcing and Procurement ("GSP") framework. In managing sustainability

criteria and collaborating with suppliers, we adopt and implement standards aligned with our sustainability ambition, including respect for human rights. To find out more, refer to 3.4.1.3. Relationship with our supply chain.

3.3.3. Affected communities

At Technip Energies, we are committed to acting responsibly by considering the perspectives of the local communities around our operations, striving to enhance socio-economic and environmental benefits while minimizing any negative

impacts. By fostering strong partnerships with local stakeholders, we aim to create shared value and contribute to sustainable development.

3.3.3.1. Our material impacts

IRO TYPE	DESCRIPTION
Actual negative impact own operations, upstream and downstream value chain (all time horizons)	In the vicinity of our EPC project sites, nuisances such as pollution, dust, noise, vibrations, odors, and increased traffic can affect the health and safety of local communities. The sudden rise in construction activities may also increase the risk of human rights breaches. The severity of these impacts varies depending on the nature and scale of the project, as well as the proximity of the construction site to inhabited areas.

3.3.3.2. Our policies

As outlined in our Code of Business Conduct, “the communities in which we work are important stakeholders for Technip Energies, and we strive to be a responsible corporate citizen.” This commitment is further reinforced in our Human Rights Policy, which also highlights the importance of community engagement.

We encourage our employees to ensure that Technip Energies is a responsible corporate citizen in our communities, in accordance with the following commitments:

- Respect the rights of local communities by addressing the potential impacts of our operations on their environment;
- Design sustainable development initiatives with a focus on long-term added value;
- Engage with local communities impacted by our activities in close coordination with our clients and contribute to social and economic sustainability;
- Anticipate and minimize potential disruptions to the community;
- Mitigate any negative impacts on local communities due to our activities;
- Contribute to local employment growth by fostering training and the transfer of skills and technology; and
- Respect local cultures and be aware of local practices, traditions, legislation, and cultural factors that may impact behaviors and decisions.

For more information, refer to section 3.4.1.2. Corporate culture and business conduct and section 3.3.2.2. Our policies to uphold human rights.

Our global volunteering program, “We Volunteer,” is governed by a comprehensive standard applicable to all locations, including operating centers and projects. The Chief Strategy & Sustainability Officer is accountable for the standard’s implementation. The standard, available on our intranet through our GBPMS, establishes a common framework for all volunteering initiatives and provides clear guidelines, including time allowances for employees, our volunteering hours goals, key thematic areas of focus, and compliance processes, ensuring alignment with our core values and strategic objectives.

Our local development initiatives are designed to align with specific UN SDGs. By doing so, we focus on areas which are critical to long-term community well-being. They include:

- SDG 4: Quality Education;
- SDG 5: Gender Equality;
- SDG 3: Access to Healthcare; and
- SDG 7: Access to Affordable and Clean Energy.

3.3.3.3. Local communities engagement

In line with our Stakeholder Engagement Policy, we recognize local communities as key stakeholders. To ensure our interactions with these communities are meaningful and impactful, we implement local engagement programs and a global volunteering program.

On a project-specific basis, we collaborate closely with our clients to actively engage with local communities that may be affected by our activities.

To know more about our stakeholder engagement, refer to section Stakeholder engagement.

Our structures and processes for engagement with local communities

As a company with operations around the world, our engagements with local communities must consider diverse local contexts and nuances, while ensuring consistent approaches aligned with our global standards and policies.

Recognizing our material impact on local communities, in 2025, we took steps to embed consideration of these impacts through the issuance of the Local Communities Guidance and Framework global guideline. The guideline provides a structured approach for considering local community risks and impacts within our bidding process. The guideline also includes an implementation framework, operational templates, and guides, applicable upon client approval, for local community engagement activities and effective management of community grievances during project execution.

The Local Communities Impact Assessment tool was developed as part of this guideline and integrated for use in our bidding process, to provide a comprehensive, consistent approach to identify and assess potential negative impacts of our projects on local communities at the earliest stages of evaluation of commercial opportunities. It evaluates drivers of potential community impacts, such as the size and proximity of communities, project scale, expected impacts on community resource access, livelihoods, health and safety, and areas of cultural significance, among others. It also considers possible impacts on the rights of indigenous peoples, including the status of free, prior and informed consent, and any expected land acquisition. The tool aims to help our proposal teams properly estimate and structure a mitigation plan for local communities.

During execution, Project Community Officers (“PCOs”) hold operational responsibility for the implementation of client-approved community engagement activities, under the accountability of the Project Director. For projects with PCOs on site during execution, the guideline provides a series of detailed operational guides and planning templates for project stakeholder engagement programs, community grievance mechanisms, and social investment programs, to be implemented as applicable.

In 2025, we strengthened our approach to local content by defining a global framework built on four levers: local hiring, local procurement, training and upskilling, and community investments. These levers aim to promote economic opportunities, support regional business capacity, and contribute to long-term socioeconomic development.

Our local content plan guideline was fully revised to include a detailed planning and implementation guide for project teams and a template for submitting comprehensive annual plans to the client. To improve visibility and accountability, we are piloting a tool to track local hiring, a significant step forward in our ability to measure impact and ensure that our projects create meaningful opportunities for people in the regions where we operate.

By investing in local capabilities and reinforcing supply chains, we support economic resilience and strengthen our social license to operate, striving to leave lasting, positive legacies beyond the operational lifespans of our projects.

Consultation with local community stakeholders

Technip Energies, upon client approval, takes active measures to meet with, inform and listen to local stakeholders in the vicinities of our project sites. We participate in multiple, scheduled forums with our clients, project partners, and various stakeholder groups from early project stages to understand community needs and interests, and to identify emerging areas of concern. Aside from

scheduled meetings, projects can also utilize websites and other online channels to maintain dialogue with local stakeholders. The following examples highlight how community consultation goes beyond information dissemination to the establishment of clear communication channels that can enable constructive dialogue.

- For instance, on the NZT Power-NEP Project in Teesside, United Kingdom, along with our client and project partners, we are part of the Tees Valley Regional Skills Consortium, engaging with regional education providers, local authorities, and other key participants to ensure capacity building of local stakeholders and targeted skills development that will increase local participation in the project and leave behind a positive, lasting legacy for the Teesside region.

Other platforms for meeting with local stakeholders include the project's Local Liaison Group, which meets bi-monthly, convening our client, project partners, local authority representatives, and the local business community; and the bi-annual Industrial Briefing Group, which is focused on the local business community and residents.

- Technip Energies is an active and committed member of the Community Liaison Committee ("CLC") for the Assiut Hydrocracking Complex ("AHC") project in Egypt. The CLC plays a vital role in connecting the project with the local community, fostering open dialogue, sharing information, and addressing concerns raised by stakeholders. Through this collaborative platform, which includes representatives from the local villages and affected groups, Technip Energies has worked to ensure transparency and promote inclusive participation throughout the project's life cycle. In response to the community's expressed need for increased local hiring, Technip Energies coordinated closely with subcontractors to exceed expectations, achieving a local hiring rate of 43%, well above the initial target of 30%. This outcome reflects the Group's dedication to constructive engagement and its meaningful contribution to the success of the CLC's mission.
- Sarawak, Malaysia, is a key growth region within Technip Energies' long-term strategy in Southeast Asia, and we continued to strengthen our presence through early, proactive stakeholder and community engagement, supporting both our business objectives and our sustainability commitments. Under Technip Energies Malaysia's SHINE umbrella program, in collaboration with the Ministry of National Unity and Yayasan Sukarelawan Siswa, we supported the ASEAN Student Volunteer Program in Sarawak with grassroots development initiatives in Kampung Beradek (Santubong) and Kampung Asajaya Laut (Kota Samarahan). A total of 172 student volunteers from Malaysia, Singapore, and Vietnam worked alongside local communities to upgrade basic village infrastructure and community facilities.

The program concluded with cultural and community ceremonies attended by senior government representatives and Technip Energies leadership. The main event was officiated by Deputy Prime Minister and Minister of Energy Transition and Water Transformation Fadillah Yusof, underscoring the importance of strong public-private collaboration in driving sustainable development. Reflecting on the initiative, Irene Wilson, Vice President Sales & Commercial APAC, noted: "Showing up early, before any commercial activity, signals the kind of partner we intend to be. Sarawak is part of our long-term journey, and our commitment starts with the people who call it home." This perspective was echoed by Nagarajan Pooran, Finance Director APAC, who emphasized: "Working with multiple stakeholders isn't merely important, it's absolutely vital to creating solutions that genuinely belong to the people."



Community engagement in Sarawak.

Processes to remediate negative impacts and channels for affected communities to raise concerns

As part of our working processes on projects, if a concern related to affected communities is identified by Technip Energies during the bidding process, we will propose to the client a dedicated plan to remediate negative impacts. Usually, we develop a mitigation plan according to the Environmental and Social Impact Assessment studies provided by our clients.

The channels in place for affected communities to raise concerns, if any, are as follows:

- The Integrity Line, accessible to anyone through the Technip Energies website; mitigation actions will be taken according to our procedures. See more in section 3.4.1.2. Corporate culture and business conduct — *Technip Energies' speak-up culture and investigation process.*
- On projects where we identify a risk related to affected communities, and subject to the client's approval, a Project Community Officer is appointed on the construction site. This person is in charge of the relationships with communities, including, where applicable, the management of Community Grievance Mechanisms. Available in the local language(s) of the community to remove communication barriers and encourage effective engagement, these mechanisms provide an accessible, formal channel for any community stakeholder to submit complaints, grievances, and suggestions related to the project. They serve as a tool for mitigation of any concerns raised by communities during construction, and for continuous improvement of community relations over the duration of the project.

3.3.3.4. Our actions

Our actions fall into three main categories: volunteering, Corporate Social Responsibility ("CSR"), and local community engagements on projects.

Volunteering

At Technip Energies, building a sustainable future means more than engineering excellence — it means creating long-term positive impacts in the communities where we live and operate. One way we do this is through our global volunteering program, "We Volunteer," which inspires employees to use their passion, skills, and expertise to give back locally. To encourage participation, we provide two hours of paid time off annually for volunteering initiatives. Through these efforts, we strengthen community connections, promote social inclusion, and contribute to the UN SDGs.

As an engineering company, our focus is STEM education — providing equal opportunities and motivating underprivileged students and girls to become future leaders — but we also support initiatives addressing social inequality, health and well-being, environmental protection, and diversity and inclusion.

Since its launch, We Volunteer initiatives have positively impacted more than 949,935 lives, but beyond the numbers lie numerous stories of collaboration and community.

Examples of our volunteering activities

In 2025, our **Kuala Lumpur** offices organized three mangrove planting initiatives at Bagan Lalang in partnership with the Malaysian Nature Society. Over 200 volunteers collected waste and planted hundreds of mangrove seeds to support coastal restoration and raise environmental awareness. The team also volunteered at the National Zoo of Malaysia, revitalizing spaces, planting greenery, and creating welcoming premises for both visitors and animals. In **Bangkok**, volunteers traveled to the coast to release aquatic species — 1,000 fish, 800 clams, and 30 crabs — supporting marine life conservation and boosting biodiversity.

Our **Rome operating center** continued its collaboration with Associazione KIM, a non-profit organization that welcomes children from developing countries needing medical care. Employees visited ten times during the year, spending time with children and offering support. Over 120 employees also participated in Race for the Cure, Italy's largest event dedicated to raising funds for the fight against breast cancer. In addition, the operating center organized two successful blood donation drives this year that mobilized over 130 volunteers.

In **Paris**, our cluster advanced its commitment to STEM education through targeted programs and partnerships, focusing on empowering young women to pursue careers in science and technology:

- **Women Energy (“WE”) EVOLLEN:** Our Paris offices have proudly been part of the WE EVOLLEN network for years. Through its mentoring program, our professionals guide and inspire young women to thrive in the energy industry. This year, five mentors worked with five young women.
- **Elles Bougent:** Our long-term collaboration promotes diversity in the industrial and technology sectors, helping young girls pursue engineering and technical careers and shaping the next generation of women in STEM. Our volunteers conducted nine initiatives, engaging 298 girls in Paris and Lyon.

Our **Zoetermeer operating center** hosted a STEM Girls Day in April under the theme “Fix the System, Not the Girls,” challenging stereotypes and encouraging girls to explore STEM careers.

In the **Americas**, creativity and compassion drove volunteering efforts. In Claremont, employees wrote Valentine's Day cards for retirees at the Jocelyn Center. In Boston, volunteers supported Baker Bridge Farm to improve food access in the Dudley neighborhood, with produce donated to hunger relief organizations. In Houston, team members joined a two-day bike ride from Houston to College Station, raising \$17,475 for the National Multiple Sclerosis Society. In Bogotá, volunteers partnered with the San Egidio Foundation at Casa de la Esperanza to paint and refresh a safe space for vulnerable community members, including children, the elderly, and the homeless.

In the **Abu Dhabi cluster**, our offices reaffirmed their commitment to social inclusion by partnering for the fourth consecutive year with two impactful organizations. With Operation Smile, employees organized a book sale to fund surgeries for children with cleft lip and palate. With Hope Qatar, volunteers visited twice to engage with children and youth with special needs, supporting the mission of providing Help, Opportunity, Participation, and Education (HOPE).

Our **UK** teams also organized hands-on initiatives to support social inclusion and well-being. At the Whitechapel Mission Breakfast Challenge, colleagues prepared and served breakfast to around 200 vulnerable individuals. In another initiative, volunteers supported Willen Hospice by sorting donations to help fund care for adults with life-limiting illnesses. These efforts reflect our commitment to community through teamwork and compassion.

Volunteering on our projects: Assiut Hydrocracking Complex (“AHC”) Project, Egypt



Summer program held at the AHC project for students from Assiut University.

Apart from being a way to give back to communities in the vicinities of its operations, volunteering is also one of Technip Energies' channels to contribute toward the management of its material impact on community health, well-being, and the local environment.

The AHC project in Egypt designed a comprehensive outreach program tailored to the needs of the local communities. Around 25 students from Assiut University's Faculty of Science visited the AHC project for a hands-on educational experience including emergency response, hazard identification, proper use of Personal Protective Equipment, as well as waste management and pollution prevention practices. A 20-day summer program was organized for 11 outstanding science and engineering students from Assiut University, allowing students to bridge theory and practice through on-the-job training. In collaboration with International SOS, volunteers visited two local orphanages, providing medical checkups for all children, along with donations of household appliances such as refrigerators, stoves, water, dispensers. Home safety awareness sessions and first aid training for orphanage staff were provided by International SOS. In collaboration with the Ministry of Health and International SOS, 80 generous volunteers also donated blood to local hospitals. To raise awareness of the importance of the river Nile, over 50 volunteers, including clients, employees, and subcontractors collected over 200 kg of waste from the banks of the river. Altogether, 193 volunteers from the AHC team committed over 1,200 hours to their local communities.

“Seed of Hope”: our flagship social responsibility program

As a signatory to the UN Global Compact, Technip Energies India's CSR initiatives are not only in accordance with local legislation (activities mentioned in Schedule VII of Section 135 of the Companies Act, 2013) but are also aligned with the UN SDGs.

Our flagship, award-winning CSR program, “Seed of Hope,” provides a comprehensive framework for Technip Energies' engagement with local communities across our project sites and operating centers in India. Through the program, we implement diverse projects focusing on local community development, empowering women through STEM scholarships and vocational training, and promoting environmental sustainability.

Local community development: Across our project and office locations in Paradip, Barmer, Panipat, Assam, Barauni, and Ahmedabad, we worked to provide need-based healthcare, clean energy, and education support in the local vicinities of our projects. An estimated 30,000 lives were positively impacted by these initiatives. In Paradip, the local community health center's capacity to deliver treatment and therapeutic care for hearing-impaired children was strengthened through the provision of facilities and equipment, including an acoustic audiometric room, hearing aids, exercise balls, blood pressure monitors, infant weighing machines, and computers and accessories for telemedicine consultations. The healthcare center estimated that around 24,000 patients would be positively impacted by the initiative. At an orphanage close to our site in Barauni, Bihar, a 15 kVA off-grid solar power system was provided by the Seed of Hope program and installed by Technip Energies staff volunteers from the Barauni site. The off-grid solution, aimed at compensating for intermittency of power and reducing the orphanage's use of fossil fuels, benefits the 220 people who live at the orphanage.



Ahmedabad Operating Center distributes school bag kits in a school dedicated to supporting children of families involved in local construction activities.

Empowering women through STEM scholarships: Seed of Hope's STEM efforts focus on the provision of scholarships for promising female engineers from deprived families (categorized by local legislation as economically weaker sections based on several factors) around our operating centers in Mumbai, Chennai, New Delhi, and Gujarat, as well as project sites in Assam, Bihar, and Rajasthan. One hundred female scholars studying chemical, electrical, mechanical or civil engineering were provided financial assistance toward their studies. With the participation of 128 Technip Energies staff volunteers, formal felicitation ceremonies were organized in our operating centers to confer scholarships on successful applicants. Our volunteers also provided a program of online mentoring and counseling sessions to boost enthusiasm for engineering among future female engineers.

Environmental sustainability: Integrating environmental sustainability, women's empowerment, and livelihood development, as well as the spirit of Technip Energies' staff volunteering, Project ACE (Accelerating Circular Economy) is ongoing in two villages in the vicinity of the Technip Energies Modular Manufacturing Yard in Dahej, Gujarat. Project ACE primarily seeks to reduce the volume of solid waste going to landfill and contribute to a low-carbon society. A solar-powered recycling center, the "Swachh Center," was established. The project also provides livelihood opportunities to 12 local women, engaging them to collect

and transport waste from regional plantations (facilitated by electric vehicles) and segregate it for further processing. Non-biodegradable waste is sold onwards to recyclers, and biodegradable waste is converted into manure, packaged by the 12 women for sale. The revenues generated from this project were further used to purchase cotton fabric trimmings and cloth, which were repurposed into grocery bags and other practical items by local women trained in sewing and stitching. This initiative ensured a meaningful replacement of waste products while empowering local women with economic opportunities.

Local community engagements on EPC projects

Depending on the context of our projects and requirements from our client, we engage in several different ways with local communities in the vicinity of our projects. This can include the establishment of community consultation platforms and community grievance mechanisms; the delivery of social impact programs to address specific community needs; and the planning and delivery of local content programs that utilize local supply chains for project needs and bring on locals as part of project workforce. The case study below on the NZT Power-NEP project shows this engagement in action.

NZT Power-NEP Project

As part of a comprehensive, multi-thematic Sustainability Plan, the NZT Power-NEP Project is delivering a range of socioeconomic benefits to the local communities around Teesside, UK.

The project targets 50% local content. To achieve this target, we implemented a project local content Plan. We are actively engaging with the supply chain, defining work packages to be procured locally and advertising these on a designated national portal. The delivery team on site is predominantly Teesside-based, with many team members residing within a 35 km radius of the project site.

The project's social impact plan, delivered by a dedicated Project social impact manager, aims to deliver interventions tailored to local community needs. We performed a socioeconomic and deprivation analysis of the Teesside area, which identified health, skills development and employment as key community needs. In turn, these areas of need formed the focus of the project's social impact plan.

The project's industry scholarship program supports 142 scholars from five colleges or training providers from Teesside through a two-year study program. The program focuses on building the skills required by the energy sector and includes electrical, instrumentation, civil operations, welding, plating, and mechanical fitting courses. Scholars also benefit from site visits, guest lectures, employment readiness assistance, and several touchpoints with the different businesses supporting the scholarship program.

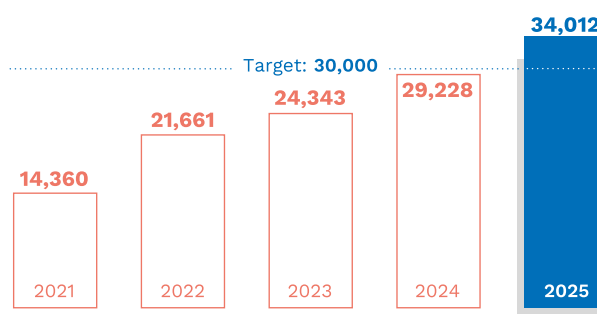
The project has also implemented a community relations plan, which includes a dedicated mechanism operating across our client and construction partner to enable the tracking of community grievances. A detailed procedure ensures that all community views, concerns and complaints are captured and systematically addressed through to an acceptable resolution.

The project actively encourages and supports staff involvement in meaningful community initiatives. In 2025, colleagues on the project delivered over 130 hours of STEM engagement, interview preparation, employer fairs, and teacher continuous professional development activities. An additional 18 hours of practical volunteering supported community partners. Altogether, these efforts strengthened local skills development and provided valuable support to more than 1,500 beneficiaries from across the region.

3.3.3.5. Our performance

Our Global Volunteering Program standard encourages employees to actively engage in volunteering to create a lasting, positive impact in their communities. To achieve this ambition, we established a global objective of 30,000 volunteering hours by 2025. Each operating center aims for an average of two volunteering hours per employee annually. In 2025, 11,125 people were engaged in 330 local initiatives, dedicating 34,012 volunteering hours. These initiatives, which are organized by the local operating centers, benefited over 135,961 people in our local communities. Our five-year target of 750,000 lives benefited from our social initiatives was significantly exceeded thanks to our constant dedication over the period: 949,935 people benefited from our actions.

Volunteering hours: progress against target



ESRS ref.	Indicator	Target	2025	2024	2023
Entity spec.	Number of local community initiatives		330	271	231
Entity spec.	Number of volunteers in our own workforce		11,125	10,731	8,556
Entity spec.	 Number of volunteering hours	30,000 by 2025	34,012	29,228	24,343
Entity spec.	Number of countries where we had local initiatives		17	17	21
Entity spec.	List of countries where we had local initiatives		Australia, China, Colombia, Egypt, France, India, Indonesia, Italy, Malaysia, Mozambique, Netherlands, Qatar, Spain, Thailand, United Arab Emirates, United Kingdom, USA	Australia, China, Colombia, France, India, Italy, Malaysia, Mexico, Mozambique, Netherlands, Qatar, Senegal, Singapore, United Arab Emirates, United Kingdom, USA, Vietnam	Australia, Azerbaijan, Colombia, Egypt, France, India, Italy, Republic of Korea, Libya, Malaysia, Morocco, Mozambique, Netherlands, Qatar, Sweden, Syria, Thailand, Turkey, United Arab Emirates, United Kingdom, USA
Entity spec.	Number of lives benefited from social initiatives		135,961	130,582	146,505
Entity spec.	 Number of lives benefited from social initiatives since 2021	750,000 cumulated by 2025	949,935	813,974	683,392

Metrics definitions

Number of volunteering hours: number of volunteering hours spent by our employees and external stakeholders (e.g., clients, subcontractors, partners, family and friends participating in Technip Energies' initiatives).

Number of lives benefited from social initiatives: number of people from the local communities who are direct beneficiaries of Technip Energies' volunteering initiatives (e.g., number of students who received a scholarship). If the exact data is unknown, an estimation is made by the leader of the initiative.

3.3.4. End-users

At Technip Energies, our purpose is “breaking boundaries together to engineer a sustainable future.” Safety is at the heart of all our activities to design and deliver safe solutions to our clients, the end-users.

One of our Values is “we don’t compromise on safety and integrity.” Safety frames the way we carry out our projects,

do business, and act every day. This applies throughout our value chain, from engineering to operation of the plants and products. We aspire to develop business relationships with like-minded clients who are guided by similar principles of business conduct, ensuring safe operation of the plants and products we engineer for them.

3.3.4.1. Engagement with clients

Our client engagement is detailed in section 3.1.3.2. Stakeholder engagement. Technip Energies’ Stakeholder Engagement Policy provides a corporate framework to ensure consistent engagement with all stakeholders, including our clients.

The Health, Safety, and Environmental (“HSE”) risks and opportunities management process is embedded throughout the life cycle of all projects, from design engineering to operational phases.

All stakeholders, particularly our clients, are fully integrated into the risk management process to support strategic decision-making. The purpose is to ensure that everyone, including the client, is fully aware and understands the basis on which risk reduction measures have been defined and the reasons why particular actions were raised.

Continuous monitoring of identified risks is essential, and regular meetings are held with clients to reassess risks and opportunities throughout the project life cycle.

As part of our client engagement, we believe it is crucial to measure client satisfaction. In 2025, we collected 332 surveys on ten topics, including HSE and quality, achieving a high performance rating of 8.8/10, above our “Client Satisfaction Surveys” target. For surveys scoring below 6/10, a specific action plan is set up at project level. Additionally, quarterly analyses are carried out at the operating level to identify recurring areas of dissatisfaction and define targeted action plans. In 2025, as part of our ongoing improvement efforts, we worked on an initiative to reshape how we measure client engagement. Planned for launch in 2026, this initiative will adopt a comprehensive approach by assessing client engagement from market phase to project execution. It will enable more efficient data collection, analysis, and treatment.

ESRS ref.	Indicator	Target	2025	2024	2023
Entity spec.	Client Satisfaction Survey rating	Above 8.5/10	8.8/10	8.6/10	8.6/10
Entity spec.	Number of Client Satisfaction Surveys		332	392	214

3.3.4.2. Our material impacts

IRO TYPE	DESCRIPTION
Potential negative impact downstream value chain (all time horizons)	The health and safety of end-users, such as client workers, contracted personnel, and nearby communities, can be impacted if a delivered plant or product is inadequately or unsafely designed, or if the plant equipment is not properly used. Such failures could lead to major accidental events (“MAEs”), endangering lives and potentially causing environmental damage. In addition to these physical impacts, MAEs can result in severe reputational harm for the site owner and, in extreme cases, substantial financial consequences for Technip Energies’ clients.

3.3.4.3. Quality of our solutions

Our policies

At Technip Energies, we aim to accelerate the energy transition for a better tomorrow. Our Global Quality Policy supports our ambition. Signed and promoted by our CEO, it applies to all entities; complying with this policy is the responsibility of all employees.

The policy defines Technip Energies’ quality principles and sets out the main lines of action for achieving them:

- focusing on client satisfaction;
- defining and meeting internal and external clients’ needs and requirements;
- promoting operational excellence in all of our activities;
- striving to deliver state-of-the-art technology with innovative and sustainable solutions;
- supplying highly reliable systems, products, and services;
- delivering best-in-class project execution; and
- complying with all applicable laws, regulations, and technical standards.

Our policy is available on our website (<https://www.ten.com/en/about/qhses>), as well as on the intranet through our Global Business Performance Management System (“GBPMS”). The GBPMS, which registers all of our work processes and procedures, is a key enabler of our quality ambition.

All main legal entities must be ISO 9001 certified. For more details, refer to the “Our performance” section below. ISO 9001 is founded on the plan-do-check-act methodology and provides a process-oriented approach to documenting and reviewing the structure, responsibilities, and procedures necessary for effective quality management within our organization.

Our actions

The Global Quality Strategy is structured in four pillars:

■ One quality organization

- Develop standardized and best-in-class quality construction methodologies and practices;
- Strengthen collaboration with Vendor Performance Management and Construction across operating centers;
- Develop the next generation of Quality leaders and promote Quality career paths.

■ Quality program and training

In 2025, we implemented our Quality program, named “QUARTZ,” to engage people and promote a culture of Quality and Quality leadership at Technip Energies by fostering a quality mindset. QUARTZ is a fit-for-purpose training program that links quality to day-to-day activities.

The program was launched in 2025 across India, Asia Pacific, the Middle East, and Europe, and will conclude in the Americas in 2026. QUARTZ represents a long-term journey starting with the first module, “Quality fundamentals for all,” a four-hour workshop that uses a train-the-trainer approach. It is offered to all employees through the Future Ready program.

Since the program’s launch, almost 100 of our trainers have organized around 100 sessions and trained 1,768 employees, with an average satisfaction rating of 9.2/10.

QUARTZ objectives:

- Raise awareness of the impact of quality;
- Experience different behaviors to adopt a transformative mindset;
- Practice with our day-to-day business cases and enable an immediate post-training application;
- Create a quality culture by gathering diverse teams together.

This program is built on six interconnected facets (Lead, Learn, Stop, Deliver, Improve, and Collaborate) that will support the move from compliance to performance.



■ Quality systems

- Develop a strategy to foster a performance-oriented approach to business work processes;
- Review our quality work processes to improve our operating centers’ efficiency;
- Reinforce continuous improvement by performing systematic root cause analysis.

■ Data quality and digitalization to support robust data analysis.

As part of our commitment to quality excellence, we proactively address any product or plant defect through an investigation to identify the root cause, capture lessons learned, and implement an action plan to prevent recurrence.

Our performance

Technip Energies’ ISO management systems, all certified by independent third parties, cover a significant part of our operations worldwide. 96% of our legal entities eligible for

ISO 9001 certification are certified as of the end of 2025. The sole remaining entity will be certified in 2026.

ESRS ref.	Indicator	Target	2025	2024
Entity spec.	Number of legal entities eligible for ISO 9001 certification		23	22
Entity spec.	Percentage of eligible legal entities certified ISO 9001	100% yearly	96%	95%

Metrics definitions

As per our Certification Management standard, Technip Energies’ legal entities are eligible for ISO 9001 certification if they have 50+ employees as of January 1 of the reporting year. For R&D entities (laboratories), the threshold is 80+ employees. New entities meeting these criteria must certify within three years of acquisition or merger. Certification is not required for entities for which it is not relevant, notably entities that solely provide services without managing business activities.

3.3.4.4. Safety of our solutions

Our policies

The principles and rules of the Health, Safety and Environment (“HSE”) risk and opportunities management process within Technip Energies is defined in a global standard, available on our intranet through our GBPMS. This standard provides a systematic and harmonized framework to:

- ensure a HSE risk and opportunities management process that is consistent with the Company’s principles and values;
- integrate the HSE risk and opportunities management process in the project life cycle, from engineering to operational phases (transportation, fabrication, installation/construction, pre-commissioning, and commissioning);
- define a HSE risk management process applicable at all levels of the Company, within entities and across all phases of the project; and
- define a framework to be followed to provide relevant internal and external interested parties, including clients, with information on the definition of occupational health and safety risks.

This standard presents how strategic, operational, and technological risks and opportunities are identified, assessed, and managed in our operations and over a project life cycle. To ensure that the projects we deliver to our clients are secure and reliable for their operations, and that our products meet the safety standards for their users, we systematically conduct HAZard IDentification (“HAZID”) and HAZard and OPerability (“HAZOP”) reviews.

Our actions

Whenever a risk is not considered as low as reasonably practicable by the HAZID review team, actions and the associated deadlines for implementation are formulated and recorded in the HAZID report. The HAZID team is deemed sovereign; that is, all decisions made or actions raised during the review and reflected in the report remain unchanged. The full outcome of the review is also documented in tables where potential hazards, corresponding causes, consequences, and associated safeguards are reported.

Once the actions are agreed by the HAZID Team and Project Management, the Project Manager dispatches the actions to the appropriate engineering discipline in charge of providing a technical response to the action. It is the responsibility of the engineers to ensure that actions assigned to them are completed within the timeframe required. The Project Manager is responsible for follow-up and tracking until all actions are closed. During the FEED and EPC phases, the Project Manager issues a HAZID action close-out report to provide a clear view of the status and answer associated with all HAZID actions.

The HAZOP review focuses on process deviations, i.e., situations where a process parameter diverges from normal operating conditions. The review examines consequences for people, the environment, and assets.

Our performance

To mitigate the safety risk for our end-users, we target that all our detailed engineering design projects issue a HAZOP close-out report before the finalization of engineering. This guarantees that appropriate actions have been taken to eliminate process hazards if possible, and control or mitigate them otherwise.

These two processes, defined by the standard, aim to reduce risks to the level “as low as reasonably practicable.”

The objective of the HAZID review is to identify HSE hazards so that they can be assessed, eliminated at source if possible, controlled or mitigated otherwise. For each hazard, the possible scenarios as well as their associated causes and consequences are identified. The level of risk is defined for each scenario, by assessing the probability of occurrence of the scenario and the severity of its consequences. Upon completion of the review, the HAZID team produces a report to highlight the findings and critical issues, i.e., issues that may lead to the design being reconsidered. Several HAZID reviews may be performed during a project life cycle to identify and assess HSE risks at different stages. Typically, a HAZID review requires the participation of around ten people involved in the concerned project for around a week.

The HAZOP review is carried out to verify the design and the robustness of process facilities. The objective is to ensure that situations where a process parameter diverges from normal operating conditions will not result in a major incident or accident. Process hazards are identified in a systematic approach so that they can be assessed, eliminated at source if possible, controlled or mitigated otherwise.

The standard details the distribution of responsibilities and roles according to the position of the employee (operation manager, HSE manager, etc.). This procedure is applied to all projects carried out by Technip Energies.

It covers the normal operation of systems within the scope of work, as well as operability aspects (including start-up, shutdown, and maintenance) of each system.

The review documents the potential process deviations, their causes and consequences, and the safeguards and corrective actions defined. These actions have to be assigned, followed up, and closed out.

Several control options may have to be considered. Indeed, it is often the case that to be more effective, multiple control measures have to be used (e.g., engineering controls work better with administrative controls like training and safe working procedures).

The control methods shall give preference to the implementation of inherently safer systems, where the risk of illness or injury has been removed or substantially reduced. Indeed, as a good engineering practice, Technip Energies’ philosophy is to always consider elimination as the first control option. If elimination is not possible or practicable then consider substitution, then engineering, then administration. Personal protective equipment is considered the least effective and last alternative for control measures.

ESRS ref.	Indicator	Target	2025
Entity spec.	Percentage of completed detailed engineering projects with a HAZOP close-out report	100% yearly	100%

3.4. Governance information

3.4.1. Business conduct

Integrity is at the center of what we do. The way each of us behaves, whether toward our colleagues, clients, partners,

suppliers, shareholders, or others within or outside the Company, makes the difference.

3.4.1.1. Our material risks

CORPORATE CULTURE AND BUSINESS CONDUCT	
IRO TYPE	DESCRIPTION
Risk own operations, upstream and downstream value chain (all time horizons)	Our operations require us to comply with numerous regulations. Non-compliance with regulations could lead to fines, withdrawal of permits, or reputational risks. Additionally, corruption, bribery, and fraud are ever-present risks for global companies such as Technip Energies. In case of a breach of laws by Technip Energies' employees or representatives, administrative, civil, or criminal sanctions could be encountered.
	Inappropriate public declarations, poor communication, leaks, or public misconduct would impact Technip Energies' reputation. Such reputational risk may trigger a loss of market or business opportunities.
	Trade compliance restrictions can impair our ability to carry out contractual obligations and limit our growth potential.
RELATIONSHIPS WITH SUPPLIERS AND SUBCONTRACTORS	
IRO TYPE	DESCRIPTION
Risk¹ upstream value chain (all time horizons)	Non-compliance with environmental regulations or labor standards within Technip Energies' supply chain can lead to delays and failure to meet contractual commitments. This can also result in fines, penalties, and legal actions. Poor social and environmental practices in the value chain — such as unsafe working conditions, unfair labor practices, or environmental degradation — can also harm the Company's reputation and lead to customer attrition.

⁽¹⁾ This risk was assessed as material in 2025.

3.4.1.2. Corporate culture and business conduct

We are committed to compliance with all legal and ethical standards in all our activities. We have established internal controls, data protection programs, and a Code of Business Conduct to ensure adherence to the relevant laws and regulations. It is good practice to review the Code of Business Conduct every three years. As such, it was revised and updated in July 2025. We also provide whistleblowing and online platforms to support our compliance efforts and foster a culture of integrity.

Our Code of Business Conduct

Technip Energies' aim of building a better tomorrow is intrinsically linked to respecting our Values. Our Code of Business Conduct serves as a fundamental guide that must be acknowledged and followed by our Directors, officers, employees, and stakeholders. We aspire to develop business relationships with like-minded stakeholders, such as clients, subcontractors, suppliers, and business partners who are guided by a similar set of principles of business conduct. Our Chief Executive Officer is accountable for the implementation of our Code of Business Conduct.

Our Ethics & Compliance program is designed to prevent, detect, and remediate violations of our Code of Business Conduct whenever they arise. We are committed to continuously improving and enhancing our Ethics & Compliance program, through relevant risk assessments, data analysis, policies and procedures, and cooperation among key stakeholders. The Code of Business Conduct considers the principles of the United Nations Convention against Corruption and seeks to combat all forms of corruption.

Our Code of Business Conduct is available at www.ten.com/en/about/integrity-compliance.

In 2025, 92% of our employees completed the Code of Business Conduct training, surpassing our target of 90%. Such training includes a requirement for every employee to confirm that they have read, understood, and will follow the principles of the Code of Business Conduct. Ensuring compliance with our Code of Business Conduct is critical to making sure everyone acts in line with our Values. To strengthen this commitment, our 2026–2030 sustainability scorecard includes a target of achieving a yearly completion rate of 95%.

ESRS ref.	Indicator	Target	2025	2024	2023
Entity spec.	Percentage of employees who completed the Code of Business Conduct e-learning	90% by 2025	92%	84%	--

Metrics definitions

The percentage of employees who are part of the Group's headcount as of December 31, 2025 who have completed the Code of Business Conduct training.

Governance

The Ethics & Compliance organization is part of the Legal Department, under the oversight of the Chief Legal Officer. The Company's Chief Compliance Officer leads a dedicated team of legal and compliance professionals that provide support, advice, and risk management services relating in particular to anti-bribery and corruption, internal investigations, trade compliance, export controls, conflicts of interest, and data privacy. Dedicated subject matter experts and compliance counsels serving geographic roles and covering our projects ensure that the Ethics & Compliance program is implemented consistently across the different businesses and geographies of the organization.

In 2023, we created a Business Conduct Committee ("BCC") consisting of ten managers, including the Chief Compliance Officer and the Chief People Officer, who are permanent members of the BCC. The BCC meets quarterly to discuss ethics & compliance-related matters to ensure operational activities are aligned with our Values. The BCC is responsible for validating and promoting the overall Ethics & Compliance program by setting the "tone at the top" as well as providing advice and recommendations regarding Technip Energies' ethics and compliance best practices.

The Chief Compliance Officer reports to the Chief Legal Officer and the Sustainability Committee of the Board of Directors. The Sustainability Committee, informed on a quarterly basis, monitors the development and implementation of our compliance program to ensure that the Company operates in compliance with relevant anti-bribery and corruption laws as well as the principles of ethical conduct and good governance.

The Audit Committee reviews, with the Chief Legal Officer and Chief Compliance Officer, all legal and compliance matters that may have a material impact on the Company's financial statements.

Communication and awareness

Technip Energies uses a variety of tools to engage with employees, managers, and third parties, such as face-to-face meetings, e-learning modules, dedicated intranet pages, lessons learned, posters, targeted emails, messages on our "Viva Engage" internal social media network, and dedicated introductions that may be used at the start of meetings.

Technip Energies has internally developed e-learning courses covering various topics such as anti-bribery and corruption, trade compliance, conflicts of interest, and data privacy.

Our **Integrity @ the core** program acts through five pillars to ensure that integrity remains embedded across Technip Energies:



- **Live:** Read and understand our Code of Business Conduct and our policies, and live them every day.
- **Report:** Report any deviations from our Code of Business Conduct and our policies through the available reporting options, allowing us to implement appropriate mitigation actions.
- **Lead:** Help team members follow our Code of Business Conduct. Lead by example, provide training, and encourage open communication on the issues we face.
- **Stop:** Stop any activity that conflicts with our Code of Business Conduct, our policies, or that creates undue risk.
- **Support:** Foster an environment where every employee feels safe reporting issues, and promote fair treatment, courtesy, and respect of individual rights.

Technip Energies' speak-up culture and investigation process

At Technip Energies, we foster a culture of integrity built on transparency, accountability, and open communication, promoting trust, ethical behavior, and collaboration within the workplace and with stakeholders.

As stated in our Allegation Management standard, employees and third parties are encouraged to report any actual or suspected breaches of our Code of Business Conduct or its underlying policies or standards through various channels, including direct communication with management, company officers, the Chief Compliance Officer, and representatives of Compliance, Legal, or People & Culture. Additionally, reports can be made anonymously via our dedicated Integrity Line available on our website (<https://www.ten.com/en/about/ethics-compliance>) or by phone. This multi-channel approach ensures that everyone has a safe and accessible way to voice their concerns.

We have a robust allegation management and investigation process designed to handle reports of suspected violations with the utmost seriousness and integrity. The implementation of our Allegation Management standard and Whistleblower Policy is under the responsibility of our Chief Compliance Officer; the standard is available on our intranet to all employees. The principles outlined in the Allegation Management standard may also be found in the Whistleblower Policy, available on our public website.

To ensure thorough and professional handling of all reports, Technip Energies has established a global investigation network, composed of experienced individuals responsible for addressing concerns and conducting investigations. Once a report is received, it is promptly reviewed and assessed to determine the appropriate course of action. Our investigation process is thorough, objective, and conducted with strict confidentiality to protect the identities of all parties involved. We adhere to internal standards and legal requirements to ensure a fair and unbiased investigation. The investigation team responsible for handling the matter operates independently from the management chain associated with the issue. Throughout the process, we maintain a zero-tolerance policy for retaliation against individuals who report in good faith or participate in the investigation (please refer to section 5.4.3. Whistleblower Policy).

The effectiveness of our standards and actions is reflected in our employee survey results: 87% of respondents stated they can report unethical practices without fear of retaliation, and 84% expressed confidence that any misconduct concern they raise will be addressed. These figures demonstrate that our commitment to integrity is not just policy — it is a lived reality within our organization, fostering trust and accountability across all levels.

Trade compliance

As a company with global operations, providing products, services and technology to clients and transacting with third parties around the world, Technip Energies is subject to extensive trade control laws and regulations. These include laws and regulations administered by the United Nations, the European Union, the United States Department of the Treasury's Office of Foreign Assets Control, the United States Department of State, the United States Department of Commerce's Bureau of Industry and Security, and other governmental bodies with jurisdiction over operations, as applicable. These statutes may prohibit or restrict our ability to conduct activities directly or indirectly in countries, territories, or with persons or entities that are the target of economic sanctions, export controls or trade restrictions.

Our Trade Compliance Policy and Standard provide the framework to ensure the Group complies with these laws. In the context of the increasing complexity of sanctions and export controls regulations, the Ethics & Compliance program

continuously monitors geopolitical developments and subsequent regulatory changes and takes all necessary steps to notify stakeholders and implement required measures and remedial actions in a timely manner.

Information security

Information security is a top priority for the Company. Technip Energies' commitment to protect its information is defined in its Information Security Policy signed by the Chief Executive Officer and available to all staff on the intranet. Information security is recognized and accepted as everyone's responsibility.

For additional information about Technip Energies' Information Security Management System ("ISMS"), please refer to the chapter Risk and Risk Management, section 4.3.2.6. A failure of our IT infrastructure, including as a result of cyber-attacks, could adversely impact our operations.

3.4.1.3. Relationship with our supply chain

Governance

Both reporting to the Chief Operating Officer, the Construction, Subcontract & Start-Up Department oversees all construction activities, including the management of subcontractors, while the Global Sourcing & Procurement Department manages project procurement activities and is responsible for supplier management.

For both supplier and subcontractor engagements, the governance principles are consistent. Both are managed through structured processes that emphasize risk mitigation, transparency, and continuous improvement.

Our policies

Supplier & Subcontractor Integrity Expectations

Technip Energies expects its suppliers and subcontractors to follow the laws of each country they work in and the principles of the Technip Energies Code of Business Conduct. The Technip Energies Supplier & Subcontractor Integrity Expectations policy, available on our website (<https://www.ten.com/en/about/ethics-compliance>), outlines the standards of ethical conduct, compliance, and respect for the environment, security and safety, human rights, privacy compliance, and protection of confidential information that suppliers and subcontractors must adhere to in order to do business with Technip Energies.

In alignment with these integrity expectations, we maintain a unified approach to engaging both suppliers and subcontractors. Our policies and practices are designed to foster responsible partnerships from qualification through execution, supported by continuous monitoring and performance assessment.

Our *Global Sourcing and Procurement General Principles Policy* and *Supplier Qualification and Performance Assessment Policy* define the framework for supplier qualification and performance monitoring. They ensure that

suppliers are selected and managed based on their ability to meet our expectations in sustainability, HSE, quality, and ethical conduct. The Supplier Quality team oversees implementation, with accountability held by the Vice President of Global Sourcing & Procurement.

In parallel, our Qualification and Performance Assessment of Subcontractors Policy mirrors the supplier-focused policies in its emphasis on sustainability, safety, and social responsibility. In addition, our Subcontract Agreement governs subcontractor relationships. Accountability for the implementation of the policy lies with the Head of Construction Department and the Project Directors. Subcontractors are required to submit a Sustainable Procurement Plan and a Diversity, Equity, and Inclusion Plan during the bid phase. HSES requirements are embedded in the subcontract terms, and performance is continuously monitored through the Subcontractor HSES Implementation and Recognition Program, which ties part of the payment to HSES performance.

Whether engaging a supplier or a subcontractor, we begin with a rigorous qualification process. For suppliers, this includes verification of Quality and HSE Management Systems, human rights maturity, and product qualifications. For subcontractors, similar due diligence is conducted during the bid and onboarding phases, ensuring alignment with our sustainability expectations from the outset.

Ongoing monitoring is a cornerstone of our approach. Supplier performance is tracked throughout the procurement life cycle, while subcontractor performance is assessed monthly using a structured scoring system. These mechanisms ensure that all partners remain aligned with our evolving sustainability and operational standards.

By aligning the intent and execution of our supplier and subcontractor policies, we ensure a cohesive and consistent approach to sustainability, safety, and ethical business practices across our global operations.

Supplier and subcontractor qualification

Subcontractors and suppliers are subject to a qualification process to identify current and potential risks, including country-specific risk. First, they complete the ESG questionnaire and provide the identified supporting documentation. The qualification process is closed before contract signature, and any area of improvement identified during the qualification phase shall be addressed.

The supplier qualification process involves a thorough 77-question survey, focusing on various aspects of sustainability criteria, such as environmental impact, governance, and human rights. Questions cover topics such as whether suppliers have action plans to minimize waste and reduce water consumption as well as questions regarding their recycled materials sourcing, monitoring of

GHG emissions, and more. In 2025, 77 supplier qualifications were completed.

For subcontractors, Technip Energies has developed QualifyMe, a proprietary web application and database used by all Operating Centers, to reference construction companies and perform subcontractor qualification during the bidding process.

Potential construction subcontractors are required to register in QualifyMe and complete a questionnaire covering the following aspects:

- general company information;
- construction capability and onshore/offshore experience;
- financial results and status;
- Health, Safety & Environment (e.g., energy, water consumption, air pollutants, effluent and waste emissions);

- quality assurance and quality control;
- human rights;
- diversity;
- compliance; and
- cybersecurity.

Once registered, these companies are automatically pre-assessed for the aforementioned sustainability aspects. If an area of concern regarding human rights or compliance is identified through the automatic scoring of QualifyMe, a due diligence process is conducted to address the issue. Should the due diligence yield negative results, the construction company is excluded from the shortlist. Information must be updated annually or whenever the subcontractor is included in a bidder list for a project.

Status of potential subcontractors’ registration in QualifyMe

STARTED	ONGOING	COMPLETED	TOTAL NUMBER OF COMPANIES IN QUALIFYME
225	527	293	1,045
Percentage: 22%	Percentage: 50%	Percentage: 28%	

The platform manages the qualification process, providing Technip Energies specialists with access to all the information submitted by subcontractors, as well as a forum

for direct clarification or additional information requests. The qualification assessment is then provided by our specialists directly in QualifyMe, where the reports are stored.

Fostering close collaboration on sustainability topics with our suppliers and subcontractors

Sustainability Suppliers Council

On November 27, 2025, more than 50 suppliers and 130 guests participated in the third annual Technip Energies Sustainability Suppliers Council.

The Council, established in 2023, is Technip Energies’ landmark annual rendez-vous for suppliers to share best practices and to strengthen long-term relationships, aiming to foster a supply chain that is sustainable, responsible, and resilient.

This year’s highlights include:

- growing participation: over 20 speakers representing more than ten companies shared their expertise and success stories;
- enhanced maturity through the adoption of sustainability policies, comprehensive reporting, and certifications;
- joint efforts focus on innovation, biodiversity, carbon reduction, and responsible sourcing throughout the value chain, as demonstrated by a common biodiversity charter signed by 13 supply chain partners;
- continuous refinement of sustainability KPIs, digital tools, and supplier engagement processes to meet evolving regulations and stakeholder expectations; and
- commitment to transparency, measurable impact, and collaborative action to achieve shared sustainability goals together.

Sustainability Subcontractors Council

In 2025, Technip Energies hosted its first Sustainability Subcontractors Council, bringing together 22 key subcontractor companies to promote sustainability across our supply chain. The event featured presentations from both Technip Energies and guest subcontractors, fostering the exchange of best practices and inspiring collective progress.

Key topics included:

- sustainability integration and compliance: How we have embedded sustainability criteria into the subcontractor qualification, bidding, and subcontracting process and ensure compliance through continuous improvement plans and audit mechanisms;
- human rights and ethical practices: Sharing our expectations for upholding these principles as well as the importance of a robust human rights program; and
- promoting sustainability and decarbonization: Highlighting carbon and water reduction initiatives, encouraging circular economy principles and the use of green materials, and discussing Scope 3 emissions management and innovation sharing.

Subcontractors were also encouraged to register on EcoVadis, with an explanation of its benefits and the assessment process. Through collaborative dialogue and shared expertise, the Council reinforced sustainability as a common core business value.

Monitoring suppliers and subcontractors on sustainability

Technip Energies is committed to reducing its global environmental and carbon footprint, including direct and indirect impacts, particularly those related to GHG emissions, water usage, waste management, and biodiversity. This commitment is pursued through active engagement with various stakeholders.

Technip Energies takes into account social and environmental criteria for the evaluation of its suppliers and subcontractors.

To address the sustainability matters in line with our procedures, after conducting a thorough study, GSP has directed Operating Centers to incorporate Supplier ESG performance KPIs into Commercial Bid Tabulations. To gather these KPIs, a template for the supplier's self-declaration has been developed and appended to the Invitation To Bids. In addition, Technip Energies monitors key suppliers' ESG performance.

Supplier monitoring

Technip Energies has developed an ESG questionnaire to assess and monitor the sustainability practices of our key suppliers. The feedback obtained from the questionnaire, along with findings from clarifications with suppliers, is analyzed by Technip Energies to evaluate and rate suppliers based on their ESG performance. By the end of 2025, we

achieved our ambition of monitoring 100% of our key suppliers.

The identification of key suppliers follows a specific set of criteria and workflow:

- Suppliers, consolidated at parent company level, with whom Technip Energies had the highest expenditure volume during 2020, 2021, and 2022 were identified.
- This group of suppliers, representing approximately 50% of total spend based on data extracted as of June 2023, were further shortlisted by also considering their potential involvement in major upcoming projects, and by incorporating input from GSP Category Managers in the final selection.

To monitor the ESG performance of those key suppliers, Technip Energies has defined a four-step evaluation process to measure progress:

- send the ESG questionnaire = 10%
- receipt of responses = 20%
- analyze, clarify, and follow up = 40%
- issue the final report = 30%.

The final result is a weighted average of the individual scores on the total of our key suppliers.

ESRS ref.	Indicator	Target	2025	2024
Entity spec. VC	Number of key suppliers		35	35
Entity spec. VC	 Key suppliers monitored on ESG performance (%)	100% by 2025	100%	64%

Inspection activities

At the start of a purchase order execution, Technip Energies and its supplier organize a kick-off meeting. Similarly, before goods fabrication begins, a pre-inspection meeting is held to address sustainability aspects and define action plans if necessary. During each purchase order execution, inspections of the suppliers' workshops are conducted to ensure the quality of goods, and compliance with agreed sustainability criteria (e.g., safety and human rights). This process aims to ensure that our suppliers are aligned with our sustainability commitments.

Additionally, we request Monthly Progress Reports from our suppliers, which include a section dedicated to safety and sustainability. In this section, suppliers describe their sustainability initiatives and developments, allowing us to stay informed and define mitigation plans when needed.

Subcontractor monitoring

Technip Energies has identified 28 key subcontractors representing more than 80% of the total subcontracts' value awarded by Technip Energies, based on the following criteria:

- main subcontractors currently involved in major Technip Energies projects or proposals;

- main subcontractors involved in recently executed projects; and
- coverage of business areas through geographical distribution.

Technip Energies has reached out to these key subcontractors, inviting them to join its sustainability journey and requesting their registration in the QualifyMe internal tool and on the EcoVadis platform. The EcoVadis platform helps to manage sustainability risk and compliance, meet corporate sustainability goals, and drive impact at scale by guiding the sustainability performance improvement of the companies and their value chain. Upon registration and completion of the questionnaire, EcoVadis provides a score and report for each company.

To monitor the ESG performance of those key subcontractors, Technip Energies has defined an evaluation process to measure progress toward 100% monitoring:

- QualifyME registration request = 10%
- QualifyME receipt of responses for scoring = 20%
- EcoVadis registration request = 30%
- EcoVadis receipt of scoring = 40%

The target was to have 100% of key subcontractors monitored using the above process by the end of 2025, and we achieved a monitoring rate of 79%.

ESRS ref.	Indicator	Target	2025	2024
Entity spec. VC	Number of key subcontractors		28	33
Entity spec. VC	 Key subcontractors monitored on ESG performance (%)	100% by 2025	79%	63%

3.4.1.4. Anti-corruption and anti-bribery compliance

We have zero tolerance for corruption, we believe in fair competition, and we encourage our employees to speak up. To foster awareness and encourage transparent discussions, we train our management and our high-risk populations on anti-corruption and bribery.

We abide by the law, but our commitment to compliance extends beyond mere legal requirements. Our policies and procedures are shaped by our Values, which guide our decisions and actions.

Anti-corruption and anti-bribery compliance framework

The Company is required to comply with numerous laws and regulations, in jurisdictions around the world where we conduct business, including countries perceived as having a high risk of corruption. Moreover, Technip Energies is subject to French law No. 2016-1691 dated December 9, 2016 (more commonly known as "Sapin II"), as well as other laws, including: the French Anti-corruption laws and Agence Française Anti-corruption guidelines, the United States Foreign Corrupt Practices Act ("FCPA"), and the United Kingdom Bribery Act.

Regardless of where we operate, Technip Energies forbids all acts of corruption (including fraud schemes, bribes, facilitation payments, kickbacks, and self-dealing) and influence peddling. We strictly prohibit the making or accepting of improper payments to secure or maintain business with public or private sector entities, or as incentives for awarding subcontractor or supplier contracts. We are committed to complying with all applicable international and national legislation against illegal payments, including prohibitions on facilitation payments (to expedite routine and administrative government action), except in extraordinary circumstances where the safety or security of an employee is in immediate danger.

Dedicated standards, policies, and procedures are designed to supplement the Code of Business Conduct by providing a clear and comprehensive operational framework. Such standards, policies, and procedures address the applicable bribery and corruption risk exposures in more detail.

Anti-bribery, Corruption and Influence Peddling Policy

Our Anti-bribery, Corruption and Influence Peddling Policy, signed by our Chief Executive Officer and Chief Compliance Officer, and approved by the Technip Energies Board, is available on Technip Energies' website and is used for external stakeholder engagements.

The policy, which supplements the Code of Business Conduct section on anti-corruption and influence peddling, includes a zero-tolerance statement and states the rules on facilitation payments. All Technip Energies employees, contractors, consultants, officers, and directors, including those of affiliate companies, are expected to be familiar with and comply with the Anti-bribery, Corruption and Influence Peddling Policy. Failure to comply with this standard may lead to disciplinary action, up to and including termination.

Other standards related to anti-corruption and anti-bribery compliance

The Chief Legal Officer is accountable for implementing the below standards, which are available to all employees through our Global Business Process Management System on the Group intranet.

- A Third-Party Due Diligence standard clarifies the requirements for the due diligence and monitoring of third parties including business partners, third-party intermediaries, clients, subcontractors, suppliers, (including sole source suppliers), merger & acquisition counterparties, and legal or financial advisors. This standard considers the risk model assessment and criteria to identify the Ultimate Beneficial Owners of our third parties and assess the risk level of each third party (low, medium or high), as per our risk mapping exercise.
- A Gifts, Hospitality, and Sponsored Travel standard sets forth our rules related to the receipt or provision of gifts, hospitality, or sponsored travel, and establishes procedures for the approval, reporting, and accounting of such. The Gifts, Hospitality, and Travel standard assists employees in ensuring that gifts and hospitality, whether given or received as part of a usual courtesy of business, are not and cannot be considered as bribes.
- A Donations and Sponsorships standard sets forth our rules related to the making of contributions to our communities to ensure contributions are not misused for improper purposes, such as to disguise illegal payments to public officials.
- A Conflict of Interest standard sets forth our rules related to the identification and disclosure by employees of actual or potential conflicts of interest that could interfere with good decision-making and potentially harm Technip Energies' business interest and reputation.

Our set of policies and standards are supplemented by internal operating procedures and guidelines. We have several processes to monitor compliance with our rules by employees and business partners, including by embedding compliance methods into the processes run by other functions. Each year, integrity reviews are conducted, at times in conjunction with Internal Audit teams, to ensure the consistent deployment of the Ethics & Compliance program and compliance with relevant anti-corruption laws, principles and best practices, including the aforementioned legislation as well as Technip Energies' internal requirements. All findings resulting from those reviews are subject to specific remedial work plans.

Our actions for preventing and detecting corruption and bribery

Training our employees in at-risk functions and gatekeepers

In 2025, additional job titles that may have gatekeeper responsibilities were added to the training assignment. The count of employees whose key interactions, scope, and accountabilities were considered to possess gatekeeper responsibilities amounted to 2,578. Technip Energies aims to ensure that employees occupying functions considered to be most exposed to compliance risks are trained on a regular

basis. Gatekeepers assigned the training must complete it every 12 months. The training is dynamically assigned by job title, therefore the total number of employees assigned will fluctuate as employees move in or out of these roles.

We reached our target of a 90% completion rate for 2025 assignments.

ESRS ref.	Indicator	Target	2025	2024	2023
G1-3, 21(b)	Number of employees in at-risk functions and gatekeepers		2,578	2,522	578
G1-3, 21(b)	Number of employees in at-risk functions and gatekeepers who have received training on anti-corruption and anti-bribery		2,308	1,525	558
G1-3, 21(b)	Percentage of employees in at-risk functions covered by training programs	90% yearly	90%	60%	97%

Limiting our commercial intermediaries

By December 31, 2025, the Company successfully terminated all agreements with the 15 non-mandatory commercial intermediaries identified in its 2021 baseline, achieving its stated ambition.

ESRS ref.	Indicator	Target	2025	2024	2023
Entity spec.	Number of non-mandatory commercial intermediaries		0	5	9
Entity spec.	 Percentage of reduction of non-mandatory commercial intermediaries	-100% by 2025 (baseline 2021)	-100%	-67%	-40%

Our performance for preventing corruption and bribery

In 2025, we had no convictions or fines related to the violation of anti-corruption and anti-bribery laws.

ESRS ref.	Indicator	2025	2024
BUSINESS ETHICS			
G1-4, 24(a)	Number of convictions for violation of anti-corruption and anti-bribery laws	0	0
G1-4, 24(a)	Amount of fines for violation of anti-corruption and anti-bribery laws (in euros)	0	0

Limited assurance report of the Independent Auditor on the sustainability statement

To: the general meeting and the Board of Directors of Technip Energies N.V.

Our limited assurance conclusion

Based on the procedures we have performed and the assurance evidence we have obtained, nothing has come to our attention that causes us to believe that the consolidated sustainability statement ('the sustainability statement') of Technip Energies N.V. ('the Company') for 2025 is not, in all material respects,

- prepared in accordance with the European Sustainability Reporting Standards (ESRS) as adopted by the European Commission and in accordance with the process, carried out by the Company, to identify the information to be reported pursuant to the ESRS; and
- compliant with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 ('the Taxonomy Regulation').

The subject matter of our limited assurance procedures

We have conducted a limited assurance engagement on the consolidated sustainability statement of Technip Energies N.V. for 2025, included in sections 3.1. General disclosures, 3.2. Environmental information, 3.3. Social information and 3.4. Governance information of the 2025 Annual Report, including the information incorporated in the sustainability statement by reference (hereafter: the sustainability statement).

In the sustainability statement, references are made to external sources or websites. The information on these external sources or websites is not subject to our limited assurance procedures for the sustainability statement. We therefore do not provide assurance on this information.

The basis for our conclusion

We conducted our limited assurance engagement in accordance with Dutch law, including the Dutch Standard 3810N "Assuranceopdrachten inzake duurzaamheidsverslaggeving" (assurance engagements relating to sustainability reporting), which is a specific Dutch Standard that is based on the International Standard on Assurance Engagements (ISAE) 3000 (Revised) 'Assurance engagements other than audits or reviews of historical financial information'.

Our responsibilities under this standard are further described in the section 'Our responsibilities for the limited assurance engagement on the sustainability statement' of our report. We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Our independence and quality management

We are independent of Technip Energies N.V. in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO, Code of ethics for professional accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of ethics for professional accountants).

PwC applies the applicable quality management requirements pursuant to the 'Nadere voorschriften kwaliteitsmanagement' (NVKM, regulations for quality management) and the International Standard on Quality Management (ISQM) 1 and accordingly maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and other relevant legal and regulatory requirements.

Emphasis of matter

Emphasis on the boundaries of Scope 3 category 11 "Use of sold products"

We draw attention to section 3.2.1.1. of the sustainability statement. This disclosure sets out the assumptions made by

management on which the Company concluded there are no emissions of EPC lump sum services to be counted in scope 3 category 11 "Use of sold products".

Our conclusion is not modified in respect of this matter.

Inherent limitations in preparing the sustainability statement

In reporting forward-looking information in accordance with the ESRS, the Board of Directors of the Company is required to prepare the forward-looking information based on disclosed assumptions about events that may occur in the future and possible future actions by the Company. The actual outcome is likely to be different since anticipated events frequently do not occur as expected. Forward-looking information relates to events and actions that have not yet occurred and may never occur.

The comparability of sustainability information between entities and over time may be affected by the lack of

historical sustainability information in accordance with the ESRS and by the absence of a uniform practice on which to draw, to evaluate and measure this information. This allows for the application of different, but acceptable, measurement techniques, especially in the initial years.

The quantification of Greenhouse Gas emissions is subject to inherent limitations because of evolving methods and knowledge underlying emissions factors and other assumptions, including for those sourced from third parties.

Responsibilities for the sustainability statement and for the limited assurance procedures thereon

Responsibilities of the Board of Directors for the sustainability statement

The Board of Directors of Technip Energies N.V. is responsible for the preparation of the sustainability statement in accordance with ESRS, including the development and implementation of the double materiality process, which is a process to identify the information reported in the sustainability statement in accordance with the ESRS and for disclosing this process in the sustainability statement.

This responsibility includes:

- understanding the context in which Technip Energies N.V.'s activities and business relationships take place and developing an understanding of its affected stakeholders;
- the identification of the actual and potential impacts (both negative and positive) related to sustainability matters, as well as risks and opportunities that affect, or could reasonably be expected to affect, the Company's financial position, financial performance, cash flows, access to finance or cost of capital over the short-, medium-, or long-term;
- the assessment of the materiality of the identified impacts, risks and opportunities related to sustainability matters by selecting and applying appropriate thresholds; and
- making assumptions and estimates that are reasonable in the circumstances.

The Board of Directors is also responsible for preparing the disclosures in compliance with the reporting requirements provided in the Taxonomy Regulation.

The Board of Directors is also responsible for selecting and applying additional entity-specific disclosures to enable users to understand the Company's sustainability-related impacts, risks or opportunities and for determining that these additional entity-specific disclosures are suitable in the circumstances and in accordance with the ESRS.

Furthermore, the Board of Directors is responsible for such internal control as the Board of Directors determines is necessary to enable the preparation of the sustainability statement that is free from material misstatement, whether due to fraud or error.

The Board of Directors is responsible for overseeing the Company's sustainability reporting process including the double materiality process carried out by the Company.

Our responsibilities for the limited assurance engagement on the sustainability statement

Our responsibility is to plan and perform the limited assurance engagement in a manner that allows us to obtain sufficient appropriate assurance evidence to provide a basis for our conclusion.

Our objectives are to obtain a limited level of assurance, as appropriate, about whether the sustainability statement is free from material misstatements, and to issue a limited assurance conclusion in our report. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the sustainability statement. The procedures vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is therefore substantially lower than the assurance obtained in a reasonable assurance engagement.

Our responsibilities in respect of the sustainability statement, in relation to the process to identify the information to be reported in the sustainability statement ('the process') include:

- Obtaining an understanding of the process, but not for the purpose of providing a conclusion on the effectiveness of the process, including the outcome of the process;
- Considering whether the information identified addresses the applicable disclosure requirements of the ESRS; and
- Designing and performing procedures to evaluate whether the process is consistent with the Company's description of its process set out in the sustainability statement.

Our other responsibilities in respect of the limited assurance engagement on the sustainability statement include:

- Performing risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error; and
- Designing and performing procedures responsive to where material misstatements are likely to arise in the sustainability statement. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of procedures performed

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of disclosures where material misstatements are likely to arise in the sustainability statement, whether due to fraud or error.

We have exercised professional judgement and have maintained professional scepticism throughout the assurance engagement, in accordance with the Dutch Standard 3810N, ethical requirements and independence requirements. Our procedures included, amongst others, the following:

- Performing inquiries and an analysis of the external environment and obtaining an understanding of relevant sustainability themes and issues, the characteristics of the Company, its activities and the value chain and its key intangible resources to assess the process to identify the information to be reported carried out by the Company as the basis for the sustainability statement and disclosure of all material sustainability-related impacts, risks and opportunities in accordance with ESRS.
- Obtaining through inquiries a general understanding of the internal control environment, the Company's processes for gathering and reporting entity-related and value chain information, the information systems and the Company's risk assessment process relevant to the preparation of the sustainability statement and for identifying the Company's activities, determining eligible and aligned activities and preparation of the disclosures provided for in the Taxonomy Regulation, without testing the operating effectiveness of controls.
- Assessing the double materiality process carried out by the Company and identifying and assessing areas of the sustainability statement, including the disclosures provided for in the Taxonomy Regulation where misleading or unbalanced information or material misstatements, whether due to fraud or error, are likely to arise. We designed and performed further assurance procedures responsive to these areas.
- Considering whether the description of the process to identify the information to be reported in the sustainability statement made by the Board of Directors appears consistent with the process carried out by the Company.
- Evaluating the methods, assumptions and data for developing estimates and forward-looking information. Assessing whether the Company's methods for developing estimates are appropriate and have been consistently applied for selected disclosures. Our procedures did not include testing the data on which the estimates are based or separately developing our own estimates against which to evaluate the Company's estimates. We do not provide assurance on the achievability of this forward-looking information.
- Analysing, on a limited sample basis, relevant internal and external documentation at the level of the Company (including other entities or value chain from which the information may stem) for selected disclosures.

- Determining the nature and extent of the procedures to be performed for the group components and locations. For this, the nature, extent and/or risk profile of these components are decisive.
- Reading the other information in the annual report to identify material inconsistencies, if any, with the sustainability statement.
- Considering whether the disclosures provided to address the reporting requirements provided for in the Taxonomy Regulation for each of the environmental objectives, reconcile with the underlying records of the Company and are consistent or coherent with the sustainability statement, appear reasonable, in particular whether anything came to our attention that would cause us to believe that the eligible economic activities do not meet the cumulative conditions to qualify as aligned and the technical criteria are not met, and the accompanying key performance indicators disclosures have not been defined and calculated in accordance with the Taxonomy reference framework, and do not comply with the reporting requirements provided for in the Taxonomy Regulation, including the format in which the activities are presented.
- Reconciling the relevant financial information to the financial statements.
- Considering the overall presentation, structure and the balanced content of the sustainability statement, including the reporting requirements provided for in the Taxonomy Regulation.
- Considering, based on our limited assurance procedures and evaluation of the assurance evidence obtained, whether anything came to our attention that would cause us to believe that the sustainability statement as a whole, including the sustainability matters and disclosures, is not clearly and adequately disclosed in accordance with ESRS.

Calculations to determine information as included in the sustainability statement could be based on assumptions and sources from third parties that include information about, among others, value chain and information collected from actors in the value chain, when appropriate. We have not performed procedures on the content of these assumptions and these external sources, other than evaluating the suitability and plausibility of these assumptions and sources from third parties used.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the limited assurance engagement and significant findings that we identify during our limited assurance engagement.

Rotterdam, 10 March 2026

PricewaterhouseCoopers Accountants N.V.

P. Wijffels RA

Additional non-material information

We report additional information within the same scope of consolidation as the sustainability statement. The scope of consolidation is the same as for the financial statements.

Technip Energies sites are the locations owned or leased by Technip Energies.

Energy Consumption for Technip Energies Sites

The table below displays the energy consumption of Technip Energies sites for the years 2025, 2024, and 2023. This includes the consumption from owned or leased assets. All values are converted to MWh.

ESRS ref.	Indicator	2025	2024	2023
E1-5, 37	TOTAL ENERGY CONSUMPTION IN OFFICES, DATA CENTERS AND ON INDUSTRIAL SITES (IN MWH)	51,788	54,803	54,155
E1-5, 37(c)	Renewable	20,629	21,037	19,953
E1-5 AR34		40%	38%	37%
E1-5, 37(c)i	■ Fuel from renewable sources	0	0	0
E1-5, 37(c)ii	■ Consumption of purchased or acquired electricity, heat, and cooling	19,027	20,217	19,552
E1-5, 37(c)iii	■ Self-generated non-fuel renewable energy	1,602	820	401
E1-5, 37(a)&(b)	Non-Renewable	31,159	33,766	34,202
E1-5, 37(a)&(b)		60%	62%	63%
E1-5, 38	■ Fuel consumption from coal and coal products	0	0	0
E1-5, 38	■ Fuel consumption from crude oil and petroleum products	1,326	1,584	1,024
E1-5, 38	• Diesel	866	248	541
E1-5, 38	• Gasoline	406	1,246	457
E1-5, 38	• Liquefied Petroleum Gas (LPG)	54	90	26
E1-5, 38	■ Fuel consumption from natural gas	7,084	6,964	6,273
E1-5, 38	■ Fuel consumption from other fossil sources	0	0	0
E1-5, 38	■ Consumption of purchased or acquired electricity, heat, and cooling	22,749	25,218	26,905
E1-5, 38	• Electricity	16,005	18,196	20,949
E1-5, 38	• Heat	1,590	1,733	1,410
E1-5, 38	• Cooling	5,154	5,289	4,546
E1-5, 37	ENERGY CONSUMPTION PER ACTIVITY (IN MWH)	51,788	54,803	54,155
Entity spec.	Offices	39,111	43,100	42,929
Entity spec.	Industrial sites	9,752	8,596	8,967
Entity spec.	Data Centers - not attached to offices	1,846	1,686	1,574
Entity spec.	Service vehicles	1,079	1,421	685

Pollution indicators for Technip Energies and third-party sites

ESRS ref.	Indicator	2025	2024	2023
NUMBER OF ENVIRONMENTAL INCIDENTS PER SIGNIFICANCE ON TECHNIP ENERGIES SITES				
Entity spec.	Catastrophic incidents	0	0	--
Entity spec.	Substantial incidents	0	0	--
Entity spec.	Significant incidents	0	0	--
Entity spec.	Minor incidents	1	1	--
Entity spec.	Negligible incidents	1	0	--
Entity spec.	Number of incidents of non-compliance with environmental permits, standards, and regulations	0	0	0
SIGNIFICANT SPILLS PER SUBSTANCE ON TECHNIP ENERGIES SITES				
Entity spec.	Volume of significant spills in m ³ (liquid or gas)	0	0	--
Entity spec.	Weight of significant spills in tonnes (solid)	0	0	--
NUMBER OF ENVIRONMENTAL INCIDENTS PER SIGNIFICANCE ON THIRD-PARTY SITES				
Entity spec. VC	Catastrophic Incidents	0	0	0
Entity spec. VC	Substantial Incidents	0	0	0
Entity spec. VC	Significant Incidents	0	3	1
Entity spec. VC	Minor Incidents	16	42	22
Entity spec. VC	Negligible Incidents	31	27	50
Entity spec. VC	Number of incidents of non-compliance with environmental permits, standards, and regulations	0	0	0
SIGNIFICANT SPILLS PER SUBSTANCE ON THIRD-PARTY SITES				
Entity spec. VC	Volume of significant spills in m ³ (liquid or gas)	0	10.5	2.2
Entity spec. VC	Weight of significant spills in tonnes (solid)	0	0	--
AIR EMISSIONS ON THIRD-PARTY SITES IN TONNES (CONSTRUCTION SITES AND YARDS)				
Entity spec. VC	Nitrogen Oxides (NOx)	6,795	10,525	11,596
Entity spec. VC	Sulfur Oxides (SOx)	531	917	1,005
Entity spec. VC	Other significant air emissions (PM, HAP, POP, VOC)	0	29	--

In 2025, Nitrogen Oxide (NOx) emissions decreased significantly as a major source project approached completion.

Metrics definitions

Incidents classification: each criteria is assessed separately; if one of the criteria is met, the corresponding severity is selected.

Catastrophic incidents:

- Hazardous substance or critical natural resources involved, quantities spilled potentially above 10 m³, or sensitive surrounding biodiversity.
- Recovery/rehabilitation measures require extensive external support.
- An incident in which there has been multiple breaches of environmental license conditions, regulations or contractual requirements and this has resulted in a fine or prosecution; or enforcement action by regulatory agencies.

Substantial incidents:

- Hazardous substance or critical natural resources involved, quantities spilled potentially between 100 liters and 10 m³, or sensitive surrounding biodiversity.
- Recovery/rehabilitation measures require external support.

Significant incidents:

- Hazardous substance or critical natural resources involved, quantities at stake potentially above 100 liters, or sensitive surrounding biodiversity.
- Recovery/rehabilitation measures require external assistance.
- Repeated breaches of environmental license conditions, regulations or contractual requirements, or enforcement action by regulatory agencies.

Minor incidents:

- Hazardous substance or critical natural resources involved, quantities spilled minimal, and no sensitive surrounding biodiversity.
- Recovery/rehabilitation measures can be managed by worksite.
- Single breach of environmental license conditions, regulations, or contractual requirements and/or warning provided by regulatory agencies.

Negligible incidents:

- No hazardous substance or critical natural resources involved, quantities spilled minimal, and no sensitive surrounding biodiversity.
- Recovery/rehabilitation measures can be managed by worksite.
- No breach of environmental license conditions.



4. Risk and Risk Management

4.1. —	Risk management overview	204
4.2. —	Enterprise Risk Management framework	205
4.2.1.	Governance and responsibilities	205
4.2.2.	Business lines and project risk management	206
4.2.3.	Enterprise Risk Management and Internal Control	206
4.2.4.	Internal Audit	207



4.3. — Risks to which we are exposed 208

4.3.1. Strategic risks	210
4.3.2. Operational risks	213
4.3.3. Financial risks	217
4.3.4. Legal, regulatory and reporting risks	218
4.3.5. Taxation risks	222



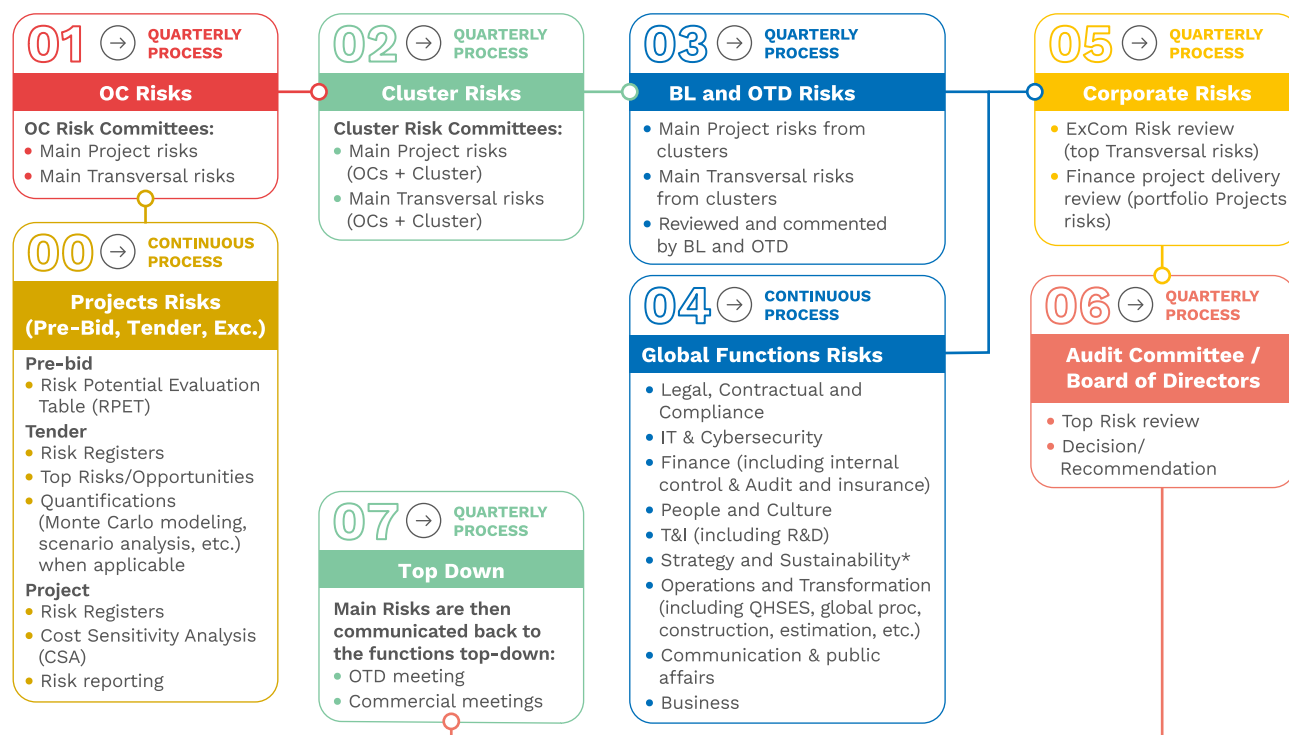
4.1. Risk management overview

The recognition of risks and opportunities is an integral part of the management process across our operations, in projects, operating centers, clusters, business lines, and support functions. This reflects our belief in the importance of risk management as a key component of our business strategy. We have implemented and we constantly maintain a robust system of internal control and risk management processes, which are guided by our values. This encompasses relevant organizational structures and procedures designed to safeguard our rights and assets, and ensure the effectiveness and efficiency of our internal procedures, the reliability of our financial reporting and strict compliance with laws, regulations, and best practices applicable to our businesses.

Within Technip Energies, we believe that risk management is not a process that runs in isolation from the rest of our activities, but rather is an integral part of existing company and business processes. The Enterprise Risk Management process (the “**ERM Process**”) is defined by a dedicated Global Practice Standard (“**GPS**”), which reflects the norms and standard for risk management. This GPS is supplemented by external standards (such as ISO 31000), which contribute to process definition.

We also believe that fostering a strong risk culture is essential to raise awareness of risk management processes and procedures throughout the organization. To achieve this, we organize regular risk management training sessions for non-executive directors, conduct educational sessions for all project teams prior to risk workshops, and provide additional training for Board members alongside our regular quarterly reports.

The following ERM reporting workflow has been designed to ensure a proper bottom-up and top-down sharing of the risks and opportunities faced by the Company:



* Refer to section 3.1.3.3. Material impacts, risks and opportunities.

No significant deficiencies or material weaknesses in the risk management and internal control systems were observed during 2025 nor were any significant changes made to these systems.

4.2. Enterprise Risk Management framework

Our ERM framework is derived from the Institute of Internal Auditors' ("IIA") Three Lines Model as follows:

Entities, Business Units*

→ 1ST LINE

- Perform RM in Projects, Operating Centers, Clusters, and Business Lines and provide compliance assurance & adequacy of internal controls.

Enterprise Risk Management & Internal Control

→ 2ND LINE

- Establish & integrate consistent ERM process. Ensure that identified risks mitigated by controls are documented and reported.
- Synergize with Internal Audits and Internal Controls for planning & improvement purposes.

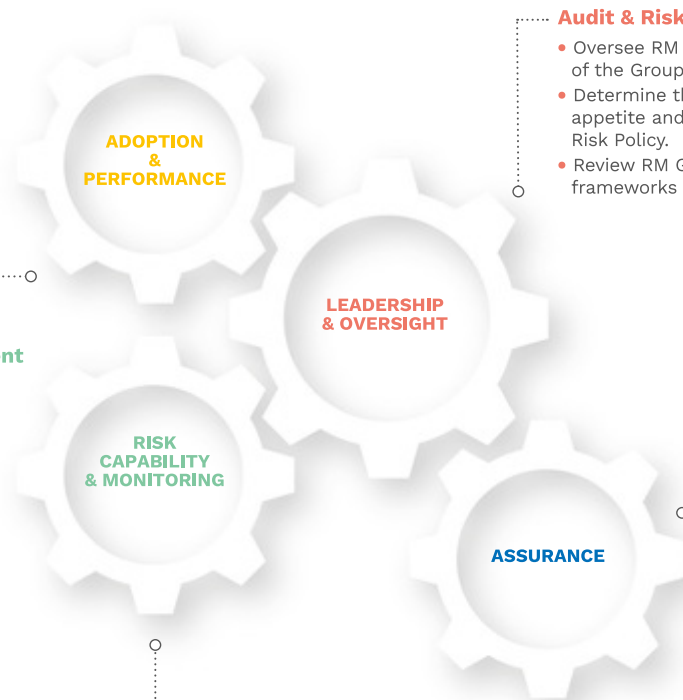
Audit & Risk Committees

- Oversee RM and Internal Controls of the Group & advise the board.
- Determine the Group's overall risk appetite and tolerance through Risk Policy.
- Review RM Governance-related frameworks & policies.

Internal Audit

→ 3RD LINE

- Provide independent compliance assurance to Group policies and share findings to drive improvements in processes.



* Notes: strong collaboration between the three lines to fortify the Group RM approach & governance.

4.2.1. Governance and responsibilities

The governance and responsibility of the ERM framework is as follows:

- **Board of Directors:** with the support of the Audit Committee, it supervises the risks and opportunities identified through the ERM Process. It also assesses the effectiveness of the process and validates the ERM objectives and the risk appetite.
- **Executive Management:** responsible for the effectiveness of the ERM Process and proposes the ERM objectives and the risk appetite for validation by the Board of Directors.
- **Head of Enterprise Risk Management:** responsible for the design and implementation of the ERM Process with regards to the ERM objectives defined by Executive Management.

During the course of 2025, the Executive Committee, the Audit Committee and the Board reviewed and updated on a regular basis the criticality of, and the mitigation plans for, the key risks identified by the Company in relation to its risk appetite, including legal and compliance matters, key project execution, the status of ERP migration, as well as risks related to: sustainability, strategy implementation, geopolitical issues, business positioning, and cybersecurity.

The Audit Committee was also provided with regular updates regarding the internal control function as well as reports from the Vice President Internal Audit. The key findings were reported by the Chair of the Audit Committee to the Board.

4.2.2. Business lines and project risk management

The first line of Technip Energies' ERM framework includes Technip Energies' Operating Centers, Clusters, and business lines, each managed by a dedicated managing director or equivalent manager. Project risk management falls under the responsibility of the relevant project director.

Technip Energies' control systems are built on a combination of appropriate resources, policies, procedures, behaviors, and actions. These elements ensure that Technip Energies conducts its business with a strong emphasis on health, safety, environmental standards, design, and execution.

In Operating Centers, project risk management is also designed to identify, evaluate and mitigate transversal risks that could significantly impact Technip Energies' assets, results, operations, or Technip Energies' ability to achieve its objectives and strategy. These risks can be related to Operations and Transformation (including QHSES, global procurement, construction, estimation, etc.), commercial, financial (including internal control, audit, and insurance),

technological (including R&D), and legal (including ethics and compliance), but also related to People and Culture, Strategy and ESG, Communication and Public Affairs, Business, IT and cybersecurity.

Project risk management functions are active during the pre-bidding, tendering and execution phases of Technip Energies' activity and feature various procedures that assess project selectivity, partner selection, contracting models and execution schemes prior to the grant of internal authorization to tender and authorization to submit a final bid. Additionally, at various project milestones, executive project reviews are undertaken to periodically assess compliance. We consider early engagement as an important component of risk management with regards to project execution as it helps identify and select the appropriate technology and design features. Additionally, our project execution risk management drives the selection of suitable partners, subcontractors, and contractual models.

4.2.3. Enterprise Risk Management and Internal Control

The second line of our ERM Framework encompasses a bottom-up and top-down approach. Risk registers are developed at project and local level and rolled up into business lines and functions risk registers, which are then reviewed every quarter with the relevant executives of the Company. Emerging risks are identified throughout the year and escalated or pushed down for assessment based on the identification of risks either by Non-Executive Directors or by Executive Committee members.

Internal Control organization

Internal Control activities are designed to ensure that the necessary measures are taken in order to mitigate the Group's exposure to the strategic, operational and asset risks likely to affect the achievement of its objectives. Control activities are implemented throughout the organization, involving all levels and functions. These activities include preventive and detective controls, both manual and IT-based, as well as managerial oversight and the segregation of duties.

At Group level, the Internal Control Department, reporting to the VP Group Accounting and Finance Efficiency, leads and coordinates the internal control system, supported by a network of Local Internal Control Teams in the Group's main Operating Centers. Local Internal Control Managers, most of whom hold management positions, report hierarchically to their respective Local Finance Director and functionally to the Group Internal Control Director.

The entity-level Finance Director is responsible for setting up, running and supervising the internal control system within his/her scope of responsibility. To accomplish this, the entity-level Management Teams, under the guidance of Local Internal Control Managers, implement procedures and operating methods, including control activities required to address all the strategic, operational and asset risks relating to their businesses and organization.

These procedures and operating methods include and extend the key controls set out in the Group regulatory framework.

Applicable reference framework

The COSO framework is considered equivalent to the reference framework of the French Financial Markets Authority (*Autorité des Marchés Financiers*). The Group's internal control system is consequently built around the five components of the COSO framework and it covers the processes of the consolidated entities and key controls of some specific entities of which Technip Energies does not have full ownership. The progress and results of the internal control evaluation are coordinated and consolidated by the Corporate Internal Control Department and regularly discussed with Corporate, business lines and operating center management and presented to the Audit Committee.

Scope and limitations of the Internal Control system over Financial Reporting

Technip Energies operates in many different countries, sometimes with differences in accounting policies and local reporting requirements. This exposes Technip Energies to the risk of reporting figures that are not in line with the Group's IFRS framework, which may lead to a material impact on the reported figures. In order to mitigate this risk, an accounting manual and other finance procedures containing detailed guidelines for financial reporting are available to all employees. Continuous guidance and support are also delivered to the senior management and controllers of reporting entities. Each quarter, a process for the signature of representation letters is deployed at each level of the organization, with detailed statements regarding financial reporting and internal control.

The business plans of every reporting entity are also translated into forecasts with deviations from the forecast being analyzed on a regular basis. Any unexpected circumstances that arise, or any substantial deviation from the forecasts, must be reported immediately to the responsible management. The reports submitted by operational management include an analysis of achievements versus approved plans and a forecast for the coming periods including actions to address any loss.

Technip Energies' management is responsible for establishing and maintaining adequate internal control over financial reporting. Internal control over financial reporting is a process under the supervision of the Company's Board of Directors and executed by the management and other personnel to provide a reasonable level of confidence regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS as issued by the IASB and adopted by the European Union.

The adequacy of any system of internal control over financial reporting is subject to inherent limitations, including the exercise of judgment in designing, implementing, operating, and evaluating the controls and procedures, and the inability to eliminate potential misconduct completely. Accordingly, any system of internal control over financial reporting can only provide reasonable, not absolute, confidence. In addition, projections of any evaluation of adequacy to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate. We intend to continue to monitor and upgrade our internal controls as necessary or appropriate for our business but cannot ensure that such improvements will be sufficient to provide us with adequate internal control over financial reporting.

Internal Control over Sustainability Reporting

Technip Energies has implemented the Corporate Sustainability Reporting Directive and European Sustainability Reporting Standards.

The organization is exposed to risks associated with incomplete or inconsistent reporting on sustainability topics. There are also risks related to the accuracy of data inputs and manual errors in the reporting process from aggregating data from multiple systems into the corporate disclosure management system.

To ensure the accuracy and timeliness of disclosed information, Technip Energies has implemented controls

based on its assessment of risks in the sustainability statement, including controls for reviewing quantitative and qualitative data, as well as access controls in IT applications and automated input controls in the sustainability reporting system.

Since 2024, the Group Internal Control Department extended its scope to establish the internal control system over Sustainability Reporting. This system leverages the COSO Internal Control — Integrated Framework (2013).

Management self-assessment conducted by the Group Internal Control Department, aiming to provide a moderate level of confidence, is based on risk identification considering as key criteria the completeness and integrity of the data, the accuracy of estimation of results, the availability of upstream and/or downstream value chain data, and the timing of the availability of the information.

The scope for the assessment is focused on both quantitative and qualitative datapoints to be disclosed in the Sustainability Reporting for which key controls have been identified in the Internal Control Risk Assessment and Materiality analysis, following best practices of internal control and audit.

Annual Internal Control self-assessment campaign

Our management assessed the adequacy of Technip Energies internal control over financial reporting as of December 31, 2025 and concluded that our internal control over financial reporting was adequate as of December 31, 2025, based on criteria stated in Internal Control – Integrated Framework (2013) issued by COSO.

The progress and results of the Internal Control evaluation for Financial and Sustainability Reporting are coordinated and consolidated by the Group Internal Control Department and regularly discussed with Corporate, Business Lines and Operating Centers Management and presented to the Audit Committee.

4.2.4. Internal Audit

Internal Audit, the third line of our ERM Framework, is an independent function within the organization and provides assurance that, in the pursuit of the Company's objectives, risks are being managed effectively and financial and other controls are in place. It assists Technip Energies in accomplishing its objectives by bringing a systematic and disciplined approach to evaluating and improving the

effectiveness of the organization's risk management, control, and governance process.

Internal Audit performs the work in compliance with the Audit Committee Charter (which is approved by the Audit Committee and the Board) and the IIA (Institute of Internal Auditors) professional practices and requirements.

4.3. Risks to which we are exposed

Technip Energies may encounter several risks, either simultaneously or interdependently, as described below. The most significant risk factors are listed first in each category. The order in which the remaining risks are presented does not necessarily reflect their likelihood of occurring, their potential impact, or the extent of any possible harm to the business, operational results, or financial condition.

In selecting the risk factors, Technip Energies has considered circumstances such as the probability of the risk materializing on the basis of the current state of affairs, the potential impact which the materialization of the risk could have on Technip Energies' business, financial condition and results of operations, and the attention that management of Technip Energies would have to devote to these risks if they were to materialize.

The risk factors are based on assumptions that could turn out to be incorrect. Furthermore, although Technip Energies believes that the risks described below are the material risks concerning its business, they are not the only risks related to Technip Energies. Other risks, facts, or circumstances not currently known to Technip Energies, or that Technip Energies currently deems to be immaterial, could, individually or cumulatively, prove to be significant and could have a material adverse effect on Technip Energies' business, results of operations, or financial condition.

We have described specific risk management or mitigation measures to address risks where we have been able to put these in place. However, certain risks may not be the subject of risk management or mitigation. Furthermore, risk management and mitigation measures may be insufficient to eliminate a risk altogether or to alleviate its potential impact in a significant manner.

We have defined our risks according to five categories applicable to Technip Energies and its business as well as the ownership of Technip Energies shares. The risks detailed below are:

- strategic risks;
- operational risks;
- financial risks;
- legal, regulatory and reporting risks; and
- taxation risks.

See also section 3.1.3.3. Material impacts, risks and opportunities.

Risk Appetite

Risk management activities conducted as part of the Enterprise Risk Management (ERM) process are guided by our Risk Appetite, which reflects the level of risk we are willing to accept in pursuit of our objectives. At least annually, or as

required by the context, we assess and determine our Risk Appetite for the main risk categories. Based on this assessment, we define and implement appropriate mitigation strategies to manage these risks effectively.

Main Risk Categories	Key Risks	Risk Appetite	Section	Technip Energies' approach
Strategic	Business roadmap	Moderate to high	4.3.1.	Risk Appetite varies depending on the market considered. Technip Energies operates in both traditional low-carbon energy markets, where it maintains a selective approach, and emerging carbon-free markets, where it adopts an innovative approach always mitigating project execution risks and liabilities.
	Innovation and Energy transition	Moderate		We have increased and actively redirected our R&D efforts toward energy transition initiatives involving incremental innovation.
	Acquisition and Divestitures	Moderate		For acquisitions and divestitures, we aim to ensure value creation for the Company and our stakeholders with opportunistic acquisitions to grow our high-value services while protecting our Investment Grade rating.
Operational	Project execution (construction/procurement)	Moderate	4.3.2.	In project execution, notably in our Project Delivery (PD) and Technology, Products & Services (TPS) segments, Technip Energies applies rigorous project risk management from tender stage to project completion, including a thorough identification and management of contractual liabilities.
	Employee safety and security	Zero tolerance		For employees and QHSES matters, robust policies and procedures are put in place to ensure compliance with the highest standards to minimize risks.
	Quality	Low		Technip Energies maintains a cyber risk management process designed to identify, evaluate, mitigate, and respond to cybersecurity risks.
	IT & Cybersecurity	Low		
Financial and Tax	Financial strength	Low	4.3.3. 4.3.5.	Technip Energies has a prudent financial policy to protect and maintain its financial strength and ensure value creation for its stakeholders.
	Foreign exchange	Low		For exposure to currency fluctuation and creditworthiness risks, proactive protection measures are taken, and Technip Energies maintains relationships with selected reputable and reliable banking partners.
	Banking counterparty	Low		Strict compliance with all relevant tax laws and regulations is ensured.
	Tax	Low		
Legal and Reporting	Ethics and trade compliance	Zero tolerance	4.3.4.	Comprehensive ethics and compliance programs, which include policies, procedures, and training, are designed for all employees and stakeholders to ensure strict adherence to regulations and to prevent breaches of laws related to corruption, bribery, and trade sanctions.
	Reporting and regulation	Low		All financial and regulatory reporting is ensured to be accurate, timely, and fully compliant with applicable laws and standards.

4.3.1. Strategic risks

4.3.1.1. Technip Energies must navigate competitive markets with moving parts as the world transitions to renewable energies

Technip Energies operates in a highly competitive environment, both in traditional energy markets and in emerging markets linked to the world's energy transition. The Group competes notably on product offerings, project execution, customer service, and price. In order to maintain a solid market position, best serve our clients and meet market as well as regulatory requirements, we develop and implement innovative technologies and processes.

As the energy market is transitioning from traditional markets to new renewable energies, Technip Energies, as well as its competition, is continuously evolving. Adapting and innovating to respond to market changes is key to our success, notwithstanding the changes within the competitive landscape which impact our ability to compete effectively with products or services. Last but not least, the Group cannot ensure that some of our key markets will evolve and play less of a leading role in the world's energy mix as it transitions in the long run.

Our position as a provider of capital expenditure ("CAPEX") solutions to the oil and gas industry has seen increased competition from service providers in Asia and the Middle East for less complex projects where we may be less competitive in terms of pricing. We also face price competition in energy transition sectors that are less complex in terms of project size, technology, or other project challenges. These developments may impact our ability to maintain or grow market share in selected sectors and may have a significant adverse impact on our business, results of operations or financial condition.

Furthermore, in recent years, some engineering and technology ("E&T") companies have carried out significant acquisitions and entered into joint ventures with the stated goal of pursuing complementary products, services, or geographic focus. This increased competition across our offering could impact our ability to maintain our market share, maintain or increase pricing for our products and services, or reach favorable contract terms with customers and suppliers, which could have a significant negative impact on our business, results of operations or financial condition. If we do not develop or acquire energy transition technologies or if our competitors' offering is more attractive than ours, we may not be retained. We are unable to predict what effect competitive factors in the industry may have on prices, capital spending by our customers, our selling strategies, our competitive position, our ability to retain customers, or our ability to negotiate favorable agreements with our customers and suppliers. Given the current analysis, peak oil demand is expected to be reached later than anticipated. Technip Energies is preparing to flexibly address the challenges of future energy infrastructure, according to various energy transition scenarios.

Mitigation plan:

We continuously assess our markets to understand their dynamics, evaluate our positioning, and identify opportunities as well as risks. We notably investigate and analyze capital expenditure across the value chain, production capacity and forecasts, as well as geographic investments and economic, political, social, sustainable and environmental underlying market drivers. We base our analysis on various databases

and cross-reference the sources in order to secure a full view. This enables us also to evaluate changes across our markets as well as the competitive landscape and business models. We use multiple scenarios to assess the resilience of our strategy and have factored the energy transition into it. We are actively broadening our energy transition offering in decarbonized technologies, whether in LNG, a key transition fuel, or in the deployment of CCUS solutions, including in connection with hydrogen production, as well as new energies, such as green hydrogen or sustainable aviation fuels. Particularly on certain nascent energy markets, we regularly assess the evolutions, notably macro-economic factors which impact the materialization and acceleration of the latter. There could also be delays in market take-offs as the peak oil demand is shifting to the right.

We have also adapted by delivering projects in new production areas, implementing new technologies (with the development of our sustainable chemistry offering illustrated by our work on Neste's biorefineries, as well as the acquisition and continued growth of our Epicerol™ technology) and adapting scalable solutions through our highly differentiated Genesis consulting services. We are actively looking to enhance our portfolio of technologies, whether through in-house development via a robust laser-focused R&D program, acquisitions, or partnerships.

We are also shifting our portfolio of offerings to a higher margin model by growing our Technology, Products & Services offering, rebalancing our exposure between the CAPEX and OPEX project cycles.

The majority of the projects we are engaged to execute have been designed and evaluated by Technip Energies with most of the cost estimation being supported by firm offers already secured by our supply chain from the market.

4.3.1.2. Demand for our products and services is highly dependent on gas industry activity and our business model needs to evolve to meet the requirements of the global energy transition

While performing our transition toward more sustainable industry that is occurring a bit slower than anticipated, our revenues are still predominately coming from capital expenditure in energy infrastructure, notably from gas company activity and more specifically related to:

- level of exploration, development, and production activity;
- capital spending; and
- natural gas liquefaction plants.

As the world seeks to transition away from carbon energies, our traditional business model is expected to be under pressure in the long-term time horizon due to reduction in oil and gas investments to reach climate targets.

In the gas sector, a bank-validated decarbonization roadmap that restricts capital allocation to fossil projects may directly impact the approval of LNG projects and our ability to operate in this area.

Furthermore, if financing is not available for energy transition projects, either due to lack of public policy guidance and support, or the unwillingness of lenders and investors to take risks on such projects, the new markets we are working on in energy transition may be delayed or not materialize.

Mitigation plan:

We have actively rebalanced our efforts and investments between oil and LNG, a key transition fuel, as well as low-carbon energies (e.g., blue hydrogen and ammonia) and carbon-free solutions (e.g., carbon capture). Our R&D investments relate to energy transition initiatives (e.g., low emission furnaces for ethylene).

We are monitoring the evolution of legislation and regulations relating to energy transition and we are engaging with governmental authorities by participating in trade groups such as the Hydrogen Council. We are actively discussing future funding schemes with the investment community for energy transition projects and the Group has invested in a tier-one cleantech fund, EVOK, that supports hard-tech development to accelerate decarbonization with a focus on next-generation sectors such as low-carbon hydrogen, carbon capture and removal, electrification and critical minerals as well as in the United Airlines Ventures Sustainable Flight Fund, which aims to catalyze the transition to a more sustainable aviation sector.

We are also diversifying our type of offers with the growth of the Company's TPS businesses to propose new services (e.g., Project Management Consulting Services) or products (e.g., SnapLNG by T.EN™, Integrated Canopy suite of post-combustion carbon capture solutions – via standardization we reduce operational/on-the-ground risk) as well as the development of innovative companies (e.g., Rely, Reju and Ekwil) to expand Technip Energies' portfolio through inclusion of a larger number of contracts and more diversified clients.

In seeking to broaden our energy transition offering, we are entering into external alliances and continue to acquire rights to energy transition technologies (e.g., Hummingbird). We conduct active technology watch and are engaging in collaborations with international research institutions, universities, and promising start-ups to commercialize their technologies and establish an early position in the market for Technip Energies.

4.3.1.3. Political, regulatory, economic, or social disruptions in our operating countries could negatively impact our business and results

We work in many countries around the world. Instability or unexpected changes in any of these markets, especially in areas with economic or political problems, could negatively affect the demand for our services and products, our business, our results, or our financial health. These factors include, but are not limited to, the following:

- disease outbreaks and other public health issues;
- nationalization and expropriation;
- burdensome taxation and fiscal measures;
- inflationary and recessionary markets, including capital and equity markets;
- civil unrest, labor issues, political instability, terrorist attacks, cyber-terrorism, military activities, and wars;
- supply disruptions;
- sanctions, prohibitions or restrictions imposed by the US, EU, UK, or other countries against target nations or entities;
- foreign ownership restrictions;
- import or export licensing requirements;
- trade restrictions, tariffs, price controls, and trade protection measures, including restrictions resulting from domestic and international laws or trade disputes;
- regime changes and political shift;

- changes in treaties, laws, and regulations, including responses to public health issues;
- inability to repatriate income or capital;
- reductions in the availability of qualified personnel; and
- foreign currency fluctuations or currency restrictions, or fluctuation in the interest rate component.

Mitigation plan:

Our corporate functions (including our Legal, Contractual and Compliance, Tax, Treasury, Global Procurement, HSE and Security departments) support our businesses and local affiliates to ensure that we have a proper understanding of the local environment and can comply with laws, banking and fiscal regulations that are applicable to us. We seek to engage with governments and local authorities in countries where we operate in a transparent and open manner.

Our treasury operations and Tax team are centralized and work to manage credit exposures associated with our cash, foreign exchange, interest rate positions, and tax exposure and ensure the repatriation of income and capital complies with local laws and regulations.

Our Legal, Contracts, and Compliance team ensures strict adherence to applicable regulations and business conduct.

Our Global Security team monitors security events and evolution in the countries where we operate and has developed security procedures and resources to ensure the protection of our people, assets, and reputation. We may also contract external advisors to help us develop scenarios to anticipate global geopolitical developments that may impact on us.

Our Global HSE team prioritizes health and safety by implementing strict protocols, monitoring disease outbreaks, and preparing contingency plans. We adapt operations through remote work, travel restrictions, and enhanced sanitation to minimize infection risks.

Our Global Supply Chain team implements business continuity plans that include contingency sourcing, inventory management, flexible operational strategies, and tariff mitigation measures to address supply disruptions, expropriations, or nationalization risks.

4.3.1.4. Due to the types of contracts we enter into and the markets in which we operate, the cumulative loss of several major contracts, customers, or alliances may have an adverse effect on our results of operations

In the ordinary course of our business, we enter into large, long-term contracts that, in the aggregate, represent a significant portion of our revenue. If long-term contracts are terminated or breached, our operating results or our financial condition would be disproportionately impacted compared to if shorter-term contracts were terminated or breached due to the higher value at risk. Moreover, the global market for the production, transportation, and transformation of hydrocarbons and by-products, as well as the other industrial markets in which we operate, is dominated by a small number of companies. As a result, our business relies on a limited number of customers. As of December 31, 2025, our top five customers are QatarEnergy, BP, ADNOC, CF Industries, and TotalEnergies. In IFRS adjusted, they represent 57% of revenues and 82% of backlog. Losing several key contracts, customers, or alliances could have a significant adverse impact on our financial condition or results of operations.



Mitigation plan:

The development of our energy transition business and the growing of Technology, Products & Services are generating a greater number of contracts with a more diversified customer base, resulting in the reduction of our exposure. As part of our strategy roadmap, we are growing our Technology, Products & Services businesses, which should reduce the share of our business concentrated in certain countries, geographical areas or clients as Technology, Products & Services' portfolio consists of smaller and more numerous projects.

4.3.1.5. Climate Change-Related Risks and Their Potential Impact on Our Business

The increasing frequency and intensity of extreme weather events (such as floods, heatwaves, hurricanes, wildfires, typhoons, flash flooding, drought, and air pollution) could significantly impact the Group's business, people, and operations. These events may disrupt supply chains, damage infrastructure, and pose risks to the health and safety of our employees. Additionally, changing climate patterns could lead to stricter regulations and higher costs related to environmental compliance. The long-term effects of climate change may also influence market demand and the sustainability of our business activities across different regions.

Mitigation plan:

To mitigate the impacts of extreme climate events, we have implemented a comprehensive approach that includes continuous monitoring through collaboration with weather forecast agencies and the use of our internal T.EN Alert tool. This proactive monitoring allows us to anticipate and prepare for potential disruptions. Additionally, we have established robust emergency preparedness and response plans to ensure a swift and effective reaction to extreme weather events. Our business continuity plan is particularly focused on operational centers and sites that are more frequently affected by extreme climate conditions, ensuring resilience and the ability to maintain critical operations under adverse circumstances.

4.3.1.6. Our acquisition and divestiture activities involve substantial risks

Strategic and capital discipline is at the heart of our M&A selection process and we will pursue targets that are value-accretive and a source of long-term benefits.

We may pursue acquisitions, divestitures, or other investments that may strategically fit our business and/or growth objectives. We cannot provide assurances that we will be able to locate suitable acquisitions, divestitures, or investments, or that we will be able to consummate any such transactions on terms and conditions acceptable to us. Even if we do execute such transactions, these may not result in the anticipated benefits. If we are unable to successfully integrate and develop acquired businesses, we could fail to achieve anticipated synergies and cost savings,

including any expected increases in revenues and operating results, which could have a material adverse impact on our business, results of operations, or financial condition.

Due to uncertainty in certain market signals related to the energy transition, we may fail to correctly anticipate market trends affecting our business such as the pace of transition from oil and gas, renewable energy profitability, CO₂ storage, or hydrogen demand, leading to the risk that we may invest in companies or businesses that fail, causing a loss of all or part of our investment. In addition, if we determine that a decline in the fair value exists for a company in which we have invested, we may have to write down that investment to its fair value and recognize the related write-down as an investment loss. As a result of divestitures, we may not be able to cause a buyer of a divested business to assume the liabilities of that business or, even if such liabilities are assumed, we may have difficulties enforcing its rights, contractual or otherwise, against the buyer.

Mitigation plan:

We deploy due diligence teams during the course of reviewing a possible transaction to identify and address financial, legal (including intellectual property), compliance, tax, technological, and other risks (including operational and human resources) with each transaction being thus evaluated by a team from different functions to de-risk each opportunity. This multi-stage internal process allows us to review and identify key risks prior to the Company deciding to proceed. We also have a feedback process after a transaction is complete to evaluate if we realized the expected benefits and incorporate lessons learned for future transactions.

4.3.1.7. Our backlog is highly concentrated in a limited number of countries

Larger contracts which are included in the Company's backlog may give prominence to a limited number of countries in any given year and notably for 2025 in Qatar with the ongoing execution of the North Field South (NFS) and North Field East (NFE) projects. Larger contracts which are included in the Company's backlog may give prominence to a limited number of countries in any given year and notably for 2025 in Qatar with the ongoing execution of the NFS and NFE projects.

Mitigation plan:

The Company's backlog is being constantly replenished and geographic concentration will therefore vary considerably from year to year as notably shown by the inbound Marsa LNG bunkering project in Oman, Ruwais LNG project in the UAE, GranMorgu FPSO offshore Suriname, NZT Power project in the UK, and Blue Point Number One ATR project in the U.S. In the medium to long term, the growth of the Company's Technology, Products & Services businesses as well as the development of carbon-free activities is going to expand the Company's portfolio through the inclusion of a larger number of contracts of different sizes, with different geographies and more diverse clients.

4.3.2. Operational risks

4.3.2.1. We are subject to price volatility and material availability

Technip Energies' infrastructure projects are affected by price volatilities and availability in raw materials, oil products (fuel oil, lubricants, bunker oil, etc.), as well as labor and associated costs, which are inputs in the realization of projects that we undertake for our clients.

Regarding transportation, we face challenges owing to volatile energy, logistics prices and delays, which stem in part from the disruptions caused to global shipping lines in the Red Sea.

In addition, the low-carbon transition could lead to increased prices as companies providing raw materials (including clay, rocks, and sand) and processed materials (cement, concrete, and metals) are also committed to climate trajectories. Their own investments to reduce their carbon footprint and their willingness to develop green offers may lead to cost increases for their clients, including Technip Energies.

Should we not be able to recoup input cost increases from our customers, our business, results of operations, or financial condition could be materially affected.

Mitigation plan:

We have dedicated sourcing and procurement teams which, as part of their procurement strategies, are seeking to manage these risks mainly through the following initiatives:

1. implementing of sourcing execution plans at the tendering stage to minimize risk;
2. seeking to identify equipment for which a possible precommitment agreement may be entered into to lock in prices to minimize the effects of price volatility;
3. diversifying our supplier base including by identifying new alternative suppliers (and sub-suppliers as needed);
4. Reviewing contractual clauses to be included at the contract negotiation phase;
5. Increasing the monitoring of suppliers;
6. Supporting other Company functions in the escalation assessment to be part of the overall material cost evaluation;
7. Moving away from lump-sum turnkey contracts with clients to reimbursable contracts with price escalation clauses; and
8. Regarding worldwide transportation constraints and resulting volatile shipping costs, adapting our shipping strategy, including by seeking to charter vessels on a long-term basis to be more proactive in managing delivery costs and schedules.

4.3.2.2. We may lose money on fixed-price contracts

As is common in certain geographies and with some clients, we may agree to undertake contracts at a fixed price. However, we are exposed to significant risks associated with such contracts, as estimates made during the bidding process may differ from the actual project results in terms of costs and margins due to (but not limited to) the following:

- unforeseen additional costs related to the purchase of substantial equipment necessary for contract execution or

shortages of materials, labor, or resources in the markets where the work is performed;

- Increases in the prices of oil products, energy, raw materials, and supply chain disruptions caused by climate change and geopolitical factors;
- unexpected costs during construction, commissioning, and startup phases;
- delays or inability to complete construction on time or to meet design specifications;
- mechanical failures of our production equipment and machinery;
- additional costs and work required to adapt plant design to more challenging operational conditions linked to climate change (such as climate-resilient design and construction, and anticipating equipment performance in more extreme environmental conditions), as well as protecting biodiversity; and
- failures by suppliers, subcontractors, partners, or clients to perform their contractual obligations and failure to meet project milestones, deadlines, or other contractual provisions could result in liability toward the client.

Under fixed-price contracts, we may not be able to increase the contract price to cover unforeseen costs at the time of bidding, and this risk may be heightened for longer-term projects. Variations from estimated performance or across multiple contracts could significantly impact our business, results of operations, and financial performance.

Mitigation plan:

We are highly selective about the projects we undertake. Early engagement allows us to improve the accuracy of our cost estimates. We negotiate contractual provisions that include appropriate risk-sharing mechanisms, such as open-book clauses. Most of the projects we execute have been designed and evaluated by Technip Energies, with cost estimates supported by firm offers already secured from our supply chain. Contingencies for risks are also incorporated into the project budget.

We utilize different commercial models depending on our risk assessment of each project. We only enter into lump-sum turnkey contracts for selected projects where we have completed the front-end engineering phase, enabling us to properly assess risks, particularly construction risks, and establish a close relationship with the client.

We also adopt hybrid models that combine fixed-price components with cost-reimbursable elements, especially for the construction phase.

In some cases, we enter into convertible lump-sum contracts that start as reimbursable and are progressively converted to fixed-price as project scope becomes clearer and risks are reduced.

Additionally, we use fully reimbursable contracts when appropriate. The mix of different commercial models helps us mitigate execution risks within our backlog.

4.3.2.3. Our failure to deliver our backlog on time could impact future sales, profitability, and customer relationships

As of December 31, 2025, the Company's adjusted backlog was equal to €15,955.4 million, as compared to €19,556.0 million as of December 31, 2024.

Our business involves executing projects to maintain, upgrade, and develop our clients' assets and operations. For projects that involve construction activities, these are inherently subject to delays and cost overruns caused by various factors, including:

- geopolitical risks, such as the ongoing crisis in the Middle East, including conflicts and instability in the region;
- shortages or delay of key materials, equipment, or skilled labor;
- design and engineering issues;
- extreme weather conditions and climate change, including severe weather events (hurricanes, floods, heatwaves) and long-term climate shifts (temperature extremes, heavy precipitation);
- performance issues and delays related to shipyard operations, permitting, regulatory approvals, and supply chain.

Many construction projects involve long lead times due to complex technical and logistical requirements. These projects often include contractual clauses for liquidated damages or financial incentives tied to on-time delivery. Failure to meet delivery schedules could result in penalties, loss of incentives, increased project costs, and damage to customer relationships. In some cases, clients may invoke termination clauses, leading to order reductions, cancellations, or delays.

Additional risks include actions by states such as nationalization, expropriation, sanctions, or legal changes that could modify contract terms and affect our backlog. Furthermore, some clients may become insolvent or unable to pay, preventing us from collecting revenues or damages owed.

Mitigation plan:

To mitigate these risks, we closely monitor key factors such as access to materials and equipment, workforce capacity, subcontractor performance, engineering expertise, and manufacturing capacity.

We negotiate contractual provisions that include termination clauses, compensation terms, and clauses addressing force majeure, changes in law, geopolitical risks, legal changes, and sanctions.

We also maintain insurance policies to protect against contract frustration and related risks. Furthermore, we aim to limit our exposure to construction risks by preferring to perform only Engineering & Procurement (EP) activities, avoiding direct involvement in full EPC (Engineering, Procurement, Construction) contracts whenever possible.

4.3.2.4. We face risks relating to our reliance on subcontractors, suppliers, joint ventures or consortium partners

We depend on subcontractors, suppliers, joint ventures, or consortium partners ("**Partners**") for the execution of our contracts. While we are not reliant on any single supplier, certain geographic regions, projects, or groups of projects may depend heavily on specific suppliers for fabrication materials or semi-finished goods. Any difficulty in engaging suitable subcontractors or in acquiring equipment and materials could jeopardize our ability to achieve desired margins or complete projects within the planned timeframe.

If Partners fail to fulfill their contractual obligations or are unable to do so due to financial difficulties, we may face challenges in finding suitable replacements at comparable costs or at all, or in securing the deliverables expected from defaulting joint ventures or consortium partners.

Any delay, failure to meet contractual commitments, or other unforeseen events attributable to a Partner could cause delays in overall project progress and/or lead to significant additional costs, as we may be required to assume the obligations of the defaulting Partner or compensate our clients. Even if we are entitled to claim these extra costs from the defaulting Partner, recovery of such costs may be partial or impossible, potentially having a material adverse effect on our business, results of operations, or financial condition.

Mitigation plan:

We actively monitor our global exposure to Partners, enabling us to provide timely and appropriate input during the selection process. We conduct thorough due diligence on Partners, including assessments of their creditworthiness and financial capacity to meet obligations. In contract negotiations with suppliers, we incorporate protective provisions such as liquidated damages and make-good clauses to mitigate risks. Similarly, when negotiating contracts with clients, we seek to limit our exposure by passing similar provisions down to our subcontractors. Our dedicated sourcing and procurement teams, mainly based in France, Italy, USA, India, and Malaysia develop procurement and project execution strategies. These strategies include establishing strategic partnerships to ensure project execution by accessing workshop and workload capacity at competitive prices. Additionally, our extensive supply base helps us mitigate this risk. We also pursue insurance policies covering engineering, construction, and shipping risks. Our insurance program is further strengthened through a captive reinsurance affiliate.

4.3.2.5. We may be unable to employ a sufficient number of skilled and qualified workers

The delivery of our products and services requires personnel with specialized skills and experience. Our ability to be productive and profitable depends on our ability to employ and retain skilled workers. In a highly dynamic market, companies are experiencing high levels of staff attrition and have to compete for talent.

In addition, “green skills,” which are required to contribute to a low-carbon economy, are evolving and will continue to emerge by 2030 and beyond. We observe the rising need for such skills in the workforce, in all sectors and at all levels, in order to help the adaptation of products, services and processes to the transformations taking place to reach our emissions reduction target, and to enhanced environmental requirements and regulations.

These circumstances may cause us to lose skilled personnel, the absence of which could give rise to quality, efficiency, and deliverability issues in our operations, or delay our response to an upturn in the market. During periods of increasing activity in our industry, our ability to expand our operations depends in part on our ability to increase the size of our skilled labor force and retain qualified personnel. Furthermore, a significant increase in the wages paid by competing employers could result in attrition of our skilled labor force and/or result in increases in the wages that we must pay.

We are also facing increasingly stringent and constantly evolving regulations in relation to social protection and employment conditions. Certain countries, in particular emerging economies and developing countries, aim to impose more onerous regulations in relation to local content requirements regarding operations conducted by or for foreign businesses, particularly regarding the employment of local workers, the provision of products and services sourced by, or provided by, local businesses, and social investment in favor of local communities.

The foregoing could have a material adverse impact on our business, results of operations, or financial condition.

Mitigation plan:

2025 is characterized by our efforts to continue amplifying Technip Energies’ Employee Value Proposition for candidates, advance our early career offerings, grow our Talent Acquisition and early career offering capabilities, maintain and grow our workforce employability with significant investment in learning and development, and nurture an inclusive workplace.

We have continued the development of active partnerships with campuses to provide young engineers with opportunities for undergraduate training and firstjob enrollment resulting in the hiring of 439 young graduate engineers with gender parity (58% female versus 42% male) enlarging a diverse talent pool and preparing our future growth.

Upskilling our workforce and maintaining employability with our global learning center T.EN University. As we drive the transformation of the energy industry together, cultivating a future-ready workforce becomes imperative. Built around six key domains, technology, commercial, culture, digital leadership, and project management, with sustainability at its core, T.EN University aims to help individuals build, learn, evolve, and grow the critical skills needed. To support this, we have increased our global learning investment, and we have set a target of an average of 30 hours of learning per employee by 2025. In 2025, through our Mid-Year

Development Review campaign, 56% of our employees have built their individual development plans with their managers.

Following the introduction of the Commercial, Leadership & Management and Project Management learning pathways in 2023 and Technology and Culture in 2024, T.EN University’s focus in 2025 was to further reinforce these areas and introduce new Digital programs. We introduced a range of new upskilling programs, including AI for All, to strengthen the skills of all Technip Energies’ employees in their daily use of Artificial Intelligence (AI). QUARTZ, our Quality program, was also launched, designed to further enhance our quality culture and drive excellence across all our operations. In project delivery, we created a new learning partnership to introduce a new Design-to-Cost upskilling program. To continue amplifying Technip Energies’ Employee Value Proposition for candidates, and grow our Talent Acquisition, we have introduced specific programs within our new People & Culture Learning Pathway to reinforce our ability to attract, grow, and retain skilled workers. These will be available to all People and Culture personnel and managers involved in our Talent Acquisition activities.

Reinforcing succession/planning to secure business continuity

To ensure robust succession pipelines and strengthen our ability to grow teams through tailored development plans and career path design, we continue to implement comprehensive talent review campaigns. These reviews allow us to assess organizational readiness for local, regional, functional, and senior management roles, ensuring that critical positions have strong successors in place. Our approach emphasizes building depth in leadership capabilities and accelerating development for key profiles, including female talent and emerging leaders. This year, we reinforced succession plans across all major functions, securing coverage for priority roles and confirming a strong pool of future leaders.

Nurturing an inclusive workplace

Demonstrating our commitment to fostering continuous, transparent communication with our employees, we engaged in the “My Voice” engagement survey. Particularly noteworthy is the heightened satisfaction among employees regarding Diversity, Equity and Inclusion (+2 points since 2024, +2 pts in this engagement category). 84% of our employees state that they can be their authentic selves at work. Our focus is to maintain this positive trajectory and elevate it further. We aim to achieve this by implementing initiatives that actively address concerns. We are fostering an environment where employees feel empowered to be who they want to be without fear of judgment and supported by WeCare program, created to take care of employees and their family — on health, well-being, safety, and work-life balance — in their own language. Because we are convinced that nurturing inclusion attracts talents, innovation and success, we are going further in the way we structure our commitment. We continue driving a robust governance structure, leading with intent, and have formed a 66+ Champions Network comprising leaders dedicated to fostering an inclusive environment with local initiatives in their respective countries and teams under the executive sponsorship of Wei Cai, Chief Technology Officer. We are also facilitating continuous learning on the topic for senior leaders and preparing specific face-to-face and live learning courses on Inclusion to target different audiences and upskilling needs: all employees, D&I Champions, managers, and P&C professionals, as part of our Future Ready Program with T.EN University.

4.3.2.6. A failure of our IT infrastructure, including as a result of cyber-attacks, could adversely impact our operations

Cybersecurity is identified as one of the top enterprise risks given the Company's reliance on Information and Operational Technologies and for its business activities. Different risk factors, including hacking and cyber-attacks, third-party compromise, cloud disruption, software failure, obsolescence, data protection failure, compliance with laws and regulations, contractual obligations, and cyber skills shortage, have been identified and are monitored. These risks can lead to business and operational disruption, data leakage, fraud, regulatory and contractual non-compliance. Technip Energies has deployed an information and cybersecurity framework for managing such types of risks in line with international standards and best practices and reducing its exposure to a level which allows it to reach its business objectives.

Mitigation plan:

Technip Energies implements an ISMS (Information Security Management System) aligned with ISO 27001, which embeds requirements and recommendations from international standards and best practices applicable for its business such as U.S. National Institute of Standards and Technology ("NIST"), Center of Internet Security ("CIS") and ISA/IEC 62433, including requirements from any laws and regulations concerning information and cybersecurity that Technip Energies shall comply with.

The Company actively maintains a global ISO 27001 certification program, involving all applicable operating centers worldwide. This certification focuses on the Company's Information Security Management System ("ISMS") and assesses how information security is integrated into business processes, demonstrating to clients that information security is a top priority. The ISO 27001 certification process includes implementing an ISMS, establishing governance structures, conducting internal audits to evaluate the ISMS, and engaging a third-party auditor for annual assessments.

As part of its ISMS, Technip Energies maintains a comprehensive cyber risk management process designed to identify, evaluate, and mitigate cybersecurity risks. This process is integrated within the Company's Enterprise Risk Management. A dedicated Cyber Security Operations Center monitors the global cybersecurity environment, coordinating investigation and remediation of alerts. Specialized cybersecurity teams define both procedural and technical controls to ensure safe, uninterrupted operations and data protection. The company also engages with third-party experts to provide independent analysis and advice on cybersecurity risks. To foster a security-aware culture, Technip Energies conducts mandatory training and cybersecurity awareness sessions for employees.

4.3.2.7. Our operations require us to comply with numerous regulations

Our operations and manufacturing activities are governed by international, regional, transnational, and national laws and regulations in every place where we operate relating to matters such as environmental protection, climate change, health and safety, labor and employment, import/export controls, currency exchange, bribery and corruption, sanctions, and taxation. These laws and regulations are complex, frequently change, and have tended to become more stringent over time. In the event the scope of these laws and regulations expands in the future, the incremental cost of compliance could adversely impact our business, results of operations, or financial condition.

Our international operations are subject to anti-corruption laws and regulations, such as the anti-corruption provisions of French law No. 2016-1691 dated December 9, 2016 relating to Transparency, Anti-corruption and Modernization of Business Practice (Sapin II Law), the U.S. Foreign Corrupt Practices Act ("FCPA"), the UK Bribery Act of 2010, Anti-corruption and Modernization of the Business Practice, and economic and trade sanctions, including those administered by the United Nations, the European Union, the Office of Foreign Assets Control of the U.S. Department of the Treasury, and the U.S. Department of State. We are also subject to international data protection laws, such as the General Data Protection Regulation ("GDPR"). Furthermore, the EU Corporate Sustainability Due Diligence Directive (CSDDD), as amended, must be transposed into national law by July 2028, with first application from July 2029.

As a result of doing business in foreign countries, including through partners and agents, we are exposed to a risk of violating anti-corruption laws and sanctions regulations. Some of the international locations in which we currently operate or may, in the future, operate, have developing legal systems and may have higher levels of corruption than other nations. Our continued expansion and worldwide operations, and the development of joint-venture relationships worldwide, increases the risk of violations of anti-corruption laws and economic and trade sanctions. Violations of anti-corruption laws and economic and trade sanctions are punishable by civil or administrative penalties, including fines, denial of export privileges, injunctions, asset seizures, debarment from government contracts (and termination of existing contracts), and revocations or restrictions of licenses, as well as criminal fines and imprisonment. In addition, any major violations could have a significant impact on our reputation and consequently on our ability to win future business.

We may be exposed to the risk of damage to our image and reputation due to non-ethical business behavior. This type of behavior can occur within affiliated entities or in projects but also at each stage of Technip Energies' value chain. The subcontracting and supply chain may reveal acts or events that are contrary to our ethical principles and sustainability policies, and which may be unknown to us in so far as they occur before our involvement. Clients and project sponsors may also act in a manner that is contrary to our principles and policies, resulting in accidents or exposure to reputational damage. This may directly or indirectly affect our image and reputation, which could ultimately impact our ability to remain in existing markets or break into new markets, create jobs or implement our operations in certain countries, ultimately resulting in financial losses.

The occurrence of any violation of laws or regulations applicable to Technip Energies could subject us to penalties.

Furthermore, we can operate in regions where the human rights risks, such as forced and compulsory labor, work conditions, and discrimination are high, and we need to invest financial and managerial resources to ensure the human rights of all the workers in all projects and operations.

The foregoing could have a material adverse impact on our business, results of operations, or financial condition.

Mitigation plan:

Our legal and compliance teams routinely carry out risk assessment and risk mitigation.

We have implemented internal controls designed to minimize and detect potential violations of laws and regulations in a timely manner and ensure that such policies and procedures will be followed at all times or will effectively detect and prevent violations of the applicable laws by one or more of our employees, consultants, or partners.

We have implemented a data protection and privacy program and appointed a Data Protection Officer and a global data protection subject matter expert responsible for monitoring and ensuring effective compliance with the GDPR and other data protection legislation.

Our Code of Business Conduct helps us recognize and address the ethical dimensions of our everyday decisions. Our commitment to integrity is absolute and is embodied in our Code of Business Conduct, which has been in place from the day of the Spin-off. Since then, we have reinforced our commitment by making available a whistleblowing platform (*SpeakUp*) as well as an online portal called *GBS Wizard* enabling employees to document compliance with the Company's compliance-related internal processes. Our Compliance team provides our stakeholders with the tools and guidance needed to work with integrity, wherever they are and whatever they are doing.

4.3.3. Financial risks

4.3.3.1. We are subject to currency exchange rate fluctuations

We operate globally in multiple currencies. Since a significant portion of our revenue is denominated in currencies other than our reporting currency, the euro, changes in exchange rates can cause fluctuations in our revenue, costs, and earnings, and may also impact the book value of our assets, liabilities, and related equity.

Mitigation plan:

Our contracts often incorporate a currency basket clause as a form of natural hedging, aligning revenue streams with the foreign currencies required for suppliers and subcontractors payments. In parallel, we hedge transaction impacts when a transaction is not in the functional currency of the contracting entity. However, we do not hedge the translation effects on earnings. Our efforts to minimize currency exposure through such hedging strategies may not always be successful, depending on market and business conditions. Additionally, some currencies in which we operate are not actively traded in the global foreign exchange markets, which may increase our foreign currency exposure. As a result, fluctuations in foreign exchange rates could adversely affect our business, operational results, or financial condition.

4.3.3.2. A downgrade in the Company's credit rating could restrict our ability to secure financing

As of the date of this Annual Report, we have a public credit rating of BBB (with a stable outlook) from S&P Global Ratings ("S&P") a credit rating agency established in the European Union and registered under Regulation (EU) No 462/2013. Our ability to access financing and the terms of such financing are partly dependent on maintaining this credit rating. However, we cannot guarantee that our credit ratings will remain in effect for any specific period or that they will not be lowered or withdrawn by the rating agency. Factors that may impact our credit ratings include liquidity, debt levels, capital structure, planned asset purchases or sales, business growth opportunities, market position, asset quality, cost structure, product mix, customer and geographic diversification, and commodity price levels. A downgrade, especially to non-investment-grade, could limit our access to

new financing or refinancing options, increase our interest costs, or force us to refinance or issue debt on less favorable terms, potentially having a material adverse effect on our business, results of operations, or financial condition.

Specifically, our revolving credit facility stipulates that in the event of a credit rating downgrade, the applicable margin on borrowings will increase, raising our interest expenses and potentially negatively impacting our results. An increase in our indebtedness and associated interest costs could also heighten our vulnerability to adverse economic and industry conditions, impair our ability to secure additional financing, and adversely affect our business, operational results, or financial condition.

Mitigation plan:

We implement a strict financial policy aimed at maintaining our investment-grade rating. This includes maintaining a strong liquidity position and continuously monitoring our business risks to ensure compliance with credit agency expectations.

4.3.3.3. Banking counterparty risk

We hold our cash on a per-bank basis through the centralizing treasury company T.EN Eurocash SNC or via project joint-venture entities. When establishing new joint ventures, we negotiate banking arrangements with our partners after our Group Treasury Department completes an analysis of regulations and constraints. We aim to use Technip Energies' core banks as much as possible. However, we may be unable to sufficiently diversify our banking counterparties, which could result in becoming materially dependent on a limited number of banks. Additionally, a portion of our cash may be held in certain countries where transferring cash could be difficult, and we might have exposure to sub-investment-grade banks or high-risk countries.

Mitigation plan:

we apply a banking limits framework supported by a risk scoring model managed by the Technip Energies group treasurer. We have implemented a policy of diversifying our banking counterparties and investment products. We seek to mitigate risk by expanding into different investment options, such as money market funds, which are aligned with our

global bank relationships and policies (including criteria like cash and cash equivalents, guaranteed capital, and counterparty ratings). We continuously monitor our exposure to bank counterparty and geographic risks and are actively working to improve our risk scoring model to enhance our risk management capabilities.

4.3.3.4. The Company may be subject to fraud attempts

We may be exposed to the risk of external or internal fraud or attempted fraud during our business. Fraud may result from a willful act (such as identify theft), the inappropriate use of the Group's assets or funds, including embezzlement, a lack of transparency, or failure to comply with anti-corruption regulations (see also 4.3.4. Legal, regulatory and reporting risks). Fraudulent acts or behaviors may be encouraged or facilitated in the event of failure of the Group's IT infrastructure or cybersecurity measures (see section 4.3.2.6. A failure of our IT infrastructure, including as a result of cyber-attacks, could adversely impact our operations).

Any fraud, should it be successful, could have a material adverse impact on our reputation, business, results of operations, or financial condition.

Mitigation plan:

Technip Energies has put in place an Enterprise Risk Management framework combined with internal controls designed to minimize the likelihood of fraud and to detect potential violations of laws and regulations in a timely manner. The Group has also adopted a comprehensive Code of Business Conduct, which serves as a fundamental guide for the entire organization. This code includes various policies, mandatory training programs, and procedures aimed at promoting ethical behavior and compliance. Specifically, the Treasury department has implemented a secure payments procedure, which includes a callback process to verify the authenticity of transactions. Furthermore, the Group maintains rigorous management of bank accounts to prevent and detect fraudulent activities. We are working on new processes, which are scheduled to be implemented in 2026, that will enable us to systematically verify the banking details of the beneficiaries of our payment orders and thus identify any fraudulent changes that may have been made to the bank details.

4.3.4. Legal, regulatory and reporting risks

4.3.4.1. Existing or future laws and regulations relating to greenhouse gas emissions and climate change and the environment may adversely affect our business

Climate change continues to attract considerable public and scientific attention. As a result, numerous laws, regulations, and proposals have been made and are likely to continue to be made at the international, national, and regional levels of government to monitor and limit emissions of carbon dioxide, methane, and other greenhouse gases. These efforts have included cap-and-trade programs, carbon taxes, greenhouse gas reporting, and tracking programs that directly limit greenhouse gas emissions from certain sources.

Regulation (EU) 2020/852 (the "EU Green Taxonomy"), which came into force on July 12, 2020 and consists of a classification system establishing criteria for environmentally sustainable economic activities, is part of this evolving framework. For further details, see section 3.2.5. EU Green Taxonomy. The sustainability statement prepared to align with the requirements of the CSRD and the EU Green Taxonomy is presented in certain sections of chapter 3. Sustainability. In particular, considerations relating to climate change are disclosed in section 3.2.1. Climate change. The Corporate Sustainability Due Diligence Directive (CSDDD), which introduces mandatory human rights and environmental due diligence requirements for certain large companies, has not yet been transposed into Dutch law. As amended by the Omnibus Directive, its transposition into national law is expected by July 2028, with the first application anticipated from July 2029.

Such existing or future laws, regulations, and proposals concerning the release of greenhouse gases or that seek to mitigate the effects of climate change may adversely impact the projects we participate in or demand for the equipment, systems, and services we design, market, and sell. For example, oil and natural gas exploration and production are expected to decline as a result of such laws, regulations, and proposals, and as a consequence the sanctioning of certain projects we provide services to and demand for certain

equipment, systems and services are also expected to decline.

Under the EU Green Taxonomy, the European Commission has provided a list of environmentally sustainable activities, which includes natural gas as a means to facilitate the transition toward a predominantly renewable-based future. The companies we work with are also impacted by these regulations, which could increase their operating costs and reduce their margins. Clients are also expected to introduce internal carbon pricing in the form of different mechanisms (e.g., shadow price, internal fees, offsets) to support their low-carbon transition, which may affect demand for emissions-intensive products and services. Therefore, contracts with our clients could be impacted.

The Company's facilities and operations are also subject to environmental laws and regulations in the jurisdictions in which they are located. These environmental requirements may include, among other things, certain pollution control measures or limits for solid and hazardous waste, water discharges and air emissions, and measures relating to greenhouse gas emissions and/or the mitigation of climate change, and may require businesses whose activities have an impact on the environment to obtain permits regulating those activities.

Existing or new laws that are being adopted requiring that assessment, mitigation and prevention measures be taken in order to preserve the natural habitats of flora and fauna could have the result of restricting, delaying or canceling the projects on which we work for our clients.

Failure to comply with environmental laws and regulations may result in the issuance by governmental authorities of orders enjoining our operations, claims and complaints in administrative, civil or criminal proceedings, the assessment of administrative, civil, and criminal penalties, an obligation to remediate any environmental damages (including damages to natural resources), and/or an obligation to take reasonable measures to prevent pollution or degradation of the environment from occurring, continuing or recurring.

Additionally, our insurance and compliance costs may increase as a result of changes in environmental laws and regulations or changes in enforcement.

These laws and regulations are becoming increasingly strict and could increase our costs, limit the demand for our products and services, or restrict our operations. Any of these occurrences could have a material adverse impact on our business, results of operations, or financial condition.

Mitigation plan:

We keep up to date on the environmental laws and regulations that are applicable to Technip Energies. Our HSE team has integrated these laws and regulations into its processes, to which our insurance department also contributes. On a longer-term basis, our focus on energy transition is expected to allow us to reduce our exposure to the oil and gas sector as well as to environmental and climate risk.

Our environmental management system complies with the ISO 14001 standard. Our targets and actions to mitigate our environmental impacts and support our clients and partners to implement the best environmental standards and technologies are described in chapter 3. Sustainability.

4.3.4.2. Our success will be affected by the use and protection of our proprietary technology

Our success will be affected by our development and implementation of new technology, and improvements to existing technology and by our ability to protect and maintain intellectual property assets related to these developments, as well as to intellectual property assets and rights we already hold. We seek to protect the intellectual property rights in our proprietary technologies through a combination of patent, copyright, and trade secret laws as well as through controlled external disclosure. However, we cannot guarantee approval of patent applications filed throughout the world, nor of the scope of any issued patents. Furthermore, we may be subject to third-party challenges to our intellectual property.

In addition, we endeavor to protect our technology from misappropriation and unauthorized use by third parties by limiting access to, and distribution of, our technology, and by customarily entering into agreements with our employees, customers, potential customers, and suppliers to protect our technology. However, we cannot guarantee compliance with such agreements by third parties.

We may become involved in legal proceedings from time to time to protect and enforce our intellectual property rights. Third parties may initiate litigation against us by asserting that conduct of our business infringes, misappropriates, or otherwise violates such third parties' intellectual property rights. Any such claims, even those without merit, could be expensive and time-consuming to defend, and divert management's attention and resources. Further, we may not prevail in any such legal proceedings related to such claims, and our products and services may be found to infringe, impair, misappropriate, dilute, or otherwise violate the intellectual property rights of others. The resolution of these claims could require us to enter into license agreements or develop alternative technologies. The development of these technologies or the payment of royalties under licenses from third parties, if available, would increase our costs to carry out our business. If a license were not available, or if we were not able to develop alternative technologies, we might not be able to continue providing a particular service or product, which could adversely affect our financial condition, results of operations or cash flows.

Further, any legal proceeding concerning intellectual property is likely to be protracted and costly and is inherently unpredictable, and could have a material adverse effect on our business, results of operations, or financial condition.

Mitigation plan:

We seek to protect the intellectual property rights in our proprietary technologies and enforce such rights in a cost-effective manner. We further engage in landscaping and competitive intelligence activities to ascertain freedom to operate in light of third-party intellectual property and detect third-party infringement of our intellectual property.

4.3.4.3. Potential liabilities arising from equipment malfunctions or misuse, project activities, personal injuries, and natural disasters, as well as uninsured claims and litigation against us, could have a material adverse effect on the Company

Although such occurrences are rare, the industries in which we operate or have operated expose the Company to potential liabilities arising from, among other events, equipment malfunctions or misuse, project activity, personal injuries, and natural disasters, any of which may result in hazardous situations.

Current and future climate-related weather conditions and chronic changes (in temperatures and precipitation) and acute extreme weather events (such as cyclones, hurricanes, typhoons, floods, heatwaves, and heavy precipitation) could also generate potential liability. In addition, increased temperatures, and severe heatwaves, notably in summer, could have health and safety impacts on employees and contractors (notably field technicians working without air conditioning in environments with high temperature and humidity) by increasing the occurrence of heat-related illnesses and the likelihood of injuries, accidents, and fatalities as extreme heat can inhibit decision-making.

Whilst we have secured insurance coverage against operating hazards, including product liability claims and personal injury claims related to our projects or operating environments in which our employees operate, such insurance policies are subject to exclusions and limitations. Additionally, the nature and amount of insurance that we may be able to secure may not be sufficient to fully indemnify us against liabilities arising out of pending or future claims and litigation.

Insurance may not be available in certain circumstances. Additionally, even if such insurance is available, premiums may not be commercially justifiable as the insurance market has significantly worsened over the last few years. Our ability to secure insurance will also be dependent on the insurance market's then available capacity for risk of the type represented by Technip Energies. Finally, we may incur substantial liability the consequences of which are not covered by insurance or are in excess of policy limits, or we may incur liability at a time when it is not possible to obtain insurance.

In certain specific circumstances, certain proceedings or cases may also lead to our formal or informal exclusion from tenders or the revocation or loss of business licenses or permits.

The occurrence of any of the foregoing could have a material adverse impact on our business, results of operations, or financial condition.

Mitigation plan:

In order to manage these risks, we have entered into different insurance programs covering our assets and liabilities.

We are party to a master insurance liability program, which covers public liability, product liability, professional liability, environmental liability, and employment liability. In addition, we have secured insurance programs covering our real estate assets and other properties. We also cover specific liability exposure under financial lines which include, among other risks, Directors and Officers, crime, and cyber risks.

4.3.4.4. TechnipFMC may fail to perform under various transaction agreements that were entered into as part of the Spin-off and its indemnification obligations may not be sufficient to insure us against the full amount of liabilities for which we may be allocated responsibility

In connection with the Spin-off from TechnipFMC (the “Spin-off”), Technip Energies N.V. has entered into a Separation and Distribution Agreement and into ancillary agreements related to the Spin-off. These agreements remain executory, including a tax matters agreement and an employee matters agreement. We rely on TechnipFMC to satisfy its performance and payment obligations under these agreements as TechnipFMC has agreed to indemnify Technip Energies for certain liabilities.

The indemnity from TechnipFMC may not be sufficient to protect us against the full amount of such liabilities, and TechnipFMC may not be able to fully satisfy its indemnification obligations in the future.

Moreover, even if we ultimately succeed in recovering from TechnipFMC any amounts for which it is held liable, we may be temporarily required to bear these losses. Conversely, we have agreed to indemnify TechnipFMC for certain liabilities. Indemnities that we may be required to provide TechnipFMC may not be subject to any cap, may be significant, and could negatively impact our financial condition.

Third parties could also seek to hold us responsible for any of the liabilities that TechnipFMC has agreed to retain.

The occurrence of any of the foregoing could have a material adverse impact on our business, results of operations, or financial condition.

Mitigation plan:

The Company does not define or implement specific mitigation plans for risk factors that lie outside its control. These risks are monitored on an ongoing basis. However, given their inherent external nature and/or the absence of effective levers of control, the Company cannot reasonably develop targeted mitigation measures.

4.3.4.5. Potential liabilities arising from material misstatements in our financial or sustainability statements could have a material adverse effect on the Company

Accurate and timely disclosure of financial and sustainability information is key to providing investors and other market participants with a true and fair view of the Company’s business and financial position. As a company listed on the regulated market of Euronext in Paris, Technip Energies is subject to certain financial reporting requirements including Directive 2004/109/EC of the European Parliament and of the Council of December 15, 2004, as amended (Transparency Directive). The financial statements prepared by Technip Energies have to comply with IFRS as issued by the IASB and adopted by the European Union and, as a company incorporated in the Netherlands, applicable Dutch legislation. Subject to the effectiveness of the transposition of the European Corporate Sustainability Reporting Directive (CSRD) into Dutch law, the sustainability statement prepared by Technip Energies will have to comply with the European Sustainability Reporting Standards (ESRS).

As a result of inaccurate data inputs, errors in the reporting process from aggregating data from multiple systems, failures in internal controls, or other issues relating to the Company’s public disclosures, financial or sustainability statements could be incomplete or inconsistent and/or contain material misstatements. This could lead to a loss of confidence in the Group’s financial or sustainability statements and, more generally, uncertainty regarding the reliability of the information published by the Group. This may directly or indirectly affect the Company’s image and reputation and could have a negative impact on the price of the Company’s securities.

Should the financial statements or the sustainability statement published by the Group include material misstatements, the Group may be required to publish restated financial statements or amend the sustainability statement. Pursuant to Dutch law, in the event of a material restatement of the Company’s financial results, the Board will evaluate the circumstances and may, at its discretion, recover from any current or former Executive Director the portion of any variable performance-based compensation earned by the Executive Director during the periods materially affected by the restatement. Depending on the circumstances, the Company may also try to recover incentive-based compensation from other persons, such as executive officers.

Mitigation plan:

The Group’s Enterprise Risk Management (ERM) framework governing risk management and internal control over financial reporting provides a reasonable level of confidence as to the reliability of the Group’s financial reporting and the preparation of financial statements in accordance with IFRS as issued by the IASB and adopted by the European Union and applicable Dutch legislation. Internal control over financial reporting is executed by the Company’s management and other personnel under the supervision of the Board of Directors.

The Company's management has assessed the adequacy of Technip Energies' internal control over financial reporting as of December 31, 2025, and has concluded that Technip Energies' internal control over financial reporting was adequate as of December 31, 2025, based on the criteria stated in the Internal Control – Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

In order to ensure accurate and timely disclosure of sustainability information, Technip Energies has implemented risk-based controls of quantitative and qualitative data, as well as automated input controls in the sustainability reporting system. Since 2024, the Group's internal control department has extended its scope to establish the internal control system over sustainability reporting, which leverages the COSO Internal Control – Integrated Framework (2013). The management self-assessment conducted by the internal control department provides a moderate level of confidence as to the reliability of sustainability information.

In addition, the Company has reappointed PricewaterhouseCoopers Accountants N.V. as Independent Auditor. The Independent Auditor's report on the financial statements for the financial year ended December 31, 2025 is in section 8.3. Independent Auditor's report. The Independent Auditor's limited assurance report on the sustainability statement for the financial year ended December 31, 2025 is available in the section Limited assurance report of the Independent Auditor on the sustainability statement in chapter 3. Sustainability. The Company intends to propose to the Annual General Meeting to be held on May 5, 2026 the reappointment of PricewaterhouseCoopers Accountants N.V. as Independent Auditor and as the audit firm carrying out the assurance of the Company's sustainability statement for the financial year 2026.

4.3.4.6. HAL Trust and BPI have the ability to exert substantial influence over us and their interests may differ from the interests of other shareholders

On December 31, 2025, HAL Trust (indirectly via HAL Investments B.V.) and BPI Participations, respectively, held 15.34% and 9.20% of the total share capital and voting rights of Technip Energies. See section 5.2.1. Description of share capital for information relating to shareholders holding 3% or more of the Company's total voting rights.

The interests of HAL Trust and BPI may be different from those of other shareholders. This concentration of ownership by HAL Trust and BPI and the nomination rights conferred to BPI with regard to the composition of the Technip Energies Board may delay, deter, or prevent acts that would be favored by Technip Energies N.V.'s other shareholders. For example, HAL Trust's or BPI's influence could delay, defer, or prevent a sale of Technip Energies N.V. that other shareholders support, or, conversely, this influence could result in the consummation of a transaction that other shareholders do not support. See section 5.1.7.4. Agreement with BPI for a description of certain agreements entered into by Technip Energies and BPI.

Mitigation plan:

The Company does not define or implement specific mitigation plans for risk factors that lie outside its control. These risks are monitored on an ongoing basis. However, given their inherent external nature and/or the absence of effective levers of control, the Company cannot reasonably develop targeted mitigation measures.



4.3.5. Taxation risks

4.3.5.1. Technip Energies N.V. is subject to the tax laws of numerous jurisdictions; challenges to the interpretation of, or future changes to, such laws could adversely affect it

Technip Energies N.V. and its subsidiaries are subject to tax laws and regulations in the Republic of France, and many other jurisdictions in which Technip Energies operates. These laws and regulations are inherently complex, and Technip Energies N.V. is, and will continue to be, obliged to make judgments and interpretations about the application of these laws and regulations to its operations and businesses. The interpretation and application of these laws and regulations could be challenged by the relevant governmental authorities, which could result in administrative or judicial procedures, actions, or sanctions, which could be material.

The French or Dutch Governments, the European Union, the U.S. Congress, the Organisation for Economic Co-operation and Development (“**OECD**”), and other government agencies in jurisdictions where Technip Energies N.V. and its affiliates do business, have had an extended focus on issues related to the taxation of multinational corporations. Tax initiatives, directives, and rules, such as the OECD’s Base Erosion and Profit Shifting initiative, the European Union’s Anti-Tax Avoidance Directives, and the U.S. Tax Cuts and Jobs Act, may increase Technip Energies N.V.’s tax burden and require additional compliance-related expenditures. For instance, since October 2021, the OECD has released additional proposals under Base Erosion and Profit Shifting that provide for a global minimum tax of 15%, so-called “Pillar 2,” and to date approximately 140 countries have tentatively signed a framework agreeing in principle to this initiative. The implementation of this global minimum tax, however, is contingent upon the independent actions of participating countries and is subject to further negotiation among OECD member states. While some countries, including France, had already implemented this global minimum tax, many others could still withdraw from the agreement or retaliate against its enforcement mechanisms leading to significant uncertainties, which would likely increase administrative and financial burdens for international groups of companies. The occurrence of any of the foregoing could have a material adverse impact on our business, results of operations, financial condition, or prospects. Further changes, including with retroactive effect, in the tax laws of the Republic of France, the European Union, or other countries in which Technip Energies N.V. and its affiliates do business could also adversely affect it.

Finally, we anticipate that tax authorities may be more aggressive in their audits, and as a result we may see an increase in future tax charges.

Mitigation plan:

As stated in the Company’s Tax Policy included in our Code of Business Conduct, we always consider the tax consequences of any business decision to ensure compliance with tax regulations.

Notably, the precautionary principle is used in all the interpretations and judgments made about the application of these laws and regulations. Technip Energies N.V. employs in-house tax experts in charge of advising the business and finance teams about the tax consequences of our operations. When the law is particularly complex or when there is uncertainty about interpretation, external tax advice is sought from international tax firms.

In addition, according to our tax principles, all international contracts signed by us should include contractual protection against incremental tax costs which could arise from a change in tax regulations, interpretations, and practices. See section “Protecting business and brand” in the Company’s Code of Business Conduct, which is available at www.ten.com/en/about/integrity-compliance.

4.3.5.2. Technip Energies N.V. intends to be treated exclusively as a resident of France for tax purposes, but Dutch or other tax authorities may seek to treat it as a tax resident of another jurisdiction

Technip Energies N.V. is a company incorporated under the laws of the Netherlands but effectively managed in France. Technip Energies N.V. is considered a tax resident of the Netherlands for Dutch tax purposes based on the so-called Dutch incorporation fiction. Therefore, in principle, Technip Energies N.V. is subject to Dutch corporate income tax and dividend withholding tax. Since its incorporation, Technip Energies N.V. has also been subject to all French taxes and related compliance requirements applicable to French tax-resident companies. Dividends distributed by Technip Energies N.V. are subject to French taxation rules as well.

Based on the Convention between the Governments of the Kingdom of the Netherlands and the Republic of France for the avoidance of double taxation and the prevention of fiscal evasion with respect to taxes on income and capital (“**France-Netherlands Tax Treaty**”), the Netherlands should be restricted in imposing Dutch tax where Technip Energies N.V.’s “effective place of management” is located in France and Technip Energies N.V. is thus a tax resident of France under the France-Netherlands Tax Treaty.

The test of “effective place of management” is largely a question of facts and circumstances. The relevant case law and OECD guidance suggest that Technip Energies N.V. is likely to be regarded as having become a French tax resident from incorporation and remaining so as long as (i) meetings of its Board of Directors (the “**Technip Energies N.V. Board**,” and each member of the Technip Energies N.V. Board being an “**N.V. Director**”) are prepared and held in France (and none will be prepared and held in the Netherlands) with a majority of N.V. Directors present in France for those meetings; (ii) at those meetings there are full discussions of, and decisions are made regarding, the key strategic issues affecting Technip Energies N.V. and its subsidiaries; (iii) those meetings are properly minuted; (iv) the vast majority of senior executives and management are based in France; (v) Technip Energies N.V. has permanent staffed office premises in France; and (vi) it maintains its accounting records in France.

Technip Energies N.V. has obtained a written recognition of its French tax residency in an agreement dated March 7, 2022 in which the Dutch tax authorities confirmed that the effective place of management of Technip Energies N.V. should be considered as being in France and that Technip Energies N.V. is therefore tax resident of France within the meaning of the France-Netherlands Tax Treaty. Notwithstanding the Dutch tax authorities’ confirmation on Technip Energies N.V.’s French tax residency, the incorporation fiction of the Dutch domestic law still determines that dividends distributed by Technip Energies N.V. are in principle subject to Dutch dividend withholding tax unless the Dutch resident shareholder is entitled to a Dutch dividend withholding tax exemption.

Based on the restrictions provided for in the France-Netherlands Tax Treaty, this results in the fact that only dividends distributed by Technip Energies N.V. to Dutch tax-resident shareholders are in principle subject to Dutch dividend withholding tax. As a consequence, dividends paid to Technip Energies N.V.'s Dutch resident shareholders could be subject to both French and Dutch dividend withholding tax.

Technip Energies N.V. should also be considered as a French tax resident company for purposes of tax treaties concluded by the Republic of France with other countries. However, whether Technip Energies N.V. qualifies for benefits under other treaties will depend on the requirements contained in each treaty and applicable domestic laws, on the facts and circumstances surrounding Technip Energies N.V.'s operations and management, and on the relevant interpretation of the tax authorities and courts.

The failure by Technip Energies N.V. to qualify for benefits under tax treaties entered into between the Republic of France and other countries could result in adverse tax consequences (including an increased tax burden and increased filing obligations) and could result in certain tax consequences of owning and disposing of Technip Energies N.V.'s shares.

The agreement signed with the Dutch tax authorities together with the French tax residency certificate delivered by the French tax authorities will help to ascertain Technip Energies N.V.'s qualification for benefits under tax treaties entered into between the Republic of France and other countries.

Mitigation plan:

Technip Energies N.V. has obtained a written recognition of its French tax residency in an agreement dated March 7, 2022 in which the Dutch tax authorities have confirmed that, as long as the factors regarding its effective place of management are present at all material times, Technip Energies N.V. is a tax resident of France solely within the meaning of the France-Netherlands Tax Treaty.

As mentioned above, this means that Technip Energies N.V. should be considered a French tax resident under the France-Netherlands Tax Treaty. This is also expected for other tax treaties concluded by the Republic of France with other countries.

However, profit distributions by Technip Energies N.V. to Dutch tax-resident shareholders remain technically subject to Dutch dividend withholding tax, to the extent these Dutch tax-resident shareholders cannot apply for an exemption. In line with the aforementioned agreement, Technip Energies N.V. will, in principle, not effectively withhold Dutch dividend withholding tax on profit distributions to Dutch tax-resident shareholders. This is either due to the fact that, as a base rule, the Company will bear the withholding tax burden or, alternatively, an exemption is applicable. Technip Energies N.V. could, however, decide to withhold Dutch dividend withholding tax in certain scenarios, for example in the event of a Dutch corporate income tax-exempt shareholder that is known to be eligible for a refund of the amount withheld.

The Dutch tax authorities have acknowledged that, as a listed company, Technip Energies N.V. does not have a complete overview of which country the Shareholders are resident in. Therefore, they have accepted that Technip Energies N.V. will pay and bear the cost of Dutch dividend withholding tax based on the most accurate estimate possible of the part of its shareholder base that is attributable to the relevant group of residents of the Netherlands. This estimate should be performed with the assistance of an external party with expertise in this field.

The costs incurred by Technip Energies in connection with dividends distribution will thus include the Dutch dividend withholding tax at the effective tax rate of approximately 17.6%, which corresponds to a gross-up of the Dutch dividend withholding tax at the rate of 15% applicable to dividends paid to non-tax-exempted Dutch shareholders. This incremental dividend cost will vary in proportion to the part of the Shareholders base attributable to the relevant group of Dutch tax residents and should be reassessed each time dividends are distributed.

The agreement with the Dutch tax authorities regarding the French tax residency of Technip Energies N.V. was valid for five years and Technip Energies is currently finalizing discussions with the authorities to renew the agreement for the subsequent period.

Please note that tax considerations associated with laws which are not in force as of this date have not been addressed in this section.

5. Corporate governance

5.1. —	The Technip Energies Board	226
5.1.1.	A one-tier board structure	226
5.1.2.	Board composition and diversity	227
5.1.3.	Current Board	228
5.1.4.	Board skills and experience matrix	235
5.1.5.	Board members' independence requirements	237
5.1.6.	Board stakeholder engagement	237
5.1.7.	Appointment and dismissal of Directors	237
5.1.8.	Rules relating to the Board of Directors	238
5.1.9.	2025 Board of Directors Meetings	240
5.1.10.	2025 Board Committee Meetings	243
5.1.11.	Board and its Committees' Oversight on Sustainability	250
5.2. —	Share capital	252
5.2.1.	Description of share capital	252
5.2.2.	Board of Directors and issuance of shares	253
5.2.3.	Preemptive rights	253
5.2.4.	Repurchase of Technip Energies shares	253
5.2.5.	Capital reduction	254
5.2.6.	Transfer of shares	254
5.3. —	Disclosures pursuant to Decree Article 10 EU-Directive on Takeovers	254
5.3.1.	Agreements between shareholders	255
5.3.2.	Significant agreements taking effect, being altered or terminating upon a change of control	255
5.3.3.	Employee share schemes	255
5.3.4.	Transactions between Technip Energies and shareholders' holding at least 10% of the share capital	255

5.4. — Corporate governance statement 256

- 5.4.1. Dutch Corporate Governance Code, “Comply or Explain” 256
- 5.4.2. Diversity and Inclusion Policy 257
- 5.4.3. Whistleblower Policy 258
- 5.4.4. Bilateral Contacts Policy 258

5.5. — Limitation on liability and indemnification matters 259

5.6. — Shareholders’ General Meetings 259

- 5.6.1. Functioning of meetings 259
- 5.6.2. Right to attend shareholders’ General Meetings 260
- 5.6.3. Amendment to the Articles of Association 260



Technip Energies N.V. is governed by the laws of the Netherlands (in particular Volume 2 of the Dutch Civil Code, the “**BW**”), the Dutch Corporate Governance Code (the “**Code**”) on a comply or explain basis, and its articles of association¹ (the “**Articles of Association**”). Given that its shares are listed on the regulated market of Euronext in Paris, it is also subject to various provisions of the Dutch Financial Supervision Act (*Wet op het financieel toezicht*) and certain laws and regulations in France.

This chapter outlines relevant elements of our corporate governance practices. It includes, among other things:

- the report of the Non-Executive Directors of the Company for the 2025 financial year, as referred to in best practice provision 5.1.5 of the Code (see section 5.1. The Technip Energies Board);

- information relating to the Company’s share capital (see section 5.2.);
- the information required by the governmental Decree on Article 10 of the Takeover Directive (*Besluit artikel 10 overnamerichtlijn*) (see section 5.3.);
- the information required by the Dutch governmental Decree on Corporate Governance (*Besluit inhoud bestuursverslag*), including how we apply the principles and best practices of the Code (see section 5.4. Corporate governance statement); and
- information on the Company’s general meetings of shareholders (see section 5.6.).

5.1. The Technip Energies Board

The Board of Technip Energies N.V. (the “**Board**”) has the powers, authorities, and duties vested in it by and pursuant to the relevant laws of the Netherlands and the Articles of Association. In all its dealings, the Board focuses on sustainable long-term value creation by Technip Energies and its business, takes into account the impact the actions of the Company and its business have on people and the environment, and, to that end, considers the interests of all relevant stakeholders.

In furtherance of these objectives, the Board combines the experience, qualifications, and skills needed to help the Company address its business imperatives as well as the world’s ever-increasing need for energy transition. See also section 5.1.4. Board skills and experience matrix.

Technip Energies’ principal place of business, located at 2126, Boulevard de La Défense, 92000 Nanterre, France, serves as the business address for all the Directors and members of the Company’s senior management.

5.1.1. A one-tier board structure

Technip Energies has a one-tier board structure comprising Executive and Non-Executive Directors. The Board is responsible for discussing and approving the strategy developed and proposed by the CEO and for the supervision of its implementation by the CEO and the management team. The Board is also responsible for the supervision of the CEO’s performance of duties and performance of the general management of the Company, and it assists the CEO by providing advice and direction. With respect to Technip Energies’ general affairs and business, the Board’s responsibility is one of oversight. It is the responsibility of the CEO and management to conduct Technip Energies’ operations and prepare documents, whether or not in cooperation with the Non-Executive Directors, in accordance with applicable laws and regulations, and of the external statutory auditor to audit the Company’s financial statements.

The CEO is primarily responsible for: (i) the day-to-day operations of the Company; (ii) the development, proposal, and implementation of the strategy; and (iii) serving as the principal external spokesperson for the Company with analysts, investors, media, and clients.

Pursuant to the Articles of Association, the Board’s regulations set out its internal organization, the manner in which decisions are taken, the composition, duties and organization of the committees established by the Board (the “**Committees**”) and any other matters concerning the Executive Director, Non-Executive Directors, and Committees.

The Technip Energies Board rules¹ (the “**Board Rules**”) set out its decision-making rules. See also section 5.1.8.2. Decision-making.

In accordance with Dutch law, Technip Energies N.V. has separated the functions of Chair of the Board and CEO. The Board designates an Executive Director as CEO. If there is only one Executive Director in office, he or she will automatically be the CEO. The Board elects one of the Non-Executive Directors as Chair and may designate one of its members to assume the responsibilities of Vice-Chair. The Board may also grant other titles to Directors as the Board deems appropriate.

In order to prepare its decision-making, the Board is assisted by Committees. The Board has instituted an Audit Committee, a Compensation Committee, a Sustainability Committee, and a Nomination and Governance Committee. Members of the Committees are appointed from among the Non-Executive Directors. See section 5.1.10. 2025 Board Committee Meetings. The purpose, responsibilities, and composition of the Committees are set out in each Committee’s Charter¹.

The Board as a whole is authorized to represent Technip Energies. In addition, Technip Energies may be represented by an Executive Director acting individually in accordance with the Articles of Association and the Board Rules. The Board may also appoint individuals (*procuratiehouders*) with general or limited power to represent the Company. Each of these individuals is able to represent Technip Energies subject to any restrictions imposed on him or her.

⁽¹⁾ The Articles of Association, the Board Rules, and the Board Committee Charters, along with Technip Energies’ other governance documents are publicly available on Technip Energies N.V.’s website at www.ten.com/en/about/corporate-governance.

5.1.2. Board composition and diversity

The Board may consist of a maximum of 12 members, except in such circumstances where the Board would determine that a higher number of Board members would be required or appropriate. The Board considers that the optimal size of the Board is not more than 12 Directors as it allows the Company to benefit from a panel of experienced professionals having a diverse skill set yet not so large as to hinder the ability of the Directors to have meaningful and inclusive debates and discussions.

On December 31, 2025, the Board was comprised of ten (10) members, including one (1) Executive Director and nine (9) Non-Executive Directors. Independent Directors represented 90% of the Board, corresponding to 100% of the Non-Executive Directors, in compliance with the Code. For detailed information on the independence requirements applicable to the Directors, see section 5.1.5. Board members' independence requirements.

Ms. Alison Goligher was appointed Vice-Chair of the Board during the regular Board meeting held in June 2025.

As stated in the Board Rules, the desired composition of the Board is such that the requisite mix of specific experience, qualifications, and skills is present in order to assure that the Board as a whole has the necessary tools to perform its function effectively in light of the Company's business and structure. It includes the following areas of expertise and background:

- financial administration and accounting, and internal risk management and control systems;
- management strategy and risks inherent to the Company's business;
- management selection, recommendation and development;
- compliance, corporate governance, stock exchange rules and stakeholder management;
- experience in sustainable business practices and in corporate social responsibility matters; and

- developments in international markets and products in the Company's current and prospective fields.

The Board has applied these considerations in developing the Board skills and experience matrix discussed in section 5.1.4. Board skills and experience matrix.

In addition, the Nomination and Governance Committee and the Board, as applicable, will consider whether there are potential conflicts of interest with a Director's other personal and professional pursuits. This assessment is made at least once a year and each time a potential conflict of interest is reported to the Chair of the Board. See section 5.1.8.3. Conflicts of interest.

Employees or other workers are not represented on the Board. Pursuant to applicable Dutch law, employees are not entitled to elect a Director.

Board Diversity

The Company's Diversity and Inclusion Policy sets out the principles regarding diversity in the workforce composition as well as diversity in the composition of the Board, and promotes an inclusive culture. In line with the Diversity and Inclusion Policy, the Company's aim is to have a Board comprised of members with diverse backgrounds (nationality, work experience, or otherwise). The Board has set a target of achieving at least 40% female representation, which is included in the Company's 2021-2025 ESG scorecard. For further information regarding the Board's commitment to diversity, see section 5.4.2. Diversity and Inclusion Policy.

At year-end 2025, the Board was comprised of 40% female Directors and 60% male Directors, in compliance with the Company's target, representing a ratio of female to male Board members of two-thirds (0.7).

				As of December 31,			
ESRS ref.	Indicator			Target	2025	2024	2023
BOARD DIVERSITY							
2-GOV-1, 21(a)	Number of Executive Directors				1	1	1
2-GOV-1, 21(a)	Number of Non-Executive Directors				9	9	9
2-GOV-1, 21(d)	TOTAL NUMBER OF DIRECTORS				10	10	10
2-GOV-1, 21(d)		Percentage of women on the Board	At least 40% by 2024 AGM		40%	40%	40%
2-GOV-1, 21(d)		Percentage of men on the Board	At least 40% by 2024 AGM		60%	60%	60%
2-GOV-1, 21(d)		Average ratio of female to male Board members			0.7	0.7	0.7
2-GOV-1, 21(e)		Percentage of independent Board members			90%	90%	80%

5.1.3. Current Board

Joseph Rinaldi Independent Director

Chair of the Board and Chair of the
Nomination and Governance Committee



- 68 years old
- Australian, American and Italian

Curriculum vitae

Joseph Rinaldi is the Managing Partner of Fennecourt Partners, an investment management and consulting firm. He is a retired partner in the international law firm of Davis Polk & Wardwell, where he advised companies, financial institutions and board of directors on corporate governance issues, public and private mergers and acquisitions, financing and capital markets transactions, corporate law and securities laws, with a particular focus on international and cross border matters.

From 2002 to 2007, he was the senior partner in the Paris office of Davis Polk & Wardwell, after joining in 1984 and becoming a partner in 1990.

Joseph Rinaldi holds degrees in both economics and law from the University of Sydney as well as a master's degree in law from the University of Virginia School of Law.

Other current public board membership(s)

- None

Other current private board membership(s)

- Fennecourt Partners LLC: Managing Partner

Arnaud Pieton Executive Director

Chief Executive Officer



- 52 years old
- French

Curriculum vitae

Arnaud Pieton is Chief Executive Officer of Technip Energies and an Executive Director of the Board. He served as President of TechnipFMC's Subsea business segment from 2018 to 2020. From 2017 to 2018, Arnaud Pieton held the position of Executive Vice President People & Culture of TechnipFMC. From 2004 to 2017, he served in a number of leadership positions at Technip, including as President Asia Pacific Region. Arnaud Pieton spent most of his career living abroad, with long term assignments in Houston, USA, and Kuala Lumpur, Malaysia. Prior to joining Technip in 2004, he held several positions at Serimax, part of the Vallourec Group.

Arnaud Pieton holds a master's degree in material science & welding from Polytech Nantes and attended executive education programs at The University of Chicago Booth School of Business. He also serves as President of the France-Qatar council for the French Business Confederation (MEDEF).

Other current public board membership(s)

- None

Other current private board membership(s)

- None

Arnaud Caudoux Independent Director

Member of the Audit Committee and Member of the Nomination and Governance Committee



- 55 years old
- French

Curriculum vitae

Arnaud Caudoux is Deputy Chief Executive Officer and Executive Director of Bpifrance, a French state-owned investment bank, in charge of the Finance, Risk Management, IT, and Guarantee business line. He was formerly Chief Financial Officer and a member of the Executive Board of Bpifrance from 2013 to 2015. He also served as Deputy Chief Executive Officer of OSEO from 2008 to 2012 and Managing Director of OSEO Garantie (formerly Sofaris) from 2004 to 2008. From 2003 to 2004, he was Chief Credit Risk and IT Officer of Sofaris.

Arnaud Caudoux began his career in 1997 at Accenture as a consultant before joining A.T. Kearney in 2001.

He graduated from École Polytechnique and holds a degree in economics from École Nationale des Ponts et Chaussées.

Other current public board membership(s)

- Younted Financial S.A.: Permanent Representative of Bpifrance Investissement as Director and Member of the Audit Committee
- Veolia Environnement SA: Director and Member of the Accounts and Audit Committee and Research, Innovation and Sustainable Development Committee

Other current private board membership(s)

- Bpifrance: Executive Director and Deputy General Manager

Colette Cohen Independent Director

Chair of the Sustainability Committee and Member of the Compensation Committee



- 57 years old
- Irish and British

Curriculum vitae

Colette Cohen is a Non-Executive Director with Technip Energies, DeepOcean, Cadeler and Forth Ports. Until 2023, she was Chief Executive Officer for the Net-Zero Technology Centre, an organization committed to the development and deployment of technology to accelerate the transition to an affordable net zero future. She has worked in the energy industry for over 25 years, having held senior positions within industry leaders such as bp, ConocoPhillips and Centrica E&P, both in the UK and internationally.

Colette Cohen was a Commissioner for the Just Transition Commission for Scotland and a member of the Technology Leadership Board for the UK Government. She is an ambassador for Powerful Women.

Colette Cohen holds a degree in pure & applied chemistry from Queen's University Belfast, as well as a master's in project management & economics from CERAM (France) and an honorary PhD from both Aberdeen University and Strathclyde University. In 2020, she was awarded the Order of the British Empire (OBE) by Queen Elizabeth II, for promoting collaboration between the Oil and Gas industry and Government.

Other current public board membership(s)

- Cadeler A/S: Director

Other current private board membership(s)

- Forth Ports UK Ltd: Director and Member of the Regulatory Committee
- DeepOcean Group Holding AS: Director and Chair of the HSEQ Committee

Stephanie Cox Independent Director

Member of the Sustainability Committee
and Member of the Compensation Committee



- 57 years old
- American

Curriculum vitae

Stephanie Cox served as the Executive President, Operations Business Unit for Wood plc, in Houston, Texas, from 2020 to 2022 and as CEO Asset Solutions – Americas, from 2019 to 2020.

Prior to that she held multiple leadership roles with Schlumberger from 1991 to 2019, including President, North America Land Drilling from 2018 to 2019, Chief Human Resources Officer in Houston, Texas, from 2017 to 2018 and in Paris, France, from 2009 to 2014. She was also President, North America from 2016 to 2017, and President, Asia in Kuala Lumpur, Malaysia from 2014 to 2016.

She holds a Bachelor of Arts from Michigan State University in supply chain, materials logistics management. She is also a Certified Corporate Director by the National Association of Corporate Directors (NACD).

Other current public board membership(s)

- Alliant Energy Corporation: Director and Chair of the Compensation and Personnel Committee, Member of the Operations Committee and Executive Committee

Other current private board membership(s)

- Terra Co₂: Chair of the Board, Chair of the Compensation Committee
- Xplorobot: Member of the Advisory Board

Simon Evers Independent Director

Chair of the Audit Committee and Member
of the Sustainability Committee



- 61 years old
- British

Curriculum vitae

Simon Evers is a Non-Executive Director with Technip Energies, a member of the Supervisory Board of SBO (formerly Schoeller-Bleckmann Oilfield Equipment) and a Senior Advisor to Next Energy Capital.

Until 2022, Simon Evers served as Chairman of Evrythng, a leading provider of cloud-based traceability data services to the consumer products industry, and as a Director of Trident Energy. He served as a Managing Director of Warburg Pincus International from 2012 to 2018 focusing on energy investments, and as a Senior Advisor until the end of 2020.

Simon Evers began his career with SG Warburg and Goldman Sachs, was a co-founder of 4D Global Energy Advisors, and has previously held executive leadership roles in various technology ventures.

He holds a BSc. in electrical and electronic engineering from the University of Edinburgh.

Other current public board membership(s)

- SBO AG: Member of the Supervisory Board

Other current private board membership(s)

- Dynamic Therapeutics Ltd.: Chair of the Board

Maëlle Gavet Independent Director

Member of the Sustainability Committee



- 47 years old
- French

Curriculum vitae

Maëlle Gavet is a Non-Executive Director with Technip Energies, Edenred, and Younited Financial. From 2021 to 2024, she served as the Chief Executive Officer and Director of Techstars, a top pre-seed investor worldwide. She joined Boston Consulting Group in 2003. In 2010, she joined Ozon.ru as Sales and Marketing Director, becoming Chief Executive Officer in 2011. In 2015, she was appointed Executive Vice-President of Global Operations for The Priceline Group (now Booking Holdings), and then Chief Operating Officer of Compass between 2017 and 2019.

Maëlle Gavet is a graduate of La Sorbonne University, École Normale Supérieure de Fontenay-Saint-Cloud and IEP Paris.

Other current public board membership(s)

- Edenred SE: Director, Member of the Commitments Committee
- Younited Financial S.A.: Director, Chair of the Remuneration Committee

Other current private board membership(s)

- Aiuta: Director
- Flo Health: Non-Independent Director

Alison Goligher Independent Director

Vice-Chair of the Board, Chair of the Compensation Committee and Member of the Nomination and Governance Committee



- 60 years old
- British and Irish

Curriculum vitae

Alison Goligher is a Non-Executive Director and Vice-Chair at Technip Energies. She also serves as Non-Executive Director with United Utilities and Senior Independent Director with Melrose. From 2016 to 2023, she served as the Executive Chair of Silixa, a private equity-backed Distributed Fibre Optic company working in the energy sector. From 2006 to 2015, Alison Goligher held various executive leadership roles at Royal Dutch Shell, most recently serving as Executive Vice President Unconventionals, Upstream International in The Netherlands. She began her career at Schlumberger as a wireline field engineer. She spent 17 years at Schlumberger working internationally, and progressing into more senior, global leadership positions in operations and technology, eventually becoming its Vice President of Production Management, Integrated Project Management.

Alison Goligher graduated from Edinburgh University with BSc. in mathematical physics and also holds a master's degree in petroleum engineering from Heriot-Watt University.

In 2005, she was recognized as an Officer of the Order of the British Empire (OBE) for services to the Oil and Gas industry.

Other current public board membership(s)

- Melrose Industries Plc.: Senior Independent Director, Chair of the Remuneration Committee and Member of the Nomination Committee and Audit Committee
- United Utilities Group Plc.: Non-Executive Director, Member of the Compliance Committee, Remuneration Committee, ESG Committee and Nomination Committee

Other current private board membership(s)

- None

Matthieu Malige

Independent Director

Member of the Audit Committee



- 51 years old
- French

Curriculum vitae

Matthieu Malige is Chief Financial Officer of the Carrefour group, in charge of Finance, M&A, Banking and Insurance services and Indirect Procurement since 2017. He held various positions within the Carrefour group between 2003 and 2011, including Strategy and Corporate Development Officer, Chief Financial Officer of Carrefour Belgium and Chief Financial Officer of Carrefour France. In 2011, he joined the Fnac group as Chief Financial Officer and in 2016 following the company's acquisition of Darty, he became Chief Financial Officer of the Fnac Darty Group.

Matthieu Malige began his career in 1999 at Lazard Frères in investment banking.

He is a graduate of HEC Business School and *École des Travaux Publics* and holds a Master of Science in civil engineering - Earthquake structures from UCLA.

Other current public board membership(s)

- None

Other current private board membership(s)

- None

Francesco Venturini

Independent Director

Member of the Audit Committee



- 57 years old
- Italian and American

Curriculum vitae

Francesco Venturini recently joined Envision Energy as Senior Vice President and Chief Investment Officer. He also serves as Board member with FRIEM S.p.A, ju:niz Energy GmbH, and Scale Microgrid Solutions LLC.

Until 2023, he was the Head of Enel X Global Retail, the global business line that consolidates all the customers of the Enel Group and the related portfolios of products and services under one single umbrella.

From 2017 to 2021, he was the Chief Executive Officer of Enel X, the global business line of the Enel Group. He served as Chief Executive Officer and General Manager for Enel Green Power (from 2014 to 2017), after having served as its Head of North American Area (from 2011 to 2014) and Head of Finance (from 2009 to 2011). He also served as Head of Sales Administration within Enel's Distribution and Market Division after having served as its Head of Internal Audit. He was initially appointed as Head of Administration and Management Control at Enel S.p.A. in 1998.

Before joining Enel, he served as Chief Financial Officer for several companies of the Eltag Bailey Process Automation and Hartmann & Braun Group, a former Finmeccanica (Leonardo) group company.

Francesco Venturini graduated cum laude in Economics from the University of Rome "La Sapienza" in 1992 and was licensed as a Certified Public Accountant. He is a London Business School alumnus and holds an MBA from MIT's Sloan Business School.

Other current public board membership(s)

- None

Other current private board membership(s)

- FRIEM S.p.A: Director
- ju:niz GmbH: Director
- Scale Microgrid Solutions LLC: Director

John O'Higgins

Proposed Independent Director⁽¹⁾

Chair of the Board and Chair of the Nomination and Governance Committee (if appointed)



- 62 years old
- Irish

Curriculum vitae

John O'Higgins currently serves as the Chair of Elementis plc, as a Non-Executive Director at Johnson Matthey plc and at Oxford Nanopore Technologies plc. He is also a Director of Envea Global S.A., a portfolio company of the Carlyle European Technology Fund. He will step down as Chair and Director at Elementis plc in April 2026.

From 2006 to 2018, Mr. O'Higgins was Chief Executive Officer of Spectris plc, a global leader in high-tech instruments, test equipment, and industrial software solutions.

Earlier in his career, Mr. O'Higgins held senior leadership positions at Honeywell, including President of Automation and Control Solutions for Asia Pacific, and also served as a Non-Executive Director of Exide Technologies from 2010 to 2015. He began his career as a research and development engineer at Daimler-Benz in Stuttgart.

He holds a bachelor and master's degree in mechanical engineering from University College Dublin and Purdue University respectively, as well as an MBA from INSEAD.

Other current public board membership(s)

- Elementis plc⁽²⁾: Non-Executive Director, Chair of the Board, Chair of the Nomination Committee, and Member of the Remuneration Committee
- Johnson Matthey plc: Non-Executive Director, Member of the Remuneration Committee, Audit Committee, Nomination Committee, and Societal Value Committee
- Oxford Nanopore Technologies plc: Non-Executive Director, Chair of the Remuneration Committee, Member of the Audit Committee and Nomination Committee

Other current private board membership(s)

- Envea Global S.A.: Director

Luc Rémont

Proposed Independent Director⁽³⁾

Member of the Audit Committee (if appointed)



- 56 years old
- French

Curriculum vitae

Luc Rémont is the Chair of Waga Energy and a Director with Groupe REEL. From 2022 to 2025, he served as Chair and Chief Executive Officer of EDF, a leading integrated energy operator and a key player in the energy transition. Luc Rémont previously held various leadership roles at Merrill Lynch (then Bank of America Merrill Lynch) between 2007 and 2014, including Head of Corporate and Investment Banking in France and the Benelux. In 2014, he became President of Schneider Electric France before being appointed Executive Vice President for International Operations in 2017.

Luc Rémont began his career in 1993 as an engineer at the French Defence Procurement Agency (DGA). From 1996 to 2007, he held several strategic roles at the French Ministry of Economy, Finance and Industry, working on matters involving international financial institutions and state-owned enterprises, and later served in minister's staff between 2002 and 2007.

He is a graduate of École Polytechnique and ENSTA Paris.

Other current public board membership(s)

- Waga Energy SA: Chair of the Board

Other current private board membership(s)

- Groupe REEL SAS: Director and Member of the Strategic Committee

⁽³⁾ Luc Rémont was nominated by the Board in February 2026 for appointment as an independent Non-Executive Director at the 2026 Annual General Meeting.

⁽¹⁾ John O'Higgins was nominated by the Board in February 2026 for appointment as an independent Non-Executive Director at the 2026 Annual General Meeting.

⁽²⁾ John O'Higgins will step down as Chair and Director at Elementis plc in April 2026.

Messrs. Joseph Rinaldi (Chair), Arnaud Pieton (CEO), Arnaud Caudoux, Simon Eysers, and Ms. Alison Goligher (Vice-Chair) were first appointed to the Board in February 2021 at the time of the Spin-off from TechnipFMC. Ms. Colette Cohen and Mr. Francesco Venturini were first appointed as Non-Executive Directors at the May 5, 2022 Annual General Meeting (“AGM”). Ms. Colette Cohen had previously served as Board Observer since October 2021. Ms. Stephanie Cox was first appointed as Non-Executive Director at the May 10, 2023 AGM. Ms. Maëlle Gavet and Mr. Matthieu Malige were first appointed as Non-Executive Directors at the May 7, 2024 AGM. All Directors have been reappointed annually since their initial appointment.

In February 2026, after having reviewed the Board composition and upon recommendation from the Nomination and Governance Committee, the Board nominated the Executive Director and all the Non-Executive Directors currently on the Board for reappointment at the 2026 AGM with the exception of Mr. Rinaldi, who has decided to retire from the Board, and Mr. Venturini, who would rotate off the Board.

In preparation for the 2026 AGM, the Board launched a process focused on identifying a new Chair of the Board, in light of the anticipated retirement of the current Chair, Mr. Rinaldi. An executive search firm was appointed to assist in this process. The Board defined a detailed profile of the skills, experience, and qualities sought for the future Chair.

After reviewing several candidates and conducting individual interviews, the Board nominated Mr. John O’Higgins as a first time Non-Executive Director for appointment at the 2026 AGM, with the intention to designate him as Chair of the Board, subject to his appointment as Non-Executive Director by the AGM. The Board considers that Mr. O’Higgins brings a highly complementary set of strategic, operational, and governance capabilities that will materially contribute to the Board’s oversight and long-term stewardship. Mr. O’Higgins has led global industrial and technology businesses through periods of significant transformation, notably during his tenure as Chief Executive Officer of Spectris plc. His earlier leadership roles at Honeywell provide him with deep exposure to complex international operations and technology driven businesses. In addition to his executive background, his experience as Chair and Non-Executive Director across multiple listed companies equips him with strong corporate

governance and board level risk management expertise across diverse sectors. His track record of leading global teams, navigating evolving regulatory environments, and steering companies through strategic transitions aligns closely with the Company’s priorities in technology leadership, disciplined execution, and sustainable value creation.

In addition, after careful review and deliberation, the Board decided to propose the appointment of Mr. Luc Rémont as a first time Non-Executive Director at the 2026 AGM. He would replace Francesco Venturini. The Board considers that Mr. Rémont’s skills and extensive experience will significantly contribute to the Board’s deliberations and decision-making processes. Mr. Rémont brings to the Board a distinctive combination of senior public sector, industrial, and energy sector leadership experience that is directly aligned with the Company’s strategic focus on energy transition and complex infrastructure delivery. His executive career notably includes senior leadership roles at Schneider Electric, culminating in his appointment as Executive Vice President for International Operations, overseeing large businesses across multiple continents. This product driven industrial track record will be critical in accelerating the Company’s product development ambitions. As Chairman and CEO of EDF, Mr. Rémont has led major critical infrastructure operations and navigated complex operational, financial, and policy challenges in the electricity and nuclear sectors. Mr. Rémont’s extensive experience in energy systems, industrial operations, and strategic risk management will significantly enhance the Board’s ability to oversee the Company’s long-term strategy.

To ensure an orderly and effective transition, Mr. O’Higgins and Mr. Rémont were appointed Board Observers in February 2026. In this capacity, they have been involved in the Board’s work and discussions, participated in onboarding sessions, met with members of the Company’s executive committee, and held dedicated working sessions with the Chair of the Board.

Upon recommendation of the Nomination and Governance Committee, the Board made the Committee appointments set forth below, which are to become effective at the close of the 2026 AGM, subject to each nominee Non-Executive Director being appointed at the 2026 AGM.

Non-Executive Directors	Audit Committee	Compensation Committee	Sustainability Committee	Nomination and Governance Committee
John O’Higgins				● (Chair)
Arnaud Caudoux	●			●
Colette Cohen		●	● (Chair)	
Stephanie Cox		●	●	
Simon Eysers	● (Chair)		●	
Maëlle Gavet			●	
Alison Goligher		● (Chair)		●
Matthieu Malige	●			
Luc Rémont	●			

5.1.4. Board skills and experience matrix

The Board has developed a skills and experience matrix encompassing the areas most relevant to overseeing the Company's international operations and strategy. The skills in the matrix are re-evaluated each year in reference to the Company's strategy so that the matrix can serve as an up-to-date tool for identifying Director nominees who have the complementary experience, qualifications, skills, and

attributes to guide the Company. Technip Energies' Board skills and experience matrix reflects the diversity and complementarity of expertise and experience of the current Board. Two new Non-Executive Director, Messrs. O'Higgins and Rémont, are proposed to be added to the Board. Their skills also appear in the Board skills and experience matrix.



Energy Industry:

Understanding of the energy sector and markets, including the business and policy context relevant to energy, the environment and the energy transition



Project Management:

Experience in managing large and complex capital and infrastructure projects



Technology and Innovation:

Experience in adopting emerging technology and digitalization in the operations and strategy of businesses



Finance/Audit/M&A/Risk Management:

Financial literacy including understanding of financial reporting processes and principles, experience in corporate finance, capital markets, corporate transactions, partnering arrangements and risk management practices



Governance:

Understanding of best practices in corporate governance, executive compensation practices, trends in shareholder engagement, relevant legislative and regulatory frameworks and best-in-class ethics, compliance and business conduct matters



Social and Sustainability:

Experience in assessing, monitoring and managing sustainable business practices and knowledge in the field of corporate social responsibility and climate change drivers and impact



International experience:

Extensive experience doing business across multiple geographic regions



Senior Executive experience:

Experience as the CEO or other senior executive responsible for the operations of a major global business

	Name	Gender	Age	Nationality	Tenure (years)	Independent	Skills and Experience							
	Joseph Rinaldi ⁽¹⁾	Male	68	Australian, American and Italian	5	Yes	●			●	●		●	
	Arnaud Pieton	Male	52	French	5	No	●	●	●	●		●	●	●
	Arnaud Caudoux	Male	55	French	5	Yes	●			●	●			
	Colette Cohen	Female	57	Irish and British	4	Yes	●	●	●		●	●	●	●
	Stephanie Cox	Female	57	American	3	Yes	●	●	●		●	●	●	●
	Simon Eysers	Male	61	British	5	Yes	●		●	●			●	
	Maëlle Gavet	Female	47	French	2	Yes			●		●		●	●
	Alison Goligher	Female	60	British and Irish	5	Yes	●	●			●	●	●	
	Matthieu Malige	Male	51	French	2	Yes			●	●	●		●	●
	Francesco Venturini ⁽¹⁾	Male	57	Italian and American	4	Yes	●	●	●	●		●	●	●
	John O'Higgins ⁽²⁾	Male	62	Irish	0	Yes	●		●		●		●	●
	Luc Rémont ⁽²⁾	Male	56	French	0	Yes	●	●	●	●	●	●	●	●

(1) Messrs. Rinaldi and Venturini decided not to seek reappointment as Non-Executive Directors at the 2026 AGM.

(2) Messrs. O'Higgins and Rémont were nominated by the Board in February 2026 for appointment as first time independent Non-Executive Directors at the 2026 AGM.

5.1.5. Board members' independence requirements

In the Board's opinion, the composition of the Board meets the independence requirements of the Code.

Upon a recommendation made by the Nomination and Governance Committee, the Board determined in February 2026 that all the Non-Executive Directors qualified as independent Directors. The Board also determined that Messrs. John O'Higgins and Luc Rémont, who have been nominated for appointment at the 2026 AGM, would qualify as independent.

The desired composition of the Board enables the Non-Executive Directors to operate independently, including the ability to operate critically with one another, the Executive Director of the Board, and any particular interests involved.

Independence requirements under the Code are not applicable to Arnaud Pieton as Executive Director.

5.1.6. Board stakeholder engagement

We consider engagement fundamental to strengthening long-term relationships with our stakeholders and ensuring a clear understanding of our strategy, how we aim to unlock value across our business portfolio, and how we conduct our sustainability strategy. We work to keep our stakeholders informed of significant matters and relevant emerging trends. In addition, engagement allows our stakeholders to provide feedback on material sustainability matters for the Board's consideration including sustainability strategy and reporting, climate change, Board dynamics, and executive compensation.

Throughout the year, the Board and executive team have solicited feedback from Technip Energies' stakeholders on a number of matters.

Ahead of our 2025 AGM, and following the publication of the convening notice, we engaged with proxy advisors and shareholders in connection with certain matters submitted for shareholders' approval. After the AGM and the adoption of all the resolutions on the agenda with a significant support¹, the Board reviewed the voting results as well as individual shareholder feedback.

Our 2025 off-season engagement campaign, which was carried out between November 2025 and January 2026,

involved the participation of the Chair of the Board and the Chairs of the Compensation and Sustainability Committees in meetings with eight significant shareholders representing approximately 43% of the Company's issued shares, and proxy advisors. Discussions primarily focused on Board composition and functioning, non-executive succession planning, the Board's oversight of risk management and strategic matters, Executive Director compensation as well as investors' views on pay quantum, and sustainability strategy priorities and implementation, including the sustainability scorecard update.

The Board has adopted a stakeholder engagement policy (the "**Stakeholder Engagement Policy**") aimed at ensuring a consistent application of the Company's corporate stakeholder engagement framework across the Company's activities worldwide. The Stakeholder Engagement Policy is publicly available on Technip Energies N.V.'s website at www.ten.com/en/about/corporate-governance.

We remain committed to maintaining meaningful and ongoing dialogue with our stakeholders, including our shareholders, as an integral component of the Board's corporate governance commitment.

5.1.7. Appointment and dismissal of Directors

5.1.7.1. Appointment of Directors

The number of Executive Directors and Non-Executive Directors is determined by the Board. Our Directors are appointed for a one-year term, which expires at the close of the AGM following the meeting at which they were elected.

5.1.7.2. Responsibilities of the Nomination and Governance Committee in selecting Directors for appointment

Technip Energies' Nomination and Governance Committee assists the Board in identifying Director candidates who have qualifications aligned with the Board's skills and experience requirements (further details are set out in section 5.1.4. Board skills and experience matrix). Any new nomination should be consistent with the Board's composition profile and the Board's diversity and inclusion objectives as included in the Company's Diversity and Inclusion Policy (see section 5.4.2. Diversity and Inclusion Policy) before the Nomination and Governance Committee recommends a Director nominee to the Board for appointment.

More specifically, the Nomination and Governance Committee is responsible for the following:

- monitoring and implementing a plan for the succession of Directors;
- reviewing and monitoring trends in corporate governance best practices and, as may be required, making appropriate recommendations to the Board for approval;
- considering the Board's current composition and profile and the profiles for individual directors, including relevant portfolio of experience, skills, independence, qualifications, as well as the perspective, background and contributions that the individual may bring to the Board taking into account the Company's strategy, technology focus as well as regulatory, geographic and market environment considerations;
- recommending for Board approval the candidates to be nominated by the Board for appointment by the General Meeting or the candidates to be appointed by the Board as temporary replacements to fill any vacancies on the Board;
- overseeing the selection process if a new Executive Director is to be appointed;

⁽¹⁾ Significantly above 80%. The adoption rate of the proposals on discharge of Directors is due to a few shareholders, including BPI, systematically voting against in accordance with their principle-based internal voting policies.

- reviewing succession plans for the Chief Executive Officer;
- overseeing the Company's policies and processes regarding the selection, appointment and succession planning for members of the Executive Committee; and
- engaging any external search firms to assist with the identification and selection of Director and Executive Committee candidates.

5.1.7.3. Dismissal of Directors

The Articles of Association provide that members of the Board can only be suspended or dismissed by the General Meeting by a resolution adopted by a majority of two-thirds of the votes cast representing more than half of the issued share capital, unless such resolution is adopted upon a proposal of the Board. If proposed by the Board, a simple majority of the votes cast at the General Meeting suffices. Dutch law provides for a statutory cooling-off period of up to 250 days. During this cooling-off period, the General Meeting is not able to dismiss or suspend Directors unless upon a proposal by the Board. The cooling-off period can be invoked by the Board in case:

- shareholders, using either their shareholder proposal right or their right to request a General Meeting of shareholders, propose an agenda item for the General Meeting of shareholders to dismiss or suspend a Director; or
- a public offer for the Company is made or announced without the Company's support, provided, in each case, that the Board believes that such proposal or offer materially conflicts with the interests of the Company and its business.

The cooling-off period, if invoked, ends at occurrence of the earliest of the following events:

- the expiration of 250 days from, in case of shareholders using their shareholder proposal right, the day after the deadline

for making such proposal expired; in case of shareholders using their right to request a General Meeting of shareholders, the day when they obtain court authorization to do so, or in case of a hostile offer being made, the first day following the day on which the hostile offer was made;

- the day after the hostile offer having been declared unconditional; or
- the Board voluntarily terminating the cooling-off period.

In addition, shareholders representing at least 3% of Technip Energies' issued share capital may request the enterprise chamber of the court of appeal in Amsterdam (*Ondernemingskamer van het Gerechtshof te Amsterdam*) for early termination of the cooling-off period.

In addition to the statutory cooling-off period, the Code provides for a 180-day response period. If one or more shareholders intend to request that an item be put on the agenda for a General Meeting that may result in a change in Technip Energies' strategy, such as the suspension or dismissal of a Director, pursuant to the Code, the Technip Energies Board may invoke a response time of a maximum of 180 days. During this period, the Technip Energies Board does not have to include the item on the agenda for the General Meeting.

5.1.7.4. Agreement with BPI

Pursuant to the relationship agreement entered into between the Company, Bpifrance, and TechnipFMC on January 7, 2021 (the "**Relationship Agreement**"), as amended on April 20, 2021, BPI is entitled to designate one Non-Executive Director so long as it owns at least 5% but less than 18% of the Technip Energies shares. BPI has exercised its right by designating Mr. Arnaud Caudoux.

5.1.8. Rules relating to the Board of Directors

5.1.8.1. Responsibilities

Pursuant to the Board Rules, the Non-Executive Directors supervise the policies, management, and general affairs of the Company and the business, including relations with shareholders. The Non-Executive Directors assist the CEO with advice on general policies related to the Company and the business.

The Non-Executive Directors supervise how the CEO implements the Company's sustainable long-term value creation strategy. The Non-Executive Directors discuss and approve the strategy developed and proposed by the CEO and supervise its implementation by the CEO and the principal risks associated with it. See section 5.1.9.2. Board involvement in the Company's strategy and section 4.2. Enterprise Risk Management framework. The report drawn up by the Board accounts for the Non-Executive Directors' involvement in the approval of the strategy, and the way in which they monitor the strategy's implementation.

The responsibilities of the Non-Executive Directors include supervising and advising the CEO with respect to the following:

- setting the Company's management agenda;
- enhancing the Company's performance;
- developing and proposing a general strategy, including the strategy for realizing sustainable long-term value creation by the Company and its business, and taking into account risks associated with the business;
- determining and pursuing operational and financial objectives;

- structuring and managing internal business control systems;
- overseeing the Company's financial reporting processes;
- ensuring the Company's compliance with applicable laws and regulations;
- ensuring compliance with and maintaining the Company's corporate governance structure;
- ensuring publication by the Company of any information required by applicable laws and regulations;
- preparing the Company's annual report, the annual budget and significant capital expenditures;
- handling corporate social responsibility issues - also refer to section 3.1.2.1. Sustainability Governance organization;
- ensuring that internal procedures are established and maintained which safeguard that all relevant information is known to the Board in a timely fashion;
- developing a procedure for reporting actual or suspected misconduct or irregularities, and taking appropriate follow-up action on the basis of these reports; and
- discussing the items reported on by the Audit Committee under best practice provision 1.5.3 of the Code.

In addition, the responsibilities and tasks of the Non-Executive Directors include:

- drawing up the Company's policies for the composition of the Board;
- selecting and nominating individuals for appointment by the General Meeting as Director;

- proposing the Remuneration Policy for adoption by the General Meeting, determining the remuneration for the Executive Directors and acting as corporate body within the meaning of article 7.4.2 of the Company's Articles of Association to determine the remuneration for the Non-Executive Directors;
- selecting and nominating for appointment by the General Meeting of the Company's external auditor;
- dealing with conflicts of interest regarding Directors and significant shareholders in relation to the Company; and
- providing the external auditor with a general idea of the content of the reports that relate to the external auditor's performance.

Pursuant to the Board Rules, at each Board meeting, the Non-Executive Directors may meet in executive session without the presence of the CEO. The Board may also meet with the Company's senior management, the external auditor, and/or the senior internal auditor to discuss any matter that the Board or senior management believe should be discussed in executive session. Executive sessions are intended to foster open discussions between Non-Executive Directors, including by meeting without management being present.

5.1.8.2. Decision-making

The Board adopts resolutions unanimously where possible, but may adopt resolutions by a majority of votes cast. In the event of a tie vote, the proposal is rejected.

Pursuant to the Board Rules, a meeting of the Board may only be held provided that a majority of the Directors entitled to vote are present, and the Board may only adopt resolutions at a meeting where a majority of the Directors entitled to vote are present or represented. See section 5.1.8.3. Conflicts of interest.

Resolutions of the Board that cause a significant change in the identity or character of Technip Energies or its associated business enterprise require the approval of the shareholders at a General Meeting. This includes in any event: (i) the transfer to a third party of the business enterprise of Technip Energies or practically the entire business enterprise of Technip Energies; (ii) the entry into or breaking-off of any long-term cooperation of Technip Energies or a subsidiary with another legal entity or company or as a fully liable partner of a general partnership or limited partnership, where such entry or breaking-off is of material importance to Technip Energies; or (iii) the acquisition or disposal by Technip Energies or a subsidiary of an interest in the capital of a company with a value of at least one-third of Technip Energies' assets according to the consolidated balance sheet with explanatory notes included in the last adopted annual accounts of Technip Energies. In addition, a resolution to relocate the corporate office and headquarters of the Company outside of France requires the approval of the General Meeting.

5.1.8.3. Conflicts of interest

Pursuant to the Articles of Association and the Board Rules, a Director is not allowed to participate in the deliberations and decision-making process if he or she has a direct or indirect personal conflict of interest with the Company and its associated business enterprise. The Board Rules and the Company's Related Party Transactions Policy¹ contain provisions on how to identify and address a conflict of interest of a Director, all in accordance with the Dutch Civil Code and the Code. The Board Rules forbid Directors from (i) competing with the Company; (ii) demanding or accepting

substantial gifts from the Company for themselves or their spouse, registered partner or other life companion, foster child or relative by blood or marriage up to the second degree; (iii) providing unjustified advantages to third parties at the Company's expense; or (iv) taking advantage of business opportunities that the Company is entitled to, for themselves or their spouse, registered partner or other life companion, foster child or relative by blood or marriage up to the second degree.

The Board Rules contain a self-reporting obligation by Directors to the Chair of the Board, or by the Board Chair to the other Directors, where the conflict of interest relates to the Board Chair. The Board then decides whether a Director has a conflict of interest, without the Director concerned being present.

In 2025, the Company has not entered into transactions under which members of the Board had or could have had a conflict of material significance to the Company or the relevant Director and is thus in compliance with Article 2.7.3 and Article 2.7.4 of the Code.

5.1.8.4. Director training

In accordance with the Board Rules, each Non-Executive Director is to participate in the Board's induction program. The program covers general financial, social and legal affairs, financial and sustainability reporting by the Company, specific aspects that are unique to the Company and its business, the Company's culture, and the responsibilities of a Non-Executive Director. Topics covered include the legal aspects of being a Director of a Dutch company listed on Euronext Paris as well as Directors' duties, allocation of powers and responsibilities among Directors, and disclosure requirements. The Company also offers the opportunity for additional sessions with management on specific matters relevant to the Company and the Board.

In addition, each Non-Executive Director conducts an annual review to identify the aspects on which each Non-Executive Director requires training or education. The Nomination and Governance Committee also oversees the induction and orientation of new members of the Board and selects and monitors the annual training provided to members of the Board.

In 2025, and following on from Non-Executive Director feedback provided in 2024, Non-Executive Directors received and completed training on the following topics:

- cybersecurity through regular updates on the Company's organizational progress, roadmap implementation, network security initiatives, as well as compliance trends and the delivery of a dedicated learning session and attack drill as part of crisis management;
- sustainable supply chain including progress made with respect to the Company's 2021-2025 ESG scorecard, monitoring sustainability criteria for suppliers and subcontractors throughout the tender process (from pre-bid to execution) and the organization of the third annual Sustainability Suppliers Council in November 2025; and
- circularity through quarterly updates on Reju, covering technology development, market competition, and Reju's value proposition associated with its digital passport allowing full product traceability, among other topics.

⁽¹⁾ The Related Party Transactions Policy is publicly available on Technip Energies N.V.'s website at www.ten.com/en/about/corporate-governance.

The Non-Executive Directors also discussed and received regular updates on regulatory activity in the U.S., including potential risks related to the new U.S. administration's policies on tariffs and Diversity, Equity, and Inclusion (DEI).

For 2026, the Company is developing a training program addressing the following topics:

- artificial intelligence;

- the EU Corporate Sustainability Due Diligence Directive (CSDDD); and
- international energy policies and geopolitical trends shaping the industry.

5.1.8.5. Positions outside the Company

The Board has not adopted guidelines limiting or prohibiting Directors from serving on boards and/or committees of other organizations. However, the Nomination and Governance Committee may take into account the nature and time involved in a Director's service on other boards and/or committees in evaluating the suitability of candidates for appointment or re-appointment as Director. All Board and Committee members are expected to attend all Board and Committee meetings.

Serving on other boards and/or committees should be consistent with the provisions of the Articles of Association and the Board Rules relating to conflict of interests, and all applicable laws and regulations.

In particular, Dutch law provides that a person cannot be appointed as an Executive Director if that person is (i) a supervisory director or non-executive director of more than two other Dutch large companies or foundations, or (ii) the chairperson of the supervisory board or one-tier board of a Dutch large company or foundation. A person cannot be appointed as a Non-Executive Director if that person is a supervisory director or non-executive director of five or more other Dutch large companies or foundations (the position of chairperson counting twice).

Pursuant to the Board Rules, a Director must inform the Nomination and Governance Committee before accepting board positions, including positions on the committee of a board, or executive officer positions in other companies. The acceptance of another board position, including positions on the committee of a board, or executive officer positions in other companies requires the approval of the Nomination and Governance Committee.

A Director's other board or executive officer positions are discussed by the Board at least annually.

When a Director becomes aware of circumstances that may adversely reflect upon the Director or the Company, such Director should notify the Nomination and Governance Committee of such circumstances. The Nomination and Governance Committee shall consider the circumstances, and may in certain cases recommend that the Board request that the relevant Director submits his or her resignation from the Board if, for example, continuing on the Board by such individual would not be consistent with the criteria deemed necessary for continuing service on the Board.

5.1.9. 2025 Board of Directors Meetings

5.1.9.1. 2025 Board Meetings

On December 31, 2025, the Board was comprised of ten (10) members, including one (1) Executive Director and nine (9) Non-Executive Directors. Independent Directors represented 90% of the Board, corresponding to 100% of the Non-Executive Directors: Mr. Rinaldi (Chair), Mr. Caudoux, Ms. Cohen, Ms. Cox, Mr. Eysers, Ms. Gavet, Ms. Goligher (Vice-

Chair), Mr. Malige, and Mr. Venturini. Mr. Pieton (the sole Executive Director) is considered to be non-independent.

In 2025, the Board held six regular meetings, including one meeting in June focusing on enterprise risk and mid-year strategy review.

Date	Joseph Rinaldi	Arnaud Pieton	Arnaud Caudoux	Colette Cohen	Stephanie Cox	Simon Eysers	Maëlle Gavet	Alison Goligher	Matthieu Malige	Francesco Venturini
February	●	●	●	●	●	●	●	●	●	●
April	●	●	●	●	●	●	●	●	●	●
June	●	●	●	●	●	●	●	●	●	●
July	●	●	●	●	●	●	●	●	●	●
October	●	●	●	●	●	●	●	●	●	●
December	●	●	●	●	●	●	●	●	●	●
ATTENDANCE⁽¹⁾	100%	100%	100%	100%	100%⁽²⁾	100%	100%	100%	100%	100%

(1) The CFO, the Chief Business Officer, the Chief Legal Officer, and the Chief Operating Officer attended all of the Board meetings. Other Executive Committee members and senior managers were also invited to attend certain meetings to make presentations to the Board on specific topics. The external auditor attended, in part, all of the regular Board meetings, save for the June meeting.

(2) Ms. Cox, who was unable to attend the July meeting, was represented by Ms. Goligher (Vice-Chair), holding a proxy in accordance with the Board Rules.

Additional Board and/or Committee sessions may be held on an ad hoc basis throughout the year on specific matters of particular importance or interest to the Company or the Board. In 2025, the Board held ad hoc meetings in July, September, and November in connection with active M&A opportunities, including strategy, valuation, and integration, such as the acquisition of the Advanced Materials & Catalysts business from Ecovyst Inc. All Directors attended these meetings. See section 5.1.9.2. Board involvement in the Company's strategy for more details.

Highlighted below are the topics that were addressed by the Board on a recurring basis at regular Board meetings and a list of specific topics that were addressed by the Board over the course of 2025.

For detailed information on the activities of the Board in relation to sustainability matters in 2025, see section 5.1.11. Board and its Committees' Oversight on Sustainability.

BOARD RECURRING TOPICS	BOARD SPECIFIC TOPICS
■ Review of quarterly financial results and related press releases; ■ CEO report, including business highlights, budget overview, strategic updates, and insights into key prospects and competition; ■ CBO report, including business overview and updates on projects under execution and key commercial targets; ■ COO report, including updates on Quality, Health, Safety and Environment ("QHSE"), market trends as well as the Company's Digital Acceleration Plan, and review of backlog and workload; ■ Update on Reju including competition in the market space; ■ Update on shareholder base and strategic investors; ■ Review of the Company's operations; ■ Review of the Company's sustainability practices; ■ Review of the Company's strategy; ■ Updates on new ERP (Enterprise Resource Planning) system implementation and roll-out; ■ Review and approval of requests to issue parent company guarantees in connection with certain projects; and ■ Review of Enterprise Risk Management including risk matrix and risk mitigation.	■ Approval of the Company's 2024 annual accounts and earnings press release; ■ Approval of the dividend proposal for the 2024 financial year; ■ Approval of the 2024 Annual Report and 2024 Remuneration Report; ■ Approval of the proposal to reappoint PricewaterhouseCoopers Accountants N.V. as statutory auditor and CSRD assurance provider; ■ Approval of the nominations for reappointment of Board members at the 2025 Annual General Meeting (AGM) for a term ending at the close of the 2026 AGM and of the Committee structure; ■ Assessment of Non-Executive Director independence; ■ Approval of the proposal of all voting items on the agenda of the 2025 AGM and of the 2025 AGM convening notice; ■ Approval of the Executive Director's performance and payout for 2024; ■ Capital allocation, including approval of the 2025 share buyback program, and debt issuance strategies; ■ Approval of the negotiation of the revolving credit facility (RCF) refinancing and authorization to execute the RCF; ■ Overview of the Company's Americas Operating Center organization, operations, and prospects; ■ Approval of the Company's 2025 Half-Year Report and earnings releases; ■ Updates on the global energy transition policy framework and on the geopolitical context and new and emerging market policies; ■ Review of active M&A opportunities, including strategy, valuation, and integration, and approval of the acquisition of Ecovyst Inc.'s Advanced Materials and Catalysts business; ■ Update on cybersecurity including the Company's roadmap implementation and organization; and ■ Updates on Rely and on Sustainable Aviation Fuels ("SAF") market trends, regulations, and geopolitical implications.

Directors regularly met in executive session at the end of each Board meeting, without management or PwC being present.

5.1.9.2. Board involvement in the Company's strategy

The Board regularly interacted with management throughout the year to develop and set the strategic objectives for the Company as well as to review the actions required to execute these objectives. The CEO and other members of the Executive Committee, at the request of the Board, undertook to develop a strategy to chart the Company's growth over the coming years. The status of this work was regularly reviewed by the Board. This also involved the Board reviewing and assessing market analyses, business models, technology and

innovation opportunities, potential investment and partnership opportunities, and considering different macroeconomic scenarios.

In connection with the proposed acquisition of the Advanced Materials & Catalysts business from Ecovyst Inc., the Board received regular updates from management on the transaction's progress, including negotiations, strategic considerations, valuation, and integration plans. These updates ultimately led to the approval of the transaction by the Board.

During its December 2025 meeting, the Board convened for two days, principally dedicated to a comprehensive review of the Company’s strategy. Additionally, the Board examined the Company’s sustainability strategy as outlined in the 2026-2030 sustainability scorecard and held dedicated sessions, including with external speakers expert in the field, on the use of artificial intelligence and its implications for the Company and the business.

5.1.9.3. 2025 annual performance evaluation of the Directors

Pursuant to the Board rules, the Non-Executive Directors regularly, and at least annually, evaluate their own performance, the performance of the Non-Executive Directors individually, and the performance of the CEO without the CEO being present. The performance of the various Committees is evaluated as well.

As part of the evaluation, the Nomination and Governance Committee receives comments from all Directors and reports

annually to the Board on the evaluation process and its results, including as to improvements in the overall performance of the Board and its Committees.

The Chair is the main contact on behalf of the Board regarding the performance of Directors.

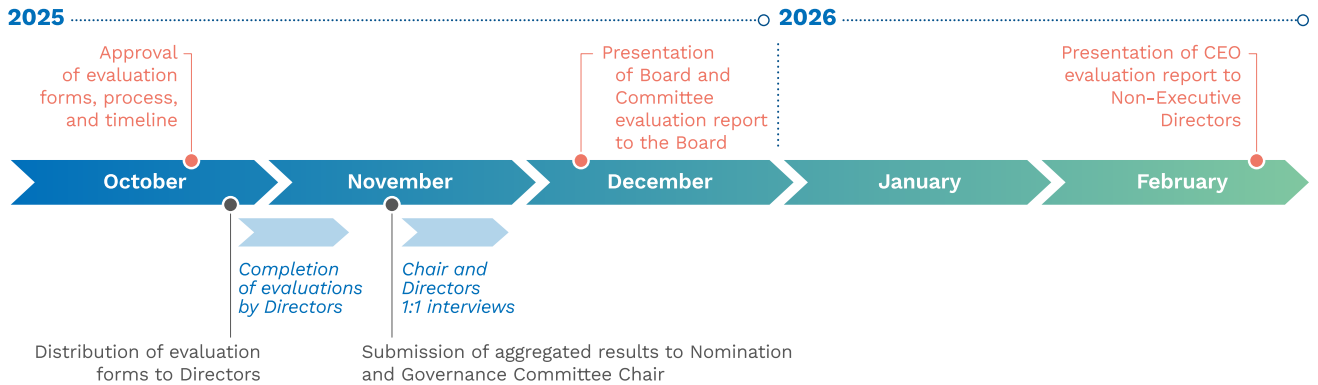
A Director will be asked to resign early in the event of inadequate performance, structural incompatibility of interests, and in other instances in which the majority of the Non-Executive Directors deems this necessary.

In accordance with the Board Rules and in line with best practice recommendations, evaluations of the Board and Committee performance will be held under external supervision every three years. The last evaluation by an external party was conducted in 2023.

The 2025 evaluation comprised a self-evaluation undertaken by the Directors for the Board and each of the Committees, by means of a written questionnaire. It consisted of the following steps:

PERFORMANCE EVALUATION PROCESS REVIEW	DIRECTOR SELF-EVALUATION	RESPONSE ANALYSIS	RESULT PRESENTATION
Board and Committee performance evaluation process for 2025 is reviewed by the Nomination and Governance Committee.	Written questionnaires are distributed through a third-party web-based platform. Board and Committee members are requested to rate each statement from 1 (<i>Strongly disagree</i>) to 5 (<i>Strongly agree</i>) and add qualitative comments.	Responses to questionnaires including recommendations are aggregated on an anonymous basis and reported to the Chair of the Nomination and Governance Committee.	Performance evaluation results are shared by the Chair of the Nomination and Governance Committee with the Board and discussed in executive sessions both at Board and Committee levels.

The evaluation process spanned from October 2025 to February 2026 according to the following timeline:



During the evaluation process, the Directors provided their views and feedback on matters such as Board dynamics, Board mechanics and organization, Board composition, and the key responsibilities of the Board and the Committees (including with respect to Board and management succession planning).

In addition, members of each Committee provided their views on general topics including meeting frequency and agenda as well as materials, and several specific topics relating to their Committee. Following this self-evaluation, the Chair of each Committee reviewed the results during an executive session held at the December Committee meeting.

Following on from feedback provided during the 2024 Board performance evaluation, the Board held a session dedicated

to the review of lessons learned from past decisions during the executive session held at the end of its regular meeting in December 2025.

The 2025 Board and Committee evaluation concluded that the Board and its Committees continue to operate effectively and at a high standard. Directors expressed positive views on the overall functioning of the Board, noting sustained improvements in processes and the depth of discussion during meetings. While no material changes to existing practices were recommended, the Board agreed to maintain its focus on continuous improvement, particularly with respect to continuing to optimize meeting agendas and ensure regular, forward-looking dialogue on strategic priorities and risk oversight.

5.1.10. 2025 Board Committee Meetings

The Audit Committee, the Compensation Committee, the Sustainability Committee, and the Nomination and Governance Committee enable the Board to work in an efficient and effective manner, ensuring a thorough review and discussion of issues, while giving the Board more time for deliberation and decision-making.

Committees regularly meet with management and, at times, external consultants to review the business, better understand applicable laws and policies affecting Technip Energies, and support the Board and management in meeting the requirements and expectations of stakeholders (including Company shareholders).

Since 2024, all Directors have been invited to attend all Committee meetings. Directors who are not members of a Committee attend such Committee meetings as observers. The participation of Directors in meetings of Committees of which they are not members is not taken into account in

determining attendance. This practice has improved transparency and Board meeting efficiency and allowed for more time permitting the Board to focus on matters not addressed at the Committees such as strategy, risk management, and other topics of general or specific interest to the Company or the Board.

5.1.10.1. Audit Committee

On December 31, 2025, the Audit Committee was comprised of four independent Directors: Mr. Eysers (Chair), Mr. Caudoux, Mr. Malige, and Mr. Venturini. In addition to 100% of the Directors sitting on the Audit Committee being thus independent, all four qualify as financial experts. The Audit Committee meets at least four times per year. In 2025, the Audit Committee held five meetings. The Audit Committee's members attended all the 2025 meetings.

Date	Simon Eysers	Arnaud Caudoux	Matthieu Malige	Francesco Venturini
February	●	●	●	●
April	●	●	●	●
July	●	●	●	●
October	●	●	●	●
December	●	●	●	●
ATTENDANCE⁽¹⁾	100%	100%	100%	100%

(1) The CEO, the CFO, the Chief Legal Officer, the Vice President Group Accounting & Finance Efficiency, the Vice President Internal Audit, the Vice President Finance Operations, the Vice President Treasury, Financing & Risk, and the Company's external auditor are invited to attend all Audit Committee meetings, either in full or in part. Other Technip Energies senior managers (including the Company's Vice President Tax) attended certain meetings to make presentations to the Audit Committee on specific topics.

The Audit Committee's main responsibilities are as follows:

- monitoring the Company's financial reporting process;
- reviewing and monitoring the integrity of the Company's financial statements with the Company's management and auditor;
- reviewing and recommending for Board approval the content of the Company's annual management report, including disclosures relating to the risks to which the Company is subject, internal risk management and control systems, and the level of certainty these systems provide that operational and compliance risks are effectively managed;
- reviewing and recommending for Board approval press releases relating to the Company's financial statements and interim financial reports;
- overseeing the selection process for appointment of the CFO and recommending the selected candidates for Board approval;
- overseeing the selection process for the auditor and the lead audit partner and recommending for Board approval the nomination of the auditor to be proposed for appointment at the General Meeting;
- evaluating the qualifications and the performance of the Company's auditor;
- monitoring the adequacy of the Company's internal risk management control systems;

- reviewing the adequacy of the Company's internal quality procedures and controls relating to the Company's finance and audit functions and to its risk management systems regarding the Company's financial reporting;
- reviewing with management any correspondence, allegation hotline reports, notifications or published reports that could raise material issues regarding the Company's financial statements, accounting policies or internal controls;
- monitoring the application of the Company's policy on tax planning; and
- reviewing and recommending for Board approval the issuance of parent company guarantees in an amount exceeding €2 billion per parent company guarantee individually, and any other parent company guarantee the issuance of which would cause the aggregate amount of parent company guarantees issued pursuant to the delegation to the CEO to exceed €10 billion during a given calendar year.

Highlighted below are the topics that were addressed by the Audit Committee on a recurring basis at regular Audit Committee meetings and a list of specific topics that were addressed by the Audit Committee over the course of 2025. For detailed information on the activities of the Audit Committee in relation to sustainability matters in 2025, see section 5.1.11. Board and its Committees' Oversight on Sustainability.

AUDIT COMMITTEE RECURRING TOPICS

- Review of legal and compliance matters;
- Review of quarterly financial results and related press releases and presentations;
- Review of key projects and Project Delivery and TPS segment performance;
- Updates on internal control and internal audit including review of the Internal Audit Plan and Budget;
- Updates on the market including review of quarterly and full-year consensus (based on input from a pool of analysts), and feedback from investor roadshows;
- Review of the external auditor's reports to the Committee;
- Review and monitoring of new ERP (Enterprise Resource Planning) system implementation and roll-out;
- Treasury updates (including cash forecast, off-balance sheet commitments, project bank guarantees, parent company guarantees, and revolving credit facility); and
- Updates on the Company's Enterprise Risk Management including risk appetite matrix and risk mitigation.

AUDIT COMMITTEE SPECIFIC TOPICS

- Review of the proposed 2025 dividend and recommendation for Board approval;
- Review of the 2024 Annual Report and recommendation for Board approval;
- Review of the external auditor's performance in 2024 and recommendation to reappoint PwC;
- Review of the delivery of parent company guarantees relating to certain major projects;
- Review of the revolving credit facility refinancing negotiation and recommendation for Board approval;
- Review of the 2025 Half-Year Report, including half-year financial statements, and recommendation for Board approval;
- Review of the corporate insurance program including overview on the property and casualty insurance market;
- Review of the Company's financing strategy, including in relation to the acquisition of Ecovyst Inc.'s Advanced Materials & Catalysts business;
- Review of the 2025 Annual Report preparation;
- Review of the Corporate Sustainability Reporting Directive ("CSRD") assurance provider's performance in 2024 and recommendation to reappoint PwC;
- Review of the Company's budget and Long-Range Plan;
- Review of goodwill impairment campaign results;
- Capital allocation, including review of the 2025 share buyback program and recommendation for Board approval;
- Review of the Company's 2024 tax position;
- Review of the external auditor's 2025 audit plan and budget and approval of certain non-audit services;
- Updates on the Company's U.S. shareholder base;
- Review of the Audit Committee charter, responsibilities and 2026 meeting assignments table; and
- Review of the Audit Committee self-evaluation.

Members of the Audit Committee regularly met in executive session at the end of each Audit Committee meeting, without non-Committee members, management, or PwC being present.

During Audit Committee meetings, the Audit Committee also held separate sessions with PwC, the Company's external auditor, as well as with the CEO, the CFO, and the Vice President Internal Audit.

Financial expertise requirements

The Board has determined that based on their respective experience, each of Messrs. Eysers, Caudoux, Malige, and Venturini has the relevant expertise to be qualified as a financial expert, and that the Audit Committee's composition meets the financial expertise requirements and complies with the Audit Committee Charter.

Mr. Eysers (Chair of the Audit Committee) worked for 13 years in energy investment banking at SG Warburg & Co, Goldman Sachs and Credit Suisse First Boston Europe. From 2012 to 2018, Mr. Eysers was a Managing Director of Warburg Pincus, a leading global investor, where he was responsible for investments in the energy sector in Europe, the Middle East, and Africa.

Mr. Caudoux's relevant financial experience includes his current position as Deputy Chief Executive Officer and Executive Director of Bpifrance where he is responsible for Finance, Risk Management, IT, and the Guarantee business line. Mr. Caudoux also served as Chief Financial Officer and member of the Executive Board of Bpifrance.

Mr. Malige's relevant financial experience includes his current position as Chief Financial Officer of the Carrefour Group, where he is in charge of finance, M&A, banking, and insurance services. Mr. Malige also served as Chief Financial Officer of the Fnac group and of the Fnac Darty Group following the acquisition of Darty by Fnac.

Mr. Venturini's relevant financial experience includes the following: he was, until 2023, the Head of Enel X Global Retail and was the Chief Executive Officer of Enel X, the Chief Executive Officer, and General Manager for Enel Green Power after having served as its Head of Finance. He also served as the Head of Internal Audit within Enel's Distribution and Market Division and Head of Administration and Management Control at Enel S.p.A. Prior to joining Enel, Mr. Venturini served as Chief Financial Officer for several companies of the Eltag Bailey Process Automation and Hartmann & Braun Group, a former Finmeccanica (Leonardo) group company. He was licensed as a Certified Public Accountant.

5.1.10.2. Compensation Committee

On December 31, 2025, the Compensation Committee was comprised of three independent Directors: Ms. Goligher (Chair), Ms. Cohen, and Ms. Cox. 100% of the Directors sitting on the Compensation Committee are thus independent. The

Compensation Committee meets at least four times per year. In 2025, the Compensation Committee held five meetings. The Compensation Committee's members attended all the 2025 meetings.

Date	Alison Goligher	Colette Cohen	Stephanie Cox
February	●	●	●
April	●	●	●
July	●	●	●
October	●	●	●
December	●	●	●
ATTENDANCE⁽¹⁾	100%	100%	100%⁽²⁾

(1) The CEO and the Chief People Officer are invited to attend all Compensation Committee meetings. Other Technip Energies senior managers (including the Vice President Compensation & Benefits) and external compensation consultants attended certain meetings. The CEO did not participate in discussions or decisions related to his compensation.

(2) Ms. Cox, who was unable to attend the July meeting, was represented by Ms. Goligher (Chair), holding a proxy in accordance with the Compensation Committee Charter.

The Compensation Committee's main responsibilities are as follows:

- monitoring the application of the Remuneration Policy and recommending for Board approval changes for inclusion in any revised Remuneration Policy to be submitted for a vote at the General Meeting;
- determining and implementing the Executive Director's remuneration in accordance with the Remuneration Policy;
- periodically reviewing and recommending for Board approval the remuneration of the Non-Executive Directors in accordance with the Remuneration Policy;
- setting the performance measures and stretch targets for the Executive Director's annual performance bonus;
- determining the achievement of performance indicators in respect of the Executive Director's annual performance bonus;
- prior to or at the time of any grant, determining the measures, targets and peer groups in relation to grants to the Executive Director under long-term incentive programs, and to other beneficiaries under long-term incentive programs;
- determining the number of equity-based awards to be allocated, at the discretion of the CEO, to the Company's employees;

- determining the achievement of performance indicators under the relevant Company long-term incentive program and the total amounts to be awarded to the Executive Director and/or other participants under the Company's long-term incentive programs;
- reviewing the Company's policies with respect to insider trading and, if required, recommending for Board approval any relevant changes;
- overseeing the preparation of the Company's annual Remuneration Report and recommending the report for Board approval and submission to the General Meeting for an advisory vote; and
- reviewing the compensation-related disclosures to be included in the Company's management report and financial statements and making recommendations for Board approval.

Highlighted below are the topics that were addressed by the Compensation Committee on a recurring basis at regular Compensation Committee meetings and a list of specific topics that were addressed by the Compensation Committee over the course of 2025. For detailed information on the activities of the Compensation Committee in relation to sustainability matters in 2025, see section 5.1.11. Board and its Committees' Oversight on Sustainability.

COMPENSATION COMMITTEE RECURRING TOPICS

- Review and approval of long-term incentive and short-term incentive programs, as well as awards and performance reviews throughout the year;
- Review of compensation peer groups;
- CEO's compensation benchmarking methodology and results; and
- Review CEO objectives and CEO short-term incentive / long-term incentive proposed Key Performance Indicators.

COMPENSATION COMMITTEE SPECIFIC TOPICS

- 2022 long-term incentive Program vestings;
- 2024 short-term incentive program performance;
- 2025 short-term incentive program performance;
- 2025 long-term incentive program grant;
- Review of 2025 Executive Committee members' compensation;
- Review of the 2025 CEO and Non-Executive Director compensation benchmark;
- Review of the Executive Committee members' share ownership requirement;
- Review of the 2024 Remuneration Report and recommendation for Board approval;
- Review of the remuneration disclosures included in the 2024 Annual Report and recommendation for Board approval;
- Review of 2024 CEO performance and payout;
- Review of the 2025 CEO compensation and objectives and recommendation for Board approval;
- Review of compensation matters arising out of shareholder engagement;
- Consideration of 2025 Annual General Meeting results and feedback;
- Review of CEO's 2025 mid-year performance;
- Review of the Compensation Committee charter, responsibilities and 2026 meeting assignments table; and
- Review of the Compensation Committee self-evaluation.

Members of the Compensation Committee regularly met in executive session at the end of each Compensation Committee meeting, without non-Committee members or management being present.

See chapter 6. Remuneration report for more information on the Compensation Committee's activities.

5.1.10.3. Sustainability Committee

On December 31, 2025, the Sustainability Committee was comprised of four independent Directors: Ms. Cohen (Chair), Ms. Cox, Mr. Eysers, and Ms. Gavet. 100% of the Directors sitting on the Sustainability Committee are thus independent.

The Sustainability Committee meets at least four times per year. In 2025, the Sustainability Committee held five meetings. The members of the Sustainability Committee attended all the 2025 meetings.

Date	Colette Cohen	Stephanie Cox	Simon Eysers	Maëlle Gavet
February	●	●	●	●
April	●	●	●	●
July	●	●	●	●
October	●	●	●	●
December	●	●	●	●
ATTENDANCE⁽¹⁾	100%	100%	100%	100%

(1) The Chair of the Board, the CEO, the Chief Legal Officer, the CFO, the Chief Strategy and Sustainability Officer, the Chief Compliance Officer, and the Vice President Sustainability are invited to attend all the Sustainability Committee meetings, either in full or in part. Other Technip Energies senior managers (including the Chief People Officer, the Vice President Real Estate and Facilities, and the Global HSE Director) attended certain meetings to make presentations to the Sustainability Committee on specific topics.

The responsibilities of the Sustainability Committee are set out in the Sustainability Committee's Charter available on Technip Energies' website at www.ten.com/en/about/corporate-governance. The Committee's main responsibilities are as follows:

- assisting the Board in formulating the Company's sustainability strategy and related sustainability objectives;
- assisting the Board in its assessment of the impact the Company's actions and operations may have on people, communities and the environment;
- reviewing and issuing recommendations to the Board on the Company's policies and programs as these pertain to the following sustainability-related matters: climate and the environment, people and communities, Company's solutions and services to accelerate decarbonization, and the Company's culture and business model;
- reviewing and, where relevant, proposing to the Board modifications to the Company's strategy in relation to sustainability matters;

- reviewing and monitoring the development and implementation of targets, standards, metrics, scorecards and methodologies that the Company establishes from time to time to assess and track the Company's performance in relation to sustainability matters;
- monitoring developments and best practices in the area of sustainability that are relevant to the Company and informing the Board of any such developments and best practices;
- reviewing and recommending for Board approval the Company's sustainability-related disclosures and other publications regarding sustainability matters for inclusion in the Company's annual report and other publicly disclosed documents;
- monitoring the development and implementation of the Company's compliance program (including procedures for allegation reporting, investigation and remediation), to ensure that the Company operates in compliance with the principles of ethical conduct and good governance;
- investigating at its discretion any matter of non-compliance brought to its attention and ensuring appropriate follow-up action;
- reviewing in conjunction with the Board's Audit Committee the Company's controls and systems for the prevention of bribery and unethical conduct and receiving reports on non-compliance. The Sustainability Committee informs the Board on the outcome of its review;
- setting guidelines for reporting allegations of violations of the Company's Code of Conduct or applicable laws, including a system for accepting anonymous allegation reports, and providing protection to an employee who reports such information.

The Sustainability Committee is responsible for the Company's sustainability reporting process in accordance with statutory requirements such as pursuant to the Corporate Sustainability Reporting Directive, the Taxonomy Directive and the Code. The Sustainability Committee

coordinates with other Board Committees with regard to matters that relate to sustainability, such as strategy and business performance indicators impacting executive compensation. Sustainability matters include, without limitation, the Company's reporting process in accordance with statutory reporting requirements such as pursuant to the Corporate Sustainability Reporting Directive, the Taxonomy Directive, and the Code.

When appointing members to the Sustainability Committee, the Board considered that Ms. Cohen (Chair), Ms. Cox, Mr. Evers, and Ms. Gavet possessed the relevant sustainability expertise based on their respective professional backgrounds. This assessment is notably based on Ms. Cohen's experience as Chief Executive Officer of the Net-Zero Technology Centre and her involvement in sustainability initiatives, Ms. Cox's current role as Chair of the Compensation and Personnel Committee of the Board of Directors of Alliant Energy Corporation and her extensive Human Resources leadership, Mr. Evers' background in energy and technology investments and Board service, and Ms. Gavet's executive leadership in digital transformation and operational roles across various industries. In addition, Board members' knowledge of sustainability matters is kept up to date through training sessions and deep-dive presentations organized throughout the year at Board and Committee meetings. See section 5.1.4. Board skills and experience matrix for more details on how the Board regularly assesses whether appropriate skills and experience are available in the areas most relevant to overseeing the Company's international operations and strategy.

Highlighted below are the topics that were addressed by the Sustainability Committee on a recurring basis at regular Sustainability Committee meetings and a list of the specific topics that were addressed by the Sustainability Committee over the course of 2025. For detailed information on the activities of the Sustainability Committee in relation to sustainability matters in 2025, see section 5.1.11. Board and its Committees' Oversight on Sustainability.



SUSTAINABILITY COMMITTEE RECURRING TOPICS

- Review of the Company's 2021-2025 ESG scorecard (including quarterly performance);
- Update on compliance matters including progress on the overall management of investigations;
- Update on the compliance program including the ethics and compliance objectives, and data privacy; and
- Coordination with other Committees with regard to their responsibilities regarding sustainability topics.

SUSTAINABILITY COMMITTEE SPECIFIC TOPICS

- Review of the proposed sustainability strategy and approval of the 2026-2030 sustainability scorecard;
- Review of the sustainability disclosures included in the 2024 Annual Report and recommendation for Board approval and review of the PwC limited assurance report;
- Review of the 2024 Sustainability Report;
- Review of the delivery and monitoring of compliance training across the Company;
- Considerations relating to the Corporate Sustainability Reporting Directive ("CSRD") including review of:
 - the CSRD requirements and implementation timeline;
 - the double materiality framing exercise (including process and timeline);
 - CSRD reporting market analysis and the proposed evolutions in the Group's disclosures compared to 2024;
- Review of the CSRD assurance provider's performance in 2024 and recommendation to reappoint PwC;
- Sustainability deep dive topics including 1) sustainable supply chain, 2) sustainability management plan deployed on the NZT project, and 3) double materiality exercise;
- Compliance deep dive topics including 1) allegations and investigations, 2) training and communications action plan, 3) use of systems and technology in connection with allegation management and reporting, and 4) data compliance;
- HSE deep dive topics including 1) review of the 2024 HSE performance and severity analysis, 2) safety at the ECA site as well as impact and mitigation plan relating to on-site flora and fauna, and 3) biodiversity, water and resource safeguarding and HSE training program;
- Update on the impact of sanctions on the Company's activities;
- Update on the Company-wide communication issued on ethics and compliance including on the revised Code of Business Conduct and Speak-up program;
- Review of the Sustainability Committee charter, responsibilities and 2026 meeting assignments table; and
- Review of the Sustainability Committee self-evaluation.

Members of the Sustainability Committee regularly met in executive session at the end of each Sustainability Committee meeting, without non-Committee members or management being present.

5.1.10.4. Nomination and Governance Committee

On December 31, 2025, the Nomination and Governance Committee was comprised of three independent Directors: Mr. Rinaldi (Chair), Mr. Caudoux, and Ms. Goligher. 100% of the Directors sitting on the Nomination and Governance Committee are thus independent. The Nomination and

Governance Committee meets at least four times per year. In 2025, the Nomination and Governance Committee held five meetings. The members of the Nomination and Governance Committee attended all the 2025 meetings.

Date	Joseph Rinaldi	Arnaud Caudoux	Alison Goligher
February	●	●	●
April	●	●	●
July	●	●	●
October	●	●	●
December	●	●	●
ATTENDANCE⁽¹⁾	100%	100%	100%

(1) The CEO and the Chief Legal Officer are invited to attend all the Nomination and Governance Committee meetings. The CEO did not participate in any discussions or decisions related to the recruitment of new directors.

The Nomination and Governance Committee's main responsibilities are as follows:

- reviewing and recommending for Board approval amendments to the Articles of Association, Board Rules, Committee Charters and the Company's other governance related policies;
- reviewing and recommending for Board approval the corporate governance disclosures in the management report and other public disclosures by the Company;
- monitoring and implementing a plan for the succession of members of the Board; identifying Director candidates who have qualifications aligned with the Board's profile and whose profiles satisfy the Board's diversity and inclusion objectives as included in the Company's Diversity and Inclusion Policy; and reviewing and updating, as applicable, the Board's skills and experience matrix;
- recommending for Board approval the candidates to be nominated by the Board for appointment by the General Meeting or the candidates to be appointed by the Board as temporary replacements to fill any vacancies on the Board;
- if a new Executive Director is to be appointed, overseeing the selection process for appointment and, after interviewing candidates, recommending the selected candidates for Board approval;
- annually reviewing succession plans for the CEO, including any emergency procedures for CEO succession;
- reviewing annually the relationships between the Company and each member of the Board and reporting the results of its review to the Board, based on which the Board will make determinations as to the status of the independence of each member of the Board;
- considering questions of potential conflicts of interest of members of the Board and senior management and recommending the appropriate resolution of any potential

conflict including whether such member has an actual conflict of interest to the Board;

- reviewing a notification by a member of the Board that such member is considering accepting an appointment as executive officer or member of the Board at another company. The Committee also reviews annually the external positions held by members of the Board and approves the acceptance of another (board) position, including positions on the committee of a board, or executive officer positions in other companies;
- reviewing annually the number of members of the Board, the Board composition and its committee structure and recommending for Board approval any changes that may be required;
- recommending annually to the Board candidates for membership on the Committees of the Board, and candidates for chair for such Committees;
- overseeing the annual Non-Executive Director and committee performance evaluation process; reporting annually to the Board the results of the performance evaluations conducted by the Board and each of the members of the Board; and
- overseeing the induction and orientation of new members of the Board and selecting and monitoring the annual training provided to members of the Board.

Highlighted below are the topics that were addressed by the Nomination and Governance Committee on a recurring basis at regular Nomination and Governance Committee meetings and a list of specific topics that were addressed by the Nomination and Governance Committee over the course of 2025. For detailed information on the activities of the Nomination and Governance Committee in relation to sustainability matters in 2025, see section 5.1.11. Board and its Committees' Oversight on Sustainability.

NOMINATION AND GOVERNANCE COMMITTEE RECURRING TOPICS	NOMINATION AND GOVERNANCE COMMITTEE SPECIFIC TOPICS
■ Review of the Board and Committees Evaluation Process; ■ Review and recommendation for Board approval of Company governance documents and corporate policies; ■ Review of the Director questionnaires; ■ Review of the Board calendar and recommendation for Board approval; ■ Considerations relating to the Company's shareholder and proxy advisor engagement campaign including strategy, timeline, and outcome; ■ Monitoring of the orientation and training program of Board members; and ■ Review of the Non-Executive Directors independence assessment and recommendation for Board approval.	■ Review of the Board and Board Committees structure and recommendation for Board approval; ■ Review of the nominations for reappointment of Board members at the 2025 AGM for a term ending at the close of the 2026 AGM and recommendation for Board approval; ■ Review of the corporate governance disclosures included in the 2024 Annual Report and recommendation for Board approval; ■ Review of the 2025 Annual General Meeting convening notice and recommendation for Board approval; ■ Review of the 2025 Annual General Meeting results; ■ Succession planning (Executive Committee members and Board members including Chair of the Board and CEO); ■ Review of the Nomination and Governance Committee charter, responsibilities and 2026 meeting assignments table; and ■ Review of the Nomination and Governance Committee self-evaluation.

Members of the Nomination and Governance Committee regularly met in executive session at the end of each Nomination and Governance Committee meeting, without non-Committee members or management being present.

5.1.11. Board and its Committees' Oversight on Sustainability

Within Technip Energies, the Board is responsible for overseeing the Company's sustainable long-term value creation strategy. In all its dealings, the Board considers the impact of the Group on people and the environment, taking into account the interests of all relevant stakeholders. It has established a Sustainability Committee, which is responsible for assisting the Board in the formulation of the Company's sustainability strategy and related sustainability objectives as well as reviewing and issuing recommendations to the Board on certain Company policies and programs relating to, among others, the impact of the Company's facilities on their direct environment, the environmental footprint of the Company's projects, climate change mitigation, sustainable use of resources, and protection of biodiversity.

The Sustainability Committee also coordinates with other Board Committees with regard to other Committees' responsibilities relating to sustainability matters as such matters impact strategy, business performance indicators impacting executive compensation and public financial and sustainability reporting.

Since 2024, all Directors have been invited to attend all Committee meetings. Directors who are not members of a Committee attend such Committee meetings as observers.

Members of the Company's Executive Committee, including the CFO, the Chief Legal Officer, the Chief People Officer, and the Chief Strategy and Sustainability Officer, as well as other Technip Energies senior managers, including the Vice President Group Accounting & Finance Efficiency, the Vice President Sustainability, and the Chief Compliance Officer, are regularly invited to attend certain Board or Committee meetings to make presentations on specific topics.

For detailed information on the governance put in place by the Company to implement its sustainability strategy, see section 3.1.2.1. Sustainability Governance organization.

Presented below is a summary of the oversight on sustainability by the Board and its Committees over the course of 2025.



BOARD OF DIRECTORS – RECURRING AND SPECIFIC SUSTAINABILITY TOPICS

STRATEGY AND SUSTAINABILITY

- Review of the Company's strategy including approval of the 2026–2030 sustainability scorecard
- CEO report, including business highlights, budget overview, strategic updates, and insights into key prospects and competition
- Review of the Company's sustainability practices
- Approval of the Company's sustainability related disclosures in the Company's Annual Report
- Updates on Reju and Rely, including their competition landscape, and Sustainable Aviation Fuels ("SAF") market trends, regulations, and geopolitical implications

CLIMATE, THE ENVIRONMENT AND DECARBONIZATION

- Updates on the global energy transition policy framework and on the geopolitical context and new and emerging market policies

PEOPLE AND COMMUNITIES, INCLUDING SAFETY AND SECURITY OF EMPLOYEES, HUMAN RIGHTS, EMPLOYEE ENGAGEMENT AND SOCIAL DIALOGUE, DIVERSITY, AND EQUAL OPPORTUNITIES

- COO report, including updates on Quality, Health, Safety and Environment (QHSE), including the roll-out of the "Quartz" program, market trends as well as the Company's Digital Acceleration Plan, and review of backlog and workload
- Review of the Company's operations
- Review of Enterprise Risk Management including risk matrix and risk mitigation

STAKEHOLDER ENGAGEMENT

- Update on shareholder base and strategic investors



SUSTAINABILITY COMMITTEE

SUSTAINABILITY SCORECARD

- Review of the 2021–2025 ESG scorecard (including quarterly performance)
- Review of the proposed sustainability strategy and approval of the 2026–2030 sustainability scorecard

ETHICS AND COMPLIANCE

- Update on compliance matters including progress on the overall management of investigations
- Update on the compliance program including the ethics and compliance objectives, and data privacy
- Review of the delivering and monitoring of compliance training across the Company
- Update on the Company-wide communication issued on ethics and compliance including the revised Code of Business Conduct and SpeakUp program
- Compliance Deep Dive Topics including
 - 1) allegations and investigations,
 - 2) training and communications action plan and ethics and compliance scorecard,
 - 3) use of systems and technology in connection with allegation management and reporting, and
 - 4) data compliance

CORPORATE SUSTAINABILITY REPORTING DIRECTIVE (CSRD)

- Review of the CSRD requirements implementation timeline
- Review of the double materiality framing exercise (including process and timeline)
- Review of the CSRD reporting market analysis and the proposed evolutions in the Group's disclosures compared to 2024
- Review of the CSRD assurance provider's performance in 2024 and recommendation to reappoint PwC

SUSTAINABILITY DEEP DIVE TOPICS

- Sustainable supply chain
- Sustainability Management Plan deployed on the NZT project including sustainability objectives and Human Rights program
- Double materiality exercise

HEALTH, SAFETY AND ENVIRONMENT (HSE) DEEP DIVE

- Review of the 2024 HSE performance and severity analysis
- Safety at the ECA site as well as impact and mitigation plan relating to on-site flora and fauna
- Biodiversity, Water and Resource safeguarding and HSE training program



AUDIT COMMITTEE

RISK

- Updates on the Company's Enterprise Risk Management including risk appetite matrix and risk mitigation

ETHICS AND COMPLIANCE

- Review of legal and compliance matters

CSRD

- Review of the CSRD assurance provider's performance in 2024 and recommendation to reappoint PwC

INTERNAL CONTROL AND INTERNAL AUDIT

- Review of the 2024 Internal Control campaign covering financial and sustainability reporting, and the 2024 Internal Audit Plan



COMPENSATION COMMITTEE

REMUNERATION AND INCENTIVES (INCLUDING SUSTAINABILITY RELATED INDICATORS)

- Review of the 2024 CEO performance and payout, and the 2025 CEO compensation and objectives
- Review of the 2025 Long-Term Incentive Program and awards
- Review of the remuneration disclosures included in the 2025 Annual Report
- Review of compensation matters arising out of shareholder engagement
- Consideration of 2025 Annual General Meeting results and feedback



NOMINATION AND GOVERNANCE COMMITTEE

STAKEHOLDER ENGAGEMENT

- Review of the outcome of the January 2025 proxy advisor and shareholder engagement campaign (including feedback from proxy advisors on corporate governance and remuneration matters)
- Review of the 2025/2026 shareholder and proxy advisors engagement campaign strategy, timeline, and results

SUCCESSION PLANNING

- Succession planning (Executive Committee members and Board members including Chair of the Board and CEO)

BOARD TRAINING & EDUCATION

- Monitoring of the orientation and training program of Board members

5.2. Share capital

5.2.1. Description of share capital

Technip Energies' authorized share capital consists of 850,000,000 ordinary shares with a nominal value of €0.01 each and amounts to €8,500,000.00. On December 31, 2025, the issued and paid-up capital consisted of 178,378,708 ordinary shares and amounted to €1,783,787.08.

Technip Energies has only one class of shares, its ordinary shares. No special voting rights or profit rights are attached to ordinary shares. All shares are issued in registered form and no share certificates are or may be issued.

Our ordinary shares are traded on compartment A of the regulated market of Euronext in Paris under the symbol "TE" with ISIN number NL0014559478. In addition, Technip Energies has a Level 1 sponsored American Depositary Receipts ("ADR") program, with its ADRs trading over-the-counter under the symbol "THNPY." The

ADRs are issued pursuant to a deposit agreement that sets forth the rights and responsibilities of Technip Energies N.V., the depositary bank, and holders of ADRs. Each ADR represents one ordinary share.

Technip Energies ordinary shares rank pari passu with each other and holders of Technip Energies shares are entitled to dividends and other distributions declared and paid on them. Each Technip Energies share carries distribution rights and entitles its holder the right to attend and to cast one vote at the General Meeting.

Relying on regulatory filings made by shareholders with the AFM and/or notified directly to the Company, Technip Energies understands that the following persons held, directly or indirectly, 3% or more of Technip Energies' capital and/or voting rights on December 31, 2025:

Name of shareholder	Number of issued shares held	Percentage of issued capital held ⁽¹⁾	Percentage of voting rights held ⁽¹⁾
HAL Trust ⁽²⁾	27,369,401 ⁽³⁾	15.34%	15.34%
BPI Participations	16,415,913 ⁽⁴⁾	9.20%	9.20%
BlackRock Inc.	5,271,304 ⁽⁵⁾	2.95%	3.33%
Wellington Management Group LLP	0 ⁽⁶⁾	0%	3.07%
Amundi Asset Management	5,420,948 ⁽⁷⁾	3.04%	3.04%

(1) Calculated based on (i) the most recent number of shares held as reported in the AFM register, and (ii) a total number of 178,378,708 issued shares and voting rights on December 31, 2025, including shares held in treasury for which no voting rights can be exercised, in accordance with the AFM Guideline for shareholders.

(2) Shares held via HAL Investments B.V.

(3) As reported in the AFM register on January 10, 2024.

(4) On January 12, 2024, Caisse des Dépôts et Consignations reported to the AFM an aggregate holding of 18,428,363 Technip Energies shares, of which 16,415,913 shares held via BPI Participations and 2,012,450 shares held via CDC Croissance.

(5) On December 31, 2025, BlackRock Inc. reported to the AFM an aggregate actual and potential holding of 5,271,304 shares and 5,935,497 voting rights attached to Technip Energies shares, held via several other entities or funds (BlackRock Investment Management (UK) Limited, BlackRock Advisors (UK) Limited, BlackRock Investment Management, LLC, BlackRock Investment Management (Australia) Limited, Aperio Group, LLC, BlackRock Institutional Trust Company, National Association, BlackRock Asset Management Deutschland AG, BlackRock Financial Management, Inc., BlackRock Fund Advisors, BlackRock Advisors, LLC, BlackRock Asset Management Canada Limited). On February 12, 2026, BlackRock Inc. reported an aggregate actual and potential holding of 5,321,313 shares and 5,898,834 voting rights held via several other entities or funds, representing 2.98% of the total share capital and 3.31% of the total voting rights of Technip Energies.

(6) On December 20, 2023, Wellington Management Group LLP reported to the AFM a holding of 5,468,324 voting rights attached to Technip Energies shares whilst at the same time indicating that it did not hold any capital interest in these shares.

(7) On January 19, 2024, Amundi Asset Management reported to the AFM an aggregate holding of 5,420,948 shares held directly and via several other entities or funds (Societe Generale Gestion, CPR AM, Amundi SGR SpA, BFT Investment Managers, Amundi Asset Management, and Amundi Iberia SGIIC, SA).

For further details, please refer to the website of the AFM at www.afm.nl. The actual number of shares and/or percentage of issued capital (and/or voting rights) held may differ from those presented above as the holder of a substantial interest is only required to notify the AFM of any change in the percentage of share capital and/or voting rights if such holder, directly or indirectly, reaches, exceeds or falls below any of the following thresholds: 3%, 5%, 10%, 15%, 20%, 25%, 30%, 40%, 50%, 60%, 75%, and 95%.

Changes in the issued share capital

There has been no change in the Company's issued share capital in 2025.

Non-voting shares

On January 14, 2022, Technip Energies acquired 1,800,000 ordinary shares from TechnipFMC to cover future obligations under equity incentive plans. As long as these shares are kept in treasury, these shares have no voting rights and are not entitled to profits or to the reserves of Technip Energies.

Shares acquired pursuant to the Liquidity Agreement with Kepler Cheuvreux or the share buy-back programs completed between March and August 2022, between March and September 2024, and between June and November 2025 have no voting rights and are not entitled to profits or reserves of Technip Energies for so long as they are held as treasury shares. See section 5.2.4. Repurchase of Technip Energies shares.

On December 31, 2025, the number of Technip Energies shares owned by, or held on behalf of, the Company and kept, or deemed, in treasury consisted of 2,865,952 ordinary shares representing 1.61% of the issued and paid-up capital of the Company.

Restrictions on voting rights

There are no restrictions on voting rights of ordinary shares other than when held as treasury shares by the Company at which time they have no voting rights and are not entitled to profits or reserves of Technip Energies. Deadlines for the exercising of voting rights for the 2026 Annual General Meeting are set forth in section 5.6. Shareholders' General Meetings.

5.2.2. Board of Directors and issuance of shares

The Articles of Association provide that shares may be issued or rights to subscribe for shares may be granted (i) pursuant to a resolution adopted by the General Meeting at the proposal of the Board in case the Board has not been authorized to do so, or (ii) by the Board if and insofar as the Board has been designated to do so by the shareholders at a General Meeting. An authorization by resolution of the General Meeting cannot be withdrawn unless determined otherwise at the time of the authorization.

The scope and duration of the Board's authority to issue shares or grant rights to subscribe for shares is determined by a resolution of the General Meeting. The duration of this authority may not exceed a period of five years. The maximum amount of shares that may be issued is determined by the authorization.

No shareholders' resolution or resolution of the Board is required to issue shares pursuant to the exercise of a previously granted right to subscribe for shares.

Pursuant to the 12th resolution adopted by the Annual General Meeting on May 6, 2025, the Board is authorized, for a period of 18 months from May 6, 2025, to issue shares and grant rights to subscribe for shares, up to 10% of the Company's issued share capital as at May 6, 2025. The Company intends to propose to the Annual General Meeting to be held on May 5, 2026 the adoption of a similar resolution. If such resolution is adopted, it will supersede and replace the authorization granted by the 12th resolution of the Annual General Meeting of May 6, 2025.

5.2.3. Preemptive rights

Shareholders have preemptive rights to subscribe on a pro rata basis for any issue of new Technip Energies shares or, upon a grant of rights, to subscribe for Technip Energies shares. Shareholders have no preemptive rights upon (i) the issue of Technip Energies shares against a payment in kind (being a contribution other than in cash); (ii) the issue of Technip Energies shares to Technip Energies' employees or the employees of a member of the Technip Energies Group; and (iii) the issue of Technip Energies shares to persons exercising a previously granted right to subscribe for shares.

The General Meeting may restrict or exclude the preemptive rights of shareholders at the proposal of the Board or authorize the Board to do so (in which case the General Meeting no longer has such authority for the duration of the authorization of the Board).

The authorization of the Board as the body competent to restrict or exclude the preemptive rights may be extended

by a resolution of the General Meeting for a period not exceeding five years in each case. An authorization by resolution of the shareholders at the General Meeting cannot be withdrawn unless determined otherwise at the time of the authorization.

Pursuant to the 13th resolution adopted by the Annual General Meeting on May 6, 2025, the Board is authorized, for a period of 18 months from May 6, 2025, to restrict or exclude the preemptive rights accruing to shareholders in connection with share issuances or grants of rights to subscribe for shares pursuant to the 12th resolution of the Annual General Meeting of May 6, 2025. The Company intends to propose to the Annual General Meeting to be held on May 5, 2026 the adoption of a similar resolution. If such resolution is adopted, it will supersede and replace the authorization granted by the 13th resolution of the Annual General Meeting of May 6, 2025.

5.2.4. Repurchase of Technip Energies shares

Technip Energies may acquire its own shares, subject to certain provisions of Dutch law and the Articles of Association. Repurchases of shares are only possible if and insofar as the General Meeting has authorized the Board to do so. The authorization may not be for more than 18 months. The authorization of the Board is not required if Technip Energies acquires shares for the purpose of transferring these to Technip Energies employees or employees of a member of the Technip Energies Group under any applicable equity compensation plan.

On May 6, 2025, the Annual General Meeting adopted a resolution to authorize the Board for a period of 18 months from May 6, 2025, to cause the Company to acquire up to 10% of the Company's issued share capital as at May 6, 2025, for the purpose of, among other topics, the return of capital to the Company's shareholders, authorizing repurchases under the liquidity agreement entered into with Kepler Cheuvreux on July 9, 2021 (the "**Liquidity Agreement**"), and/or, to the extent such authorization is required, fulfilling the Company's obligations under its equity compensation plans. The Company intends to propose to the Annual General Meeting to be held on May 5, 2026 the adoption of a similar resolution.

Liquidity Agreement

On July 9, 2021, Technip Energies announced the implementation of the Liquidity Agreement with Kepler Cheuvreux to enhance the liquidity of the Technip Energies' shares on the regulated market of Euronext in Paris. The Liquidity Agreement is carried out in accordance with the legal framework in force, and more particularly in accordance with the provisions of Regulation (EU) No. 596/2014 of the European Parliament and of the Council of April 16, 2014 on market abuse (MAR), Commission Delegated Regulation (EU) 2016/908 of February 26, 2016, section 2.4.3 of the Dutch Civil Code and AMF decision no. 2021-01 of June 22, 2021, applicable as of July 1, 2021. €9 million have been allocated to the liquidity account set up for the purposes of the Liquidity Agreement.

On January 8, 2026, the Company published the half-year report on the Liquidity Agreement as of December 31, 2025. The report is available on Technip Energies' website at <https://investors.technipenergies.com/financial-information/publications-regulated-information/share-liquidity-contract-report>.

During the year ended December 31, 2025, the Group disposed of a net number of 123,434 shares for a total net value of €4.2 million. On December 31, 2025, close of trading, the number of shares and amount allocated to the Liquidity Agreement was 153,185 shares and €6.6 million.

Share buy-back program

On May 12, 2025, Technip Energies announced the launch of a share buy-back program of up to €45 million and a maximum of 1.5 million Technip Energies shares to be carried out until December 31, 2025 (the **"Share Buy-Back Program"**). The objective of the share Buy-Back Program was to repurchase common shares to fulfill the Company's obligations under equity compensation plans. The implementation of the share Buy-Back Program was decided by the Board. It was implemented in accordance with the provisions of Article 5 of MAR, Commission Delegated Regulation (EU) 2016/1052 and pursuant to the authorization

to repurchase shares granted by the Annual General Meeting on May 6, 2025.

On November 17, 2025, Technip Energies announced the completion of the Share Buy-Back Program. Between June 30 and November 13, 2025, the Company acquired 1,265,324 Technip Energies shares, at an average price per share of €35.56.

See also Note 23. Shareholders' equity to section 8.1. Consolidated financial statements for the year ended December 31, 2025.

5.2.5. Capital reduction

The General Meeting may resolve, at the proposal of the Board, to reduce the issued and outstanding share capital by a cancellation of shares or by reducing the nominal value of the shares by amending the Articles of Association. A resolution to cancel shares may only relate to shares held by Technip Energies itself. A reduction of the nominal value of shares, with or without repayment, must be made pro rata on all relevant shares. This requirement may be waived if all relevant shareholders so agree.

A resolution of the General Meeting to reduce the share capital requires:

- a majority of the votes cast, if more than or equal to half

of the issued share capital is present or represented at the General Meeting; or

- a majority of at least two-thirds of the votes cast, if less than half of the issued share capital is present or represented at the General Meeting.

In addition, Dutch law contains detailed provisions regarding the reduction of capital. A resolution to reduce the issued share capital is not to take effect as long as creditors can have legal recourse against the resolution.

5.2.6. Transfer of shares

The transfer of registered shares (other than held by Euroclear France) requires a Dutch deed executed for that purpose and, save in the event that Technip Energies itself is a party to the transaction, written acknowledgment by Technip Energies. There are no restrictions under the Articles of Association or Dutch law that limit the right of holders of Technip Energies shares to hold Technip Energies shares. The transfer of Technip Energies shares to persons who are located or resident in, citizens of, or have a registered address in jurisdictions other than the Netherlands may, however, be subject to specific regulations or restrictions according to their relevant laws.

For as long as the Technip Energies shares are listed on a regulated foreign stock exchange, the Board may resolve, with due observation of the statutory requirements, that the property law aspects of the Technip Energies shares be governed by the law of the state of establishment of such stock exchange or by the law of the state in which transfers and other legal acts under property law relating to the Technip Energies shares can or must be made with the consent of such stock exchange. The Board has not adopted such resolution to date.

5.3. Disclosures pursuant to Decree Article 10 EU-Directive on Takeovers

The Articles of Association contain provisions that are intended to secure a degree of continuity in the governance of Technip Energies as well as provide the Board with adequate time to consider alternative solutions in the event an unsolicited approach is made, which could result in a change of control of Technip Energies. These consist of:

- a provision that members of the Board can only be suspended or removed at a General Meeting by adoption of a resolution garnering two-thirds of the votes cast representing more than 50% of Technip Energies' issued share capital, where such suspension or removal is not proposed by the Board;
- a provision that members of the Board are to be appointed by adoption of a binding nomination proposal by the Board, unless such proposal is overruled by adoption of a resolution garnering two-thirds of the votes cast representing more than 50% of Technip Energies' issued share capital; and

- requirements that certain matters, including an amendment of the Articles of Association, are to be adopted at a General Meeting only upon proposal by the Board; and a provision that, except where the law requires otherwise, resolutions of the General Meeting require the prior approval of the Board except where the resolution has been adopted following a proposal by the Board.

An issue of Technip Energies shares decided by the Board may make it more difficult for a shareholder to obtain control over the General Meeting (the relevant powers of the Board in this regard are described in sections 5.2.2. Board of Directors and issuance of shares and 5.2.3. Preemptive rights). Although the Company has not entered into any agreement with any Director or employee for compensation for loss of office upon a takeover bid, the Board, upon recommendation from the Compensation Committee, may resolve to provide the Executive Director with payments for loss of office under the conditions provided for in the Executive Director Remuneration Policy.

5.3.1. Agreements between shareholders

The Relationship Agreement entered into between the Company, BPI, and TechnipFMC grants certain rights to TechnipFMC and BPI, and TechnipFMC and BPI agreed to certain obligations, relating to their ownership of Technip Energies shares. On April 27, 2022, TechnipFMC

announced that it had completed the divestiture of its remaining shares in the Company.

For the continuing obligations between Technip Energies and BPI, see also section 5.1.7.4. Agreement with BPI.

5.3.2. Significant agreements taking effect, being altered or terminating upon a change of control

Certain provisions of the Separation and Distribution Agreement between Technip Energies and TechnipFMC and of the Relationship Agreement between Technip Energies and BPI would terminate upon a change of control. See section 5.3.1. Agreements between shareholders.

Pursuant to the €750 million Revolving Facility Agreement entered into by Technip Energies N.V. and T.EN Eurocash SNC on March 14, 2025, which replaced the revolving facility agreement dated February 10, 2021, Technip Energies N.V. is to notify the agent if it is aware that a change of control has occurred. Following such notification by Technip Energies, the agent will, if so requested by the lenders, by notice to Technip Energies N.V., cancel the available commitments and declare all outstanding loans together with accrued interest to be due and payable.

The terms and conditions of Technip Energies N.V.'s 1.125% senior unsecured notes due 2028 provide that if, at any time while any note remains outstanding, there occurs a change of

control and within 90 days of the first public announcement of the result of the change of control, a rating downgrade (from investment grade to non-investment grade, or a withdrawal of the rating) has occurred as a result of such change of control, each noteholder will have the option to require Technip Energies N.V. to redeem the notes held by it at their principal amount together with interest accrued thereon.

Under the €40 million senior unsecured Facility Agreement entered into on November 28, 2025 between Technip Energies N.V. and the European Investment Bank (EIB), the Company is required to notify the EIB upon the occurrence of a change of control or if it has reasonable grounds to believe that such a change of control shall occur, subject to certain exceptions. After the occurrence of the change of control, the EIB may, by notice to the Company, cancel the Facility and/or demand prepayment of any outstanding loans.

5.3.3. Employee share schemes

Incentive Award Plan

On February 15, 2021, the Board adopted the "Technip Energies N.V. Incentive Award Plan" together with the "Technip Energies N.V. Incentive Award Plan U.S. Addendum," the "Technip Energies N.V. Incentive Award Plan for the Grant of French Restricted Stock Units to Employees and Corporate Officers in France," and the "Technip Energies N.V. Incentive Award Plan for the Grant of French Stock Options to Employees and Corporate Officers in France" (collectively, the "Plan").

The Plan is administered by the Compensation Committee, one or more persons to whom duties have been delegated by the Compensation Committee, or the Board (the "Administrator"). The Administrator may, from time to time, select eligible employees, consultants, or a Director. The Administrator is to determine to whom an award is to be granted and is to determine the nature and amount of each award, which will not be inconsistent with the requirements of the Plan.

Except for any Director's right to awards granted in accordance with the Company's Articles of Association, the

Board Rules and other governance documents, no eligible person or other person is to have any right to be granted an award pursuant to the Plan and neither the Company nor the Administrator is obligated to treat eligible persons, holders of awards, or any other persons uniformly.

Participation by each holder in the Plan is to be voluntary and nothing in the Plan or any program of the Plan is to be construed as mandating any eligible person or other person to participate in the Plan.

For a description of long-term incentive Plans, the general principles of which would also be applicable to Company employees, please see the description of the long-term incentive programs under section 6.2.1. Executive Director remuneration policy. Note that, as relates to employees, the allocation between PSUs and RSUs will be made on a 50% PSU - 50% RSU basis.

5.3.4. Transactions between Technip Energies and shareholders' holding at least 10% of the share capital

The Company did not enter into any transactions with shareholders holding at least ten percent of the share capital.

5.4. Corporate governance statement

5.4.1. Dutch Corporate Governance Code, “Comply or Explain”

As a Dutch company listed on Euronext Paris, Technip Energies is subject to the Code

The Code contains governance principles and best practices for Dutch listed companies. Technip Energies, a company incorporated in the Netherlands and listed on the regulated market of Euronext in Paris, is required to disclose in its management report whether it complies with the suggested governance principles and best practices of the Code or list the reasons for any deviation in its management report. The Code is publicly available on the website of the Corporate Governance Code Monitoring Committee at www.mccg.nl.

Technip Energies complies with all applicable provisions of the Code except for the provisions stated below.

As a Dutch Company, Technip Energies does not comply with the Afep-Medef Corporate Governance Code or any other inapplicable governance conventions.

Compliance with the Code

Technip Energies endorses the underlying principles of the Code and is committed to adhering to the best practices promoted by the Code. Provisions adopted by Technip Energies that differ from the Code principles and best practice provisions are:

- Best practice provision 2.2.4 of the Code recommends that the Company (i) implement a succession plan for Directors to maintain the appropriate balance of expertise, experience and diversity, considering the Board's profile; (ii) establish a retirement schedule to prevent multiple Non-Executive Directors from retiring simultaneously; and (iii) publish such a retirement schedule on the Company's website. The Board considers that such a succession plan and retirement schedule would serve no purpose for the Company, given that Directors are re-appointed annually. See also section 5.1.7.1. Appointment of Directors.
- Principle 2.3 of the Code recommends that Committees prepare the decision-making for later adjudication by the full Technip Energies Board. Technip Energies has delegated certain decision-making powers to its Committees, as defined in each Committee's charter. Furthermore, the Compensation Committee under the 2023 Remuneration Policy has been given the power to decide on a number of matters relating to Director compensation. The Board believes that this deviation leads to more efficient decision-making.
- Best practice provision 4.3.3 of the Code provides that the General Meeting may overrule a binding nomination for the appointment of a Director by an absolute majority of the votes cast, and that it may be provided that this majority should represent a given proportion of the issued share capital not being more than one-third. The Articles of Association require a two-thirds majority of the votes cast, representing more than 50% of the Company's issued share capital, in accordance with Article 2:133 (2) BW. The Board believes that this deviation provides the needed stability to execute the strategy to create sustainable long-term value for all stakeholders. If a binding nomination for the appointment of a Director is overruled, the Board may make a new binding nomination.

- Best practice provision 4.3.3 of the Code provides that a resolution to dismiss a Director requires an absolute majority of the votes cast, and that it may be provided that this majority should represent a given proportion of the issued share capital not being more than one-third. For dismissal or suspension of a Director other than at the proposal of the Board, the Articles of Association require a two-thirds majority of the votes cast, representing more than 50% of the Company's issued share capital, in accordance with Article 2:134 (2) BW. The Board believes that this deviation provides the needed stability to execute the strategy to create long-term value for all stakeholders.

Internal Control and risk management in relation to financial and sustainability reporting

Please refer to section 4.2. Enterprise Risk Management framework for a description of the main features of the Company's risk management systems (which include Internal Control) in relation to the Group's financial and sustainability reporting processes.

Functioning of shareholders' General Meetings

Please refer to sections 5.6.1. Functioning of meetings and 5.6.2. Right to attend shareholders' General Meetings for a description of the functioning of the General Meeting, the main rights of the shareholders, and how these rights may be exercised.

Board and Committees

Please refer to section 5.1. The Technip Energies Board for a description of the composition and operation of the Company's Board and its Committees.

Diversity and Inclusion Policy

Please refer to section 5.4.2. Diversity and Inclusion Policy for a description of the Company's Diversity and Inclusion Policy.

Whistleblower Policy

Please refer to section 5.4.3. Whistleblower Policy for a description of the Company's Whistleblower Policy.

Stakeholder Engagement Policy

The Board adopted a stakeholder engagement policy aimed at ensuring consistent application of the Company's corporate stakeholder engagement framework across the Company's activities worldwide. See also section 5.1.6. Board stakeholder engagement.

Bilateral Contacts Policy

Please refer to section 5.4.4. Bilateral Contacts Policy for a description of the Company's Bilateral Contacts Policy.

Conflicts of interest and other information

There are no institutional potential conflicts between the personal interests of Directors or senior management on the one hand and the interests of Technip Energies on the other hand.

There are no family relationships between any Directors or members of senior management.

Maximum number of supervisory positions of Directors

Technip Energies is subject to provisions on a maximum number of supervisory positions of Executive Directors and Non-Executive Directors under Dutch law. These rules have been complied with.

Major shareholders

For information on the Company's share capital and shareholding interests subject to mandatory notification to the AFM, see section 5.2.1. Description of share capital.

Special voting rights

The Company has not issued shares carrying special voting rights.

Restrictions to voting rights

Please refer to section 5.2.1. Description of share capital for further information on restrictions applying to voting rights attached to the Company's ordinary shares. Deadlines for the exercising of voting rights for the 2026 Annual General Meeting are set forth in section 5.6. Shareholders' General Meetings.

Rules relating to the appointment and removal of Directors and amendments to the Articles of Association

Please refer to section 5.1.7. Appointment and dismissal of Directors, which contains a description of the rules relating to the appointment and removal of Directors. For further information on the rules regarding amendments of the Articles of Association, see section 5.6.3. Amendment to the Articles of Association.

Authority of the Board, especially to issue and repurchase Company shares

Sections 5.1.1. A one-tier board structure and 5.1.8. Rules relating to the Board of Directors provide a general overview of the powers and functioning of the Board. For more details on the authority of the Company to issue shares and or acquire shares in its own share capital, please refer to sections 5.2.2. Board of Directors and issuance of shares and 5.2.4. Repurchase of Technip Energies shares.

5.4.2. Diversity and Inclusion Policy

The Board has adopted a policy on diversity and inclusion (the **"Diversity and Inclusion Policy"**) that sets out the principles regarding diversity in the Company's workforce composition as well as diversity in the composition of the Board, and promotes an inclusive culture. The Diversity and Inclusion Policy has been established in accordance with best practice provision 2.1.5 of the Code. The Diversity and Inclusion Policy is published on the Company's website at www.ten.com/en/about/corporate-governance.

The policy establishes the principles of diversity relevant to the Company and the Board. It encompasses various aspects including sex and gender identity, age, ethnicity, nationality, occupational disability, sexual orientation, marital status, as well as experiences, faith, and religion.

The Diversity and Inclusion Policy aims to ensure that the Board and the Company's senior management have sufficient diversity of views and expertise, which is essential for a good understanding of current affairs and longer-term risks and opportunities related to the Company's business. The nature and complexity of the Company's business is considered when assessing optimal diversity, as well as the social and environmental context in which the Company operates.

The selection of candidates for appointment to the Board and senior management will be based on merit. With due regard to the above, the Company seeks to fill vacancies by considering candidates that bring a diversity of (among others) nationality, age, gender, and educational and professional backgrounds.

The Board also acknowledges the Company's strategic priority to increase the diversity of its workforce to mirror its stakeholders and markets, which will (i) positively impact the Company's business performance in all countries it operates in, and (ii) lead to a well-balanced decision-making process within the Company.

Board of Directors

The Company aims to have a Board comprised of members with diverse backgrounds (nationality, work experience, or otherwise). The Board has set specific diversity targets, including achieving a minimum of 40% female representation. These targets are included in the Company's 2021-2025 ESG scorecard.

As the Company has one Executive Director, no gender diversity target is applicable to the Executive Director position.

The composition of the Board also corresponds to the profile set out in the Board Rules, which calls for an appropriate combination of knowledge and experience among Board members encompassing technology, financial, economic, social, environmental, and legal aspects of international business in relation to the global character of the Company's businesses. For information, with respect to the Board skills and experience matrix, see section 5.1.4. Board skills and experience matrix.

In terms of diversity, at year-end 2025:

- the Board was comprised of 40% female Directors and 60% male Directors (including the Executive Director), in compliance with the Company's diversity target;
- the Board was comprised of ten members representing in the aggregate six nationalities;
- two of the Company's four Board committees were chaired by female Board members; and
- age varied from 47 to 68 years old and 70% of the Board members were less than 60 years old.

See section 5.1.8. Rules relating to the Board of Directors.

Senior Management

The Board has approved specific diversity targets set by the Company regarding the number of women in leadership positions, including achieving 25% by 2025. These targets, which are included in the Company's 2021-2025 ESG scorecard, are carried forward in the Company's 2030 scorecard. See Our sustainability strategy in chapter 3. Sustainability. Leadership positions are defined as positions classified as band 15 or above in the Company's internal job classification.

Section 3.3.1.5. Diversity and inclusion includes information on the proportion of women and men in leadership permanent positions as of December 31, 2025.

The Company

To foster an inclusive workplace and support its long-term diversity and inclusion ambitions, the Company has implemented internal governance initiatives. These initiatives include Executive Committee sponsorship and a network of local ambassadors, as well as public targets, to drive sustainable change.

The Company has set long-term diversity targets in addition to local regulations requirements as a step toward achieving the goal of creating a diverse and inclusive work environment at all levels of the organization.

Milestones are set on a yearly basis to guarantee a continuous focus on the Company's targets as well as to monitor progress. In addition, the Company establishes both global and local yearly diversity and inclusion plans, aimed at:

- mitigating unconscious bias and systematically removing barriers to diversity representation in critical decision-making processes such as hiring, promotion, pay, and retention; and
- systematically offering diversity and inclusion learning solutions in development programs or through internal communication campaigns to raise employees' and managers' awareness.

The Company does not tolerate any form of harassment and takes measures aimed at ensuring that inappropriate behaviors are identified and addressed appropriately.

The selection of candidates will consider job description requirements and will be based on merit. With due regard to the above, the Company seeks to fill vacancies by considering candidates that bring a diversity of, among others, nationality, age, gender, and educational and professional backgrounds.

As an equal opportunities employer, the Company employs people based on relevant qualifications, demonstrated skills, performance, and other job-related factors. In line with the Policy, the Company will not discriminate against individuals based on race, color, religion, gender, age, ethnic origin, nationality, sexual orientation, marital status or disability, and any other dimensions of Diversity.

5.4.3. Whistleblower Policy

The Company's whistleblower policy (the "**Whistleblower Policy**") is intended to encourage every employee, officer, contractor of the Company or any third party to report any suspected misconduct or irregularity for which the Company or any person acting for and on behalf of the Company may be responsible.

The Whistleblower Policy covers the reporting of deviations of legal and ethical requirements, which are actual or

anticipated, for which any individual working for the Company is or could be responsible. It additionally outlines the procedure that is followed once a report has been made, including protection from retaliatory actions because of reporting or participating in an investigation.

The Whistleblower Policy is published on the Company's website at www.ten.com/en/about/corporate-governance.

5.4.4. Bilateral Contacts Policy

The Company's bilateral contacts policy (the "**Bilateral Contacts Policy**") sets out the principles governing interactions between the Company and its shareholders and other financial market participants, with the objective of ensuring open, fair and transparent communication and providing equal and contemporaneous access to information that may influence the Company's share price.

The Bilateral Contacts Policy notably defines the framework under which bilateral discussions with shareholders, proxy advisers, financial analysts, and other market participants

may take place, including the roles of Investor Relations, management and, where appropriate, members of the Board.

The Bilateral Contacts Policy also provides for "closed periods" prior to the publication of periodic financial results, during which bilateral meetings and presentations are in principle suspended, subject to limited exceptions.

The Bilateral Contacts Policy is published on the Company's website at www.ten.com/en/about/corporate-governance.

5.5. Limitation on liability and indemnification matters

Under Dutch law, a member of the Board and certain other officers may be held liable for damages in the event of improper or negligent performance of their duties. They may be held jointly and severally liable for damages to Technip Energies and to third parties for infringement of the Articles of Association or of certain provisions of the Dutch Civil Code. In certain circumstances, they may also incur additional specific civil and criminal liabilities.

Directors and certain members of senior management are insured under an insurance policy taken out by Technip Energies against claims resulting from their conduct when acting in their capacities as Directors or senior managers. In addition, the Articles of Association provide for indemnification of the Company's Directors, including

reimbursement for reasonable legal fees and expenses or fines based on acts or failures to act in their duties. No indemnification shall be given to a member of the Board if (i) a Dutch court has established, without possibility for appeal, that the acts or omissions of such indemnified person that led to the financial losses, damages, suit, claim, action, or legal proceedings can be described as deliberate (*opzettelijk*), willfully reckless (*bewust roekeloos*) or seriously culpable; (ii) the costs or capital losses of the indemnified person are covered by an insurance policy and the insurer has paid out these costs or capital losses; or (iii) the indemnified person failed to notify Technip Energies as soon as possible of the costs or capital losses or of the circumstances that could lead to the costs or capital losses.

5.6. Shareholders' General Meetings

Shareholders exercise their rights through Annual and Extraordinary General Meetings of shareholders. The Company is required to convene an Annual General Meeting of shareholders in the Netherlands each year, no later than six months after the end of the Company's financial year. Additional Extraordinary General Meetings of shareholders may be convened at any time by the Board.

The convocation date is set at 42 days prior to the date of the Annual General Meeting by law.

The record date is set at 28 days prior to the date of the Annual General Meeting by law. Those who are registered as shareholders at the record date are entitled to attend the Meeting and to exercise other shareholder rights. Shareholders may be represented by written proxy.

The key dates for the upcoming Annual General Meeting of May 5, 2026 are thus as follows:

- the Convocation for the 2025 Annual General Meeting will occur on or prior to March 24, 2026;
- the Record Date of the 2025 Annual General Meeting is April 7, 2026.

5.6.1. Functioning of meetings

General Meetings are held in the Netherlands at the place where Technip Energies has its corporate seat (Amsterdam), or at Eindhoven, Groningen, Haarlem, Haarlemmermeer (Schiphol Airport), Hoofddorp, Maastricht, Rotterdam, The Hague, or Zoetermeer (the Netherlands). The Annual General Meeting shall be held no later than six months after the end of the financial year. Typically the agenda for the Annual General Meeting includes, among other things, the discussion and adoption of the Annual Accounts, appropriation of Technip Energies profits, and proposals relating to the Board, including the filling of any vacancies on the Board, discharge from liability of the Board members for the performance of the responsibilities in the previous financial year, and the advisory vote on Technip Energies' remuneration report. In addition, the agenda shall include such items as have been included therein by the Board or by shareholders. One or more shareholders, alone or together with other shareholders, representing at least 3% of the issued share capital may also request to include items in the agenda of a General Meeting. Requests must be made in writing and received by the Board at least 60 days before the day of the meeting.

Additional Extraordinary General Meetings may also be held whenever considered appropriate by the Board or when the Extraordinary General Meeting is requested by one or more shareholders who jointly represent at least 10% of the issued share capital. The request must be made in writing to the Board in accordance with Dutch law.

Unless Dutch law or the Articles of Association state otherwise, all resolutions adopted by the shareholders at the General Meeting are adopted with a simple majority of the votes cast. Insofar as the law does not prescribe otherwise, resolutions of the General Meeting require the approval of the Board unless the resolution has been adopted at the proposal of the Board. Generally, no quorum requirements apply.

Each Technip Energies share confers the right to cast one vote at the General Meeting and no restriction on voting applies pursuant to the Articles of Association and Dutch law. However, no votes may be cast at a General Meeting on shares held by Technip Energies or Technip Energies subsidiaries. Nonetheless, the holders of a right of usufruct and the holders of a right of pledge in respect of shares in Technip Energies' share capital held by Technip Energies or Technip Energies' subsidiaries are not excluded from the right to vote on such shares, if the right of usufruct or the right of pledge was granted prior to the time such share was acquired by Technip Energies or any of Technip Energies' subsidiaries. Technip Energies may not cast votes on shares in respect of which Technip Energies or a subsidiary holds a right of usufruct or a right of pledge. Shares which are not entitled to voting rights pursuant to the preceding sentences will not be taken into account for the purpose of determining the number of shares on which votes may be cast, or the amount of the share capital that is present or represented at a General Meeting.

5.6.2. Right to attend shareholders' General Meetings

General Meetings are convened by public announcement on the website of Technip Energies. The convening notice will be published no later than 42 days prior to the General Meeting of shareholders in accordance with Dutch law and the Articles of Association. The Board will provide the shareholders with the agenda including the agenda timing and whether these are discussion items or voting items. Furthermore, the Board will provide shareholders with relevant information in the explanatory notes to the agenda.

All shareholders, and each usufructuary and pledgee to whom the right to vote on Technip Energies shares accrues, are entitled to attend and exercise other shareholder rights. The record date is set at the 28th day prior to the day of the General Meeting. Anybody who is registered as a shareholder on the record date is entitled to attend the Meeting and to exercise other shareholder rights, provided that a person wishing to attend the Meeting notifies the Company of their intention to do so no later than on a day and in the manner mentioned in the notice convening the relevant General Meeting. There are no restrictions on voting rights attached to Technip Energies shares.

5.6.3. Amendment to the Articles of Association

The Articles of Association may be amended by a resolution of the General Meeting, by a simple majority of votes cast, but only at the proposal of the Board.

If a resolution to amend the Articles of Association is to be submitted to the General Meeting, this must in all cases be stated in the notice convening the General Meeting.

- [☰](#)
- [1](#)
- [2](#)
- [3](#)
- [4](#)
- [5](#)
- [6](#)
- [7](#)
- [8](#)
- [G](#)

6. Remuneration report

	Message from the Chair of the Compensation Committee	264
	Technip Energies' core principles and key practice in determining executive remuneration	266
6.1.	Remuneration at a glance	267
6.2.	Main elements of the current remuneration policy	269
	6.2.1. Executive Director remuneration policy	269
	6.2.2. Non-Executive Directors' remuneration policy	271
6.3.	The compensation peer group	271



6.4. — Other arrangements	272

6.5. — Application of the Remuneration Policy in 2025	273

6.5.1. Executive Director remuneration	273
6.5.2. Non-Executive Directors' remuneration	281
6.5.3. Former LTI grants, holdings and vestings	282

6.6. — Looking ahead to 2026	284

6.6.1. Executive Director remuneration	284
6.6.2. Non-Executive Directors' remuneration	287



Message from the Chair of the Compensation Committee

Dear Shareholders,

On behalf of the Compensation Committee, I am pleased to present Technip Energies' Remuneration Report for the year 2025.

The Remuneration Report was prepared in accordance with the Dutch Corporate Governance Code, and will be submitted to the 2026 Annual General Meeting for an advisory vote. The report outlines a summary of the Company's current Remuneration Policy, as well as explanation on how this policy was applied during the year, including a summary of Technip Energies' performance and resulting pay outcomes.

Stakeholder engagement

Technip Energies is committed to constructive and regular engagement with its shareholders. The Company has institutionalized an annual and proactive dialogue with its shareholders. This enables the Compensation Committee to actively consider shareholder perspectives and integrate relevant feedback into its decision-making processes.

As part of our preparations for the 2025 AGM, we actively engaged with shareholders and were pleased that the 2024 Remuneration Report received a positive advisory vote with a majority vote of 89%. The Compensation Committee welcomed shareholder feedback on the Company's compensation framework, including positive views on transparency and pay-for-performance alignment, while noting differing perspectives on pay quantum, particularly between French and U.S. investors.

2025 performance and pay outcome

The Compensation Committee conducted a thorough and structured performance assessment to evaluate the CEO's performance. Following the completion of the 2025 performance evaluation cycle, the Compensation Committee determined that the CEO delivered solid performance against established objectives. Accordingly, the Compensation Committee approved a total short-term incentive payout of 141.6% of target, compared to a maximum opportunity of 200% of target.

■ **Financial (60%):** The Company's revenue increased by 5%, due to growing activities in LNG in the Project Delivery segment and continuous activities in TPS. Although new business secured through a TPS contract awarded for €1.5 billion, the TPS Adjusted Revenue year-over-year decrease was driven by a reduced proprietary equipment contribution in energy derivatives projects. The TPS book-to-bill stood at 83.6% below the target objective.

■ **The Total Group Adjusted Recurring EBIT** at 7.2% benefited from delivery milestones on proprietary products, catalyst supply, and Project Management Consulting in the TPS segment. The TPS Adjusted Recurring EBIT margin increased by 120 basis points to 10.8%. Concurrently, Adjusted Selling, General and Administrative decreased by 2.5%.

■ **Non-financial (25%):** The Company has delivered robust performance in relation to its ESG objectives, exceeding the targets set. The Compensation Committee was very pleased to report no fatalities and a decrease in the Total Recordable Incident Rate to 0.13 from 0.16 in 2024. In addition, 100% of eligible commercial proposals included a carbon footprint measurement and decarbonization solution, well above the 80% target. Finally, meaningful strides have been made in initiatives such as employee upskilling and promoting gender diversity among graduate intake.

■ **Individual (15%):** Under the leadership of the CEO, Technip Energies successfully executed the strategic acquisition of Ecovyst's Advanced Materials & Catalysts business, a move that significantly enhances technological capabilities and broadens the portfolio offerings. By leading both the strategic assessment of key initiatives and the operational execution of major projects, the CEO delivered a pivotal contribution recognized by the Compensation Committee. Additionally, the Compensation Committee highlighted the critical commercial successes, the unwavering executive commitment to safety and integrity, and the strategic progress in human capital and organizational framework achieved in 2025.

In relation to the long-term incentive (LTI) component, the Compensation Committee was also pleased to confirm that the LTI program granted in 2022, which was dependent on the Company's relative TSR performance (37.5%), EPS (37.5%), and sustainability metrics (25%) was vested with a 170.6% level of achievement in 2025.

Looking ahead to 2026

In full consistency with the current Remuneration Policy, the Compensation Committee has decided to introduce targeted adjustments to the structure of the short-term incentive for 2026.

Consistent with shareholder expectations for the financial component to remain predominant, its weighting will be raised to 65%. In addition, the Compensation Committee has decided to strengthen its focus on key profitability measures. In line with the long-term value creation strategic objectives for TPS business, the book-to-bill ratio criteria weight has been removed. The financial performance component will be assessed against the following measures:

- Adjusted Recurring EBITDA (as percentage of Adjusted Revenue): 25%;
- Adjusted Selling, General and Administrative (SG&A): 20%; and
- TPS Adjusted Recurring EBITDA (in € millions): 20%.

Consequently, and in the context of the Company's strategic evolution, the Compensation Committee has rebalanced the sustainability and individual components, now weighting 15% and 20% respectively. This adjustment places increased emphasis on the strategic sub-component, with a specific focus on ensuring the successful integration of the recent acquisition of Ecovyst's Advanced Materials & Catalysts business.

In addition, reflecting shareholder feedback and in the context of the sustainability scorecard revision, the Compensation Committee continued to streamline the sustainability performance indicators within the short-term incentive, reducing the number from four to three. Therefore, the Compensation Committee has focused the sustainability component on the most material priorities, which are essential for advancing the Company's strategy and preparing it for future growth, namely health and safety, adoption of sustainable innovative solutions for Technip Energies' clients, and skills development.

The weight of emissions reduction and diversity objectives will remain unchanged within the long-term incentive component.

Finally, the Compensation Committee conducted a review of the CEO's annual base salary and approved an adjustment to €995,000, representing an increase of 5.29%, effective January 1, 2026. This decision was made within the framework of the approved Remuneration Policy and reflects the Committee's assessment of:

- CEO's sustained leadership in advancing the Company's growth, delivering value to our customers and shareholders, and transforming Technip Energies into a distinguished organization for our employees;
- developments in pay practices within the compensation peer group;
- and the evolution of internal pay practices.

This increase positions the CEO's annual base salary closer to the median of the compensation peer group and is considered appropriate and proportionate in light of the above factors.

The Compensation Committee remains committed to ongoing engagement with shareholders and will continue to maintain an open dialogue to understand and carefully consider their feedback. This continued engagement will inform the Compensation Committee's deliberations, including in connection with the preparation of the next review of the Remuneration Policy to be submitted for shareholder approval at the 2027 Annual General Meeting.

As Chair of the Compensation Committee, I would like to thank our shareholders and other stakeholders for their support and interest in Technip Energies.



Alison Goligher

Chair of the Compensation
Committee

Technip Energies' core principles and key practice in determining executive remuneration

Technip Energies, its Board of Directors, and the Compensation Committee of the Board (the "**Compensation Committee**") value the feedback received from its investors, shareholders, and other key stakeholders. Since the formation of the Company, Technip Energies has been active in engaging continuously with stakeholders in order to ensure closer alignment with market practices and stakeholders' expectations.

The effective remuneration policy (the "**Remuneration Policy**") was adopted by the Annual General Meeting held on May 10, 2023, with effect as of January 1, 2023.

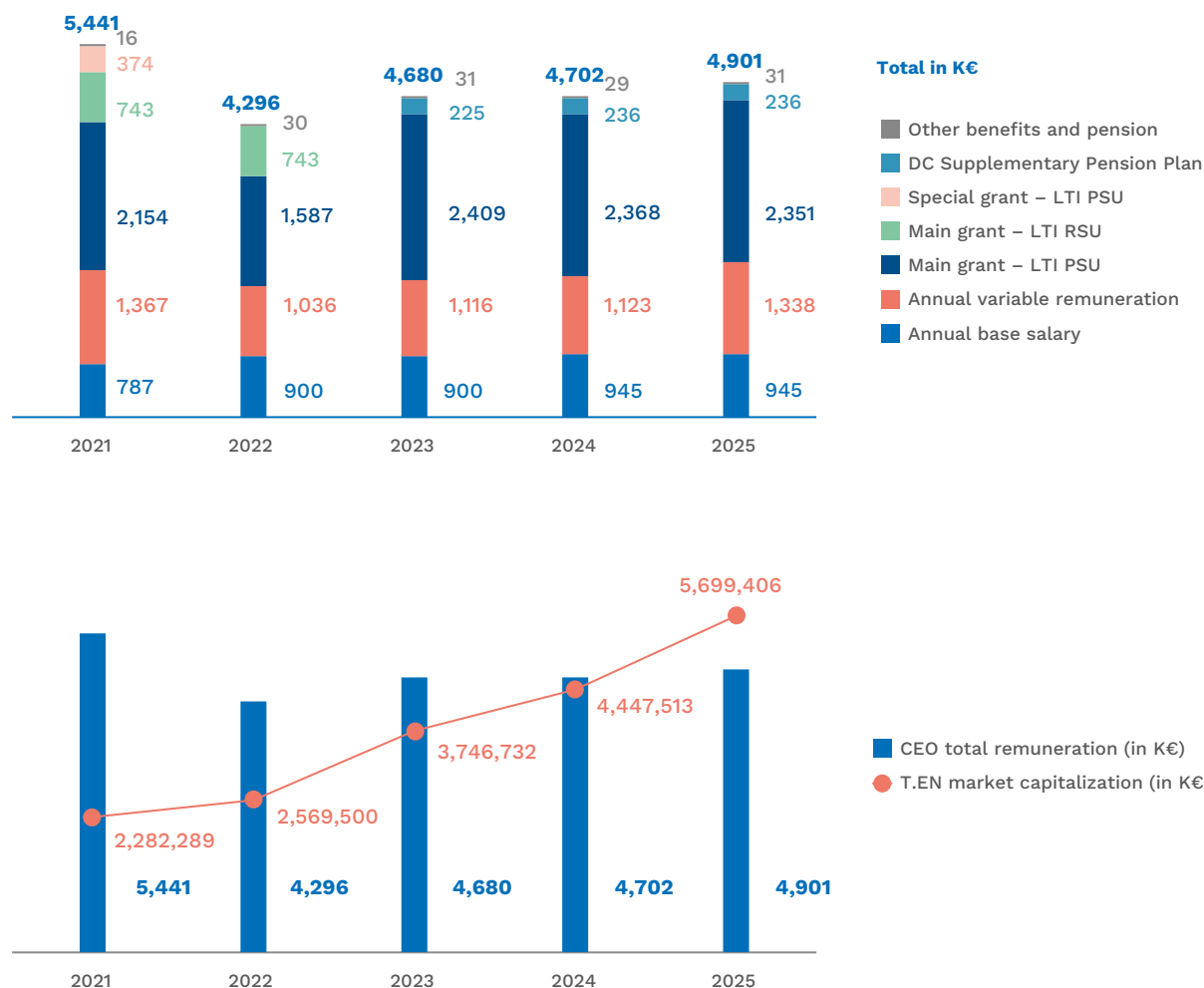
The Policy is designed to reflect and support our vision of continued long-term growth and prosperity for the Company, while embedding its purpose and values by:

- motivating the Executive Director to achieve and exceed Technip Energies' short-term and long-term business and sustainability objectives;
- aligning the interests of the Executive Director with our shareholders by focusing the Remuneration Policy on drivers of sustainable value creation and by ensuring that most of the executive compensation is at risk;
- providing a remuneration package that is competitive in the market and allows Technip Energies to attract, incentivize, and retain exceptionally talented individuals who can deliver on the Company's vision and strategy.

OUR CORE PRINCIPLES	OUR KEY PRACTICE
Transparency and competitiveness	■ Determine a remuneration policy that is transparent, supports Technip Energies' ambition to attract and retain the best talent, and ensures alignment between the Company and its shareholders. ■ Ensure that the Company stays abreast of market trends and expectations by retaining the services of an independent specialist company providing support and advice on all topics related to governance and remuneration policy, including by providing external total remuneration benchmarks to assist the Compensation Committee in setting the Chief Executive Officer's (the "CEO") remuneration within competitive market ranges.
Pay for performance and balance	■ Ensure that the CEO's total remuneration is mostly determined by the achievement of tangible metrics in both short and long-term incentive programs that are aligned with the Company's strategy (including by adopting sustainability-related KPIs which are fully relevant to Technip Energies' purpose) and with the interests of our shareholders. ■ Grant to the CEO performance shares that are subject to the achievement of demanding performance indicators aligned with the long-term interests of Technip Energies' shareholders and investors. ■ Balance short and long-term compensation, discouraging unnecessary or excessive risk-taking without compromising long-term value creation. ■ Ensure the alignment of interests over the long term, as the CEO must comply with a high-level shareholding requirement equivalent to three times his annual base salary. ■ Maintain clawback provisions for performance-based compensation and forfeiture provisions in Technip Energies' equity awards. ■ Prohibit the pledging or hedging of Technip Energies' shares held by officers and executives.
Dialogue with shareholders	■ Maintain an open and ongoing dialogue with shareholders to ensure Technip Energies can include their feedback to continuously improve its remuneration practices.

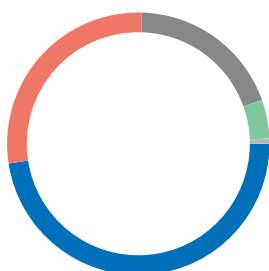
6.1. Remuneration at a glance

The total remuneration of Technip Energies' Executive Director for 2025 is outlined below. 2021, 2022, 2023 and 2024 Executive Director total remuneration is provided for reference and comparison purposes.



Arnaud Pieton		2025
Annual base salary (€)		945,000
Annual performance bonus (€)		1,338,120
Annual performance bonus payout (%)		141.6%
Number of granted PSUs		75,575
LTI granted fair value (€)		2,350,571
Total Direct Compensation (€)		4,633,691
Defined Contribution (DC) pension plan (Art. 82) (€)		236,250
Collective DC pension plan (Art. 83) (€)		15,072
Other benefits (€)		16,092
TOTAL REMUNERATION (€)		4,901,105

75%
of the remuneration is linked to performance indicators



48%
Long-term incentive

27%
Annual performance bonus

19%
Annual base salary

5%
DC Supplementary pension plan

1%
Other benefits

ANNUAL BASE SALARY

€945,000 for 2025

AT TARGET

100%
of the
base
salary

250%
of the
base
salary

ANNUAL PERFORMANCE INDICATORS

Structure	Weighting	Performance indicators	Payout	
85% business performance indicators	30%	Profitability	39.1%	€369,495
	30%	TPS Growth	33.6%	€317,520
	25%	ESG objectives	41.9%	€395,955
15% individual objectives	15%	Individual objectives	27.0%	€255,150
TOTAL			141.6%	€1,338,120

ANNUAL PERFORMANCE INDICATORS

Structure	Weighting	Performance indicators	Nbr granted	Fair value
100% PSU	37.5%	TSR	75,575	€2,350,571
	37.5%	EPS		
	25.0%	ESG		
TOTAL			75,575	€2,350,571

DC Pension Plan (Art. 82)	€236,250
Collective DC pension plan*	€15,072
Benefits & perquisites**	€16,092

* For 2025, the total amount contributed to the Company's collective defined contribution plan (Art. 83) was equal to 8% of the gross compensation above four times the annual French social security limit and capped at eight times the annual French social security limit, and represented €15,072.

** For 2025, the benefits offered to the Executive Director were similar to the benefits granted to other executives of Technip Energies. For 2025, the total costs of the benefits provided to the Executive Director amounted to €16,092.

2025 NON-EXECUTIVE DIRECTORS

Director	Annual retainer	Committee Chair Fee	Committee Meeting Fees	Total Fees FY2025
Joseph Rinaldi	€350,000.0	€0.0	€0.0	€350,000.0
Colette Cohen	€90,000.0	€12,500.0	€30,000.0	€132,500.0
Simon Eyers	€90,000.0	€18,000.0	€30,000.0	€138,000.0
Alison Goligher	€90,000.0	€12,500.0	€30,000.0	€132,500.0
Stephanie Cox	€90,000.0	€0.0	€24,000.0	€114,000.0
Maëlle Gavet	€90,000.0	€0.0	€15,000.0	€105,000.0
Matthieu Malige	€90,000.0	€0.0	€15,000.0	€105,000.0
Francesco Venturini	€90,000.0	€0.0	€15,000.0	€105,000.0
Arnaud Caudoux ⁽¹⁾	€0.0	€0.0	€0.0	€0.0

(1) Mr. Arnaud Caudoux waived the right to receive remuneration because of the policy of his employer, Bpifrance.

6.2. Main elements of the current remuneration policy

Technip Energies' current Remuneration Policy was approved by the General Meeting of Shareholders of Technip Energies on May 10, 2023 and took effect on January 1, 2023.

The Remuneration Policy's objective is to ensure that the Company attracts and retains the very best people from across the globe, in a competitive environment. It focuses on delivering fair, responsible, and transparent remuneration driving the achievement of the Company's long-term interests, sustainability, and strategic objectives, and on ensuring alignment between shareholder outcomes and Directors' compensation in the short, medium and long term.

The Compensation Committee may rely on benchmarks prepared by compensation consultants who survey relevant global, regional and local industry practices. The need to foster and preserve the social consensus when setting the remuneration of the Directors for a given year and the ratio between the pay of the Directors and the Company's employees is taken into account to ensure social support for the Directors' compensation in accordance with the Company's remuneration objectives.

A summary of the main elements of the Remuneration Policy applicable as of January 1, 2023, is presented below for information purposes.

6.2.1. Executive Director remuneration policy

The Executive Director Remuneration Policy is applicable to the CEO of Technip Energies who is currently the sole Executive Director.

	Purpose and link to strategy	Operation	Policy level	Maximum Payment
Annual base salary	Reflect and be aligned with the global energy and energy transition market practices in order to attract and retain exceptionally talented individuals.	Benchmarked annually and expected to be updated as needed. When reviewing the annual base salary level, the Compensation Committee considers key parameters such as pay increases for other employees at Technip Energies, economic conditions and governance trends, Executive Director's individual performance, skills and responsibilities, market pay levels, etc. Annual base salary change usually takes effect from January 1 of a given year.	Refer to section 6.5.1. Executive Director remuneration.	Not applicable, the annual base salary is a set amount determined at the beginning of the year by the Compensation Committee.
Annual performance bonus	Incentivize achievement of Technip Energies' annual financial and strategic targets, which include ESG targets. Provide focus on key metrics and an Executive Director's contributions to Technip Energies' performance.	Performance measures and stretch targets are set annually at the outset of a given financial year by the Compensation Committee by reference to the annual operating plan for that year: - at least 50% of the bonus is based on a set of financial metrics business performance indicators (e.g., revenue, profit margin, free cash flow, order intake, book-to-bill, or other similar financial measures); - a minimum of 15% and up to 25% of the bonus is assessed based on a set of sustainability indicators; - a maximum of 20% of the bonus is assessed based on personal targets; - the award is paid out in cash, after the end of the financial year.	The target annual performance bonus is set at 100% of the annual base salary. No bonus will be paid for below-threshold performance.	The maximum achievable annual performance bonus amount is 200% of the annual base salary.

	Purpose and link to strategy	Operation	Policy level	Maximum Payment
Long-term incentives	Incentivize an Executive Director to deliver superior long-term returns to shareholders.	LTI award grants to Executive Directors are comprised of 100% Performance Stock Unit ("PSU"). A PSU grant to an Executive Director consists of an award of a right to receive Technip Energies shares subject to (i) achievement of applicable performance indicators assessed over a period of three years (or more) and (ii) continuity of service with Technip Energies over such period. The performance indicators may include, but are not limited to: ■ a growth measure (e.g., Earnings per Share ("EPS"), net sales, etc.); ■ a measure of the Company's performance on sustainability matters; ■ a measure of efficiency (e.g., operating margin, operating cash conversion, return on invested capital (ROIC)); and ■ a measure of Technip Energies' relative performance in relation to its peers (for example, relative total shareholder return <i>vis-à-vis</i> a peer group).	The target nominal grant date value of LTIs granted to an Executive Director for a given year is set at 275% of the annual base salary. In the event the Compensation Committee extends to an Executive Director the benefit of the DC pension plan (see below), the target nominal grant date value of LTIs will be set at 250% of the annual base salary.	The maximum LTI award is capped at 450% of the annual base salary. In the event the Compensation Committee extends to an Executive Director the benefit of the DC pension plan described below, the maximum award is to be capped at 425% of the annual base salary.
	Purpose and link to strategy	Operation and Policy level		
Defined Contribution ("DC") pension plan	Technip Energies' ambition is to align its practice with the one of its peers and more broadly with comparable listed companies. Technip Energies also seeks to enhance the flexibility and improve the competitiveness of the remuneration package to maximize the opportunity to onboard executive talent from the broadest possible pool of executives.	The Compensation Committee may, at its discretion, decide to offer to an Executive Director the benefit of a pension plan, which is to be arranged within the framework of a "DC" plan. The chosen arrangement will comply with the legal requirements of the country where the Executive Director is located and will be aligned with the market practice at peer companies. The DC value will be set at 25% of the annual base salary. The DC plan will be managed by an independent insurance company with which the Technip Energies Group will have contracted.		
Other retirement benefits	Provide competitive post-retirement benefits.	Executive Directors will participate in collective pension and other retirement benefits schemes available to the other employees in the country where they are located.		
Benefits and perquisites	Provide market competitive benefits and facilitate the performance of Executive Directors in their duties.	Executive Directors are eligible to receive other benefits that may include, but are not limited to, financial planning, personal tax assistance, use of company cars, club memberships (primarily business-related), medical, vision and dental benefits, sickness, death and dismemberment benefits, work-related travel and security expenses for the Executive Director and spouse. Benefits may vary by location.		

6.2.2. Non-Executive Directors' remuneration policy

The Non-Executive Directors' Remuneration Policy is applicable to all Non-Executive Directors.

NON-EXECUTIVE DIRECTORS' FEES	
Purpose and link to strategy	A Non-Executive Director's compensation is designed to reward the time and talent required to serve on the Board of a company of Technip Energies' size, complexity, and geographical spread.
Operation and maximum payment	Remuneration of Non-Executive Directors is comprised of annual cash remuneration only. Non-Executive Directors will be compensated by way of an annual cash retainer, which is aligned with the practice among peer companies. Fees are reviewed periodically against market levels and may result in an upward or downward adjustment. The compensation is comprised of the following elements: ■ annual retainer; ■ annual chair fee; and ■ committee meeting fees.
Other benefits	Each Non-Executive Director receives reimbursement for reasonable incidental expenses incurred in connection with the attendance of Board meetings and meetings of Committees of the Board. Non-Executive Directors do not participate in employee benefit plans or in stock ownership plans applicable to Technip Energies Group employees.

6.3. The compensation peer group

For the purposes of benchmarking the total direct compensation of the Executive Director and the Non-Executive Directors, the Compensation Committee established the compensation peer group in 2021.

The Compensation Committee carries out a yearly review of the compensation peer group and, after thorough review in 2024, the Compensation Committee decided to make certain adjustments to the composition of the compensation peer group and, by effect, also to the TSR peer group being a subset of the compensation peer group.

The Committee's intent remains to include companies which would be strong competitors for the services of the Directors and to reflect the strategic direction of Technip Energies.

With the support of an external consultant, the Committee reviewed the composition of the compensation and the TSR peer groups in order to continue to ensure a fair level of comparability in terms of size (revenues, market capitalization, shareholder structure), activity (international and complex engineering activities in the energy, energy transition and carbon capture sectors), the ability of Technip Energies' peers to constitute a potential source of recruitment or attrition, and location.

As a result, from 2025 onwards, the Compensation Committee decided to determine a compensation peer group consisting of 19 companies (including 10 companies constituting the TSR peer group) based in Europe, the U.S., and Asia-Pacific as shown below.

TSR peer group

EUROPEAN COMPANIES	U.S. COMPANIES	APAC COMPANIES
• John Wood Group plc	• Fluor Corp.	• JGC Holdings Corp.
• Johnson Matthey plc	• KBR Inc.	• Worley Ltd
• Maire SpA		
• Saipem SpA		
• Técnicas Reunidas SA		
• ThyssenKrupp AG		

Compensation peer group

EUROPEAN COMPANIES	U.S. COMPANIES	APAC COMPANIES
■ Aker Solutions ASA	■ AECOM	• JGC Holdings Corp.
• John Wood Group plc	■ Baker Hughes Co.	• Worley Ltd
• Johnson Matthey plc	• Fluor Corp.	
• Maire SpA	• KBR Inc.	
■ Petrofac Ltd		
• Saipem SpA		
■ SBM Offshore NV		
■ SLB N.V.		
■ Siemens Energy AG		
■ Subsea 7 SA		
■ TechnipFMC plc		
• Técnicas Reunidas SA		
• ThyssenKrupp AG		
• Companies belonging to the TSR peer group.		

6.4. Other arrangements

Technip Energies does not provide loans or advances to the members of the Board of Directors.

6.5. Application of the Remuneration Policy in 2025

In accordance with Article 2:135b of the Dutch Civil Code, application of the Remuneration Policy in 2025 will be submitted to a non-binding vote of the shareholders at the shareholders' General Meeting of May 5, 2026.

Set forth below is information regarding the Executive Director of Technip Energies as of May 5, 2026.

Name	Age	Position
Arnaud Pieton	52	Chief Executive Officer

6.5.1. Executive Director remuneration

Annual base salary

The annual benchmarking exercise carried out in 2024 against the compensation peer group as set out in section 6.3. The compensation peer group of the 2024 Remuneration Report, confirmed that the CEO's annual base salary was positioned at 95% of the median.

Subsequent to this benchmarking, the Board of Directors, on recommendation of the Compensation Committee, determined to leave the annual base salary unchanged at **€945,000** for 2025.

Short-term incentive - Annual performance bonus

For 2025, the Compensation Committee decided to maintain the same overall structure for the short-term incentive - annual performance bonus, with business objectives comprising 85% and individual objectives 15%.

Following an in-depth review of the business performance indicators, and in particular the ESG component, the Compensation Committee felt it necessary to make one adjustment. As the adoption of the complete eProject solution on EPC projects was a success in 2024, the Committee did not wish to renew this criterion. Since the digital transformation of Technip Energies remains a major priority for the coming years, this objective was included in the Executive Director's individual objectives.

Technip Energies will always maintain its high standards on safety and will not compromise on this issue, therefore the zero fatality underpin condition has been maintained for 2025. Specifically, in the event of a single fatality, the TRIR criterion would be equal to 0% and the overall short-term incentive ESG performance measures (25% overall) would be capped at 100%.

Finally, no change was made to the maximum award level, and no payout would have been made on any KPI for below-threshold performance.

Based on the above, the STI design for 2025 for the Executive Director was determined as follows:

1. Profitability: Adjusted Recurring EBIT and a target on SG&A (30% weighting, with both measures being equally weighted);
2. TPS Growth: with a book-to-bill measure for the TPS business segment as well as a target TPS profit margin (30% weighting, with both measures equally weighted);

3. ESG comprising a set of four indicators which reflect some of the Company's main ESG priorities (25% weighting in the aggregate):

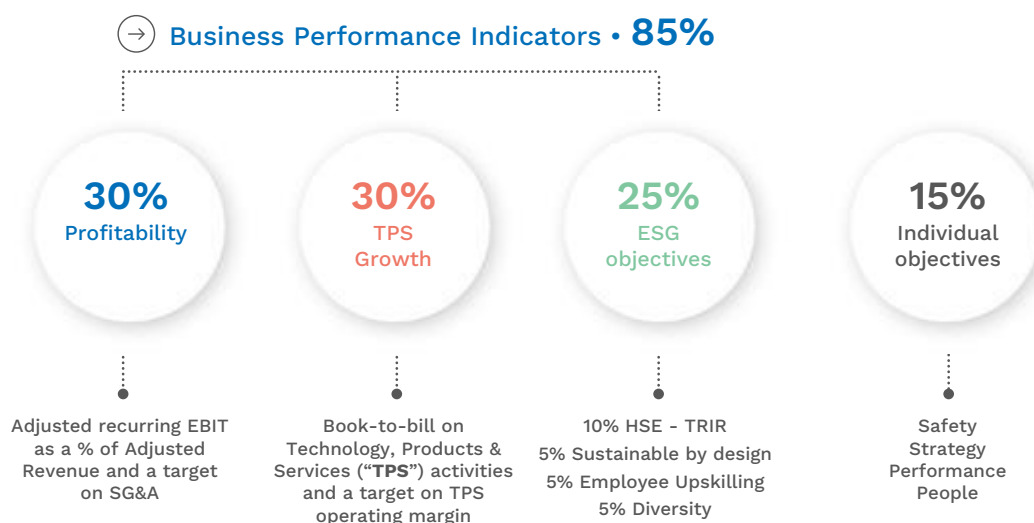
- **10%: HSE** – Total Recordable Incident Rate ("TRIR"),
- **5%: Sustainable by design** – 80% of commercial proposals to have a carbon footprint measurement and a decarbonization solution included,
- **5%: Employee upskilling** – 30 hours of learning n average per permanent employee to sustain Technip Energies' upskilling program,
- **5%: Diversity** – 50% of graduate hires are female.

4. Individual objectives (15% weighting) - For 2025, the focus was kept on "Safety," which is an absolute priority, and on the active deployment of Technip Energies' strategy. The "Performance" component remained in order to pursue the focus on operational excellence for the Company and in project execution, on digital transformation, as well as on securing deals and winning new business. Finally, the "People" component was also maintained to continue the efforts in the development of future leaders to ensure the succession of executive positions.

As a result, the individual objectives were as set below:

- Safety;
- Strategy;
- Performance; and
- People.

The 2025 annual performance bonus program was set as follows:



For the sake of maintaining stability and clarity over years, the payout curves, whether pertaining to business performance indicators or individual objectives, remained unchanged from 2024 with zero payout for performance measured below threshold, 100% payout of annual base salary at target, and a maximum payout of 200% for maximum performance. The interpolation is linear between these points.

2025 Annual performance bonus results

For 2025, the Executive Director achieved a total performance of **141.6%** against the targets set for the year.

Annual performance bonus indicators			WEIGHTING AS % OF TARGET BONUS	Threshold performance	Target performance	Max. performance	ACTUAL RESULT	ACHIEVED PERFORMANCE	PAYOUT AS OF TARGET
			0%	100%	200%				
Financial indicators	Profitability	% EBIT of Revenue	15%	≤ 6.5%	7.0%	≥ 7.5%	7.2%	126.7%	19.0%
		SG&A (M€)	15%	≥ €425	€395	≤ €365	€384.9	133.7%	20.1%
	TPS Growth	Book-to-bill (%)	15%	≤ 70.0%	100%	≥ 130%	83.6%	45.2%	6.8%
		% EBIT on TPS Revenue	15%	≤ 9.0%	10.0%	≥ 11.0%	10.8%	179.0%	26.9%
	TOTAL		60%					121.2%	72.7%
	ESG objectives:								
Non-financial indicators	a) HSE – Total Recordable Incident Rate		10%	≥ 0.30	0.20	≤ 0.10	0.13	170.0%	17.0%
	b) Sustainable by design – % of proposals with a carbon footprint estimation		5%	< 70%	80%	100%	100.0%	200.0%	10.0%
	c) Employee upskilling - 30 hours of learning on average per permanent employee		5%	≤ 21h	30h	≥ 35h	31.1	118.3%	5.9%
	d) 50% women hiring through Graduate Intake		5%	< 40%	50%	≥ 60%	58.0%	180.0%	9.0%
	TOTAL		25%					167.7%	41.9 %
	Business performance indicators		85%					134.8%	114.6%
Individual objectives ⁽¹⁾			15%	0%	100%	200%	Board assessment	180.0%	27.00%
TOTAL PAYOUT							141.6%		

(1) The individual objectives are described in the following section below.

Financial measures

- **The Company's adjusted revenue** increased by 5%, or €331.7 million, to €7,186.5 million for the year ended December 31, 2025, from €6,854.8 million for the year ended December 31, 2024, due to growing activities in LNG in the Project Delivery segment and continuous activities in Technology, Products & Services.
- **Adjusted Selling, general and administrative ("SG&A")** decreased by 2.5%, or €9.4 million, to €384.9 million for the year ended December 31, 2025, from €394.3 million for the year ended December 31, 2024. It comes from lower selling activities and reduced general and administrative expense partially offset by the impact of the supplemental French social charges on long-term incentive plans that notably affected the first half of 2025.
- **Total Group Adjusted Recurring EBIT⁽¹⁾** at 7.2% benefited from delivery milestones on proprietary products, catalyst supply, and Project Management Consulting ("PMC") in the TPS segment, compensating a re-balancing in the project delivery project's portfolio with a larger share of early-stage projects with limited margin contribution.
- **TPS Adjusted Revenue** decreased year-over-year by 8.9% to €1,820.2 million driven by a reduced proprietary

equipment contribution in energy derivatives projects, partially offset by strong volumes in consultancy, engineering services and studies, as well as with the ramp-up of activity on carbon capture proprietary products.

- **TPS Adjusted Recurring EBIT** increased year-over-year by 2.3% to €196.4 million.
- **TPS Adjusted Recurring EBIT margin** increased by 120 basis points to 10.8%. Year-over-year margin expansion was achieved despite the contraction in revenues, benefiting from delivery milestones on proprietary products, catalyst supply, and Project Management Consulting (PMC).
- **TPS book-to-bill** at 83.6% calculated as the ratio of Adjusted Order Intake to the amount of Adjusted revenues for TPS segment in the year. New business secured through TPS contract awarded for €1.5 billion. TPS adjusted revenues recognized in the P&L for €1.8 billion in the year, which includes the ramp-up of activity on carbon capture proprietary products that were awarded last year.

ESG

- At Technip Energies, safety is at the core of our values. Our Global HSE and Security Policy demonstrates our absolute commitment to the Health, Safety, Environment and Security ("HSES") of anyone directly or indirectly affected by our business activities. All safety incidents are recorded for both our own workforce and subcontractors, striving for zero fatalities. To that matter, we were very pleased to report no fatalities in 2025. That year also, we observed a decrease in the Total Recordable Incident Rate ("TRIR") to 0.13 (per 200,000 hours worked) from 0.16 in 2024, meeting our yearly target of less than 0.20. Recognizing the complexity of our ongoing projects and our commitment to broad incident reporting, we established in 2025 a revised TRIR target of <0.20 (versus <0.10) to maintain engagement and momentum across all teams while ensuring transparency and continuous improvement. The subcontractor workforce represented around 95% of all recordable incidents. The Company's approach to incident reporting is exhaustive and includes minor incidents (82% of recordable incidents in 2025 were restricted work cases and medical treatment injuries). A set of proactive actions have been implemented: specific site visits and audits, cold-eye reviews, exchanges of best practices among sites, integration of lessons learned to improve and positively impact safety on the sites. Please refer to section 3.3.1.3. for more insight on Technip Energies health and safety policies and practices.
- Technip Energies is committed to taking into account climate risk and to adapting to climate change. To that purpose, the Group believes in early engagement as the route to define and optimize a project's scope, as it is at this stage it can propose optimized designs and best technology solutions, whether utilizing proprietary technologies or alliance partner technologies. In order to reflect these dimensions and give them concrete resonance in performance, it was decided to integrate into the short-term incentive a measure consisting of including

a carbon footprint measurement and a decarbonization solution in commercial proposals submitted to Technip Energies' clients such as Capture.Now™, Canopy by T.EN™, SnapLNG by T.EN™, or Shell's CANSOLV CO₂ Capture System. In 2025, 100% of eligible proposals (project delivery and Technology EP/EPC) met the set objective. This success is proof of Technip Energies' will to grow commercially while respecting its commitments and values. More information is available in section 2.1. Sustainable long-term value creation.

- As Technip Energies' ambition is to drive the transformation of the energy industry with its people, cultivating a future-ready workforce becomes imperative. In December 2022, Technip Energies announced a three-year investment plan to upskill the workforce in order to be "Future Ready." This plan included the creation of T.EN University, and, for the first time, an ESG commitment to learning and development. As we work toward this ambition, we have achieved an average of 31.1 learning hours per permanent employee in 2025, exceeding our target of an average of 30 hours per permanent employee and marking a significant increase from 27.4 hours in 2024, 22.9 hours in 2023, and 10 hours in 2022. For more details, see also People Development in section 3.3.1.6. People development.
- Gender diversity starts at recruitment, which is why Technip Energies set out to hire 50% women graduates at entry level. Thanks to the mobilization of our managers, People & Culture teams, and appropriate resourcing policies on all Technip Energies sites, including a strengthened engagement with campuses worldwide, we are proud to have exceeded this target for the fifth consecutive year. In 2025, 58% of young graduates hired were women. For more details, see also section 3.3.1.5. Diversity and inclusion.

⁽¹⁾ Adjusted recurring EBIT: adjusted profit before net financial expense and income taxes adjusted for items considered as non-recurring.

Individual objectives

Indicators		Weighting	Achievement	
Individual objectives	Safety	Active Safety & Ethics Leadership – improve YoY on leading and lagging indicators and pursue the intensification of on-site leadership visits	2.25%	Exceeded objectives set
		Hold HSES forum at T.EN with T.EN industry peers and the 3 rd consecutive ESG Supplier Council at T.EN		
	Strategy	Execute Merger and Acquisition roadmap	4.50%	Successfully met objectives set
		Review and monitor T.EN investment portfolio		
		Monitor and supervise progress in Reju’s roadmap		
	Performance	Project execution – Deliver on some identified key projects and monitor negotiations to prepare the future	6.00%	Exceeded objectives set
		Commercial – Secure key LNG, Carbon Capture, SAF & low-carbon H ₂ /Ammonia programs to reach FID in 2025		
		Organization for sustained performance – Support the Digital Acceleration Program initiatives and prepare the adjustment of T.EN organization		
	People	Ensure the continued implementation and updating of the senior executive succession plan	2.25%	Exceeded objectives set
		Continue the implementation of leadership team development initiatives		
TOTAL		15%	27.0%	

Executive Director's individual performance

The Executive Director's 2025 individual objectives have been set and agreed by the Board of Directors at its meeting in February 2025, on the recommendation of the Compensation Committee.

The Compensation Committee assessed the individual performance as well above target in almost all elements. The Compensation Committee also considered the performance of the Executive Director overall throughout the year and the Company's performance. As a result, the individual element was assessed at 180% corresponding to a payment of 27.0% for his achieved performance, against the on-target payout of 15% for 100% delivery and a maximum payout of 30% for 200% delivery.

■ **Safety:** Guided by the core value that "We don't compromise on safety and integrity," the Executive Director serves as the foremost ambassador for safety, setting a strong example and establishing a tone of unwavering commitment at the highest level. The Executive Director's dedication was exemplified by the achievement of 640 leadership visits, compared to the 500 planned as a target for 2025, and culminated in the great satisfaction of having recorded no fatalities in 2025 over more than 230 million hours worked. This accomplishment underscores the Executive Director and leadership team's active engagement and unwavering focus on maintaining a safe and healthy working environment.

This year again, the Health, Safety, and Environment Main Contractors Summit, led by Technip Energies, brought together senior HSE representatives from 13 global companies, under the theme "Be HSE Future-Ready." These companies work regularly with Technip Energies on common projects and share an interest in improving HSE conditions. The November 2025 Summit was again a huge success, further strengthening an improved structural approach. Under the Executive Director's impetus, Technip Energies also hosted the third edition of its Sustainability Suppliers Council that brought together more than 50 suppliers, its landmark annual *rendez-vous* for suppliers to share best practices and strengthen long-term relationships, aiming to foster a supply chain that is sustainable, responsible, and resilient.

It should also be noted that the global benefits and well-being program WeCare, which is structured around several pillars dealing with health, family, well-being, security, and integrity, was successfully implemented in April 2025.

■ **Strategy:** Under the leadership of the Executive Director, Technip Energies successfully executed the strategic acquisition of the Advanced Materials & Catalysts (AM&C) business from Ecovyst, a move that significantly enhances technological capabilities and broadens the portfolio offerings. This acquisition reinforces Technip Energies' industry position and strengthens its presence across the entire operational expenditure value chain, enabling the delivery of more comprehensive and integrated solutions to clients. By championing the integration of AM&C's innovative technologies and expertise, the Executive Director aims to create new revenue streams and foster sustainable long-term growth for Technip Energies.

Throughout the year, the Executive Director personally led comprehensive reviews of key investment initiatives. He ensured these initiatives remained aligned with the Company's strategic vision and market realities. The Executive Director provided detailed updates to the Board of Directors on each initiative's progress, market viability, and future outlook. Recognizing evolving market conditions and strategic priorities, he made the pivotal decision to review allocated budget for certain initiatives for 2026, reflecting a cautious and strategic approach. He also decided that the pace of development of certain initiatives should be adapted to better align with market readiness and prioritize resources toward the most mature opportunities.

Reju remained a central focus of the Executive Director's innovation agenda in 2025. He led multiple presentations and reviews notably to the Board of Directors, to evaluate progress and strategic positioning. Under his guidance, some priorities were reset, and efforts were made to refine the future business model. Thanks to his strategic choices, the Executive Director made the celebration of significant milestones possible, including the selection of Chemelot Industrial Park in Sittard, Netherlands, for Reju's first industrial-scale regeneration center and the successful production of Reju's recycled polyethylene

terephthalate (“rPET”), demonstrating technical feasibility and market readiness. He also facilitated the execution of five joint development agreements with prominent brands, validating market interest and opening pathways to commercialization. Looking ahead, the Executive Director is committed to making 2026 a pivotal year for Reju by supervising the finalization of its future business model and securing the final investment decision, which will determine its scale and strategic trajectory.

■ **Performance:** In project execution, the Executive Director’s leadership was instrumental in ensuring the successful negotiation of the reviewed baseline of the Semptra ECA LNG project. The execution of the new baseline started in 2025 and will ensure the project handover scheduled for summer 2026. The Executive Director oversaw the progress of the NFE and NFS projects in Qatar, which advanced largely as planned, with the first LNG train handover for NFE on track for the second quarter of 2026. The strong performance of these projects positions T.EN favorably for further developments in the region.

On the commercial front, the Executive Director has been instrumental in steering Technip Energies teams to achieve key milestones, including the award of large projects:

- ENI Coral Floating Liquefied Natural Gas (“FLNG”) project: Technip Energies to perform preliminary activities for Eni’s Coral Norte FLNG unit in Mozambique, an exact replication of the Coral Sul FLNG, leveraging the success of the original facility delivered in 2022.
- Commonwealth LNG: Technip Energies to provide EPC services for Commonwealth LNG’s 9.5 Mtpa LNG facility in Cameron Parish, Louisiana. The contract covers six identical liquefaction trains using Technip Energies’ SnapLNG by T.EN™ modular and scalable solution. On December 22, 2025, Commonwealth LNG authorized key equipment purchase orders as part of this contract.
- Blue Point Number One ATR, the world’s largest low-carbon ammonia plant in Donaldsonville, Louisiana: leveraging its expertise in modularization and project delivery, Technip Energies to perform engineering, procurement, equipment and module fabrication for the production facility. The Blue Point Number One ATR Project is expected to enable more than 95% CO₂ recovery, representing a significant step forward for the ammonia industry.

Organizationally, the Executive Director enabled very good and material progress on the Digital Acceleration Plan for Operations, including Artificial Intelligence (AI) powered solutions, to uplift efficiency and prevent value erosion in project execution. Finally, he led the internal project for a new organizational structure to position Technip Energies for enhanced focus and agility on project delivery, technology, products, services, and adjacent business models.

■ **People:** People development was another area where the Executive Director demonstrated decisive leadership. He successfully completed the Chief Legal Officer (CLO) succession process that resulted in the appointment of Marco Barone. In his ongoing efforts to ensure robust leadership continuity, the Executive Director implemented a robust and structured process to strengthen CEO and Executive Committee succession planning.

With regard to human resource development and in particular programs for building the leadership succession pipeline, the Executive Director strongly supported the implementation of the Catalyst program that onboarded 40 selected future leaders. Delivered in partnership with INSEAD Business School, it started in October and will conclude in May 2026. The learning journey comprises two residential modules, an action learning project based on real business challenges presented by our Executive Committee, online business simulations, coaching, and masterclasses.

Overall, the strategic vision, decisive actions, and unwavering commitment of the Executive Director in 2025 played a decisive role in Technip Energies’ success in all aspects of its business and contributed to long-term value creation, as illustrated by Euronext’s announcement of Technip Energies’ inclusion in the CAC Next 20 and CAC Large 60 indices, effective September 22, 2025.

In accordance with the aforementioned, the Compensation Committee acknowledged the Executive Director’s substantial personal contribution and dedication in delivering excellent economic results this year. Additionally, the Committee recognized the critical commercial successes and strategic progress in human capital and organizational structuring achieved in 2025.

Long-term incentive

The objective of long-term incentive programs is to align CEO incentives with long-term value creation for Technip Energies and its shareholders. As per the Remuneration Policy, the structure of the Executive Director's long-term incentive (LTI) program award in 2025 consisted of Performance Stock Units ("PSUs") subject to continuous service with Technip Energies during the vesting period and to the successful achievement of the relevant performance indicators.

The target nominal grant was set at 250% of the annual base salary as the Compensation Committee resolved from 2023 to activate the option for a DC pension plan for the Executive Officer.

When reviewing the performance indicators for 2025, the Compensation Committee decided to make no change in comparison to 2024.

As for 2024, the long-term performance indicators for 2025 maintain the focus on the future growth of the business and remain consistent with outstanding awards.

Therefore, the PSUs granted in 2025 to the Executive Director are subject to the following three performance indicators measured over a three-year period:

1. Total Shareholder Return ("TSR") weighted at 37.5% of the 2025 grant;
2. Basic Adjusted Earnings per Share ("EPS") weighted at 37.5% of the 2025 grant;
3. ESG performance, weighted at 25% of the 2025 grant, which is comprised of two equally weighted indicators:
 - **Net Zero:** Reduce 50% of Scope 1 and 2 GHG emissions by 2027;
 - **Diversity & Inclusion:** 33.5% of women in total workforce by 2027.

The Compensation Committee will review and approve the respective achievement of the performance indicators at the time of vesting in 2028.

Total Shareholder Return

The TSR is the rate of return of a Technip Energies share over a year taking into account the payment of a dividend during the period. The dividend is assumed to be reinvested immediately into Technip Energies shares at the closing share price of the dividend payment day. The calculated average for Technip Energies' TSR over three years is compared to the calculated average of each company included in the TSR peer group.

As mentioned in section 6.3. The compensation peer group, the Compensation Committee carried out a thorough review of the peer groups in 2024 and decided to make certain adjustments to the composition of the compensation peer group and, by effect, also to the TSR peer group being a subset of the compensation peer group.

The 2025 TSR peer group consists subsequently of ten companies as set below:

EUROPEAN COMPANIES	U.S. COMPANIES	APAC COMPANIES
• John Wood Group plc	• Fluor Corp.	• JGC Holdings Corp.
• Johnson Matthey plc	• KBR Inc.	• Worley Ltd
• Maire SpA		
• Saipem SpA		
• Técnicas Reunidas SA		
• ThyssenKrupp AG		

Technip Energies' share performance is measured against the corresponding average performance of the panel of its peers. Earned PSUs will be based on the percentile ranking of

Technip Energies' TSR against the peer group's TSR results. The TSR award structure provides no reward for achievement below median performance.

TSR PERFORMANCE - Ranking	Below Rank 5 th	Rank 5 th	Rank 4 th	Rank 3 rd	Rank 1 st or 2 nd
Earned PSUs ⁽¹⁾	0%	50%	100%	150%	200%

(1) If absolute TSR is less than 0%, achievement cannot be greater than 100%.

PSUs that are not acquired due to the TSR indicator being below median performance will be forfeited.

Basic Adjusted Earnings per Share

Basic Adjusted Earnings per Share (EPS) is a key long-term performance metric that promotes the execution of Technip Energies' strategy to deliver profitable growth with a strong alignment with shareholders' interests. It is defined as the annual rates of Basic Adjusted EPS for the 2025 to 2027 fiscal years.

Basic Adjusted EPS is calculated by dividing the Adjusted Net Income (Loss) attributable to the Technip Energies Group by the weighted average number of common shares outstanding during the period adjusted to exclude Technip Energies shares held by Technip Energies without any dilution effect.

EPS PERFORMANCE ⁽¹⁾	≤2.00	2.10	2.25	2.45	≥2.65
Earned PSUs	0%	50%	100%	150%	200%

(1) Interpolated on a straight-line basis between those points.

The PSUs which are not acquired due to the performance threshold not being met will be forfeited.

ESG performance

From 2024, the ESG long-term component is made up of two equally weighted indicators: Scope 1 and 2 targets and a total workforce gender equality indicator.

These ESG performance indicators are part of Technip Energies' ESG roadmap and mark the Company's ongoing commitment to creating long-term value and integrating sustainable, socially responsible business practices.

The performance of the ESG indicators will be measured according to the following scales:

	Threshold	Target	Maximum
Net Zero: reduce Scope 1 & 2 GHG emissions	<-42%	-46%	≥-50%
Diversity & Inclusion: % of women in total workforce	≤32.5%	33.0%	≥33.5%
Earned PSUs matrix⁽¹⁾	0%	50%	100%

(1) Interpolated on a straight-line basis between threshold and maximum targets.

The PSUs that are not acquired due to the performance threshold not being met will be forfeited.

The details of the PSUs granted in 2025 to the Executive Director are provided below:

Type of grant	Grant date	Nominal value at grant date ⁽¹⁾	Fair value at grant date ⁽²⁾	Number of granted rights	Vesting period	Performance indicator	Continuous service indicator
PSUs	03/21/2025	2,362,475	2,350,571	75,575	3 years	TSR / EPS / ESG	Yes

(1) Based on the closing share price at the grant date, i.e., €31.26.

(2) Costs of performance shares based on accounting standards (IFRS).

As indicated in Technip Energies' Insider Trading Policy, the Executive Director must comply with a share ownership requirement equivalent to three times his annual base salary, which is to be met within five years of his initial appointment date. The share ownership requirement:

- Includes shares owned outright, RSUs, and PSUs where the performance period has been completed;
- Excludes unexercised stock options, unvested PSUs, and shares eventually held in retirement plans;
- As of December 31, 2025, Technip Energies shares owned directly by the Executive Director amounted to 399,711 shares, which complies fully with the Company's share ownership requirement.

Pension

In line with the Remuneration Policy, the Compensation Committee decided from 2023 to activate the option for the Executive Director to benefit from a supplementary DC pension plan (representing 25% of annual base salary). As a consequence, the long-term incentive target nominal grant date value was reduced from 275% to 250% of the annual base salary, in order to avoid any increase in the Executive Director's total target remuneration package.

As indicated above, this reflects the ambition of the Compensation Committee to further converge toward the practice of its peers and more broadly with comparable listed companies.

The DC pension plan for the Executive Director, Mr. Pieton, has been established in accordance with the regulatory framework of Article 82 of the French Tax Code. An agreement was entered into with an independent insurance company to implement and administer this DC pension plan.

The total gross contribution amounted to €236,250 in 2025, of which approximately half related to income tax payment and social security contributions, with the other half being contributed into the pension fund administered by the insurance company.

Other retirement benefits

As is the case with other Technip Energies senior managers based in France, the Executive Director participates in a collective supplementary French defined contribution plan, which provides for contributions equal to 8% of the gross compensation above four times the annual French social security limit and capped at eight times the annual French

social security limit. For 2025, the total amount contributed to the plan was €15,072. The Executive Director also participated in the French mandatory pension scheme, which is operated by the French state and applies to all employees in France.

Benefits and perquisites

The total cost of the benefits provided to the Executive Director for fiscal year 2025 amounted to €16,092. These benefits were aligned with the benefits granted to other

Technip Energies' senior executives in France and included medical, death, and disability coverage. The Executive Director is also eligible for a fully expensed company car.

Service agreement

The service agreement of the Executive Director is fully aligned with the Remuneration Policy.

2025 Total remuneration

The total remuneration cost of the Executive Director for fiscal year 2025 was €4,901,105.

Arnaud Pieton	2025
Annual base salary (€)	945,000
Annual performance bonus (€)	1,338,120
Annual performance bonus payout (%)	141.6%
Number of granted PSUs	75,575
LTI granted fair value (€)	2,350,571
Total Direct Compensation (€)	4,633,691
Defined Contribution (DC) pension plan (Art.82) (€)	236,250
Collective DC pension plan (Art. 83) (€)	15,072
Other benefits (€)	16,092
TOTAL REMUNERATION (€)	4,901,105

The table below sets forth the proportion of fixed and variable remuneration as a percentage of the total remuneration for the Executive Director, demonstrating that 75% of the total remuneration is at risk.

Proportion of fixed and variable remuneration ⁽¹⁾	% of annual fixed remuneration	% of annual variable remuneration
Chief Executive Officer, Arnaud Pieton	25%	75%

(1) Annual fixed remuneration is determined as the sum of annual base salary, pension costs, and other benefits. Annual variable remuneration is determined as the sum of actual annual performance bonus and performance shares based on accounting standards (IFRS).

Pay ratio consideration

Technip Energies strives to maintain social consensus within the Company on compensation issues in accordance with its remuneration philosophy and objectives.

As Technip Energies was formed in 2021, there is no pay ratio data before this date.

Year	2021	2022	2023	2024	2025
CEO remuneration (€)	5,440,540	4,296,195	4,680,488	4,702,166	4,901,105
Average Technip Energies employee payroll cost (€)	76,691	91,914	86,708	89,366	89,792
PAY RATIO	71	47	54	53	55

The pay ratio is calculated by dividing the total remuneration of the Executive Director by the average Technip Energies employee payroll cost.

The average Technip Energies employee payroll cost is €89,792 in 2025. It was calculated considering aggregate wages, salaries and other pension costs for a total amount of €1,667.8 million (see Note 11. Expenses by nature) divided by 18,574, which is the number of Technip Energies Full Time Equivalent Employees as of December 31, 2025 (see Note 12. Payroll staff).

The year-on-year evolution of the ratio is explained by the increase in the Executive Director's total remuneration resulting from excellent performance reflected in the short-term incentive payouts, while the average employee payroll cost remained quite stable in comparison to 2024.

This ratio will continue to be taken into consideration in the determination of any adjustments to the Remuneration Policy and particular attention will be paid to its relative evolution over the years.

6.5.2. Non-Executive Directors' remuneration

In accordance with the Remuneration Policy adopted in 2023, the remuneration of Non-Executive Directors is comprised of annual cash remuneration only and includes the following elements: annual retainer, annual chair fee, and committee meeting fees.

In 2024, in order to assess the competitiveness of Directors' remuneration, the Compensation Committee, with the assistance of an external advisor, carried out an annual benchmarking exercise, with listed companies in Europe focusing on companies belonging to the AEX25 and CAC60 (CAC40 + Next 20) indices, and with companies in the compensation peer group as set out in section 6.3. The compensation peer group of the 2024 Remuneration Report.

This benchmarking showed that there was a significant difference between the annual retainer for Technip Energies' Chair of the Board and market median compared with European companies with the same governance structure, and a similar size in terms of market capitalization and revenues.

It also showed that, for companies belonging to the compensation peer group with a similar governance structure, the annual retainer was in the lower quartile of the market.

In its recommendation, the Compensation Committee also took into account that the remuneration for the Chair of the Board was last adjusted in 2022, the evolution of the remuneration practices for both European and the compensation peer group companies, and the strong performance and growth of the Company since its inception. The Compensation Committee also judged that the compensation provided should remain competitive to allow the Company to attract the highest caliber directors.

On this basis and following an in-depth review, the Compensation Committee recommended, and the Board of Directors approved, adjusting the annual retainer of the Chair of the Board of Directors of Technip Energies to €350,000. This brought the remuneration of the Chair of the Board back to the market median compared to European peers and still in the lower quartile of the compensation peer group.

For 2025, the remuneration scale for Non-Executive Directors was therefore as defined in the table below.

2025 – NON-EXECUTIVE DIRECTORS	
Chairperson annual retainer	€350,000
Board member annual retainer	€90,000
Annual Chair fee	€18,000 for the Audit Committee €12,500 for the Compensation Committee €12,500 for the Sustainability Committee
Committee meeting fee	€3,000 per Committee meeting
The Compensation Committee will retain the discretion to modify the value of compensation, should this be considered appropriate. Where any discretion is exercised, the basis of this exercise will be disclosed in the next Remuneration Report. Each Non-Executive Director will be reimbursed for reasonable incidental expenses incurred in connection with the attendance of Board and Committee meetings.	

Applying the elements set forth above, the following amounts were paid to the Non-Executive Directors in respect of 2025:

2025 NON-EXECUTIVE DIRECTORS				
Director	Annual retainer	Committee Chair Fee	Committee Meeting Fees	Total Fees FY2025
Joseph Rinaldi	€350,000.0	€0.0	€0.0	€350,000.0
Colette Cohen	€90,000.0	€12,500.0	€30,000.0	€132,500.0
Simon Eyers	€90,000.0	€18,000.0	€30,000.0	€138,000.0
Alison Goligher	€90,000.0	€12,500.0	€30,000.0	€132,500.0
Stephanie Cox	€90,000.0	€0.0	€24,000.0	€114,000.0
Maëlle Gavet	€90,000.0	€0.0	€15,000.0	€105,000.0
Matthieu Malige	€90,000.0	€0.0	€15,000.0	€105,000.0
Francesco Venturini	€90,000.0	€0.0	€15,000.0	€105,000.0
Arnaud Caudoux ⁽¹⁾	€0.0	€0.0	€0.0	€0.0

(1) Mr. Arnaud Caudoux waived the right to receive remuneration because of the policy of his employer, Bpifrance.

6.5.3. Former LTI grants, holdings and vestings

TechnipFMC grants

In connection with the separation of Technip Energies from TechnipFMC plc, the outstanding rights to receive ordinary shares of TechnipFMC pursuant to Restricted Stock Unit and Performance Stock Unit awards held by the Executive Director as a result of his pre-separation employment with TechnipFMC were converted into RSUs on the same terms under Technip Energies long-term incentive programs.

The same principles have been applied to the outstanding options to purchase ordinary shares of TechnipFMC, which have been converted into stock options on the same terms under Technip Energies long-term incentive programs.

The following elements correspond to the TechnipFMC outstanding rights of the Executive Director at the Spin-off which have been converted into Technip Energies long-term incentive programs.

Plan	Grant date	Tax maturity	Expiration date	Exercise price	Number of options granted	Number of options forfeited	Number of options unvested	Number of options non-exercisable	Number of options exercisable	Number of options exercised	Number of outstanding options
SOP											
02/26/2018	02/26/2018	02/26/2021	02/27/2028	€37.33	13,359	0	0	0	13,359	0	13,359
SOP											
03/08/2019	03/08/2019	03/08/2022	03/09/2029	€25.84	30,822	0	0	0	30,822	0	30,822

Technip Energies grants - Executive Director

The 2023 Remuneration Policy, approved by the General Meeting of Shareholders of Technip Energies on May 10, 2023 and effective as of January 1, 2023, eliminated RSUs awards, which are only time-based.

Therefore, the structure of the Executive Director's long-term incentive program (LTI) award in 2023 and 2024

consisted of 100% PSUs subject to continuous service with Technip Energies during the vesting period and to the successful achievement of the relevant performance indicators.

Plan	Grant date	Acquisition date	Number of granted rights	Number of rights forfeited	Balance of rights	Number of vested and negotiable shares
PSUs 2023	03/23/2023	03/23/2026	108,800	0	108,800	0
PSUs 2024	03/22/2024	03/22/2027	99,641	0	99,641	0

Technip Energies vestings - Executive Director

In accordance with the previous Remuneration Policy approved in 2021, the Executive Director has been granted long-term incentives in 2022 under the Technip Energies' Incentive Award Plan.

In 2022, granted awards comprised 70% of PSUs and 30% of RSUs:

- PSUs: shares subject to performance indicators assessed over a period of three years, subject to continuous service;
- RSUs: shares that vest three years from grant, subject to continuous service.

The PSUs granted in 2022 were subject to three performance indicators measured over a three-year period. The indicators are:

1. The TSR weighted at 37.5% of the grant. At the grant date, the TSR Peer group approved by the Compensation

Committee was composed of ten peer companies, as follows: Aker Solutions, Linde, Maire Tecnimont, Saipem, John Wood Group, Worley, Fluor Corporation, Tecnicas Reunidas, JGC Holdings Corporation, and Chiyoda Corporation.

2. The Basic Adjusted EPS weighted at 37.5% of the grant.
3. The ESG performance, weighted at 25% of the grant, which is measured by three equally weighted indicators:
 - E: Reduce Scope 1 & 2 GHG emissions by 23% by 2025 vs. 2019;
 - S: 19% of women in leadership positions including Executive Committee by 2025;
 - G: Continued reduction of non-mandatory commercial intermediaries: -75% by 2025.

The consolidated performance recorded for the PSU indicators has reached **170.6%**, as per the following detailed results:

2022 LTI PERFORMANCE INDICATORS							RESULTS
	TSR PERFORMANCE - Ranking	Below Rank 5 th	Rank 5 th	Rank 4 th	Rank 3 rd	Rank 1 st or 2 nd	Rank 2 nd
37.5%	TSR	Earned PSUs ⁽¹⁾ (Return >=0%)	0%	50%	100%	150%	200%
37.5%	EPS	Earned PSUs	0%	50%	100%	150%	200%
	Reduce Scope 1 & 2 GHG emissions⁽²⁾	<-19%		-21%		≥-23%	-41%
		Earned PSUs	0%	50%		100%	100%
25.0%	% of women in leadership positions⁽²⁾	≤8%		11%	15%	≥19%	23.57%
ESG		Earned PSUs	0%	50%	75%	100%	100%
	Reduction of non-mandatory commercial intermediaries⁽²⁾			<-23%	-23%	-75%	-67%
		Earned PSUs		0%	50%	100%	92%
PAYOUT							170.60%

(1) If absolute TSR is less than 0%, achievement cannot be greater than 100%.

(2) Interpolated on a straight-line basis between those points.

Based on the above achievements, the following number of shares has been fully vested and delivered:

Plan	Grant date	Acquisition date	Number of granted rights	Number of rights forfeited	Balance of rights	Number of vested and negotiable shares
PSUs 2022	03/28/2022	03/28/2025	152,575	0	—	260,292
RSUs 2022	03/28/2022	03/28/2025	65,390	0	—	65,390

6.6. Looking ahead to 2026

With a view to maintaining transparency and continuous engagement with our shareholders and investors, this section presents the changes that the Committee will be making to the components of the Executive Director's and the

Non-Executive Directors' remuneration for 2026. These changes will be set out in detail in the 2026 Annual Report and are therefore not subject to a shareholder vote at our next Annual General Meeting on May 5, 2026.

6.6.1. Executive Director remuneration

Annual base salary

The annual benchmarking exercise carried out in 2025 against the reviewed compensation peer group as set out in section 6.3. showed that the Executive Director's annual base salary was positioned lower against the median than in 2024 due to developments in pay practices within the compensation peer group.

The Compensation Committee paid particular attention to these results, as its intention remains to offer the Executive Director a remuneration package that is competitive with the market. The Executive Director's annual base salary was last reviewed in January 2024. The Committee considered the economic developments since then, and the Executive Director's sustained leadership in advancing the Company's growth, delivering value to our customers and shareholders, and transforming Technip Energies into a distinguished organization for our employees.

In full compliance with the Remuneration Policy and in clear alignment with its "pay for performance" principle, the Committee recommended to the Board of Directors, which approved it, to review the Executive Director's annual base salary at **€995,000 as of January 1, 2026**, representing an increase of +5.29%.

The Committee is also keen to ensure social consensus and that the Executive Director's salary review remains consistent with Technip Energies' practice for all its employees since January 2024. In this regard, it should be noted that the average annual salary increase within the Company was 5.03% for each year over the same period.

Short-term incentive - Annual performance bonus

In full consistence with Technip Energies' core guiding principles outlined on page 266, the Compensation Committee held numerous discussions with shareholders, investors, and proxy advisors.

Based on these discussions and also working sessions conducted in conjunction with the consulting firm appointed to advise on compensation governance matters, the Committee has decided, in full accordance with the Remuneration Policy, to make certain adjustments to the overall structure for the short-term incentive - annual performance bonus.

The aim is to strengthen the alignment of Technip Energies' practice with that of its peers and that observed in the market, but above all to respond to Technip Energies' future strategic challenges and to ensure that the interests of the Executive Director and the Company remain closely aligned with those of its shareholders and investors.

For 2026, the Committee has therefore decided to slightly adjust the overall structure for the short-term incentive, within the limit established in the Remuneration Policy approved at the 2023 AGM, with the clear intention of simplifying and strengthening the criteria that are most critical to Technip Energies' business challenges while maintaining the focus on key sustainability priorities. The structure has been revised, with business performance indicators now accounting for 80% and individual objectives for 20%.

For business performance indicators, compared to 2025, the weightings on T.EN's profitability, now measured using EBITDA, and on the cost trajectory, still using SG&A, have been increased, and the weighting previously allocated to TPS's book-to-bill ratio has been reallocated to the TPS profitability indicator also using EBITDA, but in absolute value (€m), in line with the long-term value creation strategic objectives for that business.

As to the sustainability component (weight 15%), the performance indicator dedicated to the feminization of young

graduate hires has shown very good performance for five consecutive years, with levels exceeding the annual target set. This important indicator will, of course, continue to be monitored aside, but the Committee has deemed it necessary to prioritize safety, adoption of sustainable innovative solutions for Technip Energies' clients, and skills development, in order to continue preparing for the future of the Company. As in the previous years, the zero fatality underpin condition will be maintained for 2026. Specifically, in the event of a single fatality, the TRIR criterion would be equal to 0% and the overall short-term incentive Sustainability performance measures would be capped at 100%.

As mentioned above, the individual objectives component weighting has been reviewed at 20% to reinforce the focus on strategy, commercial performance, and organizational transformation agendas.

Based on the above, the STI design for 2026 for the Executive Director will be set as follow:

1. 25%: Profitability - Adjusted Recurring EBITDA (as percentage of Adjusted Revenue);
2. 20%: Cost control - Adjusted SG&A (in € millions);
3. 20%: TPS profitability - Adjusted Recurring EBITDA (in € millions);
4. Sustainability comprising a set of three indicators, which reflect some of the Company's main priorities in line with the 2030 Sustainability Scorecard (15% weighting in the aggregate):
 - **5%: HSE** - Total Recordable Incident Rate ("TRIR"),
 - **5%: Adoption of sustainable solutions** - percentage of commercial offers with a completed sustainability assessment and customer-funded workshop,
 - **5%: Employee upskilling** - number of hours of learning in average per permanent employee to sustain Technip Energies' upskilling program;

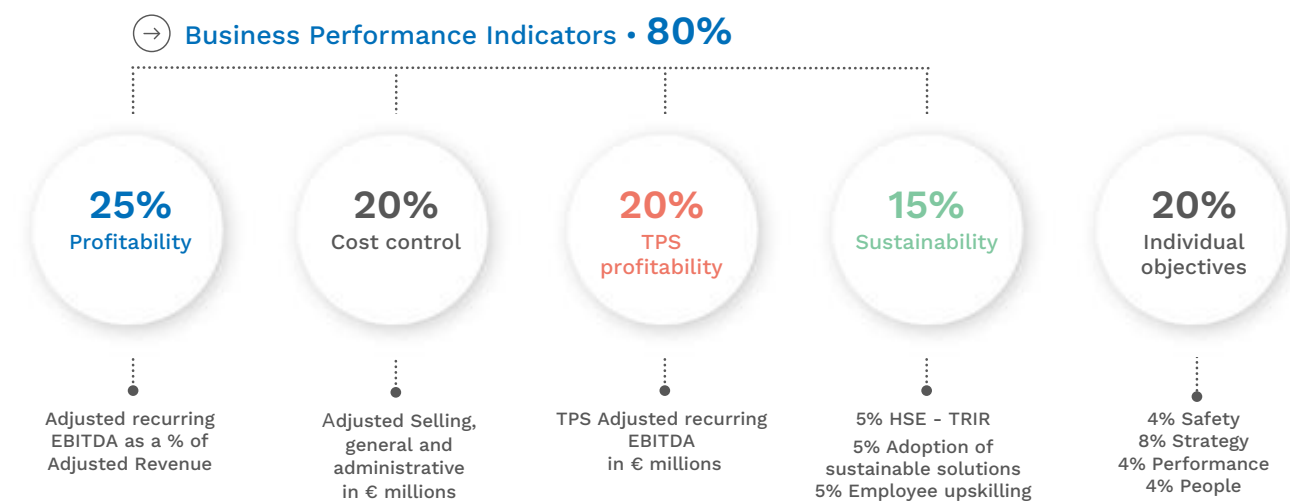
5. 20%: Individual objectives - for 2026, the course will remain unchanged on “Safety,” which is an absolute priority, and on the active deployment of Technip Energies’ strategy whose weight has been increased (see below) in order to take into account the integration of the Advanced Materials & Catalysts entity, the monitoring of other strategic initiatives, as well as the digital transformation agenda to improve Technip Energies’ competitiveness and market offering. The “Performance” component will be maintained in order to continue striving for operational excellence for the Company and in project execution, as well as securing deals and winning new business. Finally, the “People” component will be also maintained to pursue the efforts in the development of future leaders to ensure the succession of executive positions.

As a result, the individual objectives will be as set hereafter. For the sake of transparency, the weight of each objective is disclosed on a prospective basis:

- 4% - Safety;
- 8% - Strategy;
- 4% - Performance;
- 4% - People.

2026 year-end outcomes will be adjusted for the impacts of any merger, acquisition or divestiture activities that would have occurred in 2026, to ensure a “like-for-like” assessment at the end of the year.

The 2026 annual performance bonus program will thus be determined as follows:



The payout curves, whether pertaining to business performance indicators or individual objectives, remain unchanged from 2025 with zero payout for performance measured below threshold, 100% payout of annual base salary at target, and a maximum payout of 200% for maximum performance. The interpolation will be linear between these points.

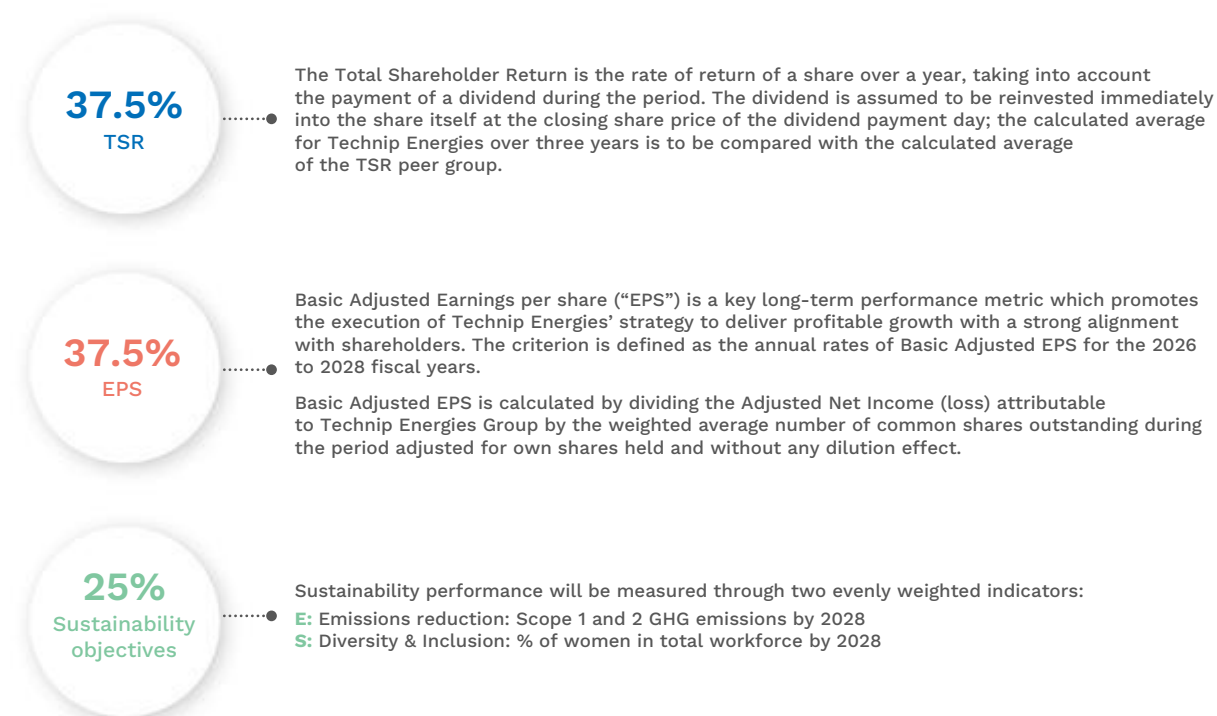
The Compensation Committee has the discretion to amend the level of payment upward and downward within the limit of the policy if it is not deemed to reflect appropriately the individual’s contribution or the overall business performance. Any use of this discretionary power would be made public and duly justified in the 2026 Remuneration report.

Long-term incentive

When reviewing the performance indicators for 2026, the Compensation Committee is proposing to make no change in comparison to 2025.

Performance indicators, for the long-term incentive program to be awarded in 2026, assessed over a period of three years, will be as set out in the illustration below.

The PSU indicators will consist of the following:



The following will also apply to payout curves:

- The TSR curve provides zero reward for achievement below median and the maximum payout will remain capped at 200%;
- The EPS curve provides 100% payout at target performance with a maximum payout capped at 200%;
- Each sustainability performance indicator will follow a curve capped at 100% at target and maximum performance.

The overall payout will reflect the performance result of the weighted average of TSR, EPS and Sustainability indicators.

The Compensation Committee has the latitude to amend the performance indicators in exceptional circumstances. Any adjustment will be made public and duly justified in the 2026 Remuneration Report.

6.6.2. Non-Executive Directors' remuneration

After due consideration, the Compensation Committee decided to make no change to the remuneration scale of the Non-Executive Directors as defined in the table below.

This decision will apply from January 2026.

2026 – NON-EXECUTIVE DIRECTORS	
Chairperson annual retainer	€350,000
Board member annual retainer	€90,000
Annual Chair fee	€18,000 for the Audit Committee
	€12,500 for the Compensation Committee
	€12,500 for the Sustainability Committee
Committee meeting fee	€3,000 per Committee meeting

The Compensation Committee will retain the discretion to modify the value of compensation, should this be considered appropriate. Where any discretion is exercised, the basis of this exercise will be disclosed in the next Remuneration Report. Each Non-Executive Director will be reimbursed for reasonable incidental expenses incurred in connection with the attendance of Board and Committee meetings.



7. Board Members responsibility statement

7.1. ____	Management report	290
7.2. ____	CEO statement	290
7.3. ____	Board statements	291



Management report

Chapters 1. Presentation of Technip Energies, 2. Value creation, businesses and financial performance, 3. Sustainability, 4. Risk and risk management, 5. Corporate governance, and relevant parts of chapter 6. Remuneration report consisting of Message from the Chair of the Compensation Committee, Technip Energies' core principles and key practice in determining executive remuneration, as well as sections 6.1. Remuneration at a glance, 6.2. Main elements of the current remuneration policy, 6.3. The compensation peer group, 6.4. Other arrangements, 6.5. Application of the Remuneration Policy in 2025, form the Management Report of Technip Energies N.V. within the meaning of section 2:391 of the Dutch Civil Code.

These chapters provide information on the business outlook, investments, financing, personnel and research and development of Technip Energies N.V. and of the companies included in the scope of consolidation as required by section 2:391(2) of the Dutch Civil Code and Dutch Accounting Standard 400.

CEO statement

The undersigned, Arnaud Pieton, in my capacity as Chief Executive Officer of Technip Energies, hereby declares that:



I am responsible for the design of Technip Energies' internal risk management and control systems. I am aware of risks Technip Energies can be confronted with.

A broad range of processes and procedures has been implemented to provide control by management over Technip Energies' operations including internal risk management and control systems to identify and manage risks. I have reviewed the adequacy of Technip Energies' internal risk management and control systems, in the form of reports of internal audit on reviews performed throughout the year, various assessments performed throughout the Company, including risk assessment by our corporate Treasury, Financing & Risk department and reports of Technip Energies' internal control function, which monitors compliance with our procedures and updates these procedures to inter alia address the emergence of new risks.

All these processes and procedures are aimed at providing a reasonable level of confidence that we have identified and managed Technip Energies' significant risks, and that we meet our operational and financial objectives in compliance with applicable laws and regulations. For a detailed description of Technip Energies' enterprise risk management framework and the principal risks to which it is exposed, refer to chapter 4. Risk and risk management.

Such internal risk management and control systems can never provide absolute confidence as to the realization of operational and strategic business objectives, nor can they prevent all misstatements, inaccuracies, errors, fraud and non-compliance with legislation, rules and regulations. These systems do not provide certainty that Technip Energies will achieve its objectives.

Based on the above, and to the best of my knowledge, I am of the opinion that, with reference to best practice provision 1.4.3 of the Code:

- the Management Report provides sufficient insights into deficiencies in the effectiveness of the internal risk management and control systems;

- the aforementioned systems provide reasonable assurance that Technip Energies' financial reporting does not contain any material inaccuracies;
- the aforementioned systems provide at least limited assurance that Technip Energies' sustainability reporting is free from material misstatements;
- the aforementioned systems provide a reasonable level of confidence that Technip Energies' identified operational and compliance risks are adequately managed, where reasonable level of confidence should be read as considering the Company's risk appetite, the complexity of the Company's enterprise, inherent limitations to the aforementioned systems and other disclosures on these systems in the Management Report;
- based on the current state of affairs, it is justified that the financial reporting is prepared on a going-concern basis; and
- the Management Report states the material risks associated with the strategy and activities of the Company and its affiliated enterprises (including the strategic, operational, compliance and reporting risks), and the uncertainties, to the extent that they are relevant to the expectation regarding Technip Energies' continuity for a period of twelve months after the preparation of the Management Report.

I have discussed the above opinion and conclusions with the Audit Committee, the Sustainability Committee, the Board and the external auditors."

Arnaud Pieton,
Chief Executive Officer
March 10, 2026
Nanterre, France

Board statements

The undersigned Board members of Technip Energies N.V., being the persons responsible for the accounts of Technip Energies N.V., hereby declare that, to the best of our knowledge:

- the Technip Energies Group consolidated financial statements and the Technip Energies N.V. Company financial statements prepared in accordance with the applicable accounting standards give a true and fair view of the assets, liabilities, financial position and profit or loss of Technip Energies N.V. and of the companies included in the scope of consolidation;
- the Management Report provides a fair review of the state of affairs at December 31, 2025, the development and performance during 2025 of Technip Energies N.V. and of the companies included in the scope of consolidation and a description of the principal risks that Technip Energies N.V. and such companies face; and

- the sustainability statement included in the Management Report has been prepared in accordance with the sustainability reporting standards referred to in Article 29b of Directive 2013/34/EU and with the specifications adopted pursuant to Article 8(4) of Regulation (EU) 2020/852 of the European Parliament and of the Council.

**Joseph Rinaldi, Arnaud Pieton,
Arnaud Caudoux, Colette Cohen, Stephanie Cox,
Simon Evers, Maëlle Gavet, Alison Goligher,
Matthieu Malige, Francesco Venturini**
March 10, 2026
Nanterre, France

∞. Annual accounts

8.1.	Consolidated financial statements for the year ended December 31, 2025	294
8.1.1.	Consolidated statement of income	294
8.1.2.	Consolidated statement of comprehensive income	295
8.1.3.	Consolidated statement of financial position	296
8.1.4.	Consolidated statement of cash flows	297
8.1.5.	Consolidated statement of changes in equity	298
8.1.6.	Notes to consolidated financial statements	298



8.2. — Technip Energies Company financial statements 358

8.2.1. Company balance sheet	358
8.2.2. Company income statement	358
8.2.3. General	359
8.2.4. Notes to the Company financial statements	360
8.2.5. Appropriation of result	372

8.3. — Independent Auditor's report 373

Report on the audit of the financial statements 2025	373
Report on the other information included in the annual report	378
Report on other legal and regulatory requirements and ESEF	379
Responsibilities for the financial statements and the audit	380



8.1. Consolidated financial statements for the year ended December 31, 2025

8.1.1. Consolidated statement of income

(In millions of €)	Note	December 31, 2025	December 31, 2024
Revenue	4	7,203.8	6,718.9
Costs and expenses			
Cost of sales	11	(6,239.6)	(5,800.8)
Selling, general and administrative expense	11	(382.6)	(392.0)
Research and development expense	11	(63.9)	(72.9)
Impairment, restructuring and other expense	5, 11	(72.1)	(30.0)
Acquisition and integration costs	2, 11	(8.6)	—
Other operating income (expense), net	6, 11	(8.9)	26.4
Operating profit (loss)		428.0	449.6
Share of net profit (loss) of equity-accounted investees	9	6.0	18.6
Profit (loss) before financial expense, net and income tax		434.1	468.1
Financial income	10	115.0	149.2
Financial expense	10	(30.7)	(35.6)
Profit (loss) before income tax		518.4	581.8
Income tax (expense) profit	13	(151.3)	(172.3)
NET PROFIT (LOSS)		367.1	409.4
Net profit (loss) attributable to Technip Energies Group		363.8	390.7
Net profit (loss) attributable to non-controlling interests		3.4	18.7
EARNINGS (LOSS) PER SHARE ATTRIBUTABLE TO TECHNIP ENERGIES⁽¹⁾			
Basic	7	€2.07	€2.21
Diluted	7	€2.04	€2.17

(1) For December 31, 2025, and 2024, basic earnings per share have been calculated using the weighted average number of outstanding shares of 176,020,928 and 176,539,283 respectively; and diluted earnings per share have been calculated using the weighted average number of 178,520,077 and 180,440,114 respectively.

8.1.2. Consolidated statement of comprehensive income

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024
Net profit (loss)	367.1	409.4
Foreign currency translation differences	(129.3)	42.6
Reclassification adjustment for net gains included in net profit (loss)	(2.1)	0.2
Cash-flow hedge	117.9	(77.9)
Income tax effect	(12.6)	12.7
Other comprehensive income (loss) to be reclassified to statement of income in subsequent years	(26.1)	(22.4)
Changes in the fair value of equity investments at FVOCI	(2.3)	2.4
Actuarial gains (losses) on defined benefit plans	0.1	0.5
Income tax effect	0.3	(0.6)
Other comprehensive income (loss) not being reclassified to statement of income in subsequent years	(1.9)	2.3
Other comprehensive income (loss), net of tax	(28.0)	(20.1)
COMPREHENSIVE INCOME (LOSS)	339.1	389.3
Comprehensive income (loss) attributable to Technip Energies Group	334.8	370.7
Comprehensive income (loss) attributable to non-controlling interests	4.3	18.6

8.1.3. Consolidated statement of financial position

(In millions of €)		Note	December 31, 2025	December 31, 2024
ASSETS				
Goodwill	14		2,241.3	2,118.0
Intangible assets	14		184.5	145.3
Property, plant and equipment	15		272.2	165.9
Right-of-use assets	16		221.2	201.3
Equity-accounted investees	9		257.1	98.2
Deferred tax assets	13		124.8	154.1
Other non-current financial assets	17		217.6	181.0
Total non-current assets			3,518.6	3,063.8
Trade receivables	18		1,399.3	1,096.8
Contract assets	4, 18		381.2	481.3
Income tax receivable			71.7	36.7
Advances paid to suppliers			256.1	322.9
Other current assets	17		531.7	392.8
Cash and cash equivalents	19		3,643.5	3,846.7
Total current assets			6,283.4	6,177.1
TOTAL ASSETS			9,801.9	9,240.9
EQUITY AND LIABILITIES				
Issued capital			1.8	1.8
Additional paid-in capital			900.7	900.7
Invested equity and retained earnings			1,546.8	1,341.9
Accumulated other comprehensive income (loss)			(136.6)	(107.7)
Treasury shares			(79.1)	(56.1)
Equity attributable to Technip Energies Group			2,233.6	2,080.7
Non-controlling interests			35.3	34.2
Total equity	23		2,268.9	2,114.8
Long-term debt, less current portion	22		678.3	637.6
Lease liabilities	22		194.7	192.4
Deferred tax liabilities	13		1.8	4.3
Accrued pension and other post-retirement benefits, less current portion	24		83.9	124.8
Non-current provisions	25		77.6	100.8
Other non-current financial liabilities	20		167.5	159.1
Total non-current liabilities			1,203.8	1,219.1
Short-term debt	22		309.5	93.8
Lease liabilities	22		61.6	56.9
Accounts payable, trade	21		1,402.4	1,517.2
Contract liabilities	4		3,738.0	3,358.4
Accrued payroll			322.7	304.2
Income tax payable			104.8	89.4
Current provisions	25		110.2	109.1
Other current liabilities	20		280.1	377.9
Total current liabilities			6,329.2	5,907.0
Total liabilities			7,533.0	7,126.0
TOTAL EQUITY AND LIABILITIES			9,801.9	9,240.9

8.1.4. Consolidated statement of cash flows

(In millions of €)	Note	December 31, 2025	December 31, 2024
CASH PROVIDED (REQUIRED) BY OPERATING ACTIVITIES			
Net profit (loss)		367.1	409.4
Adjustments to reconcile net profit to cash provided (required) by operating activities			
Depreciation and amortization	11	121.9	110.9
Employee benefit plan and share-based compensation	8, 24	32.5	32.0
Tax expense	13	151.3	172.3
Financial (income), expense, net	10	(84.3)	(113.6)
Impairments	5	2.2	5.0
Share of net profit (loss) of equity-accounted investees, net of dividends received	9	43.9	32.0
Income tax received (paid)		(129.0)	(121.9)
Interest received (paid)		86.1	127.8
Other ⁽¹⁾		(32.5)	(68.2)
Changes in operating assets and liabilities			
Trade receivables	18	(308.5)	99.3
Contract assets	4	71.7	(52.2)
Inventories		0.6	(2.0)
Accounts payable, trade	21	(79.7)	32.1
Contract liabilities	4	501.5	258.1
Other current assets and liabilities	17, 20	(82.6)	(67.0)
Change in working capital		103.0	268.4
Other non-current assets and liabilities	17, 20	(1.3)	(9.0)
Cash provided by operating activities		660.9	845.2
CASH PROVIDED (REQUIRED) BY INVESTING ACTIVITIES			
Acquisition of intangible and tangible assets	14, 15	(89.4)	(84.6)
Acquisition of financial assets		(23.7)	(6.7)
Business combinations, net of cash acquired	2	(484.0)	0.1
Proceeds from disposal of intangible and tangible assets		0.4	—
Proceeds from disposal of financial assets		0.2	—
Proceeds from disposals of subsidiaries, net of cash sold	2	(0.9)	(1.3)
Other		(4.8)	(5.0)
Cash required by investing activities		(602.2)	(97.5)
CASH PROVIDED (REQUIRED) BY FINANCING ACTIVITIES			
Net increase (repayment) in long-term and short-term debt	22	(3.0)	(35.7)
Net increase in commercial paper	22	220.0	—
Payments for the principal portion of lease liabilities		(77.4)	(70.9)
Payments for acquisition of treasury shares	23	(45.0)	(100.7)
Dividends paid to shareholders	23.2	(150.2)	(101.5)
Dividends paid to non-controlling interests		(13.1)	(40.0)
Other transactions with non-controlling interests		(13.2)	—
Settlements of mandatorily redeemable financial liability	20	(0.5)	(16.0)
Cash provided (required) by financing activities		(82.4)	(364.8)
Effect of changes in foreign exchange rates on cash and cash equivalents		(179.5)	92.8
(Decrease) Increase in cash and cash equivalents		(203.2)	475.7
Cash and cash equivalents, beginning of period		3,846.7	3,371.0
CASH AND CASH EQUIVALENTS, END OF PERIOD		3,643.5	3,846.7

(1) Including variations of provisions.

8.1.5. Consolidated statement of changes in equity

<i>(In millions of €)</i>	Issued capital	Additional paid-in capital	Invested equity and retained earnings	Accumulated other comprehensive income (loss)	Treasury shares	Equity attributable to Technip Energies	Non-controlling interests	Total equity
Balance as of December 31, 2023	1.8	970.6	1,063.7	(87.7)	(53.6)	1,894.8	56.4	1,951.2
Net profit (loss)	—	—	390.7	—	—	390.7	18.7	409.4
Other comprehensive income (loss)	—	—	—	(20.0)	—	(20.0)	(0.1)	(20.1)
Dividends	—	—	(101.5)	—	—	(101.5)	(40.0)	(141.5)
Share-based compensation	—	—	18.4	—	—	18.4	—	18.4
Treasury shares	—	(69.9)	(26.4)	—	(2.5)	(98.8)	—	(98.8)
Other transactions with non-controlling interests	—	—	(2.5)	—	—	(2.5)	—	(2.5)
Other	—	—	(0.5)	—	—	(0.5)	(0.8)	(1.3)
Balance as of December 31, 2024	1.8	900.7	1,341.9	(107.7)	(56.1)	2,080.7	34.2	2,114.8
Net profit (loss)	—	—	363.8	—	—	363.8	3.4	367.1
Other comprehensive income (loss)	—	—	—	(28.9)	—	(28.9)	0.8	(28.0)
Dividends	—	—	(150.2)	—	—	(150.2)	(13.1)	(163.3)
Share-based compensation	—	—	16.9	—	—	16.9	—	16.9
Treasury shares	—	—	(26.2)	—	(23.0)	(49.2)	—	(49.2)
Other transactions with non-controlling interests	—	—	—	—	—	—	10.0	10.0
Other	—	—	0.6	—	—	0.6	—	0.6
BALANCE AS OF DECEMBER 31, 2025	1.8	900.7	1,546.8	(136.6)	(79.1)	2,233.6	35.3	2,268.9

8.1.6. Notes to consolidated financial statements

The accompanying notes are an integral part of the consolidated financial statements.

As used herein, “Technip Energies Group,” “Technip Energies,” “the Group,” or “the Company” refers to Technip Energies N.V. and all the companies included in the scope of consolidation. “Technip Energies N.V.” refers only to the parent company of the Group.

Contents of notes

Note 1. Accounting principles	300	Note 18. Trade receivables and contract assets	333
Note 2. Changes in the scope of consolidation	315	Note 19. Cash and cash equivalents	334
Note 3. Segment information	316	Note 20. Other liabilities (non-current and current)	334
Note 4. Revenue	317	Note 21. Accounts payable, trade	335
Note 5. Impairment, restructuring and other expense	318	Note 22. Debt (long and short-term debt)	335
Note 6. Other operating income (expense), net	319	Note 23. Shareholders' equity	337
Note 7. Earnings per share	319	Note 24. Pensions and other long-term employee benefit plans	338
Note 8. Share-based compensation	319	Note 25. Provisions (non-current and current)	342
Note 9. Interests in associates, joint ventures and joint operations	321	Note 26. Financial instruments	343
Note 10. Financial income (expense)	324	Note 27. Related party transactions	347
Note 11. Expenses by nature	325	Note 28. Market-related exposure	348
Note 12. Payroll staff	325	Note 29. Commitments and contingent liabilities	352
Note 13. Income tax	325	Note 30. Auditor's remuneration	352
Note 14. Goodwill and intangible assets	329	Note 31. Companies included in the scope of the consolidated financial statements	353
Note 15. Property, plant and equipment	331	Note 32. Subsequent events	357
Note 16. Leases	332		
Note 17. Other assets (non-current and current)	333		

Note 1. Accounting principles

1.1. Background

Technip Energies is incorporated as a public limited liability company (*naamloze vennootschap*) operating under the laws of the Netherlands.

The legal and commercial name of Technip Energies is Technip Energies N.V. It is registered with the Dutch Chamber of Commerce under number 76122654. Technip Energies N.V. has its corporate seat (*statutaire zetel*) in Amsterdam, the Netherlands, and its principal place of business is at 2126, boulevard de la Défense, CS 10266, 92741 Nanterre Cedex, France (RCS Nanterre 879 464 584).

Technip Energies has prepared consolidated financial statements in accordance with IFRS accounting standards as adopted by the European Union ("EU") for financial year 2025. These financial statements include comparative information from Technip Energies' consolidated financial statements for 2024. Information for these periods constitutes Technip Energies' consolidated financial statements as of December 31, 2025. The consolidated financial statements have been prepared on a going-concern basis.

1.2. Business description

As one of the largest engineering and technology ("E&T") companies by revenue, the Technip Energies Group offers a full range of design and project development services to its customers in the energy industry, from early-engagement technical consulting through final acceptance.

The Group's core purpose is to combine its E&T capabilities to bring forth new energy solutions and provide applications for the world's energy transition, helping its client reach their emissions reduction trajectory.

Technip Energies' business focuses both on Project Delivery and on Technology, Products and Services. Its activities cover the study, engineering, procurement, construction, and project management of the entire range of onshore and offshore liquefaction infrastructures, as well as low-carbon natural gas facilities, sustainable fuels and chemicals, blue and green hydrogen, carbon capture, and circular economy. Technip Energies conducts large-scale, complex, and challenging projects often in environments with extreme climatic conditions. The Group relies on early engagement and front-end design as well as technological know-how for process design and engineering, either through the integration of proprietary technologies or through alliances with partners. Technip Energies seeks to integrate and develop advanced technologies and reinforce the Group's project execution capabilities.

The Group's capabilities span from feasibility studies, consulting services, process technology know-how,

proprietary equipment, and project management to full engineering and construction. The Group's expertise in integrating process technologies, either proprietary or from third-party licensors, fosters early project engagement, with a significant impact on project economics.

The Group partners with some of the world's best-known players in technologies, equipment, and construction worldwide. Additionally, the Group's project management consulting services leverage its expertise in the management of complex projects to the benefit of its clients.

1.3. Basis of preparation

Technip Energies' consolidated financial statements as of December 31, 2025, are prepared under the presentation, recognition and measurement rules set out in the IFRS published by the IASB and approved by the EU for application as of December 31, 2025.

The Group has not opted for early application of standards and interpretations that were not yet mandatory in 2025.

The consolidated financial statements are presented in millions of euros. As table totals are based on unrounded figures, there may be discrepancies between these totals and the sum of their rounded component figures.

The consolidated financial statements were prepared under the responsibility of and approved by the Board of Directors on March 10, 2026.

1.4. Changes in accounting policies and disclosures

a. IFRS standards, amendments and interpretations effective as of January 1, 2025

Lack of exchangeability - Amendments to IAS 21

In August 2023, the International Accounting Standards Board (IASB) issued Lack of Exchangeability (Amendments to IAS 21).

The amendment to IAS 21 specifies how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking.

The above-mentioned new amendment, effective on January 1, 2025, did not have a significant impact on the Company's consolidated financial statements.

b. Published IFRS standards, amendments and interpretations not yet effective or early adopted by the Group

Norm	Effective date	Statement
Classification and Measurement of Financial Instruments – Amendments to IFRS 9 and IFRS 7	Jan 1, 2026	The amendments to IFRS 7 and IFRS 9 specify the requirements related to: ■ settling financial liabilities using an electronic payment system; ■ assessing contractual cash flow characteristics of financial assets, including those with environmental, social and governance (ESG)-linked features; ■ disclosure requirements relating to investments in equity instruments designated at fair value through other comprehensive income and added disclosure requirements for financial instruments with contingent features.
Annual improvements to IFRS standards – Volume 11	Jan 1, 2026	The International Accounting Standards Board (IASB) has published “Annual Improvements to IFRS Accounting Standards — Volume 11”. It contains amendments to five standards as a result of the IASB’s annual improvements project: ■ IFRS 1: Hedge accounting by a first-time adopter; ■ IFRS 7: Gain or loss on derecognition; ■ IFRS 7: Disclosure of deferred difference between fair value and transaction price; ■ IFRS 7: Introduction and credit risk disclosures; ■ IFRS 9: Lessee derecognition of lease liabilities; ■ IFRS 9: Transaction price; ■ IFRS 10: Determination of a “de facto agent”; ■ IAS 7: Cost method.
Power Purchase Agreements – Amendments to IFRS 9 and IFRS 7	Jan 1, 2026	The amendments to IFRS 9 and IFRS 7 include: ■ Clarifying the application of the “own-use” requirements; ■ Permitting hedge accounting if these contracts are used as hedging instruments; ■ Adding new disclosure requirements to enable investors to understand the effect of these contracts on a company’s financial performance and cash flows.
IFRS 18 – Presentation and Disclosure in Financial Statements	Jan 1, 2027	In April 2024, the IASB issued IFRS 18 Presentation and Disclosure in Financial Statements, which replaces IAS 1 Presentation in Financial Statements. IFRS 18 introduces new categories and subtotals in the statement of profit or loss. It also requires disclosure of management-defined performance measures (as defined) and includes new requirements for the location, aggregation, and disaggregation of financial information.
IFRS 19 – Subsidiaries without Public Accountability: Disclosures	Jan 1, 2027	In May 2024, the IASB issued IFRS 19 Subsidiaries without Public Accountability: Disclosures, which allows eligible entities to elect to apply reduced disclosure requirements while still applying the recognition, measurement, and presentation requirements in other IFRS accounting standards.
Translation to a Hyperinflationary Presentation Currency – Amendments to IAS 21	Jan 1, 2027	In November 2025, the IASB issued Translation to a Hyperinflationary Presentation Currency – Amendments to IAS 21. The amendments require translation from a non-hyperinflationary functional currency into a hyperinflationary presentation currency at the closing rate.
Disclosures about Uncertainties in the financial statements	No effective date	In November 2025, the IASB issued Amendments to Illustrative Examples on IFRS 7, IFRS 18, IAS 1, IAS 8, IAS 36, and IAS 37 – Disclosures about Uncertainties in the financial statements. The examples are intended to improve the reporting of climate-related and other uncertainties in the financial statements

New standards, interpretations, or amendments effective on January 1, 2026 and 2027 were not early adopted by Technip Energies. The Group is assessing the expected impacts on the presentation and disclosure of our financial statements related to the implementation of IFRS 18. Regarding other new standards, amendments, and interpretations, the Group does not currently anticipate any material impact.

1.5. Summary of significant accounting policies

a. Consolidation principles

In accordance with IFRS 10 “consolidated financial statements” (“IFRS 10”), Technip Energies’ consolidated financial statements include the financial statements of Technip Energies N.V. and subsidiaries controlled by Technip Energies (including structured entities).

Technip Energies controls an entity where the Group has all the following:

- the power over the company subject to the investment;
- an exposure or rights to the company’s variable returns; and
- the ability to use its power over the entity to affect these returns.

The power to direct the activities of the entity usually exists when holding more than 50% of voting rights in the entity and these rights are substantive.

As per IFRS 11 “Joint Arrangements” (“IFRS 11”), joint arrangements could be classified as joint ventures or joint operations. Joint operations should be recognized to the extent of Technip Energies’ assets and liabilities, including its share of any assets held jointly or liabilities incurred jointly.

The equity method is used for joint ventures and for investments over which Technip Energies exercises a significant influence on operational and financial policies. Unless otherwise indicated, such influence is deemed to exist for investments in companies in which the Group’s ownership is between 20% and 50%.

Companies in which the Group’s ownership is less than 20% or which do not represent material investments are recorded under “Other non-current financial assets.”

The list of Technip Energies’ related undertakings as of December 31, 2025, is provided in Note 31. Companies included in the scope of the consolidated financial statements.

The main affiliates of Technip Energies close their accounts as of December 31, and all consolidated companies apply the Group’s accounting policies as set in the Group Accounting Manual.

All intercompany balances and transactions, as well as internal income and expenses, are fully eliminated.

Subsidiaries are consolidated as of the date of acquisition, being the date on which Technip Energies obtains control, and continue to be consolidated until the date control ceases.

b. Recognition of revenue from customer contracts

Technip Energies accounts for revenue in accordance with IFRS 15 “Revenues from Contracts with Customers” (“IFRS 15”). Revenue is measured based on the consideration specified in a contract with a customer. Most of our revenue is from long-term contracts associated with designing and manufacturing products and systems and providing services to customers involved in exploration and production of crude oil and natural gas. Technip Energies recognizes revenue when or as it transfers control over a good or service to a customer.

Contract modifications – Contracts are often modified to account for changes in contract specifications and requirements. The Group considers contract modifications to exist when the modification either creates new, or changes the existing, enforceable rights and obligations. Most of the Group’s contract modifications are for goods or services that are not distinct from the existing contract due to the significant integration service provided in the context of the contract and are accounted for as if they were part of that existing contract. The effect of a contract modification on the transaction price and our measure of progress for the performance obligation to which it relates is recognized as an adjustment to revenue (either as an increase in or a reduction of revenue) on a cumulative catch-up basis.

Variable consideration – Due to the nature of the work required to be performed on many existing performance obligations, the estimation of total revenue and cost at completion is complex, subject to many variables and requires significant judgment. It is common for long-term contracts to contain variable considerations that can either increase or decrease the transaction price. Variability in the transaction price arises primarily due to liquidated damages. The Technip Energies Group considers its experience with similar transactions and expectations regarding the contract in estimating the amount of variable consideration to which it will be entitled and determining whether the estimated variable consideration should be constrained. We include estimated amounts in the transaction price to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. The estimates of variable consideration are based largely on an assessment of anticipated performance and all information (historical, current and forecasted) that is available to Technip Energies.

Payment terms – Progress billings are generally issued upon completion of certain phases of the work as stipulated in the contract. Payment terms may either be fixed, lump-sum, or driven by time and materials (i.e., daily or hourly rates, plus materials). Because typically the customer retains a small portion of the contract price until completion of the contract, contracts generally result in revenue recognized in excess of billings, which we present as contract assets on the statement of financial position. Amounts billed and due from customers are classified as receivables on the statement of financial position. The portion of the payments retained by the customer until final contract settlement is not considered a significant financing component because the intent is to protect the customer. For some contracts, the Group may be entitled to receive advance payment. Technip Energies recognizes a liability for these advance payments in excess of revenue recognized and presents them as contract liabilities on the statement of financial position. The advance payment typically is not considered a significant financing component because it is used to meet working capital demands that can be higher in the early stages of a contract and to protect us from the other party failing to adequately complete some or all of its obligations under the contract.

Warranty – Certain contracts include an assurance-type warranty clause, typically between 18 and 36 months, to guarantee that the products comply with agreed specifications. A service-type warranty may also be provided to the customer; in such a case, management allocates a portion of the transaction price to the warranty as a separate performance obligation based on the estimated standalone selling price of the service-type warranty.

Allocation of transaction price to performance obligations –

A contract's transaction price is allocated to each distinct performance obligation and recognized as revenue, when, or as, the performance obligation is satisfied. To determine the proper revenue recognition method, the Group evaluates whether two or more contracts should be combined and accounted for as one single contract and whether the combined or single contract should be accounted for as more than one performance obligation. This evaluation requires significant judgment; some of the Group's contracts have a single performance obligation as the promise to transfer the individual goods or services is not separately identifiable from other promises in the contracts and, therefore, not distinct. For contracts with multiple performance obligations, Technip Energies allocates the contract's transaction price to each performance obligation using its best estimate of the standalone selling price of each distinct good or service in the contract.

Cost-to-cost method – For long-term contracts, because of control transferring over time, revenue is recognized based on the extent of progress toward completion of the performance obligation. The cost-to-cost measure of progress for contracts is generally used because it best depicts the transfer of control to the customer, which occurs as costs on the contracts are incurred. Under the cost-to-cost measure of progress, the extent of progress toward completion is measured based on the ratio of costs incurred to date to the total estimated costs at completion of the performance obligation. Revenues, including estimated fees or profits, are recorded proportionally as costs are incurred. Any expected losses on contracts in progress are charged to earnings, in total, in the period the losses are identified.

Right-to-invoice practical expedient – The right-to-invoice practical expedient can be applied to a performance obligation satisfied over time if we have a right to invoice the customer for an amount that corresponds directly to the value transferred to the customer for performance completed to date. When this practical expedient is used, variable consideration is not estimated at the inception of the contract to determine the transaction price or for disclosure purposes. Certain contracts have payment terms dictated by daily or hourly rates while other contracts may have mixed pricing terms that include a fixed fee portion. For contracts in which the customer is charged a fixed rate based on the time or materials used during the project that correspond to the value transferred to the customer, the Technip Energies Group recognizes revenue in the amount it has the right to invoice.

Significant financing component – certain contracts could include a period between the transfer of the promised goods or services to the customer and the payment received from the customer. If this period exceeds one year, the time value is assessed, and the transaction price could be adjusted if the identified financing component is considered significant.

Contract balances – The timing of revenue recognition, billings, and cash collections results in billed accounts receivable, revenues in excess of billings on uncompleted contracts (contract assets), and billings in excess of revenues on uncompleted contracts (contract liabilities) on the consolidated statement of financial position.

Contract assets – Contract assets include unbilled amounts typically resulting from sales under long-term contracts when revenue is recognized over time and revenue recognized exceeds the amount billed to a customer, and right to payment is not just subject to the passage of time. Amounts may not exceed their net realizable value. Contract assets are generally classified as current.

Contract liabilities – The Group often receives advances or deposits from its customers before revenue is recognized, resulting in contract liabilities. Refund liabilities are categorized under contract liabilities.

c. Foreign currency transactions

The items of each of the Group's subsidiaries included in these consolidated financial statements are measured using the currency of the main economic environment in which the entity operates, which mainly affects revenue and expenses ("functional currency"). The consolidated financial statements are presented in euros, which is Technip Energies N.V.'s functional currency.

Foreign currency transactions are translated into the functional currency at the exchange rate applicable on the transaction date.

At the closing date, monetary assets and liabilities stated in foreign currencies are translated into the functional currency at the exchange rate prevailing on that date. Resulting exchange gains or losses are directly recorded in the statement of income (for further details, refer to Note 6. Other operating income (expense), net,) except exchange gains or losses on cash accounts eligible for future cash flow hedging and for hedging on net foreign currency investments.

Translation of financial statements of subsidiaries into foreign currency –

The statements of income of foreign subsidiaries are translated into euro at the average exchange rate prevailing during the year. The statements of financial position are translated at the exchange rate at the closing date. Differences arising in the translation of financial statements of foreign subsidiaries are recorded in other comprehensive income (loss) as foreign currency translation reserve. Items that are recognized directly in equity are translated using historical rates. The functional currency of the foreign subsidiaries is most commonly the local currency.

d. Business combinations

Business combinations are accounted for using the acquisition method of accounting. Under the acquisition method, assets acquired and liabilities assumed are recorded at their respective fair values as of the acquisition date. Determining the fair value of assets and liabilities involves significant judgment regarding methods and assumptions used to calculate estimated fair values. The purchase price is allocated to the assets acquired, including identifiable intangible assets, and liabilities based on their estimated fair values. Any excess of the purchase price over the estimated fair value of the net assets acquired is recorded as goodwill. Identifiable assets are depreciated over their estimated useful lives.

Acquisition-related costs are expensed as incurred and included in the statement of income line item "Selling, general and administrative expenses".

Adjustments recorded for a business combination on the provisional values of assets, liabilities and contingent liabilities are recognized as a retrospective change in goodwill when occurring within a 12-month period after the acquisition date and resulting from facts or circumstances that existed as of the acquisition date. After this measurement period ends, any change in valuation of assets, liabilities, and contingent liabilities is accounted for in the statement of income, with no impact on goodwill.

e. Segment information

Information by operating segments

IFRS 8 – Operating Segments requires operating segments to be determined based on information which is provided internally to the Chief Operating Decision Maker (“**CODM**”).

In the periods presented here, the Chief Executive Officer reviewed and evaluated the Technip Energies Group operating performance to make decisions about resources to be allocated and has been identified as the CODM. The Technip Energies Group operating segments are designated as Technology, Products & Services and Project Delivery.

The corresponding definitions are disclosed as follows:

- **Project Delivery:** the Project Delivery segment provides comprehensive engineering, procurement and construction delivery capabilities globally. The Company's key capabilities leverage its operational and technical excellence as a global provider of engineering, procurement and construction (“**EPC**”) services for onshore oil and gas; liquid natural gas (“**LNG**”) and gas to liquids (“**GTL**”), oil refining, ethylene, petrochemicals, chemicals, fertilizers, offshore oil and gas (shallow-water, deep-water) with floating solutions (floating production units (“**FPUs**”), floating production storage and offloading (“**FPSO**”), floating liquefied natural gas (“**FLNG**”) and floating storage and regasification unit (“**FSRU**”). EPC contracts are undertaken under various contractual schemes and include fixed lump-sum, reimbursable and hybrid contracting models based on selectivity and risk assessment work carried out by Technip Energies' teams during the early engagement phases.
- **Technology, Products & Services:** the activities within the Company's Technology, Products & Services businesses are more versatile, combining proprietary technologies with associated licensing fees and equipment such as LNG Loading Arms and associated knowledge-based services into a global business for ethylene, refining, petrochemicals, inorganic and specialty chemicals, as well as gas monetization. From technology definition, early engagement through scope definition, advanced technologies and project life cycle support, Technip Energies works closely with customers to provide the optimal approach to maximize their return on investment. Consulting and services may be provided under the Company's specialist consulting brand, Genesis, or through the Group's project management consulting or engineering services businesses.
- **Corporate/non-allocable:** corresponds to the unallocated items in the two segments above.

Disaggregation of revenue

The Technip Energies Group disaggregates its revenue by the following geographic regions:

- Europe & Central Asia;
- Africa & Middle East;
- Asia Pacific; and
- Americas.

The geographical breakdown is based on the contract delivery within a specific country. Geographical areas are defined considering risks associated with activities performed in a given area, economic framework or monetary risks.

f. Earnings per share

As per IAS 33 “Earnings per Share” (“**IAS 33**”), Earnings Per Share (“**EPS**”) are based on the average number of outstanding shares over the year, after deducting treasury shares.

Diluted earnings per share amounts are calculated by dividing the net profit of the year attributable to Technip Energies, restated if need be for the after-tax financial cost of dilutive financial instruments, by the sum of the weighted average number of outstanding shares, the weighted average number of share subscription options not yet exercised, the weighted average number of performance shares granted calculated using the share purchase method, and, if applicable, the effects of any other dilutive instrument.

In accordance with the share purchase method, only dilutive instruments are used in calculating EPS. Dilutive instruments are those for which the option exercise price plus the future share-based compensation expense not yet recognized is lower than the average share price during the EPS calculation period.

g. Goodwill

Goodwill is measured at the acquisition date as the total of the fair value of consideration transferred, plus the proportionate amount of any non-controlling interest, plus the fair value of any previously held equity interest in the acquiree, if any, less the net recognized amount (generally at fair value) of the identifiable assets acquired and liabilities assumed.

Goodwill is allocated to cash-generating units that are expected to benefit from the business combination in which the goodwill arose and in all cases is at the operating segment level, which represents the lowest level at which goodwill is monitored for internal management purposes.

Goodwill is not amortized but it is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

h. Property, plant and equipment

In compliance with IAS 16 “Property, plant and equipment” (“**IAS 16**”), an asset is recognized only if the cost can be measured reliably and if future economic benefits are expected from its use.

Property, plant and equipment could be initially recognized at cost or at their fair value in the case of business combinations.

As per IAS 16, the Technip Energies Group uses different depreciation periods for each of the significant components of a single property, plant and equipment asset where the useful life of the component differs from that of the main asset. Below are the useful lives most commonly applied by the Technip Energies Group on a straight-line basis:

- Buildings: 10 to 60 years;
- IT Equipment: 3 to 5 years;
- Machinery and Equipment: 3 to 20 years; and
- Office Fixtures: 5 to 10 years.

If the residual value of an asset is material and can be measured, it is taken into account in calculating its depreciable amount.

On a regular basis, the Technip Energies Group reviews the useful lives of its assets. That review is based on the effective use of the assets.

Depreciation costs are recorded in the statement of income as a function of the fixed assets' use, split between the following line items: cost of sales, research and development expense, selling, general and administrative expenses.

In accordance with IAS 36 – Impairment of Assets, the carrying value of property, plant and equipment is reviewed for impairment whenever internal or external events indicate that there may be impairment, in which case, an impairment test is performed.

i. Leases

Technip Energies mainly leases real estate assets such as office buildings and residential housing.

The standard requires that payments shall be discounted using the interest rate implicit in the lease, if that rate can be readily determined. In practice, given the structure of the Group's financing all of which is held by Technip Energies N.V. or T.EN Eurocash SNC, the discount rate used to determine the right-of-use asset and the lease liability for each leased asset is calculated based on the incremental borrowing rate of the Group at inception of the lease. Technip Energies calculated the rate applicable to each lease contract based on the lease duration.

Technip Energies Group determines if an arrangement is a lease at inception by assessing whether an identified asset exists and if the Group has the right to control the use of the identified asset. Leases are included in right-of-use assets, lease liabilities (non-current and current on the statement of financial position). Right-of-use assets represent the right to use an underlying asset for the lease term and lease liabilities represent Technip Energies' obligation to make lease payments arising from the lease. Right-of-use assets and lease liabilities are recognized at the commencement date based on the present value of the remaining lease payments over the lease term. The right-of-use assets also include any lease prepayments made and exclude lease incentives the Group received from the lessor. Depreciation of right-of-use assets is recognized on a straight-line basis over the lease term.

The lease term generally used to calculate the liability is the term of the initially negotiated lease, not considering any early termination options, except in special circumstances. When leases contain extension options, the term used for the calculation of the liability may include these periods, mainly when the anticipated period of use of the fixed assets, whether under a new or existing lease, is greater than the initial contractual lease term.

The Group has variable lease payments, including adjustments to lease payments based on an index or rate (such as the Consumer Price Index) and fair value adjustments to lease payments. Variable lease payments that depend on an index or a rate (such as the Consumer Price Index or a market interest rate) are included when measuring initial lease liability of the lease arrangements using the payments' base rate or index. The Group remeasures the lease liability when there is a change in future lease payments resulting from a change in such an index or rate.

Short-term leases with an initial term of 12 months or less that do not include a purchase option and leases of low-value assets (referring mainly to IT equipment e.g., laptops

and mobile phones) are not recorded on the statement of financial position.

Technip Energies Group adopted the practical expedient to not separate lease and non-lease components for all asset classes.

The Group currently subleases certain of its leased real estate to third parties. The subleases are classified as operating or finance leases by the sublessor depending on the duration of the sublease contract and the end date of the main lease contract.

j. Intangible assets

Internally generated research and development costs

Research costs are expensed when incurred. In compliance with IAS 38 "Intangible assets" ("IAS 38"), development costs are capitalized if all the following criteria are met:

- The projects are clearly identified;
- The Technip Energies Group can reliably measure expenditure incurred for each project during its development;
- The Technip Energies Group can demonstrate the technical or industrial feasibility of the project;
- The Technip Energies Group has financial and technical resources available to complete the project;
- The Technip Energies Group can demonstrate its intention to complete, to use or to commercialize products resulting from the project; and
- The Technip Energies Group can demonstrate the existence of a market for the output of the intangible asset, or, if it is used internally, the usefulness of the intangible asset.

All research and development costs not meeting the IAS 38 criteria are expensed as incurred in the consolidated statement of income. The Technip Energies Group capitalized costs on certain IT projects developed internally.

Other intangible assets

Intangible assets other than goodwill (including those acquired in a business combination) are amortized on a straight-line basis over their expected useful lives, as follows:

- Backlog: as per the timeframe of the outstanding orders (usually less than 3 years);
- Licenses, Patents and Trademarks: less than 20 years;
- Software (including software rights, proprietary IT tools, such as the E-procurement platform, or the Technip Energies Group's management applications): 3 to 7 years.

In accordance with IAS 36, the carrying value of intangible assets is reviewed for impairment whenever internal or external events indicate that there may be an impairment, in which case an impairment test is performed.

k. Impairment of non-financial assets

Non-financial assets, property, plant and equipment, and identifiable intangible assets being amortized are reviewed for impairment whenever events or changes in circumstances indicate the carrying amount of the asset or cash-generating unit ("CGU") may not be recoverable. If any indication exists, or when annual impairment testing for an asset is required, the Technip Energies Group estimates the asset's recoverable amount. The asset's recoverable amount is the higher of an asset's or CGU's fair value less costs of disposal and the value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of

an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing the value in use, the estimated future cash flows are discounted to their present value using a post-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset, including growth rates in revenues, costs, estimates of future expected changes in operating margins, tax rates, and cash expenditures. Future revenues are also adjusted to match changes in the Technip Energies Group's business strategy. Factors that could trigger a lower value in use estimate include sustained price declines of a CGU's products and services, cost increases, regulatory or political environment changes, changes in customer demand, and other changes in market conditions, which may affect certain market participant assumptions used in the discounted future cash flow model.

In determining the fair value less costs of disposal, recent market transactions are considered. If no such transactions can be identified, an appropriate valuation model is used.

Goodwill is tested for impairment annually on September 30 and whenever changes in circumstances indicate that its carrying amount may not be recoverable. Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognized. Impairment losses relating to goodwill cannot be reversed in future periods.

L. Fair value measurement

In compliance with IFRS 13 "Fair value measurement," the Technip Energies Group measures certain financial instruments (including derivatives) at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset considers a market participant's ability to generate economic benefits by using the asset at its highest and best use or by selling it to another market participant that would use the asset at its highest and best use.

The Technip Energies Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1: Observable inputs that reflect quoted prices (unadjusted) for identical assets or liabilities in active markets;
- Level 2: Inputs other than quoted prices included in Level 1 that are observable for the asset or liability either directly or indirectly;
- Level 3: Unobservable inputs (e.g., reporting entity's own data).

For assets and liabilities that are recognized in the consolidated financial statements at fair value on a recurring basis, the Technip Energies Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

m. Financial assets

Financial assets are categorized at initial recognition, as subsequently measured at either amortized cost, at fair value through other comprehensive income ("FVOCI"), or at fair value through profit or loss ("FVTPL").

For debt instruments, this classification depends on the financial asset's contractual cash flow characteristics as well as the business model according to which the Technip Energies Group is managing them. Financial assets are initially measured at their fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price determined under IFRS 15.

A financial asset is classified and measured at amortized cost or fair value through other comprehensive income ("FVOCI") if and only if it gives rise to cash flows that are "solely payments of principal and interest" ("SPPI"), i.e., the asset meets the SPPI test criteria, which are assessed at an instrument level.

The business model applied by the Technip Energies Group determines whether the cash flows from the instruments will be realized through collecting contractual cash flows, selling the financial assets, or both.

Transactions on financial assets that require delivery of assets within a time frame legally or contractually (regular-way trades) are recognized on the trade date, being the date when the Technip Energies Group commits to acquire or sell the asset.

For purposes of subsequent measurement, financial assets are classified into three categories:

- Financial assets at amortized cost;
- Financial assets at fair value through OCI, either with recycling or no recycling of cumulative gains and losses;
- Financial assets at fair value through profit or loss.

Financial assets at amortized cost

A financial asset is measured at amortized cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of the principal and interest on the principal amount outstanding.

Financial assets at amortized cost are subsequently measured using the effective interest rate and are also subject to impairment. Gains and losses are recognized in the statement of income when the asset is derecognized.

The Technip Energies Group's financial assets at amortized cost include trade receivables, loans issued to third or related parties and debt notes receivable presented under other non-current assets or other current assets, as applicable.

Financial assets at fair value through OCI

Financial assets are classified and measured at fair value through other comprehensive income if they are held in a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include:

- Financial assets held for trading (i.e., those that are acquired for the purpose of selling or repurchasing in the near term);
- Financial assets designated upon initial recognition at fair value through profit or loss (to eliminate, or significantly reduce, an accounting mismatch); or
- Financial assets required to be measured at fair value (i.e., assets with cash flows that are not solely payments of principal and interest, irrespective of the business model).

Derivatives, including separated embedded derivatives, are also classified as held for trading except for those designated as effective hedging instruments. Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognized in the statement of income.

This category includes derivative instruments, listed and non-quoted equity investments, which the Technip Energies Group had not irrevocably elected to classify at fair value through OCI, as well as certain liquid, frequently traded debt instruments such as treasury bills.

Dividends on listed equity investments are also recognized in the statement of income when the right of payment has been established.

Impairment of financial assets

An allowance for Expected Credit Losses (ECL) is recognized for all debt instruments not held at fair value through profit or loss. As opposed to the incurred loss approach, ECL is based on the difference between the carrying amount (as per the contractual cash flows of the instruments) and all the cash flows that the Technip Energies Group expects to receive, discounted at the original effective interest rate. The expected cash flows will include consideration of collaterals or other credit enhancements that are integral to the contractual terms.

In the case of instruments for which there has not been a significant increase in credit risk since initial recognition, ECL is applied for default events that are possible within the next twelve months (a 12-month ECL). In case there has been a significant increase in credit risk since initial recognition, an ECL is applied over the remaining life of the exposure (lifetime ECL).

For trade receivables and contract assets, the Technip Energies Group applies a simplified approach permitted by IFRS 9. Therefore, the Technip Energies Group recognizes lifetime ECL at initial recognition and at each reporting date. The Technip Energies Group has considered historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment to determine lifetime expected losses.

For debt instruments recognized at amortized cost, as permitted by IFRS 9, the Technip Energies Group applies the low credit risk simplification. Accordingly, the Technip Energies Group evaluates whether the debt instrument is considered to have low credit risk at the reporting date, using available, reasonable, and supportable information.

The Technip Energies Group considers its internal credit rating of the debt instrument and considers that there has been a significant increase in credit risk when contractual payments are more than 90 days past due. For debt instruments that continue to have low credit risk after the evaluation, the Technip Energies Group assumes that there is no significant increase in the credit risk of the instrument.

ECL on such instruments is measured on a 12-month basis. However, when there has been a significant increase in credit risk since its origination, the allowance will be based on the lifetime ECL. The Technip Energies Group uses the ratings from credit rating agencies both to determine whether the debt instrument has significantly increased in credit risk and to estimate ECLs.

The Technip Energies Group considers a financial asset in default when contractual payments are 90 days past due. Also, in cases when internal or external information indicates that it is unlikely to receive the outstanding contractual cash flows before considering any credit enhancements, the Technip Energies Group considers a financial asset to be in default. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized when:

- The rights to receive cash flows from the asset have expired; or
- The Technip Energies Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a “pass-through” arrangement and either (a) the Technip Energies Group has transferred substantially all the risks and rewards of the asset, or (b) the Technip Energies Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Technip Energies Group has transferred its rights to receive cash flows from an asset or has entered a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all the risks and rewards of the asset, nor transferred control of the asset, the Technip Energies Group continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the Technip Energies Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Technip Energies Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Technip Energies Group could be required to repay.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

n. Derivative financial instruments and hedging

Initial recognition and subsequent measurement

The Technip Energies Group uses derivative financial instruments, such as forward contracts, swaps, and options to hedge its risks, in particular foreign exchange risks. Such derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Currently, every derivative financial instrument held by the Technip Energies Group is aimed at hedging future cash inflows or outflows against exchange rate fluctuations during the period of contract performance. Derivative instruments and in particular forward exchange transactions are aimed at hedging future cash inflows or outflows against exchange rate fluctuations in relation to awarded commercial contracts.

To hedge its exposure to exchange rate fluctuations during the bid period of construction contracts, the Technip Energies Group occasionally enters insurance contracts under which foreign currencies are exchanged at a specified rate and at a specified future date only if the new contract is awarded. The premium that the Technip Energies Group pays to enter such an insurance contract is charged to the statement of income when paid. If the commercial bid is not successful, the insurance contract is automatically terminated without any additional cash settlements or penalties.

In some cases, the Technip Energies Group may enter foreign currency options for some proposals during the bid period. These options cannot be eligible for hedging.

For the purpose of hedge accounting, instruments qualifying as hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognized asset or liability or an unrecognized firm commitment;
- Cash flow hedges when hedging the exposure to variability in cash flows that is either attributable to a particular risk associated with a recognized asset or liability or a highly probable forecasted transaction or the foreign currency risk in an unrecognized firm commitment;
- Hedges of a net investment in a foreign operation (the Technip Energies Group currently has no financial instruments designated for such a hedging relationship).

Foreign currency treasury accounts designated for a contract and used to finance its future expenses in foreign currencies may qualify as a foreign currency cash flow hedge. Cash as a hedging instrument is determined as cash less accounts payable (including debts contracted on projects) plus accounts receivable (including loans contracted on projects) on reimbursable, services and completed contracts at closing date.

An economic hedging may occasionally be obtained by offsetting cash inflows and outflows on a single contract ("natural hedging").

When implementing hedging transactions, each applicable member of the Technip Energies Group enters forward exchange contracts with banks or with the member of the Technip Energies Group that performs centralized treasury management for the Technip Energies Group. However, only instruments that involve a third party outside of Technip Energies are designated as hedging instruments.

At the inception of a hedge relationship, the Technip Energies Group formally designates and documents the hedge relationship to which it intends to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation includes identification of the hedging instrument, the hedged item or transaction, the nature of the risk being hedged, and how Technip Energies Group will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine that they have been highly effective throughout the financial reporting periods for which they were designated.

Hedges that meet all the qualifying criteria for hedge accounting are accounted for as described below. The fair value of derivative financial instruments is estimated based on valuations provided by bank counterparties or financial models commonly used in financial markets, using market data as of the statement of financial position date.

A derivative instrument qualifies for hedge accounting (fair value hedge or cash flow hedge) when there is a formal designation and documentation of the hedging relationship, and of the effectiveness of the hedge throughout the life of the contract. A fair value hedge aims at reducing risks incurred by changes in the market value of some assets, liabilities, or firm commitments. A cash flow hedge aims at reducing risks incurred by variations in the value of future cash flows that may impact net profit (loss).

For a currency derivative to be eligible for hedge accounting treatment, the following conditions have to be met:

- Its hedging role must be clearly defined and documented at the date of inception; and
- Its effectiveness should be proved at the date of inception and/or as long as it remains effective. If the hedge is effective, changes in fair value or in cash flows of the covered element must be almost entirely offset by the changes in fair value or in cash flows of the derivative instrument. The ineffectiveness is recorded in the consolidated statement of income.

All derivative instruments are recorded and disclosed in the statement of financial position at fair value:

- Derivative instruments considered as hedging are classified as non-current and current assets and liabilities, as they follow the operating cycle; and
- Derivative instruments not considered as hedging are also classified as non-current and current assets and liabilities.

Changes in fair value are recognized as follows:

- Regarding cash flow hedges, the portion of the gain or loss corresponding to the effectiveness of the hedging instrument is recorded directly in other comprehensive income, and the ineffective portion of the gain or loss on the hedging instrument is recorded in the statement of income. The exchange gain or loss on derivative cash flow hedging instruments, which is deferred in equity, is reclassified in the net profit (loss) of the year(s) in which the specified hedged transaction affects the statement of income;
- The changes in fair value of derivative financial instruments that qualify as fair value hedges are recorded in the Other operating income (expense), net of the statement of income. The ineffective portion of the gain or loss is immediately recorded in the statement of income.

The carrying amount of a hedged item is adjusted by the gain or loss on this hedged item, which may be allocated to the hedged risk and is recorded in the statement of income; and

- The changes in fair value of derivative financial instruments that do not qualify as hedging in accounting standards are directly recorded in the statement of income.

o. Advances paid to suppliers

Advance payments made to suppliers under long-term contracts are shown under the “Advances paid to suppliers” line item, on the consolidated statement of financial position.

p. Trade receivables

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. Trade receivables are recognized initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognized at fair value. The Technip Energies Group holds trade receivables with the objective of collecting the contractual cash flows and therefore measures them subsequently at amortized cost using the effective interest method.

Impairment of trade receivables

Technip Energies Group applies the IFRS 9 simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance for all trade receivables and contract assets. The Technip Energies Group’s trade receivables and contract assets constitute a homogeneous portfolio. Therefore, to measure the expected credit losses, trade receivables and contract assets have been grouped based on a selection of the members of the Technip Energies Group that cover a representative part of the Technip Energies Group’s trade receivables and contract assets at each period end. Contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Technip Energies Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for contract assets.

q. Cash and cash equivalents

Cash and cash equivalents consist of cash in bank and in hand, as well as short-term investments that are readily convertible into a known amount of cash and where the risk of a change in their value is deemed to be negligible based on the criteria set out in IAS 7. Securities are measured at their market value at year-end. Any change in fair value is recorded in the statement of income.

r. Share-based compensation

The Group grants performance shares to Executive Officers and some employees. These plans are subject to a continued service condition and performance conditions. The share-based plans are accounted for in accordance with IFRS 2 “Share-based payments” (“IFRS 2”).

Within the Company there are three types of share-based payment plans that qualify as equity-settled:

- Restricted Share Unit (RSU);
- Performance Share Unit (PSU);
- Stock Options.

The measurement of share-based compensation expense on restricted share awards is based on the market price at the grant date and the number of shares awarded. The fair value of performance shares is estimated using a combination of

the closing stock price on the grant date and the Monte Carlo simulation model.

Technip Energies uses the Black-Scholes options pricing model to measure the fair value of share options granted, excluding from such valuation the service and non-market performance conditions (which are considered in the expected number of awards that will ultimately vest) but including market conditions (Note 8. Share-based compensation).

The share-based compensation expense for each award is recognized during the vesting period (i.e., the period in which the service and, where applicable, the performance conditions are fulfilled). The cumulative expense recognized for share-based employee compensation at each reporting date reflects the already expired portion of the vesting period and the Technip Energies Group’s best estimate of the number of awards that will ultimately vest. The expense or credit in the statement of income for a period represents the movement in cumulative expense recognized as at the beginning and end of that period.

s. Provisions

Provisions are recognized if and only if the following criteria are simultaneously met:

- The Technip Energies Group has an ongoing obligation (legal or constructive) as a result of a past event;
- The settlement of the obligation will likely require an outflow of resources embodying economic benefits without expected counterpart; and
- The amount of the obligation can be reliably estimated: provisions are measured according to the risk assessment or the exposed charge, based upon best-known elements.

Contingencies related to contracts

These provisions relate to claims and litigation on contracts.

Restructuring

Once a restructuring plan has been decided and the interested parties have been informed, the plan is scheduled and valued. Restructuring provisions are recognized in accordance with IAS 37 – Provisions, Contingent Liabilities and Contingent Assets and presented within Impairment, Restructuring, and Other Expense in the consolidated statement of income.

t. Pensions and other long-term benefits

The Technip Energies Group sponsors various end-of-service and retirement employee benefit plans. Payments under such employee benefit plans are made either on the date of the employee’s termination of service with the Technip Energies Group or at a subsequent date or dates in accordance with the laws and practices of each country in which a participant resides. Depending on the employing entity, the main defined benefit plans can be:

- End-of-service benefits, to be paid at the termination of service;
- Retirement benefits;
- Jubilee benefits;
- Post-retirement medical benefits (health care and life insurance).

The Technip Energies Group assesses its obligations in respect of employee pension plans and other long-term benefits such as “jubilee benefits,” post-retirement medical benefits, special termination benefits and cash incentive plans. The plan assets are recorded at fair value based on recognized and uniform actuarial methods performed by an independent actuary.

The obligations of providing benefits under defined benefit plans are determined by independent actuaries using the projected unit credit actuarial valuation method as per IAS 19 "Employee Benefits" ("IAS 19").

The actuarial assumptions used to determine the obligations may vary depending on the country. The actuarial estimation is based on usual parameters such as future wages, salary increase rate, life expectancy, staff turnover, and inflation rate.

The defined benefit liability equals the present value of the defined benefit obligation after deducting the plan assets. The present value of the defined benefit obligation is determined using present value of future cash disbursements based on interest rates of corporate bonds, in the currency used for benefit payment, and whose term is equal to the average expected life of the defined benefit plan.

According to amended IAS 19, the actuarial gains and losses resulting from adjustments related to experience and changes in actuarial assumptions are recorded in other comprehensive income (see Note 24. Pensions and other long-term employee benefit plans).

u. Deferred income tax

Deferred tax assets and liabilities are recognized in accordance with IAS 12 "Income Taxes" ("IAS 12") and are based on all temporary book-tax basis differences as of the closing date measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities are reviewed at each closing date to consider the effect of any changes in tax laws and on the prospects of recovery.

Deferred income tax assets are recognized for all deductible temporary differences, unused tax credit carryforwards, and unused tax loss carry-forwards, to the extent that it is probable that taxable profit will be available against which the temporary differences can be utilized.

Deferred income tax liabilities are recognized for all taxable temporary differences, except in certain specific circumstances, in accordance with the provisions of IAS 12.

Tax assets and liabilities are not discounted.

v. Financial liabilities

Financial liabilities are classified, at initial recognition, as:

- financial liabilities at fair value through profit or loss (i.e., instruments held for trading including derivatives not designated as hedging instruments and instruments designated upon initial recognition at fair value through profit or loss);
- financial debt;
- trade and other payables; or
- derivatives designated as hedging instruments in an effective hedge.

Financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

Financial liabilities at fair value through profit or loss

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term.

Gains or losses on liabilities held for trading are recognized in the consolidated statement of income.

Financial debts (current and non-current)

Current and non-current financial debts include borrowings and commercial paper programs. After initial recognition, borrowings are measured at amortized cost using the effective interest rate method. Transaction costs are included in the cost of debt on the liability side of the statement of financial position, as an adjustment to the nominal amount of the debt. The difference between the initial debt and redemption at maturity is amortized at the effective interest rate.

Derecognition

Financial liability is derecognized when the obligation under the liability is discharged or canceled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the consolidated statement of income.

w. Current/non-current distinction

The distinction between current assets and liabilities, and non-current assets and liabilities is based on the operating cycle of contracts. If related to contracts, assets and liabilities are classified as "current"; if not related to contracts, assets and liabilities are classified as "current" if their maturity is less than 12 months or "non-current" if their maturity exceeds 12 months.

x. Inventories

Inventories and work-in-progress inventories are measured at the lower of cost and net realizable value.

Cost includes all direct materials costs and direct labor costs, general production costs and other costs incurred in bringing the inventories to their present location and condition.

The net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs, to sell.

Inventories are valued using either the weight average cost or the First-In, First-Out ("FIFO") method, depending on the type of inventories.

1.6. Key judgments and estimates

The preparation of Technip Energies' consolidated financial statements requires the use of key judgments and estimates, either at the balance sheet date or during the period that affects reported amounts of assets, liabilities, incomes, and expenses.

Management exercises its best judgment based upon its experience and the circumstances prevailing as of the reporting date. Judgments and estimates are reviewed periodically, on an ongoing basis, and may be reassessed if the circumstances and assumptions on which they were based change, if new information becomes available, or because of greater experience.

Consequently, the actual result from operations may differ from these estimates. In addition, Technip Energies Group's exposure to risks is also discussed in Note 1. Accounting principles and Note 28. Market-related exposure.

a. Judgments in applying accounting policies

Revenue recognition

Most of the Group's revenue is derived from long-term contracts that can span several years. The Group accounts for revenue in accordance with IFRS 15, as described in paragraph b. Recognition of revenue from customer contracts of Note 1.5. Summary of significant accounting policies.

A significant portion of total revenue recognized over time primarily relates to a large range of onshore facilities and fixed and floating offshore facilities that involve the design, engineering, manufacturing, construction, and assembly of complex, customer-specific systems. Because of control transferring over time, revenue is recognized based on the extent of progress toward completion of the performance obligation. The selection of the method to measure progress toward completion requires judgment and is based on the nature of the products or services to be provided. The Group generally uses the cost-to-cost measure of progress for its contracts because it best depicts the transfer of control to the customer that occurs as the Group incurs costs on its contracts.

Due to the nature of the work required to be performed on performance obligations, the estimation of total revenue and costs at completion is complex, subject to many variables, and requires significant judgment. It is common for long-term contracts to contain award fees, incentive fees, or other provisions that can either increase or decrease the transaction price. The estimated amounts in the transaction price are included when management believes there is an enforceable right to the modification, the amount can be estimated reliably, and its realization is probable. The estimated amounts are included in the transaction price to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved.

The Group executes contracts with its customers that clearly describe the equipment, systems, and/or services. After analyzing the drawings and specifications of the contract requirements, project engineers estimate total contract costs based on their experience with similar projects and then adjust these estimates for specific risks associated with each project, such as technical risks associated with a new design. Costs associated with specific risks are estimated by assessing the probability that conditions arising from these specific risks will affect the total cost to complete the project.

After work on a project begins, assumptions that form the basis for the calculation of total project cost are examined on a regular basis and estimates are updated to reflect the most current information and management's best judgment.

Adjustments to estimates of contract revenue, total contract cost, or extent of progress towards completion are often required as work progresses under the contract and as experience is gained, even though the scope of work required under the contract may not change. The nature of accounting for long-term contracts is such that refinements of the estimating process for changing conditions and new developments are continuous and characteristic of the process.

Consequently, the amount of revenue recognized over time is sensitive to changes in estimates of total contract costs. There are many factors, including, but not limited to, the ability to properly execute the engineering and design phases consistent with customers' expectations, the availability and costs of labor and material resources, productivity, and weather, all of which can affect the accuracy of cost estimates and, ultimately, future profitability.

b. Assumptions and sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, which could have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year relate to:

- Impairment of non-financial assets;
- Income tax;
- Accounting for pension and other post-retirement benefit plans;
- Provisions.

Impairment of non-financial assets

■ Goodwill

Goodwill represents the excess of cost over the fair market value of net assets acquired in business combinations. Goodwill is not subject to amortization but is tested for impairment at the level of CGU or GCGUs the goodwill has been allocated to, on an annual basis, or more frequently if impairment indicators arise. Management has established September 30 as the date of its annual test for impairment of goodwill. Management identifies a potential impairment by comparing the recoverable amount of the applicable CGU or GCGUs to its carrying amount, including goodwill. If the carrying amount exceeds the recoverable amount of the applicable CGU or GCGUs, management measures the impairment by comparing the carrying value of the CGU or GCGUs to its recoverable amount. CGUs with goodwill are tested for impairment using a quantitative impairment test.

Determining the recoverable amount of CGUs is judgmental and involves the use of significant estimates and assumptions. Management estimates the recoverable amount of the Group CGUs using a discounted future cash flow model. Most of the estimates and assumptions used in a discounted future cash flow model on a post-tax basis involve unobservable inputs reflecting management's own assumptions about the assumptions market participants would use in estimating the fair value of a business. These estimates and assumptions include revenue growth rates and operating margins used to calculate projected future cash flows, discount rates, and future economic and market conditions. The estimates are based upon assumptions believed to be reasonable, but which are inherently uncertain and unpredictable and do not reflect unanticipated events and circumstances that may occur.

A lower recoverable amount estimate in the future for any of the Group's CGUs could result in goodwill impairment. Factors that could trigger a lower recoverable amount estimate include sustained price declines of the CGUs' products and services, cost increases, regulatory or political environment changes, changes in customer demand, and other changes in market conditions, which may affect certain market participant assumptions used in the discounted future cash flow model based on internal forecasts of revenues and expenses over a specified period plus a terminal value (the income approach).

The income approach estimates recoverable amount by discounting each CGUs estimated future cash flows using a weighted-average cost of capital that reflects current market conditions and the risk profile of CGU's. To arrive at future cash flows, management uses estimates of economic and market assumptions, including growth rates in revenues, costs, estimates of future expected changes in operating margins, tax rates, and capital expenditures. Future revenues are also adjusted to match changes in the Group business strategy. Management believes this approach is an appropriate valuation method and utilizes this approach in determining the CGUs' valuations.

For additional information related to goodwill impairment testing during the periods presented, refer to Note 14. Goodwill and intangible assets.

■ **Property, plant and equipment and identifiable intangible assets**

Property, plant and equipment and identifiable intangible assets being amortized are reviewed for impairment whenever events or changes in circumstances indicate the carrying amount of the non-financial assets may not be recoverable. The carrying amount of a non-financial asset is not recoverable if it exceeds the recoverable amount determined as the higher of an asset's fair value less costs of disposal and its value in use. If it is determined that an impairment loss has occurred, the loss is measured as the amount by which the carrying amount of the non-financial asset exceeds its recoverable amount. The determination of future value in use as well as the estimated fair value of non-financial assets involves significant estimates on the part of management. Because there is usually a lack of quoted market prices for non-financial assets, fair value of impaired assets is typically determined based on the present values of expected future cash flows using discount rates believed to be consistent with those used by principal market participants or based on a multiple of operating cash flow validated with historical market transactions of similar assets where possible. The expected future cash flows used for impairment reviews and related fair value calculations are based on judgmental assessments of future productivity of the asset, operating costs and capital decisions, and all available information at the date of review. If future market conditions deteriorate beyond current expectations and assumptions, impairments of non-financial assets may be identified if management concludes that the carrying amounts are no longer recoverable.

Refer to paragraphs h) Property, plant and equipment and j) Intangible assets for estimates and accounting policies relevant to those assets.

Income tax

Income tax expense, deferred tax assets and liabilities, and reserves for uncertain tax positions reflect management's best assessment of estimated future taxes to be paid. The Group is subject to income taxes in France and numerous other jurisdictions. Judgments and estimates are required in determining the consolidated income tax expense.

In determining the current income tax provision, management assesses temporary differences resulting from differing treatments of items for tax and accounting purposes. These differences result in deferred tax assets and liabilities, which are recorded in the consolidated statement of financial position. When management assesses deductible temporary differences, including those originating from tax losses carried forward, management must assess the probability that these will be recovered through the future taxable income. To the extent management believes recovery is not probable, no deferred tax asset is recognized. Management believes the assessment related to the availability of future taxable income is a critical accounting estimate because it is highly susceptible to change from period to period, requires management to make assumptions about future income over the period of deductible temporary differences, and finally, the impact of increasing or decreasing deferred tax assets is potentially material to the results of operations.

Forecasting future income requires the use of a significant amount of judgment. In estimating future income, management uses internal operating budgets and long-range planning projections. Management develops its budgets and long-range projections based on recent results, trends, economic and industry forecasts influencing the Group's performance, its backlog, planned timing of new product launches, and customer sales commitments. Significant changes in management's judgment related to the expected realizability of deductible temporary differences result in an adjustment to the associated deferred tax asset.

The calculation of income tax expense involves dealing with uncertainties in the application of complex tax laws and regulations in numerous jurisdictions in which the Group operates. Management recognizes tax benefits related to uncertain tax positions when, in management's judgment, it is more likely than not that such positions will be sustained on examination, including resolutions of any related appeals or litigation, based on the technical merits. Management adjusts liabilities for uncertain tax positions when its judgment changes because of new information previously unavailable. Due to the complexity of some of these uncertainties, their ultimate resolution may result in payments that are materially different from current estimates. Any such differences will be reflected as adjustments to income tax expense in the periods in which they are determined.

IFRIC 23 "Uncertainty over Income Tax Treatments" provides guidance on how to recognize and measure uncertainty over "income tax" treatment as defined by paragraph 5 of IAS 12. The Group analyses all the tax treatments impacting current tax or deferred tax and reported or planned to be reported in income tax filings that could be challenged by the tax authorities. The tax assets and liabilities relating to these uncertain tax treatments are reviewed on a case-by-case basis assuming full knowledge of the tax authorities and measured at the most probable amount.

For further information, refer to Note 13. Income tax.

Accounting for pension and other post-retirement benefit plans

The determination of the projected benefit obligations of pension and other post-retirement benefit plans is important to the recorded amounts of such obligations in the consolidated statement of financial position and to the amount of pension expense in the consolidated statement of income. To measure the projected benefit obligations of pension and other post-retirement benefit plans and the expense associated with such benefits, management must make a variety of assumptions and estimates, including discount rates used to value certain liabilities, rates of compensation increase, employee turnover rates, retirement rates, mortality rates, and other factors. Management updates these assumptions and estimates on an annual basis or more frequently upon the occurrence of significant events. These accounting assumptions and estimates consider the risk of change due to the uncertainty and difficulty in estimating these measures. Different assumptions and estimates used by management could result in recognition of different amounts of expense over different periods of time.

The discount rate affects the interest cost component of net periodic pension cost and the calculation of the projected benefit obligation. The discount rate is based on rates at which the pension benefit obligation could be effectively settled on a present value basis. Discount rates are derived by identifying a theoretical settlement portfolio of long-term, high quality ("AA" rated) corporate bonds at determination date that is sufficient to provide for the projected pension benefit payments. A single discount rate is determined that results in a discounted value of the pension benefit payments that equate to the market value of the selected bonds. The resulting discount rate is reflective of both the current interest rate environment and the pension's distinct liability characteristics. Significant changes in the discount rate, such as those caused by changes in the yield curve, the mix of bonds available in the market, the duration of selected bonds, and the timing of expected benefit payments, may result in volatility in pension expense and pension liabilities.

Due to the specialized and statistical nature of these calculations, which attempt to anticipate future events, management engages third-party specialists to assist in evaluating assumptions as well as appropriately measuring the costs and obligations associated with these pension and other post-retirement benefits.

The actuarial assumptions and estimates made by management in determining pension and other post-retirement benefit obligations may materially differ from actual results because of changing market and economic conditions and changes in plan participant assumptions. While management believes the assumptions and estimates used are appropriate, differences in actual experience or changes in plan participant assumptions may materially affect the Technip Energies Group's financial position or results of operations.

The Group's pension and other post-retirement obligations are described in Note 24. Pensions and other long-term employee benefit plans.

Provisions

The Group is involved in judicial or administrative litigation. The process for assessing and measuring the risks related to these proceedings is based on multiple factors that require assumptions and estimates, particularly regarding the assessment of uncertainties. Provisions are estimated based on the Group best estimate of the expenditure required to settle the obligations, considering all relevant information available and different possible outcomes at the reporting date.

1.7. Other sources of estimation uncertainty

In the elaboration of its financial statements, the Group considered as other sources of estimation uncertainty the following:

- Climate-related matters;
- Macroeconomic conditions.

Climate-related matters

The Group considered climate-related matters in the preparation of its financial statements and concluded to the absence of material impacts on assets and liabilities reported as well as those that may be recognized in the future for the following reasons:

- Technip Energies generally acts as a contractor. As such, its portfolio and positioning are evolving with the energy transition unfolding landscape. The profile of projects and services is directly linked to Group clients' investments to transform energy production infrastructure, meet environmental targets, and address the need to reduce global warming and greenhouse gas emissions;
- Due to its operating model, the Group does not hold material tangible or intangible assets that could become obsolete considering climate-related matters and would therefore require a revision of estimated residual values or expected useful lives. This also explains why none of the Group's assets is forecasted to bear subsequent major expenditures to cope with obsolescence or new legal restrictions;
- The Group has strong experience of conducting projects in extreme weather conditions.

The specific positioning of the Group in the value chain and the way Technip Energies participates in the energy transition is described in section 3.2.5. EU Green Taxonomy.

Impairment of non-financial assets

The Group is engaged in activities and markets that are designed to support the energy transition framework with a business that combines its long-cycle high revenue operating segment, Project Delivery, with its short-cycle higher margin one, Technology, Products and Services.

Technip Energies' commercial pipeline is balanced by market and geography and further supports business expansion and diversification, with one third of the pipeline dedicated to decarbonization markets. In its 2025 Gas Report, the International Energy Agency expects a rapid expansion of low-emission gases through to 2030. Specifically, its outlook forecasts that supply will increase 2.5 times between now and 2030. In absolute terms, that corresponds to an increase of over 20 billion cubic meters equivalent. It also points out that Carbon Capture, Utilization and storage (CCUS) is increasingly integrated in the outlook for LNG projects and quotes as an example the CCUS hub designed to support the North Field East LNG expansion, one of the first large LNG projects to integrate CCUS from the design stage.

The business plan underpinning the impairment test performed reflects Management expectations in terms of exposure to climate risks, in relation to regulations, clients' expectations, or industry energy source shifts per geographic area, and Technip Energies' development in solutions in hydrogen, offshore wind farms, ethylene, sustainable chemistry, carbon-free energy, decarbonization projects, and carbon capture.

In addition to the portfolio mix reflected in the prospective financial information, the business plan used for the impairment test captures the following elements:

- Consideration of strategic initiatives: on circular economy and textile regeneration, namely the Reju initiative, the Group only captured short-term and early-stage setup costs. For the initiative on the Green Hydrogen sector, namely Rely, the Group captured the capital expenditures, the costs and revenues in the business plan, and terminal value;
- Expenditures associated with climate: the Group business plan also includes a substantial amount of expenditure, for a total of €385.0 million. These expenses mostly relate to the Group roadmap to reduce Scope 1 and 2 emissions by 90% in 2030 by optimizing the buildings portfolio (such as the relocation of our teams in Houston, refurbishments and optimization of owned and leased assets for offices) as well as increased R&D allocated to energy transition, and a portion of the remuneration that includes schemes that incorporate sustainability-related performance indicators.

Sensitivity performed on these expenditures, with a change of -10%/+10%, would not lead to a risk of impairment.

Share-based compensation and remuneration policy applied to Executive Director, Executive Committee members, Senior Managers, and other key employees

The Compensation Committee of the Board of Directors has granted to the Executive Director, Executive Committee members, Senior Managers, and other key employees (e.g., technical experts, high potentials) a Long-Term Incentive plan in the form of Performance Stock Units (PSUs) and Restricted Stock Units (RSUs). The PSU vesting is subject to the satisfactory achievement of performance conditions. As of 2025, the performance conditions comprise the total shareholder return ("TSR"), Earnings Per Shares ("EPS") and a set of two weighted ESG indicators directly derived from our ESG Roadmap to support Technip Energies' vision in accelerating energy transition for a "better tomorrow" and to strengthen the alignment with sustainable long-term value creation. One of these indicators is a climate-friendly objective: 50% reduction in Scope 1 and 2 greenhouse gas emissions by 2027.

In addition, the Executive Director's remuneration includes incentive schemes that embed sustainability-related performance indicators, notably the Short-Term Incentive program with ESG KPIs derived from the Company's ESG roadmap. These changes were introduced in 2023 and are described in section 6.5.1. Executive Director remuneration. The ESG business performance indicators weighting is set to 25%.

Green financing

The terms and conditions of the Group financing agreements do not include climate-friendly covenants or objectives, except for the 2025 Revolving Facility for which the applicable margin is adjusted based on the successful completion by the Group of the 3 ESG key performance indicators inherited from the former revolving facility: reduction of carbon footprint, supporting of ESG ratings, and improvement of gender diversity, which will be readjusted moving forward.

Macroeconomic conditions

2025 was marked by a range of geopolitical and energy issues, which have effects on Technip Energies' consolidated financial statements. The estimates described below have been reviewed to take into consideration this specific macroeconomic environment.

Assessment of U.S. trade policy evolution and tariff implications

During the year ended December 31, 2025, the U.S. administration adopted new trade policies and imposed an increase in tariffs on goods imported into the USA.

The Group's U.S. theoretical exposure is mostly related to its Project Delivery operating segment where Technip Energies acts as an engineering, procurement & construction (EPC) contractor. Technip Energies has implemented relevant contractual protections in the terms and conditions of its projects to ensure that Technip Energies retains no risks or exposure to tariffs, and this exposure is passed through to the clients. As such, the direct impact of U.S. tariffs on its earnings appears extremely limited.

The Group also closely monitors the impact of tariffs on the supply chain and on how potential U.S. tariffs could increase costs, impact margins for its clients, and ultimately slow down project awards or investments. As a mitigation plan to lower those risks, the Group has a flexible and geographically diversified yard network and an extensive vendor list to provide reliable options to its clients.

Trade tensions could indirectly affect our markets due to a climate of international uncertainty and impact the global macroeconomic environment. The Group will continue to closely monitor such evolutions and take all relevant measures.

Measurement of the present value of the post-employment benefit obligations

Actuarial assumptions have been revalued (wage and discount rate increase) to reflect the long-term economic forecast. Assumptions used to assess post-retirement valuation as of December 31, 2025, include:

- The discount rates set by reference to market yields on high-quality corporate bonds (or government bonds in countries where the market in such corporate bonds is not deep);
- The expected long-term inflation assumption set by reference to the European Central Bank target;
- The spread above the assumed long-term inflation to derive the expected yearly salary increase.

Moreover, to consider increased volatility observed on key assumptions such as discount rate and inflation rate, sensitivities are disclosed based on +/- 50 bps ranges.

Impairment test of non-financial assets

During the year ended December 31, 2025, the exposure to inflation decreased but geopolitical uncertainty remains. Within the impairment test, these risks and uncertainties have been directly considered in the business plan with the best estimates of the income and expenditure of the CGUs according to industry projections and with Management experience and future expectations, and indirectly through the Weighted Average Cost of Capital ("WACC"), which incorporates the recent decrease in risk-free rates and a lower country risk premium.

The weighted average cost of capital per operating segment is as follows:

	December 31, 2025	December 31, 2024
Project Delivery	10.3%	10.8%
Technology, Products & Services	9.0%	9.5%

Long-term growth rates used to estimate cash flow projections beyond the period covered by the budgets remained unchanged compared to last year at 2.3%.

The consideration of the above-mentioned did not lead to the recognition of impairment, as described in Note 14. Goodwill and intangible assets.

Note 2. Changes in the scope of consolidation

Year ended December 31, 2025

Acquisition of the Advanced Materials & Catalysts business from Ecovyst Inc.

On December 31, 2025, the Company acquired 100% of the Advanced Materials & Catalysts business from Ecovyst Inc. The acquired business consists of:

- **Advanced Silicas**, a manufacturer and supplier of specialty silica-based advanced materials and catalysts for plastics, chemicals, and industrial applications; and
- **Zeolyst International**, a 50:50 joint venture with Shell Catalysts & Technologies, which is a leading supplier of custom zeolite-based advanced materials and catalysts used in hydrocracking, sustainable fuels, and custom catalyst applications, such as plastics recycling.

Details of the consideration transferred, assets acquired, and liabilities assumed are as follows:

Consideration transferred - The acquisition-date fair value of the consideration transferred consisted of €494.3 million paid in cash as of December 31, 2025. The consideration paid by the Company to Ecovyst was determined based on the initial financial statements of the acquired business and remains subject to post-closing adjustments relating to working capital and transaction cost true-ups. These adjustments will be calculated once the final closing financial statements are available in 2026 and may result in either an additional payment by, or a reimbursement to, the Group. Any resulting changes will be recognized as an adjustment to the purchase price consideration.

The carrying amount of shares held as of the date of acquisition of the controlling interest includes the impact of foreign exchange hedges implemented in anticipation of the acquisition for €8.7 million.

As of December 31, 2025, the Advanced Materials & Catalysts acquisition generated an outflow of €484.0 million, net of cash acquired in the amount of €10.2 million (reported on the line Business combinations, net of cash acquired in Note 8.1.4 Consolidated Statement of Cash Flows).

Assets acquired and liabilities assumed - As of December 31, 2025, the initial accounting for the business combination is incomplete because the fair value measurements of certain acquired assets and liabilities have not yet been finalized.

Specifically, valuations of identifiable intangible assets, property, plant and equipment, equity-accounted investees, inventory, assessment of contingent liabilities and tax positions and the price allocation between "Advanced Silicas" and "Zeolyst International" are still in progress. Consequently, the amounts recognized are provisional and may be adjusted during the measurement period. The amounts recognized in the consolidated financial statements for the identifiable assets acquired and liabilities assumed

from the transferred entities, for which the initial accounting is still incomplete, are as follows:

(In millions of €)	At the acquisition date
Intangible assets	25.1
Property, plant and equipment	93.7
Right-of-use assets	0.6
Equity-accounted investees	154.9
Inventories and work in progress	35.9
Cash and cash equivalents	10.2
Lease liabilities	(0.6)
Net financial debt	(1.7)
Other current and non-current assets and liabilities	14.5
Minority interests	—
Net identifiable assets acquired	332.6
Goodwill	170.3
Carrying amount of shares held as of the date of acquisition	502.9

The provisional goodwill of €170.3 million reflects Advanced Materials & Catalysts' expertise in catalysts and advanced materials, as well as expected synergies from its integration into Technip Energies, including cross-selling opportunities and the development of new applications.

The goodwill arising from the acquisition of Advanced Materials & Catalysts has been recognized on a provisional basis, as the purchase price allocation has not yet been finalized. The Group is currently assessing the allocation of the goodwill to the cash-generating units that are expected to benefit from the synergies of the business combination. The allocation will be completed within the measurement period, which shall not exceed twelve months from the acquisition date, in accordance with IFRS 3. Any adjustments to the provisional amounts will be recognized retrospectively as required by the standard.

The acquisition-related costs have been reported in the consolidated income statement under the line "acquisition and integrations costs" for a total of €8.6 million.

If the acquisition had occurred on January 1, 2025, the estimated consolidated revenue and profit for the year ended December 31, 2025 would have been €7,293.8 million and €377.1 million respectively.

Year ended December 31, 2024

The Group did not make any significant acquisitions and divestitures during the year ended December 31, 2024.

Note 3. Segment information

In the periods presented here, the Chief Executive Officer reviewed and evaluated the Technip Energies Group' operating performance to make decisions about resources to be allocated and has been identified as the Chief Operating Decision Maker. The Technip Energies Group has defined two operating segments designated as Project Delivery and Technology, Products & Services. The assessment of the operating segments' performance is based on the Group's EBIT.

The statement of income information by segment is shown below:

	December 31, 2025			
	Project Delivery	Technology, Products & Services	Corporate/non- allocable	Total
<i>(In millions of €)</i>				
Revenue	5,406.6	1,797.2	—	7,203.8
Cost of Sales	(4,868.5)	(1,371.1)	—	(6,239.6)
EBIT (Profit before financial result and tax)	348.0	168.1	(82.1)	434.1

	December 31, 2024			
	Project Delivery	Technology, Products & Services	Corporate/non- allocable	Total
<i>(In millions of €)</i>				
Revenue	4,741.6	1,977.3	—	6,718.9
Cost of Sales	(4,224.4)	(1,575.5)	(0.9)	(5,800.8)
EBIT (Profit before financial result and tax)	350.0	178.4	(60.3)	468.1

During the year ended December 31, 2025, revenue from North Field East (NFE) and North Field South (NFS) projects exceeded 10% of Technip Energies' consolidated revenue. These two projects are contributing to the Project Delivery

operating segment. During the year ended December 31, 2024, revenue from North Field East (NFE) project exceeded 10% of Technip Energies' consolidated revenue.

The statement of financial position information by segment is shown below:

	December 31, 2025			
	Project Delivery	Technology, Products & Services	Corporate/non- allocable	Total
<i>(In millions of €)</i>				
TOTAL ASSETS	3,382.9	1,615.7	4,803.3	9,801.9

	December 31, 2024			
	Project Delivery	Technology, Products & Services	Corporate/non- allocable	Total
<i>(In millions of €)</i>				
TOTAL ASSETS	3,115.7	1,834.5	4,290.6	9,240.8

Note 4. Revenue

4.1. Principal revenue-generating activities

As one of the largest E&T groups by revenue, Technip Energies Group offers what it characterizes as a full range of design and project development services to its customers spanning the downstream value chain, from early-engagement technical consulting through final acceptance testing.

The Group's offering to its clients consists of Project Delivery and Technology, Products & Services. Technip Energies Group business focuses on the study, engineering, procurement, construction, and project management of the entire range of onshore and offshore facilities related to gas monetization, refining, and chemical processing from biofuels and hydrocarbons.

The majority of the Technip Energies Group' revenue is from long-term contracts associated with designing and

manufacturing products and systems and providing services to customers involved in the energy sector.

Many of these contracts provide a combination of engineering, procurement, construction, project management, and installation services, which may last several years. Management has determined that contracts of this nature generally have one performance obligation. In these contracts, the final product is highly customized to the specifications of the field and the customers' requirements. Therefore, the customer obtains control of the asset over time, and thus revenue is recognized over time.

These customized products do not have an alternative use for the Technip Energies Group. The Group has an enforceable right to payment plus reasonable profit for performance completed to date.

4.2. Disaggregation of revenue

The Technip Energies Group disaggregates revenue from external customers as follows:

	December 31, 2025			December 31, 2024		
	Project Delivery	Technology, Products & Services	TOTAL	Project Delivery	Technology, Products & Services	TOTAL
<i>(In millions of €)</i>						
Europe & Central Asia	312.1	762.7	1,074.7	283.0	848.0	1,131.0
Africa & Middle East	3,821.9	420.7	4,242.6	3,629.4	359.8	3,989.2
Asia Pacific	239.9	319.5	559.4	371.4	359.5	730.8
Americas	1,032.8	294.3	1,327.1	457.8	409.9	867.8
TOTAL REVENUE	5,406.6	1,797.2	7,203.8	4,741.6	1,977.3	6,718.9

For more information about concentration risks, please refer to section 4. Risk and Risk management of this Annual Report.

4.3. Contract balances

The following table provides information about net contract assets and liabilities as of December 31, 2025, and 2024:

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024	Change	% change
Contract assets	381.2	481.3	(100.1)	(21%)
Contract liabilities	3,738.0	3,358.4	379.6	11%
NET LIABILITIES	3,356.8	2,877.1	479.7	17%

To determine revenue recognized in the period from contract liabilities, the Group allocates revenue to the individual contract liability balance outstanding at the beginning of the period until the revenue exceeds that balance. Revenue recognized for the years ended December 31, 2025, and 2024 that was included in the contract liabilities balance on December 31, 2024, and 2023 was €2,680.9 million and €2,049.5 million, respectively.

Revenue recognized for the years ended December 31, 2025, and 2024 from the Technip Energies Group's performance obligations satisfied in previous periods had an impact of €(20.1) million and €15.6 million, respectively. This primarily relates to changes in the estimate of the stage of completion.

4.4. Transaction price allocated to the remaining unsatisfied performance obligations

Remaining unsatisfied performance obligations (“backlog”) represent the transaction price for products and services for which we have an enforceable right, but work has not been performed. The transaction price of the backlog includes the base transaction price, variable consideration, and changes in transaction price. The backlog table does not include contracts for which we recognize revenue at the amount to

which we have the right to invoice for services performed. The transaction price of the backlog related to unfilled, confirmed customer orders is estimated at each reporting date. As of December 31, 2025, and 2024, the aggregate amount of the transaction price allocated to backlog was €16,026.2 million and €19,708.3 million, respectively.

The following table details the backlog as of December 31, 2025:

(In millions)	December 31, 2026	December 31, 2027	December 31, 2028+
Total remaining unsatisfied performance obligations	7,145.7	5,274.0	3,606.5

The following table details the backlog as of December 31, 2024:

(In millions)	December 31, 2025	December 31, 2026	December 31, 2027+
Total remaining unsatisfied performance obligations	6,349.9	5,652.6	7,705.7

Note 5. Impairment, restructuring and other expense

Impairment, restructuring and other expense is detailed as follows:

(In millions of €)	December 31, 2025	December 31, 2024
Impairment costs	(2.2)	(5.0)
Restructuring and severance costs	(14.0)	(9.0)
Non-recurring legal matters	(2.0)	3.5
Adjacent business model investments costs	(41.5)	(16.0)
Other non-recurring costs ⁽¹⁾	(12.4)	(3.5)
TOTAL IMPAIRMENT, RESTRUCTURING AND OTHER EXPENSE	(72.1)	(30.0)

(1) Other included costs incurred related to strategic initiatives.

Impairment costs

The Group recognized impairment of €2.2 million and €5.0 million on intangible assets as of December 31, 2025, and December 31, 2024 respectively.

In relation to Goodwill, the impairment test conducted is discussed in detail in Note 1. Accounting principles and presented in Note 14. Goodwill and intangible assets and concluded to the absence of impairment.

Non-recurring legal matters

This includes the financial effects of legal-related provisions and settlements.

As of December 31, 2025, additional costs have been recognized following the final decision regarding the P52 project.

Adjacent business model investments costs

As of December 31, 2025, these costs reflect the expenditures incurred by the Group to support and develop adjacent business models.

Note 6. Other operating income (expense), net

Total other income and expense, net is as follows:

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024
Foreign currency gain (loss)	(5.3)	23.4
Reinsurance income (expense)	(0.6)	6.5
Net gain (loss) from disposal of property, plant and equipment and intangible assets	(0.5)	(0.1)
Other	(2.5)	(3.4)
TOTAL OTHER OPERATING INCOME (EXPENSE), NET	(8.9)	26.4

Note 7. Earnings per share

Diluted earnings per share are determined in accordance with the accounting principles described in Note 1. Accounting principles.

Reconciliation between earnings per share before dilution and diluted earnings per share is as follows:

<i>(In millions of €, except per share data)</i>	December 31, 2025	December 31, 2024
Net profit (loss) attributable to Technip Energies	363.8	390.7
Weighted average number of ordinary shares outstanding	176,020,928	176,539,283
Effect of dilutive instruments	2,499,149	3,900,831
WEIGHTED AVERAGE NUMBER OF DILUTED SHARES OUTSTANDING	178,520,077	180,440,114

EARNINGS (LOSS) PER SHARE ATTRIBUTABLE TO TECHNIP ENERGIES

Basic earnings (loss) per share attributable to Technip Energies	€2.07	€2.21
Diluted earnings (loss) per share attributable to Technip Energies	€2.04	€2.17

Diluted earnings (loss) per share is determined by dividing net profit (loss) attributable to Technip Energies by the combination of the weighted average number of ordinary shares outstanding during the period and the dilutive effect of performance shares.

Stock options which are “out of the money” are not dilutive.

In 2025, the average annual share price amounted to €33.69 and the closing price to €32.48.

Note 8. Share-based compensation

8.1. Performance and restricted shares

The total share-based compensation expense recognized over the period and the expense not yet recognized are as follows:

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024
Share-based compensation expense	(16.9)	(18.4)
Share-based compensation expense not yet recognized	(20.9)	(21.8)

For the performance share units (“PSU”) which vest based on Total Shareholder Return (“TSR”), the fair value at grant date is independently determined using a Monte Carlo model. The fair value of performance shares and the assumptions used to measure it are as follows:

<i>(In €, except %)</i>	December 31, 2025	December 31, 2024
Fair value	31.1	23.8
Expected volatility ^(a)	34.9%	37.8%
Risk-free interest rate ^(b)	2.2%	2.5%
Expected performance period in years	3.0	3.0

(a) Expected volatility is based on the historical volatility of our shares over a preceding period until the plan grant date.

(b) Risk-free interest rate is the rate applied by monetary zone for the securities of the peer group.

a. 2025 Performance shares program under the Technip Energies N.V. Incentive Award Plan

The Compensation Committee of the Board of Directors, at its meeting of February 24, 2025, approved the terms of the 2025 Long-Term Incentive Program, and the LTI performance metrics. Under this program, certain Employees, Senior Executives, Executive Committee members or Officers benefit from performance stock units ("PSUs") that vest subject to achieving satisfactory performance indicators and/or from restricted stock units ("RSUs") that vest subject to continuous presence within the Group.

The performance indicators that rule performance criteria of the PSUs are consistent with the ones ruling the 2024 program:

- The Total Shareholder Return ("TSR") represents 37.5% of performance conditions mix. The TSR peer group to assess Technip Energies is composed of 10 reference companies;
- Earnings Per Share ("EPS") has been set as a second financial indicator for 37.5% of performance conditions mix;
- An ESG performance metric, representing 25.0% of PSU performance conditions, combines 2 Performance Indicators. They are evenly weighted and described below:
 - 46% reduction in Scope 1 and 2 GHG emissions by 2027,
 - 33% of women in total workforce by 2027.

The fair value of such PSUs is estimated using both a Monte Carlo simulation model and closing stock price at the grant date, whereas RSU fair value is based on the closing stock price at the grant date.

Under the 2025 Program, €17.5 million was authorized for awards. A first grant of 540,214 shares (318,899 PSUs and 221,315 RSUs), representing €16.9 million at €31.26 (closing stock price at the grant date) was made on March 21, 2025.

Then, a second grant of 18,892 shares (9,446 PSUs and 9,446 RSUs), representing €0.8 million at €40.34 (closing stock price at the grant date) was made on September 22, 2025.

Performance Shares generally vest after three years of service, with a maximum performance condition for PSUs of 175%.

Share-based compensation expense is recognized ratably over the vesting period. Exceptions to the service period are the death or disability of the employee upon which vesting accelerates.

b. Vesting of 2022 Long-Term Incentive programs

On February 28, 2022, the Compensation Committee delegated to the Chief Executive Officer the decision to

implement the granting of Performance Shares under the 2022 Program. Main grant and additional grant of these Performance Shares were allocated respectively as of March 28, 2022, and September 19, 2022 by the Chief Executive Officer under the 2022 Program pursuant to his decision.

March 28, 2022 program

The Compensation Committee, by written resolution on February 24, 2025, approved the performance conditions for the period concerning the PSUs (based on the TSR, EPS and ESG metrics), with a consolidated payout reaching 170.6% (as described in section 6.5.3 of the Annual Report) in accordance with the terms of the "2022 - Technip Energies N.V. Incentive Award Plan".

Out of the 1,659,182 rights (897,084 PSUs and 762,098 RSUs) granted to certain Employees, Senior Executives, Executive Committee members and the CEO:

- 2,100,080 shares (1,409,037 PSUs and 691,043 RSUs) were vested on March 28, 2025, at an acquisition price of €30.36 per share (Technip Energies' stock price on the vesting date, i.e., the opening of the Paris stock exchange market on March 28, 2025), for the grantee having fulfilled the presence conditions for PSUs and RSUs (3 years of service) and after having applied 170.6% performance conditions for PSUs;
- 142,068 rights were forfeited due to the unfulfillment of presence condition from the grantees, according to the requirement of program terms and conditions.

September 19, 2022 program - (2nd Tranche Vesting)

The Compensation Committee, by written resolution on February 24, 2025, approved the performance conditions for the period concerning the PSUs (based on the TSR, EPS and ESG metrics), with a consolidated payout reaching 170.6% (as described in section 6.5.3 of the Annual Report), in accordance with the terms of the "2022 - Technip Energies N.V. Incentive Award Plan".

Out of the 167,476 rights (94,792 PSUs and 72,684 RSUs) granted:

- 179,755 shares (127,260 PSUs and 52,495 RSUs) were vested on September 19, 2025, at an acquisition price of €40.80 per share (Technip Energies' stock price on the vesting date, i.e., the opening of the Paris stock exchange market on September 19, 2025), the grantee having fulfilled the presence conditions for PSUs and after having applied 170.6% performance conditions;
- 43,240 shares were forfeited due to the unfulfillment of presence condition from the grantee, according to the requirement of program terms and conditions.

The number of shares for employee benefits recognized as vested or forfeited in addition to new grants as of December 31, 2025 is described below:

LTI Plan	Approval date (Board of Directors)	Grant date	Vesting date	Number of shares granted	Number of PSU granted	Number of RSU granted	Number of shares forfeited /expired	Number of shares vested	Number of out- standing rights
2022 LTI - March (*)	February 28, 2022	March 28, 2022	March 28, 2025	1,659,182	897,084	762,098	142,068	2,100,080	—
2022 LTI - Sept (**)	February 28, 2022	September 19, 2022	September 19, 2025	167,476	94,792	72,684	43,240	179,755	—
2023 LTI - March	February 27, 2023	March 23, 2023	March 23, 2026	804,980	477,233	327,747	63,752	—	741,228
2023 LTI - Sept	February 27, 2023	September 22, 2023	September 22, 2026	36,140	18,070	18,070	2,402	—	33,738
2024 LTI - March	February 26, 2024	March 22, 2024	March 22, 2027	693,487	414,357	279,130	26,928	—	666,559
2024 LTI - Sept	February 26, 2024	September 23, 2024	September 23, 2027	55,757	27,883	27,874	—	—	55,757
2025 LTI - March	February 24, 2025	March 21, 2025	March 21, 2028	540,214	318,899	221,315	5,674	—	534,540
2025 LTI - Sept	February 24, 2025	September 22, 2025	September 22, 2028	18,892	9,446	9,446	—	—	18,892

(*) Vested shares 1,517,114 resulting in 2,100,080 shares (1,409,037 PSUs and 691,043 RSUs) delivered to employees considering an average of 170.6% performance conditions for PSUs.

(**) Vested shares 124,236 resulting in 179,755 shares (127,260 PSUs and 52,495 RSUs) delivered to employees considering an average of 170.6% performance conditions for PSUs.

8.2. Stock options

During the years ended December 31, 2025, and 2024, there were no movements regarding stock options.

Note 9. Interests in associates, joint ventures and joint operations

9.1. Interests in associates and joint ventures

The carrying amounts of the Technip Energies Group's joint ventures and associates accounted for under the equity method amounted to €257.1 million and €98.2 million as of December 31, 2025, and December 31, 2024, respectively.

Summarized movements during the year:

(In millions of €)	December 31, 2024	Share of profit (loss) of equity- accounted investees	Dividends	Other comprehensive income (loss)	Foreign exchange differences	Acquisition through business combination ⁽¹⁾	Other movements ⁽²⁾	December 31, 2025
Joint ventures	92.7	4.7	(45.2)	0.8	6.3	154.9	36.2	250.4
Associates	5.5	1.3	—	—	(0.1)	—	—	6.7
TOTAL	98.2	6.0	(45.2)	0.8	6.2	154.9	36.2	257.1

(1) Related to the acquisition of Advanced Materials & Catalysts, for more details please refer to Note 2. Changes in the scope of consolidation.

(2) Other movements include mainly the reclassification of negative investments to liabilities.

(In millions of €)	December 31, 2023	Share of profit (loss) of equity- accounted investees	Dividends	Other comprehensive income (loss)	Foreign exchange differences	Acquisition through business combination	Other movements ⁽¹⁾	December 31, 2024
Joint ventures	84.6	20.2	(46.3)	3.5	(1.2)	—	31.9	92.7
Associates	15.5	(1.6)	(9.9)	—	(0.8)	—	2.3	5.5
TOTAL	100.1	18.6	(56.2)	3.5	(2.0)	—	34.2	98.2

(1) Other movements include the reclassification of negative investments to liabilities.

The main equity investments were as follows as of December 31, 2025, and December 31, 2024:

		December 31, 2025		December 31, 2024	
		Percentage owned	Carrying value	Percentage owned	Carrying value
(In millions of €, except %)	Place of business/incorporation				
Coral South	Mozambique, France	50.0%	15.7	50.0%	34.8
Coral Norte	France	50.0%	31.0	50.0%	0.6
NFE	France, Japan	50.0%	42.7	50.0%	41.7
BAPCO Sitra Refinery	Bahrain	36.0%	—	36.0%	—
Zeolyst	USA, Netherlands	50.0%	154.9	N/A	—
Others		N/A	12.8	N/A	21.1
TOTAL			257.1		98.2

TP JGC Coral France SNC is an affiliated company in the form of a joint venture between Technip Energies, JGC Corporation, Samsung Heavy Industries, and TechnipFMC, all partners in the TJS Consortium. ENI Coral FLNG was formed in 2017 when awarded a contract for the Engineering, Procurement, Construction, Installation, Commissioning, and Startup of the Coral South FLNG facility.

T.EN JGC Coral Norte France SNC is an affiliated company in the form of a joint venture between Technip Energies and JGC Corporation, and in a Consortium with Samsung Heavy Industries for the execution of the Coral Norte FLNG Offshore Mozambique Project. TEN JGC Coral Norte was formed in 2023 when entering the early work phase of the contract for the Engineering, Procurement, Construction, Installation, Commissioning, and Startup of the Coral Norte FLNG facility.

With our partner Chiyoda Corporation, Technip Energies was awarded a contract from Qatar Petroleum for the onshore facilities of the North Field East Project for four liquefied natural gas (LNG) trains and associated utility facilities (NFE Project). To carry out our performance obligation under the contract, various legal companies and arrangements have

been established, some of which qualify as joint operations according to IFRS 11 and are accounted at our proportionate share of such operations and others are joint ventures accounted for using the equity method.

BAPCO Sitra Refinery is an affiliated company in the form of a joint venture between Technip Energies and Samsung Engineering and Técnicas Reunidas. BAPCO Sitra Refinery was formed in 2018 when awarded a contract from Bahrain Petroleum Company for the BAPCO Modernization Program (BMP) for the expansion of the capacity of the existing Sitra oil refinery on Bahrain's Eastern coast.

Zeolyst is a joint venture jointly controlled by the Group and Shell Catalysts & Technologies, an affiliate of Royal Dutch Shell. The entity specializes in the development, manufacturing, and commercialization of high-technology specialty zeolites and zeolite-based catalysts and adsorbent materials, primarily serving industrial catalysis, environmental and specialty chemical markets. Zeolyst was acquired as part of the acquisition of Advanced Materials & Catalysts completed on December 31, 2025. For more details, please refer to Note 2. Changes in the scope of consolidation.

The summarized financial information (at 100%) of investments in joint ventures and associates is presented below for all entities as well as separately for the main equity investments of the Group:

Summarized statement of financial position:

	Total for all joint ventures and associates		Coral South & Norte, NFE, Zeolyst and Bapco only	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
<i>(In millions of €)</i>				
DATA AT 100%				
Non-current assets	146.5	42.7	141.4	7.0
Other current assets	538.4	429.6	485.3	374.1
Cash and cash equivalents	485.7	559.2	394.5	428.3
Total current assets	1,024.1	988.7	879.8	802.4
Total non-current liabilities	33.2	33.6	8.7	2.8
Total current liabilities	991.2	1,036.5	899.9	915.1
Net assets at 100%	146.2	(38.6)	112.6	(108.6)
Net assets attributable to Technip Energies Group	112.7	(6.3)	127.3	(175.0)
Negative investments reclassification	144.4	104.5	116.9	94.6
Investments in equity affiliates	257.1	98.2	244.2	(80.4)

Summarized statement of total comprehensive income:

	Total for all joint ventures and associates		Coral South & Norte, NFE and Bapco only ⁽¹⁾	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
<i>(In millions of €)</i>				
DATA AT 100%				
Revenue	1,390.3	2,055.1	1,311.5	1,991.0
Depreciation and amortization	2.5	(2.4)	0.1	(0.2)
Financial income	15.4	21.7	11.3	14.8
Financial expense	(30.0)	(1.0)	(3.3)	—
Income tax (expense) profit	(10.2)	(14.7)	(7.3)	(8.2)
Net profit (loss)	(49.1)	(10.4)	(30.3)	9.8
Other comprehensive income	(4.5)	(6.8)	14.0	(6.5)
TOTAL COMPREHENSIVE INCOME (LOSS)	(53.6)	(17.2)	(16.3)	3.2

⁽¹⁾ The acquisition of Advanced Materials & Catalysts was completed on December 31, 2025. It therefore had no impact on the 2025 consolidated statement of income. For more details, please refer to Note 2. Changes in the scope of consolidation.

9.2. Joint operations

The joint operations were as follows as of December 31, 2025, and December 31, 2024:

		December 31, 2025	December 31, 2024
(In %)	Place of business/incorporation	Percentage owned	Percentage owned
CTJV	Qatar, France	50.0%	50.0%
STS 58 B.V.	Suriname, Netherlands	48.0 %	48.0 %
TJN RUWAIJS JV	Abu Dhabi, United Arab Emirates	40.0 %	40.0 %

CTJV is a joint arrangement in the form of a joint operation between Technip Energies and Chiyoda. CTJV was formed in 2021 when awarded a contract by Qatar Petroleum for the Engineering, Procurement and Commissioning for the onshore facilities of the North Field East Project (“NFE”) in Qatar.

STS 58 B.V. is a joint arrangement in the form of a joint operation between Technip Energies and SBM Offshore. STS 58 B.V. was formed in 2024 when awarded a contract by TotalEnergies for the GranMorgu Floating Production, Storage

and Offloading vessel (FPSO), located in Block 58, circa 150 kilometers offshore Suriname.

TJN Ruwais JV is a joint arrangement in the form of a joint operation between Technip Energies, JGC, and NMDC Energy. TJN Ruwais JV was formed in 2024 when awarded a contract by ADNOC for the Engineering, Procurement and Construction of the lower-carbon Ruwais LNG project, located in Al Ruwais Industrial City, Abu Dhabi.

Note 10. Financial income (expense)

Total financial income was as follows for the years ended December 31, 2025, and 2024:

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024
Interest income	109.9	145.9
Dividends from non-consolidated investments	0.1	—
Other financial income	5.0	3.3
TOTAL FINANCIAL INCOME	115.0	149.2

Interest income reached €109.9 million and €145.9 million as of December 31, 2025, and 2024, respectively. The variation was mainly caused by the decrease of the average deposit amount during 2025.

Total financial expense was as follows for the years ended December 31, 2025, and 2024:

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024
Interest expense	(18.4)	(21.1)
Employee benefit interest expense	(3.1)	(4.1)
Other financial expense	(9.2)	(10.4)
TOTAL FINANCIAL EXPENSE	(30.7)	(35.6)

Total financial expense composed of interest on loans for €2.1 million and €5.4 million as of December 31, 2025, and 2024 respectively, as well as lease interest for €6.1 million and €4.3 million as of December 31, 2025, and 2024, respectively.

Other financial expense included fair value of quoted equity instruments for €1.8 million and €3.0 million as of December 31, 2025, and 2024, respectively.

Note 11. Expenses by nature

Operating expenses by nature

Total operating expenses by nature were as follows:

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024
Employee benefits expenses	(1,667.8)	(1,539.6)
Depreciation and amortization	(121.9)	(110.9)
Purchases, external charges and other expenses	(4,986.1)	(4,618.8)
TOTAL COSTS AND EXPENSES	(6,775.8)	(6,269.3)

Note 12. Payroll staff

As of December 31, 2025, and 2024, the Technip Energies Group employed 18,574 and 17,228 full-time employees, respectively.

Note 13. Income tax

13.1. Income tax expense

Technip Energies N.V. is incorporated in the Netherlands. However, for income tax purposes, Technip Energies N.V. is resident in France where its effective place of management is located and where some of its main entities operate. Therefore, Technip Energies N.V. earnings are subject to tax at the French statutory tax rate of 25.83%.

The following table provides details of current and deferred income taxes recognized for 2025 and 2024:

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024
Current income tax (expense) profit	(140.7)	(184.4)
Deferred income tax (expense) profit	(10.6)	12.1
INCOME TAX (EXPENSE) PROFIT AS RECOGNIZED IN THE CONSOLIDATED STATEMENT OF INCOME	(151.3)	(172.3)
Deferred income tax (expense) profit as recognized in other comprehensive income at opening	8.9	(3.2)
Deferred income tax (expense) profit recognized in other comprehensive income during the year	(12.3)	12.1
DEFERRED INCOME TAX (EXPENSE) PROFIT AS RECOGNIZED IN OTHER COMPREHENSIVE INCOME	(3.4)	8.9

Current income tax is mainly composed of corporate income tax due in the jurisdictions where the Group operates, but also local state taxes and other contributions assimilated to income tax such as the Italian IRAP or the French CVAE. It also includes taxes withheld on foreign source income when they are not creditable against income tax.

13.2. Income tax reconciliation

The reconciliation between taxes calculated using the statutory tax rate applicable to Technip Energies N.V. and the amount of tax effectively recognized in the statement of income is as follows:

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024
Net profit (loss)	367.1	409.4
Income tax (expense) profit	(151.3)	(172.3)
Profit (loss) before income tax	518.4	581.8
Tax at Technip Energies' tax rate of 25.83%	(133.9)	(150.3)
Difference between Technip Energies N.V. and affiliates tax rates	28.6	24.8
Non creditable foreign taxes	(9.0)	(11.6)
Other taxes classified as income taxes	(20.6)	(11.0)
Non-deductible expenses for tax purposes	(0.6)	0.2
Net change in tax contingencies	0.8	(3.4)
Adjustments on prior year taxes	(0.4)	2.6
Variation of deferred tax assets not recognized	(27.0)	(29.3)
Share of profit (loss) of equity-accounted investees	1.6	3.1
IFRS adjustments with no tax impact	8.8	1.3
Deferred tax impact related to change in tax rate	0.2	0.6
Other	0.2	0.7
Effective income tax (expense) profit	(151.3)	(172.3)
Effective tax rate	29.2%	29.6%
INCOME TAX (EXPENSE) PROFIT AS RECOGNIZED IN THE CONSOLIDATED STATEMENT OF INCOME	(151.3)	(172.3)

13.3. Deferred income tax

Significant components of deferred tax assets and liabilities are shown in the following table:

<i>(In millions of €)</i>	December 31, 2024	Recognized in Statement of Income	Recognized in Statement of OCI	Net foreign exchange difference	Other	December 31, 2025
Tax losses and tax credits	41.5	(5.8)	—	(1.1)	(0.5)	34.1
Foreign exchange derivatives	19.6	(3.7)	(4.8)	0.1	1.0	12.2
Defined benefit pension obligation	36.7	(8.0)	0.9	(0.9)	—	28.7
Contingencies	21.3	(8.6)	—	(2.0)	(0.1)	10.6
Revenue recognition	106.9	21.3	—	(5.7)	1.5	124.0
Intangible and other assets	16.3	(0.8)	—	(0.1)	(0.9)	14.5
Lease liabilities	48.7	8.8	—	(0.8)	(0.3)	56.4
Other	1.1	0.1	(0.3)	(0.2)	0.2	0.9
Offsetting	(138.0)	3.3	(0.4)	—	(21.5)	(156.6)
Total deferred tax assets	154.1	6.6	(4.6)	(10.7)	(20.6)	124.8
Foreign exchange derivatives	(12.3)	1.8	(8.8)	—	(0.8)	(20.1)
Defined benefit pension obligation	(4.7)	(1.6)	(0.2)	0.2	—	(6.3)
Contingencies	(0.1)	—	—	—	—	(0.1)
Revenue recognition	(44.0)	(12.3)	—	4.3	—	(52.0)
Intangible and other assets	(21.9)	0.7	—	2.6	(0.7)	(19.3)
Right-of-use assets	(46.8)	(9.6)	—	0.5	0.2	(55.7)
Other	(12.5)	7.1	(0.5)	—	1.0	(4.9)
Offsetting	138.0	(3.3)	0.4	—	21.5	156.6
Total deferred tax liabilities	(4.3)	(17.2)	(9.1)	7.6	21.2	(1.8)
DEFERRED TAX ASSETS (LIABILITIES), NET	149.8	(10.6)	(13.7)	(3.1)	0.6	123.0

(In millions of €)	December 31, 2023	Recognized in Statement of Income	Recognized in Statement of OCI	Net foreign exchange difference	Other	December 31, 2024
Tax losses and tax credits	31.2	0.6	—	1.6	8.1	41.5
Foreign exchange derivatives	8.4	—	11.1	0.1	—	19.6
Defined benefit pension obligation	34.8	1.9	(0.4)	0.4	—	36.7
Contingencies	14.1	6.5	—	0.7	—	21.3
Revenue recognition	83.7	29.0	—	2.8	(8.6)	106.9
Intangible and other assets	16.1	(0.4)	—	0.4	0.2	16.3
Lease liabilities	54.0	(5.0)	—	(0.6)	0.3	48.7
Other	1.9	(1.0)	—	—	0.2	1.1
Offsetting	(107.6)	(11.4)	—	—	(19.0)	(138.0)
Total deferred tax assets	136.6	20.2	10.7	5.4	(18.8)	154.1
Foreign exchange derivatives	(11.0)	(4.5)	2.9	—	0.3	(12.3)
Defined benefit pension obligation	(2.6)	(2.1)	0.1	(0.1)	—	(4.7)
Contingencies	(0.6)	0.5	—	—	—	(0.1)
Revenue recognition	(35.9)	(6.4)	—	(1.8)	0.1	(44.0)
Intangible and other assets	(20.7)	0.2	—	(1.3)	(0.1)	(21.9)
Right-of-use assets	(50.8)	4.0	—	—	—	(46.8)
Other	(0.5)	(11.2)	—	—	(0.8)	(12.5)
Offsetting	107.6	11.4	—	—	19.0	138.0
Total deferred tax liabilities	(14.5)	(8.1)	3.0	(3.2)	18.5	(4.3)
DEFERRED TAX ASSETS (LIABILITIES), NET	122.1	12.1	13.7	2.2	(0.3)	149.8

13.4. Tax losses and tax credits

Deferred tax assets are recognized for tax losses and tax credits to the extent that the realization of the related tax benefit through offset against future taxable profit is probable.

As of December 31, 2025, and 2024, deferred tax assets excluded certain tax benefits related to net operating loss carryforwards, notably in Saudi Arabia and Mexico.

Management believes it is more likely than not that we will not be able to utilize part of these operating loss carry forwards.

These unrecognized deferred tax assets amounted to €84.6 million and €87.8 million as of December 31, 2025, and 2024, respectively.

Note 14. Goodwill and intangible assets

The goodwill and intangible assets' costs and accumulated amortization are presented in the following table:

(In millions of €)	Goodwill	Licenses, patents and trademarks	Software	Other	Total
Net book value as of December 31, 2023	2,093.3	46.1	34.2	43.0	2,216.6
Costs	2,118.0	87.6	140.8	98.9	2,445.3
Accumulated amortization	—	(42.6)	(106.0)	(24.6)	(173.2)
Accumulated impairment	—	(1.3)	(7.5)	—	(8.8)
NET BOOK VALUE AS OF DECEMBER 31, 2024	2,118.0	43.7	27.3	74.3	2,263.3
Costs	2,241.3	103.6	136.9	124.5	2,606.4
Accumulated amortization	—	(41.4)	(103.9)	(28.2)	(173.5)
Accumulated impairment	—	(1.3)	(3.6)	(2.2)	(7.1)
NET BOOK VALUE AS OF DECEMBER 31, 2025	2,241.3	60.9	29.4	94.2	2,425.8

Goodwill includes €1,453.6 million that was allocated to the TechnipFMC Onshore/Offshore operating segment on the merger date. It was the direct result of the merger between FMC Technologies and Technip in January 2017. Because goodwill attributed to the carve-out entity using the parent's basis is acquisition-specific, it may include synergistic goodwill that the parent entity previously assigned to its other CGUs or GCGUs that were expected to benefit from the

synergies of the business combination. Accordingly, because the Onshore/Offshore operating segment has been carved out and included in the combined financial statements of the Technip Energies Group, management determined that it was most appropriate to include the associated Onshore/Offshore operating segment's goodwill with the Technip Energies Group.

14.1. Goodwill and intangible assets, net

The changes in goodwill and intangible assets are presented in the following table:

(In millions of €)	Goodwill	Licenses, patents and trademarks	Software	Other	Total
Net book value as of December 31, 2023	2,093.3	46.1	34.2	43.0	2,216.6
Additions – acquisitions – internal developments	—	—	0.2	36.5	36.7
Depreciation expense for the year	—	(3.2)	(14.5)	(2.4)	(20.1)
Impairment expense for the year	—	(1.3)	(3.6)	—	(4.9)
Net foreign exchange differences	24.7	2.1	0.1	0.1	27.0
Other	—	—	11.0	(3.0)	8.0
Net book value as of December 31, 2024	2,118.0	43.7	27.3	74.3	2,263.3
Additions – acquisitions – internal developments	—	—	0.8	39.7	40.5
Acquisition through business combination ⁽¹⁾	170.3	23.9	1.2	—	195.4
Depreciation expense for the year	—	(2.9)	(11.8)	(4.9)	(19.6)
Impairment expense for the year	—	—	—	(2.2)	(2.2)
Net foreign exchange differences	(47.0)	(3.8)	(0.1)	(0.2)	(51.1)
Other	—	—	12.4	(12.5)	(0.1)
NET BOOK VALUE AS OF DECEMBER 31, 2025	2,241.3	60.9	29.4	94.2	2,425.8

⁽¹⁾ Related to acquisition of Advanced Materials & Catalysts. For more details, please refer to Note 2. Changes in scope of consolidation.

14.2. Goodwill

Goodwill per cash-generating units

For impairment testing purposes, goodwill is tested at the level it is monitored for internal management purposes, which corresponds to the Technip Energies operating segments, Project Delivery or Technologies, Products & Services (for further information on Technip Energies' operating segments, refer to Note 3. Segment information). The goodwill allocated based on those CGUs' enterprise value is split as shown below:

(In millions of €)	December 31, 2025	December 31, 2024
Project Delivery	1,563.6	1,559.7
Technology, Products & Services	507.4	558.3
TOTAL ⁽¹⁾	2,071.0	2,118.0

(1) The difference between the goodwill presented on the statement of financial position and the amounts reported by segment is due to the provisional goodwill recognized on the acquisition of Advanced Materials and Catalysts. This preliminary goodwill of €170.3 million will be allocated to the Group's operating segment upon finalization of the purchase price allocation.

Goodwill impairment testing

As of December 31, 2025, the Group performed its goodwill impairment test following the methodology discussed in Note 1. Accounting principles.

The carrying amounts of the CGUs were compared to their value in use. Cash flow projections used in the determination of value in use were made using management prospective financial information for the next 4 years. The valuation of CGUs for the purpose of goodwill impairment testing was determined primarily by using the income approach by estimating the value in use.

The income approach estimates the value in use by discounting each CGU's estimated future cash flows using a weighted average cost of capital that reflects current market conditions and the risk profile of the CGU. To estimate future cash flows, Technip Energies used economic and market assumptions that reflect global economic growth, technology efficiency, policy measures, cost increases, consideration of investments (capital expenditures) and cost of development.

The following table presents the key assumptions used by management in determining the recoverable amount of the Group CGUs as of December 31, 2025, and 2024:

	December 31, 2025	December 31, 2024
Year of cash flows before terminal value	4	4
Risk-adjusted post-tax discount rate - Project Delivery	10.3%	10.8%
Risk-adjusted post-tax discount rate - Technology, Products & Services	9.0%	9.5%
Long-term growth rate	2.3%	2.3%

As discussed above, when evaluating the 2025 and 2024 quantitative impairment test results, management considered many factors in determining whether an impairment of goodwill for CGUs was reasonably likely to occur in future periods, including future market conditions and the economic environment. Circumstances such as market declines, unfavorable economic conditions, loss of a major customer, or other factors could increase the risk of impairment of goodwill for these CGUs in future periods.

During the years ended December 31, 2025, and 2024, the Technip Energies Group did not recognize any impairment

expense. Sensitivities applied to the weighted average cost of capital (+0.5%) and to long-term growth rates (-0.5%) further support this conclusion.

The excess of value in use over carrying amount for Technip Energies was approximately 140% of the respective carrying amounts for 2025, and 161% for 2024. The Group excess value in use over carrying amount, after allocation of corporate assets, was respectively 129% for 2025 and 128% for 2024.

Note 15. Property, plant and equipment

Location of property, plant and equipment by country is the following:

(In millions of €)	December 31, 2025	December 31, 2024
United States	114.6	50.9
France	62.6	64.2
United Kingdom	31.7	2.2
India	24.3	16.7
Italy	15.0	14.5
All other countries	24.0	17.4
TOTAL PROPERTY, PLANT AND EQUIPMENT	272.2	165.9

The following tables show the property, plant and equipment rollforward per category:

(In millions of €)	Land and Buildings	IT equipment	Machinery and equipment	Office fixtures and fittings	Assets under construction	Other ⁽¹⁾	Total
Net book value as of December 31, 2023	21.5	10.2	13.1	12.6	—	59.2	116.6
Costs	131.0	80.6	47.5	92.3	7.3	17.2	375.8
Accumulated depreciation	(75.3)	(57.5)	(28.4)	(40.6)	—	(4.3)	(206.0)
Accumulated impairment	(0.6)	—	(3.4)	—	—	—	(3.9)
Net book value as of December 31, 2024	55.2	23.1	15.7	51.7	7.3	12.9	165.9
Costs	155.5	77.1	84.5	100.5	42.8	16.6	476.9
Accumulated depreciation	(76.6)	(52.5)	(27.5)	(43.7)	—	(4.3)	(204.6)
Accumulated impairment	(0.2)	—	—	—	—	—	(0.2)
NET BOOK VALUE AS OF DECEMBER 31, 2025	78.7	24.6	57.0	56.8	42.8	12.3	272.2

(1) "Other" is mainly composed of building arrangements at the Group's headquarters and CAPEX advance for land in India.

Property, plant and equipment amounted to €272.2m (€165.9m as of December 31, 2024) and consisted of the following:

(In millions of €)	Land and Buildings	IT equipment	Machinery and equipment	Office fixtures and fittings	Assets under construction	Other	Total
Net book value as of December 31, 2023	21.5	10.2	13.1	12.6	—	59.2	116.6
Additions	2.1	14.7	3.5	2.6	46.2	7.8	76.9
Disposals – write-off	(0.1)	(0.1)	—	(0.1)	—	—	(0.3)
Depreciation expense for the year	(7.8)	(6.2)	(2.7)	(5.3)	—	(0.7)	(22.7)
Net foreign exchange differences	2.1	0.4	0.3	0.6	0.1	—	3.5
Transfer	37.4	4.0	1.5	41.3	(39.0)	(53.5)	(8.3)
Other	—	—	—	—	—	—	—
Net book value as of December 31, 2024	55.2	23.1	15.7	51.7	7.3	12.9	165.9
Additions	11.4	8.3	3.7	3.7	13.3	11.5	51.9
Acquisitions through business combinations ⁽¹⁾	24.4	0.4	41.4	0.3	27.1	0.1	93.7
Disposals – write-off	(0.2)	(0.1)	(0.5)	(0.1)	—	—	(0.9)
Depreciation expense for the year	(8.8)	(8.6)	(3.1)	(6.8)	—	(0.8)	(28.2)
Net foreign exchange differences	(5.8)	(1.1)	(1.0)	(1.3)	(0.6)	(0.5)	(10.4)
Transfer	2.4	2.6	0.9	9.3	(4.4)	(10.8)	—
Other	—	—	—	—	—	—	—
NET BOOK VALUE AS OF DECEMBER 31, 2025	78.7	24.6	57.0	56.8	42.8	12.3	272.2

(1) Related to the acquisition of Advanced Materials & Catalysts. For more details, please refer to Note 2. Changes in the scope of consolidation.

Note 16. Leases

The following table is a summary of amounts recognized in the consolidated statements of income for the years ended December 31, 2025, and 2024:

(In millions of €)	December 31, 2025	December 31, 2024
Depreciation of right-of-use assets	(75.3)	(68.2)
Interest expenses on lease liabilities	(6.1)	(4.3)
Short-term lease expenses	(6.4)	(7.9)
Sublease income	0.6	2.1

The table below shows the ending balance and depreciation of right-of-use assets by type of asset:

(In millions of €)	Real estate	Office furniture and IT equipment	Machinery and equipment	Total
Net book value as of December 31, 2023	182.8	17.3	0.7	200.8
Costs	356.4	21.1	1.6	379.1
Accumulated depreciation	(152.3)	(9.6)	(1.2)	(163.1)
Accumulated impairment	(14.9)	—	—	(14.9)
Net book value as of December 31, 2024	189.2	11.5	0.4	201.1
Costs	370.6	27.9	1.0	399.5
Accumulated depreciation	(155.9)	(17.0)	(0.1)	(173.1)
Accumulated impairment	(5.2)	—	—	(5.2)
NET BOOK VALUE AS OF DECEMBER 31, 2025	209.5	10.9	0.9	221.2

The following table shows the right-of-use rollforward per category:

(In millions of €)	Real estate	Office furniture and IT equipment	Machinery and equipment	Total
Net book value as of December 31, 2023	182.8	17.3	0.7	200.8
Additions	61.8	6.7	—	68.5
Disposals - write-off	(2.0)	(0.1)	—	(2.1)
Depreciation expense for the year	(55.4)	(12.5)	(0.3)	(68.2)
Net foreign exchange differences	2.0	0.1	—	2.1
Net book value as of December 31, 2024	189.2	11.5	0.4	201.1
Additions	81.4	17.2	0.5	99.1
Acquisitions through business combinations	0.1	—	0.5	0.6
Disposals through divestitures	0.1	0.1	—	0.2
Disposals - write-off	(0.5)	(0.1)	(0.3)	(0.8)
Depreciation expense for the year	(57.4)	(17.7)	(0.2)	(75.3)
Impairment	—	—	—	—
Net foreign exchange differences	(6.4)	(0.3)	—	(6.7)
Other	2.9	—	—	2.9
NET BOOK VALUE AS OF DECEMBER 31, 2025	209.5	10.9	0.9	221.2

As of December 2024, the net book value of right-of-use assets was €201.1 million, which compares to €221.2 million as of December 31, 2025.

As of December 31, 2025, the principal type of assets composing the net book value is real estate for €209.5 million, which mainly consists of the Group headquarters lease. Additions to real estate are mainly related to the index of the Group headquarters lease, new leases on buildings, and the extension of lease contracts on existing buildings.

The table below shows the lease liability recorded as of December 31, 2025, and 2024:

(In millions of €)	December 31, 2025	December 31, 2024
Non-current lease liabilities	194.7	192.4
Current lease liabilities	61.6	56.9
TOTAL LEASE LIABILITIES	256.3	249.3

Note 17. Other assets (non-current and current)

Other non-current assets are as follows:

(In millions of €)	December 31, 2025	December 31, 2024
Financial assets at amortized cost, gross	66.5	54.9
Impairment allowance of financial assets at amortized cost	(19.6)	(4.2)
Non-current financial assets at amortized cost, net	46.9	50.7
Financial assets at fair value through OCI, gross	144.8	110.6
Fair value adjustment	0.1	2.4
Non-current financial assets at fair value through OCI, net	144.9	113.0
Quoted equity instruments at FVTPL	24.4	24.4
Fair value adjustment	(14.2)	(12.4)
Non-current financial assets at FVTPL, net	10.2	12.0
Derivative assets	14.9	4.3
Other lease receivable	0.6	1.0
Other non-current assets, total	15.5	5.3
TOTAL OTHER NON-CURRENT ASSETS	217.6	181.0

Other current assets are as follows:

(In millions of €)	December 31, 2025	December 31, 2024
Value added and other tax receivables	271.1	213.0
Other receivables	17.4	71.8
Current financial assets at amortized cost	43.3	—
Prepaid expenses	91.3	53.3
Derivative assets	40.5	15.6
Inventories	60.0	25.7
Other	8.1	13.4
TOTAL OTHER CURRENT ASSETS	531.7	392.8

Note 18. Trade receivables and contract assets

These line items represent trade receivables from contracts and contract assets. Given the nature of Technip Energies' operations, its clients are mainly companies operating in the energy sector.

Valuation allowances for trade receivables and contract assets have changed as shown in the following table:

	December 31, 2025		December 31, 2024	
(In millions of €)	Trade receivables	Contract assets	Trade receivables	Contract assets
Gross amount	1,476.3	382.1	1,173.8	482.3
Opening loss allowance	(77.1)	(1.1)	(142.1)	(0.7)
Change in expected credit loss	(1.1)	0.1	(0.4)	(0.4)
Increase in loss allowance	(22.5)	—	(9.3)	—
Used allowance reversals	6.9	—	12.7	—
Unused allowance reversals	13.5	—	21.9	—
Effects of foreign exchange	3.1	—	(2.3)	—
Other	0.2	—	42.5	—
Closing loss allowance	(77.0)	(1.0)	(77.0)	(1.1)
TOTAL, NET	1,399.3	381.2	1,096.8	481.3

Credit risk details and risk management objectives are discussed in Note 28. Market-related exposure.

Note 19. Cash and cash equivalents

Cash and cash equivalents were as follows:

(In millions of €)	December 31, 2025	December 31, 2024
Cash on hand and bank balances	850.1	854.4
Short-term investments	2,793.3	2,992.2
Total cash and cash equivalents	3,643.5	3,846.7
Euro (EUR)	1,894.2	1,805.3
U.S. dollar (USD)	1,476.6	1,733.9
Indian rupee (INR)	54.5	31.2
Chinese yuan renminbi (CNY)	42.7	44.7
Japanese yen (JPY)	30.5	37.1
Rupiah (IDR)	26.3	12.6
Pound sterling (GBP)	17.6	45.0
Azerbaijani manat (AZN)	16.4	16.3
Other (less than €15 million individually)	84.7	120.6
TOTAL CASH AND CASH EQUIVALENTS BY CURRENCY	3,643.5	3,846.7

A substantial portion of cash and securities are recorded or invested in either euro or U.S. dollar, which are frequently used by the Group within the framework of its commercial relationships. Cash and securities in other currencies correspond either to deposits retained by subsidiaries located in countries where such currencies are the national

currencies to ensure their own liquidity, or to amounts received from customers prior to the payment of expenses in these same currencies or the payment of dividends. Short-term deposits are classified as cash equivalents along with other securities.

Note 20. Other liabilities (non-current and current)

The following table provides a breakdown of other non-current liabilities:

(In millions of €)	December 31, 2025	December 31, 2024
Subsidies	3.7	3.6
Derivative liabilities	7.8	23.3
Other ⁽¹⁾	155.9	132.2
TOTAL OTHER NON-CURRENT LIABILITIES	167.5	159.1

(1) Including reclassification of negative investments. For further details, please refer to Note 9. Investments in equity affiliates.

The following table provides a breakdown of other current liabilities:

(In millions of €)	December 31, 2025	December 31, 2024
Redeemable financial liability	0.1	0.5
Total current financial liability at FVTPL	0.1	0.5
Accruals on completed contracts	27.5	42.1
Other tax payable	105.4	125.2
Social security liabilities	41.9	57.8
Derivative liabilities	9.3	36.2
Other ⁽¹⁾	95.9	116.2
Total other current liabilities	280.0	377.4
TOTAL OTHER CURRENT LIABILITIES	280.1	377.9

(1) As of December 31, 2025, "Other" notably includes €33.5 million of payables on tangible, intangible and investments, the short-term portion of provisions for pensions and other employee benefits for €13.7 million, €13.6 million of deferred income, a €11.9 million liability incurred by Technip Energies N.V. in relation to the Spin-off, government grants for €7.1 million and €5.0 million of reclassification of negative investments (for further details, please refer to Note 9. Investments in equity affiliates). As of December 31, 2024, "Other" notably included €26.1 million of payables on tangible, intangible and investments, €15.6 million of deferred income, government grants for €12.0 million, a €11.9 million liability incurred by Technip Energies N.V. in relation to the Spin-off, the short-term portion of provisions for pensions, other employee benefits for €7.0 million and €5.7 million of reclassification of negative investments (for further details, please refer to Note 9. Investments in equity affiliates).

Note 21. Accounts payable, trade

Accounts payable, trade amounted to €1,402.4 million and €1,517.2 million as of December 31, 2025, and 2024, respectively. Accounts payable, trade maturities are linked to the operating cycle of contracts and mature within 12 months.

Note 22. Debt (long and short-term debt)

Long and short-term debt consisted of the following:

(In millions of €)	December 31, 2025		December 31, 2024	
	Carrying amount	Fair value	Carrying amount	Fair value
Bonds	601.9	576.5	601.0	560.7
Commercial papers	298.6	300.0	79.9	80.0
Bank borrowings and other	87.3	87.3	50.5	50.5
Financial debts	987.8	963.8	731.4	691.2
Lease liability	256.2	256.2	249.3	249.3
FINANCIAL DEBTS & LEASE LIABILITY	1,244.0	1,220.0	980.7	940.5

The split by maturity as of December 31, 2025, was as follows:

(In millions of €)	Maturity	< 1 year	Within 2 years	Within 3 years	Thereafter
Bonds	601.9	4.0	—	597.9	—
Commercial papers	298.6	298.6	—	—	—
Bank borrowings and other	87.3	6.9	0.2	0.1	80.1
Financial debts	987.8	309.5	0.2	598.0	80.1
Lease liability	256.2	61.6	39.5	48.9	106.3
FINANCIAL DEBTS & LEASE LIABILITY	1,244.0	371.1	39.7	646.9	186.4

The split by maturity as of December 31, 2024, was as follows:

(In millions of €)	Maturity	< 1 year	Within 2 years	Within 3 years	Thereafter
Bonds	601.0	4.0	—	—	597.0
Commercial papers	79.9	79.9	—	—	—
Bank borrowings and other	50.5	9.9	0.2	0.2	40.2
Financial debts	731.4	93.8	0.2	0.2	637.2
Lease liability	249.3	56.9	43.5	30.6	118.3
FINANCIAL DEBTS & LEASE LIABILITY	980.7	150.7	43.7	30.8	755.5

The movements over the period December 31, 2024, to December 31, 2025, were as follows:

(In millions of €)	Bonds ⁽¹⁾	Commercial papers	Bank borrowings and other	Lease liability	Total
Value as of December 31, 2024	601.0	79.9	50.5	249.3	980.7
Increase – issuance	7.6	260.0	40.8	100.9	409.3
Decrease – reimbursement	(6.8)	(41.3)	(5.3)	(82.3)	(135.7)
Change in scope of consolidation	—	—	1.7	0.8	2.5
Foreign exchange	—	—	(0.4)	(12.5)	(12.9)
Others	—	—	—	—	—
VALUE AS OF DECEMBER 31, 2025	601.9	298.6	87.3	256.2	1,244.0

(1) Increase of €7.6 million mainly includes accrued interests on bonds.

The movements over the period December 31, 2023, to December 31, 2024, were as follows:

(In millions of €)	Bonds ⁽¹⁾	Commercial papers	Bank borrowings and other	Lease liability	Total
Value as of December 31, 2023	600.2	79.8	81.2	232.3	993.5
Increase – issuance	7.6	85.0	327.5	90.2	510.3
Decrease – reimbursement	(6.8)	(84.9)	(358.0)	(77.2)	(526.9)
Foreign exchange	—	—	(0.2)	4.2	4.0
Others	—	—	—	(0.2)	(0.2)
VALUE AS OF DECEMBER 31, 2024	601.0	79.9	50.5	249.3	980.7

(1) Increase of €7.6 million mainly includes accrued interests on bonds.

Commercial paper

Under the commercial paper program, the Technip Energies Group, through its treasury center company T.EN Eurocash SNC, has the ability to access up to €750 million of short-term financing through commercial paper dealers. The program is rated “A-2” by S&P Global as of December 31, 2025. The Technip Energies Group’s Euro-based commercial paper borrowings had a weighted average interest rate of 2.17%.

Revolving Facility and Senior unsecured notes

On March 14, 2025, Technip Energies N.V. and T.EN Eurocash SNC entered into a senior unsecured Revolving Facility with Crédit Agricole Corporate and Investment Bank, as agent, and the lenders party thereto. As a result, the Revolving Facility signed on February 10, 2021 was simultaneously terminated and replaced.

Total commitments under the 2025 Revolving Facility are €750 million. Subject to certain conditions, the Company may request the aggregate commitments to be increased by up to €250 million to reach €1.0 billion. For further information on the Revolving Facility, refer to Note 28. Market-related exposure.

The Revolving Facility provides for an initial five-year tenor from the signing date with two possible extensions of one year each. The first extension was successfully completed on January 16, 2026. Consequently, the termination date of the Revolving Facility is March 14, 2031.

The Revolving Facility is available in euro only. The Company does not intend to draw upon the Revolving Facility in the ordinary course.

The Revolving Facility contains customary covenants, representations and warranties, mandatory prepayments, and events of default for investment-grade credit facilities of this type. It does not include any financial covenant. The Revolving Facility retained the sustainability arrangements and the three key performance indicators from the revolving facility signed in 2021. They shall be updated by March 31, 2026 at the latest.

On May 28, 2021, the Company issued its inaugural €600 million of 1.125% senior unsecured notes due in 2028 (the “Notes”), the proceeds of which were for general corporate purpose, including the refinancing (which occurred on May 31, 2021) of €620 million drawings under a bridge facility made available to the Company in connection with the Spin-off from TechnipFMC. The interest on the Notes is paid annually on May 28 of each year, beginning on May 28, 2022. The Notes were admitted to trading on the regulated market of Euronext Paris and rated “BBB” by S&P Global as of December 31, 2025.

Facility Agreement with the European Investment Bank

On November 28, 2025, Technip Energies N.V. entered into a senior unsecured Facility Agreement of €40 million with the European Investment Bank. As part of the EIB’s TechEU initiative, the financing aims to support Technip Energies’ clean and circular technologies research and development investments over the period up to 2028, as well as the Company’s textile recycling subsidiary Reju and its demonstration hub.

The EIB Facility was fully drawn down on December 19, 2025. The maturity date of the loan will be December 19, 2039.

The EIB Facility contains customary covenants, representations and warranties, mandatory prepayments, and events of default for similar facilities with the European Investment Bank, and they are largely aligned with that of the Revolving Facility. The EIB Facility does not include any financial covenant.

Note 23. Shareholders' equity

23.1. Shareholders' equity activity

As of December 31, 2025, Technip Energies N.V. had 178,378,708 common shares issued with a nominal value of €0.01 per share. After deduction of 2,865,952 treasury shares, the number of shares outstanding is 175,512,756.

Changes in shares outstanding are as follows:

<i>(In number of shares)</i>	
Shares issued as of December 31, 2024	178,378,708
Shares cancellation	—
Shares issued as of December 31, 2025	178,378,708
Treasury shares	(2,865,952)
SHARES OUTSTANDING AS OF DECEMBER 31, 2025	175,512,756

Refer to Note 7 for more information about the number of shares considered for the calculation of earnings per share.

23.2. Dividends

<i>(In millions of €)</i>	2025
Final dividend for the year ended December 31, 2024, of €0.85 per outstanding common share	150.2
Interim dividend for the year ended December 31, 2025	N/A
TOTAL DIVIDENDS PROVIDED FOR OR PAID	150.2

Dividends paid in cash or satisfied by the issue of shares during the year ended December 31, 2025	
Paid in cash	150.2
Satisfied by issue of shares	N/A
TOTAL DIVIDENDS PAID IN CASH OR SATISFIED BY ISSUE OF SHARES FOR THE YEAR ENDED DECEMBER 31, 2025	150.2

Dividends not recognized at the end of the reporting period	
In addition to the above dividends, a dividend of €1.0 per share amounting to €176.5 million will be proposed to the Group's Annual Shareholder' Meeting of May 5, 2026, in respect of the financial year ended December 31, 2025. The aggregate amount of the proposed dividend expected to be paid but not recognized as a liability as of December 31, 2025, is:	176.5

23.3. Share repurchase

As of December 31, 2025, treasury shares represent a total of 2,865,952 shares and are deducted from the Group's consolidated equity for a total value of €79.1 million.

Liquidity contract

During the year ended December 31, 2025, the Group disposed of a net number of 123,434 shares for a total net value of €4.2 million. On December 31, 2025, the Group held 153,185 own shares deducted from consolidated equity for a total value of €3.3 million. The amount allocated to its Shares Liquidity Program as of December 31, 2025, was €6.6 million.

Share buy-back program

On May 12, 2025, Technip Energies announced the launch of a share buy-back program of up to €45.0 million, to be used to fulfill the Company's obligations under equity compensation plans.

The program, which provides for the repurchase of up to 1.5 million shares, has been carried out as per December 31, 2025.

The share buy-back program was decided by the Board of Directors. It is executed in accordance with the authorization to repurchase shares granted by the Company's Annual General Meeting on May 6, 2025, and pursuant to the provisions of Article 5 of the Market Abuse Regulation (EU) 596/2014 and Commission Delegated Regulation (EU) 2016/1052.

As of December 31, 2025, 1,265,324 shares have been purchased. These treasury shares are deducted from consolidated equity for a total value of €45.0 million.

23.4. Accumulated other comprehensive income (loss)

Accumulated other comprehensive income (loss) is as follows:

(In millions of €)	Cash flow hedges	Gains (losses) on defined benefit pension plans	Equity investments at FVOCI	Foreign currency translation	Accumulated other comprehensive income (loss) attributable to Technip Energies	Accumulated other comprehensive income/(loss) – non-controlling interests	Total accumulated other comprehensive income/(loss)
Balance as of December 31, 2023	14.2	(8.7)	—	(93.2)	(87.7)	(0.3)	(88.0)
Gross effect before reclassification to profit or loss	(89.1)	0.5	2.4	42.7	(43.5)	(0.1)	(43.6)
Deferred tax	12.7	(0.1)	(0.5)	—	12.1	—	12.1
Reclassification to profit or loss	11.2	—	—	0.2	11.4	—	11.4
Balance as of December 31, 2024	(51.0)	(8.3)	1.9	(50.3)	(107.7)	(0.4)	(108.1)
Gross effect before reclassification to profit or loss	140.0	0.1	(2.3)	(130.2)	7.6	0.9	8.5
Deferred tax	(12.6)	(0.2)	0.5	—	(12.3)	—	(12.3)
Reclassification to profit or loss	(22.1)	—	—	(2.1)	(24.2)	—	(24.2)
BALANCE AS OF DECEMBER 31, 2025	54.3	(8.4)	0.1	(182.6)	(136.6)	0.5	(136.1)

Note 24. Pensions and other long-term employee benefit plans

24.1. Description of the Technip Energies Group's benefit plans

Technip Energies has two types of retirement plans: defined benefit plans and defined contribution plans. Depending on the employing entity, our pension provision encompasses various defined benefit plans, such as:

- End-of-service benefits, to be paid at the termination of service;
- Retirement benefits;
- Jubilee benefits;
- Post-retirement medical benefits (health care and life insurance).

The defined benefits obligations are estimated by independent actuaries using the projected unit credit actuarial valuation method as per IAS 19 "Employee Benefits." The actuarial assumptions used to determine the obligations may vary depending on the country, plan duration, and type of plans. The actuarial estimation is based on usual parameters such as wage, seniority, age, and assumptions including discount rate, retirement age, salary increase rate, life expectancy, staff turnover, and inflation rate.

Plan assets are managed by separate legal entities and measured at their fair value.

A review of benefit plans is performed for all Technip Energies entities on a yearly basis. Depending on the collected information, materiality of the plans, or if significant changes occurred, a full valuation may be performed. The most material plans are fully evaluated every year while a rollforward is applied for immaterial plans, which are fully evaluated every 3 years.

According to IAS 19, Technip Energies Group recognized the funded status of defined benefit plans as an asset or liability in the consolidated statements. The Group recognized in Other Comprehensive Income the changes related to actuarial gains and losses resulting either from actuarial assumption changes or from experience adjustments. The Technip Energies Group measured its plans' assets at fair

value as of the date of the consolidated financial statements. The Technip Energies Group has applied this guidance to its pension and other employee defined benefit plans, which are primarily located in the Netherlands (36% of Group total obligations), France (33%), India (12%), the United Arab Emirates (8%), Italy (3%), and Germany (2%).

In the Netherlands, these obligations are generated by a legacy-defined benefit plan, which has been closed for new participants since December 31, 2014. It was agreed that the entitlement is fixed and that the Company will contribute a fixed annual amount to the plan assets to finance an increase of the defined benefit plan pension rights that were accrued up to December 31, 2014, for a period of 14 years subsequent to the curtailment of the defined benefit plan. The Company does not pay any other funding contributions other than these fixed annual contribution amounts. During this financing period, the plan continues to pay pension benefits to the eligible participants as they fall due, using both the plan assets and the fixed annual contributions made by the Company. After the 14-year funding period ends, the Company has no further obligation to contribute to the plan. However, the plan will continue to pay the remaining pension benefits from the accumulated plan assets. The pension provision as of December 31, 2025, represents the net present value of the remaining annual contribution payments. The current assets are entirely invested in a Dutch pension insurance policy.

In France, these obligations are mostly generated by legal or collectively bargained end-of-career benefit plans and jubilee plans. The indemnities paid by the French entities when the employees retire are calculated based on their Group seniority and their salary at the time of departure.

The Group obligations with respect to post-employment health care benefits are not significant.

The Group is expected to pay €1.4 million of employer contribution to the Dutch fund in 2026.

The expected benefit payments (paid by the employer and by the plan assets) for the next 10 years are as follows:

<i>(In millions of €)</i>	Total expected benefit payments	France	The Netherlands	Others
2026	16.8	2.1	5.2	9.5
2027	15.6	2.0	5.2	8.4
2028	14.5	1.8	5.2	7.5
2029	13.7	1.3	5.2	7.2
2030	14.0	1.8	5.1	7.1
2031-2035	88.1	32.6	24.6	30.9
TOTAL	162.7	41.6	50.5	70.6

24.2. Net benefit expense recognized in the consolidated statement of income

The net benefit expense recognized in the statement of income is as follows:

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024
Service cost	15.6	13.1
Interest on DBO	8.6	8.1
Interest on plan asset	(5.5)	(4.0)
Remeasurements of other long-term benefits	1.4	0.5
Special events (curtailment/settlement)	3.0	0.4
DEFINED BENEFIT COST INCLUDED IN THE STATEMENT OF INCOME	23.1	18.1

As of December 31, 2025, the Group recognized €0.1 million of actuarial gains in OCI, including €2.7 million generated on the defined benefit obligation offset by €2.6 million actuarial losses on plan assets.

The actuarial gains of €2.7 million are explained by the effect of changes in financial assumptions in 2025 of €4.7 million, the experience actuarial losses of €(2.1) million and the

effect of the changes in demographic assumptions in 2025 of €0.1 million for all entities of the Group. The losses on the actuarial return on plan asset of €(2.6) million are mainly related to the Netherlands asset plans, in which the fair value is determined as the present value of accrued benefits, using the year-end 2025 discount rate.

24.3. Defined benefit asset (liability) recognized in the consolidated statement of financial position

The liability recorded in the statement of financial position is as follows:

	December 31, 2025			December 31, 2024		
	Defined benefit obligation	Fair value of plan assets	Net defined benefit obligation	Defined benefit obligation	Fair value of plan assets	Net defined benefit obligation
<i>(In millions of €)</i>						
Defined benefit obligation as of the prior period end date	235.4	(103.1)	132.3	228.1	(103.4)	124.7
Acquisition/divestiture/business combination	—	—	—	—	—	—
Expense as recorded in the statement of income	28.6	(5.5)	23.1	22.1	(4.0)	18.1
Total current service cost	15.6	—	15.6	13.1	—	13.1
Special events	3.0	—	3.0	—	—	—
Net financial costs	8.6	(5.5)	3.1	8.1	(4.0)	4.1
Actuarial gains of the year	1.4	—	1.4	0.5	—	0.5
Actuarial (gain) loss recognized in other comprehensive income	(2.7)	2.6	(0.1)	(3.0)	2.2	(0.8)
Actuarial (gain) loss on defined benefit obligation	(2.7)	2.6	(0.1)	(3.0)	2.2	(0.8)
■ Experience	2.1	—	2.1	3.1	—	3.1
■ Financial assumptions	(4.7)	—	(4.7)	(5.2)	—	(5.2)
■ Demographic assumptions	(0.1)	—	(0.1)	(0.9)	—	(0.9)
Actuarial (gain) loss on plan assets	—	2.6	2.6	—	2.2	2.2
Contributions and benefits paid	(17.8)	(34.6)	(52.4)	(14.6)	2.8	(11.8)
Contributions by employer	—	(44.7)	(44.7)	—	(2.8)	(2.8)
Benefits paid by employer	(7.7)	—	(7.7)	(9.0)	—	(9.0)
Benefits paid from plan assets	(10.1)	10.1	—	(5.6)	5.6	—
Exchange difference and other settlements	(8.4)	3.4	(5.0)	2.8	(0.7)	2.1
DEFINED BENEFIT OBLIGATION AS OF THE PERIOD END DATE	235.1	(137.3)	97.8	235.4	(103.1)	132.3

As of December 31, 2025, the defined benefit obligation included €172.1 million for funded plans (compared to €113.2 million in 2024) and €62.9 million for unfunded plans (compared to €122.2 million in 2024).

The breakdown of the net defined-benefit liability by type of benefit plans is as follows:

	December 31, 2025	December 31, 2024
<i>(In millions of €)</i>		
Pension plans	44.6	81.7
End-of-service benefits	41.8	42.4
Other long-term benefits	11.4	8.2
NET DEFINED BENEFIT OBLIGATION	97.8	132.3

The table below presents the liabilities per country:

	December 31, 2025		
	Defined benefit obligation	Assets	Liabilities
<i>(In millions of €)</i>			
France	61.8	(39.1)	38.5
The Netherlands	83.6	(79.4)	5.1
Other	26.8	(18.7)	54.2
TOTAL	172.2	(137.2)	97.8

24.4. Actuarial assumptions

In 2025, the average duration of the Group's liability is 11.08 years. The average duration is 14.38 years in France and 11.68 years in the Netherlands.

In the Eurozone, the rates used to discount obligations are fixed by reference to the yields of bonds issued by companies within the main iBoxx Corporate AA index considering the duration of each plan.

In the Eurozone, the inflation rate used to calculate the obligations is fixed by reference to the long-term inflation target of 2.0% set by the European Central Bank with an adjustment to reflect long-term economic forecast.

The following assumptions have been used:

As of December 31, 2025	France	The Netherlands	Weighted-average rate
Discount rate	3.75%	3.75%	4.18%
Inflation rate	2.00%	2.00%	2.01%
Salary increases	5.85%	2.70%	6.71%

As of December 31, 2024	France	The Netherlands	Weighted-average rate
Discount rate	3.50%	3.50%	4.05%
Inflation rate	2.00%	2.00%	2.04%
Salary increases	5.86%	2.70%	6.42%

The sensitivity analyses performed and associated variation in the defined benefit obligation are the following ones:

As of December 31, 2025	France	The Netherlands	Weighted-average rate
Impact of a 50-bps increase or decrease in the discount rate	6.95%	5.37%	5.00%
Impact of a 50-bps increase or decrease in the inflation rate	0.14%	—%	0.18%
Impact of a 50-bps increase or decrease in the salary increase	6.83%	0.06%	2.86%

Asset plan breakdown:

	December 31, 2025	December 31, 2024
Equity instruments (shares)	—%	—%
Debt instruments (bonds)	—%	—%
Others	—%	—%
Insured assets	100%	100%

Note 25. Provisions (non-current and current)

The principles used to evaluate the amounts and types of provisions for liabilities and charges are described in Note 1. Accounting principles.

Movements in provisions in the year ended December 31, 2025, were as follows:

(In millions of €)	December 31, 2024	Increase	Used reversal	Unused reversal	Other	December 31, 2025
Contingencies related to contracts ⁽¹⁾	67.6	—	(1.6)	(30.3)	(4.9)	30.7
Litigation	11.5	—	(3.5)	—	2.6	10.6
Restructuring obligations	10.1	0.5	(0.8)	—	(7.8)	2.0
Provisions for claims	8.9	3.7	—	—	—	12.5
Other non-current provisions	2.8	4.9	(0.5)	(3.1)	17.7	21.8
Total non-current provisions	100.8	9.1	(6.4)	(33.4)	7.6	77.6
Contingencies related to contracts ⁽¹⁾	85.7	57.1	(22.5)	(37.4)	4.5	87.4
Litigation	3.4	0.9	(0.2)	—	(2.8)	1.3
Restructuring obligations	4.1	8.7	(9.3)	—	1.0	4.4
Provisions for claims	3.3	8.7	(0.3)	(1.7)	—	10.0
Other current provisions	12.6	6.4	(1.6)	—	(10.3)	7.2
Total current provisions	109.1	81.8	(33.9)	(39.1)	(7.6)	110.2
TOTAL PROVISIONS	209.9	90.9	(40.3)	(72.5)	—	187.9

(1) Provisions for project close-out.

Movements in provisions in the year ended December 31, 2024, were as follows:

(In millions of €)	December 31, 2023	Increase	Used reversal	Unused reversal	Other	December 31, 2024
Contingencies related to contracts ⁽¹⁾	41.0	37.2	—	—	(10.6)	67.6
Litigation	15.2	—	—	(2.3)	(1.4)	11.5
Restructuring obligations	11.3	1.1	(0.8)	—	(1.5)	10.1
Provisions for claims	8.3	0.6	—	—	—	8.9
Other non-current provisions	4.3	0.5	—	(0.6)	(1.4)	2.8
Total non-current provisions	80.1	39.3	(0.8)	(2.9)	(14.9)	100.8
Contingencies related to contracts ⁽¹⁾	130.4	41.9	(0.5)	(101.5)	15.4	85.7
Litigation	3.8	0.8	(1.2)	—	—	3.4
Restructuring obligations	5.2	3.5	(6.5)	—	1.9	4.1
Provisions for claims	0.7	2.6	(0.1)	(0.1)	0.2	3.3
Other current provisions	8.6	2.2	(3.3)	(1.7)	6.8	12.6
Total current provisions	148.7	51.0	(11.6)	(103.3)	24.3	109.1
TOTAL PROVISIONS	228.8	90.3	(12.4)	(106.2)	9.4	209.9

(1) Provisions for project close-out including Arctic LNG 2.

Note 26. Financial instruments

26.1. Financial assets and liabilities by category

The Technip Energies Group holds the following financial assets and liabilities:

(In millions of €)	December 31, 2025				
	Analysis by category of financial instruments				
	Carrying amount	At fair value through profit or loss	At amortized cost	At fair value through OCI	Level
Other non-current financial assets (excl. derivatives)	202.0	10.2	46.9	144.9	Level 1
Derivative financial instruments (non-current and current)	55.4	2.2	—	53.2	Level 2
Trade receivables	1,399.3	—	1,399.3	—	N/A
Cash and cash equivalents	3,643.5	3,643.5	—	—	N/A
TOTAL FINANCIAL ASSETS	5,300.2	3,655.9	1,446.2	198.1	
Long-term debt, less current portion	678.3	—	678.3	—	N/A
Derivative financial instruments (non-current and current)	17.1	5.3	—	11.8	Level 2
Short-term debt	309.5	—	309.5	—	N/A
Accounts payable, trade	1,402.4	—	1,402.4	—	N/A
Other current liabilities (excl. derivatives)	0.1	0.1	—	—	Level 3
TOTAL FINANCIAL LIABILITIES	2,407.4	5.4	2,390.2	11.8	

(In millions of €)	December 31, 2024				
	Analysis by category of financial instruments				
	Carrying amount	At fair value through profit or loss	At amortized cost	At fair value through OCI	Level
Other non-current financial assets (excl. derivatives)	175.8	12.0	50.7	113.1	Level 1
Derivative financial instruments (non-current and current)	19.8	8.2	—	11.6	Level 2
Trade receivables	1,096.8	—	1,096.8	—	N/A
Cash and cash equivalents	3,846.7	3,846.7	—	—	N/A
TOTAL FINANCIAL ASSETS	5,139.1	3,866.9	1,147.5	124.7	
Long-term debt, less current portion	637.6	—	637.6	—	N/A
Derivative financial instruments (non-current and current)	59.5	0.6	—	58.9	Level 2
Short-term debt	93.8	—	93.8	—	N/A
Accounts payable, trade	1,517.2	—	1,517.2	—	N/A
Other current liabilities (excl. derivatives)	0.5	0.5	—	—	Level 3
TOTAL FINANCIAL LIABILITIES	2,308.6	1.1	2,248.6	58.9	

During the financial years 2025 and 2024, there were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into or out of Level 3 fair value measurements.

Investments — The fair value measurement of quoted equity instruments is based on quoted prices that the Technip Energies Group has the ability to access in public markets.

Mandatorily redeemable financial liability — Management determined the fair value of the mandatorily redeemable financial liability using a discounted cash flow model. The key assumptions used in applying the income approach are the selected discount rates and the expected dividends to be distributed in the future to the non-controlling interest holders. Expected dividends to be distributed are based on the non-

controlling interests' share of the expected profitability of the underlying contract, the selected discount rate, and the overall timing of completion of the project. The fair value measurement is based upon significant inputs not observable in the market and is consequently classified as a Level 3 fair value measurement.

Changes in the fair value of Level 3 mandatorily redeemable financial liability (Note 20. Other liabilities (non-current and current)) are presented in the below table. Over the periods presented, the Technip Energies Group consolidated the total results of the Yamal entities and recorded a mandatorily redeemable financial liability representing the Group's dividend obligation.

(In millions of €)	December 31, 2025	December 31, 2024
Balance at beginning of the period	0.5	16.0
Add: Expenses recognized in statement of income	—	0.1
Less: Settlements	(0.4)	(16.0)
Net foreign exchange differences	—	0.4
BALANCE AT END OF THE PERIOD	0.1	0.5

Fair value of debt — The fair values (based on Level 2 inputs) of the Technip Energies Group debt, carried at amortized cost, are presented in Note 22. Debt (long and short-term debt).

26.2. Derivative financial instruments

The management of the Technip Energies Group derivatives and hedge accounting was carried out centrally by Technip Energies as of December 31, 2025.

For purposes of mitigating the effect of changes in exchange rates, Technip Energies holds derivative financial instruments to hedge the risks of certain identifiable and anticipated transactions and recorded assets and liabilities in the consolidated statement of financial position. The types of risks hedged are those relating to the variability of future earnings and cash flows caused by movements in foreign currency exchange rates. The Technip Energies Group's policy is to hold derivatives only for the purpose of hedging risks associated with anticipated foreign currency purchases and sales created in the normal course of business and not for trading purposes where the objective is solely or partially to generate profit.

Generally, Technip Energies enters hedging relationships so that changes in the fair values or cash flows of the transactions being hedged are expected to be offset by corresponding changes in the fair value of the derivatives. For derivative instruments that qualify as a cash flow hedge, the effective portion of the gain or loss of the derivative, which

does not include the time value component of a forward currency rate, is reported as a component of OCI and reclassified into earnings in the same period or periods during which the hedged transaction affects earnings. For derivative instruments not designated as hedging instruments, any change in the fair value of those instruments is reflected in earnings in the period such change occurs. For further information on foreign currency risk exposure and management, refer to Note 28. Market-related exposure.

Technip Energies used the following types of derivative instruments: foreign exchange rate forward contracts. In general, embedded derivative instruments are separated from the host contract if the economic characteristics and risks of the embedded derivative instrument are not clearly and closely related to those of the host contract and the host contract is not marked-to-market at fair value. The purpose of these instruments is to hedge the risk of changes in future cash flows of highly probable purchase or sale commitments denominated in foreign currencies and recorded assets and liabilities in the consolidated statement of financial position.

As of December 31, 2025, and 2024, the Group held the following material net positions:

	December 31, 2025		December 31, 2024	
	Net notional amount bought (sold)		Net notional amount bought (sold)	
	Local currency	Euro equivalent	Local currency	Euro equivalent
<i>(In millions of currencies)</i>				
Australian dollar (AUD)	(5.0)	(2.8)	11.1	6.6
Thai baht (THB)	—	—	32.6	0.9
Canadian dollar (CAD)	1.0	0.6	—	—
Chinese yuan renminbi (CNY)	555.6	67.7	1,552.6	205.4
Euro (EUR)	(765.3)	(765.3)	126.0	126.0
Indian rupee (INR)	—	—	610.4	6.9
Polish zloty (PLN)	(12.7)	(3.0)	—	—
Japanese yen (JPY)	(1,320.3)	(7.2)	1,548.4	9.9
Kuwaiti dinar (KWD)	8.2	22.6	2.1	6.7
Malaysian ringgit (MYR)	8.0	1.7	68.9	14.9
Mexican peso (MXN)	588.2	27.9	57.3	2.7
Norwegian krone (NOK)	(109.6)	(9.3)	(55.3)	(4.7)
Pound sterling (GBP)	179.8	206.0	56.6	68.5
Qatari riyal (QAR)	80.0	18.7	20.0	5.3
Saudi riyal (SAR)	70.0	15.9	—	—
Singapore dollar (SGD)	20.0	13.2	38.0	26.9
South Korean Won (KRW)	4,041.0	2.4	12,842.6	8.4
Indonesian rupiah (IDR)	435,737.0	22.2	—	—
Swiss franc (CHF)	0.8	0.8	0.9	1.0
U.A.E. dirham (AED)	—	—	(5.0)	(1.3)
U.S. dollar (USD)	(541.3)	(460.9)	(497.2)	(480.1)

Fair value amounts for all outstanding derivative instruments have been determined using available market information and commonly accepted valuation methodologies. Accordingly, the estimates presented may not be indicative of the amounts that Technip Energies would realize in a current market exchange and may not be indicative of the gains or losses Technip Energies may ultimately incur when these contracts are settled.

The following table presents the location and fair value amounts of derivative instruments reported in the consolidated statement of financial position:

	December 31, 2025		December 31, 2024	
	Assets	Liabilities	Assets	Liabilities
<i>(In millions of €)</i>				
Derivatives designated as hedging instruments				
<i>Foreign exchange contracts</i>				
Current – Derivative financial instruments	38.3	9.1	7.4	35.5
Long-term – Derivative financial instruments	14.9	2.7	4.3	23.3
Total derivatives designated as hedging instruments	53.2	11.8	11.7	58.8
Derivatives not designated as hedging instruments				
<i>Foreign exchange contracts</i>				
Current – Derivative financial instruments	2.2	0.2	8.2	0.6
Long-term – Derivative financial instruments	—	5.1	—	—
Total derivatives not designated as hedging instruments	2.2	5.3	8.2	0.6
TOTAL DERIVATIVES	55.4	17.1	19.9	59.4

Cash flow hedges of forecasted transactions resulted in accumulated other comprehensive (loss)/income of €117.9 million and €(77.9) million as of December 31, 2025, and 2024. The Technip Energies Group expects to transfer an approximate €42.3 million loss from accumulated other

comprehensive income to earnings during the next 12 months when the anticipated transactions occur. All anticipated transactions currently being hedged are expected to occur by the third quarter of 2029.

The following table presents the location of gains (losses) in the consolidated statement of income related to derivative instruments designated as cash flow hedges:

	Gain (Loss) recognized in OCI (Effective Portion)	
	December 31, 2025	December 31, 2024
<i>(In millions of €)</i>		
Foreign exchange contracts		
Other comprehensive income/(loss)	140.1	(89.0)

The following table presents the location of cash flow hedge gain (loss) reclassified from accumulated other comprehensive income into profit (loss):

	Gain (Loss) reclassified from accumulated OCI into profit (loss) (Effective portion)	
	December 31, 2025	December 31, 2024
<i>(In millions of €)</i>		
Foreign exchange contracts		
Other income (expense), net	(22.1)	11.2

The following table presents the location of cash flow hedge gain (loss) recognized in profit (loss):

	Gain (Loss) recognized in profit (loss) (Ineffective portion and amount excluded from effectiveness testing)	
	December 31, 2025	December 31, 2024
<i>(In millions of €)</i>		
Foreign exchange contracts		
Other income (expense), net	(8.6)	2.6

The following table presents the location of gains (losses) in the consolidated statement of income related to derivative instruments not designated as hedging instruments:

	Gain (Loss) recognized in profit (loss) on derivatives (Instruments not designated as hedging instruments)	
	December 31, 2025	December 31, 2024
<i>(In millions of €)</i>		
Foreign exchange contracts		
Other income (expense), net	(3.1)	21.5

Note 27. Related party transactions

Receivables, payables, revenues, and expenses that are included in the condensed consolidated financial statements as transactions with related parties, defined as Technip Energies' key management personnel (including Board members and Executive Committee members) as well as persons and entities related to key management personnel, Technip Energies' main shareholders, joint ventures, and associates and post-employment benefit plans were as follows:

27.1. Transactions with related parties

Trade receivables consisted of receivables due from the following related parties:

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024
JGC Coral Norte	47.3	45.8
CTEP France	21.0	31.6
TTSJV W.L.L.	20.8	15.3
TPIT & DAR Engineering Consulting	17.5	19.3
Others	20.3	14.4
TOTAL TRADE RECEIVABLES	126.9	126.5

Trade payables consisted of payables due to the following related parties:

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024
CTEP France	38.7	38.3
CTEP Japan	21.3	60.7
TPIT & DAR Engineering Consulting	14.8	21.8
TTSJV W.L.L.	2.9	3.2
Others	3.2	7.7
TOTAL TRADE PAYABLES	80.9	131.7

Transactions with related parties also included loans to equity affiliates for an amount of €49.4 million as of December 31, 2025, and €13.8 million as of December 31, 2024.

CTEP France and CTEP Japan are joint ventures established to carry out our performance obligation under the NFE project and are accounted for using the equity method.

Revenue consisted of amounts with the following related parties:

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024
JGC Coral Norte	99.9	92.6
CTEP France	50.1	83.5
JGC Coral France	16.9	28.3
JGC Coral Mozambique	12.3	13.0
TPIT & DAR Engineering Consulting	10.3	14.1
TTSJV W.L.L.	9.9	16.1
CTEP Japan	4.8	10.0
Others	31.2	14.0
TOTAL REVENUES	235.4	271.7

Expenses consisted of amounts with the following related parties:

<i>(In millions of €)</i>	December 31, 2025	December 31, 2024
CTEP Japan	(173.2)	(358.6)
CTEP France	(90.3)	(192.2)
TPIT & DAR Engineering Consulting	(11.6)	(24.9)
Others	(0.9)	(15.9)
TOTAL EXPENSES	(276.0)	(591.6)

Transactions with other related parties

As of December 31, 2025, the Group has contributed €40.0 million to fund a portion of its post-employment benefit plans on French entities.

27.2. Key management personnel remuneration

Technip Energies Executive Committee remuneration was as follows for December 31, 2025, and 2024, respectively:

(In millions of €)	December 31, 2025	December 31, 2024
Salaries and Fringe benefits	7.2	6.7
Annual incentives	5.4	4.1
Long-term incentive awards ⁽¹⁾	9.7	7.7
Pension related benefits	0.4	0.5
TOTAL	22.7	18.9

(1) Includes employer social contributions (30% in 2025; 20% in 2024) on long-term incentive plans vested in the period, measured using the share price at the vesting date.

The Board of Directors remuneration was €1.2 million as of December 31, 2025, compared to €1.1 million as of December 31, 2024.

Note 28. Market-related exposure

28.1. Liquidity risk

The primary objectives of liquidity management consist of meeting the continuing funding requirements of Technip Energies' global operations with cash generated by such operations and Technip Energies' existing commercial paper program.

Cash pooling and external financing are largely centralized at T.EN Eurocash SNC. Funds are provided to Technip Energies companies based on an "in-house banking" solution.

The financing requirements of Technip Energies companies are determined based on short and medium-term liquidity planning. The financing is controlled and implemented centrally on a forward-looking basis in accordance with the planned liquidity requirements or surplus. Relevant planning factors taken into consideration include operating cash flow,

capital expenditures, divestments, margin calls for derivatives, and the maturities of financial liabilities.

Commercial paper program and credit facility

Under the commercial paper program, Technip Energies, through its treasury center T.EN Eurocash SNC, has the ability to access up to €750.0 million of financing through its commercial paper dealers. Technip Energies had respectively €298.6 million and €79.9 million of commercial papers issued under the facility as of December 31, 2025, and 2024. Refer to Note 22. Debt (long and short-term debt) for more details.

The following is a summary of the credit facility as of December 31, 2025:

(In millions of €)	Amount	Debt outstanding	Unused capacity
Revolving credit facility	750.0	—	750.0

As of December 31, 2025, all restrictive covenants were compliant under the Revolving Facility agreement.

Undiscounted financial liabilities

The contractual undiscounted repayment schedule of financial liabilities as of December 31, 2025, was as follows:

(In millions of €)	2026	2027	2028	2029	2030	2031 and beyond	Total
Financial debts	309.5	0.2	598.0	—	—	80.1	987.8
Accounts payable, trade	1,402.4	—	—	—	—	—	1,402.4
Derivative financial instruments	9.3	7.0	0.8	—	—	—	17.1
TOTAL FINANCIAL LIABILITIES AS OF DECEMBER 31, 2025	1,721.3	7.2	598.8	—	—	80.1	2,407.4

The contractual undiscounted repayment schedule of financial liabilities as of December 31, 2024, was as follows:

(In millions of €)	2025	2026	2027	2028	2029	2030 and beyond	Total
Financial debts	93.8	0.2	0.2	597.2	—	40.0	731.4
Accounts payable, trade	1,517.2	—	—	—	—	—	1,517.2
Derivative financial instruments	36.1	17.1	4.8	1.3	0.1	—	59.4
Redeemable financial liability	0.5	—	—	—	—	—	0.5
TOTAL FINANCIAL LIABILITIES AS OF DECEMBER 31, 2024	1,647.6	17.3	5.0	598.5	0.1	40.0	2,308.5

28.2. Foreign currency exchange rate risk

Technip Energies conducts operations around the world in several different currencies. Many of the Technip Energies Group's significant foreign subsidiaries have designated the local currency as their functional currency. Earnings are therefore subject to change due to fluctuations in foreign currency exchange rates when the earnings in foreign currencies are translated into euro. The Technip Energies Group does not hedge this translation impact on earnings. A 10% increase or decrease in the average exchange rates of all foreign currencies as of December 31, 2025, would have changed the Technip Energies Group's revenue and profit (loss) before income taxes attributable to the Technip Energies Group by approximately €294.7 million and €6.2 million, respectively. A 10% increase or decrease in the average exchange rates of all foreign currencies as of December 31, 2024, would have changed the Technip Energies Group's revenue and profit (loss) before income taxes attributable to the Technip Energies Group by approximately €294.1 million and €2.5 million, respectively.

When transactions are denominated in currencies other than the respective functional currencies of the applicable subsidiaries of the Technip Energies Group, the Group manages these exposures through derivative instruments. The Group primarily uses foreign currency forward contracts to hedge the foreign currency fluctuations associated with firmly committed and forecasted foreign currency denominated payments and receipts. The derivative instruments associated with these anticipated transactions are usually designated and qualify as cash flow hedges, and as such the gains and losses associated with these instruments are recorded in other comprehensive income until such time that the underlying transactions are recognized. Unless these cash flow contracts are deemed to be ineffective or are not designated as cash flow hedges at inception, changes in the derivative fair value will not have an immediate impact on the results of operations since the gains and losses associated with these instruments are recorded in other comprehensive income. When the anticipated transactions occur, these changes in value of derivative instrument positions will be offset against changes in the value of the underlying transaction. When an

anticipated transaction in a currency other than the functional currency of an entity is recognized as an asset or liability on the statement of financial position, we also hedge the foreign currency fluctuation of these assets and liabilities with derivative instruments after netting the Technip Energies Group's exposures worldwide. These derivative instruments do not qualify as cash flow hedges.

Occasionally, the Technip Energies Group enters into contracts or other arrangements containing terms and conditions that qualify as embedded derivative instruments and are subject to fluctuations in foreign exchange rates. In those situations, the Technip Energies Group enters derivative foreign exchange contracts that hedge the price or cost fluctuations due to movements in the foreign exchange rates. These derivative instruments are not designated as cash flow hedges.

For foreign currency forward contracts hedging anticipated transactions, a 10% increase in the value of the Euro on December 31, 2025, would have changed negatively the net fair value reflected in the consolidated statement of financial position by €80.2 million.

For certain committed and anticipated future cash flows and recognized assets and liabilities that are denominated in a foreign currency, the Technip Energies Group may choose to manage risk against changes in the exchange rates, when compared against the functional currency, through the economic netting of exposures instead of derivative instruments. Cash outflows or liabilities in a foreign currency are matched against cash inflows or assets in the same currency such that movements in exchange rates will result in offsetting gains or losses. Due to the inherent unpredictability of the timing of cash flows, gains and losses in the current period may be economically offset by gains and losses in a future period. All gains and losses are recorded in the consolidated statement of income in the period in which they are incurred. Gains and losses from the remeasurement of assets and liabilities are recognized in other income (expense), net.



28.3. Interest rate risk

The Technip Energies Group is generally financed using the internal cash pooling system. Cash pooling balances earn and bear interest under normal market terms and conditions (rates of interest for specific maturities and currencies). Individual members of the Technip Energies Group that are not included in the internal cash pool due to legal restrictions arrange financing independently or with discrete intercompany loans at arm's length terms and conditions or deposit their excess liquidity with leading local banks.

The Technip Energies Group assesses the effectiveness of forward foreign currency contracts designated as cash flow hedges based on changes in fair value attributable to changes in spot rates. The Technip Energies Group excludes the impact attributable to changes in the difference between

the spot rate and the forward rate for the assessment of hedge effectiveness and recognizes the change in fair value of this component immediately in earnings. Considering that the difference between the spot rate and the forward rate is proportional to the differences in the interest rates of the countries of the currencies being traded, the Technip Energies Group has exposure in the unrealized valuation of its forward foreign currency contracts to relative changes in interest rates between countries in its results of operations.

Based on the Technip Energies Group's portfolio as of December 31, 2025, the Technip Energies Group has material positions with exposure to interest rates in the United States of America and the European Union.

The Technip Energies Group's fixed-rate borrowings include commercial paper.

		December 31, 2025	December 31, 2024
<i>(In millions of €)</i>			
Bonds (note 22)		601.9	601.0
Commercial paper (note 22)		298.6	79.9
Bank borrowings and other (note 22)		87.3	50.5
TOTAL DEBT		987.8	731.4

Sensitivity analysis as of December 31, 2025

As of December 31, 2025, the net cash position of the Technip Energies Group (cash and cash equivalents, less financial debts) amounted to €2,655.7 million. A 1% (100 basis points) increase in interest rates would have generated an additional profit of €26.6 million before tax in the net cash position. A 1% (100 basis points) decrease in interest rates would have generated a loss of the same amount.

Sensitivity analysis as of December 31, 2024

As of December 31, 2024, the net short-term cash position of the Technip Energies Group (cash and cash equivalents, less short-term financial debt) amounted to €3,115.3 million. A 1% (100 basis points) increase in interest rates would have generated an additional profit of €31.2 million before tax in the net cash position. A 1% (100 basis points) decrease in interest rates would have generated a loss of the same amount.

28.4. Credit risk

Valuations of derivative assets and liabilities reflect the value of the instruments, including the values associated with counterparty risk. These values must also consider the Technip Energies Group's credit standing, thus including in the valuation of the derivative instrument the value of the net credit differential between the counterparties to the derivative contract. The methodology includes the impact of both counterparties and such entity's own credit standing. Adjustments to derivative assets and liabilities related to credit risk were not material for any period presented.

By their nature, financial instruments involve risk, including credit risk, for non-performance by counterparties. Financial instruments that potentially subject the Technip Energies Group to credit risk primarily consist of trade receivables, contract assets, contractual cash flows from debt

instruments (primarily loans), cash equivalents, and deposits with banks, as well as derivative contracts.

The Technip Energies Group manages the credit risk on financial instruments by transacting only with what management believes are financially secure counterparties, requiring credit approvals and credit limits, and monitoring counterparties' financial condition. The maximum exposure to credit loss in the event of non-performance by the counterparty is limited to the amount drawn and outstanding on the financial instrument.

The Group has applied the IFRS 9 simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance for all trade receivables and contract assets.

Credit risk exposure on trade receivables and contract assets using a provision matrix is set out as follows:

	December 31, 2025					
	Days past due				Total trade receivables	Contract assets
	Current	Less than 3 months	3 to 12 months	Over 1 year		
<i>(In millions of €)</i>						
Net carrying amount	1,086.0	159.5	75.1	78.8	1,399.4	381.2
Weighted average expected credit loss rate	N/A	N/A	N/A	N/A	0.25%	0.25%

	December 31, 2024					
	Days past due				Total trade receivables	Contract assets
	Current	Less than 3 months	3 to 12 months	Over 1 year		
<i>(In millions of €)</i>						
Net carrying amount	820.7	131.0	64.0	81.1	1,096.8	481.3
Weighted average expected credit loss rate	N/A	N/A	N/A	N/A	0.22%	0.22%

Note 29. Commitments and contingent liabilities

29.1. Contingent liabilities associated with guarantees

In the ordinary course of business, the Technip Energies Group enters into standby letters of credit, performance bonds, surety bonds, and other guarantees with financial institutions for the benefit of its customers, vendors, and other parties.

Most of these financial instruments expire within five years. Management does not expect any of these financial instruments to result in losses that, if incurred, would have a material adverse effect on the Technip Energies Group's consolidated financial position, results of operations, or cash flows.

Guarantees consisted of the following:

(In millions of €)	December 31, 2025	December 31, 2024
Financial guarantees ⁽¹⁾	198.1	211.7
Performance guarantees ⁽²⁾	2,833.7	2,868.5
MAXIMUM POTENTIAL UNDISCOUNTED PAYMENTS	3,031.8	3,080.2

- (1) Financial guarantees represent contracts that contingently require a guarantor to make payments to a guaranteed party based on changes in an underlying agreement that is related to an asset, a liability, or an equity security of the guaranteed party as primary obligor. These would be drawn down only if there is a failure to fulfill financial obligations by the primary obligor.
- (2) Performance guarantees represent contracts that contingently require a guarantor to make payments to a guaranteed party based on another entity's failure to perform under a non-financial agreement. Events that trigger payment are performance-related, such as failure to ship a product or provide a service.

29.2. Contingent liabilities associated with legal matters

The Group is involved in various pending or potential legal actions, disputes and proceedings, whether initiated by the Company or by third parties, any of which could result in sanctions of a financial, administrative, or criminal nature. Management is unable to predict the ultimate outcome of these actions because of their inherent uncertainty. However, management believes that the most probable, ultimate resolution of these matters will not have a material adverse effect on the Technip Energies Group's financial position or profitability.

Contingent liabilities associated with liquidated damages

Some of the Technip Energies Group's contracts contain provisions that require the relevant Technip Energies Group

company to pay liquidated damages if the relevant company is responsible for the failure to meet specified contractual milestone dates and the applicable customer asserts a conforming claim under these provisions. These contracts define the conditions under which the customers of Technip Energies may claim for liquidated damages. Based upon the evaluation of Technip Energies Group's performance and other commercial and legal analysis, management believes that the Group has appropriately recognized probable liquidated damages as of December 31, 2025, and 2024, and that the ultimate resolution of such matters will not materially affect its consolidated financial position, consolidated results of operations, or consolidated cash flows.

Note 30. Auditor's remuneration

Auditor's remuneration as of December 31, 2025, and 2024 is as follows:

(In millions of €)	December 31, 2025	December 31, 2024
Fees payable to Technip Energies' auditors for the audit of the consolidated and company financial statements	(1.6)	(1.7)
Fees payable to Technip Energies' auditors for the audit of its subsidiaries	(3.6)	(3.7)
TOTAL FEES PAYABLE FOR AUDIT SERVICES	(5.2)	(5.4)
Audit related	—	—
Tax fees	(0.1)	(0.1)
All other fees	(0.7)	(0.8)
TOTAL FEES PAYABLE FOR OTHER SERVICES	(0.8)	(0.9)

Of the total fees billed, an amount of €0.5 million relates to PricewaterhouseCoopers Accountants NV for audit services and sustainability assurance services. The remainder relates to other firms within the PwC network. Other services are mainly comprised of sustainability assurance services.

Note 31. Companies included in the scope of the consolidated financial statements

The principal subsidiaries, associates and joint ventures included in Technip Energies' scope of consolidation as of December 31, 2025, are listed below:

31.1. Principal subsidiaries

Company Name	Address	Interest held in % as of December 31, 2025
AUSTRALIA		
T.EN Australia and New Zealand Pty Ltd	Level 7, 1 William Street, Perth WA 6000	100
BRAZIL		
Ecovyst Catalyst Technologies Brazil Ltda.	Rio Claro, State of São Paulo, at Rua P 6, n° 1.223, room 1, Vila Paulista, CEP 13506-870, Brazil	100
BELGIUM		
Rely SA	Avenue du Boulevard 21, 1210 Brussels	60
CHINA		
Shanghai T.EN Trading Co. Ltd.	Room 1904, 19th Floor, Xuhui Vanke Center 55 Ding'An Road 200030, Shanghai	100
T.EN Chemical Engineering (Tianjin) Co. Ltd.	521 Jing Jin Road, Beichen District, 300400, Tianjin	100
T.EN Engineering Consultant (Shanghai) Co. Ltd.	Room 1902, 19th Floor, Xuhui Vanke Center 55 Ding'An Road 200030, Shanghai	100
FRANCE		
Clecel SAS	2126 boulevard de La Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	100
T.EN Marseille	Technopôle de Château Gombert 306 Rue Albert Einstein BP 94 13382 Marseille Cedex 13	100
Gygaz SNC	2126 boulevard de La Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	92.5
Middle East Projects International (T.EN MEPI) SAS	2126 boulevard de La Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	100
Processium SA	30 rue Marguerite Immeuble "le 380" 69100 Villeurbanne	99.84
Reju SAS	2126 boulevard de La Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	100
Safrel SAS	2126 boulevard de La Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	100
South Tambey LNG SNC(1)	5 place de la Pyramide, Tour Ariane Paris La Défense 92800 Puteaux	50
T.EN Corporate Services SAS	2126 boulevard de La Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	100
T.EN Eurocash SNC	2126 boulevard de La Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	100
Technip Energies France SAS	2126 boulevard de La Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	100
T.EN Engineering SAS	2126 boulevard de La Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	100
T.EN Net SAS	2126 boulevard de La Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	100
T.EN Ingénierie Régionale pour Industries SAS	4 rue Pierre Gilles de Gennes 76130 Mont-Saint-Aignan	100
Yamgaz SNC(1)	2126 boulevard de La Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	50
T.EN Loading Systems SAS	Route des Clérimois 89100 Sens	100

Interest held in %
as of December 31,
2025

Company Name	Address	
GERMANY		
Taclov GmbH	Friesstrasse 20 60388 Frankfurt am Main	100
T.EN Zimmer GmbH	Friesstrasse 20 60388 Frankfurt am Main	100
INDIA		
RELY GH2 PTX SERVICES INDIA PRIVATE LIMITED	B-22 Okhla Industrial Area, Phase-1 110020 New Delhi	60.4
T.EN Global Business Services Private Limited	B-22 Okhla Industrial Area, Phase-1 110020 New Delhi	100
Technip Energies India Limited	B-22 Okhla Industrial Area, Phase-1 110020 New Delhi	100
ITALY		
T.EN Italy Solutions S.p.A.	68, Viale Castello della Magliana 00148 Roma	100
Technip Energies Italy S.p.A.	68, Viale Castello della Magliana 00148 Roma	100
INDONESIA		
PT Ecovyst Catalyst Technologies Indonesia	JL Rembang industri raya no.24, pandean, rembang, kabupaten pasuruan	99.97
JAPAN		
Technip Energies Japan GK	Level 10, Huli Minatomirai 1-1-7, Sakuragi-cho, Naka-ku Yokohama-shi, Kanagawa	100
MALAYSIA		
Genesis Energies Malaysia Sdn. Bhd.	Suite 13.03, 13th Floor, Menara Tan & Tan 207 Jalan Tun Razak 50400 Kuala Lumpur	100
T.EN Far East Sdn. Bhd.	Suite 13.03, 13th Floor, Menara Tan & Tan 207 Jalan Tun Razak 50400 Kuala Lumpur	100
Technip Energies (M) Sdn. Bhd.	Suite 13.03, 13th Floor, Menara Tan & Tan 207 Jalan Tun Razak 50400 Kuala Lumpur	100
MEXICO		
Technip De Mexico S. De R.L. De C.V.	Blvd. Manuel Ávila Camacho 36, Piso 10, Oficina 1058 Lomas De Chapultepec I Sección. C. P. 11000, Alcaldía Miguel Hidalgo Ciudad de México	100
TP Oil & Gas Mexico, S. de R.L. de C.V.	Calle Novena 357 Lote 8 Y 7 FRACC. De La Manzana 74, Sección Primera Baja California, 22800, Ensenada	100
MOZAMBIQUE		
T.EN Moçambique, Limitada	Vladimir Lenine Avenue, 1123, 7th Floor Maputo	100
NETHERLANDS		
T.EN Netherlands B.V.	Afrikaweg 30, 2713 AW, Zoetermeer	100
T.EN Power B.V.	Afrikaweg 30, 2713 AW, Zoetermeer	100
Technip Energies International B.V.	Afrikaweg 30, 2713 AW, Zoetermeer	100
Ecovyst International B.V.	Oosterhorn 36, 9936 HD Farmsum, Netherlands	100
Ecovyst International Cooperatie U.A.	Oosterhorn 36, 9936 HD Farmsum, Netherlands	100
Ecovyst Zeolites B.V.	Oosterhorn 36, 9936 HD Farmsum, Netherlands	100
New Dutch Catalyst Holdco 1 B.V.	Oosterhorn 36, 9936 HD Farmsum, Netherlands	100
New Dutch Catalyst Holdco 2 B.V.	Oosterhorn 36, 9936 HD Farmsum, Netherlands	100
New Dutch Catalyst Holdco 3 B.V.	Oosterhorn 36, 9936 HD Farmsum, Netherlands	100
NORWAY		
Genesis Energies Norway AS	Genesis Energies Norway AS v/ Kjell Haver Regnskapservice Welhavens vei 5 4319 Sandnes	100
Inocean AS	Bryggegate 9, NO-0250, Oslo	100
Inocean Marotec AS	Bryggegate 9, NO-0250, Oslo	100
Kanfa AS	Philip Pedersens Road 7, 1366 Lysaker	100
OMAN		
TEN Engineering Muscat SPC	Office 308 - Omana Plaza Commercial Building Plot n°159 (WGS-84) Suhar Industrial City Falaj Al Qabail PC 322	100

Company Name	Address	Interest held in % as of December 31, 2025
POLAND		
Inocean Poland Sp. Z.o.o.	Stanislawa Dubois Street, No. 23, lok. Places. Szczecin 71610	100
T.EN Polska Sp. Z.o.o.	Ul. Promyka 13/4, No. 13, suite 4, 01-604 Warsaw	100
SAUDI ARABIA		
Technip Saudi Arabia Limited	P.O. Box 60159, Riyadh 11545	100
TPL Arabia Limited	Dhahran Center Bldg., Suite # 501, P.O. Box 30893, Al Khobar 31952	100
SENEGAL		
T.EN Senegal SAS	Almadies Immeuble SCIA 2, Route du Méridien Président, Dakar	100
SINGAPORE		
Technip Energies Singapore Pte. Ltd.	8 Cross Street #21-05 Manulife Tower, 048424, Singapore	100
SPAIN		
Technip Energies Iberia, S.A.	Building nº8 – Floor 4th Plaça de la Pau s/n, World Trade Center – Almeda Park – Cornellà de Llobregat, 08940 Barcelona	100
SWEDEN		
Inocean AB	Gardatorget 1, Goteborg	100
SWITZERLAND		
Engineering Re AG	Vulkanstrasse 106, 8048 Zürich	100
THAILAND		
Technip Energies (Thailand) Ltd	20th Floor, Suntower, Building A 123 Vibhavadee-Rangsit Road, Jomphon Jatujak, Bangkok 10900	100
UNITED ARAB EMIRATES		
T.EN Middle East FZE	Office No. LB14414 P.O. Box 262274 Jebel Ali Free Zone, Dubai	100
UNITED KINGDOM		
Cybernetix S.R.I.S. Limited	100 Fetter Lane, London, EC4A 1ES	100
Genesis Oil & Gas Consultants Limited	100 Fetter Lane, London, EC4A 1ES	100
Genesis Energies Consultants Ltd	100 Fetter Lane, London, EC4A 1ES	100
T.EN E&C Limited	100 Fetter Lane, London, EC4A 1ES	100
T.EN PMC Services Limited	100 Fetter Lane, London, EC4A 1ES	100
T.EN UK Holdings Limited	100 Fetter Lane, London, EC4A 1ES	100
Ecovyst Catalyst Technologies UK Limited	The Apex, 2 Liverpool Rd, Warrington WA5 1AA, Cheshire	100
UNITED STATES		
Badger Licensing LLC	c/o Corporation Service Company 251, Little Falls Drive Wilmington, Delaware 19808	100
T.EN WORKFORCE SOLUTIONS	c/o CT Corporation System 3867 Plaza Tower Dr Baton Rouge, Louisiana 70816	100
T.EN Energy & Chemicals International, Inc.	c/o CT Corporation System 3867 Plaza Tower Dr Baton Rouge, Louisiana 70816	100
T.EN Process Technology, Inc.	c/o CT Corporation System 3867 Plaza Tower Dr Baton Rouge, Louisiana 70816	100
T.EN S&W Abu Dhabi, Inc.	c/o Corporation Trust Center 1209 Orange St. Wilmington, Delaware 19801	100
T.EN S&W International, Inc.	c/o CT Corporation System 3867 Plaza Tower Dr Baton Rouge, Louisiana 70816	100
T.EN Stone & Webster Process Technology, Inc.	c/o Corporation Trust Center 1209 Orange St. Wilmington, Delaware 19801	100
Technip Energies USA, Inc.	c/o Corporation Trust Center 1209 Orange St. Wilmington, Delaware 19801	100
Taclov LLC	Almaden Research Center CA 95120-6099, 650 Harry Road, San Jose	52.59

Company Name	Address	Interest held in % as of December 31, 2025
Advanced Materials & Catalysts LLC	850 New Burton Road, Suite 201, Dover, Delaware 19904	100
Ecovyst International Holdings Inc.	850 New Burton Road, Suite 201, Dover, Delaware 19904	100
Delpen Corporation	850 New Burton Road, Suite 201, Dover, Delaware 19904	100

(1) Technip Energies has an ownership interest in both Yamgaz SNC and South Tambey LNG of 200,002 shares (of total outstanding shares), or 50.0005%. It obtained a majority interest and voting control over Yamgaz SNC and South Tambey and consolidated both entities effective December 31, 2016.

31.2. Associates and joint ventures

Company Name	Address	Interest held in % as of December 31, 2025
BAHRAIN		
TTSJV W.L.L.	Block 215, Rd 1531, Bldg 1130, Flt.12 P.O. Box 28110 Muharraq	36
BOSNIA AND HERZEGOVINA		
Petrolinvest, D.D. Sarajevo	Tvornicka 3, 71000 Sarajevo	33.01
BRAZIL		
FSTP Brasil Ltda.	Rua Professor Álvaro Rodrigues, nº 352, 3º andar, Botafogo, 22270-000, Rio De Janeiro	25
FRANCE		
CTEP France SNC	2126 boulevard de la Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	50
Ekwil SAS	2126 boulevard de la Défense 92000 Nanterre	50
TP JGC Coral France SNC	2126 boulevard de la Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	50
T.EN JGC Coral Norte France SNC	2126 boulevard de la Défense Immeuble Origine CS 10266 92741 Nanterre Cedex	50
JAPAN		
CTEP Japan	Level 10, Hulin Minatomirai 1-1-7, Sakuragi-cho, Naka-ku Yokohama-shi, Kanagawa	50
KAZAKHSTAN		
TKJV LLP	Av. Abdirova, bld. 3, 100009, Karaganda city, Kazybek bi district	49.5
MEXICO		
Ethylene XXI Contractors S.A.P.I. de C.V.	Blvd Manuel Ávila Camacho Número 32, piso 6, oficina 677, Col. Lomas de Chapultepec, C.P. 11000, Ciudad de México	40
Desarrolladora de Etileno, S. de R.L. de C.V.	Blvd Manuel Ávila Camacho Número 32, piso 6, oficina 677, Col. Lomas de Chapultepec, C.P. 11000, Ciudad de México	40
MOZAMBIQUE		
ENHL - T.EN MOZAMBIQUE, LDA	Av. Vladimir Lenine, 1123, 7º andar Edifício Topazio Maputo	51
JGC FLUOR T.EN MOÇAMBIQUE, LDA	Destrito Urbano 1, Bairro Central, Av. Vladmir Lénine, n.º 1123 Edifício Topázio - 7º andar Maputo	33.33
T.EN CORAL NORTE MOZAMBIQUE	Av. Vladimir Lenine, 1123, 7º andar Edifício Topazio Maputo	50
TP JGC Coral Mozambique, LDA	Av. Vladimir Lenine, 1123, 7º andar Edifício Topazio Maputo	50
NETHERLANDS		
Etileno XXI Holding B.V.	Afrikaweg 30, 2713 AW, Zoetermeer	50
Etileno XXI Services B.V.	Beursplein 37, Office 869, 3011 AA Rotterdam	40
ZEOLYST C.V.	Oosterhorn 36, 9936 HD Farmsum, Netherlands	50
PORTUGAL		
TSKJ - SERVIÇOS DE ENGENHARIA, LDA.	Avenida Arriaga, number 30, 1 - H, 9000-064 Funchal - Madeira	25

Company Name	Address	Interest held in % as of December 31, 2025
SAUDI ARABIA		
Technip Italy S.p.A. & Dar Al Riyadh for Engineering Consulting	Khobar Business Gate, Tower B, 7th Floor , King Faisal Bin Abdul-Aziz Road, P.O. Box 3596, Al Khobar 34423	60
SINGAPORE		
FSTP Pte Ltd	50 Gul Road, 629351, Singapore	25
UNITED ARAB EMIRATES		
NT Energies LLC	Al Muroor Road, Guardian Office Tower P.O. Box 7657, Abu Dhabi	49
UNITED STATES		
KTJV LLC	601 Jefferson Street Houston, TX 77002	50
ZEOLYST INTERNATIONAL	1700 Kansas Avenue, Kansas City, KS, 66105	50

31.3. Joint operations

Company Name	Address	Interest held in % as of December 31, 2025
NETHERLANDS		
STS 58 B.V.	Evert van de Beekstraat 1, 1118CL Schiphol	48
QATAR		
CTJV	Markaz Almana Building 3 rd Floor Al Matar Street, Najma P.O. Box: 23169, Doha	50
UNITED ARAB EMIRATES		
TJN RUWAIS JV	Guardian Towers Sheikh Sultan Bin Zayed First & Dhafeer Street, P.O. Box 7657, Abu Dhabi	40

Note 32. Subsequent events

The Board of Directors has decided to propose at the Annual General Meeting of Shareholders of May 5, 2026, the payment of a dividend of €1.0 per share, which represents €176.5 million for the 2025 financial year based on the number of shares outstanding less the expected number of treasury shares held at the dividend record date.

On February 28, 2026, a series of military strikes and retaliatory actions occurred across the Middle East, involving Iran, the United States, Israel and several regional countries. As at the date of this Annual Report (March 10, 2026), the

strikes are ongoing and Technip Energies is monitoring the situation closely.

The Company operates in this region (as disclosed in Note 3. and Note 4.) and continues to assess potential implications on its projects, working closely with its clients. The Company's primary focus remains the safety of its personnel and the continuity of its operations. This subsequent event is non adjusting for the December 31, 2025 financial statements.

8.2. Technip Energies Company financial statements

In this section, the Company refers to Technip Energies N.V., the parent company of the Group.

8.2.1. Company balance sheet

Company balance sheet

(In millions of €)

	Notes	December 31, 2025	December 31, 2024
Before appropriation of profit			
ASSETS			
Tangible fixed assets		—	—
Financial fixed assets	8.2.4.1	4,164.3	3,385.3
Deferred tax assets	8.2.4.2	0.4	0.4
Total non-current assets		4,164.7	3,385.7
Other receivables	8.2.4.3	226.4	167.8
Total current assets		226.4	167.8
TOTAL ASSETS		4,391.1	3,553.5
EQUITY AND LIABILITIES			
Shareholders' equity			
Issued share capital		1.8	1.8
Share premium reserve		900.7	900.7
Other reserves		29.2	35.3
Legal reserves		(23.1)	(101.4)
Retained earnings		961.3	853.6
Profit of the period		363.8	390.7
Total equity	8.2.4.4	2,233.6	2,080.7
Provisions	8.2.4.5	10.6	10.1
Non-current liabilities	8.2.4.6	637.9	597.0
Loans and borrowings	8.2.4.6	1,357.8	720.9
Other current liabilities	8.2.4.7	151.3	144.9
Total current liabilities		1,509.0	865.8
TOTAL EQUITY AND LIABILITIES		4,391.1	3,553.5

8.2.2. Company income statement

Company income statement

(In millions of €)

	Notes	2025	2024
Revenue	8.2.4.8	193.7	189.8
General and administrative expenses	8.2.4.9	(257.9)	(263.7)
Operating profit/(loss)		(64.2)	(73.9)
Financial income	8.2.4.10	5.5	4.1
Financial expense	8.2.4.10	(34.0)	(39.6)
Profit/(Loss) before tax		(92.7)	(109.4)
Income tax (expense)/income	8.2.4.11	28.0	34.0
Result of Group companies		428.5	466.1
PROFIT/(LOSS)		363.8	390.7

8.2.3. General

The Company financial statements are part of the 2025 financial statements of Technip Energies N.V.

The Company was a private limited liability company (*besloten vennootschap met beperkte aansprakelijkheid*) incorporated under the laws of The Netherlands on October 16, 2019, with a share capital of €0.01 at this date. Following the signature of the contribution agreement with TechnipFMC plc on January 31, 2021, TechnipFMC's Onshore/Offshore business was contributed to Technip Energies N.V. in exchange for 4,499,999 ordinary shares of €0.01 issuance in the share capital of Technip Energies. At that date, Technip Energies N.V. was converted into a public limited liability company (*Naamloze Vennootschap*) incorporated and operating under the laws of the Netherlands. On February 6, 2021, new shares were created by reserve allocation, with the new number of shares amounting to 175,313,880 with a nominal value of €0.01 each.

Listing and first admission to trading on Euronext in Paris of ordinary shares in the share capital of Technip Energies N.V. took place on February 16, 2021.

Technip Energies N.V. is registered at the Chamber of Commerce with registration number 76122654 and it has its statutory seat in Amsterdam, the Netherlands.

The Company has no establishment in the Netherlands. The Company's address is: 2126, boulevard de La Défense CS10266 92741 Nanterre, France.

Technip Energies N.V. costs are mainly comprised of management activities and costs of the headquarters office in Nanterre (France) parts of which are recharged to Group companies.

Management fees and other corporate recharges are recognized in the financial year in which services are rendered to the entities and the costs are incurred.

Principles for the measurement of assets and liabilities and the determination of the result

The standalone financial statements were prepared in accordance with the statutory provisions of Part 9, Book 2 of the Dutch Civil Code and the firm pronouncements of the *Raad voor de Jaarverslaggeving*. Technip Energies N.V. uses the option provided in section 2:362 (8) of the Dutch Civil Code in that the principles for the recognition and measurement of assets and liabilities and determination of result (hereinafter referred to as principles for recognition and measurement) of the Company financial statements of Technip Energies N.V. are the same as those applied for the consolidated financial statements. These principles also include the classification and presentation of financial instruments, being equity instruments or financial liabilities. The consolidated financial statements are prepared according to the IFRS Accounting standards as adopted by the European Union (EU). Reference is made to the Notes to the consolidated financial statements (8.1.6. Note 1. Accounting principles) for a description of these principles.

In case no other policies are mentioned, refer to the accounting policies as described in the accounting policies in the consolidated financial statements of this Annual Report. For an appropriate interpretation, the Company financial statements should be read in conjunction with the consolidated financial statements.

Investments in consolidated subsidiaries

Consolidated subsidiaries are all entities (including intermediate subsidiaries) over which the Company has control. The Company controls an entity when it is exposed, or has rights, to variable returns from its involvement with the subsidiary and has the ability to affect those returns through its power over the subsidiary. Subsidiaries are recognized from the date on which control is transferred to the Company or its intermediate holding entities.

They are derecognized from the date that control ceases.

Investments in consolidated subsidiaries are measured at net asset value, inclusive of the carrying value of the Group's value of goodwill. Net asset value and its associated goodwill is based on the measurement of assets, provisions, and liabilities, and determination of profit based on the principles applied in the consolidated financial statements.

Investments with significant influence (associates) and joint ventures

The same accounting method, as applied on the investments in consolidated subsidiaries, is used for joint ventures and for investments over which Technip Energies N.V. exercises a significant influence on operational and financial policies.

The Company determines at each reporting date whether there is any objective evidence that investments in the associates and joint ventures are impaired. If this is the case, the Company calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognizes the amount adjacent to "share of profit/(loss) of associates" in the income statement. As goodwill is included in the carrying amount of the investments in associates, it is not separately tested for impairment.

Results on transactions, involving the transfer of assets and liabilities between Technip Energies N.V. and its participating interests or between participating interests themselves, are not incorporated insofar as they are deemed to be unrealized.

Taxation

Corporate tax is payable on taxable profits at amounts expected to be paid, or recovered, under the tax rates and laws that have been enacted or substantively enacted at the balance sheet date. Reference is made to Notes 8.2.4.2. Deferred tax asset and 8.2.4.11. Income tax of Technip Energies company financial statements.

8.2.4. Notes to the Company financial statements

The accompanying notes are an integral part of the Company financial statements.

Contents of notes

8.2.4.1. Financial fixed assets	361	8.2.4.9. General and administrative expenses	368
8.2.4.2. Deferred tax asset	364	8.2.4.10. Financial income and expenses	368
8.2.4.3. Other receivables	364	8.2.4.11. Income tax	369
8.2.4.4. Shareholders' equity	365	8.2.4.12. Commitments and contingencies	369
8.2.4.5. Provisions	367	8.2.4.13. Board of Directors remuneration	370
8.2.4.6. Loans and borrowing	367	8.2.4.14. Number of employees	371
8.2.4.7. Other current liabilities	368	8.2.4.15. Independent audit fees	371
8.2.4.8. Revenue	368	8.2.4.16. Events after end of reporting	371

8.2.4.1. Financial fixed assets

The movements in the financial fixed assets are as follows:

(In millions of €)	Investments in subsidiaries	Investments in associates and joint ventures	Quoted equity instruments at FVTPL	Other investments	Loans	Deposits	Total
Balance at January 1, 2024	3,065.2	70.1	15.0	18.7	2.7	9.2	3,180.9
Result of Group companies	477.9	(11.8)	—	—	—	—	466.1
Acquisitions	—	—	—	1.5	—	—	1.5
Capital increase	70.5	—	—	—	—	—	70.5
Divestments and capital repayments	—	—	—	—	—	—	—
Purchase of deposits through liquidity contract	—	—	—	—	—	1.4	1.4
Share in other comprehensive income	(1.3)	3.5	—	—	—	—	2.2
Change in quoted equity instruments at FVTPL	—	—	(3.0)	—	—	—	(3.0)
Interest accrued/paid	—	—	—	—	—	—	—
Foreign currency variations	(20.0)	(2.2)	—	—	—	—	(22.2)
Dividends received	(293.0)	(56.1)	—	—	—	—	(349.1)
Loans	—	—	—	—	40.0	—	40.0
Other transactions with non-controlling interests	(2.0)	(0.5)	—	—	—	—	(2.5)
Other	(0.6)	—	—	—	—	—	(0.6)
Movements	231.5	(67.1)	(3.0)	1.5	40.0	1.4	204.3
BALANCE AT DECEMBER 31, 2024	3,296.7	3.0	12.0	20.3	42.7	10.6	3,385.3

(In millions of €)	Investments in subsidiaries	Investments in associates and joint ventures	Quoted equity instruments at FVTPL	Other investments	Loans ⁽¹⁾	Deposits	Total
Balance at January 1, 2025	3,296.7	3.0	12.0	20.3	42.7	10.6	3,385.3
Result of Group companies	470.5	(4.0)	—	—	(38.0)	—	428.5
Acquisitions	6.1	—	—	4.0	—	—	10.1
Capital increase	797.6	—	—	—	—	—	797.6
Divestments and capital repayments	(2.2)	—	—	—	—	—	(2.2)
Purchase of deposits through liquidity contract	—	—	—	—	—	(4.0)	(4.0)
Share in other comprehensive income	1.5	(4.0)	—	0.2	—	—	(2.3)
Change in quoted equity instruments at FVTPL	—	—	(1.8)	—	—	—	(1.8)
Interest accrued/ paid	—	—	—	—	—	—	—
Foreign currency variations	(30.1)	3.3	—	—	—	—	(26.8)
Dividends received	(429.4)	(45.2)	—	—	—	—	(474.6)
Loans	—	—	—	—	53.9	—	53.9
Other transactions with non-controlling interests	(153.5)	154.3	—	—	—	—	0.7
Movements	660.4	104.4	(1.8)	4.2	15.9	(4.0)	779.0
BALANCE AT DECEMBER 31, 2025	3,957.1	107.4	10.2	24.5	58.6	6.6	4,164.3

⁽¹⁾ The share of profit represents the impairment loss of €38.0 million recognized on the loan issued to one subsidiary.

All receivables included under the financial assets fall due in more than one year.

An overview of the Company's direct investments is given below:

Subsidiaries

Company Name	Address	Interest held in % as of December 31, 2025
AUSTRALIA		
T.EN Australia and New-Zealand Pty Ltd	1120 Hay St, West Perth WA 6005	100
BRAZIL		
Genesis Brasil Oil & Gas Engenharia Ltda ⁽¹⁾	Av. Presidente Vargas 3131, 20210 Rio de Janeiro	44.85
CHINA		
T.EN Chemical Engineering (Tianjin) Co., Ltd.	10 th Floor – Yunhai Mansion 200031 Shanghai	100
COLOMBIA		
T.EN Colombia, S.A. ⁽²⁾	Calle 38 # 8-62 Piso 3 SantaFe de Bogota D.C.	7.2
FRANCE		
Clecel SAS	2126 Boulevard de La Défense Immeuble Origine-CS 10266 92741 Nanterre Cedex	100
T.EN Marseille SAS	Technopôle de Château-Gombert 13382 Marseille Cedex 13	100
Middle East Projects International SAS (T.EN Mepi)	2126 Boulevard de La Défense Immeuble Origine-CS 10266 92741 Nanterre Cedex	100
Reju SAS	2126 Boulevard de La Défense Immeuble Origine-CS 10266 92741 Nanterre Cedex	100
Safrel	2126 Boulevard de La Défense Immeuble Origine-CS 10266 92741 Nanterre Cedex	100
T.EN Catering Services SAS	2126 Boulevard de La Défense Immeuble Origine-CS 10266 92741 Nanterre Cedex	100
T.EN Corporate Services SAS	2126 Boulevard de La Défense Immeuble Origine-CS 10266 92741 Nanterre Cedex	100
T.EN Eurocash SNC	2126 Boulevard de La Défense Immeuble Origine-CS 10266 92741 Nanterre Cedex	96
Technip Energies France SAS	2126 Boulevard de La Défense Immeuble Origine-CS 10266 92741 Nanterre Cedex	100
T.EN Engineering SAS	2126 Boulevard de La Défense Immeuble Origine-CS 10266 92741 Nanterre Cedex	100
T.EN NET SAS	2126 Boulevard de La Défense Immeuble Origine-CS 10266 92741 Nanterre Cedex	100
SCI les Bessons ⁽³⁾	Technopôle de Château-Gombert 13382 Marseille Cedex 13	0.03
ITALY		
Technip Energies Italy S.P.A.	Viale Castello Della Magliana 68, 00148 Roma	100
Technologie Progetti Lavori S.P.A.	Viale Castello Della Magliana 68, 00148 Roma	100
MALAYSIA		
T.EN Far East Sdn Bhd	Suite 13.03, 13th Floor 207 Jalan Tun Razak 50400 Kuala Lumpur	100
T.EN Consultant (M) Sdn. Bhd	Suite 13.03, 13th Floor 207 Jalan Tun Razak 50400 Kuala Lumpur	27.18
Technip Energies (M) Sdn. Bhd.	Suite 13.03, 13th Floor 207 Jalan Tun Razak 50400 Kuala Lumpur	30
MEXICO		
T.EN de Mexico S. de R.L. de C.V.	Blvd. Manuel Ávila Camacho 36, Piso 10, Torre Esmeralda II, Col. Lomas de Chapultepec, Miguel Hidalgo, 11000, Ciudad de México, Mexico	99.99
NETHERLANDS		
Technip Energies International B.V.	Afrikaweg 30, 2713 AW, Zoetermeer	100

Subsidiaries

Company Name	Address	Interest held in % as of December 31, 2025
NORWAY		
Inoceen AS	B Ryggegate 3 0250 Oslo	100
Kanfa AS	Nye Vakas vei 80 1395 Hvalstad	100
PANAMA		
T.EN Overseas S.A.	East 53 rd Street Marbella, Humboldt Tower 2 nd Floor Panama	100
SAUDI ARABIA		
Technip Saudi Arabia Ltd.	Dhahran Center Building Suite 501 Dhahran Road Al-Khobar, 31952 Saudi Arabia.	100
SINGAPORE		
Technip Energies Singapore Pte. Ltd.	149 Gul Circle - 629605 Singapore	100
SPAIN		
Technip Energies Iberia, S.A.	Building nº 8 - Floor 4 th Plaça de la Pau s/n World Trade Center - Almeda Park - Cornellà de Llobregat 08940 Barcelona	100
SWITZERLAND		
Engineering Re AG	Vulkanstrasse 106 8048 Zurich	100
VENEZUELA		
Inversiones Dinsa CA	Avenida Principal de La Urbina, calle 1 con calle 2, Centro Empresarial INECOM, piso 1, oficina 1-1 La Urbina, Municipio Sucre, 1070, Caracas, Venezuela	100
VIETNAM		
T.EN Vietnam Co., Ltd.	7F, Centec Tower Building 72-74 Nguyen Thi Minh Khai Street and 143-145B Hai Ba Trung Street, Ward 6, District 3, Ho Chi Minh City	100

(1) Technip Energies N.V. controls Genesis Oil & Gas Brasil Engenharia Ltda through Technip Energies International B.V.

(2) Technip Energies N.V. controls T.EN Colombia, S.A. through Technip Energies Italy S.p.A.

(3) Technip Energies N.V. controls SCI Les Bessons through T.EN Marseille SAS.

Associates and joint ventures

Company Name	Address	Interest held in % as of December 31, 2025
BOSNIA AND HERZEGOVINA		
Petrolinvest, D.D. Sarajevo	Tvornicka 3 71000 Sarajevo	33.01
PORTUGAL		
TSKJ Servicos de Engenharia Lda	Avenida Arriaga, numero trinta, terceiro andar - H, Freguesia da Sé, Concelho do Funchal, 9000-064, Funchal, Portugal	25

Quoted equity instruments

Company Name	Address	Interest held in % as of December 31, 2025
FRANCE		
Mc Phy Energy SA	1115, route de Saint Thomas 26190 La Motte Fanjas	2.45
MALAYSIA		
Malaysia Marine & Heavy Engineering Holdings Bhd	PLO 3, Jalan Pekeliling Pasir Gudang, 81700 Malaysia	8.5

Other investments

Company Name	Address	Interest held in % as of December 31, 2025
CANADA		
EVOK Fund II	1410-1130 West Pender Street Vancouver, BC Canada	27.3
FRANCE		
Oceanide	Zone industrielle Bregaillon, BP 63, 83500 La Seyne sur Mer	23.1
GERMANY		
HY2GEN AG	Klingholzstraße, 65189 Wiesbaden	8.33
SPAIN		
Exponential Renewables S.L (X1 winds)	Avenida Pedralbes, 18 - 20 esc. B P. 3 PTA. 1 08034, Barcelona	16.31

8.2.4.2. Deferred tax asset

The tax rate utilized to compute deferred taxes depends on the location of the underlying transaction. Although registered in the Netherlands, Technip Energies N.V. is tax resident in France, so that the transactions are taxed using the French tax rate.

Technip Energies N.V. earnings are subject to the French statutory rate, which is 25.83% from 2021. Technip Energies N.V. is the head of the French tax consolidated group.

As of December 31, 2025, the balance of deferred tax assets amounts to €0.4 million consisting of deferred tax asset on pension.

As of December 31, 2024, the balance of deferred tax assets amounts to €0.4 million consisting of deferred tax asset on pension.

8.2.4.3. Other receivables

(In millions of €)	December 31, 2025	December 31, 2024
Amounts owed by Group Companies	133.9	123.2
Current income tax receivables ⁽¹⁾	30.2	2.3
Other debtors	49.4	29.8
Prepaid expenses	12.9	12.5
TOTAL	226.4	167.8

(1) Income tax installments paid in 2025 exceeded the final tax due. This balance will be refunded to Technip Energies N.V. by the French tax authority by September 2026.

Other receivables fall due in less than one year. The fair value of the receivables reasonably approximates the book value, due to their short-term character.

8.2.4.4. Shareholders' equity

Changes in outstanding shares are as follows:

<i>(In number of shares)</i>	Ordinary Shares	Treasury Shares
Number of shares at January 1, 2024	181,583,893	4,502,859
Purchase of shares - Share-based payment	—	1,375,455
Purchase of shares - Share buy-back	—	3,205,185
Delivery of shares - Share-based payment	—	(2,089,201)
Cancellation of shares	(3,205,185)	(3,205,185)
Net purchase of shares through liquidity contract	—	(32,084)
Number of shares at December 31, 2024	178,378,708	3,757,029
Purchase of shares - Share-based payment	—	1,265,324
Delivery of shares - Share-based payment	—	(2,279,835)
Net purchase of shares through liquidity contract	—	123,434
NUMBER OF SHARES AT DECEMBER 31, 2025	178,378,708	2,865,952

Share capital

As of January 1, 2024, Technip Energies N.V. had 181,583,893 common shares issued with a nominal value of €0.01 per share. As of December 31, 2024, Technip Energies N.V. had 178,378,708 common shares issued, as a result of the

cancellation of 3,205,185 shares following Share buy-back program completion in December 2024. The number of common shares remains unchanged as of December 31, 2025.

Treasury shares

In 2025 and 2024, a total of respectively 2,279,835 and 2,089,201 shares were delivered to Group employees subsequent to the vesting of share incentive plans.

In 2025 and 2024, Kepler Chevreux on behalf of Technip Energies N.V. carried out sale purchase and sale transactions pursuant to a liquidity agreement to enhance the liquidity of Technip Energies' shares admitted to trading on Euronext Paris by maintaining a reasonable average daily turnover reducing bid-ask spread and monitoring volatility.

The cash resource initially allocated to the liquidity agreement was €9.0 million. On December 31, 2025, the Group held 153,185 shares in the capital of the Company as well as a cash amount of €6.6 million.

As of January 1, 2024, the Group held 4,502,859 Technip Energies shares representing a total value of €53.6 million.

On February 29, 2024, the Technip Energies Group launched a share buy-back program of up to €100.0 million, with up to €70 million to be used to purchase common shares for cancellation and up to €30 million to be used to fulfill the Company's obligations under equity compensation plans. As of December 31, 2024, 4,580,640 shares have been purchased, of which 3,205,185 shares were cancelled.

In addition, during 2025, the Group acquired 1,265,324 shares to cover share incentive plans granted to Group employees.

At the end of the year, the Group held 2,865,952 Technip Energies shares representing a total value of €79.1 million.

The movements in shareholders' equity are as follows:

<i>(In millions of €)</i>	Issued share capital	Share premium	Other reserves	Legal reserve	Retained earnings	Profit of the period	Total
Balance at January 1, 2024	1.8	970.6	19.3	(10.8)	616.9	296.8	1,894.8
Appropriation of the result of preceding year	—	—	—	—	296.8	(296.8)	—
Capital decrease	—	(69.9)	—	—	—	—	(69.9)
Net profit of the year	—	—	—	—	—	390.7	390.7
Translation reserve change of the year	—	—	—	43.0	—	—	43.0
Cash flow hedges change of the year	—	—	—	(65.1)	—	—	(65.1)
Other change of the year	—	—	—	—	2.2	—	2.2
Dividends	—	—	—	—	(101.5)	—	(101.5)
Value of Employee services	—	—	18.4	—	—	—	18.4
Treasury shares	—	—	(2.5)	—	(26.4)	—	(28.9)
Non distributable share in profit and other gains regarding associates and joint ventures	—	—	—	(68.5)	68.5	—	—
Other transactions with non-controlling interests	—	—	—	—	(2.5)	—	(2.5)
Other	—	—	—	—	(0.5)	—	(0.5)
Movements	—	(69.9)	15.9	(90.6)	236.6	93.9	185.9
BALANCE AT DECEMBER 31, 2024	1.8	900.7	35.3	(101.4)	853.6	390.7	2,080.7

<i>(In millions of €)</i>	Issued share capital	Share premium	Other reserves	Legal reserve	Retained earnings	Profit of the period	Total
Balance at January 1, 2025	1.8	900.7	35.3	(101.4)	853.6	390.7	2,080.7
Appropriation of the result of preceding year	—	—	—	—	390.7	(390.7)	—
Net profit of the year	—	—	—	—	—	363.8	363.8
Translation reserve change of the year	—	—	—	(132.4)	—	—	(132.4)
Cash flow hedges change of the year	—	—	—	105.6	—	—	105.6
Other change of the year	—	—	—	—	(2.1)	—	(2.1)
Dividends	—	—	—	—	(150.2)	—	(150.2)
Value of Employee services	—	—	16.9	—	—	—	16.9
Treasury shares	—	—	(23.0)	—	(26.2)	—	(49.2)
Non distributable share in profit and other gains regarding associates and joint ventures	—	—	—	105.1	(105.1)	—	—
Other transactions with non-controlling interests	—	—	—	—	0.6	—	0.6
Movements	—	—	(6.1)	78.3	107.7	(26.9)	153.0
BALANCE AT DECEMBER 31, 2025	1.8	900.7	29.2	(23.1)	961.3	363.8	2,233.6

Difference in equity and profit/loss between the Company and consolidated financial statements

As of December 31, 2025, and 2024, there is no difference between the consolidated equity and Company equity.

Legal reserves

The legal reserves can be broken down as follows:

(In millions of €)	December 31, 2025	December 31, 2024
Translation reserve	(182.7)	(50.3)
Cash flow hedges	54.5	(51.1)
Non distributable share in profit and other gains regarding associates and joint ventures	105.1	—
TOTAL	(23.1)	(101.4)

The reserve for translation differences concerns all exchange rate differences arising from the translation of the net investment in foreign entities.

Proposed appropriation of result

Article 10 of the Articles of Association stipulates, among other things, that the Board of Directors shall annually decide which part of the profit shall be allocated to the reserves. The remaining part of the profit shall be at the

disposal of the Annual General Meeting. The profit attributable to the equity holders of the Company for fiscal year 2025 amounts to €363.8 million. The Board of Directors proposes to add an amount of €187.3 million to retained earnings and to present for approval to the Annual General Meeting of the Company its proposal to distribute in cash a dividend amount of €1.0 per share, which represents €176.5 million.

8.2.4.5. Provisions

(In millions of €)	December 31, 2025	December 31, 2024
Provisions for pensions and other employee benefits	1.5	1.7
Other provisions	4.2	—
Provisions for lawsuits and legal matters ⁽¹⁾	4.9	8.4
TOTAL PROVISIONS	10.6	10.1

⁽¹⁾ In connection with the Spin-off, Technip Energies N.V. and TechnipFMC entered into a Separation and Distribution Agreement on January 7, 2021. Pursuant to this agreement, certain lawsuits and provisions were transferred to Technip Energies N.V.

All provisions can be classified as non-current (longer than one year), except €2.6 million that will be paid in 2026. For more information on provisions for lawsuit and legal matters, please refer to Note 25. Provisions (non-current and current) of the consolidated financial statements.

8.2.4.6. Loans and borrowing

(In millions of €)	December 31, 2025	December 31, 2024
Bonds	594.0	594.0
Accrued interest - Bonds (non-current)	3.9	3.0
Bank credit lines (non-current)	40.0	—
TOTAL NON-CURRENT LIABILITIES	637.9	597.0
Accrued interest - Bonds (current)	4.0	4.0
Accrued interest - Bank borrowing	0.1	0.1
Financial debts and liabilities with Group companies ⁽¹⁾	1,353.7	716.7
TOTAL LOANS AND BORROWING (CURRENT)	1,357.8	720.9

⁽¹⁾ Current account with Group cash pooling entity bearing interests at Libor +0.40%.

Refer to Note 22. Debt (long and short-term debt) for more details and notes of the consolidated financial statements.

8.2.4.7. Other current liabilities

(In millions of €)	December 31, 2025	December 31, 2024
Trade payables	21.7	16.6
Amounts owed to Group companies ⁽¹⁾	64.1	64.9
Payroll costs and social security charges	6.0	6.9
Tax consolidation payable to Group companies	35.3	5.8
Other creditors ⁽²⁾	24.2	50.7
TOTAL CURRENT LIABILITIES	151.3	144.9

(1) The balance consists of Technip Energies Group trade payables.

(2) Including liability in relation to the Spin-off amounting to €11.9 million in 2025 and in 2024. Technip Energies N.V. and TechnipFMC entered into a Separation and Distribution Agreement on January 7, 2021. Pursuant to this agreement, certain liabilities were transferred to Technip Energies N.V.

The other current liabilities fall due in less than one year. The fair value of other current liabilities approximates the book value, due to their short-term character.

8.2.4.8. Revenue

Revenue comprises management fees and other corporate costs recharged to Group companies.

8.2.4.9. General and administrative expenses

(In millions of €)	2025	2024
Employee benefits	(37.0)	(32.9)
Services rendered by subsidiaries	(163.9)	(170.0)
External fees and other	(56.1)	(59.5)
Restructuring costs	(1.0)	(1.3)
TOTAL GENERAL AND ADMINISTRATIVE EXPENSES	(257.9)	(263.7)

Wages and salaries

(In millions of €)	2025	2024
Wages and salaries	(7.9)	(9.1)
Social security charges	(11.8)	(5.1)
Costs with respect to Long-Term Incentive awards ⁽¹⁾	(16.9)	(18.4)
Pension contributions	(0.4)	(0.3)
TOTAL EMPLOYEE BENEFITS	(37.0)	(32.9)

(1) The cost with respect to Long-Term Incentive awards is related to all Group employees.

8.2.4.10. Financial income and expenses

(In millions of €)	2025	2024
Interest Income/(charges) ⁽¹⁾	(28.0)	(35.8)
Foreign exchange gain/(loss)	(0.6)	2.9
Revaluation of quoted equity instruments	(1.8)	(2.9)
Other financial Income/(expenses)	1.9	0.3
TOTAL FINANCIAL INCOME AND EXPENSES	(28.5)	(35.5)

(1) Including €(27.3) million in 2024 and €(18.9) million in 2025 relating to Group entities.

8.2.4.11. Income tax

Income tax is calculated based on the income before taxes, taking into account temporary and permanent differences. Technip Energies N.V. net income is subject to the French statutory rate, which is 25.83% from 2021.

The French companies of the Group form a tax consolidated group headed by Technip Energies N.V. According to French tax law, Technip Energies N.V. is solely liable toward French tax authorities for the corporate income tax due for the

entire tax consolidated group. However, every French affiliate member of the French tax consolidated group is liable toward Technip Energies N.V. for the corporate income tax resulting from the taxation of its share in the consolidated group taxable income. Therefore, every French affiliate member of the French tax consolidated group recognizes a corporate income tax liability based on their taxable profit.

Income tax reconciliation

The reconciliation between taxes calculated using the statutory tax rate applicable to Technip Energies and the amount of tax effectively recognized in the income statement is as follows:

(In millions of €)		Notes	2025	2024
Profit/(Loss) before taxation	8.2.2.		(92.7)	(109.4)
French standard rate			25.83%	25.83%
Theoretical income tax income/(expense)			23.9	28.2
Effects of:				
Benefit of the tax consolidation			12.6	8.8
Change in quoted equity instruments at FVTPL			(0.3)	2.9
Gains/Losses on purchase/disposal of financial assets			—	—
Equity compensation			3.3	(0.6)
Share of expense allocated to dividends received			(1.7)	(0.9)
Other taxes classified as income taxes			(9.2)	(4.5)
Others			(0.6)	0.1
TAX (EXPENSE)/INCOME	8.2.2.		28.0	34.0
EFFECTIVE TAX RATE			30.2%	31.1%

8.2.4.12. Commitments and contingencies

Company and bank guarantees

Technip Energies N.V. has issued guarantees for contractual obligations to complete and deliver projects for the account of several Group companies, and fulfillment of other obligations. Guarantees given by Technip Energies N.V. consist of bank guarantees for a total amount of €1,192.4 million and parental company guarantees for a total amount of €37,821.9 million as of December 31, 2025. In 2024, bank and parental company guarantees amounted to €1,012.3 million and €37,714.5 million respectively.

Contingent liabilities

Technip Energies N.V. committed to provide all the requisite financial support to ensure that the subsidiaries listed below can continue as a going concern and meet all liabilities and obligations as they fall due. This support is provided for at least the next twelve months from the date that the Directors approved and signed the most recent financial statements:

Cybernetix S.R.I.S Limited

T.EN Marseille SAS

Genesis Energies Consultants Ltd

Technip Energies (M) Sdn.Bhd.

Genesis Oil & Gas Consultants Ltd

T.EN E&C Ltd

Reju SAS

T.EN PMC Services Ltd

T.EN UK Holdings Limited

T.EN Vietnam Co., Ltd.

8.2.4.13. Board of Directors remuneration

Remuneration cost of Executive Director

The total remuneration cost of the Executive Director amounted respectively to €8,937.2 thousands in 2025 and €6,840.1 thousands in 2024.

(In thousands of €)

	2025	2024
Arnaud Pieton		
Wages and fringe benefits	961.1	959.2
Annual incentives	1,134.0	1,042.3
Social security charges	4,040.1	1,898.5
Costs with respect to Long-Term Incentive awards	2,550.7	2,689.0
Pension contributions	251.3	251.1
TOTAL REMUNERATION COST	8,937.2	6,840.1

The 2024 annual incentive was paid in 2025. The annual incentive for 2025 will be paid in 2026.

Remuneration cost of Non-Executive Directors

(In thousands of €)

2025 NON-EXECUTIVE DIRECTORS					
Directors	Salaries and fringe benefits	Annual incentives	Long-Term Incentive awards	Pension-related benefits	Total 2025
Arnaud Caudoux (Audit, Nomination and Governance) ⁽¹⁾	—	—	—	—	—
Colette Cohen (Compensation, Sustainability Chair)	133.0	—	—	—	133.0
Stephanie Cox (Compensation, Sustainability)	114.0	—	—	—	114.0
Simon Evers (Audit Chair, Sustainability)	138.0	—	—	—	138.0
Alison Goligher (Compensation Chair, Nomination and Governance)	133.0	—	—	—	133.0
Joseph Rinaldi (Non-Executive Chair, Nomination and Governance Chair)	350.0	—	—	—	350.0
Francesco Venturini (Audit)	105.0	—	—	—	105.0
Maëlle Gavet (Sustainability)	105.0	—	—	—	105.0
Matthieu Malige (Audit)	105.0	—	—	—	105.0
TOTAL	1,183.0	—	—	—	1,183.0

(1) Mr. Arnaud Caudoux waived his cash and equity remuneration because of the policies of his employer, Bpifrance.

(In thousands of €)

2024 NON-EXECUTIVE DIRECTORS

Directors	Salaries and fringe benefits	Annual incentives	Long-Term Incentive awards	Pension-related benefits	Total 2024
Arnaud Caudoux (Audit, Nomination and Governance) ⁽¹⁾	—	—	—	—	—
Colette Cohen (Compensation, Sustainability Chair)	132.5	—	—	—	132.5
Stephanie Cox (Compensation, Sustainability) ⁽²⁾	114.0	—	—	—	114.0
Simon Eyers (Audit Chair, Sustainability) ⁽³⁾	131.7	—	—	—	131.7
Alison Goligher (Compensation Chair, Sustainability, Nomination and Governance) ⁽⁴⁾	138.5	—	—	—	138.5
Joseph Rinaldi (Non-Executive Chair, Nomination and Governance Chair)	250.0	—	—	—	250.0
Francesco Venturini (Audit)	105.0	—	—	—	105.0
Marie-Ange Debon (Audit Chair) ⁽⁵⁾	43.7	—	—	—	43.7
Nello Uccelletti (Compensation) ⁽⁶⁾	37.4	—	—	—	37.4
Maëlle Gavet (Sustainability)	67.6	—	—	—	67.6
Matthieu Malige (Audit) ⁽⁷⁾	67.6	—	—	—	67.6
TOTAL	1,088.0	—	—	—	1,088.0

(1) Mr. Arnaud Caudoux waived his cash and equity remuneration because of the policies of his employer, Bpifrance.

(2) Ms. Stephanie Cox was appointed as member of the Compensation Committee with effect at the close of the 2024 Annual General Meeting.

(3) Mr. Simon Eyers was appointed as Chair of the Audit Committee with effect at the close of the 2024 Annual General Meeting.

(4) Ms. Alison Goligher ceased to be a member of the Sustainability Committee after the 2024 Annual General Meeting.

(5) Ms. Marie-Ange Debon ceased to be the Chair of the Audit Committee after the 2024 Annual General Meeting.

(6) Mr. Nello Uccelletti ceased to be a member of the Compensation Committee after the 2024 Annual General Meeting.

(7) Ms. Maëlle Gavet and Mr. Matthieu Malige were appointed Directors at the 2024 Annual General Meeting.

No payments for termination were made either in 2024 or in 2025 to any Board members. For an explanation of the Remuneration Policy, see the Remuneration report in chapter 6.

8.2.4.14. Number of employees

There were respectively 10 and 12 employees in Technip Energies N.V. as of December 31, 2025, and December 31, 2024. These employees are located outside of the Netherlands.

8.2.4.15. Independent audit fees

For the audit fees relating to the procedures applied to Technip Energies N.V. and its consolidated group entities by accounting firms and external independent auditors, reference is made to Note 30. Auditor's remuneration of the consolidated financial statements.

8.2.4.16. Events after end of reporting

A dividend of €1 per share, which represents €176.5 million based on the number of shares outstanding less the expected number of treasury shares held at the dividend record date, will be proposed at the Annual General Meeting on May 5, 2026.

Refer to Note 32. Subsequent events of the consolidated financial statements for additional information on subsequent events.

Nanterre, France

March 10, 2026

Executive Committee

- Arnaud Pieton, Chief Executive Officer
- Marco-Tiziano Barone, Chief Legal Officer
- Magali Castano, Chief People Officer
- Loïc Chapuis, President Project Delivery & Services
- Patrik Frisk, President Adjacent Business Models and Chief Executive Officer of Reju
- Benjamin Lechuga, Chief Strategy & Sustainability Officer
- Jesse Stanley, President Technologies & Products (effective March 16, 2026)
- Bruno Vibert, Chief Financial Officer

Board of Directors

- Joseph Rinaldi, Chair of the Board
- Arnaud Pieton, Chief Executive Officer
- Arnaud Caudoux
- Colette Cohen
- Stephanie Cox
- Simon Eyers
- Maëlle Gavet
- Alison Goligher
- Matthieu Malige
- Francesco Venturini

8.2.5. Appropriation of result

Articles of Association governing profit appropriation

With regard to the appropriation of results, Article 10 of the Articles of Association provides as follows:

■ 10.1 Profit and loss. Distributions on Shares:

- 10.1.1 Distribution of dividends pursuant to this Article 10.1 will take place after the adoption of the Annual Accounts, which show that the distribution is allowed.
- 10.1.2 The Company may make distributions on Shares only to the extent that its Shareholders' equity exceeds the sum of the paid-up and called-up part of the capital and the reserves, which must be maintained by Dutch law or the Articles of Association.
- 10.1.3 The Board may determine that any amount out of the profit will be added to the reserves.
- 10.1.4 The profit remaining after application of Article 10.1.3 will be at the disposal of the General Meeting.
- 10.1.5 The General Meeting may only resolve to make a distribution on Shares in kind or in the form of Shares at the proposal of the Board.
- 10.1.6 Subject to the other provisions of this Article 10.1, the General Meeting may, at the proposal of the Board, resolve to make distributions on Shares to the debit of one or several reserves, which the Company is not prohibited from distributing by virtue of Dutch law or the Articles of Association.
- 10.1.7 For the purpose of calculating the amount of any distribution, Shares held by the Company shall not be taken into account. No distribution shall be made on Shares held by the Company, unless those Shares are encumbered with a right of usufruct or a right of pledge.

■ 10.2 Interim distributions:

- 10.2.1 The Board may resolve to make interim distributions on Shares if an interim statement of assets and liabilities shows that the requirement of Article 10.1.2 has been met.

- 10.2.2 The interim statement of assets and liabilities referred to in Article 10.2.1 relates to the condition of the assets and liabilities on a date no earlier than the first day of the third month preceding the month in which the resolution to distribute is published. This interim statement must be prepared on the basis of generally acceptable valuation methods. The amounts to be reserved under Dutch law and the Articles of Association must be included in the statement of assets and liabilities. This statement must be signed by the Directors. If one or more of their signatures are missing, this absence and the reason for this absence must be stated.

■ 10.3 Notices and payments:

- 10.3.1 Any proposal for a distribution on Shares must immediately be published by the Board in accordance with the regulations of the stock exchange where the Shares are officially listed at the Company's request. The notification must specify the date when and the manner in which the distribution will be payable or – in the case of a proposal for distribution – is expected to be made payable.
- 10.3.2 Distributions will be payable on the day determined by the Board.
- 10.3.3 The persons entitled to a distribution shall be the relevant Shareholders, holders of a right of usufruct on Shares and holders of a right of pledge on Shares, at a date to be determined by the Board for that purpose. This date shall not be earlier than the date on which the distribution was announced.
- 10.3.4 Distributions which have not been claimed upon the expiry of five years and one day after the date when they became payable will be forfeited to the Company and will be carried to the reserves.
- 10.3.5 The Board may determine that distributions will be made payable in euro or in another currency.

8.3. Independent Auditor's report

To: the general meeting and the Board of Directors of Technip Energies N.V.

Report on the audit of the financial statements 2025

Our opinion

In our opinion:

- the consolidated financial statements of Technip Energies N.V. together with its subsidiaries ('the Group') give a true and fair view of the financial position of the Group as at 31 December 2025 and of its result and cash flows for the year then ended in accordance with IFRS Accounting Standards as adopted by the European Union ('EU') and with Part 9 of Book 2 of the Dutch Civil Code;
- the company financial statements of Technip Energies N.V. ('the Company') give a true and fair view of the financial position of the Company as at 31 December 2025 and of its result for the year then ended in accordance with Part 9 of Book 2 of the Dutch Civil Code.

What we have audited

We have audited the accompanying financial statements 2025 of Technip Energies N.V. The financial statements comprise the consolidated financial statements of the Group and the company financial statements.

The consolidated financial statements comprise:

- the consolidated statement of financial position as at 31 December 2025;
- the following statements for 2025: the consolidated statement of income, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows; and
- the notes to the financial statements, including material accounting policy information and other explanatory information.

The company financial statements comprise:

- the company balance sheet as at 31 December 2025;
- the company income statement for the year then ended; and
- the notes, comprising a summary of the accounting policies applied and other explanatory information.

The financial reporting framework applied in the preparation of the financial statements is IFRS Accounting Standards as adopted by the EU and the relevant provisions of Part 9 of Book 2 of the Dutch Civil Code for the consolidated financial statements and Part 9 of Book 2 of the Dutch Civil Code for the company financial statements.

The basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. We have further described our responsibilities under those standards in the section 'Our responsibilities for the audit of the financial statements' of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of Technip Energies N.V. in accordance with the European Union Regulation on specific requirements regarding statutory audit of public-interest entities, the 'Wet toezicht accountantsorganisaties' (Wta, Audit firms supervision act), the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGAB, Dutch Code of Ethics).

Our audit approach

We designed our audit procedures with respect to the key audit matters, fraud and going concern, and the matters resulting from that, in the context of our audit of the financial statements as a whole and in forming our opinion thereon. Therefore, we do not provide separate opinions or conclusions on information in support of our opinion, such as our findings and observations related to individual key audit matters and the audit approach to address fraud risk and going concern.

Overview and context

Technip Energies N.V. is an engineering and technology company providing primarily design and project development services within the energy industry. The Group is comprised of several components and therefore we considered our group audit scope and approach as set out in the section 'The scope of our group audit'.

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements. In particular, we considered where the Board of Directors made important judgements, for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. In these considerations, we paid attention to, amongst others, the assumptions underlying the physical and transition risk related to climate change.

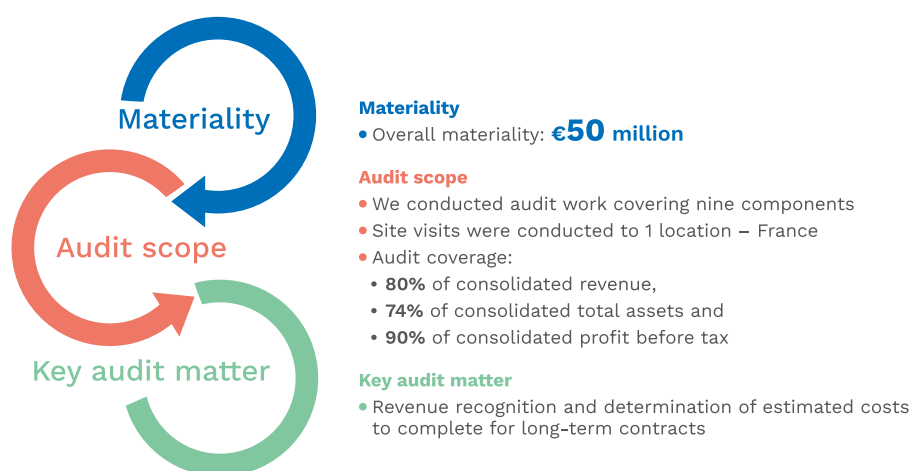
In note 1.6. of the financial statements, the Company describes the areas of judgement in applying accounting policies and the key sources of estimation uncertainty. Given the significant estimation uncertainty and the related higher inherent risks of material misstatement in revenue recognition and determination of estimated costs to complete for long-term contracts, we considered this matter as key audit matter as set out in the section "Key audit matters" of this report.

Technip Energies N.V. assessed the possible effects of climate change and its plans to meet the net zero commitments on its financial position, refer to note 1.7. "Other sources of estimation uncertainty" where the Company disclosed the risk related to climate change. We discussed Technip Energies N.V.'s assessment and governance thereof with management and the audit committee and evaluated the potential impact on the financial position, including underlying assumptions and estimates. As noted in note 1.7., climate change impacts the customers of the Group but has had no significant impact on the financial statements. The expected effects of climate change are not considered to impact the key audit matters.

Other areas of focus, that were not considered as key audit matters, included management's goodwill impairment testing.

We ensured that the audit teams at both group and component level included the appropriate skills and competences which are needed for the audit of a global engineering and technology company. We therefore included experts and specialists in the areas of amongst others IT, tax, valuation and actuarial expertise in our team.

The outline of our audit approach was as follows:



Materiality

The scope of our audit was influenced by the application of materiality, which is further explained in the section 'Our responsibilities for the audit of the financial statements'.

Based on our professional judgement we determined certain quantitative thresholds for materiality, including the overall materiality for the financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the nature, timing and extent of our audit procedures on the individual financial statement line items and disclosures and to evaluate the effect of identified misstatements, both individually and in aggregate, on the financial statements as a whole and on our opinion.

Overall group materiality	€50 million (2024: €45 million).
Basis for determining materiality	We used our professional judgement to determine overall materiality. As a basis for our judgement, similar to last year, we used 0.7% of revenue.
Rationale for benchmark applied	We used revenue as the primary benchmark, a generally accepted auditing practice, based on our analysis of the common information needs of the users of the financial statements. On this basis, we believe that revenue is the most relevant metric for the financial performance of the Group. We also considered other benchmarks, including profit before tax, EBITDA and total assets.
Component materiality	Based on our judgement, we allocate materiality to each component in our audit scope that is less than our overall group materiality. The range of materiality allocated across components was between €3 million and €40 million.

We also take misstatements and/or possible misstatements into account that, in our judgement, are material for qualitative reasons.

We agreed with the audit committee that we would report to them any misstatement identified during our audit above €5 million (2024: €4.5 million) as well as misstatements below that amount that, in our view, warranted reporting for qualitative reasons.

The scope of our group audit

Technip Energies N.V. is the parent company of a group of entities. The financial information of this group is included in the consolidated financial statements of Technip Energies N.V.

We are responsible for the identification and assessment of the risks of material misstatement of the financial statements of the group, including those with respect to the consolidation process. Based on our risk assessment, we tailored the scope of

our audit to ensure that we, in aggregate, performed sufficient work on the financial statements to enable us to provide an opinion on the financial statements as a whole.

In setting the scope of our group audit we determined what audit work needed to be performed at group level or component level and whether involvement of component auditors was necessary.

Based on this outcome, we subjected two components to audits of their complete financial information, as those components are considered significant due to risk or size. Additionally, we selected seven components for audit procedures to achieve appropriate coverage on financial line items in the consolidated financial statements.

In total, in performing these procedures, we achieved the following coverage on the financial line items:

Revenue	80%
Total assets	74%
Profit before tax	90%

None of the remaining components represented more than 3% of total group revenue or total group assets. For those remaining components we performed, among other things, analytical procedures to corroborate our assessment that there were no significant risks of material misstatements within those components.

The group engagement team performed the audit work on the financial information of the Company and one component. For other components we used component auditors who are familiar with the local laws and regulations to perform the audit work.

Where component auditors performed the work, we determined the nature, timing and extent of direction and supervision of the component auditors and review of their work. We furthermore:

- Issued group audit instructions to component auditors to set expectations for the component auditor's work and facilitate our direction and supervision of the component auditor and review of their work. These instructions included amongst others our risk analysis, materiality and the scope of the work. We explained to the component audit teams the structure of the Group, the main developments that were relevant for the component auditors, the risks identified, the materiality levels to be applied and our global audit approach.
- Participated in discussions with component auditors as part of planning the engagement, including when we as the group auditor assigned tasks or procedures such as the performance of risk assessment procedures or determining the nature, timing and extent of audit responses to identified and assessed risks of material misstatement to component auditors.
- Communicated with component auditors throughout the course of the group audit, either virtually by leveraging technology solutions, in-person meetings (e.g., as part of a site visit to the component auditor's territory), or through a combination of these, in order to monitor the progress of the component auditor's work. During these ongoing communications, we discussed the significant accounting and audit issues identified by the component auditors, their reports, the findings of their procedures and other matters, that could be of relevance for the consolidated financial statements.
- Reviewed relevant parts of the significant component auditor's work including the component auditor's communication of matters relevant to our conclusion with regard to the group audit. Our review of the component auditor's work took place throughout the engagement. This included on-site and/or virtual reviews, including the review of component auditor's working papers which are considered significant due to risk or size.
- Attended certain key client meetings (e.g. the closing meeting) between the component auditor and component management of all full scope components, covering the group's most significant projects.

The group engagement team performed the audit work on the group consolidation, financial statement disclosures and a number of more complex items at the head office. These included goodwill impairment testing, litigation and actuarial assumptions in the accounting for pensions and other post-retirement benefit plans. The group engagement team also performed audit procedures over the central IT systems.

By performing the procedures outlined above at the components, combined with additional procedures exercised at group level, we have been able to obtain sufficient and appropriate audit evidence on the Group's financial information, to provide a basis for our opinion on the financial statements.

Audit approach fraud risks

We identified and assessed the risks of material misstatements of the financial statements due to fraud. During our audit we obtained an understanding of Technip Energies N.V. and its environment and the components of the internal control system. This included management's risk assessment process, management's process for responding to the risks of fraud and monitoring the internal control system. We refer to subsection 4.3.3.4. of the management's report for management's fraud risk assessment.

We evaluated the design and implementation of relevant aspects of the internal control system with respect to the risks of material misstatements due to fraud and in particular the fraud risk assessment, as well as the code of conduct, whistleblower procedures, incident registration and investigation protocols, among other things. We evaluated the design and the implementation and, where considered appropriate, tested the operating effectiveness of internal controls designed to mitigate fraud risks.

We asked members of the audit committee and the Chief Compliance Officer as well as the internal audit department and legal department, whether they were aware of any actual or suspected fraud. This did not result in signals of actual or suspected fraud that may lead to a material misstatement.

As part of our process of identifying fraud risks, we evaluated fraud risk factors with respect to financial reporting fraud, misappropriation of assets and bribery and corruption. We evaluated whether these factors indicate that a risk of material misstatement due to fraud is present.

We identified the following fraud risks and performed the following specific procedures:

Identified fraud risks	Our audit work and observations
The risk of management override of controls In general management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. That is why, in all our audits, we pay attention to the risk of management override of controls in: ■ The appropriateness of journal entries and other adjustments made in the preparation of the financial statements. ■ Estimates. ■ Significant transactions, if any, that were outside the normal course of business for the Group.	We evaluated the design and implementation of the internal control measures and, where relevant to our audit, tested the effectiveness of the measures in the processes of generating journal entries, making estimates, and monitoring projects. We also paid specific attention to the access safeguards in the IT system and the possibility that this will lead to violations of the segregation of duties. We selected journal entries based on risk criteria and conducted specific audit procedures for these entries. These procedures include, amongst others, agreeing the entries to supporting documentation. We also paid particular attention to material manual consolidation entries. With regard to the accounting estimates, we evaluated key estimates and judgements for bias, through retrospective reviews of prior year estimates, where relevant. In this context, we paid specific attention to the following estimates: goodwill impairment assessment and revenue recognition in relation to long-term contracts. Refer to the Key Audit Matters in this report for more information on our audit response in relation to revenue recognition and cost to complete estimates for long-term contracts. We evaluated whether there were any significant transactions or events that were outside the normal course of business for the Group. Our audit procedures did not lead to specific indications of fraud or suspicions of fraud with respect to management override of internal controls.
The risk of fraud in revenue recognition As part of our risk assessment and based on a presumption that there are risks of fraud in revenue recognition, we evaluated which types of revenue transaction or assertion give rise to risk of material misstatement due to fraud in revenue recognition. The Group enters into contracts that are considered complex from a revenue recognition perspective. We focused on those contracts which have a fixed price element with low margins and/or significant contingencies. The revenue or loss recognition of those contracts is deemed to be most sensitive to management's costs to complete estimates. Estimates are inherently uncertain and might be subject to management bias. Project directors may feel pressure or have an incentive to (mis)use estimates in order to satisfy stakeholders and reach key performance indicators.	Where relevant to our audit, we assessed the design and implementation of the internal control measures related to the revenue reporting and in the processes for generating and processing journal entries related to revenue. We used a combination of a control and substantive testing-based approach with respect to cost to complete. Reference is made to the related Key Audit Matter for the audit procedures we performed. Our audit procedures did not lead to specific indications of fraud or suspicions of fraud with respect to revenue recognition.

We incorporated an element of unpredictability in our audit. During the audit, we remained alert to indications of fraud. Furthermore, we considered the outcome of our other audit procedures and evaluated whether any findings were indicative of fraud or non-compliance with laws and regulations.

Audit approach going concern

As disclosed in subsection 2.3.2. 'Going concern' of the management's report and note 1.1. 'Background' in the consolidated financial statements management performed its assessment of the Company's ability to continue as a going concern for at least 12 months from the date of preparation of the financial statements and has not identified events or conditions that may cast significant doubt on the Company's ability to continue as a going concern (hereafter: going-concern risks).

Our procedures to evaluate managements' going-concern assessment included, amongst others:

- considering whether management's going-concern assessment included all relevant information of which we were aware as a result of our audit and inquiring with management regarding the most important assumptions underlying its going-concern assessment. Amongst others, management took into consideration the Group's backlog and liquidity position;
- analyzing the financial position per balance sheet date compared to prior year, as well as the group's liquidity position including the assessment of facilities, to assess whether events or circumstances exist that may lead to a risk considering the continuation of the entirety of the entity's operations;
- performing inquiries of management as to its knowledge of going-concern risks beyond the period of management's assessment.

Our procedures did not result in outcomes contrary to management's assumptions and judgements used in the application of the going-concern assumption.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in the audit of the financial statements. We have communicated the key audit matters to the Board of Directors. The key audit matters are not a comprehensive reflection of all matters identified by our audit and that we discussed. In this section, we described the (one) key audit matter and included a summary of the audit procedures we performed on this matter.

Key audit matter	Our audit work and observations
Revenue recognition and determination of estimated costs to complete for long-term contracts See Notes 1.6., 1.7. and Note 4. to the financial statements The majority of the Group's total revenue of €7.2 billion for the year ended 31 December 2025 is generated from long-term contracts. For the Group's long-term contracts, because of control transferring over time, revenue is recognized based on the extent of progress towards completion of the performance obligation. The selection of the method to measure progress towards completion requires judgement and is based on the nature of the products or services to be provided. The Group generally uses the cost-to-cost measure of progress for its contracts considering it best depicts the transfer of control to the customer which occurs as the Group incurs costs on the contracts. Under the cost-to-cost measure of progress, the extent of progress towards completion is measured based on the ratio of costs incurred to date to the total estimated costs at completion of the performance obligation. Revenues are recorded proportionally as costs are incurred. Due to the nature of the work required to be performed on many of the performance obligations, management's estimation of total cost at completion is complex, subject to many variables and requires significant judgement. As the estimate of costs to complete for long-term contracts involves significant judgement by management that is subjective in nature, this area is subject to higher risk of misstatement due to error or fraud. Therefore, we considered these estimates as a key audit matter.	We obtained an understanding of the Group's long-term contracts and associated revenue recognition process through performing walkthrough procedures. We tested the effectiveness of relevant controls relating to the revenue recognition process, including controls over the determination of estimated costs to complete for long-term contracts. In addition, we substantively tested the estimated costs to complete for a selection of long-term contracts made based on risk criteria (including total contract value, margin level and value of contingencies recorded), as well as a selection of other contracts by (i) obtaining executed purchase orders and agreements, (ii) evaluating the appropriateness of the method used to measure progress towards completion, (iii) testing the completeness and accuracy of the underlying data used by management, and (iv) evaluating the reasonableness of significant assumptions related to the estimates of costs to complete. Evaluating management's assumptions related to estimated costs to complete long-term contracts involved, as applicable, (i) comparing changes in total estimated costs with prior period estimates, (ii) evaluating the competency and objectivity of project engineers providing significant input utilized in management's calculations, and (iii) assessing the adequacy of contract contingency provisions. The procedures listed above also included inquiries with project directors regarding the long-term contracts selected for testing and their associated estimates. We evaluated whether the audit procedures, the evidence obtained and the outcomes for these estimates provided indications of management bias. We found no such indications. We assessed the adequacy of the disclosures relating to revenue recognition, in accordance with the requirements of IFRS 15. Our procedures did not result in material findings with respect to revenue recognition and the related disclosures.

Report on the other information included in the annual report

The annual report contains other information. This includes all information in the annual report in addition to the financial statements and our auditor's report thereon.

Based on the procedures performed as set out below, we conclude that the other information, except for the effects of the matter described below:

- is consistent with the financial statements and does not contain material misstatements; and
- contains all the information regarding the management's report, excluding the sustainability statement, and the other information that is required by Part 9 of Book 2 and regarding the remuneration report required by the sections 2:135b and 2:145 subsection 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and the understanding obtained in our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing our procedures, we comply with the requirements of Part 9 of Book 2 and section 2:135b subsection 7 of the Dutch Civil Code and the Dutch Standard 720. The scope of such procedures was substantially less than the scope of those procedures performed in our audit of the financial statements.

The Board of Directors is responsible for the preparation of the other information, including the management's report and the other information in accordance with Part 9 of Book 2 of the Dutch Civil Code. The Board of Directors is responsible for ensuring that the remuneration report is drawn up and published in accordance with sections 2:135b and 2:145 subsection 2 of the Dutch Civil Code.

Report on other legal and regulatory requirements and ESEF

Our appointment

We were appointed as auditors of Technip Energies N.V. This followed the passing of a resolution by the Board of Directors on 15 February 2021. Our appointment has been renewed annually by shareholders and now represents a total period of uninterrupted engagement of five years.

European Single Electronic Format (ESEF)

Technip Energies N.V. has prepared the annual report in ESEF. The requirements for this are set out in the Delegated Regulation (EU) 2019/815 with regard to regulatory technical standards on the specification of a single electronic reporting format (hereinafter: the RTS on ESEF).

In our opinion, the annual report prepared in XHTML format, including the partially marked-up consolidated financial statements, as included in the reporting package by Technip Energies N.V., complies in all material respects with the RTS on ESEF.

The Board of Directors is responsible for preparing the annual report, including the financial statements in accordance with the RTS on ESEF, whereby the Board of Directors combines the various components into a single reporting package.

Our responsibility is to obtain reasonable assurance for our opinion whether the annual report in this reporting package complies with the RTS on ESEF.

We performed our examination in accordance with Dutch law, including Dutch Standard 3950N 'Assuranceopdrachten inzake het voldoen aan de criteria voor het opstellen van een digitaal verantwoordingsdocument' (assurance engagements relating to compliance with criteria for digital reporting).

Our examination included amongst others:

- Obtaining an understanding of the entity's financial reporting process, including the preparation of the reporting package.
- Identifying and assessing the risks that the annual report does not comply in all material respects with the RTS on ESEF and designing and performing further assurance procedures responsive to those risks to provide a basis for our opinion, including:
 - obtaining the reporting package and performing validations to determine whether the reporting package containing the Inline XBRL instance document and the XBRL extension taxonomy files have been prepared in accordance with the technical specifications as included in the RTS on ESEF;
 - examining the information related to the consolidated financial statements in the reporting package to determine whether all required mark-ups have been applied and whether these are in accordance with the RTS on ESEF.

No prohibited non-audit services

To the best of our knowledge and belief, we have not provided prohibited non-audit services as referred to in article 5(1) of the European Regulation on specific requirements regarding statutory audit of public-interest entities.

Services rendered

The services, in addition to the audit, that we have provided to the Company or its controlled entities, for the period to which our statutory audit relates, are disclosed in note 30 to the consolidated financial statements.

Responsibilities for the financial statements and the audit

Responsibilities of the Board of Directors

The Board of Directors is responsible for:

- the preparation and fair presentation of the financial statements in accordance with IFRS Accounting Standards as adopted by the EU and Part 9 of Book 2 of the Dutch Civil Code; and for
- such internal control as the Board of Directors determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern. Based on the financial reporting frameworks mentioned, the Board of Directors should prepare the financial statements using the going-concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations or has no realistic alternative but to do so. The Board of Directors should disclose in the financial statements any event and circumstances that may cast significant doubt on the Company's ability to continue as a going concern.

Our responsibilities for the audit of the financial statements

Our responsibility is to plan and perform an audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence to provide a basis for our opinion. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high but not absolute level of assurance and is not a guarantee that an audit conducted in accordance with the Dutch Standards on Auditing will always detect a material misstatement when it exists. Misstatements may arise due to fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit consisted, among other things of the following:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or intentional override of internal control.
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- Concluding on the appropriateness of the Board of Directors' use of the going-concern basis of accounting, and based on the audit evidence obtained, concluding whether a material uncertainty exists related to events and/or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report and are made in the context of our opinion on the financial statements as a whole. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures, and evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We are responsible for planning and performing the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements. We are also responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit. In this respect, we also issue an additional report to the audit committee in accordance with article 11 of the EU Regulation on specific requirements regarding statutory audit of public-interest entities. The information included in this additional report is consistent with our audit opinion in this auditor's report.

We provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matter. We describe this matter in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Rotterdam, 10 March 2026
PricewaterhouseCoopers Accountants N.V.
P. Wijffels RA



Glossary





A

ADEME: the French Agency for Ecological Transition (*Agence de l'environnement et de la maîtrise de l'énergie*).

AGM: Annual General Meeting.

AHC: Assiut Hydrocracking Complex.

AI: Artificial Intelligence.

AM&C: Advanced Materials & Catalysts.

APS: Announced Pledges Scenario.

APM: Alternative Performance Measures.

AtJ: Alcohol-to-Jet.

ATR (Auto Thermal Reforming): ATR technology by Casale is an oxygen-based process for producing syngas, composed of hydrogen, carbon monoxide, and carbon dioxide. The ATR process, when combined with CO-Shift and carbon capture technology, is one of the most cost-effective solutions for producing low-carbon hydrogen on a large scale. ATR converts hydrocarbons like natural gas into syngas through a combination of partial oxidation and steam reforming.

ATS: Applicant Tracking System.

B

BBS: Behavior-Based Safety is a program aimed at observing and analyzing worker behaviors to reduce and/or prevent incidents through a positive HSE approach, while offering feedback to and from workers for continuous improvement.

BCC: Business Conduct Committee.

BED (Basic Engineering Design): BED includes all basic studies required to support a Basic Engineering Design Package (BEDP) containing all the data needed by a competent contractor to perform the detail engineering. Basic engineering studies may consist of consolidating a process package initiated by an external process licensor.

BEDP: Basic Engineering Design Package.

BL: Business Line.

BlueH₂ by T.EN™: Technip Energies' unique suite of fully integrated, low-carbon hydrogen technology and EPC solutions. It is part of the Capture.Now™ strategic platform.

Blue hydrogen: produced when natural gas is split into hydrogen and CO₂ either by Steam Methane Reforming (SMR) or Auto Thermal Reforming (ATR), but the CO₂ is captured and then stored.

BSCFD: Billion Standard Cubic Feet per Day.

C

CAGR (Compounded Annual Growth Rate): rate of return that would be required for an investment to grow from its beginning balance to its ending balance, assuming the profits were reinvested at the end of each period of the investment's lifespan.

Canopy by T.EN™: Technip Energies' flexible, integrated suite of post-combustion carbon capture solutions for any type of emitter. It is powered by Shell's CANSOLV CO₂ Capture System.

CAPEX: capital expenditures consisting of a company's major, long-term expenses.

Capture.Now™: Technip Energies' strategic platform that brings under one umbrella all its Carbon Capture, Utilization and Storage (CCUS) technologies and solutions needed to support customers on their decarbonization journey.

CCS (Carbon Capture and Storage): CCS is a solution for reducing greenhouse gas emissions from industrial installations in response to global warming.

CCUS: Carbon Capture, Utilization and Storage.

CDP (Carbon Disclosure Project): not-for-profit charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts.

CGU: Cash-Generating Unit.

Circularity: a sustainable model or process focused on reuse and waste elimination.

CLC: Community Liaison Committee.

Climate Fresk: Workshops created by the French NGO Climate Fresk. These workshops bring together participants from different backgrounds and teach them about climate change and the levers of action within a professional context. They are run by accredited facilitators who are experts in climate transformation and collective intelligence methods for businesses.

CMIP6 (Coupled Model Intercomparison Project Phase 6): CMIP6 is an international climate-modeling framework that coordinates the development and comparison of the latest global climate models. It underpins the scientific basis of the IPCC's Sixth Assessment Report by organizing a standardized set of experiments designed to deepen understanding of past, present, and future climate change. CMIP6 incorporates eight Shared Socioeconomic Pathway (SSP) scenarios, which outline different possible futures for greenhouse gas emissions and land-use change.

CO: Carbon monoxide.

CO₂: Carbon dioxide.

Code: the Dutch Corporate Governance Code.

CODM: Chief Operating Decision Maker.

COLA: Cost of Living Adjustment.

COO: Chief Operating Officer.

CSA: Cost Sensitivity Analysis.

CSR (Corporate Social Responsibility): a concept whereby companies integrate social and environmental concerns into their business operations and into their interactions with their stakeholders on a voluntary basis. CSR concerns actions by companies over and above their legal obligations toward society and the environment.

CSRD (Corporate Sustainability Reporting Directive): Directive (EU) 2022/2464 of the European Parliament and of the Council of December 14, 2022 amending Regulation (EU) No 537/2014, Directive 2004/109/EC, Directive 2006/43/EC and Directive 2013/34/EU, as regards corporate sustainability reporting.

CSSO: Chief Strategy & Sustainability Officer.

CTO: Chief Technology Officer.

D

D&I: Diversity and Inclusion.

DAC: Direct Air Capture technology.

DEFRA: Department for Environment, Food and Rural Affairs.

E

E&T: Engineering and Technology.

EARTH™ (Enhanced Annular Reforming Tube for Hydrogen): EARTH is Technip Energies' patented technology for recuperative steam reforming technology, which facilitates efficient recovery of high-grade process heat, thanks to the unique geometric arrangement of a structured catalyst and concentric heat exchange tubes positioned inside the main reformer tube. EARTH™ may be advantageously used in Blue Hydrogen to reduce the external energy requirement for the steam reforming process.

ECH (Epichlorohydrin): ECH is a compound used to produce epoxy resins. Its main applications include corrosion protection coatings in the industrial, automotive, and packaging industries and as composites used in the aerospace and wind mill industries.

EEA: European Economic Area.

eGRID: Emissions & Generation Resource Integrated Database.

EF: Emission Factor.

EMS: Environmental Management System.

ENVID: Environmental Aspects and Impacts Identification.

EP: Engineering and Procurement.

EPC (Engineering, Procurement, and Construction): type of contract comprising management and engineering services, procurement of equipment and materials, and construction.

EPCC (Engineering, Procurement, Construction and Commissioning): type of contract comprising management and engineering services, procurement of equipment, and materials, construction, and commissioning.

EPCm (Engineering, Procurement and Construction Management): type of contract comprising management and

engineering services, procurement of equipment and construction management.

EPs: Engineering and Procurement services.

EPsCa: Engineering, Procurement services and Construction assistance.

EPsCm: Engineering, Procurement services and Construction management.

EPE (Entreprises Pour l'Environnement): It gathers together around 60 French and large international companies from all sectors of the economy which are committed to the ecological transition. Its purpose, a single planet and a thriving world, sums up the will of its members to lead their own ecological transition and that of society, and to build, together and with their stakeholders, an economic development compatible with the planetary boundaries that is socially accepted and even desired.

EPF: Engineering, Procurement and Fabrication.

EPS: Earnings per Share.

ERGs: Employee Resource Groups.

ERM: Enterprise Risk Management.

ESG: Environmental, Social, and Governance.

ESRS: European Sustainability Reporting Standards.

Ethylene: widely used in the production of consumer goods, such as plastics or polymers, ethylene is a hydrocarbon produced in the petrochemical industry by steam cracking, i.e. transformation of hydrocarbons by pyrolysis above 820 °C.

ETS: European Emissions Trading System.

EU: European Union.

EVP: Employee Value Proposition.

EWG: European Works Council.

F

FCPA: U.S. Foreign Corrupt Practices Act.

Feasibility Study: engineering study based on engineering analysis that presents enough information to determine whether or not the project should be advanced to the final engineering and production/construction stage.

FEED (Front-End Engineering Design): covers mechanical data sheets of the main equipment, starting from the process specifications issued during the BED and incorporating the specific requirements of codes and standards to be applied to the project. It also includes, among other items, the preparation of tender packages for the main equipment as well as all the studies to be performed before ordering the main equipment.

FID (Final Investment Decision): moment in time when the sponsor of a project decides to sanction the project's future development.

FLNG (Floating Liquefied Natural Gas): in an 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.

FLOW (Floating Offshore Wind): wind turbines installed on floating platforms further offshore where wind power is stronger and more regular than near-shore or in-land.

FPSO (Floating, Production, Storage and Offloading): a converted ship or custom-built vessel used as a support of oil and gas installations and for temporary storage of the oil prior to transport.

FPU (Floating Production Unit): floating unit used in the production of oil and gas.

FSRU (Floating Storage and Regasification Unit): it receives liquefied natural gas from offloading LNG carriers, and the onboard regasification system provides natural gas exported to shore through risers and pipelines.

Furnace: a furnace is an enclosed structure in which feedstock is heated to high temperatures to produce olefins, such as ethylene and propylene. This occurs in two sections. In the radiant section, the tubes receive heat through thermal radiation and the pyrolysis reaction (cracking) takes place. In the convection section, the flue gas is cooled to deliver high thermal efficiency by recovering the remaining heat.



GBPMS: Global Business Process Management System.

GDP: Gross Domestic Product.

GDPR: the General Data Protection Regulation is an EU Regulation aiming to address data protection and privacy and preserve individuals' control and rights over their personal data.

General Meeting: a general meeting of the Shareholders of the Company.

GHG (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 vapor. These gases can be naturally occurring or produced by human activity.

GHG Protocol: Greenhouse Gas Protocol.

GPS: Global Practice Standard.

GSP: Global Sourcing & Procurement department.

Green H₂: hydrogen produced by the electrolysis of water, using renewable electricity.

GTL (Gas-to-Liquids): transformation of natural gas into liquid fuels.

GW: gigawatt.

GWPs: Global Warming Potentials.



HAZID: Hazard Identification and Risk Assessment.

HAZOP: Hazard and Operability Studies.

HRA: Health Risk Assessment.

HRDD: Human Rights Due Diligence.

HSE (Health, Safety and Environment): defines all measures taken by a company 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.

HSE accountability: the sites under Technip Energies' HSE accountability are those for which the Group oversees the management of HSE aspects.

HSES: Health, Safety, Environment, and Security.

HuRi: Human Rights.

HVAC: Heating, Ventilation and Air-Conditioning.

Hydrogen or H₂: hydrogen is widely used in petroleum refining processes to remove impurities found in crude oil such as sulfur, olefins, and aromatics to meet product fuel specifications. Removing these components allows gasoline and diesel to burn cleaner and thus makes hydrogen a critical component in the production of the cleaner fuels needed by modern, efficient internal combustion engines.



IASB: the International Accounting Standards Board.

IBAT: Integrated Biodiversity Assessment Tool.

IEA: International Energy Agency.

IFRS: International Financial Reporting Standards.

IIA: Institute of Internal Auditors.

ILO: International Labour Organization.

IPCC: Intergovernmental Panel on Climate Change.

IRA: Inflation Reduction Act (2022), a United States federal law which aims to curb inflation by reducing the deficit, lowering prescription drug prices, and investing in domestic energy production while promoting clean energy.

IROs: Impacts, Risks, and Opportunities.

ISMS: Information Security Management System.

ISO 14001: an international standard created by the International Organization for Standardization (ISO) that sets out the requirements for an environmental management system.

ISO 27001: an information security standard created by the International Organization for Standardization (ISO) which provides a framework and guidelines for establishing, implementing, and managing an information security management system (ISMS).

ISO 45001: an international standard created by the International Organization for Standardization (ISO) that sets out the requirements for an occupational health and safety management system.

ISO 50001: an international standard created by the International Organization for Standardization (ISO) that sets out the requirements for an energy management system.

ISO 9001: an international standard created by the International Organization for Standardization (ISO) that sets out the requirements for a quality management system.

IT: Information Technology.

IUCN: International Union for Conservation of Nature.

K

KPI: Key Performance Indicator.

kta (kilo tonnes per annum): unit of measurement that is widely used in many industries to quantify the amount of output achieved over a period of one year. In our industry, kta is used to indicate the production capacity of chemical complexes, such as ethylene plants.

L

LCA: Life Cycle Assessment.

LCOH: Levelized Cost of Hydrogen.

LEAP: Locate, Evaluate, Assess, and Prepare.

LED: Light-Emitting Diode.

LEED: Leadership in Energy and Environmental Design is the world's most widely used green building rating system.

LNG (Liquefied Natural Gas): natural gas, liquefied by cooling its temperature to -162 °C, thus reducing its volume 600 times, allowing it to be transported by boat.

LTI: Lost Time Injury.

LTIR: Lost Time Injury Rate per 200,000 hours worked.

M

MERP: Medical Emergency Response Plan.

MMP: Medical Management Plan.

Modularization: building a plant in modules in regions where there are facilities (shipyards), transporting them to their final site of installation. It involves standardization and delivers efficiency, faster time to market, and reduced HSE risk.

Mtpa: million tonnes per annum.

MW: Megawatt.

MWh: Megawatt-hour.

N

NFE: the North Field East LNG project carried out in Qatar by the Company.

NFS: the North Field South LNG project carried out in Qatar by the Company. The combined NFE and NFS expansion projects are the industry's largest ever LNG project with the aim of increasing Qatar's LNG production capacity from 77 Mtpa to 126 Mtpa by 2028.

NGL: Natural Gas Liquids.

NGO: Non-Governmental Organization.

Notes: the €600 million 1.125% senior unsecured notes due in 2028 issued by the Company on May 28, 2021.

NOx: Nitrous oxides, atmospheric pollution.

O

O&M: Operations and Maintenance.

OC: Operating Center.

OECD: Organisation for Economic Co-operation and Development.

Olefin: a family of molecules including in particular ethylene and propylene, which constitutes the raw material allowing for the manufacture of many plastics.

OMC: Operations & Maintenance Consulting

OPEX: operating expenditure.

OSHA: Occupational Safety and Health Administration.

OTD: One T.EN Delivery is Technip Energies' global structure dedicated to delivering our projects and solutions.

P

P&C: People and Culture.

PBAT: Polybutylene Adipate Terephthalate, a biodegradable polymer.

PBS: Polybutylene Succinate, a biodegradable polymer.

PCO: Project Community Officer.

PDP (Process Design Packages): documentation relating to the design and construction of a plant prepared in accordance with standard industry practices.

PET: Polyethylene terephthalate, a lightweight and recyclable plastic.

PLA: Polylactic Acid.

PMC: Project Management Consulting.

Power-to-X: refers to the conversion of essentially renewable electricity, which is by nature intermittent, into another storable and transportable energy carrier such as green hydrogen, green ammonia, or other sustainable fuels.

Pre-FEED: conceptual design fixing all that is needed for a FEED study including land requirements, technology, feed gas composition, product specifications, climatic data, etc.

PD: Project Delivery

PSUs: Performance Stock Units.

PULSE: A program aiming to develop a positive HSE culture through leadership and communication.

Q

QHSES: Quality, Health, Safety, Environment, and Security.

R

R&D: Research and Development.

Rely: new company formed in 2023 by Technip Energies and John Cockerill to provide integrated and competitive green hydrogen solutions.

Reju: wholly owned innovative company launched by Technip Energies in November 2023, focused on creating new solutions at scale to address the vast amount of plastic PET (polyethylene terephthalate or PET) fiber in textiles that is unrecycled and ends up as waste.

ROC (Rotating Olefins Cracker): technology which will decarbonize olefin production processes by employing a dynamic reactor system that replaces conventional furnaces used for pyrolysis when manufacturing light olefins.

RPET: Risk Potential Evaluation Table.

RSUs: Restricted Stock Units.

S

SA8000 (Social Accountability 8000): an international certification standard that encourages organizations to develop, maintain, and apply socially acceptable practices in the workplace, developed by Social Accountability International (SAI).

SAF: Sustainable Aviation Fuel.

SAI: Social Accountability International.

SEC: the U.S. Securities and Exchange Commission.

SIF: Serious Injury and Fatality.

SMART: stands for Specific, Measurable, Achievable, Relevant, and Time-Bound, and it establishes criteria for effective goal-setting and objective development.

SMR: Steam Methane Reforming.

SnapLNG by T.EN™: Technip Energies' innovative modular and standardized solution for low-carbon and accelerated time-to-market LNG Production Modular train capacity up to 2.5 Mtpa.

SOx: Sulfur oxides, atmospheric pollution.

Spin-off: the stock transaction pursuant to which TechnipFMC distributed to holders of TechnipFMC shares approximately 50.1% of the Technip Energies shares, thereby creating two independent groups.

SSP: Shared Socioeconomic Pathway.

Sustainable Development: development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Synthesis gas: gas mixture that primarily contains varying amounts of hydrogen and carbon monoxide and often some carbon dioxide.

T

T&I: Technology and Innovation.

TA: Talent Acquisition department.

TNFD: Taskforce on Nature-related Financial Disclosures.

TCFD: Task Force on Climate-related Financial Disclosures.

tCO₂eq: tonnes of CO₂ equivalent.

TEP: Technical Expertise Program. It has been created to recognize our technical experts who have demonstrated outstanding expertise in a technical field. Additionally, the structure of the program will empower these experts to make even greater contributions.

TPS: the Company's Technology, Products & Services business segment.

TRIR: Total Recordable Incident Rate per 200,000 hours worked.

TSR: Total Shareholder Return.

U

UN: United Nations.

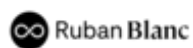
UN Global Compact: International initiative of the United Nations, launched in 2000. It unites public and private businesses around ten universal principles relating to human rights, labor, and the environment.

UN SDGs: United Nations Sustainable Development Goals.

W

WBCSD: World Business Council for Sustainable Development.

WRI: World Resource Institute.



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