

SECTION 2

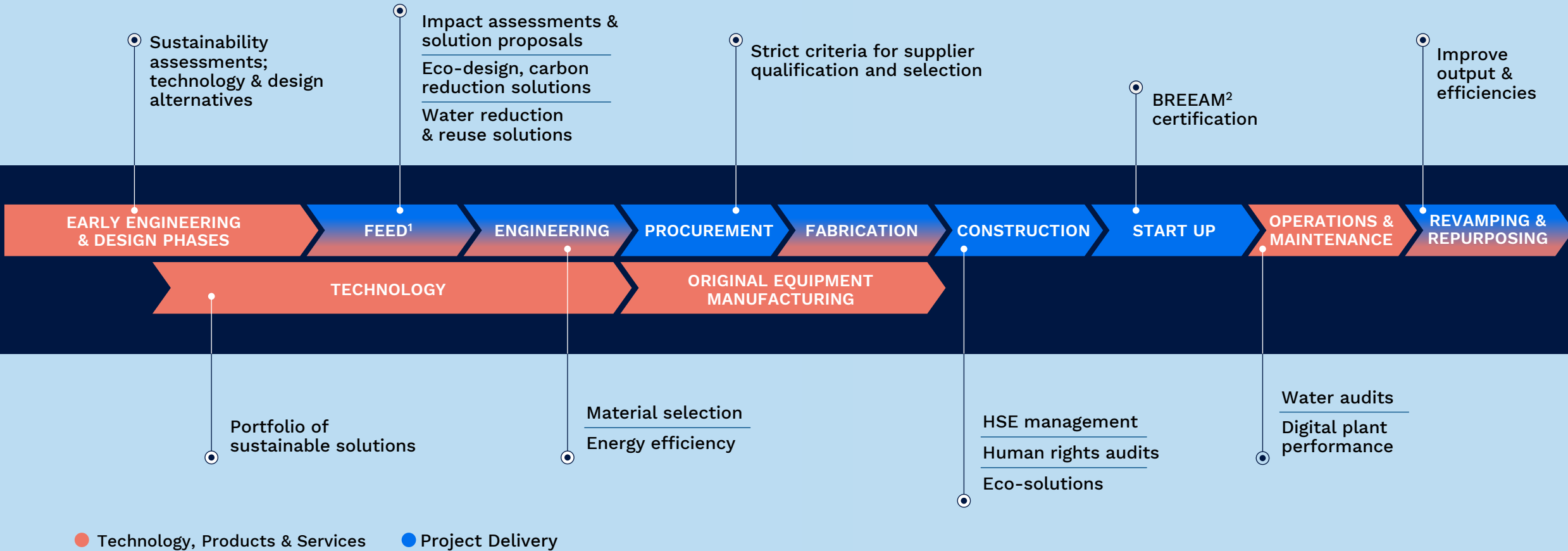
Delivering a world designed to last

LOIC CHAPUIS
Chief Operating Officer

Our business segments



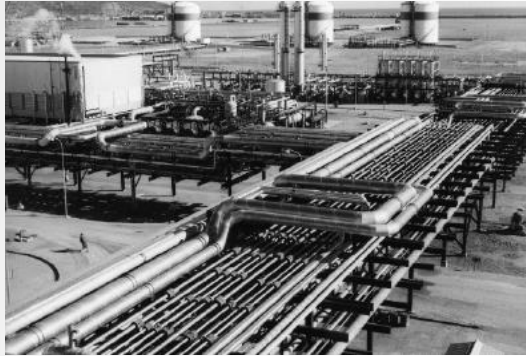
Sustainability embedded at every step of a project life cycle



¹ Front End Engineering Design

² Building Research Establishment Environmental Assessment Methodology

Project Delivery: 65+ years of pioneering successes



WORLD'S FIRST LNG PLANT

CAMEL LNG (1964)



**ONE OF THE WORLD'S LARGEST
REFINERIES**

JUBAIL REFINERY (2006)



WORLD'S FIRST FLNGS

PRELUDE & SATU (2011 & 2012)



**WORLD'S LARGEST
MODULARIZED LNG PROJECT**

Yamal LNG (2014)



PETROCHEMICALS COMPLEX

LONG SON (2018)



LARGEST EGYPTIAN REFINERY

MIDOR REFINERY (2019)



**STRATEGIC
PETROCHEMICAL PROJECT**

BOROUGE 4 (2021)



WORLD'S LARGEST LNG PROJECT

NFE (2021)

Note: The date shown represents the official project award date

Project Delivery: Execution excellence



PROJECT PERFORMANCE

SINCE T.EN INCEPTION
(2021 - Q3 2024, cumulative)

~€18bn

REVENUE

~€1.5bn

EBITDA

¹ 0.11 TRIR (Total Recordable Incident Rate) and 0.1 LTIR (Lost Time Injury Rate) per 200,000 hours worked

² Customer satisfaction survey result of 8.6/10 in 2023, based on 214 surveys

Project Delivery: 2028 ambition

OUR ORGANIC GROWTH LEVERS

SUSTAIN & GROW LEADERSHIP

- Enhanced early engagement to build upon leadership across our markets
- Innovate to enable technology solutions

35%
T.EN LNG market share¹

MODERNIZE THROUGH PEOPLE & STANDARDIZATION

- Invest in people and reinforce operational efficiency
- AI & digitalization embedded in processes

~70
Key digital initiatives

PRICING POWER LEVERAGE

- Recognized leader and pioneer
- Favorable market dynamics

x5
Current pipeline value vs. backlog



2028 FRAMEWORK

>€6bn

UNCAPPED SELECTIVE GROWTH IN REVENUES

~8.5%

EBITDA % STRENGTH

¹ LNG market share is based on global capacity under construction

Technology, Products & Services: ID Card



TECHNOLOGY

Licensing
e.g. Ethylene, Hydrogen

Process Design Package

Integrated technology
in products & projects

HIGH DOUBLE-DIGIT
EBITDA%



PRODUCTS

Loading Systems
OEM¹, manufacturing facility (France)

Proprietary equipment
e.g. Furnaces, SMR²

Plant-as-a-Product & Modules
e.g. Canopy by T.EN, Clear100+

DOUBLE-DIGIT
EBITDA%



SERVICES

Advisory & Consulting

Studies & FEED³

Engineering, Procurement services
& Construction management

Project Management Consultancy

HIGH SINGLE TO LOW DOUBLE-DIGIT
EBITDA%

~€0.8bn
Revenue 2023

~€1.2bn
Revenue 2023

¹ Original Equipment Manufacturer
² Steam Methane Reformer
³ Front End Engineering Design

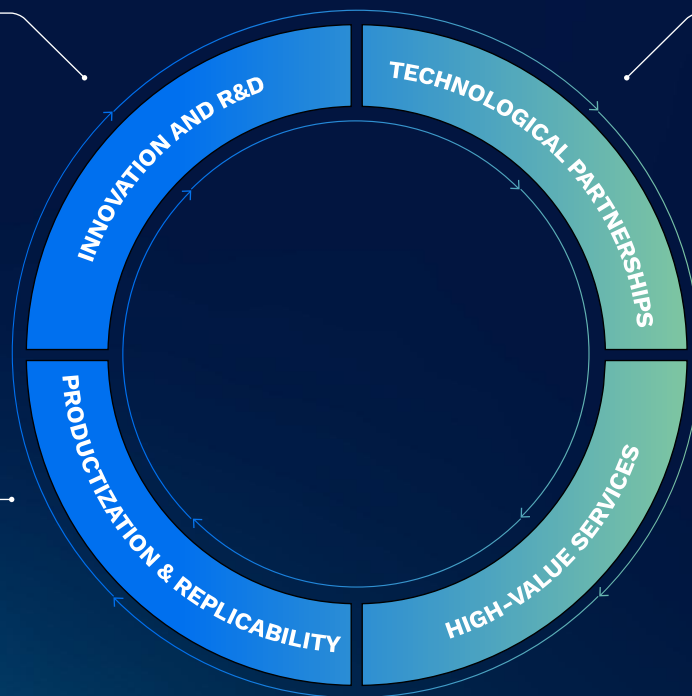
Technology, Products & Services: Strong build-up since inception

R&D labs + process engineers = value
Technology scale-up & commercialization

60+
Proprietary technologies

Modularization pioneer
Process engineering & project management expertise

2
Strategic manufacturing assets



Joint technology development
Sustainable ecosystems

40+
Technology alliances

Advisory & consultancy, digital
Early engagement, projects pull-through

3 million
PMC work hours in 2023

TPS PERFORMANCE

SINCE T.EN INCEPTION
(2021 - Q3 2024, cumulative)

~€6bn
REVENUE

~€0.8bn
EBITDA

Technology, Products & Services: A strategic growth enhancer

OUR ORGANIC GROWTH LEVERS

ENRICH TECHNOLOGY PORTFOLIO

- Organic innovation and R&D
- Inorganic to bridge technology gaps

~1%
R&D as a % of
total revenue

FOSTER PRODUCTIZATION

- Leverage T.EN facilities to optimize portfolio
- Plant-as-a-Product (e.g. *Canopy, Clear100+*)

4
Flagship
offerings

CAPTURE MARKET TRENDS THROUGH SERVICES

- Expanding capacity and range of services
- Upskill workforce and attract new talents

+20%
T.EN workforce
growth between
2023-25

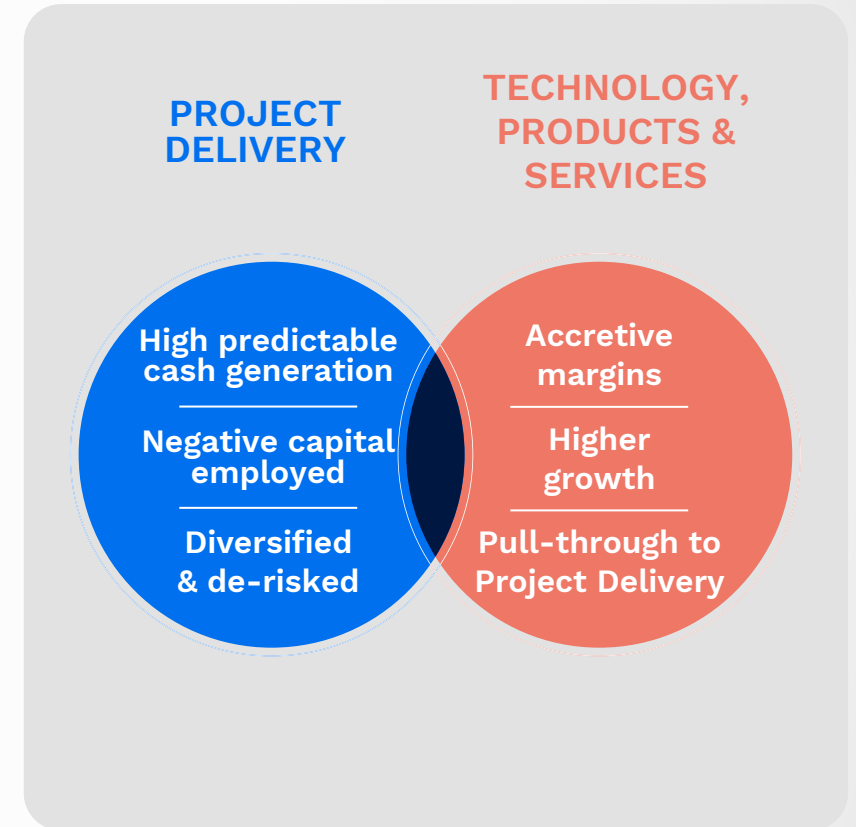
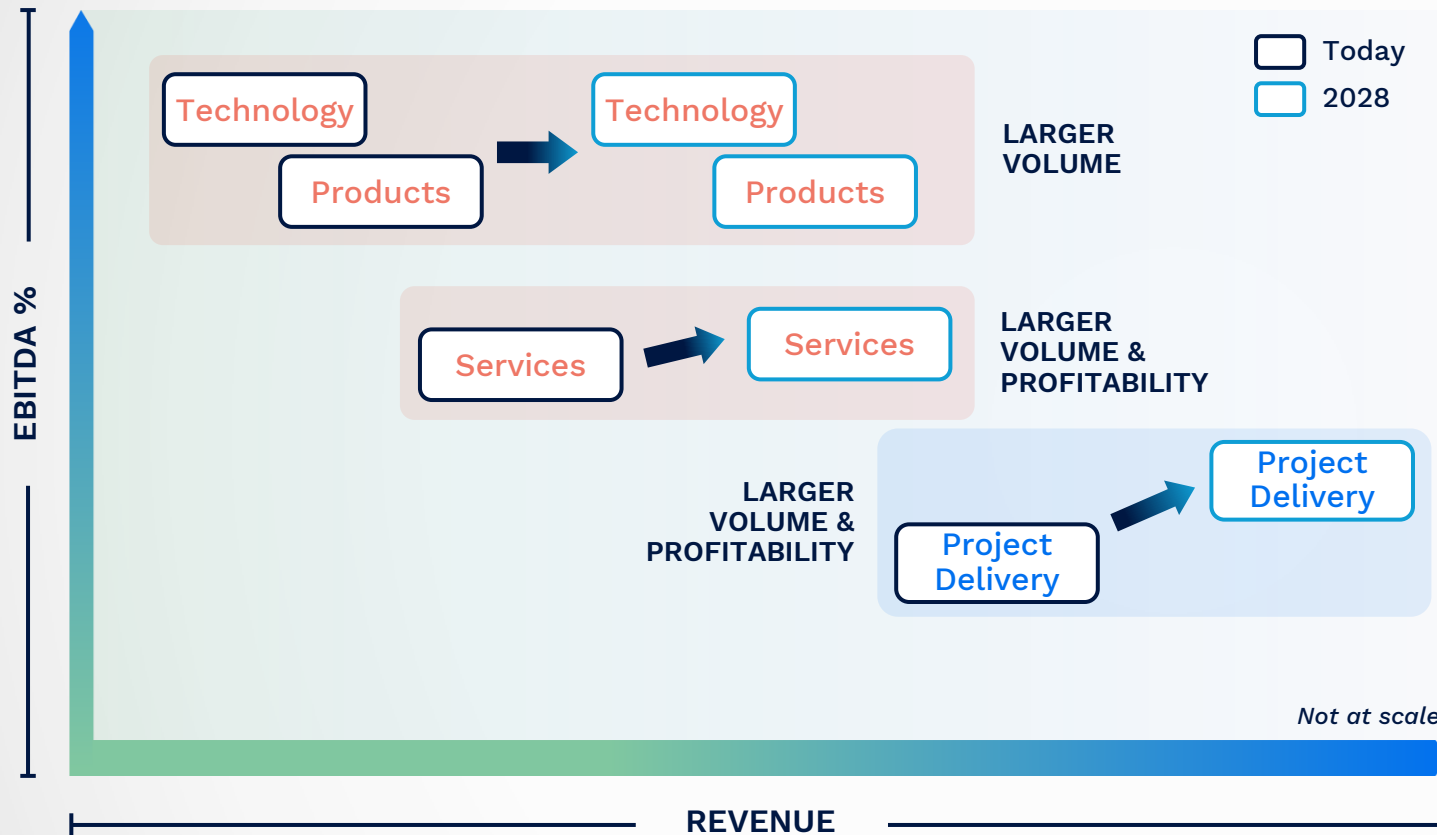


2028 FRAMEWORK

>€2.6bn
ACCELERATED REVENUES

~14.5%
IMPROVED EBITDA %

Multiple drivers to an improved financial performance



Leveraging favorable market dynamics, a robust strategy, and excellence in delivery

SECTION 5

Operating model for a world designed to last

LOIC CHAPUIS
Chief Operating Officer

We are a people & innovation company

We are part of the solution

A RICH AND DIVERSE TALENT POOL



100+

Nationalities



8y

Average seniority



30%

Women



3,000+

Technical experts &
process engineers



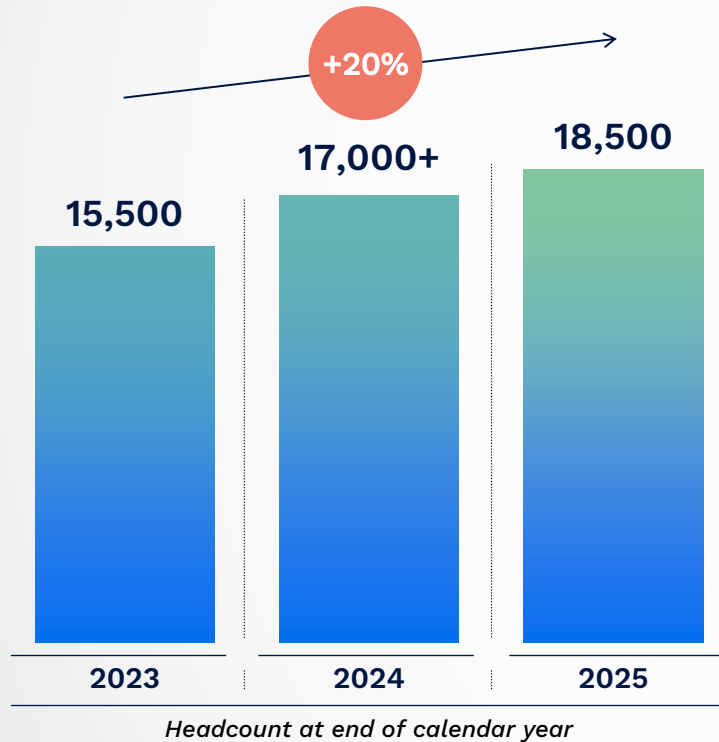
600+

Project managers

We are a people & innovation company

We are part of the solution

EXPANDING FOOTPRINT & INVESTING IN OUR PEOPLE



Global recruitment drive with specific emphasis on **India, Middle East and Americas**

Upskilling programs

Learning hours per employee in 2025: 30
(2024: 25, 2022: 10)

People with AI

Reinforcing efficiency & productivity

Attract talents

Number of graduates: 420¹
New Employee Value Proposition strategy

¹ As of September 30, 2024

Global execution

Leveraging on centers of excellence across the globe

34
Countries
In operation

~75% PROJECTS ARE MULTI-CENTER



● Cluster ● Operating centers ● R&D Labs :::: Cross-fertilization between centers (illustrative)

AGILE & BROAD FOOTPRINT

- Large & diversified markets
- High value backlog

CROSS-FERTILIZATION

- Improved performance
- Project cost-competitiveness

ROBUST WORK PROCESSES

- De-risking
- Excellence in execution

Reinforcing group strategy by investing in India

4,100+
Employees
24% of global
workforce

STRONG PRESENCE FOR >50 YEARS



A KEY MARKET FOR RESOURCES AND FUTURE GROWTH

Growing our talent base and footprint

- Accelerating talent acquisition
- New office in Ahmedabad

Dahej manufacturing facility expansion

- New captive jetty (Q2 2025)
- Additional land & facilities (2025-26)

R&D and incubation center, Chennai

- Launching in 2025
- Focused on sustainable solutions

Green H₂ & Power-to-X center, Delhi

- A prospective market for green molecules
- Projects, operations and aftermarket

Our Digital Acceleration

DIGITAL OBJECTIVES

#1

Reinforce efficiency and certainty in execution

#2

Innovate and develop digital solutions

A TANGIBLE PLAN

Comprehensive 4-year roadmap
~70 key initiatives

Learning path
Mastering digital and AI skills

Key technical enablers
Building partnerships

Modernized operating model
Agile, product-oriented, efficiency focus



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

Digital & AI supporting productivity and certainty at T.EN



AI-GENERATED QUANTITY AT TENDER STAGE



GEO-LOCALIZATION FOR REMOTE SAFETY



PROPOSAL PREPARATION SUPPORTED BY AI



AI-GENERATED 3D DESIGN



AI-POWERED TENDER REQUIREMENTS



T.EN GPT¹ KNOWLEDGE MANAGEMENT

¹ Generative Pre-trained Transformer

A history of successful scale-up and decarbonization

	1950-2021	2021-2024	FUTURE		
LNG	1st LNG plant Camel LNG (3x0.3Mtpa)	Mid-large scale plants Yemen LNG (2x3.5Mtpa) / Prelude FLNG (3.6 Mtpa)	Mega-scale plant Qatar NFE (4x8Mtpa)	Greenfield decarbonized, electrified LNG Ruwais (2x4.8Mtpa) / Marsa (1.0 Mtpa)	Retrofit decarbonized, electrified LNG
Ethylene	1,380 ktpa Yansab Olefins - SABIC	2,000 ktpa LCH-9 - Dow	Brownfield decarbonization Shell Skyline	Net zero integrated cracker Dow Fort Saskatchewan	CO₂ to Ethylene USA (T.EN & LanzaTech)
CCUS		Pilot plant 1.5 ktpa	Small-scale plant Carbon Centric project (10 ktpa)	Large-scale plant Net Zero Teesside (2 Mtpa)	Large-scale plants based on new technologies e.g. Membrane, DAC
SAF		First megascale Bio-diesel plants Neste Singapore / Rotterdam (~1.3 Mtpa each)	Biodiesel plants expansion incl. SAF production Neste Singapore / Rotterdam (~1.0+ Mtpa each)	1st commercial scale ATJ plant Freedom Pines (10 million gallons)	Large-scale plants based on ATJ & new routes New routes
Green H₂				Small-scale project Yuri project (10MW)	Industrial and utility scale projects > 100 MW projects



Delivering a world **designed to last**

A STRONG & SUSTAINABLE BUSINESS MODEL

Complementary business segments providing resilience & diversification

Strengthening leadership in Project Delivery; strategic growth in TPS

Sustainability embedded throughout our end-to-end offering

INVESTING FOR FURTHER DIFFERENTIATION AND GROWTH

Upskilling our people, and growing our talent pool

Enhanced R&D programs to improve competitiveness and differentiation

Targeted technology and product investments to drive TPS expansion

TRANSFORMING THE FUTURE OF T.EN

Driving leadership in new markets through innovation and scale-up

Greater focus monetizing IP and new models to retain more value for T.EN

Digital acceleration to generate further efficiency gains and margin



Delivering a world
designed to last