



INVESTOR RELATIONS OVERVIEW

Q1 2025

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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

the Company’s 2023 Annual Financial Report filed on March 8, 2024, and in the Company’s 2024 Half-Year Report filed on August 1, 2024, with the Dutch Autoriteit Financiële Markten (AFM) and the French Autorité des Marchés Financiers (AMF) which include a discussion of factors that could affect the Company’s future performance and the markets in which the Company operates.

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Technology & Engineering powerhouse leading in energy & decarbonization infrastructure

LEADER

Energy & decarbonization

SAFETY

The reference company

PIONEER

The industry benchmark

BUSINESS EXPANSION

Offerings, clients & markets

VALUE CREATION

For all stakeholders

PEOPLE GROWTH

17,000+ global talents

2028 Financial framework¹

REVENUE

>€8.6bn

EBITDA

>€800m

FREE CASH FLOW CONVERSION²

70 – 85%

¹ Financial information is presented under adjusted IFRS

² EBITDA-to-free cash flow conversion is stated excluding working capital

Bridging Prosperity & Sustainability

OUR MARKETS

ENERGY

ENERGY DERIVATIVES

DECARBONIZATION

CIRCULARITY

OUR GOAL

Prosperity

Sustainability

OUR EXPERTISE



TECHNOLOGY



SCALE



ECOSYSTEMS



PHYSICAL
INFRASTRUCTURE

We are part of the Solution

OUR EXPERTISE



TECHNOLOGY



ECOSYSTEMS



SCALE



PHYSICAL
INFRASTRUCTURE

SECURING ACCESS TO SUSTAINABLE ENERGY

- Best-in-class Project Delivery
- Frontrunner in decarbonization

BREAKING BOUNDARIES

- Track record of First-Of-A-Kinds
- Expertise in complex process technology

THRIVING IN ANY TRANSITION SCENARIO

- Broad portfolio of undisputed solutions
- Complementary business models

WINNING THE AFFORDABILITY BATTLE

- New partnerships to unlock new markets
- Productizing and scaling technologies

Complementary business models

OFFERINGS

TECHNOLOGY

- Licensing
- PDP¹
- Integrated technology in products & projects

PRODUCTS

- Loading arms
- Proprietary equipment
- Plant-as-a-Product & Modules

SERVICES

- Consulting
- Engineering studies & FEED
- EPsCm²
- PMC³

PROJECT DELIVERY

- Engineering, Procurement & Construction
- Engineering & Procurement
- Engineering, Procurement & Fabrication

ADJACENT BUSINESS MODELS

- Build Own Operate (Transfer)
- (Co-) Developer
- Equity stake

Reju.

BUSINESS CYCLE

SHORT (6-30 MONTHS)

MEDIUM (3-8 YEARS)

LONG

ATTRIBUTES

- Accretive margins
- Higher growth
- Pull-through to Project Delivery

- High predictable cash generation
- Negative capital employed
- Diversified & de-risked⁴

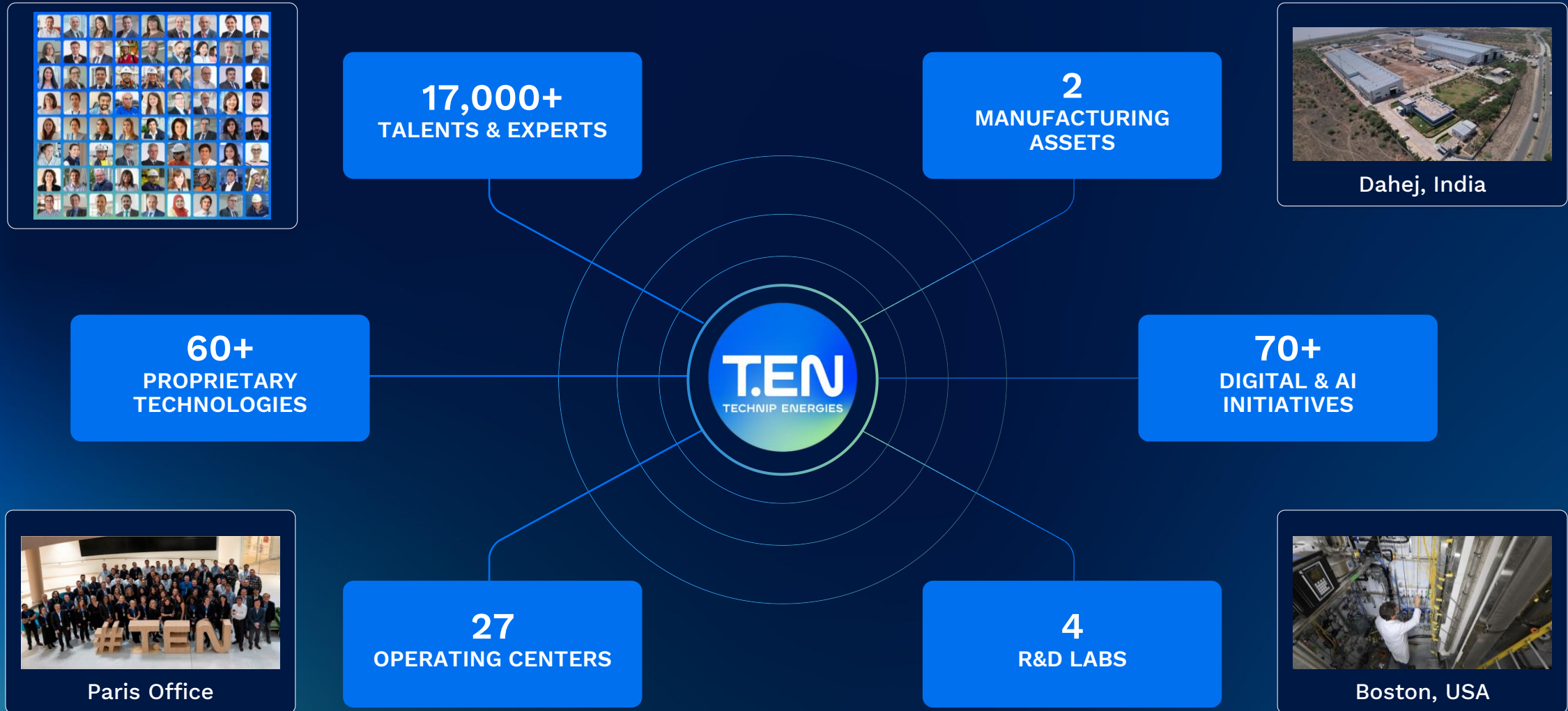
- Long-term value capture
- High recurring EBITDA
- Attractive ROE⁵

¹ Process design package ² Engineering & procurement services and construction management ³ Project management consultancy

⁴ Actively managed mix of projects (size, clients, geographies) and contracts (lump sum turnkey, reimbursable, open-book, convertible)

⁵ Return-on-Equity

Our success is in our Assets



Expanding customer base & offering

CUSTOMERS

OFFERING

ESTABLISHED



Not exhaustive

NEW



Not exhaustive



ESTABLISHED

ACCELERATING

Project Delivery

Technology,
Products
& Services

Scope 1 & 2
Decarbonization

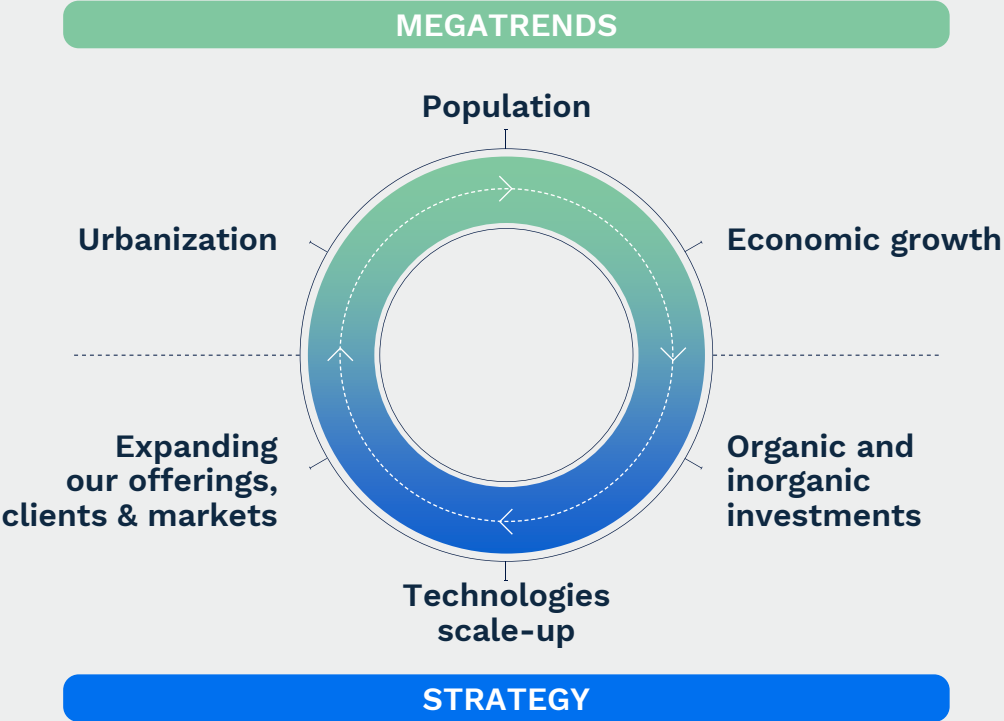
Standardization &
Replicability

Plant-As-A-Product

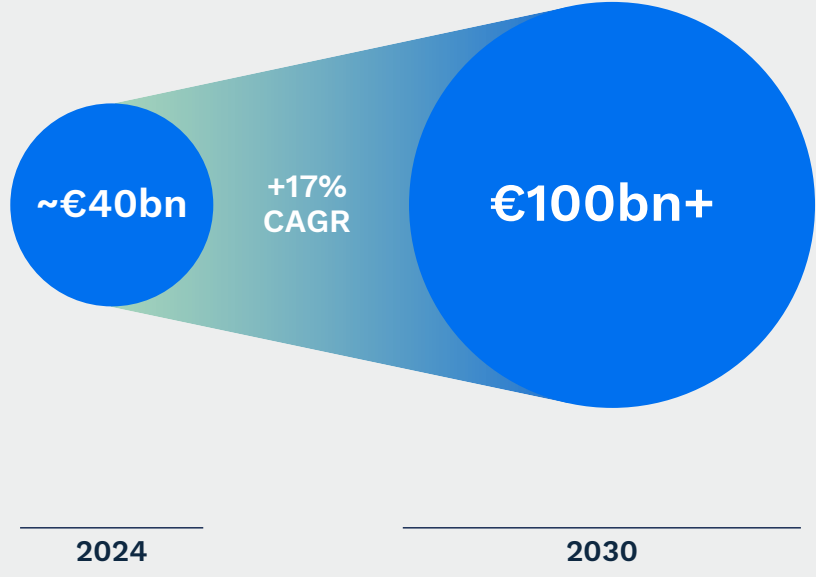
Technology pilots

Growing addressable markets

STRUCTURAL MEGATRENDS & STRATEGY EXECUTION



PROJECTED ANNUAL SERVICEABLE ADDRESSABLE MARKET¹ (2024 – 2030, in €bn)



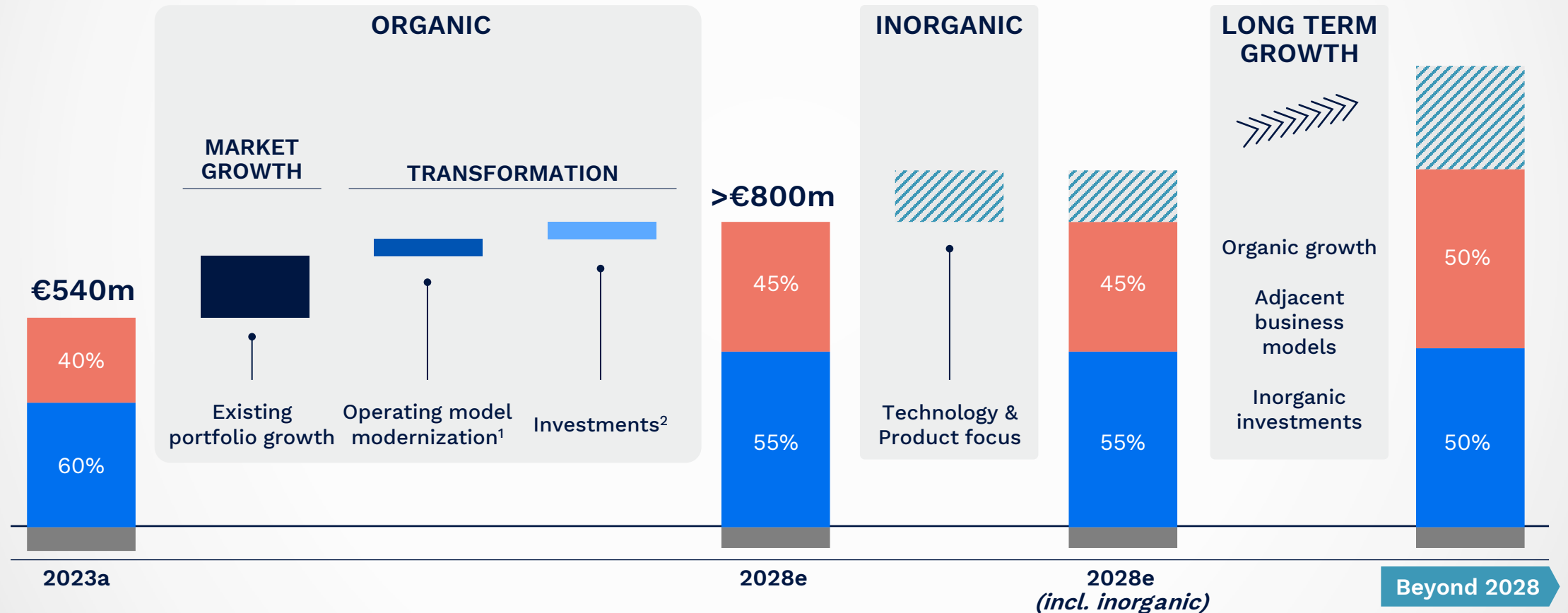
Sources: T.EN internal review

¹ The portion of the total market demand for the selected markets which can be serviced by our offerings

Accelerating EBITDA growth

EBITDA (in €m)

● Technology, Products & Services ● Project Delivery ● Corporate Costs ● Inorganic Upside



¹ Digital & AI acceleration program, cost efficiency measures

² Productization, new technology & offerings

€1bn+ of available firepower for investment to drive incremental growth



PRIORITIES

Focus on Technologies & Products

- New technologies in emerging markets where T.EN can scale and develop associated products
- Bolt-on technology acquisitions to complement our existing portfolio and expand value chain positioning
- Catalyst & products

Opportunistic acquisitions to grow our high-value services

Adjacent business models: co-developer, equity stakes



KEY CRITERIA

- Capital discipline
- Synergy creation
- Margin expansion
- Preserving T.EN's Investment grade

Delivering growth

2028 framework

REVENUE

>€8.6bn

EBITDA¹

>€800m

FREE-CASH FLOW
CONVERSION RATE²

70-85%

CAPITAL
ALLOCATION

#1 Growing dividend

#2 Value accretive
investments

- Capturing strong market growth
- Transforming our operating model
- Focusing on standardization & productization
- Investing in people, R&D and assets

- Inorganic: Technology & Product focus, expansion of offering
- Adjacent business models

Financial information is presented under an adjusted IFRS framework

¹ Recurring EBITDA: adjusted for items considered as non-recurring

² Based on medium-term financial framework and expected organic FCF conversion, excluding working capital

Our business segments



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

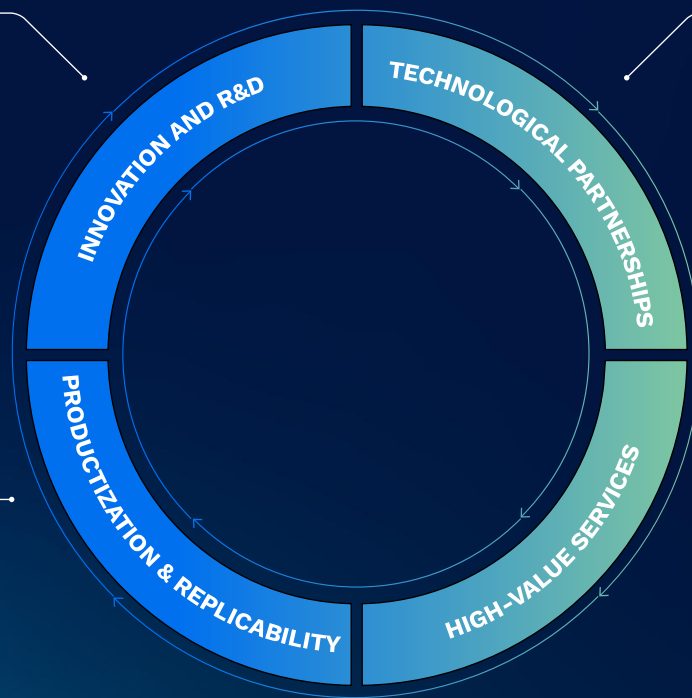
Technology, Products & Services: Strong build-up since inception

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

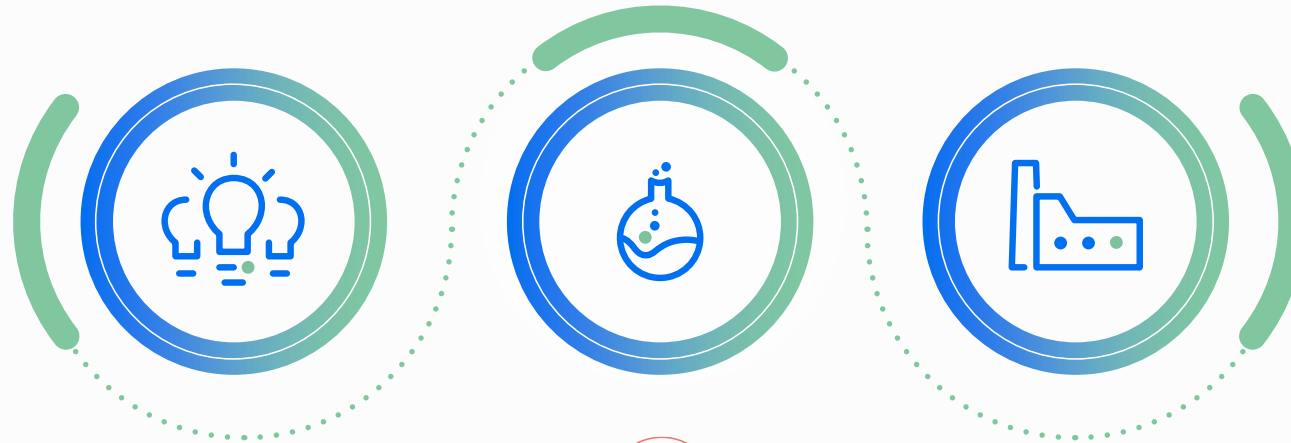
~14.5%
IMPROVED EBITDA %

Technology @ T.EN

Enabling molecule transformation process for a world designed to last

We leverage our labs & pilots,
developing an innovation ecosystem

Our starting point:
proven-concepts



We are an architect,
building first-of-a-kind
process plants



**FASTER
TIME-TO-MARKET**

**HIGHER SUCCESS RATE IN
COMMERCIALIZING
TECHNOLOGIES**

**COMMITMENT TO
BUSINESS-DRIVEN R&D**

T.EN technology proof points



Hummingbird®

Achieved TRL 8 from 4 in 5 years

SUSTAINABLE FUELS

Opening a pathway to SAF

- Ethanol-to-ethylene technology
- Technology acquired from bp in 2016
- Utilized in world's first commercial scale AtJ¹ SAF facility



Bio-2-Glycols™

Achieved TRL 7/8 from 3 in 3 years

BIOCHEMICALS

Enabling green polyester

- A bio-solution to produce MEG² from glucose
- Pilot plant running
- Commercialization in 2025



EARTH®

Achieved TRL 9 from 4 in 5 years

HYDROGEN

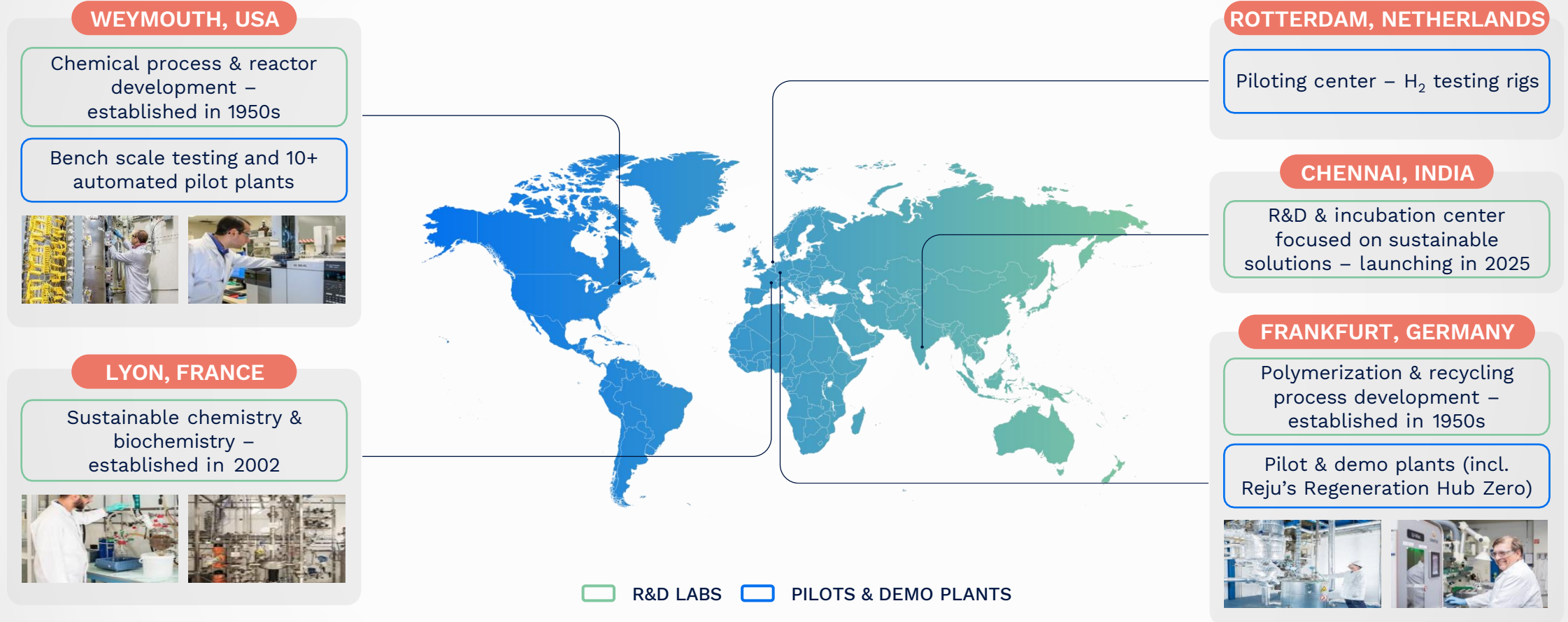
A recuperative reforming solution

- Enhanced Annular Reforming Tube
- Reduces fuel costs by 30% and CO₂ emissions by up to 10%
- Fully proven with 3+ applications

¹ Alcohol-to-Jet – Freedom Pines, Georgia, USA

² Mono ethylene glycol

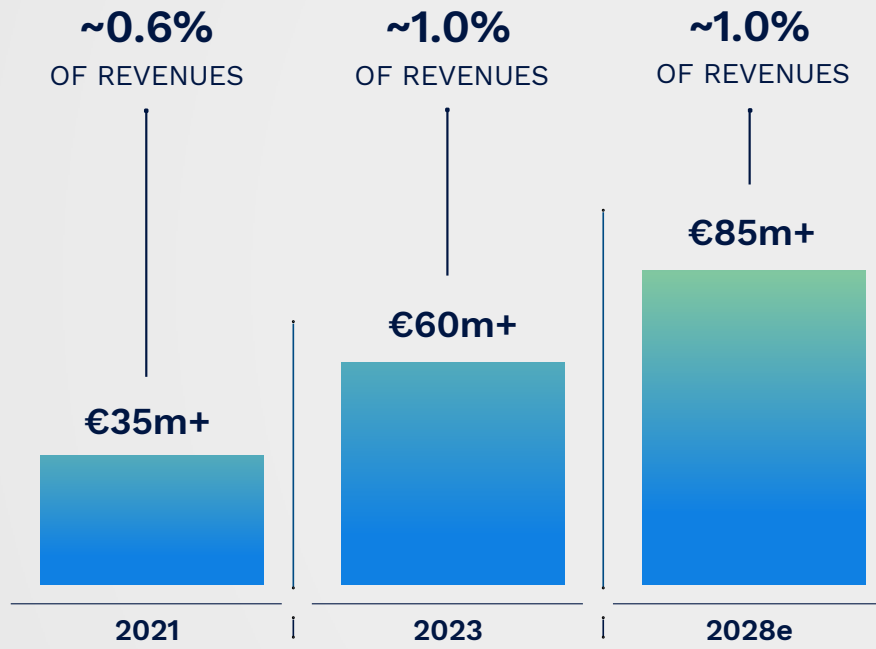
T.EN's global footprint of labs and pilots



1,000+ innovation focused people in a de-centralized R&D structure

Doubling down on technology development

R&D SPEND EVOLUTION



R&D RETURN ON INVESTMENT (EXAMPLES)



Accelerating time-to-market and capturing higher value

Case study - Ethylene

A flexible commercial offering feeding both TPS and PD



SUSTAINED LEADERSHIP

A portfolio of market leading proprietary technologies for liquid, steam, and mixed feed ethane crackers

50+ years track record

150 grassroots plants

40%+ global licensing market share



DIFFERENTIATED OFFERING

A technology and product offering:

- Technology licensing, process design
- Furnace technologies and other key products
- Post license assistance

Full scale project delivery:

- Mega projects
- Modernization and expansion



ETHYLENE OF THE FUTURE

Investment in core technology:

- Continuous R&D
- Energy efficiency and decarbonization

Key innovations:

CO₂ to Ethylene:   





Net zero cracker:  

Rotating olefins cracker:  

~€500m EBIT realized since 2015

Productized solutions

accelerating time-to-market and improving project economics

ETHYLENE	LNG	CARBON CAPTURE	GREEN HYDROGEN												
															
<p>Proprietary products and solutions embedded with technology</p>	<p>Pre-engineered, standardized modules integrated with technology</p>	<p>Integrated post-combustion modularized solutions – small to mega scale</p>	<p>Configurable productized plant</p>												
<p>NextGen Furnace</p> <p>SPYRO®</p> <p>Rippletrays™</p>	<table border="1"> <tr> <td>2.5 Mtpa production capacity</td> <td>~2 years time-to-market saving</td> </tr> <tr> <td colspan="2">Zero CO₂ emissions in operation</td> </tr> </table>	2.5 Mtpa production capacity	~2 years time-to-market saving	Zero CO ₂ emissions in operation		<table border="1"> <tr> <td colspan="2">C10, C100, C200 10, 100, 200 ktpa</td> </tr> <tr> <td>C+ Customized sizing & design</td> <td>Marine Offshore optimized design</td> </tr> </table>	C10, C100, C200 10, 100, 200 ktpa		C+ Customized sizing & design	Marine Offshore optimized design	<table border="1"> <tr> <td>35% less equipment</td> <td>100MW Electrolyzer capacity</td> </tr> <tr> <td colspan="2">30 months EPC lead time</td> </tr> </table>	35% less equipment	100MW Electrolyzer capacity	30 months EPC lead time	
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C+ Customized sizing & design	Marine Offshore optimized design														
35% less equipment	100MW Electrolyzer capacity														
30 months EPC lead time															



T.EN strategic assets

enablers of productization

LOADING SYSTEMS

65+

YEARS OF
EXPERTISE

360+

NO. OF
EMPLOYEES

Leading fluid transfer system
provider

Core market: LNG, offshore

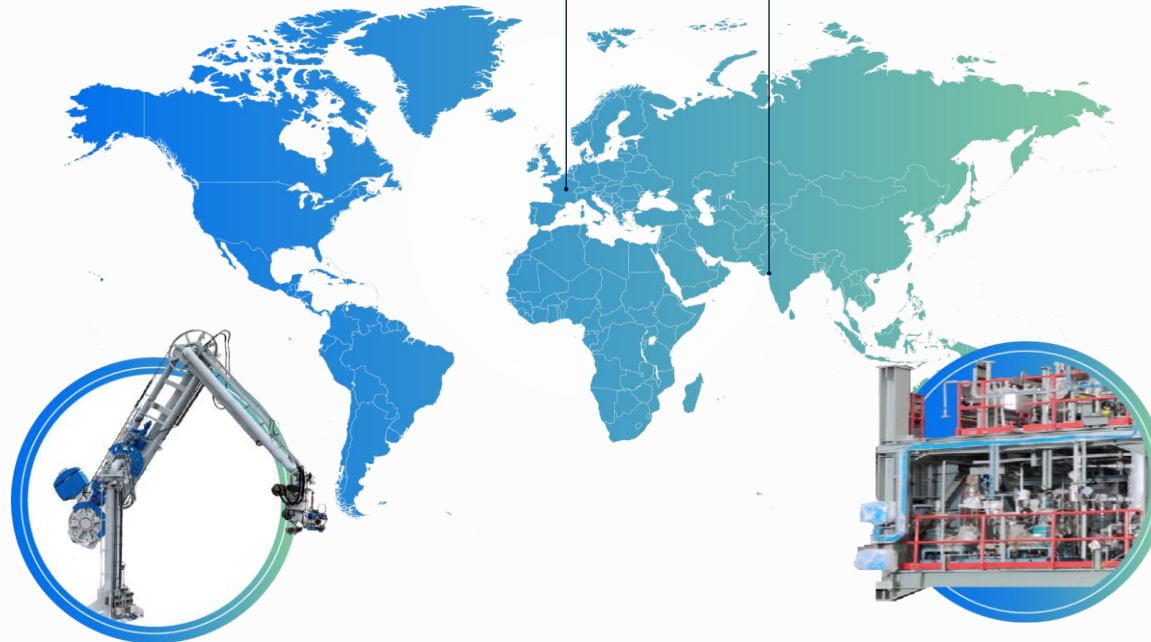
New markets¹: LCO₂, LH₂, NH₃

15,000+

LOADING ARMS DELIVERED

Advanced technology,
expertise & innovation

SENS, FRANCE



FABRICATION & MANUFACTURING FACILITY

50+

YEARS OF
EXPERTISE

160+

NO. OF
EMPLOYEES

A multi-purpose
mid-size facility

Customized to support
T.EN projects, and
productization strategy

3,500+

EQUIPMENT & PRODUCTS
DELIVERED

Dahej: a conveyor belt
for productization

¹ Liquefied CO₂, Liquefied H₂, Ammonia

An expansive services offering

OFFERINGS ACROSS MARKETS AND THE COMPLETE VALUE CHAIN

EXPANDING PORTFOLIO

ADVISORY & EARLY ENGINEERING

Advisory, due diligence, and sustainability services

Asset impact solutions

Project concept development, feasibility studies, FEED

WORK HOURS



GENESIS

650k+

2023

10%

CAGR

800k+

2025 target

PROJECT MANAGEMENT AND DETAILED ENGINEERING

Project life cycle management & consultancy

Detailed engineering & optimization

Procurement services & construction management

WORK HOURS

PMC

3m+

2023

30%

CAGR

5m+

2025 target

+ Digital Services

+ Project operations



PULL-THROUGH REVENUES

RESILIENCE TO EXTERNAL FACTORS

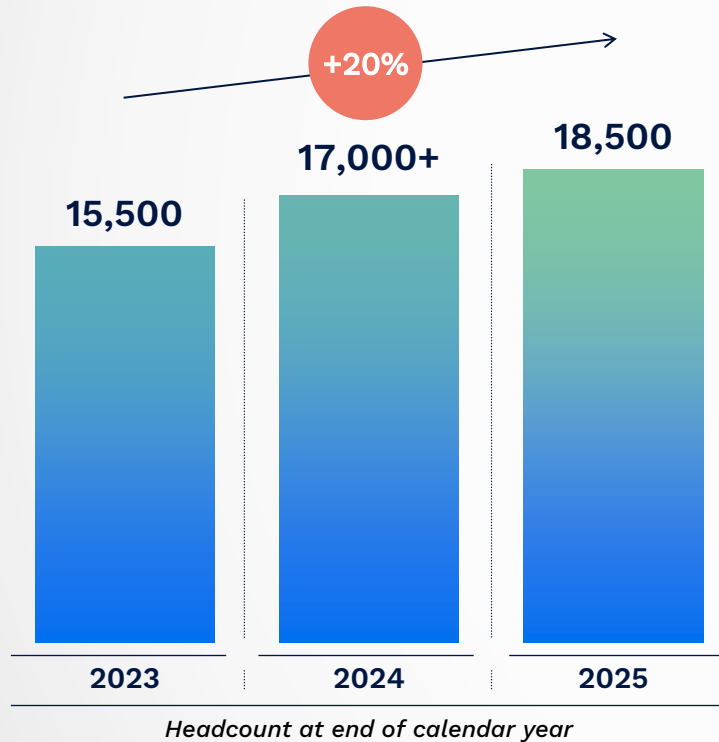
PREMIUM CUSTOMER ENGAGEMENT

DE-RISKED AND ACCRETIVE REVENUE STREAMS

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+



We're a **materials regeneration company** with an ambition to **accelerate the transition to a circular polyester system**



Our journey



2019

IBM announces VolCat process which turns end-of-life PET into a renewable resource



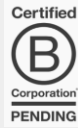
2021

Technip Energies, IBM and Under Armour form joint venture to advance the possibilities of plastics recycling technology



2023

Technip Energies creates Reju™, an innovative polyester textile regeneration company



2024

Reju™ opens Regeneration Hub Zero in Frankfurt



2025

FID Regeneration Hubs 1 and 2; subject to strict investment criteria



Why Reju?

The time is now to enter the **circular textile market**

We have a patented technology that's **ready for industrialization**

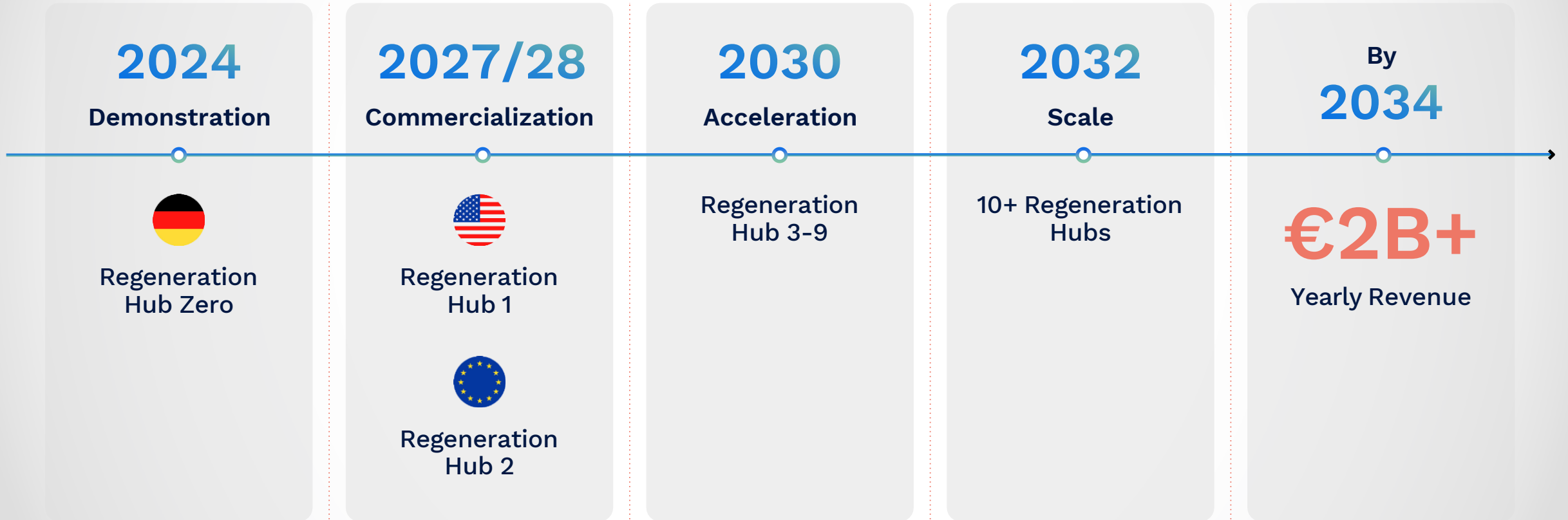
We have solid financials with a **clear path to growth**

Our ability to execute Regeneration Hub Zero built in record time of 12 months

We're taking a holistic approach to **the eco system**

We have a seasoned leadership team with a **proven track record**

Our 10-year ambition



FINANCIALS

Value creation designed to last

BRUNO VIBERT
Chief Financial Officer

T.EN – a compelling growth story

EXCELLENT VISIBILITY & BEST-IN-CLASS MARGINS

Backlog: ~€16bn

EBITDA¹ %: ~9%

STRONG ORGANIC GROWTH OUTLOOK

Expanding markets

€75bn+ pipeline

R&D: ~1% revenues

ROBUST BALANCE SHEET AND CASH GENERATION

70% - 85% EBITDA-to-free cash flow conversion

Net cash & investment grade balance sheet

DISCIPLINED CAPITAL ALLOCATION

Sustained growth in dividend

Value-accretive M&A; adjacent business models

SUSTAINABILITY EMBEDDED IN STRATEGY

Markets aligned with sustainability agenda

Ambitious targets

Top-tier ESG ratings



Value beyond – our strong platform for growth in shareholder returns

¹ Earnings Before Interest, Taxes, Depreciation, and Amortization

Resulting in strong total shareholder returns



¹ In addition to dividend, on February 29, 2024, T.EN announced a **€100m share buyback program**. The program completion was announced on October 1, 2024

² ROIC calculated as FY 2023 NOPAT divided by average invested capital for 2023

³ Reference dates for TSR calculation: November 15, 2024 vs Company inception date: February 16, 2021

Building stakeholder value as an ESG industry leader

DRIVING LASTING CHANGE



PEOPLE

50%+

Women graduate intake for four consecutive years

2X

Learning hours per employee vs 2022



CLIMATE & ENVIRONMENT

28%

Reduction for scope 1 & 2 GHG emissions vs 2021

91%

Waste recycled¹



TRUST

100%

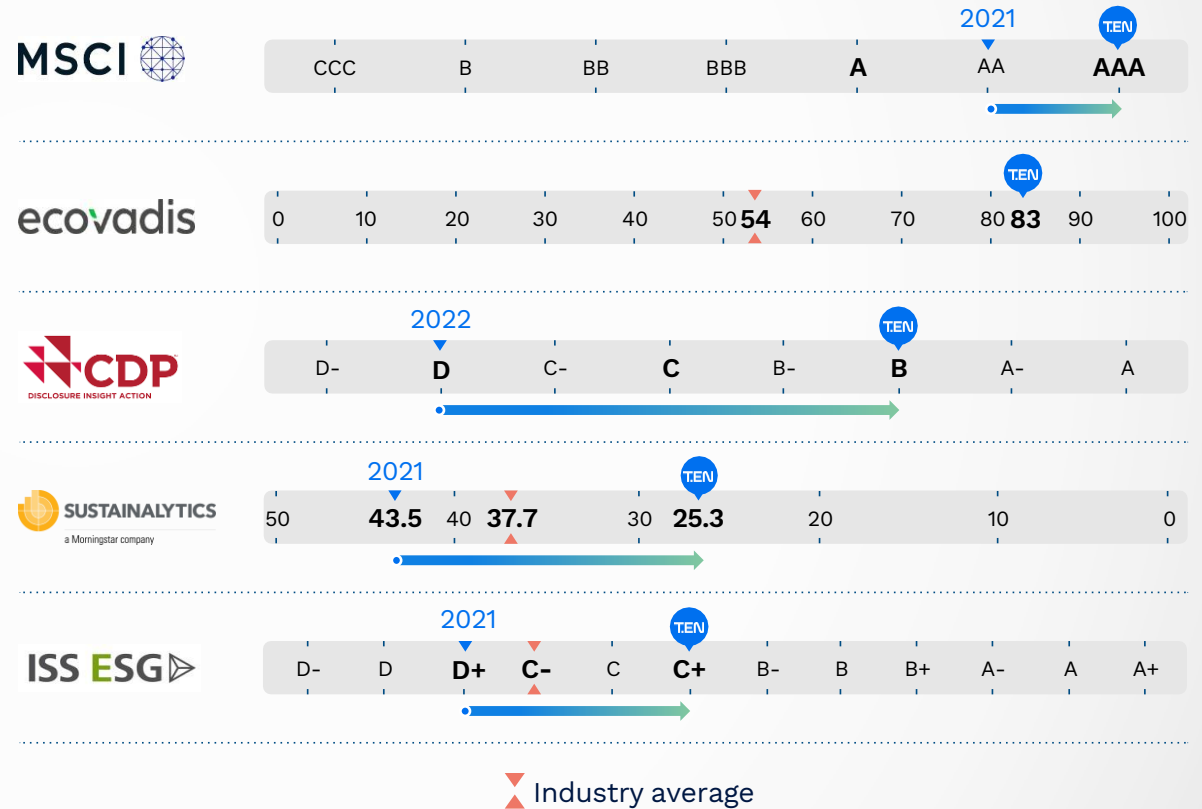
New suppliers qualified with sustainability criteria

30%

of employees as shareholders in T.EN

¹In 2023, 91% of the waste generated in our operations was recycled

STRONG PROGRESSION IN RATINGS



T.EN backlog – underpinning our growth trajectory

BACKLOG CALENDARIZATION

FULL COMPANY: €15.9bn

€1.7bn	€5.1bn	€4.3bn	€4.8bn
2024 (3M)	2025	2026	2027+



PROJECT DELIVERY: €14.2bn

€1.2bn	€4.1bn	€4.2bn	€4.7bn
2024 (3M)	2025	2026	2027+



TECHNOLOGY, PRODUCTS & SERVICES: €1.7bn

€0.5bn	€1.0bn	€0.2bn
2024 (3M)	2025	2026+

PERSPECTIVES

FULL COMPANY

~70% of FY 2025 guidance secured
~60% of backlog for execution in 2026+

PROJECT DELIVERY – LONG CYCLE

Backlog extends through late 2020s

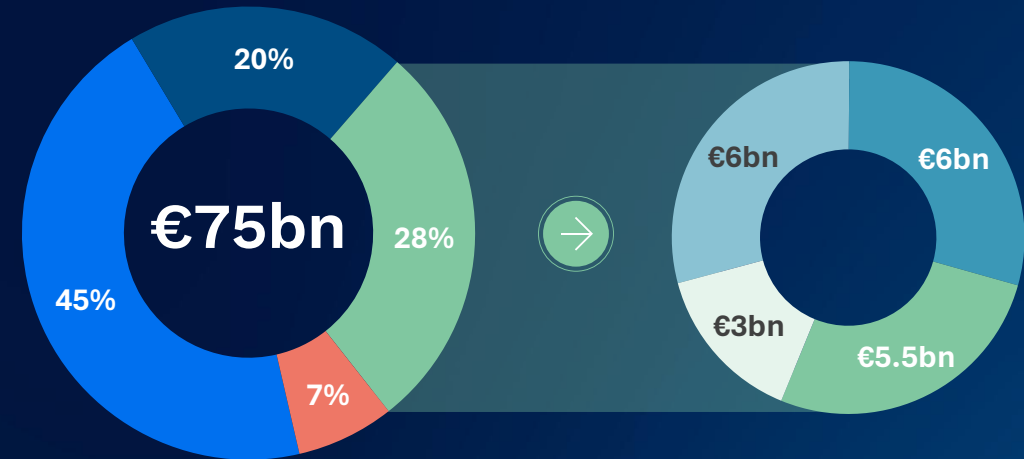
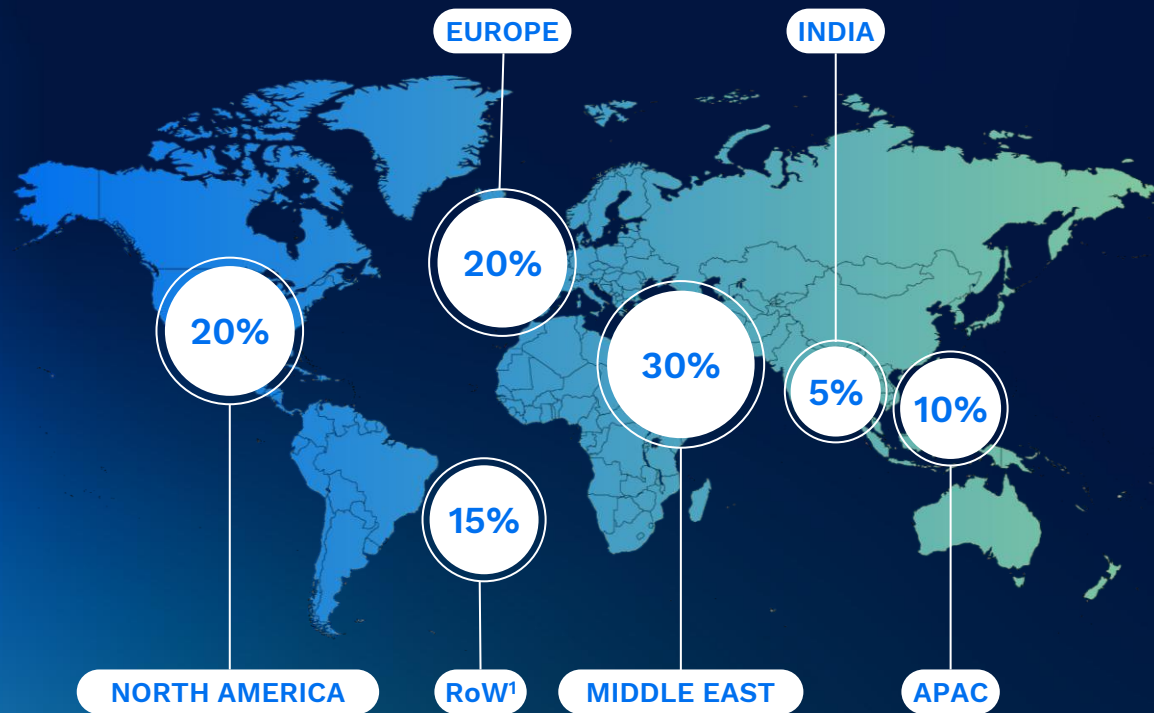
TPS – SHORT CYCLE

>90% to be executed by end-2025

A substantial and diversified commercial pipeline

COMMERCIAL PIPELINE BY GEOGRAPHY AND MARKET THROUGH END-2026

ZOOM ON DECARBONIZATION



- Energy derivatives
- Decarbonization
- Energy
- Circularity & other
- Carbon capture
- Blue hydrogen & ammonia
- Green hydrogen & ammonia
- SAF²

¹ Rest of the World
² Sustainable Aviation Fuel

Company guidance for 2025

Segment growth trajectory well underpinned by backlog strength and commercial opportunity set

PROJECT DELIVERY

REVENUE	EBITDA MARGIN ¹
€5.0 - 5.4bn	~8%

TECHNOLOGY, PRODUCTS & SERVICES

REVENUE	EBITDA MARGIN ¹
€2.0 - 2.2bn	~13.5%

EFFECTIVE TAX RATE²

26% - 30%

CORPORATE COSTS

€50 - 60m

R&D SPEND

~€70m

ADJACENT BUSINESS MODEL INVESTMENT³

<€50m

Financial information is presented under adjusted IFRS

¹ Depreciation and Amortization component of EBITDA estimated at ~100 basis points of Project Delivery margin, and ~350 basis points of TPS margin

² Subject to fiscal regime changes in key jurisdictions

³ Adjacent business model investment costs were allocated in full to the business segments prior Q3 2024

Financial framework for 2028

Strategic initiatives and market opportunities provide profitable growth potential

PROJECT DELIVERY

REVENUE

>€6.0bn

Selectivity-focus; LNG, larger decarbonization scopes

EBITDA MARGIN¹

~8.5%

Backlog quality, project execution & efficiency gains

TECHNOLOGY, PRODUCTS & SERVICES

REVENUE

>€2.6bn

Commercial-focus, new market penetration, diversification

EBITDA MARGIN¹

~14.5%

Accretive mix evolution, growth in Technology & Products

EFFECTIVE TAX RATE²

26% - 30%

CORPORATE COSTS

~€60m

R&D SPEND

~1%
of revenues

ADJACENT BUSINESS MODEL INVESTMENT²

Subject to final
investment decisions

Financial information is presented under adjusted IFRS

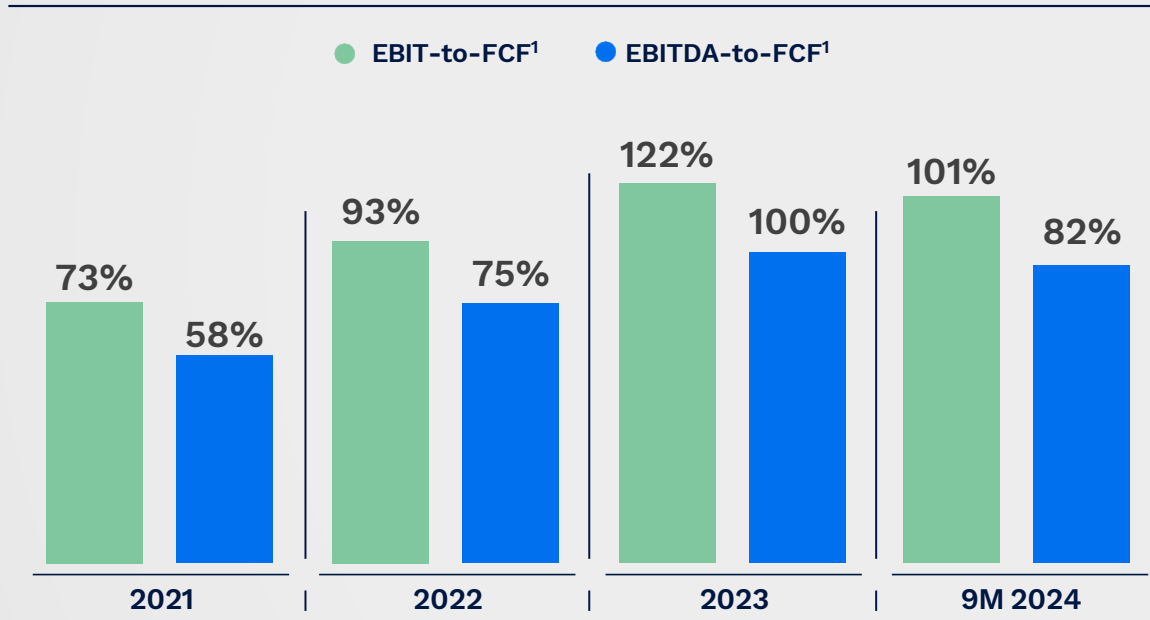
¹ Depreciation and Amortization component of EBITDA estimated at ~100 basis points of Project Delivery margin, and ~350 basis points of TPS margin

² Subject to fiscal regime changes in key jurisdictions

Sustained strength in free cash flow generation

Operational and financial discipline driving superior free cash flow conversion

FREE CASH FLOW CONVERSION



FREE CASH FLOW CONVERSION OUTLOOK²

(MEDIUM-TERM, ORGANIC)

70-85%

EBITDA-to-FCF¹

RANGE PRIMARILY REFLECTS INTEREST RATE EVOLUTION SCENARIOS FOR FINANCIAL INCOME

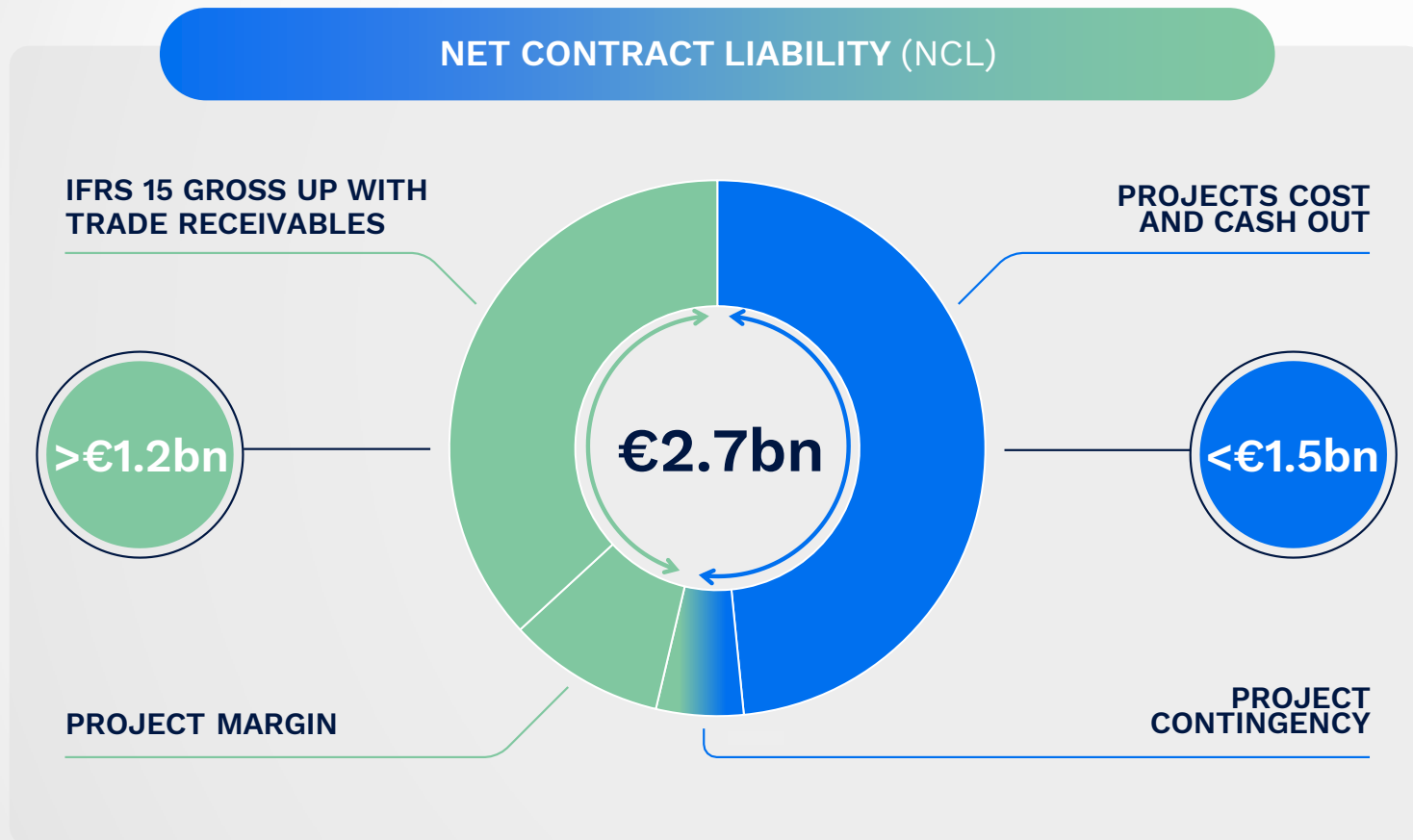
Financial information is presented under adjusted IFRS

¹ Free cash flow conversion is stated excluding working capital and post IFRS 16 lease repayment

² Organic i.e. free cash flow from Project Delivery and TPS business models

A look inside the net contract liability

Only a limited portion represents future cash outflows



HOW TO THINK ABOUT THE COMPONENT PARTS:

FUTURE CASH OUT OR "PROJECT DEBT":

Estimated project costs and partial contingency (subject to execution)

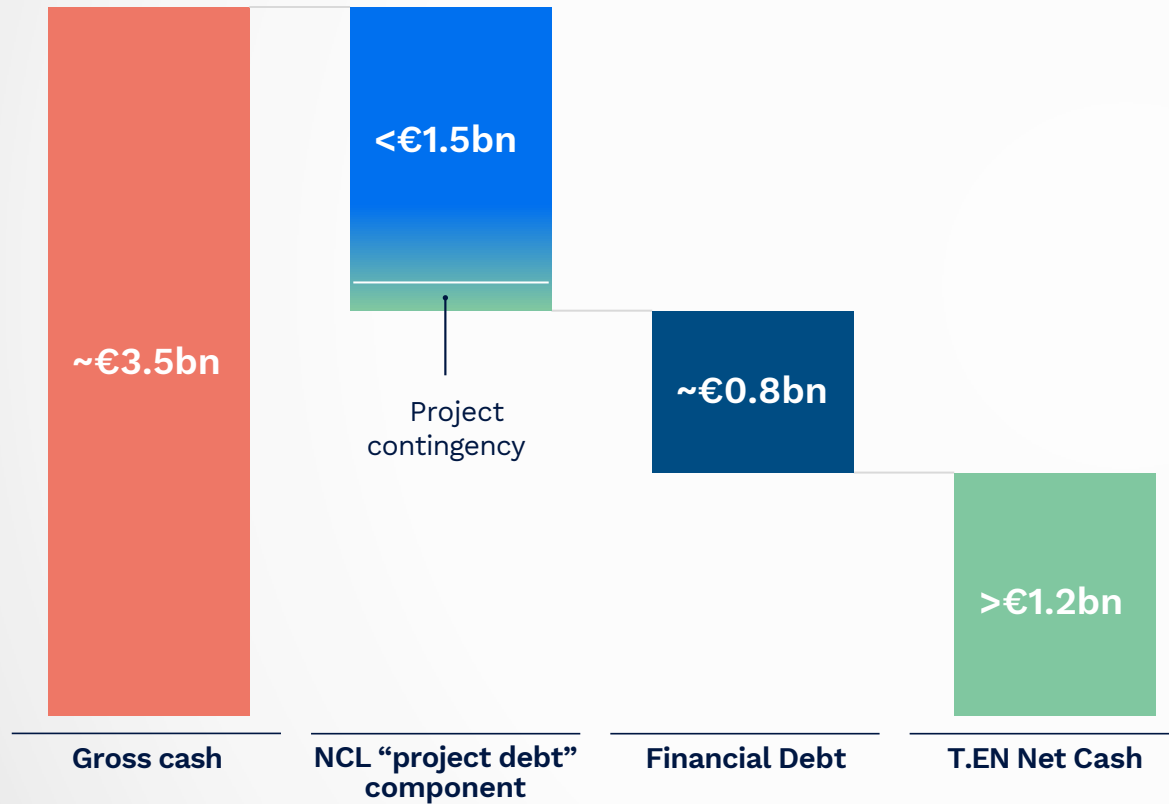
NOT FUTURE CASH OUT:

Estimated project margin and partial contingency

IFRS 15 gross up adjustment with trade receivables

T.EN's net cash assessment: over €1.2 billion

Bridging gross cash to net cash – an upside from Enterprise Value to Equity Value



T.EN'S CALCULATION OF NET CASH

- 1 Gross cash
 - 2 NCL "project debt" i.e. estimated project costs + contingency in full
 - 3 Financial debt
- 1 (-) 2 (-) 3 = T.EN Net Cash

Capital deployment priorities

Prioritizing shareholder returns and investments while maintaining investment grade balance sheet

ROBUST ORGANIC FCF GENERATION

€2.2 - 2.6bn

2024 – 2028E CUMULATIVE¹

providing capital
allocation flexibility



PRIORITIES

#1 Dividend

Minimum 25% - 35% of FCF¹

Growth aligned to earnings trajectory

#2 Value accretive investments

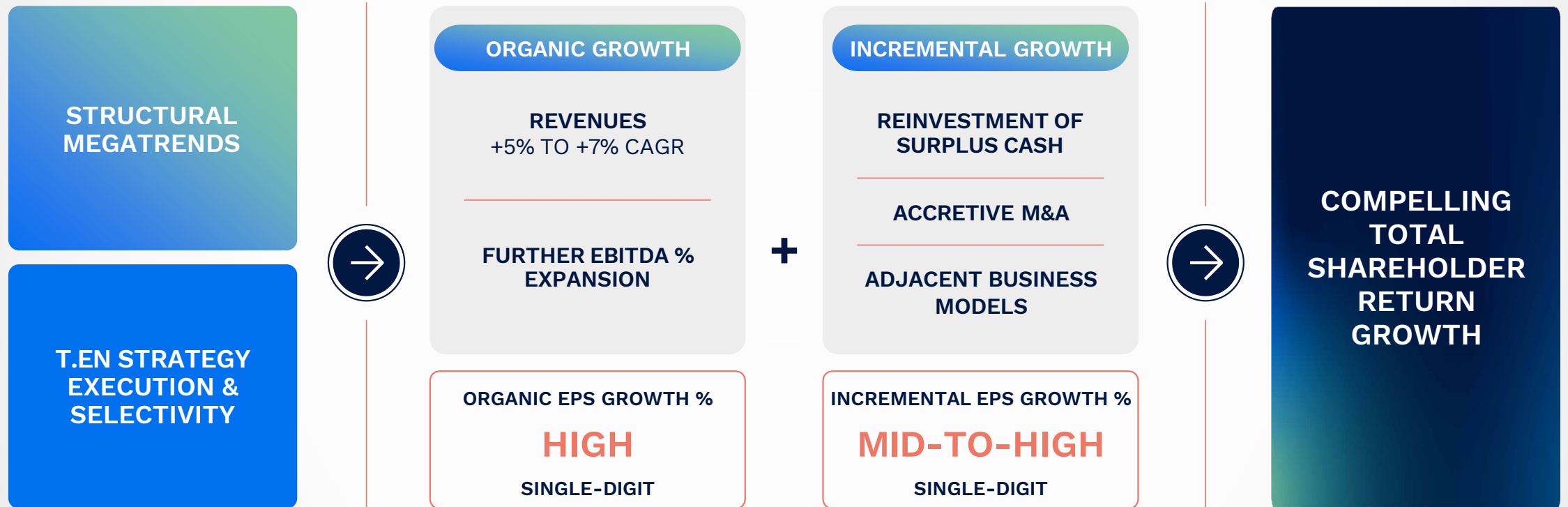
M&A

Adjacent business models

¹Based on medium-term financial framework and expected 70% – 85% FCF conversion from EBITDA, post IFRS 16 lease repayment

Value beyond: T.EN's through cycle ambition

A compelling growth story to deliver industry-leading total shareholder returns beyond 2028





The next milestones on our journey

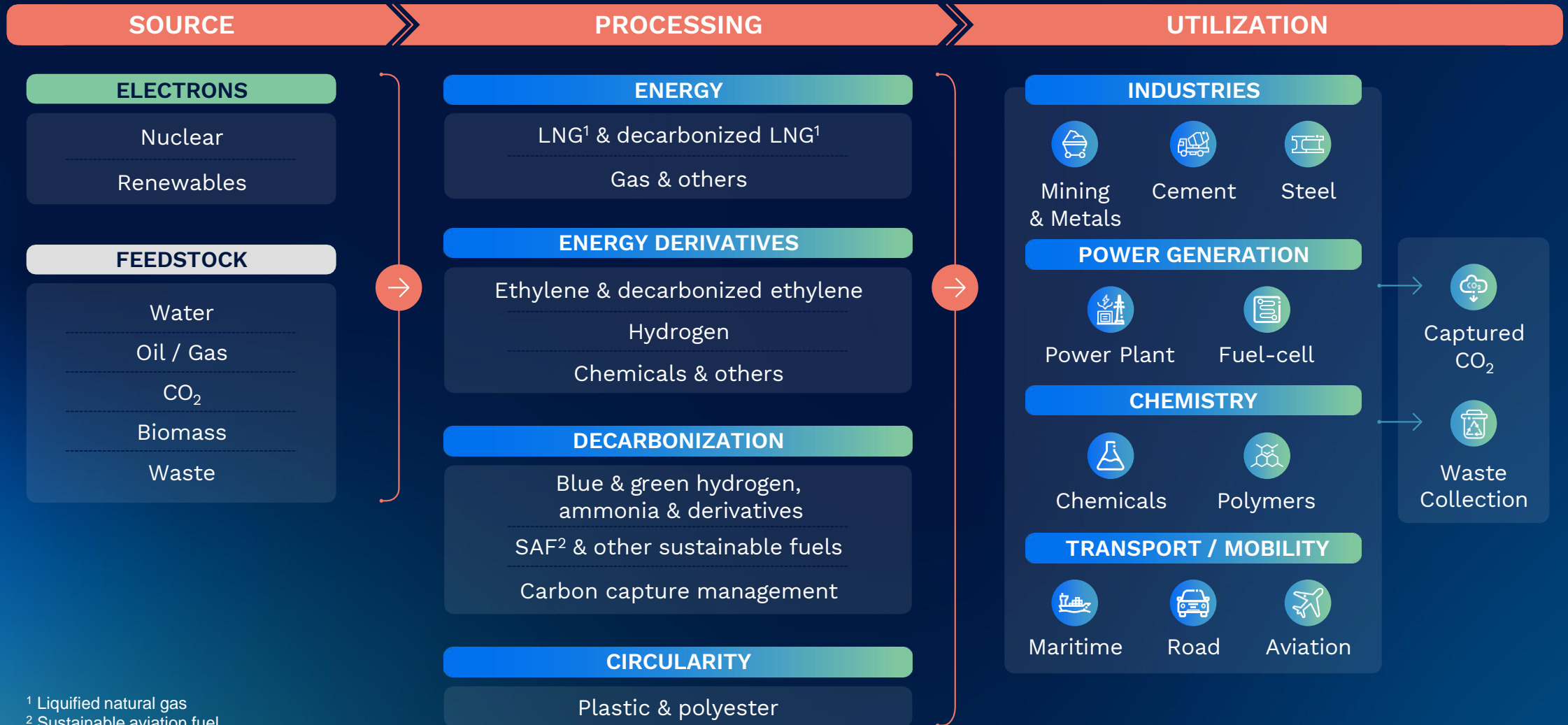
€1bn+ EBITDA

Balanced complementary
business models

Undisputed leadership
in our markets

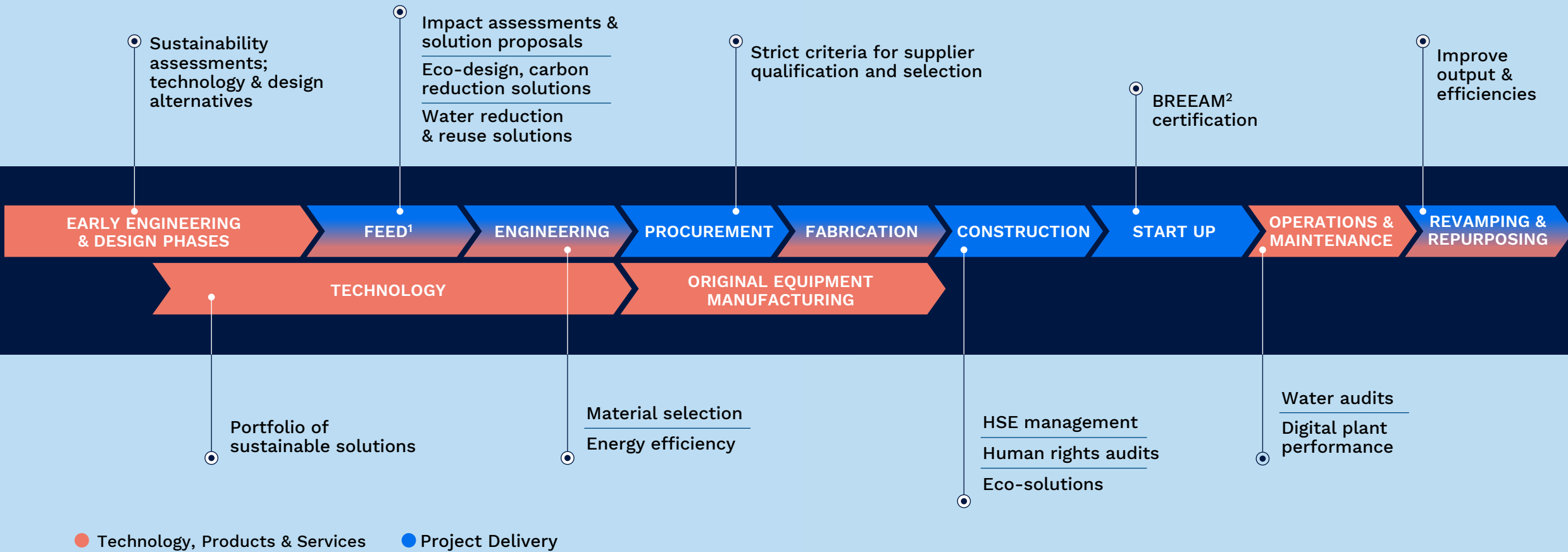
Appendix

Our positioning across the industry value chain



¹ Liquefied natural gas
² Sustainable aviation fuel

Sustainability embedded at every step of a project life cycle

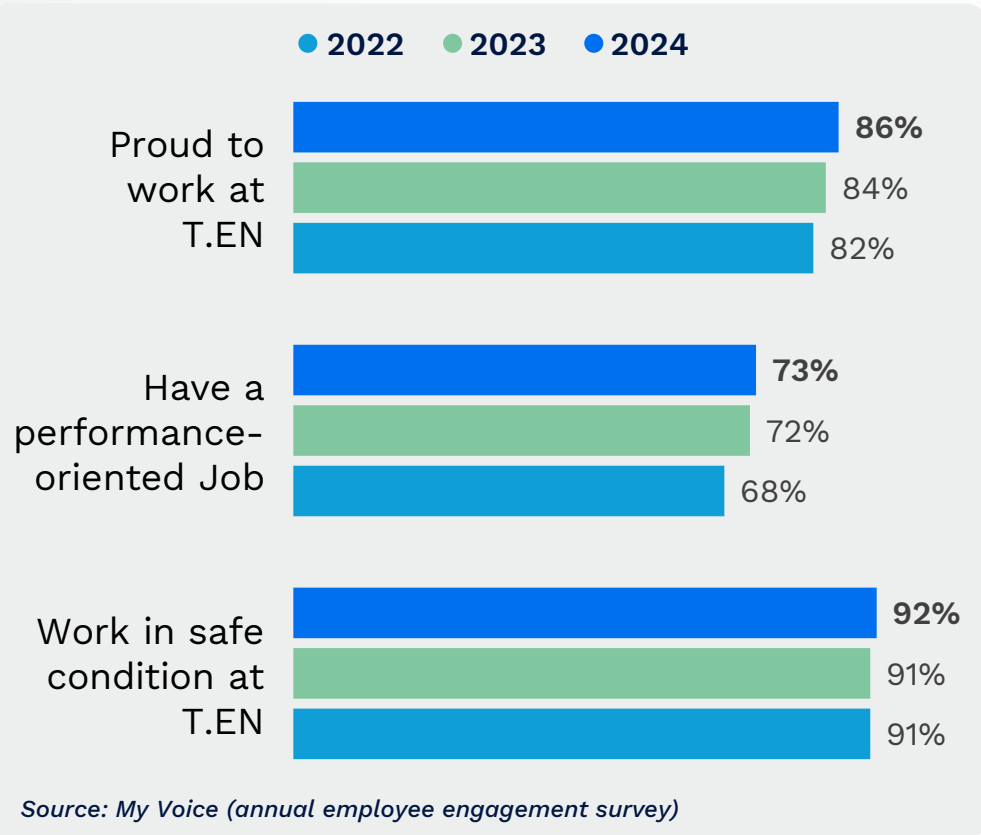


¹ Front End Engineering Design

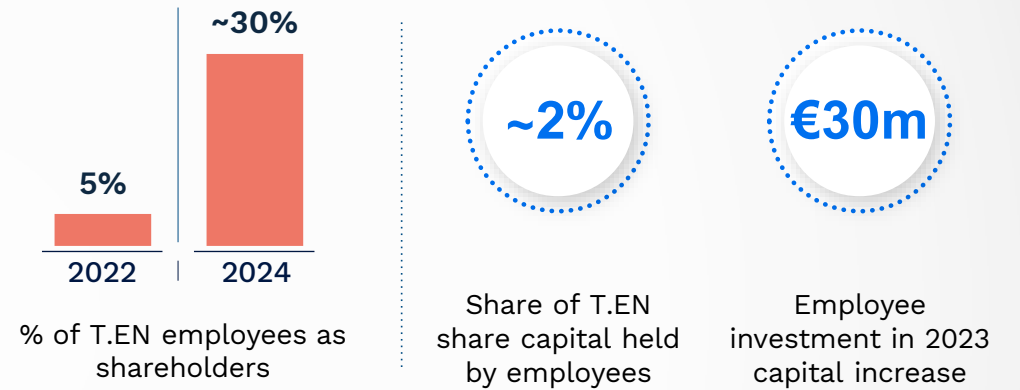
² Building Research Establishment Environmental Assessment Methodology

Purposeful engagement with our people

PROUD & COMMITTED EMPLOYEES





CREATING VALUE TOGETHER



Securing value through diversified investments

ORGANIC

PD	TPS	PD	TPS	ADJACENT	PD	TPS	
WORLD'S LARGEST LNG PLANT	SIGNIFICANT BIOFUELS AWARD	MAJOR LNG AWARD	WORLD'S FIRST LCO ₂ LOADING ARMS INSTALLED	WORLD'S FIRST NET-ZERO EHTYLENE PLANT	NEW COMPANY (<i>rPET</i>)	LOW-CARBON LNG	PRODUCT LAUNCH
<i>NFE</i>	<i>Rotterdam Refinery</i>	<i>NFS</i>		<i>DOW</i>		<i>Marsa Ruwais</i>	<i>Clear100+ eMAX series</i>

TEN

2021

2022

2023

2024

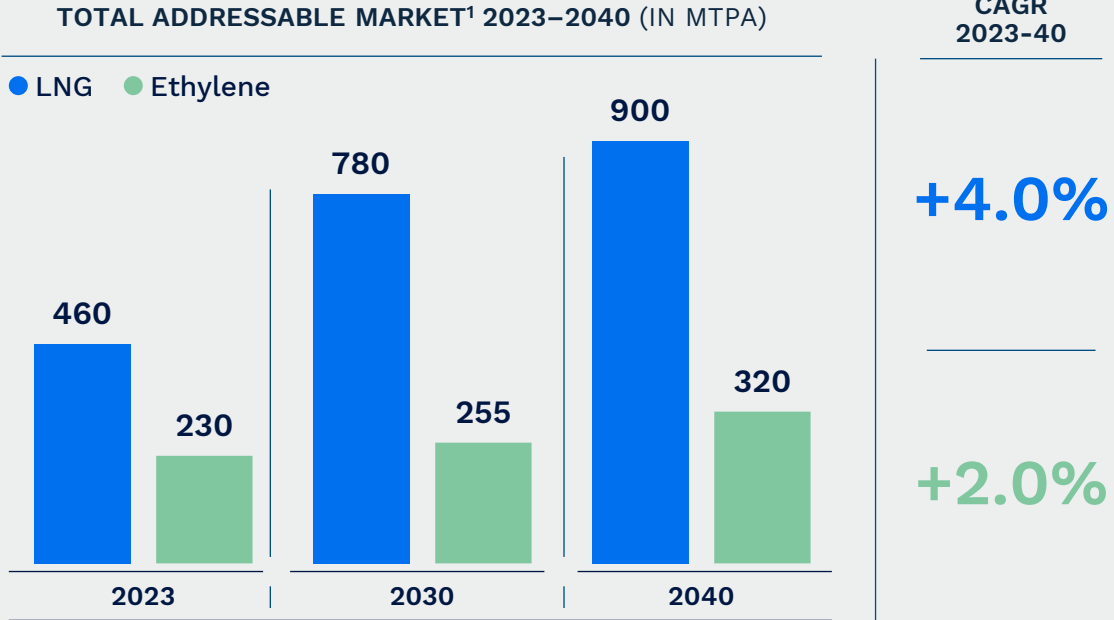
INORGANIC

ADJACENT	TPS	TPS	TPS / PD	TPS		
GREEN H ₂ PLATFORM INVESTMENT	ACQUISITION	ACQUISITIONS	INVESTMENT IN START-UPS	JOINT VENTURE (<i>Green H₂</i>)	TECHNOLOGY TRANSFER	CO ₂ CAPTURE ALLIANCE
		 	 			

Sustaining performance through undisputed leadership in growing markets

ENERGY & ENERGY DERIVATIVES

STEADY MARKET GROWTH



Sources: CMA, S&P, T.EN internal review

CAPTURING GROWTH

- Sustain leading market position**
Leverage on differentiated positioning, decarbonization solutions, selectivity and safety
- Innovate & optimize**
Cost-effective electrification & productized-modular solutions bundled with technologies
- Drive decarbonization & time-to-market**
Scale, technology commercialization, ecosystems partnerships, investments and R&D

¹ The total demand for the selected markets

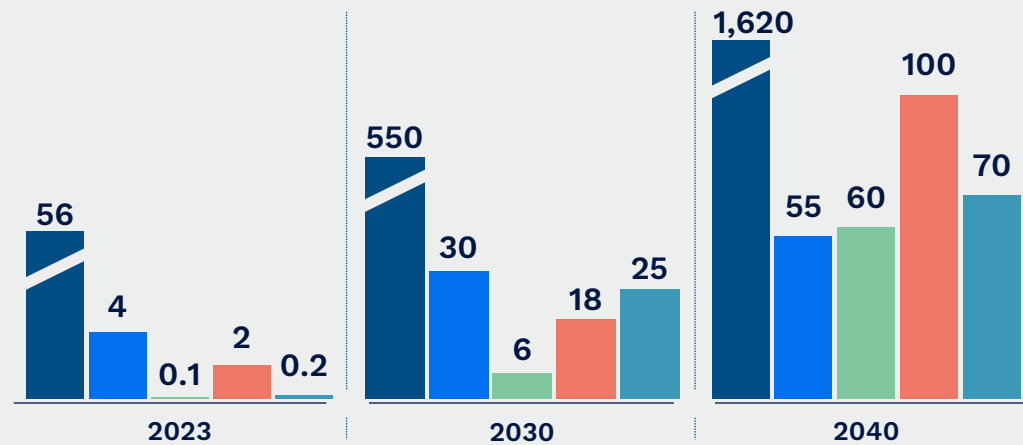
Securing leadership to unlock high-value emerging markets

DECARBONIZATION & CIRCULARITY

RAPID MARKET GROWTH

TOTAL ADDRESSABLE MARKET¹ 2023–2040 (IN MTPA)

● Carbon capture ● Blue H₂ / NH₃ ● Green H₂ / NH₃ ● SAF² ● Circularity



Sources: Rystad, BP Energy Outlook 2024, IEA, IATA, S&P Global, EASA, BNEF, CRU, McKinsey and Ellen MacArthur Foundation, T.EN internal review

¹ The total demand for the selected markets

² Sustainable Aviation Fuels

CAGR
2023-40

+22%

+16%

+47%

+27%

+42%

CAPTURING GROWTH

Build on early market leadership

Productized technologies & large-scale project excellence

Unlock market economics

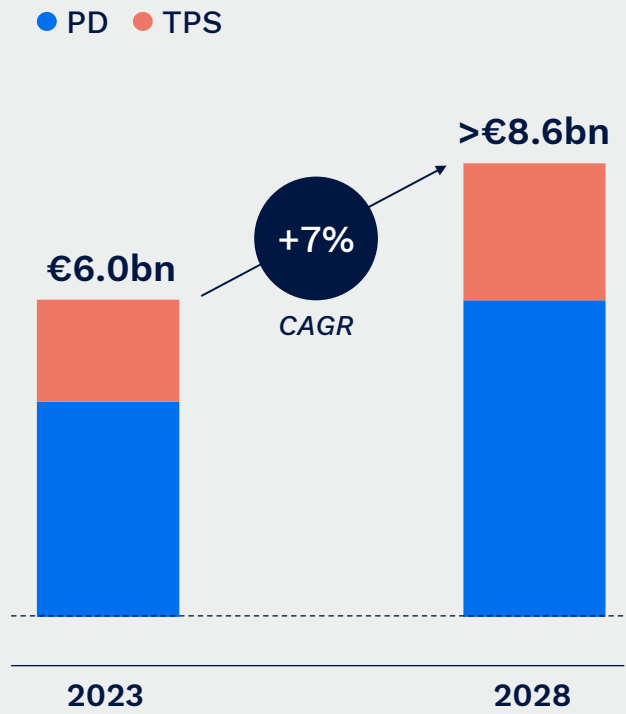
Early engagement, integrated offering (or Plant-as-a-Product) & ecosystem partnerships

Drive industry decarbonization

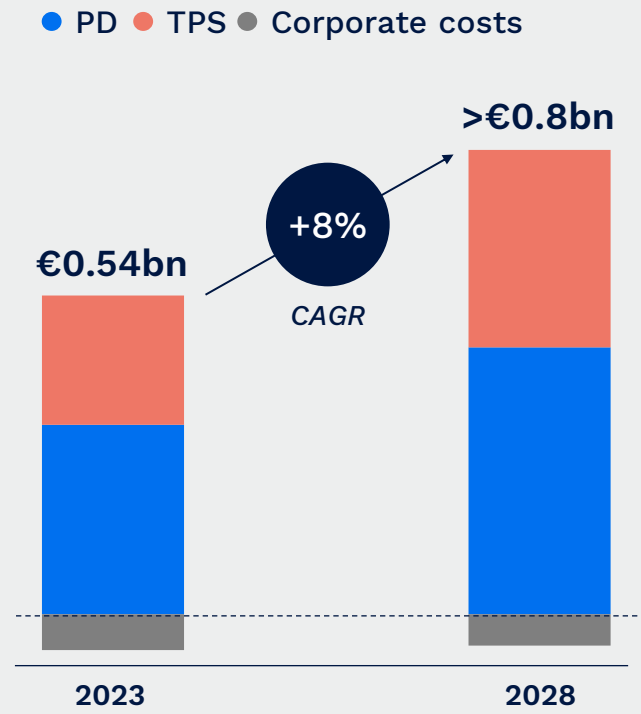
Scalable productized solutions, standardization, R&D & breakthrough technology

Organic growth across our businesses with accelerated performance in TPS

REVENUES



EBITDA



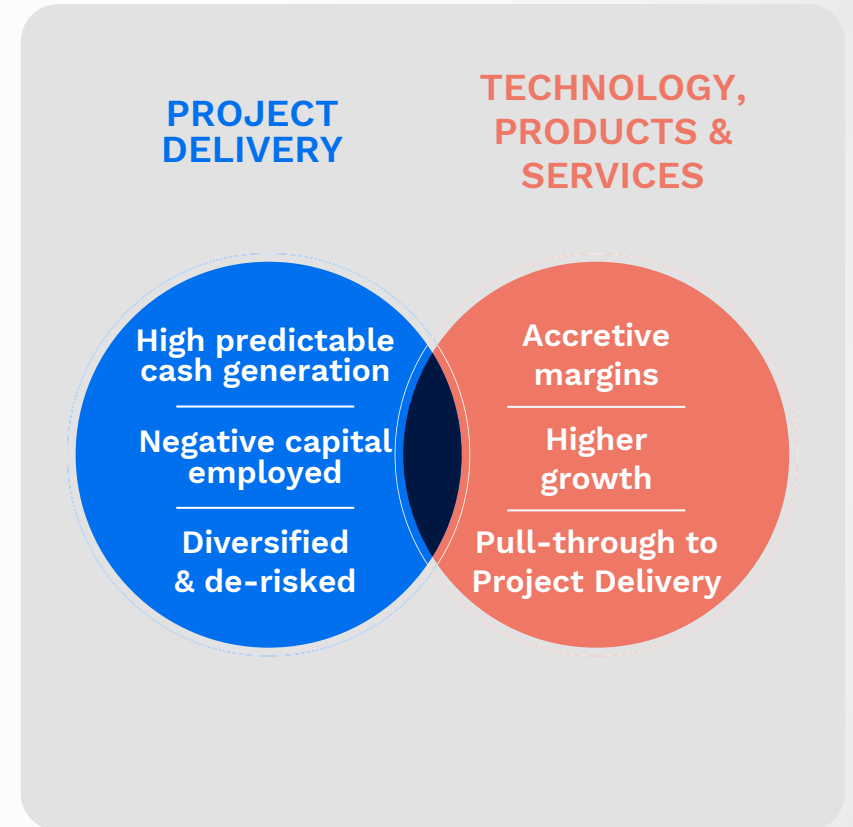
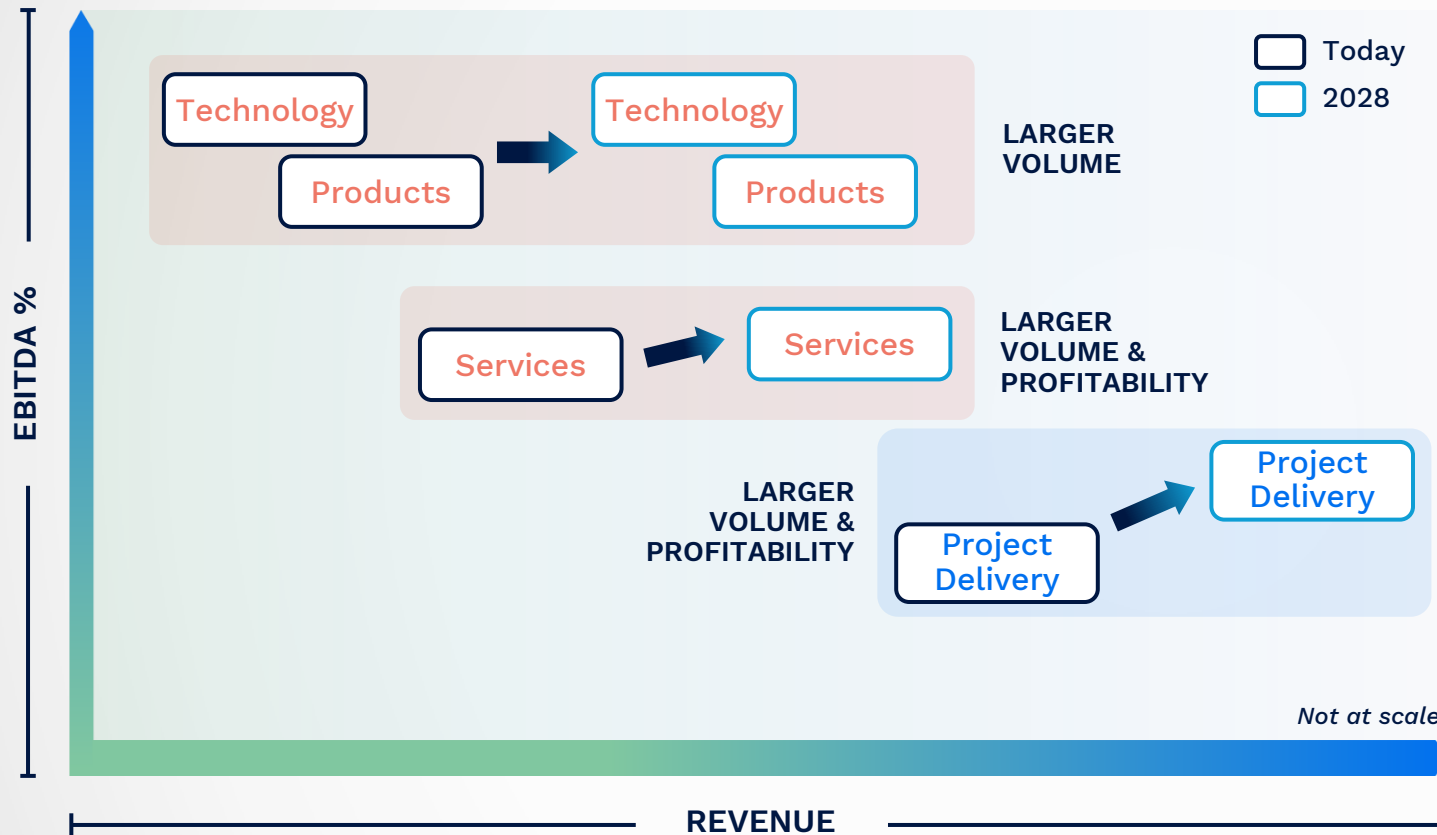
PROJECT DELIVERY

Uncapped disciplined growth supported by dynamic markets, pricing power, selectivity & risk management

TECHNOLOGY, PRODUCTS & SERVICES

Accelerated growth thanks to dynamic markets, growth in Technology & Products and high value services

Multiple drivers to an improved financial performance



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

A substantial and diverse technology portfolio

OUR TECHNOLOGY PORTFOLIO

~2,800

PATENTS

60+

PROPRIETARY TECHNOLOGIES

40+

TECHNOLOGY ALLIANCES

KEY MARKETS

DECARBONIZATION

SUSTAINABLE
FUELS

HYDROGEN

SUSTAINABLE
CHEMISTRY

GAS
PROCESSING

CIRCULAR
TECHNOLOGIES

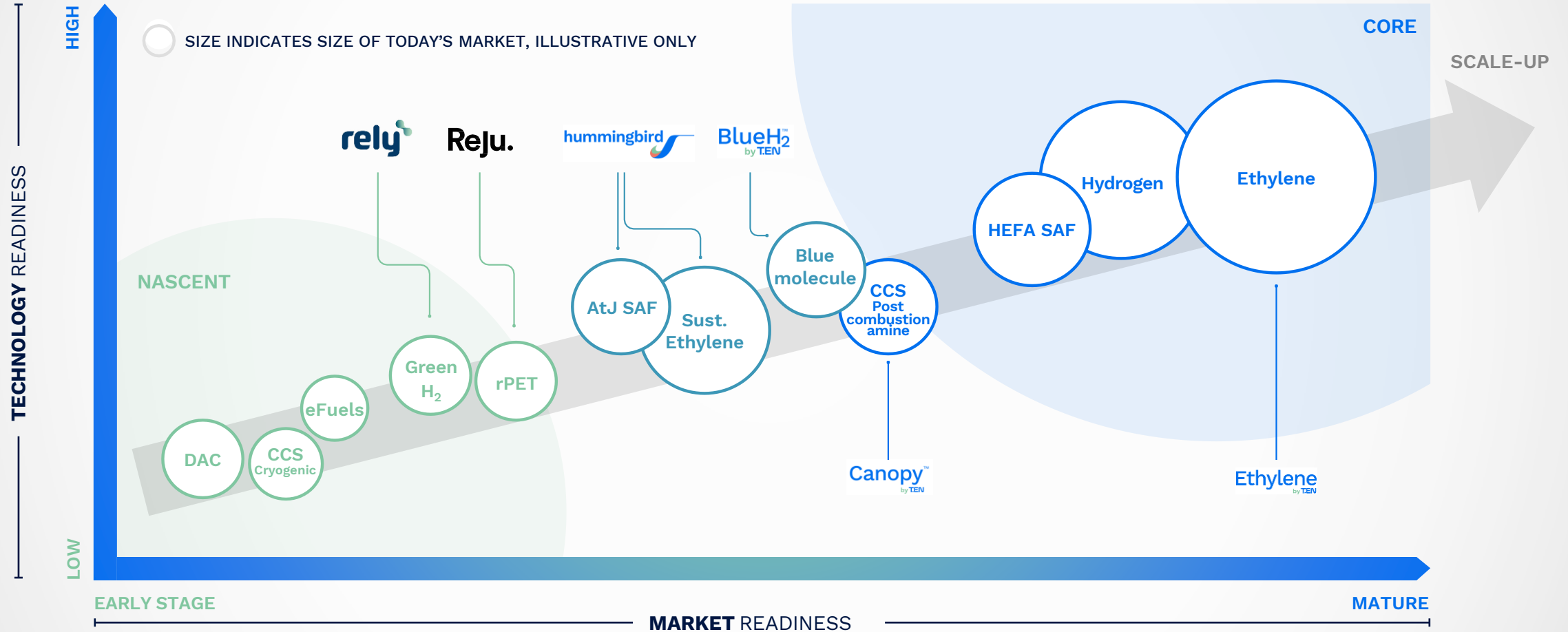
CO₂ MANAGEMENT

REFINING

ETHYLENE

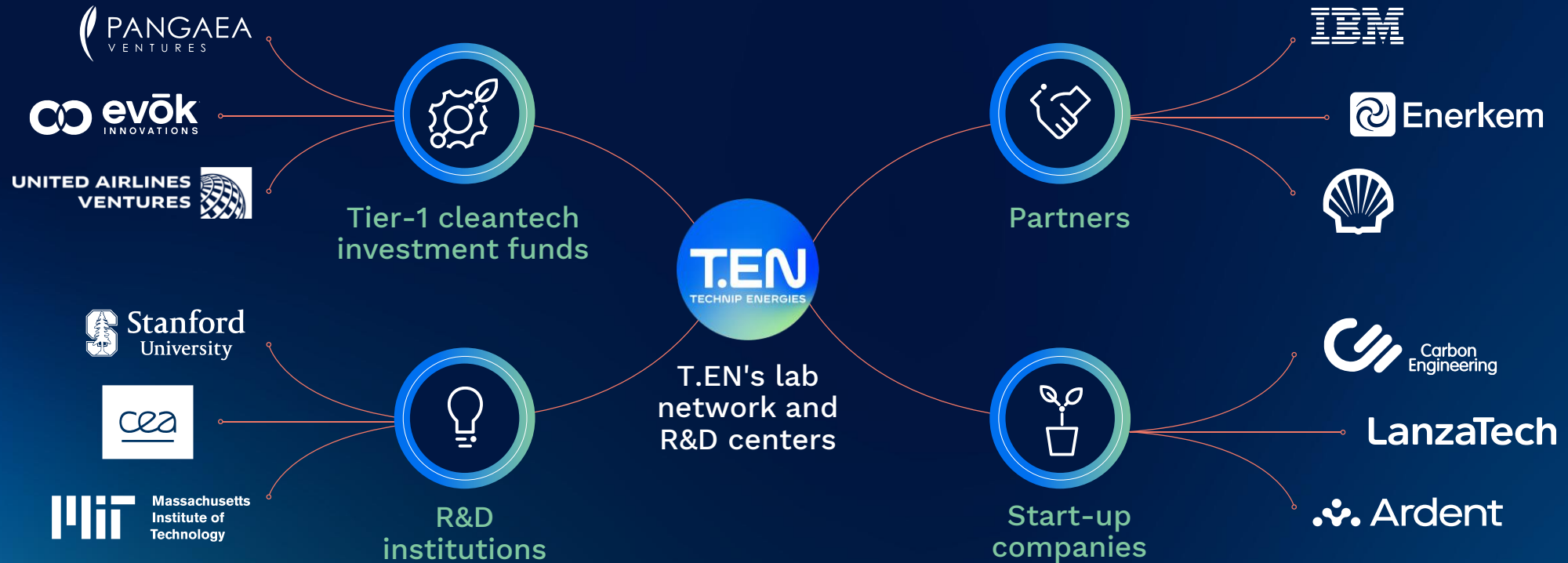
BIOCHEMICALS

T.EN's technology positioning in key markets



Leveraging innovation ecosystem

Bringing internal and external energies together

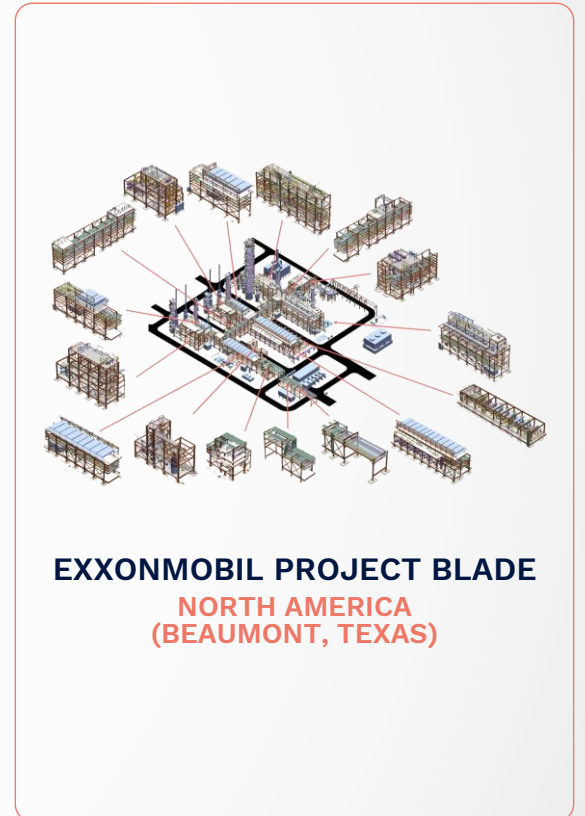
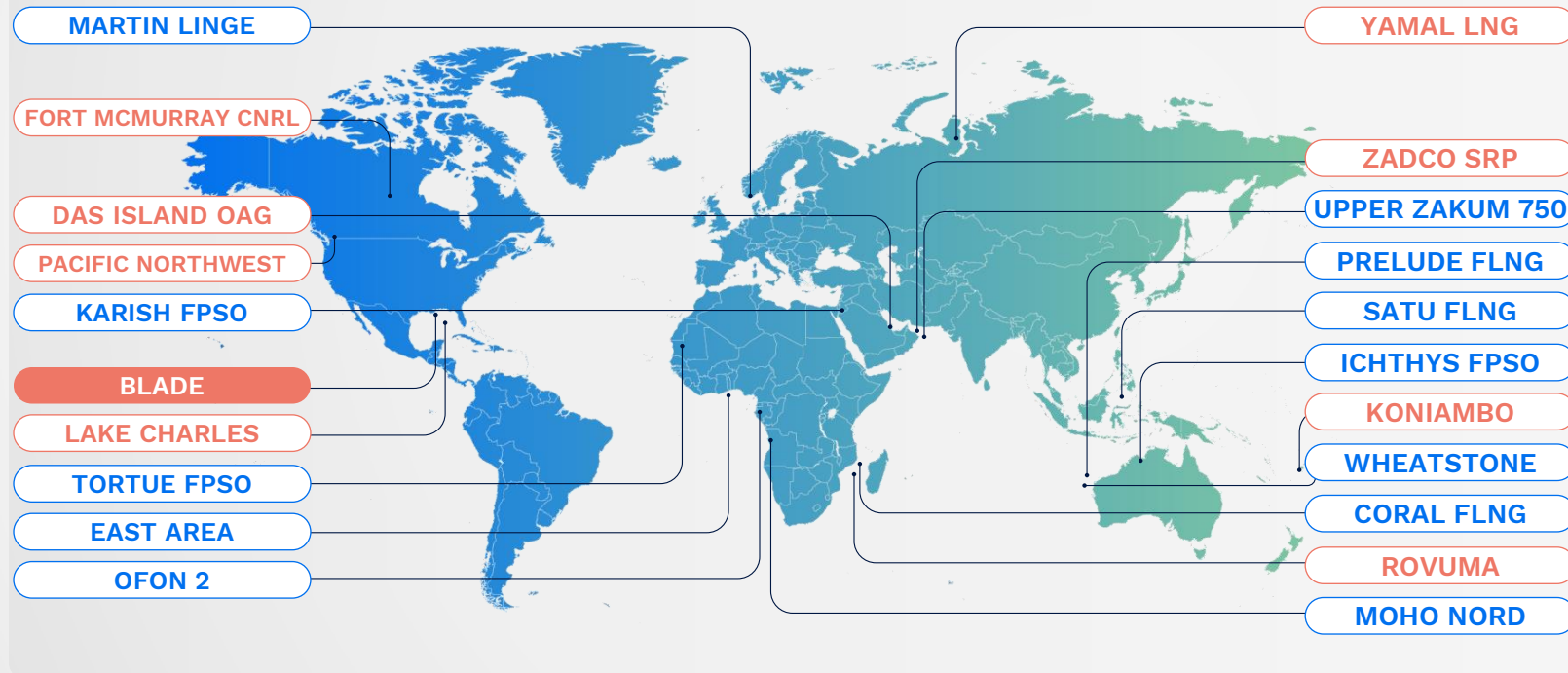


Pioneering in modularized delivery

Our modularization experience driving technology productization

MODULAR PROJECTS & STUDIES OVER THE LAST 10 YEARS

● Onshore ● Offshore



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+

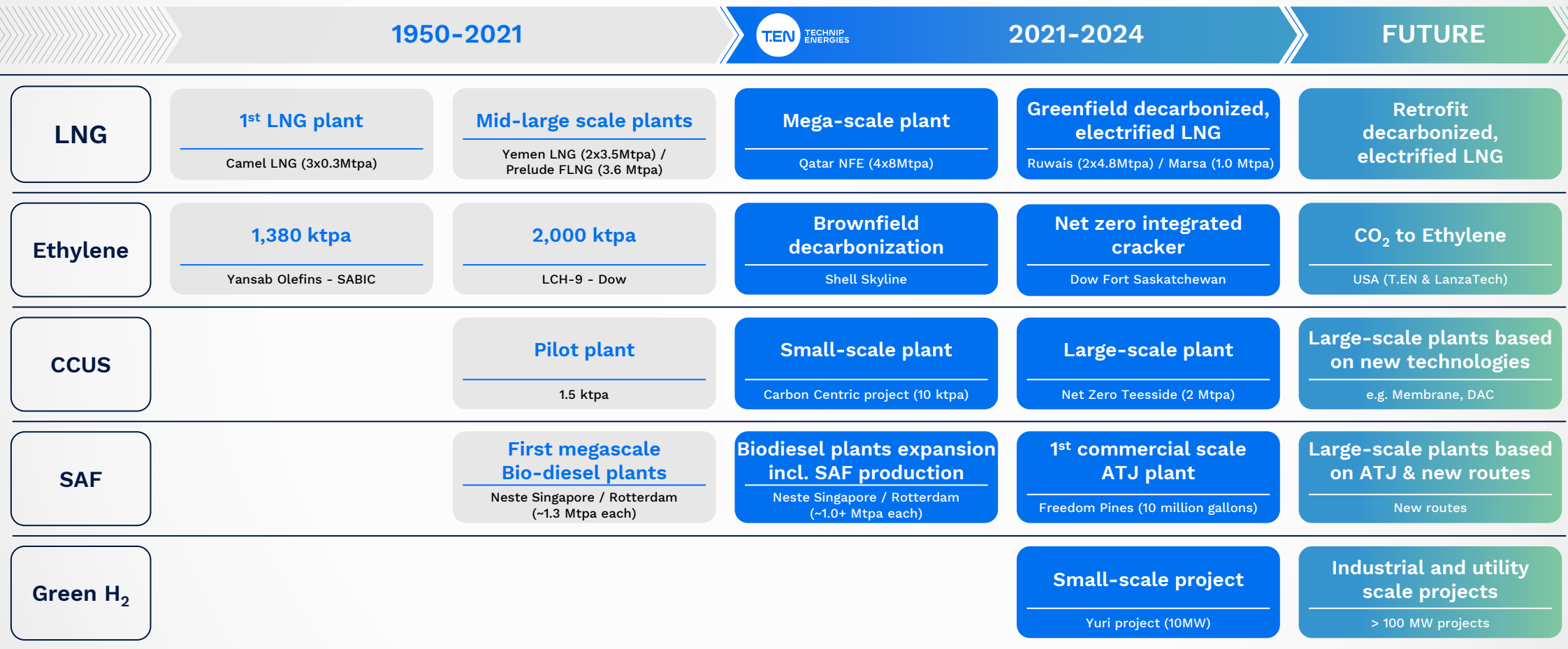
Technical experts &
process engineers



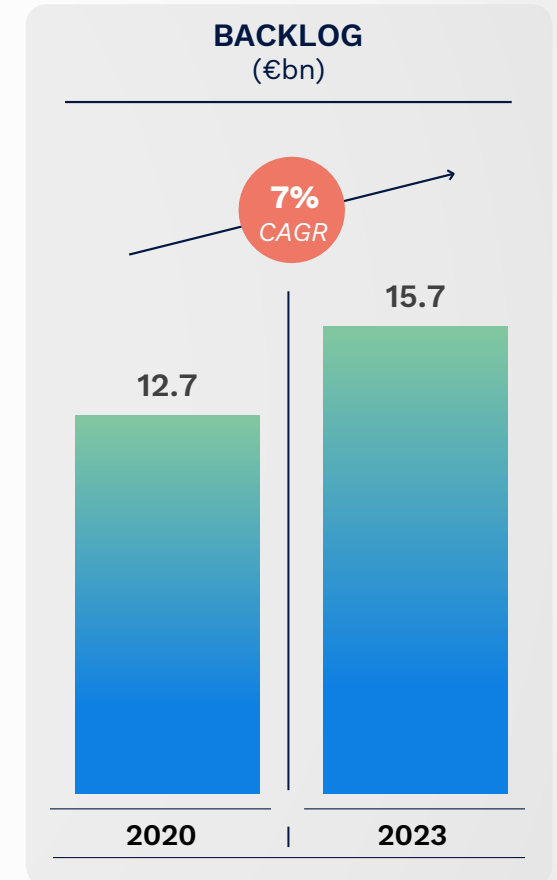
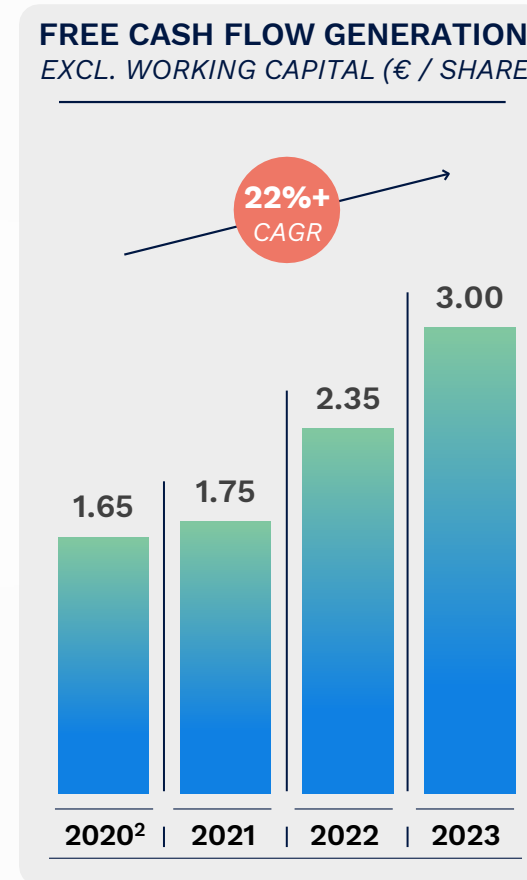
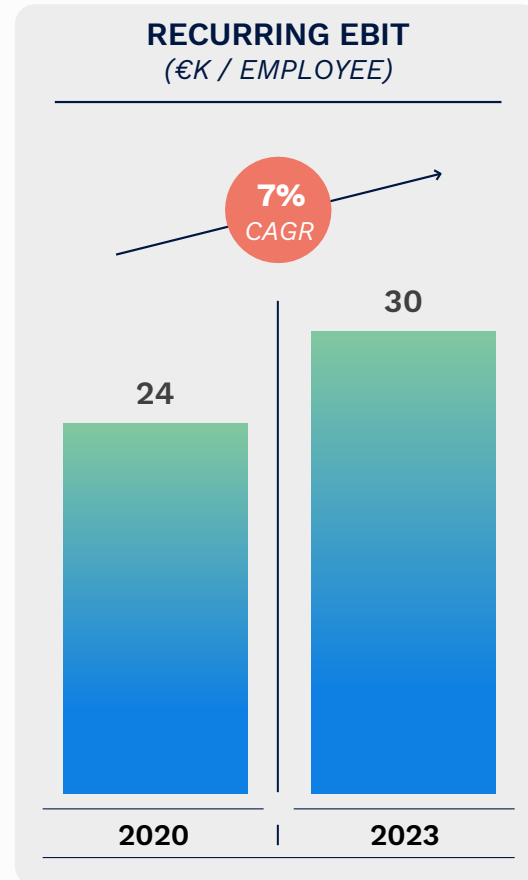
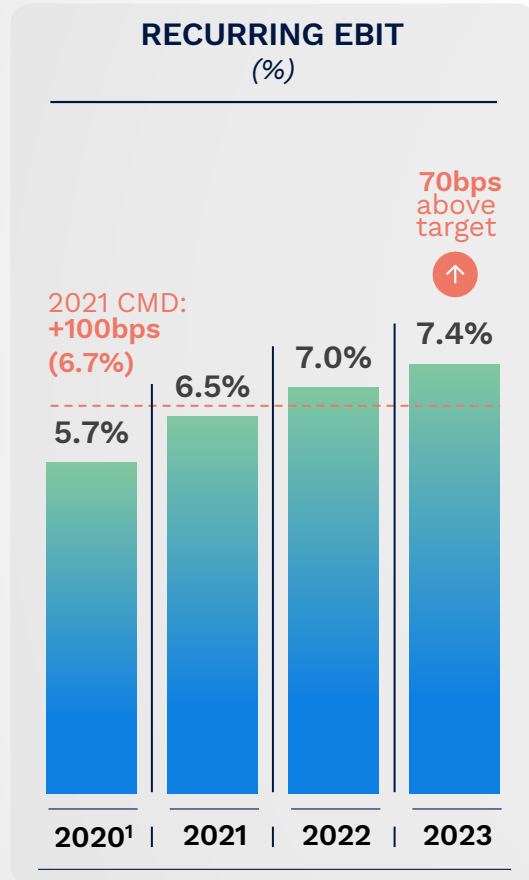
600+

Project managers

A history of successful scale-up and decarbonization



Delivering robust results since T.EN inception



¹ 2020 – the baseline reference year for Recurring EBIT margin improvement target set at 2021 CMD

² 2020 free cash flow calculated as net income plus depreciation, depletion & amortization less capital expenditures

An investment grade balance sheet structure

ASSETS		
Goodwill	€2.1bn	
Non-current assets	€0.8bn	
Trade receivables ¹	€1.2bn	
Other current assets	€0.9bn	
Contract assets	€0.6bn	✓
Cash & cash equivalents	€3.5bn	✓
TOTAL	€9.1bn	

EQUITY & LIABILITIES		
Equity	€2.0bn	
Non-current liabilities	€0.4bn	
Accounts payable	€1.7bn	
Other current liabilities	€0.9bn	
Contract liability ¹	€3.3bn	✓
Debt	€0.8bn	✓
TOTAL	€9.1bn	

BBB
stable

S&P Global
Ratings

Proxy for normalized working capital / capex to support organic operations

Net contract liability: €2.7bn

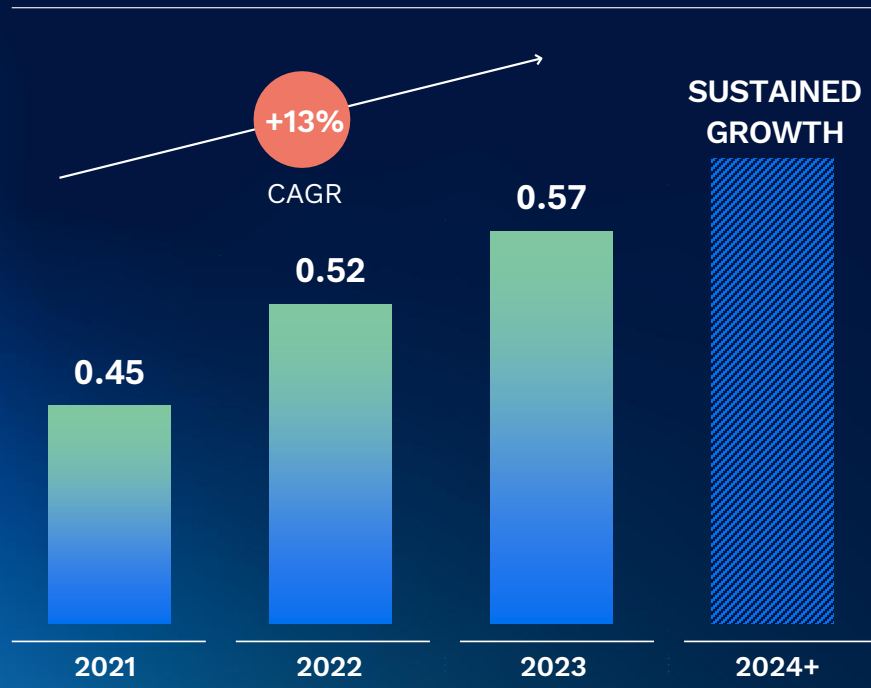
Focus items for net cash assessment

Financial information is presented under adjusted IFRS. Balance sheet position as of September 30, 2024

¹~€1bn gross up of Trade receivables and Contract liability, as per IFRS 15 requirements

Strong focus on shareholder returns

T.EN DIVIDEND EVOLUTION



A SUSTAINABLE & GROWING DIVIDEND

>€270m

CASH DIVIDEND PAYMENTS
2021 – H1 2024

CAPITAL ALLOCATION PRIORITY

TARGETING SUSTAINED GROWTH
MINIMUM 25-35% of FCF

SHARE BUYBACKS

>€150m¹

IN SHARE BUYBACKS
2021 – H1 2024

SUBJECT TO INVESTMENT
OPPORTUNITIES

¹ Up to €70m of shares acquired for the 2024 €100m program are expected to be cancelled by December 31, 2024

Credit rating and debt profile

CREDIT RATING – BBB, STABLE

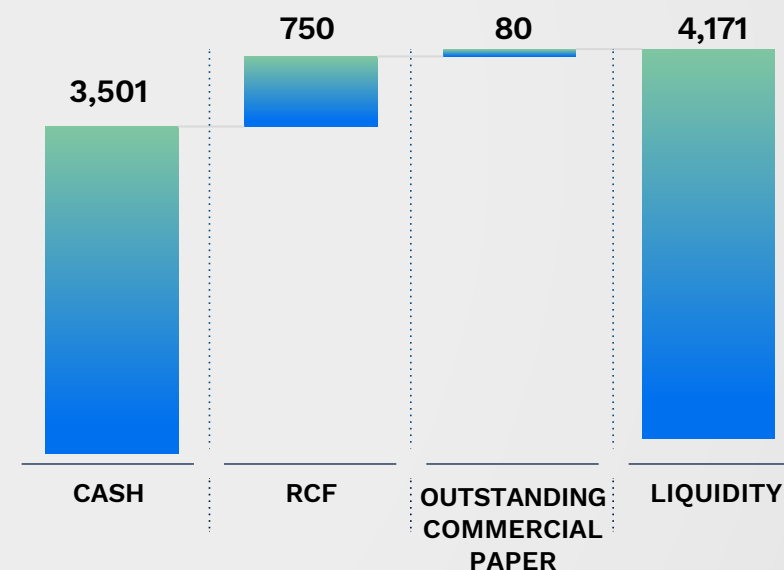
“We expect T.EN’s credit measures will remain solid over our forecast period, underpinned by its strong balance sheet and prudent financial policies, which we view as commensurate with the current rating.”

S&P Global

DEBT, LEVERAGE AND LIQUIDITY

- **Debt:** €600m 1.125% senior unsecured notes due 2028; refinancing process to begin 2026/27
- **Leverage:** gross debt-to-EBIT ratio reduced to ~1.4 in 2023 from ~1.9 in 2021; driven by growth in EBIT
- **Liquidity:** €4.2bn at September 30, 2024, comprised of €3.5 billion of gross cash plus €670 million of available capacity under the RCF (€750 million net of €80 million outstanding commercial paper)

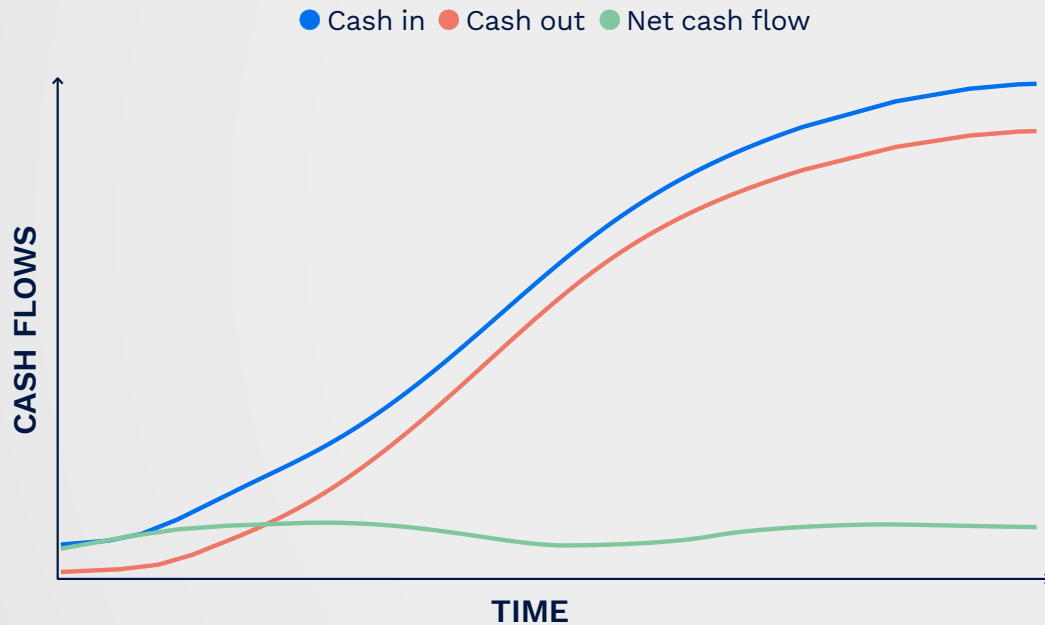
NET LIQUIDITY, SEPTEMBER 30, 2024 (€m)



Financial principles - project cash flow curve

Key business objective - a positive cash position through project lifecycle

TYPICAL PROJECT CASH FLOWS



KEY DRIVERS

Bidding principle - net cash flow positive throughout the project lifecycle

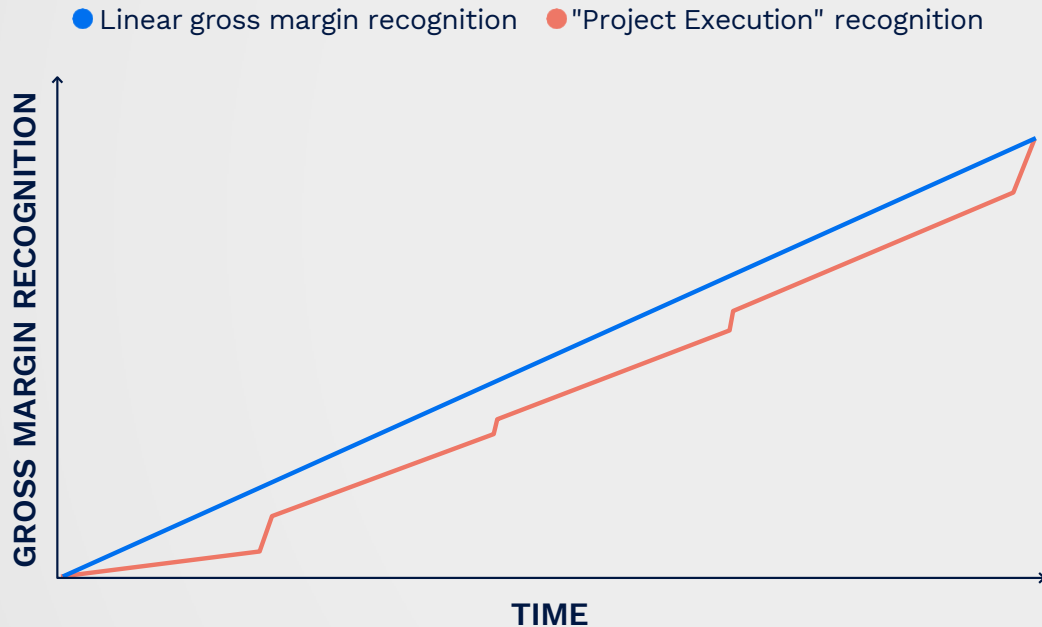
Project execution with a resolute cash management focus

Early cash conversion of earnings - negative working capital due to advance and milestone payments

Financial principles - project cash flow curve

Key business objective - a positive cash position throughout project lifecycle

TYPICAL PROJECT CASH FLOWS



KEY DRIVERS

Non-linear margin recognition;
conservative recognition in early stages
of a project

Gross margin recognition subject to:

- Project specificities
- Milestones and project maturity
- Risks evaluation & mitigation

Risk assessment model built over 65
years of project execution experience

Glossary

AI	Artificial Intelligence	GHG	Greenhouse Gas	RoW	Rest of the World
APAC	Asia-Pacific	GPT	Generative Pre-trained Transformer	rPET	recycled PET (polyethylene terephthalate)
AtJ	Alcohol-to-Jet	GtCO₂E	Gigatons of Carbon Dioxide Equivalent	SAF	Sustainable Aviation Fuels
BNEF	Bloomberg New Energy Finance	H₂	Hydrogen	SMR	Steam Methane Reforming
BOO(T)	Build-Own-Operate (Transfer)	HEFA	Hydrotreated Esters and Fatty Acids	Sust.	Sustainable
bps	Basis points	HSE	Health, Safety, and Environment	T.EN	Technip Energies
BREEAM	Building Research Establishment Environmental Assessment Methodology	IATA	International Air Transport Association	TPS	Technology, Products & Services (T.EN segment)
CAGR	Compound Annual Growth Rate	IEA	International Energy Agency	TRL	Technology Readiness Level
CCUS	Carbon, Capture, Utilization & Storage	IFRS	International Financial Reporting Standards	TRIR	Total Recordable Incident Rate
CMA	Chemical Market Analytics	IMF	International Monetary Fund	TSR	Total Shareholder Return
CO₂	Carbon Dioxide	Inorganic	External growth		
DAC	Direct Air Capture	IP	Intellectual Property		
EARTH[®]	Enhanced Annular Reforming Tube [®]	ktpa	Kilotons per annum		
EASA	European Union Aviation Safety Agency	LCO₂	Liquified Carbon Dioxide		
EBIT	Earnings Before Interest and Taxes	LH₂	Liquified Hydrogen		
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization	LNG	Liquefied Natural Gas		
E&C	Engineering & Construction	LTIR	Lost Time Injury Rate		
EJ	Exajoule	M&A	Mergers and Acquisitions		
EP	Engineering & Procurement	MEG	Mono ethylene glycol		
EPC	Engineering, Procurement & Construction	Mtpa	Million Tons Per Annum		
EPF	Engineering, Procurement & Fabrication	MW	Megawatt		
EPsCm	Engineering, Procurement services and Construction management	NCL	Net Contract Liability		
EPF	Engineering, Procurement & Fabrication	NFE	North Field East (Qatar LNG project)		
ESG	Environmental, Social, and Governance	NFS	North Field South (Qatar LNG project)		
€bn	Billion Euros	NH₃	Ammonia		
€m	Million Euros	NOPAT	Net Operating Profit After Tax		
FCF	Free Cash Flow	OEM	Original Equipment Manufacturer		
FEED	Front-End Engineering Design	Organic	Internal growth		
FID	Final Investment Decision	PBAT	Polybutylene adipate terephthalate		
FLNG	Floating Liquefied Natural Gas	PD	Project Delivery (T.EN segment)		
FY	Full Year	PDP	Process Design Package		
GDP	Gross Domestic Product	PMC	Project Management Consultancy		
		R&D	Research & Development		
		ROE	Return-on-Equity		
		ROIC	Return on Invested Capital		