



Investor Relations Overview

Q1 2025

Disclaimer

This presentation contains forward-looking statements that reflect Technip Energies' (the "Company") intentions, beliefs or current expectations and projections about the Company's future results of operations, anticipated revenues, earnings, cashflows, 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 negative thereof. The absence of these words, however, does not mean that the statements are not forward-looking. These forward-looking statements are based on 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 the Company 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 the Company's 2024 Annual Financial Report filed on March 10, 2025, with the Dutch Autoriteit Financiële Markten (AFM) and the French Autorité des Marchés Financiers (AMF),

which includes a discussion of factors that could affect the Company's future performance and the markets in which the Company operates.

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.

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%

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
- EPCm²
- 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

SECTION 1

Q1 2025 Financial results highlights

Q1 2025 – Key highlights of a strong quarter

REVENUE

€1.9bn

Q1 2024: €1.5bn

RECURRING EBITDA

€162m

Q1 2024: €137m

Significant Y/Y growth in revenue, recurring EBITDA and Net Profit



Extensive backlog providing multi-year visibility



Continued commercial momentum



BACKLOG

€18.2bn

FY 2024: €19.6bn

NET PROFIT¹

€101m

Q1 2024: €90m

T.EN – a strong company in any scenario

KEY MACRO TRENDS

Global trade tensions

Uncertainty surrounding policies

Energy access and independence

Commodity price fluctuations

Decarbonization & circularity

T.EN'S VITALS ARE STRONG

A world-class backlog
(€18.2bn) ✓

Consistent free cash flow generation
(70% - 85% conversion from EBITDA) ✓

Balance sheet strength
(> €1.5bn T.EN net cash¹) ✓

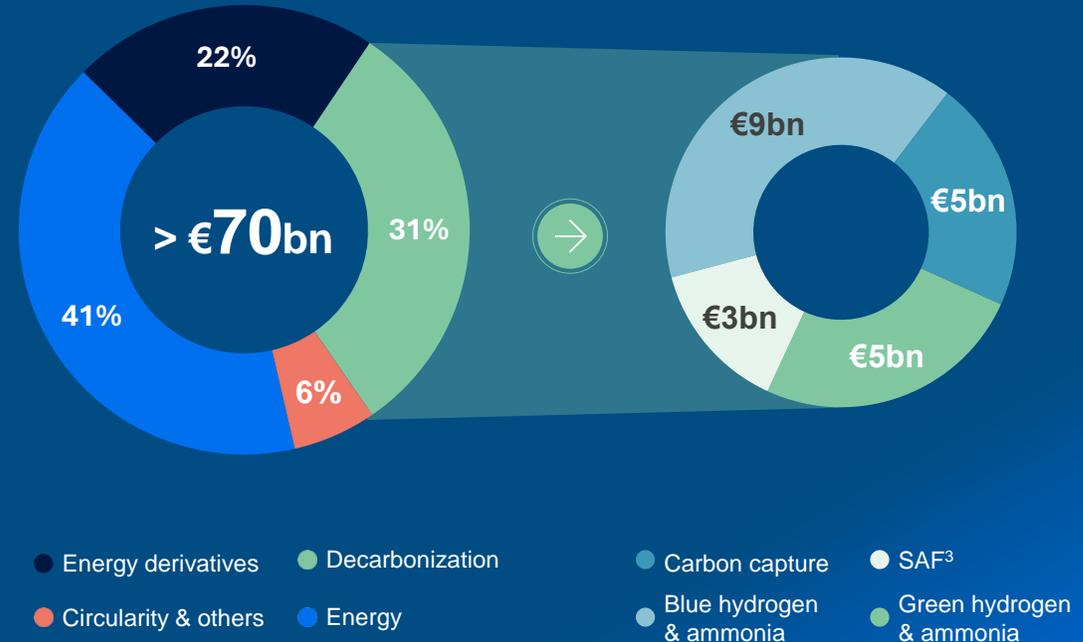
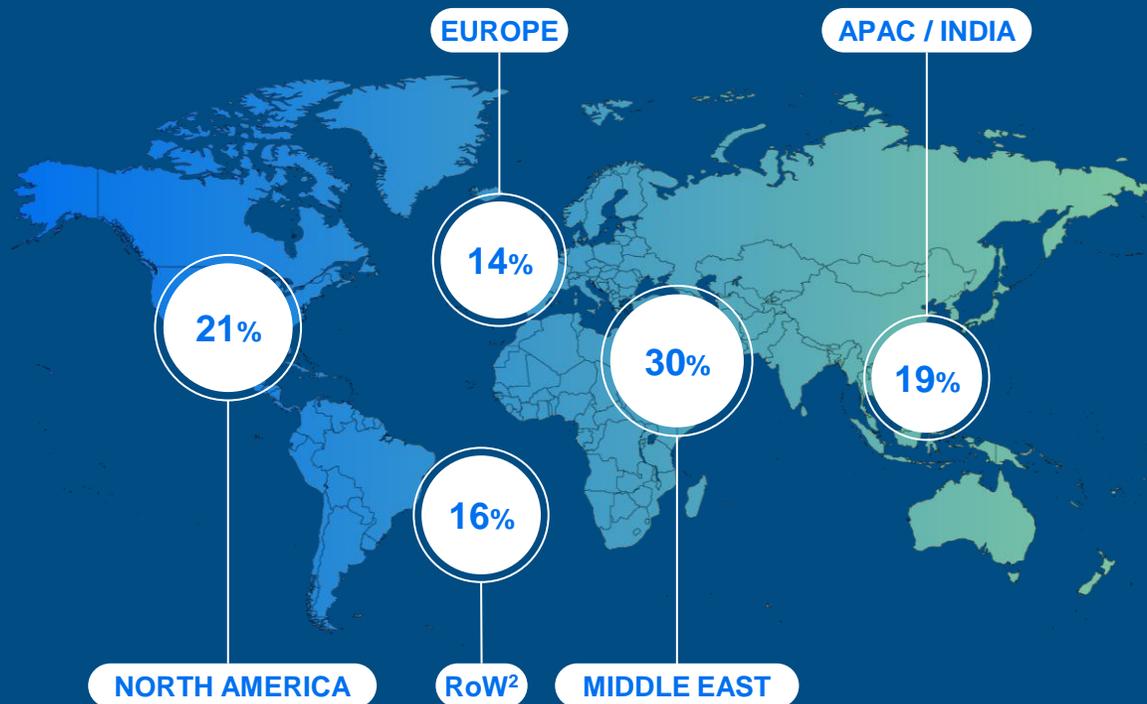
Diversified commercial pipeline
(> €70bn²) ✓

A substantial & diversified commercial pipeline

COMMERCIAL PIPELINE BY GEOGRAPHY AND MARKET - ROLLING TWO YEAR¹

ZOOM ON DECARBONIZATION

All numbers are rounded



¹ Through end Q1 2027
² Rest of the World
³ Sustainable Aviation Fuel

T.EN awarded world's largest low-carbon ammonia project



Blue Point Number One Project, US

Major² EPF contract to deliver the world's largest low-carbon ammonia plant

Leveraging modularization know-how, technology integration and project delivery excellence

Low-carbon ammonia produced to be used for both traditional and new applications

~1.4Mtpa
Production capacity

>95%
CO₂ recovery

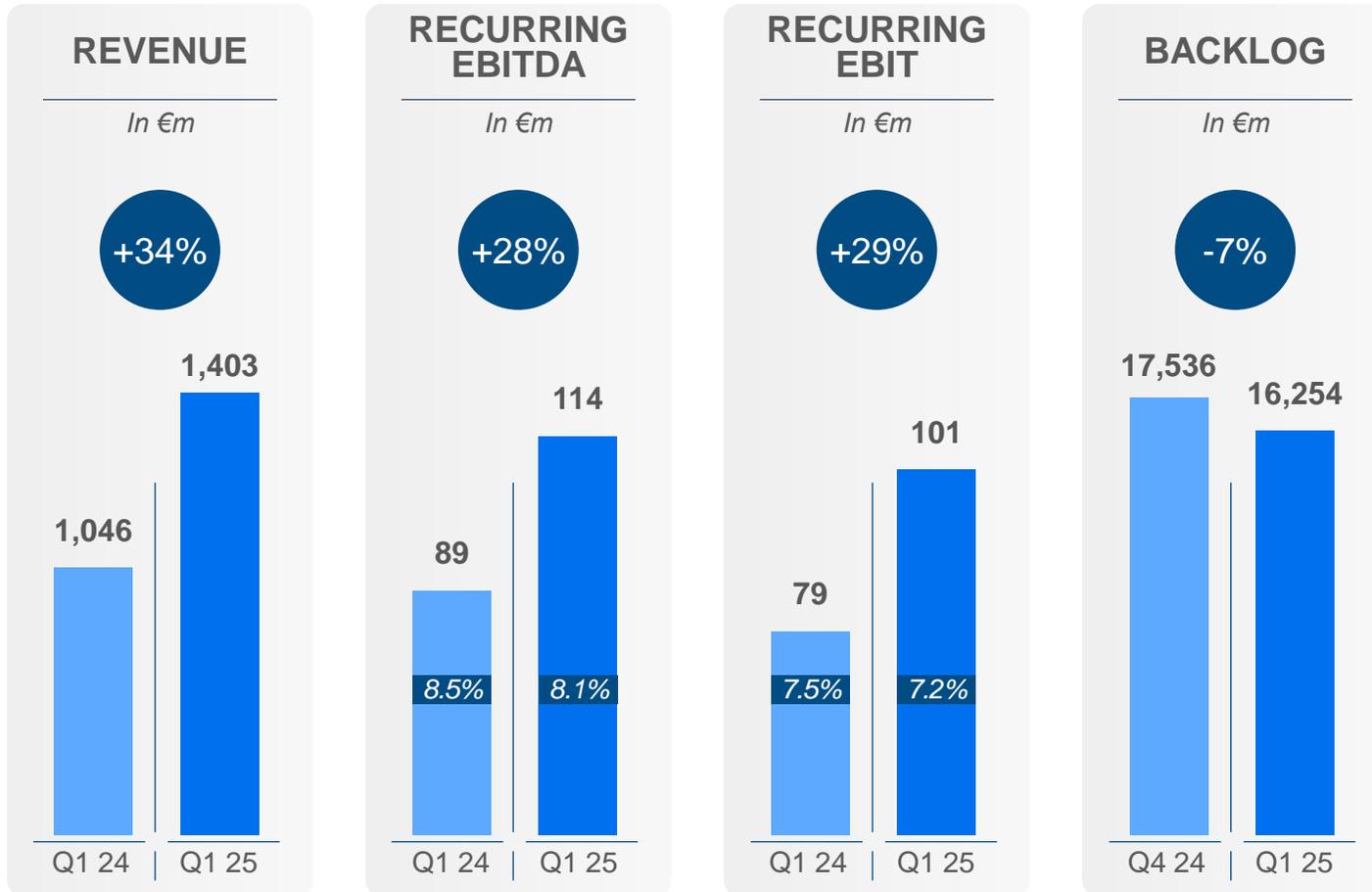
2.3Mtpa
CO₂ sequestered

¹ EPF: Engineering, Procurement & Fabrication

² A "major" award for Technip Energies is a contract award representing above €1 billion of revenue.

Segment performance: Project Delivery

Substantial year-over-year growth



Revenue: growth Y/Y driven by high activity on LNG projects in Qatar and the ramp-up of a new wave of projects, including GranMorgu.

Recurring EBITDA / EBIT %: resilient performance as portfolio re-balances with higher proportion of early-phase projects.

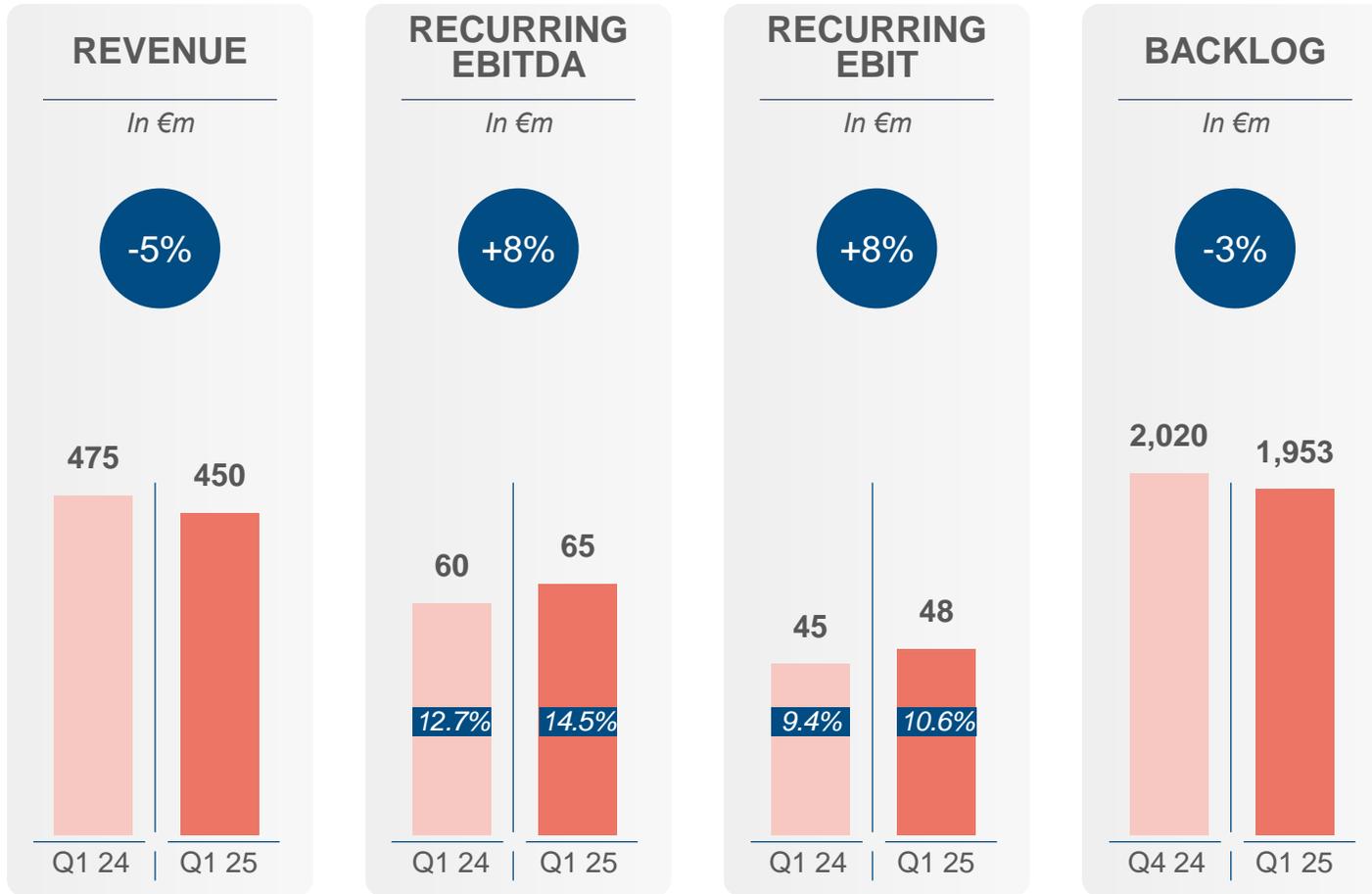
Backlog: no major awards in Q1; Q2 to improve based on announced awards.

Book-to-Bill
1.5 (TTM¹)

Margin %

Segment performance: Technology, Products & Services

Significant margin improvement



Revenue: reduced proprietary equipment contribution offset by strong volumes of services / studies, incl. decarbonization.

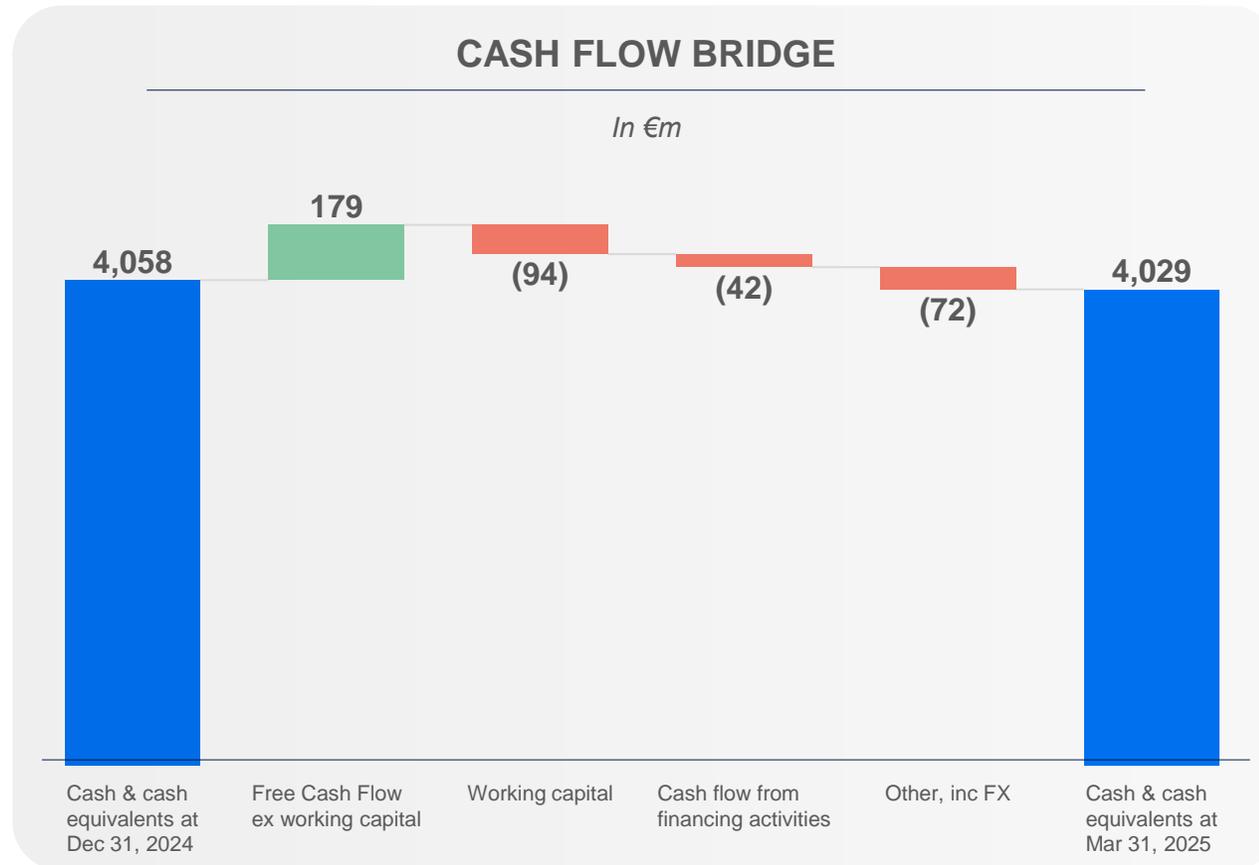
Recurring EBITDA / EBIT %: significant Y/Y margin improvement benefiting from technology licensing and proprietary equipment deliveries in ethylene.

Backlog: solid order momentum for services and studies.

Book-to-Bill
1.0 (TTM¹)

Margin %

Consistent strength in free cash flow generation



- **Operating cash flow:** €104m; Free cash flow¹: €85m, after €94m outflow from working capital and provisions.
 - ✓ **Free cash flow**, excluding working capital impact: €179m.
 - ✓ **Free cash conversion** from Adj. Rec. EBITDA / EBIT: 111% / 136%.
 - ✓ **Capex:** €19m.
- **Cash flow from financing activities:**
 - ✓ €20m lease liability payments.
- **Other items of note:**
 - ✓ €72m adverse FX impact.

2025 Group outlook confirmed with updated segment guidance

	PROJECT DELIVERY		TECHNOLOGY, PRODUCTS & SERVICES	
UPDATED GUIDANCE	REVENUE €5.2 - 5.6bn	EBITDA MARGIN ¹ ~8%	REVENUE €1.8 - 2.2bn	EBITDA MARGIN ¹ ~13.5%
PRIOR GUIDANCE <i>(Nov-2024)</i>	REVENUE €5.0 - 5.4bn	EBITDA MARGIN ¹ ~8%	REVENUE €2.0 - 2.2bn	EBITDA MARGIN ¹ ~13.5%
OTHER ITEMS <i>(Unchanged)</i>	EFFECTIVE TAX RATE ² 26% - 30%	CORPORATE COSTS €50 - 60m	R&D SPEND ~€70m	ADJACENT BUSINESS MODEL INVESTMENT ³ <€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 As part of its capital allocation framework for long-term value creation, the Company may invest in adjacent business models including Build Own Operate (BOO) and co-development. Since Q3 2024, these investment costs are recorded as non-recurring items.



Executing

Q1 2025 Key takeaways

Solid first quarter

- Y/Y growth of 22% in revenue and 19% in EBITDA
- Strong FCF generation
- Group guidance confirmed: Segment revenue updated, EBITDA % unchanged

Commercial momentum

- >€70bn opportunity set
- Prospects maturing across geographies and markets
- Award momentum to improve from Q2 onwards

Strong in any scenario

- Extensive backlog provides multi-year revenue coverage
- Balance sheet strength allows T.EN to capitalize on investment opportunities

SECTION 2

Capital Markets Day 2024 highlights

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

Our success is in our assets



17,000+
TALENTS & EXPERTS

2
MANUFACTURING
ASSETS



Dahej, India

60+
PROPRIETARY
TECHNOLOGIES

70+
DIGITAL & AI
INITIATIVES



Paris Office

27
OPERATING CENTERS

4
R&D LABS



Boston, USA

Expanding customer base & offering

CUSTOMERS

OFFERING

ESTABLISHED



Not exhaustive

NEW



Not exhaustive



ESTABLISHED

ACCELERATING

Project Delivery

Scope 1 & 2
Decarbonization

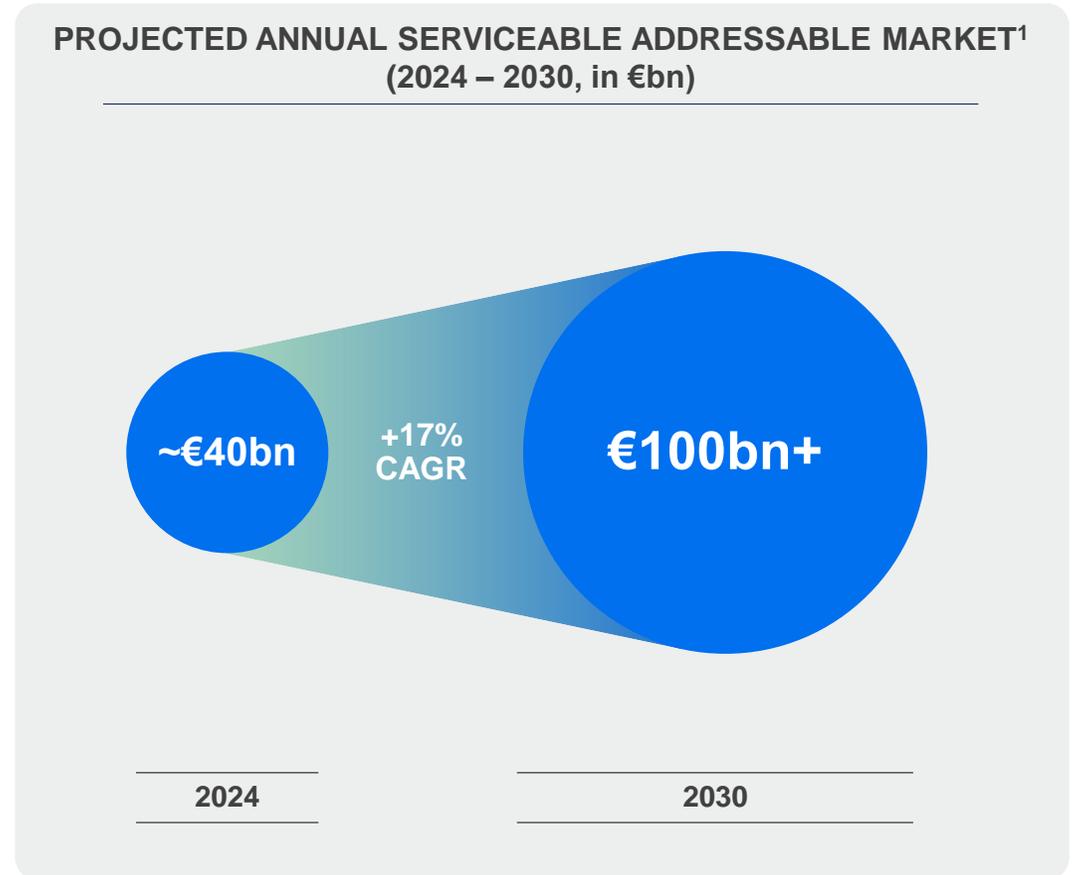
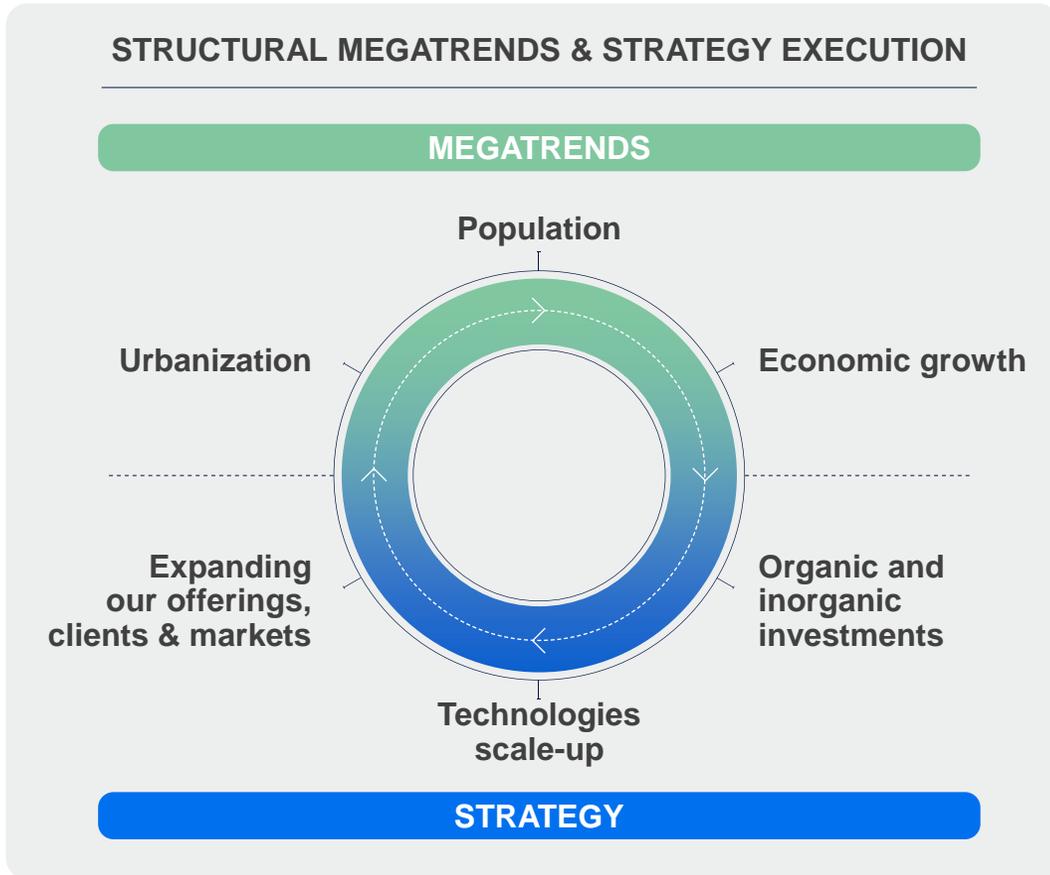
Technology, Products
& Services

Standardization &
Replicability

Plant-As-A-Product

Technology pilots

Growing addressable markets

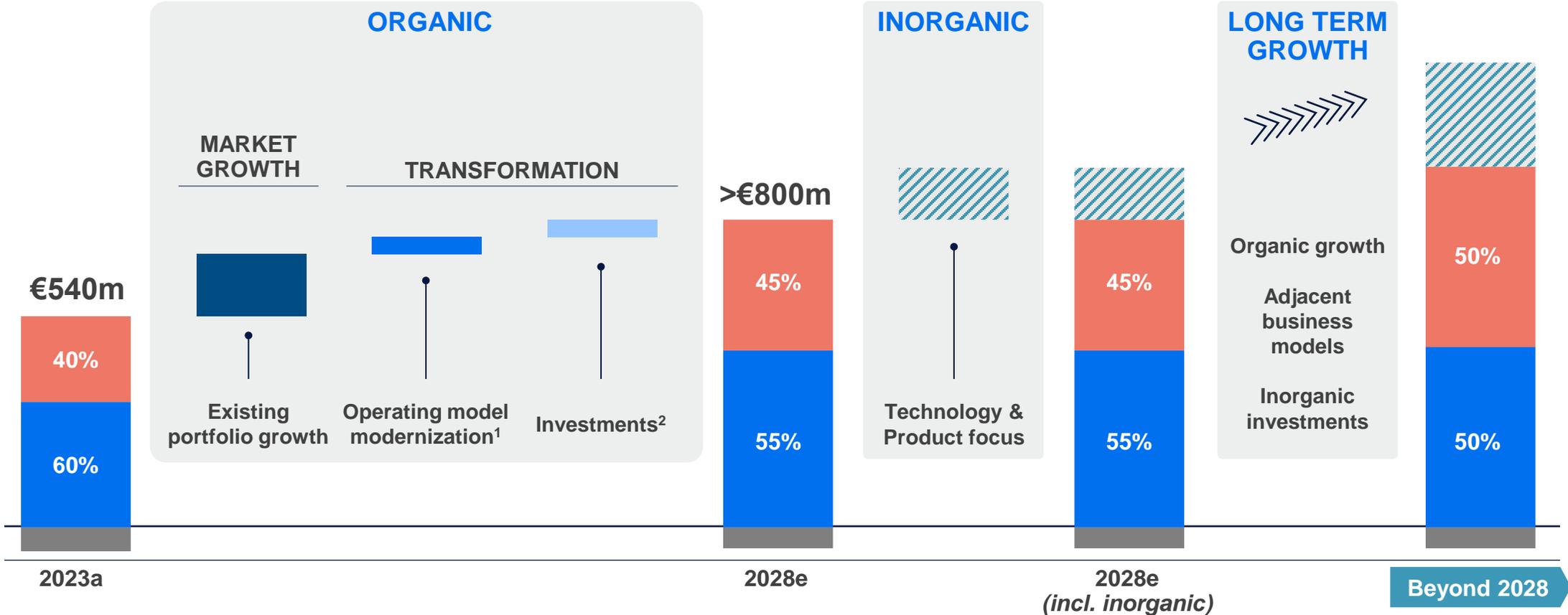


Sources: T.EN internal review

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

Project Delivery: Execution excellence

Best-in-class safety metrics¹

Critical Pulse safety program

8.6/10

High customer satisfaction²

Complementary alliances & JVs

Quality suppliers & construction

100%

New suppliers qualified with sustainability criteria



Early engagement: "No FEED no EPC"

Positive cash flow

6.5 million

Cumulated workhours to prepare EPC in 2023

Robust processes & oversight

Effective construction supervision

~70

Number of senior project directors



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

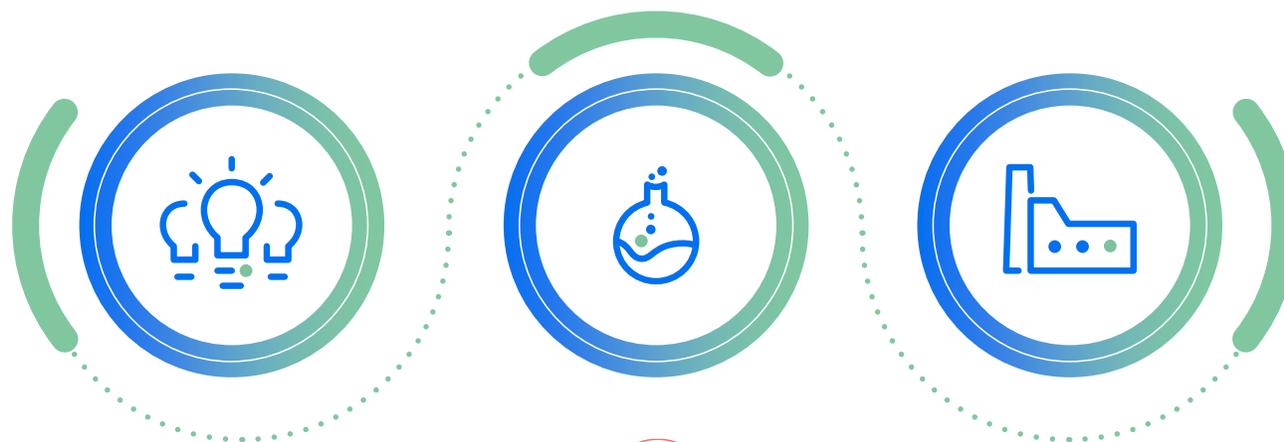
~14.5%
IMPROVED EBITDA %

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



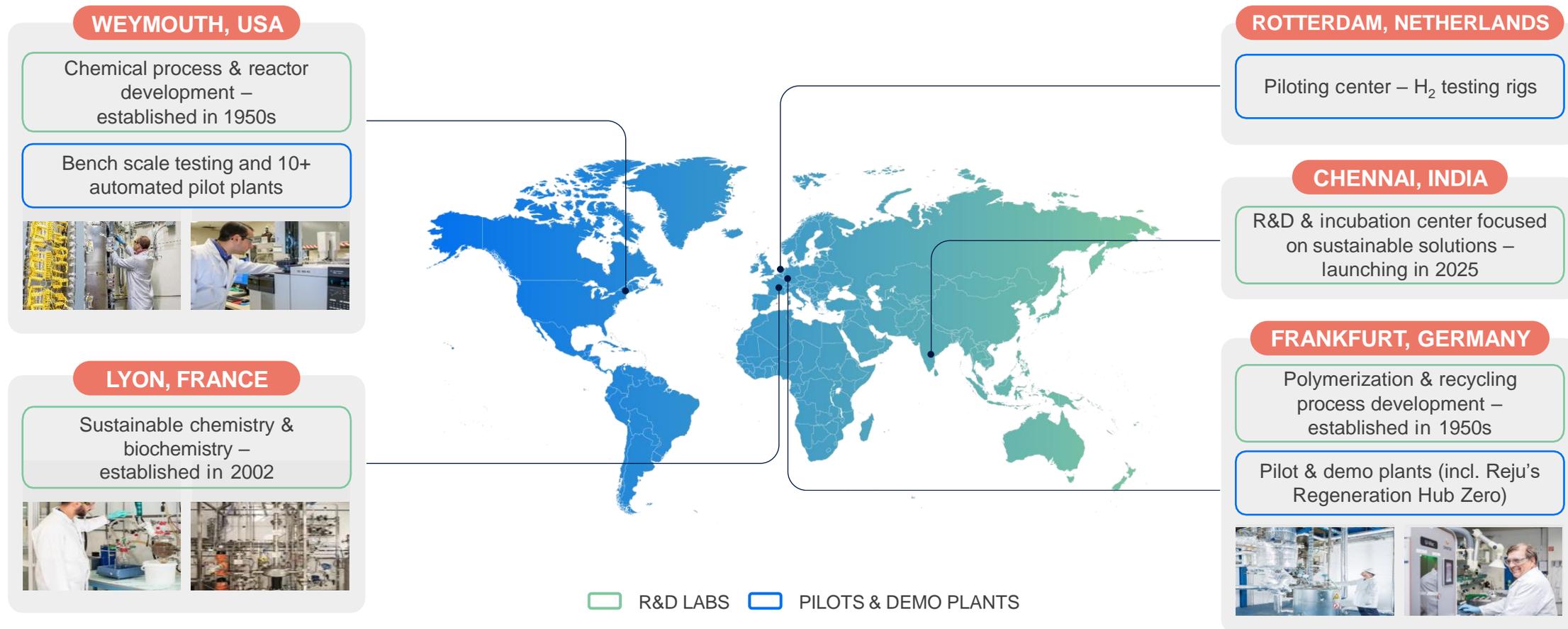
We are an architect,
building first-of-a-kind
process plants

**FASTER
TIME-TO-MARKET**

**HIGHER SUCCESS RATE IN
COMMERCIALIZING
TECHNOLOGIES**

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

T.EN's global footprint of labs and pilots



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

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	
Ethylene by T.EN	SnapLNG™ by T.EN	Canopy™ by T.EN	rely Clear100+	
Proprietary products and solutions embedded with technology	Pre-engineered, standardized modules integrated with technology	Integrated post-combustion modularized solutions – small to mega scale	Configurable productized plant	
NextGen Furnace	2.5 Mtpa production capacity ~2 years time-to-market saving	C10, C100, C200 10, 100, 200 ktpa	35% less equipment 100MW Electrolyzer capacity	
SPYRO®	Zero CO₂ emissions in operation	C+ Customized sizing & design Marine Offshore optimized design	30 months EPC lead time	
Rippletrays™				

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



DAHEJ, INDIA



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

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



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



3m+
2023

30%

CAGR

5m+
2025 target

+ Digital Services

+ Project operations



PULL-THROUGH REVENUES

RESILIENCE TO EXTERNAL FACTORS

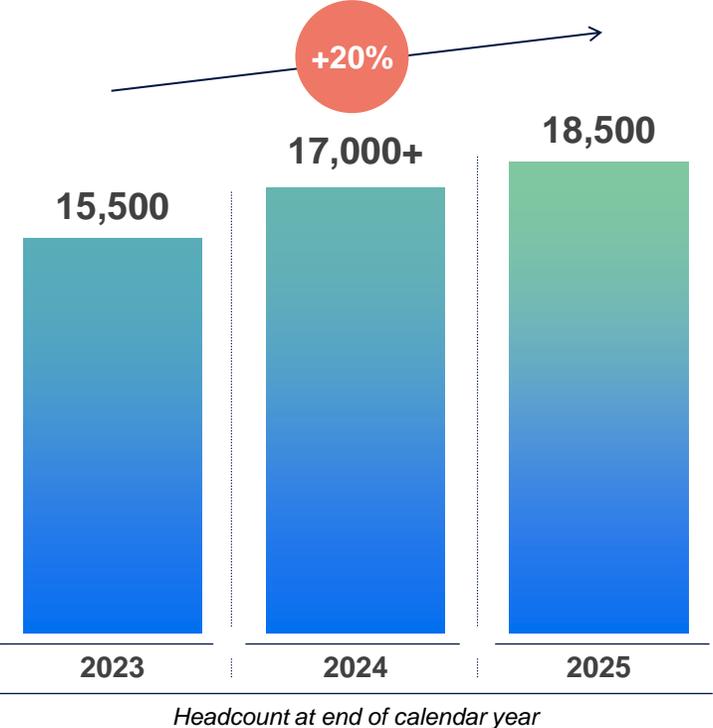
PREMIUM CUSTOMER ENGAGEMENT

DE-RISKED AND ACCRETIVE REVENUE STREAMS

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

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**

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**

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

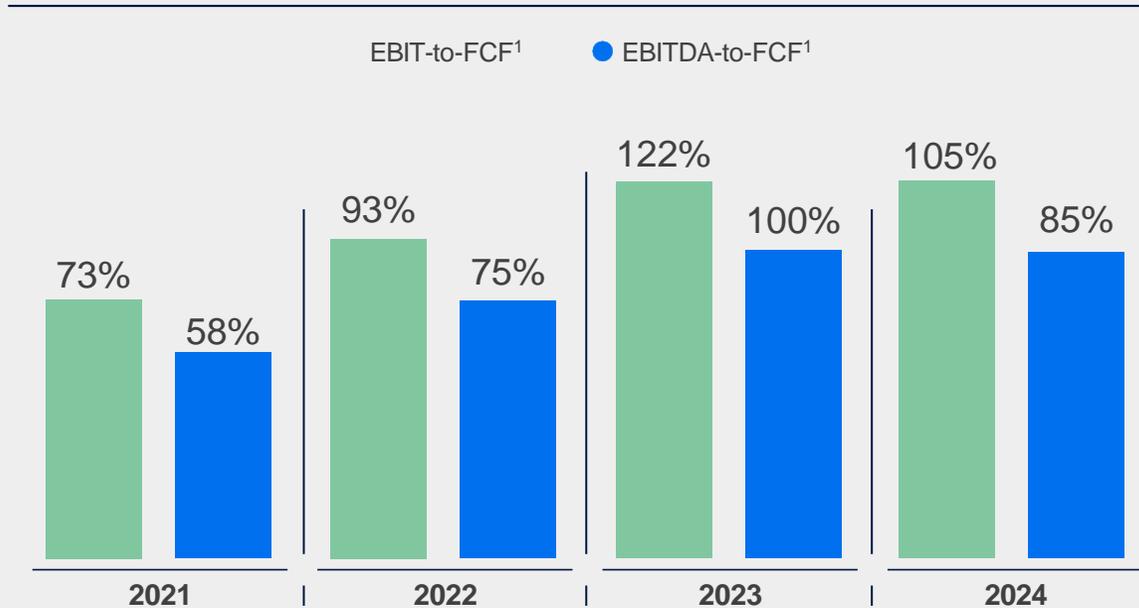


Value beyond – our strong platform for growth in shareholder returns

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

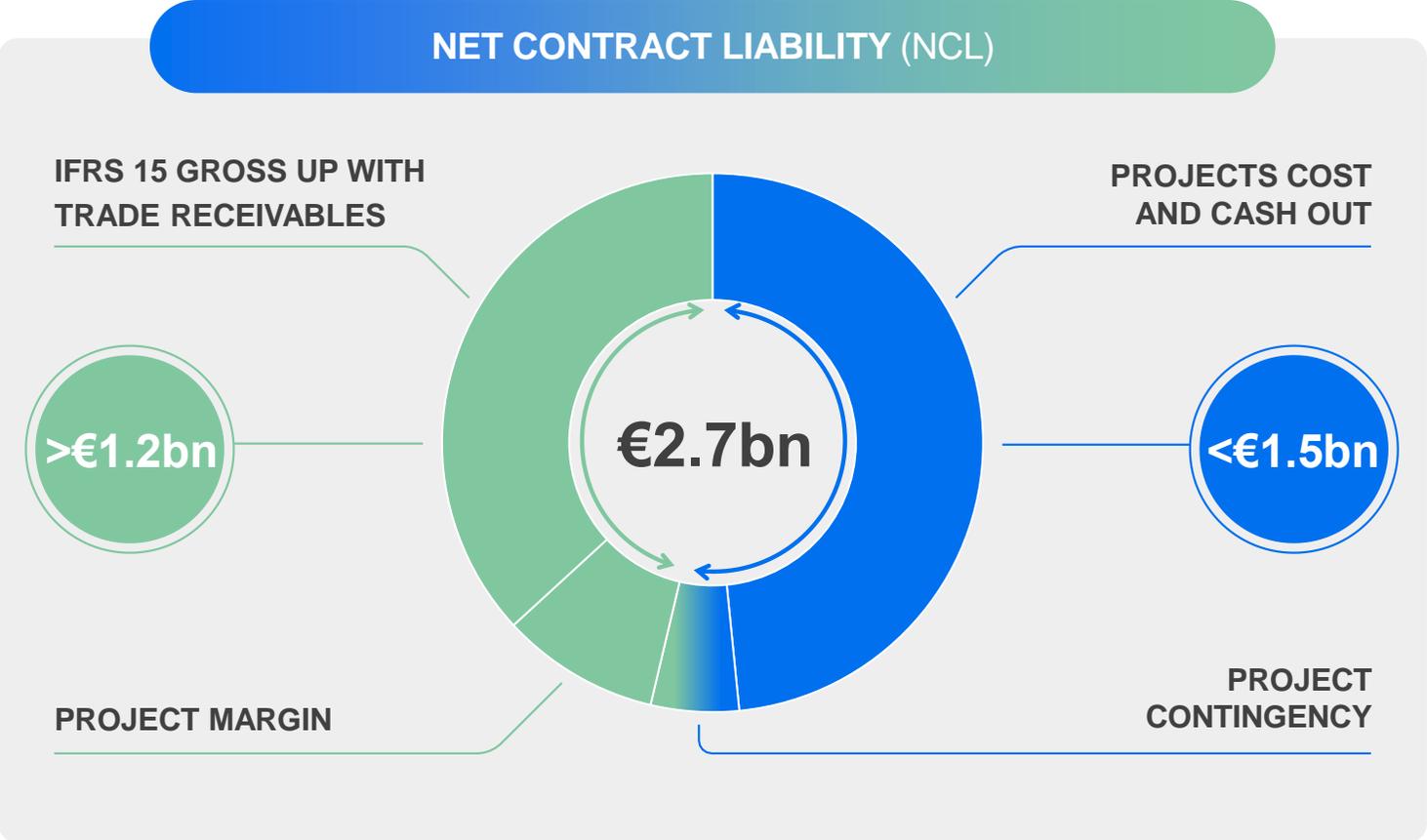
Financial information is presented under adjusted IFRS

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)

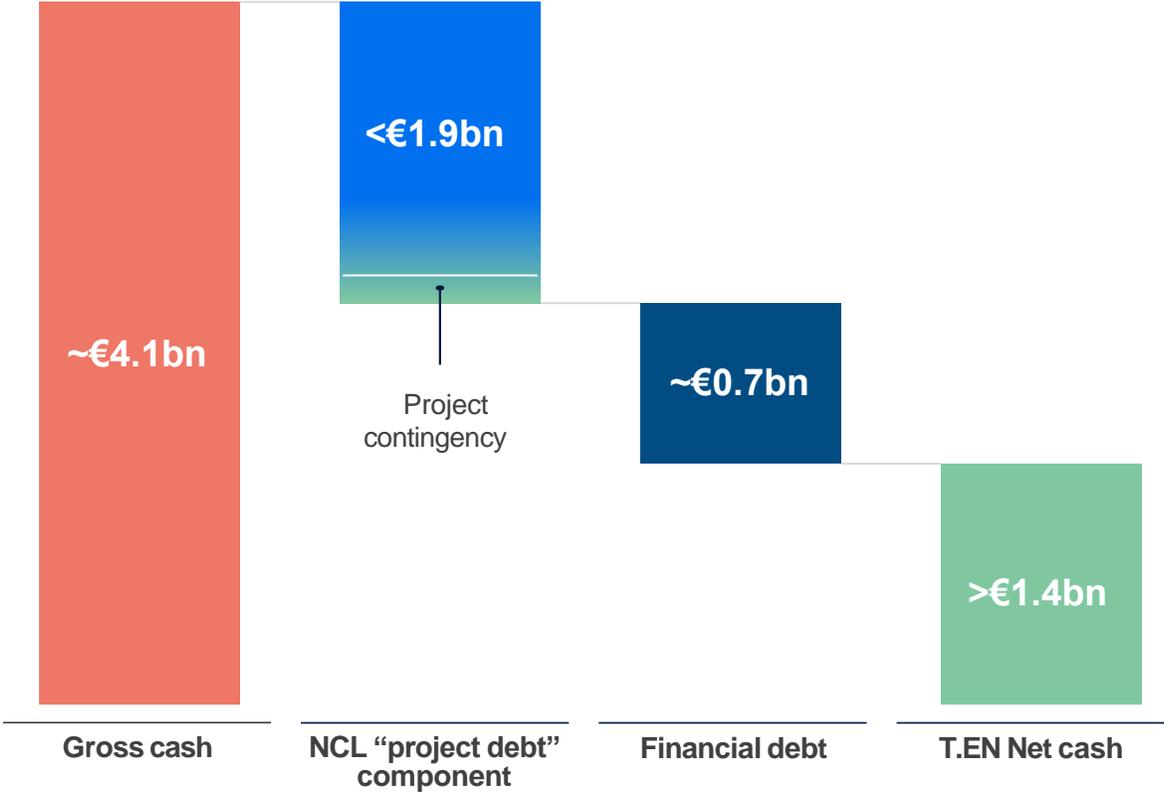
NOT FUTURE CASH OUT:

Estimated project margin and partial contingency

IFRS 15 gross up adjustment with trade receivables

T.EN's net cash assessment: over €1.4 billion

Bridging gross cash to net cash; a limited portion of NCL represents future cash outflow



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

Prioritizing shareholder returns and strategic investments

ROBUST ORGANIC FCF GENERATION

€2.2 - 2.6bn

2024 – 2028E CUMULATIVE¹

providing capital
allocation flexibility



PRIORITIES

#1 Dividend

Minimum 25% - 35% of FCF²

Growth aligned to earnings trajectory

#2 Value accretive investments

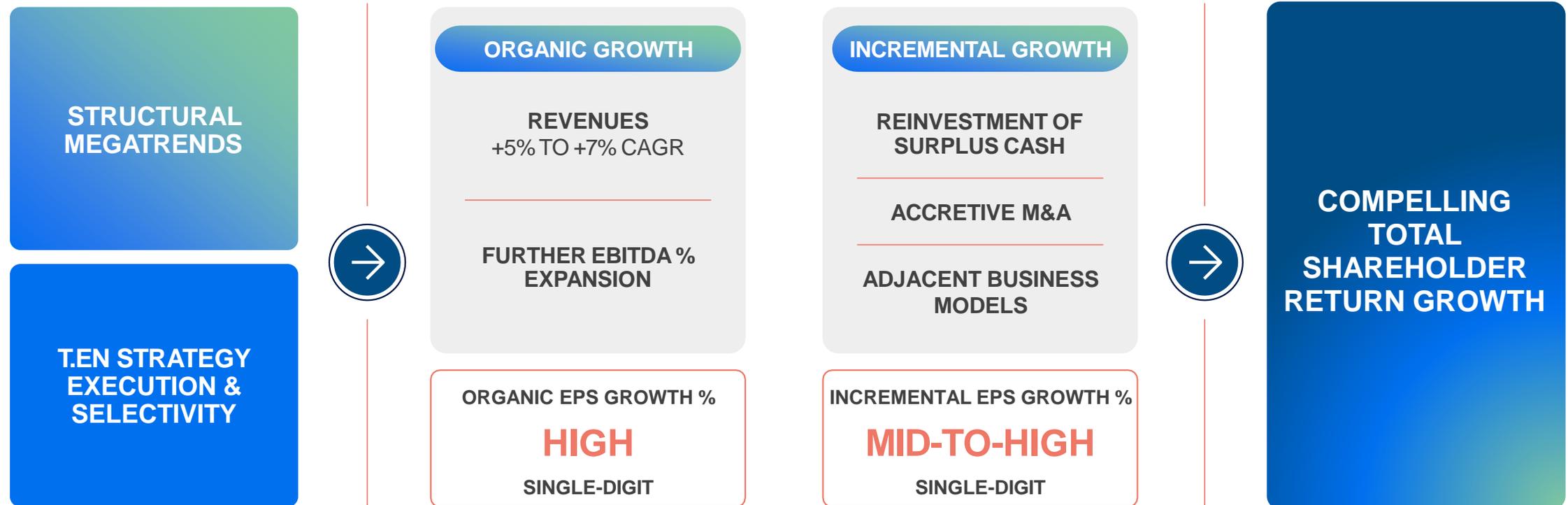
M&A

Adjacent business models

Reju.

Value beyond: T.EN's through cycle ambition

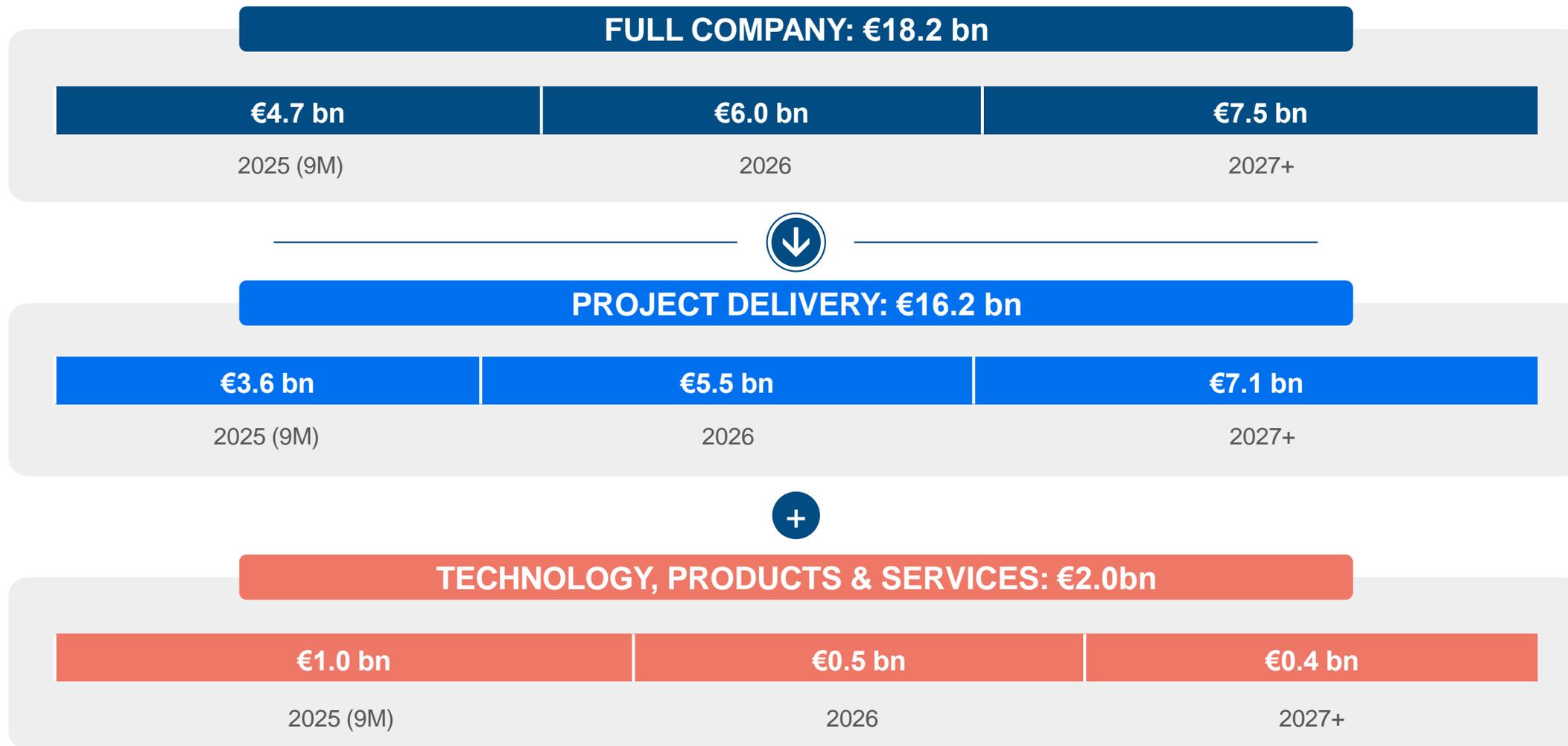
A compelling growth story to deliver industry-leading total shareholder returns beyond 2028



Appendix

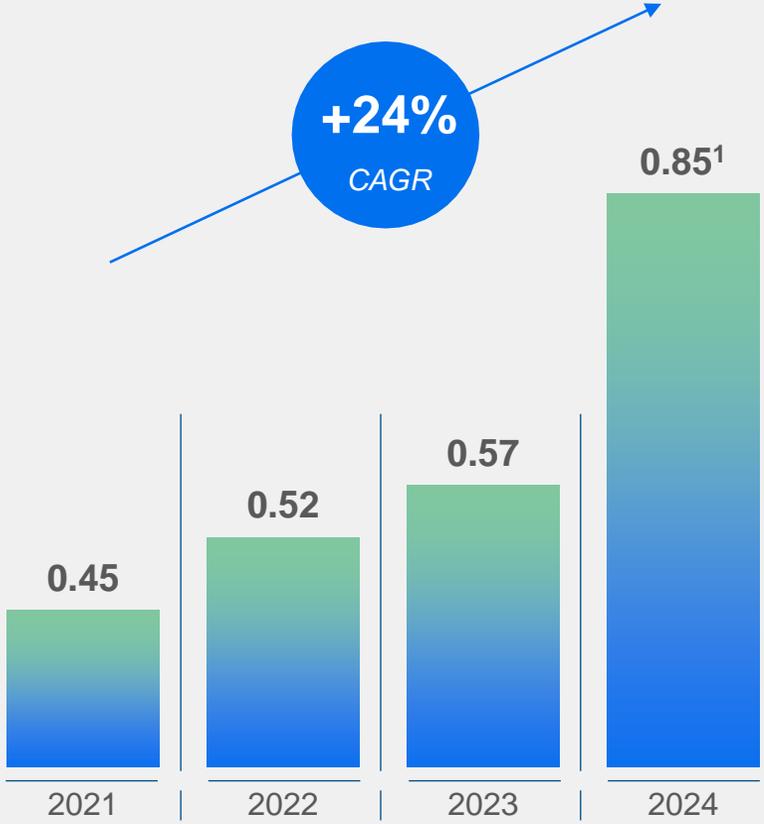
27th February 2025

Backlog schedule



Attractive shareholder returns

T.EN dividend evolution



Shareholder Returns

SUBSTANTIAL EPS GROWTH	+88% 2024 vs 2020	Robust operational and financial performance
ATTRACTIVE DIVIDEND GROWTH	+89% 2024 vs 2021	A growing sustainable dividend, opportunistic buyback
HIGH RETURN ON INVESTED CAPITAL	12% 2024	Excellence in execution with asset light business model

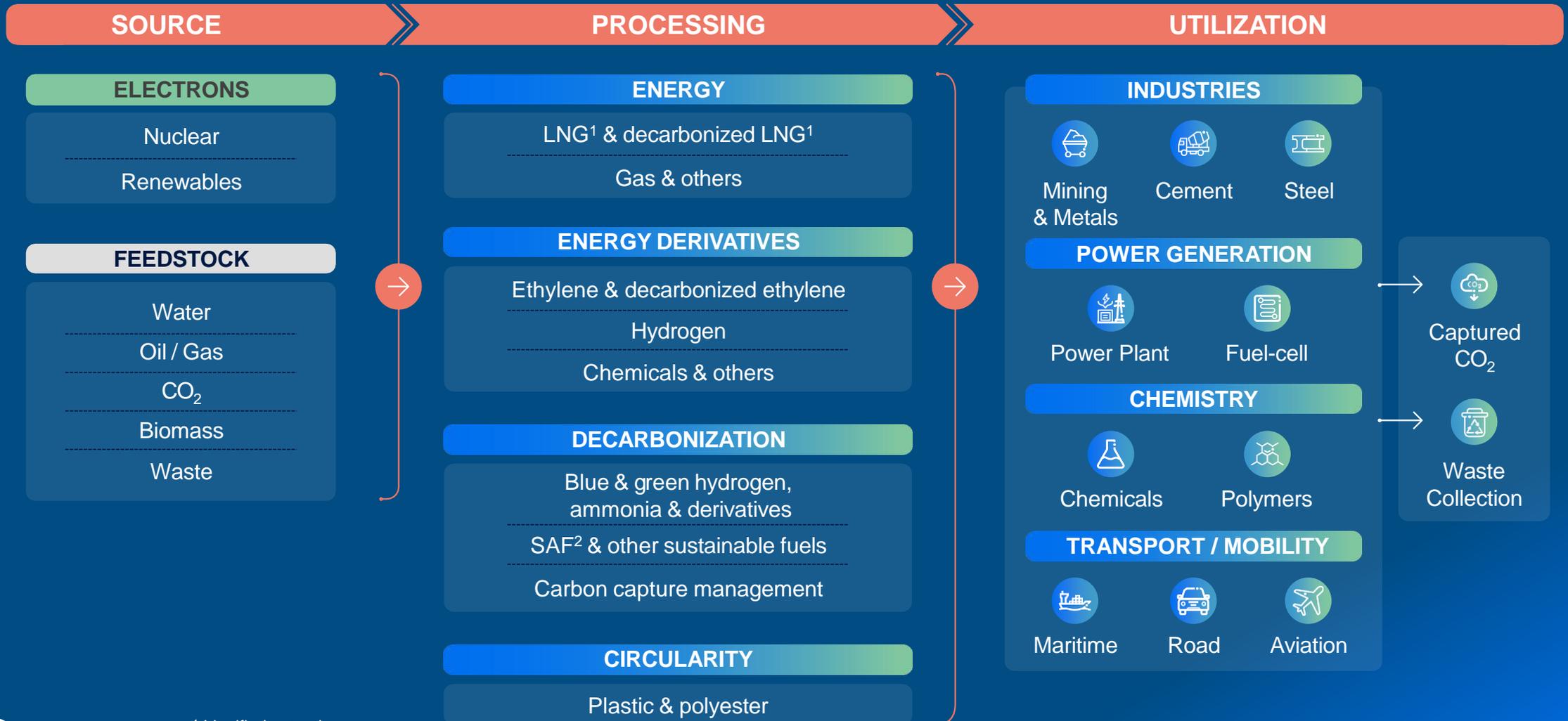
143%

TOTAL SHAREHOLDER RETURN SINCE COMPANY INCEPTION²



¹ Subject to approval at the Annual General Meeting on May 6, 2025.
² TSR calculated from the average first 10 days of trading in TE security from February 16, 2021 to December 31, 2024, considering reinvested dividends and the portion of the 2024 share buyback program used to reduce the Company's share capital through the cancellation of treasury shares.

Our positioning across the industry value chain



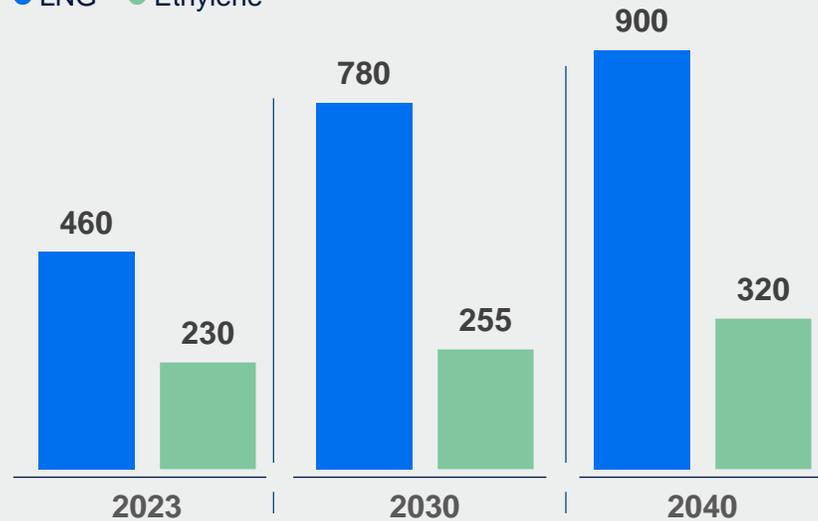
Sustaining performance through undisputed leadership in growing markets

ENERGY & ENERGY DERIVATIVES

STEADY MARKET GROWTH

TOTAL ADDRESSABLE MARKET¹ 2023–2040 (IN MTPA)

● LNG ● Ethylene



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

CAGR
2023-40

+4.0%

+2.0%

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

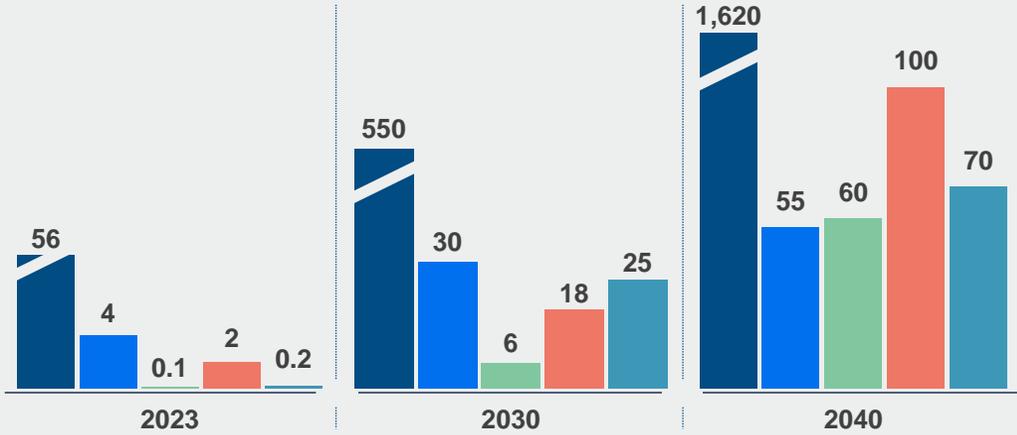
Securing leadership to unlock high-value emerging markets

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

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

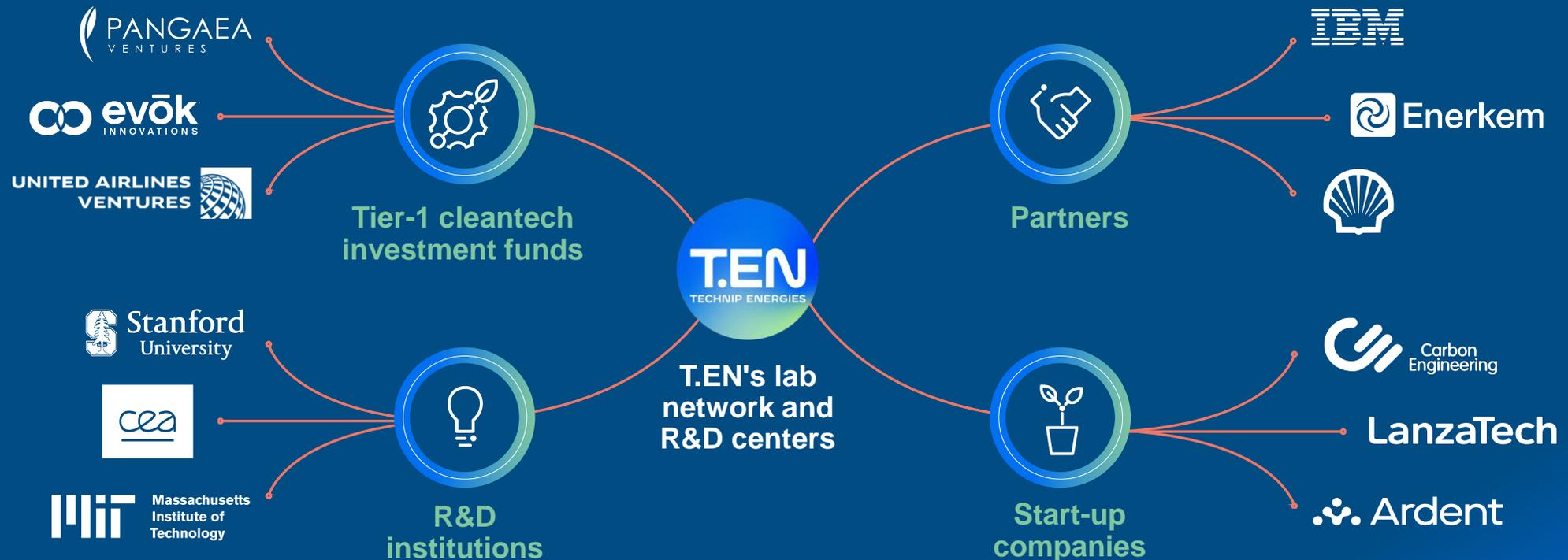
Scalable productized solutions, standardization, R&D & breakthrough technology

¹ The total demand for the selected markets

² Sustainable Aviation Fuels

Leveraging innovation ecosystem

Bringing internal and external energies together



Glossary

AI	Artificial Intelligence
APAC	Asia-Pacific
AtJ	Alcohol-to-Jet
BNEF	Bloomberg New Energy Finance
BOO(T)	Build-Own-Operate (Transfer)
bps	Basis points
BREEAM	Building Research Establishment Environmental Assessment Methodology
CAGR	Compound Annual Growth Rate
CCUS	Carbon, Capture, Utilization & Storage
CMA	Chemical Market Analytics
CO₂	Carbon Dioxide
DAC	Direct Air Capture
EARTH®	Enhanced Annular Reforming Tube®
EASA	European Union Aviation Safety Agency
EBIT	Earnings Before Interest and Taxes
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization
E&C	Engineering & Construction
EJ	Exajoule
EP	Engineering & Procurement
EPC	Engineering, Procurement & Construction
EPF	Engineering, Procurement & Fabrication
EPsCm	Engineering, Procurement services and Construction management
EPF	Engineering, Procurement & Fabrication
ESG	Environmental, Social, and Governance
€bn	Billion Euros
€m	Million Euros
FCF	Free Cash Flow
FEED	Front-End Engineering Design
FID	Final Investment Decision
FLNG	Floating Liquefied Natural Gas
FY	Full Year
GDP	Gross Domestic Product

GHG	Greenhouse Gas
GPT	Generative Pre-trained Transformer
GtCO₂E	Gigatons of Carbon Dioxide Equivalent
H₂	Hydrogen
HEFA	Hydrotreated Esters and Fatty Acids
HSE	Health, Safety, and Environment
IATA	International Air Transport Association
IEA	International Energy Agency
IFRS	International Financial Reporting Standards
IMF	International Monetary Fund
Inorganic	External growth
IP	Intellectual Property
ktpa	Kilotons per annum
LCO₂	Liquified Carbon Dioxide
LH₂	Liquified Hydrogen
LNG	Liquefied Natural Gas
LTIR	Lost Time Injury Rate
M&A	Mergers and Acquisitions
MEG	Mono ethylene glycol
Mtpa	Million Tons Per Annum
MW	Megawatt
NCL	Net Contract Liability
NFE	North Field East (Qatar LNG project)
NFS	North Field South (Qatar LNG project)
NH₃	Ammonia
NOPAT	Net Operating Profit After Tax
OEM	Original Equipment Manufacturer
Organic	Internal growth
PBAT	Polybutylene adipate terephthalate
PD	Project Delivery (T.EN segment)
PDP	Process Design Package
PMC	Project Management Consultancy
R&D	Research & Development
ROE	Return-on-Equity
ROIC	Return on Invested Capital

RoW	Rest of the World
rPET	recycled PET (polyethylene terephthalate)
SAF	Sustainable Aviation Fuels
SMR	Steam Methane Reforming
Sust.	Sustainable
T.EN	Technip Energies
TPS	Technology, Products & Services (T.EN segment)
TRL	Technology Readiness Level
TRIR	Total Recordable Incident Rate
TSR	Total Shareholder Return