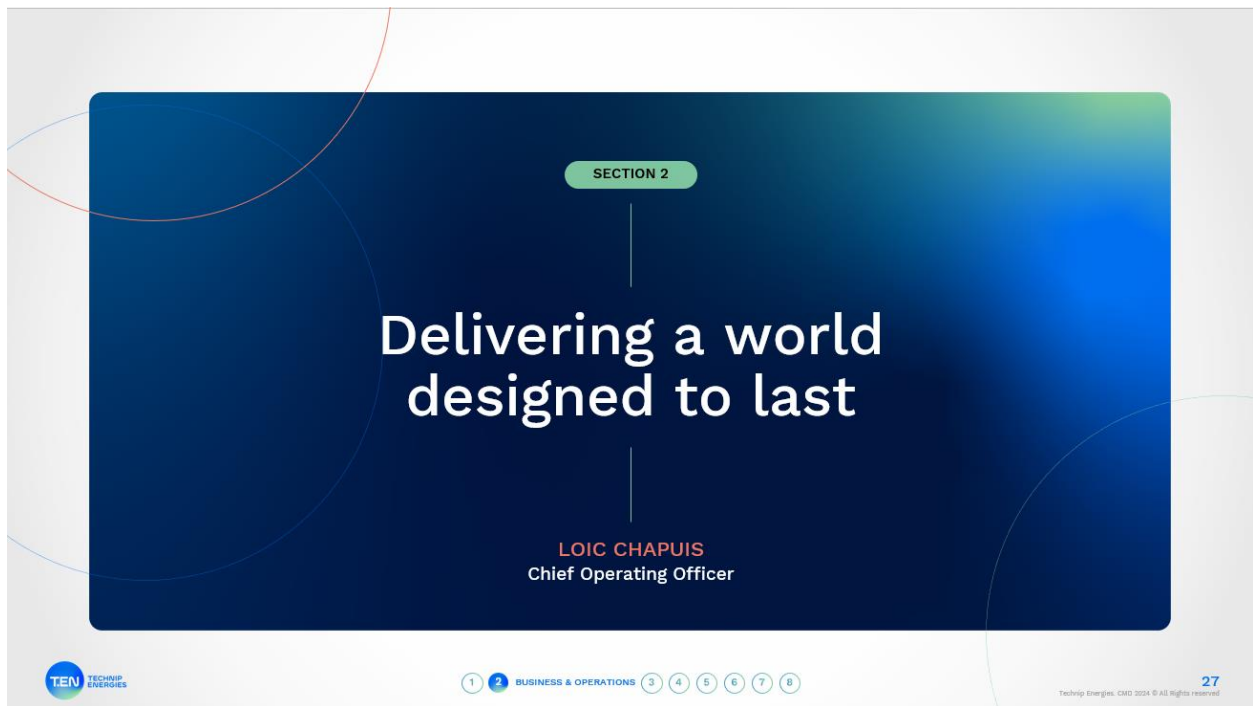


# TECHNIP ENERGIES CAPITAL MARKETS DAY 2024 – TRANSCRIPT

Paris, Thursday, November 21, 2024, 2:00pm CET.

## Business & Operations

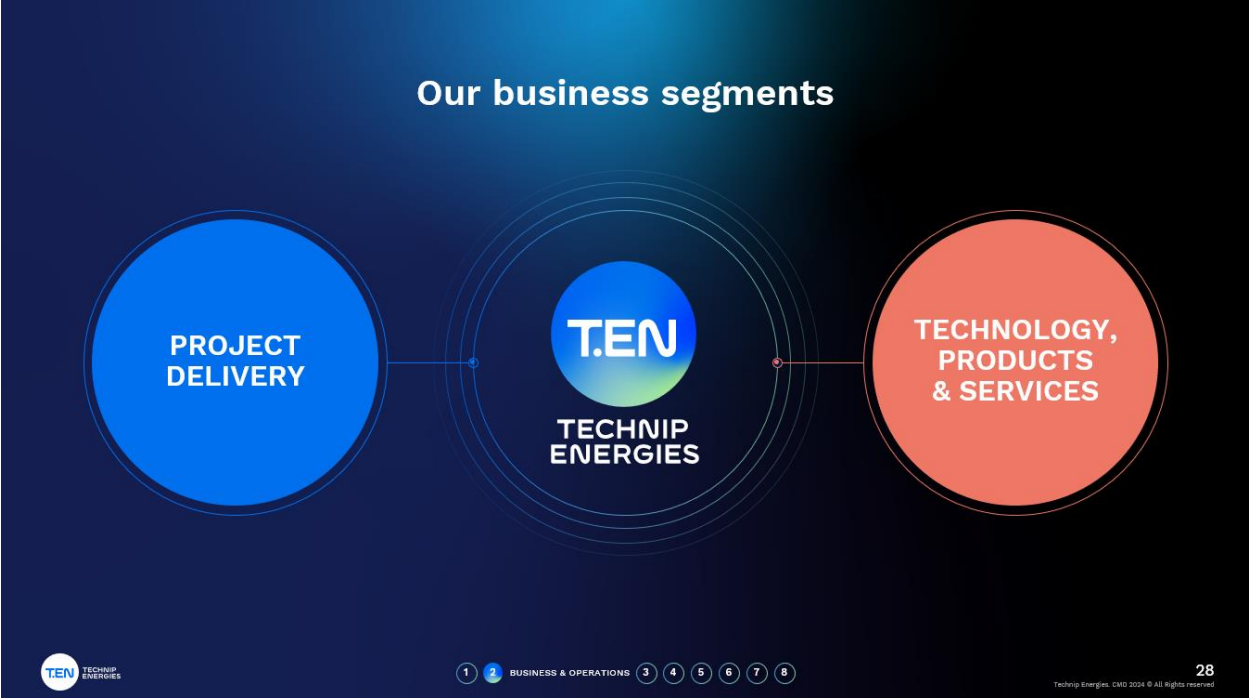
Loïc Chapuis



Good afternoon, everyone. It's great to be here.

I'm Loïc Chapuis, COO of T.EN, working for the company since 18 years.

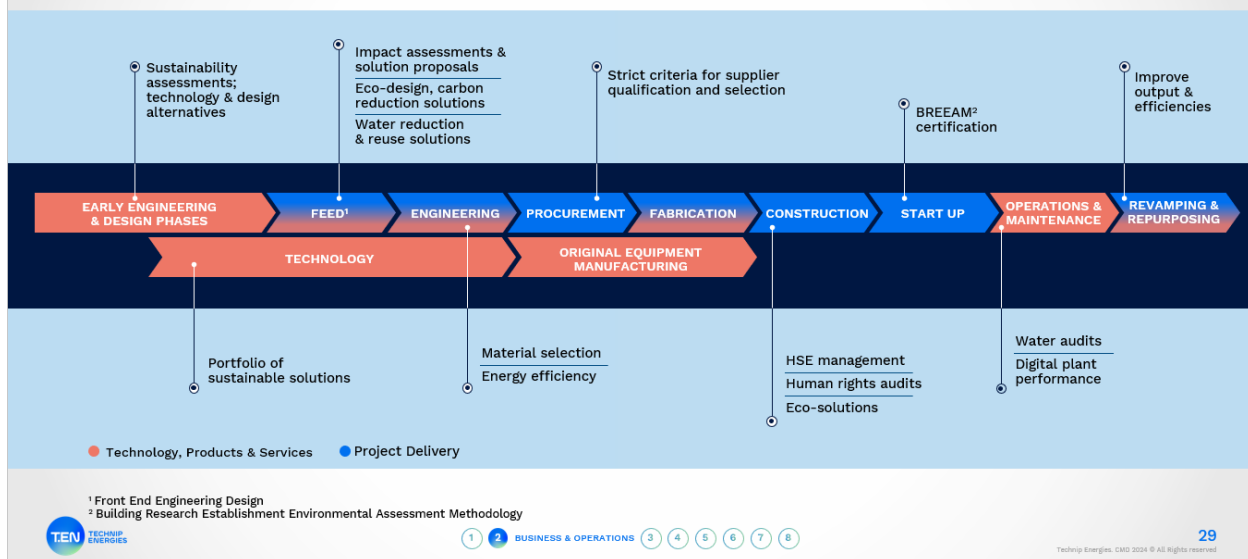
As you have seen with Arnaud, Technip Energies is a company in motion, strongly positioned to capitalize on megatrends that are shaping our world today. I will now dive deeper into our operating model and value proposition and show how it's making us a technology and engineering powerhouse set to deliver sustainable and valuable growth as showcased by our partners in the previous video.



*As explained before, T.EN is form of two complementary business segments, project delivery called PD, technology product and services or TPS.*

*In the following section, I will guide you through the specifics of these business segments and show how they are contributing to the success of T.EN.*

## Sustainability embedded at every step of a project life cycle



But before we do and we go into the specifics, I would like to highlight how sustainability is part of everything we do at T.EN.

Here it illustrates the valuable multiple steps of a project life cycle.

- From the framing phase to execution, we develop sustainable and competitive solutions which covers both project delivery and TPS.
- Our engineers proactively design sustainable solutions and they are making cost options to our clients to make sure they can offer this substitution and help our clients to make informed decisions. And this is made possible by the expertise of our 3,000 plus specialists we have at T.EN.
- And what is striking, while in the past we were the one pushing for new ideas, over the last 18 months our client's mindset has shifted and now our sustainability offering is in demand up front.
  1. And it's exactly what happened for carbon capture and sequestration facility which have been adopted on large LNG projects like Qatar, NFE and NFS.
  2. And this is valid for new projects but also for existing clients who want to reduce their carbon footprint from their current installed base.

T.EN demonstrates here its capacity to stay at the forefront of the industry.



## 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)



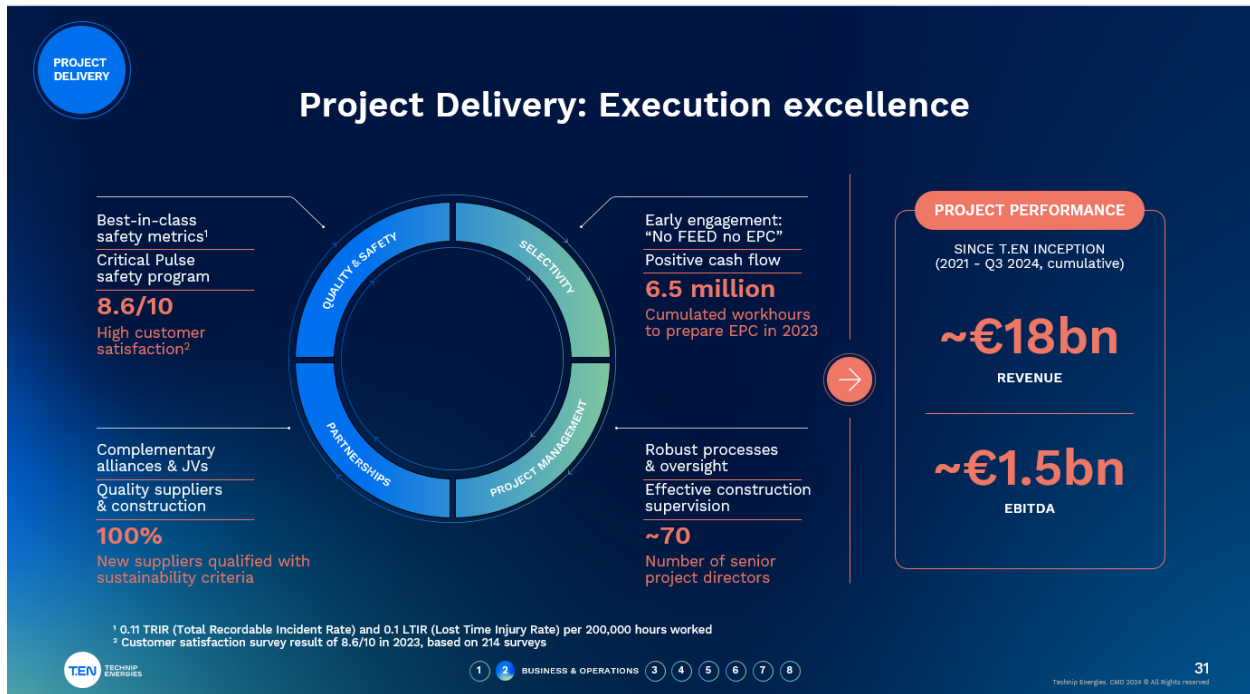
**WORLD'S LARGEST LNG PROJECT**  
NFE (2021)

Note: The date shown represents the official project award date



Now let's turn our attention to project delivery which has been a key part of our success over the last 65+ years.

- We have always been pioneers. Whatever the scale, whatever the complexity, we always deliver to the satisfaction of our clients and there is a lot of first of its kind.
- Our track record spans the globe, speaks for itself and we cover notably LNG and downstream businesses. And we are really proud to have delivered
  1. the largest floating object in the world with Prelude,
  2. and the world's largest modularized plant, At Yamal Peninsula, on which I spent a couple of years, from a freezing no man's land to a full infrastructure of the size of Paris city.



What's behind this success, and how are we making it? It is mainly due to four key drivers, **selectivity, project management, collaboration, and safety.**

- **On selectivity,** T.EN always adopts a very disciplined approach to assess projects.

*This is a cornerstone of T.EN.*

- *From our execution, we own a huge and accurate database of projects to make the best assessment of projects before FID. And this is why we have two golden rules at T.EN.*
  1. *The first one, we won't take on any EPC opportunities unless we have been able to perform a comprehensive and paid FEED beforehand. And this represents millions of hours in 2023. This is how serious we are when it comes to engaging to project delivery.*
  2. *The second golden rule, we must be cash flow positive at every step of a project. In short, within T.EN, this is how we maximize certainty, and we make sure to cover our cash exposure at every step of projects.*

- **Project management:** *And to execute, we are leveraging on our worldwide recognized project management team, led by more than 70 senior project directors who apply robust and proven processes with a deep understanding of the supply chain constraints.*
- **Collaboration:** *And when required, we team up with partners. This is how collaboration is part of our DNA. We are extremely agile and engage frequently into consortia to venture subcontracting schemes depending on the complexity of a project.*
- **Last but not least, safety.** *We make sure to protect our workers and our clients by applying the highest standard of industry on quality and safety with recognized programs like Pulse program at T.EN. We are leading the industry with unmatched KPI like our 0.1 LTI rate in 2023.*

*This is why at T.EN, project delivery is set to deliver certainty with high profitability, the highest in the industry.*



So, now I have outlined the solid foundation of project delivery, let's look at the future.

From Arnaud's presentation, you have seen that we are leveraging unfavorable dynamics both on traditional and new markets.

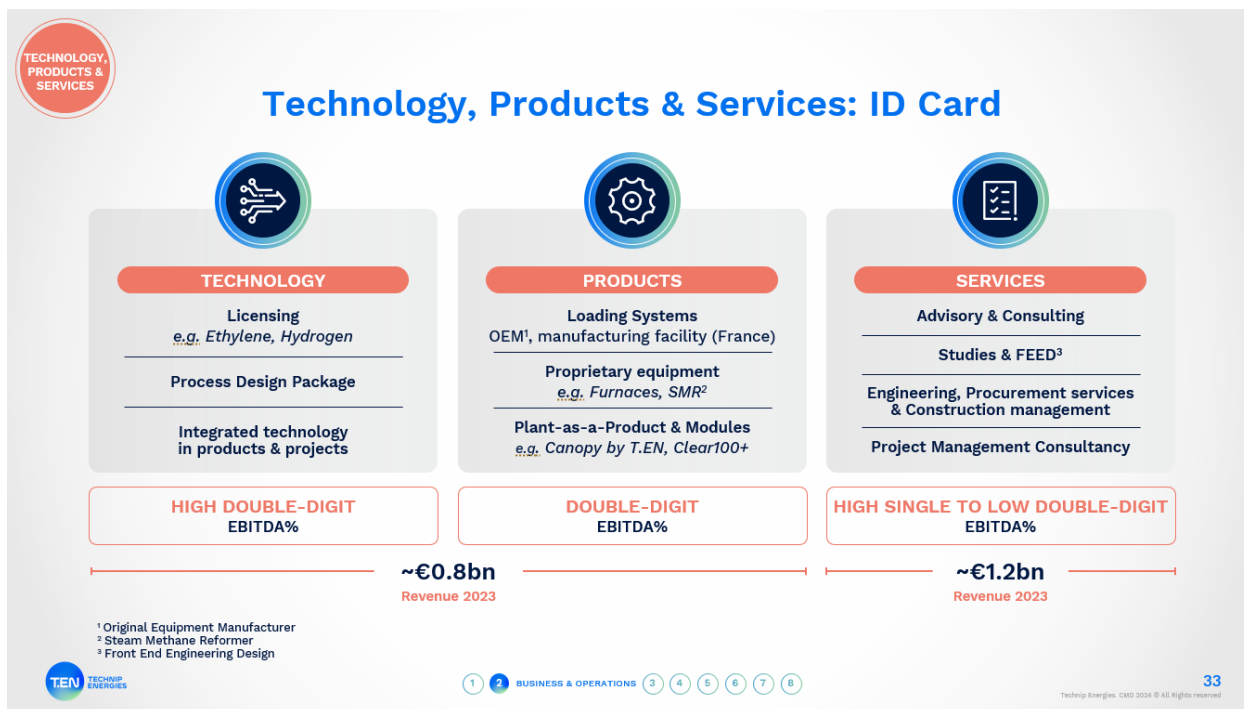
We have uncapped our project delivery revenue by 2028, which will exceed EUR6 billion.

But let's be clear, uncapped does not mean uncontrolled.

And how are we going to make it?

- We will build on our leadership through early engagement, notably in LNG. We will keep investing in technologies to sustain our position as solution enablers.
- And we further accelerate in digitization and transformation of our methods to achieve greater certainty and efficiency. And I will come back to the 70 key initiatives later on. And we engage with clients to replicate and standardize in project delivery to make savings in engineering and in procurement. In short, we want to deliver more with the same number of people. And as you can see with the size of our prospect pipeline,
- Technip Energy is in high demand. This is driving more pricing power while ensuring selectivity and increasing the revenues.

In short, with project delivery, we intend to deliver more volume with a further improved profitability.



Now let's turn our attention to TPS and what it means for T.EN.

This is where we scale innovative concepts from advanced technology to industrial reality.

- On technology, we are selling licenses on our proprietary technologies and the associated studies called the process design packages. It is not contributing to a large portion of our top-line, but much more when it comes to the bottom-line.

And then we convert and monetize our technology into modularized products, which creates more margin for us. And we also manufacture our own proprietary equipment. An energy loading arm is a great example of that.

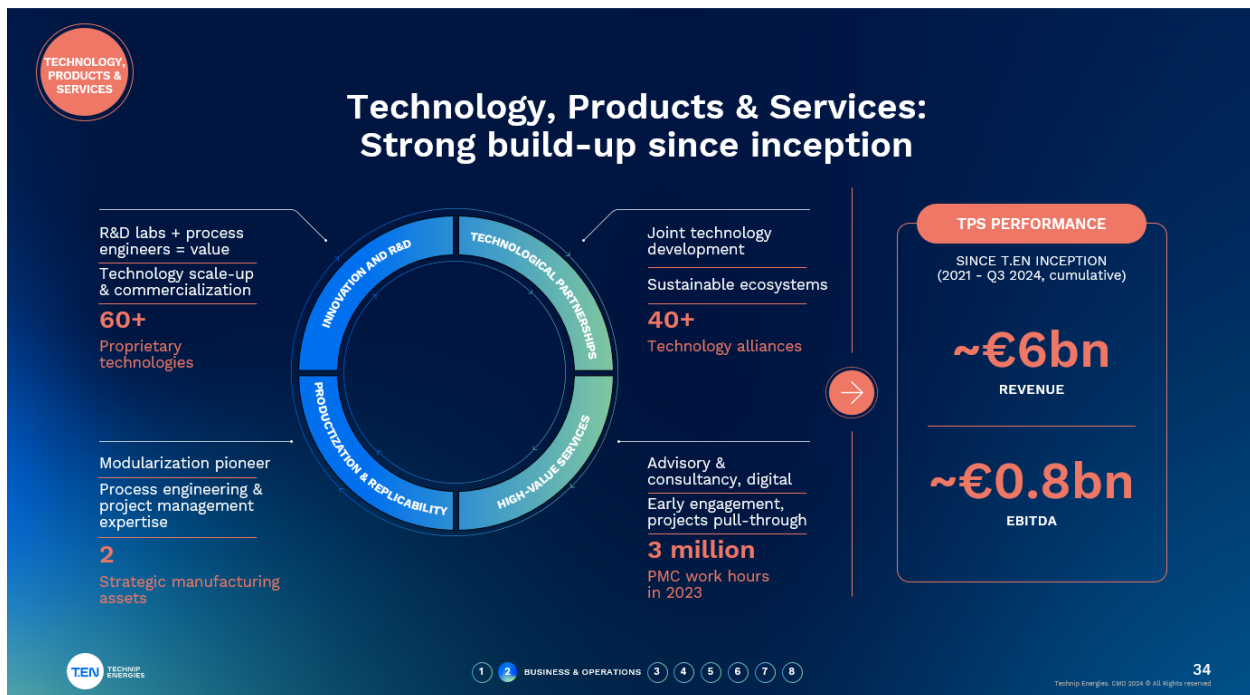
The better control of the supply chain, high value technology and limited construction risk leads to attractive margin. As you can see, technology and products are closely linked and represented EUR0.8 billion in 2023.

- As to the rest for services we offer a wide range of high-value services to the industry, from advisory to project management consultancy. And when it's commoditized, we simply do not play.

And why is it important? Early engagement creates strong partnerships with clients from the outset, giving push-through from TPS to project delivery. Our services represented EUR1.2 billion in 2023.

Across the three segments, you see EBITDA ranging from high single to high double digits, which lifts the overall tense financial performance.





TPS has always been part of our strategy, and we already generated EUR6 billion revenue since the creation of T.EN.

- And this is due to our large technology portfolio, which is developed using our labs. This is a key differentiator, which sets us apart as we take proven concepts, and we transform them into industrial applications.
- And when additional expertise is required, we are teaming up with technology experts, giving more adding value to customers while retaining the tense property edge.
- This is exactly the case with Reju. We work with IBM hand-in-hand since 2021 to apply its VolCat technology.
- And we combine our project delivery expertise on modularization to standardized, compact and reused previous design to productized. We make savings on engineering and procurement, and this is how we are able to offer to our client's larger scale, faster, cost-efficient solutions.

This is a strategic blend of innovation, collaboration and expertise, which explains the success of T.EN and keeps us at the forefront of the industry.



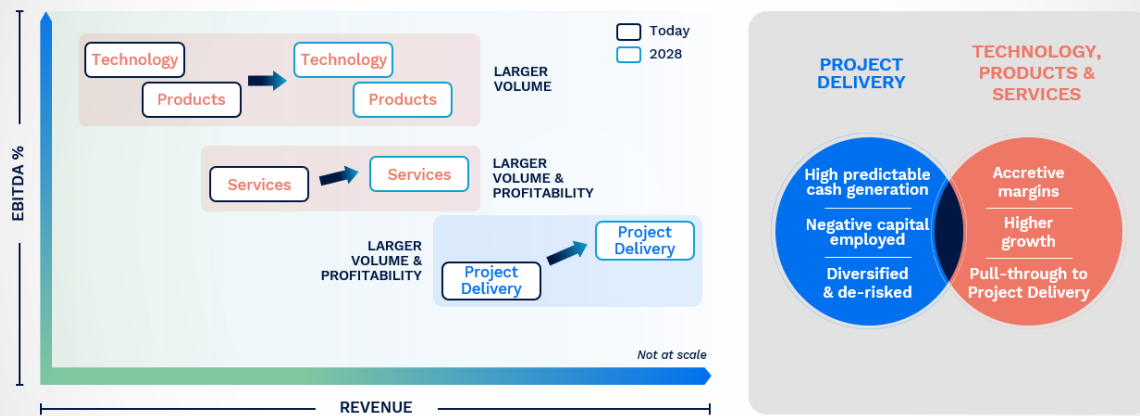


The strategic focus we have on TPS, and this combined with a growing pool of opportunity, both in traditional and new markets, allows us to make a confident financial framework by 2028, where we will see an increase of TPS revenue by 35% and a further improved profitability by 100 basis points.

And this is thanks to our commitment to

- R&D, outlined by circa 1% of our revenue invested every year to enrich our technology portfolio. technology portfolio.
- The more technology we have, the more licenses we can sell.
- The more licenses we have, the more products we can offer.
- And this, combined with the expansion of our manufacturing yard in Daesh, we will build our own products and create more margin for T.EN. This is exactly the case with Canopy on CCUS and Clear100 on eMAX2[ph]. We started from a strong position on technology and now we offer a complete solution package to our customers.
- And as we attract more talent, upscale our workforce and expand the range of services we offer, notably with operational maintenance, we will regenerate more EBITDA per employee.

## Multiple drivers to an improved financial performance



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



So, what I would like you to take away from this presentation at this stage is that project delivery and TPS are complementary business with different drivers.

Here you can see the visualization of the dynamics of our segments.

1. Leveraging on the efficiency gains and also on the favorable market dynamics will increase both volume and profitability of project delivery.
2. Offering more services, working on our methodologies will increase volume and profitability on our services.
3. And investing on our technologies will help us to sell more licenses and more products, increasing the volume of TNP.

And those dynamics are closely linked because our project delivery and TPS business segments are

1. mutually reinforcing.
2. Operationally, TPS is bringing us closer to clients, creating the necessary intimacy, a key success factor for delivery.
3. And the track record of project delivery and the satisfaction of our clients is strengthening the credibility of TPS.
4. And there is no barrier between these two business segments. Our engineers can smoothly transition between the two.

So, with a strong market condition, top-tier execution and focused strategy, we are well positioned to capitalize on those dynamics and to strengthen the financial performance of T.EN. After a short video on the testimony of our partners on technology, I will hand over to Wei who will give you more color on our technology portfolio. Thank you. [video]

# Operating Model

Loïc Chapuis

SECTION 5

## Operating model for a world designed to last

LOIC CHAPUIS  
Chief Operating Officer

TEEN TECHNIP ENERGIES

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*So collectively with Wei and Davendra, we have been through the description and the outlook of our two main business segments. Now I will dive into our operating model. And guess what? It is evolving to capture the growth.*

## 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



*Our strongest asset at Technip is our people. We are truly a people company with more than 17,000 employees.*

- And beyond the numbers that you can see, it's all about diversity, expertise, and experience.*
- We address global opportunities and maintain local presence to our clients.*
- And this strength of talents is equally serving project delivery, TPS, and adjacent business models.*

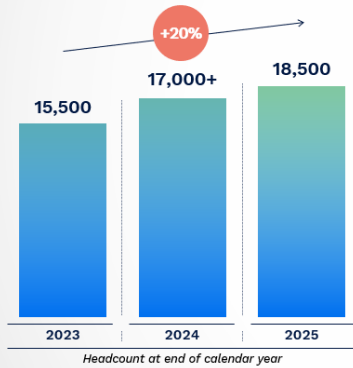
*T.EN's people mapping adequately serves the industry needs while preparing the future.*

*This is what we mean when we say we want to deliver a world designed to last.*

# 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: 420<sup>1</sup>  
New Employee Value Proposition strategy

<sup>1</sup> As of September 30, 2024



*Our people being the main asset, we invest into it. We invest to make them grow and we invest to enhance the capability of T.EN.*

*We invest in human capital in several ways.*

- 1. First, we have skipped them by dedicated programs to boost them on expertise and in delivery.*
- 2. We support them with cutting edge AI tools to boost the efficiency.*
- 3. And third, by maintaining our attractiveness to the best talents.*

*And this continuous investment in our people has led T.EN to be well perceived by its employees. And we monitor this on a yearly basis with a detailed plan and action plan. And this is why we are able to increase our workforce by 20% by the end of 2025 compared to 2023 to deliver especially in specific geographies.*

*T.EN is really a sought-after employer for engineers who want to be part of the solution.*

## 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

1 2 3 4 **5 BUSINESS & OPERATIONS** 6 7 8

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*Our business is global and our organization too.*

*We make sure to leverage on the entire workforce and operate in 34 countries with the best combination of local expertise and local presence.*

*75% of our projects are involving more than one center. This is what we call multi-center project.*

*It's really part of our DNA since decades. And this is what allows us to deploy a cohesive One T.EN delivery network.*

*And we promote cross-fertilization, best practices, lessons learned from one center are shared with the other centers.*

*And this proven collaborative approach allows us to deliver consistent quality everywhere while offering a competitive rate per employee to the market.*

*We are serving our clients being global and local.*

## 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 H<sub>2</sub> & Power-to-X center, Delhi

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



*Growing our talent pool is crucial for us.*

*With one million talented engineers graduated every year, India is a crucial hub for us and is already accounting for a quarter of our workforce as of today.*

*And capitalizing on the 50 years presence we have in this country; we are therefore opening a fourth center in Ahmedabad.*

*And it's not only about services. With the expansion of our manufacturing yard in the edge, as explained by Davendra, we are addressing the growing demand for products.*

*And the opening of the lab in Chennai will help us to address TPS growth in specific technologies, notably Green H<sub>2</sub>, which is booming in India.*

*In a nutshell, India presents for us a wealth of opportunities, and we look forward to expanding our workforce there and our client base in that country.*



## 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've talked about people, we've talked about organization, but the people are working with methods and tools.*

*That's why we are paying equal attention to the processes and the methods we're working on. And in line with the continuous improvement culture, we have at T.EN, we have accelerated indigenization with an ambitious and dedicated digital roadmap over the next four years.*

*We have launched 70 key initiatives, well-defined, properly challenged against industry benchmark.*

*We make sure to leverage on our extensive project data sets, using new technologies with AI available on the market, and our own technology that we are developing, both for PD and TPS segments.*

*Applied to T.EN's operating model, this program has a potential to deliver EUR 100 million annualized cost savings by 2028 and beyond, which will improve the profitability and our competitiveness.*

## 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 GPT<sup>1</sup> KNOWLEDGE MANAGEMENT

<sup>1</sup> Generative Pre-trained Transformer



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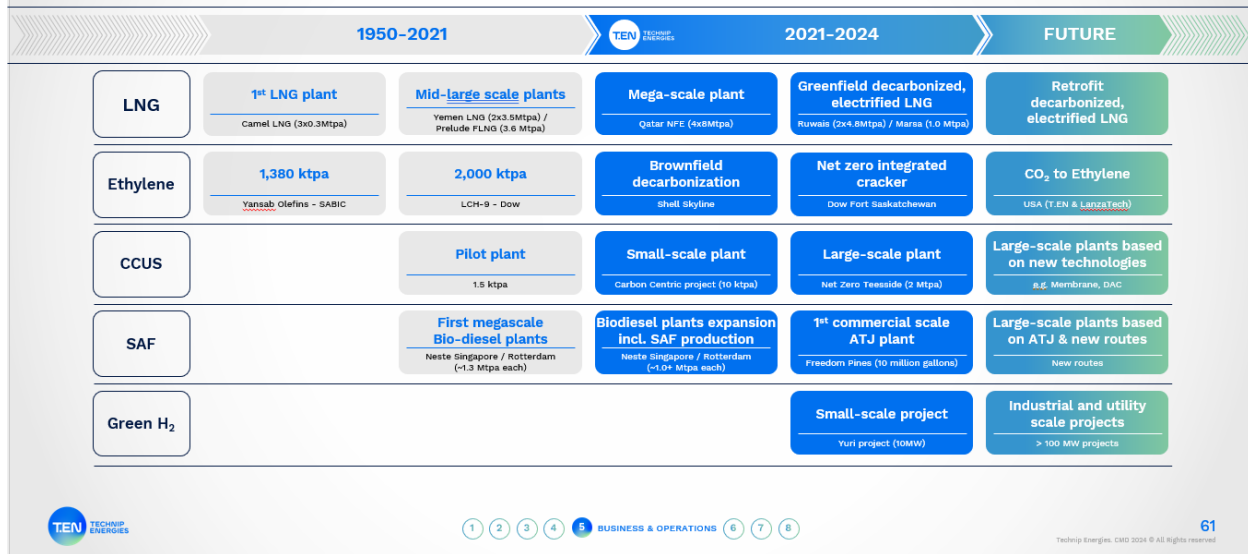
*Looking ahead, so this digital roadmap is how to apply AI and technologies on our data set. We use our as-built plant data, notably using AI, to better predict results.*

*And here I would like to showcase a few examples to give you a bit more concrete solution of what we are working on as of today at T.EN.*

- 1. Quantities of material on the plant is the most important data set at its drive, cost and execution scheme. Generating quantities using AI based on our as-built plant data set will help us to better predict the results and also the speed of the delivery of our FEED phase before FID.*
- 2. And this applies to safety, again based on our track record at site and our incidental data set, will allow us to optimize the deployment of safety resources while anticipating safety needs.*
- 3. And more broadly, T.EN GPT knowledge, deploying it, will reinforce sharing of expertise across our organization while retaining the knowledge to T.EN.*

*All those examples are serving the purpose of certainty and efficiency, leading to profitability and volume.*

## A history of successful scale-up and decarbonization



To conclude, with Wei and Davendra, we have already demonstrated multiple times the ability of T.EN scale to large applications.

Indeed, LNG and excellence, our large core business, started small decades ago. And even in these two businesses, we continue to imagine the next step offering decarbonization solutions and further enhancing differentiation of T.EN.

On CCUS, scale-up is materializing as we speak. While we were showcasing a pilot plant in a container years ago to our customers, we are now designing large-scale units for blue molecule and power generation sector like NET Zero Teesside. CO2 captured and sequestered is measured in million tons a year.

And this is exactly what we intend to replicate for SAF, NH<sub>2</sub>, and others that we are incubating at T.EN. We are a scale-up company, and we always imagine the next step to sustain the position to be the solution enabler.



## 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



What I want you to take away from this presentation is:

1. *Our complementary business segment, project delivery and TPS, are leveraging on our unique position and on favorable market dynamic to improve profitability and increase volume.*
2. *And we will keep investing to stay at the forefront of the industry with*
  - a) *an in-demand technology portfolio through R&D as explained by Wei,*
  - b) *with fit-for-purpose products to address affordability and sustainability challenge as explained by Davendra, and*
  - c) *with talented people and modernized tools and methods to achieve greater certainty and productivity across our businesses.*
3. *We are more than ever a solution enabler and not a simple order taker. Our value proposition and operating model will retain more value for T.EN looking forward.*
4. *In essence, T.EN is a future- focused infrastructure provider to deliver sustainable solutions. We are delivering a world designed to last.*

*I will now hand over back to Phil who will introduce the first Q&A session. Thank you.*