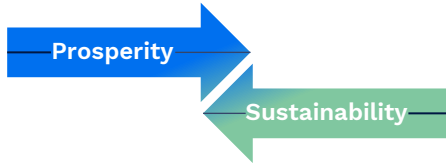


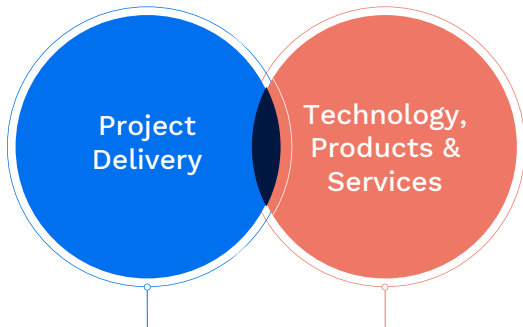
CAPITAL MARKETS DAY 2024

A world designed to last

The megatrends of population, urbanization and economic growth are shaping our world today. **We need more energy and chemicals with less emissions and waste.**



Technology and Engineering powerhouse delivering a world designed to last



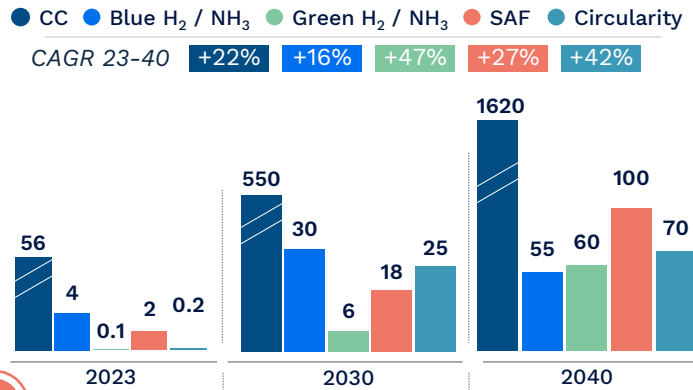
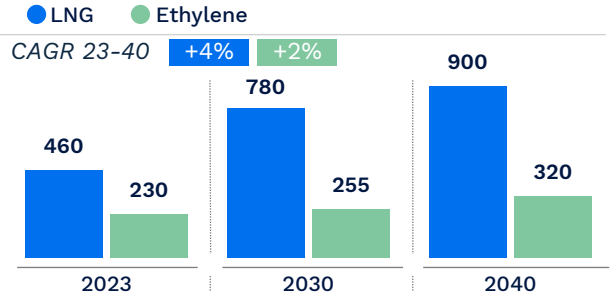
- | | |
|----------------------------------|----------------------------------|
| High predictable cash generation | Accretive margins |
| Negative capital employed | Higher growth |
| Diversified & de-risked | Pull-through to Project Delivery |

65+ years of rich history and a proven complementary business models – we have, and we will continue to navigate all possible transition scenarios and provide solutions that the world needs today while creating value for all our stakeholders.

We are part of the solution

- Technology
- Ecosystems
- Scale
- Physical Infrastructure

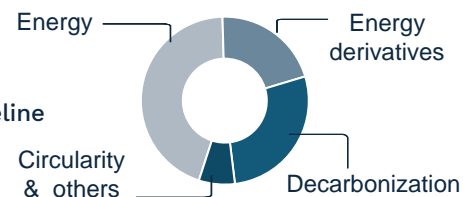
SECURING ACCESS TO SUSTAINABLE ENERGY | **BREAKING BOUNDARIES**
THRIVING IN ANY TRANSITION SCENARIO | **WINNING THE AFFORDABILITY BATTLE**



Annual serviceable addressable market value:

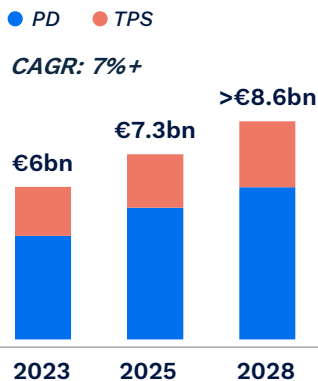


€75bn commercial pipeline 2025-26

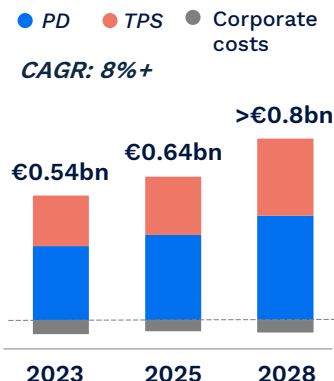


Strong market outlook coupled with our business model and execution excellence will lead to:

Strong organic growth REVENUES



EBITDA



High accumulated free cash 2024-2028

€2.2bn to **€2.6bn**

Growing shareholder returns and value accretive investments

- #1 Dividend**
 - 25% - 35% of FCF
- #2 Value accretive investments**
 - TPS focused M&A
 - New business models

CAPITAL MARKETS DAY 2024

€4.5bn Market Cap	17,000+ Talents	27 Operating centers	65+ year History	60+ Proprietary technologies
Energy LNG & decarbonized LNG Gas & Others	Energy Derivatives Ethylene & decarbonized ethylene Hydrogen Chemicals & others	Decarbonization Blue & green H ₂ , ammonia & derivatives SAF & other sustainable fuels Carbon Capture Management	Circularity Plastic & polyester	

T.EN is a technology company with a global footprint and is investing to accelerate further:

~2,800 Patents	40+ Technology alliances	~0.6% of revenues	~1.0% of revenues	~1.0% of revenues
Technology assets 		€35m 2021	€60m+ 2023	€85m+ 2028e

Productization growth:

Ethylene Ethylene by TEN	Carbon Capture Canopy by TEN
LNG SnapLNG by TEN	Green Hydrogen rely Clear 100+

Strategic Enablers:



Investing in our people, expanding our footprint and accelerating our digital journey:

	<p>Global recruitment drive with specific emphasis on India, Middle East and Americas</p> <p>New operating center in Ahmedabad, India</p> <p>Upskilling our people: Target learning hours in 2025: 30 (2024: 25 & 2022: 10)</p>
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DIGITAL OBJECTIVES

- Reinforce efficiency and certainty in execution
- Innovate and develop digital solutions

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

Investing into further growth through **€1bn+** of available firepower:

PRIORITIES Focus on Technologies & Products Opportunistic acquisitions to grow our high-value services Adjacent business models: co-developer, equity stakes	KEY CRITERIA <ul style="list-style-type: none"> Capital discipline Synergy creation Margin expansion Preserving T.EN's Investment grade
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