



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 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.

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
- 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

SECTION 1

2024 Financial results highlights

FY 2024 – Key highlights

REVENUE

€6.9bn

+14% Y/Y

RECURRING EBITDA

€608m

+13% Y/Y

BACKLOG

€19.6bn

+24% Y/Y

PROPOSED DIVIDEND¹

€0.85/sh

+49% Y/Y

Outstanding financial performance

- Highest ever EBITDA / EBIT / EPS
- Strong platform to deliver 2025 guidance

Excellent commercial success

- €10bn+ orders; record backlog of €19.6bn
- Q4 awards: NZT and Suriname topsides

Improving shareholder returns

- Proposed dividend¹: substantial Y/Y growth
- Share buyback: €100m program completed

€10bn of orders diversified by market and geography

2024 Order intake

Project Delivery

€7.8bn

Book-to-Bill, TTM¹: 1.6

Leveraging leadership in **LNG, modularization** and **carbon capture**

Key awards in 2024

Market

Low-carbon LNG

CCS

Offshore

Project & Geography

*Ruwais, UAE
Marsa, Oman*

*Net Zero Teesside
Power project (NZT), UK*

*GrandMorgu FPSO
topsides, Suriname*

TPS

€2.2bn

Book-to-Bill, TTM¹: 1.1

Securing **technology and proprietary equipment** awards on pioneering projects

CCS

Ethylene

Green Ammonia

Blue Hydrogen

*Proprietary equipment
for NZT project, UK*

*Low-CO₂ cracking
furnace, USA*

*AM Green project,
India*

H2Teesside, UK

Sustainability: 2024 achievements at a glance

DRIVING LASTING CHANGE



PEOPLE

32%

Women in permanent workforce

27

Learning hours per employee

29,000+

Volunteering hours



CLIMATE & ENVIRONMENT

41%

Reduction in scope 1 & 2 GHG emissions vs 2021

90+

CCUS¹ studies for our clients

Zero

Projects in IUCN² biodiversity management categories I & II



TRUST

2nd

ESG Supplier Council: with 30 major suppliers

Human Rights

Hosting of Building Responsibly bi-annual meeting

SOLID PROGRESSION IN RATINGS



Confirming leadership - AAA rating maintained



Platinum Medal - Top 1% in our industry group



Rating improved to **top 6%** in our industry group



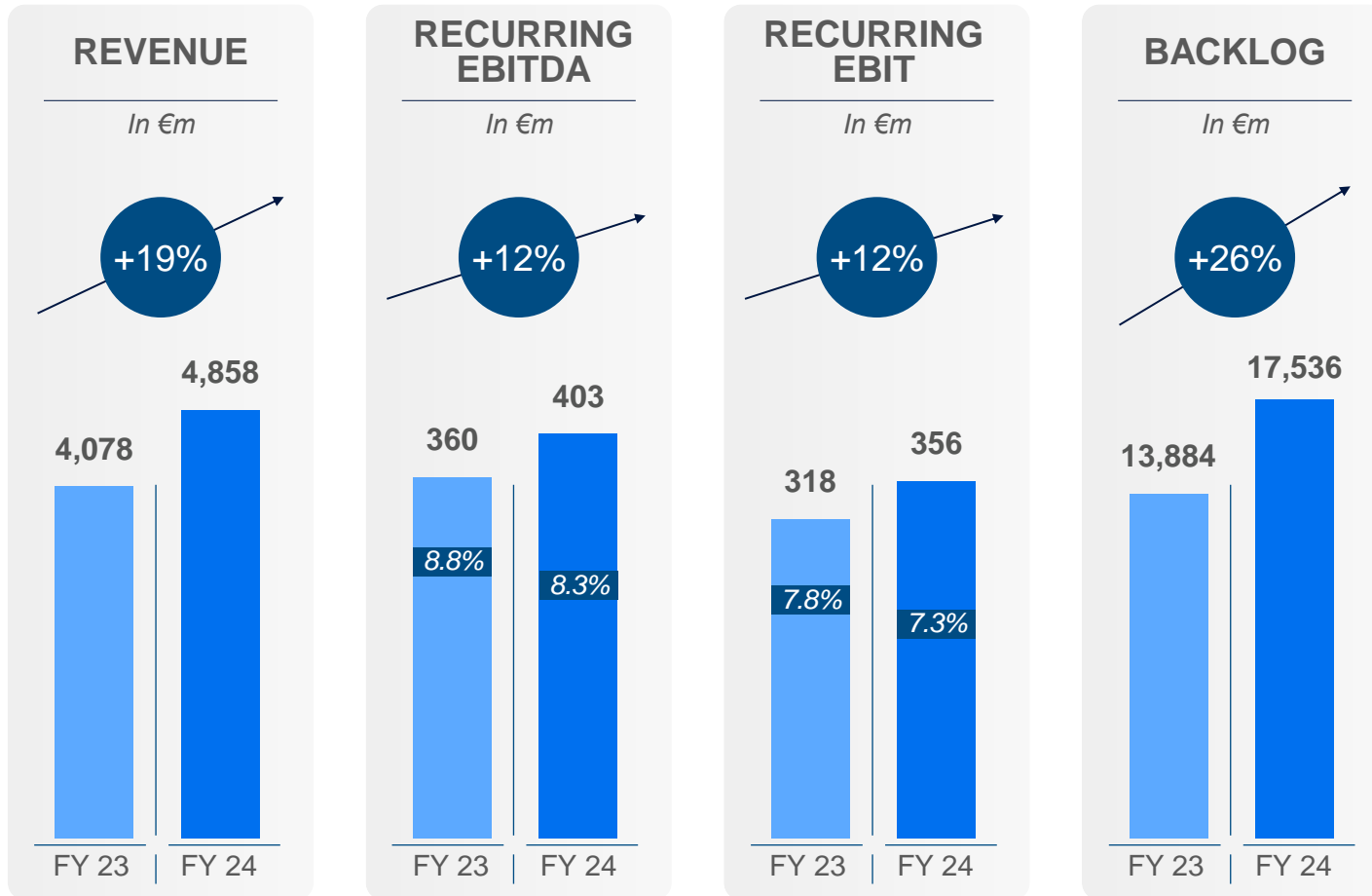
Prime Score



Rating improved to **top 5%** within our industry group

Segment performance: Project Delivery

Project delivery supported by buoyant LNG market



Revenue: Driven by an increasing contribution from Qatar LNG projects, as well as higher activity in offshore.

Recurring EBITDA / EBIT %: Resilient despite portfolio re-balancing and increased mix of early-phase projects.

Backlog: Significant growth Y/Y owing to major awards in decarbonized power generation, low-carbon LNG, and offshore.

Book-to-Bill

1.6 (TTM¹)

1.8 (2-yr)

Margin %

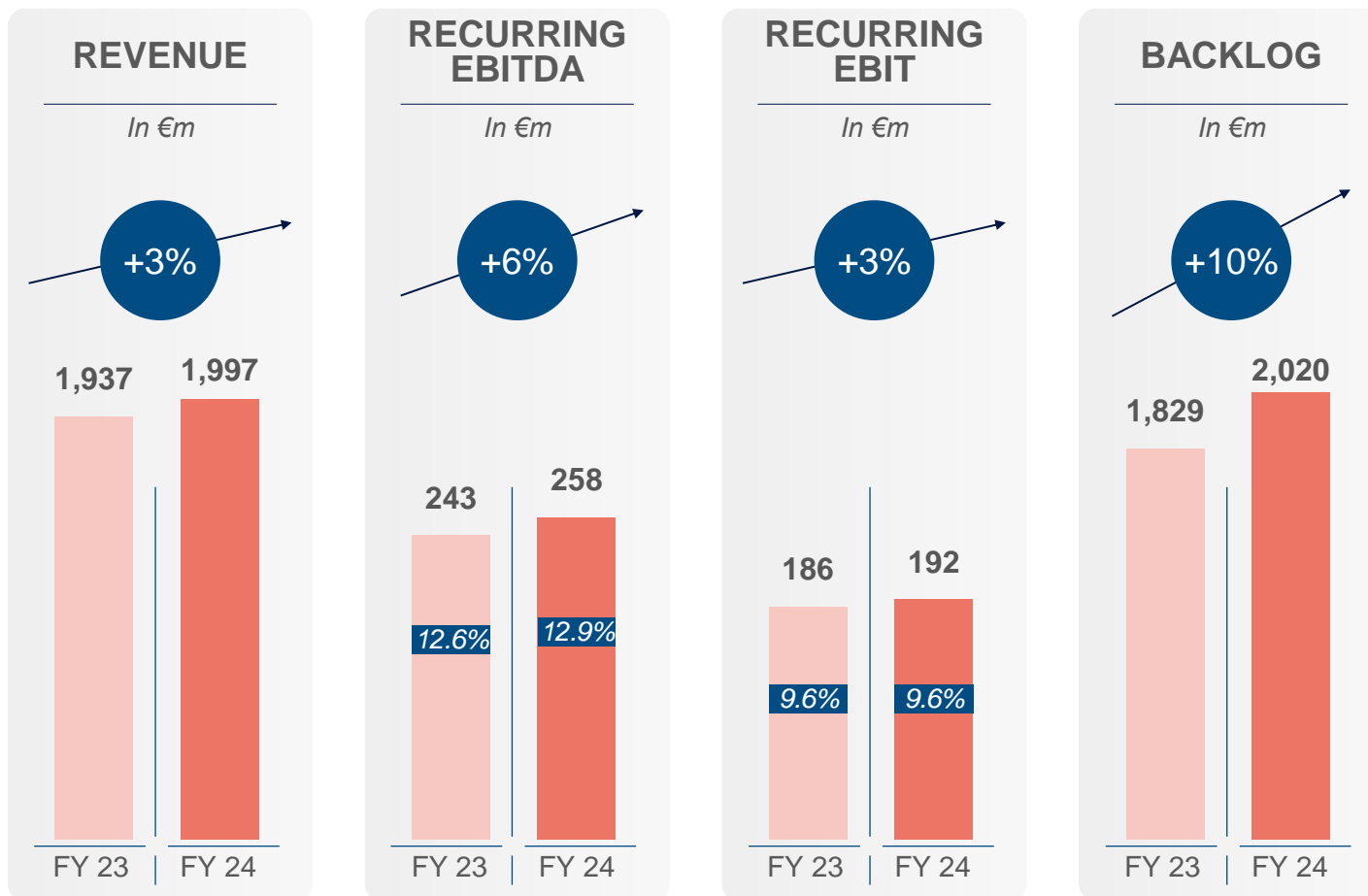


Financial information is presented under adjusted IFRS (see Appendix 8.0 of FY 2024 Results Release). Reconciliation of IFRS to non-IFRS financial measures are provided in appendices.

¹ Trailing 12 months.

Segment performance: Technology, Products & Services

Building momentum with strong finish to 2024



Revenue: Growth driven by renewable fuels services, PMC, and a higher volume of smaller projects / studies.

Recurring EBITDA / EBIT %: Mix benefit and services performance improvement drive EBITDA % growth. EBIT % stable; higher D&A (capex increase, IFRS 16).

Backlog: Growth benefiting from proprietary equipment supply for NZT Power project, plus strong momentum for services and studies.

Book-to-Bill
1.1 (TTM¹)

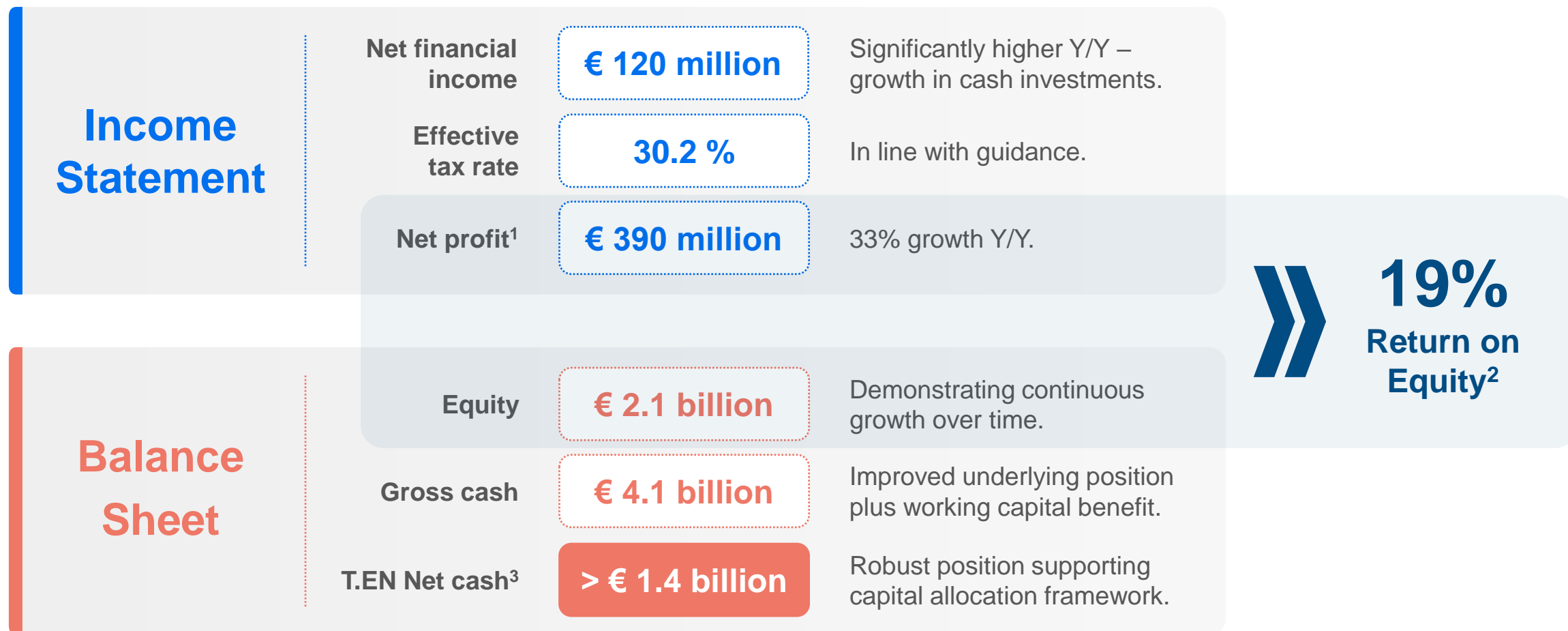
Margin %



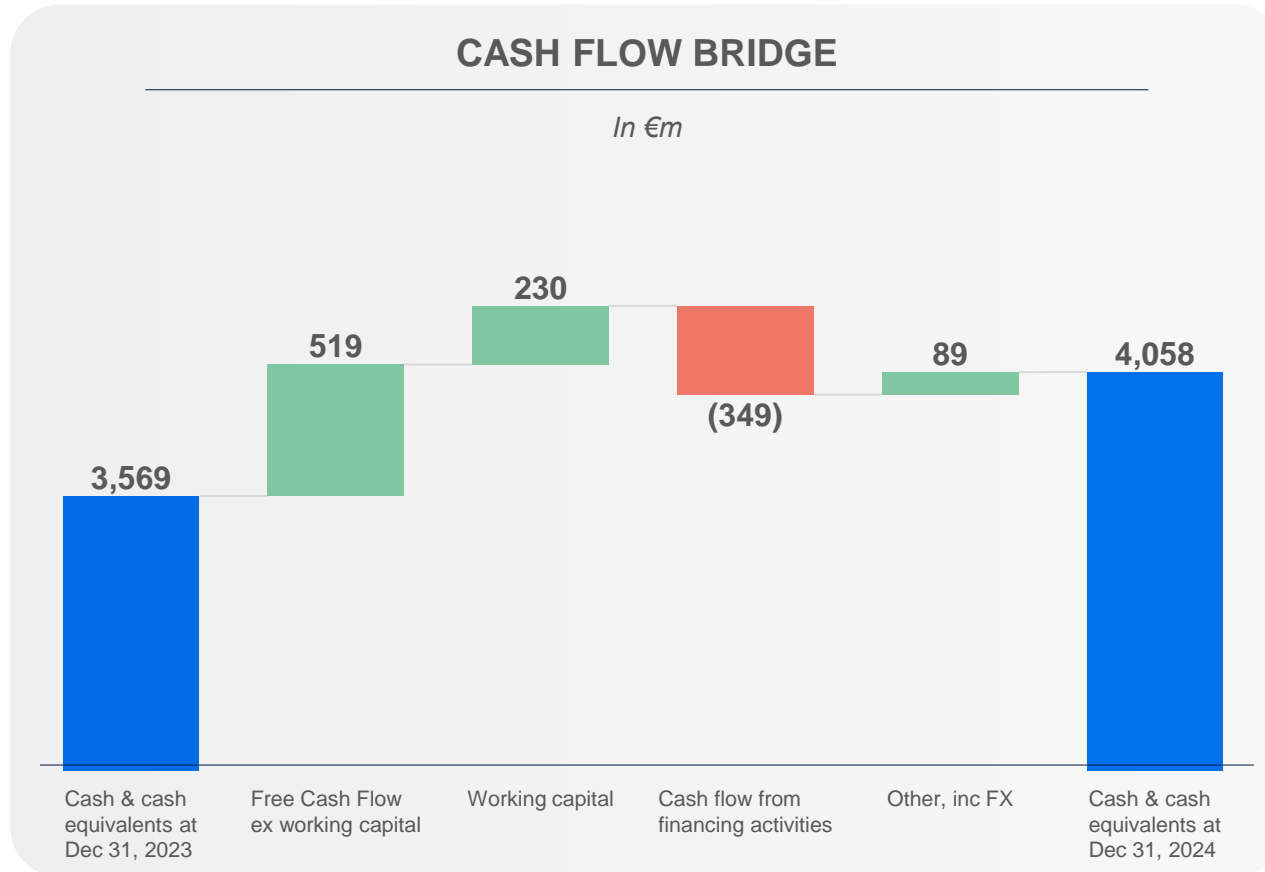
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¹ Trailing 12 months.

Other key metrics and balance sheet

Solid net income supporting high return on equity



Consistent strength in free cash flow generation



- **Operating cash flow:** €834m; Free cash flow¹: €748m, after €230m inflow from working capital and provisions.
 - ✓ **Free cash flow**, excluding working capital impact: €519m.
 - ✓ **Free cash conversion** from Adj. Rec. EBITDA / EBIT: 85% / 105%.
 - ✓ **Capex:** €86m (2023: €49m).
- **2021 – 2024 working capital, cumulative:** €192m inflow.
- **Cash flows from financing activities:**
 - ✓ €102m dividends paid in Q2 2024.
 - ✓ €100m of share buyback.
 - ✓ €72m lease liability payments.

Confirmed group 2025 guidance and 2028 framework

2025 GUIDANCE

	Project Delivery	Technology, Products & Services
Revenue	€5.0 - 5.4bn	€2.0 - 2.2bn
EBITDA % ¹	~8%	~13.5%
Effective tax rate ²	26% - 30%	
Corporate costs	€50 – 60m	
R&D Spend	~€70m	
Adjacent business model investment ³	<€50m	

2028 FRAMEWORK

	Project Delivery	Technology, Products & Services
Revenue	>€6.0bn	>€2.6bn
EBITDA % ¹	~8.5%	~14.5%
Effective tax rate ²	26% - 30%	
Corporate costs	~€60m	
R&D Spend	~1% of revenues	
Adjacent business model investment ³	Subject to 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

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.

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

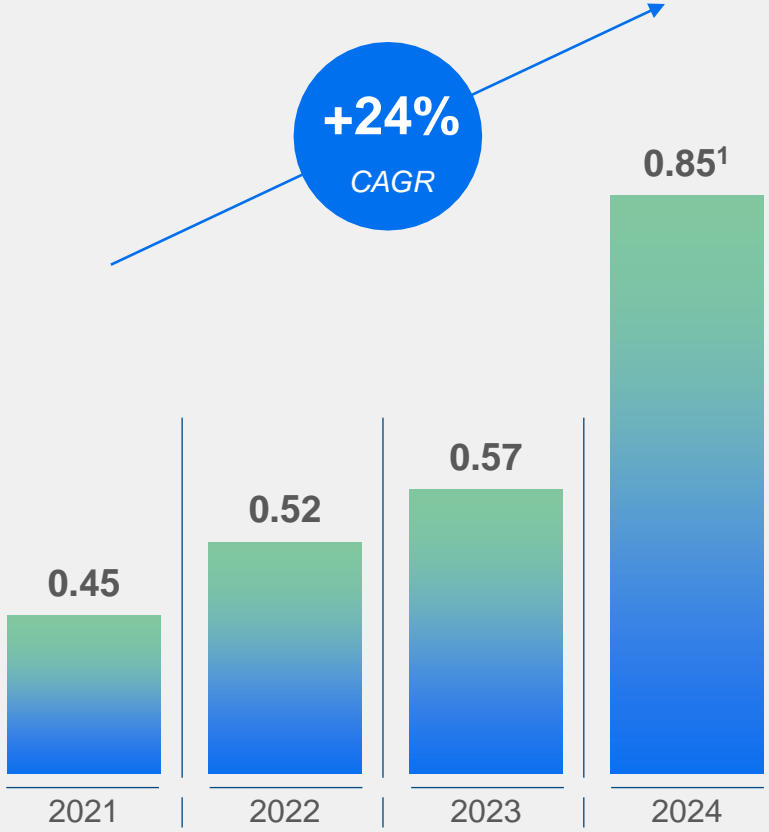
M&A

Adjacent business models

Reju.

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.

A view from T.EN – market trends and key observations

Key macro trends

Long-term global energy demand growth

AI & datacenters growth

Dynamic geopolitical situation and policy decisions

Resilient customer spending

Robust demand for power generation, natural gas & chemicals

Decarbonization & waste management investment / policies

T.EN's take

ENERGY

Re-acceleration of **LNG** project FIDs

Decarbonized power

ENERGY DERIVATIVES

Chemicals – signs of recovery; greenfield plus modernization of existing assets

DECARBONIZATION

Blue molecules & carbon capture: low CO₂ intensity

Sustainable fuels: maturing SAF pathways

CIRCULARITY

Technology maturity for advanced chemical recycling, including **textile-to-textile (rPET)**

NEED FOR MORE ENERGY & CHEMICALS

WITH LESS EMISSIONS AND WASTE



Delivering

FY 2024 Key takeaways

Outstanding 2024

Robust earnings and FCF

- EPS + 33% Y/Y
- FCF: >€500m

Backlog reaches ~€20bn

- Excellent, multi-year visibility
- Underpins earnings trajectory

Positive outlook

Attractive opportunity set

- Positioned for sizable prospects in 2025 / 26

Complementary growth engines

- High demand for TPS and Project Delivery

Strong shareholder returns

Growing dividends

- Proposed €0.85/share
- 49% increase Y/Y

1-year total shareholder return

- 27% for FY 2024

SECTION 2

Capital Markets Day 2024 highlights

We are part of the solution

OUR EXPERTISE



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

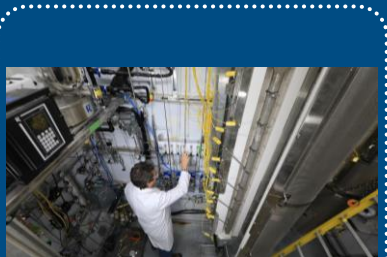
70+
DIGITAL & AI
INITIATIVES



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

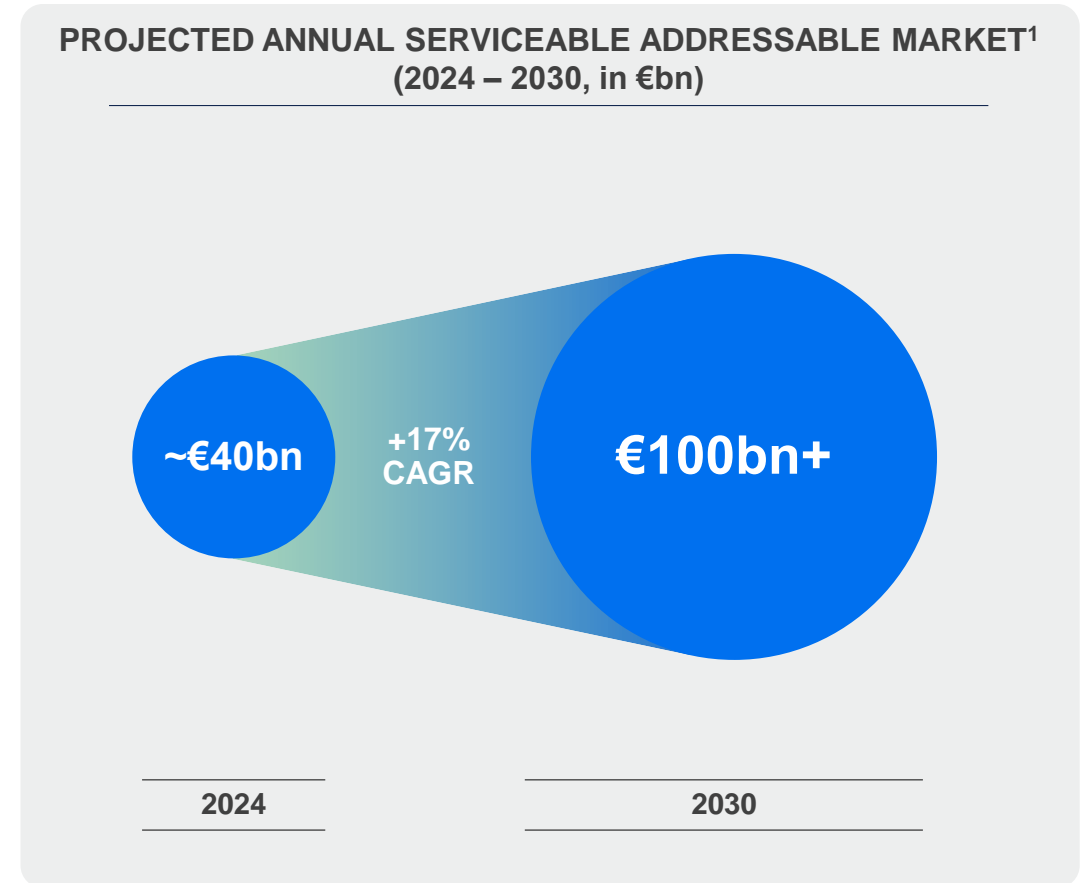
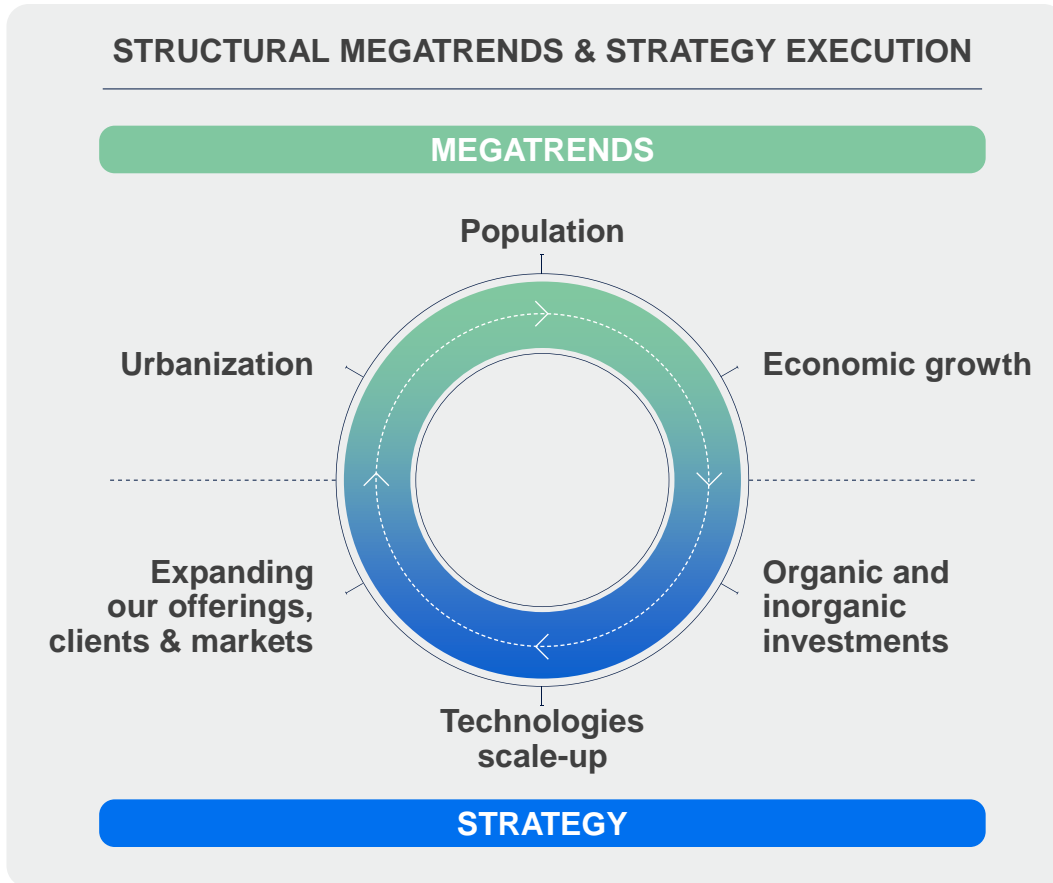
Technology, Products
& Services

Standardization &
Replicability

Plant-As-A-Product

Technology pilots

Growing addressable markets



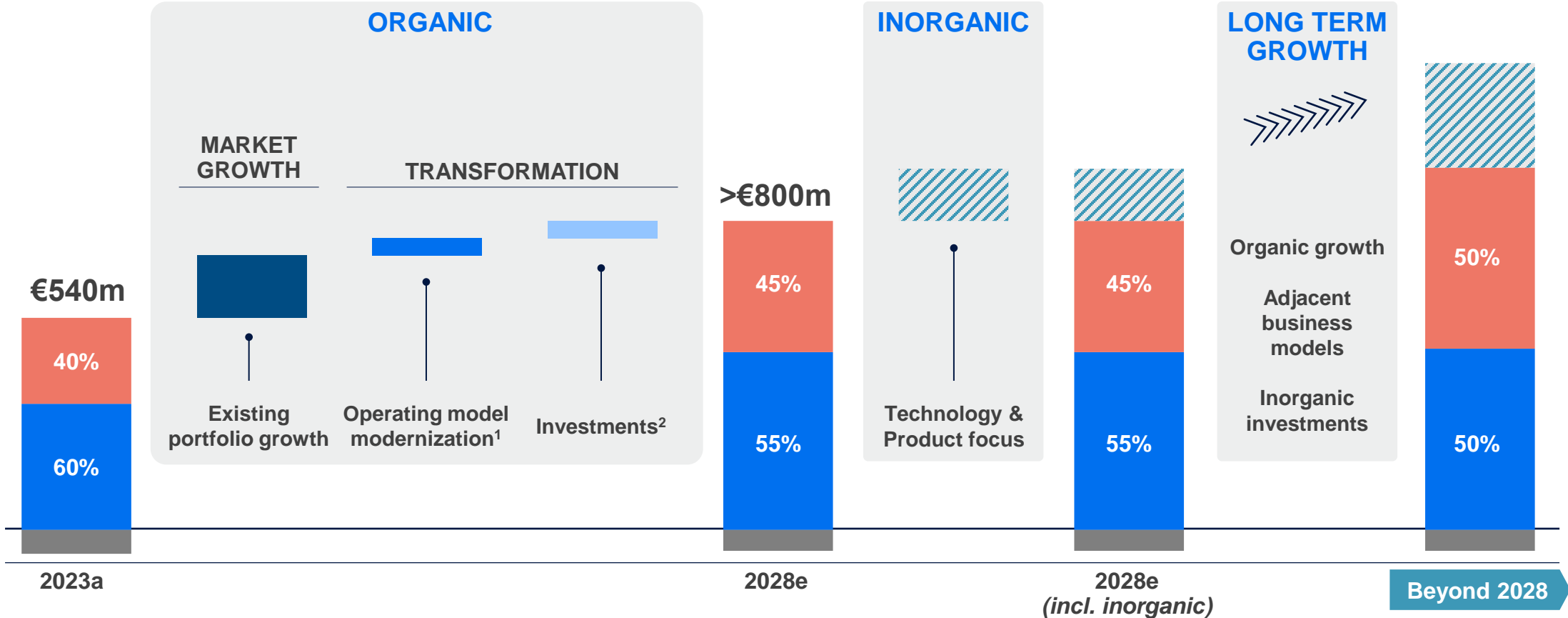
Sources: T.EN internal review

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

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

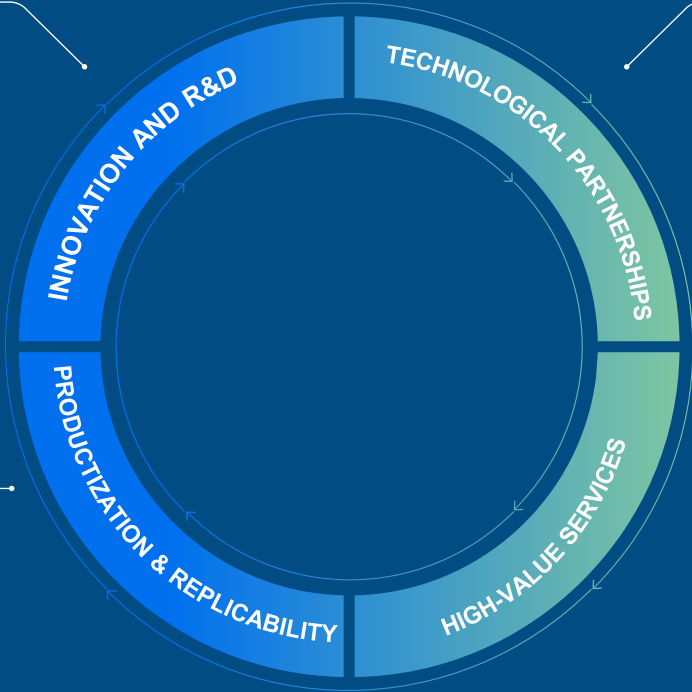
Technology, Products & Services: Strong build-up since inception

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



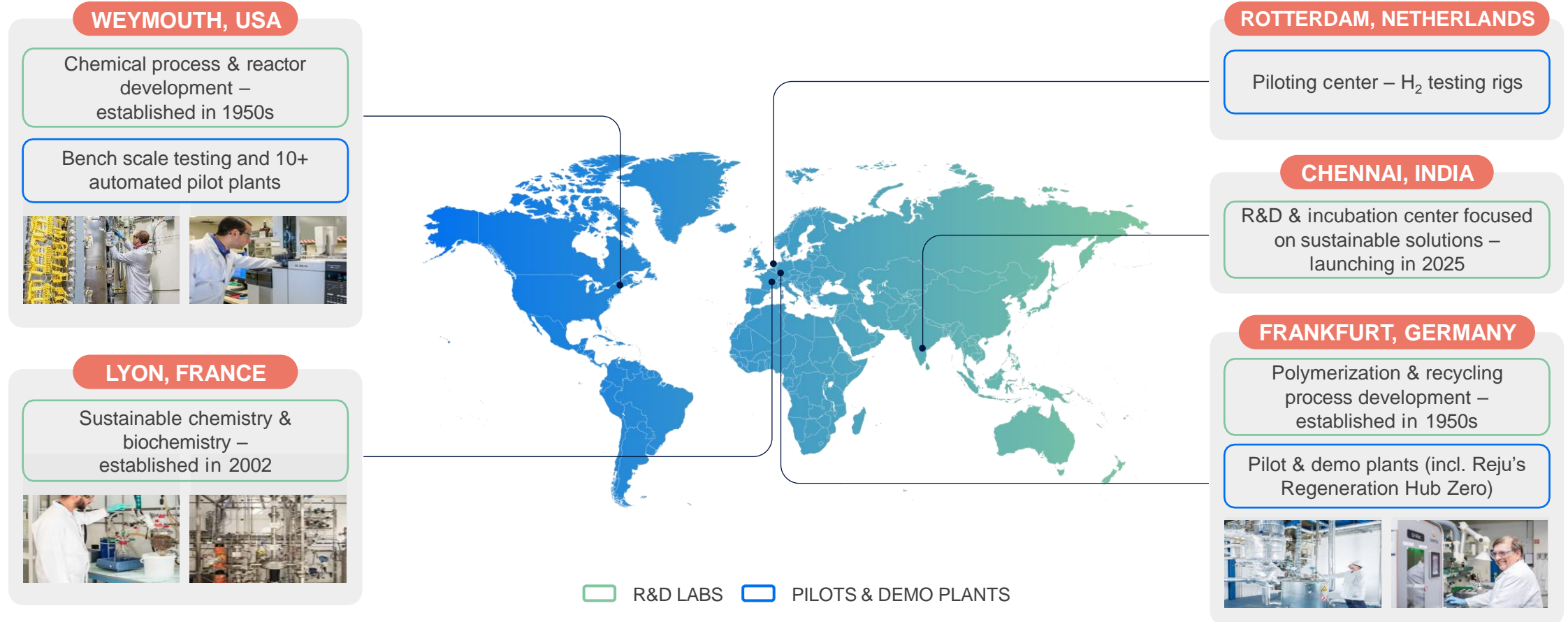
We are an architect,
building first-of-a-kind
process plants

**FASTER
TIME-TO-MARKET**

**HIGHER SUCCESS RATE IN
COMMERCIALIZING
TECHNOLOGIES**

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

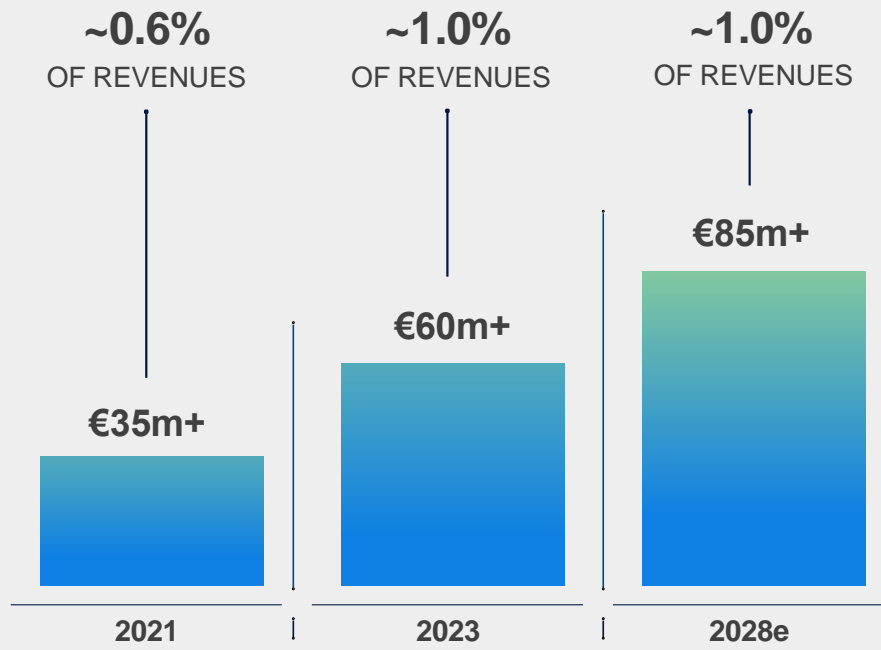
T.EN's global footprint of labs and pilots



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

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

Ethylene
by T.EN

Proprietary products and solutions embedded with technology

NextGen Furnace

SPYRO®

Rippletrays™

LNG

SnapLNG™
by T.EN

Pre-engineered, standardized modules integrated with technology

2.5 Mtpa production capacity | ~2 years time-to-market saving

Zero CO₂ emissions in operation

CARBON CAPTURE

Canopy™
by T.EN

Integrated post-combustion modularized solutions – small to mega scale

C10, C100, C200
10, 100, 200 ktpa

C+ Customized sizing & design | Marine Offshore optimized design

GREEN HYDROGEN

rely Clear100+

Configurable productized plant

35% less equipment | 100MW Electrolyzer capacity

30 months EPC lead time

»»»»»
MORE TO COME

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

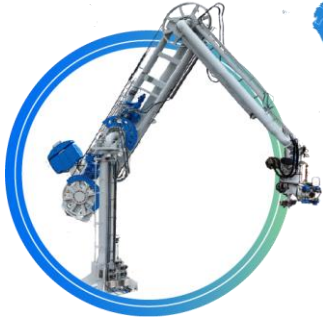
New markets¹: LCO₂, LH₂, NH₃

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	PROJECT MANAGEMENT AND DETAILED ENGINEERING
Advisory, due diligence, and sustainability services	Project life cycle management & consultancy
Asset impact solutions	Detailed engineering & optimization
Project concept development, feasibility studies, FEED	Procurement services & construction management
<p>WORK HOURS GENESIS 2023 650k+ 10% → 800k+ CAGR 2025 target</p>	<p>WORK HOURS PMC 2023 3m+ 30% → 5m+ CAGR 2025 target</p>

+ Digital Services

+ Project operations

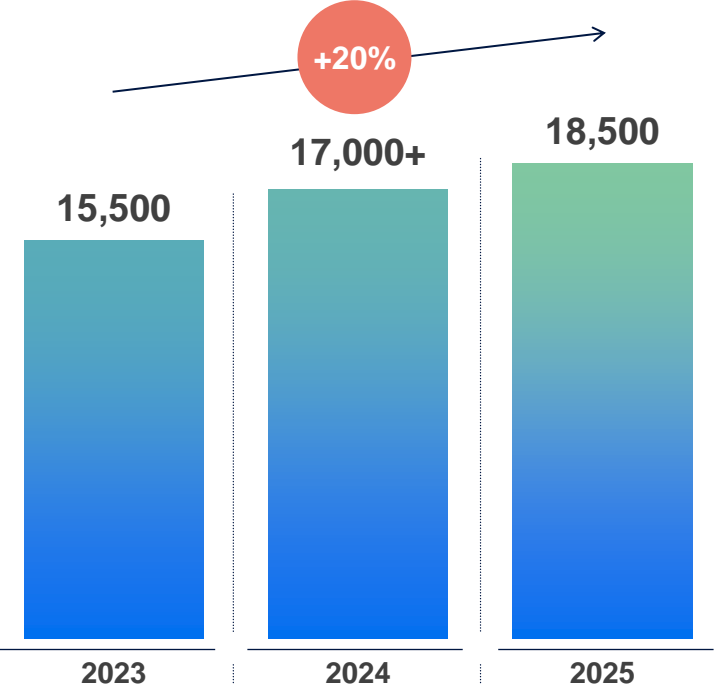


- PULL-THROUGH REVENUES
- RESILIENCE TO EXTERNAL FACTORS
- PREMIUM CUSTOMER ENGAGEMENT
- DE-RISKED AND ACCRETIVE REVENUE STREAMS

A people & innovation company

We are part of the solution

EXPANDING FOOTPRINT & INVESTING IN OUR PEOPLE



Headcount at end of calendar year



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+

ReJu. 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**

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

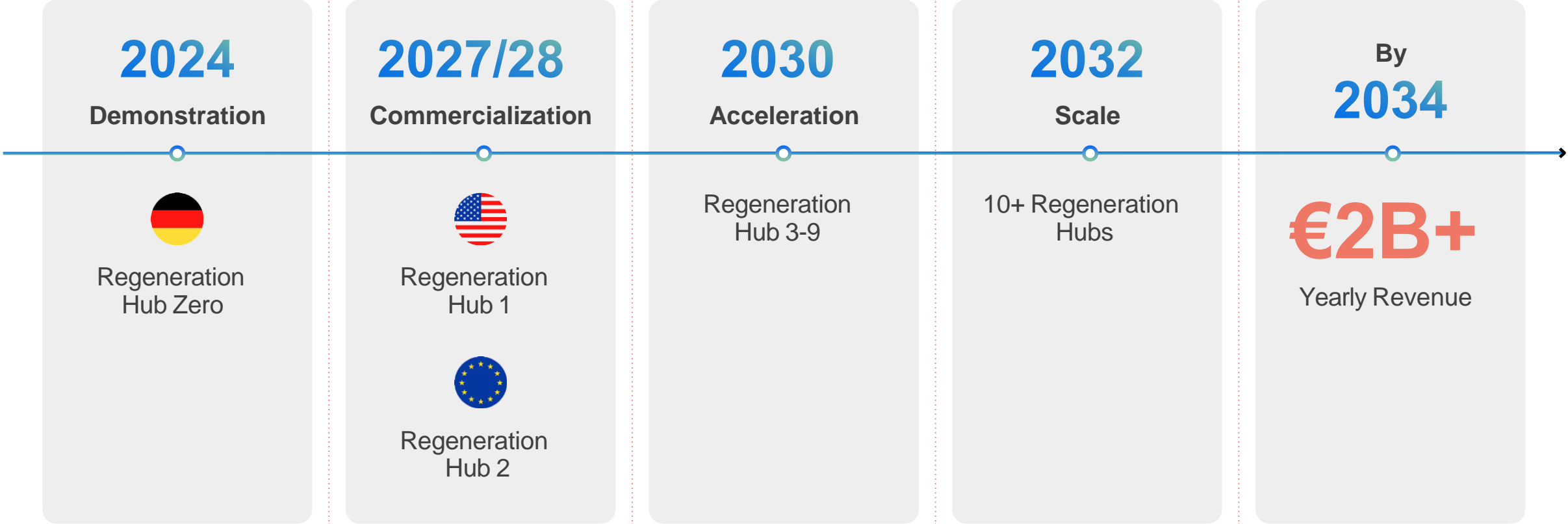
Reju™ opens Regeneration Hub Zero in Frankfurt



2025

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

Our 10-year ambition



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

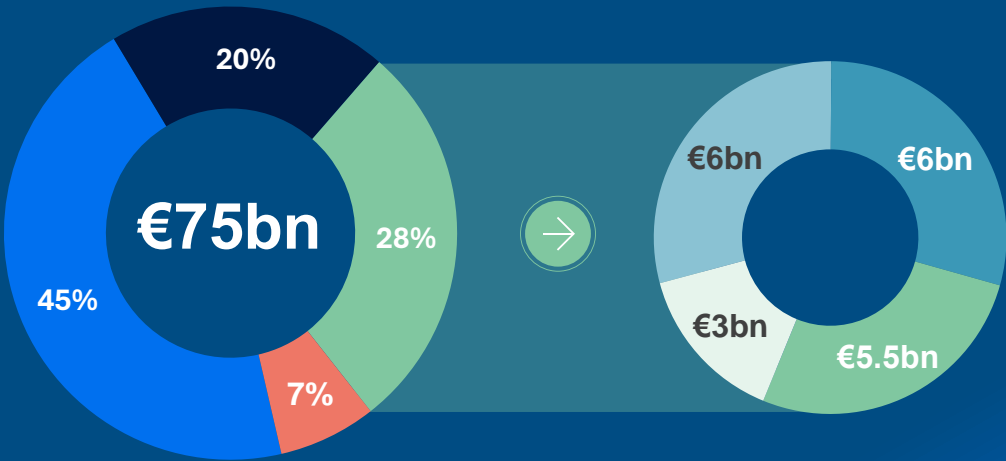
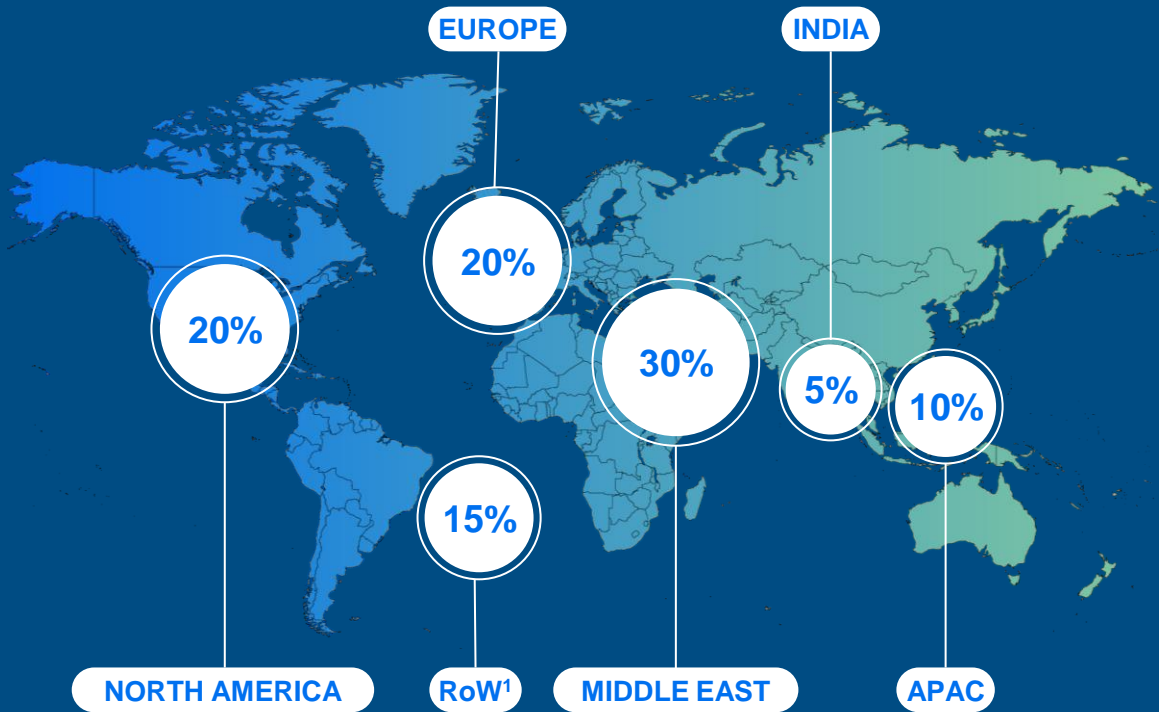


Value beyond – our strong platform for growth in shareholder returns

A substantial and diversified commercial pipeline

COMMERCIAL PIPELINE BY GEOGRAPHY AND MARKET THROUGH END-2026

ZOOM ON DECARBONIZATION



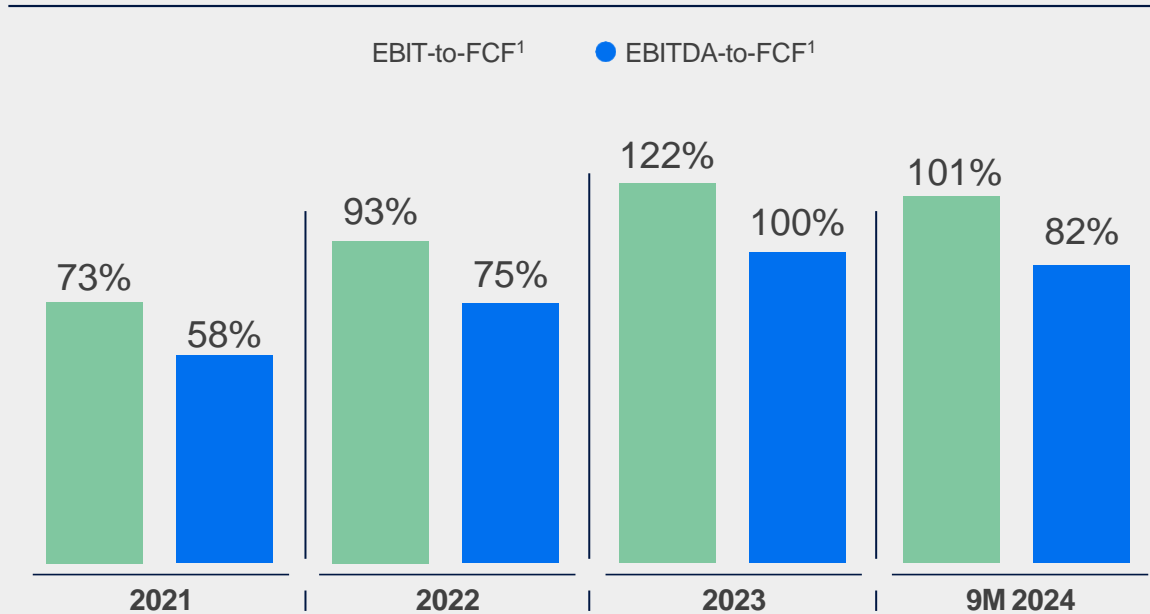
- Energy derivatives
- Decarbonization
- Carbon capture
- SAF²
- Circularity & other
- Energy
- Blue hydrogen & ammonia
- Green hydrogen & ammonia

¹ Rest of the World
² Sustainable Aviation Fuel

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

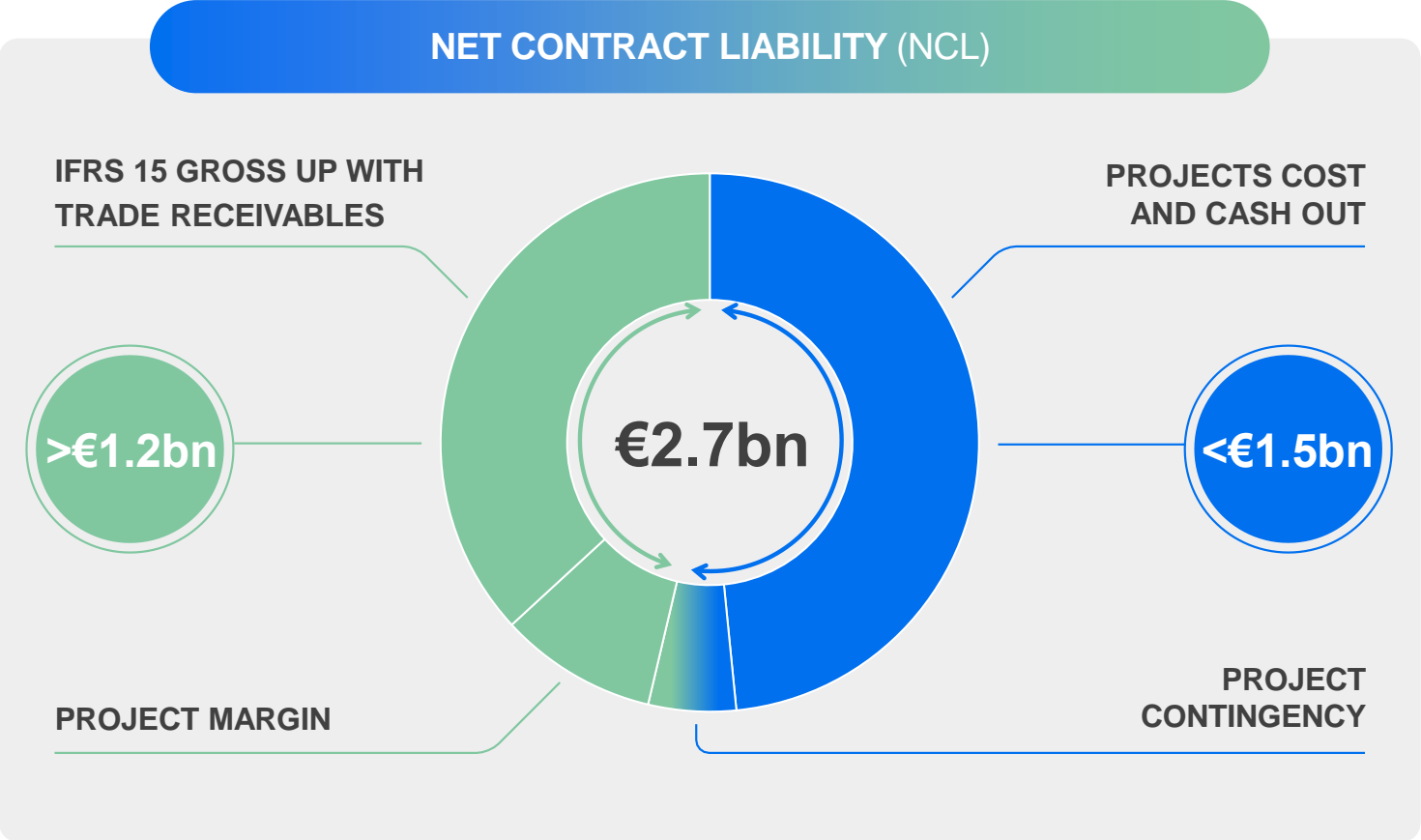
Financial information is presented under adjusted IFRS

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)

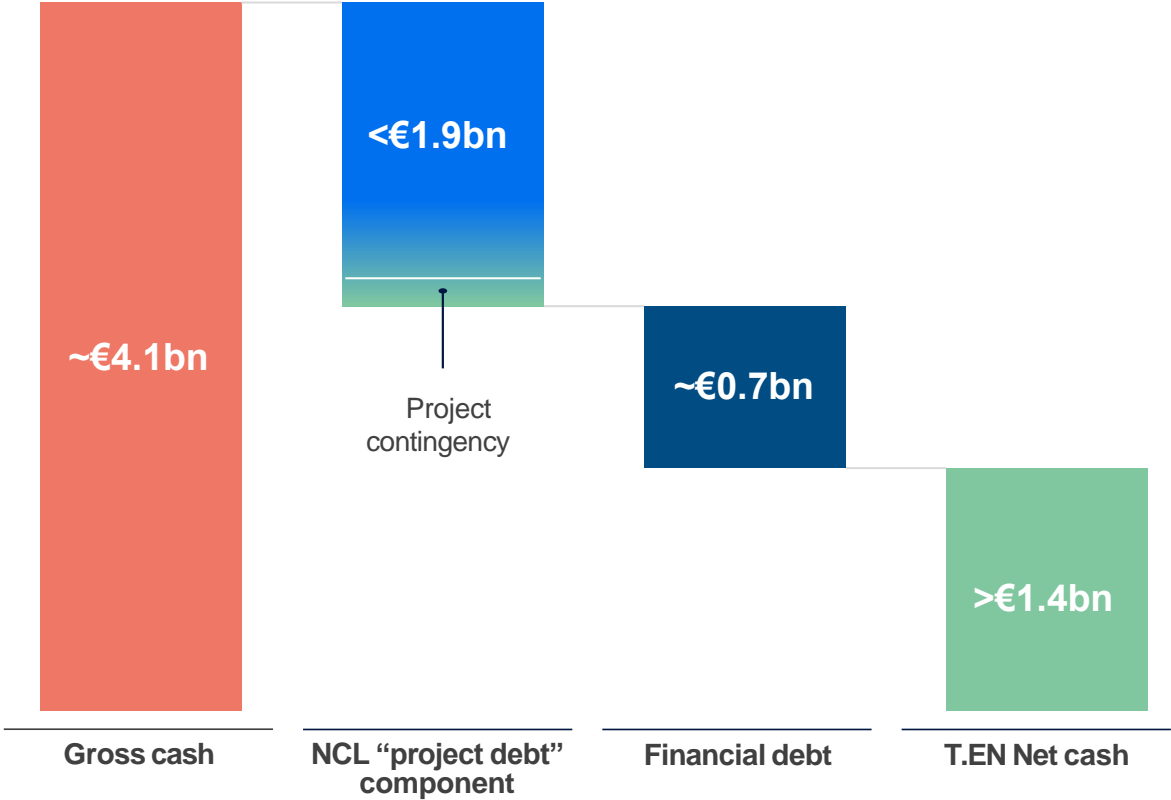
NOT FUTURE CASH OUT:

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



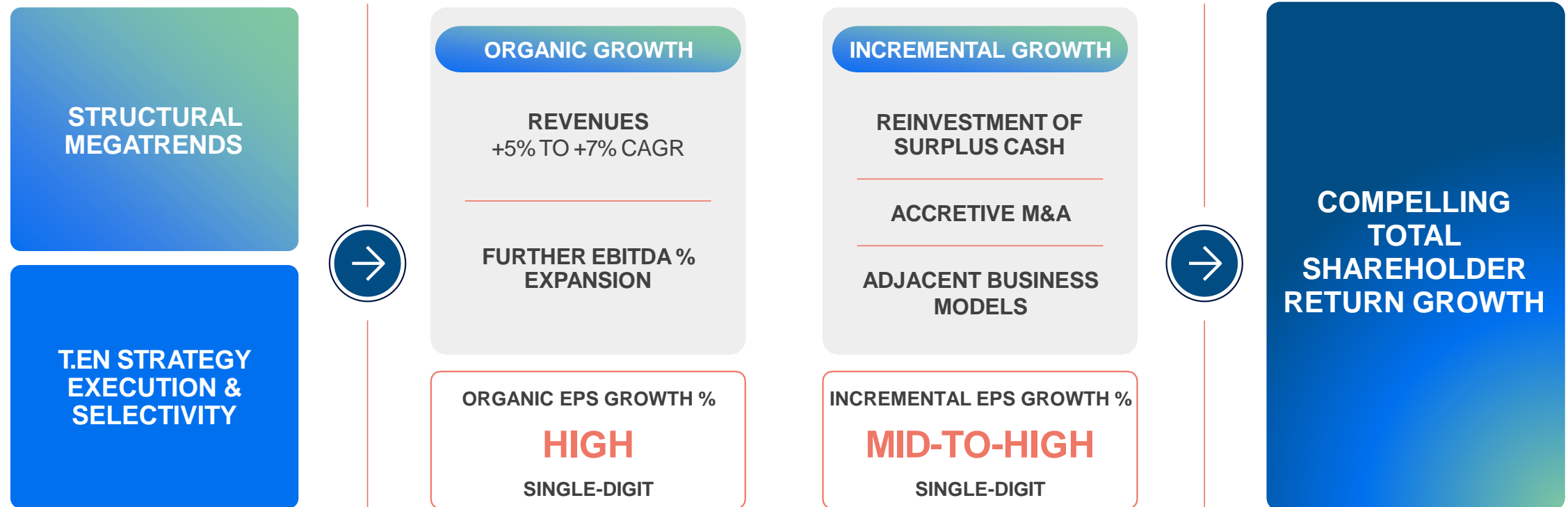
T.EN'S CALCULATION OF NET CASH

- 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

Value beyond: T.EN's through cycle ambition

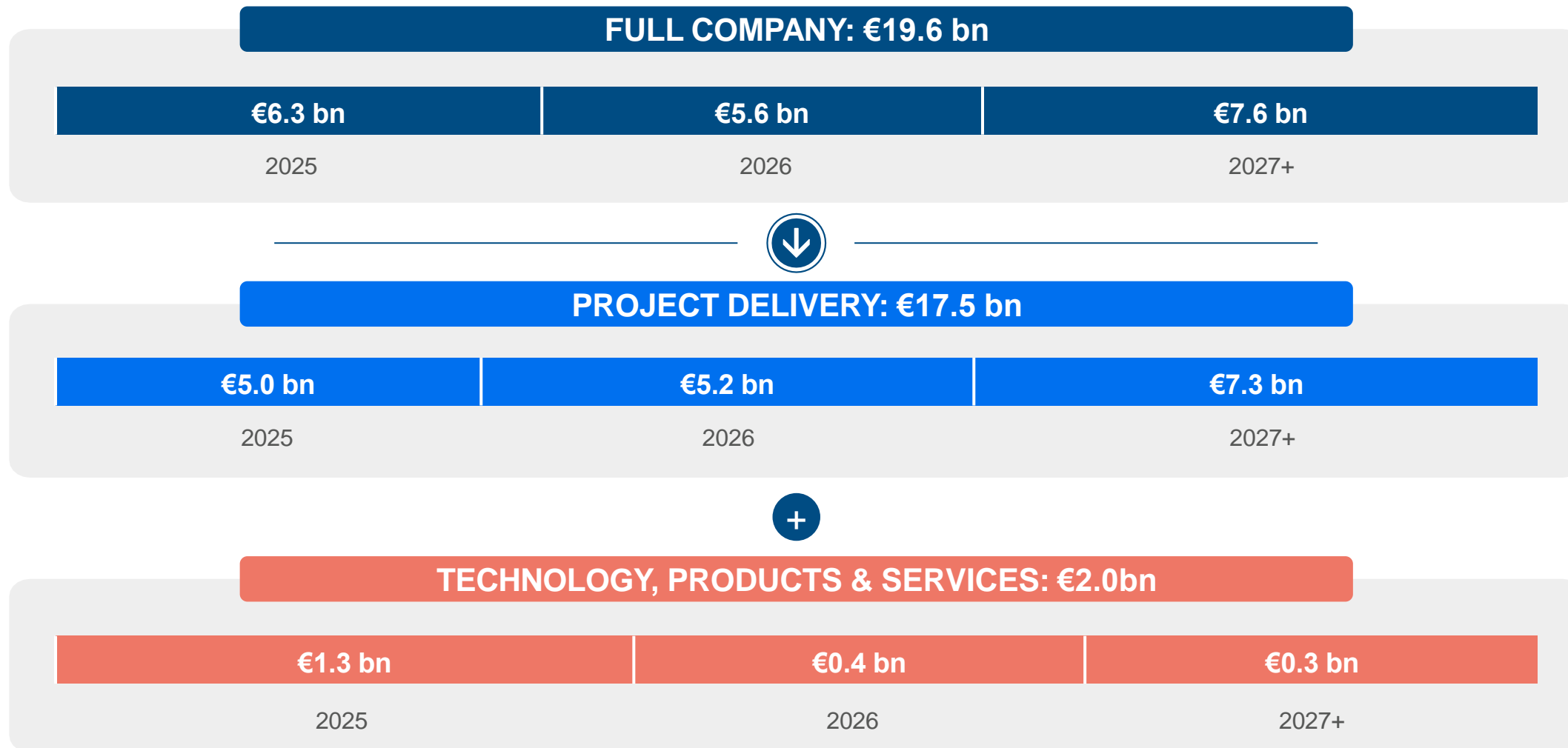
A compelling growth story to deliver industry-leading total shareholder returns beyond 2028



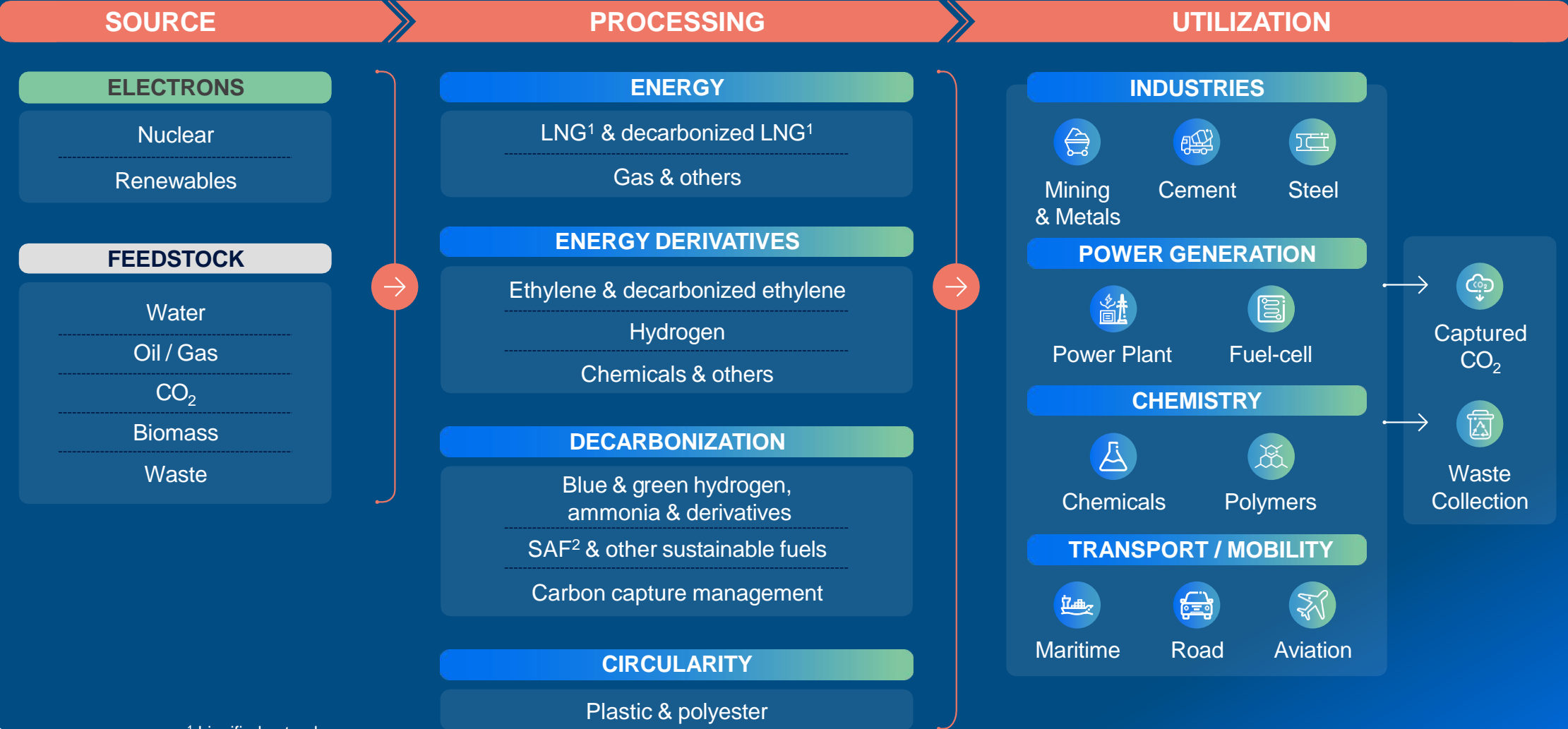
Appendix

27th February 2025

Backlog schedule



Our positioning across the industry value chain



¹ Liquefied natural gas
² Sustainable aviation fuel

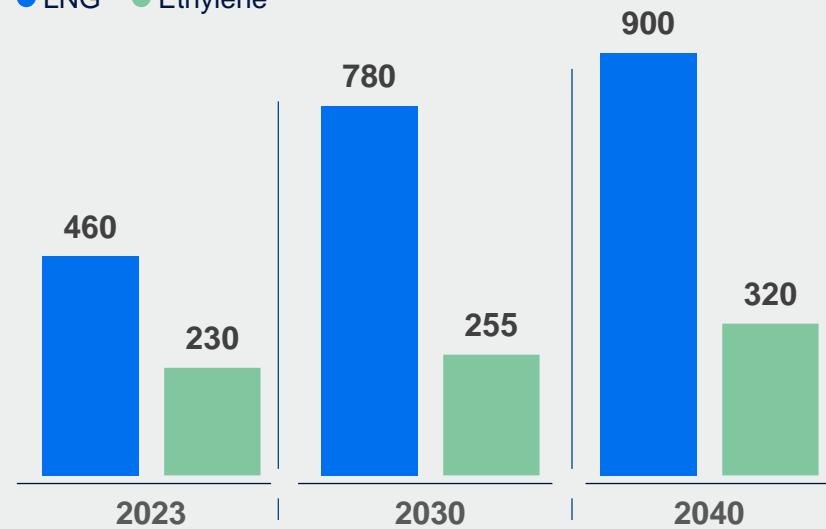
Sustaining performance through undisputed leadership in growing markets

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

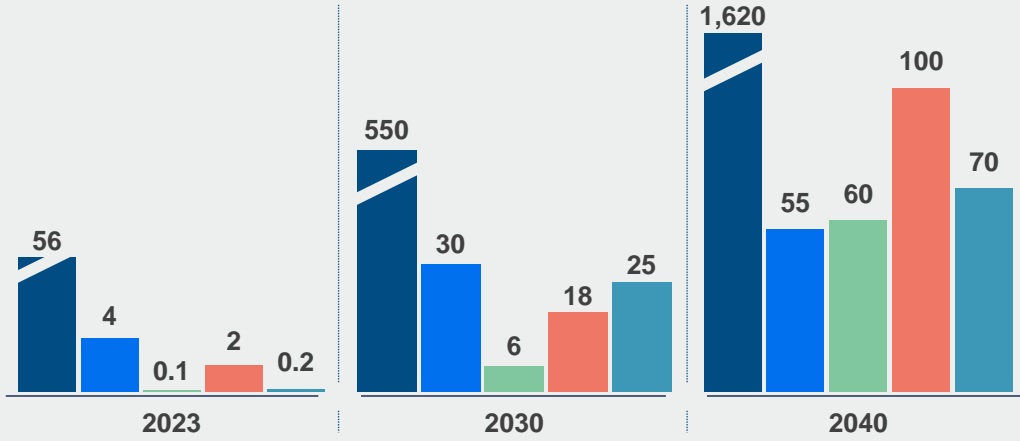
Securing leadership to unlock high-value emerging markets

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

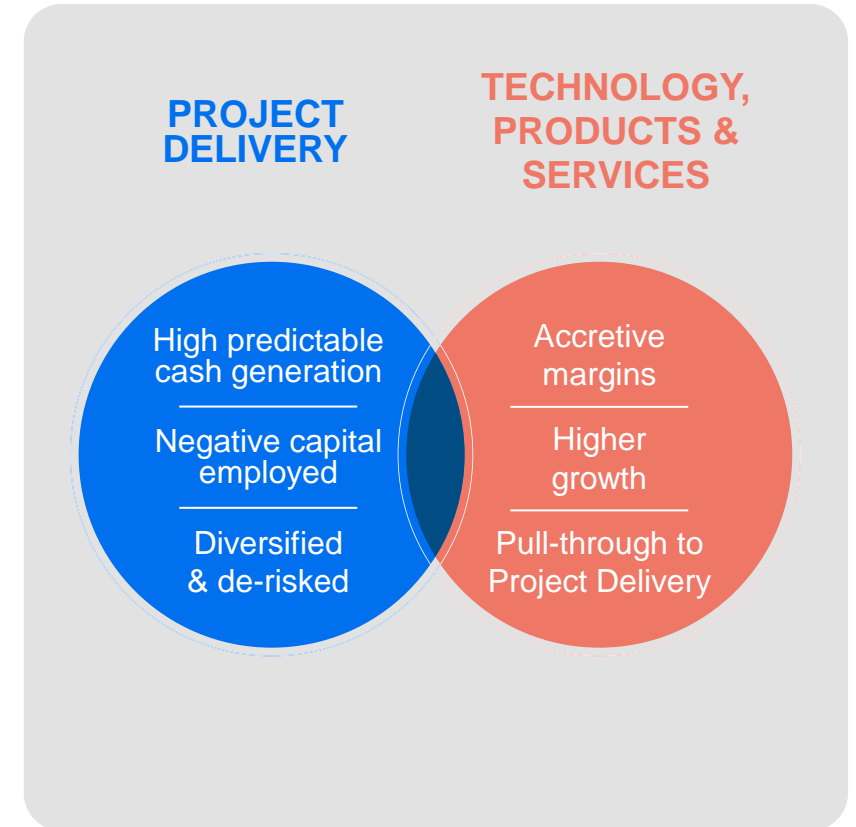
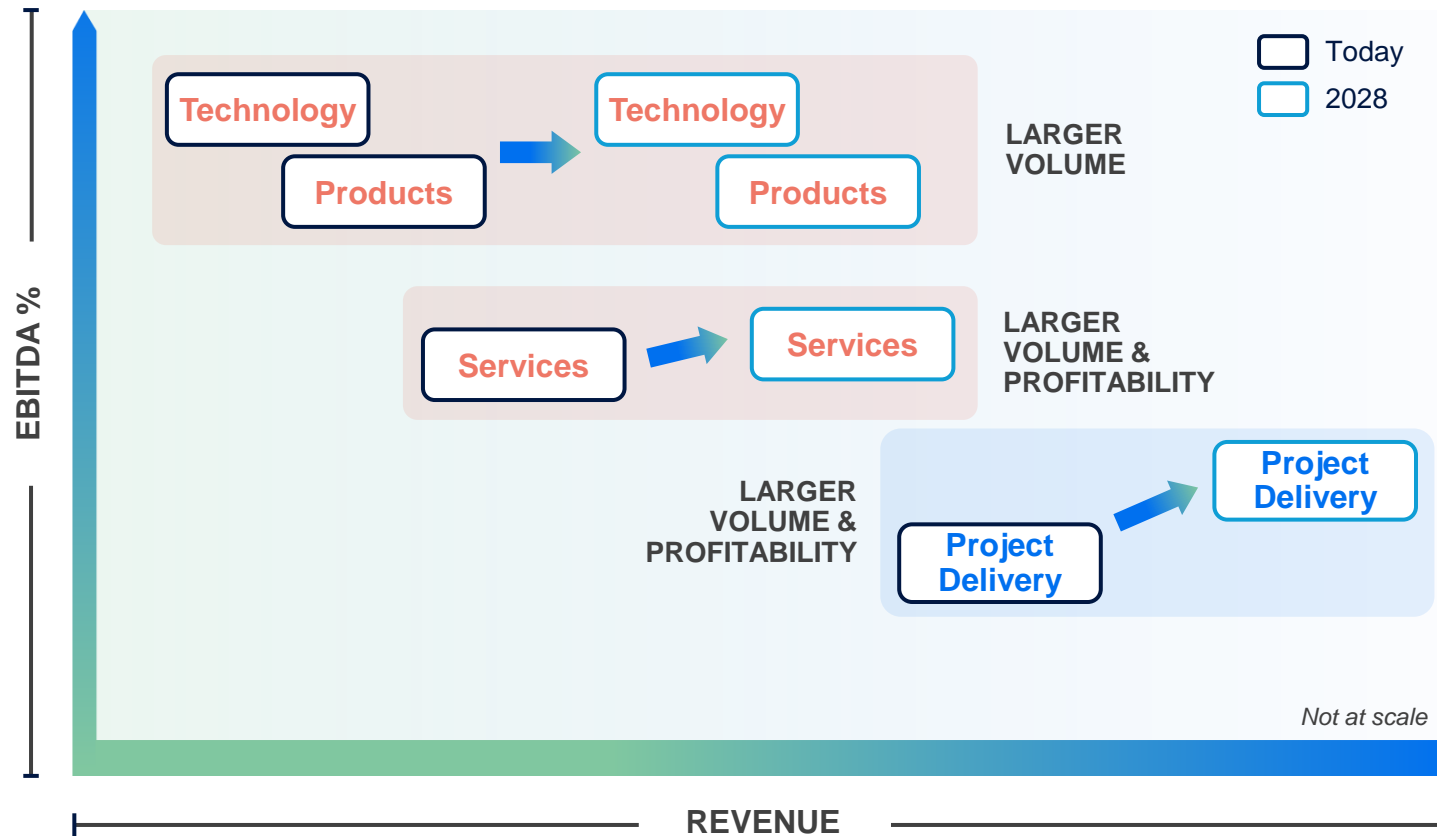
Drive industry decarbonization

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

¹ The total demand for the selected markets

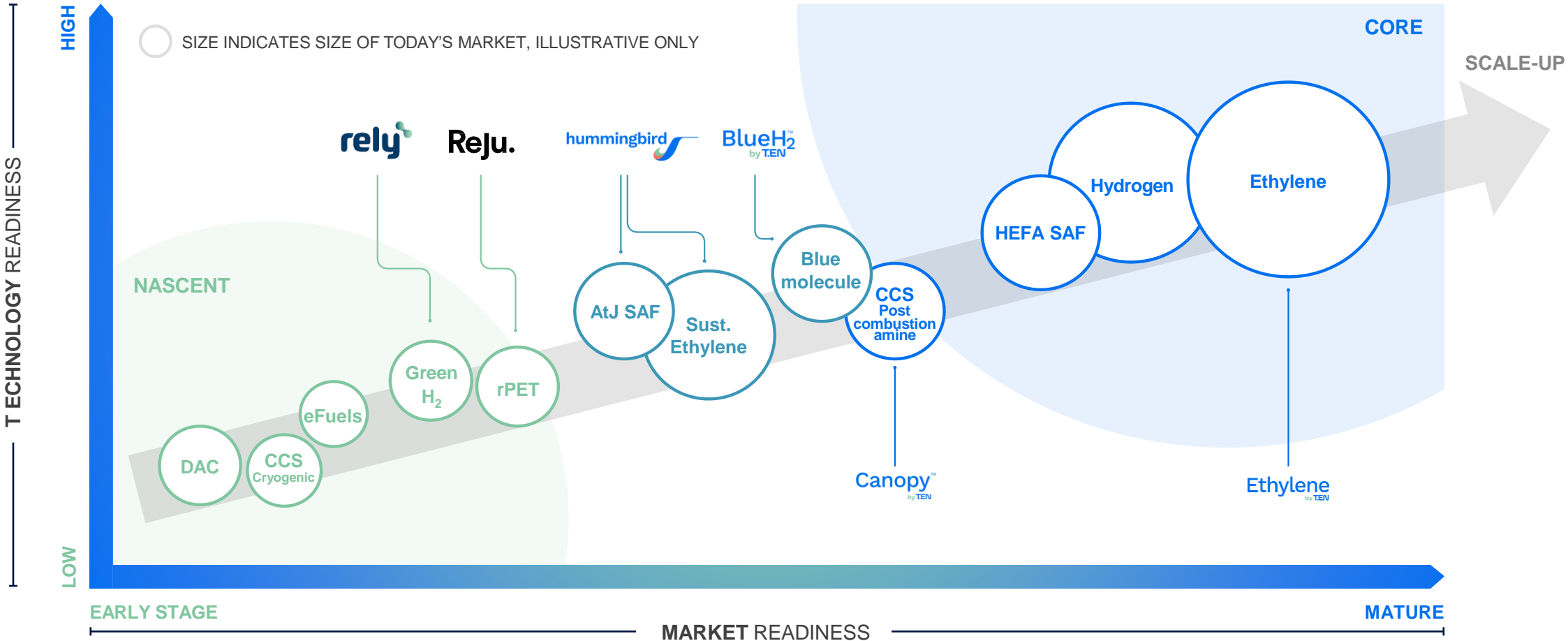
² Sustainable Aviation Fuels

Multiple drivers to an improved financial performance



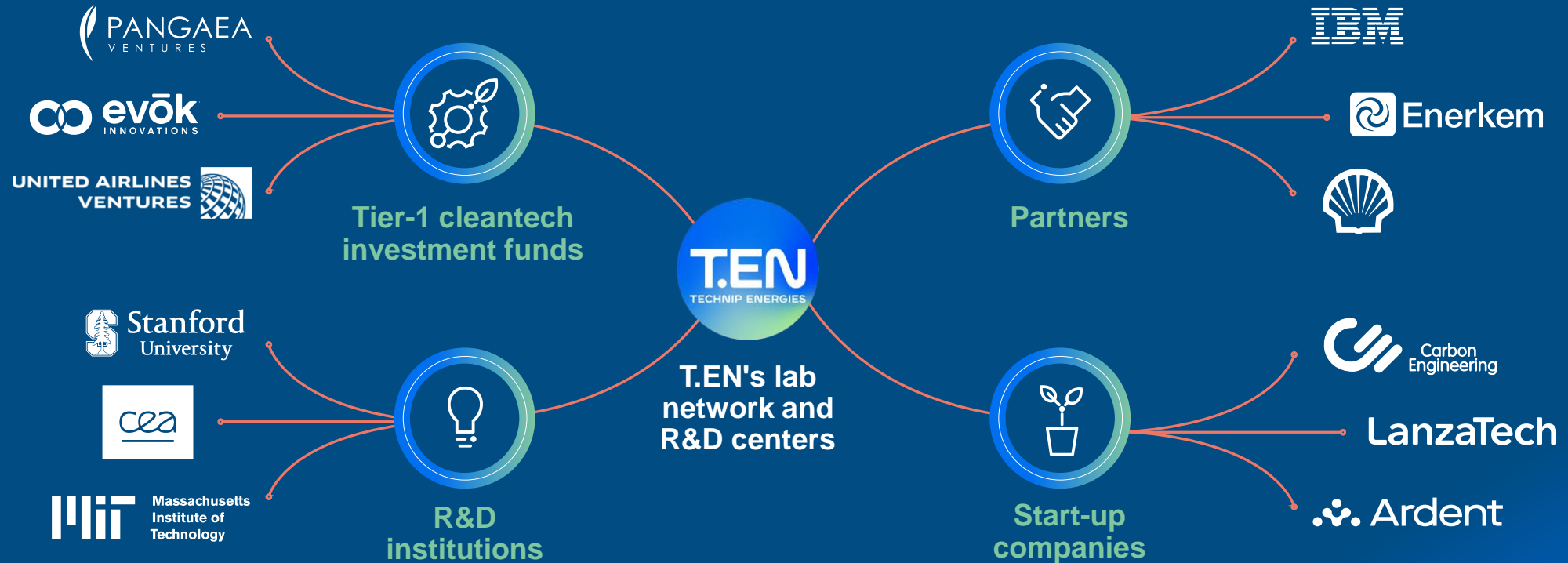
Leveraging favorable market dynamics, a robust strategy, and excellence in delivery

T.EN's technology positioning in key markets



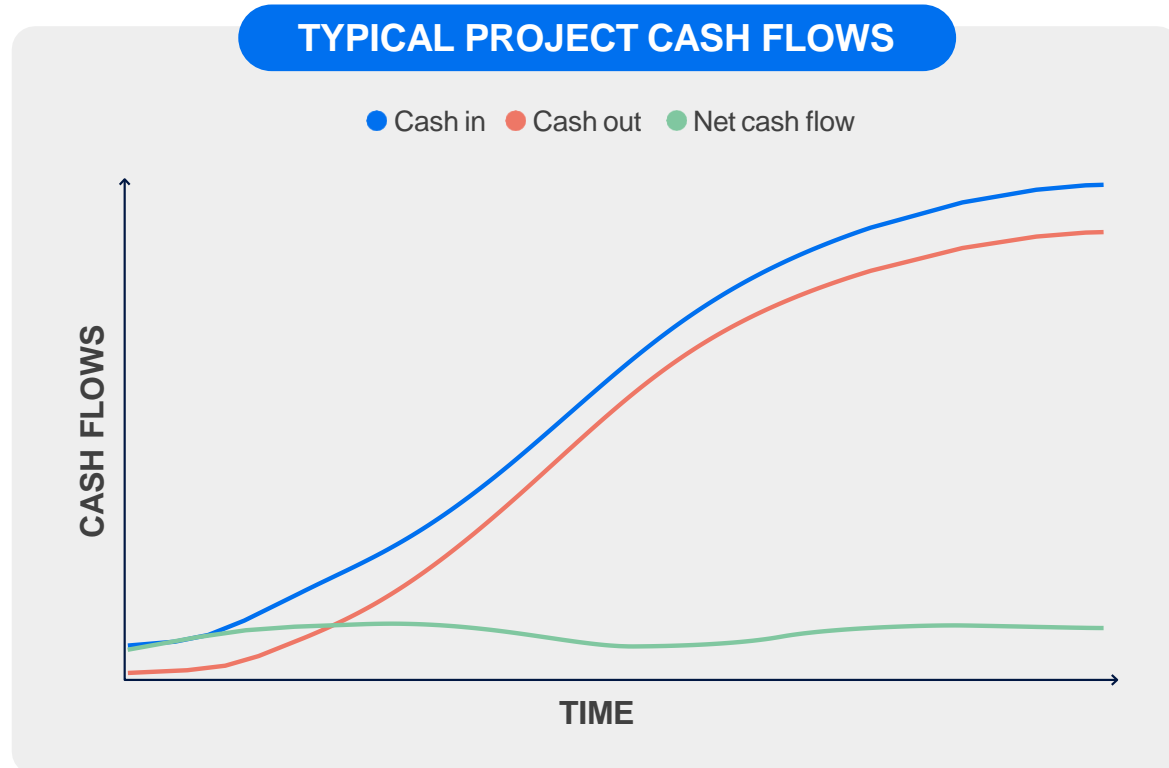
Leveraging innovation ecosystem

Bringing internal and external energies together



Financial principles - project cash flow curve

Key business objective - a positive cash position through project lifecycle



KEY DRIVERS

Bidding principle - net cash flow positive throughout the project lifecycle

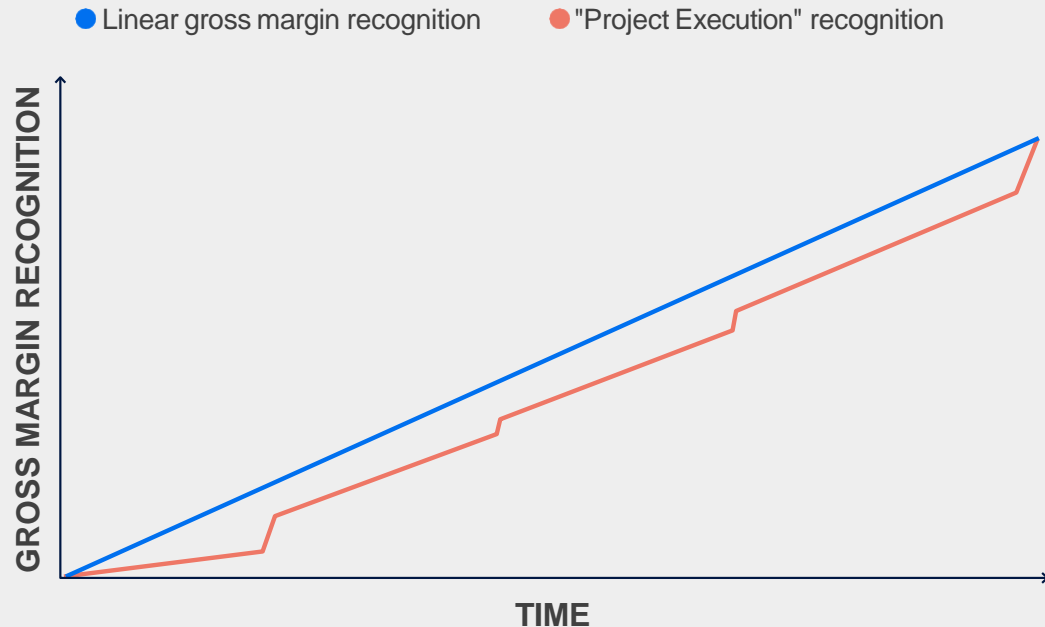
Project execution with a resolute cash management focus

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

Financial principles - project cash flow curve

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		