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2026 Convening Notice

Notice convening
the 2026 Annual General Meeting
of Technip Energies N.V.

Designing a world to last

The 2026 Annual General Meeting of shareholders (the “AGM”) of Technip Energies N.V. (“**Technip Energies N.V.**” or the “**Company**”) will be held on May 5, 2026, at 2:00 p.m. (Central European Summer Time) at the Hilton Amsterdam Airport Schiphol, Schiphol Boulevard 701, 1118 BN, Schiphol, the Netherlands.

This Convening Notice (which includes the AGM agenda with explanatory notes), the 2025 Annual Report (including the 2025 annual accounts) and other relevant documents are available on the Company’s website at: <https://investors.technipenergies.com/shareholder-information/agm>

The Board of Directors of Technip Energies N.V. (the “**Board**”) recommends a vote in favor of each voting item.



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Agenda

1. Opening by the Chair of the Board

2. Presentation by the CEO

3. Corporate Governance

Compliance with the Dutch Corporate Governance Code updated in 2025 (discussion item)

4. 2025 Financial Statements

Proposal to adopt the financial statements for the 2025 financial year (voting item)

5. Dividend

Proposal to adopt a cash dividend of EUR 1.00 per ordinary share from 2025 net income (voting item)

6. 2025 Remuneration Report

Remuneration Report for the 2025 financial year (advisory voting item)

7. Statutory Auditor

Proposal to re-appoint PricewaterhouseCoopers Accountants N.V. as the Company's statutory auditor for the 2026 financial year (voting item)

8. Auditor to Carry out Assurance of Sustainability Reporting

Proposal to re-appoint PricewaterhouseCoopers Accountants N.V. as the Company's auditor to carry out the assurance of the Company's sustainability reporting for the 2026 financial year (voting item)

9. Discharge of Directors

- (a) Proposal to discharge the Executive Director from liability (voting item)
- (b) Proposal to discharge the Non-Executive Directors from liability (voting item)

10. Composition of the Board

- (a) Proposal to re-appoint Arnaud Pieton as Executive Director (voting item)
- (b) Proposal to re-appoint Arnaud Caudoux as Non-Executive Director (voting item)
- (c) Proposal to re-appoint Colette Cohen as Non-Executive Director (voting item)
- (d) Proposal to re-appoint Stephanie Cox as Non-Executive Director (voting item)
- (e) Proposal to re-appoint Simon Eyers as Non-Executive Director (voting item)
- (f) Proposal to re-appoint Maëlle Gavet as Non-Executive Director (voting item)
- (g) Proposal to re-appoint Alison Goligher as Non-Executive Director (voting item)
- (h) Proposal to re-appoint Matthieu Malige as Non-Executive Director (voting item)
- (i) Proposal to appoint John O'Higgins as Non-Executive Director (voting item)
- (j) Proposal to appoint Luc Rémont as Non-Executive Director (voting item)

11. Authorization for the Board to Acquire Shares

Proposal to authorize the Board to cause the Company to acquire shares in its issued share capital (voting item)

12. Cancellation of Shares

Proposal to cancel shares in one or more tranches as determined by the Board (voting item)

13. Authorization for the Board to Issue Shares and Grant Rights to Subscribe for Shares

Proposal to authorize the Board to cause the Company to issue shares and grant rights to subscribe for shares (voting item)

14. Authorization for the Board to Restrict or Exclude Preemptive Rights

Proposal to authorize the Board to restrict or exclude the preemptive rights accruing to shareholders (voting item)

15. Close

Explanatory notes to the agenda

1. Opening by the Chair of the Board

2. Presentation by the CEO

The CEO, Arnaud Pieton, will give a presentation on the performance of Technip Energies N.V. in 2025.

3. Corporate Governance

In accordance with the Dutch Corporate Governance Code as updated in 2025 (the “**Code**”), shareholders will be given the opportunity to discuss compliance with the updated Code. For more information on the Company's compliance with the Code, please refer to section 5.4.1 *Dutch Corporate Governance Code, “Comply or Explain”* of the 2025 Annual Report.

4. 2025 Financial Statements

Proposal to adopt Technip Energies N.V.'s financial statements for the 2025 financial year.

5. Dividend

In line with Technip Energies N.V.'s Dividend Policy⁽¹⁾, it is proposed to adopt a cash dividend of EUR 1.00 per ordinary share from 2025 net income. This represents a 18% increase for 2025 as compared to 2024.

If this proposal is adopted by the AGM, the shares will be traded ex-dividend as of May 18, 2026, and the dividend record date will be May 19, 2026. The payment date for the dividend will be May 20, 2026.

Shareholders holding shares in the Dutch register and who have not yet provided their bank account details and wish to receive dividends must complete the Dividend Account Details Form which is available on the Company's website at:

<https://investors.technipenergies.com/shareholder-information/aggm>

6. 2025 Remuneration Report

The 2025 remuneration report (the “**2025 Remuneration Report**”) explains the application in 2025 of the Remuneration Policy adopted on May 10, 2023, for the Executive Director and the Non-Executive Directors of the Board.

In accordance with Dutch law, the 2025 Remuneration Report is submitted to the AGM for an advisory vote.

7. Statutory Auditor

The Company's current statutory auditor, PricewaterhouseCoopers Accountants N.V. (“**PricewaterhouseCoopers**”), was appointed at the 2025 Annual General Meeting of shareholders for a one-year term (2025 financial year). It is proposed to re-appoint PricewaterhouseCoopers as the Company's statutory auditor for another one-year term, corresponding to the current 2026 financial year.

This proposal follows the recommendation of the Audit Committee of the Board after it conducted an assessment of the performance of PricewaterhouseCoopers.

8. Auditor to Carry out Assurance of Sustainability Reporting

At the 2025 Annual General Meeting of shareholders, PricewaterhouseCoopers was appointed as the Company's auditor to carry out the assurance of the Company's sustainability reporting for a one-year term (2025 financial year). It is proposed to re-appoint PricewaterhouseCoopers as the Company's auditor to carry out the assurance of the Company's sustainability reporting for a one-year term, corresponding to the current 2026 financial year.

The requirement to appoint an audit firm to carry out the assurance of the Company's sustainability reporting follows from the European Corporate Sustainability Reporting Directive (“**CSRD**”). The CSRD, as amended by the Omnibus Directive, is expected to be transposed into Dutch law in the course of 2026.

This proposal follows the recommendations of the Audit Committee and the Sustainability Committee of the Board.

9. Discharge of Directors

This agenda item includes two voting items.

- (a) Proposal to discharge the Executive Director from liability in respect of his duties performed in 2025.
Proposal to discharge the CEO from liability in respect of the performance of his duties during the 2025 financial year. The proposed discharge only extends to matters set forth in the 2025 Annual Report or otherwise disclosed during the AGM and prior to the adoption of this resolution.
- (b) Proposal to discharge the Non-Executive Directors from liability in respect of their duties performed in 2025.
Proposal to discharge all Non-Executive Directors in office during the 2025 financial year from liability in respect of the performance of their respective duties during the 2025 financial year. The proposed discharge only extends to matters set forth in the 2025 Annual Report or otherwise disclosed during the AGM and prior to the adoption of this resolution.

⁽¹⁾ As provided in its Dividend Policy, the Company intends to pay a dividend annually (available at: <https://www.ten.com/en/about/corporate-governance>)

10. Composition of the Board

In accordance with the articles of association, the Board has made binding nominations regarding the appointment of the individuals mentioned below, for a term ending at the close of the first annual general meeting of shareholders to be held after the appointment. Pursuant to the binding nominations, the resolution concerning the nomination shall result in the appointment of the nominee, unless the nomination is overruled by a two-thirds (2/3) majority of the votes cast, representing more than half of the Company's issued share capital.

Mr. Rinaldi, Chair of the Board, has decided to retire from the Board and not seek reappointment this year. Mr. John O'Higgins was appointed Board Observer on February 24, 2026, and nominated as a first-time Non-Executive Director for appointment at the AGM, with the intention to designate him as Chair of the Board, subject to his appointment as Non-Executive Director by the AGM.

For more information on the nominees, please refer to the Annex to these explanatory notes. For information on Board diversity, please refer to section 5.1.2. *Board Composition and Diversity* of the 2025 Annual Report.

- (a) Proposal to re-appoint Arnaud Pieton as Executive Director
- (b) Proposal to re-appoint Arnaud Caudoux as Non-Executive Director
- (c) Proposal to re-appoint Colette Cohen as Non-Executive Director
- (d) Proposal to re-appoint Stephanie Cox as Non-Executive Director
- (e) Proposal to re-appoint Simon Eysers as Non-Executive Director
- (f) Proposal to re-appoint Maëlle Gavet as Non-Executive Director
- (g) Proposal to re-appoint Alison Goligher as Non-Executive Director
- (h) Proposal to re-appoint Matthieu Malige as Non-Executive Director
- (i) Proposal to appoint John O'Higgins as Non-Executive Director
- (j) Proposal to appoint Luc Rémont as Non-Executive Director

11. Authorization for the Board to Acquire Shares

Proposal to authorize the Board for a period of 18 months, effective as of May 5, 2026, to cause the Company to acquire shares in the Company (which, for the avoidance of doubt, includes American Depositary Receipts issued for such shares); provided that the maximum number of shares the Company may acquire and hold does not exceed 10% of the Company's issued share capital as at May 5, 2026.

The purpose of this proposal is to give the Board the ability to repurchase shares in the Company for, amongst other topics, the return of capital to its shareholders, to authorize repurchases under the Liquidity Agreement (as defined below), and/or, to the extent such authorization is required, to fulfil the Company's obligations under its equity compensation plans.

With regard to the maximum purchase price for such shares, the following shall apply:

- Shares may be acquired through open market or privately negotiated repurchases, in self-tender offers, or through accelerated repurchase arrangements, at a price per share not less than the nominal value of the shares and not more than 110% of the market price for the ordinary shares of the Company, provided that:
 - for open market repurchases, the market price shall be the higher of the price of the last independent trade and the highest current independent purchase bid on the trading venue where the purchase is carried out, including when the shares are traded on different trading venues;
 - for privately negotiated repurchases, the market price shall be the higher of the price of the last independent trade and the highest current independent purchase bid on the trading venue where the purchase is carried out, including when the shares are traded on different trading venues;
 - for self-tender offers or for accelerated repurchase arrangements, the Board may decide that the market price is defined as the arithmetic average of the daily VWAP (volume-weighted average price) of the ordinary shares on Euronext Paris over a period of at least one trading day as published by a source to be selected by the Board.
- Shares may also be acquired pursuant to, and in accordance with the terms and conditions of the liquidity agreement entered into with Kepler Cheuvreux dated July 9, 2021, as amended from time to time, or another liquidity agreement within the meaning of 'Décision' AMF no. 2021-01 of June 22, 2021 (the "**Liquidity Agreement**"). Shares acquired under the Liquidity Agreement will not be taken into account for purposes of determining whether the 10% threshold referenced above has been exceeded.

If this proposal is adopted by the AGM, the authorization granted by the 2025 Annual General Meeting of shareholders, pursuant to agenda item 10 of the 2025 Annual General Meeting of shareholders, will be superseded and replaced by this authorization.

12. Cancellation of Shares

Proposal to cancel any or all shares in the issued share capital of the Company held or to be acquired by the Company pursuant to the authorization referred to under agenda item 11, resulting in a reduction of the Company's issued shares.

The purpose of this proposal is to allow for the cancellation of shares held by the Company or that will be acquired in accordance with the authorization referred to under agenda item 11, at the discretion of the Board.

A cancellation of shares may be executed in one or more tranches. Pursuant to the relevant statutory provisions, cancellation may not be effected until two months after a resolution to cancel shares is adopted by the Board and publicly announced. This will apply for each tranche. For the avoidance of doubt, the Company will not cancel shares acquired under the Liquidity Agreement.

13. Authorization for the Board to Issue Shares and Grant Rights to Subscribe for Shares

Proposal to authorize the Board, for a period of 18 months effective as of May 5, 2026, to issue shares in the Company's authorized share capital from time to time, and to grant rights to subscribe for such shares, up to 10% of the Company's issued share capital as at May 5, 2026 (the "**Issuance Authorization**").

If the Issuance Authorization is granted by the AGM, the authorization granted by the 2025 Annual General Meeting of shareholders, pursuant to agenda item 12 of the 2025 Annual General Meeting of shareholders, will be superseded and replaced by this authorization.

14. Authorization for the Board to Restrict or Exclude Preemptive Rights

Proposal to authorize the Board, for a period of 18 months effective as of May 5, 2026, to restrict or exclude the preemptive rights accruing to shareholders in connection with share issuances or grants of rights to subscribe for shares pursuant to the Issuance Authorization referred to under agenda item 13 (the "**Preemptive Rights Authorization**").

If the Preemptive Rights Authorization is granted by the AGM, the authorization granted by the 2025 Annual General Meeting of shareholders, pursuant to agenda item 13 of the 2025 Annual General Meeting of shareholders, will be superseded and replaced by this authorization.

Registration for the AGM and voting - Dividends

Meeting documents

The following meeting documents are available on the Company's website at:

<https://investors.technipenergies.com/shareholder-information/agm>

- 1 - This Convening Notice for the AGM**, including agenda and explanatory notes;
- 2 - The 2025 Annual Report** (including the 2025 annual financial statements);
- 3 - The 2025 Remuneration Report**;
- 4 - A Proxy Card for shares recorded in Société Générale Securities Services' register**;
- 5 - A Proxy Card / Attendance Card Request for shares recorded directly in Technip Energies N.V.'s shareholders register maintained by TMF Netherlands B.V.**; and
- 6 - A Dividend Account Details Form to provide bank account details for receiving dividends** (for shareholders holding their shares in Technip Energies N.V.'s shareholders register maintained by TMF Netherlands B.V.).

These meeting documents may also be inspected in physical form, at Technip Energies N.V.'s registered office located at: **Origine, 2126 boulevard de la Défense, CS 10266, 92741 Nanterre CEDEX, France.**

Attendance and voting - Dividends

The persons who have the right to attend and vote at the AGM are those who are shareholders of record on April 7, 2026 (the "**Record Date**") at close of market after all entries and deletions have been processed.

Shareholders holding shares through Euroclear France S.A. and who wish to physically attend the AGM, provide instructions or grant a power of attorney to vote on their behalf, must complete the Proxy Card form provided for this purpose, which Proxy Card form is available on the Company's website, or can be obtained from their financial intermediary or from Société Générale Securities Services. Such form must be received no later than April 29, 2026, 5:30 p.m. (CEST) by Société Générale Securities Services. Shareholders may also complete these formalities electronically by following the instructions given by their financial intermediary or by Société Générale Securities Services.

Shareholders holding shares in the Dutch register and who wish to physically attend the AGM or grant a power of attorney to vote on their behalf must complete the Proxy Card / Attendance Card Request form, which is available on the Company's website at:

<https://investors.technipenergies.com/shareholder-information/agm>

Shareholders holding shares in the Dutch register and who have not yet provided their bank account details and wish to receive dividends must complete the Dividend Account Details Form which is available on the Company's website at:

<https://investors.technipenergies.com/shareholder-information/agm>

The Proxy Card / Attendance Card Request form and Dividend Account Details form must be submitted in accordance with the instructions set out therein and be received by TMF Netherlands B.V. no later than April 29, 2026, 5:30 p.m. (CEST).

Number of issued shares

Technip Energies N.V.'s total issued share capital (in number of issued shares and voting rights) is being published on the Company's website at the same time this Convening Notice is being made available at:

<https://investors.technipenergies.com/shareholder-information/agm>

Technip Energies N.V.'s total issued share capital (in number of issued shares and voting rights) at the Record Date will be published on the first business day after the Record Date on the Company's website at:

<https://investors.technipenergies.com/shareholder-information/agm>

Shareholder information

The contact details of the Company's Investor Relations department are available at:

<https://investors.technipenergies.com/shareholder-information/contact-us>

Disclaimer

Technip Energies N.V. processes personal data to provide shareholders with information about Technip Energies N.V. With regard to the processing of this personal data, Technip Energies N.V. complies with its obligations under Regulation (EU) 2016/679 of the European Parliament and Council of 27 April 2016 (General Data Protection Regulation, "GDPR"), and any applicable national laws, as provided in its Privacy Policy which is available at: www.ten.com/privacy-policy

In accordance with the applicable legislation, shareholders have the following rights regarding the processing of their personal data:

- obtain more information regarding these rights, by referring to: www.ten.com/privacy-policy; and
- raise a request regarding processing of personal data, by emailing the Company's Data Protection Officer at privacy@ten.com.

Annex - Nominees for appointment to the Board

Further information on the composition of the Board and its Committees, including the proposed composition of the Committees after the AGM, is included in section 5.1.3. *Current Board* of the 2025 Annual Report.

Arnaud Pieton Executive Director

Chief Executive Officer

- 52 years old
- French

Curriculum vitae

Arnaud Pieton is Chief Executive Officer of Technip Energies and an Executive Director of the Board. He served as President of TechnipFMC's Subsea business segment from 2018 to 2020. From 2017 to 2018, Arnaud Pieton held the position of Executive Vice President People & Culture of TechnipFMC. From 2004 to 2017, he served in a number of leadership positions at Technip, including as President Asia Pacific Region. Arnaud Pieton spent most of his career living abroad, with long term assignments in Houston, USA, and Kuala Lumpur, Malaysia. Prior to joining Technip in 2004, he held several positions at Serimax, part of the Vallourec Group.

Arnaud Pieton holds a master's degree in material science & welding from Polytech Nantes and attended executive education programs at The University of Chicago Booth School of Business. He also serves as President of the France-Qatar council for the French Business Confederation (MEDEF).

Other current public board membership(s)

- None

Other current private board membership(s)

- None

Arnaud Caudoux Independent Director

Member of the Audit Committee and Member of the Nomination and Governance Committee

- 55 years old
- French

Curriculum vitae

Arnaud Caudoux is Deputy Chief Executive Officer and Executive Director of Bpifrance, a French state-owned investment bank, in charge of the Finance, Risk Management, IT, and Guarantee business line. He was formerly Chief Financial Officer and a member of the Executive Board of Bpifrance from 2013 to 2015. He also served as Deputy Chief Executive Officer of OSEO from 2008 to 2012 and Managing Director of OSEO Garantie (formerly Sofaris) from 2004 to 2008. From 2003 to 2004, he was Chief Credit Risk and IT Officer of Sofaris.

Arnaud Caudoux began his career in 1997 at Accenture as a consultant before joining A.T. Kearney in 2001.

He graduated from École Polytechnique and holds a degree in economics from École Nationale des Ponts et Chaussées.

Other current public board membership(s)

- Yonited Financial S.A.: Permanent Representative of Bpifrance Investissement as Director and Member of the Audit Committee
- Veolia Environnement SA: Director and Member of the Accounts and Audit Committee and Research, Innovation and Sustainable Development Committee

Other current private board membership(s)

- Bpifrance: Executive Director and Deputy General Manager

Colette Cohen Independent Director

Chair of the Sustainability Committee and Member of the Compensation Committee

- 57 years old
- Irish and British

Curriculum vitae

Colette Cohen is a Non-Executive Director with Technip Energies, DeepOcean, Cadeler and Forth Ports. Until 2023, she was Chief Executive Officer for the Net-Zero Technology Centre, an organization committed to the development and deployment of technology to accelerate the transition to an affordable net zero future. She has worked in the energy industry for over 25 years, having held senior positions within industry leaders such as bp, ConocoPhillips and Centrica E&P, both in the UK and internationally.

Colette Cohen was a Commissioner for the Just Transition Commission for Scotland and a member of the Technology Leadership Board for the UK Government. She is an ambassador for Powerful Women.

Colette Cohen holds a degree in pure & applied chemistry from Queen's University Belfast, as well as a master's in project management & economics from CERAM (France) and an honorary PhD from both Aberdeen University and Strathclyde University. In 2020, she was awarded the Order of the British Empire (OBE) by Queen Elizabeth II, for promoting collaboration between the Oil and Gas industry and Government.

Other current public board membership(s)

- Cadeler A/S: Director

Other current private board membership(s)

- Forth Ports UK Ltd: Director and Member of the Regulatory Committee
- DeepOcean Group Holding AS: Director and Chair of the HSEQ Committee

Stephanie Cox Independent Director

Member of the Sustainability Committee and Member of the Compensation Committee

- 57 years old
- American

Curriculum vitae

Stephanie Cox served as the Executive President, Operations Business Unit for Wood plc, in Houston, Texas, from 2020 to 2022 and as CEO Asset Solutions – Americas, from 2019 to 2020.

Prior to that she held multiple leadership roles with Schlumberger from 1991 to 2019, including President, North America Land Drilling from 2018 to 2019, Chief Human Resources Officer in Houston, Texas, from 2017 to 2018 and in Paris, France, from 2009 to 2014. She was also President, North America from 2016 to 2017, and President, Asia in Kuala Lumpur, Malaysia from 2014 to 2016.

She holds a Bachelor of Arts from Michigan State University in supply chain, materials logistics management. She is also a Certified Corporate Director by the National Association of Corporate Directors (NACD).

Other current public board membership(s)

- Alliant Energy Corporation: Director and Chair of the Compensation and Personnel Committee, Member of the Operations Committee and Executive Committee

Other current private board membership(s)

- Terra Co₂: Chair of the Board, Chair of the Compensation Committee
- Xplorobot: Member of the Advisory Board

Simon Eyers Independent Director

Chair of the Audit Committee and Member of the Sustainability Committee

- 62 years old
- British

Curriculum vitae

Simon Eyers is a Non-Executive Director with Technip Energies, a member of the Supervisory Board of SBO (formerly Schoeller-Bleckmann Oilfield Equipment) and a Senior Advisor to Next Energy Capital.

Until 2022, Simon Eyers served as Chairman of Evrythng, a leading provider of cloud-based traceability data services to the consumer products industry, and as a Director of Trident Energy. He served as a Managing Director of Warburg Pincus International from 2012 to 2018 focusing on energy investments, and as a Senior Advisor until the end of 2020.

Simon Eyers began his career with SG Warburg and Goldman Sachs, was a co-founder of 4D Global Energy Advisors, and has previously held executive leadership roles in various technology ventures.

He holds a BSc. in electrical and electronic engineering from the University of Edinburgh.

Other current public board membership(s)

- SBO AG: Member of the Supervisory Board

Other current private board membership(s)

- Dynamic Therapeutics Ltd.: Chair of the Board

Maëlle Gavet Independent Director

Member of the Sustainability Committee

- 47 years old
- French

Curriculum vitae

Maëlle Gavet is a Non-Executive Director with Technip Energies, Edenred and Younited Financial. From 2021 to 2024, she served as the Chief Executive Officer and Director of Techstars, a top pre-seed investor worldwide. She joined Boston Consulting Group in 2003. In 2010, she joined Ozon.ru as Sales and Marketing Director, becoming Chief Executive Officer in 2011. In 2015, she was appointed Executive Vice-President of Global Operations for The Priceline Group (now Booking Holdings), and then Chief Operating Officer of Compass between 2017 and 2019.

Maëlle Gavet is a graduate of La Sorbonne University, École Normale Supérieure de Fontenay-Saint-Cloud and IEP Paris.

Other current public board membership(s)

- Edenred SE⁽¹⁾: Director, Member of the Commitments Committee
- Younited Financial S.A.: Director, Chair of the Remuneration Committee

(1) Maëlle Gavet will step down as Director at Edenred SE in May 2026.

Other current private board membership(s)

- Aiuta: Director
- Flo Health: Non-Independent Director

Alison Goligher Independent Director

Vice-Chair of the Board, Chair of the Compensation Committee and Member of the Nomination and Governance Committee

- 61 years old
- British and Irish

Curriculum vitae

Alison Goligher is a Non-Executive Director and Vice-Chair at Technip Energies. She also serves as Non-Executive Director with United Utilities and Senior Independent Director with Melrose. From 2016 to 2023, she served as the Executive Chair of Silixa, a private equity-backed Distributed Fibre Optic company working in the energy sector. From 2006 to 2015, Alison Goligher held various executive leadership roles at Royal Dutch Shell, most recently serving as Executive Vice President Unconventionals, Upstream International in The Netherlands. She began her career at Schlumberger as a wireline field engineer. She spent 17 years at Schlumberger working internationally, and progressing into more senior, global leadership positions in operations and technology, eventually becoming its Vice President of Production Management, Integrated Project Management.

Alison Goligher graduated from Edinburgh University with BSc. in mathematical physics and also holds a master's degree in petroleum engineering from Heriot-Watt University.

In 2005, she was recognized as an Officer of the Order of the British Empire (OBE) for services to the Oil and Gas industry.

Other current public board membership(s)

- Melrose Industries Plc.: Senior Independent Director, Chair of the Remuneration Committee and Member of the Nomination Committee and Audit Committee
- United Utilities Group Plc.: Non-Executive Director, Member of the Compliance Committee, Remuneration Committee, ESG Committee and Nomination Committee

Other current private board membership(s)

- None

Matthieu Malige Independent Director

Member of the Audit Committee

- 51 years old
- French

Curriculum vitae

Matthieu Malige is Chief Financial Officer of the Carrefour group, in charge of Finance, M&A, Banking and Insurance services and Indirect Procurement since 2017. He held various positions within the Carrefour group between 2003 and 2011, including Strategy and Corporate Development Officer, Chief Financial Officer of Carrefour Belgium and Chief Financial Officer of Carrefour France. In 2011, he joined the Fnac group as Chief Financial Officer and in 2016 following the company's acquisition of Darty, he became Chief Financial Officer of the Fnac Darty Group.

Matthieu Malige began his career in 1999 at Lazard Frères in investment banking.

He is a graduate of HEC Business School and *École des Travaux Publics* and holds a Master of Science in civil engineering - Earthquake structures from UCLA.

Other current public board membership(s)

- None

Other current private board membership(s)

- None

John O'Higgins Proposed Independent Director

Chair of the Board and Chair of the Nomination and Governance Committee (if appointed)

- 62 years old
- Irish

Curriculum vitae

John O'Higgins currently serves as the Chair of Elementis plc, as a Non-Executive Director at Johnson Matthey plc and at Oxford Nanopore Technologies plc. He is also a Director of Envea Global S.A., a portfolio company of the Carlyle European Technology Fund. He will step down as Chair and Director at Elementis plc in April 2026.

From 2006 to 2018, Mr. O'Higgins was Chief Executive Officer of Spectris plc, a global leader in high-tech instruments, test equipment, and industrial software solutions.

Earlier in his career, Mr. O'Higgins held senior leadership positions at Honeywell, including President of Automation and Control Solutions for Asia Pacific, and also served as a Non-Executive Director at Exide Technologies from 2010 to 2015. He began his career as a research and development engineer at Daimler-Benz in Stuttgart.

He holds a bachelor and master's degree in mechanical engineering from University College Dublin and Purdue University respectively, as well as an MBA from INSEAD.

Other current public board membership(s)

- Elementis plc⁽²⁾: Non-Executive Director, Chair of the Board, Chair of the Nomination Committee, and Member of the Remuneration Committee
- Johnson Matthey plc: Non-Executive Director, Member of the Remuneration Committee, Audit Committee, Nomination Committee, and Societal Value Committee
- Oxford Nanopore Technologies plc: Non-Executive Director, Chair of the Remuneration Committee, Member of the Audit Committee and Nomination Committee

⁽²⁾ John O'Higgins will step down as Chair and Director at Elementis plc in April 2026.

Other current private board membership(s)

- Envea Global S.A.: Director

Luc Rémont Proposed Independent Director

Member of the Audit Committee (if appointed)

- 56 years old
- French

Curriculum vitae

Luc Rémont is the Chair of Waga Energy and a Director with Groupe REEL. From 2022 to 2025, he served as Chair and Chief Executive Officer of EDF, a leading integrated energy operator and a key player in the energy transition. Luc Rémont previously held various leadership roles at Merrill Lynch (then Bank of America Merrill Lynch) between 2007 and 2014, including Head of Corporate and Investment Banking in France and the Benelux. In 2014, he became President of Schneider Electric France before being appointed Executive Vice President for International Operations in 2017.

Luc Rémont began his career in 1993 as an engineer at the French Defence Procurement Agency (DGA). From 1996 to 2007, he held several strategic roles at the French Ministry of Economy, Finance and Industry, working on matters involving international financial institutions and state-owned enterprises, and later served in minister's staff between 2002 and 2007.

He is a graduate of École Polytechnique and ENSTA Paris.

Other current public board membership(s)

- Waga Energy SA: Chair of the Board

Other current private board membership(s)

- Groupe REEL SAS: Director and Member of the Strategic Committee

Technip Energies N.V.
2126 boulevard de La Défense
Immeuble ORIGINE – CS 10266
92741 Nanterre cedex
France

A company incorporated under the laws
of The Netherlands, with headquarters
in Nanterre, and registered with
the Dutch Chamber of Commerce
under number 76122654

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