



FY 2025 Results

**A successful year of delivery
Trending ahead of medium-term outlook**

February 26, 2026

Welcome

Agenda

Business highlights

Arnaud Pieton
Chief Executive Officer

Financial highlights

Bruno Vibert
Chief Financial Officer

Outlook & Conclusion

Arnaud Pieton
Chief Executive Officer

Today's speakers



Arnaud Pieton
Chief Executive Officer



Bruno Vibert
Chief Financial Officer

Disclaimer

This presentation contains forward-looking statements that reflect Technip Energies' (the "Company") intentions, beliefs or current expectations and projections about the Company's future results of operations, anticipated revenues, earnings, cashflows, financial condition, liquidity, performance, prospects, anticipated growth, strategies and opportunities and the markets in which the Company operates. Forward-looking statements are often identified by the words "believe", "expect", "anticipate", "plan", "intend", "foresee", "should", "would", "could", "may", "estimate", "outlook", and similar expressions, including the negative thereof. The absence of these words, however, does not mean that the statements are not forward-looking. These forward-looking statements are based on the Company's current expectations, beliefs and assumptions concerning future developments and business conditions and their potential effect on the Company. While the Company believes that these forward-looking statements are reasonable as and

when made, there can be no assurance that future developments affecting the Company will be those that the Company anticipates.

All of the Company's forward-looking statements involve risks and uncertainties, some of which are significant or beyond the Company's control, and assumptions that could cause actual results to differ materially from the Company's historical experience and the Company's present expectations or projections. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those set forth in the forward-looking statements.

For information regarding known material factors that could cause actual results to differ from projected results, please see the Company's risk factors set forth in the Company's 2024 Annual Financial Report filed on March 10, 2025, with the Dutch Autoriteit Financiële Markten (AFM) and the French Autorité des Marchés Financiers (AMF)

and in the Company's 2025 Half-Year Report filed on July 31, 2025 with the AFM and the 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

SECTION 1

Business Highlights

ARNAUD PIETON
CHIEF EXECUTIVE OFFICER



Value creation designed to last

An attractive growth outlook...

- **Organic growth** underpinned by **backlog** and **growing markets**
- **Margin expansion** leveraging differentiation and transformation

...with accelerated capital deployment...

- **Strong Free Cash Flow¹** and **robust balance sheet**
- **Capital allocation priorities:** dividends & accretive investments

...driving compelling shareholder returns

- Strategy to **expand capabilities** and **enhance earnings quality**
- **Significant EPS growth**, continuous returns to shareholders

€7.2bn

Revenue²

~9.0%

EBITDA²

~€1.0bn

Net Cash³



¹ 70% - 85% Recurring EBITDA-to-free cash flow conversion, excluding working capital, provisions, and non-recurring items.

² Full year 2025 revenue and EBITDA margin.

³ T.EN's net cash adjusted for project-associated cash, December 31, 2025.

FY 2025 – Key highlights

REVENUE

€7.2bn

+5% Y/Y

RECURRING EBITDA

€638m

+5% Y/Y

FREE CASH FLOW¹

Excl. non-recurring items

€578m

+5% Y/Y

PROPOSED DIVIDEND²

€1.00/sh

+18% Y/Y

Solid financial performance

- Highest ever Revenue / EBITDA
- Strong EBITDA-to-Free Cash Flow¹ conversion

Commercial successes

- Large decarbonization win; Blue Point No.1
- Important positioning for mega LNG awards

Disciplined capital allocation

- Proposed dividend²: +18% Y/Y
- AM&C acquisition completed, enhancing TPS

Great progress across Project Delivery portfolio in 2025



EXCELLENCE IN EXECUTION - 2025

323 million

Total worked hours¹

0.02

Lost Time Injury Rate²

0

Fatalities

Key TPS accomplishments in 2025

NOTABLE TPS MILESTONES DRIVING STRONG MARGIN PERFORMANCE



Ethylene

INEOS PROJECT ONE

Last furnace modules shipment arrived at site



Loading Systems

NORTHERN LIGHTS PHASE 1

Successful delivery of the world's first liquefied CO₂ marine loading arms



Sust. Aviation Fuel

NESTE RENEWABLE PRODUCTS REFINERY EXPANSION

Started production of sustainable aviation fuel



Carbon capture

CARBON CENTRIC RAKKESTAD

Successful start of operations
(T.EN's 1st delivery of Canopy C10 product)

AM&C deal completed; enriching TPS offering across the lifecycle

EXPANDING OUR VALUE POOLS TO ENHANCE QUALITY OF EARNINGS

Project lifecycle

Engineering Services

Engineering & Procurement

Fabrication & Construction

Operations & Maintenance

T.EN offering



TECHNOLOGY LICENSING



PROPRIETARY EQUIPMENT SUPPLY



CATALYSTS SUPPLY

AM&C offering

Strategic & Financial

Technologies & Products



Capital discipline



Quality of earnings



Synergy realization



Investment grade



Q4 2025 cash outlay¹

€472m

Expected 2026 contribution

> €200m ~25%

REVENUE

EBITDA

Major award for North Field West project in Qatar



NFW, Qatar

Major¹ EPC contract
follows successful completion of FEED

Leveraging **early engagement** and
incumbency position

Replication of **train design** based
on ongoing NFE and NFS projects

2

Liquefaction mega trains

~1.1 Mtpa

CO₂ to be captured & stored

16 Mtpa

LNG production capacity

Confirming T.EN's global leadership in LNG with increased market share² of >35%






Technip Energies as leader of a joint venture with Consolidated Contractors Company (CCC) and Gulf Asia Contracting (GAC).

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

² Calculated based on projects reaching final investment decision in the 2020 – 2026 ytd period. Market share of global installed capacity is >20%.

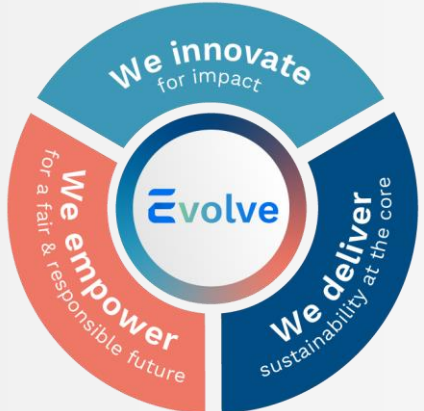
A new page in our sustainability journey



		
Climate & Environment	People	Trust
<p>46% Reduction in scope 1 & 2 emissions</p> <hr/> <p>46+ MtCO₂eq avoided for our clients since 2021</p>	<p>33% Women in the workforce</p> <hr/> <p>124,700+ Volunteering hours since 2021</p>	<p>72 Suppliers and subcontractors in our Sustainability Councils</p> <hr/> <p>100,000+ Workers reached through our Human Rights actions</p>

A transformation program to accelerate change and deliver lasting value, with business-oriented ambitions through 3 strategic drivers:

+100%
contract awards including technologies enabling decarbonization or circularity



1 million people benefiting from socioeconomic initiatives and programs worldwide

60% of sold products aligned to science-based decarbonization trajectories¹

¹ The science-based sectoral decarbonization trajectories are following the Science Based Targets initiative (SBTi) methodology. T.EN's sold products represent the majority to its Scope 3 emissions.

SECTION 2

Financial Highlights

BRUNO VIBERT
CHIEF FINANCIAL OFFICER

FY 2025 Financial highlights

REVENUE

€7.2bn

FY 2024: €6.9bn

RECURRING EBITDA

€638m

FY 2024: €608m

RECURRING EBITDA %

8.9%

FY 2024: 8.9%

EPS (DILUTED)

Excl. non-recurring items

€2.36

FY 2024: €2.28

FCF CONVERSION¹

Excl. non-recurring items

91%

FY 2024: 90%

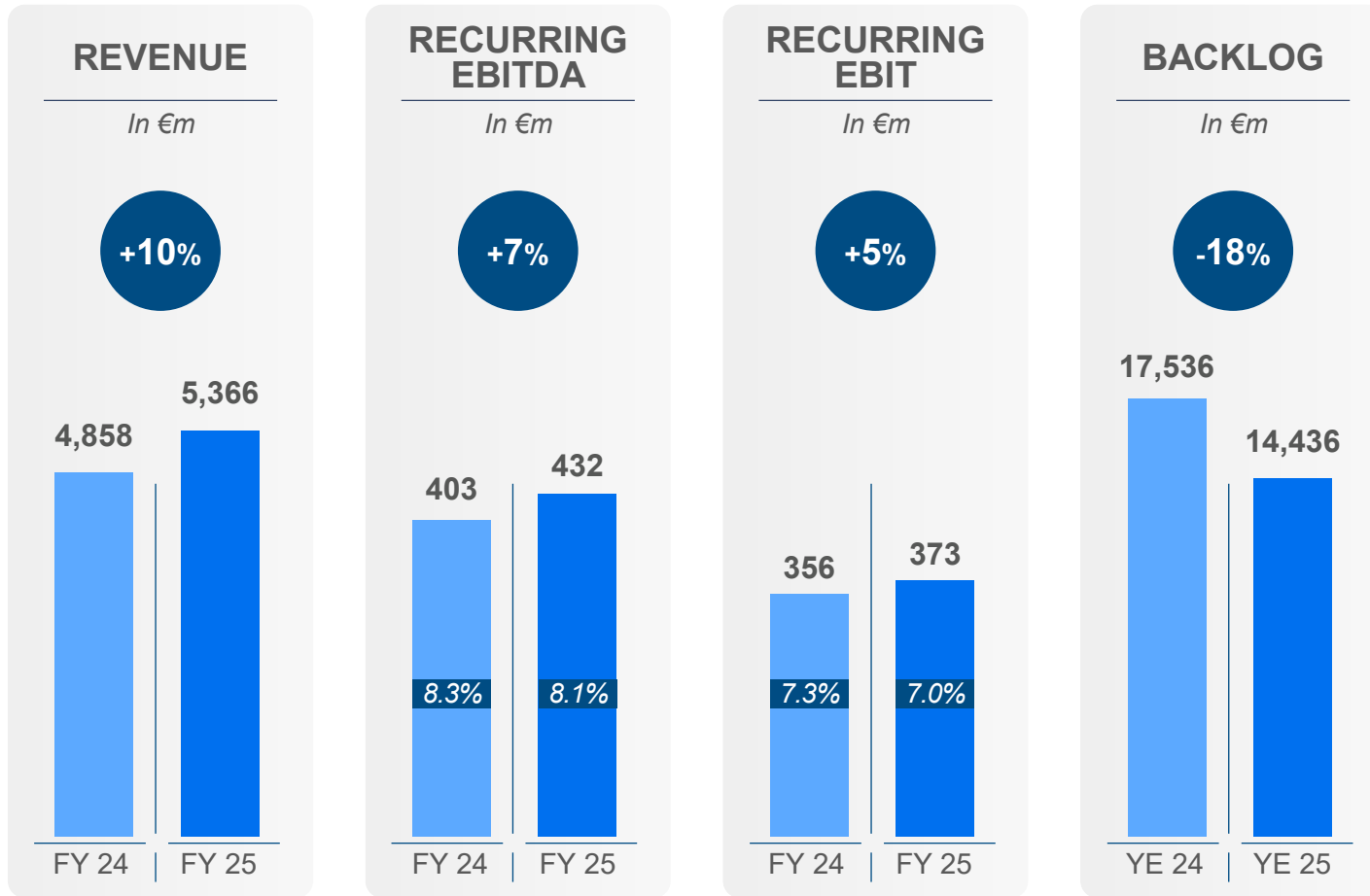
T.EN NET CASH²

~€1.0bn

YE 2024: > €1.4bn

Segment performance: Project Delivery

Significant year-over-year activity growth with strong profitability



Revenue: Solid Y/Y growth benefiting from activity growth in LNG, decarbonization and offshore.

Recurring EBITDA / EBIT: Resilient profitability despite larger share of early-stage projects with limited margin contribution.

Backlog: Absence of major orders in H2 2025; positioned for an inflection in new awards from Q1 2026.

Book-to-Bill
0.6 (TTM¹)
1.1 (2-yr)

Margin %

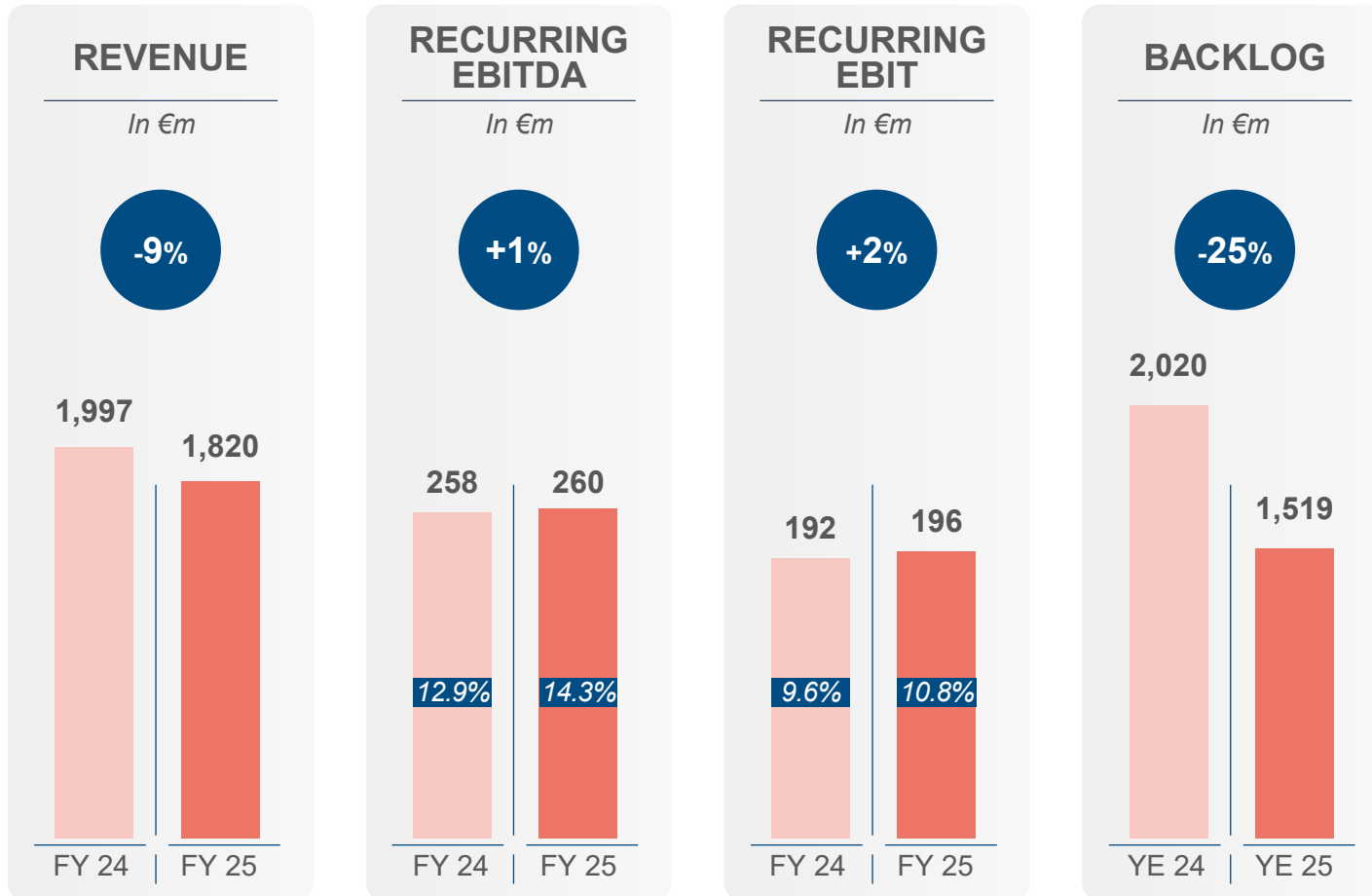


Financial information is presented under adjusted IFRS (see Appendix 8.0 of FY 2025 Results Release). Reconciliation of IFRS to non-IFRS financial measures are provided in appendices.

¹ Trailing 12 months.

Segment performance: Technology, Products & Services

Material expansion in margins more than offsets softer revenue



Revenue: Reduced contribution from technology licensing and proprietary products, partially offset by strong volumes in consultancy and services. Adverse FX impact.

Recurring EBITDA / EBIT: Y/Y growth despite revenue headwinds. Favourable mix with proprietary products deliveries, catalyst supply, and PMC.

Backlog: Absence of technology & product awards and near-term market / policy uncertainty. Services orders more resilient.

Book-to-Bill
0.84 (TTM¹)

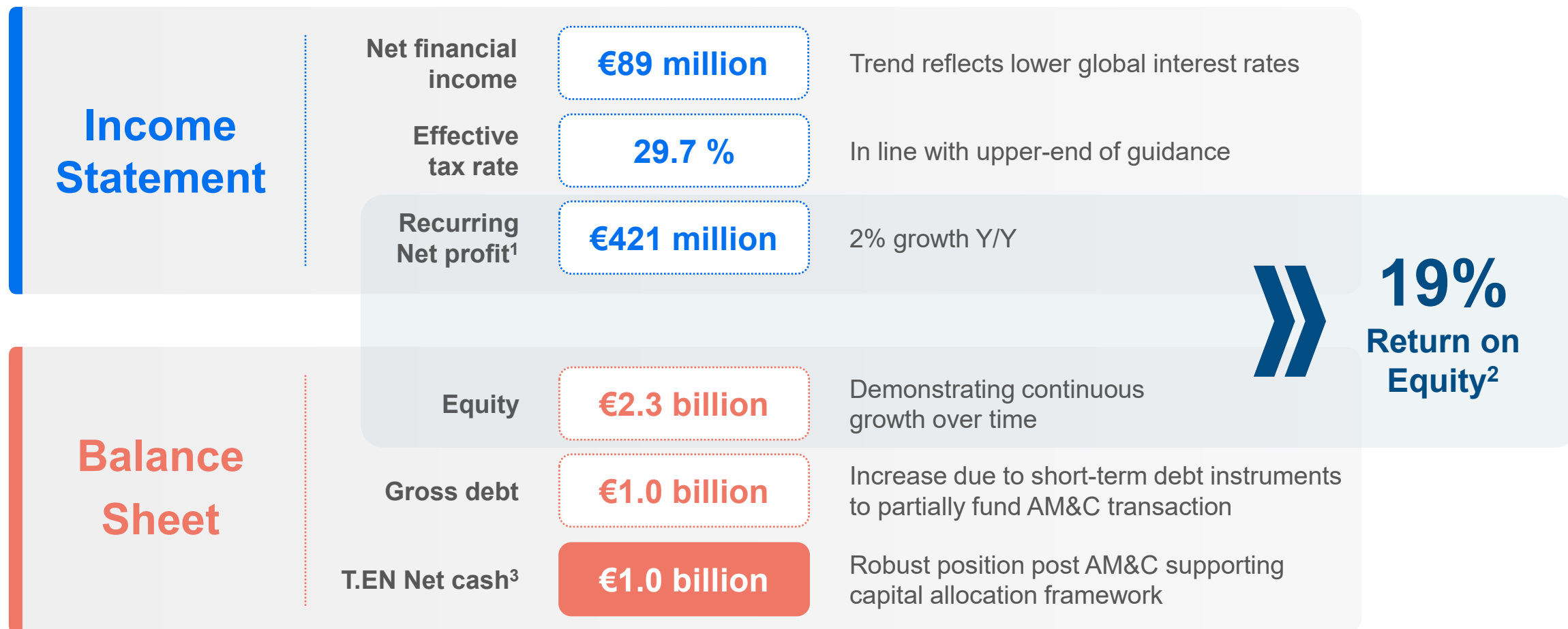
Margin %



Financial information is presented under adjusted IFRS (see Appendix 8.0 of FY 2025 Results Release). Reconciliation of IFRS to non-IFRS financial measures are provided in appendices.

¹ Trailing 12 months.

FY 2025 other key metrics and balance sheet



Numbers are rounded

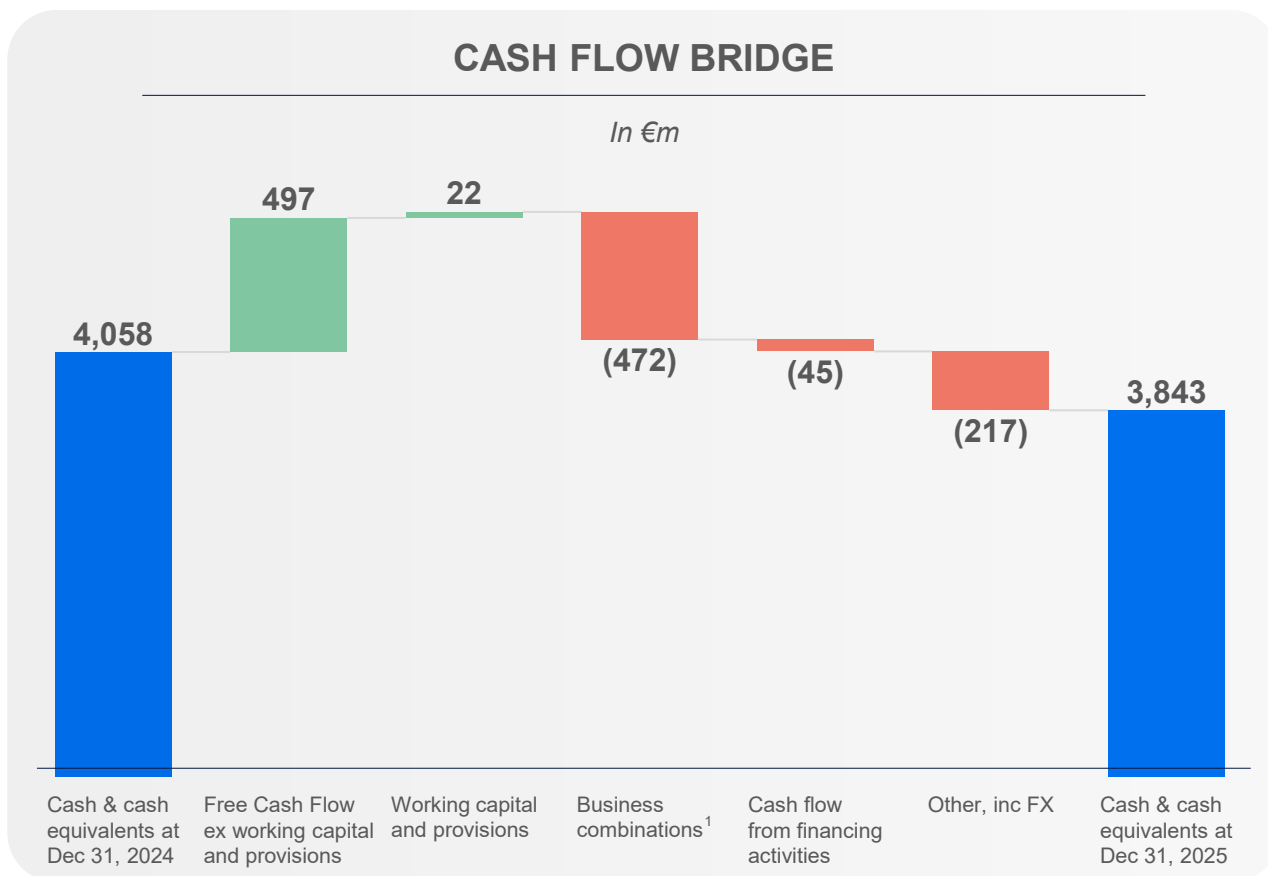
Financial information is presented under adjusted IFRS (see Appendix 8.0 of FY 2024 Results Release). Reconciliation of IFRS to non-IFRS financial measures are provided in appendices.

¹ Net profit attributable to Technip Energies Group, adjusted for non-recurring items.

² Return on Equity: Net profit attributable to T.EN, adjusted for non-recurring items, as a percentage of average Equity between 31 December 2025 and 31 December 2024.

³ T.EN's net cash position, adjusted for project-associated cash. See Appendix for calculation.

Consistent strength in free cash flow generation



- **Operating cash flow:** €608m.
- **Free cash flow² (FCF)**, excl. wcap & provisions: €497m; **FCF conversion** from Adj. Rec. EBITDA: 78%.
 - ✓ **Capex:** €89m; Dahej yard expansion, T.EN lab investment, new office fit out.
- **Basis for proposed dividend:** FCF excl wcap, provisions, and non-recurring items: €578m.
- **Other items of note:**
 - ✓ €472m M&A consideration: AM&C.
 - ✓ €150m dividends paid to shareholders.
 - ✓ €78m lease liability payments.
 - ✓ €188m adverse FX impact.

2026 Segment guidance confirming continued growth...

	PROJECT DELIVERY		TECHNOLOGY, PRODUCTS & SERVICES	
GUIDANCE	REVENUE	EBITDA MARGIN ¹	REVENUE	EBITDA MARGIN ¹
	€6.3 - 6.7bn	~8.0%	€2.0 - 2.2bn	~14.5%
OTHER ITEMS	EFFECTIVE TAX RATE ²		CORPORATE COSTS	
	26% - 30%		€50 - 60m	
			ADJACENT BUSINESS MODEL INVESTMENT ³	
				<€50m

...and trending ahead on our 2028 financial framework

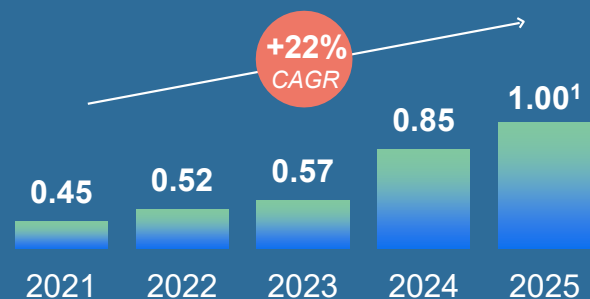
Attractive total shareholder returns

Dividend¹

+18%

- 2025 proposed dividend: **€1.00 share**
- Cash cost: **~€176m**

Dividend (€ / share)

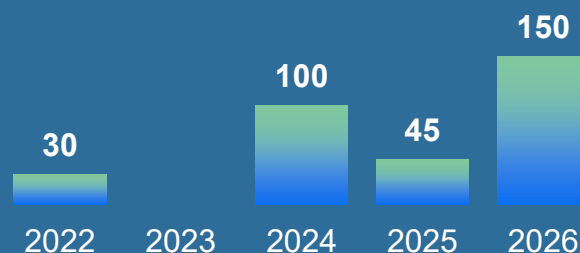


Share Buyback²

€150m

- Supplemental return of capital to shareholders
- Supported by strong balance sheet and business outlook

Share buyback (€m)



TSR³ since inception

>200%

- Compelling TSR since company listing
- Strong performance exceeding market indices

Market performance

- STOXX Europe 600 Energy: **+104%**
- SBF 120: **+56%**

¹ Subject to approval at the Annual General Meeting on May 5, 2026.

² Program to be carried out in 2026.

³ TSR calculated from the average first 10 days of trading in TE security from February 16, 2021, through December 31, 2025, considering dividends reinvested in security.

SECTION 3

Outlook & Conclusion

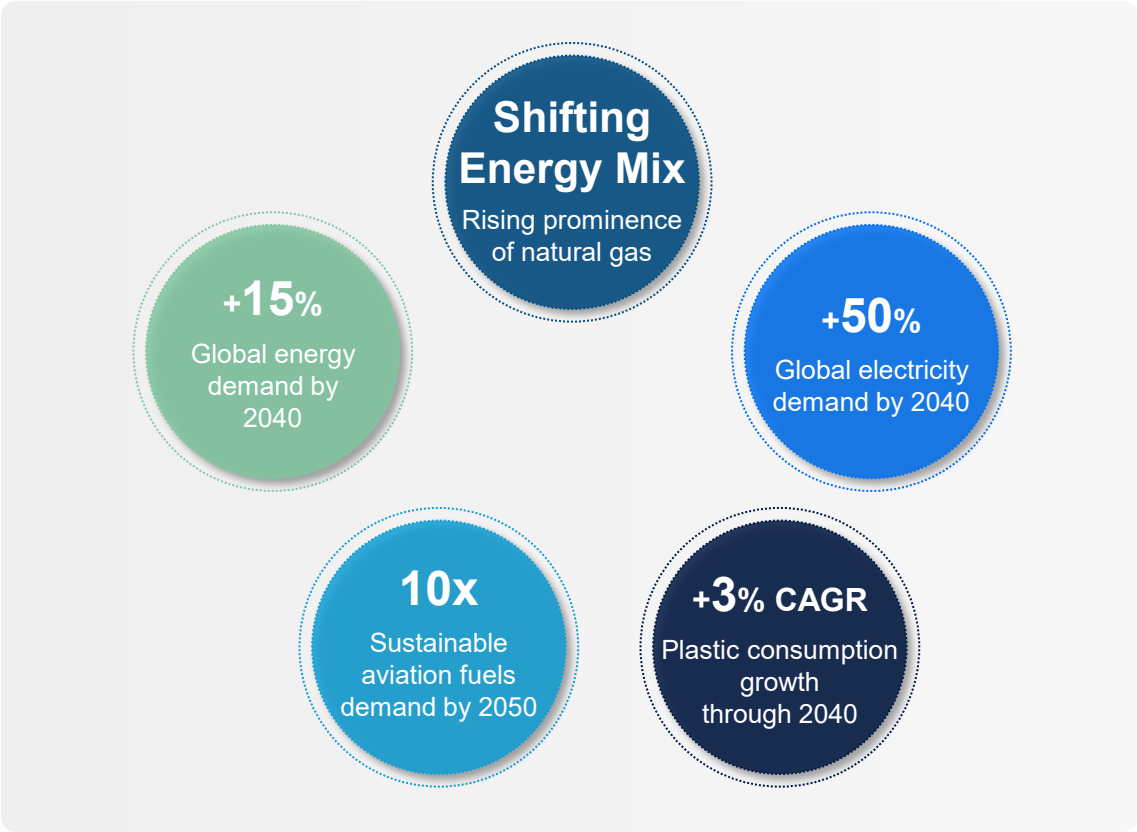
ARNAUD PIETON
CHIEF EXECUTIVE OFFICER

T.EN – strongly positioned to address any energy scenario

Energy transition investment of \$3.5tn per annum, 2031-35

MORE GROWTH, MORE ENERGY

T.EN's TAKE



CAPTURE GAS & LNG GROWTH OUTLOOK

A long cycle play supported by new usages

WIN THE AFFORDABILITY BATTLE

Commercial scale & standardization

PREPARE FOR ERA OF CIRCULARITY

Tackle waste through advanced chemical recycling

SEIZE NEW MARKET OPPORTUNITIES

Nuclear, power infrastructure and electrification

Inflection in new orders; enhancing backlog quality and visibility



¹ A "substantial" award for Technip Energies is a contract award representing between €500 million and €1.0 billion of revenue.

² A "significant" award for Technip Energies is a contract award representing between €50 million and €250million of revenue. This builds on the "substantial" first tranche previously announced on July 11, 2025

³ A "major" award for Technip Energies is a contract award representing above €1 billion of revenue.

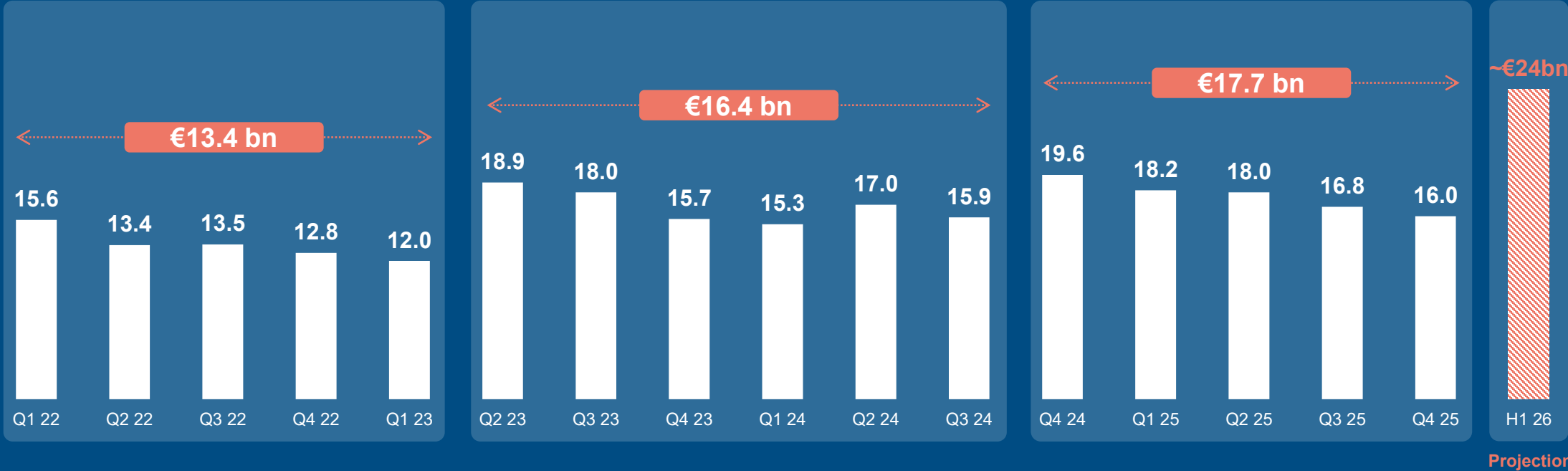
⁴ This award is pending Final Investment Decision by Commonwealth LNG and will therefore not be included in Technip Energies' backlog until full notice to proceed is received.

⁵ Engineering, Procurement services and Construction management.

⁶ Petro Resid Fluidized Catalytic Cracker Unit.

A longer-term growth perspective on T.EN's backlog

Technip Energies' backlog evolution (in €bn)



Selectivity-driven incremental growth in backlog



Backlog median

Key takeaways

Solid FY results

- **Y/Y growth** of 5% in revenue and 5% in EBITDA
- **Recurring FCF generation of €578m**; FCF conversion¹ > **90%**

Strategic success

- **Completion of first major acquisition**
- **Notable near-term awards** to strengthen T.EN's outlook

Strong shareholder returns

- **Proposed €1.00 dividend**, +18% Y/Y; **€150m** buyback program
- **Building for the long-term**, supported by robust balance sheet



FY 2025 Results

Q&A

February 26, 2026

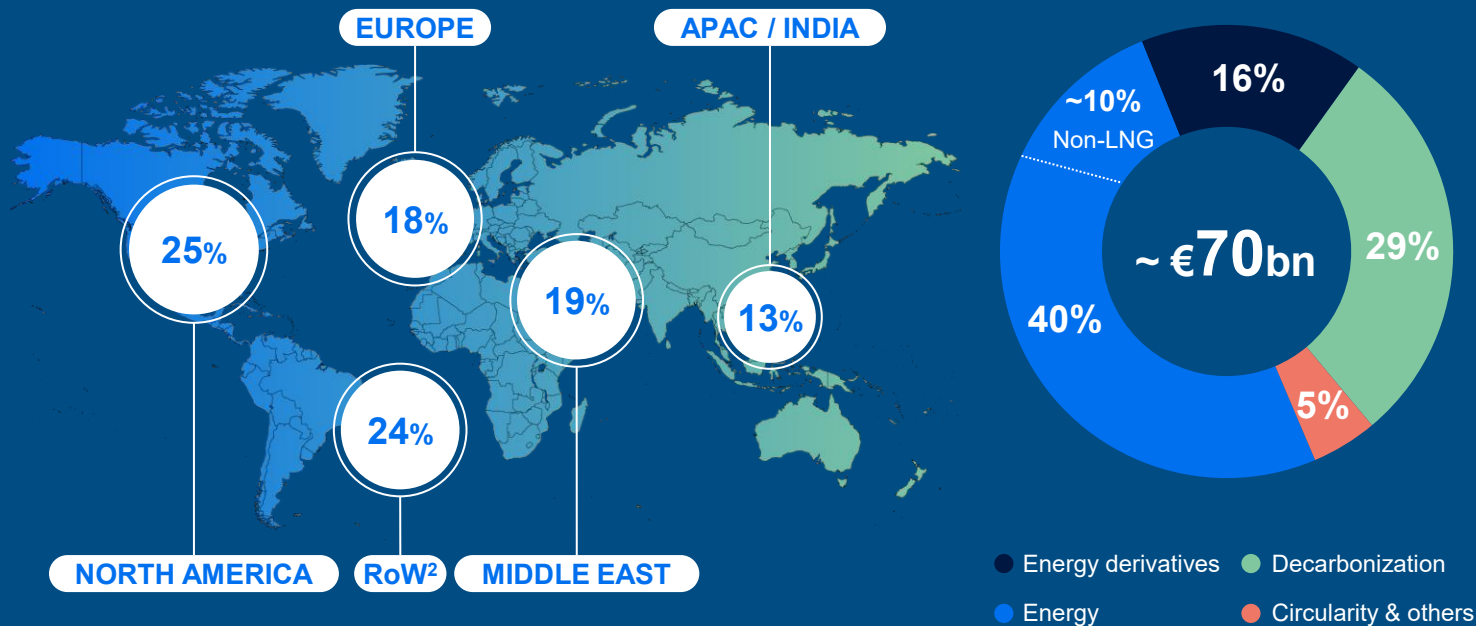
Appendix

27th February 2025

A substantial & diversified commercial pipeline

COMMERCIAL PIPELINE BY GEOGRAPHY AND MARKET – ROLLING TWO YEAR¹

Numbers are rounded



ENERGY

- > LNG projects: US, Middle East, Africa
- > Rising demand for gas infrastructure

ENERGY DERIVATIVES

- > PetChem, incl. ethylene, fertilizers
- > Traction in Middle East & India

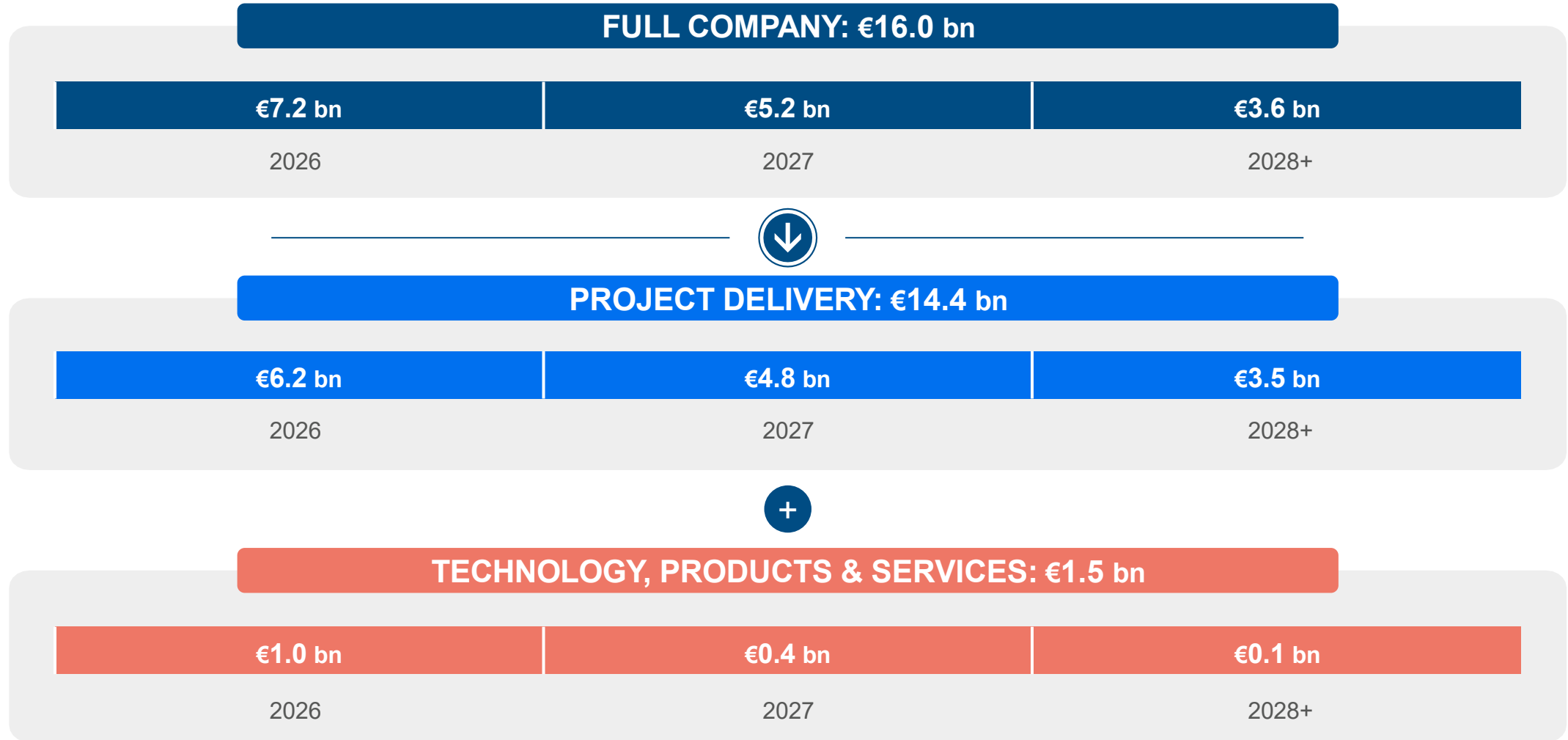
DECARBONIZATION

- > SAF, CCS and low-carbon hydrogen
- > Europe / US maturing, APAC emerging

CIRCULARITY & OTHER

- > Selective prospects in upstream / offshore
- > Emerging market for recycled polymers

Backlog schedule



Evolve sustainability scorecard 2030

UN
SDG



Innovate

AMBITION

Drive Technology & Innovation towards sustainability



INDICATOR

Technology & innovation R&D dedicated to sustainability

TARGET 2030

>75% yearly

AMBITION

Offer affordable technologies in circularity & decarbonization



INDICATOR

Contract awards including technologies enabling decarbonization or circularity

TARGET 2030

+100% (2026-2030)

AMBITION

Accelerate the adoption of sustainable innovative solutions



INDICATOR

Commercial offers with a completed sustainability assessment & customer-funded workshop

TARGET 2030

80%



Deliver

AMBITION

Support our clients' carbon reduction journey



INDICATOR

Avoided emissions as per WBCSD¹

TARGET 2030

18 MtCO₂e yearly

AMBITION

Advance our decarbonization trajectory



INDICATOR

Reduction trajectory for offices since 2021 (scopes 1 & 2)

TARGET 2030

-90% offset on residual 10%

INDICATOR

Reduction trajectory for industrial sites (scopes 1 & 2)

TARGET 2030

Plan ready in 2026

INDICATOR

Sold products in line with science-based decarbonization trajectories² (scope 3)

TARGET 2030

60% (2026-2030)

AMBITION

Leverage a responsible supply chain



INDICATOR

Average EcoVadis (or equivalent) score of rated key suppliers and subcontractors

TARGET 2030

>60

AMBITION

Prioritize safety and working conditions



INDICATOR

TRIR

TARGET 2030

<0.20 yearly

INDICATOR

EPC projects with exposure to human rights that have a mitigation plan

TARGET 2030

100% yearly



Empower

AMBITION

Foster a workplace for people to thrive



INDICATOR

Women in the permanent workforce (including 25% in leadership positions)

TARGET 2030

35%

INDICATOR

Invest in the future workforce

TARGET 2030

1,000 career opportunities yearly

INDICATOR

Average learning hours per permanent employee

TARGET 2030

>20 hours yearly

AMBITION

Cultivate integrity



INDICATOR

Employees trained on the Code of Business Conduct and cybersecurity

TARGET 2030

95% yearly

AMBITION

Boost socioeconomic impacts on local communities



INDICATOR

Individuals benefiting from socioeconomic initiatives and programs worldwide

TARGET 2030

1 million people (2026-2030)

INDICATOR

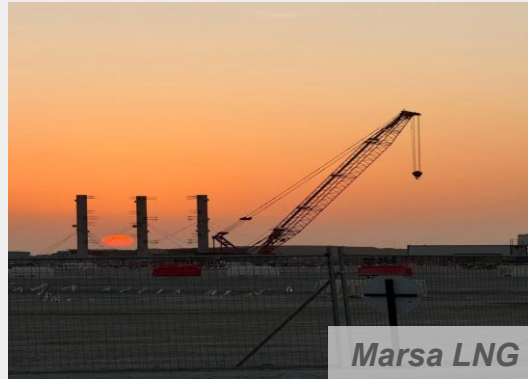
Volunteering hours given to communities

TARGET 2030

150,000 hours (2026-2030)

Key Q4 2025 operational highlights

PROJECT DELIVERY



LNG

NFE: Fuel gas introduction in Train 8 process area.

Marsa: First mass concrete pour completed and first column lifting achieved.

Chemicals

Kedah Melamine Plant: Plant receives 'Ready For Start Up' (RFSU) certificate.

TECHNOLOGY, PRODUCTS & SERVICES



Sustainable fuels

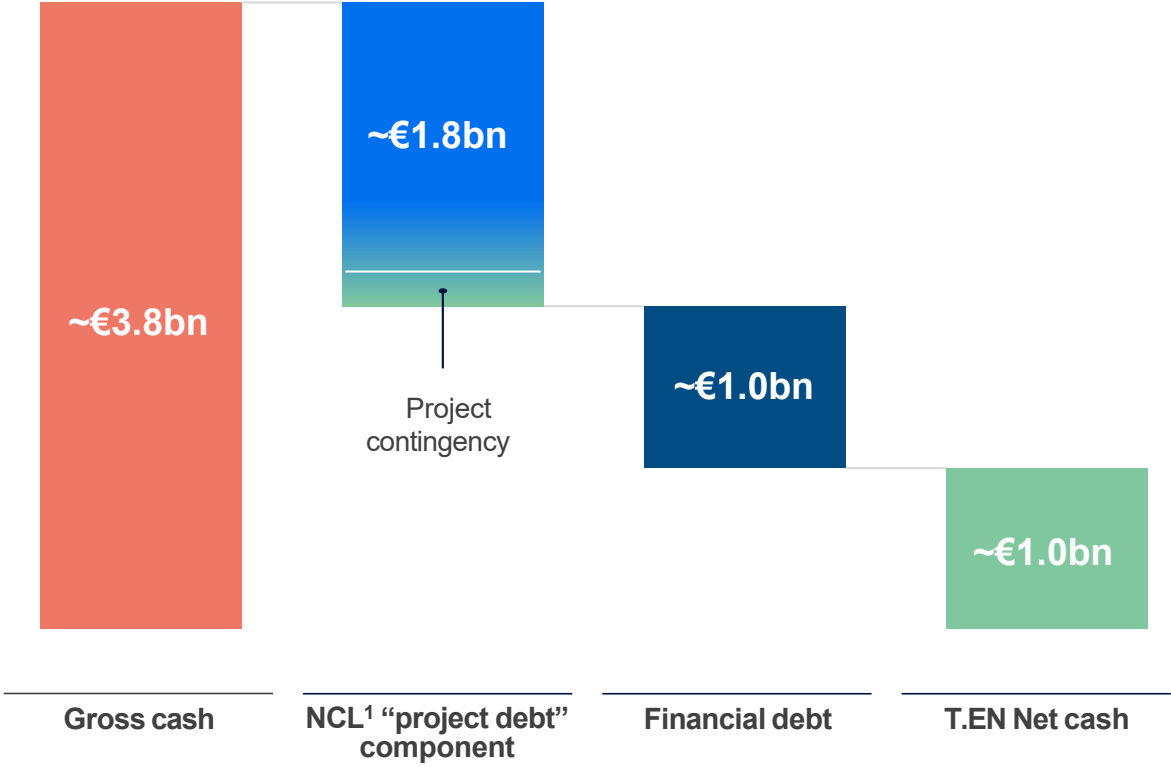
Freedom Pines: Hummingbird® technology enables world's first production of jet fuel from ethanol at commercial-scale plant.

Green Hydrogen

AM Green Kakinada Project - Rely: Successful completion of the 1st ammonia tank raft foundation.

T.EN's net cash assessment: ~ €1 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 NCL¹ "project debt" i.e. estimated project costs + contingency in full
- 3 Financial debt

1 (-) 2 (-) 3 = T.EN Net Cash

¹Net contract liability.

Adjusted statements of income – FY 2025

<i>(In € millions)</i>	Project Delivery		Technology, Products & Services		Corporate/non allocable		Total	
	FY 25	FY 24	FY 25	FY 24	FY 25	FY 24	FY 25	FY 24
Adjusted revenue	5,366.3	4,857.5	1,820.2	1,997.3	—	—	7,186.5	6,854.8
Adjusted recurring EBITDA	432.4	403.0	260.4	257.5	(54.9)	(52.6)	637.9	608.0
Adjusted recurring EBITDA margin %	8.1 %	8.3 %	14.3 %	12.9 %	— %	— %	8.9%	8.9%
Adjusted amortization and depreciation	(59.3)	(46.9)	(64.0)	(65.5)	—	0.2	(123.2)	(112.2)
Adjusted recurring EBIT	373.2	356.1	196.4	192.0	(54.9)	(52.4)	514.6	495.8
Adjusted recurring EBIT margin %	7.0%	7.3%	10.8%	9.6%	—%	—%	7.2%	7.2%
Non-recurring items (transaction & one-off costs)	(25.0)	(9.6)	(28.7)	(12.8)	(27.2)	(7.6)	(80.8)	(30.0)
EBIT	348.2	346.6	167.7	179.2	(82.1)	(59.9)	433.9	465.9
Financial income							120.3	155.8
Financial expense							(31.8)	(35.5)
Profit (loss) before income tax							522.4	586.1
Income tax (expense) profit							(155.3)	(177.1)
Net profit (loss)							367.1	409.0
Net profit (loss) attributable to Technip Energies Group							363.8	390.3
Net profit (loss) attributable to non-controlling interests							3.4	18.7

Adjusted statements of income – Q4 2025

(In € millions)	Project Delivery		Technology, Products & Services		Corporate/non allocable		Total	
	Q4 25	Q4 24	Q4 25	Q4 24	Q4 25	Q4 24	Q4 25	Q4 24
Adjusted revenue	1,298.9	1,362.0	470.6	522.0	—	—	1,769.4	1,883.9
Adjusted recurring EBITDA	108.4	111.3	60.1	69.3	(8.6)	(11.9)	159.9	168.7
Adjusted recurring EBITDA margin %	8.3%	8.2%	12.8%	13.3%	—%	—%	9.0%	9.0%
Adjusted amortization and depreciation	(15.9)	(13.4)	(14.7)	(16.5)	—	0.3	(30.6)	(29.6)
Adjusted recurring EBIT	92.6	97.9	45.4	52.8	(8.6)	(11.6)	129.3	139.1
Adjusted recurring EBIT margin %	7.1%	7.2%	9.6%	10.1%	—%	—%	7.3%	7.4%
Non-recurring items (transaction & one-off costs)	(11.5)	(3.4)	(9.8)	(7.5)	(10.0)	(2.6)	(31.4)	(13.5)
EBIT	81.1	94.5	35.5	45.3	(18.6)	(14.2)	98.0	125.6
Financial income							25.6	41.7
Financial expense							(7.5)	(10.4)
Profit (loss) before income tax							116.1	156.9
Income tax (expense) profit							(34.2)	(47.2)
Net profit (loss)							81.9	109.7
Net profit (loss) attributable to Technip Energies Group							81.9	110.4
Net profit (loss) attributable to non-controlling interests							0.1	(0.7)

Adjusted statements of income

Reconciliation between IFRS and Adjusted – FY 2025

<i>(In € millions)</i>	FY 25 IFRS	Adjustments	FY 25 Adjusted
Revenue	7,203.8	(17.3)	7,186.5
Costs and expenses			
Cost of sales	(6,239.6)	27.9	(6,211.8)
Selling, general and administrative expense	(382.6)	(2.3)	(384.9)
Research and development expense	(63.9)	—	(63.9)
Impairment, restructuring and other expense	(72.1)	—	(72.1)
Acquisition and integration costs	(8.6)	—	(8.6)
Other operating income (expense), net	(8.9)	(3.1)	(12.0)
Operating profit (loss)	428.0	5.2	433.3
Share of profit (loss) of equity-accounted investees	6.0	(5.4)	0.6
Profit (loss) before financial income (expense), net and income tax	434.1	(0.2)	433.9
Financial income	115.0	5.4	120.3
Financial expense	(30.7)	(1.1)	(31.8)
Profit (loss) before income tax	518.4	4.0	522.4
Income tax (expense) profit	(151.3)	(4.0)	(155.3)
Net profit (loss)	367.1	—	367.1
Net profit (loss) attributable to Technip Energies Group	363.8	—	363.8
Net profit (loss) attributable to non-controlling interests	3.4	—	3.4

Adjusted statements of income

Reconciliation between IFRS and Adjusted – FY 2024

<i>(In € millions)</i>	FY 24 IFRS	Adjustments	FY 24 Adjusted
Revenue	6,718.9	135.9	6,854.8
Costs and expenses			
Cost of sales	(5,800.8)	(118.2)	(5,919.0)
Selling, general and administrative expense	(392.0)	(2.3)	(394.3)
Research and development expense	(72.9)	—	(72.9)
Impairment, restructuring and other expense	(30.0)	—	(30.0)
Other operating income (expense), net	26.4	(0.4)	26.0
Operating profit (loss)	449.6	15.0	464.6
Share of profit (loss) of equity-accounted investees	18.6	(17.3)	1.3
Profit (loss) before financial income (expense), net and income tax	468.1	(2.3)	465.9
Financial income	149.2	6.6	155.8
Financial expense	(35.6)	—	(35.5)
Profit (loss) before income tax	581.8	4.3	586.1
Income tax (expense) profit	(172.3)	(4.7)	(177.1)
Net profit (loss)	409.4	(0.4)	409.0
Net profit (loss) attributable to Technip Energies Group	390.7	(0.4)	390.3
Net profit (loss) attributable to non-controlling interests	18.7	—	18.7

Adjusted statements of income

Reconciliation between IFRS and Adjusted – Q4 2025

<i>(In € millions)</i>	Q4 25 IFRS	Adjustments	Q4 25 Adjusted
Revenue	1,836.5	(67.1)	1,769.4
Costs and expenses			
Cost of sales	(1,551.8)	25.5	(1,526.3)
Selling, general and administrative expense	(100.5)	(0.4)	(100.8)
Research and development expense	(19.2)	—	(19.2)
Impairment, restructuring and other expense	(22.7)	—	(22.7)
Acquisition and integration costs	(8.6)	—	(8.6)
Other operating income (expense), net	5.0	(3.3)	1.7
Operating profit (loss)	138.7	(45.3)	93.4
Share of profit (loss) of equity-accounted investees	(39.2)	43.8	4.6
Profit (loss) before financial income (expense), net and income tax	99.5	(1.5)	98.0
Financial income	23.5	2.1	25.6
Financial expense	(7.2)	(0.3)	(7.5)
Profit (loss) before income tax	115.8	0.3	116.1
Income tax (expense) profit	(30.9)	(3.2)	(34.2)
Net profit (loss)	84.9	(3.0)	81.9
Net profit (loss) attributable to Technip Energies Group	84.8	(3.0)	81.9
Net profit (loss) attributable to non-controlling interests	0.1	—	0.1

Adjusted statements of income

Reconciliation between IFRS and Adjusted – Q4 2024

<i>(In € millions)</i>	Q4 24 IFRS	Adjustments	Q4 24 Adjusted
Revenue	1,940.4	(56.4)	1,883.9
Costs and expenses			
Cost of sales	(1,697.0)	59.2	(1,637.8)
Selling, general and administrative expense	(100.3)	—	(100.3)
Research and development expense	(22.8)	0.5	(22.2)
Impairment, restructuring and other expense	(13.5)	—	(13.5)
Acquisition and integration costs	—	—	—
Other operating income (expense), net	20.3	(1.7)	18.6
Operating profit (loss)	127.1	1.6	128.8
Share of profit (loss) of equity-accounted investees	0.5	(3.6)	(3.2)
Profit (loss) before financial income (expense), net and income tax	127.6	(2.0)	125.6
Financial income	40.5	1.2	41.7
Financial expense	(10.4)	—	(10.4)
Profit (loss) before income tax	157.7	(0.8)	156.9
Income tax (expense) profit	(44.1)	(3.1)	(47.2)
Net profit (loss)	113.5	(3.9)	109.7
Net profit (loss) attributable to Technip Energies Group	114.2	(3.9)	110.4
Net profit (loss) attributable to non-controlling interests	(0.7)	—	(0.7)

Adjusted statements of financial position

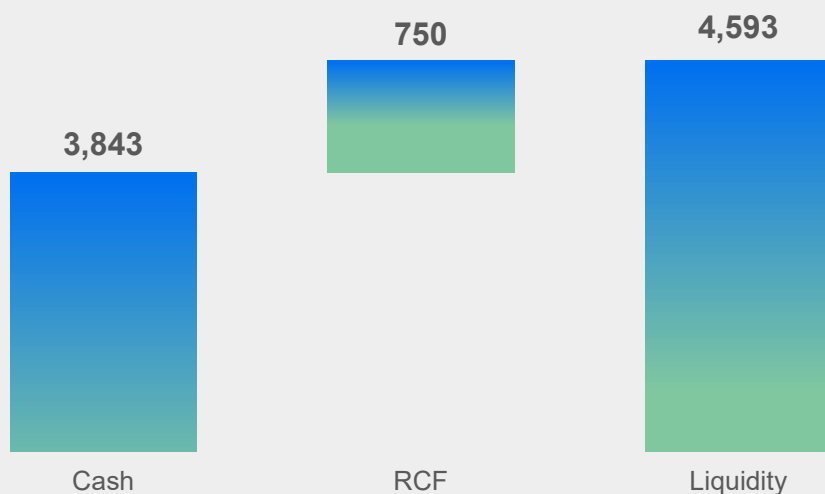
<i>(In € millions)</i>	FY 25	FY 24
Goodwill	2,241.3	2,118.0
Intangible assets	184.6	145.3
Property, plant and equipment	331.8	167.4
Right-of-use assets	224.5	201.8
Equity accounted investees	12.2	20.1
Other non-current assets	345.9	331.0
Total non-current assets	3,340.4	2,983.7
Trade receivables	1,407.1	1,078.7
Contract assets	384.0	485.9
Other current assets	953.6	785.7
Cash and cash equivalents	3,843.0	4,058.0
Total current assets	6,587.8	6,408.4
Total assets	9,928.1	9,392.0
Total equity	2,268.9	2,114.8
Long-term debt, less current portion	681.9	642.4
Lease liabilities	197.6	192.4
Accrued pension and other post-retirement benefits, less current portion	84.9	126.0
Other non-current liabilities	111.8	169.7
Total non-current liabilities	1,076.1	1,130.5
Short-term debt	333.6	93.8
Lease liabilities	62.0	57.4
Accounts payable, trade	1,479.9	1,642.6
Contract liabilities	3,890.5	3,466.3
Other current liabilities	817.0	886.5
Total current liabilities	6,583.1	6,146.7
Total liabilities	7,659.2	7,277.2
Total equity and liabilities	9,928.1	9,392.0

Adjusted statements of cashflows

<i>(In € millions)</i>	FY 25	FY 24
Net profit (loss)	367.1	409.0
Change in working capital and provisions	22.3	229.8
Non-cash items and other	218.8	195.1
Cash provided (required) by operating activities	608.3	833.9
Acquisition of intangible and tangible assets	(89.4)	(85.6)
Acquisition of financial assets	(23.7)	(6.7)
Business combinations, net of cash acquired	(472.1)	0.1
Proceeds from disposal of assets	0.4	—
Proceeds from disposals of subsidiaries, net of cash disposed	(0.9)	(1.3)
Other	(4.6)	—
Cash provided (required) by investing activities	(590.4)	(93.5)
Net increase (repayment) in long-term, short-term debt and commercial paper	254.7	(35.1)
Payments for acquisition of treasury shares	(45.0)	(100.0)
Share issue and buy-back transactions costs	—	(0.7)
Dividends paid to shareholders	(150.2)	(101.5)
Payments for the principal portion of lease liabilities	(78.1)	(71.6)
Other (of which dividends paid to non-controlling interests)	(26.4)	(40.0)
Cash provided (required) by financing activities	(44.9)	(349.0)
Effect of changes in foreign exchange rates on cash and cash equivalents	(188.0)	97.3
(Decrease) Increase in cash and cash equivalents	(215.0)	488.7
Cash and cash equivalents, beginning of period	4,058.0	3,569.3
Cash and cash equivalents, end of period	3,843.0	4,058.0

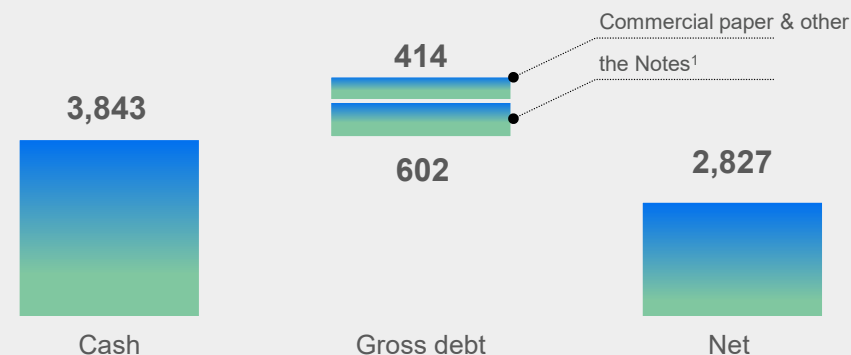
Differentiated capital structure

Net liquidity, Dec 31, 2025 (€m)



- Strong gross cash position of €3.8 billion.
- Robust liquidity €4.6 billion, comprised of gross cash plus €750 million of fully available Revolving Credit Facility (RCF).
- S&P reaffirmed T.EN's 'BBB' credit rating, Stable Outlook on Dec 31, 2025.

Gross cash / debt, Dec 31, 2025 (€m)



Rounded numbers


- Outstanding commercial paper debt increased to €299 million to partially fund the AM&C acquisition.
- €40 million facility with European Investment Bank (EIB), executed and fully drawn down in December 2025. Final maturity in 2039, principal will be amortized semi-annually from June 2029. As part of EIB's TechEU initiative, the loan aims to promote clean energy technologies R&D at T.EN.

Stock information and ADR

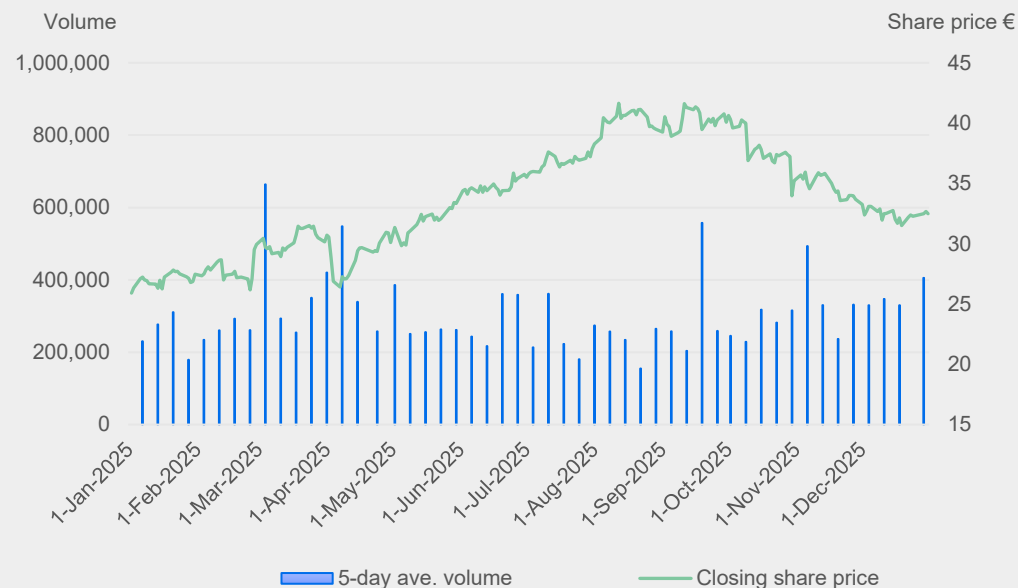
Stock

 Listing: Euronext Paris / CAC Next 20 & CAC Large 60 indices

 Ticker code: TE / ISIN code: NL0014559478

 Free float: 128.0 million / Outstanding shares: 178.4 million

€ Market Capitalization, December 31, 2025: €5.8 billion



ADR Program

 Exchange: Over-the-Counter

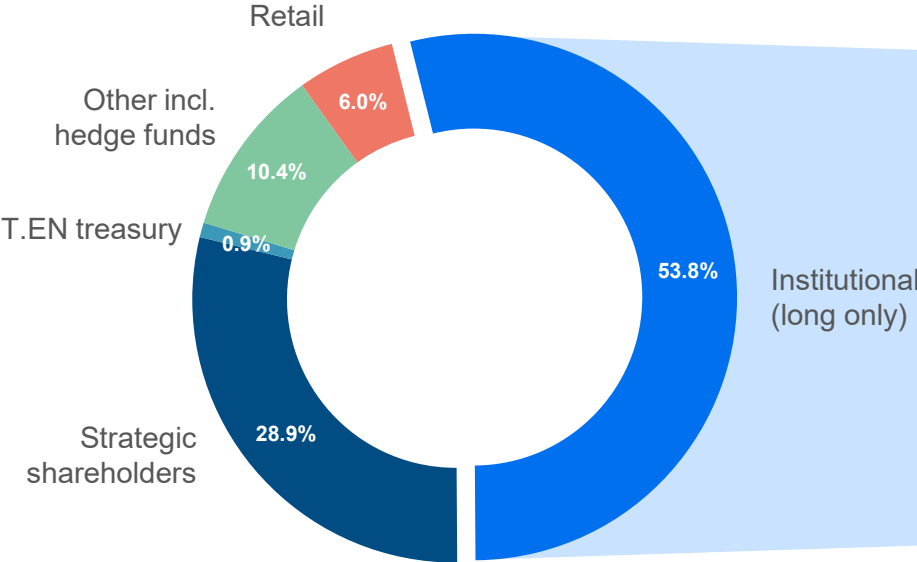
\$ Ratio: 1 ADR : 1 ORD

- **DR ISIN:** US87854Y1091
- **Symbol:** THNPY
- **CUSIP number:** 87854Y109
- **American Depositary Receipt (ADR) Program:**
Sponsored Level I
- **Sponsor of ADR program:**
J.P. Morgan Chase Bank, N.A.
- **For further information:**
<https://www.adr.com/drprofile/87854Y109>

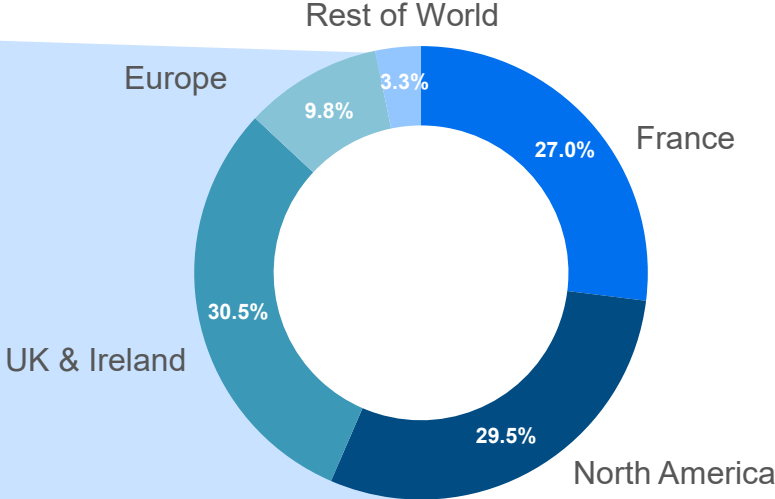
A balanced shareholder structure

Full year review

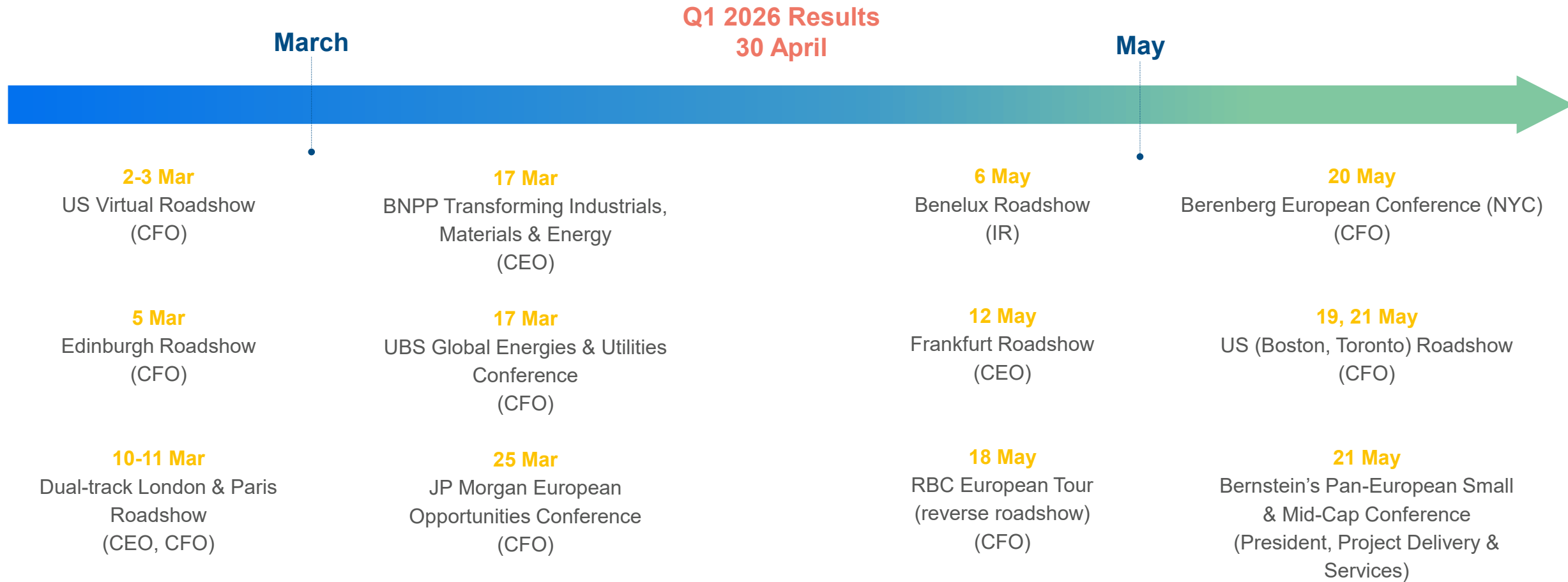
Full Equity Split
As a % of Shares Outstanding



Institutional Investors
Regional split



Upcoming investor events in H1 2026



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