

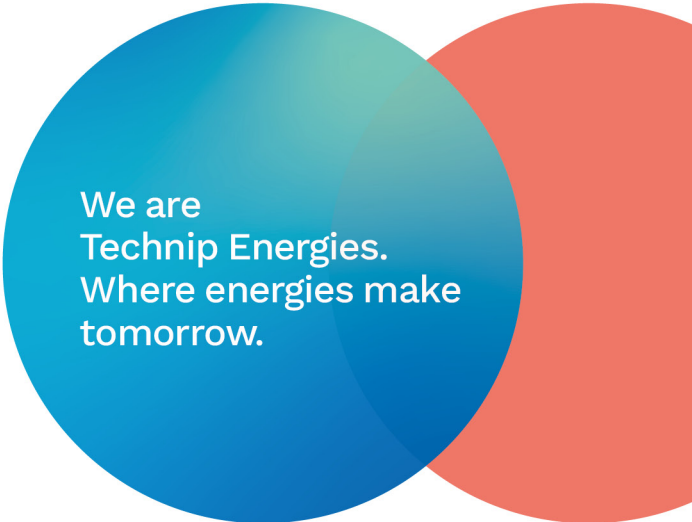
2024

Remuneration Report

T.EN

TECHNIP
ENERGIES



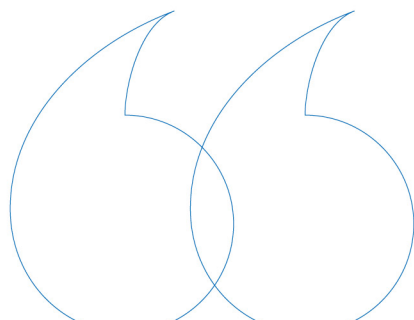


We are
Technip Energies.
Where energies make
tomorrow.

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→ MESSAGE FROM THE CHAIR OF THE COMPENSATION COMMITTEE



Dear Stakeholders,



ALISON GOLIGHER

In my capacity as Chair of the Compensation Committee of Technip Energies N.V., I am pleased to introduce our Remuneration Report for 2024. The Remuneration Report was prepared in accordance with the Dutch Corporate Governance Code, and will be submitted to the 2025 Annual General Meeting for an advisory vote. The report provides a summary of the Company's current Remuneration Policy, and sets out how the Policy was applied in 2024, including a summary of Technip Energies' performance and resulting pay outcomes.

STAKEHOLDER ENGAGEMENT

At Technip Energies, we value the dialogue with our shareholders and seriously consider their inputs. In the lead-up to the 2024 AGM, Technip Energies actively engaged with various shareholders and was pleased that the 2023 Remuneration Report received strong support with a 93% approval rate.

Following the 2024 AGM, the Compensation Committee reviewed voting results, investor feedback and initiated a round of engagement with shareholders. During these conversations, we learned that shareholders were supportive of the compensation package for our CEO, judging it to be transparent and aligned with company performance and shareholder outcomes. They confirmed that they were pleased with the Board's responsiveness and consider the direction of travel as satisfying. In line with shareholders' expectation, the Compensation Committee will continue to ensure transparency remains high.

With respect to the Remuneration Policy and after due consideration to shareholders' feedback, the Compensation Committee believes that the Policy approved at the 2023 AGM remains appropriate, fair and balanced, and therefore no changes will be proposed at the 2025 AGM.

2024 PERFORMANCE AND PAY OUTCOMES

As already announced, and after having reviewed the evolution of the workforce remuneration as well as the positioning of the CEO package within the Compensation Peer Group, the CEO received a 5% increase to Base Salary, effective January 2024.

With regards to STI and LTI components, we employed a rigorous process to monitor and evaluate CEO performance. Following the performance review process for 2024, the Compensation Committee concluded that the CEO delivered robust results resulting in a total payout of 118.9% of the target (versus 200% max) for the CEO's Short-Term incentive.

- **Financial:** The Company's adjusted revenue increased by 11.9%, due to the ramp-up of major LNG projects in the Project Delivery segment and strong Technology, Products & Services (TPS)' volumes. The Total Group Adjusted Recurring EBIT at 7.2% benefited from strong performance on LNG projects, the higher activity in Offshore in Project Delivery segment and substantial activity levels in TPS projects with accretive associated margins. In addition, new business was secured through TPS contract awards for €2.2 billion benefiting from a strong momentum in FEED, as well as PMC activities across various energy transition domains and the growing portfolio of technologies.
- **Non-Financial:** The Company has demonstrated exceptional performance in relation to its main ESG objectives, surpassing established targets. Noteworthy advancements have been made in areas such as upskilling and gender diversity. Additionally, the Company has successfully met its Digital Transformation goals, which are expected to further enhance organizational efficiency and improve project execution capabilities. With respect to climate change, the Company has further integrated carbon footprint measurement and decarbonization solutions into its commercial offerings above the objective. However, despite these achievements, the ESG component was capped at 100% to reflect the tragic fatality recorded during the year.
- **Individual:** The CEO has demonstrated strong leadership and dedication, driving the Company's position as a leading technology and engineering firm for a low-carbon future while achieving exceptional commercial success with a diversified order intake surpassing revenue for the second consecutive year. Furthermore, he has proactively ensured leadership continuity by presenting a comprehensive succession plan and reaffirmed his commitment to safety by requesting that the Safety criterion be assessed as not met, underscoring his prioritization of this critical aspect.

In relation to the LTI component, the Compensation Committee was also pleased to confirm that Technip Energies effort to demonstrate the robustness of its hybrid model has been logically reflected in its stock market performance particularly in comparison with its competitors. Therefore, the first LTI plan (PSU component) granted in 2021 following the IPO, which was conditioned on the Company's relative TSR performance compared to a Peer Group over a three years period, was vested with a 200% level of achievement in 2024.

LOOKING AHEAD TO 2025

During our engagement with shareholders, it was emphasized that the performance conditions of the CEO have stable objectives that are material, tangible, and aligned with our strategy. To ensure continuity, both the short- and long-term financial and non-financial KPIs will be unchanged (metrics and weighting), apart from the following criteria:

- **Digitalization:** criteria will be removed from the short-term incentive ESG component and assessed under the CEO individual annual performance. This will allow a more nuanced approach aligned with investors' expectation. The individual component weight will remain at 15%.
- **Safety (HSE):** criteria weighting will be increased from 5% to 10% to continue strengthening the Company's focus on these matters. In the case of a single fatality, the safety criteria performance would be nil and the overall short-term ESG performance measures (25%) would not lead to any outperformance.

The Compensation Committee, with the support of an external consultant, carried out a review of the remuneration benchmarks for the Executive Director and the Non-Executive Directors. The review considered European, Compensation and TSR peer groups, where company structure allowed a like for like comparison, with the intent of positioning Technip Energies around median position. Changes applicable from 2025 are fully disclosed in the section 6.6. Looking ahead to 2025 of Chapter 6 in the 2024 Annual report.

On behalf of the Compensation Committee and the Board of Directors, I would like to thank our shareholders and other stakeholders for their support and for sharing transparently their view on executive remuneration.

Alison Goligher,
Chair of the Compensation Committee

TECHNIP ENERGIES' CORE PRINCIPLES AND KEY PRACTICE IN DETERMINING EXECUTIVE REMUNERATION

Technip Energies, its Board of Directors and the Compensation Committee of the Board (the “**Compensation Committee**”) value the feedback received from its investors, shareholders and other key stakeholders. Since the formation of the Company, Technip Energies has been active in engaging continuously with stakeholders and a number of adjustments were proactively made to ensure closer alignment with market practices and stakeholders' expectations.

The effective remuneration policy (the “**Policy**”) was adopted by the Annual General Meeting held on May 10, 2023, with effect as of January 1, 2023.

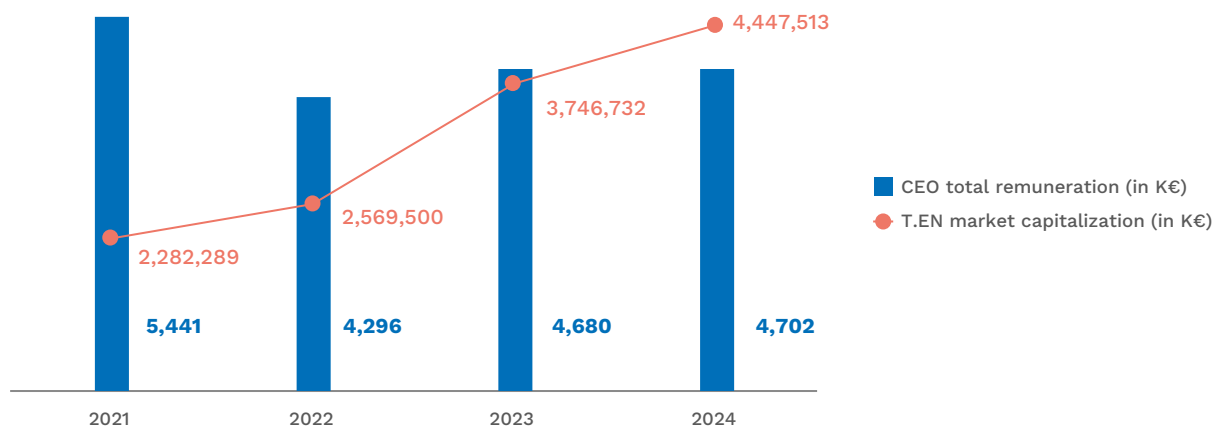
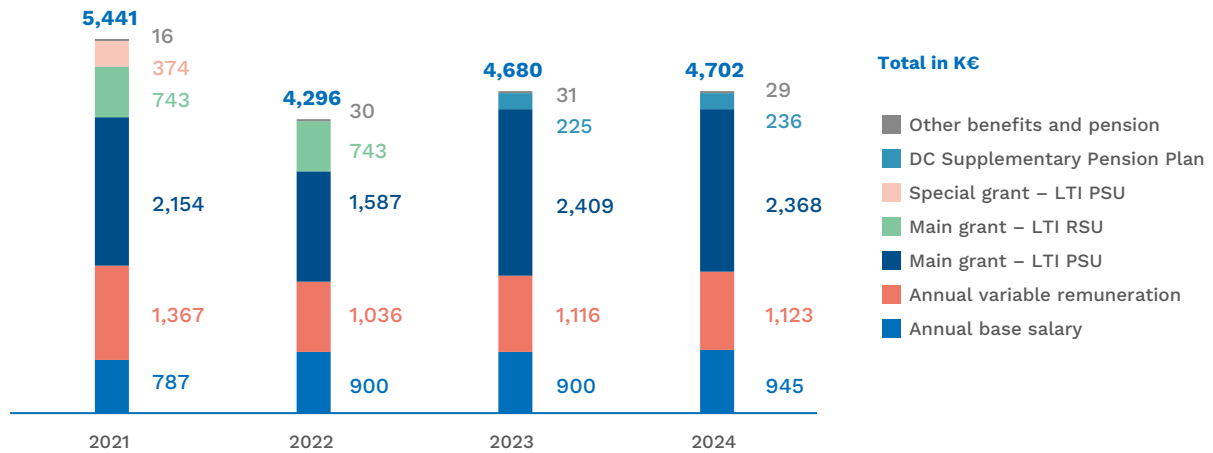
The Policy is designed to reflect and support our vision for the continued growth and prosperity for the Company, while embedding its purpose and values by:

- Motivating the Executive Director to achieve and exceed Technip Energies' short-term and long-term business and ESG objectives.
- Aligning the interests of the Executive Director with our shareholders by focusing the Remuneration Policy on drivers of sustainable value creation and by ensuring that most of the executive compensation is at risk.
- Providing a remuneration package that is competitive in the market and allows Technip Energies to attract, incentivize and retain exceptionally talented individuals who can deliver on the Company's vision and strategy.

OUR CORE PRINCIPLES	OUR KEY PRACTICE
Transparency and competitiveness	<ul style="list-style-type: none"> ■ Determine a remuneration policy that is transparent and supports Technip Energies' ambition to attract and retain the best talent and ensures alignment between the Company and its shareholders. ■ Ensure that the Company stays abreast of market trends and expectations by retaining the services of an independent specialist company providing support and advice on all topics related to governance and remuneration policy, including by providing external total remuneration benchmarks to assist the Compensation Committee in setting the Chief Executive Officer's (the “CEO”) remuneration within competitive market ranges.
Pay for performance and balance	<ul style="list-style-type: none"> ■ Ensure that the CEO's total remuneration is mostly determined by the achievement of tangible metrics in both short- and long-term incentive programs that are aligned with the Company's strategy (including by adopting ESG-related KPIs which are fully relevant to Technip Energies' purpose) and with the interests of our shareholders. ■ Grant to the CEO performance shares that are subject to the achievement of demanding performance indicators aligned with the long-term interests of Technip Energies' shareholders and investors. ■ Balance short- and long-term compensation, discouraging unnecessary or excessive risk-taking without compromising long-term value creation. ■ Ensure the alignment of interests over the long term, as the CEO must comply with a high-level shareholding requirement equivalent to three times his annual base salary. ■ Maintain clawback provisions for performance-based compensation and forfeiture provisions in Technip Energies' equity awards. ■ Prohibit the pledging or hedging of Technip Energies' shares held by officers and executives.
Dialogue with shareholders	<ul style="list-style-type: none"> ■ Maintain an open and ongoing dialogue with shareholders to ensure Technip Energies can include their feedback to continuously improve its remuneration practices.

1. REMUNERATION AT A GLANCE

The total remuneration of Technip Energies' Executive Director for 2024 is outlined below. 2021, 2022 and 2023 Executive Director total remuneration is provided for reference and comparison purposes.

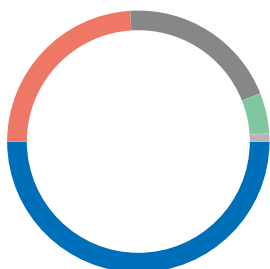


Arnaud Pieton	2024
Annual base salary (€)	945,000
Annual performance bonus (€)	1,123,416
Annual performance bonus payout (%)	118.9%
Number of granted PSUs	99,641
LTI granted fair value (€)	2,368,467
Total Direct Compensation (€)	4,436,883
Defined Contribution (DC) pension plan (Art. 82) (€)	236,250
Collective DC pension plan (Art. 83) (€)	14,838
Other benefits (€)	14,195
TOTAL REMUNERATION (€)	4,702,166

REMUNERATION REPORT

REMUNERATION AT A GLANCE

74%
of the remuneration is linked to performance indicators



50%
Long-term incentive

24%
Annual performance bonus

20%
Annual base salary

5%
DC Supplementary Pension Plan

1%
Other benefits

ANNUAL BASE SALARY €945,000 for 2024

AT TARGET

ANNUAL PERFORMANCE INDICATORS

Structure	Weighting	Performance indicators	Payout	
85% Business performance indicators	30%	Profitability	28.59%	€270,175
	30%	TPS Growth	36.79%	€347,666
	25%	ESG objectives	25.00%	€236,250
15% Individual objectives	15%	Individual objectives	28.50%	€269,325
TOTAL			118.88%	€1,123,416

ANNUAL PERFORMANCE INDICATORS

Structure	Weighting	Performance indicators	Nbr granted	Fair value
100% PSU	37.5%	TSR	99,641	€2,368,467
	37.5%	EPS		
	25.0%	ESG		
TOTAL			99,641	€2,368,467

DC Pension Plan (Art. 82)	€236,250
Collective DC Pension Plan*	€14,838
Benefits & perquisites**	€14,195

* For 2024, the total amount contributed to the Company's collective defined contribution plan (Art. 83) was equal to 8% of the gross compensation above four times the annual French social security limit and capped at eight times the annual French social security limit and represented €14,838.

** For 2024, the benefits offered to the Executive Director were similar to the benefits granted to other executives of Technip Energies. For 2024, the total costs of the benefits provided to the Executive Director amounted to €14,195.

2024 NON-EXECUTIVE DIRECTORS

Director	Annual retainer	Committee Chair Fee	Committee Meeting Fees	Total Fees FY2024
Joseph Rinaldi	€250,000.0	€0.0	€0.0	€250,000.0
Colette Cohen	€90,000.0	€12,500.0	€30,000.0	€132,500.0
Simon Eyers ⁽¹⁾	€90,000.0	€11,719.8	€30,000.0	€131,719.8
Alison Goligher	€90,000.0	€12,500.0	€36,000.0	€138,500.0
Stephanie Cox	€90,000.0	€0.0	€24,000.0	€114,000.0
Maëlle Gavet ⁽²⁾	€58,598.9	€0.0	€9,000.0	€67,598.9
Matthieu Malige ⁽²⁾	€58,598.9	€0.0	€9,000.0	€67,598.9
Francesco Venturini	€90,000.0	€0.0	€15,000.0	€105,000.0
Marie-Ange Debon ⁽³⁾	€31,401.1	€6,280.2	€6,000.0	€43,681.3
Nello Uccelletti ⁽³⁾	€31,401.1	€0.0	€6,000.0	€37,401.1
Arnaud Caudoux ⁽⁴⁾	€0.0	€0.0	€0.0	€0.0

(1) Mr. Simon Eyers was appointed as Chair of the Audit Committee at the AGM on May 7, 2024.

(2) Ms. Maëlle Gavet and Matthieu Malige joined the Board at the AGM on May 7, 2024.

(3) Ms. Marie-Ange Debon and Mr. Nello Uccelletti stood down from the Board at the AGM on May 7, 2024.

(4) Mr. Arnaud Caudoux waived the right to receive remuneration because of the policy of his employer, Bpifrance.

2. MAIN ELEMENTS OF THE CURRENT REMUNERATION POLICY

Technip Energies' current Remuneration Policy was approved by the General Meeting of Shareholders of Technip Energies on May 10, 2023 and took effect on January 1, 2023.

The Remuneration Policy's objective is to ensure that the Company attracts and retains the very best people from across the globe, in an increasingly competitive environment. It focuses on delivering fair, responsible, and transparent remuneration driving the achievement of the Company's long-term interests, sustainability, and strategic objectives and on ensuring alignment between shareholder outcomes and Directors' compensation in the short, medium and long term.

The Compensation Committee may rely on benchmarks prepared by compensation consultants who survey relevant global, regional and local industry practices. The need to foster and preserve the social consensus when setting the remuneration of the Directors for a given year and the ratio between the pay of the Directors and the Company's employees is taken into account to ensure social support for the Directors' compensation in accordance with the Company's remuneration objectives.

A summary of the main elements from the Remuneration Policy applicable as of January 1, 2023, is presented below for information purposes.

2.1. EXECUTIVE DIRECTOR REMUNERATION POLICY

The Executive Director Remuneration Policy is applicable to the CEO of Technip Energies who is currently the sole Executive Director.

	Purpose and link to strategy	Operation	Policy level	Maximum Payment
Annual base salary	Reflect and be aligned with the global energy and energy transition market practices in order to attract and retain exceptionally talented individuals.	<p>Benchmarked annually and expected to be updated as needed.</p> <p>When reviewing the annual base salary level, the Compensation Committee considers key parameters such as pay increases for other employees at Technip Energies, economic conditions and governance trends, Executive Director's individual performance, skills and responsibilities, market pay levels, etc.</p> <p>Annual Base Salary change usually takes effect from January 1 of a given year.</p>	Refer to section 6.5.1. Executive Director remuneration of Chapter 6 in the 2024 Annual report.	Not applicable, the annual base salary is a set amount determined at the beginning of the year by the Compensation Committee.
Annual performance bonus	Incentivize achievement of Technip Energies' annual financial and strategic targets, which include ESG targets. Provide focus on key metrics and an Executive Director's contributions to Technip Energies' performance.	<p>Performance measures and stretch targets are set annually at the outset of a given financial year by the Compensation Committee by reference to the annual operating plan for that year:</p> <ul style="list-style-type: none"> ■ At least 50% of the bonus is based on a set of financial metrics business performance indicators (e.g., revenue, profit margin, free cash flow, order intake, book-to-bill or other similar financial measures); ■ A minimum of 15% and up to 25% of the bonus is assessed based on a set of ESG indicators; ■ A maximum of 20% of the bonus is assessed based on personal targets; ■ The award is paid out in cash, after the end of the financial year. 	<p>The target annual performance bonus is set at 100% of the annual base salary.</p> <p>No bonus will be paid for below-threshold performance.</p>	The maximum achievable annual performance bonus amount is 200% of the annual base salary.
Long-term incentives	Incentivize an Executive Director to deliver superior long-term returns to shareholders.	<p>LTI award grants to Executive Directors are comprised of 100% Performance Stock Unit ("PSU"). A PSU grant to an Executive Director consists of an award of a right to receive Technip Energies shares subject to (i) achievement of applicable performance indicators assessed over a period of three years (or more) and (ii) continuity of service with Technip Energies over such period.</p> <p>The performance indicators may include, but are not limited to:</p> <ul style="list-style-type: none"> ■ A growth measure (e.g., Earnings per Share (EPS), net sales, etc.); ■ A measure of the Company's performance on ESG matters; ■ A measure of efficiency (e.g., operating margin, operating cash conversion, return on invested capital (ROIC)); and ■ A measure of Technip Energies' relative performance in relation to its peers (for example, relative total shareholder return <i>vis-à-vis</i> a peer group). 	<p>The target nominal grant date value of LTIs granted to an Executive Director for a given year is set at 275% of the annual base salary. In the event the Compensation Committee extends to an Executive Director the benefit of the DC pension plan (see below), the target nominal grant date value of LTIs will be set at 250% of the annual base salary.</p>	The maximum LTI award is capped at 450% of the annual base salary. In the event the Compensation Committee extends to an Executive Director the benefit of the DC pension plan described below, the maximum award is to be capped at 425% of the annual base salary.

	Purpose and link to strategy	Operation and Policy level
Defined Contribution (DC) pension plan	Technip Energies' ambition is to align its practice with the one of its peers and more broadly with comparable listed companies. Technip Energies also seeks to enhance the flexibility and improve the competitiveness of the remuneration package to maximize the opportunity to onboard executive talent from the broadest possible pool of executives.	The Compensation Committee may, at its discretion, decide to offer to an Executive Director the benefit of a pension plan which is to be arranged within the framework of a Defined Contribution ("DC") plan. The chosen arrangement will comply with the legal requirements of the country where the Executive Director is located and will be aligned with the market practice at peer companies. The DC value will be set at 25% of the annual base salary. The DC plan will be managed by an independent insurance company with which the Technip Energies Group will have contracted.
Other retirement benefits	Provide competitive post-retirement benefits.	Executive Directors will participate in collective pension and other retirement benefits schemes available to the other employees in the country where they are located.
Benefits and perquisites	Provide market competitive benefits and facilitate the performance of Executive Directors in their duties.	Executive Directors are eligible to receive other benefits that may include, but are not limited to, financial planning, personal tax assistance, use of company cars, club memberships (primarily business-related), medical, vision and dental benefits, sickness, death and dismemberment benefits, work-related travel and security expenses for the Executive Director and spouse. Benefits may vary by location.

2.2. NON-EXECUTIVE DIRECTORS' REMUNERATION POLICY

The Non-Executive Directors' Remuneration Policy is applicable to all Non-Executive Directors.

NON-EXECUTIVE DIRECTORS' FEES	
Purpose and link to strategy	A Non-Executive Director's compensation is designed to reward the time and talent required to serve on the Board of a company of Technip Energies' size, complexity and geographical spread.
Operation and maximum payment	Remuneration of Non-Executive Directors is comprised of annual cash remuneration only. Non-Executive Directors will be compensated by way of an annual cash retainer, which is aligned with the practice amongst peer companies. Fees are reviewed periodically against market levels and may result in an upward or downward adjustment. The compensation is comprised of the following elements: <ul style="list-style-type: none"> ■ Annual retainer; ■ Annual chair fee; ■ Committee meeting fees.
Other benefits	Each Non-Executive Director receives reimbursement for reasonable incidental expenses incurred in connection with the attendance of Board meetings and meetings of committees of the Board. Non-Executive Directors do not participate in employee benefit plans or in stock ownership plans applicable to Technip Energies Group employees.

3. THE COMPENSATION PEER GROUP

For the purposes of benchmarking the total direct compensation of the Executive Director, the compensation Committee established the compensation peer group in 2021 to include companies which would be strong competitors for the services of the Executive Director and to better reflect the strategic direction of Technip Energies and its aspired strategic intent. Most of Technip Energies' direct competitors are headquartered outside the Netherlands where Technip Energies is incorporated and France where Technip Energies shares are listed. In order to take full account of this environment, the Compensation Committee

decided to determine a compensation peer group consisting of 20 companies based in Europe, the US and Asia-Pacific. These companies were selected based on their size (revenues, market capitalization), international and complex engineering activities in the energy sector, and on their capacity to be a potential source of recruitment or attrition.

Following a review performed in 2024, the compensation peer group will evolve in 2025 as described in section 6.6.1. Executive Director remuneration of the Chapter 6 in the 2024 Annual report.

EUROPEAN COMPANIES	US COMPANIES	APAC COMPANIES
■ Aker Carbon Capture ASA	■ AECOM	● Chiyoda Corporation
● Aker Solutions ASA	■ Baker Hughes Co.	● JGC Holdings Corp.
● John Wood Group PLC	● Fluor Corp.	● Worley Ltd
● Linde PLC	■ KBR Inc.	
● Maire Tecnimont Group		
■ Petrofac Ltd		
● Saipem SpA		
■ SBM Offshore NV		
■ Schlumberger NV		
■ Siemens Energy Global GmbH & Co. KG		
■ Subsea 7 SA		
■ TechnipFMC PLC		
● Técnicas Reunidas SA		
● Companies belonging to the TSR peer group.		

4. OTHER ARRANGEMENTS

Technip Energies does not provide loans or advances to the members of the Board of Directors.

5. APPLICATION OF THE REMUNERATION POLICY IN 2024

In accordance with Article 2:135b of the Dutch Civil Code, application of the Remuneration Policy in 2024 will be submitted to a non-binding vote of the Shareholders at the General Shareholders' Meeting of May 6, 2025.

Set forth below is information regarding the Executive Director of Technip Energies as of May 6, 2025.

Name	Age	Position
Arnaud Pieton	51	Chief Executive Officer

5.1. EXECUTIVE DIRECTOR REMUNERATION

Annual base salary

In line with the Remuneration Policy, the Compensation Committee recommended, and the Board of Directors approved, setting the CEO's annual base salary at **€945,000**, which corresponds to a 5% increase from January 2024. This represents the first CEO's annual base salary increase since the Company's IPO in February 2021.

In full compliance with the pay-for-performance principle, this increase in annual base salary rewards, in an increasingly demanding global context, the very good results achieved by the CEO in terms of Technip Energies' performance since the spin-off, both in terms of economic performance and the creation of solid long-term value for its employees and shareholders.

This increase also reflects the macroeconomic developments over the past three years as well as the salary increases observed both externally and internally.

Since February 2021, the annual base salaries for Technip Energies' permanent employees increased by an average of 4.4% every year corresponding to a cumulative amount of 13.2%.

Lastly, the benchmark exercise carried out at the end of 2023 based on the compensation peer group set out in section 6.3. The Compensation Peer Group of Chapter 6 in the 2024 Annual report, showed a deviation from the median that increased from one year to the next. At the end of 2023, the CEO's annual base salary was positioned at 90% of the median of the compensation peer group.

The intent of the Committee is to position the compensation elements of the Executive Director in close alignment with the median levels of the compensation peer group in order to provide a compensation package that is competitive in the market. With this increase, the CEO's annual base salary has been positioned at 95% of the compensation peer group median determined by the benchmark carried out at the end of 2023.

Short-term incentive - Annual performance bonus

For 2024, the Compensation Committee decided to maintain the same overall structure for the short-term incentive ("STI") - annual performance bonus, with Business Objectives comprising 85% and Individual Objectives 15%.

Compared to 2023, the Committee decided on certain changes to be implemented in order to further align ESG measures with the Company's sustainability ambition. In particular, and in view of investors' comments on the maturity of Scope 4, the Committee made the decision to replace Scope 4 as part of the short-term incentive performance indicator by a 'Sustainable by Design' objective. This new measure consists of including a carbon footprint measurement and a decarbonization solution in commercial proposals submitted to Technip Energies' clients. The main intent is to reinforce the alignment with the Company's commercial and decarbonization objectives.

In addition, the Compensation Committee decided to strengthen the link between HSE performance and remuneration. After careful consideration of feedback from key stakeholders, the Compensation Committee made the decision to introduce a new safety performance indicator, derived directly from Technip Energies' ESG scorecard, the Total Recordable Incident Rate (TRIR) and a zero fatality underpin condition: in the event of a single fatality, the TRIR criteria would be equal to 0% and the overall short-term incentive ESG performance measures (25% overall) would be capped at 100%.

Furthermore, the Compensation Committee decided to implement a new criterion relating to digitalization of work, measuring the Company's adoption of new technologies (eProject) to better adapt the organization, improve project delivery teams overall efficiency and reinforce the Company's commitment to excellence in responding to its client's expectations.

Finally, no changes were made to the maximum level of awards, and it was decided that no payout on any KPI measure for below-threshold performance would be made.

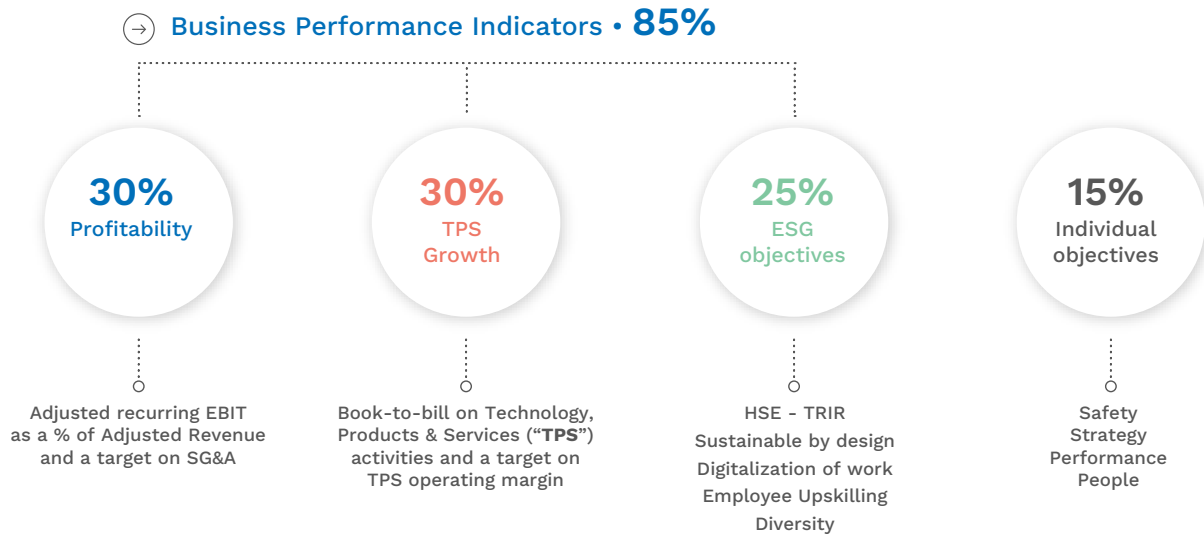
For 2024, based on the above, the STI design for the Executive Director was set as follows:

1. Profitability - 30%: Adjusted Recurring EBIT (15%) and SG&A (15%).
2. TPS Growth - 30%: Book-to-bill measure on the Technology, Products & Services business segment ("TPS") to monitor further sustainable revenue creation in the mid to long term (15%), and a target on TPS profit margin (15%).
3. ESG - 25%: comprising a set of five indicators which reflect some of the main ESG priorities as follows:
 - **5%: HSE** - Total Recordable Incident Rate (TRIR),
 - **5%: Sustainable by Design** - 80% of commercial proposals to have a carbon footprint measurement and a decarbonization solution included,
 - **5%: Digitalization of work** - eProject complete software suite implementation across 80% of EPC contracts,
 - **5%: Employee upskilling** - 25 hours of learning on average per permanent employee to sustain Technip Energies' upskilling program,
 - **5%: Diversity** - 50% of graduate hires are female.
4. Individual objectives - 15%: the focus was kept on "Safety", which was once again an absolute priority in 2024, and on the active deployment of Technip Energies' strategy in accordance with the plan presented to and approved by the Board of Directors in December 2023. A new component was also introduced, "Performance", which focuses on operational excellence in project execution, ability to secure deals and win new business, and finally Technip Energies' overall operational efficiency. Finally, the "People" component was maintained in order to continue the development of future leaders to ensure the succession of executive positions.

As a result, the individual objectives were as set below:

- Safety;
- Strategy;
- Performance;
- People.

The 2024 annual performance bonus program was set as follows:



The payout curves pertaining to Business Performance Indicators and individual objectives remained unchanged from 2023 with zero payout for performance measured below threshold, 100% payout of annual base salary at target, and a maximum payout of 200% for maximum performance. The interpolation is linear between these points.

2024 Annual performance bonus results

For 2024, the Executive Director achieved a total performance of **118.88%** against the targets set for the year.

Annual performance bonus indicators		Weighting as % of target bonus	Threshold performance	Target performance	Max. performance	Actual result	Achieved performance	Payout as of target	
			0%	100%	200%				
Financial indicators	Profitability	% EBIT of Revenue	15%	≤ 6.7%	7.3%	≥ 7.9%	7.2%	88.3%	13.25%
		SG&A (M€)	15%	≥ €420	€395	≤ €360	€394.3	102.3%	15.34%
	TPS Growth	Book-to-bill (%)	15%	≤ 70.0%	100%	≥ 130%	110.3%	134.3%	20.14%
		% EBIT on TPS Revenue	15%	≤ 8.5%	9.5%	≥ 10.5%	9.6%	111.0%	16.65%
	TOTAL		60%					109.0%	65.38%
ESG objectives:									
Non-financial indicators	a) HSE – Total Recordable Incidents Rate ⁽¹⁾	5%	≥ 0.12	0.10	≤ 0.090	0.16	—%	—%	
	b) Sustainable by design – % of proposals with a carbon footprint measurement and a decarbonization solution	5%	< 70%	80%	100%	95.5%	154.5%	7.73%	
	c) Digitalization of work – eProject adoption for EPC contracts	5%	≤ 33%	80%	100%	80.0%	100.0%	5.00%	
	d) Employee Upskilling – 25 hours of learning on average per permanent employee	5%	≤ 17h	25h	≥ 29h	27.4h	160.0%	8.00%	
	e) Diversity – 50% of graduate hires are female	5%	< 40%	50%	≥ 60%	53.0%	130.0%	6.50%	
	TOTAL⁽¹⁾		25%					100.0%	25.00%
Business performance indicators							106.3%	90.38%	
Individual objectives⁽²⁾						Board assessment	190.0%	28.50%	
TOTAL PAYOUT								118.88%	

(1) Following the fatality that occurred in 2024, the overall ESG portion payout was capped at 100%.

(2) The individual objectives are described in the following section below.

Financial measures

- **The Company's revenue** increased by 11.9%, or €715.2 million, to €6,718.9 million for the year ended December 31, 2024, from €6,003.6 million for the year ended December 31, 2023, due to the ramp-up of major LNG projects in the Project Delivery segment and strong Technology, Products & Services' volumes.
- **Adjusted Selling, general and administrative (SG&A) expense** increased by 3.9%, or €14.7 million, to **€394.3 million** for the year ended December 31, 2024, from €379.5 million for the year ended December 31, 2023. This mostly relates to incremental costs associated with strategic projects and pre-development initiatives. The overall increase year-over-year is also reflecting greater selling activities in line with the Group's strategy of market expansion.
- **Total Group Adjusted Recurring EBIT⁽¹⁾ at 7.2%** benefiting from strong performance on LNG projects and the higher activity in Offshore in Project Delivery Segment, substantial activity levels in TPS projects with accretive associated margins and the impact of Corporate cost on Adjusted Recurring EBIT decreased by 11.7% to €52.4 million. In 2023, it included the employee share offering (ESOP 2023).
- **TPS Adjusted Revenue** increased year-over-year by 3.1% to €1,997.3 million with works across the decarbonization and energy derivatives markets, notably including proprietary equipment in ethylene, as well as PMC activities and other studies.
- **TPS Adjusted Recurring EBIT** increased year-over-year by 3.1% to €192.0 million.
- **TPS Adjusted Recurring EBIT margin** remained stable year-over-year to **9.6%**, due to increased depreciation and amortization expense associated with higher capital investment and growth in services, including the impact of IFRS16.
- **TPS Book-to-bill at 110.3%** calculated as the ratio of Adjusted Order Intake to the amount billed for TPS Segment in the year. New business secured through TPS contract awards for €2.2 billion and TPS adjusted revenues recognized in the P&L for €2.0 billion in the year, benefiting from a strong momentum in FEED, as well as PMC activities across various energy transition domains and a growing portfolio of technologies.

⁽¹⁾ Adjusted recurring EBIT: adjusted profit before net financial expense and income taxes adjusted for items considered as non-recurring.

ESG

- At Technip Energies, safety is at the core of our values and we are committed to ensuring the health, safety, and well-being of all our employees and the people we work with. Our Global HSE and Security Policy demonstrates our absolute commitment to the Health, Safety, Environment and Security (“HSES”) of anyone directly or indirectly affected by our business activities. We do not compromise on quality, safety, health, security, or environmental sustainability to achieve our objectives. As a global engineering and technology powerhouse, we undertake EPC projects that bring many operators onto construction sites to work alongside our own workforce. Although these external collaborators are not employed by Technip Energies, they become our responsibility once they step onto project sites under our HSE accountability. In spite of our profound engagement, sadly we faced a fatality this year. Following this tragic event, we organized several communications and sharing sessions through various channels across all centers and sites to learn from the event and prevent a reoccurrence. In 2024, we also observed an increase in comparison to 2023 in the Total Recordable Incident Rate (“TRIR”) to 0.16 (per 200,000 hours worked) which is above our yearly target of 0.10. The subcontractor workforce represented around 95% of all recordable incidents. The Company’s approach to incident reporting is exhaustive and includes minor incidents (85% of recordable incidents in 2024 were Restricted Work Cases and Medical Treatment Injuries). A set of proactive actions has been implemented: specific site audits, cold-eye reviews, exchanges of best practices among sites, integration of lessons learned to improve and positively impact safety on the sites. Unfortunately, the TRIR performance indicator was not achieved and according to the terms of the short-term incentive program, the fatality led to the ESG component being capped at 100%. Please refer to section 3.3.1.3. of Chapter 3 in the 2024 Annual report for more insight on Technip Energies Health and Safety policies and practices.
- Technip Energies is committed to taking into account climate risk and to adapting to climate change, notably through an offering which contributes to greenhouse gas reduction as well as to carbon emission offsetting. To that purpose, the Group integrates complex technologies to match project needs and determine the best economics. Technip Energies believes in early engagement as the route to define and optimize a project’s scope, as it is at this stage it can propose optimized designs and best technology solutions, whether utilizing proprietary technologies or alliance partner technologies. In order to reflect all these dimensions and give them concrete resonance in performance, it was decided to integrate into the short-term incentive a measure consisting of including a carbon footprint measurement and a decarbonization solution in commercial proposals submitted to Technip Energies’ clients such as Capture.Now™, Canopy by T.EN™, SnapLNG by T.EN™ or Shell’s CANSOLV CO₂ Capture System. In 2024, 94.5% of eligible proposals (project delivery and Technology EP/EPC) met the set objective. This success is proof of Technip Energies’ will to grow commercially while respecting its commitments and values. More information is available in section 2.1. Sustainable long-term value creation of Chapter 2 in the 2024 Annual report.
- One of the main areas of focus of Technip Energies is on continuously improving project execution by reducing schedules, reducing CAPEX and OPEX, improving safety, and improving the quality of the information produced. Digital transformation now plays a central role in this respect. Therefore, as part of the One T.EN Delivery and Group Operations and Transformation functions, a roadmap with multiple digital acceleration initiatives including eProject participates in harmonizing and standardizing processes, methods and tools for EPC projects. For 2024, the focus was put on eProject in the short-term incentive with the ambition of establishing a very concrete first step on the path to digital transformation for the business, while giving to the team the means to excel operationally on the major projects entrusted to Technip Energies. 2024 was a successful year, as we achieved our objective with 80% of our major projects having implemented the solution. In 2025, the rollout is well on track to be completed across all our future EPCs.
- As Technip Energies’ ambition is to drive the transformation of the energy industry with its people, cultivating a future-ready workforce becomes imperative. In December 2022, Technip Energies announced a three-year investment plan to upskill the workforce in order to be “Future Ready”. This plan included the creation of T.EN University, and, for the first time, an ESG commitment to learning and development. As we work toward this ambition, we have achieved an average of 27.4 learning hours per permanent employee in 2024, marking a significant increase from 22.9 hours in 2023, and 10 hours in 2022. For more details see also People Development at section 3.3.1.6. People development of Chapter 3 in the 2024 Annual report.
- Gender diversity starts at recruitment, which is why Technip Energies set out to hire 50% women graduates at entry level. Thanks to the mobilization of our managers, People & Culture teams, and appropriate resourcing policies at all Technip Energies sites, including a strengthened engagement with campuses worldwide, we are proud to have exceeded this target for the fourth consecutive year. In 2024, 53% of young graduates hired were women. For more details, see also section 3.3.1.5. Diversity and Inclusion, of Chapter 3 in the 2024 Annual report.

Individual objectives

Indicators		Weighting	Achievement
Safety	Active Safety & Ethics Leadership - improve YoY on leading and lagging indicators and intensify on-site leadership visits	2.25%	Objectives partially met
	Design Technip Energies' "Global Care" program to be implemented in 2025		
Strategy	Actively deploy overall strategy and deliver 2024 CMD	3.75%	Significantly exceeded objectives set
	Design, prepare and implement a dedicated plan to support TPS growth		
Performance	Design, prepare and activate a plan to grow Technology & Innovation capability with a specific focus on India	5.25%	Significantly exceeded objectives set
	Project execution - Closely monitor negotiations and delivery on some identified key projects		
People	Commercial - Secure key LNG, and Carbon Capture & low-carbon H ₂ programs to reach FID in 2024	3.75%	Exceeded objectives set
	Organization - Define & launch a multi-year adaptation program (digitizing and adapting Technip Energies' operating model) to maintain Technip Energies' market and industry leadership		
TOTAL		15%	

Executive Director's individual performance

The Executive Director's 2024 individual objectives have been set and agreed by the Board of Directors at its meeting in February 2024, on the recommendation of the Compensation Committee.

The Compensation Committee assessed the individual performance as well above target in almost all elements. The Compensation Committee also considered the performance of the Executive Director overall throughout the year and the Company's performance. As a result, the individual element was assessed at 190% corresponding to a payment of 28.5% for his achieved performance, against the on-target payout of 15% for 100% delivery and a maximum payout of 30% for 200% delivery.

■ **Safety:** The Executive Director is the very first ambassador for Safety, and he genuinely sets the tone at the top, recalling on one of the Group's five Core Values: "We don't compromise on safety and integrity." Safety is deeply rooted in our DNA and the Executive Director, Senior Managers and managers are committed to ensuring the health, safety, and well-being of all Technip Energies' employees and the people who work with the Group. To that effect, the Executive Director continued to promote the program of active leadership and case management in Behavior-Based Safety (BBS), which was deployed on 100% of eligible construction sites, as well as QHSES leadership visits. On this point, the target number of leadership visits was significantly increased by +65% compared to 2023. Although this goal was ambitious, the Executive Director and his team of top leaders have managed to achieve a rate of 96% of visits completed in 2024. A great achievement that will need to be sustained in 2025. This year again, and under his impetus, the Health, Safety, and Environment Main Contractors Summit, led by Technip Energies, was again a huge success bringing together senior HSE representatives from 13 global companies, under the theme, "Be HSE Future-Ready." It should also be noted that the future global care program, which is structured around several pillars dealing with health, family, well-being, security and integrity, was

presented to the Board of Directors. It will be implemented in 2025.

- **Strategy:** The Executive Director sustained his leadership, dedication and energy to reinforcing Technip Energies' position as a leading technology and engineering company in the delivery of solutions for a low-carbon future.

To that effect, the Executive Director presented to the Board of Directors solutions and market opportunities to build on the strategic plan notably related to Sustainable Aviation Fuel (SAF) and eFuels, which is identified as a key strategic focus for T.EN. The Executive Director also addressed some key opportunities for external growth, and mobilized the Mergers and Acquisitions team to help support this work.

With regard to Technip Energies' commitment to advancing technology and developing new ecosystems, the Executive Director was proud to share the following great progress made under his leadership:

- **Reju** - In November 2023, the launch of Reju was announced. One year later, in Q3 2024, the Executive Director was proud to announce, with the Reju Leadership Team, the opening of its first textile-to-textile Regeneration Hub Zero in Frankfurt-Seckbach industrial park. This is a process demonstration plant for PET circularity with a capacity of 1,000 tonnes per annum. The Executive Director presented this key milestone at the December 2024 Board meeting, where it was decided that dedicated Reju sessions would be held quarterly from 2025 onwards in order to be in the best position to recommend new investments expected by the end of 2025.
- **Ekwil** - In July 2024, the launch of Ekwil, a 50/50 joint-venture between SBM Offshore and Technip Energies, focused on floating offshore wind (FOW) solutions, was another of the major achievements of the year under the patronage of the Executive Director. Headquartered in Paris, Ekwil leverages the expertise of 40 specialists in Engineering, Procurement, Construction, and Installation (EPCI) to deliver smart, flexible, and competitive solutions for the Floating Offshore Wind sector.

The Executive Director also had the great satisfaction of presenting the growth plan for India, which is currently being implemented. This plan includes a tangible increase in the workforce, the opening of a new office in Ahmedabad, increasing investment in the Dahej site and the creation of a new laboratory at IIT Madras.

As to the Americas region, the organization has evolved with a revised leadership team to support structuring commercial ambitions while a key strategic joint-venture alliance has been formed with Bechtel.

Finally, the Capital Market Day (CMD) was successfully delivered in London on 21 Nov 2024 and the response was highly positive. The Executive Director and the Executive team delivered insightful presentations with a major focus on Technip Energies' growth plan to 2028.

■ **Performance:** On the project execution side, the final settlements with key clients were successfully negotiated and executed in early 2024. The Tortue FPSO was delivered to BP, with a successful start-up achieved in November 2024. On the commercial front, the Executive Director has been instrumental in securing a large and diversified full-year order intake of close to €10 billion for 2024, significantly surpassing Technip Energies' revenue for the second consecutive year. Project Delivery benefited from a major contract for the Net Zero Teesside Power project in the UK. This project is a first-of-a-kind and integrates Technip Energies' bespoke Canopy by T.EN solution. It will capture up to 2 million tonnes of CO₂ annually, significantly reducing GHG emissions. Additionally, Technip Energies was awarded a major contract by TotalEnergies for the topsides of the GranMorgu FPSO unit in Suriname, an award reinforcing the Group's leadership in modularized solutions. Finally, Technip Energies reaffirmed its leadership in LNG with the awards of two low-carbon, electrified LNG plants:

- Ruwais LNG in Abu Dhabi: awarded by ADNOC on June 13, the project will consist of two natural gas liquefaction trains with a total LNG production capacity of 9.6 Mtpa. The plant, which will use electric-driven motors instead of conventional gas turbines, is set to

be the first LNG export facility in the Middle East and North Africa region to run on clean power, making it one of the lowest-carbon intensity LNG plants in the world.

- Marsa LNG in Oman: an EPC contract awarded on April 22 by TotalEnergies and OQ will consist of a natural gas liquefaction train with an LNG production capacity of 1 Mtpa. The plant will use electric-driven motors instead of conventional gas turbines and will be powered by renewable electricity from a planned nearby solar farm, which will cover 100% of the annual power consumption of the LNG plant.

In terms of organizational efficiency, under the Executive Director's sponsorship, the design phase of the Digital Acceleration Plan was completed in collaboration with IBM. This initiative is projected to result in a recurring annual saving of \$100 million beyond fiscal year 2028. The implementation phase has commenced, and progress will be reported to the Board of Directors biannually through a dashboard and scorecard.

■ **People:** In his ongoing efforts to ensure robust leadership continuity, the Executive Director presented in December to the Board of Directors a comprehensive succession plan for the Executive Committee, which included a detailed assessment of current members. To further strengthen the Executive team, the Executive Director appointed a new Chief Digital Information Officer (CDIO) and Chief Strategy and Sustainability Officer (CSSO). At the level immediately below the Executive Committee, known as CEO-2, comprehensive assessment and development plans have been established for all identified prospects, which were also presented to the Board of Directors. Finally, the "Impact" leadership program has been successfully executed.

In accordance with the aforementioned, the Compensation Committee recognized the significant personal contribution and commitment demonstrated by the Executive Director in achieving an excellent economic performance this year, combined with crucial commercial successes and structuring progress in strategy and human capital in 2024.

Long-term incentive

The objective of Long-Term Incentive programs is to align CEO incentives with long-term value creation for Technip Energies and its shareholders. As per the Remuneration Policy, the structure of the Executive Director's Long-Term Incentive program (LTI) award in 2024 consisted of Performance Stock Units (PSUs) subject to continuous service with Technip Energies during the vesting period and to the successful achievement of the relevant performance indicators.

The target nominal grant was set at 250% of the annual base salary as the Compensation Committee resolved from 2023 to activate the option for a Defined Contribution (DC) pension plan for the Executive Officer.

In reviewing the performance indicators for 2024, the Compensation Committee decided that the TSR and EPS performance indicators for the 2024 long-term incentive program would remain unchanged, but the Committee proposed a limited change to the ESG performance indicators. The long-term objectives for non-mandatory commercial intermediaries and women in leadership positions to be reached by 2025 have been removed.

The long-term ESG component is therefore made up of equally weighted Scope 1 and 2 targets and a total workforce gender equality indicator.

Overall, the long-term performance indicators for 2024 maintain the focus on the future growth of the business and remain consistent with outstanding awards.

Therefore, the PSUs granted in 2024 to the Executive Director are subject to the following three performance indicators measured over a three-year period:

1. Total Shareholder Return (TSR) weighted at 37.5% of the 2024 grant.
2. Basic Adjusted Earnings per Share (EPS) weighted at 37.5% of the 2024 grant.
3. ESG performance, weighted at 25% of the 2024 grant, which is comprised of two equally weighted indicators:
 - **Net Zero:** Reduce 45% of Scope 1 and 2 GHG emissions by 2026.
 - **Diversity & Inclusion:** 33% of women in total workforce by 2026.

The Compensation Committee will review and approve the respective achievement of the performance indicators at the time of vesting in 2027.

Total Shareholder Return

The Total Shareholder Return (TSR) is the rate of return of a Technip Energies share over a year taking into account the payment of a dividend during the period. The dividend is assumed to be reinvested immediately into Technip Energies shares at the closing share price of the dividend payment day. The calculated average for Technip Energies' TSR over a given period is compared to the calculated average of each company included in the TSR peer group.

The 2024 TSR peer group consists of:

TSR PEER GROUP

EUROPEAN COMPANIES	US COMPANIES	APAC COMPANIES
• Aker Solutions ASA	• Fluor Corp.	• Chiyoda Corporation
• John Wood Group PLC		• JGC Holdings Corp.
• Linde PLC		• Worley Ltd
• Maire Tecnimont Group		
• Saipem SpA		
• Tecnicas Reunidas SA		

Technip Energies' share performance is measured against the corresponding average performance of the panel of its peers. Earned PSUs will be based on the percentile ranking of Technip Energies' TSR against the peer group's TSR results. The TSR award structure provides no reward for achievement below median performance.

TSR PERFORMANCE - Ranking	Below Rank 5 th	Rank 5 th	Rank 4 th	Rank 3 rd	Rank 1 st or 2 nd
Earned PSUs ⁽¹⁾	0%	50%	100%	150%	200%

(1) If absolute TSR is less than 0%, achievement cannot be greater than 100%.

PSUs which are not acquired due to the TSR indicator being below median performance will be forfeited.

REMUNERATION REPORT

APPLICATION OF THE REMUNERATION POLICY IN 2024

Basic Adjusted Earnings per Share

Basic Adjusted Earnings per Share (EPS) is a key long-term performance metric which promotes the execution of Technip Energies' strategy to deliver profitable growth with a strong alignment with shareholders' interests. It is defined as the annual rates of Basic Adjusted EPS for the 2024 to 2026 fiscal years.

Basic Adjusted EPS is calculated by dividing the Adjusted Net Income (Loss) attributable to the Technip Energies Group by the weighted average number of common shares outstanding during the period adjusted to exclude Technip Energies shares held by Technip Energies without any dilution effect.

EPS PERFORMANCE ⁽¹⁾	≤1.85	1.95	2.10	2.25	≥2.50
Earned PSUs	0%	50%	100%	150%	200%

(1) Interpolated on a straight-line basis between those points.

The PSUs which are not acquired due to the performance threshold not being met will be forfeited.

ESG Performance

From 2024, the ESG long-term component is made up of two equally weighted indicators: Scope 1 and 2 targets and a total workforce gender equality indicator.

These ESG performance indicators are part of Technip Energies' ESG roadmap and mark the Company's ongoing commitment to creating long-term value and integrating sustainable, socially responsible business practices.

The performance of the ESG indicators will be measured according to the following scales:

	Threshold	Target	Maximum
Net Zero: reduce Scope 1 & 2 GHG emissions	<-37%	-41%	≥-45%
Diversity & Inclusion: % of women in total workforce	≤32%	32.5%	≥33%
Earned PSUs matrix⁽¹⁾	0%	50%	100%

(1) Interpolated on a straight-line basis between threshold and maximum targets.

The PSUs which are not acquired due to the performance threshold not being met will be forfeited.

The details of the PSUs granted in 2024 to the Executive Director are provided below:

Type of grant	Grant date	Nominal value at grant date ⁽¹⁾	Fair value at grant date ⁽²⁾	Number of granted rights	Vesting period	Performance indicator	Continuous service indicator
PSUs	03/22/2024	2,362,488	2,368,467	99,641	3 years	TSR / EPS / ESG	Yes

(1) Based on the closing share price at the grant date, i.e., €23.71.

(2) Costs of performance shares based on accounting standards (IFRS).

As indicated in Technip Energies' Insider Trading Policy, the Executive Director must comply with a share ownership requirement equivalent to three times his annual base salary which is to be met within five years of his initial appointment date. The share ownership requirement:

- Includes shares owned outright, RSUs, PSUs where the performance period has been completed;
- Excludes unexercised stock options, unvested PSUs, shares eventually held in retirement plans;
- As of December 31, 2024, Technip Energies shares owned directly by the Executive Director amounted to 293,340 shares;
- After taking into consideration RSUs granted in 2022, the Executive Director's share ownership holding amounted to 358,730 units and Technip Energies shares, with the Executive Director thus complying with the Company's share ownership requirement.

Pension

In line with the Remuneration Policy, the Compensation Committee decided from 2023 to activate the option for the Executive Director to benefit from a supplementary Defined

Contribution (DC) pension plan (representing 25% of annual base salary). As a consequence, the long-term incentive target nominal grant date value was reduced from 275% to 250% of the annual base salary, in order to avoid any increase in the Executive Director's total target remuneration package.

As indicated above, this reflects the ambition of the Compensation Committee to further converge toward the practice of its peers and more broadly with comparable listed companies.

The Defined Contribution (DC) pension plan for the Executive Director, Mr. Pieton, has been established in accordance with the regulatory framework of article 82 of the French Tax Code. An agreement was entered into with an independent insurance company to implement and administer this Defined Contribution (DC) pension plan.

The total gross contribution amounted to €236,250 in 2024, of which approximately half related to income tax payment and social security contributions, with the other half being contributed into the pension fund administered by the insurance company.

Other retirement benefits

As is the case with other Technip Energies senior managers based in France, the Executive Director participates in a collective supplementary French defined contribution plan which provides for contributions equal to 8% of the gross compensation above four times the annual French social security limit and capped at eight times the annual French social security limit. For 2024, the total amount contributed to the plan was €14,838. The Executive Director also participated in the French mandatory pension scheme, which is operated by the French state and applies to all employees in France.

Benefits and perquisites

The total cost of the benefits provided to the Executive Director for fiscal year 2024 amounted to €14,195. These

benefits were aligned with the benefits granted to other Technip Energies' senior executives in France and included medical, death and disability coverage. The Executive Director is also eligible for a fully expensed company car.

Service agreement

The service agreement of the Executive Director is fully aligned with the Remuneration Policy.

2024 Total remuneration

The total remuneration cost of the Executive Director for fiscal year 2024 was €4,702,166.

Arnaud Pieton	2024
Annual base salary (€)	945,000
Annual performance bonus (€)	1,123,416
Annual performance bonus payout (%)	118.9%
Number of granted PSUs	99,641
LTI granted fair value (€)	2,368,467
Total Direct Compensation (€)	4,436,883
Defined Contribution (DC) pension plan (Art.82) (€)	236,250
Collective DC pension plan (Art. 83) (€)	14,838
Other benefits (€)	14,195
TOTAL REMUNERATION (€)	4,702,166

The table below sets forth the proportion of fixed and variable remuneration as a percentage of the total remuneration for the Executive Director, demonstrating that 74% of the total remuneration is at risk.

Proportion of fixed and variable remuneration⁽¹⁾	% of annual fixed remuneration	% of annual variable remuneration
Chief Executive Officer, Arnaud Pieton	26%	74%

(1) Annual fixed remuneration is determined as the sum of annual base salary, pension costs and other benefits. Annual variable remuneration is determined as the sum of actual annual performance bonus and performance shares based on accounting standards (IFRS).

Pay ratio consideration

Technip Energies strives to maintain social consensus within the Company on compensation issues in accordance with its remuneration philosophy and objectives.

As Technip Energies was formed in 2021, there is no pay ratio data before this date.

Year	2021	2022	2023	2024
CEO remuneration (€)	5,440,540	4,296,195	4,680,488	4,702,166
Average Technip Energies employee payroll cost (€)	76,691	91,914	86,708	89,366
PAY RATIO	71	47	54	53

The pay ratio is calculated by dividing the total remuneration of the Executive Director by the average Technip Energies employee payroll cost.

The average Technip Energies employee payroll cost is €89,366 in 2024. It was calculated considering aggregate wages, salaries and other pension costs for a total amount of €1,539.6 million (see Note 11. Expenses by nature of Chapter 8 in the 2024 Annual report) divided by 17,228, which is the number of Technip Energies Full Time Equivalent Employees as of December 31, 2024 (see Note 12. Payroll staff of Chapter 8 in the 2024 Annual report).

The year-on-year evolution of the ratio is explained by the slight increase in the Executive Director's total remuneration resulting from very good performance reflected in the short-term incentive payouts and the increase of the average employee payroll cost mostly due to the increase in the number of full time equivalent employees more specifically on highly qualified technical profiles, for some either in areas with competitive remuneration (e.g. US) or at senior manager levels or a combination of the two.

This ratio will continue to be taken into consideration in the determination of any adjustments to the Remuneration Policy and particular attention will be paid to its relative evolution over the years.

5.2. NON-EXECUTIVE DIRECTORS' REMUNERATION

In accordance with the Remuneration Policy adopted in 2023, the remuneration of Non-Executive Directors is comprised of annual cash remuneration only and includes the following elements: annual retainer, annual chair fee, and committee meeting fees.

For 2024, Non-Executive Directors' remuneration amounts were as follows:

2024 – NON-EXECUTIVE DIRECTORS	
Chairperson annual retainer	€250,000
Board member annual retainer	€90,000
Annual Chair fee	€18,000 for the Audit Committee €12,500 for the Compensation Committee €12,500 for the Sustainability Committee
Committee meeting fee	€3,000 per Committee meeting

The Compensation Committee will retain the discretion to modify the value of compensation, should this be considered appropriate. Where any discretion is exercised, the basis of this exercise will be disclosed in the next Remuneration Report. Each Non-Executive Director will be reimbursed for reasonable incidental expenses incurred in connection with the attendance of Board and Committee meetings.

Applying the elements set forth above, the following amounts were paid to the Non-Executive Directors in respect of 2024:

2024 NON-EXECUTIVE DIRECTORS				
Director	Annual retainer	Committee Chair Fee	Committee Meeting Fees	Total Fees FY2024
Joseph Rinaldi	€250,000.0	€0.0	€0.0	€250,000.0
Colette Cohen	€90,000.0	€12,500.0	€30,000.0	€132,500.0
Simon Eysers ⁽¹⁾	€90,000.0	€11,719.8	€30,000.0	€131,719.8
Alison Goligher	€90,000.0	€12,500.0	€36,000.0	€138,500.0
Stephanie Cox	€90,000.0	€0.0	€24,000.0	€114,000.0
Maëlle Gavet ⁽²⁾	€58,598.9	€0.0	€9,000.0	€67,598.9
Matthieu Malige ⁽²⁾	€58,598.9	€0.0	€9,000.0	€67,598.9
Francesco Venturini	€90,000.0	€0.0	€15,000.0	€105,000.0
Marie-Ange Debon ⁽³⁾	€31,401.1	€6,280.2	€6,000.0	€43,681.3
Nello Uccelletti ⁽³⁾	€31,401.1	€0.0	€6,000.0	€37,401.1
Arnaud Caudoux ⁽⁴⁾	€0.0	€0.0	€0.0	€0.0

(1) Mr. Simon Eysers was appointed as Chair of the Audit Committee at the AGM on May 7, 2024.

(2) Ms. Maëlle Gavet and Mr. Matthieu Malige joined the Board at the AGM on May 7, 2024.

(3) Ms. Marie-Ange Debon and Mr. Nello Uccelletti stood down from the Board at the AGM on May 7, 2024.

(4) Mr. Arnaud Caudoux waived the right to receive remuneration because of the policy of his employer, Bpifrance.

5.3. FORMER LTI GRANTS, HOLDINGS AND VESTINGS

TechnipFMC grants

In connection with the separation of Technip Energies from TechnipFMC plc, the outstanding rights to receive ordinary shares of TechnipFMC pursuant to Restricted Stock Unit and Performance Stock Unit awards held by the Executive Director as a result of his pre-separation employment with TechnipFMC were converted into RSUs on the same terms under Technip Energies long-term incentive programs.

The same principles have been applied to the outstanding options to purchase ordinary shares of TechnipFMC which have been converted into stock options on the same terms under Technip Energies long-term incentive programs.

The following elements correspond to the TechnipFMC outstanding rights of the Executive Director at the Spin-off which have been converted into Technip Energies long-term incentive programs.

Plan	Grant date	Tax maturity	Expiration date	Exercise price	Number of options granted	Number of options forfeited	Number of options unvested	Number of options non-exercisable	Number of options exercisable	Number of options exercised	Number of outstanding options
SOP											
02/26/2018	02/26/2018	02/26/2021	02/27/2028	€37.33	13,359	0	0	0	13,359	0	13,359
SOP											
03/08/2019	03/08/2019	03/08/2022	03/09/2029	€25.84	30,822	0	0	0	30,822	0	30,822

Technip Energies grants - Executive Director

In accordance with the previous Remuneration Policy approved in 2021, the Executive Director has been granted long-term incentives under the Technip Energies' Incentive Award Plan.

In 2022, granted awards comprised:

- PSUs: shares subject to performance indicators assessed over a period of three years, subject to continuous service;
- RSUs: shares that vest three years from grant, subject to continuous service.

The 2023 Remuneration Policy, approved by the General Meeting of Shareholders of Technip Energies on May 10, 2023 and effective as of January 1, 2023, eliminated Restricted Stock Units (RSUs) awards which are only time-based. Therefore, the structure of the Executive Director's long-term Incentive program (LTI) award in 2023 consisted of 100% Performance Stock Units (PSUs) subject to continuous service with Technip Energies during the vesting period and to the successful achievement of the relevant performance indicators.

Plan	Grant date	Acquisition date	Number of granted rights	Number of rights forfeited	Balance of rights	Number of vested and negotiable shares
PSUs 2022	03/28/2022	03/28/2025	152,575	0	152,575	0
RSUs 2022	03/28/2022	03/28/2025	65,390	0	65,390	0
PSUs 2023	03/23/2023	03/23/2026	108,800	0	108,800	0

Technip Energies vestings - Executive Director

In accordance with the previous Remuneration Policy approved in 2021, the Executive Director has been granted long-term incentives under the Technip Energies' Incentive Award Plan.

In 2021, granted awards comprised:

- PSUs: shares subject to performance indicators assessed over a period of three years, subject to continuous service;
- RSUs: shares that vest three years from grant, subject to continuous service.

Since the spin-off in February 2021, Technip Energies has demonstrated the robustness of its hybrid model through solid financial performance and commercial successes that have led to concrete and sustainable long-term value creation. This has been logically reflected in its stock market performance, particularly in comparison with its competitors, as reflected in the TSR. Therefore, the performance condition based on Technip Energies' and peers' Total shareholding returns, calculated over the vesting period, placed Technip Energies second in the ranking against the TSR peer group. This ranking doubled the number of granted rights to be vested on the acquisition date, as per the 2021 long-term incentive program rules. The Compensation Committee reviewed the performance achieved and decided not to make any changes.

Plan	Grant date	Acquisition date	Number of granted rights	Number of rights forfeited	Balance of rights	Number of vested and negotiable shares
PSUs 2021	04/15/2021	03/01/2024	146,697	0	—	293,394
RSUs 2021	04/15/2021	03/01/2024	62,871	0	—	62,871

6. LOOKING AHEAD TO 2025

With a view to maintaining transparency and continuous engagement with our shareholders and investors, this section presents the changes that the Committee will be making to the components of the Executive Director's and the Non-Executive Directors' remuneration for 2025. These changes will be set out in detail in the 2025 Annual Report and are therefore not subject to a shareholder vote at our next Annual General Meeting on May 6, 2025.

6.1. EXECUTIVE DIRECTOR REMUNERATION

Annual base salary

The annual benchmarking exercise carried out in 2024 against the compensation peer group as set out in section 6.3. The Compensation Peer Group of Chapter 6 in the 2024 Annual report, confirmed that the CEO's annual base salary was positioned at 95% of the median.

Subsequent to this benchmarking, the Board of Directors, on recommendation of the Compensation Committee, determined to leave the annual base salary unchanged at €945,000 for 2025.

Short-term incentive - Annual performance bonus

For 2025, the Compensation Committee has decided to maintain the same overall structure for the short-term incentive - annual performance bonus, with Business Objectives comprising 85% and Individual Objectives 15%.

Following an in-depth review of the Business Performance Indicators, and in particular the ESG component, the Compensation Committee felt it necessary to make one adjustment. As the adoption of the complete eProject solution on EPC projects was a success, the Committee did not wish to renew this criterion. The digital transformation of Technip Energies remains a major priority for the coming years, this objective will be included in the Executive Director's individual objectives.

As a result, and to signal that Technip Energies makes no compromises when it comes to safety, the weighting of the HSE indicator (TRIR) has been increased from 5% to 10% with a zero fatality underpin condition maintained for 2025. Specifically, in the event of a single fatality, the TRIR criterion would be equal to 0% and the overall short-term incentive ESG performance measures (25% overall) would be capped at 100%.

Finally, no change has been proposed to the maximum award level, and no payout will be made on any KPI for below-threshold performance.

Based on the above, the STI design for 2025 for the Executive Director will be set as follows:

1. Profitability: Adjusted Recurring EBIT and a target on SG&A (30% weighting, with both measures being equally weighted);
2. TPS Growth: with a Book-to-bill measure for the TPS business segment as well as a target TPS profit margin (30% weighting, with both measures equally weighted);

3. ESG comprising a set of four indicators which reflect some of the Company's main ESG priorities (25% weighting in the aggregate):

- **10%: HSE** - Total Recordable Incident Rate (TRIR),
- **5%: Sustainable by design** - 80% of commercial proposals to have a carbon footprint measurement and a decarbonization solution included,
- **5%: Employee upskilling** - 30 hours of learning in average per permanent employee to sustain Technip Energies' upskilling program,
- **5%: Diversity** - 50% of graduate hires are female.

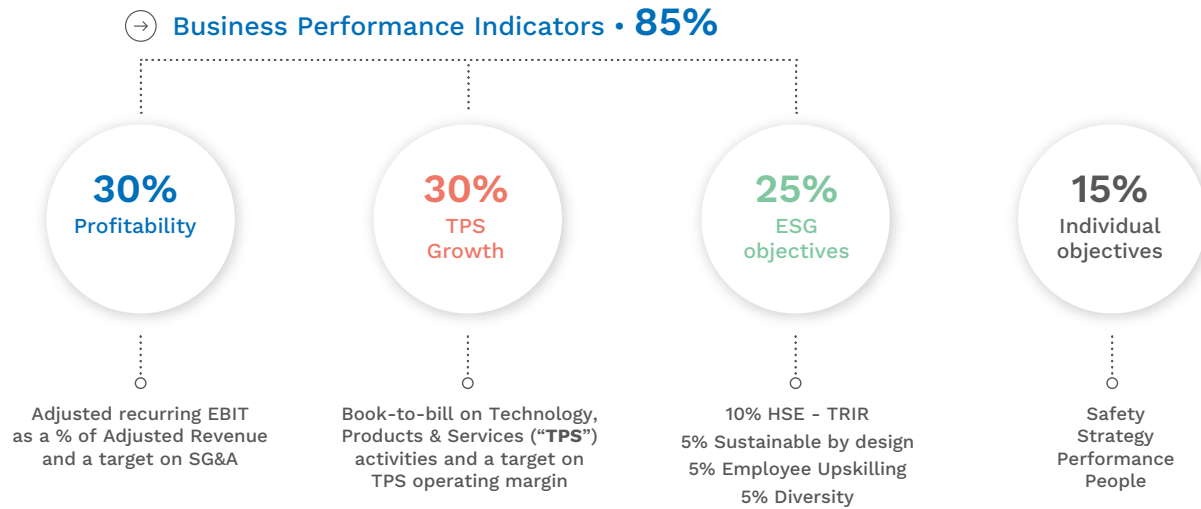
4. Individual objectives (15% weighting) - For 2025, the focus will remain on "Safety", which is an absolute priority, and on the active deployment of Technip Energies' strategy. The "Performance" component will be maintained in order to continue to focus on operational excellence for the company and in project execution, on digital transformation as well as on securing deals and winning new business. Finally, the "People" component will be also maintained to pursue the efforts in the development of future leaders to ensure the succession of executive positions.

As a result, the individual objectives will be as set below:

- Safety;
- Strategy;
- Performance;
- People.

2025 year-end outcomes will be adjusted for the impacts of any merger, acquisition or divestiture activities that would have occurred in 2025, to ensure a "like-for-like" assessment at the end of the year.

The 2025 annual performance bonus program will thus be determined as follows:



The payout curves whether pertaining to Business Performance Indicators or individual objectives remain unchanged from 2024 with zero payout for performance measured below threshold, 100% payout of annual base salary at target, and a maximum payout of 200% for maximum performance. The interpolation will be linear between these points.

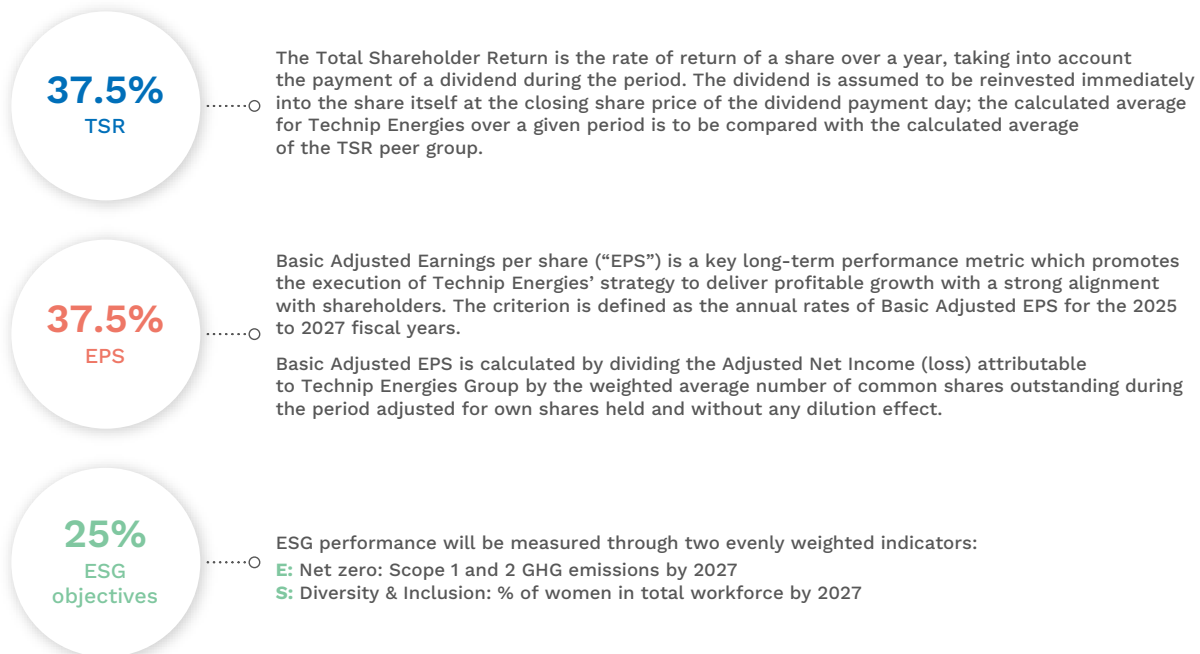
The Compensation Committee has the discretion to amend the level of payment upward and downward within the limit of the policy if it is not deemed to reflect appropriately the individual's contribution or the overall business performance. Any use of this discretionary power would be made public and duly justified in the 2025 Remuneration report.

Long-term incentive

When reviewing the performance indicators for 2025, the Compensation Committee is proposing to make no change in comparison to 2024.

Performance indicators for the long-term incentive program to be awarded in 2025 will be as set out in the illustration below.

The PSU indicators will consist of the following:



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The following will also apply to payout curves:

- The TSR curve provides zero reward for achievement below median and the maximum payout will remain capped at 200%;
- The EPS curve provides 100% payout at target performance with a maximum payout capped at 200%;
- Each ESG performance indicator will follow a curve capped at 100% at target and maximum performance.

The overall payout will reflect the performance result of the weighted average of TSR, EPS and ESG indicators.

The Compensation Committee has the latitude to amend the performance indicators in exceptional circumstances. Any adjustment will be made public and duly justified in the 2025 Remuneration Report.

TSR and compensation peer groups

For the purposes of benchmarking the total direct compensation of the Executive Director and the Non-Executive Directors, the Compensation Committee established the compensation peer group in 2021.

The Compensation Committee carries out a yearly review of the compensation peer group and after thorough review in 2024, the Compensation Committee decided to make certain adjustments to the composition of the compensation peer group and, by effect, also to the TSR peer group being a subset of the compensation peer group.

The Committee's intent remains to include companies which would be strong competitors for the services of the Directors and to reflect the strategic direction of Technip Energies.

With the support of an external consultant, the Committee reviewed the composition of the compensation and the TSR peer groups in order to continue to ensure a fair level of comparability in terms of size (revenues, market capitalization, shareholder structure), activity (international and complex engineering activities in the energy, energy transition and carbon capture sectors), the ability of Technip Energies' peers to constitute a potential source of recruitment or attrition, and location.

As a result, from 2025 onwards, the Compensation Committee decided to determine a compensation peer group consisting of 19 companies (including 10 companies constituting the TSR peer group) based in Europe, US and Asia-Pacific as shown below.

TSR peer group

EUROPEAN COMPANIES	US COMPANIES	APAC COMPANIES
● John Wood Group plc	● Fluor Corp.	● JGC Holdings Corp.
● Johnson Matthey plc	● KBR Inc.	● Worley Ltd
● Maire SpA		
● Saipem SpA		
● Tecnicas Reunidas SA		
● ThyssenKrupp AG		

Compensation peer group

EUROPEAN COMPANIES	US COMPANIES	APAC COMPANIES
■ Aker Solutions ASA	■ AECOM	● JGC Holdings Corp.
● John Wood Group plc	■ Baker Hughes Co.	● Worley Ltd
● Johnson Matthey plc	● Fluor Corp.	
● Maire SpA	● KBR Inc.	
■ Petrofac Ltd		
● Saipem SpA		
■ SBM Offshore NV		
■ Schlumberger NV		
■ Siemens Energy AG		
■ Subsea 7 SA		
■ TechnipFMC plc		
● Tecnicas Reunidas SA		
● ThyssenKrupp AG		
● Companies belonging to the TSR peer group.		

6.2. NON-EXECUTIVE DIRECTORS' REMUNERATION

In 2024 in order to assess the competitiveness of Directors' remuneration, the Compensation Committee, with the assistance of an external advisor, carried out an annual benchmarking exercise, with listed companies in Europe focusing on companies belonging to the AEX25, CAC40 (including Next 20) indices and with companies in the compensation peer group.

This benchmarking showed that there is a significant difference between the annual retainer for Technip Energies' Chair of the Board and market median compared with European companies with the same governance structure, and a similar size in terms of market capitalization and revenues.

It also showed that, for companies belonging to the compensation peer group with a similar governance structure, the annual retainer is in the lower quartile of the market.

In its recommendation, the Compensation Committee also took into account that the remuneration for the Chair of the

Board was last adjusted in 2022, the evolution of the remuneration practices for both European and the Compensation Peer Group companies, and the strong performance and growth of the Company since its inception. The Compensation Committee also judged that the compensation provided should remain competitive to allow the Company to attract the highest caliber directors.

On this basis and following an in-depth review, the Compensation Committee recommended, and the Board of Directors approved, adjusting the annual retainer of the Chair of the Board of Directors of Technip Energies to €350,000. This will bring the remuneration of the Chair of the Board back to the market median compared to European peers and still in the lower quartile of the compensation peer group.

The remuneration scale for Non-Executive Directors is therefore as defined in the table below.

This decision will apply from January 2025.

2025 – NON-EXECUTIVE DIRECTORS	
Chairperson annual retainer	€350,000
Board member annual retainer	€90,000
Annual Chair fee	€18,000 for the Audit Committee €12,500 for the Compensation Committee €12,500 for the Sustainability Committee
Committee meeting fee	€3,000 per Committee meeting

The Compensation Committee will retain the discretion to modify the value of compensation, should this be considered appropriate. Where any discretion is exercised, the basis of this exercise will be disclosed in the next Remuneration Report. Each Non-Executive Director will be reimbursed for reasonable incidental expenses incurred in connection with the attendance of Board and Committee meetings.



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