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2025 Remuneration Report

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Message from the Chair of the Compensation Committee



Alison Goligher

Chair of the Compensation Committee

Dear Shareholders,

On behalf of the Compensation Committee, I am pleased to present Technip Energies' Remuneration Report for the year 2025.

The Remuneration Report was prepared in accordance with the Dutch Corporate Governance Code, and will be submitted to the 2026 Annual General Meeting for an advisory vote. The report outlines a summary of the Company's current Remuneration Policy, as well as explanation on how this policy was applied during the year, including a summary of Technip Energies' performance and resulting pay outcomes.

Stakeholder engagement

Technip Energies is committed to constructive and regular engagement with its shareholders. The Company has institutionalized an annual and proactive dialogue with its shareholders. This enables the Compensation Committee to actively consider shareholder perspectives and integrate relevant feedback into its decision-making processes.

As part of our preparations for the 2025 AGM, we actively engaged with shareholders and were pleased that the 2024 Remuneration Report received a positive advisory vote with a majority vote of 89%. The Compensation Committee welcomed shareholder feedback on the Company's compensation framework, including positive views on transparency and pay-for-performance alignment, while noting differing perspectives on pay quantum, particularly between French and U.S. investors.

2025 performance and pay outcome

The Compensation Committee conducted a thorough and structured performance assessment to evaluate the CEO's performance. Following the completion of the 2025 performance evaluation cycle, the Compensation Committee determined that the CEO delivered solid performance against established objectives. Accordingly, the Compensation Committee approved a total short-term incentive payout of 141.6% of target, compared to a maximum opportunity of 200% of target.

- **Financial (60%):** The Company's revenue increased by 5%, due to growing activities in LNG in the Project Delivery segment and continuous activities in TPS. Although new business secured through a TPS contract awarded for €1.5 billion, the TPS Adjusted Revenue year-over-year decrease was driven by a reduced proprietary equipment contribution in energy derivatives projects. The TPS book-to-bill stood at 83.6% below the target objective.
- **The Total Group Adjusted Recurring EBIT** at 7.2% benefited from delivery milestones on proprietary products, catalyst supply, and Project Management Consulting in the TPS segment. The TPS Adjusted Recurring EBIT margin increased by 120 basis points to 10.8%. Concurrently, Adjusted Selling, General and Administrative decreased by 2.5%.

- **Non-financial (25%):** The Company has delivered robust performance in relation to its ESG objectives, exceeding the targets set. The Compensation Committee was very pleased to report no fatalities and a decrease in the Total Recordable Incident Rate to 0.13 from 0.16 in 2024. In addition, 100% of eligible commercial proposals included a carbon footprint measurement and decarbonization solution, well above the 80% target. Finally, meaningful strides have been made in initiatives such as employee upskilling and promoting gender diversity among graduate intake.
- **Individual (15%):** Under the leadership of the CEO, Technip Energies successfully executed the strategic acquisition of Ecovyst's Advanced Materials & Catalysts business, a move that significantly enhances technological capabilities and broadens the portfolio offerings. By leading both the strategic assessment of key initiatives and the operational execution of major projects, the CEO delivered a pivotal contribution recognized by the Compensation Committee. Additionally, the Compensation Committee highlighted the critical commercial successes, the unwavering executive commitment to safety and integrity, and the strategic progress in human capital and organizational framework achieved in 2025.

In relation to the long-term incentive (LTI) component, the Compensation Committee was also pleased to confirm that the LTI program granted in 2022, which was dependent on the Company's relative TSR performance (37.5%), EPS (37.5%), and sustainability metrics (25%) was vested with a 170.6% level of achievement in 2025.

Looking ahead to 2026

In full consistency with the current Remuneration Policy, the Compensation Committee has decided to introduce targeted adjustments to the structure of the short-term incentive for 2026.

Consistent with shareholder expectations for the financial component to remain predominant, its weighting will be raised to 65%. In addition, the Compensation Committee has decided to strengthen its focus on key profitability measures. In line with the long-term value creation strategic objectives for TPS business, the book-to-bill ratio criteria weight has been removed. The financial performance component will be assessed against the following measures:

- Adjusted Recurring EBITDA (as percentage of Adjusted Revenue): 25%;
- Adjusted Selling, General and Administrative (SG&A): 20%; and
- TPS Adjusted Recurring EBITDA (in € millions): 20%.

Consequently, and in the context of the Company's strategic evolution, the Compensation Committee has rebalanced the sustainability and individual components, now weighting 15% and 20% respectively. This adjustment places increased emphasis on the strategic sub-component, with a specific focus on ensuring the successful integration of the recent acquisition of Ecovyst's Advanced Materials & Catalysts business.

In addition, reflecting shareholder feedback and in the context of the sustainability scorecard revision, the Compensation Committee continued to streamline the sustainability performance indicators within the short-term incentive, reducing the number from four to three. Therefore, the Compensation Committee has focused the sustainability component on the most material priorities, which are essential for advancing the Company's strategy and preparing it for future growth, namely health and safety, adoption of sustainable innovative solutions for Technip Energies' clients, and skills development.

The weight of emissions reduction and diversity objectives will remain unchanged within the long-term incentive component.

Finally, the Compensation Committee conducted a review of the CEO's annual base salary and approved an adjustment to €995,000, representing an increase of 5.29%, effective January 1, 2026. This decision was made within the framework of the approved Remuneration Policy and reflects the Committee's assessment of:

- CEO's sustained leadership in advancing the Company's growth, delivering value to our customers and shareholders, and transforming Technip Energies into a distinguished organization for our employees;
- developments in pay practices within the compensation peer group;
- and the evolution of internal pay practices.

This increase positions the CEO's annual base salary closer to the median of the compensation peer group and is considered appropriate and proportionate in light of the above factors.

The Compensation Committee remains committed to ongoing engagement with shareholders and will continue to maintain an open dialogue to understand and carefully consider their feedback. This continued engagement will inform the Compensation Committee's deliberations, including in connection with the preparation of the next review of the Remuneration Policy to be submitted for shareholder approval at the 2027 Annual General Meeting.

As Chair of the Compensation Committee, I would like to thank our shareholders and other stakeholders for their support and interest in Technip Energies.

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 in order to ensure closer alignment with market practices and stakeholders’ expectations.

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

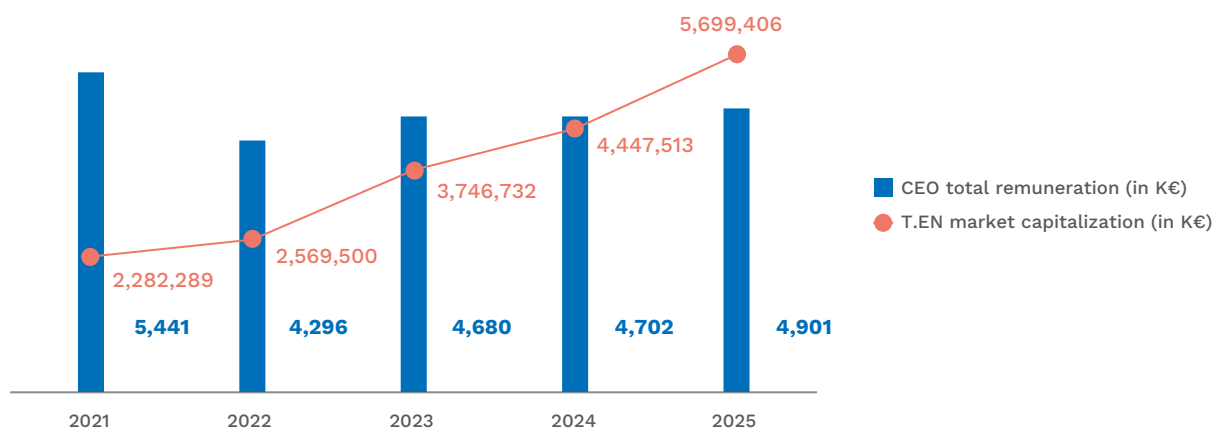
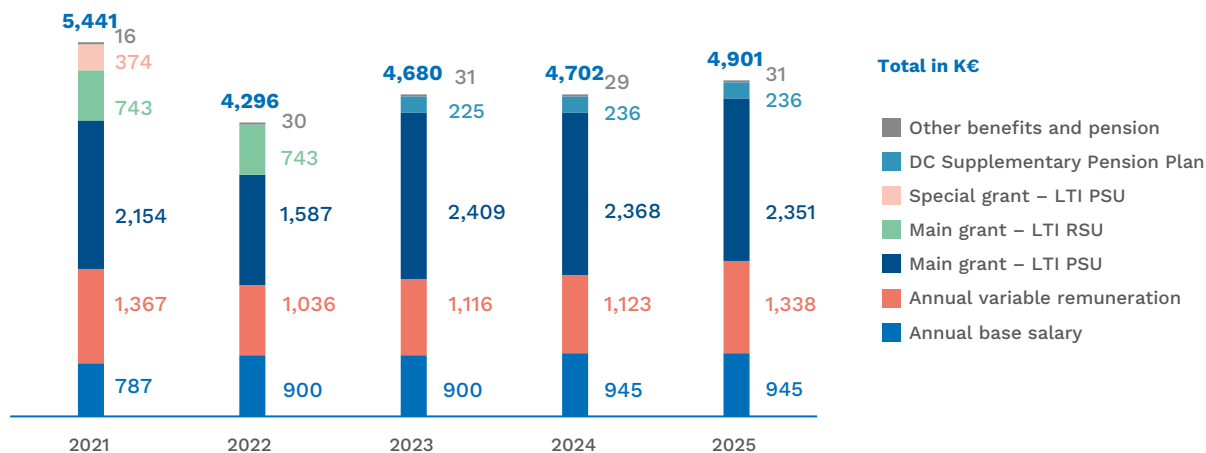
The Policy is designed to reflect and support our vision of continued long-term growth and prosperity for the Company, while embedding its purpose and values by:

- motivating the Executive Director to achieve and exceed Technip Energies’ short-term and long-term business and sustainability 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, 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 sustainability-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.

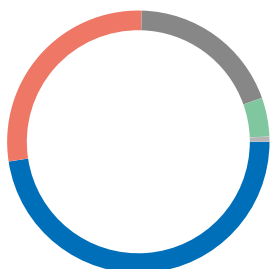
1. Remuneration at a glance

The total remuneration of Technip Energies' Executive Director for 2025 is outlined below. 2021, 2022, 2023 and 2024 Executive Director total remuneration is provided for reference and comparison purposes.



Arnaud Pieton	2025
Annual base salary (€)	945,000
Annual performance bonus (€)	1,338,120
Annual performance bonus payout (%)	141.6%
Number of granted PSUs	75,575
LTI granted fair value (€)	2,350,571
Total Direct Compensation (€)	4,633,691
Defined Contribution (DC) pension plan (Art. 82) (€)	236,250
Collective DC pension plan (Art. 83) (€)	15,072
Other benefits (€)	16,092
TOTAL REMUNERATION (€)	4,901,105

75%
of the remuneration is linked to performance indicators



48%
Long-term incentive

27%
Annual performance bonus

19%
Annual base salary

5%
DC Supplementary pension plan

1%
Other benefits

ANNUAL BASE SALARY

€945,000 for 2025

AT TARGET

ANNUAL PERFORMANCE INDICATORS

Structure	Weighting	Performance indicators	Payout	
85% business performance indicators	30%	Profitability	39.1%	€369,495
	30%	TPS Growth	33.6%	€317,520
	25%	ESG objectives	41.9%	€395,955
15% individual objectives	15%	Individual objectives	27.0%	€255,150
TOTAL			141.6%	€1,338,120

ANNUAL PERFORMANCE INDICATORS

Structure	Weighting	Performance indicators	Nbr granted	Fair value
100% PSU	37.5%	TSR	75,575	€2,350,571
	37.5%	EPS		
	25.0%	ESG		
TOTAL			75,575	€2,350,571

DC Pension Plan (Art. 82)	€236,250
Collective DC pension plan*	€15,072
Benefits & perquisites**	€16,092

* For 2025, 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 €15,072.

** For 2025, the benefits offered to the Executive Director were similar to the benefits granted to other executives of Technip Energies. For 2025, the total costs of the benefits provided to the Executive Director amounted to €16,092.

2025 NON-EXECUTIVE DIRECTORS

Director	Annual retainer	Committee Chair Fee	Committee Meeting Fees	Total Fees FY2025
Joseph Rinaldi	€350,000.0	€0.0	€0.0	€350,000.0
Colette Cohen	€90,000.0	€12,500.0	€30,000.0	€132,500.0
Simon Eyers	€90,000.0	€18,000.0	€30,000.0	€138,000.0
Alison Goligher	€90,000.0	€12,500.0	€30,000.0	€132,500.0
Stephanie Cox	€90,000.0	€0.0	€24,000.0	€114,000.0
Maëlle Gavet	€90,000.0	€0.0	€15,000.0	€105,000.0
Matthieu Malige	€90,000.0	€0.0	€15,000.0	€105,000.0
Francesco Venturini	€90,000.0	€0.0	€15,000.0	€105,000.0
Arnaud Caudoux ⁽¹⁾	€0.0	€0.0	€0.0	€0.0

(1) 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 a 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 of 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.	Benchmarked annually and expected to be updated as needed. 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. Annual base salary change usually takes effect from January 1 of a given year.	Refer to section 5.1. Executive Director remuneration.	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.	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: <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 sustainability 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. 	The target annual performance bonus is set at 100% of the annual base salary. No bonus will be paid for below-threshold performance.	The maximum achievable annual performance bonus amount is 200% of the annual base salary.

	Purpose and link to strategy	Operation	Policy level	Maximum Payment
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 sustainability 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). 	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.	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.	<p>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 “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.</p> <p>The DC plan will be managed by an independent insurance company with which the Technip Energies Group will have contracted.</p>
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	<p>Remuneration of Non-Executive Directors is comprised of annual cash remuneration only.</p> <p>Non-Executive Directors will be compensated by way of an annual cash retainer, which is aligned with the practice among peer companies. Fees are reviewed periodically against market levels and may result in an upward or downward adjustment.</p> <p>The compensation is comprised of the following elements:</p> <ul style="list-style-type: none"> ■ annual retainer; ■ annual chair fee; and ■ committee meeting fees.
Other benefits	<p>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.</p> <p>Non-Executive Directors do not participate in employee benefit plans or in stock ownership plans applicable to Technip Energies Group employees.</p>

3. The compensation peer group

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, the U.S., and Asia-Pacific as shown below.

TSR peer group

EUROPEAN COMPANIES	U.S. 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	U.S. 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		
■ SLB N.V.		
■ Siemens Energy AG		
■ Subsea 7 SA		
■ TechnipFMC plc		
● Técnicas Reunidas SA		
● ThyssenKrupp AG		
● <i>Companies belonging to the TSR peer group.</i>		

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 2025

In accordance with Article 2:135b of the Dutch Civil Code, application of the Remuneration Policy in 2025 will be submitted to a non-binding vote of the shareholders at the shareholders' General Meeting of May 5, 2026.

Set forth below is information regarding the Executive Director of Technip Energies as of May 5, 2026.

Name	Age	Position
Arnaud Pieton	52	Chief Executive Officer

5.1. Executive Director remuneration

Annual base salary

The annual benchmarking exercise carried out in 2024 against the compensation peer group as set out in section 3. The compensation peer group of the 2024 Remuneration 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 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 in 2024, the Committee did not wish to renew this criterion. Since the digital transformation of Technip Energies remains a major priority for the coming years, this objective was included in the Executive Director's individual objectives.

Technip Energies will always maintain its high standards on safety and will not compromise on this issue, therefore the zero fatality underpin condition has been 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 was made to the maximum award level, and no payout would have been made on any KPI for below-threshold performance.

Based on the above, the STI design for 2025 for the Executive Director was determined 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):

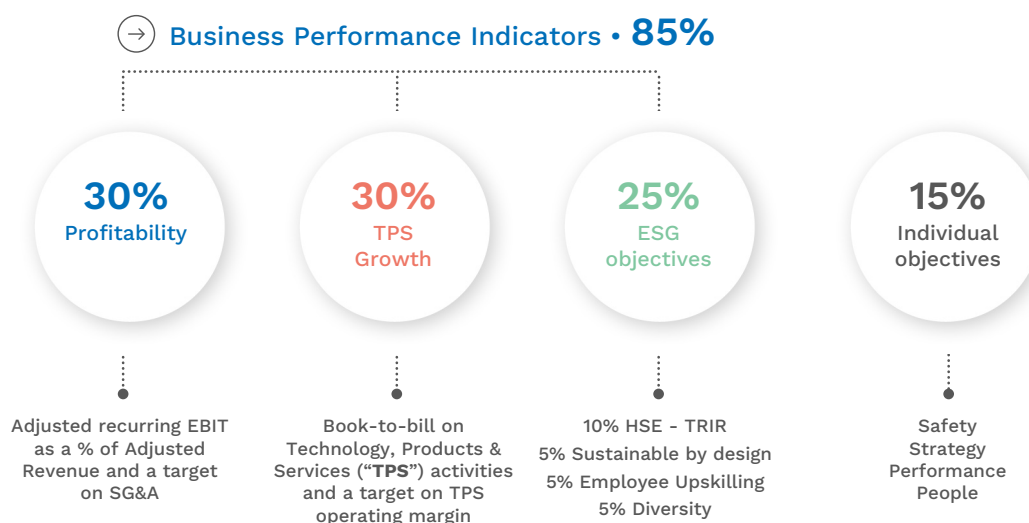
- **10%: HSE** – Total Recordable Incident Rate (“**TRIR**”),
- **5%: Sustainable by design** – 80% of commercial proposals to have a carbon footprint measurement and a decarbonization solution included,
- **5%: Employee upskilling** – 30 hours of learning n average per permanent employee to sustain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

4. Individual objectives (15% weighting) - For 2025, the focus was kept on “Safety,” which is an absolute priority, and on the active deployment of Technip Energies' strategy. The “Performance” component remained in order to pursue the 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 was also maintained to continue the efforts in 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; and
- People.

The 2025 annual performance bonus program was set as follows:



For the sake of maintaining stability and clarity over years, the payout curves, whether pertaining to business performance indicators or individual objectives, remained 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 is linear between these points.

2025 Annual performance bonus results

For 2025, the Executive Director achieved a total performance of **141.6%** against the targets set for the year.

Annual performance bonus indicators		WEIGHTING AS % OF TARGET BONUS	Threshold performance 0%	Target performance 100%	Max. performance 200%	ACTUAL RESULT	ACHIEVED PERFORMANCE	PAYOUT AS OF TARGET
Financial indicators	Profitability							
	% EBIT of Revenue	15%	≤ 6.5%	7.0%	≥ 7.5%	7.2%	126.7%	19.0%
	SG&A (M€)	15%	≥ €425	€395	≤ €365	€384.9	133.7%	20.1%
	TPS Growth							
Non-financial indicators	Book-to-bill (%)	15%	≤ 70.0%	100%	≥ 130%	83.6%	45.2%	6.8%
	% EBIT on TPS Revenue	15%	≤ 9.0%	10.0%	≥ 11.0%	10.8%	179.0%	26.9%
TOTAL		60%					121.2%	72.7%
ESG objectives:								
Non-financial indicators	a) HSE – Total Recordable Incident Rate	10%	≥ 0.30	0.20	≤ 0.10	0.13	170.0%	17.0%
	b) Sustainable by design – % of proposals with a carbon footprint estimation	5%	< 70%	80%	100%	100.0%	200.0%	10.0%
	c) Employee upskilling - 30 hours of learning on average per permanent employee	5%	≤ 21h	30h	≥ 35h	31.1	118.3%	5.9%
	d) 50% women hiring through Graduate Intake	5%	< 40%	50%	≥ 60%	58.0%	180.0%	9.0%
TOTAL		25%					167.7%	41.9 %
Business performance indicators		85%					134.8%	114.6%
Individual objectives⁽¹⁾		15%	0%	100%	200%	Board assessment	180.0%	27.00%
TOTAL PAYOUT								141.6%

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

Financial measures

- **The Company's adjusted revenue** increased by 5%, or €331.7 million, to €7,186.5 million for the year ended December 31, 2025, from €6,854.8 million for the year ended December 31, 2024, due to growing activities in LNG in the Project Delivery segment and continuous activities in Technology, Products & Services.
- **Adjusted Selling, general and administrative ("SG&A")** decreased by 2.5%, or €9.4 million, to €384.9 million for the year ended December 31, 2025, from €394.3 million for the year ended December 31, 2024. It comes from lower selling activities and reduced general and administrative expense partially offset by the impact of the supplemental French social charges on long-term incentive plans that notably affected the first half of 2025.
- **Total Group Adjusted Recurring EBIT⁽¹⁾** at 7.2% benefited from delivery milestones on proprietary products, catalyst supply, and Project Management Consulting ("PMC") in the TPS segment, compensating a re-balancing in the project delivery project's portfolio with a larger share of early-stage projects with limited margin contribution.
- **TPS Adjusted Revenue** decreased year-over-year by 8.9% to €1,820.2 million driven by a reduced proprietary equipment contribution in energy derivatives projects, partially offset by strong volumes in consultancy, engineering services and studies, as well as with the ramp-up of activity on carbon capture proprietary products.
- **TPS Adjusted Recurring EBIT** increased year-over-year by 2.3% to €196.4 million.
- **TPS Adjusted Recurring EBIT margin** increased by 120 basis points to 10.8%. Year-over-year margin expansion was achieved despite the contraction in revenues, benefiting from delivery milestones on proprietary products, catalyst supply, and Project Management Consulting (PMC).
- **TPS book-to-bill** at 83.6% calculated as the ratio of Adjusted Order Intake to the amount of Adjusted revenues for TPS segment in the year. New business secured through TPS contract awarded for €1.5 billion. TPS adjusted revenues recognized in the P&L for €1.8 billion in the year, which includes the ramp-up of activity on carbon capture proprietary products that were awarded last year.

ESG

- At Technip Energies, safety is at the core of our values. 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. All safety incidents are recorded for both our own workforce and subcontractors, striving for zero fatalities. To that matter, we were very pleased to report no fatalities in 2025. That year also, we observed a decrease in the Total Recordable Incident Rate ("TRIR") to 0.13 (per 200,000 hours worked) from 0.16 in 2024, meeting our yearly target of less than 0.20. Recognizing the complexity of our ongoing projects and our commitment to broad incident reporting, we established in 2025 a revised TRIR target of <0.20 (versus <0.10) to maintain engagement and momentum across all teams while ensuring transparency and continuous improvement. The subcontractor workforce represented around 95% of all recordable incidents. The Company's approach to incident reporting is exhaustive and includes minor incidents (82% of recordable incidents in 2025 were restricted work cases and medical treatment injuries). A set of proactive actions have been implemented: specific site visits and audits, cold-eye reviews, exchanges of best practices among sites, integration of lessons learned to improve and positively impact safety on the sites. Please refer to section 3.3.1.3. of the 2025 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. To that purpose, the Group 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 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 2025, 100% 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 the 2025 Annual report.
- 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 31.1 learning hours per permanent employee in 2025, exceeding our target of an average of 30 hours per permanent employee and marking a significant increase from 27.4 hours in 2024, 22.9 hours in 2023, and 10 hours in 2022. For more details, see also People Development in section 3.3.1.6. People development of the 2025 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 on all Technip Energies sites, including a strengthened engagement with campuses worldwide, we are proud to have exceeded this target for the fifth consecutive year. In 2025, 58% of young graduates hired were women. For more details, see also section 3.3.1.5. Diversity and inclusion of the 2025 Annual report.

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

Individual objectives

Indicators		Weighting	Achievement
Safety	Active Safety & Ethics Leadership - improve YoY on leading and lagging indicators and pursue the intensification of on-site leadership visits	2.25%	Exceeded objectives set
	Hold HSES forum at T.EN with T.EN industry peers and the 3 rd consecutive ESG Supplier Council at T.EN		
Strategy	Execute Merger and Acquisition roadmap	4.50%	Successfully met objectives set
	Review and monitor T.EN investment portfolio		
Performance	Project execution - Deliver on some identified key projects and monitor negotiations to prepare the future	6.00%	Exceeded objectives set
	Commercial - Secure key LNG, Carbon Capture, SAF & low-carbon H ₂ /Ammonia programs to reach FID in 2025		
People	Organization for sustained performance - Support the Digital Acceleration Program initiatives and prepare the adjustment of T.EN organization	2.25%	Exceeded objectives set
	Ensure the continued implementation and updating of the senior executive succession plan		
	Continue the implementation of leadership team development initiatives		
TOTAL		15%	27.0%

Executive Director's individual performance

The Executive Director's 2025 individual objectives have been set and agreed by the Board of Directors at its meeting in February 2025, 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 180% corresponding to a payment of 27.0% for his achieved performance, against the on-target payout of 15% for 100% delivery and a maximum payout of 30% for 200% delivery.

■ **Safety:** Guided by the core value that "We don't compromise on safety and integrity," the Executive Director serves as the foremost ambassador for safety, setting a strong example and establishing a tone of unwavering commitment at the highest level. The Executive Director's dedication was exemplified by the achievement of 640 leadership visits, compared to the 500 planned as a target for 2025, and culminated in the great satisfaction of having recorded no fatalities in 2025 over more than 230 million hours worked. This accomplishment underscores the Executive Director and leadership team's active engagement and unwavering focus on maintaining a safe and healthy working environment.

This year again, the Health, Safety, and Environment Main Contractors Summit, led by Technip Energies, brought together senior HSE representatives from 13 global companies, under the theme "Be HSE Future-Ready." These companies work regularly with Technip Energies on common projects and share an interest in improving HSE conditions. The November 2025 Summit was again a huge success, further strengthening an improved structural approach. Under the Executive Director's impetus, Technip Energies also hosted the third edition of its Sustainability Suppliers Council that brought together more than 50 suppliers, its landmark annual *rendez-vous* for suppliers to share best practices and strengthen long-term relationships, aiming to foster a supply chain that is sustainable, responsible, and resilient.

It should also be noted that the global benefits and well-being program WeCare, which is structured around several pillars dealing with health, family, well-being, security, and integrity, was successfully implemented in April 2025.

■ **Strategy:** Under the leadership of the Executive Director, Technip Energies successfully executed the strategic acquisition of the Advanced Materials & Catalysts (AM&C) business from Ecovyst, a move that significantly enhances technological capabilities and broadens the portfolio offerings. This acquisition reinforces Technip Energies' industry position and strengthens its presence across the entire operational expenditure value chain, enabling the delivery of more comprehensive and integrated solutions to clients. By championing the integration of AM&C's innovative technologies and expertise, the Executive Director aims to create new revenue streams and foster sustainable long-term growth for Technip Energies.

Throughout the year, the Executive Director personally led comprehensive reviews of key investment initiatives. He ensured these initiatives remained aligned with the Company's strategic vision and market realities. The Executive Director provided detailed updates to the Board of Directors on each initiative's progress, market viability, and future outlook. Recognizing evolving market conditions and strategic priorities, he made the pivotal decision to review allocated budget for certain initiatives for 2026, reflecting a cautious and strategic approach. He also decided that the pace of development of certain initiatives should be adapted to better align with market readiness and prioritize resources toward the most mature opportunities.

Reju remained a central focus of the Executive Director's innovation agenda in 2025. He led multiple presentations and reviews notably to the Board of Directors, to evaluate progress and strategic positioning. Under his guidance, some priorities were reset, and efforts were made to refine the future business model. Thanks to his strategic choices, the Executive Director made the celebration of significant milestones possible, including the selection of Chemelot Industrial Park in Sittard, Netherlands, for Reju's first industrial-scale regeneration center and the successful production of Reju's recycled polyethylene

terephthalate (“rPET”), demonstrating technical feasibility and market readiness. He also facilitated the execution of five joint development agreements with prominent brands, validating market interest and opening pathways to commercialization. Looking ahead, the Executive Director is committed to making 2026 a pivotal year for Reju by supervising the finalization of its future business model and securing the final investment decision, which will determine its scale and strategic trajectory.

- **Performance:** In project execution, the Executive Director’s leadership was instrumental in ensuring the successful negotiation of the reviewed baseline of the Sempra ECA LNG project. The execution of the new baseline started in 2025 and will ensure the project handover scheduled for summer 2026. The Executive Director oversaw the progress of the NFE and NFS projects in Qatar, which advanced largely as planned, with the first LNG train handover for NFE on track for the second quarter of 2026. The strong performance of these projects positions T.EN favorably for further developments in the region.

On the commercial front, the Executive Director has been instrumental in steering Technip Energies teams to achieve key milestones, including the award of large projects:

- ENI Coral Floating Liquefied Natural Gas (“FLNG”) project: Technip Energies to perform preliminary activities for Eni’s Coral Norte FLNG unit in Mozambique, an exact replication of the Coral Sul FLNG, leveraging the success of the original facility delivered in 2022.
- Commonwealth LNG: Technip Energies to provide EPC services for Commonwealth LNG’s 9.5 Mtpa LNG facility in Cameron Parish, Louisiana. The contract covers six identical liquefaction trains using Technip Energies’ SnapLNG by T.EN™ modular and scalable solution. On December 22, 2025, Commonwealth LNG authorized key equipment purchase orders as part of this contract.
- Blue Point Number One ATR, the world’s largest low-carbon ammonia plant in Donaldsonville, Louisiana: leveraging its expertise in modularization and project delivery, Technip Energies to perform engineering, procurement, equipment and module fabrication for the production facility. The Blue Point Number One ATR Project is expected to enable more than 95% CO₂ recovery, representing a significant step forward for the ammonia industry.

Organizationally, the Executive Director enabled very good and material progress on the Digital Acceleration Plan for Operations, including Artificial Intelligence (AI) powered solutions, to uplift efficiency and prevent value erosion in project execution. Finally, he led the internal project for a new organizational structure to position Technip Energies for enhanced focus and agility on project delivery, technology, products, services, and adjacent business models.

- **People:** People development was another area where the Executive Director demonstrated decisive leadership. He successfully completed the Chief Legal Officer (CLO) succession process that resulted in the appointment of Marco Barone. In his ongoing efforts to ensure robust leadership continuity, the Executive Director implemented a robust and structured process to strengthen CEO and Executive Committee succession planning.

With regard to human resource development and in particular programs for building the leadership succession pipeline, the Executive Director strongly supported the implementation of the Catalyst program that onboarded 40 selected future leaders. Delivered in partnership with INSEAD Business School, it started in October and will conclude in May 2026. The learning journey comprises two residential modules, an action learning project based on real business challenges presented by our Executive Committee, online business simulations, coaching, and masterclasses.

Overall, the strategic vision, decisive actions, and unwavering commitment of the Executive Director in 2025 played a decisive role in Technip Energies’ success in all aspects of its business and contributed to long-term value creation, as illustrated by Euronext’s announcement of Technip Energies’ inclusion in the CAC Next 20 and CAC Large 60 indices, effective September 22, 2025.

In accordance with the aforementioned, the Compensation Committee acknowledged the Executive Director’s substantial personal contribution and dedication in delivering excellent economic results this year. Additionally, the Committee recognized the critical commercial successes and strategic progress in human capital and organizational structuring achieved in 2025.

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 (LTI) program award in 2025 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 DC pension plan for the Executive Officer.

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

As for 2024, the long-term performance indicators for 2025 maintain the focus on the future growth of the business and remain consistent with outstanding awards.

Therefore, the PSUs granted in 2025 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 2025 grant;
2. Basic Adjusted Earnings per Share ("EPS") weighted at 37.5% of the 2025 grant;
3. ESG performance, weighted at 25% of the 2025 grant, which is comprised of two equally weighted indicators:
 - **Net Zero:** Reduce 50% of Scope 1 and 2 GHG emissions by 2027;
 - **Diversity & Inclusion:** 33.5% of women in total workforce by 2027.

The Compensation Committee will review and approve the respective achievement of the performance indicators at the time of vesting in 2028.

Total Shareholder Return

The 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 three years is compared to the calculated average of each company included in the TSR peer group.

As mentioned in section 3. The compensation peer group, the Compensation Committee carried out a thorough review of the peer groups in 2024 and 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 2025 TSR peer group consists subsequently of ten companies as set below:

EUROPEAN COMPANIES	U.S. 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		

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

Basic Adjusted Earnings per Share

Basic Adjusted Earnings per Share (EPS) is a key long-term performance metric that 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 2025 to 2027 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⁾	≤2.00	2.10	2.25	2.45	≥2.65
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	<-42%	-46%	≥-50%
Diversity & Inclusion: % of women in total workforce	≤32.5%	33.0%	≥33.5%
Earned PSUs matrix⁽¹⁾	0%	50%	100%

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

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

The details of the PSUs granted in 2025 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	03/21/2025	2,362,475	2,350,571	75,575	3 years	TSR / EPS / ESG	Yes

(1) Based on the closing share price at the grant date, i.e., €31.26.

(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, and PSUs where the performance period has been completed;
- Excludes unexercised stock options, unvested PSUs, and shares eventually held in retirement plans;
- As of December 31, 2025, Technip Energies shares owned directly by the Executive Director amounted to 399,711 shares, which complies fully 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 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 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 DC pension plan.

The total gross contribution amounted to €236,250 in 2025, 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 2025, the total amount contributed to the plan was €15,072. 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 2025 amounted to €16,092. 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.

2025 Total remuneration

The total remuneration cost of the Executive Director for fiscal year 2025 was €4,901,105.

Arnaud Pieton	2025
Annual base salary (€)	945,000
Annual performance bonus (€)	1,338,120
Annual performance bonus payout (%)	141.6%
Number of granted PSUs	75,575
LTI granted fair value (€)	2,350,571
Total Direct Compensation (€)	4,633,691
Defined Contribution (DC) pension plan (Art.82) (€)	236,250
Collective DC pension plan (Art. 83) (€)	15,072
Other benefits (€)	16,092
TOTAL REMUNERATION (€)	4,901,105

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 75% 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	25%	75%

(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	2025
CEO remuneration (€)	5,440,540	4,296,195	4,680,488	4,702,166	4,901,105
Average Technip Energies employee payroll cost (€)	76,691	91,914	86,708	89,366	89,792
PAY RATIO	71	47	54	53	55

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

The year-on-year evolution of the ratio is explained by the increase in the Executive Director's total remuneration resulting from excellent performance reflected in the short-term incentive payouts, while the average employee payroll cost remained quite stable in comparison to 2024.

The average Technip Energies employee payroll cost is €89,792 in 2025. It was calculated considering aggregate wages, salaries and other pension costs for a total amount of €1,667.8 million (see Note 11. Expenses by nature of Chapter 8, of the 2025 Annual report) divided by 18,574, which is the number of Technip Energies Full Time Equivalent Employees as of December 31, 2025 (see Note 12. Payroll staff of Chapter 8, of the 2025 Annual report).

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.

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 and CAC60 (CAC40 + Next 20) indices, and with companies in the compensation peer group as set out in section 3. The compensation peer group of the 2024 Remuneration Report.

This benchmarking showed that there was 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 was 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 brought 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.

For 2025, the remuneration scale for Non-Executive Directors was therefore as defined in the table below.

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.

Applying the elements set forth above, the following amounts were paid to the Non-Executive Directors in respect of 2025:

2025 NON-EXECUTIVE DIRECTORS

Director	Annual retainer	Committee Chair Fee	Committee Meeting Fees	Total Fees FY2025
Joseph Rinaldi	€350,000.0	€0.0	€0.0	€350,000.0
Colette Cohen	€90,000.0	€12,500.0	€30,000.0	€132,500.0
Simon Eyers	€90,000.0	€18,000.0	€30,000.0	€138,000.0
Alison Goligher	€90,000.0	€12,500.0	€30,000.0	€132,500.0
Stephanie Cox	€90,000.0	€0.0	€24,000.0	€114,000.0
Maëlle Gavet	€90,000.0	€0.0	€15,000.0	€105,000.0
Matthieu Malige	€90,000.0	€0.0	€15,000.0	€105,000.0
Francesco Venturini	€90,000.0	€0.0	€15,000.0	€105,000.0
Arnaud Caudoux ⁽¹⁾	€0.0	€0.0	€0.0	€0.0

(1) 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

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 RSUs awards, which are only time-based.

Therefore, the structure of the Executive Director's long-term incentive program (LTI) award in 2023 and 2024

consisted of 100% 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 2023	03/23/2023	03/23/2026	108,800	0	108,800	0
PSUs 2024	03/22/2024	03/22/2027	99,641	0	99,641	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 in 2022 under the Technip Energies' Incentive Award Plan.

In 2022, granted awards comprised 70% of PSUs and 30% of RSUs:

- 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 PSUs granted in 2022 were subject to three performance indicators measured over a three-year period. The indicators are:

1. The TSR weighted at 37.5% of the grant. At the grant date, the TSR Peer group approved by the Compensation

Committee was composed of ten peer companies, as follows: Aker Solutions, Linde, Maire Tecnimont, Saipem, John Wood Group, Worley, Fluor Corporation, Tecnicas Reunidas, JGC Holdings Corporation, and Chiyoda Corporation.

2. The Basic Adjusted EPS weighted at 37.5% of the grant.
3. The ESG performance, weighted at 25% of the grant, which is measured by three equally weighted indicators:
 - E: Reduce Scope 1 & 2 GHG emissions by 23% by 2025 vs. 2019;
 - S: 19% of women in leadership positions including Executive Committee by 2025;
 - G: Continued reduction of non-mandatory commercial intermediaries: -75% by 2025.

Remuneration report

Application of the Remuneration Policy in 2025

The consolidated performance recorded for the PSU indicators has reached **170.6%**, as per the following detailed results:

2022 LTI PERFORMANCE INDICATORS							RESULTS
		Below Rank 5 th	Rank 5 th	Rank 4 th	Rank 3 rd	Rank 1 st or 2 nd	Rank 2 nd
37.5%	TSR PERFORMANCE - Ranking						
TSR	Earned PSUs ⁽¹⁾ (Return >=0%)	0%	50%	100%	150%	200%	200%
37.5%	EPS PERFORMANCE⁽²⁾	≤1.50	1.60	1.70	1.85	≥2.00	1.97
EPS	Earned PSUs	0%	50%	100%	150%	200%	190%
	Reduce Scope 1 & 2 GHG emissions⁽²⁾	<-19%		-21%		≥-23%	-41%
	Earned PSUs	0%		50%		100%	100%
25.0%	% of women in leadership positions⁽²⁾	≤8%		11%	15%	≥19%	23.57%
ESG	Earned PSUs	0%		50%	75%	100%	100%
	Reduction of non-mandatory commercial intermediaries⁽²⁾			<-23%	-23%	-75%	-67%
	Earned PSUs			0%	50%	100%	92%
PAYOUT							170.60%

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

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

Based on the above achievements, the following number of shares has been fully vested and delivered:

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	—	260,292
RSUs 2022	03/28/2022	03/28/2025	65,390	0	—	65,390

6. Looking ahead to 2026

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 2026. These changes will be set out in detail in the 2026 Annual Report and are therefore not subject to a shareholder vote at our next Annual General Meeting on May 5, 2026.

6.1. Executive Director remuneration

Annual base salary

The annual benchmarking exercise carried out in 2025 against the reviewed compensation peer group as set out in section 3. showed that the Executive Director's annual base salary was positioned lower against the median than in 2024 due to developments in pay practices within the compensation peer group.

The Compensation Committee paid particular attention to these results, as its intention remains to offer the Executive Director a remuneration package that is competitive with the market. The Executive Director's annual base salary was last reviewed in January 2024. The Committee considered the economic developments since then, and the Executive Director's sustained leadership in advancing the Company's growth, delivering value to our customers and shareholders, and transforming Technip Energies into a distinguished organization for our employees.

In full compliance with the Remuneration Policy and in clear alignment with its "pay for performance" principle, the Committee recommended to the Board of Directors, which approved it, to review the Executive Director's annual base salary at **€995,000 as of January 1, 2026**, representing an increase of +5.29%.

The Committee is also keen to ensure social consensus and that the Executive Director's salary review remains consistent with Technip Energies' practice for all its employees since January 2024. In this regard, it should be noted that the average annual salary increase within the Company was 5.03% for each year over the same period.

Short-term incentive - Annual performance bonus

In full consistence with Technip Energies' core guiding principles, the Compensation Committee held numerous discussions with shareholders, investors, and proxy advisors.

Based on these discussions and also working sessions conducted in conjunction with the consulting firm appointed to advise on compensation governance matters, the Committee has decided, in full accordance with the Remuneration Policy, to make certain adjustments to the overall structure for the short-term incentive - annual performance bonus.

The aim is to strengthen the alignment of Technip Energies' practice with that of its peers and that observed in the market, but above all to respond to Technip Energies' future strategic challenges and to ensure that the interests of the Executive Director and the Company remain closely aligned with those of its shareholders and investors.

For 2026, the Committee has therefore decided to slightly adjust the overall structure for the short-term incentive, within the limit established in the Remuneration Policy approved at the 2023 AGM, with the clear intention of simplifying and strengthening the criteria that are most critical to Technip Energies' business challenges while maintaining the focus on key sustainability priorities. The structure has been revised, with business performance indicators now accounting for 80% and individual objectives for 20%.

For business performance indicators, compared to 2025, the weightings on T.EN's profitability, now measured using EBITDA, and on the cost trajectory, still using SG&A, have been increased, and the weighting previously allocated to TPS's book-to-bill ratio has been reallocated to the TPS profitability indicator also using EBITDA, but in absolute value (€m), in line with the long-term value creation strategic objectives for that business.

As to the sustainability component (weight 15%), the performance indicator dedicated to the feminization of young graduate hires has shown very good performance for five

consecutive years, with levels exceeding the annual target set. This important indicator will, of course, continue to be monitored aside, but the Committee has deemed it necessary to prioritize safety, adoption of sustainable innovative solutions for Technip Energies' clients, and skills development, in order to continue preparing for the future of the Company. As in the previous years, the zero fatality underpin condition will be maintained for 2026. Specifically, in the event of a single fatality, the TRIR criterion would be equal to 0% and the overall short-term incentive Sustainability performance measures would be capped at 100%.

As mentioned above, the individual objectives component weighting has been reviewed at 20% to reinforce the focus on strategy, commercial performance, and organizational transformation agendas.

Based on the above, the STI design for 2026 for the Executive Director will be set as follow:

1. 25%: Profitability - Adjusted Recurring EBITDA (as percentage of Adjusted Revenue);
2. 20%: Cost control - Adjusted SG&A (in € millions);
3. 20%: TPS profitability - Adjusted Recurring EBITDA (in € millions);
4. Sustainability comprising a set of three indicators, which reflect some of the Company's main priorities in line with the 2030 Sustainability Scorecard (15% weighting in the aggregate):
 - **5%: HSE - Total Recordable Incident Rate ("TRIR")**,
 - **5%: Adoption of sustainable solutions** - percentage of commercial offers with a completed sustainability assessment and customer-funded workshop,
 - **5%: Employee upskilling** - number of hours of learning in average per permanent employee to sustain Technip Energies' upskilling program;

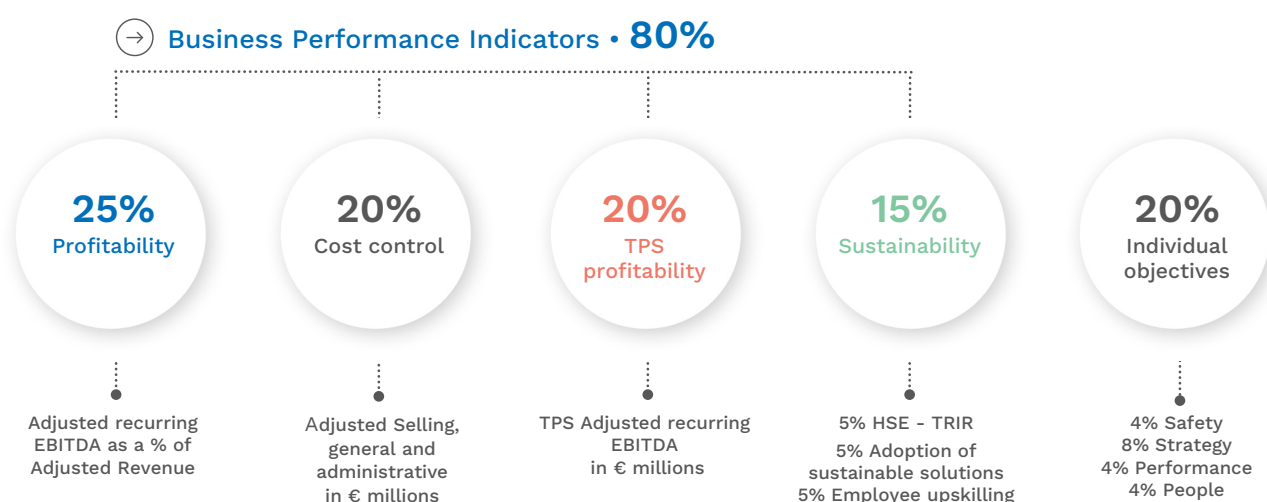
5. 20%: Individual objectives - for 2026, the course will remain unchanged on “Safety,” which is an absolute priority, and on the active deployment of Technip Energies’ strategy whose weight has been increased (see below) in order to take into account the integration of the Advanced Materials & Catalysts entity, the monitoring of other strategic initiatives, as well as the digital transformation agenda to improve Technip Energies’ competitiveness and market offering. The “Performance” component will be maintained in order to continue striving for operational excellence for the Company and in project execution, as well as 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 hereafter. For the sake of transparency, the weight of each objective is disclosed on a prospective basis:

- 4% - Safety;
- 8% - Strategy;
- 4% - Performance;
- 4% - People.

2026 year-end outcomes will be adjusted for the impacts of any merger, acquisition or divestiture activities that would have occurred in 2026, to ensure a “like-for-like” assessment at the end of the year.

The 2026 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 2025 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.

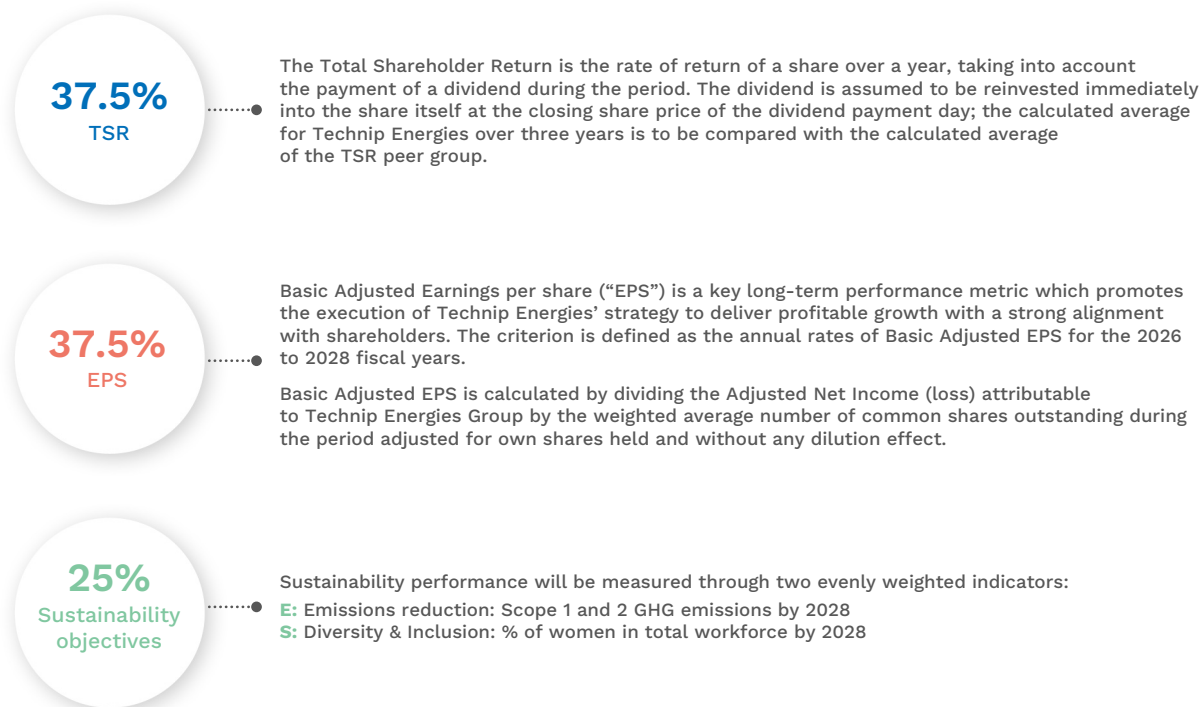
The Compensation Committee has the discretion to amend the level of payment upward and downward within the limit of the policy if it is not deemed to reflect appropriately the individual’s contribution or the overall business performance. Any use of this discretionary power would be made public and duly justified in the 2026 Remuneration report.

Long-term incentive

When reviewing the performance indicators for 2026, the Compensation Committee is proposing to make no change in comparison to 2025.

Performance indicators, for the long-term incentive program to be awarded in 2026, assessed over a period of three years, will be as set out in the illustration below.

The PSU indicators will consist of the following:



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 sustainability 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 Sustainability 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 2026 Remuneration Report.

6.2. Non-Executive Directors' remuneration


After due consideration, the Compensation Committee decided to make no change to the remuneration scale of the Non-Executive Directors as defined in the table below.

This decision will apply from January 2026.

2026 – 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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