



**9M 2025 Results**

**Executing**

A strong company for the long term

October 30, 2025

# Welcome

## Agenda

### Business highlights

**Arnaud Pieton**  
Chief Executive Officer

### Financial highlights

**Bruno Vibert**  
Chief Financial Officer

### Outlook & Conclusion

**Arnaud Pieton**  
Chief Executive Officer

## Today's speakers



**Arnaud Pieton**  
Chief Executive Officer



**Bruno Vibert**  
Chief Financial Officer

# Disclaimer

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

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

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

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

and in the Company's 2025 Half-Year Report filed on July 31, 2025 with the AFM and the AMF, which include a discussion of factors that could affect the Company's future performance and the markets in which the Company operates.

Forward-looking statements involve inherent risks and uncertainties and speak only as of the date they are made. The Company undertakes no duty to and will not necessarily update any of the forward-looking statements in light of new information or future events, except to the extent required by applicable law

SECTION 1

# Business Highlights

**ARNAUD PIETON**  
CHIEF EXECUTIVE OFFICER

# 9M 2025 – Delivering on our strategic trajectory

## REVENUE

€5.4bn

9M 2024: €5.0bn

## RECURRING EBITDA

€478m

9M 2024: €439m

## BACKLOG<sup>1</sup>

€16.8bn

YE 2024: €19.6bn

## FREE CASH FLOW<sup>2</sup>

€416m

9M 2024: €360m

Solid 9M performance, on track for FY 2025 guidance



T.EN to acquire Ecovyst's AM&C<sup>3</sup> to enhance TPS offering



Major award<sup>4</sup> in the US for Commonwealth LNG, utilizing SnapLNG by T.EN™



# Key Q3 2025 operational highlights

## PROJECT DELIVERY



### Gas & LNG

**NFE:** Progressing of pre-commissioning activities for Train 8 and started steam production.

**NFS:** Installation of the first mechanical equipment on their foundations and start of the erection of the steel structure.

### Energy derivatives

**Borouge IV Ethylene project :** Initiated flushing of the critical cooling water network and completed energization of both substations.

**Assiut Hydrocracking Complex:** Completion of interconnecting electrical cables ; >85% overall project progress.

## TECHNOLOGY, PRODUCTS & SERVICES



### Carbon capture

**Carbon Centric Rakkestad:** Successful start of operations (Canopy C10).

**bp Net Zero Teesside Power Project:** Start of pre-fabrication of absorber modules at T.EN's Dahej Yard.

### Sustainable fuels & green H<sub>2</sub>

**GALP HVO unit:** Major equipment installed (reactors, columns) or on going (heaters, compressors).

**GALP Green Hydrogen unit:** Main electrolyzer shelter and pipe racks erection in progress.

# Major award in the USA utilizing SnapLNG by T.EN™



## COMMONWEALTH LNG, USA

Major<sup>1</sup> EPC contract  
follows successful completion of FEED

SnapLNG by T.EN™  
enables **cost** and **schedule optimization**

Strengthens global leadership  
in LNG and modularization

**9.5 Mtpa**  
LNG production capacity

**6**  
Liquefaction trains

**SnapLNG by T.EN™**  
Modular and scalable solution by T.EN

## No lumpsum construction risk in the USA

# Key commercial successes in LNG and circularity

## ENERGY

### CORAL NORTE, MOZAMBIQUE



Large<sup>1</sup> contract to perform preliminary activities<sup>2</sup> for a FLNG unit

Replicate of the **successful Coral Sul unit**  
Leveraging T.EN's **modular expertise** and consolidating **leadership position** in FLNG

Contributing to **global LNG trade** and **energy security**

**3.5 Mtpa**  
LNG prod. capacity

**“Design one, build many”**

**9.5 Mtpa**  
LNG prod. capacity

**CCS**  
Integrated technologies

## CIRCULARITY

### ECOPLANTA, SPAIN



Two engineering services contracts for a **first-of-a-kind waste-to-methanol** facility

Demonstrating our ability to **collaborate, innovate and scale** circular solutions

A breakthrough for **waste-based feedstock transformation** in Europe

**240 Ktpa**  
Methanol prod. capacity

**3.4 Mt**  
of CO<sub>2</sub>eq saved<sup>3</sup>

# AM&C – a strategic and financially accretive acquisition

## Strategic

### TECHNOLOGY ACQUISITION

Complements existing portfolio;  
expands value chain positioning



### FOCUS ON TECHNOLOGIES & PRODUCTS

Enhances capabilities in materials science  
and catalysts



### SYNERGY REALIZATION

Clear commercial synergy levers  
to generate incremental value



## Financial

### CAPITAL DISCIPLINE

A value-driven approach to M&A



### QUALITY OF EARNINGS

Deal is accretive to earnings and cash flows.  
Expands T.EN's revenues in the opex cycle



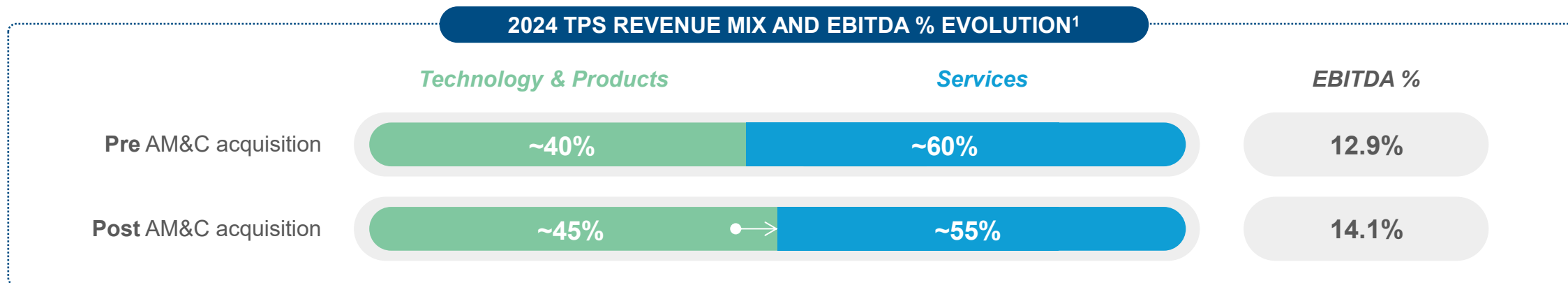
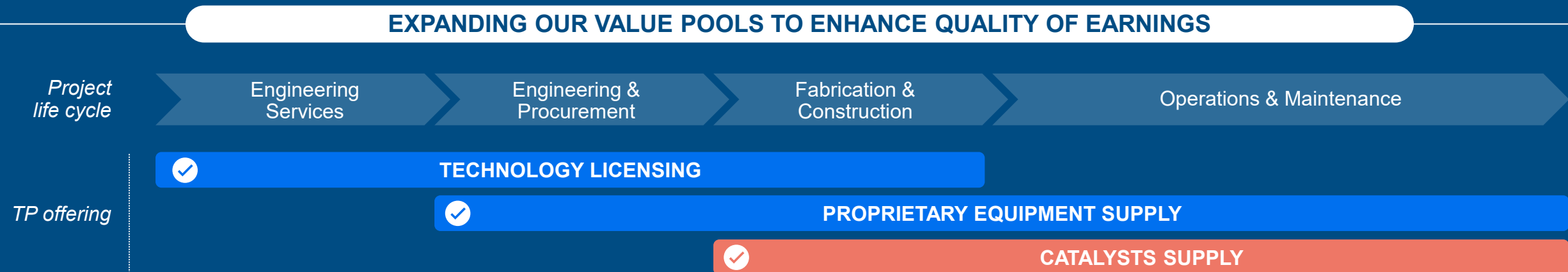
### INVESTMENT GRADE

No impact on T.EN's credit rating



T.EN retains a substantial net cash position, providing capital allocation flexibility

# AM&C post-closing enhances TPS offering across the lifecycle



SECTION 2

# Financial Highlights

**BRUNO VIBERT**  
CHIEF FINANCIAL OFFICER

# 9M 2025 Financial highlights

## REVENUE

€5.4bn

9M 2024: €5.0bn

## RECURRING EBITDA

€478m

9M 2024: €439m

## RECURRING EBITDA %

8.8%

9M 2024: 8.8%

## EPS (DILUTED)

€1.58

9M 2024: €1.55

## FCF CONVERSION<sup>1</sup>

87%

9M 2024: 82%

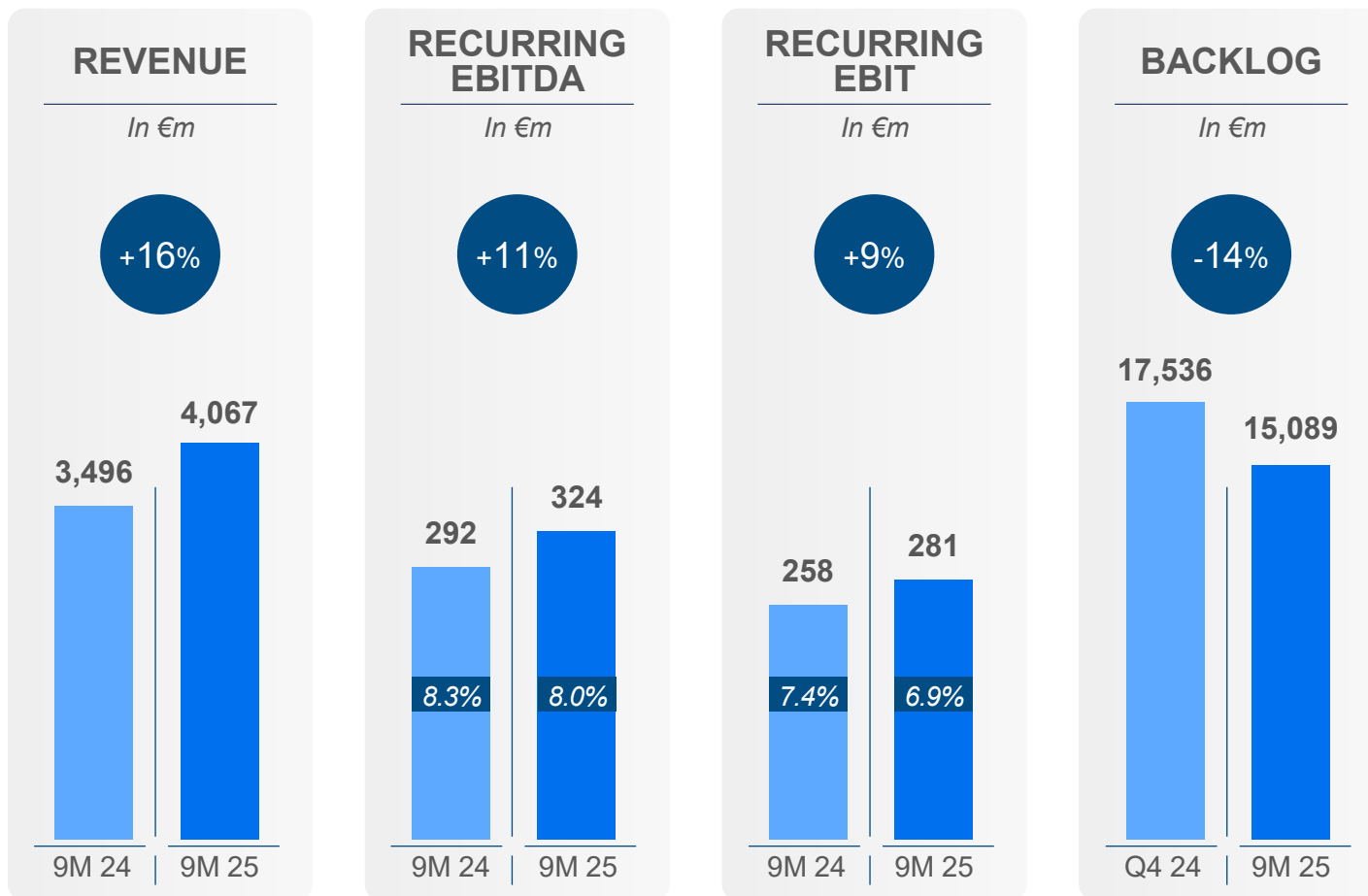
## FCF, excl. W.cap<sup>2</sup>

€416m

9M 2024: €360m

# Segment performance: Project Delivery

Significant year-over-year growth for both topline and bottom line



**Revenue:** Solid Y/Y growth benefiting from activity growth within LNG portfolio and ramp-up of GranMorgu offshore project.

**Recurring EBITDA / EBIT:** Strong results despite larger share of early-stage projects with limited margin contribution.

**Backlog:** No major awards booked in Q3; limited contribution from Commonwealth LNG LNTP<sup>1</sup> and Coral Norte, ahead of FID.

Book-to-Bill  
**1.2** (TTM<sup>2</sup>)

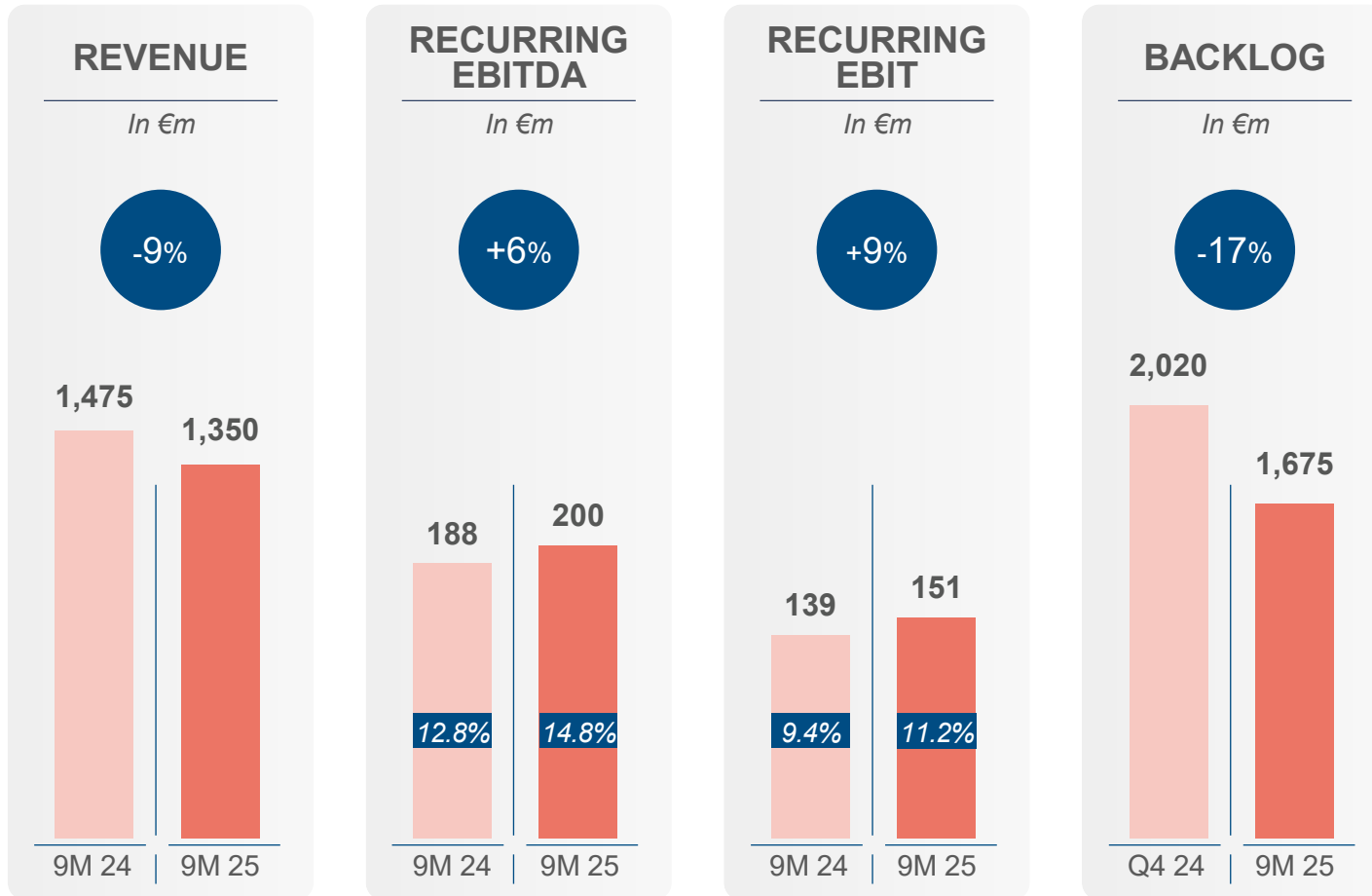
Margin %



Financial information is presented under adjusted IFRS (see Appendix 8.0 of 9M 2025 Results Release). Reconciliation of IFRS to non-IFRS financial measures are provided in appendices.  
<sup>1</sup> Limited Notice to Proceed.  
<sup>2</sup> Trailing 12 months.

# Segment performance: Technology, Products & Services

Material expansion in margins



**Revenue:** Reduced ethylene furnaces contribution, partially offset by strong volumes in consultancy, engineering services and studies, and growth in carbon capture proprietary products. Adverse FX impact.

**Recurring EBITDA / EBIT:** Y/Y growth from delivery milestones on proprietary products, catalyst supply, and PMC.

**Backlog:** Resilient book-to-bill trends on lower revenue base, some anticipated awards pushed to the right.

Book-to-Bill  
**1.1** (TTM<sup>1</sup>)



Financial information is presented under adjusted IFRS (see Appendix 8.0 of 9M 2025 Results Release). Reconciliation of IFRS to non-IFRS financial measures are provided in appendices.

<sup>1</sup> Trailing 12 months.

# 9M 2025 other key metrics and balance sheet

## Income Statement

Corporate costs

€ 46.3 million

Trending lower compared H1 2025 run-rate.

Net financial income

€ 70.5 million

Lower Y/Y in line with reducing global interest rates trend.

Non-recurring items

€ 49.6 million

Incl. ~€35 million for strategic initiatives and adjacent business model investment (e.g. Reju).

## Balance Sheet

Gross cash

€ 4.1 billion

Strong position, significantly above net contract liability.

Net contract liability

€ 3.1 billion

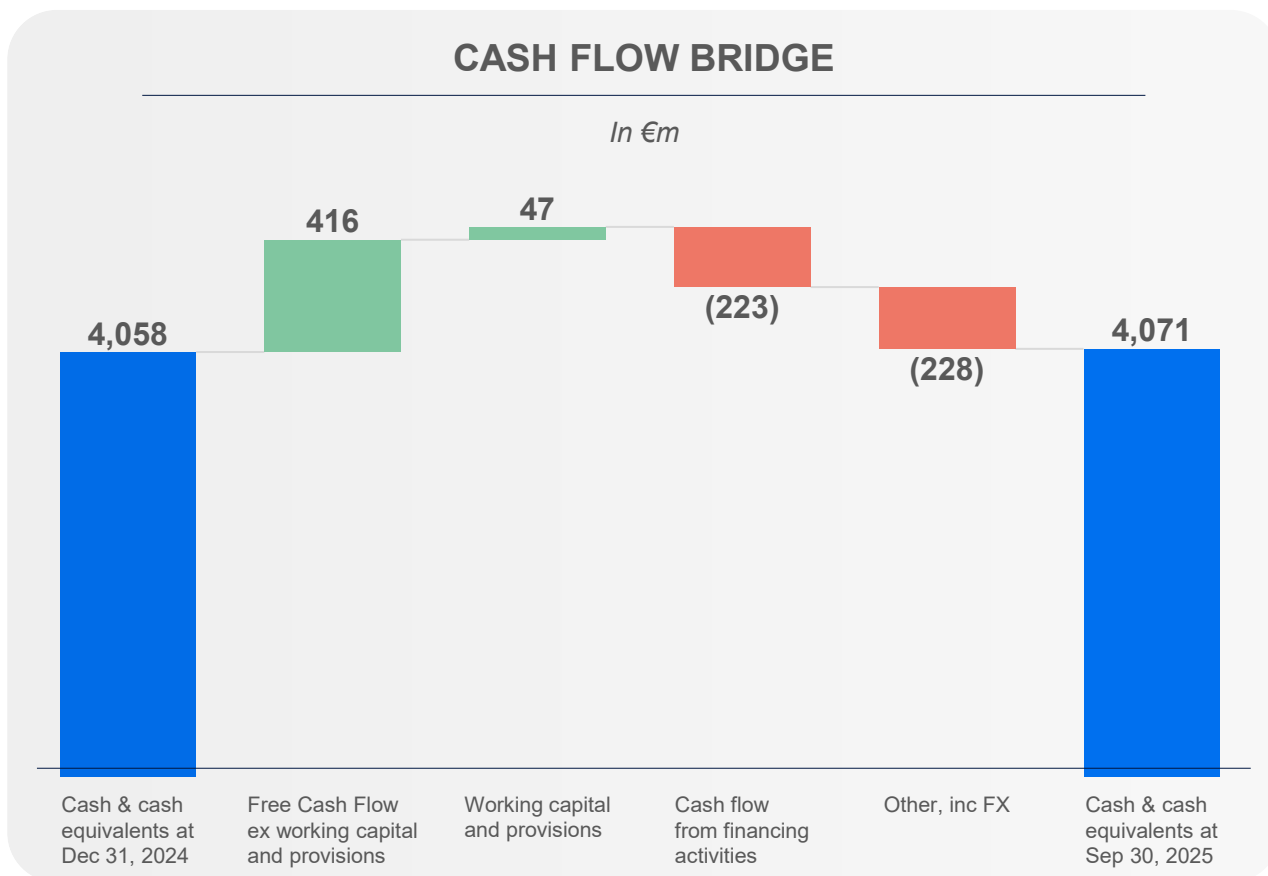
Stable, broadly in line with 2024 year-end position.

Gross debt

€ 0.8 billion

Stable with over 87% long-term debt.

# Consistent strength in free cash flow generation



- **Operating cash flow:** €523m; Free cash flow<sup>1</sup>: €463m, includes €47m inflow from working capital and provisions.
- **Free cash flow**, excluding working capital impact: €416m.
  - ✓ **Free cash conversion** from Adj. Rec. EBITDA / EBIT: 87% / 108%.
  - ✓ **Capex:** €60m.
- **Other items of note:**
  - ✓ €150m dividends paid to shareholders.
  - ✓ €59m lease liability payments.
  - ✓ €201m adverse FX impact.

SECTION 3

# Outlook & Conclusion

**ARNAUD PIETON**  
CHIEF EXECUTIVE OFFICER

# Technip Energies – positioned to thrive in any energy scenario

## SOLID MEGA TRENDS

## LEADING TO GROWTH OPPORTUNITIES ACROSS ALL ENERGIES



Population growth



Urbanization growth



Economic growth



### ENERGY

- Energy access & affordability at the forefront
- Significant LNG expansion through 2040
- New offshore oil fields; offset production in decline

### ENERGY DERIVATIVES

- Early signs of recovery in ethylene; greenfield and brownfield
- €60bn of petrochemicals investment announced by India

### DECARBONIZATION

- Notable traction for blue molecule and CCS in power sector
- 20 GW of new gas power capacity in Germany by 2030
- Sustainable fuels; regional mandates accelerating adoption

### CIRCULARITY

- Europe's EPR<sup>1</sup> scheme; driving circularity of textile consumption

**T.EN - naturally hedged across business cycles**

# Key takeaways

## Solid 9M results

- Y/Y growth of 9% in revenue and 9% in EBITDA
- FCF generation of €416m; FCF conversion<sup>1</sup> 87%

## Award momentum

- Major award<sup>2</sup> for Commonwealth LNG in the US
- Notable near-term prospects, potential to strengthen outlook

## Disciplined growth

- Accretive acquisition of AM&C; enhancing TPS offering
- Building for the long-term, supported by robust balance sheet



9M 2025 Results

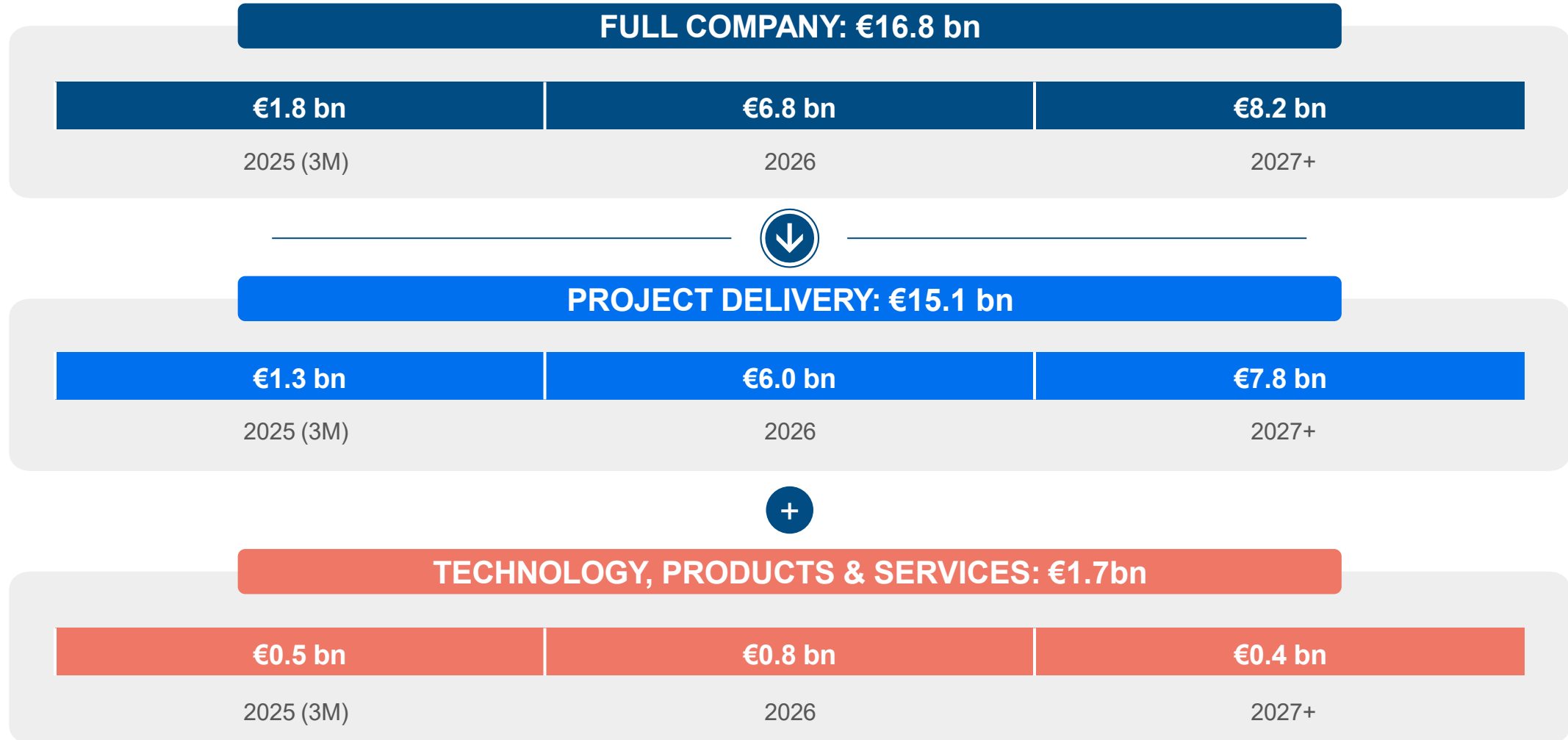
**Q&A**

October 30, 2025

# Appendix

27<sup>th</sup> February 2025

# Backlog schedule



# 2025 Segment guidance

	PROJECT DELIVERY		TECHNOLOGY, PRODUCTS & SERVICES	
UPDATED GUIDANCE	REVENUE	EBITDA MARGIN <sup>1</sup>	REVENUE	EBITDA MARGIN <sup>1</sup>
	€5.2 - 5.6bn	~8%	€1.8 - 2.2bn	14.0% - 14.5%
OTHER ITEMS	EFFECTIVE TAX RATE <sup>2</sup>	CORPORATE COSTS	R&D SPEND	ADJACENT BUSINESS MODEL INVESTMENT <sup>3</sup>
	26% - 30%	€50 - 60m	~€70m	<€50m

# Adjusted statements of income – 9M 2025

	Project Delivery		Technology, Products & Services		Corporate/non allocable		Total	
	9M 25	9M 24	9M 25	9M 24	9M 25	9M 24	9M 25	9M 24
<i>(In € millions)</i>								
<b>Adjusted revenue</b>	<b>4,067.4</b>	<b>3,495.5</b>	<b>1,349.7</b>	<b>1,475.3</b>	—	—	<b>5,417.1</b>	<b>4,970.8</b>
<b>Adjusted recurring EBITDA</b>	<b>324.0</b>	<b>291.7</b>	<b>200.3</b>	<b>188.2</b>	<b>(46.3)</b>	<b>(40.6)</b>	<b>478.0</b>	<b>439.3</b>
Adjusted amortization and depreciation	(43.4)	(33.5)	(49.3)	(49.0)	—	(0.1)	<b>(92.7)</b>	<b>(82.6)</b>
<b>Adjusted recurring EBIT</b>	<b>280.6</b>	<b>258.3</b>	<b>151.0</b>	<b>139.2</b>	<b>(46.3)</b>	<b>(40.8)</b>	<b>385.3</b>	<b>356.7</b>
Non-recurring items (transaction & one-off costs)	(13.4)	(6.2)	(18.9)	(5.3)	(17.1)	(4.9)	(49.4)	(16.4)
<b>EBIT</b>	<b>267.2</b>	<b>252.1</b>	<b>132.2</b>	<b>133.9</b>	<b>(63.5)</b>	<b>(45.7)</b>	<b>335.9</b>	<b>340.3</b>
Financial income							94.7	114.0
Financial expense							(24.3)	(25.1)
<b>Profit (loss) before income tax</b>							<b>406.4</b>	<b>429.2</b>
Income tax (expense) profit							(121.2)	(129.8)
<b>Net profit (loss)</b>							<b>285.2</b>	<b>299.4</b>
Net profit (loss) attributable to Technip Energies Group							281.9	279.9
Net profit (loss) attributable to non-controlling interests							3.3	19.4

# Adjusted statements of income – Q3 2025

	Project Delivery		Technology, Products & Services		Corporate/non allocable		Total	
	Q3 25	Q3 24	Q3 25	Q3 24	Q3 25	Q3 24	Q3 25	Q3 24
<i>(In € millions)</i>								
<b>Adjusted revenue</b>	<b>1,331.2</b>	<b>1,285.6</b>	<b>439.5</b>	<b>520.9</b>	<b>—</b>	<b>—</b>	<b>1,770.7</b>	<b>1,806.5</b>
<b>Adjusted recurring EBITDA</b>	<b>109.3</b>	<b>108.7</b>	<b>63.3</b>	<b>66.7</b>	<b>(13.6)</b>	<b>(17.6)</b>	<b>159.0</b>	<b>157.9</b>
Adjusted amortization and depreciation	(16.2)	(11.5)	(14.9)	(16.2)	—	(0.8)	(31.1)	(28.5)
<b>Adjusted recurring EBIT</b>	<b>93.1</b>	<b>97.2</b>	<b>48.3</b>	<b>50.6</b>	<b>(13.6)</b>	<b>(18.4)</b>	<b>127.9</b>	<b>129.4</b>
Non-recurring items (transaction & one-off costs)	(3.8)	(4.6)	(5.2)	(4.1)	(11.9)	(3.7)	(20.8)	(12.4)
<b>EBIT</b>	<b>89.4</b>	<b>92.6</b>	<b>43.2</b>	<b>46.5</b>	<b>(25.5)</b>	<b>(22.1)</b>	<b>107.1</b>	<b>117.0</b>
Financial income							25.4	39.4
Financial expense							(6.3)	(8.0)
<b>Profit (loss) before income tax</b>							<b>126.2</b>	<b>148.4</b>
Income tax (expense) profit							(37.6)	(49.8)
<b>Net profit (loss)</b>							<b>88.6</b>	<b>98.6</b>
Net profit (loss) attributable to Technip Energies Group							90.9	91.8
Net profit (loss) attributable to non-controlling interests							(2.3)	6.7

# Adjusted statements of income

## Reconciliation between IFRS and Adjusted – 9M 2025

<i>(In € millions)</i>	9M 25 IFRS	Adjustments	9M 25 Adjusted
<b>Revenue</b>	<b>5,367.3</b>	<b>49.8</b>	<b>5,417.1</b>
<b>Costs and expenses</b>			
Cost of sales	(4,687.8)	2.3	(4,685.5)
Selling, general and administrative expense	(282.1)	(2.0)	(284.1)
Research and development expense	(44.6)	—	(44.6)
Impairment, restructuring and other expense	(49.4)	—	(49.4)
Other operating income (expense), net	(13.9)	0.3	(13.6)
<b>Operating profit (loss)</b>	<b>289.4</b>	<b>50.5</b>	<b>339.9</b>
Share of profit (loss) of equity-accounted investees	45.2	(49.2)	(4.0)
<b>Profit (loss) before financial income (expense), net and income tax</b>	<b>334.6</b>	<b>1.3</b>	<b>335.9</b>
Financial income	91.4	3.3	94.7
Financial expense	(23.4)	(0.9)	(24.3)
<b>Profit (loss) before income tax</b>	<b>402.6</b>	<b>3.8</b>	<b>406.4</b>
Income tax (expense) profit	(120.3)	(0.9)	(121.2)
<b>Net profit (loss)</b>	<b>282.2</b>	<b>3.0</b>	<b>285.2</b>
Net profit (loss) attributable to Technip Energies Group	278.9	3.0	281.9
Net profit (loss) attributable to non-controlling interests	3.3	—	3.3

# Adjusted statements of income

## Reconciliation between IFRS and Adjusted – 9M 2024

<i>(In € millions)</i>	<b>9M 24 IFRS</b>	<b>Adjustments</b>	<b>9M 24 Adjusted</b>
<b>Revenue</b>	<b>4,778.5</b>	<b>192.3</b>	<b>4,970.8</b>
<b>Costs and expenses</b>			
Cost of sales	(4,103.8)	(177.4)	(4,281.2)
Selling, general and administrative expense	(291.8)	(2.3)	(294.1)
Research and development expense	(50.1)	(0.6)	(50.7)
Impairment, restructuring and other expense	(16.4)	—	(16.4)
Other operating income (expense), net	6.1	1.3	7.4
<b>Operating profit (loss)</b>	<b>322.5</b>	<b>13.3</b>	<b>335.8</b>
Share of profit (loss) of equity-accounted investees	18.1	(13.7)	4.4
<b>Profit (loss) before financial income (expense), net and income tax</b>	<b>340.5</b>	<b>(0.2)</b>	<b>340.3</b>
Financial income	108.7	5.3	114.0
Financial expense	(25.1)	—	(25.1)
<b>Profit (loss) before income tax</b>	<b>424.1</b>	<b>5.1</b>	<b>429.2</b>
Income tax (expense) profit	(128.2)	(1.6)	(129.8)
<b>Net profit (loss)</b>	<b>295.9</b>	<b>3.5</b>	<b>299.4</b>
Net profit (loss) attributable to Technip Energies Group	276.5	3.4	279.9
Net profit (loss) attributable to non-controlling interests	19.4	—	19.4

# Adjusted statements of income

## Reconciliation between IFRS and Adjusted – Q3 2025

<i>(In € millions)</i>	Q3 25 IFRS	Adjustments	Q3 25 Adjusted
<b>Revenue</b>	<b>1,766.6</b>	<b>4.1</b>	<b>1,770.7</b>
<b>Costs and expenses</b>			
Cost of sales	(1,583.4)	49.8	(1,533.6)
Selling, general and administrative expense	(87.5)	(0.9)	(88.4)
Research and development expense	(16.1)	—	(16.1)
Impairment, restructuring and other expense	(20.8)	—	(20.8)
Other operating income (expense), net	(4.1)	0.5	(3.6)
<b>Operating profit (loss)</b>	<b>54.8</b>	<b>53.4</b>	<b>108.2</b>
Share of profit (loss) of equity-accounted investees	50.8	(52.0)	(1.2)
<b>Profit (loss) before financial income (expense), net and income tax</b>	<b>105.6</b>	<b>1.5</b>	<b>107.1</b>
Financial income	24.7	0.7	25.4
Financial expense	(5.9)	(0.4)	(6.3)
<b>Profit (loss) before income tax</b>	<b>124.5</b>	<b>1.7</b>	<b>126.2</b>
Income tax (expense) profit	(37.2)	(0.4)	(37.6)
<b>Net profit (loss)</b>	<b>87.3</b>	<b>1.3</b>	<b>88.6</b>
Net profit (loss) attributable to Technip Energies Group	89.6	1.3	90.9
Net profit (loss) attributable to non-controlling interests	(2.3)	—	(2.3)

# Adjusted statements of income

## Reconciliation between IFRS and Adjusted – Q3 2024

<i>(In € millions)</i>	<b>Q3 24 IFRS</b>	<b>Adjustments</b>	<b>Q3 24 Adjusted</b>
<b>Revenue</b>	<b>1,739.3</b>	<b>67.2</b>	<b>1,806.5</b>
<b>Costs and expenses</b>			
Cost of sales	(1,498.9)	(75.4)	(1,574.3)
Selling, general and administrative expense	(91.5)	(1.3)	(92.8)
Research and development expense	(15.1)	(1.4)	(16.5)
Impairment, restructuring and other expense	(12.4)	—	(12.4)
Other operating income (expense), net	0.1	1.5	1.6
<b>Operating profit (loss)</b>	<b>121.5</b>	<b>(9.4)</b>	<b>112.1</b>
Share of profit (loss) of equity-accounted investees	(5.7)	10.6	4.9
<b>Profit (loss) before financial income (expense), net and income tax</b>	<b>115.8</b>	<b>1.2</b>	<b>117.0</b>
Financial income	37.7	1.7	39.4
Financial expense	(8.0)	—	(8.0)
<b>Profit (loss) before income tax</b>	<b>145.5</b>	<b>2.9</b>	<b>148.4</b>
Income tax (expense) profit	(48.7)	(1.1)	(49.8)
<b>Net profit (loss)</b>	<b>96.8</b>	<b>1.8</b>	<b>98.6</b>
Net profit (loss) attributable to Technip Energies Group	90.0	1.8	91.8
Net profit (loss) attributable to non-controlling interests	6.7	—	6.7

# Adjusted statements of financial position

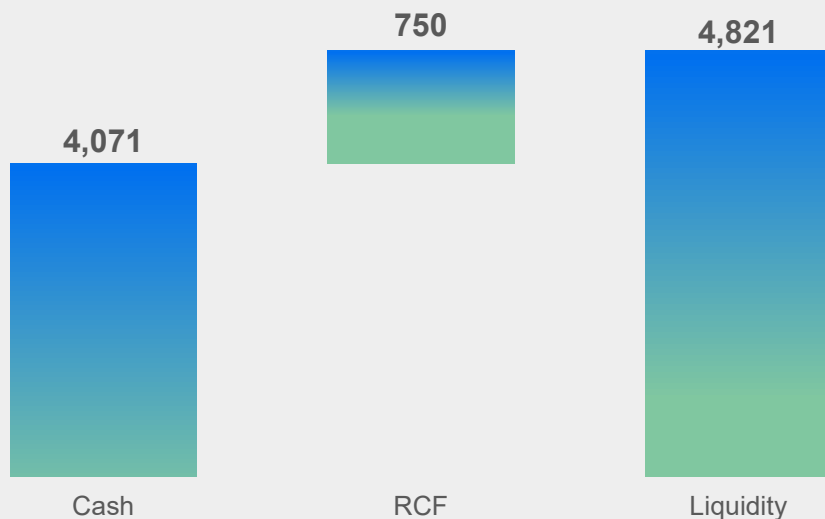
<i>(In € millions)</i>	<b>9M 25</b>	<b>FY 24</b>
Goodwill	2,070.3	2,118.0
Intangible assets	150.0	145.3
Property, plant and equipment	165.0	167.4
Right-of-use assets	222.2	201.8
Equity accounted investees	13.3	20.1
Other non-current assets	350.6	331.1
<b>Total non-current assets</b>	<b>2,971.4</b>	<b>2,983.7</b>
Trade receivables	1,148.5	1,078.7
Contract assets	399.9	485.9
Other current assets	820.5	785.8
Cash and cash equivalents	4,070.8	4,058.0
<b>Total current assets</b>	<b>6,439.7</b>	<b>6,408.4</b>
<b>Total assets</b>	<b>9,411.1</b>	<b>9,392.1</b>
<b>Total equity</b>	<b>2,251.9</b>	<b>2,114.8</b>
Long-term debt, less current portion	654.0	642.4
Lease liabilities	196.3	192.4
Accrued pension and other post-retirement benefits, less current portion	90.2	126.0
Other non-current liabilities	123.3	169.7
<b>Total non-current liabilities</b>	<b>1,063.8</b>	<b>1,130.5</b>
Short-term debt	98.0	93.8
Lease liabilities	63.7	57.4
Accounts payable, trade	1,601.4	1,642.6
Contract liabilities	3,504.3	3,466.3
Other current liabilities	828.0	886.6
<b>Total current liabilities</b>	<b>6,095.4</b>	<b>6,146.7</b>
<b>Total liabilities</b>	<b>7,159.2</b>	<b>7,277.2</b>
<b>Total equity and liabilities</b>	<b>9,411.1</b>	<b>9,392.0</b>

# Adjusted statements of cashflows

<i>(In € millions)</i>	<b>9M 25</b>	<b>9M 24</b>
Net profit (loss)	285.2	299.4
Change in working capital and provisions	47.3	(168.7)
Non-cash items and other	190.2	116.7
<b>Cash provided (required) by operating activities</b>	<b>522.7</b>	<b>247.4</b>
Acquisition of property, plant, equipment and intangible assets	(59.9)	(55.8)
Acquisition of financial assets	(22.0)	(5.1)
Proceeds from disposal of assets	0.4	—
Proceeds from disposals of subsidiaries, net of cash disposed	(0.7)	(1.3)
Other	(4.6)	5.0
<b>Cash provided (required) by investing activities</b>	<b>(86.6)</b>	<b>(57.2)</b>
Net increase (repayment) in long-term, short-term debt and commercial paper	6.7	7.0
Payments for acquisition of treasury shares	(2.2)	(89.0)
Share issue and buy-back transactions costs	—	(0.7)
Dividends paid to shareholders	(150.2)	(101.5)
Payments for the principal portion of lease liabilities	(59.1)	(52.0)
Other (of which dividends paid to non-controlling interests)	(17.8)	(19.0)
<b>Cash provided (required) by financing activities</b>	<b>(222.5)</b>	<b>(255.2)</b>
Effect of changes in foreign exchange rates on cash and cash equivalents	(200.8)	(3.3)
<b>(Decrease) Increase in cash and cash equivalents</b>	<b>12.8</b>	<b>(68.3)</b>
Cash and cash equivalents, beginning of period	4,058.0	3,569.2
<b>Cash and cash equivalents, end of period</b>	<b>4,070.8</b>	<b>3,500.9</b>

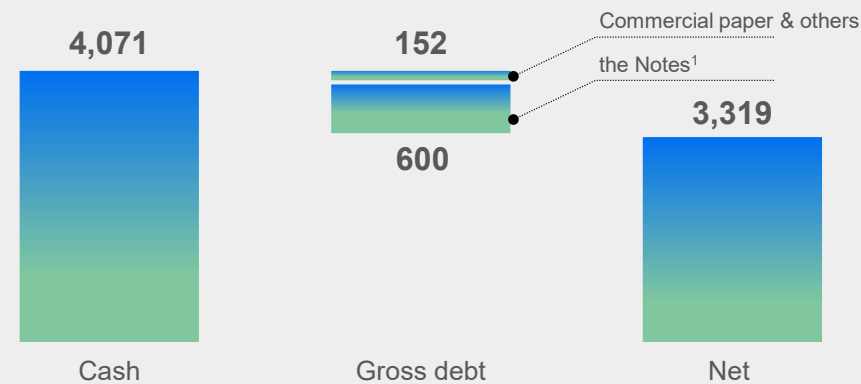
# Differentiated capital structure

Net liquidity, Sept 30, 2025 (€m)



- Robust liquidity position comprised of €4.0 billion of gross cash plus €750 million of available capacity under the RCF.

Gross cash / debt, Sept 30, 2025 (€m)



Rounded numbers


- Strong gross cash position of €4.0 billion.
- Short-term debt accounts for 14% of total debt.

# Stock information and ADR

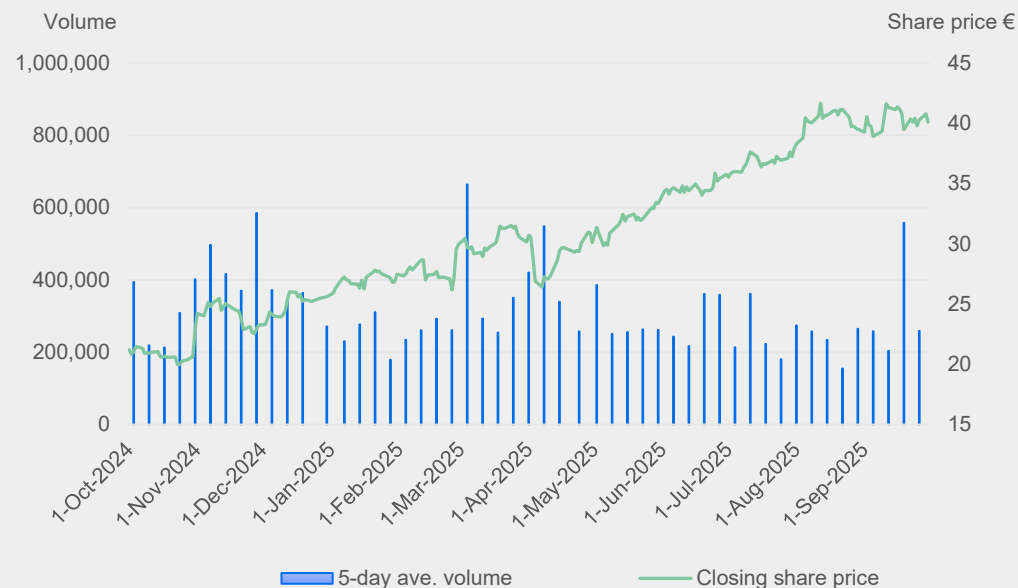
## Stock

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

 Ticker code: TE / ISIN code: NL0014559478

 Free float: 129.7 million / Outstanding shares: 178.4 million

€ Market Cap on September 30, 2025: €7.3 billion



## ADR Program

 Exchange: Over-the-Counter

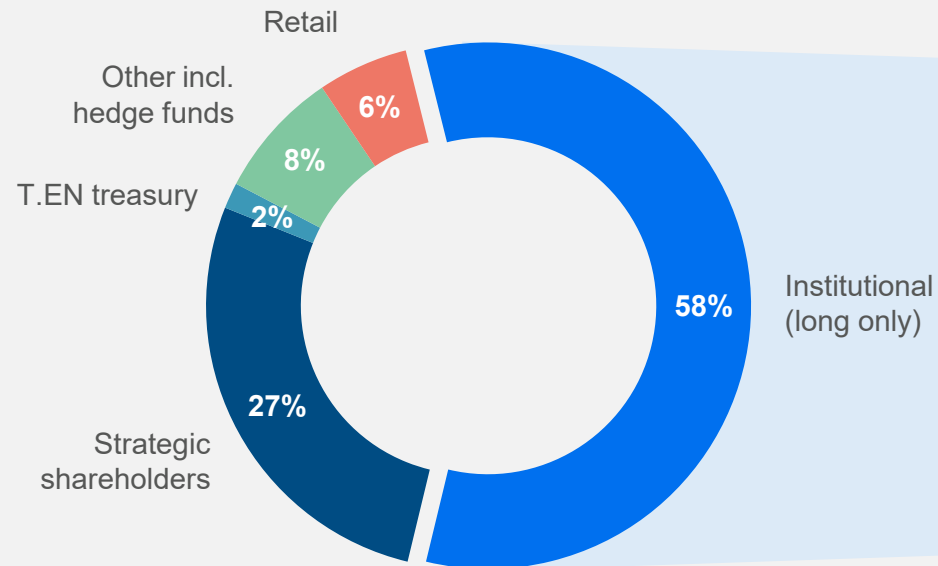
\$ Ratio: 1 ADR : 1 ORD

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

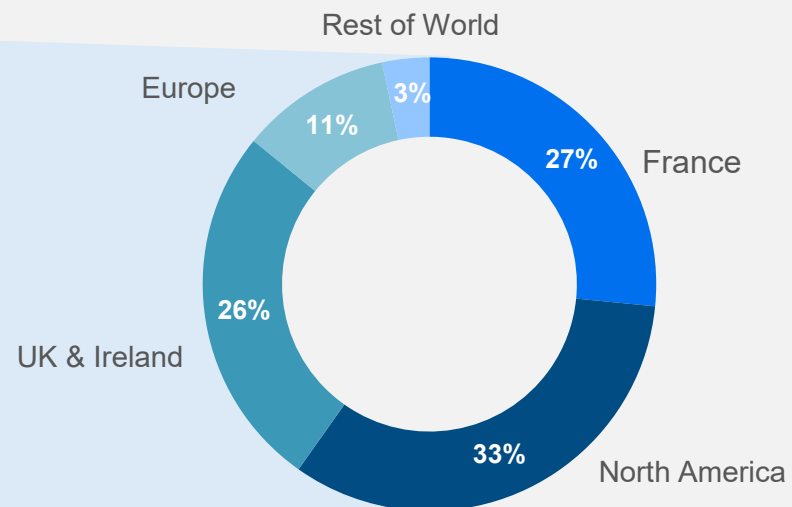
# A balanced shareholder structure

## Half year review

**Full Equity Split  
As a % of Shares Outstanding**



**Institutional Investors  
Regional split**



# Technip Energies upcoming investor relations events



## Investor conferences

Date	Event
Nov 3	J.P.MORGAN Global Energy Conference
Nov 12	GOLDMAN SACHS Carbonomics Conference
Nov 17	BNP PARIBAS EXANE MidCap CEO Conf
Dec 4	BERENBERG European Conference
Dec 9	CIC Forum by Market Solutions
Jan 8	ODDO - 29th ODDO BHF Forum
w/c Jan 5	Broker-organized Back-to-school online series

## Investor roadshows

Date	Location
Nov 6	Frankfurt
w/c Nov 6	Madrid (virtual)
Nov 18-20	US
Jan 6-7	European cities

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