



Investor Relations Overview

T.EN in 10 slides

2026

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 2023 Annual Financial Report filed on March 8, 2024, and in the

Company's 2024 Half-Year Report filed on August 1, 2024, with the Dutch Autoriteit Financiële Markten (AFM) and the French Autorité des Marchés Financiers (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.

Technology & Engineering powerhouse

leading in energy & decarbonization infrastructure

65+

Years of operation

18,000+

Global talents across 35 countries

~1%

Revenue dedicated to R&D

BBB

Investment grade rating

70 – 85%

Recurring EBITDA-to-FCF conversion¹

>200%

Outstanding TSR²

FY 2025 Financial Highlights³

€7.2bn

Revenue, +5% Y/Y

~9%

Best-in-class Recurring EBITDA %

€578m

Free cash flow¹

¹ FCF excluding working capital, provisions and non-recurring items.

² TSR calculated from the average first 10 days of trading in TE security from February 16, 2021, through December 31, 2025, considering dividends reinvested in security. Data source: Bloomberg.

³ Financial information is presented under adjusted IFRS

Our goal – bridging prosperity & sustainability



OUR EXPERTISE

 **SCALE UP**

 **TECHNOLOGY**

 **ECOSYSTEMS**

 **PHYSICAL INFRASTRUCTURE**

Securing access to sustainable energy

- Best-in-class Project Delivery
- Frontrunner in decarbonization

Breaking boundaries

- Track record of First-Of-A-Kinds
- Expertise in complex process technology

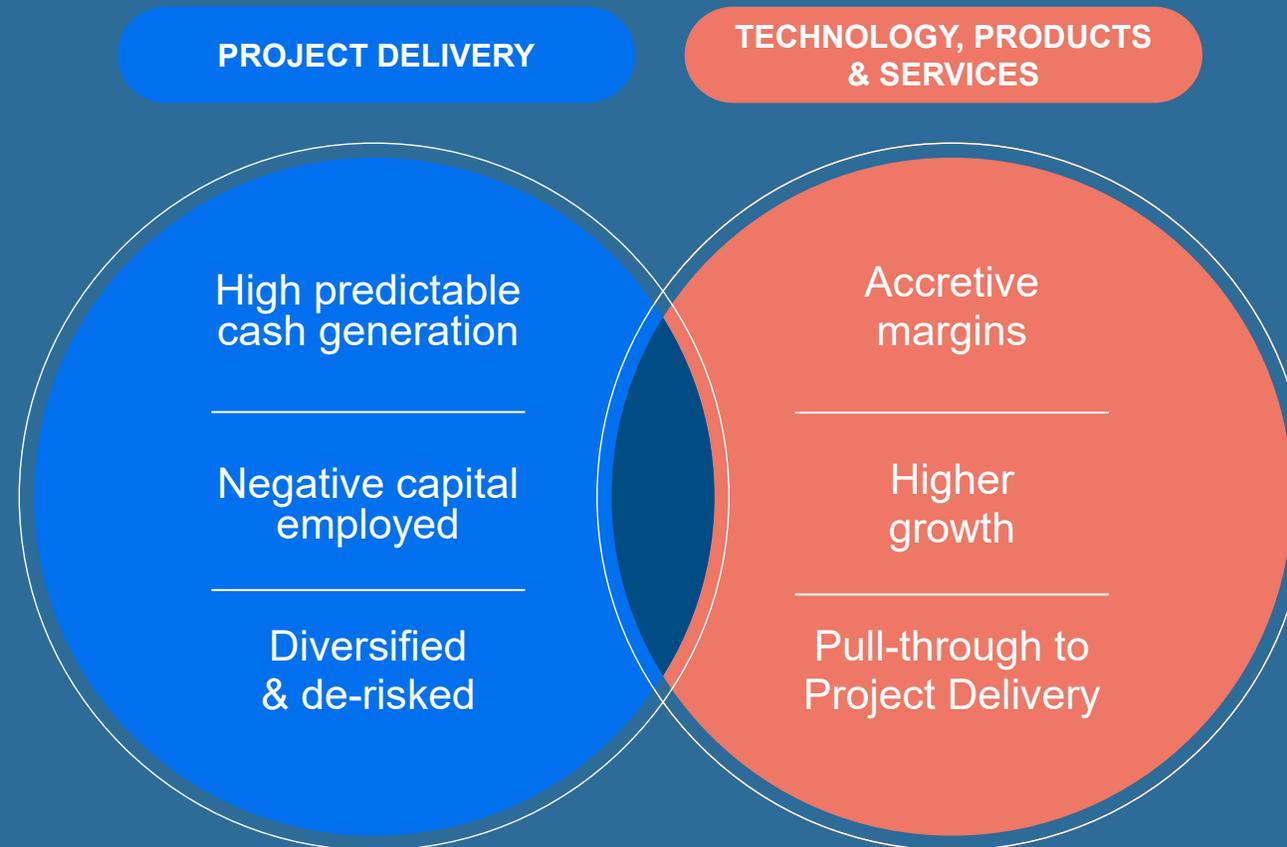
Thriving in any transition scenario

- Broad portfolio of undisputed solutions
- Complementary business models

Winning the affordability battle

- New partnerships to unlock new markets
- Productizing and scaling technologies

An asset-light company with complementary business models



Our expansive offerings

OFFERINGS ●

ATTRIBUTES ●

BUSINESS CYCLE ●

PROJECT DELIVERY

- Engineering, Procurement & Construction
- Engineering & Procurement
- Engineering, Procurement & Fabrication

HIGH SINGLE-DIGIT EBITDA%

€5.4bn
Revenue, 2025

MEDIUM (3-8 YEARS)

TECHNOLOGY	PRODUCTS	SERVICES
<ul style="list-style-type: none"> • Licensing / PDP¹ • Catalysts • Integrated technology in products & projects 	<ul style="list-style-type: none"> • Loading arms • Proprietary equipment • Plant-as-a-Product & Modules 	<ul style="list-style-type: none"> • Consulting • Studies • EPsCm² • PMC³
HIGH DOUBLE-DIGIT EBITDA%	DOUBLE-DIGIT EBITDA%	HIGH SINGLE-TO-LOW DOUBLE-DIGIT EBITDA%
€1.8bn Revenue, 2025		
SHORT (6-30 MONTHS)		

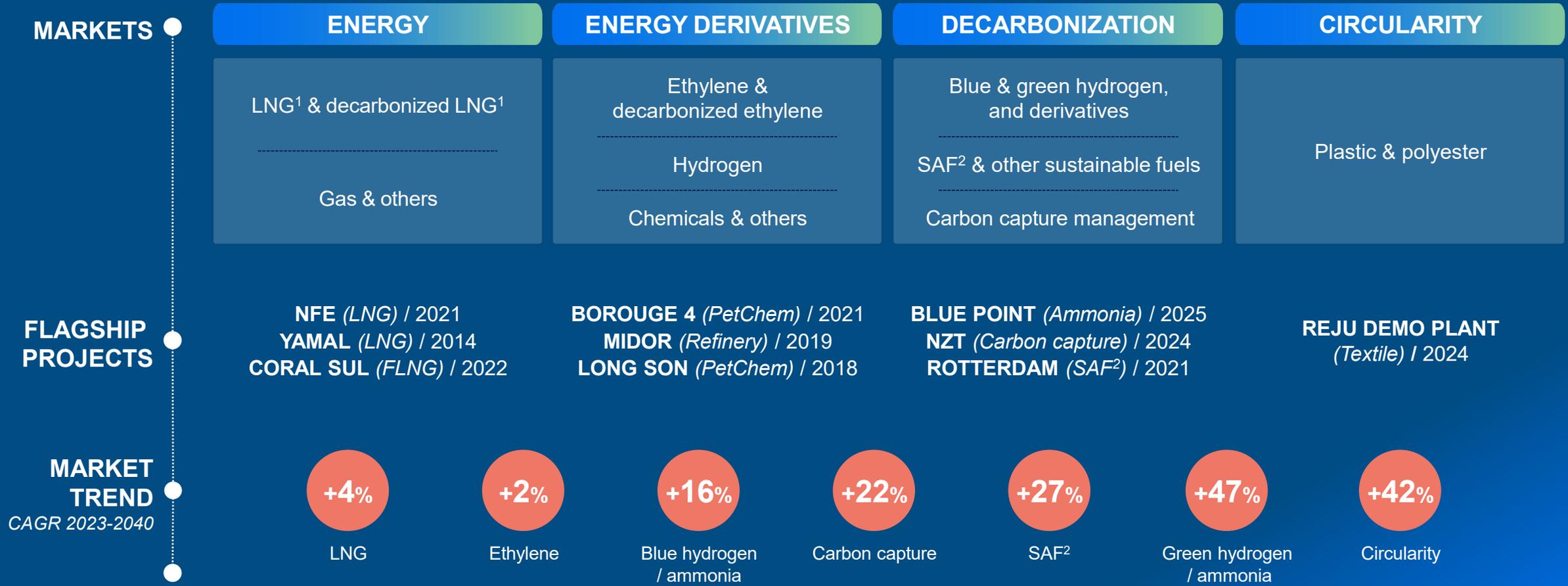


¹ Process design package

² Engineering & procurement services and construction management

³ Project management consultancy

Our markets are growing

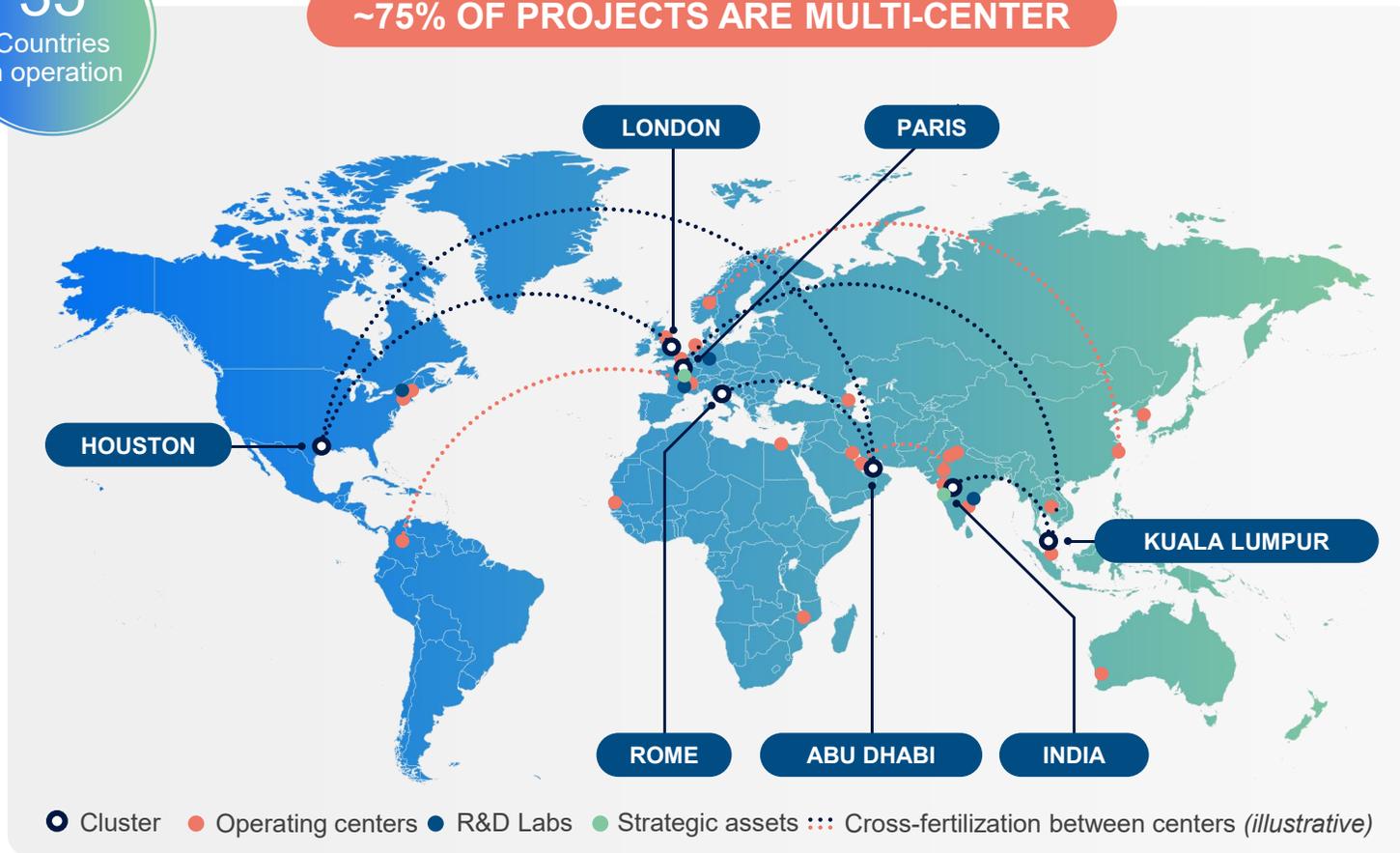


¹ Liquefied natural gas
² Sustainable aviation fuel

Our global execution capabilities

35
Countries
In operation

~75% OF PROJECTS ARE MULTI-CENTER



AGILE & BROAD FOOTPRINT

- Large & diversified markets
- High value backlog

CROSS-FERTILIZATION

- Improved performance
- Project cost-competitiveness

ROBUST WORK PROCESSES

- De-risking
- Excellence in execution

PRODUCTIZATION ENABLERS

- Fabrication & manufacturing
- Facilities in India and France

Prioritizing shareholder returns and strategic investments

ROBUST BALANCE SHEET & FCF GENERATION

~ €1bn

T.EN net cash¹

70% – 85%

EBITDA-to-Free cash flow conversion²

Providing capital allocation flexibility



PRIORITIES

#1 Dividend

Minimum 25% - 35% of FCF²

Growth aligned to earnings trajectory

#2 Value accretive investments

M&A

Adjacent business models

Reju.

Attractive total shareholder returns

Dividend¹

+18%

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

Dividend (€ / share)

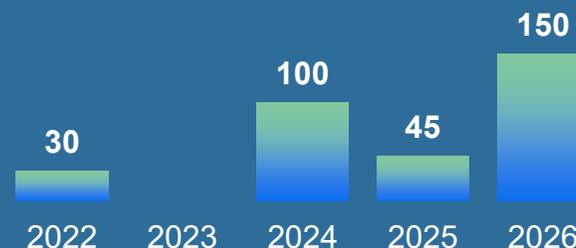


Share Buyback²

€150m

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

Share buyback (€m)



TSR³ since inception

>200%

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

Market performance

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

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

² Program to be carried out in 2026.

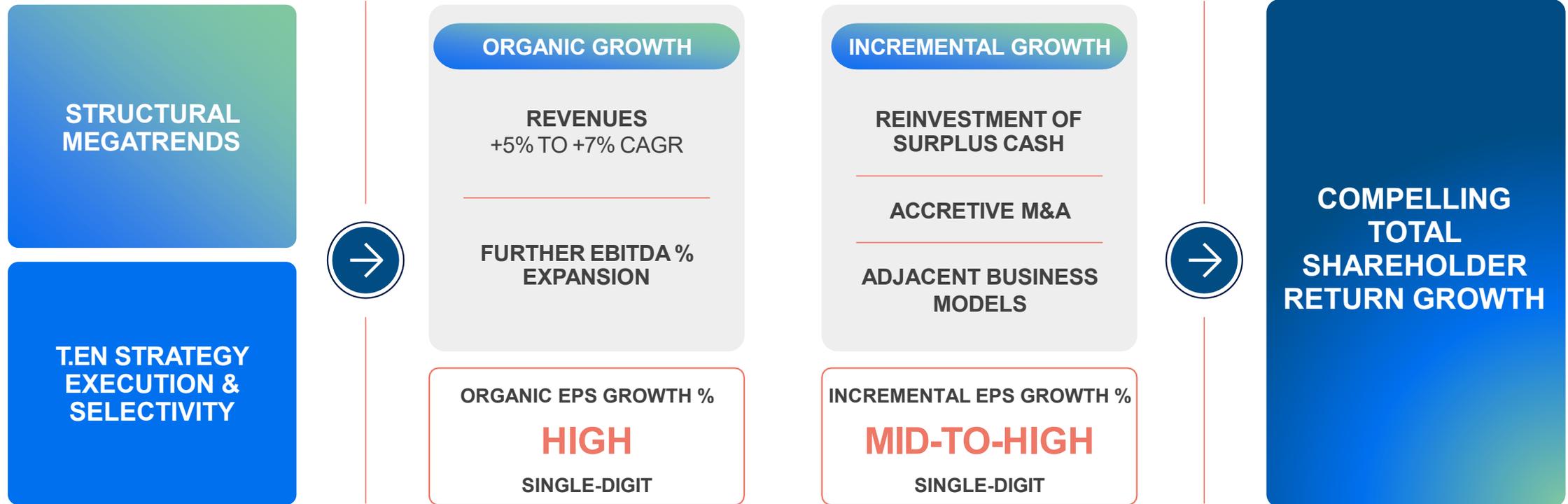
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2026 Segment guidance confirming continued growth...

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

...and trending ahead on our 2028 financial framework

Our through-cycle ambition for a leading TSR beyond 2028



Useful links

2025 Annual Report ● [Link here](#)

2024 Sustainability Report ● [Link here](#)

2024 Capital Markets Day ● [Link here](#)

Press releases & News ● [Link here](#)

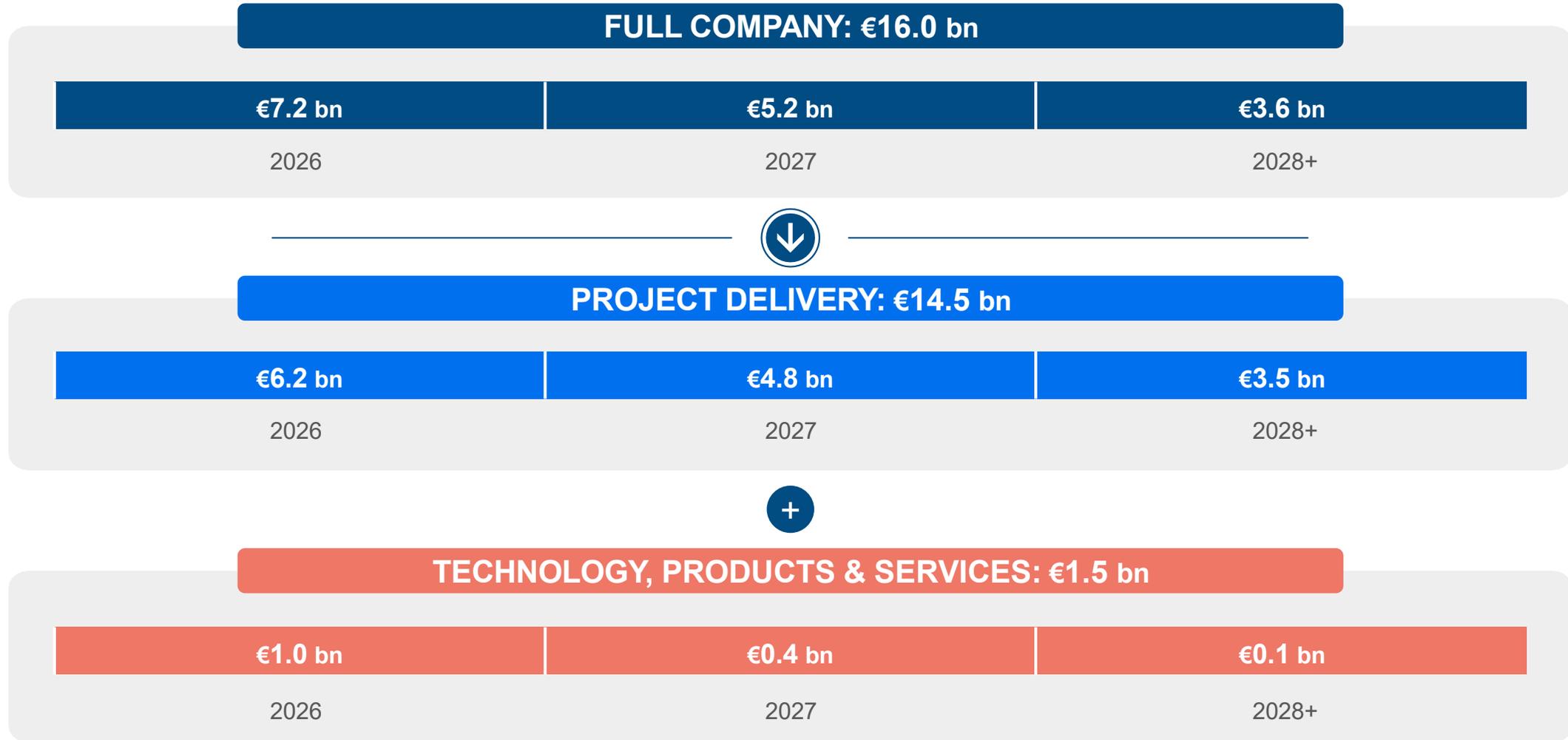
Financial Results ● [Link here](#)

Technip Energies' website ● [Link here](#)

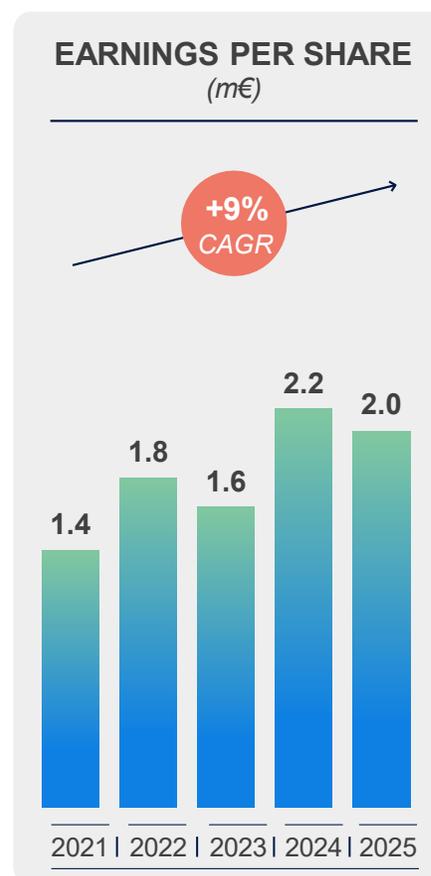
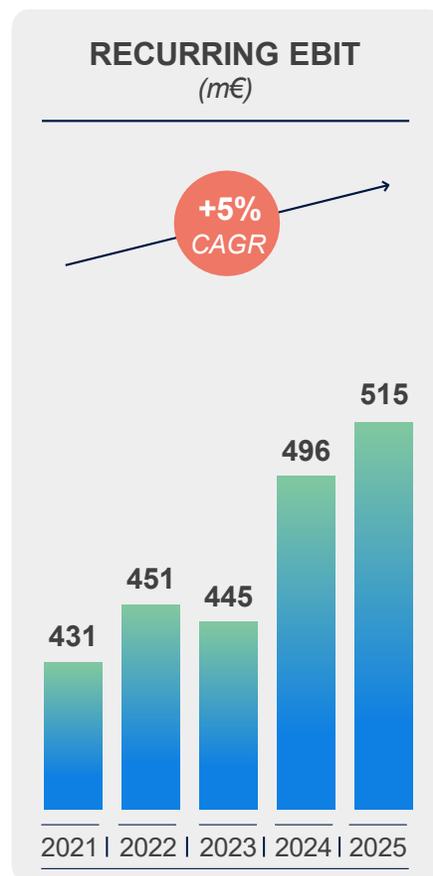
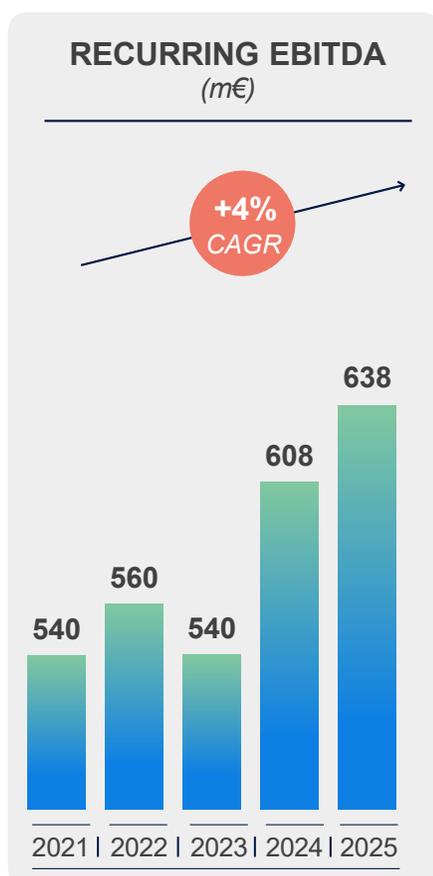
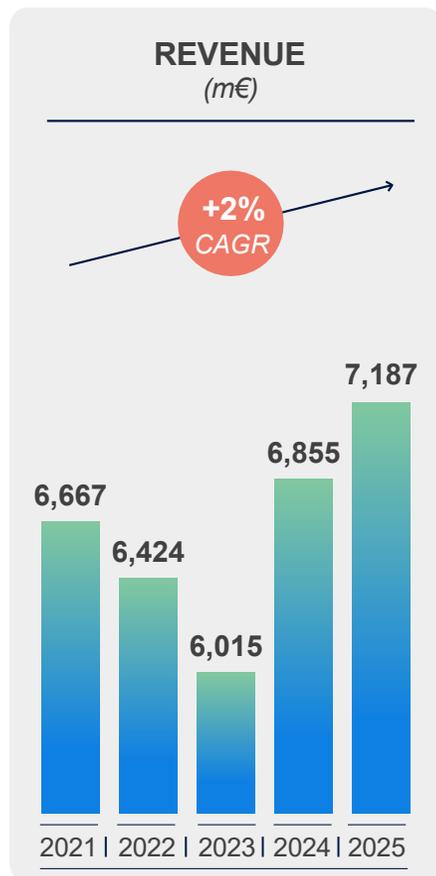


Appendix

Backlog schedule



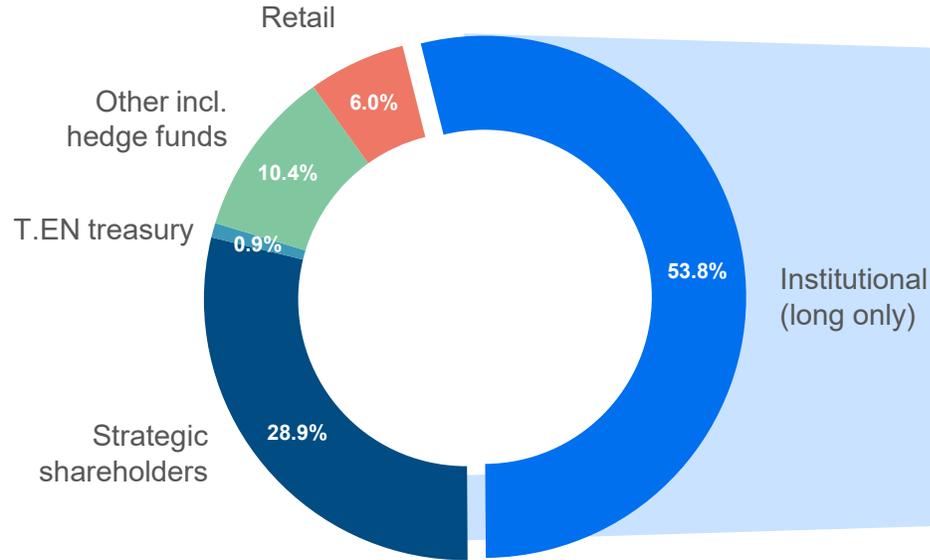
Delivering robust results since T.EN inception



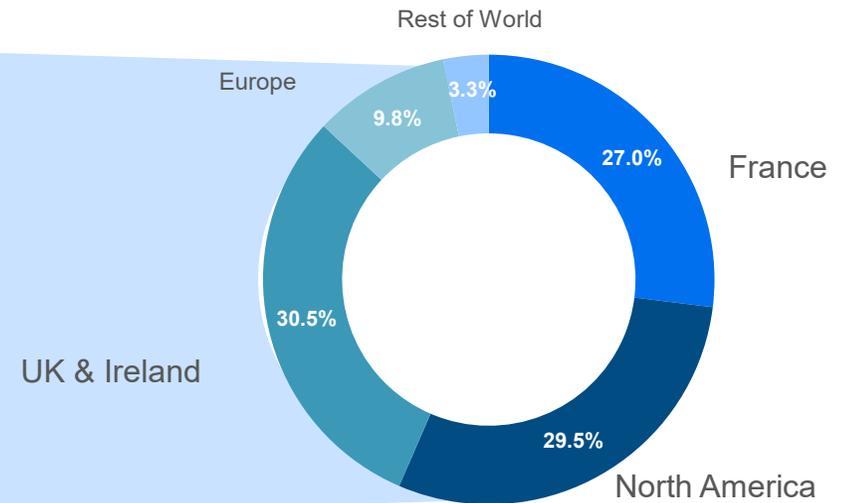
A balanced shareholder structure

Full year review

Full Equity Split
As a % of Shares Outstanding



Institutional Investors
Regional split



Stock information and ADR

Stock

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

 Ticker code: TE / ISIN code: NL0014559478

 Free float: 128.0 million / Outstanding shares: 178.4 million

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



ADR Program

 Exchange: Over-the-Counter

\$ Ratio: 1 ADR : 1 ORD

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