2026

Investor Relations Overview

T.EN in 10 slides

TECHNIP ENERGIES

Disclaimer

This press release 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 2025 Annual Financial Report filed on March 10, 2026, with the Dutch *Autoriteit Financiële Markten* (AFM) and the French *Autorité des Marchés Financiers* (AMF) and in the Company's 2026 Half-Year Report filed on July 30, 2026 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.

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 conversion[1]

>200%
Outstanding TSR[2]

FY 2025 Financial Highlights[3]

€7.2bn
Revenue, +5% Y/Y

~9%
Best-in-class Recurring EBITDA %

€578m
Free cash flow[1]

[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 October 31, 2026, considering dividends reinvested in security. Data source: Bloomberg.
[3] Financial information is presented under adjusted IFRS

Our goal – bridging prosperity & sustainability





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

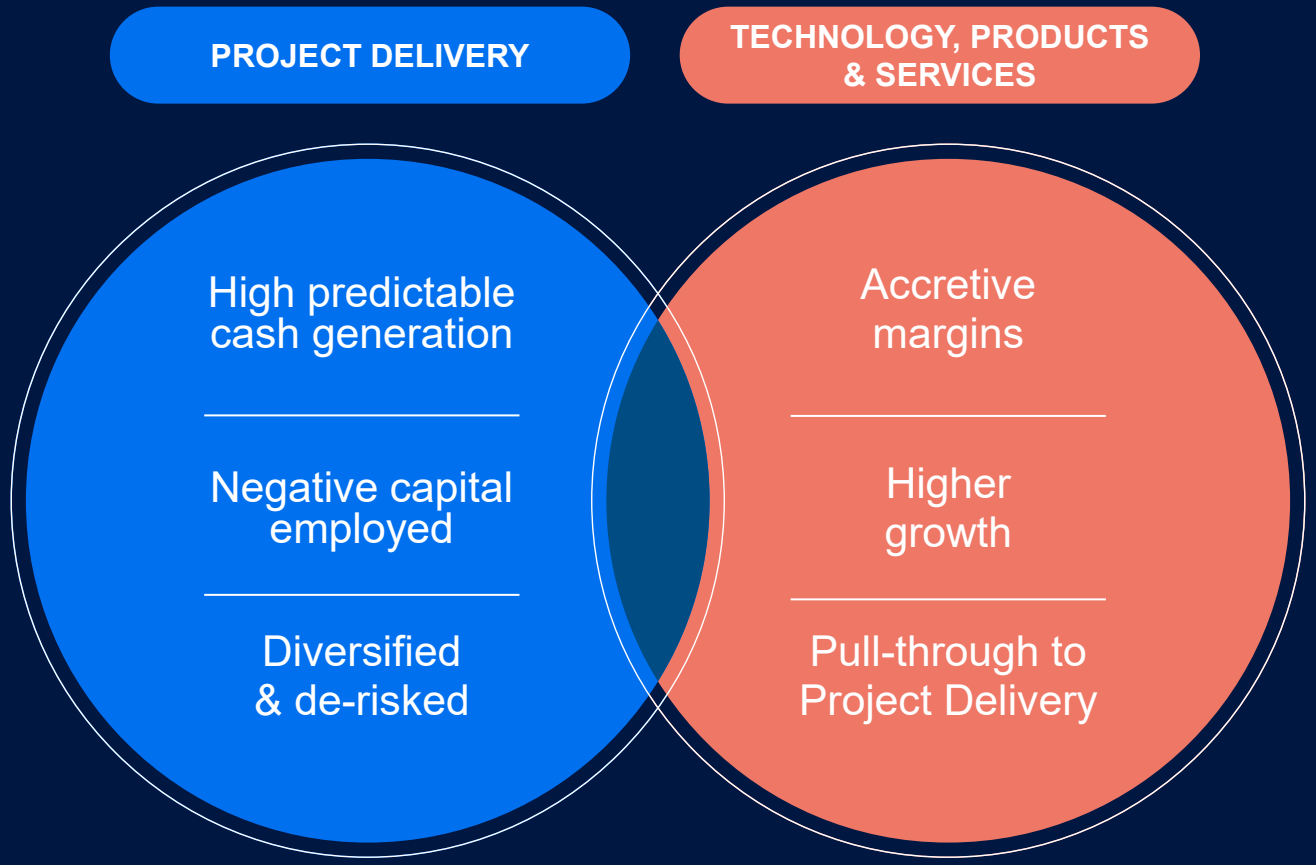
Thriving in any transition scenario

- 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

	PROJECT DELIVERY	TECHNOLOGY	PRODUCTS	SERVICES
OFFERINGS				
ATTRIBUTES	• Engineering, Procurement & Construction • Engineering & Procurement • Engineering, Procurement & Fabrication	• Licensing / PDP[1] • Catalysts • Integrated technology in products & projects	• Loading arms • Proprietary equipment • Plant-as-a-Product & Modules	• Consulting • Studies • EPsCm[2] • PMC[3]
	HIGH SINGLE-DIGIT EBITDA%	HIGH DOUBLE-DIGIT EBITDA%	DOUBLE-DIGIT EBITDA%	HIGH SINGLE-TO-LOW DOUBLE-DIGIT EBITDA%
	€5.4bn Revenue, 2025	€1.8bn Revenue, 2025		
BUSINESS CYCLE	LONG (3-8 YEARS)	SHORT (6-30 MONTHS)		

[1] Process Design Package
[2] Engineering & Procurement services and Construction management
[3] Project Management Consultancy

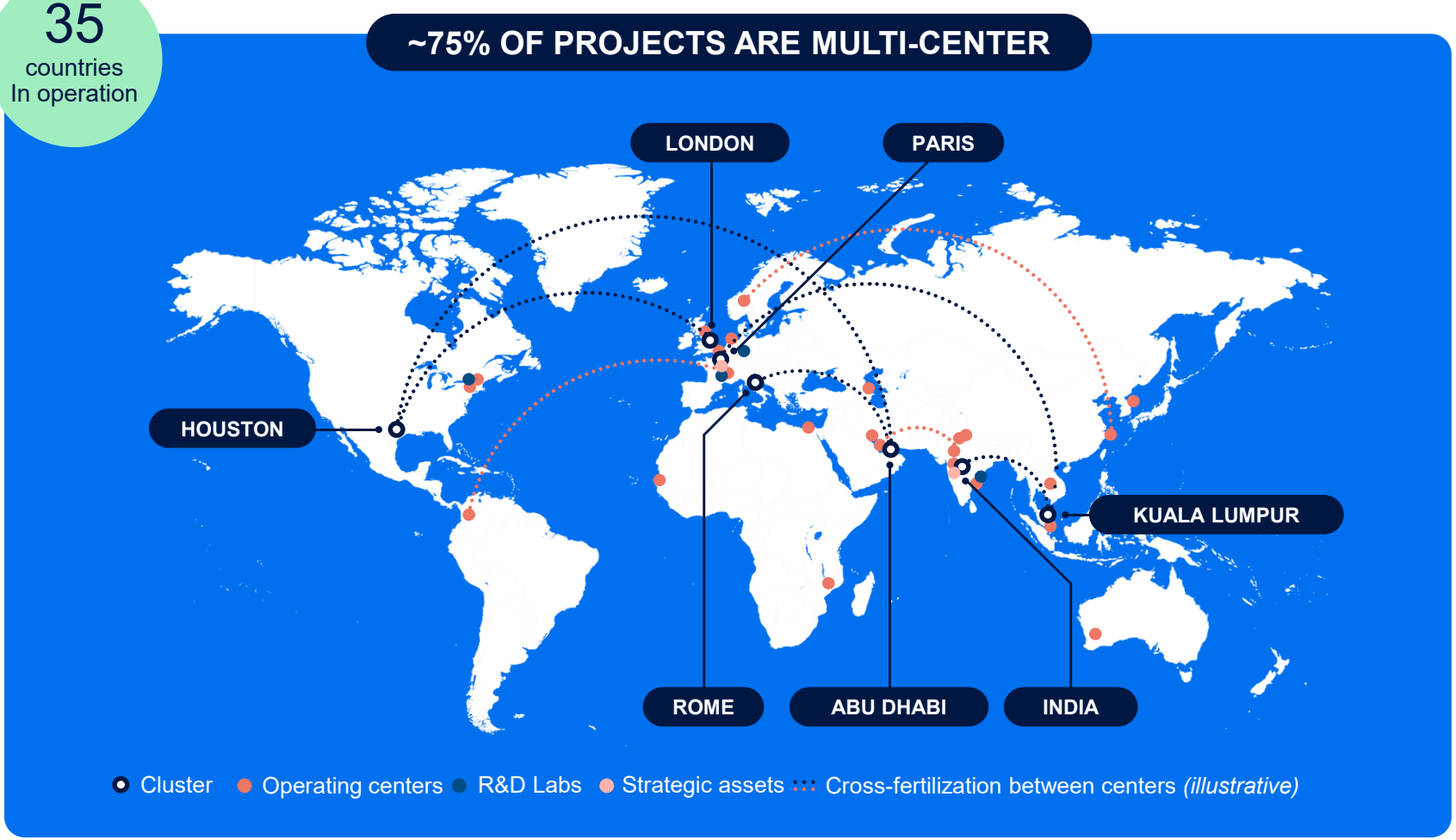
Our markets are growing

MARKETS	Energy	Energy derivatives	Decarbonization	Circularity
	LNG[1] & decarbonized LNG[1] Gas & others	Ethylene & decarbonized ethylene Hydrogen Chemicals & others	Blue & green hydrogen, and derivatives SAF[2] & other sustainable fuels Carbon capture management	Plastic & polyester
FLAGSHIP PROJECTS	**YAMAL** *(LNG)* / 2014 **NFE** *(LNG)* / 2021 **CORAL SUL** *(FLNG)* / 2022	**LONG SON** *(PetChem)* / 2018 **MIDOR** *(Refinery)* / 2019 **BOROUGE 4** *(PetChem)* / 2021	**ROTTERDAM** *(SAF[2])* / 2021 **NZT** *(Carbon capture)* / 2024 **BLUE POINT** *(Ammonia)* / 2025	**REJU DEMO PLANT** *(Textile-to-textile regeneration)* / 2024
MARKET TREND[3] *CAGR 2023-2040*	+4% LNG	+2% Ethylene	+16% Blue hydrogen / ammonia	+22% Carbon capture	+27% SAF[2]	+47% Green hydrogen / ammonia	+42% Circularity

[1] Liquified Natural Gas
[2] Sustainable Aviation Fuel
[3] Market trend – as per November 2024 Capital Markets Day

Our global execution capabilities

35
countries
In operation



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

> €900m

T.EN net cash[1]

70% – 85%

EBITDA-to-Free cash flow conversion[2]

Providing capital allocation flexibility

PRIORITIES

#1 Dividend

Minimum 25% - 35% of FCF[2]

Growth aligned to earnings trajectory

#2 Value accretive investments

M&A

Adjacent business models Reju. Rebound JV

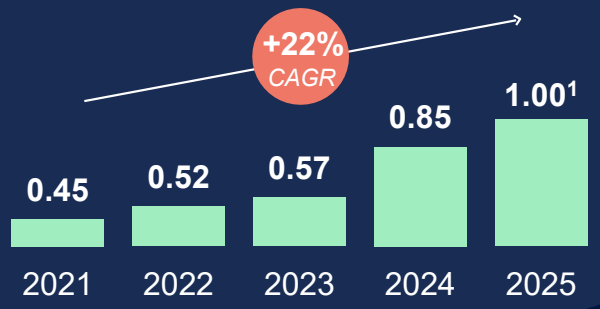
[1] T.EN's net cash adjusted for project-associated cash, September 30, 2026.
[2] FCF, excluding working capital, provisions and non-recurring items, and post IFRS 16 lease repayment.

Attractive total shareholder returns

Dividend[1] | **+18% Y/Y**

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

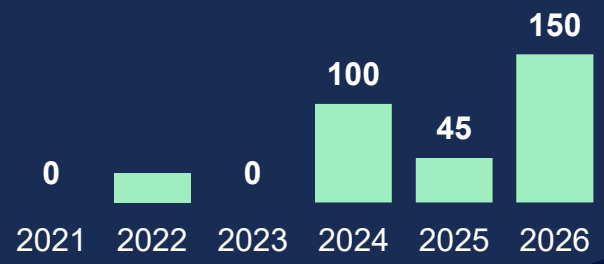
Dividend (€ / share)



Share Buyback[2] | **€150m**

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

Share buyback (€m)



TSR[3] since inception | **>200%**

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

Market performance

- STOXX Europe 600 Energy: **+192%**
- SBF 120: **+ 57%**

[1] Cash dividend of €1.00 per outstanding common share for the 2025 financial year. Dividend payment took place on May 20, 2026.
[2] On July 1, 2026, the Company announced the completion of its €150 million share buy-back program, which was launched following the announcement on March 18, 2026. Between March 18, 2026, and June 30, 2026, the Company acquired 4,246,851 of its own shares (2.38% of the share capital), at an average price per share of €36.64.
[3] TSR calculated from the average first 10 days of trading in TE security from February 16, 2021, through October 31, 2026, considering dividends reinvested in security.

Conditional 2026 segment guidance

ASSUMPTIONS

Current operating conditions persist throughout the remainder of the year.

FY CONDITIONAL GUIDANCE

PROJECT DELIVERY		TECHNOLOGY, PRODUCTS & SERVICES	
REVENUE	EBITDA MARGIN	REVENUE	EBITDA MARGIN
€5.7 – 6.3bn	>5.0%	€1.9 – 2.2bn	~15%

OTHER ITEMS

EFFECTIVE TAX RATE[1]	CORPORATE COSTS[2]	R&D SPEND	ADJACENT BUSINESS MODEL INVESTMENT[3]
30% - 32%	€65 - 75m	~€70m	<€50m

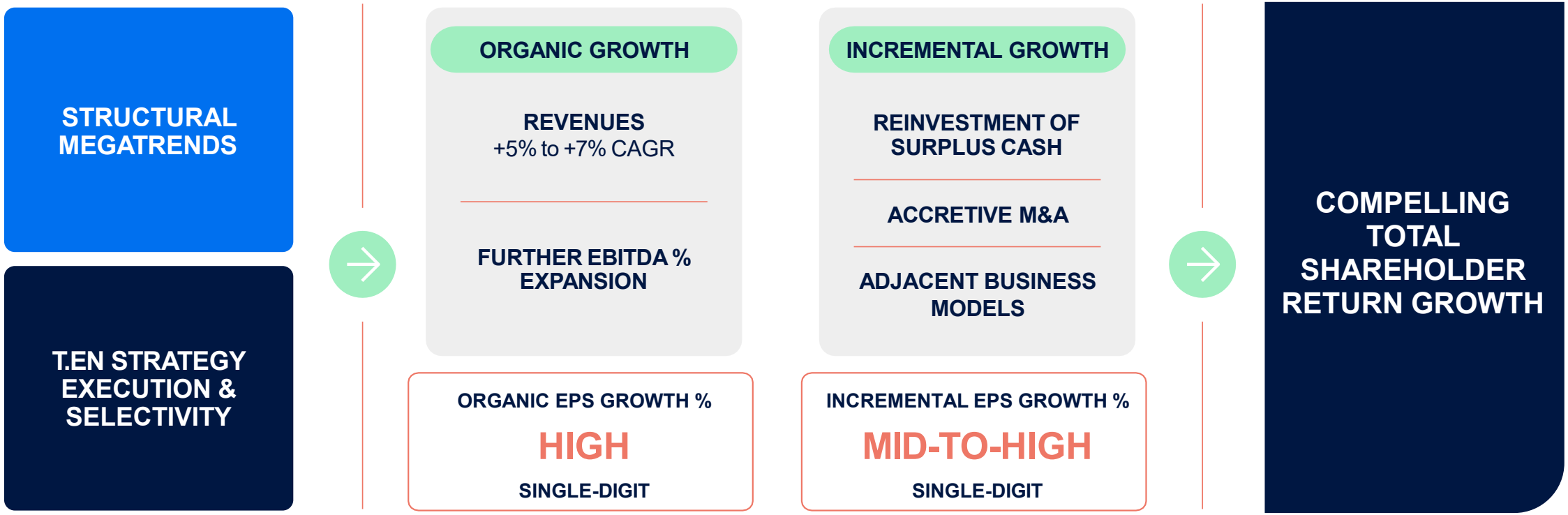
Financial information is presented under adjusted IFRS.

[1] Effective tax rate has increased, primarily reflecting unfavorable earnings mix, including negative taxable results in lower-tax jurisdictions for which deferred tax assets could not be fully recognized.

[2] Corporate costs include the impact of "ESOP 2026", the Company's Employee Share Offering, announced on April 13, 2026. The expected cost (non-cash) associated with ESOP 2026 is ~€16m.

[3] As part of its capital allocation framework for long-term value creation, the Company may invest in adjacent business models including Build Own Operate (BOO) and co-development. Since Q3 2024, these investment costs are recorded as non-recurring items.

Our through-cycle ambition for a leading TSR beyond 2028



Useful links

- 2025 Annual Report *Link here*
- 2025 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

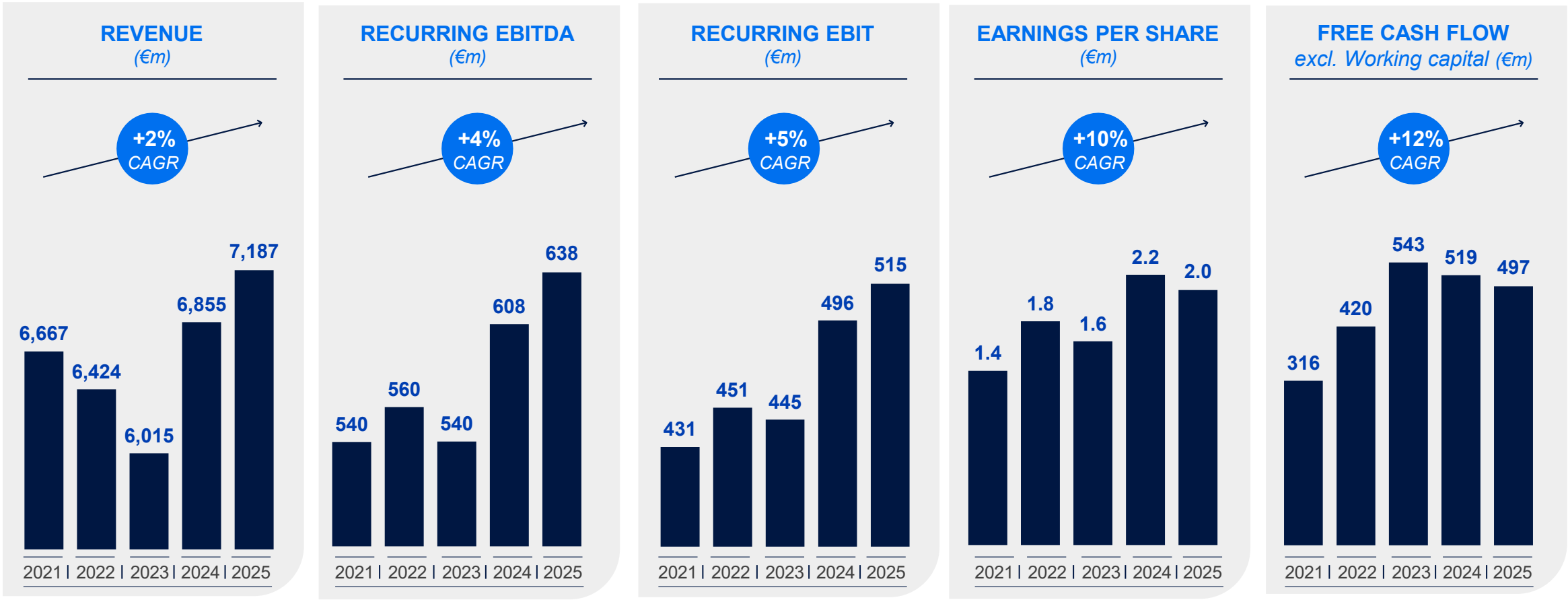
TECHNIP ENERGIES

Backlog schedule

	PROJECT DELIVERY		TECHNOLOGY, PRODUCTS & SERVICES		FULL COMPANY
2026 (3M)	€1.7bn	+	€0.4bn	→	€2.1bn
2027	€6.7bn	+	€0.7bn	→	€7.4bn
2028+	€14.6bn	+	€0.4bn	→	€15.0bn
	€23.0bn		€1.5bn		€24.5bn

Adjusted backlog at September 30, 2026, has been positively impacted by foreign exchange of €197.4 million.

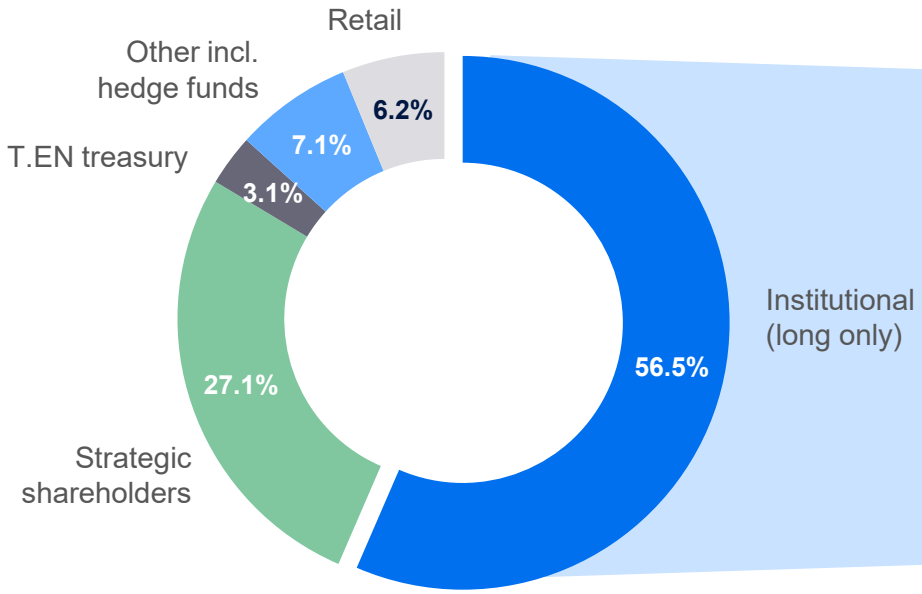
Delivering robust results since T.EN inception



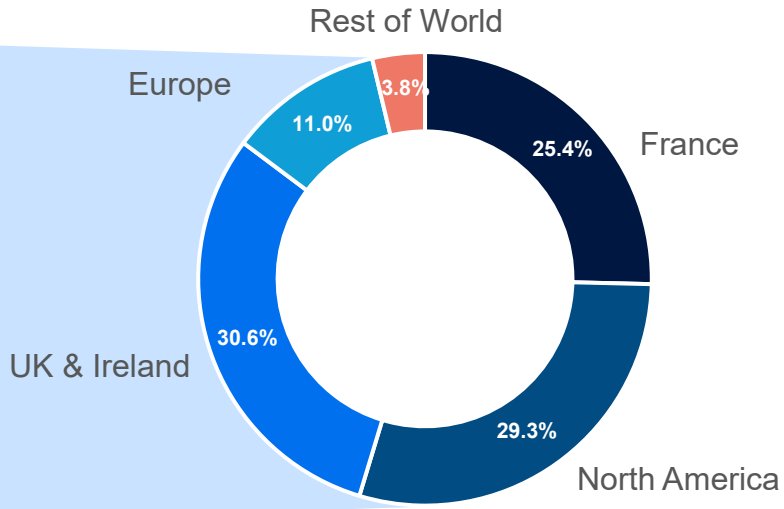
A balanced shareholder structure

Half year review

Full Equity Split
As a % of Shares Outstanding



Institutional Investors
Regional split



Source: S&P Global shareholder analysis, June 30, 2026

Stock information and ADR

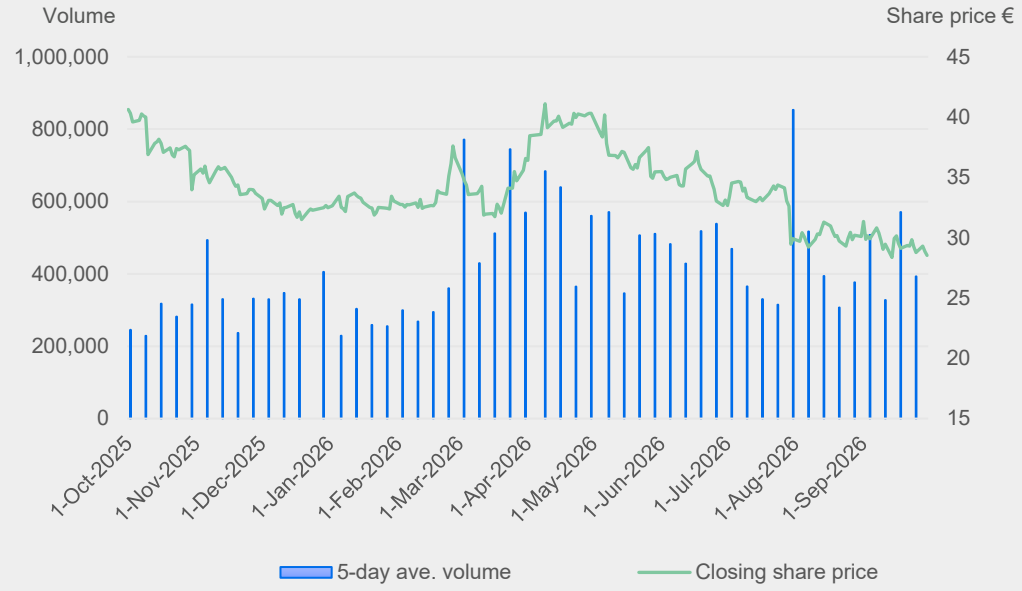
Stock

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

Ticker code: TE / ISIN code: NL0014559478

Free float: 128.5 million / Outstanding shares: 178.4 million

€ Market Capitalization, September 30, 2026: €5.2 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

Source: Bloomberg.