



TECHNIP
ENERGIES

ESOP

2026

A graphic for ESOP 2026 showing a globe with a hand holding it from below, symbolizing global support or investment.

Questions & Answers France

*This Q&A is intended for the project team and the ESOP 2026 correspondents to have a common base of answers to questions that might arise about the offer.
The document is organised into keywords in alphabetical order.
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ESOP 2026

1. What is the ESOP 2026 employee share plan?

ESOP 2026 is Technip Energies second employee share plan. Its objectives are to:

- **engage** employees in our transformation to accelerate the energy transition worldwide,
- **recognise** the employee's commitment,
- **share** growth and results.

This plan will allow our employees to become Technip Energies shareholders, directly or via an FCPE depending on the country, by subscribing to Technip Energies shares under preferential terms:

- **Two investment offers.**
- A 20% **discount** on the share price
- **A matching contribution** of 100% of the employee's personal contribution up to €500 in total, when participating in ESOP Classic.
- **Payment facilities** through a 6-month salary advance.
- The possibility of subscribing thanks to a "limited" saving effort via the allocation of profit-sharing premiums, where applicable.
- **Advantageous taxation:** no income tax on capital gains, only social security contributions are due.
- Account maintenance fees paid by Technip Energies for employees on the payroll.

ESOP 2026 is a share capital increase reserved for the Group's employees, which was approved by the General Meeting. A share capital increase is an operation that consists of increasing the amount of a company's share capital by issuing new shares. As part of ESOP 2026, these new shares will therefore only be offered to employees eligible for the scheme.

2. What offers are available in ESOP 2026?

	ESOP Leverage ¹	ESOP Classic ²
Minimum guaranteed return	YES 4% per annum	NO
Guaranteed initial Investment	Guaranteed personal contribution³	Risk of capital loss
Multiple of the average share price increase	YES [6] times	NO

¹ If you allocate all or part of your mandatory ("*participation*") or optional ("*intéressement*") profit-sharing premium to the ESOP Leverage formula, your investment in ESOP Leverage will be made via the "T.EN Relais France 2026 – Part Leverage" employee share fund. These assets will be transferred to the "T.EN Leverage France 2026" sub-fund of the "T.EN Shares France" employee share fund prior to the capital increase. If you make a voluntary payment, your investment in ESOP Leverage will be made directly via the "T.EN Leverage France 2026" sub-fund of the "T.EN Shares France" employee share fund. The subscription to the capital increase will be made with all the assets pooled in this sub-fund.

² Your investment in ESOP Classic will be made via the "T.EN Relais France 2026 – Part Classic" employee share fund (FCPE). This relay employee share fund will subscribe to the capital increase and will then be merged into the "T.EN Classic France" sub-fund of the "T.EN Shares France" employee share fund, subject to the approval of the employee share fund's supervisory board and the authorization of the French Financial Markets Authority (AMF).

³ Except in certain exceptional cases of termination of the swap contract as described in the FCPE regulations.

Matching contribution	NO	YES 100% of the personal contribution, up to a maximum of €500 (gross)
Subscription price per share	Reference price minus a 20% discount	Reference price minus a 20% discount
Income from the discount when calculating the gain	NO In the event of an average increase above the minimum guaranteed return, the gain is calculated based on the reference price (non-discounted)	YES Potential gain calculated based on the subscription price
Dividends income	NO You waive the dividends income	YES
Lock-up period	5 years	5 years

Depending on employees' expectations and sensitivity to risk, **two types of offer** are proposed: **the ESOP Leverage offer** where the investment is protected with a guaranteed minimum return of 4% per year capitalized or, if higher than the minimum return, a multiple of the average increase in the share price, and **the ESOP Classic offer**, where the investment mirrors the share price, with the discount and the matching contribution paid by the company having a cushioning effect if the share price drops.

It is possible to invest in one or both of these offers.

3. What is Technip Energies' financial contribution to ESOP 2026?

Technip Energies supplements the employees' personal contribution with a matching contribution under the ESOP Classic offer (see details in the "Matching contribution" section).

In addition to the matching contribution and the payment facilities, Technip Energies also contributes to ESOP 2026 by bearing the account maintenance fees (services provided by Amundi ESR) for the unit-holding employees of the Group.

Matching contribution

4. What is the matching contribution?

The matching contribution is an optional financial aid from the company that supplements payments made by the employee into their employee savings plan.

In France, the matching contribution is exempt from income tax and social security contributions. However, the matching contribution is subject to "CSG" and "CRDS" contributions (at a rate of 9.7% as of 1st April 2026).

In ESOP 2026, the matching contribution paid by Technip Energies supplements the employees' personal contribution in the ESOP Classic offer, regardless of the payment methods used by said employees.

In France, the matching contribution is paid into the ESOP 2026 scheme net of "CSG" and "CRDS" contributions at the overall rate of 9.7% as of 1st April 2026

The personal contribution plus the net matching contribution constitutes your initial investment in the ESOP Classic offer of ESOP 2026.

5. How much is the matching contribution in ESOP 2026?

Technip Energies has decided to pay a specific matching contribution to supplement the employees' payments into the ESOP Classic offer of ESOP 2026. This contribution It will be paid at the time of completion of the capital increase.

It was decided to favour subscriptions from the 1st Euro, with a 100% gross matching contribution from the employer up to €500 invested (i.e. a maximum gross amount of €500).

Matching contribution policy

Personal contribution		Matching contribution rate	i.e. a maximum gross amount* of	i.e. a maximum net amount of
From	To			
€0	€500	100%	€500	€451.50

*Before "CSG" and "CRDS" contributions at the overall rate of 9.7% in force on 1st April 2026.

6. Who can benefit from the matching contribution in ESOP 2026?

All eligible active employees (see question [40]) participating in ESOP 2026, in the ESOP Classic offer, can benefit from Technip Energies' matching contribution as part of the scheme.

In accordance with the law, eligibles retirees will not benefit from Technip Energies' matching contribution specific to ESOP 2026 on their voluntary payments into the ESOP Classic offer that they decide to allocate to the scheme.

The ESOP Leverage offer is not eligible for the employer's matching contribution. However, the subscriber benefits from a guaranteed minimum return of 4% per year capitalized.

Shareholding

7. What is a share?

A share is a part of a company's capital. It is a title of ownership of part of the company. Each share entitles the holder to vote at the General Meeting of Shareholders.

In ESOP 2026 available in France, shares are subscribed via an FCPE.

Voting rights are exercised via the FCPE's supervisory board.

8. What is a shareholder?

The shareholder, who holds one or more shares in the company, is the owner of the company in which they hold shares, together with other shareholders, in proportion to their investment.

9. On which stock exchange is Technip Energies listed?

Technip Energies shares are listed on the Euronext market in Paris.

10. Where can I find information on Technip Energies shares?

You can track the share price performance on the Euronext website <https://live.euronext.com/fr/product/equities/NL0014559478-XPAP>, on the Technip Energies investors website <https://investors.technipenergies.com/> and on various stock market websites.

11. Will I be a shareholder if I invest in ESOP 2026?

You subscribe to units in an Employee shareholding fund (FCPE) which subscribes on your behalf to Technip Energies shares reserved for the transaction. You are therefore not a direct Technip Energies shareholder but an FCPE unit holder. Your shareholder rights are exercised through the FCPE.

12. With ESOP 2026, how are the voting rights attached to the subscribed shares exercised?

The supervisory board of the FCPE, whose members representing unit holders are elected by unit-holding employees, will exercise your voting rights at the general meetings of shareholders. The supervisory board comprises members representing the company and members representing the unitholders. Decisions related to the exercise of voting rights are taken by the members representing unitholders.

Personal contribution

13. What does “personal contribution” refer to?

Your personal contribution to ESOP 2026 corresponds to the amount you decide to pay into the ESOP Leverage and/or ESOP Classic offer. This amount does not include the matching contribution paid by Technip Energies in connection with your personal contribution to ESOP Classic.

There is a limit to your personal contribution (see “Investment limits” section to find out more).

14. How can I finance my personal contribution?

You can pay your personal contribution using one or more of the methods listed below:

- one-off direct debit from your bank account on 23 July 2026 ,
- salary deduction in 6 monthly instalments from August 2026⁴ , with each instalment to be less than 10% of your net monthly remuneration,
- allocation of your mandatory ("*participation*") or optional ("*intéressement*") profit-sharing premium. Prior to the capital increase, mandatory ("*participation*") or optional ("*intéressement*") profit-sharing premiums will be paid into the “T.EN Relais France 2026” employee share ownership fund, which will be invested prudently until the capital increase.

You can choose a single payment method or a combination thereof.

Please note: if you have opted for a direct debit from your bank account, it must be a current account (not a savings account). You will need to make sure your current account has sufficient funds on the date it is debited, i.e. 23 July 2026.

15. What is the difference between personal contribution and initial investment?

Your personal contribution is the amount you wish to pay into the ESOP Leverage and/or ESOP Classic offer. Your initial investment is the amount of your personal contribution plus the matching contribution paid by Technip Energies into the ESOP Classic offer. For employees in France, the matching contribution is paid net of "CSG" and "CRDS" social security contributions (at an overall rate of 9.7% as of 1st April 2026).

See “Matching contribution” section to find out more.

⁴ The loan offered by your employer is subject to interest at the legal rate, as applicable for the months of August, September, October, November, December 2026, and January 2027. The corresponding interest will be deducted from your salary and mentioned on your pay slip.

Banks

16. Which banks are involved in the scheme?

Société Générale (SG) makes the financial arrangements for the ESOP Leverage offer (including the guarantee).

17. Who is the FCPE manager?

The ESOP 2026's FCPE is managed by Amundi Asset Management, a subsidiary of Crédit Agricole S.A. (CASA).

Amundi ESR (a separate entity) collects subscriptions and handles the FCPE units via the <https://www.amundi-ee.com> website.

Individual account

18. Where will my investment in ESOP 2026 be held?

The sub-fund "T.EN Leverage France 2026" of the "T.EN Shares France" FCPE (Employee shareholding fund) and the « T.EN Relais France 2026» FCPE were created to manage the amounts invested in the two offers making up ESOP 2026.

The « T.EN Relais France 2026 » FCPE is composed of 2 parts : "T.EN Relais France 2026 – Part Classic" and "T.EN Relais France 2026 – Part Leverage."

Amounts subscribed into the Classic formula (through voluntary contributions and/or mandatory ("*participation*") or optional ("*intéressement*") profit-sharing premiums) will be allocated to the "T.EN Relais France 2026 – Part Classic" part of the "T.EN Relais France 2026" FCPE.

The mandatory ("*participation*") or optional ("*intéressement*") profit-sharing premiums subscribed into the ESOP Leverage offer will be allocated in the "T.EN Relais France 2026 – Part Leverage" part of the T.EN Relais France 2026" FCPE.

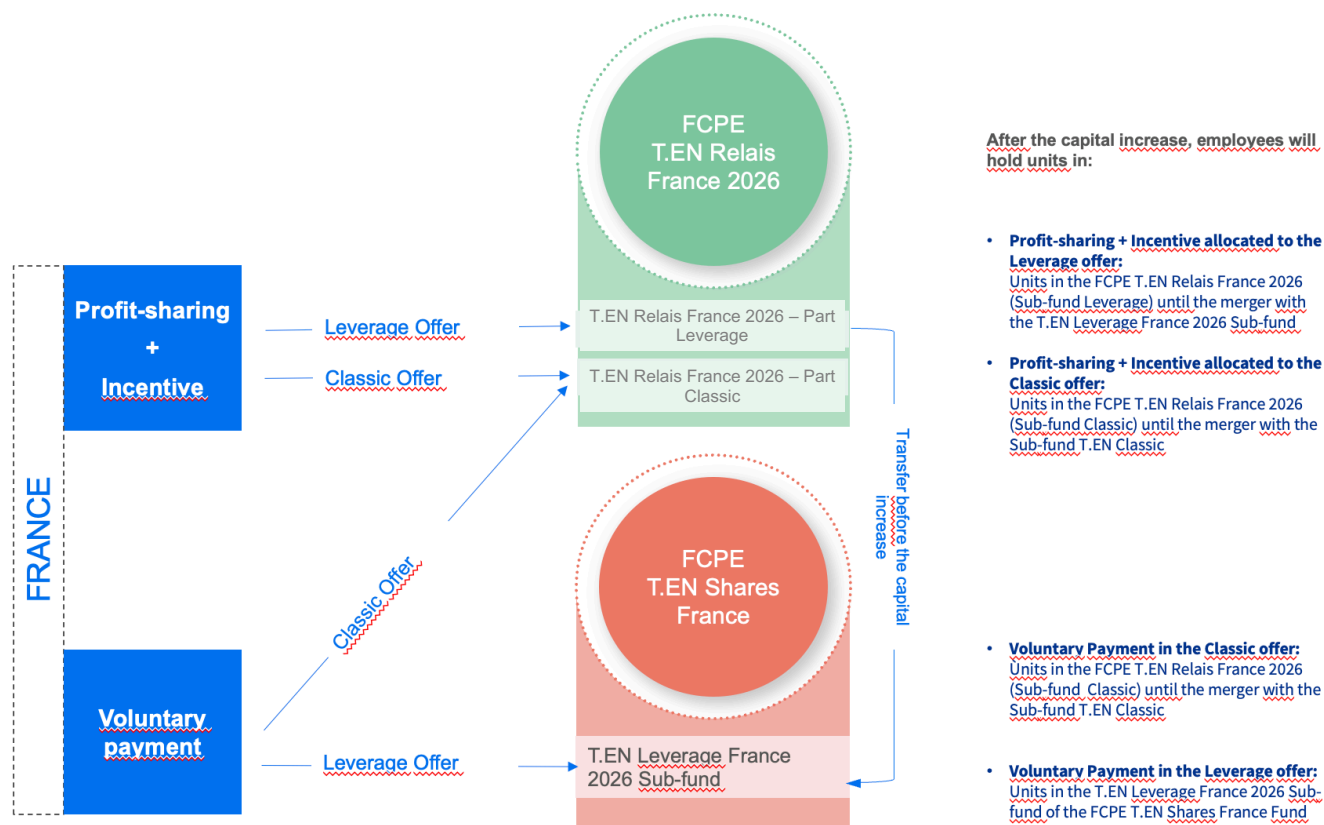
Voluntary contributions to the ESOP Leverage formula will be allocated directly to the "T.EN Leverage France 2026" FCPE.

"T.EN Relais France 2026 - Part Classic" will merge after the capital increase with the "T.EN Classic France" sub-fund of the "T.EN Shares France" FCPE.

"T.EN Leverage France 2026 - Part Leverage" will be transferred before the capital increase to the "T.EN Leverage France 2026" sub-fund of the "T.EN Shares France" FCPE.

You will receive units in either of the "T.EN Shares France" FCPE sub-funds, which will be held in an account in your name managed by Amundi ESR.

Amundi Asset Management is in charge of the financial management of the FCPE.



19. Who can I contact if I have questions about my individual account?

You can log onto the Amundi ESR website www.amundi-ee.com using your personal login details, which you will find on your account statement. This website allows you to check your account, be kept informed of the transactions carried out and access useful information on how the FCPE works.

20. How will Amundi ESR, the ESOP 2026 account holder, be informed of my possible change of address or bank account when releasing the assets?

Log into your personal space on the Amundi ESR website www.amundi-ee.com with your usual employee savings account logins

You can then upload your proof of change of postal address and/or bank details.

21. What costs will I have to bear?

There are no fees to be paid directly by the Group's employees: management fees are borne by the funds and account maintenance fees are borne by the Technip Energies Group. However, if you leave the Group and hold on to your assets, you will have to pay account maintenance fees.

It should be noted that certain costs, in particular those relating to payment by cheque and international transfers, remain payable by the subscriber.

Contact

22. Who can I ask about ESOP 2026?

You will find many answers on the communication website dedicated to the offer: <https://esop.apps.ten.com>.
You can also contact your ESOP or People & Culture correspondent, who may in turn contact the project team where necessary.

Early release

23. Can I exit the scheme before the end of the 5-year period?

You can release all or part of your assets before the scheme expires if you fall within one of the cases of early release provided for in Technip Energies' Group Savings Plan (PEG)

24. What are the different cases of early release?

As French legislation currently stands, there are 13 cases of early release which can be summarised as follows:

1. Employee's marriage or PACS (civil solidarity pact).
2. Birth or adoption from the 3rd and subsequent children, provided there are already two dependent children.
3. Divorce, separation or PACS dissolution with one or more dependent children.
4. Disability of the employee, their spouse, partner under a PACS or a child.
5. Termination of employment contract, regardless of the reason (retirement, resignation, contract termination, end of fixed-term contract, dismissal).
6. Creation or takeover of a company by the employee, their spouse, their partner under a PACS or one of their children.
7. Acquisition or extension of the main residence, resulting in the creation of new living area.
8. The employee being in excessive debt.
9. Death of the employee, their spouse or partner under a PACS.
10. Domestic violence perpetrated against the employee, reported or giving rise to legal proceedings.
11. Energy renovation work on the main residence.
12. Purchase of a vehicle that uses electricity and/or hydrogen as its sole source of energy.
13. Caregiving activities carried out by the employee, their spouse, or their partner under a PACS for a relative.

Please note: the same trigger event for early release may not be used more than once.

25. What procedure should I follow in case of early release?

In **France**, if you fall within one of the cases of early release, you can submit your request at www.amundi-ee.com by sending the supporting documents required.

Amundi ESR will validate your request and make the payment directly to your bank account.

The cases of early release and the procedure to be followed are detailed at www.amundi-ee.com.

In France, for the following cases, the request, accompanied by supporting documents, must be made within **6 months** of the event:

1. Employee's marriage or PACS (civil solidarity pact).
2. Birth or adoption from the 3rd and subsequent children, provided there are already two dependent children.
3. Divorce, separation or PACS dissolution with one or more dependent children.
4. Creation or takeover of a company by the employee, their spouse, their partner under a PACS or one of their children.
5. Acquisition or extension of the main residence, resulting in the creation of new living area.
6. Energy renovation work on the main residence.
7. Purchase of a vehicle that uses electricity and/or hydrogen as its sole source of energy.

26. How soon will my early release request be processed?

Release requests entered before 12pm if sent by post, or before 11.59pm if sent via the Internet, are processed daily based on the net asset value following the request, except for those relating to the “ESOP Leverage” offer because the “ESOP Leverage” sub-fund is valued monthly.

For “ESOP Leverage”, requests must be received, latest delay:

- by D-3 working days before 12pm (receipt by the Account Holder) for requests sent by post;
- by D-3 working days before 11.59pm for requests made online.

D being the day on which the net asset value is established (i.e. the last Euronext Paris working trading day of each month).

If Amundi ESR receives the request after this deadline, it is processed on the last working trading day of the following month.

27. If I leave the company, does this automatically result in an early release?

No. However, you can choose between releasing your assets or keeping them in ESOP 2026. You can request a partial release of your assets. The same trigger event for release may be used only once.

28. What does “termination of the employment contract” mean?

Termination of the employment contract (excluding death and disability) means resignation, dismissal, mutually agreed termination, end of fixed-term contract or retirement.

It does not cover transfers within the Group if your original contract is maintained.

29. Does an expatriation or change of country for an expatriate constitute a case of early release?

Not if your original employment contract is maintained. It is not a case of early release in the absence of a termination of the employment contract.

If the employment contract with your original employer is terminated, you can request the release of your assets, but this is not an obligation.

30. When can I apply for early release?

The event justifying the early release can only be taken into account if it occurs after the end of the revocation period, i.e. after 23 June 2026. However, the request will only be processed after the shares are delivered, which is scheduled on 30 July 2026.

31. How to calculate a protected average over 60 monthly records in case of an early release from the ESOP Leverage offer, i.e. before 30 July 2031?

The calculation of the protected average takes into account the monthly Technip Energies share price records made on every record date (i.e. the last working trading day of each month as from 31 July 2026) until the date of early release. Next, the last monthly record taken on the date of the early release is repeated as many times as necessary to reach 60 records (reminder: if the Technip Energies share price record is lower than the reference price, it is replaced with the reference price).

In the event of an early release after 18 records:

- 18 records (or reference price) have been recorded
- For the 42 records missing ($60 - 18 = 42$), the 18th record (or reference price if the 18th record is lower) is used 42 times.

The average Technip Energies share price is therefore calculated over 60 records, with a larger contribution from the last record.

32. How much will I receive in case of early release?

Upon release, you will receive the proceeds of the sale of one FCPE unit multiplied by the number of units sold.

In the ESOP Leverage offer, you will receive⁵ your personal contribution plus the higher of the following two amounts:

- a return of 4% per year capitalized on your personal contribution, or
- a higher gain depending on the level of the protected average increase (see “Protected average increase” section)

When calculating the share performance, the last recorded price (or the reference price if the Technip Energies share price is below the reference price) is repeated as many times as necessary to establish an average over 60 records.

33. In the event of early release, how will I receive my assets?

Subject to changes in regulations or new administrative requirements, the possible payment methods are bank transfer or sending a cheque made payable to you (according to current pricing).

Discount

34. What is the discount?

As part of ESOP 2026, the discount consists of a 20% reduction on the reference price of the Technip Energies share; the reference price minus the discount corresponds to the subscription price.

35. Why a 20% discount?

A 20% discount, decided by Technip Energies' Board of Directors, allows employees to subscribe to ESOP 2026 under preferential terms.

ESOP Leverage offer

You effectively purchase shares at a discounted price via the FCPE, but you do not benefit directly from the discount when calculating the gain, as it is used by the bank to finance the guarantee of your investment as well as the performance from which you benefit in this offer.

ESOP Classic offer

The discount and the matching contribution mitigate the impact of a possible drop in the share price.

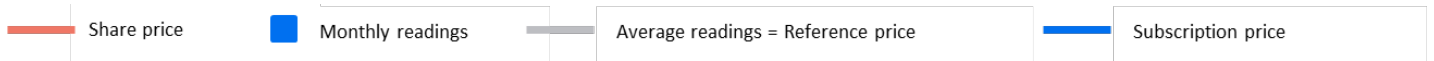
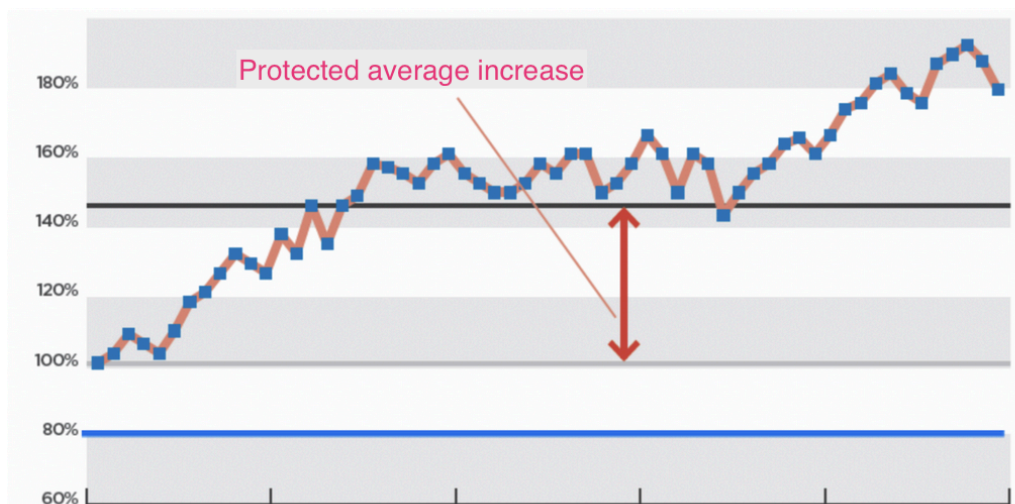
36. Why is it said that you don't benefit from the discount in the ESOP Leverage offer?

Technip Energies shares are subscribed via the FCPE at a discounted subscription price.

To calculate your gain however, the reference price is taken into account rather than the subscription price: performance depends on the difference between the average of the 60 share price records and the reference price, i.e. the price without the 20% discount.

This is why it is made clear that unit holders do not benefit from the discount.

If the share price records are wholly or partly above the reference price throughout the lock-up period:



Dividends

37. What is a dividend?

A dividend is the payment of part of the profits or reserves to company shareholders as a reward for their investment. Each share is eligible to receive a dividend. The shareholders, attending the Annual General Meeting, can decide (on the proposal of the Board of Directors) whether or not to pay a dividend. The amount of the dividend is the same for each share of the same class – the amount of dividends a shareholder receives is therefore directly related to the number of shares held. For 2026, the Board of Directors proposed to the General Meeting held on 6 May 2026 the payment of a gross dividend of €0.52/share.

38. Will I receive dividends with ESOP 2026?

ESOP Leverage offer:

Any dividends are included in the financial arrangements and are paid to the bank that supports the transaction and guarantees the formula.

ESOP Classic offer:

Dividends from the shares held by the FCPE are paid into the fund, which increases the value of the units held by each unit holder in the ESOP Classic offer. The value of these units will rise and fall with the value of the Technip Energies share.

Eligibility

39. Who can subscribe to ESOP 2026? What are the eligibility criteria?

All employees of a legal entity where ESOP 2026 is available and who meet the following condition are eligible: having, on 23 June 2026, an employment contract with the Technip Energies Group and having completed **at least 3 months of employment**, consecutively or otherwise, as from 1st January 2025.

Consequently, employees on fixed-term contracts, work-study students or any other employees who meet the above conditions of length of service and presence on 23 June 2026 are eligible.

Similarly, an eligible employee who leaves the group on or after 24 June 2026 shall remain eligible and shall retain the benefits of ESOP 2026.

40. Which countries are participating in ESOP 2026?

The 19 countries participating in ESOP 2026 are:

Country	ESOP Classic	ESOP Leverage	Country	ESOP Classic	ESOP Leverage
Germany	FCPE	FCPE	Italy	Direct Shareholding	Direct Shareholding + SAR
Saudi Arabia	FCPE	FCPE	Kuwait	FCPE	FCPE
Australia	Direct Shareholding	Direct Shareholding + SAR	Malaysia	FCPE	FCPE
Belgium	Direct Shareholding	Direct Shareholding + SAR	Norway	FCPE	FCPE
China	Direct Shareholding	Direct Shareholding + SAR	Netherlands	FCPE	FCPE
Colombia	FCPE	FCPE	Qatar	FCPE	FCPE
United Arab Emirates	FCPE	FCPE	UK	FCPE	FCPE
Spain	Direct Shareholding	Direct Shareholding + SAR	Thailand	FCPE	FCPE
France	FCPE	FCPE	USA	Direct Shareholding	Direct Shareholding + SAR
India	FCPE	FCPE			

41. Can I subscribe in the event of a lengthy absence (maternity, training, sick leave)?

Yes, as long as you meet the eligibility criteria. This situation may affect the calculation of the subscription limit depending on the gross annual salary, as only the employer's payments can be taken into account, with the exclusion of benefits paid by a third party (e.g. health insurance).

For special cases, please contact your ESOP or People & Culture representative or write to the following email address: esop@ten.com.

42. Can I subscribe if my employment contract is suspended (parental leave, sabbatical, business start-up)?

Yes. But keep an eye on the investment limit (25% of your estimated 2026 gross annual salary), which is based on the actual salary received from the company in 2026. Please note that, if you do not receive any remuneration from your employer, your investment limit is 25% of the annual Social Security ceiling in France (i.e. €12,015 (€48,060/4) on 1st January 2026).

For special cases, please contact your ESOP or People & Culture representative.

43. Can I subscribe if I am on a fixed-term or apprenticeship contract?

Yes. You can subscribe if you meet the length of service condition (3 months of continuous or discontinuous employment in the Group on 23 June 2026 measured as from 1st January 2025) with a company that subscribes to the Technip Energies Group Savings Plan.

44. Can I subscribe if I am a trainee?

No, insofar as, as a trainee, you do not have an employment contract with a company of the Technip Energies Group.

45. Can I subscribe if I plan to retire before the end of the lock-up period?

Yes, as long as you meet the eligibility condition on the last day of the subscription/revocation period, i.e. 23 June 2026. Leaving the company, in particular for retirement, is one of the cases of early release that you may or may not choose to exercise.

46. If I am an expatriate employee, can I subscribe to ESOP 2026?

Please refer to the section on expatriation.

47. Can I subscribe if I am a temporary worker?

No. You cannot subscribe as you have a contract with a temporary employment agency, not with a company of the Technip Energies Group.

48. Can a former temporary employee, who is now under contract (fixed-term or permanent), include the length of service performed as a temp?

Yes. When a temporary employee is hired after their assignment, the length of time spent working as a temp at the company during the 3 months preceding the recruitment is taken into account when calculating the employee's length of service.



49. Can employees who leave the Group during the reservation period participate?

No, employees who leave the Group during the reservation period cannot participate; to participate, they must be employed on the last day of the subscription/revocation period, i.e. 23 June 2026.

However, employees who leave on retirement during this period may participate, provided they still have assets in the PEG on the last day of the subscription/revocation period, i.e. 23 June 2026. These subscribers do not benefit from the matching contribution.

50. Can I subscribe if my 3 months of employment include time spent in another country of the Group?

Yes, the 3 months are calculated taking into account employment with all Technip Energies Group companies.

51. Are pensioners in France eligible?

For the ESOP 2026 transaction, only retirees who still have assets in the Technip Energies Group Savings Plan on 23 June 2026 are eligible. Eligible pensioners can subscribe via the ESOP Leverage and/or ESOP Classic offer.

In accordance with the law, retirees will not benefit from Technip Energies' matching contribution on their voluntary payments that they decide to allocate to ESOP Classic.

Eligible retirees only benefit from the discount.

52. Can I subscribe if I am a former employee?

No, former employees, excluding retirees who have kept assets in the PEG, are not eligible for the scheme.

Expatriation

53. Can an expatriate/posted employee subscribe to ESOP 2026? If so, in which country, home or host?

Yes, as long as the expatriate employee is on the Group's payroll on 23 June 2026 with at least 3 months of employment, consecutive or otherwise, between 1st January 2025 and 23 June 2026, and works in a country within the ESOP 2026 scope, they can subscribe to the scheme.

The **principle is** that expatriate and posted employees can subscribe to the scheme in **their HOST country (if the country is within the scope of the transaction)** where they are generally tax resident. However, this assumes that the legal entity hosting them considers them employees.

Note 1 - Specific case of France: expatriate and posted employees in France cannot subscribe in France if they do not have a contract with a French legal entity.

Note 2 - Specific case of Russia and Belarus: The plan is not open to Russian or Belarusian nationals, to any natural person residing in Russia or Belarus, except (i) for Russian nationals, if they are nationals of a Member State of the European Union, a member country of the European Economic Area or Switzerland, or natural persons in possession of a temporary or permanent residence permit in a Member State of the European Union, in a member country of the European Economic Area or in Switzerland and (ii) for Belarusian nationals, if they are nationals of a Member State of the European Union or natural persons in possession of a temporary or permanent residence permit in a Member State of the European Union

NB 3 - Specific case of US Persons (employees physically present in the USA): the FCPEs proposed under ESOP 2026 are not open to residents of the United States of America.

54. What happens if the expatriate/posted employee is not on the payroll of the country where they subscribe?

It is important to ensure that deductions are made in the other country where the employee receives their pay (HOME or HOST) and internal re-invoicing can be carried out. **The Home and Host People & Culture teams** will need to discuss each case individually.

55. How to deal with cases of new expatriation or end of expatriation at the end of The reservation period?

If you know for a fact that the employee will no longer be in the country where they made their reservation at the end of the reservation period, said reservation should not be maintained in their Host country. In this case, the Host HR team should liaise with the next country of destination (if known and if eligible for ESOP 2026) in order to transfer the employee during the regularisation period dedicated to HR.

Conversely, if you know for a fact that an employee is to arrive in the country before the beginning of [May], they should be included in the future host country during the reservation period. This will make it easier to manage the payment of the subscription by having only subscribers present at the time of payment.

In this case, special attention must be paid by the **Home and Host HRDs who will have to coordinate their activities** with respect to all related issues, including payroll.

56. Is an expatriation or change of country for an expatriate a case of early release?

The employee may exit the scheme if the expatriation is accompanied by the termination of their original employment contract. The employee may wish to exit the scheme to avoid administrative problems or double taxation. However, this is not an obligation and each employee concerned will have the choice.

57. Which tax system applies if I change country between my subscription and my exit from the scheme?

Given the variety of possible situations, **a general answer is not appropriate**, and the employee must analyse their situation precisely.

58. Are the discount and the matching contribution paid by Technip Energies into ESOP 2026 taxable?

In this case, there are different tax rules applicable in the country of residence at the time of subscription in which taxation may occur.

For example, in France, the discount and the matching contribution are not taxable on subscription. However, the matching contribution is subject to CSG / CRDS contributions (see Matching contribution).

59. Are the dividends paid over the five-year period taxable?

Depending on the country of residence, dividends may be considered taxable in said country on the date of payment.

Special attention should be paid to the case of multiple countries of allocation during the five-year period and to local tax rules on reinvested dividends.

For example, in France, as dividends are reinvested in the plan (within the FCPE) for the ESOP Classic offer, and paid to the bank that supports the transaction for the ESOP Leverage offer (and included in the financial arrangement), there is no taxation when the dividend is reinvested. However, any capital gain on exiting the savings plan will be subject to social security contributions in France (at a rate **of 18.6% as of April 1st, 2026**).

Taxation

60. What taxes apply to ESOP 2026?

As part of the PEG, employees in France (French tax residents) benefit from advantageous taxation (rate in force on 1st April 2026):

- **Upon subscription:**
 - The discount is exempt from income tax and social security contributions,
 - The gross matching contribution is exempt from income tax and social security contributions, and is subject to CSG and CRDS contributions at the overall rate of 9.7%

- **On exit:**
 - When you withdraw your assets from the PEG after the five-year period or in case of early release, your gain will be exempt from income tax and capital gains tax. However, it will be subject to social security, CSG and CRDS contributions (for information, these amount to 18.6% as of 1st April 2026). Contributions will be deducted by the account holder of your units. You will not have to declare anything.

61. Which taxation applies if I change country between my subscription and my exit from the scheme?

See “Expatriation” section.

Employee Shareholding Fund (FCPE)

62. What is an FCPE?

An FCPE is an Employee Shareholding Fund that serves as a vehicle for collectively holding the assets of a company's employees. As part of ESOP 2026, a shareholding FCPE holds Technip Energies shares on behalf of the employees.

An FCPE may consist of several sub-funds, each corresponding, for example, with a different type of management and assets. Thus, the "T.EN Leverage France" sub-fund of the "T.EN Shares France" FCPE is dedicated to the ESOP Leverage offer and the "T.EN Classic France" sub-fund of the "T.EN Shares France" FCPE is dedicated to the ESOP Classic offer (after merger of the "T.EN Relais France 2026 – Part Classic " part which will receive subscriptions to the Classic 2026 offer).

As an individual, you will hold units in these 2 sub-funds of the "T.EN Shares France" FCPE, or in one sub-fund only, depending on whether you have chosen to invest in the 2 offers or only one of them, together with other unit-holding employees; for each sub-fund, the value of the total number of units corresponds to the value of the assets held by said sub-fund.

63. Am I a direct Technip Energies shareholder under ESOP 2026?

You become a shareholder of Technip Energies "indirectly" via the "T.EN Shares France" FCPE created within the Group Savings Plan (PEG) in France. You hold units in a sub-fund of an FCPE that subscribes Technip Energies shares on your behalf. Each sub-fund of the FCPE is a "joint ownership" of securities.

The Supervisory Board of the "T.EN Shares France" FCPE exercises the voting rights attached to the shares held by the FCPE's sub-funds at the General Meetings of Technip Energies shareholders.

64. What is the subscription price of an FCPE unit?

As part of ESOP 2026, the subscription price of an FCPE unit corresponds to the discounted reference price of Technip Energies shares. The reference price is expected to be set and communicated on 16 June 2026 : it is an arithmetic average of each of the volume-weighted average prices of Technip Energies shares recorded daily during the 20 trading days preceding 16 June 2026 . A 20% discount is applied to this reference price.

You can subscribe for an amount that does not correspond to a whole number of shares. You can therefore hold fractions of units.

For example, if the discounted share price is €24, the subscription price of the unit is €24. Based on an investment of €500, you hold $500/24 = 20.8333$ units in the FCPE.

65. How is the subscription price of an FCPE unit validated?

The subscription price is set by the CEO of Technip Energies, acting on powers delegated by the Board of Directors. The calculation is validated by Technip Energies' Finance department.

66. How is the value of an FCPE unit calculated?

The value of the unit corresponds to a fraction of the value of the FCPE's assets.

In the ESOP Classic offer, dividend payments increase the value of the units you hold.

Potential gains

67. How is my gain calculated in ESOP 2026?

ESOP Leverage offer

Under this offer, your gain will be equal⁶ to the greater of the following two amounts:

- a return of 4% p.a. capitalized on your personal contribution, or
- a higher gain depending on the level of the protected average increase of the Technip Energies share (see “Protected average increase” section)

In addition, your personal contribution is guaranteed if the Technip Energies share price drops.

The leverage effect in the ESOP Leverage offer is obtained by a bank supplement equal to 9 times your personal contribution, which allows the FCPE to subscribe 10 times (9+1) your personal contribution in Technip Energies shares.

In particular, the bank uses the discount and dividends to finance the bank supplement, the guarantee of the personal contribution, the multiple of the protected average increase or the minimum return of 4% per annum capitalized offered to employees under the ESOP Leverage offer.

The FCPE and the bank enter into a swap agreement to pay these amounts to each other.

ESOP Classic offer

You will make a gain or loss when you sell your units in the FCPE. If the proceeds from the sale of your FCPE units are less than your personal contribution, you will suffer a loss. Otherwise, you will make a profit.

68. What is the formula for calculating the gain for a unit subscribed under the ESOP Leverage offer?

The higher of:

- Personal contribution $\times [(1 + 4\%)^{\frac{n}{365}} - 1]$
- Multiple (6) x your number of “T.EN Leverage France 2026” sub-fund units x Protected average increase

With

- “n” means the number of days between 30 July 2026 and 30 July 2031 (or the early exit date), i.e. 1,826 days as at 30 July 2031.
- “Multiple” means the multiplying coefficient resulting from the financing arrangement, specific to ESOP 2026
- The protected average increase in the Technip Energies share price corresponds to the “Average price (average of 60 monthly records) - Reference price”. If a monthly record of the Technip Energies share price is lower than the reference price, the reference price replaces it for this calculation.

Thus, on 30 July 2031, the gain in the ESOP Leverage offer will be equal to the greater of

- Personal contribution $\times 21.67\%$
- [6] x your number of “T.EN Leverage France 2026” sub-fund units x Protected average increase

Example:

INVESTMENT IN 2026	INVESTMENT IN 2031
<p>Employee's personal contribution in 2026: €150</p> <p>Subscription price: €24 (€30 – 20%)</p> <p>Number of FCPE units held by the employee: 6.25</p>	<p>Protected average increase: €1.5 (€31.5 - €30)</p> <p>Multiple: [6]</p> <p>The employee will therefore benefit from the higher of:</p> <ul style="list-style-type: none"> • Personal contribution × 21.67% = 150 × 21.67% = €32.52 • Multiple x your number of FCPE units x Protected average increase = [6] x 6.25 x 1.5 = €56.25 <p>They will therefore recover: Their personal contribution of €150 + A gain equal to €56.25</p> <p>i.e. €206.25</p>

69. How is the multiple of the ESOP Leverage offer calculated?

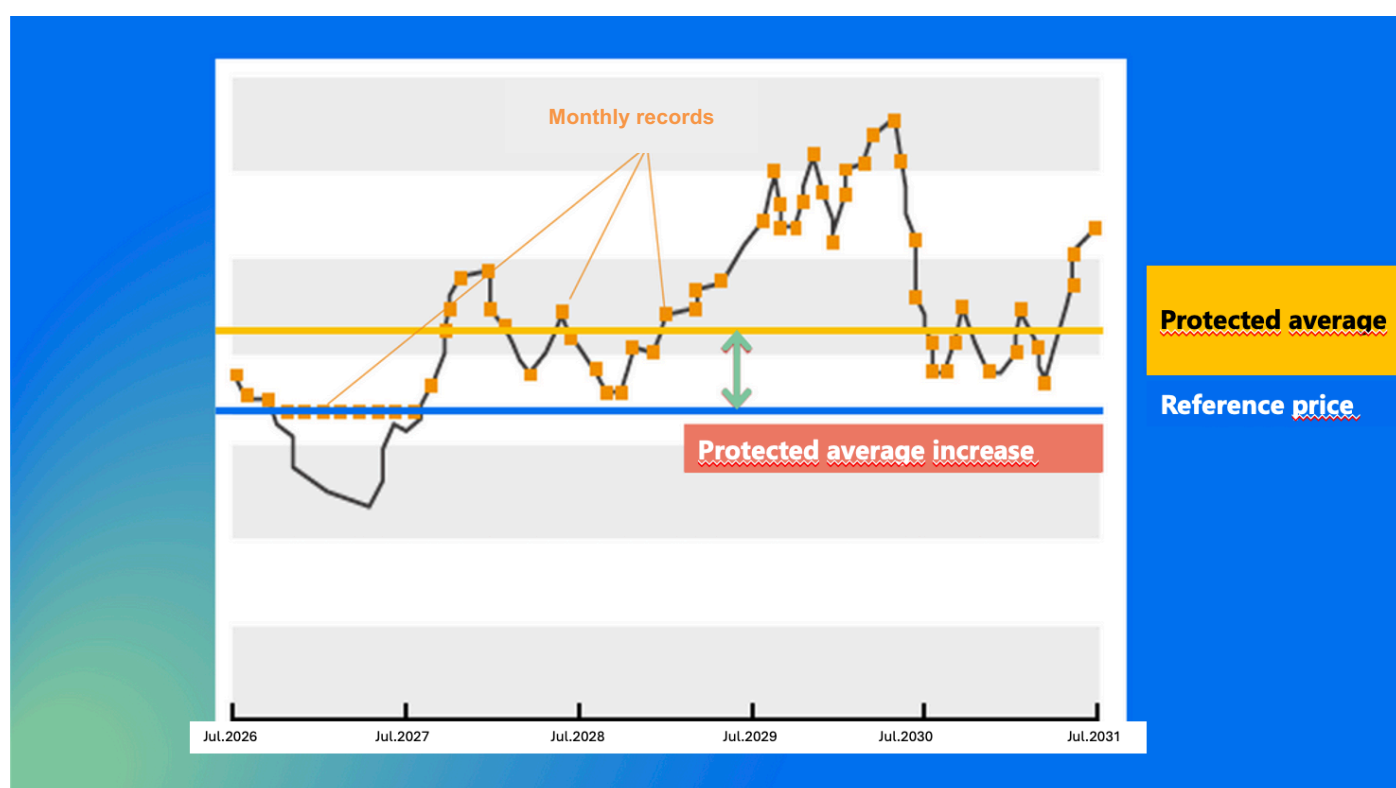
The multiple depends on various parameters which are specific to the ESOP 2026 transaction (discount, leverage), the characteristics of the Technip Energies share (share volatility, dividends, etc.), and external market factors (interest rates, etc.). A competition between several banks is organised in order to obtain the highest multiple. This multiple was determined in March 2026 and is [6] for countries where subscription to the ESOP Leverage formula is made via a FCPE.

Protected average increase (applicable only to the ESOP Leverage offer)

70. What is the protected average increase?

The protected average increase in the Technip Energies share price under the ESOP Leverage offer is the difference between an average of 60 monthly records of Technip Energies share price and the reference price.

It should be noted that if a monthly record of the Technip Energies share price is lower than the reference price, the reference price replaces it for this calculation



71. How is the average Technip Energies share price calculated during the lock-up period?

The closing price of the Technip Energies share is recorded 60 times: once a month on the record date (i.e. the last working trading day of each month), from 31 July 2026 to 30 June 2031.

If the Technip Energies share price record is higher than the reference price, it is recorded. If it is lower however, the reference price is taken into account: this is therefore a protection mechanism.

On 30 June 2031, the average of the 60 recorded share prices (all equal to, or higher than, the reference price) will be calculated. The difference between this average price and the reference price will correspond to the protected average increase in the Technip Energies share.

72. Why use a 60-month average and not the Technip Energies share price on the last day of the lock-up period?

The use of an average, which is also “protected”, to calculate the performance of the Technip Energies share mitigates the effects of any sudden downward or upward fluctuations in the Technip Energies share price at maturity and during the life of the fund.

Moreover, this 60-month average is a more accurate reflection of the company’s average stock market performance during the lock-up period.

73. What happens if all Technip Energies share price records are lower than the reference price?

If the Technip Energies share price has been below the reference price (set on 16 June 2026) for 60 months, all monthly records are equal to the reference price. Consequently, the protected average increase is zero as the average of the 60 records is equal to the reference price. At the end of the lock-up period, you will recover your personal contribution back, which is guaranteed, plus a return of 4% per annum capitalized⁷.

Personal information

74. Is my personal data protected?

The subscription website, administered by Amundi ESR, is secure: you can only access it with a personalised login and password.

Information on the amounts subscribed will be processed by Amundi ESR. It will be treated confidentially and will not be disclosed to anyone other than those who are entitled to receive it in order to process your subscription request and the corresponding payment, as well as, where applicable, to make the social security deductions applicable to the amount of the matching contribution. This personal data is processed for the sole purpose of managing the subscription to the scheme offered by Technip Energies and for no other purpose, unless your consent for further purposes has been obtained.

All personal data on ESOP 2026 participants, provided by Technip Energies or directly by the participants themselves, will be processed and protected in accordance with the European Data Protection Regulation (GDPR) and the French law on data protection by Technip Energies' financial intermediary partners who need access to such data as part of ESOP 2026, which includes Amundi ESR. Your subscription data may, where applicable, be transmitted to your employer for the centralisation of payments and to make the applicable social security deductions on the amount of the matching contribution. As such, subscription data may be passed on to your employer.

Technip Energies and its partners undertake to implement suitable organisational and technical measures to guarantee a level of security appropriate to the risk.

In any event, you have the right to access your Personal Data.

You can also ask for your personal data to be corrected or deleted. You also have the right to object to the processing of your personal data or to request its limited processing. In addition, you have the right to request your personal data in a structured and standardised format.

In the event of such a request, as well as for any questions you may have in relation to the processing of your data, please email privacy@ten.com

A description of how your personal data is processed and what rights you have under ESOP 2026 can be found in the dedicated GDPR Notice available at <https://esop.apps.ten.com>.

Subscription kit

75. How can I access the subscription kit?

It is available in PDF format on the ESOP 2026 communication website (<https://esop.apps.ten.com>). You can also contact your ESOP or People & Culture correspondent.

76. What is the purpose of all the documents in the subscription kit? Do I have to read them all?

Communication brochure: this document summarises all useful information on the scheme and how to participate in ESOP 2026.

“Key Information” Documents (KID) and FCPE regulations: feature detailed information on how the FCPE work, the benefits and conditions of the offer, examples of investments as well as costs associated with its management. These legal and financial documents are approved by the AMF.

Other information will be directly displayed on the subscription site, in particular the legal terms and conditions of your subscription.

We recommend that you read all of these documents to make sure you have all the information you need to make an investment decision.

Investment limits

77. What is the minimum investment limit?

There is no minimum investment amount.

78. What is the maximum investment limit?

The total amount of your payments (excluding, mandatory ("*participation*") or optional ("*intéressement*") profit-sharing premiums, matching contributions and transfer of available and unavailable assets) into all savings plans, with the exception of PERCOL, in the course of 2026, must not exceed 25% of your 2026 gross annual salary (including bonuses and premiums).

79. What is the maximum amount that can be subscribed during the reservation period?

	ESOP Leverage	ESOP Classic
Profit-sharing	9 times	0 times*
Voluntary payment (paid by direct debit and/or salary deduction)	10 times	1 times
Net matching contribution	N/A	0 times*

=
Total of your payments into ESOP 2026

+
all your payments into the PEG
and into any other employee savings plan in 2026 (except PERCOL)

≤ 25%
of the amount of your 2026 gross annual salary
(including bonuses & premiums)

* 0 times = amounts paid not taken into account when calculating the limit of 25% of your 2026 gross annual salary.

A simulation tool is available at <https://esop.apps.ten.com> to make sure your investment in the scheme complies with this limit.

80. What is the maximum amount that can be subscribed during the subscription/revocation period?

If you haven't subscribed during the reservation period between 28 April and 12 May 2026 and you wish to subscribe between 19 and 23 June 2026, you can still do so, but the maximum amount permitted for your payments will be reduced to 10% of the maximum amount permitted during the reservation period. Thus, if you haven't made a reservation and subscribe during the subscription/revocation period, the amount subscribed in ESOP 2026, determined according to the table below, may not exceed 2.5% of the amount of your 2026 gross annual salary.

	ESOP Leverage	ESOP Classic
Profit-sharing	9 times	0 times*
Voluntary payment (paid by direct debit and/or salary advance)	10 times	1 times
Net matching contribution	N/A	0 times*

=

Total of your payments into ESOP 2026

≤ 2.5%
of the amount of your 2026 gross annual salary
(including bonuses & premiums)

It is therefore advisable to subscribe during the reservation period to benefit from a greater investment capacity.

81. Why is the maximum investment limit reduced during the subscription/revocation period?

At the end of the reservation period, the total amount of subscriptions will be calculated.

The bank will set up financial transactions based on this amount during the reference price determination period that follows the reservation period (19 May to 15 June 2026).

The [high] multiple under ESOP Leverage was achieved by building the 2026 ESOP scheme in such a way as to minimise the fluctuation in this amount after the bank's transactions during the reference price determination period.

82. A simulation tool is available at <https://esop.apps.ten.com> to make sure your investment in the ESOP Leverage offer complies with this limit. Why do personal contributions have to be counted 10 times in the ESOP Leverage offer?

In the ESOP Leverage offer, the leverage effect is obtained by a bank supplement equal to 9 times your personal contribution, paid into the FCPE so that said FCPE can subscribe to additional shares.

For every share subscribed with your personal contribution, the bank finances the subscription of 9 additional shares (leverage), making a total of 10 shares.

See the "Potential Gains" section for more details.

83. How can I estimate my gross annual salary for 2026 (fixed and variable salary) when the year is not yet over?

You can estimate your 2026 gross annual salary by taking the gross remuneration received since 1st January 2026 and forecasting the amounts you should receive by 31 December 2026.

Your gross annual salary thus consists of your gross base salary + gross bonus + one-time bonus or gross contractual bonuses – excluding benefits in kind, profit-sharing premiums allocated to the savings plan.

To estimate your 2026 gross annual salary, you can use:

- The variable remuneration received since 1st January 2026 (e.g. one-time or contractual bonuses)
- The total gross monthly base salary x 12
- An estimate of additional variable remuneration to be received in 2026, if any (e.g. 13th month).

It is your responsibility to estimate your 2026 gross annual salary. It is therefore important to be careful so as not to overestimate the maximum amount you can invest.

Profit-sharing premiums and benefits in kind should not be included in your gross annual salary.

84. As bonuses and variables for 2025 are paid in 2026 is it better to take into account the bonus relating to 2025 (paid in 2026) or the notional bonus relating to 2026 and payable in 2027?

The annual salary (fixed and variable) to be taken into account is the remuneration already received in 2026 at the time of reservation, plus the remuneration to be received in the remaining months of the year. This means that the variable part received or to be paid in 2026 in respect of 2025 should be taken into account, but not the variable part payable in 2027 in respect of 2026. If the bonuses you expect to receive in 2026 cannot be accurately estimated, you may base your estimate on the amount of the variable portion received in 2025, adjusted as necessary in good faith by taking into account the expected level of achievement of your individual targets.

85. For part-time employees, what base salary is used in calculating the 25% limit? Can the salary of a full-time employee be used?

The salary to be taken into account for a part-time employee is the actual gross salary received under the employment contract making them eligible for the transaction. It is therefore impossible to calculate their investment limit based on a full-time equivalent.

86. How can I estimate my gross annual salary if I have been on maternity leave, am on training leave, etc.?

For all special cases, please contact your ESOP or People & Culture correspondent.

87. I was previously working for an employer other than Technip Energies. Does the limit of 25% of the gross annual salary take into account my gross remuneration from Technip Energies and that of my previous employer?

Your entire gross fixed and variable remuneration for 2026 must be taken into account only in respect of your employment contract within the Technip Energies Group.

88. What happens if I receive remuneration abroad during the year?

An employee who has received remuneration from a Group company based in a country other than their own may take this remuneration into account when determining their gross annual remuneration.

89. In France, are profit-sharing premiums included in the calculation of the investment limit?

No. Profit-sharing premiums made into a Group Savings Plan are not to be taken into account when calculating the investment limit. However, in the event of a subscription to the ESOP Leverage offer, the bank supplement (9 times the amount of your allocation) must be taken into account when calculating the investment limit (see question [81]).

90. What if I don't comply with investment limits?

If you do not comply with the maximum investment limit, in the event of an audit by the tax authorities you will be held responsible and the favourable tax and social security provisions provided for investments made within the framework of a savings plan will no longer apply to you.

Payment terms

91. What are the possible payment methods for your voluntary payment?

You can pay your personal contribution:

- through one-off direct debit from your bank account⁸,
- through a deduction from your salary in 6 equal monthly instalments, the first of which will be taken in August 2026,
- by allocating all or part of your mandatory ("*participation*") or optional ("*intéressement*") profit-sharing premiums, between 28 April and 12 May 2026, to the "T.EN Relais 2026" FCPE, which will be used for the transaction,

You can choose a single payment method or a combination thereof.

92. When will my personal contribution be debited if I opt for SEPA direct debit?

Your personal contribution will be debited (using SEPA direct debit) from your bank account on 23 July 2026

93. Is it possible to claim a case of early release of my profit-sharing premium before the subscription/revocation period if it has been allocated to the scheme during the reservation period?

If you choose to allocate your mandatory ("*participation*") or optional ("*intéressement*") profit-sharing premiums to the scheme, you may request the early release of your mandatory ("*participation*") or optional ("*intéressement*") profit-sharing premiums once it has been invested (from 29/05/2026) if the event justifying the early release occurs after that date.

However, if your request of early release is submitted prior to the date of share capital increase, you will not take any advantage from the offer (in particular, the discount and the matching contribution). You could receive the amount of your mandatory ("*participation*") or optional ("*intéressement*") profit-sharing premium, increased or reduced depending on the result of investment in the FCPE « T.EN Relais 2026 » on the period between 29 May 2026 and the early release.

94. What happens to the profit-sharing premium in case of revocation if it has been allocated to the scheme?

If you had previously chosen to make a reservation using all or part of your profit-sharing premium, and you decide to withdraw during the subscription/revocation period, your profit-sharing premiums will be transferred from the "T.EN Relais 2026" FCPE to the "AMUNDI 3 MOIS ESR-A" FCPE of the Group Savings Plan. You can subsequently transfer these amounts to other PEG FCPEs if you wish.

Furthermore, you will not benefit from the matching contribution under the employee share plan.

Lock-up period

95. Why is my investment locked up until 30 July 2031?

In return for the benefits of ESOP 2026, your investment is locked up until 30 July 2031, i.e. for 5 years, because it is part of an employee saving scheme (the Group Savings Plan).

96. What happens at the end of the lock-up period?

ESOP Leverage Offer

After the expiration of the 5-year lock-up period, you will no longer benefit from the guarantee as described above. No later than 2 months before the end of the expiry date, you will be asked to choose between (after prior approval by the Supervisory Board and AMF approval) :

- the reimbursement of all or part of your assets, or
- reinvesting your assets in the “T.EN Classic France” sub-fund of the “T.EN Shares France” FCPE, invested in the company’s listed securities or other FCPE offered under the Technip Energies PEG.

In the latter case, your assets will no longer benefit from the ESOP Leverage guarantee. Assets remaining in the “T.EN Leverage France 2026” sub-fund that have not been the subject of a redemption or reinvestment request will be **automatically** transferred to the “T.EN Classic France” sub-fund of the “T.EN Shares France” FCPE or any other FCPE designated by the Supervisory Board and AMF approval.

ESOP Classic offer.

By participating in the ESOP Classic offer, you hold units in the “T.EN Relais France 2026 – Part Classic” FCPE. Upon completion of the capital increase, the “T.EN Relais France 2026 – Part Classic” FCPE is intended to merge with the “T.EN Classic France” sub-fund of the “T.EN Shares France” FCPE, subject to approval by the Fund’s Supervisory Board and the authorization of the AMF.

After the merger, all your assets invested in the ESOP Classic offer will be held in the “T.EN Classic France” sub-fund of the “T.EN Shares France” FCPE.

At the end of the lock-up period, your assets held in the “T.EN Classic France” sub-fund of the “T.EN Shares France” FCPE will become available.

You can then choose to:

- keep your assets in the “T.EN Classic France” sub-fund; or
- ask for the reimbursement of all or part of your assets; or
- transfer your assets to other Technip Energies PEG FCPEs.

97. Can I make a partial redemption in ESOP 2026?

Yes, in case of an early release (see early release cases) or at maturity, it being specified that in case of an early release, the same trigger event can only give rise to one redemption request.

98. What do I have to do to recover my ESOP Leverage assets at the end of the lock-up period?

No later than 2 months before the expiry date of 30 July 2031, you will be asked to choose between (after prior approval by the Supervisory Board and AMF approval):

- the reimbursement of all or part of your assets, or
- reinvesting your assets in the “T.EN Classic France” sub-fund of the “T.EN Shares France” FCPE, invested in the company’s listed securities or other FCPE offered under the Technip Energies PEG.

Should you fail to reply, the assets still invested in the “T.EN Leverage France 2026” sub-fund of the “T.EN Shares France” FCPE will be automatically transferred to the “T.EN Classic France” sub-fund of the “T.EN Shares France” FCPE unless the Supervisory Board of the “T.EN Shares France” FCPE decides otherwise.

You can ask to recover your assets later whenever you wish: there is no other lock-up period at the end of the scheme.

99. What is the best option at the end of the lock-up period?

The decision is yours. We remind you that, at the end of the scheme, your investment in the ESOP Leverage offer will no longer benefit from the guarantee of recovering your personal contribution or the minimum return of 4% per year capitalized.

100. If I leave my ESOP 2026 assets in the Group Savings Plan at the end of the lock-up period, will they still be available or will they be blocked for another 5 years?

They will still be available.

101. In the ESOP Leverage offer, is it my personal contribution, the gain or the sum of the two that will be transferred to the “T.EN Classic France” Sub-fund of the “T.EN Shares France” FCPE invested in company securities if I do not ask to recover my assets?

Should you fail to reply, the total amount of your assets (personal contribution and gain) will be automatically transferred to the “T.EN Classic France” Sub-fund of the “T.EN Shares France” FCPE invested in company securities or any other FCPE designated by the Supervisory Board and AMF approval (which no longer offers a guarantee on your personal contribution or a minimum return of 4% per year capitalized).

Group Savings Plan

102. What is a Group Savings Plan (PEG)?

It is an optional collective employee saving scheme that allows employees of a group to constitute, with the help of the company, a portfolio of securities, regulated by the French Labour Code. It also refers to the French legal scheme for employee shareholding, which allows for a favourable fiscal framework.

103. Who can benefit?

Any employee of a company participating in a Group Savings Plan may benefit, particularly in the context of an employee share plan.

A minimum length of service of 3 months is usually required.

104. What are the benefits and conditions?

In France, savings are blocked for a minimum of 5 years.

When investing in the plan:

- the discount is not taxed or subject to social security contributions,
- the matching contribution is not taxed, but is subject to social security contributions (CSG, CRDS) withheld at source.

When exiting the Savings Plan:

The capital gains realised are tax-free. They are only subject to social security contributions: CSG, CRDS, and additional social levies⁹.

Reference price

105. What is the reference price?

The reference price is equal to an arithmetic average of each of the volume-weighted average prices of Technip Energies shares listed on the Paris Euronext stock exchange during the 20 trading days preceding 16 June 2026. This reference price of the Technip Energies share is used to calculate the protected average increase.

106. What is the daily price used to calculate the reference price?

The price used is the arithmetic average of the volume-weighted prices of Technip Energies shares.

107. What is the difference between reference price and subscription price?

The subscription price benefits from a 20% discount. It is equal to 80% of the reference price.

108. Why is the reference price calculated after the reservation period?

The reference price is set after the reservation period for technical reasons relating to the structure of the scheme. Collecting reservations gives visibility on the volume of the scheme. By reducing the risk for the bank on the amount of subscriptions before the revocation period, this mechanism makes it possible to achieve under the ESOP Leverage offer, all other things being equal, a better multiple applied to the protected average increase in the Technip Energies share.

Subscription price

109. How is the subscription price determined?

The subscription price is equal to 80% of the reference price of the Technip Energies share under ESOP 2026. You benefit from a 20% discount on the reference price. These two prices will be known and communicated on 16 June 2026.

You can invest any amount you wish, regardless of the subscription price, within the limits mentioned above. See "Investment Limits" section.

110. What happens if my investment is a fraction of an FCPE unit?

You will hold a number of units equal to your initial investment divided by the subscription price. It is likely that this result does not correspond to a whole number. This will allow you to hold fractions of units (e.g. 5.405 units).

111. How can I subscribe without knowing the subscription price?

When you enter your reservation between 28 April and 12 May 2026 (reservation period), you indicate the amount of your personal contribution to ESOP 2026. The subscription price will be known on 16 June 2026 and communicated at your workplace and on the ESOP 2026 website.

The reservation is not a final decision. During the subscription/revocation period, between 19 and 23 June 2026, you have the possibility of cancelling your reservation in the ESOP Classic and/or ESOP Leverage offer. In this case, the revocation applies to your entire subscription, for each offer.

Please note that in the event of revocation, your profit-sharing premiums previously allocated to ESOP 2026 will be transferred to the "AMUNDI 3 MOIS ESR" FCPE.

Protection provided by the ESOP Leverage offer

112. Is my initial investment fully protected in the ESOP Leverage offer?

Regardless of the Technip Energies share price on 30 July 2031 or before that date in case of an early release, you will recover your initial investment (personal contribution) plus at least a 4% annual capitalized return, before social security contributions, except in exceptional cases of termination of the swap between the FCPE and the bank. This offer is guaranteed by Société Générale.

113. Why isn't there a guarantee provided by Technip Energies, so that in case of default by the bank, the initial investment is protected?

It is not incumbent upon the company to set up investment schemes with guarantees on its securities. The guarantee is granted by Société Générale.

Monthly share price records (applicable only to the ESOP Leverage offer)

114. What is the monthly record of the Technip Energies share price?

60 monthly records of the price of the Technip Energies share will be used to calculate the average Technip Energies share price during the lock-up period.

A record of the Technip Energies share price on the Paris Euronext stock exchange is made at the close on the last working trading day of each month, from 31 July 2026 to 30 June 2031.

If a record is lower than the reference price, it is replaced with the reference price to calculate the average of 60 records used to determine the performance of the Technip Energies share as part of ESOP 2026.

115. How will I be informed of the Technip Energies share price record each month during the lock-up period?

You can track the share price on the Technip Energies investors website <https://investors.technipenergies.com/> and on various stock market websites.

116. How will I be informed of the value of my investment?

An individual annual statement will be posted on your Personal space by Amundi ESR, in charge of managing your account, indicating the net asset value of your investment on 31 December. You can also visit the Amundi ESR website www.amundi-ee.com at any time.

Representation of shareholding employees

117. How are FCPE unit holders represented?

FCPE unit holders are represented by a Supervisory Board. For the “T.EN Shares France” FCPE, the Supervisory Board is composed of 4 employee member unit holders representing the unit holders and 3 members representing the Company. The unit holders’ representatives have been elected by and from unit holders. Each sub-fund of the FCPE is represented on the Supervisory Board by at least one member. The Company’s representatives have been appointed by the management of T.EN.

The Supervisory Board has elected a Chairperson from among its employee members representing unit holders, for one year, which may be renewed; the Chair holds the casting vote in the event of tied vote.

The term of office of the elected members of the Supervisory Board is 4 years. However, it is automatically terminated in the event of departure from the company or purchase of all the units held.

118. How are Supervisory Board members elected?

Members representing unit holders are elected from among employees who hold units. Each sub-fund is represented on the fund's Supervisory Board.

The last election was held in 2023.

119. What are the prerogatives of the Supervisory Board?

The Supervisory Board oversees the management of the FCPE by the Management Company.

The tasks of the supervisory board are defined by the FCPE regulations in accordance with the legislation

- It meets at least once a year to review the fund’s management report and financial statements, the financial, administrative and accounting management of the FCPE and to adopt its annual report. It exercises the voting rights attached to the shares subscribed by the fund. For that purpose, it appoints one or more agents representing the Fund at general meetings of shareholders.
- It decides on the action to be taken in the event of financial transactions involving the capital of the Technip Energies Group (in particular in the event of takeover bids, tender offers, mergers or demergers) and on the management of the Fund’s assets following such financial transactions, the objective being to act in the best interests of the Unit Holders.

Reservation

120. What is the reservation period?

The reservation period runs from 28 April to 12 May 2026.

During this period, you indicate the amount of your personal contribution to ESOP 2026 on the subscription website.

Please note that there is a maximum investment limit which you should be aware of in order to determine the maximum amount of your personal contribution (see “Investment limits” section).

121. I will not be at my place of work during the reservation period, how else can I subscribe?

Online subscription is the simplest and therefore preferred method of subscription.

Employees, whether or not they are at their place of work, can subscribe online via the subscription website.

Subscription by proxy is not possible.

122. How do I subscribe online?

1. Log onto <https://esop.apps.ten.com>
2. Click on the “Participate in ESOP 2026” button.
3. Confirm your identity using the instructions sent to you by email
4. Read the legal conditions for participating in ESOP 2026.
5. Complete the reservation screen.
6. Confirm your reservation.
7. Download the PDF summary of your subscription.

123. Can I change my reservation once it has been confirmed?

During the reservation period from 28 April to 12 May 2026, you can change your reservation.

During the subscription/revocation period, between 19 and 23 June 2026, you have the possibility of cancelling your reservation in the ESOP Classic and/or ESOP Leverage offer. In this case, the cancellation applies to your entire reservation, for each offer.

Cancellation

124. What is the subscription/revocation period? What can I do during this period?

Once you have been notified of the subscription price, you will be able to cancel your reservation during the subscription/revocation period from 19 to 23 June 2026.

During these 5 days, you can cancel your reservation to each offer in full.

If you haven't made a reservation between 28 April and 12 May 2026, you can also subscribe during this period, but the limit is 10 times lower than during the reservation period (see "Investment limits" section).

Please note that an allocation of profit-sharing premiums in May will be considered as a reservation. Thus, an employee who allocates profit-sharing premiums but who hasn't made a voluntary payment during the reservation period may not make one either during the subscription/revocation period.

A simulation tool is available on the website dedicated to the transaction.

125. Can I subscribe a different amount than the one I indicated at the time of reservation?

No. If you subscribed during the reservation period, you cannot subscribe for a different amount during the subscription/revocation period. You can only cancel your reservation in full, in the ESOP Classic and/or ESOP Leverage offer, on the subscription website. Partial cancellations of the amount reserved in one offer are not allowed.

126. Do I need to confirm my reservation during the subscription/revocation period?

No. Your reservation will be automatically confirmed if you do nothing during the subscription/revocation period.

127. What happens to my pre-allocation (profit-sharing premiums), if I no longer wish to contribute these amounts to ESOP 2026?

During the subscription/revocation period (19 to 23 June 2026), you will have the possibility of withdrawing completely from each offer whatever the payment method for your personal contribution (profit-sharing premiums and/or voluntary payment). As a reminder, the decision to withdraw is irrevocable and final.

In case of cancellation:

- Your voluntary payment is cancelled
- The profit-sharing premiums you initially allocated to either or both offers of the ESOP 2026 scheme when you made your reservation, and which are affected by your cancellation, will be automatically reallocated to the "AMUNDI 3 MOIS ESR - A" FCPE. These reallocated sums will not be eligible for the ESOP 2026 matching contribution. They will be unavailable for a period of five (5) years, except in case of an early release, but they may be transferred to another fund of the Group Savings Plan. These amounts cannot be paid into your bank account.

Employee shareholder

129. What exactly does it mean to “become a shareholder via an FCPE”? Will I really be a shareholder?

As part of ESOP 2026, you hold FCPE units through your initial investment. The FCPE buys Technip Energies shares and you are therefore “indirectly” a shareholder in Technip Energies.

The FCPE’s supervisory board exercises voting rights as a shareholder at the General Meetings of Technip Energies shareholders.

You are therefore not a direct shareholder and do not vote directly at the General Meeting, for example, but insofar as your investment is in the FCPE the assets of which are invested in Technip Energies shares, your investment is directly linked to the share price.

130. Will I be able to exercise the voting rights attached to the shares purchased for me?

The voting rights will be exercised by the members of the supervisory board who represent the unitholders and have been elected by and among unit-holding employees. One or more agents will represent the FCPE at the General Meetings of Technip Energies shareholders.

131. What information will I receive on Technip Energies as a shareholding employee?

We invite you to visit the website dedicated to Technip Energies shareholders: <https://investors.technipenergies.com/>

As a unit holder of the FCPE, you will have access, via the Amundi ESR website www.amundi-ee.com or your account statement, to the following information: the number of units you hold, the net asset value of the FCPE, the estimated amount of your assets on a given date.

132. What is the impact of the transactions on Technip Energies’ capital?

Some transactions involving Technip Energies’ capital (allocation of free shares to all shareholders, capital reduction, payment of an exceptional dividend, capital increase with preferential subscription rights, etc.) may result in adjustments to the ESOP Leverage offer depending on market practice and applicable regulations, with a view to neutralising the impact of these transactions on your investment.

Monitoring my investment

133. When and how will I know what I have actually invested in ESOP 2026?

In case of oversubscription (see “Oversubscription” section) and if the amount of your subscription is reduced, the reduced amount is invested. In this case, you will be informed by Amundi ESR of the final amount of your subscription in July 2026.

134. What information will I receive during the lock-up period?

This information will be available on the Amundi ESR website www.amundi-ee.com from early August 2026.

A transaction notice detailing your investments will be made available on your personal space and, once a year at the beginning of the year, a statement will be sent to you showing the situation of your account at the end of the previous December.

135. How can I monitor the performance of my investment?

You can monitor the performance of your investment on the Amundi ESR website (www.amundi-ee.com).

Oversubscription

136. What happens if I oversubscribe to ESOP 2026?

This share offering is reserved for employees within the limit of a maximum number of Technip Energies shares corresponding to 1.5% of Technip Energies share capital, within a total subscription amount of €55 million: the Ceiling.

In the event that the total amount of the subscriptions exceeds this Ceiling, the reduction will be made in accordance with the following methods:

- An “average subscription amount” will be calculated by dividing the Ceiling by the number of subscription requests received;
- All requests for an amount equal to or less than this “average subscription amount” will be fully satisfied; and
- All requests for an amount greater than the “average subscription amount” will be fully satisfied up to the “average subscription amount” and supplemented proportionally with the remainder of the employee's application based on the sum of the amounts remaining to be fulfilled to reach the Ceiling, it being understood that in the event of subscription to the ESOP Classic and ESOP Leverage formulas, the reduction will primarily apply to the ESOP Leverage formula subscription application.

In the event of a combination of payment methods, the reduction will be applied first

1. to the amount paid by direct debit from a bank account, then
2. to the amount paid by payroll deduction, then
3. to the amount of optional profit-sharing premiums ("*intéressement*") allocated to the offer, and finally
4. to the amount of mandatory profit-sharing premiums ("*participation*") allocated to the offer.

137. When and how will I know if my subscription request has been reduced?

You will be informed by Amundi ESR of the final amount of your investment, possibly reduced in case of oversubscription, in July 2026.

Payments will only be made once any reduction has been applied, based on the final reduced amounts.

If the reduction relates to your profit-sharing premiums allocated to ESOP 2026, the reduced portion will be transferred to the “AMUNDI 3 MOIS ESR – A” FCPE. These assets will remain invested in the PEG until the end of the 5-year lock-up period and you may transfer them to the FCPE of your choice, under the conditions provided for by the PEG regulations.