

VALUE CREATION MODEL

OUR PURPOSE

OUR VISION

Our employees serve our clients and are inspired by society; they make Bureau Veritas a Business to Business to Society service company that contributes to positively transforming the world we live in.

5 MACRO TRENDS

- Demographic growth and rapid urbanization
- International trade and supply chain management: disruption and restructuring
- New technologies and accelerating digitalization
- Increasing focus on sustainability and CSR
- Healthcare and hygiene in the spotlight

1 STRATEGIC AMBITION FOR 2025

Capturing the maximum value from existing businesses as well as in businesses adjacent to our core activity and leading sustainability in the TIC sector.

3 VALUE DRIVERS

SCALE

Scale up by getting the maximum value out of existing products and services

EXPAND

Make the right choices regarding growth opportunities in selected key markets

LEAD

Leverage technological advances to drive the evolution of the TIC sector

OUR ENABLERS

The Bureau Veritas brand acts as a guarantor for the seeds of trust we are sowing between companies, governments and consumers. The business is supported by our enablers.

PEOPLE AND CULTURE

Invest in human capital, live by our common values and create a culture of commitment to services

- **79,700** employees
- Qualified, highly-trained and trusted personnel
- **154** nationalities
- An inclusive and international culture
- A business that puts its clients at the heart of its culture
- A global network of sub-contractors

ORGANIZATION AND GOVERNANCE

Sharing the values and the 2025 Strategic Direction

- A long-standing controlling shareholder and a diversified free float
- A robust and balanced financial model with a long-term vision
- **€1,707** million in equity
- A network of almost **140** countries
- Nearly **1,600** offices and laboratories
- **3,500** accreditations, agreements and authorizations
- A strong sustainability commitment

INNOVATION AND DIGITAL

Using digital tools to improve and extend TIC services

- Innovative services and solutions to accompany sustainable development strategies, with trust and transparency
- More than **190** years of brand experience in economic and society transitions
- Numerous alliances and partnerships with leading players
- Group-wide digital transformation

OUR MISSION

Shaping a World of Trust by ensuring responsible progress. Thanks to our unrivaled expertise, technical knowledge and worldwide presence, we support our clients by managing quality, safety and sustainability risks, to the benefit of society as a whole.

OUR SERVICES

CREATING TRUST

SERVICES**Verification of conformity with regulations or self-imposed standards**

- International standards
- Regulations
- Voluntary standards

**SOLUTIONS****Technical assistance and regulatory support services****BV GREEN LINE**

A cross-functional offer of services and solutions to support the implementation of sustainable strategies that are credible, measurable and legitimate.

OUR END MARKETS

- Buildings & Infrastructure
- Agri-Food and Commodities
- Industry
- Consumer Products
- Marine & Offshore
- Certification

OUR RESULTS**FINANCIAL PERFORMANCE**

- **9.4%** increase in organic growth
- **16.1%** of adjusted operating margin
- **98.6%** cash conversion rate

ESG LEADERSHIP

- **0.27** total accident rate
- **2.49** metric tons of CO₂ emissions per employee per year
- **26.5%** of women in leadership positions
- **29.9** hours of training per employee
- **95.8%** of employees trained in the Code of Ethics

SHARED VALUE AND STAKEHOLDER IMPACTS**€5.0 BILLION**

IN REVENUE

52% of the Group's sales in 2021 were for services stemming from BV Green Line

CLIENTS

- Development of our activities: **€115** million in net investment
- Improved risk management
- Simplified business exchanges
- Increased performance

SUPPLIERS AND SUB-CONTRACTORS

€1.4 billion in purchases of goods, services and engagements

EMPLOYEES

€2.0 billion in wages, salaries and bonuses

STATE

€244 million in taxes

SHAREHOLDERS

€0.53 dividend per share⁽¹⁾

SOCIETY

Trust in quality, health and safety, and sustainability

⁽¹⁾ Proposed dividend subject to Shareholders' Meeting approval on June 24, 2022.