IN ACTION

BUREAU VERITAS

Shaping a World of Trust

INTEGRATED REPORT 2025

OUR VISION IS TO BE THE PREFERRED PARTNER FOR OUR CUSTOMERS' EXCELLENCE & SUSTAINABILITY

Our global reach and extensive skillsets help our clients navigate a changing world, transforming their businesses to deliver sustainable growth.

OUR MISSION IS SHAPING A WORLD OF TRUST

We draw on our unrivalled expertise, independence and worldwide presence to manage quality, safety, health and sustainability risks for our clients, providing significant benefit to society as a whole.

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FOCUSED ON DELIVERING LEAP I 28

PREFERRED PARTNER FOR EXCELLENCE AND SUSTAINABILITY

WHO WE ARE

Bureau Veritas is a world leader in Testing, Inspection and Certification (TIC) services. Founded in 1828, today we have over 82,000 employees in 140 countries. We call ourselves a Business-to-Business-to-Society company because we create trust between people, data and things by ensuring high standards of quality, health and safety, sustainability and social responsibility in everything businesses do.

OUR EXPERTISE: TESTING, INSPECTION & CERTIFICATION

TESTING

Our testing and analysis services ensure that products and commodities meet all the requirements expected of them. We test for compliance with applicable standards, regulations and specifications, performing laboratory and on-site testing for manufacturing and process industries. We have a worldwide network of facilities, offering state-of-the-art and field-specific technical expertise, strategically located with easy access from commercial ports and major manufacturing locations.

INSPECTION

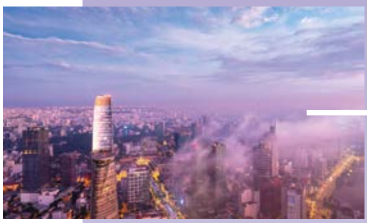
Our teams carry out on-site inspections to verify that products, services, assets and installations are manufactured or operate as intended. These inspections cover a wide range of services to control for quality, to verify exact quantities, and to meet regulatory requirements. Our rigorous inspection services provide companies with confidence in the reliability and integrity of their products, assets and systems.

CERTIFICATION

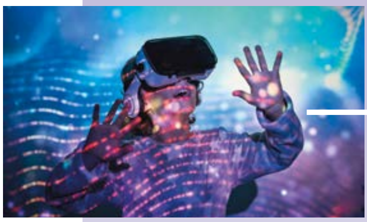
We are recognized internationally as an independent third party and as an accredited certification body. This means we can attest that management systems, services and people comply with specific standards. We also certify that equipment and products comply with national and international regulations, voluntary industry standards, and with manufacturer or client requirements. The confidence inspired by our certification process allows companies to access new markets, win new clients, and strengthen their brands.

OUR REGIONS AND PRODUCT LINES

Industrials & Commodities

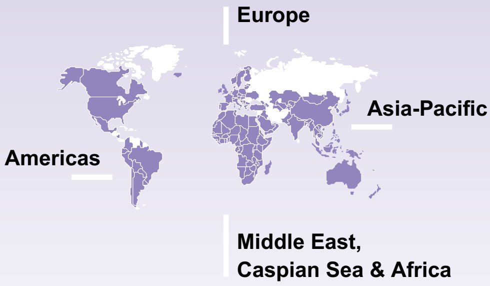


Urbanization & Assurance



Consumer Products Services

4 REGIONS



A GLOBAL PLAYER

€6.5 billion
in revenue

82,000
Bureau Veritas Trust Makers

140
countries

OUR SIX FORMS OF CAPITAL

CAPITAL	DESCRIPTION
INTELLECTUAL	This includes the organization's knowledge based intangibles, such as intellectual property, systems, procedures, and protocols. For Bureau Veritas, a leading provider of Testing, Inspection and Certification services, intellectual capital is crucial in maintaining its expertise and delivering high quality services.
MANUFACTURED	This refers to the physical objects that are available to the organization for use in the production of goods or the provision of services, including buildings, equipment, and infrastructure. Bureau Veritas operates a global network of laboratories, testing facilities, and other physical assets that enable it to conduct its activities.
FINANCIAL	This includes the pool of funds that is available to the organization for use in the production of goods or the provision of services, obtained through financing, operations, or investments. Financial capital is necessary for Bureau Veritas to invest in its operations, acquisitions, and growth strategies.
HUMAN	This refers to the people's skills, capabilities, experience, and motivation to innovate, including their alignment with and support for the organization's governance framework, risk management approach, and ethical values. Bureau Veritas' highly skilled and diverse workforce is a key asset in delivering its services and in driving innovation.
SOCIAL & RELATIONSHIP	This includes the institutions and relationships established within and between communities, groups of stakeholders, and other networks, as well as an organization's ability to share information to enhance individual and collective well being. Bureau Veritas' reputation, brand, and relationships with clients, partners, and stakeholders are essential for its success.
NATURAL	This refers to all renewable and non renewable environmental resources and processes that provide goods and services to support the past, current, and future prosperity of an organization. Bureau Veritas, through its Testing, Inspection and Certification services, plays a role in promoting environmental sustainability and responsible use of natural resources.

ON THE THRESHOLD OF OUR THIRD CENTURY

THE ORIGINS OF THE GROUP

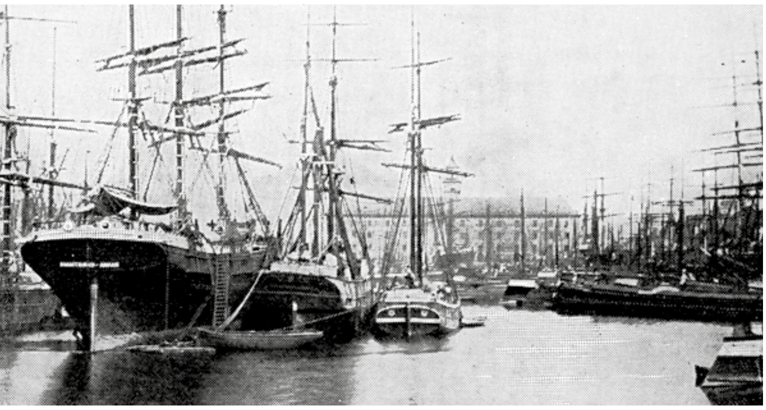
The “Information Office for Maritime Insurance” was founded in Antwerp, Belgium, in 1828, to collect and verify information related to the condition of ships for insurers. Later renamed Bureau Veritas (The Office of Trust), the company transferred its registered office to Paris and built up an international network.

JOINING THE MODERN INDUSTRIAL REVOLUTION

The growing number of accidents during the construction boom that followed the First World War led to the introduction of preventive measures. Bureau Veritas supported industrial expansion and branched into inspecting metal parts and equipment for the rail industry, and conducting technical testing in the aeronautical, automotive and construction industries. The Group opened its first laboratories near Paris to conduct metallurgical and chemical analyses and test services for building materials.

1828

1920



2007

2010

THE INITIAL PUBLIC OFFERING

Bureau Veritas was listed on Euronext Paris on October 24, 2007. The IPO was aimed at driving Bureau Veritas’ growth by raising its profile, giving it access to new means of financing, and forging loyalty among its employees.

GROWTH IN THE COMMODITIES BUSINESS AND IN HIGH-POTENTIAL MARKETS

Fast growing countries were investing more in infrastructure and experiencing growing demand for quality, safety and reliability. After its acquisition of Inspectorate in 2010, Bureau Veritas ranked as one of the world’s top three players in the commodities sector. It became a leader in the Canadian market and, in parallel, carried out a series of acquisitions in the construction and consumer products industries in China. In 2015, Bureau Veritas defined a new strategic roadmap through 2020, focusing on growth, resilience and profitability.

KEEPING PACE WITH TECHNICAL PROGRESS

The thirty-year post WWII boom brought with it technical progress, growing urbanization and world trade. Bureau Veritas played a key role in modernizing shipbuilding and classifying subsea vessels, nuclear powered vessels and shipping hubs. The start of the computer era led to the use of more scientific methods. Bureau Veritas reinforced its construction expertise in the protection of people and goods, and in energy efficiency.

DIVERSIFICATION AND WORLDWIDE EXPANSION

As the world became increasingly globalized, economic players required traceability, transparency and technical consistency across the globe. To meet the needs of its clients, Bureau Veritas developed its Certification and Government Services businesses to evaluate management systems and supply chains. It grew its network with new subsidiaries in the United States, Africa and China. Acquisitions in the United States strengthened its expertise in consumer goods, and the Group also expanded its presence in the United Kingdom, Australia and Spain. It became the leader in compliance assessments for the construction industry in France.

1960

1990

2021

2024

A NEW FOUR-YEAR STRATEGY TO BOOST VALUE CREATION

After six transformational years, Bureau Veritas successfully rebalanced its activities around an efficient growth platform. Building on the success of its previous strategic plan, and having overcome the Covid-19 crisis, the Group presented its 2025 strategy in December 2021, a strategy underpinned by innovation, initiative and agility for its future growth, thereby affirming its sustainability leadership in the TIC sector.

A STEP CHANGE IN GROWTH AND SHAREHOLDER RETURNS

The Group presented its LEAP I 28 strategy at its Capital Markets Day in March 2024. Leveraging its vision of becoming the preferred partner for clients' excellence and sustainability, the new strategy is built on three pillars: Portfolio, Performance and People with sustainability at its core. Details of Bureau Veritas' LEAP I 28 strategy are provided in section 1.4 of the 2025 Universal registration document.

MESSAGE FROM LAURENT MIGNON, CHAIRMAN OF THE BOARD OF DIRECTORS

Dear Shareholders,
The year 2025 marked the continued transformative journey of Bureau Veritas, with the acceleration of its LEAP | 28 strategic plan. This bold initiative, developed with and overseen by the Board of Directors, is creating a more focused portfolio, evolving the people model of the Group and enhancing the performance excellence.

Under the Board's strategic oversight, the management team, led by Chief Executive Officer Hinda Gharbi, delivered sector leading growth despite the challenges posed by a complex and unpredictable business and geo-political landscape. At the same time, we are pleased with the Group's progress on its ambitious sustainability targets, such as reducing carbon emissions in line with our SBTi (Science-Based Targets Initiative) commitment and receiving multiple recognitions for its impactful sustainability programs.

Under the guidance and stewardship of the Board, the leadership team delivered strong financial results in 2025, with strong revenue growth of 6.5%, an adjusted operating profit of €1,052.9 million, and robust cash flow of €824.2 million, up 2.6% year-on-year at constant currency.

As a Board we remained deeply engaged in supporting management on key strategic decisions thanks to a strong collaborative relationship grounded in mutual trust and a shared long-term vision for the Group. The evolution of the Group operating model introducing the new regional and product line model will accelerate the business. The Board also oversaw targeted acquisitions and divestments, to strengthen Bureau Veritas' portfolio and capabilities in high-growth areas like buildings and Infrastructure, renewable energy and cybersecurity.

Together we take great pride in Bureau Veritas' continued inclusion in the CAC 40 Paris stock index, which is a testament to the Group's consistent operational success and a recognition of its steadfast pursuit of sustainable growth.

The Board of Directors joins me in expressing our warmest gratitude to Pascal Lebard for his dedication and support to the Company over the past 12 years in his various capacities as Vice-Chairman of the Board, Lead independent director and Chairman of the Nomination and Compensation Committee. We also wish to congratulate Geoffroy Roux de Bézieux on his appointment to these new roles. The year 2025 was also marked by the departure of Lucia Sinapi-Thomas following the General Meeting of June 19th, warmly thanked by the Board for her contribution during her 12 years of tenure, and the arrival of Elodie Perthuisot, whose appointment as independent director was unanimously welcomed.

Our Board continues to be a strong and effective governing body, bringing together diverse and complementary expertise, as well as proven track record across key strategic areas.

Looking ahead to 2026, the Board shares the management's confidence in delivering continued growth, margin improvement, and strong cash generation, building on the successful first two years of LEAP | 28 execution. In recognition of the Group's strong financial performance and confidence in its future prospects, the Board of Directors is proposing a dividend (subject to approval by the General Meeting of Shareholders on May 19, 2026) of €0.92 per share for 2025, up 2.2% year-on-year.

As Chairman of the Board of Directors, I reaffirm my full support to Hinda Gharbi and her team in our shared ambition to position Bureau Veritas as the preferred partner for our customers excellence and sustainability.

58% **of independent board members**

80% **within the Audit & Risk Committee**

60% **within the Nomination & Compensation Committee**

50% **within the Strategy Committee**

50% **within the CSR Committee**

EXPERIENCE AND EXPERTISE IN THE BOARDROOM

Composed of 12 members, the Board of Directors plays a central role in defining and approving the Group's strategic direction, overseeing its implementation, and ensuring transparent information for all shareholders. The Board of Directors brings together a diverse range of experienced profiles, whose expertise supports balanced and informed decision-making. Its work is supported by four specialized Committees, each chaired by an independent Director.

LAURENT MIGNON
Chairman of the Board of Directors

GEOFFROY ROUX DE BÉZIEUX*
Lead Independent Director, Vice-Chairman of the Board of Directors and Chairman of the Nomination & Compensation Committee

JULIE AVRANE
Independent Director, Chair of the Strategy Committee

ANA GIROS CALPE
Independent Director, Chair of the CSR Committee

JEAN-FRANÇOIS PALUS
Independent Director, Chair of the Audit & Risk Committee

CHRISTINE ANGLADE
Director

BPIFRANCE INVESTISSEMENT
Independent Director, represented by Karine Lenglart

CLAUDE EHLINGER
Director

PASCAL LEBARD
Board member

JÉRÔME MICHIELS
Director

ÉLODIE PERTHUISOT
Independent Director

FRÉDÉRIC SANCHEZ
Independent Director

Composition of the Board Committees

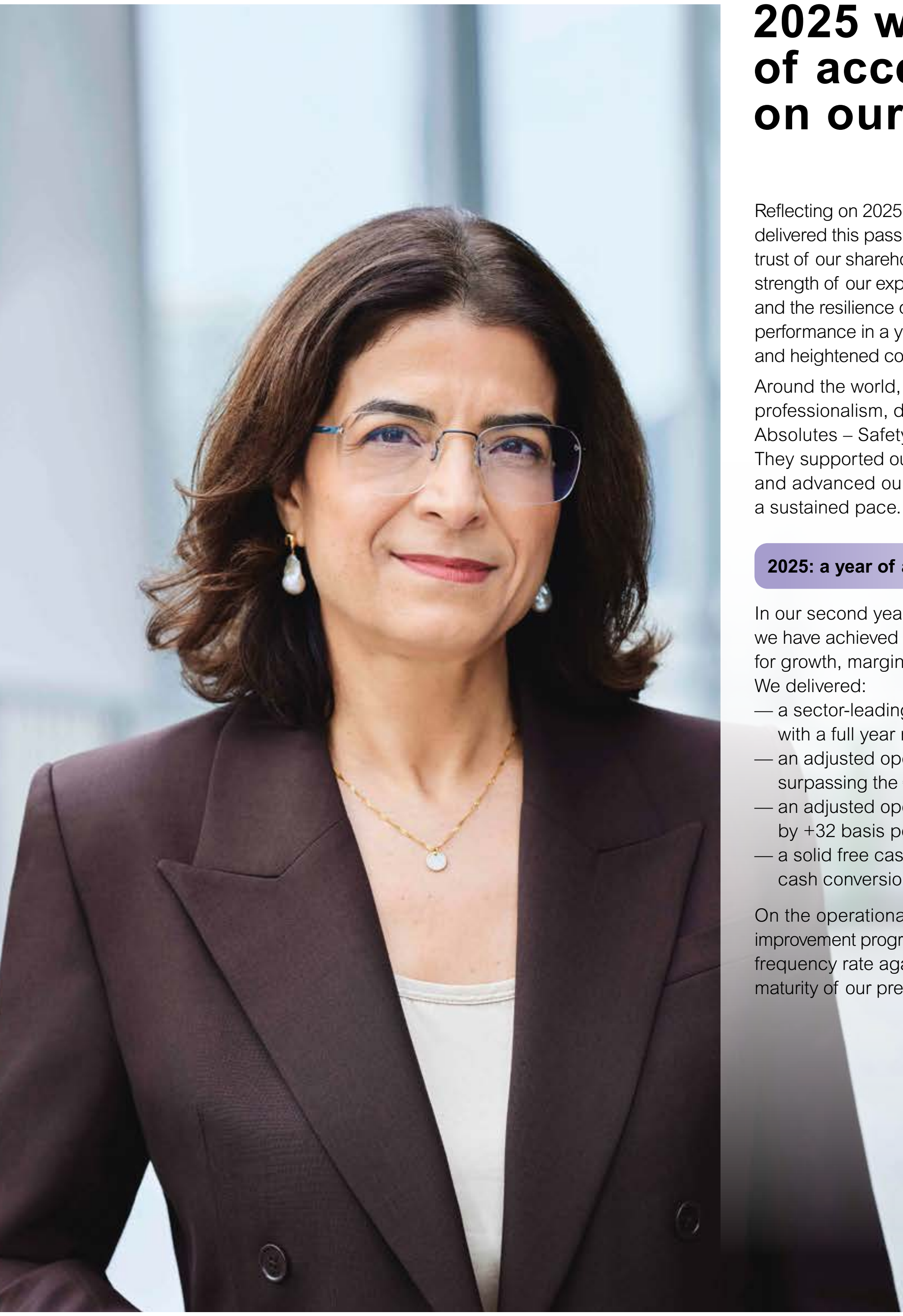
- Audit & Risk Committee
- Nomination & Compensation Committee
- Strategy Committee
- CSR Committee

* Geoffroy Roux de Bézieux has been appointed by the Board of Directors on October 22, 2025 as Lead Independent Director, Chairman of the Nomination & Compensation Committee, and Vice-Chairman of the Company's Board of Directors, replacing Mr. Pascal Lebard who no longer qualifies as independent after twelve years of directorship (according to the Afep-Medef Corporate Governance Code).

Attendance rates per committee: 89% for the Audit & Risk Committee, 88% for the Nomination & Compensation Committee, 100% for the Strategy Committee, and 92% for the CSR Committee. Overall Board attendance rate : 96%.

EDITORIAL OF THE CHIEF EXECUTIVE OFFICER

HINDA GHARBI



2025 was the year of accelerating on our strategy

Reflecting on 2025, I am proud of what Bureau Veritas has delivered this passing year and grateful for the continued trust of our shareholders, customers, and partners. The strength of our expertise, the depth of our global footprint, and the resilience of our teams have again been critical to our performance in a year shaped by accelerating transformation and heightened complexity across our markets.

Around the world, our colleagues demonstrated professionalism, discipline and commitment to our three Absolutes – Safety, Ethics and Financial Control. They supported our clients, executed our plans with rigor, and advanced our LEAP I 28 strategic priorities with a sustained pace.

2025: a year of acceleration for the Group

In our second year of the LEAP I 28 strategic plan, we have achieved or exceeded our 2025 financial targets for growth, margin, and cash generation.
We delivered:
— a sector-leading organic revenue growth of 6.5%, with a full year revenue of €6.5 billion and;
— an adjusted operating profit of €1,052.9 million, surpassing the €1 billion milestone for the first time and;
— an adjusted operating margin of 16.3%, improving by +32 basis points on a reported basis and;
— a solid free cash flow of €824 million, with a 107% cash conversion.

On the operational front, our continous safety improvement programs led to the reduction of our accident frequency rate again this year, reflecting the growing maturity of our prevention culture. Our reinforced Ethics and compliance programs were further expanded to ensure the independence and transparency expected from Bureau Veritas. We also progressed across our corporate social responsibility objectives, with tangible results in decarbonization.

Our market environment evolved significantly in 2025 as structural shifts reshape our clients' priorities. The technology race we are witnessing in this age of artificial intelligence is having a profound impact on urbanization and re-industrialization. The rapid development of AI technologies has triggered a surge in electrical power demand. We see renewed concerns over energy supply that are now driving the development of all energy sources from fossil fuels to new forms of energy.

Finally, we are witnessing a shift for organizations private and public, with a new mindset for sustainability. This is a risk-based approach that aims to protect their reputation, their brand, and their competitive advantage. All these trends highlighted above support an accessible and growing market for our services and solutions.

In 2025, we made tangible progress toward our 2028 ambitions by reshaping our portfolio through acquisitions in Buildings & Infrastructure, in Sustainability, in Renewables, and in Cybersecurity. We also completed the divestment of significant non-core activities. These actions reinforce our leadership in fast-growing segments, and strengthen momentum across our Strategic Portfolio Priorities.

Performance-led execution also progressed meaningfully. We are deploying new production platforms and expanding performance programs to extract operating leverage and functional scalability. We are also rolling out sales excellence programs to improve our commercial practices and value creation. Our new Digital and Technology organization has now started to establish cross-functional IT Shared Services Centers, and is shaping a unified digital roadmap that will support efficiency and scalability across our Group.

On the People front, we launched our new operating model in June 2025. This new organization intends to align our geographical Regions, integrate and connect our Product Lines and Functions. The intention is to better leverage our customer proximity and global expertise to improve service delivery, speed up decision-making and boost sales. Additionally, we have launched new comprehensive training and capabilities programs to develop new skills in sustainability and other new services. Finally, to ensure successful change management, we have introduced a new Leadership Framework, a key program aiming to equip our managers with the right guidance to adopt the needed behaviors, and to gain the necessary leadership attributes that will guarantee the successful implementation of our new operating model.

2026: a year to "Turbocharge"

Looking ahead to 2026, we are entering the third year of our strategy with strong market fundamentals and a clear LEAP I 28 roadmap. Our Focused Portfolio agenda requires the continuation of our bolt-on and other mid-sized acquisitions to continue building our New Strongholds for growth, and augmenting our capabilities as we Expand Leadership for our market leading product lines. The integration of acquired companies is a key priority as we scale our services around the globe. Our ongoing portfolio transformation will position Bureau Veritas as a company with a resilient and future facing mix capable of adapting to a moving market.

Our ongoing performance programs are expanding, and our change management actions will accelerate to ensure the effectiveness of our new organization, and to support the successful implementation of all these new programs.

As we transform our operations, we will expand the deployment of our digital operational platforms. We are also concurrently accelerating the integration of Artificial Intelligence into our workflows. We believe that AI is set to fundamentally transform how we work. First, through the increased demands for our services for data centers construction, energy projects development, and supply chains needs for both industries. Second, AI technologies will help us deliver productivity, greater operational efficiency in our operations, and will enable superior service quality, and customer experience differentiation. Finally, as our customers accelerate the adoption of AI into their processes, systems and organizations, there is a need to establish trust around the adoption of these systems. Assurance is needed to ensure that the deployment of AI models is compliant with regulations, and is aligned with customers' policies, value system, and their own clients' expectations.

In 2026, the clarity of our strategy, the exceptional expertise and dedication of our teams, and our strong market positioning give me confidence in our ability to continue delivering sustainable, profitable growth. The achievements of 2025 provide a solid foundation for a further impact in 2026 as we continue our journey toward our 2028 ambitions of a step change in growth and returns.

For the full year 2026, Bureau Veritas expects to deliver:
— mid to high single digit organic revenue growth;
— improvement in adjusted operating margin at constant exchange rates, and;
— strong cash generation.

Thank you once again for your continued trust in Bureau Veritas.

2025: A YEAR OF GROWTH

TWO KEY ACQUISITIONS TO START THE YEAR

In early 2025 we made two important acquisitions: in January we bought a leading Italian buildings and infrastructure services provider, Contec AQS and its two subsidiaries Exenet and PMPI; and in March we strengthened our position in the Chilean copper market with the purchase of GeoAssay which operates three state-of-the-art mineral laboratories.

RECOGNITION AS **A LEADING PLAYER AGAINST CLIMATE CHANGE**

In February, the Carbon Disclosure Project (CDP) said it had ranked Bureau Veritas in its A-List for climate reporting in 2024. The announcement by one of the world's most respected climate information disclosure systems came as welcome recognition of our Group's strong commitment to tackling global warming

A RESTRUCTURED EXECUTIVE COMMITTEE TO **ACCELERATE OUR STRATEGY**

In June, we stepped up the pace of delivery of our LEAP I 28 strategy, restructuring the Group's Executive committee to reflect a new and more streamlined operational structure built around four greater geographic regions, each empowered with scalable Product Lines. The new organization is designed to align more closely with market needs and to boost our agility.

EXPANDING OUR FOOTPRINT IN NEW STRONGHOLDS

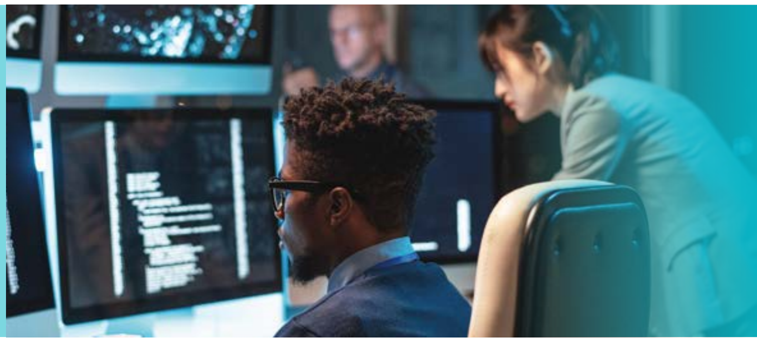
In July, we announced three targeted acquisitions in the fields of cybersecurity, nuclear and transition services. The new companies – IFCR in Denmark, Hinneburg GmbH in Germany and EcoPlus South Korea – mark an important step forward in the realization of the LEAP I 28 strategy by creating new strongholds in high-growth markets.

NEW APPOINTMENTS WITHIN THE BOARD OF DIRECTORS

In December we announced the appointment of Board member Geoffroy Roux de Bézieux as Lead Independent Director, Chairman of the Nomination and Compensation Committee and Vice-Chairman of the Board of the Directors. Mr. Roux de Bézieux was also named to the Audit and Risk Committee, and Ms. Julie Avrane was appointed a member of the Nomination & Compensation Committee.

LAUNCH OF **BUREAU VERITAS CYBERSECURITY**

Reflecting the growing threat of cyber risks to our customers, we consolidated our various cybersecurity services in July under a single global identity. The newly formed Bureau Veritas Cybersecurity will allow us to capitalize on the strength of our digital platforms in Europe and the US, while also expanding our cyber business in the Asia-Pacific region.



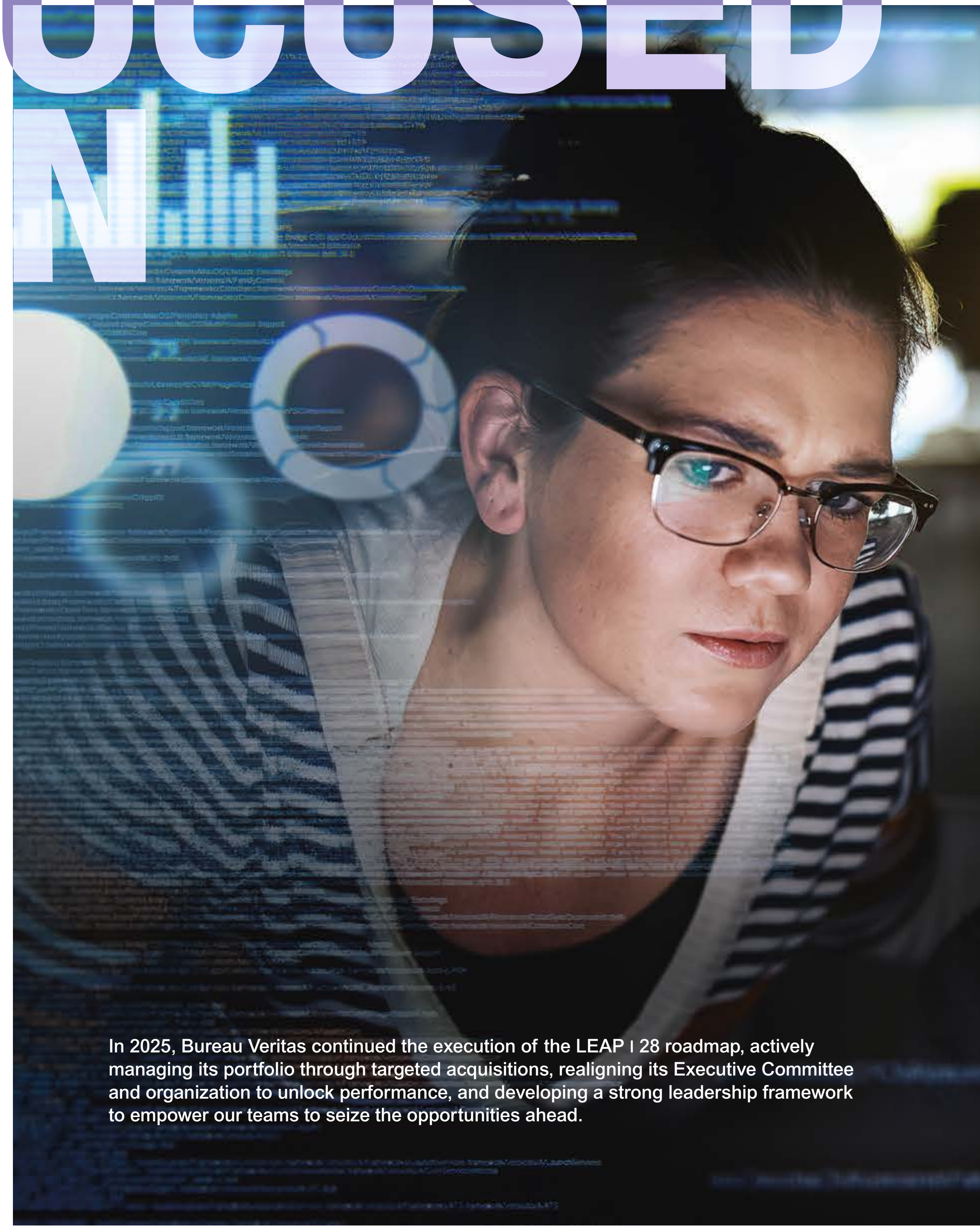
A LANDMARK PARTNERSHIP IN PROPERTY RESILIENCE VERIFICATION SERVICES

Bureau Veritas signed an agreement with the World Bank's IFC in July to become the first provider of verification services for the IFC's Building Resilience Index. The index is a valuable and innovative tool to help developers, investors and policymakers identify, assess and improve the resilience of buildings threated by natural hazards.

BOOSTING OUR STRATEGIC POSITION IN BUILDINGS & INFRASTRUCTURE AND RENEWABLES

In October, we reinforced our leadership in two key growth markets. The proposed acquisitions of renewable energy services provider Sólida in Spain and of UK property services specialist London Building Control extended our capability, reach and technical expertise in the Energy Transition and Buildings & Infrastructure sectors, both central to LEAP | 28.

FOCUSED ON



In 2025, Bureau Veritas continued the execution of the LEAP | 28 roadmap, actively managing its portfolio through targeted acquisitions, realigning its Executive Committee and organization to unlock performance, and developing a strong leadership framework to empower our teams to seize the opportunities ahead.

DELIVERING LEAP | 28

A REALIGNED EXECUTIVE COMMITTEE TO ACCELERATE

HINDA GHARBI
Chief Executive Officer

VINCENT BOURDIL
Executive Vice-President, Europe

KHURRAM MAJEED
Executive Vice-President, Middle East, Caspian & Africa

SURACHET TANWONGSVAL
Executive Vice President, Asia-Pacific

SANTIAGO ARIAS DUVAL
Executive Vice President, Americas

MARC ROUSSEL
Executive Vice-President, Urbanization & Assurance

CATHERINE CHEN
Executive Vice-President, Consumer Products Services

MATTHIEU GONDALLIER DE TUGNY
Executive Vice-President, Industrials & Commodities

PHILIPP KARMIRES
Executive Vice-President, Chief Digital & Innovation Officer

MARIA LORENTE FRAGUAS
Executive Vice-President, Chief People Officer

LAURENT LOUAIL
Executive Vice-President, Chief Performance Officer

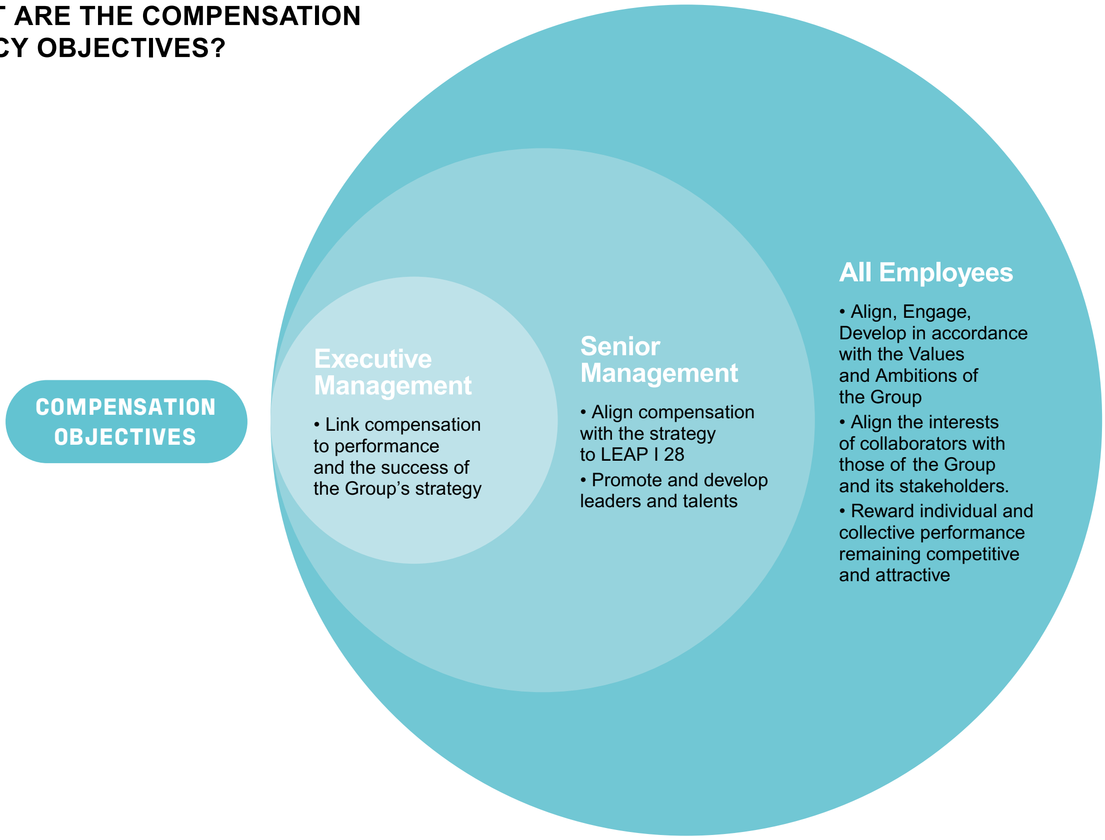
JULIANO CARDOSO
Executive Vice-President, Corporate Development

FRANÇOIS CHABAS
Executive Vice-President, Chief Financial Officer

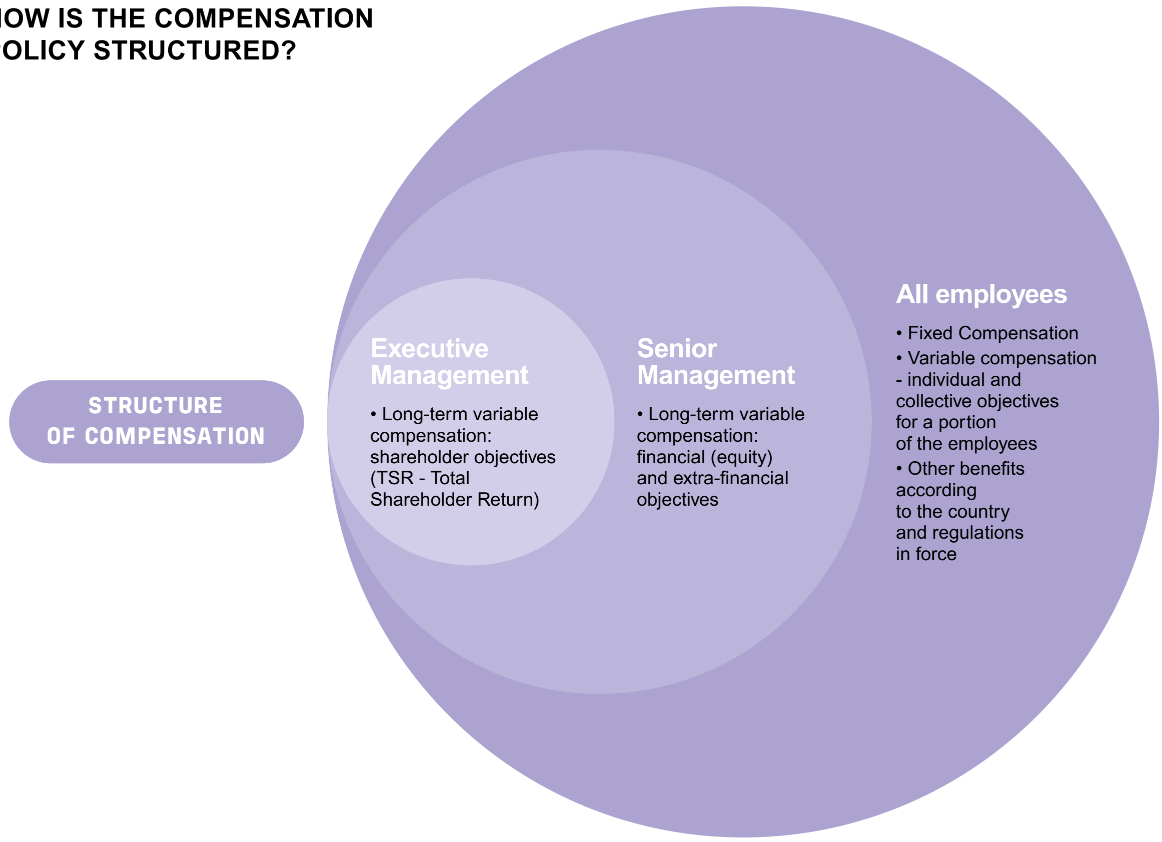
BÉATRICE PLACE-FAGET
Executive Vice-President, Legal Affairs & Internal Audit

Our 14-member Executive Committee acts as the Group's management body, supervising worldwide operations and ensuring that all our divisions work together in implementing Group's strategy across business lines. In June 2025, we made several major structural changes within the Committee to accelerate LEAP | 28. These included the creation of a new Chief Performance Officer role, a more streamlined geographic organization focused on four regions, and three Executive Committee members positions to oversee the Group's three product lines: Industrials & Commodities; Urbanization & Assurance; and Consumer Products Services.

WHAT ARE THE COMPENSATION POLICY OBJECTIVES?



HOW IS THE COMPENSATION POLICY STRUCTURED?



NAVIGATING
FAST-EVOLVING WORLD

In a fast-changing world economic order, Bureau Veritas works as a trusted partner to its clients, helping them to manage risks and balance priorities. Our role is to be at their side as they navigate the secular trends transforming our world, identifying ways to leverage those changes for the greatest possible positive impact.

EVOLVING SECULAR TRENDS ARE RESHAPING OUR MARKET ENVIRONMENT

A FOCUS ON SUSTAINABILITY REMAINS CENTRAL TO RISK MITIGATION

Sustainability has shifted from a compliance issue to core risk management policy. Despite the shifting political backdrop, companies continue to face pressure from regulators, investors, and consumers to demonstrate their ESG credentials. Failure to act can lead to reputational damage, loss of business opportunities and legal penalties. By embedding sustainability into operations and supply chains, businesses not only reduce risks but also strengthen trust and brand equity – key drivers of long-term success.

SUPPLY CHAIN RESILIENCE IS INCREASINGLY CHALLENGED

Global supply chains are increasingly exposed to geopolitical tensions, regulatory changes, and climate-related disruptions. Resilience is now a strategic priority. Companies must ensure transparency, ethical sourcing, and traceability to protect reputation and to maintain continuity. ESG audits and digital risk management tools are essential to anticipate vulnerabilities and secure brand integrity in a volatile environment.

FROM ENERGY TRANSITION TO ENERGY SECURITY

The energy transition is no longer just about decarbonization. It's about securing reliable, affordable power in a world of soaring demand and geopolitical uncertainty. Electrification is accelerating across sectors, from mobility to industry, driving unprecedented pressure on grids and supply chains. Companies must invest in renewables, storage, and infrastructure resilience while ensuring compliance and safety. The challenge is clear: deliver clean energy at scale, without compromising security or continuity.

RE-INDUSTRIALIZATION TOP OF MIND

Reindustrialization is back at the center of economic agendas, driven by the need for sovereignty and technological leadership. Innovation continues to define competitiveness in the global technology race, but companies are now also focusing on reshoring production, investing in advanced manufacturing, prioritizing circular models to reduce dependency, and secure supply chains.

A NEW ERA OF INTELLIGENCE

Technology is no longer just about connectivity. It's about intelligence. AI and IoT are transforming operations, enabling predictive maintenance and efficiency gains. But they also introduce cybersecurity risks that can undermine trust. Companies must adopt robust standards and certifications to harness digital potential safely, ensuring resilience and technological leadership.

END GOAL

FOSTERING BRAND PROTECTION AND REPUTATION

END GOAL

INCREASING SUPPLY CHAIN EFFECTIVENESS

END GOAL

MEETING THE FAST-GROWING NEEDS FOR ENERGY

END GOAL

SECURING INDUSTRIAL FOOTPRINT

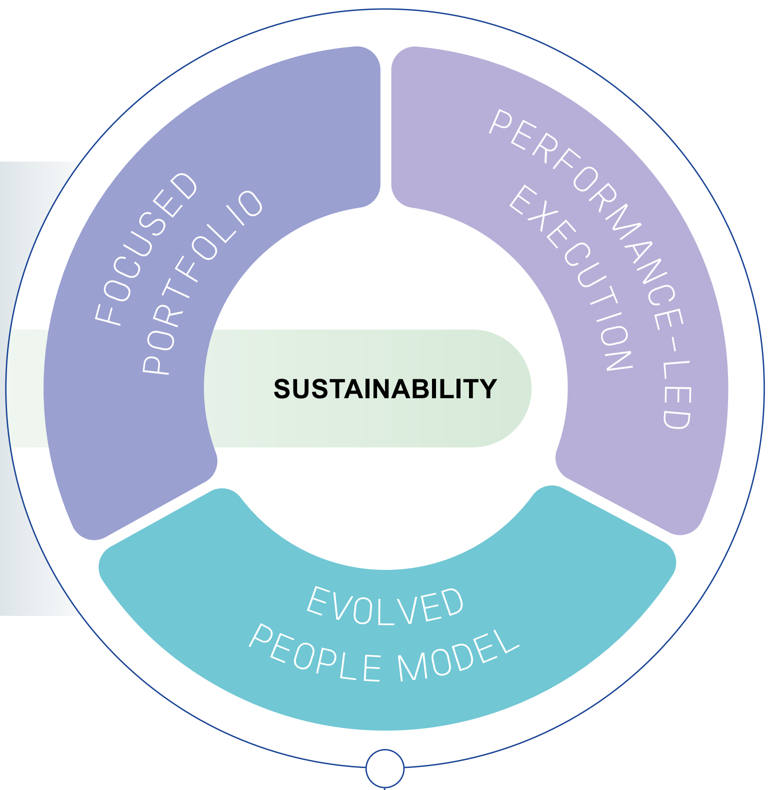
END GOAL

MASTERING AND SECURING NEW TECHNOLOGIES

ROBUST GROWTH WITH LEAP I 28

In a rapidly shifting global environment, our LEAP I 28 strategy provides Bureau Veritas with the agility and scale to take full advantage of new opportunities as they arise. Together, our streamlined organization, our redefined leadership structure, and our Digitalization & Innovation program will allow us to accelerate as we deliver on our commitments, most notably by achieving mid to high single-digit organic growth with consistent margin improvement. We will achieve this by actively managing our portfolio of activities, honing our performance-centric execution model, focusing on our people, and continuing to develop our sustainability services and solutions.

OUR STRATEGIC FRAMEWORK



PILLAR 1

ACTIVELY MANAGING OUR PORTFOLIO TO BOOST GROWTH

The refocusing of our portfolio is an essential pillar of the LEAP I 28 strategy, allowing us to either attain or further strengthen our leadership position in key business segments. Our goal is to source 90% of our revenues by 2028 in those markets where we are among the leaders, and we will achieve this through a combination of organic growth, targeted M&A and portfolio high-grading.

PILLAR 4

AN ENGAGED AND RESPONSIBLE PLAYER

Bureau Veritas has a long track record of building trust and showing responsibility. The LEAP I 28 strategic plan holds true to that tradition, allowing the Group to remain fully engaged in its existing CSR commitments while also opening the way to improving its performance on climate-related goals, health and safety, talent development, diversity, and ethics.

PILLAR 2

UNLOCKING PERFORMANCE

Our new performance-centric execution model will identify meaningful efficiency and productivity gains across all our operations. The key here will be digital scaling and innovation as we leverage new tools and know-how to boost performance. New ways of working will allow us to further differentiate our customer service offering, providing clients with greater value, and enabling ongoing investments that will support future growth and higher margins.

PILLAR 3

EVOLVING OUR PEOPLE MODEL

We are introducing new ways of learning to improve our recruitment and training practices, enhance our employees' experience, and help them develop the skills and knowledge they need for their long-term career growth paths. The evolution of our organization provides a more effective and simplified framework to implement our new people model, focused on developing leadership attributes and behavior. Drawing on the Group's deep experience and expertise, we provide our employees with the strategic skill sets needed to enter new markets, keep pace with technological advances, and sustain higher growth.

OUR FINANCIAL TARGET

GROWTH CAGR

HIGH-SINGLE DIGIT TOTAL REVENUE GROWTH

– Mid to high single digit organic growth
– M&A acceleration and portfolio high-grading

MARGIN

CONSISTENT MARGIN IMPROVEMENT[1]

Double digit shareholder return based on EPS CAGR and dividend yield

CASH

ABOVE 90% CASH CONVERSION[2]

OUR FINANCIAL RESULTS IN 2025

€6,5 Bn

of revenues (+3.6 % total growth and +6,5% organically)

16.3%

adjusted operating margin (€ 1,053 M adjusted operating profit)

€824.2 M

free cash flow (+2.6% at constant currency)

€1.42

adjusted EPS (+2.8%)

(1) At constant exchange rates.

(2) (Net cash flow generated by operations + corporate income tax)/ adjusted operating income.

OPTIMIZING OUR PORTFOLIO

Bureau Veritas has pursued a proactive growth strategy over the last year through a targeted M&A program, combined with strong organic growth in its existing strongholds. We acquired a total of ten new companies in 2025, completed the divestment of our food testing activities around the world (excluding Peru), while continuing to boost revenues in key markets.

EXPANDING LEADERSHIP

Our growth strategy is founded on a clear goal of expanding the Group's leadership position in our existing strongholds.
We use three criteria to identify those strongholds:
- **Bureau Veritas already holds significant market share, provides distinctive expertise, and/or enjoys strong brand recognition;**
- **They offer substantial organic growth opportunities;**
- **Potential M&A deals in the sector could accelerate our future growth.**

Based on those criteria, our primary existing strongholds today are Buildings & Infrastructure, Certification, and Industrial Product Certification.
In the past year, we have taken several steps to consolidate those positions through both external and organic growth initiatives. For example, in early 2025 we boosted our B&I portfolio with the acquisition of a leading Italian player, Contec AQS. Later we made a second acquisition in the sector with London Building Control (LBC), opening the way towards market leadership in UK code compliance.
Organic growth is equally critical in our expansion strategy. A case in point has been our data center business in which we have grown our revenue by almost 30% annually over the last seven years, and expanded our footprint from 2 to 35 countries.

CREATING NEW STRONGHOLDS

Alongside our existing strongholds, our Group is also working hard to establish a new leadership position in growth sectors. Here the criteria for our attention are:
- **The market sector is already showing strong growth;**
- **The market is still subscale with no global leadership position;**
- **Bureau Veritas has the attributes required to build its footprint there;**
- **The M&A market is still young, with opportunities for early-stage investments.**

Some of the potential future strongholds that we have identified for our external and organic growth initiatives include Transition Services, Power & Utilities, Renewables, Cybersecurity, and Technology.
Last year, we announced several such targeted acquisitions, notably in Nuclear with Hinneburg GmbH in Germany, in Cybersecurity with the Institute For Cyber Risk (IFCR) in Denmark, in Transition Services with EcoPlus in South Korea, and in Renewables with Spain's Sólida.
In each case, the new member of the Bureau Veritas Group will provide an important vector for the Group to extend its capability, reach, and technical expertise in a high-potential growth sector.

OPTIMIZING VALUE AND IMPACT IN MATURE MARKETS

Bureau Veritas aims to optimize its performance in sectors that do not qualify as its strongholds by adopting a consistent and granular approach to its portfolio. Bureau Veritas keeps a close eye on these mature markets with four priorities in mind:

- **We maintain an appropriate business mix across sectors;**
- **We monitor continuously for growth opportunities;**
- **We ensure that we deliver bottom line returns;**
- **We run an opportunistic M&A and portfolio high-grading strategy, including making divestments when appropriate.**

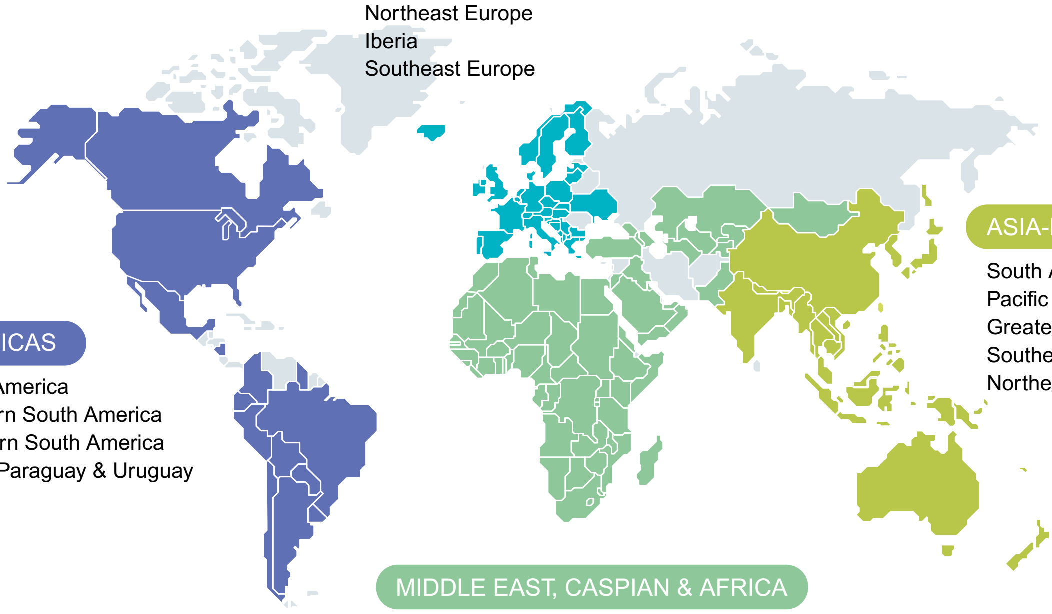
Our mature markets include AgriFood & Commodities, Consumer Product Services, Marine & Offshore, Oil & Gas.
Among the most significant operations affecting our mature markets activities in the past year were our acquisition of Lab System, a Brazilian consumer product services company, the acquisition of GeoAssay, a metals and minerals laboratory operator in Chile, and the completion of divestment of our Food Testing businesses in Asia-Pacific, Africa and Latin America.

INTEGRATED AND INTERCONNECTED ORGANIZATION

As we step up our implementation of the LEAP I 28 strategy, we have made some significant changes in the way our Group is organized, creating a direct link between Bureau Veritas's various product lines and a simplified regional structure. This more streamlined approach allows us to strengthen our geographical footprint, at the same time as we establish deeper relations with our customers. As a result, our operating model is today more effective, more agile, and more scalable, thereby accelerating sales and unlocking growth. The end goal: delivering enhanced profitability in the near future.

STREAMLINING OUR REGIONAL ORGANIZATION

Proximity to our customers has always served as the anchor of the Group's organization. In order to enhance that proximity, Bureau Veritas has now streamlined its geographical approach, simplifying the structure by reorganizing our markets into just four greater regions, down from six in the past. This new regional framework – covering the Americas, Europe, Asia Pacific and Middle East, Caspian Sea & Africa – will allow us to shift from a narrower focus on individual countries to a more effective area-based approach. In this way, we are broadening our access to skills and resources, standardizing performance, and opening new regional opportunities.



ALIGNING PRODUCT LINES WITH OUR REGIONS

Alongside our new, streamlined regional organization, we have simplified the operational framework for our various product lines, allowing us to better serve our customers by offering them greater capacity for innovation and differentiation. Our 10 existing product lines have therefore been reorganized in three broader groups, namely Industrials & Commodities, Urbanization & Assurance, and Consumer Products Services.
At the same time, to ensure that we respect variable factors such as market dynamics, regulatory and compliance standards, customer expectations, or the competitive landscape, we have created a new matrix structure allowing for each of the 10 product lines to be managed on either a global, a regional, or a hybrid basis.

A CLEAR FRAMEWORK TO BOOST OUR TEAMS' AGILITY

The essential third pillar of our Evolved organization is a new, simplified structure for our teams, dividing them between business functions on the one hand, and support functions on the other.
The three new business functions comprise Corporate Development, Performance & Sustainability, and Digital & Innovation. In parallel, the three new support functions are Finance, HR, and Legal & Internal Audit.
Each of the new function categories is overseen by a dedicated Executive Vice President, responsible for the efficient implementation and monitoring of the Group's programs, enhancing execution capabilities within each region to boost performance.



	INDUSTRIALS & COMMODITIES	URBANIZATION & ASSURANCE	CONSUMER PRODUCTS
Regionally Managed Product Lines	Industry	Buildings & Infrastructure Certification	
Hybrid Managed Product Lines	Commodities	Cybersecurity Government Services	
Globally Managed Product Lines	Marine & Offshore Fuels		Consumer Technology

OUR NEW LEADERSHIP FRAMEWORK

Today's complex challenges posed by the digital transformation, strict sustainability goals, and new ways of working mean that we need leaders sufficiently bold, collaborative and disciplined to deliver results and build trust, at speed.
The Bureau Veritas Leadership Framework is our answer, defining how we lead our teams forward to seize the opportunities ahead with focus and integrity.

THE THREE PRINCIPLES OF LEADERSHIP

1. ANTICIPATE THE FUTURE

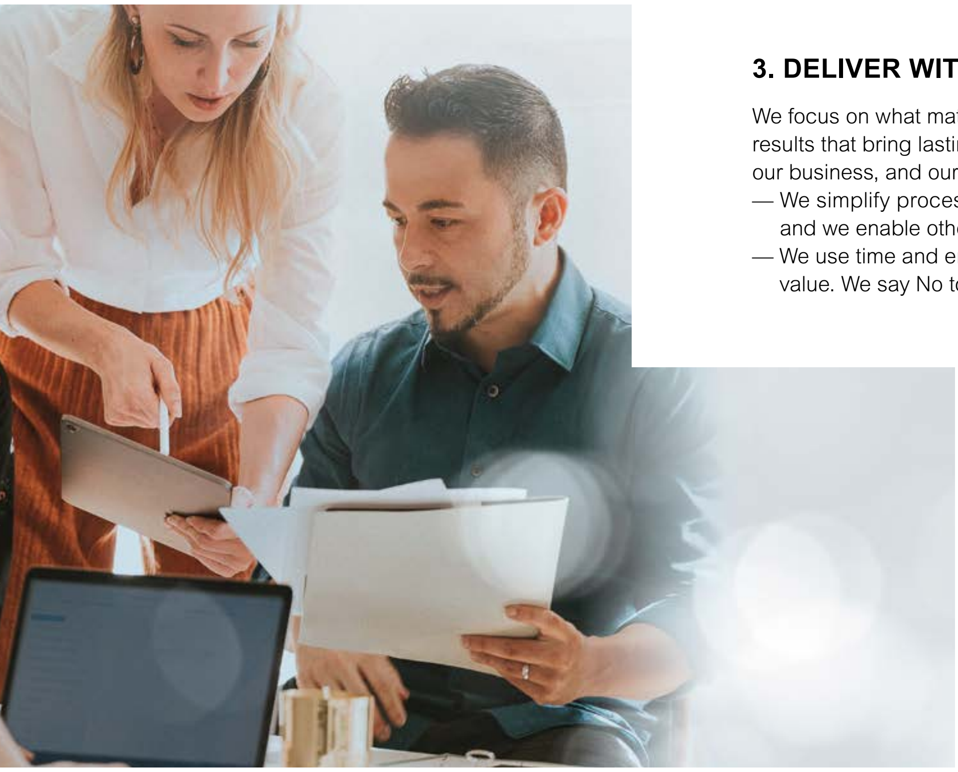
We look ahead with vision and courage. We imagine bold possibilities and shape progress for our people, our business, and the world we serve.
— We question all assumptions, we disrupt old ways of thinking, and we open new paths forward.
— We spot emerging trends, risks, and technologies early and we connect insights to future value.
— We turn bold ideas into action, test new approaches, and learn quickly.

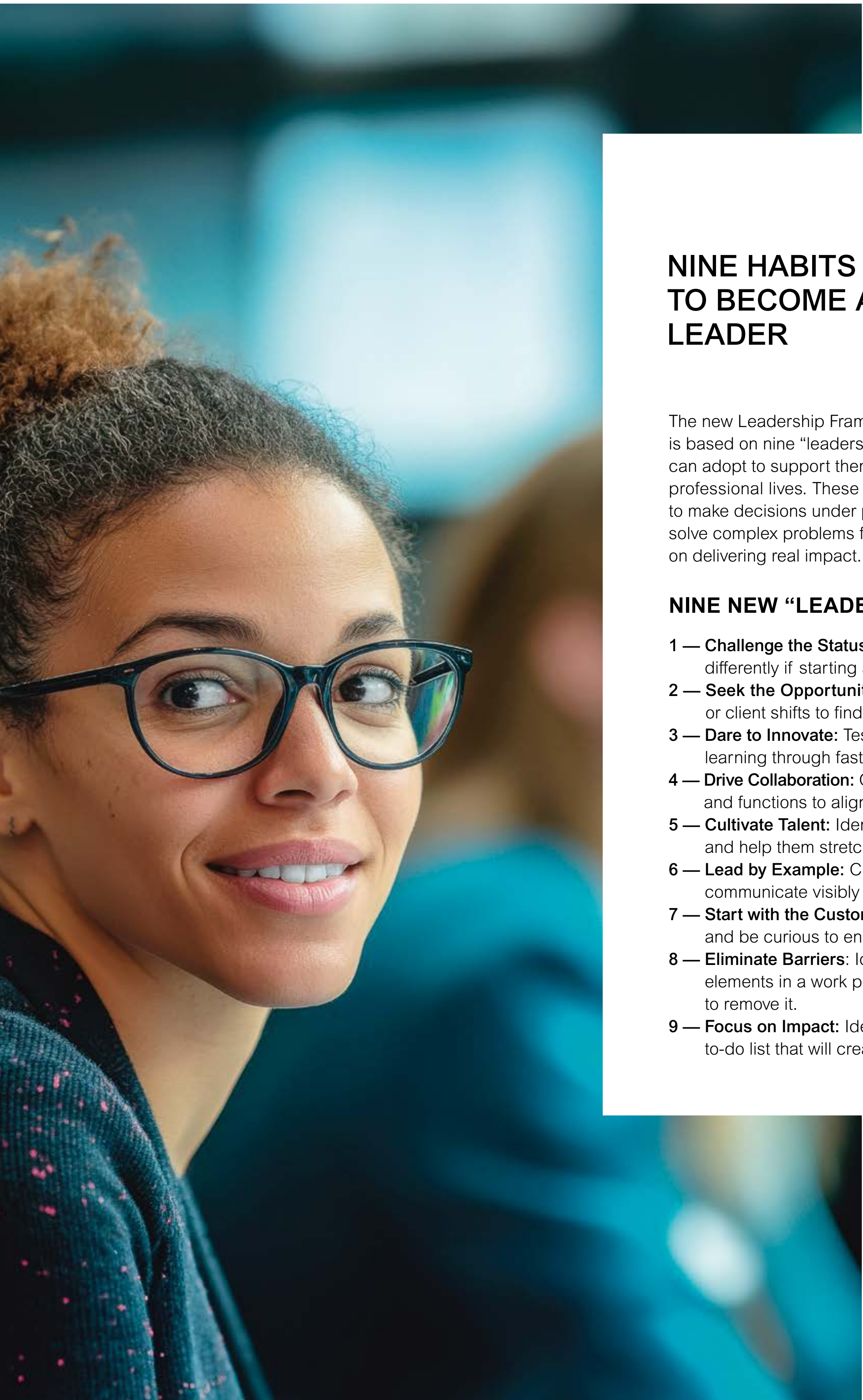
2. BUILD ENGAGED TEAMS

We work with our teams to create high-trust and high-energy environments. We bring our people the inspiration and support for them to give their best together and to succeed. We lead across boundaries, we align priorities, and we recognize contributions.
— We grow others by spotting their potential, stretching it with purpose, and building confidence for what is ahead.
— We work with clarity, energy, and accountability. We build trust by communicating visibly, recognizing progress, and celebrating success.

3. DELIVER WITH PURPOSE

We focus on what matters most. We create meaningful results that bring lasting value for our customers, our business, and our teams.
— We simplify processes, we remove obstacles, and we enable others to accelerate progress.
— We use time and energy where they create the most value. We say No to what does not.





NINE HABITS TO BECOME A BETTER LEADER

The new Leadership Framework, introduced in 2025, is based on nine "leadership habits" that our employees can adopt to support them in key moments in their professional lives. These practices help them as leaders to make decisions under pressure, build stronger teams, solve complex problems for clients, and focus their energy on delivering real impact.

NINE NEW "LEADERSHIP HABITS":

1 — **Challenge the Status Quo:** Ask "what could be done differently if starting afresh today?"
2 — **Seek the Opportunities:** Share trends, insights, or client shifts to find new ways to create value.
3 — **Dare to Innovate:** Test a new idea or process, learning through fast feedback.
4 — **Drive Collaboration:** Connect teams across geographies and functions to align priorities for shared goals.
5 — **Cultivate Talent:** Identify a high-potential employee and help them stretch their capability.
6 — **Lead by Example:** Create clarity for your teams, communicate visibly and celebrate success.
7 — **Start with the Customer:** Stay close to clients and be curious to ensure we solve the right problems.
8 — **Eliminate Barriers**: Identify any recurring blocking elements in a work process and take a step to remove it.
9 — **Focus on Impact:** Identify the one item on each week's to-do list that will create the most meaningful result.

SHAPING
A BETTER WORLD

In 2025, the Bureau Veritas Board of Directors continued to oversee the development and implementation of all the Group's CSR programs, ensuring the highest standards of compliance across operations. In line with the Group's mission of "shaping a world of trust", Bureau Veritas is deploying its CSR roadmap across three dimensions: workplace, environment, and business practices.

SHAPING A BETTER ENVIRONMENT

The Group's ongoing Climate Action Plan has been carefully designed to help us attain the carbon footprint reduction targets to which we committed under the Science-Based Targets initiative (SBTi). This entails identifying and seizing opportunities to reduce greenhouse gas emissions caused directly by our activities (referred to as Scope 1) as well as those generated indirectly (Scope 2 and 3).
To sustain our decarbonization journey through 2030, we have already taken a number of significant steps including, for example, the electrification of our French fleet of company cars in early 2025 when we took delivery of over 500 Renault "E-Tech electric" models. Recognizing our real commitment to making an impact on this front, the Group was ranked in the "A-list" compiled by environmental disclosure body CDP, honoring those companies doing the most in the fight against global warming.
At the same time, we continue to work closely with our clients, leveraging the technical expertise and deep ESG knowledge of our 82,000 employees to provide independent third-party support for our customers' progress towards a more sustainable future.

SHAPING BETTER LABOUR RELATIONS

Our employees are the heart and soul of Bureau Veritas, and with their interests in mind we have taken numerous measures in recent years to help each of them reveal and realize their full potential. Our new Leadership Framework is designed to evaluate, select and develop candidates from across the Group for management positions. At the same time, we have trained leaders in our key geographical areas to encourage their teams to recruit from as broad a talent base as possible, reflecting the Group's multinational and inclusive footprint. We have also pushed ahead with other initiatives to help our teams develop new skills. These include digital platforms to facilitate mentoring, coaching, and foreign language learning, and a new Sustainability Academy. We also instituted a Workplace Learning Week, which attracted a record number of our employees to sessions addressing topical issues like AI in the workplace, and other aspects of professional and personal development.

SHAPING BETTER BUSINESS PRACTICES

The Group's new Vigilance Plan is closely aligned with the EU's 2024 Corporate Sustainability Due Diligence Directive (or CS3D). The plan, which strengthens our commitment to social responsibility, is based on active involvement of our management and stakeholders, allowing us to identify and address potential risks related to environmental, human rights, governance, ethics and data protection.

PILLARS	PRIORITIES	KEY PERFORMANCE INDICATOR	2023	2024	2025	AMBITION 2028
ENVIRONMENT	Climate	Scopes 1 and CO_2 emissions (1,000 tons)	149	135	126	107
		Scope 3 CO_2 emissions (1,000 tons)	592	620	572	410
		% of renewable energy	9.9%	21.3%	29.3%	40.0%
		Number of certified energy efficient sites	N/A	27	37	N/A
	Circularity and biodiversity	The Eco-site score	N/A	N/A	33%	34%
SOCIAL	Health and safety	Total accident rate	0.25	0.24	0.23	0.23
		Lost days rate	0.13	0.15	0.17	0.13
		Number of fatalities	0	2	0	0
	Human capital	Learning hours per employee	36.1	41.3	44.7	40.0
		% of employees participating in a performance review	63%	68%	77%	95%
		Employee engagement score	70%	73%	77%	76%
		Internal leadership and expert placement rate (EC-IV)	N/A	17%	16.1%	35%
	Diversity	Global gender balance	31%	30.8%	30.2%	35%
		Gender balance in senior leadership (EC-II)	29%	26.7%	29.1%	36%
		Gender balance in leadership and experts (EC-IV)	27.3%	28.5%	30.7%	36%
		Gender pay ratio	0.93	0.93	0.94	1.00
GOVERNANCE	Ethics	% of employees trained to Bureau Veritas Code of Ethics	97.4%	98.8%	99.4%	99%
		Number of Bureau Veritas Code of Conduct breaches	91	130	180	N/A
		% of suppliers covered by Bureau Veritas Code of Conduct	54%	56.6%	59.5%	75%

A BUSINESS MODEL TO DRIVE LASTING VALUE CREATION

OUR CAPITALS

Intellectual
€394.4 M
of value of our intangible assets

Manufactured
+1,500
laboratories and offices around the world

Financial
€7,063.4 M
of total assets

Human & Social
82,000
workers

Nature
Energy and ressources consumption

OUR STRATEGY LEAP | 28

Designed to deliver a step change in growth and performance, this strategy is built around three pillars: Portfolio, Performance and People, with sustainability at its core

OUR MISSION

Shaping a World of Trust

OUR VISION

To be preferred partner for our customers' excellence & sustainability

OUR VALUE CREATION

Focused portfolio

Expanding leadership positions in existing strongholds

Creating new strongholds in growth markets

Optimize value on mature markets

Performance Led Execution

Streamlined regional framework of 4 key regions

Simplified business framework with 3 core product lines

Optimized corporate functions

Evolved People Model

New leadership framework build on:

Anticipating the future

Building engaged teams

Delivering with purpose

Financial

€6.5 Bn of revenue

16.3% ajusted operating margin

€0.92 dividend per share(1)

107% cash conversion(2)

Human

0.23 total accident rate (TAR)

29% of women in senior leadership positions (EC-II)

44.7 h of learning hours per employee (per year)

77% for employee engagement score

Social

99.4% of employees trained to the Code of Ethics

59.5% of Group's suppliers covered by the Code of Ethics

Nature

126 thousand tons of CO_2 emissions (scope 1 & 2)

33% the Eco-site score

(1) Proposed dividend, subject to Shareholders' Meeting approval on May 19, 2026.

(2) (Net cash generated from operating activities – lease payments + corporate tax)/adjusted operating profit.

RIGOROUS RISK MANAGEMENT

The work carried out by the Audit and Risk Committee ensures that the Board of Directors is kept closely informed of risk management issues. In particular, the Audit and Risk Committee verifies the effectiveness of internal control and risk management systems. Each year, it reviews the mapping of the Group's major risks and, at the same time, ensures that a monitoring process is implemented by the Executive Committee. Thanks to this rigorous framework, Bureau Veritas benefits from a comprehensive understanding of all its risk factors.

MAIN ACTORS IN INTERNAL CONTROL AND RISK MANAGEMENT

BOARD OF DIRECTORS

The Board defines the principles and organization of internal control and risk management and is informed of the effectiveness of the internal control and risk management systems.

AUDIT AND RISK COMMITTEE

Responsible for monitoring process of preparing financial information and for the effectiveness of internal control and risk management systems. It provides a detailed account of its work to the Board of Directors along with any related proposals and recommendations.

EXECUTIVE MANAGEMENT

LEGAL AFFAIRS DEPARTMENT

Responsible for verifying compliance with procedures

FINANCIAL MANAGEMENT – INTERNAL CONTROL

Responsible for preparing, defining and circulating accounting and financial policies and procedures

INTERNAL AUDIT

Responsible for analyzing and monitoring the due and proper application of management and reporting rules, and for assessing the quality of the internal control environment

FUNCTIONAL CONNECTION

GROUP COMPLIANCE OFFICER

Responsible for defining and monitoring the implementation of the Compliance Program

CENTRAL DIRECTORATES

Responsible for implementing internal control and risk management procedures in their respective areas of expertise within operational units

OPERATIONAL UNITS

Responsible for reporting on the implementation of remedial action plans drawn up following internal audit assignments though a dedicated software program and subject to monthly reporting to Executive Management

In order to strengthen this framework while adapting to the Group's organization, the Group Risk Steering Committee was created in 2024, bringing together the various functions of the Central Departments involved in risk management. Depending on the topics discussed, experts or representatives from the operational regions may participate in discussions on risk analysis.

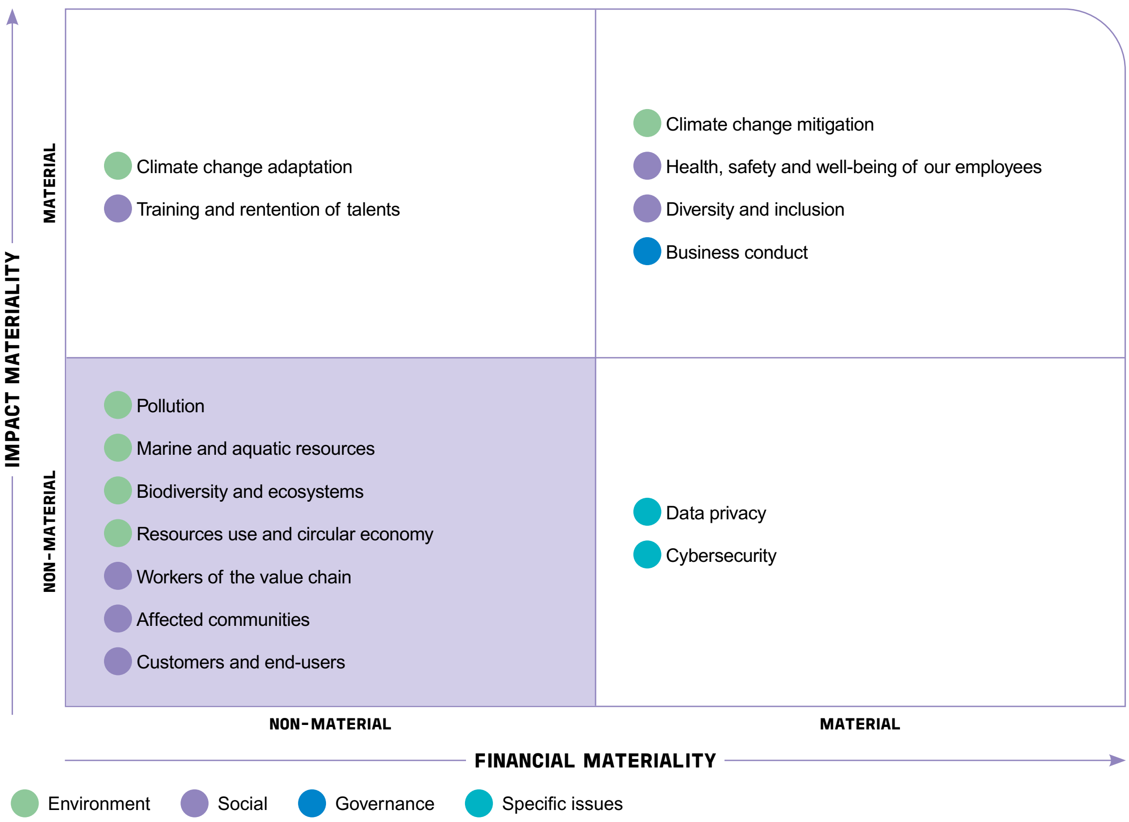
RISK FACTORS

In fiscal year 2025, the work of the Group Risk Steering Committee made it possible to update the alignment between the Group's risk mapping and the double materiality analysis conducted in the area of sustainability.

RISK FACTORS		NET CRITICALITY
RISKS RELATED TO THE GROUP'S OPERATIONS AND ACTIVITIES	Cybersecurity risk (ESG)	●●● High
	Legal risk related to changing regulations	●● Medium
	Ethics risk (ESG)	●● Medium
	Risk related to litigation or pre-litigation proceedings	●● Medium
	Risk related to the production of forged certificates	● Low
	Risk related to the non-renewal, suspension or loss of certain authorizations	● Low
HUMAN RISKS	Risks related to human capital (ESG)	●●● High
RISKS RELATED TO ACQUISITIONS	Risk of impairment of intangible assets resulting from acquisitions	● Low

IDENTIFYING OUR MATERIAL CHALLENGES IN TERMS OF SUSTAINABILITY

The Board, through its Audit & Risk Committee and its CSR Committee, reviewed the double materiality assessment, the results of which are presented below:



PREFERRED PARTNER

As enterprises, institutions and governments each pursue their increasingly complex agendas – dominated by issues such as digital transformation, artificial intelligence, and cybersecurity risks - they find Bureau Veritas at their side. Our role is to deliver trust in processes, products and services for all stakeholders across multiple sectors and regions.

FOR EXCELLENCE AND SUSTAINABILITY

ENHANCING OUR EXPERTISE WITH AI

Bureau Veritas is leveraging the new possibilities opened by AI to develop tools that are unlocking greater efficiency across its operations and business lines.

HELPING OUR CLIENTS MASTER THE RISKS OF AI

Faced with the multiple risks associated with the use of Artificial Intelligence, Bureau Veritas provides its clients with a comprehensive approach to ensuring that their AI tools serve as a constructive aid, not a liability, for their business. The services we offer, in association with specialist AI partners, ensure conformity with the evolving regulatory framework. They are designed for a secure and ethical use of the new technology, addressing specific issues of trust, truth, transparency, bias, cybersecurity, and even physical risks to equipment and people.

JULES OFFERS KNOWLEDGE MANAGEMENT ON THE GROUND

Bureau Veritas recently introduced a generative AI digital assistant called Jules, allowing our teams to access essential information day by day when out in the field with their clients. As a sophisticated knowledge management tool, Jules swiftly consults millions of pages of documentation, providing our employees with what they need for tasks such as assessing product conformity or aligning with industry best practice.
Jules, developed with AWS and Anthropic, went fully live in early 2025. It already processes thousands of dialogues a day, providing tangible gains in quality, speed and effort, and serving as a framework for further development as an Application Programming Interface or API.

THE IMPACT

10,000+

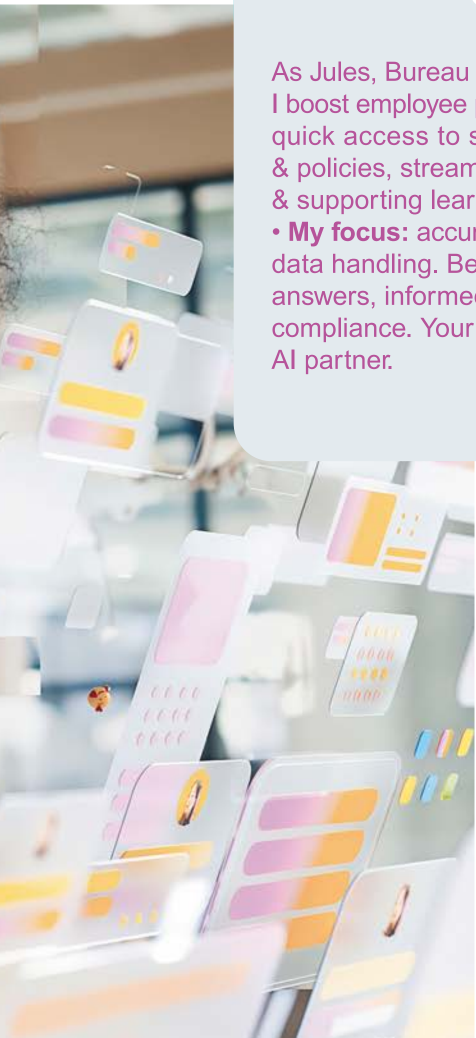
employees at Bureau Veritas are now users of Jules AI on a weekly basis

Hi, how can I help you?

What is your mission at Bureau Veritas?

As Jules, Bureau Veritas's AI assistant, I boost employee productivity! I offer quick access to standards, services & policies, streamlining workflows & supporting learning.

• **My focus:** accuracy, efficiency & secure data handling. Benefits include faster answers, informed decisions & consistent compliance. Your reliable Bureau Veritas AI partner.



AN AI TOOL FOR COMMODITIES MARKETS

In today's hyper-connected global economy, commodities traders face unprecedented complexity. Traditional trading strategies are no longer sufficient in a world of rapid market shifts and information overload. Our new AI-based solution, Bureau Veritas Trade Signal, is a game-changer in commodities trading technology, delivering state-of-the-art market analysis, a real-time global data network, and predictive intelligence to transform raw data into strategic market insights.

ENABLERS FOR GREATER CYBER-SECURITY

Bureau Veritas is today a well-established cybersecurity expert, supporting its customers across the board, from Information Technology applications to industrial Operational Technology networks and IoT devices. We provide an extensive portfolio of services across all cybersecurity domains, covering People, Processes and Technology, supported by over 300 specialist experts and a long track-record of consistent customer experience.

STEPPING UP OUR CYBERSECURITY OFFERING

In 2025, we enhanced our cybersecurity offering for clients by consolidating our specialized assets into a single business unit.

The new organization, branded Bureau Veritas Cybersecurity, will draw on the strengths of our two recent acquisitions in the sector, Security Innovation and Secura Bureau Veritas, thereby leveraging our existing digital platforms in Europe and the US, while also expanding our footprint across the Asia-Pacific region.

The move will allow us to integrate our cybersecurity offering across all our other product lines, providing clients with access to our team of cybersecurity experts who carry out security assessments, perform penetration testing to identify improvement areas, design solutions to close security gaps, and run awareness programs to improve cyber defense.

SUPPORTING ASUS IN CYBERSECURITY CERTIFICATION

In an important step towards ensuring the security of industrial connected devices worldwide, Bureau Veritas supported Taiwan's ASUS IoT in obtaining a crucial certification for its "Internet-of-things" technology in 2025.

The certification, issued by the International Electrotechnical Commission (IEC) and the International Society of Automation (ISA), defines best practices for secure product lifecycle development, directly addressing cybersecurity risks associated with new connected technologies for industrial ecosystems.

In helping ASUS IoT to navigate complex international standards, Bureau Veritas drew on its deep technical expertise and global service network to ensure that security concerns were addressed throughout the product lifecycle.

THE IMPACT

IEC 62443-4-1

certification achieved for ASUS IoT

A NEW JOINT VENTURE TO BOLSTER MARINE CYBERSECURITY

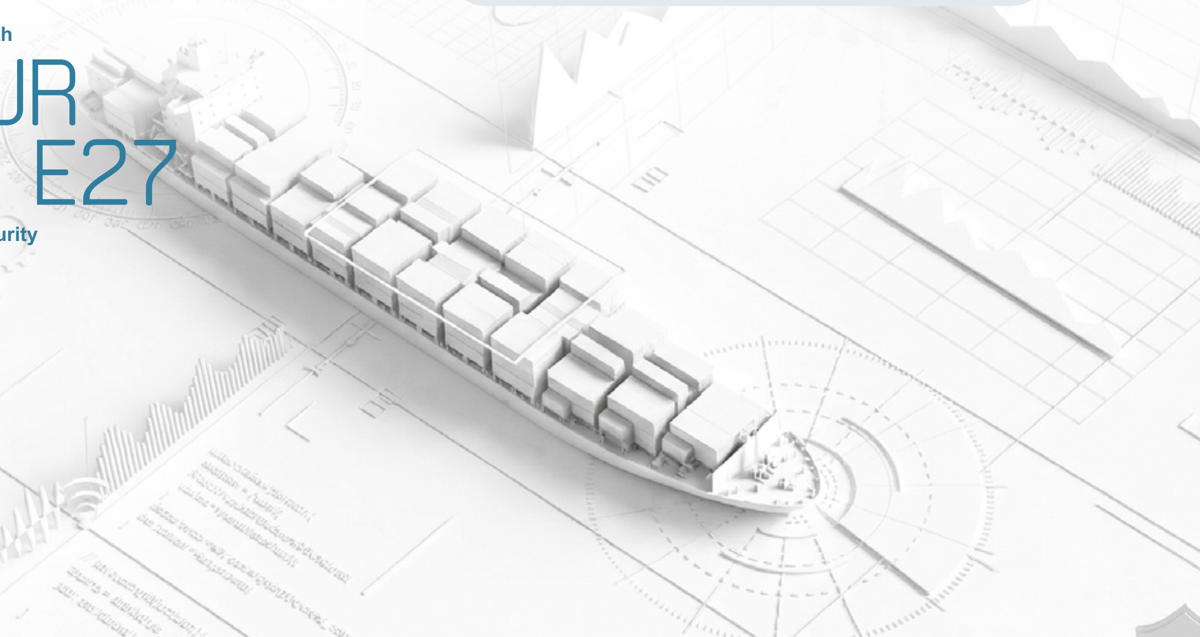
Bureau Veritas has joined forces with two other groups to help the shipping industry boost its resilience in the face of a growing number of cyberattacks. The joint development project signed in December 2025 brings together Bureau Veritas with Hyundai and AI-based wsecurity operations and analytics platform Igloo Corporation. The project will combine Igloo Corporation's cybersecurity technology, Bureau Veritas certification expertise, and Hyundai LNG Shipping's field operational experience to develop the cyber resilience technology essential to the digital transformation of the shipping industry.

THE IMPACT

Compliance achieved with

IACS UR E26 & E27

regulations on cybersecurity resilience of ships



Welcome back :]

Jules, can you list the key cybersecurity certifications applicable today?

- **Key cybersecurity certifications are:** ICISSP (broad), CISM (risk), CompTIA Security+ (foundational), CEH (ethical), CCISO (leadership), NIST CSF & ISO 27001 (compliance).

DIGITAL MONITORING

FOR MAXIMUM EFFICIENCY

THE CHALLENGE

As the European leader in construction equipment rentals, Loxam always needs to keep a close eye on the condition of the machines, tools and other material that it provides its clients.
It's an ongoing challenge faced by many large enterprises like Loxam.
That is why Bureau Veritas has developed a full suite of digital monitoring tools, allowing us to provide a complete data collection, monitoring, and solutions service to help our clients manage their assets with confidence.

OUR OFFERING

We have built our offering around a simplified step-by-step approach.
First, we use Data Criteria analysis to prioritize any problem or anomaly picked up in our inspections. We then use our Data View tool to photograph, when possible, the issue that has been spotted, allowing the client's team to visualize the problem.
We follow this up with our Data Analysis which adds a broader dimension by identifying, for example, which category of equipment is turning up the most problems, which components are proving most fragile, or where exactly the most snags are occurring.
We use specific tools to help speed up this process: Data Flash uses QR codes accessible by smartphones or tablets for quick on-site consultation; Data Connect provides a secure means for the client to consult all the relevant reports from the Bureau Veritas inspectors; and Data Loc allows clients to geo-localize with precision any issues that may turn up in some of the larger sites that we monitor, which can stretch across tens of thousands of square meters.

THE SOLUTION

These were the processes and tools that we mobilized to help Loxam when they turned to Bureau Veritas for help in ensuring reliably high standards for all the equipment they rent out to their clients. To take just one example, a forklift truck needs to be fully inspected every six months at least.

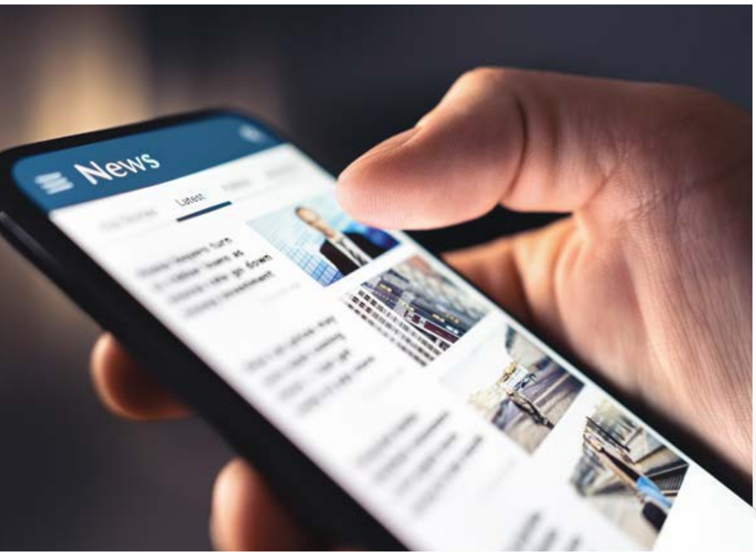
Our solution for Loxam centered on the use of Near-Field Communication (or NFC) chips, which allow wireless communication between two electronic devices close to each other. Bureau Veritas inspectors installed over 20,000 of these chips on Loxam's equipment, thereby allowing Loxam to instantly access our inspectors' reports.

THE IMPACT

For Loxam, the advantages are immediately tangible. Inspection routines can now be more efficiently and swiftly scheduled, meaning each piece of rental equipment is immobilized for less time before it is freed up for the next client. What more, now that the reports are delivered in a digital format, they are not only more accurate, but also allow for quicker follow-up on regulatory requirements, and can also be more easily shared throughout the Loxam organization and, when necessary, with its clients.

TRUST
BUILDERS

Our teams operate across every sector and every industry, providing our clients with the tangible evidence of reliability that they need to justify the trust of all their stakeholders from clients to investors to regulators and beyond.



EXPANDING OUR AUTO TESTING IN LATIN AMERICA

Nissan's Mexican operations have enlisted Bureau Veritas as a partner in its local vehicle production processes, further strengthening our Group's position as a trusted partner in the automotive industry. Under the new agreement, Bureau Veritas will be responsible for testing related to components used in Nissan vehicle interiors. The testing is an important step in the production of vehicles to ensure that the volatile organic compounds (or VOCs) used making their interior parts meet Nissan's stringent air quality and safety standards, contributing to healthier vehicle cabin environments for consumers.

JUSTIFYING TRUST IN JOURNALISM

Providing an important gesture of support for reliable and transparent journalism, Bureau Veritas has delivered the first-ever ISO certification in Lebanon under the Journalism Trust Initiative. The JTI certification, attributed to *L'Orient-Le Jour* newspaper in September 2025, will provide valuable support for the independent daily both externally, by enhancing readers' trust in its reporting, and internally, by validating the importance of adhering to professional norms and practices.
Bureau Veritas's audit of *L'Orient-Le Jour* allowed the newspaper to qualify for the JTI standard, which was created in 2019 by Reporters without Borders as a trustworthy means to recognize news publications that comply with ethical rules, approved journalistic methods, and guarantees of independence.

THE IMPACT

More than

120

media around the world have been certified JTI by Bureau Veritas

ENCOURAGING MORE RESILIENT CONSTRUCTION METHODS

THE CHALLENGE Faced with the increasing intensity of physical risks to infrastructure and property, businesses, institutions and governments are demanding reliable tools to support risk mitigation, asset protection, and long-term economic stability.
The destruction caused by natural hazards such as floods, cyclones, heatwaves, fires, earthquakes and landslides poses a major, and growing, threat to business operations around the world. Supply chains are disrupted, workers and jobs displaced, productivity falls, and insurance and financial costs increase.
As a result, the ability of property owners and operators to assess and verify resilience has become a crucial element of their operational and investment strategy.

BUREAU VERITAS' CONTRIBUTION To address this need, Bureau Veritas is now working as the verification partner with the a (BRI), expanding its reach and impact across key emerging markets in Latin America, Africa, and East Asia and the Pacific.

The BRI was developed by the IFC, a member of the World Bank Group, as a web-based framework designed to help developers, investors, and policymakers identify risks to buildings posed by natural hazards, to assess, improve, and disclose their resilience, and to boost public trust and accountability through independent performance validation.

THE IMPACT GENERATED The partnership between Bureau Veritas and the BRI helps all stakeholders to identify early the risks they face, to improve their property's resilience, to minimize disruption in vulnerable communities, and to enhance access to capital through better risk ratings and insurance alignment. In addition, owners, operators and users of properties assessed under the BRI framework all benefit from reliable verification of climate-resilient construction practices, adding a new tool to the climate adaptation arsenal which is now essential in high-risk regions where business continuity is increasingly threatened by extreme weather and related hazards.

TRUST BUILDERS

ENSURING QUALITY FROM FACTORY TO RETAIL OUTLETS

Throughout the year, our inspectors visit French retail outlets to assess that the products of confectionary giant Ferrero meet its strict quality criteria across the entire supply chain, from production factory to the consumer's basket. Our team members are mandated to visit a certain number of different sales points each day to check that consumers will always find their Nutella spread, Kinder biscuits, or Ferrero's hallmark Rocher chocolates in perfect condition when out shopping. The Ferrero mandate is just one of the many missions our Group carries out for fast-moving consumer goods suppliers, ensuring that their end-customers can always be confident that the brand promise is being upheld.

THE IMPACT

15

points of sales of Ferrero's products visited each day by Bureau Veritas inspectors

SUPPORTING THE UK'S NEW DECARBONIZED INDUSTRIAL CLUSTER

Bureau Veritas has been appointed as a major partner to an innovative carbon capture and storage project which is central to the UK's energy transition. Under the agreement, our Group's new Teesside project office will provide quality, inspection and surveillance services to the Net Zero Teesside Power (NZT Power) and the Northern Endurance Partnership (NEP). NZT Power is a driving force behind the plans to make Teesside the UK's first decarbonized industrial cluster, while NEP is developing the infrastructure needed to transport CO_2 from local carbon capture projects to secure storage under the North Sea.

THE IMPACT

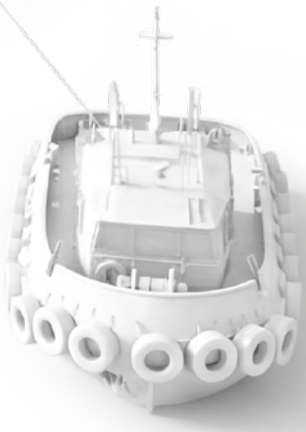
More than

250 GW

in renewables and net-zero projects certified by Bureau Veritas around the world

REVIVING THE GREEK SHIPBUILDING INDUSTRY

After several dormant years, the Greek shipbuilding industry is coming back to life. In June 2025, the ONEX Elefsis Shipyards enlisted Bureau Veritas Marine & Offshore to help with the construction of 20 new tugboats. The announcement came as a welcome boost for the local shipyards, which since 2018 has focused on repair work, with no new-build ships produced over the last seven years. Working alongside Bureau Veritas, ONEX Elefsis Shipyards will produce the first of the new state-of-the-art tugs in 2026, powered by engines adaptable to LNG and LPG environments and able to operate with versatility in a variety of roles, including firefighting and cleaning up oil spills.



THE IMPACT

20

newbuild RAstar 2800 tugboats will be produced

TRUST BUILDERS

BUREAU VERITAS NIGERIA TO PLAY KEY ROLE IN GRAIN AND FEED TRADE

Bureau Veritas Nigeria has been accredited as an Approved Superintendent by the Grain and Feed Trade Association (GAFTA), certifying it to carry out inspection and verification of traded agricultural commodities worldwide. The GAFTA accreditation granted in September 2025 followed a stringent assessment and audit process and will serve to strengthen the Group's global trade credentials in the agricultural commodities sector. Thanks to its new status as Approved Superintendent, Bureau Veritas Nigeria can offer its clients a full range of services, such as quality certifications and laboratory tests, all of which are vital to the global trade of agricultural products like soybeans, corn, wheat, and other grains.

THE IMPACT

GAFTA

accreditation achieved for Bureau Veritas Nigeria

STRENGTHENING AUSTRALIA'S SOVEREIGN CAPABILITY

Bureau Veritas has been engaged by the Australian government to help modernize its maritime regulatory system as part of its broad-ranging and visionary Defence Seaworthiness Program. The Program, for which Bureau Veritas will provide specialist technical and regulatory support, is designed to ensure that all Australia's maritime capabilities, including ships, systems, and personnel, are safe, fit for purpose, and capable of operating effectively in all conditions. Bureau Veritas will work with the Australian Naval Seaworthiness Authority (ANSA), assisting the Program's mission to strengthen Australia's sovereignty and defense capabilities by bringing together naval flag obligations, classification rules, technical standards, and safety management systems into a single, coherent regulatory structure.

THE IMPACT

30+ **national navies in the world trust Bureau Veritas as a supporting partner for modernization**

So, you have a question?

Jules, can you provide a brief overview of what the regulatory landscape is in the UK regarding nuclear energy?

The Nuclear Installations Act (1954) provided a basic framework. Post-nuclear accidents, oversight strengthened with the Health and Safety Executive (HSE). Subsequent legislation like the Energy Act (2004) & Nuclear Safeguards Act (2008) addressed safety, security & proliferation risks. Cost control & timely delivery are now key issues at the core of the regulatory corpus on nuclear energy in the UK.

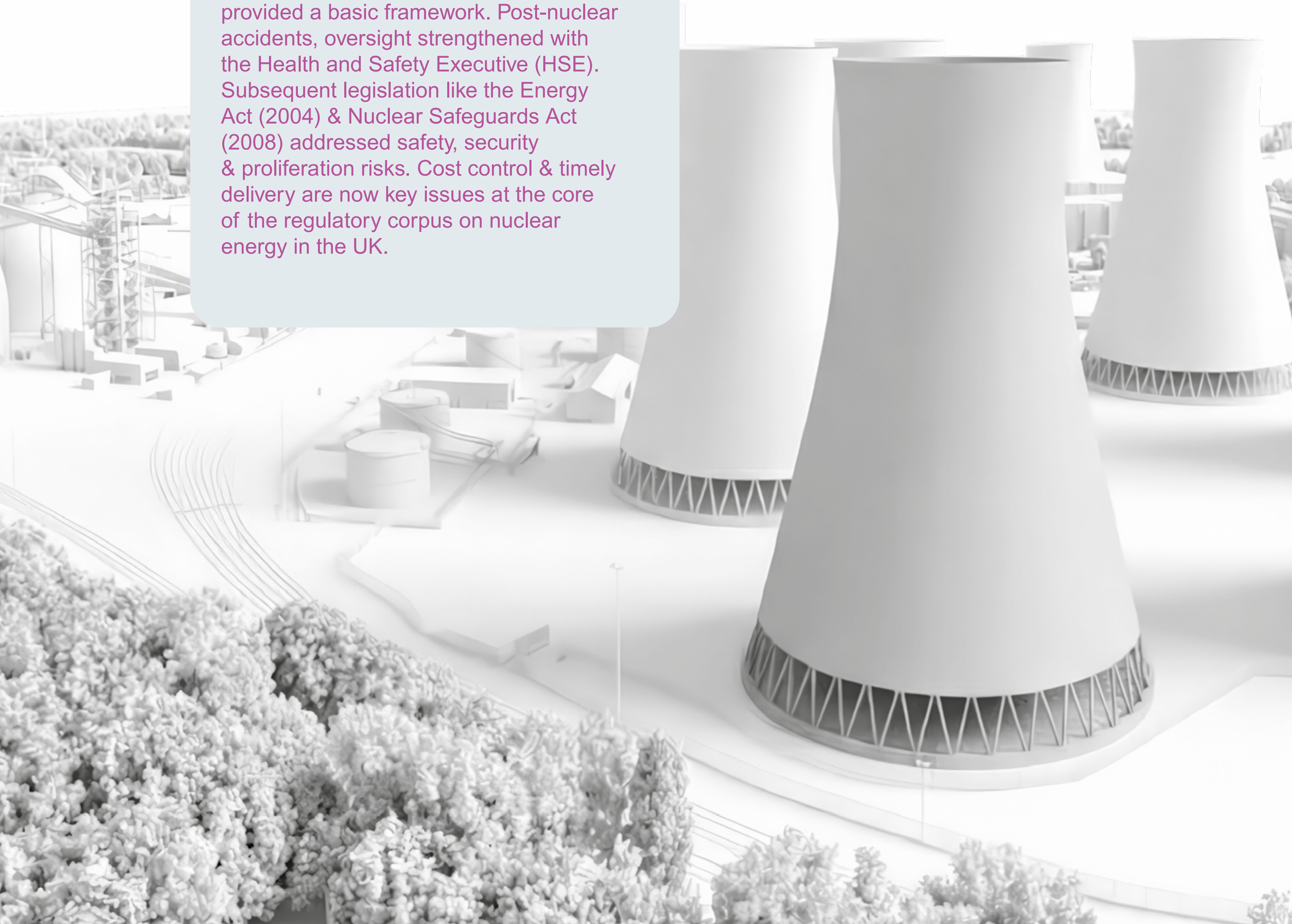
GROWING SKILLS AND EXPERTISE WITHIN THE UK NUCLEAR INDUSTRY

As a trusted partner to the nuclear industry, Bureau Veritas has renewed its membership with the UK's National Skills Academy for Nuclear (NSAN). The NSAN's mission is to help individuals and organizations in the sector to realize ambitions, develop understanding and build effective networks. Bureau Veritas' membership of NSAN opens opportunities to foster collaboration and encourage innovation to benefit the entire nuclear industry.

THE IMPACT

Active

contribution as a renowned safety and compliance partner to enhance UK nuclear standards

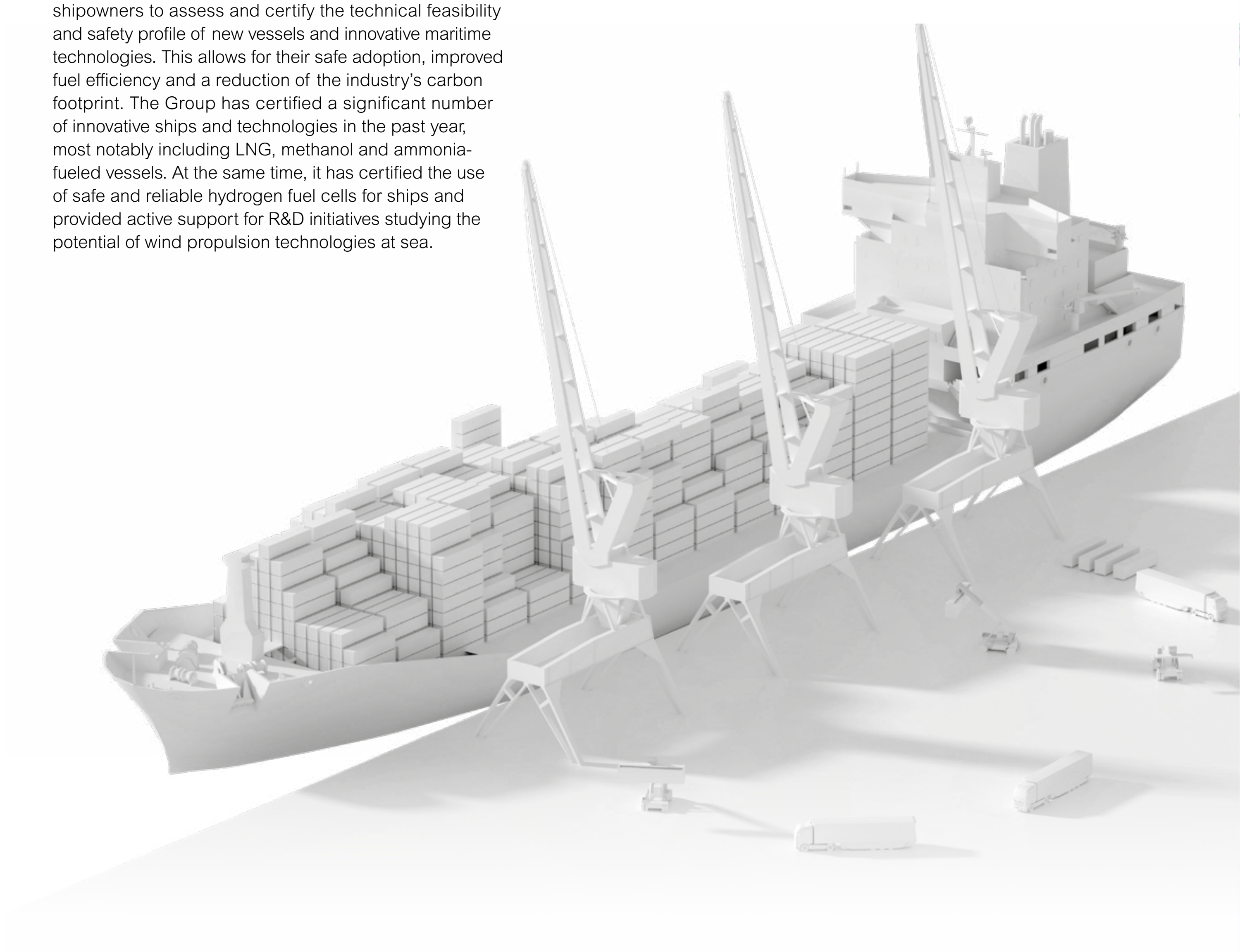


DRIVERS OF THE ENERGY TRANSITION

The ongoing transition by major industrial, marine and offshore players towards cleaner and more sustainable sources of energy is a major business driver for Bureau Veritas. Our teams around the world provide the full range of expertise and solutions that our clients need to cut their carbon emissions.

ACCELERATING THE ENERGY TRANSITION OF THE WORLD'S SHIPPING INDUSTRY

Bureau Veritas is playing a key role in helping the shipping industry cut its dependency on conventional maritime fuels by increasing the use of low-carbon and green sources of energy. Our teams work alongside shipyards and shipowners to assess and certify the technical feasibility and safety profile of new vessels and innovative maritime technologies. This allows for their safe adoption, improved fuel efficiency and a reduction of the industry's carbon footprint. The Group has certified a significant number of innovative ships and technologies in the past year, most notably including LNG, methanol and ammonia-fueled vessels. At the same time, it has certified the use of safe and reliable hydrogen fuel cells for ships and provided active support for R&D initiatives studying the potential of wind propulsion technologies at sea.



SINGAPORE

Sydrogen has received Basic Design Assessment (BDA) Statement from Bureau Veritas for their maritime fuel cell, SydroPOWER series model MZ250N, that can be used as a reliable and decarbonized power for a wide range of maritime applications, from commercial vessels to offshore platforms.

NANTONG, CHINA

Successful delivery of S1067, the third 7,600 m³ LNG bunkering vessel built by Nantong CIMC Sinopacific Offshore & Engineering Co. Ltd (CIMC SOE) for Seaspan.

SHANGHAI, CHINA

Three pioneering clean energy and low-carbon fuel-powered (LNG and Ethane) ship designs created by Hudong-Zhonghua Shipbuilding (Group) Co., Ltd were delivered by Bureau Veritas Approval in Principle (AiP) certificates.

BERGEN, NORWAY

StormGeo, a leading provider of maritime technology solutions, has entered into a partnership with Bureau Veritas to support vessels, through the integration of digital solutions, in meeting the upcoming 2025 EU MRV compliance regulations requiring vessels to report their GHG emissions and fuel consumption within European waters.

LONDON, UK

Bureau Veritas is reinforcing its commitment to sustainable shipping by classing a series of methanol-ready oil and chemical tankers for Union Maritime, which are currently being equipped with wind propulsion systems, including a (NPRS™).

BORDEAUX, FRANCE + SINGAPORE

Sucessful delivery of the “ECOMAR GASCOGNE”, the first of four newbuild dual-fuel methanol chemical IMO II medium-range (MR) tankers built at Guangzhou Shipyard International for owner Socatra and its joint-venture partner Hafnia.

PARIS, FRANCE

EODev (Energy Observer Developments) has received the Type Approval Certificate (TAC) from Bureau Veritas for its REXH2® hydrogen fuel cell system that can be used by ships to provide clean energy on board.

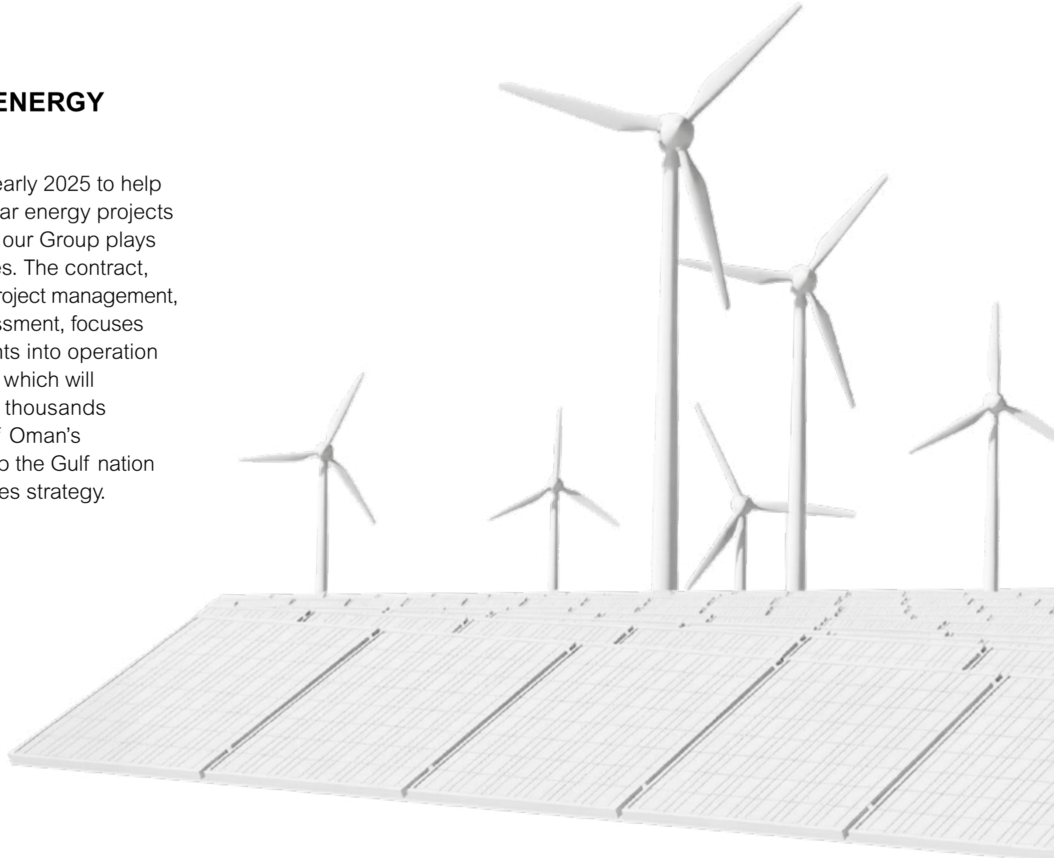
SURESNES, FRANCE

Bureau Veritas has granted an Approval in Principle (AiP) to Louis Dreyfus Armateurs (LDA) for the design of their liquid hydrogen-powered Service Operation Vessel (SOV).

HIROSHIMA, JAPAN

Bureau Veritas has been entrusted with the classification of the world’s first 5,000 cubic meter ammonia fuelled bunkering vessel, which will be built by Sasaki Shipbuilding Co. Ltd. (Sasaki) and expected to be delivered around September 2027.

DRIVERS OF THE ENERGY TRANSITION



HARNESSING RENEWABLE ENERGY SOURCES IN OMAN

Bureau Veritas won a major contract in early 2025 to help TotalEnergies develop new wind and solar energy projects in Oman, highlighting the important role our Group plays in diversifying the world's energy sources. The contract, under which Bureau Veritas will provide project management, design review and preconstruction assessment, focuses on bringing three renewable power plants into operation by 2026. The new wind and solar plants, which will deliver enough energy to power tens of thousands of homes, are sited to take advantage of Oman's favorable climatic conditions and will help the Gulf nation advance its ambitious renewable energies strategy.

THE IMPACT

30 MW

of renewable energy delivered to Oman's energy grid

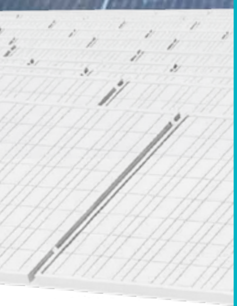
AN INNOVATIVE SOLUTION FOR SAFE HYDROGEN STORAGE

An innovative underground storage project by French tube and pipeline specialist Vallourec, working closely with Bureau Veritas, will help accelerate the development of green hydrogen as a safe and sustainable source of energy in the future. The new storage solution, known as Delphy, comprises a complex system of seamless, high-pressure tubes buried vertically as deep as 100 meters under the earth's surface. The new technology offers a viable solution to the challenge of safely storing considerable amounts of green hydrogen for use in industrial processes and power generation.

THE IMPACT

Certification

delivered for Delphy to be commercially deployed by Vallourec before end of 2025



Hi, how can I help you?

Jules, tell me what accreditations and certifications indian solar panels makers need to export into the UK market?

EU solar panel import meet the following standards: IEC 61215/61730 (performance/safety), MDR (conformity), REACH (chemical), CBAM (carbon). These standards ensure quality, safety & environmental responsibility of the solar panels imported within the EU.

NEW TESTING SERVICES FOR INDIAN SOLAR PANEL MANUFACTURERS

As the global market for solar panels continues to grow, manufacturers are facing increasing demands to comply with stringent international regulatory requirements.
In 2025, we expanded our capacity in India to help local solar panel manufacturers and project developers deliver the highest standards of product safety, reliability, and quality. The accreditation of our Hi Physix testing laboratory will allow our India-based teams to work with local manufacturers, helping them to boost consumer confidence and also to open access to domestic and international markets for their solar energy solutions.

THE IMPACT

Expansion

of Bureau Veritas solar panels testing and certification on the India market

SUPPORTERS OF A MORE SUSTAINABLE FUTURE

We work hand-in-hand with businesses in every sector, as well as multilateral institutions and governments around the world, helping them develop and implement more sustainable social and environmental practices, no matter how complex the circumstances or arduous the terrain.

SHARING ENVIRONMENTAL STEWARDSHIP KNOW-HOW WITH VIETNAMESE FACTORIES

In Vietnam, Bureau Veritas is working with apparel and textile producers to help them implement cleaner, safer and more responsible manufacturing practices. Our experts joined forces in July 2025 with To The Finish Line, a training and advisory program backed by global brands, business associations, and development organizations, designed to help Vietnamese factories meet international sustainability standards. The main focus of our contribution to the program to date has been on improving environmental performance of producers involved within the program, notably on energy & greenhouse gas management, air emissions control, and chemical use.

THE IMPACT

1,270

manufacturers involved in the program and 4,200+ employees trained in 2025

DECATHLON GOES THE EXTRA MILE TO CUT ITS CO_2 FOOTPRINT

French sports retailer Decathlon has made significant cuts to its carbon footprint in recent years. Now, determined to go even further, it has turned to Bureau Veritas to help implement a rigorous carbon risk monitoring tool called CRREM. Our experts are using the tool, originally developed under an EU carbon reduction program for the real estate sector, to carry out detailed inspections of all 319 Decathlon stores.
The results will be delivered as precise audits with associated recommendations, fully costed and analyzed for environmental and financial impact, helping Decathlon as it engages in the next phase of its decarbonation plan to achieve its goal of carbon neutrality by 2050.

THE IMPACT

+20%

of additional reduction of energy consumption on average per shop expected from the implementation of actions identified thanks to Bureau Veritas's monitoring tools

AN ESG AUDIT FRAMEWORK FOR THE MINING INDUSTRY

Bureau Veritas has introduced a comprehensive ESG audit and assurance service designed to help the international mining industry meet heightened public and regulatory pressure on environmental performance and respect for human rights. The new framework allows mining companies to provide certified evidence to their stakeholders, including investors, reassuring them that their sites, plants and the entire supply chain all observe the highest standards of ethical business, impact management, responsible sourcing, labor and human rights, community engagement, and environmental stewardship.

THE IMPACT

One

proprietary ESG audit framework for mines developed by Bureau Veritas.

So, you have a question?

Jules, what are the existing ESG standards enforced upon mining operators?

The Mining sector faces growing ESG scrutiny. SASB (financial), GRI (stakeholders), TCFD (climate), SDGs, SBTi, CSRD (mandatory) are all relevant standards and framework they must comply with. These standards all demand from them verifiable data & transparency.

PARTNERS
FOR REGIONAL AND LOCAL COMMUNITY DEVELOPMENT

Bureau Veritas works with national, regional and local authorities to deliver the tangible benefits to communities of economic development and help them shift to more sustainable economic models and infrastructures. We help governments at every level to streamline interactions with the population, optimizing state resources by improving tax and administrative processes.

ADVANCING AN AMBITIOUS REFORM AGENDA IN UZBEKISTAN

THE CHALLENGE Since 2016, Uzbekistan has pursued an ambitious reform program, Strategy 2030, to open its economy, attract foreign investment, stimulate the private sector, and accelerate the transition to a greener, more sustainable model. As a result, the country has posted impressive GDP growth in recent years, underpinned by robust domestic demand, with the IMF reporting that the economic outlook remains broadly positive. However, with further structural hurdles to overcome, the Uzbekistani authorities are continuing their push for further reforms, including working towards WTO accession, increasing the flow of foreign investment into green infrastructure, water and energy projects, and accelerating the country's technological progress through further digitalization, education and innovation.

BUREAU VERITAS' CONTRIBUTION In March 2025, our Group sealed a wide-ranging Memorandum of Understanding to help the Uzbekistan government deliver the next steps in its reform program. Under the terms of the partnership, Bureau Veritas will work with the Uzbekistani authorities to advance innovative technologies supporting the nation's transition to a green economy. It will also assist local businesses in achieving compliance with international sustainability standards, encourage strategic public-private partnerships in areas such as construction, manufacturing and energy, and support capacity-building programs to equip Uzbekistan's industries with the knowledge and tools they need to implement green solutions.

IMPACT GENERATED 4 areas of collaboration unlocked for the green development of Uzbekistan:
— Green Technology and Innovation;
— Environmental Certification & Compliance;
— Public-Private Partnerships for Sustainable Growth;
— Capacity Building and Knowledge Sharing.

DEVELOPING FIRST NATIONS-LED ENERGY PROJECTS IN CANADA

The Mikisew Group, a leading First Nation-owned energy business in Canada, has enlisted the help of Bureau Veritas to support the development and compliance of several projects in the fuel and energy industries. Our role will focus on providing testing and certification services, as well as environmental and safety compliance, to ensure projects align with local and international standards. In addition, we will provide the First Nation with community support, empowering local enterprises by equipping them with the necessary tools, resources, and knowledge to open new job opportunities for Mikisew Cree First Nation members.

THE IMPACT

Increased

involvement of First Nations owned businesses in energy projects in Canada.

ENSURING ZIMBABWEAN IMPORTS RESPECT HIGH STANDARDS

Consolidating its well-established working relationship with Bureau Veritas, the Zimbabwean government renewed a long-standing contract with the Group in 2025 to oversee incoming trade flows and ensure consumer safety. For the past decade, Bureau Veritas has worked with the national authorities to certify that goods entering the country conform to required local and international standards. Under the renewed contract, the Group will continue to deliver conformity assessment services for a wide range of general goods, such as food and beverages, building materials, cosmetics and more, as well as focusing specifically on incoming motor vehicles and spare parts, to ensure that they are roadworthy and meet the required safety standards.

THE IMPACT

15 years

of partnership with the government of Zimbabwe to ensure the conformity of imported goods.

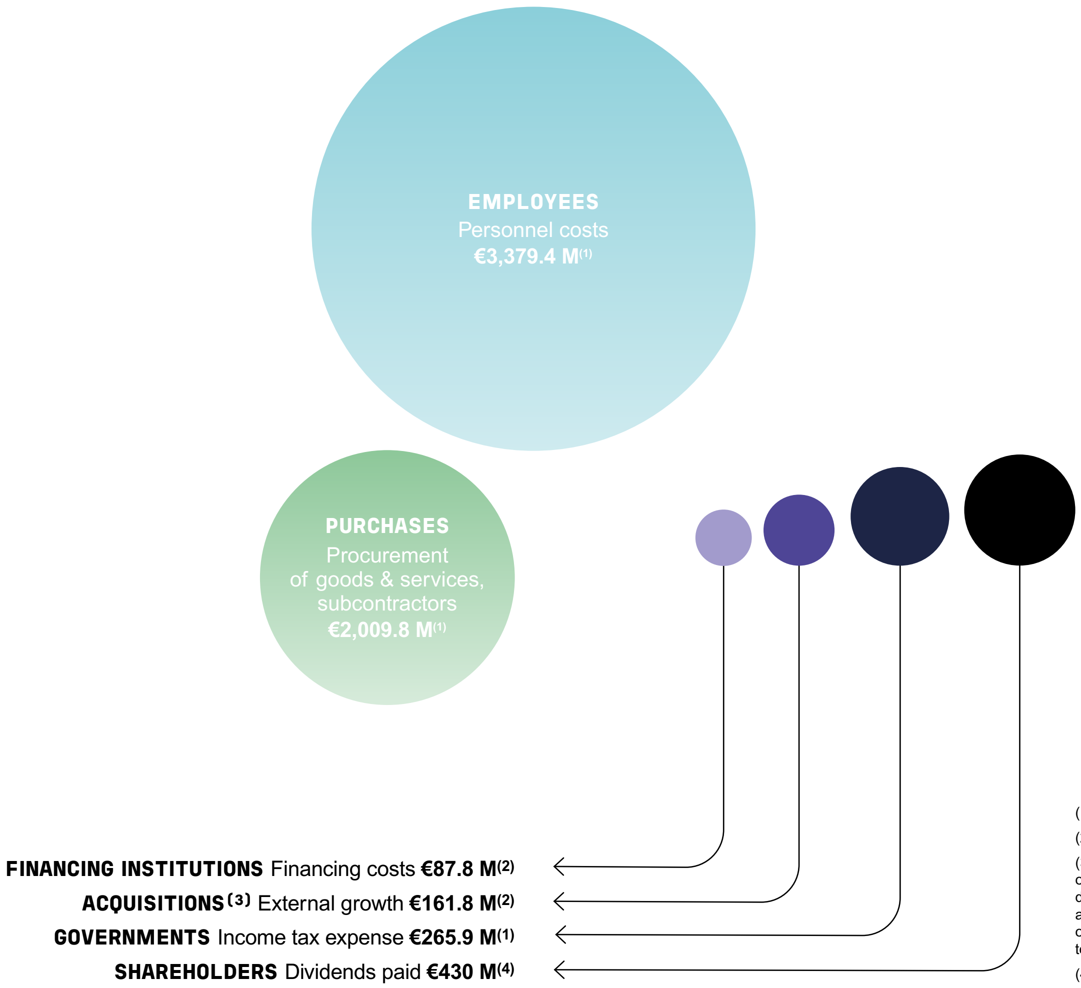
CREATING VALUE

AND FOSTERING DIALOGUE WITH OUR STAKEHOLDERS

STAKE HOLDERS	EXPECTATIONS	BASIS FOR DIALOGUE
SOCIETY	— Improve quality — Reduce risk — Protect the environment — Human rights and ethical conduct — Consumer protection	— CSR Stakeholders Committee — Fairs and exhibitions — Website and publications
CLIENTS	— Ethical conduct — Service quality — Operational excellence — Occupational health and safety — Cybersecurity — Decrease in GHG emissions	— Satisfaction surveys — Technical/sales meetings — Client seminars — External CSR Focus Committee
SHAREHOLDERS AND INVESTORS	— Reduce CSR risks — Financial performance — CSR commitment — Sustainable service offerings	— CSR Stakeholders Committee — Board of Directors — Investor meetings
EMPLOYEES	— Training and development — Occupational health and safety — Well-being at work — Ethical conduct — Diversity and inclusion — Societal values	— Code of Ethics and policies — Annual evaluations — Department meetings — Alert hotline — START Young Employees Committee
ACCREDITATION BODIES	— Operational excellence — Ethical conduct	— Accreditation audits
PARTNERS (SUBCONTRACTORS, SUPPLIERS, SALES INTERMEDIARIES, JOINT VENTURES)	— Occupational health and safety — Fair pay — Long-term business relations	— General purchasing terms and conditions — Partner Code of Conduct — Evaluations — Alert hotline
GOVERNMENTS AND PUBLIC AUTHORITIES	— Develop the economy — Create jobs — Respect for the environment and safety — Compliance with laws and regulations — Fight against climate change	— Relations with governmental authorities — Relations with the European Commission — Group Compliance Program

BREAKDOWN OF OUR FINANCIAL IMPACT FOR STAKEHOLDERS

Revenue €6,466.4 M



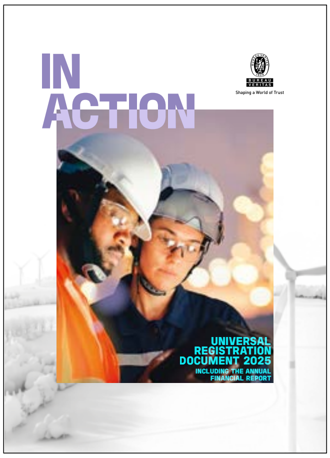
(1) 2025 P&L impact.

(2) 2025 cash impact.

(3) Acquisitions of subsidiaries (net of disposals of businesses) and repayment of amounts owed to shareholders.

(4) 2025 equity impact.

LEARN MORE



2025 UNIVERSAL REGISTRATION DOCUMENT

In this document, audited information concerning Bureau Veritas is presented, offering a global vision of the Group along with its financial performance and statement of non-financial performance, as well as information on risk analysis and corporate governance.

GLOBAL ENERGY TRANSITION REPORT 2025

This report provides a detailed overview of the main challenges of the energy transition. It presents the opinions of energy sector leaders and experts with regard to issues faced by industry and the solutions to meet them. In this way, it establishes a roadmap for accelerating the energy transition to meet the climate-change reduction goals set out in the Paris Agreement.

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BUREAU
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Shaping a World of Trust