

# PRESENTATION OF THE GROUP

<b>1.1 GENERAL OVERVIEW OF THE GROUP</b>	<b>62</b>	<b>1.5 PRESENTATION OF BUSINESS ACTIVITIES</b>	<b>81</b>
<b>1.2 HISTORY</b>	<b>66</b>	1.5.1 Marine & Offshore	81
<b>1.3 THE TIC INDUSTRY</b>	<b>68</b>	1.5.2 Agri-Food & Commodities	86
1.3.1 A market estimated to be worth close to €250 billion	68	1.5.3 Industry	91
1.3.2 Structural trends favoring the TIC industry	70	1.5.4 Buildings & Infrastructure	94
1.3.3 High barriers to entry	70	1.5.5 Certification	98
1.3.4 Regional, national or global markets	71	1.5.6 Consumer Products	102
<b>1.4 STRATEGY AND OBJECTIVES</b>	<b>72</b>	<b>1.6 ACCREDITATIONS, APPROVALS AND AUTHORIZATIONS</b>	<b>105</b>
1.4.1 Key competitive advantages	72	Marine & Offshore (M&O) division	105
1.4.2 A strategy built on three value drivers: Scale, Expand, Lead	74	Commodities, Industry & Facilities (CIF) division	105
1.4.3 Five overarching themes	74	Consumer Products (CPS) division	106
1.4.4 Strategic Enablers: People and Culture, Organization and Governance, Innovation and Digital	75	<b>1.7 RESEARCH AND DEVELOPMENT, INNOVATION, PATENTS AND LICENSES</b>	<b>106</b>
1.4.5 Acquisitions	77		
1.4.6 Financial and non-financial ambition	79	<b>1.8 INFORMATION SYSTEMS</b>	<b>107</b>

Components of the Annual Financial Report are identified in this table of contents with the sign **AFR**

The Non-Financial Statement is identified in this table of contents with the sign **NFS**

## 1.1 GENERAL OVERVIEW OF THE GROUP

### MISSION

Bureau Veritas is a global leader in Testing, Inspection and Certification ("TIC") services.

The Group's mission is to reduce its clients' risks, improve their performance and help them innovate to meet the challenges of quality, health and safety, and sustainable development. Leveraging its renowned expertise, as well as its impartiality, integrity and independence, Bureau Veritas has helped build trust between companies, public authorities and consumers for more than 190 years.

The services provided by Bureau Veritas are designed to ensure that products, assets and management systems conform to different standards and regulations in terms of quality, health, safety, environmental protection and social responsibility ("QHSE").

Depending on its clients' needs and on applicable regulations, standards or contractual requirements, Bureau Veritas acts:

- as a "third party", i.e., an independent body issuing reports and conformity certificates for products, assets, systems, services or organizations;
- as a "second party" on behalf of and upon the instructions of its clients to ensure better control of the supply chain; or
- as a "first party" on behalf of clients seeking to ensure that the products, assets, systems or services they are producing or selling meet the requisite standards.

### BUREAU VERITAS



According to...



Client specifications or protocols



Private schemes or labels

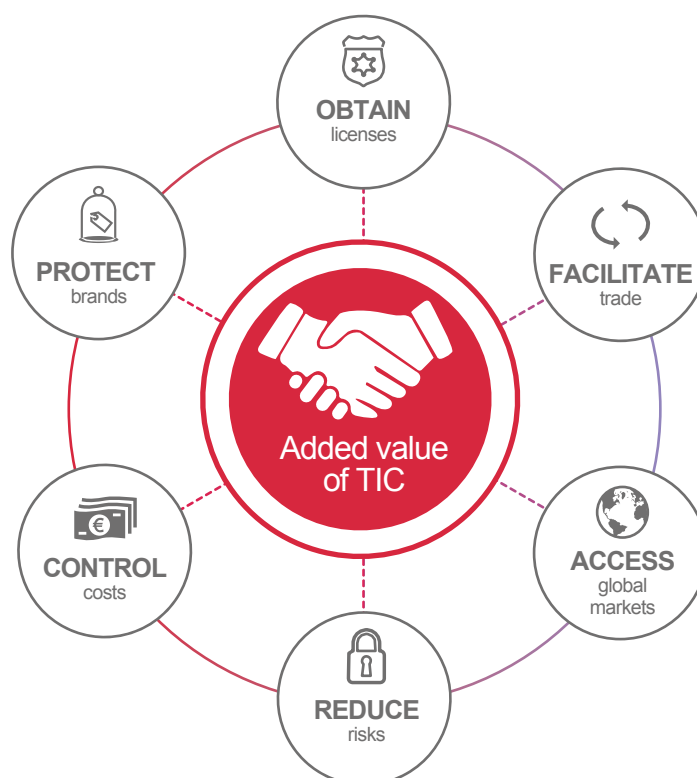


International standards (ISO, IEC, UN, etc.)



Regulations

The services delivered by Bureau Veritas cover six areas of value creation for its clients:



### Obtaining a license to operate

Companies must be able to show that they are compliant with a large number of standards and regulations. Bureau Veritas offers them its in-depth knowledge of the standards applicable to their businesses, and as an independent third party, is able to verify their compliance. This allows them to conduct and develop their businesses in compliance with local and international regulatory requirements and to obtain and renew the licenses to operate issued by public authorities.

### Facilitating trade

International trade relies among other things on third-party players who certify that the goods exchanged comply with the quality and quantities stipulated in the contract between the parties. Bureau Veritas plays a role in the trade process by testing materials, verifying that goods comply with contractual specifications and validating quantities. Exchanges of commodities, for example, are based on certificates issued by companies such as Bureau Veritas.

### Accessing global markets

Capital goods or mass consumer products must comply with national and supranational standards before being sold on the market in a given country. These standards constitute technical trade barriers within the meaning of the WTO. Companies design and manufacture their products and equipment to meet the standards of several countries. In doing so, they call on Bureau Veritas to carry out tests, optimize their test plan and ultimately reduce time-to-market.

### Reducing risks

Managing risk in the areas of quality, health, safety, environment protection and social responsibility improves the efficiency and performance of organizations. Bureau Veritas helps its clients to identify and manage these risks, from project design to completion and decommissioning.

### Keeping costs in check

Thanks to second- and third-party testing, inspection and auditing methods, companies can determine the actual condition of their assets and launch new projects and products safe in the knowledge that costs, timing and quality are under control. During the operational phase, inspections help optimize maintenance and the useful life of industrial equipment.

### Protecting brands

The social network boom of recent years has prompted a fundamental change in how global brands are managed. Brands may quickly find themselves under fire due to the malfunction of one of the links in their supply or distribution chain. Bureau Veritas allows companies to improve their risk management, using analyses conducted by a highly reputed independent player.

## SERVICES

Bureau Veritas offers three main types of services:

- **laboratory and on-site testing and analyses** are designed to determine the characteristics of a product or material. The aim is to ensure that the products or materials have the required properties in terms of safety and quality and that they comply with specifications and applicable standards and regulations;
- **inspection** involves on-site verification that a product, asset or system meets specified criteria. Inspections cover a wide range of services designed to reduce risk, control quality, verify quantity and meet regulatory requirements. They include visual inspections, as well as verification of documents, manufacturing supervision and electronic, electrical, mechanical and software testing;
- **certification** attests to compliance with specific requirements and is delivered by an accredited body. It provides a guarantee from an independent third party that a product, service or management system meets specific standards. Certification enables companies to strengthen their reputation, access new markets or simply carry out their activities. Bureau Veritas offers certification services for management systems, products and people.

The Group's services cover:

- **assets**, such as:
  - ships, trains and planes,
  - buildings, infrastructure and networks,
  - power plants, refineries, pipelines and other industrial installations;
- **products**, such as:
  - consumer products – mass consumer electronics, textiles, toys, automotive and food products, and connected devices,
  - industrial equipment – pressure equipment, machines, electrical equipment,
  - commodities – oil, petrochemical products, minerals, metals and other commodities;
- **systems**, such as:
  - conventional QHSE management systems (ISO 9001, ISO 14001, ISO 26000, ISO 27001, ISO 45001, ISO 50001, etc.),
  - sector-specific QHSE management systems (automotive, aeronautics, food, etc.),
  - supply chain management, including audits of suppliers.

## CLIENTS

Bureau Veritas has a broad-based portfolio of more than 400,000 clients. The Group operates in a wide range of industries, including transportation and shipbuilding, the entire oil and gas value chain from exploration to supply, construction and civil engineering, power and utilities, consumer products and retail, aeronautics and rail, metals and mining industries, Agri-Food, government services, automotive and chemicals.

At December 31, 2021, the ten biggest clients in terms of revenue generated during the year represented around 6% of the Group's consolidated revenue, while the biggest 25 clients accounted for 10%. This illustrates the diverse nature of the Group's revenue streams.

## ORGANIZATION

### An increasingly global approach harnessing local execution capabilities in almost 140 countries

Present in almost 140 countries with numerous operations in every global region, the Group has historically applied a decentralized management structure. This organization favors local decision-making and accountability to better meet its clients' needs.

However, in order to better capitalize on trends in the Group's markets, this autonomy will increasingly be paired with the development of a transversal operational approach and global business management based primarily on the Group's Global Service Lines. Bureau Veritas has also implemented control procedures and reporting rules applicable across the Group. These rules and procedures are regularly updated to ensure that they are in line with changes in Bureau Veritas' businesses, organization, processes and tools.

In addition, since the Group's growth is driven by acquisitions that involve integrating companies and teams with a wide variety of practices and policies, Bureau Veritas has set up specific internal procedures to ensure the successful integration of acquired companies.

### Changes in the organization of the Group's businesses

Bureau Veritas continuously adapts its organization in order to better address the specific characteristics of some of its end markets, meet the constantly evolving needs of its clients, improve management of its geographic network and support the deployment of its strategic plan.

Since 2017, the Group has adopted a leaner organization based around the following three divisions: 1) Marine & Offshore, 2) Consumer Products, and 3) Commodities, Industry & Facilities (CIF). The CIF division includes four businesses: Agri-Food & Commodities (including Government Services and International Trade), Industry, Buildings & Infrastructure and Certification.

In the CIF division, Global Service Lines are responsible for the overall management of each business. Global Service Lines support day-to-day management through the CIF division's five main regional hubs: Southern and Western Europe, France and Africa, North America, Latin America and MAP (the Middle East and Asia Pacific, including Russia, Turkey and the Caspian Sea region).

The CIF division, which accounts for almost 80% of the Group's revenue, is gradually adopting a matrix-based organization aimed at:

- serving its clients globally;
- adapting to market trends by pooling high-level technical and IT capabilities;
- spreading best practices throughout the network; and
- benefiting from economies of scale to develop new products or invest in new tools.

Bureau Veritas has accompanied the implementation of this new, more market-focused organization with a change in its segment reporting. As of January 1, 2017, and in line with this new organization, the Group reports on six businesses (as compared to eight previously): 1) Marine & Offshore, 2) Agri-Food & Commodities, 3) Industry, 4) Buildings & Infrastructure, 5) Certification and 6) Consumer Products. This change helps enhance the understanding of its business portfolio.

A brief outline of the six businesses is provided below, followed by a more detailed description given in section 1.5 – Presentation of business activities, of this Universal Registration Document.

## Marine & Offshore

As a classification society, Bureau Veritas assesses vessels and offshore facilities for conformity with standards that mainly concern structural soundness and the reliability of on-board machinery. Bureau Veritas also provides vessel certification on behalf of flag administrations.

## Agri-Food & Commodities

Bureau Veritas provides its clients with a comprehensive range of inspection, laboratory testing and certification services for all types of commodities, including oil and petrochemicals, metals and minerals, food and agri-commodities. Bureau Veritas provides assistance to government authorities, implementing programs to maximize revenues and check that imported products meet specified standards.

## Industry

Bureau Veritas checks the reliability and integrity of industrial assets and their conformity with regulations, as well as with client specifications. Services include conformity assessment, production monitoring, asset integrity management and equipment certification. Bureau Veritas also checks the integrity of industrial equipment and products through services such as non-destructive testing and materials analysis.

## Buildings & Infrastructure

The Group covers every stage in the buildings and infrastructure lifecycle, including capital expenditure (Capex) and operating expenditure (Opex) services.

### In-Service Inspection, Monitoring & Audit (existing assets)

Bureau Veritas conducts recurrent inspections to assess in-service equipment (electrical installations, fire safety systems, elevators, lifting equipment and machinery) for compliance with applicable health and safety regulations or client-specific requirements.

### Construction (mainly \_\_\_\_ services)

Bureau Veritas helps its clients manage all QHSE aspects of their construction projects, from design to completion. Missions involve assessing construction projects for compliance with technical standards, technical assistance, monitoring safety management during construction and providing asset management services.

## Certification

As a certification body, Bureau Veritas certifies that the QHSE management systems utilized by clients comply with international standards (usually ISO), or national, segment or large company-specific standards.

## Consumer Products

Bureau Veritas works with retailers and manufacturers of consumer products to assess their products and manufacturing processes for compliance with regulatory, quality and performance requirements. Bureau Veritas tests products, inspects merchandise, assesses factories and conducts audits of the entire supply chain.

## Central leadership

Certain Group Executive Committee members are responsible for the Group's support functions.

Central support functions are represented on the Executive Committee by:

- Eduardo Camargo, Executive Vice-President, Group Transformation & Business Development. He is responsible for reinforcing the Group's sales and client culture and for supporting the Group's transformation, notably through digitalization and operational excellence. Eduardo Camargo is also in charge of acquisitions support.
- François Chabas, Executive Vice-President and Chief Financial Officer, is in charge of finance, tax, investor relations and purchasing;
- Helen Bradley, Executive Vice-President in charge of Human Resources as well as Quality, Health & Safety and Environment;
- Béatrice Place Faget, Executive Vice-President in charge of Group Legal Affairs and Internal Audit.

## 1.2 HISTORY

### 1828: Origins

The "Information Office for Maritime Insurance" was founded in Antwerp, Belgium, in 1828 to collect, verify and provide shipping underwriters with information on the condition of ships and equipment. Renamed Bureau Veritas, the Company transferred its registered office to Paris and built up an international network.

### 1920: Modern industrial revolution

The growing number of accidents during the construction boom that followed the First World War led to the introduction of a series of preventive measures. Bureau Veritas served as an important partner for industrial expansion and branched into new activities such as inspecting metal parts and equipment for the rail industry and conducting technical testing in the aeronautical, automotive and construction industries. Bureau Veritas opened its first laboratories near Paris to provide clients with metallurgical and chemical analyses and testing services for building materials.

### 1960: Technical progress

The 30-year post-WWII boom brought with it technical progress, growing urbanization and world trade. Bureau Veritas played an active role in modernizing shipbuilding standards for the classification of subsea vessels, the first nuclear-powered vessels and shipping hubs. The start of the computer era led to the use of more scientific methods. In construction, Bureau Veritas reinforced its expertise in the protection of people and goods and in energy efficiency.

### 1990: Diversification and worldwide expansion

As the world became increasingly globalized, economic players required traceability, transparency and technical consistency across the international spectrum. To meet the needs of its clients, Bureau Veritas developed its Certification and Government services businesses to evaluate management systems and supply chains. It also reinforced its network and opened offices in Africa, China and the United States. In the 1990s, a series of acquisitions helped give added impetus to the Group's development. It acquired CEP in 1996, becoming the leader in compliance assessments for the construction industry in France. US-based companies ACTS (1998) and MTL (2001) specializing in consumer product testing added another business to the Group's portfolio. Bureau Veritas also expanded its presence in the United States, the United Kingdom, Australia and Spain.

### 2007: Initial public offering (IPO)

Bureau Veritas was listed on Euronext Paris on October 24, 2007. This initial public offering was aimed at consolidating Bureau Veritas' growth strategy by raising its profile, giving it access to new means of financing and forging loyalty among its employees.

### 2010: Development of the commodities business and in high-potential markets

Fast-growing countries are investing more in infrastructure and experiencing growing demand for quality, safety and reliability. After its acquisition of Inspectorate in 2010, Bureau Veritas became one of the world's top three players in the commodities sector and continued to expand its geographic footprint. and continued to expand its geographic footprint. It became the leader of its sector in Canada following the acquisition of Maxxam in 2014 and carried out in parallel a series of acquisitions in the construction and consumer products industries in China.

## 2015: New strategic roadmap

The Group conducted in-depth analyses of its markets and defined a strategic roadmap through 2020. The roadmap is based on key initiatives aimed at enhancing its growth profile, resilience and profitability. This strategy is primarily based on Growth Initiatives, development in two main markets (the United States and China), and four key drivers to support the roll-out of these initiatives: Human Resources, account management, Excellence@BV and digitalization.

## 2017: 2020 ambition reaffirmed

In December 2017, the Group organized a two-day Investor Days event, during which it confirmed that the execution of its 2020 strategic plan was well underway and had already delivered positive results. It showed that the five Growth Initiatives launched to boost the Group's development in Buildings & Infrastructure, Opex services, Agri-Food, Automotive and SmartWorld were reporting high single-digit growth and that the base business was now stabilizing after facing challenging market conditions. Bureau Veritas highlighted that it had achieved 40% of its external growth ambition as outlined in its strategic roadmap through 2020. It also announced that it was stepping up its digital transformation through key partnerships in order to bring its clients cutting-edge technologies in a wide range of areas such as inspection, predictive maintenance, data privacy and cybersecurity.

## 2021: Announcement of the 2025 strategy, aimed at taking the Group's value creation to the next level

Having weathered the Covid-19 crisis and delivered a strong performance over the past few years, Bureau Veritas is capitalizing on the successful delivery of its previous strategic plan. The last six years were transformational for Bureau Veritas. The Group successfully rebalanced its activities to build an efficient growth platform, underpinned by resilient businesses as well as deep societal and sectoral trends.

The 2025 strategy will be a value-enhancing journey ensuring both short- and long-term growth for Bureau Veritas, capturing the maximum value from the Group's existing businesses adjacent to its core activity and leading sustainability in the TIC sector. Bureau Veritas will build upon its strengths, including its ability to be highly responsive and ensure efficient execution, the two cornerstones of its success in the years to come.

Bureau Veritas intends to acquire leadership positions in activities and sectors at the core of its expertise with a more innovative, proactive and agile approach. The Group's ambition is to become the undisputed world leader on critical societal issues such as energy transition, smart cities, new forms of mobility and traceability of supply chains.

## CHANGES IN OWNERSHIP STRUCTURE

The Wendel group, co-shareholder of Bureau Veritas since 1995 with the Poincaré Investissements group, gradually acquired a controlling interest in Bureau Veritas in 2004.

The Wendel group and Poincaré Investissements respectively held 33.8% and 32.1% of the capital and voting rights of Bureau Veritas in 2004. The remainder was held by individual investors. On September 10, 2004, the Wendel group and the shareholders of Poincaré Investissements reached an agreement for the sale to Wendel of 100% of the capital of Poincaré Investissements. After this transaction was carried out at the end of 2004, the Wendel group held 65.9% of the capital and voting rights of Bureau Veritas.

In parallel to this acquisition, Wendel proposed that Bureau Veritas' minority shareholders sell their interests under terms similar to those offered in connection with the acquisition of control. This private purchase and exchange offer enabled the Wendel group to increase its interest to 99% of the capital and voting rights of Bureau Veritas.

Bureau Veritas was listed on Euronext Paris on October 24, 2007. The offering, which comprised existing shares mainly sold by the Wendel group, amounted to €1,240 million, or around 31% of the capital of Bureau Veritas. On March 5, 2009, the Wendel group sold 11 million shares as part of a private placement. This transaction reduced Wendel's stake in Bureau Veritas from 62% to 52% of the capital. On March 6, 2015, the Wendel group sold 48 million shares<sup>(1)</sup> as part of a private placement. Following that transaction, the Wendel group held 40% of the capital and 56% of the voting rights of Bureau Veritas. On October 30, 2018, the Wendel group sold 21 million shares as part of a private placement, after which the Wendel group held around 35% of the capital and 52% of the voting rights of Bureau Veritas.

At December 31, 2021, the Wendel group held 35.48% of the capital and 51.69% of the exercisable voting rights of Bureau Veritas (51.63% of the theoretical voting rights).

1) After the June 2013 four-for-one stock split.



## 1.3 THE TIC INDUSTRY

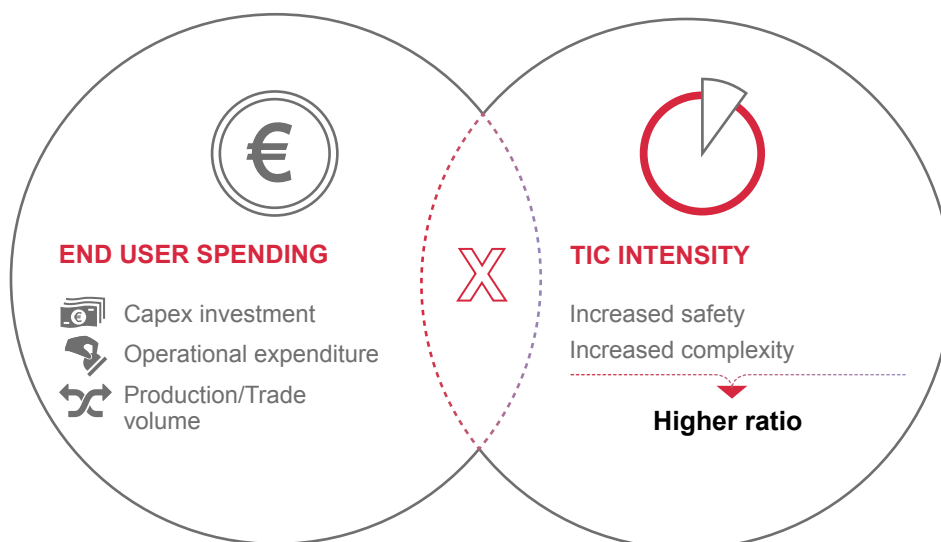
To the Group's knowledge, there is no comprehensive report covering or dealing with the markets in which it operates. As a result, and unless otherwise stated, the information presented in this section reflects the Group's estimates, which are provided for information purposes only and do not represent official data. The Group gives no assurance that a third party using other methods to collect, analyze or compile market data would obtain the same results. The Group's competitors may also define these markets differently.

### 1.3.1 A MARKET ESTIMATED TO BE WORTH CLOSE TO €250 BILLION

Inspection, certification and laboratory testing services in the areas of quality, safety, performance, and social and environmental responsibility are commonly referred to as Testing, Inspection and Certification ("TIC"). TIC services encompass several types of tasks, including laboratory or on-site testing, management process audits, documentary checks, inspections across the entire supply chain and data consistency verification. These activities may be carried out on behalf of the end user or purchaser, independently of stakeholders or at the request of the manufacturer, or on behalf of public or private authorities. TIC services are called for at every stage of the supply chain and apply across all industries.

The overall TIC market depends on product and asset values and the associated risk. The TIC "intensity" corresponds to the proportion of the value of the product or asset allocated by the manufacturer of the product or the operator of the asset to control activities. In general, the TIC intensity falls within a range of between 0.1% and 0.8% of the value of the product or asset. The total estimated value of the TIC market can be calculated by multiplying the TIC intensity by the amount spent by manufacturers, operators, and the buyers and sellers of goods and products.

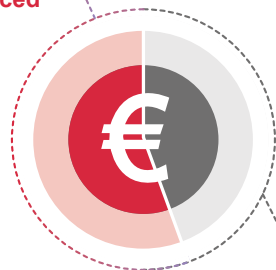
On a short- and medium-term basis, the size of the market mainly varies in relation to inflation, global economic activity, investment and international trade. Applying the aforementioned approach, Bureau Veritas estimated the size of the global TIC market in 2021 at close to €250 billion, based on external macroeconomic data such as investment volume per market, operational spending per market, the production value of goods and services, and the level of imports and exports.





The TIC market  
~ €250BN

Government/  
Insourced



Accessible/  
Outsourced  
~45% of  
TIC market

The overall TIC market can be broken down into two segments:

- the accessible (outsourced) market, where services are provided by specialized private organizations or firms, such as Bureau Veritas;
- the internal (insourced) market, where the companies themselves perform these services as part of quality control and assurance; along with the market served by public bodies and organizations such as customs, competition authorities, port authorities or industrial health and safety authorities.

The outsourced TIC market also depends on a country's administrative organization, whether or not it has a federal structure, and the industry concerned. Over time, these factors may have a significant impact on the size of the market, irrespective of the underlying macroeconomic conditions. The balance between insourcing and outsourcing therefore fluctuates from year to year, depending on the policies implemented by governments or changes in practices within industry sectors. This is the case in China, for example, where certain sectors are opening up gradually.

In short, the size of the accessible TIC market is the result of three factors:

- end-user expenditure;
- the TIC "intensity" of products (fairly stable in the short term but may increase in the long term due to stricter standards and regulations);
- the extent to which businesses subcontract these services (the trend shows that this is increasing).

From a geographical point of view, the TIC market can be split into three main regions: Europe, the Americas and Asia. Bureau Veritas is present in all of these regions thanks to the investments it has made over the past 15 years. Going forward, the Group plans to bolster its positioning, particularly in the fastest-growing markets such as China and the United States.

## 1.3.2 STRUCTURAL TRENDS FAVORING THE TIC INDUSTRY

### Long-term structural trends

Long-term structural trends ("megatrends") should boost growth prospects in the TIC industry. Five such trends are particularly important:

1. **The rise of the middle classes in emerging countries** has led to an increase in the demand for safety and the corresponding safety standards, as well as to more infrastructure investments to meet the needs of increasing urbanization. The proportion of the world's population living in urban areas is set to increase from 55% to 68% in 2050 <sup>(1)</sup>, which implies that the urban population will double in absolute terms. Urbanization represents an opportunity for TIC players, as it leads to strong demand for better infrastructure to support urban mobility, reduced pollution, water and energy supply, communications, connectivity and so on.
2. **Supply chain management** has become a key imperative for businesses, which need to identify and manage the inherent risks more effectively. Today, supply chains must not only respond to the challenge of globalization and the rise of protectionism in some countries, but must also determine how to improve their resilience, agility and flexibility in order to address the disruptions generated – in particular by the health crisis.
3. **Accelerating the digital transformation of the economy** is leading companies to invest more heavily in digital infrastructure and new technologies. Along with data protection, system and transaction security are now crucial risks that need to be addressed in a regulatory environment that remains fairly immature. In addition, the use of more complex technologies, for example in the case of the Internet of Things, is increasing the number of tests that need to be carried out on each product and the number of subcontractors that need to be managed. Shorter product life cycles are encouraging companies to outsource a growing proportion of prototype testing and supply chain monitoring.

4. The **energy transition and sustainability** have become key concerns for public- and private-sector organizations, as regulations become ever stricter – particularly within the European Union. If businesses wish to have staying power and also improve their economic and financial performance over the long term, they now have to opt for sustainable development. Prompted by governments, organizations have made strong social and environmental commitments: for example, to becoming carbon-neutral, developing recycling and the circular economy, and investing in and using renewable energy sources. These organizations need support in rolling out their commitments, gauging their progress and achieving their sustainability goals. As an example, investments in the energy transition, including stimulus plans such as the EU's Green Deal, will help support growth in the TIC industry. This trend has been clearly reinforced by the health crisis.
5. The **health and hygiene sectors** have acquired increased economic importance in the wake of the recent health crisis. Four trends offer growth opportunities: (i) the huge increase in the number of statutory health regulations, (ii) the expansion of healthcare system infrastructure, (iii) the expansion and renewed leasing of PPE (Personal Protective Equipment), and (iv) the accelerated development of testing and certification services in the MedTech sector.

Bureau Veritas targets above-TIC market growth by offering a range of innovative services and solutions that meet clients' new demands, thereby increasing its market share in the fastest-growing sectors and regions, and seizing opportunities related to the outsourcing and privatization of certain markets.

## 1.3.3 HIGH BARRIERS TO ENTRY

High barriers to entry make it difficult for new global players to emerge. These barriers concern the need to:

- have a **reputation for integrity and independence** in order to forge long-term partnerships with companies in managing their risks;
- obtain **authorizations and accreditations** in a large number of countries in order to do business. Obtaining an authorization or accreditation is a lengthy process. Acquiring a broad portfolio of authorizations and accreditations can therefore only be achieved over the long term;
- have a **dense geographic network** at both local and international levels. Local network density is particularly

important for rolling out the portfolio of services and benefiting from economies of scale. At the same time, an international network makes it possible to support global clients at all their facilities;

- offer a **broad spectrum of services and inspections**, particularly for key accounts, undertake certain large contracts and stand out from local players;
- boast **highly qualified technical experts**. The technical prowess and professionalism of the Group's teams give it a competitive edge by providing high value-added solutions;
- have an **internationally recognized brand**.

1) Source: 2018 Revision of the World Urbanization Prospects, published by the Population Division of the United Nations Department of Economic and Social Affairs (DESA).

### 1.3.4 REGIONAL, NATIONAL OR GLOBAL MARKETS

Many markets in which Bureau Veritas operates are still regional or national, but are becoming more global. There are also several hundred local or regional players specialized by activity or type of service, as well as a few global players. Some competitors are state-owned or quasi-state-owned organizations or are registered as associations. According to the Group's estimates, the five biggest industry players today account for less than 20% of the outsourced market (roughly €110 billion).

The increasing globalization of certain TIC markets favors consolidation within the industry, with the support of major players able to position themselves to serve large companies throughout the world and increase their presence on local markets.

In light of the Group's global network, its position as a world leader in each of its businesses and its experience in carrying out acquisitions, Bureau Veritas is well placed to be one of the main actors in TIC consolidation. A more detailed description of the Group's acquisition strategy is provided in section 1.4.5 – Acquisitions of this Universal Registration Document.

Business	Fragmentation	Competitive environment
<b>Marine &amp; Offshore</b>	Medium	Twelve members of the International Association of Classification Societies (IACS) classify more than 90% of the global shipping fleet.
<b>Agri-Food &amp; Commodities</b>		
Agri-Food	High	A few global players. A large number of local players.
Commodities	Medium	A few global players. A few regional groups and specialized local players.
Government services	Low	Four main players for Government services.
<b>Industry</b>	High	A few large European or global players. A large number of highly specialized local players.
<b>Buildings &amp; Infrastructure</b>	High	A few regional players. A large number of local players.
<b>Certification</b>	High	A few global players and quasi-state-owned national certification bodies. A large number of local players.
<b>Consumer Products</b>	Medium	A relatively concentrated market for toys, textiles and hardline products. Fragmented markets for electrical products and electronics.

## 1.4 STRATEGY AND OBJECTIVES

### 1.4.1 KEY COMPETITIVE ADVANTAGES

#### An efficient international network

Bureau Veritas has an extensive global network of around 1,600 offices and laboratories in almost 140 countries.

This network is particularly well developed in countries with mature economies (e.g., France, the United States, Canada, Japan, the United Kingdom, Spain, Italy, the Netherlands, Australia and South Korea), which have a strong regulatory background and where the Group is recognized for its technical expertise and innovative production models.

Bureau Veritas is also well established in faster growing economies like China, Brazil, Chile, Colombia, the United Arab Emirates and India, where it has built solid growth platforms with a strong local presence over time. The Group continues to expand its exposure to these regions by opening new offices and laboratories and systematically developing each of its businesses in these markets.

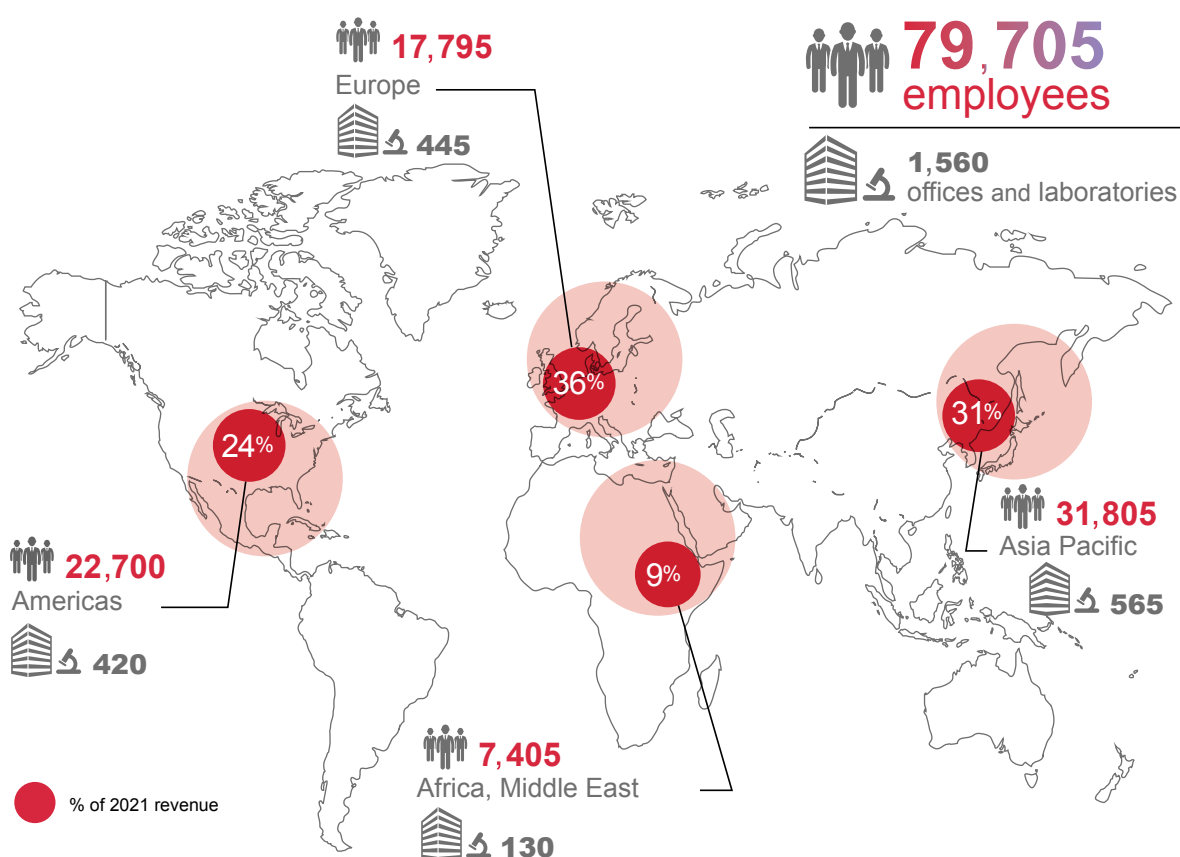
The Group's scale is one of its core assets, providing value and differentiation both commercially and operationally.

From a sales standpoint, its global network enables the Group to service key accounts (around one-quarter of the Group's revenue) and thereby win major international contracts, which represent a growing part of its activity.

From an operational standpoint, the Group improves its profitability by generating economies of scale resulting in particular from sharing offices, back-office functions and IT tools, and from amortizing the cost of developing and replicating new services and industrializing inspection processes over a larger base.

The organization into regional hubs located in key countries enables the Group to spread knowledge, technical support and sales teams across a given region.

In the future, the Group aims to strengthen this network organization around regional hubs, enabling it to generate scale effects.



## A strong brand image of technical expertise and integrity

Bureau Veritas has built a successful global business based on its long-standing reputation for technical expertise, high quality and integrity. This reputation is one of its most valuable assets and is a competitive advantage for the Group worldwide.

### Technical expertise recognized by the authorities and by many accreditation bodies

Over the years, the Group has acquired skills and know-how in a large number of technical fields, as well as broad knowledge of regulatory environments. Bureau Veritas is currently accredited as a second or third party by a large number of national and international delegating authorities and accreditation bodies. The Group constantly seeks to maintain, renew and extend its portfolio of accreditations and authorizations. It is subject to regular checks and audits by authorities and accreditation bodies to ensure that its procedures, the level of qualification of its personnel and its management systems comply with the requisite standards, norms, guidelines or regulations.

### Quality and integrity embedded in the Group's culture and processes

Integrity, ethics, impartiality and independence are some of Bureau Veritas' core values and are central to its brand reputation and the value proposition for its clients.

These values are the focal point of the work carried out by the TIC profession in 2003 under the leadership of the TIC Council (the international association representing independent testing, inspection and certification companies), which led to the drafting of the Group's first Code of Ethics, published in October 2003.

## A profitable growth model supported by strong cash generation

Bureau Veritas' financial model has the following four characteristics:

- it is based on two growth drivers: primarily organic growth, supported by growth through acquisitions. Average organic growth over the past five years (including a 6.0% decline in 2020 in the context of the crisis caused by the Covid-19 pandemic) was around 3%;
- it is a profitable growth model, with a high adjusted operating margin. Historically, it is slightly above 16% on average;
- it generates significant and regular cash flow: the Group's free cash flow has averaged around €540 million over the last five years. It should be noted that Bureau Veritas has paid very close attention to its cash flow and liquidity – particularly in terms of its working capital requirements – especially in recent years. These efforts have been stepped up in the context of the health crisis;
- it is underpinned by the Group's strategy of strict capital allocation: net debt must be maintained well below bank ratios and the Group must be able to fund acquisitions and pay dividends.

Bureau Veritas' financial ambition is presented in section 1.4.6 – Financial and non-financial ambition of this Universal Registration Document.

## 1.4.2 A STRATEGY BUILT ON THREE VALUE DRIVERS: SCALE, EXPAND, LEAD

Bureau Veritas' 2025 strategy aims to take the Group's value creation to the next level.

At the heart of this strategy, the Group has defined a roadmap based on three value drivers to capture all opportunities: Scale, Expand, and Lead. These value drivers will help deliver the desired dual transformation: greater resilience today and more growth tomorrow. The first two value drivers, Scale and Expand, will seek to continue repositioning the Group's activities to make it a more resilient business, while the third driver, Lead, will help create the businesses of tomorrow.

- **SCALE** – Scale focuses on the Group's core business. The objective is to capture maximum value from its existing assets, capabilities and geographies by accelerating the standardization and replication of its service offering. The transformation journey will continue towards an increasingly market-oriented organization, capitalizing on the significant investments made during the past six years, both internally and externally. This will boost organic growth.

- **EXPAND** – Bureau Veritas will notably focus on sustainability and the energy transition, both of which represent exciting opportunities for growth. The Group will take full advantage of cross-cutting growth opportunities that will arise alongside macroeconomic and societal shifts (5G, new mobility, etc.). This will be achieved through increased penetration of rising and high-value markets, and by capturing both organic and external growth opportunities (acquisitions).
- **LEAD** – Bureau Veritas will invest in new businesses that have the potential to become part of the TIC core business in the future. The Group will take full advantage of technological shifts to be well-positioned on key trends such as connectivity, traceability and cybersecurity. Like Expand, Lead involves both organic and external growth (acquisitions).

These value drivers will enable Bureau Veritas to achieve its 2025 goal of capturing maximum value from existing businesses adjacent to its core activity and leading sustainability in the TIC sector.

## 1.4.3 FIVE OVERARCHING THEMES

The Group has consolidated its strategic priorities into five overarching themes. These cross-cutting themes reflect Bureau Veritas' strategic direction for 2025 and will fuel the Group's development from a business perspective.

In all of these areas, Bureau Veritas already enjoys recognized expertise and a competitive advantage, which will be leveraged and developed to benefit from the underlying trends that underpin these opportunities.

These five themes are as follows:

- **Asset Lifecycle Solutions.** Building on the experience acquired during its previous strategic plan, Bureau Veritas will continue to deploy its activities throughout the lifecycle of its clients' assets, further supporting the repositioning of its activities from the investment, or Capex, phase (design, conception, construction), to the asset operation, or Opex, phase (inspection, monitoring, in-service audit).
- **Sustainability Assurance.** Besides their financial performance and ability to innovate, companies are now assessed on their positive impact on people and the planet. Through its BV Green Line of services and solutions, the Group will continue to support its clients in confidently implementing their sustainability roadmaps, and will give transparency and credibility to

companies' Corporate Social Responsibility (CSR) strategies and commitments.

- **Energy Transition Conformity Assessment.** The energy transition involves a profound structural change in the way energy is produced and consumed. It is now a pressing need and must be drastically ramped up. Bureau Veritas aims to accompany its existing clients in their energy transition by expanding its range of services, and by accelerating the deployment of its conformity assessment services in the fast-growing renewable energy market.
- **Technology and Online Retail.** The Group now aims to replicate in the digital world what it has created in terms of expertise, reputation and trust over the past 200 years in the physical world. The goal is to become the leader in safety, quality and sustainability in the digital world.
- **Cybersecurity Compliance.** New needs are emerging for trusted third-party conformity assessments in the cybersecurity field. The Group believes that in the near future, cybersecurity conformity assessment and certification will be an integral part of the business of TIC companies. Bureau Veritas has grown organically and through acquisitions in order to develop its offering, and will continue to evolve in this market as part of its 2025 strategy.

## 1.4.4 STRATEGIC ENABLERS: PEOPLE AND CULTURE, ORGANIZATION AND GOVERNANCE, INNOVATION AND DIGITAL

Bureau Veritas has defined three enablers that will serve as key levers to carry out its strategy and achieve its ambition.

### PEOPLE AND CULTURE

Bureau Veritas' strategy is closely linked to its people and culture. One of Bureau Veritas' greatest assets is its choice of employees. They are selected for their understanding of the local culture, their industrial, technical, operational or sales expertise, their passion for helping businesses effectively manage their risks, and their commitment to the Group's values.

However, in a fast-moving world, employees' expectations of their responsibilities, career and work/life balance are evolving. Three main trends are impacting the way people work and the ability to attract and motivate the best talent:

- increased work flexibility, a trend sharply accelerated by the pandemic;
- the search for more meaningful work. Employees are looking for growth opportunities in their careers, but are also more actively seeking well-being, diversity, inclusion and social equality. Paradoxically, in a working world where an increasing number of standardized tasks are performed by machines, employees have more time to focus on high-value tasks, such as client experience or social impact;
- employees prefer companies whose mission and values are aligned with their own, and where social and environmental responsibility lies at the heart of the business.

Just as "megatrends" are at the heart of the 2025 strategy, the three aforementioned trends form the backbone of the People and Culture strategy aimed at attracting, motivating and nurturing the best talent. The Group is committed to fostering a sustainable and high-performance culture, in line with its values and mission.

### ORGANIZATION AND GOVERNANCE

Bureau Veritas is committed to ensuring that its organization and governance are aligned with the Group's values and client engagement, and CSR is one of the key components of its governance.

Sustainability and Corporate Social Responsibility represent critical challenges for all companies across the globe, both today and going forward. These challenges directly concern the Group. Bureau Veritas' commitment to CSR is aligned with its mission:

- as an economic player, which is to contribute to "Shaping a World of Trust";
- internally, which is aimed at "Shaping a Better World" through its CSR commitments.

The Group firmly believes in a two-pillar model, focused on (i) growth and financial performance and (ii) non-financial performance.

Bureau Veritas takes its performance on sustainability extremely seriously. It has unveiled its 2025 CSR strategy, which is aligned with the United Nations' Sustainable Development Goals (SDGs) and draws on three strategic axes:

- "Shaping a Better Workplace";
- "Shaping a Better Environment";
- "Shaping Better Business Practices".

The Group's CSR strategy is built on three sustainability pillars: "Social & Human capital", "Natural Capital" and "Governance". Bureau Veritas tracks and reports annually on its CSR performance using 19 key performance indicators (KPIs).

The Group has also defined a 2025 ambition for five KPIs (see section 1.4.6 – Financial and non-financial ambition, of this Universal Registration Document, for more details).

A detailed description of the Group's CSR strategy and governance can be found in section 2.3 – 2025 CSR strategy, and Chapter 3 – Corporate governance, respectively, of this Universal Registration Document.

### INNOVATION AND DIGITAL

Innovation and digital are key enablers to accelerate the execution of the Group's strategic direction for 2025. Bureau Veritas has a dual approach to innovation and digital:

- "technology for TIC": improving the performance of TIC market services by leveraging new technologies;
- "TIC for technology": anticipating clients' needs to help them ensure greater efficiency of their assets, systems and products, and to support them in their own digital transformation.



## Technology for TIC

The first goal is to improve efficiency by digitalizing core operations. The deployment of new digital tools in the Group's field force helps drive automation and productivity for the core Bureau Veritas services.

Bureau Veritas uses two main drivers:

- the Group has invested heavily in global cross-functional platforms (Human Resources management tool, financial ERP, client relationship management, digital workstation, the cloud, etc.) which have proven their strategic value, particularly in the context of the health crisis;
- it is building and constantly improving several vertical platforms. These platforms cover all stages of Bureau Veritas' operations, from business opportunity identification to operations and data retrieval, enabling better cooperation with clients.

The second goal is to improve competitiveness by incorporating a digital strategy within the Group's services based on six key technologies, including e-commerce, remote assisted inspection, and the integration of sensors or artificial intelligence in conformity solutions.

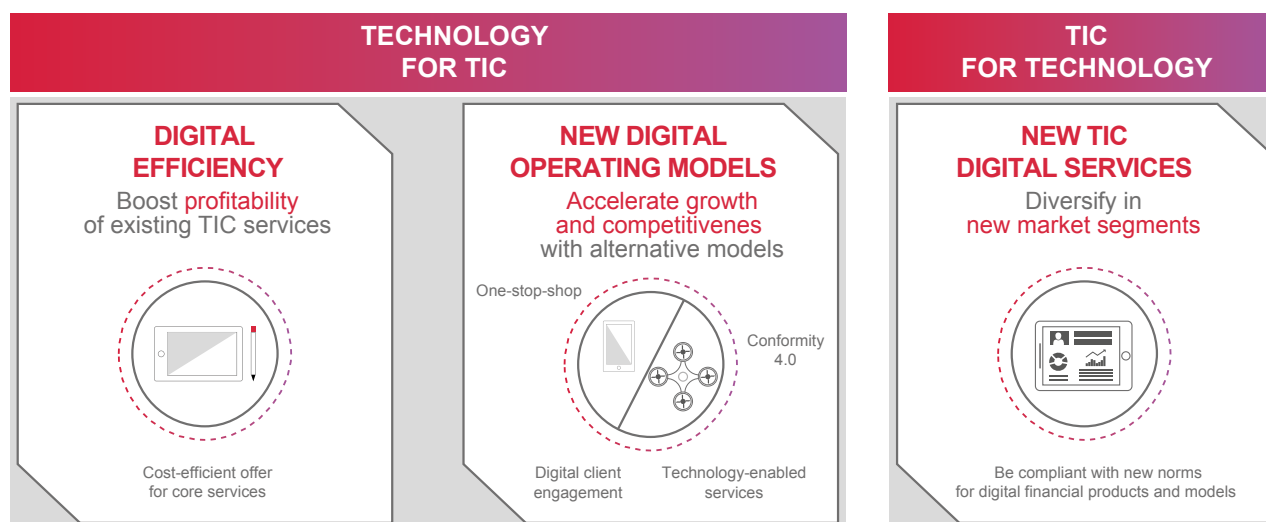
## TIC for technology

The Group's ambition is to become the trusted partner for its clients' digital assets and processes, just as it is today for their physical assets and processes. The digital adventure began at the initiative of the Consumer Products business thanks to connectivity interoperability diagnostics, a business that represented almost €100 million in revenues by the end of 2021. While continuing to develop in connectivity, priority is now also given to cybersecurity conformity diagnostics.

The market has been supported by new regulations and reinforced by new standards that require the intervention of independent third parties.

The goal is to identify the best adjacent opportunities for generating additional revenues related to digital solutions, such as:

- supply chain traceability in Agri-Food & Commodities, Consumer Products and Health; and
- asset condition monitoring using sensors, e.g., for wind turbines.



## 1.4.5 ACQUISITIONS

### A disciplined and selective external growth strategy

As a player in a highly fragmented market, Bureau Veritas positions itself as an active consolidating force in its industry. The Group's history has been shaped by numerous acquisitions that today allow it to enjoy front-ranking positions in many different countries and businesses.

Over the last ten years, the Group has made 72 acquisitions, representing aggregate cumulative revenue of almost €1.1 billion. Acquisitions represent an important part of the Group's strategy and also contribute to growth in key financial indicators such as revenue, operating margin and net cash generated from operating activities. To support its Scale, Expand and Lead value drivers, Bureau Veritas has defined merger and acquisition (M&A) priorities by markets and geographies, outlining three key objectives:

- gaining access to certain local markets with high potential;
- acquiring complementary capabilities in targeted markets and geographies to provide end-to-end solutions to its clients;
- entering new markets that it believes will be relevant in the future.

Acquisitions must meet criteria for the Group in terms of price, scale, profitability and value creation. While some acquisitions are aimed at developing new platforms, the majority of transactions involve smaller companies (bolt-on acquisitions).

In 2021, Bureau Veritas resumed its M&A activities, completing six transactions in strategic areas. The pipeline for opportunities remains healthy, and the Group will continue to deploy a very selective bolt-on acquisitions policy in strategic sectors (Buildings & Infrastructure, Renewable Energy, Consumer Products, Technologies and Cybersecurity).

### Example: Acquisition of Secura in the Cybersecurity sector

In January 2021, the Group completed the acquisition of Secura BV (after first acquiring a majority stake), an independent service company specializing in cybersecurity solutions. Established in 2000 in the Netherlands, Secura has 100 employees located in two technological centers in Eindhoven and Amsterdam, and generated revenues of around €10 million in 2020.

### Development of virtual assets and the emergence of new regulations

The separation between physical and digital assets is quickly disappearing as connected objects are deployed at an exponential rate. For instance, most cars are now connected and moving towards autonomy, leading to a number of new elements requiring testing or certification, such as on-board connectivity, UX and sensor safety, telemetry and infotainment systems, cybersecurity and data privacy. This trend is spreading to all objects (ships, buildings, industrial assets, health equipment, wearable technology<sup>1)</sup>, etc.) and is prompting fast-paced development of new digital and cybersecurity standards and regulations. Examples of this include the EU Cybersecurity Act, the Regulation on Cybersecurity in the automotive sector adopted by the United Nations Economic Commission for Europe (UNECE), and the decision taken by the International Association of Classification Societies (IACS) to include cybersecurity in maritime classification.

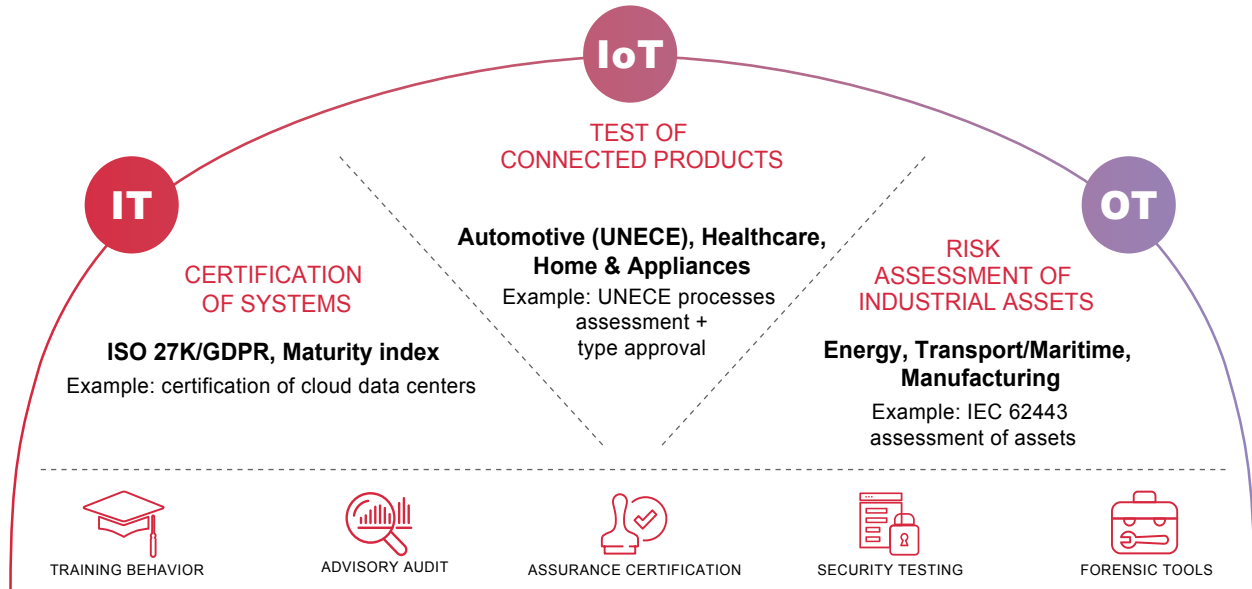
### Rising demand for cybersecurity

Rising demand in digital security and new regulations are driving a growing need for conformity assessments, especially as regards cybersecurity risk management and assurance in connection with new regulations. As a result, testing, inspection and certification (TIC) services for cybersecurity is an emerging market with substantial expected growth and significant momentum. In this area, manufacturers are seeking better protection, sometimes beyond the requirements of applicable regulations, by imposing contractual constraints on their audited suppliers. In this promising new conformity market, Secura is a recognized cybersecurity player with a strong focus on TIC activities.

1) Wearable technology denotes an item of clothing or an accessory incorporating smart devices. Wearables are part of the SmartWorld. They are everyday objects used to detect, analyze and transmit information on body signals to the wearer.

### A bespoke solution from Bureau Veritas

The Group has developed a **digital conformity management solution** incorporating cybersecurity for **IT systems, operating technology (OT) systems, and the Internet of Things (IOT)**. In this regard, Secura will be a cornerstone of Bureau Veritas' cybersecurity strategy.



This solution consists of three main elements:

1. **IT system certification:** based notably on ISO 27K, TL 9000 and TISAX standards. Bureau Veritas has developed a technical reference and certifications system to ensure protection of personal data as defined per the European Union General Data Protection Regulation (GDPR), and assesses and certifies Data Protection Officers to this end;
2. **Cyber resilience testing for connected products (IOT):** Bureau Veritas has developed five security labels for the Internet of Things based on levels of criticality. These have been combined with a software analyzer built with the French Alternative Energies and Atomic Energy Commission (*Commissariat à l'énergie atomique et aux énergies alternatives* – CEA), a public government-funded research organization, to automatically analyze code quality;
3. **Conformity analysis and certification for industrial assets and sites (OT):** based notably on standards such as IEC 62443, but also on its cybersecurity standards for ships with the additional SYS-COM class notation.

## 1.4.6 FINANCIAL AND NON-FINANCIAL AMBITION

### 2025 Financial assumptions and targets

The Group has set itself a new medium-term financial target within the scope of its 2025 strategy:

#### 2025 target

Growth	Resilient enhanced organic growth: mid-single-digit
Margin	No compromise on margin: above 16% <sup>(1)</sup>
Cash	Strong cash conversion <sup>(2)</sup> : above 90%

Free cash flow generated from operations will be allocated evenly to capital expenditure (Capex), mergers and acquisitions (M&A) and shareholder returns (dividends):

#### 2025 assumptions

Capex	Between 2.5% and 3.0% of Group revenue
M&A	Disciplined and selective bolt-on M&A strategy
Dividends	Payout of around 50% of adjusted net profit

### 2025 sustainability target

Besides its financial performance, Bureau Veritas remains committed to its performance on sustainability issues. The Group aims to be a role model for the industry in terms of its positive impact on people and the planet. In 2021, Bureau Veritas developed its strategy for Corporate Social Responsibility (CSR) through to 2025 (see section 2.3 – 2025 CSR strategy of this Universal Registration Document).

With the overall goal of “Shaping a Better World”, Bureau Veritas’ 2025 CSR strategy is built upon three strategic axes:

- “Shaping a better workplace”;
- “Shaping a better environment”;
- “Shaping better business practices”.

This strategy, aligned with the United Nations’ Sustainable Development Goals (SDGs), draws on three sustainability pillars:

“Social & Human capital”, “Environment” and “Governance”.

Bureau Veritas will track and report annually on its CSR performance using 19 key performance indicators (presented in Chapter 2 – Corporate Social Responsibility of this Universal Registration Document). The Group has also defined a 2025 target for five KPIs:

- social and human capital: safety is an “absolute”: reduce the Total Accident Rate (TAR <sup>(3)</sup>) to 0.26; increase the proportion of women in leadership positions <sup>(4)</sup> to 35%; achieve 35 hours of training/employee per year;
- environment: reduce <sup>(5)</sup> CO<sub>2</sub> emissions to 2 tons per employee (per annum);
- governance: reach 99% of employees trained on the Code of Ethics.

1) Adjusted operating margin at constant currency.






2) Net cash generated from operating activities/Adjusted Operating Profit, on average for the period.

3) TAR: Total Accident Rate (number of accidents with and without lost time x 200,000/number of hours worked).

4) Proportion of women from the Executive Committee in Band II (internal grade corresponding to an executive management position) in the Group (number of women on a full-time equivalent basis in a leadership position/total number of full-time equivalents in leadership positions).

5) Greenhouse gas emissions from offices and laboratories, tons of CO<sub>2</sub> equivalent net emissions per employee and per year corresponding to Scopes 1, 2 and 3 (emissions related to business travel).

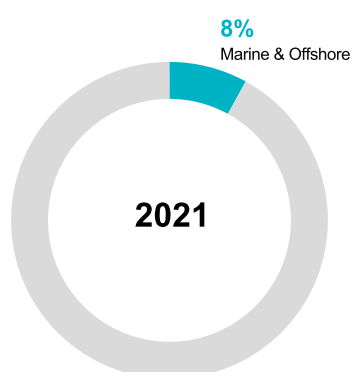
The Group's five key CSR indicators and targets for 2025 are detailed below:

Key performance indicators		2025 target
	Total Accident Rate (TAR)	0.26
	Proportion of women in leadership positions (senior/executive management roles from the Executive Committee to Band II)	35%
	Number of training hours per employee (per year)	35.0
	CO <sub>2</sub> emissions per employee (tons per year)	2.00
	Proportion of employees trained to the Code of Ethics	99%

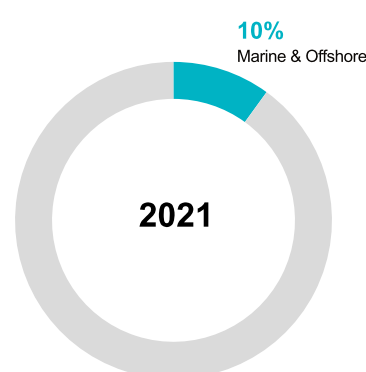
## 1.5 PRESENTATION OF BUSINESS ACTIVITIES

### 1.5.1 MARINE & OFFSHORE

#### GROUP REVENUE



#### GROUP ADJUSTED OPERATING PROFIT



#### A portfolio of high value-added services for a loyal client base

Bureau Veritas classifies ships and offshore facilities by verifying their compliance with classification rules, mainly regarding structural soundness and the reliability of all related equipment. This mission is usually carried out together with the regulatory ("statutory") certification mission.

Class and regulatory certificates are essential for operating ships. Maritime insurance companies require such certificates to provide coverage, and port authorities regularly check that valid certificates exist when ships come into port. Similarly, keeping existing offshore facilities in compliance with safety and quality standards, as well as regulatory requirements is crucial for operators.

Marine & Offshore services are designed to help clients comply with regulations, reduce risk, and increase asset lifecycles while protecting the marine environment. The Group's services begin at the construction phase, approving drawings, inspecting materials and equipment, and surveying at the shipyard. During the operational life of the assets, Marine & Offshore experts make regular inspections and offer a comprehensive range of technical services including asset integrity management. On behalf of its clients, Bureau Veritas monitors any changes in regulations, identifies applicable standards, manages the compliance process, reviews design and execution and liaises with the competent authorities.

The Group has also diversified into several complementary services, including loss adjusting and risk assessment for the offshore industry (acquisition of MatthewsDaniel in 2014) and marine accident investigations, pre-and post-salvage advice and the re-floating of vessels (acquisition of TMC Marine Ltd. in 2016). It also created Bureau Veritas Solutions Marine & Offshore in 2018.

In 2021, 40% of Marine & Offshore revenue was generated by the classification and certification of ships under construction and 60% was generated by the surveillance of ships in service and complementary services.

The Group is a member of the International Association of Classification Societies (IACS), which brings together the 12 largest international classification societies. They classify more than 90% of world tonnage, with the remaining fleet either not classified or classified by small classification companies operating mainly at the national level.

#### Worldwide network

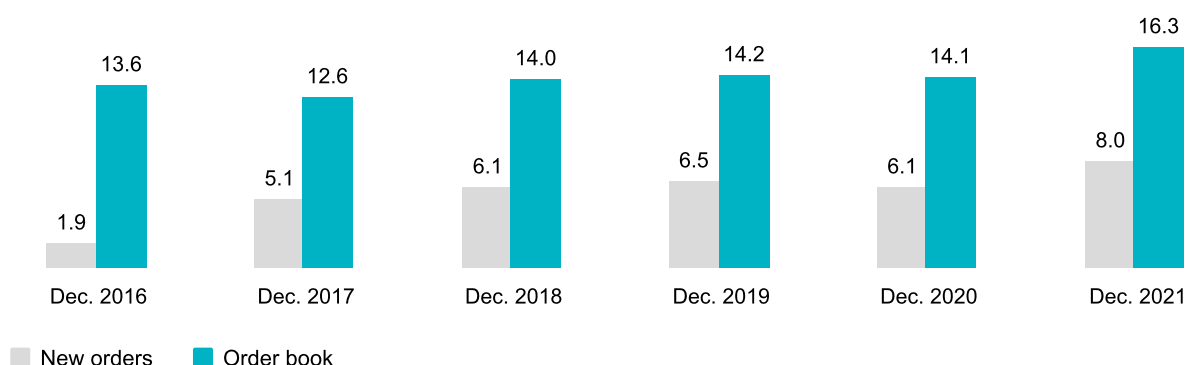
To meet the needs of its clients, the Marine & Offshore network spans 90 countries. In addition to 18 local design approval offices located near its clients, the Group's network of 180 control stations gives it access to qualified surveyors in the world's largest ports. This means that inspections can be conducted on demand and without the delays that could be detrimental to the ship's business and owner.

## A highly diverse fleet classed by Bureau Veritas

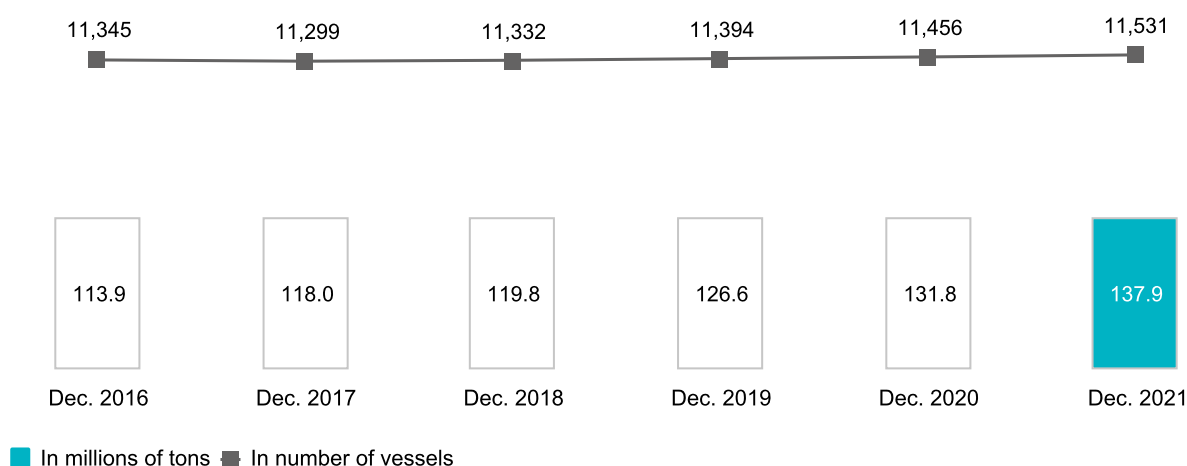
Bureau Veritas ranks number one worldwide in terms of the number of classed ships and number six worldwide in terms of tonnage. The Group has recognized technical expertise in all segments of maritime transport (bulk carriers, oil and chemical tankers, container ships, gas carriers, passenger ships, warships and tugs) and offshore facilities for the exploration and development of both coastal and deep-water oil and gas fields (fixed and floating platforms, offshore support vessels, drill ships, subsea facilities). The fleet classed by Bureau Veritas is highly diverse, and the Group holds a leading position in the market for highly technical ships such as liquefied natural gas (LNG)-fueled vessels, LNG or liquefied petroleum gas (LPG) carriers, FPSO/FSO floating production systems, offshore oil platforms, cruise ships, ferries, and specialized ships.

## Changes in the order book

In millions of gross registered tonnage (GRT)



## Changes in the Group's in-service fleet



## A diversified and loyal client base

The Group has several thousands of clients, and the largest represents 0.9% of the business segment's revenue. Key clients are:

- shipyards and shipbuilders around the world;
- equipment and component manufacturers;
- ship owners;
- oil companies and Engineering, Procurement, Installation and Commissioning (EPIC) contractors involved in the construction and operation of offshore production units;
- insurance companies, P&I clubs<sup>(1)</sup> and lawyers.

1) Protection & Indemnity.



## A changing market

### A changing regulatory environment

International regulations applicable to maritime safety and environmental protection continue to evolve, providing classification companies with growth opportunities. These include:

- new regulations to reduce greenhouse gas emissions for new and existing ships in accordance with the international conventions adopted under the aegis of the International Maritime Organization (IMO) and the European Union. To respond to these regulatory requirements and to help ship owners in their energy transition, Bureau Veritas has developed a range of dedicated services and tools. The upcoming adoption of emissions reduction goals for existing ships opens up a wide spectrum of new activities for Bureau Veritas targeting in-service fleets that will have to comply with an energy performance improvement trajectory starting in 2023;
- the publication by the European Commission in July 2021 of a series of measures known as the “Fit for 55” package, a milestone in the environmental transition of the freight transport industry. “Fit for 55” sets out a roadmap for achieving the European Union’s stated ambition of a 55% reduction in greenhouse gases by 2030. One of the main measures concerning shipping consists of bringing it into the emissions trading system (EU ETS). This market-based approach to reducing GHG intensity through a market instrument is rounded out by a technical measure known as FuelEU Maritime, which requires (i) ships to improve their energy efficiency by 2050 through the use of cleaner fuels and (ii) passenger lines and container ships to use on-shore power when in port as from 2030;
- the 2004 convention on Ballast Water Management (BWM) adopted under the aegis of the IMO, which makes it mandatory to obtain approval for ballast water treatment systems and imposes changes in ship design. These regulations came into force in September 2017 and have since been the object of various implementation measures, giving classification societies a greater role in verifying the effectiveness of ballast water management systems in various configurations, once installed on-board;
- the Hong Kong international convention on ship recycling, which was adopted in May 2009 and will come into force 24 months after it has been ratified by 15 countries. This should represent at least 40% of the gross tonnage of the global merchant vessel fleet;
- the European Ship Recycling Regulation, which came into force at the end of 2018 for new ships and as from January 1, 2021 for existing ships and those flying the flag of a non-Member State. The regulation requires ships to have on board a certified inventory of hazardous materials (IHM);
- regulations applicable to ships for inland navigation transporting hazardous materials. Bureau Veritas is one of three classification societies recognized by the European Union;
- the new International Association of Classification Societies (IACS) unified requirement concerning on-board use and application of computer-based systems, which came into force on July 1, 2016. This has since been rounded out by the Recommendation on Cyber Resilience. This issue is becoming ever more important given the corresponding increase in cyber risk, and has led the IMO to encourage governments to ensure that cyber risks are appropriately addressed in safety management systems (SMS) as from January 1, 2021. The IACS plans to consolidate its set of rules in the coming months;

- a global move towards a “safety case” system, which is emerging for the offshore industry and requires the expertise of an independent verification body;
- Regulation (EU) No. 2015/757 of the European Parliament and of the Council of the European Union dated April 29, 2015 on the monitoring, reporting and verification (MRV) of carbon dioxide emissions from maritime transport, which came into force on July 1, 2015. Monitoring plans were submitted for verification in 2017 while emissions reports are to be submitted for verification in 2019. The IMO’s mandatory Data Collection System (DCS) for tracking the fuel oil consumption of ships was also introduced in 2019. The European Union’s efforts to align the two systems have led to moves to include the shipping industry in the EU’s emissions trading system. In this respect, the MRV regulation should be central to the implementation of the aforementioned new regulations included in the “Fit for 55”;
- the IMO Guidelines for Ships Operating in Polar Waters, or “Polar Code”, which came into effect on January 1, 2017. The IMO has also decided to ban the use of heavy fuel oil in the Arctic region as from January 1, 2024;
- Annex VI (amended) of the MARPOL convention, which reduced the maximum worldwide sulfur content of fuel oil used by ships to 0.50% (from 3.50% previously) as from January 1, 2020;
- even though the issue of ship automation has taken a backseat to environmental considerations in the various agendas, the IMO has continued its work of identifying issues that ships with varying degrees of automated processes raise with regard to current ship safety treaties. This work will continue over the next few years, with the aim of drawing up a specific body of regulations for this type of vessel.

### New fuels and alternative propulsion solutions: technological challenges

After the Covid-19 pandemic had severely impacted the shipping market and led to a sharp drop in orders in 2020, the winter of 2020-21 and most of 2021 saw an increase of almost 100% (versus 2020) in orders for new vessels. This surge in new orders (driven by the increase in liquefied natural gas and container shipping) and the reduction in the prices applied by shipyards, which developed their LNG expertise in parallel for large vessels in order to limit CO<sub>2</sub> emissions, have led to full order books for the largest shipyards. This resulted in an increase in shipyard prices at the end of 2021, and therefore in a fall in new orders from ship owners. Gas transportation, very large bulk carriers (such as newcastlemax and neo-panamax) and small container ships are still enjoying good momentum in terms of new orders. Other sectors are looking ahead to a rally in global transportation volumes.

The choice of future propulsion technologies amid increasingly strict regulations on reducing greenhouse gas emissions is a subject of increasing urgency within the industry. The deadlines set by the IMO (as from 2023, and then by 2030 and 2050), entail difficult decisions for ship owners, which either need to opt for solutions still being developed, or for solutions that are not wholly satisfactory and are based on inputs that are still unknown, particularly in terms of bunkering facilities for the new, cleaner fuels. In Asia, the recovery in economic activity and shipbuilding led to an upturn in certain segments as from the fourth quarter of 2020. The hard-hit passenger ship sector (cruise liners and ferries) is showing early signs of a recovery, like the tourism industry at large. Tanker and energy markets are also showing encouraging signs of an upturn. The key players in both of these segments – major liners and oil companies – have opted for LNG fuel, currently considered the best technology for the transition. Bureau Veritas has capitalized on its LNG leadership, offering its classification services for LNG carriers, bunker vessels and other LNG-fueled vessels.

Bureau Veritas has continued to capture market share and the entire existing fleet also continued to grow in all segments,

underlining the Group's operational excellence. In 2022, Bureau Veritas will continue to support its ship owner, shipyard and charterer clients in transitioning to cleaner energy, lending technical expertise to solutions for today's and tomorrow's world. On offshore markets, extreme volatility in oil prices has threatened the profitability outlook for many projects. The result has been a virtual freeze in FPSO and drilling rig orders. However, 2021 saw a significant rise in investments from incumbent oil companies in offshore wind farm projects, for both fixed and floating wind turbines.

Ship owners and offshore operators are increasingly concerned about sustainability, while at the same time having to control costs. Against this backdrop, Bureau Veritas is concentrating on three key areas:

- digitalization;
- solutions integrated within the BV Green Line; and
- high value-added services.

## Digitalization and the development of a strong value-added service offering

### Digital innovations focused on performance

The digital revolution in the maritime industry is gathering momentum. Through its Digital Classification services, Bureau Veritas Marine & Offshore is reinventing the role of technology in the operating model for classifying its clients' ships and offshore facilities. By leveraging digital twin, drone, remote virtual visit, artificial intelligence and cloud platform technologies, Bureau Veritas can help its clients make safer, more effective, data-driven decisions.

Digital Classification comprises four key services:

- **3D classification** is bringing the design review and monitoring process for the construction of new vessels and offshore facilities into the digital age using a 3D model. This eliminates the need for 2D drawings and offers a collaborative solution for users to interact directly with the 3D model. Ship owners, shipyards, ship designers and Bureau Veritas can therefore work more effectively across a collaborative platform to perform calculations, exchange updated information and address classification comments.
- **Remote inspection techniques** using smart devices such as drones, crawlers and remotely operated vehicles. On-board surveyors can safely inspect hazardous or difficult-to-access areas of ships, while ship owners and operators can reduce scaffolding costs and better anticipate the extent of repairs to be planned.
- **Optimized and predictive survey schemes** allowing clients to set up inspection programs based on an analysis of risks specific to their facility and equipment, and an in-service monitoring and maintenance program based on predictions of the operating condition of their equipment. In 2021, Bureau Veritas launched the first pilot of its "BV Machinery Maintenance" digital solution. This solution is designed to facilitate the implementation of

maintenance plans for ship machinery, the in-service supervision of this maintenance and its continuous improvement throughout the ship's operation. Based on real-time data, BV Machinery Maintenance offers clients time and cost efficiencies.

- **Remote and augmented reality surveys** use digital tools to help ship owners and operators perform eligible classification inspections in a safer, more flexible and effective manner by reducing logistics costs such as transport and on-board access preparation. The remote inspection solution rolled out by Bureau Veritas is based on virtual ship visits that do not require any specific on-board equipment. The Group has also reorganized its operating teams with the launch of a network of eight remote inspection centers.

### A Green Line of services and solutions dedicated to the protection of the maritime environment and decarbonization

As a classification society, Bureau Veritas Marine & Offshore works with the shipping industry, from offshore operators to ship owners and port authorities. The Group is committed to reducing the environmental impact of its industry and supports its stakeholders in working towards their unique sustainability goals. Bureau Veritas helps its clients comply with environmental regulations, implement sustainable on-board solutions, and gauge their decarbonization progress, for example.

The BV Green Line of services supports the maritime industry in:

- developing and implementing rules and guidelines for new fuels and alternative propulsion solutions;
- validating the sustainable origins of alternative fuels;
- providing LNG expertise and project support;

- electrifying sea-going vessels;
- developing infrastructure for new fuels;
- onshore & offshore wind lifecycle solutions;
- engineering services for sustainability performance;
- sustainable construction in shipyards;
- marine pollution prevention;
- responsible fishing practices;
- ensuring the safety of the crew and passengers;
- on-board health, safety and hygiene protocols.

In 2021, Bureau Veritas Marine & Offshore launched its VeriSTAR Green platform. This online platform helps guide ship owners (who may or may not be BV customers) in managing and implementing IMO and EU energy efficiency regulatory requirements.

### **Partnering with our clients beyond the regulatory and compliance field**

Developing strong value-added services remains an important growth driver for Bureau Veritas Marine & Offshore. These services are supported by major portfolios and brands, including Bureau Veritas Solutions Marine & Offshore, MatthewsDaniel and TMC Marine.

Bureau Veritas Solutions Marine & Offshore is a separate and independent organization providing clients with technical advice, particularly in terms of the energy transition. Since 2018, Bureau Veritas Solutions Marine & Offshore has reported growing demand for its services, as ship owners and operators look to experts to improve the performance of their assets. Bureau Veritas Solutions Marine & Offshore helps clients manage changes in regulations, particularly in the environmental field (energy transition, emissions monitoring, design support, project management support) and offers services during the shipbuilding phase (engineering, risk analysis) as well as during the asset lifecycle, using new digital tools.

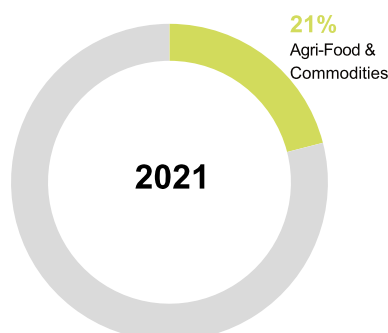
2020 saw the launch of the BVS eAcademy online training platform and of the dedicated Bureau Veritas Solutions Marine & Offshore website.

In 2021, Bureau Veritas Solutions Marine & Offshore integrated the portfolio of MAC (acquired in 2015), allowing it to strengthen its service offering and international presence, particularly in the North Sea.

Its international expansion was also consolidated by the MatthewsDaniel office opened in Aberdeen (Scotland) in September 2021 and aimed at developing the range of services in the field of renewable energy.

## 1.5.2 AGRI-FOOD & COMMODITIES

### GROUP REVENUE



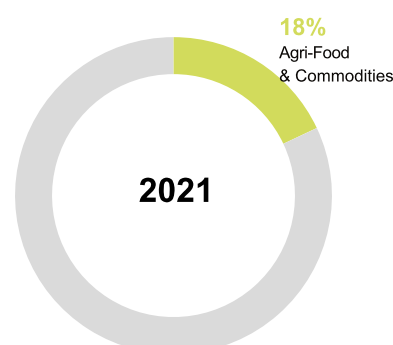
The Commodities business provides a wide range of inspection and laboratory testing services in three main market segments: Oil & Petrochemicals, Metals & Minerals (including coal) and Agri-Food. The Group has a diversified business portfolio covering all commodities at each stage of the production cycle (exploration, production, trade & recycling), and operates in many geographic regions. The Group also offers Single Window inspection services to governments (primarily in Africa) in order to facilitate and support the growth of international trade, and over the past couple of years, has signed several contracts on fuel marking with African governments.

Bureau Veritas is committed to supporting businesses and society to build a more sustainable world. Its services provide a vital contribution to the discovery and safe, efficient extraction and distribution of natural resources to supply global needs. Bureau Veritas is building transparency and promoting sustainability from farm to fork with its global, end-to-end expertise covering inspection, audit & certification, and testing services. The Group is committed to supporting responsible use of natural resources and animal welfare, as well as ensuring the reliability of complex supply chains, enabling end consumers to make informed decisions.

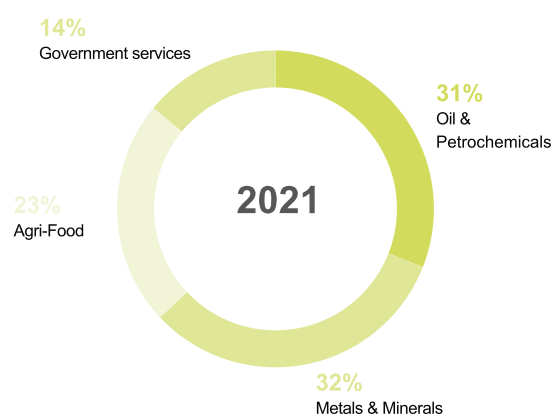
This balanced portfolio enables Bureau Veritas to weather cycles related to fluctuations in trading volumes and capital expenditure and to assist its clients throughout their projects, from exploration and production to shipping, processing and recycling. For Agri-Food, the Group works with blue chip clients throughout the value chain, from harvesting agricultural and marine resources to manufacturing complex food products such as infant milk formula, as well as operating global foodservice and retail brands. All the services offered by the Agri-Food & Commodities business also maximize the synergies within the Group across the global network of testing laboratories.

The Agri-Food & Commodities business is reported in the Group's Commodities, Industry & Facilities (CIF) division, which is managed by Global Service Lines.

### GROUP ADJUSTED OPERATING PROFIT



### REVENUE BY BUSINESS SEGMENT



## Oil & Petrochemicals

The Group provides inspection and laboratory testing services for both traditional oil and petrochemical products such as crude oil, gasoline, distillates, gasses, chemicals as well as renewable fuels such as biofuels, sustainable aviation fuels, biodiesel, and their associated feedstocks.

In line with the BV Green Line development, the Group provides solutions to an industry which is rapidly changing by nature. It is committed to developing and supporting initiatives such as Hydrogen, Carbon 14 Biogenic Analysis, Plastic to Oil with the provision of dedicated Renewables/Circular Economy services and R&D initiatives as Bureau Veritas support its clients' energy transition and carbon neutrality journey.

The segment is focused on the inspection and laboratory testing of bulk liquid cargoes at all points in the trade flows and supply chains, generally during custody transfer. Bureau Veritas offers services in all key global production sites and major oil refining and trading centers. Cargo inspection services can assist in providing assurance that valuable commodities are delivered within contractually agreed (or legally mandated) specifications and limits, avoiding contamination and reducing losses.

Laboratory analysis by an independent body is an essential means by which the oil industry can be sure the products comply with industry standards. The Group provides laboratory testing services to the oil and renewables industry serving refiners, traders, terminals, pipelines operators and other market players. Bureau Veritas has deployed laboratory outsourcing and manpower solutions known as "Reshape Your Lab" providing state of the art laboratory management solutions complimented by more than 150 years of laboratory know-how and expertise.

The Group also offers its clients high value-added adjacent services such as crude oil assays, LPG services, cargo treatment, bunker quantity and quality surveys, biofuel certification, traceability audits, Oil Condition Monitoring, Marine Fuel Quality testing and Fuel Marking Programs.

### Extensive global coverage and a key presence in major refining centers

The Group has a global network of laboratories and qualified Oil & Petrochemicals measurement and inspection experts.

The business is managed regionally, from strategic hub locations: Houston, London, Rotterdam, Dubai, and Singapore which are supported by a truly global network of offices and laboratories (more than 175 laboratories and offices).

## Metals & Minerals

The Metals & Minerals segment provides a wide range of inspection and laboratory testing services to the mining and metals industries, covering coal, iron ore, base metals, bauxite, gold, uranium; processed products (such as coke, steel, copper cathodes and bullion); as well as recycled metal streams.

These services can be split into two market segments:

### Exploration and production-related services or "Upstream services" (around 65% of Metals & Minerals revenue)

The Group provides laboratory testing services, including sample preparation and geoanalytical testing, along with metallurgy and mineral tests. These tests provide mining companies with crucial information at the different stages of their operations:

- during the exploration phase, Bureau Veritas client's business activity is supported by the favorable long-term outlook for key metal prices. At a local level, they can also be strongly influenced by local currency exchange rates versus the US dollar. A positive outlook leads clients to increase spending on greenfield and brownfield exploration; to develop new mines or expand existing projects – all of these investment decisions require significant volumes of laboratory testing data;
- during the production phase, many mining companies outsource their recurrent testing requirements to Bureau Veritas. This often requires the provision of sampling and testing services on location at the operating mine site to provide rapid turnaround of resource grade control and other production samples. Specialized metallurgical testing is also an important service, typically offered from Bureau Veritas' larger hub laboratories in Australia, Chile and Canada.

### Inspection and testing services relating to trade (around 35% of Metals & Minerals revenue)

Bureau Veritas is a market leader in the Metals and Minerals trade sector. This covers the entire supply chain from the point at which a mineral leaves its original mine site through to the time when it becomes part of a manufactured product and, in some cases, it extends into the recycling stage of the metal's lifecycle.

This business is strongly linked to the physical movement of the traded commodities and the perceived risk level of the transaction.

Trade-related inspection and testing services verify and certify the quantity and quality of commodities as they move through the supply chain. Through these services, Bureau Veritas informs its clients with accurate estimates of metal content, enabling them to agree on its commercial value. Major clients include traders, mining companies, smelters and metal refiners, thermal power generators, banks, finance providers, and recyclers.

Bureau Veritas' trade business is present in all the world's key locations, with hubs in London, Singapore, Shanghai, Perth, Santiago, Lima, Vancouver and Houston. These locations are major trading centers and headquarters for many of the mining companies, banks and traders. Additional support is provided by other key locations in Moscow, Rotterdam, Geneva, Jakarta, Johannesburg, and Dubai.



## Leading-edge laboratories

Bureau Veritas has world-class facilities in all of its Metals & Minerals activities. The reputation, quality of service, technical excellence and innovation cultivated by the Group over the years allow Bureau Veritas to offer high-quality service across all laboratories and inspection facilities around the globe.

## Agri-Food

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Bureau Veritas is a leading provider of inspection and laboratory testing services to the agriculture and food industries, covering the entire supply chain, from farm to fork. This end-to-end positioning enables the Group to offer a differentiated value proposition to its clients.

These services can be split into three categories:

### Upstream agricultural services

Bureau Veritas provides inspection and testing services during the growth and harvesting stages of the agricultural crops. The Group is present in many of the world's main farming regions, providing clients with the data they need to make informed decisions, leading to more efficient growing practices and contributing to a more sustainable (such as free of deforestation, sustainable production, organic production, local production schemes) and productive agriculture supply chain.

Crop monitoring is a prime example of upstream agri-services. The world is experiencing a new agricultural revolution with new seed varieties, crop protection technologies and digitalization driving big increases in the productivity of available farm land. Bureau Veritas is mapping planted areas using drone and satellite imagery, supplemented by ground-based investigations. The Group's data is provided to farmers, traders, banks and input suppliers enabling them to monitor the performance of their products and maximize the efficiency and payback of their investments.

### Agricultural commodities inspection and testing

Agri-commodities include grains, oilseeds and vegetable oils, cotton, softs, animal feed, chemical feedstock and other by-products. Bureau Veritas' network and services cover origination to destination and all points in between.

Inspection services maximize control at every step in the supply chain, from inland production and storage sites, to export terminals, vessel hold and hatch surveys to loading and discharge supervision.

Grading and laboratory analyses determine product quality and phytosanitary condition.

Trade-related inspection and testing services verify and certify the quantity and quality of agri-commodities as they move through the supply chain. These services provide the Group's clients with data to enable them to agree on commercial value. Major clients include traders, buying organizations, banks and finance providers.

Bureau Veritas' agri-commodities trade business is present in all the world's key locations, with eight strategic hubs in London, Paris, Geneva, Sao Paulo, Moscow, Singapore, Shanghai and Houston. Additional support is provided by other key locations in Rotterdam and Dubai.

In Brazil, Bureau Veritas laboratories provide testing services to cotton producers, enabling farmers and cotton processors to establish the key parameters of fiber length, strength, micronaire and color grade – and agree commercial value for their production. The service is part of the traceable sustainability programs offered to the grower, trade and retail industry. Committed to maintaining its leading position in this segment with a view to meeting increasing demand from its agri-commodities clients, the Group is expanding the service of traceability for grains and oil seeds throughout its global key locations.

### Food inspection and testing

Key analyses chiefly cover veterinary drug residues, pesticides, heavy metals, organic contaminants, nutritional testing, allergens, colorants and dyes, GMOs and species identification, along with microbiological, chemical and environmental-type analyses for a variety of food matrices. Bureau Veritas' global network of food testing laboratories provide both routine and high-end expert services to local and global clients on all continents.

Bureau Veritas' global network of food safety experts carry out visual inspections of finished food products for quality and quantity checks, making sure products are safe, healthy and fresh. The Group also performs food safety and brand standards inspections for large retail and foodservice networks.

New innovative services, developed by Bureau Veritas in cooperation with selected key partners, are changing the way food safety and quality are approached throughout the food value chain. These digital solutions allow improved traceability, transparency and safety in order to raise client and consumer trust levels. In addition, the growing importance of sustainability and traceability in the Food industry reinforces Bureau Veritas positioning against its competitors.

## Government services

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### A comprehensive and diversified portfolio of services

The Government services business provides merchandise inspection services (finished products, equipment, commodities) in connection with international trade transactions. These services are intended for governments (standards organizations, Port Authorities, Customs authorities etc.), exporters, importers, intermediaries, banks, and international organizations managing development aid programs (the European Union, the World Bank, and the International Monetary Fund).

In the context of these programs, the Verigates client portal enables foreign trade operators and government authorities to confidentially track inspection records step by step through to the delivery of the certificate on a dedicated secure web platform available round the clock.

Bureau Veritas offers governments a range of services from Valuation Assessment Expertise to contracts for inspection by scanner. These services are designed to guarantee due recovery of import taxes and also to fight illegal imports and terrorism. In addition, the Group offers governments Verification of Conformity (VOC) contracts of imported merchandise with existing regulations and standards, which are intended to prevent unfair competition and fraudulent imports of non-compliant, counterfeit or poor quality products. This service (VOC) now represents the majority of revenue generated from Government services.

The Group also offers national Single Window for Logistics, Customs and foreign trade services, which are intended to facilitate and optimize the flow of import-export and transit or transshipment transactions by offering a secure electronic platform for customs and port communities aimed at the entire community of domestic stakeholders of international trade (public and private sectors).

Lastly, the Group is also positioned in public service delegation contracts, such as the theory test for driving license applicants in France (Code'nGO!) or control of gas stations for metering and quality.

The Group is engaged in consulting activities for European Union project funding.

In the field of international trade, Bureau Veritas provides a broad spectrum of inspection services. These services aim to offer independent inspections to verify the compliance and quantity of shipments (commodities, consumer products, equipment). Clients include governments, exporters, importers, intermediaries, banks, and international organizations managing development aid programs (the European Union, the World Bank and the International Monetary Fund).

### A changing market

The increase in international trade since the early 1980s has generated strong demand for trade inspections and verifications.

However, due to new liberalization rules issued by the World Trade Organization and the reduction in customs duties in most countries, traditional Pre-Shipment Inspection (PSI) controls appear less strategic for the countries concerned and are gradually being replaced by Verification of Conformity (of products with standards) contracts.

The drivers of growth for this business are the increasing number of contracts for inspection by scanner, services related to the verification of products' conformity with standards, and other services related to facilitating trade, in particular the national Single Window.

## Established presence with major companies and governments

Bureau Veritas enjoys long-standing relationships with the leading operators in the oil, mining, Agri-Food processing and retail industries, as well as with the leading commodity trading companies.

The Group is considered as a global leader in Government services, with recognized know-how and expertise in the market built up over more than 35 years.

## Solid competitive advantages

The Group believes that its leading position is based on the following competitive advantages:

- a global presence, with significant exposure to key geographies and high-potential economies;
- strong leadership positions in all commodities segments with recognized multi-sector technical expertise;
- high-level technical laboratory capabilities in key locations;
- a dense and stable network of inspectors, laboratories and test centers, allowing a reduction in costs and project completion time;
- the ability to put in place new programs very quickly worldwide in the field of Government services; and
- long-standing relationships and a good reputation with major players in the Commodities and Agri-Food sectors and with governments in the Government services sectors.

Bureau Veritas benefits from synergies between its Agri, Food and Certification activities, through the creation of a strong value proposition around traceability, sustainable and ethical food production.

There are also important synergies within the Group in terms of sharing the global network of testing laboratories, particularly between the Agri-Food & Commodities and Consumer Products segments.

## A leading position built through acquisitions

Today, the market for commodities testing and inspection is relatively concentrated. Bureau Veritas has been an active participant in the consolidation of the segment building up its lead position in these markets with multiple acquisitions over the past 14 years. This policy has also enabled it to extend its geographical footprint throughout the world with different platforms: Australia, North America and Latin America, Asia, Europe and Africa.

Bureau Veritas believes it is ranked third worldwide in Oil & Petrochemicals inspection and testing and that it is one of two international operators offering the full range of inspection and testing services at all stages of the cycle (exploration, production, international trade) for all minerals.



In Agri-Food, the Group is a leading player on a global scale. Bureau Veritas is presently the leading agri inspection business in Brazil, a world leader in rice inspections, and the market leader for food testing in Canada, South America, Australia and South East Asia. The creation of the Bureau Veritas Asure Quality joint venture (in 2019) allowed the Group to consolidate its leading position in South East Asia, thanks to a highly integrated network of labs in Singapore, Malaysia, Vietnam and Thailand. The growth of Bureau Veritas in Agri-Food was also fueled by solid organic growth on a global scale, demonstrating the Group's ability to accelerate the growth of the acquired testing platforms.

The main acquisitions made by the Group since 2007 in Agri-Food & Commodities are as follows:

- CCI, Amdel (commodities, Australia);
- Cesmec, GeoAnalitica (commodities, Chile);
- Advanced Coal Technology (commodities, South Africa);
- Inspectorate (a global leader in the inspection and analysis of commodities, including oil, metals and minerals and agricultural products);
- Maxxam Analytics (environmental and food testing lab, Canada), ACME Labs and OTI Canada Group, (oil analysis services, Canada);
- Analysts Inc. (oil condition monitoring, North America);
- Lubrication Management SL (lubricating oil analysis, Europe);
- DTS (food testing, leader in services for the dairy industry, Australia);
- Kuhlmann Monitoramento Agrícola Ltda – KMA (agricultural commodities, Brazil);
- Schutter Group (agricultural commodities, Brazil and Europe);
- BVAQ, Shandong Cigna Detecton Technologies, Shenzhen Total Test Technologies, Permubab, Food and Environmental Analysis Center – FEAC (Agri-Food, Asia);
- Labomag (Agri-Food, Morocco);
- Q Certificazioni (organic food certification, Italy).

## A strategy focused on geographic expansion and an enriched portfolio of services

In Oil & Petrochemicals, the recent economic environment has been extremely turbulent, which has had a major impact on commodity prices and demand for products in some of the main markets. However, Bureau Veritas' portfolio mix has proven to be robust and it has been able to maintain its global operational capability throughout the Covid-19 pandemic. The Group continues to expand in this segment, reinforcing its market share in inspections and testing of marine cargo by deepening its geographic footprint and opening new sites. The Group's strategy is also to develop its laboratory testing for lube oil, marine fuel and natural gas, and to manage laboratories outsourced by clients.

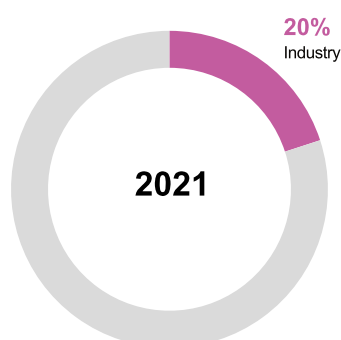
In the Metals & Minerals segment, Bureau Veritas' priority is still to provide a coherent, comprehensive offer, develop new services and optimize the Group's geographic presence. Its ambition is to increase its market share in on site laboratories, trade-related inspections and in testing services through an expanded network leveraging its expertise and strong client relations.

In Agri-Food, the Group's aim is to become a world leading player, rounding out its offering to ensure it is present at every stage in the industry's supply chain. Bureau Veritas will strengthen and carve out positions at the world's biggest agri-commodity import and export locations, and also intends to develop its global network of high-level food testing laboratories. The Group is actively investing in new laboratory facilities in North America and China to support the growing demand of large clients for a comprehensive and global offer. The TIC market for Agri-Food should see vigorous growth driven by population increase, the globalization of the food supply chain, more stringent regulations and rising consumer demand in terms of quality and product traceability. Consumers want safe, healthy (preservative free, GMO free...), "planet friendly" (sustainable sourcing of raw material), locally produced food. Animal protein consumption is likely to decrease to the benefit of plant-based protein hence having a positive impact in the Agri-Food business activity.

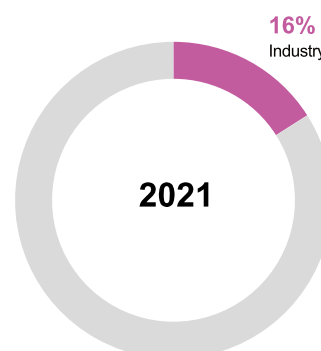
In terms of Government services, the Group's strategy is based on supporting the transition to Single Windows as per the recommendations of international organizations encouraging governments to set up secure web platforms to restructure and simplify government services. It also aims to develop public service delegation contracts in order to optimize State resources (for example, the Code'nGO! theory exam for driving license applicants) and improve the tax collection process (for example, gas station controls).

### 1.5.3 INDUSTRY

#### GROUP REVENUE



#### GROUP ADJUSTED OPERATING PROFIT

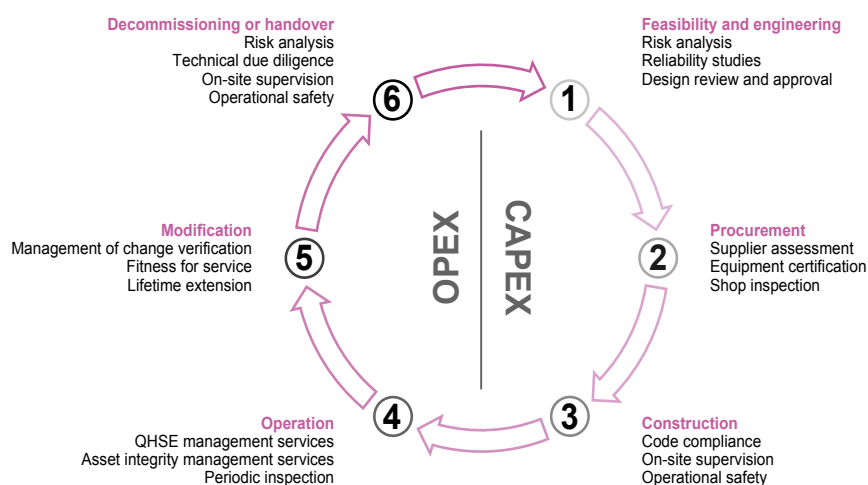


#### A portfolio of services covering the entire asset lifecycle

Bureau Veritas supports its industrial clients by conducting conformity assessments for equipment, assets and processes throughout the lifecycle of all types of industrial facilities. This involves assessing the conformity of equipment, the reliability and integrity of assets, and the safety of processes and their compliance with client specifications, as well as with national and international regulations and standards.

The solutions offered by Bureau Veritas fall into four main categories:

- services for industrial projects during the engineering, procurement and construction phases (Capex), including design review, risk and safety studies, reliability studies, shop and on-site inspections, from feasibility to commissioning;
- independent third-party certification of equipment, facilities and projects, in accordance with regional, national or international regulations and standards;
- services related to production continuity and asset integrity management during the operation phase (Opex) in order to optimize asset performance, reduce risk and minimize costs. These services include regulatory and voluntary inspections and audits during the operation of industrial facilities, asset management solutions, non-destructive testing and measurement of fugitive emissions;
- HSE services for industry, technical training of staff, and the delivery of qualifications relating to technical standards and client specifications.



## Broad coverage of industrial markets

Bureau Veritas' Industry services cover many different sectors, including Oil & Gas (upstream, midstream, downstream), representing around 29% of divisional revenue in 2021, as well as Power & Utilities (nuclear, conventional and renewable energies, particularly offshore & onshore wind and solar, gas for urban supply, water supply systems and waste management), representing around 14% of divisional revenue in 2021, Chemicals and Processing (cement, paper, etc.), Manufacturing (equipment, machines and modules), Metals & Minerals, Transportation and Logistics (aeronautics, rail, terminals, port facilities, containers, etc.) and Automotive (a minor part of Group revenue, representing around 6% of divisional revenue).

In the Automotive sector, Bureau Veritas offers a portfolio of services covering the entire supply chain, from automaker to end user (damage inspection on new vehicles, inventories of vehicles at car dealers and of agricultural machinery, mandatory technical inspections of used vehicles, vehicle insurance damage inspections, etc.).

## A fairly diversified client base

Bureau Veritas serves a wide range of industrial firms across the value chain: asset owners and operators, engineering firms (EPC contractors), construction companies and equipment manufacturers. The Group acts as an independent third-party player, second-party inspector, technical consultant or external contractor for managing the QHSE and code compliance aspects of a given project.

Bureau Veritas' clients are large international corporations operating worldwide and regional leaders of various sectors, as well as a considerable number of small local firms within each country. The Group provides an effective response to the needs of its clients through a targeted sales and marketing strategy, with the Group's global network ensuring that each client receives the same high-quality service. To deliver on its mission, Bureau Veritas has cutting-edge IT systems and tools, along with robust internal quality and risk management systems.

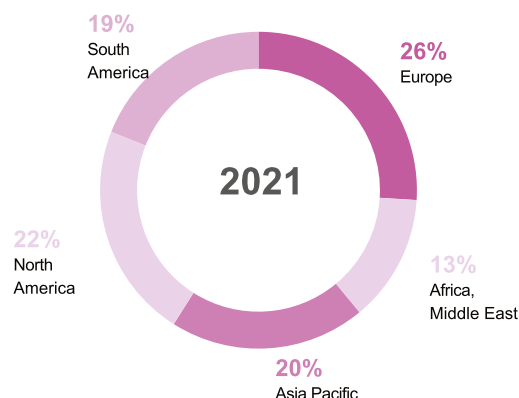
The Group's biggest client in its Industry business accounts for around 6% of divisional revenue.

## A global presence and significant exposure to high-potential regions

Bureau Veritas' Industry business is present across the globe. The Group is active in all major industrial countries (France, Australia, the United States, Italy, the United Kingdom, Germany, the Netherlands, Spain, Japan, China, Latin America and the Middle East) and high-potential regions (India, Africa, South East Asia and the Caspian Sea countries).

The Industry business is reported in the Group's Commodities, Industry & Facilities (CIF) division, which is managed by Global Service Lines.

## REVENUE BY GEOGRAPHIC AREA



## Key market growth factors

The market for TIC services for Industry is highly fragmented due to the diversity of end markets, and is defined by a large number of local firms and few large global players. The Group believes it was the world's leading provider of industrial inspection and certification services in 2021. It positions clearly as a leader in the Hydrogen market as well as new alternative energies (bio-fuels, e-fuels, etc.).

The factors Bureau Veritas sees as driving market growth are as follows:

- Accelerating global efforts to fight climate change:** the energy transition is gaining momentum and most economies across the globe have now set net-zero emission targets ("carbon neutrality") for their countries. This has unlocked significant opportunities in renewable power generation (particularly offshore & onshore wind, as well as solar), but also for power grids, as well as e-mobility and Power-to-X technologies to build a low-carbon transport sector. Key industrial and Oil & Gas actors are also engaging their transition to low-carbon strategy by reducing emissions and changing the energy mix, notably through gas-as-transition fuel and alternative fuels. This translates as an evolution of the backlog of Capex projects towards Gas and LNG.
- The number of industrial projects and the development of new regions and industries:** Bureau Veritas believes that investments in industrial facilities and infrastructure will remain significant, particularly in high-potential economies. Most sectors should benefit from this trend, including the Chemicals market. The development of new industries such as high-speed rail and urban transport also offers new growth opportunities for the TIC market.

- **Opportunities regarding existing assets (Opex services):** amid tighter financial conditions, industrial players are looking to prolong the life and use of their existing assets while reining in operating costs. Certain clients are reconsidering outsourcing control and inspection activities, thereby giving rise to new opportunities for growth. Industrial facilities are also equipping themselves with more and more sensors and IoT devices, opening doors to the TIC industry for new services. All sectors, including Oil & Gas, are benefiting from this trend notably through the focus on emissions control.
- **More and increasingly stringent regulations and standards** at both a regional and an international level, along with the globalized nature of the supply chain, are making the operational environment increasingly complex for industrial firms. In addition, Bureau Veritas strongly believes that it has an important role to play in emissions reduction and will therefore roll out its fugitive emissions monitoring services through the Group.
- **The growing emphasis placed on safety and environmental risks**, along with sustainable development issues in general, owing to their significant impact on a company's brands and reputation.
- **New digital tools/technology solutions** (sensors, drones and other robotics) such as a cloud-based platform combining automated data collection and artificial intelligence techniques to bring continuous industrial risk management/integrity assessment to a new level for asset owners. This means, in the coming years, that the industry will switch from prescriptive inspection and maintenance regimes to predictive ones.

### A strategy focused on diversification, balancing Capex and Opex services, and more recurrent businesses

The Group will leverage its top-ranking position on the global market for inspection and asset management services for industry in order to continue diversifying its industry exposure and increasing its market share in Opex services.

In terms of diversification, it has identified key markets such as Power & Utilities (particularly Renewables and Power Grids), Transport, Automotive and Chemicals, offering significant growth potential.

In Power & Utilities, significant progress has been made in the build-up of the global renewables platform, particularly offshore wind, onshore wind and solar, throughout 2021, both through organic investment and M&A, thanks to the acquisition of Bradley Construction Management in North America. The Group now has a solid position covering the full Capex lifecycle from site assessment, due diligence, design and permitting related services, through to owner's engineering during the procurement and construction phase. In offshore wind, new LTOs have been obtained to strengthen the Group's position in project certification.

To improve the recurring nature of its businesses, Bureau Veritas has rolled out an initiative to develop Opex services, particularly for the Oil & Gas, Power & Utilities, and Chemicals sectors. To meet this objective, the Group will use and replicate the Capex/Opex model, which it has successfully rolled out in other businesses, with key account management in particular helping to increase its market share with existing clients. New services related to digital asset management should also help in capturing recurring business and securing long-term client relationships.

The automotive market is having to contend with several deep-seated trends, including the relocation of production and consumption to emerging countries and the fundamental shift to "smart" cars and electric technologies. These trends will generate additional needs for TIC services. Bureau Veritas has built a robust presence in supply chain services, electronics and connectivity over the last six years. It aims to leverage these key areas of expertise and further round out its portfolio of services to become a recognized player in this sector.

### Developing existing and new sustainability services

The Group has also reinforced and consolidated its industry services dedicated to sustainability under its Green Line of services and solutions.

Through the Covid-19 pandemic in particular, organizations learned about the resilience of global supply chains and their ability to face disruptions. An urgent need was identified by many companies to reassess the sustainability of their supply chain based on factual data from the field, to make sure that all elements are properly addressed, assessed and visible to enhance decision-making process.

In 2020, Bureau Veritas launched Supply-R, a solution designed to meet companies' new challenges relating to supplier network reliability and ensuring business continuity in all circumstances. Supply-R is a unique solution that brings together a customized risk assessment of supply chain resilience, based on field data collected from independent on-site verification of critical suppliers consolidated through a customized digital platform. Throughout 2021, Supply-R has been successfully implemented with several major global clients across different markets.

Across all sectors, companies want to positively impact climate change, help preserve natural resources and protect the environment. Implementing efficient action plans and measuring their carbon footprint are crucial steps in their journey towards a net-zero carbon future.

The key sustainability solutions offered within the industry service portfolio are as follows:

#### Renewables & alternative energies:

- onshore & offshore wind lifecycle solutions;
- solar power from project development to asset management;
- power grid stability & renewables integration;
- hydrogen value chain solutions from generation to e-mobility;
- e-mobility & Power-to-X.

Following the commitments made during COP 21, Oil & Gas Companies have implemented ambitious policies to reduce their carbon footprint. Bureau Veritas offers integrated services that support the complete scope of clients' business model transformations. Once implemented, these projects enable clients to meet their de-carbonization and sustainability objectives.

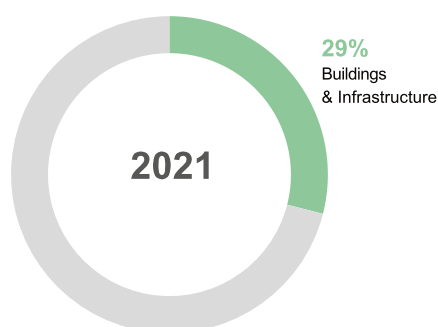
The Group's numerous fields of expertise and knowledge of innovative technologies enables it to help clients assess their current carbon footprint, identify areas for improvement, and monitor, quantify and limit emissions.

#### Industry carbon footprint reduction solutions:

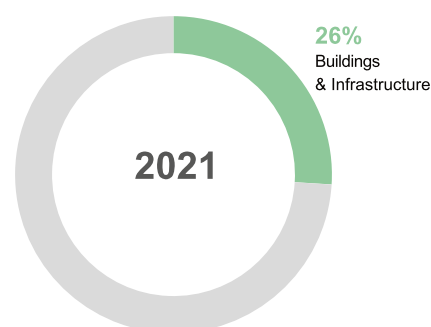
- carbon footprint monitoring;
- definition of carbon reduction strategy;
- net-zero emission solution;
- energy-saving verification;
- certification of carbon emission savings;
- industrial environmental control;
- testing and emissions control.

## 1.5.4 BUILDINGS & INFRASTRUCTURE

### GROUP REVENUE



### GROUP ADJUSTED OPERATING PROFIT



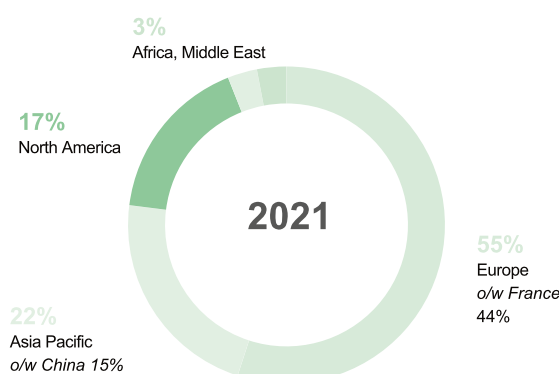
Bureau Veritas' services in Buildings & Infrastructure cover the entire lifecycle of the different assets from planning to design, execution and operation. These services are either related to new construction projects or to existing assets.

In particular, the Group's services comprise two main areas of specialization:

- "In-Service Inspection, Monitoring & Audit" (around 48% of divisional revenue), focusing on the periodic inspections required by regulations applicable to different equipment or assets, on tests/diagnoses/monitoring services related to the health and safety of building occupants, and on asset management solutions to optimize property management;
- "Construction services" (around 52% of divisional revenue), providing independent technical assistance, control and supervision at the planning, design, construction and operation stages, as well as project management assistance.

The Buildings & Infrastructure business is reported in the Group's Commodities, Industry & Facilities (CIF) division, which is managed by Global Service Lines.

### REVENUE BY GEOGRAPHIC AREA



## IN-SERVICE INSPECTION, MONITORING & AUDIT (EXISTING ASSETS)

### A portfolio of services aimed at improving the quality, safety and performance of buildings and infrastructure in operation

Bureau Veritas' mission is to provide independent assistance to clients such as asset owners and operators, in order to help them reach their performance, safety and regulatory compliance objectives when operating their real estate assets, by reference to the best international practices.

Bureau Veritas designs a suite of services tailored to the needs of its clients and their environment (market, local regulations, operating and maintenance practices), using the best inspection, testing, critical data analysis and online reporting tools. The Group has an international network of experts in various fields including structure, envelope, electrics, fire safety, air conditioning, heating, elevators and lifting equipment, pressure equipment, indoor air/water quality and acoustics. In-Service Inspection, Monitoring & Audit services are recurrent because of regulations and of condition changes over time. As a result, most of the Group's business comes from multi-year contracts or contracts that are renewed from year to year.

The service offering covers all types of buildings and facilities, particularly residential buildings, commercial buildings (offices, hotels, hospitals, educational facilities, stores and supermarkets, logistics warehouses, industrial buildings and multipurpose complexes), public buildings and sports and leisure facilities.

It also includes inspections, monitoring and audit of all types of infrastructures (road, rail, airport, port, hydraulic, telecom, urban). The Group has global coverage of in-service inspection, monitoring and audit services. It mainly operates in mature countries (France, the United Kingdom, Spain, the United States and Japan), but has also developed an important presence in certain high-potential markets in recent years (China, Brazil, India and the United Arab Emirates).

### A strategy focused on geographic expansion, innovation and productivity gains

#### Improving the geographic balance

The Group has built a solid network in the main high-growth countries. It has developed its presence by supporting the international expansion of key international accounts and by offering solutions for local markets. These include developing voluntary services in the Chinese market for large global clients, fire safety inspections in shopping malls in Brazil, and factory inspections in India and South East Asia for the subcontractors of large international retailers.

#### World leader

The Group believes that it has a number of advantages that have enabled it to carve out a position as global leader of the In-Service Inspection, Monitoring & Audit market:

- being able to provide a comprehensive offering both to local and international clients, leveraging its broad geographic coverage and the diverse technical capabilities of its local teams, offering a full range of mandatory/voluntary inspection services;
- being involved in the construction phase of certain assets, providing an optimal position for next inspection services;
- using unrivaled technical expertise based on leading-edge methodological tools and technologies. The use of an integrated suite of tools has raised the quality of the service provided to clients;
- taking advantage of its leading position to access historical data and statistics that are used to improve collective knowledge.

#### A market that benefits from structural growth drivers

The growing global market for In-Service Inspection, Monitoring & Audit has been driven by:

- ongoing growth in global real estate;
- the growth of high-potential markets, where the emergence of the middle classes resulted in more demanding expectations in terms of quality of life and the performance of buildings and facilities;
- the development of new technologies for buildings and facilities and their operations;
- the outsourcing by public authorities of mandatory building and facility inspections.

#### Developing services focused on performance management assistance for real estate assets

Bureau Veritas participates in projects that require data processing capacities and new systems that collect information using sensors and IoT. The Group has therefore adapted its knowledge-sharing, technical support and connected tablet reporting tools for its technicians and engineers, as well as for its clients, by making the data available online and interfacing it with maintenance management tools.

#### Service quality excellence and improved profitability

Optimization of the services portfolio and the roll-out of "Lean" management has led to a significant improvement in the quality of services and profitability in certain key countries. The aim is to continue these efforts and to deploy these best practices in all countries.



## CONSTRUCTION (MAINLY “CAPEX”)

### A portfolio of services aimed at improving the quality, safety and performance of construction projects

Bureau Veritas' mission is to provide independent assistance to clients such as supervisory authorities, developers, investors, architects, engineers and construction firms, and help them attain the quality, safety and performance objectives for their projects while complying with regulations and the best international standards.

Bureau Veritas builds a range of services tailored to the needs of its clients and their environment (project development, local regulations, design and construction techniques), combining the best design review and testing techniques for the production and pre-production phases and the best calculation, supervision and project management tools. The Group has an international network of experts in all infrastructure and building segments with high professional experience in many technical fields including geotechnics, foundations, cement, asphalt, steel, wood and mixed woods, seismology, vibration, fire safety, facades, vulnerability analysis, waterproofing, air conditioning, heating, electrics and elevators.

The portfolio of services covers all types of buildings and infrastructure, particularly residential buildings, commercial buildings (offices, hotels, hospitals, educational facilities, stores and supermarkets, logistics warehouses, industrial buildings, multipurpose complexes), public buildings, road and highway, rail, port, airport, hydraulic and telecom infrastructure, and sports and leisure facilities.

In order to limit exposure to the cyclical nature of construction markets, the Group is rebalancing its positioning between mature and high-potential countries, and has developed complementary asset management-related services such as building and infrastructure inspection and monitoring, technical and environmental audits, energy audits and assistance in obtaining “green” building certification. This strategy enabled the Group to mitigate the impact of the construction crisis in Europe and France, which remains one of the Group's main markets.

Bureau Veritas operates in mature countries, France, the United States and Japan. It has also strongly expanded its presence in a number of high-potential markets such as China, India, Brazil, Singapore, Russia, the United Arab Emirates, Saudi Arabia and several countries in Africa.

In particular, China is today one of the largest countries in Construction services for Bureau Veritas with more than 3,000 engineers and technicians located in 40 Chinese cities.

### A global leader in compliance assessment for the construction market

Although local by definition, compliance assessment for the construction market reflects certain key global trends including:

- the increasing urbanization of high-potential countries, giving rise to “mega cities” and major infrastructure needs;
- the emergence of the middle classes in these countries, which has resulted in more demanding requirements in terms of quality of life and the performance of buildings and facilities;
- stricter sustainable development requirements in mature economies;
- regulatory changes;
- new construction methods, particularly Building Information Modeling (BIM), prefabrication and increased automation of construction processes.

### A strategy focused on improving the geographic balance of activities and developing an innovative portfolio of services

Bureau Veritas is currently a leading player in the construction market. To keep growing, it is rolling out the model it successfully developed in mature markets – particularly in Europe – to regions with high potential, and expanding its innovative service offering.

### Geographic expansion supported by a strong record of acquisitions

In order to diversify its geographical exposure, notably in Asia with a focus on China, North America and Latin America, and in different market segments including infrastructure, commercial buildings and buildings in operation, to which it caters through its various services, the Group has made a significant number of acquisitions over the past decade.

The Group has established a solid network in the main high-growth countries, in regulated businesses as well as in order to meet project management needs. It is worth noting that Bureau Veritas deliberately opted to limit its exposure in China to the infrastructure market.

The main acquisitions carried out were therefore as follows:

- Huaxia, Shangdong Chengxin, Shanghai TJU Engineering Service, Chongqing Liansheng, Shanghai Project Management (mandatory supervision and project management assistance of construction projects, China);



- Sistema PRI (construction project management assistance, work supervision, planning and technical support, Brazil);
- INCA (technical supervision of building projects, highly recognized in both Capex and Opex highway services, Mexico);
- Primary Integration Solution (leader in building commissioning and operational risk management services for data center facilities, United States);
- McKenzie (leader in mandatory property compliance services, Australia);
- EMG (technical assessment and project management assistance mainly focusing on Opex activities, United States);
- Capital Energy (consulting and support services for white certificate-eligible projects, France);
- Owen Group and California Code Check (buildings and infrastructure compliance services, United States).

On December 29, 2021, Bureau Veritas acquired PreScience, a US-based leader of Project Management/Construction management services for Transportation Infrastructure projects – highly recognized for its expertise in highways, bridges and rail/transit. Established in 2013, PreScience supports the construction project lifecycle, from design development through project closeout. With revenues of around €21 million in 2021, the company is one of California's leading Project Management, Construction Management, and Construction Engineering & Inspection firms.

### An innovative portfolio of services tailored to new client requirements

Bureau Veritas has developed its portfolio of services in response to new client requirements regarding new technologies. The Group is involved in a number of projects designed using Building Information Modeling systems in Europe, China and Latin America and is adapting its services and internal tools to this collaborative design methodology.

In Europe and North America, Bureau Veritas has started developing a suite of digital solutions (iCheck for Buildings), which allow architects/engineers to check in real time the compliance of their design with various regulations (access for people with disabilities, fire safety, etc.).

In infrastructure asset management services, the Group in Brazil provides integrated technical assistance to one of the largest highway concessionaires in the country for monitoring and controlling the status of the different assets comprising the highway infrastructure. Bureau Veritas' advanced digital Project Management Assistance solution for large construction projects, PRIManager, is being rolled out in the key geographies of the Group's network.

As part of the various assignments that Bureau Veritas is performing within the Grand Paris Express construction project, the Group is carrying out specific services for the vulnerability assessment of the urban area affected by the construction of metro lines.

### Providing sustainability services to support the buildings and infrastructure end-market evolution

For many years, the Group has been developing services related to the sustainability of buildings and infrastructure and is currently strongly increasing its focus on this domain.

Green building labels are an important part of this, and Bureau Veritas is providing Consulting services for the most widespread schemes: LEED, BREEAM, HQE, 3-STARS, CEEQUAL, EDGE, etc. These schemes may concern new or existing buildings and/or infrastructure. Moreover, a partnership is in place with the US Green Building Council (USGBC), founder of the LEED™ certification system, to perform LEED Certification in China and Brazil.

The demand of owners/concessionaires of buildings (commercial, housing) and infrastructure (roads, rail, airports, ports) for energy efficiency and carbon footprint monitoring keeps on increasing worldwide. Bureau Veritas is therefore constantly deploying new audit/inspection frameworks to address client needs and regulatory compliance.

Besides energy efficiency and carbon footprint, the Group is present, through its expert network, in all fields related to the environment: air pollution, noise, waste water, solid waste, biodiversity, social impact. The environmental services developed by Bureau Veritas address the whole value chain: from preliminary studies (environmental impact assessment), through construction (green construction site monitoring), to operations (environmental performance monitoring).

Bureau Veritas has launched a full package of services in buildings and infrastructure advancing decarbonization solutions to support asset managers to achieve their Net Zero commitments.

New mobilities, in particular electric vehicles, have created a new area for sustainability services, which is currently growing rapidly. Bureau Veritas has created ChargeScan a full range of services dedicated to reliability of the electric vehicle charging stations (EVCS) network, which bring value to owners and operators in terms of quality, safety, security and performance: consulting and technical support at both the design and permitting stages; charger control, construction control and cybersecurity at the construction stage; commissioning, asset management and certification at the testing & operation stage.

## 1.5.5 CERTIFICATION

### GROUP REVENUE



### GROUP ADJUSTED OPERATING PROFIT



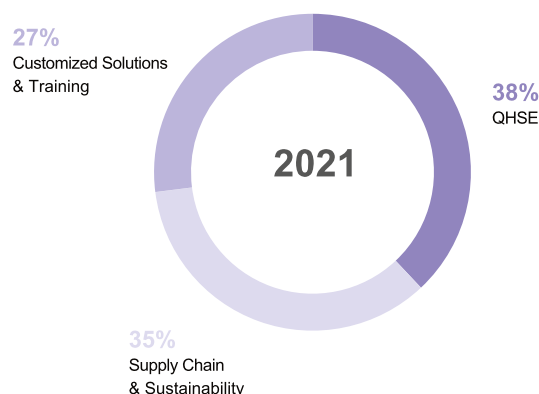
### A full range of customized audit and certification services

As a certification body, Bureau Veritas certifies that the management systems utilized by its clients comply with international standards, usually ISO norms, or with national, segment- or large company-specific standards.

The Certification business provides a global and integrated offering, including:

- QHSE management system certification services: Quality (ISO 9001), Environment (ISO 14001), and Health and Safety (ISO 45001, which has replaced OHSAS 18001);
- certification in accordance with specific sector schemes, in particular for the automotive industry (IATF 16949 as well as new services for VDA 6.1, 6.2, 6.3 and TISAX for cybersecurity), aeronautics (AS/EN 9100), rail (IRIS – ISO/TS 22163), Agri-Food (BRC, IFS, ISO 22000, HACCP), the forestry sector (FSC/PEFC), and health services. In France, Bureau Veritas also provides label certification services in the Agri-Food sector, e.g., Label Rouge, Agriculture Biologique (AB) and Origine France Garantie in France;
- environment-related services: verification of sustainability practices in the fields of climate change (EU ETS, ISO 14064-1, CORSIA), energy management systems (ISO 50001), timber supply chain, biomass and biofuel sustainability (ISCC, REDCert, 2BSvs for the EU Renewable Energy Directive and other requirements), carbon footprinting (ISO 14067), carbon offsetting (Gold Standard, Verified Carbon Standard), social responsibility (SA 8000, SMETA, SVA, ASI, PSCI, ISO 26000), assurance of sustainability reporting (AA 1000, GRI, ISAE 3000) and green finance (Green Bonds and Climate Bonds Initiative);
- Enterprise Risk and Cybersecurity services relating to emerging business risks include: Information Security (ISO 27001, ISO 27017, ISO 27018), Personal Data Protection Certification (ISO 27701, EU GDPR and other national regulations), Anti-Bribery (ISO 37001), Business Continuity (ISO 22301) and Asset Management (ISO 55001);
- customized and second-party audits, based on social programs like SMETA for Social Responsibility or specific standards defined by clients to audit or certify their distribution network or suppliers' management systems;
- management solutions to help large or international companies monitor and assess the performance of their full supply-chain (Clarity for Sustainability);
- training: accredited by the Chartered Quality Institute (CQI) and the International Register of Certificated Auditors (IRCA), the Certification business offers training for companies in quality, health and safety, environment, social responsibility, food safety, information security, business continuity and energy management, as well as certification for individuals in technical and regulatory matters.

## REVENUE BY BUSINESS SEGMENT



### A resilient market

The Certification market has seen steady growth in line with growth in the world economy. This correlation can be explained by the fact that Certification covers a wide variety of sectors and has significant development potential on account of a still-low penetration rate in the corporate market.

Certification is also a very resilient market. Most contracts run on a three-year cycle, with an initial audit phase during the first year and further audits carried out during annual or semi-annual supervisory visits in the following two years. The certification process is generally renewed by the client for a new cycle after a period of three years. The average attrition rate observed for these three-year certification missions is low (less than 10%) and mostly reflects clients who have discontinued their business, who no longer seek to be active in the markets for which certification was required or who have reduced and consolidated their numerous certification programs into a single program.

### A strong recovery in 2021 after the Covid-19 crisis in 2020

Despite the lockdown measures and travel restrictions that have affected many countries in 2021, the Bureau Veritas Certification teams have been able to recover part of the activity that was cancelled in 2020 and maintain a high activity level in 2021. Thanks to the implementation of remote audits and virtual training, Bureau Veritas was able to deliver many audits and training courses that would have been cancelled in 2021 with the successive waves of the Covid-19 pandemic and the associated new lockdown measures and travel restrictions. Leveraging the technologies, processes and experience developed in 2020, remote audits represented on average 18% of the audit man-days delivered in 2021.

In addition, Bureau Veritas has developed a BioSafety Management System and a SafeGuard™ Label to demonstrate that companies have defined processes and implemented

measures to protect their clients and employees. As the Covid-19 pandemic continues to spread by waves with new variants, these solutions are now part of the Bureau Veritas Certification offering to help clients face the pandemic. In 2021, Bureau Veritas partnered with Airports Council International (ACI) to develop the Airport Health Measures Audit program based on SafeGuard™ standards and aligned with the recommendations of national and international authorities.

In 2021, the Bureau Veritas Certification teams managed the recertification of the certificates, which were issued in 2018 as part of the Transition to new standards for Quality (ISO 9001:2015), Environment (ISO 14001:2015) and Transportation (Automotive, Aerospace and Railways), particularly for Automotive as all certificates were transitioned as a recertification. In 2021, the Certification teams also managed the migration of OHSAS 18001 certificates to the new ISO 45001 standard for Health & Safety and the transition to new standards in Food (ISO 22000:2018), Energy (ISO 50001:2018) and Information Services Management (ISO 20000:2018). The recertification, migration and transition effect have generated additional audit activity that supported the good performance in 2021.

### A diversified client portfolio

The Group manages a large volume of certificates (over 152,000 certificates currently valid) for three types of client:

- large international companies, most commonly for external certification assignments of their management systems covering all of their sites worldwide;
- large national companies seeking to improve their performance and enhance their reputation by certifying their management systems; and
- small and medium-sized companies for which management system certification may be a condition of access to export, public procurement, and high-volume markets.

The Certification portfolio is very diversified. The Group's biggest Certification client represents less than 1% of the business' revenue.

### Market position

#### A front-ranking player

Bureau Veritas is a leader in Certification along with a few other global companies. The market is still very fragmented, with more than two-thirds of the world's Certification business conducted by local and/or small firms. Thanks to its global presence, Bureau Veritas is ideally placed to help its clients develop in high-potential regions, particularly in Asia.

In 2021, Bureau Veritas Certification was awarded by the international organization for Automotive Quality and Food Safety. In July 2021, Bureau Veritas Certification received the best-in-class Five-star rating from the BRC Global Standard, leading Food safety scheme recognized by the Global Food Safety Initiative (GFSI) and accepted by retailers, foodservice companies and major food manufacturers worldwide. In October 2021, the International Automotive Oversight Body (IAOB) awarded Bureau Veritas with a Gold finalist trophy as part of its Certification Body of the Year 2021 program in relation with Automotive Quality (IATF 16949) Certification services.

The Certification business helps build company trust in these emerging markets upstream of the supply chain. The Certification business is reported in the Group's Commodities, Industry & Facilities (CIF) division, which is managed by Global Service Lines.

### **Bureau Veritas boasts strong competitive advantages:**

- a broad, diverse offering covering all certification services, meeting needs specific to the main business sectors and providing innovative, customized solutions to companies wishing to improve their performance;
- a global, coherent network of qualified auditors in all major geographic regions, allowing Bureau Veritas to have critical mass in local markets, along with the ability to manage large-scale contracts through regional hubs;
- expertise universally acknowledged by over 70 national and international accreditation bodies;
- one-stop-shop offer: thanks to its very broad range of expertise, Bureau Veritas Certification simplifies management for the Certification contracts and most complex delivery projects (numerous sites, multiple standards, global accreditations, etc.);
- efficient report management tools, enabling clients to consult audit results for all of their sites throughout the world and monitor key indicators such as the number of audits already planned, non-compliances, certificates issued and invoicing;
- a certification brand that is known and respected across the globe as a symbol of expertise and professionalism, enabling clients to enhance the image of their company and gain the confidence of their clients and partners.

### **A strategy focused on key accounts and new product development**

#### **Increase business with key accounts**

The Certification market is still fragmented and is expected to consolidate as large international corporations entrust their system certifications to a limited number of certification bodies. The aim is to simplify and harmonize the certification process, obtain more visibility over their operations, better deploy and assimilate standards and reduce direct and indirect costs related to the audits.

Leveraging its global footprint, Bureau Veritas is ideally placed to address this new market need. Bureau Veritas is one of the few companies able to offer global certification to the main standards used by large international corporations.

### **Development of new digital products and services**

Other new products round out its existing offering in several critical areas. In risk management, the Group continues to develop the Enterprise Risk portfolio including solutions for asset management, business continuity, and anti-bribery management systems. The Group's new offerings in the digital field include information security and the protection of personal data linked to the European GDPR and the ISO 27701:2019 standard on privacy information management. In January 2021, the acquisition of a majority stake in Secura, a Dutch company specialized in Cybersecurity, added best-in-class expertise and extended the Cybersecurity services that Bureau Veritas offers to its clients to increase digital security and comply with new regulations.

In the automotive sector, Bureau Veritas offers TISAX (Trusted Information Security Assessment Exchange) certification, which was created at the initiative of the German Association of the Automotive Industry (VDA). This Information Security Management System (ISMS) enables automotive companies to exchange data securely and is wholly adapted to industry requirements.

Digitalization has also been stepped up in the field of training, with the Group now offering several VCR (virtual classroom), e-learning and hybrid skills-building training programs. To support the new Certification training initiatives, the Group keeps on improving and deploying an online management, sales and payment platform for its training programs in many countries. This platform can be used by companies to purchase the online training best suited to their needs. Bureau Veritas also continues to roll out an e-certificate platform. The validity of these new, secure digital certificates can be verified on the platform in just one click thanks to a QR code.

### **New Certification services supporting the development of Bureau Veritas' Green Line**

With its new Corporate Responsibility and Sustainability Certification services, Bureau Veritas helps companies verify their energy efficiency, carbon and environmental footprint, greenhouse gas emissions, social responsibility commitments and sustainability reports.

To demonstrate companies' contribution to the fight against climate change, Bureau Veritas offers Certification services for renewable and bio energy and energy management systems and verifies greenhouse gas emissions to demonstrate companies' carbon footprint, carbon offsetting and net-zero emissions target achievement.

To support companies' responsible supply chain, Bureau Veritas has a large portfolio of services for responsible sourcing in food and seafood, forestry and wood, metals and minerals, pharmaceuticals and biomaterials. Bureau Veritas has also developed responsible production services for raw materials, water and waste management, which are part of Circular+, the Bureau Veritas holistic suite of solutions to help companies evolve toward a Circular Economy model.

In CSR, Bureau Veritas continues to invest in social audits such as SA 8000 managed by Social Accountability International (SAI) and the four-pillar audits designed by SEDEX Members Ethical Trade Audit (SMETA), which focus on social, security, environmental and ethical practices. Bureau Veritas is also developing new services for Gender Equality (GEEIS) and Sustainability Report Assurance. The Group has reinforced its services for green finance and leveraged its Enterprise Risk Management services to cover Environmental, Social and Governance assessments for investors and thereby foster and seize the growing opportunity represented by the certification of responsible investments.

In April 2021, Bureau Veritas launched a new Certification on Food Waste management and delivered the first Certificate to Sodexo Iberia and Lidl in Spain to recognize the management of Food waste in their processes and services, demonstrate their contribution to the United Nations' Sustainable Development Goals and to a more circular economy.

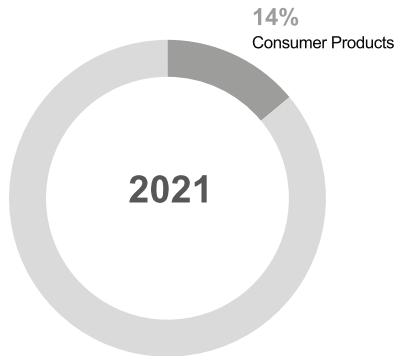
In June 2021, Bureau Veritas and the Fondation de la Mer, together with the French Ministry of the Sea, launched "Ocean Approved<sup>®</sup>", the first label in the world recognizing companies that are committed to understanding and improving their impact on the ocean. For the Ocean Approved<sup>®</sup> label, Bureau Veritas has been selected as independent third-party body to carry out the audits to guarantee the truth and accuracy of the company's statements.

In December 2021, Bureau Veritas Certification launched Clarity for Sustainability, the first Management solution to help companies manage their ESG strategy, measure its performance and track its implementation. With Clarity, Bureau Veritas enables companies to bring transparency and credibility to their ESG commitments and put their sustainability strategy in motion.

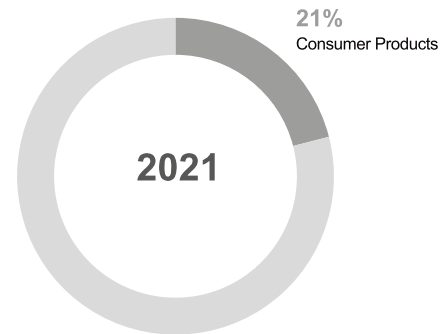
The Corporate Responsibility and Sustainability Certification services are contributing to Bureau Veritas' Green Line of services and solutions dedicated to sustainability.

## 1.5.6 CONSUMER PRODUCTS

### GROUP REVENUE



### GROUP ADJUSTED OPERATING PROFIT



### A portfolio of services covering the entire consumer products manufacturing and supply chain

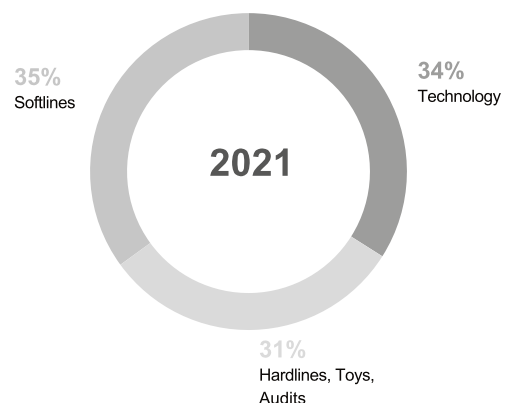
The Group provides quality management solutions and compliance assessment services for the consumer products manufacturing and supply chain. These solutions and services, which include inspection services, laboratory testing and product certification, as well as production site and social responsibility audits, are provided to retailers, vendors and manufacturers of consumer products.

These services are provided throughout the clients' manufacturing and supply chains to ensure that products offered to the market comply with regulatory safety standards or with voluntary or industry standards of quality and performance, including as regards connectivity and safety.

The main product categories include:

- softlines (clothing, leather goods, footwear);
- hardlines (furniture, sporting and leisure goods, office equipment and supplies, and toys);
- technical products (electrical and electronics), such as household appliances, wireless and smart devices (tablets, smart phones, applications and connected objects) and automotive products (parts, components and on-board systems).

### REVENUE BY PRODUCT CATEGORY



The Group provides services:

- during a product's design and development stage: verification of product performance, advice on regulations and standards applicable in all countries across the globe, assistance in defining a quality assurance program;
- at the sourcing stage for materials and components: inspections and quality control tests for materials and components used in manufacturing the product;
- at the manufacturing stage: inspections and tests to assess regulatory compliance and product performance, as well as compliance of product packaging, factory audits with respect to quality systems and social responsibility; and
- at the distribution stage: tests and assessment of compliance with specifications and comparative tests with equivalent products.



## A concentrated and loyal client base

The Group provides its services to retailers, manufacturers and brands across the globe, but mainly in the United States and Europe for products they source from Asia. Retailers in China, India and emerging countries in Latin America are also enjoying rapid growth, and the Group has recently developed its business with local clients and manufacturers in Asia.

Over the past few years, the Consumer Products division has diversified its client base, incorporating more small- and medium-size business clients in the mass market. Most of the revenue from this business was traditionally generated by some 100 key accounts. The 20 largest clients represent 25 to 30% of the revenue for this business.

Usually, the Group is accredited by a client-retailer or brand as one of two or three inspection and testing companies (generally its major competitors) designated as an “approved supplier”. In this situation, manufacturers and vendors can choose which company will inspect and test their products.

## A market driven by innovation and new regulations

The Group believes that the market will benefit from the following factors:

- the development of new products and technologies that will have to be tested;
- shorter product lifecycles and time-to-market, as demonstrated by the swift adoption of wireless/SmartWorld technologies and their emergence in all types of products;
- the continuing tendency of retailers to outsource quality control and product compliance assessment;
- stricter standards and regulations regarding health, safety, and environmental protection;
- the emergence of new requirements linked to wireless integration systems in terms of connectivity, interoperability, safety and quality of service;
- growing demand from middle-class consumers in emerging countries for safer, higher-quality products;
- the gradual opening up of previously unexploited markets (India and China) to foreign players;
- the migration of manufacturing facilities to South Asia (Bangladesh, India, Pakistan and Sri Lanka) and South East Asia (Cambodia, Indonesia, Malaysia, Myanmar, the Philippines and Vietnam).

In 2021, the Group continued the diversification process of its Consumer Products division, initiated in 2020, which is being developed around three axes:

- accelerating its development in domestic markets in China, but also in South and South-East Asia, and in Europe;
- intensifying efforts to develop its services platform for technology products (electrical and electronic, wireless technologies, Internet of Things, connectivity and data security);
- developing the customer base, in particular to become less dependent on American customers and to develop a presence among online retailers.

## Leading positions in key market segments

The Group is one of the three world leaders in consumer products testing, with leadership positions in textiles, clothing and hardlines, including toys. More recently, the Group has strengthened its positions in the Electrical & Electronics segment, and more specifically in SmartWorld and wireless testing (mobiles, connected devices) and in the automotive sector.

### A particularly robust presence in the US

The Group distinguishes itself from competitors by its robust presence in the United States and its deep penetration of the large US retailer market, which has resulted from the successful integration of two US companies: ACTS, the US leader for testing toys and products for children, acquired in 1998; and MTL, the US number one for testing fabrics and clothes, acquired in 2001.

### Growth in market share in Europe

Business in Europe has grown significantly over the past few years, mainly in France, Germany and Italy, which have become important markets. The Group continues to expand its activities and offering in Europe to reinforce its client base and optimize its position in the textiles and hardlines segment.

### A growth strategy focused on domestic markets in Asia

To adapt to a market in Asia that is driven increasingly by domestic consumption rather than by exports, the Group has devised a plan to develop its activities on fast-growing domestic markets, particularly China. This means growing organically, as well as through acquisitions, partnerships or joint ventures with local firms. Leveraging its leading position among global luxury brands, BV CPS Italy/Certest also helps foster growth with international luxury brands accessing emerging markets across Asia.

### Unique supply chain quality management solutions

The Group believes that its BV OneSource service offering is a unique and innovative solution for clients seeking an integrated solution for global supply chain quality and information management. BV OneSource offers real-time tracking of the status of tests and inspections conducted on products and audits of facilities, as well as immediate access to applicable regulations and reports. This digital platform is an analytical tool that helps clients manage their risks, protect their brand and access better information on their sourcing.

### A breakthrough in wireless technologies and connectivity (connected devices)

Innovation remains one of the key factors driving growth. The SmartWorld (connected devices) initiative was launched to address growth opportunities resulting from the exponential growth in the number of connected devices, as regards equipment testing, new connected services, and data security.



Thanks to its acquisition of 7layers in Germany in January 2013, the Group became one of the world's leaders in wireless/Smartworld technologies. Working hand-in-hand with a broad spectrum of industries involved in the continuous improvement and increased usage of wireless communications technologies, devices, services and applications for all facets of modern life. In early 2017, the Group strengthened its foothold on this market by acquiring Siemic, one of the main telecoms testing and certification bodies in the United States. In December 2017, Bureau Veritas entered the growing market for smart payment testing and certification services through an acquisition in South Korea. Growth in this market is buoyed by strong consumer demand for contactless and mobile payment methods.

For several years now, the Group has invested in 5G to support business development in wireless/smart technologies and their emergence in all types of products of the Internet of Things, in particular in the areas of connectivity and mobility. The Group has continued to invest in 5G technology test equipment in 2021 and now has test platforms in Asia (China, Taiwan, South Korea), as well as capacity in the United States, in California. In 2022, Bureau Veritas will continue to invest in 5G to expand its existing testing capabilities, particularly in Asia, to fully capture this opportunity and assert its leadership in this market segment.

### A new platform in the mobility sector

The Automotive market and new mobilities sector are having to contend with several deep-seated trends, including the relocation of production and consumption to emerging countries and the fundamental shift to "smart" cars and electric technologies. These trends are generating additional needs for TIC services.

Through acquisitions and internal investments, Bureau Veritas has technology testing laboratories in Asia, Europe and North America. This puts the Group in good stead to help automotive suppliers meet their compliance and performance requirements for on-board electronics as well as current and future electric and connected vehicles. The Group provides solutions enabling testing or certification of various new features such as on-board connectivity, UX and sensor safety, telemetry and infotainment systems, cybersecurity and data privacy. Lastly, as the market for cars and new mobilities using electric technologies continues to grow, Bureau Veritas also offers battery and electrical system (performance and safety) testing solutions.

### Supporting the development of sustainable products and more virtuous supply chains

The CPS division is involved in Group-wide efforts to roll out the Green Line, a suite of solutions and services designed to help

organizations execute their sustainability strategies with trust and transparency. Through its various services, Bureau Veritas helps its clients develop their strategies for all product categories, offering both testing services and inspection and audit/certification solutions.

### Supporting a more efficient, sustainable management of resources

Bureau Veritas offers a range of services to its clients, for example assistance in managing chemical waste across their supply chain. These services include wastewater testing, chemical and environmental audits and atmospheric emissions assessments. By leveraging its expertise, the Group is able to identify hazardous substances that need to be replaced in order to create a more sustainable supply chain.

Bureau Veritas also assists its clients through product lifecycle analyses and eco-design support. To this end, the Group awards the certified "Footprint Progress" label to products meeting eco-design credentials. The aim is to provide consumers with proof of a product's environmental benefits through legible, visible markings. This certification allows businesses to communicate on the progress made in reducing the environmental footprint of a given product throughout its lifecycle.

### Meeting the need for traceability and durability

Besides becoming more discerning with regards to a product's environmental credentials, consumers are also now demanding increased visibility as to a product's origin and its durability. Regulations in force in certain countries, including France as from 2021, will encourage the repair and reuse of a product rather than its replacement. This will especially apply to electrical and electronic products, which consumers automatically tend to discard and replace. Bureau Veritas has developed solutions that address these new requirements, including product repairability analyses and durability testing. This is the case in the textile industry for example, where durability is gaining currency (investment in better-quality products) over "fast fashion", a trend that spread across the globe at the end of the 1990s and start of the 2000s.

### Offering guarantees and trust in terms of respect for human rights and ethical principles

Rising consumer demand for transparency and traceability has meant that respect for human and labor rights along with ethical principles has gained traction with brands, regulators and also end consumers. Many countries have introduced stricter regulations, for example to fight against modern slavery. Bureau Veritas has seen greater demand for inspection services and for social and safety audits designed to ensure that supply chains comply with applicable regulations, as well as the commitments taken by brands in terms of Corporate Social Responsibility.

## 1.6 ACCREDITATIONS, APPROVALS AND AUTHORIZATIONS

*To conduct its business, the Group has numerous licenses to operate “Authorizations”, which vary depending on the country or business concerned: accreditations, approvals, delegations of authority, official recognition, certifications or listings. These Authorizations may be issued by national governments, public or private authorities, and national or international organizations, as appropriate.*

### MARINE & OFFSHORE (M&O) DIVISION

The Group is a certified founding member of the International Association of Classification Societies (IACS), which brings together the 12 largest international classification societies. At European level, Bureau Veritas is a “recognized organization” under the European Regulation on classification societies and a “notified body” under the European Directive on marine equipment. Bureau Veritas currently holds more than 150 delegations of authority on behalf of national maritime authorities.

### COMMODITIES, INDUSTRY & FACILITIES (CIF) DIVISION

#### Industry & Facilities

The Group has more than 150 accreditations issued by numerous national and international accreditation organizations, including COFRAC in France, ENAC in Spain, UKAS and CQI in the United Kingdom, ANSI/ANAB in the United States, JAS-ANZ and NATA in Australia and New Zealand, INMETRO in Brazil, ACCREDIA in Italy, DAkkS in Germany, RVA in the Netherlands, BELAC in Belgium, INN in Chile and DANAK in Denmark. These accreditations cover both its management system, product and/or service certification activities and its inspection and testing activities.

The Group is also a notified body under European Directives and holds more than 300 approvals, certifications, official acknowledgments and authorizations issued mainly by government organizations. The main international approvals concern pressure equipment, transportation equipment for dangerous goods, fire safety systems, electrical installations, Agri-Food products and environmental or health and safety occupational measures.

All such accreditations and approvals are regularly renewed upon expiration.

#### Commodities

The Group is a member of several industry organizations, including the TIC Council (international association representing independent TIC companies), the American Association of Analytical Chemists (AOAC), the American Chemical Society (ACS), the American Petroleum Institute (API), the American Society for Quality (ASQ), the American Society of Safety Engineers (ASSE), the American Society for Testing and Materials International (ASTM International), the National Conference on Weights and Measures (NCWM), American Fuel & Petrochemical Manufacturers (AFPM), the Energy Institute (EI), and the International Organization for Standardization (ISO). Bureau Veritas is also a member of various ASTM International, EI and ISO technical committees, including those on iron ore, non-ferrous concentrates, ferroalloys, copper and copper alloys.

The Group is US-customs bonded and approved and is also accredited by the American Association of State Highway and Transportation Officials (AASHTO) for laboratory asphalt testing and inspections. Certain minerals laboratories are included as listed Samplers and Assayers by the London Metal Exchange (LME) and as Superintendents and Facilitators by the London Bullion Metals Association (LBMA). The Group is approved as a “Good Delivery Supervising Company” by the London Platinum & Palladium Market (LPPM).

Key offices and laboratories involved in inspections of agri-commodities are accredited by the Federation of Oils, Seeds and Fats Associations (FOSFA), the Grain & Feed Trade Association (GAFTA) and the ICA (International Cotton Association). Bureau Veritas is also accredited by the Sugar Association of London (SAL) and the Federation of Cocoa Commerce (FCC), as well as by a number of other relevant national and international associations and organizations in various countries.

Many of the Group's laboratories have ISO 17025 accreditation from various accreditation bodies, including the National Association of Testing Authorities, Australia (NATA), the Standards Council of Canada (SCC), the American Association for Laboratory Accreditation (A2LA), the Singapore Laboratory Accreditation Scheme (SINGLAS), United Kingdom Accreditation Services (UKAS), El Instituto Nacional de Normalización, Chile (INN), and the China National Laboratory Accreditation for Conformity Assessment (CNAS). Moreover, most of the Group's US laboratories are also registered with the US Environmental Protection Agency (EPA) to carry out testing on EPA-regulated fuels, including diesel and gasoline.

For government contracts, authorizations to conduct business are issued as delegations or concessions granted by national governments in contracts entered into with government authorities. As of December 31, 2021, the Government services business had some 30 government contracts.

Several Group laboratories are recognized by governments for testing for Transportable Moisture Limit (TML); these include Australia, Belgium, Chile, Finland, Malaysia, Mexico, Liberia, the Netherlands and Taiwan.

For its PSI (Pre-shipment Inspection) and VOC (Verification of Conformity) activities, Bureau Veritas is ISO 17020-accredited by COFRAC (the French Accreditation Committee).

## CONSUMER PRODUCTS (CPS) DIVISION

The Group holds the following principal authorizations and accreditations: American Association for Laboratory Accreditation (A2LA), French Accreditation Committee (COFRAC), Zentralstelle der Länder für Sicherheitstechnik (ZLS), Hong Kong Laboratory Accreditation Scheme (HOKLAS), IEC System for Conformity Testing and Certification of Electrical Equipment (IECEE), National Environmental Laboratory Accreditation Program (NELAP), Singapore Laboratory Accreditation Scheme (SINGLAS), United Kingdom Accreditation Services (UKAS), China National Laboratory Accreditation for Conformity Assessment (CNAS), Deutsche Akkreditierungsstelle Chemie GmbH (DACH), Deutsche Akkreditierungsstelle GmbH (DAkkS), AKS Hannover, Japan Accreditation board (JAB), National Accreditation board for Testing and Calibration Laboratories (NABL), Pakistan National Accreditation Council (PNAC), Laboratory Accreditation Correlation and Evaluation

(LACE), Komite Akreditasi Nasional (KAN), Thai Industrial Standards Institute (TISI), Vietnam Laboratory Accreditation Scheme (VILAS), CTIA Authorized Testing Laboratory (CATL), PCS Type Certification Review Board (PTCRB), Global Certification Forum (GCF), Bluetooth Qualification Test Facility (BQTF), Bluetooth Qualification Expert (BQE), NFC Forum Authorized Test Laboratory, WiFi Alliance Authorized Test Laboratory, Federal Communications Commission (FCC), Industry Canada (IC), Car Connectivity Consortium (CCC), OmniAir Authorized Test Laboratory (OATL), LoRa Alliance Authorized Test House (ATH), Sigfox Accredited Test House, Thread Authorized Test Lab, Wireless Power Consortium for Qi certification (Qi), EMVCo Service Provider, Visa Recognized Testing Laboratory, Brazilian National Telecommunications Agency (ANATEL) and Brazilian National Institute of Metrology, Quality and Technology (INMETRO).

Each of the Group's businesses has put in place a dedicated organization for managing and monitoring these authorizations on a centralized basis, and the authorizations are subject to regular audits by the authorities concerned. In the case of Commodities, the management and monitoring of the authorizations is done at the legal entity level. Obtaining, renewing and maintaining these authorizations must be justified by qualitative and quantitative criteria concerning the independence, impartiality and professional capabilities of the beneficiaries, such as proof of experience in the field concerned, the existence of trained and qualified technical personnel, technical resources and methodologies, proof of a quality management system that complies with applicable standards, such as ISO/IEC 17020 for inspection companies, ISO/IEC 17021 for management system certification bodies, ISO/IEC 17065 for products and services certification, or ISO/CEI 17024 for personnel certification, or those relating to testing and calibration laboratories (ISO/IEC 17025).

## 1.7 RESEARCH AND DEVELOPMENT, INNOVATION, PATENTS AND LICENSES

As part of its research and innovation strategy, the Group carries out experimental development activities on strategic projects that aim to bolster its positioning or enable it to capture new markets.

The Group's R&D strategy is rolled down through:

- a research partnership with the French Alternative Energies and Atomic Energy Commission (CEA), with which projects are carried out each year on issues such as cybersecurity and IoT;
- contracts with innovative technology start-ups and industry players to develop common interest projects, such as artificial intelligence and blockchain;
- its involvement in the work of the European Cyber Security Organisation (ECISO) within the context of an EU-driven public-private partnership to define the technological roadmap for the cybersecurity sector;
- its partnership with industrial joint research centers like IRT Jules Verne and with academic laboratories such as that of École Centrale de Nantes for developing digital solutions for innovative hydrodynamic studies;
- its involvement in subsidized joint projects, notably those financed by the Single Interministerial Fund, and its replies to European calls for projects;
- its participation in the Hydrogen Council's IECRE System, the IEC System for Certification to Standards Relating to Equipment for Use in Renewable Energy Applications;
- the shift of its businesses and solutions to digital media, with the development of future inspectors and auditors and inspection/audit services.

The Group is eligible for the research tax credit in France within the framework of its business activities. This tax credit is similar to a subsidy in that it is refundable even if it exceeds the amount of tax payable. Accordingly, it is included in current operating profit.

A €2.0 million research tax credit was recognized as a subsidy in the 2021 consolidated financial statements.

A total of €7.1 million in research and development costs relating mainly to the Marine & Offshore business was recognized under expenses in 2021.

## 1.8 INFORMATION SYSTEMS

The Group's IT department is responsible for:

- defining the Group's technological architecture by outlining the standards applicable to all businesses and regions in terms of software application development and network infrastructure;
- selecting, implementing, deploying and maintaining integrated cross-functional solutions in all operating units (email, collaboration tools, ERP finance, client relationship management, Human Resources and production systems, etc.);
- guaranteeing the availability and security of the infrastructure and integrated solutions used by the Group; and
- managing the Group's overall relationship with its main suppliers of equipment, software and telecommunications services.

The department is organized into six Regional Shared Services Centers, covering North America, Latin America, Europe, France/Africa, Asia and the Middle East/Pacific. These shared services centers provide different support services (network, help desks, hosting, support, etc.) to countries in their respective regions.

A Global Shared Services Center has also been set up in Noida (India) with the aim of pooling certain cross-functional operational support processes.

In 2021, operating expenses and running costs for the Group's information systems represented around 3% of the Group's consolidated revenue.



