

se cu rity

Paving
the way to
security

Annual Report 2025

The TÜV NORD GROUP in figures

Key financial ratios

In € million

	2025	2024
EBIT*	94.8	89.8
EBT	93.4	78.6
Balance sheet total	1,285.5	1,281.5
Net financial position	53.9	58.7
Pension provision	272.4	313.1

* before special items

Revenue

In € million

1,794.7 (2025)
 +101.3 ↗
1,693.4 (2024)

Trend in workforce numbers (headcount)

Date: December 2025

15,781 (2025)
 +344 ↗
15,437 (2024)

EcoVadis Platinum Medal



In 2025, the TÜV NORD GROUP was once again **awarded** the EcoVadis Platinum Medal



→ **January**
 ALTER | HTV launches chip and wafer test technologies
<https://scomp.ly/6L3RjJZ>



→ **March**
 TU Clausthal project: Exploration and storage of geothermal energy
 TÜV NORD Onboard Car Diagnosis unveiled
<https://scomp.ly/Zrnap0n>



→ **May**
 Launch of the QKD research laboratory
 TÜVIT drives innovations in quantum communication.
<https://scomp.ly/d0jekoo>

2025

01

02

03

04

05



→ **February**
 Heat pump test bench goes into operation
 Equipment for use in everything from single-family homes to industrial and commercial applications can now be tested.
<https://scomp.ly/KNLZnpY>

→ **April**
 New testing centre for construction elements opened in Verl
 This complements the existing testing sites in Lathen and Rosenheim run by the PfB subsidiary.
<https://scomp.ly/YAk1vdD>



The TÜV NORD GROUP sets standards for security in the digital space. With our in-depth knowledge, we help our customers protect their data and minimise cyber risks. Together, we are creating reliable solutions for the future.

→ June

WIND-consult becomes part of the TÜV NORD GROUP

The specialist engineering service provider for measurements of wind turbines alongside wind surveys and measurements complements the wide range of services offered by the TÜV NORD GROUP.

<https://scomp.ly/yIBd14D>



→ August

First TÜV NORD children start attending the Essen daycare centre

<https://scomp.ly/WEyV3nw>

TÜV UK offers ISO/IEC 42001 (Artificial Intelligence Management Systems) certifications

<https://scomp.ly/6WYqwRk>



→ October

Takeover of EPI companies

<https://scomp.ly/rzm00mV>

Research funding for nuclear safety

WIND-consult erects 200m-high wind measuring mast

<https://scomp.ly/POqpVbx>

06 — 07 — 08 — 09 — 10 — 11 — 12

→ July

Renewal of Group certificate by SQS

The Swiss Association for Quality and Management Systems (SQS) confirms the effectiveness of the TÜV NORD GROUP's Integrated Management System in accordance with the ISO 9001, 14001 and 45001 standards.



→ September

Inga Dransfeld-Haase, Chief Human Resources Officer and Labour Director

<https://scomp.ly/5LBGGNk>

Establishment of TÜV NORD Diagnostics

40 years of the TÜV NORD Akademie

<https://scomp.ly/Awn8vPa>

→ November

Launch of ALTER US

<https://scomp.ly/zq5Z0xp>



Dear customers, dear employees,

Rarely has a year ended with so many questions about the future as 2025 – a year which has at the same time ushered in so many opportunities for change and transformation. While geopolitical and trade certainties established over decades have repeatedly been upended overnight, global economic forecasts have failed to come true, and technological disruptions have revolutionised entire industries at a rapid pace, we have collectively come to the insight that stability presupposes the ability to be an active force for change. It is in this tension between uncertainty and new beginnings that the importance of independent testing, reliable standards, the highest possible quality and technical safety continues to grow. This is where we in the TÜV NORD GROUP clearly see our core mission and core business: Our role is to create trust in increasingly complex and ever more digital technologies, markets and systems that are becoming indispensable for the economy and society at large. As the link between innovation and regulation, our nearly 16,000 employees enable new technologies to be safely and responsibly put to widespread use – and they do so at speed to enable progress and also carefully to manage risk.

The use of artificial intelligence (AI) is opening up great opportunities: AI is helping companies to identify dangers at an early stage, control processes with foresight and make data-based decisions. But the benefits can only be fully realised if the underlying AI systems are secure and trustworthy. Especially given an increase in cyber threats, hybrid attacks and growing demands on the robustness of critical infrastructures, resilience and protection must be our top priority.

At TÜV NORD, we support operators of critical infrastructures with tests and certifications that ensure a uniformly high level of safety – from plant safety and emergency plans to minimising downtime. At the same time, technical safety cannot come at the expense of social responsibility: After all, the stability of critical infrastructures, including defence facilities, forms the basis for the protection of our democratic values and an open, free society.

Building on the more than 1,500 services that we offer to our customers around the world, internationalisation and innovation were once again two main drivers of our business development:

Mobility: With its cloud-based DRACI (Damage Report And Calculation Inspection) system, TÜV NORD is accelerating the preparation of expert reports in cases of vehicle damage. Calculation data can be processed directly, spare parts ordered immediately and workshop planning started without delay. With DRACI, car dealerships, workshops and TÜV NORD partner offices are currently processing their damage assessments at least two working days faster than before.

Industry: TÜV NORD Indonesia's test laboratory for consumer goods and calibration, which was founded in 2015 and expanded as recently as 2021, is already reaching its capacity limit. To meet the steadily increasing demand and open up new market segments, our Indonesian subsidiary is making targeted investments in the expansion of testing and calibration capacities and consolidating its position as the leading provider of testing and certification services in the region.

Energy & Resources: On behalf of the Berlin Senate, DMT is exploring the potential of deep geothermal energy for climate-neutral heat supply to the German capital. "Vibro trucks" and geophones are being used to obtain geological data from a depth of several kilometres, which will serve as a model for other major cities. To allow it to achieve its climate targets, the German government is pushing ahead with the expansion of deep geothermal energy as a central pillar of the heating transition.

Certification: With the acquisition in 2025 of the Singapore-based EPI companies, TÜV NORD became the world's leading provider of certification and training services for data centres. Driven by the enormous demand for computing power for

artificial intelligence, TÜV NORD is positioning itself in one of the world's fastest-growing markets for IT. In some projected large-scale AI data centres, the cooling capacities exceed one gigawatt. This places the highest demands on availability and operational energy efficiency.

Digital & Semiconductor: Our international group of companies under the ALTER brand is lending key support to the European Space Agency ESA's "Zero Debris Charter" and jointly developing solutions for debris-free satellite orbits in space. Satellites are becoming increasingly indispensable for Earth observation, telecommunications and navigation, but the growing amount of debris in space – 40,000 catalogued pieces larger than ten centimetres in the relevant orbits alone – poses a threat to these systems. TÜVIT is supporting an equally revolutionary development in its new laboratory for the investigation and certification of quantum key distribution (QKD) processes. More on this on page 22 of this Annual Report.

People & Empowerment: The TÜV NORD Akademie is promoting self-directed learning and the use of digital tools to make vocational training more flexible and future-oriented. VR- and AI-supported trainings are central components of its strategy, with which the academy aims to become one of the world's leading providers of fully digital learning solutions.

In 2025, accolades were once again awarded for special corporate achievements: The innoTANK project (TÜV NORD cooperation with start-ups) received the "Innovator of the Year" award, and the DMT RideGuard product, an AI-supported system for monitoring amusement parks and rides, was singled out for the German Excellence Award.

Despite the challenges that affected many industries in 2025, the TÜV NORD GROUP continued to improve its economic performance. Revenue rose to 1,794.7 million euros (up 6.0 percent), while operating profit before special items (EBIT) amounted to 94.8 million euros. This success is down to our employees worldwide. With your knowledge, commitment and passion for safety and quality, you make it possible for us to offer our customers services at the very highest level every day.

My special thanks also go to our partners and shareholders and the supervisory and staff councils who worked with us in the 2025 fiscal year.

One exclusive highlight was the opening of the state-of-the-art clean room testing environment for the testing and final assembly of semiconductors operated by our subsidiary ALTER US in the American state of Minnesota. This new business will meet the rapidly growing demand for highly reliable microelectronics for key industries such as aerospace, defense, medical



technology, automotive and automation. The facility will strengthen the semiconductor ecosystem in the US while creating high-quality jobs. At a time when international cooperation and technological innovation are crucial for progress and security, this commitment is also a contribution to the transatlantic partnership. The title of this year's Annual Report is "Paving the way to security". This gives expression to what drives us: We go beyond merely testing for security in that we actively create the conditions for security to be achieved – through innovation, taking responsibility and international cooperation. On behalf of the entire Board of Management and the Group Executive Committee, I look forward to continuing to provide our customers with ways and opportunities to achieve even higher levels of security in the future – in Germany, in Europe and worldwide.

Kind regards,

Dr. Dirk Stenkamp
Chairman of the Board of Management
TÜV NORD AG

The Group Executive Committee



Dr. Dirk Stenkamp,
Chairman of the Board of Management



Jürgen Himmelsbach,
Chief Financial Officer



Hartmut Abeln,
CEO Business Unit Mobility



Dr. Ralf Jung,
CEO Business Unit Industry



Dr. Maik Tiedemann,
CEO Business Unit Energy & Resources



Inga Dransfeld-Haase,
Chief Human Resources Officer



Ringo Schmelzer,
Chief Operating Officer



Wolfgang Wielpütz,
CEO Business Unit Certification



Luis Gómez,
CEO Business Unit Digital & Semiconductor



Axel Dreckschmidt,
CEO Business Unit People & Empowerment

Report of the Supervisory Board

In the year under review, the Supervisory Board diligently performed the duties incumbent on it under the law and the Articles of Association. It accompanied, supported and monitored the Board of Management in its leadership of the company. The Supervisory Board is fully confident in the lawfulness, regularity and fitness for purpose of the company's management.

The Board of Management reported regularly to the Supervisory Board, in writing and orally, promptly and in full, concerning the Group's general situation, current business trends and corporate planning. In 2025, four regular scheduled meetings of the Supervisory Board took place on 1 April, 17 June, 30 September and 2 December, at which the Board of Management reported in detail on the current situation of the Group and the major Group companies.

The Board of Management provided the Supervisory Board with written and oral assessments of business developments and the current financial and asset status of the Group, along with its assessment of the opportunities and risks that might present themselves in the course of the year. Against the backdrop of the difficult trends in the German economy, the Supervisory Board also dealt in detail with the effects of the Federal Government's investment programme.

Deviations from corporate planning were explained in detail. Business transactions that required the approval of the Supervisory Board were approved by the latter after thorough examination and deliberation. The strategic framework for international investment decisions was also presented and actively supported by the Supervisory Board, along with the Group's hedging, efficiency and growth initiatives. Outside the meetings, the Chairman of the Supervisory Board was also kept regularly informed of current issues by the Chairman of the Board of Management.

At its meeting of 1 April, the Supervisory Board received an in-depth report on compliance in the TÜV NORD Group from the responsible executive portfolio of TÜV NORD AG, supplemented by a special report on compliance investigations, which likewise featured prominently in the year's further meetings.

At its meeting on 17 June, the Supervisory Board set new targets for the proportion of women on the Supervisory Board and the Board of Management of TÜV NORD AG.

After detailed deliberations, the Supervisory Board approved the acquisition of four companies (EPI Group) by the business unit Certification at its meeting of 30 September. At this meeting, the Supervisory Board also heard a detailed explanation of the completion of the NOVA structural project and the topic of sustainability reporting.

At its meeting of 2 December, the Supervisory Board discussed the first results of the Group-wide employee survey for 2025. At this meeting, the Supervisory Board also discussed and adopted the budget for 2026.

The Supervisory Board mostly met in the presence of the Board of Management but also in its absence in those cases when it was required to deliberate on matters relating to the Board of Management.

To carry out its tasks and prepare its deliberations and decisions, the Supervisory Board established the Executive Committee/Personnel Committee and the Finance Committee, which effectively support the work of the full Supervisory Board.

The Executive Committee/Personnel Committee held eleven meetings in the year under review; where necessary, additional telephone consultations were held. Some of the meetings were face to face; others were held as video conferences. The discussions focused primarily on the preparation of the plenary sessions and the HR and remuneration decisions to be made by the Supervisory Board. Where necessary, the Supervisory Board was furnished with recommendations for decision-making.

In 2025 the Finance Committee held four regular meetings in advance of the scheduled Supervisory Board meetings, in which it paid particular attention to the consolidated and annual financial statement, earnings trends, risk and opportunities management, the impact of economic developments within Germany, and the EPI Group acquisition project. In its meeting

of 25 November, the Finance Committee addressed the plans for the 2026 reporting period. At each Supervisory Board meeting, the Chairman of the Finance Committee reported on the important findings from the deliberations of the Finance Committee leading up to the meeting in question.

The auditors appointed by the General Meeting of 1 April 2025, BDO AG from Essen, audited the annual financial statements of TÜV NORD AG published by the Board of Management on 31 December 2025 and the consolidated financial statements, including the associated reports on the situation of the company and the Group. The auditors issued an audit opinion that was free of any reservations. The auditors noted that the Board of Management had established an appropriate information and monitoring system whose design and operation rendered it suitable for anticipating developments that might pose a risk to the continued existence of the company.

The financial statement documents and the audit reports for the 2025 reporting period were discussed at length in the meeting of the Finance Committee on 31 March 2026 and the Supervisory Board meeting of 8 April 2026. The Board of Management and the auditors were present at the deliberations on the annual and consolidated financial statements. The auditors reported on the main results of their audit and their findings concerning the internal control system and risk management. They were also available to the Finance Committee and the Supervisory Board for any additional information that might be required.

On the basis of its own audit of the annual and consolidated financial statements and the management reports and based on the report and the recommendation of the Finance Committee, the Supervisory Board felt able to concur with the auditors' conclusions. No objections were raised. The Supervisory Board approved both the annual and the consolidated financial statements.

The Supervisory Board also reviewed the proposal submitted by the Board of Management for the appropriation of net retained profit and recommended that the Annual General Meeting approve the proposal.

With effect from the end of 31 December 2025, Mr. Holger Reichenbach resigned from the Supervisory Board due to his imminent retirement. He was succeeded on 1 January 2026 by Mr. Volker Wiegelmann, a previously elected substitute member. The Chairman of the Supervisory Board paid tribute to the dedicated work of Mr. Reichenbach on the Supervisory Board and thanked him on behalf of the Board for his constructive cooperation.



There were personnel changes on the Board of Management. With effect from 1 September 2025, Ms. Inga Dransfeld-Haase took up her position as a member of the Board of Management and Labour Director. She took over the Human Resources division from Dr. Dirk Stenkamp, who had been responsible for it on an interim basis in addition to his function as Chairman of the Board of Management.

The Supervisory Board would like to thank the employees of the TÜV NORD GROUP worldwide, the company management boards, the Board of Management and the Group Executive Committee, as well as the employee representatives, for their high level of commitment and good work in 2025.

The Supervisory Board

Thomas Rappuhn
Chairman

Hanover, April 2026



A brief profile of the TÜV NORD GROUP

The TÜV NORD GROUP is a globally active technology service provider and the byword for the highest standards of safety, independence and quality. For more than 150 years, we have been making technological revolutions usable while ensuring the safety of those revolutions. With our six business units and almost 100 companies in Germany and abroad, we offer more than 1,500 services in the business areas of testing, inspection, certification, consulting, engineering and training. In personal dialogue with our customers, we create trust in technology for safe and sustainable solutions.

TUVNORDGROUP · TÜVNORD · DMT · ALTER · TÜVIT

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The online version of the Annual Report can be found at www.tuev-nord-group.com/en/annual-report





Digitalisation is changing the world of work. At the same time, it offers a great many new opportunities. But it is also creating dependencies between electronic systems, which are increasingly becoming the target of hacker attacks. It is to prevent these that we deploy our expertise, protecting systems and heightening awareness of these risks. In this way, we are playing our part in making business processes more secure and raising awareness of threats.

Technology is making ever faster leaps. What was unthinkable yesterday is already reality today. Despite all the progress that has been made, security and reliability remain decisive criteria. This is where our expertise comes into its own: We test technical equipment, certify systems and develop new standards and test procedures. Our work is crucial in keeping technology reliable and trustworthy.







ALTER

Data streams know no boundaries on their journeys around the world and beyond. They are the backbone of the economy. Because even minor disruptions can have serious consequences, our expertise is widely appreciated: We help manufacturers set up secure systems. This results in robust infrastructures which protect data, neutralise threats and build trust worldwide.



se cu rity

Paving
the way to
security

In the TÜV NORD GROUP, we are actively helping shape technological innovations by arming them against digital threats from the ground up. Here are six examples.



Thora Markert, Product Manager for AI at TÜV NORD CERT



Business Unit Certification

Using AI systematically

Artificial intelligence needs trust: Having been accredited in accordance with ISO/IEC 42001, TÜV UK and TÜV NORD Nederland are setting the standard for the secure and responsible use of AI.

“Artificial intelligence is a technology that offers enormous opportunities but also comes with a lot of risks,” explains Thora Markert, Product Manager for AI at TÜV NORD CERT. The possible challenges range widely from technical malfunctions and manipulation risks to attacks on AI systems and ethical issues. “These are completely new questions that never used to be relevant with earlier technologies of this kind,” says Ms. Markert. This is precisely why companies are being called upon to use AI responsibly; after all, this is the only way to ensure the security and integrity of their systems.

And this is exactly where the ISO/IEC 42001 standard comes in. It is the world’s first international standard for management systems in the field of AI. “ISO/IEC 42001 offers a framework for implementing and deploying AI systems responsibly and effectively, and mitigating risks,” Ms. Markert explains. The standard places particular emphasis on the protection of people and society, the management of societal risks and compliance with ethical, data protection and security requirements.

The point of ISO/IEC 42001 certification is to help companies meet growing regulatory requirements. Like many other regions around the world, the EU is currently establishing a legal framework for AI. In the summer of 2024, the bloc passed the EU AI Act, which will be gradually ramped up in the months leading up to August 2027. “With the gradual introduction of the AI Act, the demand for certification is going to increase significantly,” Ms. Markert predicts. Companies outside the EU which offer AI-based products in Europe must also meet the requirements of the EU AI Act. The certification arose out of close collaboration between TÜV UK and TÜV NORD Nederland, both accreditation pioneers within the TÜV NORD Group. TÜV NORD CERT supports the two foreign subsidiaries and is itself aiming for similar accreditation in the future. “Together we’ve developed an effective certification process that we’re also making available to other foreign companies,” Ms. Markert says. “This is enabling us to offer high-quality certifications for AI systems worldwide and offer companies optimal support in their various markets.”



Business Unit Digital & Semiconductor

Keys to the future

TÜVIT is building a state-of-the-art research laboratory for Quantum Key Distribution (QKD) systems in Essen. It is here that the foundations are being laid for the testing and certification of systems that enable secure data encryption using quantum technology.

Our digital world is home to more and more connected devices which are generating increasing volumes of data. And it is to protect these data that encryption systems are so very important. But quantum computers may well soon be in the position to crack classical encryption methods. This is because they offer a new type of data processing that is opening the door to previously unimagined computing power. “One common method of data encryption is what we call key exchange. In this process, two prime numbers are combined to create a very large number,” explains Sven Bettendorf, expert in quantum technology at TÜVIT. “A classical computer would need millions of years to get back to the original prime numbers. A quantum computer can do it in just a few minutes.”

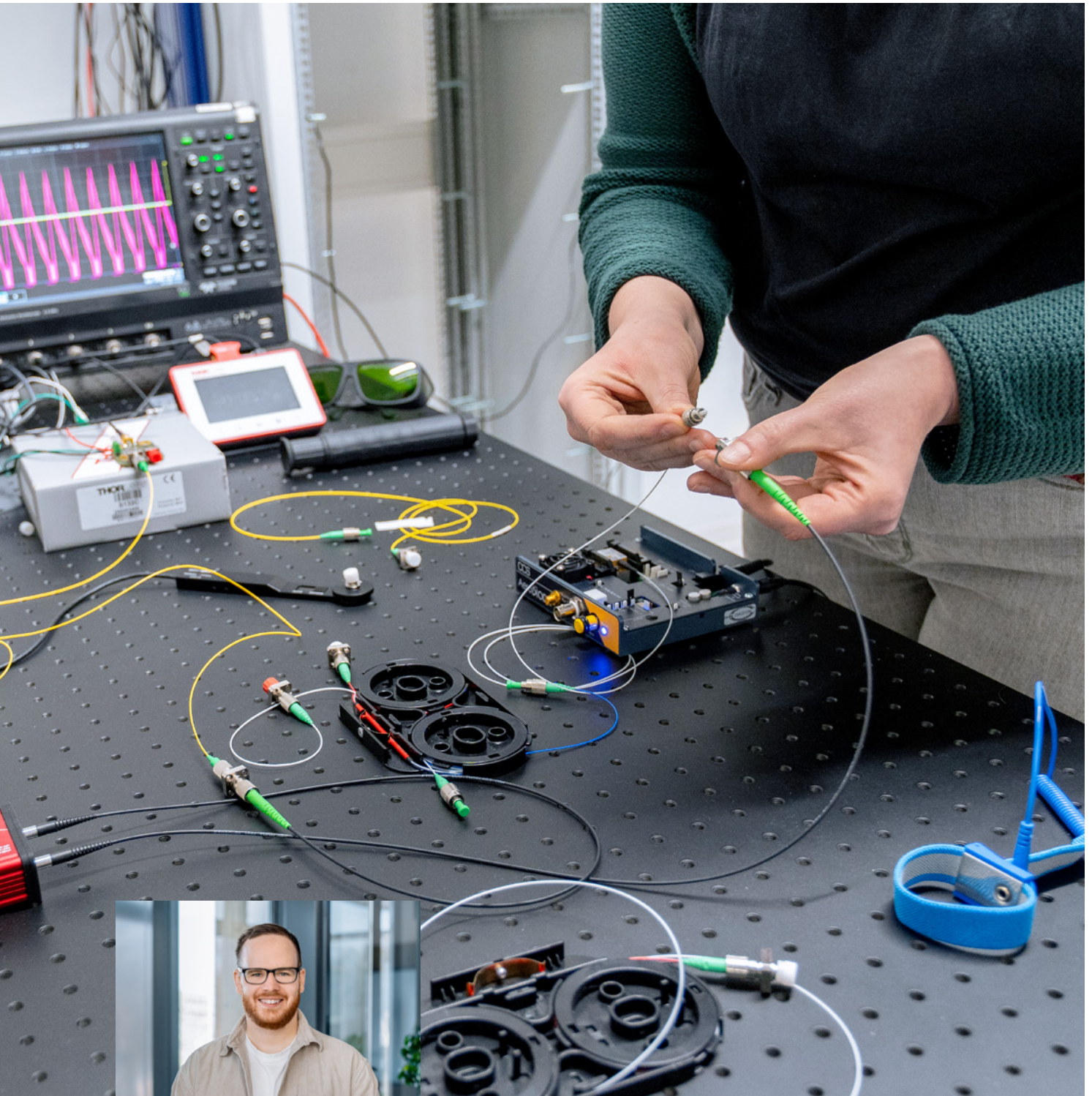
This is why new approaches to secure data encryption are needed – such as QKD, with which key exchange is based on physical laws. “This is basically beating quantum technology at its own game,” explains Mr. Bettendorf. However, some hurdles still remain to be overcome for this method to see practical use.

The aim of TÜVIT’s new research laboratory in Essen is to create the technological basis for the testing, qualification and certification of QKD components and systems. This has been made possible thanks to funding from the “Blueprint of a Certification Eco-System for QKD Systems and Applications” project being run under the aegis of the German Federal Ministry of Research, Technology and Space.

“There’s probably no other laboratory in the world that is so well positioned professionally in this field,” says Mr. Bettendorf. One special feature is its open optical laser laboratory, in which researchers can deliberately and precisely manipulate key device components using lasers and simulate possible attack scenarios.

The laboratory was completed in 2025, and trials are now beginning. “Our goal is to be in the position to carry out our first tests and certifications in 2027,” Mr. Bettendorf explains. In this way, TÜVIT is not only supporting manufacturers of QKD systems but also strengthening the role of German industry in this forward-looking technological field.





Sven Bettendorf, expert in quantum technology at TÜVIT

Jan Struve, Head of Fire and Explosion Protection at TÜV NORD EnSys, and **Burkhard Rose-Mende**, Head of business field Cyber Security Projects and Critical Infrastructures at TÜV NORD IT Secure Communications



Business Unit Energy & Resources

Protecting what sustains us

Whether they be power plants, airports or water utilities, critical infrastructures are the backbone of our society. TÜV NORD EnSys and TÜV NORD IT Secure Communications are now combining their expertise to provide system-relevant facilities with holistic protection – an offer that is unique in Germany.

For operators of critical infrastructures, malfunctions can have grave consequences. The pressure on these companies is increasing as they are having to arm themselves against a range of fundamentally different dangers, including natural disasters and cyberattacks. This is exactly where the new collaboration comes in.

Jan Struve is Head of Fire and Explosion Protection at TÜV NORD EnSys. His team has many years of experience of assessing safety-related issues relating to nuclear power plants and is therefore familiar with high-risk technologies. Burkhard Rose-Mende is Head of the business field Cyber Security Projects & Critical Infrastructures at TÜV NORD IT Secure Communications. These two experts are all set to combine the expertise of their respective fields to create an offer without precedent in Germany: Business Continuity Management, which combines physical safety with IT security. Their shared task is to give companies the tools and wherewithal they need to quickly resume or restore operations in the event of power outages, hacker attacks or fires.

“Many of our existing customers work with unconnected solutions, with fire protection in one silo and IT security in another. We’re now systematically bringing all of these into relationship with one another, and our work is being welcomed by clients,” explains Mr. Struve. In collaboration with the customer, his starting point is a systematic analysis of the risks, after which he arranges them in order of priority and works out suitable measures to counter them. The coronavirus pandemic and the war in Ukraine have shown that companies often do not know where they are vulnerable – until critical processes fail.

The implementation of the Network and Information Security Directive is prompting companies to act, Mr. Rose-Mende says: “The scope of application will be expanded and the requirements tightened.” The number of affected companies is expected to increase from its current level of about 4,500 to 29,500.

The idea for the cooperation arose out of practical experience: Data centres served as a blueprint and showed how valuable the combination of both disciplines is. The municipal utility market, in which both business units already have established customer relationships, looks particularly promising. With the integrated approach, customers benefit from the pooling of expertise, and TÜV NORD is optimally positioned in this growing market.



Business Unit Industry

Security through smart testing

For the first time, the Korean electronics manufacturer Samsung has commissioned TÜV NORD with the testing and certification of its smart home products – a sign of its commitment to cyber and data protection in connected environments.

Smart home products, ranging from intelligent refrigerators that keep track of their own contents to generate shopping lists to robot vacuum cleaners that improve their own navigation skills by recognising certain objects, can make everyday life easier. “A device becomes a smart home product when it gets connected to a network and interacts with its environment,” explains Matthias Springer, Senior Vice President for Functional Safety & Security at TÜV NORD. However, connecting more and more devices brings with it a weight of responsibility: To prevent devices from becoming gateways for hackers, manufacturers must secure their products against cyberattacks.

The Cyber Resilience Act (CRA) has set minimum requirements for IT security in the EU since 2024. TÜV NORD tests and certifies connected products for the Internet of Things (IoT) taking its cue from the ETSI with the ETSI EN 303 645 standard, which provides guidelines for compliance with the CRA.

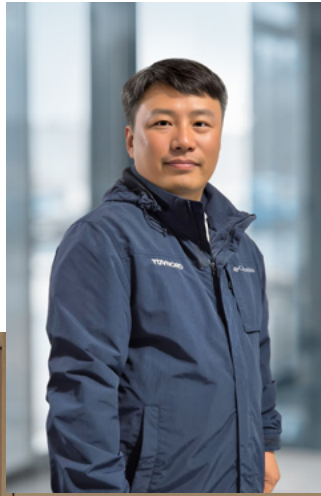
During the audit, manufacturers must, on the one hand, produce documentation to prove that their products meet certain safety criteria; on the other, the devices themselves are subjected to verification and validation tests. “Password protection, authentication and user documentation are the key points,” says Kim Youngcheon, engineer at TÜV NORD Korea.

For the first time, Samsung has had two ranges of robot vacuum cleaners, the Bespoke AI Jet Bot Stream and the Bespoke Jet Bot Combo tested along with a range of bespoke AI refrigerators – with success. The manufacturer-independent TÜV NORD “Certified Cybersecurity” test mark is intended to offer consumers better protection, provide guidance for purchase decisions and reduce security concerns.

“We’re very proud to have carried out the first IoT certification according to ETSI EN 303 645 for Samsung in collaboration with the team in Germany,” says Kim Soyeon, Assistant Engineering Manager at TÜV NORD Korea. “This project and the certification are a milestone in IoT cybersecurity and will set new standards for the market.”

The transitional phase of the CRA will finish at the end of 2027 – until then, the requirements will be gradually tightened. “We will keep pace with the regulations and continue to use our expertise to support our customers,” says Mr. Springer. The most important thing now is to tell the customers and raise awareness of the upcoming regulations, he adds.





Matthias Springer, Senior Vice President Functional Safety & Security at TÜV NORD, and **Kim Youngcheon**, an engineer at TÜV NORD Korea, alongside **Kim Soyeon**, Assistant Engineering Manager at TÜV NORD Korea





Gero Eggers, Product Developer and Product Manager at TÜV NORD Mobilität

Business Unit Mobility

Data diagnostics with a clear view

TÜV NORD Onboard Car Diagnosis represents an innovative solution for modern vehicles which makes digital inspections safer, more efficient and more transparent – and offers potential for other fields of application.

Modern cars have long been more than just a means of transport – they are now data storage devices on wheels. From navigation destinations to call logs and payment data, they collect enormous amounts of sensitive data over time, especially via smartphone connections. This means that vehicles are not exempt from the increasing regulatory requirements for digital information security.

A particularly risky juncture is the point when a car changes hands. “There are many scenarios in which it’s critically important to establish if particular information is still stored in the vehicle,” says Gero Eggers, Product Developer and Product Manager at TÜV NORD Mobilität.

The concerns extend beyond mere unprotected data to include manipulated mileage and concealed faults. This is exactly where the TÜV NORD Onboard Car Diagnosis comes in. The system uses the on-board diagnostic interface to connect to the vehicle and delivers a comprehensive analysis within minutes. As a one-dongle solution, it combines several services: Personal information is cleaned up (using an app) in compliance with GDPR, technical problems are brought to light by an error memory analysis, and the mileage and vehicle identification number are checked for plausibility. For this innovative solution, the system was recognised as one of the top-3 innovations in the “Electrical/electronic systems & software” category of the Best of Industry Award 2025, Mr. Eggers reports. “It’s amazing how many vehicles do actually get manipulated,” Mr. Eggers reports. The TÜV NORD Onboard Car Diagnosis detects which control units have been used to store mileage and identification numbers and reliably detects discrepancies. Installed spare parts can also be checked for “false identity” by the same means.

The solution is also opening up further perspectives. “We have lots of ideas for additional applications – for different services, customer groups and vehicle types,” Mr. Eggers explains. The latest addition to the portfolio is a battery check for electric vehicles, which can be used to reliably assess the condition of the traction battery in an EV. All collected data are anonymised and stored on secure servers. As well as meeting current data protection requirements, the TÜV NORD Onboard Car Diagnosis is thus also laying the foundations for further analyses. “In the long term it will be possible to evaluate this data pool and use it to improve road safety,” says Mr. Eggers.

Business Unit People & Empowerment

Fit for cyber protection

Cybersecurity no longer only affects large corporations – SMEs are also increasingly being targeted by hackers. With the TÜV NORD Akademie’s NIS-2 expert training course, companies can precisely target the measures they need to become resilient and meet the new legal requirements.

The threat posed by cyberattacks is growing as digitalisation continues to spread. It is for this reason that the European Union has fundamentally revised its Directive for Network and Information Security. “The requirements have been dramatically tightened,” explains Melanie Braunschweig, Product Manager at the TÜV NORD Akademie. The new NIS 2 Directive (EU) 2022/2555 will oblige not only operators of critical infrastructures but also numerous medium-sized and large companies from other sectors to implement stricter standards in cyber resilience. The TÜV NORD Akademie responded very early to these changes. “Close market observation and open communication enabled us to pioneer a tailor-made training programme,” says Ms. Braunschweig.

Depending on size and annual turnover, some 30,000 companies in Germany from 18 sectors are affected, including digital services, public administration and food production. What is new is the insistence on the personal responsibility of management: Directors and senior executives must ensure that risk management measures are implemented and monitored. They are obliged to complete appropriate training – and, in the event of violations, they will be personally liable. But motivation to act should not come solely from the legal requirements. “It’s important to communicate the importance of security to employees and to be well prepared for emergencies,” emphasises Diana Kühn, Account Manager at the TÜV NORD Akademie.

To support managers and directors in their duties, the TÜV NORD Akademie offers three training courses with different focuses. Another component of the comprehensive training programme for cyber and information security is the four-day certificate course entitled “NIS-2 Expert (TÜV)”, which is aimed at security and IT managers. “Participants leave the seminar with an understanding of the legal requirements and the ability to apply them to their company,” Ms. Braunschweig says.

The course has been successfully held eleven times since September 2024, and at least 18 more training dates are planned for 2026. “The increase in demand has vindicated our early strategic orientation and confirms our expertise in practical communication,” Ms. Kühn says.





Melanie Braunschweig, Product Manager at the TÜV NORD Akademie, and **Diana Kühn**, Account Manager at the TÜV NORD Akademie

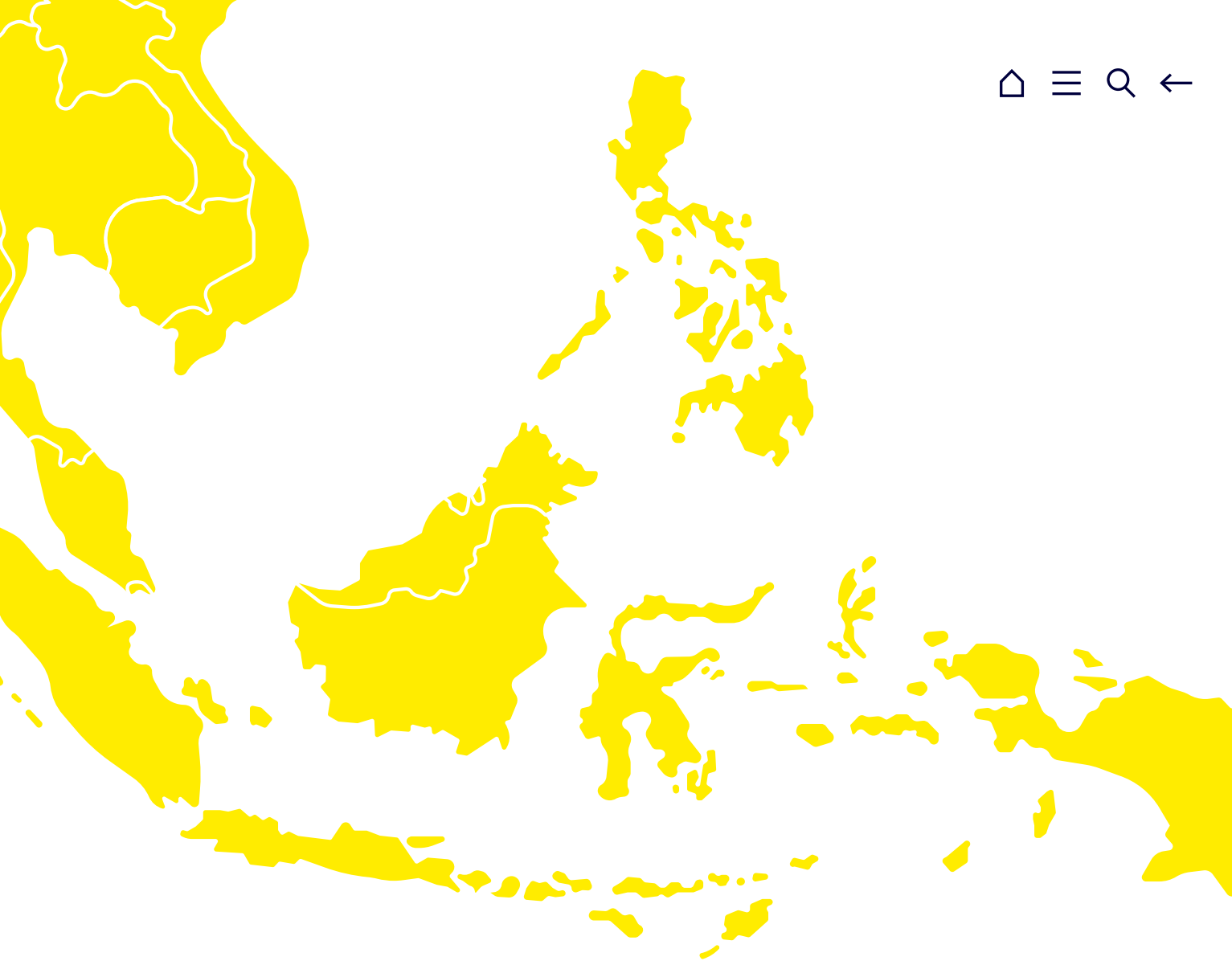


Digital transformation launched in Indonesia



The Digital Hub SEA is the launchpad for a cloud-first platform that will connect international units and enable a new digital way of working. According to Dr. Jörg Aign, Managing Director of TÜV NORD International, Southeast Asia is serving as a pilot region for the development of a resilient blueprint for global transformation in a dynamic environment, with a focus on AI-supported productivity and security.

Dr. Jörg Aign, Managing Director of TÜV NORD International



What’s the idea behind the Digital Hub SEA?

The Digital Hub SEA is the launchpad for our cloud-first platform, which will one day connect all our international units and create the basis for a new, digital way of working. You could say that we’re laying a secure foundation on which to build an entire digital house. We’re developing the platform in a protected environment with the aim of optimising it and then rolling it out globally. In this way, we’re creating the basis for AI-supported productivity, globally standardised processes and new digital services.

Why was Southeast Asia, especially Indonesia, chosen as a pilot region?

Southeast Asia is one of the world’s most dynamic economic regions: More than 680 million people live here; the digital economy has surged to a gross merchandise value of more than 300 billion US dollars and growth rates of around 4.5 percent. We’ve selected Indonesia for the development and secure trialling of the new platform. Indonesia offers us ideal conditions to quickly gain experience and develop a resilient blueprint for global transformation. We aim to roll out the platform globally as soon as possible for the use of Microsoft’s Copilot. By relieving our employees of routine tasks and helping them with multi-layered evaluations and analyses, we will increase their personal productivity.

So the goal is to increase productivity, standardise and automate processes, and merge data?

That's right, but it's only the beginning. We're talking about a multidimensional transformation. Alongside the increase in productivity I mentioned earlier, we're automating complex business processes using power apps, Copilot Studio, and Foundry IQ. These tools are helping us develop digital solutions and optimise business processes. The idea is to quickly and reliably merge data from multiple storage locations for ease of use. We want to digitalise business processes quickly without having to bring in IT specialists. And we aim to develop new digital products. This isn't just about efficiency; it's also about realigning the way we work and developing new opportunities for the Group.

How will that work in concrete terms?

Summarising e-mails, drafting texts and analysing data are all tasks that Microsoft Copilot can perform well. At a later date we aim to use AI-supported software, or agents, to automatically develop specific tasks. These agents will then support us in complex tasks. But always under human control. AI is a helping "hand" that will relieve of us of donkey work: Copilot can automatically create multilingual notes during a meeting and summarise the most important decisions live. This means that all the participants are immediately on the same page – without having to redo the notes or overcome language barriers. This is an example of what we're testing in Southeast Asia, with the aim of making it available to everyone in the Group as soon as possible.

Can you trust AI, especially when it comes to solving complex tasks?

If anything, it's in the area of complex tasks that AI is likely to come into its own in the future. The necessary trust will be built up through transparency and experience. We're relying on the "human in the loop" principle here. AI, as I said, is just the helping hand. Modern data platforms like Microsoft Fabric IQ go way beyond simply collecting and storing information. They connect data from many sources, preparing them intelligently and rendering them usable for analytics, AI models and automation. The result is a true "intelligence platform" that transforms data into knowledge, forecasts and concrete recommendations. Foundry IQ then builds on this as a knowledge and context layer for AI agents, enabling the development, training and secure operation of AI solutions that can be integrated directly into business processes, such as predictive analytics, automated workflows or intelligent decision support in areas like finance, operations or strategy. This means that information is always up-to-date, secure and scalable. AI can recognise complex relationships and make concrete recommendations, but it will always be down to humans to evaluate them. All the processes are transparent at all times.



The Indonesian team is working single-mindedly on forward-looking digitalisation projects.



Building an infrastructure for data integration – merging data from different sources.

Increasing business productivity by automating complex business processes using AI and power apps.



Increasing personal productivity through the use of AI in routine activities.



AI doesn't necessarily run on individual laptops, but tends to be server-based, right?

That's correct. We've adopted a hybrid IT architecture that combines cloud and on-premises infrastructure. The intelligence lies in the cloud, where we can guarantee scale, security and performance. Sensitive data and confidential work are specifically protected and, where necessary, processed in specially secured cloud environments or locally.

Do you intend to use the knowledge acquired in Southeast Asia in other regions too?

Learning, scaling and reusing are what the project is all about. What we're developing in Southeast Asia will be the blueprint for all other regions. And we're going to go even further. Good solutions that emerge anywhere in the world will be shared globally. In this way, we'll avoid duplication of effort, increase our efficiency and accelerate the introduction of new technologies worldwide.



After the kick-off event for the Power platform, the committed and motivated Indonesian team is getting to grips with the tasks that await them.



The Digital Hub SEA is the launchpad for our cloud-first platform, which will one day connect all our international units and create the basis for a new, digital way of working.

Good solutions that emerge anywhere in the world will be shared globally. In this way, we'll avoid duplication of effort, increase our efficiency and accelerate the introduction of new technologies worldwide.



“Our Digital Hub SEA will make us faster, more efficient and more secure. It will also open up new business fields for us.”

Dr. Jörg Aign, Managing Director of TÜV NORD International

This will have an impact on the entire Group, won't it?

That's the vision in a nutshell. Southeast Asia is the launchpad for our fundamental global IT transformation. In the end, we're all going to be working on a secure, cloud-first and AI-enabled platform. This will make the TÜV NORD GROUP an agile, data-driven and trustworthy partner – with security as its immovable foundation.

Digital security is an important issue: Have you factored it into your calculations?

Our platform is founded on security. We're placing our reliance on a modern security architecture with “Zero Trust” as its basic principle. This means that no user, device or application is ever automatically trusted, whether it's inside or outside the corporate network. Every access is consistently checked, every authorisation restricted to what is absolutely necessary and also time-limited. This prevents attackers from spreading throughout the system, even if they should manage to compromise one access point.

Could a platform like this contribute to the development of the company?

Yes, enormously. It will make us faster, more efficient and more secure. But above all, it will open up new business fields: Data-based services, digital test models, AI-supported analyses, to name just a few. It will transform us into a data-driven company, integrating AI into our processes and enabling us to develop new business models. In other words, the platform is going to be the foundation for sustainable success and the future of our business. We're learning, trying things out, discovering new ways of working together and developing step by step. The key thing for us will be to go down this path as a team. AI will support us, expand our range of opportunities and give us humans, with all our knowledge, the freedom to be and stay unbeatable. Together, we're going to shape the future of our company, and that's exactly where our success will lie.

Sus tain ability Report

Sustainability and responsibility are integral components of the TÜV NORD GROUP's business policy. In this chapter, we provide an overview of how we are implementing our Sustainability Strategy 2030 in the TÜV NORD GROUP in respect of the three sustainability fields of Company, People and Environment.

We shed light on the topics that are relevant to us, show the status of selected goals and measures, and classify key developments from the reporting period. For more information, please refer to the detailed Sustainability Report, which is available as a separate document and complements the contents of this chapter.

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The detailed Sustainability Report 2025 can be found here: www.tuev-nord-group.com/en/sustainability-report

At a glance

1,380  employees

have taken advantage of our **subsidisation of the Deutschlandticket railcard**

53% 

of the **newly ordered company cars** in the German fleet are **electric vehicles**

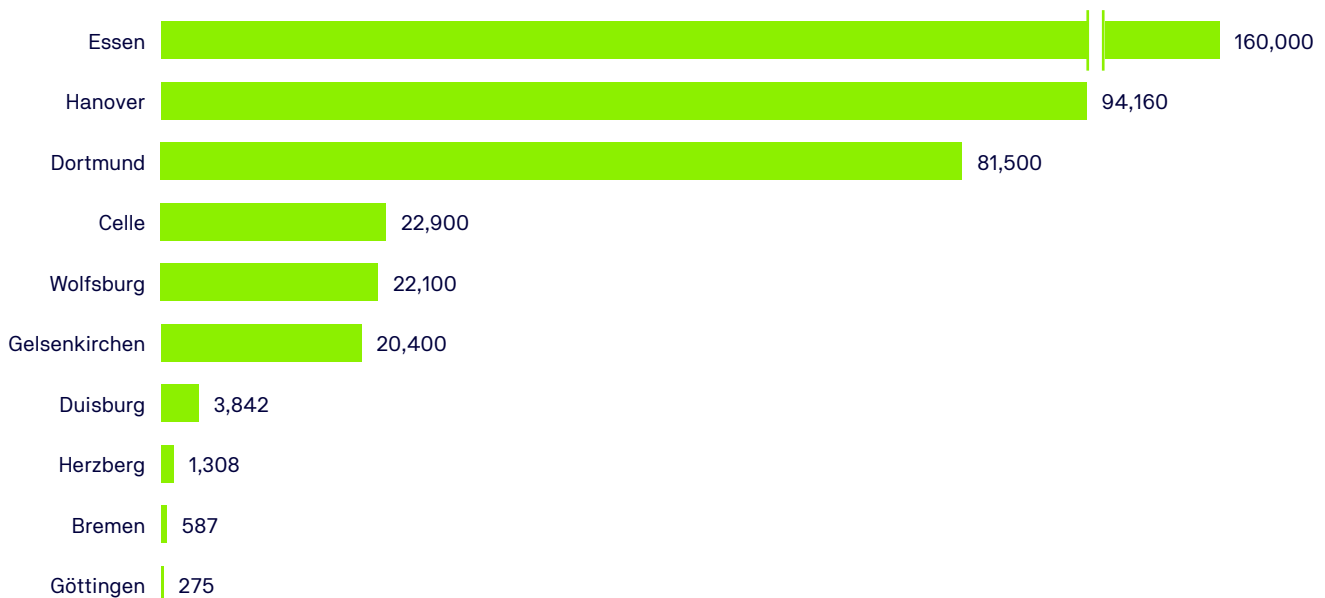
Total 
407,072 kWh

of **electricity** was generated by the TÜV NORD GROUP's **own PV systems** in Germany

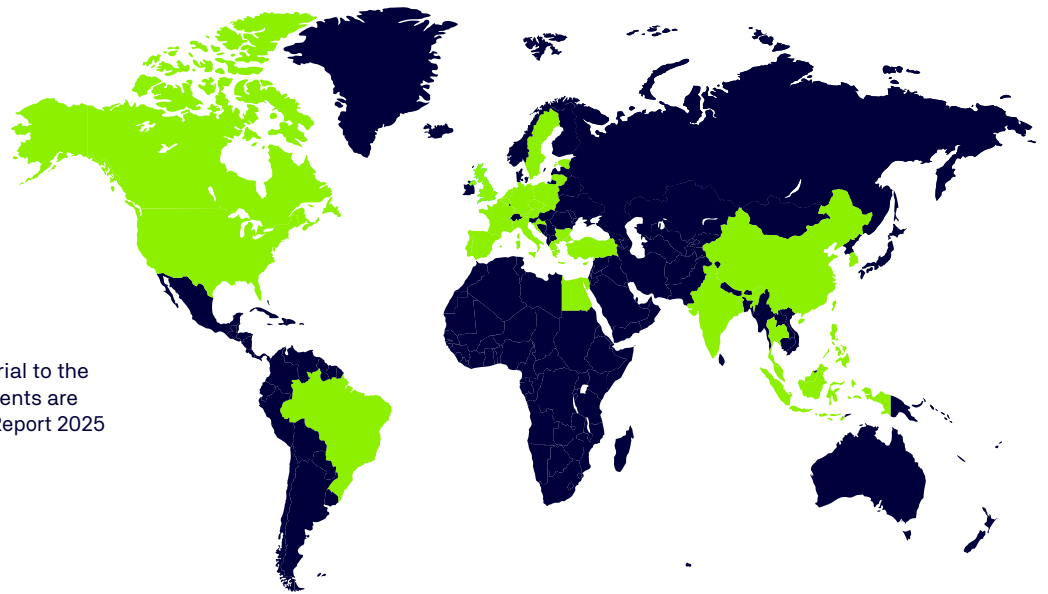
Roughly 
8,500 t CO₂e

was saved in Scope 2 by **using renewable energies** compared to the conventional electricity mix, in particular **through the company's own PV power generation** and the purchase of **certified green electricity** in Germany

Electricity produced by PV systems on TÜV NORD GROUP buildings (in kWh)



Locations of the companies included in sustainability reporting



All companies that are material to the consolidated financial statements are included in the Sustainability Report 2025



In 2025, the TÜV NORD GROUP was once again awarded the **EcoVadis Platinum Medal**



External certification of the integrated management system according to ISO 9001, 14001 and 45001 and **extension of the group certificate** by 8 further individual certifications

WE SUPPORT



Participation in the **UN Global Compact** confirmed by submission of the Communication on Progress

Only sustainable companies will be fit for the future

Interview with Ringo Schmelzer,
Chief Operating Officer of TÜV NORD AG

Mr. Schmelzer, how important is sustainability in the TÜV NORD GROUP?

Sustainability is more than just another field of action for us – it's a key driver of our activities and is firmly embedded in the Group strategy. We are consistently developing our ambitions, both in Germany and internationally. Our Sustainability Strategy 2030 underlines this clear course and combines economic strength with responsible action.

Even if the issue is hardly generating any media interest at the moment, long-term success is going to be the preserve of those companies that systematically integrate sustainability into their business models and processes. Sustainability is increasingly becoming a prerequisite for market access, partnerships and orders – for us and for our customers.

Consequently, we're continuing to expand our portfolio in this direction, especially internationally. Our aim is to stand with our customers as a reliable expert partner as they navigate their way into a sustainable future – supporting them with everything from the energy transition, mobility solutions and further training opportunities to certifications of environmental and social standards.

How are you implementing sustainability measures in the Group?

It's all about focusing on the essential questions. We know very well where we can make the biggest contributions to sustainable development, so that's where we're pooling our strengths. Teamwork and communication are key; everyone involved needs to know where things are going. We've established sustainability coordinators in the business units, whose job it is to disseminate our measures throughout the Group. They're raising awareness among our employees, asking questions like what a diverse corporate culture means for our success and how our employees can contribute to reducing greenhouse gas emissions or conserving resources in their everyday work. The deeper the understanding of the common goal, the greater the motivation in the teams.

How can economic stability and sustainability goals be reconciled?

For me, sustainability, innovation and economic stability are all of a piece. Economic stability can't be maintained in the long term without sustainability. A strong commitment to sustainability is building customer confidence and helping us identify and mitigate risks, be they with regard to the environment, social issues or governance. This will contribute to the stability and security of the company.

“A strong commitment to sustainability is building customer confidence and helping us identify and mitigate risks.”

Ringo Schmelzer, Chief Operating Officer



What has the TÜV NORD GROUP achieved in 2025?

I'd like to cite just two examples, if I may. We've taken a big step forward in electric mobility in our fleet. More and more employees are taking advantage of our attractive offers, there-by promoting a forward-looking mobility culture.

I'm especially pleased that we've been able to implement further sustainability-related certifications in TÜV NORD companies in Germany and abroad. These include environmental management in accordance with ISO 14001 and energy management in line with ISO 50001. That we're well positioned here is amply demonstrated by the award of the platinum EcoVadis medal, which we received for the second time in a row.

What are your priorities for 2026?

Efficiency is becoming a decisive success factor. We will continue to work very hard on automating processes and reporting. The use of new technologies like AI is also playing a key role in this. Every country has its own special circumstances when it comes to sustainability. We're going to work together to analyse where new sustainability measures can be created or optimised.

And of course, we're consistently pushing ahead with the reduction of our greenhouse gas emissions. We see this as a task for society as a whole. The essential foundations have been laid – and now it's time for optimisation. To this end, we're focusing on selected areas within our value chain.

In a word, we can be justifiably proud of what we've achieved. Now I'm looking forward to working with our global teams to actively shape what happens next.

Double materiality analysis 2025

To determine our material impacts, risks and opportunities, we conducted a double materiality analysis in 2025. The focus was on updating and supplementing the existing IROs (Impact, Risk, Opportunity). Where required, these have been rendered more specific, and new, industry-specific IROs have been added. We have also intensified our investigation of the systematic dependencies between the impacts, risks and opportunities identified.

Identification of impacts, risks and opportunities

The 2025 analysis is based on the IROs identified in the previous year's analysis. In the first step, these were reviewed for completeness and continued relevance. We then added new relevant aspects to the list of IROs. In addition, all IROs were examined for links to physical or transitory climate-related factors (→ more information can be found in the full Sustainability Report 2025, ESRS E1). The interim result was coordinated with the Sustainability Council, which consists of representatives of the business units and divisions. These completed the IRO list from their particular perspectives and added missing IROs.

Assessment of IROs

The identified IROs were assessed in two steps. To start with, all IROs were pre-assessed by TÜV NORD AG's sustainability management. All IROs whose relevance was rated as high or very high were included in the further assessment in accordance with the criteria of the European Sustainability Reporting Standards (ESRS). The assessment was based on scale, scope, immutability and likelihood of occurrence. The final assessment was then carried out by experts from the TÜV NORD GROUP using a standardised questionnaire. This group is made up of representatives of the central functions of TÜV NORD AG and the Group Division International.

Determination of the threshold value and the material IROs

When setting the threshold value, we were guided by what is customary in risk and opportunity management. Topics where this threshold were exceeded were directly classified as material. There was also a separate category for topics that did not exceed the threshold value but were nevertheless classified as important based on the assessment. We included these topics as issues warranting observation and tasked the sustainability management with their case-by-case investigation to decide whether they should just continue to be monitored or be classified as material. All topics below this separate category are considered non-material for the purposes of the ESRS.

Validation and communication of results

The results were then presented for validation to the Sustainability Council and the other individuals involved. After final consultation, the results were submitted to the Group Executive Committee for approval.

The main IROs confirm the three sustainability fields – Company, People and Environment – that have previously been central to the TÜV NORD GROUP's strategic orientation. In the Company sustainability field, the issue of compliance remains. The People sustainability field is divided into aspects related to the company's own employees, on the one hand, and to consumers and end users, on the other. For our own workforce, the topics working conditions, inclusion, diversity, and equal opportunity, as well as continuing education and professional development, were once again identified as relevant and further developed in terms of content. One new addition has been the topic of collaboration with freelancers. In respect of consumers and end users, the focus is on the TÜV NORD GROUP's service portfolio and its added value for safety, sustainability and quality. In the Environment sustainability field, the existing issue of greenhouse gas emissions was confirmed as material.

No.	Topic	IRO	Type	Time horizon			Value chain			
				🕒	🕒	🕒	>	📅	🔗	<
ESRS E1 Climate change										
1.	Greenhouse gas emissions	Greenhouse gas emissions generated in the course of the TÜV NORD GROUP's business activities are contributing to climate change.	Actual negative impact	■	□	□	□	■	□	□
ESRS S1 Own workforce										
2.	Working conditions	Thanks to its business model and the company's heterogeneity, the TÜV NORD GROUP offers its employees an attractive, flexible and, above all, secure workplace.	Actual positive impact	■	□	□	□	□	■	□
3.	Inclusion, diversity and equal opportunities	By promoting inclusion, diversity and equal opportunities, the TÜV NORD GROUP is helping to break down barriers and create equal opportunities for all employees, regardless of gender, ethnicity, age, sexual orientation or other protected characteristics.	Actual positive impact	□	■	□	□	■	□	□
4.	Training and employee development	Supporting its employees with targeted training and development programmes is enabling the TÜV NORD GROUP to raise the qualification level of its employees. This may have a positive effect on individual employee satisfaction.	Actual positive impact	■	□	□	□	■	□	□
5.		Employees can expand their skills and knowledge through targeted training and development opportunities. This is helping the company to keep pace with technological change and market trends and to stay competitive.	Financial opportunity	□	□	■	□	■	□	□
6.		Without targeted personnel development, it would be difficult to develop the skills and competencies required by the company. This could lead to a shortage of qualified employees, which might affect the company's performance and productivity, along with its competitiveness. Qualified employees may also leave the company if they are not offered sufficient opportunities for personal development.	Financial risk	□	■	□	□	■	□	□
7.	Collaboration with freelancers	Working with freelancers is one way for the TÜV NORD GROUP to act more flexibly in the market.	Financial opportunity	■	□	□	■	□	■	□
ESRS S4 Consumers and end users										
8.	Safety, sustainability and quality through services	The TÜV NORD GROUP uses its services to identify potential hazards and operational risks in customer processes, thereby helping to improve safety in customer companies and reduce accidents.	Actual positive impact	■	□	□	□	□	■	■
9.		The TÜV NORD GROUP is supporting other companies in their efforts to become more sustainable and helping them develop solutions for their adaptation to climate change.	Actual positive impact	■	□	□	□	□	■	■
10.		The TÜV NORD GROUP provides services to ensure that products/processes meet safety and quality standards and to protect end users from potential hazards. These partnerships are contributing to a fairer and more sustainable future.	Actual positive impact	■	□	□	□	□	■	■
ESRS G1 Business conduct										
11.	Compliance	Corruption and bribery of TÜV NORD GROUP employees could have a negative impact on the provision of services or the awarding of contracts.	Potentially negative impact	■	□	□	□	■	□	□
12.		A strong compliance culture is improving the image of the TÜV NORD GROUP, increasing customer satisfaction and preventing financial losses due to corruption fines.	Financial opportunity	■	□	□	□	■	□	□

🕒 Short term 🕒 Medium term 🕒 Long term > Upstream 📅 Own activities 🔗 Business model < Downstream

Our Sustainability Strategy 2030

Further development of the Sustainability Strategy

Sustainability and responsibility are central to the corporate identity of the TÜV NORD GROUP. This is reflected in both our Code of Conduct and our Group Strategy **HORIZON2030**. Sustainability is one of our six strategic directions and is therefore embedded in the strategic orientation of the TÜV NORD GROUP. Based on **HORIZON2030**, the sub-strategies of our six business units also define sustainability-related goals and measures for their own operations. Building on the sustainability direction, we have further developed our Sustainability Strategy up to 2030. Alongside the focus on sustainability, the strategic direction People & Culture has also been incorporated into the new strategy. The three sustainability fields of Company, People and Environment thus continue to form the framework for our sustainable orientation. The close alignment of the strategies of the Group, the business units, and sustainability strengthens the consistent focus of our strategic work. Sustainability thus continues to have an integral role in the TÜV NORD GROUP's strategic decisions. International guidelines, in particular selected Sustainable Development Goals (SDGs), complement the strategy and underscore our global responsibility.

Managing sustainability in the TÜV NORD GROUP

Responsibility for sustainability lies with the Chief Operating Officer (COO) of the TÜV NORD GROUP. The COO is supported by the Sustainability Management of TÜV NORD AG, which is responsible for the strategic orientation, coordination and processing of overarching sustainability-related activities. At business unit level, responsibility for sustainability resides with the respective CEOs. Together with the Board of Management of TÜV NORD AG, they constitute the Group Executive Committee. The Group Executive Committee is provided with information about key Group-wide sustainability topics and makes the final decision on them. The CEOs of the business units appoint Sustainability Coordinators to support them, who are responsible for managing and developing sustainable activity in the respective business units. At company or central function level, the management or divisional management concerned is in each case responsible for sustainability issues.

Within the TÜV NORD GROUP, sustainability is integrated into the corporate structure by steering committees. The Sustainability Council, led by the Sustainability Management of TÜV NORD AG, is central. The Council is made up of the Sustainability Coordinators of the Business Units, Group Divisions and Central Functions. It initiates Group-wide sustainability projects and prepares well-founded decisions and recommendations for the Group Executive Committee. The members also manage project groups for the implementation of sustainability-related initiatives and measures. At the same time, the Sustainability Council serves as a platform for regular dialogue on current sustainability topics and activities that are having an impact on the sustainability management of the TÜV NORD GROUP. The Council usually meets every two months.

The Group companies have Sustainability Officers who, in consultation with the Sustainability Coordinators of the higher-level business units, implement relevant requirements within the Group company.

Our goals in the three sustainability fields: Company, People and Environment




Our Sustainability Strategy 2030 continues to focus on the three sustainability fields of Company, People and Environment. These were confirmed once again by the double materiality analysis in 2025. For each sustainability field, we have defined a guiding principle, goals, measures and KPIs. The guiding principle and the associated goals of each sustainability field are shown in the table on page 47. Information on specific measures is listed in the chapters on the sustainability fields.

The central goals in the Company sustainability field include the strategic expansion of our social commitment and the further internationalisation of our sustainability activities. We are working closely with our subsidiaries worldwide to take local conditions into account when developing our measures and to make optimal use of sustainability potential. Another focus is on positioning the TÜV NORD GROUP as a sustainability role model. To this end, we regularly undergo external assessments, of which EcoVadis is an example.

In the People sustainability field, the focus is on our employees, the working environment and our attractiveness as an employer. An inspiring work culture characterised by development, innovation and collaboration contributes to the TÜV NORD GROUP's attractiveness as an employer and promotes long-term employee loyalty. One key element of this is talent management. The targeted identification and promotion of talent increases employee satisfaction and ensures succession planning when it comes to generational change. The establishment of a corporate and management culture that focuses on internationality, development and diversity is another important aspect of our positioning for the future.

For the TÜV NORD GROUP, environmental protection is the key to long-term success. It is for this reason that the focus of the Environment sustainability field continues to be on reducing

Greenhouse gas (GHG) emissions. In the first instance, the targets and measures are focused on reducing Scope 1 and Scope 2 emissions. For our long-term goal of greenhouse-gas neutrality by 2050, we are currently developing concrete Scope 3 targets, based on the 1.5 degree target enshrined in the Paris Agreement. Another key component in the Environment sustainability field is the expansion of our environmental and energy management system as part of our integrated management system. The internal management systems are being expanded and developed, taking into account current insights and requirements. This development is focused on the ISO 14001 and ISO 50001 certifications. All this is helping us to identify, assess and manage relevant environmental and energy-related aspects and risks. By systematically identifying potential risks and taking effective measures to mitigate them, our Group companies are creating a solid foundation for their sustainable orientation.

Sustainability field	Guiding principle	Objectives
Company		
	Innovative and pioneering for international success	<ul style="list-style-type: none"> ■ To position the TÜV NORD GROUP as a sustainability role model ■ Further development of social commitment ■ Expansion and internationalisation of sustainability activities
People		
	Attract, develop and retain talent through development, innovation and collaboration	<ul style="list-style-type: none"> ■ To build a corporate culture with a focus on internationality, employee development and diversity ■ Targeted talent development ■ To strengthen employer attractiveness for the long-term retention and recruitment of employees
Environment		
	Climate protection as an enabler for sustainable success	<ul style="list-style-type: none"> ■ To reduce Scope 1 and 2 greenhouse gas emissions by 50% by 2030 ■ Further development of climate and environmental management

Monitoring sustainability-related goals

Progress on the goals and measures described above is reviewed during the year as part of strategic monitoring. This enables us to evaluate the effectiveness of the implemented measures in a targeted manner and to make appropriate adjustments if necessary. Other key figures are collected annually in the context of reporting and externally audited.

Highlights of 2025

With their commitment and hard work, the employees of the TÜV NORD GROUP are making a significant contribution to the alignment of our company with sustainability topics. This diversity is impressively showcased by the selected examples from the three sustainability fields.



Company

“The combination of data analysis and AI offers enormous potential to increase traffic safety and the well-being of vehicle occupants. This development now requires further research to safeguard security, reliability and privacy.”

Marija Steinmeier, Head of Strategy and Innovation Management,
TÜV NORD Mobilität

Health assistance systems in vehicles can detect critical situations at an early stage, for example by monitoring health data. It was against this backdrop that TÜV NORD Mobilität joined forces with the Innovation Institute to carry out the “Automotive Health Study 2025”. The study focused on the question of how smart sensor technology, AI and continuous in-vehicle data analysis can ensure greater safety in road traffic. The study was based on the “Vision Zero” goal of the Federal Ministry of Digital and Transport to reduce the number of traffic fatalities

by 40 percent by 2030. The study identifies functions such as cardiovascular assistance, blood glucose monitoring, oxygen regulation and stress adaptation as effective approaches to reducing the risk of accidents. With the help of technology, drivers can be informed in good time of acute medical events and potential risks to allow them to avoid accidents. This comprehensive analysis shows for the first time the significant potential of combining digitalisation and health to improve driving safety.

The foundation of the PROUD Community in 2024 was an important step for queer employees of the TÜV NORD GROUP. It offers a visible space for the confidential exchange of experiences and concerns. The community connects queer colleagues and allies across the Group and meets every month for the exchange of ideas and planning of concrete measures. In 2025, the PROUD community marked the start of its work with the organisation of two workshops. The first workshop, which took place as part of PRIDE DAY 2025, addressed barriers in the everyday work of queer employees as well as possible courses of action in the event of discrimination. The second workshop analysed the portrayal of queer people in the media. The community also set visible signs by raising flags at the Hamburg, Hanover and Essen locations and participating in the "Hamburg zeigt Flagge" Pride event.



"The PROUD community makes it clear how important visibility and support are in day-to-day work. We're also delighted to be able to welcome numerous allies with the community who are helping us to take action against discrimination and grievances and to promote diversity and acceptance."

Jan Billen, Team Assistant to the Executive Board, TÜV NORD Akademie



People

The Green Horizon Challenge enabled employees of the business unit Digital & Semiconductor to contribute their own sustainable and innovative ideas and work together to develop them. The aim was to identify effective measures and to enhance awareness of sustainability as a strategic thrust of the corporate strategy. The challenge also promoted the integration of the business unit, which arose out of a merger in 2025, and paved the way for employees from different companies and countries to collaborate in a joint project.

Once the ideas had been submitted, international teams worked on fleshing out selected proposals. Five proposals made it through to the final phase and were presented to the business unit leads. First place went to the idea entitled "Eco habits at work". This focuses on raising awareness through everyday routines such as switching off lights, PCs and heaters to save energy, lower costs and reduce resource consumption. The implementation of this idea promises to deliver not only ecological benefits but also financial savings and a permanent change in working habits.



"The project has shown how creative approaches and international cooperation can lead to sustainable solutions. We're now moving into the specific implementation phase. Here, we want to use success stories, interactive elements and digital tools to achieve long-term change."

Christian Ornaghi, IT Manager, ALTER FRANCE



Environment

Company



Current status of key goals in the Company sustainability field

Objective	As of 2025	Key actions
Internationalisation of sustainability activities		
Expansion and internationalisation of sustainability activities	Regular topic-specific dialogue is taking place Local measures have been implemented	Implementation of expanded communication formats with a focus on sustainability to pave the way to more dialogue on quality assurance between international companies
Compliance		
100% of compliance cases, including cases under the General Equal Treatment Act (Allgemeines Gleichbehandlungsgesetz, AGG), are generally processed and concluded within an internally defined period	85% of compliance cases were dealt with on time; in justified individual cases, the deadline was missed due to the scope of the examination (complexity) and dependencies on other investigations	Establishment of a whistleblower system to report compliance and AGG violations and for the structured processing of those violations
100% of existing employees have access to compliance training	All existing employees already have the opportunity to take advantage of compliance training through various channels; the trainings on offer will be further expanded in the future	Communication offensive and training courses carried out
Safety, sustainability and quality through services		
Offering sustainable services	Ongoing evaluation	Sustainability assessments of innovation projects are ensuring that new solutions contribute to safety, quality and sustainable development

Compliance and integrity are key foundations for responsible corporate governance within the TÜV NORD GROUP. Our customers trust that our services are provided independently, in accordance with the rules and transparently to make their processes safer and improve their quality. Good corporate governance is therefore not only an internal control instrument but also the prerequisite for the reliable satisfaction of market expectations and regulatory requirements.

The governance structures of the TÜV NORD GROUP are aligned with the Three Lines Model. Three central instances ensure the regularity and correctness of business processes and organisational structures along with the effectiveness of the internal control system. The operational management (first line) is responsible for day-to-day business and manages operational risks. Functions such as Quality Management, Risk Management, Controlling, Law and Compliance (second line) support this management and set guardrails. The Group Audit Department (Third Line) independently reviews the effectiveness of the

existing processes and controls. The compliance management system (CMS) is accordingly an integral part of the internal control system. The values and guidelines of the TÜV NORD GROUP, along with our mission statement, offer guidance for the daily actions of our employees. The Code of Conduct fleshes out these principles and is anchored in the organisation as part of the CMS. In addition, relevant corporate guidelines define roles, responsibilities and processes to ensure compliance with the rules as well as clear complaints procedures.

The TÜV NORD GROUP bases its sustainability activities on the SDGs of the United Nations, among other things. The particular focus of the Company sustainability field is on Goals 8 and 9.



Measures and highlights

Internationalisation of sustainability activities

As a globally active company, the TÜV NORD GROUP has sites on all continents. In view of country-specific circumstances, the increasing internationalisation of sustainability activities requires individual analyses and tailored measures. In recent years, sustainability services that can be implemented locally have been increasingly identified and implemented. For example, a new PV system was installed on the roof of TÜV NORD Indonesia's laboratories to reduce the company's Scope 2 emissions. TÜV NORD Nederland electrified 50 percent of its fleet in 2025. The governance structures were additionally strengthened care of an internationally harmonised compliance training programme and the revision of the Supplier Code, among other things. The revised Supplier Code of Conduct sets out the requirements in the area of human rights and the environment and has been rolled out throughout the Group.

50% 

of TÜV NORD Nederland's **fleet** has been **electrified** as planned

Integrity and trust through compliance

A central component of the CMS is the TÜV NORD GROUP's whistleblower system. In this system, information can be reported confidentially and, if desired, anonymously via an IT tool and an external ombudsperson. Automated processes are used to clearly assign and process incoming cases and to protect the whistleblower from retaliation. To promote awareness of the whistleblower system worldwide, a communication offensive was actively promoted in 2025. As a preventive measure, the TÜV NORD GROUP relies on numerous training programmes to raise awareness and build knowledge. In 2025, new employees were trained on compliance-related topics during onboarding sessions. In addition, a software-supported training programme for international companies was rolled out which addresses questions related to the General Equal Treatment Act (Allgemeines Gleichbehandlungsgesetz, AGG) alongside classic compliance topics. In the TÜV NORD GROUP, the role of the AGG officer is established throughout the Group, as is that of the compliance officer. The AGG representative acts as the central contact person for all concerns and

complaints in connection with the AGG. With the Compliance Officer, they constitute a close-knit interface that ensures the effective and coordinated processing of these issues.

A database



enables the **uniform processing** and **tracking** of all Group-relevant compliance cases

Sustainability assessment of innovation projects

Responsible action for the benefit of people and the environment is at the heart of the TÜV NORD GROUP's business model. This also ensures that we operate on the market with sustainable products, services and innovations. To ensure that new services and projects contribute to safety, quality and sustainable development from the outset, innovation projects have been systematically evaluated using a sustainability assessment since 2020. This is based on a catalogue of criteria that is used to assess the likely impact of projects in relation to the SDGs and internal objectives. A sustainability index is derived from the evaluation, which is included with binding effect in the overall evaluation of the innovation projects.

Because trust is the measure of all things in the TÜV NORD GROUP, we combine effective governance structures and compliance with responsible innovation to ensure that customers benefit from secure and high-quality services in the long term.

People



Current status of key goals in the People sustainability field

Objective	As of 2025	Key actions
Working conditions		
Employee Engagement Index \geq 80%	Employee Engagement Index = 73%	<p>Agreements in the framework collective agreement as well as collective agreements, e.g. on the pension subsidy</p> <p>Group staff agreements enable employees to work flexibly outside business premises</p> <p>Group staff agreements on benefits</p>
Training and employee development		
Annual unwanted talent turnover \leq 2%	Achievement of key milestones in talent management and succession planning	Identification of German and international talents and development of a corresponding talent pool
Inclusion, diversity and equal opportunities		
Women in management positions \geq 30% by the end of 2030	27% women in the top four management tiers	Target-group-specific training and awareness raising among employees to promote diversity in everyday work
100% achievement of the goals defined in the action plan from the "berufundfamilie" audit and subsequent recertification	50% of the measures are currently being processed, 41% have already been implemented	Implementation of the measures identified in the "berufundfamilie" audit

As a knowledge group which is dedicated to technical safety, independence and quality, the TÜV NORD GROUP thrives on the competence and integrity of its employees. Our services are objectively recognisable as reliable, as they are based on our internal expertise, willingness to learn and effective collaboration. It is therefore consistent that the double materiality analysis 2025 focuses on employee-related topics.

In addition to the Code of Conduct and the values and guidelines, the comprehensive HR strategy of the TÜV NORD GROUP serves as the basis for the appropriate management of these topics. In 2025, this was further developed in line with the new **HORIZON2030** Group strategy. By the end of 2030, the focus will be on the topics of employer attractiveness, talent management, and culture and diversity. Existing measures and

regulations, such as collective bargaining framework conditions and agreements on location-flexible working or benefits, continue to serve as a reliable basis for collaboration within the TÜV NORD GROUP.

The TÜV NORD GROUP bases its sustainability activities on the SDGs of the United Nations, among other things. The particular focus of the People sustainability field is on Goals 4, 5, 8 and 10.



Measures and highlights

Employer attractiveness

In 2025, the collective bargaining negotiations between the TÜV collective bargaining association and the ver.di trade union were successfully concluded with a one-off payment, salary increases, a recreation contribution and the ver.di bonus Deutschlandticket railcard with a term of 27 months. 1,380 employees took advantage of the financial subsidy for the Deutschlandticket in 2025. With the nationwide introduction of the JobRad, employees have also had the option of leasing a bicycle through the TÜV NORD GROUP since mid-2025. By the end of 2025, 386 bicycles had already been ordered. This offer is supplemented by other additional benefits and benefits that have already been provided in recent years, such as flexible working time models and financial subsidies for retirement provision. Also, from 2026, the mileage allowance for private electric vehicles used for business trips will be higher than that for passenger cars with other types of drive.

Co-determination and co-creation

The TÜV NORD GROUP attaches great importance to systematically including the perspectives of its workforce in decision-making processes. Formats of co-determination and participation are used for this purpose, with staff councils playing a central role. Another key instrument is the regular employee survey, which, with a participation rate of 57 percent in 2025, provided a valuable picture of the mood relating to working conditions, cooperation, processes and leadership culture. The results are decisive for the identification of Group-wide fields of action and opportunities for further development. Based on the survey results, the Group Executive Committee has identified “Processes and Quality”, “Leadership Culture” and “Dealing with Change” as areas for improvement which are now being promoted with the aid of specific measures. In general, the results of the survey show a high level of commitment on the part of TÜV NORD GROUP employees. Their willingness to share experiences and opinions illustrates the employees’ sense of connection to the TÜV NORD GROUP and their desire to play an active role in the company’s development.

Inclusion, diversity and equal opportunities

Learning opportunities, training courses and awareness-raising measures, for example on unconscious bias, inclusion and psychological safety, are supporting our employees in their efforts to co-create a respectful and inclusive environment. On the occasion of the International Day of Persons with Disabilities, for example, best practices were shared to raise awareness of inclusion and promote the integration of people with disabilities in the working environment. Diversity issues are additionally anchored in the TÜV NORD GROUP through community formats. Communities devoted to issues such as intercultural diversity and LGBTQIA+ offer employees the opportunity to volunteer,

share experiences and launch new projects. In this way, employees can participate in creating a diverse and inclusive working environment.

The TÜV NORD GROUP has been participating in the “berufund-familie” audit since 2012. In 2025, one priority was to implement the measures from the 2024 audit. In this context, the TÜV NORD GROUP built a daycare centre for the Kinderhut operator at the Essen site in 2025. With places reserved for our employees’ children, care can thus be provided directly at the workplace, reducing travel needs and giving families more predictability in everyday life.

1,380  **employees**

have taken advantage of our **subsidisation of the Deutschlandticket railcard**

Training and employee development

In 2025, we took measures to optimise talent spotting, including the introduction of a new definition of (top) talent and the revision of succession management. Talent conferences for the top management levels were held; a digital tool to support these processes is in preparation.

As in previous years, the “New Horizon” workshop was offered once again in 2025. In 2025, it was attended by 67 people. The workshop supports employees as they plan their career exit, giving them the opportunity to reflect back on their career path and offering support in their individual retirement planning. Alongside the provision of information on organisational and financial questions, there is also an opportunity to exchange experiences. In terms of content, the focus is on knowledge transfer, health measures and a possible “silver career”.

Further measures and actions implemented in 2025 as well as more detailed information are presented in detail in the HR report and the TÜV NORD GROUP’s complete Sustainability Report 2025.

Between now and 2030, the topics of employer attractiveness, talent management, alongside culture and diversity will be the focus of our work. The aim is to create an inspiring and participatory work culture in which employees can develop their potential.

Environment



Current status of key goals in the Environment sustainability field

Objective	As of 2025	Key actions
Climate-friendly travel patterns		
Reduction of GHG emissions from Scope 1 and Scope 2 by 50% by 2030 compared to 2023	More than half of all newly ordered vehicles in the German fleet are now electric vehicles, a total of 53%	To increase the share of electric vehicles in the vehicle fleet in Germany through financial subsidies for electric company cars and the installation of private charging stations
Reduction of Scope 3 emissions	A higher mileage allowance from 2026 for private electric vehicles used for business trips than for passenger cars with other types of drive is in preparation Introduction of the JobRad offer and continuation of the financial subsidy for the Deutschlandticket	Financial incentives for the use of private electric vehicles for business trips Promotion of low-GHG business travel through suitable incentive systems and framework conditions
Use of renewable energies		
Reduction of GHG emissions from Scope 1 and Scope 2 by 50% by 2030 compared to 2023	Individual conversion of electricity contracts to renewable energy sources, e.g. at the headquarters of TÜV Hellas in Athens; the conversion of other international sites is planned for the coming years	Shift of electricity procurement for international companies and rented premises to renewable sources, taking into account local conditions

The focus in the Environment sustainability field is clear: We want to make our contribution to climate protection and reduce our emissions in a targeted manner. This is based on our strategic goals: By 2030, we intend to reduce our greenhouse gas emissions in Scope 1 and Scope 2 by 50 percent compared to 2023. In the long term, we aim to reduce our emissions by at least 90 percent across all relevant scopes. Offsetting will be restricted to unavoidable residual emissions and use recognised measures. For us, reduction takes priority over offsetting.

These goals are anchored in the Group's **HORIZON2030** strategy. In line with the Sustainability Strategy derived from **HORIZON2023**, these goals form a reliable framework for our companies and business partners. We continuously monitor the progress of the strategic measures and evaluate them during the year as an integral part of Group controlling.

Our biggest levers for GHG savings currently lie in two areas: Our business-related travel and energy supply at our operating sites. Accordingly, we are concentrating our main measures

and investments on these two areas. Emissions from purchased goods and services are becoming ever more important. We are currently performing structured analyses of these Scope 3 emissions to more effectively highlight their leverage effect and derive further targeted reduction measures for the future.

The TÜV NORD GROUP bases its sustainability activities on the SDGs of the United Nations, among other things. The particular focus of the Environment sustainability field is on Goals 7, 12 and 13.



Measures and highlights

Increasing the use of climate-friendly mobility

Business travel is part of the everyday life for many of our experts, as well as being one of the biggest drivers of emissions. This is why we are developing our travel policy to make climate-friendly options the new standard. Public transport is preferred; digital meetings are replacing many journeys and flights. In Germany, we are also subsidising the use of the Deutschlandticket railcard. Since 2025, employees in Germany have been able to lease bicycles at discounted rates with the JobRad model, thereby permanently reducing the emissions from their commutes to work.

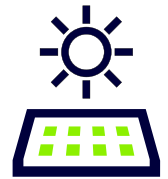
Another key goal is to gradually increase the proportion of low-emission vehicles in the fleet. Our Car Policy and the framework conditions defined therein are therefore regularly evaluated and, where necessary, revised. Employees are already receiving financial incentives for choosing an electric vehicle. These approaches are proving very effective. In 2025, the share of electric vehicles ordered in the German fleet increased by 15 percentage points compared to the previous year. To support this development, the TÜV NORD GROUP has expanded the charging station infrastructure at many sites in recent years. The use of private electric vehicles for business trips will also be subsidised in the future. From 2026, users of purely electrically powered private vehicles will receive a higher mileage allowance than those who use passenger cars with other types of drive.



of the newly ordered company cars in the German fleet are electric vehicles

Energy efficiency and renewable energies

Another focus is on our operating sites. We are investing in energy efficiency at large facilities, for example through modern air-handling ceilings, connection to district heating networks and standardised shading and LED lighting with motion detectors. At the same time, we are gradually shifting our electricity supply over to renewable sources. All TÜV NORD GROUP properties which are centrally managed by TÜV NORD Immobilien have been supplied with electricity from certified renewable sources for several years. Our focus for the next few years will particularly be on our international companies. The switch to electricity from renewable sources is often associated with



of electricity was generated by a total of 12 PV systems belonging to the TÜV NORD GROUP in Germany

more challenges abroad than at the German sites, so we will be working with our colleagues to develop locally oriented solutions in the coming years. These will take into account such factors as market availability and the regulatory framework.

Environmentally conscious purchasing and sustainable services

In the coming years, the particular focus will be on our expanded Scope 3 emissions. Our priorities will include the framework conditions for environmentally conscious purchasing behaviour to allow us to address our upstream Scope 3 emissions. Sustainability assessments are already an essential aspect of how we select and work with new suppliers. The net purchasing volume from those suppliers who are relevant in terms of both technical specialism and sales, have been assessed based on sustainability criteria and are managed by the Procurement department responsible for the whole of Germany has thus increased from 57 percent to 99 percent since 2020.

At the same time, sustainability-promoting services continue to be an essential part of our service portfolio. Among other things, we prepare carbon footprints for customer companies and certify climate-relevant technologies such as hydrogen plants, wind power infrastructure and electric vehicles. We are also supporting the satellite-based EU Earth observation programme Copernicus with measurement technology solutions. In addition, we offer further education, training and consulting services on all aspects of sustainability and environmental management.

By 2030, we intend to halve our greenhouse gas emissions in Scope 1 and Scope 2 and consistently align our mobility, buildings and purchasing with climate protection.

Human Re sources

Report

Safety is the product of progress conjoined with responsibility. In the TÜV NORD GROUP, more than 15,500 engineers, scientists and experts worldwide work to build trust in technology. We live in a digitalised world with connected systems and global data circulation. This is why we do what we do: Protecting infrastructures, testing technology and raising awareness of risks. With wide-ranging expertise and an international reputation. Making meaning, with honesty, courage and inclusivity.

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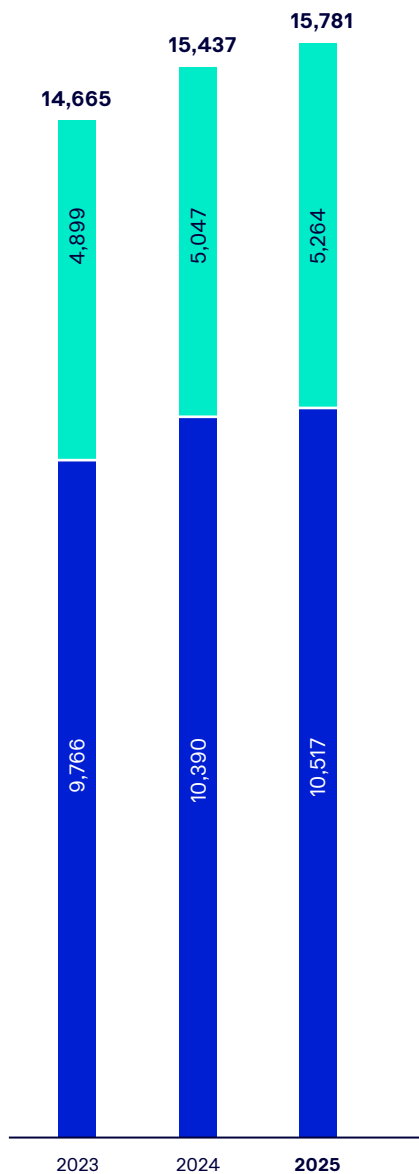


You can find the full HR Report here:
www.tuev-nord-group.com/en/human-resources-report

At a glance

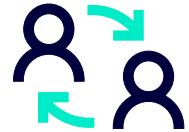
Trend in workforce numbers (headcount)

■ In Germany ■ International



Scope of survey: worldwide; active permanent staff; date: December 2025

3.0%



External staff turnover worldwide: This low value illustrates our high rate of employee retention.

Scope of survey: worldwide; active permanent staff; period: 11.-31.12.2025

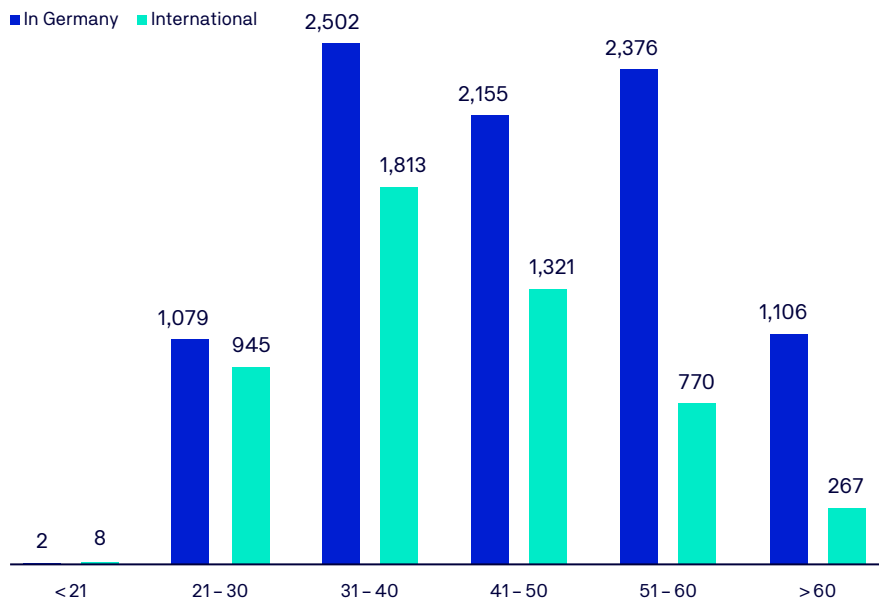
€15.9 million

invested by the TÜV NORD GROUP in **training and further education** worldwide in 2025.

Scope of survey: worldwide; active permanent staff; period: 11.-31.12.2025

Age structure in the Group

■ In Germany ■ International



Scope of survey: in Germany and internationally; active permanent staff; date: December 2025

95%



Retention rate: for graduates of the TÜV NORD GROUP, after either an apprenticeship or a dual course of study.

11.9 years

Length of service: This is how long our employees in Germany remain with us on average.

Scope of survey: In Germany; active permanent staff; data source: SAP HR, date: December 2025

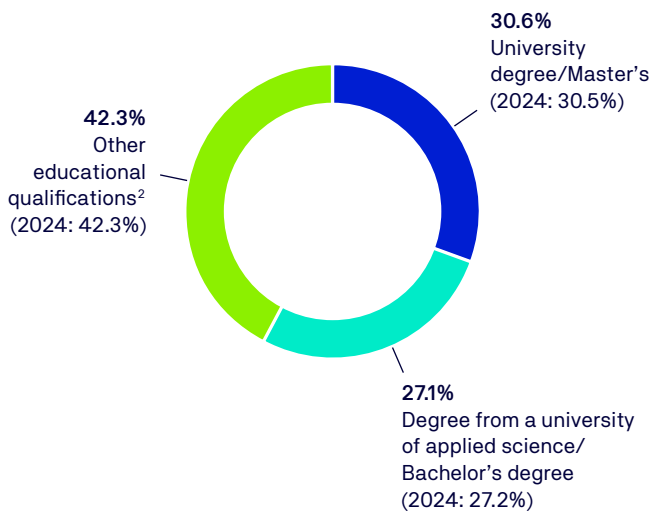
94.5%



Health ratio: This high ratio is true of all German companies in the TÜV NORD GROUP.

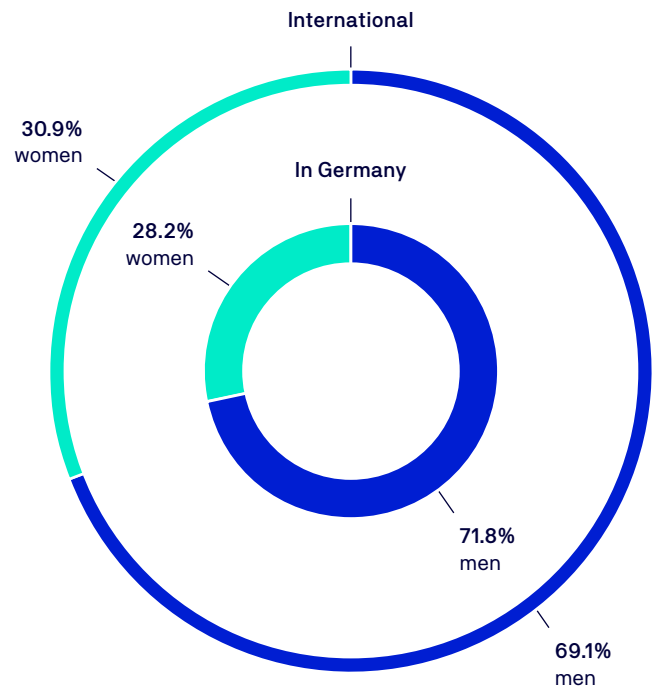
Scope of survey: In Germany; active and inactive permanent staff; period: 1.1.-31.12.2025

Qualification structure by type of qualification¹



¹ Scope of survey: Germany; active permanent staff; date: December 2025
² other educational qualifications = employees without a university degree are aggregated together in this category

Proportion of women overall, or gender ratio

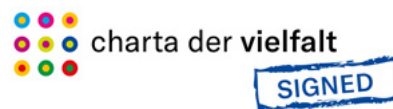


Scope of survey: In Germany and internationally; active permanent staff; date: December 2025

27.3% ♀

Women in leadership positions

Scope of survey: Worldwide; active permanent staff; date: December 2025



The TÜV NORD GROUP is the byword for **diversity and work-life balance**

The changing role of HR as a shaper of transformations

Inga Dransfeld-Haase took up her position as Chief Human Resources Officer and Labour Director of TÜV NORD AG in September 2025. In this interview, she talks about her initial experience in the new company, which economic developments have particularly influenced HR work over the past year and why HR has a decisive role to play, especially in times of change.

When you look back on 2025, what's your assessment from a personal point of view?

Overall, I've had a very positive experience. It's been intense, but also inspiring. Some things have turned out differently from what I imagined from my first conversations. But there's nothing unusual about that: It just goes with the territory. I'm particularly impressed by our corporate culture and the cohesion in our "people business" around the world. Our commitment to the human dimension is the backbone of our organisation, as well as being highly appreciated by our customers.

What overarching developments particularly shaped HR work in 2025?

As we're seeing, Germany and Europe are at an economic crossroads. Since 2020, over 200,000 industrial jobs have been lost. This applies especially to the automotive and chemical industries. At the same time, new future fields of work are emerging and growing at an ever faster pace. In 2025, for example, more start-ups were founded than ever before. We at the TÜV NORD GROUP are proud of our involvement in traditional industries and much newer economic sectors; whatever the context, we always strive for excellence and innovation. The implication for our HR work is that we're having to come to terms with a more fragmented labour market. While a lot of outstanding candidates are available in some areas, there's still a shortage of skilled workers in others. Highly qualified experts, like those we have in our Group, are particularly in demand. This means that our attractiveness as an employer is and will always be a priority for us. Demographic changes are beginning to have an effect. According to forecasts, around 40,000 fewer people will be available to the German labour market in 2026.

This is unprecedented. It's more crucial than ever for the TÜV NORD GROUP to strive for consistent international growth to allow us to offset risks arising in the German market.

What role does HR have to play in this environment?

HR is in demand like never before. Everywhere we look, there's change. It's incumbent on us to ensure that our colleagues can master and help shape this transformation. That's why we're continuing to expand our range of qualifications. We've been listening very closely to find out where we as an organisation need to do better and have set things in train to decisively boost the efficiency of our processes and structures. It's equally important for us to continue to improve our response when we're confronted by change. Both these aspects are having a critical impact on the dynamic environment we're operating in. And in the most recent staff survey, our employees have given us some feedback which we're taking very seriously. After all, one of our key tasks is to give people security and guidance in a time of great uncertainty. And, in HR, we have particular responsibility here.

Another key issue that's prompting a lot of change is artificial intelligence (AI). How do you assess this development from an HR point of view?

The productivity leaps that it's long been predicted AI will bring haven't yet materialised to the anticipated extent. Be that as it may, AI is still a decisive competitive factor. For HR, this mainly means that we need to develop a new mindset, with openness to change, continuous qualification and the ability to seize the technological opportunities that come with demographic change.

“Especially in times of great uncertainty, it’s our responsibility as HR to offer our employees security and guidance.”

Inga Dransfeld-Haase, Chief Human Resources Officer and Labour Director



AI isn’t going to replace humans, but it is fundamentally changing the world of work. The people who hold the best cards will be those who work with experts to make first-rate and innovative use of AI. And that’s exactly what we want to enable our employees to do in the TÜV NORD GROUP.

It’s especially in times of pressure to be more efficient that the question of culture and leadership arises. How will you keep things in balance here?

Efficiency programmes mustn’t come at the expense of culture and leadership. Especially not in a people-oriented business like ours. No company can succeed without employees. But in our case, our employees are our business. So it follows that a performance mindset is inseparable from responsibility. In open meetings with the employees and the Management Conference, in the Group Executive Committee, at global meetings and in everyday conversations with lots of colleagues, I’ve encountered a lot of openness and a strong sense of identification with what the TÜV NORD GROUP stands for. This has made a deep impression on me, and it’s precisely this attitude that we now need to maintain and foster. This also includes the significant level of diversity you find in our company. This is a key driver of innovation, which is why we’re expanding our diversity activities in a targeted way as we strive to develop a truly international corporate culture.

Our executives are an important factor here. We promote the kind of values-oriented leadership that actively involves as many employees as possible and empowers them to help shape

the future. And we’ve developed modern management guidelines to help bring this about.

What other priorities do you have for the coming years, especially for 2026?

Our priorities are broadly and solidly based. They’re the result of an extensive process of cooperation with the HR departments of our business units, the granular analysis of the results of our Employee survey and extensive discussions with the Group Executive Committee and the staff councils. One of our priorities is demographics, succession planning and talent pools. We mustn’t allow age-related departures and unexpected staff losses to put our operations at risk. Group-wide talent pools will enable us to react flexibly to demographic changes and skills shortages. This applies both nationally and internationally. At the same time, we’re creating individual development perspectives and laying the foundations for targeted support and modern learning formats. This is making us even more attractive as an employer.

To conclude, what are your personal expectations of HR in the TÜV NORD GROUP?

HR should offer guidance and empower and connect people. In times of change, people need clarity, development opportunities and the feeling of being part of something meaningful. We’re working together to bring these about more and more fully, day by day.



Securing the future

We're taking responsibility for tomorrow by making targeted investments today – in people, skills and fair conditions. In all that we do – be it promoting young talent, creating modern working environments, or offering attractive benefits or good leadership – we're creating long-term prospects.

Employee survey 2025: Higher Engagement score

The fourth Group-wide Employee survey shows that the workforce of the TÜV NORD GROUP is committed and motivated. The Engagement Score rose to 73 percent – one percentage point more than in 2021. This score measures the extent to which employees identify with their work and how actively they are engaged in working for the company. It shows whether they enjoy coming to work, if they see the TÜV NORD GROUP as a reliable employer and whether, if they were starting afresh, they would choose to work for us again.

Of the 13,975 eligible employees worldwide, 57 percent took part in the survey, which was conducted by the independent company Questback. This translates into roughly the same level of employee participation as in 2021.

The majority of the questions were assessed positively; for example, 76 percent responded positively to the question of customer focus. 78 percent of employees agreed that the TÜV NORD GROUP is a reliable employer. 80 percent of respondents told us that they enjoyed their work. At the same time, we want to learn from questions that were negatively assessed

73%



Engagement Score shows that the majority of our employees have a positive attitude towards the company

and have identified areas in need of improvement. "Processes & Quality", "Leadership Culture" and "Dealing with Change" were selected as Group-wide action fields of action going forward. Each organisational unit also selected a fourth action field that is relevant to its individual challenges and needs. These action fields are also giving rise to specific measures.

AI in the onboarding process

TÜV NORD Egypt is continuously developing its onboarding activities and has turned to digital solutions. The company has developed an AI format with the support of TÜV NORD Nederland. This is intended to help new employees find their feet more easily and to make things more efficient for both sides. The company opted for "Synthesia", a tool that converts text into AI videos.

This tool was used to create an orientation video with information on company values, conduct, benefits and key policies. This is a step up from the previous analogue training documents and has made the content accessible in an interactive way.



“Recruiting the right people and promoting their development will strengthen our corporate culture and drive sustainable growth.”

Ahmed Salah, HR Manager, TÜV NORD Egypt

Since its introduction in February 2025, all new colleagues at TÜV NORD Egypt have gone through this onboarding process. Their experience has thus far been positive: The use of AI has saved time, labour and costs while ensuring that all new employees receive the same information with a consistent level of quality. The in-person welcome meeting still has a role to play – AI is supporting the process without replacing human contact.

Using social media to get work

Social media offers insights behind the scenes: Real teams, real voices, real situations. This creates trust and brings a company to life for applicants – something that classic job advertisements can't easily do. TÜV NORD Nederland is using short videos on LinkedIn and Instagram to convey how multifaceted jobs can be in our Group. Colleagues offer insights into their daily routines and show that our work includes testing everything from lifts and amusement parks to IT security. No one is better placed to talk about how exciting the work is than the people who do it every day. And the approach is working: Thanks to its use of social media, the Dutch HR team is receiving floods of applications and is much less often having to actively search for applicants or turn to headhunters.



“With its JobRad offer, the TÜV NORD GROUP is setting an example of environmentally friendly mobility. Employees benefit from an uncomplicated leasing process and the comprehensive support of a number of services that make cycling both safe and attractive.”

Neil Boudabbous, HR Manager, TÜV NORD AG

Collective bargaining round successfully concluded

The TÜV collective bargaining association and the ver.di trade union successfully concluded their negotiations in October. After intensive discussions, the social partners agreed on a result that takes into account both the interests of the employees and the economic environment: All full-time and part-time employees were given a one-off payment of 280 euros. Moreover, a pay rise of 3.0 percent across the board came into force on 1 October 2025. A further increase of 2.6 percent will follow on 1 January 2027. A new feature is the “rest and recuperation contribution” tariff module in the amount of 710 euros for each collectively agreed day of annual leave, in addition to the previous holiday pay. A term of 27 months was agreed.

New perk on two wheels

Bicycle leasing care of the employer is a highly sought-after benefit in the working world. A new offer is being rolled out through the TÜV NORD Group in the form of the JobRad: Employees can now also easily obtain their bicycle or electric bike of choice via the company. TÜV NORD takes care of the lease, and the monthly instalments are deducted from the salary simply and transparently over three years, including attractive tax benefits through deferred compensation. This also makes expensive e-bikes or premium models more affordable for employees.

Not only that, but employees are also being offered a subsidy for one of the three possible service packages. With cover extending to annual inspections and budgets for wear repairs, for example, everything is taken care of. The upshot is a bike that is fit to use all year round for the ease and convenience of the staff.

15 thousand

people came to the **first Long Night of Careers** in Hanover

Practical recruitment of young talent

At the invitation of TÜV NORD EnSys, senior school students visited the Hanover site to experience how theoretical knowledge is applied in practice. Using virtual reality goggles, the young people climbed up a wind turbine and virtually saved themselves from an earthquake. The “RadWaste Odyssey” Serious Game gave a playful introduction to the subject of radioactive material disposal, while a hydrogen expert introduced the topic of energy supply with an electrolysis cell and practical experiments. Other colleagues from TÜV NORD reported on their experience of joining the Group and offered insights into their fields of work. The students and the teachers accompanying them were enthusiastic: “I was particularly impressed by the range of topics and the passion of the speakers,” one of the feedback cards read.

The success of the event speaks for itself – it is both prompting the TÜV NORD GROUP to intensify its involvement with schools going forward and kindling enthusiasm among young people for science and technology.

At the Long Night of Careers in Hanover’s New Town Hall, the TÜV NORD GROUP broke new ground by joining the ranks of the more than 150 companies which were on hand to woo prospective employees. Around 15,000 visitors attended the event. At the TÜV NORD stand, interested parties were able to find out about the many training opportunities and dual study courses. One special highlight was the AI challenge: Participants used AI software to visualise their ideal training place or job, providing the perfect opportunity for personal conversations. Many visitors took up the offer to take the print-out of their dream workplace away with them.

In 2025, the TÜV NORD GROUP was once again represented at Gamescom. At this leading international trade fair for the IT and gaming industry, the Group presented itself as an employer with a focus on IT jobs such as cybersecurity and software development.



Insight into exciting dimensions: School students test virtual reality applications and immerse themselves in the diverse world of jobs in the TÜV NORD GROUP.

Unleashing potential

We're focusing on the strengths of our employees and supporting them in all phases of their working lives. Their development and well-being are foundational for our shared success. This is why we are creating an environment in which everyone can develop and grow.

Promoting talent

In 2025, for the first time, we jointly conducted a potential analysis for employees of the business units Certification and Industry at several sites in Asia. In doing so, we were responding to the increasing demand for potential analyses in the region. The locally-based procedure complements the central assessments in Germany and is based on the experience of the previous year in Shanghai. All participants went through the process in four steps: A psychological online test, a skills-focused interview, A presentation on a strategic task and a concluding development interview.

In total, employees from Thailand, Indonesia, Malaysia, China, South Korea and Vietnam took part. The TÜV NORD GROUP's competence model served as a guideline that could be used to assess the potential of each person and work out targeted development measures. The model is also helping us to identify possible successors for future key positions, thus ensuring that we provide targeted support for the development of our employees.

“With our cross-location potential analysis in Asia, we're promoting the regional development of talents while simultaneously complementing the central diagnostic procedures in Germany. This is also serving as the basis for our strategic succession planning.”

Ebru Bakici, Head of Human Resources Business Unit Certification



TÜV NORD Taiwan is bringing employee AI skills up to scratch

TÜV NORD Taiwan is training its colleagues to use AI. Led by Kuo-Pao Huang, Chief Sustainability Manager at TÜV NORD Taiwan, and with the support of Jack Yeh, Managing Director of TÜV NORD Greater China and TÜV NORD Taiwan, the team is offering monthly online training in AI tools. The trainings are part of a comprehensive curriculum and are supplemented by examples and questions in the Viva Engage chat. This bilingual “TÜV-OUR-AI” community – in traditional Chinese and English – is open to all employees worldwide. It is promoting the exchange of AI knowledge and digital applications and laying the foundation for the integration of other digital AI workflows. The monthly “AI Meeting Up” sessions are also supporting the development of basic AI knowledge and offering guidance concerning its application: For example, AI prompts are being used in marketing copywriting, data analysis, and research. Naturally enough, a further important aspect is to raise awareness of IT security and data protection. After all, AI also needs to be monitored.

Virtual testing of leadership skills

By using a new virtual reality diagnostic tool for the selection and development of executives, we are putting participants in real-life business situations. In the assessment, they interact with AI-controlled avatars that take on several roles in the company. Targeted questions allow the candidates to grasp the situation, identify contradictions and develop solution strategies. Observers follow the entire process live and evaluate candidate behaviour based on defined criteria, all without playing a role themselves.

This distance significantly increases the quality of the assessment. The tool sheds light on the analytical paths people take, how systematically they gather information and how they deal with uncertainties. At the same time, the immersive virtual reality environment offers candidates a memorable development experience.



Virtual-reality-supported learning formats are reinforcing skills where they are normally acquired: in real-life-adjacent experience.

Heart health week

On the occasion of World Heart Day on 29 September, we dedicated our International Health Week entirely to this vital organ. The aim was to encourage all employees to play an active part in keeping their hearts healthy. Exercise, a healthy diet and regular preventive care are all crucial here.

The services on offer in the health week, which was being held for the third time in a row, included morning online sessions to start the day and active lunch breaks, alongside exercises for stress management and mindfulness to round off the day. Thanks to English-language offerings and recordings, colleagues were able to participate flexibly wherever they were in the world.

The company restaurants supported the action week with snacks and menus to promote heart health. One special highlight was the “Smoothie Bike”. By pedalling hard, the participants would generate the energy needed to power a blender, which would then whisk up a fresh and healthy smoothie for them to enjoy.



14 Online sessions

made up the **Health Week**



3 years

of successful **New Horizon workshops**

Passing on experience, securing knowledge

Now in its third year, New Horizon has established itself as a specialised offering for employees who are preparing to retire. The workshop does more than merely help them to consciously plan this next phase of life – the programme also suggests ways of passing on the knowledge that our experienced employees have accumulated over the years to younger colleagues.

Over two consecutive days, experts worked with the participants to develop concrete strategies for the transition. They answered questions about financial planning, new personal direction and continued employment after pensionable age. The process is supported by practical guidelines and reliable information on retirement provision.

Many participants found the reports of former employees on how they organised and experienced the transition helpful.

The offer has proven very popular: Since its successful launch in 2023, we have expanded New Horizon 2024 to cover additional locations. We now offer regular events in Hanover, Essen and Hamburg – with growing interest among the employees.

Getting together to do good on Social Day

For the Social Day, many colleagues in Bremen, Essen and Hanover got involved in the MINDSET corporate culture programme. They donated large quantities of clothing and hygiene articles or worked together on the day of action to help local homeless people.

The company restaurants in Essen and Hanover were joined by an external caterer in Bremen in their support for the campaign by preparing hot food and desserts. Our colleagues teamed up with volunteer teams from FairSorger Essen, the Bremer Suppenengel and Café Mensch in Hanover to distribute the meals.



Joining forces to help others: Once a year, on Social Day, our colleagues support less fortunate people.

“For me, Social Day is a wonderful opportunity to actively give something back and to practise the values of the TÜV NORD GROUP. It fills me with pride to be part of a Group that is committed to social responsibility.”

Christian Sabi, Head of Accounting, TÜV NORD Service



Communicating without fear

Fear-free communication is a key component of an efficient and modern work culture. As an action concept, it conveys a sense of psychological security and improves communication and cooperation. In a safe work environment, employees openly address problems, contribute ideas and ask questions. Mistakes are not met with blame and criticism but pointed out to allow the individuals concerned to learn from them.

In the business unit Industry, the concept was initially introduced as a pilot for managers. The focus was on the basic building blocks of a fear-free organisation: Psychological safety, dependability, structure and clarity, significance and meaningfulness. Executives learned to express appreciation, encourage open discussions, offer support and establish a culture of learning.

Based on this experience, the intention is to roll out this approach throughout the Group. In this way, an organisation will gradually be created in which employees can contribute without fear and work together to achieve high performance standards.



Being better together and together better

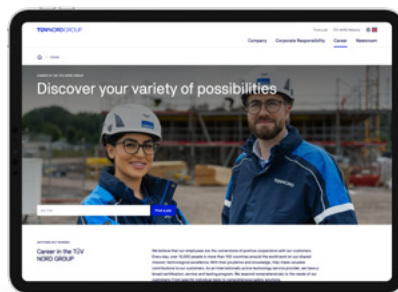
A strong sense of togetherness arises when people are there for each other. With examples including our new daycare centre, shared rituals and inclusive offers, we are creating an environment in which our employees feel valued. This is how we will turn our togetherness into our greatest strength.

Implementing accessibility online

We have fundamentally revised our Group website and adapted it to satisfy the Accessibility Improvement Act (BFSG), which came into force in Germany on 28 June 2025. It is essential for us that all people should be able to use our services, regardless of their abilities.

In concrete terms, this means strong contrasts, intuitive navigation and a simplified language area, for example. This will allow people with visual or motor impairments or other special requirements to access our content on an equal footing with others.

The new careers page met with particular interest: We have not only revised its content but also made it consistently accessible. Job offers are easy to search for, and the application process is transparent and user-friendly. This is important because we want to appeal to talented people – no matter what their personal circumstances are.



Digital inclusion: Our career page is there for all users.



Breaking the fast as an act of diversity

In our company, people of different religions and traditions work together respectfully and enrich one another's lives. For example, our colleagues in India celebrate the Diwali Festival of Lights, while our teams in China mark the Chinese New Year.

At the end of Ramadan, colleagues from all the business units met in Essen for the first Group-wide fast-breaking. Initiated by the Inclusion, Diversity and Equality team and committed employees, the idea behind the event was to celebrate the intercultural diversity that is practised in the TÜV NORD Group. The fact that people from different cultures and religions took part was what made the event so special. The focus was on mutual understanding.

In Essen, after a short introduction to the meaning of Ramadan, during which devout Muslims fast from sunrise to sunset, the clock ticked over to 6.46 pm, the official time of sunset, and the breaking of the fast began. The colleagues who were taking part had brought food from all cultural backgrounds.

The Chairman of the Board of Management of TÜV NORD AG, Dr. Dirk Stenkamp, welcomed the guests and emphasised the value of this personal sharing of experience and the strong sense of community within the Group. The feedback from the participants was very positive: They appreciated the conversations and the respectful nature of the interaction. This was the event that prompted the later launch of the "Cultural Diversity" community.

Diversity as a shared strength

Diversity emerges when people are seen and supported without prejudice. Since 2023, ALTER in Spain has been working closely with the Adecco Foundation, which helps companies to implement diversity initiatives. The cooperation has a clear goal: To integrate people with disabilities permanently into the labour market and offer them real development opportunities. The collaboration ranges from the targeted recruitment of new employees with disabilities to internship programmes and the “family plan” that accompanies and supports colleagues with disabled children. This offers new prospects, both for people and for the company.

This social commitment is being supplemented by communication campaigns, workshops and personal conversations that raise awareness of disability and make everyday working life more inclusive. One such example took place on the occasion of the International Day of Persons with Disabilities on 3 December. The colleagues in Germany used this occasion to organise a virtual workshop during the lunch break on the topic of “Breaking down barriers, creating opportunities, using diversity”. The aim was to share best practices and concrete actions to promote inclusion and accessibility in the workplace.

This kind of action shows that small changes can make a big difference. The result is a working environment in which mutual respect, understanding and cohesion are a matter of course.

Connected by basketball

In September, the first season of the Unified Basketball League started in Hagen. This inclusive concept is based on the model of the Special Olympics Unified Sports, according to which people with and without learning disabilities play on an equal footing in one team. The focus is on meeting people, mutual respect and shared success. We at the TÜV NORD GROUP also stand behind these values. This is why we support the league and are happy to be part of this special movement. The league is being launched as a pilot project with six teams in North Rhine-Westphalia (NRW). Professional support is being offered by the Special Olympics NRW and the West German Basketball Association, WBV.



play in the **Unified Basketball League**

“For me, diversity is an essential part of our corporate culture. In the TÜV NORD GROUP, I’ve found a safe environment in which I can be myself. As a member of the Proud community, I find people here open and supportive.”

Stefan Cukjati, Head of the Essen mailroom,
TÜV NORD Immobilien





“Thanks to my daughter’s daycare place at the TÜV NORD Campus in Essen, I can finally work full-time again. The daycare centre is really helping me cope with the demands of everyday life between work, my little daughter and caring for my mother.”

Despina Nikou, administrative employee, Nord-Kurs

Team spirit on the pitch

Community and team spirit were the values at the heart of the 17th TÜV NORD football tournament in Hanover. 20 teams from a lot of regions and countries competed against each other in many exciting games. A total of 350 employees on the pitch and packing the stands as spectators generated a rousing atmosphere.

The winner was the ALTER team, which had travelled from Spain. The “GöBras” team from Göttingen and Braunschweig was awarded the Teamplay Cup for best team performance. The Fairplay Cup honoured the exemplary commitment of the 1st FC Flexer club.

At the award ceremony in the Hannover 96 stadium, Inga Dransfeld-Haase, Chief Human Resources Officer, presented the trophies. The tournament showed once again how sport connects – across sites and national frontiers. In 2026, the tradition will relocate in Bielefeld when the teams meet once again for the 18th TÜV NORD GROUP tournament.



from several countries took to the field against each other in the traditional football tournament

Sustainability for the little ones

In August, a daycare centre for the children of employees was opened at the TÜV NORD Campus in Essen. The new daycare centre offers places for 60 children aged six months to six years; 20 places are reserved for the offspring of our employees.

The operator, Kinderhut, pursues an educational concept that combines elements of several supportive approaches. To ensure that the youngest children can discover and develop their individual skills and talents in the best possible way, the planners have designed the rooms to be specifically tailored to the needs of children. The group rooms are bright and spacious and offer plenty of space for romping, painting and handicrafts. The 800-square-metre outdoor area is designed to be close to nature and invites the children to make a wealth of discoveries. Here, the children can explore nature and use play to learn.

Just as much emphasis is placed on healthy meals. In the in-house kitchen, the food is freshly prepared daily from regional ingredients. This keeps transport routes short and allows the staff to respond to the needs and individual preferences of the children.

The daycare centre was built according to “green” building standards. These ensure that sustainable materials are used and that the building is operated in an energy-efficient manner. For example, demolition material from earlier buildings was reused. A photovoltaic system and district heating supply the institution with energy, and there are charging stations for electric cars and e-bikes in the car park.

With this new daycare centre immediately adjacent to the workplace, the TÜV NORD GROUP is helping parents to successfully combine their careers with the needs of family life. Flexible care times take into account different work rhythms, and the children can be contacted quickly if necessary. The high-quality educational support offers mums and dads the certainty that their children are being well cared for.



The exterior view of the new daycare centre at the TÜV NORD Campus in Essen.

Yesterday’s taboo is today’s matter of course

Although menstruation affects half of all people, it is still a taboo subject. One employee took this as an opportunity to initiate a change: At the beginning of the year, as part of our MINDSET corporate culture programme, she brought up the idea of providing menstrual hygiene products in the women’s toilets at our sites.

The management of MINDSET took up the suggestion and invited her to implement the project in cooperation with the real estate management. The team researched suitable dispenser systems and compared the quality and prices of models. Together, they discussed where and how many dispensers should be installed and how they should be refilled. The first dispensers were installed as early as August, with a total of 48 being provided in Germany.

This project serves to illustrate how much a single good idea can achieve. It exemplifies TÜV NORD’s corporate culture: We want everyone who works with us to feel valued, safe and supported. This also means that menstruation is no longer hidden, but recognised as a matter of course.

Financial Report

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The complete consolidated financial statements
can be found here: [www.tuev-nord-group.com/en/
financial-report](http://www.tuev-nord-group.com/en/financial-report)

At a glance

Key financial ratios

in € million

	2025	2024
EBIT*	94.8	89.8
EBT	93.4	78.6
Balance sheet total	1,285.5	1,281.5
Net financial position	53.9	58.7
Pension provision	272.4	313.1

* before special items

€ 94.8 million

Operating profit rose by 5.6% despite the challenging economic environment

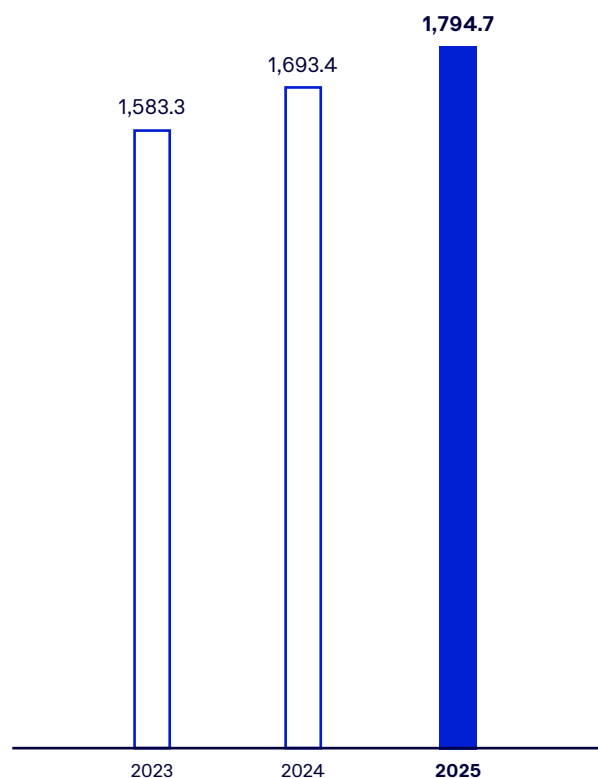
5.3%

Return on revenue, measured as a percentage of EBIT, reached the previous year's level

Trend in revenue

in € million

+ 101.3



€ 66.8 million

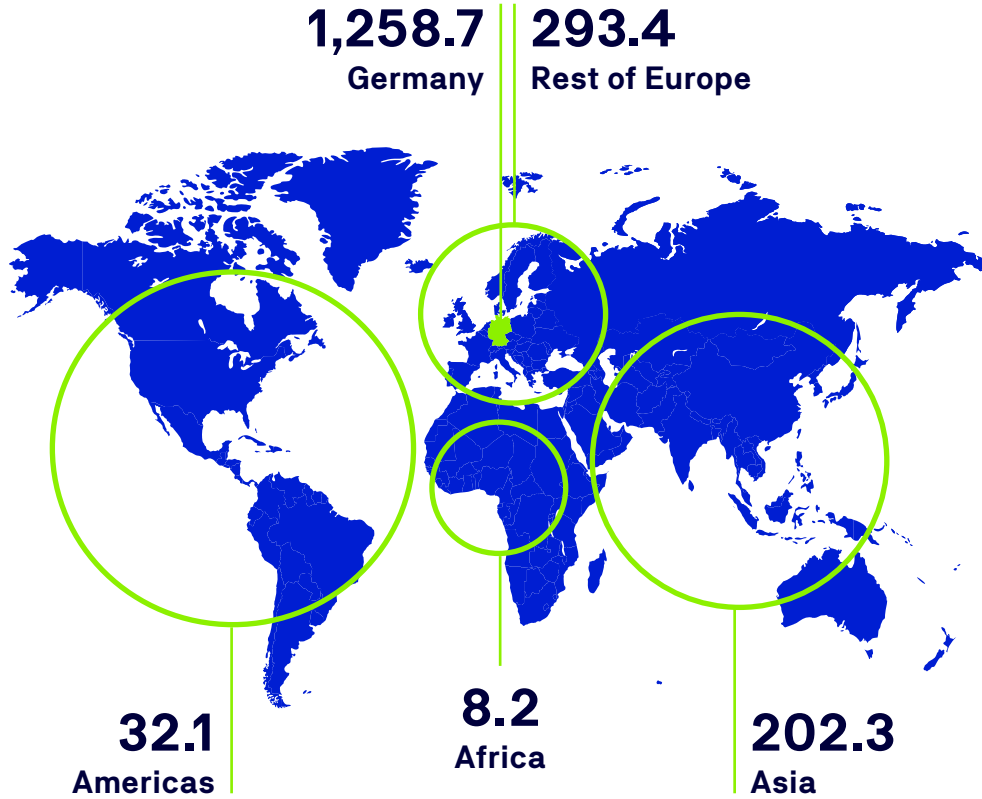
Capital expenditure, including the acquisition of the EPI companies alongside investments in sites and testing equipment

€ 536.0 million

were generated abroad, which corresponds to a proportion of total revenue from international business of 29.9%

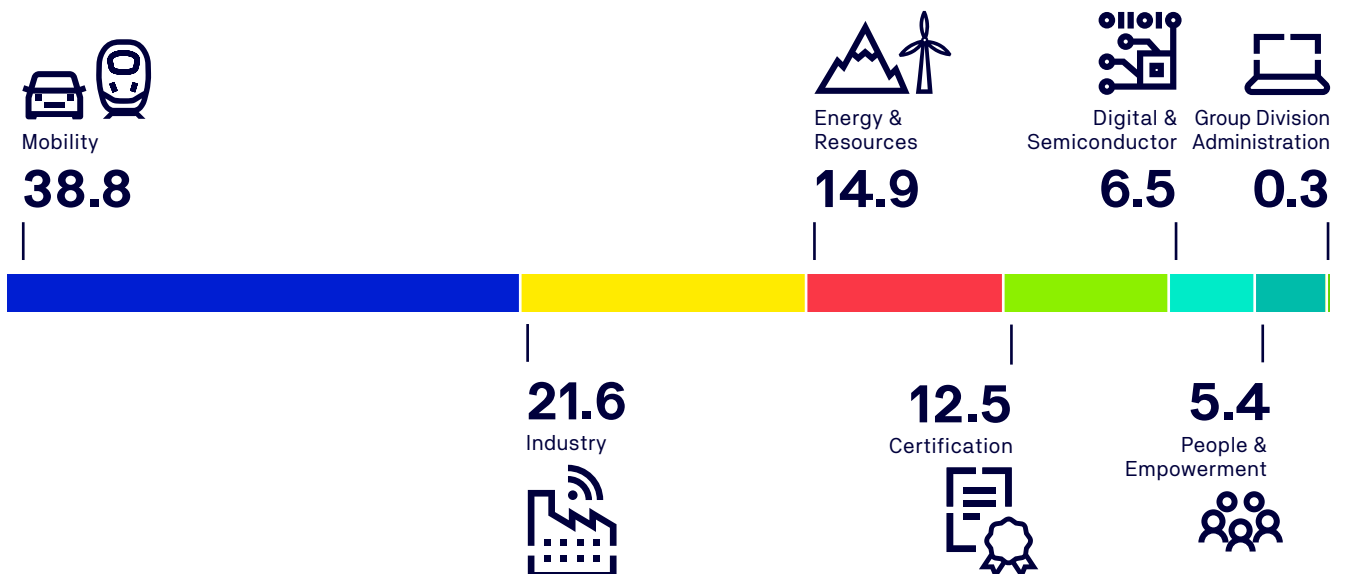
Revenue by region

in € million



Revenue by business unit

in %



Finding solutions for our complex world

The world is in a state of upheaval: Geopolitical tensions and rapid technological change are shaping the environment in which companies are currently having to operate. Jürgen Himmelsbach, Chief Financial Officer of TÜV NORD AG, looks back on the 2025 fiscal year and explains where he sees potential for growth. His message: Long-term success will depend on a confluence of technological expertise, willingness to invest and a clear strategic focus.

How satisfied are you with the way the business developed in 2025?

Given how lacklustre the economy continues to be, we have reason to be pleased with the 2025 fiscal year. The TÜV NORD GROUP performed well in a challenging environment. Our Group revenue increased by 6.0 percent, and some very positive momentum was discernable internationally, especially in Asia. This is a trend the entire Group is benefiting from. At the same time, we see further potential for profitability in Germany, which will allow us to achieve our ambitious growth targets. The bottom line is that 2025 was a solid fiscal year. We are absolutely clear-eyed about the challenges ahead of us.

How do you assess the TÜV NORD GROUP's balance sheet compared to the economic growth of individual national economies?

After two years of recession, economic growth in Germany was just about in positive territory in 2025. The reticence of many business customers was clearly apparent in our day-to-day business. At the same time, geopolitical uncertainties and trade barriers, such as US tariffs, are weighing on global trade flows and the willingness to invest. In parts of the Global South, the situation is different: Countries that rely on domestic consumption and digital structural change are recording above average growth rates.

The TÜV NORD GROUP is expanding its activities in Asia; what is the thinking behind this?

The Asia-Pacific region accounts for the largest share of global growth. With a growth rate of around 6.5 percent, India remains the world's fastest-growing major economy. We want to participate in the momentum being generated in this region. Countries like Indonesia and Malaysia are very attractive, as is the Middle East, and the general mood in these places is one of willingness to invest. China is also still an extremely important market for us.

Which growth area in 2025 would you highlight in particular?

One key milestone was the acquisition of the EPI companies headquartered in Singapore. This has made us the world leader in audits, certification and training services for data centres. We're strengthening our position in a market which is growing rapidly thanks to digitalisation, especially due to the breakneck pace at which artificial intelligence is being deployed. We also see the EPI companies as a future hub for all our activities in Southeast Asia.



Have projects also been implemented in Germany?

Yes, one example is our well-known refrigeration, air conditioning and ventilation technology laboratory in Essen. To meet the rapidly growing demand for testing services for heat pumps, we've expanded it by adding a state-of-the-art test bench. This shows how quickly we can adapt to new requirements – thanks to our highly qualified employees, most modern testing technology and additional accreditations. Also worth mentioning are the many partner offices that we've entered into relationship with for vehicle-related services. We're getting closer and closer to our goal of having a nationwide presence in this field in Germany.

The Group has broken new ground in the real estate sector in Essen, where the Swedish Atlas Copco Group has moved into its new German headquarters.

Since 2022, we've been developing a modern technology park on our own land, directly opposite our own campus. For Atlas Copco, the decisive factors were the excellent transport links and the wide-ranging freedom it had to develop the property to meet its own needs. Tailor-made commercial properties in good locations are attracting interest even in these economically challenging times. The rental income is flowing into the TÜV NORD PENSION TRUST, thereby indirectly benefiting our pensioners.

What do you expect in 2026?

Better growth figures are forecast for Germany than was the case for 2025; we don't anticipate any major changes in the macroeconomic situation – provided that there's no more ratcheting up of geopolitical tensions and international trade doesn't slow down any further. Regardless of all this, our strategic focus remains clear: We want to consolidate our market positions through profitable growth and achieve sustainable returns through targeted investments. This is how we're laying the foundations to consistently press ahead with innovations for our customers.

Which technical developments will have a particular impact on your business in the future?

Artificial intelligence, high-performance semiconductors, scalable and energy-efficient data centres, and access to sustainable energy will all have a significant impact on our business. We will additionally be focusing on issues like the protection of critical infrastructures, the energy transition, security of supply and the mobility of the future. We will continue to contribute our expertise in all these fields going forward. Our strong financial basis is the foundation on which we will take responsibility and find solutions for our complex world.

Room for growth and development

TÜV NORD Immobilien is currently developing the 75,000-square-metre Technology Park Essen (TPE), which borders directly on its own campus. In the form of Atlas Copco, which has chosen the site for its German headquarters, a major, world-famous company has already moved in. Right next door, there has been a lot of activity in a new daycare centre since the summer of 2025. And just a few hundred metres away, balls have been flying around in a padel tennis hall for over two years now.

Architecturally sophisticated, sustainably built, with green spaces, recreational areas and gastronomy: This is the vision for the technology park that TÜV NORD Immobilien is currently developing and which is the byword for the Group's forward-looking ethos. This includes good links to the A40 and A52 motorways, Essen's public transport system and fibre-optic networks.

Tenants are involved in the planning and orientation of their dream property from the very beginning. "We're creating a location here where companies can realise their own needs in bricks and mortar, allowing them to lay a sustainable foundation for growth and development," says Christian Gorris, Managing Director of TÜV NORD Immobilien. "Our buildings are not only functional and of high quality but also light on resources and flexible in design." At the Technology Park Essen, some 40,000 square metres are still available for indi-

vidual development. The buildings are all to be connected to the district heating network, and there is the option to install photovoltaic systems and charging stations. The Cologne-based architectural firm arctum, which has already designed a daycare centre for the Essen-based operator Kinderhut and the new building for the tenant Atlas Copco in the Technology Park Essen, will be involved in the planning process from the outset. Mr. Gorris: "We want to ensure that we end up with a harmonious ensemble of buildings here."

The entire site passed into the hands of the TÜV NORD GROUP in 2007 through the acquisition of DMT. Initially, the southern part, which borders directly on the A40, was developed as a separate campus: Unused warehouses were removed, a new company canteen was opened in 2010, and TÜV NORD moved into its new central building in 2021. The area north of the street named



“We’re creating a location here where companies can realise their own needs in bricks and mortar allowing them to lay a sustainable foundation for growth and development.”

Christian Gorris, Managing Director of TÜV NORD Immobilien

“Am Technologiepark”, which extends over some 75,000 square metres, lay derelict for years. But since the beginning of 2024, balls have been flying around in one of the largest padel tennis halls in Germany. Shortly afterwards, TÜV NORD opened a new vehicle inspection centre, and since the summer of 2025 there has been a flurry of activity in a brand-new daycare centre operated by Essen-based Kinderhut. In December, the Atlas Copco Group moved its German headquarters here from Essen’s Langemarckstrasse. Mr. Gorris: “The transformation of the site from a wasteland to a flourishing technology park is part of a comprehensive financial strategy that will strengthen the Group in the long term.” The anticipated rental income will flow into the TÜV NORD PENSION TRUST, thereby indirectly benefiting the Group’s pensioners.

Good links to transport routes and the TÜV NORD Group

Christian Gorris’ team was able to make some initial promising initial contacts during the Expo Real fair in Munich – there is interest in uncompromising commercial real estate in the Essen – Mülheim – Oberhausen metropolitan region. “Among the convincing aspects that quickly became major plus points during the discussions were the planning freedom available to tenants, the very good transport links and the tech-savvy neighbourhood,” said Christian Gorris.

Another advantage for prospective tenants is planning security: The leases are long-term, and having the landlord in the immediate vicinity ensures the smooth running of the properties. Whatever potential tenants are looking for, be it office buildings or laboratories, or technical and IT service providers, there is a definite benefit in having a certain affinity for technology and technical safety and security as a business purpose. Christian Gorris: “This will create good connections and maybe even symbiotic relationships with our Group.”

Group management report

Fundamentals of the Group

Business model

The TÜV NORD GROUP is a globally active technology service provider and the byword for the highest standards of safety, independence and quality. For more than 150 years, the TÜV NORD GROUP has been making technological revolutions usable for people. With almost 16,000 employees, including engineers, IT security experts and specialists in future mobility, the Group offers more than 1,500 different services in the areas of testing, inspection, certification, consulting, engineering and training.

The business activities are grouped in six business units:

- The business unit **Mobility** develops innovative solutions for connected mobility that guarantee the highest standards of safety and reliability. By integrating technologies such as artificial intelligence and networked systems, it is actively shaping the mobility of the future.
- As a driver of technological change, the business unit **Industry** offers comprehensive testing, inspection and certification services worldwide. It supports many sectors in their efforts to comply with safety and quality standards and offers customised solutions to increase efficiency and safety.
- The business unit **Energy & Resources** focuses on promoting technological expertise and sustainability in the fields of energy, natural resources and infrastructure. With advanced services relating to renewable energies, the use of hydrogen and geothermal energy, it is supporting climate-friendly infrastructure with the aim of assuring a secure energy supply and achieving climate targets.
- The business unit **Certification** offers independent audit services and certifications worldwide, providing guidance and transparency in terms of quality, safety and sustainability. By adapting modern technologies, it is helping companies to comply with the latest standards and strengthen their market position.
- Through key technologies, the business unit **Digital & Semiconductor** guarantees the maximum availability, reliability, and cyber resilience from everything from electronic devices to critical infrastructures and even on-board aerospace systems. It offers comprehensive Out-sourced Semiconductor Assembly & Testing (OSAT), services along the semiconductor supply chain as well as testing electronic devices for compliance with standards and reliability. Its IT security solutions and cybersecurity services are boosting the resilience of public authorities and operators.
- The business unit **People & Empowerment** is dedicated to qualifying and boosting the performance of people and organisations in a dynamic working environment. With its consultancy and development services, it is promoting continuous learning and adaptation to new requirements, particularly in safety-sensitive professions. Services in the fields of medicine and psychology are contributing to the improvement of occupational health and safety as well as road safety.

The focus of the activities of the group division **International** is on the further internationalisation of the TÜV NORD GROUP and the digital transformation of the international companies.

The group division **Administration** is the principal vehicle for the Group's internal services.

The Group Executive Committee manages the operational business of the TÜV NORD GROUP. It consists of the Board of Management and one representative from each of the six business units.

The Group's key financial performance indicators are revenue and operating profit before special items (EBIT). Operating profit before special items is defined as earnings before taxes (EBT) plus financial result, adjusted for special items.

The TÜV NORD GROUP acts independently and impartially in the provision of all its services. The management company, TÜV NORD AG, which is headquartered in Hanover, Germany, manages the subsidiaries worldwide as a management holding company. As of 31 December 2025, 96 companies, including

TÜV NORD AG, were included in the consolidated financial statements, 44 of them in Germany and 52 abroad. The consolidated financial statements of TÜV NORD AG include all major subsidiaries in Germany and abroad that are directly or indirectly controlled by TÜV NORD AG.

Economic report

Macroeconomic and sector-specific conditions

The global economy proved resilient in 2025 and grew by 3.3% (2024: 3.2%) despite ongoing geopolitical tensions and trade policy uncertainties. Growth momentum thus remains below the long-term average of around 3.7%: The economic recovery continued to be subdued but became somewhat more stable. The decline in global inflation to 4.1% in 2025 was primarily due to falling energy prices, declining demand and the ongoing normalisation of supply chains.

Despite a slight improvement in financing conditions and a weaker US dollar, the risks outweighed the positive developments. Trade conflicts, rising fiscal deficits and increasing geo-economic fragmentation weakened global growth. It was not so much the direct effects of tariffs as the resulting uncertainty about future trade policy conditions that hampered investment and acted as a brake on economic momentum.

The advanced economies increased their economic growth by just 1.7% in 2025 (2024: 1.7%). While growth in the USA still reached 2.1% (2024: 2.8%), the eurozone lagged behind more dynamic regions of the world with an average growth of 1.4% (2024: 0.8%). Within Europe, development trends continued to be mixed.

Germany recorded growth of 0.2% in 2025, after economic output had fallen by 0.2% in the previous year. Despite the slight recovery, economic momentum remained weak in comparison to other economies worldwide. Growth is largely driven by government investment and fiscal stimuli, while private investment and productivity potential remain subdued.

Other major economies in the eurozone also reported moderate growth. The French economy expanded by 0.8% in 2025 (2024: 1.1%), that of Italy by 0.5% (2024: 0.6%) and the Spanish economy by 2.9% (2024: 3.1%). The UK recorded a positive growth trend of 1.4% in 2025 compared to 0.9% in the previous year.

Emerging and developing countries continued to make a disproportionately high contribution to global growth. In Asia, an increase of 5.4% was achieved, driven primarily by India with 7.3% (2024: 6.5%) and China with 5.0% (2024: 4.8%). Investments in digital infrastructure, semiconductors and artificial intelligence in particular supported growth.

Overall, the global economy proved resilient. Contributions to growth continue to shift to regions with stronger domestic consumption and technology-driven structural change, while industrialised countries continue to face structural challenges, trade barriers and demographic change. In addition, political and legal uncertainties within the EU, for example in connection with major free trade agreements, are limiting additional growth impetus from foreign trade in the short term.

The TIC sector is recovering faster than the pace of global economic output as a whole. In 2025, it achieved global growth of 3.3% (2022: 3.5%) and generated approximately \$239 billion in revenue worldwide. In Europe, the industry grew by 2% in 2025, which was likewise above the level of European economic output.

As an internationally recognised knowledge group, the TÜV NORD GROUP is one of the largest providers in the TIC industry and, as a diversified group, is represented in all the world's major regions.

Business trends

The TÜV NORD GROUP recorded stable development in 2025 despite the difficult macroeconomic conditions due to the effects of US trade policy and the war in Ukraine. The focus remained on safeguarding business operations and measures to secure liquidity.

Revenue developed as described in the forecast for 2025 in the 2024 Group management report. Despite the difficult economic environment and further increases in personnel and material costs, positive income was at the forecast level and above that of the 2024 reporting period.

The revenue and EBIT (earnings) financial performance indicators for the individual business units were as follows:

The business unit **Mobility** significantly exceeded the forecast positive revenue trend in 2025. The revenue growth was mainly due to a nationwide increase in prices and revenue for general inspections in the business fields Partners and Car dealers & repair workshops. However, earnings were below the forecast range. Higher personnel expenses, costs for training in connection with the expansion of the number of employees and the costs for the further development of IT systems and digitalisation projects had a negative impact on earnings.

The increase in revenue in the business unit **Industry** was lower than forecast. The business fields Buildings and Process Technology recorded significant increases in revenue compared to the previous year. Earnings were within the forecast range and above the previous year's level. However, they continued to be burdened by increased personnel costs and costs associated with digitalisation projects. Profitability increases in domestic business in particular had a positive effect.

In the business unit **Energy & Resources**, revenue was within the forecast range and above the previous year's level. Earnings were above the forecast range and significantly higher than in the previous year. A lack of capacity utilisation and project postponements in the business field Natural Resources and a reluctance to place orders in the business field Industrial Infrastructure had a negative impact. There were positive developments in the business field Renewables in particular, including the first-time consolidation of an acquired company.

The business unit **Certification** reported revenue below the forecast level, while simultaneously achieving earnings at the upper end of the forecast range. All business fields contributed to the increase in revenue compared to the previous year. The growth of the business field Special Management System was positively influenced by the first-time consolidations of the four newly acquired EPI companies, among other factors.

In the business unit **Digital & Semiconductor**, revenue was above the previous year's level but lower than had been forecast. This was due to the below-budget performance in the business field Semiconductor, mainly as a result of project postponements in the component business and the economic conditions in Germany (e.g. in the automotive industry). The negative deviation of the earnings figures from the forecast was mainly due to below-budget developments in the business fields Semiconductor and Cybersecurity Projects & Critical Infrastructure.

Revenue in the business unit **People & Empowerment** was significantly below the forecast level in the 2025 reporting period and also below the previous year's level. This was due in particular to a noticeable reluctance on the part of clients to book seminars as a result of the economic situation, and to place orders in the subsidised area, which was observed in connection with the formation of the new government. For these reasons, the result was significantly below the forecast level and that of the previous year.

The number of full-time employees in the Group in 2025 fell slightly short of the forecast level due to the difficult labour market environment. The previous year's level was exceeded, due in part to the first-time consolidations.

In the 2025 reporting period, the Group's financial performance indicators developed as follows compared to the previous year:

- Revenue rose by 6.0% from €1,693.4 million to €1,794.7 million. The increase in revenue was due to improving trends in almost all the business units.

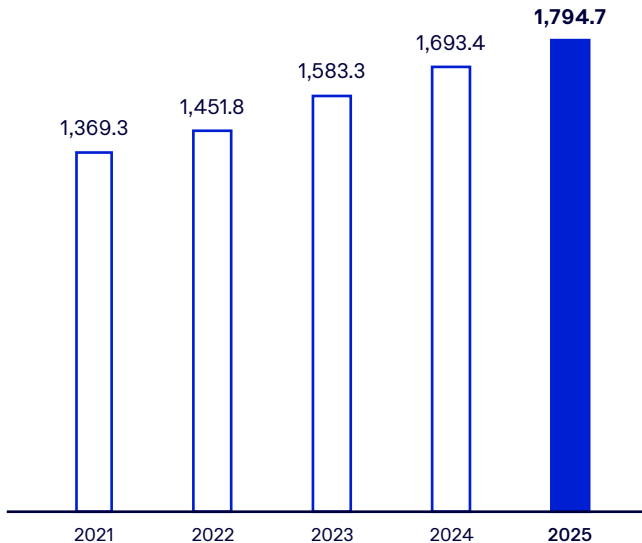
- Operating profit before special items (EBIT) rose by 5.6% from €89.8 million to €94.8 million. The special items amounted to €2.0 million (2024: €-6.6 million) in the reporting period. The increase in earnings of €5.0 million is primarily due to the positive development in the business units Energy & Resources and Industry.
- The return on revenue, as measured by EBIT, was thus 5.3%, the same as in the previous year.
- Earnings before tax (EBT) rose by €14.8 million to €93.4 million.
- The number of employees increased from €13,192 (on average, converted to full-time equivalents) to 13,594 in 2025.

Earnings

In the 2025 reporting period, the TÜV NORD Group generated revenue of €1,794.7 million (2024: €1,693.4 million). The following figure shows the trend in revenue in the past five years:

Trend in revenue

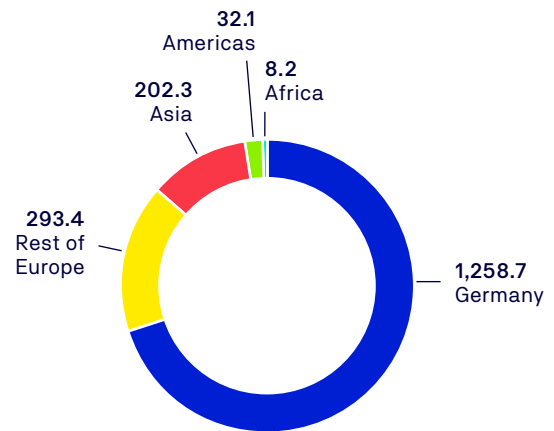
in € million



The regional breakdown of revenue is shown in the following figure:

Revenue by region

in € million

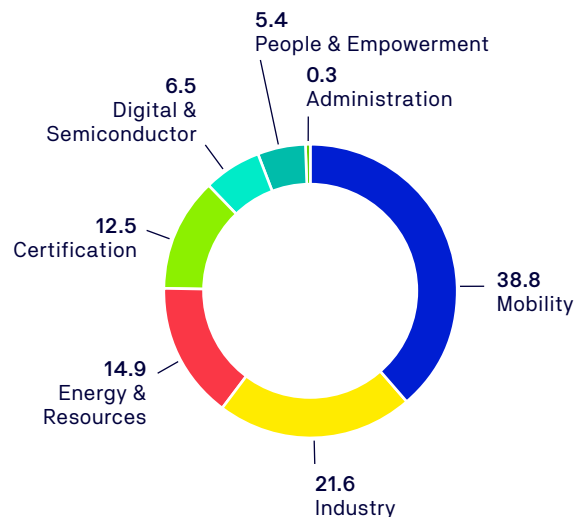


In Germany, the Group generated revenue of €1,258.7 million in 2025 (2024: €1,198.0 million). Revenue from international business amounted to €536.0 million (2024: €495.4 million) and achieved a share of 29.9% of the total figure.

Broken down by business units and group division Administration, the overall picture for 2025 was as follows:

Revenue by business unit

in %



The variations in performance of the business units were influenced by the heterogeneity of their market presence, the diversity of their product portfolios and their geographical orientation.

At €697.0 million, revenue in the business unit **Mobility** was 9.4% higher than the previous year's figure of €637.0 million. The growth in revenue was mainly the result of a nationwide increase in prices and sales for general inspections.

The business unit **Industry** generated revenues of €388.5 million (2024: €377.4 million). Both the domestic companies and business activities abroad contributed to the growth in revenue. There were significant increases in revenues in the business fields Buildings and Process Technology.

The business unit **Energy & Resources** generated revenues of €267.1 million (2024: €251.8 million). There were significant increases in revenue in the business field Renewables, while the business field Natural Resources was affected by project postponements and the business field Industrial Infrastructure by reluctance to place orders.

The increase in revenue in the business unit **Certification** to €224.2 million (2024: €209.8 million) was driven by the growth of the global certification market, the expansion of business activities beyond traditional certification services and the four first-time consolidations. All business fields made a significant contribution to the increase in revenue.

At €116.3 million, revenue in the business unit **Digital & Semiconductor** was above the previous year's level (2024: €112.0 million) and was mainly driven by developments in the business field Semiconductors providing services in international space projects.

The business unit **People & Empowerment** generated revenue of €96.7 million (2024: €99.3 million). The decline in revenue was mainly due to a noticeable reluctance to book seminars due to economic trends.

Group expenses rose by 5.7% to €1,761.1 million in the reporting period.

The cost of materials amounted to €395.1 million, compared with €350.4 million in the previous year, due to an increase in the services purchased in conjunction with the growth in revenue.

Personnel expenses rose to €978.0 million, in particular because of the hiring of new employees and wage adjustments in Germany.

Depreciation and amortisation amounted to €78.3 million (2024: €78.5 million).

Further information on expenses can be found in the notes to the consolidated financial statements, under no. 3, Consolidated income statement disclosures.

An operating result (EBIT) before special items of €94.8 million (2024: €89.8 million) was achieved.

The non-operating result of €2.0 million was mainly comprised of a compensation payment due to a major order and deconsolidation effects.

Earnings before tax (EBT) amounted to €93.4 million, up €14.8 million above the previous year's figure of €78.6 million. All business units contributed to the Group's positive earnings.

At €56.9 million, consolidated earnings after tax was above the previous year's figure (2024: €46.8 million).

Assets

Despite the difficult economic environment, the TÜV NORD Group boasts a sound balance sheet structure.

At €1,285.5 million, total assets in the reporting period exceeded the previous year's level (2024: €1,281.5 million).

Non-current assets increased from €767.2 million to €768.4 million and mainly consist of property, plant and equipment, intangible assets and deferred tax assets.

Current assets, accounting for 40.2% of total assets, amounted to €517.1 million (2024: €514.3 million). The Group has additional hidden reserves, which primarily take the form of property holdings and investments.

At €417.9 million, equity was above the previous year's level (2024: €370.3 million). The equity ratio was 32.5% (2024: 28.9%). In 2025, actuarial gains in the Other equity items in the amount of €9.5 million (2024: €-4.4 million) were offset, thus affecting the consolidated statement of comprehensive income. In the reporting period, €608.5 million of plan assets were offset against provisions for pensions and similar obligations (2024: €657.2 million). The proportion of the provisions for current and future pension obligations not financed by plan assets amounted to €272.4 million (2024: €313.1 million).

Further information on the asset situation can be found in the notes to the consolidated financial statements, under no. 5, Consolidated balance sheet disclosures.

Financial status

The Group is on a solid financial footing, allowing it to continue to invest in innovation and training and to secure the future viability of its services. Despite the challenging economic environment, the net financial position of the TÜV NORD Group remained healthy as of 31 December 2025. Thanks to its implementation of appropriate measures, the Group remained capable of acting at all times.

As in previous years, the primary objectives of the Group's conservative financial strategy, namely the maintenance of a good rating and ensuring adequate liquidity for the central financing of all Group companies in accordance with their needs, were consistently pursued.

Far-reaching financial flexibility and robust risk and opportunity management are further key pillars of the financial strategy.

The Deutsche Bundesbank (German Federal Bank), having investigated important financial metrics such as profitability, internal financing strength, liquidity and capital structure on the basis of audited financial statements, has for the nineteenth year in succession awarded the TÜV NORD Group the accolade of eligibility for rediscount with the central bank. Since the first audit in 2007, the Group has thus consistently been among the group of creditworthy companies whose liabilities can be lodged by commercial banks as collateral with the Deutsche Bundesbank. This ensures that the TÜV NORD GROUP will continue to have good access to financial resources in the future.

The cash flow (see consolidated cash flow statement) amounted to €126.1 million and was essentially used for investments in intangible assets and in property, plant and equipment. The investment volume, excluding company acquisitions, amounted to €41.6 million in the 2025 reporting period (2024: €88.1 million). Of this amount, €31.7 million was attributable to domestic and €9.9 million to foreign companies. The focus was on the new construction and modernisation of TÜV NORD stations as well as investments in testing equipment and IT. In the reporting period, the Group spent a total of €25.2 million on company acquisitions and for the establishment of a new subsidiary in the USA.

The Group's net financial position, which mainly consists of cash, amounts payable to banks and subordinated registered debenture, amounted to € 53.9 million at the end of the reporting period (2024: €58.7 million).

In connection with the acquisition of the four EPI companies, a long-term bank loan was taken out in the 2025 reporting period, which was valued at €13.9 million as of 31 December 2025.

In the 2025 reporting period, the existing syndicated loan was extended until 3 December 2030. Interest payable on the basis of the relevant EURIBOR plus a current margin of 85 basis points, amounting to at least 0.85% p.a. As of 31 December 2025, €30.0 million (2024: €50.0 million) of this syndicated loan had been used.

In 2025 the Group was in the position to meet its payment obligations at all times.

Overall situation

The overall economic situation once again posed challenges for the TÜV NORD GROUP in the 2025 reporting period. Overall, the TÜV NORD GROUP can look back on a successful fiscal year. The earnings, assets and financial status developed positively.

The Group continues to focus all its efforts on optimising its earnings, assets and financial status. The TÜV NORD GROUP expects its earnings, assets and financial status to remain stable in the future.

Non-financial performance indicators

Innovations

The TÜV NORD GROUP is pushing ahead with a wide range of innovation activities to ensure its growth and competitiveness. The Group's innovation projects for the development of new services continued as planned in 2025. Adjusted for special effects, the innovation rate remained stable. The service portfolio was further strengthened, particularly with regard to digitalisation.

The business unit **Mobility** has its sights firmly set on digital solutions. For example, the cloud-based IT tool TÜV NORD DRACI was introduced for the preparation and invoicing of vehicle damage assessments. This tool optimises data transfer between several systems and thus makes the entire process more efficient, from the receipt of the order to the vehicle assessment and invoicing of the damage assessment. As a smart solution for data protection in the connected car, the innovative plug-and-play tool TÜV NORD Onboard Car Diagnosis enables objective, data-supported and digital diagnostics with secure deletion of personal data on the vehicle interface, mileage checks and fault memory analyses. In view of increasing data protection requirements in the automotive industry, this is a forward-looking solution that will support the responsible handling of vehicle data.

In the business unit **Industry**, the AI Assisted Auditing concept is supporting audit processes and is making workflows more efficient. At the same time, the strategic AI platform is creating a basis for the provision of ERP (Enterprise Resource Planning) data in a clean and usable form. In addition, employees are being taught AI knowledge in a targeted and practical manner to reinforce their digital skills in the business unit. Another priority is the use of process mining. This technology makes processes measurable, transparent and optimisable in a targeted manner, allowing process reliability, quality and efficiency to be continuously monitored and improved – right through to the automation of sub-processes.

An innovative energy flow simulation service was successfully developed in the business unit **Energy & Resources**. In the New Energy business, a key role is played by the early determination of total energy requirements or (local) capacities and potential for energy generation plus the modelling of different scenarios and sinks. This starts with the customer project planning. The challenges to date have been system dimensioning (e.g. for a technology/energy park) and visualising the transparency of the operating modes of the integrated system components/technologies. The solution is holistic energy flow simulations of sector coupling projects, i.e. integral modelling from generation to the sinks. The energy flow simulation is based on power balancing, techno-economic optimisation and sensitivity and scenario analyses.

Artificial intelligence (AI), with all its significance for the future, also remains highly relevant for the Group. One successful application example has been DMT RideGuard, an intelligent online monitoring system based on state-of-the-art IoT sensor technology and AI algorithms that enables the seamless monitoring of amusement park rides.

At Group level, 2025 saw the realisation of the first externally visible successes of the innoTANK concept, which combines strategic foresight with start-up scouting and venture clienting. To name two examples, innoTANK won both the German Excellence Award 2025 and the "Innovator of the Year" competition.

Employees

Despite the major geopolitical challenges and global economic uncertainties, the TÜV NORD GROUP performed well and grew its staff.

In the 2025 reporting period, an average of 15,582 employees worked for the Group (2024:15,147). On average, 13,594 employees FTE (2024: 13,192) worked for TÜV NORD Group companies in Germany and abroad. In Germany, the Group employed 8,526 people, while the number of employees abroad amounted to 5,068. The business units with the most employees were Industry with 4,054 and Mobility with 3,747. At around 30%, the average proportion of women in the Group was on a par with the previous year (2024: 30%).

The Group uses a wide range of measures to underscore its attractiveness as an employer. These include a broad portfolio of benefits: In 2025, for example, the TÜV NORD GROUP introduced the JobRad. Under this scheme, employees can easily obtain the bike or e-bike of their choice from their employer – for both private and professional use. The international health week, this time with a focus on heart health, also featured once more in the programme. Colleagues were able to choose from a wide range of online programmes to reduce stress and improve their health. Alongside the well-being of its employees, work-life balance is an important concern for the TÜV NORD GROUP. In August 2025, a daycare centre was opened at the TÜV NORD Campus in Essen, which also provides care for the children of employees.

Technological change is progressing ever faster, for example in the context of applications with artificial intelligence. The TÜV NORD GROUP is breaking new ground in the training and further education of its employees and is increasingly using virtual and augmented reality tools.

In the 2025 reporting period, the Group continued to make significant investments amounting to €14.4 million (2024: €14.2 million) in internal and external training measures for employees.

The TÜV NORD GROUP is the byword for values such as diversity, inclusion and equal opportunities. In the 2025 reporting period, for example, the first ever intercultural breaking of the fast at the end of Ramadan brought together colleagues from all business units. At the traditional Social Day, employees in Essen, Bremen and Hanover provided those in need with winter clothing and hot meals.

The Board of Management and the Group Executive Committee would like to thank all employees, the company management boards and the staff representatives for the successes recorded in the reporting period.

Outlook, opportunity and risk report

Outlook

According to the International Monetary Fund (IMF), the pace of global economic growth is likely to stabilise at 3.3% in 2026 on the back of a rate of growth of 3.3% in 2025. The global economic outlook therefore remains cautious but stable. This growth will be the result of a combination of dampening effects from trade policy and positive factors such as fiscal stimulus, expansive financing conditions and high levels of investment in future technologies.

According to the IMF, inflation is likely to fall to a global average of 3.8% in 2026. In the advanced economies, inflation rates are increasingly approaching the central banks' target levels, while price increases in emerging and developing countries are slowing but remain above the level of industrialised countries. Financial conditions are likely to ease further, as additional interest rate cuts are expected, especially in the USA and the United Kingdom. According to the IMF, the European Central Bank is likely to maintain an unchanged monetary policy stance for the time being and will only return to more expansive action if inflation returns below 2% for a long term.

Regional growth momentum remains heterogeneous. For the advanced economies, the IMF expects growth of 1.8% in 2026 (after 1.7% in 2025). The USA is likely to see particularly dynamic

growth of 2.4%, supported by fiscal stimulus and high technology-related investment. The eurozone is expected to expand by 1.3%, driven by investments and a gradual increase in private consumption.

For Germany, the IMF and the OECD are forecasting growth of around 1.1% in 2026, up from a mere 0.2% in 2025. This would see the economy emerge to a noticeable extent from the phase of stagnation, at least temporarily; however, structural weaknesses remain. Positive impetus could come from higher investment activity, fiscal spending programmes and a progressive reduction in bureaucracy. Risks remain in the form of weak export demand, possible trade policy tensions and structural barriers to productivity.

The IMF is forecasting growth of 4.2% for emerging and developing countries in 2026, slightly below the previous year's level (4.4%). India will remain the main growth driver with 6.4% growth, while China's economy is expected to expand by 4.5%. The continued reorientation of the Chinese economy towards more domestically oriented growth and the stabilisation of the real estate sector are reducing the growth impetus from foreign trade, while at the same time contributing to greater economic stability and, therefore, more reliable conditions for global trade.

Based on these framework conditions, the forecast for the TIC market for 2026 assumes continued stable growth of 3.4%, provided there is no significant deterioration in the global political situation. Global industry revenue is therefore likely to rise to around \$248 billion.

For the 2026 reporting period, the TÜV NORD GROUP anticipates an increase in revenue of between 4% and 5% and earnings of between €90 million and €110 million. The forecast economic development and the geopolitical conflicts (Ukraine, Middle East) are having a negative impact on the Group's key figures. Against this backdrop, the forecast period is thus still beset

by a high degree of uncertainty. In addition, future investments in the SAP and digitalisation projects and the planned expansion of the number of employees are having a negative impact on earnings. All business units are forecasting positive earnings contributions.

The business unit **Mobility** anticipates an increase in revenue of between 5% and 8% in 2026 and is continuing its growth trajectory through price and revenue increases in the official and private sector and market share gains in the business field Partners. Targeted innovation projects are helping to secure future viability, and digitalisation projects are increasing efficiency. The costs for the expansion and optimisation of IT systems and processes plus the digitalisation of business processes will continue to impact earnings in 2026, with figures between €25 million and €32 million anticipated.

Taking into consideration further growth potential in the TIC market and the expansion of business to new services and markets, the business unit **Industry** is expecting to increase its revenue by between 4% and 6% in the 2026 reporting period. Earnings in 2026 will continue to be negatively impacted by increased personnel costs (personnel expansion, collective wage agreement) and expenses in connection with SAP and digitalisation projects, and a figure between €13 million and €18 million is anticipated.

In the business unit **Energy & Resources**, there is potential for growth in 2026, particularly in the business fields Natural Resources and Clean Energy Solutions. Attractive market growth is expected in the carbon-neutral technologies field due to increasing demand and political support. An increase in revenue of between 3% and 6% is forecast. Earnings of between €14 million and €18 million are anticipated in 2026. The focus will be on the establishment of new products and services through innovation and digitalisation, alongside restructuring and cost-saving measures in the administrative field.

The business unit **Certification** anticipates continued global growth in the certification market. Revenue is expected to increase by between 6% and 9% in the 2026 reporting period. The main focus will be on the Asia, Europe and India regions. Global digitalisation and the standardisation of operational processes will be a further priority. Earnings are expected to be between €18 million and €23 million, mainly due to the increase in personnel and higher expenses for IT systems.

The business unit **Digital & Semiconductor** expects stable growth in all relevant markets in Germany and abroad, particularly in Europe, during the forecast period and predicts revenue growth of between 8% and 12% for 2026. The long-term high technology growth sectors (optoelectronics, photonics, IT security, sensor technology, and the aerospace industry) are the focus of the investment policy, which aims to increase the automation of component testing. An increase in earnings of between €8 million and €12 million is forecast.

Revenue growth of between 8% and 12% is expected for the business unit **People & Empowerment** in 2026. The focus will be on the current challenges facing the technology society, with the entire portfolio – from diagnostics and consulting to training – being expanded to include relevant topics such as artificial intelligence and mental health. The services will be specifically tailored to customer needs through the development of digital interfaces and automated processes. There are also plans to expand the customer structure. Earnings are expected to increase to €5 million and €8 million. Efficiency gains are expected through synergy effects within the business unit. In addition, process optimisation is intended to drive cost reduction, and the proportion of digital products with fixed costs (subscription models) is to be expanded.

As planned, the number of employees in the Group will grow by between 3% and 4% in line with revenue. Taking into account the growth opportunities in the domestic and international markets, the objectives of personnel development are clearly

defined as the targeted promotion and qualification of employees and managers alongside the stabilisation and growth of the number of employees in the light of the shortage of skilled workers and the retirement of the baby boomer generation. Structurally, the proportion of the TÜV NORD Group's employees outside Germany will increase due to the continuing growth in revenue and the number of employees working abroad.

The innovation projects identified as part of the strategy will contribute to securing the Group's future and organic growth in the long term. They will carry on in 2026 to allow the Group to continue developing new services.

Risk and opportunity management system

The business activities of the TÜV NORD GROUP are influenced by many risks and opportunities. Risk and opportunity management is therefore a fundamental component of corporate management. The early identification of risks and opportunities and their forward-looking management are key success factors for business development in the TÜV NORD GROUP. In the operating and lead companies, specific measures are taken in good time to minimise risks and exploit opportunities.

Risks and opportunities are identified by means of a standardised, system-supported, periodic process in all Group companies in which TÜV NORD AG holds a direct or indirect interest of more than 50%. They are reported by amount and probability of occurrence at the end of each quarter, before and after countermeasures (gross and net). In this context, recommendations for action are drawn up to reduce or eliminate risks and ensure that opportunities are utilised. Continuous monitoring of the relevant markets ensures that macroeconomic and sector-specific opportunities are recognised at an early stage. The Group's capacity for innovation allows it to make use of macroeconomic opportunities in a timely manner. Provisions are recognised for individual risks where necessary. The possible financial effects of risks that arise can be limited with the help of the Group's centralised insurance management.

Reports on significant or vital threat to the TÜV NORD GROUP as a going concern are submitted to the Group Executive Committee, the Board of Management and the Supervisory Board on a quarterly basis and, if necessary, as ad hoc reports in response to specific events. These reports include the status of the risks (net) and the appropriate countermeasures and opportunities.

The risk management system is reviewed by the internal audit department and evaluated by external auditors. The results are reported to the Board of Management and the Supervisory Board.

Risks and opportunities for the TÜV NORD GROUP

The risks and opportunities for the TÜV NORD GROUP have not changed significantly compared to the previous year. In the 2025 reporting period, there were no identifiable risks that, either individually or taken as a whole, might jeopardise the continued existence of the Group or materially impair its assets and financial status. As far as can be seen at present, there are no risks in the foreseeable future which might jeopardise the survival of the Group.

Interest rate risks may arise in connection with pension obligations. The plan assets used to finance pension obligations are managed in trust by TÜV NORD PENSION TRUST e.V., which was founded in 2008. Changes in the actuarial interest rate and other actuarial parameters (in particular pension trends) in the valuation of pension obligations could affect the present value of the discounted pension obligations and thus have a significant impact on equity and total comprehensive income.

Beyond this, the Group is not exposed to any material price change, default or liquidity risks or risks from fluctuations in cash flow. The Group's financial assets are invested in such a way that, from today's perspective, there are no material risks.

The risk of a shortage of skilled labour, particularly in Germany, Western Europe and North America, poses challenges for the TÜV NORD GROUP. The competition for qualified personnel, which is intensifying due to demographic developments and the poaching of employees, will have a decisive influence on

the achievement of the Group's economic targets. Staff retention and recruitment measures are continuously being developed and implemented in the individual business units.

There is still uncertainty regarding the geopolitical environment (war in Ukraine, war in the Middle East). Further risks can therefore not be ruled out, depending on global economic developments. In addition, risks such as unresolved customs conflicts could lead to lower international sales growth and cause the economy in Germany and the eurozone to continue to stagnate.

In view of the changed geopolitical situation, there are opportunities for the TÜV NORD GROUP in the areas of defense and critical infrastructure. The establishment of a special fund in Germany, the increase in defense spending in the NATO countries and a broader social acceptance of the need for Germany and the EU to have a defense capability are opening up opportunities for growth, for example in the areas of testing, certification and IT security for customers in the critical infrastructure and defense segments, as well as for dual-use goods.

The following risks and opportunities exist for the individual business units:

In the business unit **Mobility**, risks are presented by the ongoing competitive pressure in the areas of periodic vehicle inspections, damage assessments and vehicle valuations. The ongoing consolidation process among car dealerships and workshops requires a Europe-wide market presence to secure major contracts. In order to fulfil these requirements and compete for the most promising partners, the business field Partners is being further expanded. The further development of the range of services for partners and investments in IT systems and platforms is of crucial importance. The increasing share of electric vehicles in the total vehicle pool is leading to a shift in the authorisation market. The number of variants offered by vehicle manufacturers is decreasing, while the need for licences for vehicles with alternative drive systems and for connected driving is increasing. Technological changes in the vehicle sector are increasing the requirements on the safety of mobility concepts and data protection. In addition, vehicle evaluations and damage appraisals are opening up opportunities in the growing

global used car markets. In the long term, a decline in demand for vehicles from German manufacturers could mean that growth in the automotive business may well come primarily from outside Europe, particularly in the APAC and Americas regions. Opportunities will therefore arise from the need to create the necessary framework conditions for growth in these regions.

In the business unit **Industry**, fundamental risks are presented by potential changes in legislation, particularly if previously mandatory inspections become obsolete or can be carried out by less qualified personnel.

On the other hand, the internationalisation and diversification of the service portfolio present significant opportunities. The digitalisation of business models offers further business potential and efficiency gains. New business opportunities will also arise from the expected increase in regulations in connection with new technologies, such as the artificial intelligence field. The increased focus on sustainability, driven by market demand and EU regulations, is opening up additional business opportunities. In addition, the demand for new non-accredited services is growing due to global developments such as climate change.

In the business unit **Energy & Resources**, the business fields Natural Resources, Industrial Infrastructure and Civil Infrastructure in particular are having to hold their own in a difficult market environment. The existing project risks are derived primarily from delays in the awarding of contracts and the processing of major projects by customers, from specific technical challenges and from customers' reluctance to invest. The optimisation of the receivables management process should ensure that the risk of default remains low. Restructuring and additional cost reduction measures are currently being implemented, while further measures such as process improvements and standardisation, training and continuous KPI monitoring are being implemented on an ongoing basis. In the business field Renewables,

increasing competition in the Chinese photovoltaic market is leading to declining margins as prices have to be adjusted to the competitive environment. In the business field Clean Energy Solutions, there is increasing competition for new tenders for significant framework agreements in the area of nuclear technology.

In the business fields Clean Energy Solutions and Renewables, there are opportunities in international business development, as well as promising market prospects in view of the political support and increasing demand for carbon-neutral technologies. For the business fields Natural Resources, Industrial Infrastructure and Civil Infrastructure, there are opportunities for a significant increase in seismic exploration in the area of deep geothermal energy throughout the German-speaking region. There are also opportunities to win lucrative major contracts in the areas of mine access, tunnel ventilation and tunnel engineering/road rights of way. The newly established infrastructure fund of the Federal Republic of Germany is expected to stimulate growth.

The business unit **Certification** continues to meet the threat of compliance conflicts and the risk of accreditation withdrawal with robust accreditation and compliance management. Risk prevention is already part of the strategic measures, and continuous adaptation to the increasing requirements of the accreditation bodies remains a central focus. The increasing complexity of requirements necessitates more intensive training and further education for employees to meet the high standards. Active participation in political, normative and social committees remains a long-term strategy for exerting influence and representing the interests of companies. Individual breaches of the rules cannot be completely prevented but they are countered by a set of comprehensive preventive measures. The clear demarcation between certification and advisory services will be pursued.

The use of artificial intelligence to support internal and external certification processes is enabling more efficient working methods and ensuring that a competitive edge is maintained. In addition, the business unit Certification is among the first certifiers for AI management systems. Cybersecurity and the development leading to Industry 4.0 are becoming increasingly important across all sectors. Increasing uncertainty due to more and more hacker attacks and a general increase in cybercrime may have an additional, positive leverage effect here. In the area of sustainability, political measures such as the pricing of greenhouse gas emissions and the EU hydrogen strategy offer opportunities. The Corporate Sustainability Due Diligence Directive (CSDDD) and global initiatives such as the UN Sustainable Development Goals offer further opportunities for positioning.

For the business unit **Digital & Semiconductor**, risks are presented by weak economic development in Germany and stagnating economic growth, the demographically conditioned shortage of skills workers and rising energy and labour costs. The European automotive industry is facing enormous challenges as global demand declines and new competitors, particularly in China, enter the market. This is having a particularly negative impact on the business of ALTER | HTV, as this company is highly dependent on the automotive industry. The trend towards de-bureaucratisation and de-regulation in Germany, combined with limited budgets of public organisations, is increasingly burdening the cybersecurity testing industry. The impending slowdown in the practical implementation of relevant EU frameworks, such as the Cyber Resilience Act (CRA), the second Network and Information Security Directive (NIS-2), and the Artificial Intelligence Act (AI Act), may lead to the postponement of projects and a decline in customer willingness to invest in the short and medium term.

On the other hand, opportunities for the business unit are arising from increasing demand in areas such as semiconductors, photonics, IT security, critical infrastructure and drones,

particularly in high-growth markets such as communications, quantum computing, AI, defense and aerospace. Semiconductors are a foundational technology for Europe, driving digital transformation, economic growth, and strategic sovereignty in sectors like automotive, AI, and defense. With the “European Chips Act” programme, the EU aims to double its global market share to 20% by 2030, reducing dependence on foreign suppliers. The growth potential on the international markets is to be exploited by the establishment of the new company in the USA and the focus on high reliability markets like aerospace, medical and defense.

In the business unit **People & Empowerment**, the share of subsidised training in business activities in the business field Training has continued to fall, but the risks from this segment (dependence on subsidies, price dumping, lack of jobseekers, etc.) are still noticeable in certain areas. The market environment for diagnostic services is hampered by its dependence on legal regulations, which is why business activities are being stepped up, with new service offerings in other market segments outside traffic psychology. For the business field Consulting, there the risk remains that it will not be possible to recruit the necessary specialists on favourable terms, either as employees or freelancers.

Business development opportunities are seen particularly in the mental health segment and in the skilled trades sector. Opportunities for all business fields can also be seen in the growing need for digital and individualised formats and solutions resulting from the widespread use of new technologies such as AI and virtual reality. Digital formats, particularly in the business fields Training and Consulting, are also enabling improvements in the scaling up of new offerings as well as multilingualism and, with it, faster internationalisation. In this context, the platform economy is considered necessary for the development of new business activities and requires a solid digital infrastructural foundation for this purpose.

Corporate responsibility

Responsibility and sustainability are central components of the TÜV NORD GROUP's strategic orientation and business activities. The success of the TÜV NORD GROUP is therefore closely linked to the contribution of the Group companies to the sustainable development of the economy, society and the environment. The sustainable development of the TÜV NORD GROUP is understood as a continuous process that will enable the Group to evolve and respond dynamically to new developments. The basis for this action is the mission statement with the Group's values.

- We are human.

Technology is our passion, but our employees make us unique – they are our greatest strength. For us, the human element is the key to providing our customers with the best possible support in reaching their goals:

Empathetic & encouraging

Diverse & inclusive

- We speak facts.

Our expertise is vast and diverse, which is why we communicate clearly. We keep our promises, uphold our commitments, and maintain transparency. This dedication to clarity is the foundation of our culture of openness:

Trustworthy & transparent

Fact-based & independent

- We want to know.

Our expertise drives us forward. With our solutions, we provide greater protection for our customers' investments. We continuously refine our products and processes:

Curious & informative

Broadly positioned & with excellent technical knowledge

- We think ahead.

For us, progress begins in our minds – with innovators who build trust. We operate with the highest technical standards, always mindful of using resources efficiently:

Innovative & considerate

Sustainable & pioneering

- We go for it.

For us, a strong idea is always matched by effective implementation. We test, safeguard, and support technological progress. We identify emerging trends early and drive innovation forward:

Courageous & supportive

Powered by strength & personal motivation

- We stand together.

We call ourselves a GROUP and we work as a GROUP. Diversity and internationalisation are the foundations of our success.

We proudly demonstrate this every day – by fostering solidarity with each other and with our customers:

Fair & on equal terms

Responsible & open

In December, the Group decided to summarise the six corporate values of the TÜV NORD GROUP under the heading of Trust+ with one memorable term allocated to each:

compassionate + credible, excellent + innovative, performance-oriented + accountable.

Among other things, the sustainability strategy defines the goals that the TÜV NORD GROUP has set itself for responsible and sustainable development. The focus remains on the three fields of sustainability: Company, people and environment.

These were reconfirmed in the 2025 materiality analysis and consequently also form the basis of the TÜV NORD GROUP's

sustainability activities. The sustainability strategy is closely linked to the TÜV NORD GROUP's corporate strategy and is based in particular on its sustainability, people and culture thrusts.

As in the previous year, overall responsibility for sustainability in the 2025 reporting period lay with the COO. He continues to be supported by TÜV NORD AG's central sustainability management. At the level of the business units and group divisions, sustainability coordinators have been appointed who support their respective management in their responsibility for sustainability and who together form the Sustainability Council under the leadership of TÜV NORD AG's central sustainability management. Overarching sustainability issues are dealt with and coordinated by this council. In the Group companies, responsibility for sustainability remains with the respective management.

The 2025 Sustainability Report provides information on new developments in the management approaches of the three fields of sustainability and on specific practical sustainability activities. For the first time, it has been prepared in accordance with the European Sustainability Reporting Standards (ESRS).

On 31 December 2025, the TÜV NORD GROUP was once again awarded the EcoVadis platinum medal. This means that the Group continues to rank among the top 1 percent of companies assessed in the past twelve months.

Corporate governance

The Board of Management and the Supervisory Board of TÜV NORD AG have undertaken to organise and monitor the company in accordance with national and international standards of good and responsible corporate governance. In doing so, they are guided by the German Corporate Governance Code for capital-market-oriented companies.

The governance structure of TÜV NORD GROUP is based on the globally recognised Governance Three Lines Model (TLM) which ensures long-term value creation through management and control. The three interrelated key roles of First Line (operational management), Second Line (risk management, controlling, legal, compliance, etc.) and Third Line (internal auditing) ensure the regularity of business processes and organisational structures as well as the efficiency and effectiveness of the internal control system (ICS).

It was over ten years ago that the TÜV NORD GROUP first introduced the Compliance Management System (CMS) as an integral part of corporate governance. The aim of the CMS is to promote compliance with laws and guidelines, prevent misconduct and systematically minimise compliance risks on the basis of a culture of integrity.

There is a high level of awareness and sensitivity to compliance issues within the Group. The focus of corporate governance at the TÜV NORD GROUP is on the preventive compliance approach. This will strengthen the corporate culture in the long term through specific guidelines, targeted awareness-raising measures and advisory services and help to prevent breaches of the rules.

The basis for ensuring corporate governance are clear internal guidelines that are accessible to all employees, for example on the intranet. Employees are helped to remain legally compliant by specific instructions taken from the corporate guidelines and codes of conduct. The internal regulations are regularly revised to ensure that they comply with current requirements. Information events and training courses, in particular e-learning modules, sensitise employees to the importance of compliance-relevant topics. It is very important that employees are trained in compliance-relevant topics, both in Germany and, especially, abroad.

Employees regularly use the advisory function of Group Compliance to tackle issues such as the appropriateness of invitations and gifts or for the risk-based assessment of new business models and company acquisitions. This is an effective preventive measure to avoid damage. Systematic compliance risks are being reduced courtesy of risk-based internal control processes, such as compliance reviews of business partners. In this way, consistent adherence to the TÜV NORD GROUP's compliance guidelines is anchored in day-to-day business.

The CMS also interfaces with the topics of corporate responsibility and sustainability in the operational business. The TÜV NORD GROUP's Code of Conduct serves as the basis for all Group guidelines and internal regulations. It emphasises values such as fairness, transparency, diversity and individuality and expressly prohibits any form of corruption.

The Board of Management has tasked the TÜV NORD GROUP's Compliance Officer with the establishment and further development of the CMS. This person acts as a coordination and contact point for all compliance matters such as training content, internal regulations and whistleblower management. The Compliance Officer of the TÜV NORD GROUP regularly informs the Board of Management and Group Executive Committee of relevant compliance issues and the status of the CMS in the company. The compliance organisation is supplemented by further operational functions at decentralised level: Compliance Responsibilities, Compliance Officers and Compliance Managers.

Under the leadership of the Board of Management and the Compliance Officer of the TÜV NORD GROUP, the Compliance Committee controls and monitors the implementation and further development of the TÜV NORD GROUP's compliance programme.

Since the Supply Chain Compliance Act (LkSG) came into force, suppliers have been subject to an intensive risk assessment. The Compliance Code for Suppliers and Business Partners sets out the TÜV NORD GROUP's expectations of these groups. Business partners must respect legal requirements and follow ethical principles. By signing the Compliance Code, they undertake to act in accordance with the standards of the TÜV NORD GROUP. The further development of the business partner review process was implemented as planned and continuously optimised.

The "Trust Line" digital whistleblower system from NAVEX, which was introduced in 2024, enables whistleblowers worldwide to report suspected cases – anonymously if required. In addition, an external ombudsperson, who is obliged to maintain confidentiality and anonymity, also enables employees and external third parties to report violations of laws and guidelines. Employees are encouraged to report any information regarding such violations. The whistleblower system serves to duly record, analyse, document and, ultimately, punish compliance violations. This is reinforcing the existing compliance mechanisms.

The continuous improvement process for corporate governance structures and processes is essential. These are regularly reviewed to ensure that they are up to date and have been adapted to new requirements. The Group's internal audit department monitors compliance with corporate governance on the basis of risk-orientated audit planning. The implementation of the quality management system ensures the efficiency and effectiveness of auditing activities. An external and voluntary audit in accordance with the DIIR standards regularly confirms the effectiveness of the established processes.

In the past, the TÜV NORD GROUP's CMS was audited by external auditors in accordance with IDW PS 980. The audit report confirmed the appropriateness of the implementation and the proper focus of the system. A renewed review of the CMS in accordance with IDW PS 980 has been initiated. The TÜV NORD GROUP's membership of the industry association, the TIC Council, also obliges it to implement the TIC Council Compliance Program and the Compliance Code of Conduct with binding effect. This implementation is reviewed annually by an independent auditing company in accordance with the agreed-upon procedure.

Statement on corporate governance

Findings on the promotion of the participation of women in leadership positions according to Article 76 (4) and Article 111 (5) German Stock Corporation Act¹

For TÜV NORD GROUP diversity and equal opportunities are important cornerstones of corporate culture and leadership.

In December 2020/January 2021, the Supervisory Board resolved on new targets for the proportion of woman in the Board of Management and the Supervisory Board for the period ending on 30 June 2025. The aim is to achieve a target of 30 percent for the proportion of women on the Supervisory Board and 33 percent for the proportion of women on the Board of Management. Elections to the Supervisory Board of TÜV NORD AG took place in March 2023. Since then, the proportion of women on the Supervisory Board has been 35 percent. After 1 January 2021, the proportion of women on the Board of Management was one-third; the female member of the Board of Management having left in September 2024, the proportion had decreased to zero by the end of the target achievement period.

In September 2024, the Supervisory Board approved an expansion of the Board of Management to four Board of Management departments, and, in June 2025, new targets for the Board of Management and Supervisory Board for the period until 30 June 2028. The target for the proportion of women on the Supervisory Board is 35 percent and, for the proportion of women on the Board of Management, at least 25 percent. Since 1 September 2025, the proportion of women on the Board of Management has been one quarter. The proportion of women on the Supervisory Board is currently 35 percent.

For each of the first and second tiers of management below the Board of Management, a target of 30 percent was set, with a deadline for implementation at the end of 30 June 2027. This corresponds to a proportion of five female executives on the "F1" management tier and one female executive on the "F2" management tier.

¹ Pursuant to the act on the equal participation of women and men in managerial positions in the private and public sectors, certain companies in Germany are committed to setting targets for the proportion of women on their supervisory boards, executive boards and in the following two management tiers and to set a date for the achievement of these targets. The TÜV NORD GROUP pursues a strategy of diversity and is striving to increase the percentage of women in managerial positions.

As of 31 December 2025, the proportion of female executives on the “F1” management tier is 28 percent. The total proportion of female “F2” executives is 33 percent.

For the other affected Group companies, new targets for the proportion of women on the Supervisory Board, the Boards of Management and the two subsequent management tiers were set in due time, as were the implementation deadlines. The aim is to continuously increase the proportion of women in management positions in the Group companies.

Further information

TÜV NORD AG is deemed to be directly dependent within the meaning of Sec. 17 of the Stock Corporations Act (Aktien-gesetz – AktG) upon TÜV Nord Holding GmbH & Co. KG and TÜV HSA Holding GmbH & Co. KG and indirectly dependent upon TÜV Nord e. V. and TÜV Hannover/Sachsen-Anhalt e. V. For the period from 1 January to 31 December 2025 and in respect of relevant special transactions during the 2025 reporting period, the Board of Management of TÜV NORD AG has drawn up a report pursuant to Sec. 312 AktG regarding relations between the company on the one hand and TÜV Nord Holding GmbH & Co. KG, TÜV HSA Holding GmbH & Co. KG, TÜV Nord e. V., TÜV Hannover/Sachsen-Anhalt e. V. and the affiliated companies on the other.

This report ends with the following declaration:

“We declare that, in the case of the legal transactions listed in the report on relations with affiliated companies, TÜV NORD AG received appropriate consideration for each transaction in accordance with the circumstances known to us at the time in which the legal transactions were executed.

No measures were taken or omitted on the initiative or in the interests of the dominant enterprise or any enterprise affiliated with it.”

Hanover, 27 February 2026

TÜV NORD AG
The Board of Management

Consolidated income statement

€k	Note	2025	2024
Revenue	3.1.	1,794,693	1,693,428
Other internally generated additions to assets		13	140
Other income	3.2.	63,147	55,677
Cost of materials	3.3.	- 395,131	- 350,445
Personnel expense	3.4.		
a) Wages and salaries		- 802,159	- 776,489
b) Social security contributions, post-employment and welfare benefits		- 175,855	- 164,113
Depreciation, amortisation and impairment losses	3.5.	- 78,336	- 78,506
Other expenses	3.6.	- 309,603	- 296,492
Operating profit		96,771	83,200
Income from investments consolidated at equity		36	- 1,359
Income from other equity investments		3	102
Interest income		2,565	2,197
Interest expense		- 6,043	- 5,454
Other financial items		50	- 95
Financial result	3.7.	- 3,390	- 4,609
Earnings before tax (EBT)		93,381	78,591
Taxes on income	3.8.	- 36,452	- 31,837
Consolidated earnings after tax		56,929	46,754
The consolidated earnings after tax are attributable to			
TÜV NORD AG's owners		50,155	40,147
Non-controlling interests		6,774	6,607

Consolidated balance sheet

Assets €k	Note	31.12.2025	31.12.2024
A. Non-current assets			
Intangible assets	5.1.	193,492	168,819
Property, plant and equipment	5.2.	299,212	318,777
Investment properties	5.3.	20,331	16,705
Right-of-use assets	5.4.	102,704	93,531
At equity consolidated investments	5.5.	7,146	5,946
Other financial assets	5.6.	17,509	6,291
Trade and other receivables	5.8.	1,409	741
Other assets	5.9.	11,863	9,874
Deferred tax assets	3.8.	114,753	146,565
Total non-current assets		768,419	767,249
B. Current assets			
Inventories	5.7.	10,553	9,036
Trade and other receivables	5.8.	335,325	317,997
Other assets	5.9.	31,310	31,769
Current tax assets		16,230	12,895
Cash and cash equivalents	5.10.	123,706	141,599
Total current assets		517,124	513,296
C. Assets held for sale	5.11.	0	999
Total assets		1,285,543	1,281,544

Equity and liabilities			
€k	Note	31.12.2025	31.12.2024
A. Equity			
Subscribed capital	5.12.	10,000	10,000
Capital reserves	5.12.	114,413	114,413
Subordinated registered debenture	5.12.	30,000	30,000
Retained earnings	5.12.	467,870	422,224
Other equity items	5.12.	- 234,721	- 238,159
Total equity of TÜV NORD AG's owners		387,562	338,478
Non-controlling interests	5.12.	30,338	31,796
Total equity		417,900	370,274
B. Non-current liabilities and provisions			
Provisions for pensions and other post-employment benefits	5.13.	272,424	313,064
Other provisions	5.14.	30,213	29,967
Amounts payable to banks	5.15.	13,970	228
Lease liabilities	5.15.	77,030	73,455
Trade and other payables	5.15.	11,589	8,767
Deferred tax liabilities	3.8.	17,838	21,526
Total non-current liabilities and provisions		423,064	447,007
C. Current liabilities and provisions			
Current provisions	5.14.	66,178	77,620
Amounts payable to banks	5.15.	31,923	51,162
Lease liabilities	5.15.	28,703	22,076
Trade and other payables	5.15.	304,153	301,537
Current tax liabilities		13,622	11,868
Total current liabilities and provisions		444,579	464,263
Total equity and liabilities		1,285,543	1,281,544

Governing bodies

Members of the Board of Management:

Dr. rer. nat. Dirk Stenkamp
Chairman; HR (until 1.9.2025)

Inga Dransfeld-Haase (from 1.9.2025)
CHRO

Dipl.-Kfm. Jürgen Himmelsbach
CFO

Dipl.-Ing. Ringo Schmelzer
COO

Members of the Supervisory Board:

Dipl.-Ing. Thomas Rappuhn
Chairman
Chairman of the Board of Directors of TÜV Nord e. V. and TÜV Hannover/ Sachsen-Anhalt e. V.

Dipl.-Ing. Rüdiger Sparfeld
1st Vice Chairman
Chairman of the Group Staff Council of TÜV NORD

Dipl.-Kfm. Thomas Biedermann
Vice Chairman
Chairman of the Board of Directors of RWTÜV e. V.

Sven Schröder
Vice Chairman
Vice Chairman of the Group Staff Council of TÜV NORD

Michael Aschenbach
Trade union secretary,
ver.di federal administration

Dr. Fabian Fechner M.Sc.
Vice Chairman of the Board of Directors of RWTÜV e. V.

Dipl.-Ing. Dr. Ing. E. h. Ulrich Grethe
Former Chairman of the Board of Management of SALZGITTER FLACHSTAHL GmbH

Prof. Dr. Sibylle Günter
Scientific Director at the Max Planck Institute for Plasma Physics

Andreas Henniger
Head of Department IG BCE head office, Hanover

Maren Kaltschmidt-Nagel
Trade union secretary,
ver.di federal administration

Ramona Neubauer
Chairwoman of the General Staff Council of TÜV NORD Systems GmbH & Co. KG

Jeannine Pilloud
Head of Partnerships for Innovation
ETH Zurich

**Dipl.-Wirtschaftsjur. (FH),
MBA Tuesday Porter**
Head of the Group Representative Office
TÜV NORD AG

**Dipl.-Ök. Holger Reichenbach
(until 31.12.2025)**
Head of Finance,
TÜV NORD Mobilität GmbH & Co. KG

Dipl.-Ing. Stephan Schaller
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Lecturer, Member of the Faculty,
ESMT GmbH

Jürgen Schröder
Member of the Group Staff Council of TÜV NORD

Dipl.-Kfm. Holger Sievers
Vice Chairman of the Board of Directors of TÜV Nord e. V. and TÜV Hannover/ Sachsen-Anhalt e. V.

Vanessa Sprengart
Chairwoman of the Staff Council of TÜV NORD Akademie GmbH & Co. KG

Dipl.-Kfm. Lars Velde
Managing Director of LAMARA Holding GmbH

**Dipl.-Ökonom Volker Wiegelmann
(from 1.1.2026)**
Head of Finance division at TÜV NORD AG

Hanover, 27 February 2026

Dr. Dirk Stenkamp
Inga Dransfeld-Haase
Jürgen Himmelsbach
Ringo Schmelzer

Legal notice

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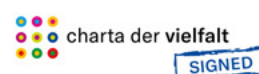
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