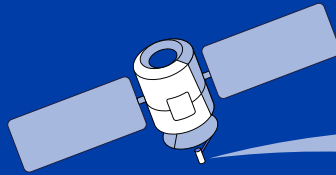


TUVNORDGROUP



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# HORIZON2030

ENABLING GROWTH, SHAPING THE FUTURE

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# Dear Team,

Welcome to the presentation of our new corporate strategy, **HORIZON2030**. This booklet introduces our key objectives and, along with our new guiding principles, aims to provide you with a framework for your daily work.

As TÜV NORD GROUP, we remain committed to profitable growth driven by our established core services. For the coming years, we have set ambitious financial and sustainable targets. Achieving these goals will require us to significantly strengthen our international presence and enhance our technological excellence to better serve our clients.



In a rapidly evolving world, our task is to foster trust in emerging technologies. We will succeed in this endeavor by supporting each other across all Business Units and divisions with our collective strength.

On behalf of the Group Executive Committee, I invite you to actively contribute to shaping the **HORIZON2030** strategy. Enjoy reading the booklet!

Regards,  
Dr. Dirk Stenkamp



Our knowledge has  
made the world safer  
for over 150 years.

And we'd like to do the same for at least 150 more. Our brands TÜV NORD, DMT, ALTER, TÜVIT are synonymous with safety, security, quality, impartiality and independence. We're proudly setting comprehensive safety standards that create trust in technology.

# Addressing a new digital landscape

New technologies come with evolving security demands. However, change is nothing new to us — we've been adapting to technological advancements since our origins in the steam era. Our responsibility remains steadfast: to ensure people can trust and rely on these innovations well into the future.



# HORIZON2030: our profitable growth strategy

HORIZON2030 will prepare the TÜV NORD GROUP for the future. The six strategic directions show the topics that are essential for our successful competitive positioning.

Customer Focus



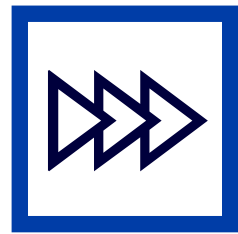
Innovation



Internationalisation



Sustainability



Efficiency Plus



People & Culture



# Technical expertise, with a big human touch

Our products, services, processes, and technologies are designed with our customers' needs at the forefront. By combining the strength of a large organisation with the personalized touch of direct dialogue, we distinguish ourselves from the competition.





# Becoming a technology leader in the TICCET space

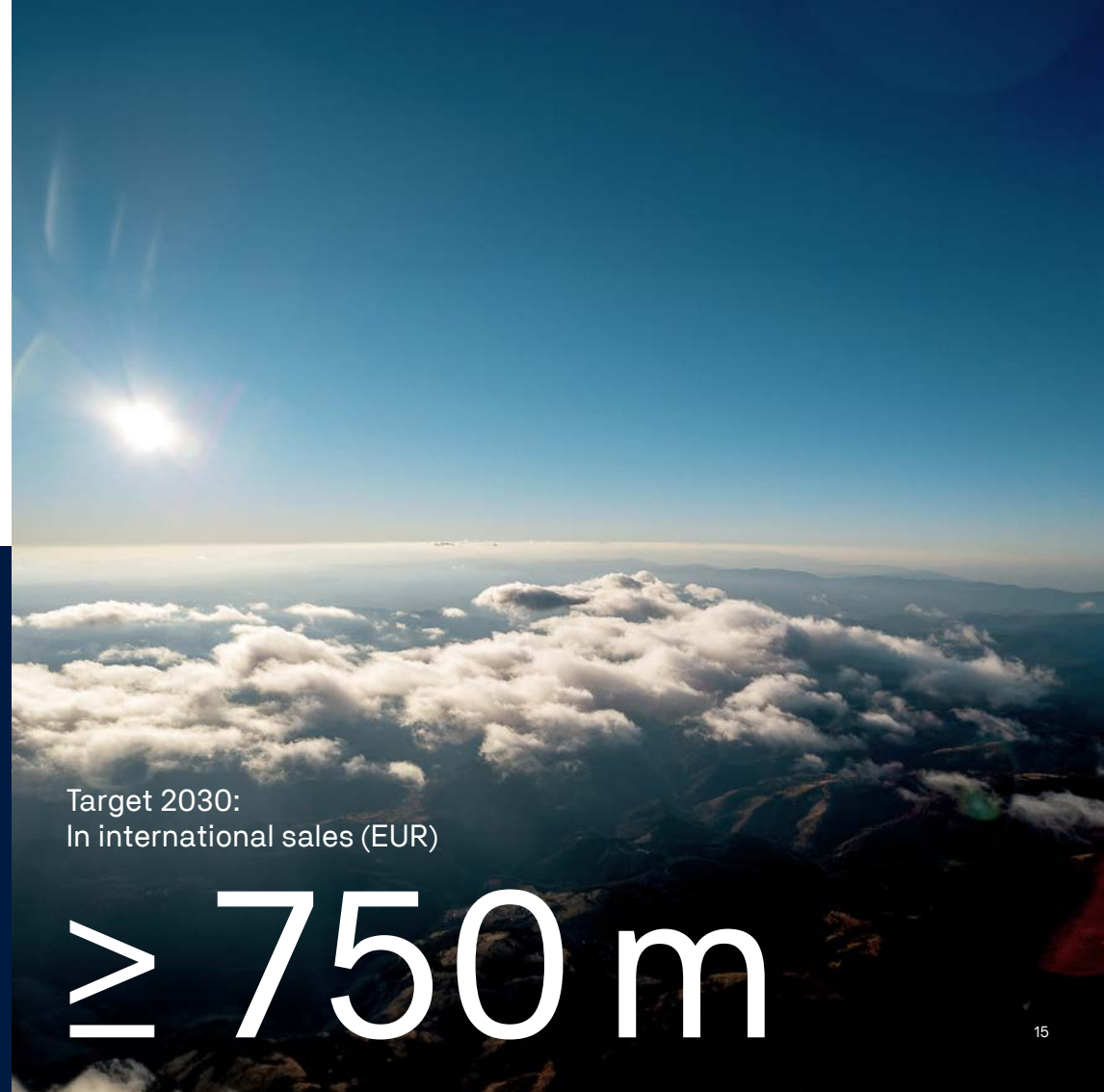
To navigate the rapidly evolving landscape, we must embrace forward-thinking business models. As some areas experience decline, we will proactively invest in and advance emerging fields, including cutting-edge technologies such as artificial intelligence, quantum computing, and semiconductors.





# Building our global presence

We aim to accelerate our growth beyond our home market in Germany by strengthening our global presence through a newly established international division. Our primary focus will be on expanding in the European, North American and Asia-Pacific (APAC) regions. We are targeting a substantial increase in our international revenue by 2030.



Target 2030:  
In international sales (EUR)

≥ 750 m



# Taking steps to reduce our environmental impact

Through our customized products and services, we actively support our customers in lowering their emissions as well. As our global reach expands, we recognize the increasing responsibility to address our potential carbon footprint. We are committed to reducing greenhouse gas (GHG) emissions, not only within our own operations but also across our value chain.



Target 2030:  
Reduce business-related emissions

# 50%



Efficiency Plus

# Laying a foundation of profitable growth

Our goal is to ensure the long-term financial stability of TÜV NORD GROUP. Achieving this requires consistent returns that allow us to invest in innovative areas and new business ventures. By enhancing efficiency and standardising processes, we aim to achieve a sustainable operating margin.



Target 2030:  
Sustainable EBIT margin

# 6.5%



# It takes all of us to bring **HORIZON2030** to life

Our people are the cornerstone of our success, ensuring quality and safety for millions every day. We are committed to being an attractive employer for both current and future talent by cultivating a positive, inclusive, and purpose-driven workplace culture.



# Harnessing the potential of emerging sectors

With these strategic directions in place, we put our capabilities to work to shape trends and developments for the future. Our diverse service offering is combined with deep knowledge and applied across four focus topics.

## **Artificial Intelligence**

As the number of AI use cases grows, so does the number of potential risks. With the goal of technology leadership for testing, inspection and certification, we support companies use their AI applications reliably and profitably.

## **New Space**

Business models at the interface between space and the digital economy will increase significantly. Our knowledge offers great opportunities to participate in this globally growing market.

## **Critical Infrastructure**

Critical infrastructures are increasingly exposed to threats. We focus on protecting important facilities from cyber attacks and physical threats.

## **Defense**

Amid growing geopolitical uncertainty, we will provide companies with the peace of mind that their equipment and systems meet the highest standards.



Our guiding principles

What drives and holds us together.

We all are the key  
to our success

## Mission

Leveraging our knowledge, enabling growth, shaping the future —  
for our customers,  
for society,  
for us.

## Vision

Innovative technologies for everyone —  
safe,  
sustainable,  
inspiring.

## Purpose

We create trust in technology —  
underground,  
on the ground,  
and in space.

# Our 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. Through our solutions, we provide greater protection for our customers' investments and continuously refine our products and processes:

**Informative & Curious**

**Excellent Technical Knowledge & Broadly Positioned**

## 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, identifying emerging trends early and driving innovation forward:

**Courageous & Supportive**

**Driven by Strength & Personal Motivation**

## We stand together.

We are called a GROUP and we work as a GROUP. Diversity and internationalisation are the foundations of our success, and we proudly demonstrate this every day — by fostering solidarity with each other and with our customers:

**Fair & on Equal Terms**

**Responsible & Open**

# We can't do this alone. Are you ready?

Everyone can contribute to making **HORIZON2030** a reality. We will provide our teams with the tools and work environment they need for success.

We're on a mission to use our collective knowledge to enable growth and shape the future of tech – for the world, for society, for everyone.

Join in!



**TÜVNORDGROUP**

**TÜVNORD · DMT · ALTER · TÜVIT**