

AMPLIFY 2030:

**The Apave Group launches its five-year strategic plan
and targets €3 billion in revenue by 2030**

After five years of transformation marked by sustained growth, improved performance and a sharp acceleration in its internationalisation, the Apave Group has established itself as a leading global player in risk management. The results of the 2021–2025 strategic plan fully illustrate this growing momentum:

- Turnover doubled, reaching nearly **€1.9 billion by the end of 2025**, driven by an average organic growth of **7% per year**;
- **29 acquisitions, 60% of which were outside France**, enabling the Group to expand its expertise and international footprint;
- **International** revenue quadrupled over the period;
- An operating margin increased by **4 percentage points**;
- Launch of a new **employee shareholding scheme** in France, with a participation rate of over 70%.

Building on this significant change in scale, the Apave Group – which benefits from the support of its shareholders, Gapave, its long-standing shareholder, and PAI Partners – is today launching **AMPLIFY 2030**, its new strategic plan for 2026-2030.

To embark on this next phase of growth, Apave has set itself ambitious targets for 2030:

- Turnover reaching **€3 billion** by year-end 2030;
- Average organic growth of **7% per year**;
- Continued proactive external growth strategy, focusing on priority sectors and regions;
- Operating margin improvement of **3 percentage points**;
- **Customer NPS (Net Promoter Score) above 45** alongside **continued growth in employee engagement levels**;
- A **15%** reduction in carbon footprint **by 2030 (vs. 2022)** and a commitment to an SBTi trajectory.

This strategic ambition, approved by the Board of Directors at the end of 2025, aims to amplify the current momentum and establish the Apave Group as a **global leader in industrial and operational risk management, recognised for the excellence of its expertise**.

AMPLIFY 2030 is structured around five strategic priorities:

1. Accelerating growth in France and internationally, based on a sustained and targeted external growth strategy;
2. Making performance and excellence a key driver of differentiation;
3. Embedding the Group's growth in customer satisfaction in the long term;
4. Making employee engagement and expertise key drivers of sustainable transformation;
5. Taking action for a more responsible future.

"After five years of successful transformation, AMPLIFY 2030 marks a new phase of acceleration for the Apave Group. We will continue to support our customers throughout their activities and projects, helping them to address increasingly complex issues and risks in an environment where climate and digital challenges are becoming increasingly important. Excellence is the driving force behind this strategic plan: it reinforces our position as a trusted third party, guaranteeing the safety and sustainability of our customers' operations," says **Philippe Maillard, CEO of the Apave Group**.

"AMPLIFY 2030 marks a new chapter for the Apave Group. Our position as a 'trusted third party', the uniqueness of our shareholding structure and the high level of expertise of our teams are essential assets. Its ambition of becoming a leading international player in the fields of inspection and certification is a challenge that is as realistic as it is ambitious. Our shareholders and the Board of Directors are fully behind us in achieving this goal." adds **Rémi Sohier, Chairman of the Board of Directors of the Apave Group**.

1/ Accelerate growth in France and internationally, driven by a proactive external growth strategy

The Apave Group intends to **significantly accelerate its development** by combining sustained organic growth with a **resolutely proactive external growth strategy** that is even more ambitious than that pursued over the last five years.

The Group's investments will be primarily targeted at:

- **High potential geographical areas:** Europe, North America, Asia-Pacific and the Middle East;
- **Strategic sectors facing increasing risks:** industry, infrastructure and construction, energy, transport and defence, where industrial and operational risk management has become crucial.

2/ Making performance and excellence a key differentiator

In an uncertain global environment, excellence is a key lever for medium-term resilience. The Apave Group intends to make excellence a central focus of its reputation by sustainably strengthening its **economic, commercial and operational performance**. Faced with customers confronted with increasingly complex industrial and operational challenges, the Group will rely on an organisation that is both more global and robust, and more local and agile, capable of supporting sustainable performance.

This ambition will be based on the pursuit of excellence in the execution of contracts with its customers, strengthening the value of the Group's expertise and increased use of digital tools and artificial intelligence to simplify and optimise processes and operations.

3/ Firmly anchoring the Group's growth in customer satisfaction

Customer satisfaction is the foundation of customer loyalty and the Group's sustainable growth. Apave therefore places the quality of customer relations at the heart of its strategy, supporting each customer, both in France and internationally, at every stage of their projects and daily operations.

As part of the AMPLIFY 2030 plan, the Group will enhance the customer experience to make it more responsive and seamless, in particular by developing digital services that facilitate the monitoring of services and the creation of lasting relationships based on trust and value creation.

4/ Making employee engagement and expertise a key lever for sustainable transformation

In a context of strong growth and internationalisation, employee engagement is an essential lever for performance and development. Apave will continue to **invest sustainably in the development of skills and expertise**, drawing on a strong and unifying corporate culture.

The Group will structure even more attractive career paths, further promote internal mobility and continue the initiatives already underway to improve the recognition of individual and collective performance, in particular through value-sharing schemes. Apave also reaffirms its commitment to a more modern and inclusive working environment that is conducive to the fulfilment and sustainable engagement of its teams.

5/ Acting for a responsible future

The Apave Group will amplify **its commitment to making a positive and measurable impact** by balancing economic performance and extra-financial responsibility at all levels of its activities. This ambition will focus on three priorities:

- **People:** health and safety everywhere and for everyone, uncompromising ethics on a daily basis and a more inclusive company, encouraging women's access to technical fields;
- **Planet:** reducing carbon emissions and strengthening energy efficiency across the Group and its sites;
- **Partner:** accelerating the sale of "*Green&Social*" solutions to support its customers in their own ecological transition plans.

These commitments are translated into concrete actions, both global and local, supported by the entire management team. All operational and functional entities are mobilised to successfully achieve this common goal.

About the Apave Group

Apave is an international group with over 150 years of experience specialising in technical, human, environmental and digital risk management. An independent company with a turnover of nearly €1.9 billion in 2025, Apave currently has 18,500 employees, 130 agencies in France, 170 training sites in France and abroad, and more than 20 equipment testing and certification centres. Apave has an international presence in nearly 60 countries. Inspection, certification, technical training, testing & measurement and consulting services: Apave supports all types of clients, private companies and public authorities, in France and internationally. For more information, visit www.apave.com.

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