



Universal Registration Document

2025



At Vallourec, we craft steel solutions
that deliver energy with a +



Summary

Profile

2

1 Presentation of the Vallourec Group 15

1.1	The History of Vallourec	16
1.2	Our assets	21
1.3	Manufacturing process	26
1.4	At the forefront of innovation	28
1.5	Strategy and key markets	31
1.6	Environmental commitments	42

2 Sustainability Statement 45

	General disclosures	46
2.1	Environmental information (ESRS E)	61
2.2	Social information (ESRS S)	107
2.3	Governance disclosures (ESRS G1)	130
2.4	Vigilance Plan	134
	Appendices	140

3 Risk and Risk Management 173

3.1	Risk factors	174
3.2	Risk management and internal control system	185
3.3	Policy with regard to insurance	194

4 Corporate Governance 197

4.1	Adoption of the AFEP-MEDEF Corporate Governance Code	198
4.2	Administrative and management bodies	198
4.3	Corporate officers' remuneration and benefits	230
4.4	Executive incentives and employee profit-sharing	245
4.5	Additional information	260
4.6	Statutory Auditors' special report on regulated agreements	264

5 General Information on the Company and its Capital 267

5.1	Main legal provisions and Articles of Association	268
5.2	General information on share capital	270
5.3	Share ownership	280
5.4	Stock market information	284
5.5	Dividend policy	285
5.6	Financial communication policy	286
5.7	Scope of consolidation	288

6 2025 Business Review 291

6.1	Results of operations	292
6.2	Outlook	301
6.3	Parent company earnings	302

7 Assets, Financial Position and Results 305

7.1	Consolidated financial statements	306
7.2	Statutory Auditors' Report on the Consolidated Financial Statements	365
7.3	Vallourec SA parent company financial statements	369
7.4	Statutory Auditors' Report on the Financial Statements	385

8 Additional Information 391

8.1	Persons responsible	392
8.2	Persons responsible for the audit of the financial statements	393
8.3	Report on payments made to governments (Article L. 225-102-3 of the French Commercial Code)	393
8.4	Cross-reference tables and information incorporated by reference	395
8.5	Other periodic information required under the General Regulations of the AMF	404

Information from the Sustainability Statement (CSRD) and/or the Annual Financial Report (AFR) is clearly identified in the table of contents using the pictograms:

Universal Registration Document

2025

Including the Annual
Financial Report

AUTORITÉ
DES MARCHÉS FINANCIERS
AMF

The Universal Registration Document was filed on March 26, 2026 with the French securities regulator (*Autorité des marchés financiers* – AMF) as the competent regulator under Regulation (EU) 2017/1129, without prior approval in accordance with Article 9 therein.

The Universal Registration Document may be used for the purposes of a public offer of financial securities or the admission of financial securities to trading on a regulated market if it is supplemented by a securities note and, where applicable, a summary and any amendments made to the Universal Registration Document. The resulting package is approved by the AMF in accordance with Regulation (EU) 2017/1129.

This is a copy of the official version of the 2025 Universal Registration Document, including the annual financial report, which has been prepared under the ESEF format (European Single Electronic Format) and filed with the AMF, available on the Company's website and on the AMF website.

This is a translation into English of the (universal) registration document of the Company issued in French and it is available on the website of the Issuer



At Vallourec, we craft steel solutions
that deliver energy with a +



“Vallourec is now moving *From Good to Great*”

Philippe Guillemot

Chairman and Chief Executive Officer

2025 was another transformative and highly successful year for Vallourec. It marked a decisive step forward in the journey we began four years ago, driven by collective commitment, disciplined execution and a clear strategic vision.

We achieved major milestones across all dimensions of our strategy. Vallourec secured new flagship contracts, strengthened its market positions in key regions and continued to focus resolutely on value over volume. At the same time, **we laid the foundations for sustainable and profitable growth** by deploying targeted CapEx in the U.S., completing our first acquisition in nine years in Brazil, and leveraging our cutting edge Research & Development capabilities to address opportunities not only in Oil & Gas, but also in New Energies.

As a result, Vallourec is now uniquely positioned to meet the energy challenges of both today and tomorrow.

A defining achievement of 2024 was the Group's full deleveraging, confirmed again at the end of 2025 after the €370 million returned to shareholders. Reaching zero net debt enabled us to distribute our first dividend in ten years, benefiting all our shareholders, including our employee shareholders. Vallourec reconfirmed its ambition to distribute 80 to 100% of its total cash generation to shareholders, reflecting the strength of its business model and cash flow generation. In 2026, we are targeting approximately €650 million in shareholder returns by August, including an expected interim dividend of €1.75 per share, positioning Vallourec among the most shareholder-friendly companies in our peer group.

Our financial discipline has also been recognized externally. In 2025, all major credit rating agencies upgraded their assessment of Vallourec, restoring the Group to Investment Grade status. This rapid return to the top tier of credit ratings — one of the fastest in history — both validates our strategy and reinforces our responsibility to maintain the highest standards of financial rigor.

Operational performance continues to reflect the depth of the transformation undertaken since 2022. Over the past four years, Vallourec has fundamentally reshaped its organization, significantly improving efficiency and resilience. Profitability increased steadily, with EBITDA margins rising from less than 5% in 2022 to 21.5% in 2025. This marks our third consecutive year above a 20% EBITDA margin, placing Vallourec among the best performers in the industry.

In 2025, we also launched a new strategic plan: **From Good to Great**. While *New Vallourec* was a recovery plan, *From Good to Great* is a profitable growth plan. With a clear roadmap through 2030, it reflects our ambition to pursue excellence across all operations and support functions. Our value-driven strategy remains unchanged. *From Good to Great* represents a collective, long-term commitment to accelerate and amplify it.

Our growth ambition is clear. We aim to gain market share in high-value markets, as illustrated by major contracts such as our new LTA with Petrobras in Brazil — representing up to \$1 billion over four years — and TotalEnergies in Iraq. We are also investing in value-added capability growth, notably through the \$48 million expansion of our Youngstown plant in the United States. With a strengthened balance sheet, Vallourec may also consider selective acquisitions, as demonstrated by the acquisition of Thermotite in Brazil.



At the same time, we are preparing for the future of energy. While Oil & Gas will remain essential for years to come, Vallourec is already well positioned in new energy applications. Next generation geothermal energy represents a particularly promising opportunity, especially for fast-growing sectors such as data centers in the United States and Europe. In June 2025, we reached a major milestone with the certification of Delphy, Vallourec's globally unique hydrogen storage solution. More broadly, the strength of our Research & Development and innovation capabilities enables us to expand into new markets, including potential applications for the railway industry in France.

Looking ahead, 2026 will unfold in an uncertain international environment. Vallourec has clearly demonstrated its ability to balance long-term investment with relentless cost discipline and operational flexibility. This discipline, combined with strong financial fundamentals and adaptability, underlines our agility and resilience.

Vallourec has a clear ambition: **to be the benchmark and the partner of choice in the premium seamless pipe industry.** I am confident that the collective engagement of our teams will allow us to continue moving forward — ***From Good to Great.***



SIGNIFICANT EVENTS IN 2025

→ STRATEGY

Building on the success of its New Vallourec plan, the Group is embarking on a new chapter with its 2030 strategic roadmap, *From Good to Great*, designed to consolidate a business model focused on value creation, operational excellence, and innovation. The new strategic plan extends the far-reaching transformation already in progress and secures Vallourec's place among the most performing industrial players.

→ GOVERNANCE

The Board of Directors unanimously proposed the renewal of Philippe Guillemot's term of office as Chairman of the Board and Chief Executive Officer of Vallourec for a period of four years, subject to the approval of the 2026 Shareholders' Meeting. This choice reflects confidence in our strategic journey and in the results we have achieved since 2022.

→ FINANCE

Vallourec now enjoys Investment Grade status with Fitch Ratings, Moody's and S&P, confirming the resilience of its balance sheet, its financial strength and the Group's ability to deliver sustainable performance.

→ TECHNOLOGICAL EXPERTISE

Vallourec completed the acquisition of *Thermotite do Brasil*, which adds distinctive technological expertise in thermal insulation pipe coating services, in line with the Group's premiumization strategy.

Renewed ambition, a proven model

Vallourec is a world leader in premium seamless tubular solutions, designed to operate in the most demanding environments and meet the needs of industry and the energy sector – from hydrocarbons to New Energies. The Group has recognized expertise in high-performance steels. While the *New Vallourec* plan helped turn the Company around, *From Good to Great* now ushers in a new phase of profitable growth focused on the markets of tomorrow.

Vallourec offers a wide range of premium seamless tubes, specialty tubes and engineered solutions designed to withstand extreme pressure, corrosion and the harshest environments. Today, the Group is distinguished by its growing strength in New Energies – geothermal energy, carbon transport and storage (for CCS projects) and hydrogen – driven by highly innovative solutions and disruptive technologies such as the Delphy vertical hydrogen storage solution. This momentum is underpinned by cutting-edge R&D and full control of the integrated supply chain, two key assets for guaranteeing performance, reliability and quality.

Vallourec® Services enhances this offering, supporting customers across the entire value chain thanks to three complementary pillars: project engineering, operational efficiency and the circular economy. For example, the VAM® Field Service teams, available 24/7 worldwide, provide state-of-the-art expertise for tubular operations, supported by monitoring, digitalization and predictive maintenance tools.

An agile, performance-driven model

In the space of a few years, the *New Vallourec* plan has transformed the Group into a resilient company with a lean industrial footprint and streamlined value chain. Going forward, the *From Good to Great* plan will chart the course to 2030: using a model that leverages value before volume, that is built on excellence across all its operations and support functions, selective investments, localized production close to customers, strict financial discipline and game-changing innovation. Vallourec's achievements in 2025 are there for all to see: zero net debt, a record contract in Brazil worth up to USD 1 billion, barrier-free access to the US market thanks to its local presence and promising developments in new markets. Vallourec has made major advances in hydrogen, with the qualification of Delphy, carbon transport and storage, and the development of new-generation geothermal energy, driven particularly by the growth of data centers. These advances enable the Group to assist its customers in navigating the challenges of the energy transformation.



€3.8^{bn}
REVENUE

21.5%
PROFITABILITY

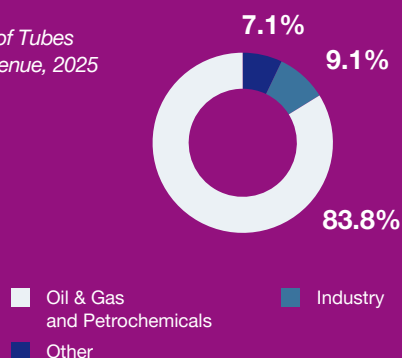
More than
12,000
EMPLOYEES

3,971
PATENTS

Markets

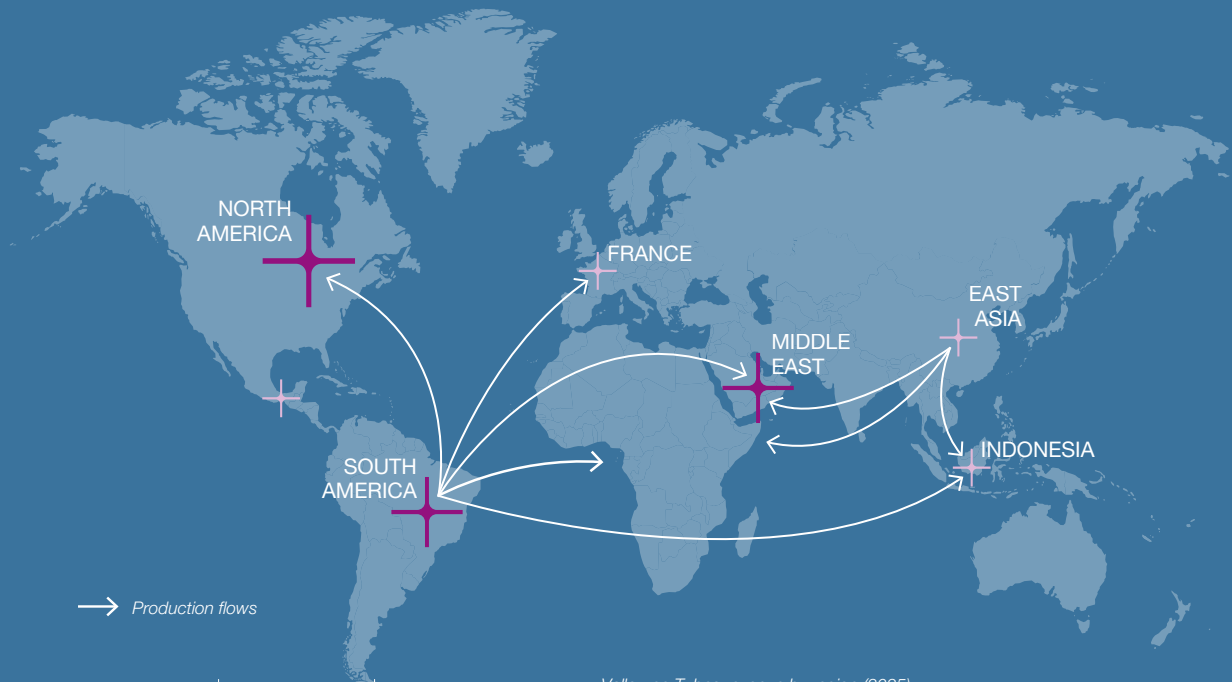
Firmly established in the Oil & Gas market, which accounts for over 80% of its business, the Group is active across the entire value chain thanks to its premium seamless tubular solutions and industrial expertise. Vallourec is preparing for the future by ramping up its presence in *New Energies* and applying its expertise to high value-added industrial solutions. It is also active in two other areas, namely Industry and operating its iron ore Mine.

% of Tubes
revenue, 2025



Operations in more than 20 countries

Heightened presence alongside Oil & Gas players



36 production sites

3 R&D centers

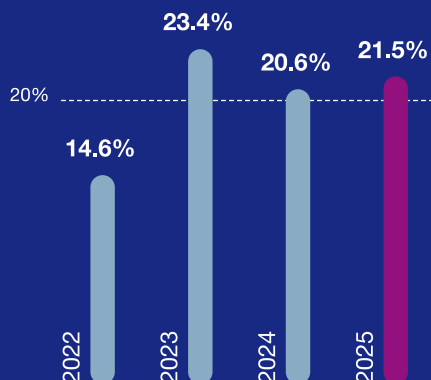
3 strategic regions

Vallourec Tubes revenue by region (2025)

North America	South America	Middle East	Rest of the world
41%	16%	22%	21%

Renewed financial performance

EBITDA stable, above 20%



Credit rating

FitchRatings MOODY'S S&P

INVESTMENT GRADE (FITCH RATINGS, MOODY'S AND S&P)

Safety

1.25 TRIR

i.e., a 35% reduction in accidents with and without lost time between 2024 and 2025 and a clear trajectory, targeting a TRIR of ≤0.2 by 2030.

Shareholder returns

First

DIVIDEND PAYOUT IN 10 YEARS

Strengthening our positions in high-growth markets...

Capitalizing on the successful turnaround of the business between 2022 and 2025 and the profound transformation of its industrial and organizational model, Vallourec's new strategic plan *From Good to Great*, which defines a clear roadmap to 2030, aims to consolidate its leadership in its long-established Oil & Gas markets, while expanding rapidly into new markets linked to the energy transformation.

Vision

To be the trusted partner of the most complex industries, thanks to a full portfolio of premium tubular solutions, a well managed value chain, unique proximity to customers and a strong commitment to New Energies.

Market

Oil

According to the latest IEA projections, global Oil & Gas consumption is set to continue rising until 2050, even though uncertainty and market instability remain in 2026.

United States

As the Group's largest market, Vallourec benefits from its profile as an integrated domestic player, which strengthens its competitiveness and protects it from customs tariffs.

Raw materials

Steel, which can be recycled ad infinitum, is the main raw material used to manufacture Vallourec products.

Opportunities

United States

Vallourec directly benefits from market momentum through its fully integrated industrial model and its new investments.

Differentiation

Recognized technology supported by a portfolio of VAM® connections (including VAM® 21 and VAM® HTTC), CLEANWELL® solutions (dope-free coating), and a wide range of proprietary grades (X80, Sour Service, High Collapse, CRA), rounded out by high-performance thermal insulation coatings.

Brazil

Rising demand and new contracts for integrated solutions and premium tubular solutions from major players (Petrobras, Shell).

THE FIVE PILLARS OF THE *FROM GOOD TO GREAT* STRATEGY

1 • Energy transformation

Through Vallourec® New Energies, Vallourec is ideally placed to support the growth of the geothermal, CCS and hydrogen industries. Thanks to cutting-edge R&D and innovative solutions such as Delphy, Vallourec is a key player in the energy transformation.

2 • Value over volume strategy

Vallourec prioritizes the sale of high value-added products over volume growth. This strategy is based on strict sales discipline, refocusing on its core customers and markets, a differentiated offering and a pricing policy aligned with the technical complexity of its products.

3 • Operational excellence

Operational excellence is a major pillar of Vallourec's transformation and is underpinned by a new mindset based on an organization-wide commitment to performance, accelerated processes and enhanced discipline in execution.

4 • Resilience

The *New Vallourec* plan enabled the Group to refocus on its premium markets, optimize its organization and strengthen its operational resilience and financial discipline. Vallourec is now more agile and efficient thanks to a simplified structure, faster decision-making and greater proximity to its customers.

5 • Sustainability

People's safety is the Group's top priority, with a TRIR target of ≤0.2 by 2030.

In 2022, three years ahead of schedule, Vallourec achieved its greenhouse gas emissions reduction targets validated by the SBTi for the period 2017-2025. In 2025, the Group presented its transformation plan according to the international GSCC standard, aligned with a 1.5°C scenario. The Group reaffirms its commitment to reduce CO₂e by 30% by 2030 and by 35% by 2035, compared with a 2021 baseline.

Our pillars

Market share

Thanks to its integrated model, premium positioning and worldwide presence, Vallourec has strengthened its position in its key Oil & Gas markets, with marked progress in the United States, the Middle East and Brazil.

New segments

Vallourec® New Energies offers high-performance solutions that accelerate the energy transformation. The Group has already achieved major milestones in geothermal energy, CCS and hydrogen, and is aiming to generate 10%-15% of its EBITDA from these new energies by 2030.

Innovation

Tech, digital and operational innovation is a core driver of competitiveness. By structuring and prioritizing its initiatives, the Group unites its teams and rapidly transforms ideas into value-creating solutions, backed by solid industrial expertise and extensive technological capabilities.

... Thanks to a precise and efficient operational and financial execution

Strategy execution calls for a rigorous and disciplined approach at all levels: in the organization and engagement of teams, in the ongoing drive for industrial and financial performance and in improving profitability. This disciplined approach provides a solid foundation for the future.



Operational execution

Reduction in fixed costs

Closure of unprofitable sites, continuous improvement in productivity.

Turnover and arbitration

Refocusing on competitive markets and workforce evolution.

Industrial footprint

Refocusing the Group's industrial footprint in Brazil, the United States and the Middle East.

Industrial agility

Faster execution cycles, ability to adapt quickly to customer needs, upgrading of key sites and costs optimization.

Digitalization

Deployment of digital tools and monitoring solutions, advanced simulation and enhanced operational performance management.

Active partnerships

Closer collaboration with customers and partners in the search for innovative solutions.



Financial execution

Positive net cash position at end-2025 for the second consecutive year

Net cash at €39 million at end-2025.

€370 million returned to shareholders

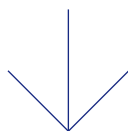
After reaching its target of zero net debt at the end of 2024, Vallourec paid its first dividend in a decade.

Rated Investment Grade by Moody's, S&P and Fitch Ratings

The continuous improvement in the Group's profitability and financial resilience has been recognized by the three main rating agencies.

EBITDA margin of 21.5%

For the third consecutive year since the launch of the *New Vallourec* plan, the Group delivered an EBITDA margin in excess of 20%, confirming its ability to generate first-rate profitability over the long term.



RESILIENCE AMID MARKET CYCLES

The Group's deep-seated transformation strengthens its ability to withstand market fluctuations. Refocusing on its premium markets and diversifying into New Energies along with its industrial footprint reduce the sensitivity of the business model to industry cycles.

PROFITABILITY AND RETURN ON CAPITAL

The profitability target was achieved, with the EBITDA margin maintained at a high level throughout 2025 (21.5%). This momentum supports the Group's return on invested capital and lays the foundations for lasting performance in 2026.

VALUE CREATION

The Group continues its premiumization strategy and intends to take advantage of opportunities in the New Energies segment.



Energy: a diversifying market

From an industry perspective, global energy demand remains high and diverse: hydrocarbons are still needed to maintain system stability, while investment in low-carbon technologies is accelerating under the impetus of public policy, carbon pricing and decarbonized industrial demand.

Hydrocarbons

→ **In 2026, the oil market faces an uncertain, high pressure and extremely volatile international situation.** Against this backdrop, the Group intends to continue its highly disciplined operational management and to seize every opportunity to strengthen its position in its key markets (see opposite).

Geothermal energy

→ **A fast-growing sector with solid advantages: continuous production, small footprint, tailored to local needs.** Thanks to its thermal and metallurgical solutions and expertise, Vallourec enjoys a front-ranking position in geothermal energy for power generation, which is characterized by particularly demanding environments such as extreme temperatures, high pressure and severe corrosion. Operating particularly in the United States, Europe and Indonesia, the Group has strengthened its position following the partnership signed with

XGS Energy and its dedicated solutions such as its exclusive THERMOCASE® VIT technology. Fueled by the rapid expansion of data centers – essential for deploying artificial intelligence – and by the development of lithium co-production, new-generation geothermal energy is opening up growth opportunities as a continuous source of local, low-carbon energy.

Carbon capture and storage (CCS)

→ **Key technologies to achieve carbon neutrality by 2050.**

Carbon capture involves heavy industry (steelworks, cement plants, power stations, etc.), while storage involves injecting CO₂ into underground cavities.

Vallourec is active in the transport and storage phrase. The Group and Geostock that have announced a partnership to accelerate the development of large-scale secure hydrogen and carbon storage infrastructure.

Hydrogen

→ **The development of green hydrogen is driven by the needs of heavy industry, emerging uses in heavy-duty transport and the growth of low-carbon electricity.**

With Delphy, Vallourec provides a targeted response to the key challenges of the green hydrogen industry: a fully underground system capable of storing up to 100 tons of compressed green hydrogen vertically in tubular assemblies, combining a minimal surface footprint with maximum safety. A demonstrator has been installed at Aulnoye-Aymeries (France).

Industry

Beyond energy, Vallourec provides premium tubular solutions for demanding industrial applications including mobility, agri-food, construction, mechanical engineering and new-generation power plants, with stringent requirements in terms of mechanical resistance, corrosion and thermal stress.

R&D: a structured approach to strengthening the Group's positions

Boasting 260 dedicated experts, Vallourec's Research & Development pushes the boundaries of materials science to meet the growing challenges faced by its customers. This technical excellence, based on unrivaled expertise in advanced steel grades, resistance to extreme pressures and behavior in aggressive environments, is the focus of continuous innovation to develop and test the next generation of premium tubular solutions, and support growth in markets demanding low-carbon energy.

VAM® premium connections, the industry's global benchmark, illustrate this drive for continuous improvement.

This R&D approach also relies on an ecosystem of academic and industrial partners. Among them, the partnership with Geostock focused on hydrogen and carbon storage aims to co-develop solutions capable of supporting large-scale energy transformation.

€36m
INVESTED

260
RESEARCHERS AND
ENGINEERS

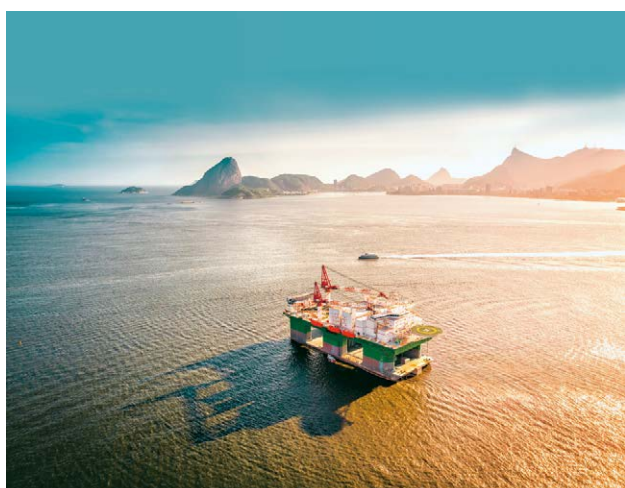
3
MAIN CENTERS

Spotlight on activities in 2025

USD 1bn

NEW OFFSHORE CONTRACT

In September 2025, Vallourec secured a major contract with **Petrobras** following a competitive bidding process. The contract provides for the supply of OCTG products and services for its offshore operations from 2026 to 2029. This long-term agreement could generate total revenue of up to USD 1 billion, representing the largest contract in terms of both volume and revenue since Petrobras adopted an open bidding strategy.



NEW PREMIUM THREADING LINE

In November 2025, Vallourec announced a USD 48 million investment to expand its operations in Youngstown, Ohio, in the United States. This strategic initiative is part of Vallourec's broader commitment to US-based manufacturing, with over USD 1.5 billion invested over the past 15 years.

Delphy is Vallourec's hydrogen storage solution

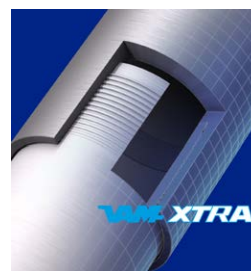
→ VALLOUREC OBTAINS QUALIFICATION OF ITS HYDROGEN STORAGE SOLUTION...

In June 2025, Vallourec announced the official qualification of Delphy, its vertical gaseous hydrogen storage solution, by DNV. A world first, Delphy enables the underground storage of up to 100 tons of green hydrogen under maximum safety conditions. Thanks to its minimal footprint, this vertical system – extending up to 100 meters underground – meets the challenge of complex and demanding industrial environments.

→ ... AND LAUNCHES COMMERCIALIZATION

Vallourec has already signed four Memorandums of Understanding (MoUs): with H2V for green hydrogen production and utilization projects; with NextChem Tech for green hydrogen and green ammonia projects; with Geostock for large-scale storage; and most recently in 2026, with Baker Hughes for underground compression and storage. Some 50 French and international projects are currently under discussion.

OTHER ADVANCES



Celebrating 60 years
of innovation and reliability
in VAM® connections.

Signature of new strategic contracts in the Middle East with Kuwait Oil Company, CNOOC, PetroChina and ADNOC; and in Brazil with Petrobras, Allseas and TechnipFMC.

Vallourec's unique Value Creation Model

Vallourec creates value for all its stakeholders by being a trustworthy partner for cutting-edge steel solutions that make energy transformation a reality.

Building stronger trust among stakeholders

Vallourec places safety, environmental responsibility and ethics at the heart of its operations. Its industrial excellence and full control of its supply chain helps the Group build lasting trust among its employees, customers and partners. The Group's maturity is recognized by non-financial rating agencies.

Standout innovation close to customers

A pioneer in Research & Development to meet the most demanding requirements, Vallourec develops smart and reliable solutions across the entire value chain, guaranteeing optimum performance close to its customers.

Innovative solutions to meet the challenges of the energy transformation

Vallourec plays a key role in the energy transformation and offers robust, reliable solutions for carbon capture and storage, vertical hydrogen storage and geothermal energy. This technological commitment is accompanied by an ambitious transformation plan, aligned with a 1.5°C scenario according to the GSCC international standard, reflecting the Group's determination to durably reduce its own impact. Vallourec also stands out for products with a much lighter carbon footprint than those of its peers.

A trustworthy partner

Respect for people and environment



IN 2030, 0 LIFE CHANGING EVENTS
TRIR⁽¹⁾ ≤ 0.2

+ 12,000
employees

30 M€
employee profit sharing

98%
Low-carbon electricity

68%
of steel produced from recycled scrap

Female executives
28%

Prioritize ESG within our core values

Signatory since 2010



Maturity recognized by ESG agencies



Climate A-
Water A-
Forest B

MSCI
ESG RATINGS



Ethics and compliance



Integrity guides all actions, upheld by **BOARD & EXECUTIVE COMMITTEE** through strict **ETHICAL GOVERNANCE**

+160 actions led in different regions toward local communities

Industrial excellence driving the highest quality and safety standards



1,244 kTons
tubes shipped

Quality & performance
deliver trust in every operation

Manage the full internal and external supply chain



Iron ore mine

36 production units

75% of spend done with suppliers assessed by EcoVadis

A resilient model to ensure profitable growth



€3,800M in revenue

€819M d'EBITDA

+ for cutting edge steel solutions

State-of-the-art research & development

A strong network of **universities** and **start-ups** partners to power innovation

ONE R&D

3
centers
research
and test

260
technicians
and engineers

3,971
patents

Innovations for smart solutions



60 years of innovation to meet the standards of the world's most demanding wells



Our premium dope-free solution for safer and faster running

Solutions along the entire value chain



Exploration & production
Hydrocarbon



From **design**
to **logistics & installation**

A global footprint keeps us close to our clients everywhere



180 field
technicians
worldwide
24/7



135
licensees
worldwide

in over
20
countries

+ that make energy transformation a reality

Innovative solutions tailored to the energy challenges of the 21st century

Developed to meet the **challenges** of energy transformation



We set standards for seamless tubular solutions in new energies markets

CCS



Aggressive environment of contaminated CO₂

Hydrogen



Containing hydrogen without leaks

Geothermal energy



High temperature geothermal



Vertical hydrogen storage

Our decarbonization journey

1.45t



of CO₂ per ton of tubes produced vs. **2 tons** on average for peers



Steel making aligned with 1.5°C Paris Agreement Path

Carbon intensity⁽¹⁾ compared to 2021

-30%
by 2030



(1) Scope 1, 2 and 3 upstream emissions per ton of tubes shipped

2025 FIGURES

Governance

Our governance model enables and shapes value creation across every dimension. The Company's directors and Executive Committee members come from a variety of backgrounds and have diverse experience and skills that reflect the Group's global footprint and its various long-term strategic goals.



Board of Directors

Vallourec's Board of Directors is comprised of nine members, 55% of whom are women and 63% of whom are classified as independent. The Board also includes one observer (*censeur*).

Philippe Guillemot

2026 OSM – Group Chairman and Chief Executive Officer

Angela Minas

2026 OSM – Lead Independent Director

Corine de Bilbao

2028 OSM – Independent Director

Genuino Magalhaes Christino

2028 OSM – Director

David Clarke

2029 OSM – Director

Frida Norrbom Sams

2028 OSM – Independent Director

Annelise Le Gall

2028 – Director representing employees

Luciano Siani Pires

2028 OSM – Independent Director

Hera Siu

2026 OSM – Independent Director

4 Board Committees

AUDIT COMMITTEE

Verifies the process used to prepare the Group's financial information, monitors internal control and internal audit, and provides risk management oversight.

REMUNERATION COMMITTEE

Defines the remuneration policy and makes recommendations to the Board in this regard, and proposes the allocation and distribution of Directors' remuneration.

NOMINATION AND GOVERNANCE COMMITTEE

Selects Board members and determines appointment and reappointment criteria.

CSR COMMITTEE

Examines the Group's impacts, risks and opportunities related to social and environmental responsibility, particularly those related to climate change.

55%

GENDER PARITY

8

NATIONALITIES



Executive Committee

The Executive Committee is responsible for strategy implementation. Its 13 members oversee the deployment of the *From Good to Great* plan and its 2030 objectives

Philippe Guillemot

Chairman and Chief Executive Officer

Nathalie Delbreuve

Group Chief Financial Officer

Philippe Carlier

Senior Vice President Process and Engineering

Sarah Dib

Group General Counsel

Jérôme Favre

Senior Vice President OCTG Services and Accessories Business Line

Valeria Fernandes

Group Chief Digital and Information Officer

Bertrand Frischmann

Chief Operations Officer (COO)

André Lacerda

Senior Vice President of South America (Tubes Activities)

Jacky Massaglia

Senior Vice President of North America

Ludovic Oster

Group Chief Human Resources Officer

Damien Rebours

Senior Vice President Communication and Public Affairs

Bertrand de Rotalier

Senior Vice President, Business Line New Energies, Project Line Pipe and Process

Enrico Schiappacasse

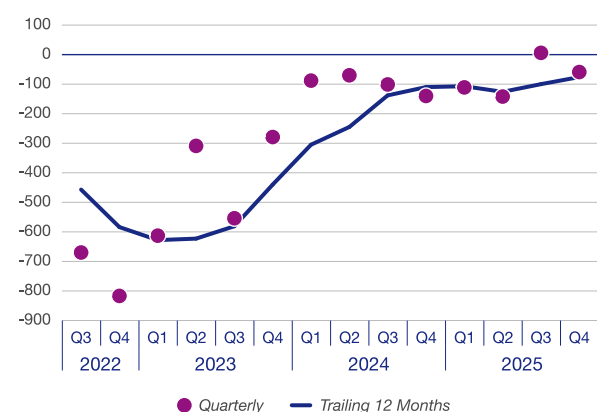
Senior Vice President Strategy and Development

Financial performance

Tubes

Profitability gap

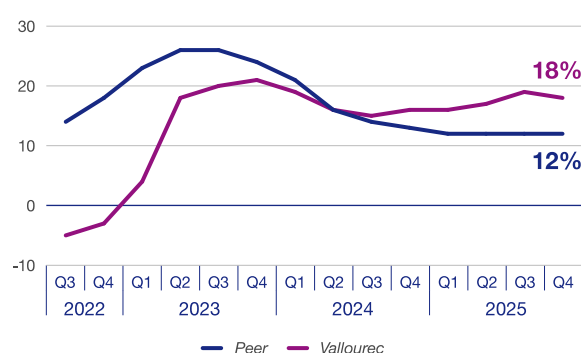
EBITDA by metric ton of tube (peer vs Vallourec, in USD)



→ Profitability gap narrowed with our primary peer

Return on capital invested

(in % of capital invested)

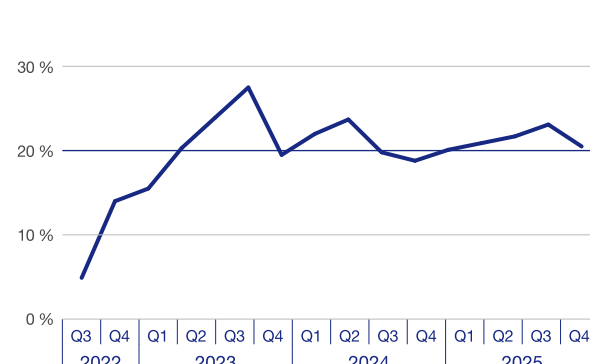


→ Higher return on invested capital than our primary peer

Group

EBITDA

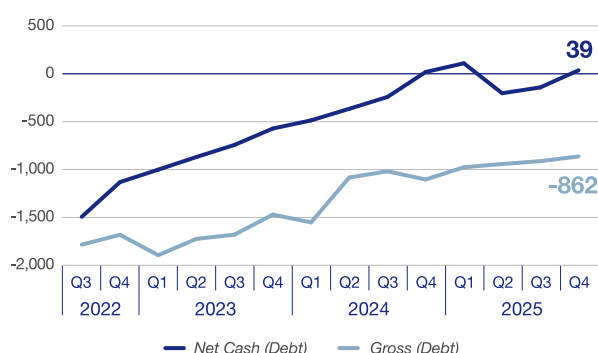
(margin, as a %)



→ 13 quarters with a high EBITDA margin of around 20%

Net Cash (debt) evolution

(in € millions)



→ Positive net cash position at end-2025 and continued reduction in gross debt

✦ **Vallourec's 2025 performance** illustrates the many milestones already achieved by the Group. After reaching its target of zero net debt at the end of 2024, we paid a substantial dividend to shareholders for the first time in a decade in 2025. We significantly narrowed the profitability gap with our primary peer to the lowest level since we embarked on the *New Vallourec* plan in early 2022. Finally, our consistent improvement in profitability and financial resilience was recognized with Investment Grade credit ratings across all three rating agencies.



Presentation of the Vallourec Group

1.1	The history of Vallourec	16	1.4	At the forefront of innovation	28
1.1.1	Our history	16	1.4.1	Innovation at the heart of the Group's strategy	28
1.1.2	Major events of 2025	19			
1.2	Our assets	21	1.5	Strategy and key markets	31
1.2.1	Global asset footprint	21	1.5.1	Strategy	31
1.2.2	Capitalizing on our streamlined global organization	21	1.5.2	Geographies	32
			1.5.3	Key markets	32
1.3	Manufacturing process	26	1.6	Value creation	42
1.3.1	From iron ore to finished seamless steel tubes	26	1.6.1	Vallourec's unique value creation model	42
1.3.2	Input costs	27	1.6.2	Sustainability at the heart of our business model	42
1.3.3	Procurement	27			

Vallourec is a world leader in premium seamless tubular solutions, with a particular focus on energy markets, including Oil & Gas and New Energies. Vallourec operates a global network of steel shops, tube rolling mills and heat treatment and threading facilities backed by a state-of-the-art research and development (R&D) operation. Vallourec has operations in over 20 countries across the Americas, the Middle East, Asia and Europe. Vallourec employed around 13,000 employees as of year-end 2025.

1.1 The history of Vallourec

The information contained in the following paragraphs supports the sustainability statement, particularly the disclosure requirement SBM-1, in accordance with the expectations of the Corporate Sustainability Reporting Directive.

1.1.1 Our history

The Vallourec Group is over 100 years old. Some of the founding Group companies were created in the last decade of the 19th century. Vallourec originated in two regions of France, both with long manufacturing traditions: the Hauts-de-France region around Valenciennes and the Burgundy region around Montbard, in Côte-d'Or. At the end of the 1990s, with the creation of the joint venture between Vallourec and Mannesmann, the Group was also based in the Düsseldorf region in North Rhine-Westphalia, Germany, and in the region of Belo Horizonte in the state of Minas Gerais, Brazil. In the first decade of the new millennium, Vallourec greatly strengthened its positioning in North America and established itself in Asia. Today, Vallourec is an international group with operations in North and South America, Europe, Asia, Africa and the Middle East, working in close proximity to its customers. Key developments in Vallourec's history include:

1886-1930: INVENTION OF THE SEAMLESS STEEL TUBE ROLLING PROCESS

In 1886, the Mannesmann brothers filed a patent that revolutionized the tube industry: using a rolling mill with an oblique cylinder piercer, they were able to produce seamless steel tubes.

In the late 19th century in France, tube manufacturers began to adopt the seamless tube manufacturing process that had been perfected by the Mannesmann brothers in Germany. Société Métallurgique de Montbard was created in 1899 to take over Société Française de Fabrication des Corps Creux, which had operated a plant in Montbard since 1895. Listed on the Paris Stock Exchange since its founding in 1899, in 1907 it was renamed Société Métallurgique de Montbard-Aulnoye, which changed to Louvroil-Montbard-Aulnoye in 1937 after the takeover of Société Louvroil et Recquignies, itself a company resulting from a merger between Société Française pour la Fabrication des tubes de Louvroil, founded in 1890, and Société des Forges de Recquignies, established in 1907.

1930: BIRTH OF VALLOUREC

The economic crisis of the 1930s prompted French tube manufacturers to join forces. The name Vallourec appeared for the first time as the name of a management company for tube plants in Valenciennes, Denain, Louvroil and Recquignies.

1957: LISTING OF VALLOUREC ON THE PARIS STOCK EXCHANGE

Société des Tubes de Valenciennes and Société Louvroil-Montbard-Aulnoye merged. This Group became the second largest manufacturer of steel tubes in France, and was listed on the Paris Stock Exchange under the name Vallourec.

1965: LAUNCH OF THE VAM® CONNECTION

A major innovation, the VAM® premium connection (a combination of the names Vallourec and Alexandre Madrelle, the engineer who developed the connection) revolutionized the oil industry.

Thanks to its unique mechanical features, the VAM® connection ensures flawless gas sealing of the strings inside wells.

1976: INDUSTRIAL PARTNERSHIP WITH SUMITOMO

The development of the oil market prompted Vallourec to build industrial partnerships in order to meet its customers' demand worldwide. In 1976, Vallourec signed a licensing and research & development agreement with the Japanese group Sumitomo (the third-largest producer of steel tubes worldwide), creating a joint venture with the company in 1984 to produce and market VAM® connections in America. These agreements were the starting point for a long-standing partnership.

1997: CREATION OF THE VALLOUREC & MANNESMANN TUBES JOINT SUBSIDIARY

Created in 1890, shortly after the Mannesmann brothers' revolutionary discovery of the seamless steel tube rolling process, Mannesmannröhren-Werke AG quickly became a world benchmark. The formation of Vallourec & Mannesmann Tubes, a joint subsidiary of Vallourec (55%) and Germany's Mannesmannröhren-Werke (45%), enabled the two companies to offer their customers the widest range of tube sizes in the world.

2000: DEVELOPMENT IN BRAZIL

Vallourec & Mannesmann Tubes acquired Mannesmannröhren-Werke's Brazilian subsidiary, since renamed Vallourec Soluções Tubulares do Brasil.

2002: STRENGTHENING OF THE GROUP'S PRESENCE IN THE UNITED STATES

Vallourec began to establish its presence in the United States in 1984. In 2002, Vallourec significantly expanded its industrial footprint in the United States through the acquisition of the seamless steel tube activity of North Star Steel Company (North Star Tubes), which includes an electric steel mill and a tube mill in Youngstown (Ohio), along with a heat treatment and threading unit in Houston (Texas). Renamed Vallourec Star, this company is wholly owned by Vallourec Tubes.

2005: VALLOUREC ACHIEVES FULL CONTROL OF VALLOUREC & MANNESMANN TUBES

Vallourec gained full control of Vallourec & Mannesmann Tubes through the acquisition of the 45% stake held by Mannesmannröhren-Werke for €545 million. This major transaction gave Vallourec full control over the strategy and operations of the joint venture.

2006-2011: EXPANSION IN CHINA

In order to pursue its growth in the production of tubes for the power generation market, in 2006 Vallourec opened a subsidiary, Vallourec Changzhou Co., Ltd, located in Changzhou, China, which specialized in the cold finishing of large-diameter seamless alloy steel tubes produced in Germany for power plants. In 2017, this company changed its name to Vallourec (China) Co., Ltd.

In the same year, VAM Changzhou Oil & Gas Premium Equipments was created to operate a mill in Changzhou for threading tubing to equip oil and gas wells. Production began in mid-2007.

In an effort to further strengthen its presence in the Chinese market, in 2011 the Group acquired 19.5% of Tianda Oil Pipe Company Limited (TOP), a Chinese manufacturer of seamless tubes listed on the Hong Kong Stock Exchange. Under the terms of a cooperation agreement with TOP, VAM Changzhou Oil & Gas Premium Equipments threads premium tubes manufactured locally by TOP for the Chinese OCTG market.

2008: ACQUISITIONS IN THE UNITED STATES

To strengthen its position in products with high added value, Vallourec acquired Atlas Bradford® Premium Threading & Services, TCA® and Tube-Alloy from Grant Prideco. These companies respectively specialize in the production of premium connections, the heat treatment of high-grade alloy steel tubular products, the production and repair of accessories used inside oil and gas wells, and complex threading operations. In 2009, Atlas Bradford® Premium Threading & Services and TCA® were merged into VAM USA LLC and Vallourec Star respectively.

2011: STRENGTHENING OF THE GROUP'S INDUSTRIAL FOOTPRINT IN BRAZIL AND THE MIDDLE EAST

In 2011, the new integrated joint industrial site for Vallourec & Sumitomo Tubos do Brasil was commissioned at Jeceaba, in the state of Minas Gerais, Brazil. This premium industrial site includes a steel mill, a tube mill, and a group of heat treatment, threading and finishing lines.

In the same year, Vallourec acquired Saudi Seamless Pipes Factory Company Ltd, the leading processing and finishing company for seamless OCTG tubes in Saudi Arabia. Vallourec thus became the leading player in the OCTG market with local access to integrated heat treatment and threading facilities, to which it added a new threading line for VAM® connections.

2012: SUPPORT FOR THE DEVELOPMENT OF UNCONVENTIONAL HYDROCARBONS IN THE UNITED STATES

Vallourec began operating a new premium small-diameter tube mill in Youngstown (Ohio), thereby covering the full range of products and services necessary for the production of all hydrocarbons, especially those relating to shale oil and gas.

2013: VALLOUREC BECOMES THE SINGLE BRAND FOR ALL GROUP COMPANIES

Since the formation of the Vallourec & Mannesmann Tubes joint venture, numerous Group entities operated under the V&M name. In 2013, in order to help strengthen its world leadership and support its growth strategy, Vallourec decided that all of its entities would operate under the Vallourec banner from then on, underlining the successful integration of the numerous companies acquired by the Group worldwide.

2020: PLANS TO STRENGTHEN THE BALANCE SHEET ARE SHELVED DUE TO THE COVID-19 CRISIS AND SHARP DECLINE IN OIL & GAS MARKETS; FINANCIAL RESTRUCTURING ANNOUNCED

In February 2020, Vallourec announced plans to strengthen its balance sheet, which included a rights issue of €800 million and a refinancing of its bank facilities. This project was abandoned due to the Covid-19 crisis, which led to a sharp decline in the global Oil & Gas markets. In September 2020, Vallourec announced that it was entering into discussions with its creditors with the aim of significantly reducing its debt.

2021: COMPLETION OF THE FINANCIAL RESTRUCTURING AND LAUNCH OF THE DISPOSAL PROCESS FOR GERMAN ASSETS

On February 4, 2021, Vallourec obtained the opening of a safeguard procedure by a judgment of the Commercial Court of Nanterre. Following the consultation of its creditors, the Safeguard Plan was approved by a judgment of the Commercial Court of Nanterre on May 19, 2021.

On June 30, 2021, Vallourec SA completed its financial restructuring and, in accordance with the resolutions adopted on April 20, 2021 by the Ordinary and Extraordinary Shareholders' Meeting, changed its two-tier governance and management structure with an Executive Board and Supervisory Board to a single-tier organization with a Board of Directors. Apollo and SVP Global operated as anchor shareholders of Vallourec, having 28.5% and 12.3% of voting rights, respectively, as of year-end 2021.

In November 2021, Vallourec announced the launch of a disposal process for its German assets and the progressive transfer of their Oil & Gas activities to Brazilian production sites.

2022: ANNOUNCEMENT OF THE NEW VALLOUREC TRANSFORMATION PLAN

In May 2022, the Group announced the New Vallourec plan. In the absence of a buyer for its German facilities, Vallourec took the decision to close its German and other European sites in order to put an end to the significant long-term losses generated by these activities. The plan aimed to generate a €230 million recurring EBITDA uplift and, in addition, a €20 million CapEx reduction with the full impact starting in second-quarter 2024. It has contributed to making the Group crisis-proof and allowing it to generate positive free cash flow, excluding the impact of working capital, under all market conditions.

To accelerate growth in its business supporting the energy transition, in September 2022, Vallourec decided to bring together its portfolio of energy transition offers under a single commercial name, Vallourec® New Energies.

2023: EXECUTION OF THE NEW VALLOUREC PLAN

In September 2023, at its first Capital Markets Day in almost a decade, the Group presented the key components of its New Vallourec plan and highlighted the significant progress made in the transformation of the Group's strategy and industrial footprint since its financial restructuring, including:

- In January 2023, the Group revamped its organization to focus on three regions (North America, South America, and Eastern Hemisphere), to simplify and optimize its operations. This new organization made the Group more efficient and agile, moved its operations closer to its customers, and enhanced its industrial performance. Vallourec's production outside of the United States has been centralized in two export hubs in Brazil and Asia.
- In the Eastern Hemisphere region, the Group launched a program to increase capacity in Saudi Arabia, and implemented a "premiumization" and headcount reduction program in China to improve margins in the country. In 2023, Vallourec also finalized the closure of several facilities in Europe, including its historical rolling activities in Mülheim and Düsseldorf-Rath.

- Simultaneously, in South America, Vallourec kicked off a capital expenditure program in Brazil, which has enabled the production of a wider range of Oil & Gas products historically manufactured in Germany.
- The Group also made substantial progress in reducing its headcount and generating associated cost savings.

2024: COMPREHENSIVE BALANCE SHEET REFINANCING AND ARRIVAL OF A NEW ANCHOR SHAREHOLDER

In April 2024, Vallourec executed a significant and comprehensive balance sheet refinancing that substantially extended its debt maturities and reduced its financial costs. In particular, Vallourec refinanced its €1,023 million senior notes due in 2026 with \$820 million senior notes due in 2032 and cash on hand, entered into a new 5-year €500 million revolving credit facility (RCF), and upsized its asset-backed lending facility (ABL) in the United States to \$350 million, also with a 5-year term. Vallourec estimates that this process has generated a recurring net economic benefit in a range of €30 to €35 million per year.

As a result of the successful implementation of the refinancing, Vallourec, announced on November 7, 2024 the completion of its Safeguard Plan further to a judgment rendered by the Commercial Court of Nanterre on October 31, 2024.

In August 2024, Vallourec announced the completion of the acquisition by ArcelorMittal of Apollo funds' stake in Vallourec for a total purchase price of €955 million. As a result and on the date of the acquisition, ArcelorMittal held 28.4% of the voting rights and 27.5% of the share capital of the Company.

In 2024, Vallourec reduced its debt by €591 million and reached a net cash position at the end of the year, thereby achieving its goal of reaching zero net debt a full year ahead of plan.

1.1.2 Major events of 2025

1.1.2.1 Shareholder returns reinitiated, improved financial performance and continued asset optimization

2025 was marked by the resumption of shareholder returns, continued improvements in profitability, strategic investments and divestments, and recognition of our robust financial position.

Vallourec paid its first dividend in a decade, a major milestone regarding its commitment to be one of the most shareholder friendly companies in its peer group. Vallourec distributed €370 million to shareholders, comprised of a €351 million dividend and share buybacks totaling €19 million.

In 2025, Vallourec also significantly narrowed the profitability gap with its primary peer to the lowest level since the Group embarked on the New Vallourec Plan in early 2022.

Vallourec continued to focus on its core business and optimize invested capital. The Group finalized the disposal of Serimax, its welding solutions subsidiary, a non-core operation. Vallourec completed the acquisition of Thermotite do Brasil, which adds differentiated technological expertise in thermal insulation coatings for pipelines. Vallourec announced a \$48 million investment to expand its operations in Youngstown, Ohio, with the construction of a new Premium Threading Line dedicated to VAM® high-torque connections, supporting growing demand in U.S. onshore wells.

Vallourec's balance sheet transformation was also recognized by all three credit ratings agencies:

- Fitch Ratings upgraded Vallourec from BB+ to BBB-, an Investment Grade rating, with a stable outlook.
- Moody's upgraded Vallourec's issuer rating from Ba1 to Baa3, an Investment Grade rating with a stable outlook.
- S&P Global upgraded Vallourec's long- and short-term issuer credit ratings from BB+/B to BBB-/A-3, an Investment Grade rating, with a stable outlook.

Vallourec also held a special meeting for holders of Vallourec warrants, in which a modification in existing warrant terms and conditions was approved in order to allow the delivery not only of newly-issued shares but also of existing shares.

These successes lay the foundation for further improvements in return on invested capital and return to Vallourec's shareholders going forward.

1.1.2.2 Commercial successes

Vallourec registered major commercial successes in 2025:

- April 22, 2025: new major contract with Allseas to supply line pipes for Búzios 10 offshore project located at the Búzios field, operated by Petrobras. This contract represents nearly 18,000 tons of subsea seamless premium carbon steel line pipes, for the risers and flowlines. The contract includes an optional scope of almost 5,000 tons. The contract also includes Vallourec's Pipe Navigator solution, a centralized digital portal that offers instant access to up-to-date contractual documentation, data and analysis covering every aspect of its line pipe projects.
- April 28, 2025: major contract to supply Oil Country Tubular Goods (OCTG) for the drilling operations of Kuwait Oil Company (KOC). This new contract represents over \$130 million in potential revenue. This agreement includes the supply of carbon steel OCTG products with premium connections and proprietary steel grades. Vallourec has been selected to supply the most technically advanced part of the tender in terms of grades and connections, including some of its high-torque flush premium connections.
- June 30, 2025: significant order from Abu Dhabi National Oil Company (ADNOC) for the supply of more than 30,000 tons of carbon steel tubulars and associated accessories featuring VAM® premium connections. This order is part of the ongoing Long-Term Agreement (LTA) for the supply of OCTG between Vallourec and ADNOC.
- July 8, 2025: two contracts signed to supply OCTG to support the drilling operations of CNOOC and PetroChina in Iraq. These contracts carry potential revenue of over \$130 million. The contracts cover the supply of carbon steel and Super-13Cr steel OCTG products with VAM® premium connections. Deliveries are scheduled throughout 2025 and 2026 to support Iraq's increasing drilling activities.

- September 11, 2025: new major contract by Petrobras as a result of a competitive bidding process for the supply of OCTG products and services for its offshore operations from 2026 to 2029. This long-term agreement could generate total revenue of up to \$1 billion, representing the widest award both in volumes and revenues since Petrobras adopted the open tender strategy. This contract covers the full OCTG scope of supply for seamless pipes and VAM® premium connections required for Petrobras' offshore wells from 4.5" up to 18", including carbon and stainless steel tubulars and associated accessories. Vallourec will also deliver comprehensive value-add services both onshore and offshore, from desk engineering and material coordination to rig preparation, offshore supervision, rig return repairs, and re-stocking, to support Petrobras in optimizing operational efficiency.
- October 31, 2025: new contract with TechnipFMC to supply line pipes for the Orca project (formerly known as Gato do Mato), a major deepwater development located in the Santos Basin (Brazil), operated by Shell Brazil. This integrated contract covers more than 20,000 tons of subsea seamless premium carbon-steel line pipes, intended for risers and flowlines, as well as anticorrosive and thermal insulated coating services.
- November 6, 2025: award by TotalEnergies to supply casing, tubing, and associated accessories for the drilling of 48 wells for the Associated Gas Upstream Project 2 (AGUP2) Project, one of the main components of the Gas Growth Integrated Project (GGIP) operated by TotalEnergies in Iraq. For this new phase, it will deliver more than 30,000 tons of premium tubular solutions, including approximately 3,000 tons of Premium Line Pipe products with anti-corrosion coating.

1.1.2.3 Changes in Vallourec's management bodies

1.1.2.3.1 CHANGES IN THE EXECUTIVE COMMITTEE

On September 15, 2025, Vallourec announced the appointment of Jérôme Favre as Head of the OCTG, Services and Accessories Business Line as well as member of the Executive Committee. Jérôme Favre succeeded Laurent Dubedout and reports to Philippe Guillemot.

On November 6, 2025, Vallourec announced the departure of Sascha Bibert as Chief Financial Officer in December, who left to pursue an outside opportunity.

On December 1st, 2025, Vallourec announced the appointment of Nathalie Delbreuve as the Group's new Chief Financial Officer. In this capacity, she joined the Group's Executive Committee and reports to Philippe Guillemot.

1.1.2.3.2 CHANGES WITHIN THE BOARD OF DIRECTORS

The Board of Directors of Vallourec consists of 9 members, of which 55% are women and 63% are independent Board members. It also includes 1 observer.

During the 2025 General Meeting of Shareholders, Vallourec proposed the ratification and renewal of Mr. Keith James Howell for a 4-year term expiring at the 2029 General Meeting of Shareholders. This resolution was adopted and Keith James Howell remained a member of the Nomination & Governance Committee.

The mandates of Mr. Pierre Vareille and Mr. Patrick Poulin expired at the end of the 2025 General Meeting and their renewal was not proposed.

Mrs. Angela Minas was nominated as Lead Independent Director. Mrs. Hera Siu was also nominated as Chair of the Nomination and Governance Committee as well as Chair of the Remuneration Committee.

1.1.2.4 First quarter 2026

On January 7, 2026, Vallourec announced the initiation of a €200 million share buyback program taking place until June 30, 2026, while also stating the intention to return at least €500 million to shareholders by August. The repurchased shares will mainly be allocated to cover part of the warrants ("BSA") issued by Vallourec thereby reducing the dilution resulting from their exercise, expected before end of June 2026.

On January 12, Vallourec announced the award by Shell of a significant OCTG products and services contract for the development of the Orca project in deep-water offshore Brazil. This contract follows an earlier award for the line pipe scope, demonstrating Vallourec's ability to support its customers across the entire value chain.

On January 28, Vallourec and XGS Energy, a developer of next-generation geothermal systems, announced a strategic supply chain partnership as XGS executes a three-gigawatt pipeline of commercial geothermal projects across the western United States. Through the partnership, Vallourec will provide its engineering expertise, manufacturing capabilities, and proven track record in high-temperature tubular solutions to support the

deployment of XGS's solid-state, closed-loop geothermal system. Vallourec will support XGS as it begins construction in 2026 on a 150 MW project in New Mexico to support Meta to power its data center operations.

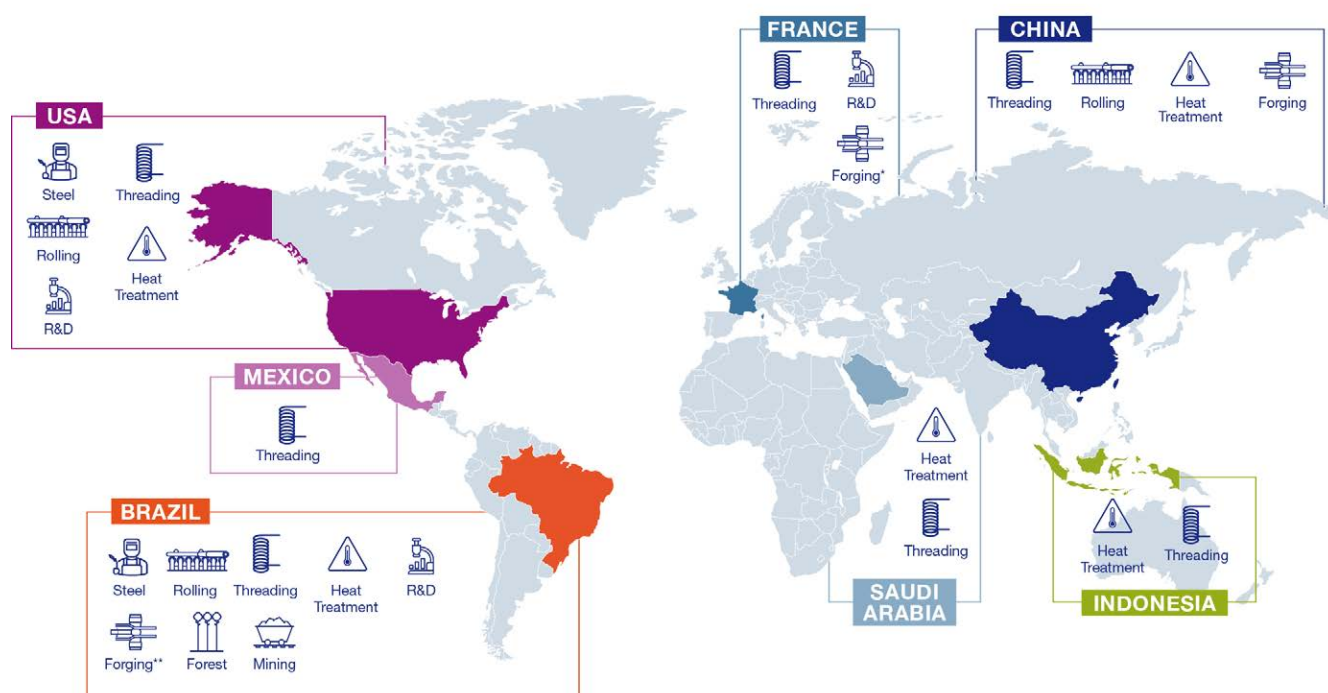
On February 17, Vallourec and Baker Hughes announced the signing of a Memorandum of Understanding focused on advancing hydrogen storage solutions for the green hydrogen market. The collaboration is intended to build a closer, long-term cooperation to better serve customers across the value chain of green hydrogen used for green ammonia, sustainable fuels, as well as clean power generation for data centers for instance. This MOU includes the future integration of Vallourec's Delphy storage solution with Baker Hughes' compression solutions.

On February 27, with its full year 2025 results release, Vallourec announced a targeted return to shareholders of approximately €650 million⁽¹⁾ between January and August 2026, consisting of the €200 million share buyback program announced in January and an interim extraordinary dividend of approximately €450 million.

⁽¹⁾ Subject to full warrant exercise before the end of June 2026 and to Board of Directors' approval in July.

1.2 Our assets

1.2.1 Global asset footprint



1.2.2 Capitalizing on our streamlined global organization

1.2.2.1 Rethinking our organization to be closer to our customers

Vallourec's teams and the production of its premium solutions have been revamped with proximity to our customers in mind.

1.2.2.1.1 A REALIGNED INDUSTRIAL FOOTPRINT

In November 2021, Vallourec launched a process to dispose of all of its German manufacturing assets to find a new operator better positioned to profitably serve the European Industry markets. The disposal process was carried out and no credible buyer was identified. Consequently, in 2022, Vallourec commenced the shutdown its German plants which resulted in a 685,000 metric ton reduction in less-competitive rolling capacity. At the end of 2023, tube production ceased at all German sites.

In December 2023, Vallourec signed an agreement to sell its Mülheim site to CTP, Europe's largest publicly-listed industrial property developer. This transaction involved the sale of the approximately 330,000 square meter property for a purchase price equivalent to €39 million. In December 2024, Vallourec announced that it had sold the substantial majority of its Düsseldorf-Rath production site, also to CTP. This transaction involved the sale of the approximately 900,000 square meter property for €155 million. The reorganization also involved the consolidation of all of Vallourec's European threading activities in a single location in Aulnoye-Aymeries (France). Following the sale of Vallourec Bearing Tubes to Mutares SE & Co. KGaA on May 31, 2022, Vallourec closed the

heat treatment line at Saint-Saulve in France in 2023, along with threading lines in Bellshill, Scotland and Onne, Nigeria and its Umbilicals business in France. The Group's "One R&D" organization has been centralized at the Aulnoye site, though other regional centers remain outside of the Eastern Hemisphere.

Vallourec now supplies customers in the Oil & Gas sector previously served from Germany from its production sites in South America and Asia. This relocation to Brazil entailed a capital expenditure of €120 million to improve the production capabilities of the related assets. This investment program was completed in early 2024.

The Group implemented a "premiumization" program for its production assets in China. Vallourec is now producing less than half the volumes previously produced in this region, but has increased the proportion of premium products exported to higher value-added markets, particularly the Middle East. Vallourec also increased its premium finishing capacity in Saudi Arabia to meet the growing demand in the country.

In May 2024, Vallourec announced the streamlining of its Brazilian operations, including the closure of its oldest rolling mill in Brazil, the Barreiro Plug mill⁽¹⁾. Beyond direct cost savings affiliated with this asset closure, Vallourec announced in 2024 that it would further reduce its operating complexity and costs at its remaining South American operations with the goal of improving South American Tubes cost per tonne by over €150 by year-end 2025. This objective was achieved ahead of schedule during Q2 2025. The Group also believes that its asset base in Brazil retains the potential to deliver over 100,000 metric tons of incremental premium volume as it improves production efficiency⁽²⁾.

As of December 31, 2025, the Group operates 20 production facilities, almost all of which were owned on a freehold basis. These facilities include:

- a group of forestry assets and an iron ore mine in Brazil;
- three steel mills: one each in the United States and Brazil, and a 20% interest in Hüttenwerke Krupp Mannesmann (HKM) in Germany;

- seven hot-rolling units, including five rolling mills and two forges in Europe, the United States, Brazil and Asia;
- heat treatment and finishing facilities, which are either on the same site as the hot-rolling mills mentioned above, or in separate locations;
- one coating unit in Brazil for Line Pipe;

The Group also operates:

- three Research and Development centers and two related subsidiaries, described in Section 1.4 below;
- numerous sales offices and service centers located near customers.

The Group has approximately 2 million metric tons of rolling capacity, distributed across its three operating regions:

Rolled tube production capacity by region (thousand tonnes)

North America	850
South America	800
Eastern Hemisphere	330

1.2.2.1.2 A MORE AGILE REGIONAL ORGANIZATION

As part of the New Vallourec plan, the Group was reorganized into three operating regions (North America, South America and the Eastern Hemisphere) to streamline its operations. This new structure is designed to make the Group more effective and agile, bringing it in close proximity to its customers and enabling it to heighten its industrial performance via two export hubs in Brazil and Asia.

A) Eastern Hemisphere region

Industrial and commercial operations in the Eastern Hemisphere are primarily carried out through the following subsidiaries, with Vallourec's direct and/or indirect ownership percentage noted for each:

- Vallourec Oil & Gas France (VOGFR) – France (100%), which produces standard threaded connections and the full range of premium VAM® products. VOGFR has a production unit in Aulnoye-Aymeries including several Oil & Gas tube threading lines that can manufacture all of the dimensions and connections of the VAM® product line, as well as a line to apply the CLEANWELL® coating on certain products, which was especially designed for VAM® connections as a substitute for storage and assembly greases.
- Vallourec Tubes France (VTFR) – France (100%), which operates a forge in Aulnoye-Aymeries (Hauts-de-France).
- Vallourec Oil & Gas UK Ltd – United Kingdom (100%), which combines commercial teams and services bases both in Scotland and Norway catering to the needs of the North Sea market.
- Vallourec Saudi Arabia LLC – Saudi Arabia (80%). In November 2011, the Group acquired Saudi Seamless Pipes Factory Company Ltd, a processing and finishing company for seamless OCTG tubes located in Dammam, Saudi Arabia, from the Zamil group. This acquisition provided Vallourec with heat treatment and premium threading facilities. Abdel Hadi Abdullah Al-Qahtani & Sons Co. holds a 20% stake in this company.

- Vallourec Al Qahtani LLC – Saudi Arabia (75%). Created in February 2010, this company sells OCTG tubes and accessories on the Saudi market. It is the result of a joint venture between Vallourec and Abdel Hadi Abdullah Al-Qahtani & Sons Co. (25%).
- Vallourec Middle East FZE – United Arab Emirates (100%). Created in March 2011, this company sells OCTG, Line Pipe & Process tubes and accessories, and logistics services for the Middle Eastern market.
- Vallourec Tubular Services LLC – United Arab Emirates (49%), in association with Abu Dhabi Oilfield Services LLC (ADOS) (51%). Since January 2020, this company has operated a logistics platform in Abu Dhabi for the local market.
- Vallourec Tianda (Anhui) Co., Ltd (formerly Tianda Oil Pipe Company Limited (TOP)) – China (99.7%). This company operates a PQF® continuous rolling mill to produce seamless tubes for the Oil & Gas market. In 2011, Vallourec acquired 19.5% of Vallourec Tianda (Anhui) Co., Ltd. At the end of 2016, Vallourec acquired 70.07% of the domestic shares of this company, before purchasing shares from individual shareholders from 2017 onwards. On January 1, 2020, VAM Changzhou Oil & Gas Premium Equipments Co., Ltd, created in September 2006 to operate a premium connection threading plant for oil and gas well equipment, became a Vallourec Tianda (Anhui) Co., Ltd branch.

⁽¹⁾ The Barreiro Plug rolling mill had an annual capacity of 150kt.

⁽²⁾ The cost reduction target measured relative to the 2023 baseline, while volume upside is measured relative to H1 2024 volumes.

- Vallourec Oil & Gas (China) Co., Ltd – China (100%), created in April 2010. This company sells premium Vallourec OCTG products on the Chinese domestic market, API product exports, along with Line Pipe, Process and OCTG products from factories outside China. It also provides technical support and quality control services.
- PT Citra Tubindo TBK – Indonesia, which is also listed on Indonesia Stock Exchange (81.7%). This company has carried out heat treatment and threading of API and VAM® tubes since 1985.
- Vallourec Asia Pacific Corp. Pte Ltd – Singapore (100%), which produces accessories and markets OCTG tubes and accessories, Process and Line Pipe tubes, and services in the Asia-Pacific region.
- VAM Far East Pte Ltd – Singapore (51%), a privately owned company incorporated on February 10, 1992. The company's core business is providing field engineering services in Asia, including tubular running and pipe inspection.

B) North America region

Oil & Gas operations in North America are carried out through the following subsidiaries, with Vallourec's direct and/or indirect ownership percentage noted for each:

- Vallourec Star, LP – United States (100%), an integrated manufacturer of seamless tubes for the Oil & Gas industry. Its facilities include an electric steel mill, two rolling mills equipped with cutting-edge technology, and heat treatment and threading units. The company's production units are located in Youngstown (Ohio), Houston (Texas) and Muskogee (Oklahoma).
- VAM USA LLC – United States (100%). This company specializes in the threading of VAM® premium joints and the provision of services. With the VAM® and Atlas Bradford® brands, it offers a range of complementary products, providing significant expertise in the field of flush connections for the industry's most demanding applications.
- Vallourec Tube-Alloy, LLC – United States (100%), which produces and repairs accessories used inside oil and gas wells. The company specializes in complex threading operations and in machining bespoke parts for both oil & gas operators and component manufacturers. Its production units are located in Houma (Louisiana) and Houston (Texas).
- Vallourec Oil & Gas Mexico SA de CV – Mexico (100%), which specializes in the threading of premium VAM® connections and provides the Mexican Oil & Gas industry with the complete range of VAM® products.
- Vallourec Canada Inc. – Canada (100%), which has a sales office in Calgary, Alberta.

C) South America region

a) Brazil

Business activities in South America are carried out through the companies listed below, which are wholly owned by Vallourec Tubos do Brasil SA (VBR). VBR has been the holding company for the Brazilian entities since October 2016. As of March 2020, VBR also encompasses the Shared Services Center activities and both the mining and forestry business units:

- Vallourec Soluções Tubulares do Brasil (VSB) acts as an industrial supplier to all Vallourec entities, primarily for the international Oil & Gas markets, exporting semi-finished products to Vallourec's finishing plants throughout the world.
- The Jeceaba industrial site, fully owned by VSB, is located 120 kilometers south of Belo Horizonte. It consists of a pelletizing unit that produces pellets used by the Jeceaba blast furnaces and the local market; a steel mill (with a blast furnace and electric arc furnace), which supplies steel bars for tube production at the Barreiro and Jeceaba plants; a premium rolling mill; and finishing lines. The Jeceaba site performs all types of API and premium threading, in particular the VAM® product range.
- The Barreiro site, fully owned by VSB, is located in Belo Horizonte. It marked 70 years of operation in 2022, and is the second largest tube producing asset in Brazil. The site provides tubular products for ultra-deep-water projects, including pre-salt reservoirs. Since 2015, all new exclusive threaded connections have been tested for compliance with industry standards at Barreiro by a team from the One R&D Belo-Jeceaba research center.
- Vallourec Tubos para Indústria (VTI): In 2021, VSB partnered with the Açotubo group (the country's leading distributor of tubes) to create the joint venture, VTI. VTI is 75%-controlled by VSB. It manufactures and sells seamless and welded round tubes with square or rectangular cold-drawn profiles, as well as tubular components. In addition to VSB's customary industry markets, VTI also targets applications typical of welded tubes, such as structural parts for buses, trailers, agricultural machinery, motorcycles, and civil construction. VTI therefore repositions Vallourec as a highly competitive provider of a wide range of tubular solutions for the Automotive & Industry markets.
- Vallourec Florestal Ltda. (100%) manages eucalyptus forests for the production of charcoal from wood. Charcoal is one of the principal inputs used in the production of liquid crude iron by blast furnaces. Vallourec Florestal Ltda. owns 164,000 hectares of agricultural land in the north of the State of Minas Gerais and currently has approximately 85,000 hectares of eucalyptus forest, which are managed and operated by VBR's forestry business unit, which is responsible for the whole charcoal production cycle. The production process breaks down into forest planting, forest harvesting, charcoal production, and delivery on a just-in-time basis for VSB's blast furnace.

- VBR's Mining Unit (formerly Vallourec Mineração Ltda) has been extracting iron ore at its Pau Branco mine since the early 1980s. The mine is located in the city of Brumadinho in the State of Minas Gerais, 30 kilometers south of Belo Horizonte. The mine's operations were temporarily suspended in January 2022 following flooding that damaged the Cachoeirinha waste pile. They partially restarted in May 2022 following the completion of large-scale repair works, including reinforcing the drainage system and stabilizing the soft soil layers to achieve the required level of safety for the waste pile. Vallourec obtained the necessary permits to return to normal production. The mining operations now use greatly enhanced methods to ensure greater safety. The mine supplies VSB's blast furnace and pellet plant in Jeceaba, but sells the majority of its production on the local markets.
- On June 1, 2021, Tubos Soldados Atlanticos Ltda (TSA), located in Serra, formed Vallourec Transportes e Serviços Ltda (VTS), located in Rio das Ostras and Serra. The merger created a specialized Oil & Gas services provider, with a comprehensive portfolio including OCTG, PLP anti corrosion-coating applications, accessories and services. In addition, a number of administrative and operational synergies also generated cost reductions.

1.2.2.2 Streamlining the Group's structure

In addition to reshaping its industrial footprint, a comprehensive program was implemented as part of the New Vallourec plan to streamline the Group's global overhead structure in line with the new footprint.

The program's measures encompassed the following:

- a leaner overhead organization in all regions (North America, South America and the Eastern Hemisphere);
- lower overhead and central costs as the Group downsized its corporate functions, which are now primarily focused on strategy and expertise;
- higher productivity: the Group is implementing process automation to enhance the processing of its transactional activities and has consolidated its support functions in larger Shared Services Centers to leverage its scale;

1.2.2.2.1 PRODUCT LINES

Each Product Line is in charge of the development strategy for its business, and together with the regions, defines the Group's objectives for (i) the development of new markets, (ii) optimization of the product and customer portfolios, particularly key accounts, (iii) research and development objectives, and (iv) other innovations for increasing Vallourec's competitive advantages and creating value in customer solutions (including digital solutions).

The Product Lines bring together all of the Group's different businesses. They include:

A) OCTG and Accessories

OCTG (Oil Country Tubular Goods) covers the casing and tubing pipes used in the construction of onshore or offshore oil and gas wells. This segment comprises the VAM® range of joints, as well as the entire VAM® system, including the network of approximately 150 VAM® licensees, which provide maintenance and repair services for VAM® joints worldwide as close as possible to the operating regions. It also includes customer supply chain optimization and well design services.

- On June 5, 2025, Vallourec announced the full acquisition of Thermotite do Brazil (TdB) located in Serra on VTS premises. TdB has been renamed Vallourec Thermal Coating Services do Brasil Ltda. Vallourec Thermal Coating Services do Brasil is a leader in the application of thermal insulation coating and other custom coating for offshore Line Pipe. The company is reinforcing Vallourec's offering for Line Pipe in offshore environments.

b) Uruguay

Vallourec Uruguay SA (100%) was formed on July 13, 2017, to market the tubes produced by the Group for OCTG and process applications in Uruguay.

c) Argentina

Vallourec Soluciones Tubulares Argentina SAU, formed on March 4, 2020, is a trade and services company wholly owned by Vallourec Tubos do Brasil (VBR). Its main objectives are to render specialized tubular services and to support Vallourec's pipe import activity in the Argentinian market.

- focus on value-creating projects: a selective approach to R&D and IT projects with careful return on investment parameters and interface with a broader strategic vision;
- the Group's aim is to locate more than 50% of its accounting, finance, IT and support functions in the Americas, close to its production sites.

As part of the completed New Vallourec Plan, the Group's regional organization has resulted in the creation of Product Lines and Centralized Functions.

Accessories cover all products that are designed and manufactured by Vallourec, integrated into the production strings and necessary for the production of oil and gas wells.

B) Project Line Pipe and Process, New Energies and Delphy

The Project Line Pipe (PLP) offering is primarily marketed to EPCI (Engineering, Procurement, Construction, and Installation) customers. This offering includes tubes and coating, expertise and integrated solutions used to connect all of the offshore and onshore facilities of an oil and gas field from the wellhead to the production platform, as well as the tubes and coating needed to connect these production facilities to refining and treatment facilities.

The Process Pipe offering comprises the tubular products in which the hydrocarbons are transported or transformed, both in offshore operations (FPSO: Floating Production Storage and Offloading or FLNG: Floating Liquefied Natural Gas), and onshore operations such as hydrocarbon processing LNG, refining, and petrochemical applications.

The New Energies Department was created in 2022 to identify and develop growth opportunities in energy transition sectors including geothermal energy, hydrogen, and carbon capture, utilization and storage. In 2024, Vallourec announced changes to its Executive Committee and the organization of the New Energies business. Premium tubular solutions focusing on geothermal energy, hydrogen, carbon sequestration and biomass joined the the Business Line which was renamed “New Energies, Project Line Pipe and Process.” This merging of business lines supports the development of the Group’s New Energies offering. New Energies products are marketed to a wide range of customers, including Oil & Gas companies, new energies project development companies, and other industrial players.

Delphy is Vallourec’s internally-developed hydrogen storage solution, and represents a significant growth opportunity for the Group. Delphy is a unique, below-ground hydrogen storage solution that utilizes the Group’s sophisticated tubular technologies to store hydrogen safely and cost-effectively on a medium scale (defined as 1 to 100 metric tons of storage). As part of the 2024 reorganization, the Delphy product line was separated from other New Energies offerings and reports directly to the Group CEO. In June 2025, Delphy achieved certification from DNV, enabling commercialization as a safe and viable solution.

1.2.2.2.2 CENTRAL FUNCTIONS

The Group’s Central Functions include Digital and Information Systems, Finance, Human Resources, Legal, Marketing and Communications, Operations, Research and Development (“One R&D”), Strategy and Development and Sustainable Development.

Working in coordination with the regional organizations, the Central Functions are tasked with ensuring that Vallourec’s strategy is optimally deployed. The Group continues to undertake substantial efforts to better integrate information systems, financial planning and analysis, legal strategy, and capital allocation.

1.2.2.2.3 HOLDING AND MARKETING COMPANIES

In addition to its operating entities, the Group has holding and marketing companies.

A) Activities of the holding companies

Vallourec SA is a holding company that manages its shareholdings. Its revenues are mainly financial (dividends, interest on long-term loans to subsidiaries and investment income from cash and cash equivalents), and it also bears the cost of its debt. It owns its trademark and the Group’s image, whose management was entrusted to Vallourec Tubes in 2014. It has no industrial activity.

Vallourec Tubes is a sub-holding company, wholly owned by Vallourec, that manages its shareholdings and has no industrial activities. Its revenues are also mainly financial (dividends, interest on long-term loans to subsidiaries, provisions for subsidiaries and investment income from cash and cash equivalents).

C) Services

The Service Line brings together the support services offered to the Group’s customers (expert teams on oil and gas platforms and storage, inspection and pipe preparation services), customer supply chain optimization services, and a variety of innovative digital solutions.

The Service Line manages the agile development teams for new services based on customers’ needs and operational issues. Two examples are TallyVision, which optimizes and secures operations on oil and gas platforms, and Best Fit, which optimizes welding operations on line-pipe welding bases. The Service Line is by essence flexible and can create services bases, mainly in countries with limited ecosystem to support our customers.

The Service Line is also responsible for the development of the Wire Arc Additive Manufacturing (WAAM) activity.

Vallourec’s Operations Department is responsible for managing Vallourec’s global quality supply chain, sourcing, and investment programs, while also ensuring manufacturing best practices are deployed throughout the Group’s various regional manufacturing hubs.

Meanwhile, One R&D is responsible for all of the Group’s resources and laboratories in France, Brazil and the United States, and manages the Group’s technical intelligence, patent filing, and protection of the Group’s industrial property.

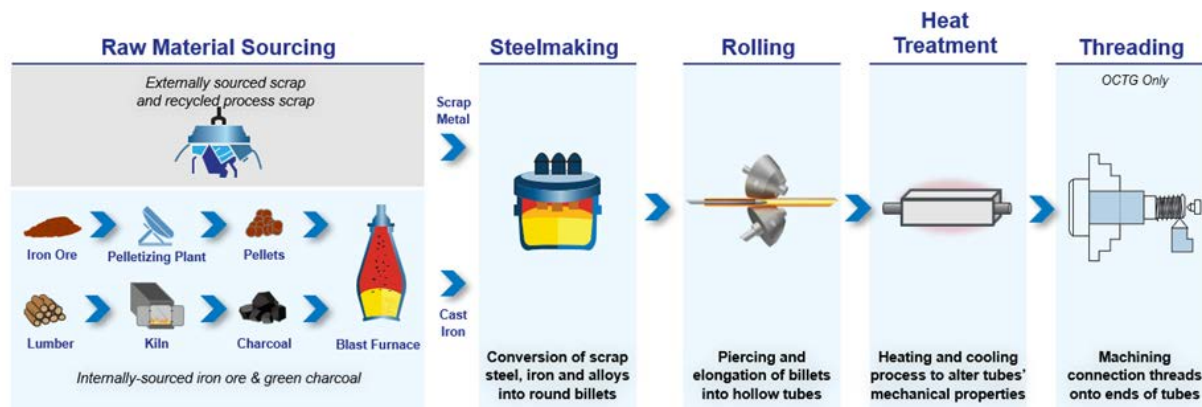
B) Marketing companies

Vallourec maintains sales and marketing companies based in:

- Canada
- Dubai
- Egypt
- Mexico
- Singapore
- The United States
- Uruguay
- Argentina

1.3 Manufacturing process

1.3.1 From iron ore to finished seamless steel tubes



Vallourec's core expertise lies in the production of premium seamless tubes that can withstand challenging performance conditions. Vallourec operates a fully-integrated production process in the United States and Brazil.

High-quality steel produced from iron ore pellets and charcoal begins with the preparation of pellets, which are made by finely grinding iron ore and mixing it with binders before forming small spherical shapes. The pellets and charcoal are charged into a furnace, where charcoal acts as both a reducing agent and a source of carbon. At high temperatures, the charcoal reacts with oxygen in the iron ore, reducing iron oxides to metallic iron while generating carbon monoxide as a reducing gas. During this process, some carbon dissolves into the iron, and its level is carefully controlled to achieve the desired steel properties. The reduced iron is then melted and refined to remove impurities such as sulfur, phosphorus, and excess carbon, while alloying elements like chromium, nickel, or molybdenum may be added to produce specific grades of steel. Once refined, the molten steel is cast into billets. This billet manufacturing process is used in Vallourec facilities in Brazil.

Another option is to produce billets from recycled metal scrap. The first step of this process involves collecting and sorting scrap metal to remove impurities such as non-ferrous metals, plastics, and other contaminants. The sorted scrap is then charged into an electric arc furnace, where high-voltage electric arcs between graphite electrodes and the scrap generate intense heat to melt

the metal. Once molten, the steel undergoes refining to eliminate unwanted elements like sulfur and phosphorus, and alloying materials such as carbon, manganese, or chromium are added to achieve the desired chemical composition. The purified molten steel is then poured into continuous casting machines, where it solidifies into billets. This production of steel billets from scrap metal is used by Vallourec in the United States and Brazil.

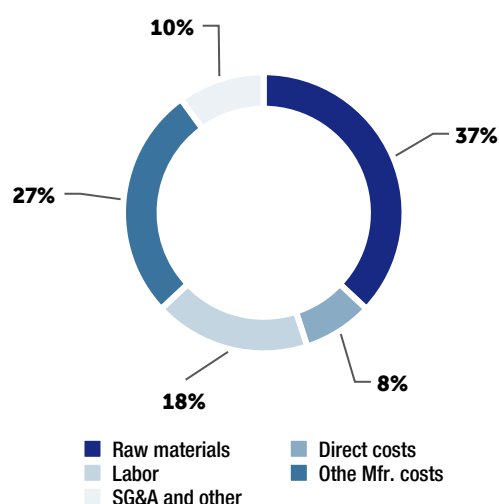
To produce seamless pipes, solid steel billets are heated and then rolled in a piercing mill to create a hollow tube. The pipe then undergoes heat treatment to refine its microstructure and enhance mechanical properties. This typically includes normalizing or quenching and tempering, which relieve internal stresses, improve toughness, and achieve the required hardness.

Following heat treatment, the pipe is straightened and subjected to non-destructive testing (such as ultrasonic or electromagnetic inspection) to verify integrity. Finishing operations include precise cutting to length, end-facing, and coating or varnishing to prevent corrosion. For OCTG (Oil Country Tubular Goods), a critical step is the threading: the pipe ends are machined to API or premium connection specifications, often followed by specific surface treatment to reduce galling during make-up.

Finally, the pipes are drift-tested, gauged, and fitted with thread protectors before being marked for shipment. This meticulous process ensures compliance with stringent industry standards for extreme environments.

1.3.2 Input costs

Cost structure summary, % of Total 2025 Costs Impacting EBITDA



Vallourec's production process involves a high degree of transformation and processing of raw materials to produce finished tubular products. Accordingly, raw materials (including iron ore, scrap steel, and alloying metals) account for the largest share of costs impacting EBITDA, at 38% last year.

Other manufacturing costs, including energy and consumables, sub-contracted services, maintenance expenditure, and provisions accounted for 25% of costs.

Labor costs represent 18% of costs impacting EBITDA while Selling, General, and Administrative (SG&A) and other expenses, including R&D, stand at 12%. Direct costs (primarily transportation) represent 7% of total costs included in the EBITDA calculation.

1.3.3 Procurement

The Group purchases the following items for its production activities:

- raw materials (ferroalloys, electrodes, refractories, scrap metal, etc.);
- semi-finished products (round bars, flat products, etc.);

- consumables and supplies (mechanical and electrical supplies, cutting tools, lubricants, thread protectors, etc.);
- maintenance (services and spare parts);
- energy (electricity, natural gas, etc.).

Purchased materials in production in 2024 and 2025:

<i>In € thousands</i>	2024	2025
Scrap metal and ferroalloys	527,357	453,696
Rounds/billets	348,662	236,969
Flat products	647	402
Tubes	172,173	242,176
Miscellaneous ^(a)	86,297	57,777
TOTAL	1,135,136	991,020

(a) Including change in inventories.

Rounds and billets represented 24% of consumed material in 2025, with tubes representing an equal share.

Other purchases include:

- non-production:
 - external services (engineering, temporary labor, waste treatment, industrial cleaning, etc.),
 - IT (software, hardware, networks, IT support, etc.),
 - logistics (sea, air, road, rail, warehousing, etc.);

- solutions:
 - major infrastructure equipment and investments,
 - customer-specific solutions.

For a description of risks related to changes in the price of raw materials, see chapter 3 "Risk and risk management" of this Universal Registration Document.

1.4 At the forefront of innovation

Innovation, the key to competitiveness and growth, has always been at the heart of Vallourec's strategy and a major factor in its position among the leaders in premium tubular solutions. In a competitive global environment, the Group intends to continue addressing and anticipating the technological challenges faced by

its customers. It must respond to radical, fast-paced changes in its customers' needs by offering them tailored solutions that are safe, reliable, sustainable and value-creating, in line with its premium position and low-carbon strategy.

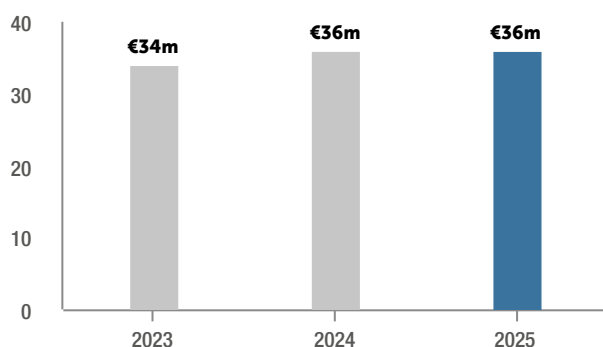
1.4.1 Innovation at the heart of the Group's strategy

R&D and innovation are key to the Group's strategy for maintaining its technological leadership and anticipating its customers' needs.

The three cornerstones of the Group's research are:

- new products and the improved performance of existing products;
- manufacturing processes; and
- services and solutions.

In 2025, Vallourec invested €36 million in Research and Development (R&D). The following chart shows gross R&D expenses over the past three years, excluding the French Research Tax Credit. The Group continues to make significant investments in R&D in order to develop innovative new products and solutions.



The Group's new structure provides the R&D and Innovation teams a closer proximity to Vallourec's markets. Approximately 260 researchers and technicians were involved in R&D in the Group in 2025.

The Group's customers' key technological challenges include the following:

- for the Oil & Gas market, the Group addresses the growing complexity of oil and gas fields (deepwater offshore, pre-salt reservoirs, corrosive fields, onshore shale, etc.). Vallourec helps operators and field developers address technical challenges and reduce their total cost of ownership across its two main product lines, Oil Country Tubular Goods (OCTG) and Project Line Pipe (PLP). The Group continuously develops digital solutions across the entire life cycle of its products (from facility design, traceability and implementation to integrity monitoring) to support its customers;
- in the Industry market, one of the main trends in the market is for mechanical performances to be enhanced in order to make structures more lightweight;
- for the New Energies market, the Group addresses needs arising from key energy sources and decarbonization vehicles like geothermal energy, hydrogen, carbon capture and storage, and biomass.

1.4.1.1 Centers of research and expertise with a global reach

Vallourec has three research centers throughout the world specializing in specific products, manufacturing processes and technologies. The performance of Vallourec's solutions is verified through tests on actual-sized samples. These tests, which are conducted at one of Vallourec's three test laboratories worldwide, are designed to subject products to all operating constraints.

ONE R&D AULNOYE

The Group's historical research hub is located in Aulnoye-Aymeries (France), and specializes in metallurgy, welding, non-destructive testing, corrosion resistance, surface treatments, data science, and digital simulations of manufacturing processes and products, particularly for Oil & Gas applications, mechanical infrastructure, and New Energies. This center also provides technical assistance to the Group's plants and Product Lines.

New expertise has recently been developed to support the Group's new areas of growth, such as the transportation and storage of CO₂ and hydrogen. In addition, this research center develops and tests the range of VAM® threaded connections.

For over 50 years, Vallourec's teams of experts have developed the range of threaded connections and assisted with their commercial production throughout the worldwide licensee network. The expertise of One R&D Aulnoye in France also covers the CLEANWELL® solution (dry coating for VAM® connections), digital solutions coordinated by the VAM Data department (which uses data to provide better support to customers during on-site product implementation), and solutions dedicated to New Energies.

ONE R&D BELO HORIZONTE AND JECEABA, BRAZIL

The One R&D Belo-Jeceaba research center brings together teams of experts who adapt the Group's solutions to specific local needs (customers and plants) and develop new solutions meeting the Group's needs across the globe. Due to this center's proximity to Vallourec's Brazilian production lines, it provides strong support to the mill in solving problems and driving operational improvement. The center employs experts with multidisciplinary technical skills, such as metallurgy, materials science, coatings, computer simulation, thermal science, quality control testing and analysis as well as non-destructive inspections. In addition, the research center performs design and 3D printing of polymers tools supporting issues across the diverse workstations in the mills.

ONE R&D HOUSTON, UNITED STATES

One R&D Houston works in coordination with One R&D Aulnoye, France on specific developments for VAM® connections for the US market. Its design and testing capacities have enabled it to market connections for the extraction of shale deposits (VAM® SG, VAM® EDGE SF +, VAM® SPRINT-SF, VAM® SPRINT-FJ, VAM® SPRINT-TC, VAM® X-TRA, DWC/C™ XT) and for deepwater wells (VAM® BOLT-II, VAM® HP, VAM® SLIJ-3, CLEANWELL®).

One R&D Houston is an integral part of the North American business. Engineers at this research center are supported by a local marketing and technical support team and work closely with customers, mainly based in Houston, to optimize, qualify and develop premium threaded products that meet their direct needs, for both onshore and offshore projects. The close proximity to threading lines, pipe mill, sales teams and end users creates a unique environment that enables the R&D center to offer the best technical services and support for the development of Vallourec's local market.

OTHER RESEARCH OPERATIONS

In addition to these three research centers, R&D activities are also carried out by its subsidiary Vallourec Florestal, which operates the Group's eucalyptus forest in Brazil, conducts research into forestry, charcoal and environmental protection. This work helps to ensure the optimal operation of forests for charcoal used in steel production by reducing consumption and CO₂ emissions in compliance with environmental standards.

1.4.1.2 A collaborative approach to innovation with customers and markets

Innovation is behind the advances that allow Vallourec's customers to push the boundaries of technology, tap into previously unused resources, and improve the performance of their facilities. As innovation is a process of ongoing dialog with customers, the Group works in close collaboration with some of these customers to develop specific solutions that meet their operating needs.

In Brazil, the Group has a long-standing working relationship with Petrobras, and more broadly with all energy market players present in Brazil (ExxonMobil, TotalEnergies, Equinor). Vallourec offers innovative tubular solutions both for oil & gas wells and transport structures — specifically, dedicated risers and line pipe product ranges. The Group's offering is particularly well-suited to the complex and highly corrosive pre-salt oil and gas fields

The Group meets the needs of its customers on the new frontiers of deepwater, such as in Guyana and the Gulf of America. For example, X80 is a line pipe steel grade designed to meet the technical challenges of ultra-deepwater offshore environments. In the Gulf of America, Vallourec continues to deploy newly developed products such as the VAM® SLIJ-3 and VAM® SPRINT connections. In 2024, Vallourec completed the industrialization of VAM® SLIJ-3 CLEANWELL® and delivered the first order to major end-user, Hess (now owned by Chevron).

In the US shale arena, in 2025, Vallourec introduced two new high-torque connections: VAM® X-TRA (Premium) & DWC/C™ XT (Semi-Premium, Buttress compatible). Vallourec is investing in a new threading line in the United States to accommodate strong customer demand for its connection technologies in the country.

In the Middle East, Vallourec is continuing to innovate with the region's major players, including by delivering tubes with VAM® HTTC CLEANWELL® for long laterals, and by leading a research

project dedicated to corrosive environments and aimed at bringing the specifications of tubular products more in line with customers' actual needs.

The TallyVision digital solution, which ensures pipes are run according to the planned sequence and enables operations on oil platforms to be monitored remotely, was launched in 2023 and is now an integral part of the VAM® Field Service offering. Over 50 operations were successfully carried out throughout 2025. ADNOC continues to be the largest user of the system, deploying it for critical completion operations. Additionally, the Group has successfully started to roll out a new software-as-a-service model that is being used by customers who appreciate a digital footprint only. This has enabled Vallourec to cater for any operator globally in their operations, whether on land or at sea.

Vallourec has commercialized SUBMAGNÉTICO FREE FLOW®, a breakthrough technology that applies a magnetic field on the extracted fluid and reduces the formation of inorganic scaling on the production string. With this solution, operators are expected to achieve significant cost reduction via reduced well cleaning interventions, reduced consumption of scale inhibitors, and a significant reduction in production downtime.

In 2025, Vallourec enhanced its inspection service offering based on innovative testing robots. Laser technology for internal diameter measurement is operational, deployed across regions and actively supporting customer operations. Ultrasonic and eddy current based systems are being improved and tested with customers to ensure they meet operational needs. This suite of solutions will enable Vallourec customers to reassess their existing inventories, promoting a circular economy.

1.4.1.3 An enhanced innovation culture

The Group's innovation strategy is focused on reinforcing its differentiation in its premium product range, developing new solutions for the use of its products, and opening up new markets. The common goal of these three components of its strategy is to increase value for its customers and optimize Vallourec's positioning. In line with this strategy, the regions, manufacturing teams and R&D teams pool their innovation expertise and capacities, by developing deeper knowledge and sharing it in the Group's markets and by establishing agile and outward-looking innovation methods.

A) INNOVATION CULTURE AND APPROACH

In order to optimize the generation and selection of ideas that will become the offerings of tomorrow, Vallourec has put in place methods that involve all stakeholders.

As part of this approach, workshops are organized that bring together multidisciplinary teams to understand customer needs and generate new ideas. This process, sometimes conducted with direct customer involvement, yields concrete results and also strengthens the Group's innovation culture. These measures strengthen Vallourec's image as a partner and supplier of choice.

Vallourec has an internal innovation platform for all employees. This cross-divisional, international tool aims to increase visibility and to share and enrich employees' innovative ideas.

As well as organizing its idea-generating initiatives, One R&D supports the project teams to ensure efficient execution so that products and solutions can be brought to market as rapidly as possible. Execution is managed based on various criteria, including technical feasibility, turnaround times, and related risks. These factors are reviewed at various milestones by a validation committee.

The experts, process communities, project teams and R&D teams also develop and participate in online collaborative spaces and tools, enabling them to share information across the Group.

1.4.1.4 Industrial property

The Group has a consolidated approach to its industrial property. Priority is given to projects offering short- and medium-term returns on investment. The established process encourages researchers to register and protect their inventions and preserve Vallourec's competitive edge. Concurrently, support for developing expertise within the Group's new areas of innovation has been enhanced through regular competitive intelligence, particularly in New Energies, including geothermal technology and hydrogen storage innovations.

B) EXPERT CAREER PROGRAM

Vallourec's Expert Career program covers 18 areas of expertise in 3 domains:

- Product Development (Materials Science, Connection Performance, Data Science for Product);
- Process Development (Forest, Iron & Steelmaking, Rolling, Thermal processes, Non-destructive testing, etc.);
- Application & Market expertise.

The skills that are recognized by the Expert Career program are specific to the business and not well-spread on the labor market.

Designed specially to nurture and reward employees with sought-after technical skills, the program offers a career development path and provides technical talent with the best possible resources to continue developing their expertise. In return, these experts are asked to provide input on technically challenging issues, leverage and pass on their knowledge and promote Vallourec's image outside the Group (to customers, standards committees, etc.). A rigorous selection process takes place to validate individual applications.

There are currently 255 expert employees spread throughout the industrial footprint of Vallourec, making this expertise accessible to all Vallourec mills throughout the world. This approach is consistent with Vallourec's technical leadership in its core businesses, and helps the Group retain its employees having key expertise.

The process naturally involves the Human Resources Department, and appointees progress in their Expert Career program in a similar way to those in more traditional career paths (manager, team leader, department manager, plant manager, etc.). Beginning in 2024, a new position in the HR organization (Director for Group's Expertise) was placed in charge of Expert Talent management within the Group.

In 2025, the Group slightly reduced (-3%) its patent portfolio to 3,962 patents compared to 4,069 in 2024. The Group filed 10 new patent applications for new inventions and extended approximately 112 patent applications geographically.

Vallourec successfully preserved its trademarks by undertaking renewals and opposition procedures in 2025. This included the renewal of the Vallourec® trademark in the US, ensuring its global protection.

1.4.1.5 Product standards applied by the group

The Group complies with regulations, standards and certifications in the countries in which it markets its products. These standards vary depending on the region, the product concerned and the use of that product. The Group has a regulatory intelligence process to ensure that its products comply with applicable regulations, standards and certifications.

The Group is subject to two types of standards: mandatory standards set by law, and non-mandatory standards voluntarily applied in response to customers' demands.

Mandatory standards generally require certification by laboratories and/or independent organizations, and are established by governments. Their main purpose is to protect user health and safety by demonstrating that the product complies with regulatory

requirements. They primarily concern fire resistance and slip resistance properties, as well as limitations on toxic emissions. Non-mandatory standards are required by the Group's customers, whose specifications require compliance with these standards.

Standardization organizations define the technical characteristics and performance required of a product, as well as the tests to be carried out in the various geographic areas. At an international level, the main organization that promulgates standards applicable to the Group is the International Organization for Standardization (ISO). ISO standards, which are established based on the principles of the World Trade Organization, are voluntary in theory, but compliance is often required by the Group's customers.

1.5 Strategy and key markets

1.5.1 Strategy

The Group's primary strategic objectives as set out in the New Vallourec plan are to:

- deliver best-in-class profitability; and
- make Vallourec a crisis-proof business

Management assesses its progress in its profitability objective via a comparison of Tubes EBITDA per tonne and Group Return on Invested Capital (ROIC) vs. our key competitor. In 2025, Vallourec significantly narrowed the profitability gap with this competitor to the lowest level since we embarked on the New Vallourec Plan in early 2022. The Group also recorded a higher ROIC in 2025.

The Group has executed several initiatives to make its business crisis-proof. Operationally, the substantial asset streamlining conducted as part of the New Vallourec plan and the resulting concentration of production in regions with flexible production costs has made the business far more adaptable in various market conditions. Meanwhile, Vallourec has stated its plan to manage to a conservative leverage target of net debt zero, with a range of +/-0.5x net debt to EBITDA. Vallourec additionally plans to retain substantial financial and strategic flexibility with >€1 billion in liquidity, and with financing primarily reliant on long-duration, fixed-rate debt.

Going forward, the Group's focus is on driving maximum operational efficiency and expanding its capabilities to produce differentiated products with significant value creation potential. To this end, Vallourec aims to invest €50-75 million annually in key growth projects in addition to a €100-125m maintenance CapEx requirement.

Vallourec's 'Value over Volume' strategy emphasizes participation in markets where it is well-positioned due to: (1) a technological advantage; (2) favorable geographical location, and/or (3) customer intimacy or service offering.

Technology is never static - Vallourec's culture of innovation allows it to meet customer and regulatory demands for ever-increasing safety, increasingly hard-to-exploit reservoirs like shale, ultra-deepwater and corrosive (sour) reservoirs, and new challenges faced in New Energies value chains.

Recent examples include:

- Investing to support US customer demands for high-torque VAM® SPRINT connections to support long-lateral well designs via a \$48m investment in a new premium threading line in Youngstown (Ohio).
- Strengthening our CLEANWELL® offering for OCTG: Vallourec is growing its production capacity to drive higher market penetration of its dope-free advanced thread coating, which simplifies customer operations and reduces environmental impact.
- Enhancing our Line Pipe coating offering: the acquisition of Thermotite do Brasil adds an essential high-value solution for our deepwater project line pipe (PLP) offering. Vallourec plans to continue investing in its coating capabilities.

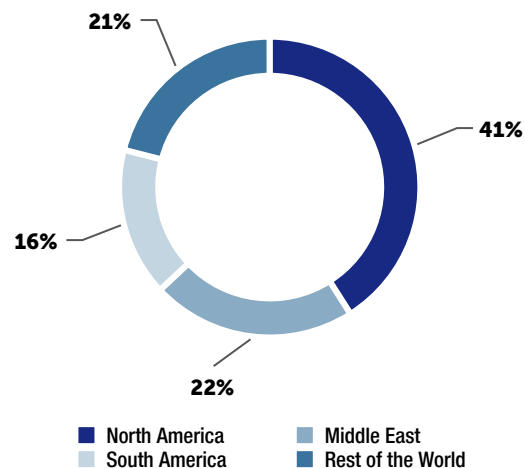
1.5.2 Geographies

Vallourec's product offering is heavily focused on the energy industry, including Oil & Gas and New Energies. Revenues for this business are aligned with the areas in which large amounts of energy development activity occurs, specifically: North America, the Middle East and South America. Vallourec strategically pursues very limited market opportunities within the Asia and Commonwealth of Independent States (CIS) regions, due to a combination of a commoditized market structure and legal restrictions.

Vallourec's revenues outside of Oil & Gas include its Industry business, which is primarily focused in South America, and its sales of iron ore from its mine, which are almost exclusively conducted in Brazil.

Vallourec Tubes Revenues by Region (2025)

% of 2025 Revenues



1.5.3 Key markets

1.5.3.1 Oil & Gas

Vallourec has developed a range of premium tubular solutions for the Oil & Gas industry that satisfies the strictest requirements and covers the entire value chain, from exploration to production and hydrocarbon transportation:

- **Oil Country Tubular Goods (OCTG):** Vallourec's OCTG products are seamless tubes with a threaded connector that are found in a large number of oil and gas wells throughout the world. The tubes are generally connected using premium threaded VAM® connections, which are trademarked by Vallourec. OCTG includes:

- Casing: tubes assembled to form a column supporting the structure of the well.

1.5.3.1.1 OCTG

Product offering

As explained above, OCTG products are used in oil and gas wells and assembled using a threaded connection. These connections can be standard as per American Petroleum Institute (API) designs or proprietary. Vallourec's leadership in the OCTG market is driven by its proprietary VAM® connections. VAM® connections are a market reference for OCTG. Vallourec also offers proprietary high performance steel grades developed in-house. The Group's premium product lines are adapted to extreme and increasingly complex environments, including:

- onshore applications that require high operational efficiency;
- deep wells;
- corrosive environments;
- deviated and horizontal wells;
- high pressure/high temperature (HP/HT) wells; and
- deepwater applications.

- Tubing: smaller diameter tubes assembled to form a production string used to lift the fluids produced from the bottom of the well towards the surface.

- **Project Line Pipe (PLP) & Process:** Vallourec's PLP and Process solutions are used to transport oil and gas from wells to and within offshore or onshore processing units or storage locations.

The product ranges meet international standards (API, DNV, IOGP, Shell DEP, etc.).

The sealed assembly of premium OCTG tubes is provided by the Group's VAM® connections. These connections have technical characteristics that enable them to withstand the stress that OCTG products are subjected to under extreme conditions.

VAM® connections are premium threaded connections invented and patented by Vallourec and have been in use for more than 60 years. These connections are resistant to all mechanical constraints present in wells, such as pressure and compression, and ensure flawless sealing for tube columns.

The development of VAM® connections is a joint business operation between Vallourec and Nippon Steel Corporation (NSC). This joint business, has allowed the VAM® brand to become the global benchmark in its markets

Since the first VAM® patent, which Vallourec filed in 1965, more than 30 VAM® product lines have been commercialized. The VAM® offering includes:

- VAM® 21: available in diameters from 3.5 to 16 inches, this innovative connection has become the product of choice. As resistant as the tube body itself, it was the first to deliver a performance meeting the CAL IV standard defined in the most recent changes to ISO 13679 and API RP 5C5, two standard technical specifications that document product performance. It also has the capability to withstand temperatures up to 350°C in full compliance with Geothermal TWCCEP standard. New versions of the VAM® 21 meeting the specific needs of operators (higher torque capacity, development in thick tubes, etc.) are regularly added to the product line;
- VAM® SLIJ-3: this semi-flush connection is rapidly replacing the previous generation (VAM® SLIJ-II). The VAM® SLIJ-3 connection, with a diameter of 14 inches, offers an additional 21% of traction performance, 38% more compression performance, and nearly 50% additional torque performance versus the legacy model. Already tested to today's most stringent standard (API CAL IV:2017) on several sizes ranging from 7½ to 16¼ inches, this product line has received unanimously positive feedback from customers.
- VAM® HTTC (High Torque Threaded and Coupled): designed for highly deviated wells with long horizontal sections, this premium connection for casing and tubing withstands extreme torque and compressive stress when the column is being installed and maintains a perfect seal during production. Available in various dimensions, VAM® HTTC is a high value-added product that allows the most complex horizontal drilling to be carried out safely;
- VAM® BOLT-II: the mechanical integrity and sealability of this premium integral connection for large-diameter casing make it especially well-suited to high-pressure, high-temperature deepwater offshore wells, which are common in the Gulf of America, off the Brazilian coast and in the Gulf of Guinea, as well as in North Africa and the Asia Pacific region;
- VAM® SPRINT: now composed of three complementary versions (VAM® SPRINT-SF, VAM® SPRINT-FJ and VAM® SPRINT-TC), this product line provides support to all unconventional producers in the United States by meeting the need for a range of high-torque and cost-efficient threaded products.

- CLEANWELL®: this dry coating applied to VAM® connections at the Vallourec plants is the ideal way of getting the most out of the connections, providing anti-corrosion protection for the product during transport, storage and lubrication. CLEANWELL® replace the need for running compound for lubrication during assembly, providing obvious environmental benefits. CLEANWELL® improves safety and running performance. In light of the rapid adoption of the CLEANWELL® solution by its customers, Vallourec is increasing its production capacities;

Customers also require a significant volume of well accessories to be threaded with VAM® connections. Vallourec provides both finished and semi-finished products, as well as brackets for connecting complex equipment (wellheads, safety valves, etc.) to OCTG tubes.

For both tubes and threaded connections, operators in the energy market need cost-efficient solutions that can meet constantly growing technical constraints, including unique steel grades tailored to the demands of a given operating environment.

In recent years, Vallourec has finalized the development and industrialization of high yield strength carbon steels resistant to H₂S (hydrogen sulfide) corrosion. For example, the recently launched VM110MS has been recognized by several major customers as a technically viable and economically attractive alternative to the common C110 grade. In the field of high-performance steel grades, VM110XS offers unrivaled resistance to the most corrosive well conditions. Products with sour service corrosion resistance and maximum mechanical resistance, such as VM130MS and VM140CY, have also been brought to market and been particularly taken up in the Gulf of America.

Vallourec also offers products that can withstand high collapse and rupture pressures. The Group meets this technical challenge through the combined use of proprietary steel grades (such as the "High Collapse" and "Extreme Collapse" product lines), a scientific model for predicting mechanical performance, and individual product traceability from plant to end users.

In order to maintain the position of the VAM® range as the market leader in threaded connections, Vallourec's Research and Development teams are coordinated from Vallourec Oil & Gas France, with R&D branches close to the major markets in the United States (VAM USA in Houston) and Brazil (VSB in Belo Horizonte). Support for the VAM® product lines worldwide is provided by a broad network of local licensees situated close to customers' operations.

OCTG services

To meet its customers' expectations of efficiency, cost and integrity, Vallourec has developed a wide array of services tailored to specific project needs. For OCTG customers, Vallourec offers a range of services to assist and provide them with the benefit of the Group's know-how throughout the life cycle of their tubes, from shipping to installation and final application.

These include:

- VAM® Field Service, which includes a network of over 180 technicians and engineers providing worldwide coverage from service centers based mainly in the United States, Mexico, Brazil, Scotland and the Middle East. These experts are available around-the-clock to be deployed at well sites to assist customers with lowering tubes, inspecting connections and supervising assembly;
- VAM® Services: this department manages a network of more than 150 licensees to repair Vallourec products and thread tubes with VAM® connections on all drilling and production accessories;
- management of customers' tube inventories, including logistical management of inventories by Vallourec experts, as well as the preparation and inspection of tubes before they are shipped to the well site;

- innovative solutions which, combined with the VAM® Field Service and inventory management solutions, enhance the efficiency, reliability and safety of our customers' tube operations. The TallyVision solution, for example, enhances the efficiency and reliability of operations during tube installation in the wells;
- engineering services, through which Vallourec provides advice and guidance to customers, including on well design and material selection. Vallourec experts recommend the most appropriate tubing and casing sizes and steel grade, as well as the connections that best respond to the requirements;
- training sessions, for example "Tubular Essentials", provided by the Group's experts to teach operators best practices for optimal use of tubes and connections, and for handling and inventory management.
- Since 2008, Vallourec has produced production and drilling accessories related to the VAM® joint through its subsidiary Vallourec Tube-Alloy, LLC (USA). This expertise is deployed in Mexico, Brazil, France, Singapore and Indonesia to provide, in addition to the network of licensed partners, global coverage for accessory requirements to meet the needs of VAM® connection customers.

1.5.3.1.2 PROJECT LINE PIPE AND PROCESS

Product offering

A) Tubes and accessories for oil and gas transportation

The Group's product line for oil and gas transportation includes:

- rigid subsea line pipes (production and injection lines known as flowlines, which are pipes that rest on the seabed for the transport of production or injection fluids, and risers, which bring fluids up from the wellhead to the surface and then connect them to processing units);
- onshore rigid line pipes; and
- pipe coating solutions.

Each of these pipe products is developed in various grades of steel to meet customers' specific requirements in terms of mechanical properties, corrosion resistance and weldability. Among the latest premium-grade developments for line pipes, X80 is a steel grade designed to meet the technical challenges of ultra-deepwater offshore environments.

Line pipe services

For Line Pipe customers, the Group offers integrated solutions specific to subsea pipelines, including Hi-Lo analysis, coating, insulation, bending, logistics and complex project management with digital support solutions.

Since the acquisition of Thermotite do Brasil on June 5, 2025, Vallourec is now able to offer a full range of coating solutions for offshore application, including anti-corrosion, thermal insulation, custom coating with associated services.

Various types of anti-corrosion or thermal insulation coatings can be applied in Vallourec's plants or with the help of its subcontractors.

B) Tubes for the processing of industrial fluids and oil and gas

The Group offers a wide range of carbon steel and steel alloy tubes, as well as hollow bars (semi-finished tubes intended for manufacturing products that meet the needs of a specific market) and connections adapted to the needs of each project.

In particular, the Group manufactures seamless tubes for the refining, petrochemical and biofuel industries. The most technical products are used in refinery furnaces and in floating liquefied natural gas (FLNG) units and floating production, storage and offloading (FPSO) units.

Specific service agreements may be entered into depending on the customer's needs. As an example, Vallourec has developed partnerships to provide pipe-in-pipe technology, which allows to keep stable temperature on long distance from the wellhead to the production platform.

1.5.3.1.3 OIL & GAS MARKET DRIVERS

Vallourec's products have a wide range of potential applications across the Oil & Gas value chain but have particularly strong demand in the upstream sector, where Vallourec's premium products are used for structural integrity or Oil & Gas transportation in subsurface wells (Oil Country Tubular Goods) or on the surface of the earth (Line Pipe).

Oil & gas supply, demand and price

According to the IEA's January 2026 Oil Market Report⁽¹⁾, following annual growth of 850 kb/d in 2025, global oil demand is expected to increase by approximately 930 kb/d in 2026 to reach an annual average of 105 mb/d. Non-OECD countries, mainly in Central and East Asia, are expected to be the main contributors to the global oil demand increase while demand in developed countries remains flat. Demand growth in 2026 will be led by petrochemical feedstocks, partially offset by a slowdown in gasoline gains.

Total oil supply is expected to increase by 2.5 mb/d from an annual average of 106.2 mb/d in 2025 to 108.7 mb/d in 2026 assuming OPEC+⁽²⁾ does not further unwind voluntary cuts. The main regions contributing to this oil production increase are expected to be Latin America (+0.6 mb/d) and North America (+0.3mb/d), while the Eastern Hemisphere region's output outside of OPEC+ countries is expected to remain stable.

Meanwhile, the OPEC+ group began unwinding voluntary production cuts in April 2025, returning 1.2 mb/d on average last year. In November, the group agreed to pause the reversal of 1.65 mb/d of production cuts through March 2026 due to seasonally weaker demand during this period, with a decision on policy from April onward to be taken in early March. The IEA expects OPEC+ production to increase by 1.2 mb/d in 2026, with Saudi Arabia accounting for 70% of the gains.

Over the full year 2025, Brent⁽³⁾ crude averaged \$68.2/barrel (versus \$79.9/barrel in 2024, a decrease of around (15%) year on year). WTI⁽⁴⁾ followed a similar trend, averaging \$64.8/barrel compared to \$75.8/barrel in FY 2024, a decrease of approximately (14%).

Over the long-term, many market observers expect gas demand to increase, or at worst, remain stable for a longer period than oil demand. This is largely due to natural gas's use in power generation, and its potential decarbonization benefit when it is used to replace coal or oil products.

Oil & gas market in North America

The vast majority of Vallourec's North American revenues are generated in the United States. Demand for Vallourec products in the US was stable in 2025 versus 2024, with weakening oil prices and macroeconomic uncertainty weighing on upstream activity levels, offset by improved gas prices and activity.

In the United States, total rig count – one measure of demand for Vallourec's products – averaged 562 over the full year 2025, down 6% versus the full year 2024. As of the end of December 2025, the rig count stood at 545, down 76 from the start of the year⁽⁶⁾. However, the trend toward longer lateral drilling helped to offset the rig count decline, resulting in stable demand for Vallourec's products.

Accordingly, the primary driver of demand for Vallourec's products is the level of investment in the upstream Oil & Gas sector. This investment is ultimately dependent on Oil & Gas prices, which depend on the balance of supply and demand for these respective commodities.

Per the IEA⁽⁴⁾, natural gas demand reached an all-time high in 2025 although the rate of growth declined to less than 1% vs. 2024 or by 35bcm, driven by a combination of weaker industrial activity and relatively high spot LNG prices during the first half of 2025. It is expected that gas demand growth will re-accelerate to 2% in 2026, largely due to demand growth in Asia as global LNG supply increases at its fastest pace since 2019. Many countries across the world, particularly in the Americas and Middle East, have laid out plans to significantly increase the development of their gas resources over the next several years. Natural gas wells generally require more sophisticated tubular connections, due to their higher propensity for leakage, and as such this may represent a tailwind for Vallourec's tubular solutions. Natural gas prices⁽⁵⁾ measured at the Dutch Title Transfer Facility (TTF) represent the best proxy for European gas prices. TTF pricing averaged €36.2/MWh in 2025, which represents a 5% increase comparing to 2024 (annual average of €34.5MWh).

Henry Hub gas prices⁽¹⁾, the key marker for US gas prices, averaged \$3.6/MMBtu in 2025, a 50% increase comparing to 2024 (annual average of \$2.4/MMBtu). LNG start-ups and increasing domestic power demand helped to ease the oversupply carried into 2025.

The conflict in the Middle East has resulted in elevated oil and natural gas prices as of March 2026, with Brent crude benchmark prices rising above \$100 per barrel and European gas prices exceeding €50/MWh. Additionally, the IEA announced in March the coordinated release of 400 million barrels of oil from emergency reserves to address the disruptions caused by the conflict. Consequently, the outlook for oil and gas supply, demand and pricing for the remainder of 2026 is quite uncertain relative to the start of the year.

Seamless OCTG prices in the United States⁽⁷⁾ rose sharply in 2022, reaching \$4,308 per tonne in December 2022. Prices subsequently normalized as elevated import volumes and softer demand weighed on the market through 2023 and into 2024, with prices reaching a trough of \$2,110 per metric ton in August 2024. From that point, seamless OCTG prices began to recover, continuing their upward trend through the first half of 2025 before plateauing around \$2,500 per metric ton in the second half of the year. Imports, which remained elevated during the first half of 2025, moderated during the second. As of December 2025, seamless OCTG prices were \$2,482 per metric ton, up \$206 per metric ton (up 9%) versus the year-end 2024 level.

⁽¹⁾ Source: International Energy Agency Oil market report, Q1 2026.

⁽²⁾ OPEC+ refers to group of oil-producing countries that have collaborated since 2017 to manage global oil supply-demand balance through a coordinated production strategy. This group is an extension of the previous Organization of Petroleum Exporting Countries (OPEC).

⁽³⁾ Source: Bloomberg.

⁽⁴⁾ Source: International Energy Agency Gas market report, Q1 2026.

⁽⁵⁾ Source: Bloomberg.

⁽⁶⁾ Source: Baker Hughes.

⁽⁷⁾ Source: PipeLogix Report, Average Seamless Index (in metric tons).

Oil & gas market in the Eastern hemisphere regions

Vallourec revenue in the Eastern Hemisphere is largely generated in the Middle East, with additional sales in Asia Pacific, Africa and Western Europe.

Drilling activity in the Middle East region has moderated over the past two years, following a steady increase since the trough in 2020. The headline rig count declined by 7% to 516 rigs⁽¹⁾ on average in 2025, though declines were concentrated in Saudi Arabia which accounts for roughly half the rig count, which shed 16% of its rigs to average 248 in 2025. Excluding Saudi Arabia, the rig count increased by 3% or 8 rigs on average to 268⁽¹⁾. Numerous oilfield service companies facing rig suspension notices in Saudi Arabia during 2024 and 2025 have indicated that they expect to re-activate these rigs during 2026.

Drilling activity in the Eastern Hemisphere ex-Middle East region also softened slightly in 2024 and 2025 versus the 2020-2023 uptrend, with regional variances. The rig count declined by 4% to average 429

in 2025, largely driven by lower activity in Africa and Asia-Pacific, whilst drilling activity in Europe was up by 3% on average versus 2024⁽¹⁾.

Seamless OCTG prices in the Middle East⁽²⁾ rose from 2021 through 2024, reaching \$2,600 per metric ton in February 2024 and falling since then. Prices in the full year 2025 averaged \$2,120 per metric ton, down by nearly \$350 per metric tonne or 14% compared to 2024 (average of \$2,460 per metric ton). Pricing in December 2025 stood at \$2,050 per metric ton.

Seamless OCTG prices in the North Sea⁽³⁾ rose from 2021 through 2023, reaching \$3,000 per metric ton in March 2023 and softening slightly since then. Prices in the full year 2025 averaged \$2,781 per metric tonne, stable versus the full year 2024 average of \$2,788 per metric ton. Pricing in December 2025 stood at \$2,725 per metric ton.

Oil & gas market in South America

The vast majority of Vallourec's South America revenue is generated in Brazil. Drilling activity in Brazil has increased since the 2020 activity trough, with a more pronounced pick-up in the past three years. The rig count increased 25% from 2022 to 2023, 13% from 2023 to 2024 and 36% from 2024 to 2025. Over the full year 2025, the rig count in Brazil averaged 23 rigs, up versus the full year 2024 average of 17 rigs⁽¹⁾.

Activity in Brazil is heavily dependent on the activities of Petrobras, Brazil's National Oil Company. In its latest 5-year strategic plan for 2026-2030, Petrobras indicated a total CapEx budget of \$109 billion, of which \$78 billion, or 72%, is dedicated to exploration and production (E&P). Compared to the 2025-2029 plan, this E&P CapEx plan represents a 1% increase, predominantly driven by new projects. Petrobras also indicates that 62% of the E&P CapEx budget will be dedicated to offshore pre-salt reservoirs.

1.5.3.1.4 OIL & GAS AND PETROCHEMICALS CUSTOMERS

The Group's largest customers include international oil companies (TotalEnergies, Shell, ExxonMobil, Chevron, ENI, etc.), national companies (Aramco, ADNOC, Petrobras and CNOOC), private independent companies, US distributors, oil service companies, engineering and construction companies (AllSeas, McDermott, Saipem, Subsea 7, TechnipFMC).

In certain regional markets, particularly in the United States, the Group's main customers are distributors. In the rest of the world, the Group's customers are end users. In 2025, the Group's five largest customers 33% of consolidated revenue.

1.5.3.1.5 COMPETITION

OCTG

For OCTG, Vallourec competes alongside Tier 1 global suppliers including Tenaris and Nippon Steel Corporation (NSC) with the trio supplying around 6 million tonnes annually and having access to the global premium market.

Regional Western suppliers such as Voestalpine or Tubos Reunidos collectively produce around 2.5 million tonnes per year, but do not tend to compete universally across all of Vallourec's key markets. Asia and CIS suppliers account for more than 10 million tonnes of production annually, but lack access to much of the global premium market in which Vallourec competes.

Vallourec's competitive advantages come from its integrated capabilities across the entire production chain. In steelmaking, the company benefits from vertical integration in the US and Brazil,

offering a wide range of custom alloys and metal grades, supported by a state-of-the-art steel shop in Brazil.

Vallourec benefits from its large product offering. It is a world leader in threaded connection technology through ownership of the industry-standard VAM® connection family and provides tailor-made solutions for all major field types, including deepwater, shale, and sour gas. CLEANWELL (detailed in previous section) is also a key differentiator against many competitors with obvious environmental and operational advantages.

Beyond manufacturing, Vallourec offers comprehensive services to optimize tubular inventory management. Reliable assistance throughout the product lifecycle is also ensured thanks to after-sales support through Vallourec's wide VAM® Licensee network.

⁽¹⁾ Source: Baker Hughes.

⁽²⁾ Source: Rystad - Jebel Ali Seamless (Premium) L80 CFR.

⁽³⁾ Source: Rystad - North Sea Seamless (Premium) L80 CFR.

Project Line pipe and Process

- **in offshore and onshore line pipes and coating for premium seamless tubes**, Vallourec is one of the major players in deepwater (500+ meters) and ultra deep water projects (+2,000 meters), which require extremely technical products. The Group's main competitor in offshore line pipes and coating is Tenaris;
- **in process pipes** (i.e. pipes for oil & gas or petrochemical processing facilities), Vallourec is a significant player and is active in several applications, including seamless tubes for refineries and petrochemical facilities, onshore liquified natural gas (LNG) facilities, floating liquefied natural gas (FLNG) plant, and floating production, storage and offloading (FPSO) units, among others. The Group's main competitors in the petrochemicals market are Tenaris, ArcelorMittal, NSC, Interpipe and Chinese groups.

1.5.3.2 Industry

Following the execution of the New Vallourec plan, the vast majority of Vallourec's Industry business is focused in Brazil. In 2021, Vallourec formed a joint venture with the Açotubo group called Vallourec Tubos para Indústria.

1.5.3.2.1 PRODUCT OFFERING

Products offered to customers in the Industry market are designed for highly varied applications:

- in the mechanical industry, Vallourec tubes are used to manufacture cranes, construction machinery, agricultural machinery, hydraulic cylinders and gas cylinders
- in the automotive industry, Vallourec provides a wide range of products such as axle tubes and gearbox applications, motorbike frame components, suspension and stabilizer tubular parts for heavy and light vehicles;
- In the railway industry, Vallourec supplies innovative solutions such as light tubular axles as well as structural tubes for frames and chassis of freight wagons;

- in construction, Vallourec's premium tubular solutions are used in infrastructure such as bridges, stadiums, industrial and logistics buildings, airports and other ambitious architectural projects.

The Group manufactures tubes, hollow bars (semi-finished tubes intended for subsequent processing into products meeting the needs of a specific market), and sections (circular, square, rectangular or octagonal sections for a vast array of applications), in all sizes and grades of steel. Its products meet the needs of the most varied and demanding industrial applications with special grades of steel.

Vallourec's range of tubular products is rounded out by an innovative offering in Additive Metal Manufacturing (AMM) for specific-shaped parts.

1.5.3.2.2 MARKET

The Industry market in Brazil is mainly driven by the automotive sector – particularly heavy vehicles (trucks and trailers) – and by agricultural machinery. In 2025, vehicle production⁽¹⁾ (both light and heavy) totaled 2.64 million units, marking a 3.5% year-on-year increase supported mainly by growth in light-vehicle output, while heavy-vehicle production declined.

In the agricultural machinery segment, the market remained stagnant in 2025 due to restricted credit conditions, high interest rates, cautious producer behavior, and intensified competition from imported equipment.

1.5.3.2.3 CUSTOMERS

The Group's largest customers in the Industry segment include distributors and industrial equipment manufacturers. The top 10 of customers represents around 40% of yearly revenue. Examples of clients include Açotubo, Aços Favorit, Mercedes-Benz or Caterpillar.

1.5.3.2.4 COMPETITION

Given Vallourec's presence across several market segments in Industry, levels of competition vary widely.

⁽¹⁾ ANFAVEA.

1.5.3.3 New Energies

In 2023, Vallourec launched a new Business Line “Vallourec New Energies” to support the growing industry decarbonization challenges by addressing Geothermal, CCUS and Hydrogen sectors, that all require complex tubular solutions. Vallourec’s aim is for the New Energies business to comprise 10%-15% of Group EBITDA by 2030.

1.5.3.3.1 PRODUCTS

Vallourec has developed a variety of solutions for the Energy transition industry, capitalizing on the Group’s existing product offering for the Oil & Gas markets. Its high performance tubular products are well suited to the needs of the geothermal; carbon capture, utilization and storage (CCUS); and hydrogen industries. These tubular products can be manufactured in Vallourec existing manufacturing assets.

For geothermal energy (incl. DLE/Direct Lithium Extraction): Vallourec products are highly valued for their heat resistance and enhanced well integrity performance, especially in case of thermal expansion. Vallourec tubes and connections are qualified and used in the most challenging geothermal wells worldwide. Thermocase® VIT (Vacuum Insulated Tubing) products allow the co-axial circulation of cold and hot flows in the same well thanks to their excellent thermal insulation. This high-potential technology will considerably increase the number of sites where geothermal power systems can be installed. Many projects are now contemplated as combined geothermal/direct lithium extraction projects, which value both heat and corrosion resistance for tubular solutions;

For carbon capture, utilization and storage (CCUS): Vallourec offers a range of casing and tubing for carbon dioxide injection wells and line pipes for transportation of this gas. CCUS tubing requires particularly high levels of corrosion resistance and excellent toughness at low temperatures. For the injection of supercritical CO₂ into storage wells, VAM® connections have been tested for specific cyclical conditions (temperature cycles from room temperature to -35°C), for low temperatures (-80°C) and for a very sudden temperature drop under severe loading conditions, with full-scale samples. This has been validated by customers, including Oil & Gas technology leaders.

For hydrogen: Vallourec offers a range of tubular solutions for white hydrogen production wells, transportation pipelines and underground storage (salt caverns, aquifers, depleted fields), for which the Group has established a track record in the past years. In 2023, the Group also unveiled Delphy®, a unique hydrogen storage solution that uses Vallourec’s tubular technology to enable safe storage in a variety of medium-sized applications (1-100 tons H₂ storage), with a limited footprint and a high level of safety. After a thorough technology qualification in 2023-2024, including construction and operation of a demonstrator in Aulnoye Aymeries next to our R&D center, Delphy was qualified by leading testing and certification society DNV in June 2025, officially launching its commercialization.

In addition to these tubular solutions, Vallourec has developed new test protocols and methods adapted to the highly specific challenges of New Energies. The life cycle of threaded products is much different when used in geothermal systems or for the underground storage of CO₂ and hydrogen versus historical applications. The tests carried out under real-use conditions validated the operational performance of VAM® products (beginning with VAM® 21), paving the way for their future use in many New Energies projects.

To complete its product offering, Vallourec offers a wide range of services, derived from services for the Oil & Gas markets but tailored to the needs of customers in the Energy transition industry. Tubular Management Services for example have been designed to meet the specific needs of customers in the geothermal sector to alleviate the limited space constraints in urban areas.

1.5.3.3.2 NEW ENERGIES MARKETS

Geothermal energy

“Geothermal” comes from the Greek words “geo” (Earth) and “therm” (heat). This clean renewable energy source is continuously produced below the surface and can be found both in continents on dry land and also offshore. Geothermal resources have been exploited for thousands of years for bathing and washing, but their uses for district heating and generating electricity developed as an independent industry from the 19th century. Due to the increase of worldwide demand for electricity and heating, combined with the climate change requirement towards cleaner energies, geothermal energy is seen with immense potential.

Due to interests in worldwide development of clean renewable resources, many companies are rapidly attempting new technological developments or expanding their existing ones under the label of “geothermal”. Among them, the Oil & Gas industry plays an active role with technology transfer and investments.

Beyond District heating and Power Generation, some new usages of Geothermal are being developed: extraction of critical minerals, such as Lithium. The increased emphasis on battery technologies has driven demand growth for lithium extracted through geothermal pumped brines which are evaporated in solar ponds, and direct lithium extraction (DLE). DLE can be combined with geothermal energy production by using heated brines to generate power, as with the traditional geothermal process. DLE is gaining interest due to its smaller above-ground footprint, low water consumption, and lower time to market versus major mining projects. To date, Vallourec has supported almost all of the combined geothermal/DLE projects in the United States and European Union, serving pure-play geothermal/DLE project developers and integrated energy companies alike. Due to the corrosive nature of lithium brines as well as their high temperatures, premium tubes and connections are required to develop these projects. Accordingly, Vallourec sees potential to further grow its DLE business over time.

The global Geothermal market is expected to experience annual growth at a high single digit level until 2030, due to higher levels of project development and new techniques being developed in this area.

Conventional Geothermal

Conventional geothermal resources require three key elements: heat, permeability, and the presence of a fluid. Once these conditions are present, only drilling is needed to extract the geothermal energy. In conventional Geothermal energy, some wells must be designed to withstand high temperatures and pressure, which is the segment targeted by Vallourec.

Next Generation Geothermal

Unconventional geothermal energy alternatives only possess heat, they are lacking permeability and fluid, hence necessitating man-made subsurface interventions to capture the heat.

Enhanced Geothermal Systems (EGS) have emerged (ex: Fervo in US) where electricity is generated without natural convective hydrothermal resources. In essence, EGS technologies expand the availability of geothermal resources through stimulation methods, such as 'hydraulic stimulation'. Water passes through the fractures, absorbing heat until forced to the surface as hot water. The water's heat is converted into electricity using either a steam turbine or a binary power plant system. The cooled down water is cycled back into the ground to repeat the process. Vallourec actively supports the EGS development and is supplying pipes requiring excellent torque and burst resistance.

Alternatively, closed-loop geothermal systems (also known as “advanced geothermal systems” or “AGS”) are a type of geothermal energy system containing subsurface fluid that is heated in a hot rock reservoir without direct contact with rock pores and fractures. Instead, the subsurface working fluid stays inside a closed loop of deeply buried pipes that conduct Earth's heat. Like all geothermal systems, closed-loop ones provide renewable energy, and primarily operate as baseload resources that produce energy at a constant rate. Unlike conventional geothermal energy plants, closed-loop ones can be placed anywhere in the world, depending only on the depth of the hot rock resource. Vallourec is involved in Advanced Geothermal Systems (AGS) for supplying electric power plants in the USA, Indonesia and Germany, that require products with specific properties:

- high collapse resistance fitted with premium connections qualified for water and gas sealability in deep wells;
- ability to sustain elevated temperatures (200°C and above) during the entire life of wells;
- ability to sustain significant compressive loads during the entire life of the wells. To do so, Vallourec has qualified its VAM® 21 Premium Connections as per a specific testing protocol called TWCCP at 350°C;
- high thermal insulation (Thermocase® VIT) enabling closed loop monobore well designs to optimize the exit temperature and power output of the wells.

Carbon capture, utilization and storage

Carbon capture, utilization and storage (CCUS) refers to the process of removing carbon dioxide from industrial sites' emissions streams, transporting it and either reusing or storing the carbon (as opposed to releasing it into the atmosphere). Sequestration of CO₂ is achieved today in depleted Oil & Gas reservoirs in the USA, Europe, Middle East and Asia Pacific. Injection projects are often led by large Oil & Gas companies and are developed both offshore (Europe, Asia Pacific) and onshore (United States, Middle East).

Such projects require casing and especially tubing able to withstand the highly corrosive CO₂ environment. After capturing

the carbon (estimated annual capacity around 60mt in 2025), it can be directly reused or transported by ship or pipeline to a sequestration site.

Vallourec has seen strong demand for its CCUS solutions, particularly in the United States, followed by EU, where project operators are expected to benefit from carbon sequestration credits and favorable policies. Vallourec anticipates that greater regulatory clarity in the future will enable more projects in this industry to advance.

Hydrogen

Green hydrogen is a energy vector for decarbonizing sectors that are difficult to decarbonize, so called "hard to abate" sectors. These include certain energy intensive industries (refineries, steel making, ammonia production), heavy duty transport, aviation, and shipping. Most of today's hydrogen production is generated using methane and has a significant carbon footprint. There are numerous initiatives around the globe to begin producing hydrogen through electrolysis using renewable electricity, thereby eliminating the associated CO₂ emissions.

The demand for hydrogen is expected to significantly increase in the long term and across the developed world due to emission reduction policies, such as regulatory frameworks and incentives. Many countries have updated their national strategies and set ambitious goals to reduce the cost of hydrogen and improve its competitiveness.

In 2025, the market has seen mixed developments, with headwinds on some projects, while a growing number of others reached final investment decisions. Demand for low-carbon hydrogen is expected to sharply increase towards the end of the decade.

Recently, interest and activity have also increased in the exploration and development of white hydrogen resources (sometimes also called natural, or geologic H₂), which could contribute to hydrogen supply.

Vallourec is well-placed to serve the evolving white hydrogen market as well as the green hydrogen storage market in both large- and mid-scale formats via its tube portfolio and Delphy storage solution.

Biomass energy (Brazil)

Today, approximately 10% of the Brazil's power generation comes from biomass boilers burning sugarcane bagasse, rice husks, and wood waste, and market observers expect growth in this solution going forward.

Vallourec provides tubes for boilers including its proprietary steel grade, VBRMo4, which is specific to this industry. The biomass boilers market is highly regionalized with strong demand for local content. Vallourec, as a domestic producer, is well placed to provide the needed tubes.

1.5.3.3.3 MAIN GROUP CUSTOMERS IN THE NEW ENERGIES MARKET

Some of the Group's largest customers are also involved in the energy transition industry: international energy companies (including Oil & Gas companies), geothermal developers, green or white hydrogen developers and carbon capture and storage specialists all require Vallourec's tubular solutions for New Energies applications.

1.5.3.3.4 COMPETITION

Vallourec's main competitors for the New Energies segment are essentially the same as for the Oil & Gas segment, i.e. Tier 1 global suppliers such as Tenaris, NSC, Tubacex and JFE. For some applications (e.g CRA materials) or in specific regions (e.g., the Middle East or Asia), dynamics can be slightly different with a wider competition landscape.

1.5.3.4 Iron Ore

1.5.3.4.1 IRON ORE PRODUCTION

In Brazil, the Group extracts iron ore at its Pau Branco mine in the state of Minas Gerais, 30 kilometers south of Belo Horizonte. The mine supplies the blast furnaces and the pellet plant of its affiliates located at Jeceaba in Minas Gerais, and markets the majority of its production locally.

Vallourec expects to sell around 5.5 million metric tons per year in the near future, depending on market conditions.

Vallourec completed the first of two projects to extend the mine in the fourth quarter of 2024. This first project (Phase 1) was a smaller project that extends the Pau Branco mine's life, improved its reserve quality, and enhanced its profitability.

Vallourec is currently engaging with state and national authorities to obtain the required production and environmental permits for the second project (Phase 2 extension), which is expected to enhance the mine's reserve life, reserve quality, and profitability. Improved production from Phase 2 is targeted to start in 2027.

1.5.3.4.2 MARKET

Vallourec's steel production in Brazil is based at the Jeceaba steel mill, a modern site equipped with an electric arc furnace using scrap metal and a blast furnace using iron ore supplied by the Group's mine.

In 2025, the average price of iron ore⁽¹⁾ on the international market was \$102/tonne, down compared to the 2024 figure of \$109/tonne, due to continued weakness in the macroeconomic environment, particularly in China, which is the largest global consumer of iron ore.

Iron ore prices hit their lowest level in Q2 2025, particularly in June, with a monthly average of \$94/tonne, before making a gradual recovery in fourth quarter, ending the year at an average of \$107/tonne in December.

1.5.3.4.3 CUSTOMERS

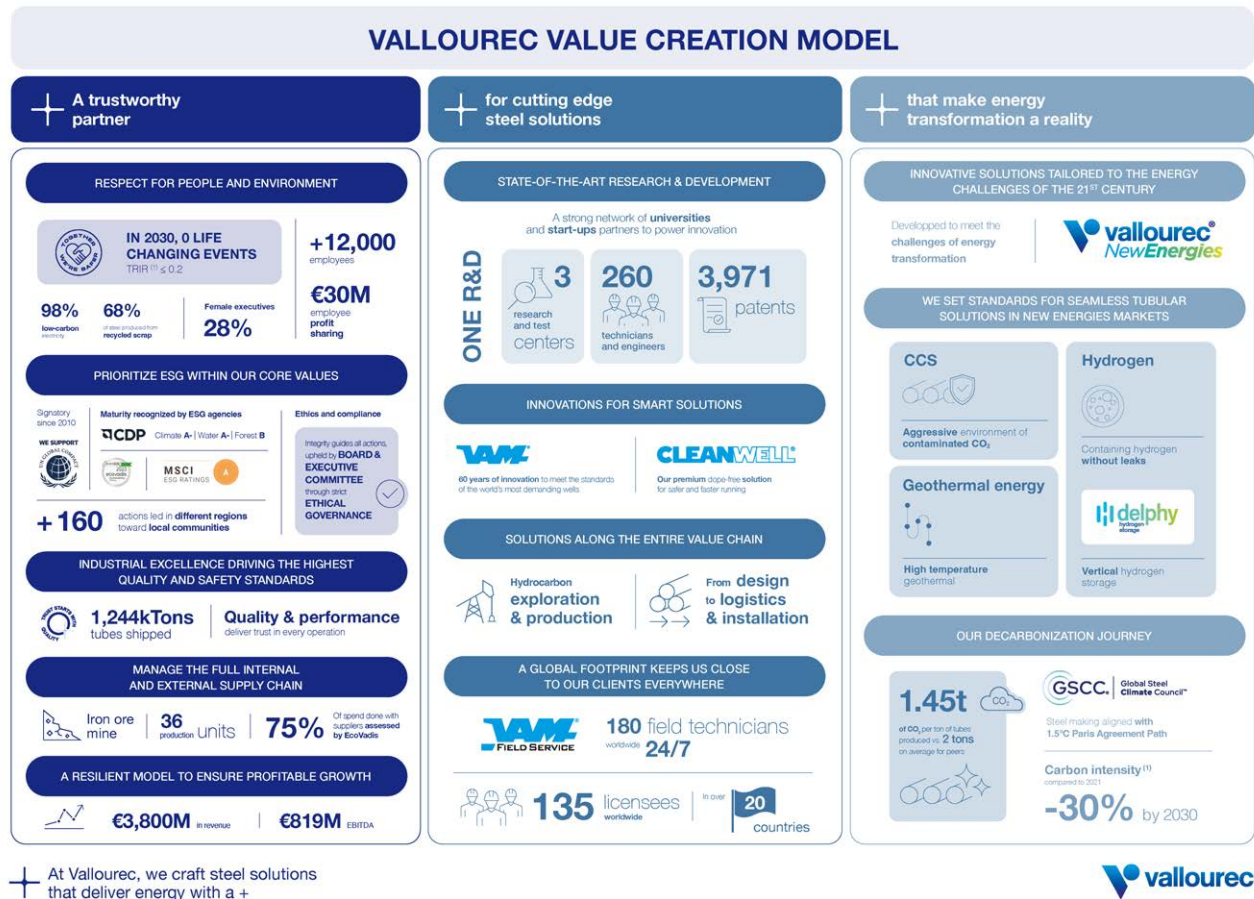
Vallourec sells the majority of its iron ore production to customers in Brazil such as VALE, CSN Mineração, Gerdau or Usiminas. Vallourec's steelmaking operations in Brazil are also supplied by its iron ore mine and domestic scrap steel markets.

⁽¹⁾ Platts SBB – IODEX Iron ore fines 62% CFR North China \$/t.

1.6 Value creation

1.6.1 Vallourec's unique value creation model

"Our model is based on a fundamental principle: creating value for our stakeholders by being a trustworthy partner for cutting edge steel solutions that make energy transformation a reality." Philippe Guillemot.



1.6.2 Sustainability at the heart of our business model

Vallourec prioritizes Sustainability practices within its core values and has always integrated the highest standards of workplace safety, quality, and social and environmental responsibility into its strategy. Its corporate social responsibility goals and approach are set out in its Sustainable Development Charter and are described in the sustainability statement, which is included in Chapter 2 of this Universal Registration Document.

SAFETY AND DIVERSITY

Vallourec believes its more than 12,000 employees are its most valuable asset to create value and conduct responsible business. At Vallourec, respect for people and the environment is the key priority.

Safety has been defined as number one priority for the Group. By 2030, Vallourec has the ambition to reach zero serious accidents with lifelong after-effects, a Total Recordable Incident Rate (TRIR) less than or equal to 0.2, and zero occupational illnesses. To achieve this ambition, in 2025 the Group launched the "Together we are Safer" program, its new health and safety roadmap.

Vallourec is regularly assessed by the main non-financial rating agencies and specialized SRI funds such as MSCI, Sustainalytics, ISS ESG, EcoVadis and CDP. The Group currently enjoys a rating of A, 21/100 and B- (prime statut) from MSCI, Sustainalytics, and ISS ESG, respectively. In EcoVadis' ESG assessment, the Group received a score of 78 out of 100, placing the Group in the top 1% of companies assessed in terms of corporate social responsibility.

The Group is committed to fostering diversity, as described in chapter 2, Section 2.2.4. Vallourec aims to increase the number of women executives to 30% by January 1st 2027, versus 28% in 2025. Efforts are also being expanded to include multi-generational, multicultural, and disability inclusion. This renewed commitment is a key component of the "We are Vallourec" program, reflecting Vallourec's dedication to creating an inclusive workplace.

REDUCING OUR CARBON FOOTPRINT

Vallourec is at the forefront of industry efforts to reduce the CO₂ emissions induced by tube production.

In June 2020, Vallourec announced its ambition to reduce its direct and indirect carbon emissions by 2025, taking 2017 as its baseline year. These objectives were approved by the Science Based Targets initiative (SBTi). The Group committed to:

- reducing direct emissions by 20% (Scopes 1 & 2)
- reducing both direct and indirect emissions by 25% (Scopes 1, 2 & 3)

The Group fulfilled all of these commitments as early as 2022, three years ahead of the 2025 deadline.

For its new roadmap, Vallourec has defined a decarbonization pathway aligned with the Global Steel Climate Council standard (GSCC), taking 2021 as its baseline year. The Group targets are:

- reducing carbon footprint of hot-rolled steel by 30% by 2030
- reducing carbon footprint of finished tubes by 30% by 2030 and by 35% by 2035
- reducing both direct and indirect emissions (Scopes 1, 2 & 3) by 25% by 2030

By selecting the GSCC standard, the Group aligns its transition plan with the Paris Agreement. The GSCC brings together more than 20 members and focuses on reducing greenhouse gas emissions across the global steel sector through a technology-agnostic approach. The methodology covers Scope, 2 & 3 upstream emissions, from raw material extraction to rolling, ensuring that the carbon footprint of hot-rolled steel is aligned with the 1.5°C pathway. It also recognizes the low-carbon benefits of recycled scrap usage, as Vallourec aims to strengthen its contribution to the circular economy. It already relies primarily on steel produced from recycled scrap, which already accounted for 68% of its input in 2025.

Among the various international standards assessed, the GSCC is the only one that fully acknowledges the inherently low-carbon nature of scrap-based steelmaking. It also prevents higher-emission steel with low recycled content, especially steel produced via blast furnaces, from being labeled “Paris Agreement aligned”, even though this type of steel contributes more to global warming.

The GSCC also provides a comprehensive and transparent carbon-footprint calculation that reflects the Group’s entire value chain, including mining and forestry activities.

These targets can be achieved by using low-carbon energy sources at Vallourec’s integrated production sites. The Group mainly uses nuclear energy in the United States and hydroelectric power in Brazil. In addition, as part of its activities in Brazil, the Group owns a eucalyptus forest which is used to produce charcoal from biomass. This charcoal replaces the metallurgical coal, frequently known as “coke” in the steel industry, which offers significant decarbonization advantages.

Vallourec’s fruitful decarbonization journey (detailed in Section 2.1.2.2 of this Universal Registration Document) started many years ago, and now enables Vallourec to supply tubes with the lowest carbon footprint in its industry (calculated based on a life cycle assessment, cradle to site approach in accordance with ISO 14025 and the PCR 2023-01⁽¹⁾ standard for fabricated steel products):

- one metric ton of steel produced by Vallourec generates 0.95 metric tons of CO₂e, where the steel industry average is 2.18 metric tons⁽²⁾;
- one metric ton of tubes (including steel and manufacturing) produced by Vallourec generates 1.45 metric tons of CO₂e, where the market is between 1.6 and 2.8 metric tons⁽³⁾.

ACTING AS A DRIVING FORCE IN REDUCING THE INDUSTRY’S ENVIRONMENTAL FOOTPRINT

Since 2021, Vallourec has been the only seamless tube manufacturer to respond to the three Climate, Water and Forest questionnaires issued by CDP⁽⁴⁾. In 2025, the Group’s scores remained above the industry average across all three areas, despite increasingly demanding questionnaires:

- Climate: Vallourec obtained an “A- Leadership” score, compared with an industry average of “B” for the Metal smelting, refining & forming sector.
- Water: The Group also achieved an “A- Leadership” score, while the sector averaged “B”.
- Forests: Vallourec reached a “B Management” level, compared with a sector average of “C”, and remained the only steel manufacturer to complete this questionnaire.

⁽¹⁾ Vallourec CO₂ footprint EPD - Environmental Product Declaration is based on Life Cycle assessment and complies with the guidelines of the PCR 2023:01 “Fabricated Steel Products, Except Construction Products” international standard.

⁽²⁾ World Steel Association Sustainability Indicators 2025 report.

⁽³⁾ Based on peer environmental disclosures.

⁽⁴⁾ CDP, a not-for-profit organization based in the United Kingdom, positions itself as a body seeking to help companies reduce their environmental impact by facilitating corporate transparency and performance.



2

Sustainability Statement

General disclosures	46	2.3 Governance information (ESRS G1)	130
General basis for preparing the sustainability statement	46	2.3.1 Governance	130
CSR governance (ESRS 2)	48	2.3.2 Action plans and measures	131
Strategy	49	2.3.3 Action plan and resources on combating tax evasion	133
Impacts, risks and opportunities (IROs) management	52		
Ratings from non-financial agencies and ISO certifications	59	2.4 Vigilance Plan	134
		2.4.1 Vigilance Plan framework	134
2.1 Environmental information (ESRS E)	61	2.4.2 Risk management in Group activities	135
2.1.1 Introduction	61	2.4.3 Risk management of supplier and subcontractor activities	138
2.1.2 Combating climate change (ESRS E1)	68	2.4.4 Whistleblowing and reporting systems	139
2.1.3 Climate risk adaptation (ESRS E1)	80		
2.1.4 Preventing pollution risks (ESRS E2)	85	Appendices	140
2.1.5 Sustainable use of water resources (ESRS E3)	90	Appendix 1 – CSRD table of contents	140
2.1.6 Preserving biodiversity and ecosystems (ESRS E4)	96	Appendix 2 – Methodological note	144
2.1.7 Limiting the use of natural resources (ESRS E5)	97	Appendix 3 – Report by the Statutory Auditor responsible for certifying sustainability information	149
2.1.8 European taxonomy	101	Appendix 4 – GRI content index	154
		Appendix 5 – TCFD cross-reference table	161
2.2 Social information (ESRS S)	107	Appendix 6 – 2025 detailed carbon assessment	164
2.2.1 Own workforce (ESRS S1)	107	Appendix 7 – Summary of Taxonomy-related indicators	166
2.2.2 Working conditions (ESRS S1)	115		
2.2.3 Social dialogue (ESRS S1)	124		
2.2.4 Diversity and equal opportunities (ESRS S1)	125		
2.2.5 Value chain (ESRS S2)	127		
2.2.6 Support for the local socio-economic fabric (additional information)	130		

General disclosures

General basis for preparing the sustainability statement

Starting in 2017, Vallourec complied with the Non-Financial Reporting Directive (NFRD). The Group now refers to the Corporate Sustainability Reporting Directive (CSRD), one of the constituents of the European Green Deal. This 2025 Universal Registration Document (URD) presents essential information on sustainability matters, in line with regulatory requirements.

The main aim of the CSRD is to harmonize corporate sustainability reporting, thereby improving the quality and availability of environmental, social and governance (ESG) information. The CSRD created 12 European Sustainability Reporting Standards (ESRS)⁽¹⁾, which provide a framework for standardized reporting by businesses on all ESG topics. The purpose of the ESRS is to specify the sustainability information a company must publish in accordance with Directive 2013/34/EU of the European Parliament and of the Council⁽²⁾, as amended by Directive (EU) 2022/2464 of the European Parliament and of the Council⁽³⁾. These standards, which were transposed into French law on December 6, 2023⁽⁴⁾, apply to all business sectors.

In accordance with Articles L.225-102-1, L.22-10-36 and L.232-6-3 of the French Commercial Code, the sustainability statement describes how the Group takes into account the consequences of its activities in environmental and social terms, as well as in relation to combating corruption and tax evasion.

This sustainability statement is also based on the Global Reporting Initiative (GRI)⁽⁵⁾ and the principles of the United Nations Global Compact. With regard to climate issues, the Group refers to the Task Force on Climate-related Financial Disclosures⁽⁶⁾, whose cross-reference table is published in Appendix 5.

Each year, the Group documents the changes and improvements made in its sustainability statement, in line with new regulatory requirements and best market practices.

Vallourec presents the components of its sustainability statement in accordance with CSRD requirements. The information set out below is available in the following chapters of this Universal Registration Document:

- Presentation of the Vallourec Group and its value creation model (chapter 1 – section 1.6);
- Sustainability statement (chapter 2);
- Risk management (chapter 3); and
- Corporate governance (chapter 4).

Reference framework and data

The sustainability statement is drawn up with reference to ESRS as published by the European Financial Reporting Advisory Group (EFRAG). All quantitative and qualitative metrics included in the E (Environment), S (Social) and G (Governance) sections have been assessed as material according to the Group's Double Materiality Assessment (DMA). The Group has also decided to continue publishing certain information, previously published in its non-financial performance statement, even though it was identified as not material by the DMA. These non-material disclosures include: resource inflows (section 2.1.7.4 "Performance monitoring – Group mass flow assessment"), biodiversity (section 2.1.6 "Preserving biodiversity and ecosystems"), societal initiatives targeting local communities (section 2.2.6 "Support for the local socio-economic fabric") and the fight against tax evasion (section 2.3.3 "Action plan and resources on combating tax evasion"). The Vigilance Plan – which must be discussed in the Universal Registration Document's sustainability statement in application of French Law 2017-399 of March 27, 2017 – and ESRS 1.114 – which permits the inclusion of disclosures that come from other laws and regulations (section 2.4).

Reporting tools

Vallourec has had centralized reporting tools for many years now, which it uses to consolidate key information and manage its business efficiently and reliably. These different reporting tools cover data on health and safety, chemicals, environmental, human resources and compliance issues, and supplement the Group's financial reporting systems.

Vallourec works to continually improve its reporting tools and processes to enhance the reliability and accuracy of its consolidated data. These efforts facilitate regular tracking and analysis of performance at all levels of the organization (site, region and Group), as well as systematic reviews of performance against targets, enabling any necessary adjustments to be identified and implemented.

Scope of consolidation and reporting

Vallourec's sustainability statement covers all Group activities and is aligned with the scope of reporting used for the financial statements, in accordance with CSRD requirements, with the exception of certain specific data points indicated in Appendix 2 "Methodological note". A list of consolidated companies is provided in the dedicated section of the consolidated financial statements in the Universal Registration Document.

⁽¹⁾ Delegated Regulation (EU) 2023/2772 – EN – EUR-Lex.

⁽²⁾ Directive 2013/34/EU of the European Parliament and of the Council of June 26, 2013 on the annual financial statements, consolidated financial statements and related reports of certain types of undertakings, amending Directive 2006/43/EC of the European Parliament and of the Council and repealing Council Directives 78/660/EEC and 83/349/EEC (Text with EEA relevance).

⁽³⁾ Directive – 2022/2464 – EN – EUR-Lex.

⁽⁴⁾ French Order 2023-1142 of December 6, 2023 on the publication and certification of sustainability information and the environmental, social and corporate governance obligations of commercial companies – Légifrance.

⁽⁵⁾ GRI is an international standardization organization that provides requirements and guidelines for reporting on an organization's sustainability activities.

⁽⁶⁾ The Task Force on Climate-Related Financial Disclosures (TCFD) is a global organization formed at the request of the G20 finance ministers and central bank governors to develop a set of climate-related recommendations that companies and financial institutions can use to better inform investors, shareholders and the public about climate-related financial risks.

The sustainability statement covers Vallourec's operations as well as the elements of its value chain identified as material during the Double Materiality Assessment. Consolidated ESG data include the parent company Vallourec SA and all its subsidiaries, in accordance with the principles applied to the financial statements. Activities under operational control – as defined by the CSRD – were analyzed within the scope of the sustainability statement (see Appendix 2 – Methodological note).

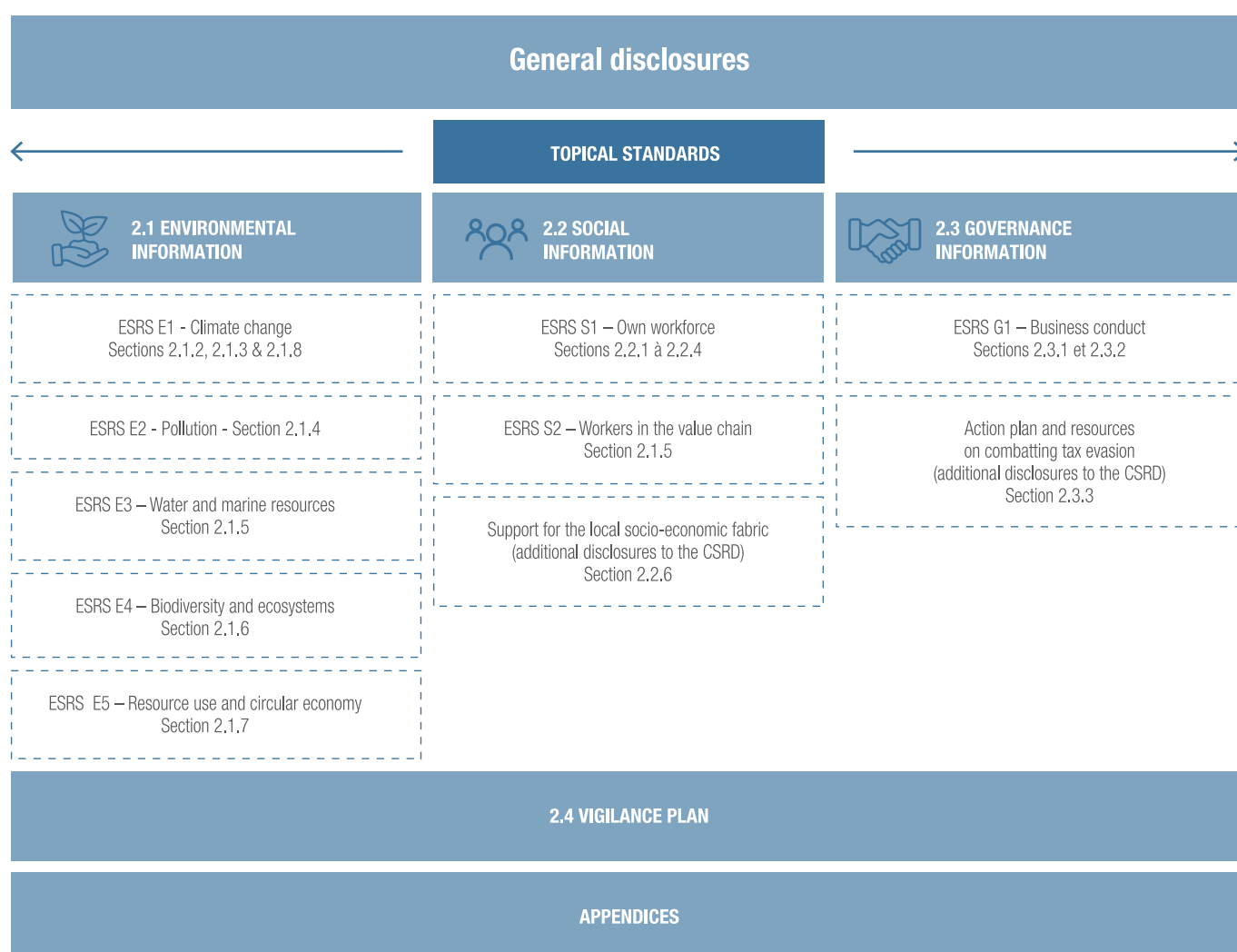
The sustainability statement, published annually, covers the same timeframe as the Group's financial reporting, i.e., January 1 to December 31, 2025. The principles applied to ESG metrics are discussed at the end of each section, and their consolidation follows these rules, unless otherwise indicated in dedicated sections E (Environment), S (Social) and G (Governance).

Any change in the metrics reported or methodology applied will be disclosed. For further details on scope limitations, the methodology

used to perform the Double Materiality Assessment, and the methods applied to calculate quantitative data, please refer to the relevant sections of the report, as well as the methodological note set out in Appendix 2.

In this second year of preparing the sustainability statement in accordance with the requirements of Article L.233-28-4 of the French Commercial Code, the Group continued its work to improve the quality and completeness of the information published. Despite the efforts made in 2025, some data points are not yet available for publication in this Universal Registration Document. These include (i) information on the financial resources allocated to deploying the climate transition plan, (ii) comprehensive reporting on pollutant releases, and (iii) the total quantities of substances of concern and of very high concern used in manufacturing processes.

Structure of Vallourec's sustainability statement



CSR governance (ESRS 2)

In 2018, the Board of Directors set up a special CSR Committee to assist it with issues regarding corporate social responsibility strategy. This committee is tasked with regularly reviewing the Group's strategy on climate, environment, social and societal challenges, along with the ensuing non-financial risks and opportunities regarding its business, in order to promote long-term, responsible and harmonious value creation.

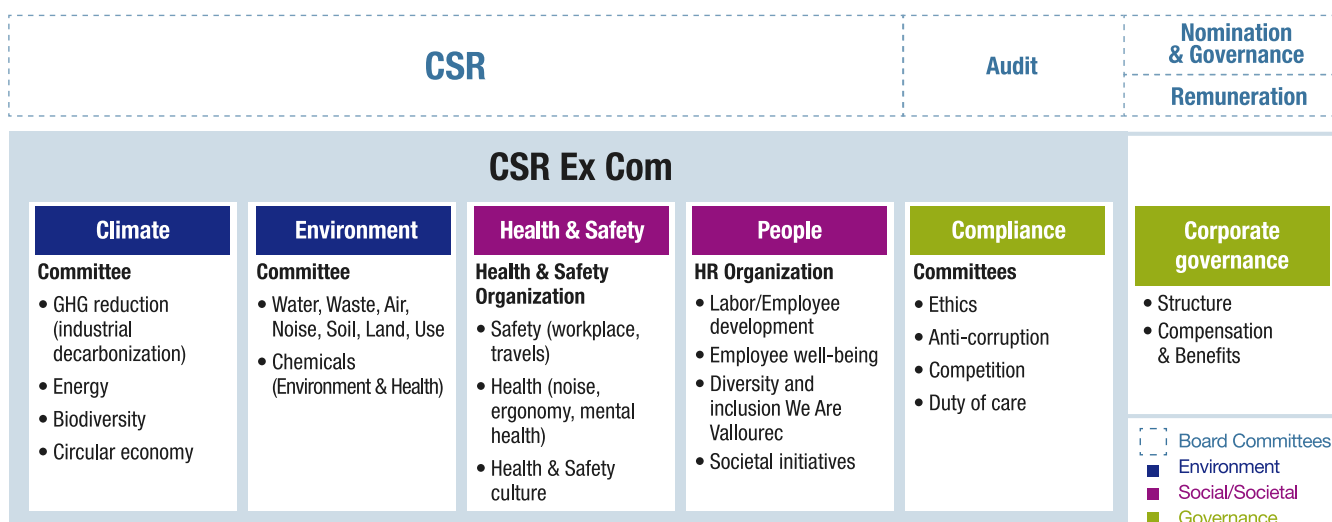
In September 2022, Vallourec's new management team strengthened its CSR governance by forming a CSR Committee comprising all the members of the Executive Committee.

- **CSR Executive Committee:** is chaired by the Group's Chairman and Chief Executive Officer, run by the Group Sustainable Development Department, and meets once a quarter with all of the members of the Group Executive Committee. Its mission is to validate the CSR strategy and roadmap for the Group as a whole, arbitrate and set priorities and objectives, and monitor the running of projects and the achievement of objectives. It is based on the five key pillars of Climate, Environment, Health and Safety, People and Compliance, each stream being sponsored by a member of the Executive Committee. The organization in each of these areas has also been strengthened.
- **Climate Committee:** was set up in July 2021 under the leadership of the Chief Operating Officer, and is run by the Group Sustainable Development Department. It meets quarterly with the Group's various operating entities to monitor actions on achieving the Group's 2025 CO₂ reduction targets, validated by the Science Based Targets Initiative (SBTi), and those set out in the 2030-2035 and 2050 roadmaps, validated by the Global Steel Climate Council (GSCC). This Committee also manages actions on biodiversity and the circular economy.
- **Environment Committee:** was set up in October 2022 under the leadership of the Senior Vice-President Process and Engineering and is run by the Group Sustainable Development Department. It meets quarterly with the Group's various operational entities to chart, arbitrate and monitor the roadmaps and action plans on the management of water, waste, air, soil and chemical products.

- **Health and safety:** a Vallourec priority, is managed by the health and safety organization in place within the Group, under the responsibility of the Senior Vice-President Human Resources, member of the Executive Committee, in liaison with each of the Group's entities (see Section 2.2.2.1 "Health and safety").
- **Employees:** social relations, at the root of the Group's commitments, come under the responsibility of the Senior Vice-President Human Resources, in liaison with each of the Group's entities (see Section 2.2 "Social information").
- **Diversity and Inclusion Committee:** under the authority of the Senior Vice-President Human Resources and run by Vallourec's Talent Director, this committee brings together representatives from the business lines and regions on a monthly basis to monitor the progress of actions undertaken in four areas: gender diversity, cultural diversity, intergenerational diversity and inclusion of people with disabilities.
- **Compliance Committee:** chaired by the Chairman and Chief Executive Officer and run by the Chief Compliance Officer, this committee brings together all the members of the Group Executive Committee, as well as representatives from the Internal Audit and Risk, Purchasing, Consolidation, Accounting and Internal Control Departments. It draws up compliance guidelines and ensures that they are effectively implemented (see Section 2.3 "Governance information (ESRS G1)").
- **Societal Initiatives Committee:** run by the Sustainable Development Department and comprising the Senior Vice-President Human Resources, the Chief Compliance Officer, the Vice-President Group Controlling and the Senior Vice-President Communication and Public Affairs, this committee meets regularly to determine the volunteering initiatives benefiting local communities, and to monitor the consistency and effectiveness of projects carried out by local societal initiative committees (see Section 2.2.6 "Support for the local socio-economic fabric (additional information)").

ESG

Board Committees



With full top management support, this organization mobilizes the whole workforce, fostering a real awareness and determination to act responsibly and sustainably, faced with the growing magnitude of non-financial imperatives.

Building on the CSR governance, the Sustainable Development Department has drawn up and is implementing a strategic plan for sustainable development and corporate social responsibility. This plan has been incorporated into the medium- to long-term guidelines of the Group and is updated annually. It consists of the following seven cornerstones:

- strengthening governance in sustainable development and CSR;
- setting short- and medium-term objectives;
- further incorporating sustainable development issues into the Group's business and value creation model;
- involving employees more in taking CSR into account in their daily work;

Statement on due diligence

Vallourec implements a due diligence process to establish its CSR roadmap, in line with the strategic priorities defined by Group management.

Within this framework, Vallourec embeds due diligence into its governance, strategy and business model. The relevant information is detailed in the "Strategy" and "General disclosures" sections of the sustainability statement presented in chapter 2 of this Universal Registration Document.

Strategy

Business and value creation model

Details on Vallourec's business and value creation model and activities are given in chapter 1 in which the Group describes its strategic plan, its resilience thanks to the transformation strategy based on its Vallourec New Energies business growth drive. Leveraging its innovative and tested solutions in the fossil fuel sector, the Group is positioning itself as a key player in energy transition thanks to its expertise and its solutions tailored to the energy challenges of the 21st century.

By placing Social and Environmental Responsibility at the heart of its values, the Group demands industrial excellence and guarantees the highest standards of quality and health and safety throughout its entire value chain.

Strategic guidelines

The Vallourec Group has long taken a proactive approach to Corporate Social Responsibility issues, in an effort to act responsibly. Vallourec's approach to these issues is formalized in the Group's Sustainable Development Charter, which is available at www.vallourec.com.

Vallourec makes the safety of employees and subcontractors a key priority, promotes diversity and inclusion, develops skills and guarantees an ethical governance compliant with international standards.

- developing the Group's societal commitments;
- strengthening ongoing progress work; and
- obtaining institutional recognition for the Group's non-financial performance.

Further details on the role and composition of the administrative and management bodies, on Board members' expertise and training are provided in chapter 4 of this Universal Registration Document.

In addition, for several years now, the variable compensation of the executive corporate officer has been indexed directly to the achievement of the Group's CSR targets. This incentive mechanism is described in more detail in chapter 4 of this document (section 4.3.1.2).

This same chapter also describes the basis for the Group's stakeholder engagement in the "CSRD and double materiality assessment" and "General disclosures" sections. In the "Identification of impacts, risks and opportunities (IROs) relevant to Vallourec" and "General disclosures" sections, the Group identifies and assesses negative impacts. In all "Action plan" sections presented throughout the sustainability statement, the Group describes how it is taking action to remedy these negative impacts. Monitoring the effectiveness of these efforts is discussed in the "Performance monitoring" paragraphs of the relevant sections.

In 2022, as part of the New Vallourec plan, the Group revamped its structure to become more efficient and agile, while strengthening both its proximity to customers and its ability to accelerate decision-making. The Environmental, Social and Governance issues identified as material by the Group in its Double Materiality Assessment (DMA), as well as the associated Impacts, Risks and Opportunities (IROs), are regularly reviewed by the various committees to ensure that they are aligned with the Group's strategy (see CSR governance section in this chapter).

The Group's approach aims to reduce its environmental impact, while pledging to decarbonize its activities, preserve natural resources and promote the circular economy.

This "Strategic guidelines" section ties in with the Double Materiality Analysis (DMA) and the Impacts, Risks and Opportunities (IROs) identified as material (see next section "Impacts, risks and opportunities (IROs) management").

Without prejudice to any future commitments, the Group publishes its targets for 2030 for material topics, and for 2030/2035 for its carbon reduction, health and safety and waste recovery commitments and reports annually on the outcomes obtained.

Monitoring of key Environmental, Social and Governmental performance indicators:

ENVIRONMENT



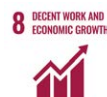
Commitments	Objectives	Corresponding key indicator	Indicators					& targets					Section
			2021	2022	2023	2024	2025	2025	2026	2030	2035		
Take urgent measures to combat climate change and its impacts on the environment and biodiversity (ESRS E1)	Reduce GHG emissions	Carbon intensity of rolled steel (tCO ₂ e/metric ton of steel) ⁽¹⁾	1.70	1.57	1.44	1.13	1.16	1.47	1.24	1.20		2.1.2.4	
		Carbon intensity of finished tubes (tCO ₂ e/metric ton of tubes) ⁽²⁾	1.87	1.73	1.62	1.32	1.34	1.65	1.41	1.31	1.22	2.1.2.4	
		Total Group carbon footprint (Scopes 1, 2 and 3) (ktCO ₂ e) ⁽³⁾	8,964	9,106	7,851	7,503	7,432	9,984	7,626	6,723		2.1.2.4	
Respect the environment and protect biodiversity by preventing all types of pollution, reducing water consumption, recovering waste products and reducing disturbances (ESRS E2, E3, E5)	Limit the Group's water withdrawals	Total water withdrawals excluding rainwater (cu.m) (excluding mines)	5,880	5,902	5,117	5,058	4,521	5,357	5,227	4,704		2.1.7.4	
	Recover waste	Waste recovery rate as a %	97.6%	97.3%	97.6%	98%	98.5%	98%	98%	98%	98%	2.1.5.3	

(1) This indicator is calculated according to the methodology of the Global Steel Climate Council (GSCC) standard, aligned with a 1.5°C warming trajectory for rolled steel manufacturing.

(2) Compared with previous years, the methodology used to calculate this indicator has been adjusted to meet the criteria of the standard set by the Global Steel Climate Council (GSCC). As indicated in chapter 2.1.2 "Combating climate change", the target set for 2025 was largely achieved, and the proposed changes make the targets for 2030 and 2035 more ambitious.

(3) In 2025, the World Steel Association revised the emission factors associated with steel production, which led to a material increase in Vallourec's carbon footprint since the baseline year. Accordingly, the carbon footprint was recalculated to ensure better representation of these data and comparability with the targets set for 2030 (see Section 2.1.2.4 "Performance monitoring – B) Assessment of GHG emissions – Methodology").

SOCIAL



Commitments	Objectives	Corresponding key indicator	Indicators				& targets			Section
			2022	2023	2024	2025	2025	2026	2030	
Ensure the health and safety of employees; ensuring good working conditions for all employees (ESRS S1)	Protect employees by becoming the industry benchmark in this Health & Safety	TRIR* (total recordable incident rate) index for employees, temporary staff and subcontractors	2.96	2.35	1.93	1.25	≤ 1.4	0.95	≤ 0.2	2.2.2.1
Data at end-December							January 1, 2027	2030		
Promoting generational and gender diversity, cultural richness and inclusion of people with disabilities (ESRS S1)	Diversity and inclusion	% of women in management roles	24%	26%	27%	28%	30%	35%		
		% of women on the Executive Committee	23%	23%	15%	23%	30%	40%		
		% of women in top management positions	12%	15%	19%	19%	30%	30%		
Train and motivate employees through skills development, recognition of expertise, talent promotion and career development (ESRS S1)	Employee skills development	% of employees who had at least two hours of in-person training, or who completed at least one e-learning training session by socio-professional category.			95%	89%				2.2.2.2

*As part of work to review and harmonize safety reporting practices, the Group undertook detailed work in the last quarter of 2023 to systematically review all incidents to ensure consistency of reporting with the Group's harmonized incident reporting process. This work resulted in a restatement of the TRIR reported by the Brazilian scope in the Group consolidation. This restatement only concerns the internal reporting of the TRIR. All incidents in Brazil have also been duly reported locally and have been subject to analysis and preventive action in accordance with the Group's requirements in this area. No adjustments of this nature were required for the Group's other scopes and the LTIR and severity rate indicators for the Group scope were not materially affected. Historical data prior to 2021 have not been adjusted and are not therefore disclosed.

GOVERNANCE



Commitments	Objectives	Corresponding key indicator	Indicators					& targets				Section
			2021	2022	2023	2024	2025	2025	2026	2030	2035	
Engage with stakeholders over the long term	Engage with stakeholders over the long term	Engage with stakeholders over the long term	A-	A	A	A	A	A	A	A	A	2.2.2.1
Establish a network of reliable and responsible suppliers (ESRS S2)	Ensure take-up of CSR commitments by key suppliers	% of spending with suppliers assessed by an external CSR rating agency	65%	71%	73%	75%	75%	75%	75%	75%	75%	2.2.5
Zero tolerance policy towards corruption and influence peddling (ESRS G1)		Integrity guides all the Group's actions, supported by the Board and Executive Committee through strict ethical governance										2.3.2 2.2.5/2.3.2/ 2.4.6

Impacts, risks and opportunities (IROs) management

CSRD and the double materiality assessment

The CSRD introduces the key concept of “double materiality” for guiding companies’ ESG strategies. The double materiality assessment (DMA) is the cornerstone of the CSRD, as it is used to determine which ESG topics are material and will consequently be reported in accordance with ESRS. Double materiality is based on the principle that a matter can be assessed as material from two perspectives:

Impact materiality, which evaluates the positive or negative impacts of the Company’s operations and value chain on people and the environment⁽¹⁾.

Financial materiality, which identifies the financial risks and opportunities related to sustainability matters that affect (or could reasonably be expected to affect) the Company’s performance or financing, including those related to business partners⁽²⁾.

As a follow-up to the single materiality assessments carried out in 2016 and 2021, which validated the relevance of its sustainability matters and alignment with the expectations of its stakeholders, the Group chose to conduct an initial double materiality assessment in 2023, based on and using the new double materiality methodology and concept defined under the CSRD, engaging in dialogue with all its stakeholders.

After a detailed review, and given that Vallourec’s activities remained stable over the year, with no major developments, the Executive Committee and the members of the CSR Committee decided to maintain the same material ESG matters for 2025 as those identified during the 2023 DMA.

In this DMA, and in line with regulatory requirements, the Group identified and assessed impact materiality and financial materiality for each ESG matter, thereby determining matters to be presented in this 2025 sustainability statement. In addition, and as indicated in the “Basis for preparing the sustainability statement” section at the beginning of chapter 2, the Group has also decided to continue publishing certain information, previously published in its non-financial performance statement (DPEF), even though it was not identified as material in the DMA.

This assessment enabled the Group to identify and evaluate ESG matters, and to define a materiality level for each. Training sessions were organized along with the DMA for internal contributors and members of the Board of Directors and CSR Committee, in order to raise their awareness of CSRD matters and highlight the importance and expected outcomes of the DMA within this regulatory framework.

Double materiality assessment at Vallourec

Under the responsibility of the Sustainable Development Department and in collaboration with an external consultancy firm, the first DMA project, carried out in late 2023, involved stakeholders, defined as those who can affect or be affected by the Company. ESRS distinguishes between affected stakeholders and users of sustainability statements.

As part of its DMA, Vallourec surveyed stakeholders who are affected or could be affected – positively or negatively – by the Group’s activities across its entire value chain, as well as the primary users of sustainability statements.

Between the end of 2023 and the beginning of 2024, 18 interviews were organized with its stakeholders to discuss a preliminary version of the DMA, with the aim of adjusting the sustainability matters, examining the impacts, risks and opportunities (IROs), and defining impact materiality and financial materiality scores. All Executive Committee members were involved in this exercise.

Analysis of context and value chain

Vallourec based its analysis of context on the EFRAG’s Materiality Assessment Implementation Guidance (MAIG) methodology, as well as on the findings of the single materiality assessment carried out in 2021. The double materiality assessment process is organized around several key steps.

The first concerns understanding the context, requiring an analysis of Vallourec’s activities and its business relations with all its stakeholders across its entire value chain.

ACTIVITIES AND BUSINESS RELATIONS

Vallourec is a world leader in premium seamless tubular solutions, with a particular focus on energy markets, including Oil & Gas and New Energies. Vallourec operates a global network of steel shops, tube rolling mills and heat treatment and threading facilities backed by a state-of-the-art Research and Development (R&D) operation and supported by R&D hubs in Europe, Brazil and the United States.

The Group develops products and services for four markets:

- Oil & Gas: tubes, connections and connected services for exploration and operation of oil and gas fields, from the simplest to the most complex.
- Industry: lightweight, high-strength tubes for mechanical engineering, automotive and construction applications.
- Renewable energies and energy transition: tubes and connections specifically tested and validated to withstand the aggressive and corrosive environments imposed on new, rapidly expanding energy applications (CO₂, geothermal, hydrogen).
- Raw materials: operation of an iron mine in Brazil, with a portion of output powering the Jeceaba (Minas Gerais, Brazil) blast furnace and the remainder sold on the local market.

UPSTREAM VALUE CHAIN

Vallourec centralizes its R&D activities in France and also oversees two centers in Brazil and the US. In Brazil, the Group has an integrated value chain, encompassing steel production using plant-based charcoal produced in its eucalyptus plantations, an iron ore mine, blast furnace and steel and pipe mills. In the United States, the Youngstown steel mill uses recycled scrap iron. In Europe, Vallourec focuses on the Oil & Gas market with facilities in France and the UK. In the Middle East, the Group is present in the UAE and Saudi Arabia. In Asia, Vallourec operates in Singapore and China, marketing premium products. More details on the upstream value chain can be found in section 2.2.5 “Value chain”.

⁽¹⁾ Annex to the Commission Delegated Regulation (EU) supplementing Directive 2013/34/EU of the European Parliament and of the Council as regards sustainability reporting standards. ESRS 1 General requirements, objective 3.4. paragraph 43, European Commission.

⁽²⁾ Annex to the Commission Delegated Regulation (EU) supplementing Directive 2013/34/EU of the European Parliament and of the Council as regards sustainability reporting standards. ESRS 1 General requirements, objective 3.5. paragraph 49, European Commission.

DOWNSTREAM VALUE CHAIN

As part of the New Vallourec plan launched in 2022, Vallourec's industrial footprint seeks to increase the Group's efficiency and agility by moving closer to its customers.

This is achieved thanks to three strategic hubs: two export hubs in Brazil and Asia, and a base in the US for the domestic market. Technical, sales and support teams, located close to customers' operations, strive to meet customers' needs and provide solutions adapted to complex environments.

Oil & Gas: Vallourec is a key partner for national and international oil companies, offering OCTG solutions for the construction of hydrocarbon production wells and PLP solutions for the transportation and processing of hydrocarbons.

Industry: Vallourec's Industry market mainly targets automotive and agricultural machinery sectors in Brazil, and mechanical engineering and construction in Europe. It includes a forge in France.

Renewable energies and energy transition: Vallourec develops innovative solutions for hydrogen storage, carbon capture and geothermal systems, meeting the challenges of the energy transition.

Services: the Group is diversifying its services, including expertise in oil rigs, storage, inspection, supply chain optimization, and digital solutions, such as TallyVision and Best Fit. Vallourec is also developing wire arc additive manufacturing (WAAM) to produce complex parts in short runs.

Identification of impacts, risks and opportunities (IROs) relevant to Vallourec

An initial list of sustainability topics was drawn up based on those defined in Appendix A of ESRS 1. The list was fleshed out by a working group headed by the Sustainable Development team with topics specific to Vallourec's industry and value chain. This analysis was based on the findings of the 2021 single materiality assessment, the risk review based on the Group's Enterprise Risk Management (ERM) system, peer benchmarking, industry standards (GRI, SASB), questionnaires and ESG rating agency reports.

Thanks to this approach, the Sustainable Development team was able to draw up a definitive list of IROs, not only on the sub-topics defined in Appendix A of ESRS 1, but also on certain matters specific to Vallourec, such as "noise pollution" and "skills maintenance and development".

IROs related to sustainability matters have been defined specifically for each topic, by assessing impacts on the environment and on people, as well as the financial risks and opportunities related to the environmental and social changes affecting Vallourec.

This preliminary assessment involved expert input from the Sustainable Development, Internal Control and Internal Audit, Management Control and Human Resources teams, as well as from the Secretary General and the Compliance Department. It enabled us to assess the positive or negative, actual or potential impacts on the Group's entire value chain.

Assessment of material impacts, risks and opportunities (IROs) related to sustainability matters

The assessment of material IROs was made by identifying potentially material topics and their associated IROs. Each topic was rated on a scale of 1 to 5 (Group ERM rating), according to its Impact and Financial Materiality, with materiality thresholds set at 2.5. This assessment, based on gross IROs, was validated by the members of the Executive Committee.

IMPACT AND FINANCIAL MATERIALITY ASSESSMENT METHODOLOGY

The assessment scale used is based on the ERM already in place at Vallourec for the quarterly risk review.

Materiality grid

		Severity					Likelihood				
Impact materiality	Scale	1	2	3	4	5	1	2	3	4	5
	Grade	Low	Moderate	High	Critical	Catastrophic					
	Scope	Local	Regional	National	Continental	Global					
	Irremediability	Remediable	Partly remediable	Moderately remediable	Difficult to remedy	Not remediable					
Financial materiality	Amount	<€15m	€15m-€100m	€100m-€250m	€250m-€500m	>€500m	Not likely	Rare	Possible	Likely	Very likely
	Timeframe	Short-term: occurs once a year									
		Medium-term: occurs every 2 to 5 years									
		Long-term: occurs less than once every 10 years									

Impact materiality = severity × likelihood of the impact.

Severity is based on three criteria: scale, scope and irremediable character of the impact.

Financial materiality = severity (potential magnitude of financial effects) × likelihood of the impact.

The likelihood of an impact is measured on a scale of 1 (unlikely) to 5 (highly likely) – for potential impacts only.

In the event that a sustainability topic was already included in the ERM, this score was readjusted to reflect the specificities of the double materiality approach.

Verification of consistency with Vallourec risk mapping

The results of the general risk mapping were examined in conjunction with the results of the 2023/2024 double materiality assessment in order to determine the Group's main ESG risk exposure.

The results of the DMA confirmed the relevance of Vallourec's existing risk mapping at Group level. The sustainability matters identified as material in this assessment were already specifically monitored by operational and internal control/internal audit teams, based on the strategies, policies and procedures of the departments concerned (strategy, operations, legal, financial, ethics, quality, safety, environment, etc.). The matters identified as material in the DMA are already regularly reviewed by the various committees in place (see the general disclosures part of the CSR governance section). These reviews identify and assess risks, analyze their impact on society and the environment, quantify their financial implications for Vallourec, and prioritize the risks to be presented to the Audit Committee.

The Internal Control and Internal Audit Department plays a key role in centralizing and overseeing all Group risks, providing a global vision aligned with the Company's strategic priorities. For more details on risk management, please refer to section 3.2 "Risk management and internal control systems" of chapter 3 of this Universal Registration Document.

Validation of the findings of the double materiality assessment (DMA) by management bodies

The findings of the DMA were validated by all members of the Executive Committee at the internal CSR Committee meeting. These findings were then presented to the members of the Board of Directors who sit on the Group's CSR and Audit Committees.

Analysis of differences following the double materiality assessment (DMA) at Vallourec

Based on the findings of the DMA, Vallourec assessed the relevance of the disclosure requirements and associated data points. This led to an analysis of differences, identifying the information to be included in the sustainability statement and comparing it with that included in the previous non-financial performance statement (DPEF). On this basis, we were able to define the structure of the 2024 sustainability statement, renewed in 2025, in accordance with the CSRD.

The sustainability statement also contains social, environmental and societal information, information on the fight against corruption and tax evasion, and information on human rights initiatives mentioned in Article L.225-102-1 of the French Commercial Code, where relevant to the aforementioned main risks or policies, on a global scale. Unless otherwise specified, all information in this chapter refers to Vallourec, all of its subsidiaries as defined by Article L.233-1 of the French Commercial Code, and the companies Vallourec controls as defined by Article L.233-3 of the French Commercial Code.

Summary of non-financial Impacts, Risks and Opportunities

NON-FINANCIAL INFORMATION CATEGORY	IMPACT(S)	RISK(S)	OPPORTUNITY(IES)	POLICY(IES) APPLIED	KEY PERFORMANCE INDICATORS
Energy (ESRS E1 – Climate change)	(Actual, MT, entire value chain):	Rising energy costs, particularly natural gas and electricity (Actual, MT, entire value chain)	Reducing energy consumption (Actual, ST, own operations)	Environmental Policy (energy consumption)	Energy consumption in (kWh/metric ton processed)
	• Upstream impact of energy markets on production site operating costs		Improved industrial process efficiency (Actual, ST, own operations)	Ecodesign requirements for new industrial and innovation projects (project energy assessment)	% of production from ISO 50001 and ISO 14001 certified plants
	• Downstream impact of changing energy markets on the Company's business opportunities	Declining demand in the Group's legacy markets (Potential, MT, downstream value chain)	Development of products and services linked to the energy transition (hydrogen, geothermal energy, carbon capture, solar energy) (Actual, ST, downstream value chain)	Environmental Policy (business opportunities as represented by the "New Energies" business line)	Downstream Scope 3 "Use of products and services sold" (tCO ₂ e)

**NON-FINANCIAL
INFORMATION
CATEGORY**
IMPACT(S)
RISK(S)
OPPORTUNITY(IES)
POLICY(IES) APPLIED
**KEY PERFORMANCE
INDICATORS**

Climate change mitigation* (ESRS E1 – Climate change)	Climate change resulting from greenhouse gas emissions (Scopes 1, 2 and 3) (Actual, MT, entire value chain)	(Actual, ST, entire value chain): - Financial risk (European Union Emissions Trading Scheme (EU ETS) and Carbon Border Adjustment Mechanism (CBAM)) - Compliance with changing regulations - Demand and access to capital (Potential, ST, entire value chain): - Damage to the Group's reputation and image	(Potential, ST, entire value chain): - Competitive advantage in terms of the low carbon footprint of tubes compared with competitor's products - Reduced use of raw materials - Development of innovative technologies (Carboval, hydrogen, etc.)	Environmental Policy reduction of GHG emissions, based on the "Environmental indicators and reporting" procedure and the implementation of action plans monitored by the Climate Committee Ecodesign requirements for new industrial and innovation projects (internal carbon pricing)	- Total CO₂ emissions (Scopes 1, 2 and 3 upstream and 3 downstream) (tCO₂e) - Carbon intensity of rolled steel (tCO₂e/metric ton of steel) - Carbon intensity of finished tubes (tCO₂e/metric ton of tubes) % of renewable energy % of renewable electricity % of low-carbon energy % of low-carbon electricity
Climate change adaptation (ESRS E1 – Climate change)	Impact of weather conditions on the Group's industrial processes (actual, MT, entire value chain)	Chronic physical risks (heat waves, droughts, cyclones, wildfires, etc.) or acute (rising average temperatures, rising sea levels, etc.) (potential, ST, entire value chain)	Competitive advantage over peers in terms of the carbon footprint of tube manufacturing (Potential, ST, downstream value chain)	Climate change adaptation policy	% of assets at risk before taking into account climate adaptation measures % of assets at risk after taking into account climate adaptation measures
Substances of concern and substances of very high concern (ESRS E2 – Pollution)	Negative impacts (Actual, MT, own operations): - Health and safety of employees and communities from the use of hazardous substances - Potential explosions linked to the use of hazardous chemicals			- Health policy - Substitution plan for products classified as carcinogenic, mutagenic or reprotoxic (CMR) - Environmental Policy	CMR products replacement rate
Pollution of air, water and soil (ESRS E2 - Pollution)	- Particulate matter and volatile organic compound emissions into the air (Actual, MT, own operations) - Chemical spills and accidents (Actual, MT, own operations) - Inadequate waste management and treatment (Potential, MT, own operations)		Development of high value-added products and services (Actual, ST for water and soil and MT for air, downstream value chain): - Premium products meeting the most stringent requirements - Portfolio of products that ensure integrity under extreme conditions - Control tool to optimize product installation and throughout its life	- Sustainable Development Charter - Environmental Policy	- Measurement of air pollutant emissions - HSE investments amount % of sites certified to ISO 14001 - Quality of discharges into water - Suspended particulate matter in discharges (metric tons) - Chemical and biological oxygen demand in discharges (metric tons) - Total hydrocarbons in discharges (metric tons) - Heavy metals in discharges (metric tons)

NON-FINANCIAL INFORMATION CATEGORY	IMPACT(S)	RISK(S)	OPPORTUNITY(IES)	POLICY(IES) APPLIED	KEY PERFORMANCE INDICATORS
Noise pollution (specific to Vallourec)	Negative impact of noise on people and the environment (Actual, ST, own operations)			- Action plan to prevent noise pollution - Environmental Policy	- Mapping of employees' exposure to noise - Noise measurement surrounding sites
Water consumption and withdrawals (ESRS E3 – Water and marine resources)	Reduced volume available for other domestic, industrial and farming uses (Potential, ST, own operations) Impacts of water withdrawals and discharges on ecosystems (Actual, ST, entire value chain)	(Potential, ST, own operations): - Conflicts over water use in situations of water stress (relating to other domestic, industrial and farming uses) - Loss of activity due to prolonged water supply interruptions (Actual, ST, entire value chain): - Quality of water discharged to the environment - Non-compliance with applicable standards		- Environmental Policy - Environmental indicators and reporting - Water management policy	% of water used from rainwater - Total water withdrawals (cu.m.) % of recirculation - Water withdrawals for steel and tube manufacturing per metric ton processed (cu.m./metric ton processed) Water quality (SPM, COD, BOD, TH, heavy metals)
Direct impact drivers of biodiversity loss due to climate change (ESRS E4 – Biodiversity)	Negative impact on biodiversity of: Climate change (Actual, MT, entire value chain)	See "Climate change mitigation* line (ESRS E1 – Climate change)"	See "Climate change mitigation* line (ESRS E1 – Climate change)"	See "Climate change mitigation* line (ESRS E1 – Climate change)"	See "Climate change mitigation* line (ESRS E1 – Climate change)"
Waste (ESRS E5 – Circular economy)	Negative impacts: - On the environment and people due to the system of managing waste and/or hazardous waste, or a failure to prevent waste production (Potential, ST, whole supply chain) - Of mining waste and tailings in Brazil, notably on the safety of local residents and employees and on the environment (Actual, ST, whole supply chain)			- Sustainable Development Charter - Environmental Policy - Waste recovery through the By-products program - Internal recirculation of reusable flows (water, scrap iron, etc.)	- Tonnage of waste put into landfill % waste recovery - Tons of non-recovered industrial waste (metric tons) % of steel used, made from scrap % of hazardous waste - HSE investments amount

NON-FINANCIAL INFORMATION CATEGORY	IMPACT(S)	RISK(S)	OPPORTUNITY(IES)	POLICY(IES) APPLIED	KEY PERFORMANCE INDICATORS
Equal treatment and opportunities for all (ESRS S1 – Own workforce)	Positive (Actual, MT, own workforce) or negative (Potential, MT, own workforce) impact on employee safety, well-being and mental health			• Code of Ethics • Mentoring for women • Presence of women in succession plans • Short- and medium-term objectives • Compliance Program • Agreement on the principles of responsibility of the ILO conventions • E-learning • Whistleblowing and reporting systems	• Number and type of internal/external alerts • Number and type of sanctions applied • Ratio of women managers and executives • Ratio of women senior executives • Wage disparity rate
Occupational health and safety (ESRS S1 – Own workforce) and Working conditions (ESRS S1 – Own workforce)	Positive (Actual, MT, own workforce) or negative (Potential, MT, own workforce) impact on employee safety, well-being and mental health		Reduced absenteeism and replacement costs (Actual, ST, own workforce)	• Health policy • Evaluation of health risks in certain countries • Workstation ergonomics • Review of operating procedures, circulation in the premises, provision of protective equipment • Safety Management Program • Particular focus on fatal accidents and subcontractors • Evaluation of security risks in certain countries • Whistleblowing and reporting systems	• HSE investments amount • Number of confirmed cases of work-related ill health • LTIR, TRIR, Severity rate • ISO 45001 certification rate
Maintaining expertise and developing skills (ESRS S1 – Own workforce)	Positive or negative impact of the training and talent retention policy on expert employees (Potential, ST, own workforce)	Temporary strategy and operational risk of loss of expertise specific to Vallourec's premium activities (Potential, MT, own workforce)	Attracting and retaining talent (Actual, MT, own workforce)	• People review • Career interviews • Succession plans • "Expert" program • Vallourec University • Agreement on the principles of responsibility of the ILO conventions • Organization of social dialogue	• Turnover rate and reasons for termination of employment • Number of training hours • Employee satisfaction questionnaire

**NON-FINANCIAL
INFORMATION
CATEGORY****IMPACT(S)****RISK(S)****OPPORTUNITY(IES)****POLICY(IES) APPLIED****KEY PERFORMANCE
INDICATORS**

Working conditions (ESRS S2 – Workers in the value chain) and Occupational health and safety (S2 – Workers in the value chain)	Positive (Actual, MT, workers in the value chain) or negative (Potential, MT, workers in the value chain) impact on safety, well-being and mental health		(Potential, ST, entire value chain): - Strengthening Vallourec's reputation - Securing supply	Responsible purchasing policy	% of purchases from suppliers subject to formal CSR assessment
Corruption and bribery (ESRS G1 – Business conduct)	Negative impacts linked to unethical behavior such as corruption or violation of the laws of ethical business conduct (Potential, ST, whole supply chain)	(Potential, MT, entire value chain): - Risk of non-compliance with regulations, (anti-corruption, and in particular Sapin II, FCPA, UKBA where applicable) - Reputational risks - Conviction risk		- Code of Ethics - Compliance Program - Anti-Corruption Code of Conduct - Internal procedures: supervisors/gifts/ sponsorship and patronage - E-learning and training - Responsible purchasing policy - Third-party due diligence system	- Number and type of internal/external alerts - Number and type of sanctions applied - Number of people trained
Corporate culture (ESRS G1 – Business conduct)	Proven positive impact on employee well-being and employee willingness to stay or develop at Vallourec, including employee engagement (Potential, ST, own workforce)			Whistleblowing and reporting systems	

* Also includes all items within the "Energy" sub-topic.

Minimum disclosure requirements (MDR) – Policies

The above-mentioned policies apply to all the Group's production sites and are made available to employees on the MyVallourec intranet pages. The policies are reviewed internally and validated by the manager of the relevant department (Sustainable Development, Health & Safety, Human Resources, etc.). Some may be validated at a higher level, such as the Environmental Policy, which is signed off by the Chairman and Chief Executive Officer. Policies are based as a minimum on the regulatory standards applicable to the site (e.g., quality of water discharges for the water policy) or to the company (e.g., assessment of physical risks in line with the CSRD for the climate change adaptation policy). Policies can also refer to internationally recognized standards that the Group has voluntarily adopted — such as alignment with the Paris Agreement — or can be based on generic methodologies and

databases — such as those for identifying water-stressed areas, or for recording climate metrics relating to floods, storms, droughts and other events. Vallourec develops its policies on the basis of projects carried out with specialist companies and involving internal advisors on-site to ensure that they are relevant (such as HSE, maintenance or site managers). They are designed to address the risks and impacts identified in the short-term (over the business plan period), medium-term (through to 2035) and long-term (through to 2050).

The following sections of chapter 2 detail the qualitative and quantitative data points identified as material for Vallourec, for which a consolidated summary is available in Appendix 1 – CSRD table of contents.

Ratings from non-financial agencies and ISO certifications

Assessment by non-financial rating agencies

To gauge its ESG performance as objectively as possible, Vallourec pays close attention to the assessments made by the main internationally recognized non-financial rating agencies. Many different indexes, labels and non-financial ratings agencies assess the Group.

Evaluations and assessments by non-financial rating agencies in 2025 recognized the Group's progress in governance, strategy and CSR performance.

For example, since 2021, Vallourec has been the only seamless tube manufacturer to respond to the three Climate, Water and Forest questionnaires issued by Carbon Disclosure Project (CDP), a global non-profit organization, each year. Vallourec achieved an A- rating for its Climate and Water questionnaires, compared with

an average B rating for the metallurgy sector. In 2023 it also raised its EcoVadis rating from gold to platinum. In 2025, Vallourec's overall approach to sustainable development was praised by ISS ESG, which raised the Group's rating from C to B- and awarded it "prime" status, reflecting its ability to control ESG risks, reduce negative impacts and make a positive contribution to the sustainable transition. Its Sustainalytics risk rating went from 21.2/100 in December 2024 to 21/100 in 2025, demonstrating the Group's stable risk management performance since 2023. Vallourec is in fact among the best performers in its sector ("Energy Services Industry"), for which the average risk rating is much higher, at 27.4/100.

Non-financial rating agencies

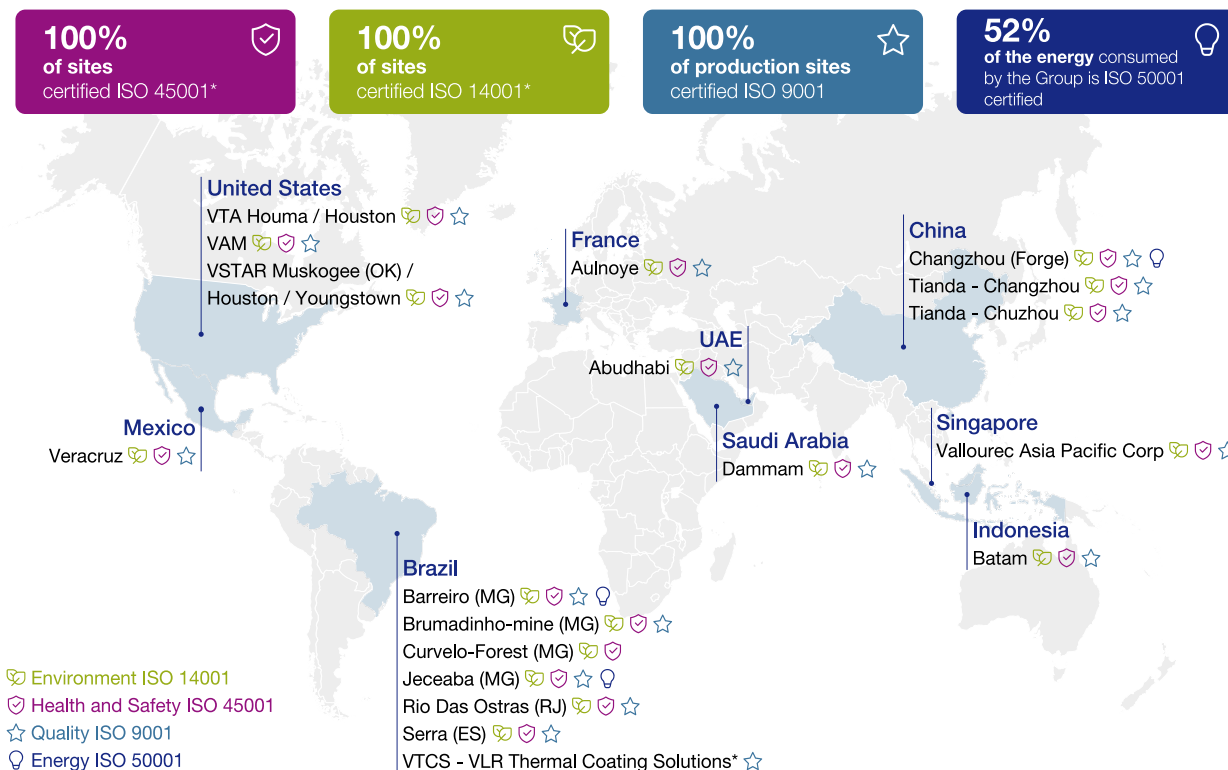


* Sustainalytics assigns an ESG risk score from 0 to 100: a low score indicates a controlled risk and testifies to the entity's effective management of sustainability issues.

ISO certifications for main production sites

Most of Vallourec's sites are certified to ISO standards. Since health, safety and the environment are included in the Group's objectives and priorities, 100% of production sites are certified to ISO 45001 (occupational health and safety) and 100% to ISO 14001 (environmental management systems). Regular audits of regulatory compliance are consistent with Vallourec's demanding requirements in these areas.

Our certifications



* The map shows all sites at the end of December 2025, excluding Serimax. VTCS is a new site since July 2025 and is in the process of obtaining ISO 14001 and 45001 certification for 2026.

2.1 Environmental information (ESRS E)



This chapter contains a description of the Group's commitment and its policy from an environmental perspective. It then covers the key topics set out in the CSRD:

- climate change mitigation;
- climate change adaptation;
- management of water and marine resources;
- pollution prevention and control;
- optimal use of resources and the circular economy; and
- biodiversity protection.

2.1.1 Introduction

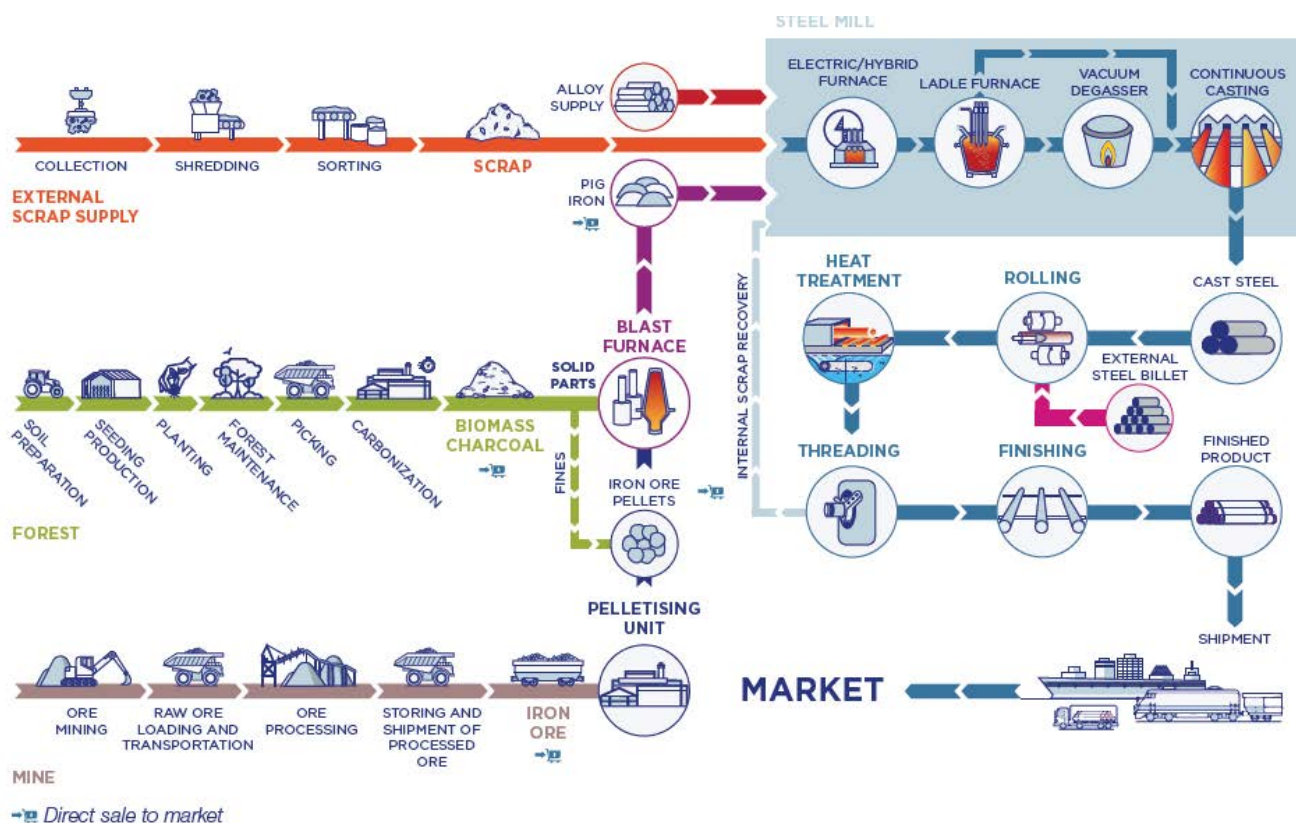
2.1.1.1 Scope of the study

The environmental data included in the environmental reporting for 2025 concerns all of the subsidiaries over which the Group exercises operational and/or financial control (see Appendix 2 – Scope of consolidation – Environmental metrics).

Since 2018, the Group considers that Vallourec's activity consists of several business lines, each of which contributes to the purpose of manufacturing seamless steel tubes and providing associated services. This "sector-specific" approach is found in the structure of the Carbon Disclosure Project (CDP) "Climate," "Water" and "Forest" questionnaires, to which Vallourec responds every year, and in the Science-Based Targets (SBTi) approach Vallourec has adopted.

The Group holds expertise in the following four activities:

- "Mine": extraction of iron ore from the Vallourec Mineração mine to supply the Brazilian steel mills (the Pau Branco mine is located in the State of Minas Gerais);
- "Forest": exploitation of a eucalyptus forest in Brazil (Florestal) and manufacturing of charcoal to supply Brazilian blast furnaces and the Jeceaba pelletization unit;
- "Pelletization": manufacture of iron ore pellets to supply the Jeceaba steel mill. The pellets feed the blast furnaces with carbon that is plant-based (biogenic) rather than fossil-based. This facility, which operates at nominal capacity, also supplies other Brazilian steel manufacturers; and
- "Steel and Tubes":
 - "Steel": production of steel with carbon from eucalyptuses in the United States and Brazil to supply steel billets to the rolling mills,
 - "Tubes": manufacture of seamless tubes and their accessories (connections, etc.) in rolling mills, heat treatment units, finishing units, and the associated services provided to customers.



Most ratios for each production site are calculated based on the following metric tonnages:

- iron ore for the “Mine” activity;
- charcoal for the “Forest” activity;
- iron ore pellets for the “Pelletization” activity; and
- steel or tubes for all units in the “Steel and Tube Production” segment.

Volumes are expressed in metric tons produced for the Mine, Forest, Pelletization and Steel Production activities. They are the sum of production of the various units taken independently. This metric better accounts for the level of activity of the production

units than metric tons shipped, for two reasons: on the one hand, it is more representative of the flows and stages of production, and on the other, it is less affected by changes in inventory. However, tube production volumes are expressed in metric tons shipped (sold) in order to avoid multiple counting.

At equivalent scope, the Group’s production, expressed in metric tons of steel and tubes processed, fell 8% from 4,009 kt in 2024 to 3,704 kt in 2025. At the same time, the volume of tubes shipped went from 1,297 kt in 2024 to 1,244 kt in 2025, which represents a decrease of 4%. This decrease is consistent with the Group’s ongoing “Value over volume” strategy, which favors sales of high value-added products over volume growth.

2.1.1.2 Specific features of Vallourec processes

Through its “Mine,” “Forest,” and “Pelletization” activities, Vallourec controls a large number of operations upstream of its core activity, linked to the extraction and transformation of raw materials. This integrated process allows the Group to control its entire value chain, while at the same time engaging its external suppliers on the environmental impact of the products and services it purchases.

Steel production is a critical activity with regard to many environmental challenges. For example, it accounts for almost two-thirds of the total carbon intensity of the Group’s products (cradle-to-gate). Both steel mills operated by Vallourec present structural technological advantages:

- In Youngstown, an electric arc furnace running on nuclear (and therefore low-carbon) power is 99% supplied with recovered scrap steel. This guarantees much lower carbon emissions per metric ton of steel produced than competing low-carbon

technologies, even those currently under development (including the use of hydrogen for DRI). On a global average, 0.71 tCO₂e are emitted per metric ton of steel produced by the electrical production route, compared with 1.66 tCO₂e/ton for the DRI production route and 2.66 tCO₂e/ton for the blast furnace production route⁽¹⁾; and

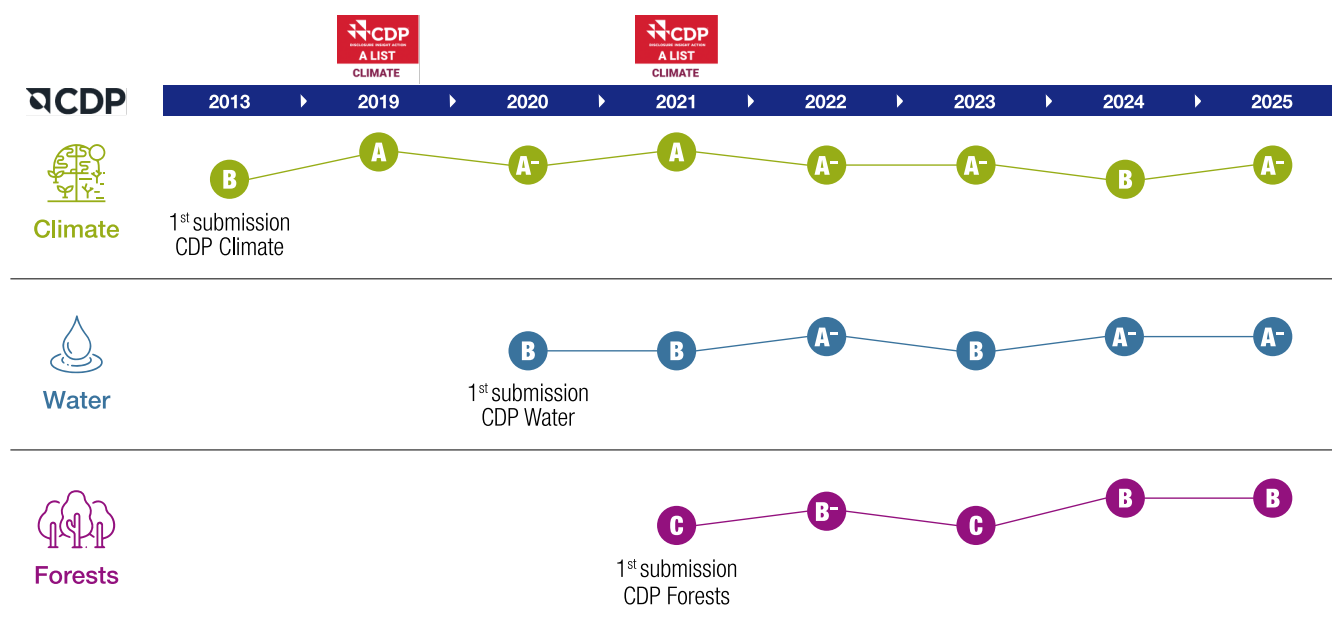
- In Jeceaba, the blast furnace is fed by biomass charcoal. The use of biomass to replace fossil coke (usually the largest source of emissions in the cast iron production process) means reduced emissions if the carbon stock stored in the forest remains constant or increases.

The reuse of by-products within Vallourec’s own processes is key to reduce reliance on natural resources, while at the same time reducing the overall lifecycle carbon footprint of Vallourec products.

⁽¹⁾ Source: World Steel Association (2025); Sustainability Indicators 2025 Report – worldsteel.org.

2.1.1.3 General environmental policy

I) KEY PRIORITIES



CDP rating system: Awareness (C/C-); Management (B/B-); Leadership (A/A-)

For more than 20 years now, Vallourec has been running an active program to reduce its environmental footprint. The Group signed up to the United Nations Global Compact in 2010 and has completed the CDP Climate questionnaire since 2013, the CDP Water questionnaire since 2020 and the CDP Forests questionnaire since 2021. The Group achieved an "A- Leadership" score in CDP's 2025 results in the fight against climate change category and the water management category. The average score for the "Metal smelting, refining and forming" sector was "B Management" for these two categories.

In 2025, Vallourec updated its Group Environmental Policy, which was signed off by its Chairman and Chief Executive Officer. As a leading supplier of cutting-edge steel solutions committed to energy transformation, Vallourec seeks to align its global practices with the United Nations' Sustainable Development Goals.

Its Environmental Policy focuses on several priorities:

- mitigating the effects of climate change in line with the Paris Agreement, in particular through energy efficiency, low-carbon steel production and the deployment of innovative technologies;
- adapting the Group's processes and business model to address physical and transition climate-related risks;
- controlling and reducing the Group's water footprint, both in terms of withdrawals and discharges;
- optimizing resource use and promoting a circular economy;
- preventing and controlling sources of pollution, particularly of air, water and soil;
- protecting biodiversity; and
- engaging stakeholders throughout the value chain on environmental issues.

These priorities underline the Group's determination to make sustainable development a reality in every aspect of its business.

II) TRACKING OVERALL PROGRESS USING THE ENVIRONMENTAL IMPACT INDEX

In 2019, the Environment Department introduced a composite indicator, the Environmental Impact Index (EII), for monitoring the Group's performance and the progress achieved in the following three areas, each contributing a third to the final score:

- gas and electricity consumption and the corresponding CO₂ emissions;
- water withdrawals (excluding rainwater) for the production of steel and tubes; and
- waste recovery.

The EII integrates several components of the Group's Environmental Policy and is calculated as shown below:

Environmental Impact Index (%)*

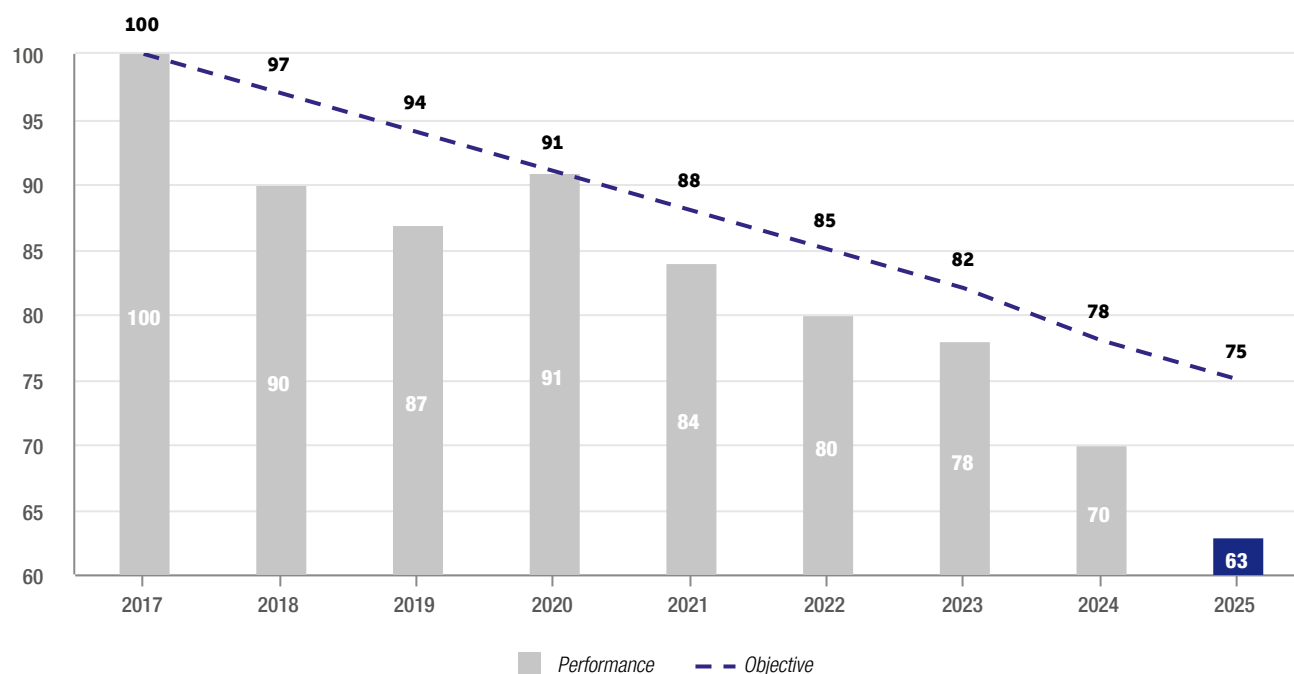
	Field	Item	Unit	Formula	Weighting
Environmental Impact Index (EII)	Energy consumption	Natural gas consumption	kWh/metric ton*	current year figure	11.33%
		Electricity consumption	kWh/metric ton*		11.33%
	CO ₂	CO ₂ emissions	kg CO ₂ e/metric ton*	2017 figure	11.33%
	Water	Water withdrawals	cu.m./metric ton*		33.00%
	Circular economy	Waste put into landfill	% of total waste generated		33.00%

* The metric tons considered are the metric tons of steel and tubes produced by all of the Group's sites.

This index was set at 100% for 2017, which was selected as a baseline. Vallourec had set itself the goal of reducing this index to below 75% by the end of 2025, by reducing its specific consumption of gas and electricity, purchasing lower carbon electricity, reducing its water withdrawals and improving its waste recovery.

For 2025, the Environmental Impact Index was calculated at 63%, thus exceeding the 75% target set. The improvement noted relative to 2024 stemmed from a decline in natural gas consumption per metric ton of tubes processed, resulting in a reduction in associated emissions. This progress was the result of rigorous monitoring of furnace operating cycles by operational teams, and a more favorable product mix between the various rolling mills. The second reason was the improved waste recovery rate observed in many regions.

The result confirms that the target has been met.



2.1.1.4 Environmental management

The Group's CSR governance, and its environmental governance in particular, is outlined in the introduction to this chapter. Organization at the various sites is detailed in the Vigilance Plan (see Section 2.4.2).

I) AUDITS AND CERTIFICATIONS

Internal environmental audits are regularly organized in each country to assess compliance with regulations. Specifically, the Performance & Risk audit evaluates performance and risk levels for each environmental concern as well as the Energy and Environmental Management Systems (EEMS) in place. The results are used to identify priorities and corresponding action plans.

II) LEGAL COMPLIANCE

Regular audits are performed by external specialists to assess compliance of the production sites' activities with statutory and regulatory requirements, on top of the periodic checks carried out by the environmental authorities.

Through the regular and systematic review of regulatory developments, actions implemented in the context of continuous improvement, new investments or organizational changes can be developed or updated. In France, an environmental regulatory watch has been in place for several years on a dedicated intranet portal, accessible for all production sites. This portal facilitates access to useful information. Equally, the Group shares its procedures, which are also updated periodically.

In 2025, the Group continued its actions in relation to the formal notices and warnings received from local authorities in 2023.

- in France, at Vallourec Oil & Gas France, the Group continued the actions necessary to address its VOC emissions, which exceeded the limits set by the prefectural order. Investments to replace solvent-based paint with water-based paint validated in 2024 were deployed. The system was installed during the annual shutdown, and industrial commissioning of the line has been underway since September 2025. This development will enable a sharp reduction in VOC emissions.

III) TRAINING AND EDUCATION

Employee training and education on the environment, sustainable development and energy efficiency are carried out in the plants through poster campaigns, periodic publications, briefings and compliance programs, among other measures. The Global Legal Compliance Program, developed and coordinated by the Group's Legal Department, has an educational component on compliance with environmental regulations (see Section 2.3 "Governance information").

The Group's Environmental Management Policy relies on the tools and practices described below to facilitate its implementation and track its application.

These audits are part of the process of preparing for certification audits, in other words, simultaneously concerning environmental, energy, quality, and health and safety procedures at the regional level. At the end of 2025, 100% of the Group's sites were certified to ISO 14001.

- for the Mine activity in Brazil, since the incident in January 2022, Vallourec has implemented all the measures recommended for the environmental and structural rehabilitation of the Cachoeirinha waste pile and has submitted an action plan that responds to all requests made by local authorities. These requests related to the Emergency Action Plan for Mining Dams (PAEBM), the management and maintenance of the Wildlife Rehabilitation Center (CRAS), and the Degraded Areas Recovery Program (DARP) in the area affected by the Lisa dike overflow. At end-2025, Vallourec and its partners commissioned to carry out the plans were still waiting for the local municipality to respond; and
- for the Vallourec Florestal in Brazil, the authorities requested the reduction of smoke emissions from the carbonization process of the Aldeia farm, in the municipality of Abaeté. Vallourec implemented corrective measures to reduce smoke emissions and is continuing works to install burners, which offer a permanent engineering solution and for which significant CapEx was rolled-out in 2025.

In 2025, the number of training hours in the field of health, safety and the environment listed in the LMS system includes corporate and regional training as well as training implemented at each site and totaled 153,347 hours. This represented 38% of total training time (409,011 hours), in line with the 39% seen in 2024. The trend was in line with the trajectory seen since 2023 when this training accounted for 23% of total training hours, and confirms that the awareness-raising strategy deployed within the Group is proving successful.

IV) INVESTMENTS

The Group systematically incorporates sustainable development concerns in its projects. In particular, a health, safety and environment (HSE) analysis is conducted upstream to assess the potential impacts and anticipate environmental risks.

A procedure on eco-design rules has been in place since 2015 as part of the overhaul of major project governance and is regularly updated. Since 2019, it has been extended to R&D projects. It is intended to verify the best practices and techniques available for design that meets HSE challenges in the following main areas:

- regulatory compliance and impacts on administrative authorizations;
- water management through recycling and recovery of rainwater using storage basins, and better quality through more efficient wastewater treatment plants, along with a reduction in the volumes of water discharged;
- waste management through improvements in collection, sorting and recycling;
- reduction of emissions into the air via continuous improvement of capture systems, as well as carbon dioxide emissions;
- the optimization of energy consumption through the establishment of best practices and smart metering tools, in a structured process of ongoing improvement;
- potential impacts on biodiversity and consideration of the consequences of climate change;
- reduction of noise inside and outside the plants by emphasis on cutting noise emissions at source;
- safe use of chemical products with the goal of restricting the use of the most hazardous products; and
- prevention of risks of work-related ill health and improvement of the ergonomics at workstations.

Since 2017, planned investments (CapEx) of over €1 million that make a substantial contribution to reducing carbon emissions

V) R&D

In the context of R&D projects, special attention is paid to the supply chain and to the use of the future products.

In addition to confirming that the general principles above have been applied, some projects are clearly aimed at improving working conditions or reducing environmental impact. They concern:

- reducing energy consumption (furnaces and heat treatment, optimized production cycles, insulation, etc.);
- the study of breakthrough technologies, such as the use of hydrogen as a substitute for natural gas, or CO₂ capture;
- improving working conditions (ergonomics, noise reduction, lighting and heating, etc.);
- ensuring environmental compliance of work equipment (filtering, fume extraction, water and gas networks, fire protection systems and product storage, etc.);

have included a price per metric ton avoided. The internal carbon pricing policy meets two requirements:

- aligning new investments with the Group's carbon pathway; and
- anticipating the deployment of carbon pricing systems in different markets, in line with the recommendations of the most recent annual COP meetings (attended by signatories of the United Nations Framework Convention on Climate Change).

The carbon price, set at €80 per metric ton of CO₂e in July 2021, was raised to €100 on January 1, 2023. This amount is in line with the price of the European Union Emissions Trading Scheme (EU ETS), over a period corresponding to the typical duration of the investments in question. Several external sources, including Bloomberg and the International Energy Agency, are forecasting an increase in the European carbon price from €75 per metric ton of CO₂e in 2025 to €140-€150 per metric ton of CO₂e in 2030. This mechanism does not extend to operating costs (OpEx). By nature, Scopes 1 and 2 CO₂ emissions are indirectly linked to the internal carbon price, as it applies to the investments required for the industrial processes that consume energy and raw materials. Scope 3 emissions are not directly covered by the carbon pricing mechanism.

In addition to incorporating the carbon price into its processes, Vallourec is implementing various initiatives to reduce its impact. Firstly, a carbon footprint certificate for products and services purchased is systematically requested from the Group's strategic suppliers. This data is analyzed in collaboration with the Sustainable Development Department, in order to develop appropriate strategies and validate the directions taken.

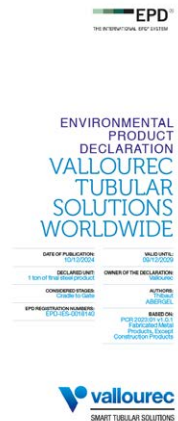
The application of internal carbon pricing reflects Vallourec's commitment to the energy transition, with investments aligned to a sustainability strategy adapted to the challenges of tomorrow.

- improving water management (recovery and recycling, purification plants, etc.);
- forest management operated by Vallourec Florestal (reforestation, carbonization furnaces, etc.);
- decreasing use of hazardous chemical substances (partitioning, extraction, substitution, etc.);
- limiting emissions into the air; and
- layout and safety of plants in terms of roofing, roads and parking.

The teams in our plants have also worked on optimizing production schedules and processes to adapt to periods of under-activity to the extent possible in order to limit the number of shutdowns/restarts and reduce the fixed share of energy consumption (electricity, natural gas and compressed air) and excess water consumption as much as possible.

VI) REMUNERATION

The variable remuneration awarded to management teams is also a key factor in the application of the Group's Environmental Policy, which is implemented at the highest level. Variable remuneration awarded to the Group's Chairman and Chief Executive Officer is linked to the achievement of environmental objectives (see Section 4.3.2.3 "Executive corporate officers' remuneration"). Broader objectives are set for executive management and for the operational teams concerned based on various metrics, including reducing water and energy consumption, lowering carbon emissions and increasing the proportion of waste recovered.



VII) LIFE CYCLE ASSESSMENTS

In 2025, the Group revised its product life cycle assessments (LCA). Life cycle assessments determine the impact of production, from the extraction of raw materials through to transformation into the finished product (i.e., cradle-to-gate), from the perspective of 10 major environmental topics (including carbon, energy, water, resource depletion, toxicity and eutrophication). The results are published in the form of Environmental Product Declarations (EPD) on the EnvironDec platform, in accordance with PCR 2023:01 Fabricated metal products, except construction products (2.0.1) 2.0.1. The life cycle assessment is carried out by an independent third party on the basis of audited annual data, and validated by an independent certifier.

One of the aims of the LCA revision is to reflect Vallourec's new industrial footprint and take into account the latest decarbonization projects (see Section 2.1.2.2. "Action plans" and 2.1.2.3.

"Resources deployed") when calculating the CO₂ emissions from the manufacture of products sold by the Group. These EPDs enable customers and stakeholders to better understand the carbon footprint of these products and make informed sustainability decisions.

The Group's overall EPD shows emissions of 0.95 metric tons of CO₂ (tCO₂e) per metric ton of steel used, including Vallourec's own production and steel purchases. This result is well below the world average, estimated by the World Steel Association at 2.18 tCO₂e per metric ton of steel.

The carbon footprint of the tubes produced by Vallourec averages 1.45 metric tons of CO₂ per metric ton of tube. It remains lower than the results reported by companies in its sector, which range from 1.6 to 2.8 tCO₂e per metric ton of finished tubes.

2.1.2 Combating climate change (ESRS E1)

For more than 20 years now, Vallourec has been running an active program on reducing its environmental footprint and combat climate change in particular. It started with the initiatives set up under the GreenHouse energy saving program in 2009 followed by the Group signing the United Nations Global Compact in 2010.

2025 was an important turning point, with the Group announcing that it had met its commitments to reduce greenhouse gas emissions made to SBTi for the period 2017-2025 (ahead of schedule since 2022), and setting an ambitious new target to have steel production aligned with the Paris Agreement relative to the international and sectoral GSCC (Global Steel Climate Council) standard. These targets are a continuation of the Climate Challenge initiated in 2021, which established regional action

plans associated with specific targets for all operational and purchasing functions. These are reviewed quarterly by the Group Climate Committee, sponsored by a member of the Executive Committee.

The Group therefore presents its transition plan within the meaning of the CSRD, supplementing the decarbonization roadmap it presented in 2024. This plan sets out greenhouse gas emission reduction targets, decarbonization levers and performance monitoring measures. Completed at the end of 2025 and subject to an external assessment based on GSCC standards. This plan is still undergoing work to clarify the financial resources required to implement the identified decarbonization levers.

2.1.2.1 Key commitments

A) 2009: The GreenHouse energy savings program

In 2009: to achieve significant reductions in energy consumption, the Group launched the GreenHouse energy savings program, targeting a 20% reduction in specific gas and power consumption (per metric ton processed) by 2020, across equivalent scope, product mix and level of activity, using 2008 as the baseline year. Through this approach, Vallourec would be contributing to a low-carbon economy by reducing greenhouse gas emissions.

The program was rigorous in its approach and was supported by Vallourec Management System tools and methodologies. Key features of the program were:

- sharing of best practices, led by Practice Communities including energy and industrial process experts in all energy-related areas (thermal, electrical, compressed air, and steam production processes) and the organization of numerous continuous improvement groups acting exclusively in the energy sector to improve the Group's performance;
- the introduction of thermal balances and energy audits:
 - the furnace performance analysis has helped to identify areas for improvement and to propose investments to increase energy efficiency, such as the installation of regenerative burners, steam heat recovery systems and better insulation;
 - energy audits at the Group's major sites have identified the equipment or workshops that use the most energy, and have helped prioritize future actions;
- a self-assessment system for sites controlled by the project leaders.

In 2010: to take this to the next level and incorporate sustainable energy management in industrial processes, the Vallourec Energy Management System was launched, based on the methodology of the GreenHouse program and international energy efficiency standard ISO 50001.

Vallourec is thus committed to ISO 50001 certification for its primary production facilities. This certification has been obtained for the Barreiro and Jeceaba sites in Brazil and for VCHA Changzhou in China. It had also been obtained for Rath and Mülheim in Germany, sites that are now closed.

In addition, the Youngstown site in the United States has received recognition under the US Department of Energy's 50001 Ready program⁽¹⁾. This helps organizations develop a culture of structured energy improvement, for greater and longer-term savings, without requiring external audits or certifications. It fits with the Group's process to mature energy management practices and formalize them into a system ready for ISO 50001 certification.

Energy consumed at ISO 50001 certified sites accounted for 52% of total energy consumption in 2025.

Other key features of the Vallourec Energy Management System are:

- energy efficiency training: several hundred operators were trained in dedicated energy efficiency sessions in France, Brazil and Scotland, with experts from each site and the assistance of specialized organizations. The training is given in various technical disciplines, such as compressed air, thermal combustion, industrial cooling, lighting, mechanization and renewable energy; and
- real-time metering systems, known as "Advanced Metering Management," at the largest sites in Brazil, France, Germany, the United States, and Indonesia.

As of 2013: in parallel, Vallourec began sending its public responses to the CDP's Climate questionnaire each year, to obtain transparent independent assessment of its carbon footprint performance. From 2016 to 2023, Vallourec was one of the companies recognized by the CDP for leadership in climate matters and commitment to a low-carbon economy. After its B score in 2024, Vallourec was able to once again achieve a score of A- in 2025, despite the increasing demands of its stakeholders, and still ranks above the average of its peers.

⁽¹⁾ <https://betterbuildingssolutioncenter.energy.gov/iso-50001/50001Read>.



GSCC commitments:

Vallourec relies on the GSCC international industry standard to guarantee steel production in line with the Paris Agreement

Rolled steel: 1.5°C

Group carbon footprint: well below 2°C



SBTi commitments:

SBTi approves Vallourec's Scope 1, 2 and 3 (upstream and downstream) emissions reduction ambitions for 2025

Group carbon footprint: well below 2°C

Greenhouse Project

Energy savings program that culminates in the publication of a Carbon Policy and the implementation of the Vallourec Energy Management System



Climate

CDP rating system: Awareness (C/C-); Management (B/B-); Leadership (A/A-)

In January 2018, under the GreenHouse program, the Group published its Carbon Policy, signed by the Chairman of the Management Board, committing to:

- further its understanding of all of its emissions;
- reduce its direct and indirect greenhouse gas emissions;
- align the Group with the commitments of the Paris Agreement;
- integrate a carbon price of €40 into its decision-making processes: a price that was updated to €80 in 2021 and €100 from 2023;
- pursue the development of environmentally friendly products; and
- make sure its industrial assets will resist the future impacts of climate change.

B) 2017-2025: a decarbonization pathway aligned with the Science-Based Target initiative (SBTi)

In 2018, the year in which the CSR Committee was created comprising members of the Group's governing bodies, Vallourec examined, with the assistance of specialists, how its emissions pathway for 2025 could be compatible with the Paris Agreement. This formed part of its ongoing improvement efforts. As the steel manufacturing and mining sectors are excluded from the EU Paris-Aligned Benchmarks, the Group followed the Science-Based Targets approach.

Considering the result of this analysis, the Group's Management decided to join the Science-Based Targets initiative (SBTi) at the end of 2018 and to have a CO₂ emissions reduction trajectory compatible with limiting global warming to well below 2°C, using 2017 as the reference year.

The first submission of our file in the second quarter of 2019 enabled the Group to verify its ambitions to reduce its direct emissions (Scopes 1 and 2).

In March 2020, Vallourec strengthened its ambitions for upstream Scope 3 emissions by obtaining commitments from its largest steel suppliers. The file was resubmitted to the SBTi with the

proposal of four objectives to reduce our carbon footprint, three of which are absolute. Vallourec is thus committed to a decarbonization pathway compatible with global warming "well below 2°C" over the 2017-2025 period, breaking down as follows:

- **Scopes 1 and 2 (market-based):** a 20% reduction (in absolute terms) in fossil and biogenic emissions;
- **Upstream Scope 3:** a 45% reduction (in terms of intensity) notably on raw material and steel purchases;
- **Scope 3:** a 25% reduction (in absolute terms) in indirect emissions (including transportation, and product usage and end-of-life); and
- **Scopes 1, 2 (market-based) and 3:** a 25% reduction (in absolute terms) in emissions across its whole value chain.

2017 was chosen as the base year, as it was the first year in which all climate data were available and evaluated based on the calculation framework still in use today. At the time the targets were set, it was also representative of Vallourec's activity as a supplier of premium tubular solutions with a global industrial footprint.

The Group met all of its commitments as of 2022, three years ahead of the 2025 deadline.

WE'VE HAD OUR SCIENCE-BASED TARGET APPROVED



C) 2021-2030: a decarbonization pathway aligned with the Global Steel Climate Council (GSCC) Standard

In July 2021, the Group strengthened its governance by creating a multi-disciplinary Climate Committee that meets quarterly under the aegis of the Executive Committee. The Climate Committee – sponsored by the Chief Operating Officer who is an Executive Committee member – helps the Group to manage implementation of planned actions, initiate new projects and monitor their impacts by region. Vallourec is recognized as a Climate Leader each year as part of the CDP Climate assessments, particularly in terms of governance. The Company has taken a significant step forward in tackling climate imperatives through an ambitious cross-functional plan with top management support. The project involves all operational and functional departments, with the common objective of actively contributing to a carbon-neutral world by 2050, through transformation of the Group's supply and production processes, and diversification of its commercial offering.

Eager to uphold its industry-leading carbon footprint performance, Vallourec conducted an in-depth study of its business and value creation model in 2022 in order to set new targets for 2030 and 2035.

A GHG emissions projection model has been developed based on the elements underpinning the Group's transition plan (see II Action plans and measures):

- production forecasts are aligned with the Group's medium-term business plan and reflect changes in the Group's industrial footprint;
- technological levers are quantified and regularly reviewed and adjusted;
- mature technologies follow the investment plan of each region in technologies with a lower carbon impact, and apply where appropriate to the various stages of the process (mine, forest, pelletization, steel production, rolling, heat treatment and finishing);
- disruptive technologies or technologies currently under development are aligned with the "decarbonization" portfolio of the Group's One R&D roadmap;

- the purchasing roadmap, which defines the Group's strategy as regards its suppliers, includes a CSR component, with a specific emphasis on carbon emissions;
- sales forecasts take into account the diversification of market opportunities developed by the New Energies organization; and
- externalities, which in 2022 were based on the Sustainable Development Scenario developed by the International Energy Agency (IEA SDS)⁽¹⁾, are now based on the APS scenario. This means that decarbonization pathways for electricity, steel purchases, gas and maritime transport follow the ambitions expressed by governments or decision-making bodies.

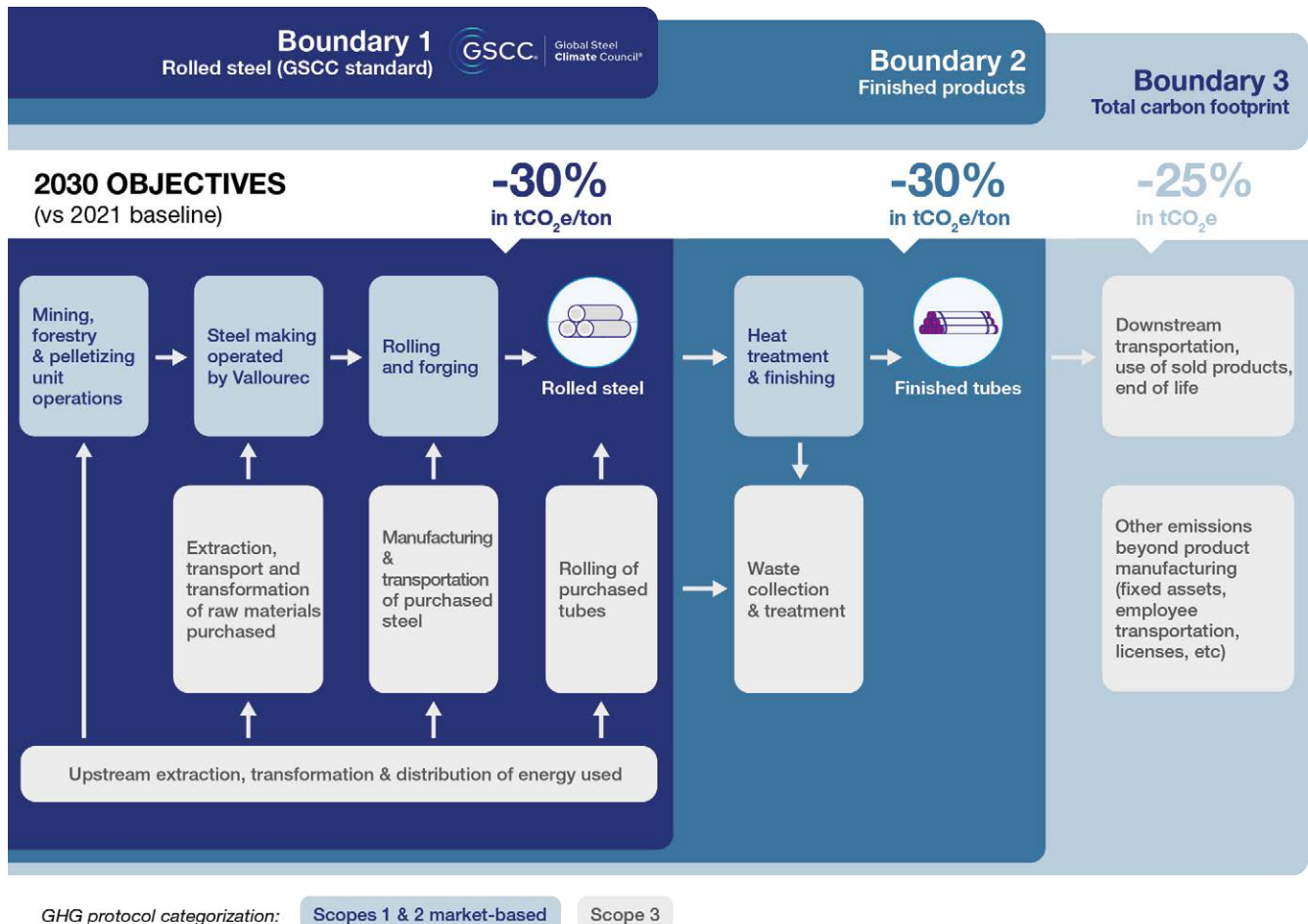
The model shows annual trends in CO₂ emissions since the base year. Progressive rollout of decarbonization projects has allowed the Group to model material, human and financial resource availability as well as the inertia of its industrial base, and therefore so-called "locked-in" emissions. The lifespan of facilities in operation underscores the need to put in place a short-term energy efficiency program, in parallel with the longer-term plan to invest in lower-emission production capacities – without which the achievement of targets would be compromised.

The Group has defined three climate targets⁽²⁾:

- **Target 1** on boundary 1: reduce the carbon footprint of hot-rolled steel by 30% by 2030 compared with 2021 (or reach 1.2 tCO₂e/metric ton of rolled steel in 2030).
- **Target 2** on boundary 2: reduce the carbon footprint of finished tubes by:
 - 30% by 2030 compared with 2021 (or reach 1.31 tCO₂e/metric ton of finished tubes in 2030).
 - 35% by 2035 compared with 2021 (or reach 1.22 tCO₂e/metric ton of finished tubes in 2035).
- **Target 3** on boundary 3: reduce the Group's total carbon footprint by 25% by 2030 compared with 2021 (on total Scopes 1, 2 and 3).

⁽¹⁾ The IEA projects several possible scenarios for the average temperature of the planet by the end of the century. The least favorable scenario only takes into account policies currently in place or planned and the deployment of technologies that are already mature: this is known as the Stated Policies Scenario (STEPS), which predicts global warming of 2.4°C by the end of the century. The most ambitious scenario shows a path to carbon neutrality by 2050, as well as very sharp emissions reductions in the coming years, so that cumulative emissions remain below the threshold that would limit global warming to 1.5°C; this is known as the Net Zero by 2050 scenario (NZE). The Announced Pledges Scenario (APS) shows a path consistent with governments' stated climate ambitions, even without policies to back up their targets. In some regions, this pathway may be identical to the NZE for governments that have announced a target of carbon neutrality by 2050 (as is the case for the European Union).

⁽²⁾ The corresponding greenhouse gas emissions are calculated in CO₂ equivalent and represent the global warming power of carbon dioxide (CO₂), methane (CH₄), hydrofluorocarbons (HFCs), nitrous oxide (N₂O), perfluorocarbons (PFCs) and sulfur hexafluoride (SF₆). Scope 2, assessed with the market-based methodology, is used to define the targets.



In 2025, the Group chose to align its reduction targets for CO₂e emissions associated with steel production with the Paris Agreement, by following the Global Steel Climate Council (GSCC) standard. The GSCC has over 20 members and supporters, among which steel producers, trade associations, end users, scrap metal suppliers and non-governmental organizations. The GSCC focuses on reducing greenhouse gas emissions from the global steel industry by supporting reduction methods regardless of the technologies or processes used. The assessment boundary covers Scopes 1, 2 and 3 upstream from the extraction of raw materials through to rolling in order to calculate a carbon footprint of rolled steel including all energy and material inputs, the value of which must align with a scientific trajectory aimed at achieving a global warming scenario limited to 1.5°C by 2050 (**boundary 1**).



Global Steel
Climate Council

The Group aims to increase its contribution to a circular economy by continuing to use a majority of steel from recovered and recycled scrap sources. This rate was 68% in 2025. Among the various international standards considered by the Group, only the Global Steel Climate Council (GSCC) has developed a

methodological framework that recognizes the low-carbon nature of using scrap metal. This framework does not allow a higher level of emissions for steel with low recycled content, as is the case for the majority of steel produced using blast furnaces. This ensures that steel produced using higher-emission manufacturing processes but with low recycled inputs – notably those from blast furnaces – cannot be labeled as “Paris Agreement-compatible” given that they effectively contribute more to global warming.

The methodological framework used by the GSCC climate standard applied by Vallourec is based on calculation boundaries that are representative of the Group's industrial activities, including notably mining and forestry. Unlike other standards, it includes all the raw materials needed to manufacture steel, making it not only a comprehensive measure but also enabling Vallourec to disclose the full and actual footprint of the steel used by the Group.

As the manufacture of Vallourec-designed products involves heat treatment and post-rolling finishing stages, Vallourec has also defined targets for reducing the total carbon footprint of its finished products based on a life cycle assessment (cradle-to-gate) (**boundary 2**). These targets, which were already announced at the Climate Challenge in 2022, have been adjusted in line with revisions that have been made to the calculation methodology to fully align it with the GSCC standard for calculating CO₂ emissions down to the rolling stages.

Finally, the Group pledges to reduce its CO₂ emissions across its entire value chain (Scopes 1, 2, 3 upstream and 3 downstream) (**boundary 3**). To this end, it is following the International Energy Agency's Announced Pledges Scenario (APS), which calls for a 25% reduction in greenhouse gas emissions by 2030, compared with 2021. The pathway set out in the APS scenario would lead to global warming well below 2°C.

These three targets collectively contribute to ensure alignment with an international industry standard (**boundary 1**), a complete and reliable measurement of the upstream emissions of the Group's customers (**boundary 2**), and full coverage of the Group's carbon footprint (**boundary 3**).

Coverage rate of climate targets based on GHG Protocol Scopes

Year	Boundary 1	Boundary 2	Boundary 3
Scope 1	69%	88%	100%
Scope 2	16% ^(a)	97%	100%
Scope 3 ^(b)	72%	78%	100%

(a) Target 1 of boundary 1 covers 16% of Scope 2, but 75% of the Group's total electricity consumption, given that the electric arc furnaces and the majority of rolling mills are already supplied with low-carbon electricity.

(b) The Scope 3 percentage is assessed by excluding optional categories within the meaning of the GHG Protocol (use of products sold).

2021 was chosen as the base year because it is the most representative of business activity after the Covid-19 pandemic. It best reflects normal operating conditions and provides a solid basis for action plans and assessments of the Company's performance against this baseline. Targets already set, and those

to be set in the future, take into account the Group's strategic choices in terms of industrial scope.

The Group's transition plan is now being implemented.

2.1.2.2 Action plans

A) The Company's industrial footprint

Vallourec's decarbonization plan is linked to its industrial structuring plan, as data on changes in production capacity by site feed into the carbon footprint monitoring model.

The choice of industrial routes is of paramount importance in reducing the Company's carbon footprint, and in particular the transfer of activities from Germany to Brazil. This is because the German sites relied on a supply of steel from blast furnaces fired by fossil coal, whereas the Brazilian sites operate a forest that supplies a blast furnace with charcoal, as well as electric arc furnaces used to recycle steel scrap.

B) Technological gains

Steel production and transformation into tubes are energy-intensive processes responsible for almost all of Vallourec's direct emissions in 2025, and for around 25% of its total emissions. Decarbonization of these processes can be achieved over two time horizons.

In the short term, the two main measures are:

- an improvement in energy efficiency for steel transformation processes, targeting a reduction in the average consumption of natural gas; and
- a reduction in methane emissions from wood carbonization in Brazil. The industrial deployment of the Carboval technology, including the Diamante and Canabrava farms, enables charcoal to be produced without biogenic methane emissions. This technology will be complemented by burners to be installed on other farms.

In the medium term, breakthrough technologies identified by prior studies will need to be deployed. In 2024, studies began on two candidate technologies to prepare potential demonstrators and deployment plans:

- the capture, storage and/or use of CO₂ (or CCUS) emitted by the process; and
- direct combustion of dihydrogen in furnaces, as a replacement for natural gas.

C) Steel purchases

Actions are focused on the following areas:

- further reducing the carbon intensity of steel and raw material purchases. The share of steel sourced from recovered scrap has already increased since 2021, particularly in Europe and, more recently, in China. It stands at 68% for all the steel used by the Group in 2025, compared with a worldwide average of around 30% according to the World Steel Association;
- decarbonizing maritime and land transport services by increasing the share of biofuels in road transport, promoting the use of rail and inland waterway transport and engaging with maritime transport operators on their decarbonization pathway; and
- examining the potential for biofuel supply, in particular as a substitute for diesel and petrol consumed by industrial machinery.

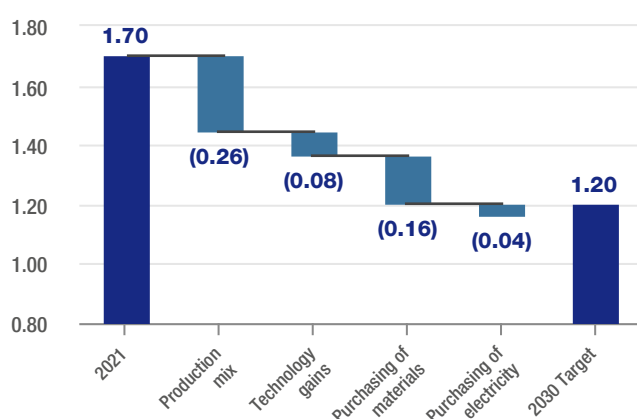
D) Electricity purchases

The Group has launched several types of projects to decarbonize electricity generation:

- maximizing local renewable electricity production at industrial sites, with the installation of photovoltaic panels;
- financing the development of new renewable electricity production capacity, operated by a third party and supplying the Group's industrial sites; and
- maintaining a carbon-free electricity supply through the use of certificates of origin or long-term power purchase agreements (PPAs).

The impact of the Group industrial footprint, technology gains, steel purchases and electricity purchases on the carbon intensity of the steel used by the Group is demonstrated in the following graph.

Contribution of decarbonization levers to achieving GSCC targets



Alongside the measures implemented to reduce the carbon footprint of its products, the Group activates two other sets of levers impacting its total emissions.

2.1.2.3 Resources deployed

In line with the Group's new climate governance, each region is responsible for managing its roadmap of actions to be taken to meet its commitments.

- **In-house production of pellets and cast iron** showed higher yields in 2025, reflected for example in the lower amount of ore used to produce one ton of pellets, and the lower amount of charcoal used to produce one ton of cast iron.
- **All the Group's rolling mills** are streamlining their use and management of systems to control their natural gas consumption. These systems optimize the charging and discharging cycles of steel billets in rotary furnaces, thereby minimizing heat loss during operations. The data collected continues to be analyzed to identify future gains.
- **The South America region** continued the rollout of the industrial phase of Carboval, a highly innovative process for the continuous production of high-quality charcoal with homogeneous carbonization, reduced ash content, greater yield, generating by-products (plant-based tar and fertilizers) and no methane or smoke emissions.

E) New markets

Vallourec's decarbonization plan also integrates the Company's strategic plan and its prospects for diversifying its offer. By strengthening its commitment to the energy transition in May 2022, Vallourec is developing new profitable business opportunities for the Group. The Vallourec New Energies division, formed in September 2022, covers Vallourec's portfolio of solutions for the transport and storage of hydrogen, technologies linked to carbon capture and storage (CCS), and geothermal and solar markets. The growth of these activities will make it possible to reduce Scope 3 downstream emissions linked to the use of products sold. Further information on this appears in section 1.3.1.3 of chapter 1.

F) "Value over volume"

Thanks to its "value over volume" strategy, the Group is able to reduce the quantities of steel used, along with all the inputs required for its manufacture. This has driven a reduction in emissions across the board, especially raw materials, energy, steel purchases, transport and the use of products sold.

These initiatives are on top of measures already in place, such as the partial substitution of natural gas with blast furnace gas from the steel mill. This gas is repurposed to heat the rotary kiln upstream of the rolling mill. The use of charcoal fines instead of natural gas to heat the pellet unit furnace is another ongoing measure.

- **The North America region** continues to produce 98.7% of its steel from scrap, using an electric arc furnace powered by nuclear-generated electricity coupled with the purchase of bundled Emission-Free Energy Certificates (EFECs). Hot rolling has also seen an improvement in efficiency, reducing all associated energy requirements per metric ton produced. Other projects, such as optimizing scrap composition, insulating refractories and digitizing control systems, have improved the site's overall performance across several years.

In addition, all electricity consumption at the Houston (Texas), Houma (Louisiana) and Muskogee (Oklahoma) facilities are covered by a bundled renewable energy certificate (REC) generated by a nearby wind farm.

- In 2025, the **Eastern Hemisphere region** completed the final phase of solar deployment in China. All usable surfaces, totaling 257,000 sq.m. were covered, enabling annual savings of more than 9,000 tCO₂e in electricity consumption in 2025 (and almost 44,000 tCO₂e if the impact of guarantees of origin purchased to cover the share of electricity bought from external suppliers is taken into account).

The Tianda and VCHA sites in China are also studying electric transport solutions for handling tubes inside the plants, between plants, or on their way to the port for shipment to end customers. River transport is also used to cover some of these routes.

Furthermore, in Indonesia (PTCT), installation of smart electricity and gas meters has enabled better monitoring of energy consumption and waste reduction through a dedicated interface.

- The **Purchasing Department** continued to work with existing and alternative suppliers to collect emission factors specific to products purchased by the Group. In 2025, 90% of emissions linked to steel purchases were calculated using primary data. In total, 38% of the Group's Scope 3 carbon footprint is calculated from primary data (excluding the "use of sold products" category). This approach enables the reduction or implementation of less carbon-intensive supply chains. This was the case in Europe and China, with an increase in the proportion of steel sourced from recovered scrap. In the Middle East, steel is sourced locally using the DRI-EAF process (direct reduced iron, combined with an electric arc furnace).

2.1.2.4 Performance monitoring

A) Detailed energy position

Vallourec's energy assessment covers all of the Group's activities described in section 2.2 "Introduction", namely iron ore mining (Mineração), forest activities (Florestal), the Brazilian pelletization unit and the steel and tube mills and finishing plants. It includes the consumption of all types of energy, including electricity,

natural gas and fuels (gasoline, diesel, propane, bioethanol, biodiesel), as well as biomass. The Group uses biomass as a source of energy for its pelletization unit and blast furnace in Brazil.

Monitoring of the Group's energy consumption for steel and tube manufacturing, 2023-2025

Year	2023	2024	2025
Natural gas (kWh/metric ton)	608	530	512
Electricity (kWh/metric ton)	334	335	284
Total gas and electricity (kWh/metric ton)	942	865	796
CO ₂ e (kg/metric ton)	135	113	99

In 2025, absolute gas and electricity consumption was 3,271 GWh, compared with 3,616 GWh in 2024, a 10% decline linked mainly to the drop in metric tonnage produced between the two years. Relative to production, energy consumption was also down, from 865 kWh/metric ton in 2024 to 796 kWh/metric ton in 2025, testifying to the significant efficiency gains achieved. These reflect the deployment of automated control systems for the most

energy-intensive furnaces, a more favorable product mix between the various rolling mills, and the reduction of material losses along the production chain (see Section 2.1.2.3 "Resources deployed"). The reduction in emissions per metric ton produced is also significant, down 15% year on year. In addition to reducing the energy intensity of our products, the carbon footprint of electricity purchased improved between 2024 and 2025.

Origin of energy consumed by the Group, 2025

Energy source	Unit	Low-carbon energy ^(c)		Non-renewable energy	Total	Total PCI
		Renewable	Nuclear			
Electricity ^(a)	Purchased	517	562	31	1,109	1,368
	Self-generated energy consumption	258		0	258	
Natural gas ^(b)	Purchased			1,903	1,903	1,713
Fuel oil ^(b)	Purchased	38		315	353	328
Charcoal	Self-generated energy consumption	1,112			1,112	1,057
TOTAL^(d)	GWH	2,487		2,249	4,736	4,465
Proportion of total energy consumed		%	41%	12%	47%	100%
			53%	47%	100%	

(a) Of which self-generated solar power consumption, excluding self-generated fossil fuel consumption (included in "Natural gas" and "Fuel").

(b) Including the fuel or natural gas needed to produce electricity at certain sites, such as Vallourec PT Citra Tubindo (Indonesia).

(c) Low-carbon: renewable or nuclear origin.

(d) This table also shows the energy consumption of high climate impact activities, since this concerns all the Group's activities.

In 2025, 53% of the energy consumed Group-wide was low-carbon (12% nuclear origin, 41% renewable). This figure was up on 2024 (52%) given purchases of low-carbon certificates in China where the energy mix is very carbon-intensive. In terms of fuel, biodiesel and bioethanol accounted for 11% of the Group's consumption over the year, enabling the effective substitution of fossil fuels.

As concerns electricity, since 2017, the Group has been basing its analyses on information from its providers, "market-based" data, and "location-based" national energy mix data. This allows the Group to better measure the impact of its choice of energy supply sources and to better manage them to reduce its carbon footprint.

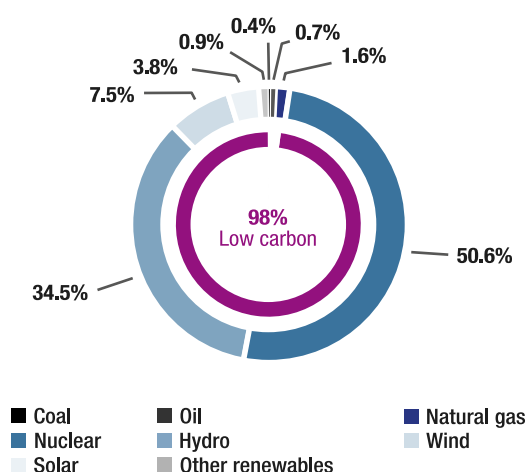
Energy produced by the Group, 2025

Energy source	Unit	Low-carbon energy ^(a)		Non-renewable energy	Total
		Renewable	Nuclear		
Energy produced	GWh	1,622	0	15	1,637
TOTAL	GWh	1,622		15	1,637

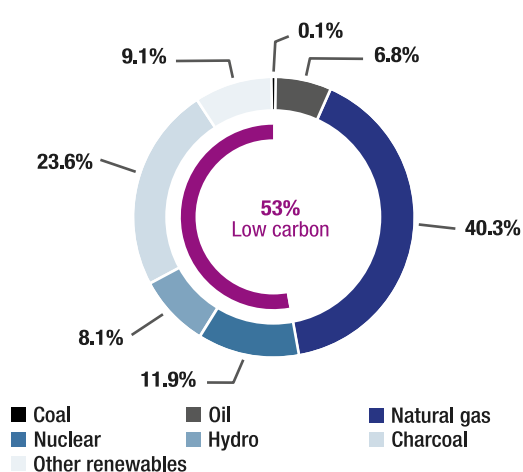
Low-carbon: renewable or nuclear origin.

Group energy mix, 2025

Electricity



All energy consumption (final)



The Group's electricity and final energy consumption, 2023-2025 (GWh)

Year	2023	2024	2025
Electricity consumption	1,542	1,477	1,383
All final energy consumption	5,668	5,178	4,736

In 2025, low-carbon electricity accounted for 98% of consumption (57% renewable, 34% nuclear), an increase compared with 2023 (94%).

The share of nuclear power remained at a high level: since the start of 2023, Emission-Free Energy Certificates (EFECs) have covered all consumption in the southern United States. This is in addition to a nuclear power supply agreement coupled with purchases of Emission-Free Energy Certificates (EFECs) covering consumption in Youngstown (Ohio).

Low-carbon electricity certificates were purchased for Vallourec sites in China. Given that China's electricity mix is highly carbon-intensive, the impact on the carbon footprint is significant.

Many electricity suppliers have also reduced the share of thermal power plants in their energy mix. Vallourec benefited from a solar power purchase agreement in Brazil, which accounts for almost 47% of the Group's total electricity consumption. As such, more than 99% of the electricity mix of Vallourec's power suppliers in Brazil is low-carbon (including 58% hydro).

French sites also consume low-carbon electricity, thanks to the high proportion of nuclear power in the country's energy mix. The closure of the German sites contributed to a sharp drop in emissions linked to electricity consumption in the Eastern Hemisphere.

To improve its energy position, Vallourec plans to continue its efforts in countries where carbon is predominant in the energy mix.

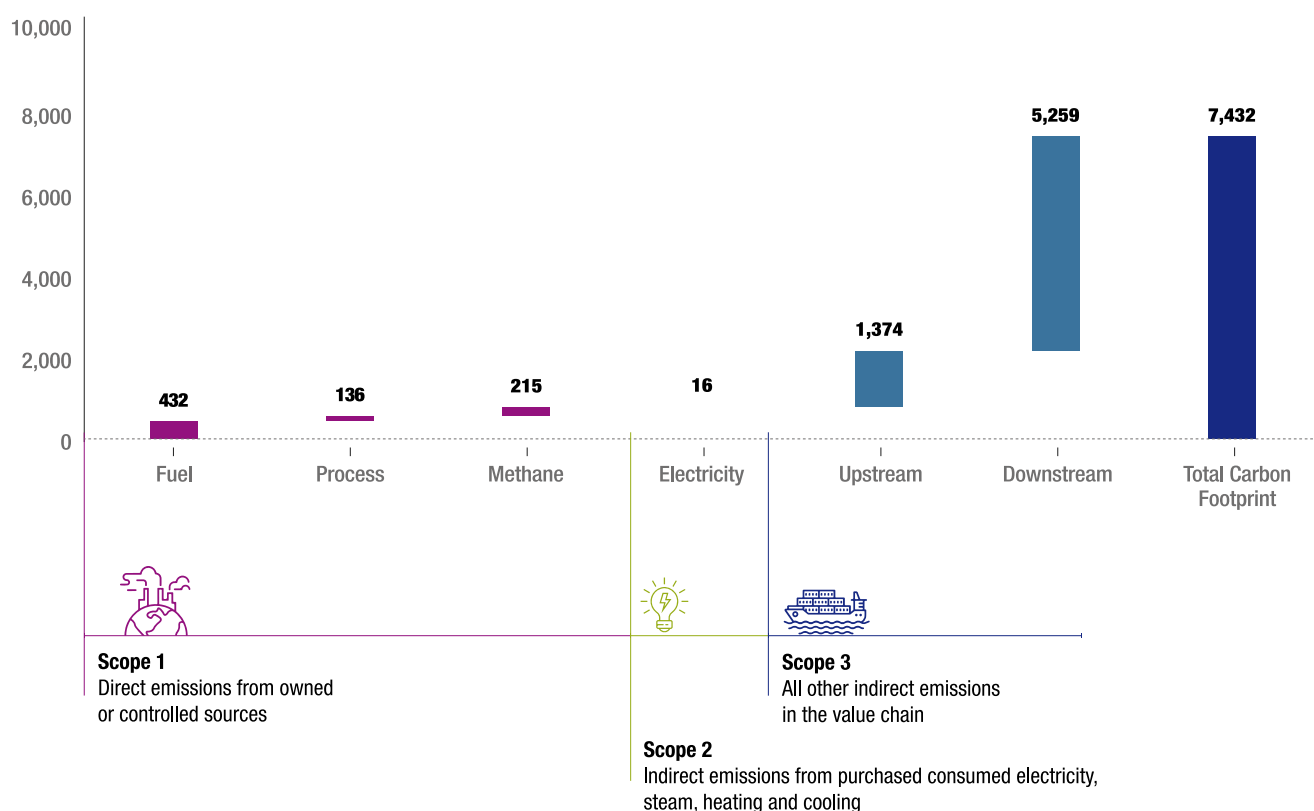
B) Assessment of GHG emissions

Methodology

Emissions were calculated using the GHG Protocol methodology. It first distinguishes between direct emissions controlled by the Company (Scope 1), whether fossil (e.g., combustion of natural gas), biogenic (methane from wood carbonization) or linked to chemical processes (reduction reaction of iron). This is followed by indirect emissions resulting from the production of electricity consumed by the Company (Scope 2) and other indirect emissions (Scope 3) upstream or downstream in our value chain. Since the 2019 assessment, Vallourec's calculation scope has therefore included all of the applicable categories proposed by the GHG Protocol since 2017. Emissions linked to the energy consumption of products sold by the Company must be included in downstream Scope 3, in the "use of products sold" category. The products sold by Vallourec do not consume energy, but a method has been developed to calculate their indirect carbon impact resulting from their use in energy projects. The Group voluntarily accounts for these emissions in the downstream Scope 3 category (see Appendix 2 – Methodological note).

In 2025, the World Steel Association published a new emission factor for steelmaking in its "2025 Sustainability Indicators" report, incorporating the global warming potential of methane (CH₄) and nitrous oxide (N₂O), in addition to carbon dioxide (CO₂), which was already taken into account. This update results in a significant increase in the emission factor of steel purchased by Vallourec, since the worldwide average as estimated by the World Steel Association has risen from 1.92 tCO₂/metric ton of steel to 2.18 tCO₂e/metric ton of steel. As this increases Vallourec's Scope 3 emissions by 4%, emissions since 2017 have been recalculated. Primary data from steel suppliers obtained via Environmental Product Declarations have also been taken into account, improving the initial estimates. Additional updates, representing a total change of 0.1% in the overall carbon footprint, have also been incorporated into the calculations, mainly in relation to compliance with the requirements of the standard defined by the Global Steel Climate Council (GSCC).

The Group's carbon footprint at 2025 (in kt of CO₂e)



Monitoring the Group's carbon footprint (kt of CO₂eq)

Type of emissions	2017	2021	2022	2023	2024	2025
SCOPE 1 GHG EMISSIONS (GHG PROTOCOL)						
Total Scope 1	1,124	1,048	1,028	943	900	783
SCOPE 2 GHG EMISSIONS (GHG PROTOCOL)						
Total Scope 2 (location-based)	667	401	447	361	324	283
Total Scope 2 (market-based)	510	162	153	96	63	16
SCOPE 3 GHG EMISSIONS (GHG PROTOCOL)						
Total – Scope 3	11,679	7,754	7,925	6,812	6,540	6,633
TOTAL CARBON FOOTPRINT (SBTi)	13,313	8,964	9,106	7,851	7,503	7,432
Total GHG emissions – location-based (GHG Protocol)	13,469	9,202	9,400	8,116	7,763	7,699
Total GHG emissions – market-based (GHG Protocol)	13,313	8,964	9,106	7,851	7,503	7,432
GHG intensity – location-based (gCO₂e/€ net revenue)						2.02
GHG intensity – market-based (gCO₂e/€ net revenue)						1.95

Vallourec's business sectors (heavy industry, manufacturing and mining) are high climate impact sectors within the meaning of European regulations. The Group consumed 1.24 kWh/€ of revenue for its operations in 2025 (all energy sources combined), against total revenue of €3.809 billion (see chapter 6, section 6.1.1.3 "Revenue"). This corresponds to a carbon intensity of 1.95 gCO₂eq/€ of revenue, using the market-based approach.

Separate reporting of biogenic CO₂ emissions

In accordance with the GHG protocol, biogenic CO₂ emissions linked to the use of charcoal – in particular during its carbonization and subsequent reaction in the blast furnace and pelletization unit

– are zero given that the emissions match the CO₂ absorbed by biomass during its growth. These emissions are nevertheless reported separately.

Scope	Type of emissions	2017	2021	2022	2023	2024	2025
1	Direct biogenic (ktCO ₂ e only)	1,901	1,651	1,561	1,635	1,636	1,548

Monitoring the Group's emissions reduction commitments for 2025

The Group confirms that it reached all the targets set under the Science-Based Targets initiative (SBTi) as of 2022, and that it has exceeded them every year since. The breakdown is shown in the table below.

Targets (2017-2025)	2017 (base)	2025	2025 (target)
Reduce the fossil and biogenic carbon footprint of industrial activities (Scopes 1 and 2, in ktCO ₂ e) by 20% in absolute terms	1,634	799	1,307
% achieved	0%	255%	100%
Reduce the intensity (metric tons of CO ₂ per million euros of added value) of purchases of raw materials and services by 45%	2,308	658	1,269
% achieved	0%	159%	100%
Reduce Scope 3 indirect emissions by 25% in absolute terms, including transportation and the use/end-of-life of products in various markets (in ktCO ₂ e)	11,678	6,635	8,758
% achieved	0%	173%	100%
Reduce the emissions from value chain from the purchase of raw materials (including steel) to the use and end-of-life of products (Scopes 1, 2 and 3, in ktCO ₂ e) by 25% in absolute terms	13,312	7,432	9,984
% achieved	0%	177%	100%

Monitoring the Group's emissions reduction commitments for 2030

To present a continuous view of its performance monitoring since the reference year, Vallourec calculated the indicators defining its targets for 2030 in compliance with the calculation scope and data quality criteria stipulated in the GSCC standard:

Targets (2021-2030)	2021 (base)	2022	2023	2024	2025	2030 (target)
Target 1: reduce the carbon footprint of hot-rolled steel used by the Group (tCO ₂ e/metric ton of rolled steel)	1.70	1.57	1.44	1.13	1.16	1.20
% achieved	— %	26%	52%	114%	109%	100%
Target 2: reduce the carbon footprint of finished tubes produced by the Group (tCO ₂ e/metric ton of finished tubes)	1.87	1.73	1.62	1.32	1.34	1.31
% achieved	— %	25%	45%	98%	95%	100%
Target 3: reduce the Group's total carbon footprint by 25% (ktCO ₂ e)	8,964	9,106	7,851	7,503	7,432	6,723
% achieved	— %	-6%	50%	65%	68%	100%

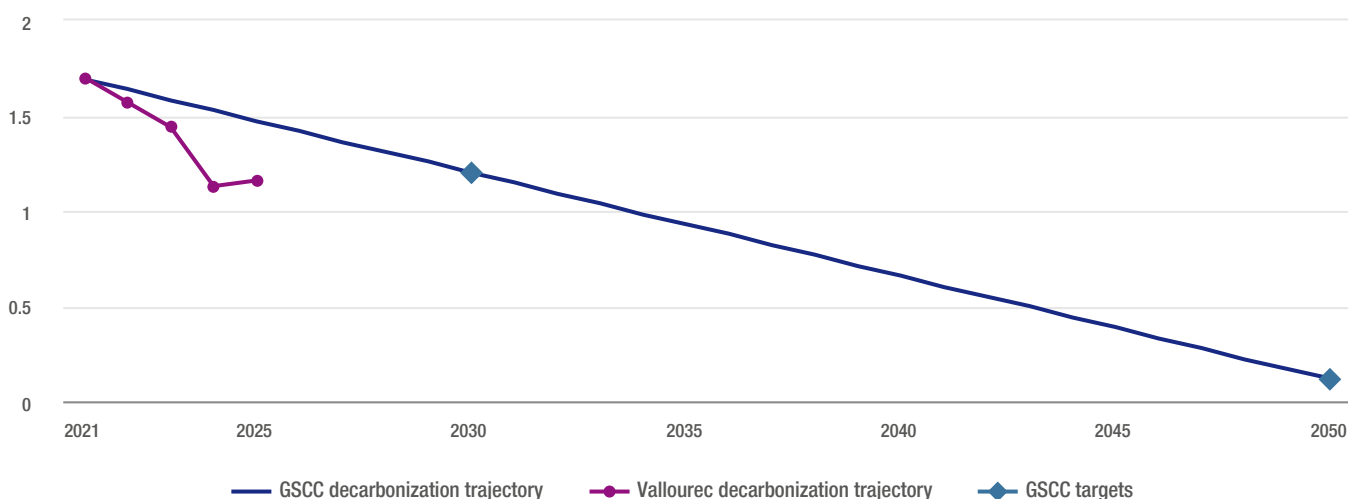
Vallourec is therefore on a pathway compatible with its 2030 targets. This decarbonization trajectory is ambitious for the steel production sector as a whole, as they correspond to a trajectory of limiting global warming to 1.5°C. Although the carbon intensity of rolled steel fell below the targets set for 2030 in 2024 and 2025, the conditions that led to these results are not inherently permanent. In particular:

- the reduction in inventories led to lower purchasing volumes of steel from external suppliers. The latter mainly use blast furnaces or direct reduction, a process that emits two to three times more than the Group's own steel production; and
- market dynamics support more significant growth in plants with higher carbon footprints. While the strategic decision to transfer production capacity from Germany to Brazil previously enabled Vallourec to establish a low-carbon industrial footprint, changes in the production plan are from now on less favorable.

In addition, recent strategic decisions led to the shutdown of the blast furnace at Jeceaba, whose waste heat was reused. This shutdown will lead to a significant increase in natural gas consumption at the site.

Although these factors are set to cause an increase in emissions, the Group remains committed to achieving its targets.

Commitment to reducing the carbon footprint of hot-rolled steel



Trend analysis

The Vallourec Group's total emissions remained stable in absolute terms at 7.4 million metric tons of CO₂e in 2025. However, excluding emissions from product use, which is voluntary in Vallourec's case, direct and indirect emissions were down by a significant 11% in absolute terms. Two main factors contributed to this decrease:

- the "Value over Volume" strategy allowed the Company to reduce tonnages while improving its financial performance. Between 2024 and 2025, total metric tons rolled by the Group fell by 9%;

- by maintaining a high level of performance in terms of CO₂ emissions, the increase in the carbon intensity of the steel rolled by Vallourec has been kept at around 1.16 tCO₂e per metric ton of steel. This level is well below the 1.5°C trajectory set by the GSCC, which set a target of 1.47 tCO₂e/metric ton of steel in 2025.

Since the base year for SBTi targets (2017), the decline has been even greater. Emissions across the value chain have plunged 44%. As a result, the three absolute reduction targets for direct emissions (Scopes 1 and 2) and indirect emissions (Scope 3) set for 2025 were met ahead of schedule.

Comparison of Vallourec's carbon footprint, 2017-2025 (kt)

	Comparative 2017-2025		Comparative 2024-2025
	Absolute reduction in emissions (tCO ₂ e)	Reduction percentage (%)	Reduction percentage (%)
Scope 1	340	30%	13%
Scope 2 (location-based)	384	58%	13%
Scope 2 (market-based)	494	97%	75%
Scope 3	5,046	43%	-1%
TOTAL GHG EMISSIONS (LOCATION-BASED)	5,771	43%	1%
TOTAL GHG EMISSIONS (MARKET-BASED)	5,881	44%	1%

Scope 1

A number of factors contributed to the decrease in Scope 1 emissions between 2024 and 2025. In 2025, the "Value over Volume" strategy has a direct impact on Scope 1 emissions in absolute terms. Given the plunge in steel and tube volumes, gas consumption (accounting for 45% of Scope 1 emissions) and process emissions (accounting for 17% of Scope 1 emissions) are therefore directly reduced. Furthermore, the Group's energy assessment showed a significant reduction in gas consumption per metric ton of steel and tubes produced, thanks to an improvement in the overall yield from pelletizing, blast furnace and rolling activities. The Group also increased its production of charcoal from 6,131 metric tons in 2024 to 9,500 metric tons in 2025 thanks to its methane-free Carboval process.

Overall, the Group's direct emissions were down by 13% compared with 2024, and by 30% compared with 2017.

Scope 2

Since 2017, total Scope 2 emissions have fallen by 97% under the market-based methodology. The decline has been continuous over the last five years, and was 75% between 2024 and 2025.

According to this approach, the carbon intensity of Vallourec's electricity consumption was around 28 gCO₂e/kWh in 2025 (including upstream energy), well below the world average of around 445 gCO₂e/kWh⁽¹⁾ (see Section A "Detailed energy assessment"). In 2025, 7% of electricity consumption was linked to unbundled contractual instruments, and 59% to bundled contractual instruments.

To ensure that its electricity needs are met, the Group relies on self-generation, plus low-carbon electricity suppliers. A number of strategies have been put in place, such as direct investments in new solar and wind generation capacity in Brazil, long-term purchase agreements associated with on-site solar capacity in China (on-site Power Purchase Agreements), and nuclear and renewable energy Guarantees of Origin in the United States. In 2025, 98% of electricity consumed by the Group was low carbon, compared to 94% in 2024.

Over the 2021-2023 period, the closure of the German sites, powered by electricity six times more carbon-intensive than the Group average, also helped to reduce Scope 2 emissions.

Scope 3

Excluding emissions linked to the use of products sold, which Vallourec reports on a voluntary basis, upstream indirect emissions (Scope 3) fell by 2.7% between 2024 and 2025, to 1,513 ktCO₂e in 2025.

The carbon footprint of the steel purchased by Vallourec was determined by collecting actual data from suppliers. 88% of emissions linked to steel and tube purchases are now calculated using supplier data. There have been no structural changes in the portfolio of steel suppliers since 2024, keeping emissions from steel and tube purchases stable.

The Company's other Scope 3 categories fell slightly, in line with data relating to business activities. This is the case for the purchase of raw materials for steel manufacturing, investments and business travel. Emissions relating to extraction, transport and transformation of energy consumed are also falling, thanks to the reduction in gas consumption and the growing use of low-carbon electricity.

D) Carbon capture by Vallourec Florestal

In 2015, the Group carried out an analysis of the carbon cycle for the forest operated in Brazil with the help of university and institutional experts.

The study, which took place over several years, aimed to provide evidence that the Company had managed this forest responsibly from a carbon emissions standpoint, that it had a sound methodological basis that would allow it to estimate the emissions with sufficient precision, and, correspondingly, to set a medium-term emissions objective.

The 164,000-hectare forest area operated by Vallourec Soluções Tubulares do Brasil (VSB) through its Florestal subsidiary comprises a planted area of 85,000 hectares and a protected area of 64,000 hectares. The native forest areas are left untouched while the remainder is cultivated. Every year, about one seventh of the cultivated forest is cut down for the production of charcoal, and that area is then immediately replanted. As they grow, trees absorb CO₂. The trunks of harvested trees are transformed into charcoal, with a high carbon content, in furnaces designed for that purpose. The charcoal then enters the cast iron manufacturing process needed to manufacture steel in addition to iron ore. The charcoal combustion involved in this process produces CO₂ emissions. The widely accepted industry assumption in Brazil has so far considered that this CO₂ is gradually reabsorbed by the forest during its growth, by photosynthesis.

⁽¹⁾ International Energy Agency (2024), Electricity Market Report 2024 – Analysis – IEA.

The study in question provided specifics, over a long period, about the quantity of carbon involved from the twofold perspective of measuring stock and measuring the flows of carbon and greenhouse gas, taking into account initial deforestation operations. It was conducted by Vallourec Brazil's Environment Department, with the assistance of the University of Lavras, the University of Viçosa, and consulting firms RS and GeoConsult, all under the supervision of the French National Forests Office (ONF).

The study considered the scientific research and data that have been available for the past 30 years, and used public aerial surveys to determine the scope and nature of the native or exploited forest.

Particular care was taken, firstly in calculating the emissions at each stage in the processes of exploiting the forest and carbonization, using the scientifically recognized methods, and secondly, with regard to analyzing the phenomena of carbon capture in the atmospheric and underground biomass. The study lastly concerned the role of soil from the viewpoint of carbon retention, thanks in particular to on-site measurement initiatives on various kinds of soil, and around stumps and roots of trees at various stages of growth.

2.1.3 Climate risk adaptation (ESRS E1)

2.1.3.1 A strategic challenge

Some of the consequences of climate change are already having an impact on Vallourec's value chain. For example, the energy transition is fueling the transformation of the Company's strategic markets, notably through the Delphy and New Energies solutions focused on the development of renewable energies. Chronic or acute weather events could also affect the entire production process, from supply chain to product distribution.

Understanding and assessing Vallourec's vulnerability to climate change has therefore become strategic. Using its analysis of climate impacts, the Group is able to anticipate risks and build a resilient business model with regard to its environment and in terms of the use of natural resources.

2.1.3.2 Climate risk mapping

The Group has identified several types of climate risk. The risk identification process is based on an analysis of the risks most frequently encountered by manufacturers, as set out in public (ADEME, European Commission, etc.) or private methodological guides. The analysis is based on an identification of actual damage suffered by the Company. The climate risk review, validated by internal stakeholders, notably the Insurance, Internal Control and Finance Departments, is submitted to the Audit Committee. The most significant risks are listed below.

In essence it shows that, in the 1983-2013 period, i.e., in 30 years, the forest captured 29.6 million metric tons of CO₂ (indexed) equivalent, after taking into account the particular property of methane as a greenhouse gas emitted during carbonization. It also shows that, after considering the CO₂ emissions during the cast iron manufacturing process in the blast furnaces, the net capture over this period was 7.4 million metric tons, or on average 250,000 metric tons per year, whereas until now, due to the conservative assumptions adopted, the estimated annual analysis was an emissions level of around 300,000 metric tons.

Based on this information, it was thus possible to redefine a method for calculating the carbon footprint of the forest/blast furnace system that was used to establish the Group's annual carbon analysis since 2015 on more precise bases.

Given the methodological changes, in the coming years, Vallourec plans to update the method used to calculate the carbon captured by its Brazilian forest, with the help of its Vallourec Soluções Tubulares do Brasil teams and a specialized firm.

The Group has identified:

- a basis for analysis corresponding to a 30-year stretch of climate history. This period is considered sufficiently long to be representative of the local climate at Vallourec sites and sites in its supply chain, thereby limiting the distortion caused by extreme weather events;
- a short-term horizon, corresponding to the period covered by Vallourec's five-year business plan;
- a medium-term horizon, from the end of the business plan through to 2035; and
- a long-term horizon, corresponding to the period 2035-2050.

While risk assessments are made over these time horizons, the scenarios used to quantify risks depend on the nature of the risk in question.

RISKS ARISING FROM CHANGES IN REGULATIONS AND STANDARDS

Given the significant increase in new regulations and the stricter standards in place or currently under discussion, the three risks that could have a financial impact for Vallourec would be:

- announced changes to the European policy on carbon quotas;
- the European Union's Carbon Border Adjustment Mechanism (import tax); and
- extension of carbon quotas to industry in other countries.

TRANSITION RISKS CONCERNING SUSTAINABILITY OF THE GROUP'S BUSINESS MODEL IN A LOW-CARBON WORLD

By having its 2025 decarbonization roadmap validated by the SBTi under its own initiative in 2019 and 2020, and by putting in place its 2035 Climate Challenge program in 2022 (see Section 2.2.2.2), the Group has begun to change its sources of supply, transform some of its industrial processes, and develop new business opportunities (hydrogen, CCUS, geothermal and solar markets). The Group's target is to generate 10-15% of its EBITDA in New Energies by 2030.

The Group's new commitment to reduce its greenhouse gas emissions by 25% by 2030 compared with 2021 across all Scopes reinforces its ambitions to transition to low-carbon markets, which will be necessary to achieve this objective (c.f. 2.1.2.1 Key commitments).

2.1.3.3 Risks arising from changes in regulations

I) EMISSIONS REGULATION SYSTEMS

Pursuant to Commission Delegated Regulation (EU) 2019/331 of December 19, 2018, Commission Implementing Regulation (EU) 2019/1842 of October 31, 2019 and the Commission decision of June 29, 2021, at the end of 2021, the national environmental authorities informed Vallourec of the total free emission quotas allocated for the years 2021 to 2025 in phase 4 of the ETS system, along with the yearly amounts for each of the eight Vallourec facilities concerned (four in France and four in Germany).

In 2024, the four German sites of Rath and Mülheim had reduced their emissions compared with 2021 and 2022. A large surplus of free allowances was generated as a result, and 45,000 metric tons of CO₂ were sold on the market. The surrender of free allowances wrongly allocated to sites reduced the number of German allowances by a further 23,336 metric tons. Following the closure of the German sites, the remaining German quotas were transferred to the Aulnoye-Aymeries pipe mill, which was still in operation at the beginning of 2025.

Following their closure, three French sites also stopped being allocated allowances: Vallourec Bearing Tubes and the Déville tube mill in 2022, along with the Saint-Saulve pipe mill in 2024. These sites either transferred their allowances or were sold together with their allowances to a third party. In 2025, only one site remained in

II) CARBON BORDER ADJUSTMENT MECHANISM

In order to bring imports in line with the requirements of the EU ETS, the European Commission introduced the Carbon Border Adjustment Mechanism (CBAM), set out in Commission Delegated Regulation (EU) 2021/1767 of October 6, 2021, Commission Implementing Regulation (EU) 2023/2045 of September 18, 2023 and the legal framework established by Regulation (EU) 2021/1119. The first phase of this mechanism came into force in 2024, during which all imports of steel products for final application in EU ETS member states had to be declared. Accordingly, Vallourec submitted quarterly reports of emissions associated with the manufacture of imported goods. However, this phase of the CBAM does not require payment for the emissions reported.

PHYSICAL CLIMATE-RELATED RISKS

Extreme weather events in terms of intensity (acute risks), duration or recurrence (chronic risks) could generate various types of disruption:

- property damage to the Group's operating facilities; and
- loss of productivity, or even stoppages due to machine malfunctions, process disruptions or changes in working conditions.

The materiality of these events could increase if their impact on the entire production chain is taken into account, particularly when disruptions affect upstream sites.

INDIRECT RISKS

Vallourec's stakeholders are increasingly demanding with regard to its environmental performance. There are many associated risks:

- image or reputational risk, both internal (for company employees) and external; and
- risk of non-compliance with charters or selection criteria imposed by customers or investors.

operation, the Aulnoye-Aymeries tube mill, which was allocated allowances representing 9,021 metric tons for 2026. At the same time, the site surrendered allowances representing 11,582 metric tons for 2024 and sold 26,000 metric tons to a third party. The amount expected to be surrendered for 2025 is around 12,000 metric tons. These figures will be confirmed once all regulatory verifications of annual greenhouse gas emission declarations of our European plants have been carried out.

The balance of residual quotas for the Aulnoye pipe mill is 12,557 metric tons, which would enable the mill to meet its regulatory obligations in 2026 without purchasing additional allowances on the market. In 2025, 2% of Vallourec's Scope 1 emissions were covered by the EU ETS.

The risk of incurring additional costs relative to our competitors is tempered over the medium and long term, as the EU ETS applies to all production units in Europe, including those of our competitors. The latter have a higher annual quota deficit (i.e. surrender obligations higher than free allocations) than the Aulnoye-Aymeries pipe mill, and have been in this position for longer. In the case of a competitor outside the EU ETS, the Carbon Border Adjustment Mechanism would apply, probably at a greater cost due to the higher carbon intensity of imported products.

The purchase of CBAM certificates for reported emissions will be phased in as of 2026. The increase in the application rate will mirror the gradual phase-out of free allowances under the EU ETS. Both mechanisms (CBAM and EU ETS) apply to a single carbon market, guaranteeing the same price per metric ton of CO₂e. From 2034, the carbon market will be fully operational, and certificates will have to be purchased for all emissions at market prices, both domestic (via the EU ETS) or imported (under the CBAM). The carbon border tax will be reduced by the carbon taxes already paid upstream of product imports.

The CBAM will not materially impact Vallourec given the low volumes imported into the countries where it applies (less than 5%). The Company has the necessary traceability tools to justify the calculation of its products' carbon footprint and makes its suppliers aware of the need to obtain all the primary data required to provide comprehensive reporting.

For the volumes concerned, the carbon border tax is set to be lower on average than sums paid by the Company's importing competitors, given that the Brazilian production units supply most of the volumes imported into Europe. This lower tax stems from the product manufacturing process in Brazil, which has a lower carbon footprint since it uses recovered scrap metal, almost entirely renewable electricity and biogenic charcoal as a substitute for fossil coal (see Section 2.1.2).

2.1.3.4 Transition risks related to the sustainability of the business model

I) RISK MANAGEMENT PROCESS

Transition risks are reassessed annually as part of the Group's risk mapping process. These risks and the associated opportunities are assessed by comparing the global energy outlook of the business plan scenario with that of an accelerated transition scenario, specifically the International Energy Agency's Announced Pledges Scenario (APS):

- The baseline trajectory represents the Group's five-year business plan, which factors in all the impacts of existing or planned public policies relating to the energy transition. The most notable examples are the Inflation Reduction Act (IRA) in the United States, the implementation of the European carbon market and its Carbon Border Adjustment Mechanism, state infrastructure investment plans (power grids, railways, etc.), as well as all energy efficiency standards and any future step-up in these standards. In the medium term, the baseline trajectory takes into account the achievement of commitments not supported by public policy, so as to further influence the trajectory of global CO₂ emissions.
- The APS scenario (Announced Pledges Scenario) was selected as a comparative scenario to assess the consequences of a

faster transition than that envisaged in the Group's business plan. This assumes the achievement of all greenhouse gas emission reduction commitments made by countries around the world, even when they are not supported by a concrete policy agenda. It therefore represents the most ambitious prospect for change envisaged by governments, and considers that all the 1.5°C-compatible carbon-neutral pledges are achieved.

According to the Group's risk assessment scale, the benchmarking exercise identifies a "moderate" impact owing to Vallourec's strong growth push in the New Energies sector. This is corroborated by the results of the impairment tests carried out at December 31, 2025, which do not result in the recognition of any impairment losses (see chapter 7, Note 4 "Goodwill, intangible assets, property, plant and equipment and biological assets").

Transition risk management is therefore cross-functional. It is overseen by the Group's Strategy Department, and involves the Sales, Sustainable Development and Risk Management Departments to ensure consistency with energy policies and the energy outlook of manufacturers.

II) RESILIENCE PLAN

The transition risk resilience plan aims both to regularly monitor developments in sectors central to the Company's business and to leverage emerging opportunities in other sectors.

A) Determining current market expectations

In updating the business plan, oil and gas production forecasts drawn up by market intelligence companies are adjusted in line with demand curves influenced by public policy. This ensures that the Company's range of products and services matches the energy requirements formulated by governments. Taking into account public demands for transition thus strengthens the Group's resilience in the face of energy market transformation.

B) Leveraging emerging opportunities

New Energies markets play a crucial role in ensuring the resilience of Vallourec's business model. The Group's investments in energy transition sectors have enabled it to diversify its activities thanks to cutting-edge technologies and its long-standing expertise in the manufacturing of premium steel solutions:

- **The diversification of Vallourec's business** is reflected in its aim of generating between 10% and 15% of its EBITDA from its New Energies business by 2030. This diversification allows it to reduce its dependency on traditional Oil & Gas markets, and opens up new growth opportunities. It covers several markets with varying growth

drivers and levels of maturity. Geothermal energy, hydrogen, CO₂ capture, transport and storage (CCS) and biomass. Around 10% of the R&D budget is linked to the development of the New Energies offering (e.g. for the study of high-temperature, corrosion-resistant solutions, etc.).

- **The Company is transforming its business model**, historically based on the sale of premium products and services, and increasing its focus on providing services. This sales model goes hand in hand with a clear commitment to securing long-term contracts. It is complemented by turnkey solutions such as Delphy, a large-scale vertical underground hydrogen storage solution. This proprietary innovation meets a real industrial need for decarbonization by providing a buffer solution between electrolytic hydrogen production (intrinsically variable), and hydrogen demand (e.g., for the decarbonization of direct steel reduction).
- **Vallourec's expertise in premium steel solutions is at the heart of its transformation.** This enables it to develop new and advanced forging, threading and wire additive manufacturing (WAAM) solutions. Its Aulnoye-Aymeries technology hub is an example of the Group's commitment to creating new sales offers and to the New Energies sector.

C) Developing a network of actors for the energy transition

Vallourec's commitment to its partners in the energy transition reflects a strong conviction that the resilience of the business model can only be achieved through ambitious partnerships, ensuring global coverage in six different geographical areas to absorb the risks of uneven growth and seize any strategic opportunities:

- In 2024, Vallourec and H2V formed a strategic partnership aimed at supporting the development of the low-carbon hydrogen industry in France. By combining Vallourec's industrial expertise in tubular solutions and H2V's know-how in green hydrogen production, the two companies are working to secure and optimize infrastructure from hydrogen production to storage.

- Vallourec also partnered with NEXTCHEM, a specialist in the chemical industry focused on low-carbon applications, to design solutions tailored to new industrial processes, particularly in hydrogen production, CO₂ recovery, and synthetic fuels.
- In 2025, Vallourec signed a memorandum of understanding with Geostock, a global specialist in underground energy storage, and Mantle8, a research company specializing in geosciences. The aim is to strengthen the development of infrastructure needed for the energy transition, particularly in the fields of hydrogen and carbon capture, utilization and storage (CCUS). For example, with their complementary expertise, Vallourec and Geostock can cover all the needs of the electrolytic hydrogen storage industry.

The newly created partnerships are a means of extending the Group's customer portfolio.

2.1.3.5 Resilience to physical risks

I) AN HISTORICAL STRATEGIC CHALLENGE

In 2014, the Group conducted its first review of climate change risks and identified eight regions with distinct climatic characteristics. These regions were assessed based on eight studied hazards covering all identified risks. The study was updated in 2019 to reflect the Group's new industrial footprint

(notably the integration of the Tianda site in Chuzhou, China), risk trends, climate events and more accurate simulation methods. The findings of the risk study were submitted to the regional and site management teams concerned, with adaptation plans brought in accordingly.

II) RISK MANAGEMENT PROCESS

In 2023, the Group launched a new study to consolidate new governance arrangements for risk identification and management. This was overseen by the Sustainable Development Department, with the help of an external provider. The aim was to meet the requirements of the CSRD and Taxonomy regulations and to redefine the risk identification and management processes, taking more mature climate models into account.

In 2024, the Group worked on pilot sites in order to integrate climate risks within the Group's risk management procedure. This risk integration, which has now been tested and validated, allows the potential net impact of each climate hazard to be assessed, and the relevant mitigation measures to be identified.

In 2025, the procedure for assessing climate risks and defining action plans was rolled out to all the Group's strategic sites. The rollout of the corresponding actions is integrated into the Group's CapEx process when investments are required, and then directly into operational processes. This was the case for the capacity extensions of the Lisa and Santa-Barbara spillways in 2023 and 2024, respectively, the installation of air-conditioned shelters in outdoor activity zones, and the reinforcement of drainage systems in 2025. Projects are proposed by the regional operating departments and defended by the CapEx Committee, which validates them based on budget, timing, scope, organization and alignment with the Group's objectives (see the introduction of chapter 2).

A) Exposure to climate risks

The study involved a comprehensive screening of the Group's sites, as well as certain suppliers and strategic ports. The analysis covers the four categories of climate-related risks (temperature, wind, water, or solid mass), broken down into 28 climate hazards (heat wave, drought, cyclones, floods, landslides, etc.) aligned with the CSRD and the European Taxonomy.

Two scenarios are used. The first, known as "intermediate" (SSP 2-4.5⁽¹⁾), corresponds to an increase in temperature of around 3°C by 2100 compared with the pre-industrial period. It takes into account the impact of public policies currently in place or planned, but does not factor in the achievement of reduction targets announced by governments if they are not backed up by a concrete policy agenda. The second, known as "fossil fuel-based development" (SSP 5-8.5⁽¹⁾) corresponds to an increase of over 4°C, consistent with the absence of any new climate policies and the failure to deliver on climate policies currently in place or planned. The worst-case scenario (SSP 5-8.5) serves as a benchmark for quantifying the risks of property damage and business interruption in the short term (2030-2050), as well as for the design of adaptation measures.

The exposure analysis corresponds to the quantification of around a hundred climate indicators for both scenarios, characterizing the 28 hazards in the localities of the 47 selected sites, partners or ports.

⁽¹⁾ The SSP (Shared Socio-economic Pathways) scenarios use different assumptions in terms of socio-economic development (population, education, GDP, urbanization) depending on whether or not climate policies are implemented. They were developed by the IPCC (report 6), and include climate policies aligned with the Paris Agreement (SSP 1-1.9, SSP 1-2.6), voluntary but insufficient (SSP 2-4.5) or absent (SSP 3-7.0, SSP 5-8.5).

B) Gross vulnerability to climate-related risk

The study is similar to an FMECA⁽¹⁾ analysis: after analyzing the risk exposure, its potential impact on the Company's activities must be determined, taking into account a prospective vision of future climate change. The impact curves were constructed in internal workshops aimed at gathering site-specific resilience information. The study makes it possible to estimate the probability and magnitude of the impact of climate-related risks for a given site, thereby characterizing its potential vulnerability to business interruption and material damage.

The results of this in-depth analysis provide an understanding of climate challenges – how will these risks affect facilities, the workforce and operational costs?

The comprehensive study conducted in 2023, supplemented by site audits in 2024 and 2025, highlighted the various risks to which the Group's value chain is exposed. All climate hazards must be taken into account in the Company's adaptation plan. The figures below show the risks associated with the absolute impact of climate change on the Group's sites.

Although supported by companies specializing in climate change adaptation using the very latest databases, uncertainties remain

V) CLIMATE CHANGE ADAPTATION PLAN

Identifying the main risks allows the Group to formulate a comprehensive action plan targeting its most vulnerable activities.

Among the 28 climate hazards listed in the CSRD, several major families stand out.

- **With flooding identified** as the most significant operational risk related to climate hazards, several sites, in China and Brazil for example, have upgraded their flood contingency plans. In Brazil, protection against flooding associated with extreme rainfall events in urban areas has also been strengthened. In the United States, gutters and roof drains are inspected on a quarterly basis. In 2025, new projects to adapt to exceptional floods were launched, particularly in China, even though no flood of the defined magnitude had yet impacted the sites in question. Adaptation measures to address the impacts of climate change may also be imposed by various local authorities. For example, the Brazilian authorities determined that the exceptional rainfall risk should be substantially increased in relation to the dikes protecting the Santa-Barbara dam built in 1995 to collect the runoff from Vallourec's iron ore mine in Pau Branco. Vallourec accordingly began work on an overflow weir. An overflow weir was also built at the mine's other rainwater retention dam, Lisa, which is smaller. The Vallourec Mineração teams have implemented a system to continuously monitor the structural soundness of these dams, linked to an alert system. Emergency exercises are organized internally and for the local populations concerned.

as to the quantification of risks. This is due, for example, to the highly local nature of weather events and to the complexity of modeling meteorological phenomena.

C) Net impact

In 2024 and 2025, with the help of a company specializing in climate risks, Vallourec was able to define the net climate risk for some of its strategic sites. Site visits enabled it to take into account the specific characteristics of local industrial processes and the measures already in place. Such measures can be preventive (such as maximizing the recirculation rate of industrial water, or the presence of dikes to protect against flooding) or palliative (as set out in emergency and business continuity plans).

The analysis also took into account the impact of climate change on various strategic suppliers and ports. The results show that, in the medium term, potential consequences such as supply chain disruptions and delivery delays could be absorbed by the inventories held at Vallourec sites. Vallourec therefore has the necessary capacity to manage these potential contingencies.

- The proposed adaptation measures also cover the ability to maintain operations in the event of **extreme heat**, while ensuring the safety of employees. The most common measures include air conditioning in confined workspaces such as control rooms, ventilation in fixed workstations, access to air-conditioned rest areas, adapting work schedules to weather conditions, and using personal protective equipment suitable for hot weather.
- With its ambitious targets for reducing water consumption and an overall recirculation rate of 98% by 2025, the Group has already significantly limited its exposure to **drought risks**. The two sites located in high-risk areas, in Saudi Arabia and France, are supplied with seawater and rainwater respectively (associated with reservoirs with a capacity many times greater than the maximum number of days without rain).

Adaptation measures continue to be updated and monitored regularly in 2025, both by operations and local environmental managers. This approach is structured by the Group's climate adaptation policy, developed on the basis of work carried out at pilot sites and applied to all of the Group's strategic sites since 2025. This policy specifies the reference documentation and methodology to be used during site visits, aimed at quantifying risks and developing action plans, as well as specifying the roles and responsibilities of all parties.

⁽¹⁾ FMECA: Failure Mode, Effects and Criticality Analysis.

2.1.4 Preventing pollution risks (ESRS E2)

2.1.4.1 Risks of water, air and soil pollution as well as risks related to hazardous substances and noise pollution

The Group's manufacturing processes involve working with molten materials at very high temperatures using heavy machinery and equipment. The ensuing risks include industrial accidents, explosions, fires and environmental hazards such as accidental discharge of polluting or dangerous products⁽¹⁾, liable to cause unforeseen interruptions to its business, total or partial destruction of facilities, pollution or even personal injury or death.

Such events may involve the Group in legal proceedings for damages against it and/or lead to the application of penalties, and may have an adverse effect on the Group's business, reputation, earnings and outlook.

The Group's production activities in the various countries where it has a presence are subject to numerous and wide-ranging environmental, public health and safety regulations which are constantly being updated. These regulations concern, in particular, the prevention of major accidents, use of chemicals, disposal of wastewater, disposal of hazardous industrial waste, and noise pollution. Their purpose is to ensure that the Group is in control of the various environmental risks inherent to its activity, including air, water and soil pollution, and the risk of damage to biodiversity.

The Group's activities also require numerous permits and authorizations in areas such as the environment, safety and public health. These include operating licenses, wastewater discharge permits, water withdrawal permits, and permits for the transport or landfill of hazardous waste products, all of which may be renewed, modified, suspended or potentially revoked by administrative and government authorities.

Each site has specific emergency procedures for dealing with potential pollution incidents. For example, to mitigate the risk of water pollution, booms and spill kits are available to contain and

clean up spills. For ground pollution, absorbent kits are ready to be deployed to treat or neutralize hazardous substances. These measures enable the Group to react quickly and effectively to minimize environmental impacts.

The Group strives to strictly comply with these authorizations and, more generally, with environmental laws and regulations. Maintaining compliance with existing regulations and standards results in costs and expenses that could increase significantly in the future if new regulations or stricter standards were to be adopted.

In addition, the authorities and courts might require the Group to carry out investigations and cleanup operations, or even restrict its activities or close its facilities temporarily or permanently, and/or require it to pay fines. As regards its former activities, the Group could be held responsible in the event of damage to persons or property, which could adversely affect its earnings.

Vallourec does not define a Group target because operating permits are specific to each site. The sites are therefore free to define their objectives, progress reporting and improvement actions with regard to water, air and soil pollution. In accordance with local regulations in force, the Group's industrial sites monitor pollutants. In order to meet new requirements under the CSRD, an analysis was carried out in 2025 on the basis of Annex II of Regulation (EC) 166/2006. This first stage identified potential substances and pollutants to be monitored by the sites. However, the sampling tests required to produce consolidated results have not yet been launched; they will be launched in 2026 in order to define the elements to be consolidated in the next reporting year.

Consequently, the metrics reported this year correspond to those historically tracked by the Group's sites, notably for the purposes of ensuring compliance with the various local operating permits.

⁽¹⁾ These risks relate in particular to carcinogenic, mutagenic or reprotoxic (CMR) substances.

2.1.4.2 Emissions to water

I) STRATEGY

In addition to optimizing its use of water resources (further details in section 2.2.3), Vallourec also seeks to reduce the quantities of process water discharged into the natural environment after being treated at internal purification plants, for example, thereby significantly improving internal water recycling.

The sites monitor their pollutant discharges in agreement with the local authorities and the Group reports annually on total discharges into the natural environment.

All production sites are ISO 14001 certified and are therefore managed using a system based on risk analysis and continuous improvement.

The risk of pollution in wastewater is low. Wastewater is fully treated, either at internal treatment facilities at Vallourec sites, or by external treatment plants before being discharged into the

environment. When treated at Vallourec sites, site employees track numerous metrics, which must comply with strict thresholds to guarantee that discharges are in line with site operating permits. The aim is to keep within the limits set by local regulations at each production site.

At Group level, the following key metrics are monitored:

- suspended particulate matter, to limit the load of water discharged into the environment;
- oxygen demand, linked to the development of micro-organisms; and
- hydrocarbons and heavy metals, which can contaminate water during the Group's industrial processes.

II) ACTION PLANS

Depending on the geographical location of the sites and the complexity of the processes, operating permits set very different monitoring parameters. Each site implements its own action plan as part of its environmental management system, in order to comply with applicable legal thresholds. The Group's action plans are therefore adapted to local conditions in each geographical area. For example:

- in Brazil, the Barreiro site has worked on the quality of its effluents so that it can discharge directly into the waterways and thus reduce the burden on the city's water treatment plant. Thanks to the reduction of its effluents, the site can therefore focus on the treatment of other water effluents and widen the availability of drinking water to local populations. This initiative has been approved by the environmental authorities of Minas Gerais;

- the Jeceaba site has automated the dosing system for effluent treatment chemicals, increasing the reliability of the treatment process; and
- in 2022, the Youngstown site in the United States optimized its chemical treatment of effluents to significantly reduce dissolved solids content, which enabled the site to increase its water reuse and as a result reduce water withdrawals and water discharges into the city's water treatment plant.

III) PERFORMANCE

The quality of plant waste in the natural environment has improved over recent years.

The 2025 assessment provided the following figures:

Year	2017	2021	2024	2025
SPM (suspended particulate matter) (<i>metric tons</i>)	15.7	42.3	31.9	20.2
COD (chemical oxygen demand) (<i>metric tons</i>)	63.6	49.1	78.4	46.6
BOD (biochemical oxygen demand) (<i>metric tons</i>)	9.7	11.2	1.6	3.5
TH (total hydrocarbons) (<i>metric tons</i>)	0.40	0.08	0.04	0.35
Heavy metals* (<i>metric tons</i>)	0.75	0.64**	0.47	0.25

* As, Cd, Cr, Cu, Hg, Mn, Mo, Ni, Pb, Zn.

** The 2021 data were corrected following detection of an error for a high-contribution site.

In 2025, Vallourec continued to strengthen its water performance. Despite an increase in production (+3.5%), volumes of water discharged fell sharply (-20%), illustrating sustained efforts to optimize consumption and control discharges.

Effluent quality also improved on several key parameters compared to 2024: a substantial reduction in COD (-41%), lower heavy metals (-48%) and a decline in suspended solids (-37%), whereas a slight increase was noted the previous year following the accumulation of sludge in the tertiary treatment system at the Jeceaba site.

These results confirm the effectiveness of existing treatments and good operational control of the sites, helping to reduce the pressure exerted on aquatic environments.

Some increases were noted in other parameters, notably BOD and hydrocarbons. However, these fluctuations remained very low in relation to the volumes of water treated and discharged, and do not call into question the overall performance or compliance of the facilities. All the Group's discharges comply with regulatory limits, and no non-compliance was recorded in 2025.

2.1.4.3 Emissions into the air

I) STRATEGY

To preserve the quality of the air surrounding its plants, the Group systematically measures the levels of emissions into the air and implements appropriate solutions to limit each type of emission. As with emissions to water, sites monitor their emissions into the air in accordance with local laws and the specific requirements set out in their operating permits. Based on a risk analysis, no material air pollution risk was identified by the Environmental Management System (EMS) in place. The sites are therefore free to define their objectives, progress reporting and improvements actions.

The emissions produced by plants are gaseous compounds and particles. At Group level, the following key metrics are monitored:

- Nitrogen oxide (NO_x) and sulfur dioxide (SO₂) gaseous compounds resulting from burning natural gas. These can have

harmful effects on the climate, ecosystems, air quality, habitats and human and animal health; NO_x and SO₂ emissions are mainly linked to the use of natural gas in industrial processes. Consequently, the targets for reducing these emissions are linked to those defined in section 2.1.2, which details the specific measures and control strategies used to minimize their environmental impact.

- Emissions of volatile organic compounds (VOCs) stemming from the use of solvents for tube lubrication, lacquering and painting, and for degreasing and cleaning tubes and machinery parts. VOCs are organic chemicals that have a high vapor pressure at ordinary room temperature and can have harmful effects on climate, ecosystems, air quality, habitats and health.
- Particles emitted by dust-generating processes.

II) ACTION PLANS

Operating permits set the metrics to be monitored depending on the site's location and production processes. Each site implements its own action plan as part of its Environmental Management System (EMS), in order to comply with applicable legal thresholds. The Group's Action plans are therefore adapted to local conditions in each geographical area.

A) Gaseous compounds

- Nitrogen oxide (NO_x) and sulfur dioxide (SO₂) emissions come from furnaces and from the heat treatment of tubes. To limit these emissions, all furnaces are fed by natural gas, which is low in emissions, and maintenance is carried out to replace old burners with more efficient or "low-NO_x" burners that meet the highest technical specifications for this type of emission.
- Actions are put in place every year to limit VOC emissions at the source. Working with product suppliers and the "finishing process stakeholder community", local teams test products with lower solvent content and, where this is not possible, sites have set up systems to channel and treat emissions. As this mainly concerns vapors from surface treatments, facilities are equipped with a retention and treatment system in compliance with applicable regulations.

B) Particles

- The main potential sources of particulate emissions are steel mill furnaces and hot rolling. Capture systems are in place to continuously reduce emissions.
- The conditions for replacing refractories in electric arc furnaces and ladle furnaces were also modified to prevent the formation of dust. Particle retention is very efficient and sampling shows that the heavy metal content released (chrome, lead, nickel, etc.) is well below the authorized limits.
- Tube mills and finishing plants also produce dust resulting from the use of facilities for hot rolling, grinding and polishing tubes. Processes for sealing, aspiration and filtering are incorporated into the machinery to collect dust at the source. Where necessary, these systems can be supplemented by extraction devices and filters on the roof to capture diffuse emissions.
- Trucks, cars and other handling equipment moving around the buildings are also a source of dust emissions. To ensure that personnel and neighbors are not inconvenienced by dust clouds, the road surfaces are coated with concrete or macadam. They may also be watered during a dry period to limit re-entrainment.

III) ANNUAL ASSESSMENT OF EMISSIONS

NO_x and SO₂ emissions are calculated on the basis of natural gas consumption, with the exception of the VRCF site, where measurements are taken upon exit from the chimney stack.

VOC emissions are calculated based on the consumption of solvent-based products (varnishes, paints, degreasers, cleaning agents, etc.). The percentage of VOC emissions is generally displayed on the product's safety data sheet (SDS).

Particulate matter is measured at each emission point defined in the site operating permits, in accordance with local legislation.

Emissions into the air (metric tons per year)	2017	2021	2022	2023	2024	2025
VOCs	260	368	329	471	388	469
NO _x	633	495	540	492	419 (574)	507
SO ₂	5.9	4.4	4.8	4.3	3.8 (5.2)	4.6
Particles	N/A	668	882	662	613	326

Values in brackets correspond to emissions recalculated retroactively using the new EMEP/EEA emission factors.

In 2025, Vallourec achieved an overall improvement in its atmospheric emissions. Combustion gas emissions, mainly NO_x and SO₂, were up compared to 2024. This was due to the updating of the Group's calculation methodology. The emission factors used historically were replaced by factors taken from the EMEP/EEA Methodological Guide, the European technical reference for assessing emissions of industrial air pollutants. However, it should be noted that, excluding methodological changes, actual NO_x and SO₂ emissions continued to fall in 2025. This improvement was a direct result of lower natural gas consumption in line with the Group's "Value over volume" strategy. The apparent rise in emissions therefore reflects an improvement in the methodological quality of the data and not a deterioration in actual environmental performance.

Emissions of particulate matter (PM10) plummeted in 2025. The improvement was clearly driven by the Brazilian sites, where several targeted actions were implemented during the year. An in-depth technical benchmark was carried out to identify the best practices applied to blast furnace management and dust transport, which helped optimize and finalize improvements to filtration systems. At the same time, extraction and suction systems underwent enhanced inspection and maintenance, guaranteeing improved operation going forward. All these measures contributed to improving the efficiency of capture systems and substantially reducing fugitive dust emissions.

2.1.4.4 Emissions into soil

I) STRATEGY

In light of their age and locations in different regions, the Group closely monitors its industrial sites in order to respond rapidly if soil pollution is detected.

II) ACTIONS TAKEN

A) Sites in France

Consistent with site age and specific needs, soil studies have been completed at the Group's initiative without being required by administrations. The results of these investigations prompted some facilities to introduce piezometric sensor-based monitoring of underground water, after obtaining permission from the relevant regional authorities in France.

Groundwater monitoring using piezometric tubes is continuing at the Cosne-sur-Loire site. Operations were discontinued there in 2017, and the site underwent a thorough clean-up. Vallourec is following the instructions of environmental authorities on site rehabilitation. Talks are still underway with the municipality of Cosne-sur-Loire on a rehabilitation solution. In 2024, a Design Plan (*Plan de Conception* - PCT) was launched following a supplementary order issued by the relevant regional authorities in France.

Site rehabilitation work will be launched in 2026. A demolition permit request was submitted to the Cosne town planning authorities in December 2025. Demolition of the site will facilitate access to the pollution present under the former production workshops.

In Aulnoye-Aymeries, underground investigations were conducted on an old disposal site for miscellaneous materials. The site remains under close monitoring. A review of the biodiversity study conducted in 2023 confirmed that there was no impact on the site's biodiversity.

In Montbard, underground investigations were also conducted on an old disposal site, following a 2002 order issued by the prefecture. A groundwater quality synthesis and an Environmental

With regard to volatile organic compounds (VOCs), initial emissions before filtration increased in 2025. The increase was primarily caused by the update to our calculation method, which is now based on the full integration of the characteristics of products used, in particular the updated solvent content set out in the latest safety data sheets. This approach helps estimate gross emissions more reliably and in a way that is more representative of processes.

In addition, 2025 saw a targeted increase in production on certain finishing lines, leading to an increased use of VOC-emitting products. This increase in local activity mechanically contributed to the rise in emissions observed over the period.

For example, VOC emissions were up due to a more exhaustive calculation method and an increase in production on certain lines, but this does not reflect any change in Vallourec's commitment to monitoring its emissions footprint. The Group remains committed to improving processes to reduce solvent consumption. For example, in 2025, the Vallourec Oil & Gas site in Aulnoye-Aymeries took a major step towards reducing its environmental impact by deploying a new water-based paint line.

In 2024, the Group completed a paint standardization operation on all its production lines. The operation helped significantly reduce the use of solvent-based paints in favor of cleaner products.

Status Interpretation were carried out in 2023. An additional piezometer has been installed to improve groundwater monitoring. Findings are shared with the authorities on a regular basis.

The Déville-lès-Rouen site, which closed in June 2021, underwent full safety clearance and all the necessary shutdown measures were taken. Soil decontamination work on the site began in 2023, and a campaign to verify the effectiveness of the treatment was carried out in the third quarter of 2025, showing that the clean-up of the Déville site for future industrial use is satisfactory. The site is awaiting the issuance of the public utility easement (PUE). A promise to sell has been signed.

To date, only the utilities remain in operation (lighting/pumps/security).

B) Other sites

In Germany, following clean-up and dismantling, the sites were sold.

In Brazil, environmental risks only concern the Barreiro site, where four contaminated zones have been identified and reported to the Brazilian Environmental Foundation (FEAM). Rehabilitation and safety measures have been implemented in all these areas.

On September 6, 2024, the bulk waste storage area received its certificate of rehabilitation, validating its future use as a logistics condominium. The old store slag is in the final phase of appraisal by the environmental authority, pending technical approval and the certificate of rehabilitation. The chemical treatment area is monitored via piezometric sensors, and the former sludge depot was remediated in 2023, with regular monitoring of groundwater quality.

In 2025, at FEAM's request, Vallourec also launched investigations into areas undergoing dismantling: after a preliminary investigation, these areas are now the subject of ongoing follow-up investigations.

In the United States, the industrial land is leased. Soil analyses were conducted at the majority of the sites prior to Vallourec

launching its operations, in order to establish a baseline. Many of those sites are located in areas that have been industrial for many years. To the Group's knowledge, there is no record of any significant incident resulting from Vallourec's tube and steel production activities that has led to soil pollution.

2.1.4.5 Use of substances of concern and very high concern

The Group set up the ChemSafe program in 2012 to ensure optimal and secure management of substances of concern and very high concern. This program is based on an exhaustive inventory and on the centralization of Safety Data Sheets (SDS) in a single tool, enabling Vallourec to draw up a precise list of the substances used in industrial processes, identify those meeting the criteria defined in EU Regulation 2023/2772 and put in place appropriate protection systems. Through this approach, the Group rigorously monitors chemical products and their use, and ensures that products identified as posing the greatest risk to health and the environment are duly replaced.

In line with the CSRD, a major effort was made in 2025 to map the substances used by the Group. 760 substances meeting the criteria were identified in the global inventory, corresponding to

nearly 4,900 product uses across all sites. At present, the Group is not yet able to estimate quantities by substance. Vallourec is continuing its efforts to integrate data through its various centralized tools, in order to be able to disclose this information.

The ChemSafe program is described in section 2.2.2.1 "Health and safety".

In Brazil, the Florestal site, which operates eucalyptus plantations, uses phytosanitary products in compliance with its permits and in line with its Cerflor certification⁽¹⁾. Efficient spraying ensures coverage while keeping product quantities to a minimum.

R&D teams at Florestal's research center also conduct studies to validate substitutions.

2.1.4.6 Noise pollution

I) STRATEGY

The Group's activities are inherently noisy. The noise arises from various sources: steel mill furnaces, the cutting and storage of steel bars, the impact between bars and tubes, and the steel-rolling process.

The Group wishes to provide the best possible protection for its employees and local residents against the noise from its machines (steel mills, rolling mills, cutting plant), from moving products (impact between bars or tubes), and from transport (trains, trucks).

As a result, it has put in place targeted measures to minimize such nuisances.

II) ACTIONS TAKEN

To determine noise levels, the sources of noise are measured and analyzed. Depending on local requirements, these measurements are taken internally, at the edge of the site, or at neighboring properties if the plant is situated close to a residential area. At certain sites, very elaborate systems have been installed. They allow noise to be measured at very precise locations and to determine its source. Simulation software is often used to assess the reduction of noise levels that various insulating systems might provide.

To this end, the following actions have been recommended:

- establishing noise maps on the most critical and representative sites of sound levels in different workshops and staff exposure based on their number and the length of time spent working in the areas concerned;
- analyzing and improving the behaviors of employees and providers in the workshops;
- implementing best practices for new investments and refittings;
- reducing nuisances at the property limits and consequently for local residents by relying on regular measurement campaigns;
- favoring collective protection over individual protection measures; and
- reducing noise at the source.

The prevention and limitation of noise pollution in workshops and in the environment are criteria used for evaluating investment projects subject to validation, and this from the early stages of their eco-design.

Sound level measurements before and after the completion of work are most often requested.

Several types of measures are in place to limit noise, reduce it as far as possible or eliminate it entirely. The most effective measures are those that allow noise to be reduced at its source. For example, some plants replace pneumatic movement control by hydraulic movement control or incorporate rubber between tubes to avoid a much noisier direct impact. Similarly, the tubes are cleaned with Venturi-type nozzles instead of standard nozzles. Efforts to reduce noise pollution on a long-term basis continued throughout 2025. In Brazil, several stand-alone noise monitoring systems have been installed in sensitive areas to enable continuous monitoring. In addition, the internal operation of locomotives has been limited to daytime hours, with new light-based signaling systems being used in the evening to reduce night-time noise emissions. In China, replacing workshop doors with a soundproof model has significantly improved acoustic insulation. In addition, all workshop doors are systematically closed at night, thanks to an internal coordination system designed for this purpose.

⁽¹⁾ Forest certification program specific to Brazil.

2.1.5 Sustainable use of water resources (ESRS E3)

2.1.5.1 Risks regarding water as a natural resource

Water is a common good, essential for the daily life of the communities living near the sites and an integral part of the Group's production processes. Potential water stress induced by climate change is therefore a major challenge for the planet and with regard to access to water, especially in the context of risks of conflicting usages. Vallourec's use of water is therefore closely monitored in order to minimize the impact of withdrawals on the environment, while anticipating the risk of shortages.

I) 2011-2022: FIRST STUDY PHASE

For the first time in 2011, and then again in 2015 and 2018, the Group measured its "Water Footprint" on catchment areas using the Water Impact Index. The largest sites were studied, including sites in France (Aulnoye-Aymeries), China (Tianda), Saudi Arabia (VSA), the United States (Youngstown, Houston) and Brazil (Pau Branco iron mine, Barreiro and Jeceaba). The German (Mülheim, Rath) and French (Montbard) sites, which are now closed, were also part of the study.

This indicator takes into account the volumes abstracted and discharged, the quality of the abstracted and discharged water, and stress factors (water scarcity and the hydrological context). Expressed in equivalent cubic meters as related to the site's production, it synthetically measures the impact of each site with regard to the available water resources in the basin to which it belongs.

In order to take into account the latest developments in the conditions of catchment areas, a more precise stress factor was used in the study: the AWARE indicator, which was developed in 2016 as part of the WULCA (Water Use in Life Cycle Analysis) university project.

II) 2023-2025: THE IMPACT OF CLIMATE CHANGE IS ADDED TO THE ANALYSIS

In 2023, a study of the exposure and vulnerability of the Group's activities to climate change was informed by the expertise and climate models of an external specialist consultant (see Section 2.1.3.5). In 2025, site visits enabled the Group to specify the impact of climate change on water stress. Water stress is a critical situation that arises when available water resources fall short of demand. Water requirements are quantified by taking into account demand for:

- domestic and industrial usage, extrapolated from gross domestic product and population;
- crop irrigation, estimated from crop demand based on weather conditions, crop density, total cultivated area and irrigation process yields; and
- livestock requirements, extrapolated from gross domestic product and population.

Water resources are calculated by taking into account, among other factors, the variability of rainfall in a catchment area, soil porosity, water supply from rivers, the recharging capacity of groundwater tables, water retention in the soil, snowfall and existing vegetation.

This analysis carried out across all of the Group's sites is used to fine-tune its strategy and commitments with regard to reducing water withdrawals from the environment, taking into account the contributions and needs of the catchment area.

- the Aulnoye-Aymeries (France) and VSA (Saudi Arabia) sites, the Group's only sites to suffer from water stress, have already implemented measures to increase their resilience to the conditions highlighted in the study, through water recirculation and the use of seawater. These measures are particularly appropriate given that water scarcity could increase with climate change;
- at the Houston (United States) site, water stress could become significant in the medium or long term. This is already one of the Group's most efficient sites in terms of the amount of water used per metric ton of tube processed; and
- the steel mills, which are the most water-intensive sites due to the nature of their activity, are located in the Group's most abundant catchment areas, which are theoretically not in a situation of water stress. However, the large volumes taken from very localized sources make it particularly important to implement the water reduction roadmap at these sites (see Section 2.1.3.3 "Key actions for 2017-2025").

III) SITE RISK ANALYSES

The Group's industrial sites have varying degrees of resilience to water supply risks. In accordance with the risk analysis set out above, the Group is putting an increased focus on the following sites:

- in France, the Aulnoye-Aymeries site uses rainwater collected on its site. The site's storage capacity represents its cumulative needs over a period of 5.7 months. The rainwater harvesting strategy thus reduces its withdrawals from the environment (groundwater, rivers, etc.) or from a third-party supplier by nearly 90%;

- in Saudi Arabia, Vallourec uses desalinated seawater, thereby avoiding the use of the region's very scarce water resources reflected in the water stress indicator; and
- in the United States, water consumption is controlled at the sites at Youngstown (integrated site with an electric steel mill and two rolling mills) and Houston (several finishing shops). In the Ohio region where the Youngstown site is located, there are many dams and rivers providing good quality water;

- in Brazil, the Barreiro plant is located in a growing urban area. The Jeceaba plant has a pelletizing unit, a blast furnace, an electric steel mill, a rolling mill and finishing shops. It therefore houses a large number of industrial processes, making it the site with the highest water consumption. Water is drawn from the river, treated on-site and then returned to the natural environment for the most part. The Pau Branco mine pumps very large quantities of water to be able to access the iron ore, and to keep the piles stable. However, most of this water is returned to the natural environment; and

- the Tianda site in China has installed rainwater harvesting basins and mainly consumes tap water, but the water stress indicator remains very low in this region.

In conclusion, the impact from water withdrawals on the Group's sites seems limited thanks to the management efforts taken. However, the Group must remain vigilant by integrating climate-related risks into its enterprise risk management process.

2.1.5.2 Strategy and key commitments

Water management is not confined to measuring withdrawals or monitoring the quantity and quality of discharges: a specific action plan for reducing withdrawals is piloted by the sites' Environment Managers and its operational implementation is monitored

quarterly during Group Environment Committee meetings attended by a member of the Executive Committee and the Group Environment division.

2025 COMMITMENT

In 2019, the Group made a voluntary commitment to reduce water withdrawals by 10% per metric ton processed in 2025 compared with 2017 for all activities in the steel and tubes segment. The relevance of this commitment, which enabled the Group to initiate an action plan in 2019, was underlined by:

- the Double Materiality Assessment; which highlighted the importance of water resource management (see chapter 2, Introduction "Anticipation of the Corporate Sustainability Reporting Directive (CSRD) through double materiality assessment");

- the analysis of climate-related risks; which highlighted an increase in the frequency and intensity of droughts (see Site risk analyses and action plans); and
- the new CSRD and Taxonomy regulations, which include water use as one of the six defining environmental pillars for a company (see Section 2.1.8 "European Taxonomy").

The Group will continue its efforts to reach its 2030 target and align its consumption reduction targets with the latest international standards.

2030 COMMITMENT

In 2025, the Group deepened its Double Materiality Assessment with regard to its water footprint, by analyzing both the risks of water stress in the regions where it operates, and the technical opportunities for transforming industrial processes to make them more water-efficient. A roadmap was drawn up and used as a basis for validating a quantitative target for 2030.

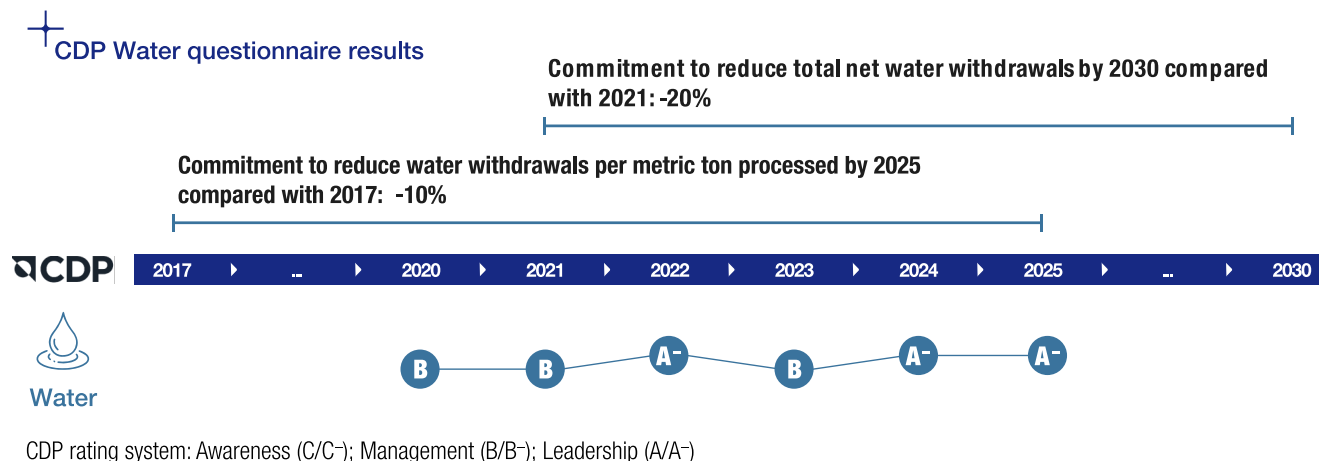
The aim is to reduce water withdrawals in cu.m. (excluding rainwater) by 20% by 2030 compared to the 2021 base year, for all steel and tube production sites and for pelletizing and forestry operations.

This voluntary and non-regulatory target is also part of a proactive approach to managing water-related impacts, risks and opportunities, considering the specific characteristics of the areas at water risk in which the Group operates. By improving management practices, the Group aims to limit pressure on available water resources, preserve water quality, and meet the expectations of stakeholders. Reducing water withdrawals will also reduce consumption by optimizing the use of this resource. This global approach guarantees actions that not only reduce the quantity of water used, but also maintain or improve the quality of water discharged into the environment.

REPORTING ON COMMITMENTS

Furthermore, in 2019, the Vallourec Group also committed to responding to the “Water questionnaire” of the Carbon Disclosure Project (CDP) each year, to obtain an independent third-party assessment of the efficacy of its approach and the results of its action plans. Vallourec obtained an A- rating in 2025, ranking among the leading companies in water management. This rating is

better than that of the “Metal smelting, refining and forming sector”, which is rated B, and it is also better than the overall average, which is C. These results show that the Group is capable of meeting the increasing demands of its stakeholders, and has been doing so continuously since 2020.



2.1.5.3 Action plans

Over the past few years, Vallourec has focused on setting up systems for collecting rainwater and increasing reuse rates. The main actions undertaken since 2017 are:

- installation of buffer tanks for storing excess process water and rainwater, reducing the need to draw on mains water;
- investment in improved soil sealing and in a water storage tank, thereby avoiding the need to withdraw water from the natural environment every year;
- increased rainwater collection capacity, reducing drinking water consumption. At certain sites, the rainwater downpipes connected to the roof of the water treatment plant were diverted to the treatment facilities, allowing rainwater to be reintroduced into the plants' water circuits;
- installation of water meters to better monitor consumption;
- rainwater collection basins and additional pumps commissioned in China; and
- change in cooling water distribution system as well as the equipment linked to the pelletization unit furnace.

In 2025, the following major advances were made:

- continuous operation of the rainwater harvesting basin at Youngstown doubled the volume of water collected compared with 2024. In 2025, nearly 53,000 cu.m. of rainwater was collected at the site. The water is primarily used to dampen roads in order to limit dust and reduce water withdrawals; and
- in Brazil, the commissioning of new cooling towers that consume less water generated savings throughout the year.

In 2025, a mission of experts was organized with the participation of several sites to develop the actions needed to reach 2030 targets. An internal benchmark was used to compare processes, identify best practices and map the main water circuits in operation. The site visits that followed led to concrete actions, grouped into three main categories:

- **increase water recirculation.** Although the 2025 water recirculation rate already stood at 96% at the Group level (especially at the two steelmaking sites), several opportunities were identified to further cascade the water consumed from one sub-circuit to another;
- **optimize water usage cycles.** These measures can take several forms, such as automating valve control for water management, or defining operational standards to regulate the renewal of recirculated water. This set of measures applies to all strategic sites, as they all have a closed loop that must be managed; and
- **increase the use of rainwater** and associated storage capacities. Several sites have unused water retention systems that can be used to store collected rainwater. In 2025, a reservoir for collecting rainwater was opened in Brazil, subject to a few technical and logistical adjustments to enable access. This helped save almost 10,000 cu.m./month. Other opportunities are being explored, particularly in Asia and the United States, in line with projects already underway.

To implement its roadmap, the Group will continue to rigorously monitor water consumption at several stages: at the site and regional levels, and up to Group steering committees. Monitoring is based on actions to:

- set up supplementary metering systems in order to control process water consumption and detect abnormal leakage in real time;
- monitor monthly water withdrawals and discharges at corporate level, and on a quarterly basis by the Environment Committee to maintain strong performance accountability at each site;

- factor in guidance from the CSR Executive Committee and the CSR Committee concerning the level of performance achieved and the actions to be taken; and
- promote best practices across the sites with the most compliant sites sharing their knowledge and processes in this area.

While all these projects reduce Vallourec's water withdrawals from the environment, most of them also reduce net water consumption. This is the case for projects focused on rainwater recovery, water reuse for several industrial processes, optimization of water usage cycles, or replacement of equipment with new, more efficient equipment.

2.1.5.4 Performance monitoring

A reporting and consolidation protocol has been put in place for measuring and managing environmental metrics (see Appendix 2 – Methodological note). This protocol ensures that data are reliable and complete.

I) MONITORING COMMITMENT

2025 commitment

In 2019, the Group announced its commitment to reduce its water withdrawals per metric ton of tubes processed for the steel and tubes segment by 10% by 2025 compared with the 2017 baseline. The year-on-year monitoring of withdrawals reported below shows that this target was reached.

Initially, the Group saw a sharp increase in water consumption in 2020. Specific water consumption peaked at 1.62 cu.m. per metric ton processed. This was mainly due to the disrupted operation of the plants during periods of low activity and repeated shutdowns and restarts in the wake of the brutal economic and health crisis.

Since then, water withdrawals have fallen sharply thanks to the installation of metering systems and the replacement of faulty equipment (see 2.1.5.3 "Action plans"). Over the past two years, water withdrawals per metric ton processed fell by 7%, then 13%, to reach a low of 1.04 cu.m. per metric ton processed when rainwater is included.

During 2025, rainwater recovery amounted to 7% of total water withdrawals for the production of steel and tubes, which enabled Vallourec to reduce its use of surface and groundwater. Water withdrawals per metric ton processed were 1.04 cu.m per metric ton, and 0.97 cu.m per metric ton in the Steel and Tubes segment excluding rainwater.

Water withdrawals at production units* per metric ton processed (excluding rainwater recovery)

Year	2017	2023	2024	2025	Objectif 2025
Water withdrawals per metric ton processed (cu.m./metric ton)	1.36	1.29 (1.15)	1.20 (1.04)	1.04 (0.97)	1.22

* For steel mills, tube mills, finishing lines and related services. Only the figures in brackets exclude rainwater.

2030 commitment

Vallourec's commitment has been strengthened by a new ambitious target, consisting of a 20% reduction in water withdrawals between 2021 and 2030 (excluding rainwater), for tube and steel mills, finishing lines, associated services, the pelletizing unit and forestry operations. In 2025, water withdrawals represented 4,521,000 cu.m.

Year	2021	2023	2024	2025	Objectif 2030
Water withdrawals* (thousands of cu.m.)	5,880	5,117	5,058	4,521	4,704

* For steel and tube mills, finishing lines, associated services, pelletizing and forestry operations, excluding rainwater.

II) UNDERSTANDING WATER USES

In 2019 and 2020, Vallourec carried out substantial work to improve its understanding of the range of water uses by its various activities, and therefore better understand how to reduce water consumption. Since 2021, Vallourec has been conducting annual water assessments to identify all unchanneled discharges. All data are collected from the contributors at each site. The collection methodology is set out in *Appendix 2 – Methodological note*, the key points of which are as follows:

- 100% of water withdrawals from the environment and from suppliers are calculated on the basis of primary data (invoices or meters);
- all spills into the environment or to third parties are also derived from primary data; and
- the breakdown of water consumption by use is calculated for each site according to the nature of its activities and the measurement devices on site.

The structure of the water assessment has since been revised in line with CSRD guidelines and takes into account all production sites.

Water withdrawals*

Water withdrawals, 2025 (CSRD E3-4)	cu.m.	%
Tap water	1,791,284	23%
Surface water	2,083,352	26%
Groundwater	3,727,828	47%
Rainwater	281,222	4%
Water in raw materials	**	
TOTAL WITHDRAWALS	7,883,685	100%

* The sum may differ from the total due to rounding.

** Measuring the quantity of water in extracted raw materials requires on-site analyses, the results of which will be disclosed in the next reporting period.

Consumption

Water consumption, 2025 (CSRD E3-4)	cu.m.	%
Evaporated water	2,193,885	28%
Irrigation and watering	1,243,424	16%
Leaks and spills	101,387	1%
Water in waste	602,020	8%
Water integrated into products	556,470	7%
Change in storage	1	0%
TOTAL CONSUMPTION	4,697,185	100%

Total consumption for 2025 was 4,697,000 cu.m., equivalent to 1.23 cu.m. per thousand euros of revenue.

40,000 cu.m., or 0.86% of total consumption, relates to water consumed in areas exposed to high water stress.

Discharges

Water discharges, 2025 (CSRD E3-4)	cu.m.	%
Discharge to external treatment station	662,446	8%
Discharge to internal treatment station	2,524,055	32%
TOTAL WATER DISCHARGES	3,186,500	100%

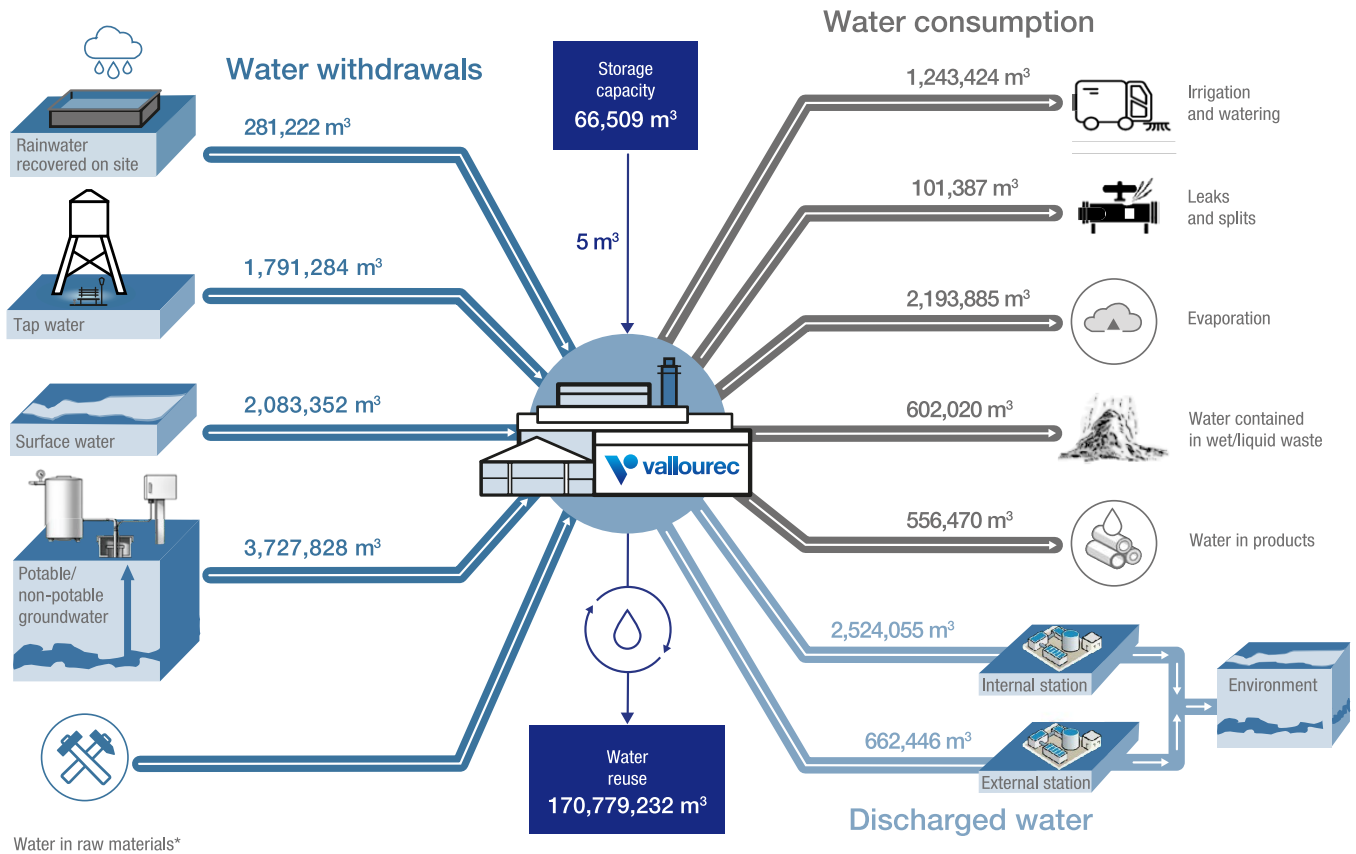
Storage

Storage, 2025 (CSRD E3-4)	cu.m.
TOTAL STORAGE CAPACITY	66,509

Recirculation

Water recirculation, 2025 (CSRD E3-4)	cu.m.
TOTAL WATER RECIRCULATED	170,779,232

2025 water assessment



* Measuring the quantity of water in extracted raw materials requires on-site analyses, the results of which will be disclosed in the next reporting period.

2.1.6 Preserving biodiversity and ecosystems (ESRS E4)

As regards ESRS 4, only one sub-sub-topic of the “Direct impact drivers of biodiversity loss” sub-topic was deemed material under the DMA: “Climate change”. This sub-sub-topic is covered in sections 2.1.2 “Combating climate change” (ESRS E1) and 2.1.3 “Climate risk adaptation” (ESRS E1) of this chapter. The information below concerns non-material issues that Vallourec wishes to continue publishing in order to highlight the sustainability actions undertaken by the Group to protect the biodiversity areas surrounding its industrial facilities.

2.1.6.1 Biodiversity and ecosystem issues relating to our activities

In Brazil, the Group’s Mine & Forest activities cover a vast area that could potentially impact biodiversity. The forestry units are located in the Cerrado Biome, while the mining unit is in the Quadrilátero Ferrífero de Minas Gerais, at the junction of the Atlantic Forest and Cerrado biomes. These areas are home to numerous endemic and endangered species.

Studies have been conducted over the last few years at the main Vallourec sites to evaluate the impact of the activities of its plants on biodiversity. No major risk has been identified.

2.1.6.2 Strategy and key commitments

The Group invests on a long-term basis to preserve the areas of biodiversity around its industrial facilities. It guards against negative impacts on biodiversity around its sites by implementing appropriate preventive measures. In 2025, the Group carried out a global analysis of its 30 industrial sites in 18 geographical areas, using the Integrated Biodiversity Assessment Tool (IBAT). Three analysis perimeters (5km, 10km, 50km) were used to assess direct and indirect impacts.

The analysis found no new sites at risk. The majority of the Group’s sites are located in industrial zones, with no direct impact on biodiversity. The main issues concern the Pau Branco mining site and the Florestal forestry unit, which are subject to reinforced measures that comply strictly with local regulations. This

approach is based on ISO 14001 and CERFLOR certified management systems, ensuring a structured, sustainable approach that is aligned with best environmental practices. Generally speaking, all of the Group’s sites in the Brazilian state of Minas Gerais are concerned to varying degrees. Risk assessments are carried out and actions taken in accordance with operating permits.

Each year since 2021, Vallourec has answered an annual CDP survey on forests (CDP Forest), with regard to the activities of its Florestal subsidiary in the state of Minas Gerais, Brazil.

The Group is the only company in the “Metal smelting, refining and forming sector” to have completed the CDP Forest survey.

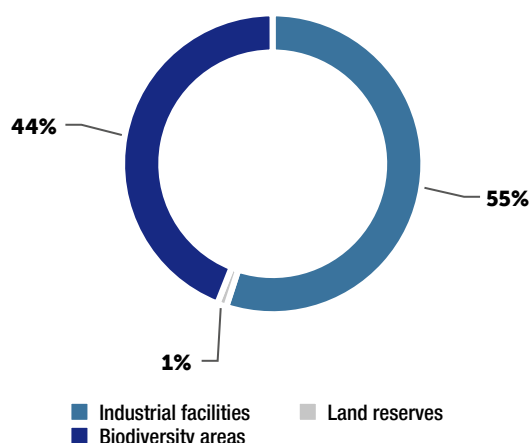
2.1.6.3 Action plan and allocated resources

The Group’s action plan aims to preserve biodiversity in sensitive areas where it operates, by applying appropriate measures that comply with regulatory requirements.

In 2024, the Group updated its survey on identifying and measuring the surface area of existing “green areas” at Vallourec sites. The survey aims to distinguish between preserved natural areas and sealed areas occupied by industrial activities. The sites in 2025 are identical to those in 2024, so the conclusions of this analysis remain fully valid.

The entire Group occupies a total land area of 1,675 square kilometers, of which 750 square kilometers are green spaces. This represents a total sealed area of 933 square kilometers and a nature-friendly area spanning 742 square kilometers.

The findings of this survey, conducted by the Environment Managers at each site, are summarized in the graph hereafter:



Excluding the Brazilian forest, which represents a significant part of the biodiversity areas, “green areas” account for 46% of the surface areas.

Measures to preserve biodiversity have been put in place for several years, primarily in Brazil and Indonesia.

For example, the Vallourec Florestal subsidiary operates eucalyptus plantations, which serve to produce the charcoal needed to operate the Jeceaba blast furnace. Approximately 39% of the areas are preserved in their natural state and positioned so as to create ecological corridors for wildlife to move around. The forest is managed sustainably, as attested by Cerflor – PEFC certification (no. XSQ/0237-04/BH), compliant with the requirements of Brazilian standard NBR 14789:2021.

In 2025, the scope of periodic biodiversity monitoring was maintained for insects, fish, reptiles, amphibians, bats and non-flying mammals.

To combat deforestation, the Group has implemented fire prevention and fire-fighting practices, building and maintaining firebreaks, building and maintaining fences, and installing information and warning signs.

At the Pau Branco mining site, Vallourec carries out targeted actions to preserve local ecosystems. This includes restoring degraded areas, reforestation with native species, and maintaining legal reserves to protect habitats. These initiatives are accompanied by regular monitoring of fauna and flora, with particular attention paid to caves in order to preserve the species that live there, such as invertebrates and bats, as well as their specific flora. Vallourec continuously monitors water and air quality to limit its environmental impact.

2.1.7 Limiting the use of natural resources (ESRS E5)

2.1.7.1 Risks relating to the use of natural resources

The main raw material used in the manufacturing processes for Vallourec products is steel, which is derived from natural resources. Therefore, the major risks faced by Vallourec are:

- increase in the price of steel, leading to a corresponding increase in production costs for the Group’s finished products; and

- supply shortages of steel making resources such as iron ore and coal.

Steel has the advantage of being infinitely recyclable. The Group aims to maximize sourcing of recycled steel upstream and to maximize energy recycling, reuse or recovery of by-products downstream.

2.1.7.2 Strategy and key commitments

I) UPSTREAM

The steel that Vallourec uses for manufacturing tubes comes partly from the Group’s steel mills, and partly from outside purchases of steel ingots and bars.

Internally, two processes are used: the mixed blast furnace and electric arc furnace process at Jeceaba (Brazil, which produces cast iron and uses scrap metal) and the all-electric process at Youngstown (USA). Through these internal processes, the Group encourages the recycling of scrap metal and the use of charcoal produced from its Brazilian eucalyptus forest.

The main challenge is to minimize the extraction of natural resources needed for producing steel, i.e., to minimize the extraction of iron ore from the natural environment, as well as other raw materials utilized in steel manufacturing.

Vallourec has pledged to optimize its resource mix, prioritizing the circular economy (with recycled steel) and increasing the use of renewable resources (with the use of charcoal), thereby contributing to more sustainable and responsible management of raw materials.

II) DOWNSTREAM

Waste management

Because of the nature of its industrial activities, the Group generates significant amounts of various types of waste.

Up to 2025, Vallourec set itself the target of achieving a waste recovery rate of 98%. The target was based on halving the volumes destined for landfill compared with the 2019 baseline, in order to limit the quantity of non-recovered waste to 15,000 metric tons. This target has been reached since 2024 (see 2.1.7.4 Performance monitoring).

Recovery covers reuse, recycling and post-incineration energy recovery. This ambitious target was set following an assessment of the possibilities for recycling all waste generated by the Group’s sites, both internally and by third parties. Only certain non-industrial waste or waste specific to an activity for which no recovery path has been identified are authorized for landfill, up to a maximum of 2% of the total volumes generated.

After 2025, its goal will be to maintain a waste recovery rate of 98%. As an industrial player, Vallourec is faced with the reality that some of the waste it generates cannot be recovered due to technical constraints or the specific nature of certain materials. Despite this, the Group remains committed to optimizing its processes and exploring innovative solutions to further reduce the proportion of non-recoverable waste, while maintaining a high level of environmental performance.

In addition, with a concern for the issue of polluting plastics, in 2020, Vallourec established a targeted reporting system for plastic waste to study possible avenues for improvement and to promote plastic recovery.

2.1.7.3 Action plans undertaken to limit the use of natural resources

I) RAW MATERIALS FOOTPRINT - UPSTREAM

To increase the efficiency of their processes, the steel mills are working on precisely documenting their internal manufacturing rules and requirements in order to obtain different steel grades while maximizing the natural resources used and their furnaces' energy efficiency.

Since 2013, the Group has conducted an analysis of all mass flows necessary for tube production at all its industrial sites.

By implementing levers to reduce its carbon footprint (ESRS E1), Vallourec also reduces its consumption of raw materials and the depletion of associated resources. In particular, the Group is committed to:

- monitoring and improving the overall efficiency of its processes, known as "yield". Operating teams constantly monitor the quantity of materials consumed in relation to the quantity of

useful material produced - thus limiting material and energy losses;

- maximizing the proportion of recovered scrap metal in its steels - thus limiting the extraction of ore and all the raw materials needed to manufacture cast iron; and
- using renewable raw materials, in particular charcoal from certified forests, for its own steel production - thus limiting the extraction of fossil resources.

To meet these strategic objectives, Vallourec minimizes the generation of waste metal by its plants, recovers as much as possible for reuse in its own electric arc furnaces (or for resale on non-steel-producing sites), while increasing the proportion of recycled steel in all its external purchases.

II) WASTE MANAGEMENT - DOWNSTREAM

a) The "By-products" policy

Waste management is a major economic and environmental concern for the Group, which believes that most of this waste should now be treated as value-added by-products that generate operating revenue. This is the objective of the "By-products" program.

Waste is now considered a resource to be exploited rather than an unavoidable consequence of production. Depending on its origin and type, it is managed and treated differently in accordance with local regulations, with maximum emphasis on recycling of materials or energy recovery.

In view of continuous improvement, all waste categories are monitored monthly by each site with the aim of reducing volumes.

In addition, in line with the 3Rs principle "Reduce, Reuse, Recycle", Vallourec is also intent on maximizing the recycling of materials and minimizing the proportion of landfill waste. Some sites have also implemented specific actions to reduce landfilling or incineration.

The 3Rs principle

Based on the 3Rs principle, namely "**Reduce, Reuse, Recycle**", the main levers of progress under the "By-products" project are as follows:

- **Reduce:** various actions are carried out at the sites to reduce waste volumes, and above all the proportion of hazardous waste connected with the decrease in chemical risk.

For example, the R&D department is working on reducing the use of plastics in the manufacture of protectors by using biobased plastics and thus limiting the environmental impact.

Work was carried out in the United States with the Purchasing Department to standardize contracts and identify suppliers that generate on-site waste. This standardization takes into account such things as the recovery of waste generated by subcontractors in an appropriate container and the reduction of plastic waste produced.

- **Reuse:** some waste may be re-introduced or reused in the Group's processes or externally, either as a result of a specific treatment or after undergoing cleaning or filtration.

In Brazil, certain sites have set up a management system to recover protectors from customers. These used protectors are inspected, cleaned, and reconditioned for reuse. Many sites are also equipped with devices for filtering waste oils for internal reuse.

Vallourec Soluções Tubulares do Brasil (VSB) uses blast furnace sludge as a source of soil enrichment for eucalyptus forests and as a raw material for the ceramics industry.

At the pelletization site, the fine particles recovered by the dust collection systems are now treated as raw materials and no longer classified as waste. They are now sold as products in their own right.

- **Recycle:** recycling is the most important method of recovering value from Vallourec's various types of waste. The recovery of materials makes up the vast majority of our recycling. However, for some types of waste, recovering energy remains the best solution available.

All sites recycle metallic waste from machining as a result of the manufacturing processes (turnings, chips, etc.) and then send this waste to channels external to the Group.

In France, the Aulnoye-Aymeries sites introduced centralized waste management at the three plants for combined collection and optimized disposal channels. This shifted the balance from incineration in favor of materials recycling.

In Brazil, the Purchasing Department has worked on identifying the best channels for recycling slag sold to the cement industry. Some mining waste is used as raw materials to manufacture interlocking paving stones, which are then used as road surfaces on the site.

Treatment of hazardous waste

Posing a risk to health and the environment, hazardous waste (classified as such due to the hazardous substances it contains) is subject to special treatment.

Hazardous waste requires specific management: handling and storage are subject to strict safety rules to preserve the environment and health of the staff handling it. Furthermore, this waste is generally not very recoverable as is, and treatment costs are significant. For this reason, Vallourec is trying to either reduce the portion of hazardous substances at source or apply a pretreatment to reduce the toxicity.

For example, the water treatment station at the Youngstown site was able to improve the separation of mill scale particles and oil, which is responsible for its hazardous classification. The “bad” mill scale that was previously sent to landfill is now recycled for use in the manufacture of counterweights. The “good” mill scale is mainly sold to companies in the glass industry. These practices keep the material out of landfills and also generate profit for the company, which is now being used to fund a sludge recycling program.

2.1.7.4 Performance monitoring

Waste recovery

In 2025, the Group generated 3,069 metric kilotons of waste, including from the mine, the pelletization unit in Brazil and logistics areas. Hazardous waste accounted for 1.5% of total volume. In line with its target, the Group is pursuing its efforts to reduce non-recycled waste. Over 2025, however, certain sites in Brazil recorded volumes that were considered exceptional.

Tailings are managed internally, in compliance with local mining regulations, particularly with regard to deposit stabilization and consolidation. They are therefore not classified as waste, nor included in the flows declared under ESRS E5, except when part of them is exceptionally transferred off-site. The mine generated 2,438 metric kilotons of soil with an unexploitable iron content. These materials were shipped off-site to be used as backfill, thus constituting external recovery within the meaning of ESRS E5. In internal tracking, these volumes are recorded as “waste reused on

an exceptional basis”, in line with local authorities' requirements to ensure full traceability of flows, even though these materials are not considered to be waste under Brazilian regulations.

The Group's waste management is based on organized practices that enable the flows generated by its activities to be handled appropriately. Materials are recycled whenever possible, thanks to existing channels and sorting efforts at the sites. Exceptional flows are documented and taken into account transparently, and hazardous waste is channeled through specialized channels.

Lastly, waste generated by yards was estimated and is automatically considered as non-recoverable. Yard waste represented 29 kt.

In 2025, the rate of recovered waste was 98.8% (98.5% excluding exceptional mine and yard waste).

Waste management indicators monitored, Vallourec Group, 2017-2025:

	2017	2021	2022	2023	2024	2025
Waste (thousands of metric tons)	697	674	803	675	702 (2,814)	603 (3,069)
% of hazardous waste	3.5	2.6	2.6	2.9	3.5 (1.8)	3.18 (1.49)
% of recovery	94	97.6	97.3	97.6	98.0 (97.8)	98.5 (97.8)

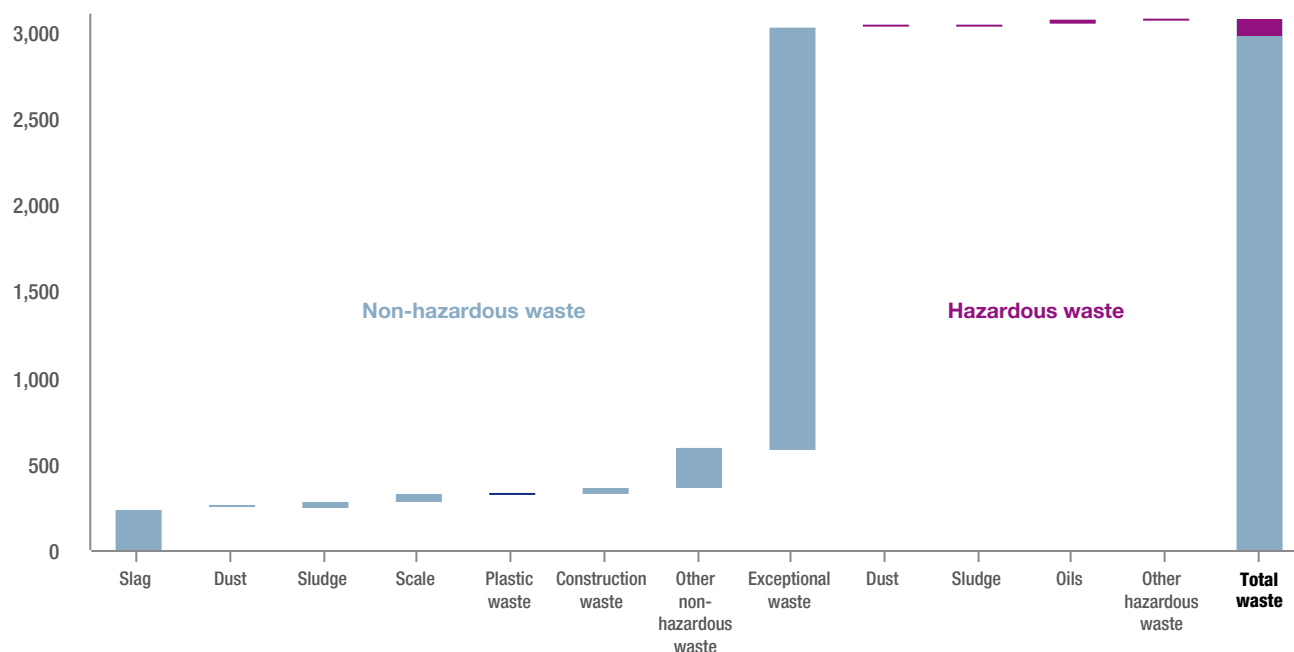
NB: Amounts in brackets include exceptional mine and yard waste. Non-bracketed amounts allow a meaningful comparison with previous years.

The Mineração iron mine and the Jeceaba pelletization unit also generate high volumes of recovered waste. Since 2019, several sites have strengthened their waste sorting process to increase the recovery rate. Waste recovery increased at the Houston basin, for example. At Jeceaba, the blast furnace and pelletization site use secondary raw materials from the tube mill, such as dust, metal waste, iron ore fines, etc.

Other than the various types of final waste, sludge is the main type of waste still landfilled. Despite the Group's efforts to improve its separation, a significant proportion remains difficult to recover.

The quantity of plastic waste remains marginal in the Group's activities: 1,114 metric tons were generated in 2025, representing just 0.04% of the total volume of waste produced. Of this plastic waste, 99.0% was recycled or reused, demonstrating a high level of recovery.

All of this reflects a diligent and measured management approach, which seeks above all to limit the environmental impact of the Group's activities.

Breakdown of waste produced by the Group in 2025 (in thousands of metric tons)

Waste by end use

Apart from exceptional waste, the percentage of recycled and recovered waste in the form of material (by-products) was 96.6%, of waste incinerated to produce energy 1.9%, and of landfill waste 1.5%. In recent years, material recycling has increased in all the Group's regions. Thanks to action plan monitoring efforts by the Environment Committees, the programs for recovering by-products and recycling scrap metal have been successful.

The proportion of non-recycled waste therefore represents 35% (212,000 metric tons). Of this 35%, only 4% goes to landfill. No waste is classified as radioactive.

Waste management indicators monitored (in thousands of metric tons)

<i>In thousands of metric tons</i>				
Recovered waste	Waste prepared for reuse	192 (2,629)	32% (86%)	594 (3,032) 98.5% (98.8%)
	Recycled waste	391 (391)	65% (13%)	
	Waste treated by incineration, with energy recovery	12 (12)	2% (0%)	
Non-recovered waste	Waste put into landfill	9 (37)	2% (1%)	9 (37) 1.5% (1.2%)
	Waste disposed of by other operations	-	0%	

NB: Amounts in brackets include exceptional mine and yard waste. Non-bracketed amounts allow a meaningful comparison with previous years.

Breakdown of hazardous and non-hazardous waste volumes by treatment method (in thousands of metric tons)

<i>In thousands of metric tons</i>	Hazardous waste		Non-hazardous waste	
TOTAL AMOUNT OF WASTE GENERATED	19 (46)		584 (3,024)	
Waste prepared for reuse	6 (6)	3% (1%)	185 (2,623)	95% (98%)
Recycled waste	9.9 (9.9)		381 (381)	
Waste treated by incineration, with energy recovery	2 (2)		9 (9)	
Waste put into landfill	0.4 (27)	0% (1%)	8 (10)	1% (0%)
Waste disposed of by other operations	-		-	

NB: Amounts in brackets include exceptional mine and yard waste. Non-bracketed amounts allow a meaningful comparison with previous years.

All the data presented above were obtained thanks to the input of the various site teams (see Appendix 2 "Methodological note" for details: of the approach used).

2.1.8 European taxonomy

The European Union (EU) published Regulation 2020/852⁽¹⁾ on June 18, 2020 (the “Taxonomy” regulation), which sets out a framework for facilitating sustainable investment in the EU. This Regulation was supplemented on June 27, 2023 by Delegated Act 2023/3851⁽²⁾, which sets out the technical screening criteria for determining the conditions under which an economic activity qualifies as contributing substantially to the sustainable use and protection of water and marine resources, to the transition to a circular economy, to pollution prevention and control, or to the protection and restoration of biodiversity and ecosystems, and for determining whether that economic activity causes no significant harm to any of the other environmental objectives, and amending Delegated Regulation (EU) 2021/2178⁽³⁾ as regards specific public disclosures for those economic activities. The Group has accordingly reported performance indicator values each year showing the proportion of its Revenue, CapEx and OpEx that is classified as eligible and aligned under the Taxonomy for the six environmental objectives: climate change mitigation; climate change adaptation; sustainable use and protection of water and marine resources; transition to a circular economy; pollution prevention and

control; and protection and restoration of biodiversity and ecosystems.

On the objectives of climate change, an assessment of the eligibility of the Group’s activities began in 2021. This involved a detailed analysis of all activities by the Sustainable Development Department, the Finance Department, the Investments Department, the Consolidation and Financial Reporting Department, and the Group’s various business lines.

On the other four environmental objectives, an eligibility assessment and alignment of the Group’s activities was completed in 2023, one year ahead of the date on which Delegated Act 2023/3851 came into force.

The methodology used for the Group’s analysis in 2025 (definitions, assumptions and estimations) is outlined below. This year, the Group has opted to remain within the 2024 reporting framework for the publication of the European taxonomy disclosures.

2.1.8.1 Methodology

I. ANALYSIS OF TAXONOMY CRITERIA

Working from the list of activities determined as eligible, the Group identified those that met the three following conditions:

- **A. Substantial contribution:** contribute substantially to one or more of the six environmental objectives set out in Article 9 of the Delegated Regulation (EU) 2023/3851 in accordance with Articles 10 to 16 of that Regulation;
- **B. DNSH (“Do No Significant Harm”):** do not cause any significant harm to any of the six environmental objectives in accordance with Article 17 of that Regulation, because in addition to making substantial contributions to at least one of the environmental objectives, the Group must ensure that it does not compromise the achievement of the other five.

Regarding climate change adaptation, compliance with the criteria set out in Annex A of Delegated Regulation (EU) 2021/2139 is common to many activities. The Group responded to this by updating the study of the risks related to the consequences of climate change in the regions where Vallourec operates in 2023 and by developing its climate change adaptation framework in 2024 and 2025. The assumptions are based on the 28 chronic and acute climate-related hazards listed in Annex A, grouped into four risk categories related to temperature, wind, water and solid masses. The analysis includes an examination of the Group’s activities’ exposure to physical climate-related risks, an

assessment of the associated vulnerability, and an evaluation of adaptation solutions to reduce the risk(s). The conclusions of this study are detailed in section 2.2.2.1 “Inherent climate-change risks” of this Universal Registration Document and meet the requirements of the Taxonomy.

Regarding the sustainable use and protection of water and marine resources, compliance with the criteria set out in Annex B of Delegated Regulation (EU) 2021/2139 is common to many activities. The Group’s response is to study the environmental impact of the Company’s water withdrawals by matching monthly withdrawal data with water stress indicators for each watershed. In 2025, around 2% of the Group’s water withdrawals were in water-stressed areas. The two sites concerned, Aulnoye-Aymeries in France and Vallourec Saudi Arabia, have highly efficient water management systems in place. The first uses 88% rainwater to meet its needs, thanks to a retention basin and a closed-loop recirculation circuit, while the second is supplied by a seawater desalination plant. Impacts on discharge quality are controlled in strict compliance with local environmental regulations, supplemented by consolidated Group-level monthly tracking of the most critical indicators in terms of concentrations of organic elements, hydrocarbons, heavy metals, suspended particles, and so on.

⁽¹⁾ <https://eur-lex.europa.eu/legal-content/FR/TXT/PDF/?uri=CELEX:32021R2139&from=EN>.

⁽²⁾ [https://eur-lex.europa.eu/legal-content/FR/TXT/HTML/?uri=PI_COM:C\(2023\)3851](https://eur-lex.europa.eu/legal-content/FR/TXT/HTML/?uri=PI_COM:C(2023)3851).

⁽³⁾ EUR-Lex – 32021R2178 – EN – EUR-Lex (europa.eu).

- **C. Minimum safeguards:** comply with the OECD guidelines and the United Nations guiding principles as referred to in Article 18 of the Regulation⁽¹⁾. Wherever it operates, the Group is committed to respecting internationally recognized human rights, and particularly the Universal Declaration of Human Rights, the fundamental conventions of the International Labour Organization (ILO), the United Nations Guiding Principles on Business and Human Rights, the OECD Guidelines for multinational enterprises as well as the fight against corruption, business ethics and tax compliance (see Section 2.4.3). Vallourec was not convicted of any offenses

II. INDICATOR CALCULATIONS

The Group calculated indicator values in compliance with the requirements of the various Taxonomy Directives and Delegated Acts, using its existing reporting processes and systems.

Financial information comes from the Group's information systems (derived from the consolidation software) during the annual accounts closing. It underwent analysis and verification carried out jointly by local and central teams, to ensure consistency with the consolidated revenue and capital expenditure figures in the consolidated financial statements, and was then reviewed by the Finance Department, the Sustainable Development Department, the Investments Department, and the Consolidation and Financial Reporting Department.

The results cover all Group activities included in the financial consolidation scope at December 31, 2025.

a) Revenue

Since 2025, Vallourec has applied the European Commission notice approved on November 29, 2024⁽²⁾ and published on March 5, 2025 in the official journal⁽³⁾ on the interpretation and implementation of certain legal provisions of the Taxonomy, according to which the manufacture of seamless tubes or complex alloys is not covered by Annex I of Delegated Regulation (EU) 2019/331, and is therefore excluded from the "Iron and steel manufacturing" category listed in section 3.9. As a result, no revenue-generating activities are eligible for the Group, in particular:

- seamless tube production;
- iron ore mining;
- charcoal production; and
- SERIMAX businesses.

Total revenue, which is therefore non-eligible, amounts to €3,809 million, as published in Note 2.2 "Revenue" in chapter 7.

related to human rights, tax law, corruption or competition law during the period under review.

Particular care has been taken to avoid multiple counting of eligible or adjusted amounts – in relation to several environmental objectives, for example. The eligibility rate is therefore assessed separately for each pillar. Where an activity meets the criteria of more than one pillar, the most relevant environmental objective is identified and shown in bold in the consolidation table in the appendix.

b) Capital expenditure

The proportion of eligible capital expenditure (CapEx) is determined by dividing the total capital expenditure of eligible activities by the total capital expenditure appearing in the consolidated financial statements.

European Taxonomy-eligible CapEx for climate change mitigation and adaptation represent 2% and 0.2% of the total respectively. These percentages are assessed by reference to the denominator of acquisitions of property, plant and equipment during the year (€176 million, as mentioned in the table set out in section 6.1.2.2 "Capital expenditures"), plus acquisitions of right-of-use assets (€24 million, as mentioned in Note 4.4 "Property, plant and equipment" of chapter 7).

c) Operating expenditure

The operating expenditure (OpEx) calculated by the Group in application of Annex 1 of Delegated Regulation (EU) 2021/2178 of July 6, 2021 was restricted to the following categories:

- research and development expenditure, including related personnel expenses;
- expenditure on maintenance, servicing and repair of industrial equipment and buildings, including related personnel expenses;
- other direct expenses on running maintenance of property, plant and equipment by the Company or third parties commissioned with such activities, as required for continued operation.

The denominator of the operating expenditure to be analyzed under the Taxonomy is 8.6% of the Group's total OpEx. Given that the Group's eligible activities cover only 2% of its CapEx (and 0% of its revenue), the percentage relating to eligible activities would be significantly reduced. The Group therefore considered this amount not to be material and decided to use the exemption from disclosure provided for in European Regulation 2021/2178.

The tables referred to in Commission Delegated Regulation 2023/3851 setting out the details of revenue, CapEx and OpEx indicators are provided in Appendix 7, "Summary of Taxonomy-related indicators" of this Universal Registration Document.

⁽¹⁾ EUR-Lex – 32020R0852 – EN – EUR-Lex (europa.eu).

⁽²⁾ https://finance.ec.europa.eu/publications/frequently-asked-questions-eu-taxonomy_en.

⁽³⁾ https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:C_202501373.

III. NUCLEAR AND GAS ACTIVITIES

Further to the publication of Delegated Act 2022/1214, Vallourec indicates that its products are not intended for nuclear or gas power generation.

Line	Nuclear energy related activities	
1	The company carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2	The company carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3	The company carries out, fund or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO
Fossil gas related activities		
4	The company carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity from fossil gaseous fuels.	NO
5	The company carries out, funds or has exposures to construction, refurbishment and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6	The company carries out, funds or has exposures to construction, refurbishment or operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

2.1.8.2 Climate

A) ELIGIBILITY

The list of Taxonomy-eligible activities was drawn up following a full review of the Group's portfolio of activities and products, on the basis of the activities listed in Annex I, II, III and IV of Delegated Regulation (EU) 2021/2139:

1. In its Florestal entity, which manages a eucalyptus forest in Brazil, the Group is continuing the industrialization phase of innovative and patented solutions intended to eliminate methane emissions during the production of charcoal. This activity falls under NACE code M71.12 "Engineering activities". Listed in the "Close to market research, development and innovation" category of the European Taxonomy, this eligible activity with regard to climate change mitigation is considered to be enabling.

2. The Group is continuing to invest in the development of its Delphy vertical hydrogen storage solution. The facility uses tubes and connections with proven sealing and corrosion resistance. The "hydrogen storage" activity is eligible and enabling with regard to climate change mitigation and adaptation. This activity does not currently have a dedicated NACE code.

Revenue and other CapEx linked to the production of seamless tubes, the mining of iron ore or production of charcoal in Brazil (NACE codes 07.10 and 02.20 respectively), as well as the services delivered by Serimax (NACE code 27.90) do not appear in the list of activities of the European Taxonomy. The Group has therefore classified them as non-eligible.

B) ALIGNMENT – CLIMATE CHANGE MITIGATION

Excluding seamless tube manufacturing, the share of eligible CapEx remained low in 2025, at around 2% compared with 3% in 2024. This change was a result of lower investments related to the central methane burner after the investment in scrap metal

recovery in Brazil was finalized, combined with the completion of Carboval's industrial deployment for the Diamante farm. Analysis of the "substantial contribution", "do no significant harm" and "minimum safeguards" criteria led to the following alignment:

Activities within the meaning of the Taxonomy (NACE code)	Eligible activities		Aligned activities	
	Revenue	CapEx	Revenue	CapEx
3.9 Iron and steel manufacturing (C24.20)	€0m 0%	€0m 0%	€0m 0%	0 0%
9.1 Close to market research, development and innovation (Reducing methane emissions) (M71.12)	0 0	€3m 2%	0 0%	€3m 2%
4.12 Storage of hydrogen (Delphy) (no NACE code)	0 0	<€1m <1%	0 0%	<€1m <1%
TOTAL	€0M 0%	€4M 2%	€0M 0%	€4M 2%

Note: sums are rounded to the nearest million euros.

Close to market research, development and innovation (Reducing methane emissions) (M71.12)**A. Substantial contribution**

The technical criteria of Annex I to Delegated Regulation (EU) 2021/2139 are met with regard to CapEx related to reducing methane emissions for charcoal production. The Group uses two processes:

- **Carboval** eliminates all methane emissions from the carbonization of wood, which account for almost all emissions generated during the process life cycle. Other advantages make it an environmentally friendly solution, such as improved gravimetric efficiency, the production of by-products or the reduction of ash in the charcoal produced. The technology is covered by a patent less than 10 years old. The absence of methane emissions was validated by a third party.
- Central burners help significantly reduce methane emissions during wood carbonization by centralizing smoke combustion. The technology has been tested for effectiveness at a pilot site, with measurements showing an 85% reduction in methane emissions.

B. “Do no significant harm”**a) Climate change adaptation**

The update of the climate-related risk assessment meets the criteria of Annex A of Delegated Regulation (EU) 2021/2139 (see Section 2.2.7.1 “Methodology”).

b) Sustainable use and protection of water and marine resources

The Group performed its analysis based on ISO 14001 certifications of the steel and seamless tube production sites in Brazil which met the technical alignment criteria for climate change mitigation. With these audits, carried out by third-party bodies, the Group can implement best practices, and measure and limit its environmental impact.

c) Transition to a circular economy

Analysis of Article 17(1), point (d), of Regulation (EU) 2020/852 shows that the Carboval and central burner processes use a sustainable biomass resource from forests whose sustainable management is certified by the NBR 14789:2021 standard (sustainable forest management), as a substitute for a fossil coal derivative in the conventional primary steelmaking process.

Furthermore, Carboval has a positive co-benefit for the circular economy, as the higher quality charcoal enables the use of fine particles as a substitute for natural gas, as well as the production of by-products. Improved gravimetric efficiency also allows resource savings upstream in the value chain.

d) Pollution prevention and control

The Carboval process and central burners reduce the emission of fumes by means of an internal combustion process. Vallourec Florestal is ISO 14001 certified, which includes challenges related to pollution prevention and control.

e) Protection and restoration of biodiversity and ecosystems

Vallourec Florestal is ISO 14001 certified, which includes challenges related to biodiversity and surrounding ecosystems. An analysis of the location of the sites in relation to protected areas and areas of significant biodiversity using the IBAT tool shows that the Carboval and central burner sites are not in a biodiversity-sensitive area. However, the Brazilian sites have implemented analyses and actions in line with local regulations (see details in section 2.2.6).

Storage of hydrogen**A. Substantial contribution**

The construction of facilities for the vertical storage of hydrogen is in itself a substantial contribution to the climate change mitigation objective as defined in Annex I of Delegated Regulation (EU) 2021/2139.

B. “Do no significant harm”**a) Climate change adaptation**

The update of the climate-related risk assessment meets the criteria of Annex A of Delegated Regulation (EU) 2021/2139 (see Section 2.2.7.1 “Methodology”).

b) Sustainable use and protection of water and marine resources

Delegated Regulation (EU) 2021/2139 does not include criteria on this point.

c) Transition to a circular economy

The CapEx reported in this chapter for vertical hydrogen storage relates to the commissioning of a demonstrator on the Aulnoye-Aymeries site. If the demonstrator were to be dismantled, all components – including the steel of the tubes used for storage – would be reused or recycled wherever possible. The demonstrator site will be monitored for the percentage of waste recovered. The objective is to maintain an annual result of 98% or more, made possible by the Group’s By-products program.

d) Pollution prevention and control

The demonstrator’s storage capacity is 100 kg to 150 kg of hydrogen, depending on the pressure applied, which meets this criterion.

e) Protection and restoration of biodiversity and ecosystems

The Aulnoye-Aymeries site is ISO 14001 certified, which includes challenges relating to biodiversity and surrounding ecosystems. Furthermore, the Natura 2000 impact assessment has shown that no regular functional connectivity is possible between the Natura 2000 sites and the Aulnoye-Aymeries site, resulting in a zero impact.

C) ALIGNMENT – CLIMATE CHANGE ADAPTATION

Analysis of the “substantial contribution,” “do no significant harm” and “minimum safeguards” criteria led to the following alignment:

Activities within the meaning of the Taxonomy (NACE code)	Eligible activities		Aligned activities	
	Revenue	CapEx	Revenue	CapEx
Infrastructure for the prevention of flood risk and protection against flooding (F42.91)	0	€1m	0	€1m
	0	<1%	0	<1%
Hydrogen storage	0	<€1m	0	<€1m
	0	<1%	0%	<1%
TOTAL	€0M	€1M	0	€1M
	0%	1%	0	1%

Infrastructure for prevention of flood risk and protection against flooding (F42.91)

A. Substantial contribution

The CapEx relating to the increase in the water retention capacity of the Santa-Barbara dam at the Pau Branco mine in Brazil is a solution overcoming a material climate-related risk for mining activity, as evidenced by the January 8, 2022 overflow of the Lisa dam and the findings of the study of risks linked to climate change (see Section 2.1.2.3 “Adapting to climate change”).

This project makes it possible to substantially reduce the acute climatic flood risk as per Annex A of Delegated Regulation (EU) 2021/2139. The dam has been designed to specifications that should allow it to withstand the probable maximum rainfall event on a 10,000-year scale. The extreme climatic conditions considered for the design of the dike are consistent with the analysis of the exposure of the Group’s activities to changes in physical climatic risks according to the SSP 5-8.5 scenario by 2050, taken into account in the modeling carried out.

B. “Do no significant harm”

a) Climate change mitigation

Delegated Regulation (EU) 2021/2139 does not include criteria on this point.

b) Sustainable use and protection of water and marine resources

The removal of sediment from the Santa-Barbara dam several hundred kilometers from the coast has no direct impact on marine ecosystems. One of the major goals of the project which was the basis for the Group’s decision to allocate this CapEx is to increase the dam’s water decanting capacity by increasing its depth, and to reduce the turbidity of downstream effluents. The essence of the project is therefore to preserve local water resources, in compliance with local environmental requirements.

c) Transition to a circular economy

Sediment removal is not based on construction or demolition activities. Sediment is pumped and then dried in geobags before being transported out of the area. The Taxonomy criterion therefore does not apply. In addition, any waste generated by the operation falls within the Group’s policy of a 98% recovery rate. In

2025, the recovery rate for non-hazardous waste from ordinary operations at the Pau Branco mine exceeded this threshold.

d) Pollution prevention and control

The Santa Barbara dam collects only rainwater and groundwater. There is no mixing with untreated wastewater.

e) Protection and restoration of biodiversity and ecosystems

The Mine site is ISO 14001 certified, which includes challenges relating to biodiversity and surrounding ecosystems. However, the Brazilian site has implemented analyses and actions in line with local regulations (see details in section 2.2.6).

Other eligible activities (C24.20, M71.12, E38.32, Storage of hydrogen)

A. Substantial contribution

The technical criteria of Annex I of Delegated Regulation (EU) 2021/2139 are met with respect to the CapEx linked to hydrogen storage. In particular, the location of the demonstrator on the Aulnoye-Aymeries site was the subject of:

- a detailed study of the site’s resilience to the climate conditions forecast for 2030 and 2050 for all climate hazards listed in Appendix A of the Regulations; and
- an assessment of the measures already in place to address the identified risks, particularly in relation to flooding, drought, and heat.

The storage technology is vertical, underground and equipped with a steel structure, which gives it natural resilience to climate hazards, particularly those related to winds, storms, forest fires and floods. The burial of the solution, the low above-ground mass and the strength of continuous tubular steel solutions provide mechanical properties and structural integrity well adapted to external dynamic loads.

B. “Do no significant harm”

Delegated Regulation (EU) 2021/2139 does not include criteria on the point of climate change adaptation. The other criteria are covered in the paragraph addressing eligibility for climate change mitigation.

2.1.8.3 Sustainable use and protection of water and marine resources

Vallourec has numerous water treatment units to maximize recirculation and ensure the right quality for industrial and sanitary purposes. This operation is integrated into the tube manufacturing process, and does not generate revenue as such, neither does it involve the sale of water management products or services to a third party.

Taking into account the list of Taxonomy-eligible activities defined at the beginning of the chapter and in accordance with Article 14 of Regulation 2020/852, no activity is eligible with regard to the sustainable use and protection of water and marine resources.

2.1.8.4 Transition to a circular economy

Following a full review of the Group's portfolio of activities and products, no Group activity corresponds to those listed in Annex I, II, III and IV of Delegated Regulation (EU) 2021/2139. In 2024, only the activity "Sorting and recovery of materials from non-hazardous waste", falling under NACE code 38.32 "Recovery of sorted materials", met this criterion. Investments in this activity ended in 2024.

2.1.8.5 Pollution prevention and control

Taking into account the list of Taxonomy-eligible activities defined at the beginning of the chapter and in accordance with Article 14 of Regulation 2020/852, no activity is eligible with regard to pollution prevention and control.

2.1.8.6 Protection and restoration of biodiversity and ecosystems

Considering the list of activities eligible for the Taxonomy defined at the start of this chapter and in accordance with Article 15 of Regulation 2020/852, no activity is eligible with regard to the restoration of biodiversity and ecosystems.

2.2 Social information (ESRS S)



2.2.1 Own workforce (ESRS S1)

The social indicator scope includes companies within the tax consolidation scope. Staff at sales offices are likewise included in this report. Employees on leave from work or on redeployment leave are not included in this analysis. This population represents 428 employees (including 23 in France and 405 in Germany).

2.2.1.1 Changes and breakdown

It is important to note that the 2025 headcount takes into account the entry into force of the European CSRD and ESRS. Accordingly, the 2025 headcount corresponds to the headcount of consolidated companies from an accounting perspective (as presented in chapter 7, Note 2.3.2 to this Universal Registration Document).

The change in headcount between December 31, 2024 and at December 31, 2025 can be explained as follows:

- Employees holding an employment contract with Vallourec at December 31, 2024: 13,202 employees.
- Employee departures in 2025: -2,061 employees.
- Employee hires in 2025: 1,563 employees.
- Employees on leave from work or on redeployment leave (or equivalent in Germany): -428 employees.
- Impact of non-consolidated companies in 2025: -7 employees.
- Employees holding an employment contract with Vallourec at December 31, 2025: 12,269 employees.

In 2025, Vallourec acquired Thermalite (now named Vallourec Thermal Coating Services) and sold Serimax (559 employees).

As at December 31, 2025, 12,269 employees worked at 36 production or service sites under contracts with Vallourec (short-term or permanent contracts), compared to 13,202 employees in 2024.

II) BREAKDOWN BY COUNTRY

Country	2024			2025		
	Women	Men	Total	Women	Men	Total
PERMANENT						
Algeria		1	1	0	1	1
Germany	16	102	118	3	19	22
Angola	2	14	16	3	11	14
Saudi Arabia	8	236	244	9	225	234
Azerbaijan	1	6	7	1	5	6
Brazil	916	5,885	6,801	924	5,686	6,610
Canada	3	5	8	2	4	6
China	180	750	930	173	744	917
Egypt				0	0	0
United Arab Emirates	29	79	108	28	80	108
United States	196	1,695	1,891	210	1,742	1,952
France	229	977	1,206	219	792	1,011
Indonesia	63	304	367	63	294	357
Kazakhstan	1	1	2	0	0	0
Malaysia	18	101	119	0	0	0
Mexico	43	382	425	39	354	393
Nigeria		2	2	0	0	0
Norway	2	5	7	4	4	8
Uganda	3	18	21	3	19	22
United Kingdom	26	110	136	12	38	50
Russia	1		1	0	0	0
Singapore	20	67	87	20	40	60
Total	1,757	10,740	12,497	1,713	10,058	11,771
TEMPORARY						
Germany		1	1	0	0	0
Saudi Arabia	2		2	1	0	1
Brazil	77	139	216	74	119	193
France	30	73	103	30	69	99
Indonesia	20	232	252	12	145	157
Kazakhstan		1	1	0	0	0
Malaysia		92	92	0	0	0
Norway	1	1	2	0	1	1
United Kingdom	1	13	14	0	0	0
Russia				0	0	0
Singapore	1	21	22	1	46	47
Total	132	573	705	118	380	498
TOTAL	1,889	11,313	13,202	1,831	10,438	12,269

Breakdown of the workforce holding an employment contract with Vallourec at December 31, 2025 for countries with more than 50 employees:

Country	2024			2025		
	Women	Men	Total	Women	Men	Total
PERMANENT						
Germany	16	102	118			0
Saudi Arabia	8	236	244	9	225	234
Brazil	916	5,885	6,801	924	5,686	6,610
China	180	750	930	173	744	917
United Arab Emirates	29	79	108	28	80	108
United States	196	1,695	1,891	210	1,742	1,952
France	229	977	1,206	219	792	1,011
Indonesia	63	304	367	63	294	357
Malaysia	18	101	119			0
Mexico	43	382	425	39	354	393
United Kingdom	26	110	136	12	38	50
Singapore	20	67	87	20	40	60
Total	1,744	10,688	12,432	1,697	9,995	11,692
TEMPORARY						
Brazil	77	139	216	74	119	193
France	30	73	103	30	69	99
Indonesia	20	232	252	12	145	157
Malaysia		92	92			0
Total	127	536	663	116	333	449
TOTAL	1,871	11,224	13,095	1,813	10,328	12,141

Breakdown of top management (defined as employees reporting to a member of the Executive Committee and identified as top management according to Vallourec's internal grades) by gender (number and percentage):

Country	2024					2025				
	Women		Men		Total	Women		Men		Total
	Headcount	%	Headcount	%		Headcount	%	Headcount	%	
Germany	1	1.5%	2	3.1%	3	1	1.8%	1	1.8%	2
Brazil			8	12.3%	8			4	7.1%	4
United Arab Emirates			4	6.2%	4			2	3.6%	2
United States	1	1.5%	8	12.3%	9			5	8.9%	5
France	10	15.4%	30	46.2%	40	11	19.6%	31	55.4%	42
United Kingdom			1	1.5%	1			1	1.8%	1
TOTAL	12	18.5%	53	81.5%	65	12	21.4%	44	78.6%	56

The year-on-year change is attributable to the departure of 14 employees, nine employees who no longer report to a member of the Executive Committee, 13 new employees, 11 promotions and two new hires following reorganizations.

Workforce as of December 31 (short-term and permanent contracts)	2024	2025	2024/2025 change	2024 breakdown	2025 breakdown
Europe	1,588	1,191	-25%	12%	10.0%
Brazil	7,017	6,803	-3%	53%	55.0%
Asia	1,879	1,544	-18%	14%	13.0%
North America (United States, Canada, Mexico)	2,324	2,351	1%	18%	19.0%
Middle East	354	343	-3%	3%	3.0%
Africa	40	37	-8%	— %	0.3%
TOTAL	13,202	12,269	-7%	100%	100.0%

II) BREAKDOWN BY GENDER

As of December 31, 2025, the Group counted 1,831 women in its workforce (1,713 with permanent contracts), which represents 14% of the total permanent workforce. Marginally present in the category of production staff, women mainly hold technical and supervisory staff, and manager positions. They represent 25.7% of the Group's technical and supervisory staff (administrative personnel, technicians or field supervisors), and 28.4% of its managers. The overall breakdown remained relatively unchanged for the 2024-2025 period by geographic area, for the Group as a whole.

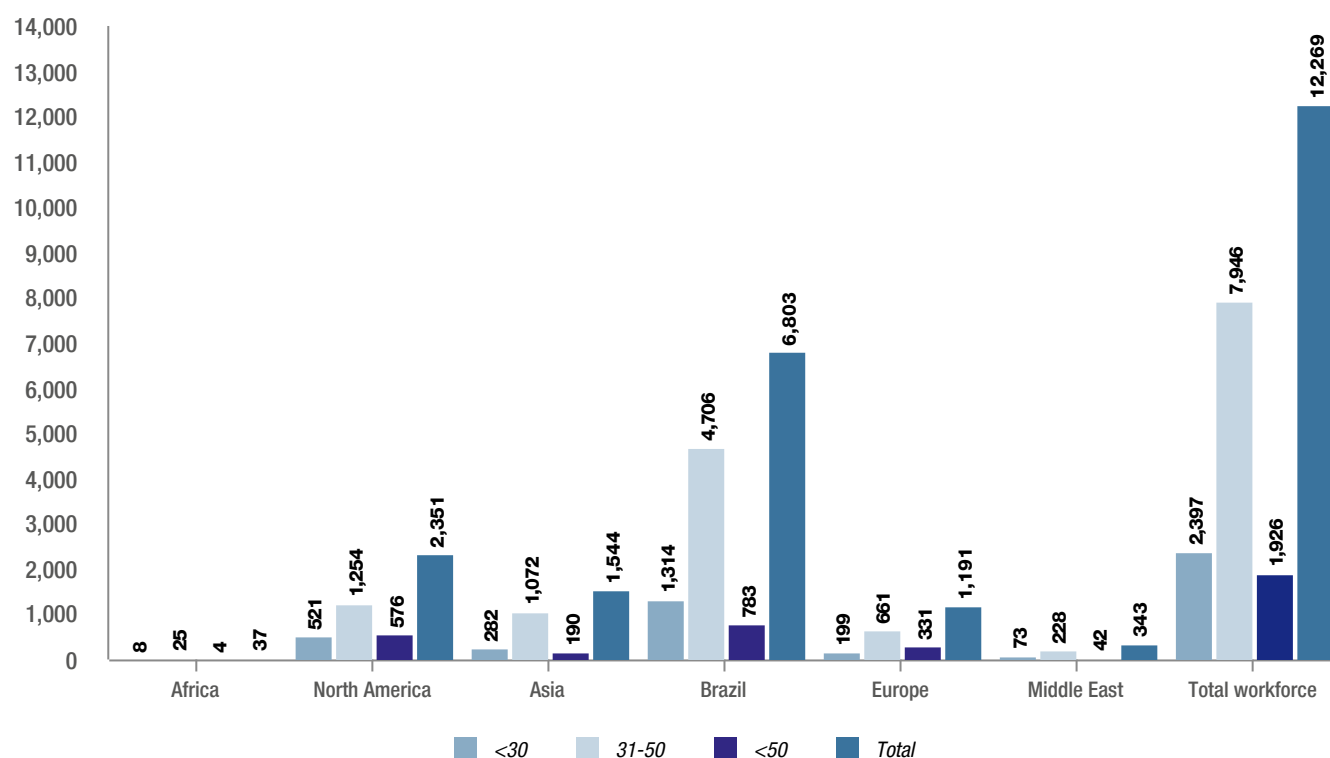
% of women (permanent)	Production staff		Technical and supervisory staff		Managers (cadres)		Total	
	2024	2025	2024	2025	2024	2025	2024	2025
Europe	0.07%	— %	7.3%	4.3%	6.7%	6.6%	2.3%	— %
Brazil	5.72%	5.3%	7.7%	7.8%	13.5%	14.6%	7.5%	2.0%
Asia	1.27%	1.2%	7.9%	7.1%	2.2%	1.7%	2.3%	2.1%
North America (United States, Canada, Mexico)	0.48%	0.6%	4.8%	5.3%	4.4%	4.8%	1.8%	7.5%
Middle East	0.02%	— %	1.1%	1.1%	0.7%	0.8%	0.3%	1.9%
Africa	0.03%	— %	0.1%	0.1%	0.0%	— %	0.0%	0.3%
WORLD	7.60%	7.2%	29.0%	25.7%	27.5%	28.4%	14.3%	14.0%

III) BREAKDOWN BY AGE

The age pyramids show significant disparities in terms of geographical areas. The average age across the whole Group is around 40.

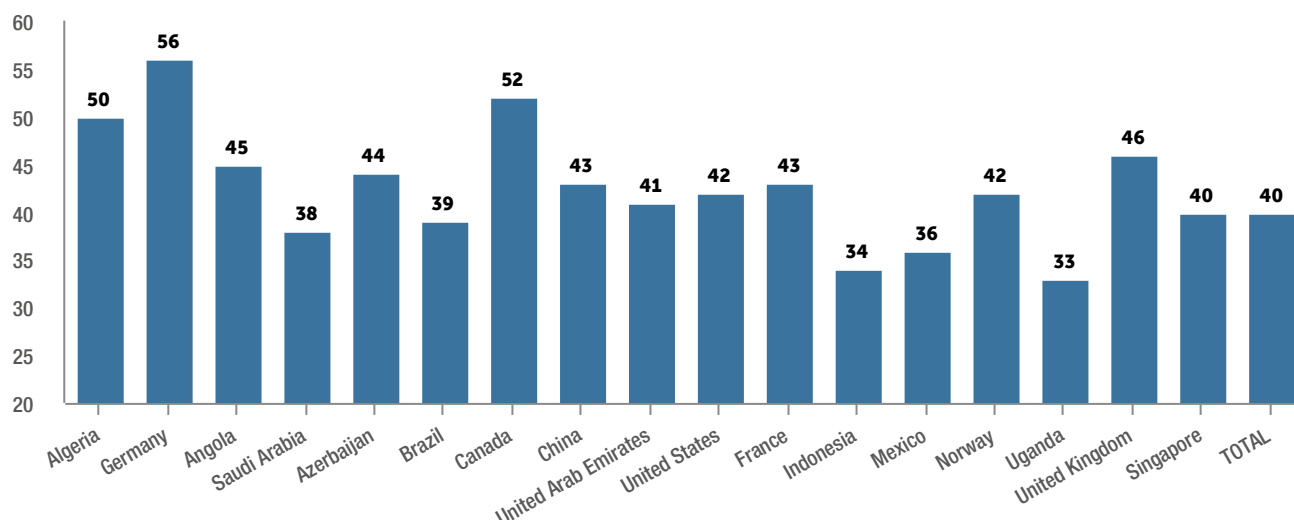
The Brazilian employee population is young, with a strong concentration in the 30- to 50-year-old segment. In the North America region, the distribution of the population among the various age categories is well balanced. There are practically no employees older than 50 in Brazil and Asia. Conversely, the North America and Europe regions continue to be characterized by a large number of employees over the age of 50 (between 25% and 28%, respectively). The staff breakdown by age range has not changed in comparison to the previous year.

Breakdown of the workforce by age



These disparities are also reflected in the average age of employees in the main countries where the Group is established.

Average age by country



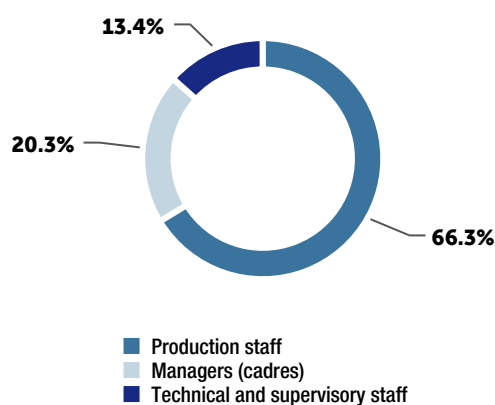
IV) BREAKDOWN BY PROFESSIONAL CATEGORY

Production staff represents more than two-thirds of the headcount.

Technical and supervisory staff includes administrative personnel, technicians and field supervisors, who account for 13.4% of the workforce. Managers represent 20.3% of the workforce.

Breakdown of workforce by category in 2025

In 2025, the proportion of managers and technical and supervisory staff remained unchanged from 2024.



Group's registered workforce by professional category	2024	2025
Managers (cadres)	2,630	2,490
Technical and supervisory staff	1,693	1,641
Production staff	8,879	8,138
TOTAL	13,202	12,269

Breakdown by category of the workforce holding an employment contract with Vallourec in 2025

Area	Production staff		Technical and supervisory staff		Managers (cadres)		Total	
	2024	2025	2024	2025	2024	2025	2024	2025
Africa	12	14	26	22	2	1	40	37
North America	1,508	1,499	338	368	478	484	2,324	2,351
Asia	1,225	968	392	364	262	212	1,879	1,544
Brazil	5,429	5,185	442	450	1,146	1,168	7,017	6,803
Europe	520	297	407	352	661	542	1,588	1,191
Middle East	185	175	88	85	81	83	354	343
TOTAL	8,879	8,138	1,693	1,641	2,630	2,490	13,202	12,269

Breakdown by category of the workforce of female employees holding an employment contract with Vallourec in 2025

Area	Production staff		Technical and supervisory staff		Managers (cadres)		Total	
	2024	2025	2024	2025	2024	2025	2024	2025
Africa	3	4	2	2			5	6
North America	43	45	82	87	117	119	242	251
Asia	113	104	134	123	57	43	304	270
Brazil	508	507	131	128	354	363	993	998
Europe	6	3	124	96	176	169	306	268
Middle East	2	1	18	18	19	19	39	38
TOTAL	675	664	491	454	723	713	1,889	1,831

Breakdown by category of the workforce of male employees holding an employment contract with Vallourec in 2025

Area	Production staff		Technical and supervisory staff		Managers (cadres)		Total	
	2024	2025	2024	2025	2024	2025	2024	2025
Africa	9	10	24	20	2	1	35	31
North America	1,465	1,454	256	281	361	365	2,082	2,100
Asia	1,112	864	258	241	205	169	1,575	1,274
Brazil	4,921	4,678	311	322	792	805	6,024	5,805
Europe	514	294	283	256	485	373	1,282	923
Middle East	183	174	70	67	62	64	315	305
TOTAL	8,204	7,474	1,202	1,187	1,907	1,777	11,313	10,438

Nearly 54% of production staff are still located in Brazil and North America, while 20% of managers and technical and supervisory staff are located in the same area.

In 2025, the production staff population still accounted for approximately 66% of the Group's total workforce, which is slightly lower than in previous years.

V) BREAKDOWN BY TYPE OF CONTRACT

Due to the highly cyclical nature of its markets, Vallourec has to be able to adapt rapidly to changes in activity. As a matter of policy, it maintains a permanent workforce (via permanent contracts), which allows it to meet the needs of its ongoing operations, and temporary workers (under short-term and temporary contracts) to cope with surges in activity. For planning purposes, the

permanent staff is managed on the basis of a model workforce involved in a standard activity for three to five years. Changes in peak or low point activity are handled via flexible local solutions (e.g., loans between plants, working time adjustments in Europe, temporary staff and short-term contracts).

VI) BREAKDOWN BETWEEN PERMANENT, SHORT-TERM (FIXED-TERM CONTRACTS AND APPRENTICES) AND TEMPORARY WORKFORCE

Country	12/31/2024			12/31/2025		
	Permanent	Fixed-term contracts (including apprentices)	Temporary	Permanent	Fixed-term contracts (including apprentices)	Temporary
Algeria	1	-		1		
Germany	118	1		22		
Angola	16	-		14		
Saudi Arabia	244	2	20	234	1	20
Azerbaijan	7	-		6		
Brazil	6,801	216	19	6,610	193	15
Canada	8	-		6		
China	930	-	81	917		113
United Arab Emirates	108	-		108		
United States	1,891	-	231	1,952		242
France	1,206	103	77	1,011	99	80
Indonesia	367	252	33	357	157	50
Kazakhstan	2	1				
Malaysia	119	92				
Mexico	425	-		393		
Nigeria	2	-				
Norway	7	2		8	1	
Uganda	21	-		22		
United Kingdom	136	14		50		
Russia	1	-				
Singapore	87	22		60	47	
WORLD	12,497	705	461	11,771	498	520

In 2025, there were 11,771 permanent workers worldwide, compared to 12,497 at the end of 2024.

Breakdown of the permanent, short-term (fixed-term contracts and apprentices) and temporary workforce at December 31, 2025 for countries with more than 50 employees

Country	12/31/2024			12/31/2025		
	Permanent	Fixed-term contracts (including apprentices)	Agency workers	Permanent	Fixed-term contracts (including apprentices)	Temporary
Saudi Arabia	244	2	20	234	1	20
Brazil	6,801	216	19	6,610	193	15
China	930	0	81	917		113
United Arab Emirates	108	0		108		
United States	1,891	0	231	1,952		242
France	1,206	103	77	1,011	99	80
Indonesia	367	252	33	357	157	50
Mexico	425	0		393		
United Kingdom	136	14		50		
Singapore	87	22		60	47	
TOTAL	12,195	609	461	11,692	497	520

Further details on the very high percentage of permanent employees are provided in section 2.2.2.2 of this Universal Registration Document.

2.2.1.2 New joiners and departures

I) NEW HIRES AND TRANSFERS

The total number of hires in the Group was stable compared to 2024. The most significant changes in 2024 and 2025 were in Brazil and the Asia region.

Women accounted for over 22% of new hires in 2025 (15% of blue-collar workers, 40% of technical and supervisory staff and 36% of managers).

The breakdown of new hires by professional category and geographical area is as follows:

Breakdown of new hires by professional category

Area	2024			2025		
	Production staff	Technical and supervisory staff	Managers (cadres)	Production staff	Technical and supervisory staff	Managers (cadres)
Africa		3	1	5	2	
North America	242	37	50	293	52	58
Asia	185	25	19	42	31	14
Brazil	581	36	106	707	57	110
Europe	35	77	84	18	64	75
Middle East	59	18	10	10	17	8
TOTAL	1,102	196	270	1,075	223	265

Breakdown of new hires of women by professional category

Area	2024			2025		
	Production staff	Technical and supervisory staff	Managers (cadres)	Production staff	Technical and supervisory staff	Managers (cadres)
Africa				1		
North America	22	15	21	12	15	17
Asia	9	10	8	2	13	6
Brazil	149	17	32	141	28	36
Europe	2	26	37	2	26	35
Middle East	2	3	2	1	8	1
TOTAL	184	71	100	159	90	95

For all areas except Brazil, female employees were primarily hired in the professional categories of technical and supervisory staff, and managers. Female new hires in the production staff category remain significant in Brazil. The Group's policy focuses on two objectives,

which are increasing the number of women in operations-related positions, and improving women's access to management and leadership roles (see Section 2.2.4).

II) DEPARTURES

In 2025, the Group recorded around 361 departures in North America, 1,059 in Brazil, 205 in the Asia area, and 390 in the Europe area.

The non-permanent workforce decreased year on year (498 in 2025 versus 705 in 2024).

Turnover rate by area

In accordance with the CSRD and ESRS, Vallourec has calculated the turnover rate as follows: number of departures according to the categories defined under the CSRD/ESRS, divided by the total number of employees at December 31. Among the reasons for departures, the following are taken into account:

- voluntary departures;
- departures due to the termination of fixed-term contracts;
- deaths in service;
- departures due to redundancy; and
- departures due to retirement.

Area	% 2024 turnover	% 2025 turnover
Africa	0.08%	0.08%
North America	2.89%	2.89%
Asia	1.29%	1.65%
Brazil	9.22%	8.58%
Europe	9.65%	3.16%
Middle East	0.25%	0.29%
WORLD	23.38%	16.67%

Reasons for termination of employment contracts by area: % of each category of departure as a proportion of total departures within the Group

	Retirement		Resignation		Dismissal		Other reasons	
	2024	2025	2024	2025	2024	2025	2024	2025
Africa	0.0%	— %	0.1%	0.3%	0.0%	0.1%	0.2%	— %
North America	0.7%	1.9%	6.6%	7.6%	4.9%	7.8%	0.3%	0.3%
Asia	0.5%	0.9%	1.2%	1.5%	0.5%	2.0%	3.3%	5.6%
Brazil	0.0%	— %	5.4%	8.9%	29.4%	35.1%	4.5%	7.3%
Europe	0.7%	3.8%	1.6%	2.4%	34.6%	10.5%	4.3%	2.2%
Middle East	0.0%	— %	0.6%	0.6%	0.2%	0.5%	0.3%	0.6%

The number of departures decreased in 2025 (2,061 versus 3,100 in 2024). Dismissals accounted for 56% of departures (70% in 2024). The number of resignations was down year on year (435 in 2025 versus 480 in 2024). Brazil and Europe were the areas with the most departures in 2025 (1,449 in 2025 versus 2,498 in 2024).

2.2.2 Working conditions (ESRS S1)

2.2.2.1 Health and safety

The Group's health and safety risks are presented in section 3.1.2 "Operational risks" of this Universal Registration Document (URD).

Health and safety policy and roadmap

The Health and safety policy was updated in 2024, reaffirming the Group's ambition to achieve the highest level of health and safety worldwide, and in particular to reach the following goals by 2030:

- zero Life Changing Events;
- TRIR < or = 0.2; and
- zero occupational illnesses.

To achieve this ambition, in 2024 the Group also launched a new Health and Safety roadmap, CAP 2030, which continues to be rolled out and expanded.

The roadmap was presented to all employees at the 2024 Health & Safety Day, in conjunction with the "Together we're safer" communication campaign. In 2025, the Group launched phase 2 of this communication focused on the 12 life-saving rules, updated with a launch accompanied by a video during Health & Safety Day 2025. Then, a monthly communication campaign was rolled out for each rule, including a poster, a video and a presentation of the rule by managers. In parallel, a Safety Leadership program, based on Vallourec's five leadership skills and the roadmap with its three pillars, was launched in 2025. This program supports and reinforces the adoption of the roadmap by the entire management team, especially middle and front-line functions.

To monitor and oversee the deployment of this new roadmap, a quarterly coordination meeting with the Executive Committee members directly responsible for rolling out this initiative was set up in 2024.

A monthly update is given to the Chief Executive Officer at the monthly business review as regards analyses of accidents and Potential High Gravity Events, as well as the monitoring of leading indicators and key actions taken under the Health and Safety roadmap.

Following the appointment of a new Group Director in November 2023 tasked exclusively with occupational health and safety, Vallourec's health and safety organization continued to be strengthened in line with the roadmap.

Both regional and on-site health and safety teams were reviewed and an action plan drawn up in 2024 and 2025 to significantly enhance health and safety capabilities in terms of both team numbers and expertise, in line with the Group's ambition and Health and Safety roadmap.

Health and Safety roadmap

At the end of 2025, 100% of Vallourec's production sites were certified ISO 45001.

Beyond this, the Group's Health and Safety roadmap is based on three key pillars:

- Health and safety leadership based on a visible and felt managerial commitment;
- A Health and safety management system focused on continuous risk reduction; and
- Health and safety culture based on employee autonomy and interdependence.

Six leading indicators on prevention have been defined to monitor the deployment of the roadmap:

- risk reduction;
- improvement in the quality of risk assessment;
- number and quality of safety visits;
- number of Gemba Walks;
- number of near misses reported by employees; and
- number of unsafe acts and conditions reported by employees.

The roadmap sets targets for each of these indicators, with annual objectives for each site monitored on a monthly basis in Monthly Business Reviews and Health & Safety committees.

Since 2016, the performance indicators have incorporated Vallourec staff, temporary and agency workers and contractors.

In addition to its risk reduction approach based on a risk assessment of each site, the roadmap includes a specific action plan for high-severity risks and for the prevention of potentially serious or fatal accidents, notably with:

- a particular focus on high risks, especially those with high severity, in order to identify priority matters;
- collection and in-depth analysis of potential high gravity events (PHGEs);
- strict application of the 12 life-saving rules, designed to prevent the Group's high-severity risks; and
- definition and deployment of Group Health & Safety Standards, aimed at standardizing the approach to reducing the Group's high-severity risks.

I) SAFETY

Indicator

Frequency rate of accidents with lost time (Lost Time Injury Rate or LTIR), and frequency rate of accidents with or without lost time (Total Recordable Injury Rate or TRIR): number of accidents reported per million hours worked, including subcontractors. The Group has chosen to continue publishing its LTIR and TRIR safety metrics including its subcontractors, in line with its policy of guaranteeing safety for all affected populations. Nevertheless, to meet CSRD requirements, indicators excluding subcontractors are also presented.

Reminder of the 2025 target

To have no fatality and to achieve a TRIR of at least 1.4 in 2025.

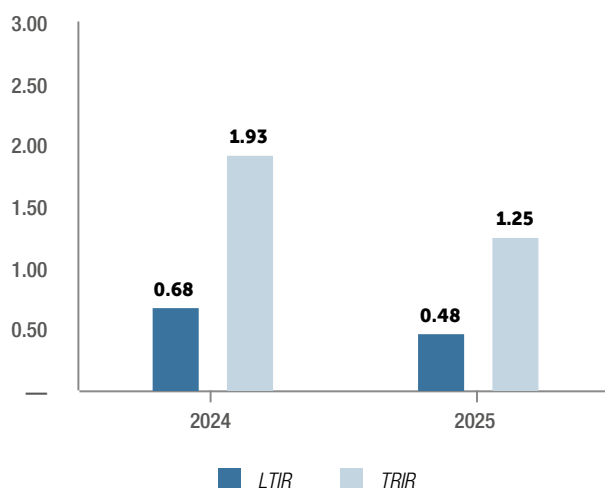
Achievement of the 2025 target

In 2025, the Group unfortunately recorded four life-changing events compared with two in 2024. No fatal accidents were recorded in 2025 compared with one fatal accident in 2024.

Group TRIR fell to 1.25 (below the target of 1.4). This was down 47% relative to 2023.

At end-2025, LTIR was 0.48 (down 19% on 2023), while the lost-time injury severity rate (SR) was 0.030, representing a 30% decrease compared with 2023.

Changes in safety indicators



In 2025,

- the 12 life-saving rules were updated to better address the prevention of high potential severity risks; and
- 10 new Group safety standards were defined and rolled out across the Group. Each standard is monitored on a quarterly basis to ensure compliance with the deployment targets set.

Lastly, to make it easier for managers and employees to implement and monitor health and safety initiatives, Vallourec is continuing to reinforce its health and safety IT system (accident reporting, accident analysis, safety inspections, risk analysis, reporting and dashboards).

Following their validation, these modules were gradually rolled out in 2025.

Whenever a recordable accident with or without lost time occurs the Group Executive Committee is informed immediately. Potential high gravity Health and safety events are immediately reported to the regional Senior Vice President, the Chief Operating Officer and the Chief Executive Officer.

Each reported accident is analyzed for actual and potential severity, based on an internal scale which was increased from four to eight levels between 2024 and 2025.

Particular emphasis is placed on potential high gravity events (PHGE) regardless of the effective severity expressed during the occurrence of these first aid, near-accidents, or unsafe acts or conditions.

Hands are the most frequently injured body part resulting from an accident.

Failure to follow the life-saving rule of "never being in the line of fire" is the main cause of these accidents.

Education and training about safety rules is mandatory for all new employees of the Group, including managers at all levels, and are the object of concerted follow-up. The programs for temporary staff have been extended to subcontracting companies just as for the permanent workforce.

Each year, a day is devoted to Health and safety in all of the Group's sites, during which time production is halted. This is an opportunity to raise collective awareness about safety issues in multiple ways among all employees, in particular through specific workshops.

2025 Health and safety action plan

In 2025, the Group continued to raise its investment in safety to provide increasingly safe equipment and working environments. The safety investment budget tripled between 2024 and 2025.

The Group continued to invest in training its managers to:

- analyze accidents using an advanced method for recordable accidents and potential high gravity events (PHGEs); serious events (PVSEs);
- conduct behavior-based safety visits; and
- strengthen visible and felt safety leadership.

Finally, to help promote a Health and safety culture based on autonomy and interdependence, Vallourec launched a communication campaign on World Health & Safety Day focused on updating its life-saving rules, with targeted communications every month since then.

In 2025, the Group rolled out its TAKE 5 autonomous safety tool, designed to encourage people to stop and think and review potential risks before acting.

The Group's safety target continues to be the prevention of fatalities and life-changing events, and ongoing efforts to bring the TRIR down to ≤ 0.95 in 2026 and remain on track for the target of less than or equal to 0.2 by 2030.

In 2026, Vallourec also plans further targeted efforts to achieve zero fatalities or life-changing events.

To achieve this, the Group will continue to resolutely deploy the actions set out in our CAP 2030 Health and Safety roadmap.

In addition, it should be noted that the TRIR for employees and temporary workers alone was 1.41 in 2025 vs. 2.05 in 2024, a decrease of 31%, representing 40 recordable incidents (with and without lost time) vs. 62 in 2024.

Risks related to subcontractors

The TRIR for subcontractors was 0.91 in 2025, down 46% from 1.7 in 2024.

Since 2016, a particular focus has been placed on managing health and safety risks relating to subcontractors.

In 2024, a special action plan was piloted in Brazil, which uses the highest number of subcontractors, but also has the highest number of accidents for these subcontractors. In 2024, the pilot plan enabled a 61% reduction in subcontractor accidents in Brazil with the subcontractor TRIR falling from 4.72 to 1.83. This reduction continued in 2025, by a further 51%, with the subcontractor TRIR dropping from 1.83 to 0.89.

Based on this pilot project, a Group subcontractor management standard was developed in 2025.

It defines all Health and Safety requirements for the selection, preparation and operational monitoring of subcontractors.

The standard will be gradually rolled out across the Group in 2026.

II) HEALTH

A) Health policy

The Group has not signed any collective agreements regarding occupational Health and Safety. However, the Health and safety policy now contains a more robust health section. The objectives set for the Group's entities include gaining more in-depth knowledge about the health risks specific to their processes, and determining ways to eliminate or mitigate them locally. There are indeed various issues that relate to the health of Vallourec's employees. As concerns processes, chemical risk (see below), noise, air quality and the ergonomics of workstations have been the subject of structured adaptation plans for several years. The issues also concern medical follow-up of employees, the risks of psychosocial risks to which they could be exposed, and the ability to offer them adapted health coverage. Lastly, the Group's health policy must also ensure that the products used for its customers' operations are safe.

Travel risks

The Group has also formalized a Business Travel Policy covering all practical aspects of business travel. For all matters relating to traveler safety, this document refers to the specific Travel Security procedure, which describes the following organization:

- Countries, and regions within countries, are classified according to a risk level ranging from 1 to 5. Risks are updated round-the-clock by a specialized service provider. No travel can be made to countries with the highest risk rating (5), and no tickets can be booked in the listed booking systems. The head of security and member of the Executive Committee must approve any trips to countries or regions with a 4 risk rating, which are generally undertaken with a security escort and in compliance with duty of care requirements.
- All trips are booked by listed travel agencies, with connection to passenger name records (PNR) established via a services company, thereby enabling employees to be tracked. If employees exceptionally use another booking system, a manual tracking solution is set up.
- A medical and safety information, training and support program is in place, enabling all employees to benefit from round-the-clock medical and safety assistance, as well as prompt medical evacuation where necessary.
- All employees have access to a special health and safety application while traveling, enabling them to stay informed and in contact with a specialist service provider.
- Specific safety and security rules have been drawn up for all high-risk countries in which the Group has a strong presence. These are set out in a "Local Security Rules" document and updated once a year by the head of security together with the country head.
- In all countries where the Group has a permanent or temporary presence, the Security Department is able to deploy trusted security partners to secure, contain or evacuate employees.

The Group has set itself the target of zero occupational illnesses.

In 2025, no occupational illnesses were recognized as attributable to Vallourec by the competent local bodies.

B) Prevention of chemical risk

The safe use of chemical products and substances is of critical concern to Vallourec, which has had a dedicated plan (ChemSafe) since 2012. ChemSafe is based on five key steps: identification, risk assessment, substitution, protection and monitoring.

The inventory of chemical products used at Group sites is managed through a centralized database that is regularly updated to ensure rigorous monitoring of developments and thus prevent the risks of harmful effects.

Several points should be emphasized:

- a) this database helps the HSE teams to better determine the danger of products, and to establish adequate means of prevention. The application is based on the Globally Harmonized System (GHS) and incorporates regulatory changes. New features are regularly rolled out to optimize risk prevention, accompanied by training sessions to ensure the sustainability of the approach across all sites, despite reorganizations and changes to the tool.

The tool also includes an authorization workflow linked to chemical risk assessment in the workplace, ensuring that the inventory is always up to date. The aim is to have a global vision of risk assessment;

- b) all products or substances entering production sites are monitored and authorized by local HSE managers. Medical services are regularly called in to provide a full risk assessment. Legally required checks on the atmosphere in the work environment are conducted, and this information is included in risk assessments. In 2019, Vallourec developed an application to formalize these validations and connect them to the Group's database;
- c) HSE teams also strive to reduce the risk of exposure through substitution or the installation of barriers in accordance with specific instructions. In 2023, all HSE teams took part in a course on chemical risk awareness. In 2025, HSE teams focused on reducing the highest risks through substitution, reorganizing workstations or adding specific PPE. These efforts helped reduce risks by 15%. As part of the risk mitigation approach, practical training in the identification and storage of chemical products has been provided to operating teams, who have also been trained in the key stages of safely putting on and removing protective equipment. An immersive virtual reality module was launched at the end of 2025 to reinforce chemical safety culture. This interactive training course, focused on the fundamentals of chemical risk, immerses employees in realistic scenarios to raise their awareness of risky situations and teach them the right reflexes to respond effectively;
- d) the impact of chemical risk is similarly studied from the initial stage of investment and R&D projects in an effort to take all prevention criteria that should be associated with them into account. Several R&D investment projects were thus validated at the corporate level from a chemical risk perspective. The most at-risk projects are monitored and validated at each stage, through to industrialization on site. This process is the result of close collaboration with process communities and purchasing teams. For example, the development of the next generation of dope-free coating for connections (Cleanwell Dry 2) has allowed Vallourec to define and establish use of CMR (Carcinogenic, Mutagenic or toxic for Reproduction) products via closed-cup systems, and thereby guarantee zero contact to ensure maximum staff protection. Monitoring of these highly secure processes is then implemented by local HSE teams; and

- e) lastly, targeted audits of processes presenting major chemical risks are carried out to ensure that best practices are applied and protection levels are maintained. In 2025, on-site inspections were rolled out, focusing mainly on storage conditions, inventory reliability and the compliance of risk analyses with actual conditions on the ground. These controls are accompanied by monitoring plans followed by local teams to ensure continuous improvement.

C) Product substitution plans

The Group decided to focus its efforts on the substitution of highly hazardous products, with a special emphasis on products classified as CMR 1, i.e., those with proven harmful effects on humans and animals. Changes in legislation and improved knowledge about the toxicity of substances increase the number of products that are identified as CMR each year. So far, the Group has identified 921 CMR-classified products that were used at its various operating sites in 2025. Of these, 16.9% are not substitutable because there are currently no alternative solutions. The Group implements substitution plans for all products identified as replaceable. In collaboration with R&D and suppliers, testing and qualification programs are conducted, sometimes requiring process adjustments. Since 2022, consideration has only been given to products identified as substitutable. The list of non-substitutable products is reviewed annually to take into account any changes. These products cannot therefore be automatically considered as substituted. Changes in the official classification system resulted in an additional list of products that had not yet been identified as CMR, and in new substitution actions being undertaken. Since 2023, the approach has been stepped up, with an ambitious target to replace 97% of substitutable CMRs by 2025. Monthly monitoring and regional working groups involving HSE, purchasing and processes ensure structured progress. At the end of 2025, 97.6%⁽¹⁾ of the 765 plant items identified as substitutable CMRs⁽²⁾ had been replaced⁽³⁾. For example, numerous actions were implemented especially for paints. The "finishing process community" worked with the sites to standardize references, especially for paints and completely eliminating those classified as CMR in marking processes. In addition, several investments enabled the renovation of heat treatment furnaces, with the replacement of refractory ceramic fibers with CMR-free insulating materials, thereby enhancing safety. As mentioned above, 17 industrial uses of distinct CMR products remain identified as non-substitutable owing to technical problems or lack of a substitute on the market. Their uses are therefore monitored by the HSE teams and the Environment Department. Specific action plans deployed at Group level are underway, particularly to reduce the use of leaded greases. Although certain extreme conditions of use make their substitution technically impossible, their use is now strictly limited to situations where no viable alternative exists.

The substitution of cobalt, implemented and validated by the R&D teams, was also one of the successes of 2023.

In 2025, the Group strengthened and standardized the rules governing the use of chemicals, particularly those classified as non-substitutable CMR, in order to ensure rigorous risk control and enhanced protection for all.

⁽¹⁾ Note that only products identified as substitutable are taken into account in the calculation of replacement rate.

⁽²⁾ Chemicals or preparations may have various adverse effects on human health. These are classified into "CMR" categories. Under Article R.4412-60 of the French Labor Code, substances or preparations are considered CMR agents if they are carcinogenic (C), mutagenic (M) and/or toxic for reproduction (R), as defined in Annex I of Regulation (EC) 1272/2008.

⁽³⁾ Some sites reported their inventory. New substances have also been officially classified as CMR.

2.2.2.2 Employee training and career development

Talent Management policies and processes have a dual objective:

- ensure the Group has the skills, expertise and behaviors needed for its development in the short and long term; and
- optimize levers of employee engagement and contributions.

At Vallourec, a standardized system is used for the assessment and development of employees. This Talent Management system assesses which technical and behavioral skills need to be developed for each employee in their current position, and also prepares for their future development.

This includes defining and organizing performance management and career development processes, talent reviews and succession planning.

The aim is to provide individual career development plans for each employee, based on specific training, professional exposure, or projects tailored to the employee's identified development needs.

Vallourec therefore assists its employees throughout their careers, helping them discover and develop their talents thanks to several programs and initiatives that are rolled out within the Group.

This commitment to development and training throughout employees' careers is central to Vallourec's business model. It ensures that the Group maintains and develops the expertise essential to its positioning as a trusted partner at the cutting edge of technology. This imperative and the Group's commitment to securing and developing long-term expertise is also the reason for its fairly infrequent use of temporary contracts and the resulting very high percentage of permanent employees in the Group's workforce (see Section 2.2.1.1 – Table VI).

I) STAFF ASSESSMENTS

The talent management information system, known as Talent 360, used throughout the Group, is one of the tools used to evaluate skills, manage objectives and behaviors, and to assess the potential of the engineer and manager cohorts.

A) Annual performance reviews

Performance management was revisited at the end of 2022 to allow a fairer assessment of employee performance, with the triple objective of staff upskilling, performance management and recognition of employees' contributions.

For managers, performance is assessed at least once a year during dedicated interviews.

The performance review assesses the past year's achievements, progress in the current role, and achievement of individual objectives, as well as the implementation of the Group's leadership skills matrix, which is based on the five identified pillars.

In 2025, the mid-year performance review, which until then had merely been encouraged, was made partly compulsory, with a completion rate of 70%. Traditionally taking place between July and September, the review helps take stock of progress on the current year's objectives and to provide specific feedback linked to performance in the first half.

Performance reviews are conducted through our Talent 360 tools for all managers, with a completion rate not only exceeding 96% in recent years, but also achieved before mid-February.

The system is also accessible to technical and supervisory staff in most of the countries where the Group operates.

B) Talent reviews

The talent review, run by the Human Resources Department in collaboration with the regions, is a key process for ensuring that the Group has the talents needed to implement its strategy. It also allows employee potential to be identified and nurtured, helping

staff to develop within the Group over the short, medium and long term, prioritizing the needs of the organization. Succession planning focuses on identifying the most suitable employee for each position, taking into account performance, behaviors observed in relation to the leadership model, and ability. The practice of providing individual feedback to employees on the Company's plans for each of them was implemented in 2025 and is due to be rolled out across the Group in 2026, so that all employees are informed of how the Group sees their future role and associated career development plan.

The talent review process has been rolled out to all Group entities since 2024, enabling Vallourec to (i) consolidate the development plans of its key employees and then plan targeted development initiatives for each of them with a view to preparing them for their future role; and (ii) reinforce the robustness of its organization by combining profiles from different regions.

There is a particular focus on Group experts whose skills are of capital importance, especially given Vallourec's cutting-edge technological position.

Special attention is also paid to the Group's new business lines and those under transformation, to support and prepare talents for the skills that will be needed in the future.

C) Succession plans

This year, Vallourec again strengthened its succession plans to prepare for future movements in key positions by bringing together all the critical positions in the organization and examining replacement scenarios for each.

Since 2023, greater attention has been paid to the Group's pool of female employees to ensure that they are fully integrated into succession plans and that at least one female candidate exists for each of the roles in question, with the aim of reaching a target of 30% of women in the "Leaders" population in 2027 (see Section 2.2.4.1).

II) SKILLS DEVELOPMENT

A) Expert Program

The Expert Program encourages and values individual career paths in the Group's technical expertise professions, and allows Vallourec to develop its competitiveness to satisfy increasingly demanding markets. In 2024, this program was expanded to include application knowledge as a key area of expertise, in addition to product and process issues. To date, this program has allowed some 300 experts to be recognized through the Group.

B) Expertise management and follow-up

A new project was launched in 2023, aimed at securing the Group's long-term future and developing its expertise through a dedicated human resources policy. Following an inventory of all the Group's areas of expertise (300 in all) and an assessment of their criticality, a review was carried out for each identified critical area of expertise, leading to specific action plans (recruitment, internal mobility, knowledge transfer). A monitoring system has since been put in place to ensure the ongoing monitoring and improvement of the robustness of this critical expertise, in line with the Company's needs and market trends.

C) Training

Against the backdrop of the Group's extensive transformation, Vallourec has a growing need for high-impact and motivated employees capable of adapting to changing businesses and markets. The Group strives to reconcile its need to change and adapt with the individual aspirations of its employees, allowing them to develop their skills throughout their professional career.

The training offered to employees is largely based on individual development plans identified during the career and development interview, and confirmed during talent reviews. The impact of training is systematically measured after the course, in particular with the managers of those trained, by implementing individual action plans based on the training received, or by measuring the skills acquired.

In addition to training programs that are offered and delivered as determined by the Group Training Department, each entity prepares its training plan each year, in accordance with the Group's strategy and educational guidelines. Specific training programs are therefore put in place to locally address the regulatory or market requirements.

Vallourec University

Vallourec University is the corporate training entity of Vallourec. Its remit is to develop a common culture, strengthen leadership and

business skills, and support the Group's strategy by developing the necessary skills of employees worldwide. Training programs may be given through Vallourec University in the main countries in which Vallourec operates, centrally as part of target initiatives, or via e-learning through the Learning Management System (LMS).

Vallourec University's teaching is based on three key pillars:

- **Fundamentals and Culture**, which includes the Group's induction program, intercultural understanding, change management, and all mandatory training modules (ethics, compliance, cybersecurity, data security, GDPR).
- **Leadership and Behaviors**, which prepares for handling the specific challenges encountered in management and leadership roles. The implementation of Leadership Skills, defined in the Vallourec Leadership Model, focuses on the deployment of the five core components defined: accountability, performance management, collaboration, employee development and challenging the status quo.
- **Business Expertise and Skills**, which offer content relating to safety (a major focus since 2022), processes and technologies, business lines (sales, purchasing, project management), as well as essential language skills (mainly in English).

Programs at Vallourec University operate in partnership with the Vallourec business experts as well as with service providers selected for their ability to demonstrate their impact.

Vallourec University has adopted the LMS, a training management tool that offers employees direct access to training (e-learning, language platform, videos, podcasts, etc.).

This tool allows Vallourec University to offer customized and standard training, which can be deployed at the Group's various sites for all employees connected to the LMS. This training is part of a blended learning strategy, in which live or virtual training is prepared for or reinforced by e-learning sessions, leading to better understanding of the lessons and reducing time spent in in-person settings.

Digital learning enriches the range of training opportunities available within the Group. The Vallourec University platform, open 24/7 and free of charge to all employees with a Vallourec account, features around 3,000 online training modules.

In 2025, 410,000 hours were devoted to professional training for employees, with increased focus on the Group's priorities.

Employees who had at least two hours of in-person training, or who completed at least one e-learning training session

	Production staff		Technical and supervisory staff		Managers (<i>cadres</i>)		Total	
	2024	2025	2024	2025	2024	2025	2024	2025
Women	88%	93%	83%	94%	1	95%	91%	94%
Men	87%	90%	84%	92%	1	96%	88%	92%
GROUP TOTAL*	87%	91%	83%	93%	1	96%	89%	92%

* % of employees who had at least two hours of in-person training, or who completed at least one e-learning training session by socio-professional category.

In 2025, 92% of Group employees benefited from at least one training course – up 3 points on 2024 – and each participating Group employee completed an average of 34.5 hours of training, compared with 31 hours in 2024, an increase of 10%, due mainly

to the continued focus on safety training and the emphasis placed on mandatory training, leadership training and English language training.

All professional categories have benefited from a greater emphasis on training, aimed at offering each of them targeted content designed to develop their skills, in line with the Group's priorities.

The breakdown of employees trained also includes statistics on gender. The proportion of women that received training is higher than that of their male colleagues among production staff and supervisors.

	Total number of training hours in 2025	%	Total number of training hours in 2024	%	Change
Fundamentals & Culture	15,823	4%	13,138	3%	20%
Leadership & Behavioral skills	46,674	12%	30,886	8%	51%
Business Expertise & Skills	340,601	84%	347,497	89%	-2%
including HSE	153,347	38%	154,483	39%	-1%
including Languages	15,773	4%	14,650	4%	8%
TOTAL*	409,011	100%	391,521	100%	3%

Note: * including 6 khrs on LMS e-learning content

The breakdown of training topics and the percentage of total training hours they account for reflect the emphasis placed on raising Vallourec's international standards.

The "Fundamentals & Culture" training program continued to progress, thanks to "Induction" training, synchronous compliance training for exposed individuals across all geographies and the launch of e-learning modules on compliance topics.

Health and safety training continues to be a priority for the Group, accounting for 38% of training given, in line with 2024. The "Safety Visit" training course, which has been rolled out across the

The percentage of production staff trained rose by 4 points year on year and accounted for 67% of training hours in 2025.

Synchronous training sessions (face-to-face or online) represent 77% of training hours, and e-learning 23% of the total volume of training hours (3 points more than in 2024).

Group since 2024, is the most striking example of health and safety training initiatives.

Training in "leadership and behavioral skills" was also stepped up and rolled out to a wider population of managers. The aim is to support the deployment of the leadership model and the managerial skills expected of each individual.

Finally, the Group strengthened its online program for learning English in 2025, giving over a thousand employees access to this tool. Learners are monitored on a monthly basis, with an average learning time of 17 hours in 2025 (compared with 7 hours in 2024).

2.2.2.3 Work schedules and work-life balance

1) ORGANIZATION OF WORK

The Group's policy is designed to provide flexibility and responsiveness in order to adapt to customer demand.

Working patterns enable the Group to adjust plant operations to production requirements. Most production sites have adopted a system of continuous shift work (round the clock), five or six days per week using three, four or five rotating teams.

In order to minimize the arduous nature of working patterns, research is being done in conjunction with occupational physicians and employees into the structuring of working patterns to coincide with physiological patterns. This research is then followed by trials.

In order for the Group to meet the need to adapt to economic conditions, whenever possible, hourly cycles are reduced (2x8 from 3x8, or 3x8 from 5x8, etc.).

Innovative solutions have been implemented, which vary based on cultural factors and applicable national laws.

Vallourec is also attentive to employees' work-life balance. In this regard, several issues relating in particular to working hours,

workload and feedback on work-life balance are systematically and compulsorily addressed in all annual appraisals for the Group's managers. The issues also feature in the engagement survey carried out on the Group's scopes, and consequently form part of the associated action plans.

Lastly, the Group's policy on leave entitles employees to take leave for certain family events (country-specific policy).

The Group also respects the laws of the countries in which it operates with regard to service in the armed forces. In the United States, the Group grants military leave to regular employees for the expected duration of active military service under the specific training program or the required period of service in any branch of the uniformed services, up to the maximum amount of time to which the employee is entitled by law. An employee's cumulative military leave cannot exceed five years. Military leave is granted in addition to normal vacation or other paid leave granted by the Company.

II) WORKING HOURS

The following table shows the number of hours worked and the average number of overtime hours worked in the last two years. It is based, for each area, on the number of hours worked by the registered workforce.

	Average number of hours worked per employee		Of which the average number of overtime hours worked per employee during the year	
	2024	2025	2024	2025
Africa	1,792	1,511	49	34
North America	2,415	2,055	429	377
Asia	2,300	2,091	521	400
Brazil	1,936	1,639	98	83
Europe	1,601	1,346	22	13
Middle East	2,341	1,775	49	56

Average number of hours worked per employee per year	2024	2025
Algeria	2,021	2,076
Germany	1,390	1,370
Angola	1,965	1,740
Saudi Arabia	2,475	1,812
Azerbaijan	1,804	1,890
Brazil	1,936	1,639
Canada	1,692	1,414
China	2,665	2,321
United Arab Emirates	2,042	1,697
United States	2,354	1,992
France	1,624	1,350
Indonesia	2,087	1,809
Kazakhstan	1,917	
Malaysia	1,340	
Mexico	2,694	2,399
Nigeria	1,649	1,480
Norway	1,409	1,230
Uganda	1,644	1,327
United Kingdom	1,797	1,256
Russia	1,033	
Singapor	2,116	1,811

Although overtime hours do not apply to managers, the average number of overtime hours has been calculated for the entire workforce (registered workforce), including managers.

III) ABSENTEEISM

The absenteeism rate is calculated by comparing the aggregate of all paid leave (including for illness, work-related or commuting accidents excluding maternity leave) with the total number of hours actually worked, after deducting overtime and adding leave (excluding maternity leave). In every country, it is in the low average of the rates of comparable industries.

In 2025, the absenteeism rate at Group level was 2.85% compared with 2.81% in 2024.

Absenteeism rate	2024	2025
Africa	0.25%	0.79%
North America	2.16%	2.11%
Asia	1.53%	1.79%
Brazil	3.13%	3.15%
Europe	4.24%	4.87%
Middle East	1.00%	1.42%
TOTAL	2.81%	2.85%

2.2.2.4 Wage policy

I) PAYROLL

In 2025, Group payroll, excluding temporary workers, totaled €707 million:

- €537 million in salaries;
- €31 million in employee profit-sharing;

- €4 million in expenses associated with stock options and performance shares; and
- €135 million in social security costs.

Breakdown of payroll costs by country:

Breakdown of total payroll costs	2024	2025
Germany	4%	— %
Brazil	28%	31%
China	3%	4%
United States	31%	35%
France	24%	19%
Mexico	2%	2%
United Kingdom	2%	2%
Other	6%	7%
TOTAL	100%	100%

II) EMPLOYEE PROFIT SHARING AND BONUSES

Profit sharing plans are designed to associate employees with the Company's performance. In 2025, the amount allocated to these plans was €31 million.

In France, a Company savings plan (PEE) and retirement savings plan (PERCO) allow employees to invest the money they receive from profit sharing in order to build up savings with a favorable tax status and to benefit from employer contributions.

III) EMPLOYEE SHARE OWNERSHIP

An employee share ownership plan was launched at the beginning of 2025: in early 2025 for seven countries (versus three countries in 2023): Brazil, France, Indonesia, Saudi Arabia, Singapore, the United Arab Emirates and the United States.

Vallourec Invest 2025 continued to offer a 20% discount and a matching contribution. For 2026, a similar mechanism will be proposed in the following countries: France, the United States, Brazil and the United Arab Emirates.

IV) REMUNERATION RATIO

In line with the requirements of ESRS S1-16, this year the Group is publishing the "annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employees", to ensure full transparency on pay gaps. It stands at 96.5 and is calculated on the basis of full-time employees throughout 2025 in Vallourec's three main countries (Brazil, United States and France), representing 71% of the Group's permanent workforce.

Note that this ratio takes into account very mixed data, insofar as remuneration contexts vary greatly from country to country.

The metric for the gender pay gap is presented in section 2.2.4. "Diversity and equal opportunities".

V) ADEQUATE WAGES

In line with the commitments made in 2024, and in order to provide concrete action regarding the definition of an adequate wage under ESRS S1-10, in 2025 Vallourec developed a method for assessing this wage. In countries where it is available, the analysis is based on the Global Living Wage Coalition's reference using the Anker methodology, which estimates the cost of a decent standard of living by evaluating the budget required to cover a household's essential needs (food, housing, healthcare, transport, education) in a given local context. In other countries, the assessment is based on OECD data, compared with Group remuneration. Finally, in the European Union, the analysis is based on Directive (EU) 2022/2041 on adequate minimum wages. The analysis undertaken represents 95% of the Group's permanent workforce.

- In France, 100% of employees are paid more than the adequate wage defined by Directive (EU) 2022/2041.
- In Indonesia, 100% of employees are paid more than the adequate wage defined by the Anker methodology.
- In the United States, 99.1% of employees are paid more than the adequate wage, defined as 50% of the country's gross average wage, calculated on the basis of OECD data. The average salary of the remaining 0.9% of employees represents 95% of the adequate wage.
- In Brazil, 97.1% of employees are paid more than the adequate wage defined by the Anker methodology. The average salary of the remaining 2.9% of employees represents 94% of the adequate wage.
- In China, 45.9% of employees are paid more than the adequate wage defined by the Anker methodology. Nevertheless, the remuneration structure in the country includes elements that are not included in fixed remuneration, but which nevertheless constitute remuneration that has been paid on a recurring basis over recent years. After factoring in these elements, 93.5% of employees are paid more than the adequate wage defined by the Anker methodology. The average salary of the remaining 6.5% of employees represents 88% of this benchmark.
- In Mexico, 97.5% of employees are paid more than the adequate wage defined by Anker. The average salary of the remaining 2.5% of employees represents 93% of the adequate wage.

2.2.2.5 Healthcare coverage

In almost all countries, except in African and Middle Eastern countries, employees benefit from a healthcare coverage system for themselves and their families. During business travel, a medical service guarantees they will be cared for under the best conditions.

2.2.3 Social dialogue (ESRS S1)

2.2.3.1 Organization of social dialogue

Wherever the Group is established, it has made social dialogue a priority. This is organized in each country, in accordance with local regulations. To date, the vast majority of the Group's workforce is covered by industry- or company-wide collective agreements (100% of the workforce in the European Economic Area). Vallourec is currently working to set up a metric that can be used to track collective bargaining across its entire scope.

In accordance with Articles L.2331-1 to L.2335-1 of the French Labor Code, the Group has set up a Group Works Council, which meets at least once a year to inform employee representatives of the Group's economic, financial and social situation, as well as its general strategy.

In line with its commitment to the United Nations Global Compact, Vallourec respects freedom of association and the right to collective bargaining, in compliance with current legislation.

IN FRANCE

In 2025, numerous meetings were held with employee representatives.

In addition to the topics discussed at regular meetings of various local and Group bodies, the most important themes were:

- Negotiation and signing of an amendment to the profit-sharing agreement with specific conditions for 2025.
- Information and consultation on a project to simplify the scope of French legal entities.

IN THE UNITED KINGDOM

Following the closure of the Bellshill site in 2024, social dialogue is being organized through consultations and discussions with employees.

IN NORTH AMERICA

Throughout North America, communication with employees via general meetings, "Quick Connect" sessions, and small group round tables (i.e. face-to-face meetings) remains an important channel for sharing Vallourec's strategic priorities and gathering direct feedback and questions from employees. Surveys such as "Great Places to Work" are also a way to gather employee opinions and implement follow-up actions by management.

In 2025, extensive communication campaigns were also conducted in North America to encourage the use of "Speak Up!", the updated integrity hotline, as well as MyCority, a tool that allows employees to report any safety issues. Crossfunctional groups such as "We are Vallourec" also contribute to the overall quality of social dialogue and employee relations.

Multiple activities of a social, sporting or cultural nature are organized within the subsidiaries. They take on different forms according to the structures: company orchestras or choirs, organization of tourist trips, sporting competitions or parties, and the funding of vacation camps for children. The goal of these activities is to bring people together outside of a strictly professional framework, to support and strengthen connections among employees.

Through these various interactions, the Group strengthens mutual respect and dialogue, as well as its shared commitment to Vallourec's values: transparency, performance, responsiveness, and respect.

In Mexico, production employees are represented by a union under a collective bargaining agreement covering their rights and working conditions. Vallourec maintains a collaborative relationship with the union. Regular discussions and negotiations enable a coordinated approach to ensuring safe working conditions, competitive pay and benefits, and improving the employee experience and well-being.

IN SOUTH AMERICA

In 2025, relations between the Company and the unions focused on issues related to how well the unions represent employee interests, in accordance with labor legislation. Key topics included:

- negotiating the profit-sharing agreement;
- Negotiating agreements and collective bargaining contracts on topics such as time banks, working hours, employee compensation and implementation of mechanisms related to the Company's activity;
- CIPA – Internal Committee for Prevention of Accidents, which focuses on health and safety in the Company's internal processes;
- CRE – Employee Representative Council, which aims to foster relations between the Company and its employees by promoting dialogue on opportunities for improving internal conditions within the units.

IN CHINA

Trade unions or employee representatives exist in most entities in China, and the employer maintains regular communication with these representatives. In all cases, Vallourec encourages employees to have representatives. The Labor Union was established in Tianda Chuzhou in 2021. In the entity without trade union or employee representatives, social dialogue occurs through direct contact between staff and management via internal communication meetings.

IN INDONESIA

PTCT employees located in Batam are represented through a single trade union (Spices) which includes representatives from all departments. Monthly meetings are held between union leaders and the management team. In October 2025, a collective agreement was signed and extended until 2027. Negotiations on pay scales are conducted annually, with adjustments linked to minimum wages imposed by the government to ensure compliance and fairness.

2.2.3.2 Internal survey on employee satisfaction

A Group employee satisfaction survey was launched in 2024 with the Great Place to Work (GPTW) organization. Between October 14 and November 1, 2024, 13,000 employees were asked to answer 60 questions covering issues such as respect, credibility, justice, pride and camaraderie, as well as four questions on their perception of occupational health and safety. In all, 77% of employees responded, which is the best participation rate ever

recorded by Vallourec for this type of survey (the last one in 2021 had a response rate of 64%). A new Group employee satisfaction survey will be launched at the end of the first half of 2026. This new wave will enable Vallourec to measure changes in employee perception since 2024, assess the impact of action plans implemented and identify new areas for improvement.

2.2.3.3 Group internal communications

Internal communication plays a major role in Vallourec's operations. It allows employees to be connected worldwide and to create a true sense of belonging to the Group. The goal of internal communications is to engage Vallourec's employees and have them adopt a common vision, plan and values and to support Vallourec's transformation. Vallourec maintains a constant dialogue with its employees through various channels:

- regular "On Air" webcasts with the management team, to share headline news across the whole of the Group's 12,269-strong workforce. The webcast is also used for regional conventions and thematic seminars to complement face-to-face events;
- "Coffee n' Connect" meetings between the Chairman and Chief Executive Officer Philippe Guillemot, management teams and employees, run throughout the year to present the Group's new governance structure and outline the Group's priorities. These regular meetings are also opportunities for exchange; and
- the My Vallourec intranet platform, which reaches some 8,000 employees in around 20 countries. My Vallourec merges the Group's various intranet sites into a single platform, giving employees simplified access to local and corporate information.

It offers an environment based on Office 365, which is more ergonomic, consistent, modern and open. The information provided on My Vallourec allows employees to learn more about the strategy, objectives, results and success of the Group's teams worldwide. News is also relayed on screens at sites where such screens have been installed;

- My Vallourec is supplemented by the business social networking site, which allows employees to have discussions, share knowledge and best practices via dedicated communities, and by Teams, a hub designed to promote teamwork; and
- specific communication on certain projects to raise employee awareness on key issues (safety, quality, digital, major HR projects, ethics, values, CSR, energy transition, etc.) or invite employee involvement on important events (R&D Awards, Innovation, major projects impacting Group life, etc.).

The Group's internal communications are also based on local resources in the countries and subsidiaries, which relay messages, provide feedback from the field and raise topics of interest within their own channels (magazines, intranets, etc.).

2.2.4 Diversity and equal opportunities (ESRS S1)

The Group considers diversity an important factor of innovation and performance, and thus an opportunity for further development. Its actions to promote diversity and fight discrimination, all while recognizing performance and merit, are described below.

In 2023, the Group broadened the notion of diversity, which had previously focused mainly on gender diversity, to include multi-

generational, multicultural and disability inclusion and diversity. This impetus is part of the "We are Vallourec" program, which has led to the creation of steering committees and action plans for each region.

The broad outlines of the program are defined at monthly steering committee meetings, where KPIs and actions in each country are monitored.

2.2.4.1 Gender equality

Women now represent 28.3% of the Group's managers and executives (up 1.2 percentage points on end-2024 and 2.1 percentage points on end-2023). The proportion of women in Senior Management has risen significantly, to 19.2% at the end of 2025, up 4.1 percentage points on end-2024 and 5.7 percentage points on end-2023.

The proportion of women on the Executive Committee rose from 15% to 23% following the arrival of a female member, continuing the rapid increase in recent years (from 0% in 2020).

The Group's gender diversity goals are monitored as part of the "We are Vallourec" program launched in 2023, namely:

- 30% women among the Engineers and Managers population by January 1, 2027;

- 30% women among the Top Management population (Top 80 Leaders) by January 1, 2027;
- 30% women on the Executive Committee by January 1, 2027.

To address equity and diversity issues, the approach to the following priorities has been strengthened:

- providing the conditions for women to succeed;
- ensuring at least one female candidate is put forward for vacant positions;
- ensuring at least one female candidate is put forward in all succession plans; and
- guaranteeing equal pay for men and women (the same pay for the same job).

The main actions in 2025 involved maintaining and developing mentoring for women in all regions, improving the working and employment conditions of women at Group sites, developing initiatives to raise the profile of our business lines by gradually setting up a network of partner universities in each country in which Vallourec operates, and using the International Women's Day to communicate widely (i.e., over 1,000 employees took part in the presentations) on diversity issues and on the action plans put in place.

Once again in 2025, particular attention was paid to female candidates in the Expert Program, a key factor in maintaining and developing the Group's technical and innovation leadership. In 2025, women accounted for 30% of candidates and new nominees, which is higher than their representation in the workforce. The proportion of female experts climbed 1.7 points to 18.2% in 2025 (vs. 16.5% in 2024).

The Group publishes two metrics relating to the gender pay gap.

The first, in line with the requirements of the ESRS S1-16, is 18.9% in favor of women. This is due to the low proportion of women in the blue-collar workforce, and is calculated based on the fixed annual salaries across the Group's three main countries (Brazil, the United States and France), i.e., 80.7% of the Group's permanent workforce.

2.2.4.2 Cultural diversity

As an international group, Vallourec enjoys a great cultural diversity. To ensure the conditions for a harmonious and effective collaboration, engineers and managers involved in working with multicultural teams benefit from specific training programs. In 2025, the France-Brazil intercultural sessions initiated in 2024 were successfully renewed for managers with multicultural teams. This program will be deployed in other areas requiring advanced understanding of different cultures in order to improve operational efficiency.

2.2.4.3 Generational diversity

From 2025, particular attention was paid to the formation of project groups in Vallourec's various functions and geographies, factoring the criterion of diversity – and generational diversity in particular – into their composition. For example, within the scope of the Hackathon Generative AI project organized in 2025, the 48 participants were a good reflection of the Group's various entities with a balanced generational mix, thereby helping to promote and accelerate the use of artificial intelligence within the Group.

2.2.4.4 Disabilities

Individual support initiatives continued to be implemented in various Group entities in the main countries where Vallourec operates. As part of its actions to promote diversity, Brazil follows an action plan defined each year by a specific action group focused on better integrating people with disabilities. Its actions are monitored on a monthly basis. For example, an initiative to integrate deaf employees was successfully implemented. In France, awareness-raising initiatives on the issue of disability were organized during the European Week for the Employment of People with Disabilities, which ran from November 17 to 23, 2025, enabling Vallourec to reaffirm its commitment to disability. For the

second, Vallourec's historical metric, measures differences by job level and country, and is considered by the Group to be the most relevant for tracking changes over time. In 2020, Vallourec introduced this metric in order to analyze any pay gaps within the Group. This method focuses on the most significant countries in terms of headcount and comparable remuneration practices, i.e., Brazil, France and the United States. The analysis covers supervisors and managers by grade, excluding production staff (given the low proportion of women in that category). In 2025, this population represented 73% of the Group's managers and technical and supervisory staff. The rate came out at 4% in favor of men (versus 4.4% in 2024). This low gap reflects the effectiveness of our HR diversity policies and was mainly due to seniority in the function groups analyzed.

The results are shared and discussed within "We Are Vallourec" every year.

The Group also pressed ahead with a number of regional initiatives aimed at structuring an approach to the promotion of women at all sites, with the promotion of women to management positions continuing to increase (28% in 2025).

The proportion of women in the external recruitment of engineers and managers continues to increase significantly. In 2025, they accounted for 35% of new hires, on a par with 2024 and 2023.

Regular communication initiatives were carried out in 2025, in particular on the occasion of the World Day for Cultural Diversity to highlight unique aspects of the culture of all countries in which the Group operates.

Lastly, particular attention is being paid to cultural diversity within the Group's management committees, so that they better reflect our international presence.

first time, on December 2, 2025, the Group organized a global event to mark the International Day of Persons with Disabilities, underscoring its commitment to making the inclusion of people with disabilities a pillar of its We are Vallourec program. In 2026, a roadmap for progress defined by each region will be deployed to measure the progress and effectiveness of the measures taken. The main themes identified are awareness-raising, bias prevention, adaptation of working conditions and career prospects. A specific common metric for geographies not covered by specific legislation will be introduced in 2026, to measure the percentage of people self-declaring a disability status.

2.2.5 Value chain (ESRS S2)

As part of its Double Materiality Assessment, the Group studied the profile of its suppliers and customers. The structure of Vallourec's downstream value chain, i.e., its customers, is relatively homogeneous. It is made up of companies with a global presence that are subject to vigilance obligations similar to those of Vallourec. After a thorough review, no risks were identified. The assessment showed that the risks are located in Vallourec's upstream value chain, i.e., at supply level. The type of risks concerned and the measures taken to address them are described below.

2.2.5.1 Presentation of the Purchasing function

As part of its overall approach to Social and Environmental Responsibility, several years ago Vallourec began to implement processes for monitoring the stakeholders in its value chain in order to consider any negative or positive impacts that may arise in this respect, particularly with regard to its suppliers. The Group considers this approach as an essential lever in its sustainable development strategy.

Purchasing is organized according to a centralized model, providing a comprehensive overview of suppliers and the entire supply chain. To achieve this, Vallourec relies on standardized processes, tailored information systems and collaborative tools deployed across its entities and regions.

In 2025, Group purchases represented €2.48 billion. They break down geographically as follows: 35% in South America, 32% in North America, 21% in the Middle East/Asia and 12% in Europe.

Vallourec pays close attention to the local, economic and social impact of its activities on the neighboring and national populations.

Expenditure on subcontracted operations, professional services, general services, maintenance and industrial work, and energy totaled €517 million, 93% of which was local. This expenditure mainly concerns industrial finishing and control services, maintenance, and services to ensure processes run properly.

Subcontracting and industrial maintenance purchases were for the most part local, given the quality and responsiveness requirements that providers must meet. Services correspond to a significant number of highly skilled jobs that help strengthen the local industrial fabric.

2.2.5.2 Description of the supply chain

Vallourec's value chain is highly integrated, particularly in Brazil, and is made up of various stages, with its core business consisting of producing state-of-the-art seamless tubes from steel of different grades. For details of the manufacturing process, please refer to the diagram in section 2.1 - Environmental information.

Certain key steps involve long-term partnerships with specialist suppliers, some of whom may operate on Vallourec's premises, contributing to the Group's value creation process. The Group's supply chain includes suppliers and subcontractors involved in the following main areas:

Raw materials:

Vallourec's value chain is based on several key stages and strategic supplies. It begins with the extraction of iron ore from the Group's mine in Brazil, followed by its transformation into pellets at the Jeceaba site, also in Brazil. At the same time, Vallourec ensures sustainable forest management for charcoal production, thereby contributing to its environmental commitments.

For steel manufacturing, the Group sources scrap metal from suppliers who collect materials from industries, demolition projects and end-of-life vehicles, promoting recycling and the circular economy in Brazil and the United States. When internal production of steel billets is not possible, Vallourec uses external partners, ensuring that their processes comply with the same standards as those defined internally.

Steel production also requires specific alloys such as manganese, chrome, nickel, and vanadium, which improve its mechanical and chemical properties. In addition, limestone and other fluxes are used to remove impurities from the iron ore. Finally, all of these operations rely on controlled energy consumption, particularly electricity and gas, which are essential to the functioning of the Group's various sites.

Consumables and services:

Steel production at Vallourec relies on essential inputs and services that guarantee the performance and sustainability of operations. Refractory bricks, composed of magnesite, alumina and silica are used to line furnaces and withstand the extreme temperatures of the manufacturing process. Graphite electrodes play a key role in electric arc furnaces (EAFs), conducting the electricity needed to melt scrap steel.

In addition to these components, there are logistics and transport providers, who are responsible for shipping and freighting raw materials and finished products. Suppliers specializing in waste management treat by-products from steel production, including slag, dust and gases, thereby helping to reduce the environmental impact and recover residual materials.

Vallourec also collaborates with consulting and engineering firms to provide machine design, operational optimization and technology upgrade services, thereby improving efficiency and reducing costs. Finally, auditors and compliance departments intervene to ensure compliance with regulatory norms and internal standards, reinforcing transparency and reliability throughout the value chain.

2.2.5.3 Impacts

The vast majority of processes require specialist knowledge or skilled labor, with the result that jobs are created in innovation-driven roles and niche sectors. This is particularly true for example of roles in the fast-growing sustainable waste management sector. Furthermore, certain activities specific to the Group's particular industry, such as charcoal production in Brazil, have a positive impact on job creation in regions with low economic development, thereby contributing to local economic growth.

The Group has particularly high standards when it comes to the working conditions under which these activities are carried out, in order to limit health risks and ensure that they are carried out in complete safety. Risks are mainly related to heat, equipment breakdowns, hazardous by-products such as slag or dust, and toxic materials. Requirements for suppliers are the same as those

applied internally by the Group. Suppliers' performance is regularly monitored, and in some cases suppliers are asked to implement immediate action plans. Vallourec has developed a robust process to minimize these impacts in health and safety as described in sections 2.2.2.1 "Health and safety" (ESRS S1) and 2.4 "Vigilance Plan".

2.2.5.4 Key commitments

Vallourec is committed to establishing long-term partnerships with suppliers offering unique and innovative technologies, in order to create new business opportunities while ensuring ethical practices.

The Group's Responsible Purchasing Policy reflects this goal by promoting ethical business conduct in compliance with its Code of Ethics and the Anti-Corruption Code of Conduct, which cover recognized international principles such as environmental

protection, respect for labor rights and local economic development.

Vallourec expects all its suppliers to align themselves with this policy and with the Group's ESG targets so that its entire value chain contributes to sustainability, ethical standards and the continuous improvement of environmental and social performance.

2.2.5.5 Action plans

The CSR approach involves assessment of suppliers at all strategic stages of the supply chain and relies on various tools and processes to guarantee compliance and performance. These tools include Altares, EcoVadis and IndueD, supplemented by internal procedures.

The tendering and contracting process includes the following elements:

- Analysis of the potential supplier using the internal risk matrix.
- Assessment by a third-party company, EcoVadis, of suppliers' CSR performance is required during calls for tenders. The platform evaluates suppliers using a methodology structured around four key themes: environment, social and human rights, ethics, and responsible procurement. For suppliers whose business volume with Vallourec exceeds €1 million, the assessment is mandatory.
- When a supplier is identified as posing a risk, the selection process involves an in-depth analysis of ethical compliance, assessed via the specialized external platform IndueD.
- All suppliers sign Vallourec's Code of Ethics and Anti-Corruption Code when signing their contract. They thereby undertake to comply with Vallourec's ethical standards, undergo due diligence checks, prohibit corrupt practices and report unethical behavior.
- Regular updating of the supplier risk mapping (see Section 2.4.3 "Risk management of supplier and subcontractor activities").

These actions aim to establish a relationship of trust with suppliers, encouraging them to adopt ethical principles aligned with the Group's own principles.

During the deployment and delivery phase, the Group regularly monitors its subcontractors, particularly in the areas of occupational health and safety, the environment, ethics, and respect for human rights and social standards:

- Vallourec applies strict health and safety standards to all its suppliers. Vallourec suppliers working on its premises must comply with the same safety requirements as Vallourec employees and are subject to a specific subcontractor procedure. Before starting work, all contractors receive the necessary training and are required to use the appropriate personal protective equipment (PPE). By requiring compliance with international health and safety frameworks such as ISO 45001, Vallourec works to reduce workplace risks, ensure the safe handling of materials and invest in technologies that prevent injuries and accidents. Vallourec does not necessarily have the ability to directly influence the safety measures taken by its suppliers in their own plants. Nevertheless, a great deal of attention is paid to raising supplier awareness of these issues.
- Regarding compliance with environmental standards and raw material purchases (with steel billet suppliers in particular as steel accounts for a very large proportion of the Group's carbon footprint - upstream Scope 3), Vallourec requires its partners to have a decarbonization roadmap for products purchased on the basis of certified documents such as Life Cycle Assessment.
- Vallourec ensures compliance with traceability and procurement rules on conflict minerals in line with local laws and regulations (conflict minerals especially).
- The Group has not signed any agreements with its suppliers' unions. However, using the EcoVadis questionnaire to encourage buy-in, it actively promotes key social and environmental values throughout its supply chain, including defending workers' rights to freedom of association and collective bargaining, fostering a culture of respect and equality by urging suppliers to adopt anti-discrimination policies and supporting compliance with labor laws. No material risks have been identified for workers in Vallourec's value chain in relation to specific groups.

2.2.5.6 Performance monitoring

The Purchasing Department makes a cross-cutting contribution to the Group's targets in terms of health and safety, the environment, ethics and human rights. Some targets are presented in this section, while others are included in the Vigilance Plan (see Section 2.4 "Vigilance Plan"). 75.5% of the Group's purchases are currently made from companies rated by EcoVadis following an ESG assessment, representing over 700 suppliers to date. The aim is to maintain this level of coverage and improve their EcoVadis rating beyond the 30/100 threshold on the human rights and environment pillars. The target was set by the Purchasing and Sustainable Development Departments on the basis of an external benchmark and in relation to the suppliers in the Group's panel.

To monitor and evaluate the effectiveness of its actions, Vallourec organizes quarterly meetings with the Purchasing community and meets with strategic suppliers at least once a year. These commitments are essential in maintaining open communication and ensuring that suppliers are also aligned with the Group's objectives. This structured approach enables Vallourec to remain responsive both to the Company's needs and to the changing expectations of its stakeholders.

The Purchasing team monitors supplier performance every quarter and presents its findings each year to the CSR Committee of Vallourec's Board of Directors.

2.2.5.7 Mitigation and remediation of negative impacts

ACTIONS TO PREVENT NEGATIVE IMPACTS

Vallourec seeks to balance its business objectives with ethical and sustainable practices. The aim is to ensure that the Group's strategies not only meet performance targets, but also reach the highest standards of corporate social responsibility. To maintain this balance, Vallourec regularly engages with stakeholders, incorporating their concerns and ideas into its business decisions to ensure it is aligned with both market demands and sustainability practices.

REMEDIATION OF NEGATIVE IMPACTS

Vallourec has several mechanisms in place to provide for or cooperate in the remediation of negative impacts on value chain workers:

- 1) Vallourec Integrity Line: allows employees and external stakeholders such as suppliers to report any behavior that violates Vallourec's Code of Ethics or Anti-Corruption Code of Conduct. More details regarding the Integrity Line can be found in section 2.4.4 "Whistleblowing and reporting systems".
- 2) Internal control and audits: the Company has an internal control system that includes procedures focused on corruption risks and a whistleblowing system overseen by a committee. Internal audits are carried out to ensure compliance and address any issues identified.
- 3) Accident management and red-listing: in the event of an accident involving a supplier's employee on Vallourec premises, the incident is handled with the same level of care

and attention as if the victim were a Vallourec employee. Suppliers involved in such incidents are added to the safety red list. Inclusion in this list may result from recordable incidents (LTI – Lost Time Incident; WLT – Incident without Lost Time), environmental violations or critical departures from safety requirements with no improvement/action plan in the last three months.

- (i) Actions to monitor red-listed suppliers: subcontractors on the safety red list are subject to a rigorous monitoring process aimed at improving performance. This requires presentation of a formal improvement action plan to the safety manager, operations manager and purchasing team, organizing monthly review meetings, and carrying out Gemba-type assessments to monitor the progress of the actions implemented.
- (ii) Criteria for removal from the safety red list: suppliers can be removed from the safety red list if they demonstrate sustained improvement. This means at least three months with no recordable incidents or critical departures from safety requirements, full execution of the action plan (unless investment is needed to delay completion) and an unrestricted audit by the safety and security team.
- (iii) Non-compliance penalties: in exceptional circumstances, suppliers who fail to comply with safety standards are subject to financial penalties, as stipulated in their contracts. They may also be placed on hold for new business, making them ineligible to participate in future tenders until compliance is restored.

2.2.6 Support for the local socio-economic fabric (additional information)

Vallourec has initiated numerous relationships with local stakeholders in its activities, such as professional organizations and local authorities, residents' associations and groups with a social or environmental objective related to its sites' operations. Actions for the benefit of local stakeholders mainly concern donations and voluntary initiatives carried out in countries where the needs and expectations of the local residents are highest, such as Brazil and Indonesia.

Initiatives must be in line with the Group's policy and three key priorities: education, environmental protection and health, with the fight against poverty in particular (depending on the local context).

In 2025, more than 160 projects were completed to benefit the surrounding communities. For example, several educational actions were set up in all regions where the Group operates. They range from supplying school equipment and funding cultural and

extracurricular activities to encouraging vocations through science and engineering projects. Other initiatives supported access to basic education for children from disadvantaged backgrounds.

At the same time, a number of initiatives were launched to support people in need, suffering from illness or victims of violence. In particular, the Group supported associations involved in the fight against cancer, improving the living conditions of people with disabilities, and reducing poverty. This took the form, for example, of food distribution, collections of essential goods and financial support for shelters welcoming vulnerable people.

The Group also supported various initiatives to protect the environment. The overall aim of these actions was to contribute to preserving natural environments and promoting better environmental practices in the areas where it operates.

2.3 Governance information (ESRS G1)



2.3.1 Governance

Risks relating to business ethics and corruption are presented in section 2.4 "Vigilance Plan" and in section 3.1.3 "Legal and tax risks" of this Universal Registration Document.

Compliance with the law, business ethics and the fight against corruption is one of the main principles underpinning the Group's actions, enshrined in its Code of Ethics as supplemented by its Anti-Corruption Code of Conduct.

The Group Compliance Committee is chaired by the Chairman of the Board of Directors and Chief Executive Officer, led by the Group Compliance Officer, and includes all members of the Vallourec Group Executive Committee, as well as the Head of Internal Audit and Risk Management, the Head of Accounting, Consolidation and Internal Control, and the Head of Group Purchasing. The purpose of this Committee is to set guidelines and objectives in terms of compliance and business ethics, and to monitor the effective deployment of the Vallourec Group's Compliance Program.

At least quarterly, the Group Compliance Officer reports to the Group Compliance Committee. The Group Compliance Officer makes half-yearly presentations to the Board of Directors' Audit Committee regarding the actions taken in relation to business ethics and the deployment and improvement of the Compliance Program.

Vallourec's Compliance Department establishes and implements internal compliance policies and, in particular, the system for

detecting and preventing corruption and anti-competitive practices, dedicated to compliance with applicable international economic sanctions. The Group Compliance Officer reports to the Legal Director and gives regular accounts to the Chairman and Chief Executive Officer. The Compliance Department is made up of compliance specialists at headquarters and Regional Compliance Officers who report directly to the Group Compliance Officer.

There are regular communications on compliance issues such as the competition rules and the fight against corruption. In speeches to Group executives or employees, the Chairman of the Board of Directors and Chief Executive Officer stresses the importance of complying with the rules, his commitment to ethical conduct in business dealings and his "zero tolerance" of practices that run counter to them.

Specific updates are regularly given on issues related to compliance and business ethics via internal communication channels. These are posted on the "Ethics and Compliance" page of the Group's intranet to ensure good visibility Group-wide.

Testifying to the effectiveness of the above measures, in 2025 neither the Group nor its senior executives were the subject of any legal convictions or sanctions of any kind for corrupt behavior.

2.3.2 Action plans and measures

2.3.2.1 Code of Ethics and Anti-Corruption Code of Conduct

The Group's ethical standards are presented in a seminal document, the Code of Ethics, which was updated in 2022.

The Code of Ethics is a set of core values that includes integrity and transparency, excellence and professionalism, performance and responsiveness, respect for others and mutual commitment. The Code of Ethics also contains Vallourec's commitments with regard to human rights.

The Code of Ethics is the seminal document which is underpinned by directives and recommendations, helping Group employees to apply the Code. It provides a framework for each employee's day-to-day activities through behavioral guidelines based on these values. The guidelines reflect how Vallourec seeks to manage its relationships with all of its partners and stakeholders, including its employees, customers, shareholders and suppliers, and form the Group's benchmark in implementing its sustainable development and corporate social responsibility plans.

Vallourec's Code of Ethics applies to all consolidated Group companies. Each employee is personally responsible for implementing its values and principles and for complying with the rules it sets out.

The Group's various reporting lines ensure that it is communicated to all employees. To that end, it has been translated into nine languages (French, English, Portuguese, German, Chinese, Spanish, Arabic, Indonesian and Russian). It has also been published on the Company's intranet and website to affirm the Group's values with regard to third parties.

Since 2018, the Code of Ethics has been supplemented by an Anti-Corruption Code of Conduct. This document sets out the Vallourec Group's anti-corruption policy. It is intended for all employees, as well as Vallourec's industrial and commercial partners.

The Anti-Corruption Code of Conduct underscores Vallourec's commitment in the fight against corruption. This document was revised at the beginning of 2025 in line with the Group's new structure and the change in governance linked to the New Vallourec plan. It contains definitions and practical examples of

unacceptable conduct that could constitute acts of corruption or influence peddling. In particular, it covers the way in which Vallourec manages its relations with commercial partners, corporate gifts and invitations, facilitating payments, conflicts of interest, representatives of interests, and the funding of political parties. Lastly, it details the various reporting methods available to employees and stakeholders who wish to report non-compliance with the Code of Ethics or the Code of Conduct. The Anti-Corruption Code of Conduct serves as a reference and is supplemented by internal policies that elaborate on each of the points it covers.

The Anti-Corruption Code of Conduct, available in seven languages (French, English, Portuguese, German, Chinese, Spanish, Arabic, Indonesian, and Russian) is distributed to all the employees of the Group and to third parties. It is posted online on the Group's intranet and on the Company's website.

The Compliance Department is responsible for the following tasks aimed at ensuring effective take-up of the Code of Ethics and the Anti-Corruption Code of Conduct among all employees, and managers in particular:

- assisting Group companies in communicating the Code of Ethics and the Anti-Corruption Code of Conduct;
- coordinating actions to educate new employees on the Code of Ethics and the Anti-Corruption Code of Conduct;
- participating in the definition of application procedures and measures arising from the Code of Ethics and the Anti-Corruption Code of Conduct and enabling their effective implementation;
- addressing any interpretation or application difficulty raised by an employee; and
- reporting cases of non-compliance with the Code of Ethics to the Compliance Committee and the Audit Committee; to this end, it receives information on breaches of the principles of the Code of Ethics and the Anti-Corruption Code of Conduct.

2.3.2.2 Compliance Program

In line with the principles set out in the Code of Ethics and the commitments of the Global Compact of the United Nations that the Group joined in 2010, Vallourec seeks to prevent specific risks of non-compliance with legislation and regulations, particularly in relation to competition and the fight against corruption, within the framework of a Global Compliance Program rolled out in all of the Group's companies.

The Group's Global Compliance Program includes a corruption detection and prevention system compliant with the provisions of French Law 2016-1691 of December 9, 2016 on transparency, anti-corruption and the modernization of economic life, known as "Sapin II".

It also contains a system for preventing violations of applicable international economic sanctions, and a prevention system for preventing the risks of infringement of competition law.

The Compliance Program is rolled out by the Compliance Department and overseen by the Chairman of the Board of Directors and Chief Executive Officer, and focuses primarily on the following:

- the commitment of the governing body, and particularly that of the Chairman of the Board of Directors and Chief Executive Officer, as set out in the Code of Ethics and the Anti-Corruption Code of Conduct and on the ethics and compliance page on the Group's website. This commitment is reflected in:
 - the direct monitoring of the system by the Compliance Committee, led by the Group Compliance Officer and comprising all members of the Group Executive Committee, the Head of Internal Audit and Risk Management, the Head of Consolidation, Accounting and Internal Control and the Group Purchasing Director. The Compliance Committee meets at least quarterly,
 - presentations given at internal events and by ad hoc communications campaigns and messages issued frequently on the Group's sites;

- a Group risk map, supplemented by dedicated mapping of corruption and influence peddling risks. Following the Group's reorganization, corruption risk mapping was overhauled in 2024 to effectively and thoroughly cover all of the Group's operational processes in its new organization under the New Vallourec plan;
- preventive and control measures set out in dedicated procedures.

The Anti-Corruption Code of Conduct is the cornerstone of the Group's compliance system and refers to detailed internal policies and procedures. These define strict rules concerning:

- corporate gifts and invitations,
- integrity and risk checks to be carried out before entering into any relationship with a third party,
- management of conflicts of interest,
- control of patronage and sponsorship operations,
- relations with public bodies and lobbying;
- systems for verifying the integrity of third parties with whom the Group may have dealings.

These control measures target all third parties before any contractual relationship is entered into. They particularly concern customers and business intermediaries, including sales agents, suppliers of products or services, potential partners or acquisition targets, as well as organizations that may benefit from patronage and sponsorship initiatives.

For each of these parties, specific requirements apply, depending on the category of third party, in order to ensure the integrity of these relationships:

- awareness-raising and training initiatives for all Group employees aimed at addressing the risks to which its employees may be exposed in their activities by means of detailed, informative and practical recommendations that can be understood by all.

In particular, the Group relies on a Welcome Package. This is a module disseminated via the Learning Management System (LMS) of Vallourec University to all new employees, so that they are aware of the Company's values and workplace rules from the time of their arrival into the Group.

The training program includes face-to-face or distance learning, including the Mission Compliance e-learning course on the Vallourec University Learning Management System (LMS), which is designed to raise awareness of anti-corruption issues and provide thematic training on the Anti-Corruption Code of Conduct. This e-learning is followed by all new employees, and by all Group employees every two years. It is accompanied by a message from the Chairman of the Board of Directors and the Chief Executive Officer stressing the importance of all Group employees following this training program and adopting the principles, rules and values set out in the Code of Ethics and the Anti-Corruption Code of Conduct.

An e-learning module on managing conflicts of interest has also been added to the training given to all management and technical and supervisory staff.

Lastly, in-depth e-learning modules on competition law and the prevention of anti-competitive practices are available on the LMS and are taken by all Group managers upon joining the Group.

In addition to general training in ethics and compliance, members of the Compliance Department carry out:

- Initiatives to raise awareness of ethics in Group plants where the LMS is not available, to ensure that the Group's ethical rules and standards are disseminated to all employees.
- Face-to-face training sessions tailored to the most exposed functions, particularly on the prevention of corruption and compliance with free competition rules. These functions include the Company's sales, purchasing, management and operations, accounting and human resources teams. In 2024, all Company functions, including those considered most at risk, had received anti-corruption training. In 2025, these functions were also the subject of training sessions at all Group entities.

In addition, the Compliance Officer works with the members of the Board of Directors' Audit Committee on a half-yearly basis to ensure that they have the appropriate knowledge in the field of corruption prevention.

Achievement rate of mandatory compliance e-learning modules assigned to managers and technical and supervisory staff

	Completion rate in 2025
Anti-corruption; competition rules	90%
Compliance with competition rules	90%

- a dedicated control system, forming part of the Group's internal control system.

This system, supervised by the Internal Control and Compliance Departments, includes controls designed to prevent risks identified by corruption risk mapping, and includes anti-corruption accounting controls. It also includes so-called second-level controls, designed to ensure the effectiveness of the first-level controls and the effective implementation of the Compliance Program. The Internal Audit Department periodically verifies the effectiveness of the entire internal control system.

- an internal whistleblowing system, as described in section 2.4.4 "Whistleblowing and reporting systems".

Vallourec Integrity Line, the internal whistleblowing system is the subject of a policy and dedicated communication operations to make each of the Group's employees fully aware of it. A Group operating committee that meets weekly and is led by the Group Compliance Officer, is responsible for receiving reports, handling them rapidly and confidentially, protecting whistleblowers and conducting independent, objective investigations in response. It oversees:

- the handling of reports involving breaches of business ethics,
- Consistency and harmonization of investigation practices and recommendations,
- Monitoring of action plans.

Indeed, if an internal investigation, carried out in response to conduct reported via the whistleblowing system, confirms practices contrary to the Code of Ethics or the Anti-Corruption Code of Conduct, the Committee may request that corrective measures be taken. The Anti-Corruption Code of Conduct stipulates that disciplinary action may be taken against employees who fail to comply with the rules set out in this Code.

- a third-party integrity evaluation program, which aims to assess the risk of third parties with regard to corruption and violation of international economic sanctions. In 2025, the Group again strengthened its third-party evaluation and control measures:
 - by strengthening procedures for controlling customers, commercial intermediaries, licensees, distributors and beneficiaries of donations and sponsorship,
 - by overseeing and participating in the implementation of a customer management tool that integrates legal and regulatory constraints and facilitates the Compliance Department's third-party assessment work,
 - by implementing a supplier control system using a dedicated platform managed by a committee bringing together the Compliance Department and the Group Purchasing Department,
- a list of points to check during audits, monitored and completed during regular meetings, at least quarterly, with the Audit Department.

Non-compliance with anti-corruption laws and regulations, or with competition rules, exposes the Group's employees to disciplinary sanctions and even dismissal.

The anti-corruption system is monitored by the operational functions and the Compliance Department as part of the application of internal procedures, as well as by the Audit and Internal Control Department as part of its audits, which incorporate compliance.

Finally, to complete the commitment of Vallourec employees to ethics and compliance, each year the Group asks a group of managers - representing almost 1,400 employees - to sign the Compliance Letter, confirming their support and compliance with the requirements of the system.

Participation in public debates and lobbying

Vallourec undertakes to transparently participate in debates concerning the development of public policies and legislative processes related to its field of activity. These actions are carried out in accordance with the principles of integrity and compliance, and must under no circumstances give rise to an offer, a promise or the granting of an advantage, in kind or in cash, to a third party. All lobbying activities are strictly regulated and subject to prior internal authorization.

2.3.3 Action plan and resources on combating tax evasion

The Group's tax, accounting and/or legal teams (calling on external experts and advisors where necessary) work at a central and local level to ensure:

- the implementation of accounting principles, the transfer price policy and suitable procedures to ensure that tax is calculated correctly and paid in a timely manner in the countries where it is due;
- any available tax relief for the Group is identified and applied for within the applicable legal timeframes;
- the regular monitoring of changes in legal and regulatory requirements applicable to Group entities, and advice and aid given on a daily basis to Group employees to ensure proper compliance with the applicable laws and regulations, particularly to combat tax evasion; and

- adequate personnel and/or external advisors to monitor tax audits so that they run smoothly and to enable them to be completed as quickly as possible.

This policy applies to all tax due at all levels of jurisdiction (local, regional, and national).

The Group's entities are regularly audited by the tax authorities to which they are subject.

As of December 31, 2025, no Group entity was involved in a dispute over tax evasion.

2.4 Vigilance Plan



2.4.1 Vigilance Plan framework

2.4.1.1 Background and scope

To continue to uphold the commitments mentioned above, Vallourec established a Vigilance Plan for the entirety of the Group, in application of French Law 2017-399 of March 27, 2017 on the duty of care of parent companies and contracting companies.

This law requires that a plan be set out containing reasonable vigilance measures specific to identifying risks and preventing serious violations of human rights and fundamental freedoms. The plan must also anticipate risks to the health and safety of individuals and the environment resulting from the activities of

(i) the Group, and (ii) subcontractors or suppliers with which it has an established business relationship. This approach is based on the priorities defined by the Group and confirmed by its internal risk-mapping work. These cover all stakeholders and include issues relating to health and safety, the environment, human rights and fundamental freedoms, as well as ethics and compliance.

Vallourec's Vigilance Plan thus fits in perfectly with our continuous improvement process, in line with the Group's proactive approach in areas of corporate social responsibility.

2.4.1.2 Governance and management of duty of care

The main risks are identified by the operational and functional departments, and the list is consolidated for quarterly review by the Executive Committee. Mapping takes place within all major entities, all regions, and the Group as a whole, and is updated regularly by the Internal Control and Risk Management Department. Priorities are set according to probability, impact and degree of control in operation.

Prevention is supported by regulatory monitoring, comparative analyses and the identification of best practices, as well as training/awareness-raising and supplier engagement measures in line with the Code of Ethics and internal policies.

Management is based on decentralized committees which:

- validate analysis and follow-up of action plans;
- validate key risk indicators (see introductory paragraph of chapter 2 "Issues identified in terms of impacts, risks and opportunities").

Centralized risk management reporting is submitted to the Executive Committee annually, to monitor the progress of action plans and ensure they are consistent with the Group's priority guidelines. In order to make further progress, the Group relies on the Vallourec Management System (VMS), which is primarily designed to improve the Group's performance in all of its operating processes. VMS thus serves to enhance risk prevention, control the variability of processes and improve their efficiency. It uses numerous specific tools such as Lean Management and the Six Sigma methodology, and strengthens project management methods. It also ensures that initiatives are consistent with the strategic plan and deliver continuous progress, and that the requirements for quality management (ISO 9001, IATF 16949, API and ASME), health and safety (ISO 45001), the environment (ISO 14001) and energy (ISO 50001) are taken into account.

The Vigilance Plan is reviewed annually by the Sustainable Development Department, the Legal Department, the Human Resources Department, the Purchasing Department and the Internal Control and Risk Management Department.

2.4.2 Risk management in Group activities

2.4.2.1 Environmental issues

In accordance with Group rules and guidelines, the director of each site is responsible for setting up an effective environmental management system that is tailored to the local context and the site's activity. The director appoints an Environment Manager tasked with identifying environmental risks and opportunities within his or her area of responsibility, and drawing up a roadmap consistent with the Group's guidelines. The director reports to the HSE Director of each region.

The Environment Department, reporting to the Sustainable Development Department, is tasked with preparing the Group's environmental policies, monitoring their application, and coordinating actions. It is supported by the HSE Managers of the regions and production sites, who are responsible for implementing these policies, through:

- uniform management of environmental performance, risks, projects, communications and sharing among all Group entities;
- incentives for entities to improve their environmental performance; and
- development of environmental competencies.

These structures exist in all of the countries. The objective of this department consists of structuring the organizations by region or country in order to better take into account specific national regulations.

In addition, environmental committees meet regularly to arbitrate and monitor roadmaps and related action plans.

2.4.2.1.1 RISK MAPPING AND PRIORITIZATION

The Vallourec Group's environmental risk mapping is based on each ESRS of the CSRD, requiring risk management policies to be drawn up for each material topic, together with an associated action plan and regular monitoring using performance metrics. The table below summarizes this exercise, the details of which are presented in section 2.1 "Environmental information" of this Universal Registration Document.

Topic	Nature of risk	Level of risk	Types of risk	Reference in URD
Climate	Regulatory changes	Low	• European carbon market (EU-ETS) • Carbon Border Adjustment Mechanism (CBAM) • Other carbon pricing schemes	2.1.3.3 Risks arising from changes in regulations
	Change in energy priorities of current customer portfolio	Moderate	• Matching the transformation of the Group's commercial solutions portfolio with that of major global energy players	2.1.3.4 Transition risks
	Climate events	Moderate	• Material damage caused by a chronic and/or acute climate event • Interruption of associated activities and downstream consequences for the value chain	2.1.3.5 Resilience to physical risks
	Reputational risk related to the impact of climate change	Moderate	• Responding to the Group's stakeholders' expectations in the fight against climate change.	2.1.2 Combating climate change
Pollution	Environmental impact of industrial activities	Moderate	• Deviations in the quality of atmospheric emissions • Deviations in the quality of water discharges • Soil contamination • Noise pollution	2.1.4.1 Risks of water, air and soil pollution as well as risks related to hazardous substances and noise pollution
Water	Depletion of water resources	Low	• Water supply failure	2.1.5.1 Risks regarding water as a natural resource
Resources	Depletion of other natural resources	Low	• Increase in steel prices • Shortage of raw materials needed for steel production	2.1.7.1 Risks relating to the use of natural resources
Biodiversity	Impact on climate and ecosystems	Moderate	• Greenhouse gas emissions, contributing to climate change • Direct impact of extractive activities (including mining and forestry) on biodiversity	2.1.6.1 Biodiversity and ecosystem issues relating to our activities

2.4.2.1.2 RISK PREVENTION AND MITIGATION MEASURES

The environmental risk management strategy has the dual objective of minimizing Vallourec's impact on the environment and anticipating the impacts of climate change on its industrial activities. These commitments are set out in the Group's Sustainable Development Charter and Environmental Policy. In 2024, this was updated to reflect the Group's new commitments, and subsequently signed by the Chairman and Chief Executive Officer.

Risk assessments have led to the establishment of measures designed to reduce the likelihood of accidents and limit their consequences and environmental impact. These measures relate to the design of facilities, strengthening of protective measures, organizational structures to be put in place and compensation for any environmental impact if it is deemed inevitable. They are set out in chapter 2 in line with the requirements of the Environmental ESRS, a summary of which is provided in the table below.

Topic	Nature of risk	Prevention and mitigation measures	Reference in URD
Climate	Regulatory changes	- Action plan to reduce greenhouse gas emissions in countries covered by the EU ETS and for products covered by the carbon border adjustment mechanism. - Integration of financial impacts related to carbon markets into the Group's financial projections	2.1.2.2 Action plans
	Change in energy priorities of current customer portfolio	- Assessment of current market dynamics - Development of new business opportunities through Vallourec NewEnergies	2.1.3.4 Transition risks
	Climate events	- Assessment of the probability, gross impacts and level of control for each type of event and each site. - Implementation of preventive measures in view of expected climate change in a global warming scenario (SSP 4-8.5)	2.1.3.5 Resilience to physical risks II) Risk management process VIII Climate change adaptation plan
	Reputational risk related to the impact on climate change	- Maintaining a level of environmental excellence with regard to extra-financial rating systems (CDP Climat, EcoVadis, Sustainalytics, etc.). - Engagement with suppliers and other stakeholders on targeted topics (decarbonization plan, product life cycle analysis, carbon markets, etc.).	Introduction to chapter 2, 2.1.2 Combating climate change
Pollution	Environmental impact of industrial activities	- Implement discharge prevention and treatment systems to limit impact on air, water and soil. - Regular monitoring of regulated pollutants and compliance with applicable environmental requirements. - Continuous improvement of processes to reduce emissions and prevent incidents.	2.1.4 Preventing pollution risks
Water	Depletion of water resources	- Group-wide action plan to reduce water withdrawals from the natural environment to achieve a 20% reduction between 2021 and 2030. - Supply through seawater desalination or rainwater for both sites in areas of proven or probable water stress by 2030.	2.1.5.3 Water withdrawal reduction plan
Resources	Depletion of other natural resources	- Qualification program for a diverse panel of steel suppliers - Maintaining a high rate of reuse, recycling and energy recovery of waste generated by the Group's industrial activities (over 98%) - Maintaining a high rate of scrap metal utilization from recycling (more than twice the global average)	2.1.7.3 Action plans undertaken to limit the use of natural resources
Biodiversity	Impact on climate and ecosystems	- Identification of sensitive areas and assessment of the potential impact of activities on ecosystems. - Implementation of action plans to preserve natural habitats and limit disturbance. - Monitoring of biodiversity indicators and integration of ecosystem issues into operational decisions.	2.1.6 Preserve biodiversity and ecosystems

Total provisions and guarantees for environmental risks are presented in Note 9 to the consolidated financial statements. This amount covers the cost of treating industrial land and cleaning up mines once resources have been exhausted. The management of industrial and environmental risks is presented in general terms under section 3.1.2.2 "Industrial and environmental risks".

2.4.2.1.3 EFFECTIVENESS AND RESULTS OF THE VIGILANCE PLAN

Vallourec seeks to limit the industrial and environmental risk relating to its activities by setting up efficient organizational structures and quality, health and safety and environmental management systems, obtaining certifications or assessing its management systems, performing stringent inspections and audits, training staff and raising the awareness of all parties involved, as well as by implementing a policy of environmentally friendly investments that reduce industrial risks. Several monitoring bodies coordinate the Group's Vigilance Plan:

- Each investment project undergoes a mandatory, formal evaluation. A multidisciplinary committee meets monthly to examine the various characteristics, assessing environmental impacts and determining whether to approve them. An internal carbon price is also applied (see Section 2.1.2.1) to account for the indirect positive impacts of projects to combat global warming.

2.4.2.2 Human rights and fundamental freedoms

2.4.2.2.1 RISK MAPPING, PRIORITIZATION AND REGULAR ASSESSMENT

Vallourec conducts its business worldwide in compliance with applicable laws and regulations and has a long-standing commitment to aligning its conduct with international standards (International Bill of Human Rights, ILO conventions, United Nations Guiding Principles on Business and Human Rights, OECD Guidelines), as well as the commitments of the United Nations Global Compact, to which the Group has been a signatory since 2010.

A specific mapping of human rights issues is carried out in addition to the overall risk mapping. It identifies the main issues, which include occupational health and safety, the prevention of child labor and forced labor, the fight against harassment and discrimination, the protection of personal data, respectful working conditions, and consideration of the impact on local communities.

This mapping and assessment process is led by the Human Resources Department and the Executive Committee, with the involvement of managerial and operational functions.

2.4.2.2.2 RISK PREVENTION AND MITIGATION MEASURES

The Group implements a prevention framework based on its structural commitments as defined in its Human Rights policy:

- Health and Safety: achieving the highest global standards through a culture of vigilance and prevention, ensuring a safe and healthy working environment that guarantees the physical and mental integrity of all employees (see ESRS S1 section 2.2.2.1 "Health and safety").
- Environment: integrating the Sustainable Development Goals (SDGs) and a responsible approach (climate, biodiversity, natural resources) that protects populations and ecosystems and contributes to the dignity, health and safety of present and future generations (see Sections on ESRS E-1, E-2, E-3, E-4, E-5).
- Child labor and forced labor: strict compliance with the legal working age, banning all forms of child labor, fight against modern slavery and prohibiting coercive practices (e.g. confiscating identity documents).

- The Group Climate, Environment, CSR Executive and CSR Board Committees monitor the structuring projects of the environmental roadmaps, as well as the key performance indicators associated with environmental targets. Section 2.2 "Our environmental commitments" of this Universal Registration Document reports on the progress made in projects for each environmental topic, summarized in the table "Monitoring key environmental, social and societal performance indicators".

- Harassment and violence: prevention and punishment of all forms of harassment (physical, psychological, sexual, or discriminatory) and guarantee of an environment free from abusive behavior.
- Fighting discrimination & promoting equal opportunities: condemning differences in treatment based on criteria other than skills/abilities; rolling out the Diversity and Inclusion program to make diversity a lever for sustainable performance (see ESRS S1 section 2.2.4 "Diversity and equal opportunities").
- Priority social dialogue: organized in each country in accordance with local regulations, promoting listening and consultation with employees (see ESRS S1 section 2.2.3 "Social dialogue").
- Data protection and confidentiality: compliant, transparent, and proportionate processing, respect for individual rights (information, consent, access, security, confidentiality).
- Quality of life at work: respect of schedules and rest periods, promotion of work-life balance.
- Security practices: use of security guards strictly limited to protecting sites, employees and property; rejection of all acts of violence; use of force strictly regulated by law and proportionate to the risk.

A secure whistleblowing system, the Vallourec Integrity Line – Speak Up!, available 24/7 in several languages, allows employees to report any violations of human rights, health, safety or the environment. The procedure is described in section 2.4.4 "Whistleblowing and reporting system".

2.4.2.2.3 EFFECTIVENESS AND RESULTS OF THE MONITORING PLAN

The effectiveness of the human rights Vigilance Plan is ensured by the processing of alerts received and regular monitoring of risks, in particular through periodic updates to the mapping. The monitoring plan includes periodic reviews of the effectiveness of measures, with progress targets and corrective actions where necessary (updating procedures, strengthening supplier controls, new training modules, targeted campaigns, etc.).

2.4.2.3 Health and safety issues

2.4.2.3.1 RISK MAPPING, PRIORITIZATION AND REGULAR ASSESSMENT

Because of the risks inherent in its businesses, Vallourec gives priority attention to occupational health and safety. The main risks identified are those associated with industrial processes, maintenance, and the handling of pipes at every stage of their manufacture until delivery to the customer. Ensuring the health and safety of employees is a fundamental value for Vallourec.

2.4.2.3.2 RISK PREVENTION AND MITIGATION MEASURES

The Group has an integrated approach to health and safety, taking into account the safety of its own employees, temporary agency workers, and subcontractors working for the Group.

The approach is based on identifying, assessing and controlling risks to ensure safe working conditions that comply with Group standards. The main health and safety risks, as well as the associated management measures, are presented in section 2.2.2.1 “Health and safety” in accordance with ESRS S1 and section 3.1.2 “Operational Risks”.

Vallourec selects and supports its partners in a consistent manner in implementing its ambitious Health and Safety targets, through clear requirements and controlled continuous improvement.

The policy and its 2030 roadmap, as well as the associated action plan described in section 2.2.2.1 of this document, reflect this integrated approach. They include specific actions for different populations and measures requested by Vallourec from temporary employment agencies or subcontractor partners, as detailed in section 2.2.2.1 “Health and safety” of this document and section 2.4.5 “Risk management linked to the supply chain”.

2.4.2.3.3 EFFECTIVENESS AND RESULTS OF THE MONITORING PLAN

The effectiveness and results of the monitoring plan are assessed with a view to continuous improvement, using specific indicators defined to steer and measure the performance of the roadmap, as detailed in section 2.2.2.1 of this document.

2.4.3 Risk management of supplier and subcontractor activities

As the Group is aware that its actions can have a material impact on the workers in its upstream value chain, it ensures that suppliers respect workers' rights, providing safe and healthy working environments and opportunities for skills development.

2.4.3.1 Risk mapping, prioritization and regular assessment

To effectively monitor the performance of its suppliers and anticipate potential risks, the Group has implemented an evaluation framework structured around nine key categories. These categories cover factors that could cause production stoppages, disrupt deliveries to customers, or compromise its commitment to responsible purchasing. Among the most critical areas analyzed are the supplier's dependence on Vallourec, its level of performance in terms of quality and safety, compliance with social standards and human rights, management of environmental issues, and ethical conduct.

This systematic approach enables the Group to identify vulnerabilities, strengthen the resilience of its supply chain, and ensure compliance with its sustainability targets. Vallourec also conducts strategic reviews of its key suppliers to ensure that they are aligned with the Group's long-term sustainability targets and ethical standards.

(i) ENVIRONMENT, HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS

According to internal risk management procedures, if a supplier's EcoVadis score is below 30 in Environment or Labor & Human Rights, the supplier will be classified as at-risk, and an action plan with quarterly follow-ups will be required. It must also retake the assessment within one year.

(ii) HEALTH AND SAFETY

Vallourec applies the same strict Health and safety standards to its subcontractors. To this end, the Group's Health and safety risk assessment applies to its subcontractors (see Section 2.2.2.1 “Health and safety”, and 2.4.3 “Risk management in Health and safety issues”).

2.4.3.2 Risk prevention and mitigation measures

Vallourec ensures that these rights and principles are respected within the Group and by its subcontractors by incorporating them into its “due diligence”, regular assessments and follow-ups. The risk mitigation process implemented throughout the procurement stages is described in section 2.2.5 “Value chain”.

2.4.3.3 Effectiveness and results of the monitoring plan

To monitor and evaluate the effectiveness of its actions, Vallourec organizes quarterly meetings with the Purchasing community and meets with strategic suppliers at least once a year. These commitments are essential in maintaining open communication and ensuring that suppliers are also aligned with the Group's objectives. This structured approach enables Vallourec to remain responsive both to the Company's needs and to the changing expectations of its stakeholders.

(i) ENVIRONMENT, HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS

At the end of 2025, less than 2% of all EcoVadis-rated suppliers were given an unsatisfactory Environment score. For Labor & Human Rights, again less than 1% of all suppliers assessed by EcoVadis were given an unsatisfactory score.

Underperforming suppliers are required to adopt an action plan to improve in the areas identified as critical, and to be subsequently reassessed.

At the end of 2025, all the Group's strategic suppliers had signed the Code of Ethics and the Anti-Corruption Code of Conduct, or could demonstrate the existence of equivalent standards within their organization.

Vallourec has not received any reports or identified any cases of non-compliance within its supply chain with regard to the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work or the OECD Guidelines for Multinational Enterprises.

(ii) HEALTH AND SAFETY

During 2025, 12 accidents involving supplier employees were reported, resulting in the mandatory implementation of corrective action plans to reinforce compliance with safety standards and prevent future incidents. The evaluation of subcontractors' TRIR performance is integrated into the Group's overall performance targets (see Section 2.2.2.1 "Health and safety").

2.4.4 Whistleblowing and reporting systems

Under the Code of Ethics and Anti-Corruption Code of Conduct, the Group's employees may report conduct that violates the values and principles of both of these Codes on the Group's Integrity Line whistleblowing system.

This system has been in place within the Group since 2018 and is available across all entities controlled by Vallourec. This system is available in eight languages to employees and external and occasional collaborators of the Group, but also to customers, suppliers, service providers and other external stakeholders through a secure website hosted by an independent company. The rollout of this whistleblowing system was widely communicated across many channels throughout the Group, notably through campaigns and posters. Due and proper application of the system is regularly monitored. A link to the dedicated site is available from Vallourec's website and on the Group intranet.

The scope of the whistleblowing system is broad, and includes any violations of business ethics and the Code of Ethics, or breaches of the Anti-Corruption Code of Conduct, and internal rules and policies. It notably includes allegations of anti-competitive practices, corruption, fraud, conflicts of interest, discrimination and harassment at work, as well as irregularities that could affect Vallourec's activity or reputation that are linked to human rights and fundamental freedoms, the health and safety of people, or the environment. This system allows conduct to be reported anonymously, if the whistleblower so wishes, and offers the safeguards provided for under applicable legislation (France's Sapin II and Wasserman laws).

An internal policy specifies the terms of use for the whistleblowing system and the rules that apply to data protection and processing and confirms that any reporting is covered by the principle of confidentiality. It also specifies that the whistleblower may benefit from specific protection and will not be subject to any discriminatory measures or disciplinary sanctions. In accordance with the relevant internal procedure, reports are received by the members of the Group Ethics Committee (Group Compliance Officer, Group Human Resources Officer, Head of Internal Audit and Risk Management, Group General Counsel, Group Security Officer) along with their regional representatives, the Regional Compliance Officers. The members of the Ethics Committee ensure that the reports received are handled effectively, confidentially and independently, and oversee the investigations carried out in response to the issues raised. Each quarter, a report on the whistleblowing system is presented to the Compliance Committee in the presence of the Chairman of the Board of Directors and Chief Executive Officer. The same report is provided to the Audit Committee.

The rollout of the Vallourec Integrity Line since 2018 and awareness-raising operations carried out since have led to an increase in the number of reports made. In 2025, 282 reports were made on the Vallourec Integrity Line, of which 20 allegations contained facts that could be considered to represent discriminatory behavior. Following an in-depth review, not all reports were considered to represent red flags. None of these reports had a significant impact on the Group. In fact, the issues most often raised concerned relations between employees, or non-compliance with internal rules.

Vallourec has not been informed of any reports made to the national contact points for the OECD Guidelines for Multinational Enterprises.

In 2025, the Group had no confirmed reports of corruption leading to disciplinary action being taken against employees or to their dismissal.

Appendices

Appendix 1 – CSRD table of contents

Disclosure requirement	CSRD title	Section in Vallourec's Universal Registration Document
E1.IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	Introduction – Assessment of material impacts, risks and opportunities (IROs) related to sustainability matters 2.1.3 Climate risk adaptation (ESRS E1)
E1.SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model (related to physical or transition risks linked to climate change)	2.1.2 Combating climate change; 2.1.3 Climate risk adaptation
BP-1	General basis for preparation of the sustainability statements	Chapter 2: General disclosures – General basis for preparing the sustainability statement
BP-2	Disclosures in relation to specific circumstances	N/A
E1-1	Transition plan for climate change mitigation	2.1.2.2 Action plans
E1-2	Policies related to climate change mitigation and adaptation	Introduction – Summary of non-financial Impacts, Risks and Opportunities 2.1.2 Combating climate change (ESRS E1) 2.1.3 Climate risk adaptation (ESRS E1)
E1-3	Actions and resources in relation to climate change policies	2.1.3 Climate risk adaptation
E1-4	Targets related to climate change mitigation and adaptation	2.1.2 Combating climate change (ESRS E1) 2.1.2.1 Key commitments
E1-5	Energy consumption and mix	2.1.2.4 Performance monitoring Chapter 6: 6.1.1.3 Revenue
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	2.1.2 Combating climate change (ESRS E1) 2.1.2.4 Performance monitoring
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	N/A
E1-8	Internal carbon price	2.1.1.4 Environmental management IV) INVESTMENTS
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	N/A Exemption from publication in accordance with the "quick fix" Delegated Act on European Sustainability Reporting Standards (ESRS) of July 11, 2025
E2.IRO-1	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	Introduction – Assessment of material impacts, risks and opportunities (IROs) related to sustainability matters 2.1.4.1 Risks of water, air and soil pollution as well as risks related to hazardous substances and noise pollution
E2-1	Policies related to pollution	Introduction – Summary of non-financial Impacts, Risks and Opportunities 2.1.4 Preventing pollution risks (ESRS E2)
E2-2	Actions and resources related to pollution	2.1.4 Preventing pollution risks
E2-3	Targets related to pollution	2.1.4 Preventing pollution risks
E2-4	Pollution of air, water and soil	2.1.4.2 Emissions to water 2.1.4.3 Emissions into the air 2.1.4.4 Emissions into soil
E2-5	Substances of concern and substances of very high concern	2.1.4.5 Use of substances of concern and very high concern
E2-6	Anticipated financial effects from pollution-related impacts, risks and opportunities	2.1.4 Preventing pollution risks

Disclosure requirement	CSRD title	Section in Vallourec's Universal Registration Document
E3.IRO-1	Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	Introduction – Assessment of material impacts, risks and opportunities (IROs) related to sustainability matters 2.1.5 Sustainable use of water resources (ESRS E-3)
E3-1	Policies related to water and marine resources	Introduction – Summary of non-financial Impacts, Risks and Opportunities 2.1.5 Sustainable use of water resources (ESRS E-3)
E3-2	Actions and resources related to water and marine resources policies	2.1.5.3 Action plans
E3-3	Targets related to water and marine resources	2.1.5.2 Strategy and key commitments
E3-4	Water consumption	2.1.5.4 Performance monitoring
E3-5	Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	N/A Exemption from publication in accordance with the "quick fix" Delegated Act on European Sustainability Reporting Standards (ESRS) of July 11, 2025
E4.IRO-1	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	Introduction – Assessment of material impacts, risks and opportunities (IROs) related to sustainability matters 2.1.6.1 Biodiversity and ecosystem issues relating to our activities
E4.SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	2.1.6 Preserve biodiversity and ecosystems
E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business model	2.1.6.2 Strategy and key commitments 2.1.6.3 Action plan and allocated resources
E4-2	Policies related to biodiversity and ecosystems	2.1.6 Preserve biodiversity and ecosystems
E4-3	Actions and resources related to biodiversity and ecosystems	2.1.6.3 Action plan and allocated resources
E4-4	Targets related to biodiversity and ecosystems	2.1.6.2 Strategy and key commitments
E4-5	Impact metrics related to biodiversity and ecosystems change	2.1.6 Preserve biodiversity and ecosystems
E4-6	Anticipated financial effects from biodiversity and ecosystem-related impacts, risks and opportunities	N/A Exemption from publication in accordance with the "quick fix" Delegated Act on European Sustainability Reporting Standards (ESRS) of July 11, 2025
E5.IRO-1	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	Introduction – Assessment of material impacts, risks and opportunities (IROs) related to sustainability matters 2.1.7 Limiting the use of natural resources
E5-1	Policies related to resource use and circular economy	2.1.7.2 Strategy and key commitments
E5-2	Actions and resources related to resource use and circular economy	2.1.7.3 Action plans undertaken to limit the use of natural resources
E5-3	Targets related to resource use and circular economy	2.1.7.2 Strategy and key commitments
E5-4	Resource inflows	2.1.7.4 Performance monitoring
E5-5	Resource outflows	2.1.7.4 Performance monitoring
E5-6	Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	N/A Exemption from publication in accordance with the "quick fix" Delegated Act on European Sustainability Reporting Standards (ESRS) of July 11, 2025
G1-1	Corporate culture and business conduct policies	2.3 Governance information
G1-2	Management of relationships with suppliers	2.2.5 Value chain 2.3 Governance information 2.4.3 Vigilance Plan: Risk management of supplier and subcontractor activities
G1-3	Prevention and detection of corruption and bribery	2.3 Governance information
G1-4	Confirmed incidents of corruption or bribery	2.3 Governance information 2.4.4 Vigilance Plan: Whistleblowing and reporting system
G1-5	Political influence and lobbying activities	2.3 Governance information
G1-6	Payment practices	2.3 Governance information

Disclosure requirement	CSRD title	Section in Vallourec's Universal Registration Document
GOV-1	The role of the administrative, supervisory and management bodies	Chapter 4: 4.2.1 Membership and operating procedures of the Board of Directors
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Chapter 2: General disclosures – CSR governance 2.3.1 Governance Chapter 4: 4.2.1 Membership and operating procedures of the Board of Directors
GOV-3	Integration of sustainability-related performance in incentive schemes	Chapter 4: 4.3.1 Remuneration policies for corporate officers for 2026 submitted to the Shareholders' Meeting for approval 4.3.2 Remuneration and benefits paid or award for 2025 (ex-post)
GOV-4	Statement on due diligence	Chapter 2: General disclosures – Statement on due diligence
GOV-5	Risk management and internal controls over sustainability reporting	Chapter 2: In full Chapter 3: 3.1.2.3 Inherent climate change risks 3.2.2.6.2 Internal control – Sustainable development
S1-1	Policies related to own workforce	2.2.1 Group workforce
S1-2	Process for engaging with own workers and workers' representatives about impacts	2.2.3 Social dialogue
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	2.3.2.2 Compliance Program 2.4.4 Vigilance Plan: Whistleblowing and reporting system
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating materials risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Introduction – Assessment of material impacts, risks and opportunities (IROs) related to sustainability matters 2.2.3 Social dialogue 2.2.4 Diversity and equal opportunities 2.3.2.2 Compliance Program
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	2.2.3 Social dialogue 2.2.4 Diversity and equal opportunities 2.4.4 Whistleblowing and reporting system
S1-6	Characteristics of the undertaking's employees	2.2.1 Group workforce
S1-7	Characteristics of non-employee workers in the undertaking's own workforce	2.2.1 Group workforce
S1-8	Collective bargaining coverage and social dialogue	2.2.3 Social dialogue
S1-9	Diversity metrics	2.2.4 Diversity and equal opportunities
S1-10	Adequate wages	2.2.2.4 Wage policy
S1-11	Social protection	2.2.2 Working conditions 2.2.3 Social dialogue
S1-12	Persons with disabilities	2.2.4.4 Disabilities
S1-13	Training and career development	2.2.2.2 Employee training and career development
S1-14	Health and safety	2.2.2.1 Health and safety 2.4.2.3 Vigilance Plan: Health and safety issues
S1-15	Work-life balance	2.2.2.3 Work schedules and work-life balance
S1-16	Remuneration metrics	2.2.2.4 Wage policy 2.2.4.1 Gender equality
S1-17	Incidents, complaints and severe human rights impacts	2.4.1 Vigilance Plan framework 2.4.2.2 Vigilance Plan: Human rights and fundamental freedoms 2.4.4 Vigilance Plan: Whistleblowing and reporting system

Disclosure requirement	CSRD title	Section in Vallourec's Universal Registration Document
S2-1	Policies related to value chain workers	2.2.2.1 Health and safety 2.2.5 Value chain 2.4.2.3 Vigilance Plan: Health and safety issues 2.4.3 Vigilance Plan: Risk management of supplier and subcontractor activities
S2-2	Process for engaging with value chain workers about impacts	2.2.5 Value chain 2.4.3 Vigilance Plan: Risk management of supplier and subcontractor activities
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	2.2.5 Value chain 2.4.3 Vigilance Plan: Risk management of supplier and subcontractor activities 2.4.4 Vigilance Plan: Whistleblowing and reporting system
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	2.2.2.1 Health and safety 2.2.5 Value chain 2.4.2.3 Vigilance Plan: Health and safety issues 2.4.3 Vigilance Plan: Risk management of supplier and subcontractor activities
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	2.2.2.1 Health and safety 2.2.5 Value chain 2.4.2.3 Vigilance Plan: Health and safety issues 2.4.3 Vigilance Plan: Risk management of supplier and subcontractor activities
S3	Affected communities	N/A/not material
S4	Consumers and end-users	N/A/not material
SBM-1	Strategy, business model and value chain	Chapter 1: 1.1 History of Vallourec 1.2 Production infrastructure 1.3 Manufacturing processes 1.4 At the forefront of innovation 1.5 Strategy and key markets 1.6 Environmental commitments Chapter 2: General disclosures – CSRD and the double materiality assessment 2.2.5 Value chain
SBM-2	Interests and views of stakeholders	Chapter 1: 1.6.1 Vallourec's unique value creation model Chapter 2: Introduction – Double materiality assessment; Assessment of material impacts, risks and opportunities (IROs) related to sustainability matters 2.2.3 Social dialogue
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Chapter 1: 1.6.1 Vallourec's unique value creation model Chapter 2: Introduction – Assessment of material impacts, risks and opportunities (IROs) related to sustainability matters Chapter 3 in full

Appendix 2 - Methodological note

Chapter 2 of the Universal Registration Document, designed to inform shareholders and the greater public about the actions taken by Vallourec to promote sustainable development, complies with Articles L.225-102-1 and L.22-10-36 of the French Commercial Code. The information contained herein is derived from database systems deployed worldwide, at each site concerned.

CSR metric guidelines

Vallourec defined its guidelines by reproducing the list of CSR information that appears in Articles L.22-10-36 and L.225-102-1 of the French Commercial Code (see cross-reference table in appendix 3). Other indicators were constructed based on those published by the Corporate Sustainable Reporting Directive (CSRD) and the Global Reporting Initiative (GRI), which proposes CSR reporting metrics for global companies or other specific international reporting standards such as the GHG Protocol.

ENVIRONMENTAL AND SAFETY INDICATORS

Safety indicators are taken from the Cority system, in place since January 1, 2024.

Since that date, recordable accidents have been reported in the system. Then gradually over the course of 2024, Cority was used to report potential high gravity events (PHGEs), first aid, near-accidents and hours worked.

Environmental indicators have been drawn from the "CR 360" reporting system since the end of 2016, which allows for monthly and quarterly monitoring and consolidation.

They are included in a project definition worksheet provided by the Sustainable Development Department to its network of local correspondents in the Group's three working languages (French, English and Portuguese) and incorporated into a Group procedure. Indicators on energy, water, waste, pollution and raw materials are reported by each correspondent responsible for an industrial site. All these indicators are measured by meters or

All CSR information published in chapter 2 of the Universal Registration Document was verified by a sustainability auditor, whose report appears in Appendix 3 to this document.

The information disclosed clearly explains the Group's CSR strategy, as well as its actions in this area.

recorded through invoices, purchases or technical data sheets from the Group's service providers (this is the case for waste when it is not measured on site). Social indicators are also the subject of a precise and standardized Group-wide measurement, as set out in a procedure.

INDICATORS RELATED TO WORKFORCE AND HOURS

The data are automatically collected by the Gathering Tools system, and then sent to several HR information management system tools, including Qbik (consolidating and management of social data). The Human Resources Department collects this data, which goes through an on-site correspondent.

INDICATOR RELATED TO THE ABSENTEEISM RATE

The absenteeism rate is calculated by dividing the total number of absence hours (excluding maternity leave) by the total number of hours worked (minus overtime) + the total number of absences (minus maternity leave). The calculation is carried out either for a given month or for the last 12 months of the year for the registered workforce (permanent, fixed-term and apprentices).

TRAINING INDICATORS

Data are collected in the Vallourec University Learning Management System (LMS) available to all entities. Group Talent teams are responsible for calculation and consolidation.

Scope of consolidation – Environmental metrics

All Group activities subject to operational or financial control within the meaning of the CSRD are consolidated in environmental reporting. The Company's carbon footprint also complies with the GHG Protocol and is therefore reported for all activities downstream and upstream of the Company's value chain. Scopes 1 and 2 therefore correspond to entities for which Vallourec has operational control, which is rounded out by reporting on the 15 categories of Scope 3.

No legal entity operationally or financially controlled by the Company is excluded from the scope of environmental reporting, which covers:

1. industrial sites, as well as all support activities taking place on these sites. This includes administrative offices, registered offices and research hubs located on production sites. Data from these sites are classified as primary;
2. sales offices, branch offices, the Valenciennes research hub and logistics activities are consolidated on the basis of derived indicators. Extrapolations are used for these sites owing to their non-material impact (less than 1% for the corresponding GHG emissions scope).

Including sites belonging to Vallourec for more than six months. This rule is to be considered when a disposal or acquisition occurs.

The following two companies are accounted for by the equity method for financial reporting purposes, but are not included in the environmental reporting scope:

- Ascoval, a legal entity now dormant following the closure of the Saint-Saulve steel mill;
- HKM, in which Vallourec does not have operational control. Vallourec has a 20% stake in the company, and a single seat on its Board of Directors.

Scope of consolidation – Social metrics

The scope of consolidation is determined in accordance with the rules set by Vallourec's Human Resources Department and corresponds to the accounting consolidation scope. Entities sold and sites closed in 2025 are excluded from the reporting scope, except for the Health & Safety section (2.2.2.1). The new entity has been included in the full scope of social reporting data as of the date of its integration.

The data presented do not take into account employees on redeployment leave or time off.

Consolidation and auditing

Environmental indicators are consolidated and audited monthly by the Sustainable Development Department (timeliness, fairness, completeness). In case of doubt or inconsistency, the Regions and sites involved are questioned and must provide sufficient explanation to clarify the given indicators, as well as the achievement or shortfall of the targets set for the year. This step is essential to ensure the quality of the reports and the integrity of the indicator monitoring system within a continuous improvement process.

In addition, to verify and compare the data, the Sustainable Development Department issues a quarterly summary to Executive Management and to all sites.

Safety indicators are issued monthly, after verification, to Executive Management and the management committee, the Regions and divisions, and all sites.

Metrics tracking the number of accidents and potential high gravity events (PHGEs) are reported to the Management Committee on a weekly basis.

Production calculations

By **"metric ton processed"**, Vallourec means metric ton produced in each plant (number of units of work produced in the plant). They are counted as iron ore for the mine, charcoal for the forest, iron ore pellets for the pelletizer, steel for steel plants, and hot-rolled tubes or cold-finished tubes for tube mills, heat treatment and finishing plants.

Steel and tube production of each plant is added together to calculate the total steel and tube production in metric tons processed or work units. For integrated sites, such as Vallourec Star in Youngstown (United States), and Vallourec Soluções Tubulares do Brasil (VSB) in Barreiro and Jeceaba (Brazil), the total production is the sum of the steel and tubes produced.

Dividing by production, expressed as metric tons of tubes processed, is done to assess the performance of a given step of the process. It also allows different sites to be compared.

By **"metric ton shipped" or "metric ton sold"** Vallourec means metric tons of tubes and accessories shipped to customers during the year. This indicator is published in the Group's results.

Dividing by sales, expressed as metric tons of tubes shipped, is done to assess the consolidated performance of the Company. It is used to communicate the environmental footprint of tubes shipped to customers.

Verification of CSR information

All CSR information published in chapter 2 of the Universal Registration Document was verified by a sustainability auditor, with the exception of section 2.4 on the Vigilance Plan.

Methodological limitations and special cases

The following table lists some exceptions or special rules.

Issue	Plant concerned	Description
Emissions into the air of NO _x and SO ₂ (kg)	All those consuming natural gas	In the absence of measures performed by the site on the quality of the gases emitted from its combustion facilities, the NO _x and SO ₂ emissions are calculated by multiplying its natural gas consumption (in kWh) by the following factors: 0.0002664 for NO _x and 0.0000024 for SO ₂ kg/kWh (Source EF: Guidebook EMEP - Iron & Steel process - combustion in industry using natural gas: NO _x =74g/GJ - SO ₂ =0.67g/GJ). Only the VRCF site has measured its SO ₂ emissions, as these do not correspond to natural gas consumption.
Wastewater quality	Vallourec Tubes France (and Aulnoye-Aymeries tube mill), Vallourec Star Houston, PT Citra Tubindo, VSB Barreiro, Jeceaba and Florestal, Mineração, Tianda, VAM HR, VAM MR, VOG MX, VTA Houma and RR	Indicators for monitoring wastewater quality (SPM, COD, BOD, TH and 10 metals) are only consolidated for sites that discharge wastewater directly into the environment after internal processing at their effluent treatment plants. These indicators are calculated based on the weighted average concentration per flows of discharged wastewater. The data are based on a list of metals established by the Group, with the knowledge that the data reported by the sites may only concern the analyses imposed by the local regulations.
Waste	All plants	“Historical” waste (hazardous/non-hazardous) produced prior to the reporting period and stored on site is not counted in the total tonnage of consolidated waste. Waste is classified as hazardous or non-hazardous according to the local regulations.
Sludge from blast furnaces and steel mills	VSB	In Brazil, sludge generated by blast furnaces is classified as non-hazardous waste, and is a totally different type of waste from tube mill sludge.
Dust from blast furnaces and steel mills	VSB	In Brazil, dust generated by blast furnaces is classified as non-hazardous waste, and is a totally different type of waste from the other types of dust produced by the other steel mills.
Methane	Vallourec Florestal	When estimating methane emissions, the calculations are based on the statistical study in Appendices 5 and 6 of the “Project Design Document Form (CDM PDD) – Version 03” registered as a CDM 8606 project at UNFCCC: “Carbonization Project – Mitigation of Methane Emissions in the Charcoal Production of V & M Florestal, Minas Gerais, Brazil”, which is available at: https://cdm.unfccc.int/Projects/DB/BVQI1354824411.24/view According to the study, process methane emissions depend on the gravimetric yield of wood carbonization in furnaces (Appendix 6), or the ratio between the final mass of dry charcoal (after combustion) and the initial mass of wood (Appendix 6). Since 2019, Vallourec differentiates charcoal tonnage produced according to the type of carbonization furnaces: conventional furnaces, furnaces equipped with chimney burners, and the Carboval unit. Methane emissions are calculated for each type based on relevant emission factors.
Carbon capture by Florestal	Vallourec Florestal	The method for calculating amounts of CO ₂ sequestered by the forest during the reference year derives from the study conducted in cooperation with numerous scientific authorities (see Section 2.2.2.2.III.D). Annual sequestration is estimated when the tree is cut to be processed into charcoal. The reference value is thus the annual charcoal production. The reference study allowed a 30-year observation period to be identified, considering the amount of charcoal produced, the amount of carbon absorbed by the tree trunk and the amount absorbed by the roots and stumps in the soil. It was thus possible to calculate the ratios of carbon sequestered by the roots in relation to the tonnage of charcoal produced and ultimately consumed in the blast furnaces, and the ratio of carbon absorbed by the tree trunk, also in relation to the charcoal produced. These ratios are then used to calculate the amounts of carbon sequestered annually. The amounts of carbon emitted during carbonization of the trunks and the amounts of methane emitted during the carbonization process in the ad hoc furnaces are also in proportion to the charcoal produced.

Issue	Plant concerned	Description
Indirect CO ₂ e emissions linked to electricity purchases (Scope 2)	All plants	The CO ₂ emissions of all sites that consume purchased electricity are calculated based on emission factors provided by the suppliers themselves, either directly or calculated based on their energy mixes. These emissions are referred to as “market-based”. Vallourec also calculates “location-based” emissions using the national or regional electric mix and the relevant emission factors (e.g., states in the United States) provided in public databases (e.g., IEA, ADEME, US EPA, etc.).
Indirect CO ₂ e emissions linked to external steel purchases (Scope 3 upstream)	Steel suppliers	Emissions relating to our steel purchases are calculated by multiplying, for each steel mill, the tonnage purchased by an emission factor (kg CO ₂ per metric ton of steel) which is provided by the supplier itself or, failing this, taken from internal databases which include the manufacturing process (blast furnaces or electric arc furnaces). The Group currently considers both direct emissions (Scopes 1 and 2) of our steel suppliers, but also their own indirect upstream emissions (Scope 3), such as those concerning purchases of raw materials for steel production.
% of steel used made from scrap	Vallourec steel mills in Jeceaba (Brazil) and Youngstown (United States), steel and tube suppliers	This indicator is calculated by dividing the total mass of steel produced or purchased from scrap by the total mass of steel used in the manufacture of Vallourec’s finished products. When a mix of cast iron and scrap is used in the same electric arc furnace (as at the Jeceaba steelworks), the percentage of scrap is measured in terms of the share of ferrous elements from scrap in all ferrous element inputs (from scrap or cast iron).
Scope 3 emissions related to upstream and downstream external transport ordered by the Company	All plants	The calculation method was expanded in 2020 to cover the three transport phases (supply of raw materials for steel mills, transport of semi-finished products between plants and transport of finished products to customers). Activity is estimated in ton-kilometers (therefore accounting for both tonnage and distance) and associated to the emissions factor for various transport modes (truck, train, barge, and maritime freight).
Indirect CO ₂ e emissions linked to the use of products sold (Scope 3 downstream)	All plants	The calculation method was developed with the support of the Carbone 4 consulting firm. The Group started from Vallourec’s annual revenue (in € millions) for each of its six main markets: Oil & Gas; Petrochemicals; Power Generation; Mechanicals; Automotive; Construction and Other. Each revenue is multiplied by a predefined carbon intensity (metric tons of CO ₂ per € million of revenue) specific to each of these markets. These intensities were calculated using recognized sources (ADEME, ATEE, IEA, Ecoinvent). For example, for the oil segment, the emissions intensity is based on the barrel, its price, and its energy content. For the Oil & Gas market, Vallourec took into account emissions relating to extraction and processes in place but did not include emissions relating to transport and the combustion of products. The breakdown (as a %) of revenue between oil and gas is a factor, as is the breakdown (as a %) between coal, nuclear and “renewables” for the Power Generation market.
Indirect CO ₂ e emissions linked to the end-of-life of products sold (Scope 3 downstream)	All plants	Vallourec calculates these emissions based on the annual tonnage of tubes and accessories sold by the Group, multiplied by the ADEME’s standard emission factor which corresponds to the average end-of-life of “mineral waste”.
Water withdrawals	Vallourec Mineração	Water withdrawals of the mine correspond to the water extracted from the ground to lower water tables, as well as the one withdrawn from the environment to be used for the processing of iron ore, land watering and dust control.
Raw materials	All plants	Raw materials consumption (iron ore, iron ore pellets, charcoal, charcoal dust, scrap, cast iron) corresponds to the amounts used for steel production. Scrap is considered by Vallourec as a by-product and is included neither in consolidated waste nor in the recovery rate.
Compensation	All plants	- In accordance with the CSRD, the Group used the annual base salary to calculate the gender pay gap. The indicator specific to Vallourec is calculated based on the annual basic salary, broken down by country and level of responsibility. - For the annual total remuneration ratio of the highest-paid individual to the median annual total remuneration for all employees in accordance with the CSRD, Vallourec based its calculation on the total remuneration actually received (fixed portion, variable portion, bonus, profit-sharing, etc.) for employees on the payroll from January 1 to December 31, 2025. - In line with CSRD requirements, only fixed remuneration was taken into account for the adequate wage.

Issue	Plant concerned	Description
Turnover	All plants	Turnover rate: number of departures for each of the categories defined under the CSRD/ESRS, divided by the total number of permanent employees at December 31. Among the reasons for departures, the following are taken into account: • voluntary departures; • departures due to the termination of fixed-term contracts; • deaths in service; • departures due to redundancy; • departures due to retirement.
Method of accounting for days off work due to an accident at work in the United States, and due to an accident at work or illness in Germany	All plants	In the United States, lost days for work-related accidents are not counted beyond the 180th day in accordance with applicable OHSA regulations. This accounting method is specific to the United States and differs from the rule recommended by the Group for accounting for lost days. In Germany, absences due to accidents (or illness) are taken into account for six weeks for most employees (the period paid by the Company). After this period, the employee no longer generates absence hours for Qbik.
Number of training hours	All plants	The data relating to the number of training hours published covers in-person learning that exceeds or equals to two hours and e-learning. The percentage of employees trained is calculated in relation to the workforce at the end of the period. In-person learning of less than two hours and apprentice and intern training are excluded from this data.
Number of hours worked	Vallourec Tianda	Hours worked do not include the hours of truck drivers who deliver the billets, provide internal transportation between the workshops, and load the products for delivery to a port of destination or to customers. This transport is provided by an external operator. The number of hours worked is calculated on the basis of the hours worked by the workforce present during the year and not only by the workforce present as of December 31.
Absenteeism rate	All plants	The absenteeism rate is calculated on the basis of the hours worked by the workforce present during the year and not only by the workforce present as of December 31.

Appendix 3 – Report by the Statutory Auditor responsible for certifying sustainability information

Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 for the year ended on December 31, 2025

This is a free translation into English of the report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English-speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852.

To the Annual General Meeting of Vallourec,

This report is issued in our capacity as statutory auditor of Vallourec. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended December 31, 2025 and included in chapters "General disclosures", 2.1 to 2.3, and the Appendices to section 2 "Sustainability statement" of the management report (hereafter the "Sustainability Statement").

Our procedures, which relate to this information, have been performed in an evolving context characterized by uncertainties regarding the interpretation of the laws and regulations, and the development of established practices.

Pursuant to Article L.233-28-4 of the French Commercial Code, Vallourec is required to include the above-mentioned information in a separate section of its management report.

This information enables an understanding of the impact of the activity of the Group on sustainability matters, as well as the way in which these matters influence the development of the business of the Group, its performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to Article L.821-54 paragraph II of the aforementioned Code, our engagement is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the requirements set out in the sustainability reporting standards adopted by the European Commission pursuant to Article 29 b of Directive (EU) 2013/34 of the European Parliament and of the Council of 26 June 2013, as amended by Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for European Sustainability Reporting Standards) of the process implemented by Vallourec to determine the information reported, including, where applicable, the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L.2312-17 of the French Labor Code;
- compliance of the sustainability information included in the Sustainability Statement with the provisions of Article L.233-28-4 of the French Commercial Code, including the ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852.

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by Vallourec in its management report, we have included an emphasis of matter(s) paragraph hereafter.

Limits of our engagement

As the purpose of our engagement is to express limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

This engagement does not provide guarantee regarding the viability or the quality of the management of Vallourec, in particular it does not provide an assessment of the relevance of the choices made by Vallourec in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

Furthermore, in the case of forward-looking information, which is inherently uncertain, future events may differ significantly from the forward-looking information presented in the management report.

Our engagement does, however, allow us to express conclusions regarding the Entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Sustainability information and the information required under Article 8 of Regulation (EU) 2020/852 may be subject to inherent uncertainty arising from the state of scientific knowledge and from the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates applied in preparing it and presented in the management report.

COMPLIANCE WITH THE ESRS OF THE PROCESS IMPLEMENTED BY VALLOUREC TO DETERMINE THE INFORMATION REPORTED, AND COMPLIANCE WITH THE REQUIREMENT TO CONSULT THE SOCIAL AND ECONOMIC COMMITTEE PROVIDED FOR IN THE SIXTH PARAGRAPH OF ARTICLE L.2312-17 OF THE FRENCH LABOUR CODE

Nature of procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by Vallourec, including the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L.2312-17 of the French Labor Code, has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities that led to the publication of sustainability information in the Sustainability Statement; and
- the information provided on this process also complies with the ESRS.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Vallourec with the ESRS.

Elements that received particular attention

The information relating to how Vallourec updates its double materiality assessment ("DMA") is set out in paragraph "CSRD and the double materiality assessment" of section "General disclosures" of the Sustainability Statement.

We have, through interviews with Management and with those individuals we considered appropriate, and by inspecting the available documentation, obtained an understanding of the analyses carried out by the Entity to justify keeping the same material environmental, social and governance topics for the 2025 year as those previously identified

Based on our professional judgment, our procedures consisted primarily of:

- exercising professional scepticism regarding the approach taken by the Entity to identify the internal and external factors to be considered in its process for updating its DMA for the 2025 year;
- assessing the appropriateness of the internal and external factors considered by the Entity with regard to our knowledge of the Entity and the facts and circumstances specific to the Entity;
- assessing the appropriateness of the impact and financial materiality assessment process implemented by the Entity to determine the material disclosures (including the setting of thresholds) with regard to our knowledge of the Entity;
- assessing the appropriateness of the description provided in this respect in paragraph "CSRD and the double materiality assessment" of the Sustainability Statement.

COMPLIANCE OF THE SUSTAINABILITY INFORMATION INCLUDED IN THE SUSTAINABILITY REPORT WITH THE REQUIREMENTS OF ARTICLE L.233-28-4 OF THE FRENCH COMMERCIAL CODE, INCLUDING THE ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable an understanding of the general basis for the preparation and governance of the sustainability information included in the Sustainability Statement, including the basis for determining the information relating to the value chain and the exemptions from disclosures used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by Vallourec for providing this information is appropriate; and
- on the basis of a sample, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, that this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions, inconsistencies regarding the compliance of the sustainability information included in the sustainability statement with the provisions of Article L.233-28-4 of the French Commercial Code, including the ESRS.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the information provided in paragraph "Scope of consolidation and reporting" of section "Basis for the preparation of the Sustainability Statement" of the Sustainability Statement, which presents the work implemented by the Group during the financial year and mentions certain information that remains unavailable or non-exhaustive, in particular with regard to the financial resources allocated to the deployment of the climate transition plan, the release of certain pollutants and the quantities of substances of concern (ESRS E2).

Elements that received particular attention**Information provided in application of the environmental standard ESRS E1**

The information published in respect of climate change (ESRS E1) is mentioned in sections 2.1.2 and 2.1.3 of the Sustainability Statement.

On the basis of interviews conducted with the Environment department, we have assessed whether the description of the policies, actions and targets implemented by the Entity covers the area: "Climate change mitigation and adaptation".

With regard to the information provided by the Entity on its climate transition plan, we:

- obtained an understanding of the Group's 2021-2030 decarbonation roadmap and the information presented in the Sustainability Statement regarding the Global Steel Climate Council (GSCC) and its methodological framework;
- assessed the scope of greenhouse gas emissions covered by the emission reduction targets set by the Entity and the information provided in this respect in section 2.1.2.1 "Key commitments" of the Sustainability Statement;
- obtained an understanding of the information provided with regard to the alignment of emission reduction targets with the GSCC standard in section 2.1.2.1-C "2021-2030: a decarbonization pathway aligned with the Global Steel Climate Council (GSCC) Standard".

COMPLIANCE WITH THE REPORTING REQUIREMENTS SET OUT IN ARTICLE 8 OF REGULATION (EU) 2020/852**Nature of procedures carried out**

Our procedures consisted in verifying the process implemented by Vallourec to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- on the basis of a sample, the absence of material errors, omissions or inconsistencies in the information provided including information likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Elements that received particular attention

We have determined that there are no such elements to include in our report.

Paris la Défense, March 10, 2026

The Statutory Auditor

French original signed by

ERNST & YOUNG et Autres

May Kassis-Morin

Reasonable assurance report of the statutory auditor of Vallourec on a selection of environmental and social information for the year ended on December 31, 2025

This is a translation into English of a report issued in French and it is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Chairman and Chief Executive Officer,

In our capacity as statutory auditor of Vallourec (hereafter referred to as the "Entity") and following your request, we have performed a reasonable assurance engagement on the following environmental and social information (hereafter the "Information") based on the criteria defined by the Entity (hereafter the "Framework"), altogether presented in chapter 2 - "Sustainability Statement" of the management report for the year ended December 31, 2025:

- Quantities of electricity and natural gas published in the table "Origin of energy consumed by the Group, 2025" in section 2.1.2.4 "Performance monitoring"
- Scope 1, 2 and 3 GHG emissions published in the table "Monitoring the Group's carbon footprint" in section 2.1.2.4 "Performance monitoring"
- Quantity of water withdrawn published in the table "Water withdrawals" in section 2.1.5.4 "Performance monitoring"
- Quantities of non-hazardous waste diverted from disposal and directed to disposal, Total amount of hazardous waste and Percentage of waste recovered, as published in the table "Waste management indicators monitored" in section 2.1.7.4 "Performance monitoring"
- Percentage of waste recovered as published in table "Waste management indicators monitored, Vallourec Group" in section 2.1.7.4 "Performance monitoring"
- Percentage of recycled scrap metal included in paragraph "C) Steel purchases" of section 2.1.2.2 "Action plans"
- Information relating to the workforce and breakdown by age, gender, category and geographical area, as published in tables "Workforce as of December 31", "% of women (permanent)", "Breakdown of the workforce by age" and "Breakdown of workforce by category" in section 2.2.1.1 "Changes and breakdown";
- Total absenteeism rate published in the table "Absenteeism rate" in section 2.2.2.3 "Work schedules and work-life balance"
- Lost-time incident rate (LTIR) and Total recordable incident rate (TRIR) as published in section 2.2.2.1 "Health and safety"

Our reasonable assurance engagement does not cover the other information included in the Sustainability Statement.

OUR OPINION

In our opinion, the Information has been prepared, in all significant aspects, in accordance with the Framework.

PREPARATION OF THE INFORMATION

The absence of a generally accepted and commonly used framework or established practices to rely on for evaluating and measuring the Information allows for the use of different, yet acceptable, measurement techniques that may affect comparability between entities and over time.

Therefore, the Information should be read and understood with reference to the principles presented in the Sustainability Statement, in particular Appendix 2 "Methodological note". This Framework has been specifically designed for the environmental and social reporting of the Entity and, as a result, the Information subject to the engagement may not be suitable for other purposes.

INHERENT LIMITATIONS FOR THE PREPARATION OF THE INFORMATION

The Information may be subject to inherent uncertainty related to the state of scientific or economic knowledge and the quality of the external data used. Some Information is dependent on the methodological choices, assumptions, and/or estimates used for its preparation.

In particular, the calculations used to establish greenhouse gas emissions for Scope may be based on calculation factors from third parties and/or certain actors in the Group's value chain. Regarding these calculation factors, we were unable to assess the underlying assumptions used to establish them.

RESPONSIBILITY OF THE ENTITY

It is the responsibility of the Entity's Management to:

- select or establish appropriate criteria for preparing the Information;
- prepare the Information in accordance with the Framework;;
- design, implement, and maintain the internal control that it deems necessary to enable the preparation of Information that is free from material misstatements, whether due to fraud or errors.

RESPONSIBILITY OF THE INDEPENDENT AUDITOR

It is our responsibility to:

- plan and perform the engagement in a manner that provides reasonable assurance that the Information is free from significant misstatements, whether due to fraud or errors;
- express an independent opinion based on the evidence we have obtained;
- communicate our opinion to the Chairman and Chief Executive Officer of Vallourec

As it is our responsibility to express an independent opinion on the information as prepared by Management, we are not allowed to be involved in the preparation of said information, as this could compromise our independence.

PROFESSIONAL STANDARDS APPLIED

Our work described below was performed in accordance with the International Standard ISAE 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information published by the IAASB (International Auditing and Assurance Standards Board).

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the provisions set forth in Article L.821-28 of the Commercial Code, the Code of Ethics for the auditing profession, and the IESBA Code of Ethics (International Code of Ethics for Professional Accountants (including Independence Standards)).

Furthermore, we apply the International Standard on Quality Management 1, which involves defining and implementing a quality control system that includes documented policies and procedures aimed at ensuring compliance with ethical rules, professional standards, and applicable legal and regulatory texts.

MEANS AND RESOURCES

Our work mobilised the respective skills of eight people and took place between September 2025 and February 2026.

NATURE AND SCOPE OF WORK

A reasonable assurance engagement involves the implementation of procedures to obtain evidence regarding the Information. The nature, timing, and extent of the procedures chosen are based on our professional judgment, particularly our assessment of the risks that the Information may contain material misstatements, whether due to fraud or errors. In assessing these risks, we considered the internal control relevant to the Entity's preparation of the Information. Specifically, we:

- assessed the appropriateness of the Framework in terms of its relevance, completeness, reliability, neutrality, and understandability, taking into account, where applicable, industry best practices;
- assessed the implementation of a process for collecting, compiling, processing, and controlling the Information to ensure its completeness and consistency;
- Implemented analytical procedures on the information and verified, based on sampling, the calculations as well as the consolidation of the information;
- Tested the information based on a sample of representative entities that we selected based on their activity, contribution to the consolidated information, geographical presence, and a risk analysis;
- Conducted interviews to verify the proper application of procedures and implemented substantive tests of detail based on sampling, consisting of verifying the calculations performed and reconciling the data with supporting documentation.

We believe that the evidence we have gathered is sufficient and appropriate to support our opinion.

Paris la Défense, March 10, 2026

The Statutory Auditor

ERNST & YOUNG et Autres

May Kassis-Morin

Appendix 4 – GRI content index

Vallourec has disclosed the information set out in this GRI content index for the period from January 1, 2025 to December 31, 2025.		
Statement of use		
GRI 1 used	GRI 1: Foundation 2021	
GRI standard	Disclosure	Location
GRI 2: General disclosures 2021	2-1 Organizational details	Chapter 5: General information on the Company and its capital 5.1 Main legal provisions and bylaws 5.2 General information on share capital 5.7 Scope of consolidation
	2-2 Entities included in the organization's sustainability reporting	Chapter 2: Appendix 2 – “Scope of consolidation” methodological note 5.7 Scope of consolidation
	2-3 Reporting period, frequency and contact point	5.1.6 Fiscal year (Article 20 of the Articles of Association) 8.1.3 Person responsible for the Group's legal affairs
	2-4 Restatements of information	Chapter 2: Appendix 2 – Methodological note 5.7.2 Changes in the Group's scope of consolidation in 2025
	2-5 External assurance	Chapter 2: Appendix 3 – Sustainability Auditor's report on the sustainability statement 4.5 Statutory Auditors' special report on regulated agreements 7.2 Statutory Auditors' Report on the consolidated financial statements 7.4 Statutory Auditors' Report on the financial statements
	2-6 Activities, value chain and other business relationships	Chapter 1: 1.1 History of Vallourec 1.2 Production infrastructure 1.3 Manufacturing processes 1.4 At the forefront of innovation 1.5 Strategy and key markets 1.6 Environmental commitments Chapter 2: General disclosures – CSRD and the double materiality assessment 2.2.5 Value chain
	2-7 Employees	2.2.1 Group workforce Chapter 2: Appendix 2 – Methodological note
	2-8 Workers who are not employees	Reason for omission: “Information unavailable or incomplete. The personnel management system does not inventory workers who are not employees”
	2-9 Governance structure and composition	Chapter 2: Introduction – CSR governance Chapter 4: Corporate governance 4.2.1 Membership and operating procedures of the Board of Directors

GRI standard	Disclosure	Location
GRI 2: General disclosures 2021	2-10 Nomination and selection of the highest governance body	4.2.1.2.5 Committees of the Board of Directors C) Nomination and Governance Committee 4.2.1.3.2 Activities of Board Committees D) Activities of the Nomination and Governance Committee
	2-11 Chair of the highest governance body	4.2 Administrative and management bodies 4.2.2.1 Chairman and Chief Executive Officer 4.4.5 Management of conflicts of interest
	2-12 Role of highest governance body in overseeing the management of impacts	Chapter 2: Introduction – CSR governance 4.2.1.2 Operating procedures of the Board of Directors
	2-13 Delegation of responsibility for managing impacts	4.2.1.3 Activities of the Board of Directors and the Board Committees in 2025 4.2.1.3.1 Activities of the Board 4.2.1.3.2 Activities of Board Committees 4.2.2 Executive Management
	2-14 Role of highest governance body in sustainability reporting	Chapter 2: Introduction – CSR governance 4.2.1.2.5 Committees of the Board of Directors B) CSR Committee 4.2.1.3.2 Activities of Board Committees C) Activities of the CSR Committee
	2-15 Conflicts of interest	4.4.5 Management of conflicts of interest
	2-16 Communication of critical concerns	2.4.4 Whistleblowing and reporting systems
	2-17 Collective knowledge of the highest governance body	4.2.1.2.5 Committees of the Board of Directors
	2-18 Evaluation of the performance of the highest governance body	4.2.1.4 Self-assessment of the Board of Directors 4.3 Corporate officers' remuneration and benefits
	2-19 Remuneration policies	4.3 Corporate officers' remuneration and benefits
	2-20 Process to determine remuneration	4.2.1.2.5 Committees of the Board of Directors D) Remuneration Committee 4.2.1.3.2 Activities of Board Committees E) Activities of the Remuneration Committee
	2-21 Annual total compensation ratio	2.2.2.4 Wage policy 4.3.2.4 Remuneration ratios and year-on-year changes in remuneration, Company performance and the average remuneration of employees during the last five fiscal years/Pay ratios
	2-22 Statement on sustainable development strategy	1.6 Environmental commitments Chapter 2: Introduction
	2-23 Policy commitments	Chapter 2: Introduction – Matters identified in terms of impacts, risks and opportunities 2.3 Governance information (ESRS G1) 2.4 Vigilance Plan
	2-24 Embedding policy commitments	Chapter 2: Introduction – Matters identified in terms of impacts, risks and opportunities 2.3 Governance information (ESRS G1) 2.4 Vigilance Plan
	2-25 Processes to remediate negative impacts	Chapter 2: Introduction – Matters identified in terms of impacts, risks and opportunities 2.2.3 Social dialogue 2.2.5 Value chain (ESRS S2) 2.3.2 Governance: Action plans and measures 2.4 Vigilance Plan 2.4.4 Whistleblowing and reporting systems

GRI standard	Disclosure	Location
GRI 2: General disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	2.2.3.2 Internal survey on employee satisfaction 2.3 Governance information (ESRS G1) 2.4.4 Whistleblowing and reporting systems 4.2.1.2.5 Committees of the Board of Directors
	2-27 Compliance with laws and regulations	2.3 Governance information (ESRS G1) 2.4 Vigilance Plan
	2-28 Membership associations	Chapter 2: Introduction
	2-29 Approach to stakeholder engagement	Chapter 2: Introduction – Matters identified in terms of impacts, risks and opportunities 2.2.3 Social dialogue 2.2.5 Value chain (ESRS S2) 2.3.2 Governance: Action plans and measures 2.4 Vigilance Plan 2.4.4 Whistleblowing and reporting systems
	2-30 Collective bargaining agreements	2.2.3.1 Organization of social dialogue
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Chapter 2: General disclosures
	3-2 List of material topics	Chapter 2: General disclosures
	3-3 Management of material topics	Chapter 2: Introduction – Issues identified in terms of impacts, risks and opportunities
		Chapter 2 in full 3.1 Risk factors 3.2 Risk management and internal control system
GRI 200 – ECONOMIC		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	7.1 Consolidated financial statements
	201-2 Financial implications and other risks and opportunities due to climate change	Chapter 2: Introduction – Matters identified in terms of impacts, risks and opportunities 2.1.2 Combating climate change 3.1.2 Operational risks
	201-3 Defined benefit plan obligations and other retirement plans	4.3 Corporate officers' remuneration and benefits 4.3.3.1 Remuneration and retirement obligations for the Group's main executives Chapter 7: Note 8 Employee benefits
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	2.2.1 Group workforce
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	2.2.6 Support for the local socio-economic fabric
	203-2 Significant indirect economic impacts	2.2.6 Support for the local socio-economic fabric
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	2.2.5 Value chain (ESRS S2)

GRI standard	Disclosure	Location
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	2.3 Governance information (ESRS G1) 3.1.3 Legal and tax risks
	205-2 Communication and training about anti-corruption policies and procedures	2.3 Governance information (ESRS G1)
	205-3 Confirmed incidents of corruption and actions taken	2.4.4 Vigilance Plan – Whistleblowing and reporting systems
GRI 207: Tax 2019	207-1 Approach to tax	2.3.3 Action plan and resources on combating tax evasion 3.1.3 Legal and tax risks
	207-2 Tax governance, control, and risk management	2.3.3 Action plan and resources on combating tax evasion 3.1.3 Legal and tax risks
GRI 300 – ENVIRONMENTAL		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	2.1.5 Sustainable use of water resources (ESRS E3) 2.1.5.4 Measuring our performance
	301-2 Recycled input materials used	2.1.7 Limiting the use of natural resources 2.1.7.4 Performance monitoring
GRI 302: Energy 2016	302-1 Energy consumption within the organization	2.1.2.4 Performance monitoring A) Detailed energy position B) Assessment of GHG emissions Appendix 2 – Methodological note Appendix 6 – Detailed carbon assessment
	302-3 Energy intensity	2.1.2.4 Performance monitoring A) Detailed energy position B) Assessment of GHG emissions Appendix 2 – Methodological note Appendix 6 – Detailed carbon assessment
	302-4 Reduction of energy consumption	2.1.2.4 Performance monitoring A) Detailed energy position B) Assessment of GHG emissions Appendix 2 – Methodological note Appendix 6 – Detailed carbon assessment
	302-5 Reductions in energy requirements of products and services	Reason for omission: “Not applicable. Vallourec sells steel products that do not consume energy during use.”
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	2.1.4.2 Emissions to water (ESRS E2) 2.1.5 Sustainable use of water resources (ESRS E3)
	303-2 Management of water discharge-related impacts	2.1.4.2 Emissions to water
	303-3 Water withdrawal	2.1.5 Sustainable use of water resources 2.1.5.4 Measuring our performance Appendix 2 – Methodological note
	303-4 Water discharge	2.1.5 Sustainable use of water resources 2.1.5.4 Measuring our performance 2.1.4.2 Emissions to water

GRI standard	Disclosure	Location
GRI 303: Water and Effluents 2018	303-5 Water consumption	2.1.5 Sustainable use of water resources 2.1.5.4 Measuring our performance Appendix 2 – Methodological note
	101.2 Managing impacts on biodiversity	2.1.6 Preserving biodiversity and ecosystems (ESRS E4)
GRI 101: Biodiversity 2024 (formerly 304 GRI 2016)	101.4 Identifying impacts on biodiversity	2.1.6 Preserving biodiversity and ecosystems (ESRS E4) Vallourec discloses information on the impact of its activities, products and services on biodiversity in the CDP Forest Disclosure (F1.6 – F.1.7)
	101.5 Sites with an impact on biodiversity	2.1.6 Preserving biodiversity and ecosystems (ESRS E4) Vallourec discloses information on operating sites of considerable importance for biodiversity outside protected areas, in the CDP Forest Disclosure (F1.3 – F.1.4)
	101-7 Changes in the state of biodiversity	Vallourec discloses information on species with habitats in areas affected by operations in the CDP Forest Disclosure (F4.6b)
	305-1 Direct (Scope 1) GHG emissions	2.1.2 Combating climate change Appendix 2 – Methodological note Appendix 6 – Detailed carbon assessment
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	2.2.2 Combating climate change Appendix 2 – Methodological note Appendix 6 – Detailed carbon assessment
	305-3 Other indirect (Scope 3) GHG emissions	2.1.2 Combating climate change Appendix 2 – Methodological note Appendix 6 – Detailed carbon assessment
	305-4 GHG emissions intensity	2.1.2 Combating climate change Appendix 2 – Methodological note Appendix 6 – Detailed carbon assessment
	305-5 Reduction of GHG emissions	2.1.2 Combating climate change Appendix 2 – Methodological note Appendix 6 – Detailed carbon assessment
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	2.1.4.3 Emissions into the air
	306-1 Waste generation and significant waste-related impacts	2.1.7 Limiting the use of natural resources
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	2.1.7 Limiting the use of natural resources
	306-3 Waste generated	2.1.7 Limiting the use of natural resources 2.1.7.4 Measuring our performance – Waste
	306-4 Waste diverted from disposal	2.1.7 Limiting the use of natural resources 2.1.7.4 Measuring our performance – Waste
	306-5 Waste directed to disposal	2.1.7 Limiting the use of natural resources 2.1.7.4 Measuring our performance – Waste

GRI standard	Disclosure	Location
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	2.2.5 Value chain (ESRS S2) 2.4.3 Risk management of supplier and subcontractor activities
	308-2 Negative environmental impacts in the supply chain and actions taken	2.2.5 Value chain (ESRS S2) 2.4.3 Risk management of supplier and subcontractor activities
GRI 400 – SOCIAL		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	2.2.1.2 New joiners and departures
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	2.2.3.1 Organization of social dialogue 2.2.3.3 Group internal communications
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	2.2.2.1 Health and safety 2.4.2.3 Vigilance Plan: Health and safety issues
	403-2 Hazard identification, risk assessment and incident investigation	2.2.2.1 Health and safety 2.4.2.3 Vigilance Plan: Health and safety issues 3.1.2 Operational risks
	403-3 Occupational health services	2.2.2.1 Health and safety II) Health B) Prevention of chemical risk C) Product substitution plans
	403-4 Worker participation, consultation, and communication on occupational health and safety	2.2.2.1 Health and safety 2.2.3 Social dialogue 2.4.6 Whistleblowing and reporting system
	403-5 Worker training on occupational health and safety	2.2.2.1 Health and safety 2.2.2.2 Employee training and career development
	403-6 Promotion of worker health	2.2.2.1 Health and safety 2.2.2.5 Healthcare coverage
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2.2.2.1 Health and safety 2.4.2.3 Vigilance Plan: Health and safety issues
	403-8 Workers covered by an occupational health and safety management system	2.2.2.1 Health and safety 2.2.3 Social dialogue 2.2.2.5 Healthcare coverage 2.4 Vigilance Plan 2.4.6 Whistleblowing and reporting system
	403-9 Work-related injuries	2.2.2.1 Health and safety
	403-10 Work-related ill health	2.2.2.1 Health and safety
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	2.2.2.2 Employee training and career development
	404-2 Programs for upgrading employee skills and transition assistance programs	2.2.2.2 Employee training and career development
	404-3 Percentage of employees receiving regular performance and career development reviews	2.2.2.2 Employee training and career development

GRI standard	Disclosure	Location
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	4.2.1.1 Membership of the Board of Directors 4.2.2.2 Executive Committee 2.2.1.1 Changes and breakdown
	405-2 Ratio of basic salary and remuneration of women to men	2.2.4 Diversity and equal opportunities
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	2.2.4 Diversity and equal opportunities
		2.4 Vigilance Plan 2.4.4 Whistleblowing and reporting systems
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2.2.3.1 Organization of social dialogue
		2.2.5 Value chain (ESRS S2) 2.3 Governance information (ESRS G1) 2.4 Vigilance Plan
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	2.2.6 Support for the local socio-economic fabric
	413-2 Operations with significant actual and potential negative impacts on local communities	2.2.6 Support for the local socio-economic fabric
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	2.2.5. Value chain (ESRS S2) 2.4.3 Risk management of supplier and subcontractor activities
	414-2 Negative social impacts in the supply chain and actions taken	2.2.5. Value chain (ESRS S2) 2.4.3 Risk management of supplier and subcontractor activities

Appendix 5 – TCFD cross-reference table

Topics	TCFD recommendations	Corresponding chapter	Key points
GOVERNANCE	a) Describe the board's oversight of climate-related risks and opportunities.	CSR governance	Since 2018, Vallourec has had a CSR Committee made up of members of the Board of Directors, which meets four times a year. In 2022, the new management team created a second CSR Committee in which all members of the Executive Committee meet quarterly. These two bodies review, validate and steer the Group's Climate Strategy. In addition, to manage the Group's mitigation and adaptation roadmaps, the operational teams meet every two months in the Group Climate Committee, chaired by the Sustainable Development Department and sponsored by the Vice-President in charge of energy transition.
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	CSR governance 2.4.2.1 Risk management in environmental issues – Organization	The Group Climate Committee validates the conclusions of the risk analyses carried out by the Group's Environment, North America, South America and Eastern Hemisphere Departments. It approves the measures to be included in the action plans for mitigation and adaptation to climate change and the management of related projects. The CapEx Committee, sponsored by the Group Director of Industrial Excellence, Capital Expenditure and Insurance, is responsible for monitoring investments in roadmap projects.
STRATEGY	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2. Introduction – Impacts, risks and opportunities (IROs) management Table: Summary of non-financial Impacts, Risks and Opportunities	The double materiality assessment carried out by the Group in 2023 identified the material non-financial risks to which the Group is exposed. The results of the overall risk mapping were cross-referenced with the results of the single materiality assessment conducted in 2021. An assessment was then carried out of whether the risks are material, based on their probability of occurrence, the significance of their impact and the extent of the Group's exposure. The results are reviewed annually. The results for 2025 are presented in this sustainability statement.
		2.1.3.2 Climate risk mapping	In 2025, the Group also carried out a specific analysis of climate risks by conducting audits of all its strategic sites. This included risks linked to evolving regulations and standards; transition risks linked to the sustainability of the Group's business model in a low-carbon world; physical risks of climate events; and other indirect risks.
		2.1.3.3 Risks arising from changes in regulations 2.1.3.4 Transition risks related to the sustainability of the business model 2.1.3.5 Resilience to physical risks	The Group's internal risk management process includes the quantification of the impact of all climate-related risks, whether they relate to transition risks or to the physical risks of property damage and business interruption. On that point, the Group presents the impact of six families of climate hazards (cold, drought, flooding, heat, storm, wildfire) on its main sites. This analysis is rounded out by the monitoring of actions undertaken by the Group Climate Committee and the Executive Committee.
	c) Describe the resilience of the organization's strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.	2.1.3.3 Risks arising from changes in regulations	The Group's climate change mitigation strategy is aligned with a 1.5°C warming trajectory for steel manufacturing, as defined by the Global Steel Climate Council (GSCC) standard, which covers the majority of the matters for upstream Scopes 1, 2 and 3 emissions. This ambition is complemented by a greenhouse gas reduction target for the Group's overall carbon footprint, which is aligned with a global warming trajectory well below 2°C. These goals are reflected in the low carbon footprint of products sold by the Group compared with its competitors, which minimizes its vulnerability to regulatory developments and increasing customer demands with regard to environmental performance.
		2.1.3.4 Transition risks related to the sustainability of the business model	The Group also tested the resilience of its business plan to the economic and energy changes affecting its stakeholders in a world in transition. Sales outlooks by sector (oil, gas, new energies, etc.) are calibrated according to the International Energy Agency's Announced Pledges Scenario (APS) trajectory for 2030 and 2035, which corresponds to global warming of 1.7°C by the end of the century.
		2.1.3.5 Resilience to physical risks	Finally, the resilience of the Company's infrastructure and processes to climate hazards was assessed against the IPCC's most pessimistic scenario (SSP 5-8.5), which corresponds to a temperature rise of more than 4°C. For this analysis, it is preferable to use the most conservative scenario to ensure that the Company's overall adaptation plan includes investments compatible with the most extreme climate situations, especially when infrastructure is designed to last more than a decade.

Topics	TCFD recommendations	Corresponding chapter	Key points
RISK MANAGEMENT	a) Describe the organization's processes for identifying and assessing climate-related risks.	2.4.2 Risk management in environmental issues 2.4.2.1 Structure 2.4.2.2 Measures	Each site director is responsible for establishing an effective environmental management system tailored to the local context and the site's activity. The director appoints an Environment Manager tasked with identifying environmental risks and opportunities within his or her area of responsibility, and drawing up a roadmap consistent with the Group's guidelines. The director reports to the HSE Director of each region.
		Chapter 2: Introduction – Impacts, risks and opportunities (IROs) management	At Group level, several projects have given rise to comprehensive screening of risks related to climate change in compliance with current regulations. Through consultation with a panel of internal and external stakeholders, a double materiality assessment was carried out at Group level.
	a) Describe the organization's processes for managing climate-related risks.	2.4.2 Risk management in environmental issues 2.4.2.2 Measures	The Environment Department, reporting to the Sustainable Development Department, is tasked with preparing the Group's environmental policies, monitoring their application, and coordinating actions. It is supported by the HSE Managers of the regions and production sites, who are responsible for implementing these policies. These are presented in the "Summary of non-financial risks and opportunities" table.
		2.1.2 Combating climate change 2.1.2.2 Action plans	To maintain its sector leadership in terms of carbon footprint, Vallourec has set new targets for reducing CO ₂ emissions, which have been certified by the GSCC. The targets are based on an emissions projection model incorporating production forecasts (aligned with the Group's business plan), technological levers, purchasing levers, sales forecasts (in line with market changes) and externalities (based on the IEA's Announced Pledges scenario).
		2.1.3.5 Resilience to physical risks	In 2023, the Group reviewed the identification and management of physical risks related to climate change. This was supplemented in 2025 by audits of all of the Group's strategic sites. Local environmental representatives and risk management engineers intervened at each stage of the process (scope definition, exposure, vulnerability, action plan), during workshops dedicated to various processes (Purchasing, Mining, Forestry, Steel Production, Tube Production). The project was led by the Group Environment Department.
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	2.4.1 Governance and management of duty of care 3.2 Risk management and internal control system	Vallourec applies a Group risk management policy to anticipate and prevent all types of risk, including those related to climate change. It is managed by decentralized committees which address the following points: • validation of analysis and follow-up of action plans; • validation of the key risk indicators. Centralized risk management reporting is submitted to the Group Executive Committee annually, to monitor the progress of action plans and ensure they are consistent with the Group's priority guidelines.

Topics	TCFD recommendations	Corresponding chapter	Key points
METRICS AND OBJECTIVES	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Chapter 2 Introduction – Impacts, risks and opportunities (IROs) management Table: Summary of non-financial Impacts, Risks and Opportunities 2. Introduction – Strategic guidelines	The main metrics monitored at Group level are presented in the “Summary of non-financial risks and opportunities” table. With regard to climate change mitigation, they include the Group’s carbon footprint (Scopes 1, 2, 3 upstream and 3 downstream), the carbon intensity of products, the proportion of revenue linked to new energies, and low-carbon and renewable energy indicators. With regard to climate change adaptation, they include the proportion of assets at material risk before taking into account climate adaptation measures, and for which climate adaptation actions are implemented. The CSR dashboard also allows quantitative monitoring of the key performance indicators monitored by the Board of Directors on a quarterly basis.
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2.1.2.4 Combating climate change – Performance monitoring Appendix 6 – 2025 detailed carbon assessment	Performance monitoring with regard to decarbonization includes detailed tracking of energy consumption and greenhouse gas emissions (expressed in metric tons of CO ₂ equivalent) since the baseline year. Outcomes are presented for all scopes of the value chain (1, 2, 3 upstream and 3 downstream). In accordance with the requirements of the GHG protocol, location-based Scope 2 emissions are reported separately, as are biogenic emissions linked to the use of charcoal in the Company’s industrial processes.
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2.1.2.4 Combating climate change – Key commitments	Ambitious climate commitments have been validated by the Global Steel Climate Council (GSCC), bringing the greenhouse gas emissions trajectory for the manufacture of all steel used by the Group into line with a 1.5°C warming scenario. The Group has also decided to accelerate the reduction of the carbon intensity of products sold, by including emissions associated with product use in the Company’s downstream Scope 3 emissions. The Group’s overall carbon footprint follows a global warming trajectory well below 2°C. The corresponding targets have been set for 2030, and the associated trajectory for the period 2017-2025, certified by the Science Based Targets initiative (SBTi), has been achieved. These overall emission reduction targets are broken down into sub-targets, included in Vallourec’s decarbonization plan. The Group has identified adaptation to climate change as a material challenge and will disclose the relevant metrics provided for in the CSRD.

Appendix 6 – 2025 detailed carbon assessment

SUMMARY OF EMISSIONS IN METRIC TONS OF CO ₂ EQUIVALENT									
SCOPE	BUSINESSES	MINE	FOREST	IRON AND STEEL PRODUCTION	ROLLING AND HEAT TREATMENTS OF TUBES	FINISHINGS & SERVICES	SUB-TOTAL (metric tons CO ₂ e)	% SUB- TOTAL	% TOTAL
Scope 1	Natural gas combustion			28,694	236,602	86,218	351,514	62%	
Non-biogenic direct CO₂ emissions	Fuels for internal transportation	24,256	38,065	257	4,642	13,453	80,674	14%	
	Iron and steel			136,102			136,102	24%	
	Total – Scope 1 non-biogenic	24,256	38,065	165,053	241,245	99,671	568,290	100%	
Scope 1 Biogenic direct CH₄ emissions	Carbonization of charcoal		215,171				215,171	100%	
Scope 1 Non-biogenic and biogenic direct emissions	Total – Scope 1	24,256	253,236	165,053	241,245	99,671	783,461		11%
Scope 2 Market-based emissions related to electricity	Electricity – Total – Scope 2 (market-based)	19	2	84	1,737	14,121	15,963	100%	0%
Scope 3 Other upstream emissions, indirect	Upstream and inter-site transport						96,051	7%	
	Waste treatment						33,515	2%	
	Employee transportation and travel						37,701	3%	
	Purchases of materials and services						1,004,651	73%	
	Emissions related to the carbon content of industrial equipment proportionate to depreciation						104,054	8%	
	Emissions linked to losses during extraction, storage and transportation of energies						96,622	7%	
	Upstream leased assets						1,284	0%	
	Total – Scope 3 upstream						1,373,879	100%	19%
Scope 3 Other downstream emissions, indirect	Downstream and external transport						95,711	2%	
	Use of sold products						5,119,749	97%	
	End-of-life of sold						41,052	1%	
	Franchises						2,432	0%	
	Total – Scope 3 downstream						5,258,944	100%	71%
Scope 3 Upstream and Downstream	Total – Scope 3						6,632,823		
TOTAL		24,275	253,237	165,137	242,982	113,793	7,432,248		100%
	Additional capture		(1,291,055)				(1,291,055)		

		ANCILLARY EMISSIONS IN METRIC TONS OF CO ₂ EQUIVALENT					
SCOPE	BUSINESSES	MINE	FOREST	IRON AND STEEL PRODUCTION	ROLLING AND HEAT TREATMENTS OF TUBES	FINISHINGS & SERVICES	SUB-TOTAL (metric tons CO ₂ e)
Scope 1	Carbonization of charcoal		971,311				971,311
Carbonization and combustion	Combustion of charcoal			576,901			576,901
Biogenic direct emissions (CO₂ only)	Total – CO₂ Scope 1 biogenic		971,311	576,901			1,548,212
Scope 2	Electricity	2,293	225	148,556	76,509	54,939	282,522
Location-based emissions related to electricity	Total – Scope 2 (location-based)						

OTHER CSRD INDICATORS:

METRICS	UNIT	QUANTITY
GHG emissions associated with a removal activity	(in teqCO ₂)	0
Inversions	(in teqCO ₂)	0
Total amount of carbon credits outside the undertaking's value chain that are verified against recognized quality standards and cancelled in the reference period	(in teqCO ₂)	0

Appendix 7 – Summary of Taxonomy-related indicators

Proportion of revenue from products or services associated with Taxonomy-aligned economic activities – Disclosure covering year 2025.

FY 2025	2025		Substantial contribution criteria							Do no significant harm criteria ("DNSH criteria") ^(h)										
	Code ^(a)	Revenue	Proportion of revenue, 2024	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1.) or eligible (A.2.) revenue, 2025 ⁽ⁱ⁾	Category enabling activity	Category transitional activity	
Economic activities		€millions	%	YES; NO; N/EL ^{(b)(c)}							YES/NO					YES/NO	%	E	T	
A. TAXONOMY-ELIGIBLE ACTIVITIES ^(D)																				
A.1. Environmentally sustainable activities (Taxonomy-aligned)																				
Revenue of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	0%	0%	0%	0%	0%	0%						0%					
Of which enabling		0	0%	0%	0%	0%	0%	0%	0%						0%					
Of which transitional		0	0%	0%	0%	0%	0%	0%	0%						0%					
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) ^(g)																				
				EL; N/EL ^(f)																
Revenue of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0%	0%	0%	0%	0%	0%	0%						0%					
A. REVENUE OF TAXONOMY-ELIGIBLE ACTIVITIES (A.1 + A.2)		0	0%	0%	0%	0%	0%	0%	0%											
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																				
Revenue of Taxonomy-non-eligible activities		3,809	100%																	
TOTAL		3,809	100%																	

FY 2025	2025		Substantial contribution criteria							Do no significant harm criteria ("DNSH criteria") ^(h)									
Economic activities	Code ^(a)	Revenue	Proportion of revenue, 2024	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1.) or eligible (A.2.) revenue, 2025 ⁽ⁱ⁾	Category enabling activity	Category transitional activity
	€millions	%		YES; NO; N/EL ^{(b)(c)}						YES/NO						YES/NO	%	E	T

(a) The Code constitutes the abbreviation of the relevant objective to which the economic activity is eligible to make a substantial contribution, as well as the section number of the activity in the relevant Annex covering the objective, i.e.:

- Climate Change Mitigation: CCM
- Climate Change Adaptation: CCA
- Water and Marine Resources: WTR
- Circular Economy: CE
- Pollution Prevention and Control: PPC
- Biodiversity and ecosystems: BIO

For example, the Activity "Afforestation" would have the Code: CCM 1.1.

Where activities are eligible to make a substantial contribution to more than one objective, the codes for all objectives should be indicated.

For example, if the operator reports that the activity "Construction of new buildings" makes a substantial contribution to climate change mitigation and the circular economy, the code would be: CCM 7.1. / CE 3.1.

The same codes should be used in sections A.1 and A.2 of this template.

- (b) YES, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective;
NO, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective;
N/EL – not eligible, Taxonomy-non-eligible activity for the relevant environmental objective.
- (c) Where an economic activity contributes substantially to multiple environmental objectives, non-financial undertakings shall indicate, in bold, the most relevant environmental objective for the purpose of computing the KPIs of financial undertakings while avoiding double counting. In their respective KPIs, where the use of proceeds from the financing is not known, financial undertakings shall compute the financing of economic activities contributing to multiple environmental objectives under the most relevant environmental objective that is reported in bold in this template by non-financial undertakings. An environmental objective may only be reported in bold once in one row to avoid double counting of economic activities in the KPIs of financial undertakings. This shall not apply to the computation of Taxonomy-alignment of economic activities for financial products defined in point (12) of Article 2 of Regulation (EU) 2019/2088. Non-financial undertakings shall also report the extent of eligibility and alignment per environmental objective, that includes alignment with each of environmental objectives for activities contributing substantially to several objectives, by using the template below.
- (d) The same activity may align with only one or more environmental objectives for which it is eligible.
- (e) The same activity may be eligible and not aligned with the relevant environmental objectives.
- (f) EL – Taxonomy-eligible activity for the relevant objective; N/EL – Taxonomy-non-eligible activity for the relevant objective.
- (g) Activities shall be reported in section A.2 of this template only if they are not aligning to any environmental objective for which they are eligible. Activities that align to at least one environmental objective shall be reported in section A.1 of this template.
- (h) For an activity to be reported in section A.1 all DNSH criteria and minimum safeguards shall be met. For activities listed under A2, columns (5) to (17) may be filled in on a voluntary basis by non-financial undertakings. Non-financial undertakings may indicate the substantial contribution and DNSH criteria that they meet or do not meet in section A.2 by using: for substantial contribution – Y/N and N/EL codes instead of EL and N/EL; and (b) for DNSH – Y/N codes.
- (i) After excluding seamless tube manufacturing from the "Iron and steel manufacturing" category.

	PROPORTION OF REVENUE/TOTAL REVENUE	
	TAXONOMY-ALIGNED PER OBJECTIVE	TAXONOMY-ELIGIBLE PER OBJECTIVE
CCM	0%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities – Disclosure covering 2025

FY 2025	2025			Substantial contribution criteria						Do no significant harm criteria ^(h)									
Economic activities	Code ^(e)	CapEx	Proportion of OpEx, 2024	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) CapEx, 2025 (i)	Category enabling activity	Category transitional activity
	€millions	%		YES; NO; N/EL ^{(b)(c)}						YES/NO						YES/NO	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES ^(d)																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Close to market research, development and innovation [Reducing methane emissions]	CCM 9.1 CCA 9.1	3	1.6%	YES	N/EL	N/EL	N/EL	N/EL	N/EL	YES	YES	YES	YES	YES	YES	YES	1.6%	E	
Hydrogen storage [Delphy]	CCM 4.12 CCA 4.12	<1	0.2%	YES	YES	N/EL	N/EL	N/EL	N/EL	YES	YES	YES	YES	YES	YES	YES	0.3%	E	
Infrastructure for the prevention of flood risk and protection against flooding (F42.91)	CCA F42.91 (NACE)	1	0.4%	N/EL	YES	N/EL	N/EL	N/EL	N/EL	YES	YES	YES	YES	YES	YES	YES	0.4%	E	
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		4	1.8%	1.8%	0.2%	0	0	0	0	YES	YES	YES	YES	YES	YES	YES	3.2%		
Of which enabling			1.8%	1.8%	0.2%	0	0	0	0	1.8%	0.2%	0	0	0	0	0	3.2%	E	
Of which transitional			0	0	0	0	0	0	0	0	0	0	0	0	0	0			T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) ^(g)																			
Activity 1 ^(e)				EL; N/EL ^(f)	EL; N/EL ^(f)	EL; N/EL ^(f)	EL; N/EL ^(f)	EL; N/EL ^(f)	EL; N/EL ^(f)										
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%										
A. CAPEX OF TAXONOMY-ELIGIBLE ACTIVITIES (A.1+A.2)		4	1.8%	1.8%	0.2%	0.0%	0.0%	0.0%	0.0%										
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities		196	98.2%																
TOTAL		200	100%																

FY 2025	2025			Substantial contribution criteria						Do no significant harm criteria ^(h)									
Economic activities	Code ^(a)	CapEx	Proportion of OpEx, 2024	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) CapEx, 2025 (i)	Category enabling activity	Category transitional activity
	€millions	%		YES; NO; N/EL ^{(b)(c)}						YES/NO						YES/NO	%	E	T

(a) The Code constitutes the abbreviation of the relevant objective to which the economic activity is eligible to make a substantial contribution, as well as the section number of the activity in the relevant Annex covering the objective, i.e.:

- Climate Change Mitigation: CCM
- Climate Change Adaptation: CCA
- Water and Marine Resources: WTR
- Circular Economy: CE
- Pollution Prevention and Control: PPC
- Biodiversity and ecosystems: BIO

For example, the Activity "Afforestation" would have the Code: CCM 1.1.

Where activities are eligible to make a substantial contribution to more than one objective, the codes for all of these objectives should be indicated. For example, if the operator reports that the activity "Construction of new buildings" makes a substantial contribution to climate change mitigation and the circular economy, the code would be: CCM 7.1. / CE 3.1.

The same codes should be used in sections A.1 and A.2 of this template.

- (b) Yes, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective;
NO, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective.
N/EL – not eligible, Taxonomy-non-eligible activity for the relevant environmental objective.
- (c) Where an economic activity contributes substantially to multiple environmental objectives, non-financial undertakings shall indicate, in bold, the most relevant environmental objective for the purpose of computing the KPIs of financial undertakings while avoiding double counting. In their respective KPIs, where the use of proceeds from the financing is not known, financial undertakings shall compute the financing of economic activities contributing to multiple environmental objectives under the most relevant environmental objective that is reported in bold in this template by non-financial undertakings. An environmental objective may only be reported in bold once in one row to avoid double counting of economic activities in the KPIs of financial undertakings. This shall not apply to the computation of Taxonomy-alignment of economic activities for financial products defined in point (12) of Article 2 of Regulation (EU) 2019/2088. Non-financial undertakings shall also report the extent of eligibility and alignment per environmental objective, that includes alignment with each of environmental objectives for activities contributing substantially to several objectives, by using the template below.
- (d) The same activity may align with only one or more environmental objectives for which it is eligible.
- (e) The same activity may be eligible and not aligned with the relevant environmental objectives.
- (f) EL – Taxonomy-eligible activity for the relevant objective; N/EL – Taxonomy-non-eligible activity for the relevant objective.
- (g) Activities shall be reported in section A.2 of this template only if they are not aligning to any environmental objective for which they are eligible. Activities that align to at least one environmental objective shall be reported in section A.1 of this template.
- (h) For an activity to be reported in section A.1 all DNSH criteria and minimum safeguards shall be met. For activities listed under A2, columns (5) to (17) may be filled in on a voluntary basis by non-financial undertakings. Non-financial undertakings may indicate the substantial contribution and DNSH criteria that they meet or do not meet in section A.2 by using: (a) for substantial contribution – Y/N and N/EL codes instead of EL and N/EL; and (b) for DNSH – Y/N codes.

PROPORTION OF CAPEX /TOTAL CAPEX

	TAXONOMY-ALIGNED PER OBJECTIVE	TAXONOMY-ELIGIBLE PER OBJECTIVE
CCM	1.8%	1.8%
CCA	0.2%	0.2%
WTR	0	0
CE	0	0
PPC	0	0
BIO	0	0

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities – Disclosure covering 2024

FY 2025	2025			Substantial contribution criteria						Do no significant harm criteria ^(h)									
Economic activities	Code ^(e)	OpEx	Proportion of OpEx, 2024	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1) or eligible (A.2), OpEx, 2025	Category enabling activity	Category transitional activity
	€millions	%		YES; NO; N/EL ^{(b)(c)}						YES/NO					YES/NO	%	E	T	
A. TAXONOMY-ELIGIBLE ACTIVITIES ^(D)																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	CCM 9.1 CCA 9.1	0	0%														0%		
Of which enabling		0	0%														0%	E	
Of which transitional		0	0%														0%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) ^(g)																			
Activity 1 ^(e)				EL; N/EL ^(f)	EL; N/EL ^(f)	EL; N/EL ^(f)	EL; N/EL ^(f)	EL; N/EL ^(f)	EL; N/EL ^(f)										
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0%	%	%	%	%	%	%								0%		
A. OPEX OF TAXONOMY-ELIGIBLE ACTIVITIES (A.1+A.2)		0	0%	%	%	%	%	%	%										
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy-non-eligible activities		333	100%																
TOTAL ¹		333	100%																

⁽¹⁾ Due to the exemption of the OpEx indicator from publication, the operating expenses analyzed under the taxonomy are all related to non-eligible activities.

FY 2025	2025			Substantial contribution criteria					Do no significant harm criteria ^(h)										
Economic activities	Code ^(a)	OpEx	Proportion of OpEx, 2024	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1.) or eligible (A.2.) OpEx, 2025	Category enabling activity	Category transitional activity
	€millions	%		YES; NO; N/EL ^{(b)(c)}						YES/NO						YES/NO	%	E	T

(a) The Code constitutes the abbreviation of the relevant objective to which the economic activity is eligible to make a substantial contribution, as well as the section number of the activity in the relevant Annex covering the objective, i.e.:

- Climate Change Mitigation: CCM
- Climate Change Adaptation: CCA
- Water and Marine Resources: WTR
- Circular Economy: CE
- Pollution Prevention and Control: PPC
- Biodiversity and ecosystems: BIO

For example, the Activity "Afforestation" would have the Code: CCM 1.1.

Where activities are eligible to make a substantial contribution to more than one objective, the codes for all of these objectives should be indicated.

For example, if the operator reports that the activity "Construction of new buildings" makes a substantial contribution to climate change mitigation and the circular economy, the code would be: CCM 7.1. / CE 3.1.

The same codes should be used in sections A.1 and A.2 of this template.

- (b) YES, Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective;
NO, Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective.
– not eligible, Taxonomy-non-eligible activity for the relevant environmental objective.

(c) Where an economic activity contributes substantially to multiple environmental objectives, non-financial undertakings shall indicate, in bold, the most relevant environmental objective for the purpose of computing the KPIs of financial undertakings while avoiding double counting. In their respective KPIs, where the use of proceeds from the financing is not known, financial undertakings shall compute the financing of economic activities contributing to multiple environmental objectives under the most relevant environmental objective that is reported in bold in this template by non-financial undertakings. An environmental objective may only be reported in bold once in one row to avoid double counting of economic activities in the KPIs of financial undertakings. This shall not apply to the computation of Taxonomy-alignment of economic activities for financial products defined in point (12) of Article 2 of Regulation (EU) 2019/2088. Non-financial undertakings shall also report the extent of eligibility and alignment per environmental objective, that includes alignment with each of environmental objectives for activities contributing substantially to several objectives, by using the template below.

- (d) The same activity may align with only one or more environmental objectives for which it is eligible.
(e) The same activity may be eligible and not aligned with the relevant environmental objectives.
(f) EL – Taxonomy-eligible activity for the relevant objective; N/EL – Taxonomy-non-eligible activity for the relevant objective.
(g) Activities shall be reported in section A.2 of this template only if they are not aligning to any environmental objective for which they are eligible. Activities that align to at least one environmental objective shall be reported in section A.1 of this template.
(h) For an activity to be reported in section A.1 all DNSH criteria and minimum safeguards shall be met. For activities listed under A2, columns (5) to (17) may be filled in on a voluntary basis by non-financial undertakings. Non-financial undertakings may indicate the substantial contribution and DNSH criteria that they meet or do not meet in section A.2 by using: (a) for substantial contribution – Y/N and N/EL codes instead of EL and N/EL; and (b) for DNSH – Y/N codes.

	PROPORTION OF OPEX/TOTAL OPEX	
	TAXONOMY-ALIGNED PER OBJECTIVE	TAXONOMY-ELIGIBLE PER OBJECTIVE
CCM	0%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%



3

+ Risk and Risk Management

3.1	Risk factors	174	3.2.5	Limits on risk management and internal control	194
3.1.1	Risks related to the Group's strategy and operations	174	3.3	Policy with regard to insurance	194
3.1.2	Operational risks	176	3.3.1	First-party insurance	195
3.1.3	Legal and tax risks	179	3.3.2	Third-party liability insurance & other insurance	195
3.1.4	Financial and market risks	180	3.3.3	Insurance policy	195
3.2	Risk management and internal control system	185			
3.2.1	Risk management	185			
3.2.2	Internal control	186			
3.2.3	Entities and persons involved in risk management and internal control	192			
3.2.4	Role of the Statutory Auditors	194			

3.1 Risk factors

The Group operates in a rapidly changing environment that generates numerous risks, some of which are outside its control.

The Group has assessed the importance of the specific risks to which it considers itself to be exposed based on the probability of their occurrence and the extent of their negative impact, as estimated after taking into account the action plans in place. These risks are presented below and are organized by category, according to their type. In each category, the most important risk factors, based on the aforementioned assessment, are indicated first and marked with an asterisk (*).

The risks described below have been assessed as major risks for the Company as at the date of this Universal Registration Document, i.e., those that could have the greatest negative material impact on the Company's operations or earnings (or its ability to achieve its objectives), and/or for which there is a significant likelihood of occurrence.

The Group's broad geographical presence, the diversity of its markets and product lines, and the nature of its development, mean that it is exposed to various types of risk. The Group operates in environments undergoing rapid change, and this could cause exogenous risks with an impact on the risk profiles that it monitors.

Investors should note that other risks may exist or could arise that the Group is not currently aware of, or has not considered at the date of this Universal Registration Document, and these could have a material adverse impact on the Group, its operations, its financial position, its earnings and its outlook. The Group has assessed the risk factors as at the date of this Universal Registration Document and may change its assessment of the significance of the risks at any time, particularly in the light of any new internal or external developments.

3.1.1 Risks related to the Group's strategy and operations

3.1.1.1 Risks related to the Group's dependence on the Oil & Gas sector*

The Group's business is highly dependent on the level of investment undertaken by Oil & Gas companies in the exploration, production and development of oil and natural gas reserves. In 2025, approximately 73% of the Group's consolidated revenue was earned in the Oil & Gas sector, excluding petrochemicals.

According to the Group's internal estimates, tubular solutions generally account for around 2% to 5% of the total cost of a complex offshore project. This proportion varies according to the complexities and types of drilling. For example, tubes may represent up to 15% of the total cost of the project for unconventional onshore drilling in the United States. The level of investment in exploration and production therefore has a direct impact on the consumption of tubes and on the Group's earnings.

Oil and gas demand and supply balance and prices are the main drivers of investment by global oil and gas producers. This investment level ultimately impacts Vallourec as a partner of choice for premium tubular solutions in onshore and offshore projects across the globe. Over the 2014-2025 period, oil prices⁽¹⁾ fell to a low of USD 19 per barrel of Brent crude in April 2020, owing to a slump in global oil demand resulting from the spread of the Covid-19 virus and associated restrictions, and thereafter peaked at USD 128 per barrel in March 2022 following the post-Covid demand increase and Russia's invasion of Ukraine. Brent crude oil prices averaged USD 68 per barrel in 2025.

Meanwhile, over the 2014-2025 period, natural gas prices⁽²⁾ measured at the Dutch Title Transfer Facility (TTF) fell to a low of €3.0/MWh in May 2020, and peaked at €338.0/MWh in August 2022. Gas prices averaged €36.2/MWh in 2025.

Henry Hub gas prices⁽²⁾, measured in \$/MMBtu, fell to a low of USD 1.5 in June 2020 and peaked at USD 9.7/MMBtu in August 2022. Henry Hub gas price averaged \$3.6/MMBtu in 2025.

Having bottomed out at \$300 billion in 2020, global upstream spending⁽³⁾ by oil companies has increased by approximately 80% to \$539 billion through 2024. In 2025, spending was broadly stable at \$530 billion, with Offshore E&P CapEx increasing by 6% year on year to \$179 billion, Onshore Unconventional CapEx increasing by 2% to \$123 billion, and Onshore Conventional CapEx declining by 9% to \$228 billion.

Investments by Oil & Gas companies could be subject to other factors such as changes in applicable laws and regulations, changes in the political situation (such as with the present conflict between Russia and Ukraine), weather conditions and the policies put in place to address climate change. These factors could consequently have an impact on the Group's operations, earnings and outlook.

The Group is anticipating the risk associated with the structural decline in activities linked to fossil fuels by developing its footprint in the energy transition sector, which includes geothermal energy, carbon capture and storage (CCS), hydrogen, solar and biomass.

⁽¹⁾ Source: US Energy Information Administration, Bloomberg.

⁽²⁾ Source: Bloomberg.

⁽³⁾ Source: S&P Global Commodity Insights - Global Upstream Spending.

3.1.1.2 Risks related to the Group's dependence on particular customers

In 2025, the Group earned 35% of its consolidated revenue from its five largest customers and 50% of its consolidated revenue from its ten largest customers, three of which were distributors serving a diverse range of end-customers. One customer accounted for more than 10% of the Group's consolidated revenue in 2025, at 10.7%. The Group has a customer base in all regions of the world, thereby diluting exposure to a specific geographic market.

Nevertheless, most customers are not required to purchase a fixed amount of products or services over a given period and could decide to terminate their contracts or to stagger their orders over a longer period of time, not renew their contracts, or renew them on terms that are less favorable for the Group, particularly with respect to pricing. This could have a significant adverse

effect on the Group's business, financial position and earnings. The Group mitigates this risk with termination clauses providing for compensation mechanisms.

In addition, the Group continuously responds to the needs of new customers in order to diversify its portfolio.

The Group is also exposed to a potential risk on outstanding customer receivables. As a result, it has established specific credit committees to systematically evaluate the financial risks assumed with its customers. However, in a scenario in which a deteriorating global economic environment causes deterioration in Vallourec's customers' financial position, the risk of payment default cannot be ruled out.

3.1.1.3 Risks related to the cyclical nature of the tube market*

The tube market is traditionally subject to cyclical trends which result both from economic changes in the Oil & Gas sector as described above, and from macroeconomic conditions with repercussions on the Group's other business sectors: Mechanicals, Automotive, Construction and Power Generation/ Other, where business cycles follow the trends in the economic climate and are also influenced by other factors, such as the growth outlook.

A deterioration in the global economic climate and the financial markets, such as that seen in 2020 as a result of the Covid-19

pandemic or a major geopolitical event such as a war could have a material adverse effect on the Group's revenue, income, cash flow and outlook. Now, over the past three years, Vallourec has worked extensively to strengthen its resilience by lowering its break-even point and has developed governance and action plans ready to be implemented should such a deterioration occur.

3.1.1.4 Risks related to the competitive environment

The Group operates in a highly competitive international environment, with varying degrees of intensity in its different sectors of activity. In the Oil & Gas sector, one of the Group's main differentiating factors is its premium connections, for OCTG tubes in particular. These patented connections ensure perfect sealing for tube columns, thereby meeting customers' safety, environmental and performance requirements.

Under pressure to reduce their breakeven point, oil companies are leveraging supply chain alternatives by qualifying low-cost suppliers, particularly from China. These low-cost competitors are progressing technically for the basic oil & gas applications.

This low-cost competition in the Oil & Gas commodity tube market affects pricing for tubular products globally, but its impact is less pronounced in the markets in which Vallourec focuses, due to technological differentiation in these markets and premiumization plans already in progress. In the Petrochemical, Mechanicals, Automotive and Construction sectors, the Group faces stronger competition as customer requirements are less sophisticated.

Increasing intensity of the competition could cause losses in market share and impact the Group's volumes, and revenues.

3.1.1.5 Risks related to maintaining advanced technology on key products

The tubes market is subject to technological change. It is not possible at this point in time to foresee how such change could affect the Group's business in the future.

Third-party technological innovations could also affect the competitiveness of the Group's existing products and services and have a negative impact on the value of existing patents and on the revenue generated by the Group's licenses. The Group's earnings and outlook could be affected.

The Group might also find itself at a competitive disadvantage if it were unable to develop or access (either alone, through partnerships or through agreements with suppliers) technology, products or services equivalent to those of its competitors that have an impact on its offering, or if its new technology, products or services were not to have the success expected in the market.

The Group continues to invest in Research and Development to maintain its technological leadership and anticipate its customers' needs.

3.1.1.6 Risks related to social, political, geopolitical and macroeconomic instability*

Due to Vallourec's strategy of being located close to its customers, a significant part of the Group's business is conducted in countries potentially exposed to risks of political, economic and/or social instability (e.g., the nationalization and expropriation of assets, uncertainty as to applicable laws and the application of laws, the impact of sanctions, etc.) as well as financial instability and more acute foreign exchange risk.

The Group could also be faced with an upsurge in geopolitical disputes involving the countries where it does business, and an increase in the reprisal measures and protectionist regulations that could indirectly result from this conflict.

This trend could be reflected in a proliferation of trade defense measures, especially in Europe, the United States, and China. These procedures – anti-dumping, safeguarding or other protection mechanisms based on a national security threat, as it is the case with the US measures based on Section 232 of the US Trade Expansion Act – impose customs duties or quotas in the steel sector. With regards to the Tariffs applied by the United States in 2025, Vallourec monitors closely the situation while most its production in the United States remains domestic and thus not significantly impacted.

These measures are likely to have a varying impact on the Group's trade flows globally and, therefore, on its earnings and outlook. For example, whereas in the United States Vallourec produces the vast majority of its products domestically, it largely serves its

customers in areas like the Middle East and Africa via exports from its export hubs in South America and Asia.

With regard to the conflict in Ukraine and in response to the sanctions imposed by the European Union against Russia, the Group has implemented a dedicated compliance program to ensure it is complying – and will continue to comply – with all applicable sanctions. In 2025, the Group had no commercial activity in Russia, Belarus or Crimea and of the Donetsk, Luhansk, Zaporizhzhia and Kherson regions of Ukraine or with any stakeholders likely to have economic interests in Russia, Belarus or Crimea and of the Donetsk, Luhansk, Zaporizhzhia and Kherson regions of Ukraine.

The geopolitical situation in the Middle East region creates a risk of operational, political and economic instability in neighboring countries, including for maritime traffic in the region. This could impact the Group's operations, particularly as regards the seaborne shipping of tubes. Since February 28, 2026, in the context of the Iranian conflict, the group is closely monitoring the situation and adapting its operations to provide the best possible support to its business partners.

Our diversified, global asset footprint helps us to mitigate these risks, alongside our strategy to maintain a crisis-proof balance sheet, including managing to a leverage factor of +/-0.5x net debt to EBITDA and maintaining liquidity of at least one billion euros.

3.1.2 Operational risks

3.1.2.1 Risks related to changes in raw material and energy costs*

Tube production consumes raw materials such as iron ore, coal, coke and scrap. The Group has some in-house sources of supply and diversifies its external sources of supply whenever possible.

Hüttenwerke Krupp Mannesmann (HKM), in which Vallourec Tubes has a 20% equity interest, produces steel rounds and slabs intended exclusively for its shareholders, who are committed to certain volumes. In 2021, Vallourec terminated the cooperation and supply agreements, effective December 31, 2028, i.e., at the end of the contractually agreed seven-year notice period.

Given the decision taken in 2022 to close its German operations by the end of 2023, Vallourec has developed an international client portfolio to which it has been selling the steel purchased from HKM, mainly in the form of slabs.

Based on expected future cash flows from this contract, it has been accounted for as a derivative contract with a negative fair value. The liability corresponds to Vallourec's best estimate of the present value of the expected future cash flows resulting from the execution of this contract over the residual period until the end of 2028. The estimated fair value of the expected losses will be regularly revised until the end of the supply agreement to take into consideration prevailing market conditions and developments in the trading model. In substance, this supply agreement is therefore treated as a derivative, in accordance with IFRS 9, in

Vallourec's consolidated financial statements (see Section 7, notes 7.2 and 7.4 to the consolidated financial statements).

An increase in the price of raw materials and energy leads to a corresponding increase in production costs for the Group's finished products. Uncertainties about economic trends along with a highly competitive environment in the international market for tubes mean that the Group's ability to pass on any increases in raw materials and energy prices to its orders is uncertain. This could reduce Group margins and have a negative impact on earnings.

Energy or commodity consumption could also be affected by measures imposed by authorities to address climate change and reduce companies' environmental footprint (see environmental and climate-change risks below).

To mitigate these risks upon our profitability, Vallourec secures price confirmation from its supply chain where possible (e.g. for the supply of steel billets) once formal purchase orders from customers have been received. For strategic long-term agreements, Vallourec also includes pricing revision mechanisms to compensate for variation in the costs detailed above. In our Brazil production hub, our mine limits our exposure to variation in iron ore prices, while we maintain the flexibility to hedge part of the mine's output that is sold externally.

3.1.2.2 Industrial, mining and environmental risks

The Group's industrial and mining businesses give rise to environmental, Health & Safety risks. The Group's manufacturing processes involve working with molten materials at very high temperatures using heavy machinery and equipment. The risks this poses include industrial accidents, explosions, fires, and environmental hazards such as accidental discharge of polluting or dangerous products, and could lead to unforeseen interruptions to its business, total or partial destruction of facilities, pollution or even personal injury and death. This information is used to meet the CSRD publication requirement E2 and S1-1 of the sustainability statement in chapter 2 of this Universal Registration Document.

Such events may involve the Group in legal proceedings for damages against it and/or lead to the application of penalties, and may have an adverse effect on the Group's business, reputation, earnings and outlook.

The Group's activities in the various countries where it has a presence are subject to numerous and wide-ranging environmental, public Health and Safety regulations which are constantly being updated. These regulations concern, in particular, the prevention of major accidents, use of chemicals, disposal of wastewater, disposal of hazardous industrial waste, and noise pollution. Their purpose is to ensure that the Group is in control of the various environmental risks inherent to its activity, including atmospheric, aquatic and soil pollution, and the risk of damage to biodiversity (see chapter 2, Sections 2.1.4 and 2.1.6).

The Group's activities also require numerous permits and authorizations in areas such as the environment, safety, and public health. These include operating licenses, particularly for the mining business, wastewater discharge permits, water withdrawal permits, and permits for the transport or landfill of hazardous waste products, all of which may be renewed, modified, suspended or potentially revoked by administrative and government authorities, and which may have an impact on its earnings. Due to changes in their industrial activities related to the Group's transformation and in accordance with legal provisions, only three facilities in France are still subject to environmental protection regulations under a classified facilities system (ICPE).

The Group strives to strictly comply with these authorizations and, more generally, with environmental laws and regulations. Maintaining compliance with existing regulations and standards results in costs and expenses that could increase significantly in the future if new regulations or stricter standards were to be adopted.

In addition, the authorities and courts might require the Group to carry out investigations and cleanup operations, or even restrict its activities or close its facilities temporarily or permanently, and/or require it to pay fines. As regards its former activities, the Group could be held responsible in the event of damage to persons or property, which could adversely affect its earnings.

On January 8, 2022, following exceptional rainfall in the Brazilian state of Minas Gerais, part of a waste pile at Vallourec's Pau Branco iron ore mine slipped into the "Lisa" dam, causing the dam to overflow and block traffic on the highway below. The structure of the dam was not affected and there were no casualties. As a result of this incident, operations at the mine were suspended. On January 21, 2022, Vallourec signed an agreement with the Public Prosecutor's Office regarding the consequences of the overflow of the Lisa dam. The agreement included the implementation of emergency measures and a commitment to the environmental restoration of the affected area. It also includes the provision of approximately €7 million - end 2025 as a guarantee in a bank account held by Vallourec.

On May 4, 2022, Vallourec announced that it had partially restarted iron ore mining operations after having obtained the approval of the mining authorities to resume activities on a temporary basis without using the waste pile. In May 2023, Vallourec obtained the necessary authorizations to resume full operation of the Cachoeirinha core tailings pile.

Vallourec is now undertaking two extension projects at the Pau Branco mine which are expected to improve the quality of the iron ore extracted and thus average product pricing. Vallourec obtained the necessary approvals to progress the first project — Phase 1 — in 2025, and now has access to the reserves targeted by this project. Permitting is underway for the Phase 2 project, which is expected to be started up in 2027. Administrative delays and other permitting risks could delay this project timeline.

3.1.2.3 Inherent climate-change risks

The Group is exposed, especially through its supply chain, to the risks inherent to climate change (including, for example, drought, flooding, heat waves or cold spells, flooding and high winds). A new study was conducted in 2023 with the assistance of an external consultant. It involved a comprehensive screening of the

Group's sites, as well as certain suppliers and strategic ports. The analysis covers the four categories of climate-related risks (temperature, wind, water, or solid mass), broken down into 28 climate hazards (heat wave, drought, cyclones, floods, landslides, etc.) aligned with the CSRD and the European Taxonomy.

Two scenarios were used. The first, known as “intermediate” (SSP2-4.5⁽¹⁾), corresponds to an increase in temperature of around 3°C by 2100 compared with the pre-industrial period. It takes into account the impact of public policies currently in place or planned, but does not factor in the achievement of reduction targets announced by governments if they are not backed up by a concrete policy agenda. The second, known as “fossil-fueled development” (SSP5-8.5)⁽¹⁾ corresponds to an increase of over 4°C, consistent with the absence of any new climate policies and the failure to deliver on climate policies currently in place or planned. This worst-case scenario (SSP5-8.5) serves as a benchmark for quantifying the risks of property

damage and business interruption in the short term (2030-2050), as well as for the design of adaptation measures. This illustrates the difference in the impacts on our sites depending on the risk concerned and their geographical location, and shows that the re-assessed risk is still material, more detail in Section 2.1.3. “Climate risk adaptation (ESRS E1)” of this Universal Registration Document. Any adaptation plans will be defined with the plants.

Measures to combat the effects of climate change may also be imposed by various authorities.

3.1.2.4 Risks related to manufacturing or service defects

The Group’s positioning in the market for premium tubular solutions requires the implementation of a demanding quality management system to guarantee product and service quality. However, despite the emphasis on manufacturing quality, it cannot be excluded totally that some of the Group’s products or services may have production or manufacturing defects which could potentially cause damage to property, personnel or installations using the tubes, lead to business interruption for customers or third parties, or cause environmental damage.

Defects in the Group’s products or services may result in compensation being due by the Group or in a fall in demand for its products and services, or adversely affect their reputation for safety and quality, or lead to an increase in insurance premiums and a decrease in associated guarantees. This may in turn have a significant impact on the financial position, earnings and image of Company (Vallourec) and Group businesses. A major accident caused by defects in the products or services of players other than the Group might adversely affect the image of the entire Oil & Gas sector. Despite the quality control measures in place and its insurance cover (see Section 3.3), the Group may not be in a position to protect itself or cover all of these risks.

3.1.2.5 Risks related to Group equipment failures

The Group’s success in meeting orders depends on a high level of asset reliability. The Group could nevertheless suffer breakdowns of equipment or unavailability for other reasons such as damage, fire, explosion. Such failures could cause delays in the delivery of orders in progress or subsequent orders for which these assets were to be used.

Although the Group follows a regular maintenance and prevention program to keep all of its assets in good working order, breakdowns could nevertheless occur. Equipment failures may lead to dissatisfaction for some of the Group’s customers, have an impact on the cost of orders and, therefore, significantly affect the financial position, earnings and image of the Group.

3.1.2.6 Risks related to information systems and cybercrime*

The Group relies on diverse information systems to manage its sales, logistics, accounting, and reporting, which are crucial for its commercial, industrial, and financial activities. Despite efforts to enhance contingency and backup programs for these systems and infrastructure, including access for service providers and partners, any failure or cyber-attack could significantly impact the Group’s operations, financial position, earnings, or outlook.

The Group’s ambitious strategy to digitalize its production tools and create new customer services may increase the risk of data theft or loss, including personal information.

Although proactive measures are in place, the Group and its strategic suppliers remain vulnerable to sophisticated cyber-attacks, such as data breaches, ransomware, and espionage. The evolving nature of these threats means they are often complex and difficult to detect before an attack occurs.

While the Group has implemented various protective measures, it cannot guarantee complete protection against all hacking techniques or their potential impacts. Any disruption in the Group’s IT services or those of its strategic suppliers due to cyber-attacks or other factors could materially affect the Group’s operations, financial position, earnings, or outlook. Additionally, the Group cannot ensure that it will not incur uninsured losses.

3.1.2.7 Risk of non-availability of human resources

The Group relies on skilled and dynamic human resources to support its expansion.

In some regions, recruitment of such resources could be challenging. Among the various difficulties, attractiveness of the Oil & Gas business could be a concern.

Meanwhile, Vallourec is promoting a comprehensive and attractive compensation policy. The Group is also showing obvious signs of development in the New Energies market that would convince new talents.

⁽¹⁾ The SSP (Shared Socio-economic Pathways) scenarios use different assumption in terms of socio-economic development (population, education, GDP, urbanization) depending on whether or not climate policies are implemented. They were developed by the IPCC (report 6), and include climate policies aligned with the Paris Agreement (SSP 1-1, 9, SSP 1-2, 6), voluntary but insufficient (SSP 2-4 5) or absent (SSP 3-7 0, SSP 5-8 5).

3.1.3 Legal and tax risks

3.1.3.1 Risks related to business ethics, international sanctions and corruption

Regarding the risk of corruption, Vallourec has a presence in more than 20 countries, most of which have laws in place prohibiting corruption. Infringement of such laws, even as a one-off occurrence, may in particular lead to criminal, civil and/or administrative sanctions, including heavy fines, and may also harm Vallourec's image and reputation. If such an occurrence involves a public official, the associated penalties are drastically increased.

Vallourec operates in the Oil & Gas sector – a sector which is considered by the NGO Transparency International as greatly exposed to the risk of corruption – and in countries in which the risk of corruption may be perceived as high (according to Transparency International's ranking). Vallourec may be more exposed to the risk of corruption during its sales processes, in particular with state-owned companies such as National Oil Companies, or during administrative processes such as for the licensing or administrative requirements necessary for its operations.

As Vallourec operates across the world, some of the Group's transactions or exports may be subject to export control regulations and international economic sanctions. Accordingly, Vallourec could be exposed to transactions that contravene these regulations, which could give rise to significant criminal, civil and administrative penalties.

Regarding the risk related to violation of fair market practices, Vallourec operates and trades in countries which have implemented laws preventing anti-competitive practices, the violation of which could give rise to significant criminal, civil and administrative penalties.

To mitigate the above risks, Vallourec has set up a Compliance Program, governed by dedicated Committees, as described in Section 2.3.2.2 "Compliance program", in order to ensure compliance with regulatory requirements in the areas of anti-corruption, free competition, export controls and international economic sanctions in all of its operations and countries in which it operates.

This program includes the following components, and was significantly strengthened since 2023:

- in order to accurately determine vulnerabilities, the Group has implemented a risk mapping that clearly identifies these risks, including a specific corruption risk map that complements the Group's general risk map;
- to manage identified risks, the Group has set up a prevention system that includes specific procedures such as an Anti-corruption Code of Conduct, specific rules of behaviors, processes to ensure legal compliance, and clear guidelines to ensure fair-market practices. Dedicated systems for assessing third parties in relation to the risks of corruption, and monitoring transactions to ensure compliance with applicable international economic sanctions and export regulations, are implemented;
- a strong tone at the top is accompanied by awareness-raising and dedicated training programs organized to ensure that employees are fully aware of the legal risks, the rules of conduct, the policies and controls, and the disciplinary measures applicable in the event of non-compliance;
- in order to detect risks and manage any weaknesses that may be observed, the Group has set up an internal control system which includes controls dedicated to the mitigation of corruption risks (see Section 3.2.2.3 "Actions to prevent corruption and specific accounting controls: lines of defense");
- For any stakeholder wishing to raise allegations of potential non-compliance, a whistleblowing system overseen by a dedicated committee (see Section 2.4.4 "Whistleblowing and reporting systems");
- Finally, the compliance program is subject to internal audits.

It cannot be ruled out, however, that infringements of legislation that could lead to significant civil and/or criminal sanctions could have an adverse effect on the Group's financial position or image. This information is used to meet the CSRD publication requirement G1-1 of the sustainability statement in chapter 2 of this Universal Registration Document.

3.1.3.2 Risks related to intellectual property and counterfeiting

Risks related to intellectual property primarily stem from:

- legal action by third parties against the Group;
- the appropriation of its technologies by competitors; and
- fraudulent use by third parties of its trademarks.

The Group has an Intellectual Property Department and a Legal Department staffed by qualified and experienced personnel who are responsible for (i) taking the necessary measures to protect and enforce its intellectual property rights, while ensuring the rights of third parties are respected, and (ii) educating Group employees on the importance of better protecting and defending its intangible assets. However, the laws and regulations, as well as the legal system in some countries in which the Group operates, do not necessarily currently provide such extensive and effective protection for intellectual property rights, and/or the means to

combat counterfeiting as in countries like France, Brazil, China or the United States.

Like other tubular products and accessories manufacturers, the Group has also had to contend with the existence of counterfeit products for sale in the market, which use the trademarks of Vallourec and its subsidiaries, and are sometimes even accompanied by false certificates. Counterfeiting activities aim to confuse customers in terms of the source of products, thereby allowing the counterfeiters to unfairly derive a profit from the Group's investments and reputation. Multiple risks are therefore involved: in addition to the risk of losing customers drawn to cheaper products, there is a material risk of accidents if the counterfeit products present quality defects and/or do not comply with the applicable standards. These risks could have an impact on the Group's image, and indirectly on its earnings.

Since 2021, the Group has implemented global trademark surveillance on marketplaces and increased its campaigns to raise awareness among public authorities and relevant market players. In addition, websites of potential counterfeiters are monitored in order to identify any fraudulent sales, particularly for the Group's flagship connections brand, VAM®. Alleged counterfeiters are systematically issued a formal notice requesting that they cease the unauthorized use of the Vallourec Group's patented technologies and/or trademarks, prior to the initiation of more stringent enforcement measures.

If, despite all of the measures taken, the Group was unable to successfully protect, maintain and defend its intellectual property,

it would risk losing a portion of its technological edge, customers and sources of revenue; this could have a significant adverse effect on its operations, earnings and image.

Furthermore, the risk that competitors may access some of the Group's manufacturing secrets or certain innovations that are not yet patented or that are not eligible to be patented cannot be entirely ruled out. The Group's Information Security and IT Departments have implemented procedures, such as data protection policies, data and documents exfiltration detection and setting up of confidentiality agreements, to mitigate this risk. However, it cannot be entirely eliminated. Consequently, the Group's earnings and outlook could be impacted.

3.1.3.3 Tax and tax evasion risks

The Group's entities conduct sales, industrial and/or financial activities in various countries and have the necessary personnel, equipment, and assets in those countries to carry out these activities. These entities ensure that they organize and manage such activities in compliance with the relevant applicable laws and regulations. Thanks to this organization, and to the regular monitoring of changes in these legal and regulatory requirements, the Group particularly aims to limit potential tax risks, including any tax evasion risks.

Where laws and regulations do not establish clear or definitive guidelines, the tax regime applicable to intragroup activities, transactions or restructurings (whether past or future) may be based on interpretations. The Group cannot guarantee that these interpretations will not be challenged by the tax authorities of the related jurisdictions. More generally, any breach of current tax laws and regulations in the countries in which the Group or the Group's entities are located or operate could result in reassessments and the payment of late interest, fines and penalties. Furthermore, the Group is exposed to changes in tax regulations or their interpretation and application by the jurisdictions or tax administrations concerned, in particular in the context of joint international or EU initiatives (OECD, G20, European Union).

Each of the above factors could result in an increase in the Group's tax burden, and have a material adverse impact on its financial position and earnings.

The Group has been and may be subject to tax reassessment proceedings and disputes. When the Group considers that a loss relating to the disputes is probable, a provision is recognized based on the best estimate of foreseeable expenses. The Group cannot provide assurance that these provisions will be sufficient to cover the amounts to be actually disbursed at the end of these proceedings.

The Group's future earnings, French and foreign tax rules, and tax audits or disputes could limit its capacity to use its tax losses, and thereby impact its financial position.

The Group has tax losses (see note 3 to the Group's 2025 consolidated financial statements for a discussion of the resulting accounting implications, in chapter 7.1.6 of this Universal Registration Document), the use of which depends on a number of factors, including (i) the ability to generate tax income, (ii) the limits applicable to any tax losses imposed by French or foreign laws and regulations, (iii) the consequences of current or future tax audits or disputes, and (iv) any changes in the applicable laws and regulations.

The impact of these factors could increase the tax pressure to which the Group is subject, and thus have an adverse effect on its effective tax rate, financial position and earnings.

3.1.4 Financial and market risks

Vallourec's business is primarily focused on serving the needs of the upstream oil & gas industry. Various financial market participants, including institutional investors and commercial banks, have made pledges to reduce their exposure to this industry either directly or indirectly (e.g. via pledges to reduce the carbon content of investment or lending portfolios). Despite its recent success in accessing financial markets, notably during Vallourec's April 2024 refinancing transactions and that Vallourec has been upgraded to Investment Grade ratings by the three main agencies in 2025, Vallourec cannot rule out that financing may become more challenging to obtain in the future. Vallourec may therefore incur a higher cost of financing its operations, or scarcity in funding to carry out certain planned investments due to these factors.

Given its financial structure, the Group is exposed to (i) liquidity risks and (ii) market risks, including interest rate, foreign exchange, credit and equity risks.

Our prudent capital allocation policy is a risk mitigation, and notably its first pillar consisting in maintaining a crisis-proof balance sheet, including liquidity above €1 billion and a conservative net leverage ratio.

A description of market and liquidity risks is provided in note 7 to the consolidated financial statements in Section 7.1.7 of this Universal Registration Document.

3.1.4.1 Liquidity risk

As of December 31, 2025, the maturities of current loans and other borrowings totaled €53 million; the maturities of non-current loans and other borrowings totaling €809 million are shown in the table below:

3.1.4.1.1 BREAKDOWN BY MATURITY OF NON-CURRENT LOANS AND OTHER BORROWINGS (>1 YEAR)

<i>In € thousands</i>	>1 year	>2 years	>3 years	>4 years	5 years and more	Total
As at December 31, 2024	2,262	178,982	2,113	1,885	777,127	962,369
Non-current borrowings	185,018	1,831	1,875	2,121	618,538	809,383
AS AT DECEMBER 31, 2025	185,018	1,831	1,875	2,121	618,538	809,383

The Group's financial resources are composed of bank and bond financing.

The vast majority of bank financing was arranged in Europe through Vallourec, and to a lesser extent through the Group's subsidiaries in Brazil and in the United States.

Bond financing is arranged by Vallourec.

In April 2024, Vallourec executed a significant and holistic balance sheet refinancing that has substantially extended its debt maturities and reduced its financial costs. The key elements of this operation include:

- entry into a new 5-year €550 million multi-currency revolving credit facility (RCF) with a substantially diversified, global banking group;
- entry into an upsized and extended 5-year USD 350 million asset-backed lending facility (ABL) in the United States;

- issuance of 8-year USD 820 million 7.5% senior notes and entry into a 4-year cross-currency swap to hedge Vallourec's currency exposure on its new senior notes with a euro-equivalent coupon of approximately 5.8%;
- redemption of the full €1,023 million of previously outstanding 8.5% Senior Notes due 2026;
- repayment of €68 million of the €262 million PGE (*prêts garantis par l'État*).

In September 2025, Vallourec completed the partial redemption of 10% of its 8-year USD 820 million 7.5% senior notes for an amount of USD 82 million: the outstanding amount of the bond is therefore USD 738 million.

3.1.4.1.2 BANK FINANCING

As of December 31, 2025, the Group had a committed undrawn bank credit facility of €550 million, a committed Asset-Based Lending ("ABL") of USD 350 million and available cash for €965 million. The USD 350 million ABL is subject to a borrowing base calculation based on eligible account receivables and inventories, among other items. As of December 31, 2025, the borrowing base was approximately USD 176 million, resulting into an availability of USD 162 million (eq. to €138 million) net of USD 13.3 million of letters of credit issued under the ABL. The Group's liquidity therefore totaled €1,652 million.

€550 million multi-currency revolving credit facility (RCF)

In April 2024, as part of its refinancing operation, Vallourec arranged a committed revolving credit facility for an amount of €550 million, maturing in April 2029, to replace its previous €462 million revolving credit facility. As of December 31, 2025, no drawdown had been made on this facility.

At inception, Vallourec SA's RCF is guaranteed by its US subsidiaries, Vallourec Soluções Tubulares do Brasil SA and Vallourec Tubos do Brasil Ltda. Thereafter, on a yearly basis, Vallourec must ensure that the RCF is secured by subsidiaries incorporated in France, Brazil and the United States (i) representing not less than 80% of the Group's total assets in these jurisdictions and (ii) whose total assets have a book value representing 5% or more of the Group's total assets.

The RCF is also secured by share pledges over equity covering certain subsidiaries, security over material bank accounts and significant intercompany loans of Vallourec SA, and by standard crossing-lien arrangements with the asset-backed lending facility (ABL).

It also includes a banking covenant stipulating that Vallourec's gearing ratio must not exceed 100%. The gearing ratio is defined as the ratio of consolidated net debt (including lease liabilities) to consolidated equity, adjusted for gains and losses on derivatives and foreign currency translation differences (exchange differences on translating net assets of consolidated foreign subsidiaries).

Additionally, upon the occurrence of a change of control, each lender is entitled to demand the repayment of any outstanding amounts and the cancellation of its commitments within a prescribed time period. The agreements also stipulate that the entire debt will be immediately due and payable if the Group defaults on one of its debt obligations (cross default), or in case of a major event with consequences for the Group's business or financial position and/or its ability to repay its debt.

USD 350 million asset-backed lending facility (ABL)

In April 2024, as part of its refinancing, Vallourec upsized to USD 350 million and extended its ABL implemented in 2022 for certain US subsidiaries of the Vallourec Group, Vallourec Star, VAM USA and Vallourec USA, to five years. This credit facility can also be used in the form of letters of credit up to a maximum aggregate amount of USD 20 million.

As of December 31, 2025, USD 13.3 million of this facility had been used, exclusively in the form of letters of credit. However, no drawdowns had been made for financing purposes.

The ABL is notably secured by inventories and trade receivables held by the borrowing companies. Vallourec SA provides a parent company guarantee to the lenders.

This facility also includes a change of control clause.

€194 million state-guaranteed loans ("PGE")

In 2021, Vallourec set up State-guaranteed loans ("PGE") for a total nominal drawn amount of €262 million. The initial maturity of the State-guaranteed loans was June 30, 2022, but Vallourec had an option to extend them to June 30, 2027. Vallourec exercised this extension option and the State-guaranteed loans now have a maturity date of June 30, 2027.

3.1.4.1.3 MARKET FINANCING

In addition to this bank financing, the Group has sought to diversify its funding sources by using market financing. For example, Vallourec set up a commercial paper (NEU CP) program on October 12, 2011 to meet its short-term needs. The program has a €1 billion ceiling. As of December 31, 2025, Vallourec had no outstanding commercial paper. This commercial paper program is rated A-3 by Standard & Poor's since November 26, 2025.

In April 2024, as part of its refinancing operation, Vallourec issued 8-year USD 820 million 7.5% senior notes ("Notes") and entered into a 4-year cross-currency swap to hedge Vallourec's currency exposure on its new senior notes with a euro-equivalent coupon of approximately 5.8%.

Vallourec also redeemed the full €1,023 million of previously outstanding 8.5% Senior Notes due 2026.

The 820 million 7.5% senior notes are subject to specific covenants, including negative pledge, merger, and leaseback covenants, with certain exceptions.

In September 2025, Vallourec completed the partial redemption of 10% of its 8-year USD 820 million 7.5% senior notes for an amount of USD 82 million. The outstanding amount of the bond is therefore USD 738 million.

It includes a change of control clause that could trigger repayment of all or part of the credit facility or State-guaranteed loans, as decided by each participating bank. The agreement also stipulate that the entire debt will be immediately due and payable if the Group defaults on one of its debt obligations (cross default), or in case of a major event with consequences for the Group's business or financial position and/or its ability to repay its debt.

In April 2024, as part of its refinancing operation, Vallourec repaid about €68 million of this loan. Consequently, as of December 31, 2025, the outstanding amount of the PGE is €194 million.

In the event of a change of control, a clause would trigger the mandatory early redemption of the bonds at the request of each bondholder in the event of a change of control of Vallourec (in favor of a person or a group of people acting in concert) leading to a downgrade in its credit rating. The agreement also stipulates that the entire debt will be immediately due and payable if the Group defaults on one of its debt obligations (cross default), or in case of a major event with consequences for the Group's business or financial position and/or its ability to repay its debt.

Additionally, the Issuer has the option to redeem the Notes prior to April 15, 2027, at 100% of the principal amount plus a "make whole" premium. After April 15, 2027, redemption can occur at specified prices. Annually, up to 10% of the original principal amount can be redeemed at a 103% premium, and up to 40% can be redeemed using equity offering proceeds before April 15, 2027.

In addition, the bonds may be subject to a request for early redemption by the bondholder or Vallourec, as appropriate, should any of the common default scenarios for this type of transaction occur, or if there is a change in Vallourec's position or in tax regulations.

3.1.4.2 Market risks

3.1.4.2.1 FOREIGN EXCHANGE RISK

A) Foreign currency translation risk

The assets, liabilities, revenues and expenses of the Group's subsidiaries are expressed in various currencies. The Group's financial statements are presented in euros. The assets, liabilities, revenues and expenses denominated in currencies other than the euro are translated into euros at the applicable rate so that they can be consolidated.

If the euro rises (or falls) against another currency, the value in euros of the various assets, liabilities, revenues and expenses initially recognized in that other currency will fall (or rise). Therefore, changes in the value of the euro may have an impact on the euro value of assets, liabilities, revenues and expenses not denominated in euros, even if the value of these items in their original currency has not changed.

In 2025, a large portion of net income, Group share, was generated by subsidiaries that prepare their financial statements in currencies other than the euro (mainly in US dollars and Brazilian real). A 10% rise in exchange rates would have increased or decreased net income Group share by around €58 million. In addition, the Group's sensitivity to long-term foreign exchange rate risk is reflected by previous changes in the foreign currency translation reserves carried in equity (negative €1,111 million impact as of December 31, 2025) which, in recent years, have mainly been attributable to changes in the US dollar and Brazilian real.

FOREIGN CURRENCY TRANSLATION RESERVE – GROUP SHARE

In € thousands	12/31/2024	12/31/2025
USD	411,558	203,955
GBP	(12,414)	(13,275)
BRL	(1,269,771)	(1,274,566)
CNY	26,114	(4,871)
Other	(4,619)	(21,900)
TOTAL	(849,133)	(1,110,657)

As far as the Group is aware, translation risk is unlikely to threaten its financial equilibrium.

As of December 31, 2025 and 2024, forward foreign exchange contracts hedging purchases and sales denominated in foreign currencies concerned the following amounts:

HEDGING CONTRACTS WITH REGARD TO COMMERCIAL TRANSACTIONS – FOREIGN EXCHANGE RISK

In € thousands	12/31/2024	12/31/2025
Forward exchange contract – forward sales	1,007,819	940,352
Forward exchange contract – forward purchases	100,908	223,661
TOTAL	1,108,727	1,164,013

CONTRACT MATURITIES AS OF DECEMBER 31, 2025

Contracts on commercial transactions	Total	<1 year	1 to 5 years	>5 years
Forward exchange contract - forward sales	940,352	910,027	30,325	—
Forward exchange contract - forward purchases	223,661	219,369	4,292	—
TOTAL	1,164,013	1,129,396	34,617	—

B) Transaction risk

The Group is subject to foreign exchange risks owing to its exposure to sale and purchase transactions entered into by some of its subsidiaries in currencies other than their functional currency.

The main foreign currency concerned is the US dollar (USD), since a significant portion of the Group's transactions (approximately 36% of consolidated revenue in 2025) is invoiced in US dollars by companies whose functional currency is not the US dollar. Exchange rate fluctuations between the euro, the Brazilian real and the US dollar may therefore affect the Group's operating margin. However, the impact of such fluctuations is very difficult to quantify for two reasons:

- there is an adjustment mechanism on sales prices denominated in US dollars which is related to market conditions in the various industries in which Vallourec operates;
- certain sales and purchases are influenced by the price of the US dollar, even though they are denominated in euros. They are therefore indirectly, and at some time in the future, affected by movements in the US currency.

The Group actively manages its exposure to foreign exchange risk to reduce the sensitivity of its earnings to currency fluctuations. FOREX exposure is managed by setting up hedges as soon as orders are placed and sometimes when a quotation is given.

Highly probable future transactions, firm orders, receivables, payables and operating cash flows are hedged using financial instruments, mainly forward purchases and sales.

Order cancellations could therefore result in the cancellation of existing hedges, leading to the recognition in the consolidated income statement of gains and losses with regard to these canceled hedges.

To be eligible for hedge accounting as defined under IFRS 9, the Vallourec Group has developed its cash management and invoicing systems to facilitate the traceability of hedged transactions throughout the term of the hedging instruments.

In 2025, forward sales – corresponding mainly to sales of US dollars (€731 million out of €1,194 million) – were carried out at an average short and medium-term forward rate of EUR/USD 1.11 USD/CNY of 7.04 and USD/BRL of 5.8.

In 2025, as in 2024, the hedges entered into generally covered an average period of about 10 months and mainly hedged highly probable future transactions and foreign currency receivables.

In addition to hedges of commercial transactions, the Group has entered into hedging contracts for financial loans and receivables denominated in foreign currencies:

- forward purchases for USD 1,102 million (€1,000 million);
- forward sales for GBP 19.3 million (€22.1 million);
- forward purchases for RMB 2,085 million (€253 million);
- forward purchases for MXN 1,027 million (€48.1 million);

3.1.4.2.2 IRON ORE PRICE RISK

Vallourec sells the majority of its iron ore production to third-party customers.

The Group is therefore subject to a commodity price risk mainly due to its exposure to iron ore sale transactions entered into by its Brazilian subsidiary.

In 2025, the average price of iron ore on the international market was USD 100/metric ton, down compared to the 2024 figure of USD 109/metric ton.

- forward sales for KWD 11.3 million (€31.5 million);
- forward sales for BRL 1,396 million (€196 million).

These instruments are intended to hedge either debt denominated in USD, or the foreign currency loans set up by the financial holding company Vallourec Tubes in the currency of the subsidiaries receiving them. The forward purchases and sales mature at various times in 2025, as and when the hedged loans and borrowings mature.

Vallourec entered into a 4-year cross-currency swap to hedge Vallourec's currency exposure related to its USD 820 million Senior Notes with a euro-equivalent coupon of approximately 5.8%. Following the partial early redemption of 10% of the USD 820 million Senior Notes in September 2025, Vallourec unwound a corresponding part of the cross currency swap. The outstanding amount of the cross currency swap is therefore USD 738 million.

Other than its foreign-currency-denominated borrowings, the Group does not hedge any of the other foreign currency assets and liabilities in its consolidated statement of financial position (foreign currency translation risks).

Financial instruments in the form of non deliverable forwards may be utilized to hedge this exposure.

As of December 31, 2025 the total quantity hedged was 273k metric tons related to Q1 2026 sales with average hedging price of USD 100/metric ton.

3.2 Risk management and internal control system

This Section 3.2 Risk management and internal control system is used to meet the publication requirement IRO-1 of the sustainability statement in chapter 2 of this Universal Registration Document.

3.2.1 Risk management

Risk management measures are rolled out in all companies in which Vallourec directly or indirectly holds the majority of share capital and which it controls. Companies whose shares are listed or jointly controlled have an appropriate internal control system structure, consistent with applicable local legislation.

Internal control and internal audit rely on the results of the risk analysis in order to improve the Group's internal control system and define its internal audit plan, respectively.

3.2.1.1 Objectives and general principles of risk management

Risk management is a key management focus for the Group, and primarily contributes to:

- securing the Group's decision-making processes and other procedures in order to promote the achievement of its objectives; and
- creating and preserving the Group's value, assets and reputation.

Furthermore, risk management aims to:

- promote consistency between the Group's actions and values; and
- rally the Group's employees around a common vision of key risks and raise their awareness of the risks inherent to their business.

In liaison with Internal Control, the Audit and Risk Department provides methodological support for promoting and implementing the Group Risk Management policy. This favors the development of internal control by anticipating risks and reviewing best internal control practices.

Risks are managed by the Regions, the industrial and sales units and the corporate departments.

Each major entity and Region, along with the Executive Committee and Executive Management, assesses the risks and determines the controls and action plans needed to limit the impact and/or the probability of these risks occurring, and overall to reduce the Group's net exposure to these risks.

3.2.1.2 Risk management system

Identifying risks consists of determining the main risks the Group faces with its operational and functional departments. Together with the entity in question, the Internal Audit and Risk Department analyzes and maps these risks, with the aim of establishing an agreed list of risks and determining how to mitigate, transfer, eliminate, or accept them. Priorities are determined not only according to probability of occurrence and/or risk impact and degree of control, but also to the progress of controls in relation to benchmark practices in this area.

Risk maps are in place for each of the Group's major entities, its Regions, and its Executive Committee and key functions. Each map incorporates key risks, along with their likely scenarios, internal and external past experience of such risks, controls in place and best practices.

Risk management is reviewed during the annual committee meetings, at which the Audit and Risk Department provides input. The heads of the corporate departments affected by specific risks may also be invited to attend, in particular those of the Legal, Group Industry, Human Resources, Strategy and Development, R&D, Purchasing, Environment and Information Systems departments. Each committee meeting handles the following matters:

- validation of diagnosis and follow-up of actions plans for priority risks;
- validation of the key risk indicators, which ensures the relevance of new controls once the actions plan has been completed along with the ongoing application of said controls.

The Group works together with its insurers to supplement this work of identifying and mitigating industrial operating risks and to roll out business continuity plans.

The Audit Committee reviews the high risks identified on a quarterly basis and the Board of Directors reviews the high risks identified on an annual basis (or twice a year).

3.2.2 Internal control

Executive Management sets internal control policy and oversees its implementation in all the companies in which Vallourec directly or indirectly holds the majority of share capital and which it controls. It is supported by a Group Internal Control Department

responsible for deploying and implementing this policy throughout the organization. Companies whose shares are listed or jointly controlled have an appropriate internal control system structure, consistent with applicable local legislation.

3.2.2.1 Objectives and general principles of internal control

The internal control system developed and implemented within the Vallourec Group aims to provide reasonable assurance that the following five objectives can be achieved:

- compliance with laws and regulations in force;
- proper application of the instructions issued and compliance with the policies laid down by Executive Management;
- proper operation of internal processes (in particular those relating to achieving objectives and safeguarding assets);
- accuracy of accounting and financial information; and
- monitoring the risks identified in the risk map.

The internal control process is constantly evolving in order to adapt to changes in the economic and regulatory environment and the Group's structure and strategy.

To ensure the consistency of the Group's internal control procedures worldwide, internal control also relies on the Regions and the corporate departments to draw up procedures, give instructions and monitor compliance.

In order to ensure the consistency of the daily measures undertaken worldwide on behalf of the Group, Vallourec has put in place a set of key internal control procedures. These procedures formally set down the rules applicable to the Group's main engagement processes, reflect the governance principles defined by Executive Management, and help prevent corruption and fraud. In 2023, Vallourec launched initiatives to strengthen its internal control procedures.

3.2.2.1.1 ETHICS AND COMPLIANCE WITH LAWS AND REGULATIONS

The Group's organization structure and actions in terms of ethics and compliance with laws and regulations are described more extensively in Section 2.3 ("Governance information") of this Universal Registration Document.

3.2.2.1.2 INTERNAL APPROVAL MANUAL

The level of authority given to each manager within the Group must remain compatible with the governance defined by Executive Management and requires broad oversight of the application of rules common to all Group entities as well as efforts to prevent corruption and fraud.

To meet these requirements, the aim of the internal approval manual is to clearly define the prerequisite approval levels for the material commitments entered into by any Group entity and the said manual takes into account the Reserved Matters within the remit of the Board of Directors.

Approvals may not contravene applicable legal and/or regulatory provisions.

This procedure is adapted as often as required. It is taken up and adapted accordingly in each region. The strict application of the internal approval manual is systematically verified during the internal audits of the Group's entities.

3.2.2.1.3 CONFIDENTIALITY OF INFORMATION

Amid a fiercely competitive landscape, the Group needs to make all employees aware of their obligations as regards confidentiality. Accordingly, it has drawn up a Confidentiality Charter with the aim of (i) enabling it to carry out its business under the best possible

conditions in the face of competition and (ii) protecting people working for Vallourec by informing them of the confidentiality obligations with which they must comply.

3.2.2.1.4 PREVENTION OF INSIDER TRADING

Vallourec has an Insider Trading Policy on the prevention of insider trading that may occur in connection with trading on its shares. This Code concerns not only Vallourec's corporate officers, but all of the Group's employees and partners.

Its objective is to ensure compliance with a precautionary approach in order to (i) protect staff at all levels by making them aware of stock exchange regulations and applicable penalties, so as to enable them to avoid being the subject of legal proceedings, (ii) protect Vallourec and the Group, in particular from the risks of damage to its image and reputation and a decline in the value of its shares, and (iii) retain the confidence of investors and maintain equality of treatment between shareholders.

The Group General Counsel is in charge of ethical matters, and is mainly responsible for overseeing compliance with the provisions of the Insider Trading Policy, even though each employee is ultimately responsible for complying with the applicable regulations. In particular, the Group General Counsel updates the insider lists required by current regulations and keeps them available for the AMF.

3.2.2.1.5 PROCEDURES FOR RELATIONS WITH THE MEDIA

Vallourec has defined procedures for relations with the media, as well as a series of best practices to be followed on social networking sites, which aim to safeguard the development of the Group's image and the promotion of its activities, while ensuring its messages are consistent and its reputation is protected.

All information intended for the media, both requested or supplied on the Group's own initiative and disclosed in a press release, conference, interview or telephone call, is subject to an internal approval process.

3.2.2.1.6 FINANCIAL REPORTING

Vallourec has drawn up a financial reporting procedure, which aims to ensure that the Group's system of reporting financial information to the public complies with applicable legal and regulatory provisions.

Likewise, all activity on social networking sites must be conducted in accordance with the best practices that have been formally adopted by the Communications Department and posted on Vallourec's Intranet.

Annual and interim financial reports and quarterly financial information are the subject of an internal approval process prior to their release and filing with the French financial markets authority.

3.2.2.2 Internal control system

3.2.2.2.1 GENERAL PRINCIPLES

The Group's internal control system is built around Group procedures, the most important of which are described above. The Internal Control Department ensures that these procedures are consistent across the Group's organizations and regions.

A) Segregation of duties

Segregation of duties is an essential tool in the fight against fraud, which is why internal control ensures that the principle of segregation of duties is understood and applied in terms of both the organization of the units and the management tools used.

In this regard, regular reviews are organized by internal control with input from regional Heads of Internal Control and from IT, which identifies risks in the configuration of management software packages. Corrective or offset measures are identified by the dedicated department in charge of analyzing segregation of duties risks. The implementation of any such measures is validated by the internal control team.

B) Annual internal control campaign

An annual review of internal control maturity is carried out at the initiative of the central Internal Control Department.

This review is based on a questionnaire and on a support tool common to all Group units.

The questionnaire, developed by the Internal Control Department, sets down the internal control measures required to manage the regulatory, financial and operational risks identified in the risk map.

The level of detail in the questionnaire is adapted to each unit according to proportionate contribution to the Group's earnings as well as the potential risks that certain activities or locations may pose to the Group. These analyses are centralized in a tool that positions internal control maturity levels along geographical, business and cyclical axes.

Action plans are required to bring the level of maturity up to the level expected by Executive Management.

These plans are validated by local and/or central internal control teams. They are monitored on a monthly basis to ensure their implementation.

In this regard, the Internal Control Department supports the units and individuals in charge of internal control by providing assistance in identifying and designing action plans, and in validating their effective implementation.

During their assignments, internal auditors have access to data relating to the audited unit such as assessments and action plans, which the auditors can reevaluate according to the findings of their tests.

C) Ad hoc assignments

The Internal Control Department is involved in ad hoc organizational assignments in terms of organizing and reviewing processes such as production management and fixed asset inventories.

3.2.2.3 Actions to prevent corruption and specific accounting controls: lines of defense

In application of the Law n°2016-1691 (Sapin II Law), a specific environment is implemented to ensure that the Group has put in place sufficient controls, including accounting controls, to mitigate the risks identified in its corruption risk mapping, and to identify and remedy potential areas of improvement throughout the organization. This environment is structured to ensure the implementation of three lines of defense set up as below:

- first line of defense: Elaboration of detailed accounting controls for all units responsible for ensuring that requirements are met, in order to identify actions to be taken;

- second line of defense: Verification by regional compliance and internal control teams that first-level internal control activities are conducted as described, in order to define any corrective actions to be taken in the event of identified weaknesses;
- third line of defense: Verification by Internal Audit of the first and second lines of defense, in order to assess the effectiveness of the entire system.

3.2.2.4 Internal control system for financial and accounting information

3.2.2.4.1 FINANCIAL AND ACCOUNTING INFORMATION

Preparation of financial and accounting information is centralized based on the subsidiaries' financial statements, adjusted to comply with Group standards. The information is collected via reporting and consolidation software at all the consolidated subsidiaries.

The subsidiaries report monthly in the following month. All accounts are consolidated each quarter and also completed within the same period of one month.

3.2.2.4.2 EXTERNAL FINANCIAL INFORMATION

Vallourec publishes quarterly information as at March 31 and September 30 each year. This includes a consolidated statement of financial position and consolidated income statement. Preparation of the quarterly, interim and annual consolidated

information is the responsibility of Executive Management. The Statutory Auditors conduct an audit of the annual financial statements and a limited review of the interim financial statements. They do not generally audit the quarterly financial information.

3.2.2.4.3 CASH MANAGEMENT AND FINANCING

The Cash Management and Financing Department is in charge of the Group's financing strategy and manages banking liquidity and access to market financing.

The Cash Management and Financing Department ensures that cash flow is optimized and controlled through:

- cash flow forecasts prepared on a weekly basis by most Group companies;
- pooling euro, pound sterling, Chinese yuan, Canadian dollar, and US dollar cash flows relating to the main European and Middle Eastern companies with Vallourec Tubes;
- pooling Chinese yuan cash flows relating to the main Chinese companies with Vallourec Tubes, through an initial local pooling in China at the level of Vallourec Tianda (Anhui) Co. Ltd;
- pooling US dollar cash flows relating to US companies with Vallourec Tubes, through an initial local pooling in the United States at the level of Vallourec Holding, Inc.; and
- preparing monthly cash monitoring reports for the Brazilian and Chinese entities.

Long-term (more than one year) financing and investment decisions are managed by the Cash Management and Financing Department.

Financing and investments of less than one year are delegated to subsidiaries according to a specific Group procedure covering the quality of the banks involved, risk-free investments, and monitoring of the collateral given.

The Cash Management and Financing Department is also responsible for the foreign exchange and interest rate risk management strategy.

To this end, currency hedging operations for sales in US dollars, pound sterling, Brazilian real, Chinese yuan, Kuwaiti dinars, and Canadian dollars are centralized for the Group's main companies. For the Brazilian entities, currency hedging operations are carried out by the local cash management teams in coordination with the Group's Cash Management and Financing Department.

Currency and currency hedging operations are governed by rules established by the Cash Management and Financing Department and, more generally, all cash operations specific to each company are conducted within the framework of a general cash and risk management policy.

The Cash Management and Financing Department monitors subsidiaries' debts, investments and foreign exchange transactions. In this regard, it prepares a monthly report, which is sent to Group Executive Management.

3.2.2.4.4 PROCEDURES AND INSTRUCTIONS FOR REPORTING FINANCIAL AND ACCOUNTING INFORMATION

In order to produce high-quality financial and accounting information, Vallourec has drawn up procedures and instructions for all its subsidiaries. These procedures are classified by topic and deal mainly with accounting, cash, and reporting topics, and concerns arising in relation to the IFRS framework.

Details of the procedures are available on an Intranet site that can be consulted by all of the Group's finance staff, or are communicated in due time to ensure awareness and proper knowledge.

To ensure consistency between financial and accounting data on the one hand, and management tools and rules on the other, the Group has drawn up a Management Control Manual, which sets out the definitions, principles and rules for management control and the production of financial information. This document is disseminated among employees in charge of preparing and controlling management and financial information. Its purpose is to contribute to the quality and consistency of this information.

3.2.2.5 Other key internal control procedures

3.2.2.5.1 CAPITAL EXPENDITURE

Executive Management reviews the Group's capital expenditure position presented by the Capital Expenditure Department several times per year. It examines budgets, capital expenditure authorizations, and actual and forecast expenses.

According to the "Management of CapEx projects" procedure, projects with an expected cost of over €1 million follow a specific qualification and authorization process through three stages of front-end loading.

The Qualification Committee includes the Group's experts as well as the Management Control Department and examines the fundamental aspects of the projects at each of the three stages (market assumptions, profitability, technical choices, budget, planning and risks), meeting once a month under the aegis of the Capital Expenditure Department. The Authorization Committee brings together either the Senior Vice President Process & Engineering, and the Director of Capital Expenditure for projects over €1 million, or Executive Management for projects worth more than €5 million. During these committee meetings, the projects are compared in terms of alignment with strategy, profitability and risks, all within the framework of the Group's budget.

The Capital Expenditure Department participates as a member of the steering committees for major industrial projects in progress, in order to implement best governance and management practices. The goal is to ensure that these projects are completed in line with expected costs, quality and time frames. It also audits certain projects in progress, to ensure that best project management practices are effectively implemented.

The Capital Expenditure Department carries out a monthly check on compliance with annual objectives and, in conjunction with the Regions concerned, ensures that corrective measures are taken if any discrepancy is noted.

Ex-post controls are carried out on expenses, expected objectives and the profitability of capital expenditure projects at the initiative of the Capital Expenditure Department, and with the support of the Controlling Departments. Such controls are performed on projects authorized in earlier years that are at the production phase.

3.2.2.6 Management system

Vallourec has management systems (Vallourec Management Systems – VMS), which are implemented at all Group companies. VMS has been structured around seven main components:

- the HR management system, including, in particular, the Talent 360 system, which is used as a basis for performance management, annual appraisals and career appraisals;
- the safety management program, which coordinates all actions to continuously improve work safety;
- programs related to sustainable development, in line with the commitments set out in the Group's Sustainable Development Charter;
- the quality management system and operational excellence management system contributing to industrial excellence and continuous improvement;
- systems that include activities related to excellence in sales, including marketing, key account management, and the implementation of value offers;

- Research and Development management systems, through the innovative project management system; and
- the major projects management system described in the Group's Qualification and Authorization Management Handbook, which coordinates the activities and deliverables required for managing capital expenditure.

In addition to the control of processes and continuous improvement, VMS is responsible for ensuring that initiatives are consistent with the aims of the Group's strategic plan.

The corporate departments assist the Group's entities in rolling out VMS, sharing and capitalizing on "best practices", and developing managers' expertise.

3.2.2.6.1 HEALTH & SAFETY - QUALITY

The Group's Health & Safety Department and the Quality Department are in charge of proposing Group guidelines and objectives in terms of Health & Safety and Quality to Executive Management, and are also responsible for defining applicable standards on the subject for the Group as a whole. In addition to that, they intervene directly in operations when leading indicators are deviating or whenever necessary.

In the context of VMS, these standards define the appropriate systems, methods and tools to be implemented in order to consistently improve product quality and control over manufacturing processes, along with the safety of people and equipment. These standards are defined in compliance with quality management standards (ISO 9001 or IATF 16949, API, ASME, etc.) and with safety standards (ISO 45001).

The Health & Safety Department and the Quality Department promote these standards, assist with their implementation, set up the necessary training programs and oversee the sharing of best practices. Through the visits they make to all Group sites, in addition to the audits carried out by external certification bodies, they ensure these practices are well understood and properly applied to all processes which contribute to customer satisfaction.

Health & Safety: At Vallourec, our commitment to Health & Safety is embodied in our Policy and expressed through by our Manifesto, which aims for:

- **Zero Life-Changing Events,**
- **Total Recordable Injury Rate (TRIR) <0.2,**
- **Zero Occupational Diseases.**

To achieve these ambitious goals, we have defined our CAP 2030 roadmap, built around three strategic pillars:

- 1) **Leadership:** We invest in training and coaching to strengthen visible felt leadership, ensuring that leaders at all levels actively promote and embody our safety values.
- 2) **Health & Safety Management System:** We focus on risk reduction through robust processes, continuous improvement, and ongoing training, ensuring that safety is embedded in every aspect of our operations.
- 3) **Health & Safety Culture:** We are fostering an autonomous and interdependent culture where everyone takes responsibility for their own safety and that of others.

Quality: At Vallourec, Trust Starts With Quality. It ensures safety, performance, and reliability — for our customers and our teams. More than a goal, it is an attitude present in every decision and every delivery. **Our Quality approach is built on four fundamental pillars:**

- **People – Quality Culture:** training and empowerment to act with confidence.

3.2.2.6.2 SUSTAINABLE DEVELOPMENT

Sustainable development is managed within Vallourec by the Sustainable Development Group Director, who reports to the Chairman and Chief Executive Officer.

The Sustainable Development Department's main roles are to draw up and deploy the CSR strategy approved by the Group Executive Committee and to mobilize the Regions and corporate departments in making continuous improvements in sustainable development and meeting the set objectives, in particular by identifying the expectations of the Group's various stakeholders as well as the best practices to be developed.

Whenever necessary, the Sustainable Development Department submits to the CSR Committee – comprising members of the Executive Committee – the decisions to be implemented by the Regions and corporate departments.

The Sustainable Development Department is also directly responsible for environmental initiatives. It coordinates and leads the work conducted by the environmental officers of the Regions

3.2.2.6.3 INNOVATION, RESEARCH AND DEVELOPMENT

All the Central Functions and Core Field Units have established procedures at Group level for the management of new business development projects, new products and industrial processes, the project portfolio for product lines, and the Group's ideation process. The defined processes and governance structure are consistently applied by the entities concerned. These procedures also incorporate aspects of intellectual property.

The product line innovation portfolios include ideas under investigation and projects under development. These portfolios are regularly reviewed by the product line Steering and Innovation Committee for decision-making purposes, so that projects can be prioritized based on relevant value and risk criteria.

- **FMEA – Risk prevention:** anticipating and mitigating risks.
- **Quality Wall – Visibility and action:** turning rules into clear and effective practices.
- **One Quality System – A unified management system:** digital, global, and simplified, integrating documents, audits, and complaints through the Cority platform. This system meets the requirements of the most demanding standards, promoting standardization, variation control, and problem-solving with a focus on prevention.

Together, these pillars represent a deep cultural transformation, making Quality accessible to everyone — in a simple, effective, and sustainable way.

These roadmaps reflect the shared concern of our Executive Management and Board of Directors regarding Health & Safety, and quality.

Sharing Executive Management's concern regarding Health and Safety as well as quality, the Board of Directors starts each of its meetings with a progress report on the Group's Health & Safety and Quality performance.

and the business units, backed by two committees – the Climate Committee and the Environment Committee. These environmental bodies are tasked with ensuring that business operations are in compliance with applicable laws and regulations and with improving environmental performance pursuant to Vallourec's Sustainable Development Charter and the Group Environmental Policy covering climate change mitigation and adaptation, freshwater resources protection, biodiversity conservation, pollution reduction and promotion of circular economy. Annual or bi-annual audits, depending on the importance of the sites, are conducted locally. Climate and environmental performance reports are regularly sent to the environmental stakeholders. The Group has centralized IT solutions for the management of environmental and safety data that facilitates the collection and verification of this data as well as the local reporting of sites.

Projects under development are selected according to various criteria, including the value they offer both to customers and Vallourec, their technical feasibility and turnaround times, as well as any related risks. The project steering committees analyze the risks of each project. In addition, key projects deemed to be of particular strategic importance to the business are reviewed quarterly by an R&D steering committee attended by members of the Group Executive Committee, which ensures that all the necessary elements are in place to ensure the product, service or solution is brought to market according to schedule.

The project teams receive specific training and assistance from experienced professionals in order to speed up implementation and reduce the time required to bring the solutions to market. A Project Management Office (PMO) for R&D and innovation projects was set up in 2023 to coordinate these training, support and oversight activities.

The Group has also developed two new tools to accelerate project execution. The first, known as “Boosters”, is an execution tool that enables ideas for new solutions to be implemented with an agile approach to development. To achieve this, projects

developed in Boosters are led by a Business Manager and Product Manager working together. The aim of Boosters is to develop Vallourec’s new technology-based solutions as quickly as possible and to enhance the associated new skills. The second tool consists of two innovation platforms. The first is a platform of ideas for employees, while the second is an outward-facing tool focused on developing partnerships with start-ups to increase success with Open Innovation. These platforms are run as open challenges on specific themes.

3.2.2.6.4 PURCHASING

In 2025, the Purchasing Department continued to enhance and solidify its ongoing internal control process. This process spans from the initial stages of purchasing—such as product specification, supplier selection, and contract establishment—to the final stages of processing, ensuring reception of the required quantities at the agreed price and under the specified delivery and payment terms.

The Purchasing strategy contributes to Vallourec competitiveness and technical leadership, with the following mission:

- to support Vallourec’s strategic plan by developing and managing a reliable world class supply base ensuring the competitiveness of the Group and enabling value creation for the success of our customers;

- to optimize Group performance in terms of safety, quality, costs, lead-time and innovation thanks to operational excellence and continuous improvement of the purchasing process.
- to evaluate supplier risks, namely with the aim of conducting appropriate due diligence to mitigate the risks identified in the Vallourec corruption risk mapping, social and environmental responsibility and monitor the progress of the CO₂ emissions reduction plan as part of the responsible purchasing policy.
- to develop purchasing experts & leaders supported by efficient digital tools.

3.2.2.7 Information systems

The Group Chief Information Systems Security Officer (CISO) – reporting to Vallourec Chief Digital Information Officer works closely with all Group’s departments to ensure proper implementation of the information systems security policies is properly applied. This policies defines key security requirements and guidelines and outlines the role of the Information Systems Security Steering Committee, which is closely followed by all members of the Executive Committee.

As the Group advances its digital transformation, risks related to sensitive information increase and require enhanced monitoring. These risks include:

- Unauthorized access or theft of sensitive or confidential data
- Loss of control over data or misuse for purposes outside the Group’s interests
- Leakage of confidential information to internal or external third parties

The growing use of Industrial Operational Technology (OT) and Internet of Things (IoT) devices heightens exposure to cyberattacks, fraud, and industrial espionage, which are becoming increasingly sophisticated.

Risk mitigation also depends on everyday employee behavior, such as:

- Avoiding sensitive conversations in public spaces
- Protecting mobile devices and confidential documents
- Exercising caution with email functions and sensitivity labels
- Limiting exposure of documents in shared areas and tools.

Remote work amplifies these challenges due to increased access to sensitive information outside secure environments. A breach could lead to significant financial impact, reputational damage, GDPR violations, loss of contracts, and breaches of confidentiality obligations.

Examples of key controls:

- Encrypted storage on mobile devices and computers
- Physical access controls to sites
- Security requirements for service providers and third parties
- Identity and access management, including privileged accounts
- Policies and secure protocols for all information exchanges
- Integration of “security by design” and “by default” principles in projects
- Cybersecurity training and awareness programs
- Continuous employee awareness on cybersecurity and data protection regulations.

3.2.2.7.1 HUMAN RESOURCES

All aspects of the Human Resources Department's work rely on an internal control process: duties, training and talent management, the working environment, compliance with the Vallourec Group's internal regulations and applicable legal and regulatory provisions, remuneration and payroll management and the protection of private data and information in the corporate and personal fields.

Within the context of talent management, the Human Resources Department identifies key positions in the Group, analyzes the risks of misconduct, and prepares development and succession

plans on this basis. Furthermore, Human Resources management ensures that people have the necessary expertise and abilities to perform the duties with which they have been entrusted.

For more information, see Section 2.2.2.2 "Employee training and career development" in chapter 2 of this Universal Registration Document.

Various control activities relating to the Human Resources process are monitored in cooperation with the Group HR Director.

3.2.2.7.2 BUSINESS RELATIONS

With the aim of specifying and formalizing certain practices regarding contractual relations with its customers, Vallourec has developed a procedure for managing customer risk (limits regarding credit and delegation of authority, and credit insurance) and drawn up general sales terms to be applied by all Group entities, in order to make practices consistent throughout the Group and reduce risk exposure.

To mitigate the risks related to violations of international sanctions and anti-corruption laws, the Group has set up a dedicated system for the accurate identification and risk evaluation of its third-parties involved in the chain of sale, and implements specific

due diligence and strict controls in relation to its business intermediaries.

The Group has a tool to evaluate and summarize the legal risk associated with sales. This tool is used to analyze the legal conditions that apply to sales contracts signed by the Group's subsidiaries with their customers, and allows any discrepancies with the Group's standards to be precisely managed and the related statistics to be recovered. The general sales terms and templates are regularly updated in order to monitor changes in the market and regulations.

3.2.3 Entities and persons involved in risk management and internal control

3.2.3.1 Executive Management

Executive Management, acting directly or under a delegation of authority, is responsible for the quality and effectiveness of the internal control and risk management systems. It designs and implements internal control and risk management systems tailored to the Group's structure, activities and organization, ensuring that roles and responsibilities within the Group are clearly defined.

Executive Management provides continuous oversight of internal control and risk management systems with the dual objective of

preserving their integrity and improving them, in particular by adapting them to structural changes and the business environment. It initiates any corrective measures needed to resolve issues that are identified and to remain within risk tolerance limits, and ensures that these measures are properly conducted.

Executive Management ensures that the appropriate information is communicated promptly to the Board of Directors and to the Audit Committee.

3.2.3.2 Board of Directors

The Board of Directors is informed of the fundamental characteristics of the internal control and risk management systems implemented by Executive Management, including their organization, roles and responsibilities of key stakeholders, approach, risk reporting structure and operational monitoring of control procedures. It acquires an overall understanding of procedures relating to the preparation and processing of accounting and financial information.

The Board of Directors ensures that the major risks identified for the Group are consistent with its strategic objectives, and that these major risks are appropriately integrated into the Group's management framework. In particular, the Board of Directors oversees the effectiveness of the internal control and risk management framework to ensure the reliability of the Group's financial information and to provide a true and fair view of its financial position and performance.

3.2.3.3 Audit Committee

Pursuant to Article L.823-19 of the French Commercial Code (*Code de commerce*), the Audit Committee is responsible for:

- monitoring the process used to prepare the Group's financial information and, where applicable, making recommendations to ensure its integrity;
- monitoring the effectiveness of the internal control and risk management systems and, where applicable, the internal audit system as regards the procedures for the preparation and processing of accounting and financial information, without undermining its independence;

- making recommendations on the Statutory Auditors to be put forward for appointment or reappointment at the Shareholders' Meeting or by an equivalent governance body, according to the conditions set out in Article L.823-3-1 of the French Commercial Code. These recommendations to the Board are prepared in accordance with the provisions of Article 16 of EU Regulation 537/2014;
- monitoring the Statutory Auditors in the conduct of their assignment, particularly the statutory audit of the parent company and consolidated financial statements;

- ensuring compliance with Statutory Auditors' independence requirements and taking the necessary steps to comply with the rules on capping fees for non-audit services;
- approving the provision by the Statutory Auditors of services other than the statutory audit of the financial statements, where such services are not prohibited; and
- following, the high risks identified through the risk mapping review.

The Audit Committee ensures that the internal control and risk management systems are effectively monitored, based on the information provided to it by Executive Management, or that it requests. It takes note of the results of internal and external audits

conducted in this regard, in order to ensure that, in the event of any identified irregularities, appropriate action plans have been put in place and follow-up action has been taken. However, the Audit Committee is not involved in implementing said systems.

On a quarterly basis, the Audit Committee also monitors the effectiveness of the compliance systems (see Section 2.3 "Governance information"), the effective handling and review of whistleblowing reports, the rollout of the Group's compliance program and follow-up on action plans designed to strengthen it, and the controls dedicated to the preventing corruption and influence peddling (see Section 3.2.2.3 of this Universal Registration Document).

3.2.3.4 Head of Internal Audit and Risk Management

The Head of Internal Audit and Risk Management is in charge of the risk management system. A map of the Group's risks is prepared once a year with the help of the heads of the Group's business lines and Regions, and the heads of Corporate Functions. She prepares a review to the attention of the Group Audit Committee on a quarterly basis.

The Group's Internal Audit and Risk Department is an independent and objective unit reporting to the Chief Financial Officer (who is a member of the Executive Committee and the Group Audit Committee). Its remit covers all issues, without any restrictions.

The Internal Audit and Risk Department, whose duties, powers and responsibilities are formally set out in an internal audit policy, assesses whether or not the internal control and risk management systems are relevant, then properly applied, using a systematic and methodical approach. It contributes to identifying the weaknesses of these systems, issuing proposals for corrective measures, and following up on all audit issues identified until they are resolved via the implementation of agreed recommendations.

In preparing its annual audit plan, the Internal Audit and Risk Management Department takes into account the Group's risk mapping, the outcome of the internal control questionnaire, and the expectations of the Executive Management and Heads of Regions and Corporate departments. The aim of the annual audit plan is to address the Group's main risks, in particular by auditing all entities in which the Group holds a direct or indirect majority interest, over a four-year period, as well as key processes to ensure their effective and consistent deployment throughout the Group.

Upon completion of each audit, the Internal Audit and Risk Department issues a report. This gives rise to recommendations which are systematically followed up on. The Internal Audit Department also reports on its work and findings, as well as on the progress of the action plans, by providing periodic executive summaries to the Audit Committee.

The Internal Audit and Risk Department is implementing a continuous improvement process, which aims to improve the internal audit process, in particular by adapting and supplementing the detailed work programs based on the most significant risks.

3.2.3.5 Internal Control Department

The Internal Control Department comprises a dedicated team which reports to the Accounting and Consolidation Department.

The central team in charge of defining principles and providing support and centralization tools is supported by regional correspondents who are responsible for implementing internal control policy locally with the operating units to which they provide assistance and advice.

The Internal Control Department reports twice a year to the Audit Committee to provide a status on Internal Control, describing controls implementation strategy and actions follow up to ensure risk monitoring over the Group processes.

3.2.3.6 Employees

Each employee concerned and particularly the functional heads, Regional teams and corporate departments, have the information needed to operate and oversee the internal control and risk management systems within the scope of their responsibilities and objectives.

In addition, Vallourec's core values also include an ethical component in terms of conduct, the requirements of which are relayed by the Group's Code of Ethics, applicable throughout the Company.

3.2.4 Role of the Statutory Auditors

The Statutory Auditors review the internal control and risk management systems, relying on internal audit work to obtain a greater understanding of those systems and to form an independent opinion on their effectiveness.

They certify the financial statements and, as part of their work, may identify, during the fiscal year, significant risks and major internal control weaknesses which could materially impact on accounting and financial information.

The Statutory Auditors present their observations on the internal control procedures relating to the preparation and processing of financial and accounting information, and attest to the preparation of the other disclosures required by law.

3.2.5 Limits on risk management and internal control

In contributing to the effectiveness of its operations, the efficient use of its resources and the control of risk, the Group's internal control and risk management systems play a key role in the management and supervision of the Group's various activities. However, like any system of control, they cannot guarantee that the Group's objectives will be achieved or that all risks, particularly the risks of error or fraud, will be wholly eliminated or contained.

The Group's international profile requires complex processes within entities at different levels of internal control maturity, which evolve in different legal environments and operate different information systems.

The above factors increase the risk that erroneous, inappropriate or even fraudulent transactions and operations (theft, misappropriation, etc.) to which Vallourec could be subject may not be detected.

3.3 Policy with regard to insurance

Insurance is a fundamental component of the Group's overall risk management framework. Its main objective is to provide financial protection and operational resilience against residual risks that cannot be fully eliminated through prevention, protection and mitigation measures.

The Group's insurance policy is designed, discussed and implemented globally with reputable insurance companies, according to a set of core principles.

1) Risk transfer and coverage calibration

- Assess risks for insurance transfer, in alignment with the Group's risk retention strategy
- Calibrate the coverage based on risk scenarios, such as the Maximum Foreseeable Loss (MFL) for property risks, and retention's policy.

2) Consistency and compliance

- Ensure uniformity in coverage and retention levels across the organization
- Consider specific requirements related to activities, geographic locations, as well as local regulatory obligations
- Deploy global insurance programs to address the various types of risks covered by the insurance market (notably property damage & business interruption for industrial facilities, commercial general liability for operational and contractual liability, cargo insurance for goods shipped to customers as needed)

3) Integration of prevention standards

- Conduct annual loss prevention audits of the facilities to map property risks and monitor them at the corporate level. Main risks in scope: fire, explosion, machinery breakdown and natural catastrophes
- Apply robust prevention and protection standards to safeguard assets and ensure business continuity
- Use loss exposure quantification to guide targeted investments in asset protection
- Identify potential risk mitigation measures through business continuity planning

4) Contractual risk management

- Embed contractual prevention with third parties (customers and suppliers), notably through the CLEAR approach (Contractual Liability/Easy Assessment of Risks), managed by the Legal department

3.3.1 First-party insurance

3.3.1.1 Property damage and business interruption insurance

The property damage and business interruption insurance policy is an All Risks policy covering physical damage to assets and insuring business interruption loss, subject to applicable deductibles.

3.3.1.2 Marine cargo insurance

This insurance policy covers transport-related risks that may affect the Group's raw materials, products and equipment during land-sea-air-transport worldwide, with the exception of countries or regions explicitly excluded by insurers.

The insurance limit was successively increased in 2022 and then again in 2023, notably in line with the growth of the Group's Brazilian production operations, the gradual closure of its German plants and the change in the Group's industrial footprint.

3.3.2 Third-party liability insurance & other insurance

3.3.2.1 Commercial general liability insurance

This insurance program covers the Group against liabilities that could arise from damages caused to third parties, either resulting from the Group's operations or after the delivery of goods or services, as well as for professional liability.

The insurance limit was raised in 2011, 2012, 2014, and 2018 to take account of the increased size of the Group and the prevailing levels of compensation on the market in this area.

3.3.2.2 Directors & officers liability insurance

Vallourec's directors & officers liability insurance policy is intended to protect individuals from personal losses if they are sued as a result of serving as a director or an officer of Vallourec.

3.3.2.3 Business travel insurance

Whilst travelling, Vallourec employees are covered by a business travel insurance policy, including assistance from a health and security service firm.

3.3.3 Insurance policy

The above-described policy with regard to insurance reflects the current situation and does not preclude any subsequent change. The Group's policy with regard to insurance may change at any time depending on market conditions, any opportunities that may arise, and Executive Management's assessment of the risks incurred and the adequacy of insurance coverage. The Group cannot guarantee that it will not suffer an uninsured loss.



4

Corporate governance

4.1	Adoption of the AFEP-MEDEF Corporate Governance Code	198	4.5	Additional information	260
			4.5.1	Statements concerning executives and Board members	260
			4.5.2	Related-party agreements	260
4.2	Administrative and management bodies	198	4.5.3	Agreements between management or shareholders of the Company and controlled companies	261
4.2.1	Membership and operating procedures of the Board of Directors	198	4.5.4	Procedures used to regularly assess related-party agreements relating to routine transactions and entered into at arm's length conditions	261
4.2.2	Executive Management	226	4.5.5	Management of conflicts of interest and sensitive information	261
4.3	Corporate officers' remuneration and benefits	230	4.5.6	Shareholder authorizations to issue shares and other securities	261
4.3.1	Remuneration policies for corporate officers for 2026 submitted to the Shareholders' Meeting for approval	230	4.5.7	Participation in Shareholders' Meetings	262
4.3.2	Remuneration and benefits paid or awarded for 2025 (ex-post)	236	4.5.8	Information on factors likely to have an impact in the event of a public takeover bid or a public exchange offer	262
4.4	Executive incentives and employee profit-sharing	245	4.6	Special report of the Statutory Auditors on related-party agreements	264
4.4.1	Remuneration and retirement obligations for the Group's main executives	245			
4.4.2	Long-term remuneration plans (performance shares, stock options, employee share ownership)	246			

4.1 Adoption of the AFEP-MEDEF Corporate Governance Code

The Board of Directors has adopted the AFEP-MEDEF Corporate Governance Code, as updated in December 2022 (the AFEP-MEDEF Code).

The December 2022 version of the AFEP-MEDEF Code and the related Application Guide published in March 2024 are available (in French and English) on the websites of the AFEP (www.afep.com) and of the *Haut Comité du Gouvernement d'Entreprise* (<https://hcge.fr/guide-dapplication-du-code-afep-medef>), respectively. Vallourec complies with the recommendations set out in the Code subject to the adjustments set out in the summary table below.

Recommendations of the AFEP-MEDEF Code (December 2022)

Paragraph 12.3 of the AFEP-MEDEF Code recommends that there should be at least one Board meeting a year that is not attended by the executive corporate officers.

Paragraph 24 of the AFEP-MEDEF Code recommends that the Board of Directors "defines a minimum number of registered shares that the company officers must retain through to the end of their term of office. This decision is reviewed at least on each extension of their term of office. (...) Until this objective regarding the holding of shares has been achieved, the company officers are obliged to retain a proportion of exercised options or awarded performance shares as determined by the Board".

Application by Vallourec

At the end of every Board of Directors' meeting, a session lasting at least 20 minutes is held without the executive corporate officers being present. A session involving independent members only is held at least once each year.

In view of the significant number of Vallourec shares already held by the executive corporate officers, and the restrictive holding obligations on final vesting, Vallourec believes that it is not desirable to compel executive corporate officers to acquire additional shares using their own funds and to build a securities portfolio almost exclusively composed of Vallourec shares.

4.2 Administrative and management bodies

4.2.1 Membership and operating procedures of the Board of Directors

The information contained in the following sections underpins the sustainability statement and, more specifically, the disclosure requirements of the GOV-1 and GOV-2 standards under the Corporate Sustainability Reporting Directive.

4.2.1.1 Membership of the Board of Directors

4.2.1.1.1 OVERVIEW OF THE MEMBERSHIP STRUCTURE OF THE BOARD OF DIRECTORS AT FEBRUARY 26, 2026

The Board of Directors has nine members appointed for a four-year term, including an employee director and a Lead Independent Director, responsible in particular for ensuring the proper operation of the Company's governing bodies.



**INDEPENDENCE
RATE***
63%



GENDER EQUALITY**
55%
5 members of the Board
are women



AVERAGE AGE
58



DIVERSITY
6
members of the Board
are non-French
and 8 nationalities are
represented on the Board



**EMPLOYEE
REPRESENTATION**
1
employee director
appointed
by the Group Committee



**AVERAGE
ATTENDANCE
RATE**
96.59%

* Employee directors are excluded from the calculation of the independence rate.

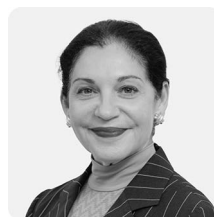
** Since January 1, 2026, employee directors must be taken into account for the gender balance calculation in accordance with the terms of application set forth in Decree n°2025-744 of July 30, 2025.

Board of Directors

MEMBERS OF THE BOARD OF DIRECTORS



PHILIPPE GUILLEMOT ♦
CHAIRMAN AND CHIEF
EXECUTIVE OFFICER



ANGELA MINAS ♦
• Lead Independent Director
• Chair of the Audit Committee
• Remuneration Committee
• CSR Committee
• NG* Committee



CORINE DE BILBAO ♦
• Chair of the CSR Committee and Lead Independent Director – CSR
• Audit Committee



GENUINO MAGALHÃES CHRISTINO ♦
• Audit Committee
• Remuneration Committee



DAVID CLARKE ♦
• NG* Committee



FRIDA NORRBOM SAMS ♦
• CSR Committee



LUCIANO SIANI PIRES ♦
• CSR Committee
• Audit Committee



HERA SIU ♦
• Chair of the NG* Committee
• Chair of the Remuneration Committee
• Audit Committee
• CSR Committee



ANNELISE LE GALL ♦ ●
• Employee director
• CSR Committee
• Remuneration Committee

OBSERVER



ADITYA MITTAL

♦ Independent member ♦ Non-independent member ● Employee director
* NG Committee: Nomination and Governance Committee.

The table below summarizes the membership of the Board of Directors and the Board Committees at February 26, 2026, in accordance with the template provided in Appendix 3 of the AFEP-MEDEF Code:

	Personal information				Experience	Position on the Board				Participation in Board Committees			
	Age	Gender	Nationality	Number of shares	Number of directorships in listed companies*	Independence	Date of first appointment (mm-dd-yyyy)	Term expires	Seniority on the Board (years)	Audit Committee	CSR Committee	NG Committee	Remuneration Committee
DIRECTOR													
PHILIPPE GUILLEMOT	66	M	French	2,670,938 ^(a)	2	◆	03/20/2022	2026 OSM	4				
CORINE DE BILBAO	59	W	French	860	1	◇	03/21/2019	2028 OSM	7	○	●		
ANGELA MINAS	61	W	Greek & American	13,827	2	◇	07/01/2021	2026 OSM	4	●	○	○	○
HERA SIU	65	W	Chinese	500	3	◇	07/01/2021	2026 OSM	4	○	○	●	●
LUCIANO SIANI PIRES	56	M	Italian & Brazilian	2,000	2	◇	11/12/2023	2028 OSM	2	○	○		
GENUINO MAGALHÃES CHRISTINO	55	M	Brazilian	500	1	◆	05/23/2024	2028 OSM	1	○			○
KEITH JAMES HOWELL^(b)	60	M	American	501	1	◆	08/10/2024	2029 OSM	1			○	
FRIDA NORRBOM SAMS	54	W	Swedish	1,000	2	◇	05/23/2024	2028 OSM	1		○		
DAVID CLARKE^(c)	61	M	Australian	0	1	◆	02/26/2026	2029 OSM	<1			○	
EMPLOYEE DIRECTORS													
ANNELISE LE GALL	44	W	French	4	1	◆	12/10/2024	2028 OSM	1		○		○
OBSERVER													
ADITYA MITTAL	50	M	Indian	0	1	◆	08/10/2024	08/10/2028	1				

* Including Vallourec SA.

(a) as well as Preferred shares (Tranches 3 and 4): 1,100,938.

(b) Until January 21, 2026.

(c) From February 26, 2026 (subject to ratification by the 2026 Annual Shareholders' Meeting).

● Chairman

○ Member

◇ Independent member as defined by the criteria set out in the AFEP-MEDEF Code and assessed by the Board of Directors

◆ Non-independent member as defined by the criteria set out in the AFEP-MEDEF Code and assessed by the Board of Directors

NG Committee: Nomination and Governance Committee.

CSR Committee: Corporate Social Responsibility Committee.

4.2.1.1.2 CHANGES IN THE BOARD'S MEMBERSHIP STRUCTURE DURING 2025 AND FIRST-QUARTER 2026

The table below summarizes changes in the membership structure of the Board of Directors and the Board Committees during 2025 and the first quarter of 2026, in accordance with the template set out in Appendix 3 of the AFEP-MEDEF Code:

	Departure	Appointment	Reappointment
Board of Directors	Pierre Vareille May 22, 2025 Patrick Poulin May 22, 2025 Keith James Howell January 21, 2026	David Clarke February 26, 2026	Keith J. Howell May 22, 2025
Audit Committee			
Nomination and Governance Committee	Pierre Vareille May 22, 2025 Keith James Howell January 21, 2026	David Clarke February 26, 2026	
Remuneration Committee	Pierre Vareille May 22, 2025 Patrick Poulin May 22, 2025		
CSR Committee		Annelise Le Gall February 26, 2025	

Change occurring in 2025

On May 22, 2025, the Shareholders' Meeting ratified the co-option of Keith J. Howell, and reappointed him as a director for a four-year term expiring at the Shareholders' Meeting called to approve the financial statements for the year ending December 31, 2028.

The terms of office of Pierre Vareille and Patrick Poulin expired at the close of the 2025 Shareholders' Meeting, and they were not put up for reappointment.

Following the departure of Pierre Vareille, Angela Minas was appointed Lead Independent Director and Hera Siu was appointed Chair of the Nomination and Governance Committee and Chair of the Remuneration Committee.

Change occurring in 2026

The meeting of the Board of Directors held on February 26, 2026 took note of Keith J. Howell's resignation on January 21, 2026.

David Clarke was co-opted as a member of the Board of Directors, replacing Keith J. Howell, and appointed as a member of the Nomination and Governance Committee.

In accordance with the recommendation of the Nomination and Governance Committee, the Board of Directors will propose to the Shareholders' Meeting of May 21, 2026:

- the reappointment of Philippe Guillemot as director for a 4-year term;
- the reappointment of Angela Minas as director for a 4-year term;
- the reappointment of Hera Siu as director for a 4-year term; and,
- the ratification of the co-option of David Clarke as director for the remainder of Keith J. Howell's term of office.

4.2.1.1.3 POLICY ON THE MEMBERSHIP STRUCTURE OF THE BOARD OF DIRECTORS

Every year, the Board of Directors reviews the desirable balance of its membership structure and that of its Committees, notably during its assessment. In particular, it ensures that Board members have experience relevant to the diversity and international footprint of the Group's businesses, and that the profiles and expertise represented on the Board reflect the challenges the Group may face in order to guarantee shareholders and the market that its duties are carried out with the necessary skills, independence and objectivity. The Board of Directors' policy on its membership structure is therefore based on the following four fundamental objectives:

A) Selection of skilled members

Aware that its overriding quality reflects that of its members, the Board of Directors makes every effort to ensure that it has members who have performed managerial duties with a high-level of responsibility and/or who have recognized operational, financial, strategic, international, industrial, legal or corporate social responsibility expertise.

B) Balanced membership structure based on diversity

Like all of the Company's stakeholders, the Board of Directors is committed to the value-creating process in all of its forms. The Company's directors come from a variety of backgrounds and have diverse experience and skills that reflect the Group's global footprint and its various long-term strategic goals. Since February 26, 2026, eight nationalities have been represented on the Board, reflecting the Group's international presence, particularly in Brazil, the United States, China and Europe. In the context of the Board of Directors' annual self-assessment on February 26, 2026, the profile of each serving director, together with the following tables and charts, are presented and provide a better understanding of the Board's diversity and complementary skills.

The balance sought in terms of the Board's membership also takes into account the proportion of men and women members required under applicable regulations. As at February 26, 2026, the Board of Directors had five women members: Corine de Bilbao, Angela Minas, Hera Siu, Frida Norrbom Sams and Annelise Le Gall (employee director), representing 55% of the total number of directors. The Company therefore complies with French Law 2011-103 of January 27, 2011 concerning gender balance on boards of directors and supervisory boards, and equality in the workplace. In accordance with Articles L.225-18-1 and L.22-10-3 of the French Commercial Code, the proportion of directors of each gender is at least 40%.

4.2.1.1.4 INDEPENDENCE OF MEMBERS OF THE BOARD OF DIRECTORS

The annual review of the independence of directors was conducted by the Board on December 10, 2025, based on the recommendations of the Nomination and Governance Committee. The Board took into account all of the criteria set out in the AFEP-MEDEF Code when assessing the independence of its members, namely:

Criterion 1: Employee, corporate officer or director in the past five years

Not to be and not to have been in the previous five years:

- an employee or executive corporate officer of the Company;
- an employee, executive corporate officer or director of an entity that the Company consolidates;
- an employee, executive corporate officer or director of the Company's parent company or of a company consolidated by that parent company.

The Board also includes an employee representative appointed by the Group Committee.

The balance sought in terms of the Board's membership also takes into account the structure and changes in the Company's shareholder base. Two directors representing ArcelorMittal were appointed further to ArcelorMittal's acquisition on August 5, 2024, of 27.5% of the Company's share capital and 28.4% of the voting rights.

C) Acting in the best interests of the Company

The Board considers that each member is responsible for looking after the Company's interests and must accomplish their duties objectively and independently, in order to gain and maintain the trust of all the shareholders.

As at December 10, 2025, the Board of Directors had five independent directors, representing 63% of the total number of directors (excluding employee directors in accordance with the AFEP-MEDEF Code). As at February 26, 2026, this position remains unchanged.

As well as ensuring it has independent directors, the Board ensures that it puts forward candidates of integrity for appointment at the Shareholders' Meeting, with strong ethical standards that lead them to act in the best interests of the Company and all of its shareholders and in such a way as to avoid any conflicts of interest. To that end, each member is required to inform the Board of any actual or potential conflicts of interest, and to refrain from taking part in discussions or voting on any issues at Board meetings where such conflicts of interest exist, and to leave the Board meeting if a subject is discussed that potentially places the member in such a situation. In addition, ring fencing rules have been introduced in the Board's Internal Rules to restrict the exchange of sensitive information and prevent conflicts of interest.

D) Lean membership structure

Under French law, a Board of Directors may comprise up to 18 members. However, Vallourec's Board deliberately limits the number of its members to a maximum of nine, in order to facilitate the seamless exchange of views and allow each member to express themselves, thereby encouraging participation and involvement.

Criterion 2: Cross-directorships

Not to be an executive corporate officer of an entity in which the Company holds a directorship, directly or indirectly, or in which an employee appointed as such, or an executive corporate officer of the Company (currently in office or having held such office during the last five years), is a director.

Criterion 3: Significant business relationships

Not to be a customer, supplier, commercial banker, investment banker, or consultant (or be directly or indirectly linked to such persons or entities):

- that is material to the Company or its Group; or
- for which the Company or its Group represents a significant portion of business.

Criterion 4: Family ties

Not to have close family ties with a corporate officer.

Criterion 5: Statutory Auditor

Not to have been a Statutory Auditor of the Company in the past five years.

Criterion 6: Period of office exceeding 12 years

Not to have been a director of the Company for more than 12 years (loss of the status of independent director occurs on the date on which the 12-year threshold is reached).

Criterion 7: Non-executive director status

A non-executive director cannot be considered independent if they receive variable remuneration in cash or in the form of shares or any other remuneration linked to the performance of the Company or Group.

Criterion 8: Major shareholder status

Members representing major shareholders of the Company or its parent company may be considered as being independent, provided that these shareholders do not participate in the control of the Company. Nevertheless, if such a shareholder holds over 10% of the Company's share capital or voting rights, the Board, based on a report from the Nomination and Governance Committee, systematically reviews the qualification of a director as independent, taking into account the Company's capital structure and whether any potential conflicts of interest exist.

The Board of Directors conducted a thorough review and reached the following conclusions:

- the Chairman and Chief Executive Officer could not be considered an independent director;
- Genuino Magalhães Christino and Keith James Howell, by virtue of their positions within ArcelorMittal, which is a major shareholder owning 27.40% of the Company's share capital and 27.89% of voting rights as at December 31, 2025 – are not considered independent directors. Following the resignation of Keith James Howell, effective January 21, 2026, he was replaced by David Clarke with effect from February 26, 2026. As a representative of ArcelorMittal, David Clarke should be considered as a non-independent director; and
- Annelise Le Gall, who has been an employee director since December 10, 2024, is an employee of the Vallourec Group and should therefore be considered as a non-independent director based on the criteria in the AFEP-MEDEF Code. However, the Board of Directors noted that the AFEP-MEDEF Code provides that employee directors should be excluded when calculating the proportion of independent members on the Board, so Annelise Le Gall was not included in this calculation.

The business relationships between (i) the companies (outside the Vallourec Group) in which the other Board members hold offices, and (ii) the Group, were not deemed to be significant, either in terms of the quantitative amounts involved as they represent less than 1% of the Group's overall revenue, or in qualitative terms regarding the continuity, importance, and organization of the relationship.

On the basis of these conclusions, the proportion of independent directors – as calculated in accordance with the AFEP-MEDEF Code – was 63%.

Criteria ^(a)	1: Employee, corporate officer or director in the past five years	2: Cross-directorships	3: Significant business relationships	4: Family ties	5: Statutory Auditor	6: Period of office exceeding 12 years	7: Non-executive director status	8: Major shareholder status	Independence
Philippe Guillemot	●	○	○	○	○	○	○	○	No
Corine de Bilbao	○	○	○	○	○	○	○	○	Yes
Luciano Siano Pires	○	○	○	○	○	○	○	○	Yes
Angela Minas	○	○	○	○	○	○	○	○	Yes
Hera Siu	○	○	○	○	○	○	○	○	Yes
Genuino Magalhães Christino	○	○	○	○	○	○	○	●	No
Keith James Howell ^(b)	○	○	○	○	○	○	○	●	No
David Clarke ^(c)	○	○	○	○	○	○	○	●	No
Frida Norrbom Sams	○	○	○	○	○	○	○	○	Yes
Annelise Le Gall	●	○	○	○	○	○	○	○	No

(a) In this table, ○ signifies that the independence criterion has been met and ● signifies that it has not been met.

(b) Until January 21, 2026.

(c) From February 26, 2026 (subject to ratification by the 2026 Annual Shareholders' Meeting).

4.2.1.1.5 DIVERSITY AND EXPERTISE OF BOARD MEMBERS

A) Overview of expertise of Board members

	Industry/ Oil & Gas	Executive/operational management posts held within major groups	International experience	Financial/audit expertise	Governance of listed companies	Corporate social responsibility
Philippe Guillemot	X	X	X	X	X	X
Corine de Bilbao	X	X	X		X	X
Luciano Siani Pires	X	X	X	X	X	X
Angela Minas	X	X	X	X	X	X
Hera Siu		X	X	X	X	X
Frida Norrbom Sams	X	X	X	X	X	X
Genuino Magalhães Christino	X	X	X	X	X	
Keith J. Howell ^(a)	X	X	X			
David Clarke ^(b)	X	X	X		X	X
Annelise Le Gall	X		X			

(a) Until January 21, 2026.

(b) From February 26, 2026 (subject to ratification by the 2026 Annual Shareholders' Meeting).

B) Training provided for members of the Board of Directors

Particular attention is paid to lifelong training for directors, to ensure that they have sound knowledge of the Group and of legal, social and environmental developments. During 2025, the training effort was oriented toward matters relating to sustainable development, innovation, research and development, corporate governance of listed companies and directors' responsibilities.

In 2025, the Audit Committee was given a presentation, together with the members of the CSR Committee, by the Independent Third Party Entity on the new requirements under the Corporate Sustainability Reporting Directive (CSRD), based on the

conclusions of the double materiality assessment that enabled the Group to identify its material sustainability matters. The main purpose of the session was to present the work underway to comply with the directive in the context of the Universal Registration Document, together with the various ESRS (European Sustainability Reporting Standards) and associated metrics on which the Group built its 2024 non-financial reporting. This training session followed on from sessions held in 2023 and 2024, and again enabled directors to bring a strategic focus to Board meetings underpinned by climate, environmental and social concerns.

4.2.1.1.6 PRESENTATION OF THE MEMBERS OF THE BOARD OF DIRECTORS



PHILIPPE GUILLEMOT

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Date of birth: May 6, 1959 – French

Date of first appointment: March 20, 2022

Term expires: 2026 OSM (proposed reappointment for a 4-year term)

Number of Vallourec shares held: Ordinary shares: 2,670,938

Preferred shares (T3 and T4): 1,100,938

+6

Main areas of expertise

- Industry/Oil & Gas
- Executive/operational management posts held within major groups
- International experience
- Financial/audit expertise
- Governance of listed companies
- Corporate social responsibility

SUMMARY OF MAIN AREAS OF EXPERTISE AND EXPERIENCE

- Graduate of Harvard Business School (MBA) and of French engineering school, *École des Mines de Nancy*
- Held various positions at Michelin (1983-1989 and 1993-1998) where he was appointed to the Executive Committee in 1996
- Member of the Executive Committees of automotive suppliers Forvia (formerly Faurecia) (2001-2003) and Valeo (1998-2000)
- Chairman and Chief Executive Officer of Areva Transmission and Distribution (T&D) (2004-2010)
- Chief Executive Officer and member of the Board of Directors of Europcar (2010-2012)
- Chief Operating Officer at Alcatel-Lucent, where he devised a business recovery and transformation plan and subsequently oversaw Alcatel-Lucent's integration into Nokia (2013-2016)
- Chief Executive Officer of Elixir Group, one of the world leaders in contract catering and services with front-ranking positions in five countries, where he undertook a root-and-branch overhaul and put the group on a sound financial footing, implemented a value-creation strategy and built a robust organization, which proved decisive in the extremely challenging environment prompted by the Covid-19 crisis (2017-2022)
- Chairman and Chief Executive Officer of Vallourec since March 20, 2022

MAIN POSITIONS AND ROLES OUTSIDE THE COMPANY

- Director of Sonoco*

OFFICES CURRENTLY HELD

- Offices and positions held in Group companies:
 - Chairman and Chief Executive Officer of Vallourec SA*
 - Chairman, Vallourec Tubes SAS
 - Chairman, Vallourec Tubes France SAS
 - Chairman, Vallourec Oil & Gas France SAS
- Offices and positions held in companies outside the Group:
 - Director of Sonoco*

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Chief Executive Officer of Elixir Group (until 2022)

Philippe Guillemot does not receive any remuneration as a corporate officer of any of Vallourec S.A.'s direct or indirect subsidiaries.

* Listed company.



+6

Main areas of expertise

- Industry/Oil & Gas
- Executive/operational management posts held within major groups
- International experience
- Integration, transformation and operational improvement
- Financial/audit expertise
- Governance of listed companies
- Corporate social responsibility

ANGELA MINAS

LEAD INDEPENDENT DIRECTOR

CHAIR OF THE AUDIT COMMITTEE

MEMBER OF THE REMUNERATION COMMITTEE

MEMBER OF THE NOMINATION AND GOVERNANCE COMMITTEE

MEMBER OF THE CSR COMMITTEE

Date of birth: March 23, 1964 – Greek-American

Date of first appointment: July 1, 2021

Term expires: 2026 OSM (proposed reappointment for a 4-year term)

Number of Vallourec shares held: 13,827

SUMMARY OF MAIN AREAS OF EXPERTISE AND EXPERIENCE

- Master of Business Administration (concentration in finance and accounting) and Bachelor of Arts (Managerial Studies) from Rice University
- Consultant at Sterling Consulting Group (1986-1992), various positions at Arthur Andersen LLP (1992-2002) including Partner in charge of the Oil & Gas sector for North America
- Senior Vice-President of Leidos (formerly Science Applications International Corp.) (2002-2006)
- Chief Financial Officer, Chief Accounting Officer and Treasurer of Constellation Energy Partners (2006-2008)
- Vice-President and Chief Financial Officer of DCP Midstream Partners (2008-2012)
- Independent director of companies and frequently Audit Committee chair including Ciner Resources (2013-2018), Weatherford International (2018-2019), CNX Midstream (2014-2020), Westlake Chemical Partners (2016-2023), Crestwood Equity Partners LP (2022-2023) and Woodside Energy since 2023
- Member of the Board of Advisors of the Rice University Graduate Business School

MAIN POSITIONS AND ROLES OUTSIDE THE COMPANY

- Director of companies

OFFICES CURRENTLY HELD

- Offices and positions held in Group companies:
 - Director, Chair of the Audit Committee, member of the Remuneration Committee, Nomination and Governance Committee and CSR Committee of Vallourec SA*
- Offices and positions held in companies outside the Group:
 - Director and member of the Audit and Risk Committee, Sustainability Committee, and Nomination and Governance Committee of Woodside Energy* (Australia)

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Director of Crestwood Equity Partners LP (until 2023)
- Director of Westlake Chemical Partners (until 2023)

* Listed company.



+5

Main areas of expertise

- Industry/Oil & Gas
- Executive/operational management posts held within major groups
- International experience
- Governance of listed companies
- Corporate social responsibility

CORINE DE BILBAO

INDEPENDENT DIRECTOR

CHAIR OF THE CSR COMMITTEE

MEMBER OF THE AUDIT COMMITTEE

Date of birth: October 16, 1966 – French

Date of first appointment: March 21, 2019

Date of reappointment: 2024 OSM

Term expires: 2028 OSM

Number of Vallourec shares held: 860

SUMMARY OF MAIN AREAS OF EXPERTISE AND EXPERIENCE

- Graduate of Sciences-Po Bordeaux and graduate of the MAI (Institute of Purchasing Management) with an MBA in Sourcing and Supply Chain Management.
- Sourcing Manager and Service Manager at GE Medical Systems, medical imaging equipment sector (1989-2000)
- European Sourcing Director at GE Power Gas Turbines (2000-2003)
- Upstream Sales Director at GE Oil & Gas (2003-2008)
- Sales Vice-President, Products at Areva T&D (2008-2010)
- Head of GE Energy Services (2010-2011), General Manager for Europe then, Vice-President of Sales of the *Subsea* Division of General Electric Oil & Gas (2011-2016)
- President of General Electric (GE) France (2016-2019)
- Vice-President of AmCham, the American Chamber of Commerce in France (2016-2019)
- Chief Executive Officer of Segula Technologies International (2019-2021)

MAIN POSITIONS AND ROLES OUTSIDE THE COMPANY

- President of Microsoft France

OFFICES CURRENTLY HELD

- Offices and positions held in Group companies:
 - Director, Chair of the CSR Committee, and member of the Audit Committee of Vallourec SA*
- Offices and positions held in companies outside the Group:
 - President of Microsoft France

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Member of the Strategic Committee of Vallourec SA (until 2024)
- Director of Orpea (until 2023)
- Chief Executive Officer of Segula Technologies International (until 2021)
- Member of the Supervisory Board of Vallourec SA (until 2021)

* Listed company.



+5

Main areas of expertise

- Executive/operational management posts held within major groups
- Industry/Oil & Gas
- International experience
- Financial/audit expertise
- Governance of listed companies

GENUINO MAGALHÃES CHRISTINO

DIRECTOR

MEMBER OF THE AUDIT COMMITTEE

MEMBER OF THE REMUNERATION COMMITTEE

Date of birth: January 27, 1971 – Brazilian

Date of first appointment: May 23, 2024 with effect from August 5, 2024 (record date of ArcelorMittal's acquisition of Apollo's interest in the Company's share capital)

Term expires: 2028 OSM

Number of Vallourec shares held: 500

SUMMARY OF MAIN AREAS OF EXPERTISE AND EXPERIENCE

- Graduate of Universidade Paulista de São Paulo in 1998 (bachelor's in business administration) and 1999 (bachelor's in accounting), and the Executive MBA Program at the Dom Cabral Foundation in Belo Horizonte, Brazil, in 2007
- Senior Audit Manager at KPMG (1993-2003)
- General Manager, Tax, Accounting and Real Estate, then Group Vice President, Accounting, Performance Management at ArcelorMittal (2009-2016)
- Chief Financial Officer and member of the ArcelorMittal group Management Committee (2016-2021)
- Executive Vice President, Group Chief Financial Officer and member of the ArcelorMittal Group Management Committee (since 2021) responsible for all Group financial functions, including treasury, corporate finance, accounting, performance management, insurance and investor relations. In addition, he oversees the Group's M&A, legal and IT activities. He is a member of the Investment Allocation Committee (IAC) and heads the Corporate Finance and Tax Committee (CFTC), which reviews and approves all the Group's key financial transactions

MAIN POSITIONS AND ROLES OUTSIDE THE COMPANY

- Executive Vice President, Group Chief Financial Officer and member of the ArcelorMittal Group Management Committee

OFFICES CURRENTLY HELD

- Offices and positions held in Group companies:
 - Director and member of the Audit Committee and Remuneration Committee of Vallourec SA* (since August 5, 2024)
- Offices and positions held in companies outside the Group:
 - Director of ArcelorMittal Nippon Steel India (AMNSI) (India)
 - Director of AMNS Luxembourg Holding SA (Luxembourg)

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Director of ArcelorMittal Brasil SA (until 2021)
- Managing Director, ArcelorMittal Treasury Financial Services SARL (until 2021)
- Director of Arcelor Investment Services SA (until 2021)

* Listed company.



+ 5

Main areas of expertise

- Corporate strategy
- Sales & marketing coordination
- Technology & innovation
- Integration, transformation and operational improvement
- High-level scientific & analytical expertise

DAVID CLARKE

DIRECTOR

MEMBER OF THE NOMINATION AND GOVERNANCE COMMITTEE

Date of birth: March 27, 1965 – Australian

Date of first appointment: February 26, 2026

Term expires: 2029 OSM

Number of Vallourec shares held: 0

SUMMARY OF MAIN AREAS OF EXPERTISE AND EXPERIENCE

- Graduate of Princeton University (MSc and PhD in Theoretical Physics), where he was a Fulbright and Hackett Scholar, and of the University of Western Australia (BSc in Mathematics and Physics). He has also conducted research at Princeton, Cambridge and Oxford Universities, and at AT&T Bell Laboratories in the USA
- Consultant at McKinsey & Company in London
- He joined Mittal Steel in 2003 to support the integration and operational improvement in the Group's new acquisitions in Eastern Europe
- Jointly responsible for the Mittal Steel value plan (2006), a key component in the successful merger with Arcelor
- Vice President, Head of Strategy, Mittal Steel/Arcelor Mittal (2007-2023)
- Since 2013, David Clarke has been ArcelorMittal's Head of Strategy, responsible for developing medium- and long-term sector outlooks, coordinating the annual strategy process, and managing projects of major strategic importance
- Head of Strategy and Chief Technology Officer, ArcelorMittal (2016-2019)
- Head of Commercial Coordination and Marketing (CCM) (2019-2021)

MAIN POSITIONS AND ROLES OUTSIDE THE COMPANY

- Vice President and Head of Strategy, ArcelorMittal

OFFICES CURRENTLY HELD

- Offices and positions held in Group companies:
 - Director, member of the Nomination and Governance Committee of Vallourec SA* (since February 26, 2026)
- Offices and positions held in companies outside the Group:
 - Member of the Management Committee of ArcelorMittal
 - Member of the Supervisory Board of PLSC ArcelorMittal Kryvyi Rih PJSC

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- None

* Listed company.



+5

Main areas of expertise

- Executive/operational management posts held within major groups
- International experience
- Financial/audit expertise
- Governance of listed companies
- Corporate social responsibility

FRIDA NORRBOM SAMS

INDEPENDENT DIRECTOR

MEMBER OF THE CSR COMMITTEE

Date of birth: July 5, 1971 – Swedish

Date of first appointment: May 23, 2024

Term expires: 2028 OSM

Number of Vallourec shares held: 1,000

SUMMARY OF MAIN AREAS OF EXPERTISE AND EXPERIENCE

- Master of Science in Business Administration from Uppsala University (Sweden)
- Manager of Operational Excellence and Value Chain Optimization at Andersen Business Consulting (1999-2002)
- Senior Manager (Strategy, Value creation, Cash flow optimization, Value chain, M&A at BearingPoint) (2002-2007)
- Executive Vice President and Chief Information Officer, then Senior Vice President and Managing Director/Chief Executive Officer for Northern Europe at Sanitec Corporation in Finland (2007-2011)
- Vice President Sales and Services for the North and Baltic region, then Executive Vice President, responsible for the EMEA Business Unit at Husqvarna Group in Sweden (2011-2014)
- Management Consultant and Director of Sams Holding Aps in Denmark (2015)
- Executive Vice President, Head of Applications division at NKT A/S in Denmark (2016-2019)
- President and Chief Executive Officer of Hydroscand Group AB in Sweden, an international family-owned business with operations in more than 20 countries, since 2019

MAIN POSITIONS AND ROLES OUTSIDE THE COMPANY

- President and Chief Executive Officer, Hydroscand Group AB

OFFICES CURRENTLY HELD

- Offices and positions held in Group companies:
 - Director and member of the CSR Committee of Vallourec SA* (since May 23, 2024)
- Offices and positions held in companies outside the Group:
 - President and Chief Executive Officer, Hydroscand Group AB (Sweden)
 - Director of Beijer Ref AB* (Sweden)

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Director of Ballingslöv International (until 2024)
- Director of Concentric AB (until 2024)

* Listed company.



+6

Main areas of expertise

- Industry/Oil & Gas
- Executive/operational management posts held within major groups
- International experience
- Financial/audit expertise
- Governance of listed companies
- Corporate social responsibility

LUCIANO SIANI PIRES

INDEPENDENT DIRECTOR

MEMBER OF THE AUDIT COMMITTEE

MEMBER OF THE CSR COMMITTEE

Date of birth: February 10, 1970 – Brazilian-Italian

Date of first appointment: November 12, 2023

Term expires: 2028 OSM

Number of Vallourec shares held: 2,000

SUMMARY OF MAIN AREAS OF EXPERTISE AND EXPERIENCE

- Degree in Mechanical Engineering from Pontifical Catholic University of Rio de Janeiro (PUC-RJ) (1991)
- MBA from New York University's Stern School of Business, graduating with distinction (2001)
- Several management roles at the Brazilian Development Bank (1992-2003), including Head of Export Financing (2001-2003)
- Consultant at McKinsey & Company (2003-2005)
- Head of Capital Markets (2005-2006) and Executive Secretary to the President (2007) at the Brazilian Development Bank
- Director of Suzano Papel e Celulose (2005-2008), Brazil's leading pulp and paper company
- Director of Tele Norte Leste (2005-2008), Brazil's largest telecommunications company
- Group Strategy Director of Vale SA (2008-2009, 2011-2012)
- Group Human Resources Director of Vale SA (2009-2011)
- Group Chief Financial Officer of Vale SA (2012-2021) Voted Best Latin American CFO in the mining and metals sector for nine consecutive years (2013-2021) by Institutional Investor magazine
- Chairman of VLI SA's Board of Directors (2017-2023)
- Director of The Mosaic Company (United States) (2018-2022)
- Executive Vice-President for Strategy and Business Transformation at Vale SA (2021-2023)
- Executive Vice President and Group Chief Financial Officer of The Mosaic Company since November 2024

MAIN POSITIONS AND ROLES OUTSIDE THE COMPANY

- Executive Vice President and Group Chief Financial Officer, The Mosaic Company group

OFFICES CURRENTLY HELD

- Offices and positions held in Group companies:
 - Director and member of the Audit Committee and CSR Committee of Vallourec SA*
- Offices and positions held in companies outside the Group:
 - Executive Vice President and Chief Financial Officer of The Mosaic Company group* (since 2024)

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Member of the Executive Council of o9 Solutions, Inc. (until 2024)
- Member of the Advisory Board of Construtora Barbosa Mello (until 2024)
- Senior Advisor to Accenture – Natural Resources group (until 2024)
- Executive Vice-President for Strategy and Business Transformation at Vale SA (until 2023)
- Chairman of VLI SA's Board of Directors (until 2023)
- Director of Mosaic & Co* (until 2022)
- Executive Vice President and Group Chief Financial Officer of Vale SA (until 2021)

* Listed company.



+5

Main areas of expertise

- Executive/operational management posts held within major groups
- International experience
- Financial/audit expertise
- Governance of listed companies
- Corporate social responsibility

HERA SIU

INDEPENDENT DIRECTOR

CHAIR OF THE REMUNERATION COMMITTEE

CHAIR OF THE NOMINATION AND GOVERNANCE COMMITTEE

MEMBER OF THE AUDIT COMMITTEE

MEMBER OF THE CSR COMMITTEE

Date of birth: September 16, 1959 – Chinese

Date of first appointment: July 1, 2021

Term expires: 2026 OSM (proposed reappointment for a 4-year term)

Number of Vallourec shares held: 500

SUMMARY OF MAIN AREAS OF EXPERTISE AND EXPERIENCE

- Master of Business Administration and Bachelor of Science in Finance from the University of Nevada, Reno
- Marketing Specialist at Northern Telecom in the United States (1988-1992)
- Managing Director at Hong Kong Telecom (1994-2000)
- Vice-President in charge of China at Computer Associates (2001-2005)
- Vice-President and General Manager at Nokia in China (2005-2010)
- Senior Vice President of Greater China SAP (2010-2014)
- Senior Vice-President and Managing Director, Greater China at Pearson (2014-2016)
- CEO Greater China Cisco Systems (2016-2020)

MAIN POSITIONS AND ROLES OUTSIDE THE COMPANY

- Director of companies
- Co-founder of B&H Consulting Ltd, based in Beijing, China

OFFICES CURRENTLY HELD

- Offices and positions held in Group companies:
 - Director, member of the Audit Committee, CSR Committee, Remuneration Committee, and Nomination and Governance Committee of Vallourec SA*
- Offices and positions held in companies outside the Group:
 - Director, member of the Finance Committee and the Committee on Corporate Responsibility and Compliance of Goodyear Tires & Rubber* (United States)
 - Director and Chair of the Remuneration Committee of Changzhou Microintelligence Co., Ltd. (China)
 - Director and Chair of the Audit Committee of ASMT* (Singapore)
 - Director and Chair of the Remuneration Committee of Changzhou Microintelligence Co., Ltd. (China)

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Independent member of the Supervisory Board and member of the Audit Committee of TeamViewer AG* (Germany) until June 30, 2025
- Director of Alnnovation (until 2021)

* Listed company.



+2

Main areas of expertise

- Industry/Oil & Gas
- International experience

ANNELISE LE GALL

EMPLOYEE DIRECTOR

MEMBER OF THE REMUNERATION COMMITTEE

MEMBER OF THE CSR COMMITTEE

Date of birth: February 5, 1982 – French

Date of first appointment: December 10, 2024

Term expires: 2028 OSM

Number of Vallourec shares held: 4

SUMMARY OF MAIN AREAS OF EXPERTISE AND EXPERIENCE

- Holder of a joint degree in mechanical engineering from the *Ecole Nationale d'Arts et Métiers* (France) and the University of Karlsruhe (TH) (Germany).
- Investment project manager at Aulnoye-Aymeries, France (2007-2010)
- Quality auditor for the VAM® licensee network (2011-2017)
- Technical Sales and Services Manager in Aberdeen, United Kingdom (2017-2018)
- Technical Sales Manager for Europe and Africa (2019-2022)
- Head of Business Development for 3D metal printing solutions (2022-2025)
- Since 2025, New Markets Development Manager, Meudon, France

MAIN POSITIONS AND ROLES OUTSIDE THE COMPANY

- None

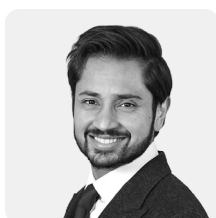
OFFICES CURRENTLY HELD

- Offices and positions held in Group companies:
 - Employee director (since December 10, 2024) and member of the CSR Committee of Vallourec SA* (since February 26, 2025)
- Offices and positions held in companies outside the Group:
 - None

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- None

Observer



ADITYA MITTAL

OBSERVER

Date of birth: January 22, 1976 – Indian

Date of first appointment: August 10, 2024

SUMMARY OF MAIN AREAS OF EXPERTISE AND EXPERIENCE

- Bachelor's degree in Economics with concentrations in Strategic Management and Corporate Finance from the Wharton School (United States)

MAIN POSITIONS AND ROLES OUTSIDE THE COMPANY

- Chief Executive Officer of ArcelorMittal
- Director:
 - ArcelorMittal,
 - Aperam,
 - Iconiq Capital,
 - ArcelorMittal Nippon Steel India,
- Member of the Wall Street Journal CEO Council
- Member of the Harvard University Global Advisory Council

The table below presents information, as at February 26, 2026, regarding the changes in the membership of the Board of Directors in 2025 and the first quarter of 2026.



PIERRE VAREILLE

VICE-CHAIRMAN OF THE BOARD OF DIRECTORS

LEAD INDEPENDENT DIRECTOR

CHAIRMAN OF THE REMUNERATION COMMITTEE

CHAIRMAN OF THE NOMINATION AND GOVERNANCE COMMITTEE

Date of birth: September 8, 1957 – French

Date of first appointment: April 20, 2021

Term expires: 2025 OSM

Number of Vallourec shares held: 40,000

+6

Main areas of expertise

- Industry/Oil & Gas
- Executive/operational management posts held within major groups
- International experience
- Financial/audit expertise
- Governance of listed companies
- Corporate social responsibility

SUMMARY OF MAIN AREAS OF EXPERTISE AND EXPERIENCE

- Graduate of *École Centrale Paris* (now *Centrale Supélec*), Sciences-Po Paris, Paris Sorbonne University (Economics), and *Institut de Contrôle de Gestion*
- Began his career in 1982 at Vallourec, holding various positions in manufacturing, management control, sales and strategy before being appointed CEO of several subsidiaries
- Chief Executive Officer, then Chairman and Chief Executive Officer of GFI Aerospace (1995-2000)
- Director of the Exhaust Systems business group and member of the Executive Committee at Faurecia (2000-2002)
- Member of the Executive Committee at Pechiney, in charge of the Aluminum Transformation Sector, and Chairman and Chief Executive Officer of Pechiney Rhenalu (2002-2004)
- Chief Executive Officer of Wagon PLC, a company listed on the London Stock Exchange (2004-2007)
- Chairman and Chief Executive Officer of FCI (2008-2011)
- Chief Executive Officer of Constellium, a company listed on the New York Stock Exchange (2012-2016)

MAIN POSITIONS AND ROLES OUTSIDE THE COMPANY

- Investor in online and tech companies
- Director of companies
- Co-Chairman of the Vareille Foundation, the main objective of which is to develop the cognitive skills of children from disadvantaged backgrounds through intensive violin lessons as part of the school curriculum

OFFICES CURRENTLY HELD

- Offices and positions held in Group companies:
 - None
- Offices and positions held in companies outside the Group:
 - Director of the London Metal Exchange (LME) (United Kingdom)
 - Director, member of the Strategic Committee, Nomination Committee and Compensation Committee of Verallia*
 - Director and member of the Remuneration Committee at Outokumpu Oyj* (Finland)

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Offices and positions held in Group companies:
 - Vice-Chairman of the Board of Directors and Lead Independent Director
 - Chairman of the Remuneration Committee and of the Nomination and Governance Committee of Vallourec SA*
- Member of the Strategic Committee of Vallourec SA (until 2024)
- Chairman of Bic SA's Board of Directors (until 2021)

* Listed company.



+2

Main areas of expertise

- Industry/Oil & Gas
- International experience

PATRICK POULIN

EMPLOYEE DIRECTOR

MEMBER OF THE REMUNERATION COMMITTEE

Date of birth: December 27, 1966 – French

Date of first appointment: March 6, 2023

Term expires: 2025 OSM

Number of Vallourec shares held: 4,623

SUMMARY OF MAIN AREAS OF EXPERTISE AND EXPERIENCE

- Engineering graduate from *École Catholique des Arts et Métiers de Lyon* (1989)
- Led the nuclear laser welding unit at the French atomic energy agency (CEA) in Bruyères-le-Châtel (1989-1990)
- Head of IT systems and then supply chain developer for the Michelin group in Clermont-Ferrand (1990-1998)
- Supply chain manager for the Asia-Pacific region based in Singapore for the Michelin group (1998-2001)
- Joined the Vallourec Group in 2001
- Supply chain manager at Valti (2003-2007) and Vallourec Précision Etirage (2001-2003)
- Supply chain and sourcing manager for Vam Drilling in Houston, United States (2007-2011)
- Global sourcing manager for Group logistics services (2011-2016)
- Group director responsible for managing inventories of consumables and spare parts (2017-2019)
- Procurement director at Serimax (2019-2020)
- Supply chain manager at Line Pipe Project (2020-2022)
- Senior project manager in the Group's supply chain department responsible for inventory management (since 2022)

MAIN POSITIONS AND ROLES OUTSIDE THE COMPANY

None

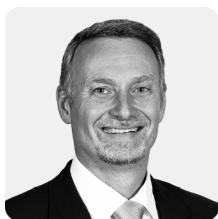
OFFICES CURRENTLY HELD

- Offices and positions held in Group companies:
 - None
- Offices and positions held in companies outside the Group:
 - None

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Offices and positions held in Group companies:
 - Employee director, member of the Remuneration Committee of Vallourec SA*

* Listed company.



+3

Main areas of expertise

- Industry/Oil & Gas
- Executive/operational management posts held within major groups
- International experience

KEITH JAMES HOWELL

DIRECTOR**MEMBER OF THE NOMINATION AND GOVERNANCE COMMITTEE****Date of birth:** October 16, 1965 – American**Date of first appointment:** August 10, 2024**Term expires:** 2029 OSM**Date of reappointment:** 2025 OSM (resigning on January 21, 2026)**Number of Vallourec shares held:** 501**SUMMARY OF MAIN AREAS OF EXPERTISE AND EXPERIENCE**

- Graduate of the University of Pittsburgh, and holder of an MBA from Ohio State University.
- Started his career at US Steel, with assignments in various technical and operations roles.
- Held several positions at AK Steel including general manager, director of engineering and raw materials, Vice President of carbon steel operations and Vice President of operations, before being appointed Senior Vice President of operations.
- In 2016, he was Chief Operating Officer ArcelorMittal USA.
- He also serves as Executive Director of the Association for Iron and Steel Technology (AIST), of which he was appointed President in 2023.

MAIN POSITIONS AND ROLES OUTSIDE THE COMPANY

- Chief Operating Officer, ArcelorMittal North America

OFFICES CURRENTLY HELD

- Offices and positions held in Group companies:
 - None
- Offices and positions held in companies outside the Group:
 - Chief Operating Officer, ArcelorMittal North America

OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Director and member of the Nomination and Governance Committee of Vallourec SA*

* Listed company.

4.2.1.1.7 SUCCESSION PLAN OF THE BOARD OF DIRECTORS

The assessment of the succession plan carried out by the Nomination and Governance Committee and the Board of Directors aims to anticipate terms of office expiring and the subsequent changes in the membership of the Board of Directors, while ensuring the continuity and efficiency of its operation in line with the Group strategy. This assessment is reviewed annually.

Assisted by the Nomination and Governance Committee, the Board of Directors helps prepare for the future by drawing up and reviewing the Executive Management succession plan.

The people involved in this process are bound by a strict duty of confidentiality.

4.2.1.2 Operating procedures of the Board of Directors

4.2.1.2.1 DUTIES OF THE BOARD OF DIRECTORS

The members of the Board of Directors are appointed by the Shareholders' Meeting to which the Board reports, in accordance with the applicable laws and regulations.

The Board determines the orientations of the operations of the Company and ensures that they are implemented in compliance with the corporate interest of the Company, taking into consideration the environmental and social issues related to the Company's activity. In all circumstances, it acts in the corporate interests of the Company, seeking to promote long-term value creation.

For the purpose of performing its duties and in accordance with its Internal Rules, the Board has the following rights, powers and obligations:

- (i) to be kept informed of any important event affecting the affairs of the Company, and more generally of trends in the markets, competitive environment, and the main challenges faced by the Company, including its social and environmental responsibilities;
- (ii) determine the strategic orientations of the Company and its subsidiaries (the "Group");
- (iii) to appoint and dismiss the Chairman of the Board of Directors and the Chief Executive Officer;
- (iv) to decide on the separation or combination of the roles of Chairman and Chief Executive Officer;
- (v) to establish any Committee and assess the appropriateness of establishing other special Committees on a permanent or temporary basis; to determine the composition of such Committees with regard to the issues they will examine, and ensure they function properly;
- (vi) to examine on a regular basis, consistently with the strategy determined by the Board and, taking into consideration the advice, proposals, recommendations and opinions (if any) of the Committees, the opportunities and risks (in particular of a financial, legal, operational, social or environmental nature) to which the Group is exposed, and the measures taken in response;
- (vii) to ensure that the necessary mechanisms are in place to prevent and detect corruption and influence peddling, and obtain all necessary information to that effect;
- (viii) to set the remuneration of the Chairman and Chief Executive Officer and the directors, after consulting with and taking into consideration the advice, proposals, recommendations and opinions (if any) from the Remuneration Committee;

- (ix) determine, upon the Chairman and Chief Executive Officer's proposal, and taking into consideration the advice, proposals, recommendations and opinions (if any) of the Nomination and Governance Committee and the CSR Committee, targets in terms of gender balance in the Group's management bodies and ensure that the Chairman and Chief Executive Officer implements an overall non-discrimination and diversity policy within the Group;
- (x) to exercise control over the way the Company is managed and oversee the quality of information provided to the public including establishing the Company's financial communication policy;
- (xi) to be kept regularly informed by the Chairman and Chief Executive Officer of the financial position, cash position and commitments of the Group;
- (xii) to convene shareholders' meetings and determine their agenda; and
- (xiii) upon the Chief Executive Officer's proposal, and taking into consideration any advice, proposals, recommendations and opinions of the Corporate Social Responsibility Committee, to regularly determine the Company's multi-year CSR and climate strategy and action plans, and to regularly review, at least once a year, the Company's implementation of said strategy and action plans.

The prior authorization of the Board is required in the cases provided for by law, in particular for (i) sureties, endorsements and guarantees, it being understood that the Board may delegate authority to the Chairman and Chief Executive Officer to grant such sureties, endorsements and guarantees in accordance with applicable laws, and (ii) the related-party agreements referred to in Articles L.225-38 *et seq.* of the French Commercial Code. The Board regularly assesses whether related-party agreements relating to routine transactions and entered into at arm's length conditions meet these conditions.

For the purpose of the Company's internal organization, certain decisions listed in the Board of Directors' Internal Rules must also be approved by the Board before they are implemented by the Chief Executive Officer and/or Executive Management (see Section 4.2.2.1.4 "Restrictions on the Chairman and Chief Executive Officer's powers set by the Board of Directors").

4.2.1.2.2 ORGANIZATION OF THE BOARD OF DIRECTORS

The Board holds at least five meetings per year and decides on the frequency and timing of its meetings. In order to best ensure that Board members are able to attend meetings, the schedule of meetings for the year is prepared approximately two years in advance.

The Chairman of the Board of Directors, in consultation with the Lead Independent Director, sets the agenda of each Board meeting. Each meeting is confirmed on average one week in advance through a notice of meeting, along with the agenda and, except in certain cases, a file containing all the supporting documents relating to the items on the agenda. This information is sent via a secure platform, which only members of the Board can access, using individual personal logins. Where necessary, the Board of Directors draws on preliminary work carried out by the Committees.

All oral discussions and written materials, documents and/or communication, of any kind, are in English (except for documentation which has to be in French in accordance with the applicable laws and regulations).

Board members may take part in deliberations by videoconference or telecommunication. Such members are deemed to be present for the purposes of calculating the quorum and the majority.

The Board may only make decisions if at least half of its members are present or deemed to be present, without regard to

represented members. Decisions are taken by a simple majority vote, apart from decisions for which the Board's Internal Rules provide for a qualified majority (see Section 4.2.2.1.4 below, "Restrictions on the Chairman and Chief Executive Officer's powers set by the Board of Directors"). The Board's Internal Rules set out the procedure to follow in the event of a tied vote for a decision subject to a simple majority (i.e., the same number of votes for and against the decision).

Meetings are led by the Chairman of the Board, who ensures that everyone has the opportunity to express their opinion on important matters on the agenda. Any conflicts of interest are handled in accordance with the principles described in section 4.5.5 ("Management of conflicts of interest and sensitive information") of this Universal Registration Document.

The Company's Statutory Auditors are invited to attend Board meetings at which the annual and interim financial statements and sustainability information are reviewed. The Statutory Auditors are also invited to all other Board meetings.

In accordance with article 10.4 of the Articles of Association, the Board is empowered to take all decisions by means of written consultation, including by electronic means, under the conditions laid down by law and by the notice of meeting, subject to the right of a director to object to the use of this method, in accordance with the conditions laid down in the Internal Rules.

4.2.1.2.3 ROLE OF THE LEAD INDEPENDENT DIRECTOR: GUARANTEEING A BALANCED GOVERNANCE STRUCTURE

The Board of Directors pays particular attention to the balance of powers. With this in mind, the Board's Internal Rules provide for the appointment of a Lead Independent Director.

On May 22, 2025, the Board of Directors appointed independent member, Angela Minas, as Lead Independent Director.

The Lead Independent Director's roles and responsibilities are as follows:

- she ensures that there are no conflicts of interest between directors and the Company;
- she ensures compliance with the Company's corporate governance rules and the Board's Internal Rules;
- she ensures that the members of the Board are in a position to perform their duties under the best possible conditions;
- she participates in shareholder relations as required;
- she can communicate with the Company's shareholders by organizing formal meetings to listen to their questions and suggestions;
- she maintains a regular open dialogue with each Board member and, if necessary, may act as a spokesperson for any requests and/or suggestions made to the Chairman and Chief Executive Officer;

- she is in regular contact with the Chairman and Chief Executive Officer and ensures that any relevant information is reported to the Board;
- she reports to the Board on the execution of her duties on a semi-annual basis; and
- she may convene Board sessions without the presence of the executive directors.

In 2025, Angela Minas' work in her role as Lead Independent Director notably included:

- holding regular discussions with the Chairman and Chief Executive Officer and the Executive Management teams about the governance and organization of the Board and relaying feedback from directors;
- regularly organizing meetings with the directors without Executive Management in attendance;
- ensuring Board agendas and materials incorporate directors' areas of interests and requests.

4.2.1.2.4 BOARD OF DIRECTORS' INTERNAL RULES

The Board of Directors has adopted, and regularly updates, a set of Internal Rules, which are a formal documentation of the Board's operating and organizational rules, and its work methods. These Internal Rules are strictly intended for the Company's internal use and are not intended to and do not replace the Company's Articles of Association or the applicable laws and regulations governing commercial companies. They may be amended or added to at any time by way of a decision made by the Board of Directors. They are regularly revised to ensure that their terms are consistent with any new legal and/or regulatory provisions. The most recent revision on February 26, 2025, updated the Board of Directors' Internal Rules in line with the Attractiveness Law (*Loi Attractivité*) of June 13, 2024.

In accordance with their ethical obligations, each member of the Board of Directors is required to:

- familiarize themselves with their general or specific duties prior to assuming their role, including relevant laws and regulations, the Company's Articles of Association, the recommendations of the AFEP-MEDEF Code which may be supplemented by the Board, as well as the Board's Internal Rules;
- participate in person, unless specifically prevented from doing so, in Board meetings and, as appropriate, the Committee(s) they sit on, as well as shareholders' meetings;
- keep themselves abreast of business affairs, for which they must request from the Chairman and Chief Executive Officer and/or the Vice-Chairman and Lead Independent Director, ahead of time, any information required to effectively contribute to the items included on the Board's agenda and, as appropriate, the Committee(s) they sit on;
- comply with the legal and regulatory obligations attached to their office, and in particular, comply with the law and the recommendations of the AFEP-MEDEF Code on holding multiple directorships;
- conduct themselves as a representative of all shareholders and act in the Company's best interests at all times;
- notify the Board in the event of any actual or potential conflict of interest situation, and refrain from attending the debates or participating in the vote whenever it discusses a matter that would place them in such a conflict of interest situation;
- be a Company shareholder in a personal capacity for the duration of their term of office, holding at least 500 Vallourec shares, as specified in the Company's Articles of Association and the Board's Internal Rules;
- concerning the confidential information obtained in the course of their duties, consider themselves a person discharging managerial responsibilities within the meaning of the EU market abuse regulation (Regulation (EU) 516/2014 dated April 16, 2014) and as such to respect the closed periods (*fenêtres négatives*) set by the Company during which such persons may not purchase, sell or take positions in the Company's shares or

in any other stock market instrument associated with the Company's shares (options, warrants, etc.), i.e., in the thirty calendar days prior to the publications of annual and half-yearly results, and fifteen calendar days prior to the publications of first- and third-quarter financial releases, as well as on the day of these publications, and the following day, without prejudice to the legal and regulatory provisions in force on insider trading;

- consider himself/herself/itself bound by a strict duty of confidentiality in relation to any non-public information, whatever the format (written or oral), gathered, as part of their duties, at a meeting of the Board or a Committee (Board and Committee files, discussions, debates and deliberations of the Board and Committees) or between two meetings (permanent information), and to take all appropriate measures to maintain confidentiality, in particular to refrain from sharing this information with a third party when this information has not been made public;
- declare, under the conditions set forth by legal and regulatory provisions, to the French financial markets authority (*Autorité des marchés financiers* – AMF) and to the Company, the transactions carried out in financial instruments issued by the Company;
- to refrain from hedging options and/or free shares until the expiration of the holding period set by the Board of Directors;
- comply with the "Code of Good Practice on Transactions in Vallourec Shares and Insider Trading";
- comply with the ethical rules set out in Article 21 of the AFEP-MEDEF Code.

Board members' compliance with the above rules will be taken into consideration before recommending their reappointment to the Shareholders' Meeting. When they are first appointed, the members of the Board of Directors receive a guide containing a set of documents related to the Group's governance (the Company's Articles of Association, the Board's Internal Rules, the AFEP-MEDEF Corporate Governance Code, the Code of Good Practice, etc.) and its activities. At the request of Board members, visits are arranged to plants in France and abroad.

The members also have the opportunity, if they so wish, to learn about specific aspects concerning the Group, its businesses, industry sector and organization. If the members so request, the Group may also organize in-house and external training sessions specific to the duties they are required to carry out on the Board. In-house training is provided by the Group Legal Officer. It is supplemented by external training provided by an independent organization specialized in training company directors.

Board members are able to meet with the Group's key executives, including in meetings where the Chief Executive Officer is not in attendance. In the latter case, Executive Management must be informed in advance.

4.2.1.2.5 COMMITTEES OF THE BOARD OF DIRECTORS

The Board of Directors is assisted by specialized committees, which have an advisory role and provide the Board with preparatory material for certain decisions. These committees issue proposals, make recommendations and provide advice in their respective areas of expertise.

As at December 10, 2025, the Board of Directors had four specialized committees:

- the Audit Committee;
- the Remuneration Committee;

- the Nomination and Governance Committee; and
- the Corporate Social Responsibility (CSR) Committee.

Each Committee has a set of Internal Rules which specify its roles, membership structure and operating rules. These Internal Rules are strictly intended for the Company's internal use and are not intended to and do not replace its Articles of Association or the applicable laws and regulations governing commercial companies.

For each Committee meeting, a preparatory file is sent to Committee members a few days in advance. All presentations at Committee meetings are given by the senior executive specialized in the topic concerned and are followed by discussion and debate. A report of the meetings is drawn up for the members of the Board.

In order to perform their duties, the Committees may carry out any research or analyses they deem appropriate, or may commission any such research or analyses from external specialists, in which case the related fees are charged to the Board of Directors' operating budget. Where a Committee uses the services of external consultants, it must ensure that the consultants concerned are independent, objective and have the required skills.

A) Audit Committee

a) Membership

The Board of Directors' Audit Committee comprises at least three and no more than six members, selected from among the members of the Board of Directors. All of the Audit Committee's members have specific skills in finance, accounting and/or statutory audit, and have the necessary expertise, experience and qualifications to effectively perform their duties within the Committee. At least two thirds of the Committee's members must be independent. As at February 25, 2026, it had five members: Angela Minas (Chair), Corine de Bilbao, Luciano Siani Pires, Hera Siu and Genuino Magalhães Christino, all of whom are independent apart from Genuino Magalhães Christino. The proportion of independent members on the Audit Committee is therefore 80%.

The Committee Chair – Angela Minas – has over 20 years' experience of working in major groups (DCP Midstream Partners, Constellation Energy Partners and Arthur Andersen LLP), particularly in the areas of finance and management control, and has already chaired audit committees in several listed companies (see Section 4.2.1.1.5 above for a description of the expertise and experience of the Audit Committee members).

When they are first appointed, the members of the Audit Committee are sent detailed information on the Group's specific accounting, financial and operating processes.

In the event that the Lead Independent Director is not a member of the Audit Committee, she may attend and participate in all Committee meetings.

Board Observers may attend Audit Committee meetings at the invitation of its Chair, but may not participate in any votes.

b) Roles and responsibilities

The Audit Committee's role is to (i) prepare and facilitate the Board of Directors' deliberations concerning the monitoring of issues relating to the preparation and verification of accounting and financial information, and (ii) ensure the effectiveness of Vallourec's risk management and internal control systems and, where applicable, its internal audit systems, in accordance with Article L.823-19 of the French Commercial Code. To this end, it issues opinions, proposals and recommendations in its areas of expertise. The Audit Committee reports regularly to the Board, informing it of the results of the statutory audit, how the audit contributed to the integrity of the financial information, and the role the Committee played in the overall process. It immediately informs the Board of any difficulties it may encounter while executing its duties. The Audit Committee cannot take the place of the Board of Directors, which (i) is the only governance body that has decision-making power for the issues addressed by the Audit Committee, and (ii) remains responsible for the execution of the Committee's tasks.

Within this context, the Audit Committee's duties are to:

- monitor the process used to prepare the Group's financial information and, where applicable, make recommendations to ensure its integrity;
- monitor the effectiveness of the internal control and risk management systems as well as the internal audit procedures related to the preparation and processing of accounting and financial information, without compromising the independence of the internal audit system;
- make recommendations to the Board on the Statutory Auditors to be put forward for appointment or reappointment at the Shareholders' Meeting, having prepared such recommendations in accordance with the provisions of Article 16 of EU Regulation 537/2014, and make recommendations to the Board when the reappointment of the Statutory Auditor(s) is being considered under the conditions set out in Article L.821-67;
- monitor the work carried out by the Statutory Auditors, particularly the audit of the parent company and consolidated financial statements;
- ensure that the Statutory Auditors respect the applicable independence requirements and that the audit fees are capped in line with the relevant regulatory framework;
- approve any non-audit services provided by the Statutory Auditors where such services are permitted.

As part of its work, the Audit Committee reviews Group litigation and all off-balance sheet commitments, including guarantees and warranties, on a quarterly basis. It ensures that conflicts of interest are avoided and reviews related-party agreements.

The Audit Committee also reviews the process used to compile non-financial information, verifying its consistency with internal audit and financial data, along with the relevance and integrity of CSR information provided to the Board as part of its joint session with the CSR Committee. It also reviews CSR risks together with the CSR Committee.

c) Operating procedures

The Audit Committee meets at least four times a year to review the interim, half-year and annual financial statements, together with the sustainability information, before they are presented to the Board of Directors. Aside from these mandatory meetings, it decides on the frequency and timing of its meetings in agreement with the Chairman and Chief Executive Officer.

Audit Committee meetings are convened by the Committee Chair and have a specific agenda.

The Committee may also meet with those responsible for finance, accounting, treasury, internal audit, internal control and risk management, as well as with the Group Compliance Officer and the Statutory Auditors, including, at the request of the Committee, without the presence of the Chairman and Chief Executive Officer.

B) CSR Committee

a) Membership

The CSR Committee comprises a minimum of three and a maximum of six members. As at February 26, 2026, it had six members: Corine de Bilbao (Chair), Luciano Siani Pires, Angela Minas, Hera Siu, Frida Norrbom Sams, and Annelise Le Gall (employee director). Out of these members, only Annelise Le Gall is not independent. It being specified that as an employee director, Annelise Le Gall was not included in the calculation of the independence rate.

The Chairman and Chief Executive Officer is involved in the work of the Committee.

In the event that the Lead Independent Director is not a member of the CSR Committee, she may attend and participate in all Committee meetings. In this case, she is in regular contact with the Committee Chair, whom she can contact at any time.

Board Observers may attend CSR Committee meetings at the invitation of its Chair, but may not participate in any votes.

b) Roles and responsibilities

The CSR Committee is responsible for preparing the Board of Directors' deliberations concerning the review and oversight of CSR matters (social, environmental, climate and societal issues) and the way in which the Group strives to promote the creation of long-term value while taking into account the CSR aspects and imperatives of its business. To this end, it issues opinions, proposals and recommendations in its areas of expertise. It reports to the Board and informs it of any difficulties it may encounter while performing its duties. The CSR Committee cannot take the place of the Board of Directors, which (i) is the only governance body that has decision-making power for the issues addressed by the CSR Committee, and (ii) remains responsible for the execution of the Committee's tasks.

The duties of the CSR Committee are as follows:

- examining the Group's impacts, risks and opportunities related to CSR, the environment and climate change;
- making recommendations and proposals and providing opinions to the Board of Directors that are used to regularly determine the multi-year CSR and environmental strategy and for the regular review of the implementation of this strategy and of the Company's policies, commitments and action plans in the areas of CSR, the environment and climate change;
- reviewing the Group's CSR, environmental and climate policies and pledges, how these policies are implemented, and the results obtained;
- reviewing all non-financial information published by the Group;
- reviewing, where requested by the Chairman and Chief Executive Officer, the Group's gender equality objectives for its senior management team, and examining the overall non-discrimination and diversity policy applied within the Group;
- conducting a regular review of the Group's non-financial ratings; and
- issuing a recommendation on the appointment of the independent third party responsible for auditing sustainability information in accordance with Articles L.821-40 and L.822-17 of the French Commercial Code.

The CSR Committee may carry out any other regular or occasional duties assigned to it by the Board of Directors that fall within its area of expertise. It may suggest that the Board refer to it for any specific issues which it considers would be necessary or useful for the Committee to review.

c) Operating procedures

The CSR Committee meets at least twice a year. Aside from these mandatory meetings, it decides on the frequency and timing of its meetings in agreement with the Chairman and Chief Executive Officer.

C) Nomination and Governance Committee

a) Membership

The Nomination and Governance Committee comprises a minimum of three and a maximum of five members. As at February 26, 2026, it had three members: Hera Siu (Chair), Angela Minas and David Clarke. Hera Siu and Angela Minas are independent directors.

Board Observers may attend Nomination and Governance Committee meetings at the invitation of its Chairman, but may not participate in any votes.

b) Roles and responsibilities

The Nomination and Governance Committee is responsible for preparing and facilitating the Board of Directors' work concerning (i) the appointment of directors and executive corporate officers, and (ii) the Group's governance. To this end, it formulates opinions, proposals and recommendations in its areas of expertise. It reports to the Board and informs it of any difficulties it may encounter while performing its duties. The Nomination and Governance Committee cannot take the place of the Board of Directors, which (i) is the only governance body that has decision-making power for the issues addressed by the Nomination and Governance Committee, and (ii) remains responsible for the performance of the Committee's tasks.

The responsibilities of the Nomination and Governance Committee are as follows:

Nominations

- Preparing the procedure for selecting members of the Board of Directors, particularly independent members, as well as the Chairman and Chief Executive Officer, and deciding on the selection criteria to be used.
- Submitting to the Board of Directors proposals for appointing and reappointing members of the Board of Directors (by the Shareholders' Meeting or by the Board, with subsequent ratification by the Shareholders' Meeting), the Chairman and Chief Executive Officer and Board Observers.
- Keeping an up-to-date succession plan for corporate officers and members of the Board of Directors, in order to be able to put forward succession options to the Board, particularly in the event of an unexpected vacancy or in cases where there is a risk of non-compliance with requirements related to gender equality and the proportion of independent members.
- Regularly reviewing the membership structure of the Board and its Committees and making recommendations on changes to this structure where appropriate.

Governance

- Reviewing each year, prior to the publication of the report on the Company's corporate governance, the situation of each member of the Board of Directors with respect to the independence criteria adopted by the Company, and submitting its opinions to the Board with a view to the Board's examination of the situation of each member in the light of those criteria.
- Preparing (i) the annual assessment of the Board of Directors and the recommendations resulting from the assessment, and (ii) the meetings held without Executive Management in attendance.
- Reviewing and following up on any situation involving a conflict of interest between a Board member and the Company or its Group, and recommending what information should not be shared with the member in question as a result of that situation.

- Reviewing requests from Board members concerning new offices or duties outside the Company.
- Reviewing the operating procedures of the management bodies, particularly as regards changes in French regulations concerning the governance of listed companies and in the recommendations of the AFEP-MEDEF Code and, where applicable, making proposals to the Board on updating the Company's corporate governance rules.
- Based on proposals put forward by the Chairman and Chief Executive Officer, examining the gender balance targets for the Board's membership structure and ensuring that the Chairman and Chief Executive Officer implements an overall non-discrimination and diversity policy within the Board. This policy is described in further detail in section 2.2.4. Diversity and equal opportunities (ESRS 1), of this Universal Registration Document.

Specific assignment

- Issuing an opinion to the Chairman and Chief Executive Officer on any plan to (i) recruit, suspend or dismiss any members of the Group Executive Committee or any other senior manager or any employee reporting directly to the Chairman and Chief Executive Officer, (ii) make a significant change to the remuneration of such persons (including changes to their pension or profit-sharing plan(s) or introducing special departure conditions), and/or (iii) enter into, amend or terminate an agreement with any such person.

c) Operating procedures

The Nomination and Governance Committee meets at least twice a year and always before the Board examines the independence status of each Board member based on the independence criteria adopted by the Company. Aside from these mandatory meetings, it decides on the frequency and timing of its meetings.

D) Remuneration Committee

a) Membership

The Remuneration Committee comprises a minimum of three and a maximum of five members. As at February 26, 2026, it had four members: Hera Siu (Chair), Angela Minas, Annelise Le Gall (employee director) and Genuino Magalhães Christino. Out of these members, all are independent except for Annelise Le Gall – it being specified that as an employee director, she was not included in the calculation of the independence rate – and Genuino Magalhães Christino.

Board Observers may attend Remuneration Committee meetings at the invitation of its Chairman, but may not participate in any votes.

b) Roles and responsibilities

The Remuneration Committee is responsible for preparing and facilitating the Board of Directors' deliberations regarding the remuneration of Company Directors and the executive corporate officer. To this end, it formulates opinions, proposals and recommendations in its areas of expertise. It reports to the Board and informs it of any difficulties it may encounter while performing its duties. The Remuneration Committee cannot take the place of the Board of Directors, which (i) is the only governance body that has decision-making power for the issues addressed by the Remuneration Committee, and (ii) remains responsible for the performance of the Committee's tasks.

The responsibilities of the Remuneration Committee are as follows:

- proposing the amounts of directors' remuneration and the rules for allocating said remuneration, particularly taking into account their actual attendance at meetings of the Board and its Committees and whether they serve as Chair of a Committee;
- putting forward proposals to the Board regarding the remuneration policies for the executive corporate officer, as well as the structure and level of their remuneration (fixed portion, variable portion, benefits in kind, performance shares and stock options, where applicable);
- proposing a policy for granting performance shares and stock options to the Group's executives, managers and/or other staff;
- reviewing significant changes in pension/profit-sharing plans.

In addition, it is required that the Committee be informed of the remuneration policy applicable to Executive Committee members who are not corporate officers, in which case the executive corporate officer must be involved in the Committee's work.

c) Operating procedures

The Remuneration Committee meets at least twice a year and always before any meeting held to approve the executive corporate officer's remuneration or the allocation of directors' remuneration. Aside from these mandatory meetings, it decides on the frequency and timing of its meetings.

In order to prepare its work, the Remuneration Committee may request outside studies, and in particular compensation surveys, so that it can assess market conditions. It selects and oversees the consultants concerned, in order to ensure they have the required skills for the work concerned, and monitors their independence and objectivity.

The Remuneration Committee also meets with the heads of the corporate departments, particularly with the Human Resources Department and the Legal Department, with which it organizes interdepartmental meetings to ensure that its work is consistent with the Group's HR and governance policies.

In its deliberations, the Remuneration Committee also draws on the expectations and observations expressed by shareholders, with which the Company has discussions on a regular basis, in particular prior to the Annual Shareholders' Meetings.

4.2.1.3 Activities of the Board of Directors and the Board Committees in 2025

4.2.1.3.1 ACTIVITIES OF THE BOARD

A) Principal topics for the Board of Directors

The Board of Directors met eight times in 2025.

The average duration of the ordinary meetings was approximately three hours.

The work of the Board of Directors, concerning the Group's business activity primarily related to:

Strategy:

- shareholder return policy and approval of dividends and returns;
- major acquisitions and disposals;
- oversight of the New Vallourec plan and the "Good to Great" plan;
- market and competition trends;
- Business Plan;

Financial performance:

- review of the annual, half-yearly and quarterly financial statements;
- update on the Group's business activity;
- the annual budget;
- major financing transactions and credit ratings;

Non-financial performance:

- the Group's Corporate Social Responsibility priorities;
- the carbon policy;

Risk management:

- risk mapping;
- safety developments at the Group's plants;
- the system for preventing and detecting corruption and influence peddling;
- the Group's audit and internal control policy;

Communication with shareholders and the markets:

- discussions with investors and proxy firms, and roadshows;
- review of press releases;
- the preparation of the 2024 Universal Registration Document, and in particular the report on corporate governance;
- discussions with investors and proxy firms, and roadshows;
- preparation for the Annual Shareholders' Meeting;

Talent management:

- the succession plans for senior executives;
- the policy and action plans on gender equality and improving the gender balance in the Group's management bodies; and
- the Group talent management policy.

As in the previous year, a Board meeting was held at one of the Group's industrial sites (in 2025, Youngstown, Ohio) to enable directors to visit a site and speak with local teams.

Governance and remuneration:

- the membership of the Board of Directors and its Committees following the expiration of the terms of office of Pierre Vareille and Patrick Poulin and the reappointment of Keith J. Howell;
- update to the Internal Rules of the Board of Directors and of the CSR Committee;
- the independence of the members of the Board of Directors;
- the self-assessment of the Board of Directors;
- compliance of the Group's governance with the recommendations of the AFEP-MEDEF Code;
- corporate officer remuneration;
- the adoption of free performance share plans;
- the reappointment of the Chairman and Chief Executive Officer in 2026; and
- the implementation of an employee share ownership plan (Vallourec Invest 2026).

B) Investor relations

The diversity of Vallourec's shareholder base, both geographically and strategically, makes regular and constructive dialogue essential in order to meet shareholder expectations and create mutual understanding.

Vallourec regularly presents its results and outlook. These exchanges may take place at roadshows, investor conferences, or dedicated meetings.

In addition, before the Shareholders' Meeting, Vallourec organizes dedicated discussions on the resolutions to be put to the vote with the Group's main investors, as well as with the main proxy firms. These discussions, in which the Lead Independent Director regularly participates, enable Vallourec to gather feedback from investors and proxy firms, which contributes to the work and discussions of the governance bodies as part of their ongoing improvement efforts. These meetings are also an ideal opportunity to present the Group's commitments to investors, particularly in terms of energy and environmental transition.

4.2.1.3.2 ACTIVITIES OF BOARD COMMITTEES

A) Activities of the Audit Committee

The Audit Committee met six times in 2025 and held regular discussions with the Statutory Auditors. At these meetings, the Committee examined and issued opinions on the following subjects:

- the annual and half-yearly financial statements and quarterly results;
- the Group's draft financial communications;
- the organization of internal audits within the Group and the audit plan;
- the organization of risk management and internal control within the Group, and the anti-corruption risk mapping process; the implementation of anti-money laundering, international sanctions and anti-corruption policies;
- the follow-up of the Group's off-balance sheet commitments;
- the review of outstanding litigation;
- the annual review of related-party transactions and routine transactions as well as the charter for evaluating them; and
- review of the consistency between financial and non-financial information and the sustainability statement (CSRD) during two joint sessions with the CSR Committee and in the presence of the Statutory Auditor in charge of certifying sustainability information.

The Statutory Auditors attended all Committee meetings in 2025. They reported to the Committee on their statutory audit work, highlighting the key findings of their audit and the accounting options selected.

B) Activities of the CSR Committee

The CSR Committee met four times in 2025.

During these meetings, the CSR Committee examined and issued opinions on the following subjects:

- the CSR objectives underlying the variable portion of corporate officers' remuneration;
- the deployment and analysis of the Diversity, Equity and Inclusion plan;
- the health and safety improvement plan;
- the progress of the chemical substitution program (CMR);
- the presentation of the double materiality assessment and update of the European Taxonomy;
- the water management, climate change mitigation, adaptation and risk analysis;
- the Corporate Sustainability Reporting Directive (CSRD) and the double materiality assessment;
- the Group's ESG ratings;
- the presentation of the CSR Committee roadmap;
- the update to the CSR Committee's Internal Rules; and
- the responsible purchasing policy.

The CSR Committee members were also involved in reviewing the Group's double materiality assessment. During the initial exercise at the end of 2023, each member of the CSR Committee provided input on identifying the positive and negative impacts as well as the risks and opportunities posed by ESG issues for Vallourec and its value chain. This enabled the Group to identify the main material issues, as set out in chapter 2 of this Universal Registration Document.

In terms of climate-related issues, CSR Committee members reviewed the Group's 2035 Global CSR roadmap. This features specific targets for 2025, 2030 and 2035, as disclosed in chapter 2 of this Universal Registration Document, and includes an analysis of climate change adaptation risks.

Environmental issues such as water management, the use of chemicals and their replacement (notably under the Chemsafe program), enabled the directors on the CSR Committee to bring a strategic focus to Board meetings underpinned by climate, environmental and social concerns.

C) Activities of the Nomination and Governance Committee

The Nomination and Governance Committee met five times in 2025. At these meetings, the Committee examined and issued opinions on the following subjects:

- the formal assessment of the Board of Directors and of the Board Committees by an external consultant and the adoption of an action plan to optimize its operating procedures;
- the appointment of Annelise Le Gall to the CSR Committee;
- the update to the CSR Committee's Internal Rules to allow for a maximum of six members;
- the review of director independence;
- the assessment of the membership structure of the Board of Directors and its Committees;
- the self-assessment of the Board of Directors;
- the analysis of compliance with the AFEP-MEDEF Code;
- the succession plan for senior executives and the talent management policy; and
- the preparation of the Universal Registration Document, and in particular the report on corporate governance.

D) Activities of the Remuneration Committee

The Remuneration Committee met five times in 2025. At these meetings, the Committee examined and issued opinions on the following subjects:

- the appointment of the Chairman of the Remuneration Committee;
- the review of 2024 variable remuneration, and the design of the 2025 remuneration policy for Philippe Guillemot in his capacity as Chairman and Chief Executive Officer;
- the performance-based free share plans (LTIPs) set up for the Group's employees and managers;
- the delegation of authority granted to the Chairman and Chief Executive Officer to waive the service condition for the LTIPs for the years 2021, 2022, 2023 and 2024, in the event of departure or a change in the Group's scope of consolidation;
- the implementation of a 2025 LTIP;
- the modification of the SOPs and LTIPs to permit the allocation of existing shares;
- the automatic adjustment of the MEP performance conditions for dividend payouts;
- the remuneration policy for directors and the approval of the amount of directors' remuneration in respect of their duties;
- Remuneration policy for the Lead Independent Director;
- the implementation of an employee share ownership plan (Vallourec Invest 2026).

4.2.1.3.3 ATTENDANCE OF THE MEMBERS OF THE BOARD OF DIRECTORS IN 2025

Attendance	Board of Directors	Audit Committee	Remuneration Committee	Nomination and Governance Committee	CSR Committee
Philippe Guillemot (Chairman of the Board)	100% (8/8)	–	–	–	–
Pierre Vareille ^(a) (Vice-Chairman of the Board and Lead Independent Director)	100% (3/3)	–	100% (2/2)	100% (2/2)	–
Corine de Bilbao	87.50% (7/8)	83.33% (5/6)	–	–	100% (4/4)
Angela Minas	100% (8/8)	100% (6/6)	100% (5/5)	100% (5/5)	100% (4/4)
Hera Siu	100% (8/8)	100% (6/6)	100% (5/5)	100% (5/5)	100% (4/4)
Luciano Siani Pires	100% (8/8)	100% (6/6)	–	–	75% (3/4)
Patrick Poulin ^(a)	100% (3/3)	–	100% (2/2)	–	–
Frida Norrbom Sams	100% (8/8)	–	–	–	100% (4/4)
Annelise Le Gall ^(b)	100% (8/8)	–	100% (3/3)	–	100% (3/3)
Genuino M. Christino	75.00% (6/8)	66.66% (4/6)	100% (5/5)	–	–
Keith J. Howell	100% (8/8)	–	–	100% (5/5)	–
AVERAGE ATTENDANCE RATE	96.59%	90%	100%	100%	95.83%

(a) Between January 1, 2025 and May 14, 2025.

(b) Member of the CSR Committee since February 26, 2025.

4.2.1.4 Self-assessment of the Board of Directors

The Board of Directors must assess its ability to meet shareholders' expectations by periodically analyzing its composition, organization and operation. To this end, once a year, the Board of Directors – on the basis of a report from the Nomination and Governance Committee – devotes an item on its agenda to the assessment of its operating procedures. The aim is to ensure that important issues are properly prepared and debated, and to measure the effective contribution of each of its members to the Board's work.

In the fourth quarter of 2025, the Board of Directors assessed its membership structure, organization and operating procedures. This assessment was performed under the direction of the Nomination and Governance Committee.

For the purposes of this assessment, the Group General Counsel sent a questionnaire to each member of the Board of Directors, covering the following topics:

- the operation and membership structure of the Board of Directors and its Committees;
- the organization of the work of the Board and its Committees;
- items on the agenda for meetings of the Board of Directors and its Committees;
- the quality of discussions between members of the Board of Directors and members of the Group's management team;
- the quality of the input and effective contribution of each Board member;
- the skills of the Board of Directors, particularly in terms of corporate social responsibility and corporate governance;
- the quality of information provided to directors;
- the quality of the decision-making process within the Board of Directors; and
- the quality of the Board of Directors' work in terms of monitoring the Group's performance, managing risk, participating in the development of the Group's strategy and in innovation efforts within the Group's businesses, and in ESG matters.

The summary of the self-assessment prepared by the Nomination and Governance Committee and the Group General Counsel, was as follows:

- in general, the Board of Directors considers that it has the characteristics needed to effectively perform its role;
- the membership of the Board of Directors is balanced and the skills identified as necessary or useful are duly represented: the members of the Board of Directors come from varied backgrounds and have appropriate and wide-ranging experience and expertise;
- the Board of Directors receives clear and comprehensive information, and the documentation is detailed and well-structured, and sent sufficiently in advance of Board and Committee meetings to allow their work to be properly prepared; the frequency of meetings is considered adequate; the quality and transparency of discussions and debates are good; the organization of meetings is clear and well-structured, with a good balance between discussions and presentations; and the near-systematic attendance of Board and Committee members in person contributes to the quality of discussions;
- the work of the Board of Directors and its Committees is planned throughout the year; Committee members are extremely diligent and effectively prepare the Board's decisions;

- the Board of Directors is offered an annual on-site meeting and visits to plants, with presentations given by management and/or operational teams to provide a better understanding of the Group's activities;
- the Board of Directors recognizes the success of the New Vallourec Plan, having achieved zero net debt, restored dividend payments for the first time in a decade and obtained an investment grade rating, paving the way for the next stage of the plan, "Good to Great";
- the Board has successfully completed its transformation by integrating new independent directors, employee directors and ArcelorMittal representatives, fostering a strong dynamic and active contributions from all members;
- the Board emphasizes that 2025 was a year of remarkable financial health, with the approval of dividends and an improved credit rating, and that the new Lead Independent Director has strengthened collaboration and knowledge-sharing between directors.

4.2.2 Executive Management

4.2.2.1 Chairman and Chief Executive Officer

4.2.2.1.1 COMBINING THE ROLES OF CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Since March 20, 2022, Philippe Guillemot has been Chairman of the Board of Directors and Chief Executive Officer. His reappointment as Chairman and Chief Executive Officer will be put to the Shareholders' Meeting of May 21, 2026.

Pierre Vareille's role as Vice-Chairman and Lead Independent Director ended at the Shareholders' Meeting of May 22, 2025. Angela Minas is now the Lead Independent Director.

The Board of Directors reaffirms that combining the roles of Chairman and Chief Executive Officer within a close-knit and well-balanced Board of Directors is an effective governance model for Vallourec. This organization allows for agile, well-informed decision-making and the smooth flow of information and guarantees strong, consistent alignment between the Group's strategic priorities and their operational implementation.

The experience gained over the past three years through the implementation of the New Vallourec strategic plan has clearly demonstrated the relevance and effectiveness of this governance model. Initiated and led by Philippe Guillemot, this plan not only delivered Vallourec's successful turnaround, but also repositioned the Group for sustainable long-term growth. Now debt-free and financially sound, Vallourec has achieved strong, profitable and sustainable growth in all its markets, reflecting the soundness of its strategic choices and their disciplined execution.

Today, Vallourec has established itself as a leading industrial player, not only restructured but fundamentally transformed, with strong ambitions to address changes and new challenges in the global energy market. By maintaining a strategic focus on value creation rather than volume growth, and by consolidating its premium positioning underpinned by distinctive innovation

capabilities, the Group has laid solid foundations for sustainable growth. Its strategic roadmap to 2030 and beyond sets ambitious targets for industrial excellence, innovation-led growth and long-term value creation for customers, employees and shareholders.

The Board of Directors considers that maintaining the combined roles of Chairman of the Board and Chief Executive Officer is essential to sustaining strategic momentum and ensuring leadership continuity at a critical stage in the Group's development. This unified leadership model provides strategic clarity, stable governance and performance accountability, and supports the consistent and coherent implementation of the Group's long-term strategy. It is underpinned by solid governance mechanisms, foremost among which is the role of the Lead Independent Director, who has specific prerogatives, organizes executive meetings exclusively for independent directors, without the presence of executive management, and acts as a contact point accessible to shareholders on governance issues (in particular during the annual Governance Road Show), guaranteeing the existence of an independent forum for dialogue and balanced Board operation, in addition to the work of its specialized committees.

Consequently, the Board of Directors considers that maintaining the combination of the roles of Chairman of the Board of Directors and Chief Executive Officer, and renewing Philippe Guillemot's term of office in these positions, are in the best interests of the Company and all its stakeholders, and constitute the most appropriate governance structure to support sustainable performance and long-term value creation.

4.2.2.1.2 STATUS OF THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

The Chairman and Chief Executive Officer does not have an employment contract.

As an exception, a Group employee appointed as Chairman and Chief Executive Officer could continue to benefit from their employment contract, which would be suspended for the duration of their term as executive corporate officer, subject to this being

justified, and provided that it does not give rise to situations of non-compliance with the other provisions of the AFEP-MEDEF Code, in particular in relation to severance pay. The possibility of maintaining employment contracts, on a case-by-case basis, can encourage internal applications from employees with significant seniority.

4.2.2.1.3 DUTIES OF THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

The Chairman and Chief Executive Officer performs the duties of both the Chairman of the Board of Directors and the Chief Executive Officer as described below.

The Chairman exercises the duties and powers vested in his position by law. He chairs the meetings of the Board and sets the agenda thereof. He organizes and directs the Board's work and reports thereon to the Shareholders' Meeting. He ensures that the Company's governance bodies operate effectively, and particularly that the directors are able to perform their duties and have all the information they require in order to do so. He chairs the Shareholders' Meetings and draws up the reports required by law.

4.2.2.1.4 RESTRICTIONS ON THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER'S POWERS SET BY THE BOARD OF DIRECTORS

For the purposes of the Company's internal organization, the matters listed below must be authorized by the Board prior to their implementation by the Chief Executive Officer and/or management ("Reserved Matters"). The following Reserved Matters are subject to the Qualified Majority rule ("Major Decisions").

"Qualified Majority" means that a Major Decision is deemed to be rejected if at least three (3) directors (one of whom is either (x) an independent director or (y) a director other than the employee director(s) and the director representing employee shareholders, if applicable) vote against such Major Decision.

Major Decisions are as follows:

- a) any proposal or payment concerning any dividend, reserve distribution or any other distribution, of any nature whatsoever, by the Company for the benefit of its shareholders;
- b) any redemption, repurchase and/or cancellation of Company shares (with the exception of transactions that would not result in the cancellation of a number of Company shares representing more than one percent (1%) of the share capital or theoretical voting rights);
- c) the approval and amendment of the Group's business plan;
- d) any material reorganization of the Company (and/or its subsidiaries), including any merger, demerger, partial transfer of assets, or any transaction having a similar effect (excluding intra-Group reorganizations), in each case with a transaction value in excess of €100 million either per transaction or per series of related transactions;
- e) the delisting of the Company and/or the listing of a Group company;
- f) any acquisition or disposal of significant shareholdings or strategic assets, or any transfer of any entity or activity, whether by the Company or a subsidiary, with a transaction value in excess of €100 million (either per transaction or per series of related transactions) (where applicable, with an enterprise value on a debt- and cash-free basis);
- g) inception, material amendment or termination of a material joint venture or partnership, whether by the Company or its subsidiaries, subject to reaching a materiality threshold of €100 million in committed investments for the inception or amendment of a joint venture or a partnership, or if subject to the relevant Group company being liable to make a payment or incurring costs of more than €100 million for the termination of a joint venture or partnership;
- h) any capital increase or issue of securities granting access, whether immediately or in the future, to the share capital of the Company or one of its material subsidiaries, of any kind whatsoever, in each case to the benefit of a third party to the Group (other than Group executives and employees);

The Chief Executive Officer is responsible for the Company's executive management and represents the Company in its dealings with third parties. He has the broadest powers to act on behalf of the Company in all circumstances, within the scope of the corporate purpose, except for the powers which (i) are vested by law in the Board of Directors or Shareholders' Meetings, or (ii) require the Board of Directors' prior authorization pursuant to the Company's Articles of Association and/or the Board of Directors' Internal Rules.

- i) any material change in the strategy of a material business segment or business lines (through the creation, abolition, reduction, restructuring or relocation of such material business segment or business lines);
- j) any proposal to the Company's shareholders of material changes to the Articles of association of the Company or of one of its subsidiaries, that is not wholly owned, directly or indirectly, by the Company (except for amendments imposed by law or regulation);
- k) any borrowings or other debt financing by the Company and/or its subsidiaries with third parties for an amount in excess of €100 million on an individual basis and/or €250 million on an aggregate annual basis (other than drawings under the RCF), guarantees or security interests given to third parties in relation to such borrowing or debt financing, excluding, for the avoidance of doubt, operational financing in the ordinary course of business (factoring, etc.), and bonds, endorsements, indemnity undertakings for contracts or agreements entered into in the operation of the business;
- l) any decision to initiate or implement any insolvency procedure, dissolution, winding-up or liquidation (or any similar procedure in each applicable jurisdiction), of the Company or one of its subsidiaries, that is not wholly owned, directly or indirectly, by the Company, or to appoint a court-appointed administrator, in each case other than as required by law or regulations or which involves the liability of the relevant legal representatives for failing to take the relevant decision;
- m) any decision to participate in any project or enter into any agreement (including contracts with guaranteed rents) provided that the Company's annual commitment per transaction or per series of related transactions exceeds €100 million;
- n) the creation of or material amendment to pension plans, profit-sharing plans, stock option plans, stock subscription plans or plans for the granting of free shares of the Company or of any other Group company (or any other similar instrument or incentive plan) to the benefit of the officers and/or employees of the Group or of certain categories of employees;
- o) any establishment of material operations in a new jurisdiction or starting up a new business involving material expenditures (excluding, for the avoidance of doubt, the launching of new seamless tubular products); and
- p) the commitment or settlement by a Group company of any litigation or arbitral proceedings for an amount in excess of €50 million for the Group or concerning a claim having a material reputational impact on the Group.

The Chairman and Chief Executive Officer of the Company will discuss with the Board members on an ad hoc basis any item from the above Reserved Matters which falls below the threshold specified or any other item which is not specifically captured in the Reserved Matters but, in each case, is considered by the Chairman and Chief Executive Officer as material or important to the operations and affairs of the Company.

The following Reserved Matters are dealt with at the Board level based on a simple majority vote of members present or represented:

- a) approval of the Company's financial statements and consolidated financial statements and of any material change in the accounting principles applied by the Group companies for the preparation of their financial statements, except for amendments imposed by applicable law or accounting standards;
- b) any transaction between the Company and related parties (whether or not included in the budget) as defined under

Articles L.225-38 of the French Commercial Code, save for intra-Group transactions referred to under L.225-39 of the French Commercial Code (which are not subject to any authorization from the Board);

- c) the appointment, renewal or dismissal of the Company's Statutory Auditors;
- d) any repayment, repurchase and/or cancellation of equity securities by a Group subsidiary (save for intra-Group transactions and transactions with a value of less than €100 million);
- e) any decision submitted to the Board other than Major Decisions; and
- f) approval and amendment of the Group's annual budget, it being specified that the Board will be informed quarterly on the performance of the Group in comparison to the budget.

4.2.2.2 Executive Committee

The Executive Committee assists Executive Management with implementing its strategies and key decisions. The Executive Committee examines and drafts proposals that it puts forward to Executive Management regarding all actions necessary for implementing the Group's overall business strategy. It is responsible for the day-to-day running of the Company and for overseeing support functions.

The members of the Executive Committee also contribute, as a team, to creating and relaying the Group's management culture. Vallourec's Executive Committee meets every month.

As at February 26, 2026, the Executive Committee members were:

13 MEMBERS



PHILIPPE GUILLEMOT
CHAIRMAN AND CHIEF
EXECUTIVE OFFICER



PHILIPPE CARLIER
GROUP HEAD OF THE PROCESS
AND ENGINEERING DEPARTMENT



NATHALIE DELBREUVE
CHIEF FINANCIAL OFFICER



SARAH DIB
GROUP GENERAL COUNSEL



JÉRÔME FAVRE
SENIOR VICE-PRESIDENT, OCTG
SERVICES AND ACCESSORIES
BUSINESS LINES



VALERIA FERNANDES
GROUP CHIEF DIGITAL AND
INFORMATION OFFICER



BERTRAND FRISCHMANN
GROUP CHIEF OPERATIONS
OFFICER



ANDRÉ LACERDA
SENIOR VICE PRESIDENT SOUTH
AMERICA (TUBES SEGMENT)



JACKY MASSAGLIA
SENIOR VICE-PRESIDENT
NORTH AMERICA



LUDOVIC OSTER
GROUP CHIEF HUMAN
RESOURCES OFFICER



DAMIEN REBOURG
GROUP COMMUNICATION AND
PUBLIC AFFAIRS SENIOR VICE
PRESIDENT



BERTRAND DE ROTALIER
SENIOR VICE-PRESIDENT, NEW
ENERGIES BUSINESS LINE –
PROJECT LINE PIPE AND PROCESS



ENRICO SCHIAPPACASSE
GROUP SENIOR VICE-PRESIDENT
STRATEGY AND DEVELOPMENT

4.3 Corporate officers' remuneration and benefits

This section, drawn up with the assistance of the Board's Remuneration Committee, describes the components of remuneration for directors, executive corporate officers and members of Group management, and presents the long-term remuneration plans in place within the Group.

4.3.1 Remuneration policies for corporate officers for 2026 submitted to the Shareholders' Meeting for approval

The sections below set out the remuneration policies for the Company's corporate officers, particularly for 2026. They describe the components of the corporate officers' fixed and variable remuneration and explain the decision-making process followed for setting, reviewing and applying the remuneration policies.

In accordance with Article L.22-10-8 of the French Commercial Code, the remuneration policies presented below are subject to the shareholders' approval at the Ordinary and Extraordinary Shareholders' Meeting to be held on May 21, 2026. The previous remuneration policies for corporate officers were approved at the May 22, 2025 Ordinary and Extraordinary Shareholders' Meeting.

Vallourec operates worldwide on the seamless tube production market, a sector that requires specific expertise possessed by only a limited number of talented people. Having people who have high potential and the capacity to tackle ambitious challenges is essential for ensuring the Group's profitability and for generating

value. The remuneration policies aim to attain this objective by allowing the Group to attract and retain the most talented people, whose contributions help create more value for shareholders. The Board thus ensures that the remuneration policies for corporate officers are in the Company's best interests, contribute to its sustainability, and are in line with its business strategy.

The remuneration policies for corporate officers are determined by the Board of Directors based on proposals put forward by the Remuneration Committee, whose role is described in section 4.2.1.2.5(D)b. The definition of these policies and their application take into account the work accomplished, the results obtained and the responsibilities assumed, and rely on analyses of the market context, which are notably based on compensation surveys carried out by external consultants. The policies are reviewed annually.

4.3.1.1 Remuneration policy for directors

The Shareholders' Meeting of May 22, 2025 approved the renewal of the directors' remuneration policy submitted to it in 2024, based on proposals put forward by the Remuneration Committee. The aim of this policy is to encourage directors to attend Board

and Board Committee meetings in person. In light of its effectiveness – as observed on directors' attendance in 2025 – the Shareholders' Meeting of May 21, 2026 is asked to substantially renew the policy for 2026, as described below.

A) GENERAL PRINCIPLES

Members of the Board of Directors receive only monetary remuneration for the performance of their duties.

Based on proposals put forward by the Remuneration Committee, the Board of Directors allocates individual remuneration amounts to its members out of the €1,250,000 annual total set by the May 25, 2023 Ordinary and Extraordinary Shareholders' Meeting and renewed by the May 23, 2024 and May 22, 2025 Ordinary and Extraordinary Shareholders' Meetings.

Members of the Board of Directors receive a portion of their remuneration as a fixed amount and another variable portion based on their attendance at Board meetings and meetings of Committees of which they are members.

As the Vice-Chairman's most recent term of office expired on May 22, 2025 and was not renewed, only the Lead Independent Director receives an additional fixed annual amount for these duties. The Chair and members of the Board Committees receive an additional amount for their participation in such committees.

Directors (other than the Chairman and Chief Executive Officer) are not entitled to any grants of free shares or performance shares or to any severance pay or termination benefits of any kind in respect of their duties on the Board of Directors.

The Observers do not receive any remuneration. The same applies to the directors representing ArcelorMittal.

B) ATTENDANCE AT MEETINGS OF THE BOARD OF DIRECTORS AND BOARD COMMITTEES

Remuneration of directors comprises a fixed portion and a variable portion. This variable portion is predominant. It is based on a criterion of effective attendance at meetings of the Board of Directors and its Committees, in accordance with the recommendations of the AFEP-MEDEF Code, which require that the portion of directors' remuneration based on attendance should take precedence over the fixed portion.

The fixed portion will amount to €30,000 (€45,000 for the Lead Independent Director). The fixed portion of remuneration is paid on a pro rata basis for terms of office that begin or end during the year.

The variable portion will be calculated on the basis of effective attendance at meetings of the Board of Directors or Committees under the following conditions:

- each meeting of the Board of Directors lasting at least one hour gives rise to payment of:
 - €3,000 (€15,000 for the Lead Independent Director) for each meeting attended in person;
 - €1,500 (€7,500 for the Lead Independent Director) for each meeting of the Board of Directors lasting at least one hour in which the director participates via videoconference or conference call;

- each meeting of a Board Committee lasting at least one hour gives rise to payment of:
 - €5,000 (€10,000 for the Chair of the Committee concerned) when the director attends in person;
 - €2,500 (€5,000 for the Chair of the Committee concerned) when the director participates via videoconference.

As an exception, no remuneration is paid for meetings of the Remuneration Committee.

In any event, an "in-person attendance rule" applies to the above-mentioned variable portion. Directors' participation by videoconference or conference call should not exceed 40% of scheduled meetings. No remuneration will be payable for any meetings attended by videoconference or conference call rather than in person in excess of this threshold. While the Chairman is required to attend meetings of the Board of Directors, the participation of other members of the Board is equally important to ensure the smooth operation of the Board and the Board Committees.

C) TRAVEL ALLOWANCE

The directors will also receive a travel allowance for each Board meeting under the following conditions:

- if the Board meeting is held in France, an allowance of €8,000 will be paid to directors whose place of residence is outside continental Europe, and an allowance of €2,000 will be paid to directors whose place of residence is in continental Europe (outside France); and
- if the Board meeting is held in a European country other than France, an allowance of €8,000 will be paid to directors whose place of residence is outside continental Europe, and an

allowance of €2,000 will be paid to directors whose place of residence is in continental Europe.

- If the Board meeting is held outside continental Europe, an allowance of €8,000 will be paid to directors.
- This allowance will not be paid if the Board meeting is held in the same country as the director's place of residence, or if the director attends by means of videoconference.
- The place of residence taken into consideration will be the one declared at the start of the year.

D) REIMBURSEMENT OF EXPENSES

Directors and the Observer are entitled to the reimbursement of expenses incurred in the performance of their duties (including any travel and accommodation expenses incurred in connection with Board and Committee meetings) within the limit of the applicable Group policy and subject to the provision of the supporting documentation.

4.3.1.2 Remuneration policy for executive corporate officers for 2026

Article L.22-10-8, II of the French Commercial Code requires that the remuneration policy for corporate officers be submitted to the Shareholders' Meeting for approval each year (*ex ante* vote). The shareholder vote on executive corporate officer remuneration is binding (as opposed to advisory).

At its meeting on February 26, 2026, the Board of Directors, acting on a proposal put forward by the Remuneration Committee, approved the general principles governing remuneration policy for executive corporate officers and the remuneration policy for the Chairman and Chief Executive Officer for 2026.

4.3.1.2.1 GENERAL PRINCIPLES OF THE REMUNERATION POLICY SET BY THE BOARD OF DIRECTORS FOR THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

The Board of Directors conducts an overall assessment of the components of remuneration and benefits for the Chairman and Chief Executive Officer and its decisions are based on the following principles:

- balanced consideration of short-term performance: the structure of the remuneration and benefits for the Chairman and Chief Executive Officer includes a variable cash component based on performance during the past year. The performance indicators used correspond to the Company's financial and operating objectives, as well as objectives related to safety. The Board is careful to balance the weighting of the short-term components of the executive corporate officers' remuneration and benefits (annual fixed and variable portions);
- the remuneration and benefits package for the Chairman and Chief Executive Officer includes a share-based compensation plan to align the interests of executive directors with those of shareholders. Shares awarded under this plan are conditional on the achievement of performance targets (Financial, CSR) measured over a three-year period. Throughout his term of

office, the Chairman and Chief Executive Officer is required to retain a minimum number of shares representing 30% of each allocation, until he holds a total number of shares (whatever their origin) equivalent in value to three times his fixed annual remuneration;

- competitiveness: the Board ensures that remuneration is in line with the market in which Vallourec operates. To that end, the Remuneration Committee analyzes the data of a panel of listed companies which are comparable to Vallourec in terms of revenue, headcount, international presence and market capitalization;
- consistency with the prevailing conditions governing employee remuneration and employment within the Group: a significant portion of the Group's managers and executives have a remuneration and benefits structure which, like that of the Chairman and Chief Executive Officer, is made up of a fixed portion and a variable portion, along with long-term incentive equity instruments.

4.3.1.2.2 COMPONENTS OF THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER'S REMUNERATION

The primary components of executive corporate officers' remuneration, along with their purposes, are as follows:

Components	Purposes
Fixed portion	Role and responsibility
Annual variable portion	Link to short-term performance by the achievement of annual objectives
Long-term incentive equity instruments	Link to long-term performance and alignment with shareholders' interests

A) Fixed portion

In general, the fixed portion of remuneration is reviewed regularly based on the responsibility assumed by the Chairman and Chief Executive Officer, and taking account of Vallourec's business sector.

To that end, the Nomination and Governance Committee and the Remuneration Committee rely on compensation surveys conducted by external consultants. The Committees determine the panel used for these surveys and make any necessary adjustments based on the revenue, market capitalization and business sector of the companies on the panel in order to ensure complete comparability and therefore a high correlation between the fixed portion of executive corporate officers' remuneration and the Group's size.

In addition, as the variable portion of executive corporate officers' remuneration is based on their fixed portion, the Board of Directors devotes particular attention to ensuring that the fixed portion is reasonable, applying the principles described in section 4.3.1.2.1 above.

The Board of Directors also ensures that changes in the fixed portion of the Chairman and Chief Executive Officer's remuneration are moderate as compared to the overall wage increases of Group employees over the same period.

For 2026, the fixed portion of remuneration will thus amount to €1,000,000 per annum, unchanged since 2022.

B) Variable portion

The aim of allocating a variable portion of annual remuneration is to ensure that the Chairman and Chief Executive Officer has a vested interest in the Group's short-term performance. The Board of Directors reviews and sets the structure of this remuneration each year based on proposals put forward by the Remuneration Committee.

Determined on an annual basis, it corresponds to a percentage of the fixed portion and contains minimum thresholds, below which no payment is made, target levels when the objectives set by the Board of Directors are met, and maximum levels when target objectives are exceeded. For 2026, the variable portion payable to the Chairman and Chief Executive Officer may vary from 0% to 100% of his target fixed portion and reach 135% of the fixed portion if the objectives are exceeded (unchanged compared to 2025).

For 2026, the variable portion of the Chairman and Chief Executive Officer's remuneration (like the variable portion for the Group's other executives and managers) may be increased by an additional 30% if the Group exceeds its adjusted free cash flow targets. After assessing the impact of the introduction of this accelerator on recognizing outperformance on the "zero net debt" target (since 2024) and on adjusted free cash flow generation (in 2025), the Board decided to maintain this mechanism in 2026 and apply it to adjusted free cash flow generation (as in 2025). The

maximum variable portion of the Chairman and Chief Executive Officer's remuneration may then reach 175.5% of the target remuneration, after application of the accelerator objective. This maximum amount, which remains unchanged from 2025, is in line with the market analysis carried out in 2025 on a panel of SBF 120 "Next 40" companies to which Vallourec belongs, which indicated a variable remuneration percentage of 170%, in the third quartile.

The variable portions are subject to achievement of several precise and pre-defined quantitative and/or qualitative objectives, for which the minimum, target and maximum levels are set by the Board of Directors based on recommendations from the Remuneration Committee. The quantitative indicators are predominant.

The objectives taken into account to determine the variable portion are set each year based on the Group's key operating and financial indicators and safety objectives, which are precisely defined and in line with the nature of its activities, strategy and values, and the challenges it faces.

The achievement of quantitative objectives is verified by the Remuneration Committee (in agreement, depending on the metrics, with the Audit Committee and the CSR Committee), based on information provided by the various departments concerned, depending on the type of objective (Finance, Human Resources, Health and Safety Departments, etc.), and is audited. The achievement of qualitative objectives is also assessed by the Remuneration Committee and the Board of Directors based on specific expectations defined each year that are in line with the Group's guidance, strategy and priorities.

In order to take account of certain observations conveyed as part of the shareholder consultation process, and with regard to the *ex ante* publication of annual variable remuneration targets, the Company confirms that target levels are not publicly disclosed for confidentiality reasons (apart from the Safety – TRIR target, which is disclosed). Nevertheless, the bonus scheme is largely performance-based, and relies on precise and demanding financial and operational indicators, closely aligned with the Group's objectives and ambitions, as evidenced by an achievement rate of 75.84% (excluding application of the accelerator).

From 2026, it has been decided to remove from the yearly variable bonus structure the CO₂ emission and Diversity indicators, which are hereby reassigned to the variable LTI 2026. The LTI will be indeed more adapted to the long term nature of the CO₂ emissions and diversity roadmaps, which is fully aligned with market practice.

The Safety indicator remains in the bonus structure and will be present both in the bonus (yearly performance) and in the LTI (3-years performance), in full consistency with what we do for other managers.

The yearly bonus weighting initially dedicated to CSR (outside Safety) will be added to the financial performance portion.

Therefore, for 2026, the Board of Directors has decided to structure the variable portion of the Chairman and Chief Executive Officer's remuneration as follows:

Chairman and Chief Executive Officer (target variable portion: 100% of fixed portion)				
Metrics	Weighting	Min. Pay out	Target Pay out	Max. Pay out
Financial Performance	70%	0%	70%	94.5%
EBITDA by metric ton (Tubes)	21%	0%	21%	28.35%
Group EBITDA	28%	0%	28%	37.8%
"Inventory volumes" (Days On Hold)	21%	0%	21%	28.35%
Operating performance: rapid performance improvement (1)	20%	0%	20%	27%
Safety - TRIR (2)	10%	0%	10%	13.5%
Target		1.25	0.95	0.65

(1) The operating performance indicator is made up of two objectives that are precisely defined by the Board. As in 2025, one of the two objectives is a relative objective based on narrowing of the gap with Tenaris in terms of EBITDA/metric ton.

(2) Safety: TRIR (total recordable incident rate per million hours worked).

Pursuant to Article L.22-10-16 of the French Commercial Code, payment of the Chairman and Chief Executive Officer's variable remuneration is subject to the shareholders' approval at the Ordinary and Extraordinary Shareholders' Meeting, as provided for in Article L.22-10-34 of the French Commercial Code.

C) Long-term incentive instruments (LTI)

In an industrial group for which capital expenditure projects may have long time frames for achieving returns, long-term incentive equity instruments are particularly appropriate. Consequently, the Group has for many years implemented a pro-active policy of giving employees a vested interest in its financial performance by putting in place stock option and performance share plans.

Acting on a proposal of certain shareholders, and further to the authorization of the Ordinary and Extraordinary Shareholders' Meeting of September 7, 2021, on October 13, 2021 the Board of Directors set up a share-based remuneration plan. The remuneration under the plan is contingent on performance and is based on the terms and conditions generally applied by private equity funds (the "2021 MEP").

The Chairman and Chief Executive Officer was granted shares under this plan in 2021 and, for the last time, on July 27, 2023. The period during which the performance indicators (enabling the conversion of preference shares into ordinary shares) may be met will end in 2026.

Furthermore, the authorization granted to the Board of Directors by the Ordinary and Extraordinary Shareholders' Meeting of September 7, 2021 to award T2 and/or T3 and T4 preferred shares under the 2021 MEP expired in November 2024 and the Board of Directors decided not to propose its renewal to the May 22, 2025 General Meeting of Shareholders.

The terms and conditions of the 2021 MEP are detailed in section 4.4.2.1(A) of this Universal Registration Document.

Following the implementation of the MEP, and in order to ensure the continued long-term alignment of the interests of executive corporate officers with those of shareholders, and subject to authorization by the Ordinary and Extraordinary Shareholders' Meeting to be held on May 21, 2026, the Board will introduce a new performance-based free share plan for the Chairman and Chief Executive Officer. The Remuneration Committee and the Board held in-depth discussions and reviewed in detail the proposed structure of the new long-term incentive plan (LTI). This review was based on an in-depth benchmark of market practices, as well as feedback from discussions with proxy firms and around fifteen investors at the Governance Road Show organized in early 2025. The share-based plan for the Chairman and Chief Executive Officer will have the same structure and the same performance conditions as the 2025 LTI plan implemented for executives and managers on November 12, 2025. For the Chairman and Chief Executive Officer, 100% of the shares granted will be subject to cumulative performance and service conditions. Performance conditions will be assessed over a three-year period (2026-2028), in line with long-term value creation objectives. Achievement of performance conditions will be measured on the basis of the following metrics:

- an internal indicator: simplified Return on Capital Employed (simplified ROCE) equal to the average for 2026, 2027 and 2028.
- a relative external indicator: total shareholder return (TSR) over the 2026-2028 performance period compared to a panel of comparable companies over the same period.

The panel has been established in order to have a set of comparable companies that operate under similar market, industry, and competitive dynamics, providing the Board and investors with a robust external benchmark for assessing management's operational execution and capital allocation decisions.

The panel used is the following: Tenaris SA, Schlumberger Ltd, Baker Hughes Co, Halliburton Co, Technip PLC, Nov Inc, Noble Corp Plc, Cactus Wellhead, Valaris Ltd, Patteron-Uti Energy Inc, Helmerich & Payne. The panel is set up at the share allocation date and remains applicable for the duration of the performance period. The composition of the panel is subject to change depending on developments in the relevant companies. In particular, the Board of Directors may exclude or add a new member to the panel in the event of the buyout, takeover, dissolution, demerger, merger or change of activity of one or more panel members, subject to maintaining the overall consistency of the sample and in order to enable the indicator to be applied in line with the performance objective set when the performance shares were allocated. Similarly, in the event of a failure or delay in

the publication of accounting or financial data by one or more panel members, the Board of Directors may exclude said member(s) from the panel by a duly justified decision.

- a Corporate Social Responsibility (CSR) performance indicator, measured on the basis of the following three criteria:
 - Safety (measured by the 2028 TRIR metric),
 - CO₂e emissions in 2028 (measured by the ratio of CO₂e emissions from finished tubes per metric ton of tubes produced),
 - and, Diversity (measured by the metric of the % of women in the Managers category in 2028).

Metrics	Metrics	Metrics
Simplified ROCE (40%):	3-year average: 2026-2027-2028	Simplified ROCE $\leq 10\%$ => 0% payout; Simplified ROCE = 15% => 75% payout; Simplified ROCE $\geq 19\%$ => 100% payout. A linear progression will be applied between the thresholds
Total Shareholder Return (40%):	VALLOUREC TSR versus a panel of comparable companies for 2026-2028	TSR < median TSR peer group => 0% pay out; TSR = median TSR peer group => 50% pay out; TSR $\geq 3^{\text{rd}}$ quartile peer group => 100% pay out A linear progression will be applied between the median and the 3 rd quartile
Corporate Social Responsibility (20%):		
Safety (1/3)	TRIR in 2028	TRIR ≥ 0.65 => 0% pay out; TRIR = 0.45 => 75% pay out; TRIR ≤ 0.30 => 100% pay out A linear progression will be applied between the thresholds
CO ₂ e emissions (1/3)	CO ₂ e emissions in 2028	CO ₂ Em ≥ 1.39 => 0% pay out; CO ₂ Em = 1.37 => 75% pay out; CO ₂ Em ≤ 1.34 => 100% pay out A linear progression will be applied between the thresholds
Diversity (1/3)	Ratio of women managers in 2028	% women $\leq 30\%$ => 0% pay out; % women = 31% => 75% pay out; % women $\geq 32\%$ => 100% payout A linear progression will be applied between the thresholds

For 2026, and subject to authorization by the Ordinary and Extraordinary General Meeting of May 21, 2026, the Board of Directors proposes to grant the Chairman and Chief Executive Officer a number of shares corresponding to a total value equivalent to 220% of his annual fixed remuneration, determined on the basis of the fair value of the share at the grant date. This amount is consistent with the benchmark set by the SBF 120 Next 40 panel (situated in the panel's third quartile).

Throughout his term of office, the Chairman and Chief Executive Officer is required to retain a minimum number of shares representing 30% of each allocation, until he holds a total number of shares (whatever their origin) equivalent in value to three times his fixed annual remuneration.

In accordance with the recommendations of the AFEP-MEDEF Code, the Board of Directors may provide, at the time of the grant of performance shares, for a stipulation authorizing it to decide

whether beneficiaries should retain all or part of their long-term remuneration plans not yet vested or shares not yet vested at the time of their departure. Irrespective of the decision made in this respect, the performance conditions would apply for the entire performance assessment period prescribed by each plan.

In accordance with the recommendations of Article 26.3.3 of the AFEP-MEDEF Code, the Chairman and Chief Executive Officer is prohibited from engaging in any hedging transactions in respect of their own risks with regard to performance shares until the end of the holding period set by the Board of Directors.

D) Benefits in kind for the Chairman and Chief Executive Officer

In terms of benefits in kind, the Chairman and Chief Executive Officer is entitled, as are the majority of the Group's senior executives, to a company car.

E) Remuneration of the Chairman and Chief Executive Officer

The Chairman and Chief Executive Officer does not receive any remuneration or attendance fees for the corporate offices he holds in direct or indirect subsidiaries of the Vallourec Group.

F) Supplementary pension plans

In accordance with market practices and in order to retain the Group's senior executives, the Chairman and Chief Executive Officer is offered a comprehensive supplementary pension plan to enable them to save for retirement, while preserving the economic interests of the Company via defined performance conditions.

This system was set up in 2016 to replace the defined benefit supplementary pension plan previously in effect. The plan will ensure that each of its beneficiaries, individually, receives a net annuity level equal to that of the previous plan, while allowing Vallourec to achieve savings of around 22%.

The supplementary pension plan introduced in 2016 includes two components:

a) Mandatory group defined contribution plan (Article 83 of the French Tax Code [Code général des impôts])

The Chairman and Chief Executive Officer benefits from a mandatory group defined contribution pension plan open to all employees who meet the eligibility requirements⁽¹⁾. This plan is detailed in section 4.4.1.2(B) of this Universal Registration Document. The contribution to this plan is set at 12% of remuneration falling between four and eight times the social security ceiling. The benefits under this plan will only be received when the beneficiary claims their state pension.

The Company's financial obligation is strictly limited in terms of amount and time since it can close the plan at any time.

b) Individual plan subject to performance indicators (Article 82 of the French Tax Code)

Individual defined contribution pension plans have been set up for the Chairman and Chief Executive Officer, as well as for other eligible senior executives⁽²⁾. In accordance with France's "Macron Law", performance criteria have been set for the contributions under these plans to be paid. This plan is detailed in section 4.4.1.2(C) of this Universal Registration Document.

With respect to these performance conditions, the Board decided to determine the effective contribution rate based on the annual bonus rate: the maximum contribution will be payable for the year if the beneficiary's annual bonus amounts to 50% of the target; no contribution will be paid if the annual bonus equals zero. The contribution will vary on a straight-line basis if the bonus represents between 0% and 50%.

This mechanism applies for employees who have been beneficiaries under this plan since 2016.

For employees who were not beneficiaries under the 2016 plan, it is proposed that an individual plan subject to performance indicators (Article 82 of the French Tax Code) be put in place, with the contribution rate defined based on the age of the beneficiary as follows:

- under 50 years of age: 5%;
- between 51 and 54 years of age: 7.5%;
- between 55 and 59 years of age: 10%;
- over 60 years of age: 15%.

This individual pension plan will be implemented for eligible new corporate officers and senior executives (members of the Executive Committee). Contributions will be based on the beneficiaries' fixed remuneration plus the variable portion actually paid during the reference fiscal year.

The Company's contribution will correspond to the gross amount required to finance the overall defined contribution after deducting employee contributions and the related income tax. The benefits under this plan will only be payable when the beneficiary claims their state pension.

The above-mentioned beneficiaries of this new plan will also be beneficiaries under the mandatory group defined contribution plan (Article 83 of the French Tax Code) set up in 2016.

The new performance-related pension plan does not represent a deferred obligation as the Company may terminate it at any time.

The Group's overall supplementary pension system (i.e., the various different plans) will be reviewed based on any new provisions introduced by the French pension reform process.

The plans are aimed at improving the replacement income of beneficiaries and do not provide any specific advantage to the Chairman and Chief Executive Officer compared with eligible senior executive employees of the Group.

The Chairman and Chief Executive Officer's overall remuneration was determined taking into account the benefits under this supplementary pension plan.

G) Provisions applicable to termination of the duties of the Chairman and Chief Executive Officer

a) Non-compete obligation applicable to the Chairman and Chief Executive Officer

Considering the Chairman and Chief Executive Officer's steel industry expertise, with a view to enabling the Group to safeguard its know-how and activities, the Board decided that he would be subject to a conditional non-compete obligation should he leave the Group.

Consequently, at its entire discretion, at the time of the Chairman and Chief Executive Officer's departure, for any reason, the Board may decide to prohibit him, for a period of 18 months following the termination of his duties, from working in any manner with any company or group of companies that generates more than 50% of its annual consolidated revenue in the design, production, sale or use of seamless carbon tubes or any kind of solution that competes with seamless tubes in the steel industry for application in the energy field. This non-compete obligation covers the following geographical scope: Europe, Middle East, United States of America, Mexico, Argentina, Brazil, China, Ukraine and Russia. No payments shall be made under the non-compete compensation after the executive concerned retires, and no compensation can be paid beyond the age of 70.

Should this clause be implemented by the Board, it would result in a payment to the Chairman and Chief Executive Officer of non-compete compensation equal to 12 months of gross fixed and variable monetary remuneration, calculated based on the average of the gross fixed and variable annual monetary remuneration paid during the two fiscal years preceding his departure date.

⁽¹⁾ Eligible beneficiaries are Vallourec employees in France whose annual remuneration exceeds four times the social security ceiling (in 2025: 4 x €47,100), i.e., around 58 senior executives of the Group, including corporate officers.

⁽²⁾ Eligible employees are Vallourec and Vallourec Tubes employees who have at least three years' seniority in the Group and whose remuneration exceeds eight times the social security ceiling, i.e., potentially eight senior executives, including the Chairman and Chief Executive Officer.

This sum would be paid in equal monthly installments during the entire period in which the non-compete clause is applicable.

The cumulative amount of any compensation paid under the non-compete clause and any termination benefit paid to the Chairman and Chief Executive Officer may not under any circumstances exceed twice the average gross fixed and variable annual monetary remuneration payable in respect of the two fiscal years preceding his departure date.

b) Termination package of the Chairman and Chief Executive Officer

In the event of a forced departure of an executive corporate officer, the Board of Directors takes into account all of the remuneration and benefits that they may claim in order to decide whether or not to grant them a monetary termination benefit. To this end the Board examines:

- (i) any contractual severance pay that may be payable under the executive corporate officer's employment contract in the event of termination of said contract;
- (ii) the executive corporate officer's seniority in the Vallourec Group and the amount of any severance pay to which they would be entitled under the applicable collective bargaining agreement in the event of termination of their employment contract for any reason other than serious misconduct.

The Board of Directors considers that when no contractual severance pay is awarded, the executive corporate officer in question may be eligible for a monetary termination benefit for the termination of their term of office.

In accordance with the AFEP-MEDEF Code, the termination benefit for the Chairman and Chief Executive Officer will only be due in the event of a forced departure. No benefit will be due if it is possible for the interested party to claim their pension entitlements within a short period of time.

The amount of the termination benefit is limited to twice the average gross fixed and variable annual remuneration payable in respect of the two fiscal years preceding the departure date (hereinafter the "Maximum Benefit").

The benefit will be calculated based on the fixed monetary remuneration payable in respect of the fiscal year preceding the departure date, plus the target variable monetary remuneration determined for the same fiscal year (the "Reference Remuneration") and may not under any circumstances exceed the Maximum Benefit.

In accordance with the AFEP-MEDEF Code, for the Chairman and Chief Executive Officer, the aggregate amount of (i) any severance pay due on the termination of the employment contract under the applicable collective bargaining agreement, (ii) any compensation due under the non-compete clause, and (iii) any termination benefit due, may not under any circumstances exceed the Maximum Benefit.

The amount of the termination benefit payable to the Chairman and Chief Executive Officer, and, where applicable, the Deputy Chief Executive Officer(s), will depend on the achievement of performance conditions as set out below.

The amount of the termination benefit will depend on the achievement rate of the objectives set by the Board for the annual variable monetary portion of executive corporate officers' remuneration over the three fiscal years preceding their departure date (the "Reference Period").

For an average achievement rate equal to or greater than 50%, the termination benefit will correspond to this average achievement rate multiplied by the Reference Remuneration, subject to a ceiling representing 100% of the Reference Remuneration. For an average achievement rate of less than 50%, no termination benefit will be paid.

The achievement rate taken into account is the achievement rate of the objectives set by the Board for the annual variable monetary portion of executive corporate officers' remuneration, i.e.:

- 2022: 68.15%;
- 2023: 95.06%;
- 2024: 59.55%.
- 2025: 75.84%

H) Extraordinary remuneration of the Chairman and Chief Executive Officer

As recommended in the AFEP-MEDEF Code, the Board of Directors may, on the recommendation of the Remuneration Committee, award extraordinary remuneration to the Chairman and Chief Executive Officer, where warranted by highly specific circumstances (for example, due to the importance of the circumstances to the Group, the involvement they require and the difficulties they present). Any decision taken by the Board to award such remuneration must be substantiated. The amount of this extraordinary remuneration may not under any circumstances exceed the amount of the fixed annual monetary portion of the interested party's remuneration.

Pursuant to Article L.22-10-26 of the French Commercial Code, payment of the Chairman and Chief Executive Officer's extraordinary remuneration is subject to the shareholders' approval at the Ordinary Shareholders' Meeting, as provided for in Article L.22-10-34 of the French Commercial Code.

I) Signing bonuses

As recommended in the AFEP-MEDEF Code, the Board of Directors may, on the recommendation of the Remuneration Committee, award a new Chief Executive Officer coming from an outside company a signing bonus in order to compensate for the loss of benefits previously received by the executive. This bonus must be clearly stated and made public at the time it is decided.

4.3.2 Remuneration and benefits paid or awarded for 2025 (ex-post)

This report was drawn up pursuant to Articles L.22-10-9, L.22-10-16 and L.22-10-34 of the French Commercial Code, in preparation for the say-on-pay shareholder votes at the Shareholders' Meeting on May 21, 2026. These votes relate to the total remuneration and benefits paid or awarded during the year ended December 31, 2025 to all corporate officers.

The corporate officers' remuneration is set by the Board of Directors in compliance with the remuneration policies approved by the shareholders at the Shareholders' Meeting.

4.3.2.1 Compliance of total remuneration with the remuneration policies for corporate officers approved by the shareholders

At its meeting on February 26, 2026, the Board of Directors ensured that the fixed, variable and extraordinary components comprising the total remuneration and benefits paid or awarded for 2025 to the Company's corporate officers complies with the remuneration policies for corporate officers approved by the Shareholders' Meeting of May 22, 2025.

The Board also ensured that the remuneration for executive corporate officers contributes to the Company's long-term performance.

The Board took note of the conditions for the approval of the resolutions relating to the remuneration policies for corporate officers by the Shareholders' Meeting of May 22, 2025, as summarized below. The Board considers that the very high approval rate of these resolutions shows that the remuneration policies for the Company's corporate officers are in line with shareholder expectations.

May 22, 2025 Shareholders' Meeting resolutions

Approval rate

Seventh resolution – Approval of the amendment to the remuneration policy for the Chairman and Chief Executive Officer for 2025	87.39%
Eighth resolution – Approval of the amendment to the remuneration policy for directors (other than the Chairman) for 2025	98.88%

At its meeting on February 26, 2026, the Board of Directors also considered the conditions for approval of (i) the sixth resolution of the Shareholders' Meeting of May 22, 2025 concerning the *ex-post* approval of the fixed, variable and exceptional components of the total remuneration and benefits paid during or awarded for 2024 to the Chairman and Chief Executive Officer, this resolution having been approved by 69.80%, and (ii) the tenth resolution of the Shareholders' Meeting of May 22, 2025 concerning the authorization granted to the Board of Directors to award free shares, this resolution having been approved by 77.26%.

The Company also acknowledges the comments raised by the proxy firms regarding its executive compensation framework.

With respect to the sixth resolution, the Company wishes to reiterate that it relates exclusively to the Chairman and Chief Executive Officer's fixed and variable compensation for 2024, which is strictly in line with the compensation policy approved by shareholders with a 90.49% support rate. No free preferred shares were granted in 2024. The 2022 and 2023 awards, which contributed to the increase in compensation, were duly approved by prior General Meetings and therefore fall outside the scope of this resolution.

Regarding the disclosure of annual variable remuneration targets, the Company states that target levels (in particular *ex ante* targets) for performance indicators are not disclosed for reasons of confidentiality and competitiveness. Furthermore, the annual bonus framework is predominantly performance based and relies on demanding financial and operating performance indicators that are directly aligned with the Group's objectives and ambitions, as reflected by an achievement rate of 77.40% for 2024 after application of the accelerator. With a view to improving the clarity and transparency of the information provided to shareholders, and taking into account the comments made by proxy firms in connection with shareholders' say on pay, the Company has changed its practices for *ex-post* 2025 remuneration. As a result, the achievement rates and targets for the performance indicators are presented in detail, for the most part, in section 4.3.2.3.1 of this Universal Registration Document. All the indicators and associated targets for the 2025 LTI plan introduced in November for Leaders and Managers and the LTI planned for the Chairman and Chief Executive Officer in 2026 are also disclosed in sections 4.4.2.2 (d) and 4.3.1.2.2 (c).

The proxy firms' criticisms mainly relate to the historical design of the MEP long-term incentive plan, in particular the vesting period and the use of a performance condition based on the share price. In response to investor and proxy firm feedback following the 2024 *ex-post* vote, the Board of Directors decided not to renew the MEP authorization, which expired in November 2024. As a result, no further free preferred shares were granted in 2025 nor will be granted under this plan in the future.

With respect to the tenth resolution, the Company reiterates that the proposed resolution was a framework authorization providing that the vesting period may not be less than two years, thus offering the necessary flexibility to introduce a longer vesting period in line with best market practices. In parallel, in 2025, the Board undertook a comprehensive redesign of its long-term incentive framework, based on a benchmark of best practices, incorporating market-aligned performance conditions and a long-term performance period of three years.

Lastly, the increase in the overall plan volume reflects the integration of former MEP beneficiaries following the expiration of the 2021 MEP authorization in November 2024. The 1% ceiling, which remained below market practice, was a maximum amount provided for in the framework. In 2025, the effective use of this authorization was 0.39%.

In addition, the resolution concerning the introduction of long-term incentive plans in 2026 will be subject to a ceiling of 0.6% of the Company's share capital.

The terms and conditions of the 2025 LTI plan are detailed in section 4.4.2.2 (d) of the 2025 Universal Registration Document.

Overall, the Company considers that it has addressed the concerns raised by reinforcing communication transparency regarding variable remuneration mechanisms and by setting up, after the MEP, an incentive plan aligned with long-term value creation and market expectations.

The changes implemented are in the context of a regular shareholder dialogue, in particular through the meetings organized in 2025 (and which will now be held every year), prior to the Annual Shareholders' Meetings, with the main proxy firms, as well as with more than a dozen of the Group's main shareholders as part of a responsible and transparent governance approach.

4.3.2.2 Remuneration of directors

Pursuant to Articles L.22-10-34, I and L.22-10-9, I of the French Commercial Code, the fixed, variable and extraordinary components of the total remuneration and benefits paid during or awarded for a given fiscal year to the corporate officers are submitted each year to the Shareholders' Meeting for approval. The shareholder vote on director remuneration is binding (as opposed to advisory).

The table below sets out the individual remuneration received by members of the Board of Directors (fixed and variable portions combined) in consideration of their term of office as directors in 2024 and 2025, in application of the remuneration policies described in section 4.3.1.1 and which were not modified for 2025.

REMUNERATION RECEIVED BY MEMBERS OF THE BOARD (BASED ON THE TABLE 3 TEMPLATE PROVIDED BY THE AFEF-MEDEF CODE):

Remuneration received by non-executive corporate officers in 2024 or 2025

Non-executive corporate officers	Amounts paid (in €) in respect of 2024	Amounts paid (in €) in respect of 2025 ⁽ⁱ⁾
Pierre Vareille ^(a)	197,500	66,250
Corine de Bilbao	99,000	97,500
Luciano Siani Pires	113,500	111,000
Angela Minas ^(b)	167,500	192,250
Hera Siu	135,500	141,500
Frida Norrbom Sams ^(c)	47,000	83,500
Genuino Magalhães Christino ^(d)	N/A	N/A
Keith James Howell ^(e)	N/A	N/A
Patrick Poulin ^(f)	51,000	21,500
Annelise Le Gall ^(g)	N/A	77,000
David Clarke ^(h)	N/A	N/A
TOTAL	811,000	713,500

(a) Term of office ended May 22, 2025.

(b) Lead independent Director as from May 5, 2025.

(c) Frida Norrbom Sams was appointed director on May 23, 2024.

(d) Genuino Magalhães Christino was appointed director on May 23, 2024, subject to completion of the disposal by Apollo of its holding to ArcelorMittal. The effective start date of his term of office was August 5, 2024, i.e., the completion date of the transaction. He has waived his entitlement to directors' remuneration.

(e) Keith James Howell was co-opted as a director on August 10, 2024 to replace Gareth Turner. He has waived his entitlement to directors' remuneration. Keith James Howell resigned on January 21, 2026.

(f) Term of office as employee director expires on May 22, 2025.

(g) Employee director as from December 10, 2024.

(h) David Clarke was co-opted as a director on February 26, 2026 to replace Keith James Howell. David Clarke has waived his entitlement to directors' remuneration.

(i) The annual fixed portion amounts to €30,000 (€45,000 for the former Vice-Chairman and/or the Lead Independent Director), on a pro rata basis where applicable.

With the exception of the employee directors, who received remuneration in respect of their salaried duties, non-executive corporate officers received no other remuneration from the Company or from a Group entity in connection with their corporate offices in 2024 or 2025.

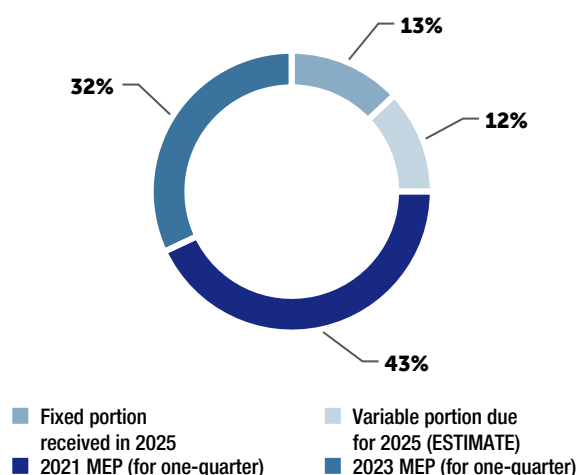
4.3.2.3 Executive corporate officers' remuneration

The remuneration for executive corporate officers presented below includes the fixed, variable and extraordinary components of their total remuneration and benefits paid or awarded for 2025.

The information contained in the following sections underpins the sustainability statement and, more specifically, the disclosure requirements of the GOV-3 standard under the Corporate Sustainability Reporting Directive.

4.3.2.3.1 COMPONENTS OF THE REMUNERATION AND BENEFITS OF EXECUTIVE CORPORATE OFFICERS

The respective weighting of each of the components of the remuneration of the Chairman and Chief Executive Officer was as follows in 2025 (as the 2021 MEP is intended to be a multi-year plan, one-quarter of its value has been taken into account):



In accordance with the remuneration policy for the Chairman and Chief Executive Officer approved by the Shareholders' Meeting of May 22, 2025, the various components of remuneration paid or awarded to Philippe Guillemot during 2025 are calculated as described below:

A) Fixed portion

In accordance with the remuneration policy, the annual fixed portion of remuneration payable to Philippe Guillemot, Chairman and Chief Executive Officer, amounted to €1,000,000 for 2025. This fixed portion has not changed since the remuneration policy was established in 2022.

In comparison, the fixed remuneration of the Group's French employees between 2022 and 2025 on a full-year basis increased by 9.9%.

B) Variable portion

The variable portion of executive corporate officers' remuneration corresponds to a percentage of the fixed portion. It includes minimum thresholds, below which no payment is made, target levels for when the objectives set by the Board are met, and maximum levels for when objectives are exceeded.

The 2025 variable portion was contingent on the achievement of several precise and pre-defined quantitative or qualitative objectives, for which the minimum, target and maximum amounts were initially set by the Supervisory Board and maintained by the Board of Directors.

Based on a proposal put forward by the Remuneration Committee, the Board of Directors determined the components and targets of Philippe Guillemot's variable remuneration for 2025 at its February 26, 2025 meeting. The objectives set for the Chairman and Chief Executive Officer's remuneration were based on three fundamental priorities:

- the Group's financial performance (three objectives);
 - EBITDA by metric ton (Tubes),
 - Group EBITDA,
 - "Inventory volumes" (Days On Hold);
- operating performance:
 - rapid performance improvement;
- CSR (four objectives);
- quality: number of customer claims per month:
 - TRIR: total recordable incident rate per million hours worked,
 - CO₂ emissions,
 - diversity: percentage of women managers recruited or promoted to posts corresponding to grade 20 and above.

For 2025, the variable portion of the Chairman and Chief Executive Officer's remuneration could be increased by an additional 30% if the Group exceeds its adjusted free cash flow targets.

In 2025, quantitative objectives represented 80% of the target variable portion of remuneration for the Chairman and Chief Executive Officer. The weighting of financial performance objectives was 60% of the target variable portion (identical to 2024) and the weighting of CSR performance objectives was 20% of the target variable portion.

In view of the results achieved and based on a proposal put forward by the Remuneration Committee, the Board of Directors determined the quantitative and qualitative variable remuneration for 2025 at its meeting of February 26, 2026, as follows:

- regarding Philippe Guillemot:

Variable portion 2025	Philippe Guillemot From January 1 to December 31 2025
STRUCTURE AND LEVEL OF THE VARIABLE PORTION (AS A PERCENTAGE OF THE FIXED PORTION)	Variable portion: 100% if the objectives set by the Board are met and 135% if they are exceeded
FINANCIAL PERFORMANCE OBJECTIVES	Weighting in target variable portion: 60%
EBITDA/metric ton	Indicator ranging from 0 to 18% if the target was met, and up to a maximum of 24.30%
The % achievement for this indicator is	5.519% (2025 EBITDA/metric ton: €548.022)
Group EBITDA	Indicator ranging from 0 to 24% if the target was met, and up to a maximum of 32.40%
The % achievement for this indicator is	19.012% (2025 Group EBITDA: €818.826 million)
"Inventory volumes" (Days On Hold)	Indicator ranging from 0 to 18% if the target was met, and up to a maximum of 24.30%
The % achievement for this indicator is	6.000%
TOTAL AMOUNT AWARDED BASED ON FINANCIAL PERFORMANCE OBJECTIVES^(a)	30.531% OR €305,310
OPERATING PERFORMANCE OBJECTIVES	Weighting in target variable portion: 20%
Accelerated operating performance	Indicator ranging from 0 to 20% if the target was met, and up to a maximum of 27%
The % achievement for this indicator is	22.333% (see below for details on achievement of the three predefined sub-targets)
TOTAL AMOUNT AWARDED BASED ON OPERATING PERFORMANCE OBJECTIVES	22.333% OR €223,330
CSR OBJECTIVES	Weighting in target variable portion: 20%
Quality: number of customer claims/month	Indicator ranging from 0 to 5% if the target was met, and up to a maximum of 6.75%
The achievement rate for this indicator is	6.750% (number of customer claims/month in 2025: 1.920)
Safety (TRIR) ^(a)	Indicator ranging from 0 to 10% if the target was met, and up to a maximum of 13.5%
The % achievement for these indicators is	10.000% (2025 TRIR: 1.25)
CO ₂ emissions	This indicator ranged from 0 to 2.50% if the target was met, and up to a maximum of 3.375%
The % achievement for these indicators is	3.375% (2025 CO ₂ emissions: 1.40)
Diversity: percentage of women managers recruited or promoted to posts corresponding to grade 20 and above	Indicators ranging from 0 to 2.50% if the target was met, and up to a maximum of 3.375%
The % achievement for these indicators is	2.856% (2025 Gender diversity: 29.069%)
TOTAL AMOUNT AWARDED BASED ON CSR PERFORMANCE OBJECTIVES	22.981% OR €229,810
Actual percentage of the variable portion in relation to the target variable portion	75.845%
ACTUAL VARIABLE PORTION AS A PERCENTAGE OF THE FIXED PORTION OF REMUNERATION	75.845%
"Accelerator" adjusted free cash flow target	Indicator ranging from 0 up to a maximum of 30%
The % achievement for this indicator is	18.1% (2025 adjusted free cash flow restated at constant budget CapEx: €518.755 million)
Percentage of the variable portion calculated after application of the "Accelerator" objective	89.572%
Actual variable portion after application of the "Accelerator" objective as a percentage of the fixed portion of remuneration	89.572%
ACTUAL VARIABLE PORTION (IN €)	€895,720

(a) The safety objective is measured based on the results of the Total Recordable Injury Rate (TRIR), which measures the number of recordable injuries per million hours worked.

In terms of the operating performance criteria, the Board of Directors – on the recommendation of the Remuneration Committee – decided to set the achievement rate at 111.67%, based on the following elements with regard to the 3 sub-targets previously established by the Remuneration Committee and the Board of Directors:

1) The thorough redesign of the Operational Excellence Management System and the start of its implementation at the pilot sites is a key lever for achieving significant efficiency in line with the the “Good to Great” improvement ambitions. As an example, the Group OTIF (On Time In Full) indicator has increased by 13% in 2025. In addition, the “Good to Great” excellence approach has been extended to all functions in the company.

2) Important steps have been taken in the development of the “Delphy” Hydrogen Storage Solution: validation (by DNV) confirming that the solution meets strict international standards for safety, reliability and performance, as well as technology validations by several important prospects.

3) The narrowing of the gap with Tenaris in terms of EBITDA by metric ton (reduced to \$80/t in 2025)

Pursuant to Article L.22-10-34 of the French Commercial Code, payment of the Chairman and Chief Executive Officer's variable remuneration is subject to the shareholders' approval at the Annual Shareholders' Meeting of the remuneration for each executive corporate officer concerned, as provided for in Article L.22-10-34, II of the French Commercial Code.

C) Long-term incentive equity instruments (2021 MEP)

The Company's share-based remuneration mechanism (MEP 2021) was set up by the Board of Directors on October 13, 2021. The specific features of this mechanism based on performance and on terms and conditions generally applied by private equity funds, are explained in section 4.4.2.1(A) of this Universal Registration Document.

Table 7 in section 4.3.2.3.2 details the number of free shares vested or granted in 2025. No free shares were vested or granted to the Chairman and Chief Executive Officer during the 2025 financial year.

Table 9.1 in section 4.4.2.1(D) of this Universal Registration Document details past performance share grants to executive corporate officers under the MEP mechanism.

D) Benefits in kind

In 2025, the Chairman and Chief Executive Officer had use of a Company car.

E) Remuneration in respect of corporate offices

The Chairman and Chief Executive Officer did not receive any remuneration or compensation in 2025 relating to corporate offices held in Vallourec Group subsidiaries included within the consolidation scope, within the meaning of Article L.233-16 of the French Commercial Code.

F) Supplementary pension plans

a) Mandatory group defined contribution plan (Article 83 of the French Tax Code)

In 2025, the annual contribution paid to the Chairman and Chief Executive Officer under the mandatory collective defined-contribution pension plan described in section 4.4.1.2(B) of this Universal Registration Document represented €22,606 on a full-year basis. The contribution is partly subject to social security charges.

The estimated amount of the annuity that will be paid under this plan upon settlement of French social security pension rights, calculated as at December 31, 2025, is indicated below for the Chairman and Chief Executive Officer:

Corporate officers	Estimated annuity as at December 31, 2025 ^(a)
Philippe Guillemot	€4,071
<i>(a) On the basis of a post-retirement life expectancy of 20 years.</i>	

b) Individual plan subject to performance indicators (Article 82 of the French Tax Code)

Concerning the individual pension plan subject to performance indicators described in section 4.4.1.2(C) of this Universal Registration Document, the Board of Directors validated the achievement of the performance condition applicable to the payment of the contribution to the Chairman and Chief Executive Officer's individual pension plan in respect of 2025. The maximum contribution was due as a result of the achievement of at least 50% of the annual bonus calculated for 2025. Note: Vallourec's commitment to this plan is limited to payment of an annual amount for retirement comprising 50% in contributions made to an insurance company and 50% in cash, given the tax features of the plan with taxation on entry.

Executive corporate officers	Total amount payable for 2025	Amount of contributions payable	Amount payable in cash
Philippe Guillemot	€532,204	€266,102	€266,102

Based on the applicable performance indicators and after deducting employer and employee contributions and the related income tax, the estimated annuity that will be paid under this plan when they claim their French social security retirement benefits, calculated as at December 31, 2025, is indicated below for the Chairman and Chief Executive Officer:

Corporate officers	Estimated annuity as at December 31, 2025 ^(a)
Philippe Guillemot	€47,443
<i>(a) On the basis of a post-retirement life expectancy of 20 years.</i>	

G) Provisions applicable to termination of the duties of the Chairman and Chief Executive Officer

None.

H) Extraordinary remuneration

No extraordinary remuneration was paid to Philippe Guillemot.

I) Signing bonuses

No signing bonus was paid to Philippe Guillemot.

J) Deferred variable remuneration

No deferred variable remuneration was paid to Philippe Guillemot.

4.3.2.3.2 OVERVIEW OF REMUNERATION AND BENEFITS PAID TO EXECUTIVE CORPORATE OFFICERS

The following tables summarize the remuneration, performance shares and stock options granted to Philippe Guillemot for the years ended December 31, 2024 and December 31, 2025.

Table 1: Table summarizing the remuneration, stock options and performance shares granted or paid to executive corporate officers

The following table summarizes the remuneration and the value of the stock options and performance shares granted for 2024 and 2025.

In €	Fiscal year 2024	Fiscal year 2025
PHILIPPE GUILLEMOT, CHAIRMAN AND CHIEF EXECUTIVE OFFICER SINCE MARCH 20, 2022		
Remuneration awarded in respect of the financial year (see table 2)	2,114,804	2,167,254
Value of stock options granted during the year (see table 4 below) ^(a)	0	0
Value of performance shares granted during the year (see table 6 below)	0	0
Value of preferred shares granted during the year	0	0
TOTAL	2,114,804	2,167,254

(a) No stock options or performance shares were granted to the executive corporate officer in 2025.

Table 2: Summary of the remuneration awarded or paid to executive corporate officers

The tables below show the breakdown of fixed and variable remuneration and other benefits granted to Philippe Guillemot for the years ended December 31, 2024 and 2025.

In €	Fiscal year 2024		Fiscal year 2025	
	Amounts due for the year	Amounts paid during the year	Amounts due for the year	Amounts paid during the year
PHILIPPE GUILLEMOT, CHAIRMAN AND CHIEF EXECUTIVE OFFICER FROM MARCH 20, 2022				
Fixed remuneration	1,000,008	1,000,008	1,000,008	1,000,008
Annual variable remuneration	774,006	1,235,764	895,720 ^(d)	774,006 ^(c)
Article 82 payment in cash ^(a)	335,366	230,004	266,102 ^(d)	335,366 ^(c)
Extraordinary remuneration				
Remuneration in respect of directorships				
Benefits in kind ^(b)	5,424	5,424	5,424	5,424
TOTAL	2,114,804	2,471,200	2,167,254	2,114,804

(a) Amount paid in cash under the individual supplementary defined contribution pension plan (Article 82) under which 50% is paid in the form of a contribution and 50% in cash, as explained in section 4.3.1.2.2.F b).

(b) Benefits in kind correspond to the value of a company car.

(c) In accordance with the applicable legal provisions, the payment of variable remuneration and "Article 82" supplementary pension benefits was put to the vote of shareholders at the Ordinary and Extraordinary Shareholders' Meeting of May 22, 2025.

(d) In accordance with the applicable legal provisions, the payment of variable remuneration and "Article 82" supplementary pension benefits will be put to the vote of shareholders at the Ordinary and Extraordinary Shareholders' Meeting of May 21, 2026.

Table 4 – Stock options granted during the year by Vallourec or by any Group company to each executive corporate officer

No stock options were granted to the executive corporate officer in 2025.

Table 5 – Stock options exercised during the year by each executive corporate officer

No executive corporate officer exercised any stock options during 2025 under stock option plans set up in previous years.

Table 6 – Performance shares granted during the year by Vallourec or by any Group company to each executive corporate officer

No performance shares were awarded in 2025 to the executive corporate officer.

Table 7 – Performance shares that became available in 2025 for each executive corporate officer

No performance shares were vested in 2025 to the executive corporate officer.

Table 10 – Table summarizing the multi-annual variable remuneration paid to each executive corporate officer

N/A.

Table 11 – Summary of the status and departure arrangements for executive corporate officers

	Employment contract		Supplementary pension plan ^(a)		Benefits or entitlements due or likely to become due as a result of termination or change of position ^(b)		Benefits relating to a non-compete clause ^(c)	
	Yes	No	Yes	No	Yes	No	Yes	No
PHILIPPE GUILLEMOT								
Chairman and Chief Executive Officer		X	X		X		X	
Term expires: 2026 OSM ^(d)								

(a) For a description of the supplementary pension plan, see Section 4.3.1.2.2(F) above.

(b) For a description of payments or benefits that are due or that may be due as a result of a termination or change of office, see Section 4.3.1.2.2(G) above.

(c) For a description of the applicable non-compete compensation, see Section 4.3.1.2.2(G-a) above.

(d) Renewal subject to approval by AGM 2026

4.3.2.4 Remuneration ratios and year-on-year changes in remuneration, Company performance and the average remuneration of employees during the last five fiscal years

In accordance with Article L.22-10-9 of the French Commercial Code, the ratios between the level of remuneration of the executive corporate officers and (i) the average remuneration, on a full-time equivalent basis, of employees (excluding corporate officers), and (ii) the median remuneration, on a full-time equivalent

basis, of employees (excluding corporate officers), are listed below. The tables also present the annual changes in remuneration, Company performance and the average remuneration of employees during the last five fiscal years.

	2021	2022	2023	2024	2025
ÉDOUARD GUINOTTE/PHILIPPE GUILLEMOT (SINCE MARCH 20, 2022)					
Remuneration ^(a)	2,929,036	4,386,532	€7,642,118	€8,579,531	€8,292,463
(Year-on-year change)	272.28%	49.76%	74.22%	12.27%	-3.35%
Average remuneration of employees (full-time equivalent basis excluding corporate officers) ^{(b)(c)(d)}	49,354	60,279	€60,622	€67,242	€68,735
(Year-on-year change)	-0.2%	22.1%	0.6%	10.9%	2.2%
Ratio compared with the average remuneration of employees (full-time equivalent basis excluding corporate officers)	59.3	72.8	126.1	127.6	120.6
(Year-on-year change)	273.1%	22.6%	73.2%	1.2%	-5.4%
Median remuneration of employees (full-time equivalent basis excluding corporate officers) ^{(b)(c)}	30,785	37,869	€41,068	€41,830	€45,333
(Year-on-year change)	-8.8%	23.0%	8.4%	1.9%	8.4%
Ratio compared with the median remuneration of employees (full-time equivalent basis excluding corporate officers)	95.1	115.8	186.1	205.1	182.9
(Year-on-year change)	308.4%	21.7%	60.6%	10.2%	-10.8%
NET INCOME (LOSS) (COMPANY PERFORMANCE)	31,437	(363,707)	523,910	472,852	377,498
(In € thousands)					
(Year-on-year change)	102.4%	1,256.9%	244.1%	-9.7	-20.17%

(a) Philippe Guillemot's remuneration has been annualized. As the 2021 and 2023 MEPs can cover four years, one-quarter of the value of Philippe Guillemot's MEPs was taken into account for 2022, 2023, 2024 and 2025.

(b) The number of employees taken into account increased from 763 in 2024 to 795 in 2025.

(c) Remuneration taken into account: remuneration on a full-time equivalent basis paid or awarded during the year (basic fixed remuneration, seniority bonus, benefits in kind, year-end bonus, 13th-month bonus, annual variable portion, vacation bonus, foreign travel allowances, performance bonus, gross profit-sharing, gross employer matching contribution). Long-term profit-sharing plans were measured at the fair value applicable at the time of the award.

(d) Employees taken into account: employees on permanent and short-term employment contracts in any of the Group's French entities and continuously present between 2021 and 2025 (other than the Chairman and Chief Executive Officer and excluding Serimax Holding and Serimax SAS, considering the different specific remuneration structure relating to the business activity of these entities and which are therefore not representative).

4.4 Executive incentives and employee profit-sharing

4.4.1 Remuneration and retirement obligations for the Group's main executives

4.4.1.1 REMUNERATION OF THE GROUP'S MAIN SENIOR EXECUTIVES

The total amount of all direct and indirect remuneration paid in 2025 by the Group's French and foreign companies to all of the Group's main senior executives (i.e., the members of the Executive Committee as constituted in 2025, excluding the corporate officers) amounted to €9,166 thousand. Variable remuneration represented 25% of this total.

The value of the ordinary performance shares granted during the year to members of the Executive Committee – valued using the same method as for the consolidated financial statements – amounted to €3,102 thousand.

4.4.1.2 RETIREMENT COMMITMENTS

On the recommendation of the Nomination, Remuneration and Governance Committee, at its meeting on February 17, 2016, the Supervisory Board authorized the establishment of a new supplementary pension plan to replace the mandatory group defined benefit supplementary pension plan, which it authorized to be closed to the accrual of further benefits. In accordance with Articles L.225-86 and Article L.225-90-1 of the French Commercial Code, this new plan was approved by the Shareholders' Meeting of April 6, 2016.

As a result, the Company's obligations for pensions and other life annuities for corporate officers comprise, in addition to the ARRCO and AGIRC mandatory supplementary plans, a defined benefit plan (closed), a mandatory group defined contribution plan, and an individual defined contribution plan whose main characteristics are provided below.

A) Main characteristics of the closed defined benefit pension plan:

- the plan was covered by Article L.137-11 of the French Social Security Code (Code de la sécurité sociale) and was approved by the Shareholders' Meetings of June 1, 2006 and June 4, 2009;
- it was closed to new beneficiaries and the accrual of any further rights on December 31, 2015;
- it covered 20 senior executives and corporate officers, with the rights to the defined pension benefits entailing a risk factor. The seniority condition was three years at the time the plan was closed on December 31, 2015;
- the annuity under the plan could not exceed 20% of the beneficiaries' average basic remuneration for the last three years and was limited to four times the annual social security ceiling. The reference remuneration is the average remuneration for the last three years (excluding the variable portion) as at December 31, 2015;
- the plan is financed by contributions paid to an insurance company and is subject to an employer contribution as set out in Article L.137-11 of the French Social Security Code at the rate of 24%. The plan is not financed by Vallourec on an individual basis.

B) Main characteristics of the mandatory group defined contribution pension plan:

- this plan, which falls within the scope of Article L.242-1 of the French Social Security Code and Article 83 of the French Tax Code, was approved by the Shareholders' Meeting of April 6, 2016;

- it is mandatory for all Vallourec Tubes and Vallourec employees and corporate officers who meet the eligibility requirements, i.e., whose gross annual remuneration exceeds four times the annual social security ceiling. There is no seniority requirement. The plan covers around 50 managers and corporate officers;
- Vallourec's obligation is limited to payment to the insurance company of a contribution of 12% of the fixed and variable remuneration that falls between five and eight times the social security ceiling (Tranche C);
- Vallourec's financial obligation is strictly limited in terms of amount and time since it can close the plan at any time.

C) Main characteristics of the optional individual pension plan:

- this plan, which falls within the scope of Article 82 of the French Tax Code, was approved by the Shareholders' Meeting of April 6, 2016;
- it is individual and discretionary. In addition, beneficiaries must have three years' seniority within the Group and a gross annual remuneration exceeding eight times the annual social security ceiling. The plan covers around ten senior executives and corporate officers;
- Vallourec's commitment to this plan is limited to payment of an annual amount for retirement comprising 50% in contributions made to an insurance company and 50% in cash, given the tax features of the plan with taxation on entry;
- in accordance with France's "Macron Law", the contribution made under this plan for executive corporate officers is subject to performance conditions: the maximum contribution will be payable for the year if the beneficiary's annual bonus amounts to 50% of the target bonus; no contribution is paid if the annual bonus is zero. The contribution will vary on a straight-line basis if the bonus represents between 0% and 50%;
- Vallourec's financial obligation is strictly limited in terms of amount and time since it can close the plan at any time;
- for employees who were not beneficiaries under the 2016 plan, it is proposed that an individual plan subject to performance indicators (Article 82 of the French Tax Code) be put in place, with the contribution rate defined based on the age of the beneficiary as follows:
 - under 50 years of age: 5%,
 - between 51 and 54 years of age: 7.5%,
 - between 55 and 59 years of age: 10%,
 - over 60 years of age: 15%;

- this individual pension plan will be implemented for eligible new corporate officers and senior executives (members of the Executive Committee). Contributions will be based on the beneficiaries' fixed remuneration plus the variable portion actually paid during the reference fiscal year;
- the Company's contribution will correspond to the gross amount required to finance the overall defined contribution after

deducting employee contributions and the related income tax. The benefits under this plan will only be payable when the beneficiary claims their state pension;

- the above-mentioned beneficiaries of this new plan will also be beneficiaries under the mandatory group defined contribution plan (Article 83 of the French Tax Code) set up in 2016.

4.4.2 Long-term remuneration plans (performance shares, stock options, employee share ownership)

Vallourec is pursuing its long-standing policy of (i) enabling employees to share in the Group's earnings with the aim of supplementing their remuneration through a number of long-term mechanisms, and (ii) closely aligning the interests of Vallourec's management and those of its shareholders over the long term through mechanisms such as annual grants of stock options and/or performance shares subject to the achievement of performance objectives assessed over several fiscal years.

These grants, designed for managerial staff members according to a predefined scope and volume, are implemented worldwide.

The stock options and/or performance shares granted are contingent upon:

- continuous service within the Group;
- meeting pre-defined, objective performance conditions.

Out of a wish to involve the Group's employees and managers in value creation and to develop employee share ownership in

recognition of the progress already achieved, the Board of Directors, acting on a proposal from the Remuneration Committee, decided:

- on November 12, 2025, to set up, in accordance with the tenth resolution of the Annual Shareholders' Meeting of May 22, 2025, a long-term incentive plan that includes service and performance conditions for managers; and
- on December 10, 2025, to set up, in accordance with the eleventh and twelfth resolutions of the Shareholders' Meeting of May 22, 2025, an employee share ownership plan for Group employees in France, the United States, Brazil and the United Arab Emirates, to be rolled out during the first half of 2026 (Vallourec Invest 2026).

Consequently, their beneficiaries are incentivized to use their best efforts to contribute to improving the Group's performance and help it achieve the objectives it has set.

4.4.2.1 MEP

A) 2021 MEP

On October 13, 2021 the Board of Directors set up a share-based payment plan in accordance with the authorization granted under the tenth resolution approved by the Ordinary and Extraordinary Shareholders' Meeting of September 7, 2021. The remuneration provided for in this plan is contingent on performance and is based on the terms and conditions generally applied by private equity funds. Under the plan, provided that the applicable conditions relating to continuous service and performance are met, the beneficiaries (the Chairman and Chief Executive Officer, as well as Executive Committee members and certain managers) are awarded ordinary shares and preferred shares convertible into ordinary shares.

Ordinary shares granted under the 2021 MEP ("Tranche 1 Shares") are acquired in successive tranches over five years as from their grant date, i.e., 20% on each anniversary of the initial grant date, subject to the continuous service condition and provided that the ordinary share price is at least equal to €8.09 on each relevant acquisition date. Tranche 1 Shares that are acquired in full on the first anniversary of their grant date are subject to a one-year holding period.

The acquisition period for the free preferred shares is one year, starting from their grant date. They are also subject to a one-year holding period.

Once acquired, these preferred shares may vest and become convertible into ordinary shares of the Company, in accordance with the terms of the Company's Articles of Association, under the following performance conditions:

- the Tranche 2 Shares vest and are convertible into ordinary shares, at the request of each holder, as from the date on which the volume-weighted average price of the Company's ordinary shares has been at least equal to €16.19 for a period of 90 consecutive trading sessions on the regulated market of Euronext Paris, during the Plan Duration;
- the Tranche 3 Shares are convertible into ordinary shares, at the request of each holder, as from the date on which the volume-weighted average price of the Company's ordinary shares has been at least equal to €18.72⁽¹⁾ for a period of 90 consecutive trading sessions on the regulated market of Euronext Paris, during the Plan Duration;
- the Tranche 4 Shares will vest and be convertible into ordinary shares, at the request of each holder, as from the date on which the volume-weighted average price of the Company's ordinary shares has been at least equal to €26.82⁽¹⁾ for a period of 90 consecutive trading sessions on the regulated market of Euronext Paris, during the Plan Duration.

⁽¹⁾ It is also reminded that:

- The by-laws of Vallourec provide the Board with the ability to take into account distributions made by Vallourec when assessing the performance conditions of the preferred shares.
- On that basis, the terms and conditions of the "Performance Share Allocation Plan" include for an automatic adjustment of the performance conditions of the Tranche 3 and Tranche 4 of the Preferred Shares, on a euro for euro basis in case of distribution by Vallourec.
- A dividend of €1.50 per share was paid on May 26, 2025.

The ordinary shares obtained upon conversion are ordinary shares of the Company and rank *pari passu* with all of the Company's other ordinary shares. Prior to their conversion, the Tranche 2, Tranche 3 and Tranche 4 Shares will not carry voting rights at Shareholders' Meetings, or any rights to dividends or any rights to a share of the Company's assets in the event of its liquidation. However, they entitle their holders to pre-emptive subscription rights in the event of a capital increase.

Specific terms for the assessment of the performance conditions are provided for all beneficiaries of the preferred shares in certain circumstances:

- in case of a material transaction and under certain conditions, the assessment of the performance condition is based on the transaction price or the share price following such transaction;
- the assessment of the condition linked to the share price will take into account distributions (or any transaction having the economic effect of a return to shareholders) made by the Company, such that performance triggers will be adjusted accordingly.

In 2021, the Board of Directors decided to award, subject to continuous service and/or performance conditions, to employees and executive corporate officers, under the 2021 MEP: a target number of 1,618,690 ordinary shares and 3,621,598 preferred shares, for 73 managers. Of these free shares, 300,571 ordinary shares and 2,548,628 preferred shares vested on October 13, 2022, 146,498 ordinary shares vested on October 13, 2023, 93,881 ordinary shares vested on October 13, 2024 and 77,207 ordinary shares vested on October 13, 2025.

In 2022, the Board of Directors decided to award, free of consideration and subject to continuous service and/or performance conditions, the following shares to employees and executive corporate officers, under the 2021 MEP:

- on June 4, 2022, a target number of 57,359 ordinary shares and 3,743,088 preferred shares⁽¹⁾; of these free shares, 11,472 ordinary shares and 3,743,088 preferred shares vested on June 4, 2023;
- on July 4, 2022, a target number of 276,458 preferred shares; of these free shares, 276,458 preferred shares vested on July 4, 2023;
- on July 14, 2022, a target number of 810,416 preferred shares; of these free shares, 810,416 preferred shares vested on July 14, 2023;
- on July 26, 2022, a target number of 429,166 preferred shares; none of these free shares had vested on July 26, 2023;
- on September 12, 2022, a target number of 16,168 preferred shares; of these free shares, 16,168 preferred shares vested on July 26, 2023; and
- on December 14, 2022, a target number of 95,502 preferred shares; of these free shares, 66,254 preferred shares vested on December 14, 2023.

In 2023, the Board of Directors decided to award, free of consideration and subject to continuous service and/or performance conditions, the following shares to employees and executive corporate officers, under the 2021 MEP:

- on February 1, 2023, a target number of 199,584 preferred shares vested, of those awarded free of consideration. Of these shares, 174,780 vested on February 1, 2024;
- on March 1, 2023, a target number of 404,928 preferred shares vested, of those awarded free of consideration. Of these shares, (i) 327,562 vested on March 10, 2024, (ii) 17,605 vested on March 13, 2024 and (iii) 37,037 vested on March 23, 2024, i.e., a total of 382,204;
- on July 27, 2023, a target number of 1,354,827 preferred shares⁽²⁾ vested, of those awarded free of consideration. Of these shares, (i) 1,250,000 shares vested on July 27, 2024, and (ii) 64,989 shares vested on December 14, 2024, i.e., a total of 1,314,989 shares; and
- on November 12, 2023, a target number of 49,608 preferred shares vested, of those awarded free of consideration: 26,809 shares vested on March 18, 2025.

In 2024, the Board of Directors decided to award, free of consideration and subject to continuous service and/or performance conditions, the following shares to employees and executive corporate officers, under the 2021 MEP:

- on February 29, 2024, a target number of 184,888 preferred shares vested, of those awarded free of consideration: Of these shares, (i) 90,539 shares vested on March 18, 2025, and (ii) 58,045 shares vested on June 24, 2025, i.e., a total of 148,584 shares;
- on May 15, 2024, a target number of 104,500 preferred shares vested, of those awarded free of consideration: Of these shares, (i) 56,350 shares vested on June 24, 2025, and (ii) 20,030 shares vested on September 2, 2025, i.e., a total of 76,380 shares.

B) 2023 MEP

Under the tenth resolution relating to performance and preferred shares, adopted by the September 7, 2021 Ordinary and Extraordinary Shareholders' Meeting, on July 27, 2023, the Board of Directors approved the terms and conditions of a plan awarding free ordinary shares subject to performance conditions ("2023 MEP").

This plan provides for the granting of free ordinary shares subject to the same cumulative performance and continued service conditions as the Tranche 1 Shares granted under the 2021 MEP plan.

Under this plan, the shares granted are acquired in successive tranches over three years, i.e., 20% on the first anniversary of the grant date, 30% on the second anniversary and 50% on the third anniversary, subject to the continuous service condition and provided that the ordinary share price is at least equal to €8.09 on each relevant acquisition date.

⁽¹⁾ Including 2,058,876 preferred shares granted to Philippe Guillemot, breaking down as 957,938 T2 Shares, 957,938 T3 Shares and 143,000 T4 Shares.

⁽²⁾ Including 1,250,000 T2 preferred shares granted to Philippe Guillemot.

These ordinary shares are also subject to a one-year holding period, with the exception of ordinary shares that are acquired on or after the second anniversary of the grant date (for which the acquisition period will therefore be at least two years).

On the same day, the Board of Directors decided to grant a target number of 1,251,010 free ordinary shares to 48 managers (excluding Philippe Guillemot at his request), subject to continuous service and performance conditions. Of these free ordinary shares, 178,317 vested on July 27, 2024 and 263,224 vested on July 27, 2025, i.e., a total of 441,541 shares.

C) 2024 MEP

Under the tenth resolution relating to performance and preferred shares, adopted by the September 7, 2021 Ordinary and Extraordinary Shareholders' Meeting, on June 22, 2024, the Board of Directors approved the terms and conditions of a plan awarding free ordinary shares and Tranche 3 and Tranche 4 preferred shares subject to performance conditions ("2024 MEP").

This plan provides for the grant without consideration of (i) ordinary shares subject to the same cumulative performance and service conditions as the Tranche 1 Shares granted under the 2021 MEP, and (ii) Tranche 3 and Tranche 4 preferred shares subject to the same performance conditions as the Tranche 3 and Tranche 4 Shares granted under the 2021 MEP.

Under this plan:

- the ordinary shares granted are acquired in successive tranches over two years, i.e., 50% on the first anniversary of the grant date, and 50% on the second anniversary, subject to the continuous service condition and provided that the ordinary share price is at least equal to €8.09 on each relevant acquisition date. These ordinary shares are also subject to a one-year holding period, with the exception of ordinary shares that vest on or after the second anniversary of the grant date (for which the acquisition period will therefore be at least two years);
- the acquisition period for the free preferred shares is one year, starting from their grant date. They are also subject to a one-year holding period;
- the Tranche 3 Shares are convertible into ordinary shares, at the request of each holder, as from the date on which the volume-weighted average price of the Company's ordinary shares has been at least equal to €18.72⁽¹⁾ for a period of 90 consecutive trading sessions on the regulated market of Euronext Paris, during the Plan Duration;
- the Tranche 4 Shares will vest and be convertible into ordinary shares, at the request of each holder, as from the date on which the volume-weighted average price of the Company's ordinary shares has been at least equal to €26.82⁽¹⁾ for a period of 90 consecutive trading sessions on the regulated market of Euronext Paris, during the Plan Duration.

The ordinary shares obtained upon conversion will be ordinary shares of the Company and will rank *pari passu* with all of the Company's other ordinary shares. Prior to their conversion, the Tranche 3 and Tranche 4 Shares will not carry voting rights at Shareholders' Meetings, or any rights to dividends or any rights to a share of the Company's assets in the event of its liquidation. However, they will entitle their holders to pre-emptive subscription rights in the event of a capital increase. Specific terms for the assessment of the performance conditions are provided for all beneficiaries of the preferred shares in certain circumstances:

- in case of a material transaction and under certain conditions, the assessment of the performance condition will be based on the transaction price or the share price following such transaction;
- the assessment of the condition linked to the share price will take into account distributions (or any transaction having the economic effect of a return to shareholders) made by the Company, such that performance triggers will be adjusted accordingly.

In 2024, the Board of Directors decided to award, free of consideration and subject to continuous service and/or performance conditions, the following shares to employees and executive corporate officers, under the 2024 MEP:

- on June 22, 2024, a target number of 87,048 preferred shares vested, of those awarded free of consideration: Of these shares, (i) 38,905 shares vested on September 18, 2025 and (ii) 10,400 shares vested on December 16, 2025, i.e., a total of 49,305 shares; and
- on August 10, 2024, a target number of 593,000 ordinary shares and 693,000 preferred shares vested, of those awarded free of consideration. Of these shares: (i) 296,500 ordinary shares vested, and (ii) 633,000 preferred shares vested on August 10, 2025, i.e., a total of 929,500 shares.

D) HISTORY OF PERFORMANCE SHARE AWARDS UNDER MEP PLANS

As at December 31, 2025, the number of shares not yet vested was (i) 71,576 ordinary shares under the 2021 MEP, (ii) 227,019 ordinary shares under the 2023 MEP, and (iii) 297,756 ordinary shares under the 2024 MEP, representing in all 0.25% of the Company's share capital and 0.26% of theoretical voting rights.

The table below shows past performance share grants outstanding as at December 31, 2025, based on the Table 9 template in the Appendix to the AFEP-MEDEF Code.

⁽¹⁾ It is also reminded that:

- The by-laws of Vallourec provide the Board with the ability to take into account distributions made by Vallourec when assessing the performance conditions of the preferred shares.
- On that basis, the terms and conditions of the "Performance Share Allocation Plan" include for an automatic adjustment of the performance conditions of the Tranche 3 and Tranche 4 of the Preferred Shares, on a euro for euro basis in case of distribution by Vallourec.
- A dividend of €1.50 per share was paid on May 26, 2025.

Table 9.1 – History of MEP performance share grants

Plans approved by the Board of Directors pursuant to the tenth resolution of the Ordinary and Extraordinary Shareholders' Meeting of September 7, 2021									
2021 Management Equity Plan									
Effective date granted by the Board of Directors	10/13/2021			06/04/2022			07/04/2022	07/14/2022	07/26/2022
Number of beneficiaries at plan launch date	73			6			1	1	1
Type of shares	Ordinary shares	Preferred shares	Total	Ordinary shares	Preferred shares	Total	Preferred shares	Preferred shares	Preferred shares
Total number of shares awarded, of which awarded to:	1,618,690	3,621,598	5,240,288	57,359	3,743,088	3,800,447	276,458	810,416	429,166
					2,058,876	2,058,876			
• Philippe Guillemot	-	-	-	-	i.e., 0.8648% of the Company's share capital ^(a)	i.e., 0.8648% of the Company's share capital ^(a)	-	-	-
	292,852	709,915	1,002,767	-	-	-	-	-	-
• Édouard Guinotte	i.e., 0.1230% of the Company's share capital ^(a)	i.e., 0.2982% of the Company's share capital ^(a)	i.e., 0.4212% of the Company's share capital ^(a)	-	-	-	-	-	-
	194,751	472,473	667,224	-	-	-	-	-	-
• Olivier Mallet	i.e., 0.0818% of the Company's share capital ^(a)	i.e., 0.1984% of the Company's share capital ^(a)	i.e., 0.2802% of the Company's share capital ^(a)	-	-	-	-	-	-
Percentage of the share capital that may potentially be granted to members of the Board of Directors ^(a)	0.2048%	0.4966%	0.7014%						
Total number of shares granted to the ten Group employees who are not corporate officers and to whom the largest number of shares was granted	461,842	1,091,431	1,553,273	57,359	1,684,212	1,741,571	276,458	810,416	429,166
Total potential dilutive impact of the plan at the grant date ^(a)			2.1980%	1.5700%			0.1160%	0.3399%	0.1800%
Performance conditions	Yes ^(b)	Yes ^(c)	-	Yes ^(b)	Yes ^(c)	-	Yes ^(c)	Yes ^(c)	Yes ^(c)
End of vesting period ^(b)	October 13, 2026	October 13, 2022		June 4, 2027	June 4, 2023		July 4, 2023	July 14, 2023	July 26, 2023
Total number of performance shares canceled or lapsed since the grant date	926,731	2,743,575	3,670,306	45,887	782,762	828,649	-	810,416	429,166
Performance shares not yet vested as at December 31, 2025	71,576	-	71,576	-	-	-	-	-	-
Total potential dilution of the plan as at December 31, 2025 ^(a)	0.0300%	0.0000%	0.0300%	0.0000%	0.0000%	0.0000%	0.0000%	0.0000%	0.0000%

(a) Based on the 238,407,393 shares comprising the share capital as at December 31, 2025.

(b) The ordinary shares (Tranche 1) vest at a rate of 20% per year over five years. The shares will vest if the Vallourec share price is greater than or equal to €8.09 at each vesting date. At the end of the first year, vested shares are subject to a one-year holding obligation.

(c) The preferred shares (Tranches 2, 3 and 4 for members of the Vallourec Executive Committee) all vest after one year. At the end of the first year, vested shares are subject to a one-year holding obligation. The preferred shares will be convertible if the weighted average share price over a period of 90 days is greater than or equal to:

- €16.19 for Tranche 2 Shares (the early fulfillment of this condition was recorded by the Board of Directors' Remuneration Committee on August 10, 2024 following the completion of the sale by Apollo of its stake to ArcelorMittal);
- €18.72 for Tranche 3;
- €26.82 for Tranche 4 (reserved for Vallourec's Executive Committee).

History of MEP performance share grants (cont.)

Plans approved by the Board of Directors pursuant to the tenth resolution of the Ordinary and Extraordinary Shareholders' Meeting of September 7, 2021 (cont.)

2021 Management Equity Plan (cont.)									
Effective date granted by the Board of Directors	09/12/2022	12/14/2022	02/01/2023	03/10/2023	03/13/2023	03/23/2023	06/21/2023	07/27/2023	12/14/2023
Number of beneficiaries at plan launch date	1	4	7	1	1	1	3	1	2
Type of shares	Preferred shares	Preferred shares	Preferred shares	Preferred shares	Preferred shares	Preferred shares	Preferred shares	Preferred shares	Preferred shares
Total number of shares awarded, of which awarded to:	16,168	95,502	199,584	327,562	17,605	37,037	108,526	1,250,000	64,989
								1,250,000	
Philippe Guillemot								i.e., 0.5250% of the Company's share capital(a)	
Percentage of the share capital that may potentially be granted to members of the Board of Directors(a)								0.5250%	-
Total number of shares granted to the ten Group employees who are not corporate officers and to whom the largest number of shares was granted	16,168	95,502	199,584	327,562	17,605	37,037	108,526		64,989
Total potential dilutive impact of the plan at the grant date(a)	0.0068%	0.0401%	0.0838%	0.1376%	0.0074%	0.0156%	0.0456%	0.5250%	0.0273%
Performance conditions	Yes(d)	Yes(d)	Yes(d)	Yes(d)	Yes(d)	Yes(d)	Yes(d)	Yes(d)	Yes(d)
End of vesting period(b)	Sept. 12, 2023	Dec. 14, 2023	Feb. 1, 2024	March 10, 2024	March 13, 2024	March 23, 2024	June 21, 2024	July 27, 2024	Dec. 14, 2024
Total number of performance shares canceled or lapsed since the grant date		37,577	58,403		8,802	18,518	59,888		
Performance shares not yet vested as at December 31, 2025	-	-	-	-	-	-	-	-	-
Total potential dilution of the plan as at December 31, 2025(a)	0.0000%	0.0000%	0.0000%	0.0000%	0.0000%	0.0000%	0.0000%	0.0000%	0.0000%

(a) Based on the 238,407,393 shares comprising the share capital as at December 31, 2025.

(b) The ordinary shares (Tranche 1) vest at a rate of 20% after one year, 30% after two years and 50% after three years. The preferred shares (Tranches 2, 3 and 4 for members of the Vallourec Executive Committee) all vest after one year, after which the vested shares are subject to a one-year holding obligation.

(c) The shares will vest if the Vallourec share price is greater than or equal to €8.09 at each vesting date.

(d) The preferred shares will be convertible if the weighted average share price over a period of 90 days is greater than or equal to:

- €16.19 for Tranche 2 Shares (the early fulfillment of this condition was recorded by the Board of Directors' Remuneration Committee on August 10, 2024 following the completion of the sale by Apollo of its stake to ArcelorMittal);
- €18.72 for Tranche 3;
- €26.82 for Tranche 4 (reserved for Vallourec's Executive Committee).

History of MEP performance share grants (cont.)

	2021 Management Equity Plan (cont.)		2023 Management Equity Plan		2024 Management Equity Plan				
Effective date granted by the Board of Directors	3/18/2024	5/24/2024	7/27/2023		6/24/2024			8/10/2024	
Number of beneficiaries at plan launch date	3	2	48	4	16				
Type of shares	Preferred shares	Preferred shares	Ordinary shares	Ordinary shares	Preferred shares	Total	Ordinary shares	Preferred shares	Total
Total number of shares awarded, of which awarded to:	117,348	74,838	1,251,010	27,900	135,075	162,975	593,000	693,000	1,286,000
Total number of shares granted to the ten Group employees who are not corporate officers and to whom the largest number of shares was granted			1,088,830				521,000	621,000	1,142,000
Total potential dilutive impact of the plan at the grant date ^(a)	0.0493%	0.0314%	0.5254%	0.0117%	0.0567%	0.0685%	0.2491%	0.2911%	0.5401%
Performance conditions	Yes ^(c)	Yes ^(c)	Yes ^(b)	Yes ^(b)	Yes ^(c)		Yes ^(b)	Yes ^(c)	
End of vesting period ^(b)	3/18/2025	5/24/2025	7/27/2026	6/24/2025	6/24/2026		8/10/2026	8/10/2025	
Total number of performance shares canceled or lapsed since the grant date		35,000	582,095		20,680	20,680	30,000	60,000	90,000
Performance shares not yet vested as at December 31, 2025			227,019	13,950		13,950	266,500		266,500
Total potential dilution of the plan as at December 31, 2025 ^(a)	— %	— %	0.0952%	0.0059%	— %	0.0059%	0.1180%	— %	0.1180%

(a) Based on the 238,407,393 shares comprising the share capital as at December 31, 2025.

(b) The ordinary shares (Tranche 1) vest at a rate of 50% after one year and 50% after two years. The shares will vest if the Vallourec share price is greater than or equal to €8.09 at each vesting date. At the end of the first year, vested shares are subject to a one-year holding obligation.

(c) The preferred shares (Tranches 2, 3 and 4 for members of the Vallourec Executive Committee) all vest after one year. At the end of the first year, vested shares are subject to a one-year holding obligation. The preferred shares will be convertible if the weighted average share price over a period of 90 days is greater than or equal to:

- €16.19 for Tranche 2 Shares (the early fulfillment of this condition was recorded by the Board of Directors' Remuneration Committee on August 10, 2024 following the completion of the sale by Apollo of its stake to ArcelorMittal);
- €18.72 for Tranche 3;
- €26.82 for Tranche 4 (reserved for Vallourec's Executive Committee).

History of MEP performance share grants (cont.)

Plans approved by the Board of Directors pursuant to the tenth resolution of the Ordinary and Extraordinary Shareholders' Meeting of September 7, 2021 (cont.)

2024 Management Equity Plan						
Effective date granted by the Board of Directors	09/02/2024			12/16/2024		
Number of beneficiaries at plan launch date	3			1		
Type of shares	Ordinary shares	Preferred shares	Total	Ordinary shares	Preferred shares	Total
Total number of shares that can vest, including for:	29,413	58,935	88,348	5,200	10,400	15,600
Total number of shares granted to the ten Group employees who are not corporate officers and to whom the largest number of shares was granted						
Total potential dilutive impact of the plan at the grant date ^(a)	0.0124%	0.0248%	0.0371%	0.0022%	0.0044%	0.0066%
Performance conditions	Yes ^(b)	Yes ^(c)		Yes ^(b)	Yes ^(c)	
End of vesting period ^(b)	09/02/2026	09/02/2025		12/16/2026	12/16/2025	
Total number of performance shares canceled or lapsed since the grant date						
Performance shares outstanding as at December 31, 2025	14,706	-	14,706	2,600	-	2,600
Total potential dilution of the plan as at December 31, 2025 ^(a)	0.0062%	0.0000%	0.0062%	0.0011%	0.0000%	0.0011%

(a) (Based on the 238,407,393 shares comprising the share capital as at December 31, 2025).

(b) The ordinary shares (Tranche 1) vest at a rate of 50% after one year and 50% after two years. The shares will vest if the Vallourec share price is greater than or equal to €8.09 at each vesting date. At the end of the first year, vested shares are subject to a one-year holding obligation.

(c) The preferred shares (Tranches 2, 3 and 4 for members of the Vallourec Executive Committee) all vest after one year. At the end of the first year, vested shares are subject to a one-year holding obligation. The preferred shares will be convertible if the weighted average share price over a period of 90 days is greater than or equal to:

- €16.19 for Tranche 2 Shares (the early fulfillment of this condition was recorded by the Board of Directors' Remuneration Committee on August 10, 2024 following the completion of the sale by Apollo of its stake to ArcelorMittal);
- €18.72 for Tranche 3;
- €26.82 for Tranche 4 (reserved for Vallourec's Executive Committee).

4.4.2.2 FREE PERFORMANCE SHARE PLANS (excluding the MEP)

A) 2022 LTIP

- On June 4, 2022, the Board of Directors decided to grant, subject to continuous service conditions and, for management above grade 20, performance conditions, a target number of 231,410 performance shares, or 0.10% of the share capital as at December 31, 2022, to 389 managers (the "2022 LTIP").

Vesting of shares under this plan is subject to:

- two absolute internal indicators:
 - Group cost reductions (gross savings as a % of the Y-1 baseline and excluding DCOS) for 2022, 2023 and 2024, and
 - the ratio of carbon emissions from Vallourec's industrial processes and the purchase of electricity generated by fossil fuels to sales volumes, in metric tons (emissions of non-biogenic carbon) between 2022 and 2024;
- a relative external indicator:
 - growth in the EBITDA margin between 2022 and 2024 compared to a panel of comparable companies, comprising Hunting Plc, United States Steel Corp., Nippon Steel Corp., Tubacex SA, Tenaris SA, Schlumberger, Halliburton, Tubos Reunidos SA, TimkenSteel Corp., Salzgitter AG, ArcelorMittal SA, TMK and NOV.

As at December 31, 2025, there were no longer any performance shares still to vest under the 2022 LTIP.

B) 2023 LTIP

Under the twelfth resolution relating to performance shares, adopted by the May 25, 2023 Ordinary and Extraordinary Shareholders' Meeting, on November 12, 2023 the Board of Directors decided, with effect from November 17, 2023, to award, subject to continuous service and performance conditions, a target number of 371,950 performance shares, to 271 managers that are not beneficiaries of the 2023 MEP, representing 0.16% of Vallourec's share capital at December 31, 2023 (the "2023 LTIP").

Vesting of shares under this plan is subject to the following conditions for each beneficiary concerned:

- for 25%, the average of the daily-volume-weighted average price of the Vallourec share must be at least equal to €16.19 for a period of ninety (90) consecutive trading days during the vesting period; this condition was met on February 5, 2025;
- for 25%, the average of the daily-volume-weighted average price of the Vallourec share must be at least equal to €20.22 for a period of ninety (90) consecutive trading days during the vesting period;
- for the remaining 50%, only a continuous service condition applies.

As at December 31, 2025, there were no longer any performance shares still to vest under the 2023 LTIP.

C) 2024 LTIP

Under the twenty-fifth resolution relating to performance shares, adopted by the May 23, 2024 Ordinary and Extraordinary Shareholders' Meeting, on November 14, 2024 the Board of Directors decided to award, without consideration but subject to continuous service and performance conditions, a target number of 343,700 performance shares, to 276 managers that are not beneficiaries of the MEP, representing 0.14% of Vallourec's share capital at December 31, 2024 (the "2024 LTIP").

As for the 2023 Plan, vesting of shares is subject to the following conditions for each beneficiary concerned:

- for 25%, the average of the daily-volume-weighted average price of the Vallourec share must be at least equal to €16.19 for a period of ninety (90) consecutive trading days during the vesting period; this condition was met on February 5, 2025;
- for 25%, the average of the daily-volume-weighted average price of the Vallourec share must be at least equal to €18.72⁽¹⁾ for a period of ninety (90) consecutive trading days during the vesting period;
- for the remaining 50%, only a continuous service condition applies.

As at December 31, 2025, the performance shares not yet vested under the 2024 LTIP amounted to 333,900, i.e., a potential dilution of 0.1401% of the share capital and 0.1426% of theoretical voting rights.

D) 2025 LTIP

Under the tenth resolution relating to performance shares, adopted by the May 22, 2025 Ordinary and Extraordinary Shareholders' Meeting, on November 12, 2025 the Board of Directors decided to award, without consideration but subject to continuous service and performance conditions, a target number of 932,400 performance shares, to 382 managers, representing 0.3911% of Vallourec's share capital at December 31, 2025 (the "2025 LTIP").

The plan includes service and performance conditions, which will be assessed over a three-year period (2026-2028), in line with long-term value creation targets. Achievement of performance conditions will be measured on the basis of the following metrics:

- an internal indicator: simplified Return on Capital Employed (simplified ROCE) equal to the average for 2026, 2027 and 2028.
- a relative external indicator: total shareholder return (TSR) over the 2026-2028 performance period compared to a panel of comparable companies over the same period.

The panel has been established in order to have a set of comparable companies that operate under similar market, industry, and competitive dynamics, providing the Board and investors with a robust external benchmark for assessing management's operational execution and capital allocation decisions.

⁽¹⁾ It is also reminded that:

- The by laws of Vallourec provide the Board with the ability to take into account distributions made by Vallourec when assessing the performance conditions of the preferred shares.
- On that basis, the terms and conditions of the "Performance Share Allocation Plan" include for an automatic adjustment of the performance conditions, on a euro for euro basis in case of distribution by Vallourec.
- A dividend of €1.50 per share was paid on May 26, 2025.

The panel used is the following: Tenaris SA, Schlumberger Ltd, Baker Hughes Co, Halliburton Co, Technip PLC, Nov Inc, Noble Corp Plc, Cactus Wellhead, Valaris Ltd, Patteron-Uti Energy Inc, Helmerich & Payne.

The panel is set up at the share allocation date and remains applicable for the duration of the performance period. The composition of the panel is subject to change depending on developments in the relevant companies. In particular, the Board of Directors may exclude or add a new member to the panel in the event of the buyout, takeover, dissolution, demerger, merger or change of activity of one or more panel members, subject to maintaining the overall consistency of the sample and in order to enable the indicator to be applied in line with the performance objective set when the performance shares were allocated.

Similarly, in the event of a failure or delay in the publication of accounting or financial data by one or more panel members, the Board of Directors may exclude said member(s) from the panel by a duly justified decision.

- a Corporate Social Responsibility (CSR) performance indicator, measured on the basis of the following three criteria:
- Safety (measured by the 2028 TRIR metric),
 - CO₂e emissions in 2028 (measured by the ratio of CO₂e emissions from finished tubes per metric ton of tubes processed);
 - and, Diversity (measured by the metric of the % of women in the Managers category in 2028).

Metrics	Calculation	Achievement rate
Simplified ROCE (40%):	3-year average: 2026-2027-2028	Simplified ROCE ≤ 10% => 0% payout; Simplified ROCE = 15% => 75% payout; Simplified ROCE ≥ 19% => 100% payout. A linear progression will be applied between the thresholds
Total Shareholder Return (40%):	VALLOUREC TSR versus a panel of comparable companies for 2026-2028	TSR < median TSR peer group => 0% pay out; TSR = median TSR peer group => 50% pay out; TSR ≥ 3 rd quartile peer group => 100% pay out A linear progression will be applied between the median and the 3 rd quartile.
Corporate Social Responsibility (20%):		
Safety (1/3)	TRIR in 2028	TRIR ≥ 0.65 => 0% pay out; TRIR = 0.45 => 75% pay out; TRIR ≤ 0.30 => 100% pay out A linear progression will be applied between the thresholds
CO ₂ e emissions (1/3)	CO ₂ e emissions in 2028	CO ₂ Em ≥ 1.39 => 0% pay out; CO ₂ Em = 1.37 => 75% pay out; CO ₂ Em ≤ 1.34 => 100% pay out A linear progression will be applied between the thresholds
Diversity (1/3)	Ratio of women managers in 2028	% women ≤ 30% => 0% pay out; % women = 31% => 75% pay out; % women ≥ 32% => 100% payout A linear progression will be applied between the thresholds

E) HISTORY OF PERFORMANCE SHARE GRANTS

The table below shows past performance share grants outstanding as at December 31, 2025, based on the Table 9 template in the Appendix to the AFEP-MEDEF Code, applying the adjustment terms provided for in Articles L.228-99 and R.228-91 of the French Commercial Code and in compliance with the

regulations of the stock option and performance share plans, Vallourec's Management Board decided to preserve the rights of holders of performance shares and stock options by ensuring that the capital increase carried out on June 2, 2021 would be neutral for them. The figures below have been updated accordingly.

Table 9.2 – History of performance share grants

	Plan authorized by the Shareholders' Meeting of April 20, 2022	Plan authorized by the Shareholders' Meeting of May 25, 2023	Plan authorized by the Shareholders' Meeting of May 23, 2024	Plan authorized by the Shareholders' Meeting of May 22, 2025
	2022 Plan	2023 Plan	2024 Plan	2025 Plan
Date granted by the Board of Directors	06/04/2022	11/17/2023	11/14/2024	11/12/2025
Number of beneficiaries at plan launch date	389	271	276	382
Total number of shares that can be awarded, including for ^(a) :	231,410	371,950	343,700	932,400
Total number of performance shares granted to the ten Group employees who are not corporate officers and to whom the largest number of shares was granted	17,080	44,500	48,000	253,000
Total potential dilutive impact of the plan at the grant date ^(a)	0.0972%	0.1562%	0.1444%	0.3911%
Performance conditions	Yes ^(b)	Yes ^(c)	Yes ^(c)	Yes ^(d)
End of vesting period	06/04/2025	11/17/2025	11/14/2026	November 12, 2028 and April 30, 2029
Total number of performance shares canceled or lapsed since the grant date	86,149	135,814	9,800	7,700
Performance shares not yet vested as at December 31, 2025	0	0	333,900	924,700
Total potential dilution of the plan as at December 31, 2025 ^(a)	0.0706%	0.1458%	0.1444%	0.3879%

(a) Based on the 238,407,393 shares comprising the share capital as at December 31, 2025.

(b) For 25% of the conditional share transfer rights, the average of the daily-volume-weighted average price of the Vallourec share must be at least equal to €16.19 for a period of ninety (90) consecutive trading days during the vesting period. This performance condition was achieved on February 5, 2025.

(c) For 25% of the conditional share transfer rights, the average of the daily-volume-weighted average price of the Vallourec share must be at least equal to €20.22 for a period of ninety (90) consecutive trading days during the vesting period.

The remaining 50% of shares granted are not subject to performance conditions.

(d) An absolute internal indicator: simplified Return on Capital Employed (simplified ROCE) equal to the average for 2026, 2027 and 2028.

A relative external indicator: total shareholder return (TSR) over the 2026-2028 performance period compared to a panel of comparable companies over the same period.

The panel used is the following: Tenaris SA, Schlumberger Ltd, Baker Hughes Co, Halliburton Co, Technip PLC, Nov Inc, Noble Corp Plc, Cactus Wellhead, Valaris Ltd, Patteron-Uti Energy Inc, Helmerich & Payne.

A Corporate Social Responsibility (CSR) performance indicator, measured on the basis of the following three criteria:

- Safety (measured by the 2028 TRIR metric);
- CO₂e emissions in 2028 (measured by the ratio of CO₂e emissions from finished tubes per metric ton of tubes processed);
- and, Diversity (measured by the metric of the % of women in the Managers category in 2028).

The increase in the number of beneficiaries between 2024 and 2025 is mainly due to the fact that the previous beneficiaries of the MEP (with the exception of the Chairman and CEO) were integrated into the LTIP plan for 2025.

4.4.2.3 EMPLOYEE SHARE OWNERSHIP

A) EMPLOYEE SHARE OWNERSHIP

An employee share ownership offering was launched early 2025: Vallourec Invest 2025, for seven countries (versus three countries in 2023): Brazil, France, Indonesia, Saudi Arabia, Singapore, United Arab Emirates and the United States.

Vallourec Invest 2025 continued to offer subscribing employers a 20% discount and a matching contribution.

The new offering reflects Vallourec's continued desire to share the value created by the Group with its employees, and recognizes the progress made to date in the implementation of the New Vallourec Plan.

In all, shares held by employees represented 2.83% of Vallourec's share capital as at December 31, 2025, compared to 2.22% as at December 31, 2024.

In accordance with the eleventh and twelfth resolutions of the Annual General Meeting of May 22, 2025, an employee shareholding plan for Group employees (Vallourec Invest 2026) will be rolled out in the first half of 2026 in Brazil, France, the United Arab Emirates and the United States.

B) EMPLOYEE PROFIT SHARING AND BONUSES

Profit sharing plans are designed to associate employees with the Company's performance. In 2025, the amount allocated to these plans was €30.8 million.

In France, a Company savings plan (PEE) and a retirement savings plan (PERCOL) allow employees to invest the money they receive from profit sharing in order to build up savings with a favorable tax status and to benefit from employer contributions.

4.4.2.3.1 PROFIT-SHARING AND INCENTIVE PLANS

Most Group companies have put in place profit-sharing and incentive plans that give employees a stake in the financial performance of the Group's entities, based on the ratio of net income to revenue.

The amounts paid under these plans during the last five fiscal years were as follows:

In € millions	2020	2021	2022	2023	2024	2025
	17.32	35.55	29.49	30.14	13.17	30.8

4.4.2.3.2 COMPANY SAVINGS PLANS

The Group set up a company savings plan (*plan d'épargne d'entreprise* – PEE) in France in 1989, to help employees build up capital over the medium and long term. Since 2005, this plan has been supplemented by the implementation, by way of a collective agreement, of a Group retirement savings plan (*plan d'épargne retraite collectif* – PERCO).

Employees' voluntary payments are matched by the Company in accordance with a scale updated each year based on the Group's net income.

The amounts paid by way of the employer's matching contributions over the last five fiscal years were as follows:

In € millions	2021		2022		2023		2024		2025	
	PEE	PERCO	PEE	PERCO	PEE	PERCO	PEE	PERCO	PEE	PERCO
	1.3	0.3	1.6	0.3	1.2	0.3	1.2	0.4	1.11	0.3

In 2025, under the Vallourec Invest 2025 plan described in paragraph 4.4.2.3 A) above, 218,601 ordinary shares were subscribed by employees through the company savings plan pursuant to the eleventh resolution of the Shareholders' Meeting of May 25, 2024, representing 0.092% of Vallourec's share capital as at December 31, 2025.

4.4.2.3.3 STOCK OPTION PLANS

In order to simplify the structure of the long-term incentive plans, no stock option plans were set up in 2025.

Under the plans set up until 2022, each beneficiary is granted the conditional right to exercise a certain number of options at a set price, with each option entitling the holder to subscribe for or purchase one Vallourec share subject to performance conditions.

The vesting of all of the stock options granted under the plan put in place on October 13, 2021 is subject to continuous service and performance conditions.

The value of the stock option plans is disclosed in Note 6 to the consolidated financial statements, in chapter 7 of this Universal Registration Document.

A) Stock options awarded to the top ten employee grantees who are not corporate officers and options exercised by those grantees

The table below presents stock options awarded to the top ten employee grantees who are not corporate officers and options exercised by those grantees in 2025 (aggregate information).

	Total number of stock options granted/shares subscribed or purchased	Weighted average exercise price (in €)	Stock option plans
Options granted during the year to the ten Group employees to whom the largest number of options was granted	0	0	0
Options exercised during the year by the ten Group employees who purchased or subscribed for the largest number of shares	17,015	7.2565	–

B) History of stock option grants

The table below shows past stock option awards outstanding as at December 31, 2025, based on the Table 8 template in the Appendix to the AFEP-MEDEF Code. There are no other outstanding stock option plans, nor any other options on listed or unlisted shares of French or foreign Group companies.

After applying the adjustment terms provided for in Articles L.228-99 and R.228-91 of the French Commercial Code and in compliance with the regulations of the stock option and performance share plans, Vallourec's Management Board decided to preserve the rights of holders of performance shares and stock options by ensuring that the capital increase carried out on June 2, 2021 would be neutral for them. The figures below have been updated accordingly.

History of stock option grants

Plans authorized by the Shareholders' Meeting of May 12, 2017

	2017 Plan
Date granted by the Management Board	May 18, 2017
Number of beneficiaries at plan launch date	11
Total number of shares that can be subscribed, including by:	8,135
Philippe Crouzet	2,641
	i.e., 0.0011% of the Company's share capital ^(a)
Jean-Pierre Michel	393
	i.e., 0.0002% of the Company's share capital ^(a)
Olivier Mallet	1,237
	i.e., 0.0005% of the Company's share capital ^(a)
Percentage of the share capital that may potentially be allocated to members of the Management Board ^(a)	0.0013%
Total number of stock options granted to the ten Group employees who are not corporate officers and to whom the largest number of options was granted	4,257
Total potential dilutive impact of the plan at the grant date	0.0034%
Start date of exercise period	May 18, 2021
Expiration date of exercise period	May 18, 2025
Exercise price ^(b)	€216.55
Performance conditions	Yes ^(c)
Number of shares subscribed	–
Total number of options canceled or lapsed since the grant date	8,135
Outstanding options as at December 31, 2025	0
Total potential dilution of the plan as at December 31, 2025 ^(a)	0.0010%

(a) Based on the 238,407,393 shares comprising the share capital as at December 31, 2025.

(b) Average undiscounted price of the Vallourec share over the 20 trading days preceding the grant date. Changes were made to the exercise prices to take account of the adjustments linked to the capital increase carried out in June 2021.

(c) For grants to members of the Executive Committee, performance is assessed over four years and measured based on the following two quantitative indicators: free cash flow (FCF) for 2017, 2018, 2019 and 2020, and the change in Vallourec's TSR between 2017 and 2020 (versus a panel of competitors, comprising Hunting Plc, United States Steel Corp., Nippon Steel & Sumitomo Metal Corp., Tubacex SA, Tenaris SA, Voestalpine AG, Seah Steel Corp., Tubos Reunidos SA, TimkenSteel Corp., Salzgitter AG, ArcelorMittal SA, TMK, and NOV).

History of stock option grants (cont.)

Plans authorized by the Shareholders' Meeting of May 12, 2017

	2018 Plan	2019 Plan
Date granted by the Management Board	June 15, 2018	June 17, 2019
Number of beneficiaries at plan launch date	10	10
Total number of shares that can be subscribed, including by:	9,851	9,851
	3,392	3,392
Philippe Crouzet	i.e., 0.0014% of the Company's share capital ^(a)	i.e., 0.0014% of the Company's share capital ^(a)
	1,563	1,563
Olivier Mallet	i.e., 0.0007% of the Company's share capital ^(a)	i.e., 0.0007% of the Company's share capital ^(a)
Percentage of the share capital that may potentially be allocated to members of the Management Board ^(a)	0.0062%	0.0062%
Total number of stock options granted to the ten Group employees who are not corporate officers and to whom the largest number of options was granted	4,896	4,896
Total potential dilutive impact of the plan at the grant date	0.0041%	0.0041%
Start date of exercise period	June 15, 2022	June 17, 2023
Expiration date of exercise period	June 15, 2026	June 17, 2027
Exercise price ^(b)	€197.84	€79.14
Performance conditions	Yes ^(c)	Yes ^(d)
Number of shares subscribed	-	-
Total number of options canceled or lapsed since the grant date	8,238	6,950
Outstanding options as at December 31, 2025	1,613	2,901
Total potential dilution of the plan as at December 31, 2025 ^(a)	0.0007%	0.0012%

(a) Based on the 238,407,393 shares comprising the share capital as at December 31, 2025.

(b) Average undiscounted price of the Vallourec share over the 20 trading days preceding the grant date. Changes were made to the exercise prices to take account of the adjustments linked to the capital increase carried out in June 2021.

(c) For grants to members of the Executive Committee, performance is assessed over four years and measured based on the following two quantitative indicators: free cash flow (FCF) for 2018, 2019, 2020 and 2021, and the change in Vallourec's TSR between 2018 and 2021 (versus a panel of competitors, comprising Hunting Plc, United States Steel Corp., Nippon Steel & Sumitomo Metal Corp., Tubacex SA, Tenaris SA, Voestalpine AG, Seah Steel Corp., Tubos Reunidos SA, TimkenSteel Corp., Salzgitter AG, ArcelorMittal SA, TMK, and NOV).

(d) For grants to members of the Executive Committee, performance is assessed over four years and measured based on the following two quantitative indicators: free cash flow (FCF) for 2019, 2020, 2021 and 2022, and the change in Vallourec's TSR between 2019 and 2022 (versus a panel of competitors, comprising Hunting Plc, United States Steel Corp., Nippon Steel Corporation (NSC, formerly NSSMC), Tubacex SA, Tenaris SA, Voestalpine AG, Seah Steel Corp., Tubos Reunidos SA, TimkenSteel Corp., Salzgitter AG, ArcelorMittal SA, TMK, and NOV).

History of stock option grants (cont.)

	Plans authorized by the Shareholders' Meeting of April 6, 2020		
	2020 Plan	2021 Plan	2022 Plan
Date granted by the Management Board	June 15, 2020	Oct. 13, 2021	June 4, 2022
Number of beneficiaries at plan launch date	113	36	29
Total number of shares that can be subscribed, including by:	89,462	123,518	58,425
Philippe Crouzet	-	-	-
	16,291	-	-
Édouard Guinotte	i.e., 0.0068% of the Company's share capital ^(a)	-	-
	11,165	-	-
Olivier Mallet	i.e., 0.0047% of the Company's share capital ^(a)	-	-
Percentage of the share capital that may potentially be allocated to members of the Management Board ^(a)	0.0115%	0.00%	0.00%
Total number of stock options granted to the ten Group employees who are not corporate officers and to whom the largest number of options was granted	21,757	48,388	25,905
Total potential dilutive impact of the plan at the grant date	0.0376%	0.0519%	0.0245%
Start date of exercise period	June 15, 2024	Oct. 13 2025	June 4, 2026
Expiration date of exercise period	June 15, 2030	Oct. 13 2031	June 4, 2032
Exercise price ^(b)	€33.60	€7.2565	€12.65
Performance conditions	Yes ^(c)	Yes ^(d)	Yes ^(e)
Number of shares subscribed	-	17,015	-
Total number of options canceled or lapsed since the grant date	72,991	55,753	15,840
Options outstanding as at December 31, 2025	16,471	50,750	42,585
Total potential dilution of the plan as at December 31, 2025 ^(a)	0.0069%	0.0213%	0.0179%

(a) Based on the 238,407,393 shares comprising the share capital as at December 31, 2025.

(b) Average undiscounted price of the Vallourec share over the 20 trading days preceding the grant date. Changes were made to the exercise prices to take account of the adjustments linked to the capital increase carried out in June 2021.

(c) An absolute internal indicator:

- the Group's cumulative free cash flow for 2020, 2021, 2022, and 2023 compared to the performance target in the Group's medium-term plan for the same period.

Two relative external indicators:

- Total Shareholder Return (TSR) for 2020, 2021, 2022 and 2023 compared to a panel of comparable companies comprising Hunting Plc, United States Steel Corp., Nippon Steel Corp., Tubacex SA, Tenaris SA, Schlumberger, Halliburton, Tubos Reunidos SA, TimkenSteel Corp., Salzgitter AG, ArcelorMittal SA, TMK and NOV;
- the average of the ratings attributed to the Company by the following three non-financial performance rating agencies: Vigeo, Sustainalytics and EcoVadis.

(d) An absolute internal indicator:

- the Group's cumulative free cash flow for 2021, 2022, 2023, and 2024 compared to the performance target in the Group's medium-term plan for the same period.

Two relative external indicators:

- Total Shareholder Return (TSR) for 2021, 2022, 2023 and 2024 compared to a panel of comparable companies comprising Hunting Plc, United States Steel Corp., Nippon Steel Corp., Tubacex SA, Tenaris SA, Schlumberger, Halliburton, Tubos Reunidos SA, TimkenSteel Corp., Salzgitter AG, ArcelorMittal SA, TMK and NOV;
- the average of the ratings attributed to the Company by the following three non-financial performance rating agencies: Vigeo, Sustainalytics and EcoVadis.

(e) An absolute internal indicator:

- the Group's cumulative free cash flow for 2022, 2023, 2024, and 2025 compared to the performance target in the Group's medium-term plan for the same period.

Two relative external indicators:

- Total Shareholder Return (TSR) for 2022, 2023, 2024 and 2025 compared to a panel of comparable companies comprising Hunting Plc, United States Steel Corp., Nippon Steel Corp., Tubacex SA, Tenaris SA, Schlumberger, Halliburton, Tubos Reunidos SA, TimkenSteel Corp., Salzgitter AG, ArcelorMittal SA, TMK and NOV;
- the average of the ratings attributed to the Company by the following three non-financial performance rating agencies: Vigeo, Sustainalytics and EcoVadis.

4.5 Additional information

4.5.1 Statements concerning executives and Board members

To the Company's knowledge, no member of Executive Management or the Board of Directors has:

- been convicted of a fraudulent offense in the past five years;
- been involved with any bankruptcies, receiverships, liquidations or companies put into administration in the past five years. However, Corine de Bilbao informed the Company that she was a director of Orpéa at the time it was placed into accelerated safeguard proceedings in May 2023;
- been subject to any official public incrimination and/or sanctions by statutory or regulatory authorities (including designated professional bodies) in the past five years;
- been disqualified by a court, in the past five years, from acting as a member of an administrative, management or supervisory body of an issuer, or from acting in the management or conduct of the affairs of any issuer; and
- any actual or potential conflict of interest between their duties to Vallourec and their private interests and/or other duties.

4.5.1.1 Individual statements of executive managers

The following table summarizes individual statements relating to transactions involving Vallourec shares carried out by the persons referred to in Article L.621-18-2 of the French Monetary and Financial Code, during 2025:

Person concerned	Financial instruments	Nature of transaction	Transaction date	Unit price (€)	Volume	Transaction amount (€)
Pascal Veillat*	Shares	Sale	01/24/2025	18.49	2,800	51,772
Corine de Bilbao	Shares	Purchase	01/24/2025	18.52	360	6,667.20
Sascha Bibert	Shares	Sale	06/02/2025	15.50	464,556	7,200,618

* Person related to Corine de Bilbao within the meaning of Article L.621-18-2 of the French Monetary and Financial Code.

4.5.2 Related-party agreements

The Statutory Auditors' special report on related-party agreements governed by Articles L.225-38 *et seq.* of the French Commercial Code for the year ended December 31, 2025 is presented in section 4.6 below.

No related-party agreements were authorized by the Board of Directors in 2025.

The annual review carried out by the Board in 2025 did not result in any routine agreements being reclassified as regulated agreements.

4.5.2.1 Loans and guarantees

No loans or guarantees have been granted by the Company or by a Group company to any of the corporate officers.

4.5.2.2 Service agreements providing for the grant of benefits

To the best of the Company's knowledge, there are no service agreements between any corporate officer and the Company providing for the grant of benefits.

4.5.3 Agreements between management or shareholders of the Company and controlled companies

In accordance with Article L.225-37-4 of the French Commercial Code, this report presents agreements between (i) a corporate officer or shareholder holding more than 10% of a company's voting rights and (ii) another company controlled by the latter within the meaning of Article L.233-3 of the French Commercial Code.

These are not related-party agreements subject to prior authorization by the Board of Directors, as Vallourec SA is not a

party to the agreement. Agreements with a wholly controlled subsidiary must also be identified (Order no. 2014-863 of July 31, 2014 on company law.)

In 2025, Vallourec was not aware of any agreements between management or shareholders of the Company and controlled companies.

4.5.4 Procedures used to regularly assess related-party agreements relating to routine transactions and entered into at arm's length conditions

The Audit Committee performs an annual review of the summary drawn up by the Company of the related-party agreements entered during the year between Vallourec and interested parties within the meaning of the regulation, in order to report to the Board of Directors as part of the procedure for the regular assessment of routine transactions entered into at arm's length conditions, pursuant to Article L.22-10-12 of the French Commercial Code. If there is any doubt as to whether an agreement meets the definition of a related-party agreement, the

Committee verifies that the agreement was entered into at arm's length and relates to routine transactions and where appropriate, the Board of Directors implements the related-party procedure.

In this case, persons directly or indirectly involved in the agreement do not take part in its assessment.

During 2025, the Company had no knowledge of any such agreements being entered into.

4.5.5 Management of conflicts of interest and sensitive information

To prevent any risk of a conflict of interest between a member of the Board of Directors and Executive Management or any of the Group's companies, the Nomination and Governance Committee constantly monitors the independence of Board members with respect to the criteria set out in the AFEP-MEDEF Corporate Governance Code. The Board of Directors also includes this issue as an item on its agenda at least once a year.

Each director is required to inform the Board of any situation involving a conflict of interest, even a potential one, to refrain from taking part in discussions or voting on any issue at Board meetings where there may be a conflict of interest, and to leave the Board meeting if a subject exposing the member to such a situation is discussed.

The Lead Independent Director plays a preventive role in relation to conflicts of interest by raising awareness of the issue among the members of the Board of Directors, and draws the Board's attention to any actual or potential conflicts of interest that she may identify. If any of its members has a conflict of interest, whether actual or potential, regarding an issue to be debated by the Board, the Board ensures, through the Nomination and Governance Committee, that the information regarding the issue

in question is not communicated to the member concerned. A director may not accept another position or appointment or make a significant investment in any company or business in competition with Vallourec or operating upstream or downstream of it, without the Board's prior approval. By way of exception, this rule does not apply to legal entities that are Board members but their acceptance of another similar directorship or position will in each case be subject to discussions with the Board with a view to avoiding any risk of a conflict of interest. Members of the Board and the Observers must inform the Chairman of the Board of Directors before accepting any new appointments in other companies. The Chairman then communicates an opinion to the Board after consulting with the Nomination and Governance Committee.

In addition, the Chairman and Chief Executive Officer, together with the Lead Independent Director may take the necessary measures to ring fence exchanges of competition-sensitive information with a member of the Board or the Board Observer.

The information presented in this section is taken from the Internal Rules of the Board of Directors, which are available on the Company's website (www.vallourec.com).

4.5.6 Shareholder authorizations to issue shares and other securities

A table summarizing the current delegations of authority granted by the Shareholders' Meeting to increase the Company's share capital, showing the use made of these delegations of authority during the year, is provided in section 5.2.3.1 of this Universal Registration Document.

4.5.7 Participation in Shareholders' Meetings

Every shareholder is entitled to attend the Company's Shareholders' Meetings in accordance with applicable legal and regulatory provisions and regardless of the number of shares held.

Article 12 of the Articles of Association concerning Shareholders' Meetings does not provide any specific conditions for attendance.

The double voting right was abolished by the Ordinary and Extraordinary Shareholders' Meeting and Special Meeting of shareholders entitled to double voting rights held on April 20,

2021, with effect from the date of completion of the Company's financial restructuring on June 30, 2021.

The attendance register at the Ordinary and Extraordinary Shareholders' Meeting of May 22, 2025 showed that 3,896 shareholders were in attendance, represented or had voted by post, owning 175,157,820 shares out of the 234,339,227 shares with voting rights, representing a quorum of 74.75%.

4.5.8 Information on factors likely to have an impact in the event of a public takeover bid or a public exchange offer

Items that may have an impact in the event of a public offer are described below:

4.5.8.1 Structure of share capital and direct or indirect shareholdings declared in accordance with Articles L.233-7 and L.233-12 of the French Commercial Code

A table showing the structure of Vallourec's share capital and direct or indirect shareholdings in the capital declared in accordance with Articles L.233-7 and L.233-12 of the French Commercial Code is presented in section 5.3 of this Universal Registration Document.

4.5.8.2 Restrictions on the exercise of voting rights provided for in the Articles of Association

Article 8, paragraph 5 of the Company's Articles of Association lays down an obligation of disclosure on any person who comes to hold or to cease to hold a number of bearer shares of the Company equal to or greater than three (3), four (4), six (6), seven (7), eight (8), nine (9) or twelve and a half (12.5) percent of the total number of shares comprising the share capital (see Section 5.1.9 of this Universal Registration Document).

In the event of failure to comply with this disclosure obligation, and at the request of one or more shareholders holding at least 5% of the Company's shares, the voting rights attached to the shares exceeding the fraction that should have been disclosed cannot be exercised or delegated by the shareholder who failed to comply with the obligation. This applies for all Shareholders' Meetings held for a period of two years following the date on which the failure to comply with the disclosure obligation is remedied.

4.5.8.3 Holders of securities with special rights of control

There are no securities that have special rights of control.

4.5.8.4 Control mechanisms within an employee share ownership system

In accordance with Article L.214-40 of the French Monetary and Financial Code, the Supervisory Boards of Vallourec Actions and Vallourec New Shares company mutual funds (FCPEs) decide whether to contribute Company securities to a public offering to purchase or exchange these shares.

4.5.8.5 Agreements between shareholders of which the Company is aware that could lead to restrictions on the transfer of shares and the exercise of voting rights

An agreement with ArcelorMittal (the "ArcelorMittal Shareholder Agreement") was entered into following the sale by Apollo of its interest in the Company's capital to ArcelorMittal on August 5, 2024. The main terms of the ArcelorMittal Shareholder Agreement are described in section 5.3.3 of this Universal Registration Document.

4.5.8.6 Rules applicable to the appointment and replacement of the Company's executive corporate officers

No provision in the Articles of Association, or agreement concluded between the Company and a third party, contains any obligations or particular rules regarding the appointment and/or replacement of the executive corporate officers and/or directors of the Company that is likely to have an impact in the event of a public offer.

The Shareholders' Agreements in force provide for certain obligations regarding the membership of the Board of Directors (see Section 5.3.3.1 of this Universal Registration Document).

4.5.8.7 Powers of the Board of Directors in the event of a public offer

The Shareholders' Meeting of May 21, 2026 will be asked to renew the prohibition on share buybacks during public offers concerning the Company's shares, as in 2025.

The Shareholders' Meeting of May 22, 2025 reaffirmed the suspensive effect of any public offer by a third party for Vallourec shares on the Board of Directors' ability to use the resolutions to increase the Company's share capital (with the exception of capital increases reserved for grants of medium/long-term incentive instruments [performance shares and options]), except with the prior authorization of the Shareholders' Meeting.

The Board of Directors is not authorized by the Shareholders' Meeting to issue share subscription warrants during public offers concerning the Company's shares, as stipulated in Article L.233-32, II of the French Commercial Code. No proposed resolution for this purpose is due to be submitted to the Shareholders' Meeting of May 21, 2026.

4.5.8.8 Agreements made by the Company that would be amended or terminated in the event of a change of control of the Company

Certain agreements entered into by the Company contain change-of-control clauses. The most significant agreements that may have an impact in the event of a public offer are:

- in the event of a change of control of Vallourec Oil & Gas France (VOGFR), Vallourec Tubes, or Vallourec, Nippon Steel Corporation (NSC) has the right to cancel the Research and Development contract entered into between VOGFR and NSC on April 1, 2007, while retaining the right to use the collective research and development findings and to enable any licensees to benefit from such findings (VOGFR would have the same rights in the event of a change of control of NSC). If NSC exercises its right to terminate the contract, it will also be entitled to continue using the VAM® trademarks for six years from the date of such termination;
- the €550 million committed credit facility maturing in April 2029, entered into on April 12, 2024;

- the State-guaranteed loans entered into on June 30, 2021 for a total nominal amount of €262 million with a maturity of June 30, 2027, and of which €67.6 million was repaid ahead of term in April 2024;
- the asset-based credit facility for USD 210 million entered into on November 7, 2022 and increased in April 2024, the amount of which was increased to USD 350 million and the maturity extended to April 12, 2029;
- the USD 178 million committed bank facility issued on June 30, 2021 and maturing on June 30, 2026; and
- the USD 820 million bond issued on April 17, 2024, maturing on April 15, 2032, of which USD 82 million was repaid ahead of time in September 2025;
- the specific methods for assessing the MEP performance conditions (see Section 4.4.2.1) of this Universal Registration Document.

4.5.8.9 Agreements providing for payments to the executive corporate officers or employees if they resign or are dismissed for no real and serious cause, or if their employment is terminated due to a public offer

N/A.

4.6 Special report of the Statutory Auditors on related-party agreements

This is a free translation into English of the statutory auditors' special report on regulated agreements with third parties that is issued in the French language and is provided solely for the convenience of English speaking readers. This report on regulated agreements should be read in conjunction and construed in accordance with French law and professional auditing standards applicable in France. It should be understood that the agreements reported on are only those provided by the French Commercial Code ("Code de commerce") and that the report does not apply to those related party transactions described in IAS 24 or other equivalent accounting standards.

General meeting for the approval of the accounts for the fiscal year ended December 31, 2025

To the General Meeting of Vallourec SA,

As statutory auditors of your company, we present our report on regulated agreements.

It is our responsibility to inform you, based on the information provided to us, of the characteristics, essential terms, and reasons justifying the interest for the company of the agreements of which we have been informed or which we have discovered during our mission, without having to comment on their usefulness and appropriateness nor to seek the existence of other agreements. It is your responsibility, according to the terms of Article R.225-31 of the Commercial Code, to assess the interest attached to the conclusion of these agreements for their approval.

Furthermore, it is our responsibility, if applicable, to inform you of the information provided for in Article R.225-31 of the Commercial Code relating to the execution, during the past financial year, of agreements already approved by the general meeting.

We have carried out the due diligence that we deemed necessary in accordance with the professional standards of the National Company of Statutory Auditors related to this mission.

Agreements submitted for the approval of the General meeting

Agreements authorized and concluded during the past financial year

We inform you that we have not been notified of any agreement authorized and concluded during the past financial year to be submitted for the approval of the general meeting in accordance with the provisions of Article L.225-38 of the Commercial Code.

Agreements already approved by the General meeting

We inform you that we have not been notified of any agreement already approved by the general meeting whose execution continued during the past financial year.

Paris-La Défense, March 10, 2026

The Statutory Auditors

KPMG SA
Philippe GRANDCLERC
Partner

Ernst & Young et Autres
May KASSIS-MORIN
Partner



5



General information on the Company and its capital

5.1	Main legal provisions and Articles of Association	268	5.4	Stock market information	284
5.1.1	Company name and registered office	268	5.4.1	Stock market	284
5.1.2	Legal form – Legislation – Trade and Companies Register	268	5.4.2	Other markets	284
5.1.3	Date of incorporation and term (Article 5 of the Articles of Association)	268	5.4.3	Movements in the share price and market capitalization in the last five years	284
5.1.4	Object (Article 3 of the Articles of Association)	268	5.5	Dividend policy	285
5.1.5	Consultation of legal documents	268	5.6.1	Information available to all shareholders	286
5.1.6	Fiscal year (Article 20 of the Articles of Association)	268	5.6.2	Relations with institutional investors and financial analysts	286
5.1.7	Distribution of profits (Article 20 of the Articles of Association)	268	5.6.3	Relations with individual shareholders	287
5.1.8	Shareholders' Meetings (Article 16 of the Articles of Association)	269	5.6.4	Contact for Investor Relations and Financial Communications	287
5.1.9	Disclosure of thresholds crossed and identification of shareholders (Article 8 of the Articles of Association)	269	5.6.5	2026 financial calendar (dates subject to change)	287
5.2	General information on share capital	270	5.7	Scope of consolidation	288
5.2.1	Conditions set out in the Articles of Association for changes in share capital or rights in the Company (Article 7 of the Articles of Association)	270	5.7.1	Vallourec Group legal organization chart as at December 31, 2025	288
5.2.2	Share capital	270	5.7.2	Changes in the Group's scope of consolidation in 2025	289
5.2.3	Authorized capital not issued	271			
5.2.4	Share buybacks	275			
5.2.5	Changes in share capital over the past five years	277			
5.2.6	Non-equity instruments	278			
5.3	Share ownership	280			
5.3.1	Distribution of the share capital and voting rights in the last three fiscal years	280			
5.3.2	Absence of control over the Company	282			
5.3.3	Shareholders' agreements	283			

5.1 Main legal provisions and Articles of Association

5.1.1 Company name and registered office

The Company's corporate name is Vallourec.

Vallourec's registered office is located at 12, rue de la Verrerie, 92190 Meudon – France. The premises are occupied under the terms of a nine-year, three-month lease with effect from June 1, 2021.

Tel.: +33 (0)1 49 09 35 00

Vallourec website: www.vallourec.com

5.1.2 Legal form – Legislation – Trade and Companies Register

Vallourec is a French joint-stock corporation (*société anonyme*) with a Board of Directors.

The Company is registered in the Nanterre (Hauts-de-Seine) Trade and Companies Register under no. 552 142 200 and recorded under APE Code (Principal Activity Code) 7010Z. Vallourec's Legal Entity Identifier (LEI) is 969500P2Q1B47H4MCJ34.

5.1.3 Date of incorporation and term (Article 5 of the Articles of Association)

Vallourec was formed in 1899.

It will be wound up on June 17, 2067, unless its life is extended or it is wound up earlier.

5.1.4 Object (Article 3 of the Articles of Association)

The Company has the following object in all countries, either on its own behalf or on behalf of third parties, or in direct or indirect joint ventures with third parties:

- all industrial and commercial operations relating to all methods of preparing and manufacturing metals and all materials that may replace them in all their uses, by all known processes and any that may subsequently be discovered; and
- generally, all commercial, industrial and financial transactions, in real or personal property, directly or indirectly related to the above-mentioned company object.

5.1.5 Consultation of legal documents

The Company's Articles of Association, minutes of Shareholders' Meetings and other Company documents may be consulted at the registered office.

5.1.6 Fiscal year (Article 20 of the Articles of Association)

The Company's fiscal year is twelve (12) months, starting on January 1 and ending on December 31.

5.1.7 Distribution of profits (Article 20 of the Articles of Association)

The distributable profit, as defined by law, is available to Shareholders' Meetings.

Unless there is an exception due to statutory provisions, Shareholders' Meetings decide on the appropriation of this profit at their discretion.

Shareholders' Meetings may also decide to grant each shareholder, for all or some of the dividends to be distributed, a choice between payment of the dividend in cash or in shares, in accordance with statutory and regulatory provisions in force.

5.1.8 Shareholders' Meetings (Article 16 of the Articles of Association)

5.1.8.1 Shareholders' Meetings (Article 16 of the Articles of Association)

Shareholders' Meetings shall be convened under the conditions laid down by law.

Shareholders' Meetings are open to all shareholders, regardless of the number of shares they hold.

By decision of the Board of Directors, shareholders may vote by all means of telecommunication and data transmission, including the internet, as provided by the regulations applicable at the time of use. If applicable, this decision is communicated in the Notice of Meeting (*Avis de réunion*) published in the French legal gazette (*Bulletin des Annonces Légales Obligatoires*).

Each member of a Shareholders' Meeting has as many votes as ordinary shares they own or represent, in the absence of legal provisions to the contrary.

As an exception to the provisions of Article L.22-10-46 of the French Commercial Code, no double voting rights are attached to the Company's shares.

Shareholders' Meetings are chaired by the Chairman of the Board of Directors or, in their absence, by the Vice-Chairman or, failing this, by the oldest member of the Board of Directors.

In principle, the agenda is drawn up by the person who issues the convening notice.

The duties of scrutineers shall be performed by the two members of the Shareholders' Meeting who are present and who accept these duties who have the largest number of votes.

The officers of the meeting appoint the secretary, who may but need not be a shareholder. An attendance register is drawn up under the conditions provided for by law.

Deliberations are recorded in minutes drawn up in a special register, on numbered and initialed pages held at the registered office, or on loose sheets which must be numbered and initialed without any discontinuity.

These minutes are signed by the officers of the meeting. Copies or excerpts therefrom may be validly certified by the Chairman of the Board of Directors, the Vice-Chairman, the Chief Executive Officer if they are also a director, or by the secretary of the Shareholders' Meeting.

5.1.8.2 Special Meetings of the Shareholders (Article 19 of the Articles of Association)

Holders of Preferred Shares of each class are consulted in accordance with the conditions provided by the applicable statutory provisions, regulations and Articles of Association in force, on matters within their competence. Holders of preferred shares of each class are convened to a special meeting to decide on any modification of their rights.

A special meeting of holders of each class of Preferred Shares can only validly deliberate if the shareholders present or represented

own at least one third of the Preferred Shares of the class concerned upon the first convening, and one fifth upon the second convening. If not, the second meeting may be postponed to a date not more than two months after the date on which it was convened.

5.1.9 Disclosure of thresholds crossed and identification of shareholders (Article 8 of the Articles of Association)

Article 8 of the Articles of Association establishes an additional disclosure obligation in the case of thresholds crossed other than those provided for in applicable legal provisions. Consequently:

"In addition to the thresholds provided for by the applicable legal and regulatory provisions, any individual or legal entity, acting alone or in concert, that comes to hold, directly or indirectly, a fraction equal to or greater than three (3), four (4), six (6), seven (7), eight (8), nine (9) and twelve and a half (12.5) percent of the Company's share capital or voting rights, must inform the Company of the total number of shares and voting rights that it owns as well as the securities giving access to the capital and voting rights potentially attached thereto, by means of a registered letter, with acknowledgment of receipt, sent to the registered office (place of general management) no later than the close of the fourth trading day following the day on which the threshold is crossed.

The information referred to in the previous paragraph is also given within the same deadlines and under the same conditions, when the shareholding falls below the thresholds mentioned in that paragraph.

In determining the thresholds referred to in the preceding paragraphs, account is also taken of shares or voting rights held indirectly and shares or voting rights assimilated to shares or voting rights owned as defined by the provisions of Articles L.233-7 et seq. of the French Commercial Code.

In the event of failure to comply with the provisions set out above, the penalties provided for by law in the event of failure to comply with the requirement to declare the crossing of legal thresholds will apply to the statutory thresholds only at the request, recorded in the minutes of the Shareholders' Meeting, of one or more shareholders holding at least five percent (5%) of the Company's capital or voting rights.

The Company reserves the right to inform the public and shareholders either of the information notified to it or of any failure by the person concerned to comply with the aforementioned obligation."

In addition, the Company is entitled to request the identification of holders of securities conferring immediate or future voting rights at its Shareholders' Meetings, as well as the quantities held, in accordance with applicable regulations.

5.2 General information on share capital

5.2.1 Conditions set out in the Articles of Association for changes in share capital or rights in the Company (Article 7 of the Articles of Association)

The share capital may be increased or reduced pursuant to a decision of an Extraordinary Shareholders' Meeting under the conditions laid down by law.

The Shareholders' Meeting may delegate to the Board of Directors the powers necessary for the purpose of increasing or reducing the capital.

Whenever it is necessary to hold a certain number of shares in order to exercise a right, especially in the case of a capital reduction, for any reason and in any manner whatsoever, the shareholders will be personally responsible for grouping, and, if applicable, buying or selling the number of shares or rights required.

5.2.2 Share capital

As at the start of the 2025 fiscal year on January 1, 2025, the subscribed, fully paid-up share capital amounted to €4,761,692.46, divided into 233,917,225 ordinary shares with a par value of €0.02 each, and 4,167,398 preferred shares with a par value of €0.02 each.

On March 18, 2025, the Chairman and Chief Executive Officer duly noted a capital increase of a nominal amount of one thousand and ninety eight euros and twenty-four cents (€1,098.24) through the issue of 54,912 new T2 preferred shares ("T2 Shares") vesting under the rules governing the free share plan awarding new or existing ordinary shares and preferred shares convertible into ordinary shares, as adopted on October 13, 2021 and amended on March 26, 2022 by the Board of Directors in accordance with the resolutions adopted by the Ordinary and Extraordinary Shareholders' Meeting of September 7, 2021 (the "2021 MEP").

On April 10, 2025, the Chairman and Chief Executive Officer duly noted:

- a capital increase of a nominal amount of one thousand two hundred and eighty-three euros and thirty-eight cents (€1,283.38) through the issue of 64,169 new shares as part of the capital increase reserved for members of the Vallourec group share ownership plan provided for in the twenty-sixth resolution of the Extraordinary Shareholders' Meeting on May 23, 2024;
- a capital increase of a nominal amount of three thousand three hundred and twenty-eight euros and sixty-four cents (€3,328.64) through the issue of 154,432 shares reserved for employees of the Company and Vallourec Group companies, as provided for in the twenty-seventh resolution of the Extraordinary Shareholders' Meeting on May 23, 2024.

On May 24, 2025, the Chairman and Chief Executive Officer duly noted a capital increase for a nominal amount of €81.10 (eighty one euros and ten cents) through the issue of 4,055 new T2 Shares vested under the 2021 MEP.

On June 25, 2025, the Chairman and Chief Executive Officer duly noted a capital increase for a nominal amount of €580.46 (five hundred and eighty euros and forty-six cents) through the issue of 29,023 new T2 Shares vested under the 2021 MEP.

On September 2, 2025, the Chairman and Chief Executive Officer duly noted a capital increase of a nominal amount of three hundred and twenty-three euros and fifty-eight cents (€323.58) through the issue of 16,179 new T3 preferred shares ("T3 Shares") vesting under the rules governing the free share plan awarding new or existing ordinary shares, as adopted on June 22, 2024 by the Board of Directors in accordance with the resolutions adopted by the Ordinary and Extraordinary Shareholders' Meeting of September 7, 2021 (the "2024 MEP").

Further to the completion of the sale by Apollo to ArcelorMittal of its stake in the Company's share capital on August 5, 2024, the performance condition of the T2 Shares was deemed to be met and the latter became convertible into ordinary shares on a one-for-one basis⁽¹⁾. In 2025, a total of 205,937 T2 Shares were converted into ordinary shares.

As a result, at December 31, 2025, the share capital was increased to €4,768,147.86 (four million seven hundred and sixty-eight thousand one hundred and forty-seven euros and eighty-six cents), divided into 234,359,146 (two hundred and thirty-four million three hundred and fifty-nine thousand one hundred and forty-six) ordinary shares with a par value of €0.02 each ("Ordinary Shares") and 4,048,247 (four million forty-eight thousand two hundred and forty-seven) preferred shares with a par value of €0.02 each ("Preferred Shares") convertible into Ordinary Shares and comprising:

- 29,023 T2 Shares;
- 3,407,894 T3 Shares; and
- 611,330 T4 Shares.

⁽¹⁾ The conversion of the Tranche 2 preferred shares into ordinary shares (on a one-for-one basis) is a simple modification of the attached rights, and does not entail any disposal of the shares (no issue of new shares and no impact on the amount of the share capital).

5.2.3 Authorized capital not issued

5.2.3.1 Financial authorizations to issue shares and securities carrying rights to the Company's shares as at December 31, 2025

Authorizations to issue shares and securities carrying rights to the Company's shares were as follows as at December 31, 2025:

	Maximum caps on capital increases (in € or as a percentage of the share capital)	Maximum nominal amounts of debt securities (in €)	Date of Shareholders' Meeting	Term of authorization	Expiration date
CAPITAL INCREASES WITH PRE-EMPTIVE SUBSCRIPTION RIGHTS (PSR)					
Capital increase by issuing shares and/or securities with immediate or deferred rights to shares, with PSR (16 th resolution of the 2024 Shareholders' Meeting*)	€1,831,427 ^(a)	€1.5 billion ^(a)	May 23, 2024	26 months	July 22, 2026
Capital increase paid up by capitalizing additional paid-in capital, reserves, profits, or any other amounts (24 th resolution of the 2024 Shareholders' Meeting)	€1,373,570 ^(b)	N/A	May 23, 2024	26 months	July 22, 2026
CAPITAL INCREASES WITHOUT PRE-EMPTIVE SUBSCRIPTION RIGHTS (PSR)					
Capital increase by issuing shares and/or securities with immediate or deferred rights to shares, without PSR, placed through a public offer other than an offer to the public governed by Article L.411-2-1° of the French Monetary and Financial Code (17 th resolution of the 2024 Shareholders' Meeting)	€457,857 ^{(a)(b)}	€1.5 billion ^(a)	May 23, 2024	26 months	July 22, 2026
Capital increase by issuing shares and/or securities with immediate or deferred rights to shares, without PSR, placed through an offer to the public governed by Article L.411-2-1° of the French Monetary and Financial Code (18 th resolution of the 2024 Shareholders' Meeting)	€457,857 ^{(b)(c)}	€1.5 billion ^(a)	May 23, 2024	26 months	July 22, 2026
Capital increase by issuing shares and/or securities with immediate or deferred rights to shares, without PSR, in payment for contributions of equity securities or securities with rights to shares, except for securities tendered to a public exchange offer initiated by the Company (21 st resolution of the 2024 Shareholders' Meeting)	10% of the Company's share capital €457,857 ^{(b)(c)}	€1.5 billion ^(a)	May 23, 2024	26 months	July 22, 2026
Capital increase without PSR as consideration for shares tendered to a public exchange offer initiated by the Company (22 nd resolution of the 2024 Shareholders' Meeting)	€457,857 ^{(b)(c)}	€1.5 billion ^(a)	May 23, 2024	26 months	July 22, 2026
Capital increase, without PSR, as a result of the issue by the Company's subsidiaries of securities with rights to the Company's shares (23 rd resolution of the 2024 Shareholders' Meeting)	€457,857 ^{(b)(c)}	N/A	May 23, 2024	26 months	July 22, 2026

	Maximum caps on capital increases (in € or as a percentage of the share capital)	Maximum nominal amounts of debt securities (in €)	Date of Shareholders' Meeting	Term of authorization	Expiration date
EMPLOYEE STOCK OWNERSHIP PLAN					
Capital increase reserved for members of employee stock ownership plans (11 th resolution of the 2025 Shareholders' Meeting**)	0.75% of the Company's share capital ^{(a)(c)(d)(e)}	N/A	May 22, 2025	26 months	July 21, 2027
Capital increase by issuing shares and/or securities with immediate or deferred rights to shares, without pre-emptive subscription rights, to employees and corporate officers of the Company and Vallourec Group companies related to the Company within the meaning of Article L.225-180 of the French Commercial Code, other than members of an employee share ownership plan (12 th resolution of the 2025 Shareholders' Meeting)	0.75% of the Company's share capital ^{(a)(c)(d)(e)}	N/A	May 22, 2025	18 months	November 21, 2026
STOCK OPTIONS AND PERFORMANCE SHARES					
Performance shares (ordinary shares) awarded to Vallourec Group employees and corporate officers (10 th resolution of the 2025 Shareholders' Meeting)	1% of the Company's share capital ^{(b)(g)}	N/A	May 22, 2025	14 months	July 21, 2026
OTHER					
Determination of the issue price in the event of a capital increase without PSR through an offer to the public pursuant to the 17 th or 18 th resolutions of the 2024 Shareholders' Meeting (19 th resolution of the 2024 Shareholders' Meeting)	10% of the Company's share capital per 12-month period ^{(b)(d)}	N/A	May 23, 2024	26 months	July 22, 2026
Greenshoe option for issues of ordinary shares or securities with rights to shares, with or without PSR (20 th resolution of the 2024 Shareholders' Meeting)	For each issue, legal limit of 15% of the initial issue ^{(b)(d)}	N/A	May 23, 2024	26 months	July 22, 2026

	Maximum caps on capital increases (in € or as a percentage of the share capital)	Maximum nominal amounts of debt securities (in €)	Date of Shareholders' Meeting	Term of authorization	Expiration date
SHARE BUYBACK PROGRAM					
					October 22, 2025
Share buybacks (9 th resolution of the 2025 Shareholders' Meeting) ^(b)	10% of the total number of shares comprising the Company's share capital at the date of buyback ^(c)	N/A	May 22, 2025	18 months	October 21, 2026
Cancellation of treasury shares (28 th resolution of the 2024 Shareholders' Meeting)	10% of the Company's share capital per 24-month period ^(d)	N/A	May 23, 2024	26 months	July 22, 2026
Shareholders' Meeting of May 23, 2024 ("2024 Shareholders' Meeting"). Shareholders' Meeting of May 22, 2025 ("2025 Shareholders' Meeting"). (a) Aggregate ceiling covering all capital increases carried out pursuant to the 16th to 27th resolutions of the 2024 Shareholders' Meeting. (a') Ceiling covering all debt securities issued pursuant to resolutions 16 to 22 of the 2024 Shareholders' Meeting. (a'') Ceiling covering all capital increases carried out pursuant to the 10th resolution of the September 2021 Shareholders' Meeting, the 24th and 26th resolutions of the 2024 Shareholders' Meeting and the 17th resolution of the 2024 Shareholders' Meeting. (a''') This 0.75% ceiling applies to capital increases carried out pursuant to the 26th and 27th resolutions of the 2024 Shareholders' Meeting. (a''') This 0.75% ceiling applies to capital increases carried out pursuant to the 11th and 12th resolutions of the 2025 Shareholders' Meeting. (b) This ceiling is included in the aggregate ceiling of €1,831,427 provided for under point 2. of the 16th resolution of the 2024 Shareholders' Meeting. (c) This amount is included in the aggregate ceiling of €457,857 provided for under point 2. of the 17th resolution of the 2024 Shareholders' Meeting. (d) Subject to the €457,857 ceiling on capital increases provided for in the 17th resolution or, as appropriate, the 18th resolution of the 2024 Shareholders' Meeting. (e) As at December 31, 2025, the cumulative amount used under this authorization represented 0.09% of the share capital. (f) This delegation of authority was not used in 2025. (g) As at December 31, 2025, the cumulative amount used under this authorization represented 0.39% of the share capital (see Section 4.4.2.2 of this Universal Registration Document). (h) The objectives of the share buyback program are as follows: (i) to implement any stock option plan; (ii) to allocate or transfer shares to employees by way of profit-sharing and/or to implement any Company or Group savings plan (or similar plan); (iii) to award free shares or performance shares; (iv) to allocate Company shares to employees and/or corporate officers of the Group, particularly in connection with international employee stock ownership plans or long-term incentive plans; (v) to make a market in the Company's shares through an investment services provider under a liquidity agreement that complies with market practices approved by the French securities regulator (Autorité des marchés financiers – AMF); (vi) to hold shares for subsequent delivery (in payment, exchange or otherwise) in connection with any future acquisitions, mergers, demergers or asset contributions; (vii) to deliver shares upon the exercise of rights attached to securities convertible, redeemable, exchangeable or otherwise exercisable for shares, including through the exercise of a warrant or by any other means; (viii) to cancel all or some of the acquired shares; (ix) to carry out any other practice that may be authorized by the applicable law or regulations in the future, including any market practices that may be authorized by the AMF. (i) As at December 31, 2025, the cumulative amount used under this authorization represented 0.50% of the share capital (see Section 5.2.4.1 of this Universal Registration Document). (i') As at December 31, 2025, this authorization had not been used (see Section 5.2.4.1 of this Universal Registration Document).					

5.2.3.2 Potential dilution as at December 31, 2025

5.2.3.2.1 SHARE SUBSCRIPTION WARRANTS

On June 30, 2021, as part of its financial restructuring, Vallourec issued 30,342,337 share subscription warrants (the "Warrants"), without pre-emptive subscription rights for existing shareholders, to BNP Paribas, Natixis, Banque Fédérative du Crédit Mutuel and CIC. Initially, each Warrant entitled its holder to subscribe to one (1) new share in the Company, at an exercise price of €10.11 per Warrant. Since May 26, 2025, the ex-dividend date for the 2024 fiscal year, the exercise ratio has been adjusted from one (1) ordinary share to one and ninety-eight thousandths (1.098) of a newly issued share per Warrant.

On this basis, the number of Vallourec shares that would result from the exercise of all Warrants would be 33,315,886 shares.

The Warrants may be exercised for a period of five years from their issuance, expiring on June 30, 2026.

Until June 30, 2026, the exercise ratio may be adjusted following transactions implemented by the Company, in order to maintain the rights of the holders of Warrants, in accordance with the terms and conditions of the Warrants.

The potential dilution related to the Warrants amounted to 13.974% of the share capital and 14.22% of the theoretical voting rights⁽¹⁾ as at December 31, 2025.

However, in order to limit the potential dilution resulting from the exercise of the Warrants, Warrant holders were convened in a Shareholders' Meeting on December 1, 2025 to vote on the proposed amendment to the exercise terms and conditions of the Warrants. This amendment allows the Company, at its option, to deliver either existing or newly issued shares of the Company, whereas the original terms and conditions of the Warrants provided solely for the delivery of newly issued shares. The Warrant holders unanimously approved this amendment to the terms and conditions, which will also be submitted to Vallourec's Annual Shareholders' Meeting on May 21, 2026, for approval.

5.2.3.2.2 FREE PERFORMANCE SHARE PLANS (LTIP)

With regard to the ordinary free share plans set up since 2021 (see Section 4.4.2.2 of this Universal Registration Document), the Board of Directors has decided that upon vesting they would be delivered to the beneficiaries concerned in the form of either existing and/or newly-issued shares.

These plans are therefore likely to result in shareholder dilution. Based on the total number of shares not yet vested under the plans laid out in section 4.4.2.2 of this Universal Registration Document and based on the delivery of exclusively new shares, as at December 31, 2025, this potential dilution amounted to 0.5279% of the Company's capital and 0.5370% of the theoretical voting rights.

5.2.3.2.3 FREE PERFORMANCE SHARE PLANS (MEP)

A) 2021 MEP

The Board of Directors has decided that the ordinary and preferred shares allocated under the 2021 MEP described in section 4.4.2.1(A) of this Universal Registration Document could be delivered to the beneficiaries concerned in the form of new or existing shares. Given that preferred shares do not carry voting rights, their issue before conversion into ordinary shares, is only likely to result in capital dilution.

On the basis of the total number of unvested ordinary and preferred shares, as detailed in section 4.4.2.1(A) of this Universal Registration Document, the potential dilution before conversion of the preferred shares amounts, as at December 31, 2025, to 0.0939% of the share capital and 0.0955% of the theoretical voting rights⁽¹⁾.

The Board of Directors has also decided that if the performance conditions described in section 4.4.2.1(A) of this Universal Registration Document are met, preferred shares could be converted into newly issued ordinary shares.

On the basis of the total number of vested or unvested preferred shares, as detailed in section 4.4.2.1(A) and section 4.4.2.1(C) of this Universal Registration Document, the potential dilution after conversion of the preferred shares amounts, as at December 31, 2025, to 0.0300% of the share capital and 0.0305% of the theoretical voting rights.

B) 2023 MEP

The Board of Directors has decided that the ordinary shares allocated under the 2023 MEP described in section 4.4.2.1(B) of this Universal Registration Document could be delivered to the beneficiaries concerned in the form of new or existing shares.

On the basis of the total number of unvested ordinary shares, as detailed in section 4.4.2.1(B) and section 4.4.2.1(C) of this Universal Registration Document, the potential dilution amounts, at December 31, 2025, to 0.0952% of the share capital and 0.0969% of the theoretical voting rights⁽¹⁾.

C) 2024 MEP

The Board of Directors has decided that the ordinary and T3 Shares allocated under the 2024 MEP described in section 4.4.2.1(C) of this Universal Registration Document could be delivered to the beneficiaries concerned in the form of new or existing shares.

On the basis of the total number of unvested T3 Shares, as detailed in section 4.4.2.1(C) of this Universal Registration Document, the potential dilution before conversion of the preferred shares amounts, as at December 31, 2025, to 0.1249% of the share capital and 0.1271% of the theoretical voting rights⁽¹⁾.

⁽¹⁾ The calculation of the percentage of theoretical voting rights excludes the 4,048,247 preferred shares, which do not carry voting rights.

The Board of Directors has also decided that if the performance conditions described in section 4.4.2.1(C) of this Universal Registration Document are met, preferred shares could be converted into newly issued ordinary shares.

On the basis of the total number of vested or unvested preferred shares, as detailed in section 4.4.2.1(A) and section 4.4.2.1(C) of this

Universal Registration Document, the potential dilution after conversion of the preferred shares amounts, as at December 31, 2025, to 0.25% of the share capital and 0.26% of the theoretical voting rights.

5.2.3.2.4 STOCK OPTIONS

The award of share subscription options described in section 4.4.2.3.3 of this Universal Registration Document could, if the options are exercised, entail a dilution of shareholders.

Based on the total number of options currently outstanding, net of those canceled or that have lapsed as described in section 4.4.2.3.3(B), the potential dilution to shareholders as at December 31, 2025 was 0.0480% of the share capital and 0.0488% of the theoretical voting rights⁽¹⁾.

5.2.4 Share buybacks

5.2.4.1 Information on transactions under the share buyback program during the year 2025

5.2.4.1.1 SHARE BUYBACKS

At January 1, 2025, Vallourec held no treasury shares.

On May 27, 2025, the Company used the authorization granted by the Shareholders' Meeting of May 22, 2025 (ninth resolution) to implement a share buyback program. One million two hundred thousand (1,200,000) shares were bought back, all of which were allocated to cover free share plans. In 2025, 1,069,181 of these shares were transferred to beneficiaries of free share plans upon vesting.

As a result of these transactions, as at December 31, 2025, Vallourec held 130,819 Vallourec ordinary shares, representing 0.05% of its share capital.

Total gross cash flows relating to purchases and disposals/transfers of ordinary shares between January 1 and December 31, 2025 were as follows:

	Purchasing	Transfers/sales
Number of shares	1,200,000	1,069,181
Average unit price (in €)	15.5118	15.5184
AGGREGATE AMOUNT (IN €)	18,614,160	16,584,921.84

On January 7, 2026, Vallourec launched a new share buyback program within the framework of the ninth resolution of the Shareholders' Meeting of May 22, 2025.

The share buyback will run until June 30, 2026 at the latest, for a total amount of €200 million.

At February 27, 2026, 3,358,014 shares had been bought back. The shares acquired will be allocated to cover a portion of the share subscription warrants issued by Vallourec (ISIN code: FR00140030K7) in order to reduce the dilution linked to their exercise, expected before the end of June 2026. To a lesser extent, these shares could also cover long-term employee compensation plans.

5.2.4.1.2 VALLOUREC SHARES HELD INDIRECTLY

As at December 31, 2025, the Company held 130,819 treasury shares.

As at February 27, 2026, the number of treasury shares stood at 3,478,373.

5.2.4.1.3 OPEN DERIVATIVE POSITIONS AS AT DECEMBER 31, 2025

None.

5.2.4.2 Description of the share buyback program submitted to the Ordinary and Extraordinary Shareholders' Meeting of May 21, 2026 (12th resolution)

The purpose of this description, pursuant to Articles 241-1 *et seq.* of the General Regulations of the French securities regulator, is to explain the objectives and the terms and conditions of Vallourec's share buyback program that will be submitted to the Ordinary and Extraordinary Shareholders' Meeting on May 21, 2026.

5.2.4.2.1 OBJECTIVES OF THE SHARE BUYBACK PROGRAM TO BE SUBMITTED TO THE ORDINARY AND EXTRAORDINARY SHAREHOLDERS' MEETING OF MAY 21, 2026

In accordance with the provisions of European Regulation 596/2014 of April 16, 2014 and the market practices accepted by the AMF, the objectives of the share buyback program subject to approval at the Ordinary and Extraordinary Shareholders' Meeting of May 21, 2026 are as follows:

1. to implement any Company share purchase options plan or any similar plan, in accordance with the provisions of Articles L.225-177 *et seq.* and L.22-10-56 to L.22-10-58 of the French Commercial Code;
2. to allocate or transfer shares to employees as profit-sharing and/or to implement any Company or Group savings plan (or similar plan) as provided for by law, in particular Articles L.3332-1 *et seq.* of the French Labor Code (*Code du travail*);
3. to award free shares or performance shares under the provisions of Articles L.225-197-1 *et seq.* and L.22-10-59 *et seq.* of the French Commercial Code;
4. to allocate shares to employees and/or corporate officers of the Group, particularly in the context of international employee share ownership plans or long-term incentive plans;
5. to make a market in the Company's shares on the secondary market or to increase the liquidity of Vallourec's shares through an investment services provider, under the terms of a liquidity agreement that complies with the Code of Conduct (*Charte de déontologie*) issued by the French financial markets association (*Association Française des Marchés Financiers – AMAFI*), approved by and in accordance with the market practices accepted by the AMF;
6. to be held for subsequent delivery (in payment, exchange, or otherwise) in connection with any future acquisitions, mergers, demergers or asset contributions;
7. to deliver shares upon the exercise of rights attached to securities convertible, redeemable, exchangeable or otherwise exercisable for shares, including through the exercise of a warrant or by any other means; or
8. to cancel some or all of the acquired shares, provided that the Board of Directors has a valid authorization from the Extraordinary Shareholders' Meeting allowing it to reduce the share capital by canceling shares acquired under a buyback program.

5.2.4.2.2 TERMS AND CONDITIONS OF THE SHARE BUYBACK PROGRAM TO BE SUBMITTED TO THE SHAREHOLDERS' MEETING OF MAY 21, 2026

The table below shows the maximum percentage of capital and the maximum number, and the characteristics, of the shares that the Company may acquire under the share buyback program to be submitted to the Ordinary and Extraordinary Shareholders' Meeting of May 21, 2026, as well as the maximum unit purchase price:

Share characteristics	Maximum percentage of capital	Maximum number of shares ^(a)	Maximum unit purchase price (per share)
Ordinary shares	10%	23,840,739	€30

(a) This number corresponds to the theoretical number of ordinary shares that the Company could acquire, calculated based on the share capital as at December 31, 2025, i.e., €4,768,147.86, divided into 234,359,146 ordinary shares with a par value of €0.02 each and 4,048,247 preferred shares with a par value of €0.02 each. As an indication, based on the number of ordinary shares and preferred shares held by Vallourec at that date, the Company could acquire 23,840,739 of its own shares.

5.2.4.2.3 TERM OF THE SHARE BUYBACK PROGRAM TO BE SUBMITTED TO THE SHAREHOLDERS' MEETING OF MAY 21, 2026

The authorization given to the Board of Directors to implement the share buyback program will be granted for a term of 18 months from the date of the Shareholders' Meeting of May 21, 2026, i.e., until November 20, 2027, subject to the program's approval by the Ordinary Shareholders' Meeting. This new authorization would cancel and replace the authorization granted on May 22, 2025.

5.2.5 Changes in share capital over the past five years

Transaction date	Exercise of stock options	Number of shares subscribed in cash	Class	Total number of shares after transaction	Nominal amount of capital increase (in €)	Additional paid-in capital (in €)	Total share capital after transaction (in €)
06/30/2021	-	52,954,807	-	64,404,501	1,059,096.14	298,665,111.48	1,288,090.02
06/30/2021	-	164,523,927	-	228,928,428	3,290,478.54	1,327,708,090.89	4,578,568.56
10/13/2022	-	300,571	Ordinary shares	229,228,999	6,011.42	-	4,584,579.98
10/13/2022	-	1,160,164	T2 Shares	230,389,163	23,203.28	-	4,607,783.26
10/13/2022	-	1,160,165	T3 Shares	231,549,328	23,203.30	-	4,630,986.56
10/13/2022	-	228,299	T4 Shares	231,777,627	4,565.98	-	4,635,552.54
06/04/2023		11,472	Ordinary shares	231,789,099	229.44		4,635,781.98
06/04/2023		1,723,917	T2 Shares	233,513,016	34,478.34		4,670,260.32
06/04/2023		1,723,918	T3 Shares	235,236,934	34,478.36		4,704,738.68
06/04/2023		295,253	T4 Shares	235,532,187	5,905.06		4,710,643.74
TOTAL TRANSACTIONS FROM 06/04/2023		3,754,560		235,532,187	75,091.20		4,710,643.74
07/04/2023		124,896	T2 Shares	235,657,083	2,497.92		4,713,141.66
07/04/2023		124,896	T3 Shares	235,781,979	2,497.92		4,715,639.58
07/04/2023		26,666	T4 Shares	235,808,645	533.32		4,716,172.90
TOTAL TRANSACTIONS FROM 07/04/2023		276,458		235,808,645	5,529.16		4,716,172.90
07/14/2023		374,652	T2 Shares	236,183,297	7,493.04		4,723,665.94
07/14/2023		374,652	T3 Shares	236,557,949	7,493.04		4,731,158.98
07/14/2023		61,112	T4 Shares	236,619,061	1,222.24		4,732,381.22
TOTAL TRANSACTIONS FROM 07/14/2023		810,416		236,619,061	16,208.32		4,732,381.22
09/12/2023		8,084	T2 Shares	236,627,145	161.28		4,732,542.50
09/12/2023		8,084	T3 Shares	236,635,229	161.28		4,732,704.58
TOTAL TRANSACTIONS FROM 09/12/2023		16,168		236,635,229	323.36		4,732,704.58
TOTAL TRANSACTIONS FROM 10/05/2023		0		236,635,229	0		4,732,704.58
TOTAL TRANSACTIONS FROM 10/13/2023		146,498	ORDINARY SHARES	236,781,727	2,929.96		4,735,634.54
12/13/2023		134,732	Ordinary shares	236,916,459	2,694.64		4,738,329.18
12/13/2023		210,434	Ordinary shares	237,126,893	4,208.68		4,742,537.86
12/13/2023		144,935	Ordinary shares	237,271,828	2,898.70		4,745,436.56
TOTAL TRANSACTIONS FROM 12/13/2023		490,101	ORDINARY SHARES	237,271,828	9,802.02		4,745,436.50

Transaction date	Exercise of stock options	Number of shares subscribed in cash	Class	Total number of shares after transaction	Nominal amount of capital increase (in €)	Additional paid-in capital (in €)	Total share capital after transaction (in €)
07/27/2024		70,649	Ordinary shares	237,342,477	1,412.98		4,746,849.54
07/27/2024		441,832	T2 Shares	237,784,309	8,836.64		4,755,686.18
TOTAL TRANSACTIONS FROM 07/27/2024		512,481		237,784,309	10,249.62		4,755,686.18
10/13/2024		93,881	Ordinary shares	237,878,190	1,877.62		4,757,563.80
10/13/2024		173,939	Ordinary shares	238,052,129	3,478.78		4,761,042.58
TOTAL TRANSACTIONS FROM 10/13/2024		267,820		238,052,129	5,356.40		4,761,042.58
12/14/2024		32,494	T2 Shares	238,084,623	649.88		€4 761 692,46
TOTAL TRANSACTIONS FROM 12/14/2024		32,494		238,084,623	5,356.40		€4,761,692.46
TOTAL TRANSACTIONS FROM 03/18/2025		54,912	T2 SHARES	238,139,535	1,098.24		€4,762,790.70
04/10/2025		64,169	Ordinary shares	238,203,704	1,283.38	968,951.90	€4,764,074.08
04/10/2025		124,812	Ordinary shares	238,328,516	2,496.24	1,884,661.20	€4,764,570.32
04/10/2025		29,620	Ordinary shares	238,358,136	592.40	447,262.00	€4,767,162.72
TOTAL TRANSACTIONS FROM 04/10/2025		218,601	ORDINARY SHARES	238,358,136	4,372.02	3,300,875.10	€4,767,162.72
TOTAL TRANSACTIONS FROM 05/24/2025		4,055	T2 SHARES	238,362,191	81.10		€4,767,243.82
TOTAL TRANSACTIONS FROM 06/24/2025		29,023	T2 SHARES	238,391,214	580.46		€4,767,824.28
TOTAL TRANSACTIONS FROM 09/02/2025		16,179	T3 SHARES	238,407,393	323.58		€4,768,147.86

5.2.6 Non-equity instruments

No securities exist that would be considered non-equity instruments.

5.2.6.1 Securities carrying rights to the allocation of debt securities

As at December 31, 2025, the Board of Directors has not decided to issue any marketable securities entitling their bearers to be allocated debt securities.

5.2.6.2 Commercial paper program

On October 12, 2011, Vallourec set up a commercial paper program to meet its short-term financing requirements. The program was updated on July 2, 2024, and has the following main characteristics:

Maximum ceiling on the program	€1 billion	
Duration	>1 day <365 days	
Minimum unit value	€150,000	
Paying agent	Crédit Industriel et Commercial	
Underwriters	Aurel BGC, BNP Paribas, BRED Banque Populaire, Crédit Industriel et Commercial, Crédit du Nord, GFI Securities Limited, HPC,	ING Bank (France) SA, Kepler Capital Markets, Natixis, Société Générale, TSAF OTC
Short-term rating (Standard & Poor's)	A-3	

The financial prospectus for the commercial paper issue program and the outstanding amounts of the issues are available on the websites of the Company (www.vallourec.com) and the Banque de France (www.banque-france.fr/en).

5.2.6.3 Bond issuances

In April 2024, Vallourec SA issued \$820 million in unsecured bonds, maturing in 2032, with a fixed coupon of 7.5%. The eight-year bonds, with no early repayment obligation in the first three years, are guaranteed by the subsidiaries covered by the revolving credit agreement.

The bonds are subject to specific covenants, including negative pledge clauses and restrictions on mergers and sale and leasebacks, with certain exceptions.

In the event of a change of control resulting in a downgrade of Vallourec's credit rating, a clause allows for the compulsory early redemption of the bonds at the request of the bondholders. The issuer may also redeem the bonds before April 15, 2027, with a

"make whole" premium. After this date, redemption can be made at specified prices. Up to 10% of the initial amount can be redeemed each year at a premium of 103%, and up to 40% with the proceeds of a share issue before April 2027.

In addition, early redemption of the bonds may be requested by the bondholder or the Company, as appropriate, should any of the common default scenarios for this type of transaction arise or in the event of a change in the Company's position or in tax regulations.

The outstanding amount of the bond is \$738 million after the partial redemption of \$82 million in September 2025.

5.2.6.4 Rating

In 2025, Vallourec benefited from further positive revisions to its credit ratings by the three main rating agencies:

- In November 2025:
 - Moody's upgraded Vallourec's rating from Ba1 to Baa3, an Investment Grade rating with a stable outlook,
 - S&P Global upgraded Vallourec's long-term issuer credit rating from BB+/B to BBB-/A-3, Investment Grade ratings with a stable outlook.
- In April 2025, Fitch Ratings upgraded Vallourec's rating from BB+ to BBB-, an Investment Grade rating with a stable outlook. This was Vallourec's first Investment Grade rating since 2015.

These assessments confirm Vallourec's financial strength and reinforce its credibility with investors.

S&P Global also raised its short-term credit rating for Vallourec's commercial paper program from B to A-3.

5.3 Share ownership

5.3.1 Distribution of the share capital and voting rights in the last three fiscal years

2023 (as at December 31)

Shareholders	Number of shares		% of share capital	Number of theoretical voting rights		% of theoretical voting rights	% of exercisable voting rights at Shareholders' Meetings
	Ordinary shares	Preferred shares		Ordinary shares	Preferred shares		
Public ^(a)	163,180,591		68.77%	163,180,591		70.99%	71.02%
Apollo	65,243,206		27.50%	65,243,206		28.38%	28.40%
Group employees ^(b)	1,345,605	6,482,631 ^(e)	3.30% ^(f)	1,345,605	0	0.59%	0.59%
Treasury shares ^(c)	107,668	912,127	0.43%	107,668		0.05%	0.00%
TOTAL	229,877,070	7,394,758	100%	229,877,070	0^(d)	100%	100%

(a) A summary of the legal thresholds crossed in 2023 is provided in the table below.

(b) Group statutory employee profit-sharing as at December 31, 2023 includes all of the shares subscribed via company mutual funds under the international employee share ownership plans.

(c) Treasury shares include the ordinary shares held in treasury by the Company to cover free share plans. It also includes preferred shares transferred automatically and free of charge to the Company in the event of the departure of a beneficiary of the MEP, in application of the 2021 MEP rules. As a result, the number of treasury shares may change at any time.

(d) Preferred shares have no voting rights attached, and are therefore excluded from the calculation of theoretical voting rights.

(e) Including the 2,058,876 preferred shares held by Philippe Guillemot.

(f) 2.43% excluding the 2,058,876 preferred shares held by Philippe Guillemot.

Legal thresholds crossed in 2023

AMF Notice no.	Date threshold crossed	Group	Number of securities after threshold crossed	% capital after threshold crossed	% voting rights after threshold crossed	Comments	Number of shares comprising the capital	Number of voting rights
223C0320	02/14/2023	The Capital Group Companies	11,617,911	5.01	5.07	Above the 5% capital and voting rights thresholds	231,777,627	229,228,999
223C0441	03/10/2023	Société Générale	11,465,602	4.95	5.002	Above the 5% voting rights threshold	231,777,627	229,228,999
223C0452	03/15/2023	Société Générale	11,811,202	5.10	5.15	Above the 5% capital and voting rights thresholds	231,777,627	229,228,999
223C0483	03/17/2023	Société Générale	8,809,593	3.80	3.84	Below the 5% capital and voting rights thresholds	231,777,627	229,228,999
223C0619	04/18/2023	Société Générale	12,002,408	5.18	5.24	Above the 5% capital and voting rights thresholds	231,777,627	229,228,999
223C0719	05/10/2023	Société Générale	11,360,083	4.90	4.96	Below the 5% capital and voting rights thresholds	231,777,627	229,228,999

As at December 31, 2023, Vallourec's free float amounted to 68.77%.

2024 (as at December 31)

Shareholders	Number of shares		% of share capital	Number of theoretical voting rights		% of theoretical voting rights	% of exercisable voting rights at Shareholders' Meetings
	Ordinary shares	Preferred shares		Ordinary shares	Preferred shares		
Public ^(a)	162,774,236		68.37%	162,774,236		69.58%	69.58%
ArcelorMittal SA	65,243,206		27.40%	65,243,206		27.89%	27.89%
Group employees and Chairman and Chief Executive Officer ^(b)	5,899,783 ^(c)	3,158,644 ^(d)	3.81% ^(e)	5,899,783	0	2.52% ^(f)	2.52% ^(f)
Treasury shares ^(g)	0	1,008,754	0.42%	0	0	0%	0%
TOTAL	233,917,225	4,167,398	100%	233,917,225	0^(h)	100%	100%

(a) A summary of the legal thresholds crossed in 2024 is provided in the table below.

(b) Group statutory employee profit-sharing as at December 31, 2024 includes all of the shares subscribed via company mutual funds under the international employee share ownership plans.

(c) Including the 2,670,938 ordinary shares held by Philippe Guillemot.

(d) Including the 1,100,938 preferred shares held by Philippe Guillemot.

(e) 2.22% excluding the shares held by Philippe Guillemot.

(f) 1.38% excluding the shares held by Philippe Guillemot.

(g) Treasury shares include the preferred shares transferred automatically and free of charge to the Company in the event of the departure of a beneficiary of the MEP, in application of the MEP rules. As a result, the number of treasury shares is subject to change at any time.

(h) Preferred shares have no voting rights attached, and are therefore excluded from the calculation of theoretical voting rights.

Legal thresholds crossed in 2024

AMF Notice no.	Date threshold crossed	Group	Number of securities after threshold crossed	% capital after threshold crossed	% voting rights after threshold crossed	Comments	Number of shares comprising the capital	Number of voting rights
224C1438	08/02/2024	FMR LLC (Fidelity Investments)	12,124,374	5.10	5.27	Above the 5% capital and voting rights thresholds	231,777,627	229,228,999
224C1415	08/05/2024	Apollo Global Management, Inc	65,243,206	0	0	Below the 5, 10, 15 and 25% voting rights threshold	237,784,309	229,947,719
224C1415	08/05/2024	ArcelorMittal SA	65,243,206	27.44	28.37	Above the 5, 10, 15 and 25% voting rights threshold	237,784,309	229,947,719
224C2385	11/18/2024	FMR LLC (Fidelity Investments)	16,960,804	7.12	7.34	Individual crossing of the 5% voting rights threshold (4.92% of the share capital) by a controlled company (Fidelity Management & Research Company LLC)	238,052,129	231,051,893
224C2830	12/24/2024	FMR LLC (Fidelity Investments)	17,536,477	7.37	7.59	Individual crossing of the 5% share capital and voting rights threshold by a controlled company (Fidelity Management & Research Company LLC)	238,084,623	233,875,005

As at December 31, 2024, Vallourec's free float amounted to 68.37%.

2025 (as at December 31)

Shareholders	Number of shares			Number of theoretical voting rights		% of theoretical voting rights	% of exercisable voting rights at Shareholders' Meetings
	Ordinary shares	Preferred shares	% of share capital	Ordinary shares	Preferred shares		
Public ^(a)	161,574,236		67.77%	161,574,236		68.94%	68.98%
ArcelorMittal SA	65,243,206		27.37%	65,243,206		27.84%	27.85%
Group employees and Chairman and Chief Executive Officer ^(b)	7,410,885 ^(c)	3,097,502 ^(d)	4.41% ^(e)	7,410,885	0	3.16% ^(f)	3.16% ^(f)
Treasury shares ^(g)	130,819	950,745	0.45%	0	0	0%	0%
TOTAL	234,359,146	4,048,247	100%	234,228,327	0^(h)	100%	100%

(a) A summary of the legal thresholds crossed in 2025 is provided in the table below.

(b) Group statutory employee profit-sharing as at December 31, 2025 includes all of the shares subscribed via company mutual funds under the international employee share ownership plans.

(c) Including the 2,670,938 ordinary shares held by Philippe Guillemot.

(d) Including the 1,100,938 preferred shares held by Philippe Guillemot.

(e) 2.83% excluding the shares held by Philippe Guillemot.

(f) 2.02% excluding the shares held by Philippe Guillemot.

(g) Treasury shares include the preferred shares transferred automatically and free of charge to the Company in the event of the departure of a beneficiary of the MEP, in application of the MEP rules. As a result, the number of treasury shares is subject to change at any time.

(h) Preferred shares have no voting rights attached, and are therefore excluded from the calculation of theoretical voting rights.

Legal thresholds crossed in 2025

AMF Notice no.	Date threshold crossed	Group	Number of securities after threshold crossed	% capital after threshold crossed	% voting rights after threshold crossed	Comments	Number of shares comprising the capital	Number of voting rights
225C0457	03/07/2025	The Capital Group Companies, Inc.	11,761,860	4.94	5.03	Below the 5% capital threshold	238,084,623	233,993,941
225C0525	03/18/2025	The Capital Group Companies, Inc.	11,516,870	4.84	4.92	Below the 5% capital and voting rights thresholds	238,139,535	234,034,492
225C0641	04/08/2025	Boston Partners Global Investors	11,922,907	5.01	5.09	Above the 5% capital and voting rights thresholds	238,139,535	234,034,492
225C1521	09/11/2025	Fidelity Management & Research Company LLC	11,881,324	4.98	5.07	Below the 5% capital threshold	238,407,393	234,359,146
225C1564	09/15/2025	Fidelity Management & Research Company LLC	11,959,324	5.02	5.10	Above the 5% capital and voting rights thresholds	238,407,393	234,359,146

As at December 31, 2025, Vallourec's free float amounted to 67.77%.

Legal thresholds crossed since January 1, 2026

Date threshold crossed	Group	Number of securities after threshold crossed	% capital after threshold crossed	% voting rights after threshold crossed	Comments	Number of shares comprising the capital	Number of voting rights
01/23/2026	Boston Partners Global Investors	16,900,475	7.09	7.21		238,407,393	234,359,146
02/26/2026	FMR LLC (Fidelity Investments)	19,269,110	8.08	8.22		238,407,393	234,359,146
02/26/2026	Boston Partners Global Investors	16,097,793	6.87	6.87		238,407,393	234,359,146

5.3.2 Absence of control over the Company

No persons or entities exercise control over Vallourec.

5.3.3 Shareholders' agreements

Further to the sale by Apollo to ArcelorMittal of its holding in the Company's capital on August 5, 2024, Apollo has not held any shares since that date. The governance agreement with Apollo (the "Apollo Shareholders' Agreement") has been terminated, and an agreement has been entered into with ArcelorMittal (the "ArcelorMittal Shareholders' Agreement"). The main terms of the ArcelorMittal Shareholder Agreement are described in section 5.3.3 of this Universal Registration Document.

5.3.3.1 Governance agreements

The membership of the Board of Directors is decided in compliance with the recommendations of the AFEF-MEDEF Code as well as with the following rules:

ArcelorMittal may propose the appointment of two directors for as long as it holds at least 20% of Vallourec's share capital and appointment of one director for as long as it holds at least 10% of the share capital.

If ArcelorMittal's interest falls below 20% of the share capital (except in the case of passive dilution), it shall cause one of the directors appointed on its proposal to resign; if ArcelorMittal's stake falls below 10% of the share capital (except in the case of passive dilution), it shall cause the remaining director appointed on its proposal to resign.

The ArcelorMittal Agreement set certain rights and obligations in terms of governance and the sale of shares in the Company by ArcelorMittal.

ArcelorMittal will also have the right to propose to the Board of Directors the appointment of a Board Observer (acting in an advisory capacity only), as long as it holds at least 20% of the share capital. The Board Observer proposed by ArcelorMittal will be convened and entitled to attend meetings of Vallourec's Board of Directors as long as the Board comprises at least 10 members. If the Board of Directors has fewer than 10 members, the Board Observer proposed by ArcelorMittal may attend Board meetings only if one of the two directors proposed by ArcelorMittal is absent from the meeting in question.

As long as ArcelorMittal holds at least 10% of Vallourec's share capital, Vallourec's Chairman and Chief Executive Officer undertakes to propose to the Board of Directors the appointment of one of the directors put forward by ArcelorMittal as a member of the Audit Committee, Remuneration Committee and Nomination and Governance Committee.

5.3.3.2 Transfer restrictions

- Restrictions on the sale of shares: ArcelorMittal undertakes not to sell on the market during the same trading session a number of Vallourec shares representing more than 25% of the average daily volume of shares traded during the 30 trading days preceding the date of the proposed sale (subject to certain exceptions, including in the case of transfers to affiliates, contributions to or transfers in the event of a public offer, in the event of a distribution by ArcelorMittal to its shareholders or in the event of a share buyback by Vallourec).
- Right of first offer: If ArcelorMittal wishes to sell all or part of its shareholding to one of Vallourec's competitors (except in the event of a transfer to an affiliate of ArcelorMittal or to an entity in which ArcelorMittal holds more than 25% of the share capital), Vallourec may, by right, make an offer to purchase the shares offered for sale at a price set by Vallourec (with a substitution

option). If Vallourec exercises its right of first offer, ArcelorMittal may only sell the shares concerned to a third-party competitor on condition that (i) the price paid by said third party is higher than the price set by Vallourec in its purchase offer, and is paid in full in cash at the date of completion of said sale, (ii) in general, the terms of the sale are the same as, or more favorable to ArcelorMittal than, those proposed by Vallourec and (iii) the sale is completed within six months of the exercise or expiration (as the case may be) of the right of first offer.

- Prior information commitment: ArcelorMittal undertakes to inform Vallourec in advance of its intention to sell more than 5% of Vallourec's share capital, and to indicate the number and category of Vallourec shares concerned by the disposal and, to the extent possible, the identity of the potential transferee.

5.3.3.3 Concert

ArcelorMittal has declared that it does not intend to act in concert and will not act in concert with the Company.

A description of the main provisions of these shareholders' agreements appears in the declarations submitted to the AMF regarding the communication of agreements between shareholders, pursuant to Article L.233-11 of the French Commercial Code. These declarations are available on the AMF website: <http://www.amf-france.org/en>.

5.3.3.4 Duration

The agreement will terminate on the earliest of the following dates: (i) 15 years from the date of signature, it being specified that it will be tacitly renewed for successive five-year periods unless terminated by one of the parties no later than six months prior to the said renewal date, and (ii) the occurrence of one of the following events:

- termination of the agreement by decision of all parties; or
- in the event that ArcelorMittal comes to hold (x) less than 5% of Vallourec's share capital or (y) more than 50% of Vallourec's share capital or voting rights.

5.4 Stock market information

5.4.1 Stock market

The Company's shares are listed on Compartment A of the Euronext Paris regulated market (ISIN: FR0013506730-VK). They are a qualifying investment under French laws on equity savings plans (*Plan d'Épargne en Actions* – PEA) and are eligible for the deferred settlement service (SRD).

The Vallourec share is one of the shares traded on the CAC Mid 60, SBF 120 and Next 150 indexes.

The April 2032 Bonds are admitted to trading on The International Stock Exchange under the following CUSIP/ISIN codes:

- Rule 144A:92023R AA8/US92023RAA86, and
- Regulation S:P9682P AA1/USP9682PAA14. (see Section 5.2.6 “Non-equity instruments above”).

The share subscription warrants were admitted to trading in 2021 on Euronext Paris under ISIN code: FR00140030K7.

5.4.2 Other markets

In October 2010, Vallourec set up a sponsored Level 1 American Depositary Receipt (ADR) program in the United States.

An ADR is a US-dollar-denominated marketable security representing shares in a non-US company, which allows US investors to hold shares indirectly and to trade them on securities markets in the United States. Vallourec's ADRs may be traded on the US over-the-counter (OTC) market.

JPMorgan is the custodian bank responsible for administering the ADR program. Technical information about the ADR program is available on the Group's website in the “Shareholding information” section. For further information, ADR holders may contact JPMorgan services, as follows:

- by phone: (800) 990-1135 (general) or (651) 453-2128 (if calling from outside the United States);
- online at www.shareowneronline.com;
- or by mail at the following address: EQ Shareowner Services
P.O. Box 64504 St. Paul, MN 55164 – 0504 USA.

5.4.3 Movements in the share price and market capitalization in the last five years

Vallourec share price performance over the last five years compared to the SBF 120 index and Brent



Source: Bloomberg – base 100 as at January 1, 2021.

The table below summarizes Vallourec's market capitalization over the last five years:

In €	2021*	2022	2023	2024	2025
Number of ordinary shares outstanding (as at December 31)	228,928,428	229,228,999	229,877,070	233,917,225	234,359,146**
High	14.53	14.28	14.57	18.20	19.83
Low	6.01	6.59	9.61	12.79	13.55
Average (closing) price for the year	8.79	10.43	11.95	15.05	16.49
Year-end price	8.80	12.27	14.03	16.42	17.48
Market capitalization (year-end price)	2,014,570,166	2,812,639,818	3,225,175,292	3,840,920,835	4,096,597,872

Source: Euronext.

* Financial restructuring finalized on June 30, 2021.

** The preferred shares are not admitted to trading on a regulated market. As at December 31, 2025, there were 4,048,247.

5.5 Dividend policy

In 2026, Vallourec will maintain the dividend policy established in 2025, aimed at maintaining a strong, crisis-proof balance sheet that affords the Company sufficient financial and strategic headroom. This implies:

- a target of maintaining the Group's available liquidity (i.e., cash, cash equivalents and unused committed bank lines) amounting to more than €1 billion;
- a cash and debt management policy that broadly maintains the Group's financial leverage (net debt/EBITDA) within a range of +/-0.5x.

Under this framework and since the decision of the Board of Directors to put a shareholder return policy in place at its meeting on February 26, 2025, Vallourec aims to distribute 80-100% of its overall annual cash generation through dividend distributions and/or share buybacks.

Thus, for 2026 and based on its 2025 annual results, Vallourec plans to pay an exceptional interim dividend of approximately €450 million. This significant shareholder return illustrates Vallourec's commitment to becoming one of the most attractive companies among its peers. As comparison, the dividend paid in 2025 was €370 million. Assuming that the planned €200 million share buyback program goes ahead at a price of €19 per share, and that all outstanding share subscription warrants are

exercised, the interim dividend would come to an estimated €1.75 per share, representing a significant increase on the €1.50 per share distributed in 2025. This exceptional interim dividend is subject to the customary validation conditions and the approval of Vallourec's Board of Directors, in July 2026. The amount is also dependent on the exercise of all outstanding share subscription warrants prior to their expiry on June 30, 2026.

Consequently, shareholders will not be asked to pay a dividend with respect to 2025 at the Shareholders' Meeting of May 21, 2026 (3rd resolution).

Future dividends and share buyback authorizations will be assessed annually by the Board of Directors, taking into account any relevant future factors, and will be submitted to the shareholders for approval. The Board of Directors may buy back at its discretion shares throughout the year, within the limits authorized by the relevant resolution approved by the Annual Shareholders' Meeting.

For fiscal years ending as of December 31, 2025, Vallourec's dividend policy will take into account its results and its financial position but will no longer have to include the restrictions applicable to dividend payments related to the State-guaranteed loan contracted on June 30, 2021.

The dividends per share paid for the last five fiscal years are as follows:

Payment year	Number of shares	Dividend per share	Total dividend (In € millions)
2021	0	€0	€0
2022	0	€0	€0
2023	0	€0	€0
2024	0	€0	€0
2025	234,359,146	€1.50	€351,538,719

5.6 Financial communication policy

The Group's priority is to maintain lasting, trust-based relations with all its shareholders, both individual and institutional, French and international. The role of the Investor Relations team is to facilitate shareholders' access to accurate and precise information that faithfully reflects the Group's activities, results, outlook and strategic developments.

Accordingly, and with ongoing concern for clarity and transparency, a wide variety of dedicated communications media are made available, and regular meetings are arranged throughout the year.

5.6.1 Information available to all shareholders

Financial information and communications media are available in electronic format to all shareholders on the Group's website (www.vallourec.com) in the "Investors" section, the Group's authoritative financial communications database. These include:

- all financial and strategic information issued to the financial markets, including quarterly results, press releases, financing, presentations and audio broadcasts of the annual results, and video broadcasts of the Shareholders' Meeting;

- all the regulatory information disclosed pursuant to the European Transparency Directive of December 15, 2004 as amended, and specifically:

- the Universal Registration Document, including the annual financial report, the half-year report and the management report of the Board of Directors, filed with the French securities regulator (*Autorité des marchés financiers* – AMF),
- documents relating to the Shareholders' Meeting (notice of meeting, proposed resolutions, voting forms, meeting brochure, etc.).

All Group press releases, presentations and publications are also available in the "Media" section.

5.6.1.1 Shareholders' Meetings

The May 22, 2025 Shareholders' Meeting was held with shareholders in attendance. The Investor Relations team is available to assist shareholders with the applicable procedures for voting and participating in Shareholders' Meetings.

5.6.1.2 Newsfeed

Vallourec offers shareholders and stakeholders the option to subscribe to a Group newsfeed via the internet at www.vallourec.com ("Investors" section), through a simple online registration process. Subscribers to the newsfeed receive electronic notifications of the Group's financial publications and activities.

5.6.2 Relations with institutional investors and financial analysts

On a regular basis and in line with best business practices, the Investor Relations Department organizes meetings between various members of the Group's executive management and institutional investors and financial analysts, including SRI (socially responsible investment) specialists, in France and abroad:

- **each quarter, a conference call is organized** when the financial results are released. The Company's executive management presents the results and answers questions from analysts. The conference call presentation is available on the Group's website;
- **Vallourec regularly participates in events on socially responsible investment (SRI).** These meetings with investment

funds and SRI analysts contribute to the Group's progress in the field of sustainable development; **periodic Capital Markets Days are organized.** On September 12, 2023, the Group organized a Capital Markets Day in London. During the event, Vallourec's key executives presented the Group's new strategic orientations, current projects and capital allocation priorities.

- The webcast and presentation are available on the Group's website.

In addition, **many events are organized throughout the year between the Group's executive management and the financial community.**

5.6.3 Relations with individual shareholders

The Group seeks to promote sustained dialogue with its individual shareholders and strengthen the trust-based relationships it has built with them. This dialogue also gives Vallourec greater insight into the concerns of its individual shareholders so that it can better address their expectations.

Specific communications media have been developed to further this goal:

- an individual shareholders' sub-section in the "Investors" section of the Group's website (www.vallourec.com);
- the posting of financial notices in compliance with the applicable regulations (results releases, notices of Shareholders' Meetings, etc.);

- a dedicated toll-free number for individual shareholders (0805 65 10 10, free from any landline in mainland France), allowing them to access information such as the financial calendar, or to get in touch with the Investor Relations team (or Uptevia if the shareholder has registered shares or is interested in acquiring such shares);
- a newsfeed which sends subscribers notifications of press releases and of financial publications to be received electronically, simply by registering online at www.vallourec.com ("Investors" section);
- lastly, the Investor Relations team is always available to answer shareholders' questions.

5.6.3.1 Directly registered shares

Vallourec offers shareholders direct registration of their shares, which includes the following benefits:

- **free management:** exemption from custody fees as well as other fees associated with the routine management of their shares such as:
 - conversion to bearer shares and share transfers,
 - changes to legal status (transfers, gifts, inheritance, etc.),
 - securities transactions (capital increases, share allocations, etc.),
 - dividend payments;
- **guaranteed receipt of personalized information on:**
 - invitations to Shareholders' Meetings, with automatic receipt of notices of meetings, individual postal voting and proxy forms, and, upon request, admission cards and legal documentation, securities management (purchase and sale orders, etc.), securities transactions organized by Vallourec, etc.
 - a team of dedicated operators is available to answer shareholders' queries on these and other issues from 9:00 a.m. to 6:00 p.m. (Paris time), Monday to Friday, at +33 1 49 37 82 36 (from outside France) or 08 00 00 75 35 (from France);

- **easy access to Shareholders' Meetings:** automatic invitation to Shareholders' Meetings, and an exemption from having to first request a certificate of shareholding to vote;
- a dedicated site for registered shareholders – Uptevia Investors – accessible at <https://www.investors.uptevia.com>

This site allows shareholders to:

- manage assets,
- issue orders,
- access the Voteaccess platform and take part in Shareholders' Meetings,
- directly download all communications relating to assets (portfolio trading, transaction notices, etc.).

Further information about direct registration and registration forms may be obtained from Uptevia:

- by mail at the following address:

UPTEVIA

CTO Relations Actionnaires La Défense – Cœur Défense Tour A, 90-110 esplanade du Général-de-Gaulle, 92400 Courbevoie;

- by telephone on: +33 1 49 37 82 36 (from outside France), 08 00 00 75 35 (from France)
- a dedicated site for holders of administered registered shares – Vote AG – accessible at <https://www.voteag.com>, for direct access to the Votaccess voting platform in order to take part in Shareholders' Meetings.

5.6.4 Contact for Investor Relations and Financial Communications

Investor Relations Department

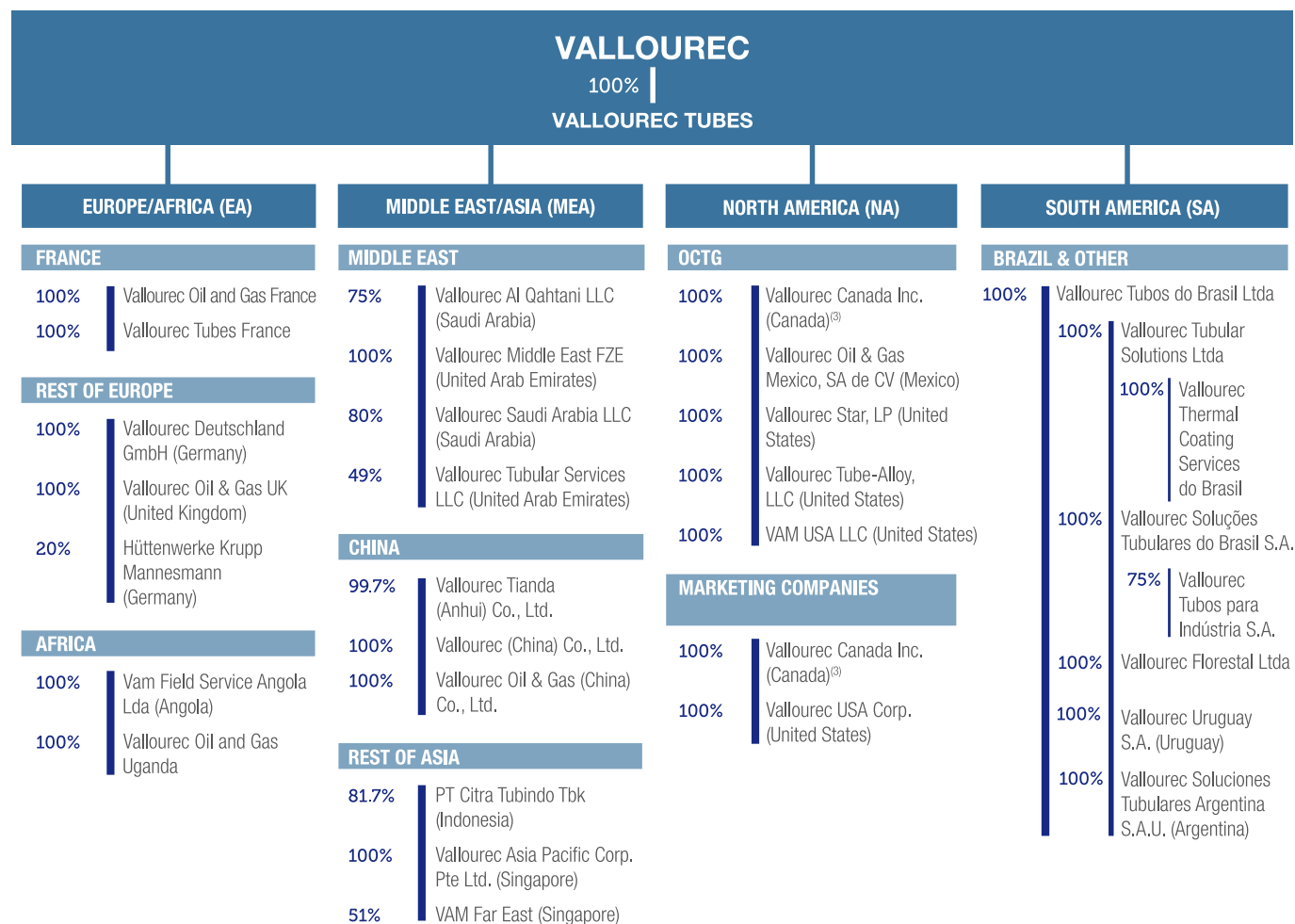
- Address: 12, rue de la Verrerie – 92190 Meudon – France
- Telephone: 0805 65 10 10 (France only)
- E-mail: investor.relations@vallourec.com or actionnaires@vallourec.com

5.6.5 2026 financial calendar (dates subject to change)

February 27, 2026	Publication of fourth-quarter and FY results 2025
May 13, 2026	Publication of first-quarter results 2026
May 21, 2026	Ordinary and Extraordinary Shareholders' Meeting
July 30, 2026	Publication of second-quarter and first-half results 2026
November 20, 2026	Publication of third-quarter and nine-month results 2026

5.7 Scope of consolidation

5.7.1 Vallourec Group legal organization chart as at December 31, 2025 ⁽¹⁾⁽²⁾



(1) Refers to the percentage of share capital and voting rights held directly or indirectly.

(2) Vallourec Nigeria Ltd, Vallourec Oil & Gas Nigeria Ltd and Vallourec Oil & Gas Kenya are dormant.

(3) Vallourec Canada Inc. performs both OCTG and marketing activities.

5.7.2 Changes in the Group's scope of consolidation in 2025

The main changes in the scope of consolidation during 2025 were as follows:

- on January 27, 2025, the delisting of Vallourec Italiana, a Group subsidiary located in Italy, was finalized following its amicable liquidation;
- on May 27, 2025, Vallourec Umbilicals entered into liquidation proceedings;
- on June 4, 2025, Vallourec Tubular Solutions completed the acquisition of Vallourec Thermal Coating Services do Brasil;
- on July 24, 2025, Vallourec Tubes completed the sale of its subsidiary Serimax;
- on August 28, 2025, Vallourec Nucléaire Tubes Guangzhou Co., Ltd entered into liquidation proceedings.



6

+ 2025 Business Review

6.1	Results of operations	292	6.3	Parent company earnings	302
6.1.1	Consolidated Group results	292	6.3.1	Changes in scope	303
6.1.2	Cash flow and financial position	298			
6.2	Outlook	301			
6.2.1	Group outlook for 2026	301			
6.2.2	Main assumptions	301			

6.1 Results of operations

6.1.1 Consolidated Group results

6.1.1.1 Income statement

COMPARISON OF 2025 WITH 2024

Consolidated data (in € thousands)	2024	2025	Change (%)
Revenues	4,033,919	3,808,768	-6%
Cost of sales (a)	(2,845,008)	(2,679,468)	-6%
Industrial margin	1,188,911	1,129,300	-5%
(as a % of revenue)	29%	30%	0.2 p.p.
Selling, general and administrative expenses (a)	(350,830)	(331,676)	-5%
(as a % of revenue)	(9)%	(9)%	— p.p.
Other	(5,933)	21,202	-457%
EBITDA	832,148	818,826	-2%
(as a % of revenue)	21%	21%	0.9 p.p.
Depreciation of industrial assets	(183,006)	(158,610)	-13%
Amortization and other depreciation	(43,977)	(38,084)	-13%
Impairment of assets	(21,830)	36,484	-267%
Asset disposals, restructuring costs and non-recurring items	43,065	(65,939)	-253%
Operating income (loss)	626,400	592,677	-5%
Financial income (loss)	(10,932)	(49,791)	355%
Pre-tax income (loss)	615,468	542,887	-12%
Income tax	(143,015)	(164,364)	15%
Share in net income (loss) of equity affiliates	399	(1,025)	n.a.
NET INCOME	472,852	377,498	-20%
Attributable to non-controlling interests	20,785	(22,869)	-210%
Net income, Group share	452,067	354,629	-22%
Basic earnings per share (€)	2.0	1.5	-25%
Diluted earnings per share (€)	1.9	1.4	-26%
Basic shares outstanding (millions)	230	234	2%
Diluted shares outstanding (millions)	244	250	2%

(a) Before depreciation and amortization.

6.1.1.2 Sales volume

TUBES VOLUME SOLD

The following table provides a summary of Tubes production sold by Vallourec expressed in thousands of metric tonnes:

In ktonnes	2024	2025	Change
First quarter	292	314	7%
Second quarter	351	293	-17%
Third quarter	292	303	4%
Fourth quarter	362	335	-8%
TOTAL	1,297	1,244	-4 %

In FY 2025, Tubes volume decrease by (4%) mainly driven by the decrease of volume sold in Europe Africa and South America, partially offset by higher volumes in Middle East.

IRON ORE PRODUCTION SOLD

<i>In million tonnes</i>	2024	2025	Change
First quarter	1.4	1.6	15%
Second quarter	1.4	1.6	16%
Third quarter	1.3	1.6	18%
Fourth quarter	1.3	1.5	13%
TOTAL	5.4	6.3	16 %

In FY 2025, iron ore production sold was 6.3 million tonnes, increasing by 16% year over year. This improvement resulted largely from the successful start-up of the Phase 1 mine extension in late 2024.

6.1.1.3 Revenues

CONSOLIDATED REVENUES⁽¹⁾

Over the full year 2025, Vallourec recorded revenues of €3.808 million, down (6%) year over year, or (1%) at constant exchange rates. The full-year revenue decline reflects a (4%)

volume effect and a (5%) currency effect, partially offset by higher volumes from the Mine & Forest and a 1% effect due to price/mix.

REVENUE BY QUARTER

<i>In € thousands</i>	First quarter	Second quarter	Third quarter	Fourth quarter	Full Year
2024	990,112	1,084,611	894,470	1,064,726	4,033,919
2025	991,061	863,376	911,241	1,043,091	3,808,768
% change year-on-year	— %	(20%)	2%	(2%)	(6%)
o/w volume effect	7%	(17%)	4%	(5%)	(16%)
o/w price/mix effect	(8%)	(1%)	— %	(8%)	(2%)
o/w impact of Mine & Forest segment	2%	3%	3%	(0.4%)	(1%)
o/w currency effect	(1%)	(6%)	(6%)	(3%)	(2%)

In the first quarter of 2025, Vallourec recorded revenues of €991 million, flat year over year, or up 1.3% at constant exchange rates. Group revenues reflect a 7% volume increase mainly driven by higher shipments to the Middle East and North America, an (8%) price/mix effect, a 2% increase due to Mine & Forest, and a (1%) currency effect.

In the second quarter of 2025, Vallourec recorded revenues of €863 million, down (20%) year over year, or down (15%) at constant exchange rates. Group revenues reflect a (17%) volume decrease, a (1%) price/mix effect, a 3% increase due to Mine & Forest, and a (6%) currency effect. The year-over-year comparison is particularly affected by a large volume of high-value products invoiced in Q2 2024 that did not recur in Q2 2025.

In the third quarter of 2025, Vallourec recorded revenues of €911 million, up 2% year over year, or up 7% at constant exchange rates. Group revenues reflect a 4% volume increase, a neutral price/mix effect, a 3% increase due to Mine & Forest, and a (6%) currency effect.

In the fourth quarter of 2025, Vallourec recorded revenues of €1,043 million, down (2%) year over year, or up 4% at constant exchange rates due to an (8%) reduction in volume sold and a (6%) adverse currency effect more than offsetting an 11% improvement in price/mix and minor positive effect in Mine & Forest.

⁽¹⁾ Data presented at constant exchange rates are calculated by eliminating the impact of translating into euros revenue generated by Group subsidiaries whose functional currency is not the euro. The foreign exchange impact of translation is eliminated by applying 2024 exchange rates to these subsidiaries' 2025 revenue. However the transaction effect—resulting from commercial exposure from sales and purchases made by certain Group subsidiaries in currencies other than their functional currency—has not been eliminated.

REVENUE BY GEOGRAPHICAL MARKET

The following table shows the change in consolidated revenue by geographical region between 2024 and 2025:

<i>In € thousands</i>	2024	% of revenue	2025	% of revenue	2024/2025 change at current exchange rates	2024/2025 change at constant exchange rates
Europe	227,520	5.6%	148,332	3.9%	-35%	-34%
North America	1,566,655	38.8%	1,432,405	37.6%	-9%	-4%
South America	589,623	14.6%	559,665	14.7%	-5%	+3%
Asia	412,105	10.2%	381,848	10.0%	-7%	-4%
Middle East	734,065	18.2%	779,289	20.5%	+6%	+11%
Rest of the world	256,140	6.3%	224,147	5.9%	-12%	-12%
TOTAL TUBES	3,786,108	93.9%	3,525,685	92.6%	-7 %	-4 %
Mine & Forest	289,675	7.2%	339,952	8.9%	17%	27%
Holding companies & Other	192,885	4.8%	171,957	4.5%	-11%	-10%
Inter-segment transactions	(234,749)	(5.8%)	(228,826)	(6.0%)	-3%	— %
TOTAL REVENUE	4,033,919	100.0%	3,808,768	100.0%	-6%	-1%

Due to rounding, the numbers shown in this table may not add up exactly to the totals provided and percentages may not precisely reflect the absolute figures.

In 2025, Vallourec's Tubes revenues decreased by (7%) year over year. Sales in North America were down (9%). Sales in South America were down (5%). Sales in Middle East were up 6%. Volumes sold were down (4%) year over year while the average selling price decreased from €2,919/t to €2,834/t or (3%) year over year.

REVENUE BY BUSINESS

The following table shows the breakdown of the Group's revenue by business in 2024 and 2025:

<i>In € thousands</i>	2024	2025	% change at current exchange rates	% change at constant exchange rates ^(a)
Oil & Gas and Petrochemicals	3,187,359	2,953,964	-7%	-3%
Industry	379,527	320,200	-16%	-9%
Power Generation & Other	219,222	251,522	+15%	+20%
TOTAL – TUBES	3,786,108	3,525,685	-7%	-3%
Mine & Forest	289,675	339,952	+17%	+27%
Holding companies & Other	192,885	171,957	-11%	-10%
Inter-segment transactions	(234,749)	(228,826)	-3%	— %
TOTAL	4,033,919	3,808,768	-6%	-1%

Due to rounding, the numbers presented in the table above may not add up precisely to the totals provided and the percentages may not precisely reflect the absolute figures.

(a) The change at constant exchange rates is defined as the change in revenue between two periods obtained by translating into euros the revenue of consolidated subsidiaries whose functional currency is not the euro at the average cumulative exchange rate for the prior period. It does not include foreign currency impacts on sales made by certain subsidiaries in currencies other than their functional currency, since these impacts are included in the price/mix effects.

Revenues in Oil & Gas and Petrochemicals declined (7%). Industry revenues declined by (16%). Revenues in Power Generation & Other increased by 15%.

Mine & Forest revenues were up 17%. This improvement resulted largely from the successful start-up of the Phase 1 mine extension in late 2024.

6.1.1.4 EBITDA

For FY 2025, EBITDA amounted to €819 million, versus €832 million in FY 2024. EBITDA represented 21.5% of revenues, compared to 20.6% of revenues in FY 2024.

Tubes EBITDA of €682 million declined by (12%) year over year with higher prices and mix more than offset by the impact of lower volumes, other items and foreign exchange.

Mine & Forest EBITDA reached €171 million, versus €108 million in 2024. This improvement resulted largely from the successful start-up of the Phase 1 mine extension in late 2024 and a smaller positive impact on the periodic revaluation of the Forest.

The following table shows changes in the principal components of EBITDA in 2024 and 2025.

<i>In € thousands</i>	2024	2025	Change
Revenues	4,033,919	3,808,768	-6%
Cost of sales ^(a)	(2,845,008)	(2,679,468)	-6%
Industrial margin	1,188,911	1,129,300	-5%
<i>(as a % of revenue)</i>	29.5%	29.7%	0.2 p.p.
Selling, general and administrative expenses	(350,830)	(331,676)	-5%
<i>(as a % of revenue)</i>	(8.7)%	(8.7)%	— p.p.
Other	(5,955)	21,202	-456%
EBITDA	832,126	818,826	-2%
<i>(as a % of revenue)</i>	20.6%	21.5%	0.9 p.p.

(a) Before depreciation and amortization.

INDUSTRIAL MARGIN

Industrial margin is defined as the difference between revenue and cost of sales (excluding depreciation and amortization).

In FY 2025, the industrial margin was €1,129 million, or 29.6% of revenue, decreasing by (5%) year over year, predominantly due to lower Tubes volumes.

The following table shows the breakdown of cost of sales (excluding depreciation and amortization) in 2024 and 2025:

<i>In € thousands</i>	2024	2025	Change
Direct cost of sales	242,084	219,996	-9%
Cost of raw materials consumed	1,144,073	1,127,558	-1%
Labor costs	568,320	533,927	-6%
Other manufacturing costs ^(a)	873,649	760,308	-13%
Change in non-raw materials inventories	16,882	37,679	na
TOTAL	2,845,008	2,679,468	-6%

(a) "Other manufacturing costs" mainly include energy and consumables, sub-contracting and maintenance expenditure, and provisions.

SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

In FY 2025, selling, general and administrative expenses amounted to €332 million, or 8.7% of revenue, versus €351 million (8.7% of revenue) in FY 2024.

The following table shows the breakdown in SG&A (excluding depreciation and amortization) in 2024 and 2025:

<i>In € thousands</i>	2024	2025	Change
Research and Development costs	32,334	31,904	+9%
Selling and marketing costs	57,566	48,572	-12%
General and administrative costs	260,930	251,200	+8%
TOTAL	350,830	331,676	+5%

PERSONNEL EXPENSES

Personnel expenses are divided among cost of sales, SG&A, and other operating expenses. In FY 2025, personnel expenses totaled €707 million compared to €810 million in FY 2024. Personnel expenses can be broken down as follows:

<i>In € thousands</i>	2024	2025	Change
Wages and salaries	606,637	537,388	-11%
Employee profit sharing and bonuses	13,172	30,837	+134%
Expenses related to stock options and performance shares	41,291	4,106	-90%
Social security costs	148,701	135,156	-9%
TOTAL	809,801	707,487	-13%

Group headcount as of December 31, 2025 was 12,269, compared to 13,202 as at December 31, 2024:

Headcount of consolidated companies as at December 31	2024	2025	Change
Managers (cadres)	2,630	2,490	(140)
Technical and supervisory staff	1,693	1,641	(52)
Production staff	8,879	8,138	(741)
TOTAL	13,202	12,269	(933)

For more details on the workforce, see Section 2.2.1 “Own workforce” of this Universal Registration Document.

6.1.1.5 Operating income (loss)

FY 2025 operating income was €593 million, versus €626 million incurred in 2024. The decrease is primarily attributable to lower EBITDA and lower gains on asset disposals relative to the prior year. In FY 2024 Vallourec recorded a €139 million benefit related to the disposal of Vallourec’s Rath production site.

DEPRECIATION AND AMORTIZATION

Depreciation of industrial assets amounted to €159 million in FY 2025, a €24 million decrease from FY 2024 level of €183 million. Non-industrial (Research and Development, sales and administrative) depreciation and amortization and depreciation of right-of-use assets represented a cost of €38 million in FY 2025, versus a cost of €44 million in 2024.

Depreciation and amortization expense can be broken down as follows:

<i>In € thousands</i>	2024	2025
Depreciation of industrial assets	(183,006)	(158,609)
Depreciation of right-of-use assets	(30,020)	(25,920)
Amortization of capitalized research and development costs	(1,362)	(1,588)
Depreciation and amortization – sales and marketing costs	(116)	(117)
Depreciation and amortization – general and administrative costs	(12,479)	(10,460)
TOTAL DEPRECIATION AND AMORTIZATION	(226,983)	(196,694)

ASSET DISPOSALS, RESTRUCTURING COSTS AND NON-RECURRING ITEMS

Asset disposals, restructuring costs and non-recurring items can be broken down as follows:

<i>In € thousands</i>	2024	2025
Reorganization measures (net of expenses and provisions)	(29,077)	(1,405)
Gains and losses on disposals of non-current assets and other non-recurring items	72,141	(64,534)
TOTAL	43,065	(65,939)

In FY 2025, Vallourec recorded a cost of (€65) million from asset disposals, restructuring costs and other items. In FY 2024, Vallourec recorded a profit of €43 million from asset disposals, restructuring costs and other items due to a €139 million benefit related to the disposal of Vallourec’s Rath production site.

ASSET IMPAIRMENT

Asset impairment can be broken down as follows:

<i>In € thousands</i>	2024	2025
Impairment of property, plant and equipment	(17,744)	(36,484)
Other impairment of assets	(4,086)	—
TOTAL	(21,830)	(36,484)

In FY 2025, Vallourec recorded a net €36 million impairment charge versus €22 million impairment charge in FY 2024.

6.1.1.6 Net financial income (loss)

The Group recorded a net financial loss of €50 million in FY 2025, compared to a net financial loss of €11 million in FY 2024.

Financial income (loss) can be broken down as follows:

<i>In € thousands</i>	2024	2025	Change
Interest income	34,572	29,081	-5,491
Interest expense	(13,891)	(66,750)	-52,859
Net interest expense	20,681	(37,489)	-58,170
Other financial income and expenses	(17,588)	819	18,407
Interest expense on leases	(10,188)	(9,909)	279
Other discounting expenses	(3,837)	(3,212)	625
NET FINANCIAL INCOME (LOSS)	(10,932)	(49,791)	-38,859

6.1.1.7 Income tax (expense) benefit

Income tax expense was (€164) million in FY 2025 compared to (€143) million in FY 2024.

6.1.1.8 Net income (loss)

In FY 2025, net income, Group share, was positive, amounting to €355 million, compared to €452 million in FY 2024.

Earnings per diluted share was €1.42 versus €1.86 in FY 2024, reflecting the above changes in net income.

6.1.2 Cash flow and financial position

6.1.2.1 Cash flow analysis

€ million, unless noted

	2024	2025	Change
EBITDA	832	819	-13
Non-cash items in EBITDA	(9)	(48)	-39
Financial cash out	(113)	(44)	69
Tax payments	(113)	(140)	-27
Adjusted operating cash flow	597	587	-10
Change in working capital	112	187	75
Gross capital expenditure	(167)	(176)	-9
Foreign exchange differences	79	(69)	-148
Adjusted free cash flow	622	529	-93
Restructuring charges & non-recurring items	(301)	(145)	156
Asset disposals & other cash items	214	21	-193
TOTAL CASH GENERATION	534	405	-129
Shareholder returns	—	(370)	-370
TOTAL CASH GENERATION AFTER SHAREHOLDER RETURNS	534	35	-499
Non-cash adjustments to net debt	57	(17)	-74
(Increase) decrease in net debt	592	18	-574

Adjusted operating cash flow in FY 2025 was €587 million, compared to €597 million in FY 2024. The slight year-over-year decrease reflects lower EBITDA, higher non-cash items and tax payments, partly offset by lower financial cash out.

Adjusted free cash flow in FY 2025 was €529 million, versus €622 million in FY 2024, with the decline mainly reflecting FX differences, partly offset by improvements in working capital performance.

Total cash generation in FY 2025 was €405 million, compared with €534 million in FY 2024, with restructuring charges & non-recurring items more than halving year over year to €145 million from €301 million in 2024. Asset disposals were significantly lower in 2025 at €21 million versus €214 million in 2024.

6.1.2.2 Capital expenditures

INVESTMENT DECISIONS

Investment decisions are a central pillar of the Group's strategy, addressing requirements in terms of:

- keeping personnel and facilities safe and complying with legal obligations, such as those relating to safety and the environment;
- keeping machinery and equipment in good working order, and replacing them when obsolete;
- optimizing production units' economic performance and enhancing the quality of Group products;
- developing new products or services, along with digitalization;
- growing Vallourec's businesses through organic and acquisition-led investments;
- restructuring within the framework of the New Vallourec plan.

In all its investment projects, the Group looks to ensure that safety, environmental and energy performance concerns are optimized.

Investment decisions are made through a Front-End Loading process that systematically includes a business case and risk assessment to ensure that the selected projects will drive long-term growth and deliver an acceptable return on capital employed.

For projects worth more than €1 million, there is a stricter investment authorization process, with:

- individualized preparation through three front-end loading phases;
- qualification of each of the three phases by a Qualification Committee made up of Group experts. During this process, the essential aspects of the projects (safety, market assumptions, technical choices, budget, planning and risks) are systematically examined and fleshed out;
- authorization at each of the three phases by the Director of Capital Expenditure, and the Senior Vice President of Process and Engineering. Projects worth over €5 million are authorized by a committee comprising the members of the Executive Committee concerned. During these Committee meetings, the projects are verified for alignment with the Group's strategy, profitability requirements, and overall budget.

MAIN INVESTMENTS DURING THE 2024-2025 PERIOD

In recent years, capital expenditure programs have been focused mainly on streamlining production facilities, improving safety, quality and process control, adapting product lines to customers' changing requirements, expanding premium product finishing capacity and reducing production costs.

Investments over the past two years can be analyzed as follows:

Capital expenditure excluding changes in scope (property, plant and equipment, intangible and biological assets)

<i>In € thousand</i>	2024	2025
Europe	8,750	14,032
North America	40,384	54,350
Central & South America	105,970 ^(a)	97,912 ^(b)
Asia	10,574	14,710
Other	153	106
TOTAL CAPITAL EXPENDITURE ^(c)	165,831	181,110
<i>o/w Capital expenditure payments during the year</i>	<i>166,678</i>	<i>175,893</i>

(a) Including €12.3 million for biological assets.

(b) Including €15.5 million for biological assets.

(c) The difference between capital expenditure payments made during the year and total capital expenditure corresponds to the change in amounts payable on non-current assets.

The largest capital expenditure programs in 2024, 2025 and 2026 are outlined below.

2024

In 2024, capital expenditure totaled €166 million, decreasing vs. 2023 due to the roll-off of major spending in Brazil related to the New Vallourec plan.

The main new investments in 2024 were related to:

- launch of the Phase 1 mine extension project;
- large refurbishment of the pellet plan in Brazil;
- the completion of the New Vallourec plan to bring on stream additional production capabilities at the Brazilian plants;
- the completion of the increase of premium production capacity in Saudi Arabia;
- numerous projects aiming at improving productivity and costs to support the Group's transformation;
- numerous projects to digitalize, maintain and restore equipment, as well as improve the safety of people and facilities.

2025

In 2025, capital expenditure totaled €181 million, increasing vs. 2024 due to the roll-off of major spending in the US and in the Brazil mine.

The main new investments in 2025 were related to:

- the launch of an investment in a new threading line for VAM® SPRINT in North America;
- the launch of the replacement of an obsolete threading line in North America;

- completion of Phase 1 of the mine extension projects;
- numerous projects aiming at improving productivity and costs to continue supporting the Group's transformation;
- numerous projects to digitalize, maintain and restore equipment;
- an strongly increased focus to improve the safety of people and facilities.

2026

The capital expenditure budget for 2026 is expected to range between €175 and 200 million. The 2026 budget covers:

- the launch of an investment in a new Cleanwell® tube production line in South America;
- the launch of an investment in a pipe coating production line for Project Line Pipes in South America;
- the launch of an investment in a steel plant performance program in South America;
- the completion of an investment in a new threading line for VAM® SPRINT in North America;
- the completion of the replacement of an obsolete threading line in North America;
- numerous projects aiming at improving productivity and costs to continue supporting the Group's transformation;
- numerous projects to digitalize, maintain and restore equipment;
- an ongoing strong focus to improve the safety of people and facilities.

6.1.2.3 Liquidity and debt

As of December 31, 2025, consolidated gross debt totaled €862 million, including €809 million in medium and long-term debt and €53 million in debt due within one year. As of that date, the Group had €965 million in cash and cash equivalents. Vallourec had a net cash position of €39 million at year-end 2025, versus €21 million at year-end 2024, an €18 million improvement with €370m in shareholder returns in the second quarter of 2025.

As of December 31, 2025, the Group has no material repayment scheduled before June 2027.

The Group's financial resources comprise bank and market financing.

The majority of bank financing was arranged in Europe through Vallourec SA, and to a lesser extent through the Group's

subsidiaries in the United States and Brazil. In 2024, the Group established a €550 million committed revolving credit facility ("RCF") that matures in June 2029 and an extended and upsized Asset Backed Loan ("ABL") of USD 350 million with a five-year tenor. As of December 31, 2025, both instruments were undrawn excluding USD 13.3 million in letters of credit and other commitments issued under the ABL.

Financing on the capital markets is arranged exclusively by Vallourec SA. In September 2025, Vallourec completed the partial redemption of 10% of its 8-year USD 820 million 7.5% senior notes for an amount of USD 82 million. The outstanding amount on the notes is therefore USD 738 million.

The following table shows the Group's main debt as of December 31, 2024 and December 31, 2025:

<i>In € thousands</i>	Dec 31, 2024	Dec 31, 2025
8.500% 5-year EUR Senior Notes due 2026	—	—
7.500% 8-year USD Senior Notes due 2032	771,362	613,767
1.837% PGE due 2027	176,165	183,164
ACC ACE ^(a)	38,584	32,921
Other ^(b)	116,816	32,116
TOTAL GROSS FINANCIAL INDEBTEDNESS	1,102,927	861,968
Cash and cash equivalents	1,103,276	964,767
Fair value of cross currency swap ^(c)	(20,931)	63,444
TOTAL NET FINANCIAL INDEBTEDNESS	(21,280)	(39,355)

(a) Refers to ACC (Advances on Foreign Exchange Contract) and ACE (Advances on Export Shipment Documents) program in Brazil.

(b) Gross debt as of December 31, 2025.

(c) Vallourec entered into 4-year cross-currency swaps (CCS) to hedge the EUR/USD currency exposure related to its USD 2032 Senior Notes. The fair value of the CCS related to the EUR/USD hedging of the principal of the notes is consequently included in net debt definition.

The following table shows the repayment schedule for the Group's medium and long-term debt as of December 31, 2025. It excludes the €53 million short-term debt as of December 31, 2025 detailed in Note 7 of Chapter 7.

<i>in thousand euro</i>	2024	2025
> one year	2,262	185,018
> two years	178,982	1,831
> three years	2,113	1,875
> four years	1,885	2,121
Five years and more	777,127	618,538
TOTAL	962,369	809,383

6.1.2.4 Equity

The Group's equity totaled €2,394 million as of December 31, 2025, compared to €2,601 million as of December 31, 2024. This (€207) million year over year decrease is mainly due to the €370m in shareholder returns and a decrease in the foreign currency translation reserve primarily due to the strengthening of the Euro relative to the US Dollar, partially offset by €378 million net income in 2025 (versus the €473 million in net income in 2024).

6.2 Outlook

6.2.1 Group outlook for 2026

Full Year 2026 results are expected to be influenced by the following dynamics:

For North America Tubes:

- Sustained strength in sales volumes thanks to Vallourec's market share gains during 2025
- A slight near-term decrease in US market prices, with improving industry supply-demand conditions leading to potential improvement later in the year

For International Tubes:

- Lower sales volumes in H1 2026 due to slower bookings in H2 2025
- An activity recovery in key Middle Eastern markets setting the stage for higher second half volumes
- Broadly stable market pricing versus the second half of 2025, with discrete customer contracts driving selective price upside

For Mine & Forest: slightly lower year over year iron ore production sold (approximately 5.5 million tonnes) due to an improved production process focusing on value over volume.

The outlook presented above is based on data, assumptions and estimates considered reasonable by the Group, and was prepared in accordance with the provisions of Delegated Regulation (EU) No. 2019/980, supplementing Regulation (EU) 2017/1129, and ESMA's guidelines on profit forecasts. These data, assumptions and estimates could subsequently change on account of uncertainties relating in particular to the economic, financial, competitive, tax and/or regulatory environment. The occurrence of a certain number of known or unknown risks, uncertainties and other factors, the majority of which are difficult to foresee and often outside Vallourec's control, particularly the risks explained or identified in the public documents filed by Vallourec with the French Financial Markets Authority (*Autorité des marchés financiers* – AMF), including those listed in chapter 3.1 "Risk factors" of this Universal Registration Document, and especially the most significant risks which are marked with an asterisk, could have an impact on the Group's business, financial position, earnings or outlook and could therefore affect its ability to meet its objectives and forecasts. Accordingly, the Group does not make any commitments or provide any guarantees that the forecasts set out above will be achieved.

6.2.2 Main assumptions

The outlook for the year ending December 31, 2026 presented above were prepared on a comparable basis to the historical financial data and in accordance with the accounting methods applied in the Group's consolidated financial statements for the year ended December 31, 2025.

The outlook for 2026 is mainly based on the assumptions outlined below:

1. Vallourec assumes stable drilling activity and tubular demand throughout the world, which leads to OCTG market prices broadly in line with current levels.
2. Vallourec's iron ore production sold is expected to be approximately 5.5 million tons. Profitability will be determined by prevailing iron ore market prices.

3. A stable political, regulatory and fiscal environment.

4. The continuous implementation of savings measures which will enable the Group to continue to lower its cost base, as well as to maintain strict cash discipline.

6.3 Parent company earnings

Vallourec SA posted an operating loss of €26.1 million for 2025, comparing to the €11.3 million operating loss for 2024. The loss for 2025 stems from the costs incurred by the holding company (personnel expenses, legal and communications fees, loan issue costs and changes in provisions).

The Company reported net financial income of €205 million in 2025, versus €527 million in 2024. This decline can be explained by a much lower dividend received in 2025 from Vallourec Tubes for €130 million compared to a dividend received for €460 million in 2024. Net interest expense consists of expenses and interest on bond issues and commercial paper, commitment fees under medium-term bank facilities, and interest income from financing granted by Vallourec to Vallourec Tubes.

Corporate income tax represented a cost of €0.9 million.

Net income for the year amounted to €178 million, versus €518 million in 2024.

Subscribed capital, fully paid up, totaled €4,768,148 divided into 238,407,393 shares, each with a par value of €0.02.

Equity decreased by €170 million to €6,276 million at December 31, 2025, from €6,446 million at December 31, 2024.

Borrowings totaled €844 million at December 31, 2025 versus €1,012 million at December 31, 2024.

To the Company's knowledge, no significant expenses referred to in Article 39-4 of the French General Tax Code (CGI) were incurred in 2025.

In accordance with Article D.441-4 of the French Commercial Code, the following tables provide a breakdown of the balance of trade payables and receivables by maturity as at December 31, 2025.

Due (D = 12/31/2025) (in € thousands)	Trade payables outstanding	0 to 30 days past due	31 to 60 days past due	61 to 90 days past due	91+ days past due	Total past due
including VAT	1,066	2	—	20	7	29
Number of invoices concerned	44	16	8	8	26	58
Percentage of purchases, including VAT	7.7%	—%	—%	0.1%	0.1%	0.2%
TOTAL	1,066	2	—	20	7	29

Due (D = 12/31/2025) (in € thousands)	Trade receivables outstanding	0 to 30 days past due	31 to 60 days past due	61 to 90 days past due	91+ days past due	Total past due
Total amount of invoices concerned, including VAT	1,590	—	—	—	—	—
Number of invoices concerned	1	—	—	—	1	—
Percentage of sales, including VAT	20.5%	—%	—%	—%	—%	—%
TOTAL	1,590	—	—	—	—	—

6.3.1 Changes in scope

The main scope changes that occurred during 2025 were as follows:

- On January 27, 2025, the deregistration of Vallourec Italiana, a Group subsidiary located in Italy, following its voluntary liquidation, was completed;
- On March 18, 2025, Vallourec Tubes completed the acquisition of 100% of the share capital of Vallourec Tubular Solutions Namibia;
- On May 27, 2025, Vallourec Umbilicals entered into early liquidation proceedings;
- On June 4, 2025, Vallourec Tubular Solutions finalized the acquisition of Vallourec Thermal Coating Services do Brasil;
- On July 24, 2025, Vallourec Tubes finalized the disposal of its subsidiary Serimax;
- On August 11, 2025, Vallourec Mozambique was created;
- On August 28, 2025, Vallourec Nucléaire Tubes Guangzhou Co., Ltd entered into early liquidation proceedings.



7

Assets, Financial Position and Results

7.1	Consolidated financial statements	306	7.3	Vallourec SA parent company financial statements	369
7.1.1	Vallourec Group consolidated income statement	306	7.3.1	Statement of financial position	369
7.1.2	Statement of comprehensive income	307	7.3.2	Income statement	370
7.1.3	Statement of cash flows	308	7.3.3	Notes to the parent company financial statements for the year ended December 31, 2025	371
7.1.4	Vallourec Group statement of financial position	309			
7.1.5	Statement of changes in equity	310			
7.1.6	Notes to the consolidated financial statements for the year ended December 31, 2025	311			
			7.4	Statutory Auditors' report on the annual financial statements	385
7.2	Statutory Auditors' report on the consolidated financial statements	365			

7.1 Consolidated financial statements

7.1.1 Vallourec Group consolidated income statement

<i>In € thousands</i>	Notes	2024	2025
Revenue		4,033,919	3,808,768
Cost of sales ^(a)	2.3	(2,845,008)	(2,679,468)
Selling, general and administrative expenses ^(a)	2.3	(350,830)	(331,676)
Other	2.3	(5,933)	21,202
EBITDA	2.3	832,148	818,826
Depreciation and amortization	2.4	(226,983)	(196,694)
Impairment of assets and goodwill	2.5	(21,830)	36,484
Asset disposals, restructuring costs and non-recurring items	2.6	43,065	(65,939)
Operating income		626,400	592,677
Interest income	7.1.6	34,572	29,081
Interest expense	7.1.6	(13,891)	(66,570)
Net interest expense	7.1.6	20,681	(37,489)
Other financial income and expenses	7.1.6	(31,613)	(12,302)
Net financial income/ (loss)	7.1.6	(10,932)	(49,791)
Pre-tax income/(loss)		615,468	542,887
Income tax	3.1	(143,015)	(164,364)
Share in net income/(loss) of equity-accounted companies	5	399	(1,025)
Net income from continuing operations		472,852	377,498
Net income		472,852	377,498
Attributable to non-controlling interests	6.1.6	20,785	22,869
Group share		452,067	354,629
Basic earnings per share	6.4	2.0	1.5
Diluted earnings per share	6.4	1.9	1.4

(a) Before depreciation and amortization

7.1.2 Statement of comprehensive income

<i>In € thousands</i>	2024	2025
NET INCOME/(LOSS)	472,852	377,498
Actuarial gains and losses on post-employment benefits	6,758	3,442
Tax attributable to actuarial gains and losses on post-employment benefits	(544)	710
Items that will not be reclassified to profit or loss	6,214	4,152
Translation differences on translating net assets of foreign operations	(91,456)	(273,251)
Change in fair value of hedging instruments	(64,594)	75,889
Tax attributable to the change in fair value of hedging instruments	13,754	(4,602)
Items that may be reclassified subsequently to profit or loss	(142,296)	(201,964)
OTHER COMPREHENSIVE INCOME/(LOSS) (NET OF TAX)	(136,082)	(197,813)
TOTAL COMPREHENSIVE INCOME	336,770	179,685
Attributable to non-controlling interests	22,296	15,112
Group share	314,474	164,573

7.1.3 Statement of cash flows

<i>In € thousands</i>	Notes	2024	2025
Net income		472,852	377,498
Share in income/(loss) of equity-accounted companies		(399)	1,025
Depreciation, amortization and impairment	2.7	248,813	160,210
Unrealized gains and losses on changes in fair value		3,174	(10,741)
Capital gains and losses on disposals of non-current assets and equity interests		(172,288)	(33,506)
Expense arising from share-based payments		41,291	4,507
Changes in provisions	2.7	(214,433)	(107,007)
Income taxes	3.1	143,015	164,364
Net financial income (loss)	7.1.6	10,932	49,791
Others, including net exchange differences		17,334	(60,966)
Cash flow from operating activities after net financial loss and taxes		550,292	545,175
Interest paid		(97,036)	(61,170)
Interest received		34,644	28,777
Tax paid		(112,701)	(139,768)
Change in operating working capital	2.8	112,441	186,846
Net cash from (used in) operating activities		487,640	559,860
Acquisitions of property, plant and equipment, and intangible and biological assets	4.6	(166,678)	(175,893)
Disposals of property, plant and equipment and intangible assets		205,309	16,299
Acquisition of subsidiary, net of cash acquired		2,825	(17,595)
Disposal of investments, net of cash disposed off		—	50,550
Other cash flow from investing activities		29,220	21,048
Net cash from (used in) investing activities		70,676	(105,593)
Increase or decrease in equity		—	3,306
Dividends paid to non-controlling interests		(2,259)	(14,362)
Dividends paid to the shareholders of parent company		—	(351,539)
Share buyback program		—	(18,614)
Acquisition of non-controlling interests		—	(10,000)
Proceeds from new borrowings	7.1.7	757,850	116,415
Repayment of borrowings	7.1.7	(1,135,524)	(196,070)
Repayment of lease liabilities		(31,515)	(26,892)
Other cash flows from (used in) financing activities		8,411	(1,447)
Net cash from financing activities		(403,038)	(499,203)
Change in net cash		155,278	(44,935)
Opening net cash		898,215	1,026,273
Change in net cash		155,278	(44,935)
Impact of changes in exchange rates		(27,220)	(16,571)
Closing net cash		1,026,273	964,767

The statement of cash flows has been prepared on the basis of cash and cash equivalents as defined in note 7.1, net of overdrafts and other short-term bank facilities with an initial maturity of less than three months.

7.1.4 Vallourec Group statement of financial position

<i>In € thousands</i>	Notes	Dec. 31, 2024	Dec. 31, 2025
NON-CURRENT ASSETS			
Net intangible assets	4.3	33,056	34,331
Goodwill	4.1	33,712	33,659
Net property, plant and equipment	4.4	1,842,172	1,764,480
Biological assets	4.5	61,237	72,251
Investment in equity-accounted companies	5	16,800	13,611
Other non-current financial assets	7.3	70,655	45,170
Other non-current assets	2.8.3	78,873	75,634
Deferred taxes	3.2	180,045	144,776
Total non-current assets		2,316,550	2,183,912
CURRENT ASSETS			
Inventories	2.8.1	1,169,666	945,783
Trade and other receivables	2.8.2	670,825	532,238
Other current financial assets	7.3	43,527	80,832
Other current assets	2.8.3	226,131	174,104
Cash and cash equivalents	7.1	1,103,276	964,767
Total current assets		3,213,425	2,697,724
Assets held for sale and discontinued operations	10.1	1,060	—
TOTAL ASSETS		5,531,035	4,881,636

<i>In € thousands</i>	Notes	Dec. 31, 2024	Dec. 31, 2025
EQUITY			
Equity attributable to owners of the parent	7.1.5	2,512,176	2,306,297
Non-controlling interests	7.1.6	88,923	87,683
Total equity		2,601,099	2,393,981
NON-CURRENT LIABILITIES			
Loans and other borrowings	7.1	962,097	809,375
Employee benefits	8	74,630	95,449
Long-term provisions	9	146,670	101,021
Deferred taxes	3.2	84,118	93,055
Other non-current financial liabilities	7.2	132,412	201,781
Other non-current liabilities	2.8.3	27,647	18,086
Total non-current liabilities		1,427,574	1,318,768
CURRENT LIABILITIES			
Overdrafts and other short-term bank facilities	7.1	140,830	52,592
Short-term provisions	9	83,461	53,159
Trade payables	2.8.4	795,045	679,190
Other current financial liabilities	7.2	158,145	108,544
Other current liabilities	2.8.3	324,881	275,403
Total current liabilities		1,502,362	1,168,888
Liabilities related to assets held for sale and discontinued operations	10.1	—	—
TOTAL EQUITY AND LIABILITIES		5,531,035	4,881,636

7.1.5 Statement of changes in equity

<i>In € thousands</i>	Share capital	Additional paid-in capital	Consolidated reserves	Foreign currency translation reserve	Revaluation reserve, net of tax	Treasury shares	Net income (loss) for the period	Equity attributable to owners of the parent	Non-controlling interests	Total equity
AS AT DECEMBER 31, 2023	4,745	3,955,689	(1,549,682)	(756,072)	6,050	—	495,910	2,156,640	67,041	2,223,681
Change in foreign currency translation reserve	—	—	—	(93,060)	—	—	—	(93,060)	1,604	(91,456)
Financial instruments	—	—	—	—	(50,837)	—	—	(50,837)	(3)	(50,840)
Actuarial gains and losses on retirement commitments	—	—	6,304	—	—	—	—	6,304	(90)	6,214
Other comprehensive income	—	—	6,304	(93,060)	(50,837)	—	—	(137,592)	1,511	(136,082)
Net income for 2024	—	—	—	—	—	—	452,067	452,067	20,785	472,852
Total comprehensive income	—	—	6,304	(93,060)	(50,837)	—	452,067	314,474	22,296	336,770
Appropriation of 2023 net income	—	—	495,910	—	—	—	(495,910)	—	—	—
Capital increase	17	(17)	—	—	—	—	—	—	—	—
Change in treasury shares	—	—	—	—	—	—	—	—	—	—
Dividends paid	—	—	—	—	—	—	—	—	(2,183)	(2,183)
Share-based payments	—	—	41,291	—	—	—	—	41,291	—	41,291
Changes in consolidation scope and other	—	—	(227)	(1)	—	—	—	(228)	1,769	1,540
AS AT DECEMBER 31, 2024	4,762	3,955,672	(1,006,405)	(849,133)	(44,787)	—	452,067	2,512,176	88,923	2,601,099
Change in foreign currency translation reserve	—	—	—	(265,389)	—	—	—	(265,389)	(7,862)	(273,251)
Financial instruments	—	—	(2)	—	71,285	—	—	71,283	4	71,287
Actuarial gains and losses on retirement commitments	—	—	4,050	—	—	—	—	4,050	101	4,152
Other comprehensive income	—	—	4,048	(265,389)	71,285	—	—	(190,056)	(7,757)	(197,813)
Net income for 2025	—	—	—	—	—	—	354,629	354,629	22,869	377,498
Total comprehensive income	—	—	4,048	(265,389)	71,285	—	354,629	164,573	15,112	179,685
Appropriation of 2024 net income	—	—	452,067	—	—	—	(452,067)	—	—	—
Capital increase	5	3,301	—	—	—	—	—	3,306	—	3,306
Change in treasury shares	—	—	(16,592)	—	—	(2,022)	—	(18,614)	—	(18,614)
Dividends paid	—	—	(351,539)	—	—	—	—	(351,539)	(14,379)	(365,918)
Share-based payments	—	—	4,106	—	—	—	—	4,106	—	4,106
Changes in consolidation scope and other	—	—	(5,806)	3,864	(5,769)	—	—	(7,711)	(1,973)	(9,684)
AS AT DECEMBER 31, 2025	4,768	3,958,973	(920,121)	(1,110,657)	20,729	(2,022)	354,629	2,306,297	87,683	2,393,981

7.1.6 Notes to the consolidated financial statements for the year ended December 31, 2025

The Group's reporting currency is the euro. All amounts are expressed in thousands of euros (€ thousands), unless otherwise specified. Certain numerical figures contained in this document, including financial information and certain operating data, have been subject to rounding adjustments.

Contents

Note 1	Accounting standards, basis for the preparation of the consolidated financial statements and key events during the period	312	Note 6	Equity, share-based payment and earnings per share	337
Note 2	Operating activities	314	Note 7	Financing and financial instruments	342
Note 3	Income taxes	323	Note 8	Employee benefits	356
Note 4	Property, plant and equipment, intangible assets, goodwill and biological assets	326	Note 9	Provisions for contingencies and charges and contingent liabilities	361
Note 5	Investments in equity-accounted companies	334	Note 10	Assets held for sale and consolidation scope	362
			Note 11	Other information and subsequent events	364

Note 1 • Accounting standards, basis for the preparation of the consolidated financial statements and key events during the period

1.1 Accounting standards

The consolidated financial statements for the year ended December 31, 2025, including the accompanying notes to the consolidated financial statements, were approved by Vallourec's Board of Directors on February 26, 2026 and will be submitted for approval at the Shareholders' Meeting.

In application of Regulation No. 1606/2002 of the European Commission which was adopted on July 19, 2002 for all listed companies in the European Union, Vallourec has prepared its consolidated financial statements in accordance with International Financial Reporting Standards (IFRS), based on the standards and interpretations applicable as at December 31, 2025.

These financial statements are available on the Company's website at www.vallourec.com.

International Financial Reporting Standards comprise the IFRS standards issued by the International Accounting Standards Board (IASB), as well as the International Accounting Standards (IAS) and the related interpretations issued by the Standing Interpretations Committee (SIC) and the International Financial Reporting Interpretations Committee (IFRIC).

The accounting principles and measurement methods have been applied consistently to the periods presented, with the exception of the changes to the standards presented below:

1.1.1 NEW MANDATORY STANDARDS

Main mandatory standards in 2025

The new mandatory standards and amendments applicable to financial periods beginning on or after January 1, 2025 correspond to amendments to IAS 21 ("Lack of Exchangeability") regarding

estimating the spot exchange rate when a currency is not exchangeable. This amendment has no material impact on the Group's consolidated financial statements.

1.1.2 NEW STANDARDS NOT EARLY ADOPTED

The Group has not elected to early adopt any other standards or interpretations that are mandatory for financial periods beginning after January 1, 2026.

IFRS 18 ("Presentation and disclosure in Financial Statements") was issued in April 2024 and is effective for annual reporting periods beginning on or after January 1, 2027. The Group has not early adopted this standard. IFRS 18 introduces new requirements

for the presentation of the statement of profit and loss, including new defined subtotals, and enhanced disclosure requirements. The Group is currently assessing the impact of IFRS 18 on its consolidated financial statements. Although the assessment is ongoing, the Group expects that the adoption of IFRS 18 will affect the presentation and the structure of its primary financial statements and related disclosures.

1.2 Measurement basis and presentation of the consolidated financial statements

1.2.1 HISTORICAL COST CONVENTION

The Group's consolidated financial statements are prepared using the historical cost convention, except for biological assets, derivative financial instruments that are measured at fair value,

and financial assets measured at fair value through profit and loss or OCI.

1.2.2 FOREIGN CURRENCY TRANSACTIONS

Translation of the financial statements of subsidiaries whose functional currency is not the euro

The presentation currency of the consolidated financial statements is the euro.

Assets and liabilities of foreign subsidiaries, including goodwill, are translated at the official exchange rates on the reporting date. The income statements of foreign subsidiaries are translated at the average exchange rate for the period.

Any ensuing translation differences are recorded in other comprehensive income. The portion of translation differences attributable to the Group is recorded separately within "Foreign currency translation reserve".

Translation of foreign currency transactions

Foreign currency transactions are translated into the functional currency. Foreign currency transactions are translated at the exchange rates prevailing on the transaction date. When the transaction is subject to a hedge, it is translated at the spot rate on the day the hedging instrument is implemented.

At each reporting date, monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate prevailing at that date (the closing rate). Translation differences resulting from differences between these rates and the rates at which the transactions were initially recorded are included in net financial income (loss).

The main exchange rates used (euro/currency) are as follows:

	USD	GBP	BRL	CNY
AS AT DECEMBER 31, 2024				
Average rate	1.08	0.85	5.83	7.79
Closing rate	1.04	0.83	6.43	7.58
AS AT DECEMBER 31, 2025				
Average rate	1.13	0.86	6.31	8.12
Closing rate	1.18	0.87	6.44	8.23

1.2.3 CONSOLIDATION PRINCIPLES

Subsidiaries are fully consolidated from the date on which control is acquired and cease to be consolidated when control is transferred outside the Group.

Definition

Control is deemed to exist when the Group (i) has power over an entity, (ii) is exposed to, or has rights to, variable returns from its involvement with the entity, and (iii) has the ability to use its power over the entity to affect the amount of the returns it obtains.

Accounting method

The consolidated financial statements include all of the assets, liabilities and comprehensive income of the subsidiary.

Non-controlling interests represent the share of interest which is not directly or indirectly attributable to the Group. Profits, losses and all components of other comprehensive income are divided between the Group and non-controlling interests. Subsidiaries' comprehensive income is divided between the Group and non-controlling interests, even when this results in allocating a loss to the non-controlling interests.

Changes in the ownership interest in subsidiaries that do not result in a change of control are treated as equity transactions (i.e., transactions with equity owners in their capacity as equity owners).

The effects of these transactions are recorded in equity for the amount net of tax and therefore do not impact the Group's consolidated income statement.

They are presented in the statement of cash flows within investing when related to acquisition of controlling interests; or within financing when referring to transaction between shareholders.

Profits and losses of acquired companies are included in the income statement from the date the Group effectively gains control. Profits and losses of companies sold are included until the date control ceases.

All intra-Group assets and liabilities and income and expenses relating to commercial and financial transactions between members of the Group are eliminated on consolidation.

The consolidation scope is presented in note 10.2.

1.2.4 USE OF ESTIMATES AND JUDGMENT

Estimates

The preparation of IFRS consolidated financial statements requires Vallourec's management to use estimates and assumptions that affect the carrying values of certain assets and liabilities, income and expenses, as well as certain information in the explanatory notes.

Such assumptions are inherently uncertain, and actual results could differ from these estimates. The Group regularly reviews its estimates and assumptions in order to take into account past experience and any factors deemed relevant in prevailing economic conditions. In the current economic climate (uncertainty about the economic outlook, a highly competitive international environment and volatility in the costs of raw materials and energy), the uncertain nature of some estimates may be more pronounced.

Significant estimates made with respect to accounting items and disclosures concern the measurement of:

- the recoverable amount of goodwill, intangible assets and property, plant and equipment (see notes 4.1, 4.3 and 4.4);
- deferred tax assets recognized on tax loss carryforwards (see note 3.2);
- provisions for disputes, onerous contracts, restructuring and contingent liabilities (see note 9);
- fair value derivatives related to the HKM contract (see note 2.6, 7.2 and 7.4.2).

Judgment

The Group has to use assumptions and judgments to determine the extent to which it controls certain investments, notably to define relevant activities and identify substantive rights, as well as

the type of joint arrangement that exists in the event of jointly controlled businesses. These judgments are revised if facts and circumstances change.

1.3 Key events during the period

1.3.1 SALE OF SERIMAX

After entering into exclusive negotiations with Aldebaran, a French investment company, for the sale of Serimax, Vallourec's subsidiary specializing in mechanized welding solutions, Vallourec finalized the transaction for an amount of €79 million, of which an estimated €5 million will be paid through an earn-out, generating a net gain of €31 million (see note 2.6 Asset disposals, restructuring costs and non-recurring items).

This transaction is part of the New Vallourec's initiatives to rationalize its invested capital and focus the Group on its core business as a premium seamless tubular solutions provider.

1.3.2 ACQUISITION OF THERMOTITE DO BRASIL

In June 2025, Vallourec announced the completion of the acquisition of Thermotite do Brasil from Mattr (MATR.TO), in accordance with the terms of the agreement announced on September 16, 2024. The transaction price was USD 17.5 million on a cash-free, debt-free basis, subject to customary price adjustments, including working capital.

This acquisition generated purchase bargain by €3 million (see note 4).

This transaction is aligned with Vallourec's premiumization strategy, with the integration of differentiated technological expertise in thermal insulation coatings for pipelines. With this integrated offering, Vallourec reinforces the added value it provides to offshore projects in the oil and gas industry.

1.3.3 PARTIAL REDEMPTION OF SENIOR NOTES DUE IN 2032

In September 2025, Vallourec completed the partial redemption of 10% of its 8-year USD 820 million 7.5% senior notes for an amount of \$82 million. The outstanding amount of the bond is

therefore USD 738 million (see note 7 Financing and financial instruments).

1.3.4 ZERO NET DEBT OBJECTIVE ACHIEVED AND SHARE BUYBACK INITIATED

In January 2025, Vallourec announced that it had achieved its target of reaching zero net debt one year ahead of plan.

The achievement of this significant milestone allowed Vallourec to propose a €1.50 dividend for the first time in ten years, which was approved by shareholders at the Group's 2025 Annual General

Meeting. Accordingly, Vallourec distributed a total dividend payment of €352 million on May 28, 2025.

Furthermore, Vallourec executed a share buyback program from May 27 to June 20, wherein it repurchased 1.2 million shares to fund future employee share grants.

1.3.5 EVOLVING US TARIFFS POLICY

Vallourec derives a meaningful portion of its Tubes revenues from the United States, which has seen steadily evolving trade policy, particularly for steel product imports, including OCTG. In February, the Trump administration announced the removal of all trade arrangements for steel products, including tariffs, quotas, and hybrid systems. These were replaced with a blanket 25% tariff covering steel articles and derivative products. Subsequently, in June, the tariff rate was doubled from 25% to 50%.

A significant majority of Vallourec's sales volumes in the United States are related to onshore drilling applications. The Company serves this demand from its fully vertically integrated production sites in the US, and thus is insulated from the effect of tariffs. Meanwhile, for select other applications – particularly larger tubes

for offshore applications where the vast majority of tubular products are imported – Vallourec imports tubes from its production site in Brazil. Vallourec intends to pass on the cost of tariffs to its customers to mitigate the margin impact of these tariffs.

Meanwhile, other trade measures, including the "reciprocal" tariffs that were announced in early April 2025 cover a far broader range of products. These tariffs carry the risk of increasing costs for a variety of products used in Vallourec's operating and capital expenditures. Due to less-punitive trade arrangements made between the US and its key trading partners as well its reliance on a largely domestic supply chain, Vallourec has not yet seen a clearly measurable impact of broader inflation on its operations.

Note 2 • Operating activities

2.1 Segment information

The Vallourec Group is a world leader in premium tubular solutions, with leading positions in the United States, Brazil, the Middle East and Asia. The Group provides a wide range of

premium tubular solutions – high-performance solutions whose manufacturing requires significant technological and industrial expertise – in addition to related specialized services that

provide customers with a comprehensive range of innovative solutions. The Group's customer-focused organizational structure is designed to provide a growing number of integrated services for delivery of comprehensive turnkey solutions and involves analysis of financial information according to a number of areas (markets, regions, sites, and products). None of these areas taken independently can comprehensively measure profits and losses or assets and liabilities for individual segments.

The Executive Committee is the Group's Chief Operating Decision Maker (CODM).

The Group monitors its performance and profitability and consequently presents its segment information based on the following Operating segments:

Tubes

This segment covers all entities with production and marketing facilities dedicated to the Group's main business, i.e., the production of hot-rolled seamless carbon and alloy steel tubes, both smooth and threaded. The activity is characterized by a highly integrated manufacturing process, from production of steel, tube rolling, heat treatment and threading activities. The Tubes segment supplies products suitable for a variety of markets (Oil & Gas, Industry, etc.). The Tubes business is highly dependent on the level of investment undertaken by Oil & Gas companies in the exploration, production and development of oil and natural gas reserves. Decisions to allocate customer orders are managed centrally by a Group S&OP team, based on criteria such as available production capacity and margin optimization at the Group level, while taking into account supply chain constraints and required factory certifications.

The CODM's decisions on capital/resource allocation are made at this level and performance is monitored at this level based on various indicators, including EBITDA per/tonnes and Days in Inventory (DII).

Vallourec presents geographical information for the Tubes segment for Europe, North America, South America, Asia, the Middle East and the Rest of the World, among others.

Mine & Forest

The iron ore mine and the forests (which supply charcoal to the blast furnace located in Jeceaba in the Brazilian state of Minas Gerais) constitute a separate segment in the Group's internal reporting.

The mine is currently capable of producing approximately 6 million tonnes per year.

Following the commissioning of the Phase 2 extension work in 2027, the Group sees potential to increase this production rate. Surplus production that exceeds internal consumption (currently estimated at approximately 1 million tonnes) is sold on the market.

The profitability of this activity is strongly correlated with international iron ore market prices, in particular the Iron Ore CFR China index published by Platts, as well as with the quality of the extracted iron ore.

The following tables provide information on the revenue and results of each operating segment, as well as on assets, liabilities and capital expenditure.

RESULTS, ASSETS AND LIABILITIES BY OPERATING SEGMENT

<i>in € thousands</i>	Tubes	Mine & Forest	Holding companies & Other	Inter-segment transactions	Total
INCOME STATEMENT AS AT DECEMBER, 31 2025					
Revenue	3,525,686	339,952	171,957	(228,826)	3,808,768
EBITDA	681,734	171,168	(38,082)	4,005	818,826
Depreciation of industrial assets	(167,127)	(23,334)	(6,233)	—	(196,694)
Impairment of assets and goodwill	36,626	(143)	—	—	36,484
Asset disposals, restructuring costs and non-recurring items	(88,356)	(1,222)	23,638	1	(65,939)
OPERATING INCOME (LOSS)	462,878	146,470	(20,676)	4,006	592,677
STATEMENT OF FINANCIAL POSITION AT DECEMBER 31, 2025					
Non-current assets	1,893,128	360,798	(70,015)	—	2,183,911
Current assets	1,675,972	79,168	397,485	(419,669)	1,732,956
Cash and cash equivalents	1,199,451	17,466	775,067	(1,027,218)	964,767
Assets held for sale and discontinued operations	—	—	—	—	—
TOTAL ASSETS	4,768,552	457,433	1,102,537	(1,446,887)	4,881,635
CASH FLOWS					
INVESTMENTS AS AT DECEMBER 31, 2025					
Investments in property, plant and equipment, intangible assets and biological assets	118,110	54,975	2,809	—	175,893

<i>As at December 31, 2024</i>	Tubes	Mine & Forest	Holding companies & Other	Inter-segment transactions	Total
INCOME STATEMENT AS AT 31 DECEMBER 2024					
Revenue	3,786,108	289,675	192,885	(234,749)	4,033,919
EBITDA	776,900	107,738	(50,779)	(1,712)	832,148
Depreciation of industrial assets	(195,489)	(21,883)	(9,612)	—	(226,983)
Impairment of assets and goodwill	(21,777)	—	(53)	—	(21,830)
Asset disposals, restructuring costs and non-recurring items	64,086	(10,165)	(10,858)	3	43,065
OPERATING INCOME (LOSS)	623,720	75,690	(71,302)	(1,709)	626,400
STATEMENT OF FINANCIAL POSITION AT DECEMBER 31, 2024					
Non-current assets	1,966,973	308,322	41,255	—	2,316,550
Current assets	1,952,605	81,527	551,735	(475,719)	2,110,149
Cash and cash equivalents	1,169,251	40,094	1,295,385	(1,401,454)	1,103,276
Assets held for sale and discontinued operations	—	1,060	—	—	1,060
TOTAL ASSETS	5,088,829	431,003	1,888,376	(1,877,173)	5,531,035
CASH FLOWS					
INVESTMENTS AS AT 31 DECEMBER 2024					
Investments in property, plant and equipment, intangible assets and biological assets	125,193	36,991	4,495	—	166,678

GEOGRAPHIC AREAS

The tables below present information on (i) revenue by geographic area (based on customer location) and (ii) non-current assets by geographic area. The main areas are North America (mainly the United States), South America (mainly Brazil), Asia and the Middle East. The information reported for revenue is broken down by customer location and the breakdown for non-current assets is based on the location of the assets.

	Revenue		Non-current assets	
	2024	2025	2024	2025
Europe	227,520	148,332	90,079	167,949
North America	1,566,655	1,432,405	847,236	717,251
South America	589,623	559,665	737,184	746,655
Asia	412,105	381,848	179,106	182,770
Middle East	734,065	779,289	112,592	78,003
Rest of the world	256,140	224,147	776	499
Total – Tubes	3,786,108	3,525,685	1,966,973	1,893,127
Mine & Forests	289,675	339,952	308,322	360,801
Holding companies & Other	192,885	171,957	41,255	(70,015)
Inter-segment transactions	(234,749)	(228,826)	—	—
TOTAL	4,033,919	3,808,768	2,316,550	2,183,913

2.2 Revenue

Revenue is generated from sales of finished products and services. The Group uses the following five-step approach to determine the principle for revenue recognition:

1. identify contract;
2. identify distinct performance obligations within the contract;
3. determine contract (transaction) price;
4. allocate overall price to each performance obligation in proportion to their stand-alone selling price;
5. recognize revenue when a performance obligation has been satisfied.

Revenue is recognized either at a point in time, when the Group has satisfied the performance obligation by transferring control of the asset, or over time based on the percentage of completion, as calculated by reference to costs incurred at the reporting date.

No revenue is recognized if there are significant uncertainties as to the recovery of the amount due.

Revenue corresponds primarily to sales of product (tubes and iron ore) and is recognized in full at a point in time, i.e., when the Group has satisfied the performance obligation by transferring control of the asset. In most cases, this is determined by the Incoterms (International Commercial Terms) of a given contract. For some of the revenue, services and in particular welding

activities, the Group recognizes revenue for contracts using the percentage of completion. A smaller proportion of revenue is derived from royalties and sales of iron ore.

A breakdown of revenue by segment, market and geographical area is shown in note 2.1.

ORDER BOOK

As required by IFRS 15, the order book reflects fixed revenue contracts with customers for which the services have not yet been delivered or have only been partially delivered at the reporting date. The Group's order book corresponds mainly to revenue from

contracts of less than 12 months, and primarily concerns sales of tubes. This revenue is not presented, in accordance with the practical expedient provided for in paragraph 121 of IFRS 15.

REVENUE BY BUSINESS

The following table shows the breakdown of the Group's revenue by business in 2024 and 2025:

	2024	2025
Oil & Gas	3,187,359	2,953,964
Industry	379,527	320,200
Other	219,222	251,522
Total – Tubes	3,786,108	3,525,685
Mine & Forests	289,675	339,952
Holding companies & Other	192,885	171,957
Inter-segment transactions	(234,749)	(228,826)
TOTAL	4,033,919	3,808,768

2.3 EBITDA

EBITDA is an important indicator for the Group, enabling it to measure its performance from continuing operations. It is calculated by taking operating income (loss) before depreciation and amortization, and excluding certain operating revenues and expenses that are unusual in nature or occur rarely, such as:

- impairment of goodwill and non-current assets as determined within the scope of impairment tests carried out in accordance with IAS 36;
- significant restructuring expenses, particularly resulting from headcount reorganization measures, in respect of major events or decisions;
- capital gains or losses on disposals;
- income and expenses resulting from major litigation, significant rollouts or capital transactions (e.g., costs of integrating a new activity).

The Group's income statement is presented by function.

2.3.1. EBITDA breakdown

	2024	2025
Revenue	4,033,919	3,808,768
Cost of sales	(2,845,008)	(2,679,468)
of which direct cost of sales	(242,084)	(219,996)
of which cost of raw materials consumed	(1,144,073)	(1,127,558)
of which labor costs	(568,320)	(533,927)
of which other manufacturing costs ^(a)	(873,649)	(760,308)
of which change in non-raw-material inventories	(16,882)	(37,679)
Selling, general and administrative expenses	(350,830)	(331,676)
of which research and development costs	(32,334)	(31,904)
of which selling and marketing costs	(57,566)	(48,572)
of which general and administrative costs	(260,930)	(251,200)
Other	(5,933)	21,202
of which employee profit-sharing and bonuses	(13,172)	(30,837)
of which Biological assets fair value ^(b)	1,825	31,738
of which other income and expenses	5,414	20,301
Total gross operating expenses	(3,201,771)	(2,989,942)
EBITDA	832,148	818,826

(a) "Other manufacturing costs" mainly include energy and consumables, subcontracting and maintenance expenditure, and provisions.

(b) "Biological assets fair value" corresponds to the fair value measurement gains and losses on biological assets in accordance with IAS 41. This item was previously included within "Other income and expenses" in 2024.

2.3.2. Other

The profit sharing and bonus costs amount €30.8 million in 2025 vs €13.2 million in 2024, mostly due to revised criteria and therefore increased expenses (Brazil) as well as Renegotiation of conditions in France.

In 2025, other income and expenses are mostly made of an indemnity received by the group related to a contract breach, compensating incurred costs for an amount of €26 million.

In 2025, the group changed its presentation of the fair value of its biological assets, which was presented in net within income and expenses up to 2024. Starting 2025, the group started to isolate the harvested component of fair value in inventory within its cost of sales, while the revaluation of the growing component is now isolated in this specific line.

PERSONNEL EXPENSES

	2024	2025
Wages and salaries	(606,637)	(537,388)
Employee profit-sharing	(13,172)	(30,837)
Expenses related to stock options and performance shares	(41,291)	(4,106)
Social security costs	(148,701)	(135,156)
TOTAL	(809,801)	(707,487)

See note 8 for information about retirement commitments.

Headcount of consolidated companies at 31 December	2024	2025
Managers	2,630	2,490
Technical and supervisory staff	1,693	1,641
Production staff	8,879	8,138
TOTAL	13,202	12,269

2.4 Depreciation and amortization

Depreciation and amortization break down as follows:

	2024	2025
Depreciation of industrial assets	(183,006)	(158,609)
Depreciation of right-of-use assets	(30,020)	(25,920)
Amortization of capitalized research and development costs	(1,362)	(1,588)
Depreciation and amortization – sales and marketing costs	(116)	(117)
Depreciation and amortization – general and administrative costs	(12,479)	(10,460)
TOTAL DEPRECIATION AND AMORTIZATION	(226,983)	(196,694)

2.5 Impairment of assets and goodwill

	2024	2025
Impairment of goodwill	—	—
Impairment of property, plant and equipment	(17,744)	36,484
Impairment of right-of-use assets	(4,086)	—
Impairment of biological assets	—	—
TOTAL	(21,830)	36,484

As of December 2025, the group recognized a reversal of impairment by €36 million on industrial assets of its plant in China, corresponding to the confirmed recovery of profitability of the business as per business plan.

As at December 31, 2024, the group recognized an impairment of €22 million on individual assets related to Group project restructuring.

2.6 Asset disposals, restructuring costs and non-recurring items

	2024	2025
Reorganization measures (net of expenses and provisions)	(29,077)	(1,405)
Gains and losses on disposals of non-current assets and other non-recurring items	72,141	(64,534)
TOTAL	43,065	(65,939)

The Group continued its restructuring in 2025, which led to the recognition of €1 million in costs for adaptation measures (net of expenses and provisions).

Other non-recurring items in 2025 (corresponding to a loss of €64.5 million) were mainly attributable to the following:

- the execution of the HKM contract as well as the reevaluation of the derivative, now at €153 million (see notes 7.2 and 7.4.2). This amount corresponds to the estimated fair value of the expected losses on the contract being regularly revised until the effective end of the supply agreement, to take into consideration the market conditions prevailing at that time, together with the developments in the trading business model. In accordance with IFRS 9, this supply agreement has therefore been treated as a derivative in Vallourec's financial statements;
- the sale of Serimax, resulting in a €31 million gain;
- the accounting of the purchase bargain gain related to the Thermotite acquisition for an amount of €3 million;
- the remaining non-recurring items for 2025 are related to gains and losses on asset disposals, mainly the Vallourec Deutschland railway for an amount of €6 million, scrapped assets and other restructuring costs (fees and operating expenses related to the discontinuation of manufacturing operations).

As a reminder, in 2024:

The Group recognized €29 million in costs for adaptation measures (net of expenses and provisions) as it continued its restructuring throughout 2024.

Other non-recurring items (corresponding to a gain of €72 million) were mainly attributable to the following:

- a positive impact of €139 million following the disposal of the Rath site;
- the execution of the HKM contract as well as the reevaluation of the derivative, valued at €132 million;
- the remaining non-recurring items for 2024 are related to gains and losses on asset disposals, scrapped assets and other restructuring costs (fees and operating expenses related to the discontinuation of manufacturing operations).

2.7 Reconciliation of net additions to provisions with the statement of cash flows

	Notes	2024	2025
Depreciation and amortization	2.4	(226,983)	(196,694)
Impairment of assets and goodwill	2.5	(21,830)	36,484
Additions to provisions net of reversals included in EBITDA		25,028	37,942
Additions to provisions net of reversals included in asset disposals, restructuring costs and non-recurring items		189,405	69,065
TOTAL		(34,380)	(53,203)
Net depreciation, amortization and provisions recorded in the statement of cash flows		34,380	53,203

2.8 Working capital

2.8.1 INVENTORIES AND WORK-IN-PROGRESS

Inventories are valued at the lower of cost and net realizable value, and provisions for impairment are recognized if necessary.

Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

The cost of inventories of raw materials, goods for resale and other supplies corresponds to the purchase price excluding taxes, less any discounts, rebates and other payment reductions obtained, plus any incidental costs of purchase (transportation, unloading expenses, customs duties, purchase commissions, etc.). These inventories are measured at weighted average cost.

The cost of work-in-progress, semi-finished and finished goods consists of the production cost excluding financial expenses.

Production costs comprise raw materials, plant supplies and labor, and direct and indirect industrial overheads attributable to processing and production, based on normal capacity. General and administrative expenses are excluded from production costs.

With the exception of security stocks recorded in property, plant and equipment, spare parts and consumables are included in inventory, including if they are expected to be used over more than one year.

The cost of any idle capacity is excluded from the value of inventories. Where appropriate, the unallocated portion of made-to-order products is written down and valued at scrap prices (if applicable). Inventories are written down based on their net realizable values.

	12/31/2024			12/31/2025		
	Gross value	Impairment	Net value	Gross value	Impairment	Net value
Raw materials and goods for resale	375,386	(70,614)	304,772	358,191	(53,761)	304,430
Work-in-progress	295,004	(7,977)	287,027	200,269	(7,630)	192,639
Semi-finished and finished goods	601,791	(23,924)	577,867	477,221	(28,507)	448,714
TOTAL	1,272,181	(102,515)	1,169,666	1,035,681	(89,898)	945,783
Additions to provisions	—	(54,780)	—	—	(42,628)	—
Reversals of provisions	—	41,013	—	—	41,567	—

Raw materials and goods for resale mainly comprise ferrous alloys, electrodes, refractories, steel rounds/billets, scrap and consumables. Work-in-progress represents products and services at intermediate stages of processing. Semi-finished goods are products that have reached a point of completion but require subsequent finishing.

2.8.2 TRADE AND OTHER RECEIVABLES

Receivables are recorded at the transaction price. The Group bases its measurement of expected credit losses on the default rates previously observed by customer, current conditions, and forecasts of future economic conditions.

The Group derecognizes a financial asset when the contractual rights to the cash flows generated by the asset expire, or, in the case of transactions involving receivables factored without recourse, when the rights to receive contractual cash flows and substantially all of the risks and rewards of ownership of the asset have been transferred.

	12/31/2024			12/31/2025		
	Gross value	Impairment	Net value	Gross value	Impairment	Net value
Advances and partial payments on orders	30,248	—	30,248	8,053	—	8,053
Trade and other receivables	669,019	(28,442)	640,577	531,882	(7,697)	524,185
TOTAL CURRENT	699,267	(28,442)	670,825	539,935	(7,697)	532,238
Non-current trade receivables	4,712	(4,651)	61	3,149	(3,087)	62
TOTAL CURRENT AND NON-CURRENT	703,979	(33,093)	670,886	543,084	(10,784)	532,300
Additions to allowances for impairment		(16,563)			(1,740)	
Reversals of allowances for impairment		4,480			14,192	

The majority of the Group's business is with companies with sound credit quality, namely national and international oil companies or their subcontractors. A residual portion of revenue is generated with industrial customers which may have higher risk profiles and for which credit insurance arrangements are in place.

In the event of country risk, the Group makes specific arrangements when the order is placed to protect itself from any financial loss (for example, it may set up a confirmed letter of credit, or payment in advance). The amount of trade receivables covered by insurance or a letter of credit as at December 31, 2025 was less than 20% of total outstanding trade receivables.

Reversals of surplus provisions are not material at Group level. The Group did not incur any significant losses on trade receivables during the year.

The Group considers that it has low credit risk, although the trade receivables portfolio has been impacted by heightened political risk. The consolidated analysis shows a low loss rate, with the five-year average representing 0.1% of revenue.

Trade receivables net of impairment are analyzed by maturity in the "Credit risk" Section of note 7.4.4.

2.8.3 OTHER ASSETS AND LIABILITIES

	12/31/2024				12/31/2025			
	Assets		Liabilities		Assets		Liabilities	
	Non-current	Current	Non-current	Current	Non-current	Current	Non-current	Current
Tax receivables/liabilities	39,789	125,403	8,047	99,929	68,124	92,632	8,713	62,637
Social security receivables/liabilities	—	3,815	—	151,880	1,034	6,662	3,201	151,681
Trade receivables/payables	4,712	—	—	—	3,149	—	2,284	—
Other	39,231	102,324	19,600	73,072	6,414	77,040	3,888	61,085
Provisions	(4,859)	(5,411)	—	—	(3,087)	(2,230)	—	—
TOTAL	78,873	226,131	27,647	324,881	75,634	174,104	18,086	275,403

Other assets (current and non-current) consist primarily of tax receivables in Brazil and the United States, deposits and a surety bond paid (see note 9), and prepaid expenses.

Vallourec's other assets correspond mainly to prepaid expenses and trade guarantees.

Vallourec's other liabilities correspond mainly to other payables related to CapEx, PGE subsidies and liabilities related to the safeguard plan.

2.8.4 RECONCILIATION OF WORKING CAPITAL

Changes in working capital during 2025 were as follows:

Gross amounts (in € thousands)	12/31/2024	Translation difference	Change	Reclassification and other	12/31/2025
Inventories	1,272,181	(70,177)	(146,727)	(19,596)	1,035,681
Trade receivables and supplier advances	703,979	(45,580)	(101,624)	(13,691)	543,084
Trade payables	(795,045)	51,833	67,463	(5,725)	(681,474)
Working capital	1,181,115	(63,924)	(180,888)	(39,012)	897,291
Other receivables and payables	3,529	370	(19,150)	8,830	(6,421)
OPERATING WORKING CAPITAL	1,184,644	(63,554)	(200,038)	(30,182)	890,870
Impact of hedging instruments			13,192		
TOTAL			(186,846)		
Change in operating working capital in the statement of cash flows			186,846		

Vallourec has a reverse factoring program in Brazil. This program enables local suppliers to benefit from early payment by discounting their invoices without recourse. Vallourec does not use this program to extend its payment terms with the suppliers.

The Group has another reverse factoring program in Germany. On December 31, 2025, €88 million of trade payables were eligible for this program of which the supplier received payment of €65 million from the bank managing this reverse factoring arrangement. The maximum payment terms as part of the program are 95 days after invoicing compared to 30 days without such a program.

Changes in working capital during 2024 were as follows:

Gross amounts (in € thousands)	12/31/2023	Translation difference	Change	Reclassification and other	12/31/2024
Inventories	1,327,218	(48,305)	2,024	(8,756)	1,272,181
Trade receivables and supplier advances	777,974	(11,715)	(82,003)	19,723	703,979
Trade payables	(762,508)	458	(40,045)	7,050	(795,045)
Working capital	1,342,684	(59,562)	(120,024)	18,017	1,181,115
Other receivables and payables	(50,209)	5,646	30,614	17,478	3,529
OPERATING WORKING CAPITAL	1,292,475	(53,916)	(89,410)	35,495	1,184,644
Impact of hedging instruments			(23,031)		
TOTAL			(112,441)		
Change in operating working capital in the statement of cash flows			112,441		

Note 3 • Income taxes

Income tax expense comprises current income related to consolidated companies, deferred tax resulting from temporary differences, and the change in uncertain tax positions if applicable.

Deferred taxes are recognized in respect of temporary differences arising between the value of assets and liabilities for purposes of consolidation and the value resulting from the application of tax regulations.

The main types of deferred tax recognized are:

- tax loss carryforwards;
- long-term deferred tax assets which are likely to be recovered in the foreseeable future;
- deferred tax assets for short-term recurring items (provision for paid leave, etc.) or non-recurring items (employee profit-sharing, provisions for liabilities that are not deductible for tax purposes, etc.) when they are likely to be recovered in the foreseeable future;
- deferred tax arising on adjustments resulting from the reconciliation of statutory financial statements with IFRS financial statements and on consolidation adjustments.

The rates used to calculate deferred taxes are the tax rates expected to apply during the period in which the asset will be realized or the liability settled, based on tax regulations that have been enacted or substantively enacted at the reporting date.

Deferred taxes are not discounted to present value.

Current and deferred tax expenses are recognized as income or expenditure in the income statement unless they relate to a transaction or event that is recognized under other comprehensive income or directly in equity (see note 7.4.3 dealing with hedge accounting and note 8 dealing with actuarial gains and losses on post-employment benefit obligations).

Deferred taxes are presented on separate lines in the statement of financial position under non-current assets and non-current liabilities.

Net deferred tax assets are recognized only for those companies and tax groups that, based on a review at each reporting date, appear reasonably likely to recover these assets in the foreseeable future.

3.1 Reconciliation of theoretical and effective tax expense

	2024	2025
Current tax expense	(132,822)	(143,739)
Deferred taxes	(10,193)	(20,625)
Net expense (-), Net benefit (+)	(143,015)	(164,364)
Consolidated net income (loss)	472,453	378,523
Tax expense	(143,015)	(164,364)
Pre-tax income (loss)	615,468	542,887
Statutory tax rate applicable to the parent	25.83%	25.83%
Theoretical tax	(158,945)	(140,201)
Impact of main tax loss carryforwards	39,300	(32,811)
Impact of permanent differences	(10,927)	4,467
Other impacts	(11,174)	2,176
Impact of differences in tax rates	(1,269)	2,005
Net expense (-), Net benefit (+)	(143,015)	(164,364)
Effective tax rate	23%	30%

The 30% effective tax rate can be analyzed as follows:

- some jurisdictions have reported net operating losses that are either not recognized for deferred tax purposes or for which deferred tax assets have been impaired. As a result, the line "Impact of main tax losses carryforwards" reflects a charge corresponding to the negative effect on the effective tax rate. In 2024, this line shows an income because these jurisdictions generated taxable profits (for instance, a gain on the disposal of real estate assets in Germany);
- permanent differences mostly reflect the unused tax credits (tax credits from withholding taxes on financial and license income mostly);
- other impacts include some tax charge (Pillar and the US State Tax) and also take into account the deferred tax true ups (favorable in 2025);
- differences in tax rates mainly reflect the diverse range of tax rates applied in the Group's various countries (United States 21% excluding State taxes, Brazil 34%, China 25%, and Saudi Arabia 20%).

3.2 Deferred tax assets and liabilities

The rates used are the recovery rates known at the reporting date.

	12/31/2024	12/31/2025
Deferred tax assets	180,045	144,776
Deferred tax liabilities	84,118	93,055
NET DEFERRED TAX ASSETS/(DEFERRED TAX LIABILITIES)	95,927	51,721

	12/31/2024	12/31/2025
Non-current assets	(74,659)	(69,640)
Other assets and liabilities	52,797	11,741
Inventories	32,320	27,623
Employee benefits	13,367	6,968
Derivatives	(10,254)	(388)
Net balance	13,571	(23,696)
Recognition of tax losses	82,356	75,417
TOTAL	95,927	51,721

Deferred taxes (gross values) as at December 31, 2025 and December 31, 2024 break down as follows:

12/31/2025	Gross value	Corresponding deferred tax	Recognized deferred tax	Unrecognized deferred tax
Tax loss carryforwards	4,832,520	1,372,954	75,417	1,297,538
Other tax assets	—	—	69,359	156,945
Total tax assets	—	1,372,954	144,776	(1,454,483)
Tax liabilities	—	—	(93,055)	—
Total tax liabilities	—	—	(93,055)	—
TOTAL	—	—	51,721	(1,454,483)

12/31/2024	Gross value	Corresponding deferred tax	Recognized deferred tax	Unrecognized deferred tax
Tax loss carryforwards	4,683,051	1,335,418	82,356	1,253,062
Other tax assets	—	—	97,689	131,648
Total tax assets	—	1,335,418	180,045	(1,384,710)
Tax liabilities	—	—	(84,118)	—
Total tax liabilities	—	—	(84,118)	—
TOTAL	—	—	95,927	(1,384,710)

Deferred tax assets are recognized when the realization is deemed probable. Where an affiliate has a history of tax losses, this affiliate recognizes a deferred tax asset to the extent that there is convincing other evidence that sufficient taxable profit will be available. Recognized deferred taxes as at December 31, 2025 mainly relate to Brazil, representing €138 million that the Group expects to recover within a reasonable timeframe. This timeframe has been revised to seven years for Brazil to be compared to the five-years business plan previously used as reference by the group. This change reflects Brazil's recoverability capacity of its non prescriptible accumulated tax losses.

Unrecognized deferred taxes as at December 31, 2025 relate primarily to France and Germany due to losses and the lack of near-term prospects of recovery.

Tax loss carryforwards not recognized as at December 31, 2025 correspond to companies which are structurally loss-making and will not return to profit during the period considered reasonable covered by the business plan or the period during which the losses can be utilized.

There is no time bar for the losses of France, Germany and Brazil. However, the use of the losses is limited to a taxable income proportion (50%, 70% of the yearly taxable income in excess of €1 million in France and Germany respectively and for corporate income tax, 30% of the annual taxable income for Brazil).

Changes in deferred taxes break down as follows:

	12/31/2024	12/31/2025
As at January 1st	125,222	95,927
Impact of changes in exchange rates	(32,343)	(6,647)
Recognized in profit or loss	(10,208)	(20,625)
Recognized in other comprehensive income (loss)	13,174	(3,960)
Changes in consolidation scope	—	(3,505)
Other	82	(9,469)
Assets held for sale and discontinued operations	—	—
AS AT DECEMBER 31ST	95,927	51,721

The amount of the deferred tax recognized in other comprehensive income corresponds mainly to the change in deferred taxes arising on derivatives, and actuarial gains and losses on post-employment benefit obligations.

The EU Pillar Two Directive of December 16, 2022 setting a minimum level of taxation for multinational companies at 15% has been transposed into French law. The EU Pillar Two Directive has no material impact on the Group's financial statements as of December 31, 2025.

Note 4 • Property, plant and equipment, intangible assets, goodwill and biological assets

4.1 Goodwill

Goodwill is measured as the difference between:

- the aggregate of:
 - the fair value of the consideration transferred,
 - the amount of any non-controlling interests in the acquired entity,
 - in the case of a business combination achieved in stages (step acquisition), the fair value at the acquisition date of the acquirer's previously held interest in the acquiree; and
- the net of the acquisition-date fair values of the identifiable assets acquired and liabilities assumed.

For major acquisitions, fair value measurements are performed with the help of independent experts and reflect the best estimates of management. Non-controlling interests may be valued either at the share of the identifiable net assets of the acquired company, or at fair value.

For transactions with non-controlling interests, the Group recognizes within equity attributable to owners of the parent the difference between the price paid and the carrying amount of the share of non-controlling interests acquired or sold in controlled companies.

Acquisition costs incurred by the Group in carrying out the business combination, such as referral agents' commissions, legal and due diligence fees and other professional or consultancy fees, are expensed when they are incurred.

Impairment risks: Pursuant to IAS 36 "Impairment of Assets", goodwill is tested for impairment at least once a year, or more frequently if there is an indication of impairment. The testing procedures are designed to ensure that the recoverable amount of the cash-generating unit (CGU) to which the goodwill is assigned or allocated is at least equal to its net carrying amount (see note 4.2). If an impairment loss is identified, a provision is recorded in operating income (loss) under "Impairment of assets and goodwill". Impairment of goodwill may not be reversed.

	12/31/2024			12/31/2025		
	Gross value	Impairment	Net value	Gross value	Impairment	Net value
Goodwill	599,789	(566,077)	33,712	508,202	(474,543)	33,659

BREAKDOWN OF GOODWILL BY CASH-GENERATING UNIT

	Vallourec South America Tubes	Vallourec Eastern Hemisphere Tubes	Total
As at December 31, 2023	39,817	—	39,817
Impact of changes in exchange rates	(6,105)	—	(6,105)
Impairment during the year	—	—	—
Impact of changes in consolidation scope	—	—	—
As at December 31, 2024	33,712	—	33,712
Impact of changes in exchange rates	(53)	—	(53)
Impairment during the year	—	—	—
Impact of changes in consolidation scope	—	—	—
AS AT DECEMBER 31, 2025	33,659	—	33,659

4.2 Impairment tests

Impairment of assets

To perform impairment tests, goodwill was allocated to cash generating units (CGUs). CGUs are groups of assets whose continuing use generates cash inflows that are largely independent of the cash inflows from other groups of assets.

When an asset within a CGU is discontinued or put up for sale and no longer contributes to the cash flows of the CGU, it is tested separately.

The recoverable amount of an asset or CGU is the higher of:

- its value in use, which corresponds to the present value of the forecast future cash flows it generates, without taking into account planned capacity investments and expected gains in terms of productivity; and
- its fair value less the costs of disposal.

The carrying amount of a CGU comprises net current and non-current operating assets.

An impairment test is carried out:

- at least once a year for CGUs with indefinite useful lives, a category that, for the Vallourec Group, comprises goodwill; and
- for the other CGUs, if there is an indication of impairment. The external and internal impairment indicators monitored are mainly reduction in Oil & Gas demand, reduction in forecast investments by Oil & Gas players analyzed by geographical area, loss of a major contract, non-use or destruction of industrial assets, and restructuring of activities.

A stock market value for the Group that is less than the value of its consolidated net assets during a business cycle, or a negative outlook associated with the economic, legislative or technological environment or with the business sector, represent general indications of impairment liable to result in impairment tests on all the Group's CGUs.

When the recoverable amount of a CGU is less than its net carrying amount, an impairment loss is recognized and presented on the "Impairment of assets and goodwill" line in operating income (loss). When a CGU includes goodwill, the impairment loss is first deducted from goodwill and then, where applicable, from the CGU's other assets.

CASH GENERATING UNITS AND GROUPS OF CASH GENERATING UNITS

The Group has four main CGUs which group together the assets of several subsidiaries involved in the production cycle of the products sold by these CGUs, and represent 99% of the Group's net assets and all of its goodwill:

- Vallourec Eastern Hemisphere Tubes, comprising a tube mill (China) and finishing lines (in France, the Middle East and Asia);
- Vallourec North America Tubes, comprising a steel mill and tube mills in the United States as well as finishing lines (in the United States and Mexico);

- Vallourec South America Tubes, comprising a steel mill, tube mills and the finishing lines that these mills supply;
- Vallourec Mine & Forests, regrouping the Pau Branco iron ore mine in Minas Gerais, and the eucalyptus forests which supply charcoal to the blast furnace located in Jeceaba in the Brazilian state of Minas Gerais.

IMPAIRMENT INDICATIONS

Considering the absence of remaining unamortized assets, such as goodwill, related to the above described CGUs except for South America Tubes, for which an annual impairment test is performed, impairment indications are assessed at the level of the underlying individual assets when necessary.

RECOVERABLE VALUE

For each CGU tested, the recoverable value of the assets is considered equal to the higher of fair value less costs to sell and the value in use, which corresponds to the present value of the forecast future cash flows the related assets are expected to generate.

The recoverable amount of individual assets was deemed to represent the higher of fair value less costs of disposal or value in use, defined as the present value of forecast future cash flows generated by the asset.

The forecasts used are those contained in the five-year strategic business plan, which is based on macroeconomic assumptions per market relying on external sources (E&P Oil & Gas investment forecasts by region, currencies, raw materials, inflation, etc.). In particular, several external sources including IEA, Rystad, Enverus, Westwood were taken into account to estimate the volume of E&P Oil & Gas investments by region. On the basis of these elements, the central departments, coordinating with regional teams, establish sales forecasts (volumes and prices).

PERPETUITY GROWTH RATE

The projected long-term earnings growth rate (LTGR) assumption for each CGU is calculated for the terminal year considering the following outlooks:

- sales evolution for Oil & Gas tubes, on a region per region basis, which is based on the Oil & Gas production assumption stated in the Announced Pledge Scenario (APS) of the International Energy Agency (IEA) published in 2024;
- positive sales growth for tubes designed for renewable energies, such as hydrogen, geothermal energy, carbon capture and storage, and carbon reuse, are also based on IEA projections (APS scenario);
- inflation by region, using forecasts by the International Monetary Fund (IMF).

DISCOUNT RATE

The CGUs' discount rates correspond to their weighted average cost of capital (WACC).

The cost of equity of each CGU has been estimated using the capital asset pricing model (CAPM) which main components are:

- the risk-free rate, fixed by reference to the current yield on 10-year government bonds;
- a systematic risk premium obtained by multiplying the CGU's equity market risk premium by a beta calculated using market data from a sample of listed companies operating similar businesses. This panel was revised in 2025 to better reflect Vallourec's positioning against comparable companies;
- a country risk premium.

The after-tax cost of debt of each CGU is calculated by increasing the risk-free rate by a market credit spread.

The assumptions of the strategic plan are aligned with Vallourec's climate change commitments.

It should be noted that the bulk of Group revenue comes from the sale of seamless tubes and connections for the Oil & Gas industry (tubing and casing for oil and gas wells, pipelines, refining tubes and petrochemicals, etc.). The buying patterns of group customers may differ based on their own business model and how they adapt structurally to price trends (cost structure, stock policy, risk aversion, project portfolio, financing capacity).

All forecast information is derived from the budget and from the mid-term forecasts reviewed by the Group's Board of Directors in November and December 2025.

Vallourec expects that over the term of the strategic plan, it will continue to derive benefits from the New Vallourec competitiveness plans launched by the Group over the past three years.

In addition to the five-year strategic plan, cash flows are extrapolated over a terminal year, to converge towards the perpetuity growth rate.

The resulting growth rates used are 1.9% for the Vallourec Eastern Hemisphere Tubes CGU, and 3.1% for the Vallourec South America Tubes CGU.

These rates take into account the long-term outlook of the Oil & Gas market.

CGUs are tested in the main currency in which the future cash flows will be derived, namely:

- in EUR for the Eastern Hemisphere Tubes CGU;
- in BRL for the Vallourec South America Tubes CGU and Mine & Forest CGU.

The Gearing (or debt-to-equity ratio) of each CGU's WACC has been fixed considering the observed debt/market capitalization ratio of the listed companies comprised in the sample used to estimate the appropriate beta.

The discount rate for each CGU is estimated in line with the main currency in which future cash flows are generated.

The use of this approach results in discount rates of 9.5% for the Vallourec Eastern Hemisphere Tubes CGU and 13.9% for the Vallourec South America Tubes CGU.

In 2024, the use of this approach resulted in discount rates of 10.4% for the Vallourec Eastern Hemisphere Tubes CGU and 14.2% for the Vallourec South America Tubes CGU.

CLIMATE RISKS

While 2025 greenhouse gas emissions reduction goals are already achieved, Vallourec 2030 ambition has been recently formalized and certified against the Global Steel Climate Council (GSCC) standard. Vallourec committed to maintaining all steel making activities with emissions under a threshold compatible with the Paris Agreement 1.5°C path. In addition, Vallourec committed to reducing its total carbon footprint by 25% by 2030 from 2021 baseline, including downstream product transportation, use and end of life. Vallourec has defined a transition plan to achieve those, consisting of optimizing its production mix, technology gains, purchasing lower-carbon materials and electricity, developing NewEnergies products and pursuing its 'Value Over Volume' strategy. The Group took these factors into account when drawing up its strategic plan.

In parallel, the Group has developed a resilience plan that relies on monitoring closely business opportunities on its current markets while diversifying its activities across multiple geographies and energy transition sectors (such as hydrogen, carbon capture and

storage and geothermal energy). The Group has signed in 2025 several Memoranda of Understanding to develop an emerging ecosystem of energy transition players that will broaden its portfolio of customers. The impairment tests also take into account the outlooks of the Oil & Gas sector as set out in the "Perpetuity growth rate" Section above.

Finally, in 2025, the Group has conducted field visits on all its strategic sites to evaluate risks of business interruption and material damages related to climate events. The analysis relies on the SSP 5-8.5 scenario projecting a global warming beyond 4°C by 2100. A global action plan was defined, whose main climate adaptation measures continue to be monitored regularly by operations and local environmental managers. Climate events that did occur will constitute an impairment indicator for the assets concerned and the Group will include it in its impairment tests and in the useful lives of the related assets.

IMPAIRMENT TEST RESULTS

The impairment tests carried out as at December 31, 2025 for the Vallourec Eastern Hemisphere Tubes CGU resulted in a net reversal of impairment recognized previously, for a total of €38 million, reflecting the improved outlook for one of the entities in this CGU.

As a reminder, in 2024, the impairment tests carried out did not result in the recognition of any impairment losses, except an amount of €22 million corresponding to an impairment on individual assets, as related to Group project restructuring.

The South America Tubes CGU, which was tested for impairment, presented the following sensitivity analyses:

SENSITIVITY ANALYSIS

The sensitivity analyses presented in the table below were calculated by changing a single parameter. They aim to reflect the following elements included in the current mid-term forecast for this CGU:

- Discount rate: this rate could be impacted by higher country risk premium (depending on the political and economic situation in Brazil) as well as a size premium and average beta (which is correlated to the evolution of comparable companies).
- EBITDA sensitivity: a more competitive trend in international oil & gas market prices has been factored into the projections for the CGU. Another assumption is that the group will maintain its current level of market share with its main South American and export customers.
- Foreign exchange rate (BRL/USD): considering the higher proportion of sales than costs exposed to the USD vs. the BRL, a strengthening of BRL against USD would be detrimental to the profitability of the CGU.
- Perpetuity growth rate: as per the IAE outlook, the Group has taken into consideration the slowdown of oil & gas demand in the long term, and the expected upturn in the renewable energies markets. Any change in the IAE outlook could have a positive or negative impact on the perpetuity growth rate.

Analysis

(in EUR millions)

Vallourec South America Tubes

Net assets		
• Of which current (working capital)		311
• Of which non-current		587
Base tested as at 12/31/2025		899
CGU value in use		1,169
Delta		270
Sensitivity analysis (in EUR millions)		
Sensitivity to the discount rate	-0.5 pts	329
	+0.5 pts	217
EBITDA sensitivity	+20% per year	530
	-20% per year	11
BRL/USD foreign exchange rate sensitivity	+5 cts	305
	-5 cts	224
Sensitivity to the perpetuity growth rate	+0.5 pts	305
	-0.5 pts	239

4.3 Intangible assets

Intangible assets acquired separately are recognized at cost. They are mainly patents and trademarks, which are amortized on a straight-line basis over their useful lives.

Intangible assets acquired as part of a business combination are recorded separately from goodwill if their fair value can be measured during the acquisition phase. Those with a finite life are amortized over their estimated useful lives for the Company.

	12/31/2024			12/31/2025		
	Gross value	Depreciation and impairment	Net value	Gross value	Depreciation and impairment	Net value
Intangible assets	362,784	(329,728)	33,056	303,421	(269,090)	34,331

Intangible assets	Gross value	Depreciation and impairment	Net value
As at December 31, 2023	376,950	(334,913)	42,037
Acquisitions	235	—	235
Disposals	(17,111)	17,098	(13)
Depreciation expense	—	(9,346)	(9,346)
Impairment expense	—	—	—
Impact of changes in exchange rates	2,663	(4,743)	(2,080)
Reclassifications and other changes	47	2,176	2,223
Assets held for sale and discontinued operations	—	—	—
As at December 31, 2024	362,784	(329,728)	33,056
Acquisitions	1,535	—	1,535
Disposals	(7,235)	7,195	(40)
Depreciation expense	—	(9,380)	(9,380)
Impairment expense	—	—	—
Impact of changes in exchange rates	(22,230)	20,781	(1,449)
Reclassifications and other changes	(31,432)	42,042	10,610
Assets held for sale and discontinued operations	—	—	—
AS AT DECEMBER 31, 2025	303,421	(269,090)	34,331

Intangible assets include technology, software, patents and licenses, as well as know-how and customer relations acquired mainly in connection with business combinations.

Other than goodwill, there are no intangible assets with indefinite useful lives.

Other changes are impacted by the sale and related deconsolidation of Serimax, as well by the acquisition of Thermotite.

4.4 Property, plant and equipment

Measurement at cost net of depreciation and impairment

Except when acquired as part of a business combination, property, plant and equipment are recognized at their acquisition or production cost. They are not subject to remeasurement. At each reporting date, their cost is reduced by accumulated depreciation and any provisions for impairment determined in accordance with IAS 36 "Impairment of Assets".

Component approach

The main components of an asset with a useful life different from that of the main asset (furnaces, heavy industrial equipment, etc.) are identified by the technical departments and depreciated over their own useful lives.

Subsequent expenditure on replacement of the component (i.e., the cost of the new component) is capitalized, provided that future economic benefits are still expected to be derived from the main asset.

The components approach is also applied to expenditure on major overhauls that are planned and carried out at intervals of over one year. Such expenditure is identified as a component of the asset's acquisition cost, and is depreciated over the period between two overhauls.

Maintenance and repair costs

Recurring maintenance and repair costs that do not meet the criteria for the components approach are expensed when they are incurred.

Property, plant and equipment acquired as part of a business combination

Property, plant and equipment acquired as part of a business combination are measured at fair value on the acquisition date. They are depreciated using the straight-line method over the remaining useful life at the acquisition date.

Right-of-use assets

Lease agreements, as defined by IFRS 16 "Leases", are carried in the statement of financial position, resulting in the recognition of:

- an asset that corresponds to the right to use the leased asset for the term of the lease;
- a liability representing the obligation to make lease payments.

The Group's leases are primarily for property and industrial equipment used to manufacture and transport products.

The Group uses the exemptions permitted by the standard and does not recognize within right-of-use assets:

- short-term leases (with a term of 12 months or less);
- leases with a low-value underlying asset (unit value when new under USD 5,000);
- leases of intangible assets.

Measurement of right-of-use assets

At the inception of a lease agreement, the right to use the leased asset is measured at cost and includes:

- the initial amount of the lease liability, plus any advance payments made to the lessor, less any lease incentives received from the lessor;
- any initial direct costs incurred by the lessee in concluding the agreement and any estimated site clean-up costs.

Right-of-use assets are depreciated on a straight-line basis over the term of the lease.

Depreciation

Depreciation of property, plant and equipment is calculated on a straight-line basis over the useful lives indicated below. Land is not depreciated.

Main categories of property, plant and equipment	Useful life
BUILDINGS	
Buildings	30-40
Fixtures and fittings	10
TECHNICAL PLANT, EQUIPMENT AND TOOLS	
Industrial plant	20-25
Other (automated equipment, etc.)	05-10
OTHER PROPERTY, PLANT AND EQUIPMENT	
Vehicles and office furniture	05-10
Computer equipment	3

Depreciation of new industrial sites in the start-up stage is calculated according to the production-units method for assets used directly in the production process, and the straight-line method for other assets.

	12/31/2024			12/31/2025		
	Gross value	Depreciation and impairment	Net value	Gross value	Depreciation and impairment	Net value
Land	86,895	(34,405)	52,490	84,848	(32,924)	51,924
Buildings	807,843	(464,071)	343,772	762,380	(443,911)	318,469
Technical installations, industrial equipment and tools	3,351,041	(2,246,151)	1,104,890	3,119,756	(2,124,355)	995,401
Property, plant and equipment in progress	240,422	—	240,422	294,855	—	294,855
Other property, plant and equipment	305,300	(204,702)	100,598	309,838	(206,007)	103,831
TOTAL	4,791,501	(2,949,329)	1,842,172	4,571,677	(2,807,197)	1,764,480

Property, plant and equipment (excluding right-of-use assets)	Gross value	Depreciation and impairment	Net value
As at December 31, 2023	5,207,370	(3,272,282)	1,935,088
Acquisitions	153,278	—	153,278
Disposals(*)	(515,104)	488,233	(26,871)
Depreciation expense	—	(182,630)	(182,630)
Impairment expense	—	(17,744)	(17,744)
Impact of changes in exchange rates	(93,585)	11,629	(81,956)
Reclassifications and other changes	(89,712)	98,459	8,747
Assets held for sale and discontinued operations	—	—	—
As at December 31, 2024	4,662,247	(2,874,337)	1,787,909
Acquisitions	164,055	—	164,055
Disposals	(34,913)	26,528	(8,385)
Depreciation expense	—	(155,813)	(155,813)
Impairment expense	—	36,484	36,484
Impact of changes in exchange rates	(320,008)	206,785	(113,223)
Reclassifications and other changes	(31,332)	35,609	4,277
Assets held for sale and discontinued operations	—	—	—
AS AT DECEMBER 31, 2025	4,440,049	(2,724,744)	1,715,305

(*) Presentation reclassification between gross value and depreciation related to disposals for financial year 2024, with no impact on net book value.

Other changes are impacted by the sale and related deconsolidation of Serimax, as well by the acquisition of Thermotite.

RIGHT-OF-USE ASSETS

	Gross value	Depreciation and impairment	Net value
As at December 31, 2023	111,837	(66,480)	45,357
New leases entered into	28,027	—	28,027
Leases ended or canceled	(20,459)	20,830	371
Depreciation expense	—	(30,020)	(30,020)
Impairment expense	—	(4,086)	(4,086)
Impact of changes in exchange rates	(4,916)	2,669	(2,247)
Other	14,766	2,076	16,842
Assets held for sale and discontinued operations	—	17	17
As at December 31, 2024	129,255	(74,992)	54,263
New leases entered into	23,854	—	23,854
Leases ended or canceled	(12,008)	10,853	(1,155)
Depreciation expense	—	(25,920)	(25,920)
Impairment expense	—	—	—
Impact of changes in exchange rates	(5,167)	3,554	(1,613)
Other	(4,305)	4,051	(254)
Assets held for sale and discontinued operations	—	—	—
AS AT DECEMBER 31, 2025	131,629	(82,454)	49,175

4.5 Biological assets

The Group owns biological assets in Brazil, which mainly consist of eucalyptus plantations cultivated for the Group's coke requirements. These assets are valued according to the principles defined by IAS 41 "Agriculture". The existence of an active market in Brazil requires the Group to measure these assets at fair value less the costs of disposal upon initial recognition and at each reporting date.

	12/31/2024	12/31/2025
As at January 1st	69,704	61,237
Investments	12,319	15,520
Measurement at fair value	21,239	31,738
Impairment	—	—
Disposals	(2,217)	(1,316)
Impact of changes in exchange rates	(11,852)	(333)
Reclassification to inventory	(27,956)	(34,595)
AS AT DECEMBER 31ST	61,237	72,251

As at December 31, 2025, the Company cultivated approximately 42.754 hectares of eucalyptus over a total area of 164.193 hectares.

4.6 Reconciliation of outflows related to acquisitions of non-current assets with the statement of cash flows

	2024		2025	
	Property, plant and equipment and intangible assets	Biological assets	Property, plant and equipment and intangible assets	Biological assets
Acquisitions of intangible assets	235	—	1,535	—
Acquisitions of property, plant and equipment	153,278	12,319	164,055	15,520
Total capital expenditure	153,512	12,319	165,590	15,520
Changes in liabilities on non-current assets and partner contributions	847	—	(5,217)	—
TOTAL	154,359	12,319	160,373	15,520
Statement of cash flows: cash outflows for acquisitions of property, plant and equipment and intangible and biological assets	166,678		175,893	

4.7 Operating off-balance sheet commitments

Off-balance sheet commitments received amounted to €3.4 million as at December 31, 2025, compared with €4 million as at December 31, 2024, and primarily corresponded to orders for non-current assets.

COMMITMENTS GIVEN BY MATURITY

	12/31/2024	12/31/2025	<1 year	1 to 5 years	>5 years
Trade receivables	2,905	674	674	—	—
Other commitments	93,012	119,527	48,659	66,187	4,681
TOTAL	95,917	120,201	49,333	66,187	4,681

Other commitments include insurance guarantees for €103 million (see note 7.1.9).

Note 5 • Investments in equity-accounted companies

Definition

Associates are companies in which the Group exercises significant influence over operating and financial policies without having control.

A joint venture is a joint arrangement whereby the parties that have joint control of the entity have rights to its net assets.

The Group's investments in joint ventures and associates are accounted for using the equity method.

Equity method

Under the equity method, the Group's investment in the entity is initially recognized at cost, which is then subsequently adjusted for the change in the Group's share in its income (loss) and other comprehensive income (loss).

An investment is accounted for under the equity method as of the date the entity becomes an associate or joint venture. When an associate or joint venture is acquired, the difference between the cost of the investment and the Group's share in the net fair value of its identifiable assets and liabilities is recorded under goodwill. In the event that the net fair value of the identifiable assets and liabilities of the entity is higher than the cost of the investment, the difference is recorded in the income statement.

The Group's share in the net income (loss) of equity-accounted companies is included in net income (loss) from continuing operations, irrespective of whether or not the investee's activities are an extension of the Group's activities.

Impairment testing

If there is an indication of impairment, the total carrying amount of the investment (including goodwill) is tested for impairment in accordance with IAS 36 "Impairment of assets".

Loss of significant influence or joint control

When an investment no longer meets the definition of an associate or joint venture, the equity method is no longer applied. Any continuing interest in the associate or joint venture that represents a financial asset is measured at fair value on the date the investment ceases to be an associate or joint venture.

Acquisition of control of a joint operation or equity-accounted company

Pursuant to IFRS 3, previously held equity interests are remeasured at fair value, with the related gain or loss recognized as a disposal gain or loss in "Asset disposals, restructuring costs and non-recurring items", and the assets acquired and liabilities assumed are accounted for at fair value at the date control is obtained.

The Group's main equity-accounted companies (individual carrying amount greater than €20 million) are listed below.

	HKM	Other	Total associates	Total joint ventures	Total
Activity	Steel mill				
Location	Germany				
As at December 31, 2024	—	16,800	16,800	—	16,800
Net income (loss) for the year	—	(1,025)	(1,025)	—	(1,025)
Dividends paid	—	(349)	(349)	—	(349)
Impairment	—	—	—	—	—
Impact of changes in exchange rates	—	(1,861)	(1,861)	—	(1,861)
Reclassification and other changes	—	46	46	—	46
AS AT DECEMBER 31, 2025	—	13,611	13,611	—	13,611

Hüttenwerke Krupp Mannesmann (HKM) is an associate that produces steel rounds exclusively for its shareholders. It primarily supplies European tube mills and is part of the Vallourec Eastern Hemisphere Tubes CGU. Its value in use was determined on the same basis as that used to carry out the impairment test (in accordance with IAS 36) on the Vallourec Eastern Hemisphere Tubes CGU.

In 2021, based on the business outlook, Vallourec decided that it would be unable to absorb the volumes to which it is entitled and therefore decided to terminate the cooperation and supply agreements, effective December 31, 2028, i.e., at the end of the contractually agreed seven-year notice period (see note 2.6).

5.1 Data relating to associates

Condensed financial data (100%) for HKM is presented below.

HKM	12/31/2024	12/31/2025
Non-current assets	486,531	486,470
Current assets	674,515	578,237
Non-current liabilities	310,593	295,681
Current liabilities	447,023	365,593
Net assets	403,430	403,434
Sales	2,979,921	2,569,055
Operating income (loss)	11,853	7,372
Total comprehensive income	24	27

The reconciliation of the condensed financial data relating to the HKM associate with the carrying amount of the Group's interest in this associate is as follows:

HKM	12/31/2024	12/31/2025
Net assets	403,430	403,434
Vallourec Group percentage interest in HKM	20%	20%
Value of equity-accounted investment	—	—
HKM net income	24	27
Vallourec Group percentage interest in HKM	20%	20%
Share of net income	5	5

HKM equity accounted share owned by Vallourec with a 20% stake is valued at 0 in the Group consolidated financial statements, following full depreciation since 2020.

The Group also holds interests in other associates (which, considered individually, are not material), representing an aggregate carrying amount of €14 million as at December 31, 2025 and €17 million as at December 31, 2024.

5.2 Related-party transactions

	HKM	ArcelorMittal
Sales to related parties	4,839	23,131
Purchases from related parties	282,307	52,538
Receivables from related parties	17	873
Payables from related parties	25,026	11,977

Purchases from HKM mainly concern steel rounds for Vallourec own operations and slabs as well as those resold to third parties as part of Vallourec's commitment through the supply agreement contract (see note 2.6 "Asset disposals, restructuring costs and non-recurring items").

Transactions with ArcelorMittal consist of sales of pellet industrialization and purchase of raw materials.

5.3 Executive compensation

Total compensation for members of the Executive Committee based on its membership structure as at December 31, 2025, as well as retirement commitments at the reporting date, can be analyzed as follows:

	2024	2025
Compensation and benefits in kind	10,111	9,166
Share-based payments (a)	8,946	3,102
Retirement commitments	601	592
Supplementary retirement commitments	1,035	1,110

(a) Information provided based on the 2024 Management Equity Plans and the 2025 Performance Share Plans.

There is no specific plan in terms of retirement commitments for executive management. Executive management is covered by the Vallourec Group's supplementary pension plan (a defined-benefit plan introduced in 2005 and closed to new entrants on December 31, 2015), as well as by plans set up on April 1, 2016 under Articles 82 and 83 of the French Tax Code (*Code général des impôts*). These plans do not give rise to any commitments.

As at December 31, 2025, no loans or guarantees had been granted to executive management by Vallourec as the parent company or by its controlled subsidiaries.

The amount of attendance fees and other compensation received by members was €0.8 million in 2025, compared to the same amount in 2024.

Note 6 • Equity, share-based payment and earnings per share

6.1 Equity attributable to owners of the parent

SHARE CAPITAL

At December 31, 2025, Vallourec's share capital comprised 238,407,393 shares with a par value of €0.02 per share, all fully paid up, versus 238,084,623 at December 31, 2024. The Group issued 322,770 new shares during the year.

Changes in the Company's share capital over the year are shown below:

<i>(in euros, except for number of shares)</i>	Number of shares	Par value	Share capital in euros
Share capital at December 31, 2024	238,084,623	0.02	4,761,692
Capital increase without pre-emptive subscription rights by issuance of new shares	322,770	0.02	6.456
SHARE CAPITAL AT DECEMBER 31, 2025	238,407,393	0.02	4,768,148

As at December 31, 2025, the price of the Vallourec share was €15.69.

RESERVES AND FINANCIAL INSTRUMENTS

Reserves for changes in the fair value of hedging instruments net of tax (revaluation reserves) arise primarily from two types of transaction:

- effective currency hedges assigned to the order book and commercial tenders, for which changes in the currency impact at the reporting date are recognized in other comprehensive income;

- variable-rate borrowings for which interest rate swaps (fixed rate) have been contracted, and which are accounted for in accordance with the cash flow hedge method, and changes in the fair value of swaps attributable to fluctuations in interest rates, which are recognized in OCI.

FOREIGN CURRENCY TRANSLATION RESERVE

This reserve arises as a result of translating the equity of subsidiaries outside the eurozone into euros. The change in the reserve corresponds to fluctuations in exchange rates used to translate the equity and net income (loss) of these subsidiaries. Components of the reserve are only written back to income in the case of a partial or total disposal and loss of control of the foreign entity.

	USD	GBP	BRL	CNY	Other	Total
As at December 31, 2023	335,632	(12,719)	(1,069,968)	13,770	(22,787)	(756,072)
Change	75,926	305	(199,803)	12,344	18,168	(93,061)
As at December 31, 2024	411,558	(12,414)	(1,269,771)	26,114	(4,619)	(849,133)
Change	(207,603)	(861)	(4,795)	(30,985)	(17,280)	(261,524)
AS AT DECEMBER 31, 2025	203,955	(13,275)	(1,274,566)	(4,871)	(21,900)	(1,110,657)

6.2 Non-controlling interests

Non-controlling interests mainly correspond to Incotep's stake in Vallourec Tubos para Industria Ltda, as well as non-controlling interests in Saudi Arabia (AI Qhatani) and PT Citra Tubindo (PTCT).

6.3 Share-based payments (stock options and performance shares)

IFRS 2 "Share-based Payment", requires the measurement and recognition of awards arising from stock option and performance share plans that are equivalent to compensation of the beneficiaries: these are recognized as personnel expenses over the vesting period of the instruments, with a corresponding increase in equity.

Changes in value after the award date have no impact on the option's initial measurement. The number of options taken into account in measuring the plan is adjusted at each reporting date to reflect the probability of the beneficiaries' continued service at the end of the vesting period.

Some members of executive management and employees benefit from stock options and performance shares where vesting conditions are related to performance criteria. Vallourec also operates shareholding plans reserved for its employees. These plans are measured using a binomial model to project share prices.

The impact on the income statement of employee share ownership plans is presented in note 2.3.

Stock option plans

CHARACTERISTICS OF THE PLANS

Vallourec's Management Board authorized stock option plans from 2010 to 2022 for some of the Group's senior executives, corporate officers and employees.

It should be noted that the characteristics of the 2011 to 2020 plans were revised to take account of the decision of the Chairman

of the Management Board on June 30, 2021 to adjust the number and exercise price of the options concerned in order to protect the rights of the holders following the capital increase of June, 30 2021 (adjustment factor of 1.89929156 applied to the number of options awarded and to the exercise price).

The characteristics of the plans are as follows:

	2015 Plan	2016 Plan	2017 Plan	2018 Plan
Award date	April 15, 2015	May 18, 2016	May 18, 2017	June 15, 2018
Maturity date	April 15, 2019	May 18, 2020	May 18, 2021	June 15, 2022
Expiration date	April 15, 2023	May 18, 2024	May 18, 2025	June 15, 2026
Exercise price (in euros)	488.14	140.29	216.55	197.84
Number of options awarded	17,656	15,216	8,135	9,851

	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Award date	June 17, 2019	June 15, 2020	October 13, 2021	June 4, 2022
Maturity date	June 17, 2023	June 15, 2024	October 13, 2025	June 4, 2026
Expiration date	June 17, 2027	June 15, 2030	October 13, 2031	June 4, 2032
Exercise price (in euros)	79.14	33.60	7.26	12.65
Number of options awarded	9,851	89,462	123,518	58,425

CHANGE IN NUMBER OF UNEXPIRED OPTIONS

For all of these plans, the change in the number of unexpired options is as follows:

In number of options	2024	2025
Options outstanding as at January 1st	209,595	155,264
Options exercised	—	(17,015)
Options lapsed	(5,620)	(2,306)
Options canceled	(48,711)	(21,623)
Options distributed	—	—
OPTIONS OUTSTANDING AS AT DECEMBER 31ST	155,264	114,320
Of which exercisable options	26,629	71,735

The reported figures correspond to the number of options, with a performance factor of 1 for plans not yet vested, and to the actual number of shares awarded for plans that have matured.

As at December 31, 2025, the average exercise price was €47.18.

Performance share plans

CHARACTERISTICS OF THE PLANS

Vallourec's Management Board authorized performance share plans from 2017 to 2024 for some employees and corporate officers of the Group.

It should be noted that the characteristics of the 2017 to 2020 plans were revised to take account of the decision of the Chairman of the Management Board on June 30, 2021 to adjust the number and exercise price of the shares in order to protect the

rights of the holders following the capital increase of June 30, 2021 (adjustment factor of 1.89929156 applied to the number of shares awarded).

On 2025, the Shareholders' Meeting renewed the delegation of authority granted to the Board to grant performance share plans to employees and corporate offices.

The characteristics of the plans are as follows:

Performance share plans	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan
Award date	October 13, 2021	June 4, 2022	November 17, 2023	November 14, 2024	November 12, 2025
Vesting period	3 years	3 years	2 years	2 years	3 years
Holding period	None	None	None	None	None
Performance conditions	Yes, only for management (cadres) above grade 20 ^(a)	Yes, only for management (cadres) above grade 20 ^(b)	Yes ^(c)	Yes ^(d)	Yes ^(e)
Theoretical number of shares awarded	289,396	231,410	371,950	343,700	932,400

(a) The conditional rights to receive performance shares granted to management (cadres) at grade 20 or below are not subject to any performance conditions. For beneficiaries at grade 21 or above, the award is based on two "absolute" internal criteria:

- Group cost reductions (gross savings as a % of the Y-1 baseline and excluding DCOS) for 2021, 2022 and 2023;
- the ratio of carbon emissions from Vallourec's industrial processes and purchases of electricity generated by fossil fuels to sales volumes, in metric tons (emissions of non-biogenic carbon) between 2021 and 2023.

A further external criterion will be applied: growth in the EBITDA margin between 2021 and 2023 compared to a panel of comparable companies comprising Hunting PLC, United States Steel Corp., Nippon Steel Corp., Tubacex SA, Tenaris SA, Schlumberger, Halliburton, Tubos Reunidos SA, Timken Steel Corp., Salzgitter AG, ArcelorMittal SA, TMK and NOV.

(b) The conditional rights to receive performance shares granted to management (cadres) at grade 20 or below are not subject to any performance conditions. For beneficiaries at grade 21 or above, the award is based on two "absolute" internal criteria:

- Group cost reductions (gross savings as a % of the Y-1 baseline and excluding DCOS) for 2022, 2023 and 2024;
- the ratio of carbon emissions from Vallourec's industrial processes and purchases of electricity generated by fossil fuels to sales volumes, in metric tons (emissions of non-biogenic carbon) between 2022 and 2024.

A further external criterion will be applied: growth in the EBITDA margin between 2022 and 2024 compared to a panel of comparable companies comprising Hunting PLC, United States Steel Corp., Nippon Steel Corp., Tubacex SA, Tenaris SA, Schlumberger, Halliburton, Tubos Reunidos SA, Timken Steel Corp., Salzgitter AG, ArcelorMittal SA, TMK and NOV.

(c) The performance conditions are as follows:

- 50% of the award is subject to continued presence only. The number of performance shares affected by this condition is 185,975;
- 25%, the average daily trading volume weighted average price of the Vallourec share must be equal to or greater than €16.19 for a period of ninety (90) consecutive trading days during the Vesting Period. The number of performance shares affected by this condition is 93,030;
- 25%, the average daily trading volume weighted average price of the Vallourec share must be equal to or greater than €20.22 for a period of ninety (90) consecutive trading days during the Vesting Period. The number of performance shares affected by this condition is 92,945.

(d) The performance conditions are as follows:

- 50% of the award is subject to continued presence only. The number of performance shares affected by this condition is 171,850;
- 25%, the average daily trading volume weighted average price of the Vallourec share must be equal to or greater than €16.19 for a period of ninety (90) consecutive trading days during the Vesting Period. The number of performance shares affected by this condition is 85,978;
- 25%, the average daily trading volume weighted average price of the Vallourec share must be equal to or greater than €20.22 for a period of ninety (90) consecutive trading days during the Vesting Period. The number of performance shares affected by this condition is 85,872.

(e) The performance conditions are as follows:

- 415,500 of the performance shares are subject to continued presence only.
- 516,900 of the performance shares are subject to continued presence and performance conditions. The number of performance shares affected by this condition will be adjusted at the vesting date according to a multiplicative factor K, calculated on the basis of:
The simplified ROCE ("ROCES") for the three-year period, equal to the average of fiscal years 2026, 2027 and 2028; Vallourec's ranking in terms of Total Shareholder Return (TSR) for fiscal years 2026, 2027 and 2028, compared to a panel of peer companies; the Corporate Social Responsibility (CSR) performance criterion.

CHANGE IN NUMBER OF SHARES

For all of these plans, the change in the number of shares not yet vested is as follows:

In number of shares	2024	2025
Number of shares not yet vested as at January 1st	839,022	859,030
Shares delivered over the year	(173,939)	(381,397)
Shares awarded for outperformance	—	—
Shares canceled	(149,753)	(151,433)
Shares awarded over the year	343,700	932,400
NUMBER OF SHARES NOT YET VESTED AS AT DECEMBER 31	859,030	1,258,600

The reported figures correspond to the number of shares, with a performance factor of 1 for plans not yet vested, and to the actual number of shares awarded for plans that have matured.

Valuation ^(a)	2024 Plan	2025 Plan
Share price on the award date	€15.11	€16.55
Risk-free rate ^(b)	2.33%	Continuous service only: 2.31% Performance condition: 2.41%
Dividend rate ^(c)	6% in 2025 and 9% in 2026	€1.21 in 2026 €1.52 in 2027 €1.44 in 2028
	Continuous service only: €12.98	
Fair value of the share	Share price condition €16.19: €8.55 Share price condition €20.22: €3.91	Continuous service only: €12.52 Performance condition: €12.54
NUMBER OF SHARES AWARDED	343,700	932,400

(a) The binomial pricing model has been used to measure the fair value of the shares awarded. The employee benefit corresponds to the fair value of the shares awarded, taking into account the loss of dividend rights during the vesting period and the cost to the employee of the non-transferability of shares during the holding period.

(b) The risk-free rate corresponds to the zero-coupon rate (source: French Institute of Actuaries – Institut des Actuaire).

(c) The expected dividend rates were determined based on analysts' expectations (external information) and the Group's dividend policy.

Management Equity Plans
CHANGE IN NUMBER OF SHARES

The change in the number of shares not yet vested under the 2025 Management Equity Plans is as follows:

In number of shares	Ordinary shares	Performance shares
Number of shares not yet vested as at January 1, 2025	1,533,238	1,068,916
Shares delivered over the year	(672,205)	12,968
Shares canceled	(264,682)	(858,564)
Performance shares converted	—	(223,320)
Shares awarded over the year	—	—
NUMBER OF SHARES NOT YET VESTED AS AT DECEMBER 31, 2025	596,351	—

6.4 Earnings per share

Basic earnings per share are calculated by dividing net income (loss) for the year attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding in the same period.

Diluted earnings per share are calculated by taking into account the maximum impact of the conversion of dilutive instruments into ordinary shares (options, performance shares) and using the “share repurchase” method as defined in IAS 33 “Earnings per Share”.

Details of the net income (loss) and numbers of shares used to calculate basic and diluted earnings (loss) per share are presented below:

	2024	2025
Net income (loss) attributable to ordinary shareholders for basic earnings (loss) per share	452,067	354,629
Weighted average number of ordinary shares for basic earnings (loss) per share	230,162,268	234,225,976
Weighted average number of treasury shares for basic earnings (loss) per share	(53,834)	(307,723)
Weighted average number of shares for basic earnings (loss) per share	230,108,434	233,918,253
EARNINGS (LOSS) PER SHARE (IN EUROS)	2.0	1.5
Dilution effect - warrants	11,660,179	13,764,514
Dilution effect - stock purchase options and performance shares	2,265,309	2,179,712
Weighted average number of ordinary shares for diluted earnings per share	244,033,922	249,862,478
Diluted earnings per share (in euros)	1.9	1.4

Dividends paid during the year	2024	2025
In respect of the prior year (in euros)	—	351,539
Interim dividend for the current year (in euros)	—	—

Note 7 • Financing and financial instruments

7.1 Net debt

Loans and other borrowings include interest-bearing bank loans and bonds.

Borrowings are classified as current liabilities for the portion to be repaid within 12 months of the reporting date and as non-current liabilities for payments due in more than 12 months.

Borrowings are initially recorded at fair value less any directly attributable transaction costs. These costs (loan issue expenses and premiums) are taken into account in the calculation of the amortized cost using the effective interest rate method, and are recognized in net financial income or loss on an actuarial basis over the term of the liability.

At each reporting date, financial liabilities are then measured at amortized cost using the effective interest rate method, and also

subject to specific procedures associated with hedge accounting (see below).

Cash and cash equivalents consist of current bank account balances and marketable securities (units in short-term cash UCITS and mutual and investment funds) that are immediately available (i.e., not pledged), risk-free and have extremely low volatility.

Consolidated net debt (or “net financial debt”) is defined as bank loans and other borrowings plus overdrafts and other short-term borrowings minus cash and cash equivalents plus the fair value of the 4-year cross-currency swaps related to the EUR/USD hedging of the principal of the USD 7.5% senior notes issued in April 2024. Net debt excludes lease debt.

As a reminder, Vallourec executed a significant and comprehensive refinancing in April 2024. This operation has substantially extended its debt and liquidity maturities and reduced its financial costs. The key elements of this operation include:

- entry into a new 5-year €550 million multi-currency revolving credit facility (RCF) with a substantially diversified, global banking group;
- entry into an upsized and extended 5-year USD 350 million asset-backed lending facility (ABL) in the United States;
- issuance of 8-year USD 820 million 7.5% senior notes and entry into a 4-year cross-currency swap to hedge Vallourec's

currency exposure on its new senior notes with a euro equivalent coupon of approximately 5.8%;

- redemption of the entire €1,023 million of previously outstanding 8.5% senior notes due in 2026;
- repayment of approximately €68 million of the €262 million State-guaranteed loan (*Prêt Garantis par l'État*).

In September 2025, Vallourec completed the partial redemption of 10% of its 8-year USD 820 million 7.5% senior notes for an amount of USD 82 million. The outstanding amount on the notes is therefore USD 738 million.

	12/31/2024			12/31/2025		
	Total	Non-current	Current	Total	Non-current	Current
Bonds	771,362	771,362	—	613,767	613,767	—
Bank borrowings	190,694	189,213	1,481	195,995	195,552	443
Other borrowings	63,868	1,522	62,346	52,205	56	52,149
Short-term bank facilities	77,003	—	77,003	—	—	—
Total current and non-current loans and borrowings	1,102,927	962,097	140,830	861,968	809,375	52,592
Marketable securities	788,754	—	788,754	756,540	—	756,540
Cash at bank and in hand	314,522	—	314,522	208,227	—	208,227
Cash and cash equivalents	1,103,276	—	1,103,276	964,767	—	964,767
Fair value hedge cross-currency swap *	(20,931)	(20,931)	—	63,444	63,444	—
NET DEBT	(21,280)	941,166	(962,446)	(39,355)	872,819	(912,175)

* Following the issuance of its 8-year USD 820 million 7.5% senior notes, Vallourec entered into 4-year cross-currency swaps to hedge the related EUR/USD currency exposure. The fair value of the cross-currency swaps related to the EUR/USD hedging of the principal of the notes is consequently considered to meet the definition of net debt

7.1.1 BONDS

<i>In millions of currency units</i>	Currency	Initial nominal amount	Principal amount remaining due	Maturity	Face rate	Carrying amount (in €m)
Bond issue – April 2024 ^(a)	USD	820	1	April-32	7,5%	614
State-guaranteed loan – June 2021	EUR	262	—	June-27	1.84%	183
TOTAL						797

(a) Vallourec entered into a 4-year cross currency swap to hedge currency exposure resulting in a EUR fixed interest rate of approximately 5.8%.

In April 2024, Vallourec SA issued an unsecured bond of USD 820 million maturing in 2032 with a fixed coupon of 7.5%. This bond, with a term of eight years and a non-call period of three years, is guaranteed by the same subsidiaries that guarantee the revolving credit facility (RCF). The notes are subject to specific covenants, including liens, mergers, the consolidation or sale of assets and sale and leaseback, with certain baskets and exceptions (See note 7.1.5).

The bond indenture specifically includes a change-of-control clause that could trigger mandatory early redemption of the bonds at the request of each bondholder in the event of a change of control of Vallourec (in favor of a person or a group of people acting in concert) leading to a downgrade of its credit rating. The agreement also stipulates that the entire debt will be immediately due and payable if the Group defaults on one of its debt obligations (cross default), or in case of a major event impacting the Group's business or financial position and/or its ability to repay its debt.

Additionally, the Issuer has the option to redeem the notes prior to April 15, 2027, at 100% of the principal amount plus a "make whole" premium. After April 15, 2027, redemption can occur at specified prices. Annually, up to 10% of the original principal amount can be redeemed at a 103% premium, and up to 40% can be redeemed using equity offering proceeds before April 15, 2027.

As a reminder, the outstanding amount of the bond is USD 738 million following a partial redemption in September 2025.

For information, the fair value (mark-to-market) of this bond is €672 million as of December 31, 2025.

7.1.2 BANK BORROWINGS

Bank borrowings consist mainly of drawdowns on the State-guaranteed loans granted to Vallourec SA for €183 million (see Note 7.1.5).

7.1.3 OTHER BORROWINGS

Other financial liabilities primarily correspond to an ACC (Advance on Exchange Contract) and ACE (Advance on Deposits) program in Brazil. The ACC and ACE program was arranged by Vallourec Soluções Tubulares do Brasil and is used to finance its exports. As of December 31, 2025, this program represented €33 million.

7.1.4 BREAKDOWN BY CURRENCY, INTEREST RATE AND MATURITY OF LOANS AND OTHER BORROWINGS

Debt by currency

	12/31/2024	%	12/31/2025	%
USD	803,120	73%	642,802	75%
EUR	284,358	26%	205,168	24%
BRL	15,449	1%	13,998	2%
Other	—	—%	—	—%
TOTAL	1,102,927	100%	861,968	100%

Breakdown by maturity of loans and other borrowings

	12/31/2024	12/31/2025
< 3 months	91,871	10,674
> 3 months and < 1 year	48,687	41,912
> 1 year	2,262	185,018
> 2 years	178,982	1,831
> 3 years	2,113	1,875
> 4 years	1,885	2,121
5 years and beyond	777,127	618,538
TOTAL	1,102,927	861,968

Debt by interest rate

	12/31/2024	%	12/31/2025	%
Fixed rate	1,025,071	93%	857,144	99%
Variable rate	77,856	7%	4,824	1%
TOTAL	1,102,927	100%	861,968	100%

7.1.5 CREDIT FACILITIES AND COVENANTS
Vallourec SA credit facilities

<i>In millions of currency units</i>	Currency	Initial nominal amount	Drawn amount	Maturity	Available amount (in €m)
Asset-based Loan – November 2022 ^(a)	USD	350	—	Apr-29	138
Revolving credit facility – April 2024	EUR	550	—	Apr-29	550
TOTAL					688

(a) In April 2024, Vallourec upsized its asset-based loan facility to USD 350 million and extended it for 5 years. As of December 31, 2025, approximately USD 13.3 million in letters of credit was outstanding under this facility. Availability under this facility must not exceed the applicable borrowing base.

A change of control at Vallourec could trigger the repayment and cancellation of all or part of its €550 million committed credit facility, the US “asset-based” credit facility and its State-guaranteed loans (“the credit”), as decided by each participating bank. The agreements also stipulate that the entire credit will be immediately due and payable if the Group defaults on one of its debt obligations (cross default), or in case of a major event impacting the Group’s business or financial position and/or its ability to repay its debt.

The €550 million committed credit facility (the “RCF”) includes a banking covenant stipulating that Vallourec’s gearing ratio must not exceed 100%. The gearing ratio is defined as the ratio of consolidated net debt (including financial lease debt) to consolidated equity, adjusted for gains and losses on derivatives and foreign currency translation differences (exchange differences on translating net assets of consolidated foreign subsidiaries). As of December 31, 2025, Vallourec has been in compliance with the covenants.

The debt covenant (“banking covenant”) will be tested on a trailing 12-month basis on June 30 and December 31 of each year. The Group complied with the banking covenant as of December 31, 2025. A breach of the banking covenant could trigger an event of default and consequently the mandatory early repayment and cancellation of the credit facility.

At inception, Vallourec SA’s RCF is guaranteed by its US subsidiaries, Vallourec Soluções Tubulares do Brasil SA and Vallourec Tubos do Brasil Ltda. Thereafter, on a yearly basis, Vallourec must ensure that the RCF is secured by subsidiaries incorporated in France, Brazil and the United States (i) representing not less than 80% of the Group’s total assets in these jurisdictions and (ii) whose total assets have a book value representing 5% or more of the Group’s total assets. The RCF is also secured by share pledges over equity covering certain subsidiaries, security over material bank accounts and significant intercompany loans of Vallourec SA, and by standard crossing-lien arrangements with the asset-backed lending facility (ABL).

Credit facility set up for certain US subsidiaries

In April 2024, as part of the Group's refinancing, the USD 210 million committed "asset-based" credit facility initially granted on November 7, 2022 by leading international banks to certain US subsidiaries of the Vallourec Group – Vallourec Star, VAM USA and Vallourec USA (all three are wholly and indirectly owned by Vallourec SA) – was upsized to USD 350 million and extended for 5 years to April 2029. This credit facility can also be used in the form of letters of credit up to a maximum aggregate amount of USD 20 million.

This "asset-based" credit facility is notably secured by inventories and trade receivables held by the US companies. Vallourec SA also provides a parent company guarantee to the lenders.

As of December 31, 2025, USD 13.3 million of this facility had been used (USD 9.5 million as of December 31, 2024), exclusively in the form of letters of credit. However, no drawdowns had been made for financing purposes.

7.1.6 NET FINANCIAL INCOME (LOSS)

Net interest expense consists of interests on debt, borrowings net of income from cash and cash equivalents, hereafter referred to as Income from marketable securities and Proceeds from disposals of marketable securities.

Income from securities, loans and receivables mainly includes income received from participating interests.

	2024	2025
INTEREST INCOME		
Income from marketable securities	13,578	15,502
Proceeds from disposals of marketable securities	20,994	13,579
Total	34,572	29,081
Interest expense	(13,891)	(66,570)
Net interest expense	20,681	(37,489)
OTHER FINANCIAL INCOME AND EXPENSES		
Income from securities, loans and receivables	1,817	613
Exchange (losses) and gains and impact of contango/backwardation	(25,561)	66
Additions to provisions, net of reversals	2,472	(1,389)
Other financial income and expenses	3,684	1,529
Total	(17,588)	819
INTEREST EXPENSES ON LEASES	(10,188)	(9,909)
OTHER DISCOUNTING EXPENSES		
Financial expense on discounting pension obligations	(3,801)	(3,328)
Financial income on discounting assets and liabilities	(36)	116
Total	(3,837)	(3,212)
NET FINANCIAL INCOME (LOSS)	(10,932)	(49,791)

In April 2024, Vallourec's balance sheet refinancing had a net positive impact of approximately €70 million mainly related to the reversal of fair value accounting on the 2026 senior notes and State-guaranteed loan (PGE), of which €44 million impacted interest income. In the fourth quarter 2024, Vallourec decided to retain the remaining portion of the PGE until its original maturity in 2027, leading to a partial reversal of these effects.

The net financial income of 2025 is a loss of €50 million compared with a loss of €11 million for 2024. The main impact is in Net interest expense with a loss of €37 million in 2025, mainly explained by interests due on the bond issued in 2024, partly offset by returns on short term investments.

7.1.7 RECONCILIATION WITH FINANCIAL LIABILITIES IN THE STATEMENT OF CASH FLOWS

	12/31/2024	Translation difference	Proceeds from new borrowings	Repayments of borrowings	Financial restructuring	Current/non-current reclassifications and other	12/31/2025
Non-current financial liabilities	962,097	(964)	—	(86,772)	—	(72,416)	809,375
Current financial liabilities	140,830	476	44,794	(109,298)	—	(24,218)	52,592
Financial liabilities (1)	1,102,927	(481)	44,794	(196,070)	—	(96,634)	861,967
Impact of hedging instruments and other (2)			71,621	—			
TOTAL (1) + (2)			116,415	(196,070)			
Change in financial liabilities in the statement of cash flows			116,415	(196,070)			

	12/31/2023	Translation difference	Proceeds from new borrowings	Repayments of borrowings	Financial restructuring	Current/non-current reclassifications and other	12/31/2024
Non-current financial liabilities	1,348,132	(2,391)	754,454	(1,088,411)	—	(49,687)	962,097
Current financial liabilities	122,197	(11,552)	3,396	(43,127)	—	69,915	140,830
Financial liabilities (1)	1,470,329	(13,943)	757,850	(1,131,538)	—	20,228	1,102,927
Impact of hedging instruments and other (2)			—	(3,986)			
TOTAL (1) + (2)			757,850	(1,135,524)			
Change in financial liabilities in the statement of cash flows			757,850	(1,135,524)			

Cash inflows and outflows related to financial liabilities in 2025 and 2024 mainly concerned drawdowns and repayments of short-term credit lines such as the ACC ACE lines (note 7.1.3) and overdrafts. It also considers the partial redemption in September 2025 of 10% of the 8-year USD 820 million 7.5% senior notes for an amount of USD 82 million.

7.1.8 RECONCILIATION OF NET CASH IN THE STATEMENTS OF CASH FLOWS AND FINANCIAL POSITION – DECEMBER 31, 2024 AND 2025

<i>In € thousands</i>	Notes	12/31/2024	Change	Forex impact	12/31/2025
Cash and cash equivalents (1)	7.1	1,103,276	(121,931)	(16,578)	964,767
Short-term bank facilities (2)	7.1	77,003	(76,996)	(7)	—
NET CASH (3) = (1) – (2)		1,026,273	(44,935)	(16,571)	964,767

<i>In € thousands</i>	12/31/2023	Change	Forex impact	12/31/2024
Cash and cash equivalents (1)	899,948	230,548	(27,220)	1,103,276
Short-term bank facilities (2)	1,733	75,270	—	77,003
NET CASH (3) = (1) – (2)	898,215	155,278	(27,220)	1,026,273

7.1.9 FINANCIAL OFF-BALANCE SHEET COMMITMENTS

Financial off-balance sheet commitments received amounted to €297 million as of December 31, 2025, compared with €286 million as of December 31, 2024, and primarily correspond to guarantees issued by financial institutions. These market guarantees and letters of credit mentioned below consist mainly of performance guarantees, advance payment guarantees or bid bonds in connection with Vallourec commercial activity. It also includes €103 million of insurance guarantees also included in Other commitments (see note 4.7).

	12/31/2024	12/31/2025	<1 year	1 to 5 years	>5 years
Market guarantees and letters of credit given	285,663	296,557	173,831	117,752	4,973
TOTAL	285,663	296,557	173,831	117,752	4,973

7.2 Other financial liabilities

Other financial liabilities consist primarily of lease liabilities and derivatives (see note 7.4.3 for a description of the related accounting principles).

At the inception of a lease, a lease liability is recognized in an amount equal to the present value of the lease payments over the term of the lease. The amounts included in measuring the lease liability are:

- fixed lease payments (including in-substance fixed payments);
- variable lease payments that depend on a rate or an index, initially measured using the rate or index at lease inception;
- payments to be made by the lessee under residual value guarantees;
- penalties to be paid for terminating or not renewing the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

Discount rates are calculated individually over the ultimate term of the lease.

Lease liabilities are increased by interest expense as determined by applying the discount rate to the liabilities at the start of the period, less any payments made.

	12/31/2024			12/31/2025		
	Total	Non-current	Current	Total	Non-current	Current
Lease liabilities	67,327	40,981	26,346	61,078	41,157	19,921
Other financial liabilities	7,431	7,431	—	5,902	—	5,902
Derivatives	215,799	84,000	131,799	243,345	160,624	82,721
TOTAL	290,557	132,412	158,145	310,325	201,781	108,544

As described in note 2.6 “Asset disposals, restructuring and non-recurring items of the period”, Vallourec accounted for €153 million negative fair value related to the HKM supply contract. This was accounted for as a derivative, corresponding to Vallourec’s best estimate of the present value of the expected cash flows related to the execution of this contract until its termination at the end of 2028.

It also includes the fair value of hedging derivatives as described in note 7.4.3 “Hedge accounting”.

MATURITY SCHEDULE

	>1 year	>2 years	>3 years	>4 years	>5 years	Total
Lease liabilities	15,471	8,864	6,883	3,301	6,639	41,157

7.3 Other financial assets

	12/31/2024			12/31/2025		
	Total	Non-current	Current	Total	Non-current	Current
Loans	1,897	1,666	231	1,800	1,800	—
Security deposits	40,137	32,875	7,262	58,842	28,768	30,074
Derivatives	56,965	20,931	36,034	50,758	—	50,758
Investments in subsidiaries and others	15,183	15,183	—	14,602	14,602	—
TOTAL	114,182	70,655	43,527	126,002	45,170	80,832

7.4 Financial instruments

7.4.1 FINANCIAL ASSET AND LIABILITY ACCOUNTING MODEL

Financial assets include:

- non-current financial assets: other equity interests and associated receivables, construction participation loans, and guarantees;
- current financial assets, including trade and other operating receivables, short-term derivative instruments and cash and cash equivalents (marketable securities).

Initial measurement

Non-derivative financial assets are initially measured at fair value plus transaction costs on the transaction date, except for financial assets measured at fair value through profit or loss.

In most cases, fair value on the transaction date represents the historical cost, (i.e., the acquisition cost of the asset).

Classification and measurement at the end of each reporting period

Financial assets (excluding hedging derivatives) are classified according to IFRS 9 in one of the following three categories:

- financial assets at amortized cost;
- financial assets at fair value through other comprehensive income;
- financial assets at fair value through profit or loss.

Classification is based on:

- the Group's business model for managing the financial asset;
- the contractual cash flow characteristics of the financial asset.

Financial assets at amortized cost

These financial assets meet the following two conditions:

- the asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows;
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

In the Group, this category includes:

- receivables associated with participating interests, long-term loans and construction participation loans;
- trade and other operating receivables.

The amortized cost of short-term receivables such as trade receivables is usually equal to their historical cost.

Loans to employees are measured using the effective interest rate method applied to estimated future cash flows until the maturity dates of the loans.

Financial assets at fair value through other comprehensive income

This concerns the following financial assets:

1. Instruments resulting in cash flows that correspond solely to payments of principal and interest on the principal amount outstanding (SPPI instruments) and which are held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets.

This line item essentially includes bonds and futures.

When a financial asset is derecognized, the cumulative loss or gain that was previously recorded under other comprehensive income (loss) is reclassified from equity to the income statement.

Interest as calculated according to the amortized cost method along with impairment losses are recorded in the income statement.

2. Equity instruments classified as fair value through other comprehensive income using the fair value option.

Changes in the fair value of such instruments are recorded directly in equity and may not be recycled to income. Interest as calculated according to the amortized cost method along with impairment losses are recorded in the income statement.

In the Group, the main assets in this category are investments in equity instruments, generally:

- unlisted shares whose fair value cannot be reliably estimated. These are recorded at cost and tested for impairment at the end of each reporting period;
- listed shares which are measured at their fair value at the reporting date. This fair value is determined based on the stock market price at the reporting date.

Financial assets at fair value through profit or loss

This category includes financial assets that are not measured at amortized cost or through other comprehensive income.

They are primarily certain cash assets (marketable securities, cash and cash equivalents, etc.) and derivatives with a positive fair value that have not been expressly designated as hedging instruments (security deposits and guarantees).

These cash assets are measured at fair value at the reporting date, and changes in fair value are recognized in net financial income (loss). Accordingly, they are not tested for impairment. Fair value is determined mainly by reference to market quotations.

Impairment assessment model for financial assets

At initial recognition, financial assets at amortized cost and at fair value through other comprehensive income (debt instruments) are written down according to the credit losses expected over the life of the asset. At each reporting date, the Group assesses whether there has been a significant increase in the credit risk associated with a financial instrument since initial recognition. This assessment is based on the change in credit risk over the expected term of the financial instrument.

Vallourec uses several criteria to determine whether the credit risk has increased, including the counterparty credit rating and an assessment of the level of risk.

The amounts recognized in the statement of financial position are based on the measurement methods used for each financial instrument.

12/31	Amortized cost	Fair value through profit or loss	Fair value through other comprehensive income	Fair value of hedging instruments	Total	Fair value
ASSETS						
Trade and other receivables	531,882	—	—	—	531,882	531,882
Other current and non-current financial assets	60,503	—	14,741	50,758	126,002	126,002
Other current and non-current assets	249,738	—	—	—	249,738	249,738
Cash and cash equivalents	—	964,767	—	—	964,767	964,767
Total financial assets	842,123	964,767	14,741	50,758	1,872,389	1,872,389
Total non-financial assets	—	—	—	—	3,009,247	3,009,247
TOTAL ASSETS	—	—	—	—	4,881,636	4,881,636
LIABILITIES						
Borrowings	861,967	—	—	—	861,967	920,649
Trade payables	679,190	—	—	—	679,190	679,190
Other current and non-current financial liabilities	66,980	153,000	—	90,345	310,325	310,325
Other current and non-current liabilities	293,490	—	—	—	293,490	293,490
Total financial liabilities	1,901,627	153,000	—	90,345	2,144,972	2,203,654
Total non-financial liabilities	—	—	—	—	2,736,664	2,677,982
TOTAL LIABILITIES	—	—	—	—	4,881,636	4,881,636

12/31/2024	Amortized cost	Fair value through profit or loss	Fair value through other comprehensive income	Fair value of hedging instruments	Total	Fair value
ASSETS						
Trade and other receivables	669,019	—	—	—	669,019	669,019
Other current and non-current financial assets	41,870	—	15,347	56,965	114,182	114,182
Other current and non-current assets	305,004	—	—	—	305,004	305,004
Cash and cash equivalents	—	1,103,276	—	—	1,103,276	1,103,276
Total financial assets	1,015,893	1,103,276	15,347	56,965	2,191,481	2,191,481
Total non-financial assets	—	—	—	—	3,339,554	3,339,554
TOTAL ASSETS	—	—	—	—	5,531,035	5,531,035
LIABILITIES						
Borrowings	1,102,927	—	—	—	1,102,927	1,139,747
Trade payables	795,045	—	—	—	795,045	795,045
Other current and non-current financial liabilities	74,758	132,000	—	83,799	290,557	290,557
Other current and non-current liabilities	352,528	—	—	—	352,528	352,531
Total financial liabilities	2,325,258	132,000	—	83,799	2,541,057	2,577,881
Total non-financial liabilities	—	—	—	—	2,989,978	2,989,975
TOTAL LIABILITIES	—	—	—	—	5,531,035	5,567,856

7.4.2 FAIR VALUE HIERARCHY

Financial instruments measured at fair value are classified by category on the basis of their measurement method. Fair value is measured as follows:

- level 1: on the basis of prices quoted on an active market;
- level 2: on the basis of observable financial market inputs other than quoted prices (yield curve, forward prices, etc.);
- level 3: on the basis of an internal model using unobservable inputs.

	12/31/2024			12/31/2025		
	Carrying amount	Fair value	Level	Carrying amount	Fair value	Level
ASSETS						
Other current and non-current financial assets (other investments in equity instruments)	15,347	15,347	2	14,741	14,741	2
Other current and non-current financial assets (derivative instruments)	56,965	56,965	2	50,758	50,758	2
Cash and cash equivalents	1,103,276	1,103,276	1	964,767	964,767	1
LIABILITIES						
Other current and non-current financial liabilities (derivative instruments)	132,000	132,000	3	153,000	153,000	3
Other current and non-current financial liabilities (derivative instruments)	83,799	83,799	2	90,345	90,345	2

The Other current and non-current financial liabilities (derivative instruments) categorized as level 3 corresponds to the fair value of the derivative related to the HKM contract for an amount of €153 million as of December 31, 2025. This amount corresponds to Vallourec's best estimate of the present fair value of the expected cash flows resulting from the execution of this contract over the residual period until the end of 2028. The estimated fair value of

these expected losses is regularly revised until the effective end of the supply agreement, to take into consideration the market conditions prevailing at that time, together with the developments in the trading business model. In accordance with IFRS 9, this supply agreement has therefore been treated as a derivative in Vallourec's financial statements (see notes 4.2 and 7.4).

7.4.3 HEDGE ACCOUNTING

The measurement and recognition of financial instruments are governed by IFRS 9.

Group exposure to foreign exchange risk on commercial transactions

In addition to the hedging of certain financial liabilities, the Group enters into hedging contracts mainly to manage its exposure to foreign exchange risks arising from orders taken and sales made by certain subsidiaries in currencies other than their functional currency. In particular, a significant portion of Vallourec's revenue is invoiced by European companies in US dollars. Fluctuations in the EUR/USD exchange rate may therefore affect the Group's operating margin.

The Group manages its exposure to foreign exchange risk by setting up hedges based on regularly updated forecasts of customer orders. Operating receivables and revenue that will be generated by the orders are therefore hedged by financial instruments, mainly forward currency sales.

To a lesser extent, the Group also enters into forward currency purchases to hedge its foreign currency purchase commitments.

Measurement and presentation of derivatives

Changes in the value of derivatives since they were initially put in place are measured at each reporting date.

The fair value of forward currency contracts is calculated on the basis of market data and conditions. Since they hedge commercial transactions, these derivatives are presented on the statement of financial position under current assets and current liabilities.

Hedge accounting

Hedges of commercial transactions fall within the category of cash flow hedges.

The Group applies hedge accounting in strict compliance with the criteria of IFRS 9:

- documentation of the hedging relationship: nature of the underlying hedged item, term of the hedge, hedging instrument used, spot rate of the hedge, forward points, etc.; and
- in the case of cash flow hedges, an effectiveness test is carried out at hedge inception and at least at each quarter-end.

Hedge accounting within the Group is organized as follows:

- at the reporting date, changes in the hedging instrument since inception are measured at fair value and recognized in the statement of financial position as derivatives with a positive or negative fair value;
- the currency impact (difference between the spot rate on the date the hedge is set up and the spot rate at the measurement date, i.e., the period-end) is presented separately.

If the hedge is effective, and as long as the hedged revenue (or purchase) is not recognized, the change in the fair value of the hedging instrument attributable to the currency impact is recognized under other comprehensive income in accordance with the principles of cash flow hedge accounting.

If the hedge is ineffective (a rare occurrence, given the procedures introduced by the Group), the change in the fair value of the hedging instrument attributable to the currency impact is recognized in the income statement, under net financial income or loss.

Change in the fair value of the hedging instrument attributable to the interest rate impact (premium/discount)

The Group has chosen to recognize this change in net financial income or loss, since this component is not included in the hedging relationship.

The revenue (purchase) corresponding to the sales forecasts (purchase orders) hedged is recognized at the spot rate at hedge inception. The trade receivable (trade payable) is initially recognized at the same spot rate.

At the end of each reporting period, hedged foreign currency trade receivables and payables are recognized and measured at the exchange rate applicable on the reporting date. The difference between that rate and the rate used on initial recognition (spot rate at hedge inception) or the rate applicable on the last reporting date constitutes an exchange gain or loss which is recognized in net financial income or loss for the period.

Once the hedged item (foreign currency receivable or payable) is recorded on the statement of financial position, the change in the fair value of the hedging instrument attributable to the currency impact and previously recognized in equity is recorded in net financial income or loss. This change in fair value from OCI to financial income and the reevaluation of the hedged item (foreign currency receivable or payable) have a symmetrical impact.

During 2025, the Group did not make any significant changes to the classification of financial instruments, and there were no significant transfers between different levels of the fair value hierarchy.

In April 2024, Vallourec entered into a 4-year cross-currency swap to hedge Vallourec's currency exposure related to its USD 820 million senior notes with a euro-equivalent coupon of approximately 5.8%. As a reminder, the outstanding amount of the bond is USD 738 million following the partial redemption in September 2025.

As of December 31, 2025, hedging instruments had a net negative fair value of €39.3 million, versus a net negative fair value of €26.8 million as of December 31, 2024.

Fluctuations in the euro against the US dollar in 2025 accounted for most of the positive €41.8 million change in the currency impact of hedges of forecast sales and purchases in foreign currencies.

Financial instruments of a speculative nature remain exceptional and are only entered into when a hedging relationship is ineffective under the terms of IFRS 9. Changes in the fair value of these instruments do not have a material impact on foreign exchange gains or losses.

	Accounting classification	OCI reserves ^(a)	12/31/2025	12/31/2024
Currency hedging instruments on commercial transactions	Cash flow hedge	41,842	23,010	(18,970)
Currency hedging instruments on commercial transactions	Fair value hedge	(101)	123	(11,128)
Commodity hedging instruments on commercial transactions	Cash flow hedge	(994)	(994)	—
Commodity hedging instruments on commercial transactions	Fair value hedge	—	(621)	—
Currency hedging instruments on financial transactions	Cash flow hedge	—	—	(8,200)
Currency hedging instruments on financial transactions	Fair value hedge	—	(60,855)	11,340
Hedging instruments set up in the context of employee share ownership plans	Fair value hedge	(5)	71	126
Sub-total derivatives		40,742	(39,266)	(26,833)
<i>of which derivatives – positive fair value</i>		—	50,758	56,965
<i>of which derivatives – negative fair value</i>		—	(90,345)	(83,799)
<i>Receivables (payables) used for commercial hedges</i>	Cash flow hedge	35,146	(1,086)	(31,012)
Receivables (payables) used for commercial hedges	Fair value hedge	—	(864)	(20,259)
TOTAL		75,889	(41,216)	(78,105)

(a) Assets and liabilities presented in this table are offset: + = positive fair value, () = negative fair value.

The change in the fair value of commercial financial instruments hedging foreign exchange risk, which affected equity as of December 31, 2024, was a negative €19.0 million. In 2025, around 91% of the positive change in fair value associated with the order book and commercial tenders at the end of 2024 was transferred from equity to the income statement, under “Group translation gain/loss”. This amount represents the impact of the changes in

the fair value of foreign exchange hedges on the order book and commercial tenders as of December 31, 2024, which were fully or partially unwound or converted into receivables during 2025.

This impact corresponds mainly to hedges of US dollar receivables.

	Accounting classification	OCI reserves ^(a)	12/31/2024	12/31/2023
Currency hedging instruments on commercial transactions	Cash flow hedge	(23,004)	(18,970)	4,034
Currency hedging instruments on commercial transactions	Fair value hedge	(139)	(11,128)	6,990
Currency hedging instruments on financial transactions	Cash flow hedge	(8,200)	(8,200)	—
Currency hedging instruments on financial transactions	Fair value hedge	—	11,340	7,357
Hedging instruments set up in the context of employee share ownership plans	Fair value hedge	2	126	122
Sub-total derivatives		(31,341)	(26,833)	18,503
<i>of which derivatives – positive fair value</i>		—	56,965	46,660
<i>of which derivatives – negative fair value</i>		—	(83,799)	(28,157)
<i>Receivables (payables) used for commercial hedges</i>	Cash flow hedge	(33,253)	(31,012)	2,240
Receivables (payables) used for commercial hedges	Fair value hedge	—	(20,259)	126,950
TOTAL		(64,594)	(78,105)	147,693

(a) Assets and liabilities presented in this table are offset: + = positive fair value, () = negative fair value.

The change in the fair value of commercial financial instruments hedging foreign exchange risk, which affected equity as of December 31, 2023, was a positive €4.0 million. In 2024, around 116% of the negative change in fair value associated with the order book and commercial tenders at the end of 2023 was transferred from equity to the income statement, under “Group translation gain/loss”. This amount represents the impact of the

changes in the fair value of foreign exchange hedges on the order book and commercial tenders as of December 31, 2023, which were fully or partially unwound or converted into receivables during 2024.

This impact corresponds mainly to hedges of US dollar receivables.

7.4.4 FINANCIAL RISK MANAGEMENT

Market risk is comprised of interest rate, foreign exchange (translation and transaction risk), liquidity, credit and equity risk.

Foreign currency translation risk

The assets, liabilities, income and expenses of the Group's subsidiaries are expressed in various currencies. The Group's financial statements are presented in euros. The assets, liabilities, income and expenses denominated in currencies other than the euro have to be translated into euros at the applicable rate so that they can be consolidated.

If the euro rises (or falls) against another currency, the value in euros of the various assets, liabilities, income and expenses initially recognized in that other currency will fall (or rise). Therefore, changes in the value of the euro may have an impact on the euro value of assets, liabilities, income and expenses not denominated in euros, even if the value of these items in their original currency has not changed.

Liquidity risk

The Group's financial resources include financing with banks and on the capital markets.

The vast majority of bank financing was arranged in Europe through Vallourec SA, and to a lesser extent through the Group's subsidiaries in Brazil and in the United States.

USD 820 million 7.5% senior notes

Vallourec SA's 8-year USD 820 million 7.5% senior notes have a non-call period of 3 years. They are guaranteed by the same subsidiaries that guarantee the revolving credit facility (RCF). The notes are subject to certain covenants, notably on liens, mergers, the consolidation or sale of assets and sale and leasebacks, with certain baskets and exceptions.

The bond indenture specifically includes a change-of-control clause that could trigger mandatory early redemption of the bonds at the request of each bondholder in the event of a change of control of Vallourec (in favor of a person or a group of people acting in concert) leading to a downgrade of its credit rating. The agreement also stipulates that the entire debt will be immediately due and payable if the Group defaults on one of its debt obligations (cross default), or in case of a major event with consequences for the Group's business or financial position and/or its ability to repay its debt.

In September 2025, Vallourec completed a partial redemption of 10% of its 8-year USD 820 million 7.5% senior notes for an amount of USD 82 million: as a result, the outstanding amount of the bond was USD 738 million.

€550 million multi-currency revolving credit facility

At inception, Vallourec SA's RCF is guaranteed by its US subsidiaries, Vallourec Soluções Tubulares do Brasil SA and Vallourec Tubos do Brasil Ltda. Thereafter, on a yearly basis, Vallourec must ensure that the RCF is secured by subsidiaries incorporated in France, Brazil and the United States (i) representing not less than 80% of the Group's total assets in these jurisdictions and (ii) whose total assets have a book value representing 5% or more of the Group's total assets.

In 2025, a large portion of net income Group share was generated by subsidiaries that prepare their financial statements in currencies other than the euro (mainly in US dollars and Brazilian real). A 10% increase in exchange rates would have decreased net income Group share by around €58 million.

In addition, the Group's sensitivity to long-term foreign exchange rate risk is reflected by previous changes in the foreign currency translation reserves deducted from equity (€1,111 million negative impact as of December 31, 2025) which, in recent years, were mainly attributable to changes in the US dollar and Brazilian real.

Foreign currency translation reserves are detailed in note 6.1.

The RCF is also secured by share pledges over equity covering certain subsidiaries, security over material bank accounts and significant intercompany loans of Vallourec SA, and by standard crossing-lien arrangements with the asset-backed lending facility (ABL).

It also includes a banking covenant stipulating that Vallourec's gearing ratio must not exceed 100%. The gearing ratio is defined as the ratio of consolidated net debt (including lease liabilities) to consolidated equity, adjusted for gains and losses on derivatives and foreign currency translation differences (exchange differences on translating net assets of consolidated foreign subsidiaries).

Additionally, upon the occurrence of a change of control, each lender is entitled to demand the repayment of any outstanding amounts and the cancellation of its commitments within a prescribed time period. The agreement also stipulates that the entire debt will be immediately due and payable if the Group defaults on one of its debt obligations (cross default), or in case of a major event with consequences for the Group's business or financial position and/or its ability to repay its debt.

USD 350 million asset-backed lending facility (ABL)

The upsized and extended ABL is notably secured by inventories and trade receivables held by the US companies. Vallourec SA also provides a parent company guarantee to the lenders.

This facility also includes a change of control clause.

€194 million state-guaranteed loans ("PGE")

In 2021, Vallourec set up State-guaranteed loans ("PGE") for a total nominal drawn amount of €262 million. The initial maturity of the State-guaranteed loans was June 30, 2022, but Vallourec had an option to extend them to June 30, 2027. Vallourec exercised this extension option and the State-guaranteed loans now have a maturity date of June 30, 2027.

The loans include a change of control clause that could trigger repayment of all or part of the credit facility or State-guaranteed loans, as decided by each participating bank. The agreement also stipulates that the entire debt will be immediately due and payable if the Group defaults on one of its debt obligations (cross default), or in case of a major event with consequences for the Group's business or financial position and/or its ability to repay its debt.

In April 2024, as part of its refinancing, Vallourec repaid about €68 million of this loan. Consequently, as of December 31, 2025, the outstanding amount of the PGE was €194 million.

€1 billion commercial paper program

Vallourec SA launched a commercial paper program on October 12, 2011 to meet its short-term needs. The program has a €1 billion ceiling.

As of December 31, 2025, Vallourec SA had no outstanding commercial paper. This commercial paper program has a short-term rating of A-3 from Standard & Poor's.

Breakdown by maturity of loans and other borrowings

	2026	2027	2028	2029	More than 5 years	Total
Bonds	47,106	47,106	47,106	47,106	792,957	981,383
Commercial paper	—	—	—	—	—	—
Bank borrowings	3,888	203,218	—	—	—	207,106
Other borrowings	53,774	1,999	1,989	2,038	7,087	66,887
Short-term bank facilities	—	—	—	—	—	—
TOTAL	104,769	252,323	49,095	49,144	800,045	1,255,376

Transaction risk

The Group is subject to foreign exchange risks owing to its exposure to the sale and purchase transactions entered into by some of its subsidiaries in currencies other than their functional currency.

The main foreign currency concerned is the US dollar (USD), since a significant portion of the Group's transactions (approximately 36% of consolidated revenue in 2025) is invoiced in US dollars by companies whose functional currency is not the US dollar.

Exchange rate fluctuations between the euro, the Brazilian real (BRL) and the US dollar may therefore affect the Group's operating margin. However, the impact of such fluctuations is very difficult to quantify for two reasons:

1. there is an adjustment mechanism on sales prices denominated in US dollars which is related to market conditions in the various industries in which Vallourec operates;
2. certain sales and purchases are influenced by the price of the US dollar, even though they are denominated in euros or Brazilian real. They are therefore indirectly, and at some point in the future, affected by movements in the US currency.

The Group actively manages its exposure to foreign exchange risk to reduce the sensitivity of its earnings to currency fluctuations. Forex exposure is managed by setting up hedges as soon as orders are placed and sometimes when a quotation is given.

Highly probable future transactions, firm orders, receivables, payables and operating cash flows are hedged using financial instruments, mainly forward purchases and sales.

Order cancellations could therefore result in the cancellation of existing hedges, leading to the recognition in the consolidated income statement of gains and losses with regard to these canceled hedges.

We estimate that a 10% rise or fall in the currencies used in all hedges arranged by the Group would result in a €50.9 million decrease or increase in the currency impact recognized in consolidated equity as of December 31, 2025. Most of these amounts would be due to changes in the US dollar against the euro.

To be eligible for hedge accounting as defined under IFRS 9, the Group has developed cash management and invoicing systems to facilitate the traceability of hedged transactions throughout the term of the hedging instruments.

As of December 31, 2025, forward foreign exchange contracts hedging purchases and sales denominated in foreign currencies concerned the following amounts:

Hedging contracts with regard to commercial transactions – Foreign exchange risk	12/31/2024	12/31/2025
Forward exchange contract – forward sales	1,007,819	940,352
Forward exchange contract – forward purchases	100,908	223,661
Commodity hedging contract – forward sales	—	30,181
TOTAL	1,108,727	1,194,194

Contract maturities as of December 31, 2025

Contracts on commercial transactions	Total	<1 year	1 to 5 years	>5 years
Forward exchange contract - forward sales	940,352	910,027	30,325	—
Forward exchange contract - forward purchases	223,661	219,369	4,292	—
Commodity hedging contract – forward sales	30,181	30,181	—	—
TOTAL	1,194,194	1,159,577	34,617	—

In 2025, forward sales – corresponding mainly to sales of US dollars (€731 million out of €1,194 million) – were carried out at an average short and medium-term forward rate of EUR/USD 1.11 USD/CNY of 7.04 and USD/BRL of 5.8.

In 2025, as in 2024, the hedges entered into generally covered an average period of about 10 months and mainly hedged highly probable future transactions and foreign currency receivables.

In addition to hedges of commercial transactions, the Group has entered into hedging contracts for financial loans and receivables denominated in foreign currencies:

- forward purchases for USD 1,102 million (€1,000 million);
- forward sales for GBP 19.3 million (€22.1 million);
- forward purchases for RMB 2,085 million (€253 million);
- forward purchases for MXN 1,027 million (€48.1 million);

- forward sales for KWD 11.3 million (€31.5 million);
- forward sales for BRL 1,396 million (€196 million).

These instruments are intended to hedge either debt denominated in USD, or the foreign currency loans set up by the financial holding company Vallourec Tubes in the currency of the subsidiaries receiving them. The forward purchases and sales mature at various times in 2025, as and when the hedged loans and borrowings mature.

Vallourec entered into a 4-year cross-currency swap to hedge Vallourec's currency exposure related to its USD 820 million senior notes with a euro-equivalent coupon of approximately 5.8%. Following the partial early redemption of 10% of the USD 820 million senior notes in September 2025, Vallourec unwound a corresponding part of the cross currency swap. As a result, the outstanding amount of the cross currency swap was USD 738 million.

Other than its foreign-currency-denominated borrowings, the Group does not hedge any of the other foreign currency assets and liabilities in its consolidated statement of financial position (foreign currency translation risks).

Interest rate risk

Management of medium- and long-term financing within the eurozone is centralized at Vallourec SA

The breakdown of debt between fixed and variable rates is presented in note 7.1.4.

Loans initially contracted at fixed rates primarily consist of the bonds issued by Vallourec SA (see note 7.1), and the State-guaranteed loans granted to Vallourec SA

Debt contracted at an interest rate higher than 6% corresponds to the million bond issue.

Debt initially contracted at a fixed rate of less than 3% relates to the €262 million State-guaranteed loan. As of December 31, 2024, the outstanding amount of the State-guaranteed loan amounted to €194.4 million.

As of December 31, 2025, borrowings exposed to changes in variable interest rates amounted to €5 million (around 1% of total gross debt).

Credit risks

The Group is subject to credit risk on unimpaired financial assets whose non-recovery could affect the Company's earnings and financial position.

The Group has identified four main types of receivables that have these characteristics:

- loans granted to Group employees as part of the 1% construction lending scheme;
 - security deposits paid in connection with tax disputes and tax receivables due to the Group in Brazil;
 - trade and other receivables;
 - derivatives with a positive fair value.
1. Loans granted to Group employees as part of the 1% construction lending scheme: these loans do not expose the Group to any credit risk since the full amount of the loan is written off as soon as there is any delay in the collection of the amounts due. It should be noted that these loans are valued using the effective interest rate method applied to the cash flows expected through to maturity (contractual interest rates may be lower).

2. Security deposits and tax receivables due to the Group in Brazil: there is no specific risk in respect of these receivables even if the outcome of the disputes is unfavorable, since the risk has already been assessed and a provision recognized in respect of the related receivables; the funds have already been paid in full or in part.
3. Derivatives with a positive fair value: the Group only deals with highly-rated counterparties and the credit risk is therefore not considered to be significant.
4. Trade and other receivables: the Group's impairment policy is to recognize a provision for impairment whenever there is an indication of impairment. The impairment loss is equal to the difference between the carrying amount of the asset and the present value of expected future cash flows, taking into account the situation of the counterparty.

The Group considers that, as of December 31, 2025, there is no reason to assume that there is any risk in respect of unimpaired receivables which are less than 90 days past due. Unimpaired trade receivables more than 90 days past due amounted to €2 million as of December 31, 2025, or 0.4% of the Group's total net trade receivables.

The Group considers that the risk is limited given its existing customer risk management procedures, which include:

- the use of credit insurance and documentary credits;

The maturities of these trade receivables are as follows in € thousands:

As at December 31, 2025	0 to 30 days	30 to 60 days	60 to 90 days	90 to 180 days	>180 days	Total
Gross	364,843	83,664	26,402	4,734	55,325	534,969
Impairment	(48)	—	(1,063)	(1,027)	(8,645)	(10,784)
Total net trade receivables	364,794	83,664	25,339	3,707	46,680	524,185
Advances and prepayments to suppliers						8,053
TOTAL TRADE AND OTHER RECEIVABLES						532,238

Iron ore price risk

Vallourec sells the majority of its iron ore production to third-party customers.

The Group is therefore subject to a commodity price risk mainly due to its exposure to iron ore sale transactions entered into by its Brazilian subsidiary.

In 2025, the average price of iron ore on the international market was USD 100/ton, down compared to the 2024 figure of USD 109/ton.

- the long-standing nature of its commercial relations with its major customers;
- the collection policy for its trade receivables.

The Group remains subject to country risk, which could impact the payment of some of its receivables.

As of December 31, 2025, trade receivables not yet due amounted to €492 million, or 94% of total net trade receivables.

Financial instruments in the form of non deliverable forwards may be utilized to hedge this exposure.

As of December 31, 2025 the total quantity hedged was 273k tons related to Q1 2026 sales with average hedging price of USD 100/ton.

Equity risk

Treasury shares held by the Group are recognized at their acquisition cost as a deduction from equity. Proceeds from the sale of these shares are recognized directly as an increase in equity such that the corresponding disposal gains or losses do not affect consolidated net income (loss).

Treasury shares held by the Group as of December 31, 2025 include shares allocated for share awards to certain members of the Group's staff, executive management or corporate officers.

On December 31, 2025, Vallourec holds 130,819 ordinary shares.

To the best of its knowledge, the Group had no other exposure to equity risk as of December 31, 2025.

Note 8 • Employee benefits

The Group participates in the funding of supplementary retirement plans and other long-term employee benefits in accordance with obligations under law or usual practice. The Group offers these benefits by means of either defined contribution or defined benefit plans.

In the case of defined contribution plans, the Group's only obligation is the payment of premiums. Contributions paid into the plans are recognized as expenses for the period. Where applicable, provisions are recognized for outstanding contributions at the reporting date.

Provisions for employee benefits are recognized for retirement commitments and similar obligations arising from defined benefit plans and are measured based on an actuarial calculation performed at least once a year by independent actuaries. The projected unit credit method is applied as follows: each period of service creates an additional unit of benefit entitlement, and each of these units is measured separately to determine the Group's employee benefit obligations.

The calculations take into account the specific features of the various plans and assumptions as to the retirement date, career advancement, salary increases, as well as the probability of the employee still being employed by the Group at retirement age (turnover rates, mortality tables, etc.). The obligation is discounted based on the yield on long-term bonds of prime issuers.

Retirement commitments and similar obligations mainly relate to the Group's French subsidiaries and its subsidiaries in Germany, the United Kingdom, the United States and Brazil. Other employee and similar benefits for which the Group recognizes provisions are:

- in the case of French and foreign subsidiaries, benefits in connection with long-service awards;

- in the case of certain subsidiaries in the United States and Brazil, coverage of medical expenses. The obligation is presented in the statement of financial position, net of the fair value of plan assets, if any. In case the plan assets valuation exceed the obligation, the net position is presented as a financial asset in the balance sheet.

	Germany		France		United Kingdom		Other		Total	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Retirement benefits	197,462	187,110	14,313	10,718	61,708	56,227	72,736	65,278	346,219	319,333
Early retirement commitments	5,386	2,098	—	—	—	—	—	—	5,386	2,098
Long-service awards and medical benefits	1,775	1,255	934	480	—	—	3,149	2,864	5,858	4,599
Present value of the obligation	204,623	190,463	15,247	11,197	61,708	56,227	75,885	68,142	357,463	326,030
Fair value of plan assets	(152,661)	(144,739)	(108)	(111)	(80,144)	(73,535)	(49,980)	(48,156)	(282,893)	(266,541)
Reclassification	—	—	49	—	—	—	11	(1)	60	(1)
PROVISIONS	51,962	45,724	15,188	11,086	(18,436)	(17,308)	25,916	19,985	74,630	59,488

The Group presents in its financial statements a net position of employee benefits by €59.5millions. This corresponds to a liability amounting €95.4 million and a financial asset by €36 million. The financial assets relate to the UK plan for €17.3 million and a pre-retirement plan in Germany for €18.3 million.

	Germany		France		United Kingdom		Other		Total	
Changes in the obligation	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
As at January 1st	217,873	204,623	13,883	15,248	69,065	61,708	89,169	75,885	390,200	357,464
Current service cost	918	456	824	780	615	486	2,706	2,178	5,063	3,900
Interest cost	6,486	6,351	430	430	3,102	3,180	5,317	4,439	15,335	14,400
Employee contributions	—	—	—	—	—	—	—	—	—	—
Remeasurements	—	—	—	—	—	—	—	—	—	—
Experience adjustments	1,839	692	572	10	(2,860)	(205)	(775)	(1,263)	(1,224)	(766)
Actuarial gains and losses arising from changes in demographic assumptions	—	—	—	58	523	418	(676)	(277)	(153)	199
Actuarial gains and losses arising from changes in financial assumptions	(1,621)	(5,198)	(169)	(263)	(6,989)	(1,620)	(5,042)	958	(13,821)	(6,123)
Acquisitions/disposals	—	—	—	(4,413)	—	—	—	—	—	(4,413)
Benefit payments	(20,989)	(16,491)	(357)	(375)	(4,853)	(4,713)	(6,995)	(5,541)	(33,194)	(27,120)
Plan amendments	—	—	162	—	—	—	(8,212)	195	(8,050)	195
Foreign exchange differences	—	—	—	—	3,105	(3,026)	632	(7,534)	3,737	(10,560)
Other ^(a)	117	31	(97)	(278)	—	—	(239)	(899)	(429)	(1,146)
AS AT DECEMBER 31ST	204,623	190,464	15,248	11,197	61,708	56,228	75,885	68,141	357,464	326,030

(a) Primarily relating to restructuring in Germany (increase in early retirement plan).

Changes in plan assets are as follows:

	Germany		France		United Kingdom		Other		Total	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Value of plan assets	153,738	152,661	81	108	86,312	80,144	47,831	49,980	288,161	282,894
Actual return on plan assets	5,923	1,079	26	3	(5,716)	1,591	3,048	5,527	3,281	8,200
Contributions	—	(9,000)	—	—	458	453	1,042	1,186	1,500	(7,361)
Benefits paid	(7,000)	—	—	—	(4,853)	(4,713)	(4,838)	(2,651)	(16,691)	(7,364)
Acquisitions, disposals, settlements	—	—	—	—	—	—	—	—	—	—
Foreign exchange differences	—	—	1	—	3,943	(3,940)	2,897	(5,885)	6,643	(9,825)
VALUE OF PLAN ASSETS	152,661	144,740	108	111	80,144	73,535	49,980	48,157	282,894	266,544

EXPENSE FOR THE YEAR

	Germany		France		United Kingdom		Other		Total	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Current service cost	918	456	824	780	615	486	2,706	2,178	5,063	3,900
Interest cost	6,486	6,351	430	430	3,102	3,180	5,317	4,439	15,335	14,400
Long-term return on plan assets	(4,843)	(4,961)	(3)	(4)	(3,896)	(4,161)	(2,375)	(2,511)	(11,117)	(11,637)
Net actuarial losses (+)/ gains (-) for the year	4	575	1	(5)	—	—	(538)	(380)	(533)	190
Past service cost	—	—	162	—	—	—	(8,212)	195	(8,050)	195
Gains/(losses) on plan curtailments or settlements	117	31	(102)	(278)	—	—	(239)	(899)	(224)	(1,146)
NET EXPENSE RECOGNIZED	2,682	2,452	1,312	923	(179)	(495)	(3,341)	3,022	474	5,902
ACTUAL RETURN ON PLAN ASSETS	5,923	1,079	26	3	(5,716)	1,591	3,048	5,527	3,281	8,200

Movements during the year in the net benefit obligation recognized on the statement of financial position were as follows:

	Germany		France		United Kingdom		Other		Total	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Net obligation/(surplus) at January 1 st	64,135	51,962	13,808	15,140	(17,248)	(18,436)	41,338	25,905	102,033	74,570
Total expenses for the year	2,683	2,451	1,312	925	(178)	(495)	(3,341)	3,023	476	5,904
Amount recognized in other comprehensive income – Remeasurement	(867)	(1,197)	377	(190)	286	1,162	(6,628)	(3,217)	(6,758)	(3,442)
Benefits or contributions to funds	(13,989)	(7,491)	(357)	(375)	(458)	(453)	(3,199)	(4,076)	(18,003)	(12,395)
Reclassification	—	—	—	—	—	—	—	—	—	—
Foreign exchange differences	—	—	—	—	(838)	913	(2,265)	(1,649)	(3,178)	(736)
CHANGES IN SCOPE AND OTHER	—	—	—	(4,413)	—	—	—	—	24	(4,413)
NET OBLIGATION/(SURPLUS) AT DECEMBER 31ST	51,962	45,724	15,140	11,086	(18,436)	(17,308)	25,905	19,986	74,570	59,489

The main actuarial assumptions used for the measurement of post-employment benefit obligations, taking account of the duration of the plans, are as follows:

Main actuarial assumptions	Germany	France	United Kingdom	Other
AS AT DECEMBER 31, 2024				
Discount rate	3%	3%	6%	from 4.77% to 11.93%
Expected return on plan assets	3%	3%	6%	from 4.77% to 11.93%
Salary increase rate	from 1.25% to 2%	3%	N/A	from 5% to 7.5%
AS AT DECEMBER 31, 2025				
Discount rate	4%	4%	6%	from 4.86% to 11.44%
Expected return on plan assets	4%	4%	6%	from 4.86% to 11.44%
Salary increase rate	from 1.25% to 2%	3%	N/A	from 5% to 7.5%

Benefit obligations are valued by the Group's independent actuaries. The assumptions used take account of the specific characteristics of the plans and companies concerned.

Experience adjustments in 2025 represented €0.8 million in gain for the Group (gain of €1.2 million in 2024).

In 2026, the Group expects to pay €25.4 million in benefits under defined benefit plans, including €14.8 million in Germany, €4.6 million in the United Kingdom, €0.8 million in France and €0.8 million in Brazil.

Plans that are fully or partially outsourced represented a total obligation of €293 million as at December 31, 2025 and plan assets of €267 million.

In the eurozone, the discount rate is based on the iBoxx index (AA-rated corporate bonds with a maturity of 10 or more years, as estimated on the date the obligation is measured). This index uses a basket of bonds issued by financial and non-financial companies. The rates have not been restated to reflect credit risk not factored into the selected bond baskets.

In 2025, a general increase in discount rates resulted in an overall decrease in the obligation, generating actuarial gains for the year of €6.1 million.

France

Benefit obligations in France correspond to statutory retirement bonuses, supplementary pension plans and long-service awards.

As at December 31, 2025, based on a sensitivity analysis of the discount rate, a 1% increase in the discount rate would result in a decrease of around €1 million in these benefit obligations.

On September 14, 2005, a supplementary pension plan along with corresponding plan assets was set up for executive management. Management of the plan is partially outsourced to an insurance company. As a defined benefit plan, it is valued on an actuarial basis and recognized in accordance with IAS 19 in the case of active employees. The plan was closed in 2016 and the rights frozen.

As at December 31, 2025, the benefit obligation represented €1.6 million and plan assets €0.1 million.

Germany

The Group's employees in Germany benefit from various schemes (retirement benefits, deferred compensation, long-service awards and early retirement) which constitute long-term obligations for the Group.

As at December 31, 2025, based on a sensitivity analysis of the discount rate, a 1% increase in the discount rate would result in a decrease of around €13.4 million in these benefit obligations.

United Kingdom

The Group participates in the funding of a defined benefit pension plan for Group employees. The obligations are outsourced and managed by leading institutions in the financial markets.

As at December 31, 2025, based on a sensitivity analysis of the discount rate, a 1% increase in the discount rate would result in a decrease of around €5.7 million in these benefit obligations.

Brazil

In Brazil, the Group participates in the funding of statutory retirement bonuses, long-service awards and a retirement healthcare plan (closed to new entrants).

Management of retirement benefits is partially outsourced to a fund with total assets of €0.2 million in 2025 (vs. €0.3 million in 2024). The Group did not pay any contributions for these benefit plans in 2025 or 2024.

Mexico/Indonesia/Saudi Arabia

Benefit obligations in Mexico, Indonesia and Saudi Arabia are not material for the Group.

United States

The Group's employees in the United States are eligible for pension plans that represent long-term commitments for the Group. These plans are partially funded by plan assets.

Other countries

Provisions are made for obligations in other countries in accordance with local laws and regulations. These obligations are not considered material at Group level.

Expenses recognized during the year relate to additional entitlement obtained for an additional year of service, the change in existing entitlement at the beginning of the year due to discounting, past service costs recorded in the period, the expected return on plan assets, the effects of plan curtailments or settlements, and the amortization of actuarial gains and losses. The portion of expenses relating to discounting is recognized in net financial income (loss) and the return on plan assets is recorded in interest income.

Plan assets break down as follows:

	United Kingdom		United States		Germany	
	12/31/2024	12/31/2025	12/31/2024	12/31/2025	12/31/2024	12/31/2025
	Allocation	Allocation	Allocation	Allocation	Allocation	Allocation
Equities	— %	— %	77.17 %	75.85 %	21.15 %	21.15 %
Bonds	99.86 %	99.87 %	— %	— %	78.85 %	78.85 %
Real estate	— %	— %	— %	— %	— %	— %
Other	0.14 %	0.13 %	22.83 %	24.15 %	— %	— %

The “Other” item for the United Kingdom relates to cash and index-linked gilts. In France, all assets are invested in the general assets of an insurance company.

SENSITIVITY ANALYSIS

The Group’s obligation under defined benefit plans is sensitive to the above assumptions.

A change of one percentage point in the respective assumptions would have the following impacts on the defined benefit obligation at the reporting date:

<i>In € millions</i>	One percentage-point increase	One percentage-point decrease
Discount rate	(26)	31
Salary increase rate	2	(2)
Pension increase rate	20	(14)

Note 9 • Provisions for contingencies and charges and contingent liabilities

A provision is recognized when, at the reporting date, the Group has a present obligation (legal or constructive) as a result of a past event and it is probable that an outflow of resources embodying future economic benefits will be required to settle the obligation.

Provisions are discounted if the impact of discounting is material (for example, in the case of provisions for environmental risks or site clean-up costs). The increase in the provisions associated with the passage of time is recognized as a financial expense.

In the case of restructuring, a provision may be recognized if, and only if, the Company has announced the restructuring and drawn up a detailed plan or started to implement the plan at the reporting date.

Provisions are booked for disputes (technical, warranties, tax audits, etc.) whenever the Group has an obligation to a third party at the reporting date. They are determined based on the best estimate of the expense required to settle the obligation.

	12/31/2024			12/31/2025		
	Total	Non current	Current	Total	Non current	Current
Disputes and commercial commitments	18,851	7,008	11,843	12,576	5,327	7,249
Backlog – losses on completion	10,036	—	10,036	2,288	—	2,288
Reorganization and restructuring measures	117,776	71,696	46,080	66,433	42,255	24,178
Tax risks (indirect tax, other levies, etc.)	7,369	7,369	—	8,971	8,384	587
Environmental provisions	27,024	19,398	7,626	25,115	20,860	4,255
Other	49,075	41,199	7,876	38,797	24,195	14,602
TOTAL	230,131	146,670	83,461	154,180	101,021	53,159
As at January 1st	450,203	200,798	249,405	230,131	146,670	83,461
Additions	68,883	22,419	46,464	37,889	15,193	22,696
Utilizations	(280,592)	(58,199)	(222,393)	(115,292)	(29,231)	(86,061)
Reversals of surplus provisions	(4,152)	—	(4,152)	(330)	(330)	—
Impact of changes in exchange rates	(18,833)	(10,471)	(8,362)	(196)	(168)	(28)
Reclassifications and other changes	14,622	(7,877)	22,499	1,978	(31,113)	33,091
AS AT DECEMBER 31ST	230,131	146,670	83,461	154,180	101,021	53,159

9.1 Provisions for disputes, commercial commitments and losses on the backlog

Provisions are booked for disputes whenever the Group has an obligation to a third party at the reporting date. They are determined based on the best estimate of the expense required to settle the obligation.

9.2 Provisions for reorganization and restructuring measures

Provisions are recognized for the cost of redundancy plans and reorganization measures when a detailed formal plan exists and an announcement has been made or the plan has begun to be implemented before the reporting date. They include the following costs:

- severance and compensation paid to personnel no longer required by the Company;

- costs of maintaining personnel after a business has been discontinued and until the site closure (e.g., compensation for unworked notice periods);

- contract termination compensation paid to suppliers;

The provision amounted to €66 million as at December 31, 2025, compared with €118 million as at December 31, 2024.

9.3 Provision for tax risks

This provision mainly relates to risks in connection with tax disputes in Brazil, some of which are covered by security deposits (see note 2.8.3).

9.4 Environmental provisions

These provisions cover the future costs of decommissioning the Pau Branco mine and other environmental liability claims.

9.5 Other short-term and long-term provisions

Other long-term provisions mainly related to the following as at December 31, 2025:

- compensation and penalties to be paid for damage caused by exceptional rainfall in January 2022 at the Pau Branco mine in the state of Minas Gerais (Brazil);
- other costs related to the closure of manufacturing sites (dismantling costs, site clean-up costs, etc.);
- customer discounts, late payment penalties and other contingencies identified at the reporting date, none of which are material taken individually;
- employee-related disputes.

In 2025, only the Aulnoye-Aymeries Forge is still subject to the EU-ETS, further to the closing of VAD (2023) Montbard (2022), Saint-Saulve (2022) and Déville (2021). Leftover quotas from German sites were acquired by the French plant, for a total of 4,741 tons of CO₂. Combined with its own stock of 9,021 quotas, the French plant has collected much more than the amount it will need to offset for 2026.

9.6 Contingent liabilities

On December 2025, the Nova Lima city opened a claim against Vallourec, referring to the 2022 mine incident, and its consequence on restoration and valuation of the affected areas of the city. Early after the incident, Vallourec had reached an agreement with the federal and state authorities, allowing Vallourec to restart its operations starting May 2022 with a gradual ramp-up in 2023. Based on these elements, Vallourec is currently studying the claim with appropriate legal support, and does not consider any further exposure related to this incident.

Note 10 • Assets held for sale and consolidation scope

10.1 Assets held for sale, liabilities related to assets held for sale, and discontinued operations

When the Group expects to recover the value of an asset or group of assets through a sale transaction rather than through continuing use, the assets concerned are presented separately on the "Assets held for sale and discontinued operations" line of the statement of financial position in accordance with IFRS 5 "Non-current assets held for sale and discontinued operations".

Liabilities related to assets held for sale are also shown on a separate line of the statement of financial position ("Liabilities related to assets held for sale and discontinued operations").

An asset classified as held for sale is valued at the lower of its carrying amount and its fair value less the costs of disposal, and is therefore no longer depreciated/amortized.

Assets and liabilities held for sale at December 31, 2025 are presented in the table below:

	12/31/2024	12/31/2025
Assets held for sale and discontinued operations	1,060	—
Liabilities related to assets held for sale and discontinued operations	—	—
NET ASSETS HELD FOR SALE AND DISCONTINUED OPERATIONS	1,060	—

10.2 Scope of consolidation

The Group consists of the holding company Vallourec SA and its subsidiaries consolidated in accordance with the principles described in note 1.2.3.

	12/31/2024	12/31/2025
Fully consolidated companies	52	41
Joint ventures	—	—
Associates	2	2
TOTAL	54	43

During the period, the following changes occurred in the scope of consolidation:

acquisition of Vallourec Thermal Coating Services do Brasil, integrated in the scope of consolidation;

Sale of Serimax, exited the scope (see note 1.3 Key events during the period).

	Business activity	interest	Country
FULLY CONSOLIDATED COMPANIES			
Europe			
Vallourec Deutschland GmbH	Manufacturing and sales of products, services	100.00	Germany
Vallourec Oil & Gas France S.A.S.	Manufacturing and sales of products, services	100.00	France
Vallourec Oil & Gas UK Ltd	Manufacturing and sales of products, services	100.00	United Kingdom
Vallourec S.A.	Holding company	100.00	France
Vallourec Services S.A.S	Holding company	100.00	France
Vallourec Tubes France S.A.S.	Manufacturing and sales of products, services	100.00	France
Vallourec Tubes S.A.S.	Holding company	100.00	France
Vallourec Umbilicals S.A.S.	Manufacturing and sales of products	100.00	France
North America			
Vallourec Canada Inc.	Sales of products, services	100.00	Canada
Vallourec Holdings Inc.	Holding company	100.00	United States
Vallourec Industries Inc.	Holding company	100.00	United States
Vallourec Oil and Gas Mexico SA de CV	Manufacturing and sales of products, services	100.00	Mexico
Vallourec Star, LP	Manufacturing and sales of products, services	100.00	United States
Vallourec Tube-Alloy LP	Manufacturing and sales of products, services	100.00	United States
Vallourec USA Corporation	Sales of products, services	100.00	United States
VAM USA	Manufacturing and sales of products, services	100.00	United States
Vallourec Digital Solutions	Sales of products, services	100.00	United States
South America			
Tubos Soldados Atlântico	Manufacturing and sales of products, services	100.00	Brazil
Vallourec Florestal Ltda	Manufacturing and sales of products	100.00	Brazil
Vallourec Soluções Tubulares do Brasil	Manufacturing and sales of products, services	100.00	Brazil
Vallourec Transportes e Serviços do Brasil Ltda	Services	100.00	Brazil
Vallourec Tubos do Brasil S.A.	Manufacturing and sales of products, services	100.00	Brazil
Vallourec Uruguay S.A.	Sales of products, services	100.00	Uruguay
Vallourec Tubos para Industria Ltda	Manufacturing and sales of products, services	75.00	Brazil
Vallourec Thermal Coating Services do Brasil	Manufacturing and sales of products, services	100.00	Brazil
Asia			
Kestrel Wave Investment Ltd	Holding company	100.00	Hong Kong
P.T. Citra Tubindo Tbk	Manufacturing and sales of products, services	81.72	Indonesia
Vallourec Al Qahtani Tubes Llc	Sales of products, services	75.00	Saudi Arabia
Vallourec Asia Pacific Corp Pte Ltd	Manufacturing and sales of products, services	100.00	Singapore
Vallourec China Co. Ltd	Manufacturing and sales of products, services	100.00	China
Vallourec Middle East FZE	Sales of products, services	100.00	United Arab Emirates
Vallourec Oil & Gas (China) Co., Ltd	Sales of products, services	100.00	China
Vallourec Saudi Arabia Ltd	Manufacturing	80.00	Saudi Arabia
Vallourec Tianda (Anhui) Co., Ltd.	Manufacturing and sales of products, services	99.73	China
Vallourec Tubular Services AD	Services	49.00	United Arab Emirates
VAM Far East	Services	51.00	Singapore
Valinox Nucleaire Tubes (Guangzhou) Co. Ltd	Manufacturing and sales of products, services	100.00	China
Rest of the world			
Vallourec Nigeria Ltd	Manufacturing and sales of products, services	100.00	Nigeria
Vallourec Oil and Gas Nigeria Ltd	Sales of products, services	100.00	Nigeria
Vallourec Oil and Gas Uganda	Services	100.00	Uganda
VAM Field Services Angola	Services	100.00	Angola

Note 11 • Other information and subsequent events

11.1 Fees paid to Statutory Auditors and members of their networks

	KPMG		EY	
	Amount (excl. Tax)		Amount (excl. Tax)	
	2024	2025	2024	2025
STATUTORY AUDIT OF PARENT COMPANY AND CONSOLIDATED FINANCIAL STATEMENTS ^(A)				
Issuer	350	465	690	803
%	18%	26%	36%	41%
Fully consolidated subsidiaries	1,379	1,237	1,254	1,147
%	71%	70%	65%	59%
Sub-total	1,729	1,702	1,944	1,951
OTHER NON-AUDIT SERVICES ^(B)				
Issuer	119	8	—	—
%	6%	—%	—%	—%
Fully consolidated subsidiaries	91	48	—	—
%	5%	3%	—%	—%
Sub-total	210	55	—	—
TOTAL	1,939	1,757	1,944	1,951

(a) For EY in 2025, the statutory audit fees of the issuer included the fees related to CSRD (Corporate Sustainability Reporting Directives).

(b) The services provided cover the non-audit services required by applicable laws and regulations, as well as those services provided at the Group's request. For KPMG in 2025, these services primarily related to procedures conducted within the framework of (i) compliance reviews of tax returns for subsidiaries outside the European Union.

11.2 Subsequent events

LAUNCH OF A SHARE BUY BACK PROGRAM

On January 7, 2026, Vallourec announced the launch of a share buyback program through the execution of a mandate with an investment services provider. The buyback of shares will take place until June 30, 2026 at the latest, for a total amount of €200 million.

The repurchased shares will be allocated to cover part of the warrants ("BSA") issued by Vallourec, thereby reducing the dilution resulting from their exercise, expected before end of June 2026, and potentially, to a small extent, to the service of employees' long term incentive plans.

HKM

On February 6, 2026, Salzgitter announced its intention to buy out the co-owners of steel joint venture HKM, in which Vallourec owns a 20% stake, to become the company's sole owner from mid-2026. Vallourec is open to selling its stake and discussions between the three HKM shareholders are ongoing to potentially reach an agreement to lead Vallourec exiting its stake by June 1, 2026.

7.2 Statutory Auditors' report on the consolidated financial statements

This is a free translation into English of the Statutory Auditor's Report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English-speaking users.

The Statutory Auditor's Report includes information required by European regulations and French law, such as information regarding the appointment of the Statutory Auditor or verification of the management report and other documents provided to shareholders.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Fiscal year ended December 31, 2025,

To the General Meeting of Vallourec SA,

Opinion

In accordance with the assignment entrusted to us by the General Meeting, we have audited the consolidated financial statements of Vallourec SA for the fiscal year ended December 31, 2025, as attached to this report.

We certify that the consolidated financial statements are, in accordance with the IFRS framework as adopted by the European Union, regular and sincere and give a true and fair view of the results of operations for the past fiscal year as well as the financial position and assets, at the end of the fiscal year, of the group formed by the entities included in the consolidation.

The opinion expressed above is consistent with the content of our report to the audit committee.

Basis for Opinion

AUDIT FRAMEWORK

We conducted our audit in accordance with professional standards applicable in France. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

The responsibilities incumbent upon us under these standards are indicated in the Section "Responsibilities of the Auditors with respect to the Audit of the Consolidated Financial Statements" of this report.

INDEPENDENCE

We conducted our audit in compliance with the independence rules set forth by the Commercial Code and the Code of Ethics for Statutory Auditors for the period from January 1, 2025, to the date of issuance of our report, and in particular, we did not provide any services prohibited by Article 5, paragraph 1, of Regulation (EU) No. 537/2014.

Justification of assessments - Key Audit Matters

In accordance with the provisions of Articles L.821-53 and R.821-180 of the Commercial Code relating to the justification of our assessments, we bring to your attention the key audit matters related to the risks of significant anomalies which, in our professional judgment, were the most important for the audit of the consolidated financial statements for the fiscal year, as well as the responses we provided to address these risks.

The assessments thus made are set in the context of the audit of the consolidated financial statements taken as a whole and the formation of our opinion expressed above. We do not express an opinion on individual elements of these consolidated financial statements.

Evaluation of Goodwill and Intangible and Tangible Assets of the CGU "Vallourec South America Tubes"

Key Audit Matter	Audit response
As of December 31, 2025, the net book value of current and non-current assets of the Cash Generating Unit (CGU) "Vallourec South America Tubes" amounts to € 899 million (R\$ 5,784 million), including a net goodwill amounting to € 33.7 million. As indicated in Note 4.2 to the consolidated financial statements, an impairment test is performed at least once a year for CGUs that include indefinite useful life assets, i.e., goodwill in the case of the Vallourec group. An impairment test was conducted on December 31, 2025, on the CGU "Vallourec South America Tubes," to which goodwill has been allocated. Non-current assets represent € 587 million (R\$ 3,781 million), and current assets represent € 311 million (R\$ 2,003 million). The methodology used to perform the impairment test, and the assumptions made, are described in Note 4.2 to the consolidated financial statements, including: • The projected cash flows used to determine the value in use are those of the five-year strategic plan, which relies on macroeconomic assumptions by market, based on external sources. • The perpetual growth rate takes into account, among other things, regional inflation and sales perspectives based on the oil and gas production assumptions assumed in the Announced Pledges Scenario (APS) by the International Energy Agency (IEA) published in 2024. • The group has also considered issues related to climate change and sustainable development. We consider the evaluation of goodwill, intangible assets, and property, plant, and equipment of the CGU "Vallourec South America Tubes" to be a key audit matter, given the materiality of these assets in the Group's consolidated financial statements, and the method of determining the value in use, which requires management to exercise judgment and use estimates to forecast the discounted future cash flows used in the tests.	As part of our work, we gained an understanding of: • the process of developing and approving the estimates and assumptions used by Management in the impairment tests, and • the procedures for approving the results of these tests by the Board of directors. We: • Examined the model used to determine the recoverable amount of the CGU "Vallourec South America Tubes"; • Reconciled the carrying amount of the assets subject to impairment tests with the consolidated financial statements; • Analyzed the consistency of the cash flow forecasts and assumptions prepared by management for the tested CGU with the 2026 budget and the five-year strategic plan approved by the Board of Directors; • Verified the arithmetic accuracy of the calculations. With the support of our valuation specialists included in the audit team, we: • Assessed the appropriateness of the various assumptions underlying the cash flow forecasts, in light of the Group's internal data and external sectoral and macroeconomic data, including: • Price and volume assumptions by region, which depend particularly on investments in oil and gas exploration and production, • forecasts of production cost developments, taking into account production optimization initiatives and industrial investments; • Exchange rates, long-term growth rates, and discount rates used. • Conducted our own sensitivity analyses. We also: • Analyzed the consistency of the cash flow forecasts with past performances used in previous impairment tests; • Compared the tube sales assumptions with public sectoral assumptions for oil and gas production. Finally, we assessed the appropriateness of the information provided in this regard in the appendix to the consolidated financial statements.

Specific Verifications

We also carried out, in accordance with professional standards applicable in France, the specific verifications required by legal and regulatory texts of the information relating to the group, provided in the management report of the Board of Directors. We have no comments to make on their sincerity and their consistency with the consolidated financial statements.

Other verifications or information required by legal and regulatory texts

FORMAT OF PRESENTATION OF THE CONSOLIDATED FINANCIAL STATEMENTS TO BE INCLUDED IN THE ANNUAL FINANCIAL REPORT

We also carried out, in accordance with the professional standard on the diligence of the statutory auditor relating to annual and consolidated financial statements presented in the European Single Electronic Format, the verification of compliance with this format defined by the European Delegated Regulation No. 2019/815 of December 17, 2018, in the presentation of the consolidated financial statements to be included in the annual financial report mentioned in Article L.451-1-2 of the Monetary and Financial Code, prepared under the responsibility of the Chief Executive Officer. As these are consolidated financial statements, our diligence includes verifying the compliance of the tagging of these statements with the format defined by the aforementioned regulation.

Based on our work, we conclude that the presentation of the consolidated financial statements to be included in the annual financial report complies, in all significant respects, with the European Single Electronic Format.

Furthermore, it is not our responsibility to verify that the consolidated financial statements that will actually be included by your company in the annual financial report filed with the AMF correspond to those on which we have carried out our work.

APPOINTMENT OF AUDITORS

We were appointed statutory auditors of Vallourec SA by the General Meeting of June 1, 2006, for KPMG SA and May 23, 2024, for Ernst & Young et Autres.

As of December 31, 2025, KPMG SA was in its 20th year of uninterrupted service and Ernst & Young et Autres in its 2nd year of uninterrupted service.

Responsibilities of Management and Corporate Governance with respect to the Consolidated Financial Statements

Management is responsible for preparing consolidated financial statements that give a true and fair view in accordance with IFRS as adopted by the European Union, and for implementing the internal control it deems necessary to ensure that the consolidated financial statements are free from material misstatement, whether due to fraud or error.

When preparing the consolidated financial statements, management is responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations.

The audit committee is responsible for overseeing the financial reporting process and monitoring the effectiveness of internal control and risk management systems, as well as, where applicable, internal audit, with respect to the procedures relating to the preparation and processing of accounting and financial information.

The consolidated financial statements were approved by the board of directors.

Responsibilities of the Auditors with respect to the Audit of the Consolidated Financial Statements

AUDIT OBJECTIVE AND APPROACH

It is our responsibility to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance that the consolidated financial statements taken as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but it does not guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement. Misstatements can arise from fraud or error and are considered material if it is reasonable to expect that they could, individually or in aggregate, influence the economic decisions that users make based on the financial statements.

As specified by Article L.821-55 of the Commercial Code, our certification mission does not consist of guaranteeing the viability or the quality of the management of your company.

In the context of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit. Additionally:

- They identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and implement audit procedures to address those risks, and gather evidence that they deem sufficient and appropriate to form their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than that of one resulting from error, as fraud may involve collusion, falsification, intentional omissions, misrepresentations, or the override of internal control;
- They consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control;
- They evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as the related disclosures in the consolidated financial statements;

- They assess the appropriateness of management's use of the going concern basis of accounting and, based on the evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. This assessment is based on the evidence obtained up to the date of their report, although subsequent events or conditions may cause the company to cease to continue as a going concern. If they conclude that a material uncertainty exists, they draw attention in their report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, they modify their opinion. Their conclusions are based on the evidence obtained up to the date of their report;
- They evaluate the overall presentation of the consolidated financial statements and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation;
- Regarding the financial information of entities included in the consolidation scope, they gather evidence that they deem sufficient and appropriate to express an opinion on the consolidated financial statements. They are responsible for the direction, supervision, and performance of the audit of the consolidated financial statements, as well as for the opinion expressed on these statements.

REPORT TO THE AUDIT COMMITTEE

We submit to the audit committee a report that presents, among other things, the scope of the audit work and the work program implemented, as well as the conclusions resulting from our work. We also bring to their attention, where applicable, significant weaknesses in internal control that we have identified regarding procedures related to the preparation and processing of accounting and financial information.

Among the elements communicated in the report to the audit committee are the risks of significant anomalies that we consider to have been the most important for the audit of the consolidated financial statements for the fiscal year and which therefore constitute the key audit matters that we must describe in this report.

We also provide the audit committee with the declaration required by Article 6 of Regulation (EU) No. 537-2014 confirming our independence, in accordance with the applicable rules in France as set out in Articles L.821-27 to L.821-34 of the Commercial Code and in the Code of Ethics for Statutory Auditors. Where applicable, we discuss with the audit committee the risks to our independence and the safeguards applied.

Paris-La Défense, March 10, 2026

The Statutory Auditors

KPMG SA
Philippe GRANDCLERC
Partner

Ernst & Young et Autres
May KASSIS-MORIN
Partner

7.3 Vallourec SA parent company financial statements

7.3.1 Statement of financial position

Assets

<i>In € thousands</i>	12/31/2024	12/31/2025
Total I - Uncalled subscribed capital	—	—
Total II - Start-up costs	—	—
Intangible assets	414	414
Property, plant and equipment	88	27
Equity interests	4,856,429	4,856,429
Receivables, loans and other financial fixed assets	1,700,050	1,700,176
Total III - Non-current assets	6,556,981	6,557,047
Operating receivables	2,228	1,820
Other receivables	862,354	612,944
Marketable securities	—	2,022
Cash at bank and in hand	55	54
Total IV - Current assets	864,637	616,841
Total V - Bond issue costs	24,737	19,141
Total VI - Loan repayment premiums	—	—
Total VII - Unrealized foreign exchange losses	20,931	—
TOTAL ASSETS (I+II+III+IV+V+VI+VII)	7,467,286	7,193,029

Equity and liabilities

<i>In € thousands</i>	12/31/2024	12/31/2025
EQUITY		
Share capital	4,762	4,768
Additional paid-in capital	3,959,363	3,962,662
Revaluation reserves	634	634
Other reserves	85,886	85,886
Retained earnings (accumulated losses)	1,877,461	2,043,940
Net income for the period	518,019	178,295
Total I - Total equity	6,446,125	6,276,186
Provisions for contingencies and charges	25	25
Total II - Provisions	25	25
Borrowings	1,012,384	844,090
Operating liabilities	4,356	3,525
Other liabilities	4,396	5,759
Total III - Liabilities	1,021,136	853,725
Translation differences	—	63,444
Premium/discount	—	—
Total VI - Translation adjustments and valuation differences - Liabilities	—	63,444
TOTAL EQUITY AND LIABILITIES (I+II+III+IV)	7,467,286	7,193,029

7.3.2 Income statement

<i>In € thousands</i>	12/31/2024	12/31/2025
Revenue	7,055	8,178
Provision reversals	594	—
Other operating income	362	1
I. Total operating income	8,012	8,179
External services	(10,668)	(12,961)
Taxes other than on income	(434)	(367)
Personnel expenses:	(6,046)	(3,540)
Wages and salaries:	(2,429)	(1,957)
Social security contributions:	(3,617)	(1,582)
Carrying amount of intangible assets and property, plant and equipment sold	—	(61)
Other personnel expenses	(2,100)	(17,403)
Depreciation, amortization and provisions	(25)	—
II. Total operating expenses	19,274	34,331
1. OPERATING INCOME (LOSS)	(11,262)	(26,152)
III. Profit allocated or loss transferred	—	—
IV. Loss incurred or profit transferred	—	—
V. Financial income	600,507	265,304
Investment revenue	459,866	129,688
Other marketable securities and non-current receivables	112,342	112,035
Other interest income	28,159	17,077
Foreign exchange gains	124	6,504
Provision reversals and financial expenses transferred	16	—
Net proceeds from disposals of marketable securities	—	—
VI. Financial expenses	(73,642)	(59,903)
Depreciation, amortization and provisions – financial items	—	(1,848)
Interest expense	(73,534)	(51,222)
Foreign exchange losses	(108)	(6,832)
2. NET FINANCIAL INCOME	526,865	205,401
3. NET INCOME FROM RECURRING OPERATIONS BEFORE TAX	515,603	179,249
VII. Non-recurring income	—	—
VIII. Non-recurring expenses	—	—
4. NET NON-RECURRING INCOME	—	—
Employee profit-sharing for the year	—	—
Income tax	2,415	(954)
Total income	610,934	272,529
Total expenses	92,916	94,234
PROFIT OR LOSS	518,018	178,295

7.3.3 Notes to the parent company financial statements for the year ended December 31, 2025

In € thousands unless stated otherwise.

Notes to the statement of financial position (before allocation) as at December 31, 2025, which shows total assets of €7,193 million, and to the income statement for the year then ended, which shows net income of €178 million.

The reporting period runs for 12 months, from January 1 to December 31.

Vallourec SA prepares consolidated financial statements.

A – Significant events, basis of measurement and comparability of financial statements

Key events during the period

PARTIAL REDEMPTION OF SENIOR BONDS MATURING IN 2032

In September 2025, Vallourec SA undertook the partial redemption of 10% of its 8-year USD 820 million senior notes with a coupon of 7.5%, for an amount of USD 82 million. The

outstanding amount of these bonds is therefore USD 738 million (see note 3 Statement of receivables and payables).

DIVIDEND DISTRIBUTION AND IMPLEMENTATION OF THE SHARE BUYBACK PROGRAM

For the first time in 10 years, Vallourec SA proposed a dividend of €1.50 per share, which was approved by shareholders at the 2025 Annual General Meeting. Accordingly, on May 28, 2025, Vallourec distributed a total dividend of €352 million.

At the same time, between May 27 and June 20, the Group bought back 1.2 million shares to cover future allocations of shares to employees.

Basis of measurement and comparability of financial statements

The bases of presentation and measurement used in the preparation of the financial statements for the year under review are the same as those used for the previous year.

Impairment of equity interests is recorded under financial items.

B – Accounting principles

The Company's financial statements for the year ended December 31, 2025 have been prepared in accordance with French legal and regulatory requirements. These are defined by ANC Regulation No. 2014-03 relating to the generally accepted accounting principles, as amended by subsequent regulations.

As part of the first-time application of ANC Regulation No. 2022-06, the Company has modified its accounting principles and methods, notably concerning the definition of net non-

recurring income and the elimination of expenses transferred. This new regulation had no impact on non-recurring items, and no adjustments were necessary to present 2024 data.

The provisions of this regulation apply as from the 2025 financial year, with no impact on the 2024 financial statements, other than the reclassifications required in order to comply with the new balance sheet and income statement models in the first year of application.

Intangible assets

Intangible assets consist of trademarks valued at €414 thousand.

Property, plant and equipment

The Company uses the components approach, which relies on technical analyses to individually account for significant parts of an item of property, plant and equipment based on their specific respective uses and patterns of consumption.

The carrying amount of property, plant and equipment reflects:

- the acquisition or production cost, except for assets acquired before December 31, 1976, which were remeasured. These assets are stated at their transfer value;
- any discounts, rebates and other payment reductions;

- costs directly attributable to putting the assets in place;
- any dismantling costs;
- excluding financial expenses (e.g., borrowing costs) related to the asset's acquisition.

Depreciation of property, plant and equipment for accounting purposes is calculated on a straight-line or accelerated basis over the expected useful life of the asset.

Depreciation for tax purposes is calculated using the declining balance method over the shorter of the useful life and the duration of use, except for components depreciated over their actual lives.

Financial fixed assets

Financial fixed assets comprise Vallourec Tubes shares for €4,856 million.

Equity interests

The gross value of equity interests comprises their purchase cost, excluding incidental expenses, and the amount of any capital increases.

Securities acquired in foreign currencies are recognized at their acquisition price translated into euros at the exchange rate applicable as at the date of the transaction.

At each reporting date, the Company compares the net carrying amount of its equity interests with their value in use and recognizes a provision in financial expenses when value in use is less than the net carrying amount.

Loans and related receivables associated with these equity interests are impaired, if necessary, when the risk exceeds the value of the investments, and the investments have already been impaired.

At December 31, 2025, the investment in Vallourec Tubes SAS, which acts as holding company for all of the Vallourec Group's equity interests, was tested for impairment by comparing the net carrying amount of the shares with the recoverable amount determined using forecast cash flows. This test uses the same basis as that used to carry out the impairment tests on subsidiaries, and involves determining value in use, calculated based on expected future cash flows, using forecast cash flows for the first five years and a terminal value.

Treasury shares

Treasury shares acquired and available to be allocated to employees are classified as marketable securities. Surplus shares not allocated to specific plans are classified as non-current financial assets.

Pursuant to CRC Regulation No. 2008-15 dated December 4, 2008 relating to the accounting treatment of stock option and performance share plans for employees, shares allocated to these plans are not impaired based on market value due to the obligation to allocate such shares to employees and the provision recognized as a liability (see below in the section relating to provisions for contingencies and charges).

Receivables and payables

Receivables and payables are measured at their nominal value.

Trade receivables are impaired when there is a risk of non-recovery.

Impairment ratios are applied to each receivable based on probabilities of recovery.

Marketable securities

Marketable securities are measured at acquisition cost plus accrued income for the period, or at market value if lower.

Treasury shares acquired and available to be allocated to employees are classified as marketable securities.

Translation of transactions in foreign currencies and financial instruments

Receivables, cash and cash equivalents and payables in foreign currencies on the statement of financial position are translated into euros at the exchange rate applicable as at the reporting date.

Hedged transactions denominated in foreign currencies and eligible for hedge accounting are recorded at the spot rate.

The aggregate amount of the change in time value (i.e., the difference between the forward price of the hedge as at the reporting date and the initial spot rate) is recognized in the statement of financial position at each reporting date within derivative instruments. The change in the premium/discount between the beginning and the end of the period impacts net income for that period. Since January 1, 2017, these changes have been recorded under operating income (loss) (see ANC Regulation 2015-05). They were previously recognized in financial items.

The change in time value (premium/discount) is recognized separately from revenue.

In application of ANC Regulation No. 2015-05, the change in the value of isolated open positions is recorded in the statement of financial position, with an adjusting entry to suspense accounts:

- within assets for changes that correspond to an unrealized loss;
- within liabilities for changes that correspond to an unrealized gain.

Unrealized gains are not included in the income statement. When a transaction results in an unrealized loss, a provision is recognized in financial expenses for the amount of the unrealized loss.

Provisions for contingencies and charges

PROVISIONS FOR IMPAIRMENT OF SHARES EARMARKED FOR EMPLOYEE SHARE AWARDS

Pursuant to CRC Regulation No. 2008-15 dated December 4, 2008 relating to the accounting treatment of stock option and performance share plans for employees, the Company recognizes a provision related to these plans as soon as an outflow of resources becomes probable. This provision is measured based on:

- the acquisition cost of the shares or, if they were already owned prior to the date they were allocated to the plan, their net carrying amount less the price likely to be paid by the beneficiaries; multiplied by

- the number of shares that are expected to be awarded given the terms of the plan (satisfaction of conditions regarding continuous service and performance) as assessed at the reporting date.

A provision for contingencies and charges has been recognized on a pro rata basis at each reporting date since these plans were put in place, in an amount representing the cost of the awards of performance shares to employees, executive management and corporate officers of Vallourec and its subsidiaries.

OTHER PROVISIONS

Provisions have been recognized for all disputes (technical, tax, etc.) and other risks at the amount of the estimated probable risk at the reporting date.

Non-recurring income and expenses

In general, non-recurring income and expenses comprise amounts of an extraordinary nature, i.e., those that arise outside the scope of the Company's continuing operations.

C – Notes to the statement of financial position

1. Movements in non-current assets

Movements in the net carrying amounts of non-current assets were as follows during the year:

Non-current assets – Net values	Useful life	Depreciation method	12/31/2024	Increases/ Additions	Decreases/ Reversals	Other movements	Gross value at the reporting date	Of which revaluation reserve	Of which related parties
Intangible assets	—	—	414	—	—	—	414	—	—
Trademarks	—	—	414	—	—	—	414	—	—
Property, plant and equipment	—	—	88	—	61	—	27	—	—
Land	—	—	88	—	61	—	27	—	—
Equity interests	—	—	4,856,429	—	—	—	4,856,429	—	—
Equity interests	—	—	4,856,429	—	—	—	4,856,429	—	—
Provision for impairment of equity interests	—	—	—	—	—	—	—	—	—
Long-term securities	—	—	—	—	—	—	—	—	—
Receivables, loans, other investments	—	—	1,700,050	126	—	—	1,700,176	—	—
Loans	—	—	1,700,000	124	—	—	1,700,124	—	—
Accrued interest	—	—	—	—	—	—	—	—	—
Other receivables	—	—	50	2	—	—	52	—	—
TOTAL	—	—	6,556,982	126	61	—	6,557,047	—	—

EQUITY INTERESTS

Further to the valuation carried out as at December 31, 2025, no impairment was recognized against Vallourec Tubes shares.

RECEIVABLES, LOANS AND OTHER FINANCIAL FIXED ASSETS

Loans

Vallourec SA arranged a €1.7 billion loan for its subsidiary Vallourec Tubes to finance its long-term requirements. The interest rate on the loan is 6.50%, maturing on December 21, 2026. This rate was revised to 5% following the extension of its maturity from December 31, 2025 to December 21, 2026.

2. Marketable securities

Marketable securities include:

MUTUAL AND INVESTMENT FUNDS

Vallourec SA centralizes cash in euros and US dollars as well as hedges set up at the level of Vallourec Tubes.

<i>In € thousands</i>	12/31/2024	Increases	Decreases	12/31/2025
Treasury shares	—	18,614	16,592	2,022
Provision for impairment	—	—	—	—
TOTAL	—	18,614	16,592	2,022

Treasury shares recorded in marketable securities are allocated to members of the Group's staff, executive management and corporate officers under performance and free share plans for Vallourec Group employees.

3. Statement of receivables and payables

Receivables	Gross value	Of which accrued income	Of which related parties	Gross value <1 year	Gross value >1 year
Receivables, loans and other financial fixed assets	1,700,000	—	1,700,000	1,700,000	—
Operating receivables	1,820	—	1,607	1,820	—
Trade and other receivables	1,590	—	1,590	1,590	—
Other operating receivables	214	—	—	214	—
Amounts due from suppliers	17	—	17	17	—
Other receivables	612,944	—	609,679	612,944	—
Income tax receivables	3,068	—	—	3,068	—
Intercompany cash advance	609,679	—	609,679	609,679	—
Prepaid expenses	197	—	—	197	—
TOTAL	2,314,764	—	2,311,286	2,314,764	—

Payables	Gross value	Of which accrued expenses	Of which related parties	<1 year	>1 year	>5 years
Borrowings	844,090	15,704	—	15,704	200,302	628,085
Non-convertible bonds	628,085	—	—	—	—	628,085
Convertible bonds	—	—	—	—	—	—
Bank loans and borrowings	15,704	15,704	—	15,704	—	—
Other loans and borrowings	200,302	—	—	—	200,302	—
Operating liabilities	3,525	2,279	580	3,525	—	—
Trade payables	1,764	664	580	1,764	—	—
Tax and social security liabilities	1,761	1,615	—	1,761	—	—
Other liabilities	5,759	1,809	2,458	5,759	—	—
Other non-operating liabilities	5,759	1,809	2,458	5,759	—	—
TOTAL	853,374	19,793	3,038	24,987	200,302	628,085

In September 2025, Vallourec undertook the partial redemption of 10% of its 8-year USD 820 million senior notes with a coupon of 7.5%, for an amount of USD 82 million.

Receivables under commercial paper: None.

BORROWINGS

Bonds

Bonds (in € thousands)	Nominal amount	Maturity	Rate	Amount in statement of financial position as at December 31, 2025
Bond issue – April 2024 (USD 820 million)	789,296	April-32	7.500%	628,085
TOTAL	789,296	—	—	628,085

In April 2024, Vallourec SA issued a USD 820 million unsecured bond maturing in 2032 with a fixed coupon of 7.5% a year. This bond, with a term of eight years and a non-call period of three years, is guaranteed by the same subsidiaries that guarantee the revolving credit facility (RCF). The notes are subject to certain covenants, notably on liens, mergers, the consolidation or sale of assets and sale and leasebacks, with certain baskets and exceptions.

In particular, it includes a change-of-control clause liable to result in the mandatory early redemption of bonds at the request of each bondholder in the event of a change of control of Vallourec (to the benefit of a person or group of persons acting in concert) leading to a downgrade in the latter's credit rating. It is also envisaged that the loan will become immediately repayable if the Group defaults on the

repayment of one of its borrowings ("cross default"), or if a significant event occurs affecting the Group's business or financial condition and its ability to repay its debt.

Additionally, the Issuer has the option to redeem the Notes prior to April 15, 2027, at 100% of the principal amount plus a "make whole" premium. After April 15, 2027, redemption can occur at specified prices. Annually, up to 10% of the original principal amount can be redeemed at a 103% premium, and up to 40% can be redeemed using equity offering proceeds before April 15, 2027.

In September 2025, Vallourec undertook the partial redemption of 10% of this bond, for an amount of USD 82 million. The outstanding amount is therefore USD 738 million.

Bank borrowings

<i>In € thousands</i>	Nominal amount	Principal amount remaining due	Maturity	Rate	Amount in statement of financial position as at December 31, 2025
State-guaranteed loans – June 2021(a)	262,000	194,400	June-27	1.837%	194,400
TOTAL	262,000	194,400	—	—	194,400

(a) The initial maturity of the State-guaranteed loans was June 30, 2022, but Vallourec had an option to extend them to June 30, 2027. Vallourec exercised this extension option and the State-guaranteed loans now have a maturity date of June 30, 2027. The State-guaranteed loans are presented at an effective interest rate of 1.8370%, including the underwriting fee.

In 2021, Vallourec set up State-guaranteed loans (“PGE”) for a total nominal drawn amount of €262 million. The initial maturity of the State-guaranteed loans was June 30, 2022, but Vallourec had an option to extend them to June 30, 2027. Vallourec exercised this extension option and the State-guaranteed loans now have a maturity date of June 30, 2027.

These loans include a change of control at Vallourec, which could trigger repayment of all or part of its committed credit facility and its State-guaranteed loans as decided by each participating bank. The agreements also stipulate that the entire debt will be immediately due and payable if the Group defaults on one of its debt obligations (cross default), or in case of a major event with consequences for the Group’s business or financial position and/or its ability to repay its debt.

In April 2024, as part of its refinancing, Vallourec repaid about €68 million of this loan. Consequently, as of December 31, 2025, the outstanding amount of the PGE was €194 million.

Credit facility and covenant

In April 2024, as part of its refinancing operation, Vallourec arranged a committed revolving credit facility for an amount of €550 million, maturing in April 2029, to replace its previous €462 million revolving credit facility. As of December 31, 2025, no drawdown had been made on this facility.

At inception, Vallourec SA’s RCF is guaranteed by its US subsidiaries, Vallourec Soluções Tubulares do Brasil SA and Vallourec Tubos do Brasil Ltda. Thereafter, on a yearly basis, Vallourec must ensure that the RCF is secured by subsidiaries incorporated in France, Brazil and the United States (i) representing not less than 80% of the Group’s total assets in these jurisdictions, and (ii) whose total assets have a book value representing 5% or more of the Group’s total assets.

The RCF is also secured by share pledges over equity covering certain subsidiaries, security over material bank accounts and significant intercompany loans of Vallourec SA, and by standard crossing-lien arrangements with the asset-backed lending facility (ABL).

It also includes a banking covenant stipulating that Vallourec’s gearing ratio must not exceed 100%. The gearing ratio is defined as the ratio of Group consolidated net debt (including financial lease debt) to Group consolidated equity, adjusted for gains and losses on derivatives and foreign currency translation differences (exchange differences on translating net assets of consolidated foreign subsidiaries).

Additionally, upon the occurrence of a change of control, each lender is entitled to demand the repayment of any outstanding amounts and the cancellation of its commitments within a prescribed time period. The agreements also stipulate that the entire debt will be immediately due and payable if the Group defaults on one of its debt obligations (cross default), or in case of a major event leading to consequences for the Group’s business or financial position and/or its ability to repay its debt.

Liquidity risk

The Group’s financial resources include financing with banks and on the capital markets.

The vast majority of bank financing was arranged in Europe through Vallourec SA, and to a lesser extent through the Group’s subsidiaries in Brazil and China.

Further to its refinancing in April 2024, Vallourec SA’s €550 million credit facility was not drawn down at December 31, 2025. Bond financing is arranged exclusively by Vallourec SA.

In addition to this bank and bond financing, Vallourec SA launched a commercial paper program on October 12, 2011 to meet its short-term needs. The program has a €1 billion ceiling.

As at December 31, 2025, Vallourec SA had no outstanding commercial paper. This commercial paper program has a short-term rating of A-3 from Standard & Poor’s.

4. Bond issue costs

In accordance with the method recommended by the French Accounting Board (Conseil National de la Comptabilité), bond issue costs are recognized on a straight-line basis over the life of the bonds concerned. The bond issue costs set out below are stated in euros.

<i>In euros</i>	12/31/2024	Increase	Decrease	12/31/2025
Bond issue costs	17,502,877	—	3,913,282	13,589,595
RCF issue costs	7,233,811	—	1,682,068	5,551,743
TOTAL	24,736,688	—	5,595,349	19,141,339

5. Equity

Changes in equity were as follows:

<i>In € thousands</i>	Number of shares	Share capital	Net income (loss) for the period	Additional paid-in capital and reserves	Equity
Position as at December 31, 2023	237,271,828	4,745	1,155,062	4,768,299	5,928,107
Appropriation of 2023 net income (loss)	—	—	(1,155,062)	1,155,062	—
Capital increase	—	16	—	(16)	—
Dividends paid	—	—	—	—	—
2024 net income	—	—	518,019	—	518,019
Change	812,795	16	(637,043)	1,155,045	518,019
Position as at December 31, 2024	238,084,623	4,762	518,019	5,923,344	6,446,125
Appropriation of 2024 net income (loss)	—	—	(518,019)	—	(518,019)
Capital increase	—	6	—	169,779	169,785
Dividends paid	—	—	—	—	—
2025 net income (loss)	—	—	178,295	—	178,295
Change	322,770	6	(339,724)	169,779	(169,939)
POSITION AS AT DECEMBER 31, 2025	238,407,393	4,768	178,295	6,093,123	6,276,186

Vallourec's share capital comprised 234,359,146 ordinary shares and 4,048,247 preferred shares with a par value of €0.02 per share, fully paid up.

Changes in the Company's share capital over the year are shown below:

<i>(in euros, except for number of shares)</i>	Number of shares	Par value	Share capital (in euros)
Share capital at December 31, 2024	238,084,623	0.02	4,761,692
Capital increase with pre-emptive subscription rights by issuance of new shares	322,770	0.02	6,455
Capital increase	—	—	—
SHARE CAPITAL AT DECEMBER 31, 2025	238,407,393	0.02	4,768,148

Equity totaled €6,276 million as at December 31, 2025, compared with €6,446 million as at December 31, 2024.

6. Employee share ownership

Some members of executive management and employees benefit from stock options and performance shares where vesting conditions are related to performance criteria. Vallourec also operates shareholding plans reserved for employees.

These plans are measured using a binomial model to project share prices.

STOCK OPTION PLANS

CHARACTERISTICS OF THE PLANS

Vallourec's Management Board authorized stock option plans from 2010 to 2022 for some of the Group's senior executives, corporate officers and employees.

It should be noted that the characteristics of the 2011 to 2020 plans were revised to take account of the decision of the Chairman of the Management Board on June 30, 2021 to adjust the number and exercise price of the options in order to protect the rights of the holders following the capital increase of June 30, 2021 (adjustment factor of 1.89929156 applied to the number of options awarded and to the exercise price).

The characteristics of the plans are as follows:

	2015 Plan	2016 Plan	2017 Plan	2018 Plan
Award date	April 15, 2015	May 18, 2016	May 18, 2017	June 15, 2018
Maturity date	April 15, 2019	May 18, 2020	May 18, 2021	June 15, 2022
Expiration date	April 15, 2023	May 18, 2024	May 18, 2025	June 15, 2026
Exercise price in euros	488.14	140.29	216.55	197.84
Number of options awarded	17,656	15,216	8,135	9,851

	2019 Plan	2020 Plan	2021 Plan	2022 Plan
Award date	June 17, 2019	June 15, 2020	October 13, 2021	June 4, 2022
Maturity date	June 17, 2023	June 15, 2024	October 13, 2025	June 4, 2026
Expiration date	June 17, 2027	June 15, 2030	October 13, 2031	June 4, 2032
Exercise price in euros	79.14	33.60	7.26	12.65
Number of options awarded	9,851	89,462	123,518	58,425

CHANGE IN NUMBER OF UNEXPIRED OPTIONS

For all of these plans, the change in the number of unexpired options is as follows:

In number of options	2024	2025
Options outstanding as at January 1	209,595	155,264
Options exercised	—	(17,015)
Options lapsed	(5,620)	(2,306)
Options canceled	(48,711)	(21,623)
Options distributed	—	—
OPTIONS OUTSTANDING AS AT DECEMBER 31	155,264	114,320
Of which exercisable options	26,629	71,735

The reported figures correspond to the number of options, with a performance factor of 1 for plans not yet vested, and to the actual number of shares awarded for plans that had matured.

As at December 31, 2025, the average exercise price was €22.44.

Performance share plans

CHARACTERISTICS OF THE PLANS

Vallourec's Management Board authorized performance share plans from 2017 to 2024 for some employees and corporate officers of the Group.

It should be noted that the characteristics of the 2017 to 2020 plans were revised to take account of the decision of the Chairman of the Management Board on June 30, 2021 to adjust the number and exercise price of the shares in order to protect the

rights of the holders following the capital increase of June 30, 2021 (adjustment factor of 1.89929156 applied to the number of shares awarded).

In 2025, the Shareholders' Meeting renewed the delegation of authority granted to the Board of Directors to grant performance share plans to employees and executives.

The characteristics of the plans are as follows:

Performance share plans	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan
Grant date	October 13, 2021	June 4, 2022	November 17, 2023	November 14, 2024	November 12, 2025
Vesting period	3 years	3 years	2 years	2 years	3 years
Holding period	None	None	None	None	None
Performance conditions	Yes, only for management (cadres) above grade 20 ^(a)	Yes, only for management (cadres) above grade 20 ^(b)	Yes ^(c)	Yes ^(d)	Yes ^(e)
Theoretical number of shares awarded	289,396	231,410	371,950	343,700	932,400

(a) For all beneficiaries, vesting will depend on two "absolute" internal criteria:

- Group cost reductions (gross savings as a % of the Y-1 baseline and excluding DCOS) for 2021, 2022 and 2023;
- the ratio of carbon emissions from Vallourec's industrial processes and purchases of electricity generated by fossil fuels to sales volumes, in metric tons (emissions of non-biogenic carbon) between 2021 and 2023;

a further external criterion will be applied: growth in the EBITDA margin between 2021 and 2023 compared to a panel of comparable companies comprising: Hunting Plc, United States Steel Corp., Nippon Steel Corp., Tubacex SA, Tenaris SA, Schlumberger, Halliburton, Tubos Reunidos SA, TimkenSteel Corp, Salzgitter AG, ArcelorMittal SA, TMK and NOV.

(b) The conditional rights to receive performance shares granted to management (cadres) at grade 20 or below are not subject to any performance conditions. For beneficiaries at grade 21 or above, the award is based on two "absolute" internal criteria:

- Group cost reductions (gross savings as a % of the Y-1 baseline and excluding DCOS) for 2022, 2023 and 2024;
- the ratio of carbon emissions from Vallourec's industrial processes and purchases of electricity generated by fossil fuels to sales volumes, in metric tons (emissions of non-biogenic carbon) between 2022 and 2024;

a further external criterion will be applied: growth in the EBITDA margin between 2022 and 2024 compared to a panel of comparable companies comprising: Hunting Plc, United States Steel Corp., Nippon Steel Corp., Tubacex SA, Tenaris SA, Schlumberger, Halliburton, Tubos Reunidos SA, TimkenSteel Corp, Salzgitter AG, ArcelorMittal SA, TMK and NOV.

(c) The conditional rights to receive performance shares granted to management (cadres) at grade 20 or below are not subject to any performance conditions. For beneficiaries at grade 21 or above, the award is based on two "absolute" internal criteria:

- Group cost reductions (gross savings as a % of the Y-1 baseline and excluding DCOS) for 2022, 2023 and 2024;
- the ratio of carbon emissions from Vallourec's industrial processes and purchases of electricity generated by fossil fuels to sales volumes, in metric tons (emissions of non-biogenic carbon) between 2022 and 2024;

a further external criterion will be applied: growth in the EBITDA margin between 2022 and 2024 compared to a panel of comparable companies comprising: Hunting Plc, United States Steel Corp., Nippon Steel Corp., Tubacex SA, Tenaris SA, Schlumberger, Halliburton, Tubos Reunidos SA, TimkenSteel Corp, Salzgitter AG, ArcelorMittal SA, TMK and NOV.

(d) The performance conditions are as follows:

- 50% of the award is subject to a continuous service condition only. The number of performance shares affected by this condition is 185,975;
- 25%, the average daily trading volume weighted average price of the Vallourec share must be equal to or greater than €16.19 for a period of ninety (90) consecutive trading days during the Vesting Period. The number of performance shares affected by this condition is 93,030;
- 25%, the daily trading volume weighted average price of the Vallourec share must be equal to or greater than €20.22 for a period of ninety (90) consecutive trading days during the Vesting Period. The number of performance shares affected by this condition is 92,945.

(e) The performance conditions are as follows:

- 415,500 performance shares are only subject to the condition of continued presence.
- 516,900 performance shares are subject to both continued presence and performance conditions. The number of performance shares concerned by this condition will be adjusted on the vesting date by a multiplication factor of K, calculated on the basis of: simplified ROCE for the three-year period, equal to the average of the 2026, 2027 and 2028 financial years; Vallourec's ranking in terms of total shareholder return (TSR) for the 2026, 2027 and 2028 financial years, compared with a panel of comparable companies; and the corporate social responsibility (CSR) performance criterion.

CHANGE IN NUMBER OF SHARES

For all of these plans, the change in the number of shares not yet vested is as follows:

In number of shares	2024	2025
Number of shares not yet vested as at January 1	839,022	859,030
Shares delivered over the year	(173,939)	(381,397)
Shares awarded for outperformance	—	—
Shares canceled	(149,753)	(151,433)
Shares awarded over the year	343,700	932,400
NUMBER OF SHARES NOT YET VESTED AS AT DECEMBER 31	859,030	1,258,600

The reported figures correspond to the number of shares, with a performance factor of 1 for plans not yet vested, and to the actual number of shares awarded for plans that had matured.

Valuation ^(a)	2024 Plan	2025 Plan
Share price on the award date	€15.11	€16.55
Risk-free rate ^(b)	2.33%	Continuous service condition only: 2.31% Performance condition: 2.41%
Dividend rate ^(c)	6% in 2025 and 9% in 2026	€1.21 in 2026 €1.52 in 2027 €1.44 in 2028
Fair value of the share	Continuous service condition only: €12.98 Share price condition €16.19: €8.55 Share price condition €20.22: €3.91	Continuous service condition only: €12.52 Performance condition: €12.54
NUMBER OF SHARES AWARDED	343,700	932,400

(a) The binomial pricing model has been used to measure the fair value of the shares awarded. The employee benefit corresponds to the fair value of the shares awarded, taking into account the loss of dividend rights during the vesting period and the cost to the employee of the non-transferability of shares during the holding period.

(b) The risk-free rate corresponds to the zero-coupon rate (source: French Institute of Actuaries – Institut des Actuaire).

(c) The expected dividend rates were determined based on analysts' expectations (external information) and the Group's dividend policy.

Management Equity Plans

During 2025, the Group set up new Management Equity Plans (MEPs) for employees and executive corporate officers.

CHANGE IN NUMBER OF SHARES

The change in the number of shares not yet vested under the 2025 Management Equity Plans is as follows:

In number of shares	Ordinary shares	Performance shares
Number of shares not yet vested as at January 1, 2025	1,533,238	1,068,916
Shares delivered over the year	(672,205)	12,968
Shares canceled	(264,682)	(858,564)
Performance shares converted	—	(223,320)
Shares awarded over the year	—	—
NUMBER OF SHARES NOT YET VESTED AS AT DECEMBER 31, 2025	596,351	—

7. Provisions for contingencies and charges

The change in provisions for contingencies and charges is shown below:

	12/31/2024	Additions	Utilizations	12/31/2025
Provisions for foreign exchange losses	—	—	—	—
Provisions for retirement commitments	—	—	—	—
Provisions for supplementary pension obligations	—	—	—	—
Provisions for performance share expenses	—	—	—	—
Provisions for claims and litigation	25	—	—	25
TOTAL	25	—	—	25
Of which recognized in operating income (loss)	—	—	—	—
Of which recognized in financial income (expense)	—	—	—	—
Of which recognized in non-recurring income (loss)	—	—	—	—

Provisions are booked for disputes according to the estimated probable risk at each reporting date, in application of CRC Regulation No. 2000-06 on liabilities.

PROVISIONS FOR RETIREMENT COMMITMENTS

Total retirement commitments, net of plan assets, were a nil amount as at December 31, 2025, unchanged from a nil amount as at December 31, 2024.

PROVISIONS FOR SUPPLEMENTARY PENSION OBLIGATIONS

As at December 31, 2025, the total supplementary pension obligation, net of plan assets, amounted to nil.

Actuarial losses and unrecognized past service costs were a nil amount. Commitments not recognized in the statement of financial position would correspond to changes in assumptions or to the failure of assumptions to materialize, the effect of which is amortized over time using the corridor method.

INFORMATION ON INTEREST RATE RISK

Vallourec SA may at times use swaps, to convert variable-rate interest on its debt into a fixed rate.

In April 2024, Vallourec executed a significant and holistic refinancing that has extended its debt and liquidity maturities and reduced its financial costs. Key elements of this operation were the issuance of eight-year USD 820 million 7.5% senior notes as well as the entry into a cross-currency swap to hedge Vallourec's currency exposure on its new senior notes with a euro equivalent coupon of approximately 5.8%. The cross-currency swap consists of five transactions designed to convert the USD 820 million senior notes into euros for an amount of €768 million. Following the partial early redemption of 10% of the USD 820 million senior notes in September 2025, Vallourec unwound a corresponding portion of the cross currency swap. As a result, the outstanding amount of the cross-currency swap now stands at USD 738 million.

INFORMATION ON FOREIGN EXCHANGE RISK

As at December 31, 2025, Vallourec SA had no significant exposure to foreign exchange risk and therefore had not set up any currency hedging instruments.

D – Notes to the income statement

8. Operating income (loss)

REVENUE

The Company's 2025 revenue – amounting to €8.2 million – mainly corresponds to services rebilled to the subsidiary Vallourec Tubes (€7.8 million).

OPERATING EXPENSES

Operating expenses amounted to €34.3 million, consisting mainly of fees, personnel costs, and the impact of free share plans and commissions, loan issue fees and additions to provisions.

9. Financial income and expenses concerning related companies

Financial expenses: €60 million.

Financial income: €265 million.

10. Net financial income

The Company reported net financial income of €205 million for the year.

	12/31/2024	12/31/2025
Interest income(a)	140,501	129,112
Interest expense	(73,534)	(51,222)
Net interest expense	66,967	77,890
Change in provisions for equity interests	16	(1,848)
Other financial income and expenses(b)	459,882	129,360
NET FINANCIAL INCOME	526,866	205,401

(a) Of which €112 million corresponding to interest on loans to Vallourec Tubes SAS.

(b) Of which €130 million corresponding to interest on dividends receivable from Vallourec Tubes SAS.

11. Net non-recurring income

None.

E – Other information

12. Breakdown of average headcount

As at December 31, 2025, the Company had one employee.

13. Taxation

TAX CONSOLIDATION

Since January 1, 1988, the Company has been a member of a tax consolidation group formed under the provisions of Article 223-A of the French Tax Code.

The tax consolidation agreement has been renewed automatically for five-year periods since 1999.

In 2025, the tax consolidation group comprised: Vallourec SA, Vallourec Umbilicals, Vallourec Tubes, Vallourec Tubes France, Vallourec Oil & Gas France, and Vallourec Services.

The tax consolidation agreement requires subsidiaries of the tax group to record a tax expense equivalent to the amount they would have borne in the absence of tax consolidation.

Any income resulting from tax consolidation recorded by Vallourec SA corresponds mainly to the charge to income of the losses generated by Vallourec SA and the tax loss carryforwards recognized by Vallourec SA.

The Vallourec tax group reported a tax loss in 2025. The tax loss to be carried forward amounts to €69,905,398.

Increase and decrease in future tax liabilities

Nature of temporary differences	Amount (base) as at Dec. 31, 2024	Amount (base) as at Dec. 31, 2025
Increase	—	—
Decrease	10	9
Provision for retirement commitments	10	9
Provision for employee share ownership plans	—	—
Provision for paid leave	—	—
Provision for tax on passenger vehicles	—	—

Breakdown of income tax between recurring and non-recurring items

	Pre-tax income (loss)	Tax due	Net income (loss)
Recurring	179,249	—	179,249
Non-recurring	—	—	—
Sub-total	179,249	—	179,249
Expense relating to Vallourec (tax credit)	—	(8,773)	8,773
Income from tax consolidation	—	7,819	(7,819)
TOTAL VALLOUREC	179,249	(954)	178,295

14. Executive compensation

ADMINISTRATIVE BODIES

Attendance fees and other compensation paid to members of the governing bodies during the year amounted to €811 thousand.

MANAGEMENT BODIES

This information is not provided as it is not relevant in relation to the assets and liabilities, financial position and earnings of Vallourec SA.

BREAKDOWN OF WORKFORCE

Breakdown of the workforce by category

Categories of employees	Average number of employees during the year
Production staff	—
Employees, technical and supervisory staff	—
Managers and engineers	1
TOTAL	1

15. Off-balance sheet commitments

Off-balance sheet commitments are as follows:

- retirement benefits: none;
- supplementary pension benefits: none;
- long-term vehicle leases: €9 thousand.

None of the Company's debt is secured by collateral.

16. Subsequent events

LAUNCH OF THE SHARE BUYBACK PROGRAM

On January 7, 2026, Vallourec SA announced the launch of a share buyback program through the execution of a mandate with an investment services provider. The buyback of shares will take place until June 30, 2026 at the latest, for a total amount of €200 million.

The repurchased shares will be allocated to cover part of the warrants ("BSA") issued by Vallourec, thereby reducing the dilution resulting from their exercise, expected before end of June 2026, and potentially, to a small extent, to the service of employees' long term incentive plans.

17. Vallourec subsidiaries and directly-held equity interests as at December 31, 2025

COMPANY (in € thousands)	Share capital	Other equity before appropri- ation of net income	Percen- tage of capital held (%)	Carrying amount of the securities held		Outstanding loans and advances granted by the Company	Securities and guarantees given by the Company	Prior- year revenue excluding taxes	Prior-year net income (loss)	Dividends received by the Company during the year
				Gross	Net					
A) SUBSIDIARIES AND EQUITY INTERESTS WITH A CARRYING AMOUNT IN EXCESS OF 1% OF VALLOUREC TUBES' CAPITAL										
I - Subsidiaries (at least 50%-owned)										
French company										
Vallourec Tubes										
12, rue de la Verrerie, 92190 Meudon	622,643	2,020,736	100%	4,856,429	4,856,429	2,309,679	—	80,626	43,554	—

18. Five-year financial summary

*In €, except number
of shares and number of employees*

	2021	2022	2023	2024	2025
SHARE CAPITAL					
Share capital	4,578,569	4,635,553	4,745,437	4,761,692	4,768,148
Number of ordinary shares in issue	228,928,429	231,777,627	237,271,828	233,875,005	238,407,393
Number of preferred non-voting shares in issue	—	—	—	—	—
Maximum number of new shares to be issued:					
• via bond conversions	—	—	—	—	—
• via exercise of subscription rights	—	—	—	—	—
• via bond redemptions	—	—	—	—	—
Revenue, excluding taxes	2,932,804	2,086,313	4,533,997	7,055,284	8,178,203
Income (loss) before tax, employee profit-sharing, depreciation, amortization, and provisions	66,001,676	(4,174,959)	265,698,949	515,017,730	181,097,404
Income tax	35,360	172,726	1,883,837	2,415,418	(954,243)
Employee profit-sharing for the year	-	-	-	-	-
Income (loss) after tax, employee profit-sharing, depreciation, amortization, and provisions	510,763,663	1,657,926,019	1,155,062,178	518,018,604	178,294,732
Distributed earnings	0	0	0	0	0
EARNINGS PER SHARE					
Income (loss) after tax and employee profit-sharing but before depreciation, amortization and provisions	0.29	(0.02)	1.13	2.21	0.75
Income (loss) after tax, employee profit-sharing, depreciation, amortization, and provisions	2.23	7.15	4.87	2.21	0.76
Dividend allotted to each existing share	—	—	—	—	—
HEADCOUNT					
Average number of employees during the year	4	3	1	1	1
Total payroll costs for the year	2,359,910	3,679,977	1,261,389	2,428,878	1,929,508
Payroll-related costs (social security, employee benefits, etc.)	1,330,544	1,448,593	2,789,959	3,821,737	1,565,555

Information regarding the entity preparing the consolidated financial statements

Information about the entity preparing the consolidated financial statements

	Name	Vallourec SA
Entity preparing the consolidated financial statements of the largest group of entities of which the entity is a subsidiary	Headquarters	12 rue de la Verrerie – 92190 Meudon
	Identification number if French entity	55214220000781
	Where copies of the consolidated financial statements may be obtained	Open to anybody

7.4 Statutory Auditors' report on the annual financial statements

This is a free translation into English of the Statutory Auditors' Report on the financial statements of the Company issued in French and it is provided solely for the convenience of English-speaking users.

This Statutory Auditors' Report includes information required by European regulations and French law, such as information regarding the appointment of the Statutory Auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Fiscal year ended December 31, 2025

To the General Meeting of Vallourec SA,

Opinion

In accordance with the assignment entrusted to us by the General Meeting, we have audited the annual financial statements of Vallourec SA for the fiscal year ended December 31, 2025, as attached to this report.

We certify that the annual financial statements are, in accordance with French accounting rules and principles, regular and sincere and give a true and fair view of the results of operations for the past fiscal year as well as the financial position and assets of the company at the end of this fiscal year.

The opinion expressed above is consistent with the content of our report to the audit committee.

Basis for Opinion

AUDIT FRAMEWORK

We conducted our audit in accordance with professional standards applicable in France. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

The responsibilities incumbent upon us under these standards are indicated in the Section "Responsibilities of the Auditors with respect to the Audit of the Annual Financial Statements" of this report.

INDEPENDENCE

We conducted our audit in compliance with the independence rules set forth by the Commercial Code and the Code of Ethics for Statutory Auditors for the period from January 1, 2025, to the date of issuance of our report, and in particular, we did not provide any services prohibited by Article 5, paragraph 1, of Regulation (EU) No. 537/2014.

Justification of assessments - Key Audit Matters

In accordance with the provisions of Articles L.821-53 and R.821-180 of the Commercial Code relating to the justification of our assessments, we bring to your attention the key audit matters related to the risks of significant anomalies which, in our professional judgment, were the most important for the audit of the annual financial statements for the fiscal year, as well as the responses we provided to address these risks.

The assessments thus made are set in the context of the audit of the annual financial statements taken as a whole and the formation of our opinion expressed above. We do not express an opinion on individual elements of these annual financial statements.

Evaluation of Equity Investments and Related Receivables of Vallourec Tubes

Notes B "Accounting Principles - Equity Investments" and C.1 "Variation of Fixed Assets"

Key Audit Matter	Audit response
As of December 31, 2025, equity investments are recorded on the balance sheet for a net amount of €4,856 million. They correspond to the shares of Vallourec Tubes SAS, which holds all the investments of the Vallourec group. Receivables related to investments amount to €1,700 million. As described in the "Equity Investments" Section of Note B of the annual financial statements, the company sets up a provision for impairment when the value in use of the equity investments is lower than the net book value. Similarly, related receivables are impaired, if necessary, when the risk exceeds the value of the investments, and the investments have already been impaired. The value in use is determined based on expected cash flows, estimated based on the Vallourec group's strategic plan for the first five years and a terminal value. The evaluation carried out on Dec. 31, 2025, by the company, as indicated in the "Equity Investments" Section of Note C.1 of the annual financial statements, did not lead to the recognition of an impairment of the shares of Vallourec Tubes SAS at the end of the fiscal year. We considered the evaluation of the equity investments and related receivables of Vallourec Tubes SAS to be a key audit matter, due to the materiality of these assets in the company's annual financial statements, and the method of determining the value in use of these investments, which requires management to exercise judgment and use estimates in preparing the discounted future cash flow forecasts used to determine this value.	As part of our work, we gained an understanding of: - the process of developing and approving the estimates and assumptions used by Management in determining the value in use of the shares of Vallourec Tubes SAS, and - the procedures for approving the results of these tests by the Board of directors. We: - Examined the model used to determine the value in use of these shares and related receivables; - Analyzed the consistency of the cash flow forecasts and assumptions prepared by management with the 2026 budget and the five-year strategic plan approved by the Board of Directors; - Verified the arithmetic accuracy of the calculations. With the support of our valuation specialists included in the audit team, we: - Assessed the appropriateness of the various assumptions underlying the cash flow forecasts, in light of the Group's internal data and external sectoral and macroeconomic data, including: - Price and volume assumptions by region, which depend particularly on investments in oil and gas exploration and production, - Forecasts of production cost developments, taking into account production optimization initiatives and industrial investments, - Exchange rates, long-term growth rates, and discount rates used. - Conducted our own sensitivity analyses. We also: - Analyzed the consistency of the cash flow forecasts with past performances used in previous impairment tests; - Verified that the value resulting from the cash flow forecasts was adjusted for the net debt of Vallourec Tubes SAS. Finally, we assessed the appropriateness of the information provided in this regard in the appendix to the annual financial statements.

Specific Verifications

We also carried out, in accordance with professional standards applicable in France, the specific verifications required by legal and regulatory texts.

INFORMATION PROVIDED IN THE MANAGEMENT REPORT AND OTHER DOCUMENTS ON THE FINANCIAL SITUATION AND ANNUAL FINANCIAL STATEMENTS ADDRESSED TO SHAREHOLDERS

We have no comments to make on the sincerity and consistency with the annual financial statements of the information provided in the management report of the board of directors and in other documents on the financial situation and annual financial statements addressed to shareholders.

We certify the sincerity and consistency with the annual financial statements of the information relating to payment terms mentioned in Article D.441-6 of the Commercial Code.

INFORMATION RELATING TO CORPORATE GOVERNANCE

We certify the existence, in the section of the management report of the board of directors dedicated to corporate governance, of the information required by Articles L.225-37-4, L.22-10-10, and L.22-10-9 of the Commercial Code.

Regarding the information provided in accordance with the provisions of Article L.22-10-9 of the Commercial Code on the remuneration and benefits paid or awarded to corporate officers as well as on the commitments made in their favor, we have verified their consistency with the accounts or with the data used to prepare these accounts and, where applicable, with the elements collected by your company from the controlled entities included in the consolidation scope. Based on this work, we certify the accuracy and sincerity of this information.

Regarding the information relating to the elements that your company has considered likely to have an impact in the event of a public offer or exchange, provided in accordance with the provisions of Article L.22-10-11 of the Commercial Code, we have verified their compliance with the documents from which they originate and which were communicated to us. Based on this work, we have no comments to make on this information.

OTHER INFORMATIONS

In accordance with the law, we have ensured that the various information relating to the identity of the holders of capital or voting rights has been communicated to you in the management report.

Other verifications or information required by legal and regulatory texts

FORMAT OF PRESENTATION OF THE ANNUAL FINANCIAL STATEMENTS TO BE INCLUDED IN THE ANNUAL FINANCIAL REPORT

We also carried out, in accordance with the professional standard on the diligence of the statutory auditor relating to annual and consolidated financial statements presented in the European Single Electronic Format, the verification of compliance with this format defined by the European Delegated Regulation No. 2019/815 of December 17, 2018, in the presentation of the annual financial statements to be included in the annual financial report mentioned in Article L.451-1-2 of the Monetary and Financial Code, prepared under the responsibility of the Chief Executive Officer.

Based on our work, we conclude that the presentation of the annual financial statements to be included in the annual financial report complies, in all significant respects, with the European Single Electronic Format.

It is not our responsibility to verify that the financial statements ultimately included by your company in the annual financial report filed with the AMF correspond to those on which we performed our audit procedures.

APPOINTMENT OF AUDITORS

We were appointed statutory auditors of Vallourec SA by the General Meeting of June 1, 2006, for KPMG SA and May 23, 2024, for Ernst & Young et Autres.

As of December 31, 2025, KPMG SA was in its 20th year of uninterrupted service and Ernst & Young et Autres in its 2nd year of uninterrupted service.

Responsibilities of Management and Corporate Governance with respect to the Annual Financial Statements

Management is responsible for preparing annual financial statements that give a true and fair view in accordance with French accounting rules and principles, and for implementing the internal control it deems necessary to ensure that the annual financial statements are free from material misstatement, whether due to fraud or error.

When preparing the annual financial statements, management is responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations.

The audit committee is responsible for overseeing the financial reporting process and monitoring the effectiveness of internal control and risk management systems, as well as, where applicable, internal audit, with respect to the procedures relating to the preparation and processing of accounting and financial information.

The annual financial statements were approved by the board of directors.

Responsibilities of the Auditors with respect to the Audit of the Annual Financial Statements

AUDIT OBJECTIVE AND APPROACH

It is our responsibility to issue a report on the annual financial statements. Our objective is to obtain reasonable assurance that the annual financial statements taken as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but it does not guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement. Misstatements can arise from fraud or error and are considered material if it is reasonable to expect that they could, individually or in aggregate, influence the economic decisions that users make based on the financial statements.

As specified by Article L.821-55 of the Commercial Code, our certification mission does not consist of guaranteeing the viability or the quality of the management of your company.

In the context of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit. Additionally:

- They identify and assess the risks of material misstatement in the annual financial statements, whether due to fraud or error, design and implement audit procedures to address those risks, and gather evidence that they deem sufficient and appropriate to form their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than that of one resulting from error, as fraud may involve collusion, falsification, intentional omissions, misrepresentations, or the override of internal control;
- They consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control;
- They evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as the related disclosures in the annual financial statements;
- They assess the appropriateness of management's use of the going concern basis of accounting and, based on the evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. This assessment is based on the evidence obtained up to the date of their report, although subsequent events or conditions may cause the company to cease to continue as a going concern. If they conclude that a material uncertainty exists, they draw attention in their report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, they modify their opinion. Their conclusions are based on the evidence obtained up to the date of their report;
- They evaluate the overall presentation of the annual financial statements and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation;

REPORT TO THE AUDIT COMMITTEE

We submit to the audit committee a report that presents, among other things, the scope of the audit work and the work program implemented, as well as the conclusions resulting from our work. We also bring to their attention, where applicable, significant weaknesses in internal control that we have identified regarding procedures related to the preparation and processing of accounting and financial information.

Among the elements communicated in the report to the audit committee are the risks of significant anomalies that we consider to have been the most important for the audit of the annual financial statements for the fiscal year and which therefore constitute the key audit matters that we must describe in this report.

We also provide the audit committee with the declaration required by Article 6 of Regulation (EU) No. 537-2014 confirming our independence, in accordance with the applicable rules in France as set out in Articles L.821-27 to L.821-34 of the Commercial Code and in the Code of Ethics for Statutory Auditors. Where applicable, we discuss with the audit committee the risks to our independence and the safeguards applied.

Paris La Défense, March 10, 2026

The Statutory Auditors

KPMG SA
Philippe GRANDCLERC
Partner

Ernst & Young et Autres
May KASSIS-MORIN
Partner

Winning
as One



Winning
as One

vallourec

vallourec



8

+ Additional Information

8.1	Persons responsible	392	8.4	Cross-reference tables and information incorporated by reference	395
8.1.1	Person responsible for the Universal Registration Document	392	8.4.1	Cross-reference table between the Universal Registration Document and Annexes 1 and 2 to Commission Delegated Regulation (EU) 2019/980 of March 14, 2019	395
8.1.2	Statement by the person responsible for the Universal Registration Document	392	8.4.2	Cross-reference table between the Universal Registration Document and the Annual Financial Report	399
8.1.3	Person responsible for the Group's legal affairs	392	8.4.3	Cross-reference table between the Universal Registration Document and the Board of Directors' management report (including the Sustainability Statement)	400
8.1.4	Person responsible for financial communications	392	8.4.4	Cross-reference table between the Universal Registration Document and the Board of Directors' corporate governance report	402
8.2	Persons responsible for the audit of the financial statements	393	8.4.5	Information incorporated by reference	404
	Statutory Auditors	393	8.5	Other periodic information required under the General Regulations of the AMF	404
8.3	Report on payments made to governments (Article L.225-102-3 of the French Commercial Code)	393			

8.1 Persons responsible

8.1.1 Person responsible for the Universal Registration Document

Philippe Guillemot

Chairman and Chief Executive Officer of Vallourec (hereinafter "**Vallourec**", "**the Company**", or "**the Group**")

8.1.2 Statement by the person responsible for the Universal Registration Document

I certify that, to the best of my knowledge, the financial statements have been prepared in accordance with applicable accounting standards and give a true and fair view of the assets and liabilities, financial position and profit or loss of the issuer and all consolidated companies, and that the management report, the various headings of which are provided in the cross-reference table on pages 400-401 of this Universal Registration Document (section 8.4.3), presents a true and fair view of the business trends, results and financial position of the Company and all consolidated companies, and that it describes the main risks and uncertainties that they face and that it is prepared in accordance with applicable sustainability reporting standards.

Meudon, March 26, 2026

Chairman and Chief Executive Officer

Philippe Guillemot

8.1.3 Person responsible for the Group's legal affairs

Sarah Dib

Group General Counsel

Vallourec

12, rue de la Verrerie

92190 Meudon - France

E-mail: sarah.dib@vallourec.com

Vallourec website: www.vallourec.com

8.1.4 Person responsible for financial communications

Daniel Thomson

Investor Relations Director

Vallourec

12, rue de la Verrerie

92190 Meudon - France

E-mail: daniel.thomson@vallourec.com

Vallourec website: www.vallourec.com

8.2 Persons responsible for the audit of the financial statements

Statutory Auditors

KPMG SA

Represented by:

Philippe Grandclerc

Tour Egho – 2, avenue Gambetta
92066 Paris-La Défense Cedex – France

Date of first appointment: June 1, 2006

Date reappointed: May 23, 2024

The Ordinary and Extraordinary Shareholders' Meeting of May 23, 2024 reappointed KPMG SA as Statutory Auditor for a term of six (6) fiscal years expiring at the close of the Ordinary Shareholders' Meeting called to approve the financial statements for the fiscal year ending December 31, 2029.

ERNST & YOUNG ET AUTRES

Represented by:

May Kassis-Morin

Tour First - 1-2, place des Saisons
92400 Courbevoie - Paris-La Défense 1 - France

Date of first appointment: May 23, 2024

The Ordinary and Extraordinary Shareholders' Meeting of May 23, 2024 appointed Ernst & Young et Autres as Statutory Auditor for a term of six (6) fiscal years expiring at the close of the Ordinary Shareholders' Meeting called to approve the financial statements for the fiscal year ending December 31, 2029.

8.3 Report on payments made to governments (Article L.225-102-3 of the French Commercial Code)

Article L.225-102-3 of the French Commercial Code⁽¹⁾ requires large undertakings and public interest entities active in the extractive industry or operation of primary forestry to disclose in an annual report any payment equal to or greater than €100,000 made to governments in the countries and territories in which they operate.

Vallourec's consolidated report is presented below in accordance with the above-mentioned provisions. This report details the payments made by Vallourec's Extractive Companies, as defined below, to each government in the states and territories in which Vallourec operates, specifying the total amount, the total amount by payment type and the total amount by project.

This report was approved by the Board of Directors of Vallourec SA.

DEFINITIONS

The terms defined below are used in this report as follows:

- **Extractive Companies:** any company or undertaking whose activities partially or fully entail the exploration, prospection, discovery, exploitation and extraction of mineral, oil and natural gas deposits in particular, that are fully consolidated by Vallourec SA, including the parent company.
- **Payment:** any single payment or series of related payments, equal to or greater than €100,000 (or the equivalent), made in cash or in kind.

The types of payments included in this report are as follows:

- **Taxes and other levies:** taxes and levies paid on income, production or profits, excluding consumption taxes such as VAT, customs duties, personal income tax and sales taxes.

- **License fees:** annual license fees, surface rights or rental fees, and any other form of levy related to licenses and/or concessions for extraction areas.
- **Infrastructure upgrade payments:** payments made for local development, including infrastructure upgrades, that are not directly necessary for extractive activities but are required as part of a production-sharing agreement or in accordance with a law relating specifically to oil and gas operations.
- **Government:** any national, regional or local authority of a state or territory, or any administration, agency or undertaking controlled by it.
- **Project:** operating activities governed by a single agreement, license, lease, concession or similar arrangement and forming the basis for obligations to pay consideration to a government. Where several such agreements are interrelated, they are considered a single project.

⁽¹⁾ Article L.225-102-3 of the French Commercial Code transposes into French law certain provisions of Directive 2013/34/EU of the European Parliament and of the Council of June 26, 2013.

REPORTING

This report details all payments made for their extractive activities by the Extractive Companies that are Project operators to Governments of the countries or territories in which they operate, as they appear in the financial statements of the Extractive Companies.

In 2025, the Group made the following payments in respect of taxes due on the operation of its Pau Branco mine in the state of Minas Gerais:

Vallourec Group company	Project	Payment justification	Government	Amount
Vallourec Tubos do Brasil Ltda	Operation of the Pau Branco mine, Brazil	Tax on financial compensation for the exploration of mineral resources - CFEM (Compensação Financeira pela Exploração Mineral)	Brazilian Federal Government	€10,332,511
Vallourec Tubos do Brasil Ltda	Operation of the Pau Branco mine, Brazil	Levy on tax assessments, monitoring and inspection of research, mining, exploration and use of mineral resources (Taxas de Fiscalização sobre Recursos Minerais - TFRM)	Brazilian Federal Government	€3,071,524
Vallourec Tubos do Brasil Ltda	Operation of the Pau Branco mine, Brazil	Income tax	Brazilian Federal Government	€18,380,485

8.4 Cross-reference tables and information incorporated by reference

8.4.1 Cross-reference table between the Universal Registration Document and Annexes 1 and 2 to Commission Delegated Regulation (EU) 2019/980 of March 14, 2019

Annex 1 and 2 to Commission Delegated Regulation (EU) 2019/980 of March 14, 2019	Universal Registration Document	
	Chapters/Sections	Pages
1. Persons responsible, third party information, experts' reports and competent authority approval		
1.1. Persons responsible	8.1.1	392
1.2. Statement by the persons responsible	8.1	392
1.3. Experts' statement or report	N/A	N/A
1.4. Certifications relating to third-party information	N/A	N/A
1.5. Declaration without prior approval of the competent authority	Page AMF	1
2. Statutory Auditors		
2.1. Name and address of the Statutory Auditors	8.2	393
2.2. Statutory Auditors who have resigned, been removed or not been re-appointed during the period covered	N/A	N/A
3. Risk factors		
3.1. Risks related to the Group's strategy and operations	3.1.1	174 to 176
3.2. Operational risks	3.1.2	176 to 178
3.3. Legal and tax risks	3.1.3	179-180
3.4. Financial and market risks	3.1.4	180 to 184
4. Information about the Company		
4.1. Legal and commercial name	5.1.1	268
4.2. Place of registration, registration number and legal entity identifier (LEI)	5.1.2	268
4.3. Date of incorporation and term	5.1.3	268
4.4. Registered office, legal form, legislation, country of incorporation, address and telephone number of the registered office and website	5.1.1, 5.1.2	268
5. Business overview		
5.1. Principal activities		
5.1.1. Nature of operations and principal activities	Profile, 1.1 to 1.3, 1.5, 7.1.6 Note 2.1	4 to 11, 16 to 27, 31 to 41, 315 to 317
5.1.2. New products and/or services	1.2.2.2.1, 1.4	24-25, 28 to 31
5.2. Principal markets	Profile, 1.5.3, 7.1.6 Note 2.1	4 to 9, 32 to 41, 315 to 317
5.3. Key business development events	Profile, 1.1, 1.2, 1.4, 7.1.6 Note 1.3	3, 9, 16 to 20, 21 to 25, 28 to 31, 314
5.4. Strategy and objectives	Profile, 1.5, General disclosures (Chapter 2)	6-7, 31 to 41, 49 to 51
5.5. Dependence on patents, licenses, industrial, commercial or financial contracts and new manufacturing processes	1.4, 3.1.1.4, 3.1.1.5, 7.1.6 Note 4.3	21 to 25, 175, 330
5.6. Basis for any statements made regarding the competitive position	Profile, 1.5.3	8, 32 to 41
5.7. Investments		
5.7.1. Material investments made	6.1.2.2	298-299
5.7.2. Investments in progress or for which firm commitments have already been made	6.1.2.2	298-299
5.7.3. Joint ventures and undertakings in which the Company holds a proportion of the capital likely to have a significant effect on the assessment of its own assets and liabilities, financial position or profits and losses	7.1.6 Notes 5 and Note 10.2	334 to 336, 362-363
5.7.4. Environmental issues that may affect the utilization of property, plant and equipment	2.1, 3.1.2.3, 7.1.6 Note 4.2	61 to 106, 177 to 178, 327 to 329

Annex 1 and 2 to Commission Delegated Regulation (EU) 2019/980 of March 14, 2019	Universal Registration Document	
	Chapters/Sections	Pages
6. Organizational structure		
6.1. Brief description of the Group	1.1, 1.5, 5.7	16 to 20, 31 to 41, 288-289
6.2. List of significant subsidiaries	1.2.2.1.2, 5.7.1, 7.1.6 Note 10.2, 7.3.3 Note E17	22 to 24, 288, 362-363, 383
7. Operating and financial review		
7.1. Financial position		
7.1.1. Development and performance of the issuer's business and changes in its financial position, including both financial and, where appropriate, non-financial key performance indicators	7.1.1 to 7.1.4, 7.1.6 Notes 2.1 to 2.3, 7.3.1, 7.3.2, 7.3.3 Note D8 to D11	306 to 309, 315 to 318, 369, 370, 381-382
7.1.2. Likely future development of the issuer's business and activities in the field of research and development	Profile, 1.4, 1.5, 3.2.2.6.3, 6.2	8-9, 28 to 31, 31 to 41, 191-193, 301
7.2. Operating results		
7.2.1. Significant factors, unusual or infrequent events or new developments, materially affecting income from operations	1.1.2, 1.5, 7.1.6 Notes 1.3 and 2.6	19-20, 31 to 41, 314, 320
7.2.2. Reason for material changes in revenue or income	7.1.6 Notes 2.3 and 2.6	318-219, 320
8. Capital resources		
8.1. Information on capital resources	6.1.2.4, 7.1.4, 7.1.5, 7.1.6 Note 6.1, 7.3.1, 7.3.3 Note C5	300, 309, 310, 337, 369, 377
8.2. Sources, amounts and description of cash flows	6.1.2, 7.1.3, 7.1.6 Notes 7.1.7 and 7.1.8	298 to 300, 308, 346
8.3. Borrowing requirements and funding structure	5.2.6.2 to 5.2.6.3, 6.1.2.1, 6.1.2.3, 7.1.4, 7.1.6 Notes 2.8, 7.1 and 7.2, 7.3.3 Notes A and C3	278-279, 298, 300, 309, 321 to 323, 342 to 347, 371, 375-376
8.4. Information regarding any restrictions on the use of capital resources that have materially affected, or could materially affect, directly or indirectly, operations	7.1.6 Notes 7.1.1 to 7.1.3, 7.3.3 Note C3	343, 379 to 381, 375-376
8.5. Information regarding the anticipated sources of funds needed to fulfill the commitments referred to in item 5.7.2	7.1.6 Notes 7.1, 7.3.3 Note C3	342 to 347, 375-376
9. Regulatory environment		
9.1. Description of the regulatory environment that may materially affect the business, together with information regarding any governmental, economic, fiscal, monetary or political policies or factors that have materially affected, or could materially affect, directly or indirectly, operations	1.5.3, 2.1.3.2 to 2.1.3.3, 3.1	32 to 41, 81-82, 174 to 184
10. Trend information		
10.1. Significant recent trends in production, sales and inventory, and costs and selling prices since the end of the last financial year up to the date of the Universal Registration Document	1.1.2.4	20
10.2. Known trends, uncertainties, demands, commitments or events that are reasonably likely to have a material effect on prospects for at least the current financial year	1.1.2.4, 1.5, 6.2	20, 31 to 41, 301
11. Profit forecasts or estimates		
11.1. Published profit forecasts or estimates	6.2.1	301
11.2. Main assumptions upon which the issuer has based its forecasts or estimates	6.2.2	301
11.3. Statement of comparability with historical financial information and consistency with the issuer's accounting policies	6.2.2	301

Annex 1 and 2 to Commission Delegated Regulation (EU) 2019/980 of March 14, 2019	Universal Registration Document	
	Chapters/Sections	Pages
12. Administrative, management and supervisory bodies and senior management		
12.1. Information concerning members of the administrative and management bodies	Profile, 1.1.2.3, 4.2.1.1.1, 4.2.1.1.2, 4.2.2	12, 20, 198 to 201, 226 to 229
12.2. Administrative and management bodies and conflicts of interest	4.2.1.1.3, 4.2.1.1.4, 4.2.1.2.3, 4.2.1.2.4, 4.5.5	202, 202-203, 218-219, 261
13. Remuneration and benefits		
13.1. Amount of remuneration paid and benefits in kind granted	4.3, 7.1.6 Note 5.3	230 to 244, 336
13.2. The total amounts set aside or accrued to provide for pension and retirement benefits	4.4.1.2, 7.1.6 Notes 5.3, 8 and 9, 7.3.3 Note C7	245-246, 336, 356 to 362, 381
14. Board practices		
14.1. Date of expiration of the current terms of office and the dates the persons took office	4.2.1.1.1, 4.2.1.1.2, 4.2.1.1.4, 4.2.1.1.6	198 to 200, 201, 203, 205 to 216
14.2. Information on service agreements with members of the administrative, management and supervisory bodies	4.4.2.2	260
14.3. Information about the Audit committee and Remuneration committee	3.2.3.3, 4.2.1.1.1, 4.2.1.2.5, 4.2.1.3.2, 4.2.1.3.3	192, 198 to 200, 219 to 222, 224-225
14.4. Statement as to whether or not the issuer complies with the corporate governance regime(s) applicable to the issuer	4.1	198
14.5. Potential material impacts on corporate governance	4.2.1.1.2	201
15. Employees		
15.1. Number of employees at the end of the period or the average for each financial year for the period covered by the historical financial information and a breakdown of persons employed by main category of activity and geographic location	Profile, 2.2.1, 6.1.1.4, 7.3.3 Note E12	4, 107 to 115, 295 to 296, 382
15.2. Shareholdings, stock options and performance share awards concerning persons referred to in point 12.1	4.3.2.3, 4.4.2, 7.1.6 Note 6.3, 7.3.3 Note C6	239 to 243, 246 to 259, 337 to 340, 378 to 380
15.3. Arrangements for involving the employees in the share capital	2.2.2.4, 4.4.2, 7.1.6 Note 1.3, 7.3.3 Note C6	123, 246 to 259, 314, 378 to 380
16. Major shareholders		
16.1. Name of any person other than a member of the administrative, management or supervisory bodies who, directly or indirectly, has an interest in the share capital or voting rights which is notifiable under the issuer's national law, together with the amount of each such person's interest or, if there are no such persons, an appropriate statement to that effect	5.3.1, 5.3.3	280 to 282, 283
16.2. Existence of different voting rights	4.5.8.2, 5.1.8	262, 269
16.3. Direct or indirect ownership or control	5.3.2, 5.3.3.3	283
16.4. Arrangements, the operation of which may at a subsequent date result in a change of control	5.3.3.4	283
17. Related-party transactions		
17.1. Details of related-party transactions	7.1.6 Notes 5.1 and 5.2, 7.3.3 Note D9	337-338, 391
18. Financial information concerning assets and liabilities, financial position and profits and losses		
18.1. Historical financial information		
18.1.1. Audited historical financial information covering the latest three financial years and the audit report in respect of each year	7	305 to 389
18.1.2. Change of accounting reference date	N/A	N/A
18.1.3. Accounting standards	7.1.6 Note 1.1, 7.3.3 Note B	312, 371
18.1.4. Change of accounting framework	N/A	N/A
18.1.5. Audited financial information prepared according to national accounting standards	7	305 to 389

Annex 1 and 2 to Commission Delegated Regulation (EU) 2019/980 of March 14, 2019	Universal Registration Document	
	Chapters/Sections	Pages
18.1.6. Consolidated financial statements	7.1	306 to 364
18.1.7. Age of financial information	7	305 to 389
18.2. Interim and other financial information		
18.2.1. Half-yearly or quarterly financial information	N/A	N/A
18.3. Auditing of historical annual financial information		
18.3.1. Independent audit of historical annual financial information	7.2, 7.4	365 to 368, 385 to 388
18.3.2. Other information audited by the auditors	Chapter 2 Appendix 3	149 to 151
18.3.3. Financial information not extracted from the audited financial statements	N/A	N/A
18.4. Pro forma financial information		
18.4.1. Significant change in gross values	N/A	N/A
18.5. Dividend policy		
18.5.1. Description of the policy on dividend distributions and any restrictions thereon	5.1.7, 5.5	268, 285
18.5.2. Amount of dividend per share	5.5	285
18.6. Legal and arbitration proceedings		
18.6.1. Significant proceedings	7.1.6 Notes 2.8.3 and 9, 7.3.3 Note C7	324, 361-362, 381
18.7. Significant change in the financial position after the reporting date		
18.7.1. Description	1.1.2.4, 7.1.6 Note 11.2, 7.3.3 Note E16	20, 364, 383
19. Additional information		
19.1. Share capital		
19.1.1. Amount of capital issued and authorized, number of shares issued and fully paid and issued but not fully paid, par value per share, reconciliation of the number of shares outstanding at the beginning and end of the year	5.2.2, 7.1.6 Note 6.1	270, 339
19.1.2. Information about shares not representing capital	5.2.6	278
19.1.3. Number, book value and face value of shares in the issuer held by or on behalf of the issuer itself or by subsidiaries of the issuer	5.2.4	275-276
19.1.4. Information about convertible securities, exchangeable securities or securities with warrants	5.2.3.2.1, 5.2.6.1, 7.3.3 Note C2	274, 278, 374
19.1.5. Information about and terms of any acquisition rights and/or obligations over authorized but unissued capital or an undertaking to increase the capital	5.2.3.1	271 to 273
19.1.6. Information about any capital of any member of the Group which is under option or agreed conditionally or unconditionally to be put under option	N/A	N/A
19.1.7. History of share capital	5.2.5	277
19.2. Memorandum and Articles of Association		
19.2.1. Register and issuer's objects and purposes	5.1	268
19.2.2. Rights, preferences and restrictions attaching to each class of existing shares	5.1.8	269
19.2.3. Provisions of the issuer's Memorandum and Articles of Association, charter or rules that would have an effect of delaying, deferring or preventing a change in control of the issuer	N/A	N/A
20. Material contracts		
20.1. Summary of each material contract	N/A	N/A
21. Documents available		
21.1. Statement on available documents	5.1.5, 5.6.1	268, 286

8.4.2 Cross-reference table between the Universal Registration Document and the Annual Financial Report

Annual financial report

Article L.451-1-2 of the French Monetary and Financial Code and Article 222-3 of the AMF General Regulations

	Universal Registration Document	
	Chapters/Sections	Pages
1. Parent company financial statements	7.3	369 to 384
2. Consolidated financial statements	7.1	308 to 364
3. Statutory Auditors' report on the parent company financial statements	7.4	385 to 388
4. Statutory Auditors' report on the consolidated financial statements	7.2	365 to 368
5. Management report	See cross-reference table in the management report	400-401
6. Statement by the person responsible for the annual financial report	8.1.2	392
7. Corporate governance report	See the table on the corporate governance report	402-403
8. Report on the certification of sustainability information	Chapter 2 of Appendix 3	151

8.4.3 Cross-reference table between the Universal Registration Document and the Board of Directors' management report (including the Sustainability Statement)

This Universal Registration Document includes all elements from the Board of Directors' management report as required by the applicable law and regulations. The table below identifies the sections and pages of this Universal Registration Document constituting the management report.

Reference texts	Required disclosures	Sections/Chapters	Pages
SITUATION AND BUSINESS OF THE COMPANY			
French Commercial Code Articles L.232-1, II, L.233-6 and L.233-26	Situation of the Company and an objective, exhaustive analysis of business trends, earnings and the financial position of the Company and the Group, in particular its debt profile in relation to the volume and complexity of its business	6.1, 6.3, 7.1.1 to 7.1.5, 7.3.1, 7.3.2	292 to 300, 302-303, 306 to 310, 369, 370
French Commercial Code Article L.232-1, II	Financial key performance indicators	Profile, 7.1.1 to 7.1.5, 7.3.1 to 7.3.2	4-5, 13, 306, 310, 369-370
French Commercial Code Articles L.232-1, II and L.233-26	Material events between the reporting date and the date the report was prepared	1.1.2.4, 7.1.6 Note 11.2, 7.3.3 Note E16	20, 364, 383
French Commercial Code Article L.232-1, II	Existing branches	1.2.2.2.3	25
French Commercial Code Article L.233-6 para. 1	Significant equity stakes in companies headquartered in French territory	N/A	N/A
French Commercial Code Articles L.233-29, L.233-30 and R.233-19	Disposal of cross-shareholdings	N/A	N/A
French Commercial Code Articles L.232-1, II and L.233-26	Foreseeable developments in the situation of the Company and the Group and outlook	1.4, 1.5, 6.2	28 to 31, 31 to 41, 301
French Commercial Code Articles L.232-1, II and L.233-26	Research and development activities	1.4, 3.2.2.6.3, 6.1.1.4	28 to 31, 190, 295
French Commercial Code Article L.232-11, II	Essential intangible resources, the way in which the Company's business model fundamentally depends on these resources and how they constitute a source of value creation for the Company	1.4.1.4, 3.1.3.2, 7.1.6 Note 4.3, 7.3.3 Note B	30, 179-180, 330, 371 to 373
French Commercial Code Article L.22-10-35, I	The impact of the Company's activities on the fight against tax evasion	2.3.3, 3.1.3.3	133, 180
French Commercial Code Article L.22-10-35, II	Actions to promote the link between the Nation and its armed forces	2.2.2.3	121
French Commercial Code Article L.22-10-35, III	Initiatives to promote citizen engagement in local democracy	22.6	130
French Commercial Code Article R.225-102	Company five-year financial summary	7.3.3 Note E18	384
French Commercial Code Articles L.441-14 and D.441-6	Information on payment terms for suppliers and customers	6.3	302-303
French Monetary and Financial Code Articles L.511-6 and R.511-2-1-3	Amount of intercompany loans granted and statement by the Statutory Auditor	4.5.2.1, 7.3.3 Note C1	260, 374
INTERNAL CONTROL AND RISK MANAGEMENT			
French Commercial Code Article L.232-1, II	Main risks and uncertainties facing the Company	3.1	174 to 184
French Commercial Code Article L.232-1, II	Hedging objectives and policy for each category of transaction and the Company's exposure to price, credit, liquidity and cash flow risks. This information includes the Company's use of financial instruments.	3.1.4, 7.1.6 Notes 6.1, 7.4.3 and 7.4.4, 7.3.3 Notes B, C3 and C7	180 to 184, 337, 351-352, 353 to 356, 371, 375, 381
Law No. 2016-1691 of December 9, 2016 ("Sapin II")	Anti-corruption measures	2.3.2, 3.1.3.1, 3.2.2.3	131 to 133, 179, 187

Reference texts	Required disclosures	Sections/Chapters	Pages
French Commercial Code Article L.22-10-35, I	Financial risks related to the effects of climate change and presentation of risk mitigation measures	3.1.2.3	177-178
French Commercial Code Article L.22-10-35, II	Main characteristics of internal control procedures relating to the preparation and processing of accounting and financial information	3.2.2.4	188
French Commercial Code Article L.225-102, 1	Vigilance Plan and implementation report	2.4	134 to 139
SHAREHOLDING STRUCTURE AND SHARE CAPITAL			
French Commercial Code Article L.233-13	Structure and changes in the Company's share capital and crossing of share ownership thresholds	5.1.9, 5.2.2, 5.2.5, 5.3.1	269, 270, 277, 280 to 282
French Commercial Code Articles L.225-211 and R.225-160	Acquisition and sale by the Company of its own shares	5.2.4, 7.3.3 Note C2	275-276, 374
French Commercial Code Article L.225-102 paragraph 1	Update on employee share ownership	2.2.2.4, 4.3.2, 5.3.1	123, 236 to 244, 256 to 259
French Commercial Code Articles R.228-90 and R.228-91	Any adjustments made for securities granting access to the capital in the event of share buybacks or financial transactions	N/A	N/A
French Monetary and Financial Code Articles L.621-18-2 and R.621-43-1 AMF General Regulations Article 223-26	Transactions in the Company's securities by management and related persons	4.5.1.1	260
French Tax Code Article 243 <i>bis</i>	Amount of dividends paid during the past three years	5.5	285
French Commercial Code Articles L.225-211	Buyback by the Company of its own shares	5.2.4, 7.3.3 Note C2	275-276, 374
SUSTAINABILITY STATEMENT			
French Commercial Code Article L.232-6 3	Sustainability information	Chapter 2	45 to 171
French Commercial Code Article L.232-6 3, L.233-28-4	Sustainable development strategy and Group Environmental Policy	General disclosures	49 to 52
French Commercial Code Article L.232-6 3, L.233-28-4	General disclosures	General disclosures	46 to 60
French Commercial Code Article L.232-6 3, L.233-28-4	Environmental information (including European Taxonomy)	2.1	61 to 106
French Commercial Code Article L.232-6 3, L.233-28-4	Social information	2.2	107 to 130
French Commercial Code Article L.232-6 3, L.233-28-4	Governance information	2.3	130 to 133
French Commercial Code Article L.233-28-4 III	Report on the certification of sustainability information	Appendix 3	149 to 151
ADDITIONAL INFORMATION REQUIRED FOR THE PREPARATION OF THE MANAGEMENT REPORT			
French Tax Code Articles 223 <i>quater</i> and 223 <i>quinquies</i>	Additional tax information	6.3	302-303
French Commercial Code Article L.464-2	Injunctions or monetary penalties for anti-competitive practices	N/A	N/A

8.4.4 Cross-reference table between the Universal Registration Document and the Board of Directors' corporate governance report

This Universal Registration Document includes all elements from the Board of Directors' corporate governance report as required by the applicable law and regulations. The table below identifies the sections and pages of this Universal Registration Document constituting the corporate governance report.

Reference texts	Required disclosures	Sections/Chapters	Pages
INFORMATION ON REMUNERATION			
French Commercial Code Articles L.22-10-8, I. and R.22-10-14	Remuneration policies for corporate officers	4.3.1	230 to 236
French Commercial Code Article L.22-10-9, I. 1° and R.22-10-15	Total remuneration and benefits of any kind paid during or awarded for the year to each corporate officer	4.3.2	236 to 244
French Commercial Code Article L.22-10-9, I., 2°	Relative proportion of fixed and variable remuneration	4.3.2.3	239 to 243
French Commercial Code Article L.22-10-9, I., 3°	Use of the possibility of clawing back variable compensation	N/A	N/A
French Commercial Code Article L.22-10-9, I., 4°	Commitments of any kind made by the Company in favor of its corporate officers	4.3.2.3, 4.4.1.2	239 to 243, 245-246
French Commercial Code Article L.22-10-9, I., 5°	Remuneration paid or awarded by consolidated companies as defined by Article L.233-16 of the French Commercial Code	N/A	N/A
French Commercial Code Article L.22-10-9, I., 6°	Ratios between the remuneration of each executive corporate officer and the average and median remuneration of Company employees	4.3.2.4	244
French Commercial Code Article L.22-10-9, I., 7°	Annual change in remuneration, Company performance, average remuneration of Company employees and the above-mentioned ratios over the last five fiscal years	4.3.2.4	244
French Commercial Code Article L.22-10-9, I., 8°	Explanation of how total remuneration complies with the adopted remuneration policy, including how it contributes to the Company's long-term performance, and how performance criteria have been applied	4.3.2.1	237
French Commercial Code Article L.22-10-9, I., 9°	How the vote of the last Ordinary Shareholders' Meeting was taken into account, in accordance with Article L.22-10-34, I. of the French Commercial Code	4.3.2.1	237
French Commercial Code Article L.22-10-9, I., 10°	Discrepancies as regards the procedure for implementing the remuneration policy and any departures from said procedure	N/A	N/A
French Commercial Code Article L.22-10-9, I., 11°	Application of the provisions set out in Article L.225-45, paragraph 2, of the French Commercial Code	N/A	N/A
French Commercial Code Articles L.225-185 and L.22-10-57	Award and mandatory holding of stock options by corporate officers	4.3.2.3.2, 4.4.2.3.3, 5.2.3.2.4, 7.1.6 Note 6.3, 7.3.3 Note C6	242-243, 256 to 259, 274, 337 to 340, 378 to 380
French Commercial Code Articles L.225-197-1 and L.22-10-59	Award and mandatory holding of free shares by executive corporate officers	4.3.2.3.1, 4.3.2.3.2, 4.4.2, 5.2.3.2.2, 5.2.3.2.3, 7.1.6 Note 6.3, 7.3.3 Note C6	239 to 241, 242-243, 246 to 252, 274, 274-275, 337 to 340, 378 to 380

Reference texts	Required disclosures	Sections/Chapters	Pages
INFORMATION ON CORPORATE GOVERNANCE			
French Commercial Code Article L.225-37-4, 1°	List of all offices and positions held in any company by each corporate officer during the year	4.2.1.1.6	205 to 216
French Commercial Code Article L.225-37-4, 2°	Agreements between an executive or a major shareholder and a subsidiary	4.5.2, 4.4.3, 4.6	260, 261, 264
French Commercial Code Article L.225-37-4, 3°	Table summarizing current delegations of authority granted by the Shareholders' Meeting for capital increases	4.5.6, 5.2.3.1	261, 271 to 273
French Commercial Code Article L.225-37-4, 4°	Method of exercising executive management	4.2.2	226 to 229
French Commercial Code Article L.22-10-10, 1°	Membership of the Board and conditions for preparation and organization of its work	1.1.2.3.2, 3.2.3.2, 4.2.1, 5.3.3.1	20, 192, 198 to 226, 283
French Commercial Code Article L.22-10-10, 2°	Diversity policy and application of the principle of gender balance on the Board of Directors	4.2.1.1.1, 4.2.1.1.3	198, 202-203
French Commercial Code Article L.22-10-10, 3°	Any restrictions on the Chief Executive Officer's powers set by the Board of Directors	4.2.2.1.4	227-228
French Commercial Code Article L.22-10-10, 4°	Reference to a corporate governance code and application of the "comply or explain" principle	4.1	198
French Commercial Code Article L.22-10-10, 5°	Special arrangements for shareholder participation in the Shareholders' Meeting	4.5.7, 5.1.8	262, 269
French Commercial Code Article L.22-10-10, 6°	Procedure for assessing agreements relating to routine transactions entered into at arm's length conditions (ordinary agreements) and implementation of that procedure	4.5.4	261
French Commercial Code Article L.22-10-10, 7°	Main characteristics of internal control procedures relating to the preparation and processing of accounting and financial information	3.2	185 to 194
INFORMATION THAT MAY HAVE AN IMPACT IN THE EVENT OF A PUBLIC PURCHASE OR EXCHANGE OFFER			
French Commercial Code Article L.22-10-11	Capital structure of the Company	4.5.8.1	262
	Restrictions in the Articles of Association on the exercise of voting rights and on transfers of shares, or clauses of agreements brought to the attention of the Company pursuant to Article L.233-11 of the French Commercial Code	4.5.8.2	262
	Direct or indirect shareholdings in the Company's capital of which the Company is aware pursuant to Articles L.233-7 and L.233-12 of the French Commercial Code	4.5.8.1	262
	List and description of holders of any securities with special rights	4.5.8.3	262
	Agreements between shareholders of which the Company is aware that could lead to restrictions on the transfer of shares and the exercise of voting rights	4.5.8.5, 5.3.3.2	262, 283
	Rules applicable to the appointment and replacement of the members of the Company's Board of Directors and to the amendment of its Articles of Association	4.5.8.6, 5.3.3.1	262, 283
	Powers of the Board of Directors, in particular with regard to the issue or repurchase of shares	4.5.8.7	263
	Agreements entered into by the Company that are modified or terminated in the event of a change of control of the Company, unless such disclosure - except in cases where disclosure is required by law - would seriously harm the Company's interests	4.5.8.8	263
	Agreements providing for payments to members of the Board of Directors or to employees if they resign or are dismissed for no real or serious cause, or if their employment is terminated due to a public purchase or exchange offer	4.5.8.9	263

8.4.5 Information incorporated by reference

In accordance with Article 19 of European regulation (EU) No. 2017/1129, this Universal Registration Document incorporates the following information by reference (available on Vallourec's website: <https://www.vallourec.com/en/investors/regulated-information>):

- the parent company and consolidated financial statements for the year ended December 31, 2023, the Statutory Auditors' reports thereon, and the management report, presented respectively in sections 7.1 (pages 272 to 332), 7.3 (pages 333 to 336), 7.2 (pages 333 to 336), 7.4 (pages 356 to 359) and 8.3 (page 363) of the 2023 Universal Registration Document, filed with the AMF on March 14, 2024 under No. D.24-0113.
- the parent company and consolidated financial statements for the year ended December 31, 2024, the Statutory Auditors' reports thereon, and the management report, presented respectively in sections 7.1 (pages 308 to 370), 7.3 (pages 375 to 394), 7.2 (pages 371 to 374), 7.4 (pages 395 to 398) and 8.3 (pages 403 to 404) of the 2024 Universal Registration Document, filed with the AMF on March 27, 2025 under No. D.25-0192.

Other than the information incorporated by reference, the information on Vallourec's website www.vallourec.com does not form part of this Universal Registration Document.

8.5 Other periodic information required under the General Regulations of the AMF

The Universal Registration Document includes some of the periodic information required under the terms of the General Regulations of the French securities regulator (*Autorité des marchés financiers* – AMF). The following table provides details of the pages of this Universal Registration Document on which this information appears.

	Universal Registration Document	
	Sections	Pages
Board of Directors' report on remuneration for 2024 for corporate officers	4.3.2	236 to 244
Statutory Auditors' fees	7.1.6 (Note 11.1)	364
Description of the share buyback program (Article 241-2 of the AMF's General Regulations)	5.2.4.2	276



Graphic design by PricewaterhouseCoopers Advisory

Contact: fr_content_and_design@pwc.com

Photo credits: Schmidt Studio, A. Février, A. Dupeyron, P. Zamora, Curraheeshuter, Marc Chesneau, Vallourec, Getty Images, Philippe Dureuil, E. Liu and J. Hamrick.



REGISTERED OFFICE

12 rue de la Verrerie
92190 Meudon (France)
552 142 200 RCS Nanterre

Tel.: +33 (0)1 49 09 35 00

WWW.VALLOUREC.COM

A French limited company (société anonyme) with a Board of Directors
and issued capital of €4,768,147.86