

SGS

**SGS 2021 Full
Year Results
Presentation**



Disclaimer

Certain matters discussed in this presentation may constitute forward-looking statements that are neither historical facts nor guarantees of future performance. Because these statements involve risks and uncertainties that are beyond control or estimation of SGS, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. These statements speak only as of the date of this document. Except as required by any applicable law or regulation, SGS expressly disclaims any obligation to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in SGS Group's expectations with regard thereto or any change in events or conditions on which any such statements are based.

Building a thriving future at SGS



Covid-19 protocols remain in place

Employee safety is our paramount priority

- The global situation has improved, but remains uncertain and challenging in parts of our network
- Additional measures adopted by Operational Integrity are in place including: work from home, cleaning stations, additional hygiene and disinfection procedures, mask wearing, social distancing
- We continue to ensure that Personal Protective Equipment is available globally
- Business continuity measures are ongoing and the Crisis Management Team remains mobilized

A strong operational performance in 2021

2021 highlights

Revenue

CHF 6.4 BN

14.2% CCY¹ 8.9% Organic*



Adjusted Operating Income*

CHF 1 055 MIO

16.8% CCY¹



Profit for the Period

CHF 655 MIO

29.7%



Free Cash Flow*

CHF 635 MIO

(16.2%)



Return on Invested Capital*

19.6%

3.1 pp³



Proposed Dividend

CHF 80



1. Constant currency (CCY)*.

2. 2020 ROIC at 20.9% when adjusted for SYNLAB Analytics & Services (A&S) acquisition completed on 31 December 2020.

3. Percentage points.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.



Strategic progress

Becoming a more sustainable, data-driven company

- We continue to build on our culture of sustainability delivering value to society: launch of SA2030, further aligning capital allocation and management incentivization to sustainability criteria, launch of our Sustainability Solutions Framework
- Accelerated net capex in our strategic priority areas
- Focused M&A strategy including acquisitions in cybersecurity, health sciences, cosmetics and food
- Significant investment in our platform: Digital & Innovation; Level Up IT, Finance and Operations; World Class Services

20% of revenue through digital services

Category

1 Service execution delivered through digital middle and back-office (ie digital lab, remote inspection, AI, RPA)

2 Delivery and customer interaction fully supported by digital front-end tools (ie online sales, portals, optimised end-to-end customers journeys, IoT)

3 Full automated services, sold and delivered with no human intervention (ie new digital services, data based services)

Example of progress in 2021

- Roll-out Digital Labs 10% completed
 - Launch of SGS Emerging Technology Competence Center (artificial intelligence and intelligent automation)
 - Partnership with Microsoft to accelerate digital transformation
-
- SGS Digital Hub established (digitalizing existing customer journeys and improving customer experience)
 - Over 20 new IoT services in Innovation pipeline
 - Pilot of new eCommerce and online sales approach
-
- Innovation squads launched in Portugal (rapid validation new digital products and services)
 - > 90 Digital & Innovation projects in the pipeline
 - Launched SGS Moonshot innovation campaign

We continue to invest in our strategic priority areas

2021 Acquisitions



Quay Pharmaceuticals Limited

Division: H&N
Location: United Kingdom



Analytical & Development Services (ADS)

Division: H&N
Location: United Kingdom



International Service Laboratory (ISL)

Division: H&N
Location: Ireland



Groupe IDEA TESTS

Division: H&N
Location: France



BrightSight

Division: C&P
Location: The Netherlands

We continue to invest in our strategic priority areas

2021 Acquisitions



Sulphur Experts Inc.

Division:
NR

Location:
Canada



Autoscope/CTOK

Division:
I&E

Location:
France



**BZH GmbH Deutsches
Beratungszentrum
für Hygiene**
(MAJORITY STAKE)

Division:
I&E

Location:
Germany



Metair Lab

Division:
I&E

Location:
France



The Lab (Asia) Ltd.
(ACQUISITION OF 49%
MINORITY STAKE)

Division:
I&E

Location:
Hong Kong, China

A strong operational performance in 2021

A strong performance in 2021

2021 Financial highlights

(CHF million)	December 2021	December 2020	Change in %	December 2020 CCY ¹	Change in CCY ¹ %
Revenue	6 405	5 604	14.3	5 607	14.2
Operating income (EBIT)	977	795	22.9	799	22.3
Operating income margin	15.3%	14.2%		14.3%	
Adjusted operating income*	1 055	900	17.2	903	16.8
Adjusted operating income margin*	16.5%	16.1%		16.1%	
Profit for the period	655	505	29.7		
Profit attributable to equity holders of SGS SA	613	480	27.7		
Basic EPS (CHF)	81.91	64.05	27.9		
Adjusted basic EPS (CHF)*	89.46	75.44	18.6		
Cash flow from operating activities	1 169	1 186	(1.4)		
Free cash flow*	635	758	(16.2)		

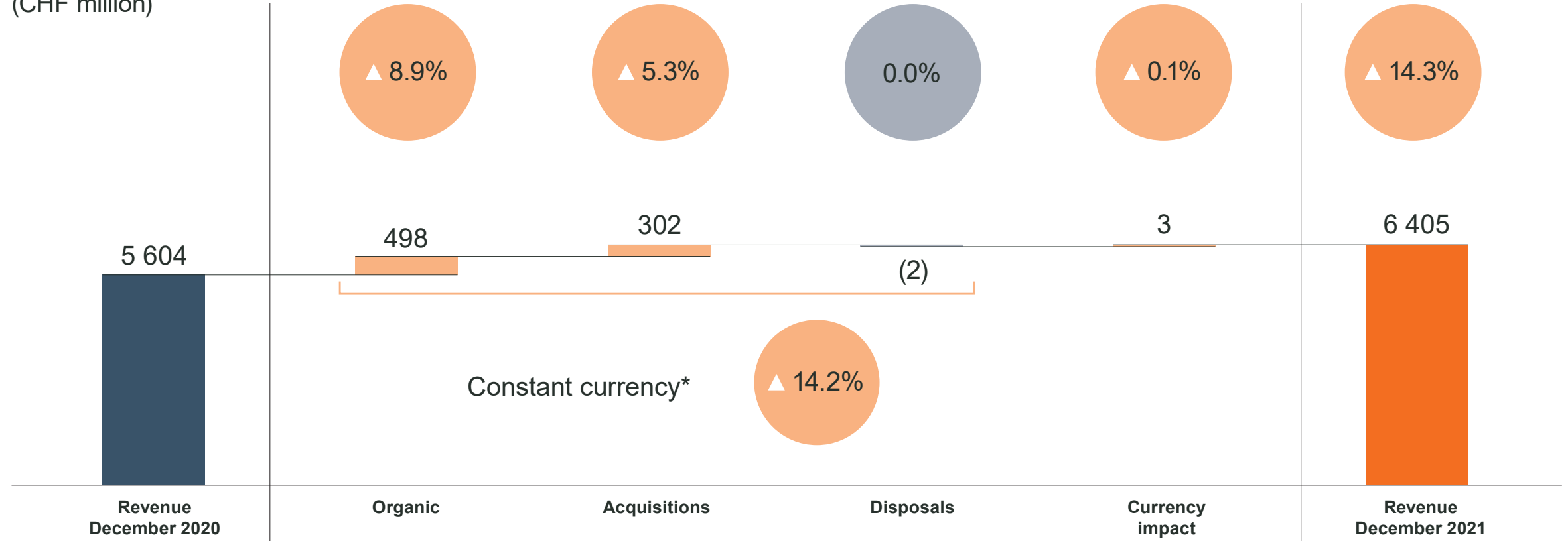
1. Constant currency (CCY)*.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

A strong recovery in organic growth

2021 Revenue composition

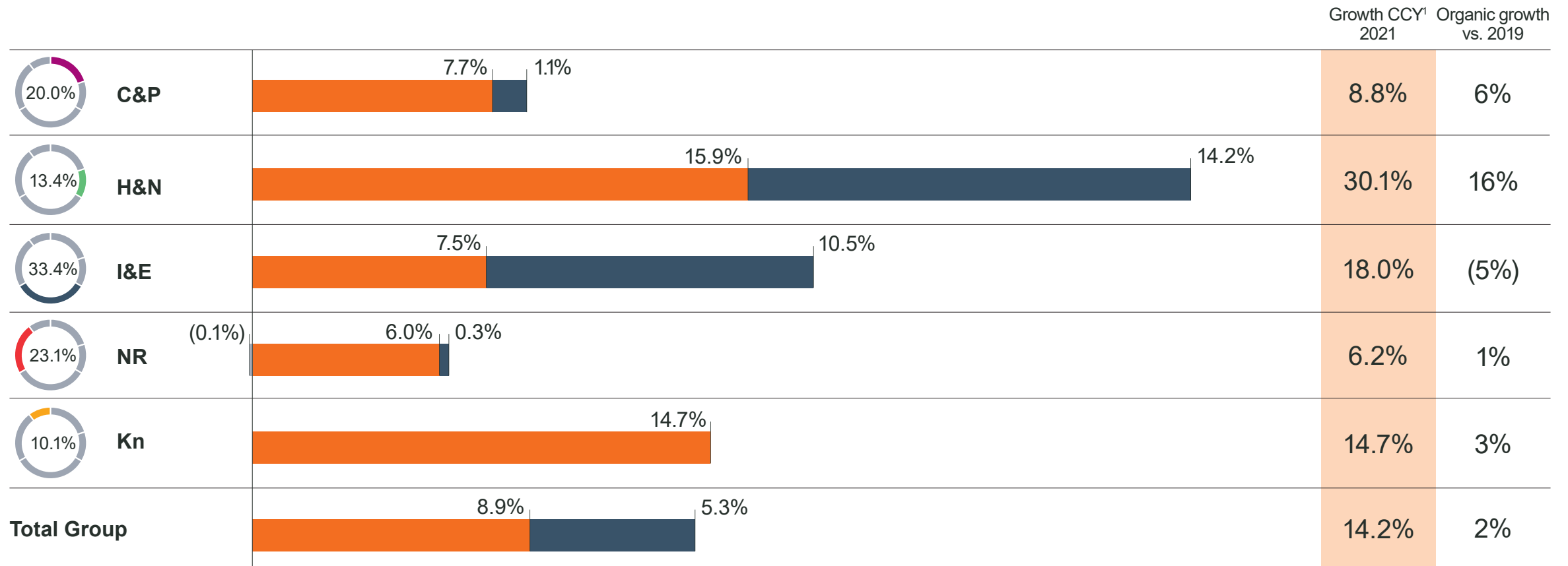
(CHF million)



* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

H&N, C&P and Kn continue to lead organic growth

2021 Revenue growth¹ by division



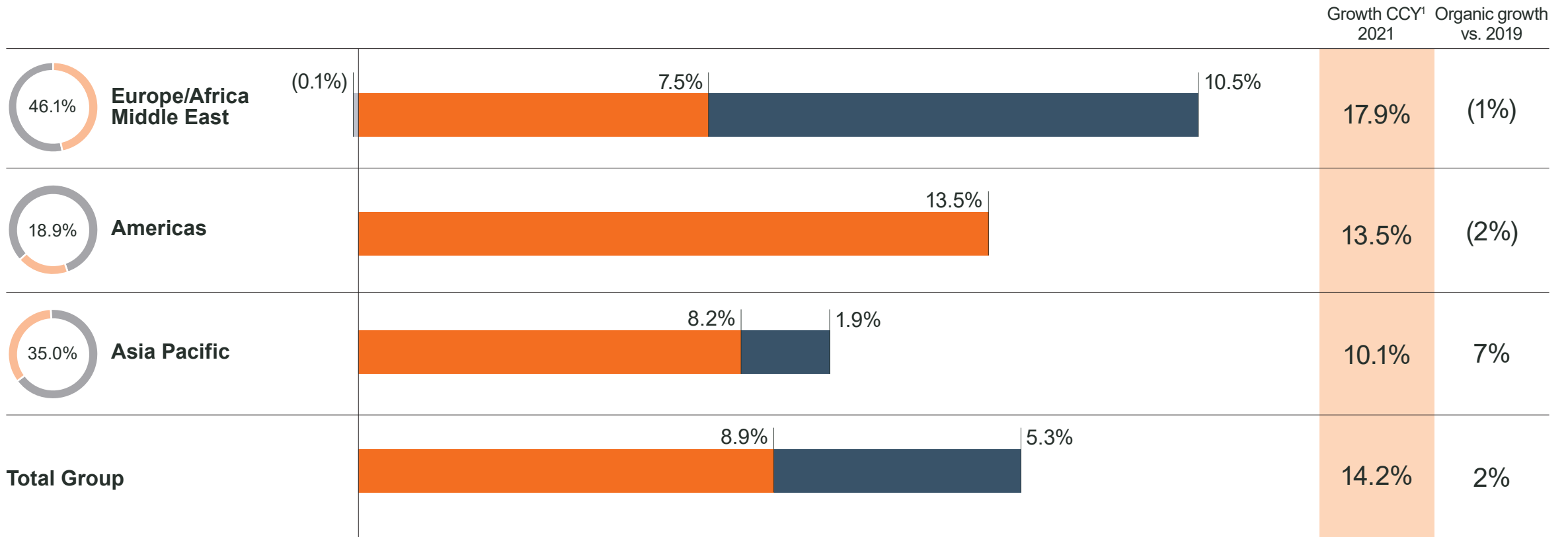
1. Constant currency (CCY)*.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

Organic Acquisitions Disposals




Strong growth across our global network

2021 Revenue growth¹ by region



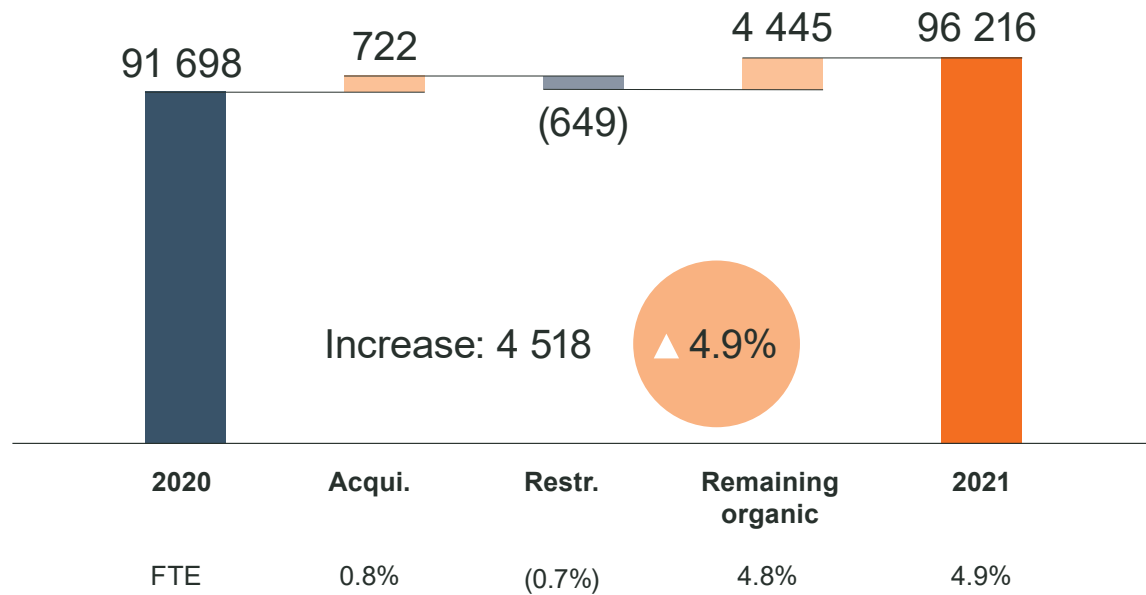
1. Constant currency (CCY)*.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

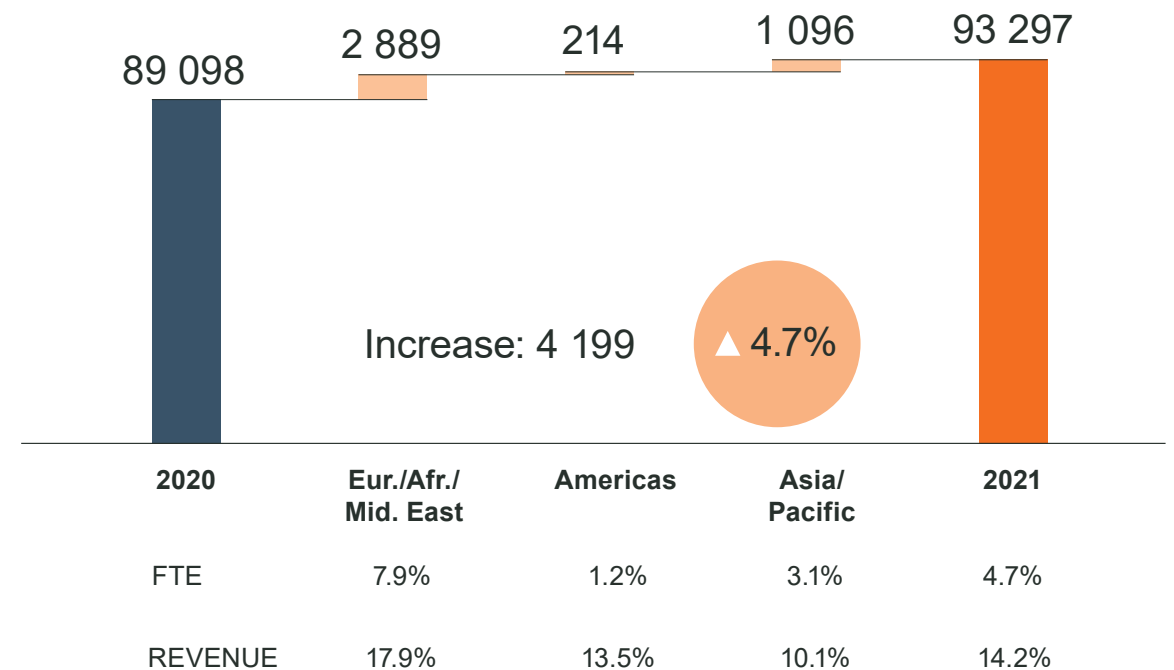
 Organic
  Acquisitions
  Disposals

Controlled average headcount increase of 5%

FTE¹ End of period



FTE¹ Average by region

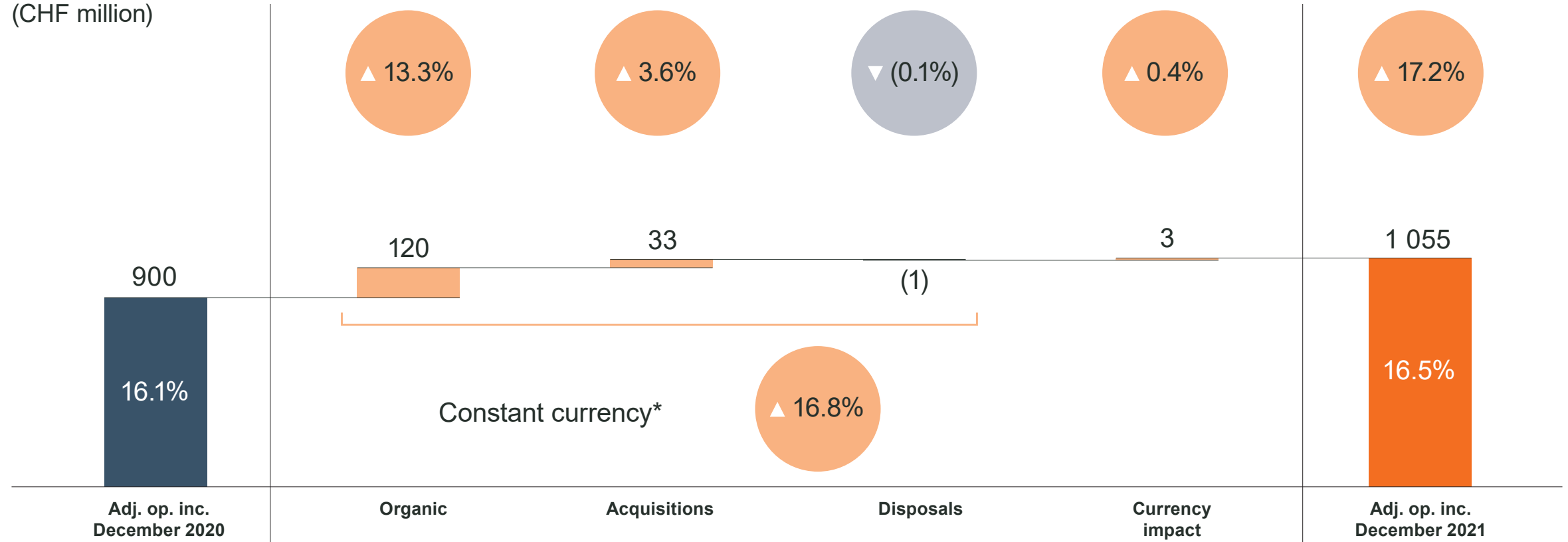


1. Full-Time Equivalent (FTE) Employees.

Strong adjusted operating income progress

2021 Adjusted operating income*

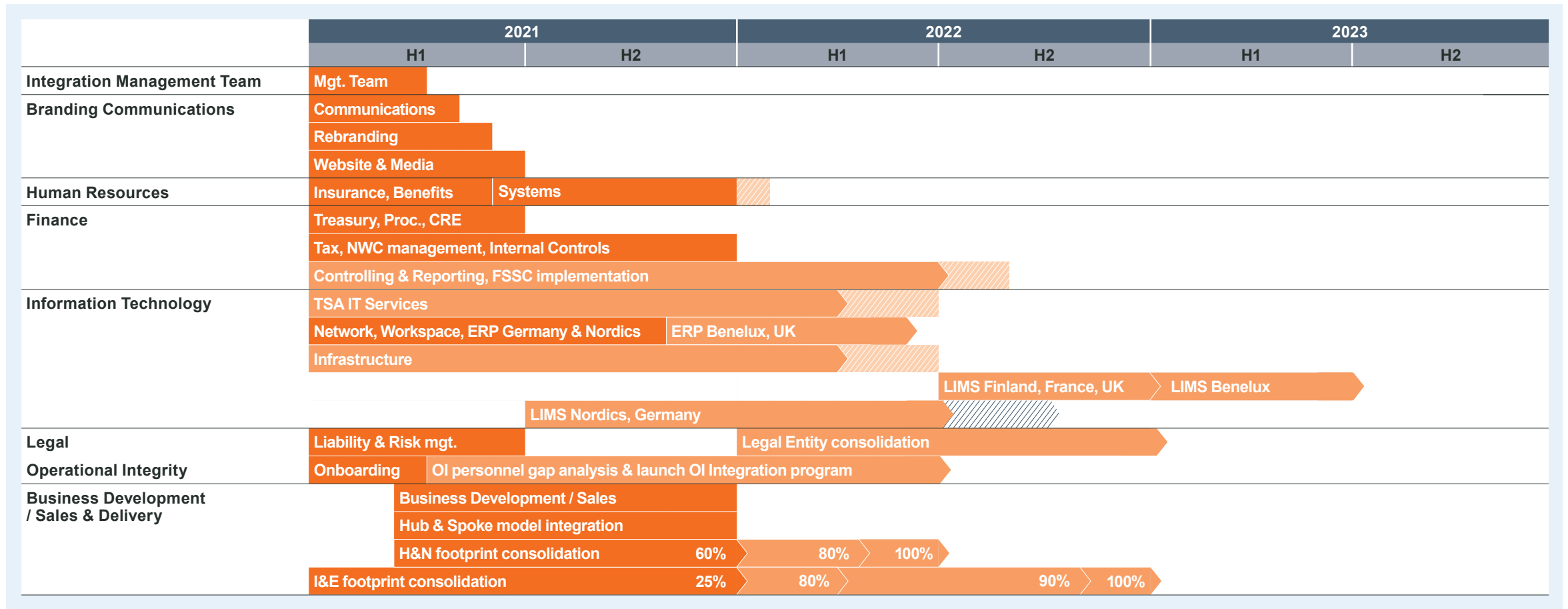
(CHF million)



* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

The integration of SGS Analytics is on track

Formerly A&S Synlab – the integration is expected to unlock cost synergies of CHF 20 million



■ Achieved
 ■ In progress
 ▨ Ahead of schedule
 ▧ Delayed

Level Up IT, Operations and Finance

Level Up Finance

2021 Accomplishments

- Financial Shared Services Center (FSSC) on-boarding (incl. Group standard ERP) for Nordics, Germany (SGS Analytics) and Southern Africa
- EPM: Reporting process fully harmonized/standardized
- Go-live of centralized billing in India, Mexico and South Africa & centralized cash collection for Spain

2022 Key objectives

- Setup of FSSC in Mexico covering Americas
- FSSC – on-boarding of 16 additional countries
- Go-live of centralized billing in 14 additional countries

Level Up IT/Operations

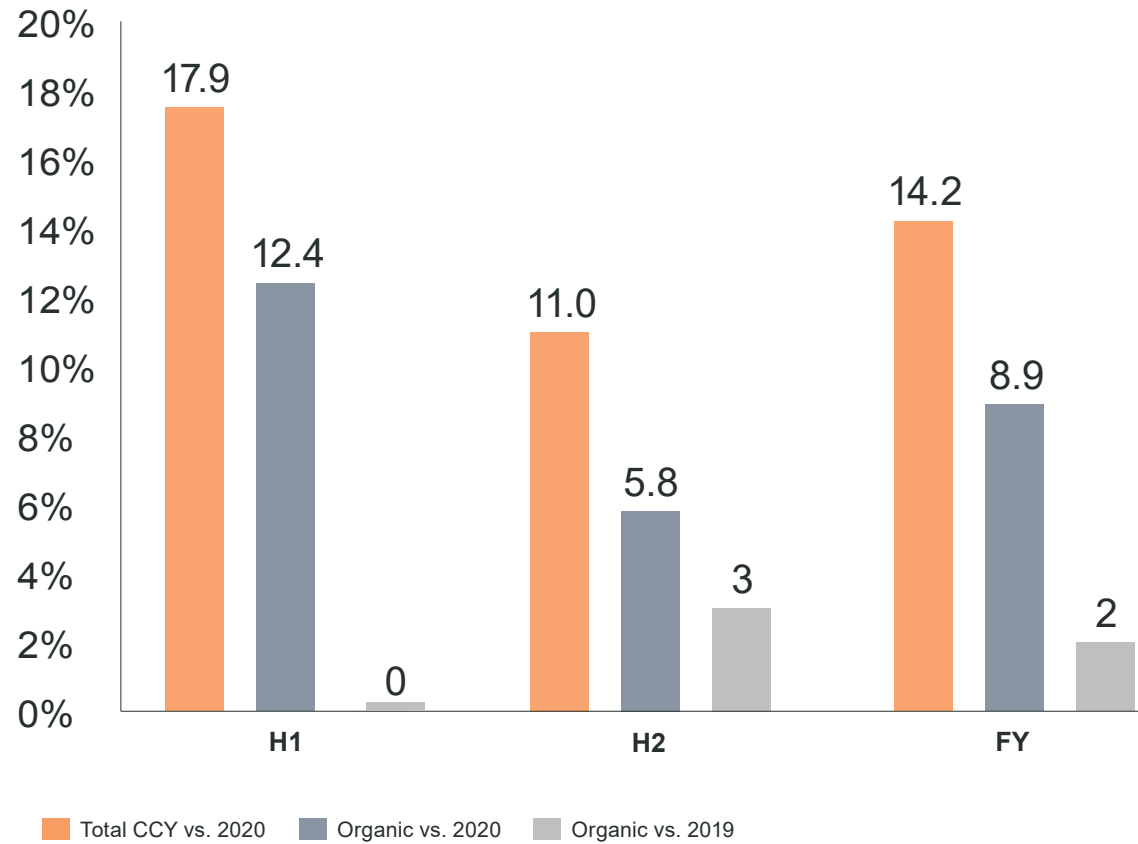
- Knowledge: Global roll-out of a standardized, fully integrated and digitalized 3rd party certification system
- Design of the CORE for the digital lab model for the Environment, Food and Life lab testing activities
- Roll-out of new generation digital lab model started – covering 10% of lab revenues
- 60% of current World Class Services (WCS) labs have been audited and 5 labs passed their 2nd audit

- Adoption of DevOps, DevSecOps and global roll-out of ITSM supported by a single tool
- Implement a program to improve discretionary/non-discretionary spend according to 2023 targets
- Accelerate the roll-out of the CORE digital lab model across various businesses
- Continue to focus on the delivery of the external audit plan (22 audits)/expand to 5 new labs implementing WCS

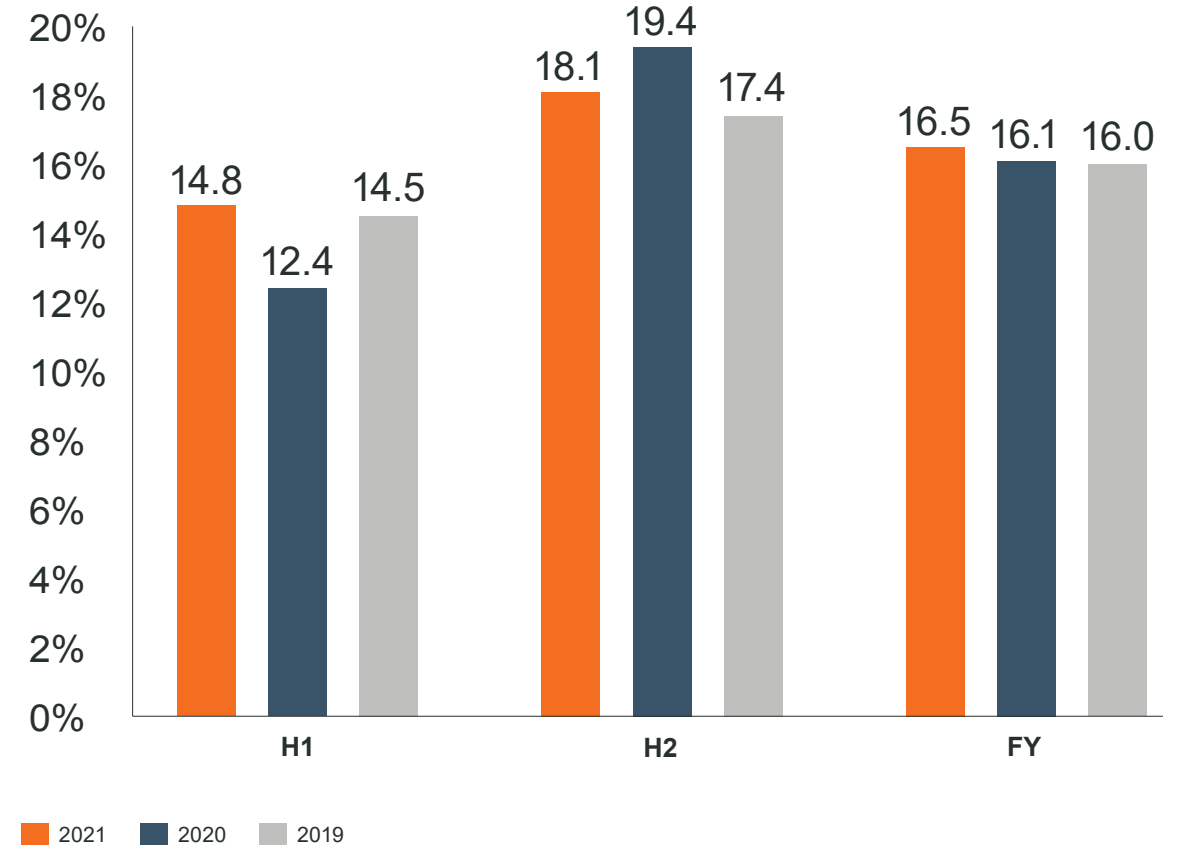
Well on track to achieve 2023 Level Up objectives

A strong margin achieved in H2

Revenue growth evolution



AOI* margin evolution CCY¹

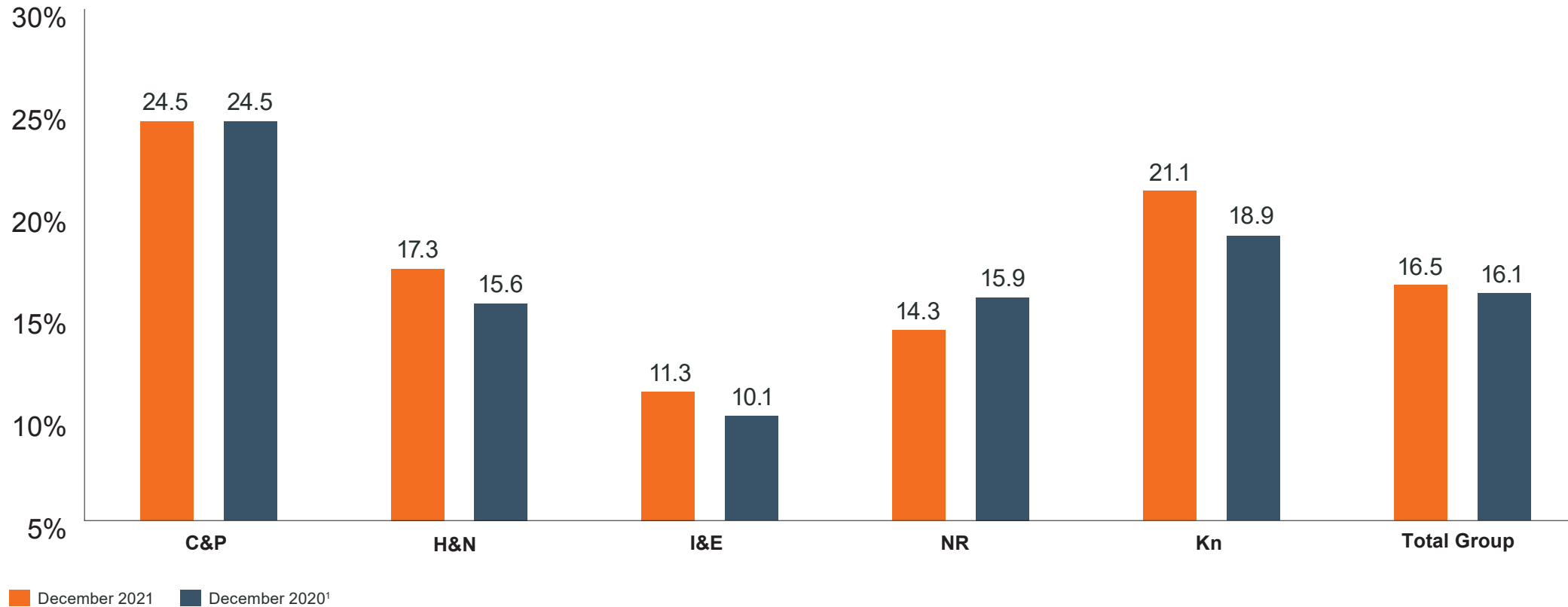


1. Constant currency (CCY)*.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

Improving volumes and financial discipline drives margin performance

2021 Adjusted operating income margin^{1,*}



1. Constant currency (CCY)*.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.



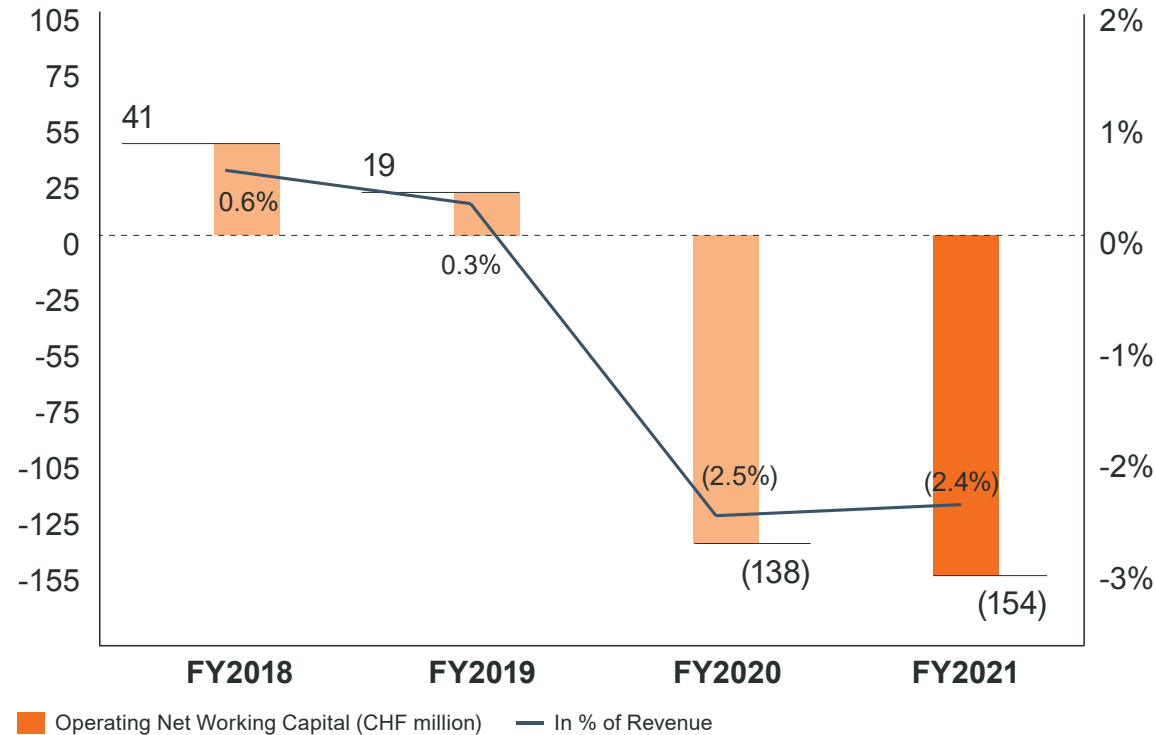
Aligning capital allocation to strategic priorities

Financial discipline

- Free cash flow fell due to material capex investment and a higher net working capital requirement to support the recovery in activity
- Capex more aligned to sustainability ambitions (energy efficient buildings and OC traffic light system)
- M&A achievements: nine acquisitions for a total cash consideration of CHF 214 million
- EUR 750 million Euro bond successfully issued
- EUR 1 billion Sustainability-Linked Revolving Credit Facility (RCF) signed
- Stable dividend at CHF 80

A strong net working capital performance

Operating net working capital in % of revenue*



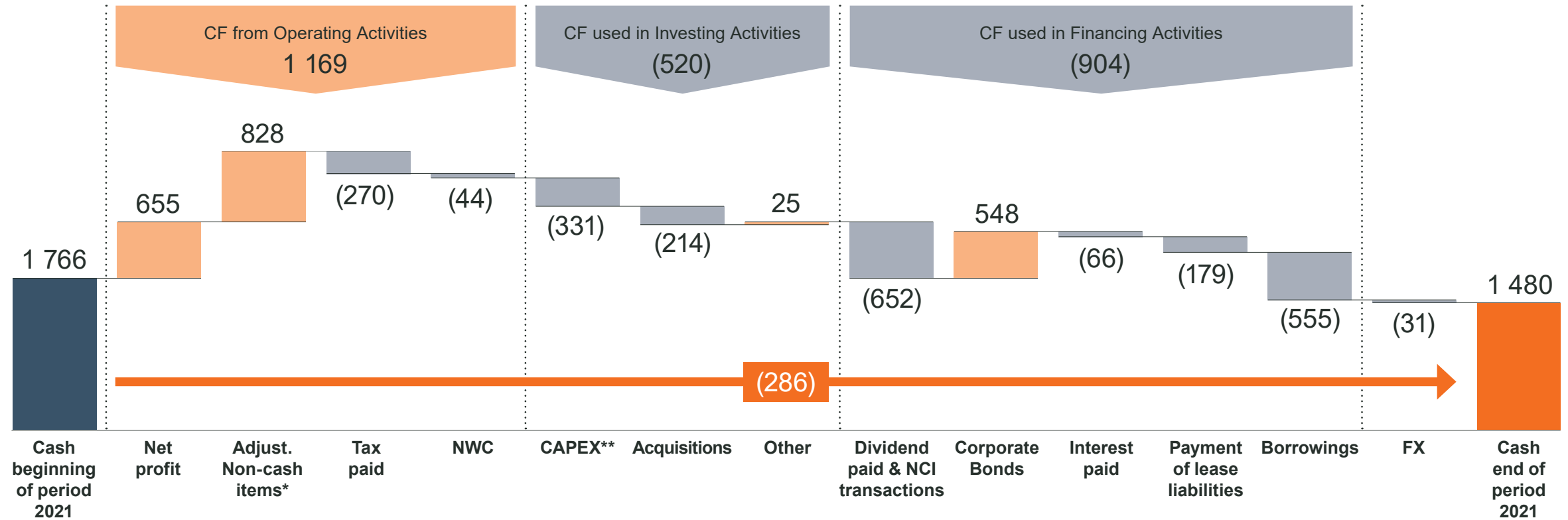
- Continuous improvement of Days Sales Outstanding (DSO)
 - Sustainable Days Payable Outstanding (DPO)
- Continue to be driven by:*
- Centralized cash collection
 - Centralized in-country billing projects

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

Accelerated capex and bolt-on M&A investment

Cash flow

(CHF million)



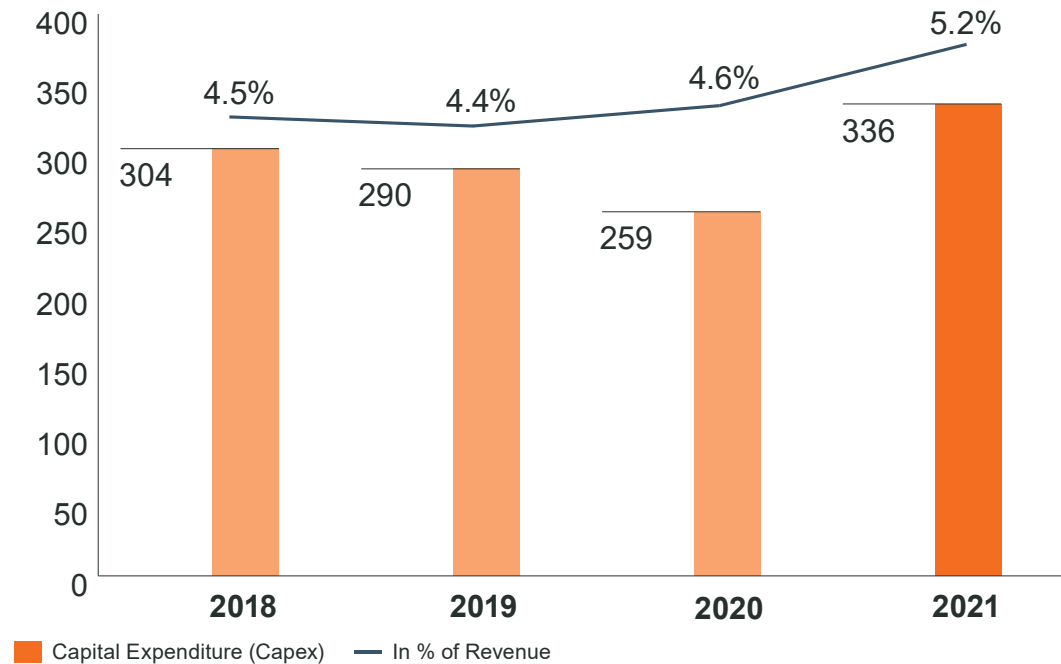
* Including mainly depreciation, amortization, impairment and taxes.

** Net of CHF 5 million disposals.

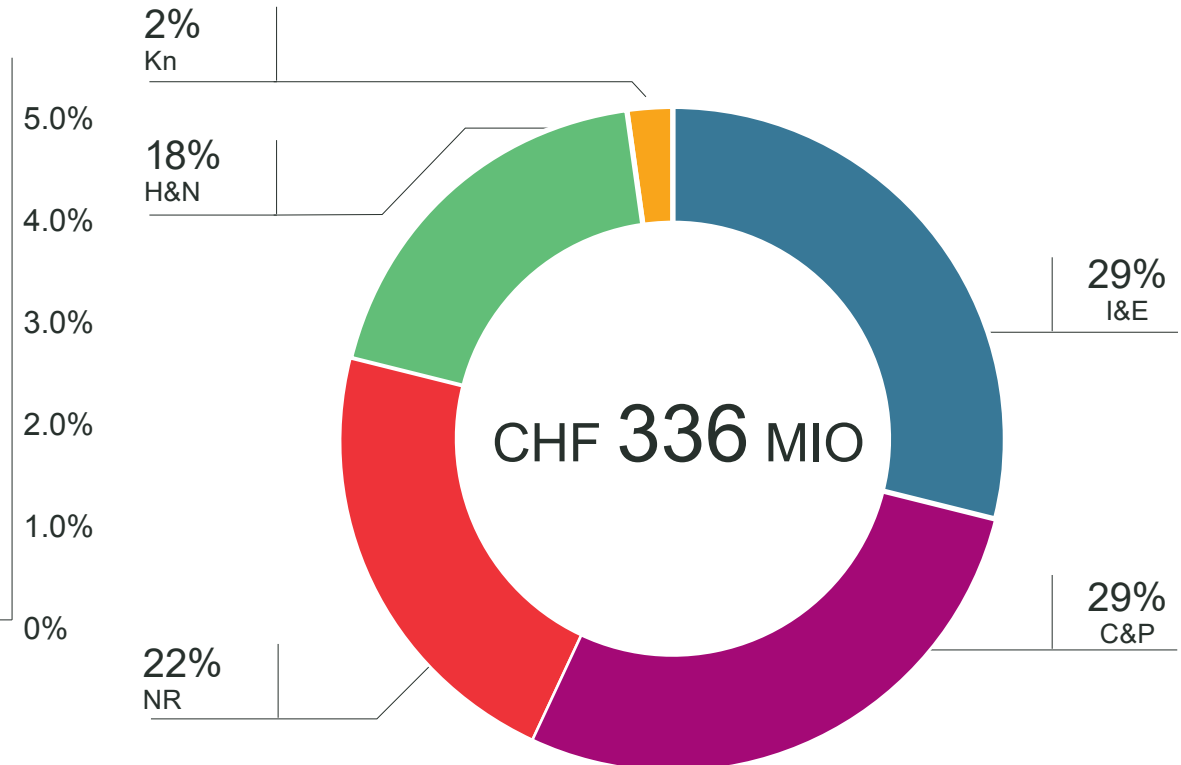
Accelerating investment in our strategic priority areas

Capex in % of revenue

(CHF million)



Capital expenditure by business



Financial summary

- Revenue increased by 14.2%¹ of which 8.9% organic*
- Increase in adjusted operating income* of 16.8%¹
- Increase in adjusted operating income margin* to 16.5% (+0.4 pp^{1,2})
- Profit for the period increased by 29.7% to CHF 655 million
- Net capex of CHF 331 million
- Free cash flow of CHF 635 million
- Return on invested capital* of 19.6%
- Proposed dividend of CHF 80

1. Constant currency (CCY)*.

2. Percentage points.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

Divisional performance

Benefiting from our long-term investment in Connectivity

Connectivity & Products (C&P)

(CHF million)	2021	2020 ²	Change in %	2020 CCY ¹	Change in CCY ¹ %
Revenue	1 288	1 175	9.6	1 184	8.8
Adjusted operating income*	316	287	10.1	290	9.0
Margin %*	24.5	24.4		24.5	

1. Constant currency (CCY)*. 2. See note 2 on Segment information restatement of the 2021 Press Release.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.



Overview

- Organic growth of 7.7% driven by pandemic recovery and investment in Connectivity
- Excellent performance in Connectivity
- Solid recovery in Softlines from brands and retailers, but significantly lower PPE volume
- Strong performance of Hardgoods, better market conditions for Auto labs and Toys were stable
- Trade Facilitation services growth was led by eCustoms expansion in Europe

Outlook

- Continued growth expected in most of SBUs
- Significant investment in capacity and competence to support Connectivity growth; Cybersecurity to contribute to performance
- Hardlines to maintain its growth momentum in Hardgoods and a continued improvement in Auto
- Trade Facilitation services to benefit from the expansion of eCustoms solutions and new contracts
- Softlines expected to remain stable

Structurally growing end-markets

Health & Nutrition (H&N)

(CHF million)	2021	2020 ²	Change in %	2020 CCY ¹	Change in CCY ¹ %
Revenue	861	658	30.9	662	30.1
Adjusted operating income*	149	102	46.1	103	44.7
Margin %*	17.3	15.5		15.6	

1. Constant currency (CCY)*. 2. See note 2 on Segment information restatement of the 2021 Press Release.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.



Overview

- Organic growth of 15.9% with a strong contribution from SBUs and regions
- Food delivered double-digit organic growth driven by new regulations and an expanded client base
- Health Sciences grew well above the divisional average boosted by Covid-19 vaccine work
- Cosmetics & Hygiene grew by double digits, benefiting from a strong rebound in activity and expanded competence

Outlook

- Strong growth drivers are expected to continue in 2022
- Outsourcing and regulation trends to continue supporting growth in Food and Health Sciences
- Momentum to continue in Cosmetics & Hygiene led by strong demand and additional capabilities
- Continued integration of acquired companies and a solid pipeline of potential targets

An improving end-market

Industries & Environment (I&E)

(CHF million)	2021	2020 ²	Change in %	2020 CCY ¹	Change in CCY ¹ %
Revenue	2 120	1 798	17.9	1 796	18.0
Adjusted operating income*	240	178	34.8	181	32.6
Margin %*	11.3	9.9		10.1	

1. Constant currency (CCY)*. 2. See note 2 on Segment information restatement of the 2021 Press Release.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.



Overview

- Organic growth of 7.5% driven by strong volumes across Europe, Asia and Latin America
- Field services and Inspection grew by double digits as demand improved across all geographies
- Industrial and Public Health and Safety grew above the divisional average driven by lab testing in Asia and strong volumes in Health & Safety in North America
- Latin America drove double-digit organic growth in Technical Assessment and Advisory. The acquired Ryobi also performed very strongly
- Environmental Testing remained organically stable while SGS Analytics achieved solid growth

Outlook

- Growth to be driven by increased demand from energy, manufacturing, building and infrastructure markets with focus on sustainability and renewables
- Targeting scalable bolt-on acquisitions and new state-of-the-art solutions to strengthen competitive position
- Full benefit of A&S Synlab integration expected, driving operational synergies and the acceleration of our hub and spoke lab model in Europe environmental testing

Minerals strong, O&G recovering, Agri due to improve

Natural Resources (NR)

(CHF million)	2021	2020 ²	Change in %	2020 CCY ¹	Change in CCY ¹ %
Revenue	1 473	1 397	5.4	1 387	6.2
Adjusted operating income*	210	225	(6.7)	220	(4.5)
Margin %*	14.3	16.1		15.9	

1. Constant currency (CCY)*. 2. See note 2 on Segment information restatement of the 2021 Press Release.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.



Overview

- Organic growth at 6.0% driven by a buoyant minerals market
- Strong demand across Minerals commodities offset volatile performance in Agricultural commodities
- Oil and Gas commodities maintained stable growth
- Lab Testing benefited from a surge in minerals exploration sample volumes across the network
- Metallurgy and Consulting grew by double digits as delayed prior year projects resumed

Outlook

- Strong outlook in Mining with ongoing increased exploration funding and demand for critical metals
- Improving market fundamentals for Agriculture albeit at a slow pace
- Slow recovery in Oil & Gas with ongoing transition to renewable sources
- Development of Sustainability Solutions to continue with focus on the energy and mining industry
- Service innovation in Geomet and technical consulting

A very strong recovery

Knowledge (Kn)

(CHF million)	2021	2020 ²	Change in %	2020 CCY ¹	Change in CCY ¹ %
Revenue	663	576	15.1	578	14.7
Adjusted operating income*	140	108	29.6	109	28.4
Margin %*	21.1	18.8		18.9	

1. Constant currency (CCY)*. 2. See note 2 on Segment information restatement of the 2021 Press Release.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.



Overview

- Organic growth of 14.7% driven by a double-digit increase in all SBUs and regions
- Management System Certification grew by double digits driven by recertification and high volumes in Information Security and Medical Device certification
- Customized Audits grew above the divisional average, driven by Social Audits and ESG services
- Consulting grew more than the divisional average as SGS Productivity (LeanSis) and Maine Pointe rebounded strongly

Outlook

- Strong growth to be driven by solid demand in Certification, especially Medical Device, ESG services and Consulting
- Supplier Risk Management digital services to generate new revenue streams
- Continued roll-out of CertIQ, the new Knowledge Certification platform, to drive further efficiencies through the digitalization of audit data

Outlook



Outlook 2022

- Mid-single-digit organic growth
- Improving adjusted operating income benefiting from operational leverage
- Strong cash conversion
- Maintain best-in-class organic return on invested capital*
- Accelerate investment into our strategic focus areas with M&A as a key differentiator
- At least maintain the dividend

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

Mid-term targets 2020-2023

Planet

Reducing our CO₂ emissions

Support the transition to a low-carbon world by meeting our Science-based Target of reducing our CO₂ emissions per revenue by 35%¹

Sustainability solutions

Support our customers on their journey to sustainability by increasing the proportion of revenue generated by our sustainability solutions to above 50%

Integrity principles

Reduce the impact that our supply chain has on society by committing our strategic suppliers to support our integrity principles

Energy efficiency

Increasing annually the number of energy efficiency measures in our 100 most energy intensive owned buildings

Performance

High single-digit constant currency revenue Compound Annual Growth Rate (CAGR)

Driven by mid-single-digit organic* growth per annum and a focus on M&A

> 10% adjusted operating income* CAGR

Strong Economic Value Added discipline (EVA)

Maintain or grow the dividend per share

People

Ensuring diversity

Nurture diversity and inclusion based on merit by ensuring equal opportunity to all employees and evolving our gender diversity to 30% women in leadership at CEO-3 positions and above

World Class Service (WCS)

Promote a culture of operational safety, efficiency and excellence through our WCS program: 20% of our WCS labs (2020 perimeter) reaching WCS Bronze award level

Supporting personal development

Support the personal development of our employees by increasing the completion rate of job-related training by 10%²

Positive impact on communities

Increase by 10%² our positive impact on our communities through employee volunteering, focusing on vulnerable groups including those affected by pandemics

1. Against a 2014 baseline.

2. Against a 2019 baseline.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

Q&A

To register for questions press* and 1 on your telephone



Appendix



Acronyms and other abbreviations

CRE	Corporate Real Estate
EPM	Enterprise Performance Management
ESG	Environmental, Social and Governance
EVA	Economic Value Added
IoT	Internet of Things
ITSM	IT Service Management
LIMS	Laboratory Information Management System
NWC	Net Working Capital
RPA	Robotic Process Automation
SBU	Strategic Business Unit
TSA	Transitional Service Agreement

Long-term shareholder value creation

Revenue CHF BN



Adjusted Operating Income* CHF MIO



Free Cash Flow* CHF MIO



Return on Invested Capital* %



Payout Ratio* %



Net Profit CHF MIO



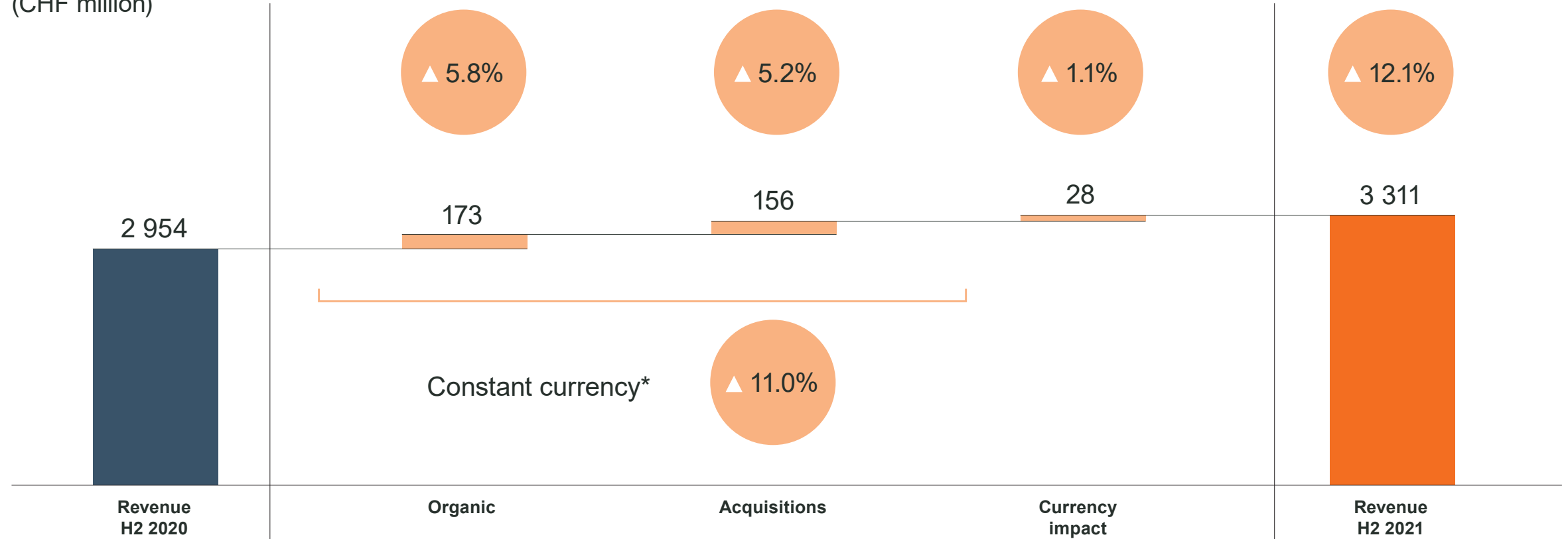
1. 2020 ROIC at 20.9% when adjusted for SYNLAB Analytics & Services (A&S) acquisition completed on 31 December 2020.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

A solid performance in H2

H2 2021 revenue composition

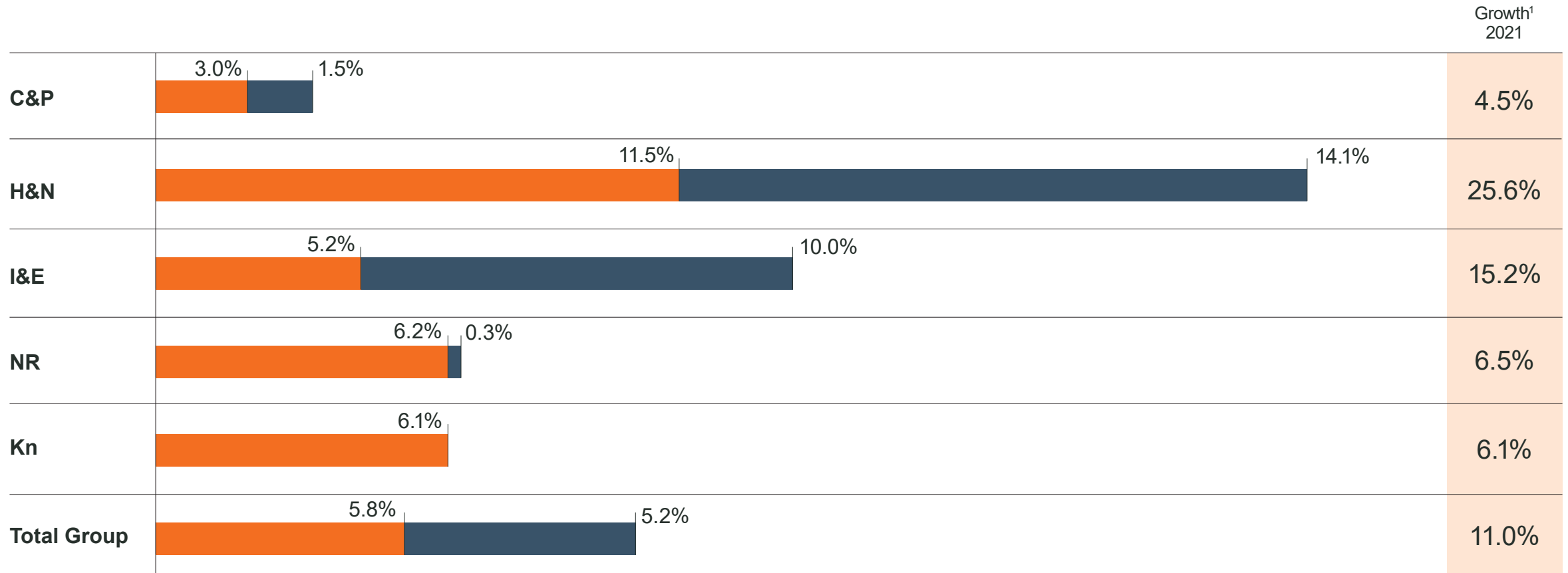
(CHF million)



* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

Reflecting the strength of the portfolio

H2 2021 revenue growth by business



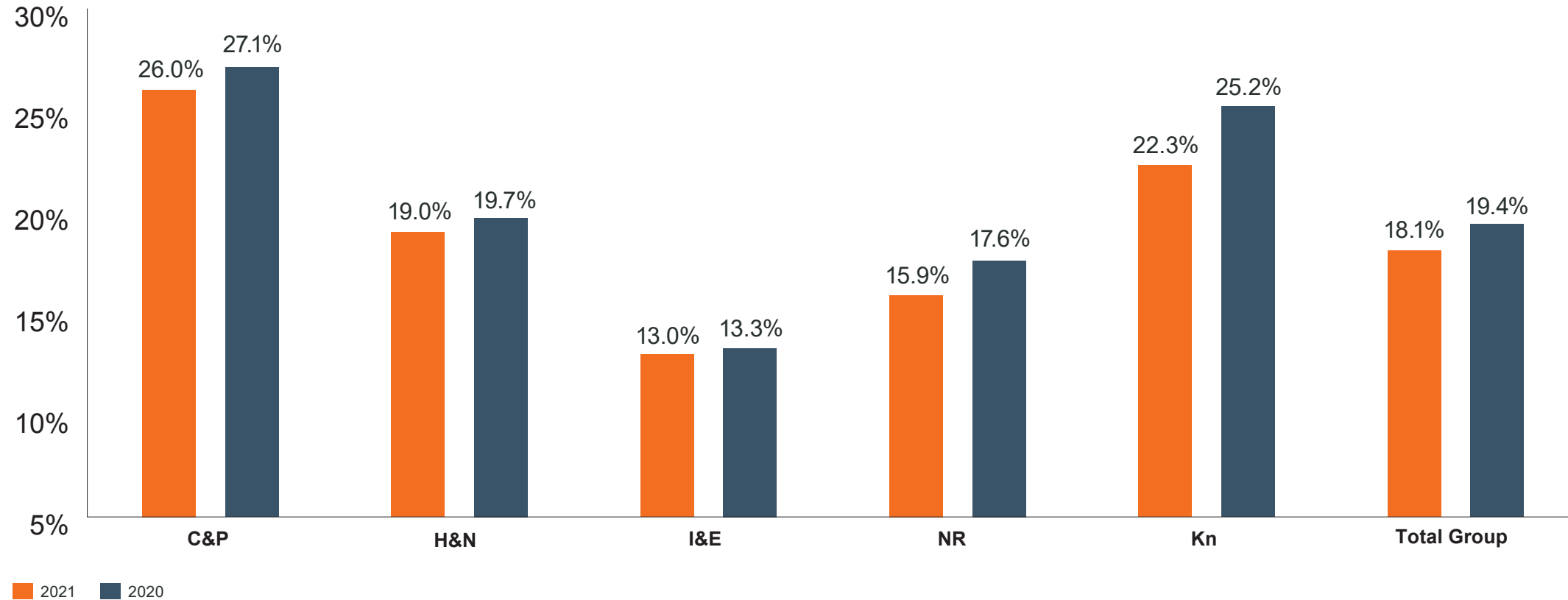
1. Constant currency (CCY)*.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

Organic Acquisitions

A strong margin in H2

H2 2021 adjusted operating margin^{1,*} by business



1. Constant currency (CCY)*.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

Adjusted operating income improvement in H2 2021

H2 2021 financial highlights

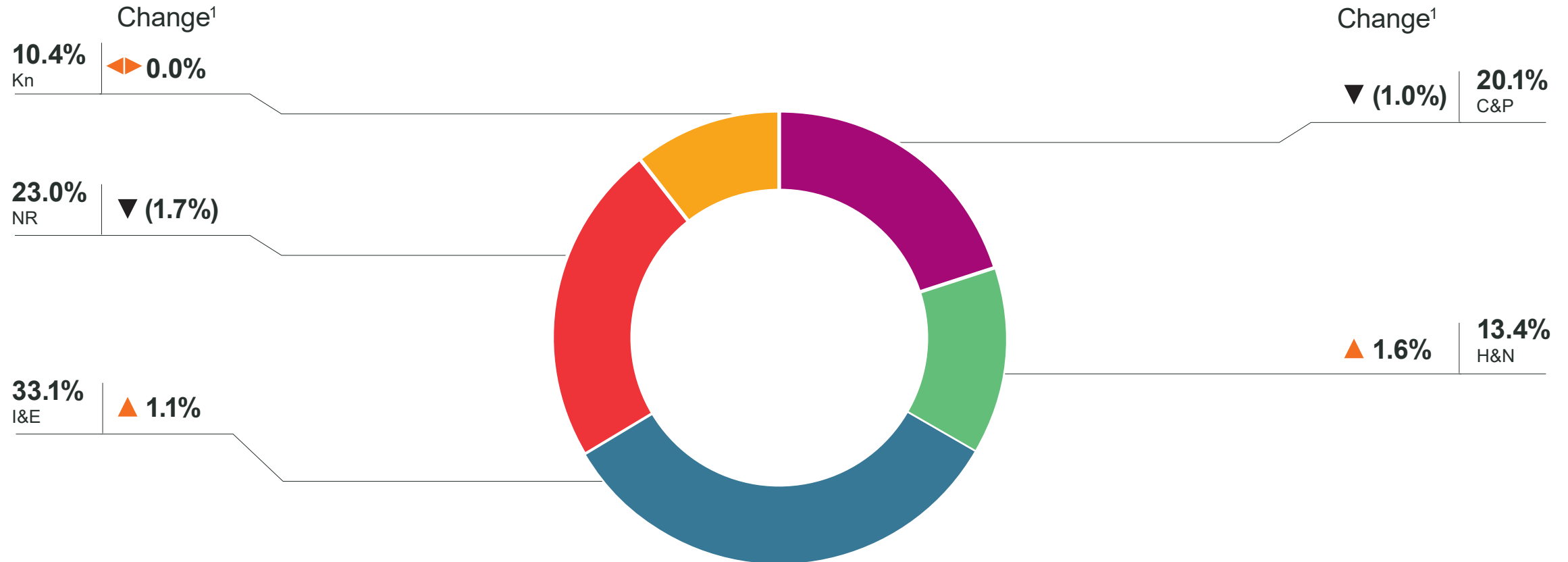
(CHF million)	2021 H2	2020 H2	Change in %	2020 H2 CCY ¹	Change in CCY ¹ %
Revenue	3 311	2 954	12.1	2 982	11.0
Operating income (EBIT)	547	493	11.0	500	9.4
Operating income margin	16.5%	16.7%		16.8%	
Adjusted operating income*	598	570	4.9	578	3.5
Adjusted operating income margin*	18.1%	19.3%		19.4%	
Profit for the period	365	328	11.3		
Profit attributable to equity holders of SGS SA	341	309	10.4		

1. Constant currency (CCY)*.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

A well-balanced portfolio

2021 revenue portfolio

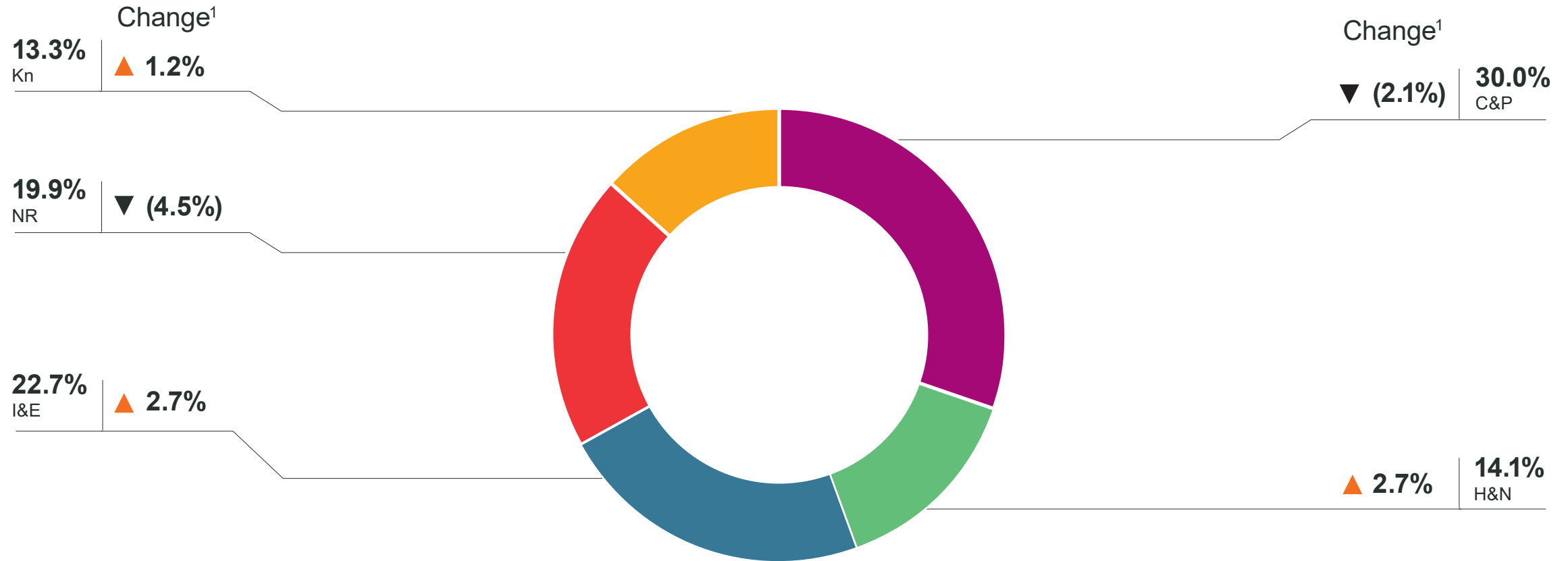


1. Constant currency (CCY)*.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

A well-balanced portfolio

2021 adjusted operating income* portfolio



1. Constant currency (CCY)*.

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

2021 Consolidated balance sheet

Assets

(CHF million)	December 2021	December 2020
Property, plant and equipment	925	872
Right-of-use assets	605	590
Goodwill	1 778	1 651
Other intangible assets	382	333
Investments in joint ventures, associates and other companies	26	34
Deferred tax assets	164	161
Other non-current assets	173	154
Non-current assets	4 053	3 795
Inventories	59	57
Unbilled revenues and work in progress	175	160
Trade receivables	928	856
Other receivables and prepayments	204	188
Current tax assets	108	77
Marketable securities	–	9
Cash and cash equivalents	1 480	1 766
Current assets	2 954	3 113
Total	7 007	6 908
Net debt*	(1 691)	(1 478)

Equity and liabilities

(CHF million)	December 2021	December 2020
Equity holder of SGS SA	1 117	1 060
Non-controlling interests	85	74
Equity	1 202	1 134
Loans and other financial liabilities	2 889	2 390
Lease liabilities	481	470
Deferred tax liabilities	92	53
Defined benefit obligations	84	136
Provisions	90	88
Non-current liabilities	3 636	3 137
Trade and other payables	687	658
Contract liabilities	221	189
Current tax liabilities	169	140
Loans and other financial liabilities	282	863
Lease liabilities	155	151
Provisions	60	85
Other creditors and accruals	595	551
Current liabilities	2 169	2 637
Total	7 007	6 908

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

A strong cash flow generation

2021 Condensed cash flow statement

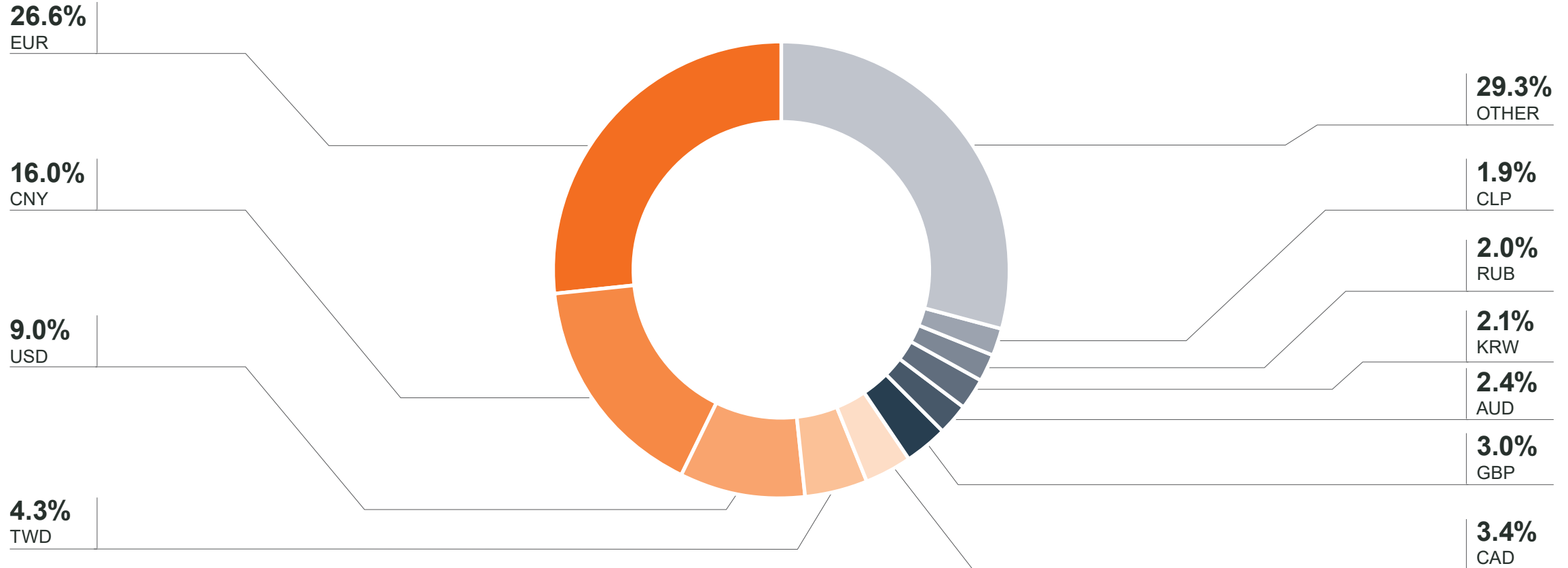
(CHF million)	December 2021	December 2020
Profit for the period	655	505
Non-cash and non-operating items	828	748
(Increase)/decrease in working capital	(44)	186
Taxes paid	(270)	(253)
Cash flow from operating activities	1 169	1 186
Net purchase of fixed assets	(331)	(246)
Acquisition of businesses	(214)	(492)
Proceeds from sales of businesses	–	71
Increase in interest received and other	25	12
Cash flow used by investing activities	(520)	(655)
Dividends paid to equity holders of SGS SA	(599)	(598)
Dividends paid to non-controlling interests	(41)	(37)
Transaction with non-controlling interests	(12)	(1)
Cash paid on treasury shares	–	(208)
Proceeds of corporate bonds	824	499
Payment of corporate bonds	(276)	–
Interest paid	(66)	(63)
Payment of lease liabilities	(179)	(161)
Proceeds from borrowings	–	542
Payment of borrowings	(555)	(154)
Cash flow used by financing activities	(904)	(181)
Currency translation	(31)	(50)
(Decrease)/increase in cash and cash equivalents	(286)	300

* Alternative Performance Measures (APM), refer to the '2021 Full Year APM' document.

(CHF million)	December 2021	December 2020
Cash flow from operating activities	1 169	1 186
Purchase of property, plant and equipment and other intangible assets	(336)	(259)
Disposal of property, plant and equipment and other intangible assets	5	13
Operating lease outflows	(203)	(182)
Free cash flow*	635	758

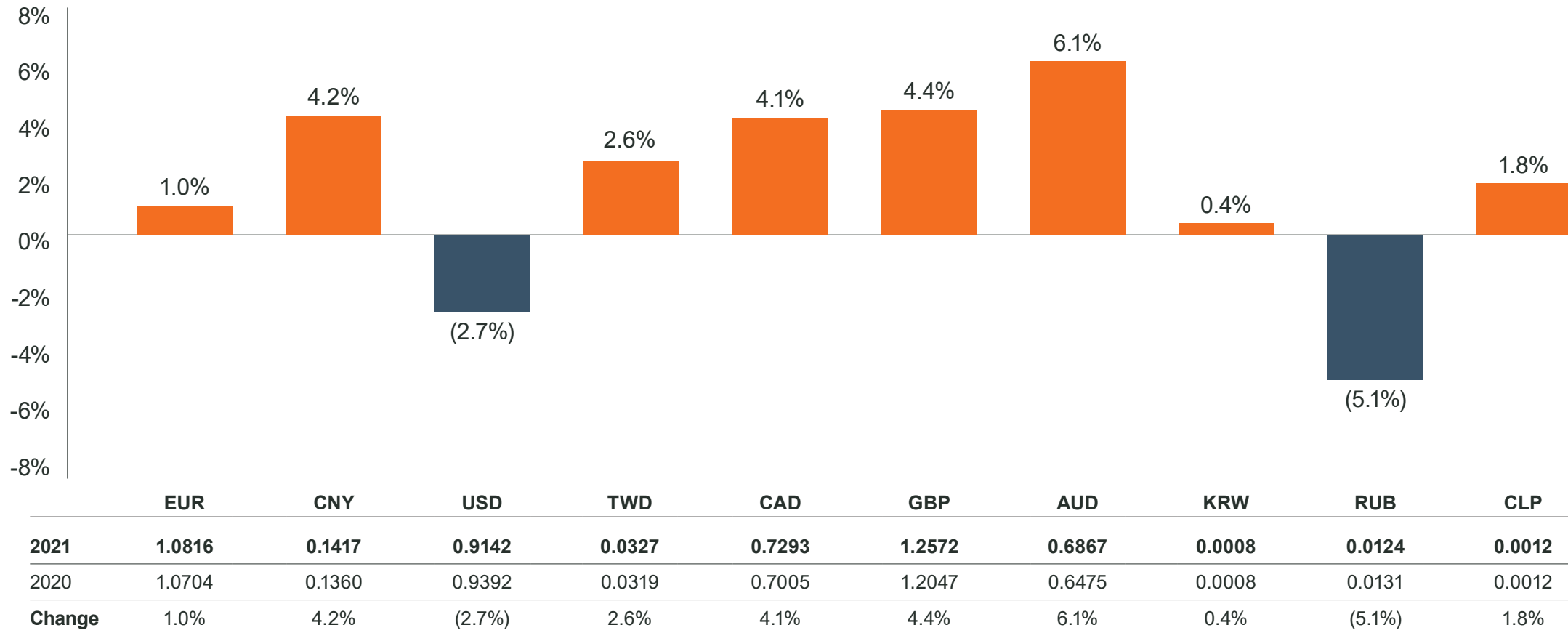
EUR, CNY and USD represent 51% of 2021 revenue

2021 foreign currency revenues



Key currency movements in 2021

Foreign currency average rate change 2021 versus 2020 rate



Investor relations information and events dates

Investor Days

November 2022

2022 Half Year Results

Tuesday 19 July 2022

Annual General Meeting of Shareholders

Tuesday 29 March 2022
Geneva, Switzerland

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Stock Exchange Trading

SIX Swiss Exchange

Common Stock Symbols

Bloomberg: Registered Share: SGSN.SW
Reuters: Registered Share: SGSN.S
Telekurs: Registered Share: SGSN
ISIN: Registered Share: CH0002497458
Swiss security number: 249745

Stock Exchange Listing

SIX Swiss Exchange, SGSN

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