

NORTH AMERICA IN GROWTH MODE

Capital Markets Event

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Derick Govender
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Jay Suh



Wastewater Sampling and Testing, USA

Presenters



Derick Govender

Head of North America

Executive Committee



Marcus Maguire

Vice President,
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North America

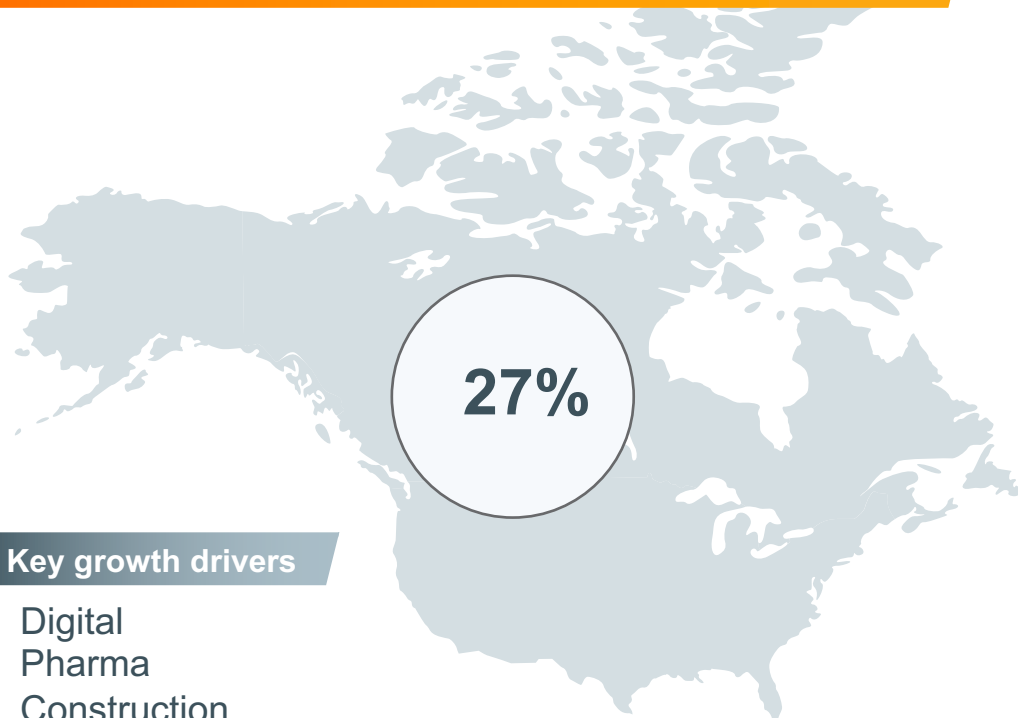


Jay Suh

Head of Connectivity,
North America

Attractive market with strong growth and profitability

North America TIC addressable market



Key growth drivers

- › Digital
- › Pharma
- › Construction
- › Environment
- › Low-carbon energy

North American TIC market

- › 27% of TIC addressable market is in North America
- › Highly fragmented
- › Fast-growing segments with attractive operating margins

Structural drivers

- › Re-industrialization of North America
- › Supply chain near-shoring
- › Increased outsourcing
- › Government incentives
- › Sustainability transition

Well positioned to accelerate growth

145

Laboratories

5 780

Full-Time Employees

Double-digit

sales CAGR 2023-2027



**Pharma Lab in Toronto,
Canada**

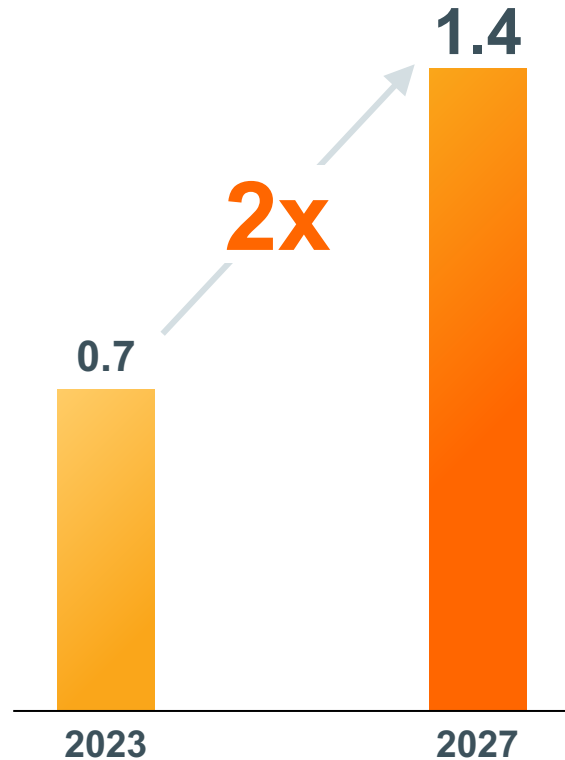


**Minerals and
Environmental Labs in
Lakefield, Canada**

Doubling sales in North America by 2027

Sales, Testing & Inspection

USD billion



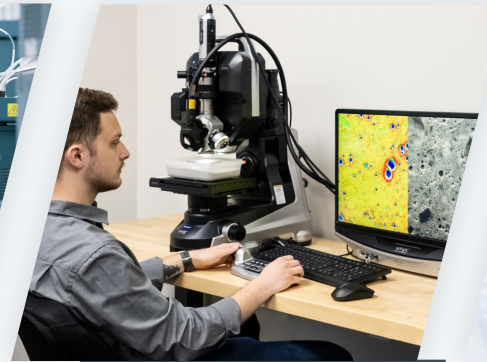
Focused strategy

Leveraging strong positioning in fast-growing segments



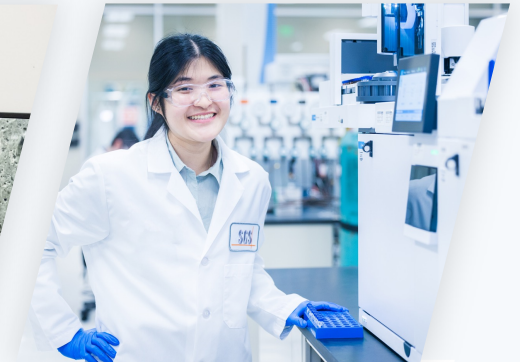
Environmental
Testing

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Industrial,
including
Connectivity

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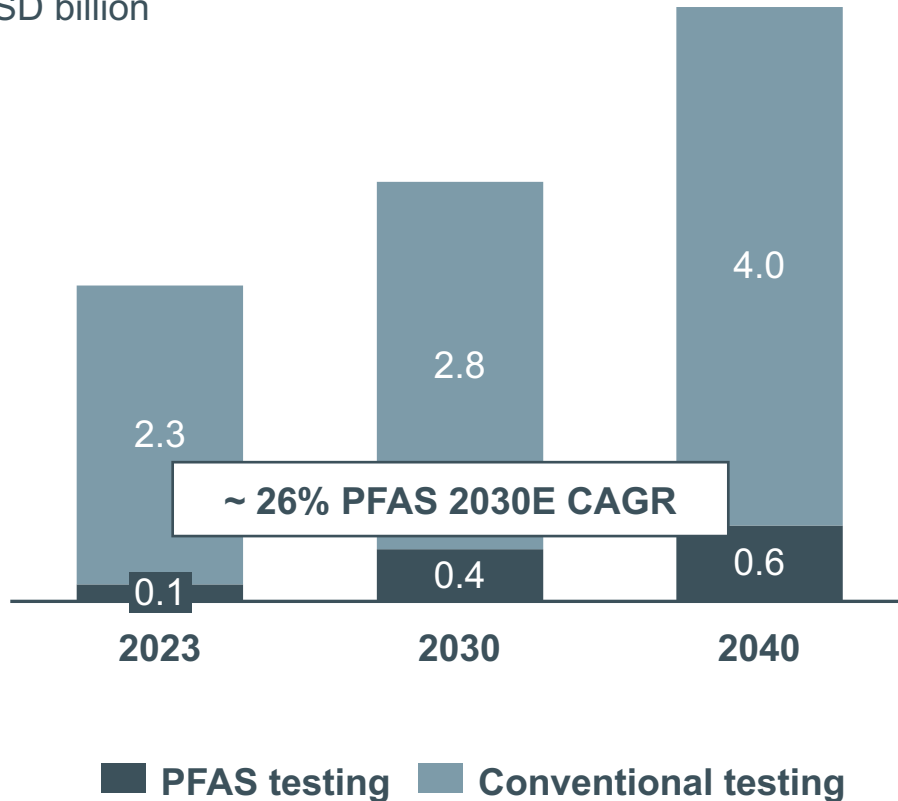
Pharma,
including
Cosmetics

+

Highly fragmented with fast-growing segments

Market size

USD billion



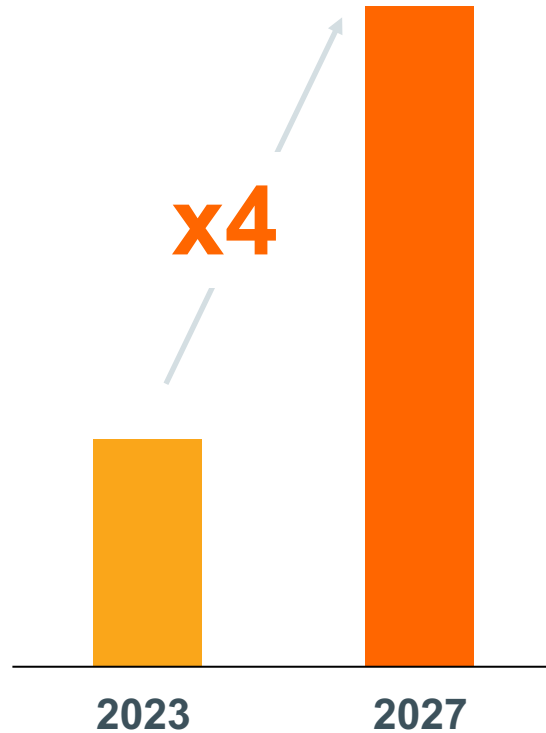
Sources: SGS, Mars & Co

Market dynamics

- › Half the market prone for consolidation
- › Fast-growing segments with high barriers to entry, including:
 - PFAS, with 2024-2030 CAGR of 25+%
- › Highly sophisticated testing requiring deep technical expertise

Quadrupling sales by 2027

Sales growth



Focus on high-growth markets

Sophisticated testing



- › PFAS
- › Contaminants of Emerging Concern (next PFAS)

Organic growth



- › Above-market average
- › Accelerated by PFAS leadership

Acquisitions



- › High-growth segments
- › Complementary offering
- › Geographical coverage
- › Capability expansion



Leading player in PFAS, quadrupling testing capacity

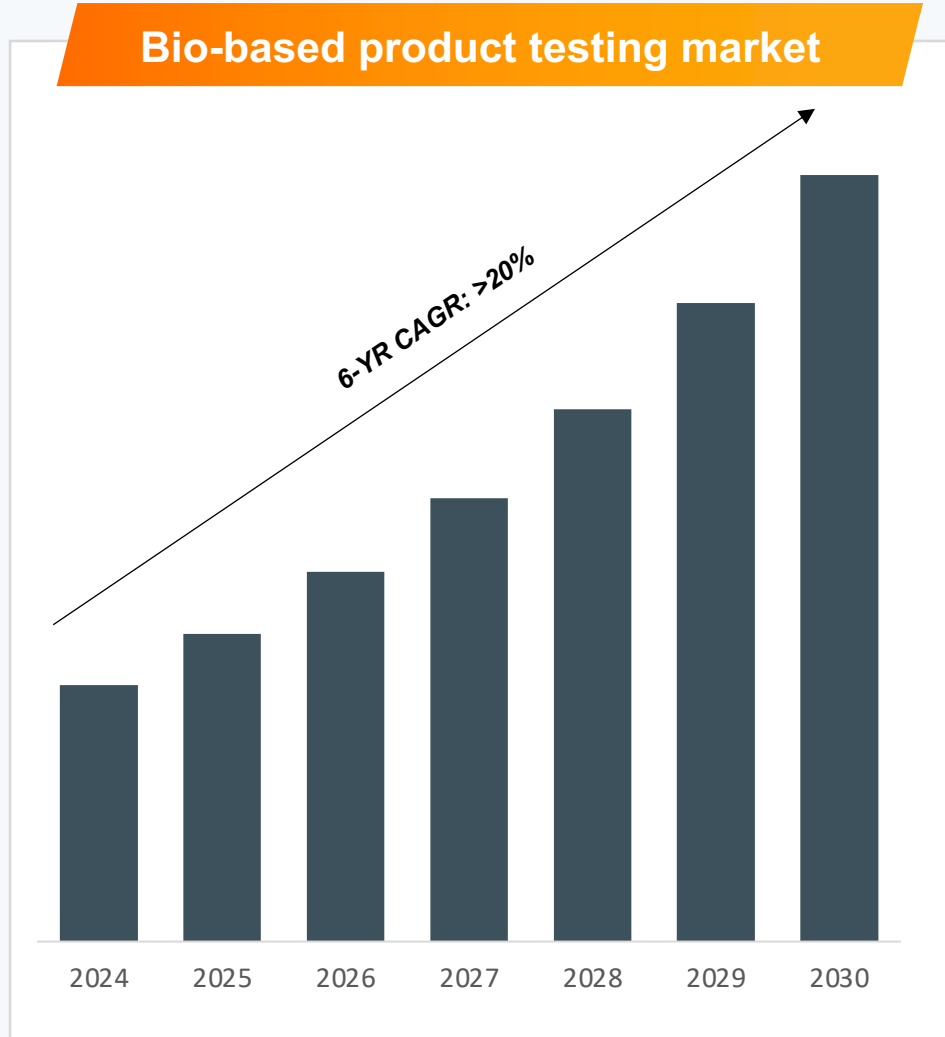
- › USD 10+ million Capex investments YTD
- › USD 100+ million new PFAS projects
- › Broadest scope of testing and accreditations
- › Market-leading testing method EPA 1633



- › ~50% year-on-year growth
- › 4x certified labs by 2024
- › 4x capacity by 2025



Global leader in Carbon 14 testing



- › Operations 30+ countries in Europe, Asia and the Americas
- › Key accreditations and deep industry expertise
- › Unique solution to validate bio-based product claims
- › Acquisition fully aligned to Strategy 27
- › Emulates the IMPACT NOW offering: Climate, Circularity, Nature and ESG Assurance

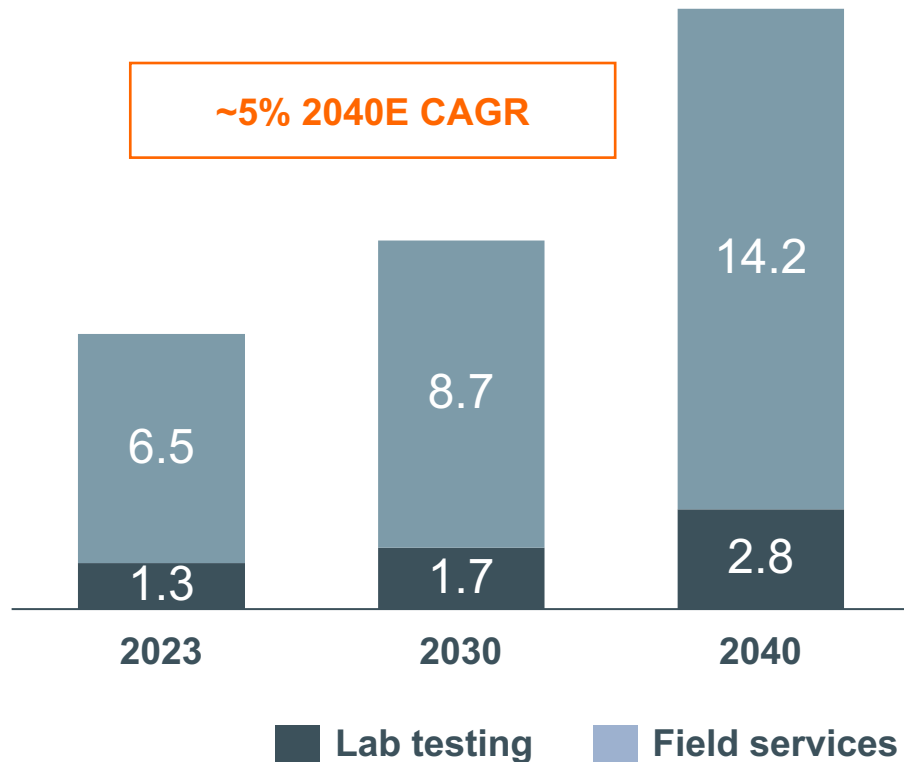
**IMPACT
NOW**
for sustainability



Market boosted by infrastructure spending

Market size

USD billion



Focus on high-growth markets

Competition

- › **Lab:** industry-specific
- › **Field:** ~50% market fragmentation

Barriers to entry

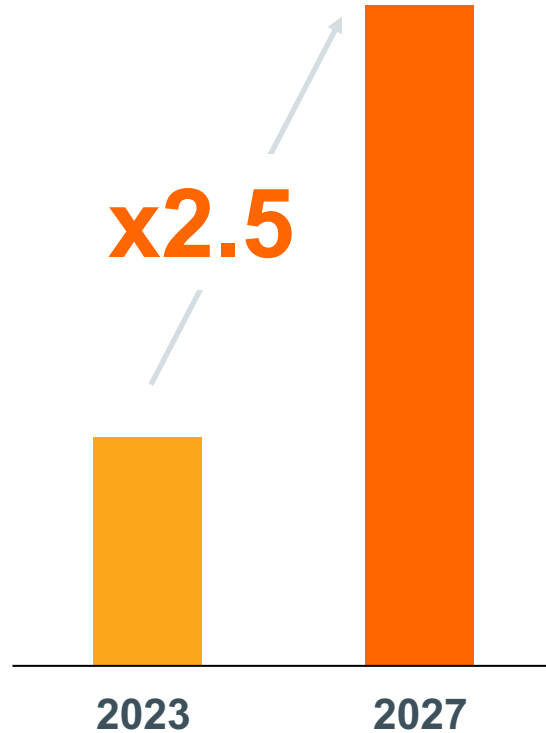
- › **Lab:** High in specialized testing
- › **Field:** High in project management

Growth

- › Fast-growing segments
- › Boosted by infrastructure spending
- › Further opportunities from technology

More than doubling sales by 2027

Sales growth



Focus on high-growth markets

Field services



- › Project Management
- › Technical Due Diligence
- › Carrier Network Testing
- › Industrial Equipment Field Labeling

Lab Testing



- › Advanced building materials
- › Integrated solutions
- › Regulatory Requirement Evolution
- › Product Safety Certification

Acquisitions



- › High-growth segments
- › Complementary offering
- › Geographical coverage
- › Capability expansion e.g. Arclight acquisition

North America 2027 Vision



Environmental Testing
Market leader



Cosmetics
Market leader



Industrial & Connectivity
Top 2 service providers



Pharma
Top 2 service providers



Food
Top 2 service providers



Product Certification
Top 2 service providers

Key takeaways



Well-positioned to capture growth opportunities in North America

Doubling sales in North America to at least USD 1.4 billion by 2027

Focused growth strategy in Environmental Testing, Industrial and Pharma



Toy Testing, USA

When you need to be sure