

BRINGING QUALITY, SAFETY AND SUSTAINABILITY TO LIFE

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CEO



Good morning to you all and thanks for attending this session.

Our Core Purpose is *To Bring Quality, Safety and Sustainability to Life* and in today's session, I'd like to give you some concrete examples on how we innovate to help our clients resolve their quality, safety and sustainability challenges.

AGENDA

- 1 Intertek 5X5 differentiated strategy for growth
- 2 Innovation driving our 5x5 growth strategy
- 3 Sustainable performance



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Today, I will cover three topics:

We will first discuss Intertek 5x5 differentiated strategy for growth.

Then we will cover innovation.

The final part of the presentation will be about our sustainable performance.

1

INTERTEK 5X5 DIFFERENTIATED STRATEGY FOR GROWTH

Let's start with our 5x5 differentiated strategy for growth

A PURPOSE-LED VISION: TO MAKE THE WORLD A BETTER, AND SAFER PLACE



OUR PURPOSE

Bringing Quality, Safety and Sustainability to Life

OUR VISION

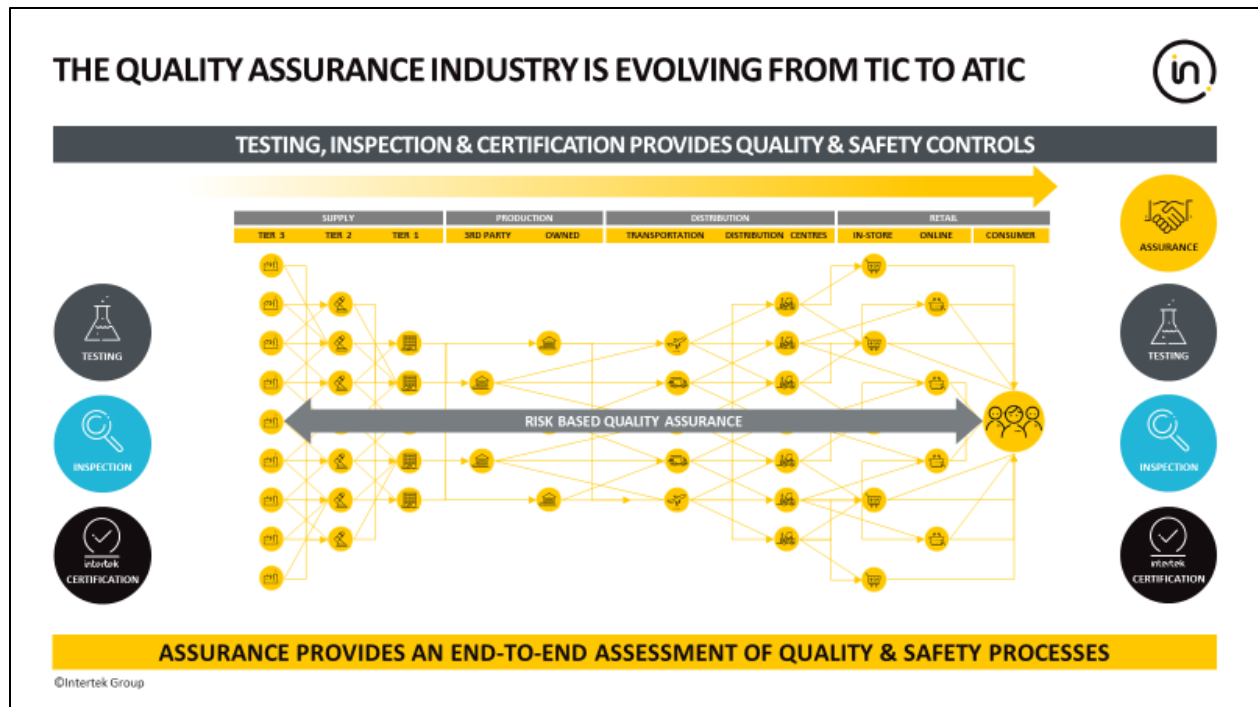
To be the world's most trusted partner for
Quality Assurance

OUR VALUES

- We are a global family that values diversity
- We always do the right thing. With precision, pace and passion
- We trust each other and have fun winning together
- We own and shape our future
- We create sustainable growth. For all



Our Good to Great journey starts with a clear Purpose, Vision and Values...and true to our company's heritage we want Intertek to remain a force for good for many years to come.



We believe the Quality industry is moving from TIC to ATIC.

Given the increased complexity of their operations, our clients need to take a systemic, end-to-end approach to quality and safety in their sourcing and distribution chains.

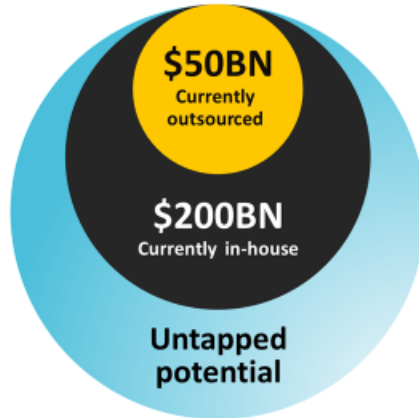
With our ATIC solutions, we offer risk-based quality assurance services to our clients.

We offer Testing, Inspection and Certification services in the critical areas of our clients' operations and our Assurance solutions provide end to end assessment of their quality and safety processes.

ATTRACTIVE QUALITY ASSURANCE GROWTH PROSPECTS



GLOBAL ATIC MARKET



GROWTH OPPORTUNITY



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We see very attractive growth opportunities in the Quality Assurance market.

The Total Quality Assurance market is worth \$250bn, yet only 20% of this market is currently outsourced.

We see strong growth opportunities with existing and new customers.

We also see attractive growth opportunities to get access to the quality assurance work that corporations currently do in-house.

The global operations of corporations are increasingly more complex, which drives more demand for end-to-end quality assurance services as corporations increase their focus on systemic operational risk.

This untapped market potential is really exciting as this is all about what companies do not do today and will start doing to improve the quality, safety and sustainability of their operations.

OFFERING A SUPERIOR CUSTOMER SERVICE WITH OUR TQA DIFFERENTIATED VALUE PROPOSITION



Assurance	
Assurance ensures our customers identify and mitigate the intrinsic risk in their operations, supply chain and quality management systems	
Testing	
Testing is evaluating how products and services meet and exceed quality, safety, sustainability and performance standards	
Inspection	
Inspection is validating the specifications, value and safety of raw materials, products and assets	
Certification	
Certification is certifying that products and services meet trusted standards	

TQA END-TO-END SYSTEMIC APPROACH TO QUALITY ASSURANCE

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We work with more than 300,000 clients around the world and we enjoy deep and trusted relationships.

We provide independent quality assurance services that are mission-critical for our clients.

We have a strong technical expertise in all the sectors we operate in and a passionate customer-centric culture.

This enables us to support the growth agenda of our clients in an ever changing and more complex operating environment.

Each of us is deeply committed to the delivery of our Total Quality Assurance Customer promise.

We provide ATIC solutions at every single stage of our clients' operations.

This is what we mean by Total Quality Assurance.



**INTERTEK TQA SERVICES ARE MISSION CRITICAL
FOR OUR CLIENTS TO OPERATE SAFELY**

Growing corporate complexity

Higher quality expectations

Vocal consumers on social media

Increased regulatory demands

Greater focus on sustainability

TQA = ASSURANCE + TESTING + INSPECTION + CERTIFICATION

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Third-party independent Quality Assurance is mission critical for our clients to mitigate the risks in their operations.

This is driven by:

- Growing Corporate complexity
- Higher Quality expectations
- Vocal consumer on social media
- Regulatory demands keep increasing.
- There is also Greater focus on sustainability

This provides Intertek with tremendous growth opportunities.

A GOOD TO GREAT 5X5 STRATEGY FOR GROWTH



5x5 Strategic Goals

1

Fully engaged employees working in a safe environment

2

Superior customer service in Assurance, Testing, Inspection and Certification

3

Margin accretive revenue growth based on GDP+ organic growth

4

Strong cash conversion from operations

5

Accretive, disciplined capital allocation policy

5 Strategic Priorities



Differentiated TQA Brand Proposition



Superior Customer Service



Effective Sales Strategy



Growth and Margin Accretive Portfolio



Operational Excellence

5 Enablers



Living Our Customer Centric Culture



Disciplined Performance Management



Superior Technology



Energising Our People

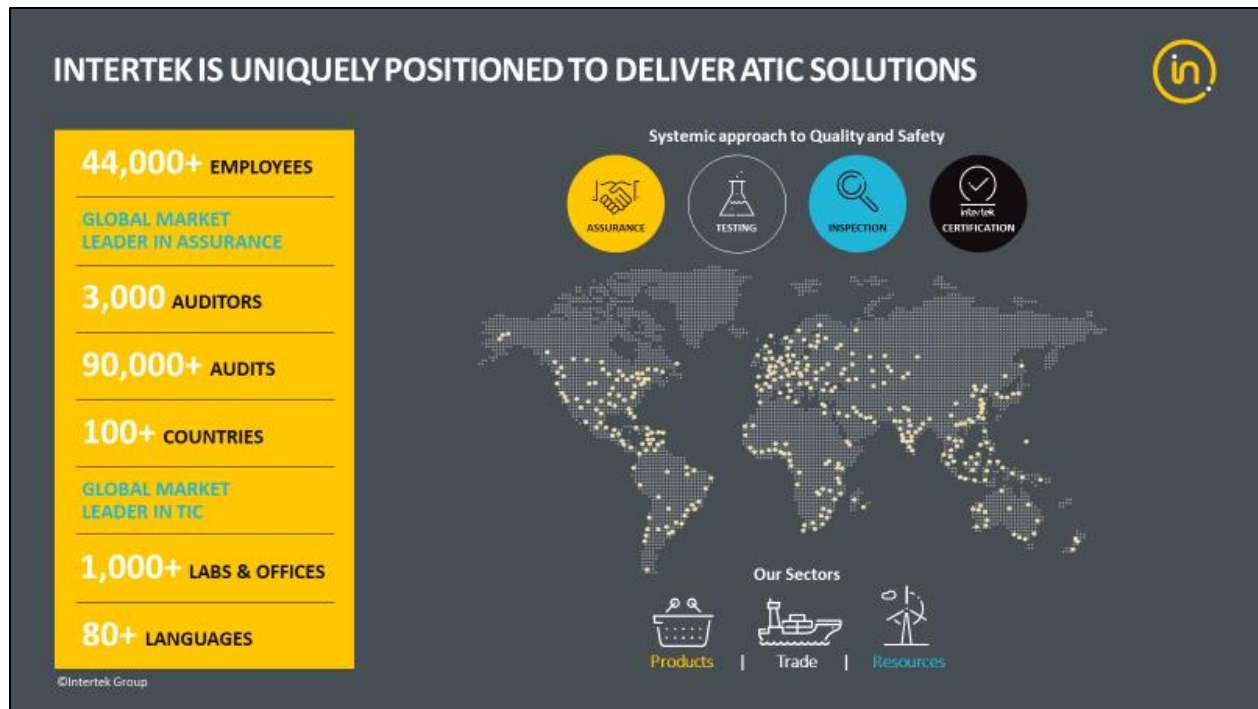


Delivering Sustainable Results

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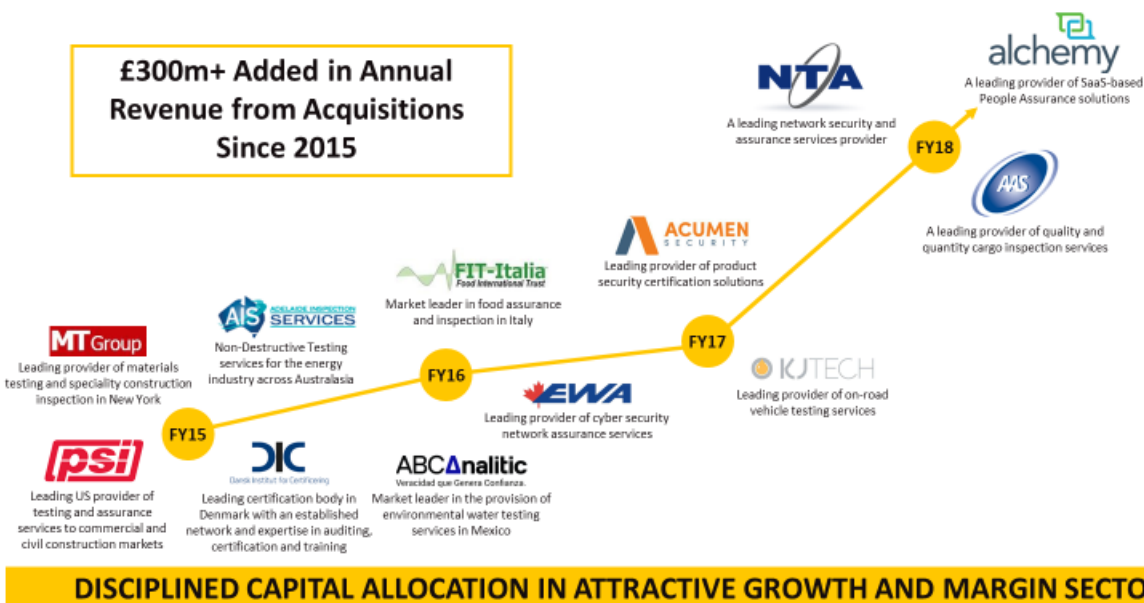
Our Good to Great journey is anchored in our differentiated 5x5 strategy for growth.

We have clear goals, strategic priorities and enablers that are guiding our day to day activities in each part of the group.



Intertek has led the Quality Assurance industry for over 130 years and has built a powerful operational platform in more than 100 countries to deliver our TQA value proposition.

SELECTIVE M&A IN ATTRACTIVE GROWTH AND MARGIN SECTORS



Acquisitions are important to gain access to businesses with strong IP and market leading positions.

We are targeting acquisition opportunities in attractive growth and margin sectors.

In the past 18 months Intertek acquired 4 companies, with the most significant being Alchemy.

Alchemy is an industry leader and expands our TQA value proposition in the high-margin capital-light Assurance sector with SaaS platforms focused on the attractive food and multi-site retail markets.

It has a strong growth track record and operates a quality business model: scalable, high margin, strong cash-conversion and capital-light.

The integration of Alchemy is on track and the performance is in-line with our plans.

Equally, there are a lot of opportunities to upsell our existing services with existing clients by increasing penetration of existing solutions and by offering new innovative services.

We expect Alchemy to accelerate the strong growth momentum of our high margin and capital light Assurance Business.

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INNOVATION DRIVING OUR 5X5 GROWTH STRATEGY



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Innovation is an important focus area to help our clients mitigate the increased quality, safety...and sustainability risks in their operations.

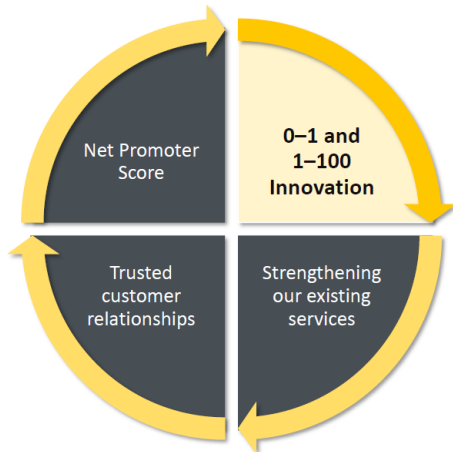
Let's do now a deep dive on how innovations are supporting our 5x5 growth strategy



We pursue a 3-tiered approach to innovation:

- Building on the strengths of existing ATIC services, which we call Innovations from the Core;
- Developing new products and services in Adjacent fast-growing and high-margin markets;
- And developing new Breakthrough products and services, creating new markets.

INNOVATIONS FROM THE CORE TO STRENGTHEN EXISTING SERVICES



Innovations From the Core

Products

i2Q Inspection Solution	Global Sanitation Authorised Materials Database	STEM Toys Certification
Voice of the Consumer	360° Brand Assurance and E-Reputation	Unique Oligonucleotide Expert Centre
Protecting Producers against Fish Fraud	Proprietary Toys Breathing Apparatus	Remote Vibration Monitoring

Trade

Fuel Tank Inspection Robot	Stockpile Measurement	Caleb Brett
iDocs	Mobile Testing	Mobile Crop Quality Toolkit
Rapid Response to Extreme Weather Events	ScanCal Laser Scanning	Rapid Protein Analysis for Soya Exports

Resources

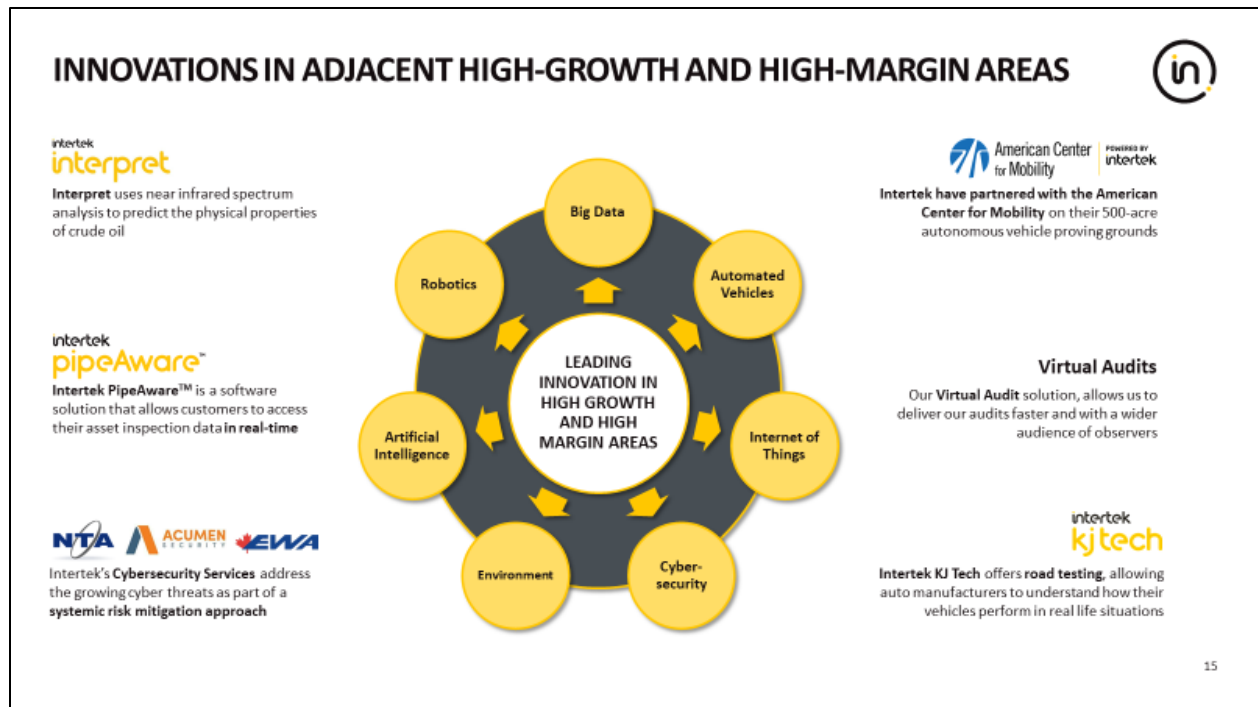
Drones for Asset Inspection	Greenlink Interconnector Project	Microwave Interferometry
Ultrasonic Sensors with Aware™	Extreme Conditions Simulation	Helicopter Underwater Escape Simulations
Pioneering the Use of Spectroscopy	Concrete Sensors	PipeAware™ 2.0

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Innovations from the core to strengthen existing services is based on our deep client relationships. We conduct 7,000 client interviews every month, which provide us with unique and valuable client insights.

Our decentralised organisation and our entrepreneurial culture enable us to develop innovative solutions that meet closely our client's expectations in our Products, Trade and Resources activities.

We have clear processes to develop innovations locally (0 to 1) and to launch them globally (1 to 100).



Turning to innovations in high growth and high margins areas...

We have launched innovative solutions relating to Big Data, autonomous vehicles, IoT, Cybersecurity, AI, Robotics and the environment.

- Interpret is a unique predictive Big Data analytics platform that enables us to reduce the service time significantly for our clients;
- Following the launch of PipeAware, a SaaS platform that allows pipeline asset owners to access real-time data throughout all stages of manufacturing - we have extended the reach of the solution with PipeAware 2 to help customers track and monitor all aspects during the construction phase too.
- We have strengthened our Cybersecurity offering with Acumen, EWA and NTA;
- We have partnered with the American Center for Mobility to offer testing services for autonomous vehicles;
- Intertek KJ Tech offers valuable road-testing services.

BREAKTHROUGH INNOVATIONS TO CREATE NEW MARKETS



Intertek Total Quality Assurance helps clients to manage the complexity of their supply chains through an end-to-end approach to quality assurance. Intertek provides superior customer service with an industry leading portfolio of Assurance, Testing, Inspection and Certification solutions



Intertek InLight™ provides the platform, expertise and people to enable organisations to better understand their supply chain risks and protect their brand



Intertek Total Sustainability Assurance is a pioneering initiative that provides an end-to-end, independent, systemic sustainability programme from both an operational and corporate perspective



Intertek Alchemy offers SaaS solutions delivering training to ensure employee consistency and compliance in the fast growing food industry

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Our Breakthrough innovations enable us to create new markets

Intertek Total Quality Assurance helps clients to manage the complexity of their supply chains through a systemic, end-to-end approach to quality assurance.

Intertek provides superior customer service with an industry leading portfolio of Assurance, Testing, Inspection and Certification Solutions.

Technology Based innovations are also key to our strategy:

- Intertek InLight is a SaaS platform offering our clients greater visibility of their supply chain risks.
- Alchemy the leading SaaS solution provider to expand our global Assurance offering into People Assurance services.

Two weeks ago, we announced another ground-breaking innovation with the launch of Intertek Total Sustainability Assurance.

It is a pioneering initiative that provide an end-to-end, independent, systemic sustainability programme from both an operational and corporate perspective.

Let me explain why...



Sustainability is the movement of our time

A growing number of companies are taking steps to be more responsible vis-à-vis all their stakeholders.... their employees, their clients, their suppliers and their shareholders among others.

This is a strong and powerful secular movement.

Let's watch a short film now to put this in context...



BROAD-BASED AND EVER HIGHER STAKEHOLDER EXPECTATIONS ON CORPORATE SUSTAINABILITY



- **Governments/regulators** are embracing **legislation** to drive sustainable goals
- **Consumers and investors are rewarding** sustainable and values-based businesses
- **Employees** increasingly want to work for corporations and brands that are committed to sustainability
- Stakeholders are **not accepting brands' social and environmental claims at face value**
- Businesses that have long been committed to social and environmental causes want to **prove that they are more genuine, authentic advocates** of stakeholder benefits than others
- Strong advocacy of **the young generation** to save the planet: 26% of the world is under 15 years of age...the young generation is **100% of the future**

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From the ATIC discussions that we have been having with our clients, it's clear that their commitment to sustainability must be end-to-end.

They realise that ESG is necessary but not sufficient...given the broad-based expectations of their various stakeholders, who are no longer accepting sustainability claims at face value.

Our clients, many of whom have long been committed to social and environmental causes, want to prove that they are genuine advocates.

Last but not least, the strong advocacy of the young generation to save the planet plays a critical role: the young generation is 26% of the world today and 100% of the future.

INTERTEK PROPRIETARY RESEARCH ON CORPORATE SUSTAINABILITY



- 74% of c-suite level respondents agree that customers and other stakeholders are demanding that companies do more in relation to sustainability
- 67% of respondents from publicly quoted companies recognise that they now face significant pressure to improve their sustainability performance
- 71% of respondents agree that 'There are too many sustainability expectations and reporting standards, which leads to confusion'
- 76% agree that 'We take on risk by not assessing our full supply chain'
- 92% acknowledge some of their supply chain would receive a poor sustainability report if it was fully audited
- 76% consider 'An end to end audit programme that would assess, benchmark and independently verify for your entire sustainability footprint' would be appealing'

Research with UK companies was conducted online from 30 Aug to 3 Sept 2019 with n=550 business leaders.

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We have completed some research with UK business leaders on sustainability and I would like to share the highlights with you.

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Indeed, companies want clarity and guidance and how to position themselves as a sustainable organisation.

WE HAVE EXPANDED OUR TQA OFFERING INTO SUSTAINABILITY OVER THE YEARS



INDUSTRY AGNOSTIC			INDUSTRY SPECIFIC			
HERS SUSTAINABILITY <i>Thematic</i> Life Cycle Assessment Carbon Footprint Water Footprint Health Screenings & Diseases Renewable Sourcing (RECS) (ISO) Sustainable Claims Support Sustainable Claims Investigation Product Circularity Support Recycled Content Verification Biorefineries Bio-based High Jet Plastic Compliance System On-site Emissions Implementation Industrial Production Responsibility End-of-Life Management Support Organisations & Facilities Sustainability Consulting Sustainability Reporting (SRI) Science Based Metrics Development Lifecycle Sustainability Report Assurance GHG Emissions Inventory & Reporting GHG Verification Sustainable Building Consulting Energy Consulting Sustainability Metrics Tracking System MSL Performance Verification	HERS RESTRICTED SUBSTANCES Restricted Substances Compliance (RECS), (RoHS, REACH, etc.) Electronic Waste Management (EWM) End-of-Life Management Extended Producer Responsibility Chemical/Material Risk Assessment Chemical/Material Risk Assessment Chemical/Outsourcing	HERS PRODUCT ASSURANCE Quality & Safety Consulting Business Continuity Packaging Information & Security Product Assurance Support Retailer Compliance Recycled Plastic Product Requirements BVC Building Envelope Commissioning Building Information Modeling Indoor Air Quality Sampling & Analysis Environmental Site Assessment Environmental, Health & Safety Hazardous Materials Management Abatement Consulting Energy Consulting Energy Modeling Energy Code Compliance ASHRAE (and LEED) Energy Audit Energy Portfolio Manager Performance Verification Sliding Water Quality Sampling & Analysis Airborne Emissions Management Abatement Consulting Pollution Prevention Planning MSL Performance Verification	BUSINESS ASSURANCE Sustainability Audit Energy Audit (ISO 5001, ISO14001) Environmental Audit (ISO 14001) Environmental Audit and Safety (ISO 14001) New Waste to Landfill (WTL) Food/Bever Audit Material Condition Assessment Social sustainability (SASB) Supplier Management (SME) Responsible Sourcing Zero Discharge of Hazardous Chemicals (ZDHC) ISO 14001 Compliance High Speed Initiative Fiber Transfer Entry Audit ENVIRONMENTAL (ABC) Environmental Compliance Testing Soil Testing Air Quality Testing Water Testing Hazardous Waste Testing LIFE SCIENCES (CSP) Material & Ingredient Testing Chemical Screening Fasting for Risk Assessment	HARDLINES & FURNITURE Clear de Certification WEEE de Certification ENE Emissions Testing Comprehensive Fire Certification Testing for Risk Assessment AGRICULTURE Sustainable Farm Audit Sustainable Carbon Initiative Organic Farming Certification Responsible Sourcing/Supplier Audit ENERGY & WATER Offshore Remediation Water Quality Consulting Environmental Engineering Water, Waste & Toxicity ENERGY/AM Solar Panel Performance Testing Wind Turbine Performance Testing Power Plant Cycling Consulting Battery Storage Consulting & Feasibility TRANSPORTATION TECHNOLOGIES Automotive AEC Testing Lighter Emissions Testing Energy Efficiency Testing Electric Vehicles End-of-Life Vehicle (ELV) Battery Recycling	ELECTRICAL & WIRELESS Energy Efficiency Testing Electronic Inspection Management Responsible Sourcing SOFTLINES Textile Materials & Chemicals Testing TRAINING (ALCHEMY) Sustainability Training for Frontline Workers & Management FOOD SERVICES ISO Food Audit Food Safety Testing Shelf-life Testing Services Root-cause Analysis Food Packaging Generically Modified Organisms (GMO)	BVC Building Material Testing (Thermal, Vibration, Compliance, etc.) Energy Efficiency Testing - Installation Testing for Risk Assessment Water Quality Testing Fire Safety Testing Construction Testing CYBER SECURITY Cyber Security Testing & Certification Cyber Security Advisory Services Security Reviews & Assessments Policy Development & Design Review Risk Identification, Assessment & Mitigation Cyber Threat Analysis Incident Prevention & Detection Vulnerability Assessment

*Core, material HERS are programs under Sustainability Certification Mark Development & in progress

DEPTH AND BREADTH OF OPERATIONAL SUSTAINABILITY SOLUTIONS

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Our unrivalled expertise in Total Quality Assurance means we are uniquely positioned to support the needs of our clients in operating sustainably.

Over the years we have extended our TQA proposition to offer a real depth and breadth of industry-agnostic and industry-specific operational sustainability solutions.



Given the broad-based and ever higher expectations of all stakeholders, corporations recognise that their commitment to sustainability must be end to end and that ESG is necessary but not sufficient.

Sustainability has to start at the heart of a company's operation, where quality, safety and sustainability are seen as the foundations of driving sustainable growth...and has to take a holistic approach to cover all aspects of corporate sustainability.

Two weeks ago, we announced a major innovation that will go beyond our existing Operational Sustainability Solutions that address the important areas of environment, products, processes, facilities, assets and systems.

To offer Total Sustainability, we are launching a ground-breaking Assurance innovation with Corporate Sustainability Certification, that is industry-agnostic.



Intertek's Corporate Sustainability Certification is a new gold standard for companies to evidence their commitment to sustainability.

The programme is powered by our global network of technical experts and advanced software platforms to help our clients track their progress on sustainability.

Intertek Corporate Sustainability Certification is a holistic assurance programme that audits and certifies the quality of processes in place based on 10 Intertek proprietary standards that benchmark the end to end approach of any company on all aspects of its corporate activities.

The certification programme covers the following 10 Standards:

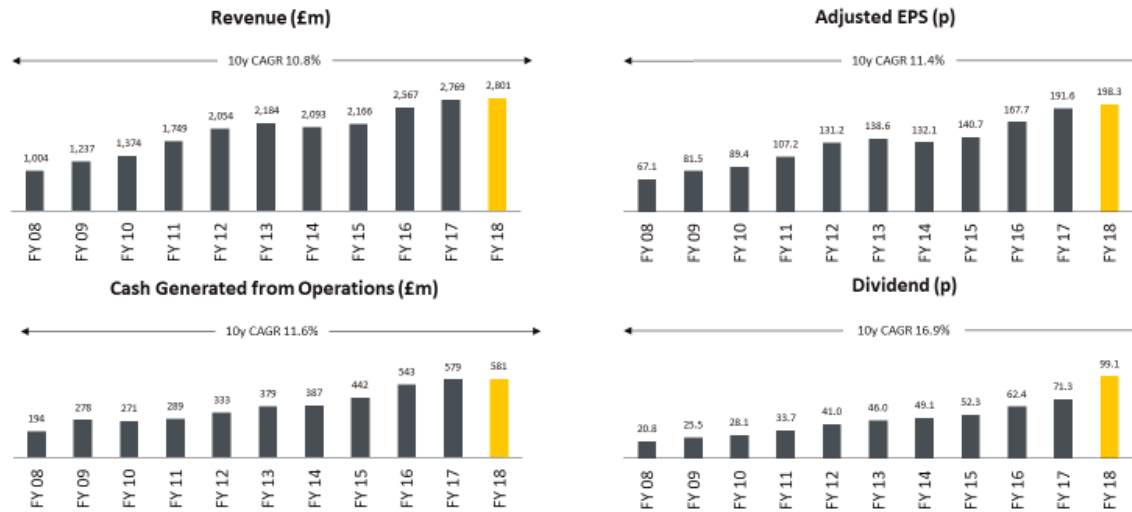
- Quality & Safety
- Risk Management
- Enterprise Security
- Compliance
- Environment
- People & Culture
- Communities
- Governance
- Financial
- Communications & Disclosures

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SUSTAINABLE PERFORMANCE

Let's now discuss the drivers of sustainable performance at Intertek.

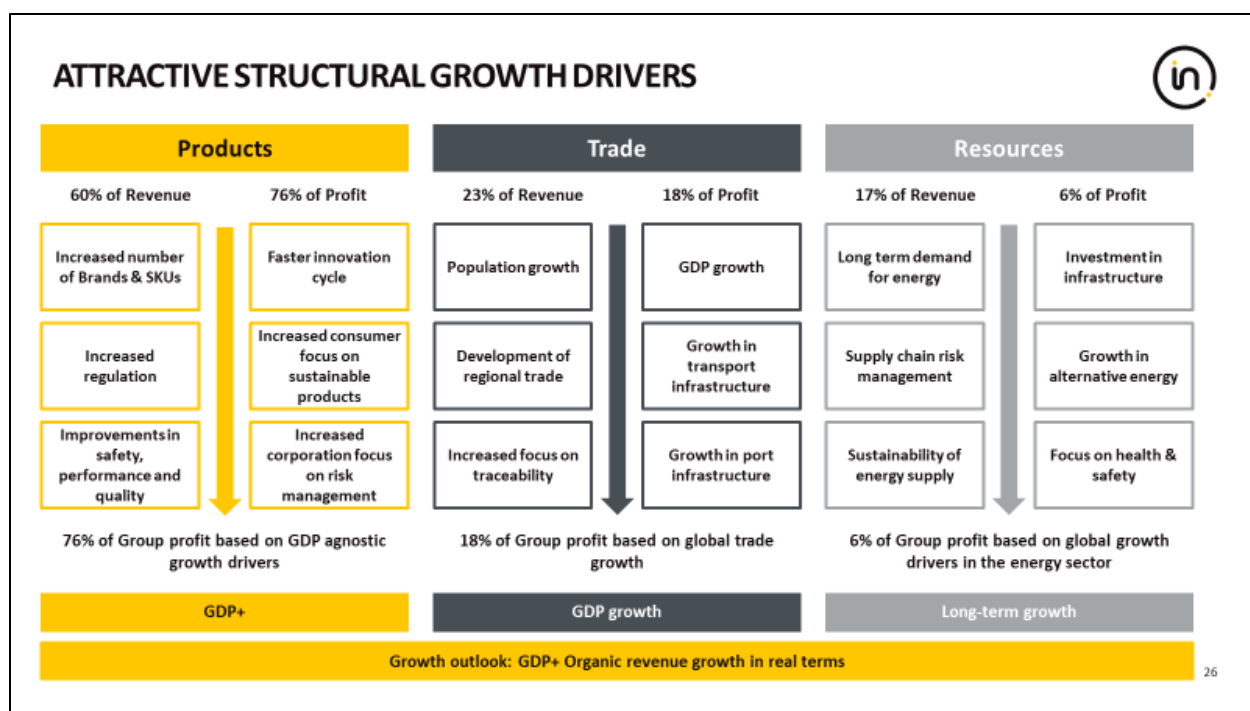
TRACK RECORD OF SHAREHOLDER VALUE CREATION



INTERTEK RANKS 3RD HIGHEST IN THE FTSE100 IN DIVIDEND PROGRESSION SINCE THE IPO IN 2002

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Our track record of shareholder value creation is strong, and the sustainability of our results is a tribute to the quality of our earnings model, the trusted relationships we have with our clients, and the strength of our organisation.



Our future growth outlook is Global GDP+ organic revenue growth in real terms.

We expect our Products division that represents 76% of the group’s earnings to grow ahead of global GDP, benefiting from brand and SKU expansion, regulatory development as well as an increased focus of corporations on safety, quality and sustainability.

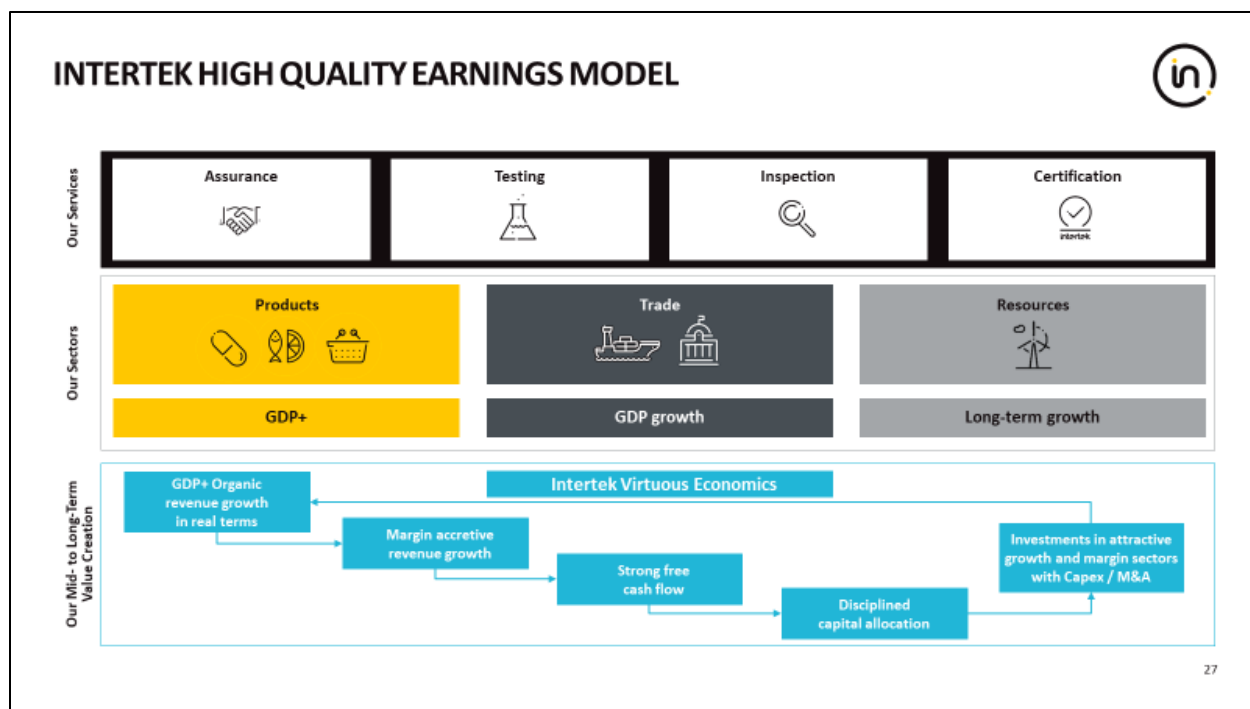
We expect our Trade division that represents 18% of the group’s earnings to grow at a rate broadly similar to GDP through the cycle.

Our Trade businesses will benefit from the development of regional and global trade routes as well as from an increased focus on traceability.

The growth prospects of our Resources division which represents 6% of the group’s earnings are linked to the global growth drivers in the energy sector.

Investments in Exploration and Production for essential resources like Oil and Minerals will grow to meet the demand of the growing population around the world.

We also expect structural growth in the renewable energy sector.



We operate a high-quality earnings model.

Intertek's approach to value creation for the mid to long term is based on:

- Global GDP+ organic growth in real terms

+

- Margin accretion;

+

- Strong cash conversion; and

+

- Disciplined capital allocation.

The compounding effect of the virtuous economics of our earnings model year after year will continue to deliver shareholder value creation.

SYSTEMIC PERFORMANCE MANAGEMENT

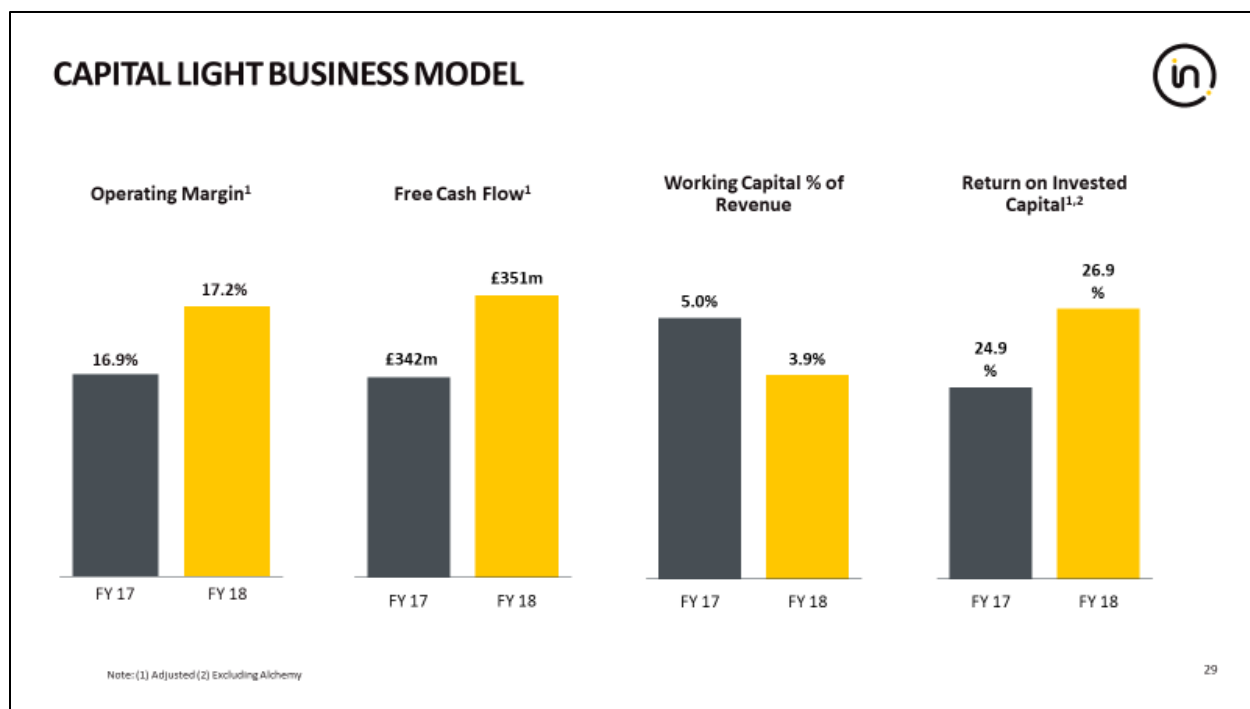


Disciplined Performance Management Calendar				
Weekly	Monthly	Quarterly	Yearly	5 Year Plan
Financial Metrics		Operational Metrics		
Revenue Growth	Pricing Power	Marketing Leads	Health and Safety	
Margin	Working Capital	Customer Retention	Sales Funnel	
ROCE	Capital Allocation	Customer Acquisitions	Back Log Management	
Cash Conversion	Cost	Employee Turnover	Net Promoter Score	
Customer Profitability	Investments in Growth	Operational Excellence	Site Capacity Utilisation	

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We performance manage the business based on a unique cockpit of leading and lagging indicators in every operation enabling us to track performance on daily/weekly/monthly basis and deliver consistent results.

We focus on both financial and non-financial metrics, from site-level all the way up.



We operate a capital light business model

We continue to make consistent progress on the profit margin and on working capital to improve our cash flow, which enable us to generate high returns on invested capital.



EVER BETTER... EVER STRONGER

- Industry leader in a growing global \$250bn ATIC market
- Scale positions in attractive end-markets in 100+ countries
- Unique Total Quality Assurance value proposition offering superior customer service
- High quality compounder earnings model
- Ever Better operational discipline making Intertek Ever Stronger

Intertek is going from strength to strength, making consistent progress on strategy and performance.

We have scale positions in attractive end-markets in 100+ countries.

We have a strong track record of creating shareholder value operating a high-quality compounder earnings model.

Our Ever Better operational discipline is making Intertek Ever Stronger.

Thank you and I will now answer any questions you might have.