

BRINGING QUALITY, SAFETY AND SUSTAINABILITY TO LIFE

Bernstein Conference
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CEO



AGENDA

1

Intertek 5X5 differentiated strategy for growth

2

Innovation driving our 5x5 growth strategy

3

Sustainable performance



1

INTERTEK 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

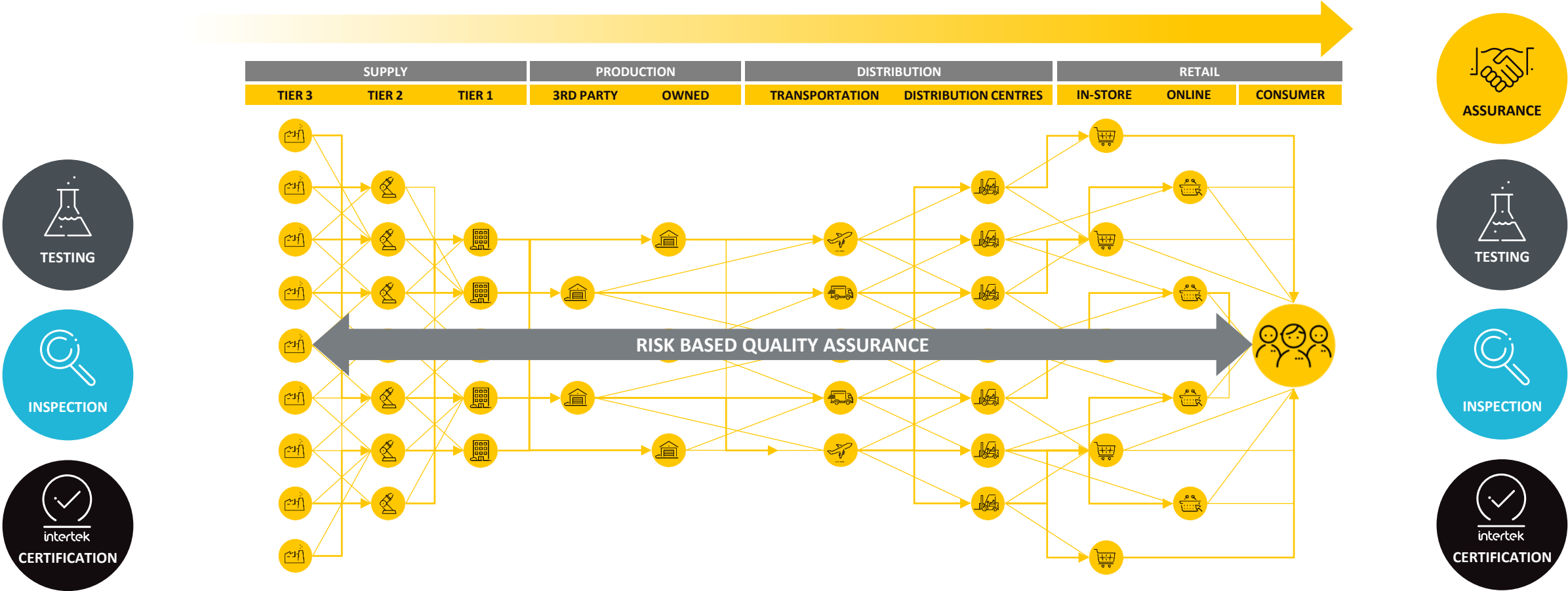
- We are a global family that values diversity
- We always do the right thing. With precision, pace and passion
- We trust each other and have fun winning together
- We own and shape our future
- We create sustainable growth. For all



THE QUALITY ASSURANCE INDUSTRY IS EVOLVING FROM TIC TO ATIC



TESTING, INSPECTION & CERTIFICATION PROVIDES QUALITY & SAFETY CONTROLS

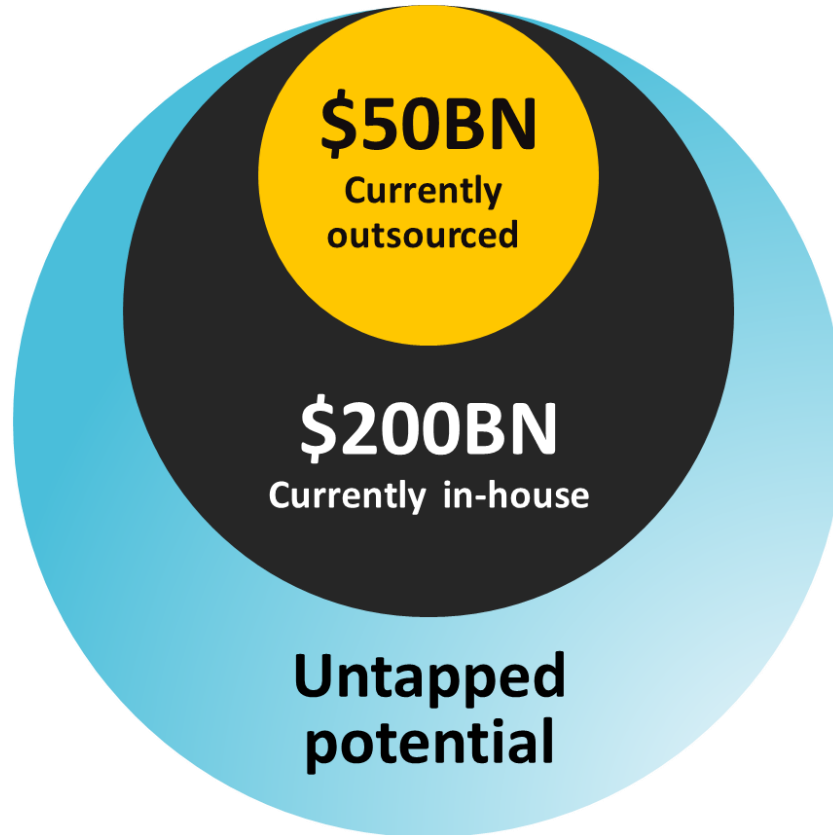


ASSURANCE PROVIDES AN END-TO-END ASSESSMENT OF QUALITY & SAFETY PROCESSES

ATTRACTIVE QUALITY ASSURANCE GROWTH PROSPECTS



GLOBAL ATIC MARKET



GROWTH OPPORTUNITY



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

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

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

INTERTEK IS UNIQUELY POSITIONED TO DELIVER ATIC SOLUTIONS



44,000+ EMPLOYEES

**GLOBAL MARKET
LEADER IN ASSURANCE**

3,000 AUDITORS

90,000+ AUDITS

100+ COUNTRIES

**GLOBAL MARKET
LEADER IN TIC**

1,000+ LABS & OFFICES

80+ LANGUAGES

Systemic approach to Quality and Safety



Our Sectors



Products



Trade

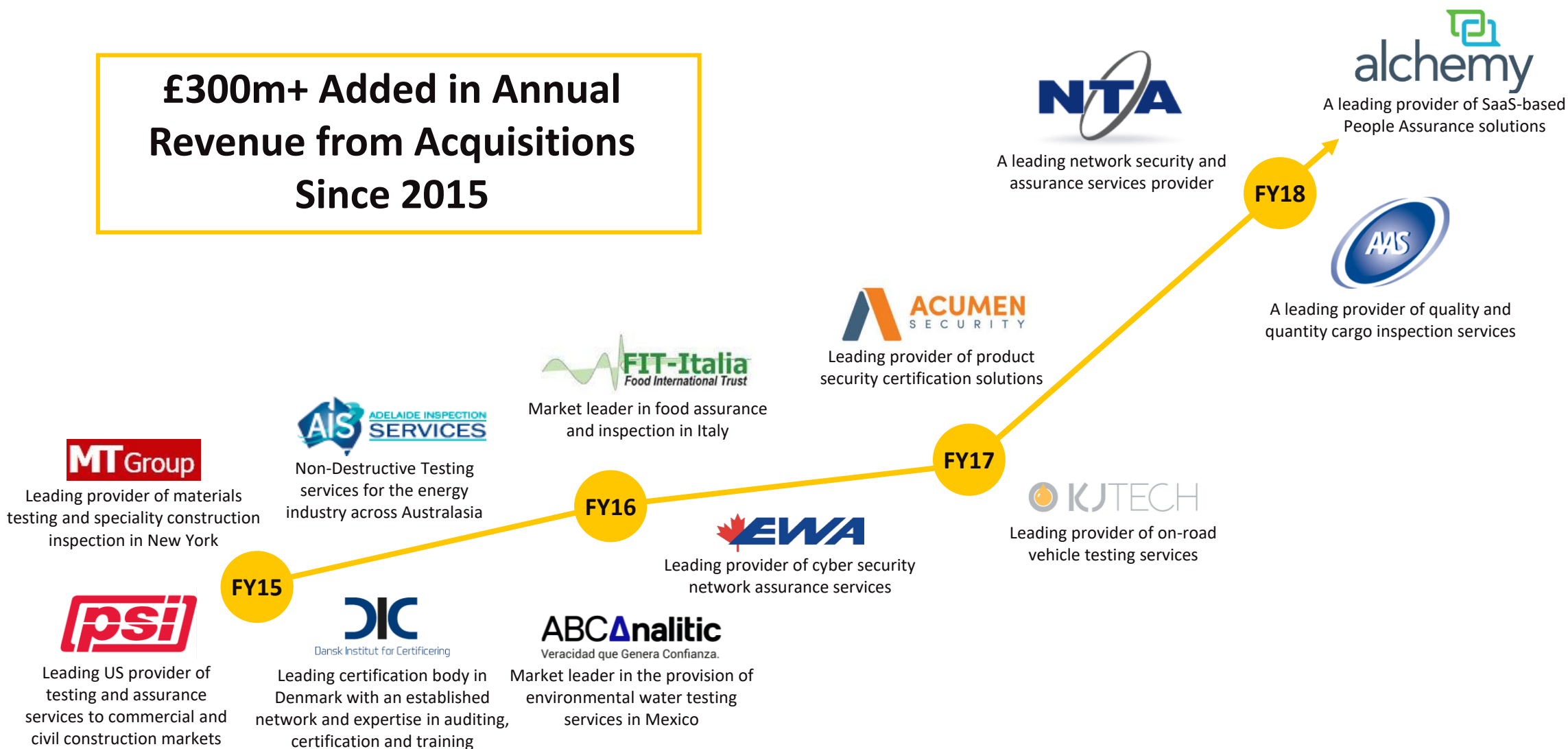


Resources

SELECTIVE M&A IN ATTRACTIVE GROWTH AND MARGIN SECTORS



£300m+ Added in Annual Revenue from Acquisitions Since 2015



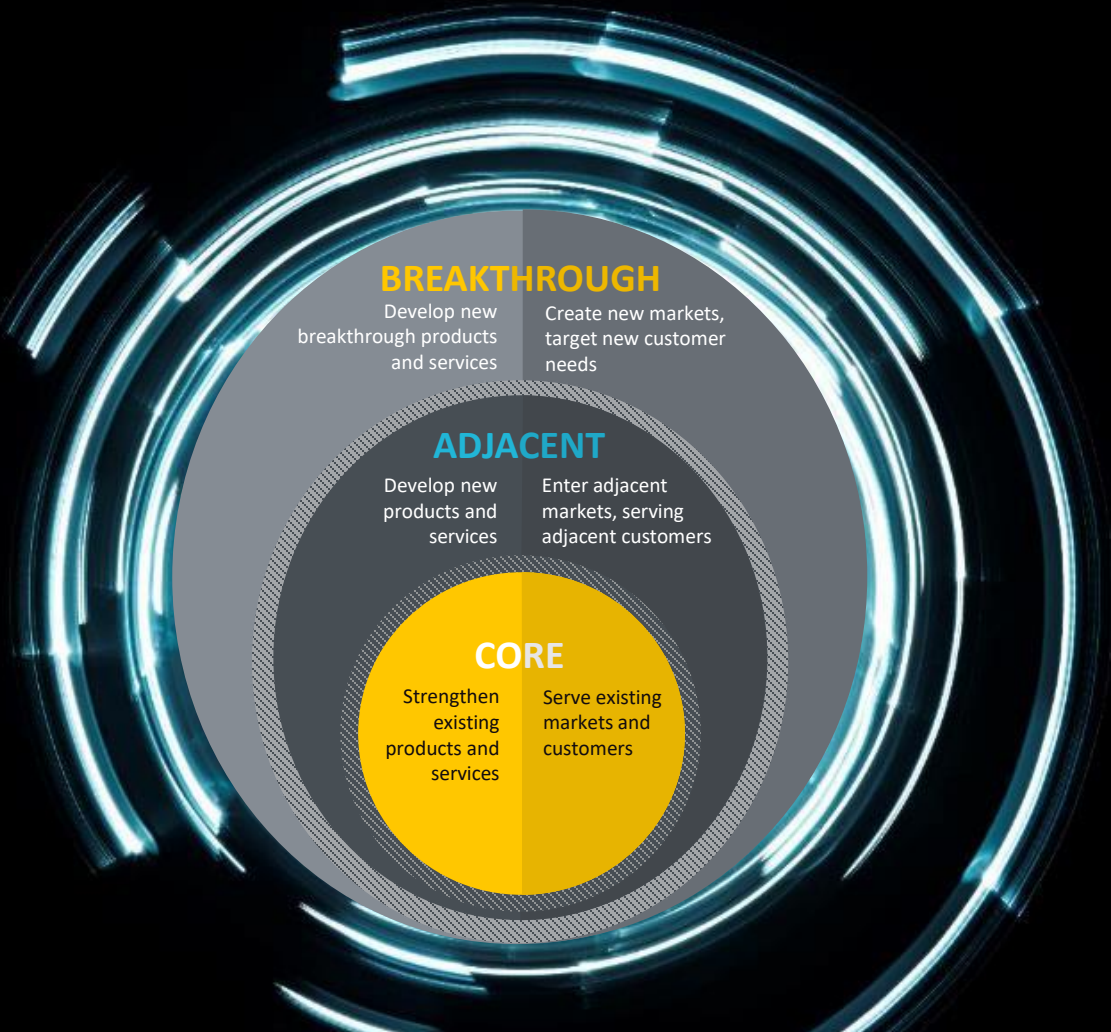
DISCIPLINED CAPITAL ALLOCATION IN ATTRACTIVE GROWTH AND MARGIN SECTORS

2

INNOVATION DRIVING OUR 5X5 GROWTH STRATEGY



INNOVATIVE SOLUTIONS TO ACCELERATE GROWTH



BREAKTHROUGH INNOVATIONS

Ground-breaking solutions to create new markets

INNOVATIONS IN ADJACENT SEGMENTS

Expanding into fast growing and high margin areas

INNOVATIONS FROM THE CORE

Building on the strengths of existing products and services

SUPPORTING OUR CUSTOMERS TO THRIVE IN AN INCREASINGLY COMPLEX WORLD

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

INNOVATIONS IN ADJACENT HIGH-GROWTH AND HIGH-MARGIN AREAS



Interpret uses near infrared spectrum analysis to predict the physical properties of crude oil



Intertek PipeAware™ is a software solution that allows customers to access their asset inspection data **in real-time**



Intertek's **Cybersecurity Services** address the growing cyber threats as part of a **systemic risk mitigation approach**



Intertek have partnered with the American Center for Mobility on their 500-acre autonomous vehicle proving grounds

Virtual Audits

Our **Virtual Audit** solution, allows us to deliver our audits faster and with a wider audience of observers



Intertek KJ Tech offers **road testing**, allowing auto manufacturers to understand how their vehicles perform in real life situations

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

SUSTAINABILITY IS THE MOVEMENT OF OUR TIME





WE ARE AT A TIPPING POINT.

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**

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'

WE HAVE EXPANDED OUR TQA OFFERING INTO SUSTAINABILITY OVER THE YEARS



INDUSTRY AGNOSTIC



HERS SUSTAINABILITY

Products

Life Cycle Assessment
Carbon Footprint*
Water Footprint
Health Declarations & Disclosure
Responsible Sourcing (BES 6001)
Sustainable Claims Support
Sustainable Claims Verification
Product Eco-labelling Support
Recycled Content Verification*
Biodegradable*
Compostable*
Biobased*
Single Use Plastic Compliance Support
Circular Economy Implementation
Extended Producer Responsibility
End-of-Life Management Support
Organizations & Facilities
Sustainability Consulting
Sustainability Reporting (GRI)
Science Based Metrics Development
Corporate Sustainability Report Assurance
GHG Emissions Inventory & Reporting
GHG Verification
Sustainable Building Consulting
Energy Consulting
Sustainability Metrics Tracking Support
WELL Performance Verification

HERS RESTRICTED SUBSTANCES

Restricted Substances Compliance (REACH, RoHS, Prop 65, etc.)
Electronic Waste Management (WEEE)
End-of-Life-Management
Extended Producer Responsibility
Chemical/Material Hazard Assessment
Chemical/Material Risk Assessment
Chemical Footprinting

HERS EHS

Environment, Health & Safety Consulting
Business Continuity Planning
Catastrophic Loss Environmental Support
Product Recovery
ISO 14001 Compliance Support
Environmental Compliance
Environmental Engineering
Chemical Engineering
Industrial Hygiene
Indoor Air Quality Sampling & Analysis
Drinking Water Quality Sampling & Analysis
Storm/Sewer Discharge Compliance
Hazardous Materials Management
Abatement Consulting
Pollution Prevention Planning
WELL Performance Verification

HERS PRODUCT ASSURANCE

Quality & Safety Consulting
Business Continuity
Packaging Reduction & Durability
Product Resilience Support
Food Contact Compliance
Recycled Plastic Process Requirements

B+C

Building Envelope Commissioning
Envelope Performance Testing
Indoor Air Quality Sampling & Analysis
Environmental Site Assessment
Environmental, Health & Safety
Hazardous Materials Management
Abatement Consulting
Energy Consulting
Energy Modeling
Energy Code Compliance
ASHRAE Level I, II, III Energy Audits
Energy Portfolio Manager
Performance Verification
Acoustic Design & Consulting
Acoustic Performance Site Testing
WELL Performance Testing

BUSINESS ASSURANCE

Sustainability Audits
Energy Audits (ISO 50001, ASHRAE)
Environmental Audits (ISO 14001)
Occupational Health and Safety (ISO 45001)
Zero Waste to Landfill (ZWL)*
Food Waste Audits
Workplace Condition Assessments
Social Accountability (SA8000)
Supplier Management (Inlight)
Responsible Sourcing
Zero Discharge of Hazardous Chemicals (ZDHC)
SAC Higg Index Verification
Think Green Initiative
Edge Gender Equity Audits

ENVIRONMENTAL (ABC)

Environmental Compliance Testing
Soil Testing
Air Quality Testing
Water Testing
Stack Emissions Testing

LIFE SCIENCES (C&P)

Material & Ingredient Testing
Chemical Screening
Testing for Risk Assessment

INDUSTRY SPECIFIC



HARDLINES & FURNITURE

Clean Air Certification*
BIFMA e3 Certification*
VOC Emissions Testing
Formaldehyde Free Certification
Testing for Risk Assessment

ENERGY & WATER

Offshore Renewables
Water Quality Consulting
Environmental Engineering
Wind, Wave & Tidal Feasibility

ENERGY/AIM

Solar Panel Performance Testing
Wind Turbine Performance Testing
Power Plant Cycling Consulting
Battery Storage Consulting & Feasibility

CALEB BRETT

Biodegradability Testing
Compostability Testing
Biofuels Testing

AGRICULTURE

Sustainable Farm Audits
Sustainable Cotton Initiative
Organic Farming Certification
Responsible Sourcing/Supplier Audits

TRANSPORTATION TECHNOLOGIES

Automotive VOC Testing
Engine Emissions Testing
Energy Efficiency Testing
Electric Vehicles
End-of-Life Vehicle (ELV)
Battery Recycling

ELECTRICAL & WIRELESS

Energy Efficiency Testing - Electronics
Supplier Management
Responsible Sourcing

SOFTLINES

Textile Materials & Chemicals Testing

TRAINING (ALCHEMY)

Sustainability Training for Frontline Workers & Management

FOOD SERVICES

360 Food Audit
Food Safety Testing
Shelf Life Testing Service
Nutritional Analysis
Residues & Contaminants
Food Packaging
Genetically Modified Organisms (GMOs)

B+C

Building Material Testing (Thermal, Fire, Durability, Compliance, etc.)
Energy Efficiency Testing - Insulation
Testing for Risk Assessment
Wind Uplift 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 & Management
Cyber Threat Analysis
Intrusion Prevention & Detection
Vulnerability Assessment

DEPTH AND BREADTH OF OPERATIONAL SUSTAINABILITY SOLUTIONS

INTERTEK

TOTAL SUSTAINABILITY ASSURANCE



INTERTEK CORPORATE SUSTAINABILITY CERTIFICATION



3

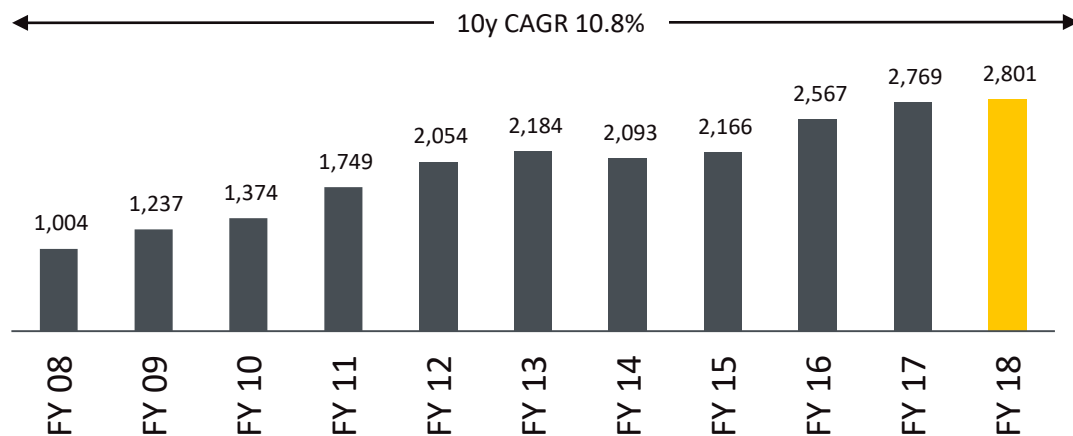
SUSTAINABLE PERFORMANCE



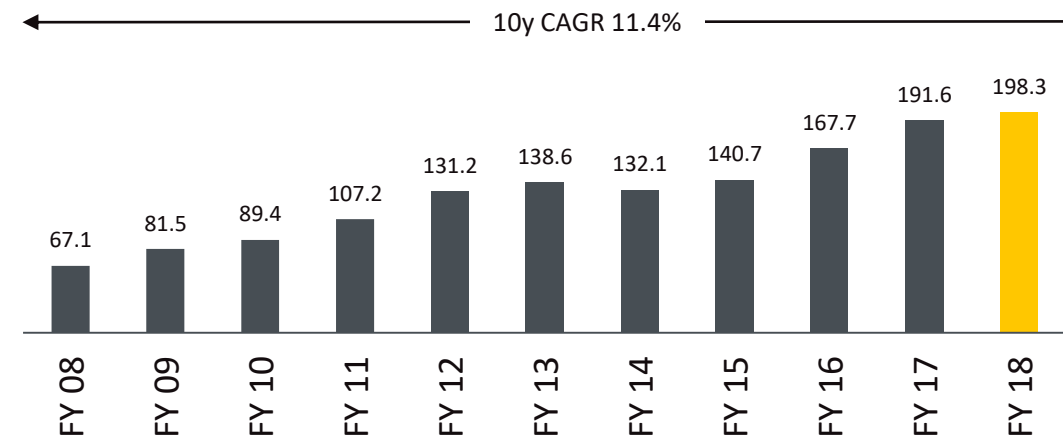
TRACK RECORD OF SHAREHOLDER VALUE CREATION



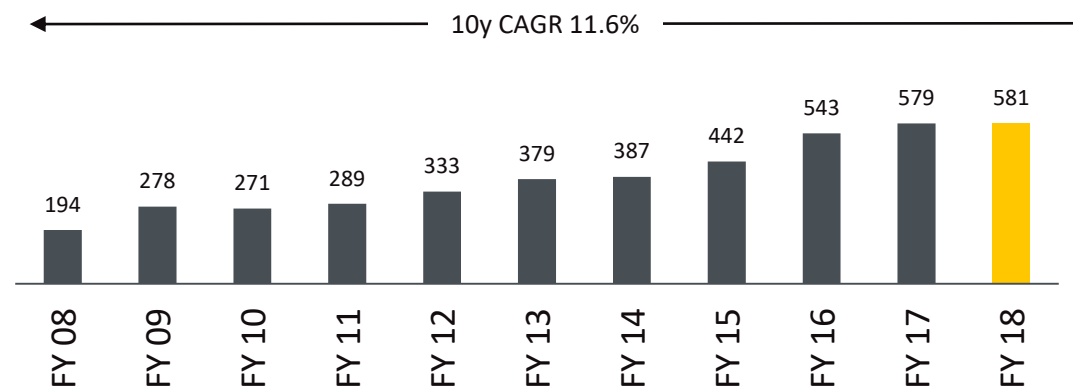
Revenue (£m)



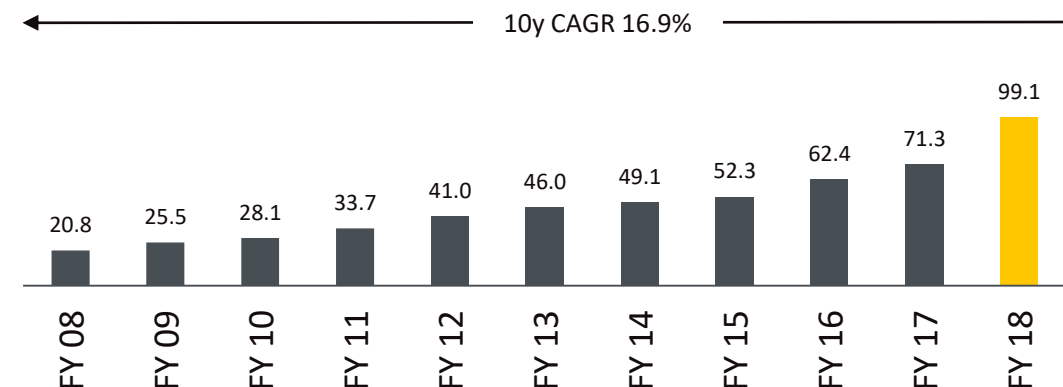
Adjusted EPS (p)



Cash Generated from Operations (£m)



Dividend (p)



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

ATTRACTIVE STRUCTURAL GROWTH DRIVERS



Products

60% of Revenue

76% of Profit

Increased number
of Brands & SKUs

Increased
regulation

Improvements in
safety,
performance and
quality

Faster innovation
cycle

Increased consumer
focus on
sustainable
products

Increased
corporation focus
on risk
management

76% of Group profit based on GDP agnostic
growth drivers

GDP+

Trade

23% of Revenue

18% of Profit

Population growth

Development of
regional trade

Increased focus on
traceability

GDP growth

Growth in
transport
infrastructure

Growth in port
infrastructure

18% of Group profit based on global trade
growth

GDP growth

Resources

17% of Revenue

6% of Profit

Long term demand
for energy

Supply chain risk
management

Sustainability of
energy supply

Investment in
infrastructure

Growth in
alternative energy

Focus on health &
safety

6% of Group profit based on global growth
drivers in the energy sector

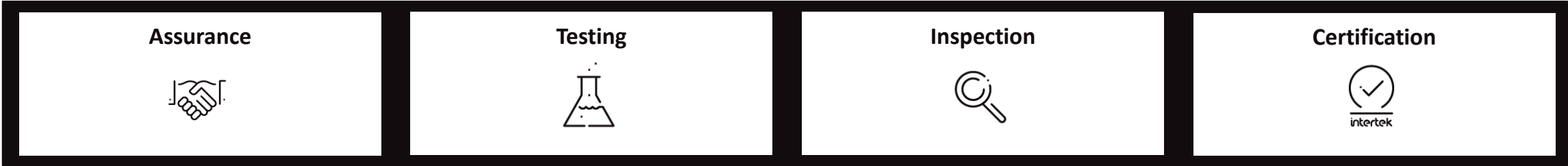
Long-term growth

Growth outlook: GDP+ Organic revenue growth in real terms

INTERTEK HIGH QUALITY EARNINGS MODEL



Our Services



Our Sectors



Our Mid- to Long-Term Value Creation

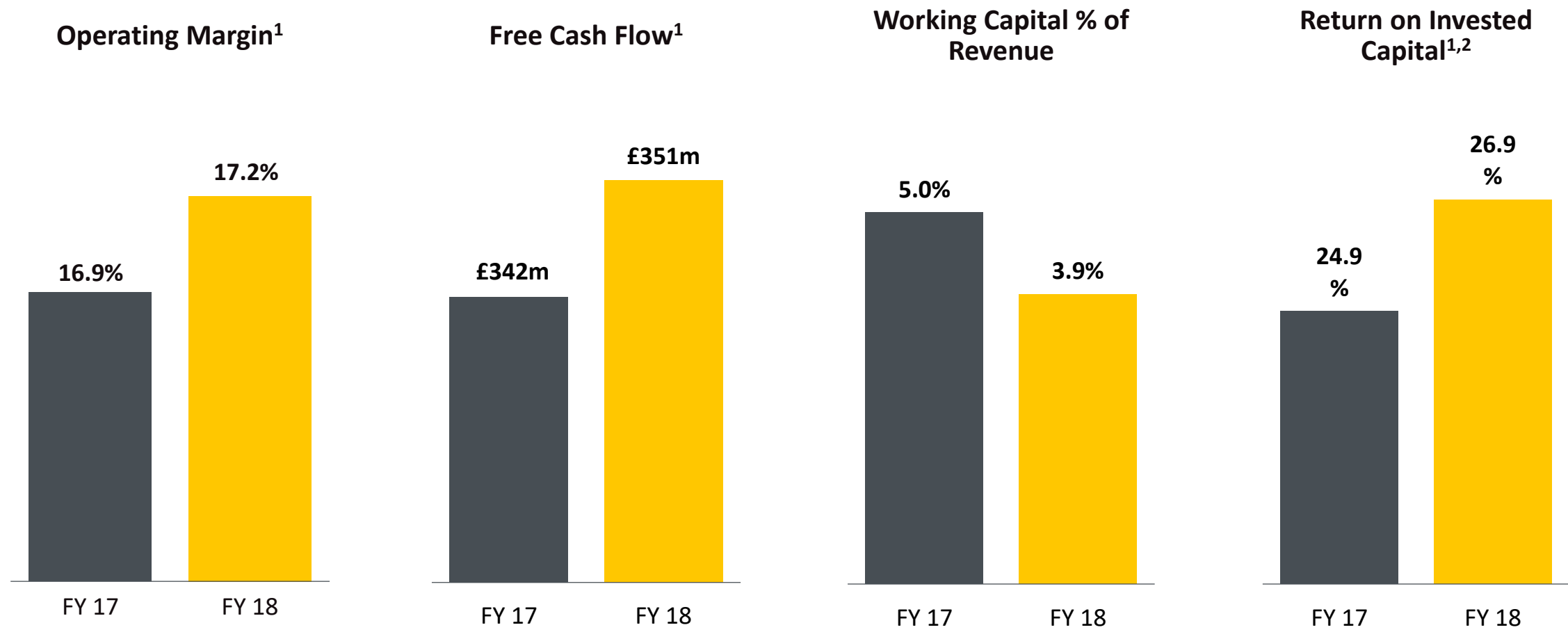


SYSTEMIC PERFORMANCE MANAGEMENT



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	

CAPITAL LIGHT BUSINESS MODEL



Note: (1) Adjusted (2) Excluding Alchemy

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

