

EVER BETTER EVER STRONGER

Investor Event
12 September 2019

André Lacroix
CEO



Good afternoon to you all and many thanks for joining us here at the LSE.

AGENDA



01

Intertek Executive
Management
Team

02

Intertek
Sustainable
Performance

03

Intertek
Assurance
Innovation

We have a short but, I believe, highly significant agenda for you this afternoon.

You'll get the opportunity to meet all members of our Executive Committee today.

We were in London together this week and I thought you would enjoy the opportunity to meet with my colleagues.

Before we start, I just want to manage your expectations...

Today is about meeting our leadership team and discussing strategy.

It is not a trading update and I would greatly appreciate if you could respect the rules on engagement.

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Intertek is led by a passionate and experienced team of global senior leaders and you should know that I am very proud of our team.

Can I ask each of our senior executive team to stand up please.

Together, we are taking Intertek from strength to strength making progress on both strategy and performance, inch by inch.

You will have the opportunity to meet each of them over a drink in a little while but for now, I will ask each of them to introduce themselves to you...

INTERTEK EXECUTIVE MANAGEMENT TEAM



Ross McCluskey
Chief Financial Officer



Diane Bitzel
Group Chief Information
Officer



Ann-Michele Bowlin
Chief ATIC Innovation Officer



Alex Buehler
Executive Vice President
Global Resources



Ian Galloway
Executive Vice President
Middle-East, Africa and
Global Trade



Tony George
Executive Vice President
Human Resources



Ken Lee
Executive Vice President
Marketing and
Communications



Patrick Lee
Joint CEO Greater China



Ann O'Hara
Executive Vice President
Global Products



Graham Ritchie
Executive Vice President
Europe



Julia Thomas
Senior Vice President
Corporate Development



Mark Thomas
Group General Counsel &
Head of Risk & Compliance



Gregg Tiemann
Executive Vice President
Americas

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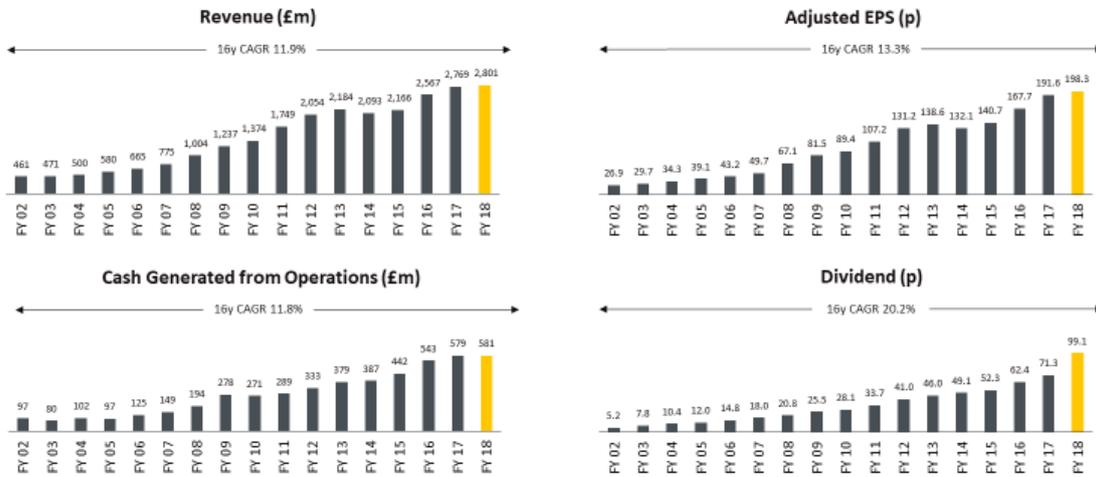
03

Intertek
Assurance
Innovation

Intertek is on a Good to Great journey, delivering sustainable performance for all of its stakeholders.

We are extremely pleased with the consistent performance delivery of the group year after year.

DELIVERING SUSTAINABLE RESULTS



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

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.

Before revealing what will be a ground-breaking Assurance innovation, I would just like to say a few words on strategy.

5x5 DIFFERENTIATED 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 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

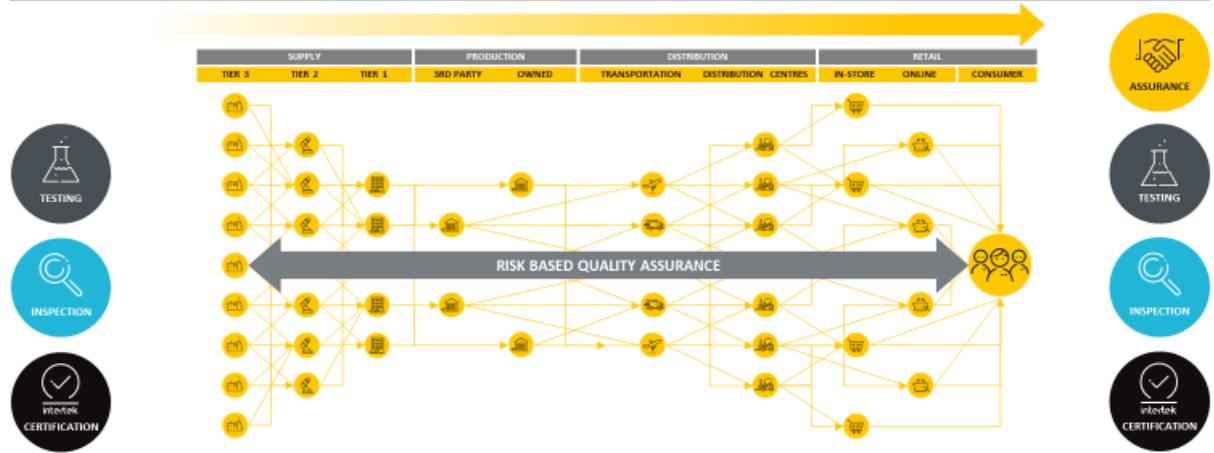
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Our Good to Great journey is anchored in our 5x5 differentiated strategy for growth, with goals, strategic priorities and enablers that are guiding our day to day activities in each part of the group.

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

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

Given the increased complexity of their operations, our clients now 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.

INTERTEK TQA VALUE PROPOSITION

A SYSTEMIC APPROACH TO QUALITY ASSURANCE



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

HELPING CORPORATIONS MANAGE THE COMPLEXITY OF THEIR SUPPLY CHAINS

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 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



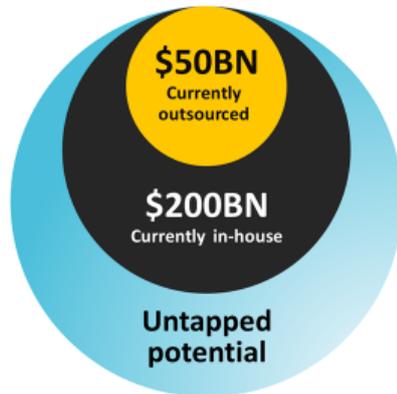
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Intertek has led the Quality Assurance industry for over 130 years and has built a powerful operational platform in more than 100 countries to deliver our TQA value proposition.

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.

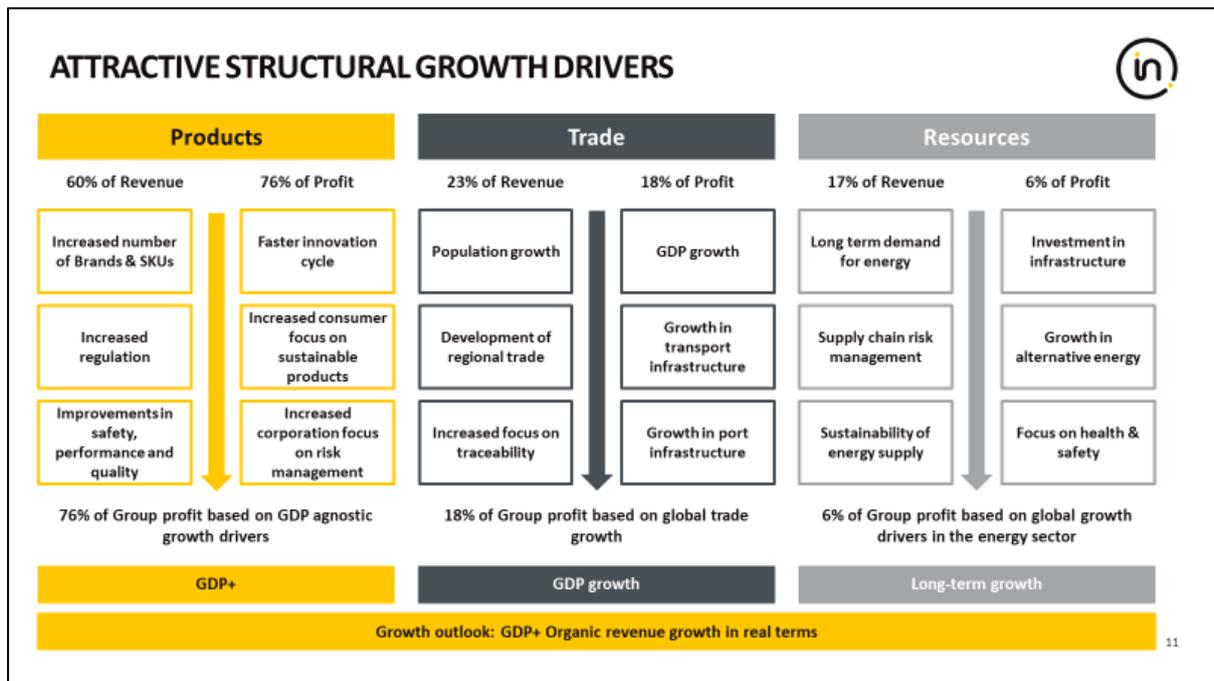
The Total Quality Assurance market is worth \$250bn, yet only 20% of this market is currently outsourced.

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.



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.

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	

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.

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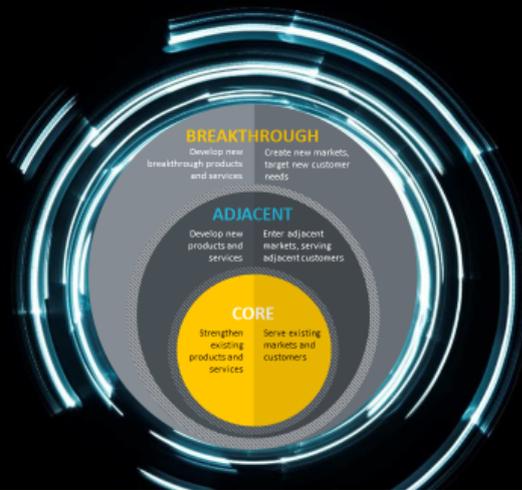
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Innovation is an important focus area to help our clients mitigate the increased quality, safety...and sustainability risks in their operations.

INNOVATIVE SOLUTIONS TO ACCELERATE GROWTH



BREAKTHROUGH INNOVATION

Ground-breaking solutions to create new markets

INNOVATION IN ADJACENT SEGMENTS

Expanding into fast growing and high margin areas

INNOVATION FROM THE CORE

Building on the strengths of existing products and services

SUPPORTING OUR CUSTOMERS TO THRIVE IN AN INCREASINGLY COMPLEX WORLD

We pursue a 3-tiered approach to innovation:

- Building on the strengths of existing ATIC services, which we call Innovation 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.

This afternoon, I want you to be the first to hear about a breakthrough innovation in relation to sustainability...



SUSTAINABILITY PARADOX

The insight we have gained is that corporations today are facing a paradox...

A growing number of companies are taking steps to be more responsible in how they treat employees, communities and the planet, but...

- Where should sustainability start and end...?
- How can their sustainability claims be verified...?
- How can they convince all their stakeholders that they have the right approach in place to be truly sustainable...?

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



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
- Companies **need a way to stand out** to build their sustainability reputation

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.

INTERTEK PROPRIETARY RESEARCH ON CORPORATE SUSTAINABILITY
RELEASED 13 SEPTEMBER 2019



- 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 just completed some research with UK business leaders on sustainability which will be published tomorrow, and I would like to share the highlights with you.

- 74% of respondents agree that customers and other stakeholders are demanding that companies do more in relation to sustainability
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- 71% 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'
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Indeed, companies want clarity and guidance and how to position themselves as a sustainable organisation.

WE HAVE EXTENDED OUR TQA OFFERING INTO SUSTAINABILITY



OPERATIONAL SUSTAINABILITY SOLUTIONS INDUSTRY AGNOSTIC



HERS SUSTAINABILITY

Products
Life Cycle Assessment
Carbon Footprint
Waste Footprint
Health, Environment & Disclosure
Sustainable Sourcing (S&S) (H&E)
Sustainable Claims Support
Sustainable Claims Verification
Product Eco-Labeling Support
Recycled Content Verification
Biodegradability
Compostability
Reformulation
Single Use Plastic Compliance Support
Circular Economy Implementation
Extended Producer Responsibility
End-of-Life Management Support
Organizational & Facilities
Sustainability Consulting
Sustainability Reporting (S&S)
Sustainability Benchmarking
Science Based Metrics Development
Corporate Sustainability Report Assistance
GRI Initiatives Inventory & Reporting
GRI Verification
Sustainable Building Consulting
Energy Consulting
Sustainable Mining Tracking Support
WEL Performance Verification

HERS RESTRICTED SUBSTANCES

Restrictive Substance Compliance (REACH, RoHS, Prop 65, etc.)
Restrictive Substance Management (RSM)
End of Life Management
Extended Producer Responsibility
Chemical/Material Hazard Assessment
Chemical/Water Risk Assessment
Chemical Consulting
HERS EHS
Environment, Health & Safety Consulting
Business Continuity Planning
Catalytic Converter Environmental Support
Product Recovery
S&S (H&E) Compliance Support
Environmental Compliance
Environmental Engineering
Chemical Engineering
Industrial Hygiene
Indoor Air Quality Sampling & Analysis
Drinking Water Quality Sampling & Analysis
Wastewater Discharge Compliance
Hazardous Materials Management
Blowdown Consulting
Industrial Process Planning
WEL Performance Verification

HERS PRODUCT ASSURANCE

Quality & Safety Consulting
Business Continuity
Packaging Reduction & Recyclability
Product Reliability Support
Food Contact Compliance
Regulatory Affairs Process Requirements
B+C
Building Envelope Commissioning
Condition Performance Testing
Indoor Air Quality Sampling & Analysis
Environmental Site Assessment
Environmental, Health & Safety
Hazardous Materials Management
Abatement Consulting
Energy Consulting
Energy Modeling
Energy Risk Consulting
ASHRAE Level 1, 2, 3 Energy Audit
Energy Portfolio Manager
Performance Incentives
Accents Design & Consulting
Acoustic Performance Site Testing
WEL Performance Testing

BUSINESS ASSURANCE

Sustainability Audit
Energy Audit (ISO 50001, ASHRAE)
Environmental Audit (ISO 14001)
Occupational Health and Safety (OSHA 1910)
Zero Waste to Landfill (ZWL)
Food Safety Audit
Supplier Compliance Assessment
Social Accountability (SA8000)
Supplier Management (SMP)
Responsible Sourcing
Zero Discharge of Hazardous (ZDH) (ISO 14001)
S&S (H&E) Inherently Safer
Risk Score Initiative
EPA Worker Safety Audit
ENVIRONMENTAL (ABC)
Environmental Compliance Testing
S&S Testing
Air Quality Testing
Water Testing
Soak/Leakage Testing
LIFE SCIENCES (C&P)
Material & Ingredient Testing
Chemical Consulting
Testing for Risk Assessment

OPERATIONAL SUSTAINABILITY SOLUTIONS INDUSTRY SPECIFIC



HARDLINES & FURNITURE

Clear Air Certification
EMF at Certification
VOC Emissions Testing
Formaldehyde Free Certification
Testing for Risk Assessment
ENERGY & WATER
Offshore Remediation
Water Quality Consulting
Environmental Engineering
Wine, Water & Beer Facilities
ENERGY/AM
Solar Panel Performance Testing
Wind Turbine Performance Testing
Power Plant Cycling Consulting
Battery Storage Consulting & Feasibility

CALEB BRETT

Bioequivalency Testing
Compatibility Testing
Biobased Testing
AGRICULTURE
Sustainable Farm Audit
Sustainable Cotton Initiative
Organic Farming Certification
Responsible Sourcing/Trade Audit
TRANSPORTATION TECHNOLOGIES
Automotive GSC 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
M&F Food Audit
Food Safety Testing
S&S (H&E) Testing Services
Nutritional Analysis
Resilience & Contaminants
Food Packaging
Sensory/Marketed Operations (S&M/O)

B+C

Building Material Testing (Formal, VOC, Biobased, Compliance, etc.)
Energy Efficiency Testing - Insulation
Testing for Risk Assessment
Wool S&S Testing
Fire Safety Testing
Construction Testing
CYBER SECURITY
Cyber Security Testing & Certification
Cyber Security Industry Services
Security Reviews & Assessments
Policy Development & Design Review
Risk Identification, Assessment & Management
Cyber Fraud Analysis
Incident Prevention & Detection
Vulnerability Assessment

DEPTH AND BREADTH OF INTERTEK SUSTAINABILITY EXPERTISE

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.

Tomorrow, we will announce 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

HELPING CLIENTS DEMONSTRATE THEIR COMMITMENT TO END-TO-END SUSTAINABILITY



The world is changing fast in multiple directions and I believe the way corporations will report will also change.

Personally, I see the paper and digital Annual Report of the future being three sections, the strategy report, the sustainability report and the financials.

TOTAL SUSTAINABILITY. ASSURED



In summary, we are launching ground-breaking Total Sustainability Assurance to support our clients' end-to-end commitment to sustainability.

True to our company's heritage of bringing quality and safety to life with a pioneering spirit, we want Intertek to remain a force for good for many years to come.

Sustainability is the movement of our time and all of us at Intertek are passionate about supporting the needs of our clients.

At Intertek, we believe we are born to make the world ever better and we are ready to help corporations address their complex sustainability challenges of today, tomorrow and the day after tomorrow.

Here is why...



Bringing quality, safety and **sustainability** to life .

BORN TO MAKE THE WORLD
EVER BETTER.



Thank you for your attention. I will now be happy to take any questions.