Lloyd Pitchford
Chief Financial Officer

Financial Performance
2012 Full Year Results Presentation
Cautionary statement regarding forward-looking statements

This presentation contains certain forward-looking statements with respect to the financial condition, results, operations and business of Intertek Group plc. These statements and forecasts involve risk and uncertainty because they relate to events and depend upon circumstances that will occur in the future. There are a number of factors that could cause actual results or developments to differ materially from those expressed or implied by these forward-looking statements and forecasts. Nothing in this presentation should be construed as a profit forecast.

4 March 2013
Results Overview

- Strong results with excellent earnings growth
- Strong organic revenue growth with good margin progression
- EPS and dividend up by 22%
- Net debt EBITDA of 1.3x
**Financial Highlights**

For the twelve months to 31 December 2012

<table>
<thead>
<tr>
<th>Metric</th>
<th>Amount</th>
<th>Change at actual</th>
<th>Change at constant organic(^{(2)})</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>£2,054m</td>
<td>+ 17.4%</td>
<td>+ 8.6%</td>
</tr>
<tr>
<td>Operating profit(^{(1)})</td>
<td>£335m</td>
<td>+ 19.2%</td>
<td>+ 11.2%</td>
</tr>
<tr>
<td>Operating profit margin(^{(1)})</td>
<td>16.3%</td>
<td>+ 20bps</td>
<td>+ 40bps</td>
</tr>
<tr>
<td>Profit before tax(^{(1)})</td>
<td>£308m</td>
<td>+ 19%</td>
<td></td>
</tr>
<tr>
<td>Diluted EPS(^{(1)})</td>
<td>131.2p</td>
<td>+ 22%</td>
<td></td>
</tr>
<tr>
<td>Cash generated from operations(^{(1)})</td>
<td>£345m</td>
<td>+ 10%</td>
<td></td>
</tr>
</tbody>
</table>

\(^{(1)}\) Before separately disclosed items  
\(^{(2)}\) Growth excluding acquisitions at constant exchange rates
2011 revenue of £1749.4m is made up of £1495.8m organic revenue, £253.6m from acquisitions made in 2011. Organic revenue growth of £128.7m is 8.6% at constant exchange rates.
Margin Progression 40bps

- 30 bps

+ 40 bps

+ 10 bps

2011 Moody extra 4 months

Organic Margin Progression

FX

2012

16.1%

16.3%
Adjusted cash generated from operations up 10% to £345m

Increased working capital in high growth technical inspection business

Capex £115m; 5.6% of revenue

6 acquisitions for £40m

Net debt: EBITDA of 1.3

Net interest charge of £26.7m
Underlying Margin Progression

- **Reported margin:**
  - Moody dilution and growth mix
- **Underlying margin:**
  - Good progression
  - Supported by margin improvement programme
  - Investment in new service development in Consumer Goods

**Graph Details:**
- Underlying Margin +70bps
- Reported Margin
- Margin with Moody proforma

**Years:**
- 2010
- 2011
- 2012
## Separately Disclosed Items

<table>
<thead>
<tr>
<th>£m @ actual exchange rates</th>
<th>2012</th>
<th>2011</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adjusted operating profit</strong>&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>335.1</td>
<td>281.1</td>
<td>+19.2%</td>
</tr>
<tr>
<td><strong>Separately disclosed items:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortisation of acquisition intangibles</td>
<td>(29.3)</td>
<td>(25.3)</td>
<td></td>
</tr>
<tr>
<td>Bolt-on acquisition and integration costs</td>
<td>(1.8 )</td>
<td>(1.0 )</td>
<td></td>
</tr>
<tr>
<td>Moody acquisition and integration costs</td>
<td>(3.7 )</td>
<td>(13.1)</td>
<td></td>
</tr>
<tr>
<td>Restructuring costs – Business Process Outsourcing</td>
<td>(2.8 )</td>
<td>(7.7 )</td>
<td></td>
</tr>
<tr>
<td>Europe/Other restructuring costs</td>
<td>(14.2)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Statutory operating profit</strong></td>
<td>283.3</td>
<td>234.0</td>
<td>+21.1%</td>
</tr>
</tbody>
</table>

<sup>(1) Before separately disclosed items</sup>
Business Restructuring Programme

- Portfolio review
- Restructuring underperforming and non-strategic businesses
- 17 countries, Europe focus
- £14m in 2012, c£8m in 2013
- Loss of c£10m revenue
Taxation

Adjusted Group Effective Tax Rate

- Early completion of Moody integration
- Lower rates and profits mix
- 2013 broadly stable
- Mix and acquisition dependent
Five Year Performance 2008 to 2012

Relevant performance metrics:

- **Revenue**: £m
  - 2008: 1,004
  - 2009: 1,237
  - 2010: 1,374
  - 2011: 1,749
  - 2012: 2,054
  - **20% CAGR**

- **Adjusted Operating Profit**
  - 2008: £165
  - 2009: £209
  - 2010: £227
  - 2011: £281
  - 2012: £335
  - **19% CAGR**

- **Adjusted Diluted EPS**
  - 2008: 67.1 Pence
  - 2009: 81.5 Pence
  - 2010: 89.4 Pence
  - 2011: 107.2 Pence
  - 2012: 131.2 Pence
  - **18% CAGR**

(1) Before separately disclosed items
Dividend Increased by 22%

Full Year Dividend Per Share

• Full year dividend of 41p, up 22%
• Full year pay-out of £66m
• Strong and consistent record of dividend growth
• Dividend cover of 3.2 on adjusted profits

18% CAGR

Pence

0 5 10 15 20 25 30 35 40 45

2008 2009 2010 2011 2012
Summary

• Delivering strong organic and acquisition growth
• Underlying margin progression
• Restructuring underway
• EPS up 22%
Wolfhart Hauser
Chief Executive Officer

Operating Performance
2012 Full Year Results Presentation
Enduring Growth Drivers

1. Global Trade & Emerging Market Trade Growth
2. Market Drivers in our Industries
3. Network & Service Expansion
4. Outsourcing & Consulting Services
5. Industry Consolidation
Market Drivers in our Industries

Market Drivers

End-User Quality Expectations & Diversity
- Developed and emerging economies

Supply Chain Needs
- Shifting cycles, sourcing and complexity

New Technologies
- Innovation and product variety

Energy Growth & Diversity
- Capex and Opex

Regulation
- Quality, Safety and Environmental standards

Developed and emerging economies
Supply Chain Pressures

Clients’ Pressures

Cost
- Race to the bottom in sourcing
- Reduce inventory
- Outsource to focus on core

Time
- Change sourcing patterns
- Improve logistics & speed to market
- Respond quicker to diversity of end-user trends

Sales
- Product innovation
- More suppliers
- Complex supply chain
- Ensure quality to protect brand

Global Quality Partner

Intertek
From Quality Control to Quality Confidence

Intertek Supply Chain Support

Independent view
On risk; Different angle to developer

Assurance
Greater visibility & control; Integrating multiple services

Knowledge
Focussed in each supply chain area & industry

End-to-end presence
Support across the entire chain; Innovative quality solutions

Global & Responsive
New-market presence; Fast services, locally; 100 countries

From Quality Control to Quality Confidence

Intertek Supply Chain Support

Independent view
On risk; Different angle to developer

Assurance
Greater visibility & control; Integrating multiple services

Knowledge
Focussed in each supply chain area & industry

End-to-end presence
Support across the entire chain; Innovative quality solutions

Global & Responsive
New-market presence; Fast services, locally; 100 countries
Service Innovation Example

Helping buyers and sellers find each other on a trusted platform

New qualification and verification matching-platform for buyers with suppliers

Supplier qualification programmes: Validating credentials, visibility, Access to reliable supplier data globally
## Industry & Assurance

### FY 12 Performance

<table>
<thead>
<tr>
<th>£m @ constant exchange</th>
<th>FY 12</th>
<th>Change</th>
<th>Organic change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>665.6</td>
<td>43.3%</td>
<td>10.4%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>77.4</td>
<td>53.6%</td>
<td>19.0%</td>
</tr>
<tr>
<td>Margin</td>
<td>11.6%</td>
<td>70bps</td>
<td>60bps</td>
</tr>
</tbody>
</table>

### Developments

- More Framework Agreements
- Acquisition of NDT Services Ltd, Non-Destructive Testing, in UK for £10m

### Outlook

- Proforma organic revenue growth 15% including Moody
- Continued Oil & Gas capex
- Price and scalability
- Business Assurance and Food & Agri good growth
- Increased global investment in energy including Oil, Gas, Power & Renewables
- Food to benefit from need for transparency
- Consolidation of Auditing services across large accounts
Commodities

FY 12 Performance

<table>
<thead>
<tr>
<th>£m @ constant exchange</th>
<th>FY 12</th>
<th>Change</th>
<th>Organic change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>572.3</td>
<td>9.0%</td>
<td>8.6%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>77.2</td>
<td>15.4%</td>
<td>15.2%</td>
</tr>
<tr>
<td>Margin</td>
<td>13.5%</td>
<td>80bps</td>
<td>80bps</td>
</tr>
</tbody>
</table>

Outlook

- Slower 2H growth: Minerals and Government Trade Services
- Analytical Assessment improving
- Growth economies of Asia, Middle East, LatAm drive trade in oil and minerals

Developments

- Increased lab capacity in Africa, Asia and LatAm
- Closed and restructured some laboratories

Outlook

- High demand in growth economies
- Better lab utilisation
- Increased support for shale oil
- Slow 1H for Minerals
Consumer Goods

<table>
<thead>
<tr>
<th>FY 12 Performance</th>
<th>Developments</th>
</tr>
</thead>
<tbody>
<tr>
<td>£m @ constant exchange</td>
<td>FY 12</td>
</tr>
<tr>
<td>Revenue</td>
<td>343.4</td>
</tr>
<tr>
<td>Operating profit</td>
<td>112.8</td>
</tr>
<tr>
<td>Margin</td>
<td>32.8%</td>
</tr>
</tbody>
</table>

- Textiles strong, mainly due to chemical testing
- Steady Toys and Hardlines
- Increase in auditing for Health, Safety and Social Compliance
- Underlying margin stable before Tradegood
- Tradegood – major investment into new platform for suppliers & buyers
- Continued lab investment: India, China, Bangladesh, Vietnam, Germany

Outlook
- Supply chain complexity leading to integrated ‘quality assurance’ alongside testing
- Consumer products sold into China
- Shift of manufacturing continuing at steady pace
Commercial & Electrical

**FY 12 Performance**

<table>
<thead>
<tr>
<th>£m @ constant exchange</th>
<th>FY 12</th>
<th>Change</th>
<th>Organic change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>318.2</td>
<td>8.7%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>50.6</td>
<td>12.9%</td>
<td>12.9%</td>
</tr>
<tr>
<td>Margin</td>
<td>15.9%</td>
<td>60bps</td>
<td>60bps</td>
</tr>
</tbody>
</table>

**Developments**

- Lab and capability expansion mainly in US and Asia
- Electric Vehicle leading position in all 3 global regions

**Outlook**

- Good growth across all segments with margin improvement
- Strongest in new technology: IT & wireless, electric vehicle, medical, LED lighting
- China becoming increasingly important
- Benefits of 2012 investments
- New applications for wireless and smartphones
Chemicals & Pharma

FY 12 Performance

<table>
<thead>
<tr>
<th>£m @ constant exchange</th>
<th>FY 12</th>
<th>Change</th>
<th>Organic change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>154.8</td>
<td>9.9%</td>
<td>9.0%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>17.1</td>
<td>35.7%</td>
<td>29.7%</td>
</tr>
<tr>
<td>Margin</td>
<td>11.0%</td>
<td>210bps</td>
<td>180bps</td>
</tr>
</tbody>
</table>

Developments

- Abu Dhabi Quality and Conformity Council contract commenced H2
- Restructured labs in weaker markets

Outlook

- Strong 2H growth in revenue and profit
- All segments grew well, especially lubricants and emissions testing
- Margin enhancement programme plus operational leverage
- New regulations in Chemicals and Healthcare/Beauty Products
- Biopharmaceuticals and new outsourced support in emerging markets
- Cross-selling
- Development in new materials, nanotechnology
Our Growth Platform

- Commodities
- Consumer Goods
- Industry
- Industry & Assurance
- Commercial & Electrical
- Chemicals & Pharma
- Products
Outlook

• Structural drivers for “Quality” continue to evolve with increasing opportunities to provide support
  
  • Product innovation, supply chain changes and regulations driving market growth

• Continue to deliver against our growth framework:
  
  • Organic revenue growth

  • Acquisitions

  • Margin enhancement
## Adjusted EPS

<table>
<thead>
<tr>
<th>£m @ actual exchange rates</th>
<th>2012</th>
<th>2011</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adjusted operating profit</strong></td>
<td>335.1</td>
<td>281.1</td>
<td>+19%</td>
</tr>
<tr>
<td>Net interest expense</td>
<td>(26.7)</td>
<td>(21.0)</td>
<td></td>
</tr>
<tr>
<td><strong>Profit before tax</strong></td>
<td>308.4</td>
<td>260.1</td>
<td></td>
</tr>
<tr>
<td>Tax 26.0% (28.2%)</td>
<td>(80.3)</td>
<td>(73.3)</td>
<td></td>
</tr>
<tr>
<td><strong>Profit after tax</strong></td>
<td>228.1</td>
<td>186.8</td>
<td></td>
</tr>
<tr>
<td>Non-controlling interest</td>
<td>(14.4)</td>
<td>(12.3)</td>
<td></td>
</tr>
<tr>
<td><strong>Net Profit</strong></td>
<td>213.7</td>
<td>174.5</td>
<td></td>
</tr>
<tr>
<td>FD Shares</td>
<td>162.9</td>
<td>162.8</td>
<td></td>
</tr>
<tr>
<td><strong>Earnings Per Share</strong></td>
<td>131.2</td>
<td>107.2</td>
<td>+22%</td>
</tr>
</tbody>
</table>
### Taxation

<table>
<thead>
<tr>
<th>£m @ actual exchange rates</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported profit before tax</td>
<td>256.6</td>
<td>213.0</td>
</tr>
<tr>
<td>Reported tax</td>
<td>(68.4)</td>
<td>(61.9)</td>
</tr>
<tr>
<td><strong>Reported profit after tax</strong></td>
<td><strong>188.2</strong></td>
<td><strong>151.1</strong></td>
</tr>
<tr>
<td>Reported tax rate</td>
<td>26.7%</td>
<td>29.1%</td>
</tr>
<tr>
<td>Effective tax rate on adjusted operating profit</td>
<td>26.0%</td>
<td>28.2%</td>
</tr>
</tbody>
</table>
## Operating Cash Flow

<table>
<thead>
<tr>
<th>£m @ actual exchange rates</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Profit before changes in working capital and provisions</td>
<td>389.9</td>
<td>329.1</td>
</tr>
<tr>
<td>Changes in working capital</td>
<td>(57.3)</td>
<td>(40.4)</td>
</tr>
<tr>
<td><strong>Cash generated from operations</strong></td>
<td>332.6</td>
<td>288.7</td>
</tr>
<tr>
<td>Separately disclosed items – cash flow</td>
<td>12.8</td>
<td>26.1</td>
</tr>
<tr>
<td><strong>Adjusted cash generated from operations</strong></td>
<td>345.4</td>
<td>314.8</td>
</tr>
</tbody>
</table>
| *Working capital to sales*  
  *(2011: Proforma 12mths Moody)* | 9.3% | 8.6% |
## Free Cash Flow

<table>
<thead>
<tr>
<th>£m @ actual exchange rates</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted cash generated from operations</td>
<td>345.4</td>
<td>314.8</td>
</tr>
<tr>
<td>Net interest</td>
<td>(24.2)</td>
<td>(20.3)</td>
</tr>
<tr>
<td>Taxation</td>
<td>(72.6)</td>
<td>(53.4)</td>
</tr>
<tr>
<td>Net capital expenditure</td>
<td>(113.3)</td>
<td>(79.0)</td>
</tr>
<tr>
<td><strong>Adjusted free Cash Flow</strong></td>
<td>135.3</td>
<td>162.1</td>
</tr>
<tr>
<td>£m @ actual exchange rates</td>
<td>2012</td>
<td>2011</td>
</tr>
<tr>
<td>----------------------------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>Borrowings</td>
<td>717.2</td>
<td>762.6</td>
</tr>
<tr>
<td>Cash</td>
<td>(166.5)</td>
<td>(181.9)</td>
</tr>
<tr>
<td><strong>Net debt</strong></td>
<td>550.7</td>
<td>580.7</td>
</tr>
<tr>
<td><strong>Net debt to EBITDA</strong></td>
<td><strong>1.3x</strong></td>
<td><strong>1.6x</strong></td>
</tr>
<tr>
<td><em>(2011: Proforma 12mths Moody)</em></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Liquidity Position

<table>
<thead>
<tr>
<th>£m @ actual exchange rates</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt facilities</td>
<td>881.4</td>
<td>911.2</td>
</tr>
<tr>
<td>Borrowings</td>
<td>(717.2)</td>
<td>(762.6)</td>
</tr>
<tr>
<td>Undrawn committed borrowing facilities</td>
<td>164.2</td>
<td>148.6</td>
</tr>
<tr>
<td>Cash</td>
<td>166.5</td>
<td>181.9</td>
</tr>
<tr>
<td>Liquid funds</td>
<td>330.7</td>
<td>330.5</td>
</tr>
</tbody>
</table>

*Average debt facility maturity of six years*
Currency Analysis

Revenue By Currency

- USD, CNY & HKD ~55%
- GBP & EUR ~19%
- Other ~26%

<table>
<thead>
<tr>
<th>Local currency to GBP</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD</td>
<td>1%</td>
<td>1.59</td>
</tr>
<tr>
<td>CNY</td>
<td>3%</td>
<td>10.01</td>
</tr>
<tr>
<td>EUR</td>
<td>7%</td>
<td>1.23</td>
</tr>
<tr>
<td>HKD</td>
<td>1%</td>
<td>12.31</td>
</tr>
<tr>
<td>AUD</td>
<td>1%</td>
<td>1.53</td>
</tr>
<tr>
<td>CAD</td>
<td>-</td>
<td>1.59</td>
</tr>
</tbody>
</table>
## Divisional Performance Summary

### FY 2012

<table>
<thead>
<tr>
<th>£m @ constant exchange</th>
<th>Revenue</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 12</td>
<td>Change</td>
</tr>
<tr>
<td>Industry &amp; Assurance</td>
<td>665.6</td>
<td>43.3%</td>
</tr>
<tr>
<td>Commodities</td>
<td>572.3</td>
<td>9.0%</td>
</tr>
<tr>
<td>Consumer Goods</td>
<td>343.4</td>
<td>8.3%</td>
</tr>
<tr>
<td>Commercial &amp; Electrical</td>
<td>318.2</td>
<td>8.7%</td>
</tr>
<tr>
<td>Chemicals &amp; Pharma</td>
<td>154.8</td>
<td>9.9%</td>
</tr>
<tr>
<td><strong>Group Total</strong></td>
<td><strong>2,054.3</strong></td>
<td><strong>18.0%</strong></td>
</tr>
</tbody>
</table>