AGENDA

01 INTERTEK TQA STRATEGY
02 TQA GROWTH OPPORTUNITIES
03 TQA VALUE PROPOSITION
04 TQA DELIVERY
05 INTERTEK PERFORMANCE
01 INTERTEK TQA STRATEGY
ATTRACTIVE GROWTH IN THE $250BN GLOBAL QUALITY ASSURANCE MARKET

- Existing customers:
  - Increase account penetration
  - ATIC cross selling

- New customers:
  - New contracts

- Existing & New customers:
  - Outsourcing

$50BN
Currently outsourced

$200BN
Currently in-house
THE QUALITY ASSURANCE INDUSTRY IS EVOLVING FROM TIC TO ATIC

TIC PROVIDES QUALITY & SAFETY CONTROLS IN HIGH RISK AREAS

ASSURANCE PROVIDES AN END-TO-END ASSESSMENT OF QUALITY & SAFETY PROCESSES
INTERTEK TOTAL QUALITY ASSURANCE VALUE PROPOSITION

Systemic Approach to Quality and Safety with ATIC Solutions

Our Customer Promise

InterTek Total Quality Assurance expertise delivered consistently with precision, pace and passion, enabling our customers to power ahead safely.
OUR DIFFERENTIATED STRATEGY IS MOVING THE GROUP’S CENTRE OF GRAVITY TOWARDS THE HIGH GROWTH HIGH MARGIN SECTORS

<table>
<thead>
<tr>
<th>5x5 Strategic Goals</th>
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<tbody>
<tr>
<td>1. Fully engaged employees working in a safe environment</td>
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<td>2. Superior customer service in Assurance, Testing, Inspection and Certification</td>
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<td>3. Margin accretive revenue growth based on GDP+ organic growth</td>
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<td>4. Strong cash conversion from operations</td>
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<td>5. Accretive, disciplined capital allocation policy</td>
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<table>
<thead>
<tr>
<th>5 Strategic Priorities</th>
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<tr>
<td>Differentiated Brand Proposition</td>
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<tr>
<td>Superior Customer Service</td>
</tr>
<tr>
<td>Effective Sales Strategy</td>
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<tr>
<td>Growth and Margin Accretive Portfolio</td>
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<tr>
<td>Operational Excellence</td>
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<th>5 Enablers</th>
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<tr>
<td>Living Our Customer Centric Culture</td>
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<tr>
<td>Disciplined Performance Management</td>
</tr>
<tr>
<td>Superior Technology</td>
</tr>
<tr>
<td>Energising Our People</td>
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<tr>
<td>Delivering Sustainable Results</td>
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1 2 3 4 5
02
TQA GROWTH OPPORTUNITIES
GLOBAL TRADING LANDSCAPE SIGNIFICANTLY DIFFERENT 50 YEARS AGO

Companies produced locally and were focussed on their domestic markets. Global Trade represented 25% of World GDP in the 1960’s.

Source: World Bank. Trade is the sum of exports and imports of goods and services measured as a share of gross domestic product.
THE 21ST CENTURY HAS CREATED A TRULY GLOBAL MARKET

Demand has become truly global, reflected in global supply
Today Global Trade represents 58% of World GDP

Source: World Bank. Trade is the sum of exports and imports of goods and services measured as a share of gross domestic product.
CORPORATIONS RUN GLOBAL MULTI-TIER SOURCING AND MANUFACTURING OPERATIONS

<table>
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<th>SUPPLY</th>
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<td>TIER 3</td>
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<td>3RD PARTY</td>
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</tbody>
</table>

**Global multi-tier sourcing and manufacturing operations**

- Improved emerging market manufacturing capabilities
- Faster communication & infrastructure
- Cheaper materials sourcing
- Increased corporation focus on risk management
- Focus on core competencies

**Global multi-tier sourcing**

**Global manufacturing**
CORPORATIONS DISTRIBUTION ACTIVITIES ARE GLOBAL AND MULTI-CHANNEL

- Consumers are demanding more variety in their products
- Developing countries’ share of global demand is rising
- Increased number of trade channels
- Increased number of communication channels

Access to technology is a major driver to accelerate innovation

Global, multi-channel distribution operations

DISTRIBUTION
TRANSPORTATION DISTRIBUTION CENTRES

RETAIL
IN-STORE ONLINE CONSUMER

Multi-country distribution
Multi-channel routes to market
CORPORATIONS ARE INCREASING THEIR FOCUS ON SYSTEMIC OPERATIONAL RISK

<table>
<thead>
<tr>
<th>SUPPLY</th>
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</tbody>
</table>

- Global multi-tier sourcing
- Global manufacturing
- Multi-country distribution
- Multi-channel routes to market
THE QUALITY ASSURANCE INDUSTRY IS EVOLVING FROM TIC TO ATIC

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
THE QUALITY ASSURANCE INDUSTRY IS EVOLVING FROM TIC TO ATIC

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<td>DISTRIBUTION CENTRES</td>
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<td>ONLINE</td>
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<td></td>
<td></td>
<td>CONSUMER</td>
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</tbody>
</table>

**Assurance**
Ensures our customers identify and mitigate the intrinsic risk in their operations, supply chain and quality management systems.
INTERTEK PROVIDES GLOBAL TOTAL QUALITY ASSURANCE: A + T + I + C

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

TIC PROVIDES QUALITY & SAFETY CONTROLS IN HIGH RISK AREAS

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<tr>
<td>IN-STORE</td>
<td>ONLINE</td>
<td>CONSUMER</td>
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Global multi-tier sourcing  Global manufacturing  Multi-country distribution  Multi-channel routes to market
03

TQA VALUE PROPOSITION
<table>
<thead>
<tr>
<th>Assurance</th>
<th>Testing</th>
<th>Inspection</th>
<th>Certification</th>
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<tbody>
<tr>
<td>Management Systems</td>
<td>Softlines</td>
<td>Agriculture</td>
<td>Appliance &amp; Electronic</td>
</tr>
<tr>
<td>Benchmarking in Quality &amp; Performance</td>
<td>Hardlines</td>
<td>Asset Integrity</td>
<td>Aerospace &amp; Automotive</td>
</tr>
<tr>
<td>Sustainability &amp; Environment</td>
<td>Automotive</td>
<td>Building &amp; Construction</td>
<td>Building &amp; Construction</td>
</tr>
<tr>
<td>Facility / Plant &amp; Equipment</td>
<td>Biofuels</td>
<td>Chemical &amp; Petrochemical</td>
<td>Conformity by Country</td>
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<tr>
<td>Legal &amp; Regulatory</td>
<td>Building &amp; Construction</td>
<td>Electrical</td>
<td>Eco-Textile</td>
</tr>
<tr>
<td>Product Development</td>
<td>Chemicals &amp; Pharma</td>
<td>Exporter &amp; Importer</td>
<td>Food &amp; Food Services</td>
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<tr>
<td>Vendor Compliance</td>
<td>Electrical</td>
<td>Field Labelling</td>
<td>Hazardous Locations</td>
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<td>Corporate Social Responsibility</td>
<td>Food</td>
<td>Industrial</td>
<td>HVACR¹</td>
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<tr>
<td>Failure Investigation</td>
<td>Health &amp; Beauty</td>
<td>Minerals</td>
<td>Industrial Equipment</td>
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<td>Laboratory Outsourcing</td>
<td>Minerals</td>
<td>Oil &amp; Gas</td>
<td>IT &amp; Telecoms</td>
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<td>Risk Management</td>
<td>Packaging</td>
<td>Site Construction</td>
<td>Life Safety &amp; Security</td>
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<tr>
<td>Supply Chain Assessment</td>
<td>Pharmaceutical</td>
<td>Textile &amp; Apparel</td>
<td>Lighting</td>
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<tr>
<td>Network Assurance</td>
<td>Oil &amp; Gas</td>
<td></td>
<td>Medical Devices</td>
</tr>
</tbody>
</table>

¹Heating Ventilation Air Conditioning and Refrigeration
WE ARE UNIQUELY POSITIONED TO DELIVER ATIC SOLUTIONS WITH OUR GLOBAL NETWORK

Global Market Leader in Assurance

- 3,000 auditors
- 90,000+ audits

Systemic approach to Quality and Safety with ATIC Solutions

Global Market Leader in TIC

- 42,000+ employees
- 100+ countries
- 1,000+ labs and offices
- 80+ languages
## T-SHIRT GLOBAL OPERATIONS – SYSTEMIC RISK MANAGEMENT

<table>
<thead>
<tr>
<th>SUPPLY</th>
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<td>3RD PARTY</td>
<td>OWNED</td>
<td>TRANSPORTATION</td>
<td>DISTRIBUTION CENTRES</td>
</tr>
</tbody>
</table>

### Supply Chain Stages
- **Global Organic Textile Standard**
- **High Volume Instrument Testing**
- **Raw Materials & Pre-Production Inspection**
- **Product Testing for Physical and Chemical Safety Properties & Qualities**
- **Product Testing**
- **Random Inspection & Loading Supervision**
- **Certificate of Conformity**
- **Retail Store Building Testing & Inspection**
- **Commercial & Functional Claims**

### Stages Explained
- **Cotton Field**
- **Spinning Mill**
- **Dyeing & Finishing Mill**
- **Garment Factory**

### Risk Management
- **To control quality and safety at the high-risk / regulated points of the supply chain**

**T + I + C**
To provide an end-to-end assessment of quality & safety processes
T-SHIRT GLOBAL OPERATIONS – SYSTEMIC RISK MANAGEMENT

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<tr>
<td>High Volume Instrument Testing</td>
<td>Exporter</td>
<td>Certificate of Conformity</td>
<td>Retail Store Building Testing &amp; Inspection</td>
</tr>
<tr>
<td>Cotton Field</td>
<td>Garment Factory</td>
<td>Retailer</td>
<td>Commercial &amp; Functional Claims</td>
</tr>
<tr>
<td>Spinning Mill</td>
<td>Dyeing &amp; Finishing Mill</td>
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</tbody>
</table>

- Cotton Field
- Spinning Mill
- Dyeing & Finishing Mill
- Garment Factory
- Exporter
- Certificate of Conformity
- Random Inspection & Loading Supervision
- Retail Store Building Testing & Inspection
- Commercial & Functional Claims

Intertek Total Quality Assurance: A + T + I + C
### Lightbulb Global Operations – Systemic Risk Management

<table>
<thead>
<tr>
<th>Supply</th>
<th>Production</th>
<th>Distribution</th>
<th>Retail</th>
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<tbody>
<tr>
<td>Tier 3</td>
<td>Tier 2</td>
<td>Tier 1</td>
<td>In-store</td>
</tr>
<tr>
<td>3rd Party</td>
<td>Owned</td>
<td>Transportation</td>
<td>Distribution Centres</td>
</tr>
</tbody>
</table>

**Physical Testing & Chemical Analysis**
- Copper Mine
- R&D Laboratory
- Manufacturing

**Global Safety Certification**
- Energy Efficiency Testing
- IoT services
- Manufacturing

**Transportation Testing**
- Haulier
- Distributor

**Green Packaging Claim Certification**
- Market Surveillance
- Inspecting On-Sale
- Product Quality

**Commercial & Functional Claims**
- Retailer

**To control quality and safety at the high-risk / regulated points of the supply chain**
To provide an end-to-end assessment of quality & safety processes
LIGHTBULB GLOBAL OPERATIONS – SYSTEMIC RISK MANAGEMENT

<table>
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- **Intertek Total Quality Assurance:** A + T + I + C
CAR GLOBAL OPERATIONS – SYSTEMIC RISK MANAGEMENT

SUPPLY
TIER 3  TIER 2  TIER 1

PRODUCTION
OEM

DISTRIBUTION
TRANSPORTATION  DISTRIBUTION CENTRES

RETAIL
OEM  CONSUMER

Design Validation Plan - Testing
Material, Component & Software Validation & Testing

Bill of Materials & Part Quality Inspection
Component Manufacturing

Component Production
Full Vehicle Manufacturing

Regulatory Compliance Certification
Fleet & Track Testing, Homologation

Import and Pre-Shipment Inspection
Vehicle and Site Inspections

Benchmark Vehicles, Components and Systems Inspections
Vehicle and Site Inspections

Ergonomic Panel Evaluations
Statutory Vehicle Inspections

Research & Development
Raw Materials, Components & Systems

Component Manufacturing

Component Production

Full Vehicle Manufacturing

Import/Export
Dealerships

Full Vehicle Assessments
Customer Experience

Aftermarket
Government

Certification Aftermarket Sales

To control quality and safety at the high-risk / regulated points of the supply chain

T + I + C
CAR GLOBAL OPERATIONS – SYSTEMIC RISK MANAGEMENT

SUPPLY
TIER 3  TIER 2  TIER 1

PRODUCTION
OEM

DISTRIBUTION
TRANSPORTATION  DISTRIBUTION CENTRES

RETAIL
OEM  CONSUMER

To provide an end-to-end assessment of quality & safety processes
CAR GLOBAL OPERATIONS – SYSTEMIC RISK MANAGEMENT

SUPPLY

TIER 3  TIER 2  TIER 1

PRODUCTION

OEM

DISTRIBUTION

TRANSPORTATION  DISTRIBUTION CENTRES

RETAIL

OEM  CONSUMER

Intertek Total Quality Assurance: A + T + I + C
THE ATIC OPPORTUNITY IS INDUSTRY AGNOSTIC

ATIC PROVIDES QUALITY & SAFETY CONTROLS IN HIGH RISK AREAS

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

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ATIC PROVIDES QUALITY & SAFETY CONTROLS IN HIGH RISK AREAS

ASSURANCE PROVIDES AN END-TO-END ASSESSMENT OF QUALITY & SAFETY PROCESSES
04

TQA DELIVERY
INTERTEK IS A PURPOSE-LED COMPANY

OUR PURPOSE
Bringing Quality and Safety 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
INTERTEK’S INNOVATIVE CULTURE HAS PIONEERED THE INDUSTRY FOR 130 YEARS

1885: Caleb Brett founds his cargo certification business in the UK

1888: Milton Hersey establishes his chemical testing lab in Canada

1888: ITS enters the Chinese market

1896: Thomas Edison sets up the Lamp Testing Bureau in the US (this later becomes the Electrical Testing Laboratories of ETL – a mark that Intertek still applies today)

1889: ITS enters the Chinese market

1896: Inchcape sells ITS to Charterhouse Development Capital. ITS is renamed Intertek

1900: Intertek develops into an international testing business through organic and inorganic growth

1901: Intertek Group plc lists on the LSE

1911: Moody International, Oil and Gas testing and certification business

1915: Intertek acquires the PSI building and construction assurance business

1925: SEMKO (the Swedish Electronic Equipment Control Office) is founded

1927: Charles Warnock company is created in Canada to inspect steel products

1929: Labtest established in Hong Kong, initially to focus on testing textiles

1937: Intertek enters the FTSE 100 index

1940: ITS acquires SEMKO

1948: ITS acquires ETL

1954: ITS acquires ETL

1966: Intertek acquires Moody International

1968: Intertek acquires Moody International

1973: Intertek enters the FTSE 100 index

1977: Intertek acquires Moody International

1978: Intertek acquires Moody International

1979: Intertek enters the FTSE 100 index

1980: Intertek acquires Moody International

1981: Intertek acquires Moody International

1982: Intertek acquires Moody International

1983: Intertek acquires Moody International

1984: Intertek acquires Moody International

1985: Intertek acquires Moody International

1986: Intertek acquires Moody International

1987: Inchcape Testing Services (ITS, the future Intertek) is founded and completes the purchase of Caleb Brett

1988: ITS acquires ETL

1989: ITS enters the Chinese market

1990: Intertek enters the FTSE 100 index

1991: Intertek acquires Moody International

1992: Intertek acquires Moody International

1993: Intertek enters the FTSE 100 index

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2001: Intertek enters the FTSE 100 index

2002: Intertek Group plc lists on the LSE

2003: Intertek enters the FTSE 100 index

2004: Intertek enters the FTSE 100 index

2005: Intertek enters the FTSE 100 index

2006: Intertek enters the FTSE 100 index

2007: Intertek enters the FTSE 100 index

2008: Intertek enters the FTSE 100 index

2009: Intertek enters the FTSE 100 index

2010: Intertek enters the FTSE 100 index

2011: Intertek acquires Moody International

2012: Intertek enters the FTSE 100 index

2013: Intertek enters the FTSE 100 index

2014: Intertek enters the FTSE 100 index

2015: Intertek enters the FTSE 100 index

2016: Intertek enters the FTSE 100 index

2017: Intertek acquires KJ Tech Services – a leading provider of automotive testing solutions in Germany

Intertek Group plc listed on the LSE

Intertek’s pioneering founders

Intertek develops into an international testing business through organic and inorganic growth
## INTERTEK’S DECENTRALISED CUSTOMER 1ST OPERATING MODEL

### INTERTEK ORGANISATIONAL STRUCTURE

<table>
<thead>
<tr>
<th>BUSINESS LINES</th>
<th>GEOGRAPHIC AREAS</th>
<th>GLOBAL FUNCTIONS</th>
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</thead>
<tbody>
<tr>
<td><strong>PRODUCTS</strong></td>
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<tr>
<td></td>
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<td>Marketing and Communications</td>
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<td>Cargo &amp; Analytical Assessment</td>
<td>HR</td>
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<td>Government &amp; Trade Services</td>
<td>Finance and IT</td>
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<td>AgriWorld</td>
<td>Legal, Risk and Compliance</td>
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<td><strong>TRADE</strong></td>
<td>South and South East Asia</td>
<td>Corporate Development</td>
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<td><strong>RESOURCES</strong></td>
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<td>Industry Services</td>
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<td>Minerals</td>
<td>North East Asia &amp; Australasia</td>
<td></td>
</tr>
</tbody>
</table>

33
# Systemic Performance Management at the Site, Country, Business Line and Group Level

**Financial KPIs**
- Revenue growth
- Pricing power
- Margin accretion
- Working capital
- ROCE/ROIC

**Non-Financial KPIs**
- Marketing
- Customer
- Sales
- Service
- Operational excellence

<table>
<thead>
<tr>
<th></th>
<th>H1 16</th>
<th>H1 17</th>
<th>Change</th>
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<tbody>
<tr>
<td>Revenue (£m)</td>
<td>1,204</td>
<td>1,372</td>
<td>+13.9% +2.7% CCR</td>
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<tr>
<td>Operating Profit (£m)</td>
<td>186</td>
<td>224</td>
<td>+20.4% +10.1% CCR</td>
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<tr>
<td>Operating margin (%)</td>
<td>15.4%</td>
<td>16.3%</td>
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<tr>
<td>Cash Flow from Operations (£m)</td>
<td>156</td>
<td>226</td>
<td>+45.0%</td>
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</table>

**Productivity Management**
- Monthly performance reviews
- Business line and country benchmarking

**Three Tier Portfolio Strategy**
- Capital and resource allocation discipline
- Strategic review of underperforming business units
- Consolidation of facilities

<table>
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<td>H1 16</td>
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</table>
HIGH MARGIN AND STRONGLY CASH GENERATIVE EARNINGS MODEL

Our Services
- Assurance
- Testing
- Inspection
- Certification

Our Sectors
- Products
- Trade
- Resources

Our Mid-to Long-Term Value Creation
- GDP+
- GDP growth
- Long-term growth

- GDP+ Organic revenue growth
- Margin accretive revenue growth
- Strong free cash flow
- Disciplined capital allocation
- Capex / M&A
- Investments in growth
ACCRETIVE DISCIPLINED ALLOCATION OF CAPITAL

01. Capex and working capital investment to support organic growth (target c.5% of revenue in capex)

02. Sustainable shareholder returns through payment of progressive dividends

03. M&A focused on strong growth and margin prospects in businesses with leading market positions or in new attractive growth areas, geographies or services

04. Efficient balance sheet with flexibility to invest in growth with Net Debt / EBITDA target of 1.5x - 2.0x
TRACK RECORD OF SHAREHOLDER VALUE-CREATION

Revenue (£m)

- FY 06: 665
- FY 07: 775
- FY 08: 1,004
- FY 09: 1,237
- FY 10: 1,374
- FY 11: 1,749
- FY 12: 2,054
- FY 13: 2,184
- FY 14: 2,093
- FY 15: 2,166
- FY 16: 2,567

10y CAGR 14.5%

Cash Generated from Operations (£m)

- FY 06: 125
- FY 07: 149
- FY 08: 194
- FY 09: 278
- FY 10: 271
- FY 11: 289
- FY 12: 333
- FY 13: 379
- FY 14: 387
- FY 15: 442
- FY 16: 543

10y CAGR 15.9%

EPS (p)

- FY 06: 43.2
- FY 07: 49.7
- FY 08: 67.1
- FY 09: 81.5
- FY 10: 89.4
- FY 11: 107.2
- FY 12: 131.2
- FY 13: 138.6
- FY 14: 132.1
- FY 15: 140.7
- FY 16: 167.7

10y CAGR 14.5%

Dividend (p)

- FY 06: 14.8
- FY 07: 18.0
- FY 08: 20.8
- FY 09: 25.5
- FY 10: 28.1
- FY 11: 33.7
- FY 12: 41.0
- FY 13: 46.0
- FY 14: 49.1
- FY 15: 52.3
- FY 16: 62.4

10y CAGR 15.5%

2015-16 18.5%

2015-16 22.9%

2015-16 19.2%

2015-16 19.3%
SUMMARY

• The industry is evolving from TIC to ATIC and creating exciting growth opportunities

• Intertek is well positioned to seize these growth opportunities with its differentiated TQA value proposition

• Decentralised customer 1st operating model delivering superior customer service

• Disciplined performance management and accretive capital allocation

• Track record of creating sustainable shareholder value
## STRUCTURAL GROWTH DRIVERS

<table>
<thead>
<tr>
<th>Products</th>
<th>Trade</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>58% of Revenue</td>
<td>24% of Revenue</td>
<td>18% of Revenue</td>
</tr>
<tr>
<td>73% of Profit</td>
<td>21% of Profit</td>
<td>6% of Profit</td>
</tr>
</tbody>
</table>

### Products
- Increased number of Brands & SKUs
- Increased consumer focus on sustainable products
- Improved safety, performance and quality

### Trade
- Population growth
- GDP growth
- Development of regional trade
- Growth in transport infrastructure
- Increased focus on traceability
- Growth in port infrastructure

### Resources
- Long term demand for energy
- Investment in infrastructure
- Supply chain risk management
- Growth in alternative energy
- Sustainability of energy supply
- Focus on health & safety

### GDP+ (GDP growth)
- Mid to long-term outlook: GDP+ Organic revenue growth in real terms
WE HAVE A CLEAR AND DEFINED THREE TIER ACCRETIVE PORTFOLIO STRATEGY

<table>
<thead>
<tr>
<th>01 Grow Scale Businesses</th>
<th>02 Invest in Fast Growing Businesses</th>
<th>03 Improve Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Softlines</td>
<td>• Business Assurance</td>
<td>• Industry Services</td>
</tr>
<tr>
<td>• Hardlines</td>
<td>• Agriculture</td>
<td>• Minerals</td>
</tr>
<tr>
<td>• Electrical &amp; Network Assurance</td>
<td>• Building &amp; Construction</td>
<td></td>
</tr>
<tr>
<td>• Cargo &amp; Analytical Assessment</td>
<td>• Transportation Technologies</td>
<td></td>
</tr>
<tr>
<td>• Government &amp; Trade Services</td>
<td>• Food</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3G</th>
<th>20</th>
<th>21</th>
<th>22</th>
<th>23</th>
<th>24</th>
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</thead>
<tbody>
<tr>
<td>North America</td>
<td>20</td>
<td>Greater China</td>
<td>21</td>
<td>South Asia</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>South East Asia</td>
<td>23</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>South America</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Middle East and Africa</td>
<td>24</td>
</tr>
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<td></td>
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<td></td>
<td></td>
<td>Europe</td>
<td></td>
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</tbody>
</table>
STRONG EARNINGS GROWTH AND CASH GENERATION

Revenue (£m)

<table>
<thead>
<tr>
<th></th>
<th>H1 16</th>
<th>H1 17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,204</td>
<td>1,372</td>
</tr>
</tbody>
</table>

Operating Profit (£m)

<table>
<thead>
<tr>
<th></th>
<th>H1 16</th>
<th>H1 17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>186</td>
<td>224</td>
</tr>
</tbody>
</table>

Operating margin (%)

<table>
<thead>
<tr>
<th></th>
<th>H1 16</th>
<th>H1 17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15.4%</td>
<td>16.3%</td>
</tr>
</tbody>
</table>

Cash Flow from Operations (£m)

<table>
<thead>
<tr>
<th></th>
<th>H1 16</th>
<th>H1 17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>156</td>
<td>226</td>
</tr>
</tbody>
</table>

Adjusted EPS (p)

<table>
<thead>
<tr>
<th></th>
<th>H1 16</th>
<th>H1 17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>74.5</td>
<td>90.4</td>
</tr>
</tbody>
</table>

Interim Dividend (p)

<table>
<thead>
<tr>
<th></th>
<th>H1 16</th>
<th>H1 17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>19.4</td>
<td>23.5</td>
</tr>
</tbody>
</table>
GROUP’S CENTRE OF GRAVITY MOVING TOWARDS HIGH GROWTH HIGH MARGIN SECTORS

<table>
<thead>
<tr>
<th>Group Revenue</th>
<th>Group Operating Profit</th>
<th>Group Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 15</td>
<td>£1,060m</td>
<td>£1,204m</td>
</tr>
<tr>
<td>H1 16</td>
<td>£1,204m</td>
<td>£1,256m</td>
</tr>
<tr>
<td>H1 17</td>
<td>£1,372m</td>
<td>£1,456m</td>
</tr>
</tbody>
</table>

Revenue:
- H1 15: £1,060m
- H1 16: £1,204m
- H1 17: £1,372m

Operating Profit:
- H1 15: £1,204m
- H1 16: £1,256m
- H1 17: £1,400m

Group Margin:
- H1 15: 25%
- H1 16: 21%
- H1 17: 18%

Note: (1) At 2016 constant currency rates; (2) At 2017 constant currency rates
5.5% ORGANIC REVENUE GROWTH IN 94% OF EARNINGS

H1 17 Organic revenue growth CCR¹ (%)

GDP+ Organic Growth in Products & Trade: +5.5%

Note: (1) At 2017 constant currency rates
ORGANIC OPERATING MARGIN ACCRETION OF 100BPS

Cost reduction activities

<table>
<thead>
<tr>
<th>Year</th>
<th>Headcount</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>200</td>
<td>£4m</td>
</tr>
<tr>
<td>2016</td>
<td>550</td>
<td>£10m</td>
</tr>
<tr>
<td>2017</td>
<td>300</td>
<td>£4m</td>
</tr>
</tbody>
</table>

Productivity management

- Monthly performance reviews for Top 30 countries/16 Business Lines
- Performance benchmarking by business line, country and site
- Price and cost discipline

Portfolio strategy

- Margin accretive revenue growth in Products and Trade
- Investments in attractive growth and margin sectors
- Strategic review of underperforming business units

Note: (1) Organic operating margin at constant currency rates when reported (CCR); (2) Annualised
GROUP OUTLOOK 2017

• Solid organic revenue growth at constant currency
  Robust growth momentum in Products
  Good growth momentum in Trade
  Continuing challenging trading conditions in Resources

• Robust Group margin progression at constant currency
  Continuous cost discipline
  Performance management
  Portfolio strategy

• Strong cash conversion

• Capex: £120m – £130m

• Net debt: £600m – £650m

Note: (1) Before any material change in FX rates and any additional M&A
KEY INVESTOR INFORMATION

Key dates:

2017 November Trading Update 21 November 2017
2017 Full Year Results 6 March 2018

Conference attendance:

Sanford C. Bernstein, Strategic Decisions Conference, London 28 September 2017 CEO, IR
Berenberg, Testing, Inspection & Certification Conference, London 5 October 2017 IR
Societe Generale, European ESG/SRI Conference 7 November 2017 IR
Deutsche Bank, Business Services, Leisure and Transport 28 November 2017 IR
Credit Suisse, Business Services and Consumer Conference, San Francisco 5 December 2017 IR

Key contacts:

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www.intertek.com/investors