



## AUDIOCAST 07.45AM UK – 01 March 2022

### FY Results Presentation Script

**intertek**

**STRONG PROGRESS IN  
REVENUE, MARGIN, EARNINGS AND CASH**

2021 FULL YEAR RESULTS PRESENTATION

01 March 2022

Good morning to you all and thanks for joining us on our call following the release of our 2021 results.

I have with me Jonathan Timmis, our CFO and Denis Moreau our VP of Investor Relations.

I would like to start our call today recognising all of my colleagues at Intertek for delivering a strong set of results.

2021 marks the 7th consecutive year of group earnings being in-line or above expectations.

Our consistent performance delivery demonstrates the strengths of our differentiated ATIC value proposition, the Science-based Customer Excellence of our organisation, our unique performance management approach and the quality of our earnings model, delivering sustainable value for all stakeholders.

There are 3 key take-aways in our presentation today:

- We made strong progress in the second half delivering broad-based LFL revenue growth, with profitability ahead of 2019.



- We expect the industry to grow faster post Covid-19 and we are well positioned to benefit from our clients' increased investments in Risk-Based Quality Assurance.
- We enter 2022 with confidence targeting robust LfL revenue growth at constant rates with margin progression and strong cash generation.

## **CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS**



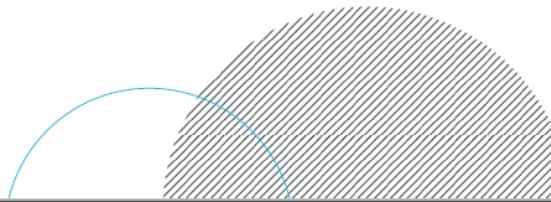
This presentation contains certain forward-looking statements with respect to the financial condition, results, operations and business of Intertek Group plc.

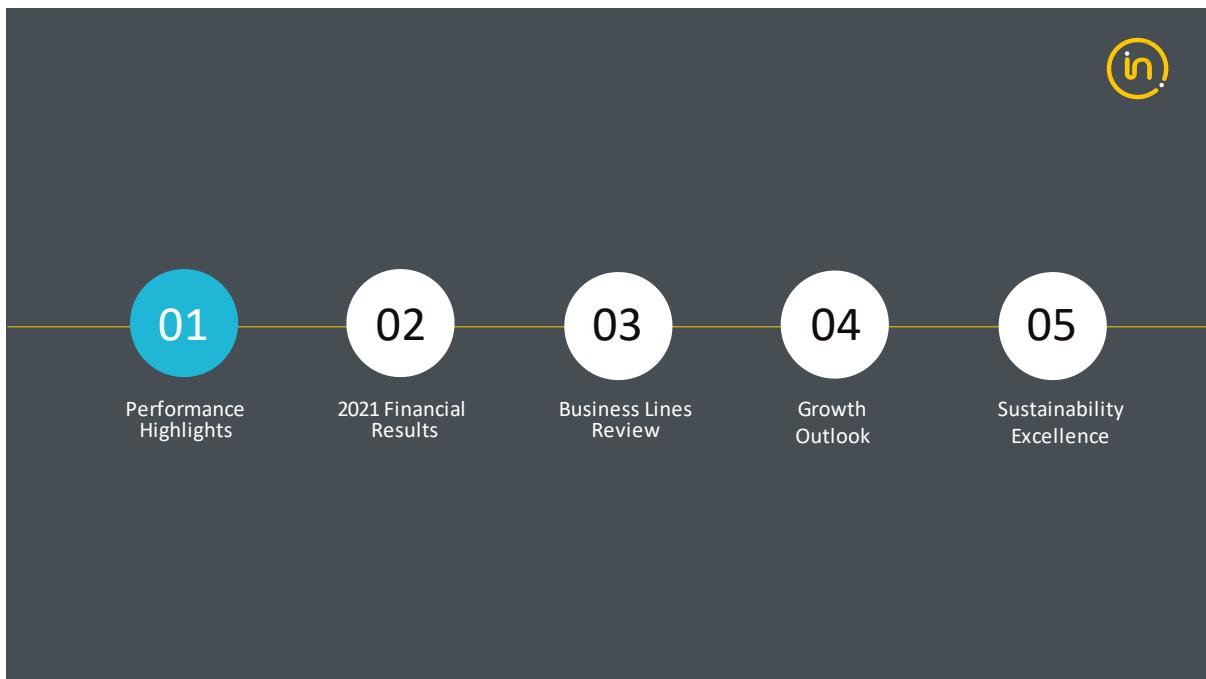
These statements and forecasts involve risk and uncertainty because they relate to events and depend upon circumstances that will occur in the future.

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.

1 March 2022





Let's start with our performance highlights...

### STRONG PROGRESS IN REVENUE, MARGIN, EARNINGS AND ROIC

	2021	2020	YoY (Constant rates)	YoY (Actual rates)
Revenue	£2,786.3m	£2,741.7m	6.5%	1.6%
Like-for-like revenue	£2,744.0m	£2,721.6m	5.6%	0.8%
Operating Profit <sup>1</sup>	£473.9m	£427.7m	15.4%	10.8%
Operating Margin <sup>1</sup>	17.0%	15.6%	130bps	140bps
EPS <sup>1</sup>	190.8p	170.9p	16.8%	11.6%
Dividend	105.8p	105.8p		-
ROIC	18.2%	21.6%	(270bps)	(340bps)
ROIC Organic	24.4%	21.6%	350bps	280bps
Financial net debt	£733.3m	£419.9m		
Financial Net debt / EBITDA <sup>1</sup>	1.1x	0.7x		

Note: (1) Before separately disclosed items

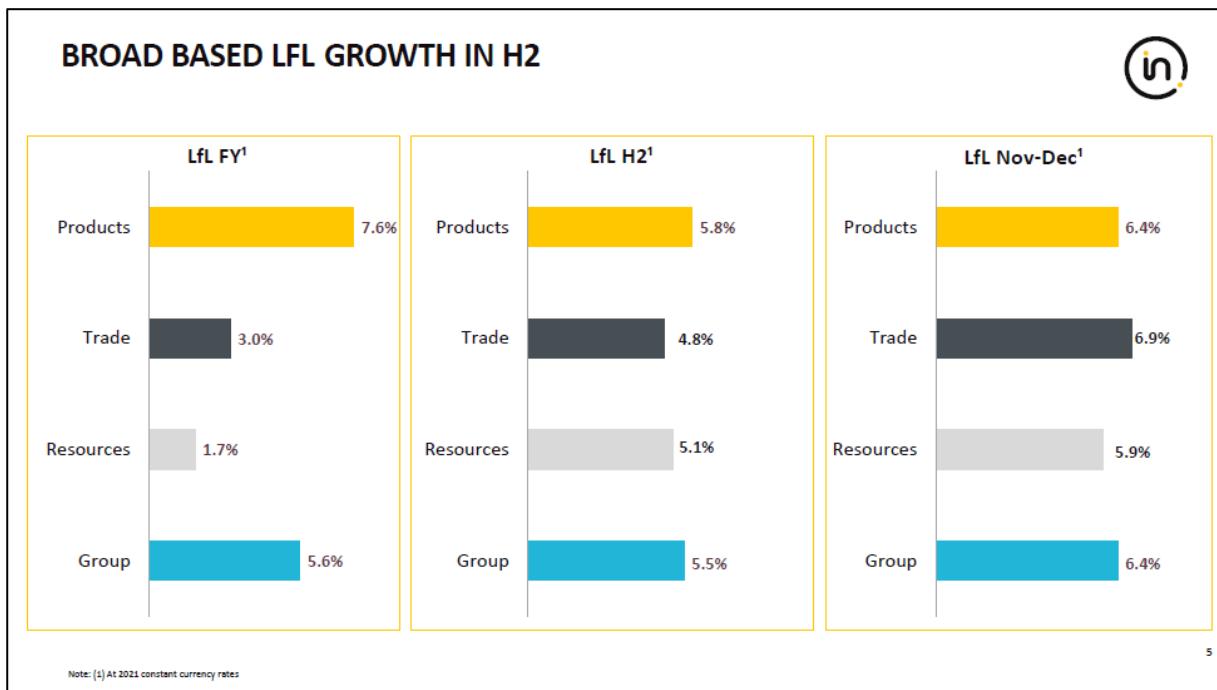
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In 2021 we have delivered a strong performance at constant rates in revenue, earnings and ROIC.

- Group revenue was £2,786.3m, up 6.5% YoY
- LFL revenue was up 5.6%
- Operating profit was £473.9m, up 15.4%
- Our Operating margin was 17.0%, up 130bps
- Our ROIC was strong at 18.2%.
- Our Organic ROIC was excellent at 24.4%, up 350bps YoY

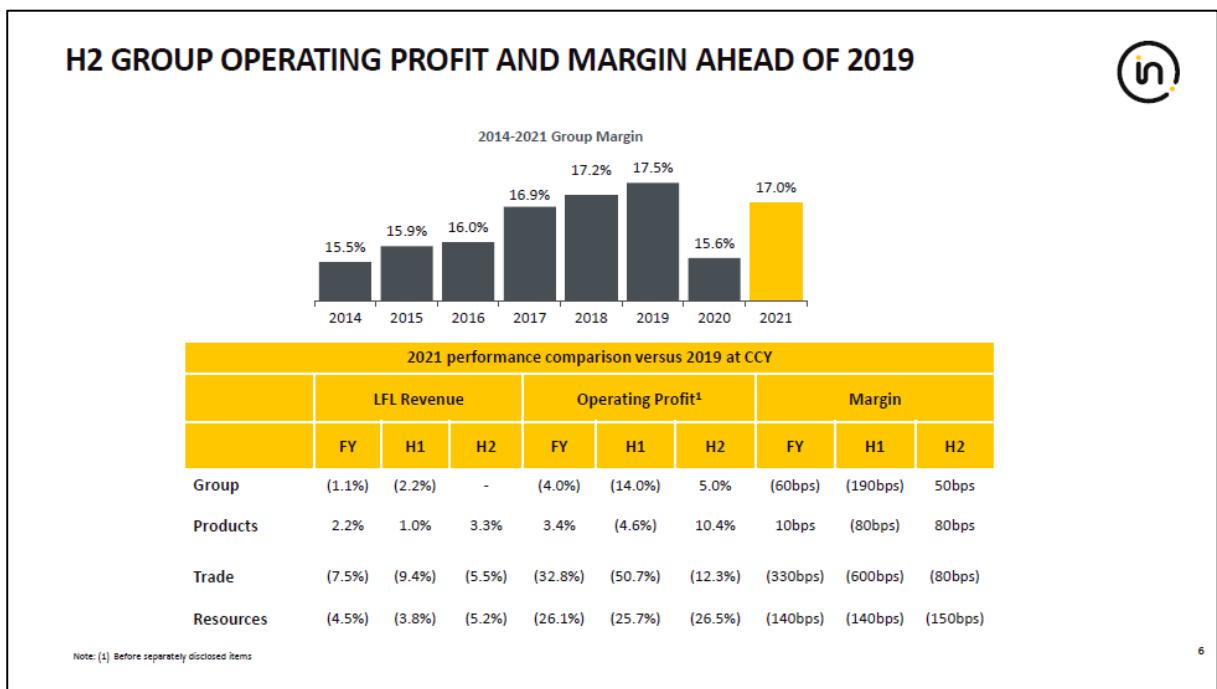


- We have announced a FY dividend of 105.8p in-line with 2019 and 2020



In H2, we benefited from a broad based LfL revenue growth, with each of our 3 divisions delivering MSD LfL growth at constant rates.

Let's now look at our performance versus 2019.

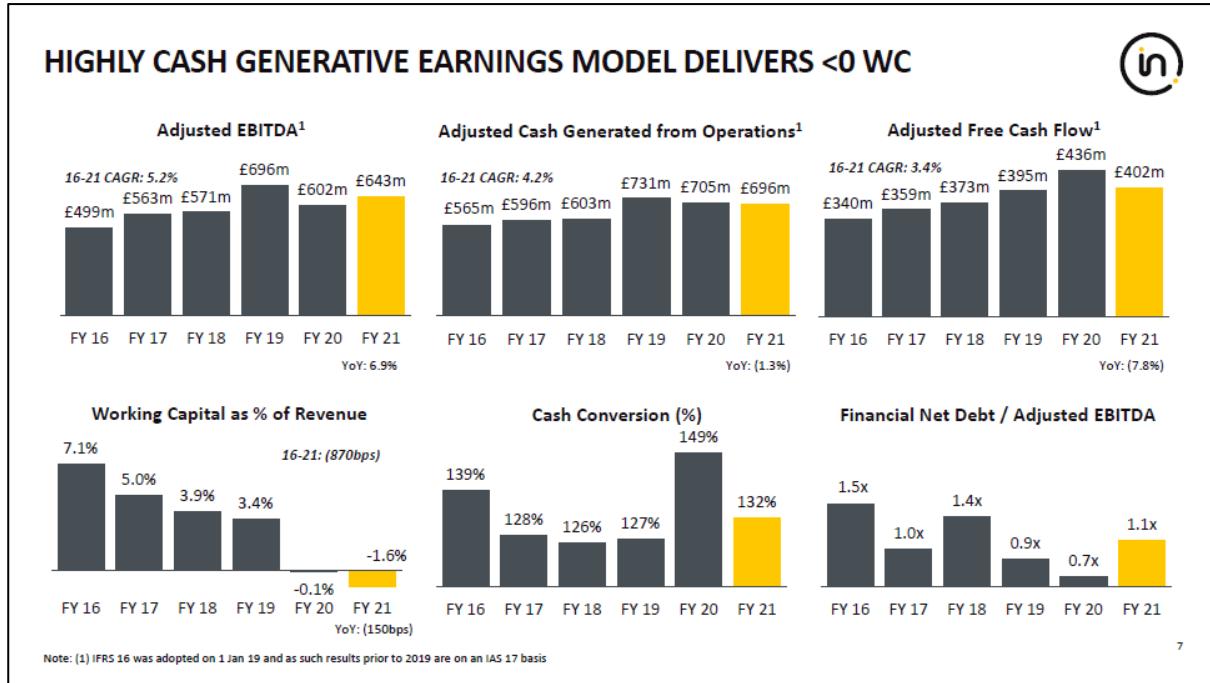


Our strong H2 performance enabled us to deliver a full year margin of 17%, only 50BPS below our industry leading operating margin of 17.5% achieved in 2019.

In H2, our group LfL revenue was in line with 2019 whilst our profit and margin were above 2019.



In 2021, our Products division delivered a LFL Revenue, Operating profit and Margin, ahead of 2019.



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We continued to make good progress on cash management.

We reduced our negative working capital further, with a cash conversion of 132%.

Cash generated from Operations was £696m and Adjusted Free cash flow was £402m.

We closed 21 with a robust balance sheet.

Our net debt to adjusted EBITDA ratio was 1.1x, higher than last year as we continued to invest in growth, through the acquisitions of SAI and JLA.

Let me take a few minutes to reflect on these two important acquisitions...



## SCALING UP OUR LEADING GLOBAL ASSURANCE BUSINESS WITH SAI



- Headquartered in Sydney, Australia
- Largest jurisdictions include Australia, US, Canada, UK and China
- More than 70,000 Customers

### Complementary Services

- Expands Agriculture & Food Industry Supply Chain
- Expands Intertek Sustainability Solutions portfolio through new programs, like Forestry Responsible Care certification (RC14001)
- Gain additional Global Market Access capabilities with the Standards business

### Financial Guidance

- 2021E<sup>1</sup> revenue of A\$240m and 23% adjusted EBITDA margin
- Expected to deliver robust organic growth
- Targeting 300bps+ of margin accretion over 3 years
- Expected to be EPS accretive from the first full year
- ROIC/WACC cross-over by year 5

Note: (1) June Year-End

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SAI Global Assurance is very exciting.

We are scaling up our leading assurance business at a time when the ATIC industry is expected to grow faster post Covid 19.

Assurance is a capital light, high growth and high margin service which is Mission critical to addressing the increased corporate focus on risk.

The strategic fit of the SAI Global Assurance portfolio with Intertek is excellent from both a geographic and service standpoint:

Geographically, it strengthens our scale position in Australia, the USA, Canada, the UK and China.

And in terms of service, it expands our Audit offering in the high growth sectors of Food, Agriculture, Quick Service Restaurant, Sustainability and Global Market Access.

The integration of SAI is progressing well and we are on track to deliver the expected revenue and cost synergies in the next few years.



## ENTERING THE ATTRACTIVE FOOD MARKET IN BRAZIL WITH JLA

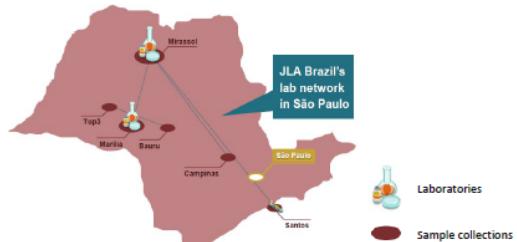


- Established in 1990, JLA is a Brazil based Food, Agri and Environmental testing business
- The Company provides microbiological, chemical testing and inspections with more than 170 employees

### Portfolio of services

<b>Food</b>	<ul style="list-style-type: none"><li>Microscopic analysis</li><li>Microbiological analysis</li><li>Physicochemical analysis</li><li>Residue monitoring</li><li>Sensorial analysis</li><li>Origin certification</li><li>Container inspection for exports</li></ul>
<b>AgroSciences</b>	<ul style="list-style-type: none"><li>Residue monitoring</li><li>Multi mycotoxin analysis</li><li>Organic composites analysis</li><li>Metals analysis</li></ul>
<b>Environmental</b>	<ul style="list-style-type: none"><li>Microbiological analysis</li><li>Physicochemical analysis</li><li>Residue monitoring</li><li>Sensorial analysis</li><li>Organic and inorganic composition analysis</li><li>Analysis at clients' sites</li></ul>

### Locations



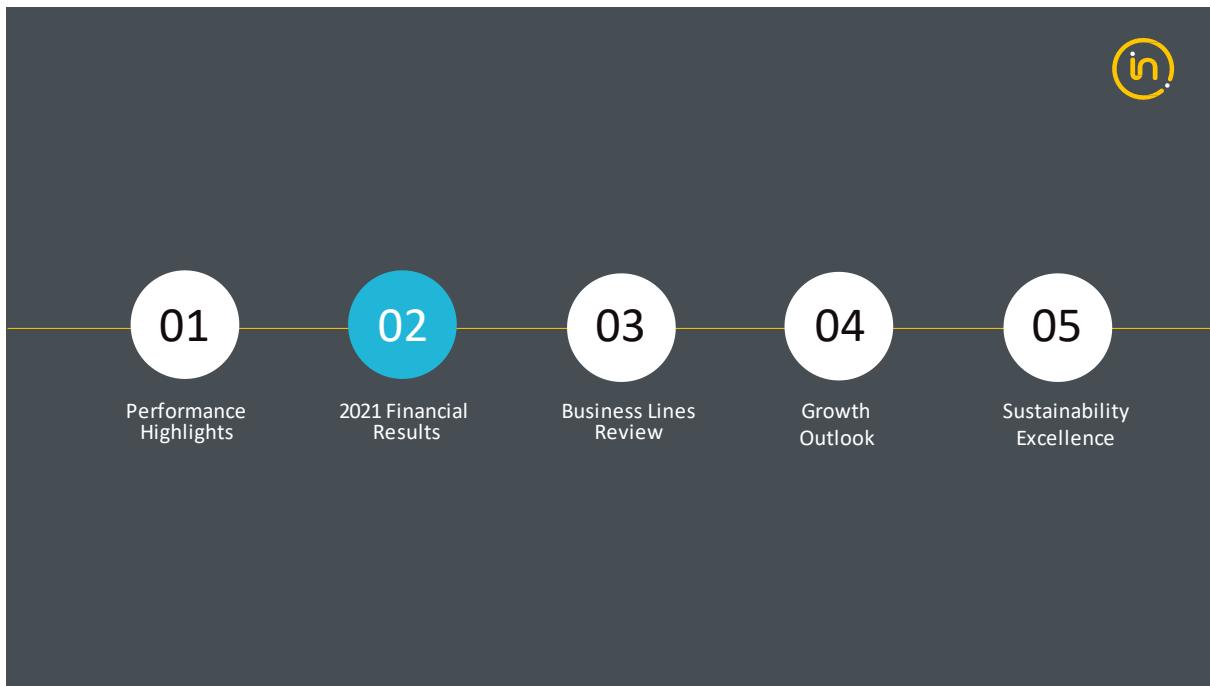
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JLA expands our existing Food and Agri capabilities in LATAM.

JLA was established in 1990 and is a Food, Agri and Environmental testing business with a strong track record of organic expansion.

JLA enables us to enter the food testing market in Brazil, one of the largest exporters of agri-food products in the world.

I will now hand over to Jonathan to take you through the financials...



### KEY P&L FINANCIALS

	2021	Actual Rates	Constant Rates	YoY %
Revenue	£2,786.3m	1.6%	6.5%	
Like-for-like revenue <sup>1</sup>	£2,744.0m	0.8%	5.6%	
Operating profit <sup>2</sup>	£473.9m	10.8%	15.4%	
Operating profit margin <sup>2</sup>	17.0%	140bps	130bps	
Diluted earnings per share <sup>2</sup>	190.8p	11.6%	16.8%	

Notes: (1) Like-for-like revenue includes acquisitions following their 12-month anniversary of ownership and removes the historical contribution of any business disposals/closures; (2) Before separately disclosed items

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Thank you Andre...

In summary, in 2021, the Group delivered strong revenue growth and double-digit profit and EPS growth.

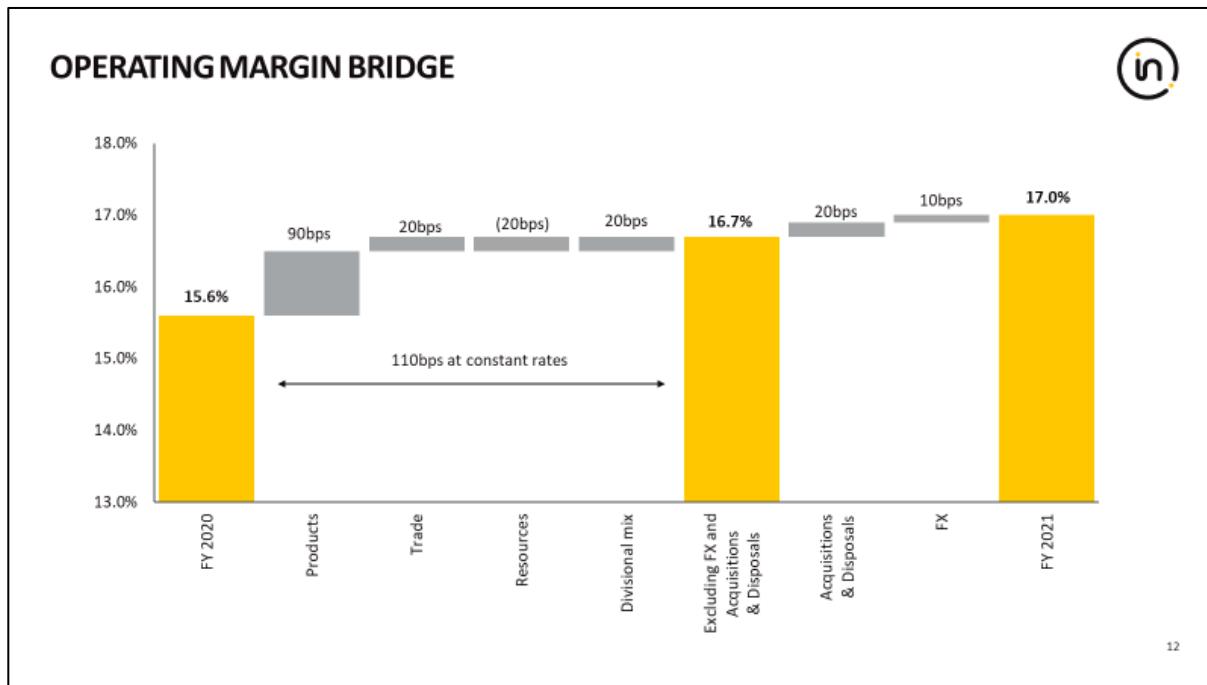
Total revenue growth was 6.5% at constant currency and 1.6% at actual rates as FX translation negatively impacted our revenues by 490bps driven by the appreciation of sterling. Like-for-Like revenue grew 5.6% at constant rates.



Operating profit at constant rates was up 15.4% to £473.9 million, delivering a year-on-year margin improvement of 130bps.

Diluted earnings per share were 190.8p a growth of 16.8% at constant rates and 11.6% at actual rates.

I will now take you through the high-level operating margin performance by division...



Looking more closely at the operating margin bridge.

Products delivered a strong operating profit margin of 22.8% and accounted for 90bps of group growth.

Trade operating margin grew to 9.0% and contributed 20bps to the YoY change, while a decline in operating margin in Resources to 5.0% had a negative -20bps YOY effect. Divisional mix had a positive 20bps contribution given the strong growth in Products.

Finally, Fx had a positive 10 BPS impact on the Group margin.

## CASH FLOW & NET DEBT



£m @ actual exchange rates	2021	2020
<b>Adjusted operating profit<sup>1</sup></b>	<b>473.9</b>	<b>427.7</b>
Depreciation/amortisation	169.3	174.0
Change in working capital	35.9	88.6
Other <sup>2</sup>	16.7	14.8
<b>Adjusted cash flow from operations</b>	<b>695.8</b>	<b>705.1</b>
Net capex	(96.1)	(72.2)
Other <sup>3</sup>	(197.9)	(197.3)
<b>Adjusted free cash flow</b>	<b>401.8</b>	<b>435.6</b>
<i>Cash conversion %<sup>4</sup></i>	<b>132%</b>	<b>149%</b>
Acquisitions	(480.9)	-
<b>Financial net debt</b>	<b>733.3</b>	<b>419.9</b>
Financial net debt/Adjusted EBITDA (rolling 12 months)	1.1x	0.7x

Notes:

(1) Before separately disclosed items; (2) Comprises: special pension payments, add back equity settled transactions and other non-cash items; (3) Comprises: interest paid/received and tax, lease liability repayment;  
 (4) Adjusted operating cash flow as % of adjusted operating profit. Adjusted operating cash flow comprises: adjusted cash flow from operations less the lease liability repayment and after adding back the special pension payments

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Our disciplined focus on cash management continued during the year. The Group delivered adjusted free cash flow of £401.8m, representing a cash conversion of 132%.

Working capital improved further in 2021 but not as much in absolute terms as 2020 leading to cash generation slightly down year-on-year.

In 2021, we invested £96 million in Capex, up 25% versus prior year.

We finished 2021 with financial net debt of £733m, which is up YoY due to acquisition of SAI representing a financial net debt to adjusted EBITDA ratio of 1.1.



## FINANCIAL GUIDANCE



FY 2022 Guidance	
Net finance cost (pre-fx)	£35-39m
Effective tax rate	26.5-27.0%
Minority interest	£20-22m
Diluted shares (as at 31 December 2021)	161.9m
Capex	£135-145m
Financial Net Debt <sup>1</sup>	£640-690m

Note: <sup>1</sup>Net debt guidance before any material change in FX rates and any additional M&A

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Now turning to our financial guidance for 2022.

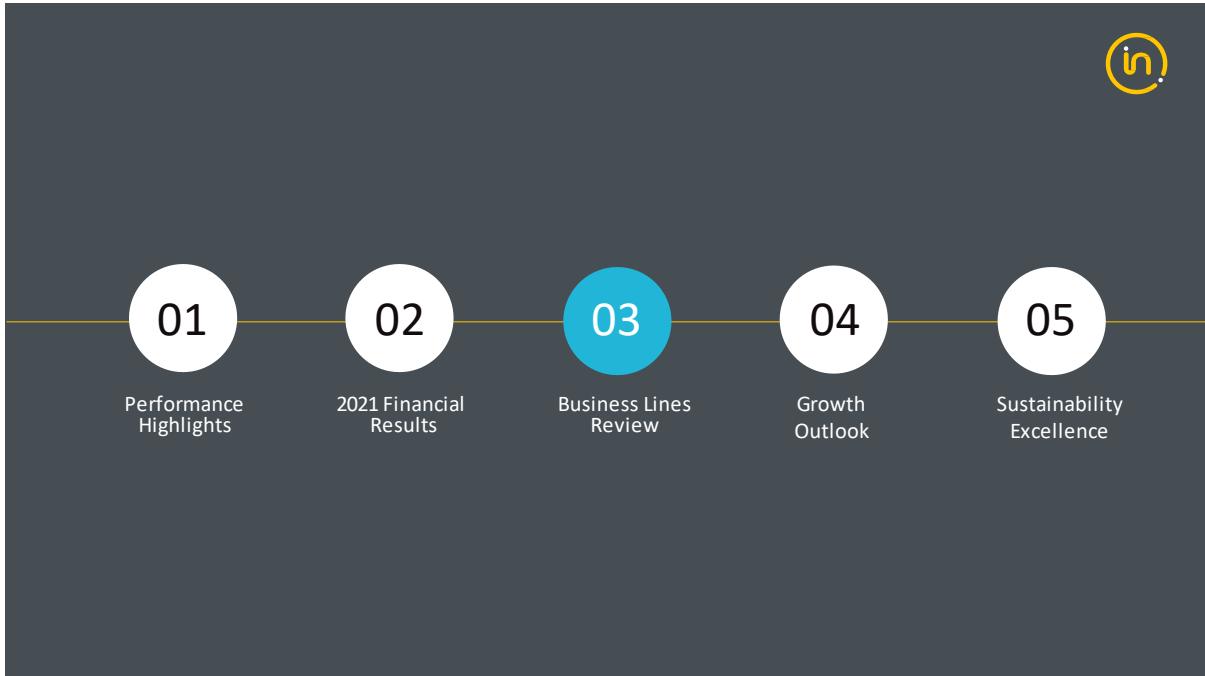
We expect net finance costs to be in the range of £35-39m.

We expect our effective tax rate to be between 26.5-27.0%, our minority interest to between £20-22m, and capex investment to be in the range of £135-145m.

Our financial net debt guidance, before any material change in FX rates or M&A is £640m-690m.

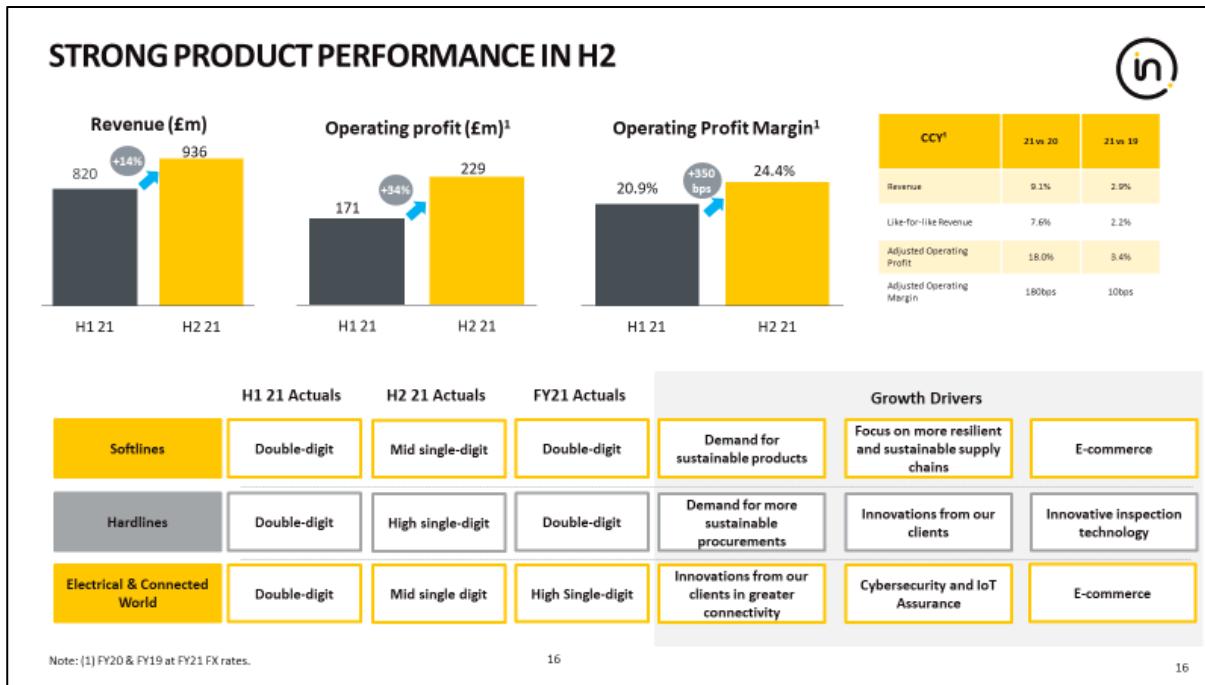
I will now hand back to Andre...





Thank you, Jonathan, and now let's discuss the performance of our business lines starting with Products.

As always and unless stated otherwise, all my comments will be at constant rates.



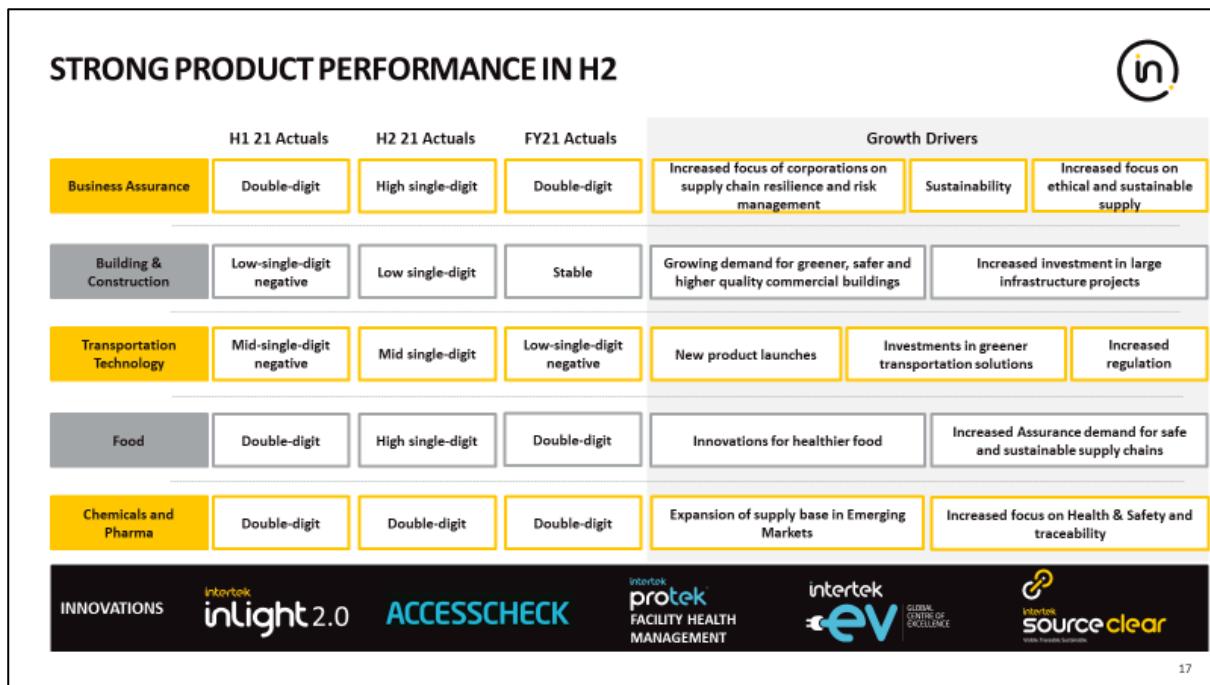
In '21, our products business delivered a strong performance in like for like revenue, operating profit and margin with all three measures ahead of 2019.

In H2, our performance was excellent as our Revenue, Profit and Margin were respectively up by 14%, 34% and 350 BPS vs. H1.

Picking out some of the highlights:

Both our Softlines and Hardlines businesses reported double-digit LfL revenue growth for the full year. We benefited from growth in e-commerce and higher demand for testing of PPE, home furniture and toys, as well as from the easing of lockdown restrictions.

Our Electrical & Connected World business delivered high-single-digit LfL revenue growth, benefiting from an increased focus on energy efficiency regulatory standards, more testing of medical devices and 5G equipment.



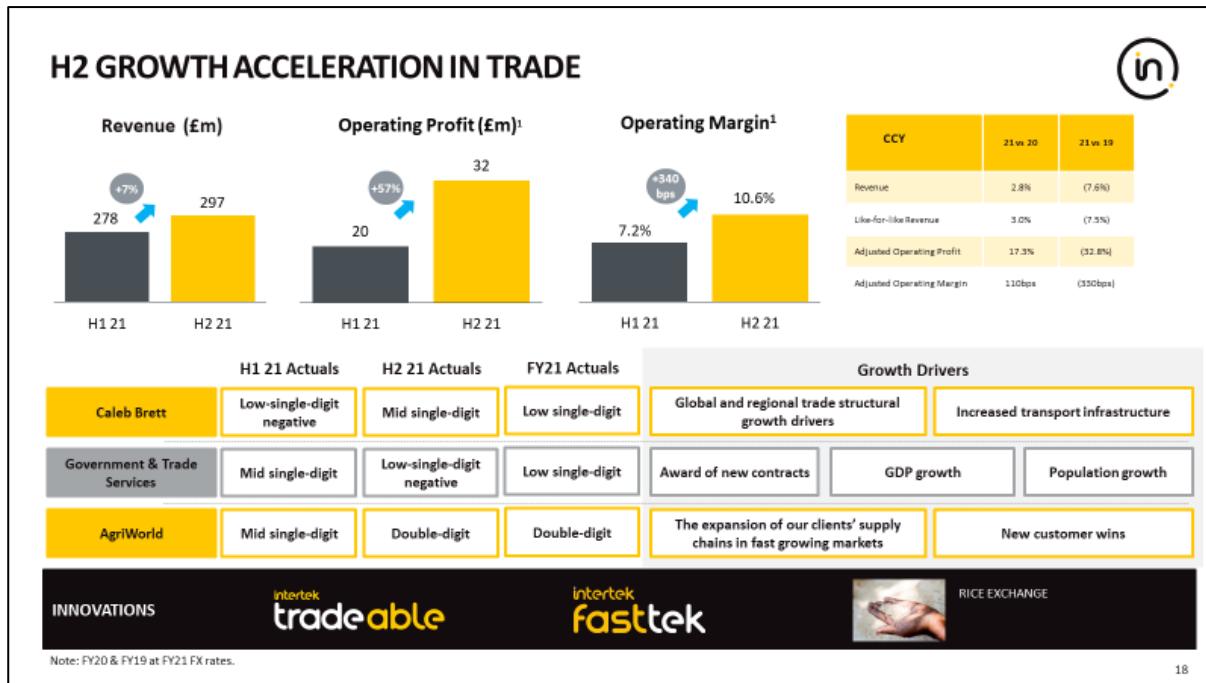
Our Business Assurance, Food and Chemicals and Pharma businesses delivered double-digit LfL revenue growth in 21. Business assurance experienced a rebound in ISO audit while Food benefited from a recovery in the global supply chains.

Thanks to a stronger second-half, our Building & Construction business delivered stable LfL revenue in 21.

Our Transportation Technology business also bounced back in the second half as OEM investment in new, more efficient and environmentally friendly power trains picked up in 2021, enabling us to deliver low-single digit negative LfL revenue.



In 2022 we expect our Products division to deliver robust LfL revenue growth.



In 2021, our Trade business delivered a good performance in LfL revenue, operating profit and margin.

We saw an acceleration of our LfL revenue growth in H2, enabling us to increase Revenue, Operating Profit and Margin by respectively 7%, 57% and 340BPS versus H1.

Caleb Brett recovered as global mobility picked up with improved momentum in H2 resulting in low-single digit LfL revenue for the year.

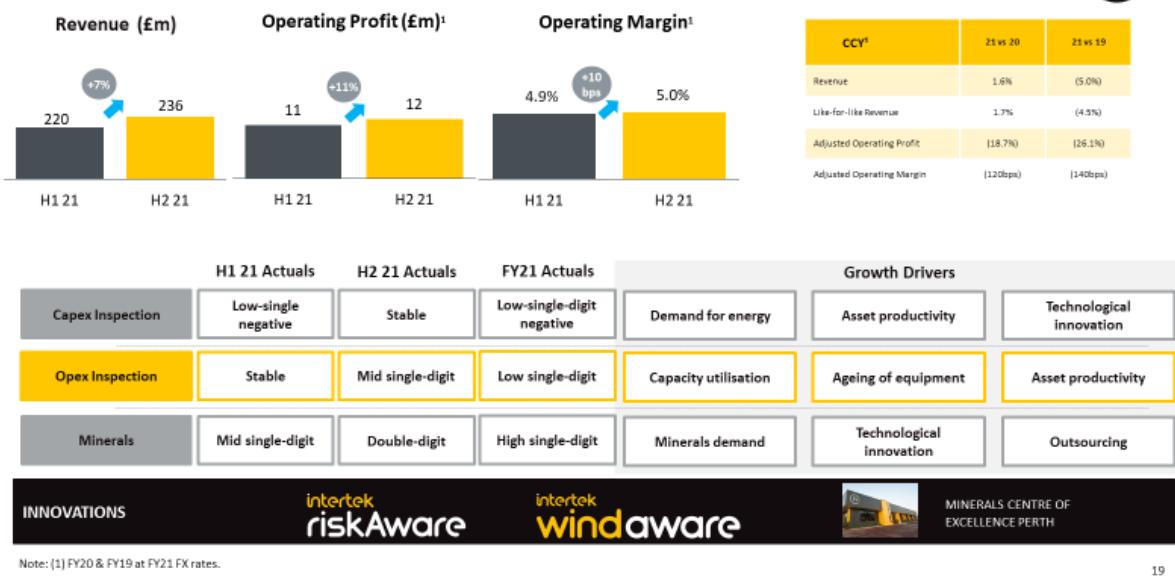
Our Government & Trade Services business slowed in the second half due to supply chain disruptions in some of our markets resulting in low-single digit LfL revenue growth in 2021.

Benefiting from growing demand for food inspection, the AgriWorld business delivered double-digit LfL revenue growth for the full year.

In 2022 we expect our Trade division to deliver robust LfL revenue growth.



## H2 GROWTH ACCELERATION IN RESOURCES



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For the full year, our Resources division delivered a solid LfL revenue performance with a margin performance below '20.

In the second half, we saw a LfL revenue growth acceleration in each of our three businesses. Compared to H1 Revenue was up 7%, Operating profit was up 11% and Margin was 10 BPS higher.

Our Capex Inspection services business delivered stable LfL revenue in H2 21 as our oil & gas clients started ramping up their investments.

Opex Maintenance services picked up in the second half and delivered mid-single digit LfL revenue growth.

Increased demand for testing and inspection activities saw our Minerals business deliver double-digit LfL revenue growth in H2.

In 2022, we expect our Resources businesses to deliver good LfL revenue growth.





Let's now discuss the growth outlook for the group moving forward...

### COVID-19 HAS MADE THE CASE FOR TOTAL QUALITY ASSURANCE STRONGER

**GLOBAL ATIC MARKET**

Category	Value	Status
\$50BN	Currently outsourced	
\$200bn	Currently in-house	
Untapped potential		

CLIENTS HAVE REALISED THE NEED TO INCREASE THEIR INVESTMENTS IN QUALITY ASSURANCE

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Covid 19 has been much more than a tragedy for the world.

Covid 19 will be remembered as the greatest dislocation of the global supply chain since the 1970s, creating significant challenges across the world.

Our clients have realised that they will need to increase their investments in quality assurance to operate with higher quality, safety and sustainability standards.



Indeed, Covid 19 has made the case for Total Quality Assurance stronger.

**87%\* OF COMPANIES WILL INVEST TO STRENGTHEN THEIR OPERATIONS**

- **Resilient Supply Chains**  
Covid-19 proving a catalyst for corporations to improve the resilience of their supply chains
- **Product and Service Innovation**  
Increased corporate focus on quality, safety, sustainability, convenience and value for money to enhance their products and services
- **Sustainability**  
Corporations reinventing the way they reduce their carbon footprint and communicate externally

\*Gartner 2021



At Intertek, we are supporting our 400k customers as they try to synchronise their sourcing, production and logistics activities.

The supply chain disruptions within the eco-systems of our clients are highly complex and although everybody is working hard, it will take time before the global supply chain is back to normal.

There is a major learning for our clients from this significant global supply chain dislocation.

They have been operating with substantial intrinsic risks in their supply chains without the right data, processes and independent assurance.

That is why 87% of companies will increase their investments in Quality Assurance to strengthen their operations.

Based on the extensive discussions we have been having with our customers, these investments will be in three areas: supply chain resilience, innovation and sustainability.

## RESILIENT SUPPLY CHAINS

Covid 19 is indeed proving a catalyst for many corporations to improve the resilience of their supply chains.

We expect major corrective actions and these will include:

- better data on what is happening in all parts of the supply chain



- tighter risk management with razor-sharp business continuity planning
- a more diversified portfolio of tier 1/2/3 suppliers
- a more diversified portfolio of factories
- investments in processes, technology, training, and independent assurance

## PRODUCT AND SERVICE INNOVATION

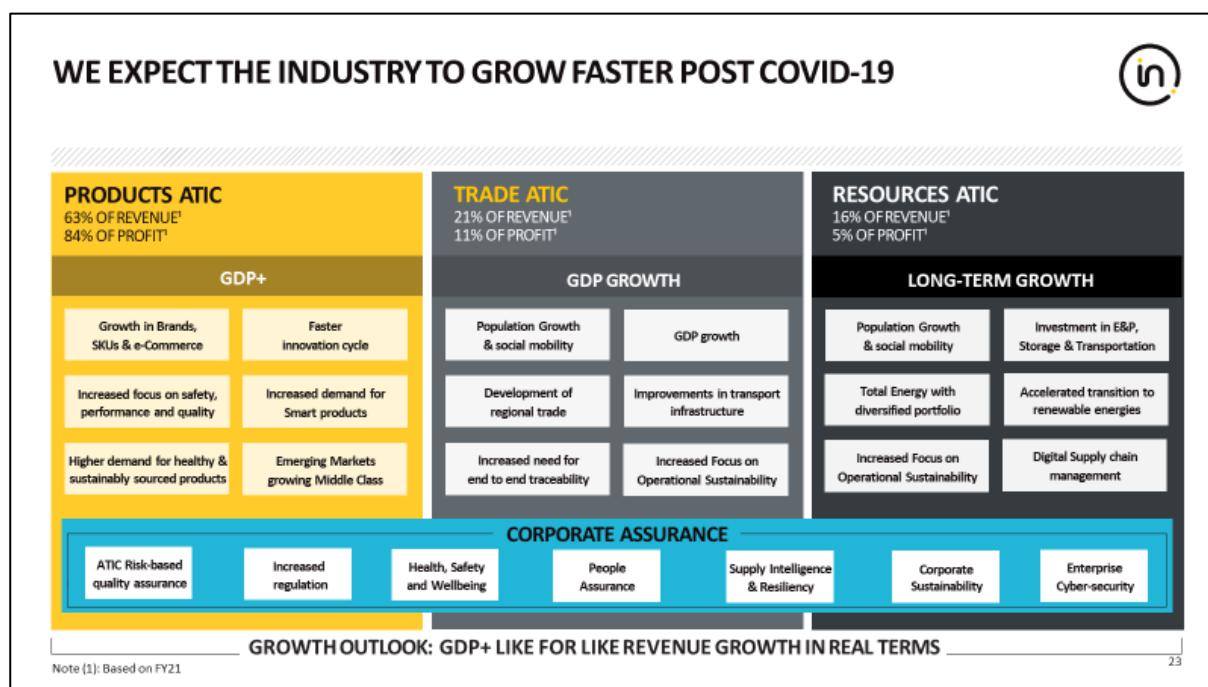
We are also seeing our clients realise that in addition to their supply chain challenges, they need to invest more in product and service innovation to meet the changing needs of their consumers.

As you would expect, during a major global crisis like Covid 19, consumers' expectations are changing given their desire to live in a much better world.

Corporations need to step up their game in quality, safety, sustainability, convenience and value for money to enhance their products and services.

The third major area of investments inside corporations is of course SUSTAINABILITY

The sprint to net zero emissions is real and corporations are having to reinvent the way they reduce their carbon footprint across the entirety of their operations...and the way they communicate the progress they make on net zero.



The supply chain disruption experienced by corporations across multiple industries has made the need for comprehensive risk-based quality, safety and sustainability assurance more critical than ever.

All stakeholders in society expect governments and corporations to build back a better world with a sharper focus on end-to-end Quality Assurance.

The Quality Assurance market will grow faster post-Covid, capitalising on the unchanged strong structural growth drivers pre-Covid 19 and benefiting from companies' increased investments in resilient supply, innovation and sustainability.

The LFL Revenue growth outlook for Quality Assurance moving forward is GDP + in real terms.

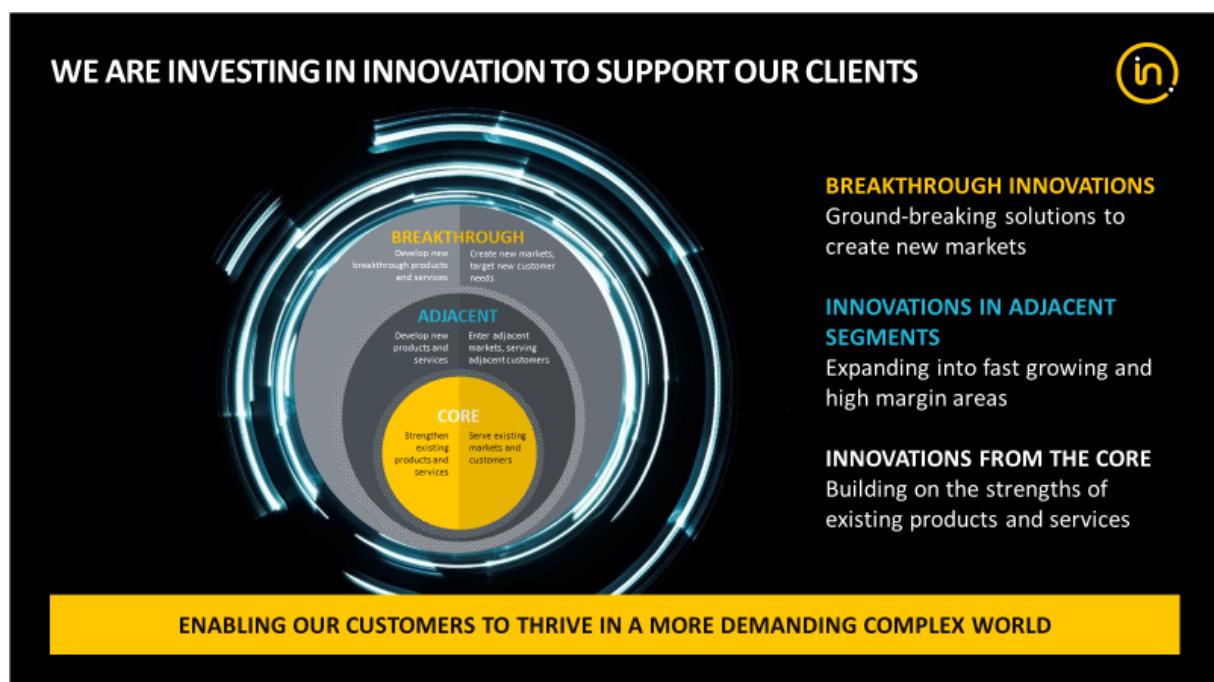
We are well positioned to benefit from the increased investments of our clients in quality assurance.

We are the global leader in risk-based quality assurance given the depth and breadth of our unique ATIC solutions underpinned by our continuous investments in M&A and innovation to address the emerging needs of our clients.

I have already mentioned M&A.

Investments in innovations to meet the emerging needs of our clients in quality assurance is essential to deliver a superior ATIC customer service.

Let me remind you about our approach to innovation.



We pursue a 3-tiered approach to innovation:

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



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In the last few years, we have shared with you the strategic investments we have made through acquisitions and innovations to strengthen our portfolio of ATIC solutions.

These investments in high growth and high margin segments were made within a disciplined capital allocation framework.

We are scaling these up successfully as evidenced by our excellent organic ROIC of 24.4%.

We constantly look at opportunities to invest in new growth opportunities in high margin sectors.

Our teams are working on exciting new ideas to continue to strengthen our ATIC Value proposition.



## GROUP OUTLOOK 2022



- Robust LFL Revenue growth at CCY
- Margin progression year-on-year
- Strong free cash flow
- Capex: £135-145m
- FX impact: Neutral
- Financial net debt: £640-690m<sup>1</sup>

Note (1): Before any material change in FX and any M&A

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Let's now discuss the outlook for '22...

Given our well diversified revenue streams across industries and geographies and the strong progress we made in H2 2021, we enter 2022 with confidence.

Notwithstanding the supply chain challenges that our clients are facing in some markets, we expect the group will deliver robust like-for-like revenue growth at constant currency, with margin progression year on year, and a strong free cash flow performance.

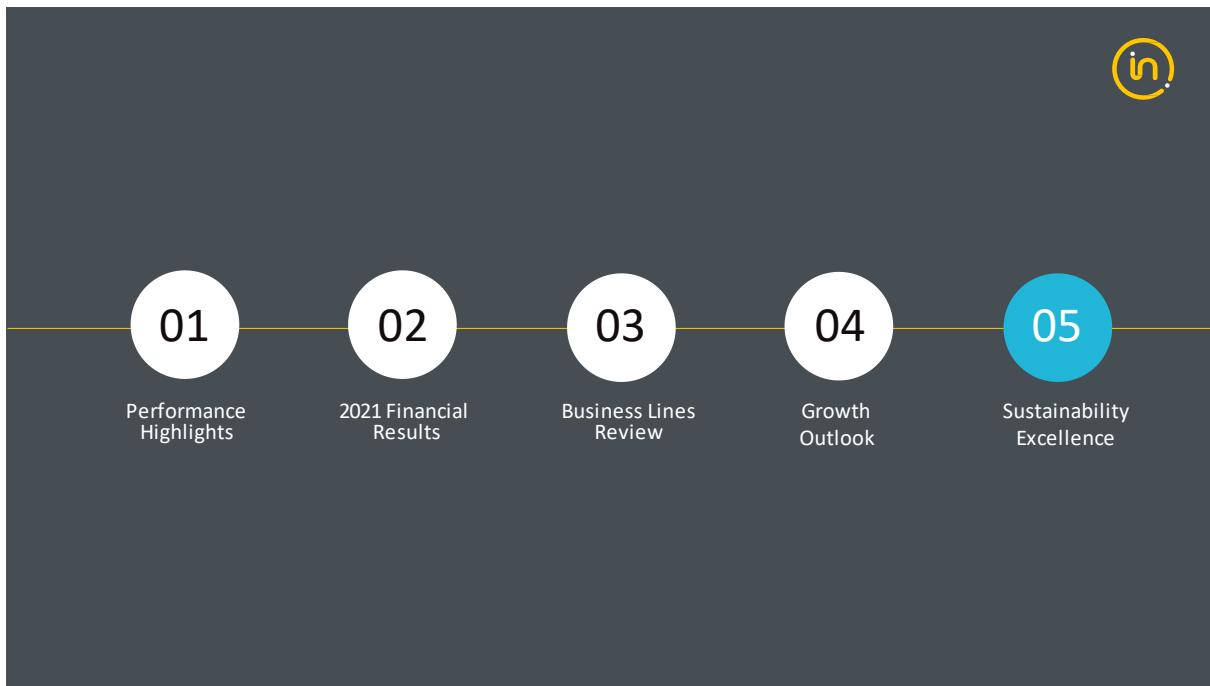
We will continue to invest in growth and we expect our full year Capex investments to be circa £135-£145m.

We expect our financial net debt to be in the range of £640-£690m.

A quick update on currencies for your models...

The average sterling rate since the beginning of the year applied to the full year results of 2021 would be broadly neutral at the revenue and earnings levels.





I would like to finish our call with a few remarks on how important Sustainability is for all of us at Intertek.

Sustainability is the movement of our time.

**WE ARE AN AMAZING FORCE FOR GOOD**

**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



Intertek Group plc. 2021 Full Year Results

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We are a purpose led company, living up our strong values every day.

The global pandemic has demonstrated that what we do is mission critical to society.

Our role of bringing quality, safety and sustainability to life has never been more important.

All of us at Intertek are passionate about making the world a better, safer place.

I can proudly say that Intertek is an amazing force for good.

HELPING OUR CLIENTS BUILD STRONGER BUSINESSES

OUR CUSTOMER PROMISE

Total Quality Assurance expertise, delivered consistently with precision, pace and passion, enabling our customers to power ahead safely

CAPITALISING ON INTERTEK SCIENCE-BASED CUSTOMER EXCELLENCE

Sustainability is about delivering sustainable value for all stakeholders starting with our customers.

Every day at Intertek, we focus on our Vision of being the world's most trusted partner for quality assurance.

That's why we are a very customer centric organisation.

We never stop re-inventing ourselves to deliver a superior ATIC service to our clients.

This is how we help our clients build stronger businesses, capitalising on Intertek's Science-based Customer Excellence.



## OFFERING LEADING END-TO-END SUSTAINABILITY ASSURANCE



### Systemic End-to-End Sustainability Solutions

#### INTERTEK OPERATIONAL SUSTAINABILITY SOLUTIONS

Helping organizations achieve sustainability excellence



Life Cycle Assessment

Product & Packaging Stewardship

Circular Economy

Eco-Claims & Certification

Value Chain Resilience

Sustainability Auditing

Substance Disclosure

Environmental solutions

intertek  
protek

Safety. Everywhere.  
Every day.

#### Intertek ESG Audit

Independent audit of sustainability disclosures and reporting



#### INTERTEK CORPORATE SUSTAINABILITY CERTIFICATION



TOTAL SUSTAINABILITY.  
ASSURED.

Certify corporate sustainability programmes

Quality & Safety  
People & Culture  
Communities  
Governance  
Risk Management

Compliance  
Financial  
Environment  
Enterprise Security  
Communication & Disclosures

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What our clients are looking for today is a systematic, independent end-to-end assurance on all aspects of their sustainability journey.

Our answer is Intertek's unique Total Sustainability Assurance, a holistic programme empowering our customers to achieve sustainability excellence across all aspects of their business and communicate results with confidence.

Intertek Total Sustainability Assurance is comprised of three parts:

- Intertek Operational Sustainability Solutions
- Intertek ESG Assurance; and
- Intertek Sustainability Certification

Intertek Total Sustainability Assurance is a global programme, leveraging our footprint in over 100 countries and covering all industries.

We have built a team of sustainability experts in every major region, who can help their clients with both a global and local perspective.

Thought leadership and innovation is what sets us apart.



## SUSTAINABILITY EXCELLENCE ACROSS ALL INTERTEK OPERATIONS



### SUSTAINABILITY CENTRAL TO OUR 5X5 STRATEGY

#### 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

### END-TO-END SYSTEMIC SUSTAINABILITY APPROACH



#### PURPOSE-LED ORGANISATION

- Force for Good for over 130 years
- Bringing Quality, Safety and Sustainability to Life is our purpose
- Sustainability central to everything we do
- Tremendous community support
- Local team empowerment and accountability

#### LOWER CO2 EMISSIONS

- Targeting Net Zero emissions by 2050
- Yearly management incentive
- Continuous progress on carbon intensity reductions
- Carbon intensity scorecard for every operation
- Joining the UN Race to Zero campaign

#### BEYOND NET ZERO TARGETS

- 6,000 NPS interviews per month
- Women in senior management 30% by 2025
- 0% Recordable Incidents <0.5 per 200,000 hours worked
- Compliance training attendance 100%
- Voluntary permanent turnover rate < 15%
- Group Engagement Index 90%

Note (1): Based on FY21

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Internally, we are focused on sustainability excellence in every operation.

We believe that Doing Business the Right Way with a systemic approach is the only way to deliver our corporate goals.

To do that, we follow precise sustainability processes in 10 areas.

We are targeting Net Zero emissions by 2050 and starting in 2022, we have included a Carbon emission reduction target in our short-term incentive for all of our employees in addition to Revenue, Profit and ROIC.

Sustainability is much more than achieving Net Zero.

We pursue ‘Beyond Net Zero’ targets in the areas of customer satisfaction, diversity & inclusion, health and safety, compliance, employee turnover and engagement.



## WE ARE AN AMAZING FORCE FOR GOOD, DELIVERING GROWTH FOR ALL



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Moving forward, we will continue to deliver sustainable growth and value for all our stakeholders.

Our USP at Intertek is our Science-based Customer Excellence in quality, safety and sustainability, giving our 400,000+ clients the ATIC advantage to strengthen their businesses.

We operate a high margin, capital light, carbon light and cash generative earnings model.

Intertek's approach to value creation is based on the compounding effect, year after year, of margin accretive revenue growth, strong cash generation and disciplined investment in growth.

## A HIGH QUALITY GLOBAL GROWTH BUSINESS WITH IMPROVING MARGIN, STRONG CASH FLOW AND EXCELLENT ROIC



### A CLEAR PURPOSE

- Bringing Quality, Safety and Sustainability to Life
- Leading ATIC solutions the world needs now
- Investments in sustainable growth

### HIGH QUALITY EARNINGS AND CASH COMPOUNDING MODEL

- Consistent margin accretive revenue growth
- High free cash flow and strong balance sheet
- Disciplined capital allocation and best in class returns



### ACCELERATING MARKET GROWTH

- Broad-based end-market recovery
- Stronger post-pandemic growth opportunities around supply chains, innovation and sustainability
- Global GDP+ growth

### STRONG MARKET POSITION

- Strong portfolio with leading market positions
- Science-based Customer Excellence giving our clients the ATIC advantage
- More than 1000 laboratories in over 100 countries

Revenue CAGR	Average Op. Profit margin	Average OP margin Change	Op. Profit CAGR	EPS CAGR	Dividend CAGR	Average Cash conversion	Average ROIC
15-19 8.4%	19-21 (3.4%)	15-19 16.3%	20-21 40bps	15-19 -25bps	19-21 11.2% (4.9%)	15-19 10.9% (5.2%)	19-21 19.3% 0.0%

all figures are at actual rates

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## In Summary...

We have a clear purpose of making the world ever better and our leading ATIC solutions are what society needs to build back ever better.

The growth in our end-markets is accelerating given that our clients have realised during Covid 19 that too many risks in their supply chains were not properly mitigated.

Given our strong market leadership positions and our Science-based Customer Excellence, we are well positioned to seize the exciting growth opportunities ahead.

We are a High-Quality global growth business, with a track record of continuous growth in Revenue, Margin, Cash and Dividends delivering an excellent ROIC.

Moving forward, we will continue to deliver sustainable growth and value for all stakeholders.

Thank you for your attention and we will now take any questions you might have.

