



intertek

A HIGH QUALITY GROWTH BUSINESS CREATING SUSTAINABLE VALUE

2022 HALF YEAR RESULTS PRESENTATION

29 July 2022

H1 22 KEY TAKE AWAYS



1. Robust financial performance in H1¹

2. China back to normal on 1st July

3. Acquisitions performing well in revenue and margin

4. Robust earnings growth expected in 22¹

5. Growth acceleration in our ATIC end-markets

Note: (1) at constant rates



CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

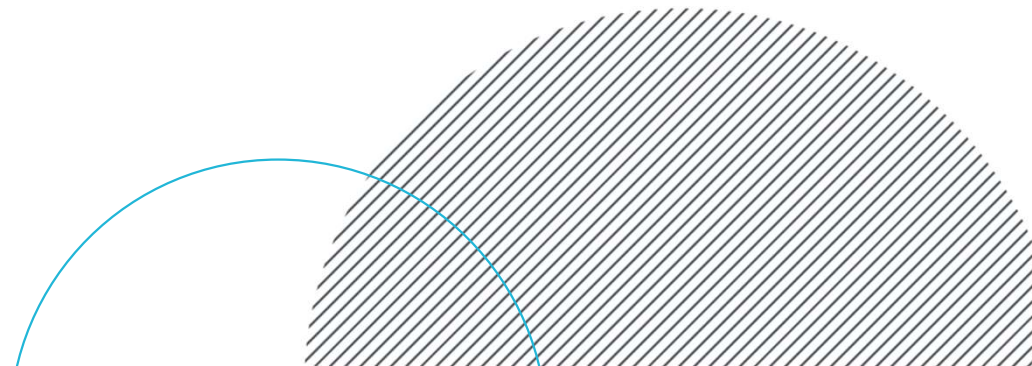
This presentation contains certain forward-looking statements with respect to the financial condition, results, operations and business of Intertek Group plc.

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.

29 July 2022





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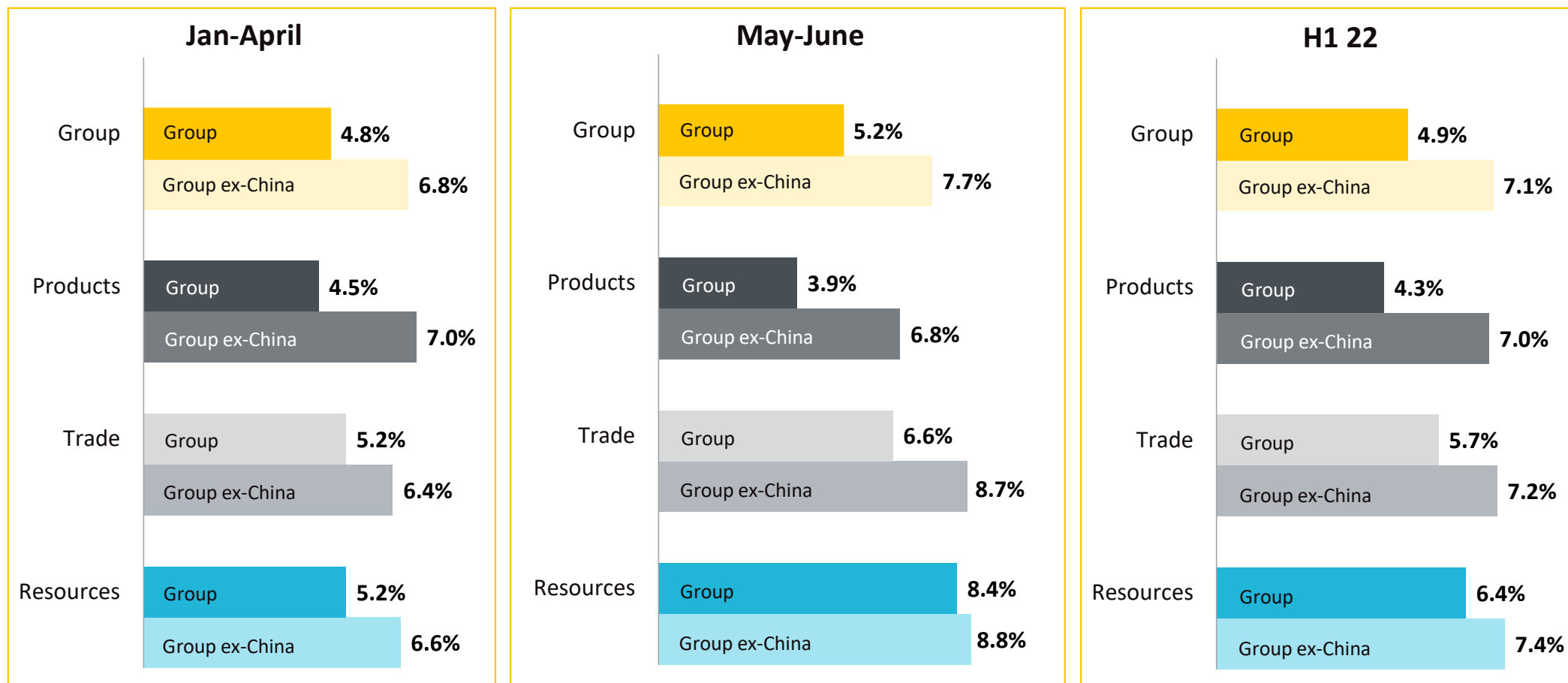
ROBUST FINANCIAL PERFORMANCE IN H1



| | H1 22 | H1 21 | YoY (Actual rates) | YoY (Constant rates) |
|--|-----------|-----------|-----------------------|-------------------------|
| Revenue | £1,491.7m | £1,317.6m | 13.2% | 9.5% |
| Like-for-like revenue | £1,427.3m | £1,315.4m | 8.5% | 4.9% |
| Operating Profit ¹ | £217.3m | £201.7m | 7.7% | 4.0% |
| Operating Margin ¹ | 14.6% | 15.3% | (70bps) | (70bps) |
| EPS ¹ | 86.5p | 78.2p | 10.6% | 6.7% |
| Interim Dividend | 34.2p | 34.2p | - | - |
| Free Cash Flow ¹ | £95.8m | £122.6m | (21.9%) | - |
| ROIC (rolling 12 months) | 16.8% | 23.4% | (660bps) | (440bps) |
| ROIC Organic (rolling 12 months) | 21.4% | 23.4% | (200bps) | 20bps |
| Financial net debt / EBITDA ¹ | 1.3x | 0.7x | | |

Note: (1) Before separately disclosed items

BROAD-BASED MID-SINGLE DIGIT LFL REVENUE GROWTH

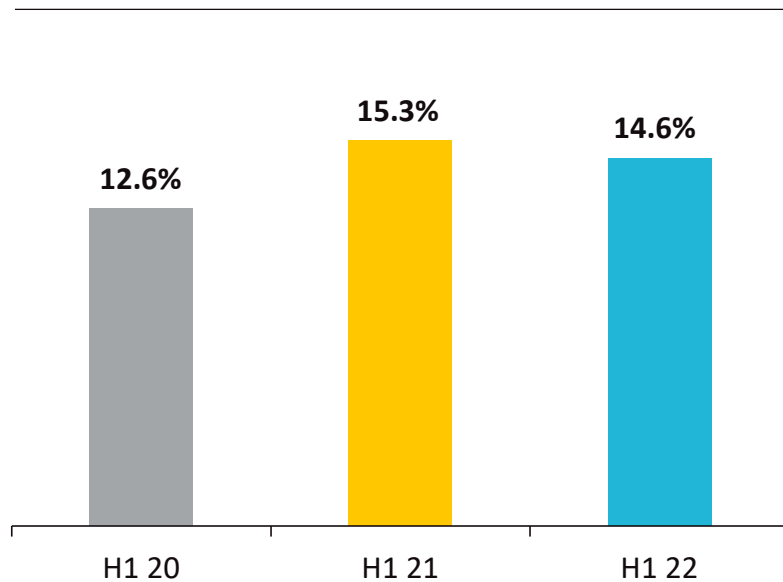


Note: at CCY

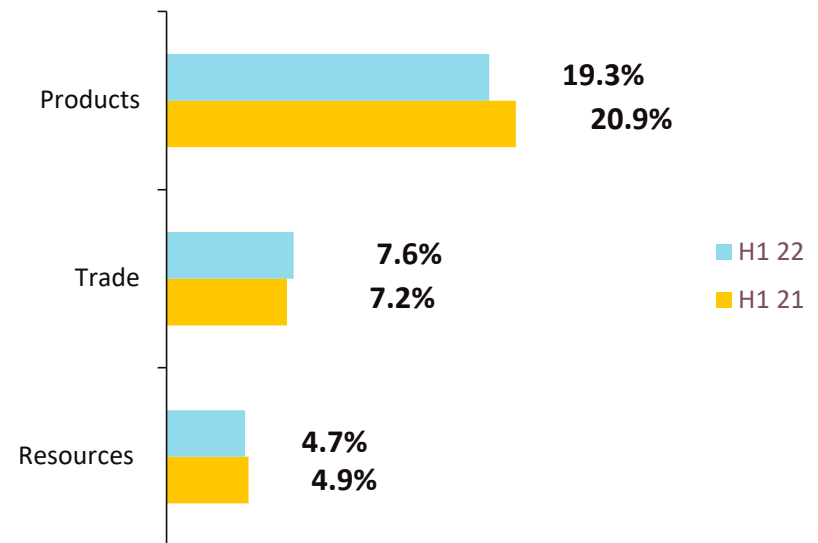
RESILIENT MARGIN PERFORMANCE



Group Margin



Margin by Division



GOOD MARGIN PERFORMANCE OUTSIDE CHINA: MARGIN ACCRETION OF 20BPS¹

Note: (1) at constant rates



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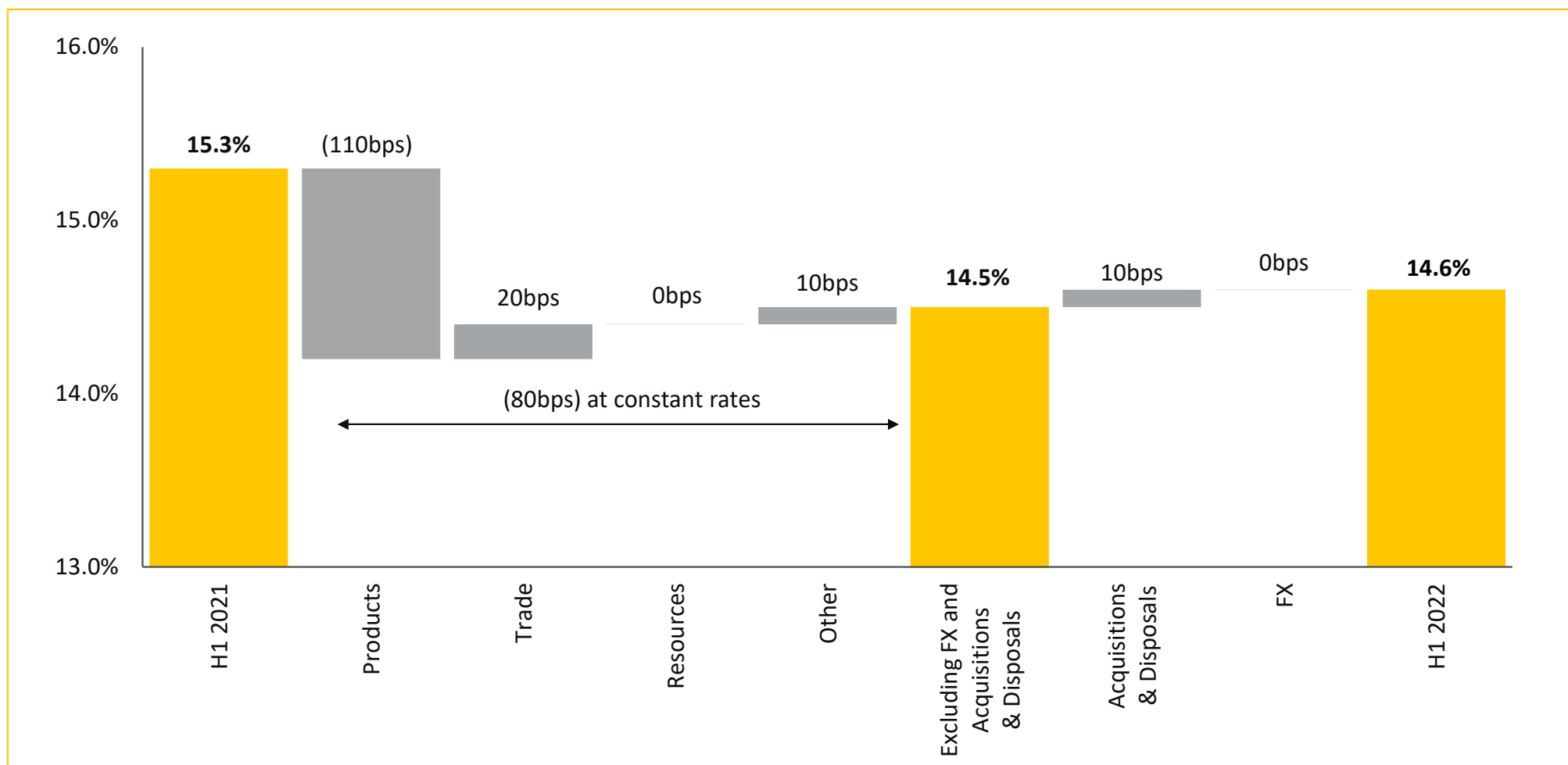
KEY P&L FINANCIALS



| | | | YoY % | |
|--------------------------------------|-----------|-----------|--------------|----------------|
| | H1 22 | H1 21 | Actual Rates | Constant Rates |
| Revenue | £1,491.7m | £1,317.6m | 13.2% | 9.5% |
| Like-for-like revenue ¹ | £1,427.3m | £1,315.4m | 8.5% | 4.9% |
| Operating costs ² | £1,274.4m | £1,115.9m | 14.2% | 10.5% |
| Operating profit ² | £217.3m | £201.7m | 7.7% | 4.0% |
| Operating profit margin ² | 14.6% | 15.3% | (70bps) | (70bps) |
| Diluted EPS ² | 86.5p | 78.2p | 10.6% | 6.7% |

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

OPERATING MARGIN BRIDGE – H1 22



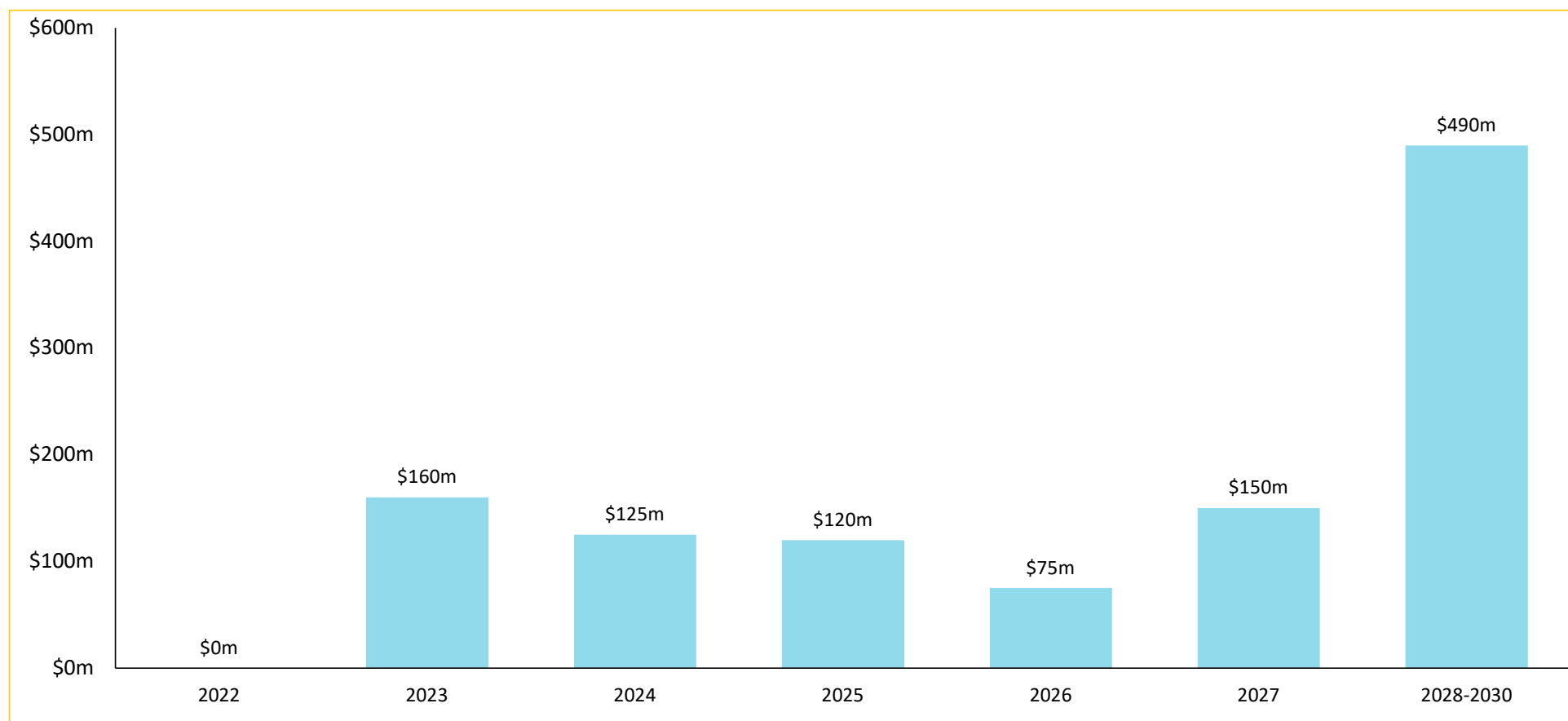
CASH FLOW & NET DEBT



| £m @ actual exchange rates ¹ | H1 22 | H1 21 | YoY |
|--|--------------|--------------|---------------|
| Operating profit | 217.3 | 201.7 | 15.6 |
| Depreciation/amortisation | 87.2 | 82.1 | 5.1 |
| Change in working capital | (74.4) | (36.3) | (38.1) |
| Other ² | 8.0 | 5.9 | 2.1 |
| Adjusted cash flow from operations | 238.1 | 253.4 | (15.3) |
| Capital expenditure | (41.1) | (40.0) | (1.1) |
| Income taxes paid | (50.8) | (45.2) | (5.6) |
| Other ³ | (50.4) | (45.6) | (4.8) |
| Adjusted free cash flow | 95.8 | 122.6 | (26.8) |
| Financial net debt | 859.1 | 434.9 | 97.5% |
| Financial net debt/Adjusted EBITDA (rolling 12 months) | 1.3x | 0.7x | |

Notes 1) Before separately disclosed items; (2) Comprises special pension payments, equity settled transactions and other non-cash items; (3) Comprises: interest paid/received, lease liability repayment and proceeds on disposal of fixed assets

AN AVERAGE DEBT MATURITY OF 4.5 YEARS AT A FIXED RATE OF 2.7%¹



¹ 4.5 years is the weighted average maturity and 2.7% is the weighted average interest on all senior debt in USD (83% of the gross borrowings), which doesn't include the multicurrency revolving credit facility and acquisition facility (variable rate).

FINANCIAL GUIDANCE



| | FY 2022 Guidance |
|-------------------------------------|------------------|
| Net finance cost (pre-fx) | £34-38m |
| Effective tax rate | 26.5-27.0% |
| Minority interest | £20-22m |
| Diluted shares (as at 30 June 2022) | 161.8m |
| Capex | £125-135m |
| Financial Net Debt ¹ | £730-780m |

Note: (1) Net debt guidance before any material change in FX rates and any M&A



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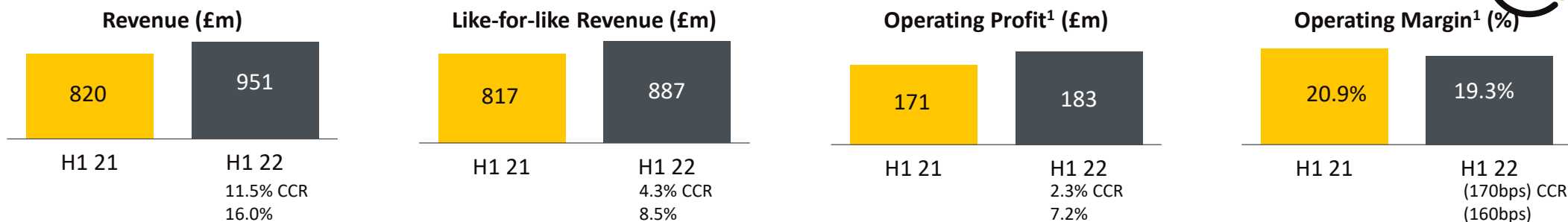
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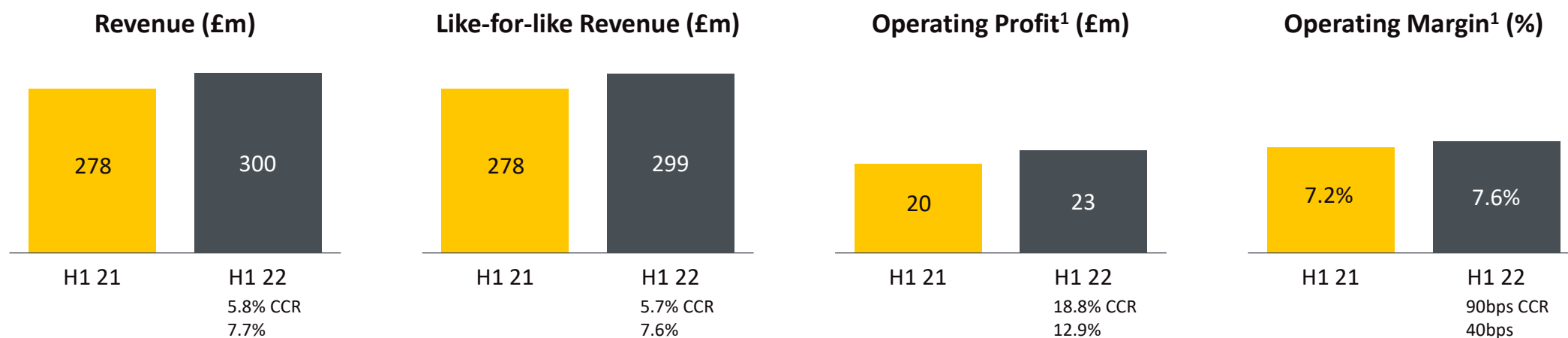
PRODUCTS DELIVERED A ROBUST PERFORMANCE



| | HY 22 Actual LfL | HY 22 Actual LfL ex-China | Growth Drivers | | |
|------------------------------|---------------------------|---------------------------|--|---|---|
| Softlines | Mid-single digit | Double digit | Increased number of Brands & SKUs | Supply chain expansion in new markets | Increased demand in chemical testing |
| Hardlines | Low-single digit | Low-single digit | Innovation from our customers leveraging wireless technology | Increased demand for chemical testing | Innovative inspection technology |
| Electrical & Connected World | Low-single digit | Low-single digit | Electrical appliance innovations to provide better efficiency and connectivity | Increased demand for IoT Assurance services, including cyber security | |
| Business Assurance | Double digit | Double digit | Increased focus of corporations on supply chain and risk management | ISO standards upgrades | Increased consumer and government focus on ethical and sustainable supply |
| Building & Construction | Mid-single digit | Mid-single digit | Growing demand for greener, safer and higher quality commercial buildings | Increased investment in large infrastructure projects | |
| Transportation Technology | Mid-single digit negative | Low-single digit | Continued investment of our clients in new models and new fuel efficient engines | Growth in the hybrid / electric engine segment | Increased scrutiny on emissions |
| Food | Mid-single digit | High-single digit | Continuous food innovation | Increased focus on the safety of supply chains | Growth in the food service assurance business |
| Chemicals and Pharma | Low-single digit | Mid-single digit | Growth of SKUs | Expansion of the supply base in emerging markets | Increased concerns on product safety and traceability |

Note: (1) Adjusted, before separately disclosed items

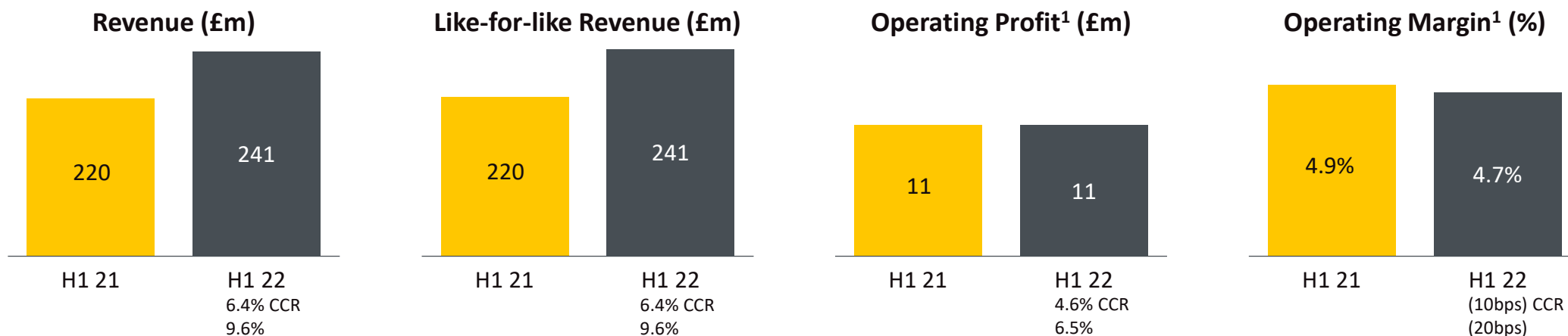
GROWTH ACCELERATION AND MARGIN ACCRETION IN TRADE



| | HY 22 Actual LfL | HY 22 Actual LfL ex-China | Growth Drivers | |
|-----------------------------|----------------------------|---------------------------|---|------------------------------------|
| Caleb Brett | High-single digit | High-single digit | Global and regional trade structural growth drivers | Increased transport infrastructure |
| Government & Trade Services | High-single digit negative | Low-single digit negative | Award of new contracts | GDP growth |
| | | | | Population growth |
| AgriWorld | Double digit | Double digit | The expansion of our clients' supply chains in fast growing markets | New customer wins |

Note: (1) Adjusted, before separately disclosed items

HIGHER ATIC DEMAND IN THE RESOURCES SECTOR



| | HY 22 Actual LfL | HY 22 Actual LfL ex-China | Growth Drivers | | |
|------------------|---------------------------|---------------------------|----------------------|--------------------------|--------------------------|
| Capex Inspection | Mid-single digit | Mid-single digit | Demand for energy | Asset productivity | Technological innovation |
| Opex Inspection | Mid-single digit negative | Mid-single digit negative | Capacity utilisation | Ageing of equipment | Asset productivity |
| Minerals | Double digit | Double digit | Minerals demand | Technological innovation | Outsourcing |

Note: (1) Adjusted, before separately disclosed items



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SHANGHAI BUSINESS BACK TO NORMAL



JingAn

- Softlines/Hardlines
- Electrical
- Business Assurance
- Chemicals & Pharma
- Government & Trade Services

Pudong

- Caleb Brett
- Industry Services
- Transportation Technologies
- IESS

Xuhui

- Softlines/Hardlines
- Electrical
- Food
- Minerals
- AgriWorld
- Business Assurance

7.1% LFL REVENUE GROWTH OUTSIDE OF CHINA



| LFL ¹ | Jan-April | May-June | H1 2022 |
|------------------|-----------|----------|---------|
| Group | 6.8% | 7.7% | 7.1% |
| Products | 7.0% | 6.8% | 7.0% |
| Trade | 6.4% | 8.7% | 7.2% |
| Resources | 6.6% | 8.8% | 7.4% |

DOUBLE DIGIT OPERATING PROFIT GROWTH WITH 20BPS MARGIN ACCRETION OUTSIDE CHINA¹

Note: (1) at constant rates

GROUP OUTLOOK 2022



- Robust LFL revenue growth at CCY with robust LFL revenue for Products, Trade and Resources
- Strong pricing power and disciplined cost management
- Margin slightly lower than 21 due to Covid-19 issues in first half of 22 in China, divisional mix and investments in growth
- Strong free cash flow
- Capex: £125m-135m
- FX impact: +400-600bps
- Financial net debt: £730m-780m¹

WE EXPECT THE GROUP TO DELIVER ROBUST EARNINGS GROWTH AT CCY IN 22

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



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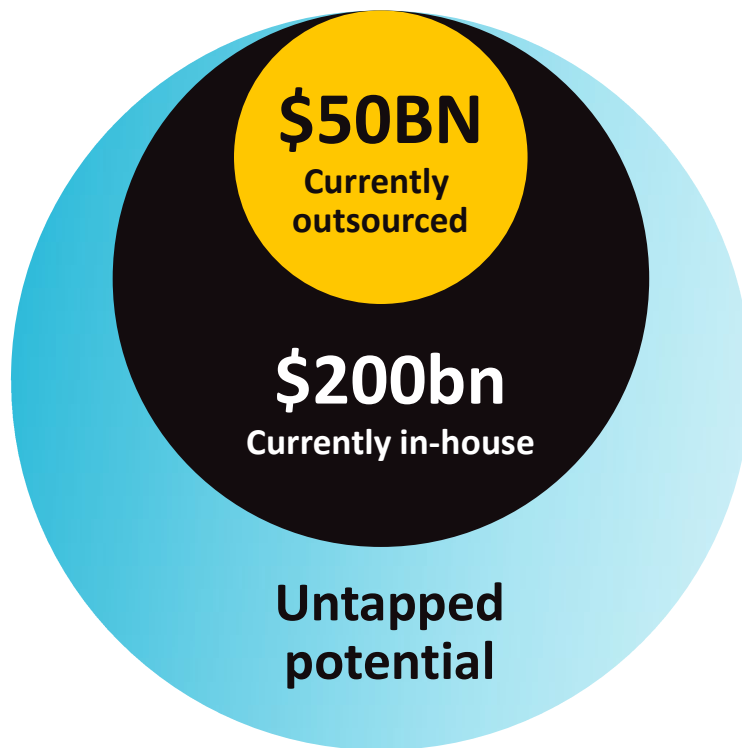
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Beyond
2022

ATIC DEMAND WILL GROW FASTER POST COVID 19



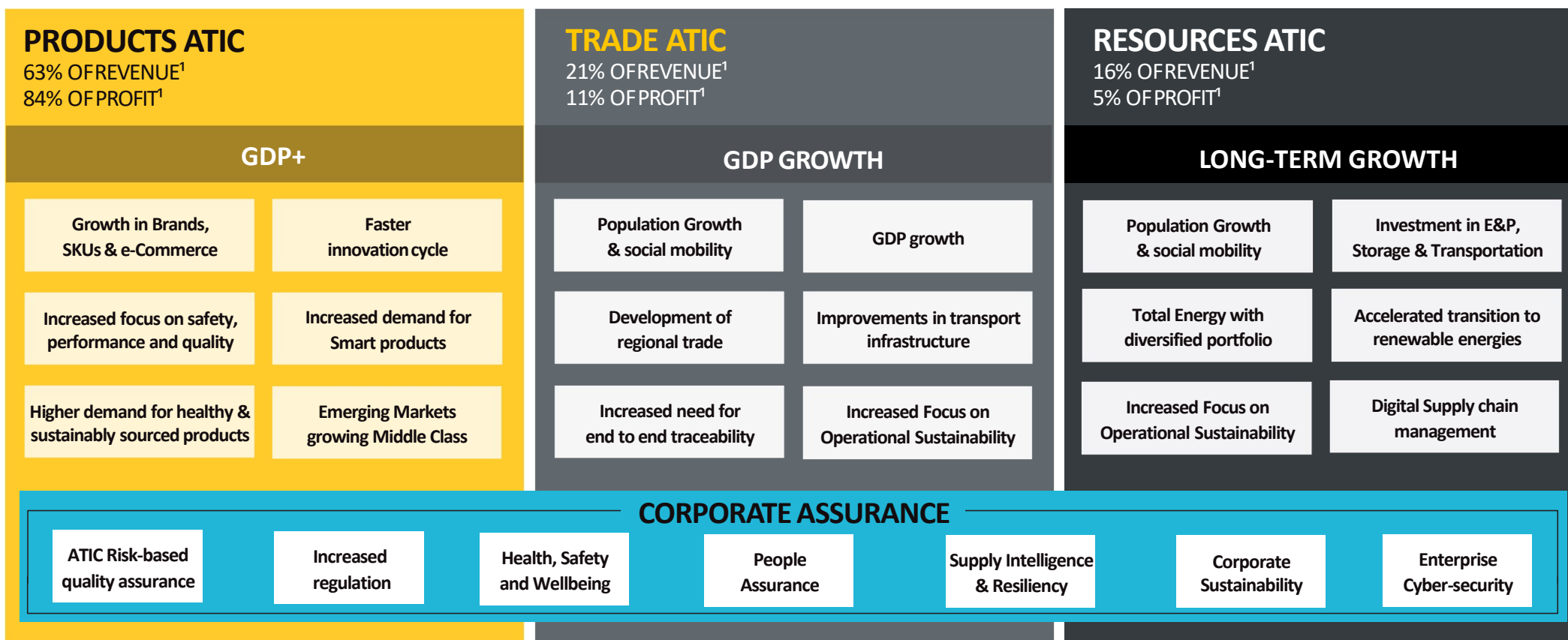
GLOBAL ATIC MARKET



GROWTH OPPORTUNITY



ATTRACTIVE ATIC STRUCTURAL GROWTH DRIVERS



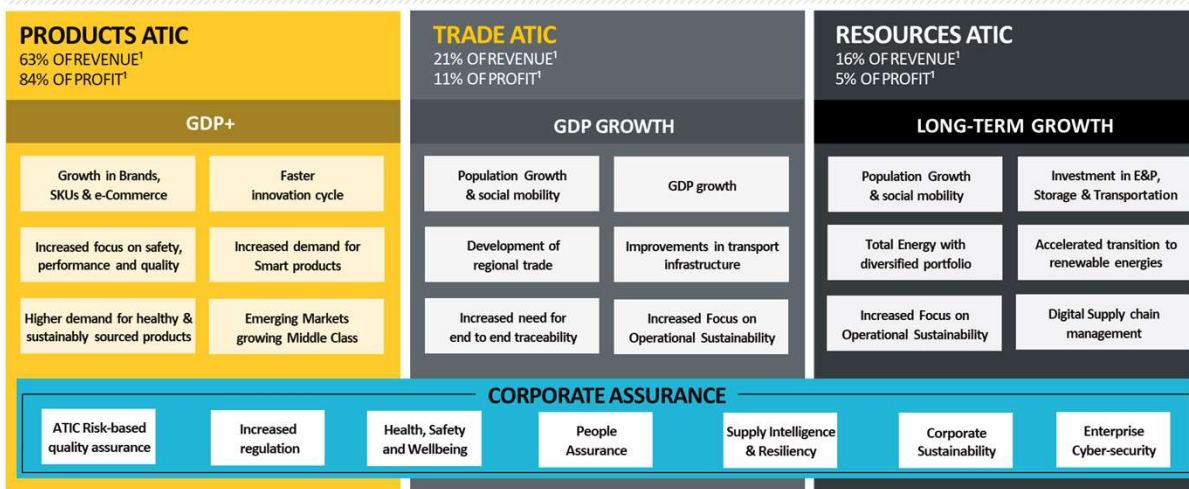
GROWTH OUTLOOK: GDP+ LIKE FOR LIKE REVENUE GROWTH IN REAL TERMS

Note (1): Based on FY21

ATIC GROWTH ACCELERATORS



ATTRACTIVE ATIC STRUCTURAL GROWTH DRIVERS



GROWTH OUTLOOK: GDP+ LIKE FOR LIKE REVENUE GROWTH IN REAL TERMS

Note (1): Based on FY21

INCREASE IN NEW CLIENTS

HIGHER INVESTMENTS IN SAFER SUPPLY

HIGHER INVESTMENTS IN INNOVATION

STEP CHANGE IN SUSTAINABILITY

HIGHER GROWTH IN THE WORLD OF ENERGY

SIGNIFICANT GROWTH IN THE **NUMBER OF COMPANIES** GLOBALLY



NORTH AMERICA

2022 U.S. Monthly
New Business Applications
+100k per month vs. pre 2020 average

UK

2020 & 2021
Company Incorporations
+13% vs. 2019

France

1m Business Creations in 2021
+17% YoY

CHINA

8.5m New Private Enterprises
established in 2021, +12% YoY

INDIA

New Companies Registered in
2020 & 2021
+25% vs. 2019 & 2018

BRAZIL

2021 Venture Capital Funding
of \$9.4bn, +170% YoY

INCREASED CORPORATE INVESTMENT IN SAFER SUPPLY CHAINS



COVID 19 HAS MADE THE CASE FOR RISK BASED QUALITY ASSURANCE STRONGER

SEVERE SUPPLY CHAIN DISRUPTIONS

UNIDENTIFIED INTRINSIC RISKS

LACK OF DATA, PROCESSES & INDEPENDENT ASSURANCE

87%* OF COMPANIES WILL INVEST TO MAKE THEIR SUPPLY CHAINS MORE RESILIENT

**Supply chain
Diversification**

Across Tier 1, 2, 3 suppliers

**Manufacturing footprint
diversification**

Including onshoring / offshoring
closer to home

**Investments in supply chain
transparency**

Risk-Based Quality Assurance is more
critical than ever, powered by Big Data

**Investments in processes,
technology, training, and
independent assurance**

Notes: * Gartner 2021



INNOVATION ACCELERATION IN PRODUCTS, SERVICES & TECHNOLOGIES



GLOBAL INNOVATION IS ACCELERATING

The significant advancements in technology of the past 20 years and the generational shift in Energy & Sustainability is creating a historic inflection point for Innovation and Capital Spending

The world will see a once-in-a-lifetime wave of capital spending on physical assets between now and 2027 of c\$130 trillion**

60% OF R&D LEADERS EXPECT TO INCREASE 2022 SPEND YoY*

- Consumer-led demand changes as well as very significant regulatory / societal shifts
- Energy transition / mobility / security & safety / next generation technology
- Post Covid-19 advancements – Pharmaceuticals, Biotech, Healthcare and other sectors

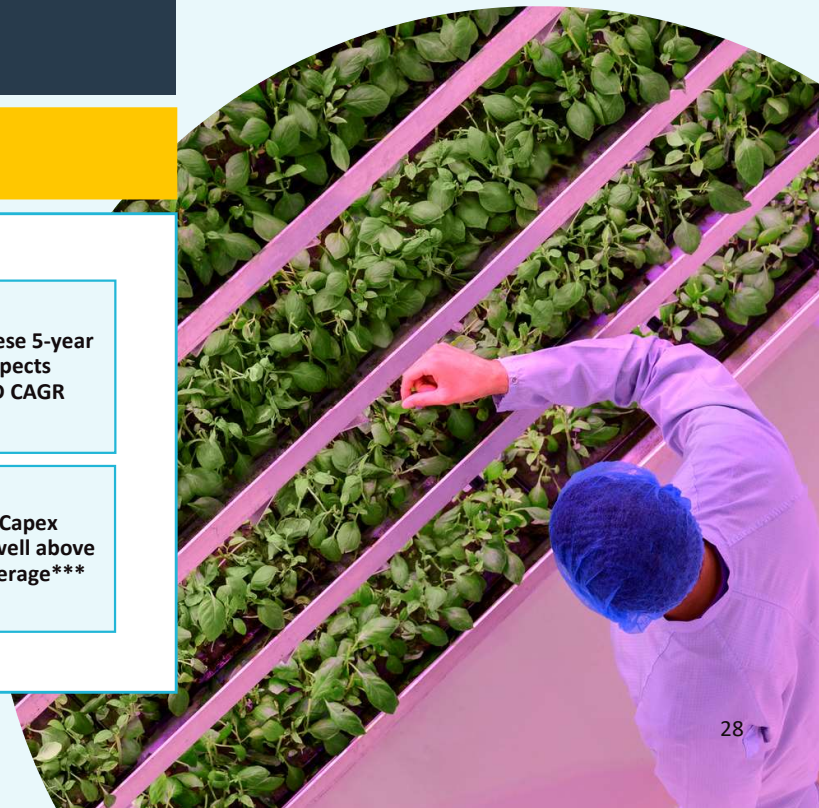
New governmental R&D agencies proposed / created recently - including U.S., UK, Germany & Japan

Latest Chinese 5-year Plan expects +7% R&D CAGR

Global Capex (% of sales) never recovered post the GFC & has created a pent-up need for higher spending

US CEO Capex intentions well above 20-year average***

Notes: * Gartner 2021 ** McKinsey & Company Research April 2022 *** Q2 2022 Business Roundtable US CEO Survey



POSITIVE REGULATORY MOMENTUM FOR SUSTAINABILITY



NORTH AMERICA

Existing/Coming into Force Regulations:

- Nasdaq Board Diversity listing rules

X5 Proposed Regulations

No. of ESG Regulations
2020 – 2022E* % Chg*

| | |
|---|-------|
| E | +300% |
| S | +300% |
| G | +260% |

EUROPE & UK

Existing Existing/Coming into Force Regulations:

- EU Sustainable Finance Disclosure Regulation
- EU Taxonomy Regulation/Climate Delegated Act/ further Delegated Acts
- EU Sustainable Finance Disclosure Regulation
- EU Corporate Supply Chain Directive
- Non-Financial Reporting Directive
- Corporate Sustainability Reporting Directive
- France Commercial Code & Corporate Duty of Vigilance Law
- Italy Constitution change
- Germany Supply Chain Act
- UK TCFD, Corporate Governance Code & Modern Slavery Act
- UK The Companies Regulations 2022

X8 Proposed Regulations

GREATER CHINA

Existing/Coming into Force Regulations:

- Environmental Information Disclosure Act
- CSRC Listed Company Governance Code
- Green Bond Endorsed Projects Catalogue
- Regulations on Green Finance of Shenzhen Special Economic Zone
- CSRC format standards for annual and semi-annual reports
- Hong Kong, Shanghai and Shenzhen stock exchange listing rules

X3 Proposed Regulations

APAC

Existing/Coming into Force Regulations:

- Australia ASX Corporate Governance Council recommendations
- India Companies Act of 2013
- India SEBI Business Responsibility & Sustainability Report
- Singapore Exchange Rules on sustainability reporting/TCFD disclosure
- South Korea listed companies required to disclose corporate governance reports
- KOSPI listed companies required to disclose corporate governance and ESG reports

X5 Proposed Regulations

WORLD OF ENERGY GROWTH OPPORTUNITIES



Increase in global energy demand (GDP & population growth)

Under investment in O&G Exploration & Production and lack of renewables scale

Technology and long-term investments required to build scale renewable infrastructure

Growth in O&G downstream trade flows and infrastructure investments in developing countries

Pathway to Net Zero requires significant investments & innovations

Significant increase needed in energy production

Step-up in investments in O&G in exploration and production and renewables

Divergence in energy mix between developed and developing economies

Change in energy mix in developed markets increasing risk and complexity in just-in-time supply

Need to create scale carbon capture and carbon storage infrastructure

- Global population expected to increase by **+2bn** people between now and 2050
UN World Population Prospects
- Global GDP forecast to grow at **+3% CAGR** from 2021 to 2050
World Bank
- Annual Energy Investment to double to **+\$3.5tn** by 2050
International Energy Agency

- Global Investment in O&G in 2020 <\$600bn & 2021 \$650bn vs pre-pandemic investment of \$1,100bn
International Energy Agency
- O&G investment to compound at **+11% pa** growth (+20% for LNG and shale) by 2024
Goldman Sachs
- **20% increase** in Oil Majors CAPEX spend forecasts (2023 vs 2021)
Consolidation & Analysis of Public information

- Growth of investments in renewables has not been sufficient to compensate for the drop in investments in the traditional energy space
Goldman Sachs
- Clean Energy Investment in Developing markets still at 2015 levels
International Energy Agency
- Developing markets require **+4x** increase in renewable investment to reach Net Zero trajectory
International Energy Agency

- Asia will continue to be at the centre of medium-and long-term changes in downstream and upstream infrastructure
OPEC
- Significant energy demand increases across Africa driving infrastructure investment to increase universal access to modern energy and maintain affordability
International Energy Agency
- Europe reducing dependence on Russian fossil fuels by fast-forwarding the clean transition
FT

- Governments announced nearly **+\$18bn** in new public funds for the development and deployment of CCUS in 2021, most which needs to be spent by 2030
International Energy Agency
- Europe's quest for alternatives could supercharge hydrogen investment and could lead to **+\$1tn** of new projects globally by 2030
International Energy Agency

WELL POSITIONED TO SEIZE GROWTH ACCELERATION IN OUR END MARKETS



| UNTAPPED POTENTIAL | SCIENCE BASED CUSTOMER EXCELLENCE | POWERFUL PORTFOLIO | HIGH PERFORMANCE EARNINGS & CASH COMPOUNDER | EVER BETTER PERFORMANCE MANAGEMENT | DISCIPLINED INVESTMENTS FOR GROWTH |
|--|--|---|---|---|--|
| <p>\$200BN CURRENTLY IN-HOUSE</p> | <ul style="list-style-type: none"> • Passionate Customer 1st culture • Industry leading Technical expertise • Unique TQA value proposition | <ul style="list-style-type: none"> • Scale operations with leadership positions • End-to-end ATIC offering • Network of global state of the art facilities | <ul style="list-style-type: none"> • Strong pricing power • High Margin • Strongly cash generative | <ul style="list-style-type: none"> • Site-BL-Country-Region-GBL-Group • Continuous improvement • Price, cost and cash discipline | <ul style="list-style-type: none"> • Strong balance sheet • Target high growth, high margin spaces on sustainable basis <ul style="list-style-type: none"> - Innovations - M&A - Sites • Disciplined capital allocation |
| <p>\$50BN CURRENTLY OUTSOURCED</p> | | | | | |
| <p>\$250BN+ GLOBAL ATIC MARKET</p> | | | | | |

WE ARE SUCCESSFULLY SCALING UP OUR INVESTMENTS IN GROWTH



ORGANIC INNOVATIONS



M&A INVESTMENTS

CONNECTED WORLD



SUSTAINABILITY



SAAS PLATFORMS



GEOGRAPHIC EXPANSION



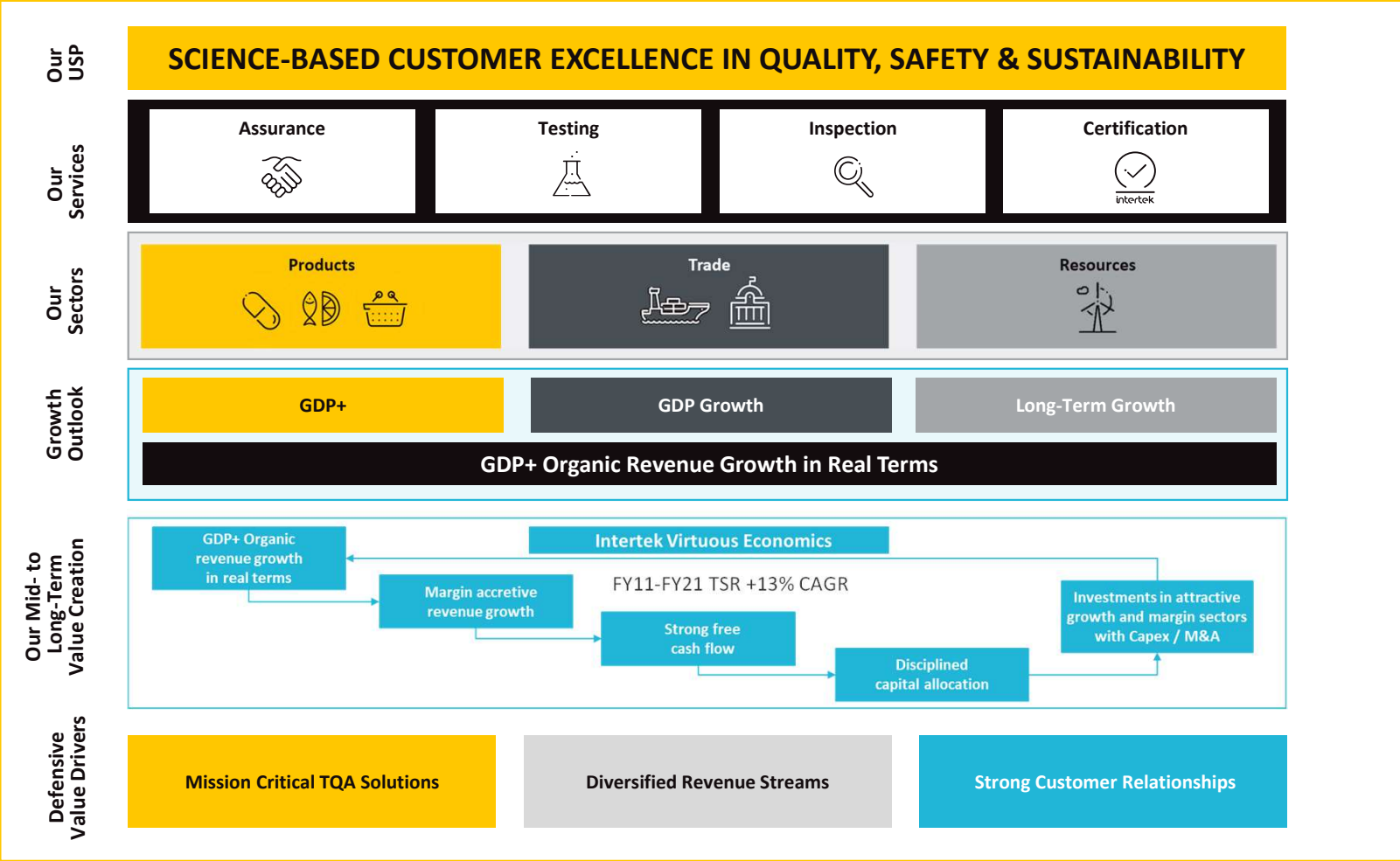
WORLD OF ENERGY



FOOD & HOSPITALITY



HIGH PERFORMANCE EARNINGS AND CASH COMPOUNDER MODEL



A HIGH QUALITY GROWTH BUSINESS CREATING SUSTAINABLE VALUE FOR ALL

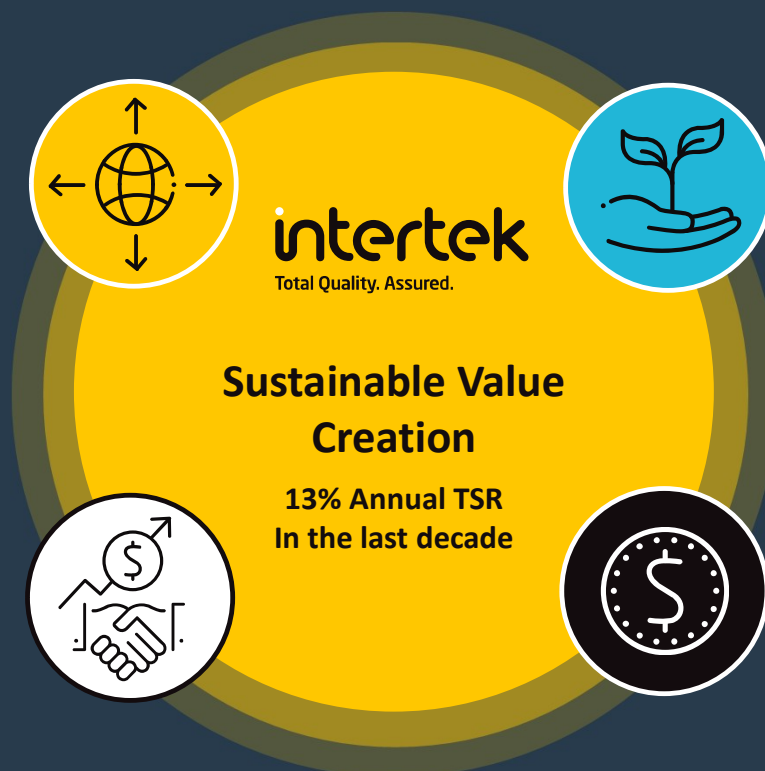


A CLEAR PURPOSE

- Bringing Quality, Safety and Sustainability to Life
- Leading ATIC solutions critical to society
- Sustainability Excellence. Committed to Net Zero

HIGH PERFORMANCE EARNINGS AND CASH COMPOUNDER MODEL

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



ACCELERATING MARKET GROWTH

- New TQA clients
- Investments in safer supply
- Innovation growth
- Growth in sustainability
- World of Energy

STRONG MARKET POSITION

- Strong portfolio with leading market positions
- Science-based Customer Excellence giving our clients the ATIC advantage
- More than 1,000 laboratories in over 100 countries

The Intertek logo is centered on a yellow background with diagonal lines. It features the word "intertek" in a bold, lowercase, sans-serif font. The letter 'i' is unique, with a white dot above it.

intertek

Total Quality. Assured.