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

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
<th>YoY (Constant rates)</th>
<th>YoY (Actual rates)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>£2,786.3m</td>
<td>£2,741.7m</td>
<td>6.5%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Like-for-like revenue</td>
<td>£2,744.0m</td>
<td>£2,721.6m</td>
<td>5.6%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Operating Profit¹</td>
<td>£473.9m</td>
<td>£427.7m</td>
<td>15.4%</td>
<td>10.8%</td>
</tr>
<tr>
<td>Operating Margin¹</td>
<td>17.0%</td>
<td>15.6%</td>
<td>130bps</td>
<td>140bps</td>
</tr>
<tr>
<td>EPS¹</td>
<td>190.8p</td>
<td>170.9p</td>
<td>16.8%</td>
<td>11.6%</td>
</tr>
<tr>
<td>Dividend</td>
<td>105.8p</td>
<td>105.8p</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>ROIC</td>
<td>18.2%</td>
<td>21.6%</td>
<td>(270bps)</td>
<td>(340bps)</td>
</tr>
<tr>
<td>ROIC Organic</td>
<td>24.4%</td>
<td>21.6%</td>
<td>350bps</td>
<td>280bps</td>
</tr>
<tr>
<td>Financial net debt</td>
<td>£733.3m</td>
<td>£419.9m</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Net debt / EBITDA¹</td>
<td>1.1x</td>
<td>0.7x</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: (1) Before separately disclosed items
BROAD BASED LFL GROWTH IN H2

<table>
<thead>
<tr>
<th></th>
<th>LFL FY¹</th>
<th>LFL H2¹</th>
<th>LFL Nov-Dec¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Products</td>
<td>7.6%</td>
<td>5.8%</td>
<td>6.4%</td>
</tr>
<tr>
<td>Trade</td>
<td>3.0%</td>
<td>4.8%</td>
<td>6.9%</td>
</tr>
<tr>
<td>Resources</td>
<td>1.7%</td>
<td>5.1%</td>
<td>5.9%</td>
</tr>
<tr>
<td>Group</td>
<td>5.6%</td>
<td>5.5%</td>
<td>6.4%</td>
</tr>
</tbody>
</table>

Note: (1) At 2021 constant currency rates
H2 GROUP OPERATING PROFIT AND MARGIN AHEAD OF 2019

2014-2021 Group Margin

<table>
<thead>
<tr>
<th>Year</th>
<th>Group Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>15.5%</td>
</tr>
<tr>
<td>2015</td>
<td>15.9%</td>
</tr>
<tr>
<td>2016</td>
<td>16.0%</td>
</tr>
<tr>
<td>2017</td>
<td>16.9%</td>
</tr>
<tr>
<td>2018</td>
<td>17.2%</td>
</tr>
<tr>
<td>2019</td>
<td>17.5%</td>
</tr>
<tr>
<td>2020</td>
<td>15.6%</td>
</tr>
<tr>
<td>2021</td>
<td>17.0%</td>
</tr>
</tbody>
</table>

2021 performance comparison versus 2019 at CCY

<table>
<thead>
<tr>
<th></th>
<th>LFL Revenue</th>
<th>Operating Profit¹</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY</td>
<td>H1</td>
<td>H2</td>
</tr>
<tr>
<td>Group</td>
<td>(1.1%)</td>
<td>(2.2%)</td>
<td>-</td>
</tr>
<tr>
<td>Products</td>
<td>2.2%</td>
<td>1.0%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Trade</td>
<td>(7.5%)</td>
<td>(9.4%)</td>
<td>(5.5%)</td>
</tr>
<tr>
<td>Resources</td>
<td>(4.5%)</td>
<td>(3.8%)</td>
<td>(5.2%)</td>
</tr>
</tbody>
</table>

Note: (1) Before separately disclosed items
HIGHLY CASH GENERATIVE EARNINGS MODEL DELIVERS <0 WC

Adjusted EBITDA\(^1\)

<table>
<thead>
<tr>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>£499m</td>
<td>£563m</td>
<td>£571m</td>
<td>£696m</td>
<td>£602m</td>
<td>£643m</td>
</tr>
</tbody>
</table>

16-21 CAGR: 5.2\%

Adjusted Cash Generated from Operations\(^1\)

<table>
<thead>
<tr>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>£565m</td>
<td>£596m</td>
<td>£603m</td>
<td>£731m</td>
<td>£705m</td>
<td>£696m</td>
</tr>
</tbody>
</table>

16-21 CAGR: 4.2%

Adjusted Free Cash Flow\(^1\)

<table>
<thead>
<tr>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>£340m</td>
<td>£359m</td>
<td>£373m</td>
<td>£395m</td>
<td>£436m</td>
<td>£402m</td>
</tr>
</tbody>
</table>

16-21 CAGR: 3.4%

Working Capital as % of Revenue

<table>
<thead>
<tr>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1%</td>
<td>5.0%</td>
<td>3.9%</td>
<td>3.4%</td>
<td>-1.6%</td>
<td>-1.6%</td>
</tr>
</tbody>
</table>

16-21: (870bps)

Cash Conversion (%)

<table>
<thead>
<tr>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>139%</td>
<td>128%</td>
<td>126%</td>
<td>127%</td>
<td>132%</td>
<td>149%</td>
</tr>
</tbody>
</table>

Financial Net Debt / Adjusted EBITDA

<table>
<thead>
<tr>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5x</td>
<td>1.0x</td>
<td>1.4x</td>
<td>0.9x</td>
<td>0.7x</td>
<td>1.1x</td>
</tr>
</tbody>
</table>

Note: (1) IFRS 16 was adopted on 1 Jan 19 and as such results prior to 2019 are on an IAS 17 basis.
SCALING UP OUR LEADING GLOBAL ASSURANCE BUSINESS WITH SAI

**SAI GLOBAL**

- 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\(^1\) 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
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

**Food**
- Microscopic analysis
- Microbiologic analysis
- Physicochemical analysis
- Residue monitoring
- Sensorial analysis
- Origin certification
- Container inspection for exports

**AgroSciences**
- Residue monitoring
- Multi mycotoxin analysis
- Organic composites analysis
- Metals analysis

**Environmental**
- Microbiologic analysis
- Physicochemical analysis
- Residue monitoring
- Sensorial analysis
- Organic and inorganic composition analysis
- Analysis at clients’ sites

### Locations

[Map showing locations of JLA laboratories and sample collections]
## KEY P&L FINANCIALS

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>Actual Rates</th>
<th>Constant Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>£2,786.3m</td>
<td>1.6%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Like-for-like revenue(^1)</td>
<td>£2,744.0m</td>
<td>0.8%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Operating profit(^2)</td>
<td>£473.9m</td>
<td>10.8%</td>
<td>15.4%</td>
</tr>
<tr>
<td>Operating profit margin(^2)</td>
<td>17.0%</td>
<td>140bps</td>
<td>130bps</td>
</tr>
<tr>
<td>Diluted earnings per share(^2)</td>
<td>190.8p</td>
<td>11.6%</td>
<td>16.8%</td>
</tr>
</tbody>
</table>

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

**FY 2020**
- **Products**: 15.6%
- **Trade**: 17.0%
- **Resources**: 15.7%
- **Divisional mix**: 16.7%

**FY 2021**
- **Excluding FX and Acquisitions & Disposals**: 16.7%
- **Acquisitions & Disposals**: 20bps
- **FX**: 10bps
- **Total**: 17.0%

110bps at constant rates
## CASH FLOW & NET DEBT

<table>
<thead>
<tr>
<th>£m @ actual exchange rates</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adjusted operating profit</strong>¹</td>
<td>473.9</td>
<td>427.7</td>
</tr>
<tr>
<td>Depreciation/amortisation</td>
<td>169.3</td>
<td>174.0</td>
</tr>
<tr>
<td>Change in working capital</td>
<td>35.9</td>
<td>88.6</td>
</tr>
<tr>
<td>Other²</td>
<td>16.7</td>
<td>14.8</td>
</tr>
<tr>
<td><strong>Adjusted cash flow from operations</strong></td>
<td>695.8</td>
<td>705.1</td>
</tr>
<tr>
<td>Net capex</td>
<td>(96.1)</td>
<td>(72.2)</td>
</tr>
<tr>
<td>Other³</td>
<td>(197.9)</td>
<td>(197.3)</td>
</tr>
<tr>
<td><strong>Adjusted free cash flow</strong></td>
<td>401.8</td>
<td>435.6</td>
</tr>
</tbody>
</table>

**Cash conversion %⁴**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisitions</td>
<td>(480.9)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Financial net debt</strong></td>
<td>733.3</td>
<td>419.9</td>
</tr>
<tr>
<td><strong>Financial net debt/Adjusted EBITDA (rolling 12 months)</strong></td>
<td>1.1x</td>
<td>0.7x</td>
</tr>
</tbody>
</table>

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.
## FY 2022 Guidance

<table>
<thead>
<tr>
<th>Metric</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net finance cost (pre-fx)</td>
<td>£35-39m</td>
</tr>
<tr>
<td>Effective tax rate</td>
<td>26.5-27.0%</td>
</tr>
<tr>
<td>Minority interest</td>
<td>£20-22m</td>
</tr>
<tr>
<td>Diluted shares (as at 31 December 2021)</td>
<td>161.9m</td>
</tr>
<tr>
<td>Capex</td>
<td>£135-145m</td>
</tr>
<tr>
<td>Financial Net Debt&lt;sup&gt;1&lt;/sup&gt;</td>
<td>£640-690m</td>
</tr>
</tbody>
</table>

*Note: (1) Net debt guidance before any material change in FX rates and any M&A*
STRONG PRODUCT PERFORMANCE IN H2

**Revenue (£m)**
- H1 21: 820 (H1 21: 936, +14%)
- H2 21: 936

**Operating profit (£m)**
- H1 21: 171 (H1 21: 171, +34%)
- H2 21: 229

**Operating Profit Margin**
- H1 21: 20.9%
- H2 21: 24.4% (+350 bps)

**Growth Drivers**
- Demand for sustainable products
- Focus on more resilient and sustainable supply chains
- Innovations from our clients
- Innovations from our clients in greater connectivity
- E-commerce
- Innovative inspection technology
- Cybersecurity and IoT Assurance
- E-commerce

**Softlines**
- H1 21: Double-digit
- H2 21: Mid single-digit
- FY21: Double-digit

**Hardlines**
- H1 21: Double-digit
- H2 21: High single-digit
- FY21: Double-digit

**Electrical & Connected World**
- H1 21: Double-digit
- H2 21: Mid single digit
- FY21: High Single-digit

**CCY¹ 21 vs 20 21 vs 19**

<table>
<thead>
<tr>
<th></th>
<th>21 vs 20</th>
<th>21 vs 19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>9.1%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Like-for-like Revenue</td>
<td>7.6%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Adjusted Operating Profit</td>
<td>18.0%</td>
<td>3.4%</td>
</tr>
<tr>
<td>Adjusted Operating Margin</td>
<td>180bps</td>
<td>10bps</td>
</tr>
</tbody>
</table>

Note: (1) FY20 & FY19 at FY21 FX rates.
### STRONG PRODUCT PERFORMANCE IN H2

<table>
<thead>
<tr>
<th></th>
<th>H1 21 Actuals</th>
<th>H2 21 Actuals</th>
<th>FY21 Actuals</th>
<th>Growth Drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Assurance</strong></td>
<td>Double-digit</td>
<td>High single-digit</td>
<td>Double-digit</td>
<td>Increased focus on supply chain resilience and risk management</td>
</tr>
<tr>
<td><strong>Building &amp; Construction</strong></td>
<td>Low-single-digit negative</td>
<td>Low single-digit</td>
<td>Stable</td>
<td>Sustainability</td>
</tr>
<tr>
<td><strong>Transportation Technology</strong></td>
<td>Mid-single-digit negative</td>
<td>Mid single-digit</td>
<td>Low-single-digit negative</td>
<td>Increased investment in large infrastructure projects</td>
</tr>
<tr>
<td><strong>Food</strong></td>
<td>Double-digit</td>
<td>High single-digit</td>
<td>Double-digit</td>
<td>Innovations for healthier food</td>
</tr>
<tr>
<td><strong>Chemicals and Pharma</strong></td>
<td>Double-digit</td>
<td>Double-digit</td>
<td>Double-digit</td>
<td>Expansion of supply base in Emerging Markets</td>
</tr>
</tbody>
</table>

**Growth Drivers**

- Increased focus on sustainability
- Increased focus on ethical and sustainable supply
- Increased investment in large infrastructure projects
- Increased regulation
- Increased Assurance demand for safe and sustainable supply chains
- Increased focus on Health & Safety and traceability
H2 GROWTH ACCELERATION IN TRADE

Caleb Brett
Government & Trade Services
AgriWorld

Revenue (£m)
Operating Profit (£m)
Operating Margin

H1 21 Actuals | H2 21 Actuals | FY21 Actuals

Caleb Brett
Government & Trade Services
AgriWorld

Growth Drivers

- Global and regional trade structural growth drivers
- Increased transport infrastructure
- Award of new contracts
- GDP growth
- Population growth
- The expansion of our clients’ supply chains in fast growing markets
- New customer wins

Revenue (CCY)

<table>
<thead>
<tr>
<th></th>
<th>H1 21</th>
<th>H2 21</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY21 Actuals</td>
<td>Low single-digit negative</td>
<td>Mid single-digit</td>
</tr>
<tr>
<td>FY21 Actuals</td>
<td>Low single-digit negative</td>
<td>Low single-digit</td>
</tr>
<tr>
<td>FY21 Actuals</td>
<td>Low single-digit negative</td>
<td>Double-digit</td>
</tr>
</tbody>
</table>

Note: (1) FY20 & FY19 at FY21 FX rates.
## H2 GROWTH ACCELERATION IN RESOURCES

### Revenue (£m)
- H1 21: 220
- H2 21: 236 (+7%)

### Operating Profit (£m)
- H1 21: 11
- H2 21: 12 (+11%)

### Operating Margin¹
- H1 21: 4.9%
- H2 21: 5.0% (+10 bps)

### Growth Drivers
- **Capex Inspection**: Low-single negative
- **Opex Inspection**: Stable
- **Minerals**: Mid single-digit

### FY21 Actuals
- Low-single-digit negative
- Stable
- Low single-digit

### CCY¹ vs FY21
- Revenue: 1.6% (5.0%)
- Like-for-like Revenue: 1.7% (4.5%)
- Adjusted Operating Profit: (18.7%) (26.1%)
- Adjusted Operating Margin: (120bps) (140bps)

### INNOVATIONS

Note: (1) FY20 & FY19 at FY21 FX rates.
COVID-19 HAS MADE THE CASE FOR TOTAL QUALITY ASSURANCE STRONGER

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

GLOBAL ATIC MARKET

$50BN
Currently outsourced

$200bn
Currently in-house

Untapped potential
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
WE EXPECT THE INDUSTRY TO GROW FASTER POST COVID-19

PRODUCTS ATIC
63% OF REVENUE¹
84% OF PROFIT¹

TRADE ATIC
21% OF REVENUE¹
11% OF PROFIT¹

RESOURCES ATIC
16% OF REVENUE¹
5% OF PROFIT¹

GDP+ Growth in Brands, SKUs & e-Commerce
Increased focus on safety, performance and quality
Higher demand for healthy & sustainably sourced products
Faster innovation cycle
Increased demand for Smart products
Emerging Markets growing Middle Class

GDP GROWTH
Population Growth & social mobility
Development of regional trade
Increased need for end to end traceability
Increased Focus on Operational Sustainability
GDP growth
Improvements in transport infrastructure

LONG-TERM GROWTH
Population Growth & social mobility
Investment in E&P, Storage & Transportation
Total Energy with diversified portfolio
Accelerated transition to renewable energies
Increased Focus on Operational Sustainability
Digital Supply chain management

CORPORATE ASSURANCE
ATIC Risk-based quality assurance
Increased regulation
Health, Safety and Wellbeing
People Assurance
Supply Intelligence & Resiliency
Corporate Sustainability
Enterprise Cyber-security

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

Note (1): Based on FY21
WE ARE INVESTING IN INNOVATION TO SUPPORT OUR CLIENTS

BREAKTHROUGH INNOVATIONS
Ground-breaking solutions to create new markets

INNOVATIONS IN ADJACENT SEGMENTS
Expanding into fast growing and high margin areas

INNOVATIONS FROM THE CORE
Building on the strengths of existing products and services

ENABLING OUR CUSTOMERS TO THRIVE IN A MORE DEMANDING COMPLEX WORLD
WE ARE SUCCESSFULLY SCALING UP OUR INVESTMENTS IN GROWTH

M&A INVESTMENTS

CONNECTION WORLD
- NTA
- ACUMEN SECURITY
- EWA

GEOGRAPHIC EXPANSION
- DC
- PRAONOS
- ABB

SAAS PLATFORMS
- alchemy
- wisetail
- ontrack

SUSTAINABILITY
- ABCAnalytic
- SAI GLOBAL
- IKTech

FOOD & HOSPITALITY
- CHECKSAFETYFIRST
- FIT-Italia

ORGANIC INNOVATIONS

- protek
- intertek
- intertek
- intertek
- intertek
- intertek
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

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

- Independent audit of sustainability disclosures and reporting
- Independent verification
- Insights Analysis
- Risk Assessment

INTERTEK CORPORATE SUSTAINABILITY CERTIFICATION

- Certify corporate sustainability programmes
- Quality & Safety
- People & Culture
- Communities
- Governance
- Compliance
- Risk Management
- Environmental
- Enterprise Security
- Communication & Disclosures

Safety. Everywhere. Every day.
SUSTAINABILITY EXCELLENCE ACROSS ALL INTERTEK OPERATIONS

SUSTAINABILITY CENTRAL TO OUR 5X5 STRATEGY

END-TO-END SYSTEMIC SUSTAINABILITY APPROACH

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

Note (1): Based on FY21

- 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

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
- Total Recordable Incidents <0.5 per 200,000 hours worked
- Compliance training attendance 100%
- Voluntary permanent turnover rate < 15%
- Group Engagement Index 90%
WE ARE AN AMAZING FORCE FOR GOOD, DELIVERING GROWTH FOR ALL

SCIENCE-BASED CUSTOMER EXCELLENCE IN QUALITY, SAFETY & SUSTAINABILITY

Our USP
- Assurance
- Testing
- Inspection
- Certification

Our Services
- Products
- Trade
- Resources

Our Sectors
- GDP+ Organic revenue growth in real terms
- Intertek Virtuous Economics
- Margin accretive revenue growth
- Strong free cash flow
- Disciplined capital allocation
- Investments in attractive growth and margin sectors with Capex / M&A

Our Mid- to Long-Term Value Creation

Our Stakeholders
- Employees
- Customers
- Suppliers
- Regulators
- Shareholders
- Communities
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

2022 Guidance

• Robust LFL Growth
• Margin Progression
• Strong Free Cash Flow

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<tbody>
<tr>
<td>Average Op. Profit margin</td>
<td>16.7%</td>
<td>16.3%</td>
<td>40bps</td>
<td>-25bps</td>
<td>11.2%</td>
<td>(4.9%)</td>
<td>10.9%</td>
<td>(5.2%)</td>
<td>19.3%</td>
<td>0.0%</td>
<td>131%</td>
<td>140%</td>
<td>22.9%</td>
<td>19.9%</td>
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<td>Average OP margin Change</td>
<td>Op. Profit CAGR</td>
<td>5bps</td>
<td>EPS CAGR</td>
<td>5bps</td>
<td>Dividend CAGR</td>
<td>5bps</td>
<td>Average Cash conversion</td>
<td>5bps</td>
<td>Average ROIC</td>
<td>5bps</td>
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all figures are at actual rates
Intertek
Total Quality. Assured.