

STRONG PERFORMANCE WITH DOUBLE DIGIT GROWTH IN OPERATING PROFIT, EPS AND FREE CASH FLOW

2024 HALF YEAR RESULTS PRESENTATION

2 August 2024





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.

2 August 2024

KEY TAKEAWAYS

**Broad-based
LFL revenue
growth of 6.1%¹**

**Strong margin
performance
+110bps¹**

**Double-digit
EPS growth
+17.5%¹**

**Double digit
free cash flow
growth +13.8%**

**Excellent
ROIC
+220bps¹**

**Interim
dividend
+43.0%**

**Strong H2
expected**

**AAA
Strategy
on track**



01

Performance
Highlights

02

H1 24 Financial
Results

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Business Lines
Review

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AAA Strategy
in Action

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2024
Outlook

STRONG PERFORMANCE



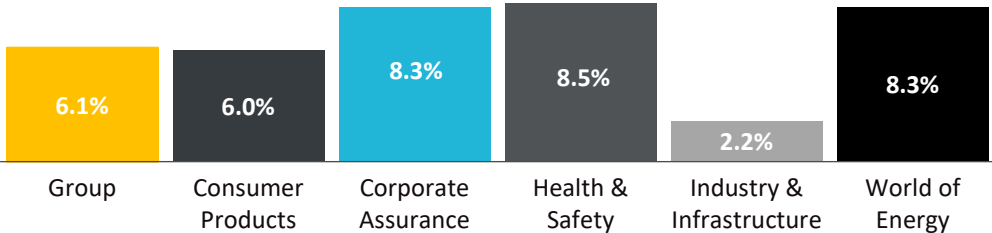
	H1 24	H1 23	YoY (Constant rates)	YoY (Actual rates)
Revenue	£1,669.5m	£1,640.0m	6.6%	1.8%
Like-for-like revenue	£1,659.6m	£1,637.5m	6.1%	1.3%
Operating Profit ¹	£265.1m	£245.4m	14.2%	8.0%
Operating Margin ¹	15.9%	15.0%	110bps	90bps
EPS ¹	104.9p	95.2p	17.5%	10.2%
ROIC	20.4%	19.3%	220bps	110bps
Free Cash Flow ¹	£90.6m	£79.6m		13.8%
Interim Dividend	53.9p	37.7p		43.0%
Financial Net debt / EBITDA ¹	1.0x	1.1x		

Note: (1) Before separately disclosed items.

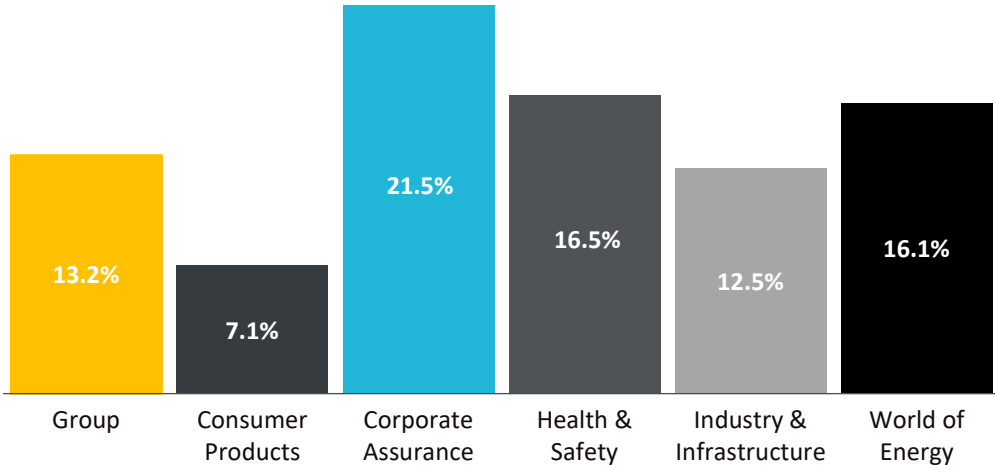
BROAD BASED LFL REVENUE GROWTH¹ OF 6.1%



H1 2024 LFL growth¹ by division



H1 2-Year LFL growth¹ by division



13.2% TWO-YEAR LFL REVENUE GROWTH¹

Note: (1) At 2024 constant currency

ACQUISITIONS IN HIGH GROWTH AND HIGH MARGIN SECTORS PERFORMING WELL



Brazil | July 2021 and April 2023

Health & Safety

- ✓ **Providers of food and environmental testing in Brazil**
- ✓ Entry to high-growth testing markets in an attractive region.
- ✓ JLA's scale and service offering is complementary to Intertek's existing Assurance-led proposition.
- ✓ Controle complements our leading food and agri total quality assurance solutions in Brazil by expanding our presence and service offering in the environmental testing market.



USA | July 2022

World of Energy

- ✓ **Provider of assurance services to solar energy markets**
- ✓ Expands services offering within the World of Energy to provide total quality assurance solutions for solar photovoltaic and energy storage products and installations.
- ✓ Highly complementary to our existing solar energy offerings in product testing and certification and in-field inspections.



USA | August 2023

People Assurance

- ✓ **Provider of mobile-first training and learning content to frontline workforces**
- ✓ Strengthens our position as a leader in SaaS-based, technology-enabled People Assurance services.
- ✓ Builds on earlier pioneering acquisition of Alchemy/Wisetail by adding robust mobile content management, communication, and offline synchronization capabilities.



North America | May 2024

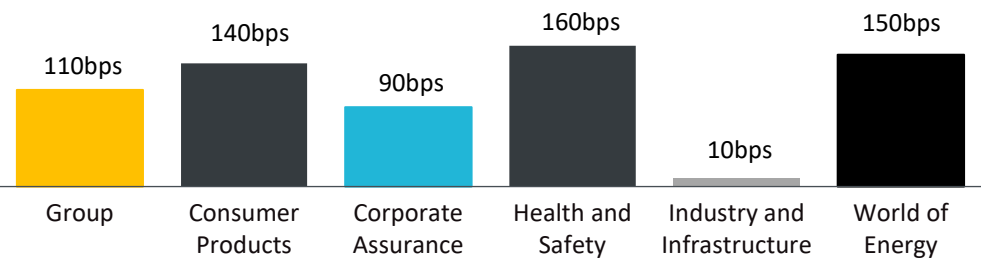
Minerals

- ✓ **Provider of metallurgical testing services for the Minerals sector**
- ✓ Establishes a Minerals testing footprint for Intertek on the American continent.
- ✓ Creates attractive growth opportunities with existing and new clients.
- ✓ Helping the world's leading mining companies accelerate into a sustainable future.

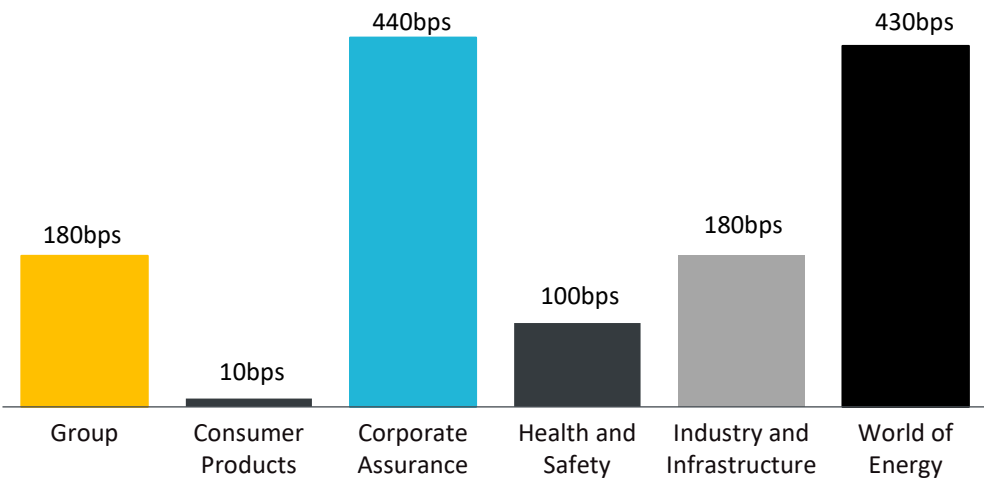
STRONG MARGIN PERFORMANCE +110BPS²



H1 24 Adjusted Operating Margin¹ growth²



2-year Adjusted Operating Margin¹ growth²



COST REDUCTION PROGRAMME DELIVERED SAVINGS OF £5M IN H1 24 - £11M EXPECTED IN 2024

Note: (1) Before separately disclosed items. (2) at constant currency



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KEY P&L FINANCIALS



	H1 2024	YoY (Constant rates)	YoY (Actual rates)
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Operating Margin ¹	15.9%	110bps	90bps
EPS ¹	104.9p	17.5%	10.2%

Note: (1) Before separately disclosed items

CASH FLOW & NET DEBT



£m @ actual exchange rates	H1 2024	H1 2023
Adjusted operating profit¹	265.1	245.4
Depreciation/amortisation	80.1	89.7
Change in working capital	(89.9)	(75.3)
Other ²	12.1	10.7
Adjusted cash flow from operations	267.4	270.5
Capex	(55.6)	(51.4)
Income taxes paid	(59.1)	(56.0)
Other ³	(62.1)	(83.5)
Adjusted free cash flow	90.6	79.6
Financial net debt	708.2	791.3
Financial net debt/Adjusted EBITDA (rolling 12 months)	1.0x	1.1x

Notes:

(1) Before separately disclosed items; (2) Comprises: special pension payments, add back equity settled transactions and other non-cash items; (3) Comprises: tax paid, proceeds from sale of PPE and lease liability repayment

FINANCIAL GUIDANCE



	FY 2024 Guidance
Net finance cost (pre-fx)	£41-43m
Effective tax rate	25%-26%
Minority interest	£23-24m
Diluted shares (as at 30 June 2024)	162.3m
Capex	£135-145m
Financial Net Debt ¹	£510-560m

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



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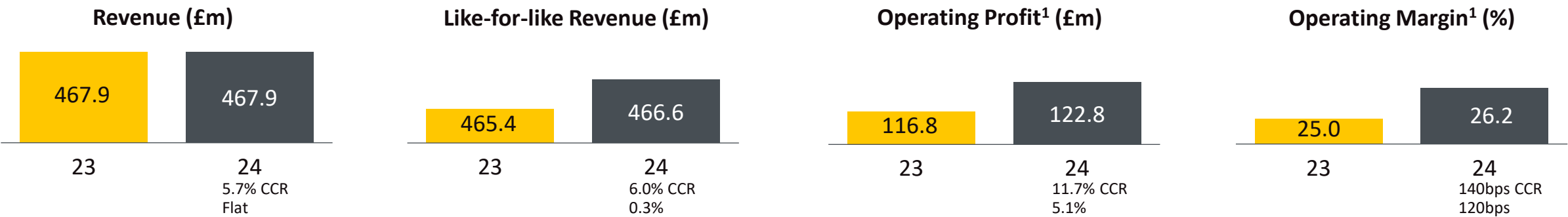
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MID-SINGLE DIGIT LFL GROWTH IN CONSUMER PRODUCTS



	H1 23 Actual LFL	H1 24 Actual LFL	Growth Drivers		
Softlines	Low-single digit	High-single digit	Increased number of Brands & SKUs	Supply chain expansion in new markets	Increased demand in chemical testing
Hardlines	Low-single digit	Mid-single digit	Innovation from our customers leveraging wireless technology	Increased demand for chemical testing	Innovative inspection technology
Electrical & Connected World	Mid-single digit	High-single digit	Electrical appliance innovations to provide better efficiency and connectivity	Increased demand for IoT Assurance services, including cyber security	
Government & Trade Services	Double digit negative	Slightly below last year	Award of new contracts	GDP growth	Population growth

Note: (1) Adjusted, before separately disclosed items

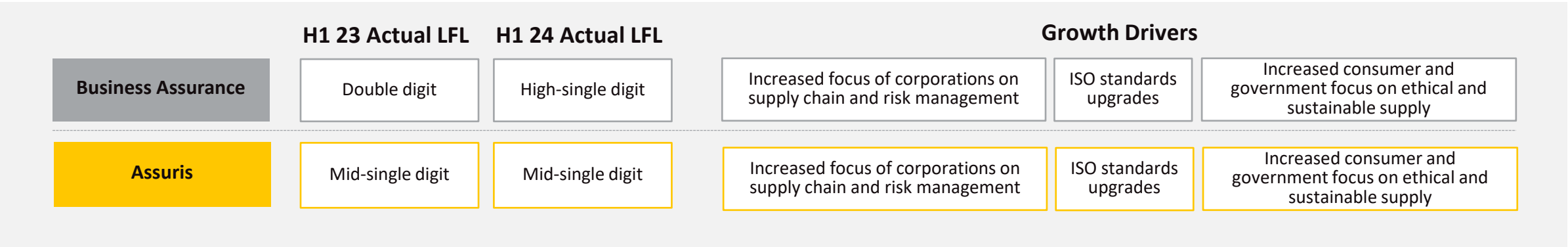
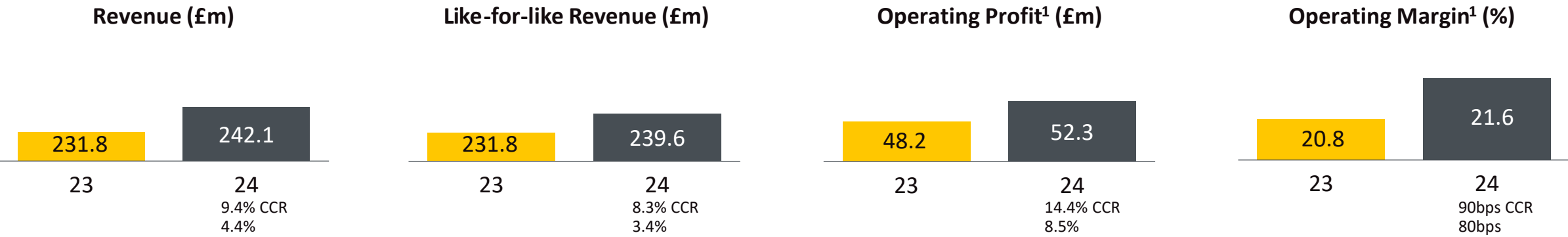
MARGIN ACCRETIVE INNOVATION

intertek x trace for good.

toxclear
Detoxing fashion supply chains

intertek
icare

HIGH-SINGLE DIGIT LFL GROWTH IN CORPORATE ASSURANCE



Note: (1) Adjusted, before separately disclosed items

MARGIN ACCRETIVE INNOVATION/M&A

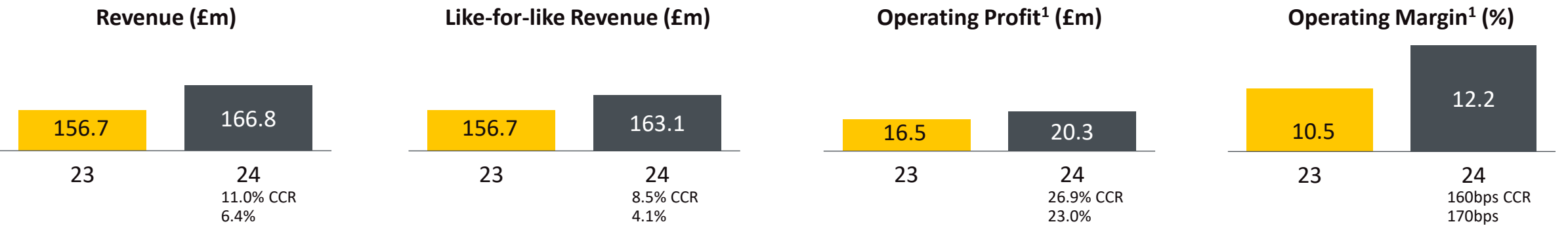
intertek
inlight

intertek
green+d

intertek
circular assure

PLAYERLYNC®

HIGH-SINGLE LFL GROWTH IN HEALTH AND SAFETY



	H1 23 Actual LFL	H1 24 Actual LFL	Growth Drivers		
AgriWorld	Mid-single digit	High-single digit	The expansion of our clients' supply chains in fast growing markets		
Food	High-single digit	Double-digit	Continuous food innovation	New customer wins	
				Increased focus on the safety of supply chains	Growth in the food service assurance business
Chemicals & Pharma	Mid-single digit	High-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

MARGIN ACCRETIVE
INNOVATION/M&A

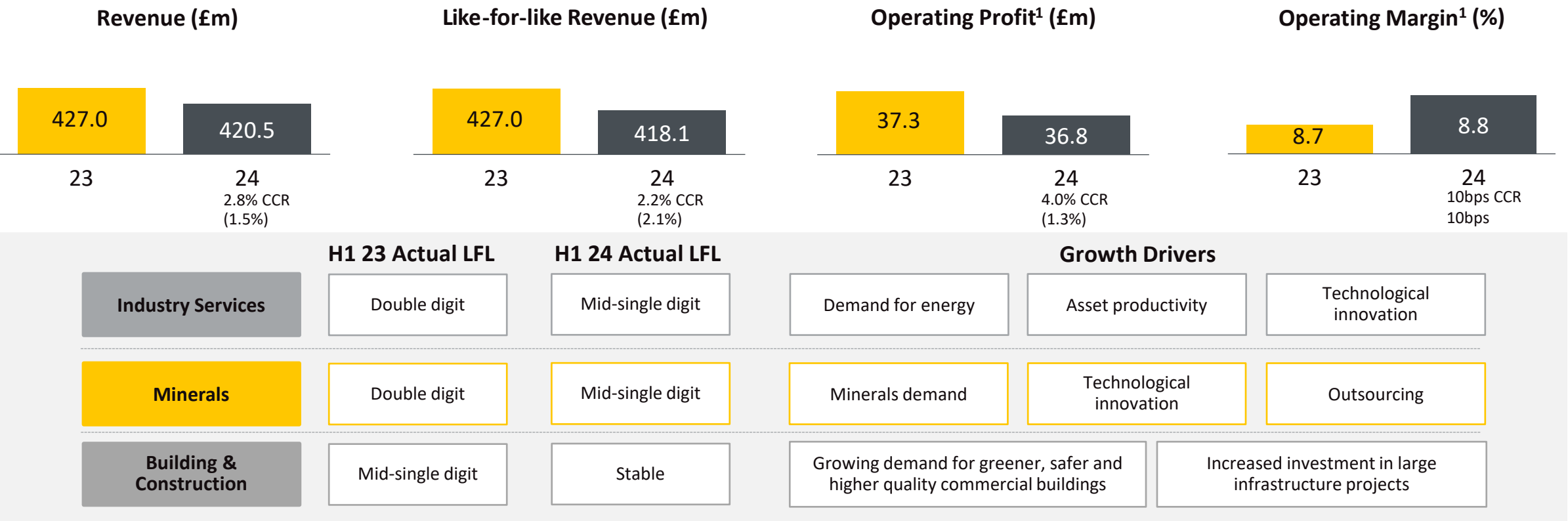
intertek
crystek

Honey Crystallisation Analysis

CONTROLE ANALITICO

Environmental analysis, Brazil

LOW-SINGLE DIGIT LFL GROWTH IN INDUSTRY AND INFRASTRUCTURE



Note: (1) Adjusted, before separately disclosed items

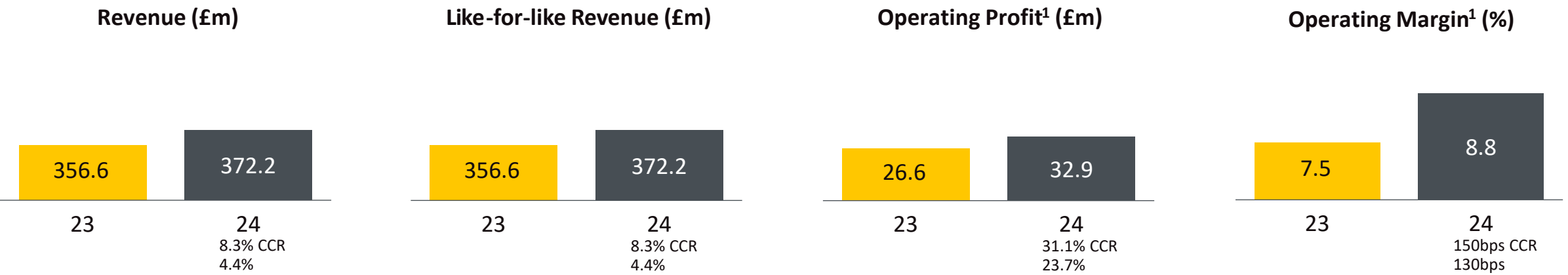
MARGIN ACCRETIVE
INNOVATION/M&A

Digital Twin
Asset management solution
leveraging Intertek AWARE

intertek
metoc

BASE
MET LABS

HIGH-SINGLE DIGIT LFL GROWTH IN WORLD OF ENERGY



	H1 23 Actual LFL	H1 24 Actual LFL	Growth Drivers		
Caleb Brett	High-single digit	High-single digit	Global and regional trade structural growth drivers	Increased transport infrastructure	
Transportation Technologies	Mid-single digit	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
CEA		Double-digit	Increased investments in Renewables to achieve net zero	Energy cost reduction for industries, households and cities	

Note: (1) Adjusted, before separately disclosed items

MARGIN ACCRETIVE
INNOVATION

zero
fuel reinvented

Partnership in
development of
synthetic fuel

intertek
ev

GLOBAL
CENTRE OF
EXCELLENCE

EV Centre of
Excellence, UK

intertek
caleb
brett

Jet Fuel Centre of
Excellence, Hawaii



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Being the best
for every stakeholder.
All the time.



AAA MEDIUM-TERM TARGET: MSD LFL REVENUE GROWTH, 17.5%+ MARGIN AND STRONG CASH

AAA DIFFERENTIATED STRATEGY FOR GROWTH IN ACTION



**Investing in
our Global
ATIC Capability**

**Sustainability is
the movement
of our time**

**Building a
Tek-based
Advantage**

INVESTING IN OUR **GLOBAL ATIC CAPABILITY**



Our Strategy

Always anticipating the structural changes of our Clients and investing in our global ATIC capability

INVESTING IN OUR **GLOBAL ATIC CAPABILITY**



Our Strategy

Always anticipating the structural changes of our Clients and investing in our global ATIC capability

Our Clients' Priorities

A more Diversified Footprint:
China +1, Near Shoring and On Shoring

INVESTING IN OUR **GLOBAL ATIC CAPABILITY**



Our Strategy

Always anticipating the structural changes of our Clients and investing in our global ATIC capability

Our Clients' Priorities

A more Diversified Footprint:
China +1, Near Shoring and On Shoring

Our investments to expand our Global ATIC Capability

APAC – EMEA – AMERICAS

APAC INVESTING TO SUPPORT OUR CLIENTS' SUPPLY CHAINS

APAC
35% Group
Revenue¹

Australia	Caleb Brett LNG footprint expansion	Minerals Launch of critical metals detection	Minerals New KMS & ABRA mine sites
Bangladesh	Softlines Enhanced analytical capabilities	Sustainability CSR expansion	Softlines Chemical testing capability
China	Connected World Launch of Haining EMC centre	Sustainability New energy storage central lab	Electrical New smart power grid platform
India	Hardlines Capability expansion for toys	Sustainability Micro Bio. & Biodegr. expansion	Business Assurance Textile Exchange Opex investment
Japan	Business Assurance New capabilities for Non-ISO	Business Assurance TE expansion	AgriWorld New GAFTA & FOSFA certifications
Korea	Caleb Brett Ulsan lab upgrade	Food Relocation & expansion of lab	Electrical Capacity expansion
Singapore	Electrical & Connected World New innovation HQ linked lab	World of Energy New lab for EV chargers	Connected World Moving upstream to test cables
Thailand	Electrical HVAC facility expansion	Sustainability CSR expansion	Hardlines Capability expansion for toys
Vietnam	Hardlines New toys lab	Softlines Centre of excellence	Sustainability CSR expansion

EMEA INVESTING TO SUPPORT OUR CLIENTS' SUPPLY CHAINS

EMEA
26% Group
Revenue¹

Egypt	Caleb Brett Enhanced additives capability	AgriWorld New ISO17020-25 accreditation	AgriWorld Enhanced fumigation offering
Germany	Transportation Technologies Dedicated customer testing equip.	World of Energy New EV battery bunker testing	Electrical Enhanced EMC scope
Italy	Softlines Expansion of chemical lab	World of Energy New battery centre of excellence	Softlines Luxury brand centre of excellence
Morocco	AgriWorld Expansion of OCP site operations	Business Assurance Incr. supply chain audit capacity	AgriWorld New phosphate monitoring platf.
Netherlands	Caleb Brett On-site lab for global oil trader	Chemicals & Pharma Enhanced LCMSMS capability	Minerals - LSI Capability expansion
South Africa	AgriWorld Enhanced capability in Soils	Caleb Brett New on-site client wax lab	Minerals Enhanced testing capabilities
Sweden	Electrical Enhanced cell testing capability	World of Energy New Battery bunker testing facility	Connected World Enhanced EMC scope
Türkiye	Softlines Expansion of Detox capabilities	Sustainability CSR expansion	Minerals Capacity expansion
UK	Electrical Investments in testing facilities	Chemicals & Pharma Enhancements for INH & NAS	Transportation Technologies EV centre of excellence

Note: (1) 2023 at actuals

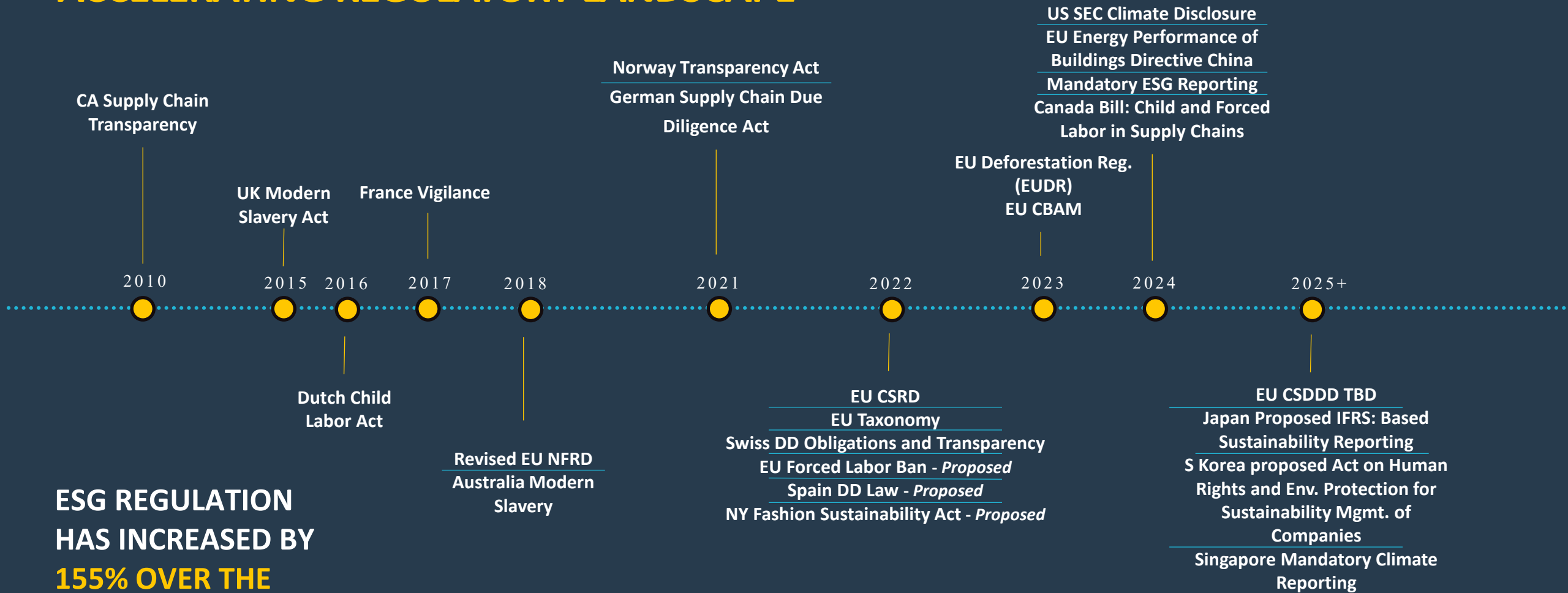
AMERICAS INVESTING TO SUPPORT OUR CLIENTS' SUPPLY CHAINS

AMERICAS
39% Group
Revenue¹

Arg/Chi/Ecu	Business Assurance New 14064/65 accred. in Arg.	Caleb Brett New oxigenates testing in Chile	AgriWorld Expansion of capacity
Brazil	Caleb Brett Centre of Excellence	Sustainability Environmental testing capability	Food New HPLC assurance capability
Cent. America	Softlines Chemicals testing expansion	Caleb Brett New PTP Lab - Panama	Softlines Sustainability testing expansion
Canada	AgriWorld Capabilities expansion	Minerals Base Met Labs acquisition	World of Energy New hydrogen capabilities
Mexico	Connected World New telecom lens chamber	AgriWorld Enhanced lab capabilities	Minerals New testing laboratory
Peru	AgriWorld New liq. chromatography capabil.	Caleb Brett New N. Gas & Biogas detection	Food New climate chamber
US Central	Caleb Brett New BP and OCM labs	Connected World New environmental chamber	People Assurance PlayerLync acquisition
US East Coast	Transportation Technologies New EV Plymouth facility	Electrical Semi- conductor expansion	World of Energy Battery capacity expansion
US Texas	Caleb Brett Capacity expansion	People Assurance Investing in adjacencies content	Industry Services Launch of RiskAware solution
US Other	Electrical Lake Forest lab upgrade	Building & Construction New Geo drill rigs	Caleb Brett SAF capabilities

Note: (1) 2023 at actuals

INCREASED CORPORATE FOCUS ON SUSTAINABILITY ACCELERATING REGULATORY LANDSCAPE

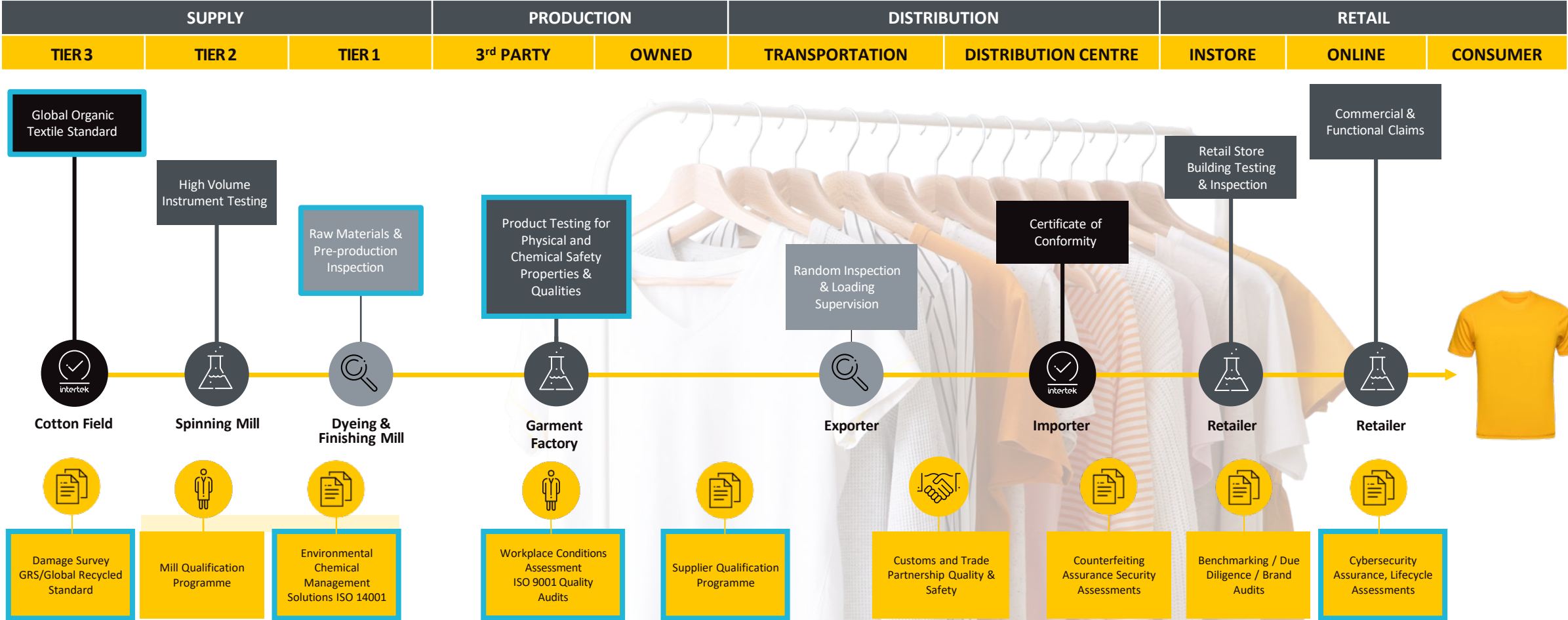


ESG REGULATION
HAS INCREASED BY
**155% OVER THE
PAST DECADE**

OUR END-TO-END TOTAL SUSTAINABILITY ASSURANCE SOLUTIONS



T-SHIRT - SUSTAINABILITY RISK-BASED ATIC SOLUTIONS

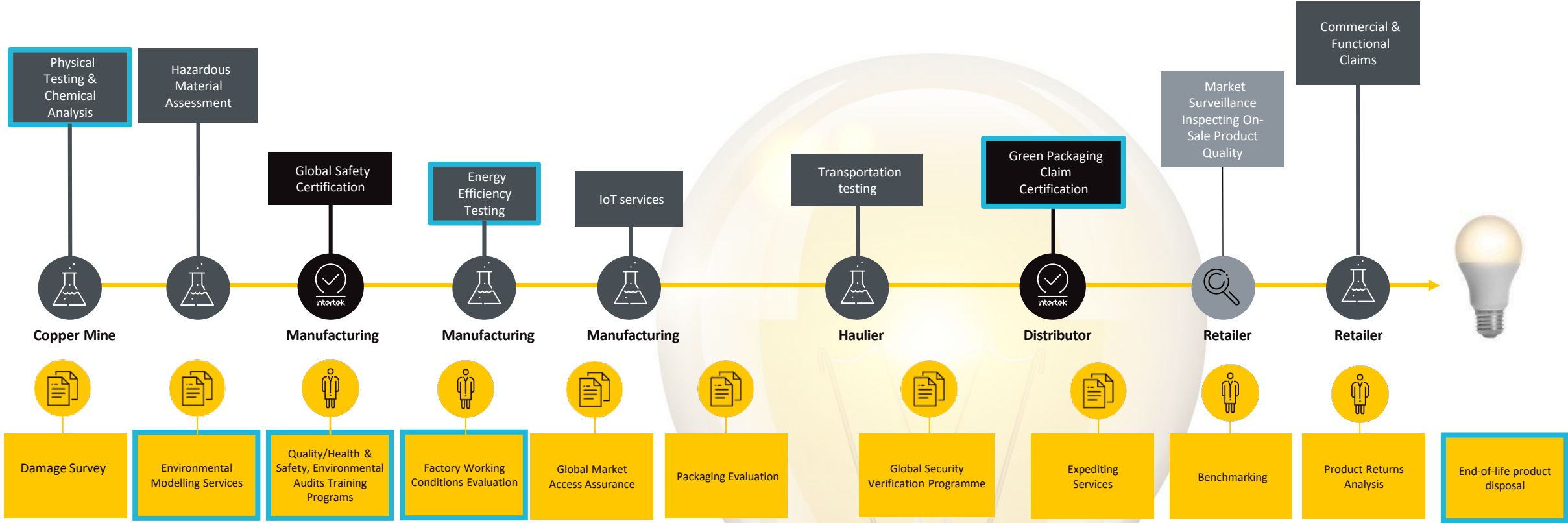


Intertek Total Quality Assurance **A** + **T** + **I** + **C**

LIGHTBULB - SUSTAINABILITY RISK-BASED ATIC SOLUTIONS

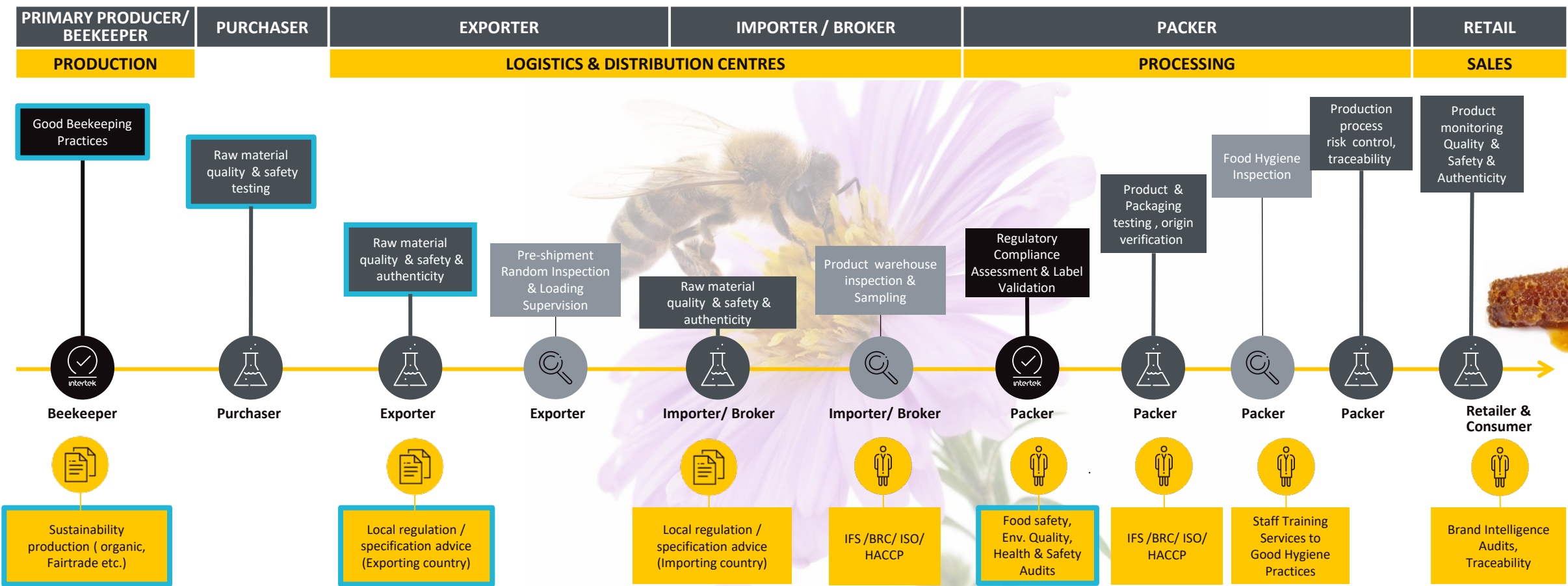


SUPPLY			PRODUCTION		DISTRIBUTION		RETAIL		
TIER 3	TIER 2	TIER 1	3 rd PARTY	OWNED	TRANSPORTATION	DISTRIBUTION CENTRE	INSTORE	ONLINE	CONSUMER



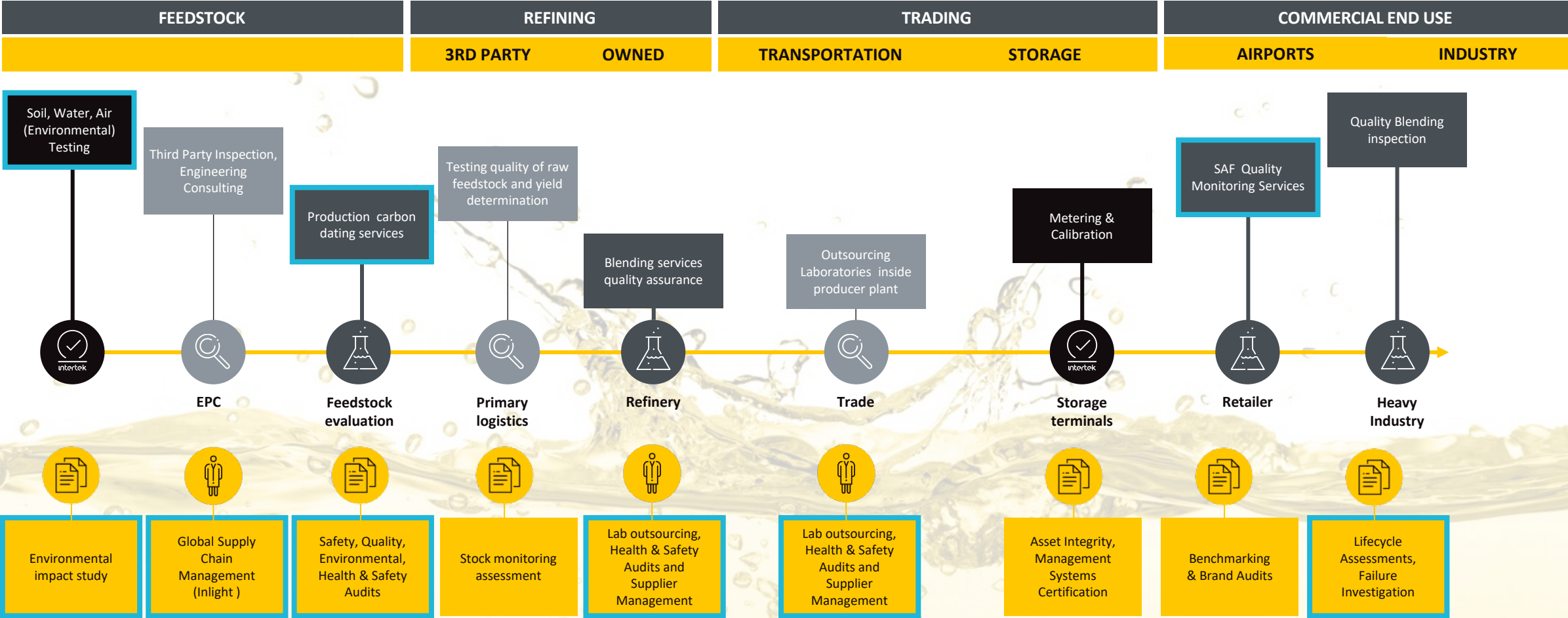
Intertek Total Quality Assurance **A** + **T** + **I** + **C**

HONEY & BEE PRODUCTS– SUSTAINABILITY RISK-BASED ATIC SOLUTIONS



Intertek Total Quality Assurance **A** + **T** + **I** + **C**

SUSTAINABLE AVIATION FUEL – SUSTAINABILITY RISK-BASED ATIC SOLUTIONS



Intertek Total Quality Assurance **A** + **T** + **I** + **C**

M&A AND INNOVATION ARE CORE TO OUR AAA GROWTH STRATEGY



Amazing ATiC Advantage

3 STRATEGIC PRIORITIES

SCIENCE-BASED TQA
CUSTOMER EXCELLENCE

+

BRAND PUSH
& PULL

+

WINNING
INNOVATIONS

3 STRATEGIC ENABLERS

10X PURPOSE-BASED
ENGAGEMENT

+

SUSTAINABILITY
EXCELLENCE

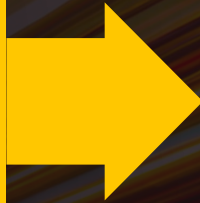
+

MARGIN ACCRETIVE
INVESTMENTS

BUILDING A TEK-BASED ATIC ADVANTAGE THROUGH INNOVATION AND M&A



WINNING INNOVATIONS



Zero to 1 Amazing Margin Accretive Innovation (MAI)

1-100 First Mover Advantage

10X Global MAI

TQA in a Few Clicks

Tek Advantage

MARGIN ACCRETIVE INVESTMENTS



Business line and geographic portfolio optimization

New services in high growth and margin segments

Strong local, regional or global market positions

Talent acquisition



SAAS BASED PEOPLE ASSURANCE OFFERING

Comprehensive suite of learning, communication and engagement SAAS offering for frontline workers



Acquired August 2018

Expanded Intertek's global Assurance offering with tech-enabled training solutions for frontline workers across principally the food & beverage manufacturing supply chain

- Bespoke courseware and innovative technologies help ensure the everyday actions made by employees have a valuable impact on safety, quality and productivity

Corporate Assurance

People Assurance



Acquired August 2018

Acquired alongside Alchemy, Wisetail provides a custom branded training and communication platform, built to engage today's frontline workforce in the food service , hospitality, retail and leisure industries

- Represents a complete **Learning Management System (LMS) and communication tool**, giving customers the tools to grow their passionate workforce

Corporate Assurance

People Assurance



Acquired August 2023

Leading SaaS-based platform which combines mobile learning, operational support and compliance, content management and people engagement in a single platform

- **Builds upon the earlier acquisition of Wisetail** by adding robust mobile content management, communication and offline synchronization capabilities to its platform

Corporate Assurance

People Assurance

DIGITAL SERVICE DELIVERY



Leveraging digital solutions to deliver innovative solutions with a focus on improving the customer experience



Robust online inspection management giving customers the power of informed decision-making.

- **Technology-based inspection**
- **One-stop-shop** for all inspection activities
- Instant access to Intertek’s global inspection network

Consumer Products
SL/HL



Improving the ways customers transact with Intertek from job submission to report delivery - making work easier, more transparent, and accessible, from start-to-finish.

- **Modernizing the customer experience**
- **Supporting operational** effectiveness
- **Built to evolve** based on customer needs

Consumer Products
SL



A digital platform a for data collection, carbon accounting and comprehensive ESG reporting.

- **Exclusive strategic industry partnership with ESG Playbook**

Sustainability
Agnostic

TEK-ENABLED SUPPLY CHAIN TRACEABILITY



Providing digital tools for our customers to deliver supply chain trust and traceability



Leading platform that enables organisations to better understand their supply chain risks and protect their brand.

- Web-based platform to identify, visualise, and manage supply chain risk by leveraging data sourced from suppliers.

Corporate Assurance

Business Assurance



Market leading platform for **chain of custody** traceability in textiles.

- Chain of custody methodology for supply chain assurance
- Supports sustainable certification and traceability programs to scale

Consumer Products

SL/HL



Partnership with Trace For Good to provide **product level traceability** and digital product passports (DPP)

- Partnership with startup venture
- Enables supply chain transparency
- SaaS offering

Consumer Products

SL



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STRONG 2024 OUTLOOK

MSD LFL Revenue growth at CCY

Consumer Products: MSD

Corporate Assurance: HSD

Health and Safety: HSD

Industry and Infrastructure: LSD

World of Energy: HSD

Margin progression year-on-year

Strong free cash flow

Capex: £135-145m

Financial net debt: £510-560m

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

ACCRETIVE DISCIPLINED CAPITAL ALLOCATION

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 based on a target payout ratio of c.65%

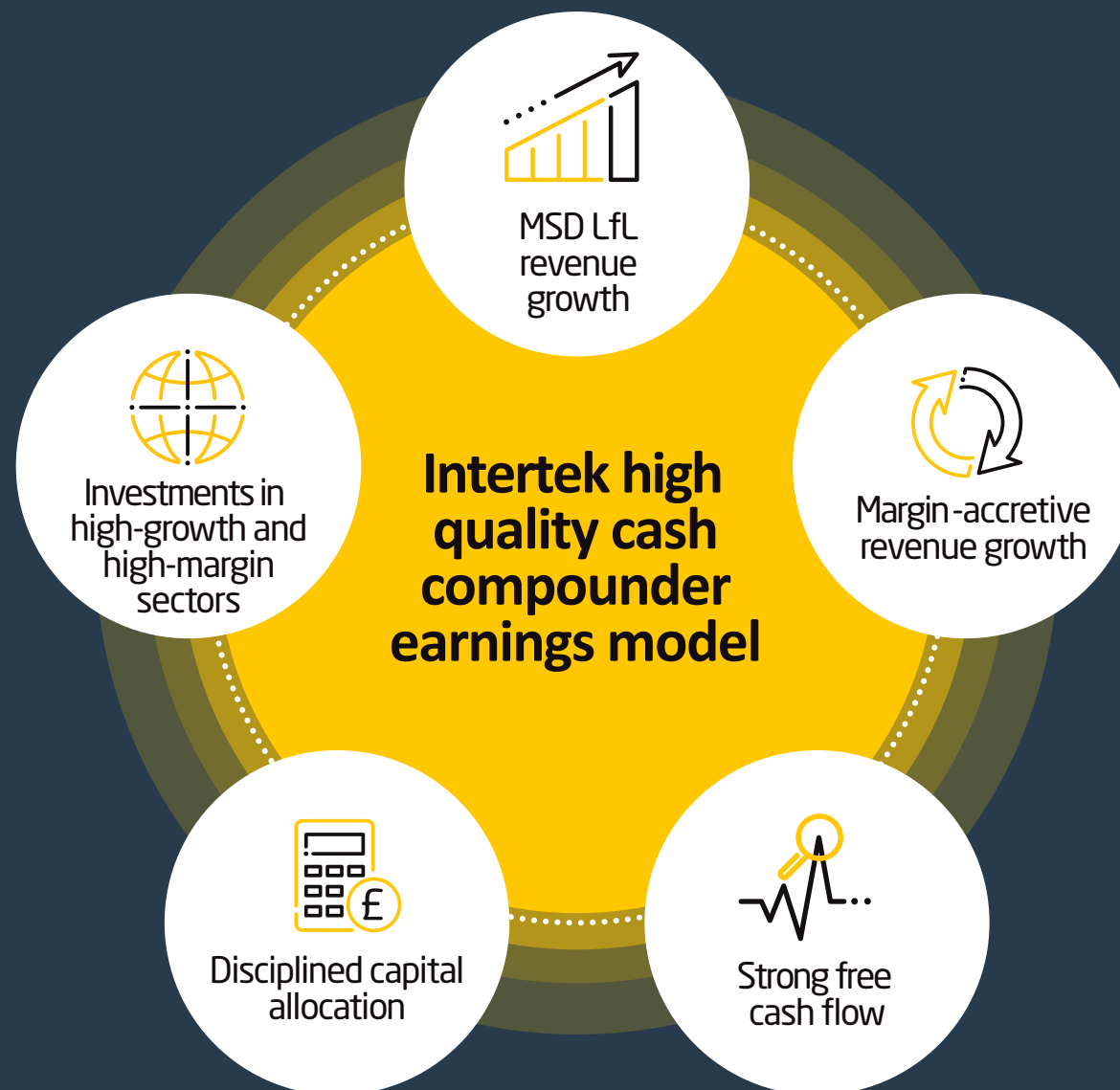
03

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

Leverage target of 1.3-1.8x Net financial debt/EBITDA (IFRS 16) with potential to return
excess capital to shareholders, always subject to organic/inorganic capital requirements
and prevailing macro environment

SIGNIFICANT VALUE **GROWTH** OPPORTUNITY



intertek

Total Quality. Assured.