# AUDIOCAST 09.30AM UK – 25 November 2025
# November Trading Update 2025 Script

## Introduction

Good morning to you all and thanks for joining us on our call.

I have with me Colm Deasy, our CFO and Denis Moreau our VP of Investor Relations.

There are five key take-aways from our call today.

- We have benefitted from a robust growth in our two highest margin divisions, Consumer Products and Corporate Assurance where we delivered 5.8% LFL revenue growth on a combined basis, despite a demanding base last year.
- We saw Trading momentum improve in Industry and Infrastructure with a strong acceleration in Minerals and a good pick up in Building & Construction.
- The restructurings in the Automotive sector in Q3 resulted in double-digit negative LFL revenue growth in Transportation Technologies. The Group LFL performance in July-October ex Transportation Technologies was in line with H1.
- We continue to invest in growth with 3 acquisitions in 2025 in high growth and high margin sectors and we have launched industry leading innovations like SupplyTek and AI$^2$.
- Given our strong margin and excellent cash, we are on track to meet the earnings expectations for 2025.

## The 3 Most Frequently Asked Questions

I want to start our call today by answering the 3 most frequently asked questions in our investor meetings.

**Q1. What are your growth expectations in Consumer Products?**

We are extremely pleased with the performance of our Consumer Products division which has delivered a 6.9% LFL revenue growth in the first 10 months of the year after an excellent year in 2024 where we saw 8% revenue growth.

The global consumer continues to expect more choices of higher quality, triggering more innovations with existing brands and the emergence of new brands.

We are very confident about the growth outlook of our Consumer Products division and we do not expect this megatrend to change.

I would like to give you a few examples of what our passionate and innovative colleagues do every day in Consumer Products.

Within our Softlines team, our global sales organisation has won several new contracts with existing and new clients.

Our Hardlines colleagues continue to expand their portfolio of services and recently created a breakthrough by opening a PET Toys Center of Excellence in Hong Kong.

Our Electrical colleagues are continuing to invest in fast growing spaces like Energy storage, EMC, HVAC. They are at the cutting edge of total quality assurance for AI-based products and services.

Our GTS colleagues have also won numerous new contracts in the Middle East and Africa.

**Q2. What are the building blocks to deliver your 18.5%+ Margin targets?**

Margin accretive revenue growth is central to the way we manage performance at Intertek.

We have a strong track record of consistent margin progression and expect to reach 18.5% margin in the next few years, with plenty of further opportunity beyond.

We drive margin accretive revenue growth based on 5 distinct priorities.

- First, the portfolio effect at the site level, linked to volume, price & mix management.
- Second, fixed cost leverage linked to revenue growth.
- Third, variable cost productivity improvement.
- Fourth, targeted fixed cost reduction.
- Fifth, margin accretive investments in innovation, technology and M&A.

We do this based on a best in class capability:

- We are managing performance on daily/weekly/monthly basis with digital operating systems that give us real time visibility.
- We have a strong pricing discipline and take price increases regularly, leveraging our superior customer service.
- Our site benchmarking tool gives our operations a precise quantitative analysis of where the opportunities are.
- We pursue a disciplined growth and margin accretive capital allocation policy.
- 70% of our annual incentive scheme is based on margin accretive revenue growth.

**Q3. What are your growth investment priorities?**

We operate in an exciting industry, and we are laser focused on the investments we can make to seize the attractive growth opportunities ahead.

Our number one priority is to invest in our local operations.

We have invested more than £1bn in capex in the last decade, close to circa 30% of cumulative adjusted free cash flow.

Last month, we opened our Footwear Center of Excellence lab in Bentonville, Arkansas, home to Walmart, and I witnessed firsthand how this investment has already created immediate growth opportunities.

Our second priority is to re-invent ourselves by offering our clients new solutions to address their unmet needs.

We believe in the importance of technology to augment the strengths of our ATIC solutions.

Let me give you a few examples of what we do in Tech.

Our People Assurance business provides a comprehensive suite of audit and training. Solutions with SAAS delivery platforms reaching close to five million front line workers.

Within our Softlines and Hardlines businesses we have strengthened our customer value proposition with the digitisation our testing solutions with iCare and inspection services with I2Q.

Recently, we partnered with Trace for Good to offer a digital platform for our clients to manage the data they need for their digital passports.

A few months ago, we launched AI$^2$ to help our clients identify and manage the risks intrinsic to what they do with AI when the try to augment the value of their products and services.

Our third priority is to invest in M&A to expand our ATIC portfolio.

Our acquisition strategy targets companies that have a strong track record in high growth and high margin sectors.

We have made six acquisitions between 2020 and 2024, and these six investments have delivered in aggregate a margin of 25.1% in 2024.

This year, we have acquired 3 excellent companies: Tesis in Brazil, Envirolab in Australia, and Suplilab in Costa Rica.

We are seeing a good pipeline of M&A opportunities, and we remain selective to identify the right M&A opportunities.

Before I turn to our trading performance, I just wanted to let you know that in our Investor website you can access 3 new types of information: an interactive financial modelling tool, the answers to the frequently asked questions, and a dedicated "You'll be Amazed" web page where you can discover what we do every day for our clients.

Let's now turn to trading.

## Trading Performance in the period by Business Line

In the last four months, the Group has delivered a robust trading performance with a 4.1% LFL revenue growth at constant currency.

We have seen a robust LFL revenue growth in Consumer Products and Corporate Assurance against a demanding prior comparator.

LFL revenue growth in Health and Safety was in-line with expectations.

We saw trading momentum improve in Industry and Infrastructure while in the World of Energy we saw a stable performance.

Our Consumer Products division delivered LFL revenue growth of 5.4% at constant currency driven by a double-digit LFL revenue growth in GTS, a high-single digit LFL revenue growth in Softlines and a mid-single digit LFL revenue growth in Hardlines and Electrical. The 2024 base was very demanding for Consumer Products – over the past 2-years, we delivered a 15.1% LFL revenue growth at constant currency.
Our Corporate Assurance division delivered LFL revenue growth of 6.6% at constant currency driven by a high-single digit LFL revenue growth in Business Assurance and a stable LFL revenue in Assuris. The 2024 base was also very demanding for Corporate Assurance – in the past two years, we have delivered 16.9% LFL revenue growth at constant currency.

Our Health and Safety division reported LFL revenue growth of 0.8% at constant currency. Double-digit LFL revenue growth in Food and a low-single digit LFL in Agriworld, was partially offset by negative mid-single digit LFL revenue performance in Chemicals & Pharma due to a strong comparator and some temporary project delays. On 2-year basis, we delivered a 9.1% LFL revenue growth at constant currency in Health and Safety.

Industry and Infrastructure reported 6.0% LFL revenue growth at constant currency which was a 300bps acceleration compared to H1 driven by an improved momentum in Minerals where we delivered a double-digit LFL revenue growth, an improved Building & Construction performance with a low single digit LFL revenue performance, while Industry Services continued to deliver a mid-single digit LFL revenue performance.

The World of Energy division delivered a stable LFL revenue growth at constant currency driven by double-digit LFL revenue growth in CEA and low-single digit LFL revenue growth at Caleb Brett, while Transportation Technology saw a double-digit negative LFL revenue performance due to a base line effect and a temporary reduction of investments from some of our clients as they focused on reducing their cost base in a more challenging market environment.

## Intertek Performance Highlights

Turning now to the performance at the Group level on a YTD basis.

Revenue for the ten months to end October was £2,850m with a growth of 4.6% at constant currency and 1.2% at actual rates.

Our LFL revenue growth of 4.3% at constant currency benefitted from both volume and pricing.
Our recent acquisitions are performing well and contributed £9.0m revenue on a YTD basis.

Margin progression was strong as we benefitted from our divisional mix, pricing initiatives, good operating leverage, disciplined cost controls and productivity improvements.

We delivered an excellent free cash flow performance.

Our ROIC performance was also excellent.

We have completed £328m of the £350m share buyback programme we announced in March.

Let's now discuss our financial guidance for the full year 2025.

## 2025 Outlook

We continue to expect that the Group will deliver mid-single digit LFL revenue growth at constant currency with:

- High-single digit LFL performance in Consumer Products and Corporate Assurance
- Mid-single digit LFL performance in Industry and Infrastructure.
- Low-single digit LFL performance in Health and Safety
- and stable LFL performance in the World of Energy

Given our strong margin performance in H1 and a strong quality of earnings in the July-October period, we are targeting strong margin progression.

Our cash discipline will remain in place to deliver an excellent free cash flow.

We will invest in growth with capex of circa £135 - 145m.

We now expect our financial net debt to be in the range of £925-975m reflecting the two additional acquisitions made in the second half of the year.

Our Interims currency guidance remains unchanged.

Net/net, we are on track to meet the earnings expectations for the full year.

## Significant value growth opportunity ahead

We are seeing higher demand for our ATIC solutions and the value growth opportunity ahead is significant.

We are laser focussed on converting revenue growth into stronger profit growth, targeting 18.5%+ operating margin.

Our strong cash generation will enable us to invest in growth while providing our shareholders with strong returns.

We are confident in the sustainability of the strong performance that we have seen in the last few years, and we look forward to another strong performance in 2026. Our confidence is based on the continued increasing demand for our ATIC solutions and our expectation for a more supportive macroeconomic backdrop.

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## Conclusion

Let me summarise the highlights of our trading statement today before taking your questions.

In the last 4 months, we have delivered quality growth with our two highest margin divisions, Consumer Products and Corporate Assurance, delivering a robust LFL performance.

We are converting our revenue growth into a strong profit performance and excellent free cash flow.

We are on track to deliver a strong financial performance in 2025, and we are well positioned to deliver another strong financial performance in 2026.

Thank you for joining our call today.

We will now answer any questions you might have.