Driving Our Strategy Forward

24th October 2007
Our Strategic Plan

- 15% CAGR Revenue
  - Organic
  - Outsourcing
  - Bolt-on Acquisitions
- Mid teens ROCE
- Balance SBUs
- Increase presence in developing geographies
Global Growth
The early years…

Number of Facilities*

- Thermal Processing Group: 20
- Testing Group: 36
- TOTAL: 56

*figures are current
Global Growth
European expansion…

Number of Facilities*

- Thermal Processing Group: 113
- Testing Group: 58
- TOTAL: 171

*Figures are current
Global Growth
North America expansion

Number of Facilities*

<table>
<thead>
<tr>
<th>Group</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thermal Processing Group</td>
<td>158</td>
</tr>
<tr>
<td>Testing Group</td>
<td>92</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>250</strong></td>
</tr>
</tbody>
</table>

*figures are current
Global Growth
Developing Markets

Number of Facilities*

- Thermal Processing Group: 190
- Testing Group: 100
- TOTAL: 290

*figures are current
Global Growth
The future…