



How we create value

We capitalise on our iconic strengths...

Our high-quality global growth portfolio with scale leadership positions

Our Science-based Customer Excellence Advantage

Our disciplined performance management

The best talents in the industry

Our 'Doing the Business the Right Way' operating culture

... to provide premium end-to-end ATIC services...

Assurance (22% of Group revenue)
Enabling our customers to identify and mitigate intrinsic risk in their operations, supply and distribution chains, and quality management systems.

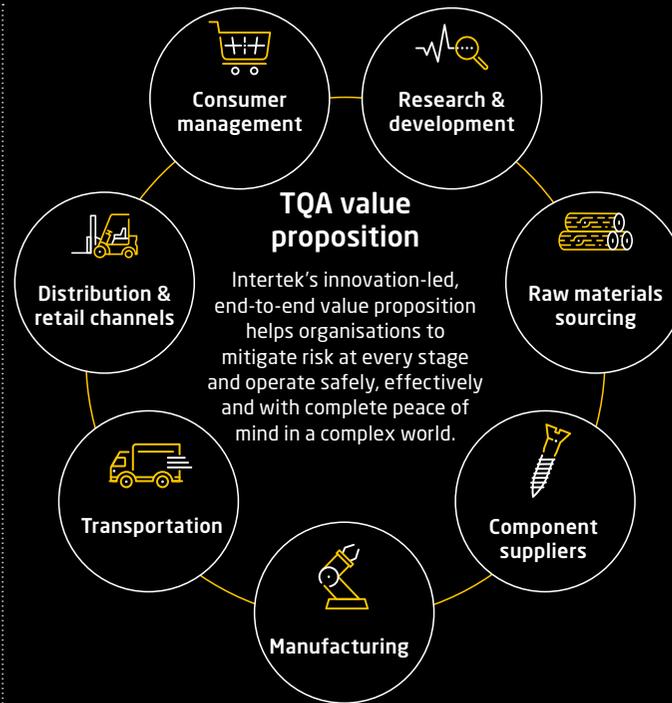
Testing (45% of Group revenue)
Evaluating how our customers' products and services meet and exceed quality, safety, sustainability and performance standards.

Inspection (24% of Group revenue)
Validating the specifications, value and safety of our customers' raw materials, products and assets.

Certification (9% of Group revenue)
Formally confirming that our customers' products and services meet all trusted external and internal standards.

+ READ MORE DETAIL ON OUR END-TO-END ATIC OFFERING IN OUR DATA CENTRE CASE STUDY ON PAGE 1.21

... to serve a broad range of client needs...



... and create sustainable long-term value for our stakeholders

People: We create amazing opportunities for our 45,425 people to thrive, always striving to offer the best customer service to our clients.

Customers: We support 400,000+ clients with innovative solutions that enable them to operate with higher standards on quality, safety and sustainability in each part of their value chain.

Investors: We operate a high growth cash compounder earnings model with a proven track record of sustainable value creation over the long term.

Communities: We support and enhance our communities and the environment across our global network of state-of-the-art operations in more than 100 countries.

Governments and regulators: Governments and regulators expect compliance with all global, regional and local regulations, responsible business practices and collaboration on the transition to net zero.

Attractive secular tailwinds

+ READ MORE ON PAGE 1.13

Tightening global standards

Supply chain complexity and risk management

Energy transition and electrification

Rapid innovations and shorter product cycles

Rising consumer expectations and SKU proliferation

Digitisation and data-driven assurance

Sustainability Excellence/Governance

+ READ MORE ON PAGE 2.15, REPORT 2



premium end-to-end offering

Our industry-agnostic value proposition is based on our end-to-end understanding of the value chains of our clients and on the breadth and depth of our solutions.

How it works for data centres

Intertek partners with clients to build resilient, sustainable and high-performing data centres. As global demand surges, we provide essential coordinated end-to-end services. Our expertise spans the entire life cycle, including new construction, expansions, retrofits and hyperscale or colocation environments.

We deliver the dependable technical data and documentation required by project teams across design, construction and operations. By focusing on these critical factors, we ensure continuity of service, optimise power usage and enable facilities to scale effectively alongside rising digital and AI-driven workloads.

Intertek Total Quality Assurance key

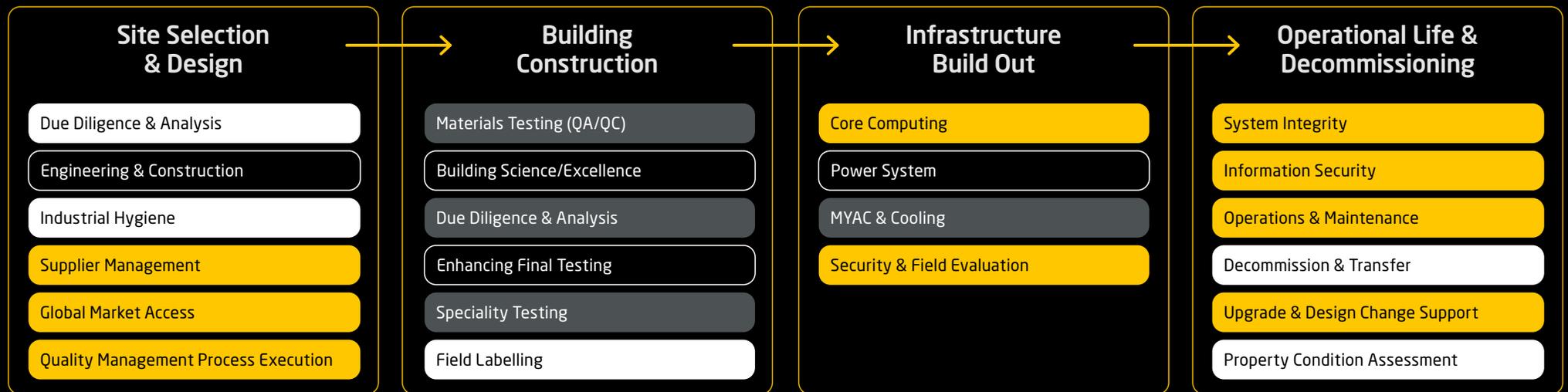
A
Assurance

T
Testing

I
Inspection

C
Certification

SCAN TO WATCH
EXPLORE OUR
NEW DATA
CENTRE SERVICES



Our Business Model

The value we create for our stakeholders

our purpose is to bring quality, safety and sustainability to life for an ever better world



People

We create amazing opportunities for our 45,425 people to thrive, always striving to offer the best customer service to our clients.

Why they are important to us

Our people are our most valuable asset and are critical to our success. Customer centric and passionate about what they do, they deliver sustainable value through unmatched expertise and quality of work for our customers every day.

How we engage

We create a high-performance, growth-oriented, inclusive and caring culture with clear, transparent communication and regular recognition, in which each colleague has a personal growth plan.

How they benefitted in 2025

- Champions engagement and team action planning
- 10X performance management approach, talent development, recognition and growth planning
- 10X Leadership development events, including global leadership programmes, a new executive development programme, 10X Coaching and coaching certification programme
- Lucie Partners training platform, for non-employees representing Intertek
- IGNITE programme to empower and inspire sales leaders
- Improved safety culture through iHazard
- MOSAIC workshops on diversity, equity and inclusion
- Kindness global wellbeing programme
- Extensive learning and development through Lucie, our global learning management system

 [READ MORE ON PAGE 2.16-2.23 IN REPORT 2](#)



Customers

We support 400,000+ clients with innovative solutions that enable them to operate with higher standards on quality, safety and sustainability in each part of their value chain.

Why they are important to us

Our customers are at the centre of everything we do, and delivering the highest standards of customer service is a crucial aspect of becoming the world's most trusted TQA partner.

How we engage

We continuously engage and build our relationships with customers, and closely analyse our NPS data.

How they benefitted in 2025

- Communication, partnership and 24/7 support
- Refreshed intertek.com country sites to provide best in class digital experience in many languages
- Fast development of new and innovative Risk-based Quality Assurance solutions
- Training and webinars from all business lines, covering all industries
- Digital customer portals for improved efficiency, productivity and visibility
- Digital directories providing our clients' customers with access to product and supply chain information

 [READ MORE ON PAGE 2.24-2.33 IN REPORT 2](#)

Section 172 statement

In its discussions and decisions during the year, the Board of Directors has acted in the way that it considers, in good faith, would be most likely to promote the success of the Group for the benefit of its members as a whole (having regard to stakeholders and the matters set out in sub-sections 172(1) (a)–(f) of the 2006 Companies Act).

 [DETAILS OF HOW THE BOARD HAS ENGAGED WITH STAKEHOLDERS AND HOW IT HAS HAD REGARD TO THEIR INTERESTS IS SET OUT IN THE DIRECTORS' REPORT ON PAGE 2.59, 2.61-2.67 IN REPORT 2](#)

Our Business Model

The value we create for our stakeholders Continued



Investors

We operate a high growth cash compounder earnings model with a proven track record of sustainable value creation over the long term.

Why they are important to us

Delivering for our investors drives our ongoing success, enabling us to deliver for all stakeholders today and tomorrow.

How we engage

We engage with existing and potential investors and sell-side analysts through regular trading updates, investor conferences and roadshows throughout the year.

How they benefitted in 2025

- Returned £602m to our shareholders in 2025 (dividends and share buyback)
- Stock exchange announcements, including financial results
- Investor roadshows and participation in investor conferences
- Engaging through meetings and calls
- Annual General Meeting
- Annual Report, ESG Reporting Index
- Shareholder information on [intertek.com](https://www.intertek.com)
- Enriched Investors section on [intertek.com](https://www.intertek.com), including new financial modelling tool

 [LEARN MORE ON INTERTEK.COM/INVESTORS](https://www.intertek.com/investors)



Communities

We support and enhance our communities and the environment across our global network of state-of-the-art operations in more than 100 countries.

Why they are important to us

Our businesses and people are part of the communities in which we work and are dedicated to supporting organisations and initiatives that improve the environment, and the lives of local people. We are a force for good, close to home, that makes the world amazing for everyone.

How we engage

Our businesses regularly engage with and contribute to our communities, and many colleagues support local and charitable causes that reflect the diversity of our communities and people.

How they benefitted in 2025

- Support for and partnerships with charities and NGOs
- Focused activities to improve local communities and environments
- BBEB.com platform to share impactful stories and inspire positive change in the world

 [READ MORE ON PAGE 2.40-2.43 IN REPORT 2](#)



Governments and regulators

Governments and regulators expect compliance with all global, regional and local regulation, responsible business practices and collaboration on the transition to net zero.

Why they are important to us

'Doing Business the Right Way' is part of who we are. As a responsible business, we are dedicated to engaging positively with governments and regulators to support our communities and comply with global, regional and local regulations.

How we engage

We interact with trade associations and governmental authorities to provide input into industry and regulatory improvements in product safety, quality, sustainability and risk assurance. Interactions with governments, governmental authorities and regulators are reviewed by our Group Legal & Risk functions to ensure we fully comply with all laws and regulations.

How they benefitted in 2025

- Our businesses' economic and tax contribution to governments and communities supports the basic infrastructure of society

 [READ MORE ON PAGE 2.44-2.47 IN REPORT 2](#)