

# Our market

The global marketplace for quality solutions is dynamic and diverse. As organisations in developed and developing economies pursue success, it creates the need to develop and maintain the right quality in their products and processes. Below are some of the dynamics that create Intertek's chosen marketplace: Quality.

## What is quality?

The need for quality arises at many separate and interrelated points across a customer's organisation. Quality is diverse and may reflect one or many of the following dimensions – all of which Intertek serves.

### Safety

Reducing the risk of injuries and danger to life and health from products, materials, components and operations.

### Sustainability

Helping companies to improve the social, health and environmental impact of their products and processes.

### Performance

Enabling organisations to optimise the technical output of their products or processes.

### Integrity

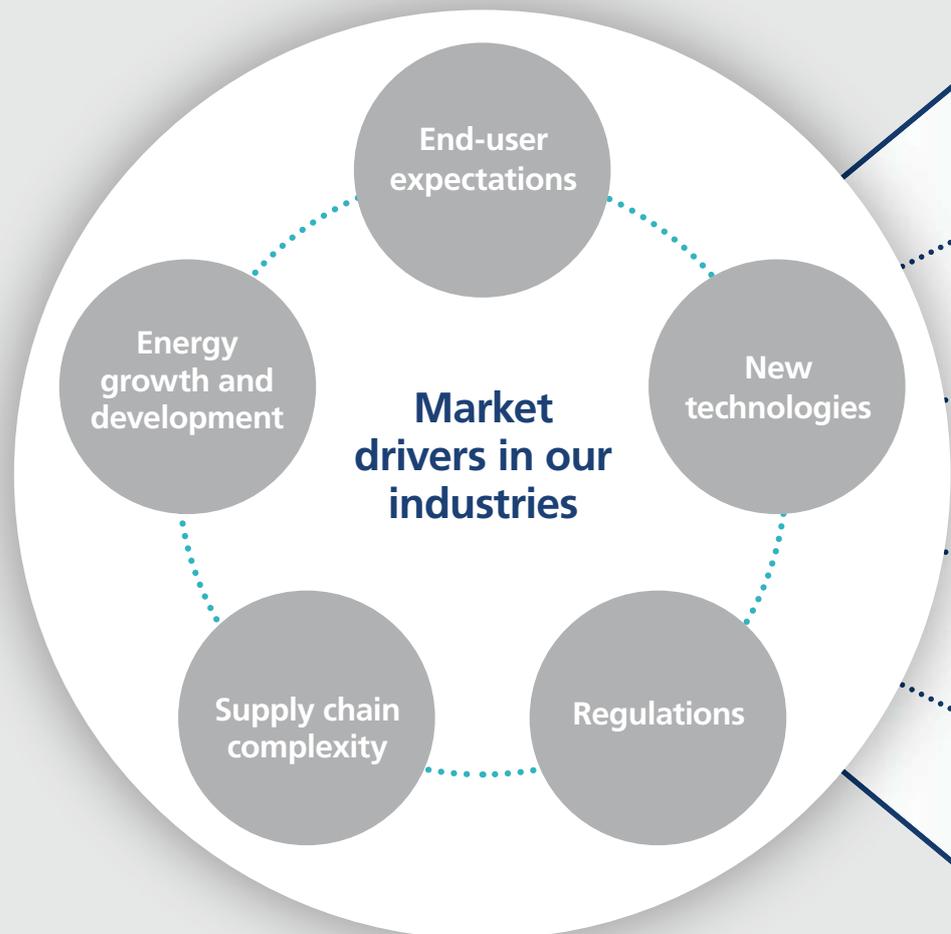
Evaluating the composition or reliability of infrastructure, materials, commodities, components and systems.

### Desirability

Increasing the appeal of products, materials and new innovations to the varying preferences of end-users in different markets.

## Market drivers in our industries

Whether our customers are developing new products, building new infrastructure and/or trying to get their products, services and projects to market more quickly, we help them ensure that their business is not compromised by poor quality. Companies seek quality solutions for a wide variety of reasons.



Macro-economic trends and opportunities in our sector create growth in the demand for quality services. These also add resilience to our business model. We have a range of opportunities to expand our business and increase value to shareholders with the enduring drivers of growth in our marketplace.

#### End-user expectations

Consumers in developed economies trust brands and companies that deliver products, or perform, with consistent quality. This requires investment in quality solutions to maintain or increase their reputation for quality. Consumers in emerging markets are also demanding higher levels of quality across a diverse range of criteria, creating new markets for quality services from local and international brands.

#### New technologies

Companies develop new products and technologies to create new markets, increase sales and to respond to diverse end-user demands. Quality services are needed from the concept stage through to delivery to the end market.

#### Regulations

Quality, safety and environmental regulations and industry standards continue to expand and change across companies and cultures. Companies utilise quality services to maintain compliance and navigate regulatory change.

#### Supply chain complexity

Our customers create products and infrastructure using suppliers and components across multiple countries. They seek assurances on quality along the supply chain to reduce the risk of product, brand and operational failures, and to increase visibility and efficiency along the supply chain.

#### Energy growth and development

Global demand for energy is driving increased development and trading of energy resources and infrastructure. Our customers are requiring more quality, safety and environmental assurance support in their expanding resource production and trading activities.

## Our growth opportunities

#### Global trade and emerging market trade growth

Increasing interconnectedness in global trade and expanding regional trade among fast-growth nations is expanding the market for Intertek's services. In creating, buying and selling products each day, our customers seek independent assurance on the quality of materials received from their trading partners.

#### Market drivers in our industries

Our customers' efforts to innovate, meet consumer demand for quality, develop energy resources, maintain efficient supply chains and comply with regulations create demand for quality services. Their ongoing development of new technologies, energy resources and quality in their products is increasing the demand for our solutions.

#### Network and service expansion

Expanding our services into new markets and developing new services in existing markets will enable us to capture new business. We continue to invest in new services and capabilities to support our customers' current and future needs and to expand in growing markets.

#### Outsourcing and consulting services

By creating quality solutions that enhance our customers' businesses, we can increase the outsourcing of quality services and related consultancy by companies to Intertek. Today, many companies address quality needs internally but at a higher cost with less flexibility and dedicated knowledge.

#### Industry consolidation

By making value-adding acquisitions, we are consolidating our position in key industries. These also allow us to add complementary capabilities to our service portfolio and grow our business through a full-service offering for each customer in each industry.

# Our strategy

Intertek's mission is to deliver quality solutions that add value to our customers' processes, products and brands. Our business is differentiated through our strategic choice of target market, how and where we deploy our services in that market, and in the way we interact with our customers.



Our strategy is to be the premier service provider in our chosen markets. We continue to invest in and develop our business delivery model in order to be our customers' partner of choice.

### Network expansion

We continue to expand and deepen our network and knowledge in new regions and in new and existing industries to capture opportunities for growth. This enables us to meet demand from changes in global, interregional and local trade and deepen our position in established and growing markets.

### Leading positions in key industries

We develop our service lines to support quality needs along the length of the supply chain through organic investment and acquisition. We concentrate on industry sectors where we have the critical size to hold leading positions and provide our customers with world-class services.

### New services for the present and future

We create new services and innovations for our customers to help their businesses succeed. We develop capabilities along the frontier of science and innovation which drives market demand for quality services in the future. We develop new tools and interfaces in areas where we can support customers in new, smarter ways.

### Investing in our people

Our people are our core assets and we invest continually in them. They are chosen for their technical expertise, values and their understanding of local culture. Our people are experts and leaders in their fields, including engineers, chemists, biologists, consultants and geologists. Many are holders of research doctorates, are graduates or advisors to global institutions. Our talented and dedicated people provide our customers with the expertise they need to succeed.