

We
create
trust



Kiwa in 2022
English

▶ Partner
for
Progress

Preface

Dear reader,

We live in dynamic times. While the world seems to recover from the deepest global Covid-19 pandemic, political and economical turmoil have their effects on many people, businesses and market sectors worldwide.

It seems to me that we need peace of mind, at least as far as we can influence it. How? By creating transparency: tangible, measurable, comparable proof of companies' and organisations' claims related to the quality, safety, health and sustainability of their products and services. The soundness of their processes. The competences of their people. At Kiwa, we are here to create this trust. Peace of mind, even more in times of uncertainty.

We stand by your side thanks to Kiwa colleagues who continuously adapt to circumstances. That's something to be proud of – and I am. Still, 2022 is and will be a year of challenges for many people and many companies, and Kiwa will be no exception. But we are in a strong position to survive, to navigate the waves, to move along with developments, even when adverse. And that's because we have a solid base to rely on. We have proved that over the past years.

This brochure highlights Kiwa as a company: who we are, how we work, and what we want to accomplish together with you – our customers and other stakeholders. It shows a strong, healthy, ambitious, reliable, engaged and expanding company. An international TIC leader with widespread activities, set to decide its own independent course to be able to offer you the best services.

In 2022, around 10,000 professionals across the globe stand tall to make it happen. We are highly motivated to together help you achieve your goals as well as our own to service you even better. We are Kiwa.

Paul Hesselink
CEO Kiwa Group





Testing



Certification



Consultancy



Inspection



Training



Data Services



This is us

We are Kiwa, an independent and impartial global supplier of Testing, Inspection and Certification (TIC) services in a wide variety of international markets. Adjacent to these core activities, we deploy education and training courses, technical consultancy like for R&D, and data services. To safeguard the impartial nature of our company, the latter activities are strictly separated from our TIC core activities.

With our certification, inspection, testing, assurance, training, consultancy and data services, we create trust. Trust in the quality, safety, health and sustainability of our customers' products, services, processes, and (management) systems. Trust in

employees' personal capabilities and organisations' environmental performance. Trust for society and the world at large.

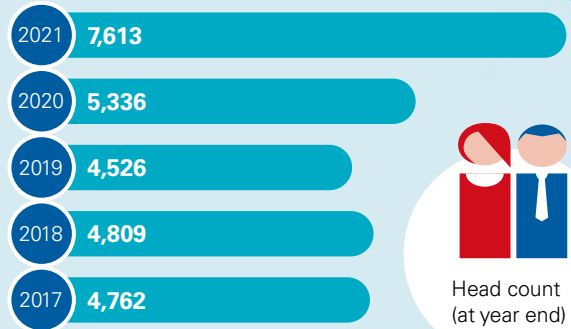
We provide our expert services in areas ranging from Renewable Energy to Food, Feed & Farm, Industrial Safety to Cyber Security and from Building & Construction to Drinking Water and Medical Devices. Our customers can be found everywhere: in manufacturing and process industries, (business) services, public and private utilities, governments, and international institutions. In close partnerships with all of these parties, we help them improve their businesses and make a clear mark towards all their stakeholders.

Kiwa at a glance

Operating income

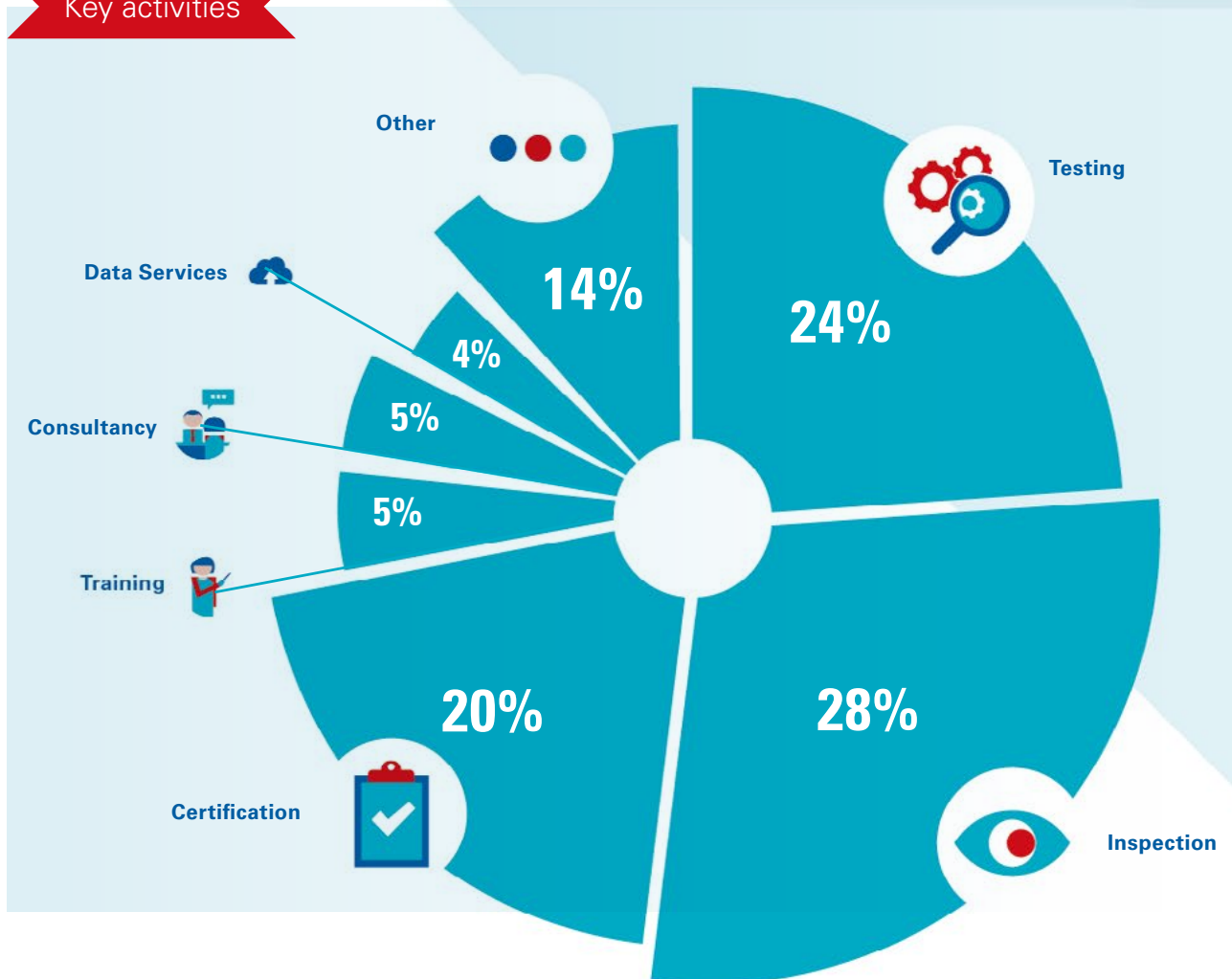


Colleagues

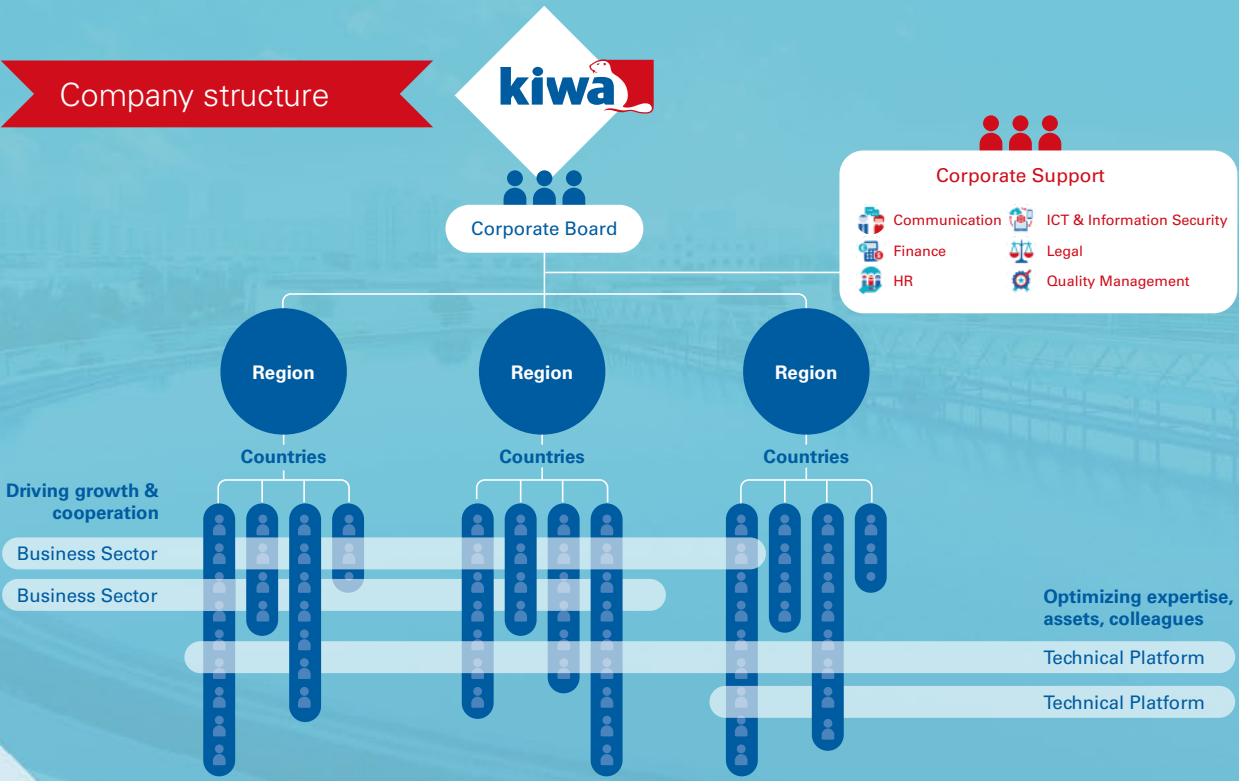


Head count
(at year end)

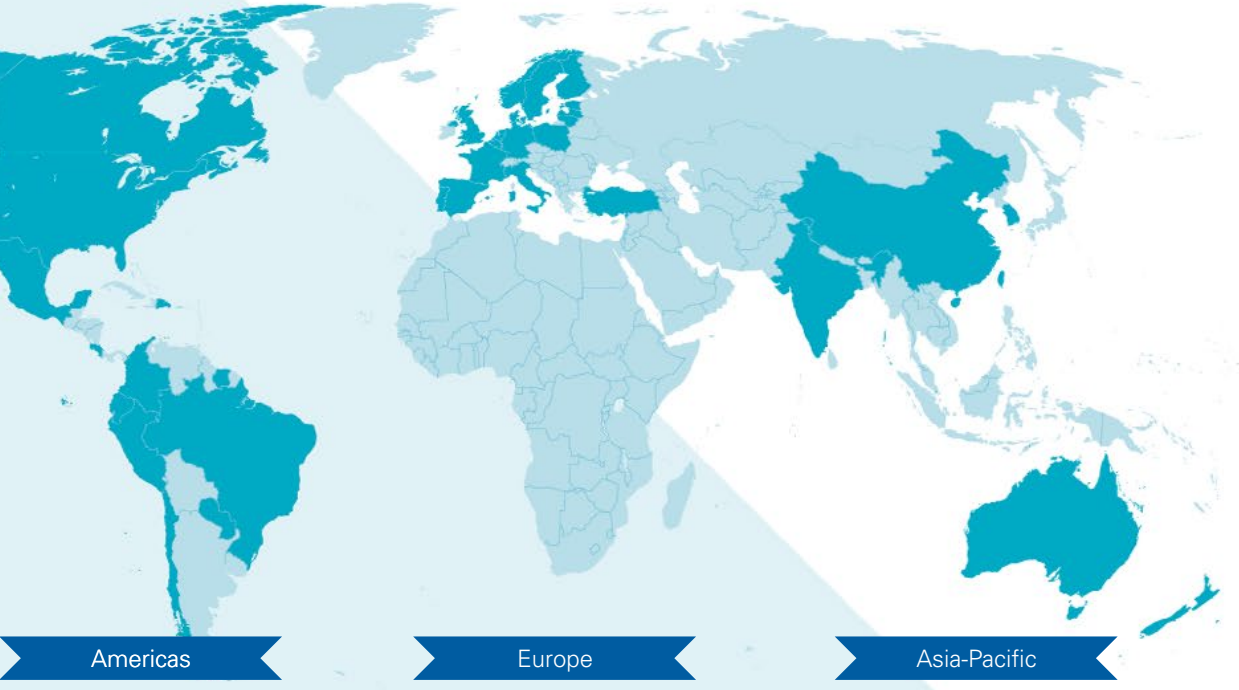
Key activities



Company structure



International presence



Americas

Brazil, Canada, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Netherlands Antilles, Mexico, Paraguay, Peru, Surinam, United States of America

Europe

Belgium, Denmark, Estonia, Finland, France, Germany, Italy, Latvia, Lithuania, Luxembourg, The Netherlands, Norway, Poland, Portugal, Spain, Sweden, Turkey, United Kingdom

Asia-Pacific

Australia, China, India, New Zealand, Singapore, South Korea, Taiwan

How we service the world

Kiwa's services create trust by improving quality, safety, efficiency, productivity, performance, and sustainability. They reduce risk, allow for market entrance, and enable comparability. Thus, they add verifiable value to individuals, communities, society, and our planet.

... as a professional partner

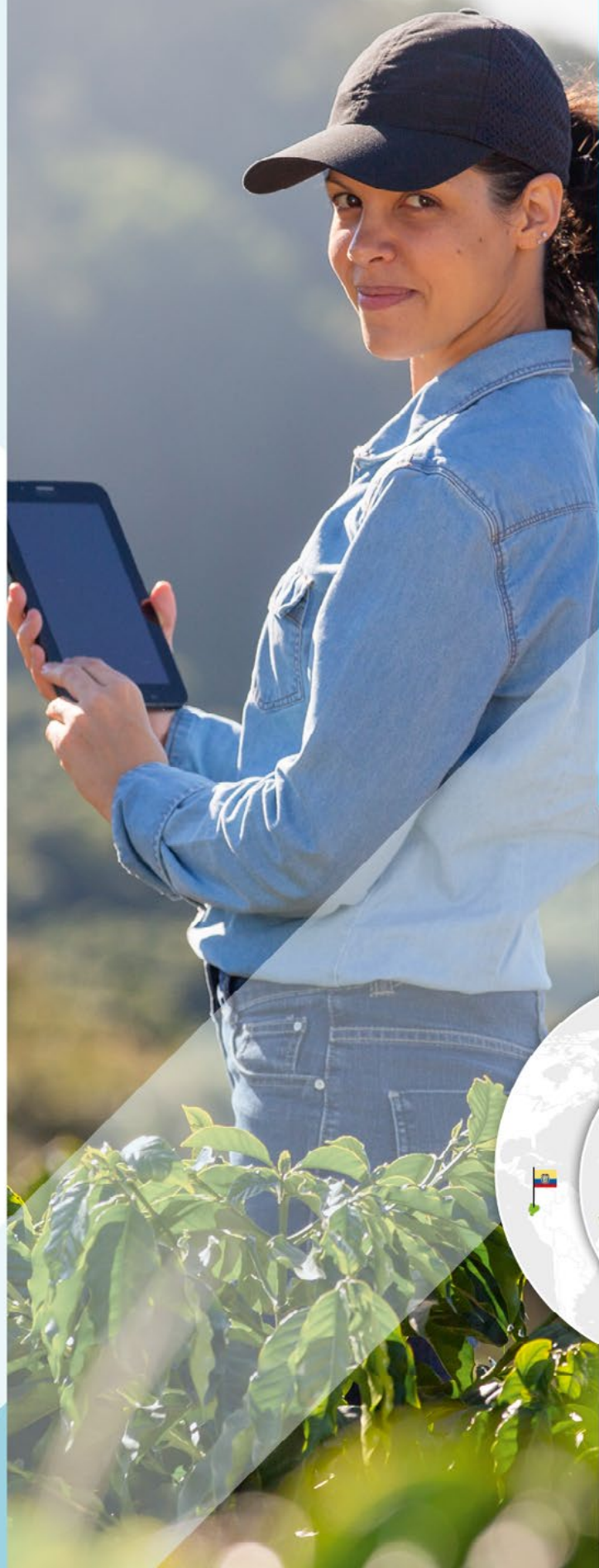
At Kiwa, our purpose is to be a 'Partner for Progress' for our customers, their customers and all our other stakeholders. Being an impartial, innovative and engaged partner, we help them improve their business, based on equal, long-term professional relationships.

... adding value

Our wide variety of TIC and adjacent services enable our customers to contribute to a better, safer, more sustainable world. Over two-thirds of our services directly relate to ESG: Environmental, Social and/or Governance development. When it comes to the environment, we e.g. assess CO₂ emission reduction, renewable energy sources like solar, wind and hydrogen, and the use of sustainably sourced or even circular raw materials, goods and products. We audit social responsibility policies and, in a variety of ways, people's health, safety and security. Furthermore, we allow companies and organisations to better govern themselves by assessing their management systems.

... from an independent position

Kiwa operates as a strictly independent expert. We understand the crucial importance of objectivity and impartiality. We are not involved in production, trading, distribution or other activities that might compromise this impartiality. There is a strict separation between our certification services and activities like training courses and technological consultancy. There is no external influence on our decisions or opinions regarding the outcomes of our own operational activities. We regularly analyze our activities to preserve our objectivity and impartiality and to identify any potential conflicts of interest. Additionally, Kiwa is being evaluated in a transparent way by several accreditation bodies, audited by external organizations and qualified by governmental bodies.



Our 8 Conduct and Compliance statements



Competence



Anti-bribery



Health and safety



Avoiding conflicts of interest



Fair business conduct



Fair labour and ethical behaviour



Confidentiality and data protection



Integrity



Level 3 of CSR Performance Ladder

United Nations Sustainable Development Goals



3 Focal Points for Level 3 certified offices



Reducing our CO₂ footprint



Improving employee health and satisfaction



Enlarging the impact of our services on sustainability

Ethics and compliance

The Kiwa Code of Conduct and Compliance is a frame of mind for employees and an 8-fold statement towards all Kiwa stakeholders. It's about acting professionally and doing business with integrity. About upholding our clients' reputations as well as our own. About treating people and the environment honestly and with respect. About working together and considering the ethical dimensions of our actions. Thus, it sets out the basic principles that guide our activities and the activities of the parties we work closely together with.

Sustainability, CSR and ESG

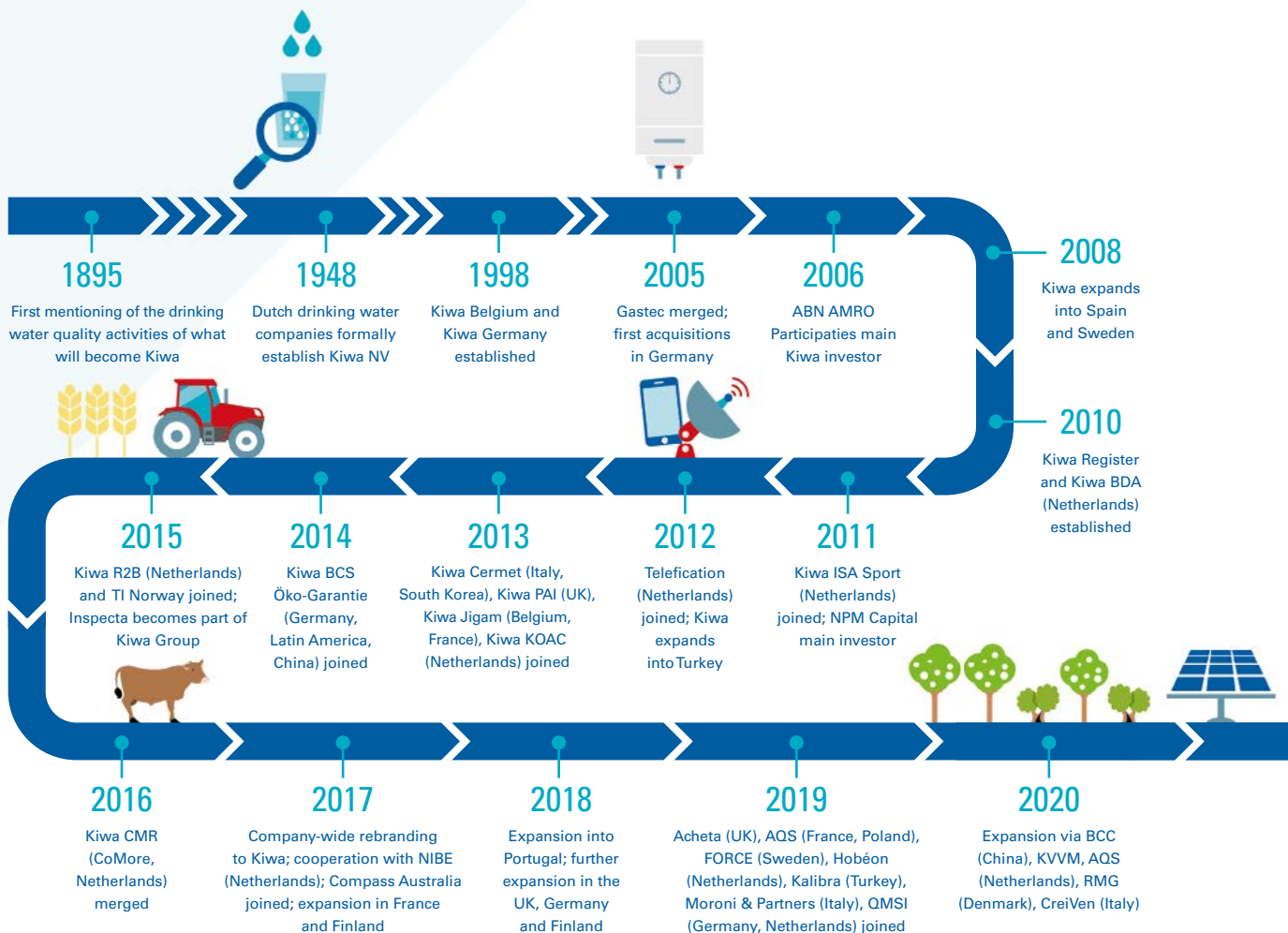
Kiwa operates at the heart of society. It is only logical that as a company, we act as a responsible global citizen. Therefore, we established a globally applicable Corporate Social Responsibility (CSR) strategy in 2015. The first of its two General Principles is external verification of our efforts through CSR Performance Ladder certification (Level 3). Today, we are the sole global TIC company that is certified. In 2022, the Kiwa countries Belgium, Ecuador, Finland, Germany, Italy, the Netherlands, Norway, Spain, Sweden, Turkey and the UK are included in the certification, with more on the way towards 2025. Within this General Principle, three Focal Points containing key performance indicators for 2025 have been established for certified countries: reducing Kiwa's CO₂ footprint, improving employee satisfaction and safeguarding their health, and enlarging the impact of Kiwa services for sustainability. The second General Principle is adherence of every certified Kiwa country to at least two of the United Nations' Sustainable Development Goals.



Kiwa before 2021

Kiwa was founded in 1948 by the Dutch Water Works as a not-for-profit product certification company. Its assignment: to safeguard the quality and safety of drinking water appliances and materials. Many companies presently part of the Kiwa Group share a common heritage in that they were once founded as national (semi-)governmental bodies with a mandate to guard quality and safety in a specific market segment. Already in 1929, the Dutch gas utilities sector established Gastec (now Kiwa Technology) for similar reasons. Kiwa Inspecta in the Nordic countries, part of the Kiwa Group since 2015, emerged from

two state-established organisations: in 1975, Finnish State founded the Technical Inspection Centre for power plants, just like Swedish State did with the National Test Facility in 1977. As can be seen in the timeline, our activities have greatly expanded to include many other markets. Kiwa officially became a privately-owned company in 2006 after a management buyout and transfer of shares to ABN AMRO Participaties. This step marked the beginning of the path of accelerated growth that characterizes the Kiwa Group to this day. In 2011, NPM Capital took over as our main investor.



Kiwa in 2021 and 2022

Organizational development

Over the past decade, Kiwa has quadrupled in size (number of employees, countries present, turnover). While growing by adding companies to the Kiwa Group, we made considerable efforts to achieve organic growth – and we did so in 2021 and 2022 as well. Our expanding geographic footprint and spread of activities contributed well. We continued building our established corporate framework, aiming at becoming the first ever global TIC company to include our services, processes and the entire customer journey into one comprehensive, harmonized, cloud-based business flow.

Until October 2021, our main investor NPM Capital allowed us to develop considerably from a Dutch into a European and further into a global TIC company, employing over 7,500 colleagues in 35 countries in Europe, Latin America and the Asia-Pacific region by the end of the year. To enable a next step in Kiwa's development and safeguard an independent future, a fundamental change was made to the company's ownership structure: as of autumn 2021, Kiwa is a proud member of the SHV Family of Companies, together with other well-renowned companies like Mammoet, Nutreco and Eriks.



SHV

2021

Kiwa part of SHV Family of Companies; many additions to the Kiwa Group including Intega (USA, Canada, Australia, New Zealand), PVEL (USA), CGD, DARE!! and Hudson Cybertec (Netherlands), Zertpunkt and Wijnveld (Germany), IFC Goup and Global Certification (UK), Valiguard (Sweden), IKU-Tekniikka (Finland), COBICO (Poland) and IVAC (Spain)

2022

Vinçotte (Belgium, Netherlands, Luxembourg), RN Electronics (UK), PI Berlin (Germany) and CyD (Ecuador) join Kiwa

New Kiwa Group companies

As a side-effect of this step, we were able to announce two major additions to the Kiwa Group shortly afterwards. At the beginning of December 2021, a partnership was concluded with Belgium's leading TIC company Vinçotte, strengthening our Group's footprint in the Benelux. Vinçotte focuses on inspection activities in (heavy) industry, power generation and real estate. The partnership was eventually approved by the Belgian competition authorities in May 2022. Near the end of December 2021, Intega – offering testing and inspection activities in construction and infrastructure – was delisted from the Australian stock exchange, adding complementary services as well as local presence in Australia, New Zealand, the USA and Canada.

Earlier in 2021, we concluded the first addition to the Kiwa Group on Northern American soil: Photovoltaic Evolution Labs (PVEL) in California, USA, offering solar panel testing and consultancy services. Other new family members added in 2021 and 2022 include EMC and electrical lab DARE!! and cyber security organization Hudson Cybertec in the Netherlands, agri-food TIC company COBICO in Poland, Zertpunkt education certification and Wijnveld Ingenieure on fire safety in Germany, Valiguard in Sweden and CyD in

Ecuador, both active in agri-food, GlobalCert system certification in Australia, IVAC system certification in Spain and IFC fire safety and RN Electronics in the UK. Furthermore, existing participations in TIC companies across the globe were extended; most notably, Kiwa acquired the majority of shares in Chinese system certification company BCC.

All in all, we have made good progress to develop into a company of almost 10,000 colleagues working from offices in some 40 countries, securing an estimated 1 billion euros of annual turnover in 2022.

The people of Kiwa

At Kiwa, we are people in a people business. Our experts, their knowledge and their engagement drive our company. Therefore, we invest in our employees' personal development through programs for competence, talent and leadership development. We also aim to be a diverse and inclusive company offering equal opportunities to anyone working for us. Given our international footprint and spread, cultural diversity within Kiwa arises naturally. Furthermore, we strive for a balanced representation of gender throughout the organisation.

Over the past months, Covid-19 had, and in some cases still has, a profound impact on our employees. Fortunately, its effect on their health and wellbeing turned out to be limited in 2021 and the first part of 2022; no severe cases or fatalities have occurred. At the same time, our people highly value the opportunities for remote and hybrid working arising from the pandemic, despite the fact they had to adapt professionally and personally.

We aim to be to top of the class in expertise, quality, innovation and customer orientation



Kiwa after 2022



We decided to accelerate Kiwa's growth rate to provide our customers with the best possible services in a wide variety of markets. Thanks to the customer focus, expertise, energy, efficiency and creativity of all employees in our Kiwa Group, we are convinced that our successful approach will ensure an excellent reputation, innovative services, a strong market position, robust growth and solid results in years to come.

As desire and need for proof of trustworthiness increase and globalize, Kiwa's short- and mid-term business strategy focuses on expansion, both in service portfolio, markets and geographical network. In doing so, we'll find the right balance between 'local density' and 'global-scale service delivery' to customers. We intend to make yet another leap forward to remain an independent TIC player of considerable stature. Addition of companies and alliances in various niches and countries will drive this growth. With the center of gravity still being in Europe, we will further strengthen our position in other regions including North America and rapidly evolving Manufacturing and Exporting Countries, like in Latin America and in the Asia-Pacific region.

No one knows what the future holds. But Kiwa's decentralized structure allows us to quickly adapt to local and international circumstances and developments. Given the solid results over the past years and our firm strategy for the next few years, we look at Kiwa's future prospects with confidence.



The Kiwa beaver

Kiwa companies are as varied as the markets and customers they serve. Still, they are all part of one Kiwa family and all have the beaver as a mascot.

The Kiwa beaver plays an important role in our corporate identity. It distinguishes us from other companies in the TIC sector. But there is more. The beaver is inextricably linked to our origins in (drinking) water and construction, and to many of our values. It is, for example, very efficient, thorough and engaged, just like us at Kiwa. Beavers use every bit of a tree they fell: they eat the buds, bark and leaves, before gnawing the branches and trunk into smaller pieces to build with. Beaver-gnawed trees provide a living environment, protection and food for many animals; their dams prevent floods and droughts by storing water. At Kiwa, we aim to guard people's health and safety in all we do. A beaver will only be found in a healthy natural environment, which is exactly what Kiwa provides many services for. In short: he brings about progress, just like us at Kiwa.



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