

We create trust

Kiwa in 2020



▶ Partner
for
Progress

Preface



Dear reader,

We are amidst a global crisis that hits the world on a scale most of us haven't experienced before. Who could have predicted a few months ago that our daily lives could change so profoundly as they have since Covid-19 measures were set in countries one after the other? For sure, 2020 will be remembered as the Corona year impacting deeply on our lives.

But even so, life goes on. Humankind adapts. Copes. Searches for solutions. We at Kiwa have customers to service, and fortunately we still can, thanks to colleagues that adapt to these unique circumstances. They perform remote audits. Make sure inspections and tests go on uninterrupted while keeping social distance. Work hard from their homes. That's something to be proud of – and I am.

2020 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 defy the waves we have to navigate, to move along with economic developments, even when adverse. And that's because we have a solid base to rely on.

This brochure highlights Kiwa as a company: who we want to be, how we aim to work, what we want to accomplish together with our customers and other stakeholders. It all shows a strong, healthy, ambitious, reliable, engaged and expanding company. An international TIC leader with widespread activities, set to decide its own independent course – even, or indeed even more, during adverse times.

5,000 professionals across the globe stand tall to make it happen. We are highly motivated to realize our strategy and achieve our goals, together with all our customers, employees and other stakeholders. We are Kiwa.

Paul Hesselink
CEO Kiwa Group

A handwritten signature of Paul Hesselink in blue ink, written in a cursive style.



Testing



Inspection



Certification



Training



Consultancy



Data services



This is us

We are Kiwa, a global leader in Testing, Inspection and Certification (TIC). With our certification, inspection, testing, training, consultancy and data services, we create trust in our customers' products, services, processes, (management) systems, personal capabilities and environmental performance. Ambitious, reliable and engaged. Thus, we help them to improve their businesses.

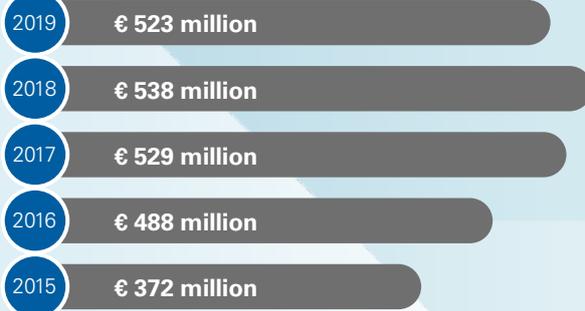
As a Partner for Progress, we do so in many industry sectors and market segments, ranging from (drinking) water and energy & power generation, construction & infrastructure, automotive & aviation and fire safety & security to medical & pharma, agri, feed & food and real estate services. We support customers in manufacturing and process industries, (business) services, public and private utilities, governments and international institutions.

Kiwa at a glance

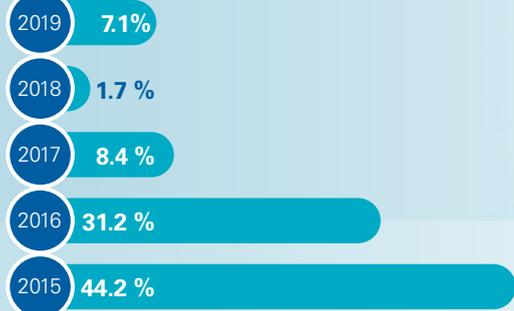
Key figures



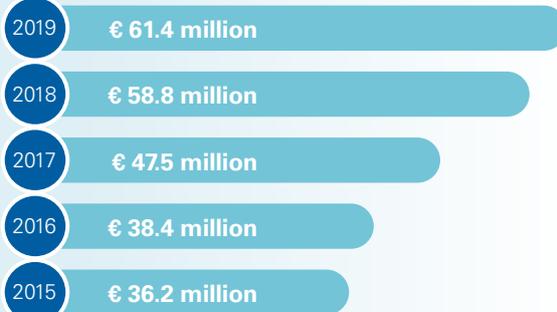
Operating income



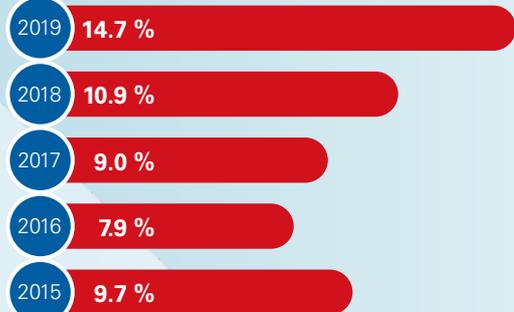
Growth



Gross operating profit



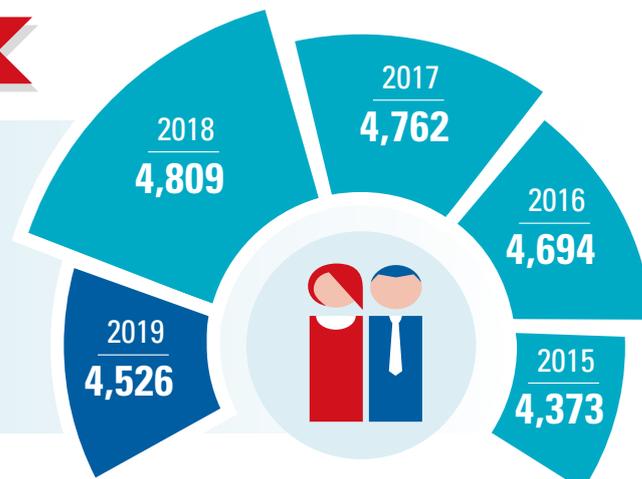
Margin



Including Shield Group which was divested in March 2019 and BCC joining Kiwa early 2020

Colleagues

Head count (at year end)



Operational structure



Service Line Kiwa Assurance

Certification, testing and inspection of products, processes, services, systems and persons.

Service Line Kiwa Asset Health

Inspection, testing, technical support and training services for installations in industry, power generation, mining and real estate (assets).

Service Line Kiwa Information

Training, technological development and consultancy, and data services.

International presence

Latin America

Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Netherlands Antilles, Mexico, Paraguay, Peru, Surinam

Europe

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

Asia-Pacific

Australia, China, India, South Korea, Taiwan

Kiwa

then, now & tomorrow

Kiwa then

Present-day Kiwa consists of three independent Service Lines: Kiwa Assurance, Kiwa Information and Kiwa Asset Health. As distinctive as they are in their services, they share a common heritage in that they once were founded as national, partly (semi-) governmental bodies with a mandate to guard quality and safety in a specific market segment. Kiwa was founded by the Dutch Water Works in 1948 as a not-for-profit product certification company to safeguard the quality of drinking water appliances and materials. For similar reasons, the Dutch gas utilities sector

established Gastec (now Kiwa Technology) even earlier, in 1929. Inspecta, now the core of Kiwa Asset Health, was born in 1975 when Finnish State founded the so-called Technical Inspection Centre for power plants, just like Swedish State founded the roots of Inspecta Sweden in 1977 with the National Test Facility. Over the years, our activities have expanded to include many other markets. Kiwa became part of ACTA* Holding in 2006 after a management buyout and transfer of shares to ABN AMRO Participaties. Since 2011, NPM Capital supports ACTA* development as main investor. Inspecta joined ACTA* in 2015.

Kiwa now

Kiwa is an international leader in Testing, Inspection and Certification (TIC). Nowadays, all companies operate under the Kiwa brand, united under the Kiwa beaver logo. We provide expert services in areas such as building materials, oil, gas & chemicals, management systems, transport & mobility, retail, agri-food and utilities. We are a robust and recognizable international quality organization with a complete TIC portfolio, including training, data and consultancy services, creating trust in international markets for many thousands of customers. For size and footprint, we are part of the global TIC top 20 and we are a Global Board member of the international TIC Council.

1895

First mentioning of the drinking water quality activities of what will become Kiwa

1929

Dutch utilities sector establishes Gastec, now Kiwa Technology

1948

Dutch drinking water companies formally establish Kiwa NV

1975

Finnish State founds Technical Inspection Centre, predecessor of Inspecta

1977

Swedish State founds National Test Facility, a predecessor of Inspecta

Kiwa tomorrow

Thanks to the customer focus, expertise, energy and creativity of all Kiwa employees in our Kiwa Family, we are convinced that our successful approach will ensure robust growth and solid results in years to come. To achieve this, we have formulated a strong ambition in our Kiwa Route 2022 strategy concerning size, strengths, leadership, reputation, financial performance and customer orientation. Addition of companies and alliances in various niches and several countries will drive accelerated growth. Kiwa will retain a center of gravity in Europe but will spread to and strengthen its position on other continents as well. We will follow developments in rapidly evolving Manufacturing and Exporting Countries, like Latin America and in the Asia-Pacific region by the 2020 merger with BCC China, and those of international corporations and trading partners.

We decided to accelerate Kiwa's growth rate to provide our customers with the best possible services and to achieve our ambition of being a leader in targeted niche markets. This ambition for relevance is the driving force behind our customer-centered services, operational efficiency and profitability. In order to realize these objectives, we have assembled the necessary blend of expertise, quality of service provision, excellent reputation, and a strong market position.

1998

Kiwa Belgium and Kiwa Germany established; Technical Inspection Centre in Finland becomes Inspecta

2005

Gastec added; first acquisitions in Germany; Inspecta Finland and Sweden merge

2006

ABN AMRO Participaties main Kiwa investor; Inspecta acquires part of DNV (former Swedish Plant Inspectorate)

2008

Kiwa expands into Spain and Sweden

2010

Kiwa Register and Kiwa BDA (Netherlands) added; Inspecta expands into Denmark and Lithuania

Our achievements in 2019 and the first part of 2020

Organizational development

We made considerable efforts to achieve organic growth over the past years and did so in 2019 as well. Our growing geographic spread of activities across various market segments contributed well. Our emerging countries maintained their growth rate while new operational units considerably contributed to our growth ambitions. We continued building upon our established corporate framework for all Kiwa entities around the world to strengthen ties within the Kiwa Group. This framework includes new ways for digital cooperation, both among colleagues and with customers, a strong website structure, customer support and business processes alongside tools to improve day-to-day operations.

New Kiwa companies

In 2019, we again strengthened our position in various niches across the world. In the UK, we added Acheta (pest control services). AQS's agricultural certification services in Poland and France became member of Kiwa, as did Kalibra in Turkey (calibration services), Moroni & Partners in Italy (technical inspections and advice on solar applications), QMSI in Germany and the Netherlands and Hobéon in the Netherlands (both management system certification). In Sweden, FORCE Technology, one of the largest players in Scandinavia when it comes to technical control

and inspection, is now part of Kiwa. Thus, we again broadened our 'one-stop shop' with high-quality knowledge services. On the other hand, Shield Group, formerly part of Kiwa and specialized in hazardous materials services, chose a path of further development outside of our organization.

We adapt and adjust to circumstances to move on. After quadrupling in size between 2006 and 2013 and again having doubled our size between 2013 and 2018 while keeping our high level of quality and customer service, we are in an excellent position to survive. While no one can predict the outcomes of the current unique situation, we look at Kiwa's future prospects with confidence.

2011

Kiwa ISA Sport (Netherlands) added; new main investor NPM Capital

2012

Telefication (Netherlands) added; Kiwa expands into Turkey

2013

Kiwa Cermet (Italy, South Korea), Kiwa PAI (UK), Kiwa Jigam (Belgium, France), Kiwa KOAC (Netherlands) added

2014

Kiwa BCS Öko-Garantie (Germany, Latin America, China) added

2015

Kiwa R2B (Netherlands) added, TI Norway joined; Inspecta becomes part of Kiwa family

'In 2019, we again strengthened our position in various niches across the world'

Future prospects

International presence, independence, further growth and brand recognition are the prerequisites for the continuity of Kiwa's global service provision to clients. We aim to achieve this goal by being top of the class in expertise, quality, innovation, and customer orientation. We will keep developing ourselves as a solid Partner for Progress.

Kiwa's markets evolve rapidly. Customers seek trust and at the same time require innovative services, reliability and value for money. For Kiwa, these developments offer ample opportunities for further growth. At the same time, we face the reality of consolidation and competition and, over the first months of 2020, the consequences of a global crisis due to the Corona virus. We adapt and adjust to circumstances to move on. After quadrupling in size between 2006 and 2013 and again having doubled our size between 2013 and 2018 while keeping our high level of quality and customer service, we are in an excellent position to survive. While no one can predict the outcomes of the current unique situation, we look at Kiwa's future prospects with confidence.



2016

Kiwa CMR (CoMore, Netherlands) merged

2017

Company-wide rebranding to Kiwa; close cooperation with NIBE (Netherlands); expansion in France, Finland and Australia.

2018

Expansion into Portugal; further expansion in the UK, Germany and Finland.

2019

Acheta (UK), AQS (France, Poland), FORCE (Sweden), Hobéon (Netherlands), Kalibra (Turkey), Moroni & Partners (Italy), QMSI (Germany, Netherlands) added; Shield Group chooses new course outside of Kiwa

2020

Expansion via BCC (China), KVVM (the Netherlands), RMG (Denmark), Compass (Australia); divestment of Extend (Norway)

How we service the world

At Kiwa, our purpose is to be a 'Partner for Progress' for our customers, their customers and all our other stakeholders. We are an impartial, innovative and engaged partner that aims for long-term relationships based on professional equality. We create trust in the quality, safety and sustainability of our customers' products, processes and services.

Independence

Kiwa operates as a strictly independent expert. We understand the crucial importance of objectivity and impartiality and we are not involved in any production, trading, distribution or other activities that might compromise it. There is a strict separation between our certification services and activities like training courses and technological consultancy. Decisions and reports connected to our operational activities, such as certification, testing, inspection, technology and research, are made without any external influence. We regularly analyze our activities to preserve our objectivity and impartiality and to identify any potential conflicts of interest. Our activities are being reviewed by governmental control bodies and by various accreditation institutions, who are audited by external organizations and awarded hallmarks by national and international governmental bodies.

Read our Independence statement here:

www.kiwa.com/en/about-kiwa/mission-vision/





Competence



Anti-bribery



Health and safety



Avoiding conflicts of interest



Fair business conduct



Fair labour and ethical behaviour



Confidentiality and data protection



Integrity



2 General Principles



Level 3 of CSR Performance Ladder

United Nations Sustainable Development Goals



4 Focal Points for Level 3 certified offices

Reducing our CO₂ footprint



Improving employee health and satisfaction



Intensifying stakeholder voice in relation to our CSR efforts



Enlarging the impact of our services on sustainability



● certified before 2020
● certified in 2020

Kiwa Code of Conduct 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.

Read our Code of Conduct and Compliance here:

www.kiwa.com/en/about-kiwa/code-of-conduct/

Corporate Social Responsibility

Kiwa operates at the heart of society: our aim is to create trust in quality, health, safety and sustainability in our daily lives at work and at home. We verify that products, processes, organizations, living and working environments are as clean, healthy, safe and sustainable as possible. In doing so, we create trust, transparency and a level playing field for all parties involved, both private and public. Thus, we aim to improve and sustainably develop society, both globally and locally, for the benefit of all. Corporate Social Responsibility (CSR) is in the very core of these activities, but we strive for more. In our CSR Route 2022, we have formulated goals and focal points for the coming years. They include adherence to the CSR Performance Ladder, shrinking our CO₂ footprint, further improving our employees' health, safety and satisfaction, intensifying stakeholder voice and enlarging the impact of our services on sustainability, including embedding the UN's Sustainable Development Goals (SDGs) into our activities.

Read our CSR Route 2022 here:

www.kiwa.com/en/about-kiwa/corporate-social-responsibility-csr/

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 therefore share the same look and feel.

Our mascot, the 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 the water and construction sectors, and to many of our values. It ensures a safe shelter for other creatures: a tree gnawed by a beaver can protect and feed many animals. At Kiwa, we aim to guard people's health and safety in all we do. The beaver's work ethic is unparalleled; it works hard, efficiently, in teams, thorough and meticulously – just like us. A beaver will only be found in a healthy natural environment, which is exactly what Kiwa provides many services for. And the beaver is nature's architect: the trees he takes out make room for new flora and his dams provide a living environment for water life. He brings about progress. Just like us at Kiwa.



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