

WE CREATE TRUST



 Certification

 Inspection

 Testing

 Technology

 Data Services

 Training



Profile: Kiwa in 2015



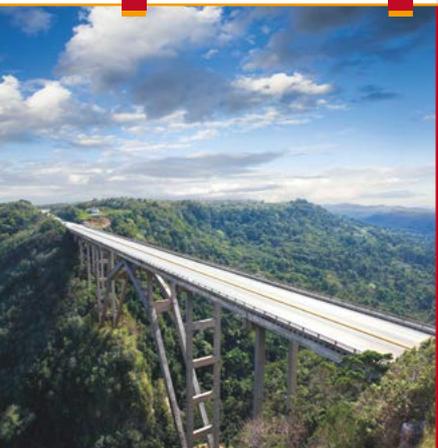
1948 Dutch drinking water companies found Kiwa NV

1972 Kiwa Water Research founded (part of Kiwa until 2006)

1990 Expansion into several EU countries; growing number of services (e.g. ISO)

1998 Kiwa Belgium and Kiwa Germany founded

2003 Kiwa 'Tussenkoers' (Transitional Course) launched to ensure long-term autonomy



Kiwa provides independent expert services for quality certification around the world. We create trust by enhancing the continuous improvement of products, processes, systems, people and performant. We do so by helping companies to satisfy their certification, inspection and testing requirements, and by offering services in such areas as training, data services, research and technological know-how. Kiwa has offices in 30 countries on all continents and is active in over 50 countries worldwide. Our services extend to virtually all sectors and market segments.

Origins

Kiwa was founded in 1948 as an institute for the certification of drinking water appliances. We played an important role during the rebuilding of public services in the Netherlands after the Second World War. Our contribution was essential to make sure the population could be supplied with clean drinking water. After the War, new water pipelines were laid and ever since then, Kiwa has been responsible for safeguarding the quality of public water supplies. Over the years, our activities have expanded to include many other markets. We now provide expert services in areas such as building and construction, energy and gas, automotive supplies, management systems, food, feed & farm, health & care, safety & security, environment and corporate social responsibility.

Today

The provision of certification services, together with the associated testing and inspection activities, has always remained our core activity. Moreover, our service portfolio has been enhanced with training courses, technology, data services and license issuance. Today, Kiwa is active in virtually all markets, serving a diverse range of customers around the world. This includes clients in the production and process industry, the business services sector, public and private utilities, local and national governments and international institutions.

Organisational structure

We like to offer our clients the full potential of our broad portfolio. Our organisational structure focuses

Continuous improvement

2005 Gastec NV joined

2006 Reorientation and new main shareholder ABN AMRO Participaties

2008 Expansion into Spain and Sweden (food, feed, farm)

2010 Kiwa Carity (healthcare data services) and Kiwa Register (license issuing) joined

2011 Kiwa ISA Sport joined (sports sector); new main shareholder NPM Capital

on optimal product-market combinations and internal cooperation to ensure clients get what they need, and more. There is a strict separation between our certification services and activities like training courses and advice. That way, we underline our commitment to providing transparent and impartial services.

Independency statement

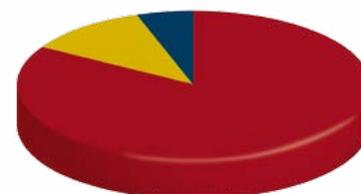
Kiwa is strictly independent and is not involved in any production, trading, or other activities that might compromise our impartiality. The decisions and reports formulated in connection with our operational activities, such as certification, testing, inspection, technology, and research, are made entirely without any external influence whatsoever. We understand the crucial importance of objectivity and impartiality. We regularly analyse our activities to identify any possible conflicts of interest and to preserve our objectivity and impartiality. Furthermore, our activities

are being reviewed by various accreditation institutions, who are audited by external organisations and awarded hallmarks by national and international government bodies. This makes Kiwa a clear industry leader as a TIC organisation (Testing, Inspection & Certification) and a multiple Notified Body.

Key figures

We made considerable efforts to achieve organic growth over the past years. The geographic spread of activities across various market segments contributed to a positive result. Our emerging countries maintain their growth rate while new organisational parts in new countries contribute to our growth ambitions as well. In 2015, we acquired R2B Inspections in the Netherlands and TI Norway, thus improving our footprint in the Nordic area. Furthermore, we added Finland-based Inspecta to our group of companies.

Inspecta specialises in asset health. Its over 1,600 employees are active in the Scandinavian and Baltic countries. Thus, we again broadened our 'one-stop shop' with high-quality knowledge services.



- Testing, Inspection, Certification (TIC)
- Technology & data services
- Training

CORE FIGURES KIWA N.V.	2015	2014	2013	2012	2011
Operating income (€ million)	209	196	172	153.8	139.3
Growth (%)	7.0	14.1	12.0	10.4	22.3
Operating profit (€ million)	6.2	5.1	8.5	5.6	7.4
Margin (%)	3.0	2.6	4.9	3.6	5.3
FTE (average)	1,952	1,526	1,480	1,226	1,089

NPM Capital

NPM Capital is Kiwa's main shareholder since 2011. NPM Capital contributes to the realisation of our mini-multinational ambitions.

Growth as an independent authority



2012 Expansion into Turkey (Kiwa Meyer)

2013 Kiwa Cermet (Italy, South Korea), Kiwa PAI (UK), Kiwa Jigam (Belgium), KOAC-NPC (Netherlands) joined

2014 Kiwa BCS Öko-Garantie (Germany, Latin America) joined

2015 Kiwa R2B (Netherlands), TI Norway joined

Markets

The markets Kiwa is active in are evolving rapidly, as is Kiwa itself. There is a growing demand for innovative services, reliability, and value for money from commercial customers and governmental organisations. The Testing, Inspection & Certification (TIC) sector therefore has excellent growth potential with ample opportunities for a quality player such as Kiwa. At the same time, the sector has to deal with the reality of consolidation and competition. However, after quadrupling in size between 2006 and 2013 and again doubling in size towards 2016 while keeping our high level of quality and customer service, we are very optimistic about Kiwa's future prospects. Our growth ambitions will remain unchanged in the coming years.

Growth

Thanks to the customer focus, expertise, energy and creativity of all over 2,000 Kiwa employees, we are convinced that our successful approach will ensure robust growth and solid results in 2016. Takeovers in various niches, especially in EU countries, will provide a platform for accelerated growth. Kiwa will continue to focus on Europe and will follow developments in rapidly evolving

Manufacturing and Exporting Countries, 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 the targeted niche markets. This ambition is the driving force behind our customer-centred services, operational efficiency, and profitability. In order to realise these objectives, we have assembled the necessary blend of expertise, quality of service provision, excellent reputation, and a strong market position.

Independence

An international presence and brand recognition are the prerequisites for the continuity of our global service provision to clients. Kiwa aims to achieve this goal by operating as an independent authority with the best possible reputation in expertise, quality, innovation, and customer orientation. Our ambition is to achieve growth while remaining an independent company and without making any concessions in relation to quality. In other words, we will put all of our efforts into continuous growth and the development of new activities, while at the same time remaining a solid partner that creates quality, trust and progress.



Paul Hesselink, CEO Kiwa

"As a King of Niches and with widespread activities, Kiwa can move along with economic developments very well. On top of that, we optimize and expand to achieve our ambitious goals and strategy."

Proper conduct

Code of Conduct

Our corporate Code of Conduct sets out the basic principles that guide our activities and the activities of the parties we work closely together with. It is based on honest, responsible and respectful working methods that generate mutual trust. Thus,

- we are open, honest and always try to act fairly;
- we comply with legal, regulatory and licensing requirements;
- we do not tolerate any form of corruption whatsoever, whether direct or indirect;
- we always compete fairly in accordance with the standards of business practice;
- we respect the confidentiality of any information that has been disclosed to us;
- we pursue the highest standards of corporate governance as an integrated part of our business management;
- we comply with the requirements regarding impartiality, integrity and confidentiality that are imposed under the accreditations we have been awarded for testing, inspection and certification activities as laid down in our Kiwa Quality Manual.

Corporate Social Responsibility

Kiwa is an organisation operating at the heart of society; therefore we recognise the corporate social responsibility (CSR) we have in relation to the themes of People, Planet and Profit (or Prosperity), and towards our stakeholders. We are convinced that this is vital for both Kiwa's continuity and our contribution towards social improvement. We demonstrate our commitment to corporate responsibility with our portfolio, our conduct and our positive attitude towards corporate social responsibility themes. Furthermore, a growing number of Kiwa offices complies to Level 3 of the CSR Performance Ladder. A number of Dutch and Belgian offices already reached it in 2015, which makes us the first TIC company in the Netherlands and Belgium to reach that level.

People, Planet and Profit (or Prosperity)

CSR often converges around the 3 P's: People, Planet and Profit (or Prosperity). We want to be a partner that creates quality, trust and progress for our own staff, our customers and society as a whole. That is why we provide training and development services. A large and increasing part of our TIC portfolio is aimed at the improvement of quality, efficient energy usage and the protection of the environment. We strive to reduce waste, spills and inefficiency and to have a growing number of Kiwa offices certified to fulfill Level 3 of the CSR Performance Ladder. To safeguard our continuity and to stay profitable, we need to realise growth in terms of revenues and geographical spread. Our policies are aimed at achieving a solid financial foundation with a high satisfaction level for employees, customers, and shareholders, while at the same time ensuring there is enough room for the continued development of all Kiwa companies.

People

- We treat people with fairness, respect, and decency.
- We help our employees to reach their full potential by providing funding and facilities for training.
- We do not discriminate and we judge only on the ability to work effectively.
- We provide a healthy, safe and secure working environment.
- We aim the HR policies within our organisation at reaching a high employee satisfaction by providing optimal working conditions and opportunities for personal development.

Planet

- We contribute to the social and economic well-being of communities in which we are an employer.
- We ask our stakeholders for their advice about our CSR policy and take their interests into account.
- We always try to minimize the adverse environmental impact of our business operations.

Profit

- We prefer to invest our profits in the development of our company instead of paying dividends.
- We set our goals high and always try to reach the next level.
- We will never stop trying to improve – evolution instead of revolution.
- We behave properly and train our staff on e.g. competition compliance and correct business behaviour.



Kiwa Mission

We create trust by contributing to the transparency of the quality, safety and sustainability of products, processes and organisations as well as of personal and environmental performance.

Our office locations



- Offices
- Agents and franchises

Kiwa N.V.

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Europe

- 1 Belgium
- 2 Bulgaria
- 3 Denmark
- 4 Estonia
- 5 Finland
- 6 France
- 7 Germany
- 8 Italy
- 9 Latvia
- 10 Lithuania
- 11 The Netherlands
- 12 Norway
- 13 Poland
- 14 Romania
- 15 Spain
- 16 Sweden
- 17 Turkey
- 18 United Kingdom

Latin America-Caribbean

- 19 Brasil
- 20 Colombia
- 21 Costa Rica

- 22 Dominican Republic
- 23 Ecuador
- 24 Guatemala
- 25 Mexico
- 26 Peru
- 27 Paraguay
- 28 Chile

Asia-Pacific

- 29 Australia
- 30 China
- 31 India
- 32 South Korea
- 33 Taiwan

Middle East-Africa

- 34 Ethiopia
- 35 Morocco
- 36 South Africa
- 37 Tunisia

- Offices
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