



VEI ANNUAL REPORT 2025





VEI ANNUAL REPORT 2025

Mozambique – AIAS representatives explain to local water operators how to register a pump in the asset management system.



- ◀ Photo cover: Ethiopia – Conducting field measurements
- ◀ Photo left: Mongolia – The final evaluation workshop in Ulaanbaatar marks the successful conclusion of the WOP between VEI, USUG and MCA-Mongolia.

All pictures in this annual report are from the VEI database.

CONTENT

Editorial

04

About VEI

07

Results 2025

14

Director's report

18

Risk management

42

Financial statements

52

Independent auditor's report

77



WATER OPERATOR PARTNERSHIPS (WOPS) PROVIDE ROBUST SOLUTIONS IN CHALLENGING TIMES



2025 was a remarkable year for VEI. We celebrated our 20th anniversary during a festive week in June. VEI project managers from around the world reunited, reconnected and shared their experiences with each other. A true spirit to further increase our impact is present, hand in hand with partner water utilities. One of the memorable moments was the WOP-symposium which we celebrated with many WOP-friends, stakeholders and former employees. We shared memories and reflected on 20 years of change in VEI. And we concluded that VEI and the WOP-model are adaptive by nature, and contribute to the so much needed sustainability of water & sanitation services.

Our work and impact can only be achieved with support from the Dutch water utilities, and their employees specifically. Therefore, in this annual report the spotlight is on the many employees (short-term experts as we call them) of Dutch water utilities, who share their knowledge and know-how in the 65 Water Operator Partnerships globally. Just a few of these short-term experts are portrayed in this annual report to understand what they experience and what they learn when working abroad. And how they grow through this work professionally and personally.

A second pillar for success in VEI's 20 year history is the Water for Life Foundation. More than 40,000 individuals, hundreds of businesses and long-time partners such as Cees Kant Foundation, Rotary, Normec and AFAS Foundation donate to the Water for Life Foundation. The Water for Life board identifies and selects high-impact water & sanitation projects for the most vulnerable



globally, while VEI is mandated to implement these projects together with public utilities in 22 project countries. The infrastructures will be maintained and operated by those same public utilities, making the interventions highly sustainable. We sincerely thank all partners – specifically the Dutch Ministry of Foreign Affairs - who have made it possible to build stronger water & sanitation utilities and supported us to provide access to (improved) water and sanitation services for 904,900 - mainly vulnerable - people.

Please enjoy reading this annual report with the results that were achieved by the Water Operator Partnerships in 2025.

Utrecht, 28 May 2026
Toine Ramaker
CEO VEI B.V.



904,900 people

were supported by VEI in 2025
with access to sustainable water
services and sanitation



ABOUT VEI

Founded in 2005 by Dutch water utilities, VEI has grown into a globally active organization dedicated to strengthening public water operators. Through Water Operator Partnerships (WOPs), VEI collaborates with dozens of water utilities worldwide, sharing knowledge, expertise, and best practices to help partners become stronger, financially sustainable, and more resilient to climate change and crises.

Every year, VEI's work improves access to safe water and sanitation for hundreds of thousands of people, primarily in low-income communities across Africa, Asia, and Latin America. Through long-term partnerships, we aim to maximize impact for people living in poverty by enhancing the organizational maturity and operational processes of our partner water operators. Our approach combines peer-to-peer collaboration, training, technical assistance, and smart investments.

VEI B.V. is jointly owned by Vitens N.V. and Evides Waterbedrijf N.V., each holding a 50% share. On behalf of eight Dutch drinking water utilities and laboratories, VEI also implements their international Corporate Social Responsibility (CSR) program:

- Vitens
- Evides Waterbedrijf
- WML
- Waterbedrijf Groningen
- Brabant Water
- WLN
- PWN
- WMD



^ Photo above: Mozambique – Beneficiaries using a standpipe
 < Photo left: Uganda – Group picture at Ggaba Ggaba WTP





A PARTNERSHIP FLOWING FORWARD 20 YEARS OF COLLABORATION BETWEEN VEI AND THE WATER FOR LIFE FOUNDATION

Access to safe drinking water and sanitation is fundamental to public health, economic development, and social well-being. For nearly two decades, VEI and the Water for Life Foundation have worked in close partnership to strengthen water services for the most vulnerable worldwide. Since 2005, this collaboration has combined sustainable financing, technical expertise, and institutional capacity building to support water operators expanding access to reliable water services in low- and middle-income countries.

Rooted in the shared commitment of the Dutch water sector, the partnership reflects a complementary model in which financial resources, knowledge transfer, and long-term engagement contribute to sustainable and measurable impact.

A SHARED VISION

The Water for Life Foundation was established to mobilize voluntary contributions from customers of Dutch drinking water utilities and partners, to fund projects that improve access to water and sanitation globally. VEI, now working on behalf of 8 Dutch water utilities, supports water operators worldwide through Water Operator Partnerships, facilitating peer-to-peer cooperation and knowledge exchange.

The partnership between the two organizations developed naturally. Water for Life provides funding and public engagement, while VEI delivers technical assistance, operational support, and capacity development for local water utilities. This integrated approach enables projects to achieve lasting results by strengthening local institutions and ensuring sustainable service delivery. Over time, this model has proven effective in improving operational performance, expanding infrastructure, and building resilient water services that continue to function long after projects are completed.

CONTRIBUTING TO SDG 6

The collaboration contributes directly to Sustainable Development Goal 6 — ensuring availability and sustainable management of water and sanitation for all — as defined by the United Nations. Through long-term partnerships with local water operators, the organizations have expanded access to safe and affordable drinking water services, improved sanitation and hygiene conditions, strengthened utility performance and governance, and promoted efficient and sustainable water management. Increasingly, the partnership also prioritizes climate-resilient and inclusive water services that address emerging global challenges. By strengthening local institutions and supporting sustainable service delivery, the collaboration advances systemic and lasting progress toward universal access to water and sanitation.



◀ Photo: Bangladesh — Children enjoying water services



TIMELINE OF COLLABORATION

2005

– **Establishment of the partnership**

Following VEI's creation, the first initiatives were launched, with funding from the Water for Life Foundation supporting infrastructure, operations, and institutional strengthening.

2005–2010

– **Building operational foundations**

Early projects in Mozambique and Ghana focused on improving water systems, infrastructure, staff training, and organizational development.

2010–2015

– **Expansion of international activities**

The collaboration expanded to Kenya and Bangladesh, with a focus on operational efficiency, customer service, and sustainable utility management.

2015–2020

– **Scaling sustainable impact**

The partnership strengthened long-term sustainability by helping utilities reduce water losses, improve financial performance, and expand services, while local ownership and institutional resilience remained central priorities.

2020–Present

– **Addressing emerging global challenges**

Recent initiatives emphasize climate resilience, inclusive services, and sustainable urban water management, supporting universal access to safe drinking water.

PARTNERSHIP IN PRACTICE

Over the years, the collaboration has driven measurable improvements in water services by developing the capacity of local water professionals through technical training and operational support, upgrading and expanding drinking water infrastructure, optimizing operations to reduce water losses and increase efficiency, and strengthening institutions to enhance governance, financial sustainability, and service reliability. In Mozambique, these efforts have improved operational performance and expanded access to water services in rapidly growing urban areas for more than 600,000 people. In Ghana and Kenya, utilities have strengthened customer management and established Low-Income Customer (LIC) departments to specifically service low-income customers. While in Bangladesh, partnerships have enabled more reliable and inclusive urban water supply systems in areas that were excluded from centralized water delivery due to their informal status. These initiatives illustrate the partnership's guiding principle: sustainable impact is achieved by empowering local organizations and professionals from water utilities.



Photo: Tanzania – Pupils using school sanitation

Philippines – Working on water connections in Toledo for a Water for Life project




IMPACT AT A GLANCE


During more than 20 years of collaboration, the Water for Life Foundation and VEI have contributed to measurable improvements in water service delivery worldwide. More than 1.8 million people have gained improved access to drinking water and sanitation services. Through long-term cooperation, the partnership has advanced sustainable water service delivery through 201 projects across Africa, Asia, and beyond. Utilities have achieved significant reductions in non-revenue water and improved operational performance, while hundreds of water professionals have received training, reinforcing local capacity and expertise.

LOOKING AHEAD


As the Water for Life Foundation and VEI mark nearly 20 years of collaboration, their partnership continues to evolve in response to global challenges such as population growth, urbanization, and climate change. Building on a strong foundation of cooperation, both organizations remain committed to strengthening water operators worldwide and ensuring a future in which safe drinking water and sanitation are accessible to all. This long-term collaboration demonstrates the enduring value of strategic partnerships in delivering sustainable and meaningful impact

Photo right: Philippines – Newly installed water meters >


 **RESULTS OF 20 YEARS**
Water for life®

 **201 PROJECTS**
(completed and ongoing)

€24 MILLION FUNDRAISING 

 **1,815,250 PEOPLE**
provided with water and/or a toilet

3,264 CONNECTIONS 
to sanitation facilities

 **€24 MILLION SPENT**
and allocated to projects

18 COUNTRIES 

 **25,934 TOILETS**

106,474 WATER CONNECTIONS 



VEI Annual Report in Numbers

RESULTS 2025



INFOGRAPHIC
VEI IN NUMBERS
2025

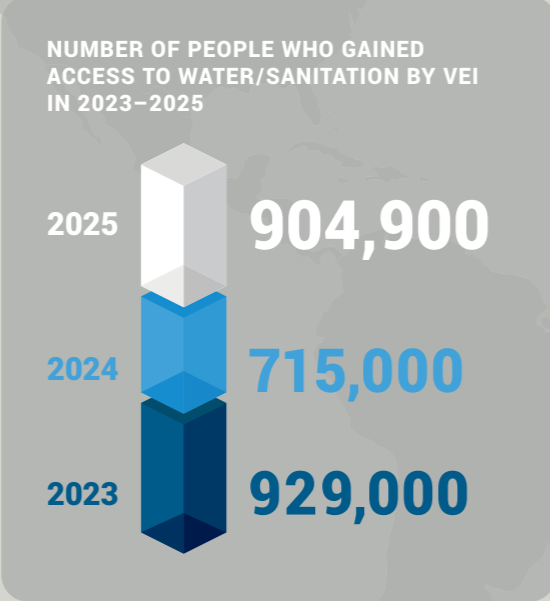
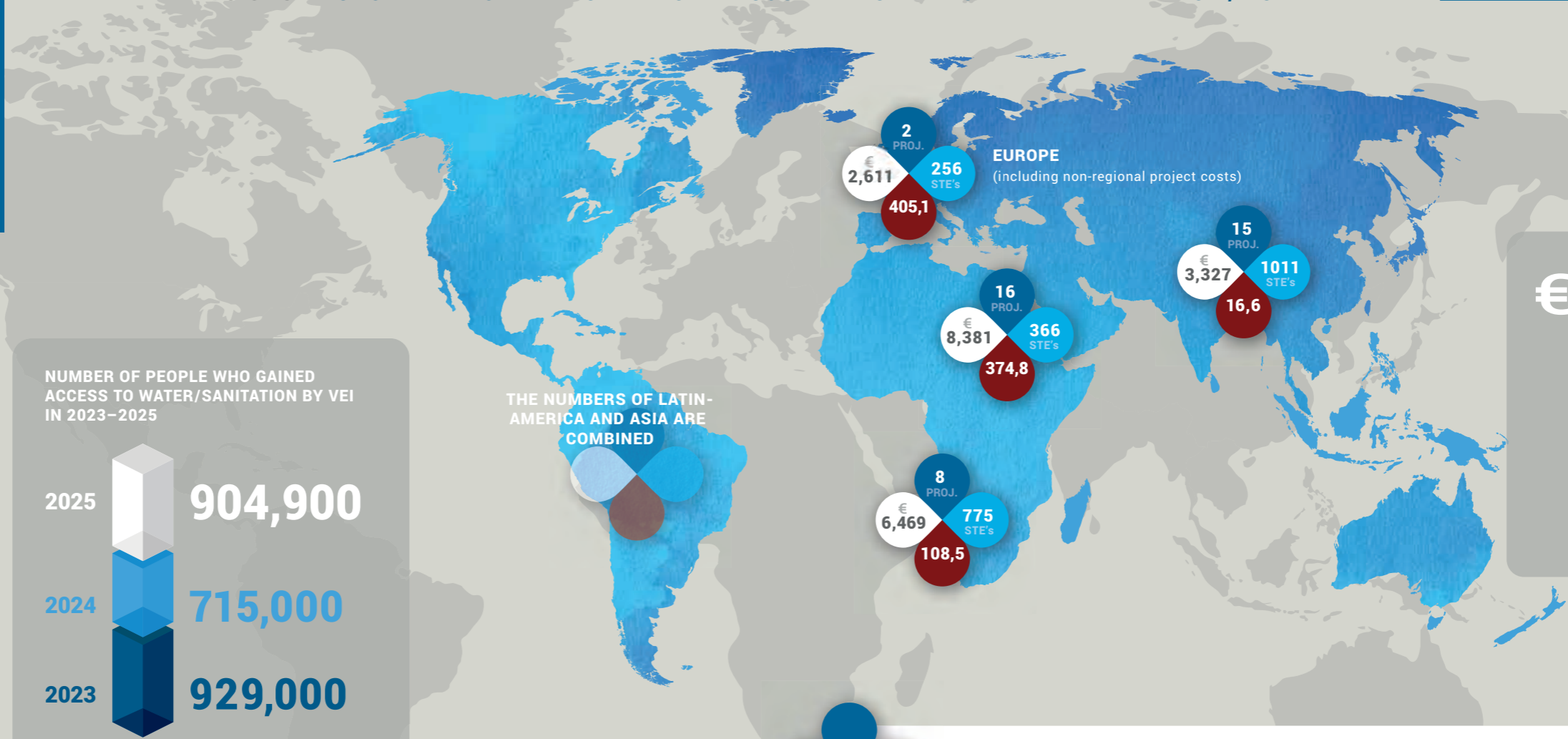
Since the foundation of VEI in 2005, millions of people gained access to water or sanitation services.



This picture shows per region: costs of operations, the number of active projects, number of peers/expert (days) and SDG results.

4 REGIONS: EUROPE NORTH-EAST AFRICA SOUTH-WEST AFRICA LATIN-AMERICA / ASIA

WORLDWIDE ALMOST 1 BILLION PEOPLE STILL LACK ACCESS TO WATER AND/OR SANITATION



THE NUMBERS OF LATIN-AMERICA AND ASIA ARE COMBINED



4 SUBJECTS PER REGION:

NUMBER OF PROJECTS

COSTS OF OPERATIONS in € x 1.000

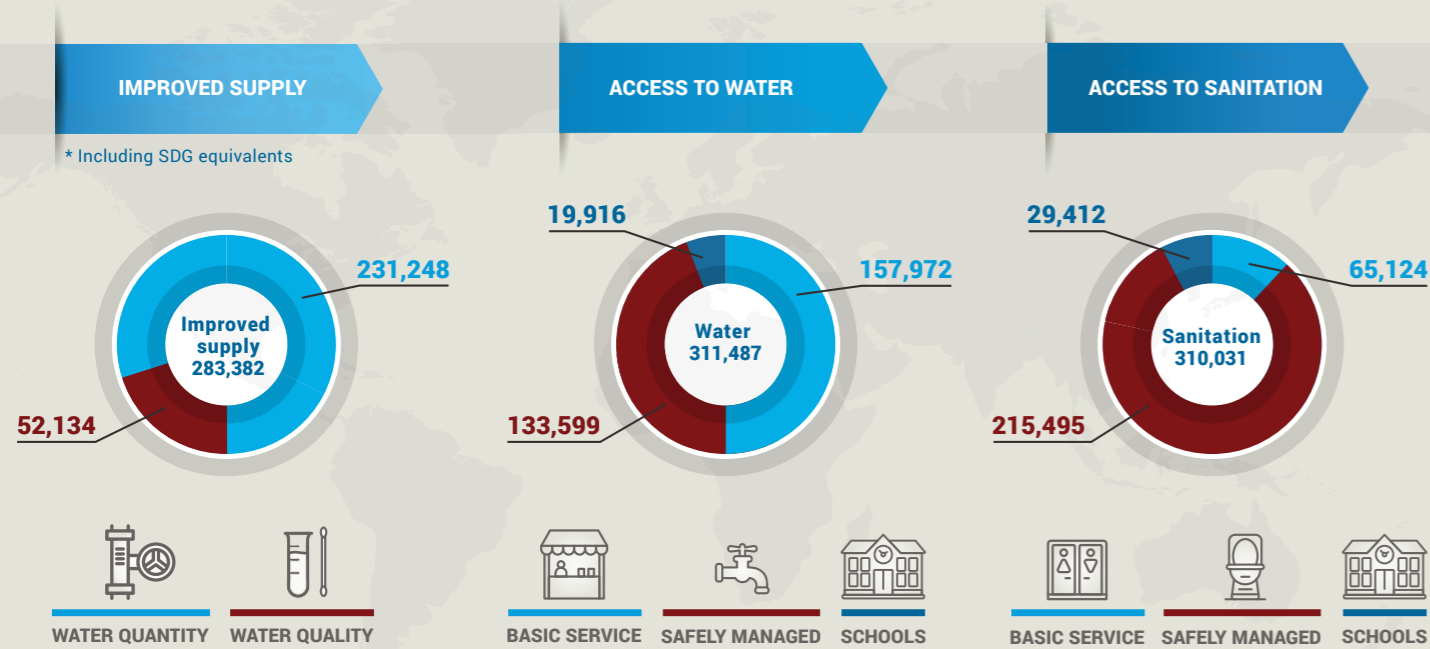


IMPACT ON PEOPLE (SDG6) x 1.000



NUMBER OF STE'S (Short Term Expert)

#PEOPLE WHO RECEIVED IMPROVED WATER SUPPLY AND GAINED FIRST TIME ACCESS TO WATER AND SANITATION (904,900)



Kenya – Beneficiaries attending an awareness campaign for new connections



DIRECTOR'S REPORT

LOOKING FORWARD TO THE NEXT 20 YEARS



In 2025, VEI worked with more than 60 Water and Sanitation Service Providers in Africa, Asia and Latin America to improve access to water and sanitation services. In our WOPs, 125 experts worked with their peers to improve working processes and they prepared and implemented investments. In 2025, VEI directly financed access to water and sanitation services to 904,900 people. This means that we are now ahead of our scheduled SDG realization and most likely will surpass 11.5 million people in 2030.

The WOP-portfolio translated into a turnover of € 22,8 million and a positive result (after tax) of € 77,000, reflecting continued confidence from donors and partners. The positive result over 2025 will be added to the reserves. VEI's solvency, expressed as shareholders' equity in relation to the balance sheet total, was 9% (compared to 13% in 2024). The decreased turnover

is caused by big projects that were finalized in 2024 and new projects started later in 2025. The decrease of the solvency has been caused by higher total assets and liabilities and the negative result over 2024. The company's liquidity, expressed as current assets relative to current liabilities, was 1.10 (compared to 1.16 in 2024). Finally, no unforeseen items of extraordinary expenditure had to be accounted for in 2025 or influenced future expectations.

For 2026 we expect a stable number of employed staff and moderate investments are expected related to the new office. The portfolio for the coming years is stable, provided WaterWorX phase 3 program will be approved by the Dutch government. In phase 3, we expect to continue our current WOPs and explore opportunities in priority countries as indicated by the Dutch Government. This also means that we need to transition in non-priority

◀ Photo: Bangladesh – Development of a well in Dhaka

countries and explore opportunities for new funding and funding mechanisms, necessary to continue our partnerships. Therefore, tailored strategies will be developed in these countries.

In 2025, the impact and sustainability of the WOP model has caught the attention of new funders and has resulted in positive changes in our portfolio.

First of all, we responded to the increasing interest of impact foundations to work with public water utilities. In Ethiopia, a first collaboration was started and follow-up is expected in 2026. The purpose of the project was to provide technical assistance to the Government of Ethiopia and rural water utilities to improve reliability and sustainability of rural water services for rural communities in the Amhara region.

Our collaboration with Inter-American Development Bank (IDB) in Colombia has been renewed and extended to Bolivia. The VEI contribution primarily involves knowledge transfer to support the broader IDB investment programs. This collaboration is precisely what VEI has been advocating for; to increase the impact and sustainability of investments, a capacitated water utility is key. This approach is now also discussed with Worldbank and AFD.

We are closely cooperating with GWOPA (under the umbrella of UN-Habitat), who promotes the WOP-model globally. In 2022, VEI acquired GWOPA funding for five projects in Ethiopia, Uganda, Tanzania, Ghana and Bangladesh, as part of the EU WOP window. All five projects have finalized their activities. In 2025, a new EU WOP call was launched and we currently expect to kick-off four new projects in 2026.

Our Dutch partners



Last – but not least – the Urban Water Catalyst Initiative (UWCI) turnaround facility has been established. The UWCI is a joint initiative of GIZ, KfW and WaterWorX/VEI. 7 utilities (including four WOP partners of VEI) have been selected to lay the foundations to start working towards creditworthiness and bankability.

CONTINUED SUPPORT FROM DUTCH WATER UTILITIES AND WATER FOR LIFE FOUNDATION

VEI exists through the continued commitment of the Dutch water utilities; Vitens, Evides Waterbedrijf, WML, Waterbedrijf Groningen, PWN, Brabant Water, WMD and WLN (Dunea as from 2026 and Oasen as from 2027). They provide expertise, legitimacy and operational strength that enables VEI to function as WOP partner internationally.

They allow VEI to translate Dutch water sector knowledge into sustainable improvements in water and sanitation services of our WOP partner utilities. Moreover, their financial and in-kind contributions enable VEI to mobilize additional resources from institutional donors, including the Netherlands' Ministry of Foreign Affairs and thereby multiplying the impact of the Dutch water sector worldwide.

The Water for Life Foundation is a second back-bone for VEI, through which Dutch drinking water customers, businesses and institutional partners can contribute to create access to water and sanitation. The Water for Life Foundation assigned VEI to design, prepare, implement and monitor water and sanitation projects for vulnerable residents in low-income areas of our partner utilities. The WOP utility operates and maintains the newly built infrastructures, ensuring that the infrastructures remain functional over time. In 2025 fundraising for the Water for Life Foundation accumulated to almost € 1.7 million. Developments and results in 2025 are further discussed in three ESG areas: Environmental, Social and Governance.

INTERNATIONAL INSTABILITY

Despite the enormous support of partners and financiers, and the positive impact that we have achieved in 2025, the geo-political instability does not leave VEI and its WOP partners unaffected. Several elections in the project countries have turned into social unrest, urging VEI to (temporarily) slow down its support with short-term experts and project managers preventatively leaving the country. Several conflicts impact international travel routes, making tickets more expensive. Also, the impact of (trade) wars and tariffs have a negative impact on the economies in the Global South. Cost of living increase, including prices of water supply materials, and create

Photo: Bangladesh – Working together with the Dhaka WASA staff to solve problems ➤

enormous challenges for water utilities to cover for their operation & maintenance, as well as to collect sufficient revenues from cash-strapped customers.

ENVIRONMENTAL

In 2023, VEI received a significant budget increase for climate in the WaterWorX programme from the Ministry of Foreign Affairs. Under this program, we work along three workstreams:

- **Climate Adaptive People** – reducing vulnerability to climate shocks and extreme weather events
- **Climate Adaptive Utilities** – strengthening utilities through climate risk assessments and future planning
- **Climate Resilient Infrastructure** – implementing investments that protect infrastructure and water resources, combining grey and green solutions

As 2026 marks the final year of this additional climate program, implementation has been the primary focus during 2025. Projects across the full climate resilience spectrum are now being developed and executed. These range from circular wastewater solutions and fecal sludge management (Nakuru, Kenya) to catchment restoration initiatives (Mulunguzi Catchment, Malawi). The diversity of interventions has generated valuable lessons learned, significantly strengthening our portfolio and institutional expertise.

Key initiatives include:

1. **Borehole regeneration.** A mobile borehole regeneration unit was acquired through the Climate Action Fund in partnership with the National Water and Sewerage Corporation in Uganda. The mobile equipment enables the utility to regenerate boreholes





This table shows the carbon footprint of VEI operations >

CO₂ footprint (tonne)

	2019	2020	2021	2022	2023	2024	2025
CO ₂ footprint	2,507	1,036	880	1,569	1,572	1,624	1,525
CO ₂ compensation	0	0	0	134	609	0	1,525
Net emission	2,507	1,036	880	1,435	963	1,624	0

without requiring regeneration equipment to be installed on site, making it possible to rehabilitate even very remote boreholes efficiently. To date, nine boreholes have been regenerated, resulting in an average capacity increase of **63%**, sufficient to supply **2,215 people** with reliable water services. The impact will increase significantly as the regeneration continues on a national scale.

- Bulawayo, Zimbabwe** often suffers from water shortages due to droughts. With support of the Climate fund and a water resources expert from a Dutch water utility, **new groundwater resources** were explored. This research shows that groundwater can be a reliable source in Bulawayo. In 2026 investments are planned to add new boreholes to the water supply system.
- The IWRM4WASH project**, funded by the Netherlands Embassy in Addis Ababa, implemented landscape restoration, tree planting, and soil conservation measures across **837 hectares**, helping to protect water resources for drinking water supply to residents of Addis Ababa. The IWRM4WASH project is continued with WaterWorX funding into other catchment areas in Ethiopia.

- Catchment protection** – upstream interventions – such as pollution and abstraction - become a challenge downstream creating cost and risks for water utilities. Catchment protection is essential for delivering safe water. Therefore, VEI is partnering with the **Blue Deal programme** (through WaterWorX) and the **Nature for Water Conservancy**. Currently we are cooperating in Malawi and Indonesia and aim to extend our cooperation to other catchments.

VEI developed a strategy to become carbon neutral in 2026, aiming at reducing the carbon footprint with 10% and off-setting the remaining carbon footprint through self-generated carbon credits.

In 2019, a first carbon footprint baseline was set: 2,507 tCO₂. The footprint reduced from 2,507 tCO₂ in 2019 to 1,525 tCO₂ in 2025. This reduction (-39%) over the course of six years is related to the increased emphasis on working in hybrid forms, promoting online work assignments and critically assessing the necessity of (air) travel. The remaining carbon footprint will be compensated with self-generated carbon credits.

Bolivia – Joint water treatment plant inspection



VEI managed to develop carbon credits in our WOP in Tanzania. These credits are generated by residents who stopped boiling their water (with wood, charcoal) after they have been connected to the utility water network. In 2025, VEI decided to use these carbon credits to fully compensate its carbon footprint, one year earlier than planned. This can be regarded as a milestone as VEI now operates carbon neutral. The surplus of generated carbon credits will be sold and revenues will be ploughed back into new WASH projects for the most vulnerable people.

VEI is also supporting partner utilities to become climate resilient and reduce their carbon footprint. Climate resilience and energy efficiency are more and more included in WOPs.

Energy efficiency and carbon reducing interventions

As part of the WOPs we conduct energy audits that lead to subsequent investments. In 2025, an eye-catching development is the **upgrade of the briquetterie in Nakuru, Kenya (Nawasscoal)**. The original facility was constructed with EU funding, with VEI and SNV providing technical assistance. A major expansion is now being implemented through a new fecal sludge treatment plant financed under the WaterWorX Climate Adaptation Fund, increasing the treatment capacity and enabling larger-scale briquette production. The stabilized and dried sludge produced at the fecal sludge treatment plant is blended with carbon-rich materials to create renewable cooking fuel, forming a circular solution that links sanitation and clean energy. Under the 2035 improved growth scenario, briquette production could exceed 31 tonnes per day and could deliver approximately 30,000 tonnes of net CO₂ emission reduction annually, after accounting for electricity use in treatment and production of briquettes. By replacing charcoal, the initiative reduces pressure on forests and associated production emissions, while improved sludge treatment

Malawi – Developing a roadmap for implementing onspot billing at SRWB, led by an IT expert



prevents uncontrolled disposal and related methane emissions. Together, these investments demonstrate how climate adaptation funding can generate substantial mitigation co-benefits through integrated sanitation and circular economy solutions.

Solar panels to reduce CO₂ emissions and become more resilient

In several countries the installation of solar panels has been supported. Two examples are:

- Aba Samuel Water Supply System Ethiopia**
The Aba Samuel Water Supply system, providing water services to approximately 15,000 people, is currently entirely operating on solar energy. We installed a 26 kW photovoltaic system running an average of eight hours per day. This replaces diesel- or grid-powered pumping and avoids an estimated up to 53 tonnes of CO₂ emissions annually. Beyond emissions reduction, the system strengthens climate resilience by ensuring water access during droughts and fuel supply disruptions, while reducing operating costs, air pollution, and environmental risks.



Zimbabwe – Reservoir cleaning in Bulawayo



■ **Solarized treatment and distribution for Remote areas in the Phillipines**

Solar PV systems were installed at Ayungon, Balamban, Carcar, and Toledo City Water Districts, in the Phillipines. In addition, a 7.5 hp solar-powered pumping system was implemented at Dalaguete Water District to ensure a reliable water supply to low-income consumers and public schools in remote areas. Together, these installations represent approximately 130 kW of solar capacity. The systems are estimated to generate 247 MWh of renewable electricity annually. This corresponds to an estimated 170 tonnes of CO₂ emissions avoided per year. Beyond emissions reduction, the systems reduce operational costs, improve energy security, and enhance the resilience of water services, particularly in areas vulnerable to typhoons and power disruptions.

As from 2023, (larger) companies in Europe will need to assess and disclose information about their environmental impact, under the EU Corporate Sustainability Reporting Directive (CSRD). CSRD reporting includes assessments of the water footprint. It is expected that in the coming years, parallel to carbon credits, a new market for water footprint compensation will develop. This could be an opportunity for VEI to offer water compensation projects and mobilize funding for WOP partners. Therefore, VEI continued to support the 'Coalition of the Willing', initiated by the Water Footprint Implementation network (WFI). This Coalition actively supports the development of trusted water footprint assessment and compensation methodologies, as well as the development of a platform that will connect organizations who seek for water compensation projects and organizations who offer water compensation opportunities.

SOCIAL

Connecting the urban poor

Funding raised through the Water for Life Foundation, in combination with the contribution of local partners and the WaterWorX basic services fund, provided the basis for connecting 904.900 people in 2025, mainly in low-income areas. Twice per year WOP partners are supported by VEI to develop and submit proposals that focus on connecting the urban poor and improve WASH services in public schools, market places and health centers.

Crisis resilience for impact

Climate change, urbanization and poor services make people vulnerable for crises. VEI supports WOP partners to prepare for and respond to crises. For example through developing water safety plans and emergency response plans.

In 2025 4 WOP partners in the Philippines were hit by earthquakes and typhoons, damaging houses, facilities and infrastructures. The developed emergency response plans made them respond and restore the water supply quickly. In addition, VEI established an emergency fund of € 60k to repair damaged infrastructures.

Another example that showcases our work in crisis resilience is Zambia. Zambia faces annual cholera outbreaks with devastating impacts. In Zambia, crisis resilience experts from the Netherlands work with counterparts and financial support by the Dutch Disaster Risk Reduction Surge & Support (DRRS). The team developed a cholera preparedness simulation game and provided training to support all 11 water utilities in Zambia to manage a utility during cholera outbreaks. It is the ambition to also organize this training with utilities in other countries.

Photo: Mozambique — Scenery



Local teams

Continuous efforts are made to build and capacitate stronger local teams, to ensure longer term sustainability of the WOPs. Where possible, experts from WOP partners implement assignments in neighboring water utilities (South-South collaboration), in addition to the deployment of Dutch water experts. Also, VEI offers trainings, scholarships and opportunities to contribute to conferences for local staff.

To further map different features of local staff a new Personnel app is being developed. This app will support VEI in developing HR-policies and interventions for local staff but also will explore the potential of our colleagues in terms of their knowledge and experience that can be deployed in projects.

Young Experts and internships

Building the next generation of water professionals. Worldwide, the water sector faces a growing capacity and skills gap. By engaging young experts and interns, VEI helps to develop new talent with hands-on experience in utility processes.

In 2025 two interns of the University of Utrecht worked on an evaluation of the constructed assets by Water for Life. This resulted in concrete lessons for new projects and improvements that can be made to sustainably improve the water and sanitation services.

VEI is collaborating closely with the Dutch YEP programme, to mobilize and improve skills of young experts who support the implementation of WOPs. The tailor made programme experts working in the WOP partner utilities are also supported.



Knowledge management and continuous learning

VEI's core activity is knowledge sharing based on peer-to-peer collaboration. To facilitate the knowledge level of experts, several activities are implemented to support the learning agenda. Tangible examples are the expert groups -called Communities of Practice – where knowledge is shared between experts.

Impact stories and best practices are annually developed with the purpose to show impact, as well as to share knowledge with other projects in WOPs.

VEI is participating in conferences and congresses and organizes sessions to showcase achievements, shares lessons and promotes the WOP model within the WASH sector worldwide. In 2025, VEI jointly organized sessions with other partners as TNC and Blue Deal during IWA Bangkok and AFWASA in Kampala.

Team building and shared values

VEI staff participates in teams at head office as well as in regional teams. Team meetings are used to share progress and align Strategy 2030 with annual plans. In 2025, VEI staff from around the world gathered for an intensive team week in the Netherlands, to celebrate VEI's 20th anniversary and the launch of the updated Strategy 2030.

Aligned with the development of VEI's new Strategy 2030, shared values have been defined in cooperation with the teams. A process to integrate shared values in our work has been agreed on.

Health and Safety

In addition to the already existing firm support on health and safety issues, health and safety plans are updated on country level annually. Also, a start was made to

internally review the Health and Safety processes, which will be completed beginning 2026. We will follow the OTO-method: Opleiding (education), Training and Oefening (Exercise). As part of this review it was decided to log health & safety incidents for improvement and learning purposes.

Given the complex work environment, the well-being of our employees, and the VEI organization at large, gets due attention. As part of this ongoing effort a new onboarding for project managers will be implemented in 2026.

VEI has a confidential advisor to provide the opportunity for employees to discuss sensitive issues or flag unwanted behavior. The confidante was consulted once in 2025.

Employee involvement

All teams, including regional teams, organize team meetings to discuss progress towards strategic objectives in line with annual plans. In addition, this enables a platform to raise questions and share lessons between projects that supports the continuous learning cycle of VEI.

Twice per year employee meetings are organized to discuss the progress towards strategic objectives and employees can give feedback about what they find important for VEI to remain a relevant organization. These meetings are combined with informal outings.

Relocation of the office

In 2025, preparations started to relocate the office. It was decided to move within the same building in Utrecht. The building offers more space and accommodates working stations for silent working and online meetings. Given the not-for-profit nature of VEI, the office design balances between a representative office with

The Netherlands – Zambian water utilities visited Waterbedrijf Groningen's water treatment plant 'De Punt' to learn how Daphniae are used for intake water quality monitoring. They are considering similar measures to deal with pollution in their catchments (\$9M AfDB-CAW program)



sustainable materials and costs. The design process was accompanied by a team with 4 VEI employees. The office will provide more privacy but also offers opportunities for employees to socialize and be productive. The office will also be used as a meeting center for Dutch water utilities. This forms part of VEI's strategy to create more interaction with Dutch water utilities.

GOVERNANCE

Risk management and transparency

VEI continuously works on accountability and transparency towards its donors. In addition to the regular financial audits, several content-focused and risk-based reviews are implemented, internally and externally.

Internal project controls include quarterly business reviews, to assess financial progress, progress in results, risks and Requests for Change. This monitoring process is supported by an integrated and easy to access dashboard in PowerBI which provides per project, program or country, in one overview, necessary steering information for management to monitor and assess project performance.

VEI continuously assesses its country-list and follows safety advice of the Netherlands government. VEI's presence is always weighed against criteria such as safety, institutional set-up of the water sector (WOP potential), SDG6 potential, availability of financial resources and scaling potential. In 2025, VEI decided to start working in Jordan and Bolivia based on these criteria.

Annually, a risk assessment is performed and counter-measures implemented. Important documents such as health & safety plans, compliance, code of conduct and labour conditions are reviewed and updated where necessary.

External reviews and evaluations

Externally, several reviews are conducted, e.g. for projects in the Fund Sustainable Water program (funded by the Netherlands Enterprise Agency, RVO) and embassy funded programs. In 2025 the end of a long engagement with the FSW-program was concluded with the successful finalization of the FSW projects in Rwanda and The Philippines. Lessons learned of the more than 10 FSW projects were summarized in a special report that VEI and RVO jointly developed.

For WaterWorX, the preparations for the End-Term Review of phase 2 started. The recommendations will feed the design of the WaterWorX phase 3 program. Based on new auditing requirements by the Ministry of Foreign Affairs WaterWorX-3 needs a complete overhaul of the financial design principles. VEI has successfully included these requirements into the future budgets, though this process was time-consuming.

To learn, but also to better quantify and describe the longer-term sustainability of the projects, VEI evaluates the implemented Water for Life projects frequently. In 2025, intensive surveys were done for schools in Tanzania, projects in Mozambique (focus on payment behaviour) and Kenya. Necessary repairs are funded by Water for Life, WOP utility partners and VEI.

Stakeholder engagement

VEI balances the interests of its shareholders in the Netherlands, the WOP partners in 23 project countries and the donor community. To this end, VEI has two shareholders' meetings per year and engages Dutch water utility partners once per year in a dedicated session. As from 2025, a seventh Dutch water utility has joined VEI as a partner: WMD. Whereas collaboration with Dunea and Oasen have been increased on a operational level.

In 2023, an advisory council was established for the WaterWorX programme to consult and discuss the developing needs of WOP partners. The donor community is updated regularly through consortium meetings, formal and informal project and programme updates. In addition, many of the WOPs have established a steering group committee in which progress and overall suggestions are discussed.

Internal governance aligned with Strategy 2030

Aligned with the updated Strategy 2030, a Business Development Committee (BDC) was established to improve internal coordination and coherence with regard to building the WOP portfolio. This is combined with the development of three knowledge themes which play a pivotal role in strengthening WOPs; climate, sanitation and crisis resilience. The BDC has proven its added value in 2025 with new types of projects and donor financing, amongst others through philanthropy funding.

It was also decided to create a new department (People & Partnerships Department, PPD) which integrates all functions and activities dealing with Dutch water utilities. This will create synergies and improved cooperation between the VEI employees and will likely create intensified collaboration with the Dutch water utilities and will improve the added value of VEI activities.

Tanzania – Checking a water connection





GLOBAL EXPERTISE, LOCAL IMPACT: VEI SHORT TERM EXPERTS IN ACTION

SHARING KNOWLEDGE, STRENGTHENING WATER UTILITIES, AND IMPROVING ACCESS TO SAFE DRINKING WATER ACROSS THE WORLD

In 2025, VEI further strengthened its international collaborations through the work of Short Term Experts. These professionals combine (technical) expertise with hands-on experience and a commitment to knowledge sharing, supporting water utilities in diverse and often challenging contexts. Through their missions, they help improve infrastructure, data management, and service delivery, while also fostering human connections and cross-cultural learning. In the following interviews, Renee van de Maat, Kim Langenberg, and Jan Bart Hartman share their experiences, illustrating the impact of collaboration and the personal growth that comes from working across cultures.



INTERVIEW

IMPROVING WATER SERVICES IN DHAKA RENEE VAN DE MAAT / EVIDES WATERBEDRIJF

For over 10 years, the Dhaka Water Supply and Sewerage Authority (DWASA) and VEI have collaborated through a Water Operator Partnership (WOP) to improve water services for the people of Dhaka. This long-term partnership has primarily focused on technical improvements to strengthen service delivery. In 2023, the project expanded the partnership's approach by

introducing communication and data management as tools to amplify technical improvements. The project explored how DWASA could better use incoming data and how communication could contribute to its vision of becoming the most customer-friendly service provider.

Key priorities and actions

following a week of in-depth interviews with DWASA staff and stakeholders, two main priorities emerged to develop customer oriented services:

- Internal awareness: promoting the use of the Sustainable DMA Management Tool (SDMT) system across the organization
- External awareness: using social media to encourage responsible water use

◀ Photo left: Bangladesh – Renee van de Maat on her first Short Term mission



Three workshops were held using the AIDA communication model (Attention – Interest – Desire – Action) to structure messages that would increase awareness and support data collection. The workshops combined knowledge transfer with hands-on exercise, allowing participants to create messages that immediately could be applied by the WOP team.

Personal motivation

Renee was born in China during a period of rapid development, sparking a lifelong fascination with different cultures and emerging economies. With a master's degree in Economics, specializing in development economics, she has always been passionate about contributing to international development alongside her professional work. Joining a Dutch water company initially seemed to require setting aside this international focus. However, becoming a Short Term Expert allowed her to combine both passions—water management and international development—offering the best of both worlds.

Learning and impact

The assignment provided valuable insights into drinking water production in challenging contexts and demonstrated the importance of communication in supporting technical improvements. The project strengthened both internal data use and external engagement, contributing to DWASA's broader goal of becoming a more customer-focused utility.

Human connections and local insights

Engaging with local communities in Bangladesh was one of the most memorable aspects of the project. The warmth, hospitality, and resilience of the people were extraordinary. Meeting individuals facing significant challenges—such as Kamal, unsure where he would sleep; Sonja, striving to feed her child; and Kahadjia, caring for two young children in a partially flooded hut—provided a profound perspective on the daily realities of life without reliable water access.

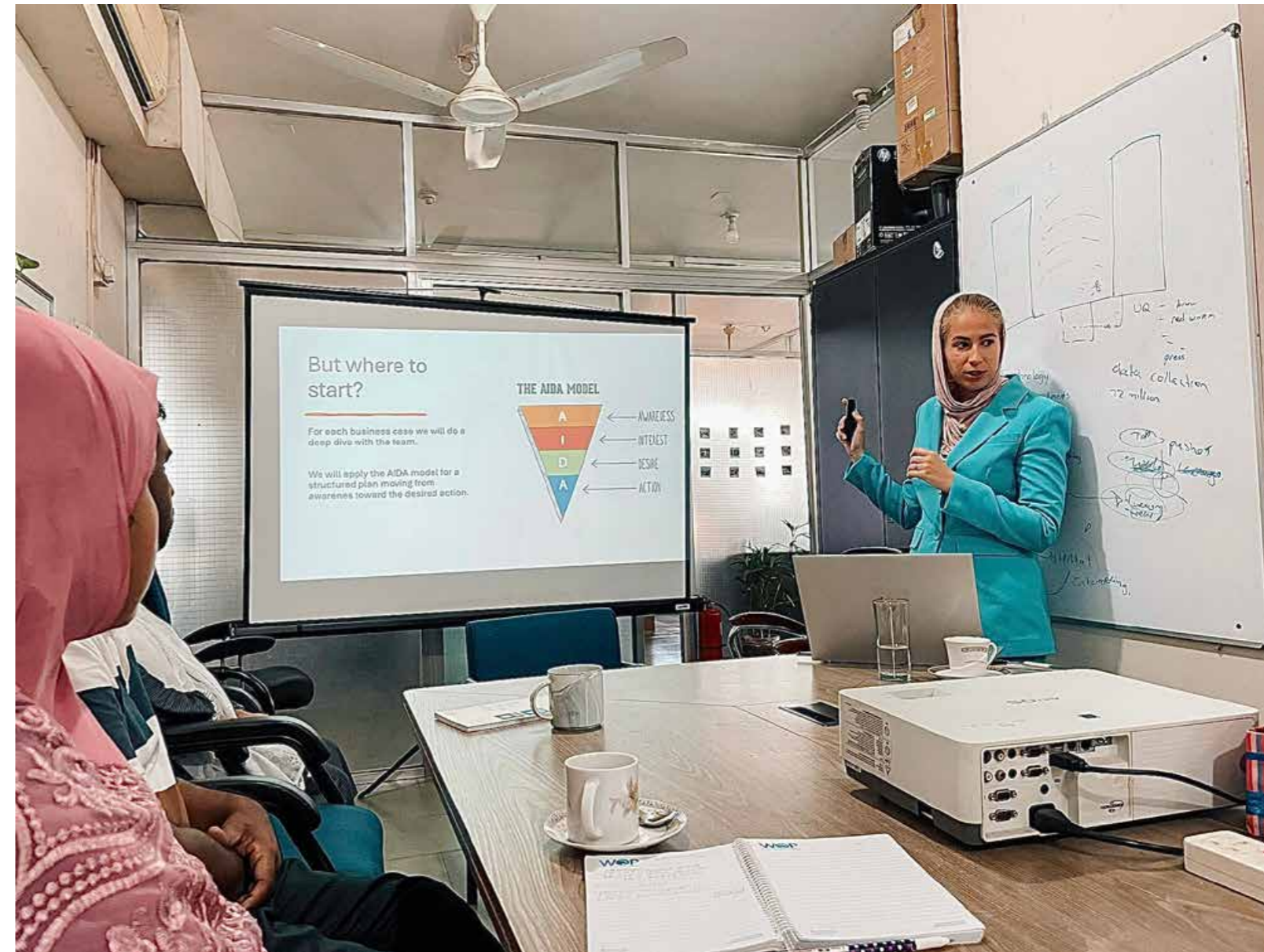
These experiences highlighted the human impact of water services and reinforced the meaningful role of WOPs in strengthening institutions and improving quality of life.

Looking ahead

The project not only advanced technical and communication capacities but also demonstrated the value of hands-on collaboration between international and local teams. The lessons learned and connections made continue to inspire VEI's work worldwide. The team looks forward to continuing engagement in Dhaka, with follow-up missions planned to further support DWASA in its journey toward excellence in water service delivery.

“This mission changed me at my core, revealing how powerful it is to stand beside communities fighting for something as fundamental as safe water.”

Bangladesh – Short Term Expert Renee van de Maat delivers a presentation in Dhaka





INTERVIEW

STRENGTHENING GIS CAPACITY IN ZIMBABWE
KIM LANGENBERG / PWN

“I have travelled to Zimbabwe three times as part of VEI’s collaboration with local water utilities. During these missions I visited the utilities in Bulawayo, Harare and Mutare. The first mission mainly focused on introductions and an initial assessment: what systems were already in place and what level of GIS knowledge and experience was available within the utilities?”

This initial exploration helped us identify opportunities for strengthening the use of GIS within the organizations. During the following missions, the focus shifted more to the utility in Mutare. There, I worked closely with the GIS team to further develop their capacity and support the setup of a functioning GIS environment that can support daily operations and long-term planning.”

Demonstrating the value of GIS for water services

“An important part of the work was not only technical support, but also demonstrating the added value of GIS for drinking water services. Reliable geographic information helps utilities better understand their networks, plan maintenance, and make more informed operational decisions.

Through presentations and inspiration sessions, we discussed the possibilities of GIS and how it can strengthen water management. At the same time, the missions were very hands-on. We worked directly in the systems together, configuring environments, organizing data and documenting the different steps. Certain tasks, such as server installations or setting up a new GIS structure, are not activities that happen every day. Working side by side on location therefore provides valuable opportunities to learn together and build practical experience.”

Continuous collaboration and knowledge exchange

“The cooperation does not stop after the missions. Every month we stay in touch through Teams meetings, where we discuss progress, challenges and next steps. This combination of on-site support and remote collaboration helps to ensure that the knowledge gained during the missions continues to grow within the organization. For me personally, the missions have been a unique experience. I love travelling and meeting new people, and the opportunity to do this through my work with GIS was one I simply could not refuse. It also pushes me to step outside my comfort zone from time to time, which keeps me sharp and helps me grow professionally.”

Zimbabwe – Inspiration session with the local GIS-team



Learning from resilience and dedication

“What impressed me most during my time in Zimbabwe is the resilience and dedication of my colleagues in the utilities. Despite limited resources and occasional setbacks, the teams remain motivated and focused on improving their services for the communities they serve. I have gained a great deal of respect for my Zimbabwean colleagues. Their positivity and determination, even in challenging conditions, are truly inspiring.”

A broader perspective

“The experience also puts things into perspective. In the Netherlands, many systems and processes are well organized, even if we sometimes take them for granted. What I take away from Zimbabwe is the importance of recognizing progress, even when it comes in small steps. Focusing on what is moving forward can be far more powerful than concentrating on what is not yet possible.

For colleagues who are considering participating in an international mission, my advice would be simple: do not be afraid to step into the unknown. VEI provides strong support, and the people on location genuinely appreciate your presence and knowledge. It is a special experience and a true opportunity to learn from each other.”

“Maps show where we are; collaboration determines where we go.”

Zimbabwe – Group photo of the local GIS-team





INTERVIEW

SHARING KNOWLEDGE TO STRENGTHEN WATER UTILITIES WORLDWIDE

JAN BART HARTMAN / VITENS

Working as a Short Term Expert has given me the opportunity to apply my experience in water infrastructure and investment planning in many different parts of the world. My first assignment was in Suriname, where I worked with the national water company SWM as an investment expert and project manager. The project focused on preparing and tendering an expansion plan for groundwater well fields. This included the procurement of a drilling machine and training SWM's drilling team. The tender was ultimately awarded to Royal BAM Group, which drilled more than 50 wells in several phases and trained the local team to operate the equipment. Later, I also supported the construction and expansion of seven production sites in Suriname.

After Suriname, my work continued in several other countries, including Ethiopia, the Philippines, Malawi, Mongolia and Romania. In Ethiopia, particularly in the Oromia region, I worked with VEI project manager Wonde Hirpa on developing investment plans and strengthening technical capacity. I provided training on asset management, project management, maintenance of pumping wells and the protection of water catchment areas. In addition, I organized several shipments of pumps and other water supply materials to support local infrastructure improvements.

Learning together

In my experience, effective knowledge transfer always starts with listening. Understanding the questions and challenges that colleagues face is essential before developing training or proposing solutions. Together with local teams, we then develop improvement or investment plans. By working on these plans together, the solutions become realistic and widely supported. They can often be implemented using local resources and fit well within existing working practices.

One example is the expansion of drinking water production capacity in several Ethiopian cities, including Adama, Ambo, Bishoftu and Modjo. In addition, projects supported by the Water for Life Foundation helped improve water access in low-income areas of these cities. These projects are particularly rewarding because of the strong involvement of both local water utilities and community members.

Practical solutions in times of crisis

Another initiative I am proud of, took place in the Philippines. We arranged the shipment of around 200 portable water bags with hand pumps that had been taken out of service in the Netherlands. After severe typhoons and earthquakes had damaged water infrastructures, these systems made it possible to quickly restore small-scale drinking water supply in affected areas in the Philippines.

Photo: Ethiopia – Beneficiaries using a Water for Life standpipe



A broader perspective

For me, becoming a Short Term Expert was partly about adventure - discovering new countries and cultures - but also about using my knowledge and experience to help improve access to safe drinking water where resources and expertise are limited.

The experience has given me a more nuanced view of the world. It reminds me not to complain too quickly and to appreciate the opportunities we have. It has also brought me many valuable contacts - colleagues and friends in different parts of the world.

Lessons that travel both ways

The work abroad also influences how I approach my work in the Netherlands. It shows that solutions do not always have to be complex or large-scale to be effective. Teamwork and cooperation are essential, and it is

important to support colleagues rather than lecture them. For colleagues considering becoming a Short Term Expert, my advice is simple: be open to the challenge. You are often capable of more than you think. Talking to colleagues who already have international experience, or joining a mission with an experienced expert, can be a great way to discover whether this work suits you.

“It is enriching to encounter different cultures through your profession. In the end, all water professionals share the same ‘water heart’.”

Mongolia – STE Jan Bart Hartman with his Mongolian colleagues



Philippines – Celebrating the handover of the portable water bags



RISK MANAGEMENT



IN 2025 VEI is exposed to a variety of risks

◀ Malawi – Training session at SRWB

Given the international context of our work, VEI is exposed to a variety of risks. Many of these risks are known and were included in the risk management assessments in the past years. For example, risks related to our daily activities, and the risks associated with external factors. Every year a screening for new risks is performed that might require a different response.

The dynamic nature of our work and environment require VEI to execute risk inventories and develop risk management interventions. VEI is preventing and mitigating the identified risks to minimize risk occurrence and its impacts continuously. VEI realizes that, being part of, and representing the Dutch water sector, it needs to take into account the interests of the Dutch drinking water utilities affiliated with VEI.

The risk categories are: health and safety, operational risks, fraud and corruption risks, financial risks and reputational related risks. Risk screening in these categories is based on a selection process with

predefined criteria. A prime criterion is to weigh our involvement in WOP (Water Operating Partnerships) and the expectation that efforts will have a sustainable impact.

In general, choices related to contract types and project sites are key elements in managing the risk profile and exposure. The engagement and support of our utility WOP partner is an important indicator here. Other considerations relate to the safety situation of the project site, such as indicated by the Netherlands Ministry of Foreign Affairs and their embassies, presence of other international organizations, travel infrastructure and accommodation and health facilities. In managing risks, VEI is supported by Control Risks and SOS International. Control Risks and SOS International are independent, global risk consultancies specialized in helping organizations to manage political, integrity and security risks in complex and hostile environments.

VEI will not participate in any form of fraud and corruption. The presence of VEI in a country does not

Bangladesh – Technicians perform a camera inspection to assess the condition of a damaged deep tube well in Dhaka



indicate support of a government's policy or governance quality. With respect to contract type, VEI's policy is not to take financial interests in local entities, but merely to act in a supporting role focusing on technical assistance and support with the implementation of projects co-financed by the Water for Life foundation, aiming at providing access to clean drinking water and a safe toilet. Besides that, we do not allow official appointments of our project management staff within local organizations in order to avoid any form of conflict of interest.

HEALTH AND SAFETY RISK

Impact on the results and / or financial position: limited

Health and safety of international project staff, and staff assigned for short-term assignments, are the main risks to which VEI is exposed. Even though VEI staff mainly fulfil an advisory role, many are involved in the operations of WOP partners. The health and safety risks apply to international travel, local transportation (accidents, material damage), illness (nutrition, malaria, infectious diseases, pandemics), safety on the streets (theft), incidents (natural disasters, terrorism), and occupational health (accidents at the project site). Personal injury resulting from accidents or incidents causes personal hardship and inconvenience. But it also has a negative impact on the image of VEI and its partners, particularly if such situations are not managed professionally. Past pandemic situations and cases of political unrest show that VEI is taking its responsibility and pro-actively implements interventions to avoid staff getting sick or is exposed to unwanted situations.

VEI implements the following controls to minimize the risk associated with health and safety:

- VEI staff (project based staff and short-term experts) receive information on the political, security and health situation in the countries where we are present.
- A Travel Handbook, which is frequently updated ('Veilig op Reis'), containing instructions on behavior and assistance relating to health and safety.
- E-learning modules to create awareness and internalize health & safety issues.
- Compulsory drivers for short-term experts.
- A crisis management organization and annual crisis management trainings are organized.
- A checklist clarifying the obligations of the employer and employee, which the short-term expert must sign to indicate that he/she is aware of all the available information and has read the relevant instructions before being issued an air ticket.
- VEI cooperates with Control Risks (crisis management), TravelClinic (medical advice) and International SOS (health) in order to optimally inform and prepare employees and, if necessary, provide guidance in the area of health and safety.
- Health and Safety is fixed agenda item for the monthly Management Team and Regional Team meetings.
- An incident register the capture Health & Safety incidents.

Photo: Bolivia – Works for pump maintenance in Tarija >





OPERATIONAL RISK, INCLUDING FRAUD AND CORRUPTION

Impact on the results and / or financial position: limited

Operational risks relate to the quality and effectiveness of the project, issue management (water quality, reliability, activities in low-income areas), political risks (human rights, corruption), and employee conduct (professionalism). This includes the risk of fraud and corruption, not only caused by own personnel, but also by partners and hired staff. Operational risks can negatively influence targets and reputation of VEI and its partners. Furthermore, fraud and corruption can lead to financial losses, sanctions and fines. VEI mostly works in long-term partnerships with partners collaborating on a voluntary basis, or contracts that are awarded after a tender procedure. Neither poor performance nor bad publicity serves the interests of the parties involved and thus partners are motivated to implement a project successfully. VEI learned from previous experiences that in case of insufficient progress towards the objectives, partners try to improve. As a result, there has not been a case of premature termination of a collaborative partnership without mutual consent in the past years. Recent events, such as pandemics, show that even with large-scale restrictions on international travel, projects were able to largely deliver planned project results based on partnerships with local water utilities, supported by the VEI local teams.

VEI implements the following controls in order to minimize operational risks:

- Contract selection criteria.
- Selection of partners/partnerships.
- Use of KPIs (Key Performance Indicator), transparent performance reporting.
- A standardized Financial Planning & Control cycle, using state-of-the art accounting software with built-in controls and updated procedures.
- Communication protocols defining core messages for target audiences.
- A mandatory "code of conduct" for VEI staff.
- Procurement procedures.
- Frequent internal and independent external audits, often in combination with a market conformity check on hardware investments.
- No formal positions of project managers in local settings other than the contractual relationship with VEI.

◀ Photo left: Bangladesh – Visiting a Low-Income Community (LIC) in Dhaka, where the VEI project supported the development of communal water points and sanitation facilities

Photo right: Uganda – Maintenance of water valve ▶



STRATEGIC RISK***Impact on the results and / or financial position: limited***

The activities of VEI are supported by financial contributions and expertise of the Dutch water utilities, the foundation Water for Life, funds from the Ministry of Foreign Affairs, RVO and other (inter)national donors. The strategic risks include reduced funding for international water projects, and donor support for the WOP model specifically. VEI believes that the WOP model is most effective in achieving sustainable improvements. VEI implements the following control measures to minimize strategic risks:

- Internal and external monitoring (including financial audits) of programs and projects to ensure that project objectives are met, and sustainability is secured.
- Continuously search for new externally financed projects and project partners.
- Promote the WOP model internationally (e.g. sharing best practices), including mobilizing additional financial support for WOPs, coordinated by the Business Development Committee.

FINANCIAL RISK***Impact on the results and/or financial position: limited***

VEI is a project-based organization and the associated financial risk is therefore related to individual projects and in some occasions part of a program. Examples of financial risks are penalty clauses, repayment of subsidies, debt-risks, liability for (health) damage and defaulting donors. In the event of early project termination, there may be financial consequences to relocate resident staff and/or reintegrate staff or an outplacement procedure has to be initiated. Despite this, the VEI portfolio is characterized by diversity, resulting in risk spreading and productive donor relationships.

VEI implements the following control measures to minimize financial risks:

- Optimization and updating of the administrative / finance & control systems and procedures.
- Registration / preparation of VEI contracts with realistic performance targets and a good balance between fixed and variable rewards and bonus/malus arrangements.
- Many projects include advance payments by donors.
- Limited long-term commitments and assets such as rental contracts.
- No equity or financial positions in local entities.
- Flexible workforce contracts aligned with the project duration
- Large pool of contracts that make it possible to employ staff who temporarily have less work.

Malawi – On the way to a field visit

REPUTATIONAL RISK

Impact on the results and / or financial position: limited

As mentioned earlier, VEI realizes that incidents (and risks listed above) in projects abroad could negatively affect the reputation of the drinking water utilities affiliated to VEI. Even the possibility that situations can be caused by irresponsible behavior of individual VEI employees or VEI representatives is a risk which we recognize. Misconduct such as sexual abuse, discrimination based on gender, ethnicity or sexual orientation will not be tolerated as stated the CSR policy. In addition, when recruiting both long- and short-term as well local staff, the importance of responsible, respectful behavior in other cultures is communicated. This is implemented through a code of conduct, behavioral guidelines, and training. Also, frequent and transparent communication in regional meetings contributes to reduce this risk.

VEI implements the following control measures to minimize reputational risks:

- Code of Conduct.
- Preparatory talks with short-term experts before they start working abroad.
- Clauses in contracts with externally contracted personnel.
- Awareness training of VEI and project staff.
- Local communication is done by the local water utility.
- Direct lines of communication with the Dutch water sector, and checking communication messages before publication in case of doubt.
- Training spokesperson.
- Transparent working methods, including procurement and financial transactions.
- A restricted country list which has been assessed on reputational risks, and informed by policies of the Ministry of Foreign Affairs.

More about VEI's financial risks and risk management can be found in chapter 5, Financial Statements.

Utrecht, 28 May 2026
Toine Ramaker
 CEO VEI

Photo: Bolivia – Tarija view with team at San Jacinto treatment



FINANCIAL STATEMENTS

Balance sheet as at 31 December 2025

(before proposed appropriation of result)

(x EUR 1,000)

Income statement for the year ended 31 December 2025

(x EUR 1,000)



ASSETS		31/12/2025	31/12/2024
	Note		
Current assets			
Construction contracts	1.	5,815	3,764
Accounts receivable	2.	217	558
Taxes and social security charges	2.	328	428
Other receivables, prepayments and accrued income	2.	1,284	1,672
Cash and cash equivalents	3.	13,911	7,877
Total assets		21,555	14,299
SHAREHOLDERS' EQUITY AND LIABILITIES			
	Note	31/12/2025	31/12/2024
Shareholders' equity			
Paid-up and called share capital	4.	36	36
Other reserves		1,773	1,826
Result for the period		77	-53
Total shareholders' equity		1,886	1,809
Provisions	5.	123	190
Current liabilities			
Construction contracts	6.	16,834	8,676
Taxes and social security charges	7.	77	94
Other current liabilities	7.	2,636	3,530
Total current liabilities		19,546	12,300
Total shareholders' equity and liabilities		21,555	14,299

		2025	2024
	Note		
Net turnover			
Net turnover	9.	22,761	26,183
Cost of operations			
Cost of operations	10.	-20,788	-24,323
Gross profit		1,973	1,860
General and administrative expenses			
General and administrative expenses	11.	-1,927	-2,021
Total costs		-1,927	-2,021
Operating result		46	-161
Financial income			
Financial income	12.	49	95
Result before tax		95	-66
Corporate income tax			
Corporate income tax	13.	-18	13
Result after tax		77	-53

Cash flow statement for the year ended 31 December 2025

(x EUR 1,000)

CASH FLOW FROM OPERATING ACTIVITIES		2025	2024
Operating profit / (loss)	Note	46	-161
Adjustments for:			
Movement in provisions	5.	-67	26
		-21	-135
Movements in working capital:			
Receivables	2.	829	-717
Construction contracts	1. & 6.	6,107	-1,675
Current liabilities	7.	-912	389
		6,024	-2,002
Cash generated from / (used in) operations		6,003	-2,138
Financial income	12.	49	96
Corporate income tax paid / (received)	13.	-18	13
		31	109
Net cash generated / (used in) operations		6,034	-2,029
The movement in cash at banks and in hand can be broken down as follows:			
Balance as at 1 January		7,877	9,906
Movements during the financial year		6,034	-2,029
Balance as at 31 December	3.	13,911	7,877

Notes to the balance sheet and income statement



1. GENERAL NOTES

1.1 Activities

VEI B.V. has two shareholders, Vitens N.V. and Evides Waterbedrijf N.V., both having a 50% participation. VEI B.V. receives contributions from its shareholders and other donors in the context of development aid. It uses these contributions to finance its activities in the area of management support for water companies in developing countries. An own contribution is incorporated within a majority of the project contracts of VEI. This own contribution is sourced through the participating Dutch water companies, legitimized by the 1% CSR contribution of the Dutch drinking water law.

1.2 Registered office and number at chamber of commerce

VEI B.V. registered office is located at the Reactorweg 47, 3542 AD, Utrecht, the Netherlands. Registered at the Chamber of Commerce under number 08134161.

1.3 Group structure

VEI B.V. consists of one legal entity. VEI B.V. is not part of a larger group.

1.4 Changes in accounting policies

There are no changes in accounting policies.

1.5 Changes in accounting estimates

There are no changes in accounting estimates.

1.6 Related parties

All legal entities that can be controlled, jointly controlled or significantly influenced, are considered to be a related party. Entities which can exercise control over the Company are also considered to be a related party. In addition, statutory directors, other key management

of VEI B.V. or the ultimate parent companies and close relatives are regarded as related parties. Transactions with related parties are disclosed in the notes insofar as they are not transacted under normal market conditions. The nature, extent and other information are disclosed if this is necessary in order to provide the required insight.

1.7 Estimates

Preparing annual financial statements involves the use of assumptions, judgment and estimates based on historical experience and factors that are acceptable in the management's opinion given specific circumstances. Such judgment and estimates (including relevant assumptions) affect the valuation and presentation of the assets and liabilities reported and also the result for the year. Actual results may differ from these estimates and assumptions applied. The nature of these estimates and this judgment, including relevant assumptions, are disclosed in the notes to the financial statement. If it is necessary in order to provide the true and fair view required under Book 2, article 362, paragraph 1, the nature of these estimates and judgements, including related assumptions, is disclosed in the notes to the relevant financial statement item.

1.8 Accounting policies for the cash flow statement

The cash flow statement has been prepared on the basis of the indirect method. Items disclosed in the cash flow statement comprise the cash and cash equivalents. Cash flows in foreign currency are translated at an estimated average exchange rate. Inflow or outflow of cash related to interest is included in the cash flow from operating activities. Cash flows from investment and financing activities are not applicable.

2. GENERAL ACCOUNTING POLICIES

2.1 General

The financial statements have been prepared in accordance with the statutory provisions of Part 9, Book 2 of the Dutch Civil Code and the firm pronouncements in the Guidelines for Annual Reporting in the Netherlands as issued by the Dutch Accounting Standards Board. In general, assets and liabilities are stated at the amounts at which they were acquired or incurred, or current value. If not specifically stated otherwise, they are recognized at the amounts at which they were acquired or incurred. The balance sheet, income statement and cash flow statement include references to the notes.

2.2 Comparison with previous year

The valuation principles and method of determining the result are the same as those used in the previous year. Comparative figures for the year 2024 have changed due to another presentation of the geographical net turnover, see note 9 – notes to the income statement. The current presentation is more aligned with the organizational structure.

2.3 Operational Leasing

VEI B.V. has lease contracts whereby a large part of the risks and rewards associated with ownership are not for the benefit of, nor incurred by the company. The lease contracts are recognized as operational leasing. Lease payments are recorded on a straight-line basis, taking into account reimbursements received from the lessor, in the income statement for the duration of the contract.

2.4 Foreign currency

2.4.1 Functional currency

The items in the financial statements are measured using the currency of the primary economic environment in which the company is based (the functional currency). The financial statements are presented in euro, which is the functional and presentation currency of VEI B.V.

2.4.2 Translation of foreign currency

Transactions entered by the company in a currency other than the functional currency are recorded at the rates ruling when the transactions occur. Foreign currency assets and liabilities are translated at the rates ruling at the reporting date. Exchange rate differences arising on the translation of unsettled assets and liabilities are recognized in the company income statement.

3. ACCOUNTING POLICIES FOR THE BALANCE SHEET

3.1 Construction contracts

The item construction contracting by third parties consists of the balance of project costs and invoiced installments and, if applicable, allocated profit or recognized loss. Construction contracts by third parties are presented separately in the balance sheet under current assets. If a credit balance is shown, it is presented under the current liabilities. If it is likely that total project costs will exceed total project income, expected losses are immediately recognized in the income statement. This loss is included in cost of sales.

3.2 Receivables

Trade and other receivables are initially recognized at fair value and subsequently measured at amortized cost. When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables.

3.3 Cash and cash equivalents

Cash and cash equivalents include cash in hand, bank balances and deposits held at call with maturities of less than 12 months. Bank overdrafts, if any, are shown within borrowings in current liabilities on the balance sheet. Cash and cash equivalents are stated at nominal value.

3.4 Provisions

Provisions are recognized for legally enforceable or constructive obligations that exist at the balance sheet date, and for which it is probable that an outflow of resources will be required and a reliable estimate can be made. Provisions are measured at the best estimate of the amount that is necessary to settle the obligation as per the balance sheet date. The other provisions are carried at the nominal value of the expenditure that is expected to be necessary in order to settle the obligation, unless stated otherwise. If obligations are expected to be reimbursed by a third party, such reimbursement is included as an asset in the balance sheet if it is probable that such reimbursement will be received when the obligation is settled.

3.5 Current liabilities

On initial recognition, current liabilities are recognized at fair value. After initial recognition, current liabilities are recognized at the amortized cost price, being the amount received, taking into account premiums or discounts, less transaction costs. This usually is the nominal value.

4. ACCOUNTING POLICIES FOR THE INCOME STATEMENT

4.1 General

The result is determined as the difference between the realizable value of goods/services delivered and costs and other expenses over the year. Income from transactions is recognized in the year in which it is realized. The project result is determined as the difference between project income and project costs. Project income is the contractually agreed income and income from supplemental and additional work, claims and fees, if and to the extent likely to be realized and able to be reliably determined. Project costs are costs relating directly to the project, which are generally allocated to project activities and can be apportioned to the project, and other costs that can be contractually allocated to the client. If it is likely that total project costs will exceed total project income, expected losses are immediately recognized in the income statement. This loss is included in cost of sales.

4.2 Net turnover

Net turnover consists of contributions by the Dutch water companies and subsidies received. Income is allocated to the relevant period. Subsidies are recognized as income in the income statement in the year in which the subsidized costs were incurred, or income was lost, or in which a subsidized operating deficit arose. Income is recognized if it is likely to be received. Turnover is accounted for after deduction of discounts and such like.

4.3 Contract revenue and costs

When the outcome of a contract can be reliably estimated, contract revenue and costs are recognized as revenue and costs in the income statement under the percentage

of-completion method. The stage of completion is measured by reference to the contract costs incurred up to the balance sheet date as a percentage of total estimated costs for each contract. When the outcome of a construction contract cannot be reliably estimated, contract revenue is recognized as revenue in the income statement only to the extent of contract costs incurred that are likely to be recoverable. Contract costs are recognized as expenses in the period in which they were incurred. When the outcome of a contract can be estimated reliably, revenue is recognized using the percentage of completion method by reference to the services provided up to the balance sheet date. Revenues from work in progress are recognized in the income statement in the relevant period.

4.4 Cost of operations

Cost of (project) operations is defined as direct and indirect costs that can be allocated to the projects, which includes costs of raw materials and production supplies, costs of work contracted out and other external costs, personnel costs and other operating expenses that can be allocated to cost of sales.

4.5 General and administrative expenses

General and administrative expenses are defined as those costs chargeable to the year that are not directly attributable to cost of goods and services sold. In the case of VEI B.V., these costs are related to support departments and cannot be attributed to the cost of (project) operations. The general and administrative expenses also include the costs of own employees of VEI B.V.

4.6 Employee cost (employee benefits)

4.6.1 General

Employee costs (wages, salaries, social security contributions, etc.) are not presented as a separate

item in the income statement. These costs are included in other components of the income statement, i.e. general and administrative expenses. For a specification, reference is made to the relevant note.

4.6.2 Short-term employee cost

Salaries, wages and social security contributions are charged to the income statement based on the terms of employment, where they are due to employees and the tax authorities respectively.

4.6.3 Pensions

VEI B.V. applies the liability approach for all pension schemes. The pension fund ABP is unable to provide the information which is necessary for the defined benefit plans which are actually the pension plans that VEI B.V. has. Therefore, the defined benefit plan is treated as a defined contribution plan and the pension premiums owed for the financial year are entered as pension costs in the income statement. VEI has recognized the defined benefit pension plan of the pension fund in the financial statements using the liability method. Prepaid contributions are recognized as deferred assets if these lead to a refund or reduction of future payments. Contributions that are due but have not yet been paid are presented as liabilities. There are no other obligations in addition to the premiums paid, so no provision is included. The coverage ratio of ABP was 123.5% at 31 December 2025 (31 December 2024: 111.9%). As per 1 January 2026, the pension increase will be 2.84%. For the rest of this year, pensions will remain the same.

4.7 Financial income and expenses

Interest income and expenses are recognized on a pro rata basis, taking account of the effective interest rate of the assets and liabilities to which they relate. In

accounting for interest expenses, recognized transaction expenses for loans received are taken into consideration.

4.8 Currency translation differences

Currency translation differences arising upon the settlement or conversion of monetary items are recognized in the income statement in the period that they are realized, unless hedge accounting is applied.

4.9 Corporate income tax

Tax on the result is calculated based on the result before tax in the income statement, taking account of the losses available for set-off from previous financial years (to the extent that they have not already been included in the deferred tax assets) and exempt profit components and after the addition of non-deductible costs.

5. FINANCIAL RISKS AND RISK MANAGEMENT

VEI B.V. is exposed to the following financial risks, which are explained below:

5.1 Market risk

5.1.1 Price risk

The company deems the price risk related to items in the financial statements to be limited. This is mainly caused by the type of contract which enables VEI B.V. to pass such effects on to donor parties.

Eligibility of project cost

The company is involved in various projects for which audits are performed in order to check eligibility of project cost incurred. For some projects, audits are performed on a yearly basis, for others an audit is performed in case a new installment is requested and for some projects audits are performed at the end of the

project. For those projects where the subsidy funder performs an audit after closure of the project and for long-term projects, the company risks that, as a result of an audit, costs do not meet the conditions of the grant and can therefore not be claimed.

5.1.2 Currency risk

This is the risk that the value of a financial instrument will change due to fluctuations in the currency exchange rates. The company uses the euro as its functional currency. Exchange differences are calculated on a per-transaction basis and credited/charged to the income statement. For benefit of the projects, bank accounts abroad are held in foreign currencies to facilitate payments in foreign currencies. VEI B.V. is exposed to currency risks because its projects are implemented in financially unstable countries and transactions are executed in foreign currencies. Based on a risk assessment, the company does not use any forward currency contracts.

5.1.3 Interest rate and cash flow risk

No measures have been taken to mitigate interest rate risks. The company has no interest-bearing debts.

5.2 Credit risk

The company is exposed to risks in relation to valuation of receivables. The company manages this risk by assessing the recoverability of outstanding receivables periodically and takes adequate measures where necessary.

5.3 Liquidity risk

Cash and cash equivalents are at free disposal of the company. Many of the company's projects are financed based on pre-financing by financiers/donors.

Notes to the balance sheet

(x EUR 1,000)

1. CONSTRUCTION CONTRACTS

Construction contracts commissioned by third parties comprise the balance of project costs and invoiced installments and if applicable allocated profit or recognized loss. Construction contracts are presented

separately in the balance sheet under current assets. If it shows a credit balance, this will be presented under current liabilities.

	31/12/2025			31/12/2024		
	Instalments	Project cost	Balance	Instalments	Project cost	Balance
Africa	9,953	11,268	1,315	6,491	7,285	794
Latin-America / Asia	2,828	3,352	524	3,203	3,585	382
Europa	0	0	0	0	0	0
WaterWorX (Consortium)	0	0	0	0	0	0
WaterWorX (VEI)	0	0	0	0	0	0
Water for Life	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total	12,781	14,620	1,839	9,694	10,870	1,176
WaterWorX (Consortium)						
Paid instalments to WWX partners			5,332			4,015
Reported cost by WWX partners			1,356			1,427
Subtotal			3,976			2,588
Total			5,815			3,764

(x EUR 1,000)



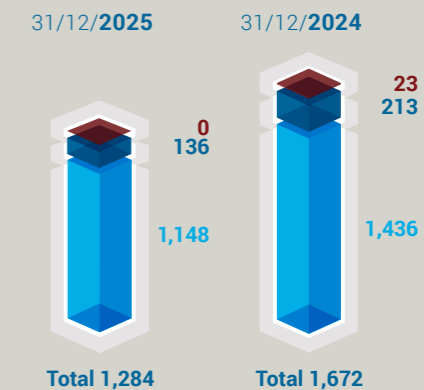
2. RECEIVABLES

All receivables have a remaining term of less than one year. The net present value of the receivables approximates the book value, due to their short-term nature and the fact that provisions for bad debt have been created where necessary. For 2025 a provision for doubtful receivables was deducted amounting to € 50,000 on the receivables (2024: € 50,000). The debtors amount to € 217,000 (2024: € 558,000), after deduction of the provision for doubtful debts.

The receivable relating to Taxes and social charges amounts to € 328,000 (2024: € 428,000) and relates to VAT.

The other receivables, prepayments and accrued income consists of the categories below.

- Advances to personnel and projects
- Other receivables and prepaid costs
- Credit notes to receive



3. CASH AND CASH EQUIVALENTS

The cash and cash equivalents are at the free disposal of the company.

4. SHAREHOLDERS' EQUITY

	31/12/2025	31/12/2024
Paid-up and called share capital	36	36
Other reserves	1,773	1,826
Undistributed result	77	-53
Total	1,886	1,809

The authorized share capital amounts to € 90,000 consisting of 1,800 shares with a nominal value of € 50 per share. At the year ended 31 December 2025 720 shares were issued and paid up. In 2025 no shares were issued. The movement in shareholders' equity is presented in the table on the following page.

(x EUR 1,000)

(x EUR 1,000)

	Paid-up and called share capital	Other reserves	Undistributed result	Total
2025:				
Balance as at 1 January	36	1,826	-53	1,809
Movements				
Appropriation of the result of previous financial year	0	-53	53	0
Distribution of dividend	0	0	0	0
Profit for financial year	0	0	77	77
Balance as at 31 December	36	1,773	77	1,886
2024:				
Balance as at 1 January	36	1,759	67	1,862
Movements				
Appropriation of the result of previous financial year	0	67	-67	0
Distribution of dividend	0	0	0	0
Profit for financial year	0	0	-53	-53
Balance as at 31 December	36	1,826	-53	1,809

Proposed appropriation of result

Based on article 18 of the articles of association, the board of directors proposes to appropriate the result of 2025 as follows: to add an amount of € 77,000 to the other reserves.

(x EUR 1,000)

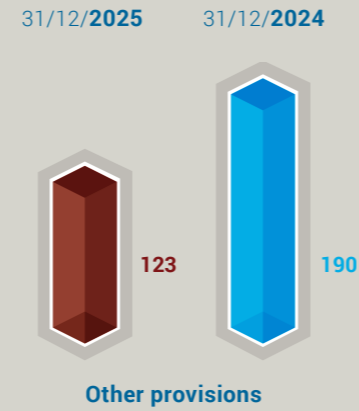
(x EUR 1,000)

5. PROVISIONS

Other provisions are recognized for employees working abroad and relates to withholding taxes.

The movement in the provision is presented in the table below.

	2025	2024
Balance as at 1 January	190	164
Movements in provisions		
Additions	301	180
Release	-176	-47
Utilisation	-192	-107
Balance as at 31 December	123	190



6. CONSTRUCTION CONTRACTS

Construction contracts commissioned by third parties comprise the balance of project costs and invoiced installments and if applicable allocated profit or recognized loss. Construction contracts are presented

separately in the balance sheet under current assets. The construction contracts with a credit balance are presented under current liabilities.

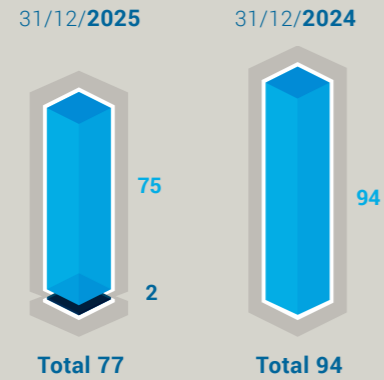
	31/12/2025			31/12/2024		
	Instalments	Project cost	Balance	Instalments	Project cost	Balance
Africa	1,605	1,369	236	7,080	6,147	933
Latin-America / Asia	539	486	53	540	447	93
Europe	6,055	350	5,705	5,285	4,696	589
WaterWorX (Consortium)	0	0	0	0	0	0
WaterWorX (VEI)	34,899	26,842	8,057	24,082	20,042	4,040
Water for Life	6,668	3,885	2,783	5,359	2,354	3,005
Other	0	0	0	54	38	16
Total	49,766	32,932	16,834	42,400	33,724	8,676

(x EUR 1,000)

(x EUR 1,000)

7. TAXES, SOCIAL CHARGES AND OTHER CURRENT LIABILITIES

The taxes and social charges consist of the following categories:

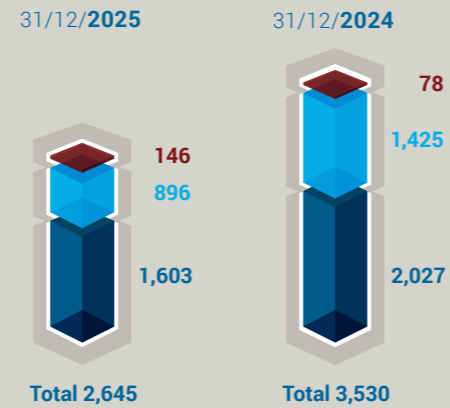


- Wage tax
- Corporate income tax

The Corporate income tax can be broken down as follows:

Corporate Income tax	2025	2024
Balance as at 1 January	-27	6
Received / Paid in financial year	-11	-20
	-16	-14
Payable / Receivable for the year	18	-13
Balance as per 31 December	2	-27

There is no current account agreement with Water for Life and no interest is being charged. The other current liabilities consists of the following categories:



- Current account Water for Life
- Trade creditors
- Other payables

All current liabilities fall due in less than one year. The fair value of the current liabilities approximates the book value due to their short-term character. The other payables consist of expenses to be paid € 1,289,000 (2024: € 1,691,000) and payroll related liabilities € 304,000 (2024: € 311,000).

No interest is charged on the debt to shareholders.

In respect of repayment the regular payment term for creditors is used. No other agreements have been made.

The related party liabilities can be shown as follows:

	31/12/2025	31/12/2024
Vitens N.V.	465	137
Evides N.V.	135	168
Total	600	305

(x EUR 1,000)

8. CONTINGENCIES AND COMMITMENTS

	Due within 1 year	Due 1- 5 years	> 5 year
Rental and lease contracts as per 31 December 2025	213	628	0
<i>Rent</i>	190	572	0
<i>Lease</i>	23	56	0
Rental and lease contracts as per 31 December 2024	180	55	0
<i>Rent</i>	134	15	0
<i>Lease</i>	46	40	0

These contracts are related to lease of cars, office space and housing for employees abroad.

In December 2025 the company concluded an office rental contract for 5 years for the amount of € 129.700 per year (rental + service costs).

As per 31 December 2005 VEI B.V. entered into commitments regarding investments in office equipment for the amount of EUR 58,000.

VEI B.V. has a credit facility amounting to € 1,500,000.

(x EUR 1,000)

Notes to the income statement**9. NET TURNOVER**

Net turnover is recognized based on contracts and grants and relates to contributions from partners with which the company cooperates for their projects. Compared to previous years the presentation of the net turnover has changed, because this presentation is more aligned with the organizational structure of VEI.

	2025	2024
Europe	11,686	10,630
Africa	2,285	11,916
Latin-America / Asia	8,790	3,637
Total	22,761	26,183

10. COST OF OPERATIONS

The costs of operations relate to the projects performed during the financial year. The costs of the Project Operations Department are also classified as cost of operations. Under the cost of operations an amount of € 1,053,000 (2024: € 1,065,000) relates to wages and salaries.

(x EUR 1,000)

(x EUR 1,000)

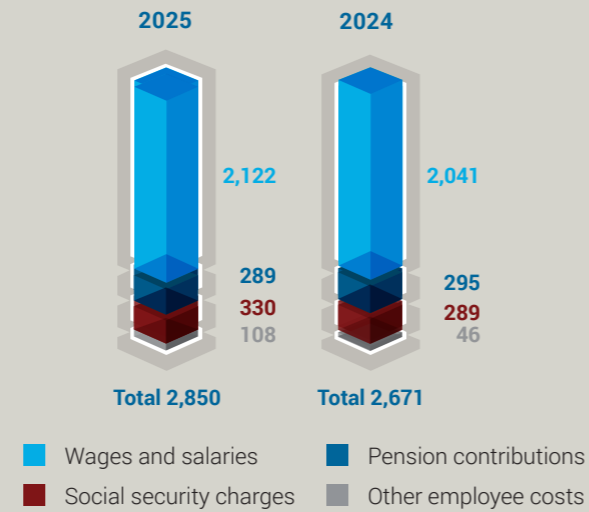
11. GENERAL AND ADMINISTRATIVE EXPENSES

The General and Administrative expenses relate to the support departments of VEI B.V. and are not project related.

Personnel costs

Under the general and administrative expenses an amount of € 1,797,000 (2024: € 1,606,000) relates to wages and salaries.

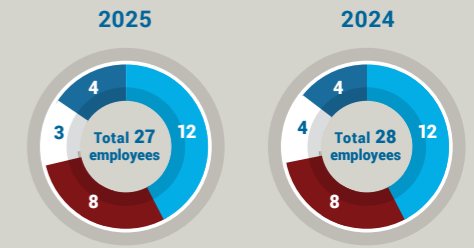
Wages and salaries own employees (including own employees reported in 'Costs of operations')



Average number of employees

For 2025, 27 employees were employed on a full-time basis (2024: 28).

The average number of employees can be broken down as follows:



Department:

- Corporate
- Project Operations
- Finance & Control
- Human Resources

Audit fees

The following audit fees were expensed in the income statement in the reporting period:

	PWC	Blömer	Total
2025			
Audit of the financial statements	72	0	72
Other audit services	77	64	141
Tax services	0	2	2
Other non-audit services	11	0	11
	160	66	226
2024			
Audit of the financial statements	75	0	75
Other audit services	102	12	114
Tax services	0	0	0
Other non-audit services	9	0	9
	186	12	198

The fees listed on the left relate to procedures applied to VEI B.V. by accounting firms and independent external auditors as referred to in Section 1, subsection 1 of the Dutch Accounting Firms Oversight Act (Dutch acronym: Wta), as well as by Dutch and foreign-based accounting firms, including their tax services and advisory groups. The fees for the year 2025 relate to (1) the audit of the financial statements 2025, regardless of whether the work was performed during the financial year, and (2) other services rendered during the year 2025.

(x EUR 1,000)

(x EUR 1,000)

12. FINANCIAL INCOME

The cost of operations and the general and administrative expenses contains also an amount of € 207,000 (2024: € -119,000) related to exchange rate differences. The exchange rate differences are booked in the relevant projects.

	2025	2024
Interest and similar income	49	95
Total	49	95

13. CORPORATE INCOME TAX

The corporate income tax is based on the applicable corporate income tax rate in the Netherlands: 25,8% (2024: 25,8%). The effective corporate income tax rate on the company result is 19% (2024: 19,0%), due to a different applicable tax rate over the first € 200,000.

(x EUR 1,000)

(x EUR 1,000)

14. RELATED PARTIES

The company receives an annual contribution from its shareholders, which can be specified as follows:

All costs from related parties are charged to the company based on actuals (e.g. hours and invoices), without profit margin. The company hires personnel from its shareholders, mainly as project-staff. Moreover VEI B.V. hires staff from Vitens and Evides Waterbedrijf for backoffice activities (e.g. accounting, controlling, ICT, HR and marketing). The specification is as follows:

Contribution

	2025	2024
Vitens N.V.	2,200	2,200
Evides N.V.	1,750	1,750
Total	3,950	3,950

Costs

	2025	2024
Vitens N.V.	1,032	1,559
Evides N.V.	461	448
Total	1,493	2,007

15. DIRECTOR'S REMUNERATION

	2025	2024
Current and former directors	197	186
Total	197	186

The management board is charged with managing the company. The authority to determine the remuneration and other employment conditions of the members of the management board accrues to the General Meeting of Shareholders. The remuneration consists of a basic salary, holiday allowance, pension, social security and other expense allowances, and is in accordance with the requirements of the Executives' Pay (Standards) Act. No loans, advances or guarantees were provided to the management board member.

Utrecht, 28 May 2026

T. Ramaker
CEO VEI B.V.

Other information

Provisions of the Articles of Association governing the appropriation of profits

The provisions of the Articles of Association relating to profit appropriation are as follows (article 18):

- 18.1 The profit achieved in a financial year is at the disposal of the general meeting.
- 18.2 Profits are paid out after adoption of the financial statements which indicate this is permissible.
- 18.3 The general meeting can adopt a resolution for payment of an interim dividend and/or distributions chargeable to a reserve maintained by the company.
- 18.4 Distributions on shares can only take place up to at most the amount of the distributable shareholders' equity.

18.5 A resolution aimed at distribution will not have any effect as long as the management board has not given its approval. The management board will only refuse to give its approval if it knows or should reasonably foresee that the company will be unable to continue to pay its eligible debts after the distribution.

Proposed appropriation of result

The board of directors proposes to appropriate the result of 2025 as follows: to add an amount of € 77,000 to the other reserves.

Independent auditor's report

To: the general meeting of VEI B.V.



REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS 2025

Our opinion

In our opinion, the financial statements of VEI B.V. ('the Company') give a true and fair view of the financial position of the Company as at 31 December 2025, and of its result for the year then ended in accordance with Part 9 of Book 2 of the Dutch Civil Code.

What we have audited

We have audited the accompanying financial statements 2025 of VEI B.V., Utrecht.

The financial statements comprise:

- the balance sheet as at 31 December 2025;
- the income statement for the year then ended; and
- the notes, comprising a summary of the accounting policies applied and other explanatory information.

The financial reporting framework applied in the preparation of the financial statements is Part 9 of Book 2 of the Dutch Civil Code.

The basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. We have further described our responsibilities under those standards in the section 'Our responsibilities for the audit of the financial statements' of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of VEI B.V. in accordance with the 'Wet toezicht accountantsorganisaties' (Wta, Audit firms supervision act), the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

Information in support of our opinion

We designed our audit procedures with respect to fraud and going concern, and the matters resulting from that, in the context of our audit of the financial statements as a whole and in forming our opinion thereon. Therefore, we do not provide separate opinions or conclusions on information in support of our opinion, such as our findings and observations related to the audit approach to address fraud risk and going concern.

Audit approach fraud risks

We identified and assessed the risks of material misstatements in the financial statements due to fraud. During our audit we obtained an understanding of VEI B.V. and its environment and the components of the internal control system. This included the director's risk assessment process, the director's process for responding to the risks of fraud and monitoring the internal control system. We refer to section risk management of the director's report for management's fraud risk assessment.

We evaluated the design and relevant aspects of the internal control system with respect to the risks of material misstatements due to fraud and in particular the fraud risk assessment, as well as the code of conduct, internal policy documents and protocols. We evaluated the design and the implementation and, where considered appropriate, tested the operating effectiveness of internal controls designed to mitigate fraud risks.

We performed inquiries with the director and management to evaluate their fraud awareness, the internal control environment in relation to fraud, the 'tone at the top' and entity-level controls.

We asked the director and management whether they were aware of any actual or suspected fraud. This did not result in signals of actual or suspected fraud that may lead to a material misstatement.

As part of our process of identifying fraud risks, we evaluated fraud risk factors with respect to financial reporting fraud, misappropriation of assets and bribery and corruption. We evaluated whether these factors indicate that a risk of material misstatement due to fraud is present.

We identified the following fraud risks and performed the following specific procedures:



IDENTIFIED FRAUD RISKS

The risk of management override of controls

The director is in a unique position to perpetrate fraud because of the director's ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. That is why, in all our audits, we pay attention to the risk of management override of controls in:

- The appropriateness of journal entries and other adjustments made in the preparation of the financial statements.
- Estimates.
- Significant transactions, if any, outside the normal course of business for the entity.

We pay particular attention to tendencies due to possible bias of the director.

OUR AUDIT WORK AND OBSERVATIONS

We evaluated the design and implementation of the internal control system in the processes of generating and processing journal entries, making estimates, and monitoring projects. We also paid specific attention to the access safeguards in the IT system and the possibility that this will lead to violations of the segregation of duties.

We performed our audit procedures primarily substantive based.

We selected journal entries based on risk criteria and conducted specific audit procedures for these entries. These procedures include, amongst others, inspection of the entries to source documentation.

We did not identify any significant transactions outside the normal course of business.

We also performed specific audit procedures related to important estimates of the director including estimates regarding the projects (construction contracts and related revenue). We specifically paid attention to the inherent risk of bias of the director in estimates.

Our audit procedures did not lead to specific indications of fraud or suspicions of fraud with respect to management override of controls.

IDENTIFIED FRAUD RISKS

The risk of fraud in revenue recognition

As part of our risk assessment and assuming fraud risks in revenue recognition, we evaluated which types of revenue or assertions give rise to a risk of material misstatement due to fraud.

The presumption is that there is a risk of fraud in the recognition of income in each audit assignment. We identify the area of subsidy contributions regular, contributions Water for Life and contributions WaterWorX as areas that require special attention, focusing on the judgments and accounting criteria for their recognition.

OUR AUDIT WORK AND OBSERVATIONS

We evaluated the design and implementation of the internal controls in the processes of revenue reporting and tested the effectiveness of the controls where relevant.

We have performed specific procedures that include, amongst others:

- Substantive procedures on the revenue recognized from drinking water companies.
- Substantive procedures performed on the revenue recognized relating to projects.
- Reconciliation to audited subsidy proceeds recognized.
- Substantive procedures on the costs that relates to the projects (including cut-off). There is a direct link between the project costs and the revenue recognition for most of the projects.
- Procedures on the hours recorded by the employees in the VEI apps.
- Substantive audit procedures performed on the construction contracts.
- Testing specific journal entries related to revenue processing.

Our audit procedures did not lead to specific indications of fraud or suspicions of fraud with respect to the recognition of revenue.

We incorporated an element of unpredictability in our audit. During the audit, we remained alert to indications of fraud. Furthermore, we considered the outcome of

our other audit procedures and evaluated whether any findings were indicative of fraud.

Audit approach going concern

The director performed its assessment of the Company's ability to continue as a going concern for at least 12 months from the date of preparation of the financial statements and has not identified events or conditions that may cast significant doubt on the Company's ability to continue as a going concern (hereafter: going-concern risks).

Our procedures to evaluate the director's going-concern assessment included, amongst others:

- considering whether the director's going-concern assessment included all relevant information of which we were aware as a result of our audit and inquiring with the director regarding the director's most important assumptions underlying its going-concern assessment;
- evaluating the director's current budget including cash flows for at least 12 months from the date of preparation of the financial statements taken into account current developments in the industry and all relevant information of which we were aware as a result of our audit;
- performing inquiries of the director as to its knowledge of going-concern risks beyond the period of the director's assessment.

Compliance with the requirements of the Regulatory Technical Standard of SBR, including the XBRL mark up, not audited

The audit includes the verification that the prepared financial statements comply with the legal provisions in Part 9 of Book 2 of the Dutch Civil Code. Our audit opinion is issued on the prepared financial statements and will be included in the digitally filed annual report. The compliance with all requirements of the Regulatory Technical Standard of the SBR domain Trade Register, including the applied eXtensible Business Reporting Language (XBRL) mark ups, was not subject to our audit.

REPORT ON THE OTHER INFORMATION INCLUDED IN THE ANNUAL REPORT

The annual report contains other information. This includes all information in the annual report in addition to the financial statements and our auditor's report thereon.

Based on the procedures performed as set out below, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements; and
- contains all the information regarding the directors' report and the other information that is required by Part 9 of Book 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and the understanding obtained in our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing our procedures, we comply with the requirements of Part 9 of Book 2 of the Dutch Civil Code and the Dutch Standard 720. The scope of such procedures was substantially less than the scope of those procedures performed in our audit of the financial statements.

The director is responsible for the preparation of the other information, including the directors' report and the other information in accordance with Part 9 of Book 2 of the Dutch Civil Code.

RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS AND THE AUDIT

Responsibilities of the director

The director is responsible for:

- the preparation and fair presentation of the financial statements in accordance with Part 9 of Book 2 of the Dutch Civil Code; and for
- such internal control as the director determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the director is responsible for assessing the Company's ability to continue as a going concern. Based on the financial reporting framework mentioned, the director should prepare the financial statements using the going-concern basis of accounting unless the director either intends to liquidate the Company or to cease operations or has no realistic alternative but to do so. The director should disclose in the financial statements any event and circumstances that may cast significant doubt on the Company's ability to continue as a going concern.

Our responsibilities for the audit of the financial statements

Our responsibility is to plan and perform an audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence to provide a basis for our opinion. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to

issue an auditor's report that includes our opinion. Reasonable assurance is a high but not absolute level of assurance and is not a guarantee that an audit conducted in accordance with the Dutch Standards on Auditing will always detect a material misstatement when it exists. Misstatements may arise due to fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit consisted, among other things, of the following:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or intentional override of internal control.

- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the director.
- Concluding on the appropriateness of the director's use of the going-concern basis of accounting, and based on the audit evidence obtained, concluding whether a material uncertainty exists related to events and/or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report and are made in the context of our opinion on the financial statements as a whole. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures, and evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the director regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Zwolle, 28 May 2026
PricewaterhouseCoopers Accountants N.V.

Original signed by
F. van der Ploeg RA

APPENDIX TO OUR AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS 2025 OF VEI B.V.

In addition to what is included in our auditor's report, we have further set out in this appendix our responsibilities for the audit of the financial statements and explained what an audit involves.

The auditor's responsibilities for the audit of the financial statements

We have exercised professional judgement and have maintained professional scepticism throughout the audit in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit consisted, among other things of the following:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the intentional override of internal control.
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the director.

- Concluding on the appropriateness of the director's use of the going-concern basis of accounting, and based on the audit evidence obtained, concluding whether a material uncertainty exists related to events and/or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report and are made in the context of our opinion on the financial statements as a whole. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures, and evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the director regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Indonesia – Semarang



Mozambique – Woman carrying water at a pump station where residents can collect free water due to low network pressure

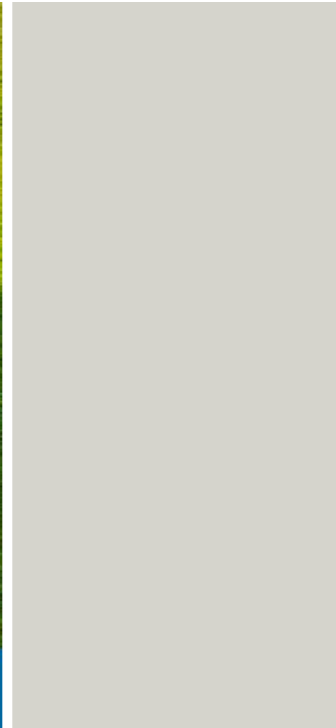


Ethiopia – Colleagues enjoying a Dutch treat during a break



The Netherlands – VEI Symposium







Dutch Water Operators

Sustainable Water and Sanitation Services for All

Address: Reactorweg 47 | 3542 AD Utrecht | The Netherlands | www.vei.nl