

Form **990**

Department of the Treasury Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

A For the 2022 calendar year, or tax year beginning 01-01-2022, and ending 12-31-2022

B Check if applicable: Address change Name change Initial return Final return/terminated Amended return Application pending

C Name of organization: NSF INTERNATIONAL

Doing business as:

Number and street (or P.O. box if mail is not delivered to street address): 789 N DIXBORO RD Room/suite:

City or town, state or province, country, and ZIP or foreign postal code: ANN ARBOR, MI 481059723

D Employer identification number: 38-1428955

E Telephone number:

F Name and address of principal officer: JOSE LUIS BORRERO

G Gross receipts \$ 169,056,471

H(a) Is this a group return for subordinates? Yes No

H(b) Are all subordinates included? Yes No

If "No," attach a list. See instructions.

H(c) Group exemption number ▶

I Tax-exempt status: 501(c)(3) 501(c) () (insert no.) 4947(a)(1) or 527

J Website: WWW.NSF.ORG

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: 1952 **M** State of legal domicile: MI

Part I Summary

1 Briefly describe the organization's mission or most significant activities:
NSF INTERNATIONAL IS A GLOBAL NOT-FOR-PROFIT PUBLIC HEALTH AND SAFETY ORGANIZATION WITH A MISSION TO IMPROVE HUMAN AND PLANET HEALTH.

2 Check this box

3 Number of voting members of the governing body (Part VI, line 1a)	3	10
4 Number of independent voting members of the governing body (Part VI, line 1b)	4	9
5 Total number of individuals employed in calendar year 2021 (Part V, line 2a)	5	732
6 Total number of volunteers (estimate if necessary)	6	
7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	688,405
7b Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	688,405

	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)		0
9 Program service revenue (Part VIII, line 2g)	155,394,455	164,407,139
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	4,060,973	3,439,331
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		0
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	159,455,428	167,846,470
13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	180,095	262,451
14 Benefits paid to or for members (Part IX, column (A), line 4)		0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	64,359,181	65,436,535
16a Professional fundraising fees (Part IX, column (A), line 11e)		0
b Total fundraising expenses (Part IX, column (D), line 25) ▶ 0		
17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	87,657,556	88,143,175
18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	152,196,832	153,842,161
19 Revenue less expenses. Subtract line 18 from line 12	7,258,596	14,004,309

	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	495,740,429	495,626,450
21 Total liabilities (Part X, line 26)	171,754,803	155,902,563
22 Net assets or fund balances. Subtract line 21 from line 20	323,985,626	339,723,887

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer: JOSE LUIS BORRERO VP CFO

Date: 2023-11-14

Paid Preparer

Print/Type preparer's name: Firm's name ▶

Preparer's signature: _____

Date: _____

Check if self-employed

PTIN: _____

Firm's EIN ▶: _____

Net Assets or Fund Balances	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	152,196,832	153,842,161
	19	Revenue less expenses. Subtract line 18 from line 12	7,258,596	14,004,309
			Beginning of Current Year	End of Year
	20	Total assets (Part X, line 16)	495,740,429	495,626,450
	21	Total liabilities (Part X, line 26)	171,754,803	155,902,563
22	Net assets or fund balances. Subtract line 21 from line 20	323,985,626	339,723,887	

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer	2023-11-14 Date
JOSE LUIS BORRERO VP CFO Type or print name and title	

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
Firm's name ▶	Firm's EIN ▶			
Firm's address ▶	Phone no.			

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

For Paperwork Reduction Act Notice, see the separate instructions. Cat. No. 11282Y Form 990 (2021)

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission:
 NSF INTERNATIONAL IS A GLOBAL NOT-FOR-PROFIT PUBLIC HEALTH AND SAFETY ORGANIZATION WITH A MISSION TO IMPROVE HUMAN AND PLANET HEALTH.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No
 If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No
 If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ **51,819,727** including grants of \$ **262,451**) (Revenue \$ **83,833,438**)
 THE NSF WATER DIVISION CERTIFIES PRODUCTS THAT COME INTO CONTACT WITH DRINKING WATER; SUCH PRODUCTS INCLUDE PLUMBING COMPONENTS, WATER TREATMENT CHEMICALS, DRINKING WATER FILTERS, AND POOL & SPA EQUIPMENT. NSF PIONEERED THE DEVELOPMENT OF THE AMERICAN NATIONAL STANDARDS FOR ALL MATERIALS AND PRODUCTS WHICH TREAT (OR COME IN CONTACT WITH) DRINKING WATER, TO HELP PROTECT PUBLIC HEALTH AND THE ENVIRONMENT, AND MINIMIZE ADVERSE HEALTH EFFECTS. IN 1990, THE U.S. EPA REPLACED ITS OWN DRINKING WATER PRODUCT ADVISORY PROGRAM WITH THESE NSF STANDARDS. TODAY, MOST PLUMBING CODES REQUIRE CERTIFICATION TO NSF STANDARDS FOR PIPES AND PLUMBING COMPONENTS IN COMMERCIAL AND RESIDENTIAL BUILDINGS.

4b (Code:) (Expenses \$ **29,700,328** including grants of \$) (Revenue \$ **36,842,755**)
 THE NSF GLOBAL LABS DIVISION PROVIDES ENGINEERING, CHEMISTRY, MICROBIOLOGY, AND TOXICOLOGY LAB AND TESTING SERVICES ACROSS ALL MAJOR INDUSTRIES. PLASTIC AND PLUMBING TESTING SERVICES ARE ALSO PROVIDED ALONG WITH R&D SERVICES TO ASSIST WITH MARKET ENTRY FOR PLASTIC PIPING PRODUCTS SEPARATE FROM CERTIFICATION TESTING. TESTING REVENUE GENERALLY CONSIST OF PRODUCT TESTING FOR STANDARD CERTIFICATION. IF THE PRODUCT PASSES TESTING TO THE STANDARD, THEN CERTIFICATION IS GRANTED BASED ON SAID STANDARD. IF THE PRODUCT FAILS TESTING TO THE STANDARD, THE CUSTOMER MAY AGREE TO RETESTING OF THE PRODUCT OR RECEIVE A REPORT OF FAILURE. THE CUSTOMER MAY USE THE REPORT TO REMEDIATE PRODUCT FOR FUTURE TESTING OF STANDARD.

4c (Code:) (Expenses \$ **14,813,116** including grants of \$) (Revenue \$ **18,436,923**)
 THE NSF HEALTH SCIENCES DIVISION OFFERS REFERENCE STANDARDS, CERTIFICATION, TESTING, TOXICOLOGY REVIEWS, AND AUDITING SERVICES FOR THE DIETARY SUPPLEMENT AND COSMETICS, AND FUNCTIONAL FOOD INDUSTRIES.

(Code:) (Expenses \$ **11,584,267** including grants of \$) (Revenue \$ **24,863,666**)
 THE NSF FOOD SAFETY DIVISION INCLUDES BOTH FOOD EQUIPMENT AND NONFOOD COMPOUNDS CERTIFICATION. THE FOOD EQUIPMENT PROGRAM TESTS AND CERTIFIES FOOD EQUIPMENT PRODUCTS FOR ACCEPTANCE ACROSS THE US, EUROPE, AND OTHER GLOBAL MARKETS. THE NONFOOD COMPOUNDS PROGRAM OFFERS RISK MANAGEMENT SOLUTIONS FOR NONFOOD COMPOUNDS AND PROPRIETARY SUBSTANCES (I.E., LUBRICANTS, CLEANERS, AND WATER TREATMENT CHEMICALS USED IN FOOD AND BEVERAGE PROCESSING).

(Code:) (Expenses \$ **277,104** including grants of \$) (Revenue \$ **430,357**)
 STANDARDS: NSF INTERNATIONAL FACILITATES THE PROCESS OF DEVELOPING NEW STANDARDS AND MAINTENANCE OF OUR EXISTING STANDARDS, WHICH IS OVER 80 PUBLISHED DOCUMENTS. OUR TEAM WORKS TO ENSURE THAT ALL POLICIES AND PROCEDURES ARE FOLLOWED AND THAT OUR STAKEHOLDERS ARE EQUIPPED TO HAVE CONVERSATIONS LEADING TO CONSENSUS; THIS INCLUDES BUT IS NOT LIMITED TO SCHEDULE/COORDINATION OF MEETINGS, SHARING ESSENTIAL DOCUMENTATION (REFERENCE STANDARDS, DATA, MEETING SUMMARIES, ETC.), COMMITTEE MEMBERSHIP RECRUITMENT AND LEADING THE BALLOTING PROCESS FOR NEW STANDARDS AND REVISIONS TO PUBLISHED STANDARDS.

4d Other program services (Describe in Schedule O.)
 (Expenses \$ **11,861,371** including grants of \$) (Revenue \$ **25,294,023**)

4e Total program service expenses ▶ **108,194,542**

FOOD EQUIPMENT PROGRAM TESTS AND CERTIFIES FOOD EQUIPMENT PRODUCTS FOR ACCEPTANCE ACROSS THE US, EUROPE, AND OTHER GLOBAL MARKETS. THE NONFOOD COMPOUNDS PROGRAM OFFERS RISK MANAGEMENT SOLUTIONS FOR NONFOOD COMPOUNDS AND PROPRIETARY SUBSTANCES (I.E., LUBRICANTS, CLEANERS, AND WATER TREATMENT CHEMICALS USED IN FOOD AND BEVERAGE PROCESSING).

4c (Code:) (Expenses \$ 14,813,116 including grants of \$) (Revenue \$ 18,436,923)

THE NSF HEALTH SCIENCES DIVISION OFFERS REFERENCE STANDARDS, CERTIFICATION, TESTING, TOXICOLOGY REVIEWS, AND AUDITING SERVICES FOR THE DIETARY SUPPLEMENT AND COSMETICS, AND FUNCTIONAL FOOD INDUSTRIES.

(Code:) (Expenses \$ 11,584,267 including grants of \$) (Revenue \$ 24,863,666)

THE NSF FOOD SAFETY DIVISION INCLUDES BOTH FOOD EQUIPMENT AND NONFOOD COMPOUNDS CERTIFICATION. THE FOOD EQUIPMENT PROGRAM TESTS AND CERTIFIES FOOD EQUIPMENT PRODUCTS FOR ACCEPTANCE ACROSS THE US, EUROPE, AND OTHER GLOBAL MARKETS. THE NONFOOD COMPOUNDS PROGRAM OFFERS RISK MANAGEMENT SOLUTIONS FOR NONFOOD COMPOUNDS AND PROPRIETARY SUBSTANCES (I.E., LUBRICANTS, CLEANERS, AND WATER TREATMENT CHEMICALS USED IN FOOD AND BEVERAGE PROCESSING).

(Code:) (Expenses \$ 277,104 including grants of \$) (Revenue \$ 430,357)

STANDARDS: NSF INTERNATIONAL FACILITATES THE PROCESS OF DEVELOPING NEW STANDARDS AND MAINTENANCE OF OUR EXISTING STANDARDS, WHICH IS OVER 80 PUBLISHED DOCUMENTS. OUR TEAM WORKS TO ENSURE THAT ALL POLICIES AND PROCEDURES ARE FOLLOWED AND THAT OUR STAKEHOLDERS ARE EQUIPPED TO HAVE CONVERSATIONS LEADING TO CONSENSUS; THIS INCLUDES BUT IS NOT LIMITED TO SCHEDULE/COORDINATION OF MEETINGS, SHARING ESSENTIAL DOCUMENTATION (REFERENCE STANDARDS, DATA, MEETING SUMMARIES, ETC.), COMMITTEE MEMBERSHIP RECRUITMENT AND LEADING THE BALLOTING PROCESS FOR NEW STANDARDS AND REVISIONS TO PUBLISHED STANDARDS.

4d Other program services (Describe in Schedule O.) (Expenses \$ 11,861,371 including grants of \$) (Revenue \$ 25,294,023)

4e Total program service expenses 108,194,542

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Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Question Text, Yes, No. Rows include questions 1 through 15 regarding organizational structure, lobbying, and financial reporting.

c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	11c		No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	11d		No
e	Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i> 🗑️	11e	Yes	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i> 🗑️	11f	Yes	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	12a		No
b	Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	12b	Yes	
13	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a	Yes	
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i> 🗑️	14b	Yes	
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i> 🗑️	15	Yes	
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	16		No
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions.</i>	17		No
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18		No
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19		No
20a	Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	20a		No
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> 🗑️	21	Yes	

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Part IV Checklist of Required Schedules (continued)

		Yes	No	
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22		No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> 🗑️	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b		No
26	Did the organization report any amount on Part X, line 5 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	26		No
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	28a		No
b	A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	28b		No
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions?			No

transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		25b		No
26	Did the organization report any amount on Part X, line 5 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	26		No
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	28a		No
b	A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	28b		No
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34	Yes	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	Yes	
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	Yes	
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37		No
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O.	38	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance		Check if Schedule O contains a response or note to any line in this Part V <input checked="" type="checkbox"/>		
			Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	161	
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0	
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes	

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Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)				
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	732	
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.	2b	Yes	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	Yes	
b	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation in Schedule O</i>	3b	Yes	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	Yes	
b	If "Yes," enter the name of the foreign country: AS, BE, BR, BU, CA See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7	Organizations that may receive deductible contributions under section 170(c).			
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		

3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	Yes	
b	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation in Schedule O</i>	3b	Yes	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	Yes	
b	If "Yes," enter the name of the foreign country: AS , BE , BR , BU , CA See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7	Organizations that may receive deductible contributions under section 170(c).			
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		No
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		
9	Sponsoring organizations maintaining donor advised funds.			
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10	Section 501(c)(7) organizations. Enter:			
a	Initiation fees and capital contributions included on Part VIII, line 12	10a		
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11	Section 501(c)(12) organizations. Enter:			
a	Gross income from members or shareholders	11a		
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b		
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b		
13	Section 501(c)(29) qualified nonprofit health insurance issuers.			
a	Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O.	13a		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b		
c	Enter the amount of reserves on hand	13c		
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a		No
b	If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation in Schedule O</i>	14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15	Yes	
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16		No
17	Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.	17		

Form 990 (2021)

Part VI **Governance, Management, and Disclosure.** For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

1a Enter the number of voting members of the governing body at the end of the tax year | **1a** | 10 | Yes No

b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15	Yes	
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16		No
17	Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.	17		

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Form 990 (2021)

Part VI **Governance, Management, and Disclosure.** For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
1b	Enter the number of voting members included in line 1a, above, who are independent		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		No
6	Did the organization have members or stockholders?		No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		No
7b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
8a	The governing body?	Yes	
8b	Each committee with authority to act on behalf of the governing body?	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	Yes	

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?		No
10b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	Yes	
11b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	Yes	
12b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	Yes	
12c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	Yes	
13	Did the organization have a written whistleblower policy?	Yes	
14	Did the organization have a written document retention and destruction policy?	Yes	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
15a	The organization's CEO, Executive Director, or top management official	Yes	
15b	Other officers or key employees of the organization If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.	Yes	
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	Yes	
16b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	Yes	

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed▶

CA

18 Section 6104 requires an organization to make its Form 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

- Own website
- Another's website
- Upon request
- Other (explain in Schedule O)

13	Did the organization have a written whistleblower policy?	13	Yes
14	Did the organization have a written document retention and destruction policy?	14	Yes
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a	The organization's CEO, Executive Director, or top management official	15a	Yes
b	Other officers or key employees of the organization	15b	Yes
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	Yes
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	Yes

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed CA

18 Section 6104 requires an organization to make its Form 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records:
 ▶ JOSE LUIS BARRERO 789 N DIXBORO RD ANN ARBOR, MI 481059723 (734) 769-8010

Form 990 (2021)

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
 - List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
 - List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
 - List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
 - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) KEVAN P LAWLOR TO 22822 PRESIDENT CEOBOARD MEMBER	38.00 12.00	X		X				4,684,246	0	8,178
(2) DAVID R PURKISS VP GLOBAL WATER DIVISION	38.00 12.00			X				1,103,174	0	391,843
(3) LICHUN L MA VP CICIO	38.00 12.00			X				857,847	0	187,056
(4) MICHAEL P WALSH VP CHIEF FINANCIAL OFFICER	38.00 12.00			X				679,746	0	241,210
(5) PEDRO SANCHA PRESIDENT CEOBOARD MEMBER	38.00 12.00	X		X				640,720	0	230,014
(6) KAREN A KREZA VP CHIEF HUMAN RESOURCES OFF	38.00 12.00			X				635,965	0	193,366
(7) JULIE L TIMMER TO 72922 VP CHIEF LEGAL OFFICER	38.00 12.00			X				705,173	0	16,542
(8) SCOTT C MORRIS	38.00									

(1) PRESIDENT CEBOARD MEMBER	12.00	X	X					4,684,246	0	8,178
(2) DAVID R PURKISS VP GLOBAL WATER DIVISION	12.00		X					1,103,174	0	391,843
(3) LICHUN L MA VP CICIO	12.00		X					857,847	0	187,056
(4) MICHAEL P WALSH VP CHIEF FINANCIAL OFFICER	12.00		X					679,746	0	241,210
(5) PEDRO SANCHA PRESIDENT CEBOARD MEMBER	12.00	X	X					640,720	0	230,014
(6) KAREN A KREZA VP CHIEF HUMAN RESOURCES OFF	12.00		X					635,965	0	193,366
(7) JULIE L TIMMER TO 72922 VP CHIEF LEGAL OFFICER	12.00		X					705,173	0	16,542
(8) SCOTT C MORRIS VP GLOBAL LABORATORIES	12.00		X					587,907	0	107,033
(9) JOHN A ROWLEY VP GLOBAL FOOD DIVISION	12.00		X					0	540,239	142,622
(10) JAHON HOBBEHEYDAR TO 83122 VP CHIEF STRATEGY & INNOVATI	12.00		X					506,500	0	10,799
(11) MARTIN LUSH TO 53122 VP HEALTH SCIENCES	12.00		X					0	414,357	46,300
(12) ANGELO A PETRILLO VP GLOBAL SALES AND BUS DEV	12.00		X					371,505	0	88,542
(13) RONNIE MYERS SR DIRECTOR PERFORMANCE MKT	0.00					X		291,459	0	26,296
(14) SEAN C ETHERIDGE VP CHIEF LEGAL OFFICER	12.00		X					243,072	0	68,182
(15) DAVID TROSIN SR DIRECTOR GLOBAL CERTIFICA	0.00					X		256,448	0	25,502
(16) PHILLIP PIERCE SR DIRECTOR AUDIT	0.00					X		274,906	0	4,441
(17) JOSH DELOS REYES SR DIRECTOR HUMAN RESOURCES	0.00					X		269,548	0	6,319

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Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(18) STACIE RAMPE SR DIRECTOR TOTAL REWARDS &	50.00					X	265,447	0	5,199	
(19) HEATHER HOWELL TO 92322 VP GLOBAL HEALTH SCIENCES IN	12.00			X			0	179,630	14,544	
(20) DAVID LONZA VP GLOBAL HEALTH SCIENCES	12.00			X			188,686	0	2,765	
(21) NANCY E BAUER CORPORATE SECRETARY	12.00			X			144,770	0	11,739	
(22) RICHARD E RABBIDEAU BOARD MEMBER CHAIRMAN	3.00	X					115,851	0	29,333	

	organizations below dotted line)	Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	NEC)	organizations	
(18) STACIE RAMPE SR DIRECTOR TOTAL REWARDS &	50.00 0.00					X		265,447	0	5,199
(19) HEATHER HOWELL TO 92322 VP GLOBAL HEALTH SCIENCES IN	38.00 12.00			X				0	179,630	14,544
(20) DAVID LONZA VP GLOBAL HEALTH SCIENCES	38.00 12.00			X				188,686	0	2,765
(21) NANCY E BAUER CORPORATE SECRETARY	38.00 12.00			X				144,770	0	11,739
(22) RICHARD E RABBIDEAU BOARD MEMBER CHAIRMAN	7.00 3.00	X						115,851	0	29,333
(23) RICHARD K RIEDERER BOARD MEMBER	2.00 0.00	X						102,096	0	29,333
(24) MARY JANE ENGLAND BOARD MEMBER	2.00 0.00	X						101,951	0	29,333
(25) THOMAS W GLASGOW JR BOARD MEMBER	2.00 0.00	X						101,546	0	29,333
(26) JOAN R MENKE-SCHAENZER BOARD MEMBER	2.00 0.00	X						95,851	0	29,333
(27) PEER F L DAAMEN BOARD MEMBER	2.00 0.00	X						95,851	0	29,333
(28) JOHN D GRAHAM BOARD MEMBER	2.00 0.00	X						95,851	0	29,333
(29) ETHELBERG A WILLIAMS BOARD MEMBER	2.00 0.00	X						88,000	0	29,333
(30) ELISABETH A HAGEN BOARD MEMBER	2.00 0.00	X						88,000	0	29,333
(31) HEATHER TAYLOR TO 82322 VP CHIEF MARKETING OFFICER I	38.00 12.00			X				0	38,959	14,832

1b Sub-Total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								13,592,116	1,173,185	2,107,321

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **▶ 195**

	Yes	No
3 Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		No
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	Yes	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		No

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
MARSH MCLENNAN AGENCY LLC, 755 W BIG BEAVER RD SUITE 2300 TROY, MI 48084	EMPLOYEE BENEFITS	2,732,452
MICROSOFT CORPORATION, ONE MICROSOFT WAY REDMOND, WA 98052	SOFTWARE SERVICE	2,563,633
HTC GLOBAL SERVICES INC., 3855 SOLUTIONS CENTER CHICAGO, IL 60677	STAFFING	2,408,808
EGON ZEHNDER INTERNATIONAL INC., 520 MADISON AVENUE 23RD FLOOR NEW YORK, NY 10022	STAFFRECRUITING	1,282,218
ORACLE AMERICA INC, 500 ORACLE PARKWAY REDWOOD CITY, CA 94065	SOFTWARE SERVICE	904,339

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **▶ 98**

Name and business address	Description of services	Compensation
MARSH MCLENNAN AGENCY LLC, 755 W BIG BEAVER RD SUITE 2300 TROY, MI 48084	EMPLOYEE BENEFITS	2,732,452
MICROSOFT CORPORATION, ONE MICROSOFT WAY REDMOND, WA 98052	SOFTWARE SERVICE	2,563,633
HTC GLOBAL SERVICES INC, 3855 SOLUTIONS CENTER CHICAGO, IL 60677	STAFFING	2,408,808
EGON ZEHNDER INTERNATIONAL INC, 520 MADISON AVENUE 23RD FLOOR NEW YORK, NY 10022	STAFFRECRUITING	1,282,218
ORACLE AMERICA INC, 500 ORACLE PARKWAY REDWOOD CITY, CA 94065	SOFTWARE SERVICE	904,339
2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ▶ 98		

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Part VIII **Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

	(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
1 Contributions, gifts, grants, and other similar amounts:				
1a Federated campaigns				
1b Membership dues				
1c Fundraising events				
1d Related organizations				
1e Government grants (contributions)				
1f All other contributions, gifts, grants, and similar amounts not included above				
1g Noncash contributions included in lines 1a-1f: \$				
1h Total. Add lines 1a-1f ▶				

2a	Business Code	Program Service Revenue	
		(A) Total revenue	(B) Related or exempt function revenue
WATER SYSTEMS	541380	83,833,438	83,833,438
GLOBAL LABS	541380	36,842,755	36,842,755
FOOD EQUIPMENT	541380	24,863,666	24,863,666
HEALTH SCIENCES	541380	18,436,923	18,436,923
STANDARDS	541700	430,357	430,357
f All other program service revenue.			
2g Total. Add lines 2a-2f. ▶		164,407,139	

3 Investment income (including dividends, interest, and other similar amounts) ▶		3,313,384	688,405	2,624,979			
4 Income from investment of tax-exempt bond proceeds ▶							
5 Royalties ▶							
6a Gross rents	(i) Real						
	6a				75,312	248,884	
	b Less: rental expenses				6b	75,312	248,884
	c Rental income or (loss)				6c		
d Net rental income or (loss) ▶							
7a Gross amount	(i) Securities						
	(ii) Other						

f All other program service revenue.					
g Total. Add lines 2a–2f. ▶			164,407,139		
3 Investment income (including dividends, interest, and other similar amounts) ▶			3,313,384	688,405	2,624,979
4 Income from investment of tax-exempt bond proceeds ▶					
5 Royalties ▶					
6a Gross rents	(i) Real	75,312			
	(ii) Personal		248,884		
b Less: rental expenses		75,312	248,884		
c Rental income or (loss)					
d Net rental income or (loss) ▶					
7a Gross amount from sales of assets other than inventory	(i) Securities	1,011,752			
	(ii) Other				
b Less: cost or other basis and sales expenses		885,805			
c Gain or (loss)		125,947			
d Net gain or (loss) ▶			125,947		125,947
8a Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18					
	8b Less: direct expenses				
c Net income or (loss) from fundraising events ▶					
9a Gross income from gaming activities. See Part IV, line 19					
	9b Less: direct expenses				
c Net income or (loss) from gaming activities ▶					
10a Gross sales of inventory, less					

efile Public Visual Render		Objectid: 202303189349303710 - Submission: 2023-11-14		TIN: 38-1428955		
SCHEDULE A (Form 990) Department of the Treasury Internal Revenue Service		Public Charity Status and Public Support Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust. ▶ Attach to Form 990 or Form 990-EZ. ▶ Go to www.irs.gov/Form990 for instructions and the latest information.				OMB No. 1545-0047 2022 Open to Public Inspection
Name of the organization NSF INTERNATIONAL			Employer identification number 38-1428955			

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.
 The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)

3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____

5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete _____)

SCHEDULE A (Form 990)

Department of the Treasury Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ. Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization NSF INTERNATIONAL

Employer identification number

38-1428955

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
2 A school described in section 170(b)(1)(A)(ii).
3 A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
4 A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii).
5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv).
6 A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi).
8 A community trust described in section 170(b)(1)(A)(vii).
9 An agricultural research organization described in 170(b)(1)(A)(ix) operated in conjunction with a land-grant college or university or a non-land grant college of agriculture.
10 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions...
11 [X] An organization organized and operated exclusively to test for public safety. See section 509(a)(4).
12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2).
a Type I. A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization.
b Type II. A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s).
c Type III functionally integrated. A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions).
d Type III non-functionally integrated. A supporting organization operated in connection with its supported organization(s) that is not functionally integrated.
e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
f Enter the number of supported organizations
g Provide the following information about the supported organization(s).

Table with 6 columns: (i) Name of supported organization, (ii) EIN, (iii) Type of organization, (iv) Is the organization listed in your governing document?, (v) Amount of monetary support, (vi) Amount of other support. Includes a Total row.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. Cat. No. 11285F Schedule A (Form 990) 2022

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Table with 7 columns: Calendar year (or fiscal year beginning in), (a) 2018, (b) 2019, (c) 2020, (d) 2021, (e) 2022, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Tax revenues levied for the organization's benefit; 3 The value of services or facilities furnished by a governmental unit; 4 Total; 5 The portion of total contributions by each person; 6 Public support.

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Table with 7 columns: (a) 2018, (b) 2019, (c) 2020, (d) 2021, (e) 2022, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Tax revenues levied for the organization's benefit; 3 The value of services or facilities furnished by a governmental unit; 4 Total; 5 The portion of total contributions by each person; 6 Public support.

Section B. Total Support

Table with 7 columns: (a) 2018, (b) 2019, (c) 2020, (d) 2021, (e) 2022, (f) Total. Rows include: 7 Amounts from line 4; 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources; 9 Net income from unrelated business activities; 10 Other income; 11 Total support; 12 Gross receipts from related activities, etc. (see instructions); 13 First 5 years.

Section C. Computation of Public Support Percentage

Table with 2 columns: (a) 2018, (b) 2019, (c) 2020, (d) 2021, (e) 2022, (f) Total. Rows include: 14 Public support percentage for 2022; 15 Public support percentage for 2020; 16a 33 1/3% support test—2022; 16b 33 1/3% support test—2021; 17a 10%-facts-and-circumstances test—2022; 17b 10%-facts-and-circumstances test—2021; 18 Private foundation.

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Table with 7 columns: (a) 2018, (b) 2019, (c) 2020, (d) 2021, (e) 2022, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose; 3 Gross receipts from activities that are not an unrelated trade or business under section 513; 4 Tax revenues levied for the organization's benefit; 5 The value of services or facilities furnished by a governmental unit; 6 Total; 7a Amounts included on lines 1, 2, and 3 received from disqualified persons; 7b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year; 7c Add lines 7a and 7b.

Calendar year (or fiscal year beginning in) ▶	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here	<input type="checkbox"/>					

Section C. Computation of Public Support Percentage

15 Public support percentage for 2022 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2021 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2022 (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from 2021 Schedule A, Part III, line 17	18	

- 19a 33 1/3% support tests-2022. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization.
- b 33 1/3% support tests-2021. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization.
- 20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions.

Schedule A (Form 990) 2022

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, of Part I, complete Sections A and B. If you checked box 12b, of Part I, complete Sections A and C. If you checked box 12c, of Part I, complete Sections A, D, and E. If you checked box 12d, of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer lines 3b and 3c below.		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.		
4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.		

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, or Part I, complete Sections A and B. If you checked box 12b, of Part I, complete Sections A and C. If you checked box 12c, of Part I, complete Sections A, D, and E. If you checked box 12d, of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

Table with 3 columns: Question, Yes, No. Rows include questions 1 through 10b regarding supported organizations, including their status, control, and support details.

Schedule A (Form 990) 2022

Part IV Supporting Organizations (continued)

Table with 3 columns: Question, Yes, No. Row 11: Has the organization accepted a gift or contribution from any of the following persons? (11a, 11b, 11c)

Section B. Type I Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Did the officers, directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year?

Part IV Supporting Organizations (continued)

		Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
	11a		
b	A family member of a person described on 11a above?		
	11b		
c	A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to 11a, 11b, or 11c, provide detail in Part VI.</i>		
	11c		

Section B. Type I Supporting Organizations

		Yes	No
1	Did the officers, directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
	1		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.</i>		
	2		

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		
	1		

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
	1		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
	2		
3	By reason of the relationship described in line 2 above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		
	3		

Section E. Type III Functionally-Integrated Supporting Organizations

1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions):		
a	<input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c	<input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions)		
2	Activities Test. Answer lines 2a and 2b below.		
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>	Yes	No
	2a		
b	Did the activities described on line 2a, above constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
	2b		
3	Parent of Supported Organizations. Answer lines 3a and 3b below.		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No," provide details in Part VI.</i>		
	3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		
	3b		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1	<input type="checkbox"/> Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (<i>explain in Part VI</i>). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.
----------	---

Section A - Adjusted Net Income

(A) Prior Year

(B) Current Year (optional)

supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.

2b		
3a		
3b		

3 Parent of Supported Organizations. Answer lines 3a and 3b below.

- a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No", provide details in Part VI.
- b Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? If "Yes," describe in Part VI. the role played by the organization in this regard.

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6 and 7 from line 4)	8	
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):	1	
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt use assets	2	
3	Subtract line 2 from line 1d	3	

efile Public Visual Render	Objectid: 202303189349303710 - Submission: 2023-11-14
SCHEDULE D (Form 990)	Supplemental Financial Statements
Department of the Treasury Internal Revenue Service	<p>▶ Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.</p> <p>▶ Attach to Form 990.</p> <p>▶ Go to www.irs.gov/Form990 for instructions and the latest information.</p>
Name of the organization NSF INTERNATIONAL	Employer identification 38-1428955

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.		
Complete if the organization answered "Yes" on Form 990, Part IV, line 6.		
	(a) Donor advised funds	(b) Funds and
1	Total number at end of year	
2	Aggregate value of contributions to (during year)	
3	Aggregate value of grants from (during year)	
4	Aggregate value at end of year	
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	

SCHEDULE D (Form 990)

Supplemental Financial Statements

Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990. Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury Internal Revenue Service

Table with 2 columns: Name of the organization (NSF INTERNATIONAL) and Employer identification number (38-1428955)

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 3 columns: Question number, (a) Donor advised funds, (b) Funds and accounts. Rows 1-4 for aggregate values, 5-6 for compliance questions.

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Form with multiple sections: Purpose(s) of conservation easements, Total number of easements, Total acreage, Number of easements on historic structures, Number of easements modified, Number of states, Monitoring policy, Staff and volunteer hours, Expenses incurred, and Reporting requirements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Form with multiple sections: Reporting requirements for collections of art, historical treasures, or other similar assets, including revenue and asset inclusion questions.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

Form with multiple sections: Reporting requirements for collections of art, historical treasures, or other similar assets, including public exhibition, scholarly research, and loan or exchange programs.

other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to:

- (i) Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____
 - (ii) Assets included in Form 990, Part X ▶ \$ _____
- 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:
- a Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____
 - b Assets included in Form 990, Part X ▶ \$ _____

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 52283D

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Schedule D (Form 990) 2021

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection item (apply):
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange programs
 - e Other
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back
1a Beginning of year balance				
b Contributions				
c Net investment earnings, gains, and losses				
d Grants or scholarships				
e Other expenditures for facilities and programs				
f Administrative expenses				
g End of year balance				

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment ▶
 - b Permanent endowment ▶
 - c Term endowment ▶
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- (i) Unrelated organizations
 - (ii) Related organizations
- b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation
1a Land	1,430,450	3,520,000	
b Buildings		64,280,580	27,785,434
c Leasehold improvements		3,410,792	2,289,550
d Equipment		65,771,925	51,719,609
e Other		3,222,887	2,434,678
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).) ▶			

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- (i) Unrelated organizations
 - (ii) Related organizations
 - b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation
1a Land	1,430,450	3,520,000	
b Buildings		64,280,580	27,785,434
c Leasehold improvements		3,410,792	2,289,550
d Equipment		65,771,925	51,719,609
e Other		3,222,887	2,434,678
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).)			

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Schedule D (Form 990) 2021

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation (Cost or end-of-year market)
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other _____		
(A) INVESTMENT IN SUBSIDIARIES	246,146,047	C
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.)	246,146,047	

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation (Cost or end-of-year market)
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col.(B) line 13.)		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description
(1)
(2)
(3)
(4)
(5)
(6)
(7)
(8)
(9)

Total. (Column (b) must equal Form 990, Part X, col.(B) line 13.)

Part IX Other Assets.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description
(1)
(2)
(3)
(4)
(5)
(6)
(7)
(8)
(9)

Total. (Column (b) must equal Form 990, Part X, col.(B) line 15.)

Part X Other Liabilities.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability
(1) Federal income taxes

Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.)

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

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Schedule D (Form 990) 2021

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

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SCHEDULE F (Form 990) | **Statement of Activities Outside the United States** | OMB No. 1545-0047

2022
Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization: NSF INTERNATIONAL | Employer identification number: 38-1428955

Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
CENTRAL AMERICA AND THE CARIBBEAN	2	3	PROGRAM SERVICES	WATERFOOD TESTING	607,261

SCHEDULE F (Form 990)

Statement of Activities Outside the United States

OMB No. 1545-0047

2022

Open to Public Inspection

Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16. Attach to Form 990. Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury Internal Revenue Service

Name of the organization NSF INTERNATIONAL

Employer identification number

38-1428955

Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

- 1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance...
2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

Table with 6 columns: (a) Region, (b) Number of offices in the region, (c) Number of employees, agents, and independent contractors in the region, (d) Activities conducted in region (by type), (e) If activity listed in (d) is a program service, describe specific type of service(s) in the region, (f) Total expenditures for and investments in the region.

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 50082W Schedule F (Form 990) 2022

Schedule F (Form 990) 2022

Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, more than \$5,000. Part II can be duplicated if additional space is needed.

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**Schedule I
(Form 990)**

**Grants and Other Assistance to Organizations,
Governments and Individuals in the United States**

Complete if the organization answered "Yes," on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for the latest information.

Department of the Treasury
Internal Revenue Service

Name of the organization
NSF INTERNATIONAL

Employer
39-1428

Part I General Information on Grants and Assistance

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Schedule I (Form 990)

Grants and Other Assistance to Organizations, Governments and Individuals in the United States

Complete if the organization answered "Yes," on Form 990, Part IV, line 21 or 22. Attach to Form 990.

Department of the Treasury Internal Revenue Service

Go to www.irs.gov/Form990 for the latest information.

Name of the organization NSF INTERNATIONAL Employee 38-1428955

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?
2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any rec that received more than \$5,000. Part II can be duplicated if additional space is needed.

Table with 7 columns: (a) Name and address of organization or government, (b) EIN, (c) IRC section (if applicable), (d) Amount of cash grant, (e) Amount of non-cash assistance, (f) Method of valuation (book, FMV, appraisal, other), (g) Describe noncash assi.

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table.
3 Enter total number of other organizations listed in the line 1 table.

For Paperwork Reduction Act Notice, see the Instructions for Form 990. Cat. No. 50055P

Schedule I (Form 990) 2022

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

Table with 6 columns: (a) Type of grant or assistance, (b) Number of recipients, (c) Amount of cash grant, (d) Amount of noncash assistance, (e) Method of valuation (book, FMV, appraisal, other), (f) C.

efile Public Visual Render Objectid: 202303189349303710 - Submission: 2023-11-14 TIN: 38-1428955

Schedule J (Form 990)

Compensation Information

OMB No. 1545-0047

(7) For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

2022

Part IV Supplemental Information. Provide the information required in Part IV, line 2; Part III, column (b); and any other additional information. Attach to Form 990. Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization (Part I, line 2) NSF INTERNATIONAL PRIOR TO ISSUANCE OF GRANTS, THE ORGANIZATION CONFIRMS THAT FLORIDA EMPLOYERS' MONITORING OF THE FUNDS IS CONDUCTED. FOR 501(C)(3) ORGANIZATIONS, NO ADDITIONAL MONITORING OF THE FUNDS IS CONDUCTED.

Part I Questions Regarding Compensation

Form with questions 1a, 1b, and 2 regarding compensation. Includes checkboxes for travel, housing allowance, etc., and a table for Yes/No responses.

File Public Visual Render	Objectid: 202303189349303710 - Submission: 2023-11-14	TIN: 38-1428955
Compensation Information		
OMB No. 1545-0047		
Schedule J (Form 990) (2022)		
For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees		
Complete if the organization answered "Yes" on Form 990, Part VII, line 23.		
Part IV Supplemental Information. Provide the information requested in Part IV, line 2, Part III, column (b); and any other additional information.		
Department of the Treasury Internal Revenue Service		
OMB No. 1545-0047		
Nonprofit Codebook (Part I, line 2) PRIOR TO ISSUANCE OF GRANTS, THE ORGANIZATION CONFIRMS THAT FUNDS PROVIDED TO THE ORGANIZATION ARE BEING USED FOR THE PURPOSES OF THE ORGANIZATION. FOR 501(C)(3) ORGANIZATIONS, NO ADDITIONAL MONITORING OF THE FUNDS IS CONDUCTED.		

Part I Questions Regarding Compensation

	Yes	No
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.		
<input type="checkbox"/> First-class or charter travel		
<input checked="" type="checkbox"/> Housing allowance or residence for personal use		
<input type="checkbox"/> Travel for companions		
<input type="checkbox"/> Payments for business use of personal residence		
<input type="checkbox"/> Tax identification and gross-up payments		
<input type="checkbox"/> Health or social club dues or initiation fees		
<input type="checkbox"/> Discretionary spending account		
<input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)		
b If any of the boxes on Line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain.	1b Yes	
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked on Line 1a?	2 Yes	
3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.		
<input checked="" type="checkbox"/> Compensation committee		
<input checked="" type="checkbox"/> Independent compensation consultant		
<input type="checkbox"/> Form 990 of other organizations		
<input type="checkbox"/> Written employment contract		
<input checked="" type="checkbox"/> Compensation survey or study		
<input checked="" type="checkbox"/> Approval by the board or compensation committee		
4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:		
a Receive a severance payment or change-of-control payment?	4a Yes	
b Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b Yes	
c Participate in, or receive payment from, an equity-based compensation arrangement?	4c Yes	No
If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.		
5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:		
a The organization?	5a	No
b Any related organization?	5b	No
If "Yes," on line 5a or 5b, describe in Part III.		
6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:		
a The organization?	6a Yes	
b Any related organization?	6b	No
If "Yes," on line 6a or 6b, describe in Part III.		
7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7 Yes	
8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III	8	No
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9	

For Paperwork Reduction Act Notice, see the Instructions for Form 990. Cat. No. 50053T Schedule J (Form 990) 2022

Schedule J (Form 990) 2022

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII. Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2, 1099-MISC compensation, and/or 1099-NEC			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) T
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation			
1 KEVAN P LAWLOR TO 22822 PRESIDENT CEOBOARD MEMBER	(i)	150,910	1,632,110	2,901,226		8,178	
	(ii)						
2 PEDRO SANCHA PRESIDENT CEOBOARD MEMBER	(i)	620,220		20,500	214,329	15,685	
	(ii)						
3 DAVID R PURKISS VP GLOBAL WATER DIVISION	(i)	314,459	109,000	679,715	357,758	34,085	
	(ii)						
4 LICHUN L MA VP CICIO	(i)	499,564	190,000	168,283	154,068	32,988	
	(ii)						
5 MICHAEL P WALSH VP CHIEF FINANCIAL OFFICER	(i)	374,403	142,000	163,343	210,222	30,988	
	(ii)						
6 KAREN A KREZA VP CHIEF HUMAN RESOURCES OFFICER	(i)	321,112	214,000	100,853	162,253	31,113	
	(ii)						
7 DAVID LONZA VP GLOBAL HEALTH SCIENCES	(i)	93,186	75,000	20,500		2,765	
	(ii)						
8 JAHON HOBBEHYDAR TO 83122 VP CHIEF STRATEGY & INNOVATION	(i)	228,243	175,000	103,257		10,799	
	(ii)						
9 SEAN C ETHERIDGE VP CHIEF LEGAL OFFICER	(i)	152,572	70,000	20,500	61,417	6,765	
	(ii)						
10 MARTIN LUSH TO 53122 VP HEALTH SCIENCES	(i)						
	(ii)	275,278	75,861	63,218		46,300	
11 JULIE L TIMMER TO 72922 VP CHIEF LEGAL OFFICER	(i)	241,969	214,000	249,204		16,542	
	(ii)						
12 NANCY E BAUER CORPORATE SECRETARY	(i)	136,268	8,502			11,739	
	(ii)						

NAME	(i)	(ii)	(iii)	(iv)	(v)	(vi)
3 DAVID R PURKISS VP GLOBAL WATER DIVISION	314,459	109,000	679,715	357,758	34,085	
4 LICHUN L MA VP CICIO	499,564	190,000	168,283	154,068	32,988	
5 MICHAEL P WALSH VP CHIEF FINANCIAL OFFICER	374,403	142,000	163,343	210,222	30,988	
6 KAREN A KREZA VP CHIEF HUMAN RESOURCES OFFICER	321,112	214,000	100,853	162,253	31,113	
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8 JAHON HOBBEHEDAR TO 83122 VP CHIEF STRATEGY & INNOVATION	228,243	175,000	103,257		10,799	
9 SEAN C ETHERIDGE VP CHIEF LEGAL OFFICER	152,572	70,000	20,500	61,417	6,765	
10 MARTIN LUSH TO 53122 VP HEALTH SCIENCES	275,278	75,861	63,218		46,300	
11 JULIE L TIMMER TO 72922 VP CHIEF LEGAL OFFICER	241,969	214,000	249,204		16,542	
12 NANCY E BAUER CORPORATE SECRETARY	136,268	8,502			11,739	
13 JOHN A ROWLEY VP GLOBAL FOOD DIVISION	415,122	125,117		121,384	21,238	
14 SCOTT C MORRIS VP GLOBAL LABORATORIES	319,407	248,000	20,500	85,800	21,233	
15 HEATHER HOWELL TO 92322 VP GLOBAL HEALTH SCIENCES INTERIM	150,561	29,069			14,544	
16 ANGELO A PETRILLO VP GLOBAL SALES AND BUS DEV	264,005	87,000	20,500	57,894	30,648	
17 JOSH DELOS REYES SR DIRECTOR HUMAN RESOURCES	199,548	70,000			6,319	
18 DAVID TROSIN SR DIRECTOR GLOBAL CERTIFICATION	222,758	33,690			25,502	
19 PHILLIP PIERCE SR DIRECTOR AUDIT	208,906	66,000			4,441	
20 RONNIE MYERS SR DIRECTOR PERFORMANCE MKT & OPS	235,453	56,006			26,296	
21 STACIE RAMPE SR DIRECTOR TOTAL REWARDS & HR	212,447	53,000			5,199	

Schedule J (Form 990) 2022

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference	Explanation
Benefit information (Part I, line 1a)	EXPENSES PAID FOR HOUSING ALLOWANCES WERE INCURRED FOR THE FOLLOWING INDIVIDUALS IN 2022: PEDRO SANCHAJOH HOUSING ALLOWANCE EXPENSES WERE PAID FOR THE CONVENIENCE OF NSF AND WERE EXCLUDED FROM THE INDIVIDUALS TAXABLE INCOME. THE HOUSING ALLOWANCE EXPENSES WERE INCLUDED IN THE INDIVIDUALS TAXABLE WAGES.
Listed persons compensation information (Part I, line 4)	PART I, LINE 4A ONE EMPLOYEE, JAHON HOBBEHEDAR, RECEIVED SEVERANCE IN 2022 IN THE AMOUNT OF \$87,500. PART I, LINE 4B EMPLOYEES ARE PROVIDED WITH THE OPPORTUNITY TO PARTICIPATE IN A NON-QUALIFIED DEFERRED COMPENSATION PLAN. ON THE LAST DAY OF THE PERFORMANCE CYCLE (YEAR 3), IF EBITDA TARGETS ARE MET, THE AMOUNT BECOMES VESTED AT THE END OF THE YEAR, ALONG WITH APPRECIATION OF THEIR RESPECTIVE PLAN AMOUNT IS REPORTED AS DEFERRED COMPENSATION (COLUMN (C)). THE FOLLOWING INDIVIDUALS RECEIVED PAYMENTS IN 2022: KEVAN LAWLOR - \$1,061,558 DAVID PURKISS - \$609,438; TIMMER - \$101,274
Compensation contingent on net earnings (Part I, line 6)	UNDER THE NEW LTIP PLAN ESTABLISHED IN 2021, PARTICIPANTS ARE GRANTED PERFORMANCE AWARDS FOR EACH PLAN YEAR GRANTED TO THE PARTICIPANTS FOR EACH PLAN YEAR AND ARE EFFECTIVE AS OF THE FIRST DAY OF THE PLAN YEAR. THE VALUE WILL BE DETERMINED BY THE PERCENTAGE BY WHICH THE VALUE OF THE EBITDA PERFORMANCE EXCEEDS OR FALLS BELOW THE LAST DAY OF THE PERFORMANCE CYCLE (YEAR 3). IF EBITDA TARGETS ARE MET, THE AMOUNT BECOMES VESTED AT THE END OF THE YEAR. PAYOUT OF VESTED AWARDS GRANTED IN YEAR 1 WILL OCCUR IN YEAR 4. ACCRUAL OF AWARDS AND VESTED AMOUNT REPORTED ON FORM 990 SIMILAR TO THE OLD PLAN SEE BELOW.
Other non-fixed payments (Part I, line 7)	CERTAIN EXECUTIVES AND EMPLOYEES ARE ELIGIBLE FOR PARTICIPATION IN THE ANNUAL BONUS PLAN. THE PLAN PROVIDES FOR ANNUAL BONUS AWARDS TO BE PAID TO PARTICIPANTS ON ATTAINMENT OF THE PREVIOUSLY ESTABLISHED INDIVIDUAL, BUSINESS UNIT AND CORPORATE HAS A LONG-TERM INCENTIVE PLAN (LTIP) WHEREBY CERTAIN MANAGEMENT ARE AWARDED DEFERRED COMPENSATION BASED AWARDS UNDER THE OLD PLAN (ESTABLISHED IN 2016 AND COVERING TAX YEARS 2016 - 2020) ARE REPORTED ON FORM 990 / COMPENSATION ON SCHEDULE J, PART II COLUMN (C) AND ARE AWARDED EFFECTIVE JANUARY 1ST OF THE TAX YEAR FOLLOWING THE YEAR PERIOD. THE SERVICE AWARDS THEN VEST STARTING IN THE TAX YEAR FOLLOWING THE TAX YEAR IN WHICH THE AWARD RELATES. THE VESTED AMOUNTS ARE REPORTED AS OTHER REPORTABLE COMPENSATION ON SCHEDULE J, PART II, COLUMN (C).

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SCHEDULE O (Form 990) Data

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information. Software ID: Attach to Form 990 or 990-EZ. Software Code: www.irs.gov/Form990 for the latest information.

Department of the Treasury Internal Revenue Service

Name of the organization NSF INTERNATIONAL	Employer identification number 38-1428955
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Return Reference	Explanation
Form 990 governing body review Part VI line 11	FORM 990 IS PREPARED BY NSFS INTERNAL TAX TEAM AND IS REVIEWED AND APPROVED BY PRIOR TO THE FILING WITH THE IRS, A COMPLETED COPY OF THE CURRENT YEAR FORM 990 AND FINANCIAL STATEMENTS ARE POSTED TO THE BOARD OF DIRECTORS WEBSITE. ALL BOARD MEMBERS HAVE ACCESS TO THE FORM 990 AND FINANCIAL STATEMENTS. THE AUDIT/FINANCE COMMITTEE (COMPRISED OF MEMBERS OF THE BOARD OF DIRECTORS) IS RESPONSIBLE FOR MONITORING THIS PROCESS AND FOR CONFIRMING THAT THE FORM 990 IS FILED IN A TIMELY MANNER.

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SCHEDULE O
(Form 990) Data

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.
Software ID: Attach to Form 990 or 990-EZ.
Software Code: www.irs.gov/Form990 for the latest information.

Department of the Treasury
Internal Revenue Service

Name of the organization
NSF INTERNATIONAL

Employer iden
38-1428955

Return Reference	Explanation
Form 990 governing body review Part VI line 11	FORM 990 IS PREPARED BY NSFS INTERNAL TAX TEAM AND IS REVIEWED AND APPROVED BY PRIOR TO THE FILING WITH THE IRS, A COMPLETED COPY OF THE CURRENT YEAR FORM 990 BOARD OF DIRECTORS WEBSITE. ALL BOARD MEMBERS HAVE ACCESS TO THE FORM 990 ANI REVIEW THE DOCUMENT. THE AUDIT/FINANCE COMMITTEE (COMPRISED OF MEMBERS OF TH DIRECTORS) IS RESPONSIBLE FOR MONITORING THIS PROCESS AND FOR CONFIRMING THAT TO THE WEBSITE IN A TIMELY MANNER.
Officer director etc mailing address Part VI line 9	JOHN ROWLEY CAN BE REACHED AT THE FOLLOWING ADDRESS:NSF HK TESTING TECHNOLC HANG ROAD, INTELLIGENCE VALLEY, PUJIANG, SHANGHAI CHINAMARTIN LUSH AND HEATHER REACHED AT THE FOLLOWING ADDRESS:NSF HEALTH SCIENCES UK LIMITEDTHE GEORGIAN KIRKBYMOORSIDEYORK, NORTH YORKSHIRE Y062 6AF UK
Conflict of interest policy compliance Part VI line 12c	ALL EMPLOYEES, OFFICERS, AND DIRECTORS (I.E., COVERED PERSONS) WHO ACT ON BEHAL OPERATIONS OF NSFS BUSINESS MUST AVOID CONFLICTS OF INTEREST, PROMPTLY CEASE / CONFLICTS TO EXIST AND MUST PROVIDE WRITTEN DISCLOSURE TO THE CHIEF LEGAL OFFIC POTENTIAL CONFLICT OF INTEREST THEY ARE AWARE OF UPON HIRE OR THAT MAY OCCUR I EMPLOYMENT AT NSF. FURTHER, COVERED PERSONS MAY NOT ENTER INTO A TRANSACTION ACTIVITY GIVING RISE TO A CONFLICT OF INTEREST WITHOUT THE PRIOR WRITTEN APPROVA OFFICER AND MAY BE ASKED TO DISCONTINUE AN OUTSIDE ACTIVITY IF IT IMPACTS OR IS PE THEIR IMPARTIALITY, EFFECTIVENESS, PRODUCTIVITY OR IF THE DISCLOSURE OF NSF CONF IS AT RISK. ADDITIONALLY, ALL EMPLOYEES ARE REQUIRED TO UNDERGO ANNUAL CODE OF E PART OF THE ANNUAL TRAINING, EMPLOYEES ARE EDUCATED ON WHAT MAY CONSTITUTE A I (INCLUDING COMMON SITUATIONS THAT MAY CREATE A CONFLICT OF INTEREST (OR THE APF MADE AWARE OF THE EXISTING CONFLICT OF INTEREST POLICY AND ARE REMINDED OF THE OBLIGATION TO REPORT ACTUAL OR POTENTIAL CONFLICTS OF INTEREST AS THEY ARISE.
CEO executive director top management comp Part VI line 15a	EACH YEAR DURING ITS 1ST QUARTER MEETING AND AFTER THE PUBLICATION OF THE PRIOR RESULTS, THE HUMAN RESOURCES COMMITTEE (COMPRISED OF MEMBERS OF THE BOARD REVIEWS THE COMPENSATION OF ALL CORPORATE OFFICERS AND BOARD MEMBERS AND RI ADJUSTMENTS TO COMPENSATION AS NECESSARY. THE FULL BOARD OF DIRECTORS REVIEW RECOMMENDATIONS OF THE HUMAN RESOURCES COMMITTEE AND APPROVES ADJUSTMEN' DEEMED APPROPRIATE. THIS COMPENSATION REVIEW/RECOMMENDATION/APPROVAL PROC COMPLETED IN FEBRUARY 2023. IN ADDITION, COMPENSATION STUDIES ARE PERFORMED PE OUTSIDE INDEPENDENT COMPENSATION CONSULTANT TO ASSIST THE COMPENSATION COM OF THE OFFICERS AND DIRECTORS COMPENSATION. THE LAST COMPENSATION STUDY WAS
Other officer or key employee compensation Part VI line 15b	SEE SCHEDULE O EXPLANATION FOR PART VI, LINE 15A.
Governing documents etc available to public Part VI line 19	THE ORGANIZATIONS CONFLICT OF INTEREST POLICY AND FORM 990 ARE BOTH AVAILABLE T REQUEST. REQUESTS CAN BE MADE BY EMAILING TO INFO@NSF.ORG OR CALLING (734) 769-
Explanation of other changes in net assets or fund balances Part XI line 9	PART XI, LINE 9, CHANGES IN NET ASSETS:DIVIDEND INCOME (FOR 990, NOT BOOKS) (1,981,03 CURRENCY TRANSLATION (4,334)OTHER INVESTMENT INCOME (FOR 990, NOT BOOKS) (225,6
Part III response or	FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES: THE NSF FOOD SAFETY DIVISION I EQUIPMENT AND NONFOOD COMPOUNDS CERTIFICATION. THE FOOD EQUIPMENT PROGRAM

Of other changes in net assets or fund balances Part XI line 9	CURRENCY TRANSLATION (4,334) OTHER INVESTMENT INCOME (FOR 990, NOT BOOKS) (225,0
Part III response or	FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES: THE NSF FOOD SAFETY DIVISION I EQUIPMENT AND NONFOOD COMPOUNDS CERTIFICATION. THE FOOD EQUIPMENT PROGRAM

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**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury
Internal Revenue Service

Name of the organization
NSF INTERNATIONAL

Employer identific
38-1428955

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-yea

**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury
Internal Revenue Service
Name of the organization
NSF INTERNATIONAL

Employer identific
38-1428955

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-yea

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 50135Y

Schedule R (Form 990) 2021

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		C ar S (t)
							Yes	No	

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of e ass
(1)AMAREX CLINICAL RESEARCH LLC 20201 CENTURY BLVD SUITE 450 GERMANTOWN, MD 20874 52-2138315	MEDICAL DEVICE AND PHARMABIOTECH CONSULTING	MD	NSF HEALTH SCIENCES LLC	C Corp	-5,058,466	
(2)AMAREX TAIWAN LLC 20201 CENTURY BLVD SUITE 450 GERMANTOWN, MD 20874 82-2032375	MEDICAL DEVICE AND PHARMABIOTECH CONSULTING	MD	NSF HEALTH SCIENCES LLC	C Corp	137,722	
(3)EC BUL LTD 87 KNIAZ ALEKSANDAR DONDUKOV BLVD SOFIA 1527 BU	FOOD SAFETY AUDITS AND CONSULTING	BU	NSF EURO CONSULTANTS SA	C Corp	91,669	
(4)EURO CONSULTANTS IT-ECIT SARL IMEUBLE TAMAYOUZ BUR H1 CENTRE URBA TUNIS 1082 TS	FOOD SAFETY AUDITS AND CONSULTING	TS	NSF EURO CONSULTANTS SA	C Corp		
(5)EURO CONSULTANTS SARLAU ZONE VILLA 1065 GROUP HOCINE SALE EL JADIDA MO	FOOD SAFETY AUDITS AND CONSULTING	MO	NSF EURO CONSULTANTS SA	C Corp		
(6)GLOBAL TRUST CERTIFICATION LIMITED	CERTIFICATION SEAFOOD	EI	NSF CERTIFICATION	C Corp	505,182	

INDUSTRY		IRELAND LTD			
3RD FLOOR BLOCK 3 QUAYSIDE BUSINE DUNDALK CO LOUTH A91 WNH1 EI					
(7)NSF AFRICA PTY LTD UNIT F4 STARGROW BUILDING 21 ELECTR STELLENBOSCH 7600 SF	FOOD SAFETY AUDITS AND CONSULTING	SF	NSF SAFETY & QUALITY UK LTD	C Corp	316,810
(8)NSF AGRICULTURE UK LTD HANBOROUGH BUSINESS PARK LONG HANB OXFORDSHIRE OX29 8SJ UK	FOOD SAFETY AUDITS AND CONSULTING	UK	NSF SAFETY & QUALITY UK LTD	C Corp	
(9)NSF AUSTRALIA PTY LTD LEVEL 33 264 GEORGE STREET SYDNEY 2000 AS	FOOD SAFETY AUDITING AND CONSULTING	AS	THE NEW ZEALAND SCHOOL OF FOOD HYGIENE L	C Corp	247,996
(10)NSF BRASIL - PRESTACAO DE SERVICOS RUA PALERMO 257 - SANTA ISABEL VIAMAO 94480-775 BR	ISO 90001400 AND REGISTRATION SERVICES	BR	NSF INTERNATIONAL STRATEGIC REGISTRATION	C Corp	-466,554
(11)NSF CANADA 125 CHANCELLORS WAY GUELPH, ONTARIO N1G 0E7 CA	EDUCATION AND TRAINING	CA	NSF INTERNATIONAL	C Corp	-710,135
(12)NSF CANADA AGRICULTURAL CERTIFICATI 125 CHANCELLORS WAY GUELPH, ONTARIO N1G 0E7 CA	EDUCATION AND TRAINING	CA	NSF INTERNATIONAL	C Corp	
(13)NSF CERTIFICATION IRELAND 3RD FLOOR BLOCK 3 QUAYSIDE BUSINES DUNDALK CO LOUTH A91 WNH1 EI	CERTIFICATION FOR MEDICAL DEVICES IN-VITRO DIAGNOSTICS	EI	NSF INTERNATIONAL UK LTD	C Corp	-1,924
(14)NSF CERTIFICATION UK LTD HANBOROUGH BUSINESS PARK LONG HANB OXFORDSHIRE OX29 8SJ UK	FOOD SAFETY AUDITS AND CONSULTING	UK	NSF SAFETY & QUALITY UK LTD	C Corp	1,316,429
(15)NSF COLOMBIA SAS CALLE 26 NO 68C-61OFICINA 527 BOGOTA CO	AUDITING AND TRAINING FOOD SAFETY SERVICES	CO	NSF INTERNATIONAL FOOD SAFETY LLC	C Corp	251,257
(16)NSF COSTA RICA SA OFIPLAZA DEL ESTE SUITE D6 SAN JOSE 11503 CS	FOOD SAFETY AUDITS AND CONSULTING	CS	NSF AGRICULTURE LLC	C Corp	180,186
(17)NSF DEUTSCHLAND GMBH BEIM STROHHAUSE 17 HAMBURG 20097 GM	FOOD SAFETY AND ISO XXX-XX- XXXX	GM	NSF INTERNATIONAL STRATEGIC REGISTRATION	C Corp	-1,248,799
(18)NSF ECUADOR SA TORRES DEL MALL PISO 4 OFI KM 15 GUAYAQUIL 090513 EC	FOOD SAFETY AUDITS AND CONSULTING	EC	NSF AGRICULTURE LLC	C Corp	83,976
(19)NSF ERDMANN ANALYTICS GMBH AMSELWEG 5 RHEDAWIDENBRUCK 33378 GM	FOOD SAFETY AND ISO XXX-XX- XXXX	GM	NSF DEUTSCHLAND GMBH	C Corp	-3,865,058
(20)NSF EURO CONSULTANTS SA AVENUE PASTEUR 21 WAVRE 1300 BE	FOOD SAFETY AUDITS AND CONSULTING	BE	NSF INTERNATIONAL UK LTD	C Corp	-325,680
(21)NSF FRANCE 11 RUE LOUIS NEEL LEZENNES 59260 FR	FOOD SAFETY AUDITS AND CONSULTING	FR	NSF EURO CONSULTANTS SA	C Corp	-81,446
(22)NSF GUATEMALA LTDA AVENIDA REFORMA 10-00 ZONA 9 EDIFIC GUATEMALA GT	AUDIT INSPECTION CONSULTING AND TRAINING	GT	NSF INTERNATIONAL FOOD SAFETY LLC	C Corp	314,940
(23)NSF HEALTH AND SAFETY SPAIN SA EL PARADOR CERVANTES 3 ROQUETAS DE MAR FC 04740 SP	FOOD SAFETY AUDITS AND CONSULTING	SP	NSF SAFETY & QUALITY UK LTD	C Corp	563,510
(24)NSF HEALTH SCIENCES UK LTD THE GEORGIAN HOUSE 22-24 WEST END NORTH YORKSHIRE Y062 6AF UK	FOOD SAFETY AUDITS AND CONSULTING	UK	NSF INTERNATIONAL UK LTD	C Corp	1,662,427
(25)NSF HEALTH SCIENCES LLC 789 N DIXBORO ROAD ANN ARBOR, MI 48105 26-2838494	FOOD SAFETY AUDITS AND CONSULTING	MI	NSF INTERNATIONAL FOOD SAFETY LLC	C Corp	-4,370,573
(26)NSF HK TESTING TECHNOLOGY COMPANY L 1188 LIAN HANG ROAD INTELLIGENCE V SHANGHAI CH	LAB TESTING	HK	NSF SHANGHAI TESTING TECHNOLOGY CO LTD	C Corp	-48,479
(27)NSF INASSA SAC AV LA MARINA NO 3035 SAN MIGUEL PE	FOOD SAFETY AUDITS AND CONSULTING	PE	NSF AGRICULTURE LLC	C Corp	-165,296
(28)NSF INTERNATIONAL CHILE SA PASAJE LA CASTELLANA 72 LAS CONDES SANTIAGO CI	FOOD SAFETY AUDITS AND CONSULTING	CI	NSF INTERNATIONAL FOOD SAFETY LLC	C Corp	1,004,202
(29)NSF INTERNATIONAL FOOD SAFETY LLC 789 N DIXBORO ROAD ANN ARBOR, MI 48105 20-2009916	FOOD SAFETY AUDITS AND CONSULTING	MI	NSF INTERNATIONAL HOLDINGS	C Corp	132,401
(30)NSF INTERNATIONAL HOLDINGS 789 N DIXBORO ROAD ANN ARBOR, MI 48105 20-2031751	HOLDING COMPANY	MI	NSF INTERNATIONAL	C Corp	2,019,747
(31)NSF INTERNATIONAL ROMANIA SRL STREET COMPASULUI 8 ETAGE 1 BUCAREST 61471 RO	FOOD SAFETY AUDITS AND CONSULTING	RO	EC BULL LTD	C Corp	151,596
(32)NSF INTERNATIONAL STRATEGIC REGISTR 789 N DIXBORO ROAD ANN ARBOR, MI 48105 20-0014596	TESTING AND CERTIFICATION SERVICES	MI	NSF INTERNATIONAL STRATEGIC REGISTRATION	C Corp	584,308
(33)NSF INTERNATIONAL STRATEGIC REGISTR 789 N DIXBORO ROAD ANN ARBOR, MI 48105 38-3278080	ISO XXX-XX-XXXX REGISTRATION SERVICES	MI	NSF INTERNATIONAL HOLDINGS	C Corp	-2,002,752
(34)NSF INTERNATIONAL UK LIMITED HANBOROUGH BUSINESS PARK LONG HANB OXFORDSHIRE OX29 8SJ UK	FOOD SAFETY AUDITS AND CONSULTING	UK	NSF INTERNATIONAL FOOD SAFETY LLC	C Corp	-2,062,668
(35)NSF ITALY SRL VIA ALTABELLAV 17 BOLOGNA --	FOOD SAFETY AND ISO XXX-XX- XXXX	IT	NSF SAFETY & QUALITY UK LTD	C Corp	-41,395

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(36)	NSF JAPAN KK ATT NEW TOWER 11F 2-11-7 AKASAKA TOKYO 10330 JA	INSPECTION AND TESTING OF FOOD AND WATER	JA	NSF INTERNATIONAL HOLDINGS	C Corp	61,202
(37)	NSF KOREA 145 ANAM-RO CJ FOOD SAFETY BLDG 4 SEOUL 02481 KS	FOOD SAFETY AUDITS AND CONSULTING	KS	NSF INTERNATIONAL FOOD SAFETY LLC	C Corp	191,801
(38)	NSF PERU SAC AV CAMINOS DEL INCA 257 309 SANTIAGO DE SURC 309 PE	FOOD SAFETY AUDITS AND CONSULTING	PE	NSF AGRICULTURE LLC	C Corp	
(39)	NSF PROSYSTEM GMBH BEIM STROHHAUSE 17 HAMBURG 20097 GM	FOOD SAFETY AND ISO XXX-XX- XXXX	GM	NSF DEUTSCHLAND GMBH	C Corp	2,957,876
(40)	NSF SAFETY AND QUALITY UK LTD HANBOROUGH BUSINESS PARK LONG HANB OXFORDSHIRE OX29 8SJ UK	FOOD SAFETY AUDITS AND CONSULTING	UK	NSF INTERNATIONAL UK LTD	C Corp	-1,032,400
(41)	NSF SAUDI ARABIA NO 203 SADA BUSINESS CENTRE RIYADH SA	INSPECTION AND TESTING OF FOOD AND WATER	SA	NSF SAFETY & QUALITY UK LTD	C Corp	129,869
(42)	NSF SHANGHAI CO LTD ROOM 1908-14 TOWER B NO 100 ZUNY SHANGHAI 200050 CH	PRODUCT CERTIFICATION FOR WATER AND FOOD	CH	NSF INTERNATIONAL	C Corp	1,542,213
(43)	NSF SHANGHAI TESTING TECHNOLOGY CO NO760 XINJUN RING ROAD SHANGHAI 201114 CH	LAB TESTING	CH	NSF INTERNATIONAL	C Corp	264,732
(44)	NSF VIETNAM LTD CO 220 LE THANH TON STREET DISTRICT 1 HO CHI MINH VM	AUDIT INSPECTION CONSULTING AND TRAINING	VM	NSF INTERNATIONAL HOLDINGS	C Corp	-37,015
(45)	NSF WALES LTD 30 FERN CLOSE PEN-Y-FAN INDUSTRIAL OAKDALE GWENT WALES NP11 3EH UK	WATER SAFETY CERTIFICATION AND CONSULTING	UK	NSF INTERNATIONAL	C Corp	10,385,409
(46)	PROSYSTEM CONSULTING SCHWEIZ AG SEESTRASSE 39 KUSNACHT ZH ZURICH 8700 SZ	CONSULTING AND SERVICE COMPANY IN MEDICAL DEVICES	SZ	NSF PROSYSTEM GMBH	C Corp	45,420
(47)	QAI INC 4370 LA JOLLA VILLAGE DRIVE SUITE SAN DIEGO, CA 92122 33-0615965	ORGANIC FOOD CERTIFICATION	CA	NSF INTERNATIONAL HOLDINGS	C Corp	-1,446,062
(48)	QUASAR CONSULTING SA 14 RUE SAAD ZAGHLOUL ARIANA 2080 TS	FOOD SAFETY AUDITS AND CONSULTING	TS	NSF EURO CONSULTANTS SA	C Corp	
(49)	SHOPPERS ANON LTD GROUND FL RAWENE CHAMBERS 17 RAWENE AUCKLAND 0626 NZ	FOOD SAFETY AUDITS AND CONSULTING	NZ	NSF INTERNATIONAL FOOD SAFETY LLC	C Corp	20,415
(50)	THE FOOD AUDITOR LTD GROUND FL RAWENE CHAMBERS 17 RAWENE AUCKLAND 0626 NZ	FOOD SAFETY AUDITS AND CONSULTING	NZ	NSF INTERNATIONAL FOOD SAFETY LLC	C Corp	1,582
(51)	THE NEW ZEALAND SCHOOL OF FOOD HYGI GROUND FL RAWENE CHAMBERS 17 RAWENE AUCKLAND 0626 NZ	FOOD SAFETY AUDITS AND CONSULTING	NZ	NSF INTERNATIONAL FOOD SAFETY LLC	C Corp	75,375

Schedule R (Form 990) 2021

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

- a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity
- b Gift, grant, or capital contribution to related organization(s)
- c Gift, grant, or capital contribution from related organization(s)
- d Loans or loan guarantees to or for related organization(s)
- e Loans or loan guarantees by related organization(s)
- f Dividends from related organization(s)
- g Sale of assets to related organization(s)
- h Purchase of assets from related organization(s)
- i Exchange of assets with related organization(s)
- j Lease of facilities, equipment, or other assets to related organization(s)
- k Lease of facilities, equipment, or other assets from related organization(s)
- l Performance of services or membership or fundraising solicitations for related organization(s)
- m Performance of services or membership or fundraising solicitations by related organization(s)
- n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)
- o Sharing of paid employees with related organization(s)
- p Reimbursement paid to related organization(s) for expenses
- q Reimbursement paid by related organization(s) for expenses
- r Other transfer of cash or property to related organization(s)
- s Other transfer of cash or property from related organization(s)

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	Method
(1) NSF DEUTSCHLAND GMBH	AI	688,405	COST
(2) NSF SHANGHAI CO LTD	F	1,981,030	COST
(3) NSF COSTA RICA SA	L	81,096	COST
(4) NSF BRASIL - PRESTACAO DE SERVICOS	L	68,128	COST

Software ID:
Software Version: