

KASTEEL DE HAAR

STICHTING EXPLOITATIE KASTEEL DE HAAR

UTRECHT

ANNUAL REPORT 2021



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REPORT OF THE BOARD OF TRUSTEES

Stichting Exploitatie Kasteel de Haar's Board of Trustees is charged with overseeing the Management Board's decisions and the overall course of business of the Foundation and its associated organisation. The Board of Trustees advises the Management Board. The members of the Board of Trustees allow their efforts to be guided by the best interests of the Foundation and its associated organisation.

In 2021, the Board of Trustees' members were as follows:

- Frank Rövekamp, Chair during even-numbered years (acting financial supervisor until May 2021)
- Erik Varwijk, Chair during odd-numbered years
- Ruud Dekkers, financial supervisor (starting May 2021)
- Marc Menesguen
- Joost van Lanschot

Further details of the composition of the Board of Trustees and the schedule of retirement for its members are provided in the enclosed annex.

The Board of Trustees generally meets four times each year. In 2021, it met five times; each of these meetings was held online, as a result of the COVID-19 pandemic. The pandemic was an important issue for the second year in a row, and the meetings considered matters such as the situation with the museum and the park being obliged to stay closed, the events and location rentals that were cancelled, pandemic-related subsidies, grants and contributions from funds, the drop in revenue and possibilities for cutting costs, the liquidity, the modifications dictated by the museum protocol and what all the changes mean for employees and volunteers.

Further topics that the Board of Trustees discussed during 2021 were:

- Governance (codes, self-evaluation, schedule of retirement, efforts to recruit new members);
- Annual evaluation of the management board;
- The quarterly financial reports (windfalls and setbacks, forecasts);
- Approval of the financial statements 2020 and the annual report 2020;
- Approval of the budget for 2022 and major investments;
- The long-term budget and activities until year-end 2025;
- (Online) strategy, brand positioning and product development;
- The operation of the Museum Restaurant (restaurant operations project);
- Plans for the business operations in the long term (redevelopment of public areas);
- The external risk analysis and risk mitigation.

In 2021 the board of Trustees decided to publish the annual reports in English from now on.

The Board of Trustees has an audit committee, made up of both Chairs and the financial supervisor. The audit committee meets with the external auditor and advises on the annual resolutions by the

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Board of Trustees about approving the financial statements. In 2021, the audit committee met two times and discussed the financial statements 2020 and the annual report 2020, the auditors' report, recent developments in 2021 and the budget for 2022, as well as the long-term budget. The committee also discussed risk management, large investments and upcoming projects.

The Board of Trustees is satisfied with the performance of the Management Board and staff over 2021 and wishes to express its appreciation.

The Board of Trustees also wishes to take this opportunity to share its gratitude for all the volunteers who work so hard and diligently for our wonderful Castle, and who adapted time and time again to new protocols and methods during this troubled period. It was inspiring to see so many of our loyal volunteers return to the Castle twice after months of forced closure.

At its meeting on 16 June 2022, the Board of Trustees approved the financial statements in accordance with the requirements under the Foundation's Articles.

Haarzuilens, 16 June 2022

Board of Trustees

Erik Varwijk, Chair for 2021

Frank Rövekamp, Chair for 2022

Ruud Dekkers, financial supervisor

Marc Menesguen

Joost van Lanschot

REPORT OF THE MANAGEMENT BOARD

Summary

Visitor numbers and the associated income both reached a new all-time low for the second consecutive year, as the COVID-19 pandemic forced the museum to stay closed for months at a time. Although many of the planned activities and events were cancelled as a result, the museum drew strong visitor numbers during the periods that it could open. Various funds contributed to make it possible for the museum to open during the pandemic, and as yet to put up the Torendol exhibition ('Tower Madness'), which had previously been postponed. The Mondriaan Fund, on behalf of the Dutch Ministry of Education, Culture and Science, made a significant contribution to offset the drop in revenue in the Foundation's income by €1.6 million compared with 2019. Thanks largely to that contribution - and the contribution from 2020, which was not recognised in the statement of income and expense until 2021 - total income was €779,000 higher than in 2020.

Total expenses rose by €245,000 in 2021, but were still €456,000 lower than budgeted, mainly as a result of the drop in the costs of employee benefits caused by the subsidies under NOW (the Dutch government's emergency bridging scheme to save jobs during the pandemic) and the lower revenue-based rent to Stichting Kasteel de Haar.

The positive result of €604,554 will be given the following appropriation. A sum of €23,000 will be added to the appropriated reserve for the restaurant operations project. A sum of €585,000 will be added to the appropriated reserve for redevelopment of public areas. A sum of €10,000 will be withdrawn from the continuity reserve. The remainder of €6,554 will be added to the general reserve.

About Stichting Exploitatie Kasteel de Haar

Stichting Exploitatie Kasteel de Haar ('Foundation') was set up on 29 May 2001. Its objects according to the Foundation's Articles are:

- a. to handle the business operations of De Haar Castle and its outer buildings (including the Chapel) and the museum collection and other effects, the garden and other cultivated areas and the Northern Park that are owned by Stichting Kasteel de Haar, as defined in the Dutch Historic Buildings and Monuments Act 1988 (*Monumentenwet 1988*), hereinafter: Castle/Museum, and specifically by granting or allowing the public access to the Castle/Museum as and when this is judicious; and
- b. to prepare and draft management and operational plans for the business operation described at a,

with a view to nurturing the combined cultural and historical concept and protecting a unique natural area, in such a manner that the Foundation is awarded the status of Public Benefit Organisation (*Algemeen Nut Beogende Instelling*, 'ANBI') within the meaning of Article 5b of the Dutch State Taxes Act (*Algemene wet inzake rijksbelastingen*).

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The Foundation pursues these objects by opening the Castle and the park up to the public, and by organising various events on the estate every year, renting out the Castle several evenings every year for receptions and allowing De Haar to be hired as a wedding location. The food and beverage operations have been outsourced to a lessee.

The Management Board is the Foundation's board of directors within the meaning of Article 291 of Book 2 of the Dutch Civil Code. The Management Board is made up of Anetta de Jong (Managing Director) and Marjolein Wijman (Financial Director). The Management Board is responsible for managing the Foundation. The members of the Management Board allow their efforts to be guided by the best interests of the Foundation and its associated organisation.

The Foundation received ANBI status on 1 January 2008. On 1 January 2012 it was also awarded the status of a cultural institution (*culturele instelling*).

On 15 July 2014, De Haar Castle was added to the Dutch Museum Register: a register of museum institutions that can demonstrate that they meet the criteria for giving shape to the museum functions to a high standard of quality.

Activities during 2021

As a result of the restrictions imposed by the government in response to the COVID-19 pandemic, the Castle museum was closed to the public for a total of 168 days, from January until early-June, and again from mid-December onwards. In between those periods it was possible to receive limited numbers of visitors with prior reservations, and so despite the situation the Castle nevertheless managed to draw more than 88,000 visitors. This drop by 8.5% relative to 2020 was caused entirely by the fact that in 2020 the museum could open its doors for almost two months longer.



The park was closed for 151 days, and drew a little over 32,000 visitors in 2021. This increase by 4% relative to 2020 is remarkable, given the fact that in 2021 the park was closed for two months longer than during the year before.

Most major public events were cancelled in 2021, the only exceptions being the Italy Event and several small-scale Elfia Fairy

Nights. These events drew almost twice as many visitors as events in 2020; the numbers were still extremely low compared with previous years, however. A new event called the Luminous Nights of De Haar was unfortunately cancelled at the last minute, when the government imposed a new lockdown in December, and will not debut until 2022.

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The numbers of weddings and celebrations outperformed expectations in 2021, as many couples who had been forced to postpone their weddings before now refused to wait even longer, and the number of visitors attending weddings and celebrations rose by 57% relative to 2020.

In total, De Haar Castle drew more than 142,000 visitors for all its activities, representing an average increase of 2% compared with 2020, but still 55% fewer than in 2019.

Programme

Exhibition | Tower Madness!

This exhibition about Pierre Cuypers and his predilection for towers had originally been scheduled for 2020 but was pushed back to 2021. The exhibition was set up during the lockdown, and went on display as soon as the lockdown was lifted in June. It included designs for towers and several objects with towers, but also towers in a symbolic sense: for a maiden's chastity, or in religion or heraldry. By the end of November the exhibition had drawn 84,000 visitors.



Guided tour | Tower Madness!

To accompany the exhibition, an exclusive guided tour through the Castle's towers was designed, including augmented reality elements. In light of the restrictions that were in place, these tours were only offered to a single household at a time. Visitors who took the tour rated it 9.3 out of 10.

Year-round | Information brochures, audio tour, walking routes and scavenger hunts

To enhance the experience of visiting the Castle and simplify the ordering process, starting in 2021 several items were included in the entrance fee for all visitors. Adults can choose from a series of booklets containing information about topics such as the bedrooms or 'Etienne's Dream', about the Baron and his dream to restore a ruin. A free audio tour can be downloaded in the app, and every visitor is given a map of the estate showing walking routes and containing information about the park. Children have a range of free scavenger hunts through the Castle and park to choose from. A new scavenger hunt was introduced during the autumn break: the Stolen Recipe.

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Carriage Day

In October, the recently restored carriages were presented during a festive ceremony with carriage rides through the park.

Italy Event

During the first weekend in July, almost 15,000 visitors came to the Castle to indulge in pasta, wine, live music, fashion shows, sunshine, cookery workshops, Italian design and more.

Elfia Fairy Nights

With Elfia being cancelled for the second year in a row, the Elfians created an exciting tour of the park, and across multiple nights in June and August this pandemic-proof activity drew more than 3,400 visitors.

Weddings and receptions

Despite the restrictions, De Haar Castle hosted 63 weddings in 2021. However, only 4 business receptions were held in the park and Castle.

Volunteer activities

Various activities are held for our nearly 250 volunteers around the year, including receptions and lectures. In 2021, thanks to the K.F. Hein Fund, we organised an amazing COVID 19 proof drive-in cinema showing, where our volunteers were the primary guests for once. The volunteers also developed activities of their own: a volunteers choir was formed during the lockdown, with online rehearsals, resulting in two concerts in front of a home crowd in the Castle's Main Hall in November.

Result for 2021

Stichting Exploitatie Kasteel de Haar ended 2021 with a positive result of €604,554, thanks largely to the contribution from the Mondriaan Fund. The result foreseen in the budget was €8,000.

The result will be appropriated as follows.

RESULT BEFORE APPROPRIATION	604,554
Added to the appropriated reserve for the restaurant operations project	(23,000)
Added to the appropriated reserve for the redevelopment of public areas	(585,000)
Withdrawn from the continuity reserve	10,000
RESULT AFTER APPROPRIATION	6,554

A sum of €23,000 will be added to the appropriated reserve for the restaurant operations project, intended for the Museum Restaurant in the Stable Yard and the Tuynhuis tea pavilion. This project has been delayed and will start in 2022.

A sum of €585,000 will be added to the appropriated reserve for the redevelopment of public areas, intended for redeveloping various public areas, such as the visitors' car park. This project had been pushed back as a result of various conditions that still need to be resolved.

A sum of €10,000 will be withdrawn from the continuity reserve. The new amount is based on the outcome of the risk analysis performed in 2021.

The remainder of €6,554 will be added to the general reserve.

Income in 2021

The number of visitors to the Castle dropped by 8.5% in 2021 relative to 2020, with pandemic restrictions forcing the museum to stay closed for longer than in the previous year. During the months that the museum was open, moreover, the hourly capacity was limited and visitors required a reservation. Most of the visitors came from the Netherlands. The regular price for admission to the Castle was raised for all visitors in 2021, by €1 for adults and by €2.50 for children. This was the result of an indexation, combined with the decision to include several items such as audiotours and scavenger hunts in the entrance fee. The income from Castle visitors was €66,000 lower in 2021 than in 2020. Although the budget had foreseen physical distancing and restrictions on the capacity throughout the year, the possibility of another closure for several months had not been considered, and the Foundation's revenue was almost €527,000 less than budgeted.

Despite the longer duration of the closure, the number of visitors to the park rose by 2% compared with 2020, with outdoor activities being a popular way for people to spend their free time. The regular price for admission to the park was raised by €1 for both adults and children in 2021. This was the result of an indexation, combined with the decision to include several items such as maps and scavenger hunts in the entrance fee. The income from park visitors was approximately €33,000 higher than in 2020, but still €53,000 below budget.

Although 92 weddings had been booked, 8 of those were cancelled as a result of the pandemic restrictions, and 21 couples pushed their weddings back to 2022; the remaining 63 couples were married in the Castle, the Chapel or one of the romantic formal gardens. Receptions in the Castle were severely restricted in 2021, although the total of 4 that were held was more than expected. Revenue from weddings and receptions



rose by €60,500 relative to 2020, and was €45,000 higher than budgeted.

All major public events were cancelled for the second year running, with the exception of the Italy Event and a series of small-scale Elfia Fair Nights during the summer months. The total revenue from events rose by €20,500, though still fell short of the budget by €53,000.

Like the Castle, the museum gift shop stayed closed for 5.5 months. Nevertheless, far more visitors bought souvenirs than previously, and they spent more than in 2021, causing the gift shop's revenue for 2021 to rise by €23,000 relative to 2020.

The fee for using the car park was not changed in 2021, and with the direct bus connection to the Castle still not running in 2021 many visitors arrived by car. Because the lockdown in 2021 lasted longer than the previous year, the revenue from the car park fell by €7,000 in 2021 compared with 2020.

The Museum Restaurant also remained closed for much of the time. The rental income is based on the lessee's revenue, subject to a fixed minimum. Just as in 2020, the income did not rise beyond that threshold in 2021.

The total income from business operations saw a slight increase of 3% compared with 2020. Nevertheless, revenue was still down by €1.6 million relative to 2019. To compensate for this loss of revenue, the Mondriaan Fund (on behalf of the Dutch Ministry of Education, Culture and Science) made a substantial contribution from the pandemic-related fund for museums with privately owned collections. Initially €576,013, that contribution was raised to €622,094 in December 2021. The Foundation is very grateful that this contribution compensated for part of the drop in revenue, and that it made it possible to carry out projects that had been put off as a result of the pandemic.

The €100,000 contribution received in 2020 from the pandemic-related fund for museums with at least 75,000 visitors is also recognised under the income for 2021. For further information about these subsidies, see the enclosed annex.

Although Stichting Exploitatie Kasteel de Haar does not receive any structural grants or subsidies, several funds made one-time contributions in 2021.

The Kickstart Culture Fund contributed €84,123 towards the additional cost of measures to allow the Castle to stay open in accordance with the museum protocol. Of that sum, €66,207 was used for investments in 2020 while €17,916 was used to hire additional staff after the museum reopened in 2021.

The Province of Utrecht (through the alliance of castle museums Stichting Samenwerkende Kasteelmusea) contributed €4,318 towards the cost of hiring students.

The Prins Bernhard Culture Fund, the K.F. Hein Fund, Stichting Elise Mathilde and the Fentener van Vlissingen Fund contributed a combined €16,000 for the Tower Madness exhibition.

Expenses for 2021

Total expenses were up by 14% in 2021, an increase of €245,000 relative to 2020. Nevertheless, the expenses came in €456,000 below budget, as a result of the museum staying closed for 5.5 months. No additional costs were cut in what was already a sober budget for 2021.

The costs of employee benefits (after deduction of the NOW subsidy) for 2021 were €38,500 higher than in the previous year, though still €270,000 lower than budgeted. The chief reason was that the overall NOW subsidy came to more than €243,000, where only a minimal amount had been foreseen in the budget. In connection with the drop in revenue during the time that the museum was closed, the Foundation claimed subsidies under the NOW 3.2, 3.3 and 5.0 schemes. The Foundation did not need to claim NOW 4.0 as the museum did not lose any revenue during the period from July to September.

The costs of hiring on-call workers and the volunteers' travel expenses were also less than budgeted as a result of the museum staying closed for part of the year.

The budgeted income from costs passed on to third parties did not arise, since the restaurant operations project was pushed back.

The operating costs were €54,500 higher than in 2020, but still more or less on budget. Although the costs for events came in higher as a result of the cancellation in December of the Luminous Nights of De Haar event, this was offset by the lower costs of the visitor affairs department, again as a result of the museum's closure.

Expenditure on marketing and programming was €40,000 less than budgeted in 2021. Various activities during the school holidays were cancelled, and during the months that the museum stayed closed the promotional activities were aimed chiefly at the relationship with the surrounding area and online followers.

The costs of housing were €117,000 lower than budgeted, owing primarily to the lower rent that the Foundation pays to Stichting Kasteel de Haar every year. The reason why the rent was so much lower was that the variable portion of the rent that Stichting Kasteel de Haar charges to the Foundation is linked to visitor numbers and income from letting/subletting.

The general costs were € 14,000 lower than budgeted, while the consultancy costs were €31,500 higher, mainly as a result of advice regarding the museum restaurants and additional audit fees in connection with audits for the NOW subsidy, this was offset by a sum of €40,000 that was not spent in 2021 on one-time costs for the restaurant operations project. The office costs were also slightly higher, as a result of the switch to an optical fibre connection, while the costs for online payment services were slightly lower.

Amortisation and depreciation for 2021 were €12,000 lower than foreseen in the budget, since various investments were postponed.

Capital position

Stichting Exploitatie Kasteel de Haar does not have a profit motive. Positive results are added to the Foundation's equity, which is made up of the general reserve and appropriated reserves selected by the Management Board and appropriated funds selected by donating third parties. Losses are charged against equity.

In 2019, the Management Board decided to form a continuity reserve. Based on the risk analysis performed in 2016, the amount decided for that reserve was initially €500,000. In 2021, based on a more up-to-date risk analysis, that amount was lowered to €450,000 (subject to annual indexation).

Risks and uncertainties

Every four years, the Foundation commissions an external firm to carry out a risk analysis, to examine operational risks, regulations and threats. Various scenarios are mapped out, with different levels of income loss as a result of those risks. Besides the likelihood and impact of the various risks, the analysis identifies what controls are in place to prevent those risks from manifesting or, if the risks do in fact manifest, what steps will be taken to minimise and control the consequences and loss/damage as much as possible.

That risk analysis is followed every year by a quick scan, which not only reviews the risks from the original analysis, but also addresses possible new risks and the associated controls.

In 2021, the Foundation engaged BMC to carry out the external risk analysis. Based on this new analysis, the continuity reserve has now been set at €450,000 effective 2021 (subject to annual indexation going forward). That amount is sufficient to cover a loss of revenue in circumstances similar to the COVID-19 pandemic (based on the loss of revenue in 2020), without compensation from government subsidies.

The conclusions and recommendations from the analysis have been discussed with the Board of Trustees and adopted as necessary.

Codes

The Foundation subscribes to the Governance Code for Culture, the Code for Diversity & Inclusion and the Fair Practice Code. Our website <https://www.kasteeldehaar.nl/over-de-haar/stichting/anbi/> includes an explanation of our efforts to give shape to those codes.

Privacy

The Foundation's policy in respect of privacy –for visitors as well as for the workforce and others - was adjusted in 2017, in preparation for the General Data Protection Regulation (GDPR).

In 2018 an external review was performed in connection with the GDPR. The recommendations in the resulting report were adopted; for example, the Foundation has a data processing register, and data processing agreements have been signed with all relevant organisations.

The privacy policy for De Haar Castle's employees and volunteers describes which of their personal data we collect and for what purposes, and how we use/process those data. All employees and volunteers have signed that policy.

A separate privacy policy has been prepared for visitors to the Castle and to the website, plus a cookie policy; both these policies are available on our website.



Sustainability

Stichting Exploitatie Kasteel de Haar has a sustainability policy to take various measures aimed at improving sustainability, within the limitations of the historic site.

Energy is procured from a green supplier, and all waste is separated. All new lights that have been installed in the Castle and the gardens are LEDs. Improvements have been made to dramatically cut back the amount of paper used in the offices, including digitalising the accounts and records and introducing the possibility to scan online tickets directly on the visitor's telephone or tablet. Further efforts went into digitalising visitor information, scavenger hunts and maps in 2021.

Developments after the balance sheet date

At the start of 2022, De Haar Castle was still closed as a result of the government's restrictions to combat the COVID-19 pandemic. By the end of January, fortunately, the museum was given permission to open its gates again, and by the end of February all the restrictions had been lifted. Since the reopening, the Castle and the park have recorded visitor numbers at the same level as in 2019, which is higher than foreseen in the budget. The first new major public event was held in April, and visitor numbers again exceeded expectations.

The closure during the first few weeks of 2022 should not have a significant impact on the Foundation's financial position. As such, the Management Board has decided not to claim any subsidy under the NOW scheme for Q1 of 2022.

No other unusual matters need reporting in connection with developments that might have occurred before the adoption of the financial statements by the Board of Trustees on 16 June 2022 and that could have a significant impact on the Foundation's financial position in 2022.

Budget for 2022

The Board of Trustees adopted the budget for 2022 on 15 December 2021. That budget is included in the enclosed annex.

Haarzuilens, 16 June 2022

Management Board

Anetta de Jong, Managing Director
Marjolein Wijman, Financial Director

BALANCE SHEET AT 31 DECEMBER 2021

(after appropriation of the result)

		2021	2020
Intangible fixed assets	1	-	3,963
Tangible fixed assets	2	403,140	429,837
Current assets			
Inventories	3	60,938	34,962
Receivables	4	72,883	55,547
Taxes	5	26,103	31,287
Prepayments and other receivables	6	233,261	177,816
		393,185	299,612
Cash and cash equivalents	7	1,628,495	992,879
		2,424,820	1,726,291
Equity			
General reserve	8	13,153	6,599
Appropriated reserves	9	1,384,000	786,000
		1,397,153	792,599
Long-term liabilities		-	-
Current liabilities			
Payables	10	276,364	129,025
Taxes & pension premiums	11	33,215	28,465
Other liabilities	12	718,088	776,202
		1,027,667	933,692
		2,424,820	1,726,291

STATEMENT OF INCOME AND EXPENSE 2021

		2021	Budget for 2021	2020
INCOME				
Direct revenue				
Visitors to the Castle and the park	13	1,283,187	1,864,000	1,316,352
Weddings and receptions	14	130,195	85,000	69,671
Gift shop		112,771	112,000	89,518
Parking revenue		189,209	212,000	196,440
Miscellaneous		9,740	10,000	11,338
		1,725,102	2,283,000	1,683,319
Indirect revenue				
Events	15	49,941	103,000	29,408
Museum restaurant	16	74,886	74,000	75,927
		124,827	177,000	105,335
Contributions	17	767,388	17,000	49,545
Total income		2,617,317	2,477,000	1,838,199
EXPENSES				
Costs of employee benefits	18	845,276	1,115,000	806,813
Operating costs	19	125,842	129,000	71,424
Marketing and programming	20	139,875	180,000	107,917
Housing	21	584,127	701,000	506,019
General costs	22	229,847	244,000	176,412
Amortisation and depreciation	23	87,796	100,000	99,206
Total expenses		2,012,763	2,469,000	1,767,791
RESULT BEFORE APPROPRIATION		604,554	8,000	70,408
Movements in appropriated reserves		(598,000)		(68,080)
RESULT AFTER APPROPRIATION		6,554		2,328

CASH FLOW STATEMENT 2021

	2021	2020
OPERATING ACTIVITIES		
Result	604,554	70,408
Amortisation and depreciation	86,873	97,452
Movements in working capital		
Movements in inventories	(25,976)	(4,276)
Movements in receivables	(67,597)	91,893
Movements in current liabilities	93,975	(765,712)
NET CASH FLOW FROM OPERATING ACTIVITIES	691,829	(510,235)
INVESTING ACTIVITIES		
Additions to tangible fixed assets	(57,136)	(26,001)
Disposals of tangible fixed assets	923	1,754
NET CASH FLOW FROM INVESTING ACTIVITIES	(56,213)	(24,247)
FINANCING ACTIVITIES		
Movements in long-term liabilities	-	(28,368)
NET CASH FLOW	635,616	(562,850)
Balance of cash and cash equivalents at the start of the financial year	992,879	1,555,729
Balance of cash and cash equivalents at the end of the financial year	1,628,495	992,879
MOVEMENTS IN CASH AND CASH EQUIVALENTS	635,616	(562,850)

SIGNIFICANT ACCOUNTING POLICIES

General

The financial statements have been prepared in accordance with the Dutch Accounting Standards Board's Guideline 640 for Not-for-profit Organisations. Assets and liabilities are measured, and the result determined, on the basis of historical cost. Unless a particular item on the balance sheet states otherwise, assets and liabilities are recognised at face value.

Intangible fixed assets

Intangible fixed assets are measured at their purchase price less amortisation.

Tangible fixed assets

Tangible fixed assets are presented at their purchase price or cost of conversion, including directly attributable costs, less straight-line depreciation over the projected future useful life and impairments.

Operating grants for additions to tangible fixed assets are deducted from the purchase price or cost of conversion of the asset to which the grant relates.

Inventories

Inventories are measured at their cost or purchase price, using the FIFO (first in, first out) method, or the net realisable value if this is lower. The net realisable value is the projected selling price less directly attributable selling expenses. The net realisable value is calculated net of an allowance for obsolete inventories.

Receivables

Receivables are initially recognised at fair value, and subsequently at amortised cost. In the absence of a premium or discount or any transaction costs, the amortised cost corresponds to the face value of the receivables. Provisions for uncollectability are deducted from the carrying amount of the receivable.

Cash and cash equivalents

Cash and cash equivalents are bank balances with less than twelve months to maturity. Cash and cash equivalents are presented at face value.

Equity

The Foundation's equity is broken down into reserves (equity that is freely disposable) and funds (equity that is not freely disposable).

The Management Board may separate parts of the reserves for specific purposes; these appropriated reserves are maintained with a view to the organisation's continuity as a going concern and for specific future projects that support the Foundation's objectives. The appropriated reserves are formed by appropriating the result (or part of the result) for a particular year for that purpose. Whatever remains of the result after this appropriation is added to the general reserve.

If any donations from third parties that they have designated for a specific purpose are not spent (or not spent in full) during the relevant year, whatever is left is added to an appropriated fund intended for that purpose; the resources in the fund may then only be spent on that goal.

Unsettled operating grants

The contributions that the Foundation receives are taken directly to the statement of income and expense during the year to which they pertain, in so far as the amount of the grant can be reliably established and the terms attached to the grant are satisfied. As a rule, this means that operating grants are recognised in the statement of income and expense during the year in which the subsidised work is carried out. The projected amount receivable is recognised in the balance sheet under 'Prepayments and accrued income'. The projected amount that needs to be repaid is presented under 'Other liabilities'. If the amount of the operating grant cannot be reliably established at the balance sheet date, and/or if it cannot be reliably established that the terms attached have been satisfied, the full prepaid amount will be recognised under 'Prepayments'.

NOW subsidies

Subsidies under NOW (the Dutch government's emergency bridging scheme to save jobs during the pandemic) are recognised in the same manner as operating grants. The Foundation has decided to deduct these subsidies from the costs of employee benefits for their presentation in the statement of income and expense.

Current liabilities

Current liabilities are measured at face value except as stated otherwise.

ACCOUNTING POLICIES FOR THE DETERMINATION OF THE RESULT

General

The result is determined as the difference between income and expenses for the reporting year, with due observance of the measurement bases described above. Income and expenses are allocated to the year to which they pertain. Income is recognised in the year in which the associated services were provided. Expenses are recognised in the year in which they become foreseeable.

Pensions

The Foundation has a pension scheme in place for its employees. That scheme is financed from remittances to the pension administrator, which is the industry-wide pension fund BPL. The pension obligations under the pension scheme are measured according to the 'obligations to the pension administrator' approach, where the premiums payable to the pension administrator are recognised as an expense in the statement of income and expense.

Amortisation and depreciation

(In-)tangible fixed assets are amortised/depreciated over the projected future useful life of the asset, starting as soon as the asset is ready for use. If the estimated future useful life changes, the future amortisation/depreciation will be modified accordingly. Book profits and losses from separate sales of (in-)tangible fixed assets are also presented under 'Amortisation and depreciation'.

ACCOUNTING POLICIES FOR THE PREPARATION OF THE CASH FLOW STATEMENT

The cash flow statement has been prepared using the indirect method.

NOTES TO THE BALANCE SHEET AT 31 DECEMBER 2021

1. INTANGIBLE FIXED ASSETS	2021	2020
Website	-	3,963
	-	3,963

The website, purchased for €38,780 and amortised at a rate of 20%, was fully amortised in 2021.

2. TANGIBLE FIXED ASSETS	2021	2020
A. Land and buildings	121,438	132,541
B. Other fixed operating assets	281,702	297,296
	403,140	429,837

Depreciation rates:

A. Land and buildings	3.33% or 10%, depending on the useful life
B. Other fixed operating assets	10 or 20%, depending on the useful life

The movements in these items can be summarised as follows:

	A.	B.	Total
Acquisition value at 1 January	351,020	729,519	1,080,539
Additions during the 2021 financial year	-	57,136	57,136
Disposals during the 2021 financial year	-	(25,519)	(25,519)
Acquisition value at 31 December	351,020	761,136	1,112,156
Accumulated depreciation at 1 January	(218,479)	(432,223)	(650,702)
Depreciation during the 2021 financial year	(11,103)	(71,807)	(82,910)
Depreciation on disposals during the 2021 financial year	-	24,596	24,596
Accumulated depreciation at 31 December	(229,582)	(479,434)	(709,016)
Carrying amount at 31 December 2021	121,438	281,702	403,140

KASTEEL DE HAAR

3. INVENTORIES	2021	2020
Souvenirs	40,674	21,074
Museum Passes	21,329	14,571
Allowance for obsolete inventories	(1,065)	(683)
	60,938	34,962
4. RECEIVABLES	2021	2020
Receivables Stichting Kasteel de Haar	10,039	10,717
Other receivables	62,844	44,830
	72,883	55,547
5. TAXES	2021	2020
VAT	26,103	31,287
	26,103	31,287
6. PREPAYMENTS AND OTHER RECEIVABLES	2021	2020
Prepayments	43,037	41,011
NOW subsidy receivable	116,633	85,955
Exhibition contributions receivable	16,000	-
Other receivables	57,591	50,850
	233,261	177,816
All NOW subsidies and exhibition contributions receivable reflect amounts that have already been spent but have not yet been received.		
7. CASH AND CASH EQUIVALENTS	2021	2020
Payments en route	4,107	1,850
Checking accounts	1,024,766	414,683
Savings account	595,785	570,738
Petty cash	3,837	5,108
Cash at the gate and in the gift shop	-	500
	1,628,495	992,879

This savings account carries a floating (negative) interest rate.

8. GENERAL RESERVE	2021	2020
Balance at 1 January	6,599	4,271
Added during the financial year	6,554	2,328
Balance at 31 December	13,153	6,599

This is the portion of the Foundation's equity without a fixed appropriation, which is available for spending on the Foundation's objects. The result after appropriation has been added to the general reserve.

9. APPROPRIATED RESERVES	2021	2020
Balance of appropriated reserves at 1 January	786,000	1,363,751
<u>Continuity reserve</u>		
Balance at 1 January	460,000	545,000
Withdrawn during the financial year	(10,000)	(85,000)
<i>Balance at 31 December</i>	<i>450,000</i>	<i>460,000</i>
<u>Appropriated reserve for the restaurant operations project</u>		
Balance at 1 January	326,000	150,000
Added during the financial year	23,000	176,000
<i>Balance at 31 December</i>	<i>349,000</i>	<i>326,000</i>
<u>Appropriated reserve for redevelopment of public areas</u>		
Balance at 1 January	-	-
Added during the financial year	585,000	-
<i>Balance at 31 December</i>	<i>585,000</i>	<i>-</i>
Balance of appropriated reserves at 31 December	1,384,000	786,000

Continuity reserve

In 2019, the Management Board decided to form a continuity reserve. Based on the risk analysis performed in 2016, the amount decided for that reserve was €500,000. Based on an updated risk analysis, the continuity reserve has now been set at €450,000 effective 2021 (subject to annual indexation going forward). That amount is sufficient to cover a loss of revenue in circumstances similar to the COVID-19 pandemic (based on the loss of revenue in 2020), without compensation from government subsidies.

Appropriated reserve for the restaurant operations project

The Management Board has formed an appropriated reserve for the restaurant operations project, intended for the Museum Restaurant in the Stable Yard and the Tuynhuis tea pavilion. Although the restrictions during the pandemic and the legal procedure caused delays, the project will start in 2022. A sum of €23,000 was added to the appropriated reserve in 2021, based on the projected investment.

Appropriated reserve for redevelopment of public areas

The Management Board has formed an appropriated reserve for redeveloping various public areas, such as the visitors' car park. This much-needed redevelopment had been pushed back as a result of various conditions that still need to be resolved. Other public areas also need to be redeveloped, to better match the public's changed preferences since the pandemic. These plans are still in the development phase, though, and additional funds will need to be raised for them. Thanks to the contribution from the Mondriaan Fund, a sum of €585,000 was added to the appropriated reserve in 2021, based on the projected initial investment.

10. PAYABLES	2021	2020
Payables Stichting Kasteel de Haar	21,084	-
Other payables	255,280	129,025
Balance at 31 December	276,364	129,025
11. TAXES & PENSION PREMIUMS	2021	2020
Wage tax	17,123	14,920
Pension premiums	16,092	13,545
	33,215	28,465
12. OTHER LIABILITIES	2021	2020
Revenue invoiced up-front	138,481	122,858
Prepayments received under operating grants	5,411	128,511
Rent payable to Stichting Kasteel de Haar	446,020	374,497
Other payable costs	79,942	102,628
Employee obligations	48,234	47,708
	718,088	776,202

The prepayments received under operating grants consist of the unspent portion of a contribution towards a hospitality project with our volunteers.

The employee obligations include holiday allowances, holiday leave entitlement and overtime.

Rights and obligations not included on the face of the balance sheet

Rights and obligations not recognised on the balance sheet

At year-end, the Foundation had a claim on Stichting Museumkaart in connection with visitors holding a Netherlands Museum Pass. However, at the balance-sheet date it is impossible for the Foundation to make a reliable calculation of the amount; the Foundation receives a final statement from Stichting Museumkaart after the end of the financial year. The final amount for 2021 has in the meantime been established at €30,806 (net of VAT).

Similarly, a claim on the Vriendenloterij lottery also arose after the balance sheet that could not be calculated earlier, in connection with visitors holding a Vriendenloterij VIP Pass. The one-time amount for 2021 is €55,466 (net of VAT).

These finalised amounts are recognised in the financial year when they are announced.

Long-term financial obligations

The Foundation has a long-term lease obligation towards Stichting Kasteel de Haar for the land and buildings. The annual rent consists of a non-variable portion of €13,852, plus a variable portion that is based on visitor numbers and the rent that the Foundation charges to third parties for letting or subletting, less costs.

Corporate income tax

As the COVID-19 pandemic forced the museum to stay closed for months at a time, and the pandemic-related grants were not fully spent by December 31, the result for 2021 exceeded the threshold for the obligation to file a corporate income tax return. However, based on the applicable tax laws it is the expectation that no corporate income tax will be due as the grants will be spent in the next year(s).

NOTES TO THE STATEMENT OF INCOME AND EXPENSE FOR 2021

13. VISITORS	2021	Budget for 2021	2020
Visitors to the Castle	1,098,314	1,626,000	1,164,506
Visitors to the park	184,873	238,000	151,846
	1,283,187	1,864,000	1,316,352

14. WEDDINGS AND RECEPTIONS	2021	Budget for 2021	2020
Receptions	25,349	10,000	20,697
Weddings	104,846	75,000	48,974
	130,195	85,000	69,671

15. EVENTS	2021	Budget for 2021	2020
Elfia	9,941	13,000	-
Italy Event	40,000	18,000	29,408
Country & Christmas Fair	-	72,000	-
	49,941	103,000	29,408

The events are organised by third parties, not by the Foundation itself. The Foundation receives an amount for each visitor, plus in some cases a share in the catering revenue.

16. MUSEUM RESTAURANT	2021	Budget for 2021	2020
Base rent	74,886	74,000	74,070
Revenue-based rent	-	-	-
Rent for the office	-	-	1,857
	74,886	74,000	75,927

The base rent was established when the contract first came into effect in 2012. It is subject to annual indexation. The revenue-based rent is a percentage of the rent after the revenue reaches at least 10 times the base rent. The revenue did not reach that threshold in 2021, owing to the long periods that the food and beverage services remained closed, and no revenue-based rent was charged as a consequence.

17. CONTRIBUTIONS	2021	Budget for 2021	2020
Grant Mondriaan Fund for 2020	100,000	-	
Grant Mondriaan Fund for 2021	622,094	-	
Stichting Samenwerkende Kasteelmusea	4,318	-	18,782
Kickstart Culture Fund	17,916	-	-
Other pandemic-related contributions	1,004	-	9,000
<i>Pandemic-related contributions</i>	<i>745,332</i>	<i>-</i>	<i>27,782</i>
Prins Bernhard Culture Fund	5,000	5,000	-
K.F. Hein Fund	5,000	5,000	-
Stichting Elise Mathilde	3,500	3,500	-
Fentener van Vlissingen Fund	2,500	2,500	-
<i>Tower Madness contributions</i>	<i>16,000</i>	<i>16,000</i>	<i>-</i>
Sponsorship from Rabobank	-	-	20,661
Donations from volunteers	1,109	1,000	1,102
Other contributions	4,947	-	-
<i>Other contributions</i>	<i>6,056</i>	<i>1,000</i>	<i>49,545</i>
	767,388	17,000	49,545

The grants from the Ministry of Education, Culture and Science (by way of the Mondriaan Fund) serve as compensation for the loss of revenue during the pandemic. The grant for 2020 was made from the pandemic-related fund for museums with more than 7,500 visitors. The grant for 2021 was made from the pandemic-related fund for museums with privately owned collections. For details, see the enclosed annex.

The contributions from the Province of Utrecht (by way of the alliance of castle museums Stichting Samenwerkende Kasteelmusea) and the Kickstart Culture Fund were used to hire students while the pandemic restrictions were in place.

The Tower Madness exhibition, originally scheduled for 2020, was moved to 2021 as a result of the pandemic. Several different funds contributed to the costs.

After its long-term sponsorship agreement ended, Rabobank decided to make a one-time sustainability donation of €12,500, which will be paid after the expenditure has been incurred. The donation will go towards LED lighting in 2022.

18. COSTS OF EMPLOYEE BENEFITS	2021	Budget for 2021	2020
Wages and salaries	583,809	595,900	607,376
Payments under the NOW subsidy	(243,311)	(40,000)	(222,337)
Payments sick leave insurance	(8,019)	-	(20,916)
Cost payrolling agency	33,430	69,000	35,282
Cost of hiring other external workers	9,625	17,000	10,920
Social security charges	131,049	144,430	144,057
Pension charges	71,358	70,800	69,882
Volunteers	30,423	57,000	35,994
Recruitment and training	2,758	7,000	3,119
Travel expenses / work-from-home allowances	11,473	12,680	10,931
Costs of other employee benefits	16,606	15,490	11,905
Passed on by Stichting Kasteel de Haar	209,000	209,000	123,460
Passed on to third parties	(2,925)	(43,300)	(2,860)
	845,276	1,115,000	806,813

The Board of Trustees is responsible for the Foundation's policy. The remuneration of the Foundation's Board of Trustees was nil (2020: nil). The Management Board is responsible for the execution. The Managing Director and the Financial Director are employed by Stichting Kasteel de Haar. Part of the costs are passed on to the Foundation every year.

On-call workers (to man the cash register or assist visitors in the various rooms) are hired through Beryl Personeel.

At 31 December 2021, the museum had 242 volunteers, who are not paid for their work; however, they receive a travel allowance that is not linked to the number of hours worked. Volunteers have the option of donating their travel allowance to the Foundation.

At 31 December 2021, the FTEs with regular employment contracts were divided over the various departments as follows:

	2021	2020
Support Staff	1.8	1.8
Visitor affairs	6.6	6.7
Marketing & Programming	2.4	1.6
Location Rental	3.1	2.3
Technology*	0.9	1.6
	14.8	14.0

* Position vacant at 31 December 2021

19. OPERATING COSTS	2021	Budget for 2021	2020
Events	30,912	2,000	(1,307)
Visitor affairs	31,302	56,000	24,605
Weddings and receptions	5,349	10,000	2,022
<i>Operating costs of the departments</i>	<i>67,563</i>	<i>68,000</i>	<i>25,320</i>
Cost of souvenirs	49,659	49,000	39,715
Other gift shop costs	8,238	12,000	7,073
Allowance for obsolete inventories	382	-	(684)
<i>Gift shop</i>	<i>58,279</i>	<i>61,000</i>	<i>46,104</i>
	125,842	129,000	71,424
20. MARKETING & PROGRAMMING	2021	Budget for 2021	2020
Exhibitions and activities	67,822	67,000	28,211
Preparations for exhibitions	5,134	-	14,383
Activities for children	8,139	28,000	12,415
Promotion (online and offline)	43,047	60,000	39,273
Printing & other	15,733	25,000	13,635
	139,875	180,000	107,917
21. HOUSING	2021	Budget for 2021	2020
Utilities consumption	63,168	66,000	60,805
Technical work by third parties	53,690	44,000	41,741
Operational work by third parties	11,142	22,000	16,119
Materials	8,920	18,000	12,388
Machines and equipment	1,187	4,000	469
<i>Miscellaneous housing costs</i>	<i>138,107</i>	<i>154,000</i>	<i>131,522</i>
Non-variable rent	13,852	14,000	13,852
Variable rent	432,168	533,000	360,645
<i>Rent</i>	<i>446,020</i>	<i>547,000</i>	<i>374,497</i>
	584,127	701,000	506,019

22. GENERAL COSTS	2021	Budget for 2021	2020
Audit fees	23,792	13,000	15,035
Payroll costs	3,053	3,000	2,880
Marketing consultancy	10,061	5,000	476
Restaurant consultancy	20,208	-	15,375
Miscellaneous	15,535	20,000	340
<i>Consultancy costs</i>	<i>72,649</i>	<i>41,000</i>	<i>34,106</i>
Costs of office automation	73,203	78,000	68,524
Telephone and Internet	17,117	10,000	15,461
Contracts and subscriptions	13,106	9,000	7,071
Miscellaneous office costs	2,087	4,000	1,955
<i>Office costs</i>	<i>105,513</i>	<i>101,000</i>	<i>93,011</i>
<i>Insurance</i>	<i>20,257</i>	<i>20,000</i>	<i>18,550</i>
Bank charges and interest expenses	6,156	6,000	2,572
Costs of payment services	11,452	14,000	14,536
<i>Bank charges and interest expenses</i>	<i>17,608</i>	<i>20,000</i>	<i>17,108</i>
Waste disposal	5,816	6,000	5,349
Security	2,518	6,000	3,038
Lunch and dinner costs	2,179	4,000	2,408
Business gifts	2,031	2,000	1,647
Work clothes	-	1,000	314
Miscellaneous non-recurring costs	-	40,000	-
Miscellaneous, general	1,276	3,000	881
<i>Miscellaneous costs</i>	<i>13,820</i>	<i>62,000</i>	<i>13,637</i>
	229,847	244,000	176,412

The miscellaneous consultancy costs in 2021 were for legal and tax advice, a risk analysis and a design for the visitors' car park.

The miscellaneous non-recurring costs in the budget were related to the restaurant operations project; owing to that project's delay, however, those costs were not actually incurred.

23. AMORTISATION/ DEPRECIATION	2021	Budget for 2021	2020
Website	3,963	4,000	7,756
Land and buildings	11,103	11,060	11,047
Other fixed operating assets	71,807	84,940	78,649
Book loss	923	-	1,754
	87,796	100,000	99,206

PROPOSED APPROPRIATION OF THE RESULT

The Management Board proposes adding the positive result for 2021, totalling €6,554 net of additions to the appropriated reserves and funds, to the general reserve of the Foundation's equity.

DEVELOPMENTS AFTER THE BALANCE SHEET DATE

At the start of 2022, De Haar Castle was still closed as a result of the government's restrictions to combat the COVID-19 pandemic. By the end of January, fortunately, the museum was given permission to open its gates again, and by the end of February all the restrictions had been lifted. Since the reopening, the Castle and the park have recorded visitor numbers at the same level as in 2019, which is higher than foreseen in the budget. The first new major public event was held in April, and visitor numbers again exceeded expectations.

The closure during the first few weeks of 2022 should not have a significant impact on the Foundation's financial position. As such, the Management Board has decided not to claim any subsidy under the NOW scheme for Q1 of 2022.

No other unusual matters need reporting in connection with developments that might have occurred before the adoption of the financial statements by the Board of Trustees on 16 June 2022 and that could have a significant impact on the Foundation's financial position in 2022.

Haarzuilens, 16 June 2022

Board of Trustees

Erik Varwijk, Chair for 2021

Frank Rövekamp, Chair for 2022

Ruud Dekkers, financial supervisor

Marc Menesguen

Joost van Lanschot

Management Board

Anetta de Jong, Managing Director

Marjolein Wijman, Financial Director

Independent Auditor's Report

To: The Board of Trustees and The Management Board of Stichting Exploitatie Kasteel de Haar

A. Report on the audit of the financial statements 2021 included in the annual report

Our opinion

We have audited the financial statements 2021 of Stichting Exploitatie Kasteel de Haar, based in Haarzuilens. In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Exploitatie Kasteel de Haar as at 31 December 2021, and of its result for 2021 in accordance with the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board.

The financial statements comprise:

- the balance sheet as at 31 December 2021;
- the statement of income and expenses for 2021;
- the cash flow statement for 2021; and
- the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

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

We are independent of Stichting Exploitatie Kasteel de Haar in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

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

B. Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- the annual report;
- the report of the board of trustees;
- the report of the management board; and
- Annexes.

Based on the following procedures performed, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements

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

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

The board is responsible for the preparation of the other information in accordance with the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board.

C. Description of responsibilities regarding the financial statements

Responsibilities of the board for the financial statements

The board is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board. Furthermore, the board is responsible for such internal control as the board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, The board is responsible for assessing the entity's ability to continue as a going concern. Based on the financial reporting framework mentioned, the board should prepare the financial statements using the going concern basis of accounting unless the board either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

The board should disclose events and circumstances that may cast significant doubt on the entity's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Amersfoort, 16 June 2022

Auren Audit & Assurance Amersfoort B.V.

A handwritten signature in blue ink, appearing to be 'A. van Pijkeren', with a long horizontal stroke extending to the right.

A. (Andries) van Pijkeren RA

COMPOSITION OF THE BOARD OF TRUSTEES AND SCHEDULE OF RETIREMENT

Stichting Exploitatie Kasteel de Haar has a Board of Trustees, which is formed by the following persons:

- The member of the Board of Trustees of Stichting Kasteel de Haar who is responsible for supervising the financial aspects of Stichting Kasteel de Haar;
The member A of the Board of Trustees of Stichting Kasteel de Haar who has been designated as Chair of the Board of Trustees of Stichting Kasteel de Haar during even-numbered years;
- The member B of the Board of Trustees of Stichting Kasteel de Haar who has been appointed as Chair of the Board of Trustees of Stichting Kasteel de Haar during odd-numbered years;
- Other members appointed by the Board of Trustees after approval of the Board of Trustees of Stichting Kasteel de Haar.

Members shall be appointed for a term of four years and shall initially serve a maximum of two terms. From the point of view of continuity, it is possible to reappoint a board member for a third term.

On 31 December 2021, the Board of Trustees' members were as follows:

Trustee	Position	Term 1	Term 2	Term 3	Reappointable
Frank Rövekamp	Chair (even-numbered years)	2019-2022			No
Erik Varwijk	Chair (odd-numbered years)	2019-2022			Yes
Ruud Dekkers	Financial supervisor	2021-2024			Yes
Marc Menesguen	Member	2020-2023			Yes
Joost van Lanschot	Member	2021-2024			Yes

On 1 January 2021 Joost van Lanschot joined the Board of Trustees.

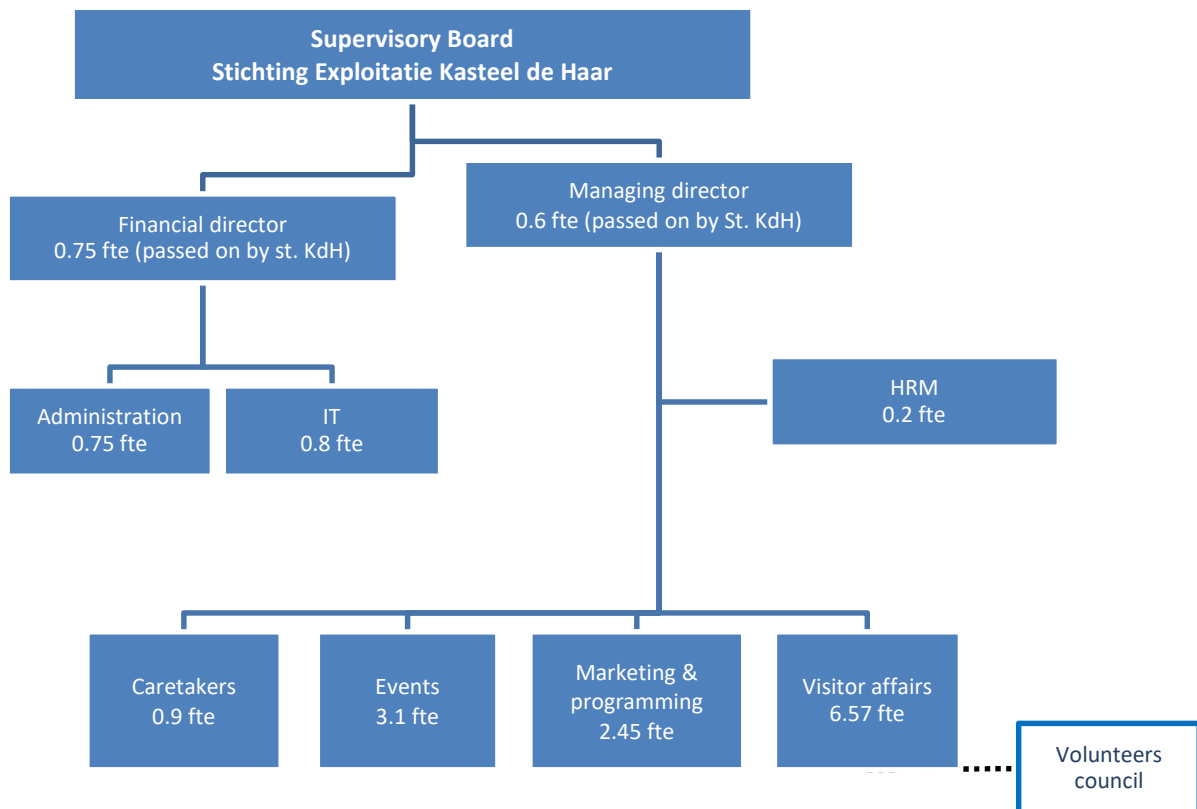
On 1 January 2021 there was a vacancy for a financial supervisor, Frank Rövekamp acted as interim financial supervisor.

On 1 May 2021 Ruud Dekkers joined the Board of Trustees as financial supervisor.

Rövekamp is not reappointable, because he is serving his third term on the board of Trustees of Stichting Kasteel de Haar.

ORGANISATIONAL DIAGRAM

The managing director and financial director are employed by Stichting Kasteel de Haar and their costs are partly charged to Stichting Exploitatie Kasteel de Haar.



KASTEEL DE HAAR

BUDGET FOR 2022

INCOME

Direct revenue

Visitors to the Castle and the park	2,133,000
Weddings and receptions	161,000
Gift shop	177,000
Parking revenue	264,000
Miscellaneous	14,000

2,749,000

Indirect revenue

Events	258,000
Museum restaurant	94,000

352,000

Contributions 36,000

Total income 3,137,000

EXPENSES

Costs of employee benefits	1,238,000
Operating costs	163,000
Marketing and programming	217,000
Housing	1,160,000
General costs	266,000
Amortisation and depreciation	93,000

Total expenses 3,137,000

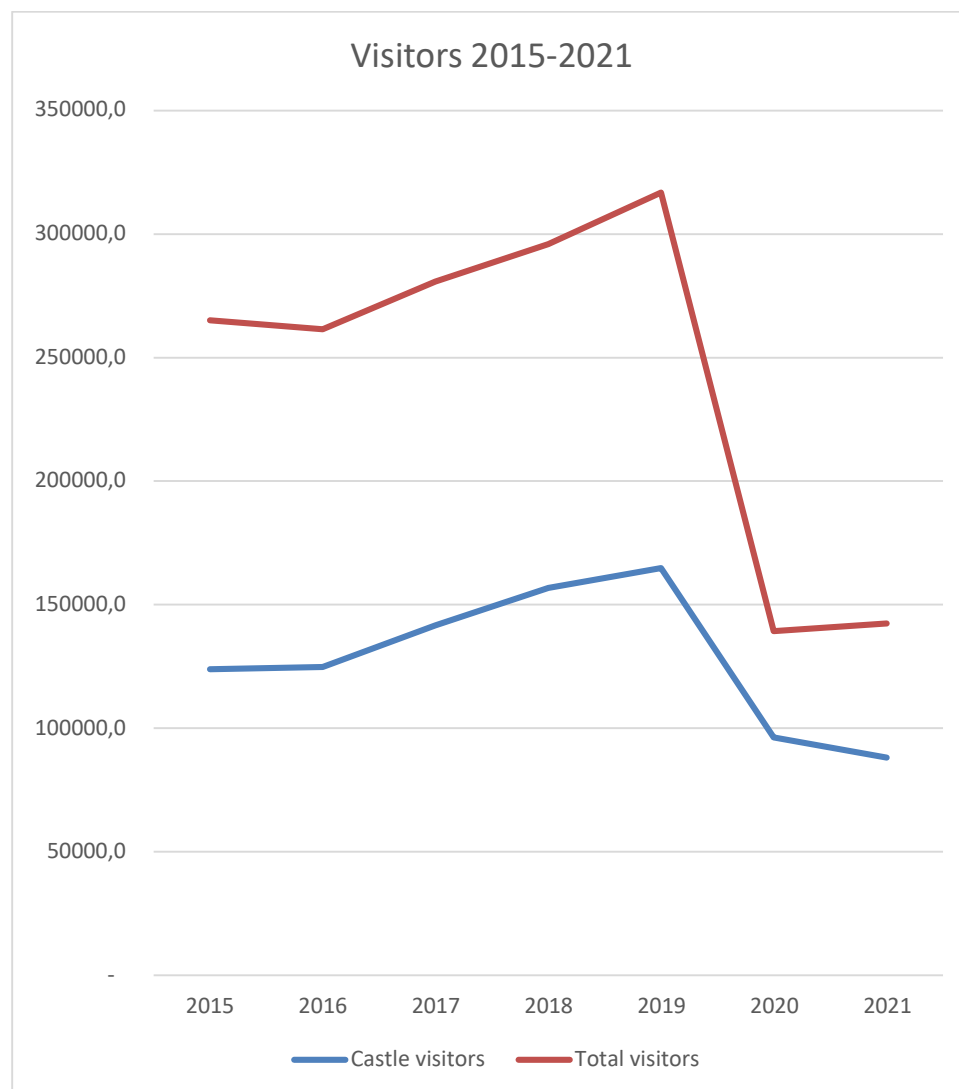
RESULT -

The Board of Trustees adopted the budget for 2022 on 15 December 2021.

KASTEEL DE HAAR

VISITOR NUMBERS

	2020	Budget 2021	2021	Budget 2022
Castle	96,215	130,000	88,111	150,000
Park	31,084	43,000	32,390	43,000
Events	9,666	35,000	18,400	85,000
Weddings/receptions	1,904	3,000	2,995	6,000
Other activities	500	1,000	542	1,000
	139,369	212,000	142,438	285,000



NOTES TO THE GRANTS FROM THE DUTCH MINISTRY OF EDUCATION, CULTURE AND SCIENCE / MONDRIAAN FUND

Compensation regulation Corona crisis Museums 7,500 visitors and more

In 2020 the foundation received an amount of € 100,000 from Mondriaan Fund based on this regulation. The purpose of the regulation is to compensate loss of revenue. The subsidy of € 100,000 is a fixed amount based on 100,000 paying visitors in 2017 and 2018 on average. The subsidy is presented in the statement of income and expense in 2021 and is fully spent.

Corona regulation Museums with a private collection

In 2021 the foundation received an amount of € 622,094 from Mondriaan Fund based on this regulation. The purpose of the regulation is to compensate loss of revenue. The subsidy was granted in two parts. The first part of € 576,013 is a percentage of 17.84% from own income in 2018 and 2019 on average. This was followed by a second amount of € 46,081 (8% of the first amount). The subsidy is presented in the statement of income and expense in 2021 and is partly spent. In accordance with the terms and conditions of the regulation the remainder was added to appropriated reserves.

The total loss of the Foundations' revenue in 2020 and 2021 was € 3,229,998.

	2018	2019	2020	Loss versus 2019	2021	Loss versus 2019
Visitor numbers	296,008	316,870	139,365	(177,505)	142,438	(174,432)
Castle and Park visitors	2,029,069	2,174,273	1,316,352	(857,921)	1,283,187	(891,086)
Weddings and receptions	204,321	375,721	69,671	(306,050)	130,194	(245,527)
Gift Shop	142,918	187,771	100,809	(86,962)	122,511	(65,260)
Parking revenue	204,294	250,388	196,440	(53,948)	189,209	(61,179)
Events	308,014	309,650	29,408	(280,242)	49,941	(259,709)
Museum Restaurant	134,658	136,464	75,927	(60,537)	74,886	(61,578)
Total revenue	3,023,274	3,434,267	1,788,607	(1,645,660)	1,849,929	(1,584,338)
Grant Mondriaan Fund for 2020	-	-	-	-	100,000	100,000
Grant Mondriaan Fund for 2021	-	-	-	-	622,094	622,094
Other pandemic-related contributions	-	-	27,782	27,782	23,238	23,238
Exhibition contributions	-	-	-	-	16,000	16,000
Other contributions	21,134	21,381	21,763	382	6,056	(15,325)
Total contributions	21,134	21,381	49,545	28,164	767,388	746,007
Interest	83	98	47	-	-	-
Total income	3,044,491	3,455,746	1,838,199	(1,617,496)	2,617,317	(838,331)

Expenditure

After subtracting the amounts from Mondriaan Fund there was a negative result of € 117,540 in 2021. An amount of € 100,000 was covered by the subsidy from the compensation regulation 7,500 visitors and more. An amount of € 17,540 was covered by the corona regulation museums with a private collection. The remainder of € 604,554 was added to the appropriated reserve for the restaurant operations project and the appropriated reserve for redevelopment of public areas.

604,554	Result 2021
(100,000)	Grant Mondriaan Fund for 2020
(622,094)	Grant Mondriaan Fund for 2021
(117,540)	Result 2021 excl grants Mondriaan Fund
100,000	Grant Mondriaan Fund 2020 fully spent
17,540	Grant Mondriaan Fund 2021 partly spent
117,540	

Appropriated reserve for the restaurant operations project

The Management Board has formed an appropriated reserve for the restaurant operations project, intended for the Museum Restaurant in the Stable Yard and the Tuynhuis tea pavilion. Although the restrictions during the pandemic and the legal procedure caused delays, the project will start in 2022. A sum of €23,000 was added to the appropriated reserve in 2021, based on the projected investment.

Appropriated reserve for redevelopment of public areas

The Management Board has formed an appropriated reserve for redeveloping various public areas, such as the visitors' car park. This much-needed redevelopment had been pushed back as a result of various conditions that still need to be resolved. Other public areas also need to be redeveloped, to better match the public's changed preferences since the pandemic. These plans are still in the development phase, though, and additional funds will need to be raised for them. Thanks to the contribution from the Mondriaan Fund, a sum of €585,000 was added to the appropriated reserve in 2021, based on the projected initial investment.