



Stichting Exploitatie Kasteel de Haar

# ANNUAL REPORT 2024

UTRECHT



kasteellaan 1 3455 RR Haarzuilens

+31 (0)30 677 85 15

informatie@kasteeldehaar.nl

[www.kasteeldehaar.nl](http://www.kasteeldehaar.nl)

# Contents

REPORT OF THE BOARD OF TRUSTEES	3
REPORT OF THE MANAGEMENT BOARD	5
FINANCIAL STATEMENTS	10
Balance sheet at 31 December 2024	15
Statement of income and expense 2024	16
Cash flow statement 2024	17
Accounting policies	18
Notes to the balance sheet at 31 December 2024	21
Notes to the statement of income and expense 2024	27
Proposed appropriation of the results	31
Developments after the balance sheet date	31

## OTHER INFORMATION

Auditor's report

## ANNEXES

Composition of the Board of Trustees and schedule of retirement

Organisation chart

Budget for 2025

Visitor numbers



# 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 members of the Board of Trustees are guided by the best interests of the Foundation and its associated organisation.

In 2024, the Board of Trustees' members were as follows:

- Erik Varwijk, Chair during even-numbered years
- Ruud Dekkers, Chair during odd-numbered years and financial supervisor
- Marc Menesguen

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 met four times in 2024 and received several management updates in between these meetings. An important topic in 2024 was De Haar's strategy for the coming years. An external consultant was brought in for the strategy review. He held various sessions with the Board of Trustees, management and the team. This resulted in a set of strategic pillars within which new initiatives are fleshed out. Starting in 2025, a strategy day will be held in spring each year. During this session, all pillars will be addressed and plans discussed. Several plans will then be developed further and a decision will be made later in the year.

A second important topic that was addressed in 2024 is the museum restaurant, which is run by Kasteel de Haar Horeca & Retail BV. The Foundation owns 100% of the shares in this company. During the first year in which the museum restaurant was open to the public, the Board of Trustees was informed of all aspects of the organisation – both financial and in terms of visitor appreciation and alignment with De Haar's strategy.



Further topics that the Board of Trustees discussed during 2024 were:

- Governance (codes, secondary positions, schedule of retirement, onboarding new member)
- Annual self-evaluation of the Board of Trustees
- Annual evaluation of the Management Board
- HR and organisation (organisation chart and developments per department)
- The quarterly financial reports (windfalls and setbacks, forecasts)
- Approval of the financial statements 2023 and the annual report 2023

- Approval of the budget for 2025 and major investments
- The long-term budget and activities until year-end 2029
- Legal procedures
- Brand positioning and product development
- Energy use and transition at De Haar (short-term and long-term)

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 Board of Trustees about approving the financial statements and budgets. In 2024, the audit committee met two times and discussed the financial statements 2023 and the annual report 2023, the external auditor's report, recent developments in 2024 and the budget for 2025, 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 2024 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.

At its meeting on 18 June 2025, the Board of Trustees approved the financial statements in accordance with the requirements under the Foundation's Articles.

Haarzuilens, 18 June 2025

Board of Trustees

Ruud Dekkers, Chair and financial supervisor  
Erik Varwijk  
Marc Menesguen

# Report of the management board

## SUMMARY

In 2024, both visitor numbers and the associated income were higher than ever. The new September tradition initiated in 2023 has been further developed, and this year there was plenty to experience in the park as well. The first full year of the museum restaurant under our own management was a success, not only yielding a modest positive result but, more importantly, delivering the desired quality. As a result, a visit to the hospitality facilities became a fitting part of the overall castle experience.

Total income from business operations saw an increase of €768,000 compared with 2023. The higher visitor numbers generated more income for the castle and park as well as for the gift shop and car park.

In 2024, total expenses were €718,000 higher than in 2024. This can be explained primarily by the staff and operating costs that rose in tandem with the higher visitor numbers as well as by costs for the development of the visitor car park. Dismantling the old car park resulted in a book loss.

Stichting Exploitatie Kasteel de Haar ended 2024 with a positive result of almost €370,000. After adding the result of the participation, the positive result came out at €419,889.

This will be given the following appropriation. A sum of €549,000 will be added to the continuity reserve. A sum of €251,000 will be added to and €99,000 withdrawn from the appropriated reserve for the museum restaurant project. A sum of €254,000 will be added to and €389,000 withdrawn from the appropriated reserve for redevelopment of public areas. A sum of €200,000 will be added to the appropriated reserve for the website. The remaining deficit of €346,111 will be subtracted from the general reserve.



## ABOUT STICHTING EXPLOITATIE KASTEEL DE HAAR

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

to handle the business operations of De Haar Castle and its outer buildings (including the Chapel) and the museum collection and other effects, the gardens 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;

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*).

The Foundation pursues these objectives by opening up the castle and the park 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 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 are 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 quality criteria for museums.

As the Foundation decided to run the museum restaurants inhouse, a private limited company was established for this purpose on 11 August 2022: Kasteel de Haar Horeca & Retail BV. The Foundation owns 100% of the shares in this company, and the Management Board of the Foundation is the Board of the BV, supervising the allocation of the shareholder's funds for the public interest, in particular the improvement of the visitor experience to the castle and park.





## ACTIVITIES DURING 2024

2024 was yet again a record year for De Haar, welcoming the highest number of visitors in the Castle's history. Almost 290,000 people visited the Castle, up 11% compared with 2023. This increase had not been budgeted. Visitor numbers exceeded our expectations throughout the year. We experimented with limiting the capacity on holidays in order to improve the visitor experience and to relieve the pressure on the building and collection.

The park attracted 62,000 visitors in 2024, a 24% increase against the previous year. Although the spring was somewhat quieter, visitor numbers increased all the more in the summer and autumn.

In 2024, the same events were organised as in the previous year: Elfia Fairy Nights, the Italy Event, the Halve van de Haar sporting event and the Luminous Nights of De Haar. Together, these events attracted 2% more visitors in 2024 than in the previous year.

The number of weddings and private events was slightly lower than budgeted in 2024. We saw that some couples wanted to wait so that they could tie the knot in the special year 2025.

In total, De Haar Castle drew 477,000 visitors for all its activities, representing an average increase of 10% compared with 2023.

## PROGRAMME

### Guided tours | Tower Madness, Notable Nobility and A Park rich in stories

In the castle, we offered various guided tours in the low season. In the first quarter of 2024, visitors were able to go on the Tower Madness guided tour. The tour took visitors through all of the castle's towers. In the last quarter of the year the theme of the exclusive guided tour Notable Nobility (*In dienst van de adel*) was life behind the scenes, the daily lives of De Haar Castle's staff.

A new guided tour was developed for the park in 2024: A Park rich in stories. On Sundays from March through August, visitors learned about the history of the park and gardens.

### September tradition | The high life at De Haar Castle!



In the twentieth century, the baron and baroness invited distinguished guests for a very special stay at the Castle every month of September. Each year we revive this tradition. During the entire month, visitors could see for themselves the preparations that were being made for the arrival of the guests – exactly as the family did a century ago. In the Castle, visitors were served by butlers, they could look on as the dining table was laid, pick up a ringing telephone to hear the baroness on the other end of the line, and in the Castle's basement, pots and pans were

scrubbed and the most magnificent bouquets put together. In the park, they could enjoy a showing of classic cars and carriages, and visitors were able to go on a wherry ride on the castle moat. Over 23,000 people enjoyed our September tradition.

### September tradition | Soirées Septembre

The September tradition was concluded in style, with two special evenings. On both evenings, 85 guests, in black tie, were brought to the Castle in a classic car. Once there, they were served 'à la Russe' by waiters wearing white gloves. The menu was inspired by the baron and baroness's favourite dishes and in between courses, the guests were treated to short opera intermezzi.



### Children's activities | Treasure hunts

Children had a range of treasure hunts to choose from in the park or Castle, such as *(Te) gekke gasten* (Amazing guests) and *Het verdwenen koekjesrecept* (The biscuit recipe that vanished). Additionally, special activities were organised on public holidays and during school holidays. At Easter, for example, children could hunt for the golden egg.

### Elfia

As usual, Elfia was organised during a late-April weekend in 2024. The two-day event drew more than 21,000 visitors, who enjoyed a range of activities and who themselves, in their magnificent costumes, formed a splendid backdrop.



### Italy Event

During three days in May and June, 26,000 visitors enjoyed all the wonderful things Italy has to offer in the Castle's green park.



## **De Halve van De Haar**

In mid-June, De Haar Castle was host to the recurring event De Halve van De Haar sporting event, offering walking, cycling and running routes around the Castle and the surrounding countryside.

## **Luminous Nights**

Whereas the first days of 2024 were the tail end of the second edition of the Luminous Nights of De Haar, we were able to enjoy the follow-up during the holiday season at the end of 2024. Using video mapping, the Castle was transformed into an impressive setting for an enchanting evening walk full of surprises and magic. Around 70,000 visitors are treated to a new theme at each event.

## **Weddings, corporate and private events**

In 2024, De Haar Castle hosted 50 weddings and a few exclusive corporate events in the park and Castle.

## **Volunteer activities**

We organised several activities throughout the year for our fantastic team of volunteers, including drinks and lectures, a walk in the park in the spring and a party in the autumn.

## **Other activities**

We organise activities all year round so that there is always something going on at or around De Haar. In February, for example, we hosted a 'Celebrate love lunch package', and in October we took part in the national History Month with a special route through the castle themed 'True Fake'. This route invited visitors to critically consider the origins and authenticity of various rooms and objects in the castle.

# Financial statements

## RESULT FOR 2024

Stichting Exploitatie Kasteel de Haar ended 2024 with a positive result of €369,654, thanks largely to the huge increase in visitor numbers. We had budgeted a negative result.

Kasteel de Haar Horeca & Retail BV ended 2024 with a positive result of €50,235, as the hospitality facilities benefited from the higher visitor numbers to De Haar. We had budgeted a negative result.

The combined result will be appropriated as follows.

<b>RESULT</b>	<b>419,889</b>
Added to the continuity reserve	(549,000)
Added to the appropriated reserve for the museum restaurant project	(251,000)
Withdrawn from the appropriated reserve for the museum restaurant project	99,000
Added to the appropriated reserve for the redevelopment of public areas	(254,000)
Withdrawn from the appropriated reserve for the redevelopment of public areas	389,000
Added to the appropriated reserve for the website	(200,000)
	<b>(346,111)</b>

A sum of €549,000 will be added to the continuity reserve, based on a new calculation.

A sum of €251,000 will be added to the appropriated reserve for the museum restaurant project. This amount is designed to cover the investments in the Tuynhuis and to align storytelling in the catering facilities with De Haar's story.

A sum of €99,000 will be withdrawn from the appropriated reserve for the museum restaurant project for depreciation of the investments in the Tuynhuis and the initially budgeted losses in the period 2024-2026.

A sum of €254,000 will be added to the appropriated reserve for the redevelopment of public areas, intended for redeveloping various public areas, such as a children's route through the rooms in the castle that are not yet open to the public, and adjustments in the basement to cater for the growing visitor numbers.

A sum of €389,000 will be withdrawn from the appropriated reserve for the redevelopment of public areas. This was the remaining amount spent on the redevelopment of the visitor car park in 2024, plus costs incurred in 2024 for the children's route.

A sum of €200,000 will be added to a new appropriated reserve for the development of a new website.

The remaining deficit of €346,111 will be withdrawn from the general reserve.

## INCOME IN 2024

The number of visitors to the Castle increased by 11% in 2024 compared with the previous year. Although admission fees were not raised, the proportion of adults was somewhat higher – the average admission fee paid was therefore slightly higher. As a result of this combination, income from visits to the Castle was €414,000 higher than in 2023. Revenues even exceeded the budget by €797,000 because De Haar drew more visitors than ever while the budget was based on the assumption that the enormous growth in the number of visitors in previous years would not continue in 2024.

In 2024, the number of visitors to the park grew by 24% compared with the previous year. The admission fee to the park was not raised, but extra attention was paid to marketing and programming specifically for the park in 2024. Income from park visitors was €73,000 higher in 2024 compared with 2023 and €87,000 above budget.

There were fewer than expected weddings and corporate and private events in 2024. Revenue was down €49,000 compared with 2023 and €56,000 lower than budgeted.

The number of events in 2024 equalled those in 2023. As the Italy Event and Luminous Nights in particular attracted more visitors than expected, revenues exceeded the budget by €72,000. That said, visitor numbers to Luminous Nights were lower than the year before because the first weekend had to be cancelled due to delays in the permit process. Total revenues were €8,000 lower than in 2023.

The gift shop benefited from the higher visitor numbers, and the average spend per visitor in the shop was up from that in the year before. Revenues in 2024 were therefore €89,000 higher than in 2023.

After having remained at the same level in the previous five years, parking fees were raised from €6 to €7.50 in 2024 once refurbishment of the visitor car park was completed. Combined with the higher visitor numbers, this led to an increase in revenues of €156,000 compared with 2023.

Rental income from the museum restaurant was up by €77,000 in 2024 relative to the previous year. This can be attributed to the transfer in 2023 from the previous tenant to Kasteel de Haar Horeca & Retail BV. 2024 was the first year in which the museum restaurant was run entirely by Kasteel de Haar Horeca & Retail BV.

Total income from business operations was up by 14%, an increase of €768,000 relative to 2023.

Stichting Exploitatie Kasteel de Haar does not receive any structural subsidies, and there were no one-time contributions from funds in 2024.

## EXPENSES FOR 2024

Staff costs for 2024 were €313,000 higher than in the previous year, and €235,000 higher than budgeted. The main reason for the difference compared with 2023 was that the teams of various departments had to be enlarged in response to growing visitor numbers (support staff, visitor affairs, technical department). Additionally, more external workers were hired, both to temporarily replace staff (due to illness and vacancies) and to support the marketing department in developing the new strategy.



Operating costs were €186,000 higher than in 2023, but only €10,000 higher than budgeted. The increase was mainly due to additional security measures and higher purchasing costs for the gift shop (in line with higher sales).

Spending on marketing and programming exceeded the budget by €91,000 in 2024. The greater part of these additional costs relates to programming and product development. For example, an installation about the architect Pierre Cuypers was put on display in one of the bedrooms, providing visitors with information about his many designs for the Castle's exterior and interior.

The costs of housing were €47,000 higher than budgeted. Whereas utilities consumption was below budget, technical work by third parties exceeded the budget. One such work was adjusting the ticket office building to make it more energy efficient. The indexed rent that Stichting Exploitatie Kasteel de Haar paid to Stichting Kasteel de Haar was above budget, and a provision was created for rent arrears for the car park.

General costs were €268,000 higher than budgeted, mainly the result of miscellaneous non-recurring costs relating to the development of the visitor car park. Work for this purpose began in 2023, but a much larger part than expected had to be postponed until 2024 because of the bad weather in the fourth quarter of 2023. In 2023, this item was lower than budgeted.

Depreciation was €28,000 lower than budgeted, attributable mainly to the biggest investment, the Tuynhuis, being completed later than expected.

After the new car park came into operation, the remaining book value of the old car park had to be written off. Together with the sale of IT equipment, this led to a book loss of €88,000.

Total expenses were up by 15% in 2024, an increase of €718,000 relative to 2023.

## 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.

The Management Board has created a continuity reserve, which is based on a risk analysis performed at regular intervals. The continuity reserve is subject to annual indexation going forward. A new risk analysis was performed in 2025. To this end, in 2025 the amount was raised to €1,063,000.

## 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 2025, the Foundation performed a new risk analysis. Based on this analysis, the continuity reserve has been set at €1.063,000 effective 2025. That amount is sufficient to cover a loss of revenue in circumstances similar to the Covid-19 pandemic (based on a 50% drop in visitor numbers), without compensation from government subsidies.

In 2025, the Foundation engaged Hoffmann to carry out the external risk analysis. The conclusions and recommendations from the analysis have been discussed with the Board of Trustees and will be adopted as necessary.

In 2022 and 2023, Baroness A.S.H. van Zuylen instigated several legal proceedings against the foundation, Stichting Kasteel de Haar and her family. Up to now all judgments were in favour of the foundation but we expect that this will become a prolonged legal dispute.

## 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.

## HUMAN RESOURCES

Staff on Stichting Exploitatie Kasteel de Haar's payroll are mainly responsible for running the museum. They are supported by a large group of volunteers who serve as room guides, hostesses or shop staff, and by a small group of students who are hired on a stand-by basis.

Members of the Board of Trustees are not remunerated for their work.

The Foundation's employees are not covered by a collective labour agreement. Instead, De Haar has a package of employment conditions and a human resource policy of its own. In putting together this package, it follows developments in the collective labour agreements for museums and the leisure sector in the Netherlands.

The employee handbook was updated in 2022. All staff already on the payroll agreed with the changes to the previous version. For new staff, the handbook is part of their employment contract. The changes included a new code of conduct (including inappropriate behaviour), policy concerning the personal development of staff, business ethics, employment conditions and safety, and the application of new rules and regulations.

Three internal staff counsellors from various departments support our employees. The volunteers have their own confidential counsellors – from among their own group of volunteers.

As of 2023 all staff members are given a personal development budget.

In 2024 we engaged an external organisation for an employee satisfaction survey. Staff were able to complete the questionnaire anonymously. 87% of our employees took part in the survey; 80% of the respondents said they were proud to work for De Haar Castle. We scored high on emotional security and trust in, and accessibility of, their manager and the Management Board. Scores for career growth possibilities were lower, and staff saw room for improvement in collaboration and communication between the departments. The results were shared with employees, who were invited to put forward ideas on how communication and collaboration could

be improved. Exchanges have meanwhile taken place, where staff were able to take a look behind the scenes in other departments.

## PRIVACY

The Foundation has a policy in respect of privacy, in accordance with the General Data Protection Regulation (GDPR). 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 describes which of their personal data we collect and for what purposes, and how we use/process those data. All employees have signed that policy.

A separate privacy policy for visitors to the Castle and to the website, and a cookie policy 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.

Most of the castle's windows have been fitted with UV protection and all new lights that have been installed in the castle and the gardens are LEDs. Energy is procured from a green supplier, and waste is separated.

In 2022, energy costs rose considerably as we had to enter into a new contract at higher rates. This provided an extra motivation for us to cut back our gas and electricity consumption where possible. For example, we built a glass porch around the ticket office in 2024 so that the rest of the enormous entrance building needed less heating. The rates are fixed until 2026.

All relevant, recognised energy-saving measures were mapped out and performed where necessary. During the most recent inspection in 2023, the measures were found to be adequate by the inspector of Utrecht municipality.

## DEVELOPMENTS AFTER THE BALANCE SHEET DATE

No 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 18 June 2025 and that could have a significant impact on the Foundation's financial position in 2025.

## BUDGET FOR 2025

The Board of Trustees adopted the budget for 2025 on 19 December 2024. That budget is included in the enclosed annex.

Haarzuilens, 18 June 2025

Management Board  
Anetta de Jong, Managing Director  
Marjolein Wijman, Financial Director



## BALANCE SHEET AT 31 DECEMBER 2024

(after appropriation of the result)

		2024	2023
<b>Tangible fixed assets</b>	1	857,741	471,555
<b>Financial fixed assets</b>			
Participation Kasteel de Haar Horeca & Retail BV	2	-	-
Loan Kasteel de Haar Horeca & Retail BV	3	268,532	268,297
		<b>268,532</b>	<b>268,297</b>
<b>Current assets</b>			
Inventories	4	133,238	127,049
Receivables	5	85,324	98,166
Taxes	6	74,247	411,420
Prepayments and other receivables	7	467,680	524,575
		<b>760,489</b>	<b>1,161,210</b>
<b>Cash and cash equivalents</b>	8	<b>1,628,666</b>	<b>2,167,511</b>
		<b>3,515,428</b>	<b>4,068,573</b>
<b>Equity</b>			
General reserve	9	152,818	498,929
Appropriated reserves	10	2,208,000	1,442,000
		<b>2,360,818</b>	<b>1,940,929</b>
<b>Provisions</b>	11	<b>27,317</b>	-
<b>Long-term liabilities</b>		-	-
<b>Current liabilities</b>			
Payables	12	735,254	1,729,309
Taxes & pension premiums	13	102,917	48,869
Other liabilities	14	289,122	349,466
		<b>1,127,293</b>	<b>2,127,644</b>
		<b>3,515,428</b>	<b>4,068,573</b>

**STATEMENT OF INCOME AND EXPENSE 2024**

		<b>2024</b>	<b>Budget for 2024</b>	<b>2023</b>
<b>INCOME</b>				
<b>Direct revenue</b>				
Visitors to the castle and the park	15	4,222,821	3,339,000	3,735,351
Weddings and private events	16	141,069	197,000	190,277
Gift shop		446,882	311,000	358,026
Parking revenue		590,523	463,000	434,671
Miscellaneous		83,776	64,000	68,143
		<b>5,485,071</b>	<b>4,374,000</b>	<b>4,786,468</b>
<b>Indirect revenue</b>				
Events	17	359,789	288,000	367,698
Museum restaurant	18	235,433	216,000	158,046
		<b>595,222</b>	<b>504,000</b>	<b>525,744</b>
<b>Contributions</b>	19	<b>1,016</b>	<b>1,000</b>	<b>1,422</b>
<b>Total income</b>		<b>6,081,309</b>	<b>4,879,000</b>	<b>5,313,634</b>
<b>EXPENSES</b>				
Staff costs	20	1,851,302	1,616,000	1,538,424
Operating costs	21	534,385	524,000	352,744
Marketing and programming	22	418,084	327,000	358,986
Housing	23	1,965,125	1,918,000	1,761,510
General costs	24	757,532	490,000	807,315
Depreciation	25	97,635	126,000	86,698
<b>Total expenses</b>		<b>5,624,063</b>	<b>5,001,000</b>	<b>4,905,677</b>
Incidental expenses	26	(87,592)	-	-
<b>RESULT</b>		<b>369,654</b>	<b>(122,000)</b>	<b>407,957</b>
Result participation		50,235		(187,703)
<b>RESULT BEFORE APPROPRIATION</b>		<b>419,889</b>		<b>220,254</b>
Movements in appropriated reserves		(766,000)		237,000
<b>Movements in general reserve</b>		<b>(346,111)</b>		<b>457,254</b>

## CASH FLOW STATEMENT 2024

	2024	2023
<b>OPERATING ACTIVITIES</b>		
Result	369,654	407,957
Depreciation	97,635	86,698
Provisions	27,317	-
<b>Movements in working capital</b>		
Movements in inventories	(6,189)	(34,907)
Movements in receivables	406,910	(172,913)
Movements in current liabilities	(1,000,351)	(151,046)
<b>NET CASH FLOW FROM OPERATING ACTIVITIES</b>	<b>(105,024)</b>	<b>135,789</b>
<b>INVESTING ACTIVITIES</b>		
Additions to tangible fixed assets	(572,563)	(149,033)
Disposals of tangible fixed assets	88,742	-
Investments in financial fixed assets	-	(500,000)
Disposals of financial fixed assets	50,000	50,000
<b>NET CASH FLOW FROM INVESTING ACTIVITIES</b>	<b>(433,821)</b>	<b>(599,033)</b>
<b>FINANCING ACTIVITIES</b>		
Movements in long-term liabilities	-	-
<b>NET CASH FLOW</b>	<b>(538,845)</b>	<b>(463,244)</b>
Balance of cash and cash equivalents at the start of the financial year	2,167,511	2,630,755
Balance of cash and cash equivalents at the end of the financial year	1,628,666	2,167,511
<b>MOVEMENTS IN CASH AND CASH EQUIVALENTS</b>	<b>(538,845)</b>	<b>(463,244)</b>



## 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.

### 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.

### FINANCIAL FIXED ASSETS

The Foundation has one participation: Kasteel de Haar Horeca & Retail BV. The Foundation is the sole shareholder. Under the facility for non-consolidation of small groups, the Foundation is exempt from the obligation to consolidate group companies (Article 407(2)(a) of Book 2 of the Dutch Civil Code).

During the first extended financial year, the participation was recognised at the acquisition price paid for the shares. After that, participations are recognised at net asset value, albeit not lower than nil.

Amounts payable by, and loans to the participation are initially recognised at fair value and subsequently at amortised cost, which is equal to the face value, less any provisions deemed necessary.

Both the paid-up shares and the loan qualify as public interest investments in accordance with Article 3 of the Decree on public interest investments (*Besluit algemeen nut investeringen*) dated 15 March 2024. The Foundation's management is the Board of Directors of the private limited company (BV) to oversee that the shareholder's funds are used in the public interest, in particular to enhance the visitor experience at the castle and gardens.

### 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.

## PROVISIONS

Provisions are measured at the best estimate of the amount required to settle the liabilities at the balance sheet date.

## 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 presented under 'Incidental income'.

## 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 2024

1. TANGIBLE FIXED ASSETS	2024	2023
A. Land and buildings	401,871	99,354
B. Other fixed operating assets	455,870	372,201
	<b>857,741</b>	<b>471,555</b>

### 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
<b>Acquisition value at 1 January</b>	<b>351,020</b>	<b>932,259</b>	<b>1,283,279</b>
Additions during the financial year	401,032	171,532	572,563
Disposals during the financial year	(331,200)	(32,695)	(363,895)
<b>Acquisition value at 31 December</b>	<b>420,852</b>	<b>1,071,095</b>	<b>1,491,947</b>
<b>Accumulated depreciation at 1 January</b>	<b>(251,666)</b>	<b>(560,058)</b>	<b>(811,724)</b>
Depreciation during the financial year	(16,132)	(81,503)	(97,635)
Depreciation on disposals during the financial year	248,817	26,336	275,153
<b>Accumulated depreciation at 31 December</b>	<b>(18,981)</b>	<b>(615,225)</b>	<b>(634,206)</b>
<b>Carrying amount at 31 December</b>	<b>401,871</b>	<b>455,870</b>	<b>857,741</b>

2. PARTICIPATION KASTEEL DE HAAR HORECA & RETAIL BV	2024	2023
Balance at 1 January	6,000	6,000
Added during the financial year	-	-
Result participation	(137,468)	(187,703)
Movements	131,468	181,703
<b>Balance at 31 December</b>	<b>-</b>	<b>-</b>

Kasteel de Haar Horeca & Retail BV was established on 11 August 2022. Stichting Exploitatie Kasteel de Haar owns 100% of the shares in the private company's (BV) issued capital. In 2023, the company made all preparations needed to start the hospitality activities. The museum restaurant on Stalplein opened its door to the public in December 2023 and in May 2024 the Tuynhuis came into operation as a second hospitality location on busy days.

The participation posted a positive result in 2024. As long as the participation has a negative value, an adjustment is made so that the participation is valued at nil at 31 December.

<b>3. LOAN KASTEEL DE HAAR HORECA &amp; RETAIL BV</b>	<b>2024</b>	<b>2023</b>
Balance at 1 January	500,000	-
Loan granted	-	500,000
Received during the financial year	(50,000)	-
	<b>450,000</b>	<b>500,000</b>
To be received <1 year	(50,000)	(50,000)
<b>Long-term receivables</b>	<b>400,000</b>	<b>450,000</b>
Provision for negative value of participation	(131,468)	(181,703)
<b>Balance at 31 December</b>	<b>268,532</b>	<b>268,297</b>

The loan was granted on 1 July 2023 (paid in 5 equal parts from July through November). The loan sum was €500,000, to be repaid in 10 years. The loan will have been repaid in July 2033.

The annual repayments have been calculated on a linear basis, at 6% interest.

A provision has been made for the negative value of the participation and has been deducted from the receivables.

<b>4. INVENTORIES</b>	<b>2024</b>	<b>2023</b>
Souvenirs	107,207	93,321
Museum Passes	31,353	35,198
Allowance for obsolete inventories	(5,322)	(1,470)
	<b>133,238</b>	<b>127,049</b>

<b>5. RECEIVABLES</b>	<b>2024</b>	<b>2023</b>
Receivables Stichting Kasteel de Haar	-	4,993
Receivables Kasteel de Haar Horeca & Retail BV	2,129	49,979
Other receivables	83,195	43,194
	<b>85,324</b>	<b>98,166</b>

<b>6. TAXES</b>	<b>2024</b>	<b>2023</b>
VAT	74,247	411,420
	<b>74,247</b>	<b>411,420</b>



<b>7. PREPAYMENTS AND OTHER RECEIVABLES</b>	<b>2024</b>	<b>2023</b>
Prepayments	114,102	121,570
Current portion of the loan Kasteel de Haar Horeca & Retail BV	50,000	50,000
Other receivables Kasteel de Haar Horeca & Retail BV	3,758	-
Other receivables	299,820	353,005
	<b>467,680</b>	<b>524,575</b>

<b>8. CASH AND CASH EQUIVALENTS</b>	<b>2024</b>	<b>2023</b>
Payments en route	26,184	49,578
Checking accounts	199,404	363,168
Savings accounts	403,078	754,765
Deposit accounts	1,000,000	1,000,000
Petty cash	-	-
	<b>1,628,666</b>	<b>2,167,511</b>

The savings accounts carry floating interest rates.

The deposit accounts had a term of less than 12 months at the balance sheet date, for an amount of €1 million until April 2025, at 2.59% interest.

<b>9. GENERAL RESERVE</b>	<b>2024</b>	<b>2023</b>
Balance at 1 January	498,929	41,674
Added during the financial year	-	457,254
Withdrawn during the financial year	(346,111) <sup>1</sup>	-
<b>Balance at 31 December</b>	<b>152,818</b>	<b>498,929<sup>2</sup></b>

This is the portion of the Foundation's equity without a fixed appropriation, which is available for spending on the Foundation's objectives.

In 2024, the deficit after appropriation has been withdrawn from the general reserve.

<sup>1</sup> Rounded downwards

<sup>2</sup> Rounded upwards

10. APPROPRIATED RESERVES	2024	2023
<b>Balance of appropriated reserves at 1 January</b>	<b>1,442,000</b>	<b>1,679,000</b>
<u>Continuity reserve</u>		
Balance at 1 January	514,000	495,000
Added during the financial year	549,000	19,000
<i>Balance at 31 December</i>	<i>1,063,000</i>	<i>514,000</i>
<u>Appropriated reserve for the museum restaurant project</u>		
Balance at 1 January	389,000	349,000
Added during the financial year	251,000	40,000
Withdrawn during the financial year	(99,000)	-
<i>Balance at 31 December</i>	<i>541,000</i>	<i>389,000</i>
<u>Appropriated reserve for redevelopment of public areas</u>		
Balance at 1 January	539,000	835,000
Added during the financial year	254,000	150,000
Withdrawn during the financial year	(389,000)	(446,000)
<i>Balance at 31 December</i>	<i>404,000</i>	<i>539,000</i>
<u>Appropriated reserve for the website</u>		
Balance at 1 January	-	-
Added during the financial year	200,000	-
<i>Balance at 31 December</i>	<i>200,000</i>	<i>-</i>
<b>Balance of appropriated reserves at 31 December</b>	<b>2,208,000</b>	<b>1,442,000</b>

#### Continuity reserve

The Management Board has created a continuity reserve, which is based on a risk analysis performed at regular intervals.

The Foundation was not obliged to draw on the continuity reserve during 2024.

In 2025, the Foundation performed a new risk analysis. Based on this analysis, the continuity reserve has been set at €1.063,000 effective 2025. That amount is sufficient to cover a loss of revenue in circumstances similar to the Covid-19 pandemic (based on a 50% drop in visitor numbers), without compensation from government subsidies.

#### Appropriated reserve for the museum restaurant project

The Management Board has created an appropriated reserve for the museum restaurant project, intended for the museum restaurant on Stalplein and the Tuynhuis pavilion. The reserve was designed to cover investments in the Tuynhuis and the budgeted loss during the first few years of operation. In 2024, the Management Board added a sum of €251,000 to the reserve to fully align storytelling in the hospitality facilities with De Haar's story. An annual depreciation is applied to the

investment. In 2024, €10,000 was withdrawn from the reserve. As the museum restaurants did not post a loss in 2024, the budgeted loss of €89,000 for the first few years of operation was also withdrawn from the reserve.

#### Appropriated reserve for redevelopment of public areas

The Management Board has created an appropriated reserve for redeveloping various public areas, such as the visitor car park. This redevelopment was completed in 2024 and the amount of €289,000 reserved for this purpose was withdrawn from the reserve.

Other public areas also need to be redeveloped to better match the public's changed preferences. The master plan will be implemented in phases. A sum of €250,000 was added to the appropriated reserve in 2022 for the first phase of the plan – developing a children's route through rooms in the castle that have previously not been open to the public.

The development started in 2024, and the incurred costs of €100,000 were withdrawn from the reserve. As the estimated costs for the overall plan turned out to be higher, an amount of €54,000 was again added to the reserve, bringing the total reserve for the children's route to €204,000 by the end of 2024. The children's route is expected to be completed by the end of 2025.

The next public area to be redeveloped is the basement of the castle. This area houses several facilities, including access control, a cloakroom, shop and the introductory film. The layout and routing in the basement need to be adjusted to effectively manage the increasing visitor numbers. An amount of €200,000 has been added to the reserve for the basement. The planning phase will take place in 2025, with execution expected in 2026 and 2027.

The total reserve for the redevelopment of public areas as at 31 December 2024 is therefore €404,000.

#### Appropriated reserve for the website

The Management Board has created an appropriated reserve for the development of De Haar's website, including a new ticketing module that is more in line with current developments, and more attention for the park, gardens and collection, for example. An amount of €200,000 has been added to the reserve for this purpose. The planning phase will take place in 2025, with execution expected in 2026 and 2027.

11. PROVISIONS	2024	2023
Balance at 1 January	-	-
Added during the financial year	27,317	-
<b>Balance at 31 December</b>	<b>27,317</b>	<b>-</b>

A provision was created in 2024 for rent arrears for the car park.

Although the car park facilities are owned by the foundation, the land itself is owned by the Dutch Society for the Conservation of Nature (Natuurmonumenten). In the past, the Foundation was permitted to use the land free of charge, but Natuurmonumenten has indicated that it will begin charging rent. Although no formal agreement has yet been signed, both parties agreed in 2024 that a reasonable rent will be payable.

<b>12. PAYABLES</b>	<b>2024</b>	<b>2023</b>
Payables Stichting Kasteel de Haar	437,407	1,374,392
Payables Kasteel de Haar Horeca & Retail BV	3,482	-
Other payables	294,365	354,917
<b>Balance at 31 December</b>	<b>735,254</b>	<b>1,729,309</b>

<b>13. TAXES &amp; PENSION PREMIUMS</b>	<b>2024</b>	<b>2023</b>
Wage tax	73,456	32,247
Pension premiums	29,461	16,622
	<b>102,917</b>	<b>48,869</b>

<b>14. OTHER LIABILITIES</b>	<b>2024</b>	<b>2023</b>
Revenue invoiced up-front	996	8,027
Prepayments received	18,141	15,152
Other payable costs	149,374	232,875
Employee benefits	120,611	93,412
	<b>289,122</b>	<b>349,466</b>

The employee benefits include holiday allowances, holiday leave entitlement and overtime and a personal development budget.

#### **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 2024 has in the meantime been established at €109,533 (net of VAT) and will be recorded in 2025. This finalised amount is recognised in the financial year when it is announced.

##### Long-term financial rights and obligations

The Foundation has a long-term lease obligation towards Stichting Kasteel de Haar for the land, buildings and collection. The annual rent is based on maintenance costs. These costs are calculated by Stichting Kasteel de Haar based on a percentage of the insured reconstruction value of the buildings and the collection plus a fixed sum per hectare of the park area, to be indexed annually.

Kasteel de Haar Horeca & Retail BV has a long-term lease obligation towards the Foundation for the museum restaurants. The annual rent comprises a revenue-based rent of 10%, with a minimum amount of €150,000. This base rent will be indexed annually from 2025.

## NOTES TO THE STATEMENT OF INCOME AND EXPENSE FOR 2024

15. VISITORS	2024	Budget for 2024	2023
Visitors to the castle	3,863,666	3,067,000	3,449,497
Visitors to the park	359,155	272,000	285,854
	<b>4,222,821</b>	<b>3,339,000</b>	<b>3,735,351</b>

16. WEDDINGS AND PRIVATE EVENTS	2024	Budget for 2024	2023
Corporate and private events	59,934	82,000	89,079
Weddings	81,135	115,000	101,198
	<b>141,069</b>	<b>197,000</b>	<b>190,277</b>

17. EVENTS	2024	Budget for 2024	2023
Elfia	63,820	59,000	63,067
Italy Event	65,379	55,000	58,355
Luminous Nights	221,290	165,000	238,776
De Halve van De Haar	9,300	9,000	7,500
	<b>359,789</b>	<b>288,000</b>	<b>367,698</b>

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.

18. MUSEUM RESTAURANT	2024	Budget for 2024	2023
Base rent Stalplein BV	-	-	74,320
Revenue-based rent Stalplein BV	-	-	71,226
Base rent KdH Horeca BV	150,000	150,000	12,500
Revenue-based rent KdH Horeca BV	85,433	66,000	-
	<b>235,433</b>	<b>216,000</b>	<b>158,046</b>

Until November 2023, Stalplein BV rented various locations on the premises for the purpose of running a museum restaurant. Kasteel de Haar Horeca & Retail BV has rented these locations on the premises from December 2023. The annual rent comprises a revenue-based rent of 10%, with a minimum amount of €150,000. This base rent will be indexed annually from 2025.



19. CONTRIBUTIONS	2024	Budget for 2024	2023
Donations from volunteers	1,016	1,000	1,422
Other contributions	-	-	-
	<b>1,016</b>	<b>1,000</b>	<b>1,422</b>

Stichting Exploitatie Kasteel de Haar does not receive any structural subsidies, and there were no one-time contributions from funds in 2024.

20. STAFF COSTS	2024	Budget for 2024	2023
Wages and salaries	1,117,212	989,300	848,954
Payments sick leave insurance / UWV	(28,413)	-	(8,350)
Cost payrolling agency	81,087	80,000	65,137
Cost of hiring other external workers	107,759	-	2,880
Social security charges	218,441	203,000	167,377
Pension charges	128,514	128,000	103,093
Volunteers	73,994	65,000	63,793
Travel expenses / work-from-home allowances	44,365	38,900	31,795
Other staff costs	44,143	44,300	59,295
Passed on by Stichting Kasteel de Haar	263,000	241,000	248,300
Passed on to KdH Horeca BV	(196,000)	(170,000)	(40,600)
Passed on to third parties	(2,800)	(3,500)	(3,250)
	<b>1,851,302</b>	<b>1,616,000</b>	<b>1,538,424</b>

The remuneration of the Foundation's Board of Trustees was nil (as well as in the previous year). 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. The Foundation passes part of the costs of its own staff on to Kasteel de Haar Horeca & Retail BV every year.

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

At 31 December 2024, the museum had 238 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 2024, the FTEs with regular employment contracts were divided over the various departments as follows:

	2024	2023
Support Staff	4.0	3.7
Visitor affairs	8.2	7.4
Marketing	2.7	2.9
Events	4.1	4.2
Technical department	3.4	2.3
	<b>22.4</b>	<b>20.5</b>

21. OPERATING COSTS	2024	Budget for 2024	2023
Security	118,505	160,000	-
Visitor affairs	98,221	90,000	77,290
Events	100,044	104,000	92,009
Weddings and receptions	12,012	15,000	11,067
<i>Operating costs of the departments</i>	<i>328,782</i>	<i>369,000</i>	<i>180,366</i>
Cost of souvenirs	193,935	137,000	154,027
Other gift shop costs	7,817	18,000	20,979
Allowance for obsolete inventories	3,851	-	(2,628)
<i>Gift shop</i>	<i>205,603</i>	<i>155,000</i>	<i>172,378</i>
	<b>534,385</b>	<b>524,000</b>	<b>352,744</b>
22. MARKETING & PROGRAMMING	2024	Budget for 2024	2023
Programming & product development	271,424	157,000	198,313
Promotion	121,590	123,500	106,839
Printing & other	25,070	46,500	53,834
	<b>418,084</b>	<b>327,000</b>	<b>358,986</b>
23. HOUSING	2024	Budget for 2024	2023
Utilities consumption	119,850	192,000	164,491
Technical work by third parties	130,963	84,000	64,106
Operational work by third parties	30,668	31,000	26,580
Materials, machines and equipment	55,164	20,000	39,893
<i>Miscellaneous housing costs</i>	<i>336,645</i>	<i>327,000</i>	<i>295,070</i>
Rent land, buildings and collection	1,601,163	1,591,000	1,466,440
Rent car park	27,317	-	-
<i>Rent</i>	<i>1,628,480</i>	<i>1,591,000</i>	<i>1,466,440</i>
	<b>1,965,125</b>	<b>1,918,000</b>	<b>1,761,510</b>

24. GENERAL COSTS	2024	Budget for 2024	2023
Audit fees	19,950	15,000	12,125
Payroll costs	4,765	8,000	4,160
Strategic consultancy	13,094	20,000	40,680
Legal consultancy	6,760	20,000	45,395
Miscellaneous consultancy	66,604	40,000	40,529
<i>Consultancy costs</i>	<i>111,173</i>	<i>103,000</i>	<i>142,889</i>
Costs of office automation	99,526	107,000	85,296
Telephone and Internet	7,120	11,000	10,200
Contracts and subscriptions	19,670	16,000	20,385
Miscellaneous office costs	3,378	4,000	3,843
<i>Office costs</i>	<i>129,694</i>	<i>138,000</i>	<i>119,724</i>
<i>Insurance</i>	<i>27,568</i>	<i>25,000</i>	<i>23,151</i>
Bank charges and interest expenses	5,100	6,000	7,478
Costs of payment services	51,962	39,000	33,590
<i>Bank charges and interest expenses</i>	<i>57,062</i>	<i>45,000</i>	<i>41,068</i>
Waste disposal	15,471	9,000	7,844
Emergency response	6,913	6,000	4,326
Lunch and dinner costs	3,781	5,000	2,452
Business gifts	9,821	3,000	3,462
Work clothes	1,263	1,000	801
Miscellaneous non-recurring costs	382,769	150,000	446,130
Miscellaneous, general	12,017	5,000	15,468
<i>Miscellaneous costs</i>	<i>432,035</i>	<i>179,000</i>	<i>480,483</i>
	<b>757,532</b>	<b>490,000</b>	<b>807,315</b>

The miscellaneous consultancy costs in 2024 concerned fees for advice about wayfinding, energy issues, digitalisation of the archives and organisational consultancy.

The miscellaneous non-recurring costs in 2023 and 2024 were related to the development of the visitor car park. These costs were withdrawn from the appropriated reserve for the redevelopment of public areas.

25. AMORTISATION/DEPRECIATION	2024	Budget for 2024	2023
Land and buildings	16,132	28,860	10,981
Other fixed operating assets	81,503	97,140	75,717
	<b>97,635</b>	<b>126,000</b>	<b>86,698</b>

26. INCIDENTAL INCOME	2024	Budget for 2024	2023
Book loss	87,592	-	-
	<b>87,592</b>	<b>-</b>	<b>-</b>

After the new visitor car park came into operation in 2024, the remaining book value of the old car park had to be written off. This led to a book loss. IT equipment was replaced, also leading to a book loss.

## PROPOSED APPROPRIATION OF THE RESULT

After addition to the appropriated reserves and funds, there was a deficit of €346,111 in 2024. The Management Board proposes withdrawing this amount from the general reserve of the Foundation's equity.

## DEVELOPMENTS AFTER THE BALANCE SHEET DATE

No 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 18 June 2025 and that could have a significant impact on the Foundation's financial position in 2025.

Haarzuilens, 18 June 2025

Board of Trustees

Ruud Dekkers, Chair and financial supervisor  
Erik Varwijk  
Marc Menesguen

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 2024 included in the annual report**

#### **Our opinion**

We have audited the financial statements 2024 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 2024, and of its result for 2024 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 2024;
- the statement of income and expense for 2024; 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 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;
- contains all the information regarding the management report and the other information as required by the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board.

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

We communicate with 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, 18 June 2025

Auren Audit & Assurance Amersfoort B.V.

Digitaal ondertekend met Hix door

Andries van Pijkeren

op 18-06-2025 11:20

vanaf IP x.x.x.13

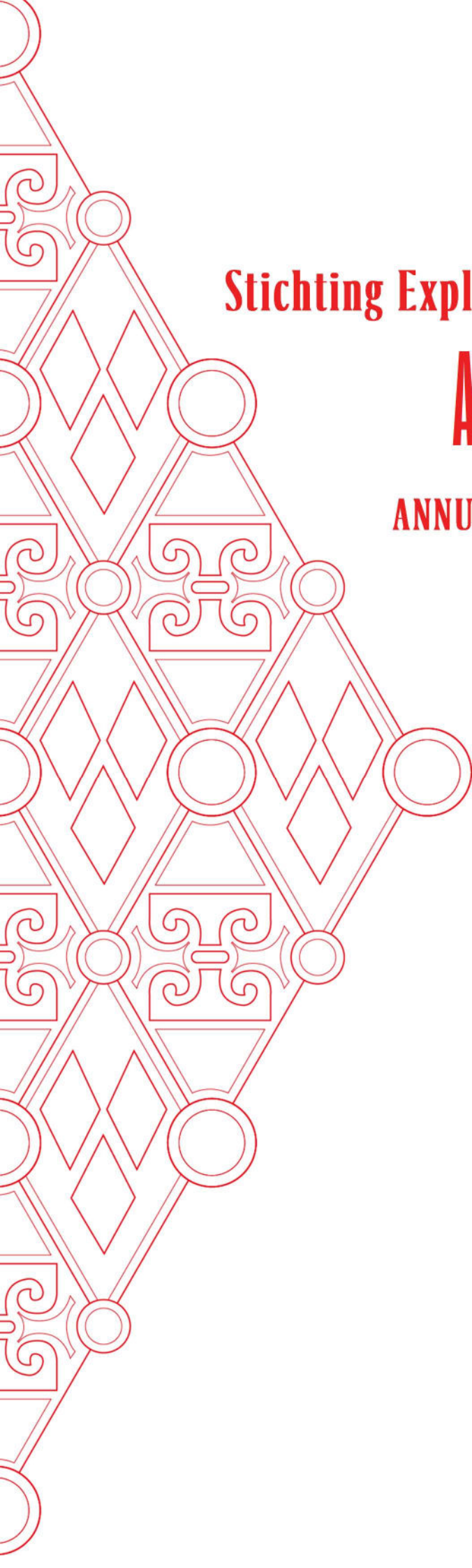
A. (Andries) van Pijkeren RA



**Stichting Exploitatie Kasteel de Haar**

# **ANNEXES**

**ANNUAL REPORT 2024**



## 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.

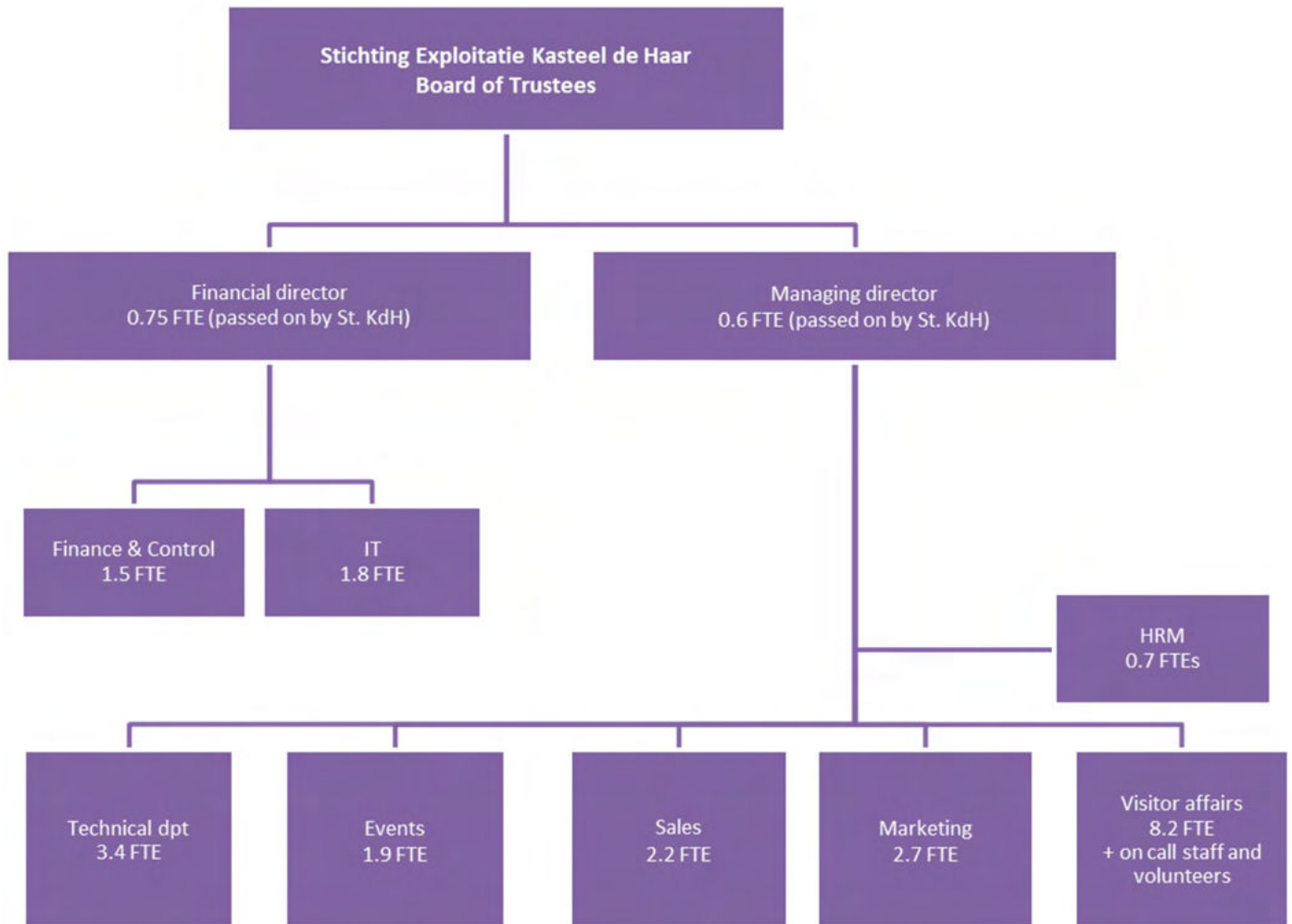
On 31 December 2024, the Board of Trustees' members were as follows:

Trustee	Position	Term 1	Term 2	Eligible for reappointment
Erik Varwijk	Chair (even-numbered years)	2019-2022	2023-2026	2027
Ruud Dekkers	Chair (odd-numbered years) / Financial supervisor	2021-2024	2025-2028	2029
Marc Menesguen	Member	2020-2023	2024-2027	2028

An up-to-date overview of the ancillary positions of members of the Board of Trustees and the Management Board can be found on [ANBI | Kasteel de Haar](#).

## ORGANISATION CHART

The Managing Director and Financial Director are employed by Stichting Kasteel de Haar and their costs are partly passed on to Stichting Exploitatie Kasteel de Haar.





## BUDGET FOR 2025

### INCOME

#### Direct revenue

Visitors to the Castle and the park	4,325,000
Weddings and receptions	149,000
Gift shop	432,000
Parking revenue	565,000
Miscellaneous	86,000

5,557,000

#### Indirect revenue

Events	265,000
Museum restaurant	236,000

501,000

#### Contributions

1,000

#### Total income

6,059,000

### EXPENSES

Staff costs	2,179,000
Operating costs	715,000
Marketing and programming	565,000
Housing	2,048,000
General costs	466,000
Depreciation	128,000

#### Total expenses

6,101,000

### RESULT

(42,000)

#### Result participation

(16,000)

#### RESULT BEFORE APPROPRIATION

(58,000)

The Board of Trustees adopted the budget for 2025 on 19 December 2024.

## VISITOR NUMBERS

	2023	Budget 2024	2024	Budget 2025
Castle	260,494	238,000	289,526	290,000
Park	50,059	48,000	62,061	59,000
Events	123,058	98,000	124,947	108,000
Weddings/receptions*				
Other activities	789	1,000	856	1,000
	<b>434,400</b>	<b>385,000</b>	<b>477,390</b>	<b>458,000</b>

\* Up to and including 2023, visitors attending wedding ceremonies were included in the visitor numbers. From 2024, we are aligning our visitor count with the guidelines for museum visitor numbers applied by Statistics Netherlands (CBS), and therefore no longer include these visitors. For comparison purposes, the figures for 2023 have been adjusted accordingly.

