



# Stichting Kasteel de Haar

# ANNUAL REPORT 2024

UTRECHT



# Contents

REPORT OF THE BOARD OF TRUSTEES	3
REPORT OF THE MANAGEMENT BOARD	5
FINANCIAL STATEMENTS	9
Balance sheet at 31 December 2024	14
Statement of income and expense 2024	15
Cash flow statement 2024	16
Accounting policies	17
Notes to the balance sheet at 31 December 2024	20
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	
Restoration projects at 31 December 2024	



# Report of the board of trustees

Stichting 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:

A members:

- Alexandra Watson-van Zuylen van Nijeveld, point of contact for family members related by blood
- Erik Varwijk, Chair during even-numbered years
- Vanessa van Zuylen van Nijeveld

B members:

- Ruud Dekkers, Chair during odd-numbered years and financial supervisor
- Joost van Lanschot
- Marjolijn Meynen

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.

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
- Energy use and transition at De Haar (short-term and long-term)
- The technical condition of the buildings, the park and the collection (annual update)

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 budget. 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 Managing Director and staff over 2024 and wishes to express its appreciation.

The Board of Trustees would like to give special mention in this report to Alexandra Watson-van Zuylen van Nijvelt. She stepped down as a member of the Board of Trustees in 2024. The Board would like to thank Alexandra for her commitment and dedication to the foundation all these years. Her contribution has been invaluable. Thanks to her, De Haar Castle is not only the monumental building and museum it is today, but she has also ensured that the story of the Van Zuylen van Nijvelt van De Haar family has stayed alive and still captures the imagination.

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

A members

Erik Varwijk  
Vanessa van Zuylen van Nijvelt  
Jessica Watson

B members

Ruud Dekkers, Chair and financial supervisor  
Joost van Lanschot  
Marjolijn Meynen

# Report of the management board

## SUMMARY

In 2024, restoration work was done on a children's carriage. Restoration started on the French children's carriage and the Japanese sedan chair as well as on a series of works on paper and paintings. An exhibition was held and academic research conducted into De Haar Castle's entire collection of Spanish paintings. And plans were made for a number of larger projects in the park – beginning with Stalplein (the Stable Yard) in 2025.

The preservation costs and operating grants for this work were lower than budgeted. The difference was mainly the result various restoration and maintenance projects having a longer lead time than expected.

Annual rental income, paid by Stichting Exploitatie Kasteel de Haar, was higher than in the previous year as it is subject to annual indexation.

In early 2025, the Vriendenloterij lottery designated De Haar as one of their partners, committing an annual contribution of €250,000. The additional donation from the lottery, which we receive from the sale of lottery tickets earmarked for De Haar Castle, was slightly higher in 2024, and the accompanying fundraising costs dropped.

Staff costs increased because there were new hires in the Park & Gardens, Collection and Housekeeping teams. General costs were largely as budgeted, with slightly lower consultancy costs and lower insurance premiums, and depreciation was lower than budgeted.



The positive result of €639,572 will be given the following appropriation. A sum of €46,000 will be added to the continuity reserve and a sum of €281,000 will be added to the appropriated reserve for long-term maintenance. A sum of €802,000 will be added to a new appropriated reserve for the restoration of the park. The remaining deficit of €489,428 will be subtracted from the general reserve.

## ABOUT STICHTING KASTEEL DE HAAR

Stichting Kasteel de Haar (the 'Foundation') was set up on 29 August 1996. Its objectives according to the Foundation's Articles are:

- a. to ensure, for the public benefit, the continued existence of and public access to 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 as a cultural and historical heritage site, as defined in the Dutch Historic Buildings and Monuments Act 1988 (*Monumentenwet 1988*), hereinafter: Castle/Museum; and

- b. to foster the continued existence of the association between the Castle/Museum and Haarzuilens estate,

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 through its acquisition, ownership and preservation of the Castle/Museum. With the Foundation having added ownership of the collection to its ownership of the buildings in 2012, the principal pillars of its efforts are currently restoration and maintenance.

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). The Management Board is responsible for managing the Foundation, and its efforts are guided by the best interests of the Foundation and its associated organisation.

To facilitate public access to the Castle/Museum and its operation as a business, a separate foundation was set up on 29 May 2001, called Stichting Exploitatie Kasteel de Haar.

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*).

Stichting Kasteel de Haar was designated as a Professional Heritage Object Preservation Organisation (*Professionele Organisatie voor Monumentenbehoud*) by the Dutch Minister of Education, Culture and Science in September 2013, which the Management Board considers to be recognition for the Foundation's efforts to secure the preservation of the Castle/Museum.

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.

## RESTORATION AND PRESERVATION ACTIVITIES IN 2024

In 2022 the Foundation received a donation from VZW Natuurbehoud Pater David. This grant will be spent on the restoration of several 'objects on wheels' in De Haar Castle's own collection: the children's carriage, the French children's carriage and the goat cart. This project started in 2023 with the restoration of the children's carriage.

The fully restored carriage was returned to De Haar at the end of 2024 and we made a start on the restoration of the





French children's carriage. This extensive restoration is a collaboration between multiple specialists and includes both the woodwork and textile upholstery. It is expected to be completed in 2026.

Restoring the Japanese sedan chair started in 2024, with funding by Het Cultuurfonds, KF Hein Fonds and Hendrik Muller Fonds. The Asian lacquerware restorer and the restorer of East Asian art on paper and silk will be working on this project in their workshop until the end of 2025, after which the sedan chair will return to the castle.

Painting restorer Marya Albrecht restored various Spanish altarpieces from De Haar's collection between 2018 and 2023. She then carried out scientific research into De Haar Castle's collection of Spanish paintings in 2024. The study consisted of research into their origins, art historic research and technical research into the materials used. The project was carried out with a museum grant provided by the Dutch Research Council NWO. Various Spanish altarpieces from our collection were presented to the public at a special exhibition in Catharijne Convent Museum held in 2024.



In 2024 we received a contribution from an anonymous foundation for the restoration of a book of hours. The manuscript is believed to date from the first half of the 16th century. In addition to the work carried out by the book restorer, the project also includes research into the manuscript by a music historian. The project is due to be completed in 2025.

An extensive project for the prevention and active conservation of about 130 works on paper was started in 2024. The restoration began with a comprehensive assessment of the condition of the works and a plan of action, after which the actual conservation process commenced. The project will take several years to complete.

We took the same approach for the preventive and active conservation of the paintings for which we hired a painting restorer. The restorer works on the painting conservation in the castle itself one day a month. These activities will also be continued in the coming years.

In 2024 we developed a long-term plan for the digitalisation of De Haar Castle's collection. The Mondriaan Fund awarded a contribution towards the first part of this plan, which will be carried out in 2025 and 2026.

We also started developing plans for the restoration of various elements in the park, including Stalplein, the Rose Garden, Zuylenlaan and Kastanjelaan (Chestnut Avenue). We engaged the services of a landscape architect and a tree surgeon for these activities. Work will start on paving and planting on Stalplein at the end of 2025. The remaining plans will be further fleshed out in 2025.

See the enclosed annex for an overview of the respective amounts spent on the various restoration projects broken down by year.



Under the Dutch Preservation of Heritage Objects Grant Scheme (SIM), the Foundation receives grants to help with the preservation of several of the historic buildings and heritage objects on the castle lands. The contribution from the central government under each of the current decisions is 50% or 60%. The remaining amount is contributed by the Foundation and is funded from income from

leasing the castle lands to Stichting Exploitatie Kasteel de Haar and from donations received during the year in question.

An annual scan is used to monitor the condition of the buildings (whether or not listed as protected heritage objects), the park and the collection, plus the resources available for maintenance work.

In 2024, subsidised preservation work was carried out in the formal gardens and the landscaped park (year-round maintenance by the Foundation's gardeners, assisted by specialists from outside), the Castle (interior paintwork), the Châtelet (exterior paintwork and lead work) and Stalplein (carpentry and tiling). Maintenance was also carried out on the moat walls (brickwork and pointing), the Chapel (repairing the mosaic floor), and the deer shelter's thatched roof was replaced. Lastly, periodic inspections were conducted on all monuments and construction advice has been requested for the moat walls and various bridges.

## VRIENDENLOTERIJ

On 24 February 2025, we received wonderful news from the Vriendenloterij. De Haar Castle has been designated a long-term partner and in that capacity will receive an annual contribution of €250,000 for the next five years. This contribution is in addition to the contributions we are already receiving through the sale of lottery tickets earmarked for De Haar Castle.





# Financial statements

## RESULT FOR 2024

The Foundation ended 2024 on a positive result of €639,572. We had budgeted a result of €299,000. The difference was mainly due to various restoration and maintenance projects, which had been budgeted in 2024, taking longer than expected and therefore being only partially carried out in 2024. The result will be appropriated as follows.

<b>RESULT</b>	<b>639,572</b>
Added to the continuity reserve	(46,000)
Added to the appropriated reserve for long-term maintenance	(281,000)
Added to the appropriated reserve for restoration of the park	(802,000)
Added to the Vriendenloterij appropriated fund	(342,653)
Withdrawn from the Vriendenloterij appropriated fund	342,653
	<b>(489,428)</b>

A sum of €46,000 will be added to the continuity reserve, based on an annual indexation.

A sum of €281,000 will be added to the appropriated reserve for long-term maintenance, in accordance with the 30-year long-term maintenance plan.

In 2024, the Management Board formed an appropriated reserve for the restoration of the park. This reserve is earmarked for projects in the park that need to be carried out in the coming years and that do not belong in the normal maintenance budget. The reserve consists of the estimated costs minus expected subsidies (where applicable). The following projects have now been planned: Stalplein in 2025 (addition of €284,000), the Rose Garden in 2026 (addition of €318,000) and Zuylenlaan and Kastanjelaan in 2027 (addition of €200,000).

Withdrawn from the Vriendenloterij appropriated fund	
Fundraising costs	126,840
Sedan chair restoration	20,678
Altarpiece research	8,770
Paper restoration	22,102
Paintings restoration	3,750
Contribution to regular maintenance costs	160,513
	<b>342,653</b>

A sum of €342,653 will be added to the Vriendenloterij lottery appropriated fund. The lottery shares a percentage of the money from the sale of lottery tickets earmarked for De Haar Castle. Payments must be spent on purposes that are in the public interest and/or of cultural importance.

In 2024, the contribution went towards the lottery fundraising costs and the Foundation's contributions to the cost of restoring the Japanese sedan chair, a scientific study into the Spanish altarpieces and the conservation of a series of works on paper and several paintings. The remainder was used to cover regular annual non-subsidised maintenance costs.

The remaining deficit of €489,428 will be withdrawn from the general reserve.

## INCOME IN 2024

Rental income was €135,000 higher than in 2023, as a result of the higher insured reconstruction value of the buildings and the indexation of the fixed sum per hectare of the park area.

The operating grants for preservation and restoration costs were €124,000 lower than in 2023, caused by lower expenditure (to which the grants are linked). Of the grant income, only the preservation grants are structural income: they are awarded for a period of 6 years for each protected or heritage object. All grants and contributions for restoration projects are one-off.

The donation from the Vriendenloterij lottery was €35,000 higher than in the previous year, with more lottery tickets being earmarked for De Haar Castle in 2024.

The total income was up by 3.5% in 2024, an increase of €79,000 relative to 2023.

## EXPENSES FOR 2024

Staff costs for 2024 were €152,000 higher than in the previous year, and €44,000 higher than budgeted. The main reason for the difference with 2023 were the new hires in the Park & Gardens, Collection and Housekeeping teams.

The fundraising costs for recruiting Vriendenloterij lottery tickets were €58,000 lower than in 2023, and €73,000 less than budgeted because we changed to another recruitment agency with less capacity.

The preservation costs were €96,000 lower than during the year before, and €287,000 less than budgeted, since the budgeted projects were not all carried out in 2024.

For building maintenance work that is eligible for subsidy we underspent the budget, mainly because paintwork on the Châtelet did not start until 2025.

At year-end, a sum of €16,000 was added to the provision for the Foundation's contribution linked to the SIM funding (the operating grants for preservation costs).

Several restoration projects were budgeted for 2024, but only partially carried out in 2024 because of a longer lead time. For example, the restoration of the French children's carriage and Japanese sedan chair will be continued in 2025. A project comprising work on the Petite Cour in the park was postponed completely until 2025.

There were also restoration projects that had not been budgeted but that were started nevertheless, such as the restoration of the works on paper. There were sufficient funds for this because it became clear during the course of 2024 that other projects would not be completed in that year.

General costs were largely as budgeted, with slightly lower consultancy costs and lower insurance premiums.

Depreciation was €20,000 lower than budgeted. The main reason for this is that the biggest investment – a new shed for the Park & Gardens department – was completed later than expected.

Total expenses were up by 2.7% in 2024, an increase of €44,000 relative to 2023.

## CAPITAL POSITION

Stichting 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 formed a continuity reserve, which is based on a risk analysis performed at regular intervals. The continuity reserve is subject to annual indexation going forward. To this end, in 2024 the amount was raised to €1,437,000.

## RISKS AND UNCERTAINTIES

Every four years, the Foundation commissions an external firm to carry out a risk analysis, to examine operating 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.

The 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 associated controls.

Based on the risk analysis, the Management Board has formed a continuity reserve. The continuity reserve is subject to annual indexation going forward. To this end, in 2024 the amount was raised to €1,437,000. That amount is sufficient to cover a loss of revenue in circumstances similar to the Covid-19 pandemic, without compensation from government subsidies, and to cover a loss of revenue across multiple years if the Castle is destroyed and needs to be rebuilt.

The Management Board has formed an appropriated reserve for long-term maintenance, based on a long-term maintenance plan covering a period of 30 years that also includes reserves for maintenance that will be needed after the end of that period. This reserve is subject to an annual increase going forward and will ultimately total €10 million.

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 Exploitatie Kasteel de Haar and her family. Up to now, all judgements have been 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

The employees on the payroll of Stichting Kasteel de Haar are mainly involved in the maintenance of the park and gardens, buildings and the collection.

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

Although the listed heritage status of the Castle and its buildings is not always compatible with sustainability measures, wherever possible the options were considered during the restoration. For example, the roof has been insulated, and although the heritage steam heating installation has been restored, part of the heating is now provided through a low-grade heating system. 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.

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. The Foundation also commissioned feasibility studies in 2022 and 2023 into solar panels and sustainable geothermal energy. Various plans have since been developed. As these are very significant investments and as subsidies are limited at the moment, these plans will not be implemented for the time being. We did, however, start further investigations in 2024 into making individual buildings more sustainable, starting with Stalplein.

#### 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

**BALANCE SHEET AT 31 DECEMBER 2024**

(after appropriation of the result)

		2024	2023
<b>Tangible fixed assets</b>	1	1,250,966	1,042,976
<b>Current assets</b>			
Receivables	2	437,407	1,374,392
Taxes	3	40,286	20,175
Prepayments and other receivables	4	433,015	564,362
		910,708	1,958,929
<b>Cash and cash equivalents</b>	5	4,608,345	3,037,448
		6,770,019	6,039,353
<b>Equity</b>			
General reserve	6	351,600	841,028
Appropriated reserves	7	5,082,000	3,953,000
Appropriated funds	8	54,049	54,049
		5,487,649	4,848,077
<b>Provisions</b>	9	191,000	175,000
<b>Long-term liabilities</b>	10	201,710	231,803
<b>Current liabilities</b>			
Payables	11	347,569	365,785
Taxes & pension premiums	12	68,493	24,043
Other liabilities	13	473,598	394,645
		889,660	784,473
		6,770,019	6,039,353



STATEMENT OF INCOME AND EXPENSE 2024

		2024	Budget for 2024	2023
<b>INCOME</b>				
<b>Direct revenue</b>				
Rental/lease income	14	1,615,955	1,592,000	1,481,071
Financial income		82,980	62,000	50,535
		<b>1,698,935</b>	<b>1,654,000</b>	<b>1,531,606</b>
<b>Contributions</b>				
Operating grants	15	284,466	415,000	408,452
Donations	16	342,773	280,000	307,310
		<b>627,239</b>	<b>695,000</b>	<b>715,762</b>
<b>Total income</b>		<b>2,326,174</b>	<b>2,349,000</b>	<b>2.247.368</b>
<b>EXPENSES</b>				
Staff costs	17	683,134	639,000	531,257
Fundraising costs	18	126,840	200,000	184,380
Preservation costs	19	530,732	818,000	626,247
General costs	20	275,935	303,000	230,316
Depreciation	21	69,761	90,000	70,257
<b>Total expenses</b>		<b>1,686,402</b>	<b>2,050,000</b>	<b>1,642,457</b>
Incidental income	22	(200)	-	83
<b>RESULT</b>		<b>639,572</b>	<b>299,000</b>	<b>604,994</b>
Movements in appropriated reserves		(1,129,000)		(332,154)
Movements in appropriated funds		-		-
<b>Movements in general reserve</b>		<b>(489,428)</b>		<b>272,840</b>

**CASH FLOW STATEMENT 2024**

	2024	2023
<b>OPERATING ACTIVITIES</b>		
Result	639,572	604,994
Depreciation	69,761	70,257
Provisions	16,000	35,000
<b>Movements in working capital</b>		
Movements in receivables	1,048,221	72,531
Movements in current liabilities	105,187	(185,904)
<b>NET CASH FLOW FROM OPERATING ACTIVITIES</b>	<b>1,878,741</b>	<b>596,878</b>
<b>INVESTING ACTIVITIES</b>		
Additions to tangible fixed assets	(278,401)	(16,814)
Disposals of tangible fixed assets	650	584
<b>NET CASH FLOW FROM INVESTING ACTIVITIES</b>	<b>(277,751)</b>	<b>(16,230)</b>
<b>FINANCING ACTIVITIES</b>		
Movements in long-term liabilities	(30,093)	(29,615)
<b>NET CASH FLOW</b>	<b>1,570,897</b>	<b>551,033</b>
Balance of cash and cash equivalents at the start of the financial year	3,037,448	2,486,415
Balance of cash and cash equivalents at the end of the financial year	4,608,345	3,037,448
<b>MOVEMENTS IN CASH AND CASH EQUIVALENTS</b>	<b>1,570,897</b>	<b>551,033</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

As they cannot be reliably estimated, the original Castle, the park, the collection and the outer buildings are carried at an unquantified value.

The costs of renovations and other 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.

### 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 (including restoration work) 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'.

## PROVISIONS

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

### **Provision for the Foundation's contributions under SIM**

This provision is linked to the Dutch Preservation of Heritage Objects Grant Scheme (*Subsidie Instandhouding Monumenten, SIM*), which provides operating grants that are awarded based on six-year maintenance plans and the assumption that the Foundation will also contribute its own funds. The grant is paid in annual advances. To make sure that the preservation costs are allocated proportionately, every year an amount is allocated to the provision tied to the Foundation's contribution for advance payments that have been received but not spent. If the preservation costs in a particular year are higher than the Foundation's contribution tied to the advance payment for that year, a corresponding sum will be withdrawn from the provision.

## LIABILITIES

Current liabilities are measured at face value except as stated otherwise. Long-term liabilities are measured at their historical costs.

## 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.

#### DEPRECIATION

Tangible fixed assets are 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 depreciation will be modified accordingly. Book profits and losses from separate sales of tangible fixed assets are presented under 'Incidental income'.

#### FINANCIAL INCOME AND EXPENSES

Interest income and interest expenses are the interest received on loans and the interest charged on borrowings.

#### 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, collection	Unquantified	Unquantified
B. Renovations	1,174,220	960,683
C. Road plates	13,446	13,546
D. Other fixed operating assets	63,300	68,747
	<b>1,250,966</b>	<b>1,042,976</b>

**A. Land and buildings**

Given its unique nature, the Castle and its related assets are presented as unquantified items. The land and buildings have been insured for an appraised reinstatement value of €249,875,000. The reinstatement value is subject to annual indexation. Art insurance has been taken out for the collection, for a total insured amount of €9,339,286, plus separate insurance for various items on loan for a total amount of €348,000.

**B. Renovations**

Renovations are depreciated at a rate of 3.33% (buildings) or 10% (installations).

**C. Road plates**

The residual value of the steel road plates has been set at €12,800. The new synthetic road plates are depreciated at a rate of 10%.

**D. Other fixed operating assets**

The other fixed operating assets are depreciated at a rate of 10% or 20%.

The movements in these items can be summarised as follows:

	B.	C.	D.	Total
Acquisition value at 1 January	1,574,363	20,877	252,198	1,847,438
Additions during the financial year	266,955	-	11,447	278,402
Disposals during the financial year	-	-	(1,420)	(1,420)
Acquisition value at 31 December	1,841,318	20,877	262,225	2,124,420
Accumulated depreciation at 1 January	(613,680)	(7,331)	(183,451)	(804,462)
Depreciation during the financial year	(53,418)	(100)	(16,244)	(69,762)
Depreciation on disposals during the financial year	-	-	770	770
Accumulated depreciation at 31 December	(667,098)	(7,431)	(198,925)	(873,454)
Carrying amount at 31 December	1,174,220	13,446	63,300	1,250,966

**2. RECEIVABLES**

	2024	2023
Receivables Stichting Exploitatie Kasteel de Haar	437,407	1,374,392
Other receivables	-	-
	<b>437,407</b>	<b>1,374,392</b>

<b>3. TAXES</b>	<b>2024</b>	<b>2023</b>
VAT	40,286	20,175
	<b>40,286</b>	<b>20,175</b>

<b>4. PREPAYMENTS AND OTHER RECEIVABLES</b>	<b>2024</b>	<b>2023</b>
Prepayments	296,111	315,775
Operating grant receivable for the restoration of the sedan chair	10,453	-
Operating grant receivable for the restoration of the carriages	-	71,662
Operating grant receivable for the restoration of the altarpieces	-	29,379
SIM grant receivable for the park and gardens	29,012	75,622
SIM grant receivable for miscellaneous heritage objects	32,865	21,850
Other receivables	64,574	50,074
	<b>433,015</b>	<b>564,362</b>

All operating grants receivable reflect amounts that have already been spent but have not yet been received.

<b>5. CASH AND CASH EQUIVALENTS</b>	<b>2024</b>	<b>2023</b>
Checking accounts	116,121	303,940
Savings accounts	1,992,224	233,508
Deposit accounts	2,500,000	2,500,000
	<b>4,608,345</b>	<b>3,037,448</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 February 2025, at 2.4% interest, and €1.5 million until June 2025, at 2.5% interest.

<b>6. GENERAL RESERVE</b>	<b>2024</b>	<b>2023</b>
Balance at 1 January	841,028	568,188
Withdrawn during the financial year	(489,428)	-
Added during the financial year	-	272,840
<b>Balance at 31 December</b>	<b>351,600</b>	<b>841,028</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 was withdrawn from the general reserve.

7. APPROPRIATED RESERVES	2024	2023
<b>Balance of appropriated reserves at 1 January</b>	<b>3,953,000</b>	<b>3,620,846</b>
<u>Continuity reserve</u>		
Balance at 1 January	1,391,000	1,339,800
Added during the financial year	46,000	51,200
<i>Balance at 31 December</i>	<i>1,437,000</i>	<i>1,391,000</i>
<u>Appropriated reserve for long-term maintenance</u>		
Balance at 1 January	2,562,000	2,281,046
Added during the financial year	281,000	280,954
<i>Balance at 31 December</i>	<i>2,843,000</i>	<i>2,562,000</i>
<u>Appropriated reserve for restoration of the park</u>		
Balance at 1 January	-	-
Added during the financial year	802,000	-
<i>Balance at 31 December</i>	<i>802,000</i>	<i>-</i>
<b>Balance of appropriated reserves at 31 December</b>	<b>5.082,000</b>	<b>3.953,000</b>

#### Continuity reserve

The Management Board has formed a continuity reserve, which is based on a risk analysis performed at regular intervals. The amount is sufficient to cover a loss of revenue in circumstances similar to the COVID-19 pandemic, without compensation from government subsidies, and to cover a loss of revenue across multiple years if the Castle is destroyed and needs to be rebuilt.

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

The continuity reserve is subject to annual indexation going forward. To this end, in 2024 the Management Board added a sum of €46,000 to the continuity reserve.

#### Appropriated reserve for long-term maintenance

The Management Board has formed an appropriated reserve for long-term maintenance, which is based on a long-term maintenance plan covering a period of 30 years that also includes reserves for maintenance that will be needed after the end of that period. This reserve will ultimately total €10 million.

To this end, in 2024 the Management Board added a sum of €281,000 to the appropriated reserve for long-term maintenance.



Appropriated reserve for restoration of the park

The Management Board has formed an appropriated reserve for the restoration of the park. This reserve is earmarked for projects in the park that need to be carried out in the coming years and that do not belong in the normal maintenance budget. The reserve consists of the estimated costs minus expected subsidies (where applicable). The following projects have now been planned: Stalplein in 2025 (addition of €284,000), the Rose Garden in 2026 (addition of €318,000) and Zuylenlaan and Kastanjelaan in 2027 (addition of €200,000).

8. APPROPRIATED FUNDS	2024	2023
<b>Balance of appropriated funds at 1 January</b>	<b>54,049</b>	<b>54,049</b>
<u>Appropriated fund for the Châtelet</u>		
Balance at 1 January	54,049	54,049
Withdrawn during the financial year	-	-
<i>Balance at 31 December</i>	<i>54,049</i>	<i>54,049</i>
<u>Vriendenloterij appropriated fund</u>		
Balance at 1 January	-	-
Added during the financial year	342,653	307,178
Withdrawn during the financial year	(342,653)	(307,178)
<i>Balance at 31 December</i>	<i>-</i>	<i>-</i>
<b>Balance of appropriated funds at 31 December</b>	<b>54,049</b>	<b>54,049</b>

Appropriated fund for the Châtelet

The Van Zuylen van Nijeveld van de Haar family has donated €500,000 for restoration and preservation work on the Châtelet. The Foundation was not obliged to draw on the appropriated fund for the Châtelet during 2024.

Vriendenloterij appropriated fund

The Vriendenloterij lottery shares a percentage of the money from the sale of lottery tickets earmarked for De Haar Castle. Payments must be spent on purposes that are in the public interest and/or of cultural importance. The withdrawal from this fund in 2024 included €126,840 to cover the fundraising costs to recruit for the lottery, €20,678 to cover the Foundation's contribution towards the restoration of the Japanese sedan chair, €8,770 to cover the Foundation's contribution towards a scientific study into the Spanish altarpieces, €22,102 to cover the Foundation's contribution towards the conservation of a series of works on paper and €3,750 to cover the Foundation's contribution towards the conservation of a number of paintings. The remaining €160,513 was withdrawn to cover the Foundation's regular unsubsidised maintenance costs.

9. SIM PROVISION	2024	2023
Balance at 1 January	175,000	140,000
Added during the financial year	16,000	35,000
Withdrawn during the financial year	-	-
<b>Balance at 31 December</b>	<b>191,000</b>	<b>175,000</b>

The Foundation receives operating grants for its preservation work, in the form of annual advance payments. To account for the advance payments that have been received but not yet spent at year-end, a provision has been formed to cover the Foundation's contributions that are tied to the appropriate advance payments.

In 2024, a sum of €16,000 was added to the provision for the Foundation's contributions under SIM.

10. LONG-TERM LIABILITIES	Mortgage 808.618.020	Mortgage 808.619.020	Total
Balance at 31 December	139,046	122,372	261,418
Repaid during the financial year	(16,067)	(13,548)	(29,615)
	<b>122,979</b>	<b>108,824</b>	<b>231,803</b>
To be repaid < 1 year	(16,326)	(13,767)	(30,093)
<b>Long-term liability</b>	<b>106,653</b>	<b>95,057</b>	<b>201,710</b>
To be repaid in 1-5 years	(85,662)	(72,236)	(157,898)
To be repaid > 5 years	(20,991)	(22,821)	(43,812)

These two mortgage loans have been taken out with Dutch national restoration fund Stichting National Restauratiefonds, with the Municipality of Utrecht standing guarantee.

#### Restoration – mortgage 808.618.020

This mortgage loan was taken out on 1 March 2002. The amount of the loan was €433,197, repayable over 360 months. The mortgage will be repaid in 2032. The monthly instalments are calculated on an annuity basis, including interest at 1.6% per year until year-end 2018 and per month effective 2019.

#### Restoration – mortgage 808.619.020

This mortgage loan was taken out on 1 July 2002. The amount of the loan was €367,271, repayable over 360 months. The mortgage will be repaid in 2032. The monthly instalments are calculated on an annuity basis, including interest at 1.6% per year until year-end 2018 and per month effective 2019.

<b>11. PAYABLES</b>	<b>2024</b>	<b>2023</b>
Payables Stichting Exploitatie Kasteel de Haar	-	4,993
Other payables	347,569	360,792
	<b>347,569</b>	<b>365,785</b>
 <b>12. TAXES &amp; PENSION PREMIUMS</b>	 <b>2024</b>	 <b>2023</b>
Wage tax	48,278	15,963
Pension premiums	20,215	8,080
	<b>68,493</b>	<b>24,043</b>
 <b>13. OTHER LIABILITIES</b>	 <b>2024</b>	 <b>2023</b>
Prepayments received under the SIM grant for the Castle/Châtelet	286,315	175,388
Prepayments received under the grant for restoring the carriages	48,274	58,746
Prepayments received under the grant for restoring a book of hours	8,294	-
Prepayments received under the grant for restoring room 18 and 22	-	2,790
Miscellaneous prepayments received	-	17,000
Employee benefits	81,041	80,176
Current portion of the mortgages	30,093	29,615
Payable costs	19,581	30,930
	<b>473,598</b>	<b>394,645</b>

The prepayments under grants consist entirely of advance payments of operating grants that have not yet been spent. See the enclosed annex for a breakdown by restoration project.  
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**

##### Contingent rights and obligations

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

##### Long-term financial obligations

The Foundation has two long-term lease obligations for company cars. Both cars are electric. The users do not contribute towards the costs.

One leasing contract expired in November 2024, but was tacitly extended until the new car, which had already been ordered, was delivered. Delivery took place in April 2025, for 48 lease terms. The monthly instalments, not including charging or VAT are €749.

One leasing contract was entered into in 2024, but the car in question was delivered in January 2025. The number of lease terms is 60. The monthly instalments, not including charging or VAT are €598.

NOTES TO THE STATEMENT OF INCOME AND EXPENSE FOR 2024

14. RENTAL/LEASE INCOME	2024	Budget for 2024	2023
De Haar Castle and outer buildings	1,601,163	1,591,000	1,466,440
Lease income	14,792	1,000	14,631
	<b>1,615,955</b>	<b>1,592,000</b>	<b>1,481,071</b>
 15. OPERATING GRANTS	 2024	 Budget for 2024	 2023
SIM grant for the park and gardens	145,071	145,000	142,550
SIM grant for the Castle/Châtelet	18,571	111,000	59,257
SIM grant for miscellaneous heritage objects	58,223	57,000	98,816
SIM grant for the French Gate	-	-	5,789
<i>Subtotal, operating grants for SIM work</i>	<i>221,865</i>	<i>313,000</i>	<i>306,412</i>
 Grant for restoration of room 18 and 22	 2,790	 -	 52,956
Grant for restoration of the carriages	10,472	73,000	41,130
Grant for restoration of the sedan chair	10,453	29,000	-
Grant for research / restoration of the altarpieces	38,886	-	7,954
Grant for restoration of various objects	-	-	1,803
<i>Subtotal, operating grants for restoration work</i>	<i>62,601</i>	<i>102,000</i>	<i>102,040</i>
	<b>284,466</b>	<b>415,000</b>	<b>408,452</b>

The Foundation has filed applications under the Dutch Preservation of Heritage Objects Grant Scheme (*Subsidie Instandhouding Monumenten*, SIM) across multiple years. Grants under this scheme are awarded for periods of 6 years.

From time to time, the Foundation submits subsidy applications for restoration projects. See the enclosed annex for a breakdown by restoration project.

16. DONATIONS	2024	Budget for 2024	2023
Vriendenloterij appropriated donations	342,653	280,000	307,178
Freely disposable donations	120	-	132
	<b>342,773</b>	<b>280,000</b>	<b>307,310</b>



The appropriated donations are donations from the Vriendenloterij lottery. These are added to the Vriendenloterij appropriated reserve every year. The amount represents a percentage of the money from the sale of lottery tickets earmarked for De Haar Castle.

The freely disposable donations consist of €120 in periodic gifts.

<b>17. STAFF COSTS</b>	<b>2024</b>	<b>Budget for 2024</b>	<b>2023</b>
Wages and salaries	699,701	657,100	581,168
Payments under the wage subsidy	-	(21,000)	(13,973)
Payments sick leave insurance / UWV	(12,407)	-	(3,125)
Social security charges	127,210	119,000	99,749
Pension charges	88,688	96,000	75,889
Travel expenses / work-from-home allowances	37,536	36,900	31,304
Other staff costs	23,930	27,000	26,042
Passed on to St Exploitatie Kasteel de Haar	(263,000)	(264,000)	(248,300)
Passed on to the Van Zuylen family	(13,700)	(12,000)	(12,800)
Passed on to restoration projects	(4,824)	-	(4,697)
	<b>683,134</b>	<b>639,000</b>	<b>531,257</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 Stichting Exploitatie Kasteel de Haar every year.

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

	<b>2024</b>	<b>2023</b>
Management Board & Support Staff	1.8	1.8
Collection	1.7	1.4
Park and Gardens	5.0	4.0
Housekeeping	2.7	2.4
	<b>11.2</b>	<b>9.6</b>

<b>18. FUNDRAISING COSTS</b>	<b>2024</b>	<b>Budget for 2024</b>	<b>2023</b>
Recruitment for the Vriendenloterij	126,840	200,000	184,380
	<b>126,840</b>	<b>200,000</b>	<b>184,380</b>

These are the costs that are incurred to recruit people to earmark their lottery tickets for De Haar Castle in the Vriendenloterij lottery.

19. PRESERVATION COSTS	2024	Budget for 2024	2023
Maintenance of the park and gardens (60%)	58,351	85,000	80,922
Maintenance of the Castle and the Châtelet (60%)	30,952	185,000	98,762
Maintenance of misc. heritage objects (50%)	157,482	115,000	197,632
Maintenance of misc. heritage objects (60%)	2,321	-	-
Maintenance of the French Gate (50%)	-	-	11,716
Unsubsidised maintenance of the park	32,109	43,000	19,371
Unsubsidised maintenance of the buildings	4,590	10,000	3,833
Unsubsidised projects	119,411	115,000	45,262
Preservation of the collection	16,260	50,000	14,239
Withdrawn from/added to the SIM provision	16,000	(13,000)	35,000
<i>Subtotal, regular maintenance</i>	<i>437,476</i>	<i>590,000</i>	<i>506,737</i>
Restoration of the park and gardens	-	60,000	-
Restoration of the Castle, room 18 and 22	-	-	66,955
Restoration of the carriages	10,473	73,000	42,000
Restoration of the sedan chair	31,131	95,000	-
Research / restoration of the altarpieces	25,800	-	10,555
Restoration of paperwork	22,102	-	-
Restoration of the paintings	3,750	-	-
<i>Subtotal, restoration costs</i>	<i>93,256</i>	<i>228,000</i>	<i>119,510</i>
	<b>530,732</b>	<b>818,000</b>	<b>626,247</b>

The percentage shown in brackets after the maintenance costs indicates the associated operating SIM grant for the maintenance costs. The remaining percentage (40% or 50%, depending of the year when the grant was requested) represents the share contributed by the Foundation.

See the enclosed annex for a breakdown by restoration project.

20. GENERAL COSTS	2024	Budget for 2024	2023
Audit fees	18,000	13,000	11,125
Payroll costs	2,388	4,000	2,787
Miscellaneous (including legal advice)	33,373	41,000	8,045
<i>Consultancy costs</i>	<i>53,761</i>	<i>58,000</i>	<i>21,957</i>
<i>Insurance</i>	<i>192,609</i>	<i>217,000</i>	<i>180,320</i>

	2024	Budget for 2024	2023
Mortgage interest expenses	3,966	4,000	4,436
Bank charges and interest expenses	1,139	1,000	1,030
<i>Bank charges and interest expenses</i>	<i>5,105</i>	<i>5,000</i>	<i>5,466</i>
Park and gardens	7,380	7,000	5,989
Costs of management	7,827	10,000	7,735
Housekeeping	1,943	1,000	942
Miscellaneous, general	7,310	5,000	7,907
<i>Miscellaneous costs</i>	<i>24,460</i>	<i>23,000</i>	<i>22,573</i>
	<b>275,935</b>	<b>303,000</b>	<b>230,316</b>

21. DEPRECIATION	2024	Budget for 2024	2023
Depreciation	69,761	90,000	70,257
	<b>69,761</b>	<b>90,000</b>	<b>70,257</b>

22. INCIDENTAL INCOME	2024	Budget for 2024	2023
Book loss / profit	(200)	-	83
	<b>(200)</b>	<b>-</b>	<b>83</b>

Garden machinery was sold in 2024, resulting in a loss.

## PROPOSED APPROPRIATION OF THE RESULT

After addition to the appropriated reserves and funds, there was a deficit of €489,428 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

A members

Erik Varwijk  
Vanessa van Zuylen van Nijvelt  
Jessica Watson

B members

Ruud Dekkers, Chair and financial supervisor  
Joost van Lanschot  
Marjolijn Meynen

Management Board

Anetta de Jong, Managing Director

## **Independent Auditor's Report**

To: The Board of Trustees and The Management Board of Stichting 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 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 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 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.

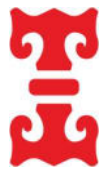
Digitaal ondertekend met Hix door

Andries van Pijkeren

op 18-06-2025 11:20

vanaf IP x.x.x.13

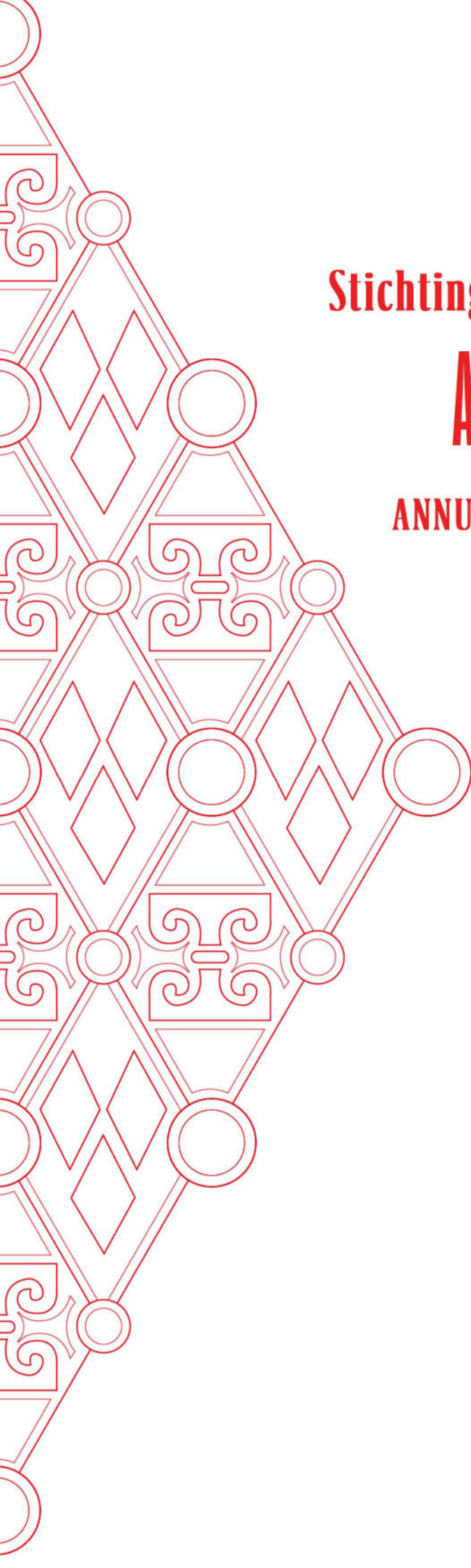
A. (Andries) van Pijkeren RA



**Stichting Kasteel de Haar**

# **ANNEXES**

**ANNUAL REPORT 2024**



## COMPOSITION OF THE BOARD OF TRUSTEES AND SCHEDULE OF RETIREMENT

The Foundation has a Board of Trustees consisting of members A and members B in equal numbers.

The Board of Trustees shall be composed of the following persons:

- Member A is the person designated by the adult relatives in the straight line of the late T.F.E.H. Baron van Zuylen van Nijeveld van de Haar;
- Other Members A shall be appointed by the designated relative;
- Members B are appointed by Members B of the Board of Trustees (co-optation).

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.

An exception to the exit schedule applies to the head of the family Van Zuylen van Nijeveld van de Haar, who stays on the Board of Trustees continuously.

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

Trustee	A/B	Position	Term 1	Term 2	Eligible for Reappointment
Alexandra Watson-van Zuylen van Nijeveld	A	Head of the family	Since 2011		N/A
Erik Varwijk	A	Chair (even-numbered years)	2019-2022	2023-2026	2027
Vanessa van Zuylen van Nijeveld	A	Member	2021-2024		2025
Ruud Dekkers	B	Chair (odd-numbered years) / Financial supervisor	2021-2024	2025-2028	2029
Joost van Lanschot	B	Member	2023-2026		2027
Marjolijn Meynen	B	Member	2023-2026		2027

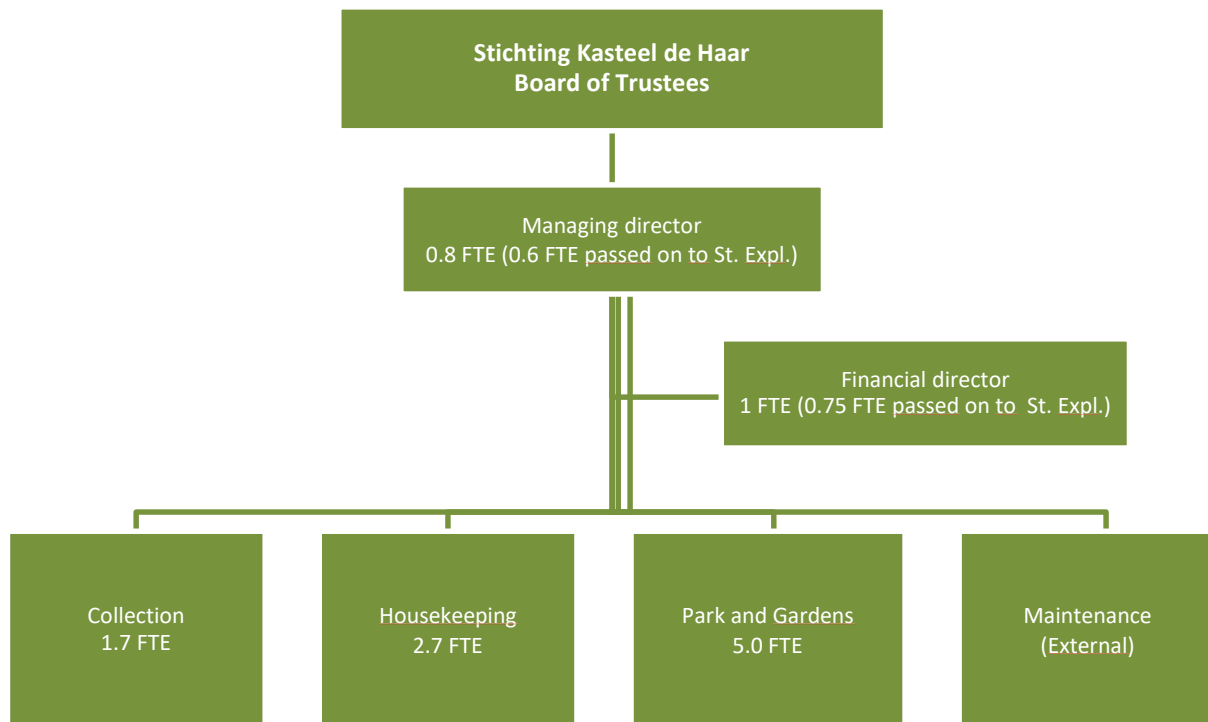
On 31 December 2024 Alexandra Watson – van Zuylen van Nijeveld resigned from the Board of Trustees. Her position as head of the family was transferred to Vanessa van Zuylen van Nijeveld.

On 1 January 2025 Jessica Watson joined the Board of Trustees.

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

Rental/lease income	1,663,000
Miscellaneous income	75,000

---

*1,738,000*

#### Contributions

Operating grants	385,000
Donations	265,000

---

*650,000*

**Total income** **2,388,000**

### EXPENSES

Staff costs	753,000
Fundraising costs	90,000
Preservation costs	807,000
General costs	357,000
Depreciation	97,000

---

**Total expenses** **2,104,000**

**RESULT** **284,000**

A positive result was budgeted to allow for the annual addition of € 281,000 to the reserve for long term maintenance. This is directly related to the objectives of the foundation.

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

## RESTORATION PROJECTS AT 31 DECEMBER 2024

### Restoration of bedrooms 18 and 22

The interior restoration of bedrooms 18 and 22 in the Castle started in 2022 and continued in 2023 thanks to funding provided by Dioraphte. The main work was restoring the textile wall covering, wallpapering and carpets. Part of the work was eligible for subsidy under the Dutch Preservation of Heritage Objects Grant Scheme (*Subsidieregeling Instandhouding Monumenten*, SIM). The work was completed in 2024.

Balance sheet	Granted	Pre-payment	Subsidy spent	Balance 31-Dec	
Operating grants (received / receivable)					
SIM grant for the Castle	18,953	9,930	9,930	-	Payment received
Dioraphte	84,049	84,049	84,049	-	Payment received
<b>Total balance at 31 December</b>				-	

Statement of income and expense	Budget	%	2022	2023	2024	Total	%	Deviation from budget
Operating grants								
SIM grant for the Castle	18,953	17%	4,303	3,092	2,536	9,930	9%	-9,023
Dioraphte	84,049	73%	28,303	52,956	2,790	84,049	73%	-
<b>Total income</b>	<b>103,002</b>		<b>32,606</b>	<b>56,048</b>	<b>5,326</b>	<b>93,979</b>		<b>-9,023</b>
Restoration costs								
The Foundations' own contribution	11,445	10%	5,933	16,061	-1,100	20,894	18%	9,449
Costs covered by grants	103,002		32,606	56,048	5,326	93,979		-9,023
<b>Totaal expenses</b>	<b>114,447</b>	<b>100%</b>	<b>38,539</b>	<b>72,108</b>	<b>4,226</b>	<b>114,873</b>	<b>100%</b>	<b>427</b>
Costs recognised under SIM maintenance of the Castle			€ 7,172	€ 5,153	€ 9,930			
Costs recognised under Restoration of the Castle			€ 31,367	€ 66,955	€ -			

### Restoration of the carriages

In 2022, the Foundation received a donation from VZW Natuurbehoud Pater David (from the estate of Mr Schoufour). This grant will be spent on the restoration of several objects on wheels in De Haar Castle's own collection: the children's carriage, the French children's carriage and the goat cart. This project started in 2023 with the restoration of the children's carriage and was continued in 2024 with the restoration of the French children's carriage. This extensive restoration is a collaboration between multiple specialists and includes both the woodwork and textile upholstery. It is expected to be completed in 2026.

Balance sheet	Granted	Pre-payment	Subsidy spent	Balance 31-Dec	
Operating grants (received / receivable)					
VZW Natuurbehoud Pater David	72,711	72,711	24,438	48,274	Prepayment received
<b>Total balance at 31 December</b>				<b>48,274</b>	

Statement of income and expense	Budget	%	2023	2024	Total	%	Deviation from budget
Operating grants							
VZW Natuurbehoud Pater David	72,711	100%	13,965	10,473	24,438	100%	-48,274
<b>Total income</b>	<b>72,711</b>		<b>13,965</b>	<b>10,473</b>	<b>24,438</b>		<b>-48,274</b>
Restoration costs							
The Foundations' own contribution	-	0%	-	-	-	0%	-
Costs covered by grants	72,711		13,965	10,473	24,438		-48,274
<b>Totaal expenses</b>	<b>72,711</b>	<b>100%</b>	<b>13,965</b>	<b>10,473</b>	<b>24,438</b>	<b>100%</b>	<b>-48,274</b>

## Restoration of the Japanese sedan chair

Restoring the Japanese sedan chair started in 2024, with funding by Het Cultuurfonds, KF Hein Fonds and Hendrik Muller Fonds. The Asian lacquerware restorer and the restorer of East Asian art on paper and silk will be working on this project in their workshop until the end of 2025, after which the sedan chair will return to the castle.

Balance sheet	Granted	Pre-payment	Subsidy spent	Balance 31-dec	
Operating grants (received / receivable)					
The Culture Fund	15,000		5,406	-5,406	Receivable
KF Hein Fund	10,000		3,604	-3,604	Receivable
Hendrik Muller Fund	4,000		1,442	-1,442	Receivable
<b>Total balance at 31 December</b>				<b>-10,453</b>	

Statement of income and expense	Budget	%	2024	Total	%	Deviation from budget
Operating grants						
The Culture Fund	15,000	17%	5,406	5,406	17%	-9,594
KF Hein Fund	10,000	12%	3,604	3,604	12%	-6,396
Hendrik Muller Fund	4,000	5%	1,442	1,442	5%	-2,558
<b>Total income</b>	<b>29,000</b>		<b>10,453</b>	<b>10,453</b>		<b>-18,547</b>
Restoration costs						
The Foundations' own contribution	57,370	66%	20,678	20,678	66%	-36,692
Costs covered by grants	29,000		10,453	10,453		-18,547
<b>Totaal expenses</b>	<b>86,370</b>	<b>100%</b>	<b>31,131</b>	<b>31,131</b>	<b>100%</b>	<b>-55,240</b>

## Restoration and research into the Spanish altarpieces

Painting restorer Marya Albrecht restored various Spanish altarpieces from De Haar's collection between 2018 and 2023. She then carried out scientific research into De Haar Castle's collection of Spanish paintings in 2024. The study consisted of research into their origins, art historic research and technical research into the materials used. The project was carried out with a museum grant provided by the Dutch Research Council NWO.

Balance sheet	Granted	Pre-payment	Subsidy spent	Balance 31-Dec	
Operating grants (received / receivable)					
NWO	38,886	38,886	38,886	-	Prepayment received
<b>Total balance at 31 December</b>				-	

Statement of income and expense	Budget	%	2024	Total	%	Deviation from budget
Operating grants						
NWO	38,886	80%	38,886	38,886	82%	-
<b>Total income</b>	<b>38,886</b>		<b>38,886</b>	<b>38,886</b>		-
Restoration costs						
The Foundations' own contribution	9,722	20%	8,770.00	8,770	18%	-952
Costs covered by grants	38,886		38,886	38,886		-
<b>Totaal expenses</b>	<b>48,608</b>	<b>100%</b>	<b>47,656</b>	<b>47,656</b>	<b>100%</b>	<b>-952</b>

## Restoration book of hours

In 2024 we received a contribution from an anonymous foundation for the restoration of a book of hours. The manuscript is believed to date from the first half of the 16th century. In addition to the work carried out by the book restorer, the project also includes research into the manuscript by a music historian. The project is due to be completed in 2025.

Balance sheet	Granted	Pre-payment	Subsidy spent	Balance 31-Dec	
Operating grants (received / receivable)					
Anonymous Foundation	8,294	8,294	-	8,294	Prepayment received
<b>Total balance at 31 December</b>				<b>8,294</b>	

Statement of income and expense	Budget	%	2024	Total	%	Deviation from budget
Operating grants						
Anonymous Foundation	8,294	90%	-	-		(8,294)
<b>Total income</b>	<b>8,294</b>		-	-		<b>(8,294)</b>
Restoration costs						
The Foundations' own contribution	921	10%	-	-		(921)
Costs covered by grants	8,294		-	-		(8,294)
<b>Totaal expenses</b>	<b>9,215</b>	<b>100%</b>	-	-	<b>0%</b>	<b>(9,215)</b>