Stichting Exploitatie Kasteel de Haar

ANNUAL REPORT 2025

UTRECHT

kasteellaan 1 3455 RR Haarzuilens
+31 (0)30 677 85 15 informatie@kasteeldehaar.nl www.kasteeldehaar.nl

Contents

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 2025, 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 2025 and received several management updates in between these meetings. An important topic in 2025 was De Haar's strategy for the coming years. During the strategy day in the spring, the Board discussed, among other topics, the assessment criteria for new initiatives. It subsequently assessed various possible new initiatives against these criteria. Some of these initiatives were further explored in the autumn. A master plan for the coming ten years will be further fleshed out during the course of 2026.

A second important topic that was addressed in 2025 was the risk analysis, which is conducted by an external party once every four years. The focus in 2025 was on fraud and cybersecurity.

The museum restaurant, which is run by Kasteel de Haar Horeca & Retail BV, was also discussed at length. The Foundation owns 100% of the shares in this company. Alongside the museum restaurant in the Laverie, the Tuynhuis was reopened in 2025 after a thorough refurbishment. The Tuynhuis is used as a second catering location. The Board evaluated the first results after the summer.

Further topics that the Board of Trustees discussed during 2025 were:

- Governance (codes, secondary positions, schedule of retirement, reappointments)
- 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 2024 and the annual report 2024
- Approval of the budget for 2026 and major investments
- The long-term budget and activities until year-end 2029
- Brand story, purpose and product development
- Visitor research
- Stakeholders

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 2025, the Audit Committee met two times and discussed the financial statements 2024 and the annual report 2024, the external auditor's report, recent developments in 2025 and the budget for 2026, 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 2025 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 25 June 2026, the Board of Trustees approved the financial statements in accordance with the requirements under the Foundation's Articles.

Haarzuilens, 25 June 2026

Board of Trustees

Ruud Dekkers, Chair and financial supervisor
Erik Varwijk
Marc Menesguen

Report of the management board

SUMMARY

2025 was a very successful year with even more touchpoints to share the remarkable story of the castle and its residents with the general public.

The castle's gardens in particular drew more visitors than ever. During the summer months and the September tradition, additional activities were organised for all ages. We look back on a highly successful first version of the Salons Kasteel de Haar, with thought-provoking interviews and inspiring guests. The Salons were recorded and are available as a podcast for everyone to enjoy.

The fully refurbished Tuynhuis has been added to the museum restaurant offering, alongside the Laverie, and more focus has been placed on telling the story of the Van Zuylen family, not only in the castle but also in the gardens and in the museum restaurants.

Total income from business operations saw an increase of €638,000 compared with 2024. The higher visitor numbers in combination with price increases generated more income for the castle and gardens as well as for the gift shop and car park.

In 2025, total expenses were €805,000 higher than in 2024. This can be explained primarily by the staff and operating and housing costs that rose in tandem with the higher visitor numbers as well as by costs for the development of a new children's route.

Stichting Exploitatie Kasteel de Haar ended 2025 with a positive result of more than €289,000. After adding the result of the participation, the positive result came out at €371,872.

This will be given the following appropriation. A sum of €678,000 will be added to the continuity reserve. A sum of €169,000 will be withdrawn from the appropriated reserve for the museum restaurant project. A sum of €204,000 will be withdrawn from the appropriated reserve for redevelopment of public areas. The remainder of €66,872 will be added to the general reserve.

ABOUT STICHTING EXPLOITATIE KASTEEL DE HAAR

Stichting Exploitatie Kasteel de Haar ('Foundation') was set up on 29 May 2001. Its 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 gardens.

ACTIVITIES DURING 2025

2025 was yet another fantastic year for De Haar Castle, with growing visitor numbers. A total of 295,000 people visited the castle, up 2% compared with 2024.

As the castle reached its maximum capacity on popular days, we drew more attention to the castle's gardens. This resulted in 78,000 visitors in 2025, a 26% increase against the previous year.

In the spring of 2025, and after a complete makeover, the Tuynhuis was reopened by baroness Vanessa van Zuylen. Tuynhuis Gabrielle is a tribute to her mother, baroness Gabrielle van Zuylen. The guests at the opening ceremony received the Gabrielle, a limited-edition unique magazine that tells the story of her special bond with the castle, in particular her great love for the gardens.

That same day, the spotlight was shone on Baroness Alexandra to thank her for all she has done for the Foundation over the years. A fountain has been installed in the Grand Canal in honour of her valuable input and work for the Board of Trustees.

In 2025, 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 7% more visitors in 2025 than in the previous year.

In total, De Haar Castle drew over 507,000 visitors for all its activities, representing an average increase of 6% compared with 2024.

PROGRAMME

Guided tours | Notable Nobility and A Park rich in stories

In the castle, we offered guided tours in the low season. 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.

On Sundays from April through August, we offered the guided tour 'A Park rich in stories'. During this tour, 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, a pianola played in the Main Hall, and in the castle's basement, pots and pans were scrubbed and the most magnificent bouquets put together. The centuries-old Chapel was open to the public every weekend. In the gardens, they could enjoy a showing of classic cars and carriages, and visitors were able to go on a wherry ride on the castle moat or play a game of croquet. Almost 30,000 people enjoyed our September tradition.

Salons Kasteel de Haar | Special encounters with contemporary Hélènes

In September 2025, we introduced a new tradition: Salons Kasteel de Haar.
During four evenings, contemporary thought leaders, artists and innovators shared their views around themes such as emancipation, art and social responsibility.

Seated at long tables during a stylish dinner, the paying guests were carried away in a live podcast led by the Dutch journalist and author Femke van der Laan. The interviews with inspiring guests such as Lale Gül, Connie Palmen, Heleen Mees, Hedy d'Ancona, Hendrikje Crebolder and Ingrid Coenradie also triggered stimulating conversations and offered new insights among the dinner guests.

Listen to or watch these special encounters on Spotify or YouTube at www.salonskasteeldehaar.nl.

Children's activities | Treasure hunts

Children had a range of treasure hunts to choose from in the gardens or Castle, such as *(Te) gekke gasten* (Amazing guests) and *Het verdwenen koekjesrecept* (The biscuit recipe that vanished).

A few new pieces of playground equipment were installed in the castle gardens, in line with the theme of the castle and gardens.

Events

2025 saw the last editions of two special events in the grounds of De Haar Castle: Elfia, with more than 23,000 visitors, and the Italy Event with 16,000 visitors.

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

Visitors can enjoy the Luminous Nights of De Haar event in December and January each year. Using video mapping, the castle was transformed into an impressive setting for an enchanting evening walk full of surprises and magic. Around 80,000 visitors are treated to a new theme at each event.

Weddings, corporate and private events

In 2025, De Haar Castle hosted 49 weddings and a few exclusive corporate events in the gardens, the Chapel and the castle.

Volunteer activities

We organised several activities throughout the year for our fantastic team of volunteers, including drinks and lectures, a walk in the gardens in the spring and a dinnerparty 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 organised a photography contest on the theme of 'Autumn through the lens'. An expert jury chaired by the landscape photographer Albert Dros selected the winning photos, which were exhibited in the castle gardens.

Financial statements

RESULT FOR 2025

Stichting Exploitatie Kasteel de Haar ended 2025 with a positive result of €289,347, thanks largely to the increase in visitor numbers. We had budgeted a negative result of €42,000.

Kasteel de Haar Horeca & Retail BV ended 2025 with a positive result of €82,525, as the hospitality facilities benefited from the higher visitor numbers to De Haar. We had budgeted a negative result of €16,000.

The combined result will be appropriated as follows.

RESULT BEFORE APPROPRIATION	371,872
Added to the continuity reserve	(678,000)
Withdrawn from the appropriated reserve for the museum restaurant project	169,000
Withdrawn from the appropriated reserve for the redevelopment of public areas	204,000
RESULT AFTER APPROPRIATION	66,872

A sum of €678,000 will be added to the continuity reserve, based on a new calculation.

A sum of €169,000 will be withdrawn from the appropriated reserve for the museum restaurant project for storytelling in the catering facilities and depreciation of the investments in the Tuynhuis.

A sum of €204,000 will be withdrawn from the appropriated reserve for the redevelopment of public areas. This was the amount spent on the new children's route through the rooms in the castle that were not yet open to the public.

The remainder of €66,872 will be added to the general reserve.

INCOME IN 2025

The number of visitors to the castle increased by 2% in 2025 compared with the previous year and the price of an admission ticket for adults rose from €19 to €20. The price of children's tickets remained unchanged. Due to the combination of higher visitor numbers and the admission price rise, income from visits to the castle was €316,000 higher than in 2024 and revenues exceeded the budget by €234,000.

In 2025, the number of visitors to the gardens grew by 26% compared with the previous year. The price of an admission ticket for adults rose from €7 to €8. The price of children's tickets remained unchanged. Due to the combination of higher visitor numbers and the admission price rise, income from visitors to the gardens was €153,000 higher in 2025 compared with 2024 and €133,000 above budget.

The number of weddings was in line with the budget, but income from corporate and private events dropped as a result of the decision to limit the number of events in the castle to protect the collection. Revenue was down €17,000 compared with 2024 and €25,000 lower than budgeted.

The number of events in 2025 equalled those in 2024. As the Luminous Nights in particular attracted more visitors than expected, revenues exceeded the budget by €173,000. Total revenues were €77,000 higher than in 2024.

The gift shop benefited from the higher visitor numbers, revenues in 2025 were therefore €40,000 higher than in 2024.

Income from parking fees was also up due to the higher visitor numbers. This led to an increase in revenues of €35,000 compared with 2024.

Rental income from the museum restaurant was up by €45,000 in 2025 relative to the previous year as a result of higher annual sales at Kasteel de Haar Horeca & Retail BV.

Total income from business operations was up by 10%, an increase of €638,000 relative to 2024.

Stichting Exploitatie Kasteel de Haar does not receive any structural subsidies, and there were no one-time contributions from funds in 2025.

EXPENSES FOR 2025

Staff costs for 2024 were €338,000 higher than in the previous year, but only €10,000 higher than budgeted. The main reason for the difference compared with 2024 was that the teams of various departments had to be enlarged in response to growing visitor numbers (support staff, visitor affairs, marketing and programming). Additionally, more on-call workers were hired to support the permanent team on busy days and more external workers were hired to temporarily replace staff (due to illness and vacancies).

Operating costs were €213,000 higher than budgeted. The increase was due mainly to the fact that there were more activities and events to accommodate the growing number of visitors, as well as 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 €78,000 in 2025. The greater part of these additional costs relates to storytelling and product development. For example, a lot of work was put into the development of a new, interactive children's tour in 2025. The tour went live at the beginning of 2026.

The costs of housing were €105,000 higher than budgeted. Technical work by third parties, in particular, exceeded the budget. This work included increasing the number of workplaces on Stalplein to accommodate the growing team, and extensive maintenance to the fire alarm system and fire fighting pipes. The indexed rent that Stichting Exploitatie Kasteel de Haar paid to Stichting Kasteel de Haar was above budget, but the rent arrears for the car park came out lower in 2025 as a provision was released.

General costs were €63,000 lower than budgeted, the main reason being that a number of projects for which we needed strategic advice were postponed, and the budgeted increase in insurance costs failed to materialise.

Depreciation was €16,000 lower than budgeted, mainly because a few investments were postponed until the following year.

Total expenses were up by 15% in 2025, an increase of €805,000 relative to 2024.

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 calculation was performed iand to this end, in 2025 the amount was raised to €1,741,000.

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 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 were adopted as necessary.

The Foundation also performed the annual quick scan. Based on the calculations, the continuity reserve has been set at €1.741,000 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.

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 Exploitatie Kasteel de Haar 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 2025 and will be valid from 1 January 2026. The handbook is part of the Foundation's employment contracts and sets out the various agreements regarding staff and organisation that have been made between the Foundation and its employees. The purpose of the handbook is to make all procedures and regulations of the Foundation's personnel policy clear and accessible to all employees. The handbook explains how things are organised and clarifies mutual rights and obligations. The changes in the new version relate to a new HR system for staff and payroll records, details of various allowances, our working-from-home policy, and the consultation and communication structure.

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. 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. Since then, exchanges take place each year, where staff are able to take a look behind the scenes in other departments. From 2026, we will introduce a staff panel, with representatives from each department discussing matters with management at regular intervals.

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.

We try 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. In 2025, we installed energy-efficient floor heating while fitting out the new offices on Stalplein.

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 25 June 2026 and that could have a significant impact on the Foundation's financial position in 2025.

BUDGET FOR 2026

The Board of Trustees adopted the budget for 2026 on 17 December 2025. That budget is included in the enclosed annex.

Haarzuilens, 25 June 2026

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

BALANCE SHEET AT 31 DECEMBER 2025
(after appropriation of the result)

		2025	2024
Tangible fixed assets	1	862,575	857,741
Financial fixed assets			
Participation Kasteel de Haar Horeca & Retail BV	2	-	-
Loan Kasteel de Haar Horeca & Retail BV	3	301,057	268,532
		301,057	268,532
Current assets			
Inventories	4	148,804	133,238
Receivables	5	18,485	85,324
Taxes	6	76,956	74,247
Prepayments and other receivables	7	734,506	467,680
		978,751	760,489
Cash and cash equivalents	8	2,001,822	1,628,666
		4,144,205	3,515,428

Equity			
General reserve	9	219,691	152,818
Appropriated reserves	10	2,513,000	2,208,000
		2,732,691	2,360,818
Provisions	11	-	27,317
Long-term liabilities		-	-
Current liabilities			
Payables	12	1,043,787	735,254
Taxes & pension premiums	13	83,542	102,917
Other liabilities	14	284,185	289,122
		1,411,514	1,127,293
		4,144,205	3,515,428

STATEMENT OF INCOME AND EXPENSE 2025

		2025	Budget for 2025	2024
INCOME				
Direct revenue				
Visitors to the castle and the gardens	15	4,691,991	4,325,000	4,222,821
Weddings and private events	16	124,017	149,000	141,069
Gift shop		486,598	432,000	446,882
Parking revenue		625,915	565,000	590,523
Miscellaneous		71,092	86,000	83,776
		5,999,613	5,557,000	5,485,071
Indirect revenue				
Events	17	438,389	265,000	359,789
Museum restaurant	18	280,060	236,000	235,433
		718,449	501,000	595,222
Contributions	19	980	1,000	1,016
Total income		6,719,042	6,059,000	6,081,309
EXPENSES				
Staff costs	20	2,189,043	2,179,000	1,851,302
Operating costs	21	928,140	715,000	534,385
Marketing and programming	22	643,235	565,000	418,084
Housing	23	2,152,981	2,048,000	1,965,125
General costs	24	403,343	466,000	757,532
Depreciation	25	112,429	128,000	97,635
Total expenses		6,429,171	6,101,000	5,624,063
Incidental expenses	26	(524)	-	(87,592)
RESULT		289,347	(42,000)	369,654
Result participation		82,525		50,235
RESULT BEFORE APPROPRIATION		371,872		419,889
Movements in appropriated reserves		(305,000)		(766,000)
RESULT AFTER APPROPRIATION		66,872		346,111

CASH FLOW STATEMENT 2025

	2025	2024
OPERATING ACTIVITIES		
Result	289,347	369,654
Depreciation	112,429	97,635
Provisions	(27,317)	27,317
Movements in working capital		
Movements in inventories	(15,566)	(6,189)
Movements in receivables	(202,696)	406,910
Movements in current liabilities	284,221	(1,000,351)
NET CASH FLOW FROM OPERATING ACTIVITIES	440,418	(105.024)
INVESTING ACTIVITIES		
Additions to tangible fixed assets	(117,787)	(572,563)
Disposals of tangible fixed assets	525[1]	88,742
Investments in financial fixed assets	-	-
Disposals of financial fixed assets	50,000	50,000
NET CASH FLOW FROM INVESTING ACTIVITIES	(67,262)	(433,821)
FINANCING ACTIVITIES		
Movements in long-term liabilities	-	-
NET CASH FLOW	373,156	(538,845)
Balance of cash and cash equivalents at the start of the financial year	1,628,666	2,167,511
Balance of cash and cash equivalents at the end of the financial year	2,001,822	1,628,666
MOVEMENTS IN CASH AND CASH EQUIVALENTS	373,156	(538,845)

[1] Rounded upwards.

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.

DEPRECIATION

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 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 2025

1. TANGIBLE FIXED ASSETS	2025	2024
A. Land and buildings	382,133	401,871
B. Other fixed operating assets	480,442	455,870
	862,575	857,741

Depreciation rates:

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

The movements in these items can be summarised as follows:

	A.	B.	Total
Acquisition value at 1 January	420,852	1,071,095	1,491,947
Additions during the financial year	-	117,787	117,787
Disposals during the financial year	-	(122,473)	(122,473)
Acquisition value at 31 December	420,852	1,066,409	1,487,261
Accumulated depreciation at 1 January	(18,981)	(615,225)	(634,206)
Depreciation during the financial year	(19,738)	(92,691)	(112,429)
Depreciation on disposals during the financial year	-	121,948	121,948
Accumulated depreciation at 31 December	(38,719)	(585,968)	(624,687)
Carrying amount at 31 December	382,133	480,442	862,575

2. PARTICIPATION KASTEEL DE HAAR HORECA & RETAIL BV	2025	2024
Balance at 1 January	6,000	6,000
Added during the financial year	-	-
Result participation	(54,943)	(137,468)
Movements	48,943	131,468
Balance at 31 December	-	-

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.

The participation posted a positive result in 2025. As long as the participation has a negative value, an adjustment is made so that the participation is valued at nil at 31 December.

3. LOAN KASTEEL DE HAAR HORECA & RETAIL BV	2025	2024
Balance at 1 January	450,000	500,000
Loan granted	-	-
Received during the financial year	(50,000)	(50,000)
	400,000	450,000
To be received <1 year	(50,000)	(50,000)
Long-term receivables	350,000	400,000
Provision for negative value of participation	(48.943)	(131,468)
Balance at 31 December	301,057	268,532

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.

4. INVENTORIES	2025	2024
Souvenirs	111,717	107,207
Museum Passes	44,036	31,353
Allowance for obsolete inventories	(6,949)	(5,322)
	148,804	133,238

5. RECEIVABLES	2025	2024
Receivables Stichting Kasteel de Haar	-	-
Receivables Kasteel de Haar Horeca & Retail BV	3,657	2,129
Other receivables	14,828	83,195
	18,485	85,324

6. TAXES	2025	2024
VAT	76,956	74,247
	76,956	74,247

7. PREPAYMENTS AND OTHER RECEIVABLES	2025	2024
Prepayments	172,327	114,102
Current portion of the loan Kasteel de Haar Horeca & Retail BV	50,000	50,000
Other receivables Kasteel de Haar Horeca & Retail BV	70,533	3,758
Other receivables	441,646	299,820
	734,506	467,680

8. CASH AND CASH EQUIVALENTS	2025	2024
Payments en route	49,696	26,184
Checking accounts	166,561	199,404
Savings accounts	785,565	403,078
Deposit accounts	1,000,000	1,000,000
Petty cash	-	-
	2,001,822	1,628,666

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 2026, at 1.9% interest.

9. GENERAL RESERVE	2025	2024
Balance at 1 January	152,818	498,929
Added during the financial year	66,872	-
Withdrawn during the financial year	-	(346,111)[2]
Balance at 31 December	219,690	152,818

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

In 2025, the positive result after appropriation has been added to the general reserve.

[2] Rounded downwards

10. APPROPRIATED RESERVES	2025	2024
Balance of appropriated reserves at 1 January	2,208,000	1,442,000
Continuity reserve		
Balance at 1 January	1,063,000	514,000
Added during the financial year	678,000	549,000
Balance at 31 December	*1,741,000*	*1,063,000*
Appropriated reserve for the museum restaurant project		
Balance at 1 January	541,000	389,000
Added during the financial year	-	251,000
Withdrawn during the financial year	(169,000)	(99,000)
Balance at 31 December	*372,000*	*541,000*
Appropriated reserve for redevelopment of public areas		
Balance at 1 January	404,000	539,000
Added during the financial year	-	254,000
Withdrawn during the financial year	(204,000)	(389,000)
Balance at 31 December	*200,000*	*404,000*
Appropriated reserve for the website		
Balance at 1 January	200,000	-
Added during the financial year	-	200,000
Balance at 31 December	*200,000*	*200,000*
Balance of appropriated reserves at 31 December	2,513,000	2,208,000

Continuity reserve
The Management Board has created a continuity reserve, which is based on a risk analysis performed at regular intervals. Based on this analysis, the continuity reserve has been set at €1.741,000 effective 2026. 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.

The Foundation was not obliged to draw on the continuity reserve during 2025.

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 alignment of the storytelling in the hospitality facilities with De Haar's story. As the storytelling project was completed in 2025, the amount reserved for this purpose (€150,000) was released. An annual depreciation is applied to the investment in the Tuynhuis. In 2025, €19,000 was withdrawn from the reserve for this purpose. The remainder of €372,000 is the carrying amount of the investment at 31 December.

Appropriated reserve for redevelopment of public areas
The Management Board has created an appropriated reserve for redeveloping various public areas, such as developing a children's route through rooms in the castle that were previously not open to the public. The development started in 2024 and was completed by the end of 2025. A sum of €204,000 was therefore withdrawn from the reserve.

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. As we expect that this project will be carried out in 2026 and 2027, no amounts were withdrawn from the reserve in 2025.

The total reserve for the redevelopment of public areas as at 31 December 2025 was therefore €200,000.

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. As we expect that this project will be carried out in 2026 and 2027, no amounts were withdrawn from the reserve in 2025.

11. PROVISIONS	2025	2024
Balance at 1 January	27,317	-
Added during the financial year	-	27,317
Withdrawn during the financial year	(27,317)	-
Balance at 31 December	-	27,317

A provision was created in 2024 for rent arrears for the car park. This provision was fully released in 2025, because the rent including arrears was fully paid.

12. PAYABLES	2025	2024
Payables Stichting Kasteel de Haar	579,965	437,407
Payables Kasteel de Haar Horeca & Retail BV	338	3,482
Other payables	463,484	294,365
Balance at 31 December	1,043,787	735,254

13. TAXES & PENSION PREMIUMS	2025	2024
Wage tax	49,073	73,456
Pension premiums	34,469	29,461
	83,542	102,917

14. OTHER LIABILITIES	2025	2024
Revenue invoiced up-front	1,245	996
Prepayments received	9,415	18,141
Other payable costs	121,905	149,374
Employee benefits	151,620	120,611
	284,185	289,122

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 2025 has in the meantime been established at €122,967 (net of VAT) and will be recorded in 2026.
This finalised amount is recognised in the financial year in which 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 (to be indexed annually from 2025).

NOTES TO THE STATEMENT OF INCOME AND EXPENSE FOR 2025

15. VISITORS	2025	Budget for 2025	2024
Visitors to the castle	4,179,364	3,945,000	3,863,666
Visitors to the gardens	512,627	380,000	359,155
	4,691,991	4,325,000	4,222,821

16. WEDDINGS AND PRIVATE EVENTS	2025	Budget for 2025	2024
Corporate and private events	34,472	61,000	59,934
Weddings	89,545	88,000	81,135
	124,017	149,000	141,069

17. EVENTS	2025	Budget for 2025	2024
Elfia	71,079	65,000	63,820
Italy Event	50,652	57,000	65,379
Luminous Nights	305,458	133,000	221,290
De Halve van De Haar	11,200	10,000	9,300
	438,389	265,000	359,789

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	2025	Budget for 2025	2024
Base rent KdH Horeca BV	155,250	150,000	150,000
Revenue-based rent KdH Horeca BV	124,810	86,000	85,433
	280,060	236,000	235,433

Kasteel de Haar Horeca & Retail BV rents various locations on the premises for the purpose of running a museum restaurant. The annual rent comprises a revenue-based rent of 10%, with a minimum amount of €150,000 (to be indexed annually from 2025).

19. CONTRIBUTIONS	2025	Budget for 2025	2024
Donations from volunteers	980	1,000	1,016
	980	**1,000**	**1,016**

Stichting Exploitatie Kasteel de Haar does not receive any structural subsidies, and there were no one-time contributions from funds in 2025.

20. STAFF COSTS	2025	Budget for 2025	2024
Wages and salaries	1,227,765	1,353,200	1,117,212
Payments sick leave insurance / UWV	(30,214)	-	(28,413)
Cost payrolling agency	133,960	88,000	81,087
Cost of hiring other external workers	154,776	-	107,759
Social security charges	266,159	288,000	218,441
Pension charges	152,794	183,000	128,514
Volunteers	76,831	80,000	73,994
Travel expenses / work-from-home allowances	45,825	55,200	44,365
Other staff costs	101,572	67,000	44,143
Passed on by Stichting Kasteel de Haar	282,100	283,600	263,000
Passed on to KdH Horeca BV	(222,525)	(219,000)	(196,000)
Passed on to third parties	-	-	(2,800)
	2,189,043	**2,179,000**	**1,851,302**

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 2025, the museum had 259 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 2025, the FTEs with regular employment contracts were divided over the various departments as follows:

	2025	2024
Support Staff	4.9	4.0
Visitor affairs	9.1	8.2
Marketing	4.1	2.7
Sales & Events	2.6	4.1
Technical department	3.5	3.4
	24.2	22.4

21. OPERATING COSTS	2025	Budget for 2025	2024
Security	257,160	239,000	118,505
Visitor affairs	85,436	103,000	98,221
Events	355,264	156,000	100,044
Weddings and receptions	7,749	8,000	12,012
Operating costs of the departments	*705,609*	*506,000*	*328,782*
Cost of souvenirs	208,736	190,000	193,935
Other gift shop costs	12,168	19,000	7,817
Allowance for obsolete inventories	1,627	-	3,851
Gift shop	*222,531*	*209,000*	*205,603*
	928,140	715,000	534,385

22. MARKETING & PROGRAMMING	2025	Budget for 2025	2024
Programming & product development	444,777	370,000	271,424
Promotion	149,019	150,000	121,590
Printing & other	49,439	45,000	25,070
	643,235	565,000	418,084

23. HOUSING	2025	Budget for 2025	2024
Utilities consumption	137,707	145,000	119,850
Technical work by third parties	288,189	148,000	130,963
Operational work by third parties	38,341	40,000	30,668
Materials, machines and equipment	36,565	53,000	55,164
Miscellaneous housing costs	*500,802*	*386,000*	*336,645*
Rent land, buildings and collection	1,656,996	1,648,000	1,601,163
Rent car park	(4,817)	14,000	27,317
Rent	*1,652,179*	*1,662,000*	*1,628,480*
	2,152,981	2,048,000	1,965,125

24. GENERAL COSTS	2025	Budget for 2025	2024
Audit fees	18,000	19,000	19,950
Payroll costs	6,144	8,000	4,765
Strategic consultancy	45,040	100,000	13,094
Legal consultancy	27,609	10,000	6,760
Miscellaneous consultancy	31,323	30,000	66,604
Consultancy costs	*128,116*	*167,000*	*111,173*
Costs of office automation	113,383	114,000	99,526
Telephone and Internet	7,855	12,000	7,120
Contracts and subscriptions	28,431	36,000	19,670
Miscellaneous office costs	5,013	5,000	3,378
Office costs	*154,682*	*167,000*	*129,694*
Insurance	*24,494*	*45,000*	*27,568*
Bank charges and interest expenses	4,092	4,000	5,100
Costs of payment services	61,094	58,000	51,962
Bank charges and interest expenses	*65,186*	*62,000*	*57,062*
Waste disposal	-	-	15,471
Emergency response	7,027	7,000	6,913
Business gifts	7,162	6,000	9,821
Lunch and dinner costs	2,898	3,000	3,781
Work clothes	2,079	1,000	1,263
Miscellaneous non-recurring costs	-	-	382,769
Miscellaneous, general	11,699	8,000	12,017
Miscellaneous costs	*30,865*	*25,000*	*432,035*
	403,343	466,000	757,532

In 2025, waste disposal costs were included in the housing costs.

25. DEPRECIATION	2025	Budget for 2025	2024
Land and buildings	19,738	28,900	16,132
Other fixed operating assets	92,691	99,100	81,503
	112,429	128,000	97,635

26. INCIDENTAL EXPENSES	2025	Budget for 2025	2024
Book loss	524	-	87,592
	524	**-**	**87,592**

In 2025 IT equipment was replaced, this led to a book loss.

APPROPRIATION OF THE RESULT

Stichting Exploitatie Kasteel de Haar ended 2025 with a positive result of more than €289,000. After adding the result of the participation, the positive result came out at €371,872.

This will be given the following appropriation. A sum of €678,000 will be added to the continuity reserve. A sum of €169,000 will be withdrawn from the appropriated reserve for the museum restaurant project. A sum of €204,000 will be withdrawn from the appropriated reserve for redevelopment of public areas. The remainder of €66,872 will be added to 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 25 June 2026 and that could have a significant impact on the Foundation's financial position in 2025.

Haarzuilens, 25 June 2026

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 2025 included in the annual report

Our opinion
We have audited the financial statements 2025 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 2025, and of its result for 2025 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 2025;
- the statement of income and expense for 2025; 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 reasonable, 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, 25 June 2026

Auren Audit & Assurance Amersfoort B.V.

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A. (Andries) van Pijkeren RA

Stichting Exploitatie Kasteel de Haar

ANNEXES

ANNUAL REPORT 2025

COMPOSITION OF THE BOARD OF TRUSTEES AND SCHEDULE OF RETIREMENT

Stichting Exploitatie Kasteel de Haar has a Board of Trustees, that shall be composed of 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 A member 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 B member 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.

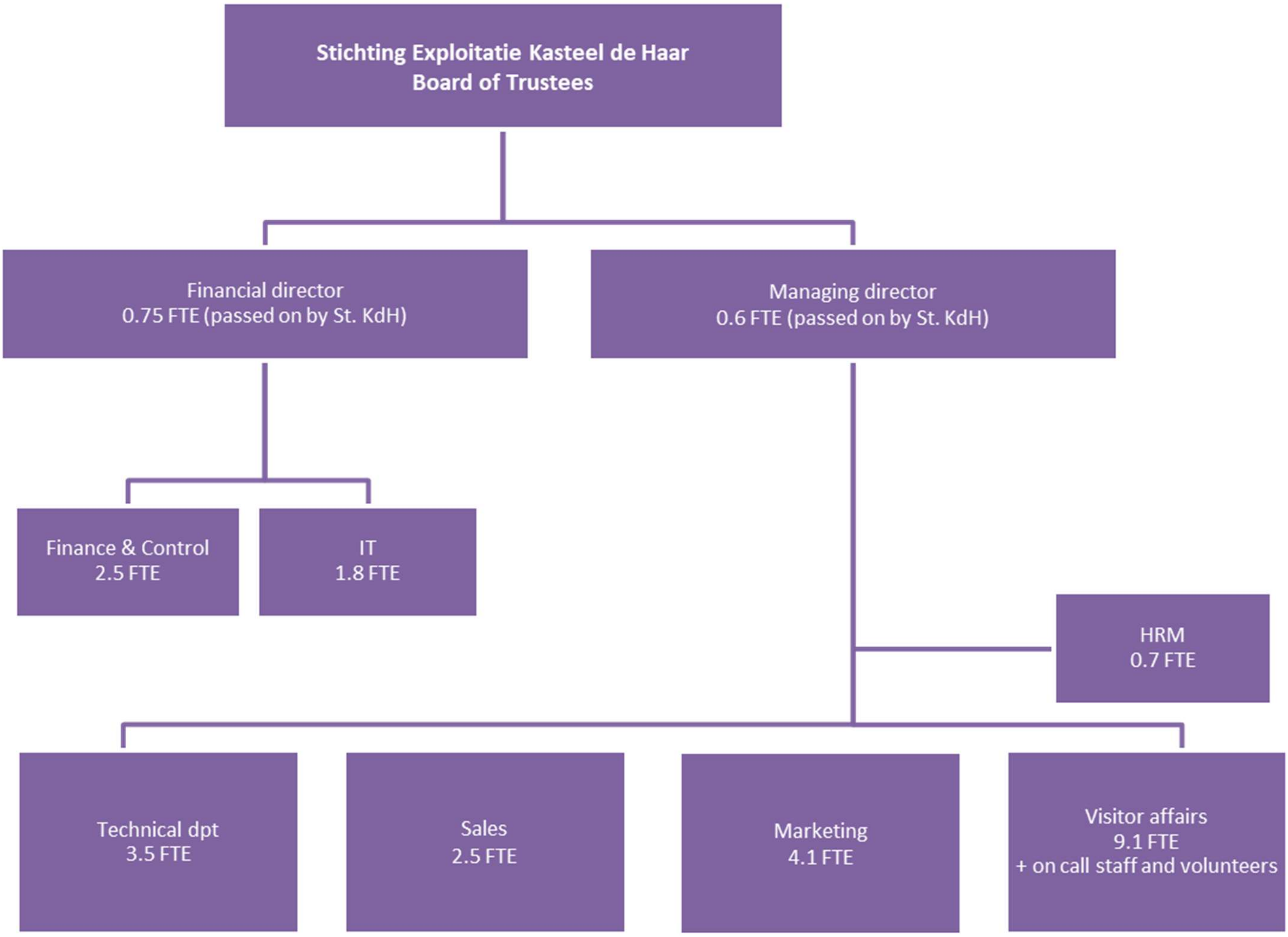
On 31 December 2025, the Board of Trustees' members were as follows:

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.



KASTEEL DE HAAR

BUDGET FOR 2026

INCOME	
Direct revenue	
Visitors to the Castle and the gardens	5,209,000
Weddings and receptions	118,000
Gift shop	472,000
Parking revenue	612,000
Miscellaneous	58,000
	6,469,000
Indirect revenue	
Events	215,000
Museum restaurant	289,000
	504,000
Contributions	*1,000*
Total income	6,974,000
EXPENSES	
Staff costs	2,596,000
Operating costs	926,000
Marketing and programming	625,000
Housing	2,299,000
General costs	497,000
Depreciation	119,000
Total expenses	7,062,000
RESULT	(88,000)
Result participation	2,000
RESULT BEFORE APPROPRIATION	(86,000)

The Board of Trustees adopted the budget for 2026 on 17 December 2025.

VISITOR NUMBERS

	2024	Budget 2025	2025	Budget 2026
Castle	289,526	290,000	295,012	303,000
Gardens	62,061	59,000	77,895	87,000
Events	124,947	108,000	133,906	81,000
Other activities	856	1,000	858	1,000
	477,390	458,000	507,671	472,000

We align our visitor count with the guidelines for museum visitor numbers applied by Statistics Netherlands (CBS), and therefore we do not include visitors attending wedding ceremonies and private functions.