

# Annual Accounts 2017

Transnational Institute  
at Amsterdam

date 19 June 2018  
reference 18-612/MdV

dubois + co  
REGISTER ACCOUNTANTS

Amsterdam 27 JUN 2018

initials for identification purposes:

## Table of contents

	<u>Page</u>
<u>Board report</u>	
1. General information	1
2. Taxes	3
3. Management report 2017	3
4. Risk management	9
5. Financial result 2017	10
6. Budget 2018	11
<u>Financial report</u>	
A. Balance sheet as at 31 December 2017	12
B. Statement of income and expenditure 2017	13
C. Cash flow statement	14
D. Accounting principles	15
E. Notes to the balance sheet	17
F. Notes to the income statement	22
G. Summary of the projects 2017	25
<u>Other information</u>	26
Independent auditor's report	

dubois + co  
REGISTERED ACCOUNTANTS

Amsterdam 27 JUN 2018

initials for identification purposes:

## Board Report

### 1. General information

#### 1.1 *Mission*

The foundation "Stichting Transnational Institute" was created on 21 March 1974.

The objectives of the foundation are to strive for a world of peace, equity and democracy on a sustainable planet brought about and supported by an informed and engaged citizenry, as well as all that is directly or indirectly connected therewith or may be conducive thereto, all to be interpreted in the broadest sense, if in the general interest. The foundation seeks to realise its objectives, *inter alia*, by

- a) strengthening the capacity of progressive international social movements to advocate for change
- b) acting as a unique nexus between social movements, engaged scholars and policy makers
- c) producing rigorous research and analysis
- d) organising international conferences; and
- e) collaborating with other organisations worldwide

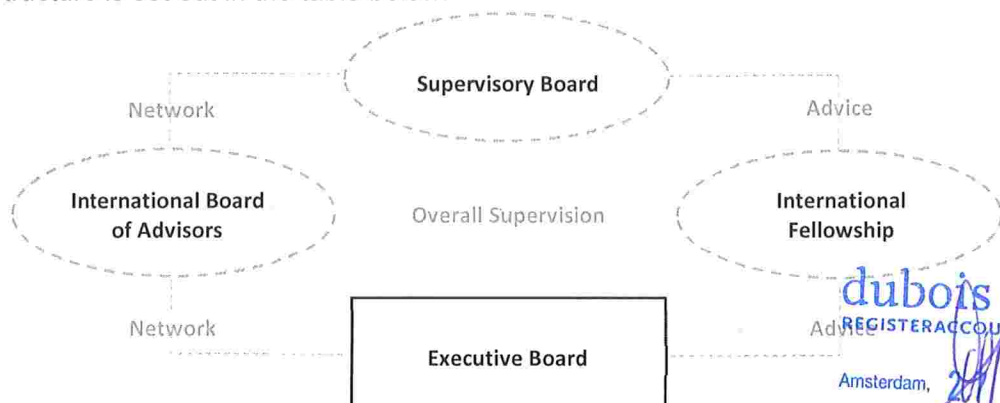
#### 1.2 *Organization and governance*

### Governance and management

The institutional structure of TNI continues to be set up as follows:

- The Supervisory Board, which provides overall strategic supervision
- The Executive Board, which is responsible for management and operations
- The International Fellowship consisting of recognised experts in the substantive areas that are relevant for the work of TNI, which also advises the Supervisory and the Executive Board on issues of substance.
- The International Board of Advisors, composed of eminent international experts, which renders assistance to the organisation in more general terms.

The structure is set out in the table below:



**dubois + co**  
REGISTERED ACCOUNTANTS

Amsterdam, 20 JUN 2018

initials for identification purposes:

The composition of each of these organs is based on a careful balance to ensure participation of the various stakeholders relevant for TNI and to reflect its international composition and orientation as well as its ambitions. This includes considerations of gender, continental representation, scholarly capacity, engagement with social movements TNI seeks to serve, as well as the relevant disciplines and skills required by TNI.

### Composition of the Supervisory Board in 2017

Gisela Dütting (Chair)	15/4/2016 – 14/4/2020 (2 <sup>nd</sup> term)
Paul Zweers (Audit Committee)	27/11/2015 – 26/11/2019 (1 <sup>st</sup> term)
Pauline Tiffen (Audit Committee)	12/12/2014-11/12/2018 (1 <sup>st</sup> term)
Mirjam van Reisen	30/9/2016 – 29/9/2020 (2 <sup>nd</sup> term)
Diederik van Irwaarden	21/3/2014 –20/3/2018 (1 <sup>st</sup> term)

Paul Zweers resigned with effect from 7/9/2017 and Pauline Tiffen took up his portfolio as Audit Committee.

The Supervisory Board members serve a four-year term, once renewable, and are not remunerated. The Supervisory Board meets at least three times per year to discuss the progress of the organisational activities. Detailed information about the Supervisory Board members can be found on the TNI website [here](#).

Susan George has served as President of TNI since 2015, which is an honorary position.

### Composition of the Executive Board

The Executive Board consists of one person, Fiona Dove. The Executive Board meets at least every two weeks with the Management Team (MT) to discuss management matters, including employment, finance and programmatic progress. Detailed reports on programmatic progress and finances are prepared for the Supervisory Board and discussed on a quarterly basis.

### Composition of the International Fellowship

Achin Vanaik (India)	3/12/2015 – 2/12/2019
Phyllis Bennis (USA)	15/4/2015 – 14/4/2019
Hilary Wainwright (UK)	15/4/2015 – 14/4/2019
Daniel Chavez (Uruguay)	15/4/2015 – 14/4/2019
Edgardo Lander (Venezuela)	15/4/2015 – 14/4/2019
Jun Borrás (Philippines)	15/4/2015 – 14/4/2019
Ben Hayes (UK)	30/9/2015 – 29/9/2019
David Fig (South Africa)	21/9/2015 – 20/9/2019

The International Fellowship meets at least once a year. Fellows serve a four-year term, renewable once. All current Fellows are on their last term. Detailed information about the Fellows can be found on the TNI website [here](#).

**dubois + co**  
REGISTERED ACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:

## Composition of the International Advisory Board

The International Advisory Board and its composition is under consideration, and was not operational in 2017.

### 2. Taxes

For tax purposes, TNI operates with fiscal number 0034.74.082. It pays taxes on salaries. TNI is not considered an enterprise and as such is exempt from VAT. TNI is acknowledged by the Dutch tax authorities as an organization that works for the general interest (ANBI: Algemeen Nut Beogende Instelling)

### 3. Management report 2017

#### 3.1 *Vision*

TNI envisions a world of peace, equity and democracy on a sustainable planet brought about and sustained by an informed and engaged people.

#### 3.2 *Mission*

TNI's mission is to strengthen international social movements with rigorous research, reliable information, sound analysis and constructive proposals that advance progressive, democratic policy change and common solutions to global problems. In so doing, TNI acts as a unique nexus between social movements, engaged scholars and policy makers.

##### *Overarching Goals*

TNI's overarching goals for 2016-2020, consistent with our emancipatory vision for society, remain:

*Awareness:* Construct a broadly-shared understanding of what blocks realization of an emancipatory vision of the world and of viable ways towards achieving that vision, especially from the perspective of people in the Global South.

*Voice:* Achieve the realization of potentials by citizens everywhere, but especially those suffering exclusion and poverty, to organize around, articulate and amplify their concerns and proposals.

*Access:* Advocate for the transformation of norms, policies and practice of key public and private institutions, especially those with transnational influence, towards greater transparency, accountability, engagement with and responsiveness to citizens in democratic, equitable and inclusive ways.

#### 3.3 *Programmatic Goals (2016-2020) and Results (2017)*

**Objective 1:** Move towards the establishment of a treaty for binding regulations for transnational corporations, which would end impunity, and secure justice for communities affected by corporate abuses.

dubois + co  
REGISTERED ACCOUNTANTS  
Amsterdam, 27 JUN 2018  
initials for identification purposes:

TNI's Corporate Power programme develops analysis and proposals on how to end corporate impunity and dismantle corporate power. It is a lead facilitator of the international movement [www.stopcorporateimpunity.org](http://www.stopcorporateimpunity.org) and supports international efforts to establish binding international legal obligations for TNCs.

*Results:* By the end of 2017, the Open-ended Inter-Governmental Working Group on human rights obligations for Transnational Corporations and other business enterprises was on track to begin negotiations on a Treaty. TNI has played a critical role in coordinating the international Stop Corporate Impunity campaign which provides ongoing evidence of the need for a Treaty, has built an international network of parliamentary supporters, catalysed the establishment of (networks of) people's observatories on transnational corporations, and has provided proposals for what campaign members would like to see in a prospective Treaty based on intensive consultations. TNI has also played an important role in liaising between the Campaign and the broader Treaty Alliance of civil society organizations advocating for a Treaty, as well as conducting advocacy with key governments in respect of the process taking place under the rubric of the United Nations Human Rights Council. TNI has successfully contributed to raised awareness of the need for a Treaty, played a critical role in amplifying the voice of communities negatively impacted by disregard for human rights and environmental standards, and provided access for such communities to relevant UN forums.

**Objective 2:** To establish the principle that the public interest and integrity of national judicial systems should not be undermined by trade and investment rules, particularly investment disputes.

TNI's Trade & Investment programme critically follows trade and investment policies, providing well-researched analysis for social movements on the social and ecological impacts, supporting the development of popular campaigns and proposing alternative paradigms that prioritise people's rights over corporate profits.

*Results:* By the end of 2017, the programme had contributed significantly to sustaining the de-legitimation of investor-state dispute settlement (ISDS) mechanisms, with reform being high on the agenda of the UN and governments around the world. Ecuador cancelled all its Bilateral Investment Treaties as a direct consequence of these efforts, and the European Court of Justice ruled that ISDS provisions within the EU were invalid. Meanwhile, TNI continued to support efforts of Asian social movements in respect of ISDS provisions in the Regional Comprehensive Economic Partnership, the EU-Myanmar Investment Treaty, and Kyrgyzstan's experiences with ISDS cases. TNI supported similar efforts in respect of the renegotiation of the EU-Mexico Free Trade Agreement, and continued efforts to press for a referendum in The Netherlands on ratification of the EU-Canada Comprehensive Economic and Trade Agreement. TNI continued to coordinate the Seattle-to-Brussels network in Europe, which spearheads pan-European campaigns on trade and investment issues. The programme made a significant contribution to raising awareness of the extent to which corporate interests are protected at the expense of human rights and environmental standards through provisions in free trade and investment agreements, helped build the capacity of social movements to engage with such agreements, amplified the voices of citizen movements through publications, protests and media attention, and provided access to policy-makers in Europe for partners in Myanmar.

dubois + co  
REGISTERACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:

**Objective 3:** To improve climate, energy and food security policies that would redirect trade and investment towards sustainable and inclusive food and energy systems and which would genuinely address climate change challenges.

TNI's Agrarian & Environmental Justice programme brings together research and analysis on the collective struggles of rural working people to democratise access, ownership and control of land, water and other natural resources. It works closely in alliance with alliances of small-scale farmers, fisherfolk and marginalised rural working people.

*Results:* By the end of 2017, the programme had contributed to increased capacity of organisations and/or communities of small-scale rural food producers to organize and advocate for the recognition of the rights of peasants and fishers, including tenure and access rights, food sovereignty and agroecology. This included (gendered) work with communities in four African countries, three Southeast Asian countries, and across 21 countries within the European Union, with a particular emphasis on Eastern Europe. In addition, particular work took place with the World Forum for Fisher Peoples to help build knowledge of global policy developments that affect their members. Advocacy work took place from national to UN levels. Greater unity was forged between social movements and with NGOs working in these fields. A great plethora of resources were produced by scholars engaged with the work of the programme and made available as resources for social movement advocacy. Other key results to which the programme contributed significantly included acceptance by the European Parliament of an own initiative report on access to land/land grabbing in Europe; stronger visibility for and policy engagement by European Coordination Via Campesina; strong progress on the UN Declaration on the Rights of Peasants and other People Working in Rural Areas – now entering the final draft stage after a six year process; and greater acknowledgement of the link between human rights and food sovereignty, and acknowledgement of the Right to Food at EU level.

**Objective 4:** To advance viable, feasible and progressive proposals on the democratic provision and financing of public goods and services.

TNI's Public Alternatives project works to build a strong countervailing force that reverses privatisation and helps construct democratic, accountable and effective public services. The project focuses primarily on the water and renewable energy sectors, and has a special dimension concerned to explore and catalyse new thinking on politics and economics as a necessary condition for the achievement of public alternatives.

*Results:* The programme provided a strong evidence base for the growing trend towards re-municipalisation of public services with a study encompassing 1600 municipalities in 45 countries. The study was picked up by media across the world. Particular support was provided to the union of the public utility of Cali, Colombia which led to discussions about forging a Public-Public Partnership with a counterpart in Uruguay; to citizen organisations fighting for the Right to Water in Lagos, Nigeria which has catalyzed a national right to water movement; and to organisations in Jakarta opposed to coastal developments that do not address root causes of the city's sinking problem, which won recognition from the regional government and foreign investors that lack of access to public water due to privatization was a major cause and needed to be addressed. In addition, the programme supported the co-development of a new post-graduate programme in Public Enterprise Management coordinated from Ecuador, and produced a number of useful resources to support the new municipalist movement around the world.

**Objective 5:** To reassess the conventional repressive drugs policy approaches in favour of pragmatic policies based on harm reduction, human rights, and development principles.

TNI's Drugs & Democracy programme analyses drug policies and trends in the illicit drugs market, examining the underlying causes of drug production and consumption, and the impacts of current drug policies on conflict, development and democracy. The programme facilitates dialogue and advocates evidence-based policies, guided by principles of harm reduction and human rights for producers, as well as users.

*Results:* Results to which the programme contributed significantly in 2017 included the Canadian government's efforts to legalise cannabis, preparations by Moroccan farmers' to develop a significant stake in a legalized cannabis market as part of a rural development plan, and progress on drafting Human Rights guidelines in respect to international drug policy. The programme produced a number of publications that were used for advocacy by human rights and drug reform advocates, co-convened informal policy dialogues in Southeast Asia as well as at national level in Myanmar and Mexico, and facilitated exchanges between farmers in Myanmar and Colombia where similar issues of difficult peace processes, rural development and criminalization of traditional crop production prevail.

**Objective 6:** To make publicly visible permanent war and pacification of resistance.

TNI's newest War & Pacification programme is concerned with analysing and publicising the drivers and consequences of permanent war for human rights and democracy. It focuses on corporate capture of security policy – particularly at EU level; civil liberties and counter-terrorism efforts; migrants, refugees and border policies; and the global authoritarian trend.

*Results:* The nascent programme cohered in 2017, concentrating on securing resources while producing modest outputs. The impact of its widely distributed (and translated) Shrinking Space framework paper continued to be evident within the NGO and donor community, and was widely embraced by social movements with which TNI works across the world. Reports were produced that provided an information base for the consolidation of networks in Europe challenging EU security policy – in particular, exposing the arms and security companies which are beneficiaries of EU research grants, and the vested interests in a hostile environment with respect to refugees and migrants as well as the wars that produce them.

**In addition:** TNI also has a special Myanmar focus which strengthens (ethnic) civil society and political actors to deal with the challenges brought about by the rapid opening-up of the country, while also working to bring about an inclusive and sustainable peace. The country provides a common focus for TNI's agrarian and environmental justice, trade and investment, and drugs and democracy work.

dubois + co  
REGISTERACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:



*Results:* One key result to which TNI contributed significantly in 2017 was the increasingly assertive engagement by Myanmar civil society organisations with the EU-Myanmar Investment Treaty, including with parliamentarians and governmental officials both in the EU and Myanmar. In the area of policy on land and natural resources, local organisations in three ethnic regions have developed strong capacity to develop and advocate around proposals and have won recognition as dialogue partners from the ethnic armed organizations in control of the regions. A further result is the consolidation of the Land in Our Hands (LIOH) network, a multi-ethnic network made up of more than 60 local farmers organizations, supportive community-based organizations, and allied civil society organizations and ethnic rights activists from all states and regions across the country.

An elaboration of progress towards the achievement of programmatic goals in 2017 can be found in the online narrative report at <http://annual2017.tni.org>

### 3.4 Internal Objectives (2016-2020)

TNI has also set internal objectives in its five-year strategic plan. These are:

**Objective 1:** To secure TNI's financial sustainability post-2020

In 2017, TNI continued to emphasise the importance of a diversified funding base. Results were very satisfactory as the table below demonstrates. The rate of success in applying for grants was 51%.

Source	Specification	% of total income in 2017	Duration
Dutch government	Ministry of Foreign Affairs	37%	2016-2020
European Union	Development Education and Awareness; Justice and Home Affairs	31%	2014-2018
Other governments	Swedish International Development Agency; Swiss Development Cooperation; GIZ; DfID (UK)/Dutch Science Council	17%	2014-2021
European philanthropic foundations	Open Society Initiative for Europe; Fondation de France; Guerilla Foundation; Charles Leopold Meyer Foundation	2%	2017-2018
US philanthropic foundations	Foundation Open Society Institute; Funders for Fair Trade; Rockefeller Bros Fund	7%	2016-2018
Other	International Development Research Council (Canada); sub-contracts (largely FAO funds)	3%	2014-2018
Own means	Rental, book sales, donations	3%	Continuous

dubois + co  
REGISTERED ACCOUNTANTS

Amsterdam,

27 JUN 2018

initials for identification purposes:

TNI, nevertheless, is concerned to build its 'free reserves' to secure its sustainability and its independence post-2020. A priority strategy in this regard included feasibility studies and subsequent employment of a Community Builder tasked with mobilizing individual donors, crowd funding, fundraising events, sales etc. It is anticipated that the campaign will be launched in mid-2018.

A further successful effort involved ensuring offices in the TNI building were rented optimally, ideally to like-minded organizations, and investing in optimized solar panels and other energy saving installations such as LED lights and heater foils. The solar panels have generated an estimated 30% of annual electricity use, and will have paid for themselves within a few years, thereafter reducing overhead costs.

**Objective 2:** To improve demonstrable effectiveness of TNI's programmes

In 2016, TNI employed its first Planning, Monitoring, Evaluation & Learning Officer. In 2017, the training and support in PMEL paid off with TNI being able to improve the demonstrable effectiveness of its programmes, and extending these efforts to the internal objectives too. Efforts included improvement of planning, starting at the grant writing phase, as well as annual evaluation, learning and planning events – also coordinated with the Fair, Green & Global Alliance. In addition, an independent evaluation was commissioned for the Hands On The Land project.

**Objective 3:** To increase the outreach and impact of all TNI communications on all our strategic communities, leading to a change in both the narrative on particular issues and, ultimately, to concrete policy changes

The Communications team's capacity was enhanced with an in-house coordinator in 2016, a number of volunteers over the course of the past two years, and the decision taken to recruit a full-time writer. Ongoing improvements to presentation and navigation of the website, based on an evaluation undertaken in 2016, have been implemented over the past year. Efforts have paid off as are demonstrated in the upward curve of social media followers and engagements, website visitors and time spent on the site, and sustained international press coverage for all key areas of TNI's programme.

**Objective 4:** To nurture and consolidate a committed activist-intellectual community around TNI

Solid activist-intellectual networks have been built around most programmes, enhanced in the past year by open calls for papers. In addition, in 2017 TNI collaborated in the development of a new Masters Programme in Management of Public Enterprises, and continued to receive post-graduate interns as well as its first resident post-doc funded through the Irish Research Council. At institutional level, the International Fellowship and the Associates provide the formal community. The future of the International Fellowship has been under consideration for a number of years, and the terms of office of most Fellows will come to an end in 2019. A consensus is emerging that a new construction is required, and TNI needs to invest in 'Future Labs' that will generate new, foresighted thinking on the issues of tomorrow, and to consider an international strategic conference every few years as a space for the whole community to meet in place of the tradition of the annual fellows' meeting.

dubois + co  
REGISTER ACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:

**Objective 5:** To ensure TNI has well-functioning staff able to fulfill TNI's five-year strategic objectives

In 2016, TNI employed a dedicated Personnel Officer and confirmed a revised organogram and accompanying salary policy. Over the course of 2017, greater attention has been paid to recruitment of qualified new staff, improved formal evaluation procedures, staff training and external individual coaching, improvements to conditions of work, and an updated staff manual. While there is a high level of self-steering among TNI staff, important decisions regarding TNI's strategies and policies are made on the basis of consultation and generally reflect the consensus achieved.

#### 4. Risk Management

##### 4.1 *Financial*

The institute's financial position is good, and its sources of funds are sufficiently diverse. TNI is concerned, however, that it needs to build its 'free reserves' to assure its sustainability beyond 2020 as well as its independence. The aim is to build reserves equivalent to at least 50% of annual salary costs and a year's mortgage repayments. The current reserve meets this formula, however, it consists mainly of fixed assets (buildings). TNI, therefore, wants to increase the part of the 'free reserve' which is liquid so as to secure the financial position of the institute in the future. As part of the strategy towards this, a Community Builder was employed towards the end of 2017.

Another financial risk identified pertains to partners where TNI is the lead for large, multi-party, multi-year projects (usually EU-funded). Much stricter controls have been put in place to ensure TNI can meet its obligations to donors, and new standard contracts have been developed to ensure that the financial liability for ineligible costs is shared across the consortium.

In 2017, TNI also brought in external expertise to support efforts to fully digitize its financial administration, improve internal financial processes and tighten budget control and planning on a quarterly basis.

All recommendations of the auditors on improved financial procedures were implemented by the end of 2017.

##### 4.2 *Legal*

TNI put in place, a number of years ago, a strict protocol to mitigate any risks in relation to publications and its watchdog role. This includes fact checks, libel checks and peer review processes for quality control purposes. This protocol is strictly adhered to.

TNI has had a Complaints Policy in place for a number of year. There have been no complaints logged in the past year.

dubois+co  
REGISTERACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:

TNI also closely monitors labour, privacy and other relevant laws to ensure compliance. An updated privacy policy will be in place before the new EU Data Protection law comes into force in May 2018, and a data protection audit has been undertaken with a view to developing a comprehensive policy manual.

#### 4.3 Security

TNI has professional staff in place tasked with ensuring ICT-security, ongoing training of staff in risk assessment and secure communications, particularly with partners at risk. In respect of the latter, and in light of strict new EU Data Protection laws, an audit has been undertaken with a view to the development of risk assessment guidelines, new policies and procedures.

#### 4.4 Reputation

There has been a discernible effort in the past year to delegitimize NGOs. TNI has been monitoring such efforts closely, comparing notes with like-minded organizations, demanding media corrections where necessary, but has not yet deemed it necessary to go on the offensive. The consequence is that the institute, on the one hand, has become more security conscious, and on the other hand, has tried to ensure it is as transparent as possible in respect of its funding and the goals for which funds have been received. The latter is reflected in regular updates of the EU Lobby Register, the expanded financial information published with our narrative Annual Report, and the information available on our website. Quality control of publications is also, of course, an important means to ensure there are no grounds for unnecessary criticism.

In the wake of the #metoo movement and the scandals surrounding sexual misbehavior of aid workers, TNI has also reviewed its sexual harassment and integrity policies, and ensured that all its staff and associates are aware of these and the penalties for non-compliance.

#### 5. Financial result 2017

TNI realized a financial result 2017 of € 85.503 (positive). The result is due to positive effects of the tariffs (personnel) used for the projects. These tariffs were calculated based on budgeted personnel and overhead costs, whereas actual realization in 2017 of personnel and overhead costs is lower than budgeted.

dubois + co  
REGISTER ACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:

## 6. Budget 2018

In 2017, TNI secured funding for 18 projects geared towards the achievement of our 2016-2020 programmatic goals. Seventeen will continue into 2018, of which six will run into 2019. The largest grant (Dutch Ministry/FGG) runs to the end of 2020, and represents around 50% of TNI's current annual budget. The work in Myanmar is funded into 2021.

The budget for 2018, which has been approved by the Supervisory Board, reflects our ambitions and is presented below (all amounts in EUR).

<i>Income:</i>	
Grants	4.143.966
<i>Expenses:</i>	
Salaries	1.391.356
Overheads	299.015
Activities	2.378.690
Contingency	<u>74.905</u>
Total expenses	<u>4.143.966</u>

The Board is confident, therefore, of a financially health situation for TNI in 2018.



F. Dove, Executive Board

**dubois + co**  
REGISTERED ACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:



## A. Balance sheet

	<u>31-12-2017</u>	<u>31-12-2016</u>
	€	€
ASSETS		
Fixed assets		
- Tangible fixed assets	<u>1.805.572</u>	<u>1.822.967</u>
Total fixed assets	<u>1.805.572</u>	<u>1.822.967</u>
Current assets		
- Receivables	563.224	431.566
- Cash and cash equivalents	<u>2.813.668</u>	<u>3.324.586</u>
Total current assets	<u>3.376.892</u>	<u>3.756.152</u>
Total assets	<u><u>5.182.464</u></u>	<u><u>5.579.119</u></u>
LIABILITIES		
Reserve	<u>1.106.619</u>	<u>1.021.116</u>
Provisions	<u>33.772</u>	<u>19.088</u>
Long term liabilities	<u>1.485.066</u>	<u>1.492.792</u>
Short term liabilities	<u>2.557.007</u>	<u>3.046.123</u>
Total liabilities	<u><u>5.182.464</u></u>	<u><u>5.579.119</u></u>

dubois + co  
REGISTERED ACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:

## B. Statement of income and expenditure

	<u>Realisation</u> <u>2017</u>	<u>Budget</u> <u>2017</u>	<u>Realisation</u> <u>2016</u>
	€	€	€
<u>Income</u>			
Grants	5.399.348	4.218.430	4.694.529
Rent	135.743	135.000	133.321
Exchange losses/gains	-24.016	0	18.888
Interest	3.898	24.000	8.374
Other	<u>173.335</u>	<u>0</u>	<u>81.714</u>
Total income	<u>5.688.308</u>	<u>4.377.430</u>	<u>4.936.826</u>
<u>Expenditure</u>			
<i>Administration and fundraising</i>			
Personnel costs	171.393	220.614	281.839
Building expenses	154.855	157.530	150.492
Travel and accommodation	815	0	1.301
Office and communication	<u>177.250</u>	<u>268.453</u>	<u>121.679</u>
Total administration and fundraising	<u>504.313</u>	<u>646.597</u>	<u>555.311</u>
<i>Research and activities</i>	<u>5.097.114</u>	<u>3.730.833</u>	<u>4.335.783</u>
Total expenditure	<u>5.601.427</u>	<u>4.377.430</u>	<u>4.891.094</u>
Balance	86.881	0	45.732
Extraordinary income	<u>-1.378</u>	<u>0</u>	<u>34.138</u>
Result	<u><u>85.503</u></u>	<u><u>0</u></u>	<u><u>79.870</u></u>

### C. Cash flow statement

	2017		2016	
	€	€	€	€
<u>Cash flow from operating activities</u>				
Result		85.503		79.870
Depreciations		<u>57.032</u>		<u>49.765</u>
		142.535		129.635
Mutations in work capital:				
- Receivables		-131.658		114.159
- Provisions		14.684		18.539
- Short term liabilities		<u>-489.116</u>		<u>282.959</u>
Total mutations in work capital:		<u>-606.090</u>		<u>415.657</u>
Total cash flow from operating activities		-463.555		545.292
<u>Cash flows used in investing activities</u>				
Purchases		-39.637		-7.860
<u>Cash flows used in financing activities</u>				
Decrease in debt		<u>-7.726</u>		<u>-7.726</u>
Net increase in cash and cash equivalents		<u>-510.918</u>		<u>529.707</u>
Cash and cash equivalents at year end		2.813.668		3.324.586
Cash and cash equivalents at beginning of year		<u>3.324.586</u>		<u>2.794.879</u>
Changes in cash and cash equivalents		<u>-510.918</u>		<u>529.707</u>

dubois + co  
REGISTERED ACCOUNTANTS

Amsterdam 27 JUN 2018

initials for identification purposes:



## D. Accounting principles

### General

Assets and liabilities are stated at face value unless a different valuation principle is mentioned.

### Going concern

The accounting policies within the financial statements are based on the assumption that TNI will be able to continue as a going concern.

### RJ C1

This presentation of the financial statements is in accordance with Dutch Accounting Standard Board's Guideline for Annual Reporting C1 for small not-for-profit organisations.

### Currency

Transactions denominated in foreign currencies conducted during the reporting period are recognised in the annual accounts at the rate of exchange on the transaction date. Any resulting exchange differences are recognised through income and expenditure. Amounts denominated in foreign currency have been converted into Euro using the exchange rate valid on the transaction date. Exchange differences are accounted for in the statement of income and expenditure, unless a different rate is mentioned.

### Comparative figures

The figures for the previous year included in the annual accounts have been adjusted for purposes of comparison only.

### Changes in accounting principles

The valuation and the principles for determination of results remained unchanged compared to 2016.

### Fixed assets

These are shown at historical cost. Depreciation and amortisation are calculated based upon these assets according to the straight line method on the expected useful life of the class of asset concerned. If there is deemed to be a permanent diminution in the value of an asset, the appropriate value adjustment is made.

Van der Grinten & Co  
REGISTERED ACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:

Depreciation percentages are 33,3% for computer equipment, 25% for inventory, 10% for solar panels and 2% for the building.  
The estimated value of the building is per 31 December 2017 between € 2.600.000 and € 3.000.000.

#### Receivables

Receivables are stated at face value with a net of provisions for doubtful debts where necessary.

#### OTHER INFORMATION

##### Allocation of results

The result has been allocated to the general reserves in advance of discussion of the meeting of the Supervisory Board.

##### Contingent liabilities

In the balance sheet, liabilities include those to partners. These liabilities derive from contracts with partners under grants of the European Union. These liabilities are calculated for one year although the contracts in some cases have a longer duration. A committee makes the decision annually for the exact amount per partner.

This involves the following contract:

EU "EYD2015: Spotlight on the global food-land-climate nexus". Total liability to the 15 partners is € 209.767 for the remaining period until January 2018.

There is an annual liability of € 3.750 for the lease contract for copiers/printers up to 2017.

## E. Notes to the balance sheet

### ASSETS

#### Tangible fixed assets

	<u>Buildings</u>	<u>Office equipment</u>	<u>Total</u>
	€	€	€
Opening balance	1.815.199	7.768	1.822.967
Investments	0	39.637	39.637
Minus: depreciation	-47.353	-9.680	-57.033
Depreciation desinvestments	0	0	0
Minus: desinvestments	0	0	0
Net book value per 31 December	<u>1.767.847</u>	<u>37.725</u>	<u>1.805.572</u>
Accumulated investments	2.481.123	78.448	2.559.571
Minus: accumulated depreciations per 31 December	<u>-713.276</u>	<u>-40.723</u>	<u>-753.999</u>
Net book value per 31 December	<u>1.767.847</u>	<u>37.725</u>	<u>1.805.572</u>

	<u>31-12-2017</u>	<u>31-12-2016</u>
	€	€
<u>Receivables</u>		
Grants	324.805	0
Prepayments	60.560	61.755
Prefinancing partners pending deliverables	44.018	255.750
Accounts receivable	27.028	32.192
Other receivables	106.813	81.869
Total receivables	<u>563.224</u>	<u>431.566</u>

**dubois+co**  
REGISTERED ACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:

	<u>31-12-2017</u>	<u>31-12-2016</u>
	€	€
- Grants		
EU DEAR	307.466	
FAO	8.739	
IDRC via FIAN International	<u>8.600</u>	
Total Grants	<u><u>324.805</u></u>	<u><u>0</u></u>
- Other receivables		
Advances projects	90.041	55.902
Advances Partner Pang Ku	11.651	12.552
Interest	3.720	8.194
Advances employees	800	2.040
Miscellaneous receivables	<u>601</u>	<u>3.181</u>
Total other receivables	<u><u>106.813</u></u>	<u><u>81.869</u></u>
<u>Cash and cash equivalents</u>		
ASN Bank	2.222.755	1.886.976
Accounts in foreign currencies	316.654	816.230
ABN AMRO Bank	217.000	569.552
Triodos Bank	42.206	35.877
Paypal	12.796	12.707
Petty Cash	<u>2.257</u>	<u>3.244</u>
Total cash and cash equivalents	<u><u>2.813.668</u></u>	<u><u>3.324.586</u></u>
- Accounts in foreign currencies		
ABN AMRO Bank USD	285.270	787.592
ABN AMRO Bank GBP	<u>31.384</u>	<u>28.638</u>
Total accounts in foreign currencies	<u><u>316.654</u></u>	<u><u>816.230</u></u>

dubois + co  
REGISTER ACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes

	<u>31-12-2017</u>	<u>31-12-2016</u>
	€	€
<b>LIABILITIES</b>		
<u>Reserve</u>		
Balance 1 January	1.021.116	941.246
Allocation net result	<u>85.503</u>	<u>79.870</u>
Balance 31 December	<u><u>1.106.619</u></u>	<u><u>1.021.116</u></u>

The reserve exists to ensure that the organisation can also meet its obligations in the future. The reserve increases from € 1.021.116 to € 1.106.619 at year end.

Provisions

- Building restoration

Balance 1 January	19.088	549
Provision	35.000	35.000
Restoration	<u>-20.316</u>	<u>-16.461</u>
Balance 31 December	<u><u>33.772</u></u>	<u><u>19.088</u></u>

Long term liabilities

Mortgage Triodos Bank NL85 TRIO 0212 1493 42	1.432.274	1.436.137
Mortgage Triodos Bank NL10 TRIO 0212 1492 37	<u>52.792</u>	<u>56.655</u>
Total long term liabilities	<u><u>1.485.066</u></u>	<u><u>1.492.792</u></u>

- Mortgage Triodos Bank NL85 TRIO 0212 1493 42

Balance	1.436.137	1.440.000
Included in current liabilities	<u>-3.863</u>	<u>-3.863</u>
Total mortgage Triodos bank NL85 TRIO 0212 1493 42	<u><u>1.432.274</u></u>	<u><u>1.436.137</u></u>

dubois + co  
REGISTER ACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:

	<u>31-12-2017</u>	<u>31-12-2016</u>
	€	€
- Mortgage Triodos Bank NL10 TRIO 0212 1492 37		
Balance	56.655	60.518
Included in current liabilities	<u>-3.863</u>	<u>-3.863</u>
Total mortgage Triodos bank NL10 TRIO 0212 1492 37	<u><u>52.792</u></u>	<u><u>56.655</u></u>

Short term liabilities

Grants	1.880.377	2.455.335
Liabilities to partners	281.672	54.641
Accounts payable	193.512	163.233
Provision vacation pay/holidays	118.918	106.480
Wage withholding tax	35.481	116.296
Security on rent	10.032	10.032
Triodos bank mortgages, redemption due in next year	7.726	7.726
Other short term liabilities	<u>29.289</u>	<u>132.380</u>
Total short term liabilities	<u><u>2.557.007</u></u>	<u><u>3.046.123</u></u>

- Grants

Dutch Ministry of Foreign Affairs	647.524	623.817
Foundation Open Society Institute	326.870	602.292
European Commission	202.186	0
Gesellschaft für Intern. Zusammenarbeit GmbH	163.057	66.008
Swedish International Development Coop. Agency	156.137	205.131
Funders for Fair Trade - S2B network	137.323	71.611
Swiss Development Corporation	114.435	199.211
Funders for Fair Trade - TTIP Alarm	60.520	33.265
Rockefeller Foundation	42.423	0
NWO/DfiD via Institute for Social Studies	28.463	8.493
Guerilla Foundation	1.439	0
IDRC via FIAN International	0	7.391
EU DEAR	<u>0</u>	<u>638.116</u>
Total grants	<u><u>1.880.377</u></u>	<u><u>2.455.335</u></u>

dubois + co  
REGISTERED ACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:

	<u>31-12-2017</u>	<u>31-12-2016</u>
	€	€
- Other short term liabilities		
Payables expenses	18.814	99.747
Funds earmarked for Dialogue Columbia	10.475	10.475
IFAD via Crocevia	<u>0</u>	<u>22.158</u>
Total other short term liabilities	<u><u>29.289</u></u>	<u><u>132.380</u></u>

#### RIGHTS AND OBLIGATIONS NOT INCLUDED IN THE BALANCE SHEET

##### Post balance sheet events

There have been no significant events post balance date which would materially affect the annual accounts.

**dubois+co**  
REGISTERACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:

## F. Notes to the statement of income and expenditure

	<u>Realisation 2017</u>	<u>Budget 2017</u>	<u>Realisation 2016</u>	
	€	€	€	
<b>INCOME</b>				
<u>Grants</u>				
Governments	3.806.464		3.108.230	
Others	<u>1.592.884</u>		<u>1.586.299</u>	
Totals grants	<u>5.399.348</u>	<u>4.218.430</u>	<u>4.694.529</u>	
<b>EXPENDITURE</b>				
<u>Personnel costs</u>				
Salaries	1.064.187		} 1.286.622	
Social securities	170.832			
Pension premiums	83.433			
Arbo/sickness insurance	10.245			16.131
Other personnel costs	<u>44.119</u>			<u>47.411</u>
Subtotal personnel costs	1.372.816		1.350.164	
Minus: personnel costs research and activities	<u>-1.201.423</u>		<u>-1.068.325</u>	
Total personnel costs administration and fundraising	<u>171.393</u>	<u>220.614</u>	<u>281.839</u>	
<i>FTE (average over the year)</i>	23,68			
<i>Number of employees per December 31st</i>	24,67		23,93	
<i>Costs per FTE</i>	57.974			



	<u>Realisation</u> 2017	<u>Budget</u> 2017	<u>Realisation</u> 2016
	€	€	€
<u>Building expenses</u>			
Depreciation	47.353		47.353
Interest mortgage	45.638		45.874
Provision building maintenance	35.000		35.000
Energy and water	20.902		16.139
Ground lease	17.304		17.304
Maintenance, cleaning and purchase	19.352		17.054
Insurance and tax	9.446		4.870
Contribution tenants/service charges	<u>-40.140</u>		<u>-33.102</u>
Total building expenses	<u>154.855</u>	<u>157.530</u>	<u>150.492</u>
<u>Travel and accommodation</u>			
Accommodation and meetings	500		0
Travel costs	<u>315</u>		<u>1.301</u>
Total travel and accommodation	<u>815</u>	<u>0</u>	<u>1.301</u>
<u>Office and communication</u>			
IT costs	47.927		47.738
Various domestic and organisation costs	37.400		8.852
Administration consult	37.194		7.165
Auditor	27.830		34.895
Depreciation	9.680		2.412
Bank charges	6.593		4.444
Office materials and copying costs	5.593		7.481
Phone and fax	3.016		3.581
Documentation	1.427		4.072
Postage	<u>590</u>		<u>1.039</u>
Total office and communication	<u>177.250</u>	<u>268.453</u>	<u>121.679</u>

dubois + co  
REGISTERED ACCOUNTANTS

Amsterdam, 27 JUN 2018

initials for identification purposes:

	<u>Realisation 2017</u>	<u>Budget 2017</u>	<u>Realisation 2016</u>
	€	€	€
<u>Research and activities</u>			
Personnel costs	1.201.423		1.068.325
Office and communication	12.548		49.797
Activity costs	} 3.883.143		2.555.065
Research fees			139.677
Publication and outreach			513.014
Web/publication			<u>9.905</u>
Total research and activities	<u>5.097.114</u>	<u>3.730.833</u>	<u>4.335.783</u>

## G. Summary of the projects 2017

	Liabilities 31-12-2016		Receivables 31-12-2016		New grants 2017		Expenditure 2017		Income 2017		Project result 2017		Revaluations 31-12-2017		Liabilities 31-12-2017		Received 2017		Receivables 31-12-2017		Balance liabilities and receivables		
	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€	€
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	
						= D-E		= A+C-E-G		= B+C-I												= H-J	
Dutch Ministry of Foreign Affairs 2016-2020	8.740.148	8.116.331	0	2.105.467	2.092.324	-13.143	0	6.647.824	2.116.031	6.000.300	647.524	0	0	0	0	0	0	0	0	0	0	0	0
European Union/DEAR	1.709.879	1.071.763	0	1.617.345	1.617.345	0	0	92.534	671.763	400.000	-307.466	0	0	0	0	0	0	0	0	0	0	0	0
Found. Open Soc. Inst. New York	567.753	0	0	246.810	242.642	-4.168	52.858	272.253	0	0	272.253	0	0	0	0	0	0	0	0	0	0	0	0
Deutsche Gesell. für Int. Zusammenarb.	231.976	181.000	0	121.869	121.869	0	0	110.107	107.462	73.538	36.569	0	0	0	0	0	0	0	0	0	0	0	0
Swiss Developm. Cooperation	216.061	16.850	1.329.875	417.676	417.676	0	-6.050	1.134.310	326.850	1.019.875	114.435	0	0	0	0	0	0	0	0	0	0	0	0
Swedish Int. Developm. Agency	205.131	0	2.155.010	373.114	373.114	0	0	1.987.027	324.120	1.830.890	156.137	0	0	0	0	0	0	0	0	0	0	0	0
Funders for Fair Trade	71.611	0	164.150	98.438	98.438	0	0	137.323	164.150	0	137.323	0	0	0	0	0	0	0	0	0	0	0	0
Found. Open Soc. Inst. Switzerland	34.539	0	0	28.571	28.571	0	285	5.683	0	0	5.683	0	0	0	0	0	0	0	0	0	0	0	0
FIAN Int	33.341	25.950	-3.500	29.841	29.841	0	0	0	13.850	8.600	-8.600	0	0	0	0	0	0	0	0	0	0	0	0
Funders for Fair Trade	33.265	0	70.000	43.219	43.219	0	-474	60.520	70.000	0	60.520	0	0	0	0	0	0	0	0	0	0	0	0
Institute for Social Studies	31.478	22.985	25.688	29.047	28.381	-666	93	28.692	48.444	229	28.463	0	0	0	0	0	0	0	0	0	0	0	0
Deutsche Gesell. für Int. Zusammenarb.	19.032	4.000	-18.430	602	602	0	0	0	-14.430	0	0	0	0	0	0	0	0	0	0	0	0	0	0
European Commission	0	0	373.726	96.795	96.795	0	0	276.931	298.981	74.745	202.186	0	0	0	0	0	0	0	0	0	0	0	0
Deutsche Gesell. für Int. Zusammenarb.	0	0	139.810	346	346	0	0	139.464	125.810	14.000	125.464	0	0	0	0	0	0	0	0	0	0	0	0
Guerilla Foundation/FPFH/Fondation de France	0	0	35.000	32.061	32.061	0	0	2.939	33.500	1.500	1.439	0	0	0	0	0	0	0	0	0	0	0	0
Deutsche Gesell. für Int. Zusammenarb.	0	0	35.000	30.476	30.476	0	0	4.524	31.500	3.500	1.024	0	0	0	0	0	0	0	0	0	0	0	0
Found. Open Soc. Init. for Europe	0	0	33.838	22.311	22.311	0	82	11.445	32.553	1.285	10.160	0	0	0	0	0	0	0	0	0	0	0	0
FAO	0	0	32.906	32.957	32.957	0	1.066	-1.117	29.412	3.494	-4.611	0	0	0	0	0	0	0	0	0	0	0	0
FAO	0	0	23.270	21.865	21.865	0	1.405	0	19.142	4.128	-4.128	0	0	0	0	0	0	0	0	0	0	0	0
Found. Open Soc. Inst. Switzerland	0	0	21.250	9.159	9.159	0	382	11.709	21.250	0	11.709	0	0	0	0	0	0	0	0	0	0	0	0
CEE	0	0	9.700	9.700	9.700	0	0	0	9.700	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Found. to Promote Open Soc.	0	0	34.098	0	0	0	0	34.098	34.098	0	34.098	0	0	0	0	0	0	0	0	0	0	0	0
Found. to Promote Open Soc.	0	0	84.358	49.656	49.656	0	0	34.702	42.623	41.735	-7.033	0	0	0	0	0	0	0	0	0	0	0	0
Rockefeller Foundation	0	0	83.470	0	0	0	0	83.470	42.423	41.047	42.423	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>11.894.214</b>	<b>9.438.879</b>	<b>4.629.219</b>	<b>5.417.325</b>	<b>5.399.348</b>	<b>-17.977</b>	<b>49.647</b>	<b>11.074.438</b>	<b>4.549.232</b>	<b>9.518.866</b>	<b>1.555.572</b>	<b>49.647</b>	<b>11.074.438</b>	<b>4.549.232</b>	<b>9.518.866</b>	<b>1.555.572</b>							

## Other information

### Independent auditor's report

The independent auditor's report is included at the next page of the annual accounts.

## INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board of Stichting Transnational Institute based in Amsterdam, The Netherlands.

### A. Report on the audit of the financial statements 2017 included in the annual report

#### Our opinion

We have audited the financial statements 2017 of Stichting Transnational Institute based in Amsterdam.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Transnational Institute as at 31 December 2017 and of its result for 2017 in accordance with the Guidelines for annual reporting C1 Small not-for-profit organisations of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2017;
2. the statement of income and expenditure for 2017; and
3. 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 Transnational Institute 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.

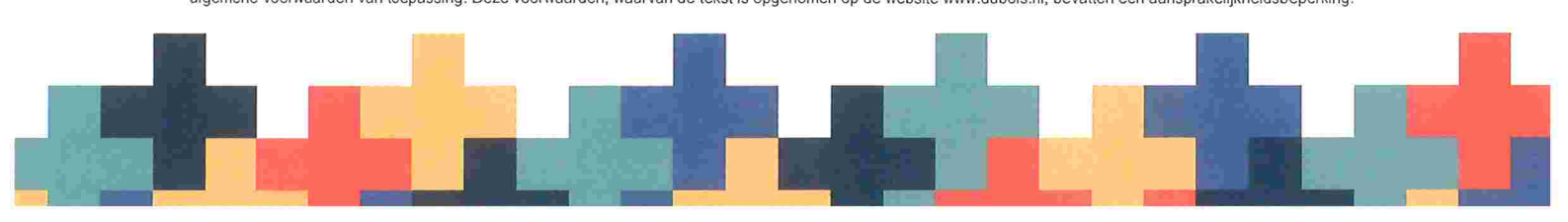
### B. Report on the other information included in the annual report

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

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

Oranje Nassaulaan 1  
1075 AH Amsterdam  
Postbus 53028  
1007 RA Amsterdam

Telefoon 020 571 23 45  
E-mail [info@dubois.nl](mailto:info@dubois.nl)  
[www.dubois.nl](http://www.dubois.nl)  
KvK nummer 34374865



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. Management is responsible for the preparation of the other information, including the supervisory board's report, in accordance with the Guidelines for annual reporting C1 Small Not-for-profit organisations of the Dutch Accounting Standards Board.

### **C. Description of responsibilities regarding the financial statements**

#### **Responsibilities of management for the financial statements**

Management is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting C1 Small not-for-profit organisations of the Dutch Accounting Standards Board. Furthermore, management is responsible for such internal control as management 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, management is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting unless management either intends to dissolve the foundation or to cease operations, or has no realistic alternative but to do so.

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

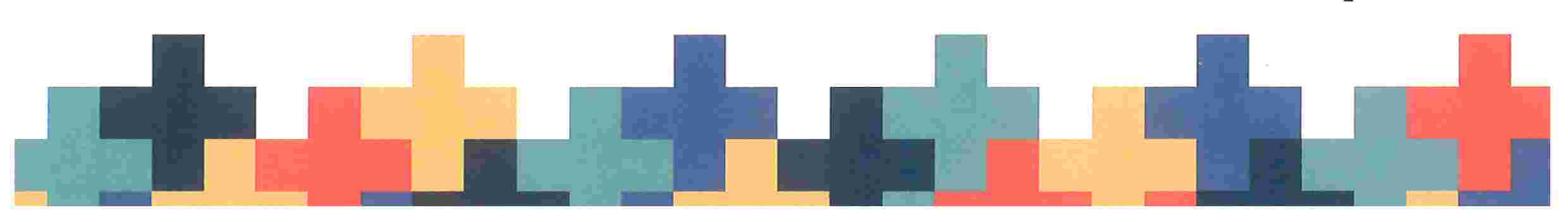
#### **Our responsibilities for the audit of the financial statements**

Our objective is to plan and perform the audit assignment 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 e.g.:

- 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 foundation'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 foundation'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 a foundation 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.

Amsterdam, 27 June 2018

Dubois & Co. Registeraccountants

Signed on original by:  
J.J.M. Huijbregts RA