

Financial statements 2025

Cultural Emergency Response
at Amsterdam

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Board report 2025

This board report reflects the activities from the 1st of January 2025 until 31 December 2025 and has been developed in collaboration between the board of CER and the director.

1. General information

Establishment, mission, vision, and objective

Cultural Emergency Response (CER) Foundation was founded on 22 June 2022 and has its registered office at Nieuwe Herengracht 14, 1018 DP, Amsterdam, the Netherlands.

The objective of CER is defined in its statutes as follows:

“De stichting stelt zich ten doel het bieden van noodhulp aan cultuurgoed in het geval van dreiging, schade of vernietiging ten gevolge van rampen of conflict, en het verrichten van al hetgeen dat met het dit doel verband houdt of daartoe bevorderlijk kan zijn in de ruimste zin van het woord.”

CER aims to achieve this objective by, among other, providing first aid to cultural heritage threatened or damaged by conflict or disaster, always doing so in direct cooperation with local actors in the affected communities. CER provides quick and flexible financial support and expertise to assist heritage actors and communities as they assess risks and damages, implement stabilisation, and conduct early recovery measures. Emergency actions aim to prevent the loss of endangered cultural heritage, facilitate cultural continuity, and build resilience in times of crisis. CER also works with heritage communities to prepare for crises and mitigate potential risks to cultural heritage. Beyond emergency response, CER's wider purpose is to make global heritage protection more inclusive, sustainable and locally-led, notably by training heritage experts, sharing expertise and experience, and advocating the recognition of cultural heritage rescue as a crucial aspect of humanitarian relief, recovery, development and peacebuilding.

Mission

Our mission is to coordinate and support locally-led protection of heritage under threat. We promote inclusivity and accessibility by developing and strengthening decentralised infrastructures for cultural emergency response. We provide fast, flexible support to fit the needs of local actors in crisis situations and invest in the capacities of our partners through dialogue, training, and sharing expertise. Our advocacy work makes the case that cultural rescue is a vital component of humanitarian relief.

Vision

We see a future in which all heritage communities can safeguard their culture in times of crisis. We want to build a strong and inclusive heritage system in a world that recognises the protection of cultural heritage as a humanitarian issue.

Statutory provisions

According to the articles of association, the board shall draw up a balance sheet and a statement of income and expenditure within six months after the end of the financial year. The board can appoint a chartered accountant to audit the balance sheet and statement of income and expenditure. The accountant reports on his audit to the board and presents the results of their audit in an auditor's report.

In accordance with the articles of association, the financial year coincides with the calendar year.

Board

According to the articles of association, the board consists of at least three persons.

Board members are appointed for a maximum period of four years. After the first four-year term has expired, they may be re-appointed once for an equal period. The hereunder resignation schedule provides an up-to-date overview of the appointments.

Name	Entry	End period 1	End period 2
Bijan Rouhani (chair)	22 June 2022	22 June 2026	22 June 2030
Mechtild van den Hombergh	22 June 2022	13 August 2025	
Alexander Ribbink	22 June 2022	24 March 2025	
Marieke van Schaik	1 January 2025	1 January 2029	1 January 2033
Deirdre Carasso	1 May 2025	1 May 2029	1 May 2033

In accordance with the articles of association, article 4, paragraph 8, board members receive no remuneration for the work they do for the foundation. In incidental cases, board members do receive compensation for the costs incurred on behalf of the foundation.

Individual board members report their ancillary positions to the board. A brief overview of the most relevant ancillary positions is given below. Additional functions will be listed on the CER website.

Name	Positions
Bijan Rouhani (chair)	Senior Researcher and Deputy Director, Endangered Archaeology in the Middle East and North Africa (EAMENA) project, School of Archaeology, University of Oxford; Co-founder of the Endangered Cultural Heritage in the Global South (ECHGS) Hub in Oxford; Member of Blue Shield UK; Vice-President of the International Scientific Committee on Risk Preparedness (ICORP) of the International Council on Monuments and Sites (ICOMOS); Member of the Nahrein Network Management Committee at University College London (2020-2025).
Mechtild van den Hombergh	Managing director a.i. Academy for Theatre and Dance (ATD) of the Amsterdam University of the Arts; Board Member of Sarakasi Trust Kenya; Member of the Toekenningenraad of the Goede Doelen Loterijen (Postcode Loterij and Vrienden Loterij).

Alexander Ribbink	Member of the AIV Peace & Security Committee; Board Member of several profit- and not-for-profit organisations (a.o. Avalor AI, Perciv. Ai, Crisp, Nextail, Lendis, Gourmey and Feather).
Marieke van Schaik	Consultant and interim manager; Chair of the Supervisory Board of the Dr Denis Mukwege Foundation; Member of the Board of the Roosevelt Foundation - Four Freedoms Awards.
Deirdre Carasso	Director of the public library of Utrecht; Member of the Council for Culture, and chair of the the Fentener van Vlissingen Fonds.

In 2025, both Alexander Ribbink and Mechtild van den Hombergh have ended their board membership to make space for different priorities and/or to avoid conflict of interest with other ancillary positions. Being part of the foundational board of CER, both have played a significant role in the establishment of CER, its growth, and professionalisation. We are extremely grateful for their contributions.

We welcomed Marieke van Schaik (interim Treasurer) and Deirdre Carasso (Secretary) to the CER board in 2025.

In 2025 the board met four times for the regular board meetings. In addition, interim consultations on strategic and financial issues took place with (part of) the board. The board was also active in the approval of emergency projects above € 35,000.

For all four board meetings, the attendance rate of the board was **100%**.

At the end of 2025, the CER board started an open recruitment process for new members, with the ambition to expand to five board members. At least two new board members are expected to join the board in March 2026.

Management and staff

As per the 1st of July 2022, Sanne Letschert was appointed as the director of CER. Before the establishment of the foundation, she was Head of the CER programme under the Prince Claus Fund for Culture and Development.

In determining the remuneration of the director, CER follows the regulation on the remuneration of directors of charitable organisations. The regulation provides a maximum standard for the annual income based on weighing criteria, considering the director's duties, the field in which the organisation operates, and the size and complexity of the organisation. This assessment is weighed with the 'Basis Score voor Directiefuncties' (BSD) or Basic Score for Directorships as per the regulation published in December 2024. The number of BSD points determines which job group a director falls into. In total there are eight job groups, each with its own maximum annual income. The weighing of the situation at CER was executed by the board. This led to a BSD score of 385, placing the organisation in function group G of the remuneration regulation with a maximum of € 129,292 for 2025. The calculation is updated in Q1 2026 in line with the newly published regulation. This led to a BSD score of 385, placing the organisation in function group G of the remuneration regulation with a maximum annual income of € 133,171 for 2026.

The relevant annual income of the director remained within the applicable maximum.

The amount and composition of the remuneration are explained in the financial statements in the notes to the statement of income and expenditure.

In 2025, the **average number of FTEs was 7,00**. In 2024 this average was **5.89 FTEs**.

The average number of FTEs increased due to two factors. First, a staff change occurred involving the Operations Manager; a 1.5-month overlap with the new Operations Manager was established to ensure a smooth transition. Second, CER became a Recognised Sponsor for visa purposes. Consequently, the Emergency Response Programme Coordinator, who was previously hired as external staff, was added to the payroll as of April 2025. Besides a new Operations Manager July 2025, CER also welcomed a new Head of Emergency Response in May 2025.

CER aims to offer its employees a remuneration that is in line with other organisations in the field. The remuneration policy includes salary scales connected to generic job descriptions for all roles in the organisation, and each employee works in line with a detailed description of tasks and responsibilities. Additionally, there are individual- and team training opportunities.

Internship and volunteer policy

In 2025, CER was supported by two interns, from January until March and from June until December. CER is grateful to them for their valuable contribution. All interns work based on a contract in which tasks, responsibilities, and obligations are described. Interns receive an allowance that is in line with the allowance that other cultural organisations provide. CER was not supported by volunteers in 2025. Based on this experience, CER is in the process of developing a protocol for interns and volunteers to facilitate a constructive and positive learning experience for them.

Governance

CER endorses the CBF - Code and the Good Governance Code for Cultural Organisations - the nine principles. CER acts in accordance with the regulations of these codes. The principles of good governance - with the separation of functions, good governance, and accountability at its core - are embedded in the internal regulations.

CER meets the criteria of the CBF - the Netherlands Fundraising Regulator - and has received official accreditation on 1 December 2024 (<https://cbf.nl/organisaties/cultural-emergency-response>).

The tasks and responsibilities of the board and director are described in the statutes of CER (22 June 2022) and the Management Regulations (9 January 2023). The director and the board members are aware of their own role and the division of tasks, responsibilities and powers between them and act accordingly.

The board is responsible for governing the organisation. The board approves the annual plan, the long-term plan, the annual budget, and the annual statement of accounts as well as major collaborations. The board also approves project allocations exceeding € 35,000.

The director is responsible, within the aims of the organisation, for the daily management of the organisation, developing its strategy and realising the core objectives. This includes general policy development and implementation, financial management, development and fundraising, external representation, public relations policy, managing the office and staff, implementing the general terms of employment, and preparing and implementing the decisions of the board.

The management and board are independent and act with integrity. They are alert to conflicts of interest, avoid undesirable conflicts of interest and deal with conflicts of interest transparently and carefully. The articles of association set out the procedure to be followed in the event of a conflict of interest (articles 4 and 5).

CER continues to refine its Administrative Organisation (AO) in line with its strategy and operations. In the AO authorities, rules and procedures are described, forming the framework for the administrative process. The document reflects financial and operational workflows and processes and includes the interfaces of finance within a wider context and external organisations. The AO is the guideline for the management and board to steer the organisation transparently in the right direction and aims to harmonise operations and provide adequate information at the right time. The AO is a living document and always subject to improvement to ensure transparent and efficient operations.

CER also continues to ensure its integrity policies are clear and up to date. Currently, the organisation has a complaints procedure, a whistleblowing procedure, a code of conduct, an ethical fundraising policy, and terms of employment in place. These protocols and guidelines were all formalised in 2023 and, where relevant, updated in accordance with the operations and values of CER. All documents are publicly available and can be found on the CER website (<https://www.culturalemergency.org/programs/organisation>).

In 2025, no complaints were filed nor was the code of conduct breached. Our employee mental health and well-being programme, launched in 2024, continued to support CER staff this year. CER consistently aims to operate and engage with its staff and all its partners according to its values and standards.

The rules for risk management and control have been revised and updated in Q3 2025 and are currently being finalised by the board. This update includes the mitigation measures CER will take in case needed. The management and the board will revisit these regulations regularly and will meet with the external auditor annually.

Appointment of a member of the board is based on nomination by the board following an open or closed recruitment procedure. The board has a broad composition, considering substantive expertise and diversity aspects such as gender and cultural background. The director of CER takes on an advisory role in this process. In 2025 two new board members were appointed (see 'Board' section).

The director reports to the board at least four times a year on the progress and realisation of the established annual plans and budget. The annual plan, budget, report, and accounts are prepared by the director and adopted by the board.

The board intends to convene a self-evaluation meeting at least once a year and conducts an annual assessment interview with the director. For 2025, both assessments take place in Q1 2026.

CER performs evaluation of its activities and their impact on a regular basis. The organisation has developed a monitoring, evaluation and learning protocol and aims to become more result and impact driven in the coming year.

2. Programmes and core-activities

Programmes

CER coordinates and supports locally-led protection of heritage under threat. We promote inclusivity and accessibility by developing and strengthening decentralised infrastructures for cultural emergency response. We provide fast, flexible support to fit the needs of local actors in crisis situations and invest in the capacities of our partners through dialogue, training, and sharing expertise.

2025 was the first year of the strategic period 2025 - 2028, in which we prioritise the continuation of emergency response actions via decentralised systems and strategic collaborations, with strengthening the operations and sustainability of the organisation as additional focus.

Rapid Response

Through its emergency grant mechanism CER provides quick and flexible support to local partners in immediate response to disaster or conflict for the rescue, stabilisation, or evacuation of heritage under threat to prevent further damage and permanent loss. Applications for CER grants may be submitted at any time and are pro-actively scouted by the CER team.

In 2025, CER supported 35 emergency projects in 15 different countries. The projects were approved in consultation with at least three to five external experts all over the world. The diversity of gender, discipline, people, and geographies were taken into consideration to ensure a balanced selection and prioritise marginalised communities. Through these projects, CER was able to respond to several major crises of different types: conflict, extreme weather events, fire, and earthquakes. The projects focused on different types of heritage.

In addition to its regular emergency support mechanism, CER continued the support of heritage stewards and institutions through its Ukraine Action Plan throughout the year. Through this Action Plan, CER has been supporting the protection of cultural heritage under threat due to the ongoing war against Ukraine since March 2022. Funds have been allocated on a rolling basis upon urgency to facilitate quick critical actions. CER continued support through key local actors in the field. We localised our response by closely collaborating with our Regional Hub in the Black Sea for coordinated emergency response actions. We are pleased to have been able to support 12 projects with a total of € 467,851. This was made possible through the support of the Ministry of Foreign Affairs of the Kingdom of the Netherlands and the Mondriaan Fund.

CER also continued to provide support through its Palestine Action Plan. CER mobilised its emergency mechanism to support first-aid interventions for affected cultural heritage, placing well-being and livelihood of cultural workers at its core. In 2025 the Action Plan moved into a new phase of response, focussing on continuing support to locally developed and implemented projects on the ground with both existing as well as new partners. We are proud to have supported 9 projects across the West Bank and Gaza with a total of € 327,163. This was made possible by the support of the Ministry of Foreign Affairs of the Netherlands, the Cultural Protection Fund - managed by the British Council in partnership with the Department for Digital, Culture, Media & Sport (DCMS) of the United Kingdom - and the Whiting Foundation.

In addition, CER continued its emergency response in Lebanon, building on interventions initiated in 2024 following the escalation of hostilities in southern Lebanon and the Bekaa Valley. CER's response focused on rapid, locally coordinated action through the CER Regional Hub in the Levant, alongside targeted direct support to cultural workers whose livelihoods had been disrupted by the conflict with Ettijahat - Independent Culture. We supported three projects with a total of € 154,399. This support was made possible by the J.M. Kaplan Fund.

CER's response mechanism relies on an active network of trusted partners in vulnerable regions around the world. This network allows it to monitor crisis situations on an ongoing basis and prepare to pro-actively respond in the event of disaster- or conflict-related threats to cultural heritage. In 2025, CER continued the professionalisation of this mechanism by revising its emergency workflows, protocols, research procedure, and expanding its scouting mechanism. Through active scouting and project research, CER has actively engaged with at least 140 new and existing experts in its network.

Decentralised Response Infrastructures

Network of Regional Hubs

Through its network of Regional Hubs CER is decentralising its activities to vulnerable regions around the world. In partnership with local heritage rescue organisations, it creates go-to centres for cultural emergency expertise and response. CER regional hubs ensure regional coordination, available expertise and means for faster, locally driven and tailored cultural emergency response. Hubs are part of a global network for exchange and support, mentoring, learning and sustainability opportunities. The goal is to make heritage protection more inclusive by collaborating with local and national actors in decision-making when it comes to the protection of their cultural heritage.

In 2025, the Regional Hubs flourished both independently and as a network. They mobilised to lead or facilitate fifteen emergency response operations in six countries and worked on more than ten activities to build better response systems in their regions. In our ongoing effort to support the Hubs, we supported four individual training opportunities (in technical expertise, NGO management skills and heritage studies) and facilitated thirteen individual advocacy platforms for Regional Hub coordinators. As a group, we convened for the Annual General Meeting of the Network of CER Regional Hubs, hosted by the Regional Hub in the Black in Lviv, Ukraine, for a week of collective capacity building in trauma sensitivity and psychosocial coping with Trauma International, crisis management and communications with Compaijen C&C, and plentiful moments of peer exchange, collaboration, and learning about our Ukrainian colleagues experience and context. This provided invaluable space for Regional Hub teams to strengthen relationships and share best practices. Representatives of the Regional Hubs also attended the Leadership Summit and a Mini Regional Hubs Meeting in The Hague, where the Network revised its approach to fundraising and identified themes for collaborative projects. These gatherings reinforced the Network's role as a peer-driven ecosystem of decentralised emergency response leadership, strengthening CER's collective capacity to safeguard cultural heritage under threat.

This year, CER invested significantly in the consolidation of the programme on a strategic and implementation level, in close collaboration with the Hub Coordinators, and has expanded its fundraising and partnership efforts for the programme.

Networks & Capacity

As part of our commitment to supporting locally-led responses, CER collaborates with other cultural heritage emergency organisations to strengthen the necessary capacity and infrastructure required for effective intervention. Our approach is centred on empowering international heritage professionals with the skills and knowledge necessary to address cultural emergencies.

In 2025, CER and the Smithsonian Cultural Rescue Initiative (MCI-SCRI) hosted the *Leadership Summit* in The Hague, from 30 September to 2 October. This event was the culmination of the 'Leadership Course for Cultural Heritage Stewards in Challenging Circumstances', organised since 2018. The event brought together 20 course alumni from Bhutan, Cambodia, Chile, Colombia, Ecuador, Egypt, Georgia, Guatemala, India, Namibia, Puerto Rico, Senegal, Trinidad & Tobago, Ukraine, and the United States for three days of workshops, reflection, and networking.

Participants also co-created and tested a train-the-trainer version of the Proposal Writing Manual (name tbd), to be published early 2026. The Summit engaged national and international stakeholders and concluded with the storytelling event 'When Heritage Speaks: Voices From the Field'.

Due to contextual factors impacting the organisation of the course, the Regional Training Course for First Aid to Documentary Heritage, originally scheduled for late November, had to be postponed to 2026.

Collaborative Impact

Through this programme CER invests in demonstrating the wide-ranging impact of heritage protection, raise awareness of its importance and campaign for its integration in humanitarian policies and relief efforts. To do so, we collaborate with other international heritage, academic and humanitarian organisations to develop initiatives to collect data that demonstrates the impact of heritage protection efforts. We also work closely with our partners on the ground to identify best practices, challenges, and solutions. We actively share knowledge and disseminate our findings through lobby, advocacy, and awareness campaigns.

This year, the objective was not only to highlight the urgency of CER's mission but also to explore the synergies between heritage protection and humanitarian aid. CER sees culture as a basic human need, one that plays a critical role in the recovery, resilience, and well-being of communities following crises. With these goals in mind, CER participated in X advocacy opportunities across X different countries in 2025.

In March, CER participated in The European Fine Art Foundation (TEFAF) Maastricht's TEFAF Talks with a panel focussing on the importance of preserving heritage.

In addition, CER co-hosted the first National Action Day for Resilient Heritage together with the UNESCO Netherlands Commission and Blue Shield Netherlands. Held on 14 May, the Action Day served as a call for collaboration, awareness, and concrete action to protect heritage in the face of growing risks. As part of the programme, we joined Erfgoed Jong, Jong VNK, and the UNESCO Jongerencommissie in a public symposium at the Mauritshuis. The National Action Day for Resilient Heritage will now take place annually, in honour of the 1956 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict, reinforcing its continued relevance today.

Lastly, In February, we moved into a new shared space in Amsterdam to establish and grow Domo, the Netherlands' new home for international cultural collaboration. Developed together with DutchCulture, the European Cultural Foundation, and the Prince Claus Fund, Domo was created in response to increasing global pressures on the cultural sector and the need for places that foster solidarity, exchange, and collective action. In October, we marked the public opening of Domo with the first edition of Domo Talks.

Core activities

2025 was the third full year of operations for CER since its establishment as an independent organisation in July 2022. The focus was on consolidating the organisation structures, strategies, and operational systems. This was also the first year of the new strategy, focusing on strengthening and decentralising cultural emergency response. A new fundraising strategy was developed to support CER's strategic priorities and diversify income sources. Throughout, the sourcing of funding and the continuation of funding collaborations was prioritised.

In 2024, CER co-founded a new initiative dedicated to promoting international cultural cooperation in partnership with DutchCulture, the European Cultural Foundation, and the Prince Claus Fund. In early 2025, this consortium relocated to a shared office space at the H'Art Museum complex in Amsterdam. The move marks a milestone CER's continued growth and professionalisation.

Fundraising and communications

With the further development of CER as a sustainable organisation in mind, the focus of fundraising was on the further development of the fundraising strategy, securing the continuation of collaborations and mapping and developing new funding opportunities. A new fundraising strategy, with a focus on diversifying income sources and strengthening CER's fundraising capacity, was presented to the board in June 2025. Implementation of this new strategy has started subsequently and CER has invested in developing a professional and strong fundraising system for the organisation.

2025 was the first year of implementation of the 4-year subsidy allocation of € 1,350,000 from the Ministry of Foreign Affairs of the Netherlands.

CER successfully continued collaboration with trusted donors, such as the Whiting Foundation, the Smithsonian Cultural Rescue Initiative, TEFAF, the JM Kaplan Fund, the Cultural Protection Fund of the British Council, and the Qatar National Library. In addition, CER received contributions from new partners, among which its first corporate partner: Iron Mountain. Additionally, CER submitted two large scale funding proposals to secure multi-year funding for 2026 and beyond.

CER also continued to deepen its network and relationships with US based donors. In October 2025, a fundraising visit was organised for CER director Sanne Letschert, strengthening relationship with existing and potential donors. CER also opened a 'Friends of CER' Fund with Myriad US to make receiving donations from US based donors more attractive and efficient.

The fundraising effort focuses on collaborations with foundations and other organisations that are connected to the mission of CER, both in the Netherlands and abroad. As part of its new fundraising strategy, CER is currently developing relations with individual donors as well as corporate partners. This effort will be scaled up in 2026.

CER continued to coordinate the network of Grantmakers for Cultural Heritage Preservation (G-CHeP).

The fundraising costs mainly consist of the organisation and execution of several events aimed at finding and keeping the different types of donations, including the events at TEFAF and in New York and the communication/fundraising campaigns. In addition, CER worked with a freelance fundraising consultant for the development of its strategy and fundraising mechanism, as well as for the support of the development of funding applications.

2025 was also an important year for CER's communication efforts. CER continued developing its branding, website, newsletter, and social media channels. CER has a growing online engagement and reached 262.186 people online (LinkedIn, Facebook, and Instagram) and grew its follower community from 9.100 to 13.619 followers across all its platforms. CER sent five newsletters in 2025, reaching 1.555 subscribers.

CER always developing its communication strategy to stay relevant. Issues as fundraising, awareness raising, crisis communications, and demonstrating impact are important focus points. CER also has an open and proper dialogue with all its other stakeholders, which can be divided into staff, funders, donors, benefactors, applicants, partners and governments. By means of correspondence, annual report, interim reports where necessary, newsletters and invitations to CER's activities, CER keeps the stakeholders informed and involved. The annual report and the annual figures, the evaluations and the annual plans are public and can be found on the website of CER.

Quality of organisation and activities

CER strives to maintain optimum quality in all its activities. It achieves this by continuous research, network building and involving good and independent advisors in its judgements and implementation, and by specially training staff members for these tasks. Quality and care are at the core of CER's work, and staff members, partners and donors are aware of this not only in terms of implementing projects and processing applications, but also in correspondence and communication.

3. Risk management

With the ambition of operating in a responsible, transparent, and reliable way, Cultural Emergency Response (CER) is committed to mitigate any risks related to finances and implementation to its best ability. The following policy includes a risk assessment, which is regularly reviewed by the CER board, as well as the mitigation measures CER is taking to avoid corruption and the misuse of funds.

The risk policy is related to:

- **Financial and reputational risks with respect to the allocation of grants, selection, and expenditure on projects.** The consequences of risk in this field are high; however, the chance of actual occurrence has been assessed as small. Measures taken are reflected by the governance structure and the internal control within the organisation. Additional mitigation is embedded in the contracting of partners and the heavy emphasis on research, monitoring and evaluation in the assessment and implementation of individual projects. Sufficient mitigation measures have been taken.

- **Risk related to financial management and administration of funds.** The consequences of risk in this field are limited; the chance of occurrence has been assessed as small. Measures taken are reflected by the governance structure and the internal control within the organisation. This includes the practice of the four eyes principle for all decisions on grant allocations and payments, with an additional check on board level for allocations above € 35,000. These procedures are to be formalised in the AO. The organisation works with an independent financial administration organisation and engages an external auditor for review and closing of the books. Sufficient mitigation measures have been taken.
- **Risks related to IT, digital services, and data protection.** The consequences of risks in this field are high; the chance of occurrence has been assessed as average. Measures taken are reflected using a Service Level Agreement applicable to the services delivered by an external IT supplier, with a special emphasis on data security. CER has an ongoing secured back-up licence to safely store its data. All devices and applications are password protected and require multi-step verification for access. Personal data is stored according to EU legislation for data protection. Sufficient mitigation measures have been taken.
- **Risks related to fundraising targets.** The consequences of risks in this field are great; the chance of occurrence has been assessed as average. Measures taken are related to the permanent monitoring of the fundraising policy and the achieved results, combined with an incorporated flexibility within the budget in case of setbacks, based on detailed fundraising scenarios. Sufficient mitigation measures have been taken.
- **Risks related to over expenditure on budgets.** The consequences of risks in this field are limited; the chance of occurrence has been assessed as small. Measures taken are related to the execution of a systematic budget control and the monitoring of the monthly planning and control cycle. Regular budget reviews are integrated on board, as well as staff level. Sufficient mitigation measures have been taken.

To mitigate risks in terms of funding allocations, CER has a strict policy in place to research potential projects and partners before approval. Besides in-depth desk research, applicants are interviewed by CER staff on the activities and feasibility of their projects. Additionally, applications are submitted to at least three to five external experts to give their opinion on the project activities, the reliability of the partner, the feasibility of the project and the requested amount. Negatively recommended projects are not recommended for support. In this process, the CER team also aims to develop a relationship of trust with the project partners to ensure quick support and transparent implementation of the project. Projects are being evaluated at least twice - once through a mid-term report, and once through a final report. Larger projects are monitored more frequently, with a monthly check-in for the most complex cases. Funding tranches are only released to partners on the ground when the assessment of these reports is positive. Through these procedures, which have been developed and tested over the past 20 years, CER feels it strongly minimises the risk of misuse of funds and inadequate implementation of grants.

This risk assessment was conducted by the Board in December 2024. In Q3 of 2025 the reassessment of the risks of CER was started and the mitigation measures are currently being expanded and reviewed to consider the current political climate and prospects. The entire policy is currently being updated and will be finalised in Q1 of 2026. In 2026, CER will also continue to develop its Security Risk Management policy.

4. Policy and function reserves and funds

Continuity reserve

Over the past several years, CER has strategically built a continuity reserve designed to mitigate financial volatility, manage unforeseen expenditures, and offset fluctuations in fundraising. This reserve ensures that CER can maintain operations and fulfil all contractual obligations for a period of four to six months during periods of financial uncertainty.

In 2025, based on the risk analysis, the CER board decided to aim for the maintenance of a minimum continuity reserve of 50% of the operational budget of CER for a year. The board considers it safe, reasonable, and justifiable for the current size, scope, and position of the organisation in the current political and funding landscape. The continuity reserve policy will be reevaluated annually, based on the changing needs and risks. The next evaluation will take place in Q1 2026.

At the end of 2025, the continuity reserve is € 283,546. The budget for essential operational costs for CER in 2026 is € 648,125. The desired continuity reserve in line with the policy is € 342,062. This means the aim is to increase the continuity reserve in 2026 with circa € 58,516.

Investment policy

CER is currently not investing the resources at its disposal, to avoid risks and speculation. CER's revenue is only deposited in current and savings accounts.

5. Fiscal affairs

Public Benefit Institution (ANBI)

On 15 September 2023 notification was received from the Dutch Tax Authorities that CER has been classified as an ANBI and is registered as cultural institution as per 1 January 2023.

VAT

As of 8 August 2022, CER is registered in the administration of the Tax Authorities as an entrepreneur who only performs services that are exempt from VAT.

Corporate income tax

CER is not regarded as a taxpayer for corporate income tax purposes.

Gift tax

The grants allocated by CER are exempt from gift tax.

6. Summary finances 2025

Administration

Jac's den Boer & Vink, a business economics consultancy firm for non-profit organisations, was appointed by CER to manage its administration and to draw up the financial statements of 2025. 'With Accountants' was appointed to audit the financial statements. The independent auditor's report on this audit is included on page 38.

Income aspects

For the years 2025-2028, the Ministry of Foreign Affairs has awarded a subsidy amount of € 1,350,000 in total. This grant is un-earmarked and intended to support CER in achieving its vision, mission, and strategic priorities. Of this subsidy, € 412,049 was used in 2025.

In addition to the subsidy amount, the Ministry of Foreign Affairs has awarded to CER directly an additional grant of € 375,000 for the protection of cultural heritage in Ukraine and an additional grant of € 150,000 for cultural heritage projects in Palestine. The full grants were completed in 2025.

In addition to the foundational support provided by the Dutch government, CER's mission is sustained by a diverse network of individual donors, organisations, and foundations. In 2025, total income amounted to € 2,165,981, representing a € 624,744 variance against the original budget. This shortfall is largely reflective of an increasingly volatile global funding landscape and reflects a broader trend of tightening global aid budgets and shifting geopolitical priorities, particularly within the US, which directly impacted our initial revenue projections and fundraising outcomes for the year.

While a target of € 20,000 was initially budgeted for individual giving in 2025, actual returns fell below this projection. This variance is attributable to a strategic decision to prioritise other high-impact revenue streams throughout the year, resulting in a deliberate reduction in fundraising activities directed toward private individuals.

For all contributions that are part of strategic partnerships, such as the collaboration with the Whiting Foundation and the Qatar National Library, the budget includes the full contribution that was committed. The realisation of this income is only accounted for to the extent this funding has been spent in 2025. The remainder of the budget for these activities is reserved for 2026.

Expenditure aspects

In 2025, CER's total expenditure amounted to € 2,221,434. Of this, € 1,537,026 was allocated to direct program delivery, while indirect operational costs accounted for € 684,408.

Total spending remained € 579,291 under budget, a variance largely attributable to the proportional scaling of project activities in response to the funding climate. By adjusting direct program costs by € 571,509, CER ensured that expenditures remained in balance with realised income, while maintaining stable indirect costs and a dedicated fundraising investment of € 35,229.

Balance of income and expenditure 2025, allocation of the balance

The negative balance of income and expenditure 2025 amounts to € 37,600. Budgeted was a zero balance.

The balance will be financed from the continuity reserve (€ 12,600) and the restricted fund Maanwater Foundation (€ 25,000).

Financial ratios

According to the regulations of RJ650, the ratios are presented as part of the total expenses in three sections of the statement of income and expenditure: charitable activities, fundraising costs, and management and administration costs.

CER strives to keep to its policy for the desired ratios, informed by the guidelines offered by *Goede Doelen Nederland* and *Centraal Bureau Fondsenwerving (CBF)* to ensure transparency and comparability in the sector.

	<u>Realisation 2025</u>	<u>Budget 2025</u>	<u>Realisation 2024</u>
<u>Internal standard</u>			
1. Ratio of direct costs of programmes and projects divided by total expenditure <i>Preferably at least 70%</i>	69.2%	75.3%	75.3%
<u>General</u>			
2. Costs of fundraising divided by total income	7.6%	5.6%	5.4%
3. Share in expenditure			
- charitable activities <i>desired minimum ratio 85%</i>	85.9%	89.4%	88.9%
- fundraising costs <i>desired maximum ratio 15%</i>	7.4%	5.6%	5.7%
- management & administration costs <i>desired maximum ratio 5%</i>	6.7%	5.0%	5.4%
Total	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>

The distribution of costs is based on the time that each staff member is expected to spend on the various activities. This estimation is then checked against the actual situation.

Ratio of direct costs of programmes and projects divided by total expenditure

CER continues to use the internal condition that of all spending, preferably 70% must be spent on direct contributions to programmes and projects. In 2025 this condition is slightly less with the result of 69.2%.

Share in expenditure: charitable activities

The total percentage spent on charitable activities is 85.9%. In 2025, despite the challenging funding climate, CER maintained a strong commitment to its mission with a focus on impact, and operated in line with its desired ration of a minimum of 85%.

Share in expenditure: fundraising costs

In 2025, CER is gradually investing more staff time and additional resources in fundraising. This results in a ratio of 7.4%. With a maximum of 15% as a desired ratio, this is in line with our policy. CER strives towards a more intentional and focused investment in fundraising, growing its investment to 10% over the coming years.

Share in expenditure: management and administration costs

CER has set the ratio for management and administration expenses at 5% of total expenditure. In 2025 this ratio is 6.7% due to the aforementioned underspending on direct project costs.

7. Preview and budget 2026

The 2026 budget reflects a strategic evolution informed by the fiscal lessons of recent years. Our focus is twofold: driving high-impact initiatives aligned with our core priorities and consolidating our operational framework to ensure long-term resilience.

To navigate an increasingly volatile global funding landscape, CER is prioritising income diversification - specifically by expanding our footprint among individual donors and corporate partners. By reducing dependency on a limited number of institutional donors, we are cultivating a more predictable and sustainable revenue stream.

This financial stability is critical as we face rising demand for emergency mobilisation; it allows CER to maintain the agility and flexibility required to respond to complex crises without the delays inherent in ad-hoc fundraising. While our 2026 targets are realistic, we have implemented a scalable programmatic model to mitigate risk. This ensures fiscal responsibility by allowing us to align project expenditures directly with realised income throughout the year.

To catalyse this growth, we have strategically increased our investment in fundraising capacity and dedicated campaigns, ensuring CER remains a resilient and responsive global actor.

The summary of the budget 2026 adopted by the board can be shown as follows:

	x € 1,000
<u>Income</u>	
Income from private individuals	90.0
Income from companies	175.0
Income from government grants	370.0
Income from other non-profit organisations	<u>2,016.4</u>
Total income	<u>2,651.4</u>
<u>Expenditure</u>	
Programme expenditure	
- Rapid Response	1,221.0
- Decentralised Response Infrastructures	
• Network of CER Regional Hubs	621.2
• Local Network & Capacity	158.7
- Collaborative Impact	73.7
- CER Programme Implementation & Development	<u>192.8</u>
Total programme expenditure	2,267.4
Costs of generating funds	247.7
Management and administration	<u>151.3</u>
Total expenditure	<u>2,666.4</u>
Balance before financial income and expenses	-15.0
Financial income and expenses	<u>15.0</u>
Balance of income and expenditure	<u><u>0.0</u></u>
Allocation balance of income and expenditure	
- Continuity reserve	<u>0.0</u>
Total	<u><u>0.0</u></u>

Amsterdam, 27 March 2026

On behalf of the board of Cultural Emergency Response
Bijan Rouhani, chair

A. Balance sheet as at 31 December 2025

<u>Ref.</u>	<u>31-12-2025</u>	<u>31-12-2024</u>
	€	€
Fixed assets		
1. - Tangible fixed assets	<u>3,668</u>	<u>2,858</u>
Total fixed assets	<u>3,668</u>	<u>2,858</u>
Current assets		
2. - Receivables	135,790	315,185
3. - Cash and cash equivalents	<u>1,565,964</u>	<u>2,161,942</u>
Total current assets	<u>1,701,754</u>	<u>2,477,127</u>
Total assets	<u><u>1,705,422</u></u>	<u><u>2,479,985</u></u>
Reserves and funds		
4. <i>Reserves</i>		
- Continuity reserve	<u>283,546</u>	<u>296,146</u>
Total reserves	<u>283,546</u>	<u>296,146</u>
5. <i>Funds</i>		
- Restricted fund Maanwater Foundation	<u>0</u>	<u>25,000</u>
Total funds	<u>0</u>	<u>25,000</u>
Total reserves and funds	<u>283,546</u>	<u>321,146</u>
6. <i>Accruals</i>		
- Long term project allotments	0	0
- Short term project allotments	968,466	949,650
- Other short term accruals	<u>453,409</u>	<u>1,209,189</u>
Total accruals	<u>1,421,875</u>	<u>2,158,839</u>
Total liabilities	<u><u>1,705,421</u></u>	<u><u>2,479,985</u></u>

B. Statement of income and expenditure 2025

<u>Ref.</u>	<u>Realisation 2025</u>	<u>Budget 2025</u>	<u>Realisation 2024</u>
	€	€	€
<u>Income</u>			
7. Income from private individuals	2,813	20,000	418
8. Income from government grants	980,192	825,000	681,857
9. Income from other non-profit organisations	<u>1,182,976</u>	<u>1,945,725</u>	<u>2,251,051</u>
Total income	<u>2,165,981</u>	<u>2,790,725</u>	<u>2,933,326</u>
10. <u>Expenditure</u>			
Programme expenditure			
- Rapid Response	1,357,060	1,594,970	1,502,144
- Decentralised Response Infrastructures			
• Network of CER Regional Hubs	227,540	433,549	600,826
• Local Network & Capacity	121,182	198,179	144,466
- Collaborative Impact	54,318	68,336	53,740
- CER Programme Implementation & Development	151,114	209,871	187,205
Release	<u>-2,207</u>	<u>0</u>	<u>-8,482</u>
Total programme expenditure	1,909,007	2,504,905	2,479,899
Costs of generating funds	163,766	155,622	157,765
Management and administration	<u>148,661</u>	<u>140,198</u>	<u>150,911</u>
Total expenditure	<u>2,221,434</u>	<u>2,800,725</u>	<u>2,788,575</u>
Balance before financial income and expenses	-55,453	-10,000	144,751
11. Financial income and expenses	<u>17,853</u>	<u>10,000</u>	<u>29,924</u>
Balance of income and expenditure	<u><u>-37,600</u></u>	<u><u>0</u></u>	<u><u>174,675</u></u>
Allocation balance of income and expenditure			
- Continuity reserve	-12,600	0	149,675
- Restricted fund Maanwater Foundation	<u>-25,000</u>	<u>0</u>	<u>25,000</u>
Total	<u><u>-37,600</u></u>	<u><u>0</u></u>	<u><u>174,675</u></u>

C. Cash flow statement

	Realisation 2025	Realisation 2024
	€	€
<u>Cash flows from operating activities</u>		
Balance of income and expenditure	-37,600	174,675
Depreciation	<u>3,454</u>	<u>2,601</u>
Subtotal	-34,146	177,276
Changes in working capital		
- short term receivables	179,395	119,055
- accruals:		
• long term project allotments	0	0
• short term project allotments	18,816	434,284
• other short term accruals	<u>-755,780</u>	<u>-158,786</u>
Total cash flows from operating activities	-591,715	571,829
<u>Cash flows from investing activities</u>		
Investments fixed assets	<u>-4,264</u>	<u>0</u>
Net cash flow	<u><u>-595,979</u></u>	<u><u>571,829</u></u>
Cash and cash equivalents at beginning of year	2,161,942	1,590,113
Cash and cash equivalents at year end	<u>1,565,964</u>	<u>2,161,942</u>
Changes in cash and cash equivalents	<u><u>-595,978</u></u>	<u><u>571,829</u></u>

Notes to the cash flow statement

The cash flow statement has been prepared using the indirect method and provides an insight into the cash that became available during the financial year and into the financing of expenditures in the same financial year. The cash in cash flow statement consists of cash and cash equivalents. Interest income and expenses are included in cash flow from operating activities. The purchase price of the acquired tangible fixed assets is included under investing activities.

The balance of cash and cash equivalents decreased by € 595,978 in 2025.

D. Accounting policies

Estimates

In order to apply the principles and rules for drawing up the financial statements, it is necessary for the board of CER to form opinions on various matters and to make estimates that may be essential for the amounts stated in the financial statements. If insight is required, the nature of these judgments and estimates, including the associated assumptions, is included in the notes to the relevant financial statement item.

Currency

Items in the financial statements are measured using the currency of the economic environment in which the business activities take place (the functional currency). The financial statements have been prepared in euros. This is both the functional currency and the presentation currency of CER.

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.

Going concern

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

Principles of valuation and determination of results

Principles for the valuation of assets and liabilities:

General

The financial statements have been prepared on the basis of formulated accounting policies that relate to the financial statements as a whole. The annual account is drawn up in accordance with the 'Guideline for reporting by fundraising organisations', also called Guideline 650, which was issued by the Council for Annual Reporting. The other sections of the Guidelines for Annual Reporting are also applied.

Assets and liabilities are generally valued at the purchase or manufacturing price or the current value. If no specific valuation principle is stated, valuation takes place at the purchase price. The purchase price is the amount that will be received or paid in due course on settlement of the item in question.

The financial year runs from 1 January to 31 December of any year and is therefore equal to the calendar year.

Comparison with previous year

The principles of valuation and determination of results used are unchanged in comparison with the previous year.

Impairment of fixed assets

CER assesses on each balance sheet date whether there are indications that a fixed asset may be subject to impairment. If such indications are present, the recoverable amount of the asset is determined.

Tangible fixed assets

Tangible fixed assets are valued at the acquisition price, less depreciation based on the expected economic life. In the year of purchase, depreciation is applied on a pro rata basis. The applied depreciation percentage for automation is 33.33% and for inventory 20%.

Receivables

Receivables are valued at the first processing at the fair value, in the subsequent valuation at amortised cost. If a provision for bad debts is to be formed, this is deducted from the book value of the receivable. Receivables with an expected duration of more than one year are presented under financial fixed assets.

Cash and cash equivalents

Cash and cash equivalents consist of cash and bank balances with a term of less than twelve months. Cash and cash equivalents are valued at nominal value.

Long term debts

Debts are valued at fair value when first processed, at amortised cost in the subsequent valuation. Long term debts have a term of more than one year.

Short term debts

Liabilities are initially measured at fair value, in the subsequent valuation at amortised cost. Short term debts have a term of less than one year.

Project allotments

Obligations entered into by CER in the context of a project are charged in full to the financial year in which the obligation is entered into, i.e. after the decision to do so has been taken by CER and made known to the beneficiary.

Employee pension plan

The pension scheme is administered by Pensioenfonds Zorg en Welzijn (PFZW). In the event of a deficit at the pension fund, CER has no obligation to pay additional contributions other than higher future contributions. If there is a surplus or a deficit in the fund, PFZW will decide to either reduce or increase the contributions. Premiums are recognised as personnel expenses when due. Prepaid premiums are recognised as accrued assets if this results in a refund or a reduction in future payments. Premiums not yet paid are recognised as a liability on the balance sheet. As at the balance sheet date, the fund has a policy funding ratio of 125.7% (2024: 109.5%).

Principles for the determination of results:

General

The determination of the result includes, unless stated otherwise, the income and expenses attributable to the financial year.

Income for which a special purpose has been designated by the donor or by the CER board is included in the statement of income and expenditure if it has been spent; if this income has not been fully spent in the reporting year, the unspent funds are included in the relevant earmarked reserve or fund, unless there has been a contractual promise to contribute to project funding. In that case, the unspent portion of the income is presented as advance receipt in the balance sheet.

Income recognition includes agreed upon coverage for indirect expenditure. A 15% flat rate is withheld from multiple recognised grants, if agreed so. As far as this flat rate is not needed for coverage of indirect expenditure in the financial year, it is dotted into the continuity reserve.

A withdrawal from the earmarked reserve or fund is recognised as an expense in the statement of income and expenditure.

Government grants

Government grants that are subject to a repayment obligation if the subsidy is not spent in accordance with the grant conditions are recognised at the amount of the expenditure commitment entered into or costs incurred in accordance with the grant conditions. Grants without a repayment obligation are recognised in the year in which they are granted.

Income from other/affiliated non-profit organisations

Income from other/affiliated non-profit organisations that have a repayment obligation if the income is not spent in accordance with the project conditions, are accounted for in the amount of the obligation to spend or costs incurred in accordance with the project conditions. Income from other/affiliated non-profit organisations with no repayment obligation is recognised in the year of allocation.

Pooled funding

In case of pooled funding by like-minded grant-making organisations in order to be able to jointly respond to a major crisis, if CER contributes to this pooled fund as well, the CER contribution will be used first.

Donations, gifts and grants

Donations, gifts and grants are valued at fair value. Non-financial contributions made by volunteers are not accounted for in the statement of income and expenditure.

Legacies

The income from legacies is processed in the financial year in which the size can be reliably estimated (reliable estimate of receipt). CER takes as its starting point the moment the funds are pledged (deed of distribution).

A percentage of the funds pledged and to be received for legacies is included directly in the result. The percentages used are: 90% cash, 50% securities and 50% real estate.

Other income

Other income is recognised when a reliable estimate of the revenue can be made.

Employee benefits

Wages, salaries and social security charges are included in the statement of income and expenditure on the basis of the conditions of employment, insofar as they are payable to employees.

Depreciation

Tangible fixed assets are depreciated over three to ten years from the moment they are taken into use, depending on the expected operating time of the asset concerned.

Interest income and interest expense

Interest income and interest expense are recognised on a time proportion basis, taking into account the effective interest rate of the assets and liabilities concerned.

Cost allocation

The method of cost allocation for the realisation of 2025 is in accordance with guideline RJ 650, Guideline for Fundraising Organisations. Due to the nature of the activities, the names of some direct cost categories slightly deviate from the prescribed model in appendix 3 in the statement of expenses.

Indirect costs

The basis for the distribution of the indirect costs is an annual estimate by CER of the time per person per destination. Personnel costs are distributed per person according to the estimate of time spent. The other personnel costs are added to the salary costs per person by means of a percentage mark-up. The amounts for the cost types: housing and office as well as depreciation are divided on the basis of FTEs. Based on the estimated time spent, the number of actual FTEs per destination is determined. The total distribution obtained is followed in the distribution of costs.

Direct costs

Direct costs are allocated directly to the relevant destination. Obligations entered into by CER in the context of projects are charged in full to the financial year in which the obligation is entered into, i.e. after the decision to do so has been taken by the fund and made known to the recipient. Settlement of the obligation in the form of a payment to the project implementer is made through the balance sheet.

Post balance sheet events

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

E. Notes to the balance sheet

	<u>Automation</u>	<u>Inventory</u>	<u>Total</u>
	€	€	€
<u>Fixed assets</u>			
1. - Tangible fixed assets			
Balance January 1st 2025	2,858	0	2,858
Investments 2025		4,264	4,264
Depreciation 2025	<u>-2,601</u>	<u>-853</u>	<u>-3,454</u>
Balance December 31st 2025	<u><u>257</u></u>	<u><u>3,411</u></u>	<u><u>3,668</u></u>
Purchase value	7,804	0	7,804
Cumulative depreciation	<u>-4,946</u>	<u>0</u>	<u>-4,946</u>
Balance January 1st 2025	<u><u>2,858</u></u>	<u><u>0</u></u>	<u><u>2,858</u></u>
Purchase value	7,804	4,264	12,068
Cumulative depreciation	<u>-7,547</u>	<u>-853</u>	<u>-8,400</u>
Balance December 31st 2025	<u><u>257</u></u>	<u><u>3,411</u></u>	<u><u>3,668</u></u>

The tangible fixed assets are being used for business operations.

	<u>31-12-2025</u>	<u>31-12-2024</u>
	€	€
<u>Current assets</u>		
2. - Receivables		
ALIPH pilot	34,333	28,821
Smithsonian	33,454	202,061
Qatar National Library	21,465	9,400
Mondriaan Fonds	20,000	35,000
Foreign Affairs - Palestine	7,500	0
British Council Palestine	5,728	0
US Ambassadors Fund	0	11,011
TEFAF	0	10,000
Other receivables:		
- Guarantee deposits	0	8,204
- Advance payment office costs	7,092	3,115
- Interest	6,095	7,095
- Other receivables	123	478
Total receivables	<u>135,790</u>	<u>315,185</u>

All receivables have a maturity shorter than one year and are considered as collectable.

3. - Cash and cash equivalents

Savings account	1,500,218	1,972,832
Current account	65,746	188,780
Cash	0	330
Total cash and cash equivalents	<u>1,565,964</u>	<u>2,161,942</u>

The cash and cash equivalents can be withdrawn upon demand.

	<u>31-12-2025</u>	<u>31-12-2024</u>
	€	€
<u>Reserves and funds</u>		
4. <i>Reserves</i>		
- Continuity reserve		
Balance 1 January	296,146	146,471
Allocation balance of income and expenditure	<u>-12,600</u>	<u>149,675</u>
Balance 31 December	<u><u>283,546</u></u>	<u><u>296,146</u></u>

In the case of no or insufficient follow-up financing after the subsidy period, CER formed a continuity reserve. For a specific period (approximately four to six months) CER can deal with current affairs and fulfill the contractual obligations.

In 2025, based on the risk analysis, the CER board decided to aim for the maintenance of a minimum continuity reserve of 50% of the essential operational budget of CER for a year. The board considers it safe, reasonable, and justifiable for the current size, scope, and position of the organisation in the current political and funding landscape. The continuity reserve policy will be reevaluated annually, based on the changing needs and risks.

5. <i>Funds</i>		
- Restricted fund Maanwater Foundation		
Balance 1 January	25,000	0
Allocation balance of income and expenditure	<u>-25,000</u>	<u>25,000</u>
Balance 31 December	<u><u>0</u></u>	<u><u>25,000</u></u>

In 2024, CER received a donation of € 25,000. This donation is earmarked for core support and enhancement of participation in the regional training. This restricted fund has been used for expenditure in 2025.

6. <u>Accruals</u>		
- Project allotments		
Long term project allotments	0	0
Short term project allotments	<u>968,466</u>	<u>949,650</u>
Total project allotments	<u><u>968,466</u></u>	<u><u>949,650</u></u>

	<u>31-12-2025</u>	<u>31-12-2024</u>
	€	€
<i>Mutations in financial year</i>		
Balance 1 January	949,650	515,366
Allocation in financial year	1,320,519	1,846,983
Paid in financial year	-1,299,496	-1,404,217
Release in financial year	<u>-2,207</u>	<u>-8,482</u>
Balance 31 December	<u>968,466</u>	<u>949,650</u>

As of 31 December 2025, the short term and long term project allotments amount to a total of € 968,467. The regulations prescribe that the project allotments must be split into two categories: to be settled within one year (short term) and to be settled after one year after the balance sheet date (long term). The distinction is made on the basis of an individual assessment of the projects.

- Other short term accruals

Grants received in advance:

• Foreign Affairs 2024 - Ukraine	0	6,893
• Foreign Affairs 2025 - Ukraine	0	375,000
• Foreign Affairs 2025 - General	37,951	100,000
• Whiting Foundation	326,314	287,866
• Mondriaan Fonds	0	180,000
• Het Cultuurfonds	4,334	95,667
• British Council 2024	0	49,421
• Ukraine Pooled Fund	0	34,036
• G-Chep Network Dues	37,313	14,050
Creditors and payables	20,686	44,412
Salary taxes	11,984	13,389
Pension premiums	11,008	4,488
Balance leave hours	<u>3,819</u>	<u>3,967</u>
Total other short term accruals	<u>453,409</u>	<u>1,209,189</u>

RIGHTS AND COMMITMENTS NOT APPEARING IN THE BALANCE SHEET

International Cultural Housing Foundation

On 29 July 2024, Cultural Emergency Response (CER), together with three other cultural organisations, established the International Cultural Housing Foundation. The purpose of this foundation is to provide joint accommodation for DOMO, a home for international cultural collaboration. In that context, this foundation has entered into a rental agreement for the Neerlandia building, located at Nieuwe Herengracht 14 in Amsterdam, the Netherlands. This building is being renovated, with it being agreed that the renovation costs will be paid by the founders. CER's share in the renovation costs totals € 41,600. Of this, € 29,000 has been paid in 2024 and € 12,600 has been paid in 2025.

CER is making use of the new office space as per 1 February 2025. The share in the rental and other housing costs is 6.4%. As a result of this contract, the housing costs for 2026 will amount to approximately € 45,300.

F. Notes to the statement of income and expenditure

	<u>Realisation 2025</u>	<u>Budget 2025</u>	<u>Realisation 2024</u>
	€	€	€
INCOME			
7. <u>Income from private individuals</u>			
Donations and contributions	<u>2,813</u>	<u>20,000</u>	<u>418</u>
Total income from private individuals	<u><u>2,813</u></u>	<u><u>20,000</u></u>	<u><u>418</u></u>
8. <u>Income from government grants</u>			
Ministry of Foreign Affairs NL 2024 Ukraine	43,143	0	681,857
Ministry of Foreign Affairs NL Subsidy 25 - 28	412,049	300,000	0
Ministry of Foreign Affairs NL 2025 Ukraine	375,000	375,000	0
Ministry of Foreign Affairs NL 2025 Palestine	<u>150,000</u>	<u>150,000</u>	<u>0</u>
Total income from government grants	<u><u>980,192</u></u>	<u><u>825,000</u></u>	<u><u>681,857</u></u>

	<u>Realisation 2025</u>	<u>Budget 2025</u>	<u>Realisation 2024</u>
	€	€	€
9. <u>Income from other non-profit organisations</u>			
Prince Claus Fund	0	0	600,000
Ministry of Foreign Affairs NL - via Prince Claus Fund	0	0	412,240
Whiting Foundation	222,880	275,000	262,098
Qatar National Library	54,775	110,000	30,725
Cultural Protection Fund	15,678	80,000	127,919
JM Kaplan Fund	181,575	180,000	0
Het Cultuurfonds	91,333	0	4,333
Smithsonian	49,579	125,000	319,187
ALIPH pilot Collaboration 2020-2021	4,572	0	0
<i>Ukraine</i>			
- Ministry of Foreign Affairs NL	0	0	30,444
- Mondriaan Fonds	245,000	195,000	355,000
- Pooled Fund	34,036	0	-4,805
- US Ambassadors Fund	2,574	301,655	11,011
Action Plan Palestine	160,268	50,000	0
G-CHeP Network Dues	27,525	29,070	38,971
Cultural Protection Fund - Yemen	0	0	10,377
Syria - Türkiye Action Plan	0	0	4,851
Donations and contributions			
- TEFAF	10,000	10,000	10,000
- ICOM Netherlands	10,000	0	10,000
- Iron Mountain	43,260	50,000	
- Maanwater Foundation	25,000	25,000	25,000
- Other	4,921	0	3,700
Prospect Funding	<u>0</u>	<u>515,000</u>	<u>0</u>
Total income from other non-profit organisations	<u><u>1,182,976</u></u>	<u><u>1,945,725</u></u>	<u><u>2,251,051</u></u>

EXPENDITURE

The explanation of the expenditure starts at page 31 with the division of expenditure between the activities.

10. Explanation of the expenditure 2025 - Overview of division of expenditures 2025

	Programme expenditure						Generating funds	Management and administration	Total realisation 2025	Budget 2025	Realisation 2024
	Rapid Response	Network of CER Regional Hubs	Local Network & Capacity	Collaborative Impact	CER Programme Implementation & Development	Release					
	€	€	€	€	€	€	€	€	€	€	
<u>Expenditure</u>											
Direct costs of programmes and projects:											
- Direct project contributions	1,226,510	90,050	0	3,959	0	-2,207			1,318,312	2,108,535	1,838,501
- Other direct project costs *	12,400	74,519	59,510	12,057	60,228	0			218,714	0	260,530
Subtotal	1,238,910	164,569	59,510	16,016	60,228	-2,207	0	0	1,537,026	2,108,535	2,099,031
Fundraising	0	0	0	0	0	0	35,229	0	35,229	30,600	36,253
Personnel	89,730	47,824	46,838	29,089	69,024	0	97,619	112,903	493,027	532,452	507,098
Housing	11,124	5,929	5,806	3,606	8,557	0	12,102	13,996	61,120	56,968	59,485
Office	16,668	8,883	8,700	5,403	12,821	0	18,132	20,971	91,578	69,070	84,107
Depreciation	628	335	328	204	484	0	684	791	3,454	3,100	2,601
Subtotal	118,150	62,971	61,672	38,302	90,886	0	163,766	148,661	684,408	692,190	689,544
Total	<u>1,357,060</u>	<u>227,540</u>	<u>121,182</u>	<u>54,318</u>	<u>151,114</u>	<u>-2,207</u>	<u>163,766</u>	<u>148,661</u>	<u>2,221,434</u>	<u>2,800,725</u>	<u>2,788,575</u>

* Including outsourcing.

See page 23 for an explanation of the method used for the division of costs.

Continuation explanation of the expenditure

	<u>Realisation 2025</u>	<u>Budget 2025</u>	<u>Realisation 2024</u>
	€	€	€
<u>Programme expenditure</u>			
- Rapid Response			
• Emergency Response Projects	75,241	0	272,054
• First Aid to Documentary heritage	179,721	0	222,784
• Qatar National Library	55,513	0	26,117
• JM Kaplan Fund - First Aid	154,339	0	0
• Ukraine Action Plan	492,541	0	870,890
• Palestine Action Plan	263,728	0	0
• Other	17,827	1,473,148	9,696
- Decentralised Response Infrastructures			
• Network of CER Regional Hubs	164,569	367,250	516,550
• Local Network & Capacity	59,510	135,000	64,111
- Collaborative Impact	16,016	33,670	9,316
- CER Programme Implementation & Development	<u>60,228</u>	<u>99,467</u>	<u>115,995</u>
Subtotal	1,539,233	2,108,535	2,107,513
Release	<u>-2,207</u>	<u>0</u>	<u>-8,482</u>
Total programme expenditure	<u><u>1,537,026</u></u>	<u><u>2,108,535</u></u>	<u><u>2,099,031</u></u>
<u>Fundraising</u>			
Fundraising	18,881	30,600	15,925
External consultants	<u>16,348</u>	<u>0</u>	<u>20,328</u>
Total fundraising	<u><u>35,229</u></u>	<u><u>30,600</u></u>	<u><u>36,253</u></u>

	<u>Realisation 2025</u>	<u>Budget 2025</u>	<u>Realisation 2024</u>
	€	€	€
<u>Personnel</u>			
- Salaries			
Gross salary	338,243		310,790
Social security	59,638	503,000	55,982
Pension costs	40,258		35,903
Interns	5,117	6,600	6,181
Total salaries	<u>443,256</u>	<u>509,600</u>	<u>408,856</u>
- Other personnel costs			
Travel	8,138	12,852	10,892
External hiring	20,878	0	69,816
Executive Assistant Consultant	0	0	2,471
Training & coaching	4,089	6,000	7,060
HR costs	14,062	0	0
Other personnel costs	2,604	4,000	8,003
Total other personnel costs	<u>49,771</u>	<u>22,852</u>	<u>98,242</u>
Total personnel	<u><u>493,027</u></u>	<u><u>532,452</u></u>	<u><u>507,098</u></u>
<i>Average FTE of staff on the payroll</i>	<i>7.00</i>	<i>7.80</i>	<i>5.89</i>

The average personnel costs per full-time appointment amounted to € 70,432 in 2025.

Remuneration of the Director

Name	Sanne Letschert	
Position	Director	
Employment	Fixed Term Contract	
	<u>2025</u>	<u>2024</u>
Hours	36.0	36.0
Part-time percentage	100.0	100.0
Time Period	1/1-31/12	1/1-31/12
<u>Annual income</u>		
Gross salary	€ 74,736	€ 70,332
Vacation allowance	€ 5,979	€ 5,627
Total annual income	€ 80,715	€ 75,959
Taxable allowances/additions	€ -	€ -
Remuneration plus taxable expense allowances	€ -	€ -
Remuneration payable in the future (employer's pension contribution)	€ 11,189	€ 10,507
Total remuneration	<u>€ 91,904</u>	<u>€ 86,466</u>

	<u>Realisation 2025</u>	<u>Budget 2025</u>	<u>Realisation 2024</u>
	€	€	€
<u>Housing</u>			
Rent & Services	46,506	39,368	29,015
Moving costs	2,014	5,000	1,470
Share in renovation costs	<u>12,600</u>	<u>12,600</u>	<u>29,000</u>
Total housing	<u>61,120</u>	<u>56,968</u>	<u>59,485</u>

	<u>Realisation 2025</u>	<u>Budget 2025</u>	<u>Realisation 2024</u>
	€	€	€
<u>Office</u>			
Board	2,013	1,000	1,642
Financial administration	27,002	15,000	29,796
Audit costs	32,239	18,000	17,303
Insurance	3,387	3,470	2,826
Bank charges	3,640	5,100	5,267
ICT & Telecom	20,205	18,000	23,440
Representation	178	1,000	902
Subscriptions	2,121	6,000	2,613
Other / miscellaneous	793	1,500	318
Total office	<u>91,578</u>	<u>69,070</u>	<u>84,107</u>
<u>Depreciation</u>			
Automation	2,601	3,100	2,601
Inventory	853	0	0
Total depreciation	<u>3,454</u>	<u>3,100</u>	<u>2,601</u>
11. <u>Financial income and expenses</u>			
Exchange rate result	8,533	0	-5,089
Interest (income)	-26,386	-10,000	-24,835
Total financial income and expenses	<u>-17,853</u>	<u>-10,000</u>	<u>-29,924</u>

G. Key figures

	<u>Realisation 2025</u>	<u>Budget 2025</u>	<u>Realisation 2024</u>
<u>Internal standard</u>			
1. Ratio of direct costs of programmes and projects divided by total expenditure <i>Preferably at least 70%</i>	69.2%	75.3%	75.3%
<u>General</u>			
2. Costs of fundraising divided by total income	7.6%	5.6%	5.4%
3. Share in expenditure			
- charitable activities <i>desired minimum ratio 85%</i>	85.9%	89.4%	88.9%
- fundraising costs <i>desired maximum ratio 15%</i>	7.4%	5.6%	5.7%
- management & administration costs <i>desired maximum ratio 5%</i>	6.7%	5.0%	5.4%
Total	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>

Other information

Appropriation of balance

The negative balance of income and expenses of € 37.600 has been accounted for in accordance with the representation on page 18 of the Financial statements 2025.

Independent auditor's report

According to the articles of association, the board appoints an independent auditor whose task it is to audit and report on the annual accounts. The independent auditor's report is included at the next page of the annual accounts.

INDEPENDENT AUDITOR'S REPORT

To: the Board of Stichting Cultural Emergency Response (CER)

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 Cultural Emergency Response (CER) based in Amsterdam.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Cultural Emergency Response (CER) as at 31 December 2025 and of its result for 2025 in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2025;
2. the statement of income and expenditure for 2025; 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 Cultural Emergency Response (CER) 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.

Report on the other information included in the annual report

The annual report contains other information, in addition to the financial statements and our auditor's report thereon.

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 650 'Fondsenwervende organisaties' 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, including the management report in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board.

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 650 'Fondsenwervende organisaties' 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 foundation'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 foundation 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 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 skepticism 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 the Board;
- concluding on the appropriateness of the Board'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 the Board 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.

Was signed at Sliedrecht, 9 April 2026.

WITh Accountants B.V.

A.M. Tromp MSc RA