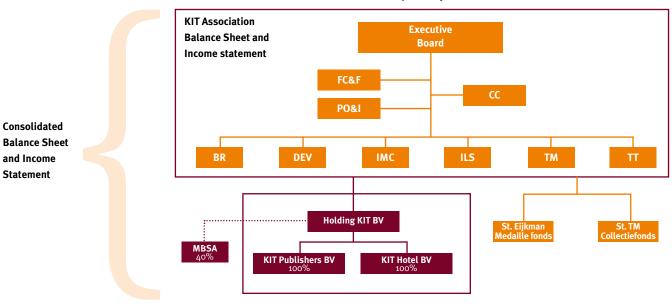




# Introduction

The Financial Statements 2007 relate to all activities of the Vereniging Koninklijk Instituut voor de Tropen/Royal Tropical Institute Association (KIT), Holding KIT BV (including KIT Publishers BV and KIT Hotel BV), Stichting Eijkman Medaillefonds and the Stichting Collectiefonds Tropenmuseum.

# Council of Members Supervisory board



#### **Consolidated Results**

In the annual report, KIT's activities are grouped by theme. The financial report examines each department individually. The results of the individual departments are shown in the table below.

(AMOUNTS × €1,000)

	2007	2006	Budgeted result for 2007
KIT Development Policy & Practice (DEV)	1	-494	36
KIT Biomedical Research (BR)	11	-445	-
KIT Intercultural Management & Communication (IMC)	-454	-645	-136
KIT Information & Library Services (ILS)	119	-35	-261
Tropenmuseum (TM)	-308	-257	-858
Tropentheater (TT)	-184	<del>-</del> 73	-
Result, line departments (staff)	-815	-1,949	-1,219
Executive Board/Raad van Bestuur	-47	-4	-
Finance, Control & Facilities (FC&F)	217	303	230
Corporate Communication (CC)	-150	-216	-
Personnel, Organization & Information (PO&I)	395	112	-
Redundancy fund	508	247	-
Result, staff departments	923	442	230
Result Royal Tropical Institute Association	108	-1,507	-989
Result, Holding KIT BV	269	157	325
Foundations	0	-86	0
Consolidated result	377	-1,436	-664

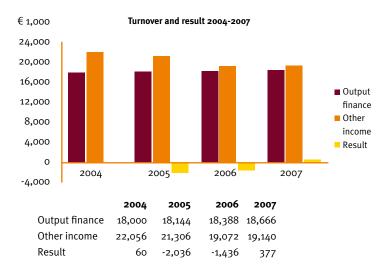
In 2007 both the Royal Tropical Institute Association and the group realized a positive result. This is a substantial improvement compared to last year's figures and the budget for 2007.

The results of most line departments improved compared to 2006 as a consequence of lower costs, due to understaffed departments and control of overhead and other costs.

The high result of the staff departments is mainly due a positive result of €508 on redundancy savings. All line departments allocate 5% of salary costs to the redundancy fund. Part of this 5% is used to cover expenses of the provision for redundancy payments (refer to consolidated balance sheet).

#### Consolidated turnover

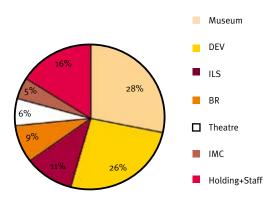
The Institute's turnover consists of market income, subsidies, output financing from the Ministry of Foreign Affairs, and income from its subsidiaries. Compared to 2006, turnover remained stable. The increase at mainly the departments Development, Policy & Practice (DEV) and Biomedical Research (BR) was balanced by the decrease in turnover at other line departments.



In 2007, turnover was lower than budgeted (especially IMC). Although KIT is making a lot of effort to increase its market income, it is still sluggish. This is the result of a few departments being understaffed.

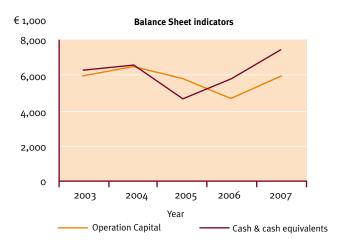
At most departments, new staff has been hired, but it takes some time before this pays off. In addition, the fees the Institute charges to cover its costs are still under pressure.

The establishment of Holding KIT BV to improve market income has, however, paid off. KIT Hotel's turnover increased again by €0.3 million (10 %). Compared to 2006, the result of KIT Publishers also improved. The turnover of Holding KIT BV was €4.5 million.



#### Consolidated balance sheet

The Institute's cash and cash equivalents and its operating capital have further improved. This follows the Institute's positive result (Holding KIT BV is responsible for an increasing part of the cash and cash equivalents), limited investments in 2007, and provisions to absorb future setbacks. It is also shown in the decreasing percentage value of buildings in the Institute's equity.



#### **Participating interests**

The consolidated annual accounts of Holding KIT BV (including KIT Hotel BV and KIT Publishers BV) and two foundations have been consolidated in this Annual Report.

In 2007 KIT Hotel BV (the former International Centre Foundation, SIC) was founded. KIT Hotel BV, now a subsidiary of Holding KIT BV, controls all the activities of the NH Tropenhotel. In 2008 the Institute will outsource its external congress facilities to KIT Hotel BV. KIT Hotel BV's turnover and the result after tax have improved. The result before tax is consistent, at 14% of the hotel turnover.

As of mid-2007, ownership of KIT Publishers BV shares was transferred from the KIT Association to Holding KIT BV. In 2007 KIT Publishers BV published over 50 new titles. Compared to 2006, its turnover was lower, but its net result improved.

In addition, Mali Biocarburant SA was created in 2007, in which Holding KIT BV holds a 40% share. Mali Biocarburant SA produces biodiesel from jatropha nuts. This company's results will not be consolidated; MBSA is a financial fixed asset. The company will start production in 2008.

# Developments in 2007

#### **Enterprise Resource Planning system**

In 2007 the Institute selected a company to introduce a new Enterprise Resource Planning (ERP) system in 2008. The system will enable financial information to be obtained more easily in order to facilitate and improve financial management. This project will include updating KIT's financial processes.

#### **Project control**

In 2007 procedures for the financial management of projects were improved, including the administration of accruals and advances and the internal management of these procedures.

# Prospects 2008

#### **Enterprise Resource Planning system**

In 2008 the ERP system will be implemented. The ERP system supports refining financial processes, testing the system and training staff. The system will be fully functional in the last quarter of 2008.

#### Risk management

After the new ERP system has been successfully implemented in 2008, the financial department will start focusing on improving financial risk management, also in relation to the corporate governance code for the cultural sector (code 'Wijffels').

#### Strategy

A modified strategy has been drawn up to support the Institute's future growth in current and new markets, and enhance increased market income.

#### **Output finance**

In 2007 the Institute applied for a new four-year term of output financing, starting in 2008. The requested annual subsidy has not yet been confirmed.

#### Staff

In order to bolster turnover, more vacancies will be filled and new staff will be trained.

#### New development

The planned development of a new theatre has been modified. In 2008 a new location for the theatre will be designated. Possible financial risks resulting from the changed plans will be valued and embedded.

#### Hotel BV

By outsourcing the congress facilities and therefore benefiting from NH Hoteles' network and efficiency, turnover and profit are expected to increase in coming years.

# MBSA

MBSA's factory will open in 2008 and production of biodiesel will commence.

# Consolidated Balance Sheet as of december 31, 2007

(Before Appropriation of Results)

(AMOUNTS IN €1,000)

# **Assets**

	2007	2006
Fixed assets		
Tangible fixed assets		
Buildings	22,415	22,880
Machinery & equipment	2,240	2,46
Hardware & software	472	447
Fixtures & fittings	1,000	1,17
Other fixed assets	1,502	1,75
Total: Tangible fixed assets	27,629	28,71
iotat: ialigible likeu assets	2/,029	20,/1
Financial fixed assets		
Participations in group entities	0	
Receivables group entities	0	
Receivables other participating interests	0	
Other participating interests	131	
Other financial fixed assets	355	66
Total: Financial fixed assets	486	66
Current assets		
Stocks		
Finished products	430	46
Total: Stocks	430	46
Accounts receivable		
Debtors	937	1,47
Other receivables	146	24
Advance payments and accrued income	3,790	4,33
Total: Accounts receivable	4,873	6,06
Cash and cash equivalents		
Banks	1,983	1,73
Cash	30	5
Deposits	5,400	4,00
Total: Cash	7,413	5,78
Total assets	40,831	41,69

# Consolidated Balance Sheet as of december 31, 2007

(Before Appropriation of Results)

(AMOUNTS IN €1,000)

# Liabilities

	2007	2006
Equity		
General reserve	29,183	30,674
Appropriated reserve POP	119	192
Appropriated reserve Foundations	73	0
Operating results	377	-1 <b>,</b> 436
Total: Equity	29,752	29,430
Appropriated funds		
Appropriated fund Buza	207	0
Appropriated fund OC&W	0	0
Total: Appropriated funds	207	0
Provisions		
Provision for monthly redundancy pay	3,522	4,477
Provision for tax payments	110	110
Total: Provisions	3,632	4,587
Current liabilities		
Accounts payable	1,755	2,232
Taxation and social security contributions	456	631
Pension liabilities	209	230
Other liabilities	262	
Advance receivables and accrued expenses	4,558	4,584
Total: Current liabilities	7,240	7,677
Total Equity and liabilities	40,831	41,694

# Consolidated Income and Expenditure Account 2007

(AMOUNTS IN €1,000)

# **Income and Expenditure**

	2007	2006	Budget 2007
Income			
Output financing	18,666	18,388	18,655
Heritage Extra	0	0	
Subsidy contributions	1,302	2,340	950
Project revenues	7,994	6,616	5,933
Other revenues	9,844	10,116	9,070
Total income	37,806	37,460	34,618
Expenditure			
Personnel costs	17,515	16,961	17,516
Contracted personnel	2,217	1,600	1,000
Other personnel management costs	468	1,782	1,103
Material project costs	4,025	3,580	4,000
Depreciation costs	2,606	3,230	2,463
Other operating expenses	10,717	11,956	9,456
Total expenditure	37,548	39,109	35,109
Operating results	258	-1,649	-920
Financial Income & Expenditure			
Interest income	303	245	255
Costs of exchange	-15	-32	0
Interest expense	-5	0	0
Total financial income & expenditure	283	213	255
Other income and expenses	<del>-</del> 54	0	0
Tax	-110	0	0
Net results	377	-1,436	-665

# Consilated Cash Flow Statement 2007

(AMOUNTS IN €1,000)

# Cash flow from operating activities

	2007	2006
Cash flow from operating activities		
Operating income	258	(1,649
Elimination of non-cash items		
Depreciation/amortizations	2,606	3,23
Movement provisions	203	1,00
	2,809	4,23
Modification of working capital		
Decrease/ (increase), accounts receivable	1,192	(8
Decrease/ (increase), stocks	32	55
Increase/ (decrease), current liabilities	(285)	1,20
	939	1,75
Monthly redundancy payments made	(1,158)	(1,664
Interest received	303	28
Interest paid	(15)	(37
Exchange rate differences	(5)	(32
Other income and expenses	(54)	
Taxes	(110)	
	(1,039)	(1,451
Cash flow from operating activities	2.2/2	- 00
Cash now from operating activities	2,967	2,88
Investments in tangible fixed assets	(1,524)	(1,771
Cash flow from investments	(1,524)	(1,771
		,,
Decrease/ (increase), financial fixed assets	182	
Cash flow from financing	182	
Change in cash and cash equivalents	1,625	1,118

The cash flow statement is calculated by the indirect method.

The operating income in the cash flow statement is defined as the result of income and expenditure. The other movements within operational activities are specified in the Income and Expenditure Account. Investments are covered in the general notes to the balance sheet.

# Notes to the Consolidated Balance Sheet and Income and Expenditure Account

(AMOUNTS IN €1,000)

#### General

The Royal Tropical Institute (KIT) in Amsterdam is an independent centre of knowledge and expertise in the field of international and intercultural cooperation. The Institute contributes to sustainable development, poverty alleviation and cultural preservation and exchange. The Royal Tropical Institute has an Executive Board – which consists of one person, Dr. J. Donner – and a Board of Directors.

#### **Accounting Principles**

This annual report has been drafted in accordance with Directive 640 on reporting for non-profit organizations of the Netherlands Council for Annual Reporting.

#### **Comparative figures**

In 2007, disclosure on the balance sheet and income & expenditure account was changed in order to better represent model B and E of the resolution on financial accounting models, embedded in article 2:363 of the Dutch Civil Code.

#### Consolidation

The Consolidated Annual Accounts include the financial results of the Royal Tropical Institute Association as well as the results of Holding KIT BV (including a 100% participation in KIT Hotel BV and KIT Publishers BV), Stichting Tropenmuseum Collectiefonds and Stichting Eijkman Medaillefonds, which form a single economic entity with KIT.

Holding KIT BV holds a 40% interest in Mali Biocarburant, therefore the company has not been consolidated, but is considered a financial fixed asset.

Holding KIT BV was founded in 2006 for holding activities and has registered offices in Amsterdam. It holds the group companies KIT Publishers BV (100%), KIT Hotel BV (100%) and a 40% share in MBSA. The members of the Executive Board of Holding KIT BV are Dr J. Donner and Mr B. Eenkhoorn LLM.

KIT Publishers BV has registered offices in Amsterdam. The objective of KIT Publishers is to distribute books, digital products and periodicals in the field of arts, culture, travel, politics, country information and applied science. The sole member of the Executive Board of KIT Publishers BV is Mr R Smit.

KIT Hotel BV, formerly the International Centre Foundation (SIC), was founded on March 27, 2007 and has registered offices in Amsterdam. The main activities of KIT Hotel BV consist of the exploitation of the NH Tropenhotel and accommodation offered by KIT for conferences, meetings and receptions. The sole member of the Executive Board of KIT Hotel BV is Mr B. Eenkhoorn LLM.

Stichting Tropenmuseum Collectiefonds and Stichting Eijkman Medaillefonds both have registered offices in Amsterdam. The members of the executive board of the Collectiefonds are Mr L.J.B. Schenk (chair), Dr J. Donner, Mr B. Eenkhoorn LLM, Prof. S. Legêne, Mr H. von Saher, Prof. J.A.M.F. Vaessen and Mrs A.M. Six-van Krimpen. The members of the executive board of Eijkman Medaillefonds are Prof. L.J. Gunning-Schepers (Chair), Prof. P.R. Klatser (Secretary and Treasurer), Prof. J. Stoof, Prof. E.A. van der Veen, Prof. E.C. Klasen, Prof. J. van der Velden and Dr M.R.A. van Cleeff.

#### New legal structure

The legal structure of the Institute was changed in 2007. The new structure is shown in the figure on page 54. In 2006, KIT Publishers BV and KIT Hotel BV (then named International Centre Foundation, SIC) were directly owned by the Royal Tropical Institute Association. In 2007 Holding KIT BV was created and the 100% interests in the two BVs were transferred to Holding KIT BV. Holding KIT BV is fully owned by the Royal Tropical Institute Association.

(AMOUNTS IN €1,000)

#### **Assets**

#### **Fixed Assets**

#### TANGIBLE FIXED ASSETS

Tangible fixed assets are valued at cost minus straight-line depreciation based on the estimated economic lifespan, or at a lower market value. The depreciation of the different components is calculated as follows:

Buildings (and renovations) from 3 to 50 years

Machinery and equipment from 5 to 20 years

Hardware 3 years
Fixtures & fittings 10 years

Other tangible assets from 3 to 10 years

The museum and library collections are not valued in the consolidated balance sheet.

	Total	Buildings	Machinery &	Hardware &	Fixture &	Other Fixed
			Equipment	Software	Fittings	Assets
Balance as of January 1	28,711	22,880	2,461	442	1,170	1,758
Purchased 2007	1,417	643	151	366	106	151
Depreciation 2007	-2,499	-1,108	-372	-336	-276	-407
Balance as of December 31	27,629	22,415	2,240	472	1,000	1,502
Purchase value as of January 1	64,607	38,497	9,643	2,936	2,718	10,813
Cumulative Depreciation	-36,978	-16,082	-7,403	-2,464	-1,718	-9,311
Balance as of December 31	27,629	22,415	2,240	472	1,000	1,502

The buildings are situated on a plot that was leased in perpetuity from the city of Amsterdam in 1911. The insured value of buildings, machinery, equipment, hardware, fixtures & fittings and other fixed assets amounts to  $\{0.006: 0.006: 0.006: 0.006: 0.006: 0.006: 0.006]$ . The insured value will be reviewed in 2010.

#### FINANCIAL FIXED ASSETS

Other participating interests

Participating interests are valued at net asset value, unless specific circumstances require valuation at cost or lower market value.

On February 14, 2007 a minority interest of 40% was acquired in Mali Biocarburant SA, a Malian entity that produces bio-fuel from jatropha nuts. The CEO of MBSA is outsourced from the Royal Tropical Institute Association. The chairman of the Executive Board of the Association is chairman of the Board of Directors of MBSA. Holding KIT BV participates in MBSA with the objective of reducing poverty by producing biofuel and promoting sustainable economic development. It is the intention of Holding KIT BV to sell its shares in MBSA within a term of 3-5 years in order to secure the objectives mentioned above.

The minority interest in MBSA (40%) is valued at cost or lower market value. This valuation method has been chosen because of the location of the entity and the uncertainties related to valuation at net assessed value. For example, valuation of the land that MBSA owns is difficult to assess and there is a risk that the political situation in the country might become less stable.

	MBSA
Balance as of Januari 1	0
Purchase	131
Balance as of December 31	131

(AMOUNTS IN €1,000)

#### Other financial fixed assets

The long-term receivable on redundancy payments with the Ministry of Foreign Affairs amounts to €355 (2007). The short-term receivable is disclosed under the other receivables.

#### **S**тоск**s**

Stocks are valued at the lower of costs and net realizable value, less any provisions considered necessary.

#### ACCOUNTS RECEIVABLE

Debtors and other accounts receivable are carried at face value less any provisions considered necessary.

	31-12-07	31-12-06
Debtors		
Debtors from consultancy projects	2,804	2,992
Other debtors	1,673	2,244
Advance payments related to consultancy projects and other debtors	-3,029	-3,019
Provision for doubtful debtors	-511	-738
Balance as of December 31	937	1,479

	31-12-07	31-12-06
Other receivables		
Intercompany receivables	0	69
Receivable BZ monthly redundancy pay obligations	138	178
Other receivables	8	
Balance as of December 31	146	247

The long-term part of the redundancy pay obligations is included in other financial fixed assets

	31-12-07	31-12-06
Advance payments and accrued Income		
Revenue to be invoiced	1,952	2,708
VAT receivables	431	573
Other accrued income	1,407	1,058
Balance as of December 31	3,790	4,339

### CASH AND CASH EQUIVALENTS

Cash and cash equivalents are carried at face value. Unless otherwise stated, they are freely available.

The Association has a credit facility at the Postbank amounting to €227. No bank guarantees have been issued. All cash and cash equivalents are callable.

# Foreign currencies

Assets and liabilities in foreign currency are converted at the exchange rates prevailing on the balance sheet date. The conversion differences are reflected in the Income and Expenditure Account. All transactions in foreign currencies are recorded at exchange rates prevailing on the transaction date.

(AMOUNTS IN €1,000)

#### Liabilities

#### **Equity**

	Total	General	Appropriated	Appropriated	Results o6	Operating
		Reserve	reserve POP	reserve	Hotel and	result
				foundations	Publishers	
Balance as of January 1	29,430	30,356	192	160	158	-1,436
Adjustment	-318	0	0	-160	-158	0
Appropriation operational results 2006	0	-1,436	0	0	0	1,436
Reallocation to/from general reserve	0	0	-73	73	0	0
Inclusion of equity Holding KIT BV	470	470	0	0	0	0
Allocation to appropriated funds	-207	-207	0	0	0	0
Operational results 2007	377	0	0	0	0	377
Balance as of December 31	29,752	29,183	119	73	0	377

#### Adjustment

There are two adjustments in equity, both because at the end of 2006, separate reserves were incorrectly included in equity but not disclosed. These reserves are removed from equity in 2007.

These two adjustments are:

- The equity (€160) of the foundations that are related to the Association Royal Tropical Institute were incorrectly included in the General Reserve per 31 December 2006. According to Directive 640 of the Dutch accounting board, accounting for the participating interest of a foundation is not allowed in the single accounts. The balance that was added per 31 December 2006, has been removed from equity.
- The results 2006 of KIT Hotel BV (€195) and KIT Publishers BV (€-37) were incorrectly added to the General Reserve per 31 December 2006 because they were already included as a result on participations in the income and expenditure account. The addition was not separately disclosed in equity. The results are therefore removed from equity in 2007.

#### GENERAL RESERVE

This reserve acts as a capital buffer. The operating result of the Income and Expenditure Account is credited or charged to this reserve. Furthermore, the initial valuation of the equity of Holding KIT BV (NAV per 31 December 2006) was included in the general reserve. Also an amount of €207 was transferred to the appropriated fund Buza.

#### APPROPRIATED POP RESERVE

The Fostering Employability fund (POP) amounts to €119 as per 31 December 2007. It serves to cover extraordinary expenses for the training of KIT employees. Each year 0.6% of the gross salary of KIT employees is fed into the fund, in accordance with agreements made with the staff unions. Expenses are accounted for in the Income and Expenditure Account. They are covered by a release from the fund. KIT management may not use this fund for other purposes.

#### APPROPRIATED RESERVE FOUNDATIONS

According to Directive 640 on reporting for non-profit organizations, the equity of foundations cannot be included in the single accounts because foundations do not have shareholders, and hence, cannot be owned. Royal Tropical Institute Association manages two foundations and the assets & liabilities and income & expenses of these two foundations are fully accounted for in the consolidated accounts. The net asset value of Stichting Tropenmuseum Collectiefonds at year end 2007 is €50, the net asset value of Stichting Eijkman Medaillefonds is €23. The inclusion of the assets and liabilities of these two funds results in a difference of €73 between the equity of the single accounts and the consolidated accounts of Royal Tropical Institute Association.

(AMOUNTS IN €1,000)

Appropriated Funds	Appropriated fund Buza	Appropriated fund OC&W
Balance as of January 1	0	0
Allocation	207	0
Balance as of December 31	207	0

#### APPROPRIATED FUND BUZA

An appropriated fund has been set up for output financing because this sum has been granted for a four-year term (2004 to 2007). The authorized financing has been spent, except for €207 which relates to a 'People, Markets, Value programme'. The remaining balance of €207 will be spent in 2008.

#### APPROPRIATED FUND OC&W

The Dutch Ministry of Education, Culture & Science (OC&W) finances the Tropentheater and Tropenmuseum for a cycle period of four years (2005-2008). In accordance with the accounting principles of the Ministry of Education, Culture and Science a separate fund has been set up. All funds were spent in 2007. At the end of 2007 the fund stood at nil (2006: nil).

#### **Provisions**

#### PROVISION FOR MONTHLY REDUNDANCY PAY

This provision was made in 2001 as a result of the obligation to pay monthly redundancy compensation to inactive personnel up to 2030. Part of it is covered by receipts from the Ministry of Foreign Affairs. The associated commitment of the Ministry of  $\epsilon_{493}$  is included in the balance sheet ( $\epsilon_{138}$  short-term,  $\epsilon_{355}$  long-term). The provision is adjusted annually in line with the salary increases stipulated in collective labour agreements.

The appropriated amount is the balance of incoming and outgoing employees. Incoming employees have become inactive and joined an early retirement scheme. The existing obligation towards outgoing employees has been cancelled or reduced as a result of legal proceedings. The estimated redundancy pay obligation for 2008 is \$800.

2007		2006
Balance as of January 1	4,477	5,053
Appropriation chargeable to the result	203	1,088
Nett payments	-1,158	-1,664
Balance as of December 31	3,522	4,477

# PROVISION FOR TAX PAYMENTS

The tax provision in the Balance Sheet has remained at € 110. This is a provision for a possible tax claim resulting from the 'thin capitalisation' rule, for the past few years.

Under 'thin capitalisation' the debt to equity ratio determines to what extent interest paid to a group company can be deducted from corporate tax. This may have been applicable to the long term loan between the Royal Tropical Institute and the former KIT Hotel BV, SIC. As a result of the improved debt to equity ratio of KIT Hotel BV, the 'thin capitalisation' rule does not apply to 2007. However, the tax authorities have not given a conclusive ruling for the case described above. Therefore, the provision remains unchanged.

(AMOUNTS IN €1,000)

#### **Current Liabilities**

Accounts payable	31-12-07	31-12-06
Accounts payable KIT Hotel BV (2006: SIC)	253	133
Accounts payable KIT Publishers BV	108	84
Accounts payable Royal Tropical Institute Association	1,394	2,015
Balance as of December 31	1,755	2,232

#### PENSION LIABILITIES

The KIT pension plan qualifies as a multi-employer defined benefit plan. It is therefore treated as a defined contribution plan. The pension scheme is insured by ABP. The agreement is that KIT has no obligations for deficits other than higher future insurance payments.

Advance receivables and accrued expenses	31-12-07	31-12-06
Advance receivable Output finance Ministry of Foreign Affairs	0	300
Advance receivable Heritage Extra Ministry of Foreign Affairs	450	0
Advance receivable BZ monthly redundancy pay obligations*	79	105
Advance receivable Bank Giro Loterij	120	0
Advance receivable Stichting Doen	100	0
Advance receivable Stichting Mondriaan	12	0
Accrual for 8% vacation payment	593	601
Accrual for vacation days	1,182	997
Other accrued expenses	2,022	2,581
Balance as of December 31	4,558	4,584

<sup>\*</sup> This is the *advance* receivables, the majority of the receivables regarding redundancy pay obligations are part of the other financial fixed assets and other receivables.

# Guarantees and obligations not shown in the balance sheet

Obligations not shown in the balance sheet relate to contracts concluded for a term of more than one year. The remaining obligation amounts to  $\in$  2,465 and is subdivided as follows:

Less than one year € 1,133One to five years € 1,238More than five years € 94

# Notes to the Consolidated Income and Expenditure Account 2007

(AMOUNTS IN €1,000)

#### **Principles for the Determination of Results**

Income and expenditure are allocated to the period under review during which products and services were supplied or costs and other expenses incurred. Losses are recognized as soon as they can be foreseen.

The balance shown on the Income and Expenditure Account is defined as the difference between revenues and expenses in the year under review, taking into account the above-mentioned accounting policies.

#### **Output financing**

Income from output financing can be divided in general output financing (2007: €18,000), price compensation (2007: €399) and separate output financing income related to a project named 'People, Markets, Values' (PMV) (2007: €267).

2007 was the last year of a four-year cycle. Negotiations for a new four year term are ongoing. During the years 2004 – 2007, a total income from output finance of €73,405 has been received:

Year	Output financing	Price compensation	PMV project	Total
2004	18,000	0	0	18,000
2005	18,000	144	0	18,144
2006	18,000	262	126	18,388
2007	18,000	399	267	18,666
2008			207	207
Total	72,000	805	600	73,405

In the total income of 2007, €207 output financing related to PMV was not included because this amount has still to be spent. Approval has been received on this from the Ministry. The amount is included as a separate fund under equity.

The report submitted to the Ministry of Foreign Affairs on May 1, 2007 revealed that KIT had achieved a 100% output, thus accounting for the total of €73,405 (minus €207 still to be spent). At the request of the Ministry an independent review of KIT was conducted, related to achievement of the budgeted output. The evaluation showed that, over the four years, KIT achieved 100% output.

# Notes to the Consolidated Income and Expenditure Account 2007

(AMOUNTS IN €1,000)

#### SUBSIDY CONTRIBUTIONS

The following table specifies the total of subsidies received. All subsidies can be regarded as incidental. On request terms and conditions of the subsidies can be provided by the Institute. If specified in the terms and conditions, subsidy contributions will be audited.

	2007	2006
Netherlands Ministry for Education, Culture and Science	344	338
Mondriaan Stichting/ Foundation	128	203
Netherlands Ministry of Foreign Affairs	122	50
Prins Bernhard Cultuur Fonds (Prins Bernhard Cultural Foundation)	130	0
BankGiro Loterij	80	0
HIVOS	61	0
Amsterdams Fonds voor de Kunst (Amsterdam Art Fund)	49	35
NCDO (National Committee for International Cooperation and Sustainable Development)	47	180
Plan Nederland	38	291
Fund for Programming and Marketing in the Performing Arts	25	0
VSB Fonds (VSB Fund)	20	229
Fonds voor de Podiumkunsten	17	0
Senter Internationaal	12	0
Gasterra Publicaties/ Publications	10	40
FAPK	8	17
City of Amsterdam (Amsterdam City Council)	6	25
Netherlands Ministry of Foreign Affairs (subsidy for SamSam)	0	495
Bestuursdienst Gemeente Amsterdam (Amsterdam City Council)	0	89
GTZ	0	50
NOVIB	0	50
CTA	0	36
Stichting/Foundation 'Het Gebaar'	97	22
BUMA Fonds (BUMA Fund)	0	20
Wilhelmina E, Jansen Fonds/ Fund	0	15
Society for Tropical Medicine Intern. Health	23	0
Others	85	155
Total	1,302	2,340

# PROJECT REVENUES

	2007	2006
Reimbursement, personnel	3,695	2,237
Reimbursement, equipment	4,299	4,379
Total	7,994	6,616

Included in project revenues is €200 from OXFAM Novib related to the project 'West African Gender Inclusive Citizenship' (WAGIC) project. Work on this project was performed from May to December 2007. Activities will continue in 2008.

# MATERIAL PROJECT COSTS

Costs of equipment are generally reimbursed as incurred. The reduction in revenues is mainly due to the downscaling of international projects in developing countries.

# Notes to the Consolidated Income and Expenditure Account 2007

(AMOUNTS IN €1,000)

# OTHER REVENUES

	2007	2006
Sponsor income	305	720
Contributions of members	34	33
Entrance Museum	1,208	938
Courses Intercultural Management & Communication	1,808	2,027
Rental income external organisations in KIT	931	745
Sales of equipment and pharmaceutical items	243	216
Congress facilities (Institute)	510	421
Congress facilities (Hotel BV)	154	0
Rooms, food & beverage and other (Hotel BV)	3,170	2,978
Publishers	869	1,768
Other income	612	270
Total	9,844	10,116

# PERSONNEL COSTS

	2007	2006
Wages and salaries	14,668	15,369
Social security contributions	1,267	1,337
Pension contributions	1,580	1,766
Other personnel costs	2,685	1,871
Total	20,200	20,343

The number of employees on 31 December 2007 was 356 (2006: 374).

# OTHER OPERATING EXPENSES

	2007	2006
Accommodation	3,050	2,707
Management and administration	3,247	2,614
Publ. documentation and information	1,172	3,372
Programmes and presentations	2,476	2,277
Laboratory, courses and other	772	986
Total	10,717	11,956

# Costs of exchange

The exchange rate differences can be attributed to fluctuations in the US dollar against the Euro.

# Balance Sheet as of december 31, 2007

(Before Appropriation of Results)

(AMOUNTS IN €1,000)

# **Assets**

	31-12-2007	31-12-2006
Fixed assets		
Tangible fixed assets		
Buildings	21,398	21,67
Machinery & equipment	2,001	2,13
Hardware & software	469	44
Fixtures & fittings	691	77
Other fixed assets	1,490	1,75
Total: Tangible fixed assets	26,049	26,78
Financial fixed assets		
Participations in group entities	757	54
Receivables group entities	1,855	2,55
Other financial fixed assets	355	66
Total: Financial fixed assets	2,967	3,76
Current assets		
Stocks		
Finished products	105	10
Total: Stocks	105	10
Accounts receivable		
Debtors	294	93
Other receivables	303	24
Advance payments and accrued income	3,571	4,33
Total: Accounts receivable	4,168	5.52
Cash and cash equivalents		
Banks	1,215	69
Cash	30	4
Deposits	5,400	4,00
Total: Cash	6,645	4,73
Total Assets	39,934	40,900

# Balance Sheet as of december 31, 2007

(Before Appropriation of Results)

(AMOUNTS IN €1,000)

# Liabilities

	31-12-2007	31-12-2006
Equity		
General reserve	28,713	30,674
Appropriated reserve POP	119	192
Appropriated reserve participations	470	0
Operating results	377	-1,436
Total: Equity	29,679	29,430
Appropriated funds		
Appropriated fund Buza	207	0
Appropriated fund OC&W	o	0
Total: Appropriated funds	207	0
Provisions		
Provision for monthly redundancy pay	3,522	4,477
Total: Provisions	3,522	4,477
Current liabilities		
Accounts payable	1,454	2,028
Payable to group entities	0	0
Taxation and social security contributions	441	590
Pension liabilities	209	227
Other liabilities	0	0
Advance receivables and accrued expenses	4,422	4,148
Total: Current liabilities	6,526	6,993
Total liabilities	39,934	40,900

The comparing figures 2006 (accounts receivable and current liabilities) on the balance sheet have been changed to better represent Model B of the Dutch Civil Code.

# Income and Expenditure Account 2007

(AMOUNTS IN €1,000)

	2007	2006
Results from participating interests	269	71
Other costs and benefits	108	-1,507
Operating result	377	-1,436

# Notes to the Balance Sheet and the Income and Expenditure Account 2007

(AMOUNTS IN €1,000)

#### General

The accounting policies and the principles for the determination of the results are identical to those set out in the notes to the consolidated annual accounts.

#### TANGIBLE FIXED ASSETS

	Total	Buildings	Machinery &	Hardware &	Fixture &	Other Fixed
			Equipment	Software	Fittings	Assets
Balance as of January 1	26,781	21,677	2,138	442	774	1,750
Purchased 2007	1,358	653	138	364	52	151
Depreciation 2007	-2,090	-932	-275	-337	-135	-411
Balance as of December 31	26,049	21,398	2,001	469	691	1,490
Purchase value as of January 1	58,759	35,858	8,154	2,933	2,409	9,405
Cumulative Depreciation	-32,710	-14,460	-6,153	-2,464	-1,718	-7,915
Balance as of December 31	26,049	21,398	2,001	469	691	1,490

#### PARTICIPATIONS IN GROUP ENTITIES

Total		Holding KIT BV	KIT Hotel BV	KIT Publishers BV	4 Foundations
Balance as of January 1	543	18	439	13	73
Adjustment	-73	0	0	0	-73
Transferred to group entity Holding KIT BV	-452	0	-439	-13	0
Allocation of participation in Holding KIT BV	470	470	0	0	0
Result 2007	269	269	0	0	0
Balance as of December 31	757	757	0	0	0

The 100% participating interest in Holding KIT BV is valued at net asset value (NAV). The initial valuation of Holding KIT BV (€470) has been represented directly in equity. The result of the participation in Holding KIT BV corresponds to the contribution to the result of the annual accounts of Holding KIT BV.

KIT Hotel BV and KIT Publishers BV are no longer participating interests of the KIT Association, but of Holding KIT BV. They have therefore been transferred against their NAV per 31 December 2006.

Per 31 December 2006, participation in the foundations\* was valued as a fixed asset. However, according to section 210 of Directive 640 of the Dutch accounting board, accounting for the participating interest of a foundation is not permitted. The valuation of the participating interest in the foundations has therefore been removed.

\*On December 31, 2006 there were four foundations: Stichting Tropenmuseum Collectiefonds, Stichting Eijkman Medaille, Stichting Gresshoff Rumphius and Stichting Hubrecht Janssen. In 2007 the latter two were liquidated. Remaining funds were transferred to the KIT Development Policy and Practice and KIT Biomedical Research departments and have been spent in a way that is consistent with the objectives of the funds. Permission was received from the boards of the liquidated foundations to transfer the remaining value to the Royal Tropical Institute Association.

# Notes to the Balance Sheet and the Income and Expenditure Account 2007 (amounts in $\in$ 1,000)

#### RECEIVABLES FROM GROUP ENTITIES

	31-12-07	31-12-06
Holding KIT BV	54	0
KIT Hotel BV	1,801	2,551
Balance as of December 31	1,855	2,551

The Royal Tropical Institute Association outsourced an employee to a subsidiary of Holding KIT BV. The net salary expenses of this employee are carried by the subsidiary. The overhead will be paid by Holding KIT BV at the moment the subsidiary is sold with enough margin to repay the balance to the Royal Tropical Institute Association.

# DEBTORS

	31-12-06	
Debtors from consultancy projects	2,804	2,992
Other debtors	1,030	1,662
Advance payments	-3,029	-3,019
Provision for doubtful debtors	-511	-700
Balance as of December 31	294	935

#### OTHER RECEIVABLES

	31-12-07	31-12-06
Intercompany receivables	165	69
Receivable BZ monthly redundancy pay obligations	138	178
Balance as of December 31	303	247

The long-term part of the BZ receivable is included in other financial fixed assets.

# ADVANCE RECEIVABLES AND ACCRUED INCOME

	31-12-07	31-12-06
Revenue to be invoiced	1,952	2,708
VAT receivables	431	573
Other accrued income	1,188	1,058
Balance as of December 31	3,571	4,339

# Notes to the Balance Sheet and the Income and Expenditure Account 2007

(AMOUNTS IN €1,000)

#### EQUITY

	Total	General	Appropriated	Appropriated	Appropriated	Results o6	Operating
		Reserve	reserve POP	reserve	reserve	Hotel and	result
				participations	foundations	Publishers	
Balance as of January 1, 2007	29,430	30,283	192	0	233	158	-1,436
Adjustment	-391	0	0	0	-233	-158	0
Appropriation operational results 2006	0	-1,436	0	0	0	0	1,436
Allocation of participation in Holding KIT BV	470	0	0	470	0	0	0
Allocation to appropriated funds	-207	-207	0	0	0	0	0
Reallocation to/from general reserve	0	73	-73	0	0	0	0
Operational results 2007	377	0	0	0	0	0	377
Balance as of December 31, 2007	29,679	28,713	119	470	0	0	377

#### Adjustment

There are two adjustments in equity, both because at the end of 2006, separate reserves were incorrectly included in equity but not disclosed. These reserves are removed from equity in 2007. These two adjustments are:

- The equity (€160) and results (€73) of the foundations that are related to the Association Royal Tropical Institute were incorrectly included in the General Reserve per 31 December 2006. According to Directive 640 of the Dutch accounting board, accounting for the participating interest of a foundation is not allowed in the single accounts. The balance that was added per 31 December 2006, has been removed from equity.
- The results 2006 of KIT Hotel BV (€195) and KIT Publishers BV €-37) were incorrectly added to the General Reserve per 31 December 2006 because they were already included as a result on participations in the income and expenditure account. The addition was not separately disclosed in equity. The results are therefore removed from equity in 2007.

#### APPROPRIATED RESERVE PARTICIPATIONS

The initial participation in the subsidiary Holding KIT BV of €470 (net asset value at 31 December 2006) has been added to equity as an appropriated reserve.

For more information on movements in equity refer to disclosure of the consolidated accounts.

#### **Personnel costs**

	2007	2006
Wages and salaries	13,415	14,128
Social Security contributions	1,221	1,299
Pension contributions	1,580	1,720
Total	16,216	17,147

#### Remuneration of the Executive Board and the Board of Directors.

The remuneration of the Executive Board amounts to  $\le$ 165 and consists of  $\le$ 134 representing regular income and  $\le$ 31 being the employer's share of social security contributions, insurance and pension contributions. Members of the Board of Directors receive an expense allowance of  $\ge$ 0.4 or  $\ge$ 0.7 (chairman and vice chairman) whenever they attend a meeting.

#### Agreement with KIT Publishers BV

The Royal Tropical Institute Association has agreed with KIT Publishers BV to include the latter's negative bank account in its interest facility with ABN AMRO. As a guarantee, KIT Publishers BV has pledged its inventory and debtors as collateral.

# Other Information

(AMOUNTS IN €1,000)

# Statutory regulation of appropriation of results

According to article 20 of the statutes of the Association the board submits a proposal to the annual meeting of the Council of Members on the results of the year. Unless the Council decides otherwise, the result will be added to the reserves.

# Proposed appropriation of results

The board proposes to add the result 2007 of €377 to the general reserve.

# Important post-balance sheet events

There are no important post-balance sheet events to be reported.



# Auditors' Report

#### Introduction

We have audited the accompanying financial statements 2007, as set out on pages 54 to 76, of the Royal Tropical Institute, Amsterdam, which comprise the balance sheet as at 31 December 2007, the profit and loss account for the year then ended and the notes.

#### Management's responsibility

Management is responsible for the preparation and fair presentation of the financial statements and for the preparation of the Annual Report 2007, both in accordance with Part 9 of Book 2 of the Netherlands Civil Code. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### Auditor's responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Dutch law. This law requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the Royal Tropical Institute as at 31 December 2007 and of its result for the year then ended in accordance with Part 9 of Book 2 of the Netherlands Civil Code.

# Report on other legal requirements

Pursuant to the legal requirement under 2:393 sub 5 part e of the Netherlands Civil Code, we report, to the extent of our competence, that the management board report is consistent with the financial statements as required by 2:391 sub 4 of the Netherlands Civil Code.

Amstelveen, 7 April 2008

BDO CampsObers Audit & Assurance B.V. for and on behalf of it,

R.W. Brummelman RA

# **Boards and Council**

#### Patrones

H.R.H. Princess Máxima of the Netherlands

# **Board of Directors**

#### Chairman

#### Prof. dr R. (Rudy) Rabbinge, MSc

Dean, Graduate Education, Wageningen University and Research Centre; Chairman, Wageningen Graduate School; Member of the Dutch Senate

#### **Vice Chairman**

#### Mr P.J. (Peter) Groenenboom, MA

Former President of the Board of Internatio-

# Mr A.A. (Bram) Anbeek van der Meijden, MA

Former Vice President of the Board of Delta Lloyd Insurance Group N.V.

#### Mr H.G. (Henk) Dijkgraaf, MSc

Director, Sasol Limited, Johannesburg; Former Chief Executive Officer at NV Nederlandse Gasunie; Former President of Shell Nederland B.V.

#### Ms E.L. (Evelien) Eshuis, MA

Consultant; Former Director of the Department for Environment and Recreation of the Municipality of Amstelveen; Former Member of Parliament

#### Dr M.J.A. (Maartje) van Putten

Vice Chair of the European Centre for Development Policy Management; Former Member of the World Bank Inspection Panel; Member Independent Review Mechanism African Development Bank

#### Prof. Dr C.I. (Carla) Risseeuw

Professor of Intercultural Gender Studies, University of Leiden; Affiliated Fellow International Institute for Asian Studies, Leiden/Amsterdam

#### Prof. Dr E.J. (Joost) Ruitenberg

Chairman of the Scientific Council at the Sanquin Foundation; Professor of International Public Health, Free University Amsterdam

#### **Executive Board**

Dr J. (Jan) Donner

President

# **Council of Members**

#### Mr M.A. (Max) van Alphen, MA

Former Vice President of the Board of Internatio-Müller N.V.

#### Mr R.A. (Arthur) Arnold

Director, FMO

#### Mr H. (Haig) Balian

Director of the Royal Zoological Society "Natura Artis Magistra"

#### Mr R.M. (Michael) Barth, MA

Managing Director Global Investment Darby Overseas Investments, Ltd.; Boardmember Emerging Markets Private Equity Association

#### Ms L. (Lia) Belilos

Shell, Director Human Resources NL

# Dr M.J. (Job) Cohen

Mayor of Amsterdam

# Mr G. (George) Görtemöller, RM

Former Director of TNO

#### Mr M. (Michiel) Hardon, MBA

Program Executive To Overcome Poverty in Africa, World Council of Churches

#### Dr Ph. (Philip) de Heer

Secretary-General, Ministry of Foreign Affairs - Development Cooperation

#### Prof. Dr G.S.C.M. (Gerti) Hesseling

African Study Center and University of Utrecht, Chair in Peacebuilding an the Rule of Law

#### Mr J.Th. (Jan) Hoekema, MSc

Mayor of Wassenaar

#### Mr J.P. (Hans) Hoogeveen, LL M

Director of International Affairs at the Ministry of Agriculture, Nature Management and Fisheries

#### Mr H. (Herman) Mulder LL M

Senior Executive Vice President ABN/AMRO Bank N.V.

#### Ms P.W. (Pauline) Kruseman

Director, Amsterdam Historical Museum

#### Ms I.L. (Irene) van Luijken, MA

External Affairs, Shell Exploration & Production Technology

#### Mr J. (Jan) Post

President of the Amsterdam Chamber of Commerce

#### Mr C.J.F.M. (Jan) Schaapsmeerders, MA

Director, Personnel Department, Shell Nederland B.V.

#### Mr F. (Floris) Recourt, LL M

Representative of the Maatschappij van Nijverheid en Handel (Netherlands Society for Industry and Trade)

# Mr L.C.A.M. (Lout) Schölvinck LL M

Former Vice President of the Amsterdam Chamber of Commerce

#### Mr G.H. (Gerard) Versseput, MA

Consultant; Former Director of HVA Holding B.V.

#### Mr C.W. (Kees) van der Waaij, MA RA

Chairman of Unilever Nederland Holdings B.V.

#### Mr J.P. (Johan) Zoutberg, Ma-HRM

CEO Public Health

Ph. de Heer, H. Mulder, C. Schaapsmeerders and

L. Schölvinck left the Council in 2007.

L. Belilos, M. Hardon, J. Hoekema and

J.P. Zoutberg joined the Council in 2007.

# **Advisory Board**

#### Mr G.O. (George) Abungu (Kenya)

Chairman of the Governing Council of the Kenya Cultural Centre

#### Mr D. (David) Ofori Adjei (Ghana)

Director, Noguchi Research Institute

#### Prof. N. (Naila) Kabeer (United Kingdom)

Institute of Development Studies, Sussex, United Kingdom

# Prof. Dr S. (Sonia) Montaño Virreira (Bolivia)

Sociologist and Chair, Programa de Investigacion Estrategica en Bolivia; Chief of the Women and Development Unit, United Nations Economic Commission for Latin America and the Carribean (ECLAC)

#### Dr I. (Ismail) Serageldin (Egypt, Chair)

Director of the Library of Alexandria; former Vice President of the World Bank.

#### Prof. Dr Le Vu Anh (Vietnam)

Dean of Hanoi School of Public Health

# Management

#### **Management Team**

Dr J. (Jan) Donner

Executive Board, President

Ms C.M. (Catherine) Hodgkin, MPH

KIT Development, Policy & Practice, Director

Dr P.R. (Paul) Klatser

KIT Biomedical Research, Head

Mr J.H.W. (Hans) van Hartevelt, MA

RI KIT Information & Library Services, Head

Ms M.A. (Maja) Gadourek, MA

KIT Intercultural Management & Communication Director

Ms W.L. (Wieb) Broekhuijsen, MA

Tropentheater — Director

Mr J.B. (Lejo) Schenk

Tropenmuseum - Director

Mr R.T. (René) Mentink, MA

Personnel, Organization & Information, Head

Mr B. (Teus) Eenkhoorn, LL M

Finance, Control & Facilities, Head

#### **Departments**

# KIT Development, Policy & Practice

Ms C.M. (Catherine) Hodgkin, MPH Director

Ms C.A.M. (Korrie) de Koning, MSc, M.Ed

Area Leader, Health

Dr M. (Maitrayee) Mukhopadhyay

Area Leader, Social Development & Gender

Dr C.B. (Bart) de Steenhuijsen Piters

Area Leader, Sustainable Economic Development

Ms P.A.C. (Prisca) Zwanikken, MD, MScCH

Area Leader, Education

Mr W.K. (Wiko) Vlasblom

Head, Management Support Unit

#### **KIT Biomedical Research**

Prof. dr P.R. (Paul) Klatser

**Head of Department** 

Mr R.M. (Richard) Anthony, PhD

Research Coordinator, Tuberculosis

Dr S.M. (Stella) van Beers, MSc

Research Coordinator, Epidemiology

Dr R.A. (Rudy) Hartskeerl

Research Coordinator, Leptospirosis

Dr L. (Linda) Oskam

Research Coordinator, Mycobacteriology

Dr H.D.F.H. (Henk) Schallig

Research Coordinator, Parasitology

Dr H.L. (Henk) Smits

Research Coordinator, Rapid Diagnostics

#### KIT Intercultural Management & Communication

Ms M.A. (Maja) Gadourek, MA

Director of department

# **Tropentheater**

Ms W.L. (Wieb) Broekhuijsen, MA

Director of department

Mr E.A. (Emiel) Barendsen

Programme Manager

Ms M.I. (Isabelle) Vermeij

Manager of Operations

Ms B.N. (Brenda) Smeenge, MA

Manager, Marketing and PR

#### Tropenmuseum

Mr L.J.B. (Lejo) Schenk

Director of department

Mr J.H. (Koos) van Brakel, MA

**Head Collections Department** 

Ms H.J. (Annemies) Broekgaarden

Head Tropenmuseum Junior

Prof. Dr S.(Susan) Legêne **Head Curatorial Department** 

Ms M.H.B.J. (Martha) Reijmers, MA

Head of Museum Affairs

Mr P.R. (Paul) Voogt, MA MBA

Head Public Programmes

#### **KIT Information & Library Services**

Mr J.H.W. (Hans) van Hartevelt, MA, RI

Head of Department

Mr H.P.M. (Harry) Heemskerk, MSc

Head of Information Projects and Products

Ms M.H. (Tilly)Minnée

Head KIT Library

Ms E. (Ewa) Cudowska

Coordinator Operations and Administration

#### Personnel, Organization & Information

Mr R.T. (René) Mentink, MA

**Head of Department** 

Ms M.H.Th. (Mieke) Berk, MA

Manager of Automation & Information Services

Ms C.F.A.M. (Lieke) Melkert

Manager of Organizational Affairs

Vacancy

Manager HRM

#### Finance, Control & Facilities

Mr B. (Teus) Eenkhoorn, LL M

**Head of Department** 

Ms C.W. (Lia) Agterberg, CCMM

Manager of Financial Administration

Ms B.M. (Erna) Wegman, MA

Manager of Planning & Control

Ms F.C. (Florence) Liot Backer

Manager of Internal Affairs

Mr S.C. (Simon) ten Veen

Manager of Technical Facilities

#### **Corporate Communication**

Ms I. (Ineke) Lantinga, LL M

Head of Department a.i.

Ms M. (Miska) Aksular

Adviser, Internal Communication

# **KIT Publishers BV**

Mr R. (Ron) Smit, MA

Director

KIT Publishers operates as an independent publishing company with KIT as the sole shareholder. As such, KIT Publishers BV is not represented in KIT's Management Team.

