



ANNUAL ACCOUNTS 2021

Stichting WASTE
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2516 BE 'S-GRAVENHAGE



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Abbreviations

| | |
|-------------|--|
| A4A | Aqua for All |
| COVID-19 | Severe acute respiratory syndrome (SARS)-coronavirus (CoV)-2 |
| DGIS | Directorate General of International Cooperation |
| EU | European Union |
| FI | Financial Institutions |
| FINISH | Financial Inclusion Improving Sanitation and Health |
| FM | FINISH Mondial |
| FMO | Dutch Entrepreneurial Development Bank |
| HR | Human resources |
| M&E | Monitoring and Evaluation |
| MEAL | Monitoring Evaluation Accountability and Learning |
| MFI | Micro-finance institution |
| NF | Nedworc Foundation |
| NGO | Non-Governmental Organisation |
| SACCO | Saving and Credit Cooperation |
| SDG | Sustainable Development Goal |
| SGB | Small and growing businesses |
| SIDA | Swedish International Development Cooperation Agency |
| SWIF | Sanitation and Water Impact Fund series |
| TAS | Take a Stake Fund |
| Tbd | To be defined |
| USAID [DIV] | USAID [Development Innovation Ventures] |
| WAI | WASH Alliance International |
| WASH | Water Sanitation and Hygiene |



1.1 Review 2021: major programs and funders.

This report reviews and reports on the accounts for WASTE foundation over the year 2021. It is a report on the financial developments over the year and explains the figures. The WASTE overall annual report 2021 gives a more in-depth insight in our activities over the same period.

2021 was a very good year, WASTE and its partners realized impact through its ambitious programs and almost reached the expected level of Euro 8.0 million turnover. In 2021 we capitalized on the grants that were awarded during 2020 and earlier.

WASTE is mainly active in the sanitation and solid waste market and operates in nine countries.

| Program | Donor | Africa | Asia | 2021 portfolio value in MEUR |
|----------------|---------|--------------------------------------|----------------------|------------------------------|
| Finish Mondial | DGIS | Ethiopia, Kenya, Tanzania and Uganda | India and Bangladesh | 5.5 million |
| Take a Stake | SIDA | Kenya and Uganda | India | 0.9 million |
| Unicef | Unicef | Kenya | | 0.7 million |
| EJOM | SNV /EU | Mali | | 0.3 million |
| SDG-WASH | DGIS | Ethiopia | Bangladesh and Nepal | 0.0 million |

FINISH (Financial Inclusion Improves Sanitation and Health) **Mondial** (FM) is a programme that aims to substantially scale up the access and use of safe sanitation in Africa and Asia. The programme is developed and implemented by the consortium consisting of WASTE (lead partner), Amref Flying Doctors and Aqua for All, funded primarily by the Dutch Ministry of Foreign Affairs (DGIS). The programme started in 2009 in India and expanded to Kenya (2013), and is currently also operating in Ethiopia, Uganda, Tanzania (2018) and Bangladesh (2019). FINISH includes a vast network of implementing NGOs and other partners on the ground, addressing vital WASH and solid waste needs. FM applies the 'Diamond model', a multi-stakeholder approach for systems-change in sanitation, which emphasizes actions targeting key stakeholders in four domains: (1) communities – demand generation, (2) private sector – efficient and sustainable supply chain, (3) banking and financing sector– market-based and localised financing, and (4) governments – enabling environment where private and public actors can assume their roles and collaborate.

In 2020, the Ministry of Foreign Affairs of the Netherlands, Directorate General of International Cooperation (DGIS) approved a €20 million FINISH Mondial grant to further scale-up the provision of sanitation in 6 countries in East Africa and South Asia through the construction of 2 million safely managed sanitation systems with €400 million of local financing. This a continuation of the FINISH Mondial bridging phase that started in 2019 and will be extended for another 5 years. 2021 was the first year of this extension.



In December 2020, WASTE received from DGIS the first instalment of €5.9 million and used this advance to fund its implementation partners during the year 2021 as follows:

| Name Partner | Country | Amount funded in € |
|--|-----------------|--------------------|
| BASA | Bangladesh | 57,463 |
| ESDO | Bangladesh | 26,710 |
| PRACTICAL ACTION | Bangladesh | 24,830 |
| Uttaran | Bangladesh | 5,617 |
| Bole Bible Baptist Church | Ethiopia | 106,121 |
| Facilitators for Change | Ethiopia | 48,467 |
| Federal Cooperative Agency | Ethiopia | 19,074 |
| Finish Society / TOPS | India | 397,318 |
| Rural Development Organization | India | 21,984 |
| Finish Ink | Kenya | 205,432 |
| AMREF Flying Doctors (incl. Health Africa) | The Netherlands | 1,378,341 |
| Aqua 4All | The Netherlands | 37,600 |
| Hach | Tanzania | 157,241 |
| Caritas- Hewasa | Uganda | 253,469 |
| Total – partners | | 2,739,667 |

Note: large part of the expenses under “The Netherlands” are forwarded to parts of the organization on Africa.

WASTE spent €1.0 million in direct program costs for the program management, program experts and support to the country implementation partners. A further €0.4 million was used for program development.

Mid 2020 WASTE was awarded a €5.0 million proposal by the Swedish International Development Agency (SIDA) for WASTE to the setting up of an investment fund: **The Take-a-Stake Fund (TAS)**. The program duration is three to four years.

The Take-a-Stake project aims at strengthening the development of a sustainable supply chain of the WASH, waste management and re-use businesses and sectors linked to circular economy, by proposing the set-up of a fund (the “Take-a-Stake Fund”) which will address financial and capacity building needs of viable and scalable SGBs.

WASTE is the initiator and founding organization of the Project. Between July 2017 and June 2019, WASTE executed Phase 1 of the Project, conducting various preparatory work. Phase 2 began on April 1st, 2020 and is to continue initially until 31st December 2022. This phase is destined to prove the viability of the Take a Stake Fund, provide Technical Assistance to entrepreneurs, and enable fundraising activities for the Pilot and the TAS Fund. Since November 2021, Yunus Social Business Funds GmbH, (“YSB”), is also a Participant to the Project, procuring funds to provide loans for SGBs, advise and education to founders and employees of the supported social businesses. SIDA contributed 2.1 million in cash though year-end 2021. The remaining amount of the grant, which includes €2.1 million for the fund, will take place early Q3 2022.



In Q4 2020, a grant of €0.7 million was awarded by Unicef for a **Market Based Sanitation (MBS) Project** funded by the Government of Japan under the Sanitation for Universal Health Coverage (UHC) Project. The project aimed at supporting Kenya to achieve UHC by accelerating the elimination of open defecation and facilitating access to basic sanitation in communities and schools with the MBS project being specific on the use of market-based approaches to upscale the uptake of improved sanitation facilities. The project covered three counties, namely Kitui, Migori, and Siaya, and aimed at moving these counties up the sanitation ladder by improving their basic sanitation facilities.

The project that was scheduled to end at the end of May 2021. Due to late start of the program and some start-up problems, it was agreed to continue the program till November 30, 2021. As it is market based, the construction of safely managed sanitation system is ongoing. It is anticipated that at least another 8.000 sanitation systems worth over US\$ 2 million will be constructed in Kenya during 2022. UNICEF is considering extending further support. Discussions are ongoing on market-based sanitation with UNICEF in Uganda and in Ethiopia. Already UNICEF is partnering with FINISH Mondial in India. Without Also the partnership with Sato (Lixil) has expanded to Ethiopia and is currently under investigation if it can be expanded across all FINISH Mondial countries.

For this program WASTE worked together with its partner Finish Ink in Kenya and funded the partner with €0.5 million during 2020.

In 2021 WASTE was also active with the SDG II program in Bangladesh, Nepal, and Ethiopia. This project is coordinated by both AMREF and SIMAVI. It was an administrative practice to prepare Terms of Reference's (ToR) for the duration of the program. Following our policy on internal control, WASTE adjusted this practice and prepared revised ToR's based on a calendar year liability. As a result of the change in the accounting method for SDG WASH II program, the net transactions on this program for the year, resulted into a one-time negative income of € 0.1 million.

Final donor reporting sets were prepared and reported to DGIS for project FINISH India, and to RVO for project Finish Ink. The settlement of the outstanding balances took place during Q2 2022.

During 2022 WASTE did not enter into major new contracts but did participate in different tenders and prospects that will convert into new contracts in 2022.



1.2 Outlook 2022

Budget

| | Result 2021 | Budget 2022 |
|--|------------------|------------------|
| notes | € | € |
| INCOME | | |
| Income from public contracts: | | |
| - The Netherlands | 5,455,008 | 6,470,472 |
| - Other countries | 1,167,343 | 1,150,738 |
| Income from private funding organizations | 759,140 | |
| Total income | 7,381,492 | 7,621,210 |
| EXPENDITURE | | |
| Direct Program management costs | 1,148,920 | 1,078,145 |
| Direct Program partner implementation costs | 4,602,295 | 4,849,885 |
| Direct Program other activity costs | 1,060,341 | 1,133,572 |
| Total Direct programme/project costs | 6,811,556 | 7,061,602 |
| Staff salaries | 204,992 | 344,256 |
| Training expenses | 7,166 | 15,000 |
| Other staff related expenses | 37,662 | 30,000 |
| Consultancy expenses | 43,332 | 0 |
| Housing expenses | 29,178 | 21,600 |
| Publicity, communication and acquisition | 38,915 | 51,251 |
| Office and general expenses | 82,058 | 85,750 |
| Depreciation | 4,684 | 6,750 |
| Total Indirect expenses | 447,987 | 554,607 |
| Total expenditure | 7,259,543 | 7,616,209 |
| Result before financial income and expenses | 121,949 | 5,001 |
| Financial income | 28,630 | - |
| Financial costs | -22,998 | -2,500 |
| Result guarantee funds | -2,972 | |
| Financial result | 2,660 | -2,500 |
| Result income and expenditure | 124,609 | 2,501 |
| Appropriation of results | | |
| Continuity reserve | 127,581 | 2,501 |
| Designated reserve | -2,972 | - |

The 2022 portfolio has a healthy funding base and is fully based on signed contracts. Most of these projects fall under the umbrella of sanitation, livelihood improvement and/or financial inclusion with funding from DGIS and SIDA.



In 2022, WASTE will continue expanding its role as an implementer of large-scale programmes, strengthening its role as influencer in the sector to promote our bottom-up, market-based approaches to waste and sanitation services. We will continue innovating in our approaches, tools and invest in monitoring, evaluation, and learning (MEAL) in order to consolidate and disseminate results and lessons from our current and future programmes and communicate more effectively about the mark WASTE has had and is making on the sector. These activities are core to our role in the sector, but difficult to fund from regular programme budgets. Therefore, we will intensify our efforts to find (core) funding to support these activities.

2022 budget for WASTE

| Program | Donor | Africa | Asia | 2022 portfolio value in MEUR |
|----------------|-------|--------------------------------------|----------------------|------------------------------|
| Finish Mondial | DGIS | Kenya, Tanzania, Uganda and Ethiopia | India and Bangladesh | 6.4 million |
| Take a Stake | SIDA | Kenya and Uganda | India | 1.1 million |
| SDG-WASH | DGIS | Bangladesh, Ethiopia | Nepal | 0.1 million |

2022 budget for Finish Mondial

| Countries | Amount in € |
|---|------------------|
| Bangladesh based partners | 402,793 |
| Ethiopia based partners | 330,000 |
| India based partners | 1,095,000 |
| Kenya based partners | 750,000 |
| Tanzania based partners | 500,381 |
| Uganda based partners | 644,598 |
| Total – countries-based partners | 3,722,772 |
| Program Development and activities | 954,000 |
| Program management and expertise | 1,704,305 |
| Program budget for 2022 | 6,381,077 |

The budget for Take a stake of €1.1 million excludes the usage of investment funds, which will be accounted for as investment / loan transactions in the balance sheet.

In 2022, WASTE will endeavour developing new business opportunities to the model of WASTE and seek additional funding, primarily in the area of solid waste and in the extension of the current Finish Mondial program. We will continue to invest in the professionalisation of our activities in fundraising, in program staff capacity and in the creation of a Monitoring & Evaluation function in WASTE.



1.3 Risk

RISK Management in WASTE.

WASTE uses a so- called risk matrix where the likelihood and potential impact of a risk is combined in Low (1) Moderate (2) and High scores (3). This will lead to an overall rating of the risk. When assessing the likelihood and impact of risk, the most credible worst-case scenario should be considered - not the worst-case.

| Impact ↑ | 3 | 3 | 6 | 9 |
|-------------|---|-----------------|---|---|
| | 2 | 2 | 4 | 6 |
| | 1 | 1 | 2 | 3 |
| | | 1 | 2 | 3 |
| | | Likelihood → | | |

WASTE's risk profile

The identification, evaluation, management, and monitoring of the most significant risk WASTE faces is the responsibility of the executive director with the support of the MT. The executive director has a deliberate approach to risk. Integrity and accountability are at the heart of our work and all staff in WASTE are accountable for actions, for spending the funds entrusted to us wisely and for adhering to moral and ethical principles.

The table below summarizes the principal risks to reaching our impact and financial targets and engaging risks-mitigation measures.



| Risk item | Risk description | Mitigation measures | Impact | Likelihood | TOTAL |
|---|--|--|--------|------------|-------|
| Poor project implementation | <p>Shortcoming in definition and uniform implementation of internal operating procedures and low project management capacity can result in performance below expected levels in terms of quality and</p> <p>This risk is largely within WASTE's control</p> | <p>-accountability for project implementation strengthened with a focus on contract management.</p> <p>-selecting the right implementation partners</p> | M(2) | M(2) | 4 |
| Slow pace of implementation and low end-project contract implementation rate. | <p>Shortcoming in definition and uniform implementation of internal operating procedures and low project management capacity can result in performance below expected levels in terms of quality, costs and pace. Government restrictions in reaction to Corona will reduce pace of implementation in 2022 and beyond.</p> | <p>-Frequent portfolio monitoring</p> <p>-Evaluation of partners</p> <p>-Timely project restructuring and re-budgeting</p> <p>-Better monitoring and management of project implementation rates</p> | M(2) | L(1) | 2 |
| Insufficient attention to new Donor funding | <p>Lack in attracting new donor funds for new projects can negatively influence the organisation structure, the number of staff employed by WASTE and the implementation of projects.</p> | <p>-dedicated focus and monitoring on fundraising. Freeing staff time for it.</p> <p>-We have hired the services of an external fundraising consultant and implemented a weekly meeting with a dedicated team, in order to closely monitor fundraising activities.</p> | H(3) | M(2) | 6 |
| Overspending on overhead | <p>Lack of control on indirect costs can negatively affect the financial results and thus WASTE's medium-term financial sustainability, this risk is largely within WASTE's control</p> | <p>Management control on overhead costs.</p> | M(2) | L(1) | 2 |
| Foreign Exchange | <p>Fluctuation in foreign currencies can expose WASTE to financial losses. The economic turmoil caused by the corona pandemic increases the volatility of exchange rates.</p> | <p>-Net forex exposures are minimized, including cash in foreign currencies.</p> | L(1) | M(2) | 2 |

| Risk item | Risk description | Mitigation measures | Impact | Likelihood | TOTAL |
|--|---|--|--------|------------|-------|
| Political and economic unrest | WASTE operates in fragile environments. Political and social unrest can cause lower pace of project implementation and can put our partners at risk. This risk can be partly mitigated by WASTE but a residual risk will remain. | <ul style="list-style-type: none"> -Annual review of country footprint -Continuous monitoring of security situations -Annual update and application of country security plans. | M(2) | L(1) | 2 |
| Corruption and Fraud | The risk of corruption or fraud by staff or contractors can expose WASTE to financial losses, fines and sanctions, and resulting reputational damage. This risk is under | <ul style="list-style-type: none"> -zero tolerance approach to fraud and corruption, early detection and -Internal control | L(1) | L(1) | |
| Retention of key staff | WASTE is a small organization with specialized staff in crucial functions. In current market situation it is quite difficult to find suitable staff in short term period. Alternative is working with interim staff, but this will impact our financial results. This risk is largely within WASTE's control. | <ul style="list-style-type: none"> -Conduct frequent individual meetings with staff -Create a good team ambience -WASTE is a good employer offering balanced employment conditions | M(2) | M(2) | 4 |
| Negative audit evaluation on policy and procedures for TaS | A late or not adequate follow up on the audit on the existence of policies and procedures, may result into a risk to the project. Project may be delayed and or even cancelled. This will lead to financial losses and reputation loss. | <ul style="list-style-type: none"> -ensuring that a dedicated team with focus on timely completion is in place. | M(2) | M(2) | 4 |
| | This risk is fully within WASTE control. | <ul style="list-style-type: none"> -minimum set of crucial policies available. | | | 4 |
| Monetary restrictions in India | Monetary and FCRA regulations have delayed our business set up for India- TAS | <ul style="list-style-type: none"> We are supporting our partners in India to maintain the FRCA license and to comply to FRCA legislation. WASTE has to find a suitable solution for implementing the TAS project in India, and is in close contact with its partner YSB and guided by legal external advice, for identifying a suitable investment route. | M(2) | M(2) | 4 |
| Inflation adjustments | Increase of prices due to instability in Europe which may impact the volume and efficiency of the central support team | WASTE has to find a suitable compromise between increase of direct program costs and indirect expenses in relation to the increase of the overhead recovery in new contract proposals. | H(2) | H(2) | 4 |
| Inflation adjustments | Increase of prices in the countries of the implementation partners | WASTE and its partners have to prioritize the different elements of the program and define a mitigation strategy. | H(2) | H(2) | 4 |



1.4 Financial Results

Portfolio

The WASTE Foundation turnover increased to €7,381,492 in 2021. The resulting increase in turnover of €4,886,858 was mainly attributable to the fact that we had a full year effect of program revenue for Finish Mondial (Euro 5.6 million versus Euro 1.2 million in 2020), Take a Stake (Euro 0.9 million versus 0.3 million in 2020), and the full effect of the Unicef program for Euro 0.7 million in 2021. In 2020, the revenue for Finish Mondial program with Euro 1.2 million was relatively low due to the decision of DGIS to delay the extension of the FM program by one year, and to extend the 2019 contract with one year to 2020 by means of a no cost extension.

Result

The gross value of the contracts in 2021 was €7,381,492 with direct project cost of €6,811,556 resulting in an operational income of €569,936 for the Foundation. The Foundation's income comes from a margin made on tariffs of consultants that are deployed on WASTE programmes, and a contribution (€200,000 over three years) from SIDA to WASTE organization for organizational support, a.o. to strengthen control and governance. In 2021 WASTE claimed another Euro 75,000 from this budget, which brings the total claimed per year-end at Euro 125.000.

Total operating expenses in 2021 of €447,987 are significantly lower than budget: € 567,100. This is mainly because more staff costs were allocated to program management function in the ongoing programs. In 2021 WASTE started with a new organization structure, in which most of the staff is directly employed by WASTE, whereas in 2020, all staff was hired through consultancy contracts.

The overall result in 2021 is a net income of € 124,609 compared to a net loss in 2020 of €94,440.

This is composed of a net operating income of € 97,043 (compared to a net loss of € 42,436 in 2020) and a financial income of € 27,566 (Compared to a loss of € 52,005 in 2020).

The higher operating income can be explained by the higher turnover in 2021 with an increase in the related margin compared to 2020, whereby the operating expenses remained approximately at the same level.

The net effect of financial income and costs is mainly explained by Dollar-Euro exchange gains, and the one-time losses in 2020 on recovering of cash placed in the guarantee funds.

Reserves

Due to the growth in contractual project value and employed staff, the foundation must adjust its risk profile and the corresponding continuity reserve accordingly. Management performed a risk assessment and concluded that the required level of continuity reserve is estimated at €725,000. Management is assessing future deployment of results and other opportunities to adjust the continuity reserve towards the required amount. Management applies a factor between 0-25 % that the continuity reserve can be topped up for future risk-coverage.



After appropriation of the 2021 income, and the re-assignment of the free part of designated reserve, the continuity reserve amounts to €753,025 which meets the outcome of the earlier referred to assessment and the defined band-width.

The level of the designated reserve is linked to the total amount of outstanding guarantees.

At the end of 2021 the outstanding guarantees reduced to €19,681 and Management proposes to realign the reserve with €55,419 to €19,681. In 2022 Management foresees a further increase in the amount of designated reserve due to the expected return / re-utilization of earlier invested program funds with financial partners in Kenya. These funds may be utilized for the establishment of new guarantee funds or other financial mechanisms supporting our program goals.

1.5 Developments after closing

WASTE has signed a new contract of \$149,970 with World Resources Institute to increase access to innovative sanitation products through sustainable and commercialized sanitation business in Ethiopia. This program is running in the north of Ethiopia and ends early Q3 of 2022.

WASTE has extended the letter of intent on the intended collaboration of ACTIAM N.V. and WASTE) regarding the development and implementation of the ACTIAM Sanitation and Water Impact Fund Series (the Partnership).

WASTE, as lead partner of FINISH Mondial will partner with ACTIAM to implement sanitation related activities including but not limited to the use of the brand FINISH to deliver on the Partnership set up as defined within this letter of intent. Technical assistance will be provided by the FINISH Mondial team to create awareness, market affordable toilets, train loan officers, align with local Government policies and monitor results. ACTIAM, in the role of leading impact fund and asset manager, intends to set up the ACTIAM Sanitation and Water Impact Fund series.

It encompasses a series of social impact funds with a total value of €250 million, dedicated to developing and improving safe sanitation. In addition to a market conform return, fund investors will contribute to direct impact on the ground by providing capital to build safe sanitation systems

Executive director Han de Groot has announced that he will leave Stichting WASTE as per September 30, 2022.

The Haque, date: 30-06-2022

Han de Groot, Director



1.6 Supervisory Board Report

Role and composition

In the first quarter of 2021 the growing organization was able to welcome quite a number of new colleagues as WASTE, amongst others our new Executive director, Han de Groot. Rolien Sasse took over the chairmanship of the supervisory board from Adriaan Ferf, who has served the organization for so many years. We owe him, and also Klaas Molenaar a lot of thanks for the many years they served the organization. Nico Terra, Erlijn Sie, and Ljiljana Rodic were welcomed to the board as new members.

Legal status

During 2021 we gave a lot of attention to amend our legal structure and improve on our internal policies and procedures. New articles of association were agreed and officially registered in October 2021. The main modifications discussed in the months before are in the area of length of tenure and the relationship between the WASTE Foundation and the WASTE Co-operative. The latter is no longer nominating candidates for Supervisory Board members and the Executive Director and some of its roles are taken over by a works council. Early 2022 the Foundation signed a memorandum of understanding with the WASTE Cooperative outlining the mutual roles of the two legal bodies. Whereas the Foundation is the main legal entity, employs staff, sets the strategy and hosts the WASTE programs, the Co-operative hosts a number of consultants that do advisory work and may play their part in the innovation and strategy of WASTE as a whole. The supervisory board also adopted Rules of Procedure for itself and for the Management board of the organization.

Organizational highlights

Quite a few actions were taken to improve on the financial control and the employer-function of the organization. This as a result of the modified legal status and the new task division (see above) between WASTE Co-operative and Foundation. Both management and supervisory board felt there was a need to improve on our internal policies and procedures. This took place by, a.o., defining or amending policies for procurement, partnerships, financial procedures. Also, a new code of conduct and a policy enforcement procedure were adopted. Some of this was guided by an extern audit that was done early in the year and the audit was held again in Q2 2022, so as to keep us on track of our internal development agenda. Fortunately, no breach of our code of conduct was reported over the year.

Risk and finance

As we developed a more solid financial backing for our main programs, our turnover grew, and we were able to close the financial year with a positive net result of €124,609.

The supervisory board discussed potential risks for the organization and its programs on a regular basis with the management. The latest risk table can be found on pages 9-11 in this report.

The board agreed to allocate the positive balance over 2021 to the continuity reserve so as to allow for a better coverage of risk in times of financial headwind.

Outlook 2022

With our current programs well on track we look forward to a successful 2022. The main challenge for the year and years to come will be to raise funds for continuation and expansion of our current programs as well as new programs, notably in the area of solid waste management.



Composition Sup Board 2021:

| Name RVT member | Role | current tenure from | Expiration date | Renewable | Other positions |
|----------------------------|--------------------------------------|---------------------|-----------------|-----------|---|
| Ms. Rolien Sasse | Chair (from May 1) | April 2021 | April 2025 | No | Advisor on Water and Conflict Member of the Board of Stichting Water for Life |
| Mr. Adriaan Mels | Audit cttee (from May 1) | April 2021 | April 2025 | No | Regional Director VEI, Dutch Water Operators Board member 4th Musketeer Foundation |
| Mr. Nico Terra | Member | Sept 2021 | Sept 2025 | Yes | Board member of MAX foundation (until June 2023) |
| Ms. Ljiljana Rodic-Wiersma | Works Councill | Dec 2021 | Dec 2025 | Yes | Independent consultant on Solid Waste, circular economy |
| Ms. Erlijn Sie | Audit cttee | Jan 2022 | Jan 2026 | Yes | -Board member (chair & founder) of Kula Loans International - Global Leader Corporate Partners & Aliances at Ashoka. |
| Mr. Adriaan Ferf | Chair until April 30, 2021 | n.a | n.a | Yes | Chair herdenkingscomite Eelde Treasurer Vrienden van Lemferdinge |
| Mr. Klaas Moolenaar | Audit cttee, Until April 30, 2021 | n.a | n.a | No | Director Timpoc consultants Partner/owner of Timpoc Organics VoF Chair Stichting EnterStart |

The Haque,

Date: 30-06-2022

C. Sasse
Chair of the Supervisory Board



2 FINANCIAL STATEMENT 2021

2.1 Balance per 31 December (after appropriation of result)

| ASSETS | | 31/12/2021 | 31/12/2020 |
|-------------------------------------|-----------|-------------------|-------------------|
| | notes | € | € |
| Fixed assets | | | |
| Tangible fixed assets | 2.8 | 24,531 | 10,286 |
| Financial fixed assets | 2.8 | 19,682 | 78,073 |
| | | 44,213 | 88,359 |
| Current assets | | | |
| Debtors | 2.9 | 172,640 | - |
| Receivables on projects | 2.9, 2.13 | 554,975 | 772,753 |
| Prepays and other receivables | 2.9 | 41,452 | 53,601 |
| | | 769,067 | 826,354 |
| Cash | 2.9 | 4,010,882 | 7,153,507 |
| Total Assets | | 4,824,162 | 8,068,220 |
| Equity and Liabilities | | | |
| Reserves and funds | | € | € |
| | notes | | |
| Continuity reserve | 2.10 | 753,025 | 570,025 |
| Designated funds | 2.10 | 19,681 | 78,072 |
| | | 772,706 | 648,097 |
| Current liabilities | | notes | |
| Creditors | | 175,761 | 209,800 |
| Payable to tax authorities | 2.11 | 39,413 | - |
| Advances on Projects | 2.11 | 1,432,012 | 6,361,154 |
| Project liabilities | 2.11 | 2,296,176 | 815,911 |
| Other short-term liabilities | 2.11 | 108,094 | 33,258 |
| | | 4,051,456 | 7,420,123 |
| Total Equity and liabilities | | 4,824,162 | 8,068,220 |



2.2 Statement of income and expenditure

| | | Result 2021 | Budget 2021 | Result 2020 |
|--|-------|------------------------------|------------------------------|------------------------------|
| | notes | € | € | € |
| INCOME | | | | |
| Income from public contracts: | | | | |
| - The Netherlands | | 5,455,008 | 6,008,001 | 1,990,577 |
| - Other countries | | 1,167,343 | 1,289,322 | 459,340 |
| Income from private funding organizations | | 759,140 | 846,000 | 44,720 |
| Total income | 2.11 | 7,381,492 | 8,143,323 | 2,494,638 |
| EXPENDITURE | | | | |
| Direct Program management costs | | 1,148,920 | 1,079,376 | 650,155 |
| Direct Program partner implementation costs | | 4,602,295 | 5,224,000 | 1,264,733 |
| Direct Program other activity costs | | 1,060,341 | 1,258,925 | 194,427 |
| Total Direct programme/project costs | | 6,811,556 | 7,562,301 | 2,109,315 |
| Staff salaries | 2.12 | 204,992 | 316,700 | - |
| Training expenses | | 7,166 | 7,500 | - |
| Other staff related expenses | 2.12 | 37,662 | 39,800 | 53,488 |
| Consultancy expenses | 2.12 | 43,332 | 10,000 | 256,959 |
| Housing expenses | | 29,178 | 28,350 | 16,327 |
| Publicity, communication and acquisition | | 38,915 | 55,500 | 28,133 |
| Office and general expenses | | 82,058 | 106,000 | 72,116 |
| Depreciation | | 4,684 | 3,250 | 732 |
| Total Indirect expenses | | 447,987 | 567,100 | 427,755 |
| Total expenditure | | 7,259,543 | 8,129,401 | 2,537,070 |
| Result before financial income and expenses | | 121,949 | 13,922 | -42,433 |
| Financial income | | 28,630 | - | 1,275 |
| Financial costs | | -22,998 | -5,000 | -28,198 |
| Result guarantee funds | | -2,972 | | -25,081 |
| Financial result | | 2,660 | -5,000 | -52,004 |
| Result income and expenditure | | 124,609 | 8,922 | -94,437 |
| Appropriation of results | | | | |
| Continuity reserve | 2.10 | 127,581 | 8,922 | -69,359 |
| Designated reserve | 2.10 | -2,972 | - | -25,081 |



2.3 Cash Flow

| | 2021 | 2020 |
|--|-------------------|------------------|
| | € | € |
| Cash flow from operational activities | | |
| Result income and expenditure | 124,609 | -94,440 |
| Adjustments for: | | |
| Result guarantee funds | 2,972 | 25,081 |
| Write off investment | - | 24,999 |
| Depreciation | 4,684 | 732 |
| | 7,656 | 50,812 |
| Movements in working capital: | | |
| Change in debtors | -172,640 | - |
| Change in receivables on projects | 217,778 | 635,486 |
| Change in prepaids and other receivables | 12,149 | 174,540 |
| Change in creditors | -34,039 | 7,160 |
| Change in payable to tax authorities | 39,413 | - |
| Change in advances on projects | -4,929,142 | 6,078,426 |
| Change in project liabilities | 1,480,265 | -1,335,343 |
| Change in other short-term liabilities | 73,116 | -25,810 |
| | -3,313,100 | 5,534,458 |
| Cash generated from operations | -3,180,835 | 5,490,830 |
| Cash flow from investments | | |
| Investments in fixed assets | -18,929 | -10,234 |
| Reimbursements of closed contracts guarantee funds | 57,139 | - |
| Total cash flow from investment activities | 38,210 | -10,234 |
| net cash flows | -3,142,625 | 5,480,596 |
| Cash and cash equivalents 1 January | 7,153,507 | 1,672,910 |
| Cash and cash equivalents 31 December | 4,010,882 | 7,153,507 |
| Changes in cash | -3,142,625 | 5,480,597 |

The cash flow statement analyses the changes in cash and cash equivalents between 1 January 2021 and 31 December 202 and is prepared to the indirect method.



2.4 Accounting principles

General information

The financial statements are drawn up in accordance with the Guideline C1 of the Dutch Accounting Standards Board, the guideline for “Small-not-for-profit-organizations”. The financial statements are prepared in Euro €.

Translation of foreign currency

Transactions in foreign currency are converted into euros at the exchange rate on the transaction date. At the end of the financial year all assets and liabilities in foreign currencies are converted into euros at the final exchange rate at the balance sheet date. The ensuing exchange results are processed in the statement of income and expenditure.

2.5 Accounting policies in respect of the valuation of assets and liabilities

General

Unless presented otherwise at the relevant principle for the specific balance sheet item, assets and liabilities are presented at face value.

Tangible fixed assets

Tangible fixed assets are valued against purchase price less accumulated depreciation and, if applicable, impairments. Investments less than € 500 are not capitalized. Depreciation is based on the useful life and calculated as a fixed percentage of the acquisition price, considering any residual value. Depreciation starts at the moment of commissioning.

Financial fixed assets

The guarantee funds are presented as financial fixed assets and stated at amortized cost price at year end considering losses on loans (defaults), exchange rate differences and received interest. Cost of fund management is already included in the projects.

The guarantee funds were originally financed by project donors. The ownership of the funds has been formally transferred to WASTE. WASTE pledged to keep using the funds for the original objective: mobilizing (local) financing for water and sanitation. Therefore, the funds are also presented as designated funds under Reserves and Funds. Future withdrawals will be deducted from the guarantee funds through the statement of income and expenditure.

Receivables

Receivables are recognized at fair value. If payment of the receivable is postponed under an extended payment deadline, fair value is measured based on discounted value of the expected revenues. Interest gains are recognized using the effective interest method. When a receivable is uncollectible, it is written off against the provision for bad debts.



Cash

Cash is stated at face value.

Pension

WASTE has no internal pension fund, we have entered into a pension scheme with brand New Day to which the provision of the Dutch pension Act is applicable. WASTE contributes 10.15 % of the referred “pensioengrondslag” factor.

2.6 Reserves and funds

The promised subsidy income and efforts for additional benefits do not prevent a certain degree of uncertainty about the continuity of the organization. The subsidy commitments assume a continuation of the Foundation and in these annual accounts the principles of valuation and determination of the result are based on the assumption of continuity of the Foundation.

The continuity reserve is created to ensure that the foundation can meet its legal and moral obligations in case of a significant fall in income in the future. The Board has the authority to assign special purpose reserves for specific projects.

The designated reserve covers the pledged funds available for guarantee funds.

2.7 Accounting policies in respect of result determination

Income and expenditure

Income and expenditure are recognized as they are earned or incurred and are accounted for in the financial statements in the year to which they relate. Losses are taken into account if they originate in the financial year and as soon as these are anticipated. Profit or loss is determined as the difference between the realistic value of the services delivered and the costs and other charges for the year. WASTE defines the net income as a result of realized productive hours against the tariff agreed with the funders. Direct project costs are directly made for projects such as costs of partners and travel costs.

The general and administrative expenses comprise partly costs chargeable to the year that are not directly attributable to the cost of the services rendered. Salaries, pension, and social security contributions are taken to the income statement based on the terms of employment, where they are due to employees. Interest paid and received is recognized on a time-weighted basis, taken account of the effective interest rate concerned.



2.8 Notes to the statement of financial position – Tangible and Financial fixed assets

Tangible fixed assets

| | <u>Computer</u> € | <u>Inventory & Equipment</u> € | <u>Total</u> € |
|---|----------------------|---|----------------------|
| Balance as at 1 January 2021 Purchase value | 11,433 | 2,101 | 13,534 |
| Accumulated depreciation | <u>-1,531</u> | <u>-1,717</u> | <u>-3,248</u> |
| Book values as at 1 January 2021 | <u>9,902</u> | <u>384</u> | <u>10,286</u> |
| Movements during the financial year | | | |
| Investments | 18,929 | | 18,929 |
| Depreciation | <u>-4,547</u> | <u>-137</u> | <u>-4,684</u> |
| | <u>14,382</u> | <u>-137</u> | <u>14,245</u> |
| Balance as at 31 December 2021 Purchase value | 30,362 | 2,101 | 32,463 |
| Accumulated depreciation | <u>-6,078</u> | <u>-1,854</u> | <u>-7,932</u> |
| Book values as at 31 December 2021 | <u>24,284</u> | <u>247</u> | <u>24,531</u> |
| Deprecation percentage | 20% | 20% | |



Financial fixed assets

Intangible fixed assets

| | 2021 | 2020 |
|-------------------------------|---------------|---------------|
| | € | € |
| Financial fixed assets | | |
| Guarantee funds | 19,681 | 78,072 |
| Investment in companies | 1 | 1 |
| Balance as per 31 December | 19,682 | 78,073 |

| | 2021 | 2020 |
|--|---------------|---------------|
| | € | € |
| Outstanding guarantees) | | |
| Balance as at 1 January | 78,072 | 103,153 |
| Guarantee funds Written-off | | -8,333 |
| Reimbursements of closed contracts | -78,072 | 0 |
| Issued guarantee | 20,933 | 0 |
| Interest, provisions and exchange rate differences | -1,252 | -16,748 |
| Balance as per 31 December | 19,681 | 78,072 |

In 2021, WASTE negotiated with its partners the unwinding of the existing guarantee funds. The guarantee fund with Hofokam in Uganda for Euro 36,674 was repaid to WASTE on March 3, 2021. The other guarantee fund with OCCSCO in Ethiopia for ETB 2.0 million was cancelled on June 15, 2021. Due to foreign currency regulations in Ethiopia, funds have to stay in the country and WASTE therefore entered into two new agreements that will facilitate both OCCSCO and our FINISH MONDIAL program in increasing the number of loans issued for financing household sanitation systems. Recently OCCSCO has changed its name into BAANKII SIINQEE.

A new guarantee fund was established with BAANKII SIINQEE for ETB 1,100,000 (equivalent to EUR 20,933) for the period up to December 31, 2022. This is a risk sharing facility for household sanitation systems.

The difference of ETB 900,000 was paid for by Finish Mondial and utilized for as capacity building to support BAANKII SIINQEE in facilitating the issuance of loans.

WASTE is partly in contracts with local partners to manage loan guarantee funds facilitating access to finance loans for third parties locally for sanitation purposes. The guarantee funds are cash collaterals deposited at local micro-finance institutions (MFIs) or banks for fixed periods. Common practice in these facilities is that micro-finance institutions or banks disburse and manage loans from their own funds. The deposit minus administrative expenses and amounts written off, plus interest gained on the deposit is returned to WASTE after a certain period. The funds outstanding are held under the 'designated reserve'. Within the FM program we experienced quite some delay in the successful deployment of this instrument. COVID19 related safety measures



caused a low utilization of this instrument with banks as they limited the contact with end-customers and small businesses. Management foresees an increase in this instrument in India and Kenya during 2022.

Investment in companies

WASTE previously invested €25,000 in FINISH Service Management Company Ltd. (FSMC Ltd.) in India. WASTE owns 6,118 normal shares constituting 38% of the expanded ordinary capital and 158,768 shares (100%) in the form of redeemable preference capital (6%).

The investment in FSMC Ltd. was fair valued as of December 31, 2020, at €1. The current and forecasted results do not generate enough profit and future free cash flow for maintaining the investment at cost.

2.9 Notes to the statement of financial position – Current assets

Debtors

| | 2021 | 2020 |
|----------------------------|----------------|-------------|
| | € | € |
| Opening balance | 100,000 | 100,000 |
| Increase for the period | 172,640 | - |
| Total Provision | -100,000 | -100,000 |
| Balance as per 31 December | 172,640 | 0 |

Other receivables

| | 2021 | 2020 |
|---|---------------|---------------|
| | € | € |
| Guarantee fund; funds released from contract obligations and to be received | 29,709 | 29,709 |
| Prepaid expenses | 11,743 | 23,892 |
| Balance as per 31 December | 41,452 | 53,601 |

Cash

| | 2021 | 2020 |
|----------------------------|------------------|------------------|
| | € | € |
| Current bank accounts | 3,740,440 | 6,982,757 |
| Savings accounts | 270,442 | 170,750 |
| Balance as per 31 December | 4,010,882 | 7,153,507 |

All cash can be withdrawn upon demand.



2.10 Notes to the statement of financial position – Equity

Continuity reserve

| | 2021 | 2020 |
|---------------------------|----------------|----------------|
| | € | € |
| Balance as at 1 January | 570,025 | 361,401 |
| re-assessment of reserve | 55,419 | 277,983 |
| Appropriation of result | 127,581 | -69,359 |
| Balance as at 31 December | 753,025 | 570,025 |

Designated Funds

| | 2021 | 2020 |
|----------------------------|---------------|---------------|
| | € | € |
| Balance as at 1 January | 78,072 | 381,136 |
| re-assessment of reserve | -55,419 | -277,983 |
| Appropriation of result | -2,972 | -25,081 |
| Balance as per 31 December | 19,681 | 78,072 |

Reassessment of reserve

Due to the growth in contractual project value and employed staff, the foundation must adjust his risk profile and the corresponding continuity reserve accordingly. In 2022 management performed a risk assessment and concluded that the required level of continuity reserve is expected at €725,000. Management is assessing future deployment of results and other opportunities to adjust the continuity reserve towards the required amount. Management applies a factor between 0-25 % that the continuity reserve can be topped up for future risk-coverage.

Following this assessment, the Supervisory Board approved in 2021 and 2022 a realignment of the reserves. The continuity reserve increased successively with €277,983 and €55,419 whereas the designated reserve reduced successively with €277,983 and €55,419.

After appropriation of the 2020 results, the 2021 openings balances were €570,025 for the continuity reserve and €78,072 for the designated reserve.

The result for the year of 127,581 will be allocated to the continuity reserve of the WASTE Foundation, increasing the continuity reserve to €753,025 on December 31, 2021.



The loss in the guarantee fund of €2,972 is appropriated to the Designated Reserve and reduces the Designated Reserve to €19,681.

Management included assumptions for working capital required and outstanding for the above-described financing activities. Management is of the opinion that the transfer of €277,983 and €55,419 from Designated to Continuity reserve falls within the restrictions given by DGIS.

2.11 Notes to the statement of financial position – liabilities

Project receivables and advances

| Project | Balance 01-01-2021 | received on projects | spent on projects | balance 31-12-2021 |
|-------------------------|--------------------|----------------------|-------------------|--------------------|
| | € | € | € | € |
| Finish | -123,540 | - | 1,460 | -125,000 |
| Finish Ink | -296,231 | - | -1,477 | -294,754 |
| ICI Mali | -9,688 | 225,000 | 263,864 | -48,552 |
| USAID | -18 | | | -18 |
| SDG Wash | -2,017 | | | -2,017 |
| Clues | 24,676 | | | 24,676 |
| SDG Amref | 34,403 | | 34,403 | 0 |
| SDG Simavi | -38,810 | | -38,810 | 0 |
| Finish Mondial | 5,681,935 | | 5,570,209 | 111,726 |
| TAS Sida | 654,543 | 1,463,200 | 903,479 | 1,214,264 |
| SDG II Amref | -222,347 | 68,352 | -69,361 | -84,634 |
| SDG II Simavi | -47,562 | 42,450 | -41,415 | 36,303 |
| Unicef | 0 | 804,183 | 759,140 | 45,043 |
| | 5,655,344 | 2,603,185 | 7,381,492 | 877,037 |
| Receivables on projects | -705,810 | | | -554,975 |
| Advances on projects | 6,361,154 | | | 1,432,012 |
| | 5,655,344 | | | 877,037 |

The total of spent on projects include the costs which WASTE has already committed to, but which have not been paid in 2021. The total and specification of this commitment are mentioned under the project liabilities.



Project liabilities

| | 2021 | 2020 |
|---------------------------|------------------|----------------|
| | € | € |
| Finish | 0 | -66,943 |
| Finish Ink | 102,034 | 144,751 |
| Malawi BMGF | 0 | 6,750 |
| A4A Finish Mondial | 53,850 | 53,850 |
| CLUES | 500 | 500 |
| SDG Amref | 0 | 3,500 |
| EJOM | 31,380 | 0 |
| SIDA TAS | 366,071 | 0 |
| UNICEF | 130,816 | 0 |
| SDG II Simavi | 1,500 | 110,475 |
| SDG II AMREF | 57,375 | 239,795 |
| Finish Mondial | 1,552,650 | 256,290 |
| Balance as at 31 December | 2,296,176 | 748,968 |
| Receivables on projects | 0 | -66,943 |
| Project liabilities | 2,296,176 | 815,911 |
| | 2,296,176 | 748,968 |

Assets and liabilities not recognized in balance sheet

| Project | total grant amount | total received 2021 | receivable amounts | total spent on projects | balance 31-12-2021 |
|--------------------------|--------------------|---------------------|--------------------|-------------------------|--------------------|
| | € | € | € | € | € |
| Finish | 5,725,000 | 5,600,000 | 125,000 | 5,725,000 | -125,000 |
| Finish Ink | 4,464,339 | 4,168,249 | 296,090 | 4,463,003 | -294,754 |
| TAS Sida | 5,094,340 | 2,406,771 | 2,687,569 | 1,192,507 | 1,214,264 |
| ICI Mali | 998,585 | 897,229 | 101,356 | 945,781 | -48,552 |
| USAID | 436,000 | 436,021 | -21 | 436,039 | -18 |
| SDG Wash | 133,134 | 133,134 | - | 135,151 | -2,017 |
| Clues | 317,453 | 317,453 | - | 292,777 | 24,676 |
| SDG Amref II | 339,851 | 310,903 | 28,948 | 395,537 | -84,634 |
| SDG Simavi II | 199,350 | 116,800 | 82,550 | 80,497 | 36,303 |
| Unicef | 804,183 | 804,183 | - | 759,140 | 45,043 |
| Finish Mondial | 4,114,755 | 3,900,063 | 214,692 | 4,167,828 | -267,765 |
| Finish Mondial 2021-2025 | 20,000,000 | 5,949,701 | 14,050,299 | 5,570,210 | 379,491 |
| | 42,626,990 | 25,040,507 | 17,586,483 | 24,163,470 | 877,037 |

This overview includes the full contractual grant. The table on page 26 includes the cash received following the awarding of the grant.



WASTE received multi-year grants for projects to be executed over longer periods. The grants are subject to restrictions and could ultimately be withdrawn. As far as these grants are not yet unconditionally committed, they have not been included in the balance sheet and are considered as not recognized in the balance sheet. The table above provides an overview of these grants.

The yearly gross rent of the office in The Hague is € 14,000. The extension of the existing rental contract has entered into force on 01 January 2022 for the period of 1 year.

WASTE has signed a letter of intent on the intended collaboration of ACTIAM N.V. and WASTE) regarding the development and implementation of the ACTIAM Sanitation and Water Impact Fund Series (the Partnership). WASTE, as lead partner of FINISH Mondial will partner with ACTIAM to implement sanitation related activities including but not limited to the use of the brand FINISH to deliver on the Partnership set up as defined within this letter of intent. Technical assistance will be provided by the FINISH Mondial team to create awareness, market affordable toilets, train loan officers, align with local Government policies and monitor results. ACTIAM, as a leading impact fund and asset manager, intends to set up the ACTIAM Sanitation and Water Impact Fund series. It encompasses a series of social impact funds with a total value of €250 million, dedicated to developing and improving safe sanitation. In addition to a market conform return, fund investors will contribute to direct impact on the ground by providing capital to build safe sanitation systems.

2.12 Notes to the statement of income and expenditure

Staff expenses

| | Result 2021 | Budget 2021 | Result 2020 |
|------------------------------------|----------------|----------------|----------------|
| | € | € | € |
| Gross staff salaries | 750,664 | 1,000,000 | - |
| Social Charges | 145,259 | | |
| Pension costs | 64,662 | | |
| recharged to program / projects | -755,683 | -683,300 | - |
| | 204,902 | 316,700 | 0 |

In 2020 staff WASTE did not employ staff, but made use of sub-contractors



Other staff related expenses

| | Result 2021 | Budget 2021 | Result 2020 |
|--------------------------|---------------|----------------|----------------|
| | € | € | € |
| Recruitment fee | - | 10,000 | 49,226 |
| Other personnel expenses | 37,662 | 4,800 | 4,262 |
| | 37,662 | 14,800 | 53,488 |

Other personnel expenses includes service fees for the outsourced payroll, pension broker and other contractual benefits
The recruitment fee in 2020 relates to the director and the financial controllers position

At the end of December 31, WASTE employed directly 14 staff members (this is equivalent to fte 12.94).

The staff fulfilled the following functions:

| Function | Number of staff |
|-------------------------|-----------------|
| Executive Director | 1 |
| HR / Admin Assistant | 1 |
| Finance and controlling | 1 |
| Program management | 11 |

Those functions represented seven staff members on part-time basis and seven staff members on full-time basis. Full time basis is following the contractual 36 hours a week.

For the full program Waste contracted 14 staff members, six consultants and two interns for functions in program management. In total WASTE contracted 23 staff members, of which 11 female and 12 men.

2.13 Post balance sheet events

Executive director Han de Groot has announced that he will leave Stichting WASTE as per September 30, 2022.



2.14 Legislation on standards for top salaries (Wet Normering Topinkomens WNT)

WNT expenses

2020

Details of function

| Name Function | J.W.C. Maas Director | N.G.M Terra Director |
|--|-------------------------|----------------------------|
| Start of function | 01/01/2020 | 01/02/2020 |
| End of function | 10/04/2020 | 31/12/2020 |
| Extend of employment in FTE | 0.6 | 0.6 |
| Former Director | yes | no |
| Fictional engagement | yes | yes |
| | € | € |
| Remuneration | | |
| Remuneration including taxable compensations | | |
| - Management expenses | 5,500 | 119,544 |
| - Direct programme/project expenses | 0 | 0 |
| Subtotal | 5,500 | 119,544 |
| Individual applicable remuneration maximum | 31,185 | 157,380 |
| Subtotal | 5,500 | 119,544 |
| -/- amount paid not due | - | - |
| Total remuneration | 5,500 | 119,544 |
| Reason amount paid not due | Na | Na |

2021

Details of function

| Name Function | H de Groot | N.G.M Terra Director |
|--|------------|----------------------------|
| Start of function | 01/02/2021 | 01/01/2021 |
| End of function | 31/12/2021 | 01/02/2021 |
| Extend of employment in FTE | 0.9 | 0.6 |
| Former Director | yes | no |
| Fictional engagement | yes | yes |
| | € | € |
| Remuneration | | |
| Remuneration including taxable compensations | 92,676 | |
| - Management expenses | 3,403 | 12,637 |
| - Direct programme/project expenses | 0 | 0 |
| Subtotal | 96,079 | 12,637 |
| Individual applicable remuneration maximum | 197,625 | 16,800 |
| Subtotal | 96,079 | 12,637 |
| -/- amount paid not due | - | - |
| Total remuneration | 96,079 | 12,637 |
| Reason amount paid not due | Na | Na |

Members of the Raad van Toezicht do not receive a remuneration but receive a cost allowance for attending the Board Meeting. The members of the Supervisory Board received a cost allowance in 2021; the chair position of the Supervisory Board is entitled to euro 500 on a yearly basis, and all other members of the supervisory Board are entitled to euro 250 on a yearly basis.

According to the law on top of salaries (WNT), all payments by WASTE for persons registered as Directors in the Chamber of Commerce must be provided here. It is important to note that only Hanny Maas was a full-time director at WASTE in 2019. Hannie Maas was unfortunately ill in 2020 and left when her contracted ended in April 2020. Nico Terra joined WASTE in the function of interim director from February 1, 2020, till February 1st, 2021.



2.15 *Approval and adoption of the annual accounts 2021*

The Board shall approve the annual report and financial statement 2021 of the Foundation in the next meeting, including the allocation of the result of income and expenditure as presented on page 18.

The Hague,

Date 30-06-2022

Han de Groot, Director

ANNUAL ACCOUNTS 2021

Stichting WASTE
Binckhorstlaan 36 Unit C-174
2516 BE 'S-GRAVENHAGE

www.waste.nl

Stichting WASTE
Binckhorstlaan 36, Unit C1 74
2516 BE DEN HAAG

INDEPENDENT AUDITOR'S REPORT

To: management and the supervisory board of Stichting WASTE

Report on the audit of the financial statements 2021 included in the annual accounts 2021

Our opinion

We have audited the financial statements 2021 of Stichting WASTE, based in Den Haag.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting WASTE as at 31 December 2021 and of its result for 2021 in accordance with the RJk-Richtlijn C1 'Kleine organisaties-zonder-winststreven' (guideline for annual reporting for small not-for-profit organisations) of the Dutch Accounting Standards Board and the 'Wet normering topinkomens' (WNT, Standards for Remuneration Act).

The financial statements comprise:

1. the balance sheet as at 31 December 2021;
2. the statement of income and expenditure for the year 2021; 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 accompanying financial statements' section of our report.

We are independent of Stichting WASTE 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.

Compliance with rule against overlapping pursuant to the WNT not audited in accordance with the Audit Protocol under the Standards for Remuneration Act (WNT)

We have not audited the rule against overlapping as referred to in Section 1.6a of the WNT and Section 5(1)(j) of the WNT Implementing Regulations. This means that we have not audited whether an executive senior official exceeds the norm as a result of any positions as executive senior official at other institutions subject to the WNT and whether the explanation required in this context is correct and complete.

Report on the other information included in the annual accounts 2021

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, does not contain material misstatements and that all information is included which is requested by the Rijk-Richtlijn C1 'Kleine organisaties-zonder-winststreven' (guideline for annual reporting for small not-for-profit organisations) of the Dutch Accounting Standards Board and the 'Wet Normering Topinkomens' (WNT, Standards for Remuneration Act). We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the director's report and other information in accordance with the Rijk-Richtlijn C1 'Kleine organisaties-zonder-winststreven' (guideline for annual reporting for small not-for-profit organisations) of the Dutch Accounting Standards Board and the 'Wet Normering Topinkomens' (WNT, Standards for Remuneration Act).

Description of responsibilities regarding the financial statements

Responsibilities of management and the supervisory board for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the Rijk-Richtlijn C1 'Kleine organisaties-zonder-winststreven' (guideline for annual reporting for small not-for-profit organisations) of the Dutch Accounting Standards Board and the 'Wet Normering Topinkomens' (WNT, Standards for Remuneration Act). Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error. As part of the preparation of the financial statements, management is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so. Management should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the company financial statements. The supervisory board is responsible for overseeing the company's financial reporting process.

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. For a more detailed description of our responsibilities, we refer to the appendix of this auditor's report.

Was signed, 1 July, 2022.

WITh accountants B.V.
P. Alblas RA

Enclosure

Enclosure to our auditor's report by the accompanying financial statements 2021 of Stichting WASTE, based in Den Haag

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, 'Controleprotocol WNT 2021' (audit protocol 2021 concerning the Standards for Remuneration Act) ethical requirements and independence requirements. Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the company 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 company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company'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 company 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 company to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the company financial statements, including the disclosures; and
- evaluating whether the company financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with management and the supervisory 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.