



2020

FINANCIAL REPORT

AGRITERRA

2020 FINANCIAL REPORT

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Annual report

Management Report

General information

Agriterra is an Agri-agency: an organisation founded by the rural alliances and agricultural businesses for international farmer-to-farmer cooperation. In the Netherlands, these are the regional Agricultural and Horticultural organisations united in LTO Nederland, the Dutch rural women's organisations, the National Cooperative Council and the Nederlands Agrarisch Jongeren Kontakt (Dutch Agricultural Youth Association).

Agriterra bases its approach on its vision that women and men in developing countries should themselves lead the development of their country and that strong organisations of entrepreneurs are key to this approach. Strong agricultural organisations and a flourishing agricultural business contribute to good democratic relations and ensure economic development and a better distribution of income in developing countries. Many people in developing countries live and work in rural areas. The agricultural sector is the engine of the economy: enterprising farmers and horticulturalists are responsible for development and, accordingly, for combating poverty.

That is why Agriterra wants to ensure that cooperatives and farmers' organisations in developing countries are strong enough to support their members in finding a strategic position in the market. Organisations such as these promote the entrepreneurship of their members and establish relationships with governments and other national and international players to demonstrably benefit their members. We support them with hands-on experience from the Dutch agricultural sector and the resources of Dutch development cooperation.

Agriterra therefore opts for farmers' and horticulturalists' organisations, with a special focus on female and young entrepreneurs, who support their members by setting up businesses with a strategic market position, through promoting extension services and through strategic alliances with third parties and advocacy with governments. On these three main points Agriterra offers advice and support to the organisations in realising their plans.

Agriterra has organised its work in such a way that the three main points on which we set out to achieve results are in three regions: Asia, Africa and Latin America. These have a precisely defined task in terms of mobilising working capital and investments, participating farmers, paying members, augmentation of Agriterra budget from other sources and strengthening the organisations. Clearly focusing on organisations, countries, sectors and the use of products forms a core task. In the interests of harmonisation, Agriterra therefore also actively seeks cooperation with relevant players in the field.

Through its Agripool, Agriterra mobilises experts from agricultural organisations and the agricultural sector in the Netherlands, Spain and other countries for training and advisory courses in developing countries. Every organisation has experience that can benefit others. We support these processes by deploying the Agripool experts to answer questions of associations and cooperatives in developing countries; questions that tie in with the knowledge of the supporting agricultural organisations, the Dutch Agri & Food top sector, Spanish cooperatives and organisations in the countries where we operate.

Agriterra is emphatically not a development aid organisation, but a specialist that prepares cooperatives for the future. What does the future hold? There will be a lot of trade and factories owned by farmers, financially strong cooperatives, with well-organised extension services and a strong farmers' lobby and advocacy.

Agriterra's structure

Agriterra has a board consisting of the four sectors that support it. These are the Agriculture and Horticulture organisations, the women's organisations originating from rural women's associations and working together in the Foundation for Collaborative Women's Organisations (SSVO)¹. The National Cooperative Council (NCR), which originally brought together agricultural and horticultural cooperatives only, but now has members in many sectors, and the Dutch Young Farmers Organisation (NAJK).

Board of management

The board consists of seven members of the supporting organisations mentioned above. Board members are appointed by the board, on the recommendation of the aforementioned organisations, for a term of office of four years. Reappointment is possible if the proposing organisation reappoints them. The supporting organisation may remove the board member they have nominated from office in the interim period. In 2020 the composition of the board was as follows:

	<i>(Re)appointment</i>	<i>Section</i>
Chairman: Mr L. Faassen (temporarily)	02-07-2020	LTO
Members of the Board of Directors:		
: Mr C.J. Blankenburgh	03-03-2016	NCR
: Mr A.P.J. van Nuland	18-06-2020	NCR
: Mr A. Arfman	14-09-2016	NAJK
: Ms A. van Velde	16-04-2016	LTO-noord
: Ms C.L.J. Wijers	03-03-2016	Vrouwen van Nu

On 13 May 2020 the Chairman M. Calon resigned from his position when resigning as LTO chairman. This position in the Agriterra board was temporarily fulfilled by Mr L.A.L. Faassen. Ms. G van Tuel-Koenders was not reappointed in 2020. Mr. A.P.J. van Nuland was reappointed on June 18th.2020. In 2020 the board of Agriterra consisted of six board members, with one vacancy. Due to ongoing discussion about the governance of Agriterra, board members whose term ended in 2020 agreed to stay on a while longer until the final decision on the governance was made.

The members of the board are of course active in their own organisations on the recommendation of which they sit on the Agriterra Board. They also hold numerous social and business positions that do not conflict with their Agriterra board membership.

The members of the board are unpaid and the reimbursement of expenses is arranged by the organisation that has nominated them. Agriterra may reimburse expenses in the event of unforeseen circumstances. This did not happen in 2020.

The board concentrates on two main tasks.

1. Policy orientation in the broadest sense of the word: strategic and administrative decision-making. The board keeps track of information about alliances, adopts the budget and annual accounts and the board may also grant discharge to the director. The Board also sets the tariffs that are charged to donors for the deployment of Agriterra personnel. It sets the terms of employment and changes to them. The board assesses the managing director's performance.
2. Monitoring of the development of the organisation, with special emphasis on maintaining the mission (strengthening agricultural organisations), especially in times of change.

¹ Vrouwen van Nu is no longer a member of SSVO, but they are on the Board of Agriterra with the approval of the SSVO members.

In 2020, the board met 11 times. Due to Covid-19, most meetings were virtual meetings. Main issues discussed were the governance structure of Agriterra, Covid-19, the evaluation of the Farmers Common Sense in Business programme 2016-2020, Agriterra's new programme for 2021-2025, international alliances and partnerships and financial (quarterly) reports. As of July 2020 the board met more frequently to discuss funding related matters. There have been meetings with DGIS on the funding of the new Agriterra programme. In October 2020 the board approved the new strategy for the next ten years and the DGIS-programme embedded in this strategy, that was presented to the ministry and approved for implementation in the period 2021-2030. With the budget for both the DGIS programme as the strategy the use and method for calculation of tariffs to be charged by personnel were approved.

Board of Directors and Management

The board has largely delegated and mandated operations to the director, Dr C.(Kees) Blokland. The director is responsible for Agriterra's overall performance and for setting the strategic course based on the mission and vision and for taking innovative initiatives that shape the strategic choices.

Two managers, for business operations and agri-advisory services, are responsible for day-to-day operations. The manager operations, Mr R.(Ronnie) Hahné is responsible for human resources, communication, financial affairs, IT, reception and facility management, travel arrangements of staff and agripool experts, and client information. The agri-advice manager, Mr C.C.(Cees) van Rij, is responsible for the consultancy practice and manages the business advisors and Agripool recruiters.

Other positions held by the director

The Managing Director has been a board member of Agri-Profocus since 2014. In this capacity he led the strategic reorientation of this network. In 2019 he became, therefore, member of the steering committee for the establishment of the Netherlands Food Partnership, as a merger of Agri-Profocus and the Food & Business Knowledge Platform.

By the end of 2020, both positions came to an end at the moment that the Netherlands Food Partnership was established.

Advisory Council

Representatives of the sections of Dutch rural member organisations (the regional LTO organisations and LTO Netherlands, the national and regional rural women's organisations, the NAJK and regional AJKs, the NCR and the cooperatives) take part in the Advisory Council. The Advisory Council is created at the request of the manager agri-advice who seeks advice from people within the supporting organisations based on their expertise in the themes on which he needs advice. He may also involve experts from outside these organisations, but they are not members of the Advisory Council. The members are nominated by the director and appointed for one year by the board.

Specific tasks are defined in detail, but the following are broadly applicable:

- Advice on working methods, advisory practice, progress with activities and how to achieve the intended results.
- Promoting cooperation between Dutch and foreign parties.

The composition of the Advisory Council in 2020 was as follows:

Willemien Koning-Hoeve (from October 2015)	Vrouw&Bedrijf LTO Noord
Kees van Zelderen (from October 2015)	ZLTO
Ilse Verhoijssen (from October 2017)	NAJK
Michiel Bernards (from April 2018)	Rabobank
Sander Diethorst (from June 2019)	The Greenery
Matthijs Gebbink (from June 2019)	Agrico/LTO Noord
Frank Hollaar (from June 2019)	Flynth
Giena Klaassens (from June 2019)	Avebe
Suzanne van den Eshof (from October 2019)	Friesland Campina

The members of the Advisory Council are of course active in their own organisations and also hold numerous social and business positions that do not conflict with their membership of Agriterra's Advisory Council.

The members of the Advisory Council are unpaid, and the reimbursement of expenses is arranged by the organisation to which they are affiliated. Agriterra may reimburse expenses in the event of unforeseen circumstances. This did not arise in 2020. In 2020 the Advisory Council met 3 times, due to Covid-19 all meetings were virtual meetings.

Activities in 2020

General

2020 was the final year of the 5-year Common Sense in Business programme 2016-2020. The 2020 annual budget, as submitted to the DGIS, was € 20,623,525.² DGIS was planned to contribute € 14,087,278 while other donors would contribute € 6,452,101. The total amount of income planned to be spent on goals in 2020 was € 20,578,525.

The 2020 budget was developed before the COVID-19 pandemic started, which also had a huge impact on Agriterra's operations. The total actual expenditure on Agriterra's objectives was € 15,492,637, which is 25% lower than budgeted. These expenditures were funded by a DGIS contribution of € 11,796,870, while the total income from other sources € 3,530,825.

Looking at the 5-year Common Sense in Business programme as whole, including the top-up in 2018, the total overall budget for the period 2016-2020 was € 77,609,171. The total actual expenditure in period 2016-2020 was € 72,647,380, which is 6% lower than planned. This is for a significant part due to impact of the earlier mentioned COVID-19 pandemic. Besides Covid-19, Agriterra has also struggled in recent years to reach its acquisition targets from sources outside DGIS. The contribution of DGIS of € 59,5 million Euro (including top-up), was fully utilised. The combined income from other sources (donors and interest) during the lifespan of the programme was € 13,140,975, which is 18.0% of the total programme (planned 23.7%).

Agriterra's expenditure relates to the provision of services through the work of employees at the Arnhem office and via Acodea in Spain and of employees at foreign locations: Bolivia, Burkina Faso, Burundi, China, Colombia, Congo DR, Ethiopia, Ghana, Indonesia, Ivory Coast, Kenya, Myanmar, Nepal, Niger, Uganda, Peru, Philippines, Nicaragua, Rwanda, South Sudan, Tanzania, Vietnam and Zambia. Besides advisory services of employees, there are expenses for agripool experts (experts we recruit from the supporting organisations and cooperative enterprises at home and abroad) and

² Including expected interest income and non-Grants.

consultants, often experts with a great deal of knowledge and a long track record with the farmers' movement in developing countries.

Inputs & activities

The first striking feature is the spectacular growth of Agriterra staff, enabled by the diminishing co-financing function of Agriterra set in motion in 2016. In the period 2016-2020, Agriterra became a cooperative business development service provider.

Staff growth resulting in more activity and therefore more participants and farmers reached is only part of the story. The other part is an autonomous growth due to the interest of the cooperatives to involve members as is evidenced by not only more participants per event, but also more participants per Agriterra FTE in a stable number of events per FTE.

The number of exchange tours, study visits, training courses and workshops per year more than doubled during the programme: on average 676 events yearly were held during 2016-2020, with a steady increase over the years 2015-2019, and a significant decrease in 2020 due to Covid (Table1). The most salient **increase** took place in the number of farmers (**participants**) attending these events, going up from 1,307 in 2015 to 6,935 in 2019, and with a small, due to Covid-related travel restrictions, decrease again to 6.176 in 2020. This adds to a total of over 25,000 participants.

Table 1: Key number of staff, clients, activities including efficiency ratios

	2015	2016	2017	2018	2019	2020
Staff	64	84	111	120	156	164
Client	164	122	278	291	357	422
Assignments (total)	364	424	614	634	927	781
Participants	1,307	1,949	6.030	4.277	6.935	6,176
Type assignments						
Scoping /Assessment	62	59	96	73	176	97
Advice	226	212	297	292	373	401
Trainings /Workshops	60	117	141	171	269	228
Exchange visits	10	15	40	49	65	45
Representation	6	21	40	49	44	10
Ratio's						
Clients/Fte	2.6	1.5	2.5	2.4	2.3	2.6
Assignments/Fte	5.7	5.0	5.5	5.3	5.9	4.8
Participants/Client	8.0	16.0	21.7	14.7	19.4	14.6
Participants/Fte	20.4	23.2	54.3	35.6	44.5	37.7
Paticipants/ass.	3.6	4.6	9.8	6.7	7.5	7.9

Source: 2015-2019 data: Ecorys table 6.9 page72: 2020 data: agro-info.net

Table 2: Countries programme and expenditure in 2020

Country	Startdate	Staff	Clients	Assignments	Clients per FTE	Assignments Per FTE	Expenditure in euro's
Bolivia	2000	3	11	61	3.7	20.3	540,731
Burkina Faso	2019	4	7	25	1.8	6.3	277,990
Burundi	2018	3	6	11	2.0	3.7	232,848
China	2008	5	13	9	2.6	1.8	226,366
Colombia	2015	4	8	27	2	6.8	295,086
DR Congo	2000	6	17	25	2.8	4.2	703,725
Ethiopia	2012	12	24	43	2.0	3.6	687,810
Ghana	2019	3	7	23	2.3	7.7	241,936
Indonesia	2014	5	9	26	1.8	5.2	314,262
Ivory Coast	2019	3	5	14	1.7	4.7	176,312
Kenya	2000	9	15	47	1.7	5.2	631,495
Myanmar	2016	4	6	4	1.5	1.0	244,720
Nepal	2016	6	15	17	2.5	2.8	390,060
Nicaragua	2015	3	5	12	1.7	4	261,187
Niger	2019	3	9	22	3.0	7.3	348,758
Peru	2000	6	9	45	1.5	7.5	556,201
Philippines	1997	8	7	13	0.9	1.6	286,467
Rwanda	1997	11	83	81	7.5	7.4	576,797
South Sudan	2016	4	14	8	3.5	2.0	104,701
Tanzania	2004	6	15	92	2.5	15.3	612,490
Uganda	2003	12	103	54	8.6	4.5	481,482
Vietnam	2008	10	22	37	2.2	3.7	876,738
Zambia	2014	6	12	25	2.0	4.2	361,093
Zimbabwe	2020	n.a.	0	1	n.a.	n.a.	27,434
World	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	1,051,079
Institutional	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	1,289,102
Total							11,796,870

Source: agro-info.net, Financial administration

Goals 2020

The Farmer common sense in business programme 2016-2020 contains financial and non-financial goals of which the financial goals will be covered in this report. All goals are covered in the Report programme "Farmer Common Sense in Business 2016-2020, Results and Achievements 2020 & accumulated results over the period 2016-2020"

2020 is all about the results, linked to the 2020 targets. In other words, we want to achieve results in the following areas in particular:

Goal 1: Reach 1 million unique farmers.

Reference is made to the active members of Agriterra clients at local level and/or the local project outreach of clients at subnational, national, or international level.

In 2020 alone, we reached out to 1,15 million farmers (table 3), among whom 37% women. The number unique farmers reached in the total period is therefore far above target.

Table 3: Results Goal 1- One million farms reached

2016	2017	2018	2019	2020
395,166	677,785	845,715	1,176,239	1,145,924

Source: agro-info.net

Goal 2: 50 cooperatives successfully linked to banks (incl. 25 new processing plants).

2a. The first part of the goal relates to the number of clients (distinct count) that obtain access to banking services in the form of investment or working capital loans

In 2020 alone, Agriterra counted 50 clients that were beneficiaries of working capital or an investment loan, 27 of which were newly connected cooperatives. Over the past five years (2016-2020), **131 unique clients have received working capital or one or more investment loans.**

Table 4: Results Goal 2 – cooperatives connected to banks

Label	2016	2017	2018	2019	Adjustment 2016-2020	2020
#Clients beneficiary of loans	34	45	42	22	12	50
Clients newly connected to banks	34	29	18	21	2	27
Cumulative	34	63	81	102	104	131

Source: agro-info.net

The cooperatives listed in table 4 acquired a new investment or working capital loan from the financial market with the support of Agriterra for the first time.

2b. The second part of the goal refers to the so-called smoking chimneys, farmer led enterprises that result from an investment project that came about with the help of Agriterra, either by obtaining access to a loan or by technical support or advice.

This target is met, and 64 new facilities were established in the complete period but only 17 were established using external funding in the form of term loans. In the remaining 47 cases the funding came from other sources of finance such as internal capital raised via retained earnings and members' contributions, grants from donor agencies, or by reinvesting the cash obtained from selling idle assets.

The coming to existence of these new plants cannot be fully attributed to Agriterra, but only an average 46%. Applying this to the total number, **still 27 can be accounted for as our result**, so we achieved a result above target.

Table 5: Results Goal 2b – smoking chimneys (attribution to Agriterra in %)

Label	2016	2017	2018	2019	Adjustment 2016-2020	2020	Accumulative results
Processing Facilities (cumulative figures) (17%)	10 (43%)	26 (48%)	35 (46%)	40 (46%)	+/+6 (46%)	64 (43%)	In total 64 processing facilities registered (with positive attribution % Agriterra)

Source: agro-info.net

Goal 3: 55 million euro mobilised as investments and working capital

This goal relates to the amount of loans mobilised thanks to clients having obtained access to the banking sector.

3a. Loan mobilisation

Agriterra advisors play an important role in clients' loan acquisition. For each loan, the attribution factor is registered. **The total loan amount mobilised in the period 2016-2020 amounts to EUR 60,39 million** (Table 6) of which EURO 8,59 million in 2020.

Table 6: Results Goal 3 – €55 million in loans mobilised (in million euro)

Label	2016	2017	2018	2019	Adjustment 2016-2019	2020	2016-2020
Amount working capital loans (Agriterra attributed amount)	18.15	2.78	10.33	12.27	-/-8.85	5.95	46.64
Amount investment loans (Agriterra attributed amount)	0.38	4.10	2.63	3.32	+/+0.64	2.64	13.75
Amount total loans	18.53	6.88	12.69	15.59	-/-8.21	8.59	60.39

Source: agro-info.net

In the period 2016-2020 a total amount of EUR 7,17 million has been reported as **grants** for either working capital or investment purposes. This amount gains significance in view of the new perspective, that grants mobilised with governmental and non-governmental agencies, might be conceived as a result contributing to Goal 4.

3b. Internal capitalisation

Internal capitalisation has been registered in Agro-Info.Net until the beginning of 2019. The total amount capitalised in the period 2016-2019 is EUR 10,72 million. Difficulties in attribution do not allow us to take all effects on this systemic change into our results (Table 7).

Table 7: Results Goal 3 - Grants (loans mobilised) and internal capitalisation (*1,000 in euros)

Label	2016	2017	2018	2019	Adjustment 2016-2019	2020	Cumulative 2016-2020
Amount of grants mobilised (Agriterra attributed amount)	1,295	1,343	2,193	1,979	+/+273	91	7,175
Internal capitalisation	388	1,743	8,624	439	-/-471	0	10,723
ABTB Fund & TAF-ABC	0	0	0	750	0	2,300	2,950

Source: agro-info.net

Goal 4: 100 million euros invested as a result of a change in policy

Agriterra has developed the FACT training cycle (Farmer's Advocacy and Consultation Tool) with which farmers' organisations are trained to engage in a dialogue with governments. The goal is mobilisation of funds for farmers whether in the form of direct investments or by obtaining financial price or fiscal advantages.

FACT is one of the trajectories within Agriterra that requires a longer time span and can easily take 6 months to 1 year or even longer to come to results. Over the period 2016-2020, 61 assignments, either training, coaching or advice, have been implemented in 18 countries, of which 25 in African countries, 15 in Asian countries, 18 in Latin American countries. 1,121 participants have been trained, and 127 experts have been deployed³.

In this period, we surely met the target, but due to incomplete registration of results we cannot fully demonstrate it nor calculate the exact attribution to Agriterra. The directly mobilized funds in the form of public programmes as recorded in Agro-info.net is 34 million. To this one can add 56 million in additional benefits through tax measures and export benefits. A tax redemption in Uganda of 500 million Euro is not taken into account due to attributions issues following the ECORYS opinion, even though the cooperative apex organisation and farmer organisation of the country reported the result to be due to using our FACT method.

The total of public funds mobilised (2016-2019) is EUR 27-million. To this amount, we add the grants (for working capital or investment) obtained by 50 organisations in the period 2016-2020, **the total of public funds mobilised would be EUR 34 million** (Table 8). Thus only 34% of the envisaged EUR 100 million.

Table 8: Results Goal 4 – Amount invested due to policy changes (in million euro)

Label	2016	2017	2018	2019	Adjustment 2016-2019	2020	Cumulative 2016-2020
Lobby trajectory	17.00	2.2	5.40	1.48	0	1.04	27.13
Grants for investment/ working capital	1.29	1.34	2.19	1.98	0.27	0.09	7.17
Total	18.29	3.54	7.59	3.46	0.27	1.13	34.30

Source: target registration public funds mobilised agro-info.net

However, direct registration of funds mobilised only captures part of the monetary advantage obtained by Agriterra clients because of FACT inspired lobby trajectories. **We registered an additional EUR 56 million** in 2 cases, respectively in Rwanda and Bolivia.

Goal 10: 30% of Agriterra budget from sources other than DGIS

Agriterra is aiming to diversify its income sources by setting a target for non-DGIS funding as a percentage of total funding, to be reached in the last year of 2016-2020 programme cycle

Agriterra aims to decrease its dependence on DGIS funding over time. In 2020 the target is to have at least 30% of non DGIS funding in 2020, i.e., funds from other sources than the DGIS for the Farmer Common Sense in Business program.

Agriterra has been able to increase the proportion of non DGIS funding from 10% in 2016 to 30% in 2020 (Table 9) and thus did meet the target.

³ Source: AIN

Table 9: Results Goal 10 – Percentage 3rd party funding

Goal 10	2016	2017	2018	2019	2020
Percentage of Agriterra budget from non DGIS sources	10%	12%	17%	16%	30%

Source: financial administration

Fundraising

As can be seen from the statement of income and expenditure, the income from designated and expert funds totalled € 53,538 in 2020. All of the funds obtained by Agriterra through this fundraising will go for 100% to the designation (usually specified by the donor). Our donors are typically departments and groups within Dutch agricultural organisations. Agriterra's policy is that these donors receive a commitment that the amounts they provide will go entirely to their sister organisation (if applicable; otherwise to the general designated funds).

The time spent on acquisition of these funds, are considered non-chargeable. The costs are therefore absorbed in the tariffs Agriterra applies to chargeable activities. The absolute and relative costs are low because Agriterra mainly raises funds among the supporting organisations: farmers' and rural organisations and cooperatives in the Netherlands. The low cost/revenue ratio is an expression of the social roots of Agriterra's work and of the importance of the peer-to-peer development cooperation referred to above.

Reserves and funds

Reserves

In a Board resolution It has been stated that any surplus on income and expenses will in principle be added to the continuity reserve until the level of the total wage bill for the year under review has been reached. In 2020, the reserve was decreased with € 130,197. At the end of 2020, the reserve stood at 38.1% of the wage bill (gross salaries) (was 45.7% in 2019) and 29.9% of the gross salaries including pension fund contributions, incapacity for work and social security contributions (was 35.6 % in 2019). These percentages are based on the wage bill data of the employees working for the head office in Arnhem.

At the time of writing of this report, Agriterra is reviewing its policy on the appropriate size of the continuity reserve. Furthermore, in close consultation with DGIS, the mechanism for building and utilising this reserve (including the applicable governance principles) are under review. It is expected that the board of Agriterra will approve the revised policy before the end of 2021.

Funds

These are funds with a designation specified by the donors or with more general designations that are in line with Agriterra's objectives and activities. If income is received in the reporting year with a specific spending objective that is set by third parties and that has not yet been spent in the year under review, this unspent money is added to the funds concerned.

The course of this was as follows on the next page:

	Position 01-01-2020	*) Fund movements	Cr: Donations	Dr: Spending	Position on 31-12-2020
Organisation and projects					
Financial fund for dairy cooperatives, Kenya	41,719	0	0	0	41,719
Increased milk volumes, Mumberes Farmers Coop Kenia	2,735	0	0	2,735	0
Access to the market for Ethiopian Beekeepers	2,641	0	0	2,641	0
WMFCU: Flour, Biscuit and Pasta Factory Ethiopia (financing fund)	130,000	0	0	0	130,000
Recordkeeping and Benchmarking training Nepalese farmers	5,926	0	0	0	5,926
Improving composting & fertilizing techn. Nepal	1,977	0	0	1,977	0
Sugarcane Farmers Cooperatives	55,000	0	0	20,618	34,382
Professional development of cooperative managers Rwanda	2,664	0	0	1,218	1,446
SDGP – Eat Fresh Tanzania	27,480	0	17,891	86,754	-41,383
SDGP – Potato Value Chain Rwanda	18,750	0	0	14,902	3,848
SDGP – Low carbon coffee Kenya	0	0	11,566	9,986	1,580
Subtotal	288,892	0	29,457	140,831	177,518
Expert fund Agriterra	0	0	24,081	24,081	0
Total	288,892	0	53,538	164,912	177,518

**) In 2020 eight foreign projects were supported with an amount of € 164,912 in line with the objectives and activities of Stichting Agriterra.*

As shown in the above presented figure in 2020 Agriterra will utilise undesignated funds as additional funding for SDGP projects.

Investment

Agriterra does not have a structural investment policy to increase equity. An amount of € 11,989 at current value (originally € 5,865) is invested in Rabobank Type-I shares (formerly Rabobank Member Certificates). All other investments of (temporarily) surplus funds mainly concern funds made available to subsidy providers and donors. These funds are held in savings accounts. The resulting interest income is added to the budget for implementation of the objectives.

Stakeholders, staff and volunteers

Agriterra achieved ISO certification 9001:2015 in 2017 and continued this in 2020. The most important aspect of this involves monitoring the risks and opportunities within the organisation by the management. In addition, and partly on the basis of the ISO certificate, 'client satisfaction' is a central concept, where a distinction is made between clients and other stakeholders.

The clients are the cooperatives and agricultural organisations in the programme countries: Agriterra's advisory and financing products have been developed for them and are used at their request. This is usually done through projects and, in this context, transparent communication on these projects is a *sine qua non*. Agriterra has opted for virtually unlimited insight into the progress and content of projects. The projects, including progress in decision-making, will be placed in the online project management system "agro-info.net". The registrations are IATI-proof and Agriterra's effort is reported as such at <http://www.iatiregistry.org/publisher/agriterra>.

In the same way, this transparency also applies to other interested parties, such as Dutch organised agriculture, agri-business and the institutions from which Agriterra receives subsidies. They can also use Twitter, the agriterra.org website and documents such as the Annual Activity Report, and fact sheets to learn all about the efforts made and the results achieved or not achieved by Agriterra's work.

Agriterra's workforce consisted of 163.1 FTEs at the end of 2020. At year-end 2020 Agriterra was employing 53 people in the Netherlands, 13 expats and 103 national business advisors and staff persons.

Future outlook: Budget 2021, Budget & actual 2020

Budget 2021

(amount in euros)	Budget 2021	Actual 2020	Budget 2020
INCOME			
Dutch Government grant	11,000,000	11,796,870	14,087,278
Income through acquisition	6,300,669	3,530,825	6,452,101
Income from designated & expert funds	45,000	53,538	45,000
Interest income	0	1,015	39,146
Total income	17,345,669	15,382,248	20,623,525
EXPENDITURE			
Spent on objectives			
▪ Programme Farmer Common Sense in Business	17,300,669	15,327,725	20,578,525
▪ Designated & expert funds	45,000	164,912	45,000
<i>Total spent on objectives</i>	<i>17,345,669</i>	<i>15,492,637</i>	<i>20,623,525</i>
Acquisition			
▪ Interest and bank charges	45,000	54,211	45,000
<i>Total acquisition of income</i>	<i>45,000</i>	<i>54,211</i>	<i>45,000</i>
Management and administration			
▪ Personnel costs	8,144,143	7,602,843	9,247,000
▪ Depreciation costs	181,319	95,826	150,000
▪ Accommodation costs	586,345	431,968	708,000
▪ Office costs	566,491	519,023	530,000
▪ General costs	515,818	447,569	472,000
▪ Marketing & Communication	50,000	0	0
▪ Staff development	65,000	0	0
▪ Project management & quality assurance	176,000	0	0
▪ Charged to objectives	-10,975,869	-9,021,228	-11,470,000
<i>Total management and administration</i>	<i>-690,753</i>	<i>76,001</i>	<i>-363,000</i>
Total expenditure	16,699,916	15,622,849	20,305,525
Added to continuity provision	645.753	0	0
Surplus (+), deficit (-)	0	-240,601	318,000
Workforce in FTE at the end of the financial year	166.0	163.1	197.0

Annual plan 2021

The 2021 annual plan largely follows the 2021-2030 long-term plan. In 2021, the Farmers Focussed Transition (FFT) programme started. The long-term plan is divided in 2 5-year periods.

The total budget for the FFT programme is € 163 million of which the Ministry of Foreign Affairs/DGIS contributes € 77 million (DGIS granted € 81 million) and € 86 million will come from other donors.(€ 39 million from new strategic partnerships & coalitions and 47 million from one-off grants and assignments)

The 1st 5-years programme budget is as follows:

(amount in euros*1000)	2021	2022	2023	2024	2025	Total
DGIS	11,000	11,000	10,000	9,000	8,000	49,000
strategic partnerships & coalitions	0	500	1,500	2,500	3,500	8,000
One off grants & assignments	4,000	4,000	4,000	4,500	4,500	21,000
Total	15,000	15,500	15,500	16,000	16,000	78,000

For 2021, the FFT programme is budgeted to spend a sum of € 17,300,669. It is also the intention that, as in 2020, the farmers' organisations, will again contribute, e.g. from their own capital, other subsidies or investments, to the projects (these financial flows do not go through Agriterra).

In addition to the FFT programme, a number of projects will be financed from the designated & expert funds. The aim is also to spend as much of the donations received in a financial year as possible directly on projects. Agriterra will continue to bear the costs of the aforementioned donations from its own resources, but with project contributions from DGIS.

For Agriterra's foundation assets, and specifically its continuity reserve, it is important that a steady build-up takes place in order to cover future risks and unforeseen losses to an adequate extent. The target for 2021, is to add € 645,753 to the continuity reserve/provision.

In Agriterra 2020 had 12 registered offices in Ethiopia, Kenya, Peru, Zambia, Myanmar, Congo RD, Uganda, Vietnam, Indonesia, the Philippines, Rwanda. Because of the changed focus on development countries and the covid pandemic the country-office of China closed at the end of 2020. Mid 2021 the offices of Zambia and Myanmar will follow. Tanzania and Niger became registered offices in 2021.

These foreign Agriterra offices are supported from the head office in Arnhem. Certain responsibilities have been delegated to the people with the role of team coordinator or country representative. In 2019, an agreement and manual was made based on which the offices would become more autonomous with a country director as the responsible person. In 2021 this will be re-evaluated if Agriterra will follow this course in future.

In line of the new programme and the focus on multiple funding sources Agriterra implemented in 2020 a new ERP-system (Dynamics 365 for Finance) that has become operational in 2021. With this new system Agriterra will be able to monitor in real-time the burn rate on the different funds, multiple funding sources and assist local country-offices financially.

In addition to an expat business advisor, the staffing of a foreign branch consists almost exclusively of national advisors and operations staff employed by Agriterra.

The coronavirus outbreak in 2020 has also affected Agriterra. Especially the activities and support on-site with farmers organizations in many of the countries where Agriterra operates, were initially significantly scaled down or stopped due to the lockdown and subsequently the travel ban. Where the budget was based on a planned growth in staff formation, the organization roughly stabilised around the same size as the 2019 end of year formation. It was the expectation that the year 2020 would contribute approximately € 318,000 to the continuity reserve, but because of the above described challenges due to the COVID-19 virus the (worst case) forecast (September 2020) showed a loss of approximately € 924,000. Fortunately, the measures taken in 2020 led to a tempered loss of € 240,601. For 2021 similar measures are taken to make sure that the budgeted nil result will be realised for 2021.

The breakout and restrictions due to the corona virus have led to;

- Mandatory temporary closure of several country offices due to government measures in different countries for several months
- Restrictions on travel from and to different countries

To minimise the impact, Agriterra has taken the following measures:

- A virtual environment was set up to advise and support our clients through online channels
- Online services have been developed
- Some country-offices will be closed permanently (Zambia, Myanmar)

In order to keep the cash position of the company at an expectable level in the future, the following measures have been taken:

- Monitoring of the short-term liquidity of the company by using a rolling forecast
- Temporary hold on investments
- Negotiations with donors for adjustments in the disbursement-schedule of payments

Analysis of results 2020

Difference in the result from the budget:

(amount in euros)	Actual 2020	Budget 2020	Difference
Operations – Designated & expert funds	-111,374	0	-111,374
Operations – Agriterra internal	-129,227	318,000	-447,227
Budgeted result (surplus)	-240,601	318,000	-558,601

Designated and expert funds

In 2020, the result for the designated and expert fund was a deficit of € 111,374. This result is € 111,374 higher than originally budgeted. The result of designated funds is based on the cash flow during a year. Contributions received and expenditure on designated funds are recognised to be based on the cash accounting system and not based on the current income and expenditure system, in which the matching principle is applied⁴ for costs and income. In 2020 a larger amount was spent than received. It should be noted that both positive and negative results in this fund, are primarily explained by cash accounting principle which is applied to the designated funds. In any year where the contributions are higher than the withdrawals from this fund, a positive result will be achieved. Vice versa, in case the withdrawals are higher than the new contributions this will result in a negative result. In the long term, these positive and negative results will balance each other out.

Income

The total income in 2020 of € 15.38 million is significantly lower than the budgeted income of € 20.6 million. Main reason is the COVID-19 outbreak as mentioned before. This had an impact throughout the total business, only because of the measures taken, Agriterra was able to avoid a larger loss.

Expenditure

Spent on objectives:

In line with the decrease in revenues, expenditure on the programme is also much lower than budgeted in 2020.

Management and administration:

- **Personnel costs**
The realised personnel costs are considerably lower (€ 1.6 million) than the budgeted/estimated personnel costs in 2020. The workforce at the end of 2020 was 163.1 FTE instead of the budgeted 197 FTE (-17.2%). This is also shown in the lower personnel costs of 17.8%. The reason that this percentage is even lower is that also the commuting allowances and other travel related activities were much lower due to COVID-19.
- **Depreciation costs**
The depreciation costs are € 54,000 lower than budgeted. Due to a lower workforce and because of Covid-19 all investments that could be postponed, were postponed.

⁴ The costs are recognized as far as possible in the period in which the income related to these costs is earned.

- **Accommodation costs**
The same goes for the budgeted accommodation costs in comparison with the realized accommodation costs. These were € 276,032 lower. Main reason was the Covid-19 outbreak. and the lower number of employees that needed to be accommodated. For the employed part, working from home was obligated by governments. This meant, postponing the opening of new country offices and a considerable decrease in usage of electricity.

- **Office costs**
Office costs and office supplies are slightly lower (€11,000) than budgeted in 2020. than the budget. Although COVID-19 took place in 2020, The IT cost were almost € 100,000 higher than the year 2019. Main cause is the increase use of usage and subscriptions of Microsoft applications of €78,000 compared to 2019 also the costs the time registration application shows an increase of € 25,000 compared to 2019.

- **General costs**
The general cost are slightly lower than budgeted. The pandemic did not lead to much lower general costs, mainly because general costs like auditor's fee, legal fees subscriptions continued to be expensed in 2020.

2020 Financial Statements

Balance sheet

After appropriation of the balance of income and expenditure
Amounts in euros

ASSETS	31-12-2020	31-12-2019
FIXED ASSETS		
Tangible fixed assets	270,320	183,313
Financial fixed assets	11,989	11,019
Total fixed assets	282,309	194,332
CURRENT ASSETS		
Receivables	124,893	86,027
Prepayments and accrued income	116,944	101,768
Liquid assets	3,463,383	1,665,946
Conditioned funds projects	1,929,030	2,643,590
Total current assets	5,634,250	4,497,331
Total assets	5,916,559	4,691,663

LIABILITIES	31-12-2020	31-12-2019
FUND RESERVES		
Reserves		
▪ Continuity reserve	1,147,952	1,278,149
▪ Revaluation reserve	6,125	5,155
Funds		
▪ Designated funds	177,518	288,892
▪ Expert funds	0	0
▪ Guarantee funds	70,000	70,000
Total reserves and funds	1,401,595	1,642,196
CURRENT LIABILITIES		
Other debts	628,276	786,024
Accruals and deferred income	383,638	381,774
Conditioned project obligations	3,503,050	1,881,669
Total current liabilities	4,514,964	3,049,467
Total liabilities	5,916,559	4,691,663

Statement of income and expenditure

Amounts in euros

	Actual 2020	Budget 2020	Actual 2019
INCOME			
Dutch Government grant	11,796,870	14,087,278	13,350,117
Income through acquisition	3,530,825	6,452,101	2,485,136
Income from designated & expert funds	53,538	45,000	114,031
Interest income	1,015	39,146	4,815
Total income	15,382,248	20,623,525	15,954,099
EXPENDITURE			
Spent on objectives			
▪ Programme Farmers Common Sense in Business	15,327,725	20,578,525	15,837,982
▪ Programme investment of designated & expert funds	164,912	45,000	56,009
<i>Total spent on objectives</i>	<i>15,492,637</i>	<i>20,623,525</i>	<i>15,893,991</i>
Acquisition			
▪ Interest and bank charges	54,211	45,000	48,469
<i>Total acquisition of income</i>	<i>54,211</i>	<i>45,000</i>	<i>48,469</i>
Management and administration			
▪ Personnel costs	7,602,843	9,247,000	7,142,631
▪ Depreciation costs	95,826	150,000	104,644
▪ Accommodation costs	431,968	708,000	454,602
▪ Office costs	519,023	530,000	425,084
▪ General costs	447,569	472,000	332,514
▪ Charged to objectives	-9,021,228	-11,470,000	-8,507,883
<i>Total management and administration</i>	<i>76,001</i>	<i>-363,000</i>	<i>-48,408</i>
Total expenditure	15,622,849	20,305,525	15,894,052
Surplus (+), deficit (-)	-240,601	318,000	60,047

Cash flow statement

Amounts in euros

	2020	2019
CASH FLOW FROM OPERATIONAL ACTIVITIES, INTERNAL		
<i>Cash flow</i>		
Balance of income and expenditure	-240,601	60,047
Depreciation on tangible fixed assets	95,826	104,644
Movement in financial fixed assets	-970	-1,660
	-145,745	163,031
<i>Changes in working capital internal</i>		
Movement in receivables	-38,866	-13,933
Movement in prepayments and accrued income	-15,176	-80,800
Movement in other liabilities	-157,748	145,612
Changes in accruals and deferred income	1,864	-53,759
	-209,926	24,986
Cash flow from operational activities, internal	-355,671	188,017
CASH FLOW FROM INVESTMENT ACTIVITIES, INTERNAL		
Investments in tangible fixed assets	-182,833	-116,408
Disinvestments tangible fixed assets	0	0
Cash flow from investment activities, internal	-182,833	-116,408
CASH FLOW FROM FINANCING OF PROJECTS		
Movement in conditioned funds projects	714,560	-718,046
Movement in conditioned project commitments	1,621,381	10,338,119
Decrease (+) or increase (-) in liquid assets of projects	-1,986,364	-10,824,699
Cash flow from financing projects	349,577	-231,466
Net cash flow, internal	-188,927	-159,857
INTERNAL		
	2020	2019
Liquid assets on 1 January	244,263	404,120
Liquid assets on 31 December	55,336	244,263
Movement in liquid assets, internal	-188,927	-159,857

Accounting policies for the financial reporting

General

General valuation principle

The financial statements were prepared in accordance with Guideline 650 (Reporting by Fundraising Institutions) of the Dutch Accounting Standards Board (Raad voor de Jaarverslaggeving). The financial statements are prepared according to the historical cost principle. In the absence of statement to the contrary under the relevant policy for the specific balance sheet item, assets and liabilities are shown at their nominal value.

Comparative figures

Where necessary, the figures for 2020 have been reclassified in order to allow comparison with 2019.

Use of estimates

In preparing the financial statements, the foundation's management is required to make certain estimates and assumptions, which partly determine the amounts recognised, in accordance with generally accepted accounting principles. Actual results may differ from these estimates.

Foreign currencies

Costs and income, as well as the valuation of assets and liabilities in foreign currency, are stated at the exchange rate on the transaction date. Any exchange differences that may arise between the moment of payment or receipt of obligations and receivables are recognised in the income statement.

Cash flow statement

The cash flow statement was formulated using the indirect method. Liquid assets in the cash flow statement relate to the receivables in the current account or the receivables in respect of savings balances with credit institutions of Agriterra itself. The stocks of current account receivables and the receivables in respect of savings in relation to projects are not included in the cash flow statement but are presented separately in the notes to the balance sheet of liquid assets. The movement in the liquid assets of the projects is included in the cash flow statement.

Pensions

There is a pension scheme for Agriterra employees at the Zorg en Welzijn sector pension fund. The financing takes the form of contributions to the pension administrator, with the contributions paid recognised as an expense in the statement of income and expenditure (in accordance with the "obligation to the pension administrator approach"). Other than the effect of higher future contributions, Agriterra has no obligation to make additional contributions in the event of a shortfall at the Zorg en Welzijn pension fund. Only the contributions due up to and including the end of the financial year are shown the financial statements. The current funding level of the Pension Fund Zorg en Welzijn in 2020 is 88,3%.

Policies for the valuation of assets and liabilities

Tangible fixed assets

Tangible fixed assets are valued at the acquisition price less accumulated depreciation. Depreciation is calculated using the straight-line method over the estimated economic life of the assets. In the year of investment, depreciation is applied from the moment the asset is taken into use. Tangible fixed assets in production and prepayments on tangible fixed assets are not depreciated.

Financial fixed assets

The financial fixed assets are valued at market value.

Receivables

Receivables are shown at their nominal value. Provisions deemed necessary are determined on the basis of an individual assessment of the receivables.

Liquid assets

With regard to liquid assets, a distinction is made between liquid assets for internal organisation and project purposes. The liquid assets earmarked for the internal organisation are valued at their nominal value and, in the absence of statement to the contrary, are placed at the disposal of the foundation. The liquid assets earmarked for projects must be used for the related projects.

Current liabilities

The current liabilities have a projected term of less than one year.

Conditioned funds projects and conditioned project obligations

The conditioned fund projects (claim) and the conditioned project obligations (debt) are determined as the balance of project contributions actually received from donors, less actual project expenditure, or as the balance of project cost statements received from partner organisations, less actual project payments.

Principles for the statement of income and expenditure**General**

Income and expenditure are allocated to the year to which they relate. A positive balance of income and expenditure is recognised insofar as it has been realised on the balance sheet date. Losses and risks originating prior to the end of the reporting year are taken into account if they were known before the financial statements were prepared.

Income

The income from our fundraising concerns the donations received in the financial year. Income from government grants and income from third party activities are recognised to the extent that the actual costs for the projects concerned are also recognised in the financial year.

The difference between the income from donations and the expenditure in respect of these designated funds is added (if surplus) or deducted (if deficit) from the available designated funds included in the balance sheet at the end of the previous financial year.

Expenditure

A distinction is made in the expenses in the financial statements by expenses that fall under the internal organisation (Management and administration) and expenses that can be directly attributed to projects (Spending on objectives).

Going concern

As at 31 December 2020 group equity amounts to € 1,154,077 and the working capital amounts to € 1,119,286 and has € 3,463,383 in cash and cash equivalents. Net result for the year 2020 amounts to -/- € 240,601.

The coronavirus outbreak in 2020 has also affected Agriterra. Especially the activities and support on-site with farmers organizations in many of the countries where Agriterra operates, were initially significantly scaled down or stopped due to the lockdown and subsequently the travel ban. Where the budget was based on a planned growth in staff formation, the organization roughly stabilised around the same size as the 2019 end of

year formation. It was the expectation that the year 2020 would contribute approximately € 318,000 to the continuity reserve, but because of the above-described challenges due to the COVID-19 virus the (worst case) forecast (September 2020) showed a loss of approximately € 924,000. Fortunately, the measures taken in 2020 led to an tempered loss of € 240,601. For 2021 similar measures are taken to make sure that the budgeted nil result will be realised for 2021.

The breakout and restrictions due to the corona virus have led to;

- Mandatory temporary closure of several country offices due to government measures in different countries for several months
- Restrictions on travel from and to different countries

To minimise the impact, Agriterra has taken the following measures:

- A virtual environment was set up to advise and support our clients through online channels
- Online services have been developed
- Some country-offices will be closed permanently (Zambia, Myanmar)

In order to keep the cash position of the company at an expectable level in the future, the following measures have been taken:

- Monitoring of the short-term liquidity of the company by using a rolling forecast
- Temporary hold on investments
- Negotiations with donors for adjustments in the disbursement-schedule of payments

The ministry of Foreign affairs will continue to be committed to Agriterra, as recently confirmed a continuation of the partnership with Agriterra through a new long term (10-years) programme. Furthermore, several large midterm programs (USAID, IFAD) and other funding contracts have been signed, which will be implemented in the coming years. Agriterra's main source of income is based on our services (which are charged through hourly tariffs), and in case of need to size of workforce can be scaled up or down as required by circumstances. Agriterra therefore expects that the impact will be controllable also in light of the measures taken and still to be taken. Agriterra has adequate recourses to continue as a going concern for the foreseeable future.

Notes to the balance sheet

Amounts in euros

Assets

Fixed Assets

Tangible fixed assets

The book value composition on the balance sheet date was as follows:

	31-12-2020	31-12-2019
Renovations	31,986	40,025
Office and equipment	10,030	14,564
Computer and other equipment	61,687	113,330
Assets in production & prepayment assets	163,538	0
Means of transport	3,079	15,394
Total	270,320	183,313

Movements in tangible fixed assets in 2020 were as follows

	Renovations	Office and equipment	Computer and other equipment	assets in prod. & prepayment assets	Means of transport	Total
Situation as at 1 January						
Purchase value	343,800	216,416	512,441	0	61,575	1,134,232
Accumulated depreciation	-303,775	-201,852	-399,111	0	-46,181	-950,919
	40,025	14,564	113,330	0	15,394	183,313
Movements during the financial year						
Investments	0	2,868	16,427	163,538	0	182,833
Depreciation	-8,039	-7,402	-68,070	0	-12,315	-95,826
Disinvestments	0	0	0	0	0	0
Release of depreciation on disinvestments	0	0	0	0	0	0
	-8,039	-4,534	-51,643	163,538	-12,315	87,007
Situation as at 31 December						
Purchase value	343,800	219,284	528,868	163,537	61,575	1,317,065
Accumulated depreciation	-311,814	-209,254	-467,181	0	-58,496	-1,046,745
	31,986	10,030	61,687	163,538	3,079	270,320
<i>Depreciation percentages</i>	<i>12.5%-20%</i>	<i>20%</i>	<i>33%</i>	<i>0%</i>	<i>20%</i>	

Financial fixed assets

The composition and movements of the financial fixed assets in 2020 was as follows

	RABO Bank Member certificates
Situation as at 1 January	
Current value	11,019
Movements during the financial year	
Unrealised exchange rate result	970
Situation as at 31 December	
Current value	11,989

This concerns 345 Rabobank Type I Member Certificates with an original acquisition price of € 17.

Current assets

Receivables

	31-12-2020	31-12-2019
Buffers for placement costs expats *)	72,153	66,485
Advances to employees	16,632	15,782
Credit notes suppliers	32,449	0
Personnel bicycle plan	0	250
Final clauses	3,659	3,510
Total	124,893	86,027

*) Advances paid to Aon to cover placement costs of expats

Prepayments and accrued income

	31-12-2020	31-12-2019
IT costs	7,555	14,420
Illness insurance employees	90,609	73,104
Office rent	9,490	0
Satisfaction survey	0	5,748
Safety course	8,965	0
Final clauses	325	8,496
Total	116,944	101,768

Liquid assets

	31-12-2020	31-12-2019
<i>Internal</i>		
Cash in hand	1,457	1,550
RABO Bank	49,644	147,105
Bank of Ethiopia	4,235	95,608
Total Internal	55,336	244,263
<i>Projects</i>		
RABO Bank	3,273,015	1,248,613
ABN AMRO Bank	130,165	115,165
Bank of Ethiopia *)	4,867	57,905
Total Projects	3,408,047	1,421,683
Total Internal and Projects	3,463,383	1,665,946

*) The liquid assets are freely available, except for the Ethiopian bank accounts.

Conditioned funds projects

The composition of the conditioned project receivables as at the balance sheet date is as follows

	31-12-2020	31-12-2019
Donors	66,695	177,266
Partner organisations		
Producer organisations	222,609	407,612
Third parties	125,884	0
Others		
Project debtors	599,515	1,232,143
Final clauses	914,327	826,569
Total	1,929,030	2,643,590

The breakdown of the project claims on donors is presented on the next page.

The breakdown of project claims on donors can be summarised as follows:

Donors	31-12-2020	31-12-2019
DGIS FCS		
Declared project expenses	0	47,709,535
Advances received	0	-47,606,450
	0	103,085
AGRICORD		
Declared project expenses	4,495,139	0
Advances received	-4,495,109	0
	30	0
ILO		
Declared project expenses	90,940	90,940
Advances received	-90,940	-65,917
	0	25,023
USAID		
Declared project expenses	928,720	0
Advances received	-882,768	0
	45,952	0
FUPRO		
Declared project expenses	17,433	17,433
Advances received	-17,433	-12,819
	0	4,614
IFAD		
Declared project expenses	2,742,019	2,742,019
Advances received	-2,742,019	-2,742,019
	0	0
FrieslandCampina		
Declared project expenses	447,626	447,626
Advances received	-447,626	-447,626
	0	0
SNV		
Declared project expenses	2,892,365	1,963,002
Advances received	-2,874,311	-1,918,458
	18,054	44,544
FAO		
Declared project expenses	41,995	0
Advances received	-39,336	0
	2,659	0
Total	66,695	177,266

Liabilities

Reserves and funds

Reserves

The composition of the reserves and funds as at the balance sheet date is as follows

	31-12-2020	31-12-2019
Continuity reserve ^{*)}	1,147,952	1,278,149
Revaluation reserve	6,125	5,155
Total reserves	1,154,077	1,283,304
Designated funds	177,518	288,892
Expert funds	0	0
Guarantee Funds	70,000	70,000
Total funds	247,518	358,892
Total reserves and funds	1,401,595	1,642,196

^{*)} A continuity reserve has been formed in compliance with Directive 650. The continuity reserve reflects the position after the addition of (part of) the balance of income and expenditure.

Continuity reserve

This reserve concerns the capital of the foundation and the movements are as follows:

	2020	2019
Situation as at 1 January	1,278,149	1,277,784
Movements during the financial year		
Result appropriation	-130,197	365
	-130,197	365
Situation as at 31 December	1,147,952	1,278,149

In a Board resolution it has been stated that any surplus on income and expenses will in principle be added to the continuity reserve until the level of the total wage bill for the year under review has been reached.

Revaluation reserve

This concerns a revaluation reserve for investments (Rabobank Type I Member Certificates) and movements are as follows:

	2020	2019
Situation as at 1 January	5,155	3,494
Movements during the financial year		
Addition by virtue of unrealised exchange results	970	1,661
	970	1,661
Situation as at 31 December	6,125	5,155

Designated funds

These funds are designated by the donors or which have a more general designation in line with Agriterra's objectives and activities. This developed in 2020 as follows:

Recipient organisations and projects	Position 01-01-2020	*) Fund Movement	Result designation	Position on 31-12-2020
▪ Financial fund for dairy cooperatives, Kenya	41,719	0	0	41,719
▪ Increased milk volumes, Mumberes Farmers Coop, Kenya	2,735	0	2,735	0
▪ Access to the market for Ethiopian Beekeepers	2,641	0	2,641	0
▪ WMFCU: Flour, Biscuit and Pasta Factory Ethiopia (financing fund)	130,000	0	0	130,000
▪ Recordkeeping and Benchmarking training Nepalese farmers	5,926	0	0	5,926
▪ Improving composting & fertilizing technics Nepal	1,977	0	1,977	0
▪ Sugarcane Farmers Cooperatives	55,000	0	20,618	34,382
▪ Prof. development of coop. managers Rwanda	2,664	0	1,218	1,446
▪ SDGP – Eat Fresh Tanzania	27,480	0	68,863	-41,383
▪ SDGP – Potato value Chain Rwanda	18,750	0	14,902	3,848
▪ SDGP – Low carbon coffee Kenya	0	0	-1,580	1,580
Total	288,892	0	111,374	177,518

Expert fund

This is a fund set up by Agriterra to support foreign organisations. The resources of this fund come from expert donations:

In 2020 Agriterra received in total € 24,081 that contributed to the activities on the SDGP project EatFresh Tanzania (€ 15,250) and to the SDGP-project Low carbon coffee Kenya (€8.831)

Guarantee fund

This fund was set up to support cooperatives and organisations in applying for bank loans. It serves as a guarantee to the bank. It remains the property of Agriterra but is only freely available again after the loan has been repaid by the cooperative or organisation. The resources of this fund come from designated and expert donations:

	Position 01-01-2020	*) Fund Movement	Result designation	Position on 31-12-2020
Guarantee fund Agriterra	70,000	0	0	70,000
Total	70,000	0	0	70,000

*) The changes in the fund relate to additions to/withdrawals from the above-mentioned designated fund from the expert fund.

Other debts

	31-12-2020	31-12-2019
Creditors	175,048	278,384
Reserve for holiday allowance	130,250	115,736
Reserve for holiday entitlement	321,509	390,435
Other points	1,469	1,469
Total	628,276	786,024

Accruals and deferred income

	31-12-2020	31-12-2019
Income tax and social insurance contributions	233,543	205,599
Auditors and consultancy fees	41,900	64,000
Placement costs expats	15,070	0
Pension contribution	4,078	9,078
Office-rent	12,410	0
Sickness absence payments	0	17,546
SNV, hiring employee with office space	0	30,671
Net salary	0	3,231
Severance pay employee TFR	10,893	6,298
Agro-eco hiring employee with office space	4,700	10,512
Final clauses	61,044	34,839
Total	383,638	381,774

Conditioned project obligations

The composition of the conditioned project commitments as at the balance sheet date is as follows:

	31-12-2020	31-12-2019
Donors	2,851,492	1,045,115
Partner organisations		
Agri-Agencies	123,717	66,213
Third Party organisations	0	54,688
Others		
Project creditors	523,159	665,620
Final clauses	4,682	50,033
Total	3,503,050	1,1881,669

The breakdown of the project commitments on donors is presented overleaf.

The breakdown of project commitments to donors can be summarised as follows:

Donors	31-12-2020	31-12-2019
DGIS: Farmers Common Sense 2016-2020		
Advances received	59,506,450	0
Declared project expenses	-59,506,404	0
	46	0
AGRICORD		
Advances received	0	4,462,701
Declared project expenses	0	-4,238,177
	0	224,524
DGD via TRIAS		
Advances received	2,226,518	2,231,797
Declared project expenses	-2,226,518	-2,226,518
	0	5,279
IFAD		
Advances received	3,965,047	0
Declared project expenses	-2,742,019	0
	1,223,028	0
FAO		
Advances received	30,354	30,354
Declared project expenses	-30,354	-30,354
	0	0
IFAD TAF		
Advances received	2,184,385	704,767
Declared project expenses	-564,823	-216,279
	1,619,562	488,488
USAID		
Advances received	0	401,856
Declared project expenses	0	-349,826
	0	52,030
CORDAID		
Advances received	412,483	412,483
Declared project expenses	-403,627	-261,534
	8,856	150,949
CTA		
Advances received	204,709	94,881
Declared project expenses	-204,709	0
	0	94,881
Provision for donor claims		
Provision for the possible non-collectability of receivables	0	28,964
	0	28,964
Total	2,851,492	1,045,115

Off-balance sheet rights and obligations

Conditioned project funds and commitments

Funds

A subsidy decision was issued to Agriterra by the Ministry of Foreign Affairs (Directorate-General for International Cooperation, abbreviated as DGIS, to which the Sustainable Economic Development theme directorate belongs, abbreviated as DDE) for a total amount of € 49,000,000 for the years 2021 to 2025. The subsidy decision was issued for the Producer Support Programme organisations referred to by Agriterra as the Farmers Focused Transition (FFT) programme.

Lease

The lease agreement for the Willemsplein 41-42-43 building in Arnhem was extended on 1 May 2019 for a period of 4 years (term until 1 May 2023) with a notice period of 4 months. As of 1 January 2017, the agreed annual rent is € 119,023 (excluding service costs). The rent is indexed annually on the 1st of May, therefore the rent for 2021 is € 150,225.

Bank guarantee

A bank guarantee has been issued for the rent of the Willemsplein building in Arnhem amounting to € 6,069.61.

Credit facility

Agriterra has a credit facility with the Rabobank of € 975,000 for a period from 1 December till 1st of May for an undetermined period of years. This credit facility can be lowered and cancelled individually by both parties. The interest consists of the average of the 1-month EURIBOR rate determined in a calendar month and a surcharge of currently 4.7%-point.

Temporary cash collateral agreement with Admas

In March 2015 Agriterra made € 250,000 available to the AdmasWolkiteFarmers Cooperative Union in Ethiopia for a period of 5 years. The amount has been placed with NIB bank and serves as security and is also intended to leverage financing by NIB Bank to Admas for the establishment of an edible oil refinery plant in Wolkite, Ethiopia. Agriterra receives an interest payment of 6.5% per annum on the amount made available and credited to the account of AdmasWolkiteFarmers Cooperative Union. This is not freely available to Agriterra. Agriterra remains the owner of the cash collateral, including the interest due. In 2014, the ABTB Foundation donated the amount of € 250,000 to Agriterra specifically for this purpose.

Temporary cash collateral agreement Co-Operative Bank of Kenya and Kiambaa Dairy Farmers Cooperative

In 2017 Agriterra made € 250,000 available to the Kiambaa Dairy Farmers Co-operative in Kenya for a period of 5 years. The amount has been placed with Cooperative Bank of Kenya and serves as security for a financial facility granted to the Borrower by co-op bank. Agriterra receives an interest payment of 0% for the first year and for the other years 2% per annum. The ABTB Foundation donated a second amount of € 250,000 to Agriterra specifically for this purpose. After this 5-year period, the amount can be used as revolving fund for other organisations in Kenya.

Explanation of the statement of income and expenditure

Amounts in euros

Income

Dutch Government grant

	2020	2019
DGIS: Farmers Common Sense in Business 2016-2020	11,796,870	13,350,117
Total	11,796,870	13,350,117

Income through acquisition

	2020	2019
AGRICORD	256,963	182,626
IFAD	348,544	216,279
SNV	930,609	754,782
CTA	204,709	0
USAID	578,894	284,213
CORDAID	142,092	228,333
ILO	0	78,639
FAO (VN)	11,641	20,958
Third-party contributions to: Farmers Common Sense in Business 2016-2020	1,057,373	719,306
Total	3,530,825	2,485,136

Income from designated & expert funds

	2020	2019
Designation fund Agriterra	29,457	66,210
Subtotal	29,457	66,210
Expert fund Agriterra	24,081	47,821
Total	53,538	114,031

Interest income

	2020	2019
Project interest	30	2,729
Internal interest	15	426
Dividend and capital gain RABO Member Certificates I	970	1,660
Total	1,015	4,815

Expenditure

Spent on objectives

	2020	2019
Programme Farmers Common Sense in Business 2016-2020		
Funding through DGIS, DGD and third parties:		
• Costs Agripool	661,044	1,288,954
• Consultancy costs	10,645,761	10,182,313
• Costs events	903,637	1,716,065
• Costs of projects producers' organisations	1,678,911	1,340,132
• Costs of financing activities	1,089,828	1,094,882
Funding through IFAD		
• Technical assistance facility management	157,461	64,653
• Technical assistance design	17,673	26,786
• Core TA service delivery	123,513	102,309
• Monitoring and evaluation and knowledge	37,653	5,868
• Costs of financing activities	12,244	16,020
Total programme	15,327,725	15,837,982
Programme investment funds	164,912	56,009
Total	15,492,637	15,893,991

Percentage of expenditure on objectives

Total income (excl. Other income)	15,382,248	15,954,099
Total spent on objectives	15,492,637	15,893,991
Percentage of expenditure on objectives in relation to income	100.7%	99.6%
Total expenditure	15,622,849	15,894,052
Total spent on objectives	15,492,637	15,893,991
Percentage of total expenditure in relation to expenditure spent on objectives	99.2%	100.0%

Acquisition of income

Interest and bank charges

	2020	2019
Interest and bank charges *)	54,211	48,469
Total	54,211	48,469

*) significant Increase in bank charges in 2020 and 2019 due to more offices abroad with own bank accounts with higher transaction and interest rates

Management and administration

Personnel costs

The personnel costs were as follows:

	2020	2019
Employees Netherlands	3,946,470	3,813,967
Employees abroad - Expats	1,197,283	1,182,796
Employees Abroad - Nationals	2,404,560	2,093,047
External staff and recruitment	54,530	52,821
Total	7,602,843	7,142,631

END OF FINANCIAL YEAR:

Staff establishment in FTE	163.1	152.1
Number of persons employed Netherlands	53	53
Number of persons employed Abroad - Expats	13	13
Number of persons employed Abroad - Nationals	103	91

The breakdown of personnel costs is as follows:

	2020	2019
Employees Netherlands		
Salaries	3,015,106	2,795,017
Social security contributions and taxes	493,431	501,869
Pensions	274,871	249,620
Health insurance, benefits and Occupational Health and Safety	44,967	28,259
Benefits in kind taxed and untaxed	9,823	18,449
Travel and accommodation expenses	43,522	91,247
Study costs	43,770	100,922
Final clauses	20,980	25,584
Subtotal	3,946,470	3,813,967
Employees abroad - Expats		
Remuneration and allowances	848,432	793,863
Pensions	117,499	103,270
Insurance	164,339	218,071
Travel and accommodation expenses	26,830	32,375
Final clauses	40,183	35,217
Subtotal	1,197,283	1,182,796
Employees Abroad - Nationals		
Remuneration and allowances	2,131,765	1,871,532
Insurance	170,484	85,291
Travel and accommodation expenses	53,908	40,542
Final clauses	48,403	95,682
Subtotal	2,404,560	2,093,047
<i>Transports</i>	<i>7,548,313</i>	<i>7,089,810</i>

	2020	2019
<i>Transported from previous page</i>	7,548,313	7,089,810
External staff and recruitment		
Temporary workers	53,299	37,196
Recruitment and selection	1,083	12,675
Travel and accommodation expenses	148	2,950
Subtotal	54,530	52,821
Total	7,602,843	7,142,631

Depreciation costs

	2020	2019
Depreciation on renovations	8,039	8,165
Depreciation on office equipment	7,402	8,818
Depreciation on computer and other equipment	68,070	75,346
Depreciation on means of transport	12,315	12,315
Subtotal	95,826	104,644
Book profit	0	0
Total	95,826	104,644

Accommodation costs

	2020	2019
Accommodation / Housing costs abroad	264,447	256,637
Rent and service charges	133,837	145,762
Maintenance costs	-3,994	5,756
Cleaning costs	31,110	34,812
Business expenses	2,034	2,094
Waste processing	2,307	2,911
Misc.	2,227	6,630
Total	431,968	454,602

Office costs

	2020	2019
Office expenses abroad	182,847	169,881
IT costs	272,889	179,038
Telecommunication	45,637	49,984
Paper expense	10,070	14,686
Postage and mailings	3,300	1,524
Office equipment	3,095	8,609
Misc.	1,185	1,363
Total	519,023	425,085

General costs

	2020	2019
General costs abroad	199,761	84,441
Administrative and organisational costs	31,943	75,036
Auditor's fees	76,955	58,974
Consultancy fees	59,275	95,439
Memberships	4,894	9,560
Insurance	15,437	-5,893
Entertainment	0	59
Literature and photographic material	350	1,153
CBF and ISO certification	4,241	2,389
External communication	1,251	1,387
Misc.	53,462	9,969
Total	447,569	332,514

Specification and breakdown of costs by designation

INTENDED USE	OBJECTIVE			ACQUISITION OF INCOME				ADMINIS TRATION	TOTAL 2020	Budget 2020	TOTAL 2019
	(A)	(B)	(C)	Fund raising	Third-Party Activities	Subsidies	Investment				
<i>Funding through DGIS, DGD and third parties</i>											
Agripool expenditure	661,044	0	0						661,044	2,272,500	1,288,954
Consultancy expenditure	10,645,761	0	0						10,645,761	10,716,670	10,182,313
Events expenditure	903,637	0	0						903,637	1,524,142	1,716,065
Project expenditure	1,678,911	164,912	0						1,843,823	4,387,933	1,396,141
Spending on financing activities	1,089,828	0	0						1,089,828	1,677,280	1,094,882
Total	14,979,181	164,912	0						15,144,093	20,578,525	15,678,355
Interest and bank charges	0	0	0	0	0	0	54,211	0	54,211	45,000	48,469
Subtotal	0	0	0	0	0	0	54,211	0	54,211	45,000	48,469
Personnel costs	7,602,843	0	0	0	0	0	0	0	7,602,843	9,247,000	7,142,631
Depreciation costs	0	0	0	0	0	0	0	95,826	95,826	150,000	104,644
Accommodation costs	0	0	0	0	0	0	0	431,968	431,968	708,000	454,602
Office costs	0	0	0	0	0	0	0	519,023	519,023	530,000	425,084
General costs	0	0	0	0	0	0	0	447,569	447,023	472,000	332,514
Internally charged on to: Consultancy expenditure	-9,021,228	0	0	0	0	0	0	0	-9,021,228	-11,470,000	-8,507,883
Subtotal	-1,418,385	0	0	0	0	0	0	1,494,386	76,001	-363,000	-48,408
Total	13,560,796	164,912	0	0	0	0	54,211	1,494,386	15,274,305	20,260,525	15,678,416

Objective (A) Programme "Farmers Common Sense in Business"

Objective (B) Destination funds and expert fund programmes

Objective (C) Previous years programmes (winding-up)

Other information

Statutory provisions on the appropriation of results

The foundation's articles do not contain any provisions on the appropriation of the result. However, at the first Board meeting of Agritererra it was decided that any surplus would in principle be added to the continuity reserve until a certain level of the wage bill for the year under review had been reached. If income is received in the reporting year with a specific spending option designated by third parties and which has not yet been spent in the year under review, this unspent money is added to the funds concerned.

Proposal on the appropriation of profits

Operating result 2020

The board has determined the result and its allocation. The balance of income and expenditure for 2020, a deficit of € 240,601, is shown as follows:

	2020	2019
Allocation of deficit/surplus:		
Withdrawal or addition to continuity reserve	-130,197	365
Transfer or addition to designated and guarantee funds	-111,374	56,431
Withdrawal or addition to expert fund	0	1,590
Addition to revaluation reserve	970	1,661
Total allocated deficit(-) /surplus (+)	-240,601	60,047

WNT accountability 2020

Agriterra has been following the Wijffels Code since 2007, a guideline for the remuneration of directors of charities. The pay structure for Agriterra employees, including its management, is laid down in its own legal status regulation, which has been approved by the board of management. The legal position regulation largely complies with the Collective Labour Agreement.

The Senior Executives in the Public and Semi-Public Sector Act (Standards for Remuneration) Act (WNT) was introduced on 1 January 2013. The following account was drawn up on the basis of the WNT, under which the regulations of "Development Cooperation" apply to Agriterra.

The maximum remuneration in 2020 for Agriterra is € 189,000. The individual WNT maximum shown is calculated in proportion to the scope of the employment contract (and, in the case of executive officers, also the duration), whereby the scope of the employment contract may never exceed 1.0 FTE for the purposes of the calculation. The individual WNT maximum for the members of the executive board is 15% for the chairman and 10% of the remuneration maximum for the other members, calculated pro rata to the length of service.

Senior executive managers

amounts x € 1	Dr C. Blokland
Positions	Managing Director
Duration of employment contract 2020	1/1 - 31/12
Scope of employment (in FTE)	1.0
Former Senior Officials?	No
Real or fictitious employment?	Real
If not, have they been employed for more than 6 months within 18 months?	N/a.
Individual WNT-maximum	189,000
Remuneration	132,690
Taxable expenses	12,000
Remuneration payable in arrears	12,154
Subtotal	156,844
/- Amount wrongly paid	0
Total remuneration 2020	156,844
Details for 2019	
Duration of employment contract 2019	1/1 - 31/12
Scope of employment (in FTE)	1.0
Remuneration in 2019	
Remuneration	135,157
Taxable expenses	12,000
Remuneration payable in arrears	12,293
Total remuneration 2019	159,450
Individual WNT-maximum 2019	181,000

Members of the Executive Board and of the Advisory Board members

The members of the board of management and the Advisory Councils are unpaid and the reimbursement of expenses is arranged by the organisation that nominated them. In the event of unforeseen circumstances, Agriterra may reimburse expenses, but this was not done in 2020. The members in 2020 were: Former Chairman M. Calon (resigned on 13 May 2020); Former board member Ms. G. van Tuel-Koenders (until 3 March 2020); L.A.L. Faassen, temporary chairman; C.J. Blankenburgh, board member; A.P.J. van Nuland, board member, A. Arfman, board member, A. van Velde, board member; C.L.J. Wijers, board member.

Post-balance sheet events

The coronavirus outbreak in 2021 affects Agriterra as it affected it in 2020. The possible consequences of the coronavirus and the governmental measures taken have some consequences for us as an organization. The main effect was an initial decrease in services at the start of the outbreak, which is mostly mitigated due to new (online) ways of operating to reach our goals. For a detailed description, please refer to the going concern paragraph in the financial statements on page 27.

On the 1st of January 2021 Mr J. van der Tak was appointed as chairman of the board. Mr. H.J. Schuil was appointed on the 1st of March 2021 as board member and Mrs J.A.C.M. Vroonland-Brandesen was appointed on the 20th of May 2021 as board member. Mr C.J. Blankenburg, Ms A van Velde and Ms C.L.J. Wijers resigned at the beginning of 2021 as board members.

Signature by directors and supervisory directors

J. van der Tak
Chairman

L.A.L. Faassen
Board member

.....

.....

A.P.J. van Nuland
Board member

A. Arfman
Board member

.....

.....

H.J. Schuil
Board member

J.A.C.M. Vroonland-Brandesen
Board member

.....

.....

Audit opinion on the financial statement

INDEPENDENT AUDITOR'S REPORT

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To: The board of Stichting Agriterra

A. Report on the audit of the financial statements 2020 included in the annual report

Our opinion

We have audited the financial statements 2020 of Stichting Agriterra based in Arnhem.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Agriterra as at 31 December 2020 and of its result for 2020 in accordance with Guideline for annual reporting 650 (reporting by Fundraising Institutions) of the Dutch Accounting Standards Board (Raad voor de Jaarverslaggeving) and with the provisions of and pursuant to the WNT.

The financial statements comprise:

1. the balance sheet as at 31 December 2020
2. the profit and loss account for 2020; and
3. the notes comprising of 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 of Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Agriterra 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 anti-cumulation clause WNT not audited

In accordance with the Regulation on the Audit Protocol for the Standardization of Remuneration of Senior Executives in the Public and Semi-Public Sector (WNT) 2020, we have not audited the anticumulation clause referred to in Article 1.6a of the WNT and Article 5 (1) (j) of the WNT Uitvoeringsregeling. This means that we have not audited whether or not there is a breach of standards by a Senior Executive due to possible employment as a Senior Executive at other institutions subject to WNT and whether the explanations required in this context are correct and complete.

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

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

- The management report;
- Other information.

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

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

The board is responsible for the preparation of the other information.

C. Description of responsibilities regarding the financial statements**Responsibilities of management for the financial statements**

The board is responsible for the preparation and fair presentation of the financial statements in accordance with Guideline for annual reporting 650 (reporting by Fundraising Institutions) of the Dutch Accounting Standards Board (Raad voor de Jaarverslaggeving) and with the provisions of and pursuant to the WNT. Furthermore, the board is responsible for such internal control as the board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, 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 Stichting Agriterra or to cease operations, or has no realistic alternative but to do so. The board should disclose events and circumstances that may cast significant doubt on Stichting Agriterra ability to continue as a going concern in the financial statements.



Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements, independence requirements and the WNT Protocol. For a more detailed explanation of the nature and scope of an auditor's report and the VGBA, we refer you to www.nba.nl.

Arnhem, 22 July 2021

Grant Thornton Accountants en Adviseurs B.V.

W.A. van Es RA