



Nationaal  
Psychotrauma  
Centrum

# Stichting ARQ

# Consolidated

## Annual Report 2022

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# 1. Preface

The 2022 annual report, consisting of the directors' report and the financial statements, has been significantly expanded compared to previous years in order to comply with the new guidelines for annual reporting. In addition to this annual report, ARQ publishes a more insightful report via its website containing the most important activities and highlights of 2022.

The past year was dominated by three main themes, namely the COVID-19 pandemic, Ukraine and the Care Performance Model. They are themes that touched us, but also kept us busy in terms of content. Fortunately, there was also room to focus on other themes. In terms of care content, important progress has been made with the 2<sup>nd</sup>-phase research into the application of MDMA in psychotrauma therapy, and a blended treatment process has been designed for a specific subject within psychotrauma, namely moral injury. Important progress has been made with the multidisciplinary guideline psychosocial support for healthcare professionals, we have been able to treat more patients, the 123 platform for consultation has been implemented, etc. The financial result is largely characterised by a negative investment return and loss of sales due to the COVID-19 pandemic and therefore turned out negative.

In terms of content, however, a lot has again been achieved in 2023 and we are justifiably proud of that. We are also proud of our employees who, in often difficult circumstances and sometimes with a high workload, have committed themselves to our common mission. We are grateful to our employees for that. We are also grateful for the pleasant cooperation and solid advice from the employee participation, Works Council and Patient Council, the Advisory Boards and, last but not least, our Supervisory Board.

Jan-Wilke Reerds  
Ate Osinga

## 2. Profile of the organisation

### 2.1 General identification data

<b>Name of reporting legal entity</b>	<b>Stichting ARQ</b> <i>Trade name:</i> <i>ARQ National Psychotrauma Centre</i>
Address	Nienoord 5
Postcode	1112 XE
Town/city	Diemen
Telephone number	+3120-840 7640
Chamber of Commerce identification number	27310568
Email address	<a href="mailto:info@arq.org">info@arq.org</a>
Website	<a href="https://www.arq.org">https://www.arq.org</a>

### 2.2 Organisational structure

#### Legal structure

Stichting ARQ and all associated legal entities are included in the financial consolidation.

- stichting ARQ
- stichting Vrienden van Stichting ARQ
- stichting ARQ Centrum'45
- ARQ IVP bv
- stichting ARQ Wetenschappelijk onderzoek
- stichting 1940-1945
- stichting Pelita

#### Organisational structure

The foundations are managed by the same Board of Trustees (personal union) under the supervision of a Supervisory Board.

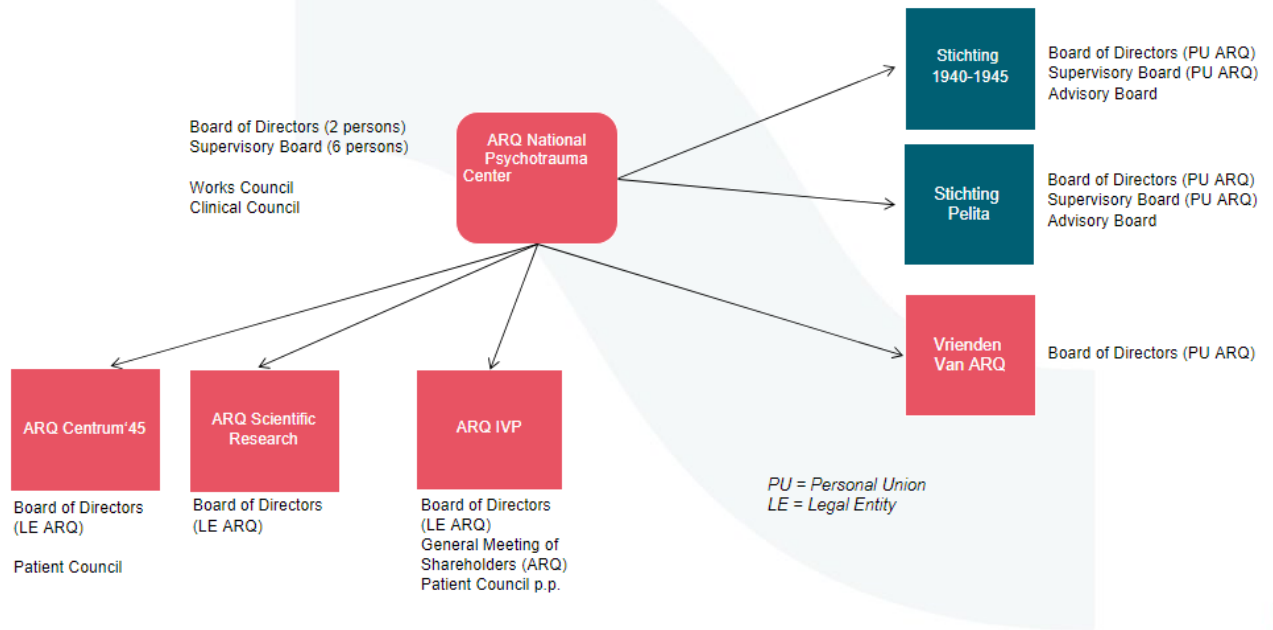
- stichting ARQ
- stichting Vrienden van Stichting ARQ
- stichting 1940-1945
- stichting Pelita

The legal entity stichting ARQ is a director of

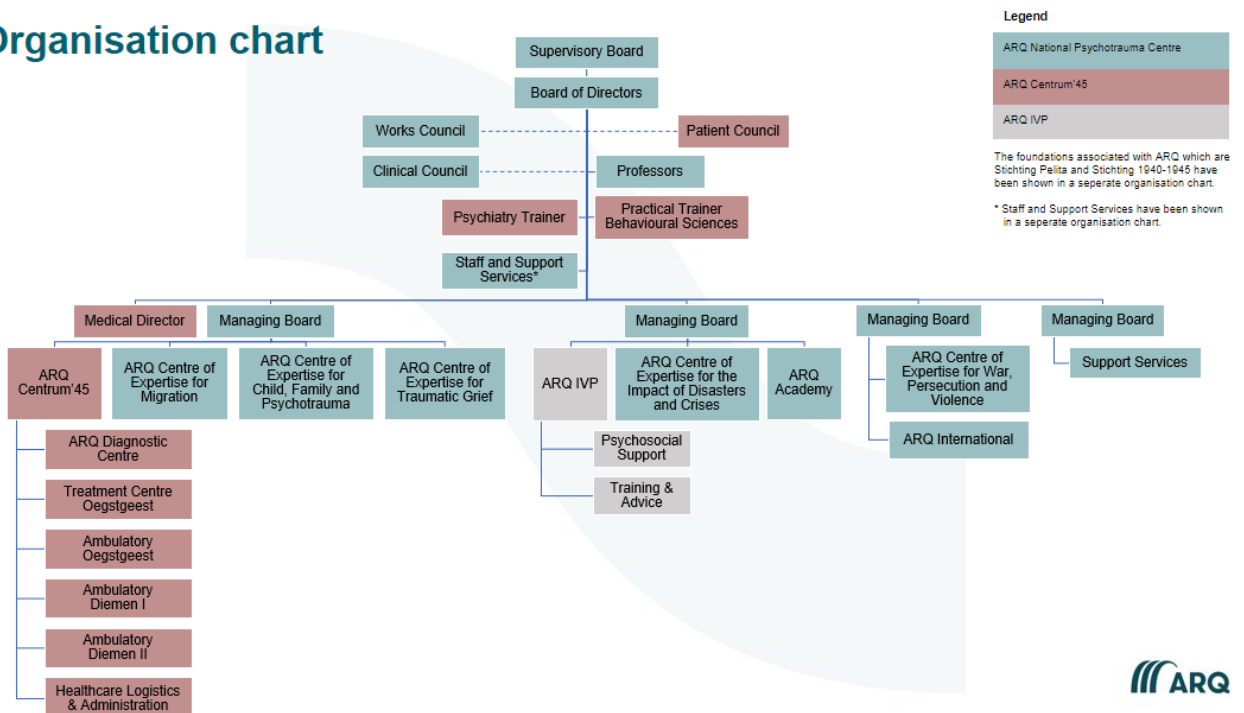
- stichting ARQ Centrum'45
- ARQ IVP bv
- stichting ARQ Wetenschappelijk onderzoek

ARQ applies the Healthcare Governance Code for ARQ and all legal entities affiliated with ARQ. The duties, responsibilities and powers of the Board of Trustees and the Supervisory Board are set out in regulations.

## Governance structure



## Organisation chart



In the organisational structure, the treatment activities and related knowledge tasks in the field of psychotrauma are bundled in the Wtza (formerly Wtzi) institution ARQ Centrum'45. Direct support for companies, governments and other organisations in the field of shocking events is bundled in ARQ IVP. The entry into force of the Wtza on 1 January 2022 applies to ARQ Centrum'45 and ARQ IVP.

In addition, the following recognitions and registrations apply in respect of ARQ Centrum'45:

- Wvggz registration
- Training as a clinical psychologist and psychotherapist recognition
- Training psychiatry recognition

In ARQ, various centres and departments are included as result-responsible units, which make the knowledge or expertise available within ARQ relevant to specific stakeholders and work with them to achieve their objectives. These units include:

- ARQ Centre of Expertise for the Impact of Disasters and Crises
- ARQ Centre of Expertise for War, Persecution and Violence
- ARQ Centre of Expertise for Child, Family and Trauma
- ARQ Centre of Expertise for Migration
- ARQ Centre of Expertise for Traumatic Grief
- ARQ Academy
- ARQ International

Finally, Stichting 1940-1945 and Stichting Pelita are also part of the group. Stichting 1940-1945 supports resistance participants, persecution victims and civilian war victims of the Second World War (1940-1945). Stichting Pelita supports victims from the former Dutch East Indies in many ways.

## Employee participation

Employee participation within ARQ is structured as follows:

- employees of ARQ and all legal entities associated with ARQ: Works Council
- patients of ARQ Centrum'45: Patient Council
- patients of ARQ IVP: Patient Council in formation
- coordinating practitioners (as an extension of the collective agreement provision for the participation of medical specialists: Clinical Council in formation
- target group Stichting 1940-1945: Advisory Board
- target group Pelita: Advisory Board

All these bodies are discussion partners of the Board of Trustees. The Supervisory Board attends an annual meeting of the Works Council and Patient Council.



## 2.3 Key data

### 2.3.1 Objective, core activities and further characterisation

As a public benefit institution, ARQ aims to promote and facilitate mutual cooperation between the affiliated healthcare, knowledge and interest organisations in the area of the consequences of persecution, war and violence, as well as develop and determine strategic (group) policy and manage affiliated legal entities, and furthermore everything that is directly or indirectly related to this or may be conducive thereto, all in the broadest sense of the word.

ARQ National Psychotrauma Centre helps people, organisations and societies minimise the psychosocial impact of disturbing events. We offer specialist care and advise on policy and prevention. We develop and share knowledge. We connect and we give hope.

### 2.3.2 Patients/clients, capacity, production, personnel and revenue





# 50 YEARS

Disturbing events have a tremendous impact. People and societies can be completely disrupted, sometimes into future generations.

ARQ National Psychotrauma Centre has been caring for people with complex psychotrauma symptoms since 1973. We offer customised care, advise and share our knowledge worldwide.

Building on knowledge and experience gained since World War II, we have become a leading institute in the field of disturbing events and psychotrauma.

Humans have amazing natural resilience. But when the feeling of powerlessness persists, we will help. ARQ believes that every person, anywhere in the world, has the right to a dignified existence in a stable environment.

**2022 in figures**

<b>3.000</b> patients and clients	<b>500</b> diagnostic tests	<b>5.400</b> mental check-ups
<b>410</b> employees	<b>17</b> doctoral candidates	<b>8</b> professors



**For whom and with whom**

World War II victims and their (grand)children	Police, fire brigade and ambulance
Refugees and asylum seekers	Government (local, regional and national)
Veterans and military	Journalists
Transport companies	Public office bearers
Healthcare sector	

**Our organisation consists of**

- ARQ IVP
- ARQ Centrum'45
- ARQ Diagnostic Centre
- ARQ Centre of Expertise
  - for War, Persecution and Violence
  - for Impact of Disasters and Crises
  - for Migration
  - for Traumatic Grief
  - for Child, Family and Psychotrauma
- ARQ Academy
- ARQ International
- Stichting 1940-1945
- Stichting Pelita

**Core tasks**

 Screening and diagnostics	 Treatment	 Aid work	 Advice
 Research	 Knowledge sharing	 Training and education	 International cooperation

## Revenue

ARQ's revenue in 2022 amounts to €38 million and arises from:

- ARQ Centrum'45: €26 million
  - Treatment
  - Research
  - Knowledge sharing
- ARQ IVP: €6 million
  - Assistance
  - Training
  - Prevention
- ARQ: €6 million
  - Policy advice
  - Research, in particular through the centres of expertise

## 2.3.3 Working area

ARQ is a nationally operating organisation and there is international collaboration in many areas.

### Locations

ARQ and its affiliated legal entities conduct their activities from three locations. The Kasteellaan location was added in 2022.

*Nienoord 5, 1112 XE Diemen:*

- stichting ARQ
- stichting Vrienden van Stichting ARQ
- Stichting ARQ Centrum'45 (day clinic and outpatient clinic)
- ARQ IVP bv
- stichting ARQ Wetenschappelijk Onderzoek
- stichting 1940-1945
- stichting Pelita

*Rijnzichtweg 35, 2342 AX Oegstgeest:*

- stichting ARQ Centrum'45 (clinic, day clinic and outpatient clinic).

*Kasteellaan 1, 2342 EG Oegstgeest*

- stichting ARQ Centrum'45 (day clinic and outpatient clinic).

## 2.4 Collaborations and affiliated parties

ARQ has several collaborations. In 2022, it had contracts with all health insurers and other healthcare financiers, subsidy relationships with several ministries and contracts with several public and private clients. There are various collaboration agreements with local authorities, NGOs, various UMCs and mental healthcare institutions. Lastly, it has concluded various collaboration agreements in the context of education and training.

## 3. Management, supervision and employee participation

### 3.1 Standards for good governance - application and compliance with codes (of conduct)

ARQ applies the principles of the Healthcare Governance Code and also applies the following codes:

- Internal: ARQ Code of Conduct and integrity statement, including IT Code of Conduct
- Internal: ARQ Code of conduct in international setting
- [Supervisory Board regulations and Board of Trustees regulations \(internal\)](#)
- [Good governance framework](#)
- [Dutch code of conduct for scientific integrity](#)
- [National Action Plan for resolution 1325 on Women, Peace and Security](#)
- [NTRO Code of Conduct \(ARQ IVP\)](#)
- [Good clinical research](#)
- Endorsing various codes of conduct among stakeholders in the context of tenders and assignments

### 3.2 Composition and remuneration of the Board of Trustees

#### 3.2.1 Composition

The Board of Trustees of stichting ARQ was formed in 2022 by:

drs. J.W. (Jan-Wilke) Reerds MBA	chairman of the Board of Trustees
drs. G.E.T. (Gerdy) van Bellen	member of the Board of Trustees Operations
drs. A. (Ate) Osinga	member of the Board of Trustees of Finance

Gerdy van Bellen left the company on 31 December 2022.

#### Other positions of Jan-Wilke Reerds

Chairman	Chairman Council of Curators, Special Chair Prof. M. Olf, University of Amsterdam
Member	Member Curatorium, Special Chair Prof. G.E. Smith, University of Humanistic Studies
Member	Member Curatorium, Special Chair Prof. M.L.A. Duckers, University of Groningen
Member	Member Curatorium, Special Chair Prof. W. Tol, Vrije Universiteit van Amsterdam
Chairman	Chairman of the Supervisory Board of Quli B.V.

### Other positions of Gerdy van Bellen

Chairman	Supervisory Board of Curilion Clinics Foundation
Member	Member Curatorium, Special Chair Prof. G.T.M. Mooren (dr.), University of Utrecht
Member	Board of Trustees Bloemendaal memorial cemetery
Member	Board of Trustees of the Medimo user association

### Other positions of Ate Osinga

Chairman	User Association Board of Trustees
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The duties, responsibilities and powers of the Board of Trustees as adopted in the regulations based on the Healthcare Governance Code, are leading for the actions of the Board of Trustees.

In May 2021, the regulations of the Supervisory Board and Board of Trustees were amended and adopted. In 2022, a start was made on a revision of the Articles of Association and regulations as a result of new laws and regulations, including the Wbtr and Healthcare Governance Code 2022.

## 3.2.2 Remuneration

The gross annual salary and expense allowance of the Board of Trustees was established by the Supervisory Board in accordance with the guidelines of the NVZD/NVZT and the WNT 2 standards.

The remuneration of the Board of Trustees is explained in paragraph 19 of the financial statements.

### Overview of cost reimbursements per cost category of the Board of Trustees

The policy 'Accepting gifts and invitations and reimbursement of Board of Trustees expenses' describes how this is dealt with within the framework of the WNT2 and Healthcare Governance Code. Every year, the Board of Trustees provides the supervisory Board with an annual overview of the expenses incurred and gifts and invitations received.

The members of the Board of Trustees received the following expense allowances in 2022:

Fixed expense allowances	0
Other expense allowances	0
Domestic travel costs	3,955
Foreign travel costs	0
Training cost	1,615
Representation expenses	3,487
Other costs	5,371
<b>Total</b>	<b>14,428</b>

## 3.3 Composition, remuneration and working method of the Supervisory Board

Chapter 7, the annual report of the Supervisory Board, describes the composition and working method of the Supervisory Board. The remuneration of the Supervisory Board is explained in paragraph 19 of the financial statements.

## 3.4 Principles of the Healthcare Governance Code 2022

### 3.4.1 Good healthcare

ARQ focuses on healthcare and social issues in its domain with partners, customers and in partnerships as much as possible. ARQ helps people overcome shocking events and psychotrauma. ARQ's activities include:

1. Providing and developing adequate specialist treatment.
2. Advising and training organisations in order to enable these organisations to act properly in the event of serious events for the benefit of their employees.
3. Developing expertise through scientific research, experimental treatment and product development.
4. Knowledge dissemination and the implementation of the results in practice.
5. Managing networks to achieve impact, efficiency and innovation.

ARQ has all expertise before, during and after shocking events and psychotrauma under one roof, making it unique in the world.

ARQ chooses the role of advisor, and sometimes director, for the entire psychotrauma domain with the aim of enabling all organisations in this field to do their work (better). In recent years, ARQ has focused on areas where there was an increased risk of psychotrauma complaints: whistleblowers, police, defence, asylum seekers, etc. ARQ also built networks to shape integrated care (NtVP, NPN) or to exchange knowledge (national crisis structure, traumatic grief, MHPSS). Raising awareness and helping to build a structure to provide good support for vulnerable groups will remain a goal, and ARQ will take the initiative where necessary.

#### Re 1: Providing specialist treatment

ARQ has a last-resort function for psychotrauma patients in the Netherlands and therefore focuses on complex psychotrauma problems that usually involve co-morbid complaints. In close relationship with treatment practice, ARQ is committed to better, scientifically substantiated treatment methods. ARQ's self-imposed primary task is to enable more effective treatment, primarily for the benefit of the patient and based on the conviction that this will lead to lower healthcare costs in the longer term. Specialist treatment also includes assistance to employees of companies and organisations, specialist diagnostics and consultation.

#### Re 2: Consulting and training organisations

For external organisations, companies, governments and government organisations, and its employees, ARQ not only focuses on trauma relief and treatment, but also more emphatically on prevention through mental check-ups and early detection, training, advice and (policy) instruments aimed at the employee, teams and organisations as a whole. ARQ does this not only in the Netherlands, but wherever there are disasters or crises, including internationally and preferably with international or local NGOs. Being able to keep those affected out of care where possible, sparing unnecessary suffering, is an important objective.

#### Re 3. Developing expertise

ARQ bundles, develops and disseminates knowledge and experience about prevention, diagnosis and treatment and social issues in the field of psychotrauma and shocking events. The ARQ centres of expertise aim to make this knowledge relevant to the eight networks and stakeholders they support. Research, knowledge sharing and intensive collaboration with various universities is an important condition and it is of great added value for our national practice that ARQ is also internationally recognised as a knowledge partner and is involved in relevant developments at an early stage. The ARQ research agenda describes the developments in the various policy fields within psychotraumatology, forming the basis for determining the research priorities for the coming years.

#### Re 4. Knowledge dissemination

Relevant knowledge is disseminated by training healthcare professionals, managers, post-incident response teams, etc., but also, for example, through trade journals and seminars. The target group is broad and includes, for example, society as a whole. In addition to the Netherlands, ARQ also sees it as its task to develop and disseminate knowledge with aid workers in disaster or conflict areas in the less prosperous parts of the world.

#### Re 5. Managing networks

Various organisations play an important role towards those affected or patient care. ARQ connects organisations and professionals on content, maintains collaboration and supports where possible. Networks are indispensable in both knowledge development and application and ARQ therefore wants to make an important contribution to the functioning of the various networks.

### 3.4.2 Values and standards

The core values used by ARQ are empathetic, critical, binding, hopeful and faithful. These core values have been elaborated in, among other things, the strategic long-term plan. The ARQ Code of Conduct details the nine rules of conduct that aim for professional behaviour, acting with integrity and awareness of confidential data.

In the employee survey conducted by ARQ, questions are asked about these culture and behavioural characteristics and this forms a basis for evaluation and adjustment. ARQ is a learning organisation and is constantly working on improving and professionalising processes.

What ARQ considers important in social policy:

- We aim for employees to want and be able to contribute to the functioning of ARQ. We set up our organisation, authority and control relationships accordingly.
- Employees are given the greatest possible authority and responsibility, adjusted to capacity and ambitions.
- We involve employees in organising their work and determining policy within ARQ.
- We provide our employees with good material facilities. We do this on the basis of the working conditions legislation, the working conditions requirements and within the possibilities of ARQ.
- We want employees to be able to continue to develop.
- Promoting the well-being of employees is our top priority. Ensuring safety in the workplace is a basic principle.
- ARQ wants to be an organisation in which everyone feels welcome, valued and at home. As an inclusive environment where employees can develop, we strive for a workforce that is as diverse as possible that reflects our field of work and therefore society. We are convinced that different perspectives, backgrounds and insights make a positive contribution to our provision of care and services.

The core values and code of conduct form the basis for the regulations governing the Board of Trustees and the Supervisory Board. Undesirable conflicts of interest, including apparent conflicts of interest, are the subject of discussion as to whether the activities of the members of the Supervisory Board, or other positions held by the members of the Board of Trustees, are contrary to the interests of ARQ. Reporting and discussing other positions is also included in the ARQ Code of Conduct.

Employees who experience undesirable behaviour on the part of colleagues and/or supervisors can appeal to the confidential advisor for undesirable behaviour. The latter reports annually anonymously to the Board of Trustees and P&O; this report is also shared with the Works Council and the Undesirable Behaviour Complaints Committee. If applicable, the confidential advisor has interim contact with the Board of Trustees, P&O, the internal coach, the employee support unit and/or the chairman of the complaints committee. In addition, ARQ has an external confidential advisor for the whistleblower regulation. This regulation is public and can be found on the [ARQ website](#).

In 2022 there was a lot of media attention for transgressive behaviour in society. All this has led to more national awareness about this theme and the importance of the confidential advisor. In line with national data, this has led to more reports to the confidential advisor.

ARQ's annual social report and the annual report of the Patient Council describe for which subjects and how the participation councils have had input, consultation and objection.



### 3.4.3 Stakeholder influence

The statutory employee participation in ARQ's policy is entrusted to two bodies, namely the Works Council and the Patient Council. In 2022, a formal step was also taken in establishing the Clinical Council in which the various coordinating practitioners will be represented in accordance with the multidisciplinary treatment framework in order to help shape the treatment policy.

The Board of Trustees attaches great importance to the proper implementation of employee participation in order to be able to arrive at sound and supported decision-making. The employee participation bodies are therefore facilitated in terms of time and support. The employee participation bodies meet at least once a year in the presence of the Supervisory Board.

ARQ has two organisations that also have advisory councils with their own advisory rights on the use of equity, namely Stichting 1940-1945 and stichting Pelita. These Advisory Boards provide solicited and unsolicited advice to the Board of Trustees on this matter.

In addition to the participation of the formal employee participation bodies, ARQ attaches great importance to the input of stakeholders, such as customers, chain partners, healthcare financiers and governments. All of this with the aim of strengthening collaboration, coordinating activities and improving ARQ's services.

### 3.4.4 Governance structure

In accordance with the Governance Code, the Board of Trustees and the Supervisory Board each fulfil their duties and responsibilities with due observance of the Articles of Association and regulations. The evaluation of the Supervisory Board/Board of Trustees looks at the performance of duties and collaboration. Conflict resolution is laid down in the Articles of Association.

### 3.4.5 Good governance

The Board of Trustees jointly bears integral responsibility for the policy pursued. The most important policy principles are laid down in the strategic 2022-2025 long-term plan. The short-term objectives are formulated in the annual plan which have a link to the long-term plan. Each organisational unit of ARQ has a long-term plan and an annual plan in place.

The primary objectives are based on ARQ's primary tasks related to society, organisations and those affected. In addition, there are derived objectives in the areas of organisation, employees and finances.

ARQ has a risk management system in place. It is based on an integrated risk inventory in the various functional areas. The risk inventory has its place in the planning & control cycle in which the risks and control measures are reviewed each quarter. Many risks in the area of the primary process are described and dealt with in control measures that are included in the quality management system (ISO9001). IT risks are covered in the Information Security Management System (ISMS/NEN7510) and financial administrative risks in the AO/IC.

The adequacy is assessed annually in the management assessment on the basis of the internal and external audits of these systems, the incident reports and the management review.

Agreements on the information provision between the Board of Trustees and the Supervisory Board are established in the information protocol. The principle is that this provides insight into the various flows of information and responsibilities with the understanding that everyone can also fulfil their duties.

Outside this formal exchange of information, the chairman of the Board of Trustees regularly consults with the chairmen of the Supervisory Board, Works Council and Patient Council if something relevant arises.

### 3.4.6 Responsible supervision

See Chapter 7, the annual report of the Supervisory Board.

### 3.4.7 Continuous development

#### Development of the Supervisory Board

In view of the personnel changes in the Supervisory Board and Board of Trustees during this year under review, and the COVID-19 pandemic, the focus this year was mainly on forming a new Supervisory Board and a future management structure.

The 2021 Annual Strategy Day was postponed to February 2022 due to the pandemic. The boards have included the Supervisory Board in the most important parts of the primary process, based on the management review. In addition, the Supervisory Board reflected on good governance and supervision. In December 2022, an afternoon was devoted to the future management and supervision structure in which an external consultant was present.

Before each meeting, the Supervisory Board meets for a preliminary discussion and interim evaluations.

#### Development of the Board of Trustees

##### *Jointly:*

Board of Trustees policy days, including self-evaluation, Board of Trustees policy days with management boards symposium 'The disaster after the disaster: The knowledge that things can be better', University of Groningen, RIVM, NIPV, ARQ

##### *Individually:*

Jan-Wilke Reerds: peer review, professional literature and coaching

Gerdy van Bellen: peer review, professional literature, seminar 'Power, culture and behaviour in the boardroom' of PWC-NL

Ate Osinga: Peer review and professional literature

# 4 General policy

## 4.1 Vision, strategy and long-term policy

### Vision and mission



**ARQ**  
National Psychotrauma Centre

Disturbing events have a tremendous impact. People and societies have an admirable level of resilience, but that is not always sufficient for suitable coping and recovery.

Building on experience and knowledge gained by ARQ National Psychotrauma Centre since World War II, ARQ has grown into an internationally leading institute in the field of disturbing events and psychotrauma.

**Vision**

ARQ National Psychotrauma Centre believes that every person, anywhere in the world, has the right to a dignified existence in a stable environment.

**Mission**

ARQ National Psychotrauma Centre helps people, organisations, and societies minimise the psychosocial impact of disturbing events. We offer specialist care and provide advice on policy and prevention. We develop and share knowledge. We connect and we give hope.



arq.org/en

## Strategic long-term plan

In 2022, the strategic 2022-2025 long-term plan will be adopted. ARQ has a range of strategic objectives based on its mission, vision and environmental analysis. These are subdivided into structural objectives that are anchored in day-to-day work (through, among other things, the institutional subsidies) and specific objectives that require time and attention in the coming years, which are the subject of this plan.

### Structural strategic goals

- ARQ is and remains a leading expert for social issues and provision of care and services related to shocking events and psychotrauma.
- ARQ wants every Dutch person to know what the psychosocial impact of war is on people and society.
- ARQ (together with others) manages the chain of care and recovery, and is proactive when it comes to bundling and sharing knowledge with chain partners.
- ARQ offers effective and innovative provision of care and services and continuously works on innovations and development.
- ARQ offers services from a central location and connects knowledge workers in the Netherlands and abroad in the field of shocking events and psychotrauma.
- ARQ is a knowledge leader and disseminates relevant knowledge through education, training, advice and publications in the domain of science, mental healthcare, organisations and the general public.
- ARQ supports target group organisations related to war, persecution, crisis and violence, with psychosocial and/or practical support and for the purpose of strengthening self-management.
- ARQ conducts scientific research that fits within the mission and the results of which are implemented in practice.
- ARQ collaborates on a long-term basis with various universities and fellow institutes in the Netherlands and abroad.
- ARQ is an attractive employer for all employees and recognises and supports the efforts and involvement of employees.
- ARQ strives for a workforce that is as diverse as possible. ARQ would like to see representation in terms of work capacity, cultural diversity, gender, age and LGBTI+. Different perspectives, backgrounds and insights contribute positively to ARQ's provision of care and services.

### Specific goals 2022-2025

- ARQ focuses on prevention and innovation to complete a long-term programme. For these themes, it has active collaboration or network partners and committed financiers. There is a specific focus on innovative therapy supported by psychedelics and the further development of young innovations such as high-intensity therapy and 3MDR.
- ARQ wants to make its expert role (even) more available for the first and second lines. ARQ sees that people are left out because of the impoverishment of the specialist care offered in the region. ARQ wants to support other healthcare providers through training (via *ARQ Academy*) and consultation (*ARQ Centrum'45*).

- ARQ wants to further develop and use digital applications for prevention and psychotrauma treatment and strives for so-called blended treatment plans that tie in well with individual needs and support the patient's self-management. Part of the digital possibilities being explored involves the use of big data.
- ARQ also wants to realise the position of expert internationally; on the one hand in post-conflict and disaster areas in low and middle-income countries in collaboration with international or local expertise centres via *ARQ International*. On the other hand, within Europe as a knowledge partner on disasters and crises via *ARQ Centre of Expertise for the Impact of Disasters and Crises*.
- ARQ attaches great importance to sustainability: sustainable innovations in our field, sustainable collaboration with third parties, sustainable employability of employees, sustainable financial possibilities and sustainability when it comes to the environment and ecology. Additional policy on this will be drawn up.
- The movement towards a single ARQ was initiated in 2017 and legally formalised in 2020. Within the framework of one ARQ, the ambition is still current to strive for suitable accommodation and to strive for further synergy within ARQ. Attention is also paid to strengthening ARQ's positioning and optimising the branding of ARQ and strong labour market communication.

## 4.2 State of affairs and previous expectations

In the 2021 management report, we referred to the outbreak of the crisis in Ukraine, the continuation of the COVID-19 crisis and the introduction of the Care Performance Model. The implementation of the Care Performance Model initially went smoothly. Practitioners quickly mastered the registration changes and, for example, handled the mandatory care demand typification in a professional manner. Care contracting by insurers was highly variable. During the simulation of the old DBCs funding system to the Care Performance Model, considerable differences emerged. Acceptance of these differences turned out to be quite complicated.

Two major issues arose during the year. The first concerns the IT development of invoicing. It turned out to be very complicated for several reasons, and the first invoices could not be sent until November 2022. This was at the expense of the liquidity position, resulting in higher interest costs and parallel high implementation costs. ARQ was also forced to temporarily increase the credit facility. The other major problem is still present and it concerns the mandatory delivery of patient data to the NZa. It is a national theme that was initially not adequately assessed by the Dutch Data Protection Authority, and is met with great resistance from our patients.

The COVID-19 crisis also affected us in 2022. At the beginning of 2022, the Netherlands was still in a corona wave, which manifested itself at ARQ in high absenteeism levels, late cancellations by patients and, to a lesser extent, unoccupied beds. This resulted in a substantial loss of sales of approximately €400,000. At the end of 2022, the clinic was also confronted with many patients with corona. The continuity of care is guaranteed as much as possible thanks to the flexibility of the staff present. As in 2021, there was no compensation for the loss of sales and this consequently led to a negative financial result for ARQ Centrum'45 in 2022.

The war in Ukraine has kept ARQ busy in various aspects throughout 2022. By invitation, ARQ International has been able to initiate a three-year programme within the consortium of aid organisations united in Giro555 for organising mental help and psychosocial support in Ukraine. This was initially carried out by training aid workers from two local organisations, including providing mental help for the aid workers themselves. We were able to link training to the reasonably high level of education of the local therapists, who are trained in the specialist domain of psychotrauma. Participation in the Giro555 project led to revenue of €341,000 in 2022. ARQ has made a contribution of €17,000.

In the Netherlands, ARQ has set up a parallel support programme for the reception of Ukrainian refugees. Not every refugee has a trauma, nor does every refugee require highly specialist treatment. What is true is that every refugee has generally experienced serious events and is tense about the situation in the country of origin and their stay in the Netherlands. Together with GGD GHOR Nederland, ARQ has compiled national information about psychosocial assistance for the reception and support of refugees from Ukraine. We know from research that those affected particularly benefit from practical support and interventions that reduce stress levels. Usually, complaints about stress and tension decrease over time, especially if there is sufficient social support. Vulnerable groups must be monitored and referred in a timely manner.

In addition, ARQ advises and supports local and national governments. ARQ bases this on the multidisciplinary guideline on psychosocial help in the event of disasters and crises. We also developed information material for the public and professionals.

Inflation, partly caused by the Ukraine crisis, mainly affected ARQ on our accommodation case. ARQ has been striving for new, more adequate accommodation for some time now. Mainly due to rising construction costs and interest rates, it is not possible to initiate a new construction project at the moment. However, it has been decided to temporarily rent a building near the current location in Oegstgeest. This building was taken into use in November 2022 and offers space for a number of innovative treatment methods, such as psychotrauma therapy supported by MDMA and the 3MDR. Because of the good treatment results with these therapies, in combination with the long waiting list, it was decided to expand the treatment formation, which was also achieved in 2022.

### **4.3 General policy and important events in the year under review**

In addition to progress on the developments mentioned in the previous section, the following events are worth mentioning for 2022.

With a view to the scheduled personnel changes within the board, a reassessment of the strategic long-term plan has been carried out with a view to the required competences in the future board. This long-term plan has a number of changes in emphasis and was adopted at the end of 2022 with a term until 2025.

In the same period, Gerdy van Bellen decided to pursue another, external, challenge. This was, among other things, the reason for evaluating and adjusting the management model, which will be implemented in 2023. An important change is that the size of the board will be reduced to a two-person board. The substantive portfolio allocation has been adjusted accordingly.

The most important organisational adjustment also concerned the ARQ Diagnostic Centre, which is the easily accessible point of information for new patients, consultation and second opinions. Further implementation will take place in 2023. Due to critical demand from the market and its role in knowledge dissemination, the ARQ Academy has been expanded and is being further professionalised.

Investments were also made in the psychedelics programme this year. On the one hand, this concerned the further development of the application of MDMA in psychotrauma therapy. On the other hand, investments have also been made in the network to ensure we have a good basis for further research into the application of psychedelics in therapy in the Netherlands, and that this ultimately leads to widespread implementation.

## 4.4 Corporate social responsibility, including sustainability

ARQ has shaped its CSR policy on the basis of the seven core themes of Corporate Social Responsibility (ISO 26000):

1. Management of the organisation
2. Human rights
3. Labour practice
4. The environment
5. Fair business
6. Consumer affairs
7. Community involvement and development

Based on an analysis of how ARQ relates to the ISO standards, policy has been developed to comply even more specifically and to make this transparent for employees and other stakeholders. This will take further shape in 2023.

When it comes to the management of the organisation, see also the next section, it is clear that ARQ consciously focuses on compliance with the codes of conduct and has also drawn up its own specific code of conduct that strives for ethical conduct, including honest business practices.

ARQ's entire mission is to serve and improve human rights. We express this explicitly by focusing on knowledge building, dissemination and collaboration with all relevant stakeholders and by focusing on helping patients and potential patients.

ARQ advises organisations and society on possible interventions to prevent suffering from possible psychotrauma and passes this advice for its own organisation by implementing the highest standards. Attention to the physical and mental working conditions is monitored and promoted by specific, dedicated post holders. Physical and social safety play an important role in this.

Regarding the focus on the environment, and especially the aforementioned physical working conditions, ARQ strives for new accommodation, where it can make a critical contribution to a better environment.

The environmental objectives have been given an important place in the purchasing policy, energy consumption is actively monitored and short-term measures are taken to reduce energy consumption in the current buildings. In 2022, the Dutch mental healthcare providers signed the Green Deal 3.0 on behalf of the mental healthcare sector.

With regard to consumer affairs, in addition to complying with laws and regulations, ARQ strives for a very high quality of service and care. Long waiting times are unavoidable in the present time and that means extra attention is paid to those waiting.

The social involvement is experienced in various aspects and it forms a large part of the raison d'être of the ARQ National Psychotrauma Centre. The collaboration with various stakeholders, whether or not in the form of institutionalised networks, and supporting these stakeholders in their role towards those affected by serious events is aimed at minimising the psychological impact.

## 4.5 Compliance with codes of conduct

ARQ applies the principles of the Healthcare Governance Code and also applies the following codes:

- Internal: ARQ Code of Conduct and integrity statement, including IT Code of Conduct
- Internal: ARQ Code of conduct in international setting
- [Dutch code of conduct for scientific integrity](#)
- [National Action Plan for resolution 1325 on Women, Peace and Security](#)
- [NTRO Code of Conduct \(ARQ IVP\)](#)
- [Good clinical research](#)
- Professional codes for each profession
- Endorsing various codes of conduct among stakeholders in the context of tenders and assignments

## 4.6 Risk section

The Board of Trustees and management boards of the various divisions of ARQ actively manage the risks that affect the realisation of the company's objectives. Section 3.4.5. briefly explains how this is done. In 2023, further deepening and embedding of the integral risk inventory in the planning and control cycle will be realised. In 2022, this was still limited to the risks with the greatest financial impact.

The biggest risks are as follows:

### Corona

The pandemic affected us badly in 2022 as well. The impact on the first three months of the year, and in the month of December, has been at least €400,000. It is a combination of last-minute cancellations of patients, high absenteeism levels and necessary vacancy in the clinic, which determines the impact.



### **Overproduction on healthcare contracts**

Despite the implementation of the Care Performance Model, the forecasts of care sales are subject to many uncertainties. The costs per patient vary greatly, depending on the care needs and range from €1,000 to €130,000. With a relatively small number of patients per insurer, the differences can be significant. We aim to negotiate this risk in the contracts. Meanwhile, half of the number of contracts does not have a budget ceiling.

### **Administrative risks in the care registration**

Legislation, measures and requirements of the government and financiers in the healthcare sector, and the constant changes therein pose inherent risks. In particular, the implementation in 2022 of the Care Performance Model for the ZvW and the ongoing administrative problems in youth care play a role in this. ARQ has taken the necessary measures to deal with these risks, including an extensive implementation plan for the Care Performance Model, implementation of a software application to manage the care registration risks and an extensive AO/IC plan. Based on the latter plan, an estimate has been made of the possible financial impact and a provision has been made for this purpose.

### **Confidential data/cybercrime**

The combination of continuous and increasing threats from third parties to gain access to our systems, and at the same time the necessary discipline of employees to safeguard data confidentiality and be alert to threats, were the main reasons for choosing certification based on NEN7510. This is a system of control measures and continuous improvement. This provides guarantees for the security of, among other things, patient and personnel data, but also for the continuity of our operations. In 2022, there were no data confidentiality violations by third-party attempts.

### **Absenteeism levels**

In 2022, the increase in absenteeism levels due to illness was approximately 6%. This increase started shortly after the start of the pandemic and was still around 3.6% in May 2020. The current absenteeism levels are still below the national averages, but are moving well away from the standard set by ARQ. The correlation with corona is quite unequivocal, but attention also remains focused on non-corona-related absenteeism management, supported by the Organisation and Staff department. The organisation devotes a great deal of attention and time to preventing absenteeism and, where necessary, supervise careful rehabilitation in the workplace.

### **Inflation and interest rate increase**

Inflation and the current related interest rate increase had a relatively minor impact in 2022, but will continue to have an effect in 2023. This applies in particular to energy costs and interest expenses. Despite the relatively low use of loan capital and the relatively low material costs in our income statement, this will have a substantial impact on the financial margins. The effect of inflation on wage costs was limited due to the collective agreement concluded in 2022, which will continue until 2024. The biggest risk with regard to ARQ's finances is that the collective agreements will be adjusted. Inflation and interest rate increase further affect ARQ when it comes to a critical desire for alternative and better accommodation. The need to maintain ageing and partly inadequate housing is a risk in itself.

## 4.7 Future outlook

Even after fifty years, ARQ still sees an important task in finding better treatment solutions and making them available to patients in the Netherlands and beyond. In 2023, ARQ Centrum'45 will pay more attention to cost-effectiveness in the further development of our treatment programmes with outcome monitoring and insight into the costs of the treatment. For more effective treatment, for example, we focus on the use of psychedelics, modular treatment, high-intensity (clinical and outpatient), treatment of persistent grief disorder and attention to the specific treatment of moral injury.

A specific objective for 2023 is to improve the accessibility of ARQ Centrum'45, in particular for the less traditional target groups of patients. We want to do this by setting up the ARQ Diagnostic Centre as an easily accessible point of information and by updating and disseminating our communication material. The 50th anniversary of ARQ Centrum'45 in 2023, and with it ARQ, is an important medium of communication in this regard. To achieve our objectives, collaboration within different networks is essential. We are happy to continue the existing collaboration in the networks for veterans care, police and refugees & asylum seekers. Still, foresee new collaborations on new themes such as MDMA-supported psychotrauma treatment and moral injury. In terms of treatment, we want to collaborate even more within the chain. We see, for example, good opportunities for Child, Youth and Family and we would like to intensify collaboration in the field of highly specialist partial treatments.

ARQ IVP has been used a lot in recent years by organisations in the high-risk domain. In addition to the fortunate circumstance that a lot could be done for the target group, this also had an impact on the high workload of the staff. In 2023, investments in systems will serve both the support staff and, with more online options, also the buyers of ARQ IVP services.

In 2023, the collaboration with the network partners around the various ARQ Centres of Expertise (War, Persecution and Violence, Impact of Disasters and Crises, Migration; Child, Family & Psychotrauma; Traumatic Grief) will be further developed. The ARQ Centre of Expertise for War, Persecution and Violence will be fully committed to the themed year 'Living with War', which will be designed with all memorial centres. The Centre of Expertise for the Impact of Disasters and Crises is fully engaged in the development of the Guidelines on Psychosocial Support for the healthcare sector and its implementation. Together with the Centre of Expertise for Migration, it fully supports governments in the Netherlands in the reception of Ukrainian refugees. ARQ International does the same in Ukraine by training local aid workers and offering relief (staff care). Through ARQ Academy, we will offer blended (i.e. a combination of face-to-face with digital learning) expertise promotion with an implemented e-learning platform.

In short, there are many exciting developments, and we continue to put our daily focus is with our patients, the research and the education of professionals.

We do this together with our patients, experience experts, treatment professionals, researchers/educators and support professionals. Where possible, we seek collaboration with chain partners and academic centres.

After three loss years in which the pandemic played a major role, the recovery of the financial result is a spearhead. When considering the financial result, the investment results of the assets of Stichting 1940-1945 and Pelita are disregarded because the investments are held for the long term.

ARQ Centrum'45 is aiming for relatively lower overheads due to a slight increase in the number of practitioners. This growth is necessary to cope with increased patient waiting times. The ARQ Centre of Expertise for the Impact of Disasters and Crises has experienced strong growth during the pandemic in order to meet demand for support. The number of staff at that centre is now being scaled down in a manageable manner.

## 5. Operations

ARQ's support services are largely organised centrally in five staff departments, namely Finance, IT, Facilities, Communication and Staff and Organisation. In addition, ARQ also has specialist employees in the fields of quality assurance, subsidies, information management, data protection and system security. The Director of Business Support manages most of these departments and is responsible for the further professionalisation and integrality of the organisation's internal services.

### 5.1 Internal control of processes and procedures

The processes are described in an accessible and manageable online quality manual, which includes the quality procedures in the context of ISO9001, the administrative organisation and internal control (AO/IC) and the Information Security Management System (ISMS/NEN7510). The certifications for ISO9001 and NEN7510 are subject to annual internal and external audits and are awarded again during 2022. The external auditor tests the AO/IC and can rely on this in its audit work. This, too, includes a cycle of continuous improvement, in close collaboration and coordination.

Extra attention has been paid to integrated risk management in the form of a risk matrix along various functional areas, which has its place in the planning & control cycle. Specific manual control measures are initiated and monitored via a software application that also logs the findings. These findings, audit reports and incident reports are considered annually in a management review from which improvement actions are initiated and prioritised.

### 5.2 Culture and behaviour

ARQ has a practical code of conduct with nine core rules of conduct. These are aimed at professionalism and, as such, quality, safeguarding integrity, dealing with sensitive information and social media. ARQ has several control measures for monitoring social safety, including having and keeping the attention of external and internal confidential advisors and specific attention during annual appraisals and employee surveys. A large, broad employee survey is held every two years, which is supplemented by so-called pulse surveys that measure progress on specific topics.

### 5.3 Automation/Information provision internally and externally

AFAS and USER are the most important primary source systems used by ARQ. Valuecare is used as a tool for information provision and control of the quality of the care registration. As far as USER is concerned, the most important development during 2021 and throughout 2022 was the implementation of the Care Performance Model.

Via PHE Quli, patients have access to several important elements of the patient file, but also direct access to online treatment modules, questionnaires and a selected, relevant part of the mental healthcare app guide. The latter provides insight into self-help apps that patients can use independently or under supervision, which have been tested in part by the Mind patient association. The exchange of data between USER and Quli is a good start. The aim is to be able to expand this further during 2023 in order to increase the relevance of PHE and thus strengthen the patient's self-management.

During operations, a lot of time and attention is devoted to information security. Attention is paid to both the human failure factor and the increasing threat from the outside world. The entire information security system is subject to the ISMS and the applicable NEN7510 certification.

## 6. Financial policy

### 6.1 Financial developments during the financial year

After the years 2020 and 2021, which turned out negative partly due to COVID-19, the effect of the pandemic in 2022 has manifested itself in periods of limited occupancy in the clinic due to COVID-19 infections and high absenteeism levels, especially at the beginning and end of the year. This has had an adverse effect on the financial results. Unlike in previous years, there was no suitable pandemic compensation for ARQ in 2022.

The war in Ukraine and the resulting high (energy) prices, high inflation and the impending recession also had an impact on operations. In terms of cost increases, the impact in 2022 was relatively minor, but the costs of energy and food will continue to have an impact, particularly in 2023. In operations, calculations were made based on several scenarios that have been elaborated in the 2023 budget.

On the other hand, the war offered the opportunity to provide initial aid to support those affected. Collaboration has been sought with partners inside and outside ARQ, which has led to, among other things, a point of contact for professionals in their support of Ukrainian refugees. The war in Ukraine has also resulted in considerably negative investment results.

As of 2022, the Care Performance Model will be introduced nationally in the funding of mental healthcare. This required a different method of registration, monitoring and accountability and therefore brought additional financial uncertainty. This method of funding has a positive effect on the liquidity position. Pre-financing of long-term DBC treatments is a thing of the past. The treatment hours used are charged to the healthcare insurers on a monthly basis.

In 2022, ARQ began using a third location at Kasteellaan in Oegstgeest. These premises are rented for a period of three years. The key was received in May and after the necessary renovations and decor, the building was taken into use in November. Outpatient treatments have started to take place here, partly from the Rijnzichtweg location. This creates space at Rijnzichtweg to enable more clinical treatments. The necessary renovations are currently taking place.

## 6.2 Earnings and sales

### Result

For the year 2022, the negative consolidation result amounted to €1,676,214 (2021: €590.812 positive).

The consolidation result is as follows:

	2022	2021
	€	€
Stichting ARQ (separate)	308,856	-136,306
Result of investee	302,301	105,930
Stichting ARQ (including investee)	611,156	-30,376
Stichting Vrienden van Stichting ARQ	-781,234	56,172
Stichting ARQ Centrum'45	-110,944	23,763
Stichting ARQ Wetenschappelijk Onderzoek	-2,417	0
	<b>-283,439</b>	<b>49,559</b>
Stichting 1940-1945	-985,285	344,589
Stichting Pelita	-407,490	196,664
<b>Total</b>	<b>-1,676,214</b>	<b>590,812</b>

### Explanation

The negative result for 2022 was largely caused by price losses on the investments. This loss amounts to €905,000, representing a share of 54% in the result. Excluding these investment results, the negative result for 2022 is €770,000. In 2021, this result, adjusted for share price results, was negative €255,000.

Stichting ARQ (separate) incurred significantly higher expenses during 2022. This is largely related to the expansion of the formation. Both the costs of employed and non-employed personnel have increased (+ €690,000). In addition, expenditure on food and hotel costs, among other things, increased. The start-up costs for taking the building at Kasteellaan in Oegstgeest into use and the purchase of Valuecare for production monitoring for ARQ Centrum'45 contribute to higher costs. At the same time, the costs of this last software application are partly recouped through savings in personnel deployment.

When adopting these financial statements, part of the disposable capital of Stichting Vrienden van stichting ARQ, amounting to €730,000, was transferred to stichting ARQ. These assets concerned continuity contributions received by ARQ in the past and for that reason were allocated to the foundation, which had to ensure the continuity of ARQ. However, the management of continuity funds is not compatible with the current active fundraising activities of Stichting Vrienden. It is for this reason that this transfer of assets has taken place.

The transfer took place via the operating result and ended up with ARQ as revenue. This explains the positive result of stichting ARQ (separate) despite the higher expenses. For Stichting Vrienden, this is recognised as a cost item in the operation, which explains the substantial negative result.

The investee ARQ IVP achieved a solid result in 2022 and has increased compared to the previous financial year. In 2022, a great deal of demand has been made from various organisations in the task areas 'Training and advice' and Assistance. Sales increased by more than 12%.

As stated, Stichting ARQ Centrum'45 has suffered from the consequences of the COVID-19 crisis, for both patient care and employees. This applied to both the outpatient departments and the clinic, especially in the first months and last weeks of 2022. During those periods, absenteeism levels among both patients and employees were high. In addition to the negative effects for the patients and employees concerned, this also had an adverse effect on finances and the financial result for 2022. In November 2022, the building at Kasteellaan in Oegstgeest was taken into use. The costs will outweigh the benefits, but this is expected to have a positive effect in 2023 and beyond.

Both Stichting 1940-1945 and stichting Pelita have achieved considerably unfavourable returns on their investment portfolios of approximately 13% by 2022 (2021: +13%). These investments are managed externally by a professional asset manager and are held for the long term. The cumulative return since 2016 is still well above the 3.5% return predicted at the time.

Moreover, for stichting Pelita, the investments in personnel could not be fully covered from the institutional subsidy and additional project subsidies. The required intensification of services to the target group has led to a financial deficit that is financed from the reserves.

The difference in results between 2021 and 2022 can be explained generally as follows:



<b>Consolidated result 2021</b>		<b>590,812</b>
<b>Main causes:</b>		
Higher revenue ZvW, JHO	1,720,000	
No healthcare-related COVID-19 compensation	-400,000	
Higher availability contributions	270,000	
Higher sales QHSE management	280,000	
Lower revenue institutional subsidies	-160,000	
Higher sales ARQ IVP/ARQ Academy	630,000	
Expansion of formation	-1,300,000	
Indexation salaries	-300,000	
Higher costs PNIL	-600,000	
Higher food and hotel costs	-140,000	
Costs Kasteellaan	-190,000	
Commissioning Valuecare	-100,000	
Higher cost of sales ARQ IVP/ARQ Academy	-170,000	
Lower share price result on investments	-1,760,000	
Higher corporate income tax	-35,000	
Other items	-12,026	
		<u>-2,267,026</u>
<b>Consolidated result 2022</b>		<b><u>-1,676,214</u></b>

## Normalised result

The consolidated result can be adjusted for non-recurring charges in order to obtain a normalised result. This normalised result is as follows:

<b>Consolidated result 2022</b>		<b>-1,676,214</b>
<b>Non-recurring charges:</b>		
Results investments Stichting 1940-1945	-721,000	
Results investments Pelita	-255,000	
Start-up costs Kasteellaan	-98,000	
		<u>-1,074,000</u>
<b>Adjusted result 2022</b>		<b><u>-602,214</u></b>

## Sales

Total sales for 2022 amount to €37.7 million and increased by €2.8 million compared to the previous financial year. Revenue from professional or business services made up the largest part of sales at €26.7 million. Compared to 2021, this figure has increased by 6.5%. In 2022, the Care Performance Model was started and the DBC system was abandoned. The COVID-19 pandemic has left its mark on operations to a lesser extent, as in the years 2020 and 2021. Nevertheless, this also negatively affected revenue in 2022. The clinic was

understaffed for several periods due to corona outbreaks among both patients and practitioners. Contrary to 2020, no COVID-19 compensation was received in 2021 and 2022.

Subsidies based on the regulation referred to in Article 3 of the Health, Welfare and Sport (Grants) Framework Act are included under income from professional or business services. Compared to the previous financial year, these have decreased by approximately €200,000 as a result of the phasing out of the WWII institutional subsidy.

Income from other professional or business activities includes the revenue from assistance provided by ARQ IVP. This revenue category increased by 11.7% compared to the previous financial year.

More than half of the other revenue consists of other subsidies and contributions and approximately 25% of availability contributions for training. Both items together increased by 4.4% to €3.9 million. The other subsidies and contributions have increased due to expansion of projects for which external financing has been found.

Other revenues increased by €400,000 (52.3%) to €1.2 million. Causes include the increase in revenue from services to other organisations and secondments and gifts and legacies received.

Sales (after eliminations) can be specified as follows:

	<b>2022</b>	<b>2021</b>
	€	€
Stichting ARQ (separate)	5,803,251	5,443,710
Sales investee	5,483,227	4,793,293
Stichting ARQ (including investee)	11,286,478	10,237,003
Stichting Vrienden van Stichting ARQ	75,183	68,449
Stichting ARQ Centrum'45	25,979,019	24,056,846
	<b>37,340,680</b>	<b>34,362,298</b>
Stichting 1940-1945	56,995	32,682
Stichting Pelita	338,230	511,132
<b>Total</b>	<b>37,735,905</b>	<b>34,906,112</b>

## 6.3 Situation at the balance sheet date

The negative result of €1,676,000 led to a decrease in consolidated equity. The consolidated equity includes the equities of Stichting 1940-1945 and stichting Pelita. This means this equity is limited to use for the objectives of the foundations in question.

Part of the appropriated result is added to the special-purpose reserve. This mainly relates to the special-purpose reserve of €400,000, which was formed in order to be able to celebrate the 50th anniversary of ARQ Centrum'45 in 2023. From the equalisation reserve that is designated under the appropriated fund, €0.13 has been withdrawn. As a result, an amount of €1.87 million is withdrawn from the other reserves. At the same time, loan capital increased by approximately €1.56 million, partly as a result of the increase in debts to creditors and the payable taxes and social insurance contributions and pension contributions.

The overdraft at Van Lanschot Bankiers increased by €900,000 compared to the previous financial year. Because of these developments, solvency decreased from 50.4% in 2021 to 44.0% at the end of 2022. This is still well above the standard of 25%.

The liquidity position decreased slightly in 2022 compared to the 2021 level. The increase in current liabilities (+13.7%) is greater than the increase in current assets (+7.4%). The increase in current assets is mainly due to trade debtors, which is approximately €2.5 million higher compared to last year. In 2022, there were problems with Care Performance Model invoicing from the Electronic Patient File, which meant it was not possible to invoice until mid-November of 2022 and the liquidity position could be maintained to some extent by advances received from healthcare insurers. By the end of the year, the problems had largely been resolved and the organisation was able to catch up with invoicing. Not all invoiced amounts had been received at the end of the financial year, which led to a high accounts receivable balance.

Combined, this results in a negative net working capital (current assets including cash and cash equivalents minus current debt) of €140,000, which is approximately €670,000 lower than the previous year. As a result, the liquidity ratio decreased to 0.97 in 2022 (2021: 1.02). If the net working capital is corrected for short-term credit, the liquidity ratio is 1.31 (2021: 1.44). In the latter case, it is above the standard of 1.0.

## 6.4 Cash flows and financing needs

In mid-December 2022, the existing credit facility with main bank Van Lanschot Bankiers was, until 31 March 2023, temporarily increased by €1 million, from €7 million to €8 million, as a result of increased financing needs due to the late start of the invoicing Care Performance Model. The introduction of the new Care Performance Model as of 1 January 2022 initially had a positive impact on the liquidity position. At the beginning of 2022, all DBCs started in 2020 and 2021 have been closed and invoiced. As a result, financing needs had evaporated by early 2022. One of the advantages of the Care Performance Model is that work in progress can be invoiced monthly. Because of the IT implementation and the necessary initial problems with the EPF system, invoicing could not be started until mid-November. The liquidity position was maintained somewhat during 2022 through advances from a number of healthcare insurers.

At the beginning of 2023, financing needs initially decreased as a result of the organisation catching up with invoicing for 2022. Invoicing for 2023 is not expected to take place until mid-March 2023, due to contract negotiations that have not yet been completed. At that time, it will also be determined to what extent the credit facility, again €7 million as of April 2023, can be reduced.

At the end of 2022, funds withdrawn were €100,000 higher than at year-end 2021. Before invoicing started in mid-November 2022, funds withdrawn amounted to approximately €6 million. After invoicing, outstanding receivables were received relatively quickly, after which the funds withdrawn returned to the level of the end of 2021.

Stichting ARQ is still exploring the property market to find new accommodation for the entire group. As soon as a property is found that is an actual candidate, the financing requirement and the associated financing arrangement will be redetermined.

## 6.5 Risks and uncertainties

The war in Ukraine has caused great uncertainty worldwide. This has manifested itself economically in a looming recession and high inflation. The prices of energy and materials, among other things, have risen considerably. This affects the costs of food and maintenance, among other things, which can lead to poorer results. In the future, this may affect the new collective agreement negotiations. The current collective agreement runs until 2024, but high inflation may affect this. In other sectors, a trend towards strong wage increases is visible.

The Care Performance Model--the new funding system for mental healthcare--involves fewer uncertainties than its predecessor, the DBC funding system. Work in progress can be invoiced monthly from the Care Performance Model. Pre-financing from the DBC system for long-term care programmes is therefore a thing of the past. As a result, the volume of work in progress will be relatively low, and the necessary credit facility with the main bank will no longer be necessary. This means solvency and liquidity will increase. Although the Care Performance Model system has been used for a year now, there are still a number of omissions that need to be further developed.

Credit risks are limited since a large part of the revenue is generated through large healthcare insurers, which are required to meet set solvency standards that are professionally supervised. Another large portion of the revenue comes from government grants. The liquidity risk is adequately managed by means of periodic reports on current liabilities and available cash and banking facilities.

## 6.6 Financial instruments

Stichting ARQ maintains a conservative policy regarding the use of financial instruments. No financial derivatives are used and there is no intention of using such instruments in the near future. The securities portfolios of Stichting 1940-1945 and stichting Pelita have a neutral investment mandate, which is dictated by the long period over which the investments are expected to be held. The financial risks are therefore limited, although they can have a major impact on the financial result of an individual financial year, as was the case for 2022.

## 6.7 Future developments

The COVID-19 crisis seems to be over, yet it still affects sick leave and necessary cancellations of patient appointments or patient admissions. However, the government no longer offers any compensation options.

The war in Ukraine also affects business operations in another way. On the one hand, costs have increased due to increased inflation, resulting in a negative return on the securities portfolio. On the other hand, this crisis also offers ARQ the opportunity to provide professional support for psychosocial counselling in disasters and crises, and we are involved in various initiatives in both Ukraine and the reception of refugees in the Netherlands.

ARQ Centrum'45 celebrates its 50th anniversary in 2023 and even after fifty years, it still sees an important task in finding better treatment solutions and making them available to patients in the Netherlands and beyond. A specific objective for 2023 is to improve the findability of ARQ Centrum'45, in particular for the less traditional target groups of patients. One option to achieve this is setting up the ARQ Diagnostic Centre as an easily accessible point of information and updating and disseminating our communication material. The 50th anniversary of ARQ Centrum'45 in 2023, and with it ARQ, is an important medium of communication in this regard. The 123Platform introduced in 2022, enabling ARW to deal with consultation questions quickly, efficiently and effectively, largely meets expectations and will certainly be continued in 2023.

In 2023, ARQ IVP will commit itself to making further system investments so the service and product range can be presented with all contemporary online options. In terms of communication and marketing, ARQ IVP wants to further strengthen its online presence.

ARQ Academy wants to acquire a leading national and international position in the fields of education, training, giving lectures and holding symposia and conferences with regard to the knowledge domain of psychotrauma. This transformation started in 2022 and will be further developed in 2023.

In 2023, ARQ International will continue to build on the long-term goal of promoting the mental and psychosocial health of people affected by conflict and humanitarian disasters in low and middle-income countries.

## 6.8 Budget for 2023

The objective in the budget is an intended return on all profit centres (PCs) of 3% of (non-subsidised) sales. This return requirement mainly applies to ARQ Centrum'45 and ARQ IVP, because no return can be made on other PCs from the subsidies they receive and continuity is supported, for example, on the basis of equalisation reserves.

For 2023, the main policy principles are as follows:

- Solving demand and waiting list problems through growth in treatment at ARQ Centrum'45
- Adaptation to high market demand for ARQ IVP.
- Bouncing back to a post-crisis scale of ARQ Centre of Expertise for the Impact of Disasters and Crises.
- ARQ International continues on the reference projects of 2021/2022.
- Absorbing energy cost increases.
- Long-term accommodation plan.
- Recovery of the financial result.

## Investments

Various investments are envisaged for 2023. In broad terms, this concerns investments in supporting software. Major projects include the selection and implementation of an online training platform as well as the implementation of a new EPF for ARQ IVP. There are also various smaller investments in online applications for the purchasing function, recognition software for incoming expense claims and planning tools. This also concerns investments to replace hardware (smartphones, laptops and printers). Lastly, at the beginning of 2023, the premises at Rijnzichtweg in Oegstgeest will be renovated in the form of a small extension of the clinic.

## 7. Report of the Supervisory Board

### 7.1 Members of the Supervisory Board in 2022

- drs. K. (Khadija) Arib chair
- mr. R. J. (Rein) van der Kluit member, until 23/09/2022
- drs. J.J.M. (Joost) Goderie member, until 27/05/2022
- Mr A. F.J. (Lex) van Overmeire RA member
- Prof. M.J. (Marian) Jongmans member
- drs. N.D.E. (Nicole) Maarsen MRE member, since 27/05/2022
- mr. M.M.F. (Marchien) Holtrop member, since 23/09/2022

In January 2023, Lex van Overmeire had to resign his duties as a member of the Supervisory Board with immediate effect due to his health and the Board started looking for a new member for this position. Bert Hilverda was appointed as a member of the Supervisory Board with effect from 19 April 2023.

#### 7.1.1 Other positions

The members of the Supervisory Board held various other positions in 2022.

##### Other positions of Khadija Arib

Member	House of Representatives of the States General (until 4 November 2022)
Member	Supervisory Board of OLVG hospital
Chairman	Jury 'Top woman of the year'
Member	Committee of recommendation Leven Lief Huis

##### Other positions of Rein van der Kluit

Chairman	Stichting J.P. Sweelinck Award
Chairman	International Organ Festival Haarlem
Chairman	Association of Mentors of Klinkend Erfgoed
Chairman	RO Delta Corridor Coordination Group
Chairman	Stay Tuned Foundation
Vice Chairman	Civo Foundation (Certification Institute for Organ Consultants)
Member and vice-chairman	Board of Trustees 1953 Flood Museum in Ouwkerk
Member	HRM committee CDA (political party)

##### Other positions of Joost Goderie

Senior managing partner	Communication Infrastructure Partners
Board member	CFO Microcos
Chairman	Board of directors Quin
Network Ambassador	War Child Netherlands
Non-Executive Board Member	Eurofiber

#### Other positions of Lex van Overmeire

Supervisory Board Member	Van Lanschot Kempen, Chair of Audit and Compliance Committee
Chairman	Audit Advisory Committee Centrum Indicatiestelling Zorg (CIZ)
Member Supervisory Board	Nederlandse Waterschapsbank NV, chairman of the Audit Committee

#### Other positions of Marian Jongmans

Vice-dean and director	Graduate School Faculty of Social Sciences at Utrecht University
Healthcare psychologist	Wilhelmina Children's Hospital, Department of Neonatology (UMCU)
Member	Scientific Council 's Heeren Loo
Member	Board PDBO-Randstad Foundation
Member	Board of the BoPP Foundation (BIG training for Psychologists and Educators) Central Netherlands

#### Other positions of Nicole Maarsen

Chairman	Board Urban Land Institute NL
Member	Supervisory Board Economic Institute for the Construction Industry
Member	Supervisory Board Home Earth
Chairman	Committee on Temporary Housing and Transformation of the Ministry of the Interior and Kingdom Relations (BZK)
Member	Committee impulse approach Shopping areas of the Ministry of Finance

#### Other positions of Marchien Holtrop

Senior judge	Court of The Hague, criminal law focus area
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## 7.2 Report for 2022

The tasks, responsibilities and powers of the Supervisory Board, as laid down in regulations based on the Healthcare Governance Code, are decisive factors to the actions of the Supervisory Board and the consultations held with the Board of Trustees.

In May 2021, the regulations of the Supervisory Board and Board of Trustees were amended and adopted. In 2022, a start was made on a revision of the Articles of Association and regulations as a result of new laws and regulations, including the Wbtr and Healthcare Governance Code 2022.

### Members of the Supervisory Board and Board of Trustees

Khadija Arib was appointed as the new chairman of the Supervisory Board of ARQ with effect from 1 January 2022.

In 2022, two vacancies arose on the Supervisory Board due to the expiry of the terms of office of members Joost Goderie and Rein van der Kluit. Preparations had already been made for this in 2021. Nicole Maarsen was appointed as a member of the Supervisory Board of the Finance portfolio with effect from 27 May 2022.



On the recommendation of the Advisory Board of Stichting 1940-1945, the Supervisory Board has appointed Marchien Holtrop with effect from 23 September 2022.

The Patient Council and the Works Council have issued a positive recommendation regarding these proposed appointments.

Lex van Overmeire was reappointed for a second term with effect from 1 December 2022. Unfortunately, due to health issues, Lex van Overmeire had to resign his position immediately on 15 January 2023 and he passed away on 4 April 2023. His human and social involvement and commitment made him a reliable anchor in the Supervisory Board since 2018. It was too short. We would have liked to work with him longer and miss him. The Supervisory Board has found a worthy successor in Bert Hilverda, who joined on 19 April 2023.

In the summer of 2022, Gerdy van Bellen, member of the Board of Directors, announced her departure as a director at ARQ with effect from 1 January 2023. This prompted the Supervisory Board to investigate whether the current set-up of management (and supervision) is in line with future developments and ARQ's long-term vision. The Supervisory Board has asked an external consultant to advise on the desired composition, structure and size of the Board of Trustees, which also involves the Works Council, Patient Council, Board of Trustees, management boards and P&O.

In response to this advice, the Supervisory Board has decided to set up a Quality and Safety Committee and to add a sixth member to the Supervisory Board with a healthcare management background. .

## **Finance and property**

In 2022, the audit committee of the Supervisory Board consisted of Lex van Overmeire and Joost Goderie; from May 2022, Joost Goderie was succeeded by Nicole Maarsen. The committee convened four times in 2022. In addition to its financial duties, the Audit Committee has real estate in its portfolio as a focal point for the Supervisory Board. There were a few ad hoc consultations with regard to a property development. During meetings, the Audit Committee reports to the members of the Supervisory Board.

Related to the pandemic, the financial consequences and risks were subject to extra monitoring, as was the introduction of the Care Performance Model. As in previous years, real estate was a recurring topic in 2022, including the renting of an additional treatment location in Oegstgeest.

At the meeting of 23 May 2022, the 2021 financial statements were discussed with the auditor and the Supervisory Board approved the adoption of the 2021 financial statements.

The adopted 2023 budgets were approved accordingly. The Audit Committee discussed the 2022 management letter with the auditor.

## **Employee participation bodies**

Marian Jongmans attended a meeting of the Patient Council with the Board of Trustees in June 2022.

Khadija Arib was due to attend a meeting of the Works Council with the Board of Trustees in September 2022, but this meeting was cancelled and rescheduled for January 2023.

## Employer

The employment contract of the Board of Trustees has adapted new laws and regulations on the advice of P&O.

In December, the Supervisory Board had an exit interview with Gerdy van Bellen upon her departure as a member of the Board of Trustees.

## Specific other points

- Each meeting revolved around the consequences of the COVID-19 pandemic and the war in Ukraine for patients/clients/stakeholders, employees, the organisation and the financial situation.
- Strategic long-term plan
- Supervisory Vision and Framework for Good Governance
- Introduction of new Supervisory Board members
- Introduction of Trustees

The Supervisory Board held six meetings in 2022.

The Supervisory Board spends a portion of time annually on training, which, depending on the subject, is given by an external or internal expert.

The 2021 Annual Strategy Day was postponed to February 2022 due to the pandemic. The boards have included the Supervisory Board in the most important parts of the primary process, based on the management review. In addition, the Supervisory Board reflected on good governance and supervision. In December 2022, an afternoon was devoted to the future management and supervision structure in which an external consultant was present.

The Supervisory Board thanks the Board of Trustees for their cooperation.

Finally, the Supervisory Board would like to thank all employees for their impressive commitment and dedication to our patients, clients, the organisation and society.

May 2023

Khadija Arib  
Chairman of the Supervisory Board

## 8. Consolidated annual financial statements 2022

### 8.1 Consolidated balance sheet as at 31 December 2022

(after proposed profit appropriation)

<b>ASSETS</b>	<b>Ref.</b>	<b>31/12/2022</b>	<b>31/12/2021</b>
		€	€
<b><u>Fixed assets</u></b>			
<b>Tangible fixed assets</b>	1		
Land and buildings		6,777,905	6,621,056
Other tangible fixed assets		471,311	438,528
		<b>7,249,216</b>	<b>7,059,584</b>
<b>Financial fixed assets</b>	2		
Other securities		<b>5,781,104</b>	<b>6,932,480</b>
<b><u>Current assets</u></b>			
<b>Accounts receivable</b>	3		
On trade debtors		3,940,824	1,448,758
Other receivables		7,425,774	8,704,919
Prepayments and accrued income		291,083	269,847
		<b>11,657,681</b>	<b>10,423,524</b>
<b>Cash and cash equivalents</b>	4	<b>606,790</b>	<b>991,094</b>
		<b>25,294,791</b>	<b>25,406,682</b>

<b>LIABILITIES</b>	<b>Ref.</b>	<b>31/12/2022</b>	<b>31/12/2021</b>
		€	€
<b>Equity</b>	5		
Share capital paid up and called up		781	781
Special-purpose reserves		879,781	393,174
Appropriated funds		264,606	399,248
Other reserves		9,990,190	12,018,368
		<b>11,135,358</b>	<b>12,811,571</b>
<b>Provisions</b>			
Other provisions	6	<b>1,180,573</b>	<b>1,039,941</b>
<b>Non-current debts</b>			
Debts to banks	7	<b>300,000</b>	<b>400,000</b>
<b>Current liabilities</b>	8		
Debts to banks		3,291,657	3,206,014
Debts to suppliers and trade credits		1,125,668	646,570
Taxes and social security contributions		1,806,030	1,629,672
Pension debts		348,865	19,257
Other debts		1,263,531	1,293,819
Other liabilities		4,843,109	4,359,838
		<b>12,678,860</b>	<b>11,155,170</b>
		<b>25,294,791</b>	<b>25,406,682</b>

## 8.2 Consolidated income statement for 2022

	Ref.	2022 €	2021 €
<b>OPERATING INCOME</b>			
<b><i>Income from professional or business services</i></b>			
	10		
Healthcare Insurance Act		12,712,186	10,990,138
Youth Act		1,552,747	1,550,126
Ministry of Health, Welfare and Sport and/or Long-Term Care Act subsidies		3,518,835	3,677,360
Availability contribution healthcare		4,683,400	4,454,251
Other income from professional or business services		4,199,777	4,357,271
		26,666,945	25,029,146
<b><i>Income from other professional or business activities</i></b>			
	11	6,009,807	5,380,743
<b>Net sales</b>		<b>32,676,752</b>	<b>30,409,889</b>
Other operating income	12	5,059,153	4,496,223
<b>Sum of operating income</b>		<b>37,735,905</b>	<b>34,906,112</b>
<b>OPERATING EXPENSES</b>			
Costs of outsourced work and other costs	13	3,851,628	3,120,386
Wages and salaries	14	21,516,068	20,314,745
Social insurance		2,832,939	2,668,201
Pension expenses		2,103,370	1,891,722
Depreciation on property, plant and equipment and amortisation on intangible non-current assets	15	324,407	363,378
Other operating expenses	16	7,701,021	6,663,540
<b>Sum of operating expenses</b>		<b>38,329,433</b>	<b>35,021,972</b>
<b>OPERATING RESULT</b>		<b>-593,528</b>	<b>-115,860</b>
Revenue and/or expenses from receivables belonging to non-current assets and from securities	17	-905,534	845,049
Interest and similar expenses	17	-123,694	-119,684
<b>RESULT BEFORE TAX</b>		<b>-1,622,756</b>	<b>609,505</b>
Tax	18	-53,458	-18,693
<b>RESULT AFTER TAX</b>		<b>-1,676,214</b>	<b>590,812</b>

	<u>2022</u>	<u>2021</u>
	€	€
<b>Proposal for profit appropriation</b>		
Addition/(withdrawal):		
General and other reserves	-1,870,411	751,769
Special-purpose reserves	328,839	-153,486
Appropriated funds	<u>-134,642</u>	<u>-7,471</u>
	<u><b>-1,676,214</b></u>	<u><b>590,812</b></u>

## 8.3 Consolidated cash flow statement for 2022

	Ref.	2022		2021	
		€	€	€	€
<b>Cash flow from operational activities</b>					
Operating result			-593,528		-115,861
Adjustments for:					
- depreciation on property, plant and equipment and amortisation on intangible non-current assets	15	324,407		363,378	
- corporate income tax		-53,458		-18,693	
- movements in provisions	6	<u>140,633</u>		<u>180,553</u>	
			<b>411,582</b>		<b>525,238</b>
Movements in current assets:					
- work in progress	3	0		4,449,831	
- other receivables	3	-1,234,158		-4,280,862	
- current liabilities (excl. debts to credit institutions)	8	<u>1,438,049</u>		<u>-918,806</u>	
			<b>203,891</b>		<b>-749,837</b>
Cash flow from operations			<b>21,945</b>		<b>-340,460</b>
Interest and similar expenses	17	-103,044		-98,012	
Interest expenses on non-current loans	17	-20,650		-21,672	
Received bond coupons +/- fees	17	<u>69,708</u>		<u>58,975</u>	
			<b>-53,986</b>		<b>60,709</b>
Cash flow from operational activities			<b>-32,041</b>		<b>-401,169</b>
<b>Cash flow from investment activities</b>					
Investments in tangible fixed assets	1	-514,592		-131,201	
Disposals of property, plant and equipment	1	553		9,639	
Movement in financial fixed assets (excl. depreciation)	2	<u>176,133</u>		<u>303,791</u>	
<b>Total</b>			<b>-337,906</b>		<b>182,229</b>
<b>Cash flow from financing activities</b>					
Repayment of non-current debts	7		<b>-100,000</b>		<b>-100,000</b>
Movement in cash and cash equivalents (including current debts to credit institutions)			<u><b>-469,947</b></u>		<u><b>-318,940</b></u>

	31/12/2022		31/12/2021	
	€	€	€	€
<b>Cash position as at 1 January</b>				
Cash and cash equivalents	991,094		716,933	
Debts to credit institutions	<u>-3,206,014</u>		<u>-2,612,913</u>	
		-2,214,920		-1,895,980
<b>Cash position as at 31 December</b>				
Cash and cash equivalents	606,790		991,094	
Debts to credit institutions	<u>-3,291,657</u>		<u>-3,206,014</u>	
		-2,684,867		-2,214,920
Movement in cash		<u><b>-469,947</b></u>		<u><b>-318,940</b></u>



## 8.4 General notes to the 2022 consolidated financial statements

### 8.4.1 General accounting policies

#### 8.4.1.1 General data

Stichting ARQ has its registered office at Nienoord 5, 1112 XE in Diemen. Stichting ARQ is registered under Chamber of Commerce number 27310568.

Stichting ARQ was founded on 24 December 2007. The main activities consist of promoting and facilitating mutual cooperation between the affiliated healthcare, knowledge and interest groups in the area of the consequences of persecution, war and violence, as well as developing and determining strategic policy and managing affiliated legal entities.

#### 8.4.1.2 Group relations and consolidation

The consolidation includes the financial data of Stichting ARQ, together with its group companies and other legal entities in which it can exercise dominant control or of which it conducts the central management. Group companies are legal entities in which Stichting ARQ can directly or indirectly exercise dominant control by holding the majority of the voting rights or can in any other way control the financial and operational activities. Potential voting rights that can be exercised directly on the balance sheet date are also taken into account. The group companies and other legal entities in which it can exercise dominant control or of which it conducts the central management are fully consolidated. The shares of third parties in the Group's equity and result are stated separately. Where there is an interest in a joint venture, the relevant interest is proportionally consolidated. A joint venture exists where, as a result of an agreement to cooperate, the participants exercise joint control. Intercompany transactions and debts between group companies and other consolidated legal entities are eliminated insofar as the results have not been achieved through transactions with third parties outside the group. Unrealised losses on intercompany transactions are also eliminated unless there is an impairment. Accounting policies of group companies and other legal entities included in the consolidation have been updated where necessary to ensure consistency with the policies adopted by the group.

The consolidated entities are:

Stichting ARQ (100%)	with its office at Nienoord 5, 1112 XE in Diemen
Stichting Vrienden van stichting ARQ (100%)	with its office at Nienoord 5, 1112 XE in Diemen
Stichting ARQ Centrum'45 (100%)	with its office at Nienoord 5, 1112 XE in Diemen
ARQ IVP B.V. (100%)	with its office at Nienoord 5, 1112 XE in Diemen
Stichting 1940-1945 (100%)	with its office at Nienoord 5, 1112 XE in Diemen
Stichting ARQ Wetenschappelijk Onderzoek (100%)	with its office at Nienoord 5, 1112 XE in Diemen
Stichting Pelita (100%)	with its office at Nienoord 13, 1112 XE in Diemen

At year-end 2022, Stichting ARQ includes the following investee:

ARQ IVP B.V. (100%) with its office at Nienoord 5, 1112 XE in Diemen.

#### 8.4.1.3 Reporting period

These financial statements are for the 2022 financial year, running from 1 January 2022 until 31 December 2022. The comparative figures relate to the 2021 financial year, running from 1 January 2021 until 31 December 2021.

#### **8.4.1.4 Going concern assumption**

It is expected that all of the activities of Stichting ARQ and its subsidiaries to which the assets and liabilities are conducive will be continued. These financial statements have been prepared under the going concern assumption.

#### **8.4.1.5 Accounting policies for the preparation of the financial statements**

The financial statements have been prepared in accordance with the WMG Guidelines for Annual Reporting (RojW). The policy rules for the WNT, the Law on Standardisation of Top Income in the Public and Semi-Public Sector, also apply. The financial statements are drawn up in euros.

Notes to items in the balance sheet, income statement and cash flow statement have been numbered in the annual financial statements. The accounting policies applied for the measurement of assets and liabilities and the results are based on historical costs, unless otherwise stated in the further policies. Revenue and expenses are allocated to the period to which they relate.

Caution is exercised in applying the accounting policies for the measurement and determination of the result. Profits are only recognised to the extent that they have been realised on the balance sheet date. Liabilities originating before the end of the financial year are taken into account if they became known before the preparation of the financial statements. Foreseeable liabilities and possible losses originating before the end of the financial year are taken into account if they were known before the preparation of the financial statements.

Further details of specific accounting principles for the preparation of the financial statements and for the measurement and determination of the result are discussed below.

#### **8.4.1.6 Use of estimates**

Drawing up the financial statements requires the Board of Trustees to make judgements, estimates and assumptions that affect the application of accounting policies, the reported value of assets and liabilities as well as the income and expenses. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods affected by the revision.

#### **8.4.1.7 Comparison with previous year**

The accounting policies for the measurement and determination of the result have remained unchanged from the previous year.

#### **System changes**

There are no changes in the accounting system compared to the previous year.

#### **Reclassification of comparative figures**

The figures for 2021 have been reclassified where necessary to allow for comparability with 2022.

These reclassifications concern the partly changed presentation rules for the figures for 2022 from the WMG Guidelines for Annual Reporting (RojW) compared to the figures for 2021 that were in accordance with the WTZi Reporting Regulations (RvW).

#### **Changes in estimates**

There were no changes in estimates in 2022.

#### **Specific estimates**

Every year, Stichting ARQ creates an estimate to translate regular healthcare contracts with healthcare insurers based on claim years translated into fiscal years. This estimate is largely based on experience. Following the introduction of the Care Performance Model, this sales qualification is no longer needed.

#### **8.4.1.8 Related parties**

Related parties are all legal entities over which dominant control, joint control or significant influence can be exercised. Legal entities that can exercise predominant control are also designated as related parties. The statutory members of the Board of Trustees, management officers, other key officials in the board and/or management of the Foundation or the parent company of the foundations are also related parties. Significant transactions with related parties are disclosed in the Notes if not at arm's length. The nature and extent of the transaction and other information necessary to provide insight are disclosed.

## **8.4.2 Accounting policies for the measurement of assets and liabilities**

#### **8.4.2.1 Tangible fixed assets**

Unless where indicated otherwise, land and buildings are measured at acquisition cost, including additional costs or manufacturing cost, less straight-line depreciation over the expected future useful life and impairments. Land is not subject to depreciation. Impairments expected on the balance sheet date are taken into account. To determine whether a tangible fixed asset is subject to impairment, reference is made to the relevant section.

Other fixed assets are carried at acquisition cost or production cost, including directly attributable costs, less straight-line depreciation over the expected future useful life and impairments.

#### **Impairment of fixed assets**

Stichting ARQ assesses at each balance sheet date whether there is any indication that a fixed asset may be impaired. If it is not possible to determine the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

An impairment loss is recognised when the carrying amount of an asset exceeds its recoverable amount; the recoverable amount is the higher of the net realisable value and the value in use.

An impairment loss is recognised as a direct expense in the income statement with a simultaneous reduction of the carrying amount of the relevant asset.

#### **8.4.2.2 Financial fixed assets**

##### **Investees**

Investments in group companies and other investees in which significant influence can be exercised are measured according to the net asset value method. Significant influence is in any case presumed to be present when 20% or more of the voting rights can be exercised. The net asset value is calculated according to the accounting policies applicable to these financial statements; for investees for which insufficient data is available for adjustment according to these principles, the accounting policies of the respective associate are used. If the valuation of an investee is negative according to the net asset value, whereby loans to this investee are also involved (net investment), it is valued at nil. Investees in which no significant influence can be exercised are measured at acquisition price. If there is a permanent impairment, the asset is carried at this lower value; any impairments are charged to the income statement.

##### **Receivables from investees**

The receivables recognised in financial fixed assets are in principle measured at the fair value, less any impairments deemed necessary.

##### **Securities**

Listed securities are carried at market value (fair value). The fair value of listed securities is equal to their market value.

Securities other than listed securities are measured at the lower of acquisition price or market (fair) value. In the latter case, the fair value is approximated with generally accepted measurement models and methods. Gains on securities carried at market value are taken directly to the income statement. Impairments of securities carried at market value are also taken directly to the income statement. Transaction fees that are directly attributable to the acquisition of the securities are recognised directly in the income statement.

#### **2.4.2.3 Receivables**

Receivables are measured at the fair value of the consideration upon initial recognition. After their initial recognition, trade receivables are measured at their amortised cost. If the receipt of the receivable is deferred on the grounds of an extended agreed payment period, the fair value is determined on the basis of the present value of the expected income, and any interest income is added to the income statement on the basis of the effective interest rate.

Bad debt provisions are deducted from the carrying amount of the receivable.

All receivables have a term of less than one year.

#### **8.4.2.4 Cash and cash equivalents**

Cash and cash equivalents consist of cash, bank balances and deposits with a term of less than one year. Current account debts at banks are recognised in debts to credit institutions under current debts. Cash and cash equivalents are measured at nominal value.

#### **8.4.2.5 Equity**

Equity is presented in such a way that it shows which part is freely at the organisation's disposal and which part is not. If part of the equity is allocated on a more restricted basis than would be acceptable in view of the organisation's objectives, this part is accounted for as tied-up capital. This allocation restriction may be imposed by the Foundation's Board or by third parties. If this restriction is imposed by third parties, then this part is regarded as an appropriated fund. The notes explain the amount and the limited purpose of each appropriated

fund stated. The reason for this restriction and any other conditions imposed by the third party are also stated. If the restriction referred to in the previous paragraph is imposed by the management rather than third parties, the part of the equity thus set aside is designated as a special-purpose reserve (rather than as an appropriated fund). The notes specify the amount and limited specification of each special-purpose reserve. The notes also set out the fact that the Board of Trustees implemented this restriction.

All movements in equity are recognised in the income statement. Expenditures covered by special-purpose reserves and appropriated funds are also recognised in the income statement.

#### **8.4.2.6 Provisions**

##### **General**

Provisions are created for legally enforceable or constructive obligations existing on the balance sheet date and resulting from a past event, if it is probable that an outflow of resources will be necessary and if the amount can be reliably estimated.

The provisions are measured at the best estimate of the amounts required to settle the relevant liabilities and losses on the balance sheet date. Provisions are stated at the nominal value of the expected expenses required to fulfil the payment obligations and settle the losses, unless where stated otherwise. When a third party can be expected to reimburse the liabilities and it is probable that the reimbursement will be received upon settlement of the liability, the reimbursement is recognised as an asset in the balance sheet.

##### **Provision for major maintenance**

A provision is created for major maintenance expenditure in order to spread the costs evenly over a number of future years. This specific provision is determined on the basis of its nominal value.

##### **Provision for service anniversary obligations**

The service anniversary provision is a provision for future service anniversary payments. This provision concerns the present value of the service anniversary payments to be paid in the future. The discount rate in 2022 is 2% (2021: 2%). The calculation is based on pledges, retention probability and age.

#### **8.4.2.7 Debts**

Non-current liabilities recognises debts with a remaining term of more than one year. Current liabilities have an expected term of one year or less. Debts are initially measured at their fair value and subsequently measured at amortised cost. The repayment obligations for the coming year of the non-current debt are included under current liabilities.

## 8.4.3 Accounting policies for determination of the result

### 8.4.3.1 General

The result is determined as the difference between the income and expenses for the year under review, taking into account the accounting policies referred to above.

Income is recognised in the year in which it is earned. Expenses are taken into account in the year in which they are foreseen. Other income and expenses are allocated to the reporting period to which they relate. Income (including postponed budget adjustments) and expenses from previous years that have been identified in this financial year are attributed to this financial year. In the event of an error detected in previous financial years, error correction is applied. Income for which a special purpose has been designated is shown separately in the (notes to the) income statement, stating the nature of the purpose; if this income is not fully spent during the year under review, the unspent funds will be reserved in the relevant special-purpose reserve(s) or appropriated fund(s). A withdrawal from a special-purpose reserve or appropriated fund is recognised as an expenditure/expense in the income statement.

If an appropriation is made to or from the special-purpose reserve(s) or appropriated fund(s), the movement is recognised as follows: the balance of the income statement is determined including the surplus or deficit arising from the appropriated income and expenses. The income statement then includes a specification of the recognition of this balance in the various items of shareholders' equity.

### 8.4.3.2 Revenue recognition

Revenue from the delivery of goods is recognised once all significant rights and risks relating to the ownership of the goods have been transferred to the buyer. Revenue from the provision of services is prorated based on the services provided up to the balance sheet date in relation to the total services to be provided. For projects in progress for which the results can be reliably determined, contract revenue and contract costs are recognised in the income statement as net sales in accordance with the completion rate of the contract at the balance sheet date (percentage of completion (PoC) method).

The progress of the work carried out is determined on the basis of the project costs incurred up to the balance sheet date in relation to the estimated total project costs. If the outcome cannot (yet) be reliably estimated, revenue is recognised in the income statement as net sales to the extent of contract costs incurred that will probably be recovered; in which case, contract costs are recognised in the income statement in the period in which they are incurred.

As soon as the result can be reliably determined, revenue is recognised in accordance with the PoC method in proportion to the services provided as at the balance sheet date.

As soon as the total contract costs are likely to exceed total contract revenue, the expected loss is recognised immediately in the income statement. This loss is recognised in the cost of sales. The provision for the loss is part of the projects in progress item.

#### **Government subsidies**

Government subsidies are recognised initially in the balance sheet as deferred income as soon as there is reasonable assurance that these will actually be received and that the Group will comply with the conditions associated with the subsidy. Subsidies that compensate the Group for expenses incurred are recognised as revenue in the income statement on a systematic basis in the same period in which the expenses are incurred. Subsidies that compensate the Group for the cost of an asset are recognised in the income statement on a systematic basis over the useful life of the asset. A loan contracted at an interest rate below the market rate is recognised as a debt in the balance sheet and measurement is subject to the policies set out under Financial Instruments. The difference between the higher amount of the credit received and the carrying amount upon initial recognition is the benefit resulting from the lower interest rate. This benefit is accounted for as a government subsidy.

#### **Revenue from donations, contributions and legacies**

Revenue from donations, contributions and legacies is recognised as income in the income statement in the year in which these donations, contributions and legacies were received.

#### **General accounting policies relating to revenue**

Revenue from services and projects is recognised in proportion to the services performed, based on the services performed until the balance sheet date and in proportion to the total services to be performed (subject to the condition that the result can be reliably determined, and if the following conditions are met:

- the amount can be reliably determined;
- probable economic benefits;
- the extent to which the services have been performed at the balance sheet date can be reliably determined; and
- costs incurred and costs to be incurred can be reliably determined; if this is not possible, then revenue is only recognised up to the amount of the cost of the service).

The expenses associated with the revenue are allocated to the period in which the income is recognised.

#### **8.4.3.3 Personnel costs**

Wages, salaries and social insurance charges are recognised in the income statement on the basis of the employment conditions insofar as these are payable to employees or the tax authority, respectively.

Personnel costs are recognised as an expense in the income statement in the period in which the service is rendered and, to the extent that they have not yet been paid, as a liability on the balance sheet. If amounts already paid exceed the personnel costs due, the excess is recognised as an accrued asset to the extent that there will be a repayment by staff or an amount to be offset against future payments by the institution.

For remunerations with accrued rights (sabbatical leave, bonuses, etc.), the expected expenses are taken into account during the period of employment. An expected payment as a result of gratuities is recognised if the obligation to pay this amount arose on or before the balance sheet date and a reliable estimate of the liabilities can be made. Contributions received from Life Cycle savings provisions are taken into account in the period in which these contributions are due. Additions to and releases from liabilities are charged or credited to the income statement.

If a remuneration is paid without accrual of any rights (e.g. continued payment of wages in the event of long-term sick leave or disability), the expected expenses are recognised in the period in which this amount is payable. A provision is recognised for obligations as at the balance sheet date to continue to pay benefits (including severance payments) to employees who are expected to be fully or to some extent unable to perform their work as at the balance sheet date for long periods because of sick leave or disability. The recognised liability is the best estimate of the amounts required to settle the obligation concerned as at the balance sheet date. The best estimate is based on contractual agreements with employees (collective agreement and individual employment contracts). Additions to and releases from liabilities are charged or credited to the income statement.

#### 8.4.3.4 Pensions

Stichting ARQ, Stichting ARQ Centrum'45, stichting Pelita and ARQ IVP B.V. offer their employees a defined benefit plan. Eligible employees are entitled to a pension at retirement age based on their average wages during the years the employee accrued pension with the employer. The obligations arising from these rights of their employees are administered by Zorg en Welzijn Pension Fund (PFZW). The entity concerned pays premiums for accrual of such pensions, half of which are covered by the employer contribution and half by the employee contribution. The pension rights are granted annual indexation, if and insofar as the Pension Fund's funding ratio (the Pension Fund's assets divided by its financial commitments) allows. As at year-end 2022, the funding ratio was 109.2%. The required funding ratio is 121.4%. PFZW prepared a recovery plan for De Nederlandsche Bank in January 2020. This recovery plan is based on the assumption that the funding ratio will recover sufficiently by year-end 2027.

The recovery of the funding ratio is achieved by:

- an increase in the premium with a premium mark-up of two percentage points during the recovery period. This mark-up is intended to allow the funding ratio to recover more quickly and, in time, to return to a financial position where it is once again possible to subsidy indexations on the pensions.
- no full indexations on pensions during the implementation of the recovery plan. According to the legal requirements, (gradual) increases are only possible if the funding ratio exceeds 110%. PFZW can grant full indexation if the funding ratio reaches approximately 130%. Indexation of pensions does, however, mean that recovery will be slower. If PFZW does not recover in time, it can still adjust its indexation policy (e.g. by indexing later).

According to the official rules, PFZW must reduce pensions if the current funding ratio on 31 December 2020 would be lower than 104.3%. Due to the COVID-19 crisis, this standard has been lowered to 90%. The funding ratio of PFZW on 31 December 2022 is above this standard. On 1 July 2022, the Pension Funds



(Financial Assessment Framework) Decree was amended. As a result, indexation of pension benefits is possible with a funding ratio as low as 105%.

PFZW does not anticipate any need for member institutions to make additional contributions. The aforementioned entities have no obligation to make supplementary contributions in the event of a deficit at the pension fund, other than the effect of higher future contributions. The entities have therefore only recognised the premiums due up to the end of the financial year in the financial statements.

Stichting 1940-1945 has a defined benefit pension plan for its employees. At retirement age, eligible employees are entitled to a pension that is dependent on their age, salary and years of service. The plan is administered by the sector-wide ABP pension fund. Stichting 1940-1945 has no obligation to pay supplementary contributions in the event of a deficit at ABP, other than the effect of higher future contributions. Stichting 1940-1945 has accounted for the defined benefit plan at the industry pension fund using the liability method.

#### **8.4.3.5 Depreciations and amortisations**

Tangible fixed assets are depreciated on a straight-line basis over the expected future usage life of the asset from the moment it is in use. Land and investment properties are not depreciated.

Intangible fixed assets including goodwill are amortised over their expected usage lives from the moment they are in use. If there is a change in the estimate of the economic life, future depreciation/amortisation is adjusted.

#### **8.4.3.6 Other operating expenses**

The costs are determined on a historical basis and allocated to the year under review to which they relate.

#### **8.4.3.7 Financial income and expenses**

Interest income and interest expenses are recognised prorated for time, taking into account the effective interest rate of the relevant assets and liabilities. When recognising interest expense, the recognised transaction fees on loans received are taken into account as part of the calculation of the effective interest rate.

### **Exchange rate differences**

Exchange rate differences arising from the settlement of monetary items are recognised in the income statement in the period in which these arise.

### **8.4.3.8 Taxes**

Only ARQ IVP b.v. is liable for corporate income tax. The tax on the result is calculated on the pre-tax result in the income statement, taking into account the available losses to be offset from previous financial years (to the extent not recognised in the deferred tax assets) and exempted profit components, and after addition of non-deductible costs. The movements in the deferred tax assets and deferred tax liabilities pursuant to changes in the tax rate to be applied are also taken into account.

### **8.4.3.9 Accounting policies for subsequent events**

Events that provide additional information about the actual situation at the balance sheet date and that have occurred up to the date of preparation of the financial statements are included in the financial statements. Events that do not give more information about the actual situation on the balance sheet date are not recognised in the annual financial statements. If such events are significant to the judgement of the users of the financial statements, their nature and estimated financial impact will be disclosed in the financial statements.

### **8.4.3.10 Accounting policies WNT**

To implement the WNT (Standards for Remuneration Act), stichting ARQ has complied with the legislation and regulations concerning the WNT, including the institution specific (sector) rules.

### **8.4.4 Notes to the cash flow statement**

The cash flow statement is prepared on the basis of the indirect method. The cash in the cash flow statement consists of the liquid assets and investments that can be converted into cash without restrictions and without material risk of impairment as a result of the transaction.

### **8.4.5 Accounting policies regarding segmentation**

In accordance with the Guideline for Healthcare Institutions, a segmentation of the income statement is applied in the annual financial statements. Stichting ARQ has chosen to class the individual legal entities in the group as segments because they each focus separately on the various stakeholders in the psychotrauma field and are associated with different revenue flows.

## 8.5 Notes to the consolidated balance sheet as at 31 December 2022

### 1. Tangible fixed assets

	Operational buildings and land	Other non- current assets	Total
	€	€	€
<b>Balance as at 1 January 2022</b>			
- acquisition value	13,988,970	2,656,524	16,645,494
- cumulative depreciations	-7,367,914	-2,217,996	-9,585,910
Book value as at 1 January 2022	<u>6,621,056</u>	<u>438,528</u>	<u>7,059,584</u>
<b>Movements in the financial year</b>			
- investments	205,534	309,058	514,592
- depreciations	-48,685	-275,722	-324,407
- <i>disposals</i>			
.acquisition cost	-	1,829	1,829
.cumulative depreciation	-	-1,276	-1,276
on balance	-	553	553
Movements in book value (on balance)	<u>156,849</u>	<u>32,783</u>	<u>189,632</u>
<b>Balance as at 31 December 2022</b>			
- acquisition value	14,194,504	2,963,753	17,158,257
- cumulative depreciations	-7,416,599	-2,492,442	-9,909,041
Book value as at 31 December 2022	<u>6,777,905</u>	<u>471,311</u>	<u>7,249,216</u>
<i>Depreciation rate</i>	0.0% - 10.0%	20.0% - 40%	

*Movements in tangible fixed assets are as follows:*

	2022	2021
	€	€
Carrying amount as at 1 January	7,059,584	7,301,400
Added:		
investments	514,592	131,201
Less:		
depreciations	324,407	363,378
Less: disposals	553	9,639
Book value as at 31 December	<u>7,249,216</u>	<u>7,059,584</u>

The tangible fixed assets include the accommodation in Diemen and Oegstgeest. Stichting ARQ intends to sell both the Oegstgeest and the Diemen locations in due course. The expected net realisable value is higher than the capitalised value, thus there is no reason to apply an additional depreciation on the book value. The WOZ value (property tax base amount) of the buildings in Diemen and Oegstgeest in 2022 are €11,250,000 and €4,465,000 respectively (value reference date 1 January 2021).

Since May 2022, ARQ has been renting a third location at Kasteellaan 1 in Oegstgeest, for a period of three years, until the end of May 2025. Outpatient treatments will be carried out in this building. Before the building could be taken into use in November 2022, the necessary investments were made. These investments mainly relate to renovations and various adjustments. In addition, investments were made in furniture and computer equipment.

## 2. Financial fixed assets

Financial fixed assets can be specified as follows:

	<u>31/12/2022</u>	<u>31/12/2021</u>
	€	€
Other securities	5,781,104	6,932,480
Total	<u><b>5,781,104</b></u>	<u><b>6,932,480</b></u>

### Other securities

The other securities are recognised at their fair value as at year-end of the year under review. The movement is as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Market value as at 1 January	6,932,480	6,450,198
Added: acquisitions		
- reinvestment	2,085,641	738,480
Less: sales		
- withdrawal	-245,000	-350,000
- reinvestment	-2,051,168	-732,795
Gains and losses on share price	-940,849	826,597
Market value as at 31 December	<u><b>5,781,104</b></u>	<u><b>6,932,480</b></u>

The securities are at the free disposal of Stichting 1940-1945 and Stichting Pelita.

The assets of both Stichting 1940-1945 and Stichting Pelita are fully managed externally by Van Lanschot Bankiers. This is done on the basis of a neutral risk profile.

### 3. Accounts receivable

	<u>31/12/2021</u>	<u>31/12/2020</u>
	€	€
Trade debtors	7,919,158	1,448,758
Less: Advances received from healthcare insurers for Care Performance Model financing	-3,978,334	0
	<u><b>3,940,824</b></u>	<u><b>1,448,758</b></u>

Trade debtors mainly concern receivables from insurers for completed patient treatments. Furthermore, claims on companies and other institutions for projects carried out, courses, training, assistance and research conducted.

The introduction of Care Performance Model financing as of 2022 and the associated automation problems meant that Care Performance Model invoicing for 2022 could not start until November, which means trade debtors rose sharply at the end of the financial year.

The advances received from healthcare insurers for Care Performance Model financing (€3,978,334 as at 31/12/2022) have been settled with trade debtors.

The provision for bad debts that has been deducted from trade debtors amounts to €86,052 (2021: €48,043).

The other receivables, including prepayments and accrued income can be specified as follows:

	<u>31/12/2022</u>	<u>31/12/2021</u>
	€	€
Corporate tax to be claimed	0	30,615
Sales of care products yet to be invoiced (Care Performance Model, DBC, JHO)	4,634,318	6,241,599
COVID-19 compensation ZvW to be received	376,297	398,316
Other receivables	2,415,159	2,034,385
Prepayments and accrued income	291,083	269,847
Total	<u><b>7,716,857</b></u>	<u><b>8,974,762</b></u>

#### Corporate tax to be claimed

The expected corporate income tax to be remitted on ARQ IVP's earnings has been deducted from the advance corporate income tax previously remitted in 2022. A balance of corporation income tax to be repaid remains, included under current liabilities.

#### Sales of care products yet to be invoiced (Care Performance Model, DBC, JHO).

In 2021, the advances received from healthcare insurers for financing Work in progress DBCs (€1,962.350 as at 31/12/2022) were settled against DBCs to be invoiced as at 31/12/2021.

### COVID-19 compensation ZvW to be received

The COVID-19 compensation ZvW to be received relates to the outcome of the hardship clause of the ZvW continuity contribution for 2020. This amount is expected to be received in the course of 2023.

### Other receivables

This relates in particular to claims against the Central Administration Office for Exceptional Medical Expenses (CAK) for care provided to uninsured patients, as well as claims against Ministries and companies for activities that have been performed.

### Prepayments and accrued income

Relates to items recorded in 2022 due to the matching policy for related costs and revenues in the same year under review. A combination of prepaid amounts for services related to 2022 as well as recorded receivables from Ministries that will be realised in 2023 but are related to services and activities performed in the financial year 2022.

All receivables have a term of less than one year.

## 4. Cash and cash equivalents

	<u>31/12/2022</u>	<u>31/12/2021</u>
	€	€
Balances in bank accounts	606,790	991,094
Total of cash and cash equivalents	<u><b>606,790</b></u>	<u><b>991,094</b></u>

Of the balances in bank accounts, €326,316 (2021: €298,152) relates to payment obligations for the payment task under the Extraordinary Pensions Act 1940-1945.

The remaining cash and cash equivalents are entirely at the free disposal of Stichting ARQ.

## 5. Group equity

Group equity consists of the following components:

	<b>Balance</b>	<b>Result</b>	<b>Other</b>	<b>Balance</b>
	<b>01/01/2022</b>	<b>allocation</b>	<b>movements</b>	<b>31/12/2022</b>
	€	€	€	
Share capital paid up and called up	781	0	0	781
Special-purpose reserves	393,174	328,839	157,768	879,781
Appropriated funds	399,248	-134,642	0	264,606
Other reserves	12,018,368	-1,870,411	-157,768	9,990,190
Total	<u><b>12,811,571</b></u>	<u><b>-1,676,214</b></u>	<u><b>0</b></u>	<u><b>11,135,358</b></u>

This overview shows that the equity of Stichting 1940-1945 and stichting Pelita, together €5,566,083, is restricted to the objectives stated in the Articles of Association.

### Share capital paid up and called up

The movements were as follows:

	Balance 01/01/2022	Result allocation	Other movement s	Balance 31/12/2022
	€	€	€	€
Foundation capital stichting 1940-1945	100	0	0	100
Foundation capital stichting Pelita	681	0	0	681
<b>Total</b>	<b>781</b>	<b>0</b>	<b>0</b>	<b>781</b>

### Special-purpose reserves

This concerns tied-up capital that is allocated on a more restricted basis than would be acceptable in view of the organisation's objectives. This restriction is imposed by the Board or by applicable laws and regulations.

The movement in the special-purpose reserves is as follows:

	Balance 01/01/2022	Result allocation	Other movement s	Balance 31/12/2022
	€	€	€	€
ARQ				
Future research	14,000	0	0	14,000
ARQ 50th anniversary	0	100,000	0	100,000
ARQ C45 stichting Vrienden				
ARQ 50th anniversary	0	300,000	0	300,000
stichting 40-45				
MDMA research	0	0	200,000	200,000
Supplementary social policy	57,214	-14,982	-42,232	0
WBP payment task	144,667	-21,371	0	123,296
Special chair	121,741	-33,108	0	88,633
Special-purpose reserve Stichting 40-45:	323,622	-69,461	-42,232	211,929
Pelita				
Special-purpose reserves	55,552	-1,700	0	53,852
<b>Total</b>	<b>393,174</b>	<b>328,839</b>	<b>157,768</b>	<b>879,781</b>

### Future research

This reserve is intended to fund future innovative research for which no or insufficient external resources are available.

### **ARQ 50th anniversary**

In 2023, Stichting ARQ Centrum'45 will celebrate its 50th anniversary and this anniversary will be that year's theme. Various activities will be organised for which a budget has been made available by the Board of Trustees. The budget made available is recognised in the financial statements in the form of a special-purpose reserve, divided between Stichting ARQ (€100,000) and Stichting ARQ Centrum'45 (€300,000).



### **MDMA research**

This reserve is intended to fund research into the application of MDMA in psychotrauma therapy for which no or insufficient external resources are available.

### **Special-purpose reserve for supplementary social policy**

The following principles apply to this special-purpose reserve:

- The special-purpose reserve is intended solely for employees who have an employment contract with Stichting 1940-1945 as at 1 January 2018.
- The reserve was created based on the assumption that there will be no compulsory redundancies; if redundancies should occur, the employees concerned will be redeployed either within or outside stichting ARQ.
- The calculation is based on the benefit offered by Stichting 1940-1945 to employees who wish to terminate their employment contract at their own initiative (whether or not based on the early retirement option offered by ABP) at least one year prior to their retirement date, the opportunity to be released from work for a maximum of six months with continued payment of wages including VT, EJU and pension. This topic is subject to consultation with employees at an individual level.

The special-purpose reserve was created at the time on the basis of the forecast expenses, taking into account indexation of payroll costs, and is discounted at a 2% actuarial interest rate. Since then, several employees of Stichting 1940-1945 have made use of the regulation.

In 2022, the last two employees still employed by Stichting 1940-1945 made use of this regulation. This eliminates the need to maintain the special-purpose reserve.

The Board of Trustees of stichting ARQ has adopted the advice of the Advisory Board of Stichting 1940-1945 to terminate this special-purpose reserve and to add the balance to the other reserves as of 31 December 2022.

### **Payment task WBP (Extraordinary pension Act)**

The Payments Task WBP special-purpose reserve serves to financially secure the performance of the task in the future as well. The amount of the special-purpose reserve has been calculated on the basis of continuation of the task up to and including 2030 (for the time being). This assumes an annual 12.0% decrease in the number of beneficiaries. The present value of the special-purpose reserve calculated in this way was determined on the basis of an actuarial interest rate of 2.0% (2021: 2.0%). There is no need to adjust the reserve at year-end 2022.

### **Special Chair Stichting 1940-1945**

In 2015, on the occasion of the seventieth anniversary of Stichting 1940-1945, the special chair 'Stichting 1940-1945: history and meaning of resistance to oppression and persecution' was established at the Faculty of Humanities of Utrecht University. The special chair was established on 1 July 2015 for a period of five years. The agreement with the University of Utrecht has been extended for another five years on the same terms after expiry. In this context, this reserve was recalculated in 2019. The special-purpose reserve is created on the basis of the forecast expenses, taking into account indexation of payroll costs, and is discounted at a 2% actuarial interest rate.

### Special-purpose reserves Pelita

Stichting Pelita's special-purpose reserves consist of freely disposable funds designated by the Board of Trustees for ongoing projects:

#### 1. Target group meetings

This special-purpose reserve was created in 2009 from an inheritance received, whereby the testator stipulated that it was intended for activities for the Indonesian target group, particularly social gatherings for the elderly.

#### b. ex-KJBB

As of 2010, Pelita will continue the (social) activities of the dissolved Association of Children of the Japanese Occupation and Bersiap (KJBB).

The withdrawal concerns the organisational costs of two regional meetings.

### Appropriated funds

These are assets to which a more restricted spending range has been applied than would be permitted in view of the organisation's objective. This restriction is imposed by third parties.

The specification of the appropriated funds is as follows:

	<b>Balance</b>	<b>Result</b>	<b>Other</b>	<b>Balance</b>
	<b>01/01/2022</b>	<b>allocation</b>	<b>movements</b>	<b>31/12/2022</b>
	€	€	€	€
Equalisation reserves	<b>399,248</b>	-134,642	0	264,606
<b>Total</b>	<b>399,248</b>	<b>-134,642</b>	<b>0</b>	<b>264,606</b>

The equalisation reserves of the Ministry of Health, Welfare and Sport and Sociale Verzekeringsbank (SVB) of stichting ARQ are recognised in the appropriated funds. The equalisation reserves for statutory and recognised tasks are created by obtaining fees in excess of the actual expenditure on these tasks. The funds can be used for years in which the actual expenses exceed the amounts received, in accordance with the provisions of the Ministry of Health, Welfare and Sport and the SVB. Since 2016, the separate applications for institutional subsidies from ARQ Centre of Expertise for War, Persecution and Violence, Stichting 1940-1945 and stichting Pelita have been combined into a single application from stichting ARQ. This has resulted in a single joint equalisation reserve, which is accounted for in stichting ARQ.

## Other reserves

The movements were as follows:

	Balance as at 1 January 2022	Result allocation	Other movements	Balance as at 31 December 2022
	€	€	€	€
Other reserve ARQ	-1,124,672	343,497	1,380,000	598,825
Other Reserve ARQ IVP B.V.	1,706,877	302,301	-1,380,000	629,178
Other reserve ARQ incl. inv.	582,205	645,798	0	1,228,003
Other reserve Vrienden van ARQ	1,086,152	-781,235	-200,000	104,917
Other reserve ARQ Centrum'45	3,768,691	-410,944	0	3,357,747
Other reserve Stg. 1940-1945	4,815,877	-915,822	42,232	3,942,287
Other reserve AWO	2,417	-2,417	0	0
Other reserve Stg. Pelita	1,763,026	-405,790	0	1,357,236
<b>Total</b>	<b>12,018,368</b>	<b>-1,870,410</b>	<b>-157,768</b>	<b>9,990,190</b>

Stichting Vrienden van ARQ has transferred the former continuity reserve that was created in the past from donations and was intended to support the continuity of ARQ to stichting ARQ.

This part of the equity of Stichting Vrienden van ARQ was added to the general reserves of the foundation in 2014. In the years after 2014, this part of the equity has grown as a result of interest received on the current account relationship with stichting ARQ. The active fundraising nature of Stichting Vrienden van ARQ no longer fits the passive management of continuity funds.

At the time of transfer of the reserve from Stichting Vrienden van ARQ to ARQ, the balance of the reserve is €731,641.

## 6. Provisions

	Balance 01/01/2022	Transferred in	Transferred out	Balance 31/12/2022
	€	€	€	€
Major maintenance	663,658	225,000	121,966	766,692
Gratuities for service anniversaries, etc.	367,565	56,575	16,794	407,346
Fund for periodic payments	8,718	0	2,183	6,535
<b>Total</b>	<b>1,039,941</b>	<b>281,575</b>	<b>140,943</b>	<b>1,180,573</b>

*Explanation of the extent to which (the total of) provisions are to be considered non-current:*

	31/12/2022
	€
Current portion of provisions (< 1 year)	430,615
Non-current portion of provisions (> 1 year)	749,958
Of which non-current (> 5 years)	101,837

### Provision for major maintenance

The provision for major maintenance is created for expected costs relating to periodic maintenance of buildings, installations, etc., based on a long-term maintenance plan for the years up to and including 2025. This concerns a provision for major maintenance of the Diemen and Oegstgeest locations.

### Provision for service anniversary obligations

The service anniversary provision is a provision for future service anniversary payments. This provision concerns the present value of the service anniversary payments to be paid in the future. The calculation is based on pledges, retention probability and age. The discount rate applied is 2%.

### Fund for periodic payments

The fund for periodic payments is designed to cover individual payments that have been granted by or on behalf of the Approval Committee and are at the expense of Stichting 1940-1945.

The present value of the provision for periodic payments is based on a 2.0% actuarial interest rate (2021: 2.0%). There is no need for recalculation as at 31 December 2022. In 2022, there were two beneficiaries entitled to such a benefit. The withdrawal in 2022 amounts to €2,183.

## 7. Non-current debts

Movements in non-current borrowings were as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Balance as at 1 January	500,000	600,000
Less: Repayments	100,000	100,000
Balance as at 31 December	<b>400,000</b>	<b>500,000</b>
Repayment commitment for next financial year	100,000	100,000
Closing balance as at 31 December	<b><u>300,000</u></b>	<b><u>400,000</u></b>

### Explanation

For further information, please refer to Overview of non-current debt in section 23. The repayment obligations are recognised under current liabilities. The non-current loan is guaranteed by the Guarantee Fund for healthcare institutions. In 2015, the WfZ established a mortgage on the Oegstgeest property as part of the guarantee. Van Lanschot Bankiers has vested a second mortgage.

## 8. Current liabilities

	<u>31/12/2021</u>	<u>31/12/2020</u>
	€	€
Debts to banks	3,291,657	3,206,014
Debts to suppliers and trade credits	1,125,668	646,570
Taxes and social security contributions payable	1,708,067	1,542,543
Corporate income tax payable	7,153	0
Sales tax payable	90,810	87,129
Liabilities in respect of pensions	348,865	19,257

### Debts to banks

The current account credit facility with Van Lanschot Bankiers as at 31 December 2022 amounts to €8 million (2021: €7 million) and the interest rate is equal to EURIBOR plus 1.5%. The credit facility was temporarily increased by 1 million in December 2022, until 1 April 2023.

The collateral provided for the current account credit facility taken out with Van Lanschot Bankiers is a mortgage on the property in Diemen.

### Debts to suppliers

This mainly concerns debts to suppliers for services rendered.

### Corporate income tax payable

This concerns the corporate income tax to be remitted on ARQ IVP B.V.'s earnings, minus the previously remitted advances.

The other debts and other liabilities can be specified as follows:

	<u>31/12/2021</u>	<u>31/12/2020</u>
	€	€
Repayment obligations healthcare insurers	241,947	215,440
Repayment obligations for long-term loans in the coming financial year	100,000	100,000
Healthcare bonuses, including final levy payable/repaid	32,400	291,600
Miscellaneous	889,184	686,779
Total other payables	<u>1,263,531</u>	<u>1,293,819</u>
<u>Other liabilities</u>		
Holiday allowance and holiday time payable (including LFB and 55-plus days)	3,479,472	3,285,026
Other amounts received in advance	1,363,637	1,074,812
Total other liabilities	<u>4,843,109</u>	<u>4,359,838</u>

The aforementioned debts have a term of less than one year.

### Loan repayment obligations

For further explanation, see section 23. 'Non-current liabilities'.

### Healthcare bonus and final levy payable/repaid

At year-end 2021, this concerns the final levy on exceeding the tax-free margin within the WKR (work-related expense allowance), as a result of paying out the healthcare bonus. This was settled in 2022, after which an amount remains that must be repaid to the Ministry of Health, Welfare and Sport (€32,400). This was realised in early 2023.

### Various other debts

The other debts concern payment obligations for 2022 that will be settled in the coming financial year. These are above the level of the previous financial year.

### Holiday allowance and holiday time payable (including LFB and 55-plus days)

The increase is related to the annual accrual of life cycle budget hours for employees.

### Other amounts received in advance

This mainly concerns project subsidies received in advance to be implemented in 2023 and later. The largest contribution concerns the SHO Giro 555 Ukraine project.

## 9. Off-balance sheet commitments and off-balance sheet assets

### Tax group

Stichting ARQ, together with ARQ Centrum'45, ARQ IVP B.V., stichting Pelita and Stichting 1940-1945 form a tax group for sales tax purposes. Each of the companies is jointly and severally liable for the tax payable by all the companies involved in the tax group. At year-end 2022, the debts of the tax group amount to €90,810.

### Collateral provided

As collateral for the repayment of debts to credit institutions, an (undisclosed) pledge has been established on all book receivables. Furthermore, mortgage rights have been granted to credit institutions on the real estate in Oegstgeest and Diemen.

### Rental obligations

	Estimated annual rent 2023	Scope of obligation 2- 5 years	Scope of obligation > 5 years	Rental contract end date
	€	€	€	€
<u>Immovable property</u>				
Kasteellaan 1, Oegstgeest	82,400	120,000	0	31/05/2025

### **Revenue accounting uncertainties**

As a result of material follow-up inspections of the healthcare performances claimed by healthcare insurers and municipalities, corrections to the claimed production may be necessary. The effects of any material follow-up checks are as yet uncertain. Based on a risk analysis, Stichting ARQ has estimated the resulting risks and liabilities as accurately as possible. The results of internal and external audits have been taken into account.

The same uncertainty applies to the final determination of subsidies. For the year 2022, this uncertainty specifically focuses on the COVID-19 compensation. Here too, the most accurate estimate possible of the revenue to be processed was made on the basis of national and local guidelines and agreements. It is impossible to rule out the possibility that the processed amounts will be substantially adjusted in the final settlement. These adjustments will then be incorporated in the result of the financial year in which the adjustment becomes sufficiently plausible.

Based on the aforementioned follow-up audits, ARQ does not expect any substantial corrections to the revenue stated in the claims pursuant to the subsidy settlements and COVID-19 compensation.

### **Liabilities pursuant to the macro management instrument**

At the time the 2022 financial statements were prepared, there was no insight into the realisation of the MMI sales ceiling for 2020 to 2022. Stichting ARQ is not able to make a reliable estimate of the liability arising from the macro management instrument nor to quantify it. As a result, this liability is not reflected in the foundation's balance sheet at 31 December 2022.

### **Guarantee commitments by WFZ**

If the WFZ (Care-sector guarantee fund) is no longer able to comply with its guarantee obligations, the WFZ will claim the so-called 'obligo' ('exposure fee') from the affiliated participants. This compulsory contribution paid by the participants amounts to a maximum of 3% of the outstanding guarantees of the institution. If the proceeds from these bonds are not enough to meet the guarantee obligations, WFZ will appeal to the central government, which provides unlimited guarantees.

The bond amount for ARQ Centrum'45 at year-end 2022 is €12,000 (2021: €15,000).

## 8.6 Notes to the consolidated income statement for 2022

### 10. Income from professional or business services

	2022	2021
	€	€
Revenue from the Healthcare Insurance Act	12,712,186	10,990,138
Revenue from the Youth Act Ministry of Health, Welfare and Sport and/or Long-Term Care Act subsidies	1,552,747	1,550,126
Availability contribution healthcare	3,518,835	3,677,360
Other income from professional or business services	4,683,400	4,454,251
	4,199,777	4,357,271
<b>Total</b>	<b>26,666,945</b>	<b>25,029,146</b>

#### Revenue from the Healthcare Insurance Act (ZvW)

Revenue rose by €1.7 million, mainly due to an increase in the volume of both days of stay and hours spent. Indexation of the rates also weighed more heavily, partly because approximately 40% of the 2021 sales was financed on the basis of DBC rates for 2020. In 2022, the introduction of reimbursement for interpreters will also play a role within the ZvW and, lastly, the introduction of the Care Performance Model will play a role. The latter effect cannot be determined unequivocally. The average revenue per hour in the DBC system fluctuated strongly based on the case mix of patients and the outcome of individual DBCs in the graduated compensation. On balance, the Care Performance Model effect for ZvW care appears to be positive compared to 2021. This is not the case for the revenue from the treatment of asylum seekers (RMA) and uninsurable persons (ROV). These specific target groups have a relatively high indirect time and the treatment mix is somewhat lighter on average. This combination of factors is clearly more negative in the Care Performance Model than for the ZvW part of our treatment.

#### Ministry of Health, Welfare and Sport and/or Long-Term Care Act subsidies

Stichting ARQ receives an annual institutional subsidy for social services for war victims of WWII (“recognised tasks”) from the Ministry of Health, Welfare and Sport and an annual fee from Sociale Verzekeringsbank for the reporting and payment task. Furthermore, Stichting ARQ receives a subsidy from the Ministry of Health, Welfare and Sport for the objective agreed by the Centre of Expertise for Impact, War, Persecution and Violence with the Ministry of Health, Welfare and Sport. ARQ Stichting Centrum<sup>45</sup> receives an annual subsidy from the Ministry of Health, Welfare and Sport regarding its employer contribution and transport costs.

### 11. Income from other professional or business activities

This can be specified as follows:

	2022	2021
	€	€
Revenue from training	1,687,927	1,238,926
Revenue from other services to clients	4,321,880	4,141,817
<b>Total</b>	<b>6,009,807</b>	<b>5,380,743</b>



### Revenue from training

The revenue from training concerns the income from training and courses provided by ARQ IVP and the ARQ Academy.

### Revenue from other services to clients

The revenue concerns the income from the assistance provided by ARQ IVP B.V.

## 12. Other operating income

This can be specified as follows:

	2022	2021
	€	€
<b>Subsidies:</b>		
Availability contributions for training	1,272,257	1,231,093
Contributions fundraising	111,097	90,152
Gifts and legacies	97,746	1,084
Other subsidies and contributions	2,628,814	2,507,327
<b>Other revenue:</b>		
Rental income	21,978	21,400
Revenue from catering facilities	52,394	41,749
Revenue from services to other organisations and secondment	304,779	173,034
Other revenue	570,088	430,384
Total	<b>5,059,153</b>	<b>4,496,223</b>

### Availability contributions for training

ARQ Centrum'45 receives a reimbursement from the Ministry of VWS (Health, Welfare and Sport) for training AIOs (doctors/psychiatrists in training).

### Contributions fundraising

ARQ International receives contributions from companies, funds, foundations and individuals for the implementation of the (project) activities ARQ International has set itself as an objective. Compared to the previous financial year, revenue has increased significantly.

### Gifts and legacies

This concerns contributions that are received once, such as bequests, legacies and donations.

### Other subsidies and contributions

The Centre of Expertise for Impact, War, Persecution and Violence and Pelita receive subsidies from governments and other organisations for carrying out projects in the field of (medical) disaster relief, psychosocial healthcare and psychotraumatology to promote the reduction of problems associated with

disasters or calamities and to prevent pathological developments in those affected, their relatives and relief and rescue workers.

ARQ International receives contributions from co-financing organisations (MFOs) for the implementation of the (project) activities ARQ International has set itself as an objective.

Stichting ARQ receives subsidies to reimburse costs incurred for ongoing projects. In 2022, these included SHO-555 Ukraine, the IVC Centre for Corona Care, Care Professionals Directive, Revision of the Directive for Uniformed Staff, Edinburgh Displacement and STRENGTHS.

### 13. Costs of outsourced work and other external costs

This can be specified as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Cost of employing external specialists	122,146	168,513
Cost of services by subcontractors	2,797,097	2,619,017
Personnel not on the payroll:	932,385	332,856
<b>Total</b>	<b><u>3,851,628</u></b>	<b><u>3,120,386</u></b>

Personnel not on the payroll increased by €600,000 compared to the previous financial year. This includes the temporary filling of vacancies (including facility support and care administration) and temporary hiring (including communication and secretarial services). In addition, personnel not on the payroll have been deployed to replace employees on maternity leave.

### 14. Wages and salaries

The balance of wages and salaries is as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Wages and salaries	21,516,068	20,314,745

During the year 2022, an average of 316.7 employees were employed on a full-time basis (2021: 301.0).

The average number of employees at the consolidated entities is as follows:

	<u>2022</u>	<u>2021</u>
ARQ	92.18	86.42
ARQ Centrum'45	181.59	173.55
ARQ IVP B.V.	22.87	20.93
Stichting 1940-1945	1.60	1.60
Stichting Pelita	18.50	18.50
<b>Total</b>	<b><u>316.74</u></b>	<b><u>301.00</u></b>

In 2022, one member of staff worked outside the Netherlands.

Due to an increase in headcount, salaries and wages increased in 2022 compared to the last year under review. In accordance with the new collective agreement with effect from 1 December 2021, salaries were indexed with effect from 1 July 2022.

This 2.0% indexation is also a factor in the higher salary costs. In addition, staff received a payment in September under the balance sheet regulation.

## 15. Depreciation and Amortisation

This can be specified as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Amortisation on intangible non-current assets	324,407	363,378
Total	<u><b>324,407</b></u>	<u><b>363,378</b></u>

The depreciation charge on buildings and land has decreased as a result of full depreciation during 2022 of various equipment and systems. In 2022, the investments in Kasteellaan will only have a limited influence on the level of depreciation charge. This will increase next year.

## 16. Other operating expenses

This can be specified as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Food and lodging expenses	854,463	690,407
Expenses relating to patients and residents	460,019	492,308
Other personnel costs	1,147,606	1,059,346
Overheads	4,363,301	3,624,593
Rent	68,797	8,483
Maintenance costs	494,651	485,977
Energy costs	312,184	302,426
Total	<u><b>7,701,021</b></u>	<u><b>6,663,540</b></u>

### Food and lodging expenses

The food and lodging expenses relate to both patients and staff. After the COVID-19 crisis and resulting lockdowns, more staff came to the office and more patients came to the clinic after the vacancies in the 2020 and 2021 lockdowns and lower occupancy. As a result, food costs are higher than last year. In addition, the crisis caused by the war in Ukraine has led to higher prices.

### Other personnel costs

With effect from the 2022 financial year, the other personnel costs have been included under other operating costs as a result of the transition to the new model financial statements for Healthcare 2022. The comparative figures have been adjusted accordingly. Until 2022, other personnel costs were part of personnel costs.

### Overheads

The 2022 overheads are higher than in 2021. This includes, among other things, the consultancy costs in connection with the new accommodation, €110,000 of the Valuecare Business Intelligence system that was taken into use in 2022 and material costs associated with the SHO-555 Ukraine project. The SHO-555 Ukraine project is offset by revenue from the subsidy provider.

### Rent

The rental costs relate to the renting of the premises at Kasteellaan in Oegstgeest. The rental contract started on 1 June 2022 and will continue until 31 May 2025. The first two months of the rental period were rent-free.

### Maintenance costs

The maintenance costs recognise a transfer to the provision for major maintenance to cover future maintenance and renovation work on the buildings in Diemen and Oegstgeest. In 2022, the endowment amounted to €225,000 and was therefore lower than in 2021 (€290,000). Costs were also incurred to make the building at Kasteellaan ready for use. As a result, the addition to the provision has been determined to be lower.

### Energy costs

The energy costs are equal to the level of 2021. Gas consumption is lower than in the previous financial year, but the rate is higher. Electricity consumption is comparable to last year. From 2023, gas and electricity rates are significantly higher due to the energy crisis caused by the war in Ukraine.

## 17. Revenue from receivables belonging to non-current assets and from securities

This can be specified as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Net proceeds from bonds and dividends	69,708	58,975
Return on investments	-975,242	786,074
<b>Total</b>	<b>-905,534</b>	<b>845,049</b>

## 17. Interest and similar expenses

This can be specified as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Interest on non-current loans	20,650	21,672
Other interest expenses	<u>103,044</u>	<u>98,012</u>
<b>Total</b>	<b><u>123,694</u></b>	<b><u>119,684</u></b>

In 2022, a considerable negative return was achieved on the investment portfolio. Whereas a positive return of 13% was achieved in 2021, this return was negative 13% in 2022.

The other interest expenses relate to the interest paid to Van Lanschot Bankiers in the year under review, including the commitment fee paid. At the end of 2021, the credit granted was reduced by €1 million to €7 million. This coincided with the transition to the new Care Performance Model. Since invoicing from the Care Performance Model was not possible for a long time due to IT problems at the supplier, the credit was temporarily increased to €8 million at the end of 2022 in order to meet current liabilities.

## 18. Tax

This can be specified as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Corporate income tax	<u>53,458</u>	<u>18,693</u>
<b>Total</b>	<b><u>53,458</u></b>	<b><u>18,693</u></b>

Corporate income tax was determined based on ARQ IVP B.V.'s annual results.

## 19. Standards for Remuneration Act (WNT)

The remuneration of the members of the Board of Trustees [and other senior staff] for the year 2022 is as follows:

### Executive officers on the payroll and executive officers not on the payroll from the 13th month of fulfilling the position

	drs. J-W. Reerds MBA	drs. A. Osinga	drs. G.E.T. van Bellen
Position (job title)	Trustee	Trustee	Trustee
Employed from (date of commencing duties)	1-Apr-03	1-Jan-18	1-Sep-18
Employed until (end date of duties)	To date	To date	31-dec-2022
(Fictitious) employment?	Yes	Yes	Yes
Part-time factor (a minimum of 0.025 FTEs)	100%	100%	100%
Remuneration plus taxable expense allowances	185,028	164,640	171,160
Provisions for remuneration payable in the future	13,499	13,445	13,445
Total remuneration	<b>198,527</b>	<b>178,085</b>	<b>184,605</b>
Individual applicable remuneration ceiling	199,000	199,000	199,000
<i>Comparative figures 2021</i>			
(Fictitious) employment?	Yes	Yes	Yes
Part-time factor (a minimum of 0.025 FTEs)	100%	100%	100%
Remuneration plus taxable expense allowances	180,222	160,442	160,324
Provisions for remuneration payable in the future	12,778	12,726	12,726
Total remuneration	<b>193,000</b>	<b>173,168</b>	<b>173,050</b>
Individual applicable remuneration ceiling	193,000	193,000	193,000

## Supervisory executives

	<b>drs. K. Arib</b>	<b>A.F.J. van Overmeire RA</b>	<b>Prof. M.J. Jongmans</b>
Position (job title)	Chair of the Supervisory Board	Member of the Supervisory Board	Member of the Supervisory Board
Employed from (date of commencing duties)	1-Jan-22	1-Dec-18	1-Jun-19
Employed until (end date of duties)	To date	15-Jan-23	To date
Total remuneration under the WNT	<b>24,032</b>	<b>15,920</b>	<b>15,920</b>
Individual applicable remuneration ceiling	29,850	19,900	19,900
<u>Comparative figures 2021</u>			
Total remuneration under the WNT	<b>n/a</b>	<b>15,440</b>	<b>15,440</b>
Individual applicable remuneration ceiling	n/a	19,300	19,300
	<b>drs. N.D.E. Maarsen NDE</b>	<b>mr. M.M.F. Holtrop</b>	<b>mr. R.J. van der Kluit</b>
Position (job title)	Member of the Supervisory Board	Member of the Supervisory Board	Member of the Supervisory Board
Employed from (date of commencing duties)	27-May-22	23-Sep-22	23-Sep-14
Employed until (end date of duties)	To date	To date	22-Sep-22
Total remuneration under the WNT	<b>9,491</b>	<b>4,240</b>	<b>11,857</b>
Individual applicable remuneration ceiling	11,940	5,452	14,448
<u>Comparative figures 2021</u>			
Total remuneration under the WNT	<b>n/a</b>	<b>n/a</b>	<b>15,554</b>
Individual applicable remuneration ceiling	n/a	n/a	19,300
	<b>drs. J.J.M. Goderie</b>	<b>drs. G.R. Peetoom</b>	
Position (job title)	Member of the Supervisory Board	Chair of the Supervisory Board	
Employed from (date of commencing duties)	27-May-14	20-May-20	
Employed until (end date of duties)	26-May-22	31-Aug-21	
Total remuneration under the WNT	<b>6,368</b>	<b>n/a</b>	
Individual applicable remuneration ceiling	7,960	n/a	
<u>Comparative figures 2021</u>			
Total remuneration under the WNT	<b>15,440</b>	<b>15,440</b>	
Individual applicable remuneration ceiling	19,300	19,274	





### Other reporting requirements under the WNT

Other than the senior executives listed above, there are no employed executives who received remuneration above the individually applicable threshold amount in 2022.

### Explanation

The Supervisory Board has awarded stichting ARQ a total score of 10 points, in accordance with the Regulation on Remuneration Limits for Top Officials in Healthcare and Youth Care. The resulting classification is Class IV, with a maximum remuneration for the Board of Trustees of €199,000. This maximum is not exceeded by the Board of Trustees.

The corresponding remuneration maximum for the Chair of the Supervisory Board and other members of the Supervisory Board amounts to €29,850 and €19,900 respectively. These limits are not exceeded.

### 20. Independent auditor fees

The independent auditor fees are as follows (including value added tax):

	<b>2022</b>	<b>2021</b>
	€	€
1. Audit of the financial statements	94,985	87,100
2. Other audit procedures / special statements and reports	29,403	28,097
3. Tax advice and work relating to tax returns	8,375	17,178
4. Non-audit services	0	0
Total fees of the independent auditor	<b>132,763</b>	<b>132,375</b>

The above fees concern the work carried out at stichting ARQ and the consolidated group companies by audit firms and external auditors as referred to in Section 1(1) of the Audit Firms (Supervision) Act (Wta) and the fees charged by the entire network to which the audit firm belongs. These fees relate to auditing the financial statements and other statements for the financial year 2022, regardless of whether the work has already been done during the relevant financial year.

### 21. Appropriation of result

The appropriation of the result is arranged per legal entity. The allocation of the result is explained in section 2.2 of the financial statements and section 2.7.

### 22. Subsequent events

After the balance sheet date, no special events have occurred that are important for the determination of the result for 2022 and the balance sheet as at 31 December 2022.

### 23. Overview of non-current liabilities at year-end 2022

Leninggever	Afsluit- datum	Hoofdsom	Totale looptijd	Soort lening	Werkelijke rente	Restschuld 31 december 2021	Nieuwe leningen in 2022	Aflossing in 2022	Restschuld 31 december 2022	Restschuld over 5 jaar	Resterende looptijd in jaren eind 2022	Aflossings- wijze	Aflossing 2023	Gestelde zekerheden
		€			%	€	€	€	€	€			€	
NWB	1-09-06	2.000.000	20	Garantie Wfz	4,29%	500.000	-	100.000	400.000	0	4	lineair	100.000	Hypotheek
<b>Totaal</b>						<b>500.000</b>	<b>-</b>	<b>100.000</b>	<b>400.000</b>	<b>0</b>			<b>100.000</b>	

\* NWB Bank, Nederlandse Waterschapsbank

## 8.7 Segmented income statement for 2022

### 8.7.1 Stichting ARQ

	2022	2021
	€	€
<b>OPERATING INCOME</b>		
<i><b>Income from professional or business services</b></i>		
Healthcare Insurance Act	0	0
Youth Act	0	0
Ministry of Health, Welfare and Sport and/or Long-Term Care Act subsidies	3,430,335	3,506,649
Availability contribution healthcare	0	0
Other income from professional or business services	0	0
	<u>3,430,335</u>	<u>3,506,649</u>
<i><b>Income from other professional or business activities</b></i>	<u>525,770</u>	<u>403,480</u>
<b>Net sales</b>	<b>3,956,105</b>	<b>3,910,129</b>
Other operating income	<u>11,328,402</u>	<u>9,497,668</u>
<b>Sum of operating income</b>	<b>15,284,507</b>	<b>13,407,797</b>
<b>OPERATING EXPENSES</b>		
Costs of outsourced work and other costs	691,134	448,535
Wages and salaries	6,521,312	6,280,537
Social insurance	950,517	862,782
Pension expenses	639,664	580,137
Depreciation on property, plant and equipment and amortisation on intangible non-current assets	289,799	325,121
Other operating expenses	<u>5,745,110</u>	<u>4,910,884</u>
<b>Sum of operating expenses</b>	<b>14,837,536</b>	<b>13,407,996</b>
<b>OPERATING RESULT</b>	<b>446,971</b>	<b>-199</b>
Revenue from receivables belonging to non-current assets and from securities	0	0
Other interest income and similar revenue	3,499	1,496
Interest and similar expenses	<u>-141,615</u>	<u>-137,603</u>
<b>RESULT BEFORE TAX</b>	<b>308,855</b>	<b>-136,306</b>
Tax	<u>0</u>	<u>0</u>
<b>RESULT AFTER TAX</b>	<b>308,855</b>	<b>-136,306</b>

### Proposal for profit appropriation

	<b>2022</b>	<b>2021</b>
	€	€
Addition/(withdrawal):		
Other reserves	343,497	-106,835
Special-purpose reserves	100,000	-22,000
Appropriated funds	<u>-134,642</u>	<u>-7,471</u>
	<b><u>308,855</u></b>	<b><u>-136,306</u></b>

\* The income statement of Stichting ARQ presented here excludes the result of the investment in ARQ IVP B.V. The result of this segment is shown separately below for clarity. The separate financial statements of Stichting ARQ show the result including the result on the investee.

## 8.7.2 ARQ Centrum'45

	2022	2021
	€	€
<b>OPERATING INCOME</b>		
<i><b>Income from professional or business services</b></i>		
Healthcare Insurance Act	12,712,186	10,990,138
Youth Act	1,552,747	1,550,126
Ministry of Health, Welfare and Sport and/or Long-Term Care Act subsidies	88,499	170,711
Availability contribution healthcare	4,683,400	4,454,251
Other income from professional or business services	4,199,777	4,357,271
	<u>23,236,609</u>	<u>21,522,497</u>
<i><b>Income from other professional or business activities</b></i>		
	<u>0</u>	<u>0</u>
<b>Net sales</b>	<b>23,236,609</b>	<b>21,522,497</b>
Other operating income	2,849,410	2,611,349
<b>Sum of operating income</b>	<b>26,086,019</b>	<b>24,133,846</b>
<b>OPERATING EXPENSES</b>		
Costs of outsourced work and other costs	842,766	508,235
Wages and salaries	13,118,567	12,252,377
Social insurance	1,622,519	1,546,876
Pension expenses	1,293,397	1,139,504
Depreciation on property, plant and equipment and amortisation on intangible non-current assets	34,608	38,257
Other operating expenses	9,285,106	8,624,834
<b>Sum of operating expenses</b>	<b>26,196,963</b>	<b>24,110,083</b>
<b>RESULT AFTER TAX</b>	<b>-110,944</b>	<b>23,763</b>

### 8.7.3 Stichting 1940-1945

	2022	2021
	€	€
<b>OPERATING INCOME</b>		
<i>Income from professional or business services</i>	0	0
<i>Income from other professional or business activities</i>	0	0
<b>Net sales</b>	<b>0</b>	<b>0</b>
Other operating income	56,995	32,682
<b>Sum of operating income</b>	<b>56,995</b>	<b>32,682</b>
<b>OPERATING EXPENSES</b>		
Wages and salaries	79,151	72,408
Social insurance	12,722	13,801
Pension expenses	11,061	13,294
Other operating expenses	266,621	222,389
<b>Sum of operating expenses</b>	<b>369,555</b>	<b>321,892</b>
<b>OPERATING RESULT</b>	<b>-312,560</b>	<b>-289,210</b>
Revenue from receivables belonging to non-current assets and from securities	-669,226	635,295
Interest and similar expenses	-3,499	-1,496
<b>RESULT AFTER TAX</b>	<b>-985,285</b>	<b>344,589</b>

#### 8.7.4 Stichting ARQ Wetenschappelijk Onderzoek

	<u>2022</u>	<u>2021</u>
	€	€
<b>OPERATING INCOME</b>		
<i>Income from professional or business services</i>	0	0
<i>Income from other professional or business activities</i>	<u>0</u>	<u>0</u>
<b>Net sales</b>	<b>0</b>	<b>0</b>
Other operating income	<u>0</u>	<u>0</u>
<b>Sum of operating income</b>	<b>0</b>	<b>0</b>
<b>OPERATING EXPENSES</b>		
Other operating expenses	<u>2,417</u>	<u>0</u>
<b>Sum of operating expenses</b>	<b>2,417</b>	<b>0</b>
<b>RESULT AFTER TAX</b>	<u><b>-2,417</b></u>	<u><b>0</b></u>

### 8.7.5 ARQ IVP B.V.

	2022	2021
	€	€
<b>OPERATING INCOME</b>		
<i>Income from professional or business services</i>	0	0
<i>Income from other professional or business activities</i>	5,585,644	4,977,263
<b>Net sales</b>	<b>5,585,644</b>	<b>4,977,263</b>
Other operating income	0	0
<b>Sum of operating income</b>	<b>5,585,644</b>	<b>4,977,263</b>
<b>OPERATING EXPENSES</b>		
Costs of outsourced work and other costs	2,410,674	2,239,542
Wages and salaries	1,539,985	1,414,507
Social insurance	233,644	194,595
Pension expenses	150,491	130,293
Other operating expenses	895,091	882,584
<b>Sum of operating expenses</b>	<b>5,229,885</b>	<b>4,861,521</b>
<b>OPERATING RESULT</b>	<b>355,759</b>	<b>115,742</b>
Other interest income and similar revenue	0	8,881
<b>RESULT BEFORE TAX</b>	<b>355,759</b>	<b>124,623</b>
Tax	-53,458	-18,693
<b>RESULT AFTER TAX</b>	<b>302,301</b>	<b>105,930</b>



### 8.7.6 Stichting Vrienden van Stichting ARQ

	2022	2021
	€	€
<b>OPERATING INCOME</b>		
<i>Income from professional or business services</i>	0	0
<i>Income from other professional or business activities</i>	0	0
<b>Net sales</b>	<b>0</b>	<b>0</b>
Other operating income	75,183	168,449
<b>Sum of operating income</b>	<b>75,183</b>	<b>168,449</b>
<b>OPERATING EXPENSES</b>		
Wages and salaries	29,398	26,826
Social insurance	4,729	3,987
Pension expenses	3,085	2,657
Other operating expenses	832,005	85,879
<b>Sum of operating expenses</b>	<b>869,217</b>	<b>119,349</b>
<b>OPERATING RESULT</b>	<b>-794,034</b>	<b>49,100</b>
Other interest income and similar revenue	13,287	7,157
Interest and similar expenses	-488	-85
<b>RESULT BEFORE TAX</b>	<b>-781,235</b>	<b>56,172</b>
Tax	0	0
<b>RESULT AFTER TAX</b>	<b>-781,235</b>	<b>56,172</b>

### 8.7.7 Stichting Pelita

	2022	2021
	€	€
<b>OPERATING INCOME</b>		
<i>Income from professional or business services</i>	0	0
<i>Income from other professional or business activities</i>	0	0
<b>Net sales</b>	<b>0</b>	<b>0</b>
Other operating income	338,230	511,132
<b>Sum of operating income</b>	<b>338,230</b>	<b>511,132</b>
<b>OPERATING EXPENSES</b>		
Costs of outsourced work and other costs	5,482	1,074
Wages and salaries	227,655	268,090
Social insurance	8,807	46,160
Pension expenses	5,672	25,837
Other operating expenses	266,917	185,028
<b>Sum of operating expenses</b>	<b>514,533</b>	<b>526,189</b>
<b>OPERATING RESULT</b>	<b>-176,303</b>	<b>-15,057</b>
Revenue from receivables belonging to non-current assets and from securities	-236,308	209,754
Other interest income and similar revenue	5,121	1,967
<b>RESULT BEFORE TAX</b>	<b>-407,490</b>	<b>196,664</b>
Tax	0	0
<b>RESULT AFTER TAX</b>	<b>-407,490</b>	<b>196,664</b>

### 8.7.8 Results according to segmented income statements:

	<u>2022</u>	<u>2021</u>
	€	€
Stichting ARQ (excl. investee)	308,856	-136,308
ARQ Centrum'45	-110,944	23,763
ARQ Wetenschappelijk Onderzoek	-2,417	0
ARQ IVP B.V.	302,301	105,930
Stichting Vrienden van Stichting ARQ	<u>-781,235</u>	<u>56,172</u>
	<b>-283,439</b>	<b>49,559</b>
Stichting 1940-1945	-985,285	344,589
Stichting Pelita	-407,490	196,664
	<u><b>-1,676,214</b></u>	<u><b>590,812</b></u>

## 9. Stichting ARQ - separate financial statements 2022

### 9.1 Separate balance sheet as at 31 December 2022

(after proposed profit appropriation)

ASSETS	Ref.	31/12/2022	31/12/2021
		€	€
<b><u>Fixed assets</u></b>			
<b>Tangible fixed assets</b>	1		
Land and buildings		5,841,257	5,649,800
Other tangible fixed assets		471,311	438,528
		<b>6,312,568</b>	<b>6,088,328</b>
<b>Financial fixed assets</b>	2		
Investments in group companies		<b>647,296</b>	<b>1,725,027</b>
<b><u>Current assets</u></b>			
<b>Accounts receivable</b>	3		
On trade debtors		191,842	293,099
On group companies		81,962	35,288
Other receivables		607,372	832,971
Prepayments and accrued income		268,637	246,184
		<b>1,149,813</b>	<b>1,407,542</b>
<b>Cash and cash equivalents</b>	4	<b>48,100</b>	<b>405,098</b>
		<b>8,157,777</b>	<b>9,625,995</b>

<u>Liabilities</u>	<u>Ref.</u>	<u>31/12/2022</u>	<u>31/12/2021</u>
		€	€
<b>Equity</b>	5		
Other reserves		1,228,007	582,209
Equalisation reserve		264,607	399,249
Special-purpose reserve		114,000	14,000
		<u>1,606,614</u>	<u>995,458</u>
<b>Provisions</b>			
Other provisions	6	<b>879,250</b>	<b>772,267</b>
<b>Current liabilities</b>	7		
Debts to suppliers and trade credits		368,140	277,279
Amounts payable to group companies		2,680,927	5,564,290
Taxes and social security contributions		453,146	381,657
Pension debts		90,009	1,261
Other debts		368,735	405,770
Other liabilities		1,710,956	1,228,013
		<u>5,671,913</u>	<u>7,858,270</u>
		<u><b>8,157,777</b></u>	<u><b>9,625,995</b></u>

## 9.2 Separate income statement for 2022

	Ref.	2022 €	2021 €
<b>OPERATING INCOME</b>			
<b><i>Income from professional or business services</i></b>	9		
Ministry of Health, Welfare and Sport and/or Long-Term Care Act subsidies		3,430,335	3,506,649
<b><i>Income from other professional or business activities</i></b>	10	525,770	403,480
<b>Net sales</b>		<b>3,956,105</b>	<b>3,910,129</b>
Other operating income	11	11,328,402	9,497,668
<b>Sum of operating income</b>		<b>15,284,507</b>	<b>13,407,797</b>
<b>OPERATING EXPENSES</b>			
Costs of outsourced work and other costs	12	691,134	448,535
Wages and salaries	13	6,521,312	6,280,537
Social insurance	13	950,517	862,782
Pension expenses	13	639,664	580,137
Depreciation on property, plant and equipment and amortisation on intangible non-current assets	14	289,799	325,121
Other operating expenses	15	5,745,110	4,910,884
<b>Sum of operating expenses</b>		<b>14,837,536</b>	<b>13,407,996</b>
<b>OPERATING RESULT</b>		<b>446,971</b>	<b>-199</b>
Other interest income and similar revenue	16	3,499	1,496
Interest and similar expenses	17	-141,615	-137,603
<b>RESULT BEFORE TAX</b>		<b>308,855</b>	<b>-136,306</b>
Share in result of investee	18	302,301	105,930
<b>RESULT AFTER TAX</b>		<b>611,156</b>	<b>-30,376</b>

### Proposal for profit appropriation

	<b>2022</b>	<b>2021</b>
	€	€
Addition/(withdrawal):		
General and other reserves	645,798	-905
Equalisation reserve	-134,642	-7,471
Special-purpose reserve	<u>100,000</u>	<u>-22,000</u>
	<b><u>611,156</u></b>	<b><u>-30,376</u></b>





Movement in cash

-356,998

327,134

## 9.4 General notes to the separate financial statements 2022

### 9.4.1 General

The separate financial statements are part of the 2022 consolidated financial statements. Insofar as items in the balance sheet and income statement are not explained in more detail below, please refer to the notes to the consolidated balance sheet and income statement in section 2.4.

### 9.4.2 Accounting policies for measurement and determination of the result

The accounting policies for the measurement and determination of the result applied in the company financial statements and the consolidated financial statements (section 2.4.2) are the same. Investments in group companies are stated at net asset value in accordance with the accounting policies set out in the consolidated financial statements.

### Result on investees

The share in the result of investees includes the Company's share in the results of these companies. Results on transactions involving the transfer of assets and liabilities between the company and its investees and mutually between investees, are not recognised insofar as they can be considered as not realised.

## 9.5 Notes to the separate company balance sheet as at 31 December 2022

### 1. Tangible fixed assets

	Operational buildings and land	Other non- current assets	Total
	€	€	€
<b>Balance as at 1 January 2022</b>			
- acquisition value	6,644,748	2,621,076	9,265,824
- cumulative depreciations	994,948	2,182,548	3,177,496
Book value as at 1 January 2022	<u>5,649,800</u>	<u>438,528</u>	<u>6,088,328</u>
<b>Movements in the financial year</b>			
- investments	205,534	309,058	514,592
- depreciations	14,077	275,722	289,799
<i>- disposals</i>			
.acquisition cost	-	1,829	1,829
.cumulative depreciation		1,276	1,276
on balance	-	553	553
Movements in book value (on balance)	<u>191,457</u>	<u>32,783</u>	<u>224,240</u>
<b>Balance as at 31 December 2022</b>			
- acquisition value	6,850,282	2,928,305	9,778,587
- cumulative depreciations	1,009,025	2,456,994	3,466,019
Book value as at 31 December 2022	<u>5,841,257</u>	<u>471,311</u>	<u>6,312,568</u>
<i>Depreciation rate</i>	0.0% - 10.0%	20.0% - 40%	

*Movements in tangible fixed assets are as follows:*

	2022	2021
	€	€
Carrying amount as at 1 January	6,088,328	6,291,887
Added:		
investments	514,592	131,201
Less:		
depreciations	289,799	325,121
disposals	553	9,639
Book value as at 31 December	<u>6,312,568</u>	<u>6,088,328</u>

Buildings and land concerns the buildings of Stichting ARQ in Diemen. The intention is to eventually sell the buildings and land and move into a new building.

The expected net realisable value is higher than the capitalised value, thus there is no reason to apply an additional depreciation on the book value.

The WOZ value of the buildings in Diemen in 2022 is €11,250,000 (value reference date 1 January 2021).

Since May 2022, ARQ has been renting a third location at Kasteellaan 1 in Oegstgeest, for a period of three years. Outpatient treatments will be carried out in this building. Before the building could be taken into use in November 2022, the necessary investments were made. These investments mainly relate to renovations and various adjustments. In addition, investments were made in furniture and computer equipment.

## 2. Financial fixed assets

This can be specified as follows:

	<u>31/12/2022</u>	<u>31/12/2021</u>
	€	€
Investments in group companies	647,296	1,725,027
<b>Total financial fixed assets</b>	<b><u>647,296</u></b>	<b><u>1,725,027</u></b>

Stichting ARQ has the following capital interests:

Name	Location	Share of issued capital
ARQ IVP B.V.	Diemen	100%
Coöperatieve Quli U.A.	Diemen	25%

The movements in the item Investees can be summarised as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Balance as at 1 January	1,725,027	1,619,097
Less: rounding as a result of new valuation of investee	-32	0
Add: share in result of investee	302,301	105,930
Less: dividend received from investee	1,380,000	0
<b>Balance as at 31 December</b>	<b><u>647,296</u></b>	<b><u>1,725,027</u></b>

It concerns the 100% investment in ARQ IVP B.V. The intended decision to distribute dividend from ARQ IVP to Stichting ARQ is recognised in the financial statements. In 2022, the investee achieved a result after tax of €302,301.

The other capital interest concerns the investment in Coöperatieve Quli U.A. of 25%. The value of the investment amounts to €227,541. The investment has a negative asset value. A provision has been made for this, the value of which is equal to the valuation of the investment. These are offset against each other in the balance sheet.

### 3. Accounts receivable

	<u>31/12/2022</u>	<u>31/12/2021</u>
	€	€
Trade debtors	191,842	293,099
Amounts receivable from group companies	81,962	35,288

The receivables from group companies concern the receivable from Stichting 1940-1945.

The other receivables, including prepayments and accrued income can be specified as follows:

	<u>31/12/2022</u>	<u>31/12/2021</u>
	€	€
Other receivables	607,372	832,971
Prepayments and accrued income	268,637	246,184
<b>Total receivables and accruals</b>	<b><u>876,009</u></b>	<b><u>1,079,155</u></b>

The other receivables include an amount of €180,000 for dividend tax to be reclaimed. Dividend tax has been withheld from the dividend payment by ARQ IVP and is being paid.

In 2021, this included an amount for the efforts on behalf of the IVC Corona Care support point, which was invoiced to the Ministry of Health, Welfare and Sport in early 2022. This project was completed in 2022.

### 4. Cash and cash equivalents

	<u>31/12/2022</u>	<u>31/12/2021</u>
	€	€
Banks	48,100	77,964
<b>Total cash and cash equivalents</b>	<b><u>48,100</u></b>	<b><u>77,964</u></b>

The cash and cash equivalents are at the free disposal of the Foundation.

## 5. Equity

	<u>31/12/2022</u>	<u>31/12/2021</u>
	€	€
Other reserve	1,228,007	582,209
Equalisation reserve	264,607	399,249
Special-purpose reserve for future research	14,000	14,000
Special-purpose reserve for ARQ 50th anniversary	100,000	0
	<u><b>1,606,614</b></u>	<u><b>995,458</b></u>

The movements were as follows:

	<u>Balance as at</u>	<u>Result</u>	<u>Other</u>	<u>Balance as at</u>
	<u>1-Jan-2022</u>	<u>allocation</u>	<u>movements</u>	<u>31-dec-2022</u>
	€	€	€	€
Other reserve	582,209	645,798	0	1,228,007
Equalisation reserve	399,249	-134,642	0	264,607
Special-purpose reserve for future research	14,000	0	0	14,000
Special-purpose reserve for ARQ 50th anniversary	0	100,000	0	100,000
	<u><b>995,458</b></u>	<u><b>611,156</b></u>	<u><b>0</b></u>	<u><b>1,606,614</b></u>

Stichting Vrienden van ARQ has transferred the former continuity reserve that was created in the past from donations and was intended to support the continuity of ARQ to Stichting ARQ.

This part of the equity of Stichting Vrienden van ARQ was added to the general reserves of the foundation in 2014. In the years after 2014, this part of the equity has grown as a result of interest received on the current account relationship with stichting ARQ. The active fundraising nature of Stichting Vrienden van ARQ no longer fits the passive management of continuity funds.

At the time of transfer of the reserve from Stichting Vrienden van ARQ to ARQ, the balance of the reserve is €731,641.

### Equalisation reserve

The equalisation reserve is created by transferring any operating surpluses on the performance of activities for which an institutional subsidy has been obtained from the Ministry of Health, Welfare and Sport. Any amounts gained or lost on the performance of those activities in subsequent years are transferred to the equalisation reserve.

### Special-purpose reserve for future research

This reserve is intended to fund future innovative research for which no or insufficient external resources are available.

### Special-purpose reserve for ARQ 50th anniversary

In 2023, Stichting ARQ Centrum'45 will celebrate its 50th anniversary. That year will be all about this anniversary. Various activities will be organised for which a budget has been made available by the Board of Trustees. The budget made available is recognised in the financial statements in the form of a special-purpose reserve, divided between Stichting ARQ (€100,000) and Stichting ARQ Centrum'45 (€300,000).

Since no capital interest in a Foundation can be expressed in the statutory financial statements of Stichting ARQ, elimination of such capital interest against the equity of the Foundation is not possible. Consolidating the financial statements of the Foundations involved in the consolidation therefore amounts to merging the relevant financial statements, eliminating mutual receivables and debts and mutual income and expenses. The consolidated equity of the group therefore differs from the equity of the group head (Stichting ARQ).

This difference can be specified as follows:

	<u>31/12/2022</u>	<u>31/12/2021</u>
	€	€
Equity Stichting ARQ separate	1,606,614	995,455
Equity Stichting Vrienden van ARQ	304,920	1,086,155
Equity ARQ Centrum '45	3,657,747	3,768,691
Equity Stichting ARQ Wetenschappelijk Onderzoek	0	2,417
	<b>5,569,281</b>	<b>5,852,718</b>
Equity Stichting 1940-1945	4,154,314	5,139,598
Equity Stichting Pelita	1,411,769	1,819,259
Consolidated equity as at 31 December	<b><u>11,135,364</u></b>	<b><u>12,811,575</u></b>

This overview shows that the use of the equity of Stichting 1940-1945 and Stichting Pelita is restricted to the objectives stated in the Articles of Association.

The consolidation result is as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Stichting ARQ	611,156	-30,376
Stichting Vrienden van ARQ	-781,234	56,172
Stichting ARQ Centrum '45	-110,944	23,763
Stichting ARQ Wetenschappelijk Onderzoek	-2,417	0
	<b>-283,439</b>	<b>49,559</b>
Stichting 1940-1945	-985,285	344,589
Stichting Pelita	-407,490	196,664
	<b><u>-1,676,214</u></b>	<b><u>590,812</u></b>

## 6. Provisions

The movement is as follows:

	Balance as at 1-Jan-2022	Transferred in	Transferred out	Balance as at 31-dec- 2022
	€	€	€	€
Provision for service anniversary obligations	108,609	9,359	5,410	112,558
Maintenance provision	663,658	225,000	121,966	766,692
	<b>772,267</b>	<b>234,359</b>	<b>127,376</b>	<b>879,250</b>

### Provision for service anniversary obligations

The service anniversary provision is a provision for future service anniversary payments. This provision concerns the present value of the service anniversary payments to be paid in the future. The calculation is based on pledges, retention probability and age. The discount rate applied is 2%.

### Provision for major maintenance

The provision for major maintenance is created for expected costs relating to periodic maintenance of buildings, installations, etc., based on a long-term maintenance plan for the years up to and including 2025. This concerns a provision for major maintenance of the Diemen and Oegstgeest locations.

## 7. Current liabilities

	<u>31/12/2022</u>	<u>31/12/2021</u>
	€	€
The current liabilities can be specified as follows:		
Debts to suppliers and trade credits	368,140	277,279
Amounts payable to group companies	2,680,927	5,564,290
Taxes and social insurance payable	362,336	294,528
Sales tax payable	90,810	87,129
Liabilities in respect of pensions	90,009	1,261

### Amounts payable to group companies

The debts to group companies have decreased compared to the previous financial year. The main cause is the decreased current account debt to ARQ Centrum'45 to cover the purchase of buildings. In addition, due to the dividend payment from ARQ IVP to Stichting ARQ, the current account debt to ARQ IVP has decreased.



	<u>31/12/2022</u>	<u>31/12/2021</u>
	€	€
The other debts and other liabilities can be specified as follows:		
<u>Other debts</u>		
Healthcare bonus, including final levy payable/repaid	9,000	81,179
Audit fees payable	85,207	73,576
Energy costs payable	37,543	33,978
Non-current interest payable Waterschapsbank	6,800	7,600
Miscellaneous	230,185	209,437
	<u><b>368,735</b></u>	<u><b>405,770</b></u>
<u>Other liabilities</u>		
Provision holiday allowance	228,261	222,806
Provision holiday time	137,863	132,587
Provision life phase budget employees and 55+ days	442,413	421,449
Other liabilities received in advance	902,419	451,171
Total	<u><b>1,710,956</b></u>	<u><b>1,228,013</b></u>

#### Healthcare bonus, including final levy payable

At year-end 2021, this concerns the final levy on exceeding the tax-free margin within the WKR (work-related expense allowance), as a result of paying out the healthcare bonus. This final levy is part of the healthcare bonus received and was settled in 2022. Part of this amount of €9,000 concerns unpaid care bonuses, including the final levy, and was reimbursed to the Ministry of Health, Welfare and Sport at the beginning of 2023.

#### Other liabilities received in advance

This mainly concerns funds for projects that will continue in 2023 and have already been received in 2022. The largest contribution concerns the SHO Giro 555 Ukraine project.

## 8. Off-balance sheet commitments and off-balance sheet assets

#### Tax group

Stichting ARQ, together with ARQ Centrum'45, ARQ IVP B.V., Stichting Pelita and Stichting 1940-1945 form a tax group for VAT purposes. Each of the companies is jointly and severally liable for the tax payable by all the companies involved in the tax group. At year-end 2022, the debts of the tax group amount to €90,810.

#### Other liabilities

Stichting ARQ has other liabilities, including rental obligations. These are included in the notes to section 9 of the consolidated financial statements.

## 9.6 Notes to the 2022 separate income statement

### 9. Income from professional or business services

	<u>2022</u>	<u>2021</u>
	€	€
VWS institutional subsidy and SVB fee for statutory tasks	3,430,335	3,506,649
	<b><u>3,430,335</u></b>	<b><u>3,506,649</u></b>

### 10. Income from other professional or business activities

This can be specified as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Revenue from training	525,770	403,480
	<b><u>525,770</u></b>	<b><u>403,480</u></b>

The income from training concerns the revenue from training and courses provided by ARQ Academy.

### 11. Other operating income

Other operating income can be specified as follows:

	<u>2022</u>	<u>2021</u>
	€	€
<u>Subsidies:</u>		
Contributions fundraising	38,736	24,052
Gifts and legacies	10,157	0
Other subsidies and contributions	1,805,686	1,431,196
<u>Other revenue</u>		
Rental income	21,978	21,400
Revenue from catering facilities	52,394	41,749
Revenue from services to other organisations and secondment	88,745	41,697
Income from recharged costs	8,493,235	7,739,236
Other revenue	817,471	198,338
	<b><u>11,328,402</u></b>	<b><u>9,497,668</u></b>

### Other subsidies and contributions

The other subsidies and contributions relate to reimbursements for costs incurred in connection with ongoing projects. In 2022, this includes the projects for SHO-555 Ukraine, the IVC Centre for Corona Care, Care Professionals Directive, Revision of the Directive for Uniformed Staff, Edinburgh Displacement and STRENGTHS.

In 2021, the IVC Centre for Corona Care and eMEN projects were completed.

#### **SHO-555 Ukraine: Joint action for Ukraine**

To comply with the contractual obligations towards the subsidy provider, an overview of the amounts received and expenditure until 31/12/2022 is included below for the 'Joint action for Ukraine' project of Giro-555 Collaborating Aid Organisations.

As a guest participant of the aforementioned action, ARQ, in collaboration with the Ukrainian NGO Healthy Society offers the *MHPSS for Rapid Response, Recovery and Resilience: Supporting mental health care providers in Ukraine* programme for organisations that specialise in relief, psychiatric support psychological assistance and social work in Ukraine.

	<b>Financial year</b>	<b>Up to and including the financial year</b>
	€	€
<b><u>Income:</u></b>		
Income from third-party actions	713,274	713,274
Interest	0	0
<b>Total income</b>	<b>713,274</b>	<b>713,274</b>
<b><u>Preparation and coordination costs (AKV)</u></b>		
AKV	22,332	22,332
<b>Total available for auxiliary activity</b>	<b>690,942</b>	<b>690,942</b>
<b><u>Charges</u></b>		
<b>Insight into local spending</b>		
Local spending by the implementing organisation	56,987	56,987
Local spending by the international umbrella organisation	0	0
Local spending by the investee	262,045	262,045
<b>Total spending</b>	<b>319,032</b>	<b>319,032</b>

### Income from recharged costs

The revenue from recharged costs concerns the contributions from the ARQ partners to organisation-wide costs. This includes the costs for management and staff, P&O, IT and finance. The revenue is €750,000 higher than in the previous financial year. This is partly due to the costs related to Kasteellaan, which are charged in full to ARQ Centrum'45.

### Other revenue

The other revenue includes the amount of €731,641 from Stichting Vrienden van ARQ for the transfer of part of the equity to ARQ. For further explanation, see section 5 of the Notes to the separate balance sheet.

### 12. Costs of outsourced work and other external costs

This can be specified as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Cost of employing external specialists	199,146	244,439
Cost of services by subcontractors	89,832	118,921
Personnel not on the payroll:	402,156	85,175
<b>Total</b>	<b><u>691,134</u></b>	<b><u>448,535</u></b>

The costs of outsourced work increased by €240,000 compared to the previous financial year. This includes the temporary filling of vacancies (including facility support) and temporary hiring (including communication and secretarial services).

### 13. Wages and salaries

The balance of wages and salaries is as follows

	<u>2022</u>	<u>2021</u>
	€	€
Wages and salaries	6,521,312	6,280,537

In 2022, Wages and salaries increased by approximately €240.000 compared to 2021. This is mainly due to the increase of the headcount of Stichting ARQ (approx. 2.5 FTEs) and indexation of wages based on the collective agreement. In September, a payment was made to staff in the form of the balance sheet budget.

During the year 2022, an average of 87.6 employees were employed on a full-time basis (2021: 85.3). In 2022, one member of staff worked outside the Netherlands.

### 14. Depreciation and Amortisation

	<u>2022</u>	<u>2021</u>
	€	€
Amortisation on intangible non-current assets	289,799	325,121
	<b><u>289,799</u></b>	<b><u>325,121</u></b>

## 15. Other operating expenses

	<u>2022</u>	<u>2021</u>
	€	€
Food and lodging expenses	852,808	690,182
Other personnel costs	450,204	388,014
Overheads	3,565,348	3,031,976
Maintenance costs	494,651	485,977
Energy costs	312,184	302,426
Rent	64,186	4,264
Other income and expenses	5,729	8,045
	<u><b>5,745,110</b></u>	<u><b>4,910,884</b></u>

### Food and lodging expenses

The food and lodging expenses relate to both patients and staff. After the COVID-19 crisis and resulting lockdowns, more staff came to the office and more patients came to the clinic after the vacancies in the 2020 and 2021 lockdowns and lower occupancy. As a result, food costs are higher than last year. In addition, the crisis caused by the war in Ukraine has led to higher prices.

### Other personnel costs

With effect from the 2022 financial year, the other personnel costs have been included under other operating costs as a result of the transition to the new model financial statements for Healthcare 2022. The comparative figures have been adjusted accordingly. Until 2022, other personnel costs were part of personnel costs.

### Overheads

The 2022 overheads are about €530,000 higher than in 2021. This includes, among other things, the consultancy costs in connection with the new accommodation, €110,000 of the Valuecare Business Intelligence system that will be taken into use in 2022 and material costs associated with the SHO-555 Ukraine project. This is offset by a revenue from the subsidy provider.

### Maintenance costs

The maintenance costs recognise a transfer to the provision for major maintenance to cover future maintenance and renovation work on the buildings in Diemen and Oegstgeest. In 2022, the endowment amounted to €225,000 and was therefore lower than in 2021 (€290,000). Costs were also incurred to make the building at Kasteellaan ready for use. As a result, the addition to the provision has been determined to be lower.

### Energy costs

The energy costs are equal to the level of 2021. Gas consumption is lower than in the previous financial year, but the rate is higher. Electricity consumption is comparable to last year.

From 2023, gas and electricity rates are significantly higher due to the energy crisis caused by the war in Ukraine.

## Rent

The rental costs relate to the renting of the premises at Kasteellaan in Oegstgeest. The rental contract started on 1 June 2022 and will continue until 31 May 2025. The first two months of the rental period were rent-free.

## 16. Other interest income and similar revenue

This can be specified as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Interest income on current intercompany receivables	3,499	1,496
	<u><b>3,499</b></u>	<u><b>1,496</b></u>

### Interest income on intercompany receivables

Interest income relates to the interest charged by Stichting ARQ to partners within ARQ National Psychotrauma Centre on the average current account balance outstanding during the financial year.

## 17. Interest and similar expenses

This can be specified as follows:

	<u>2022</u>	<u>2021</u>
	€	€
Interest expenses on current liabilities	71,571	73,075
Interest expenses on non-current liabilities	20,650	21,672
Interest expenses on current intercompany loans	18,408	18,004
Tax interest	0	11,932
Bank fees	30,986	12,920
	<u><b>141,615</b></u>	<u><b>137,603</b></u>

### Interest expenses on current liabilities

The interest expenses for current liabilities relate to the interest paid to Van Lanschot Bankiers in the year under review, including the commitment fee paid. At the end of 2021, the credit granted was reduced by €1 million to €7 million. This coincided with the transition to the new Care Performance Model. Since invoicing from the Care Performance Model was not possible for a long time due to IT problems at the supplier, the credit was temporarily increased to €8 million at the end of 2022 in order to meet current liabilities.

### Interest expenses on non-current liabilities

This relates to the interest recharged by Stichting Centrum'45 on a non-current loan granted by Nederlandse Waterschapsbank NV. This non-current loan has been registered in the guarantee file of WFZ (Guarantee Fund for the Healthcare sector). The interest rate is 4.29% and the remaining debt at year-end of 2022 is €400,000. This loan is included in the financial statements of ARQ Centrum'45.

### Interest expenses on intercompany loans

This relates to the interest paid by Stichting ARQ on the intercompany debt payable to the other ARQ partners. The expenses are mainly determined by the loan for the acquisition of the land in Diemen, which ARQ Centrum'45 contracted with the bank and has been transferred to Stichting ARQ.

#### Tax interest

In 2021, this refers to the interest on tax charged by the tax authorities that relates to the 2019 corporate tax assessment for the period that the return was filed after 1 July 2020 through the date of filing.

#### 18. Share in result of investees

This concerns the Foundation's share in the results of ARQ IVP B.V. after tax.

	<u>2022</u>	<u>2021</u>
	€	€
Share in result of investees	<u>302,301</u>	<u>105,930</u>
	<b><u>302,301</u></b>	<b><u>105,930</u></b>

The share in the result of investees relates to ARQ IVP B.V.

#### 19. Remuneration of Trustees and Supervisory Board members

	<u>2022</u>	<u>2021</u>
	€	€
Trustees and former Trustees	561,217	539,218
Supervisors and former supervisors	<u>87,828</u>	<u>77,314</u>
	<b><u>649,045</u></b>	<b><u>616,532</u></b>

The remuneration of Trustees and Supervisory Board members includes periodical payments such as salaries, holiday allowances and social insurance charges, payments to be made in the future, such as pension costs, and severance pay, in so far as these items are charged to the Foundation.

## 10. Adoption and approval

### 10.1 Adoption by the Board of Trustees

The Board of Trustees adopted the 2022 financial statements on 24 May 2023.

drs. J.W. Reerds MBA	drs. A. Osinga
chair	member

### 10.2 Approval of the Supervisory Board

The Supervisory Board approved the 2022 financial statements at its meeting on 24 May 2023.

drs. K. Arib	Prof. M.J. Jongmans
chair	member
drs. N.D.E. Maarsen MRE	mr. M.M.F. Holtrop
member	member
G.W. Hilverda	
member	



# 11. Other information

## 11.1 Statutory rules for profit appropriation

In accordance with Article 6 of the Articles of Association, Stichting ARQ's Board of Trustees has decided to charge the result achieved for 2022 to the Foundation's equity.

The profit appropriation has already been incorporated in the financial statements.

## 11.2 Independent auditor's report

The auditor's statement is included on the next page.