

**Stichting LIBER  
's-Gravenhage**

Annual report 2024

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Stichting LIBER  
Prins Willem-Alexanderhof 5  
2595 BE 's-Gravenhage

Dear Members of the Executive Board,

## **General**

### **Comparative figures**

The figures for 2023 included in this report for comparison purposes are taken from the report of 12 April 2024. Some items from the profit and loss account are repositioned to be more consistent and in line with the layout of the budget.

### **Incorporation foundation**

In 2009 the LIBER Association, established in 1971, was dissolved at the Annual General Assembly in Toulouse, France on 3 July 2009. The foundation was established on 12 January 2009.

### **Object**

The aim of the Foundation is to represent the interests of research libraries in Europe, their universities and researchers.

The Foundation promotes in particular:

- A. Efficient information services;
- B. Access to research information, in any form whatsoever;
- C. Innovation in end-user services from research libraries in support of teaching, learning and research;
- D. Preservation of cultural heritage;
- E. Efficient and effective management in research libraries.

In order to fulfil these tasks the Foundation will develop and systematically support:

- A. The creation and development of a functional network of university libraries, national libraries and other research libraries in Europe;
- B. A goal-oriented collaboration with other organisations in Europe and beyond.

Board of Directors

The management was conducted by Mrs. M.C.E.M. Pronk

Executive Board

During 2024 the membership of the Executive Board was:

Mr Andreas Brandtner  
Mr Lars Burman (until 1 July 2024)  
Ms Anna Clements  
Dóra Gaálné Kalydy  
Ms Heli Kautonen  
Ms Sarah Lammens  
Mr Julien Roche (President)  
Ms Birgit Schmidt  
Ms Anja Smit (Secretary-General)  
Mr Adam Sofronijevic  
Ms Cécile Swiatek  
Dr Giannis Tsakona (vice-President)  
Ms Hilde van Wijngaarden (Treasurer)  
Mr Thomas Kaarsted (from 1 July 2024)

## Result

### Results

	2024		2023		Movement	
	€	%	€	%	€	%
<b>Income</b>	820.534	100,0	911.784	100,0	-91.250	-10,0
Expenses services	-431.389	-52,6	-502.966	-55,2	71.577	14,2
<b>Gross profit</b>	<u>389.145</u>	<u>47,4</u>	<u>408.818</u>	<u>44,8</u>	<u>-19.673</u>	<u>-4,8</u>
Salaries	369.313	45,0	161.142	17,7	208.171	129,2
Social security charges	102.201	12,5	88.171	9,7	14.030	15,9
Pension premiums	78.650	9,6	65.040	7,1	13.610	20,9
Other staff expenses	33.233	4,1	46.244	5,1	-13.011	-28,1
Depreciation tangible fixed assets	3.399	0,4	2.637	0,3	762	28,9
Housing expenses	8.670	1,1	8.670	1,0	-	-
Selling expenses	25.454	3,1	33.029	3,6	-7.575	-22,9
Office expenses	19.318	2,4	18.254	2,0	1.064	5,8
General expenses	71.531	8,7	55.837	6,1	15.694	28,1
Internal projects	16.538	2,0	29.909	3,3	-13.371	-44,7
Overhead charged to projects	-55.473	-6,8	-60.159	-6,6	4.686	7,8
<b>Total operating expenses</b>	<u>672.834</u>	<u>82,1</u>	<u>448.774</u>	<u>49,3</u>	<u>224.060</u>	<u>49,9</u>
<b>Operating result</b>	-283.689	-34,7	-39.956	-4,5	-243.733	-610,0
Financial income and expense	1.656	0,2	196	-	1.460	744,9
<b>Net result</b>	<u>-282.033</u>	<u>-34,5</u>	<u>-39.760</u>	<u>-4,5</u>	<u>-242.273</u>	<u>-609,3</u>

## Financial position

Below we provide an analysis of the Foundation's financial position, based on the balance sheet.

### Analysis of the financial position

	<u>31-12-2024</u>	<u>31-12-2023</u>
	€	€
<b>In short term available</b>		
Receivables	55.520	36.079
Cash and cash equivalents	<u>524.675</u>	<u>726.251</u>
	580.195	762.330
Current liabilities	<u>-308.997</u>	<u>-296.770</u>
<b>Liquid assets</b>	271.198	465.560
Construction projects	<u>25.589</u>	<u>112.182</u>
<b>Working capital</b>	296.787	577.742
 <b>Long term invested</b>		
Tangible fixed assets	6.073	7.151
Long term invested	<u>302.860</u>	<u>584.893</u>
 <b>Financing</b>		
Equity	<u>302.860</u>	<u>584.893</u>

## Balance sheet as at 31 December 2024

(after result appropriation)

		31 December 2024	31 December 2023
		€	€
<b>ASSETS</b>			
<b>Fixed assets</b>			
<b>Tangible fixed assets</b>	1		
Office equipment		6.073	7.151
<b>Current assets</b>			
<b>Construction projects</b>	2	25.589	112.182
<b>Receivables</b>			
Debtors	3	52.360	35.315
Other receivables	4	<u>3.160</u>	<u>764</u>
		55.520	36.079
<b>Cash and cash equivalents</b>	5	524.675	726.251
		<u>611.857</u>	<u>881.663</u>

		31 December 2024		31 December 2023
		€	€	€
<b>EQUITY AND LIABILITIES</b>				
<b>Equity</b>	6			
General reserves		227.860		509.893
Appropriated reserves		<u>75.000</u>		<u>75.000</u>
		302.860		584.893
<b>Current liabilities</b>				
Debts to lending institutions	7	237		72
Creditors	8	21.473		9.971
Taxes and social insurance premiums	9	53.327		51.070
Construction projects (liabilities)	10	149.002		174.150
Other liabilities, accruals and deferred income	11	<u>84.958</u>		<u>61.507</u>
		308.997		296.770
		<u>611.857</u>		<u>881.663</u>

## Income statement for the year 2024

		2024		2023	
		€	€	€	€
<b>Income</b>	12	820.534		911.784	
Expenses services	13	<u>-431.389</u>		<u>-502.966</u>	
<b>Gross profit</b>			389.145		408.818
<b>Expenditure</b>					
Salaries	14	369.313		161.142	
Social security charges	15	102.201		88.171	
Pension premiums	16	78.650		65.040	
Depreciation tangible fixed assets	17	3.399		2.637	
Other staff expenses	18	33.233		46.244	
Housing expenses	19	8.670		8.670	
Selling expenses	20	25.454		33.029	
Office expenses	21	19.318		18.254	
General expenses	22	71.531		55.837	
Internal projects	23	16.538		29.909	
Overhead charged to projects	24	<u>-55.473</u>		<u>-60.159</u>	
<b>Total operating expenses</b>			<u>672.834</u>		<u>448.774</u>
<b>Operating result</b>			-283.689		-39.956
Financial income and expense	25		<u>1.656</u>		<u>196</u>
<b>Net result</b>			<u><u>-282.033</u></u>		<u><u>-39.760</u></u>



## Notes to the financial statements

### Entity information

#### *Registered address and registration number trade register*

The actual and registered address of Stichting LIBER is Prins Willem-Alexanderhof 5, 2595 BE, 's-Gravenhage. Stichting LIBER is registered at the Chamber of Commerce under number 27334736.

### General notes

#### *Disclosures about estimates, judgements, assumptions and uncertainties*

In applying the principles and policies for drawing up the financial statements, the directors of Stichting LIBER make different estimates and judgments that may be essential to the amounts disclosed in the financial statements. If it is necessary in order to provide the transparency required under Book 2, article 362, paragraph 1, the nature of these estimates and judgments, including related assumptions, is disclosed in the notes to the relevant financial statement item.

### General accounting principles

#### *The accounting standards used to prepare the financial statements*

There are no special regulations for the annual accounts of foundations. The financial statements are drawn up in accordance with the provisions of Title 9, Book 2 of the Dutch Civil Code and the Dutch Accounting Standards, as published by the Dutch Accounting Standards Board ('Raad voor de Jaarverslaggeving'), specifically RJ640 Organisaties-zonder-winststreven.

Assets and liabilities are generally valued at historical cost, production cost or at fair value at the time of acquisition. If no specific valuation principle has been stated, valuation is at historical cost.

### Accounting principles

#### *Property, plant and equipment*

Tangible fixed assets are valued at historical cost or production cost including directly attributable costs, less straight-line depreciation based on the expected future life and impairments.

#### *Construction projects*

Construction contracts commissioned by third parties comprises the project costs realised, profit attributed (as far as can be reliably determined), and if applicable, recognised losses and instalments already invoiced. Construction contract is separately presented in the balance sheet under current assets.

If it shows a credit balance, this will be presented under current liabilities.

Expenditure relating to project costs for work not yet performed is recognised under inventories.

#### *Receivables*

Receivables are initially valued at the fair value of the consideration to be received, including transaction costs. Trade receivables are subsequently valued at the amortised cost price. Provisions for bad debts are deducted from the carrying amount of the receivable.

*Cash and cash equivalents*

Cash at banks represents bank balances and deposits with terms of less than twelve months. Cash at banks and in hand is valued at nominal value.

*Current liabilities*

On initial recognition current liabilities are recognised at fair value. After initial recognition current liabilities are recognised at the amortised cost price, being the amount received taking into account premiums or discounts and minus transaction costs. This is usually the nominal value.

*Accounting principles for determining the result*

The result is the difference between the realisable value of the goods/services provided and the costs and other charges during the year. The results on transactions are recognised in the year in which they are realised.

*Revenue recognition*

Net turnover comprises the income from the contributions or supply of services after deduction of discounts if applicable.

*Other operating expenses*

Costs are determined on a historical basis and are attributed to the reporting year to which they relate.

## Notes to the balance sheet

### Fixed assets

#### 1 Tangible fixed assets

	Office equipment €
Balance as at 1 januari 2024	
Cost or manufacturing price	17.988
Accumulated depreciation	<u>-10.837</u>
Book value as at 1 januari 2024	<u><u>7.151</u></u>
Movements	
Purchases	2.321
Depreciation	-3.399
Disposals	-2.695
Depreciation on disposals	<u>2.695</u>
Balance movements	<u><u>-1.078</u></u>
Balance as at 31 december 2024	
Cost or manufacturing price	17.614
Accumulated depreciation	<u>-11.541</u>
Book value as at 31 december 2024	<u><u>6.073</u></u>
Depreciation percentage	<u><u>20%</u></u>

### Current assets

#### 2 Construction projects

	31-12-2024 €	31-12-2023 €
Capitalized costs	336.051	781.432
Installments received	<u>-310.463</u>	<u>-669.248</u>
Total	<u><u>25.588</u></u>	<u><u>112.184</u></u>

## Receivables

	31-12-2024	31-12-2023
	€	€
<b>3 Debtors</b>		
Debtors	61.916	59.216
Provision for doubtful debtors	-9.556	-23.901
	<u>52.360</u>	<u>35.315</u>
<b>4 Other receivables</b>		
Accrued interest	1.594	-
Prepaid expenses	1.566	764
	<u>3.160</u>	<u>764</u>
<b>5 Cash and cash equivalents</b>		
ING Bank, current account	157.804	360.500
SNS Bank, savings account	134.355	133.129
Rabobank, savings account	127.596	127.829
ING Bank, savings account	104.920	104.793
	<u>524.675</u>	<u>726.251</u>

## 6 Equity

	General reserves	Appropriated reserves	Total
	€	€	€
Balance as at 1 januari 2024	509.893	75.000	584.893
Result for the year	-282.033	-	-282.033
Balance as at 31 december 2024	<u>227.860</u>	<u>75.000</u>	<u>302.860</u>

### Appropriated reserves

The Appropriated Reserves are destined for the future movement of the LIBER Office and a future Fundraising plan.

### Current liabilities

	31-12-2024 €	31-12-2023 €
<b>7 Debts to lending institutions</b>		
Creditcard	<u>237</u>	<u>72</u>
<b>8 Creditors</b>		
Creditors	<u>21.473</u>	<u>9.971</u>
<b>9 Taxes and social insurance premiums</b>		
VAT	1.440	7.769
Payroll tax	42.439	34.962
Pension premiums	9.448	8.339
	<u>53.327</u>	<u>51.070</u>
<b>10 Construction projects (liabilities)</b>		
Capitalized costs minus expected losses	-801.168	-620.230
Installments received	950.171	794.380
Total	<u>149.003</u>	<u>174.150</u>

	<u>31-12-2024</u>	<u>31-12-2023</u>
	€	€
<b>11 Other liabilities, accruals and deferred income</b>		
Holiday pay	29.747	22.827
Holiday days	21.609	16.029
Accrual audit fee	15.000	-
Other accruals	18.602	21.502
Deferred income	-	1.149
	<u>84.958</u>	<u>61.507</u>

## Notes to the income statement

	2024	2023
	€	€
<b>12 Income</b>		
Participants	468.182	406.874
Events	33.850	15.000
Conference	24.643	23.716
Other income	12.000	15.000
	<u>538.675</u>	<u>460.590</u>
Project funding	281.859	451.194
	<u>820.534</u>	<u>911.784</u>
<b>Project funding</b>		
DIAMAS	76.694	96.855
LibrarIN	80.570	106.728
KR21 National/EU	10.459	-
Knowledge Rights 21	6.372	57.055
PALOMERA	31.783	28.461
MES-CobraD	57.507	63.112
CeOS_SE	91.199	41.379
Open Research Europe	42.111	24.099
SSHOC	-	1.288
reCreating Europe	-228	32.217
INOS loss	-7.178	-
ELE loss	-3.698	-
DIAMAS addition to project provision	-36.715	-
CeOS_SE addition to project provision	-60.273	-
PALOMERA addition to project provision	-6.744	-
Total	<u>281.859</u>	<u>451.194</u>
<b>13 Expenses services</b>		
Expenses services	<u>431.389</u>	<u>502.966</u>
<b>Expenses services</b>		
Events	33.471	22.237
Conference	30.009	30.822
Project expenses	367.909	449.907
	<u>431.389</u>	<u>502.966</u>
<b>14 Salaries</b>		
Salaries	581.732	490.815
Salaries charged to projects	-212.419	-329.673
	<u>369.313</u>	<u>161.142</u>
<b>15 Social security charges</b>		
Social security charges	<u>102.201</u>	<u>88.171</u>
<b>16 Pension premiums</b>		
Pension premiums	<u>78.650</u>	<u>65.040</u>

	2024	2023
	€	€
<b>17 Depreciation tangible fixed assets</b>		
Depreciation tangible fixed assets	3.399	2.637
<b>18 Other staff expenses</b>		
In house consultants	16.765	29.355
Travel expenses	9.527	7.977
Training	968	480
Other staff expenses	5.973	8.432
	33.233	46.244
<b>19 Housing expenses</b>		
Rent	8.670	8.670
<b>20 Selling expenses</b>		
Representation expenses	9.481	7.811
Promotion and representation expenses	8.441	8.327
Provision for and losses on doubtful debtors	7.532	16.891
	25.454	33.029
<b>21 Office expenses</b>		
Automation expenses	19.236	17.367
Stationery - printing and other expenses	82	887
	19.318	18.254
<b>22 General expenses</b>		
Administration expenses	38.876	34.934
Audit expenses	15.000	5.750
Contributions and memberships	11.899	12.750
Other insurance	455	304
Notary expenses	-	2.099
Advisory expenses	5.301	-
	71.531	55.837
<b>23 Internal projects</b>		
LIBER Quarterly	6.239	7.965
Steering committees	1.602	2.375
Other internal projects	8.697	19.569
	16.538	29.909
<b>24 Overhead charged to projects</b>		
Overhead charged to projects	-55.473	-60.159



Stichting LIBER, 's-Gravenhage

**25 Financial income and expense**

Financial income and expense

's-Gravenhage,

<u>2024</u>	<u>2023</u>
€	€
<u>1.656</u>	<u>196</u>

Mr Julien Roche, President

Ms Hilde van Wijngaarden,  
Treasurer

Ms Anja Smit, Secretary-General

## Other information

### Statutory provision regarding appropriation of result

Article 11 paragraph 2 of the Articles of Association stipulates that the Executive Board is required to keep records of the Foundation's assets, such that its rights and obligations can be established on that basis at any time.

Article 11 paragraph 3 of the Articles of Association stipulates that the Board is required to draw up and adopt a budget, a balance-sheet, a statement of the Foundation's income and expenditure and a report on the Foundation's activities every year, within six months after the close of the financial year.

Article 11 paragraph 4 of the Articles of Association stipulates that the records of accounts must also clearly show:

- a. the nature and extent of the expense allowances awarded to Board Members;
- b. the nature and extent of the costs incurred by the Foundation in the management of its activities;
- c. the nature and extent of the Foundation's income;
- d. the nature and extent of the Foundation's assets.

Article 11 paragraph 5 of the Articles of Association stipulates that the Board will send all Participants a copy of the annual accounts referred to in paragraph 3, and they will consider them at the first Meeting of Participants following the receipt of these documents.

### Proposed allocation of profit

The loss of € 282,033 is available to be allocated.

It is proposed to the Executive Board:

- to deduct the loss for the year ended 31 December 2024 from the General Reserves

## INDEPENDENT AUDITOR'S REPORT

To the board of Stichting LIBER

### Report on the audit of the financial statements 2024

#### Our opinion

We have audited the financial statements 2024 of Stichting LIBER based in The Hague. In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting LIBER. as at 31 December 2024 and of its result for 2024 in accordance with Richtlijn C1 Kleine organisaties zonder winststreven van de Richtlijnen voor de Jaarverslaggeving.

The financial statements comprise:

- The balance sheet as at 31 December 2024
- The income statement for 2024 and
- The notes comprising a summary of the accounting policies and other explanatory information

#### Basis of our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting LIBER in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

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

### Report on the other information included in the annual report

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

- Board report
- Other information

Based on the following procedures performed, we conclude that the other information:

- Is consistent with the financial statements and does not contain material misstatements.
- Contains all the information regarding the management report and the other information as required by Richtlijn C1 Kleine organisaties zonder winststreven van de Richtlijnen voor de Jaarverslaggeving.

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

By performing these procedures, we comply with the requirements of Richtlijn C1 Kleine organisaties zonder winststreven van de Richtlijnen voor de Jaarverslaggeving and Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the executive board report in accordance with Richtlijn C1 Kleine organisaties zonder winststreven van de Richtlijnen voor de Jaarverslaggeving and other information as required by Richtlijn C1 Kleine organisaties zonder winststreven van de Richtlijnen voor de Jaarverslaggeving.

## **Description of responsibilities regarding the financial statements**

### **Responsibilities of management and the board for the financial statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Richtlijn C1 Kleine organisaties zonder winststreven van de Richtlijnen voor de Jaarverslaggeving.

Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the entity's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting, unless management either intends to liquidate the entity or to cease operations or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the entity's ability to continue as a going concern in the financial statements.

The board is responsible for overseeing the entity's financial reporting process.

### **Our responsibilities for the audit of the financial statements**

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

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Concluding on the appropriateness of the entity's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern.

If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a entity to cease to continue as a going concern.

- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures and
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings. Including any significant findings in internal control that we identify during our audit.

Almelo, 23 May 2025

Eshuis Registeraccountants B.V.  
Signed: drs. E. Vriesen RA