



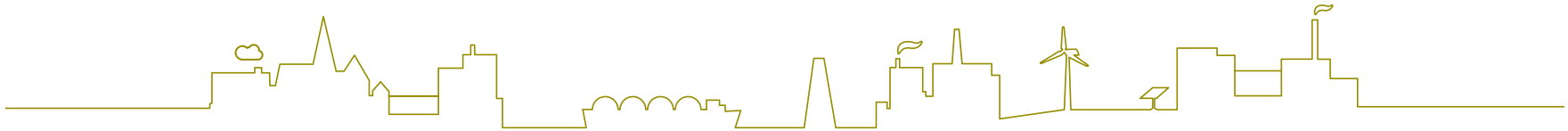
***EDI in 2019:
A practical and integrated view
of the energy transition***



ANNUAL REPORT 2019

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1. EDI IN 2019: A PRACTICAL AND INTEGRATED VIEW OF THE ENERGY TRANSITION

2019 was a dynamic year for Energy Delta Institute (EDI) and the energy world in general. With respect to the business school we continued our growth in both in-company and open market courses. We trained over 580 energy professionals and welcomed another 166 participants in events we organised. Compared to 2018 our impact has increased significantly and we were able to organise more masterclasses and programmes than we initially planned.

The complexity of the energy transition is drawing in more and more organisations from related sectors such as finance,

government, industry and mobility. Our unique offering of focused and diverse course content, networking opportunities and inspiring locations has proven to be in increasing demand from these sectors as well. In 2020 we expect to continue this trend and further increase our impact with even more diverse course content in different international locations.

Continuing a trend of the past years more and more emphasis is given to the practicalities and social implications of the energy transition. In addition, whereas previously the focus in the energy

transition was on electrification and subsequent greening of electricity production, it has become increasingly clear that molecules will remain in the energy mix and possibly even grow. Especially in industry, mobility and aviation gases will continue to be a major input source. While full electrification of these industries is theoretically possible, it appears to be less economical and more disruptive. This implies that only with full and advanced system integration will we be able to deliver a fully decarbonised energy system.

Linked to this is the increasingly important aspect of public acceptance and the way society deals with disruptions and change. The effects of measures to decarbonise the energy system are becoming more noticeable. Policies do not always take into account local or national side effects and resistance to some policies has been growing. Although this is not a new phenomenon, in the case of the energy transition the ramifications are large, threatening to undermine support for further decarbonisation measures.

Real and perceived side effects are increasingly affecting public opinion, even to the point of causing a schism in society, with extreme views becoming more prevalent. It is crucial therefore that energy transition measures take into account the effects and disruptions they may cause. A balanced pathway of system integration with clear realistic goals while taking into account current economic and energy realities is the way forward. System integration, up to European level, can help to highlight the

benefits of the energy transition as it can take into account local circumstances and existing infrastructure.

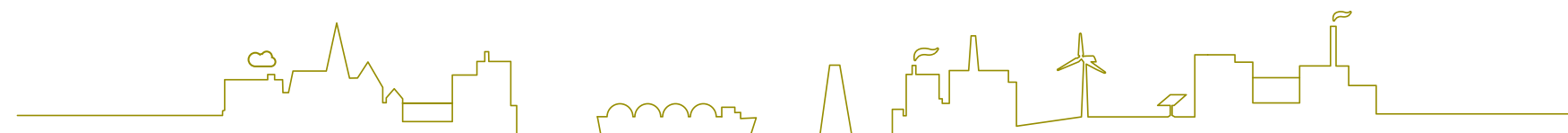
This moderate, practical and holistic view of the energy transition is a core message in our course content and events. EDI, in its course and programme offerings, aims to integrate the views of both the traditional and new energy industries with future trends and scenarios to communicate a realistic view of the energy transition. This approach is evidently successful, as shown by the sharp increase in professionals trained, courses and events offered as well as the very high satisfaction ratings we get from our participants. EDI is relevant and in demand!

The merger between the administrative part of EDI with the New Energy Coalition (NEC) foundation has been completed. EDI remains a separate entity within NEC but is able to make use of the experience, research capabilities and network of NEC to further grow and strengthen our educational portfolio. Conversely NEC benefits from EDI's international network and experience.

Another important organisational change has been the departure of Managing Director Jeanet van Dellen. The role of Managing Director has been merged with the position of general director of NEC. Leon Stille was appointed General Manager responsible for the day to day running of the business school. At the same time we succeeded in expanding the staff of EDI, bringing the organisation fully up to strength in 2020.

The financial result for 2019 in comparison to 2018

Amounts x 1,000 euro	Budget 2020	Budget 2019	2019	2018
Income	1,751	1,841	1,637	1,766
Costs	1,761	1,889	1,669	1,685
Operating result	-10	-48	-32	81



One more highlight was the launch of a new website and a new corporate design at the end of 2019. The update of both was long overdue and has given us a fresh look to start 2020 with. In addition, the new functionalities of the website allow us to better track our marketing and acquisition efforts and to attract more interest for our courses.

Market strategy

As mentioned we have been continuing on our growth path from 2018. Following our strategy for focusing on

in-companies we have been able to make it a substantial part of our portfolio also in 2019. But our largest growth was in masterclasses, specifically on hydrogen, green gas and CCUS. In our strategy we decided to put more emphasis on masterclasses as they are more easily accessible, can be organised quickly and allow us to test the water with regard to new topics such as hydrogen. The popularity of masterclasses is in line with the trend of increasing demand for shorter, more focused educational training, as compared to longer programmes. Particularly the hydrogen masterclasses were very successful. We were even able

Our best performing courses (in number of participants)

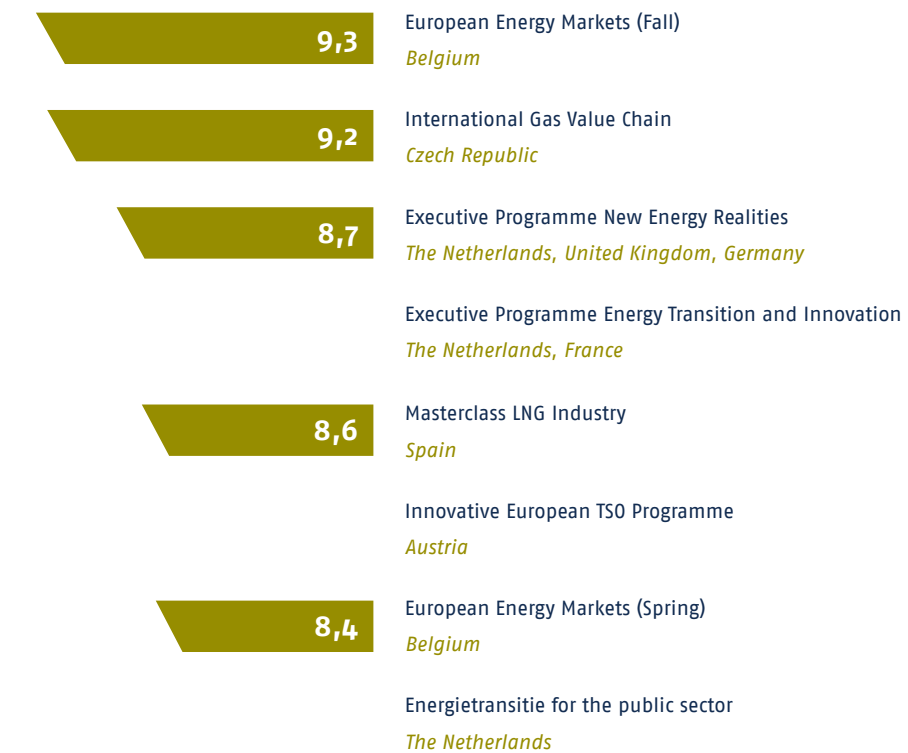
Top 5 in-company 2019



Top 5 Open Market programmes 2019



Top 5 best-valued programmes



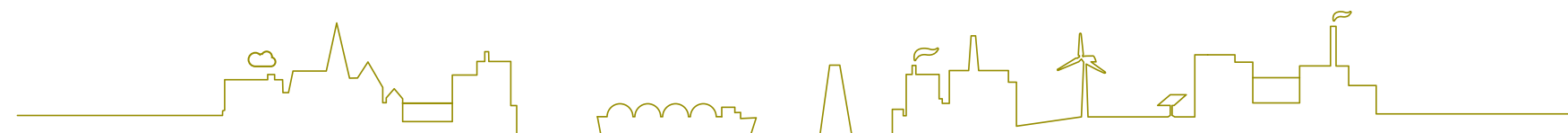
to organise a number of extra hydrogen masterclasses, which we had not originally planned, including classes in Brussels and Moscow.

The increasing emphasis on system integration was highlighted by the fact that we were able to organise the European Energy Markets programme twice in 2019, both of which events were very well attended. We increased our focus on grid operators and organised some successful programmes on the role of TSOs in the future energy system.

The open market programmes in general were a success with some programmes organised twice. The open market

programmes remain popular with those who seek more in-depth learning and networking opportunities.

It is worth noting that our traditional bestselling course International Gas Value Chain met with less success in 2019. This course has been with us since the start of EDI and has always been one of our more popular courses, but last year the number of participants went down. This reflects the shift in attention away from more traditional gas value chains towards other parts of the energy transition. By contrast, topics such as LNG and hydrogen are becoming more popular. We will continue to offer the International Gas Value Chain course and add



the Large Energy Projects programme to our portfolio next year. The Large Energy Projects programme includes information on gas value chains but also other aspects such as project management, risk management, financial aspects and other large energy projects as case studies. In this way we will update the Gas Value Chain offering within the Large Energy Projects programme.

Our international focus is of course one of our key strengths. We have maintained a good presence in Europe, mainly in North Western, South Eastern Europe and Russia. We have established new contacts and built on existing connections in Greece, Croatia, Spain, Italy and Turkey, all of which are important regions to us. We also organised a well-attended summer school in Dubrovnik and our LNG course in Spain. Through organisations such as the Hellenic Energy Association we have gained a foothold in South Eastern Europe which we will continue to build on in 2020.

Research and events

EDI participated in the Horizon2020 STORE&GO project, hosting and organising several free STORE&GO workshops at which we trained 186 participants. This EU-funded project will come to a conclusion in 2020. We also assisted in organising the Wind meets Gas conference in October 2019 in Groningen. In addition we undertook research for the North Sea Energy 3 (NSE3) project and for a hydrogen project from EBN. The integration of the business school within NEC allows us

to make use of the research expertise of NEC and its partners. We intend to further expand our activities in knowledge dissemination and event coordination.

The International Supervisory Board (ISB) and International Partner Meeting (IPM), hosted by Gazprom, took us to St. Petersburg. The theme of the meeting was the role of gas in the energy transition. It featured presentations by Shell and Gazprom and a panel discussion about key technological developments in the energy sector.

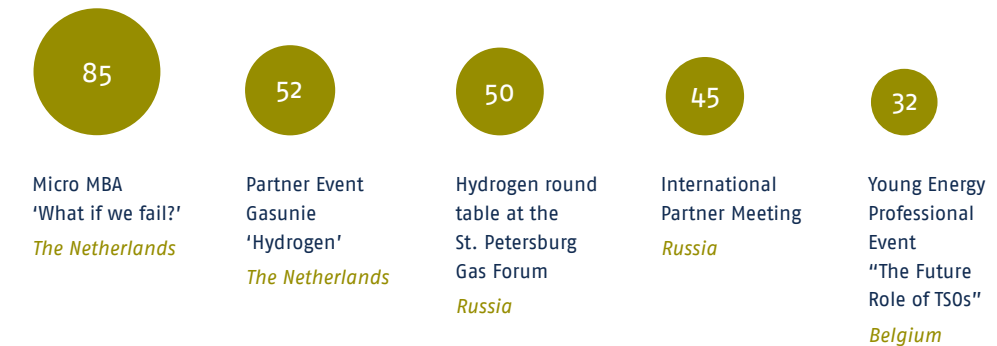
At the annual events we organised we again saw a lot of interest in hydrogen. But we also organised a partner event on CCUS and gas trading which was very well attended. In line with our strategy to focus more on grid operators, we organised an event on the Future Role of TSOs which was hosted by Gas Infrastructure Europe (GIE).

The Micro MBA, an annual symposium for young professionals hosted by Nyenrode Business University, was focused on the question 'What if we fail?'. At this event, the consequences and options of a decarbonised energy future were explored.

During the St. Petersburg International Gas Forum (SPIGF) that was held in October, we organised a Round Table session 'Hydrogen – a paradigm shift in the energy sector, the future?' Our President Marcel Kramer moderated this debate in which various experts discussed how hydrogen can help realise the ambitious transition of the European energy system and what role natural gas can play in

Highlights of events in 2019

Participants



this development. The session was well attended by 50 participants.

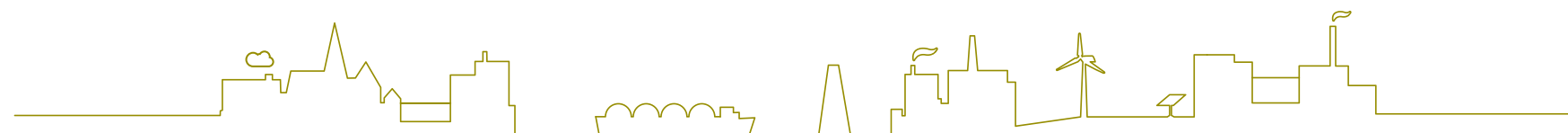
Summarising, in 2019 we were able to build on several successful topics such as hydrogen and green gas, we increased our client portfolio by putting more emphasis on grid operators and further extended into regions where we were already present, such as Greece, Croatia and Spain. We increased our participation in breakout sessions and discussion panels at key conferences in those countries. Although the organisational changes within EDI affected our work, we had a successful year, generating a much higher impact by organising more masterclasses and programmes than originally planned and training a higher number of professionals compared to 2018. This increased our overall financial result, ending 2019 with a positive balance compared with budget.

Looking forward

In 2020 EDI will continue on its current path with more focus on in-company trainings, developing our existing hydrogen masterclass into a 3-day intensive course, and focusing on network companies such as TSOs. In order to achieve further growth and ensure continued relevance, EDI will start on a number of investment projects, financed from the strategic reserve allocation, and will aim at further growing and diversifying our course portfolio.

We will also start with an alternative associated partner scheme. This should allow us to acquire partners from different sectors.

Content wise we will develop new courses on the following topics: hydrogen (international editions), system integration, renewable gas and mobility. These are topics where we see increased



interest and importance for the energy transition, and where international cooperation and networking is of key importance.

We will improve and modernise our way of teaching by more focus on online learning methods and serious gaming. For online learning we will look at stand-alone online modules with an independent business module, and integration of these modules into our current course offerings. We will also embark on cooperation with organisations such as InnoEnergy and Nationaal Energie-traineeship ('national energy traineeship') that already offer online course content. With these new partners, we will build dedicated online modules for hydrogen and develop a general energy introduction.

Together with a specialised company we will explore how we can use serious gaming to make our courses more interactive and interesting. We expect that this will resonate with new target groups such as young professionals and educational institutions.

In line with our goal of increasing awareness of EDI among new target and stakeholder groups, we will organise several conferences aimed at Human Resource (HR) professionals in the energy world. HR departments are often in charge of budgets for training and we want to enlighten them further on what we have to offer.

In 2020 we will also start with the development of an executive master

programme, which has long been an ambition of several of our partners. We will do this together with the University of Groningen. We believe that this initiative will be appreciated by our traditional client base, who put a high value on international focus, networking opportunities and diverse high-quality speakers and course material. We are planning to recruit a new staff member to develop and market the executive master programme.

Alongside the strategic investments, EDI is evaluating and revising its overall strategy and focus. The merger with New Energy Coalition has opened up new avenues and networks as well as an increased focus on transition topics. The integration of our existing knowledge, network and course offerings with the new possibilities offered by the merger with NEC, makes for a powerful combination that can be used to further extend the reach of EDI. At the same time we will ensure that our international focus, strong networking component, and ability to connect traditional and new energy players are maintained.

We can conclude that there are many fascinating changes underway, opening up new growth opportunities for EDI and increased impact in the energy world.

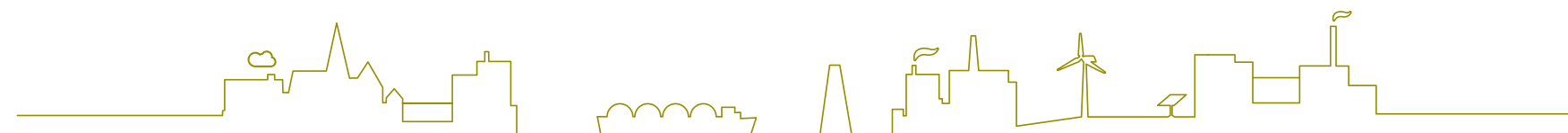
COVID-19

COVID-19 has a significant impact on the turnover of EDI in 2020. Due to the restrictions of the virus we have not been able to execute our regular

activities since March, 15 2020. Because of this we are expecting a decrease of 25% to 30% of the turnover of 2020. Despite this having a major impact on the budget, the financial health of the business school will not be in danger. A significant amount of money has been saved due to not being able to travel and not being able to organise and execute our standard offline programmes. This combined with the continuing financing of EDI (partner contributions) has guaranteed the financial situation of the business school. We will also be able to moderate this for potential disappointing results for after the 1st of September, when we expect the corona restrictions can be loosened.

COVID-19 is also creating various chances and initiatives. We immediately started developing online activities such as webinars, courses, lecture series, in-companies and events. It looks as it is able to replace some of the lost turnover while keeping our stakeholders and target group engaged. It also helps EDI to keep looking for new subjects and themes within the energy transition like mobility and system integration. Furthermore it improved the visibility of EDI, because we were able to reach an even bigger (online) audience. In the meantime we have executed four fully booked and paid online editions of some of our Masterclasses. We also developed a few new programmes that we will organise in the autumn of this year. The EDI team stepped in and showed a lot of creativity and capability in order to organise all of these initiatives. We will most definitely continue with the online activities

that have been received well and that can be used for the portfolio of 2021. In the end, only the future will tell us whether this has been sufficient enough. For now, EDI has a good financial position and is up for taking advantages of the opportunities this crisis has been providing us with.



Hosting partners

- Masterclass Hydrogen *EventRent*
- International Gas Value Chain *Net4Gas*
- Masterclass Hydrogen – Brussels *Benelux Secretariaat-Generaal*
- Executive Programme Energy Transition Innovation *Nyenrode Business University & Engie*
- Intensive Course in LNG Industry *Enagás*
- Intensive Course for the Public Sector *Provincie Gelderland*
- Masterclass Hydrogen *Green Planet Pesse*
- Masterclass in Carbon Capture Utilisation & Storage *RVO*
- Masterclass Hydrogen *RVO*
- European Energy Markets *Turkisch Chamber of Commerce*
- Intensive Course Small Scale LNG *Fluxys*
- Masterclass in Biogas *European Biogas Association*
- Masterclass Hydrogen – Brussels *Hydrogen Europe*
- Intensive Course TSO *GasConnect Austria*
- Intensive Course North Sea Energy *DOB Academy*
- Executive Programme New Energy Realities *ESCP Europe*
- Intensive Course in Flexibility and Storage *GasTerra & EnergyStock*
- Masterclass Hydrogen *Port of Amsterdam*

The partner network

Founding partners:

Gasunie, GasTerra, Gazprom, Shell, University of Groningen

Associated partners:

Enagás

Knowledge partners:

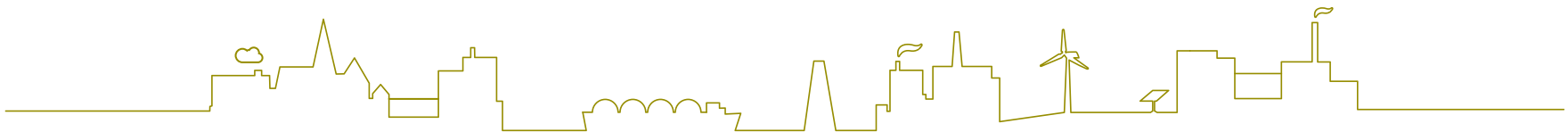
Agora Energiewende, Bosporus Energy Club, Clingendael International Energy Programme (CIEP), DOB-academy, ESCP Europe, Faculty of Mining, Geology and Petroleum Engineering (RGNF) at University of Zagreb, Higher School of Economics, St Petersburg University of Economics (UNECON) Moscow School of Management SKOLKOVO, New Energy Coalition (NEC), Nyenrode Business University, Oxford Institute for Energy Studies (OIES), Universiti Teknologi Petronas (UTP), RWTH Aachen University, TNO

Participants in our courses and Events

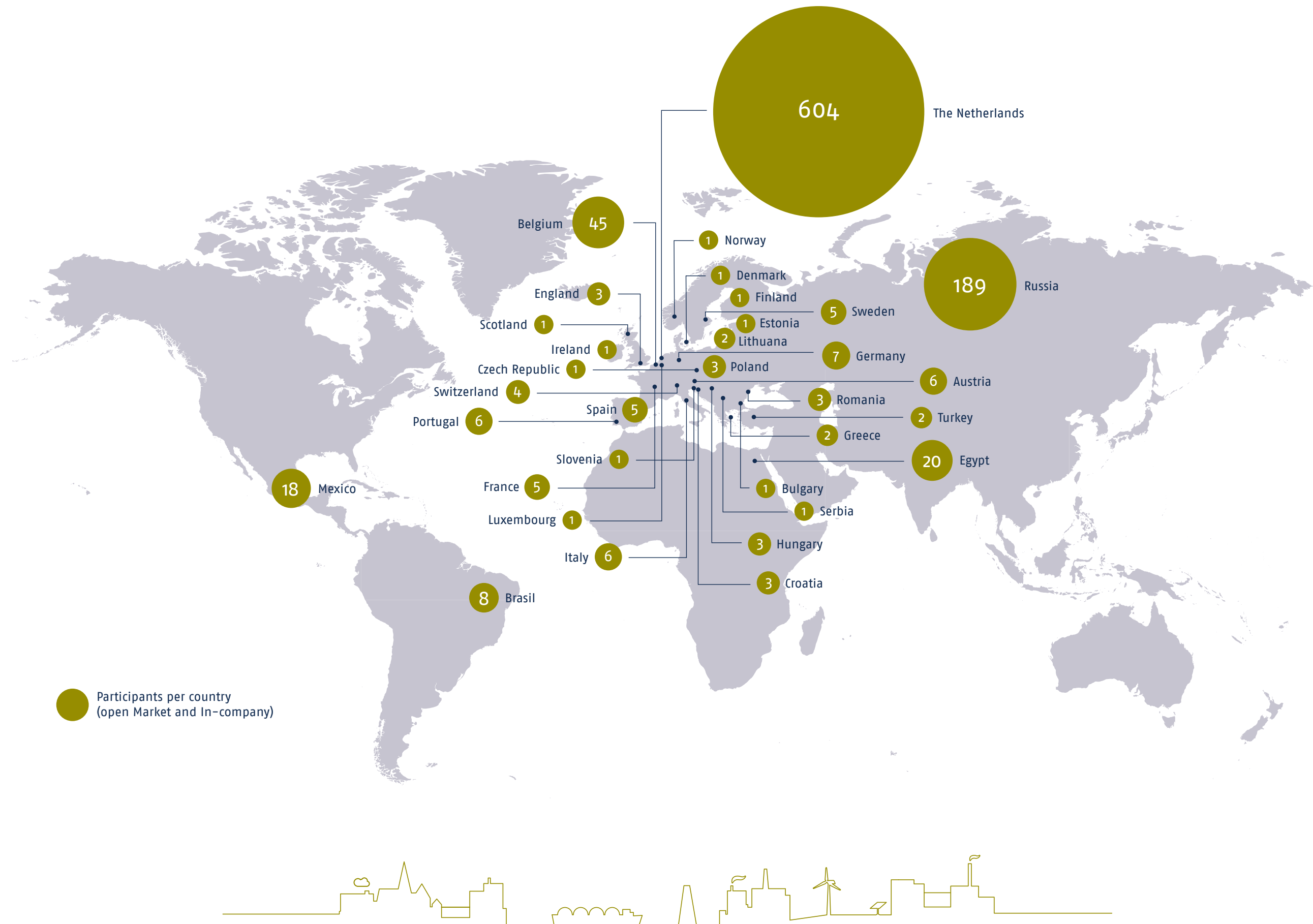
Participants per founding partner (open market only)



Participants in our courses and Events



Our global reach



2. FINANCIAL STATEMENTS

Independent accountant's review report

To: the Board of the New Energy Coalition foundation

Introduction

We have reviewed the consolidated and company financial statements of the Energy Delta Institute foundation, based in Groningen, which comprise the consolidated and company balance sheet as at 31 December 2019, the consolidated and company profit and loss account for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

Management's responsibility

Management is responsible for the preparation and fair presentation of these financial statements that give a true and fair view and for the preparation of the management board report, both in accordance with Part 9 of Book

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

Accountant's responsibility

Our responsibility is to express a conclusion on the accompanying financial statements. We conducted our review in accordance with Dutch law, including the Dutch Standard 2400 'Engagements to Review Financial Statements'. This requires that we comply with ethical requirements that we plan and perform the review to be able to conclude whether anything has come to our attention that causes us to believe that the financial statements, are not prepared in all material respects in accordance with the applicable financial reporting framework.

A review of financial statements in accordance with the Dutch Standard 2400 is a limited assurance engagement.

The performed procedures consisted primarily of making inquiries of management and others within the entity, as appropriate, applying analytical procedures and evaluating the evidence obtained.

The procedures performed in a review are substantially less than those performed in an audit conducted in accordance with the Dutch Standards on Auditing. Accordingly, we do not express an audit opinion.

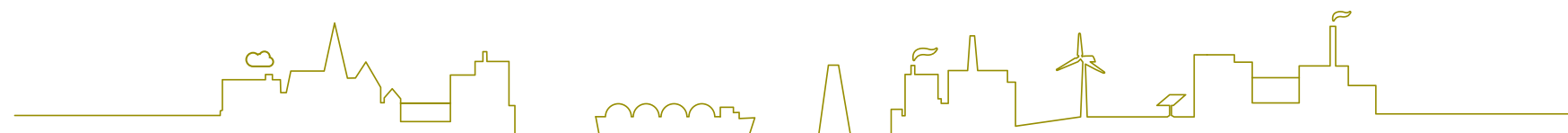
Conclusion

Based on our review, nothing has come to our attention that causes us to believe that these financial statements do not give a true and fair view of the financial position of Stichting Energy Delta Institute as at 31 December 2019, and of its results for the year then ended in accordance with Part 9 of Book 2 of the Dutch Civil Code.

Groningen, August 10, 2020

For and on behalf of De Haan & Co.
Accountancy,

was signed I. J. de Haan RA



Our Financial Position

amounts x 1,000 euro

<i>amounts x 1,000 euro</i>	Budget EDI 2020	Budget EDI 2019	2019	2018
INCOME				
Education and events*	1001	966	812	828
Partner fees	750	775	625	775
Other		100	200	163
	1,751	1,841	1,637	1,766
COSTS				
Costs of outsourced work and other external charges	754	956	689	822
Employee expenses	846	666	729	624
Other costs	161	267	251	239
	1,761	1,889	1,669	1,685
Operating result	-10	-48	-32	81
WORKING CAPITAL		12/31/2019		12/31/2018
Debtors and other receivables		484		662
Cash and equivalents		1,916		1,428
		2,400		2,090
Short term Liabilites		-1,165		-824
Working capital		1,235		1,266
CASH FLOW		12/31/2019		12/31/2018
Net result		-32		81
Depreciation		1		6
		-31		87
Investment fixed assets				
MOVEMENTS IN WORKING CAPITAL		-31		87

*including movements in work in progress

Notes on the financial position

Reporting

On December 27, 2019, the legal merger took place on the basis of which the Energy Delta Institute foundation, the Energy Valley foundation and the Energy Academy Europe foundation have been dissolved. The activities, contracts and obligations are therefore fully transferred to the New Energy Coalition foundation. The Business School activities are incorporated in Energy Delta Institute BV to separate this financially and fiscally – with the New Energy Coalition foundation as a 100% shareholder.

Reporting period

The annual report relates to the financial year 2019, which ended on the balance date December 27, 2019, starting date of the merger of the New Energy Coalition foundation. For convenience, the entire financial year is accounted for.

Notes of the financial position

For the year 2019, the consolidated result for Energy Delta Institute amounted to -€31,839, while the budgeted result was at - €48,000. This positive development was due to:

- Covering of staff expenses by the Horizon 2020 – Store and Go project above the budgeted amount;
- Costs for external staff were reduced compared to the budget and;
- Lower cost of events.

Please note that in the financial report a post profit and loss account of minus €150,000 has been taken up. This is due to a discrepancy in accounting between Foundation Energy Delta Institute and Gazprom PJRC regarding the partner contribution, originating in 2014. This has resulted in a loss of €150,000 which has been taken in the fiscal year 2019. Gazprom PJRC has been made aware of this discrepancy by Energy Delta Institute.

Education and events

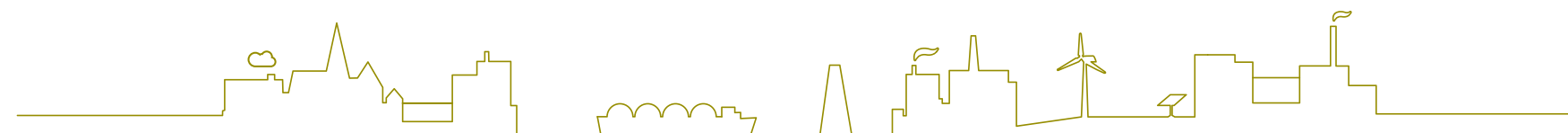
The results achieved by the courses in 2019 was approximately €18,000 under budget, due to the cancellation of the Executive Programme International Gas Business and Cooperation. This cancellation is almost entirely financially compensated by the sale of the other courses. In 2019 there were almost 60% more participants for open market courses than budgeted, due to the large growth in Masterclasses, specifically on hydrogen. The demand for tailor-made in-company programmes was in line with budget.

Staff

The total personnel costs have increased in 2019 compared to 2018 because the number of FTE hired by EDI is 1 more than last year, amounted 10 (2018: 9 FTE).

A growth of 2 full-time equivalents is expected for Energy Delta Institute in 2020.

It should be noted that with regard to our CSR-policy, we have introduced an obligatory code of conduct concerning



social media and the use of email and internet.

Reserve

The abovementioned negative result of €31,839 is deducted from the reserve. On December, 31 2019 the reserve amounted is €1,234,807.

The reserve is earmarked, adding up to €750.000, for the following purposes:

1. The development of an Executive Energy Master with an experienced accredited partner (€150,000). Preparatory work has been started. Planning to recruit a new staff member in 2020 to develop this further and market this executive master programme.
2. Development (already started) of new executive trainings and activities in the field of:
 - a. Hydrogen (€145,000)
 - b. North Sea Energy (€80,000)
 - c. System integration and transformation (€60,000)
 - d. Renewable gas/gas in transition (€60,000)
 - e. Mobility and transport (€50,000)
 - f. International HR Conferences (€30,000)
 - g. Serious gaming (€75,000)
 - h. Online learning (€100,000)

The remainder of the reserve ultimo 2019 is a general reserve amounting €381,807.

Personnel and general purposes:

Ultimo 2019 a reserve of €103.000 euro is earmarked as a personnel reserve. Due to the transfer of employment contracts

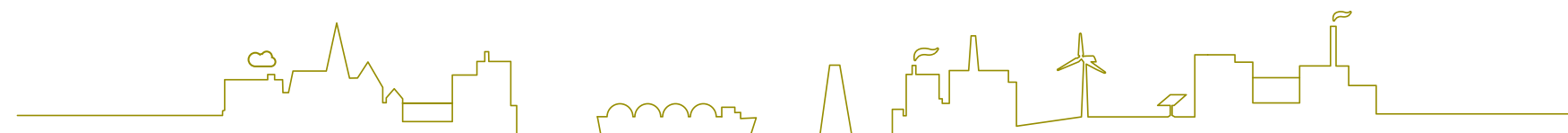
from EDI to NEC and the hereby concerning obligation towards staff, the total personnel reserve belongs to the equity of New Energy Coalition. Due to the merger, the actual transfer did not take place, the amount can be found on the balance sheet 2019 of Energy Delta Institute. On January 1 2020, the balance sheet of Energy Delta Institute will be included in the balance sheet of New Energy Coalition.

Consolidated balance sheet as at December 31, 2019

after proposal result appropriation

Assets		12/31/2019		12/31/2018	
		€	€	€	€
FIXED ASSETS					
Tangible fixed assets	(1)				1,196
CURRENT ASSETS					
Receivables					
Trade debtors	(2)	376,902		549,702	
Other receivables and accrued assets	(3)	76,815		111,984	
Taxes and social security premiums	(4)	30,574			
			484,291		661,686
Cash and banks	(5)		1,915,506		1,428,077
Total assets		2,399,797		2,090,959	

Equity and Liabilities	12/31/2019		12/31/2018	
	€	€	€	€
GROUP EQUITY		1,234,807		1,266,646
SHORT TERM LIABILITIES				
Trade creditors (6)	151,414		99,579	
Taxes and social security premiums (7)			14,967	
Projects in progress (8)	37,221		47,026	
Other liabilities and accrued expenses (9)	976,355		662,741	
		1,164,990		824,313
Total equity and liabilities		2,399,797		2,090,959



Consolidated statement of income and expenses for the year 2019

		12/31/2019	12/31/2018
		€	€
Net turnover (10)		1,626,951	1,769,264
Movements in projects in progress		9,805	-2,826
Total income		1,636,756	1,766,438
Expenses work contracted out and other external expenses (11)		689,207	822,380
Personnel expenses (12)		736,208	624,300
Depreciation (13)		1,196	5,531
Other operating expenses (14)		247,450	226,247
Total operating expenses		1,674,061	1,678,458
Operating Result		-37,305	87,980
Financial income and expenses (15)		-884	-474
Results from operational activities before taxation		-38,189	87,506
Taxes income (16)		-6,351	6,351
Net result after taxation		-31,838	81,155

Notes to the financial statements of the consolidated annual report

General

The financial statements have been prepared in accordance with the Dutch Civil Code, Book 2, Chapter 9.

Activities

Stichting Energy Delta Institute is founded on January 31, 2002 by:

- N.V. Nederlandse Gasunie
- University of Groningen

The foundation has its registered office in Groningen, the Netherlands.

The objective of the foundation is to come to a coherent whole of initial and post initial university training and research, in such a manner that the present knowledge in the field of energy, and of gas in particular, is passed on to institutions in the international energy and gas markets, as well as to individuals who are employed in, or in jobs related to this sector.

The foundation attempts to achieve its objective by:

- Setting up the required knowledge infrastructure;
- Developing training for the gas market and broader energy market;
- Supplying grants for participants who qualify for them;
- Propagating Groningen and the Northern region as a focal point of gas related knowledge;

- Fund-raising;
- All other legitimate resources.

Consolidation principles

The consolidated financial statements of the EDI foundation include the financial information of its group entities and the other corporate bodies which are under the control of leadership of the foundation.

The activities of Energy Delta Institute B.V. take place for the account and risk of Stichting Energy Delta Institute from January 1, 2012. The company financial figures of Energy Delta Institute B.V. are therefore consolidated. From January 1, 2018 Stichting Energy Delta Institute is part of the New Energy Coalition.

Abbreviated profit and loss account

These consolidated financial statements have been prepared by management in accordance with article 2:402 of the Netherlands Civil Code and its generally accepted accounting principles. The Company financial statements present an abbreviated profit and loss account as permitted by the Civil Code.

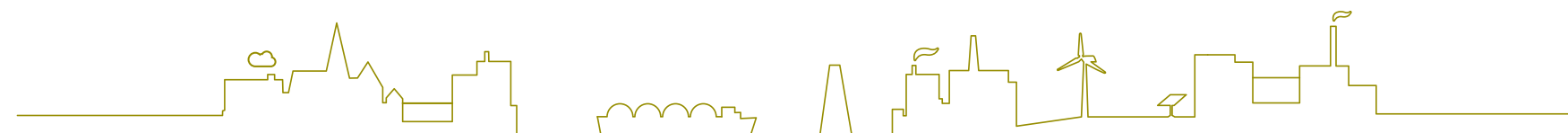
Estimates

When preparing the financial statements, the director, according to the general principles, makes several estimates and assumptions that help determine the amounts in the financial statements.

The actual results may deviate from the estimates made.

Subsequent events

COVID-19 has a significant impact on the turnover of EDI in 2020. Due to the



restrictions of the virus we have not been able to execute our regular activities since March, 15 2020. Because of this we are expecting a decrease of 25% to 30% of the turnover of 2020. Despite this having a major impact on the budget, the financial health of the business school will not be in danger. A significant amount of money has been saved due to not being able to travel and not being able to organise and execute our standard offline programmes. This combined with the continuing financing of EDI (partner contributions) has guaranteed the financial situation of the business school. We will also be able to moderate this for potential disappointing results for after the 1st of September, when we expect the corona restrictions can be loosened.

Accounting policies in respect of the valuation of assets and liabilities

Tangible fixed assets

Tangible fixed assets are presented at cost minus accumulated depreciation and, if applicable, minus impairments in value. Depreciation is based on the estimated useful life and calculated as a fixed percentage of cost, taking into account any residual value. Depreciation is provided from the date an asset comes into use.

Work in progress

The work in progress on third party contracts is valued at the incurred contract costs increased by the attributed profit and net of recognised losses and invoiced instalments. If the result from a

contract cannot be reliably estimated no profit is attributed or recognised as part of work in progress.

The contract costs include the costs directly relate to the contract. The percentage of completion is determined on the basis of the contract costs incurred up to the balance sheet date in proportion to the estimated aggregate contract costs. Income and expenses are recognised in the profit and loss account based on the progress of the project.

Expenditure incurred in a year concerning project activities are not included in the calculation.

The amounts of work in progress are recognised under the receivables if the amount of the (collective) net income is greater than the sum of the invoiced installments. If the (collective) amount of the income is less than the invoices, the amount is recognised under the liabilities.

Accounts receivable

Receivables are recorded at fair value and then valued at amortised cost, net of allowances for doubtful accounts, determined individually. On initial recognition the fair value and the amortised cost equal the face value.

Cash at bank

Unless otherwise noted, the liquid assets are available for disposal by the company or group.

Provisions

A provision is recognised when the company has a present obligation as a result of a past event, when it is probable that an outflow of resources embodying

economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are valued at nominal value.

If the foundation has given a guarantee for losses on educational programmes, a provision is made for these expected losses.

Current liabilities

Short-term liabilities are liabilities due within one year or less.

Accounting policies in respect of result determination

General

The result for the year is the difference between net turnover and all related costs. The costs are determined according to the stated accounting policies.

Profits are realised in the year when the corresponding turnover is realised. Losses are recognised for the year in which it will be reasonable to estimate their existence. The other gains and losses are allocated based on the relating financial year.

Turnover

Net turnover represents amounts invoiced for goods and services supplied during the financial year, net of discounts and value added taxes. Partner donations are taken into account in the book year for which they are granted. In case the funds are not yet spent according to the agreements with

them, the remaining amount is added to an earmarked fund.

Under the subsidy revenues, the part of a donation or of a subsidy that is used in a financial year for the activities focussed on realising the targets that are set in the donation or subsidy conditions are justified. In case more subsidies are received than can be attributed to these activities, an earmarked fund will be created.

Cost of sales

The cost of goods sold comprise of amounts incurred for direct and indirect cost of goods and services purchased for sale.

Depreciation and amortisation

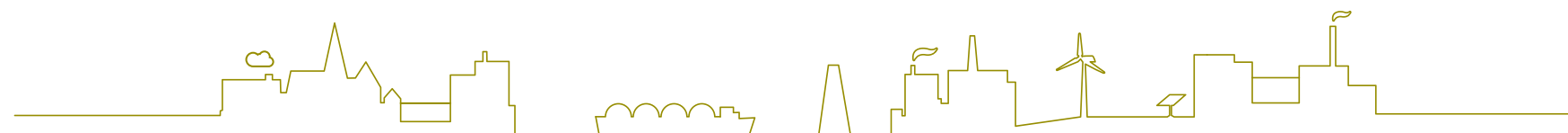
Depreciation relates to the purchase price of the tangible fixed assets. Gains and losses on disposal of tangible fixed assets are recorded under amortisation/depreciation, gains only to the extent that the gain is not capitalised deducted from replacement investments.

Net financial result

Financial gains and losses are the received (receivable) and paid (payable) interest from/to third parties and group companies.

Taxation

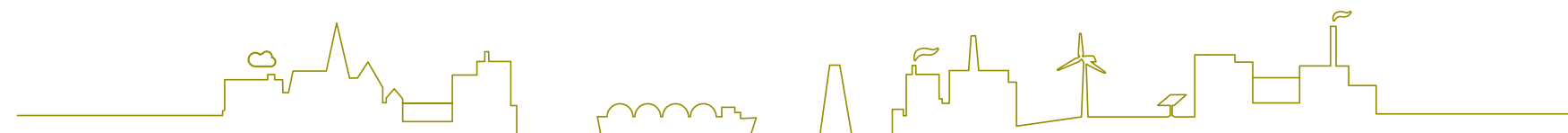
Corporation tax is calculated at the applicable rate on the result for the financial year, taking into account permanent differences between profits calculated according to the financial statements and profits calculated for taxation purposes, and with which deferred tax assets (if applicable) are only valued insofar as their realisation is likely.



Notes to the consolidated balance sheet as at December 31, 2019

Assets			12/31/2019	12/31/2018
	€		€	€
1. TANGIBLE FIXED ASSETS		2. TRADE DEBTORS		
<i>Other fixed assets</i>		Trade debtors	379,316	405,565
Balance as at January 1, 2019		To be invoiced		156,251
Cost	98,096		379,316	561,816
Accumulated depreciation	-96,900	Provision for doubtful debts	-2,414	-12,114
Book value as at January 1, 2019	1,196		376,902	549,702
<i>Movements</i>		3. OTHER RECEIVABLES AND ACCRUED INCOME		
Additions		Taxes and social security premiums	30,574	10,267
Depreciation	-1,196	Other receivables	76,815	83,010
Balance Movements	-1,196		107,389	93,277
Balance as at December 31, 2019		4. TAXES AND SOCIAL SECURITY PREMIUMS		
Cost	98,096	VAT	8703	
Accumulated depreciation	-98,096	Wage tax		
Book value as at December 31, 2019		Corporate tax	21,871	
		Social security premiums		
			30,574	
		5. CASH AND BANKS		
		ABN AMRO Bank N.V.	1,640,176	1,152,747
		ABN AMRO N.V. saving account	275,330	275,330
			1,915,506	1,428,077

Liabilities	12/31/2019	12/31/2018
	€	€
6. TRADE CREDITORS		
Trade creditors	151,414	99,579
7. TAXES AND SOCIAL SECURITY PREMIUMS		
VAT		2,688
Wage tax		5,781
Corporate tax		6,351
Social security premiums		147
		14,967
8. PROJECT IN PROGRESS		
<i>Project in progress</i>		
Advanced revenues	37,221	47,026
	37,221	47,026
9. OTHER LIABILITIES AND ACCRUED EXPENSES		
Holiday pay accruals		22,956
Other liabilities	976,355	639,786
	976,355	662,742



Notes to the consolidated statement of income and expenses for 2019

	2019	2018
	€	€
10. NET TURNOVER		
Founding partners	600,000	750,000
Associated partners	25,000	25,000
Affiliated Partners		
Subsidy revenues – Horizon 2020 Store & Go	170,059	46,241
Subsidy revenues – TKI NSE 1 (end 2018)		44,955
Subsidy revenues – TKI NSE 2 (end 2018)		42,101
Subsidy revenues – TKI Cranberry (end 2018)		30,120
Other services	29,800	2,301
Educational programmes	811,896	828,546
	1,636,755	1,769,264
11. EXPENSES WORK CONTRACTED OUT AND OTHER EXTERNAL CHANGES		
Cost of work contracted out	209,356	322,750
Other external expenses	479,851	499,630
	689,207	822,380
<i>Cost of work contracted out</i>		
Communication		3,730
Costs Moscow office	51,000	51,000
Work contracted	46,712	45,695
Management fees	111,644	222,325
	209,356	322,750
<i>Other external expenses</i>		
Costs educational programs	365,529	365,503
Costs E-Learning	20,594	24,216
TKI NSE 1		16,513
TKI NSE 2		13,726
TKI Cranberry		14,035
Horizon 2020 Store & Go	62,248	10,813
Other costs	31,481	54,824
	479,852	499,630

Partners

Founding Partners:

- N.V. Nederlandse Gasunie
- GasTerra
- PJSC Gazprom
- Shell
- University of Groningen (in kind)

Associated

Partners:

- Enagás

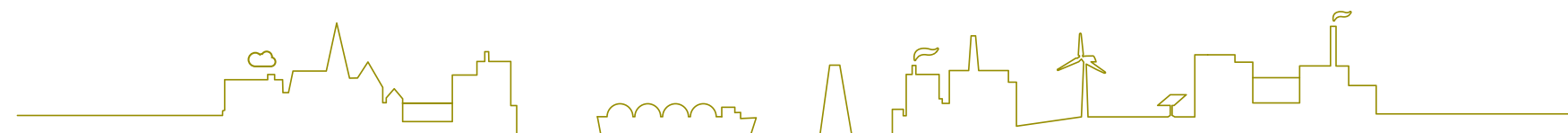
Educational programmes

The revenues of educational programs are revenues in Energy Delta Institute B.V.

	2019	2018
	€	€
12. PERSONNEL EXPENSES		
Wages and salaries	729,069	545,172
Social security premiums and pension costs		79,128
	729,069	624,300
13. DEPRECIATION		
Depreciation of tangible fixed assets	1,196	5,531
14. OTHER OPERATING EXPENSES		
Other staff expenses	7,139	21,852
Housing expenses	93	30,568
Selling expenses	114,861	66,555
Office expenses	21,621	52,221
General expenses	112,279	55,051
	255,993	226,247
15. FINANCIAL INCOME AND EXPENSE		
Other interest and similar income		
Interest and similar expenses	520	-474
	520	-474
16. TAXES ON INCOME		
Corporate income tax	-6,351	6,351

Personnel expenses Business School

Wages and salaries are included wages, social security premiums and pension costs charged from New Energy Coalition to Energy Delta Institute.



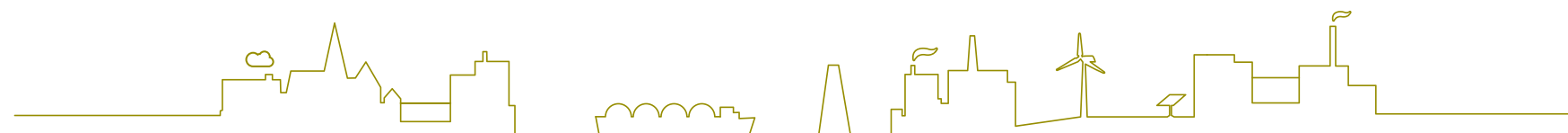
Company balance sheet as at December 31, 2019

after proposal result appropriation

Assets		12/31/2019		12/31/2018	
		€	€	€	€
FIXED ASSETS					
Financial fixed assets (17)		217,428		276,109	
			217,428		276,109
CURRENT ASSETS					
Receivables		76,372		301,381	
Cash and banks		1,379,727		1,321,001	
			1,456,099		1,622,382
Total assets			1,673,527		1,898,491
Equity and Liabilities					
		12/31/2019		12/31/2018	
		€	€	€	€
FOUNDATION EQUITY (18)					
General reserve		381,807		413,646	
Earmarked funds		853,000		853,000	
			1,234,807		1,266,646
SHORT TERM LIABILITIES					
Trade creditors		116,943		241,765	
Liabilities to group companies		-		-	
Other liabilities and accrued expenses		321,777		390,080	
			438,720		631,845
Total equity and liabilities			1,673,527		1,898,491

Company abbreviated profit and loss account for 2019

	2019		2018	
	€	€	€	€
Income from participations in group and associated companies (19)				
		-58,682		34,770
Company result after taxes		26,843		46,385
Net result after taxation		-31,839		81,155



Notes to the company balance sheet as at December 31, 2019

Assets / Fixed assets	12/31/2019		12/31/2018	
	€		€	
17. FINANCIAL FIXED ASSETS				
Participations in group companies		217,427		276,109

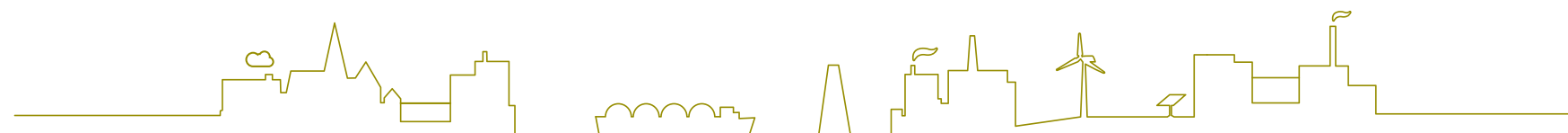
An overview of the financial fixed assets can be found below:

PARTICIPATIONS IN GROUP COMPANIES	
Energy Delta Institute B.V., Groningen (100%)	
Balance as at January 1, 2019	
Principal value	276,109
Share in result	-58,682
Balance as at December 31, 2019	217,427

Equity	
	Reserve
	€
18. FOUNDATION EQUITY	
Balance as at January 1, 2019	1,266,646
Personnel reserve placed in the reserve of NEC	
Appropriation of result	-31,839
Balance as at December 31, 2019	1,234,807

Notes to the company abbreviated profit and loss account for 2019

	2019	2018
	€	€
19. INCOME FROM PARTICIPATIONS IN GROUP AND ASSOCIATED COMPANIES		
Result of Energy Delta Institute B.V.	-58,682	34,770



3. ADDITIONAL INFORMATION

Profit appropriation

The profit appropriation for 2019 can be found on page 19 of this report.

Foundation & Executive Board

The organisation's legal entity is in the form of a Dutch foundation.

Name: Stichting Energy Delta Institute

Address

Nijenborgh 6 9747 AG Groningen

Executive Board

The following person is member of the Executive Board 2019:

Drs. G.J. Lankhorst – Director New Energy Coalition
(succeeded by Mw. M. Abbink-Pellenbarg on April 1, 2020)

Groningen, August 10, 2020

The English version of this annual report is leading.

