



FINANCIAL REPORT

Report from the statutory auditor concerning the financial year ended on 31 December 2016 of The Lisbon Council for Economic Competitiveness and Social Renewal asbl

As required by law and the association's by-laws, we report to you in the context of our appointment as the association's statutory auditor. This report includes our opinion on the annual accounts as well as the required additional statements. The annual accounts include the balance sheet as at 31 December 2016, the income statement for the year then ended and the disclosures.

Report on the annual accounts – unqualified opinion

We have audited the annual accounts of the association The Lisbon Council for Economic Competitiveness and Social Renewal asbl for the year ended 31 December 2016, which show a balance sheet total of € 201.696,78 and a loss for the year of € 29.700,53.

Responsibility of the board of directors for the preparation of the annual accounts

The board of directors is responsible for the preparation of annual accounts that give a true and fair view in accordance with the financial-reporting framework applicable in Belgium, and for such internal control as the board of directors determines is necessary to enable the preparation of annual accounts that are free from material misstatement whether due to fraud or error.

Responsibility of the statutory auditor

Our responsibility is to express an opinion on these annual accounts based on our audit. We conducted our audit in accordance with International Standards on Auditing (ISAs) as adopted in Belgium. Those standards require that we comply with the ethical requirements, and plan and perform the control to obtain reasonable assurance about whether the annual accounts are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual accounts. The procedures selected depend on the statutory auditor's judgment, including the assessment of the risk of material misstatement of the annual accounts, whether due to fraud or error. In making those risk assessments, the statutory auditor considers the association's internal controls relevant to the preparation of annual accounts that give a true and fair view, in order to design control 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. An audit also includes evaluating the appropriateness of valuation rules used and the reasonableness of accounting estimates made by the board of directors, as well as evaluating the overall presentation of the annual accounts.

We have obtained from the board of directors and association officials the explanations and information necessary for our audit.

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

Unqualified opinion

In our opinion, the annual accounts of the association The Lisbon Council for Economic Competitiveness and Social Renewal asbl give a true and fair view of the association's equity and financial position as at 31 December 2016 and of the results of its operations for the year then ended in accordance with the financial-reporting framework applicable in Belgium.

Report on other legal and regulatory requirements

The board of directors is responsible for the compliance with the Law of 27 June 1921 on non-profit organisations, international non-profit organisations and foundations, with the by-laws and with the legal and regulatory requirements regarding bookkeeping.

In the context of our mandate and in accordance with the Belgian standard which is complementary to the International Standards on Auditing (ISAs) as applicable in Belgium, our responsibility is to verify, in all material respects, compliance with certain legal and regulatory requirements. On this basis, we make the following additional statements, which do not modify the scope of our opinion on the annual accounts:

- Without prejudice to certain formal aspects of minor importance, the accounting records are maintained in accordance with the legal and regulatory requirements applicable in Belgium.
- There are no transactions undertaken or decisions taken in breach of the by-laws or of the Law of 27 June 1921 on non-profit organisations, international non-profit organisations and foundations that we have to report to you.

So drawn up in Brussels on 05 April 2017.



Jacques Van den Abeele
Statutory Auditor
Moore Stephens Audit BV CVBA

Financial Statements

Consolidated Statement of Activities

Year ended 31 December 2016

	2016	2015
Income	€ 924 058,04	€ 1 042 528,06
Donations	622 500,00	853 500,00
Grants	301 558,04	189 028,06
Expenditure	€ 953 758,57	€ 977 261,40
Office	146 478,22	116 953,66
Administration	609 171,36	518 459,52
Travel	32 974,19	18 372,32
Events	69 330,30	224 038,63
Publications	57 676,43	43 349,88
Depreciation	38 128,07	56 087,39
Surplus/deficit (reserves)	- € 29 700,53	€ 65 266,66
Surplus/deficit brought forward	129 000,95	63 734,29
Surplus deficit to be carried forward	99 300,42	129 000,95

Consolidated Statement of Financial Position

As on 31 December 2016

	2016	2015
Assets	€ 201 696,78	€ 211 800,73
Fixed Assets	€ 60 946,65	€ 81 351,65
Net equipment	60 946,65	81 351,65
Net furniture	0,00	0,00
Current Assets	€ 140 750,13	€ 130 449,08
Accounts receivable	120 000,00	56 046,01
Cash or equivalent	20 284,20	72 031,64
Deferrals and accruals	465,93	2 371,43
Liabilities	€ 201 696,78	€ 211 800,73
Retained Earnings (Reserves)	€ 152 180,05	€ 181 880,58
Current Liabilities	€ 49 516,73	€ 29 920,15
Accounts payable	40 888,63	29 707,25
Salaries payable	7 999,41	0,00
Bank	0,00	0,00
Current account	628,69	212,90

Accounts prepared by Vandenbranden Accountants bvba. Statutory Auditor: Moore Stephens Audit cvba

Leadership and Acknowledgements

Board of Directors

- **Paul Hofheinz**, president and co-founder, the Lisbon Council
- **Tjark de Lange**, treasurer and co-founder, the Lisbon Council; CEO, Kapp Nederland
- **Sören Stamer**, member of the board, the Lisbon Council; CEO and co-founder, CoreMedia
- **Joeri van den Steenhoven**, member of the board, the Lisbon Council; vice-president of systems innovation and director, MaRS Solutions Lab

Managers and Fellows

- **Sergey Filippov**, associate director, the Lisbon Council
- **Ian Hargreaves**, senior fellow, the Lisbon Council; professor of digital economy, University of Cardiff
- **Stéphanie Lepczynski**, associate director, the Lisbon Council
- **Chrysoula Mitta**, digital engagement manager, the Lisbon Council
- **David Osimo**, research fellow, the Lisbon Council
- **Martin Schuurmans**, senior adviser, innovation and entrepreneurship, the Lisbon Council
- **Anthony D. Williams**, senior fellow, innovation, the Lisbon Council

General Assembly

- **Paul Hofheinz**, president and co-founder, the Lisbon Council
- **Tjark de Lange**, treasurer and co-founder, the Lisbon Council; CEO, Kapp Nederland
- **Elisabeth Lulin**, founder and CEO, Paradigmes
- **Marcello Palazzi**, founder and president, Progressio Foundation; fellow, Stanford Distinguished Careers Institute, Stanford University; co-founder, B Lab Europe at B Corporation
- **Sören Stamer**, member of the board, the Lisbon Council; CEO and co-founder, CoreMedia
- **Joeri van den Steenhoven**, member of the board, the Lisbon Council; vice-president of systems innovation and director, MaRS Solutions Lab
- **Jörg Tremmel**, junior professor, Eberhard Karls Universität Tübingen

Advisory Board

Esko Aho (executive chairman of the board, East Office of Finnish Industries; former prime minister of Finland); **Martin Baily** (Bernard L. Schwartz chair in economic policy development

and senior fellow in economic studies, Brookings Institution; former chairman of the Council of Economic Advisers to U.S. President Bill Clinton, United States); **Christian Bason** (chief executive, Danish Design Centre, Denmark); **Xavier Damman** (founder, OpenCollective, Belgium); **Soumitra Dutta** (dean, Johnson School of Business, Cornell University, U.S.); **Isaac Getz** (professor, leadership and innovation management, ESCP-EAP European School of Management, France); **Christophe Leclercq** (publisher and founder, EurActiv); **William W. Lewis** (director emeritus, McKinsey Global Institute); **Roger Liddle** (chair, Policy Network); **Jörg Monar** (rector, College of Europe); **Geoff Mulgan** (chief executive, Nesta); **Simon Schaefer** (founder and CEO, Factory); **Andreas Schleicher** (director, education and skills; special adviser on education policy to the secretary-general and director of the Programme for International Student Assessment [PISA], Organisation for Economic Co-operation and Development [OECD]); **Albrecht Sonntag** (associate dean and director, EU-Asia Institute, Ecole Supérieure des Sciences Commerciales d'Angers [ESSCA], France); **Mark Spelman** (leader, future of the Internet project, World Economic Forum [WEF]); **Žiga Turk** (vice-dean, University of Ljubljana, Slovenia); **Harry Verhaar** (head, global public and government affairs, Philips Lighting); **Linnar Viik** (co-founder, member of the board, Pocopay; visiting lecturer, University of Tartu, Estonia); **Gregor Woschnagg** (adviser, Federation of Austrian Industries, former permanent representative of Austria to the EU).

Acknowledgements

The Lisbon Council is supported by a diversified funding base, including project funding, research grants won in competitive tenders and donations from corporations and foundations. We would like to thank the following organisations for their support: Accenture, Apple, Banco Bilbao Vizcaya Argentaria (BBVA), Berenberg, Facebook, Google, the European Union's Horizon 2020 research and innovation programme, Kapp Nederland, Philips and Uber. Special thanks as well to Salesforce.com for database support through Salesforce.com Foundation's non-profit assistance programme.

The Lisbon Council is an independent, non-partisan association. Financial or other support for the Lisbon Council does not imply acceptance or endorsement of any view, opinion or statement expressed by the Lisbon Council or any of its associates.

theLisbonCouncil
think tank for the 21st century

The Lisbon Council for Economic Competitiveness and Social Renewal asbl is a Brussels-based think tank and policy network. Established in 2003 in Belgium as a non-profit, non-partisan association, the group is dedicated to making a positive contribution through cutting-edge research and by engaging political leaders and the public at large in a constructive exchange about the economic and social challenges of the 21st century.

The Lisbon Council asbl
IPC-Résidence Palace
155 Rue de la Loi
1040 Brussels, Belgium
T +32 2 647 9575
www.lisboncouncil.net
info@lisboncouncil.net