



**INTERNATIONAL ORGANIZATION FOR MARINE AIDS TO NAVIGATION**

Head Office: 10, rue des Gaudines – 78100 SAINT-GERMAIN-EN-LAYE  
International Organization

**INDEPENDENT AUDITOR'S REPORT  
ON THE FINANCIAL STATEMENTS**

For the year ended December 31, 2025

This is a translation into English of the independent auditor's report on the financial statements of the Organization issued in French and it is provided solely for the convenience of English-speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.



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Head Office: 10, rue des Gaudines – 78100 SAINT-GERMAIN-EN-LAYE  
International Organization

### **INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS**

For the year ended December 31, 2025

To the Board of the INTERNATIONAL ORGANIZATION FOR MARINE AIDS TO NAVIGATION,

We have audited the accompanying annual financial statements of the INTERNATIONAL ORGANIZATION FOR MARINE AIDS TO NAVIGATION, comprising the balance sheet as of December 31, 2025, the income statement covering the period from March 1, 2025, to December 31, 2025, and the notes to the financial statements.

### **Management's responsibilities**

Management is responsible for preparing annual financial statements that give a true and fair view, in accordance with French accounting rules and principles, as well as for the internal control it deems necessary for the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

### **Responsibilities of the auditor**

Our responsibility is to express an opinion on these annual financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing as transposed into the regulatory framework of the Order of Chartered Accountants, known as ISA standards, applicable in France for chartered accountants. These standards require us to comply with ethical rules and to plan and perform the audit to obtain reasonable assurance that the annual financial statements are free from material misstatement

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's

preparation and fair presentation of the financial statements 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. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view 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. An audit also involves assessing the appropriateness of the accounting policies used, the reasonableness of the accounting estimates made by management, and the overall presentation of the annual financial statements.

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

## Opinion

In our opinion, the annual financial statements give a true and fair view of the financial position of the INTERNATIONAL ORGANIZATION FOR MARINE AIDS TO NAVIGATION as of December 31, 2025, and of its results for the period from March 1, 2025, to December 31, 2025, in accordance with French accounting rules and principles.

Paris, June 2, 2025

The independent Auditor

### **RSM France**

Société de Commissariat aux Comptes  
Membre de l'Ordre des experts comptables  
de Paris

***French original signed by***

**Djamel Zahri**

Partner

# Financial statements

International Organization  
for Marine Aids to  
Navigation

31/12/2025

This document contains 23 pages

## International Organization for Marine Aids to Navigation

Assets		At 31/12/2025		
		Gross	Amort./Dep. or Prov.	Net
Fixed assets	Intangible assets			
	Start-up costs			
	Research and development costs			
	Temporary usufruct donations			
	Concessions, patents, licences, trade marks, software and similar rights <sup>(1)</sup>	87 103	86 854	249
	Other intangible assets in progress			
	Advances and deposits on intangible assets			
	<b>TOTAL</b>	<b>87 103</b>	<b>86 854</b>	<b>249</b>
	Property, plant and equipment			
	Lands	240 551		240 551
Buildings	1 167 138	405 770	761 368	
Technical plant, equipment and industrial tooling	1 799 258	1 622 204	177 053	
Fixed assets in progress				
Advances and down payments				
<b>TOTAL</b>	<b>3 206 949</b>	<b>2 027 974</b>	<b>1 178 974</b>	
	In-kind donations for resale			
Financial assets (2)	Equity investments and loans related to equity invt.			
	Other long-term investments			
	Loans			
	Other financial assets	3 060		3 060
<b>TOTAL</b>	<b>3 060</b>		<b>3 060</b>	
<b>Total I</b>	<b>3 297 112</b>	<b>2 114 829</b>	<b>1 182 283</b>	
Current assets	Inventories and work in progress (goods and services)			
	Receivables <sup>(3)</sup>			
	Receivables from customers and related accounts	11 892		11 892
	Legacies, bequests and gifts			
	Other receivables	10 259		10 259
	<b>TOTAL</b>	<b>22 152</b>		<b>22 152</b>
	Others			
Marketable securities	4 099 395		4 099 395	
Cash instruments				
Available funds	3 056 342		3 056 342	
Prepaid expenses <sup>(4)</sup>	76 444		76 444	
<b>Total II</b>	<b>7 254 335</b>		<b>7 254 335</b>	
	Loan issuance costs III			
	Redemption on redemption of borrowings IV			
	Exchange rate differences assets V			
<b>TOTAL ASSETS (I+II+III+IV+V)</b>	<b>10 551 447</b>	<b>2 114 829</b>	<b>8 436 618</b>	
References	(1) Of which leaseholds (2) Of which current portion (gross) of financial assets (3) and (4) Of which non-current portion (gross)			

**International Organization for Marine Aids to Navigation**

<b>Liabilities</b>		At 31/12/2025	
<b>Not-for-profit funds</b>	Not-for-profit permanent funds :		
	Statutory funds		
	Additional funds		6 160 590
	Not-for-profit non-permanent funds :		
	Statutory funds		
	Additional funds		
	Revaluation variance		
	Reserves :		
	Statutory or contractual reserves		
	Restricted project-related reserves		
Other			
Profit and loss account brought forward			
	Result for the financial year (profit or loss)		<b>-1 027 265</b>
	Clear situation (sub-total)		<b>5 133 325</b>
	Expendable endowment funds		
	Investment grants		531 185
	Regulated provisions		
	<b>Total I</b>		<b>5 664 510</b>
	Other funds		
	<b>Total I bis</b>		
<b>Retained and designated funds</b>	Retained funds relating to legacies, bequests and gifts		
	Designated funds		251 567
	<b>Total II</b>		<b>251 567</b>
<b>Provisions</b>	Provisions for risks		177 298
	Provisions for charges		432 316
	<b>Total III</b>		<b>609 614</b>
<b>Debts</b>	Convertible and other bonds		
	Bank loans and borrowings <sup>(1)</sup>		
	Other loans and borrowings <sup>(2)</sup>		
	Trade payables and related accounts		89 474
	On accepted bequests		
	Payroll-related and tax payables		282 872
	Payables to suppliers of assets and related accounts		
	Other debts		600 000
	Cash instruments		
Income recorded in advance		938 579	
	<b>Total IV</b>		<b>1 910 926</b>
	Exchange rate differences liabilities (V)		
	<b>TOTAL LIABILITIES (I+I bis+II+III+IV+V)</b>		<b>8 436 618</b>
<b>References</b>	(1) Of which bank overdrafts and account credit balances		
	(2) Of which participating loans		

International Organization for Marine Aids to Navigation

		From 01/03/2025 At 31/12/2025	
Operating income	Contributions	672 659	
	Sales of goods and services		
	Sales of goods	5 350	
	<i>Including sales of in-kind donations</i>		
	Sales of services	74 200	
	<i>Including corporate sponsorship</i>		
	Income from third parties		
	Public subsidies and operating grants	163 787	
	Founder investments or use of expendable endowment funds		
	Donations from the general public		
	Lifetime gifts		
	Corporate patronage		
	Bequests, gifts, life insurance		
	Financial contributions	605 474	
	Reversals of amortisation, depreciation & provisions, transfers of expenses		
Use of designated funds	173 808		
Other incomes	50 442		
	<b>Total operating income I</b>	<b>1 745 722</b>	
Operating expenses	Purchases of merchandise		
	Increase (decrease) in inventory of merchandise		
	Other purchases and external expenses <sup>(1)</sup>	697 569	
	Financial aid		
	Tax, duties and related expenses	14 418	
	Wages and salaries	1 340 988	
	Social security contributions	518 394	
	Depreciation and amortisation provisions	93 848	
	Subsidies granted by the not-for-profit	85 083	
	Designated funds	86 664	
	Other purchases and expenses	2 711	
	<b>Total operating expenses II</b>	<b>2 839 679</b>	
	<b>1. Operating profit (I-II)</b>	<b>-1 093 956</b>	

International Organization for Marine Aids to Navigation

		From 01/03/2025 At 31/12/2025	
Financial income	From shares in group companies		
	From other investments		
	Interests and similar incomes	67 530	
	Write back of provisions and transferred charges		
	Exchange gain	14	
	Net profit on disposals of current financial investments		
	<b>TOTAL OPERATING INCOME III</b>	<b>67 544</b>	
Financial expense	Increase of provisions against financial assets		
	Interests payable and similar charges		
	Exchange loss	853	
	Net losses on disposals of current financial investments		
	<b>TOTAL OPERATING EXPENSE IV</b>	<b>853</b>	
	<b>2. Net financial result (III-IV)</b>	<b>66 691</b>	
	<b>3. Current income before corporate tax on profit (I-II+III-IV)</b>	<b>-1 027 265</b>	
Exceptional income	On operating items		
	On capital items		
	Write back of provisions and transferred charges		
	<b>TOTAL EXCEPTIONAL INCOME V</b>		
Exceptional expense	On operating items		
	On capital items		
	Depreciation and provisions		
	<b>TOTAL EXCEPTIONAL EXPENSE VI</b>		
	<b>4. Net exceptional result (V-VI)</b>		
	Employee profit sharing plan VII		
	Corporate tax on profit VIII		
	Unused resources from prior years IX		
	Commitments on allocated resources X		
	<b>Total income (I + III + V + IX)</b>	<b>1 813 267</b>	
	<b>Total expense (II + IV + VI + VII + VIII + X)</b>	<b>2 840 532</b>	
	<b>PROFIT OR LOSS</b>	<b>-1 027 265</b>	
Measurement of voluntary contributions in kind			
<b>Income</b>			
	Volunteer work		
	Services in kind		
	In-kind donations		
	<b>TOTAL</b>		
<b>Expense</b>			
	In-kind assistance		
	Provision of goods and services		
	Services in kind		
	Volunteer staff		
	<b>TOTAL</b>		

# International Organization for Marine Aids to Navigation

Appendix to the financial  
statements on December 31,  
2025

Amounts expressed in EUR

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## 1 Object of the Organization

IALA's goal is to ensure safe, economical and efficient movement of ships through the improvement and harmonization of global marine aids to navigation. The scope of the activity is international.

## 2 Nature and scope of the activities or social missions carried out

To achieve this goal, IALA:

- Develops international cooperation;
- Gathers and disseminates information on the activities of members;
- Drafts and publishes standards, recommendations, guidelines, manuals and any other necessary documents;
- Establishes commissions, working groups or other entities necessary for the study of specific issues and;
- Organizes conferences, symposia, seminars, workshops or other events related to its work.

Since its establishment in 2012, the IALA World-Wide Academy has been contributing to capacity building through the training of personnel responsible for aids to maritime navigation.

## 3 Description of the means used

Annual contributions and fees represent the main source of income for the functioning of the Organization.

#### **4 Significant events during the year and after the balance sheet date**

##### **4.1 Key events to the year**

A universal transfer of all rights, interests, assets and liabilities, including the transfer of employees of the Association was carried out for the benefit of the International Organization for Marine Aids to Navigation, thereby resulting in the dissolution of the Association by absorption.

The process leading to this transaction began shortly after the deposit of the thirtieth instrument of ratification of the Convention on the International Organization for Marine Aids to Navigation, signed in Paris on 27 January 2021, and involved resolutions of the Board of Directors as well as various formalities, culminating in this universal transfer of assets in March 2025.

This constitutes the Organization's first year. The accounting period covered a duration of nine months, from 1 March 2025 (the date of registration with the Prefecture) to 31 December 2025.

##### **4.2 Key events after the balance sheet date**

No significant events have occurred after the closing of the year.

## **5 Accounting principles and methods**

### **5.1 General principles**

The annual accounts of the Organization for this closed financial year have been prepared in accordance with the provisions of the Commercial Code, with the specific provisions applicable to ANC regulation 2018-06 and, in the absence of other specific provisions, with those of ANC regulation 2014-03 relating to the general chart of accounts.

The international Organization is not required to comply with French regulations; however, for practical reasons, the annual financial statements have been prepared in accordance with the provisions of the French Commercial Code and the French General Chart of Accounts (Plan Comptable Général).

General accounting principles have been applied in accordance with the principle of prudence and based on the following fundamental assumptions: going concern, consistency of accounting methods from one financial year to another, and accrual basis of accounting, in compliance with the general rules for the preparation and presentation of annual financial statements.

The Organization prepared its financial statements in accordance with ANC Regulations No. 2022-06 and No. 2023-03 relating to the modernization of financial statements, ANC Regulation No. 2018-06, and, in the absence of any specific provisions, with ANC Regulation No. 2014-03 relating to the French General Chart of Accounts.

The measurement of items recognized in the accounts has been carried out using the historical cost method

#### **5.1.1 Change in accounting policy**

No changes in accounting policy have occurred during the year.

#### **5.1.2 Change in valuation method**

No changes in accounting policy have occurred during the year.

## 6 Information on balance sheet items

### 6.1 Fixed assets

#### 6.1.1 Statement of Fixed Assets (Gross)

Situations and movements	01/01/2025	01/08/2025	+	-	31/12/2025
Sections	Gross value at the beginning of the year	Transfert IALA	Increases	Decreases	Gross value at the end of the year
Establishments costs	-				-
Other intangible assets	-	90 978		3 875	87 103
<b>Total intangible assets</b>	<b>-</b>	<b>90 978</b>	<b>-</b>	<b>3 875</b>	<b>87 103</b>
Land	-	240 551			240 551
Buildings	-	1 167 138			1 167 138
Technical installations, equipment, tools	-	1 786 639	12 618		1 799 258
Tangible assets in progress	-				-
<b>Total tangible assets</b>	<b>-</b>	<b>3 194 330</b>	<b>12 618</b>	<b>-</b>	<b>3 206 949</b>
<b>Total</b>	<b>-</b>	<b>3 285 309</b>	<b>12 618</b>	<b>3 875</b>	<b>3 294 052</b>

#### 6.1.2 Depreciation of fixed assets

Situations and movements	01/01/2025	01/08/2025	+	-	31/12/2025
Sections	Gross value at the beginning of the year	Transfert IALA	Increases	Decreases	Gross value at the end of the year
Establishments costs					
Other intangible assets	-	90 349	380	3 875	86 854
<b>Total intangible assets</b>	<b>-</b>	<b>90 349</b>	<b>380</b>	<b>3 875</b>	<b>86 854</b>
Land					
Buildings	-	370 083	35 687	-	405 770
Technical installations, equipment, tools	-	1 492 491	129 712	-	1 622 203
<b>Total tangible assets</b>	<b>-</b>	<b>1 862 574</b>	<b>165 399</b>	<b>-</b>	<b>2 027 974</b>
<b>Total</b>	<b>-</b>	<b>1 952 924</b>	<b>165 780</b>	<b>3 875</b>	<b>2 114 829</b>

#### 6.1.3 Intangible assets

Intangible assets are valued at acquisition cost less discounts, rebates and cash discounts or at production cost.

An impairment loss is recognized when the present value of an asset is less than the net book value.

##### 6.1.3.1 Main movements

The decreases for the financial year relate to the disposal of software and a license for €3,875.

### 6.1.3.2 Depreciation methods

For non-depreciable intangible assets, a provision for depreciation is recording where the market value at the end of the financial year is lower than its purchase price. The software and the website are amortized over 3 to 5 years.

### 6.1.4 Tangible assets

Tangible assets are valued at acquisition cost less discounts, rebates, and cash discounts or at production cost.

#### 6.1.4.1 Main movements

The acquisitions during the financial year relate to office equipment and IT equipment. The disposals during the year relate to IT equipment.

#### 6.1.4.2 Depreciation methods

The depreciation periods applied are as follows:

- Shell: 60 years,
- Waterproof facade: 30 years,
- IGT: 20 years,
- Fixtures and fittings: 10 to 20 years,
- Transport equipment: 5 years,
- Office equipment: 5 years,
- Household appliances: 5 years,
- Computer equipment: 3 years,
- Telephone installations: 10 years.

## 6.1.5 Financial fixed assets

Situations and movements	01/01/2025	01/08/2025	+	-	31/12/2025
Sections	Gross value at the beginning of the year	Transfert IALA	Increases	Decreases	Gross value at the end of the year
Participations					
Receivables from participating interests					
Other fixed assets					
Loans and other financial assets	-	37 550	-	34 490	3 060
<b>Total financial assets</b>	-	<b>37 550</b>	-	<b>34 490</b>	<b>3 060</b>
<b>Total</b>	-	<b>37 550</b>	-	<b>34 490</b>	<b>3 060</b>

## 6.2 Current assets

### 6.2.1 Receivables

Receivables	Gross amount	Asset liquidity	
		Due within 1 year	More than 1 year to maturity
<b>Receivables from fixed assets</b>	-	-	-
Receivables from participating interests			
Loans (1)			
Other			
<b>Receivables from current assets</b>	<b>98 597</b>	<b>98 597</b>	-
Trade receivables and related accounts	11 892	11 892	
Other receivables	10 259	10 259	
Prepaid expenses	76 444	76 444	
<b>Total</b>	<b>98 597</b>	<b>98 597</b>	-

(1) Loans granted during the year

Loans recovered during the year

### 6.2.2 Accrued income

Income receivable amounts to €28,376 and corresponds to:

- Accrued interests on booklets and TCAs of €26,768 ;
- The excess of payroll tax remittance receivable of €1,608 ;

### 6.2.3 Marketable securities

A provision for depreciation is recorded when a probable loss on financial investments appears.

The sums collected from members do not, as a rule, give rise to immediate disbursement. They are therefore invested on the following vehicles:

- Saving account Livret A;
- Livret account;
- Term accounts.

### 6.2.4 Prepaid expenses

Prepaid expenses amounted to €76,444 as of December 31, 2025. They relate to operating expenses.

## 6.3 Organization funds

### 6.3.1 Statement of changes in Organization funds

Situations and movements	01/01/2025	01/08/2025		+	-	31/12/2025
Sections	At the opening	Transfert IALA	Affectation du résultat	Augmentations	Diminutions	Valeur à la clôture de l'exercice
Associative funds without right of withdrawal	-	6 160 590				6 160 590
Associative funds with takeover rights						
Revaluation differences						
Reserves						
Retained earnings						
Surplus or deficit for the year	-				1 027 265	- 1 027 265
<b>Net position</b>	<b>-</b>	<b>6 160 590</b>	<b>-</b>	<b>-</b>	<b>1 027 265</b>	<b>5 133 325</b>
Consumable Associative funds						
Capital grants	-	544 347			13 162	531 185
Regulated provisions						
<b>Total</b>	<b>-</b>	<b>6 704 937</b>	<b>-</b>	<b>-</b>	<b>1 040 427</b>	<b>5 664 510</b>

### 6.3.2 Reserves for organization projet

The reserves for the Organization's project were reversed in accordance with the decision of the governing body in connection with the implementation of the project.

### 6.3.3 Investment grants

Situations and movements	01/01/2025	01/08/2025	+	-	31/12/2025
Sections	Balance at beginning of year	Transfert IALA	Increases	Decreases	Balance at end of year
Nominal amount :	-	1 000 000			1 000 000
Shares transferred to profit or loss :	-	- 455 653	- 13 162	-	- 468 815
<b>Net amount in own funds</b>	<b>-</b>	<b>544 347</b>	<b>-13 162</b>	<b>-</b>	<b>531 185</b>

## 6.4 Dedicated funds

Nature of the project and characteristics	Funds to be committed at the beginning of the year	Transfert IALA	Commitments to be made from new earmarked resources	Use during the year	Funds remaining to be committed at year-end	
					Total amount	Of wich dedicated funds corresponding to projects with no expenditure in the last two years
<b>Operating grants</b>						
Dedicated funds Singapore	-	37 342		29 584	7 758	
Dedicated funds Korea	-	44 736		25 998	18 738	
Dedicated funds Malaysia	-	71 681		27 611	44 070	
Disaster Recovery Fund	-	23 113		-	23 113	
<b>Financial contributions from other organisms</b>						
Dedicated funds IFAN	-		68 511		68 511	
Dedicated funds WWA / France / Trinity House / Jana	-	161 836	18 153	90 615	89 374	
Dedicated funds IMO	-				-	
<b>Donations from the general public</b>						
<b>Total</b>	-	<b>338 711</b>	<b>86 664</b>	<b>173 808</b>	<b>251 567</b>	-

## 6.5 Table of changes in provisions for liabilities and changes

### 6.5.1 Provisions for liabilities and charges

Situations and movements	01/01/2025	01/08/2025	+	-	31/12/2025
Sections	Value at the beginning of the year	Transfert IALA	Increases	Decreases	Value at the end of the financial year
Provisions for employment risks					
Other provisions for risks	-	177 298	-	-	177 298
Provisions for pensions and similar obligations					
Provisions for major repairs					
Other provisions for charges	-	-	432 316	-	432 316
<b>Total provisions for liabilities and charges</b>	-	<b>177 298</b>	<b>432 316</b>	-	<b>609 614</b>

A provision for litigation was maintained at 31.12.2025 for €177,298 €.

Provisions for expenses correspond to provisions for severance pay. A provision for severance pay is calculated for all employees (unless otherwise provided for in the employment contract). As at 31 December 2025, the amount of the provisions amounts to €432,316 for indemnities and social charges.

## 6.6 Debt

### 6.6.1 Statement of liabilities

Liabilities	Gross amount	Degree of liability		
		Due within 1 year	Maturing in more than 1 year	Maturity of more than 5 years
Convertible bonds				
Other bonds				
Loans and debts with credit institutions of which :				
- to a maximum of 2 years originally				
- originally more than 2 years old				
Other loans and financial debts				
Trade payables	89 474	89 474		
Tax and social security liabilities	282 872	282 872		
Debts on fixed assets and related accounts				
Other debts	600 000	600 000		
Deferred income	938 579	938 579		
<b>Total</b>	<b>1 910 926</b>	<b>1 910 926</b>	<b>-</b>	<b>-</b>

### 6.6.2 Accrued charges

Accrued charges	Amounts
Unpaid invoices	48 684
Tax and social security liabilities (corresponding to the provision for paid leave)	170 778
Other tax and social security liabilities	3 111
<b>Total</b>	<b>222 574</b>

### 6.6.3 Deferred income

Deferred income amounts to €938,579 and mainly corresponds to the 2026 membership fees. In fact, the call for 2026 membership fees is made in 2025. The Organization records as deferred income the payments received for these 2026 membership fees.

## 7 Information on the Income Statement

### 7.1 Breakdown of operating income

Amounts	2025
Contributions	672 659
Sales of goods and services	79 550
Lifetime gifts	0
Public assistance and operating subsidy	163 787
Financial contributions	605 474
Reversals of provisions and transfers of expenses	0
Use of designated funds	173 808
Others incomes	50 442
<b>Total</b>	<b>1745 722</b>

The recognition criterion for accounting the membership fees as income is the receipt of payment.

### 7.2 Nature of public funding and grants awarded

Situations and movements	01/01/2025	01/08/2025	+	-	31/12/2025
Sections	Balance at beginning of year	Transfert IALA	Increases	Decreases	Balance at end of year
<b>Public funding :</b>	-	-	-	-	
<b>Operating grant :</b>	-	150 625	-	-	150 625
<i>Government</i>		20 000			20 000
<i>Foreign government authorities</i>		130 625			130 625
<b>Capital grant :</b>	-	1 000 000	-	-	1 000 000
<i>Government</i>	-	1 000 000	-	-	1 000 000
<b>Total</b>	-	1 150 625	-	-	1 150 625

### 7.3 Financial income

Financial income amounted to €67,544 as at December 31, 2025 and corresponds to interest on passbook accounts, capitalization contracts, and term accounts.

#### 7.4 Voluntary contributions : nature, importance (voluntary work, provision of services)

In order to carry out its activity, the Organization benefits from voluntary contributions in kind consisting of the participation of various international experts in the colleges set up within the Organization and the covering of the travel expenses of these experts by the members of the Organization. The year 2025 is marked by increased participation in seminars, meetings and commissions organized in person by the Organization. The change in status involved visits to headquarters by our members/non members.

With 18 meetings at headquarters, the Organization benefited from 53 working days in 2025 bringing together 963 external participants in total. It is difficult to calculate their travel costs. However, the estimate of their fees is estimated at €1,579,550 and their reception cost at €812,340 ; so a total of €2,391,890. The table below provides the list of working meetings organized in 2025 at the Organization :

Meetings at IALA Headquarters	2025 Dates	Number of external participants	Number of days	Estimated cost of hospitality *	Fee estimate **	Total
MASS Task Force	February 3, 2025	12	1	2 160 €	4 200 €	6 360 €
PAP56	Feb 4-6, 2025	12	3	6 480 €	12 600 €	19 080 €
IFAN Board	March 13, 2025	9	1	1 620 €	3 150 €	4 770 €
Meeting VTS57	March 17-21, 2025	123	5	110 700 €	215 250 €	325 950 €
Meeting DTEC4	March 24-28, 2025	142	5	127 800 €	248 500 €	376 300 €
Meeting ARM20	March 31, April 4, 2025	107	5	96 300 €	187 250 €	283 550 €
Meeting ENG20	April 7-11, 2025	109	5	98 100 €	190 750 €	288 850 €
Academy Training on IWRAP	June 16-20, 2025	22	5	19 800 €	38 500 €	58 300 €
Steering Committee IALA Conference Inde	Sept 08, 2025	11	1	1 980 €	3 850 €	5 830 €
PAP58	Sept 09-11, 2025	13	3	7 020 €	13 650 €	20 670 €
Meeting VTS58	Sept 22-26, 2025	126	5	113 400 €	220 500 €	333 900 €
Meeting DTEC5	Sept 28, Oct 3, 2025	150	5	135 000 €	262 500 €	397 500 €
Meeting ARM21	Oct 20-24, 2025	99	5	89 100 €	173 250 €	262 350 €
Academy, meeting UKHO	Oct 22, 2025	3	1	540 €	1 050 €	1 590 €
LAP28	Oct 29, 2025	6	1	1 080 €	2 100 €	3 180 €
Staff first aid training	Nov 4, 2025	12	0	- €	- €	- €
IMFR visit	Nov 9, 2025	2	1	360 €	700 €	1 060 €
Vietnamese delegation's visit	Dec 9, 2025	5	1	900 €	1 750 €	2 650 €
<b>Total</b>		<b>963</b>	<b>53</b>	<b>812 340 €</b>	<b>1 579 550 €</b>	<b>2 391 890 €</b>

\* The hospitality cost (hotel + meals) is calculated on the basis of 180 € per day per person.

\*\* The estimated fees are calculated on the basis of 350 € per day per expert

**8 Other information****8.1 Unusual transactions or transactions not concluded on normal terms**

None.

**8.2 Information on the average workforce**

Categories	Salaried staff
Managers	16
Employees	0
<b>Total</b>	<b>16</b>

## 9 Other commitments

### 9.1 Off-balance commitments

- In return for an investment grant of €1 million from the French government, the Organization has undertaken to maintain its headquarters in France for a period of 10 years. This commitment ran until 2021.
- The Organization signed a multi-annual Memorandum of Understanding with a Malaysian organization on June 3, 2023. The financial engagement of €125,000 per year is not registered as accrued income for the 2024 to 2026 years.
- The Organization signed a preliminary reservation agreement with the Ministry on December 18, 2025, for the acquisition of the future headquarters of the IALA.

### 9.2 Leasing commitments

Restatement of leases				
	Land and buildings	Plant and equipment	Other	Total
<i>Original value</i>			n.a.	
Depreciation			n.a.	
- Accumulated previous years				
- Allocation for the year				
<b>Subtotal</b>				
Royalties paid				
- Accumulated previous years			-	-
- Allocation for the year			10 804	10 804
<b>Subtotal</b>			<b>10 804</b>	<b>10 804</b>
Outstanding royalties				
- Up to one year			-	-
- Up to five years				
- Over five years old				
<b>Subtotal</b>			<b>-</b>	<b>-</b>
Residual value			n.a.	
- Up to one year				
- Up to five years and up to 5 years				
- Over five years old				
<b>Subtotal</b>				
<b>Amount expended in the year</b>			<b>10 804</b>	<b>10 804</b>

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